

2023 ANNUAL REPORT



About the Singapore Institute of International Affairs

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Established in 1962, the Singapore Institute of International Affairs (SIIA) is a non-profit and independent think tank committed to producing policy analysis, fostering in-depth dialogues and bridging gaps between policymakers, private sector decision-makers and experts to shape public policy and social responses. Centred around ASEAN focused themes, the institute aims to deliver policy analysis in international affairs and on issues driving environmental sustainability. The SIIA has been consistently ranked as one of the leading think tanks in Southeast Asia and the Pacific, in the Global Go To Think Tank Index by the University of Pennsylvania. Since 2017, the SIIA was ranked the No. 1 independent think tank in Asia. It was also recognised as one of the top 50 think tanks globally, excluding the United States of America. For two consecutive years since 2019, it was recognised as the No. 1 think tank in South, Southeast Asia and Pacific (excluding India).

Ranked No. 1 Independent Think Tank in Asia

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CONTENTS

4	CHAIRMAN’S STATEMENT
7	PROGRAMMES AND EVENTS
7	ASEAN
11	Sustainability
13	Membership
15	Media
17	Advisory
18	GOVERNANCE
20	SECRETARIAT
22	FINANCIAL HIGHLIGHTS
25	APPENDICES
25	Appendix A: SIIA Events Calendar
27	Appendix B: 2023 Donors and Sponsors
28	Appendix C: Council, Honorary and Life Members, Advisors, Trustees, Patrons, and Fellows
31	Appendix D: 2023 Research and Publication Listings



CHAIRMAN'S STATEMENT

The Singapore Institute of International Affairs (SIIA) marked our 60th anniversary over the past year, and there is more relevance in the work we do than any other time. While the pandemic is officially over, Singapore and the world are not as they were before. Humanity faces a 'polycrisis' with many dimensions in geopolitical, economic and financial, and sustainability challenges.

Our region and our country are not immune but continue to manage the circumstances relatively well. There are opportunities among the risks, and our region exceeds global norms in economic growth. In this sense, 2023 was a good year for the SIIA not only to mark a significant milestone in our history but also to reinforce our relevance and contributions to our members, the wider community and in the region. Our annual report will detail our work this year. Allow me to outline some continuities and some changes for the SIIA.

Continuities and Growth

We continue to focus on ASEAN in terms of the politics and economics of key economies, and on sustainability challenges. Our flagship events continue with the ASEAN and Asia Forum (AAF) in its 15th year, and the Singapore Dialogue on Sustainable World Resources (SWR) completing its first decade. Each has not only endured but grown and now serves as a bridge between key policymakers and experts and leading private sector corporations, as well as to offer thought leadership.

SIIA's Haze Outlook report is now widely accepted by governments, key companies, and investors in evaluating the risk that severe haze pollution will return in our region. In 2023, our Outlook gave a "red" warning, and this was, unfortunately, correct with significant haze suffered for the first time since 2019. We will continue to work on this key issue and grow to address the adjacent issues of the resource and plantation sectors, including opportunities for biofuels and biomass, green finance and nature-based carbon credits, and other incentives for conservation.

Looking at growth in ASEAN, our work in 2023 has included an additional specialty to focus on the digital economy as a key opportunity for regional integration. The SIIA also issued in this year, pathfinding work on an emerging issue – the relationship of the digital economy to sustainability and climate.

We are grateful that governments and the private sector have engaged with us on these issues, and a number of them have further provided financial donations and contributions for our work, as a not-for-profit institute dedicated to public good. We have been ranked as a leading think tank in ASEAN and the number 1 independent think tank across Asia, and these pledges help us sustain and grow our standing and relevance.

New Initiatives

Additionally, over this past year, we have set out new initiatives. Underpinning this, our key effort for 2023 was in fundraising for a multi-year development budget. We are grateful that a number of donors responded generously. In total, our 60th anniversary pledges raised some \$860,000. Additionally, a further \$304,000 was raised for our 2023 year-end dinner. To me as chairman for two decades, it is especially heartening that all donors to our 60th anniversary were long-time members and supporters who know our work well. We were especially grateful that then President Madam Halimah Yacob was our guest-of-honour at a reception to thank and honour our donors, held at the Istana.

These funds will provide for a new effort to recognise and develop a next and emerging generation of leaders with a new programme that links and adds to our current work and activities. The on-going 'polycrisis' underscores the greater relevance of international and regional issues to the upcoming leaders of our society and corporations, both in terms of their personal interests and professional development.

There are also initiatives being undertaken for our work to go broader, and deeper. Broadening our outreach will not only be to the next and emerging generation of leaders but also the SIIA already works with the National Youth Council with events and articles catering to tertiary-level students and recent graduates. Through the media, our outreach is also growing. The SIIA garnered 226 mentions in newspapers and television shows, a 50 per cent increase in media mentions. Our commentaries have also grown, including a special commentary series with The Business Times on "The Politics that Matter to Business". In social media, we recognise its significance to grow our appeal and reach among a new demographic. For the year, we saw substantial growth, accumulating a total of 2,171 new followers on LinkedIn and Facebook, surging by 721 per cent.

Our efforts to go deeper arise from our aim to be more relevant to businesses looking at ASEAN. Requests for advisory services have increased this year due to the challenging global environment, rising geopolitical tensions, and renewed interest in ASEAN. In addition to serving our corporate members, our advisory briefings have been requested by various companies, including leading multinational corporations, international investors, and corporations for their senior management or boards. Some of our corporate members have also sought tailor-made advisory services on topics within our expertise that are of relevance to their businesses.

Resources: People and Funds

While we have achieved high rankings and have a strong programme of work and events, the SIIA remains dependent on the contributions of its voluntary council, supported by a small professional secretariat, with just 13 staff. This is augmented by part-time Senior Fellows. In the coming years, as our development plan requires and as funding allows, our professional staff will grow modestly in numbers.

Financial prudence will continue even as we expand, and 2023 was a good year for the SIIA. We concluded the fiscal year with a surplus of \$362,935, post-staff bonuses; reflecting a 31.7 per cent growth in revenue. The SIIA was able to add to our surplus “reserves”, reaching some \$2.38 million, approximately 18 per cent more than in the prior year.

Notwithstanding this, I ask members to note that a considerable amount of revenue in 2023 was received exceptionally in connection with our 60th anniversary drive, and a one-for-one grant from the Totalisator Board, capped at \$250,000. The SIIA moreover remains the smallest think tank and one that operates without a paid full-time Executive Director; if it were, otherwise, a commensurate salary for a senior person would add considerably to costs and erode any surplus.

Even so, we will seek to grow our relevance and contributions to Singapore by continuing our core programme in key focus areas, as well as to broaden our reach to the next generation of leaders, to youth and through the media, and deepen our offerings services to members and corporations based in Singapore. For our mission, we continue to depend on members, foundations, and specific project grants from our government. Your engagement and support are critical and most appreciated.

Simon Tay

Chairman

Singapore Institute of International Affairs (SIIA)



PROGRAMMES AND EVENTS

ASEAN

ASEAN: Implications of Continued Global Disruptions

In 2023, ASEAN countries and the rest of the world saw the prolongation of convergent yet multifaceted crises – termed ‘polycrisis’ by some experts. The polycrisis included the intensifying US-China geopolitical competition, the persisting war in Ukraine, and the continuing humanitarian crisis in Myanmar. Due to the interconnected nature of these crises, the impacts permeated around the world, threatening to undo globalisation and up-end the current world order. The resulting supply chain disruptions and rising inflation have resulted in economic uncertainties and stymied the post-COVID-19 pandemic recovery. Against this backdrop, ASEAN countries also had to reinforce their climate action commitments and grow the nascent digital economy space.

The SIIA worked closely with our network of stakeholders to monitor the constantly evolving political and economic landscapes and teased out the implications for policy makers and businesses in the region. To highlight our thought leadership on our focus areas, the insights that the SIIA had were shared with our corporate members, stakeholders, and members of the public through in-person talks, reports, public forums, as well as media interviews and commentaries.

On ASEAN and global geopolitical tensions, the SIIA showed its thought leadership through several notable contributions. At the ASEAN Business Investment Summit in September, the SIIA's Chairman engaged the business community on ways to boost ASEAN economy in a fast-changing and uncertain world. In line with ASEAN's emphasis on the importance of regional trade cooperation, the SIIA shared its views at Nikkei Asia's Asia Undercurrent webinar in March on the way forward for CPTPP. This regional cooperation was elaborated in a chapter for a volume by the SIIA's Cambodian think tank counterpart – the Cambodian Institute for Cooperation and Peace (CICP) – on the importance of reinforcing a rules-based order.

In the media, the SIIA's views on regional collaboration with China and RCEP appeared on a live interview for CGTN America's China 24 in May. The Financial Times also quoted the SIIA's Chairman in September on Vietnam's "decisive step into the US orbit" as US and Vietnam upgraded their bilateral relations to a comprehensive strategic partnership. An opinion editorial piece titled "Biden-Xi summit: Beyond hello and a handshake" was also published on expectations ahead of the Biden-Xi meet at the APEC Summit in November.

The SIIA also marked its regional footprint by participating at the Asian Council of Economic Policy (ACEP) conference in April in Seoul, South Korea, themed "Promoting Regional Cooperation in the Post-COVID 19 Era". The ACEP, of which the SIIA is a member, is a platform established by the Republic of Korea's National Economic Advisory Council (NEAC) for ASEAN and Korea to discuss common challenges in the region. The SIIA kept a close watch on the post-COVID-19 outlook in ASEAN and Asia. A few months after China removed its strict COVID-19 rules, the SIIA convened a talk in May titled "China's Re-Opening: Prospects for Growth and Cooperation", where policy makers and business leaders who engage China from the "outside-in" shared their perspectives on what was happening in China. In the same month, the SIIA also published an opinion piece titled "The Dangers of Pandemic Amnesia" in The Business Times, emphasising the importance of the region taking serious lessons from handling of COVID-19 to build greater socio-economic and fiscal resilience. The piece was expanded into a Special Report on "Resilient ASEAN and Asia: Learning from Pandemic Challenges" launched in August.

15th AAF: Rebuilding Resilience in a Prolonged Polycrisis

These important issues formed the focus of SIIA's premium flagship forum, the ASEAN and Asia Forum (AAF). Held on 4 August 2023 under the theme "Rebuilding Resilience in a Prolonged Polycrisis", the 15th AAF brought together key regional corporate leaders, industry experts, policymakers, and decision-makers to discuss how ASEAN and Asia can move forward with confidence and build resilience in the polycrisis.

The SIIA was honoured to have as keynote speakers Mr. Ong Ye Kung, Singapore's Minister for Health, H.E. Dr Kao Kim Hourn, ASEAN Secretary-General, Mr. Liew Chin Tong, Deputy Minister of Malaysia's Ministry of Investment, Trade and Industry, and Prof Mari Pangestu, World Bank's Former Managing Director of Development Policy and Partnerships. Other panellists included speakers from the Republic of Korea, Hong Kong SAR, and the Socialist Republic of Vietnam. The audience comprised senior policy makers and business leaders from the region.

