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CHAIRMAN'S STATEMENT

It was a year of contrasts. 2022 began with a wave of optimism that the COVID-19 pandemic would finally ease. Yet in February, Russia's unprovoked attack on Ukraine sent shockwaves around the world, disrupting global supply chains once again and triggering sharp price hikes and inflation. Other concerns and tensions also came into focus. Great power rivalry between the US and China has escalated over issues of technology, security, and sovereignty. Climate change concerns were evidenced in heat waves, fires and droughts, as well as extreme storms and flooding, with humanitarian and economic impacts. The cost of capital also rose sharply, impacting corporations, markets, and citizens.

Such changes, each unique and different, are cross-cutting and have interacted, leading to additional dimensions of complexity. Many economies are turning inward, and away from the rules-based globalisation of the last decades.

Yet there were signs of hope, especially in our region. ASEAN showed resilience and recovery as countries eased COVID-19 controls at the border and internally. Towards the end of 2022, Japan and later China - the two largest Asian economies - also reopened and can be expected to add to growth prospects.

These challenges have raised the relevance and importance of international affairs to Singapore. The SIIA has responded by increasing our activities and especially in-person dialogues as COVID-19 measures allowed. We

have curated content and fostered dialogues to help policy-makers and business leaders make sense of the complexity and hopefully spur action towards addressing the poly-crisis.

We have also built on our work that supported the government-led Emerging Task Force, to focus on two key areas of concern and opportunity – the digital economy and sustainability. This Annual Report provides details of our work as well as of our financials and governance policies. Allow me in this brief statement to highlight a few points.

Dialogues and Focus

The SIIA has brought attention and analyses to the global poly-crisis and implications for Singapore and our region, engaging on the broad and complex range of global issues that are of concern. This was the focus of the SIIA's flagship ASEAN and Asia Forum, held on 6th October 2022, on the theme of "Regional Opportunities, Fractured World Order".

On the US-China rivalry, the SIIA has engaged with opinion makers. This included opinion pieces in July 2022 in the Straits Times: "Why Asian nations should pause when America beckons" and "The China Asians want." Both commentaries discussed the importance of open and inclusive engagement between countries. The SIIA also contributed our views on a book project on "ASEAN's Outlook on the Indo-Pacific and US-China Rivalry", discussing the struggles of regional economic rulemaking in a disordered world.

While responding to the global poly-crisis, the SIIA has focused on and sought out areas that can yield opportunities. One of these is the digital economy. Our special report "Charting ASEAN's Digital Future: Emerging Policy Challenges" was launched at Asia Tech x Singapore (ATxSG) event on 1st June 2022. The report developed from three roundtables involving not only relevant government policy-makers but also leading private sector players in this sector.

Sustainability, and especially climate action was another focus for us. At the 9th edition of our annual flagship Singapore Dialogue on Sustainable World Resources (SWR) in June 2022, Singapore's Minister for Sustainability and the Environment Ms. Grace Fu noted the "triple confluence of COVID, conflict, and climate" in her keynote address, emphasising the need to build multi-stakeholder partnerships to continue progress on environmental objectives. The SWR brought together experts from around the region to discuss current global disruptions for ASEAN's energy transition and prospects for cooperation.

The year also saw further dialogues about climate issues and energy across our region, with in-person roundtables and webinars supported by the Government of Japan. Our special reports and public commentaries also focused on sustainability, including comments on "Placing ASEAN on stronger footing in a net-zero future", "Rebooting sustainable finance and ESG", and "Tapping potential of South-east Asia's carbon market".

The SIIA continued our long-standing work on the region's recurring transboundary haze issue. We released the fourth installment of our annual Haze Outlook report in June 2022. While there was no severe transboundary haze in 2022, we do anticipate some heightened risk in 2023 due to the end of wetter La Niña weather conditions and possible El Niño this year, along with continued global economic uncertainty. We have continued to engage the plantation and forestry sectors and governments on this key concern and more broadly on making the ASEAN resource sector more sustainable.

Outreach

The SIIA works towards making Singapore a better-informed, more cosmopolitan society that understands the region and contributes actively to its development. For this, we work with a range of partners to reach different audiences. This year especially, our efforts focused on youth, working with the National Youth Council, and the business community with a range of talks with chambers and associations.

Even as in-person conferences and events started coming back, the SIIA have retained the approach of organising online webinars and hybrid events. The mix of in-person and virtual events provided more opportunities to engage a wider range of audiences. The SIIA has increased the use of traditional and social media for event publicity and member engagement. From the end of 2022, we have begun a regular column with the Business Times, "The Politics that Matters". We have also taken more deliberate steps to strengthen our social media engagement, including the use of a Telegram channel for our members. Through our efforts, we have increased the number of followers by 90% on platforms like LinkedIn and Facebook. The year also saw a two-fold increase in traffic to our website.

Efforts to develop our audience and deepen engagement will be needed as we move forward after the pandemic.

Finance and Human Resources

The SIIA is directed and governed by a voluntary Council, of which I serve as Chairman. But the implementation of our programmes depends on a professional secretariat. This remains small and the SIIA secretariat was impacted by the "Great Resignation" that followed the easing of pandemic restrictions at the start of 2022. We have been able to recruit and rebuild capacity. But given this, and the small size of our secretariat, there were impacts. Our programmes and events were shifted more into the second half of 2022, and this delay diminished our funding.

Despite this, we were able to end the year with a modest surplus. This is in large part due to our continued control over expenses, as well as the continued support of our donors, supporters, and friends. In addition, we also secured a Tote Board and Government matching grant of \$250,000 for our 2022 Annual Dinner, which contributed 12% of our revenue for the year.

