

More Than Bowling:

The UTAC Cheer Squad That Energised the Inaugural SSIA Sports Challenge



Cheers echoed across the bowling lanes at the first-ever SSIA Semiconductor Sports Challenge. While the spotlight was on the athletes competing, another team captured attention with something just as powerful: energy.

With infectious enthusiasm, rhythmic chants, and unwavering support, UTAC's cheer squad rallied their players throughout the competition.

Their spirit did not go unnoticed. During the Bowling Challenge on 26 February, UTAC's cheer squad walked away with the Best Cheerleading Team award, recognising their genuine passion behind every cheer.

The Spirit Behind the Cheers

Behind that contagious energy were Karen Lyu and Wilson Han.

For Karen, Vice Chairman of UTAC's Sports & Recreation Committee, joining the cheer squad was a natural



extension of her belief that sports are about more than competition.

"Sports play an important role in promoting health, wellbeing, and team spirit in our workplace," she shares. "Even though I'm from Finance, I enjoy activities that bring colleagues together outside of work."

A yoga enthusiast who values staying active, Karen saw cheering as a simple but meaningful way to support colleagues and bring positive energy to the event.

Turning Support into Momentum

For Wilson, every chant, clap and call of encouragement carried a clear message: the players were not competing alone.

"While the players were competing on the lanes, cheering from the sidelines was our way of supporting them," Wilson Han, HR Business Partner at

UTAC shares. "It was also a chance to bring everyone together and show the strong team spirit we have at UTAC."

"When we cheer, the goal is to keep the energy high and motivate the teams," Karen explains. "Sometimes just hearing colleagues cheering for you can give that extra push."

As more colleagues joined in, the cheering became a shared moment of camaraderie, injecting excitement across the semiconductor community.

Living up to UTAC Values

For both Karen and Wilson, the experience reinforced the deeper values that sports bring into the workplace.

Teamwork. Perseverance. Positivity.

"These values resonate strongly," Karen reflects. "Sports remind us that we achieve more when we support one

another and keep going even when things are challenging."

Wilson spotlights that the cheer squad played a meaningful role.

"Even though we are not the ones bowling, we can still encourage and uplift our teammates. It reflects the same values we practise at UTAC every day, supporting one another and working together."

The Moment That Made It Special

One moment in particular captured the heart of the experience.

For Karen, it was seeing players respond to the cheers.

"When the bowling team turned around, smiled, or reacted to our support, it showed they could really feel the encouragement," she recalls. "That made the whole experience very meaningful."

Then came the surprise announcement. UTAC had been awarded Best Cheerleading Team.

"None of us expected it," Wilson says. "When the announcement came, we were shocked and excited at the same time."

For the cheer squad, the award was more than recognition, it reflected the spirit they had brought to the event. And if Karen and Wilson had one message for the athletes they supported, it would be simple:

Enjoy the game. Be proud of participating. Because in the end, sports challenges are not just about winning. They are about friendship, shared experiences, and the moments when colleagues come together, whether on the lanes or on the sidelines, to lift one another up.



SSIA Semiconductor Sports Challenge 2026:

Next Up 23 April | Futsal

More sporting action is coming throughout the year, and team registrations are now open:

14 May 2026 | Pickleball

30 July 2026 | Basketball

28 Aug 2026 | Badminton

Next up, we have 14 teams gearing up for the upcoming futsal showdown on 23 April. Expect an afternoon of fast passes, quick footwork and spirited competition as teams across the semiconductor ecosystem battle it out on the court.

Gather your colleagues, rally your teammates and represent your company on the court.

To sign up, write to: daphne@ssia.org.sg

More details: <https://ssia.org.sg/semiconductor-sports-challenge/>

Because beyond building chips, the semiconductor community also knows how to build teamwork, energy and unforgettable moments together.

What if I Fly: Leadership with Doubt, Trust and Authenticity



Janice Wong

General Counsel & Chief Sustainability Officer, UTAC

I joined UTAC in 2015 as a part-time legal counsel, drawn by the flexibility it offered me to pursue my passion for teaching yoga. My role expanded significantly in late 2017 when UTAC was navigating a major period of business transformation. During this period, a US lawyer was appointed as General Counsel, while I stepped in as an interim department lead, overseeing the legal team's day-to-day operations. This marked my first leadership experience and a defining moment in my career.

As the transition concluded, our CEO, Dr. John Nelson, asked if I would consider becoming General Counsel. I was both surprised and uncertain. The role required managing former peers, working with shareholders and the board, and collaborating closely with senior management. I realised that success depended not only on legal expertise, but on soft skills and the ability to navigate complex relationships. With John's encouragement and a trusted team, I accepted the challenge.

The transition wasn't easy. I often second-guessed myself, leaving meetings wondering if I had said the right thing or truly belonged at the table. But I prioritized supporting my team and listening deeply—skills that became central to my leadership approach. I was fortunate to lead in a company that trusted people to learn, stretch and step forward even before they felt fully ready. Regular

conversations with John helped me build confidence in business-focused discussions where I initially felt out of place. Over time, I learned to appreciate differing perspectives and contribute more confidently to leadership decisions.

In 2022, I took on an additional role as Chief Sustainability Officer, overseeing UTAC's ESG initiatives. Leading a cross-functional team whose members had full-time responsibilities was challenging, but their passion and commitment drove tangible results. Within three years, we strengthened our sustainability reporting and made tangible progress towards longer-term decarbonisation goals – embedding sustainability more firmly into our business strategy.

One of the toughest challenges was making a difficult people decision. While balancing business needs with empathy, I remained deeply aware of its personal impact and chose to communicate early and transparently. This experience reinforced for me that leadership decisions often carry real human consequences.

Alongside my professional growth, I experienced major personal milestones—marriage during the COVID-19 lockdown, pregnancy in 2022, and welcoming my son in 2023. These life changes unfolded alongside increasing professional responsibility. With strong support from my team, peers, and leadership at UTAC, I was able to

navigate these life transitions while continue to grow as a leader.

Over time, my leadership style evolved toward authenticity—leading with empathy, listening deeply, and trusting my instincts. I stopped trying to lead the way I thought I should, and began leading in a way that felt true to who I am. I have learned that confidence is not about having all the answers, but about being willing to learn, adapt, and take risks.

Today, women balancing careers and caregiving responsibilities need strong support systems – at work, at home – and organisations that intentionally create space for them to thrive. For me, this meant choosing environments and partnerships that allowed growth without perfection. As Erin Hanson's poem reminds us, "*What if I fall?.. Oh, but my darling, what if you fly?*", trusting ourselves and the process can lead to unexpected possibilities. Looking back, the moments I feared most were also the moments that shaped me. When I finally stepped forward, I discovered just how far I could fly.