ASEAN's Digital Economy: Building a Digital-Green ASEAN

Following our first roundtable dialogue in September 2022 themed 'Aspiring towards the Digital-Green Nexus', the SIIA also convened a second roundtable as part of Phase 2 of its Digital Programme. Titled "Digital Trade Facilitation and Interoperability", it focused on how digital tools are important enablers for sustainable trade and how countries and companies could work towards a regional taxonomy for digital trade. Mr. Leong Der Yao, Assistant Chief Executive from IMDA and Ms. Alpana Roy, Director, MTI gave a joint keynote on the current challenges in promoting digital trade in the region. This high-level, closed-door roundtable brought together 20 participants from the public and private sector, including Google, Lazada, SAP and UPS.

As part of Phase 2 of the Digital Programme, the SIIA also continued its engagement with key economies in the region. Following our first research trip to Thailand last year, the SIIA embarked on two additional research trips

to Indonesia and Vietnam respectively in the first half of 2023. During these trips, the SIIA met with various digital economy stakeholders from the public and private sectors to further understand the opportunities and challenges in each of these countries and at the same time deepen our relationships with them. The SIIA also participated in closed-door roundtables hosted by our think tank partners like the Economic Research Institute for ASEAN and East Asia (ERIA) in Indonesia and the Diplomatic Academy of Vietnam (DAV) in Vietnam, sharing our insights on the key challenges facing ASEAN's digital economy.

The SIIA successfully completed the second phase of its digital programme with the launch of its special report "Building a Digital-Green ASEAN: Growing Intersections Between Digital Growth and Sustainability Goals" at the Infocomm Media Development Authority's (IMDA) Asia Tech x Singapore (ATxSG) on 6 June 2023. Our partnership with IMDA at the ATxSG 2023 has been ongoing since we started the first phase of the Digital Programme. The event served as a platform for the SIIA to champion the need to consider the digital-green nexus and engage key thought leaders in attendance. The report was a culmination of two high-level closed-door roundtables on emerging digital policy issues and three country research trips with an underlying framework of "Innovation, Inclusion, Interoperability, and Sustainability".

The SIIA partnered with Google on the first day of the ATxSG to present the key findings from the report at the Google Sustainability Summit. The SIIA's Chairman, Professor Simon Tay gave a presentation on 'Scoping and Addressing the Digital-Green Nexus', and a commentary in the Straits Times, titled "South-east Asia's digital growth doesn't have to compromise on climate goals" reiterated the importance of a green, digital economy.

The SIIA strengthened existing relationships with digital stakeholders in the second half of 2023 and deepened our knowledge of digital policies in ASEAN. This included expanding our knowledge of emerging areas in the digital economy, including understanding the risks of Artificial Intelligence (AI) and the importance of strengthening cybersecurity to combat threats in the digital age. The latter saw the SIIA embark on a project in collaboration with the Royal United Services Institute (RUSI) on an online tool which details and compares key cybersecurity policies across various countries.

Goeconomic fragmentation was increasingly evident in the digital space given the escalating tech war between the U.S. and China. In 2023, the US imposed additional restrictions on critical goods and technology, investment, and subsidies in a bid to constrain China's rise. This provided opportunities for the SIIA to showcase our expertise in this area. The SIIA organised a roundtable supported by the Hinrich Foundation on 'Goeconomic Competition and Impact on Tech Supply Chains' in October 2023 which explored the future of tech supply chains in light of deteriorating Sino-American relations and also contributed to the Supply Chain Forum for MSMEs in the Asia-Pacific panel discussion in Seoul organised by South Korea's Ministry of Foreign Affairs.

The SIIA continues to champion the importance of ASEAN centrality and integration in developing policies which are beneficial to growing the region's digital economy. The SIIA has been acknowledged for our thought leadership in this area by regional partners. The SIIA was invited to contribute to an article on "Opportunities for ASEAN Engagement with Dialogue Partners on Digital Trade" as part of the 36th Asia-Pacific Roundtable (APR) and has been actively supporting ongoing efforts and providing inputs towards developing the ASEAN Digital Community 2045. The SIIA also participated in panel discussions at the 15th ASEAN-Australia-New Zealand Dialogue in Kuala Lumpur and the Partners for a Transformed Future: Strengthening EU-ASEAN Cooperation on the Green and Digital Transition" Conference held in Siem Reap, Cambodia.

Politics in ASEAN's Key Economies

Throughout 2023, the SIIA continued to track and share insights on the political developments in ASEAN's key economies.

Following the ascension of Anwar Ibrahim as Malaysia's prime minister, the SIIA organised a public talk titled "First 100 days of Anwar's Government: Promises and Performance" in February. This was followed up by a closed-door roundtable discussion in March on "Malaysian Politics – Demographic changes and how it shapes

the Future of Politics". For Thailand, in the lead-up to the May general elections, the SIIA convened a talk titled "Countdown to Thailand Elections: Hopes and Concerns" in April.

In addition to these two public talks, the SIIA organised a closed-door corporate briefing titled "Stalemate, Stability and Reform: Post-Election Outlooks for Malaysia and Thailand" in August to discuss the business outlooks in the two neighbouring countries. These insights were also elaborated by the SIIA in The Business Times column titled "Thailand and Malaysia: Post-election Stalemate or Stability".

The SIIA has been a close observer of Myanmar over the past decade, tracking developments even after the military coup that took place on 1 February 2021. The SIIA's Chairman gave a media interview for CNA's Asia First: The Myanmar in Crisis segment in April on the recent military attacks, the likelihood of the upcoming elections, and ASEAN's Five-Point Consensus. The SIIA also released a media statement in response to the attack on the ASEAN humanitarian assistance convoy in Myanmar on 7 May 2023 ahead of the 42nd ASEAN Summit.

Closer to home, the SIIA also shared its views on the outcome of Singapore's Presidential Election and what it means for the country going forward at a closed-door corporate briefing, MoneyFM 89.3's The Breakfast Show, and a commentary of Today titled "Tharman's landslide wins a boon for PAP 4G leadership".

Youths and ASEAN

The SIIA further deepened its strategic partnership with the National Youth Council (NYC), entering into its third year of partnership.¹ Our work involved curating a series of webinars, a set of current affairs reading material and a podcast series. The partnership aims to create awareness and deepen appreciation among participating youths on the issues impacting Singapore and the region. About 666 youths from Institutes of Higher Learning in Singapore attended the webinars, and guest speakers were from the ASEAN Secretariat and CSIS Indonesia.

As part of the partnership, the SIIA also supported the NYC in organising a panel discussion for the 5th ASEAN Youth Fellowship, which is a youth leadership development programme to grow and connect influential ASEAN leaders from diverse sectors. The SIIA framed and identified speakers for a panel discussion on "Exploring Opportunities in the Region". The session was attended by about 40 youth leaders from the ASEAN region.

¹ The NYC is an autonomous agency under the Ministry of Culture, Community and Youth (MCCY) and the programme aims to develop youths' appreciation and knowledge of the region. Under this partnership, the SIIA organised and moderated 1 webinar in 2023: What's Next for ASEAN? Prospects and Challenges for Indonesia's ASEAN Chairmanship.



SUSTAINABILITY

Return of the Haze in 2023: Risk Assessment and Fire Prevention

The SIIA has been working on the ASEAN region's recurring haze problem since the severe fires and haze that darkened skies in 1997-1998. Since the haze incidents in 2013 and 2015, the SIIA's sustainability programme has put renewed emphasis on understanding the issue and engaging with policymakers, the private sector, and NGOs to encourage action against fires and haze.

2023 saw the return of the haze to the skies of Indonesia, Malaysia, and Singapore, after a period of blue skies – the last transboundary haze incident was in 2019, prior to the pandemic. Since 2019, the SIIA has released an annual Haze Outlook report, providing a risk assessment on the danger of the haze returning. Our 2023 report correctly rated the risk of transboundary haze in 2023 as “red” on a scale of “green, amber, and red”, with “red” being the highest risk level. Since its inception the Haze Outlook report has been well received by both Singapore and international media, and the 2023 edition was widely covered both prior to the haze and later in the year when air pollution from fires did materialise.

Our work on fires and haze has aimed to go beyond merely alerting the region to the likelihood of grey skies. The SIIA has worked to establish thought leadership on the drivers behind the haze and avenues to address the problem. The SIIA released three media commentaries in The Business Times, one ahead of the haze season in May, and two in October, analysing the haze situation, the response from governments in the region, and the implications for the region's agribusiness sector.

The haze in 2023 was not as severe as previous transboundary haze incidents, reflecting that fire prevention and sustainability efforts in Indonesia and the region are making a difference. But if ASEAN is to remain haze free in the years ahead, much will depend on emerging politics and policies, particularly from the new government taking office in Indonesia in 2024. This is why the SIIA's sustainability programme has prioritised engagement with government, business, and NGO stakeholders in the ASEAN region. The SIIA has aimed to gather insights on the above issues and connect stakeholders with each other. The SIIA conducted a research and engagement trip to Kuala Lumpur and two trips to Jakarta and Bogor between September to November 2023, meeting with government, private sector, and NGO stakeholders during and after the haze period to gather insights on the situation and the road ahead for agribusinesses and forest management in the region.

The SIIA partners with a Singapore volunteer-based NGO, the People's Movement to Stop Haze (PM Haze), to support PM Haze's ground projects and related work in Indonesia. PM Haze's projects involve educating local communities on fire prevention and the dangers arising from slash and burn agriculture, as well as peatland restoration in the form of rewetting and revegetating degraded areas. Over the course of 2023, PM Haze expanded its projects from two village sites in Riau to a total of four villages across Riau and West Kalimantan, and further developed its peatland restoration toolkit intended for use by other NGOs. At the request of village and district authorities in Sungai Tohor in Riau, PM Haze also provided firefighting and communications equipment to local firefighters and police during the haze season.

10th Singapore Dialogue on Sustainable World Resources

2023 marked the 10th edition of the SIIA's flagship Singapore Dialogue on Sustainable World Resources (SWR), on the theme "Inclusive Sustainable Growth" at the Fullerton Hotel on 9 June 2023. Over the past decade, the dialogue has established itself as the leading sustainability platform in Singapore to connect policymakers with business leaders on key agribusiness and forestry issues.

Recognising the important 10th anniversary milestone, the 10th SWR featured the largest number of guests of honour in the event's history, with keynote addresses from Ms. Grace Fu, Minister for Sustainability and the Environment, Republic of Singapore, Dr. Alue Dohong, Vice Minister for Environment and Forestry, Indonesia, Prof Dato Sri Dr. Sim Kui Hian, Deputy Premier, Sarawak, Malaysia, and Dr. Musdhalifah Machmud, Deputy Minister for Food and Agribusiness at the Coordinating Ministry for Economic Affairs, Indonesia.