Trying to Look Ahead

Global affairs have never been more important. This is not only in politics and peace, but also for future economic growth and sustainability. This is not about risks and challenges but also about opportunities. Singapore is a regional hub and a global node in the world today. Our leaders, corporations, and our people must be open to the world and engage it fully for future progress. This depends on the engagement and support of different circles of policy-makers, corporate leaders and professionals, and committed citizens.

There is much to do and many reasons to undertake good work. Not least this is that 2022 marked the SIIA's 60th Anniversary. We have done well, having been rated No.1 in ASEAN and the No.1 independent think tank across all of Asia. Going forward, we hope to build on this foundation to increase our contributions to our country and our region. The SIIA will also seek to raise funds to help our future development.

On behalf of the current Council, thank you for your support.



KEY PROGRAMMES AND EVENTS

As an institute of international affairs, and a membership organisation, the SIIA seeks to provide a broad platform for learning and dialogue on key issues. The critical factors emerging in 2022 – which some call a global poly-crisis – reinforce the breadth of issues that are of concern and relevance. Additionally, the SIIA as a think tank does focus on ASEAN and the politics, economic and sustainability policies in our region.

ASEAN

ASEAN: Emerging from the Pandemic, Rattled by a Poly-Crisis

In 2022, ASEAN countries began to reopen as the region emerged from the COVID-19 pandemic. Although many were in the process of rebuilding their economies, a poly-crisis was forming that would disrupt macroeconomic and political stability. The Russian invasion of Ukraine in February aggravated inflation risks and supply chain disruptions. A visit to Taiwan by the U.S. Speaker of the House, Nancy Pelosi, further intensified Sino-American tensions. A technological war brewed with the U.S. announcing restrictions on semiconductor exports to Chinese companies and with China emphasising its move towards self-reliance.

The SIIA kept a close eye on the turbulent geopolitical environment and its implications for policy-makers and

businesses in the region. Insights that the SIIA had were shared with our members and stakeholders through in-person talks, interviews, and in commentaries. Within the month of July, The Straits Times published two opinion editorial pieces by the SIIA titled, “Why Asian nations should pause when America beckons,” and “The China Asians want.” The articles reflect ASEAN’s long-held position not to have to choose between either great power but to approach the situation with open and inclusive engagement. This ties to ASEAN’s political position - often called “centrality” - and signals the return of a familiar concept of the ‘non-aligned movement’. Alongside these commentaries, the SIIA contributed a chapter in a Cambodian Institute for Cooperation & Peace’s book project on “ASEAN’s Outlook on the Indo-Pacific and US-China Rivalry”, discussing the struggles of regional economic rulemaking in a disordered world. The SIIA’s Chairman further elaborated on these views in a podcast titled “Asian Insider: In Asia’s ‘summit month’, Biden will attend G-20 and ASEAN Meets”, where he shared that avoiding a Cold War mentality is key.

The SIIA regularly engages in public forums to highlight our thought leadership on our focus areas. In November, our chairman gave the keynote at the Canon Think Big Leadership Business Series on the current geopolitical and economic climate. Our council members Mr. Satya Ramamurthy and Ms. Fang Eu Lin chaired separate sessions at the SMEICC Conference Series in September. Both events are targeted toward helping Singapore businesses understand the current climate and identify opportunities and trends amidst an increasingly uncertain world.

In addition, the Institute takes on media interviews to showcase the institute's perspective on developments within ASEAN. This included an interview with CNA on Timor Leste's membership in August, and ASEAN's approach to the Five-point Consensus and Myanmar after its foreign ministers met for a special meeting in October.

14th AAF: Regional Opportunities, Fractured World Order

These important issues formed the focus of the SIIA’s premium flagship forum, the ASEAN and Asia Forum (AAF). The 14th AAF was held on 6th October 2022 on the theme “Regional Opportunities, Fractured World Order”. Combined with a special edition of our flagship Dialogue on Sustainable World Resources (SWR) series, the AAF covered key issues such as implications of the poly-crisis, strategies for energy transition and green financing, and prospects for the digital economy.

The SIIA was honoured to have political leaders and key opinion leaders from the region speak at the 14th AAF with Dr. Tan See Leng, Minister for Manpower, Second Minister for Trade and Industry, delivering the keynote. Other panellists included speakers from Laos and Indonesia, who discussed the implications for decarbonisation and the energy transition, as well as ASEAN’s next wave of growth in the digital economy growth focusing on innovation, interoperability and inclusion. The audience comprised senior policy-makers and business leaders from the region.

ASEAN’s Digital Economy: Emerging Policies and Geopolitics

The SIIA successfully completed the first phase of its digital programme with the launch of its special report “Charting ASEAN’s Digital Future: Emerging Policy Challenges” at the Infocomm Media Development Authority’s (IMDA) Asia Tech x Singapore (ATxSG) on 1st June 2022. The event was a platform for the SIIA to share its thought leadership in the digital economy space and engage ASEAN ministers and policymakers in attendance. The report was a culmination of three high-level closed-door roundtables on emerging digital

policy issues with an underlying framework of “Recovery, Geopolitics, Integration and Sustainability”.

On the first day of the ATxSG, SIIA Chairman Professor Tay moderated a session on “Sustainability: Collaborating for a Green Digital Future”. The SIIA also curated a panel for the ATxEnterprise Headliners at the Singapore Expo. The title of the conversation was “Sustainable Digital Growth” with distinguished panellists from Amazon Web Services (AWS), Google, Huawei and SAP. The digital-sustainability nexus was a particularly nascent area for digital economy policies and the SIIA began to have a stronger say in this area, publishing its insights in the Straits Times, titled “The challenge for ASEAN: To be digital and sustainable.”