With the 10th SWR, the SIIA also aimed to look beyond ASEAN to the global context of tightening environmental regulations from major markets such as the European Union (EU). As part of the SIIA's mission to foster constructive exchanges on key global issues, the 10th SWR featured a panel with Ms. Astrid Schomaker, Director for Global Sustainable Development, Directorate General for Environment, European Commission speaking alongside government and industry counterparts from ASEAN countries.

Enabling ASEAN's Green Transition: Sustainable World Forum and Special Report

The core focus of the SIIA's sustainability programme has been on the haze and related matters such as forestry. The SIIA has, in addition, sought to build our capacity for analysis and engagement on new and emerging sustainability issues. To this end, the SIIA held a Sustainable World Forum (SWF) event on 15 November 2023 at the Tower Club Singapore on the theme "Enabling ASEAN's Green Transition in a Digital World". The forum featured a keynote speech from Dr Rudy Salahuddin, Deputy Minister for Digital Economy, Manpower and SMEs, Coordinating Ministry for Economic Affairs, Republic of Indonesia, an in-conversation session with Dr. Janil Puthucherry, Singapore's Senior Minister of State, Ministry of Communications and Information and Ministry of Health as well as perspectives from industry speakers.

At the forum, the SIIA launched a special report entitled "Incentivising Green Transition in ASEAN", which brought together insights from the SIIA's research as well as discussions with policymakers and private sector experts in the SIIA's network. The report outlined the importance of creating an enabling environment for the green transition in agriculture, energy, and carbon trading, three areas where there are opportunities for regional cooperation to truly move the region towards meeting its climate commitments.



MEMBERSHIP

The SIIA is a membership-based society – including Singaporean and multinational corporations and businesses. Our members include leading listed companies, closely held firms, government-linked companies as well as long established private sector corporations from significant partner countries - USA, Japan, EU, UK, China, Australia and ASEAN. Their support through membership fees, donations and sponsorships is a major source of funding for the SIIA.

In 2023, the SIIA organised 31 in-person events which exceeded our initial target of 28. As part of the Institute's efforts to increase engagement with the emerging generation of leaders (EGLs) in Singapore, the SIIA provided opportunities for discussion and networking between the EGLs and regional leaders at Key events. Key events included the 10th Singapore Dialogue on Sustainable World Resources, 15th ASEAN and Asia Forum, 1st Sustainable World Forum, as well as closed-door roundtable discussions such as the SIIA's digital economy initiative, policymakers' dialogues, and corporate briefings.

Furthermore, the Institute concluded its year-long celebration of the 60th Anniversary with the annual fundraising dinner held in November. The event featured Dr. Vivian Balakrishnan, Minister for Foreign Affairs, Republic of Singapore, as the guest of honor. Additionally, the SIIA had the honour of hosting Madam Halimah Yacob, former President of Singapore and SIIA's honorary member, for a tea reception at the Istana. The reception held in July expressed the Institute's gratitude and appreciation to our fundraising pledges for their generous contributions. Funds raised go towards the development of SIIA's Emerging Generation of Leaders (EGL) Programme, as well as cultivating expertise and the enhancement of marketing materials to promote SIIA's core work and activities.

The SIIA continued its membership drive to invite potential members, especially corporates, to join. New members that have joined the SIIA included Boeing, Golden Agri-Resources (GAR), LinkedIn, Mitsubishi Research Institute (MRI), Neon Global, Sakae Holdings, Sumitomo Corporation, and Sumitomo Mitsui Banking Corporation (SMBC). The SIIA reached a total of 701 members in 2023.

The table below provides details of the membership figures from 1 January 2023, to 31 December 2023. In total, the SIIA reached a total of \$173,108 in membership subscriptions in the year 2023.

MEMBERSHIP TIERS	2023 ² MEMBERS	2022 MEMBERS
Roundtable / Corporate	78	68
Premium	526	350
Individual	97	104
Total	701	522

² In 2022, we changed the membership tier table format to reflect the approximate membership access of the SIIA to our events. However, constitutionally membership voting rights have not changed. As per the constitution, there is a distinction between Singapore citizens as Ordinary members and non-Singaporeans as Associate members under the Premium and Individual categories. Only Ordinary Members have voting rights and all other categories (Roundtable, Corporate and Associate Members) have no voting rights but they may be invited as observers to meetings.



MEDIA

In 2023, SIIA continued to focus its outreach endeavours on both mainstream and social media platforms. By maintaining a steady presence on these platforms, we elevated our visibility and established our identity as an independent think tank addressing diverse ASEAN and Sustainability issues. This approach also facilitated the expansion of our outreach to different audiences, both domestically and internationally.

Driving Thought Leadership via Mainstream Media

The mainstream media remained a cornerstone of SIIA's communication strategy, allowing the Institute to share its insights with a broader audience. The Institute has actively positioned itself as an expert observer of the region through media interviews, commentaries, and opinion pieces. The long-form nature of commentaries and op-ed pieces allowed the SIIA to delve deeper into crucial issues, such as the political transition, challenges, and opportunities in ASEAN.

Additionally, flagship forums under our ASEAN and Sustainability programmes have attracted substantial media coverage, drawing the attention of international, regional, and local outlets. Notable media featuring the SIIA regularly included Channel NewsAsia, The Straits Times, The Business Times, Berita Harian, Lianhe Zaobao, and Today Online. The Institute's reach extends regionally and globally, with Bangkok Post, The Jakarta Post, Nikkei Asia, South China Morning Post, Reuters, and Bloomberg.

Our communication strategy bore fruit in 2023, as the SIIA achieved a strong media presence, with 226 media mentions, marking a 50 per cent increase compared to 2022. This surge was primarily centered around our flagship events – the ASEAN and Asia Forum and Singapore Dialogue on Sustainable World Resources. The institute also published insightful commentaries on Sustainability, ASEAN, and Sino-American tensions. Ongoing collaboration with the Business Times on the column "The Politics that Matter to Business" further underscored our commitment to impactful partnerships.

Harnessing the Power of Social Media

In a bid to enhance our digital presence and broaden audience reach, the SIIA developed timely and engaging online content across popular social media platforms such as Facebook, Instagram, and LinkedIn. To make its complex commentaries and reports more accessible to the online audience, the SIIA condensed them into easily digestible infographics.

For conferences, events, and webinars, SIIA utilised digital posters as part of its social media marketing strategy. Countdowns and teasers became integral tools for promoting our flagship conferences, contributing to increased awareness, outreach, and sign-ups. The strategic use of social media enabled SIIA to engage with its target demographic and audience size, as well as attract new followers. In 2023, the SIIA witnessed substantial growth in its follower count on platforms like LinkedIn and Facebook, gaining a total of 2,171 followers. The institute's reach on similar platforms saw an impressive increase of more than 500,000. These initiatives also translated into increased traffic to SIIA's website, resulting in over 200,000 website hits over the last two years.

The SIIA also initiated a Telegram channel for timely news updates relevant to our work, exemplifying our ongoing commitment to exploring diverse communication channels for member engagement.



ADVISORY

Offering insights and analysis is another avenue in which the SIIA serves the business community as they grow and strengthen their presence in the ASEAN region. The SIIA's advisory services are provided by our in-house team, led by our Chairman, and tapping on our network of senior fellows and other experts. Corporate members are offered briefings and notes, on topics within our expertise that are of relevance to their businesses.

Additionally, more customised advisory services are provided on request. This is done on a fee-paying basis and revenue from these advisory briefings are used to generate a surplus for the SIIA to help cover staff costs and helps sustain the SIIA's not-for-profit policy work. In this year, the total revenue for advisory and research services was \$165,381.

Requests for advisory services and talks have increased this year due to the challenging global environment, rising geopolitical tensions and interest in ASEAN. Requests come from various multinational corporations, international investors, and corporations at the senior management and board level. In 2023, the SIIA provided advisory services to a number of leading multinational corporations from Singapore, Japan, and Europe. In addition, we organised and led a 2-day briefing for Finnish institutional investors and corporates on regional issues.



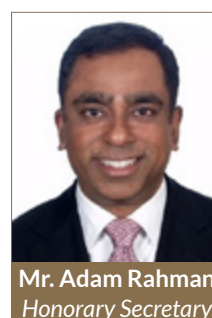
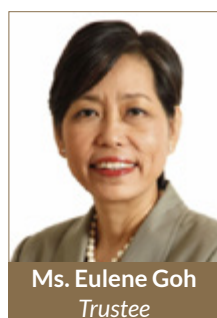
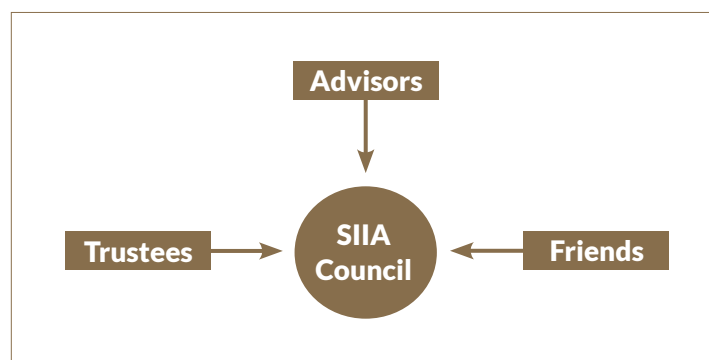
GOVERNANCE

The SIIA is a resisted society and Institute of Public Character. It is governed by a Council, elected biennially from its membership. According to our Constitution, the Council bears legal responsibility for the SIIA and offers strategic direction, guidance and governance. The present Council, comprising of ten members and two associated members were elected in 2023, serves a two-year term. Furthermore, within the Council, there is an Executive committee comprising of A/Prof. Simon Tay as Chairman, Mr. Adam Rahman as Honorary Secretary, and Mr. En Lee as Honorary Treasurer.

The Council serves on a pro bono basis.

The SIIA is not subject to mandatory term limits. However, council membership has been renewed on an ongoing basis. Of the current twelve members, four are serving their first term. Five have served up to six years. Three members have served more than ten years, namely A/Prof. Simon Tay, Mr. Adam Rahman, and Mr. Manu Bhaskaran. As long-serving council members and with A/Prof. Simon Tay and Mr. Adam Rahman serving on the SIIA executive committee, bring valuable experience and continuity to the SIIA secretariat. Additionally, they contribute their intellectual expertise and bring private sector experience and credibility to the SIIA.

To improve operational efficiency, the Council is subdivided into five sub-committees: 1) Governance & Human Resources, 2) Finance & Investment, 3) Audit Committee, 4) Outreach, Media & Membership, and 5) Policy Programmes. Each committee is led by a council member with an assigned full-time staff and provides recommendations to the Council.