The second half of 2022 saw the SIIA embark on phase 2 of our digital programme, themed “Building ASEAN’s Digital Roadmap: Innovation, Inclusion, Interoperability and Sustainability”. In a positive development, the SIIA deepened our collaboration with the IMDA, with the SIIA as a knowledge partner for ATxSG 2023.

The first roundtable dialogue of phase 2 was held in person on 30th September 2022, with the theme of “Aspiring Towards the Digital-Green Nexus”. Ms. Gwenda Fong, Assistant Chief Executive, IMDA delivered the keynote address. The high-level, closed-door roundtable discussion brought together 19 participants from the public and private sectors including MTI, Equinix, Huawei and Google. The discussion centered on how digital technology has unlocked new pathways toward sustainability, and the necessity of considering the resource footprint to fully harness the potential of digitalization.

The SIIA also resumed overseas stakeholder engagement with policy research trips, the first of which was to Thailand in September. Meetings were held with multiple stakeholder groups to better understand Thailand’s Digital Roadmap and its future plans for the digital economy. These stakeholders consisted of the Ministry of Digital Economy and Society (MDES), the Digital Economy Promotion Agency (DEPA), multi-national tech companies, and Thai conglomerates. The insights gathered from these trips will go toward the special report that will be published at ATxSG 2023.

Geopolitical contestation continued to permeate through the digital economy, giving the SIIA opportunities to showcase thought leadership in this area. The SIIA was invited to speak at a global webinar on “Geopolitics and Economics of Tech in the Indo-Pacific”, organised by the European University Institute (EUI). Subsequently, the SIIA wrote a policy brief on “Asia and Digital Economy Agreements: Necessity and Uncertainty” that was published on the EUI website. In the annual Next Step Global Conference hosted by the Peterson Institute for International Economics (PIIE), the SIIA shed light on the challenges of technological competition with the view that bifurcation was inevitable, due to the intentions of the US and China. The SIIA also contributed to a high-level public webinar on EU-ASEAN digital connectivity, a talk by the Singapore International Chamber of Commerce (SICC), and MediaCorp’s ‘Think Big Leadership’ series.

Politics in ASEAN’s Key Economies

Throughout 2022, the SIIA continued to track and share insights on the political developments in ASEAN’s key economies.

Malaysia saw a change of government with the country holding its 15th General Election in late November. In the lead-up to the election, the SIIA organised a talk titled “The Road to Malaysia’s General Election: Economy, Politics, and Scandals”. During the election period, the SIIA also launched a telegram channel for its members to receive important updates and discuss the latest political developments. On 20th November, the day after

the general election, the Business Times published an opinion editorial written by the SIIA, titled “A tight Malaysia election produces results, but very few answers.”

Indonesia’s G20 Presidency, which coincided with heightened global geopolitical tensions and supply chain disruptions, ended in December 2022. In November 2022, the SIIA organised a talk on the impact of Indonesia’s G20 Presidency, the expectations for its ASEAN chairmanship in 2023, and the political outlook heading into its 2024 presidential election. Subsequently, an article detailing some of the key observations and insights discussed during the talk was published on the SIIA website. The SIIA also engaged with key Indonesian officials in November to discuss key lessons from G20 year and priorities as Indonesia assumes the ASEAN Chairmanship for 2023.

The SIIA has been a close observer of Myanmar over the past decade, tracking developments even after the military coup that took place on 1st February 2021. The SIIA released a chairman’s note in April 2022 titled “Myanmar Coup: One Year On”, providing our perspectives on the country’s present situation and outlook. Given the SIIA’s involvement in Myanmar prior to the coup, our chairman has provided his opinion on matters related to Myanmar throughout the year, mostly related to ASEAN’s response and the threat to ASEAN centrality. This included a lecture hosted by the LKY School of Public Policy on the role of ASEAN as a regional mediator, and a number of media interviews, including with Channel News Asia (CNA).

Youths and ASEAN

The SIIA continued work as a knowledge partner with the National Youth Council (NYC). Our work focused on a series of webinars and readings for NYC’s Asia-Ready Exposure Programme (AEP)¹. About 600 youths from Institutes of Higher Learning (IHLs) in Singapore attended the webinars and speakers hailed from academic, business, media and political backgrounds.

In a new initiative, the SIIA began working on an upcoming NYC x SIIA x DSTNCT podcast series, “What the Future”. The series aims to use a light-hearted edutainment approach towards educating youths on key political and economic issues in the ASEAN, China and India region, as well as emerging trends and their impact on youths. Development and recording of podcast episodes concluded in 2022. There will be a total of four podcast episodes covering the topics of globalisation, digitalisation, sustainability and global geopolitics. The series will be released on major streaming platforms such as YouTube, Spotify, and Apple Music under NYC’s profile in both video and audio formats, in early 2023.

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 three webinars: “ASEAN in a fractured global order – What it means for youth”; “Towards a sustainable future: How can youth prepare for it?”; “Understanding Malaysia politics: What do youth want?”.



ENVIRONMENT AND RESOURCES

Green Transition and the Poly-Crisis

2022 started with optimism about opportunities and momentum in the green transition. Consensus reached at COP26 on Article 6 and carbon trading, together with the mainstreaming of net zero pledges by many economies in ASEAN and the region were all positive signs. SIIA started the year on an encouraging momentum and regional cooperation on climate action. In January, the Business Times published a commentary by the SIIA on 'Placing ASEAN on stronger footing in a net-zero future', which was followed up by another op-ed in December on 'Rebooting sustainable finance and ESG'. The Straits Times also published a commentary by the SIIA on 'Tapping potential of South-east Asia's carbon market' in June.

Momentum on carbon emissions reduction and climate action was disrupted by the Russia-Ukraine War, which has led to structural shifts in the energy supply landscape, food security, and financial markets in the form of sharply rising interest rates and surging inflation. These factors have either delayed or derailed the efforts toward decarbonisation.

The above pressures were reflected in the SIIA's work on the transboundary haze and the agribusiness sector. Global supply of food and forest commodities have been thrown into disarray by the Russia-Ukraine conflict, raising concerns that record high prices and worldwide demand might drive illegal deforestation in our region. The SIIA also looked into the impact of the global energy crisis and rising fuel prices on energy transition in ASEAN, focusing on the implications for green investment in renewable energy.

Strengthening Engagement for Sustainability

The SIIA held our annual flagship sustainability conference, the Singapore Dialogue on Sustainable World Resources (SWR), on 28th June 2022. The 9th edition of the SWR was themed, “Harnessing Nature for Climate Action: Opportunities for Businesses and Governments”. It was supported by Temasek Foundation and Royal Golden Eagle (RGE). The keynote speaker for the dialogue was Singapore’s Minister for Sustainability and the Environment, Ms. Grace Fu. The annual event was conducted in person for the first time since 2019, with some participants joining in virtually. The 9th SWR attracted about 300 high-level participants including policy-makers, industry experts, corporate leaders, and key decision-makers from all over the world. In her keynote address, Minister Fu said that the world now has to contend with the “triple confluence of COVID, conflict and climate”, and stressed the importance of building effective multi-stakeholder partnerships. She added that building credibility and trust, through fulfilling commitments and obligations, would be important for continued progress.

The SWR has historically explored issues related to the transboundary haze and the agribusiness or forestry sector. The panel on “Innovative and Cooperative Approaches to Forest Conservation” at the 9th SWR continued this emphasis, exploring new possibilities of win-win collaboration to benefit businesses, local communities, and the environment. Panellists noted that the needs of local communities need to be prioritised in order for conservation efforts to be successful and that conservation efforts need to protect both bio-diversities as well as avoid carbon emissions, and ensure carbon sequestration. The link between carbon and natural capital was also explored in a panel themed “From Article to Action—Implementing Article 6 and Piloting Carbon Credit Schemes”, discussing the development of both compliance and voluntary carbon markets following the global consensus achieved at COP26 in 2021.

Building an ASEAN Climate Community

A special SWR panel was held in conjunction with the SIIA’s 14th AAF, focused on the implications of global geopolitical disruptions for ASEAN’s energy transition. The panel discussed the impact that high energy prices, inflation, and a tightening of monetary policies had on the implementation of climate action measures. The silver lining of the disruptions was the increased importance of developing renewable energy projects. However, there were challenges for infrastructure financing due to very high-interest rates. Greater regional cooperation would be useful to address these challenges in order to link electricity grids across the region and connect carbon markets.

The SIIA continued a stream of engagement that began in 2021 with the SIIA’s ASEAN Climate Community report and held two sustainability roundtable dialogues in 2022. These high-level, closed-door roundtables aimed to gather views from industry leaders and experts and generate beneficial and actionable insights for SIIA’s members.

The first sustainability roundtable dialogue of 2022 was held in-person on 18th May. With the theme of “Towards Net-Zero: Building an ASEAN Climate Community”, it brought together 21 participants from both public and private institutions, including GIC, KPMG, PwC and UOB. The roundtable discussed the region’s carbon market policies, Singapore’s role as a carbon hub, and how the region could further develop its carbon markets as an ASEAN climate community.

The second roundtable was organised on 29th September 2022, in person. Themed “Navigating the Global

Energy Crisis: Implications for the Transition to Clean Energy”, the roundtable brought together 16 participants from organisations such as the Ministry of Sustainability and the Environment (MSE), Energy Market Authority (EMA), AirCarbon Exchange and Climate Impact X to discuss the impact of the global energy crisis. Specifically, the discussions focused on how the energy crisis had impacted the implementation of climate policies, the energy transition, and the shift toward carbon neutrality.

Retaining Focus on the Haze

The SIIA released the fourth instalment of its flagship annual Haze Outlook report on 28th June 2022, at the Institute’s 9th SDSWR. The report built on engagement with key stakeholders, including government bodies, businesses, non-governmental organisations (NGOs), and academics, to generate impactful research and analysis on the transboundary haze issue. The Haze Outlook report provided an assessment of the likelihood of the transboundary haze returning, based on three key factors: weather, people, and policies.

The Haze Outlook 2022 was cautionary, noting economic factors such as record high palm oil prices as well as meteorological factors such as the possible end to favourable La Niña weather conditions that might increase the risk of haze. Fortunately, there was no transboundary haze in 2022 as wetter-than-average weather continued in the later months of 2022, and on the economic front palm oil prices also stabilised towards the end of 2022 though they remained high compared to historic levels. Indonesian government policies appear to have had some success in keeping prices under control in Indonesia and discouraging abuses by bad actors. The SIIA will continue to watch these trends into 2023.

This is especially as the haze relates to questions of climate, the release or sequestration of carbon in nature. There are potential global scale risks from the haze, as well as considerable opportunities. There are also questions relating to deforestation and ESG factors and their connections to trade and investment.