*A full list of the Council, Advisors and Trustees of the SIIA are listed in **Appendix C**.*

The SIIA Endowment Fund

The SIIA Endowment Fund was set up by way of a Trust Deed on 29 October 1993 and is governed by three Trustees namely, Ms. Eulene Goh, Associate Professor Simon Tay, and Mr. Yeoh Oon Jin.

The SIIA Endowment Fund has maintained its status as an Institution of Public Character (IPC) under the Charities Act for several years. Donations to the Endowment Fund are eligible for tax deduction, with 2.5 times deduction applicable for the calendar year from 1 January 2023, to 31 December 2023.

In 2022, the IPC status was renewed and received approval from the Ministry of Culture, Community and Youth (MCCY), effective from 1 September 2022, and up to 31 August 2025.

In addition, the SIIA is fortunate to have distinguished industry leaders from Singapore among our Advisors. Their extensive professional expertise and knowledge greatly benefit the institute, providing valuable connections and offering insights into the potential implications of various strategies and business decisions.

Please refer to [Appendix B](#) for the full list of donors and sponsors secured from 1 January 2023 to 31 December 2023, and details of the endowment fund are listed on page 5 of the audited financial statements. In addition, a full list of the Council, Advisors, and Trustees of the SIIA are listed in [Appendix C](#).

Governance and Conflict of Interest

In adherence to the governance best practices proposed by the Charity Council, the SIIA Council has adopted the following policies: (1) conflict of interest that applies to Council members and the SIIA secretariat staff; (2) the Personal Data Protection Act (PDPA) in the management of information pertaining to donors, sponsors, partners, members, and staff.



SECRETARIAT

The SIIA is a membership-based organisation led by the voluntary contributions of its Council members and Executive Committee. The SIIA depends on a small but effective secretariat to implement the Council's strategies and develop and deliver its key programmes.

In 2023, the SIIA brought on board a handful of new members with different yet relevant skill sets to complement the dynamics of the team. The total size of the professional secretariat has remained stable, ending the year with 13 staff. The SIIA has also benefited from a number of staff who have been with us for more than a decade, and who help provide continuity.

For 2023, the following sets out the SIIA's organisation chart as well as the secretariat listing.

EXECUTIVE COMMITTEE

Chairman <i>Pro Bono</i>	Mr. Simon Tay
Honorary Secretary <i>Pro Bono</i>	Mr. Adam Rahman
Honorary Treasurer <i>Pro Bono</i>	Mr. En Lee

COORDINATION & FINANCE

Chief of Staff	Ms. Connie Wong
Director, Finance	Ms. Daphne Lee
Senior Manager, Finance and Administration	Ms. Marion Lim
Executive Assistant <i>Joined 2023</i>	Ms. Lin Weihong

OPERATIONS

Assistant Director, Operations	Ms. Fidelis Lee
Events Manager	Ms. Teo Shi Hui
Senior Executive, Marketing & Outreach	Ms. Hazeera Bi Wahid
Senior Executive, Media, Events and Marketing <i>Re-Joined 2023</i>	Ms. Siti Bazilah
Executive, Events and Marketing <i>Joined 2023</i>	Ms. Lee Yann Xi

POLICY PROGRAMMES

Assistant Director, Policy Programmes <i>Re-Joined 2023</i>	Ms. Rohini Nambiar
Assistant Director, Policy Programmes <i>Joined 2023</i>	Ms. Evelyn Tan
Senior Assistant Director, Special Projects & Sustainability	Mr. Aaron Choo
Senior Policy Research Analyst, ASEAN	Ms. Janessa Kong

EXTERNAL CONSULTANTS

Senior Research Fellow <i>Joined 2023, Part Time</i>	Dr. Yeo Lay Hwee
Director, Security and Global Affairs <i>Part Time</i>	Mr. Nicholas Fang



FINANCIAL HIGHLIGHTS

The SIIA derives revenue from various streams, including donations, sponsorships, advisory income and membership subscriptions. In revenue generation, the Council fully acknowledges the importance of transparency and accountability, adhering to the best practices in financial management.

In 2023, the institute encountered the challenge of maintaining program quality amid rising costs, particularly in wages. Despite these challenges, we successfully concluded the year with a substantial surplus, primarily attributed to our ongoing efforts to control expenses and the unwavering support of our donors, supporters, and friends.

In addition, we secured a Tote Board and Government matching grant of \$500,000 for our 2023 Annual Dinner and Development Fundraiser, contributing 18.3% to our annual revenue. The SIIA has further strengthened its financial position, boosting reserves to \$2.38 million, representing an approximate 18% increase from the previous year.

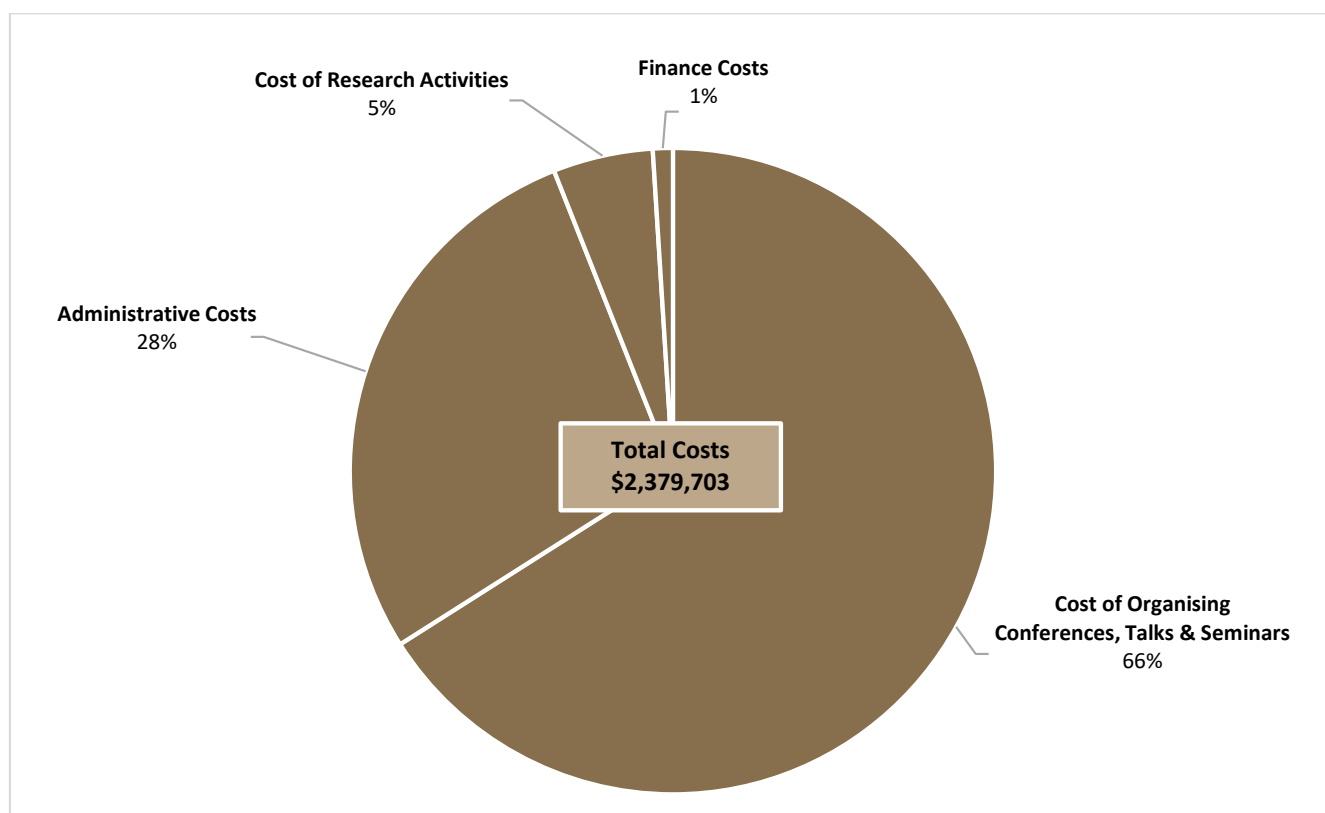
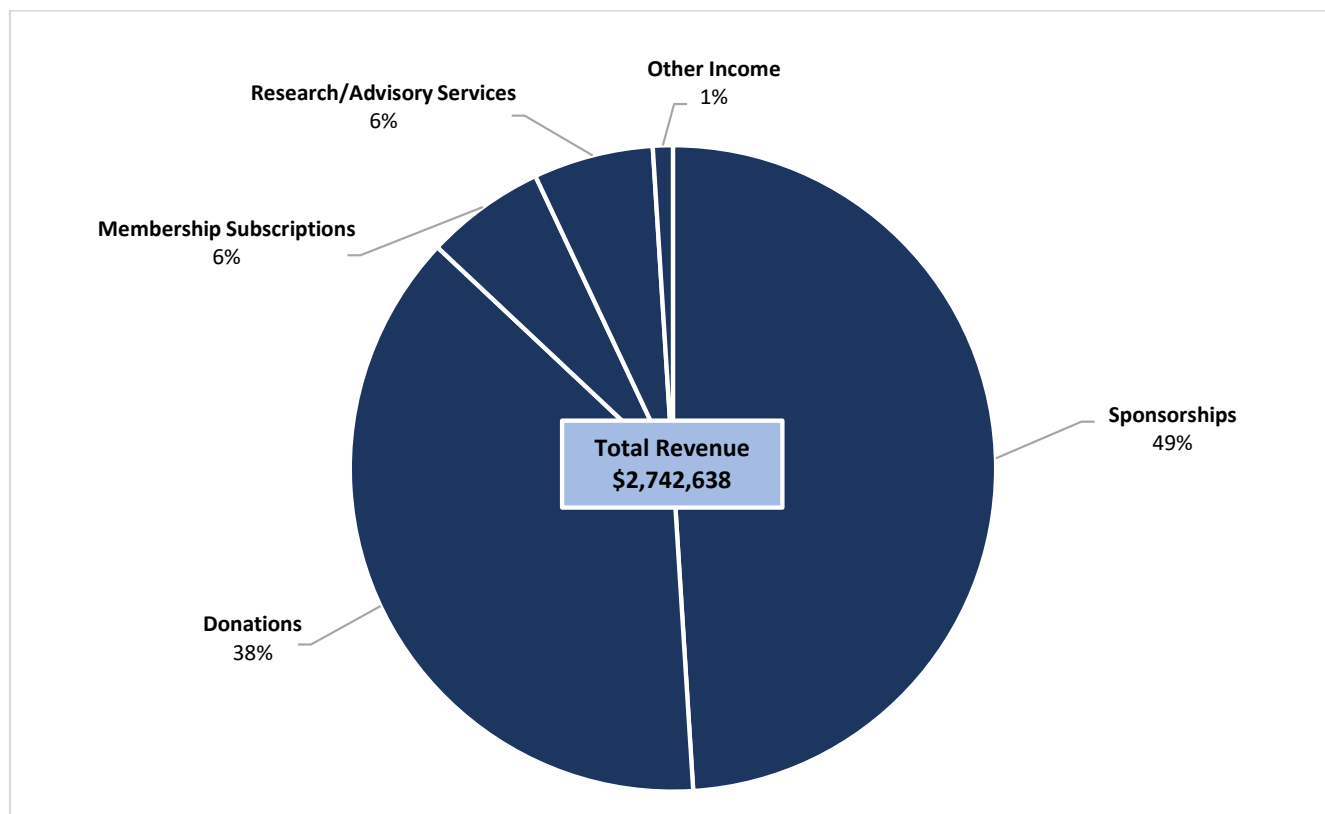
The total collections for the year amounted to \$2,742,638, marking a 31.7% increase from the previous year. With total expenses at \$2,379,703, we achieved a surplus of \$362,935.