The SIIA is currently working on a Special Report slated for release in 2023 on “Governing the Haze: 25 Years of Multi-Stakeholder Action”. It will chart how global, regional, national, and local action to address the haze issue has evolved over the past 25 years since the first major transboundary haze crisis in 1997, looking at the contributions of all stakeholders such as government bodies, businesses, and civil society groups.

Even though there were no major haze incidents in 2022, public engagement on transboundary haze-related issues remained integral. The SIIA continued its partnership with the Singapore volunteer NGO, People’s Movement to Stop Haze (PM Haze). The SIIA supported PM Haze’s efforts in conducting educational talks, workshops, and community events for the public, as well as digital campaigns to raise awareness about the issues surrounding the transboundary haze and the need for sustainable consumption of forest commodities.

In 2022, PM Haze also conducted peatland restoration and community engagement in Sungai Tohor in Riau, in partnership with Indonesian NGO Lembaga Swadaya Masyarakat Ekonomi Kreatif Andalan (EKA). Additionally, in May 2022, PM Haze also visited West Borneo (also referred to as West Kalimantan) to study development and peatland restoration projects in the region, and to explore the possibility of expanding PM Haze’s programme to the area.

Outreach

In 2023, the SIIA organised a webinar series on Japan-Asia Relations and Climate Issues. Supported by the

Japanese Government, the themes of the two webinars were: “Geopolitical Volatility and Climate Change: Implications for Energy and Innovation in ASEAN and Asia” and “Digital Transformation and Smart City Development: Japanese and Asian Perspectives”. The webinars featured speakers from both governments, city planners and officials, and industry experts. Each webinar attracted over 100 participants, many of whom were from corporate and government backgrounds.

For youths in Singapore, the SIIA continued with our partnership with the National Youth Council (NYC). The SIIA organised a webinar in August 2022, “Towards A Sustainable Future: How can youth prepare for it?” It featured perspectives from both Ms. Melissa Low (Research Fellow, Centre for Nature-based Climate Solutions at the National University of Singapore) and Mr. Wong Hsu-sheng (Senior Research Fellow, SIIA). The webinar examined how climate issues will affect people in Singapore, as well as career opportunities for youth in emerging areas like green finance.

The upcoming NYC x SIIA podcast series will include an episode focused on sustainability, featuring perspectives from Ms. Cheryl Chen (Director, Corporate Responsibility & Sustainability, Asia Pacific, S&P Global; and Council Member, SIIA) and Mr. Law Gee Yong (Director, Policy and Planning, Energy Planning and Development Division, EMA). The podcast episode aims to help youths draw the link between the global energy crisis and the rising cost of living worldwide, how current trends will impact youths, and how they can be involved in climate action.



MEMBERSHIP

The SIIA is a member society – including Singaporean and multinational corporations and businesses. Our members include leading listed companies, closely held firms, government-linked companies as well as 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 2022, the SIIA organised more in-person events to provide Members with the opportunity to network. This was part of the SIIA's overall efforts to increase engagement with our members and stakeholders. Key opportunities included the 9th Singapore Dialogue on Sustainable World Resources, 14th ASEAN & Asia Forum x Singapore Dialogue on World Resources, closed-door roundtable discussions such as the SIIA's digital economy initiative, the ASEAN Climate Community Roundtables as well as the SIIA's 60th Anniversary Dinner featuring Guest-of-Honour, Mr. Lawrence Wong, Deputy Prime Minister, Republic of Singapore. Over dinner, DPM Wong shared his perspectives on the issues pertaining to poly-crisis, ASEAN integration, and the importance of a united, cohesive society. He highlighted SIIA's role in society – moving Singapore forward as the world and region seek to return to growth after the impact of the pandemic and as changes in global order are emerging. DPM also mentioned, "For 60 years, the SIIA has played an important part as the bridge between the government and society, on international affairs. SIIA's role is more important as we enter a new era, dominated by politics and geopolitics, and SIIA can play a role to help Singaporeans to understand what our national interests are, and why it matters for Singapore, as such a small country, to stand up for our core fundamental principles."

Following the dinner, the SIIA kick-started our fundraising efforts for a 5-year development plan. These plans are to grow from our foundations and current work on international affairs to play a greater role to help strengthen the understanding of our national interests among Singaporeans and those who call Singapore home. We believe it will be especially important to outreach among an emerging generation of leaders in the private sector, and civil society.

The SIIA continued its membership drive to invite potential members, especially corporates, to join. New members that have joined the SIIA included AirCarbon Exchange (ACX), Alibaba, Amazon Asia Pacific, Equinix, Fidelity, Hitachi Research Institute, Hinrich Foundation and Stripe. The SIIA reached a total of 522 members in 2022.

The table below provides details of the membership figures from 1st January to 31st December 2022.

Membership Tier	2022 Members	Reclassification of 2021 Members	2021 Members
Roundtable/Corporate	68	69	69
Premium	350	353	8
Individual	104	105	105
Total	522	527	182

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

For 2022, traditional and social platforms continued to be at the heart of SIIA's outreach efforts. Through consistent presence on both platforms, the SIIA raised our visibility and branding as an independent think tank on wide-ranging ASEAN and Sustainability issues. This also enabled the SIIA to expand our outreach to different audiences, locally and abroad.

Thought Leadership and the Media

Traditional media has always been a fundamental tool in the SIIA's communications strategy, allowing the Institute to convey and project its expertise to a wider audience. The SIIA has actively positioned itself as an expert observer on various topics through media interviews undertaken by SIIA's spokespersons. In developing news on topics where the SIIA had an active interest, the SIIA would find a media platform to share our insights in the form of commentaries. The long-form nature of commentaries enabled the SIIA to discuss in-depth various important issues such as climate action, the fast-evolving COVID-19 pandemic, the Malaysian Elections, and the Myanmar political crisis.