In conclusion, the fiscal year 2023 witnessed robust financial performance, marked by increased revenue, disciplined expense management and a reinforced financial position. Looking ahead, we aim to maintain an optimistic outlook, guided by strategic initiatives aimed at sustaining growth and adapting to the dynamic market conditions.

The SIIA is grateful for the consistent support received from its donors, sponsors, members, and friends.

Summary of Financial Statement

Please refer to the attached audited financial statements for more details.



Reserves Policy

The SIIA Council is committed to ensuring that the Institute maintains a good reserve to mitigate the risk of disruption or unforeseen changes. Currently our reserves are sufficient to cover up to sixteen months of the SIIA's regular operational expenses. The Executive Committee regularly assesses the Cash at Bank balance for operational purposes monthly and is satisfied with the current balance.

The challenge facing the SIIA is to increase both revenue and reserves to meet current and future obligations, ensuring stability in its mission, programs, employment, and institute operations. The following table, extracted from our accounts, provides detailed information about our reserves.

	2023	2022
(A) General / Unrestricted Funds (Reserves)	1,085,317	1,042,462
Expendable Endowment Funds	1,298,728	978,648
Total Funds	2,384,045	2,021,110
(B) Annual Operating Expenditure	1,693,978	1,614,738
Ratio of Reserves [(A)/(B)]	1.41: 1	1.25: 1

Investment Policy

The Finance and Investment Committee, which is led by the Honorary Treasurer, oversees the management of excess reserves for the Singapore Institute of International Affairs. The investment guidelines, as stipulated in the Constitution, dictate that excess reserves were placed in Singapore Dollar Fixed Deposits with local and foreign banks in 2023.

Annual Audit

Deloitte Singapore, Public Accountants and Certified Public Accountants, conducted the audit for the year. The financial statements of the Singapore Institute of International Affairs for the period ending 31 December 2023 were prepared in compliance with the Singapore Financial Reporting Standards.

Disclosure and Transparency

In compliance with the Charities Governance Act, the remuneration of the top three highest paid staff who received remuneration exceeding S\$100,000, in bands of S\$100,000, is declared below:

RENUMERATION BANDS	TOP MANAGEMENT STAFF
Between S\$100,000 to S\$200,000	4

Note: Includes salaries, bonuses, allowances, and employer's contribution to the Central Provident Fund.

None of the institute's staff serves as a governing board member and the institute has no paid staff, who are close members of the family of the Chairman or the Council members. Staff remuneration is determined by the Executive Committee comprising the Council office holders. In addition, none of the Council, Advisors, and Trustees received remuneration for their contributions.

APPENDICES

Appendix A: SIIA Events Calendar

JANUARY 2023		
18	Year Opener: Musings on a World in Transition	Speaker(s): Mr. George Yeo , author of “George Yeo: Musings” and Former Minister for Foreign Affairs, Singapore Associate Professor Simon Tay , Chairman, SIIA
FEBRUARY 2023		
9	Boardroom Briefing: Seeking Stability amidst Growing Tensions: Navigating Turbulent Waters in the Cross-Straits Relations	Speaker(s): Mr. Manu Bhaskaran , Chief Executive Officer, Centennial Asia Advisors Associate Professor Simon Tay , Chairman, SIIA
15	Talk: First 100 days of Anwar’s Government: Promises and Performance	Speaker(s): Mr. Khairy Jamaluddin , Former Minister of Health, Malaysia Associate Professor Simon Tay , Chairman, SIIA Mr. Nicholas Fang , Director, Security and Global Affairs, SIIA
MARCH 2023		
2	Roundtable: Malaysian Politics – Demographic changes and how it shapes the Future of Politics	Speaker(s): Mr. Shahril Hamdan , former UMNO Information Chief Associate Professor Simon Tay , Chairman, SIIA
9	Dinner Dialogue with H.E. Dr. Kao Kim Hourn , Secretary-General, Association of Southeast Asian Nations (ASEAN)	
13 & 14	16 th Japan-Singapore Symposium	
20	Advisory Briefing: H.E. Dominique Hasler , Minister of Foreign Affairs, Ministry of Foreign Affairs, Liechtenstein	
31	Roundtable: Sustainable Investment in ASEAN	
APRIL 2023		
10	Dinner Dialogue with Amb. Jaya Ratnam , Singapore’s Ambassador to the Socialist Republic of Vietnam	
12	Talk: Countdown to Thailand Elections: Hopes and Concerns	Speaker(s): Dr. Panitan Wattanayagorn , Chairman, Prime Minister’s Security Advisory Committee, Thailand Associate Professor Simon Tay , Chairman, SIIA
20	Roundtable: Digital Trade Facilitation and Interoperability	

MAY 2023

- 23 Lunch Dialogue with **Ambassador Delia D. Albert**, Ex Foreign Secretary, Philippines
- 24 Lunch Dialogue with **Mr. Alvin Tan**, Minister of State, Ministry of Trade and Industry
- 26 Talk: China's Re-Opening: Prospects for Growth and Cooperation
 Speaker(s):
Mr. Tan Tze Woon, CEO, CapitaLand China Trust
Dr. Claus Rettig, Regional President, Evonik Asia Pacific
Mr. Teo Siong Seng, Executive Chairman, Pacific International Lines Pte Ltd and Immediate Past Chairman of the Singapore Business Federation
Mr. Kelvin Tay, Chief Investment Officer, South Asia Pacific, UBS Global Wealth Management
Associate Professor Simon Tay, Chairman, SIIA

JUNE 2023

- 9 10th Singapore Dialogue on Sustainable World Resources: Inclusive Sustainable Growth
- 21 Haze Outlook 2023 Media Briefing

JULY 2023

- 24 SIIA Donor Appreciation - Istana Tea Reception

AUGUST 2023

- 4 15th ASEAN and Asia Forum: Rebuilding Resilience in a Prolonged Polycrisis
- 29 Corporate Briefing: Stalemate, Stability and Reform: Post-Election Outlooks for Malaysia and Thailand
 Speaker(s):
Dr. Oh Ei Sun, Principal Adviser, Pacific Research Center of Malaysia; Senior Fellow, SIIA
Associate Professor Simon Tay, Chairman, SIIA
- 30 Roundtable: Trade Pathways: Reviewing the US Re- engagement with Asia

SEPTEMBER 2023

- 4 Corporate Briefing: Singapore's Presidential Election 2023: Contest, Context and Consequences
 Speaker(s):
Mr. Nicholas Fang, Director, Security & Global Affairs, SIIA
Associate Professor Simon Tay, Chairman, SIIA

OCTOBER 2023

- 2 Dinner Dialogue with **H.E. Dr. Kao Kim Hourn**, Secretary-General, Association of Southeast Asian Nations (ASEAN)
- 6 Roundtable: Intensifying Geoeconomic Competition in Tech Supply Chains
- 23 Dinner Dialogue with **Ms. Roula Khalaf**, Editor of the Financial Times

NOVEMBER 2023

- 1 SIIA Dinner 2023
- 15 Sustainable World Forum: Enabling ASEAN's Green Transition in a Digital World

Appendix B: 2023 Donors and Sponsors

SIIA gratefully acknowledges the generous individuals, corporations, and foundations that support our initiatives. The list below details the donations and sponsorships received during the financial year 2023.

CORPORATE DONORS/ SPONSORS

Donations \$50,000 and above	Binjai Tree Calder Conferences & World of Travel Equinix Singapore Pte Ltd Golden Agri-Resources Ltd Huawei International Pte Ltd Lee Foundation RGE Pte Ltd Sandpiper Communications Pte Ltd (MSD) SC Global Developments TF IPC Ltd (Temasek Foundation) The Hinrich Foundation United Overseas Bank Limited
Donations from \$25,000 to \$49,999	Google Asia Pacific Pte Ltd Moody's Investors Service Singapore Pte. Ltd.
Donations from \$10,000 to \$24,999	Amazon Asia Pacific Resources Asia Resource Corporation Pte Ltd Bank Julius Baer & Co. Ltd. DBS Group Holdings Hitachi Asia Limited Keppel Care Foundation Ltd LGT Bank (Singapore) Ltd Microsoft Operations Pte Ltd Mitsubishi UFJ Financial Group Inc. PriceWaterhouseCoopers LLP (The Community Foundation) Sandpiper Communications Pte Ltd (MSD) Wing Tai Foundation WongPartnership LLP
Donations below \$10,000	Board Advisor Pte Ltd City Development Limited Haw Par Management Services Pte Ltd Tata Consultancy Services Asia Pacific Pte Ltd

INDIVIDUAL DONORS

Manu BHASKARAN
 Douglas FOO Peow Yong
 Joseph Mark GARLINGHOUSE
 Johann Heinrich JESSEN
 Jerry NG
 Daniel TEO
 WONG Hsu-Sheng
 YEO Lay Hwee

Appendix C: Council, Honorary and Life Members, Advisors, Trustees, Patrons, and Fellows

SIIA COUNCIL 2023-2025

EXECUTIVE COMMITTEE

Chairman **Mr. Simon SC TAY**

Appointment on Council: March 1999
Current Appointment: 30 March 2023
 A/Prof., National University of Singapore;
 Senior Consultant, WongPartnership LLP;
 Ambassador to Greece (Non-Resident), Ministry of Foreign Affairs Singapore

Honorary Secretary **Mr. Adam Abdur RAHMAN**

Appointment on Council: 28 March 2013
Past Council Appointment: Honorary Treasurer, 24 March 2021
Current Appointment: 30 March 2023
 Managing Director, Corporate Affairs, Citi Singapore & ASEAN

Honorary Treasurer **Mr. En LEE**

Appointment on Council: 23 November 2023
 Managing Director and Head of Sustainable and Impact Investments, Asia, LGT

COUNCIL MEMBERS

Appointment on Council: March 2003
Mr. Manu BHASKARAN
 Director and CEO, Centennial Asia Advisors, Singapore

Appointment on Council: 24 March 2021
Ms. Cheryl CHEN
 Director, Corporate Responsibility & Sustainability, Asia Pacific, S&P Global

Appointment on Council: 24 March 2021
Ms. FANG Eu Lin
 Partner, Risk Assurance, PriceWaterhouseCoopers Singapore

Appointment on Council: 30 March 2023
Dr. Selina HO
 Assistant Professor in International Affairs and Co-Director of the Centre on Asia and Globalisation, Lee Kuan Yew School of Public Policy

Appointment on Council: 26 March 2019
Mr. HO Tong Yen
 Chief Sustainability Officer, Keppel Ltd.

Appointment on Council: 24 March 2021
Mr. Philip KWEE
 Chief Operating Officer, Pontiac Land Group

Appointment on Council: 12 October 2023
Ms. Smitha MENON
 Partner, WongPartnership LLP

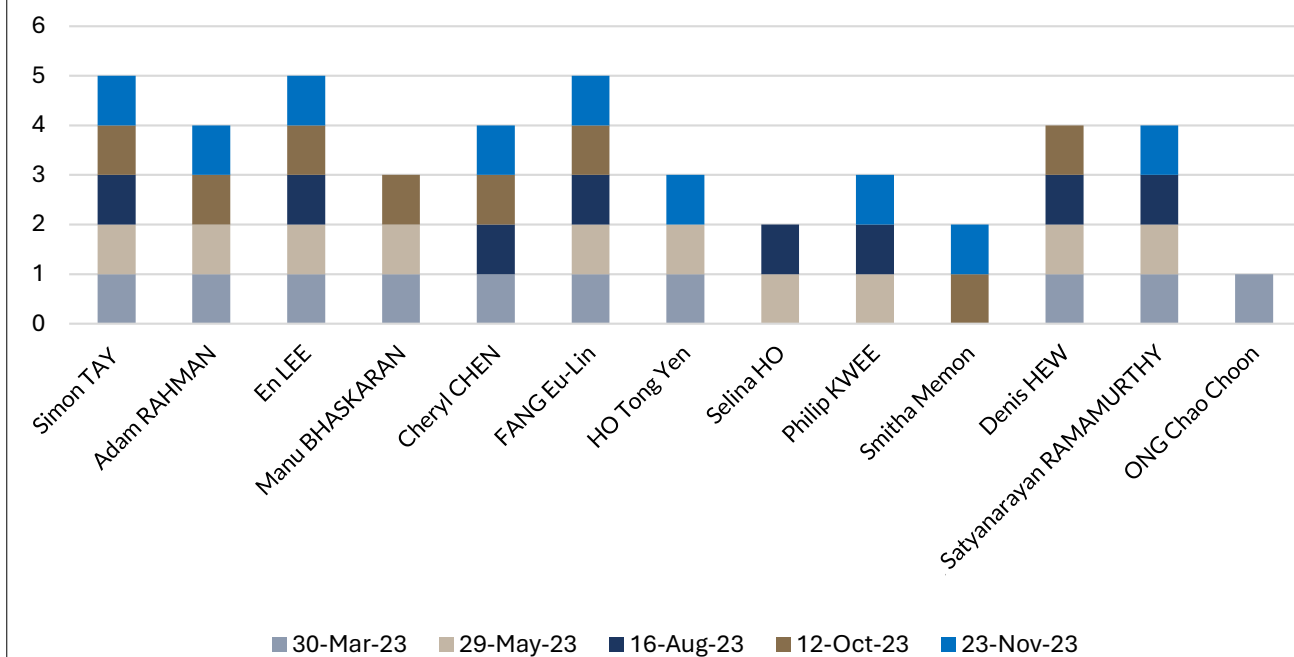
Appointment on Council: March to May 2023
Mr. ONG Chao Choon
 Former Managing Partner, PriceWaterHouseCoopers Myanmar

ASSOCIATE COUNCIL MEMBERS

Appointment on Council: 30 March 2023
Dr. Denis HEW
 Senior Research Fellow for the Centre on Asia and Globalisation,
 Lee Kuan Yew School of Public Policy

Appointment on Council: 24 March 2021
Mr. Satya RAMAMURTHY
 Senior Advisor, Infrastructure and Development Finance, Structured
 Finance Department Asia Pacific, Sumitomo Mitsui Banking Corporation

Council Attendance



SIIA HONOURARY AND LIFE MEMBERS

HONOURARY MEMBERS

Mdm. Halimah YACOB 8th President of the Republic of Singapore

Prof. Tommy KOH Ambassador-At-Large, Singapore Ministry of Foreign Affairs

Mr. J Y PILLAY Rector, College of Alice and Peter Tan

SR Nathan (1924 – 2016) 6th President of the Republic of Singapore

LIFE MEMBERS

Mr. S Chandra DAS Managing Director, Nur Investments & Trading Pte Ltd

Dr. LAU Teik Soon Advocate & Solicitor, Lau Teik Soon & Associates

Mr. Philip NG CEO, Far East Organization

ADVISORS

Mr. Gautam BANERJEE	Chairman, Blackstone Singapore Pte Ltd
Mr. Tony CHEW	Executive Chairman, Asia Resource Corporation Pte Ltd
Mr. Heinrich JESSEN	Chairman, Jebsen & Jessen
Ms. Kay KUOK	Director, Shangri-La Hotel Limited (Singapore)
Mr. KWEE Liong Seen	Executive Director, Pontiac Land Group
Mr. Jerry NG	Founder and Chairman, Bank Jago
Mr. KV RAO	Resident Director of ASEAN, Tata Sons
Mr. YEOH Oon Jin	Former Executive Chairman, PriceWaterhouseCoopers LLP
Mr. Gerald ONG	Deputy Chairman and Executive Director, PrimePartners Corporate Finance

TRUSTEES

Ms. Euleen GOH	Non-Executive Director, DBS Group Holdings & DBS Bank
Mr. Simon SC TAY	A/Prof., National University of Singapore; Senior Consultant, WongPartnership LLP; Ambassador to Greece (Non-Resident), Ministry of Foreign Affairs Singapore
Mr. YEOH Oon Jin	Former Executive Chairman, PriceWaterhouseCoopers LLP

PATRONS

Lee Foundation -

FELLOWS

Dr. CHIA Siow Yue	-
Mr. Nicholas FANG	Founder & Managing Director, Black Dot
Ms. KHOR Yu-Leng	Director, Khor Reports / Segi Enam Advisors
Dr. Hosuk LEE-MAKIYAMA	Director, European Centre for International Political Economy (ECIPE)
Ms. LEE Chen Chen	Strategic Engagement and Partnerships, DT Global
Dr. Hank LIM	-
Dr. OH Ei Sun	Principal Adviser, Pacific Research Center, Malaysia
Mr. WONG Hsu-sheng	Chief Operations Officer, GoImpact Capital Partners
Dr. YEO Lay Hwee	Director, EU Centre in Singapore

Appendix D: 2023 Research and Publication Listings

A. BOOK CHAPTERS, COMMENTARIES, DOCUMENTARIES, EDITORIALS, PUBLICATIONS, JOURNALS, WORKING PAPERS, VIDEOS

A/Prof. Simon TAY

1. Tay, Simon S.C. (2023). '[Looking Beyond China's COVID Wall](#)', The Business Times, 10 January 2023
2. Tay, Simon S.C. (2023). '[Decoupling, Taiwan-style](#)', The Business Times, 8 February 2023
3. Tay, Simon S.C. (2023). '[Rubbish in Paris, rules in Brussels](#)', The Business Times, 4 April 2023
4. Tay, Simon S.C., and Yeo, Lay Hwee. (2023). '[Europe's search for a coherent China policy must not steer it away from its values and interests](#)', South China Morning Post, 27 April 2023
5. Tay, Simon S.C., Choo, Aaron and Khor, Yu-Leng. (2023). '[Uncertainties remain about the return of the haze this year](#)', The Business Times, 10 May 2023
6. Tay, Simon S.C. (2023). '[Thai elections: Voting done, now more politics](#)', The Straits Times, 16 May 2023
7. Tay, Simon S.C., and Tan, Evelyn. (2023). '[The dangers of pandemic amnesia](#)', The Business Times, 19 May 2023
8. Tay, Simon S.C., Kong, Janessa, and Nambiar, Rohini. (2023). '[South-east Asia's digital growth doesn't have to compromise on climate goals](#)', The Straits Times, 9 June 2023
9. Tay, Simon S.C. (2023). '[Sound and fury: China and the US talking](#)', The Business Times, 14 July 2023
10. Tay, Simon S.C. (2023). '[Thailand and Malaysia – post-election stalemate or stability](#)', The Business Times, 29 August 2023
11. Tay, Simon S.C. (2023). '[If Asean means business](#)', The Business Times, 11 September 2023
12. Tay, Simon S.C. (2023). '[Not a short-lived nuisance: Some clarity about the haze](#)', The Business Times, 11 October 2023
13. Tay, Simon S.C. (2023). '[Haze and the business heat](#)', The Business Times, 18 October 2023
14. Tay, Simon S.C. (2023). '[Biden-Xi summit: Beyond hello and a handshake](#)', The Business Times, 6 November 2023
15. Tay, Simon S.C. (2023). '[An SEZ with Johor could be a game changer](#)', The Business Times, 21 November 2023
16. Tay, Simon S.C. (2023). '[What climate negotiations changed](#)', The Business Times, 19 December 2023
17. Tay, Simon S.C. (2023). '[Looking ahead: risks aplenty, but there may be opportunity too](#)', The Business Times, 27 December 2023

SIIA Council and Senior Research Fellow: Dr. YEO Lay Hwee

1. Yeo, Lay Hwee. (2023). '[Inter-regionalism: the European Union and ASEAN](#)', In Jörn Dosch & Frederick Kliem (ed.), The Elgar Companion to ASEAN (pp. 234-245). Edward Elgar Publishing. <https://doi.org/10.4337/9781800378889.00025>
2. Yeo, Lay Hwee. (2023). '[Geopolitics, Geo-economics and the EU's Trade Policy: the relationship with ASEAN as a test case](#)'. In Ottavio Quirico and Katarzyna K Williams (ed.), The Evolving Architecture of International Economic Agreement. Springer.
3. Grare, Frederic, and Yeo, Lay Hwee. (2023). '[Europe's Security Posture in the Indo-Pacific and the View From Asia](#)', In Lizza Bomassi (ed.), Reimagining EU-ASEAN Relations: Challenges and Opportunities (pp. 15-23). Carnegie Endowment for International Peace.
4. Yeo, Lay Hwee. (2023). 'EU-ASEAN Strategic Partnership – Deepening Security Cooperation towards Multilateral Polarity'. In The Five Decade Journey of EU-ASEAN Relations – which Path for the Decades to Come. Paddy Ashdown Foundation and European Liberals Forum.