Likewise, media coverage has been strong for flagship forums under our ASEAN and Sustainability programmes, with international, regional, and local media invited to cover the events. Media outlets that feature the SIIA regularly include Channel News Asia, Straits Times, The Business Times, Berita Harian, Lianhe Zaobao, and Today Online. On the regional and international front, Bangkok Post, The Jakarta Post, Nikkei Asia, South China Morning Post (SCMP), The Washington Examiner, Xinhua, Bloomberg, and BBC World News have featured our work.

Our communications strategy bore fruit by yielding a strong media presence for the institute in 2022, where we garnered 150 media mentions, mainly centred around our flagship events the ASEAN and Asia Forum and Singapore Dialogue on Sustainable World Resources. The Institute also published commentaries on Sustainability, ASEAN and Sino-American tensions. In addition, the SIIA has formed a partnership with the Business Times on a column "The Politics that Matter to Business".

Leveraging Social Media

To strengthen its digital footprint and reach a wider audience, the SIIA produced timely and engaging online content on social media channels Facebook, Instagram and LinkedIn. The SIIA digested its complex commentaries and reports into bite-sized infographics, to cater to the online audience.

For conferences, events and webinars, the SIIA created digital posters as part of marketing on social media. Countdowns and teasers were staple social media market tools for our flagship conferences, boosting awareness, outreach and sign ups. Through the use of social media, the SIIA managed to reach our target demographic and audience size, as well as generating new followers. In 2022, the SIIA's followers increased by 90% on platforms like LinkedIn and Facebook. These efforts also translated to more traffic to SIIA's website, with 253,832 hits, a two-fold increase from the 127,000 hits in 2021.

The SIIA also set up a Telegram channel to update members on the Malaysia General Election, as a new outreach approach we are exploring. The group consisted of more than 50 individuals. Discussions between the groups, consisting of more than 50 individuals, were moderated by our Chairman and Senior Fellow, Dr. Oh Ei Sun. The channel received positive feedback in terms of the content and timeliness of updates.



ADVISORY

Offering information, insights and analyses is another platform for the SIIA to serve businesses as they grow and strengthen their presence in the region. The revenue from these advisory briefings is used to generate a surplus for the SIIA to help cover our costs and to off-set projects that are not specifically sponsored. The engagement with corporations, often at a senior level, also helps verify and sharpen our team's analysis. Moreover, these businesses are often our corporate members, and these efforts deepen our relationship and relevance to members.

The SIIA provided briefings to our corporate members as part of our offerings. These are provided by our in-house team as well as by tapping a network of experts, including visiting experts. Additionally, the SIIA also provides tailor-made briefings to corporations.

Requests from corporations increased in the year, given the poly-crisis and the interest in ASEAN, as well as the return to in-person events. Our briefings have been requested by various corporations, including leading international investors, and corporations when their global board and CEOs visited Singapore. Senior government officials and ministers also seek our expertise as part of their official visits to Singapore and we provided them on a pro-bono basis.

Additionally, the SIIA continued to offer advisory contracts to our core corporate members, providing quarterly briefings to a number of them on topics within our expertise that are of relevance to their businesses.



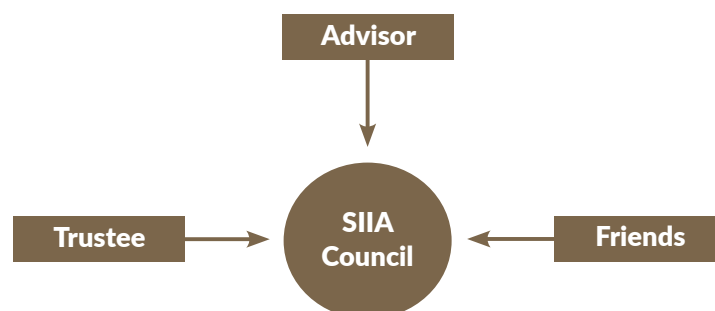
GOVERNANCE

The SIIA is governed by a Council, which is elected every two years from among its members. The Council is legally responsible for the SIIA under our constitution and provides strategy, guidance and governance to the institute.

The current Council, elected in 2021 has a two-year term and includes Associate Professor Simon Tay as Chairman, Dr. Yeo Lay Hwee as Honorary Secretary, and Mr. Adam Rahman as Honorary Treasurer. There are a further nine council members, as listed.

In the current 12-person Council, five have served for ten or more years by the end of 2022: Associate Professor Simon Tay, Dr. Yeo Lay Hwee, Mr. Adam Rahman, Mr. Manu Bhaskaran and Mr. Gerald Ong. As long-serving members and with the first three serving on the SIIA executive committee, they are able to provide experience and continuity to the SIIA secretariat. In 2022, this was especially important given the changeover in our professional team. They also provide intellectual expertise and private sector experience and standing to the SIIA.

The council is further divided into sub-committees to help manage the institute more efficiently. The sub-committees are: 1) Finance and Governance; 2) Outreach, 3) Programs (International Relations) and 4) Programs (Sustainability).





Ms. Eulene Goh
Trustee



Mr. Yeoh Oon Jin
Trustee



A/Prof. Simon Tay
Chairman/Trustee



Mr. Adam Rahman
Honorary Treasurer



Dr. Yeo Lay Hwee
Honorary Secretary

A full list of the Council, Advisors and Trustees of the SIIA are listed in [Appendix C](#).

The SIIA Endowment Fund

The SIIA is supported by foundations and donors, as well as membership subscriptions and sponsorships. The SIIA Endowment Fund has been approved as an Institution of a Public Character (IPC) under the Charities Act for many years. Donations to the Endowment Fund are tax-deductible with 2.5 times deduction for the calendar year from 1st January 2022 to 31st December 2022.

In 2022, the SIIA was awarded a renewal to its IPC status, approved by the Ministry of Culture, Community and Youth (MCCY), beginning from 1st September 2022, and up to 31st August 2025.

The Singapore Institute of International Affairs Endowment Fund is governed by three Trustees. In July 2022, Mr. Hsieh Fu Hua retired as a Trustee, after nine years of service. Ms. Eulene Goh and Associate Professor Simon Tay continue as Trustees. They have been joined by Mr. Yeoh Oon Jin, the recently retired Chairman of PWC.

Please refer to [Appendix B](#) for the full list of donors and sponsors secured from 1st January 2022 to 31st December 2022 and details of the endowment fund are listed on page 5 of the audited financial statements.

Governance and Conflict of Interest

In accordance with the best practices of governance, the SIIA Council has approved the implementation of 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 handling the information of donors, sponsors, partners, members and staff.

Regional Opportunities, Fractured World Order

THURSDAY, 4 OCTOBER 2022 • FOUR SEASONS HOTEL SINGAPORE

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OUR TEAM AND SECRETARIAT

The SIIA is a membership organisation and is 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 the first half of 2022, the SIIA was, like many companies, impacted by the "Great Resignation". Time and effort have been required to hire and bring new members on board. While there has been churn, the total size of the professional secretariat has been stable at 12 to 15, ending the year at 13 for 2022. 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 2022, the following sets out the SIIA's organisation chart as well as the secretariat listing.

Management

Chairman (Pro-Bono)	Mr. Simon Tay
Chief of Staff	Ms. Connie Wong
Deputy Chief of Staff and Assistant Director, Operations	Ms. Fidelis Lee

Communication, Events & Membership

Deputy Director of Operations	Ms. Michelle Moakes
Events Manager (Joined 2022)	Ms. Shi Hui Teo
Executive, Marketing & Outreach (Joined 2022)	Ms. Hazeera Bi Wahid

Finance & Administration

Director, Finance	Ms. Daphne Lee
Manager, Finance & Admin.	Ms. Marion Grace Lim
Executive Assistant (Joined 2022)	Ms. Azlin Sunjoyo

Policy Research & Public Education

Director, Policy Programmes & Development (Joined 2022)	Mr. Lim Choon Leng
Deputy Director, ASEAN	Ms. Jessica Wau
Senior Assistant Director, Special Projects & Sustainability	Mr. Aaron Choo
Policy Research Analyst, ASEAN (Joined 2022)	Ms. Janessa Kong
Policy Research Analyst, Policy Programmes (Joined 2022)	Mr. Jun Hao Wong



FINANCIAL HIGHLIGHTS

The SIIA receives donations, sponsorships and membership subscriptions and is challenged to deliver our programmes at the highest quality when there are rising costs, especially in wages. Despite this, we were able to end the year with a modest surplus. This is in large part due to our continued control over expenses, as well as the continued support of our donors, supporters, and friends. In addition, we also secured a Tote Board and Government matching grant of \$250,000 for our 2022 Annual Dinner, which contributed 12% of our revenue for the year.

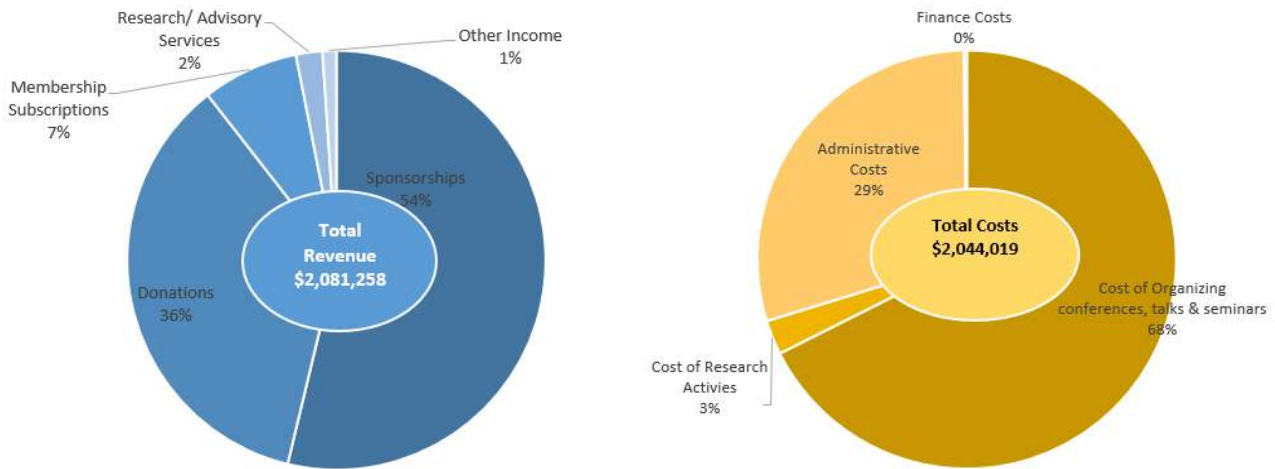
In addition to securing revenue, the Council fully recognizes the need to be transparent and accountable in accordance with best practices in how the money is managed.

The total collections for the year amounted to \$2,081,258, a 7.8% decrease from the previous year. Total expenses were \$2,044,019, resulting in a surplus of \$37,239.

The SIIA expresses gratitude for the continued support of its donors, sponsors and members.