5. Yeo, Lay Hwee. (2023). '[Capitalising on the “connectivity contest”, to reshape globalisation](#)', BKHS (Bundeskanzler Helmut Schmidt Stiftung) Magazine, November 2023
6. Yeo, Lay Hwee. (2023). '[A Singaporean Perspective on the EU's and Germany's Engagement with China](#)', FES, 31 August 2023
7. Yeo, Lay Hwee, and Tan, Evelyn. (2023). '[Global crises and internal strife mean Asean must shift focus to long term](#)', South China Morning Post, 2 August 2023
8. Yeo, Lay Hwee. (2023). '[A Singaporean perspective on the EU's and Germany's engagement with China](#)', Friedrich-Ebert-Stiftung, 31 August 2023
9. Tay, Simon S.C., and Yeo, Lay Hwee. (2023). '[Europe's search for a coherent China policy must not steer it away from its values and interests](#)', South China Morning Post, 27 April 2023
10. Yeo, Lay Hwee. (2023). '[EU and ASEAN must step up digital connectivity amid the rising geopolitical tensions](#)', EUObserver, 4 Jan 2023

SIIA Director: Mr. Nicholas FANG

1. Fang, Nicholas. (2023). '[Commentary: DPM Lawrence Wong's Budget 2023 speech reveals glimpses of a future Singapore and his leadership style](#)', TODAY, 15 February 2023
2. Fang, Nicholas. (2023). '[Commentary: What a potential Tharman presidency could mean for Singapore's incoming leadership](#)', TODAY, 9 June 2023
3. Fang, Nicholas. (2023). '[Commentary: Tharman's landslide win a boon for PAP 4G leadership](#)', TODAY, 4 September 2023

SIIA Fellow: Dr. OH Ei Sun

1. Oh, Ei Sun. (2023). '[In search of benevolence in trying times](#)', The Manila Times, 4 January 2023
2. Oh, Ei Sun. (2023). '[Gathering storm in Sabah — again](#)', The Manila Times, 11 January 2023
3. Oh, Ei Sun. (2023). '[A special place in Anwar's heart](#)', The Manila Times, 18 January 2023
4. Oh, Ei Sun. (2023). '[Holding on to power in a parliamentary democracy](#)', The Manila Times, 25 January 2023
5. Oh, Ei Sun. (2023). '[Open houses' to welcome political season in Malaysia again](#)', The Manila Times, 1 February 2023
6. Oh, Ei Sun. (2023). '[Commentary: After getting sacked from UMNO, what happens to Khairy's dreams of becoming Malaysia PM?](#)', CNA, 8 February 2023
7. Oh, Ei Sun. (2023). '[Pervez Musharraf, the pragmatic Pakistani, dies in exile](#)', The Manila Times, 8 February 2023
8. Oh, Ei Sun. (2023). '[A Commonwealth to be transformed?](#)', The Manila Times, 15 February 2023
9. Oh, Ei Sun. (2023). '[NATO expansion into Asia will divert focus away from regional devt. prosperity](#)', The Manila Times, 17 February 2023
10. Oh, Ei Sun. (2023). '[Indonesia stepping up to lead?](#)', The Manila Times, 22 February 2023
11. Oh, Ei Sun. (2023). '[Agitating Asean into reflection](#)', The Manila Times, 1 March 2023
12. Oh, Ei Sun. (2023). '[Anwar's Philippine homecoming](#)', The Manila Times, 8 March 2023
13. Oh, Ei Sun. (2023). '[Commentary: Call by China foreign minister for ASEAN to stay clear of power rivalry highlights tricky balancing act for region](#)', CNA, 8 March 2023
14. Oh, Ei Sun. (2023). '[Side effects of US Fed's rate hike](#)', The Manila Times, 15 March 2023
15. Oh, Ei Sun. (2023). '[Of codes and concerts](#)', The Manila Times, 22 March 2023

16. Oh, Ei Sun. (2023). '[An alternative to the Fed's obsession?](#)', The Manila Times, 29 March 2023
17. Oh, Ei Sun. (2023). '[No magic in local interest rate adjustment](#)', The Manila Times, 5 April 2023
18. Oh, Ei Sun. (2023). '[Dedollarising revolutionary blues](#)', The Manila Times, 12 April 2023
19. Oh, Ei Sun. (2023). '[Debates over death — as penalty](#)', The Manila Times, 19 April 2023
20. Oh, Ei Sun. (2023). '[Switching loyalties but not parties](#)', The Manila Times, 16 April 2023
21. Oh, Ei Sun. (2023). '[Robust and practical Asean centrality](#)', The Manila Times, 3 May 2023
22. Oh, Ei Sun. (2023). '[Exchanging recipes for regional cooperation](#)', The Manila Times, 10 May 2023
23. Oh, Ei Sun. (2023). '[Democracy, with Thai flavors](#)', The Manila Times, 17 May 2023
24. Oh, Ei Sun. (2023). '[Squeezed into choosing sides?](#)', The Manila Times, 24 May 2023
25. Oh, Ei Sun. (2023). '[A Turkey in need of pragmatism](#)', The Manila Times, 31 May 2023
26. Oh, Ei Sun. (2023). '[Delivering the Shangri-La magic, again](#)', The Manila Times, 7 June 2023
27. Oh, Ei Sun. (2023). '[High time for Asean joint efforts on the high seas](#)', The Manila Times, 14 June 2023
28. Oh, Ei Sun. (2023). '[Grappling with challenging and turbulent times](#)', The Manila Times, 21 June 2023
29. Oh, Ei Sun. (2023). '[Populists ahoy over troubled waters](#)', The Manila Times, 28 June 2023
30. Oh, Ei Sun. (2023). '[Mercenary blues, incendiary blows](#)', The Manila Times, 5 July 2023
31. Oh, Ei Sun. (2023). '[Reinvigorating a most brilliant plan](#)', The Manila Times, 12 July 2023
32. Oh, Ei Sun. (2023). '[Whither Indo-Pacific as NATO looks East?](#)', The Manila Times, 19 July 2023
33. Oh, Ei Sun. (2023). '[Sound SONA lessons for others](#)', The Manila Times, 26 July 2023
34. Oh, Ei Sun. (2023). '[A timely visit to deepen ties](#)', The Manila Times, 2 August 2023
35. Oh, Ei Sun. (2023). '[Commentary: Graduate underemployment in Malaysia is a complex challenge with political implications](#)', CNA, 9 August 2023
36. Oh, Ei Sun. (2023). '[Breaking and shaking ground in Malaysia](#)', The Manila Times, 9 August 2023
37. Oh, Ei Sun. (2023). '[Decidedly green undercurrents in Malaysia](#)', The Manila Times, 16 August 2023
38. Oh, Ei Sun. (2023). '[Prosper thy neighbor despite disputes](#)', The Manila Times, 23 August 2023
39. Oh, Ei Sun. (2023). '[Wait and see pending trilateral spillovers](#)', The Manila Times, 30 August 2023
40. Oh, Ei Sun. (2023). '[Much ado in the Asean summit again](#)', The Manila Times, 6 September 2023
41. Oh, Ei Sun. (2023). '[British federalism at play beyond London](#)', The Manila Times, 20 September 2023
42. Oh, Ei Sun. (2023). '[On the ground with British federalism](#)', The Manila Times, 27 September 2023
43. Oh, Ei Sun. (2023). '[British federalism at play beyond London](#)', The Manila Times, 20 September 2023
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45. Oh, Ei Sun. (2023). '[Reignited feuds in the Middle East](#)', The Manila Times, 11 October 2023
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52. Oh, Ei Sun. (2023). '[No colors in a very uniform summit](#)', The Manila Times, 22 November 2023
53. Oh, Ei Sun. (2023). '[Cameron's comeback stirs up British politics](#)', The Manila Times, 29 November 2023
54. Oh, Ei Sun. (2023). '[Kissinger seized his hour and changed the world](#)', The Manila Times, 6 December 2023
55. Oh, Ei Sun. (2023). '[Long-lasting legacy of ideological pragmatism](#)', The Manila Times, 13 December 2023
56. Oh, Ei Sun. (2023). '[Bountiful funds amid contentious waters?](#)', The Manila Times, 20 December 2023
57. Oh, Ei Sun. (2023). '[A sort of review for a not quite reveling year](#)', The Manila Times, 27 December 2023

SIIA Fellow: Dr. CHIA Siow Yue

1. Chia, Siow Yue. (2023). '[Investigating Singapore's public housing issues](#)', East Asia Forum, 15 April 2023

SIIA Fellow: Mr. WONG Hsu-Sheng

1. Wong, Hsu-Sheng. (2023). '[ASEAN Taxonomy V2: A Work-In Progress Requiring Immediate Implementation](#)', ASEAN Secretariat, 24 May 2023

SIIA Staff

1. Wilfred, Andrew. (2023). '[This is how trading carbon credits can cool the planet](#)', The Peak, 25 May 2023

B. ASEAN-ISIS AND INTERNATIONAL DIALOGUES AND CONFERENCES ATTENDED BY SIIA COUNCIL MEMBERS, RESEARCH FELLOWS AND ASSOCIATES

A/Prof. Simon TAY

1. Speaker at 2023 International Law Year in Review: Seeds of Renewal in the Year of the Tiger, on 10 January 2023, in Singapore, organised by NUS Centre for International Law
2. Speaker at IIR-SIIA Dialogue, on 12 January 2023, in Taiwan, organised by the Council for Security Cooperation in the Asia Pacific (CSCAP) Taiwan, Institute of International Relations, National Chengchi University
3. Speaker at Webinar: "The Future of the Indo-Pacific Economic Order: Finding a path forward on the CPTPP", on 7 March 2023, in Japan (Virtual), organised by Kreab
4. Speaker at talk on "The War in Ukraine and Rising Global Tensions: A Southeast Asian Perspective", on 20 March 2023, virtual, organised by Institut français des relations internationales (IFRI)
5. Speaker at EU-Singapore Free Trade Agreement (EUSFTA) Trade and Sustainable Development (TSD) Board Public Stakeholder Forum, on 23 March 2023, in Brussels, organised by the Ministry of Trade and Industry
6. Moderator at ICC Future Trade Forum 2023, on 30 March 2023, in Singapore, organised by International Chamber of Commerce
7. Speaker at the 2nd Conference of the Asian Council of Economic Policy (ACEP), on 5 April 2023, in South Korea, organised by Korea Institute for International Economic Policy
8. Speaker at the Maritime Security Symposium 2023, on 9 May 2023, in Philippines, organised by Philippine Navy
9. Speaker at Google Sustainability Summit, on 6 June 2023, in Singapore, organised by Google
10. Speaker at S.E.A. Write Award Presentation Ceremony in August 2023, on 9-10 August, in Thailand, organised by S.E.A. Write Award Organising Committee
11. Speaker at ASEAN Business & Investment Summit 2023, on 3-4 September 2023, in Indonesia, organised by ASEAN Business Advisory Council
12. Speaker at Asia Leaders Connect 2023, on 15 September 2023, in Singapore, organised by Temasek Foundation
13. Moderator at the 20th Temasek International Panel, on 18 September 2023, in Singapore, organised by Temasek
14. Moderator at Annual Roundtable Conference on Sustainable Palm Oil (RT2023), on 22 November 2023, in Indonesia, organised by Roundtable on Sustainable Palm Oil

SIIA Council: Ms. Cheryl CHEN

1. Speaker at Citi Foundation-SMU (CFS) Symposium on "Financial Sustainability in the age of AI", on 22 September 2023, in Singapore, organised by Citi Foundation and SMU
2. Moderator at plenary session on "Scaling Deep: Rethinking Narratives of Invisible Power and the Female Gender" at ReThink: Catalyzing Systems Change Through Women's Leadership, on 24 November 2023, online, organised by hosted by Ashoka, S&P Global Foundation

SIIA Council: Dr. Denis Hew

1. Moderator at webinar on "Is Time Running Out to Realise the ASEAN Economic Community by 2025?", on 4 April 2023, online, organised by LKYSPP
2. Moderator at webinar on "Can the AEC Succeed in a Two-Tier ASEAN?", on 1 June 2023, online, organised by LKYSPP
3. Moderator at webinar on "Does IPEF Really Matter to Southeast Asia?", on 30 November 2023, online, organised by LKYSPP

SIIA Council: Mr. EN Lee

1. Speaker at Grow Asia Investment Forum 2023, on 12 September 2023, in Singapore, organised by GrowAsia

SIIA Council: Ms. FANG Eu-Lin

1. Speaker at panel on "Transparency as the Foundation of a Successful Net Zero Transition" at CleanEnviro Summit Singapore (CESG) Catalyst 2023, on 7 June 2023, in Singapore, organised by CESG

2. Speaker at roadshow on "Crossroads of sustainability reporting and digital", on 19 October 2023, in Singapore, organised by PwC Singapore

3. Speaker at panel on "ESG and the Boardroom - How does your Board Drive Action on ESG?" at Corporate Governance Conference 2023, on 6 November 2023, in Singapore, organised by Securities Investors' Association Singapore (SIAS)

4. Moderator at "Pavilion Launch" at COP28 Singapore Pavilion, on 30 Nov 2023, in Dubai, UAE, organised by Government of Singapore

5. Moderator at panel on "Enabling Private Investment for Nature-based Solutions – From Ideas to Action" at COP28 Singapore Pavilion, on 2 December 2023, in Dubai, UAE, organised by Government of Singapore

6. Moderator at panel on "Corporate Sustainability Disclosures as the Foundation for Transition Finance" at COP28 Singapore Pavilion, on 3 December 2023, in Dubai, UAE, organised by Government of Singapore

7. Speaker at panel on "Operationalising Net Zero – Value Creation and Pathways for Corporations" at COP28 Singapore Pavilion, on 5 December 2023, in Dubai, UAE, organised by Government of Singapore

SIIA Council: Mr. Manu BHASKARAN

1. Speaker at webinar on "Regional Economic Outlook: Navigating the Risks & Opportunities", on 30 May 2023, online, organised by Malaysian Investment Banking Association

2. Speaker at seminar on "Cost of Living and Business Costs in Singapore", on 26 September 2023, in Singapore, organised by Sim Kee Boon Institute for Financial Economics (SKBI)

3. Speaker at "Outlook Asia 2024: Economic and Political Risks and Opportunities", on 16 Nov 2023, in Hong Kong, organised by Asia Society

SIIA Council: Ms. Selina HO

1. Speaker at panel on "Bilateral Security and Economic Priorities in Southeast Asia-China Relations" at conference on US-China Rivalry: Domestic Determinants of Foreign Policy in Southeast Asia, on 23 March 2023, in Singapore, organised by Yale-NUS

2. Speaker at public lecture on "Global Governance in an Age of Fracture", on 1 June 2023, in London, United Kingdom, organised by Phelan United States Centre, LSE

3. Speaker at webinar on "China's Engagements in South Asia: Themes, Partners and Tools", on 15 June 2023, online, organised by Centre for Social and Economic Progress (CSEP)

4. Speaker at panel on "Global Governance in an Age of Fracture", on 9 November 2023, in Qatar, organised by Georgetown University in Qatar (GU-Q)

SIIA Council: Dr. YEO Lay Hwee

1. Lecture for Participants in the European Diplomatic Academy's Pilot Programme on EU Diplomacy on "EU-Singapore Relations in the Broader Context of EU-ASEAN Relations", 28 Feb 2023 (online), organised by College of Europe, Brugges

2. Panellist for the Panel Discussion on "Asia-Europe Relations" at the Summer Programme on "Reinventing Growth and Globalisation", 26 July 2023, organised by LKYSPP and Netherlands-Asia Honours Summer School.

3. Speaker at Plenary Session on "Trade and Investments amid Geopolitical Rivalry" at 36th Asia-Pacific Roundtable, 10 August 2023, Kuala Lumpur (Malaysia), organised by ISIS-Malaysia

4. Public Lecture on “From Asia-Pacific to Indo-Pacific: Evaluating EU’s Engagement with Asia”, 29 Sep 2023 (online), organised by KU Leuven and ENGAGE Research Network
5. Speaker at 16th Berlin Conference on Asian Security on “Mind the Middle Powers: Addressing Security Challenges amid Great Power Rivalry”, 12-13 October 2023, Berlin (Germany), organised by SWP
6. Participant at Research Institute Network Meeting on “Digital Transformation as a Catalyst for a Resilient and Sustainable Economy Amidst Geopolitical Uncertainties”, 23-24 November 2023, Chiba (Japan), organised by IDE-JETRO
7. Moderator at Roundtable on “The Future of Asia-Europe Cooperation”, 29 November 2023 (online), organised by Asia-Europe Foundation.
8. Speaker at International Academic Conference on “Regional Integration”, 21-22 December 2023, Beijing (China), organised by Beihang University

SIIA Director: Mr. Nicholas FANG

1. Speaker at 1st Digital Defence Symposium, on 17 July 2023, in Singapore, organised by ACICE and RSIS

SIIA Fellow: Dr. Hosuk Lee-Makiyama

1. Speaker at seminar on "EU-Taiwan: Partners in a Changing World", on 8 March 2023, in Brussels, Belgium, organised by Renew Europe Group
2. Speaker on panel on "How the EU’s CBAM will hit the bottom line of companies in the Asia-Pacific" at Carbon Forward Asia 2023, on 2-3 May 2023, in Singapore, organised by Carbon Pulse and Redshaw Advisors Ltd
3. Speaker at panel on "Geopolitical Shifts and Energy Security" at Nordic-ASEAN Forum 2023, on 26 May 2023, in Malmö, Sweden, organised by ISDP, Economic Research Institute of ASEAN and East-Asia (ERIA), and STRING
4. Speaker at SGTech Global Futures Series 2023, on 31 October 2023, in Singapore, organised by SGTech
5. Speaker at talk on "China and the Rise of Electric Vehicles", on 3 August 2023, online, organised by Washington International Trade Association & the Asia Society Policy Institute
6. Speaker at talk on "Exploring China’s global agenda on spectrum policy and 5G/6G", on 15 November 2023, online, organised by Atlantic Council

SIIA Fellow: Ms. KHOR Yu-Leng

1. Moderator at panel on "Building sustainable supply chain management in Malaysia - headwinds vs tailwinds" at 3rd German-Malaysian Business Forum, on 12 April 2023, in Kuala Lumpur, Malaysia organised by German Chambers of Commerce Abroad (AHK)
2. Moderator at panel on "Policies, Strategies & Innovation Ecosystems for Future Energy" at ASEAN Green Hydrogen Conference, on 23 May 2023, in Kuala Lumpur, Malaysia organised by ASEAN Green Hydrogen Conference
3. Speaker at talk on "Southeast Asia's Green Supply Chains - Prospects & Challenges", on 13 September 2023, in New Haven, USA, organised by Yale University
4. Speaker at talk on "The Political Economy of Palm Oil: Poverty, Protests, and Politicization", on 14 September 2023, in New York City, USA organised by New York University (NYU)

SIIA Fellow: Dr. OH Ei Sun

1. Speaker at Boao Forum for Asia 2023, on 31 March 2023, in Hainan, China, organised by Boao Forum for Asia
2. Speaker at panel on "SG in Banking – The Way Forward" at 5th Malaysian Banking and Finance Summit, on 23 May 2023, in Kuala Lumpur, Malaysia, organised by KSI Strategic Institute for Asia Pacific)
3. Moderator at panel on "The Green Reset: Future Ready Asia – Addressing Geostrategic and Global Political Challenges and Shifts to Digital, Green and Innovation Led Growth" at 6th Asia Economic & Entrepreneurship Summit, 27 July 2023, in Kuala Lumpur, Malaysia, organised by KSI Strategic Institute for Asia Pacific

4. Speaker at dialogue on "ASEAN-Japan Friendship and Cooperation – Reflections on the Past 50 Years and the Next 50 Years" at Forum on the 50th Year of ASEAN-Japan Friendship and Cooperation, on 16 August 2023, in Kuala Lumpur, Malaysia, organised by KSI Strategic Institute for Asia-Pacific and Embassy of Japan in Malaysia

5. Speaker at panel on "CHINA (Greater Bay Area) – ASEAN Roundtable" at 2023 Global Chinese Economic & Technology Summit, on 6-7 November 2023, in Shenzhen, China, organised by CCPIT Shen Zhen, KSI Strategic Institute for Asia-Pacific, and China Development Institute

SIIA Fellow: Mr. WONG Hsu-Sheng

1. Speaker at talk on "Winning the Talent War with Sustainability, Climate and Circular Economy", on 15 December 2023, online, organised by Circular Business Association (Circular BASS)

SIIA Staff: Ms. Rohini NAMBIAR

1. Discussant at the APAC National ICT Roundtable 2023 at Huawei Connect 2023 in Shanghai on 20 September 2023

2. Speaker at the 15th ASEAN-Australia-New Zealand Dialogue on 4 October 2023 in Kuala Lumpur, Malaysia organised by the Institute of Strategic & International Studies (ISIS) Malaysia, Asialink and the Asia New Zealand Foundation





3. Speaker at the the Supply Chain Forum for MSMEs in the Asia-Pacific in Seoul on 13 October 2023 organised by Korea's Ministry of Foreign Affairs.

4. Speaker at The "Partners for a Transformed Future: Strengthening EU-ASEAN Cooperation on the Green and Digital Transition" Conference in Siem Reap, Cambodia on 2 November 2023, organised by The Clingendael Institute - the Netherlands Institute of International Relations; and the Cambodian Institute for Cooperation and Peace (CICP)



For further information, contact the SIIA at:
60A Orchard Road, #04-03 Tower 1
The Atrium@Orchard, International Involvement Hub
Singapore 238890

t | +65 6734 9600
f | +65 6733 6217
e | membership@siiaonline.org
w | www.siiaonline.org

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