Summary of Financial Statement

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



Reserves Policy

The SIIA Council strives to ensure that the SIIA has a good reserve to guard against a risk of disruption or other sudden changes. Our current reserves can cover up to six and a half months of the SIIA's regular operational expenses. Our Executive Committee evaluates its Cash at Bank for operational purposes on a monthly basis and is content with the current balance. The challenge facing the SIIA is to increase our revenue and reserves in order to fulfil its existing and future obligations and maintain stability in its mission, programs, employment, and institute operations. The following table, extracted from our accounts, provides details of our reserves.

	2022	2021
(A) General / Unrestricted Funds (Reserves)	1,042,462	1,113,433
Endowment Funds	978,648	870,438
Total Funds	2,021,110	1,983,871
(B) Annual Operating Expenditure	1,614,738	1,588,373
Ratio of Reserves [(A)/(B)]	065 : 1	0.7 : 1

Investment Policy

The Executive Committee, which is made up of the Council office holders, is responsible for managing the investment of the excess reserves for the Singapore Institute of International Affairs. The guidelines for these investments are outlined in the Constitution and the excess reserves have been placed in Singapore Dollar Fixed Deposits with local banks in 2022.

Annual Audit

The accounts for the year were audited by Deloitte Singapore, Public Accountants and Certified Public Accountants. The financial statements of the Singapore Institute of International Affairs for the year ended 31st December 2022 were prepared in accordance 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:

Remuneration Bands	Top 3 Management Staffs
Between S\$100,000 to S\$200,000	3

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 2022		
20	Talk: Can West Lead with Asia?	Speaker(s): H.E. Amb. Iwona Piorko , European Union (EU) Ambassador to Singapore; and H.E. Ms. Kara Owen , British High Commissioner to Singapore
25 & 26	15th Japan-Singapore Symposium	
MARCH 2022		
1	Roundtable: Charting ASEAN's Digital Future - The Future is Asia	
10	Talk: Ukraine and Implications for Asia	Speaker(s): Mr. Bilahari Kausikan , Chairman, Middle East Institute, National University of Singapore; and Mr. Manu Bhaskaran , Founding Director and CEO, Centennial Asia Advisors; Council Member, SIIA
30	Roundtable: Charting ASEAN's Digital Future - Sustainability	
APRIL 2022		
14	Corporate Briefing: Myanmar - What's Next?	Speaker(s): Associate Professor Simon Tay , Chairman, SIIA
19	Talk: Challenges for China's Economy: Growth amidst Zero-COVID and Implications for the Region	Speaker(s): Dr. Fan Gang , Executive Director, China's National Economic Research Institute, Beijing; and Prof. Bert Hofman , Director, East Asia Institute, National University Singapore
MAY 2022		
18	Roundtable: Towards Net Zero - Building an ASEAN Climate Community	
JUNE 2022		
6	Dinner Dialogue with Dr. Ong Kian Ming , Member of Parliament, Malaysia	
13	Talk: How Southeast Asians are Making China Adapt to Local Needs	Speaker(s): Dr. Evan A. Feigenbaum , Vice President for Studies, Carnegie Endowment for international Peace; Dr. Alvin Camba , Assistant Professor, University of Denver; Dr. Keng Khoon Ng , Head of Postgraduate Studies, School of Architecture and Built Environment, USCI University, Kuala Lumpur; and Dr. Xue Gong , Assistant Professor and Deputy Coordinator, MSc Programme, Rajaratnam School, NTU, Singapore
28	9th Singapore Dialogue on Sustainable World Resources (9th SDSWR): Harnessing Nature for Climate Action: Opportunities for Businesses and Governments	
28	Haze Outlook 2022 Media Briefing	
JULY 2022		
14	Policy-Makers' Lunch Dialogue with Senior Minister of State Dr. Janil Puthucheary , Ministry of Communications and Information, and Ministry of Health, Singapore	

SEPTEMBER 2022

29	Roundtable: ASEAN Climate Community - Navigating the Global Energy Crisis: Implications for the Transition to Clean Energy
30	Roundtable: Building ASEAN's Inclusive Digital Roadmap: Aspiring Towards the Digital-Green Nexus

OCTOBER 2022

6	14 th ASEAN & Asia Forum: Regional Opportunities, Fractured World Order	
13	Talk: The Road to Malaysia's General Election: Economy, Politics, and Scandals	Speaker(s): Dr. Oh Ei Sun , Principal Adviser, Pacific Research Center of Malaysia; and Senior Fellow, SIIA
14	Chairman's Lunch Dialogue: Taiwan with Associate Professor Simon Tay , Chairman, SIIA and Dr. Oh Ei Sun , Principal Adviser, Pacific Research Center of Malaysia; and Senior Fellow, SIIA	

NOVEMBER 2022

2	Dinner Dialogue with Mr. Thomas Gomart , Director, French Institute of International Relations (IFRI)	
11	Policy Makers' Lunch Dialogue Senior Minister of State Ms. Sim Ann , Ministry of Foreign Affairs, and Ministry of National Development, Singapore	
18	Talk: Indonesia's Road Ahead: Regional Leadership and Political Succession	Speaker(s): Dr. Evan A. Laksmna , Senior Research Fellow - Centre on Asia and Globalisation, Lee Kuan Yew School of Public Policy, National University of Singapore
22	SIIA Dinner 2022: Navigating the Future - Guest-of-Honour DPM Lawrence Wong	

Appendix B: 2022 Donors and Sponsors

SIIA gratefully acknowledges the generous individuals, corporates and foundations that support our efforts. The following list comprises the donations and sponsorships received during the financial year 2022.

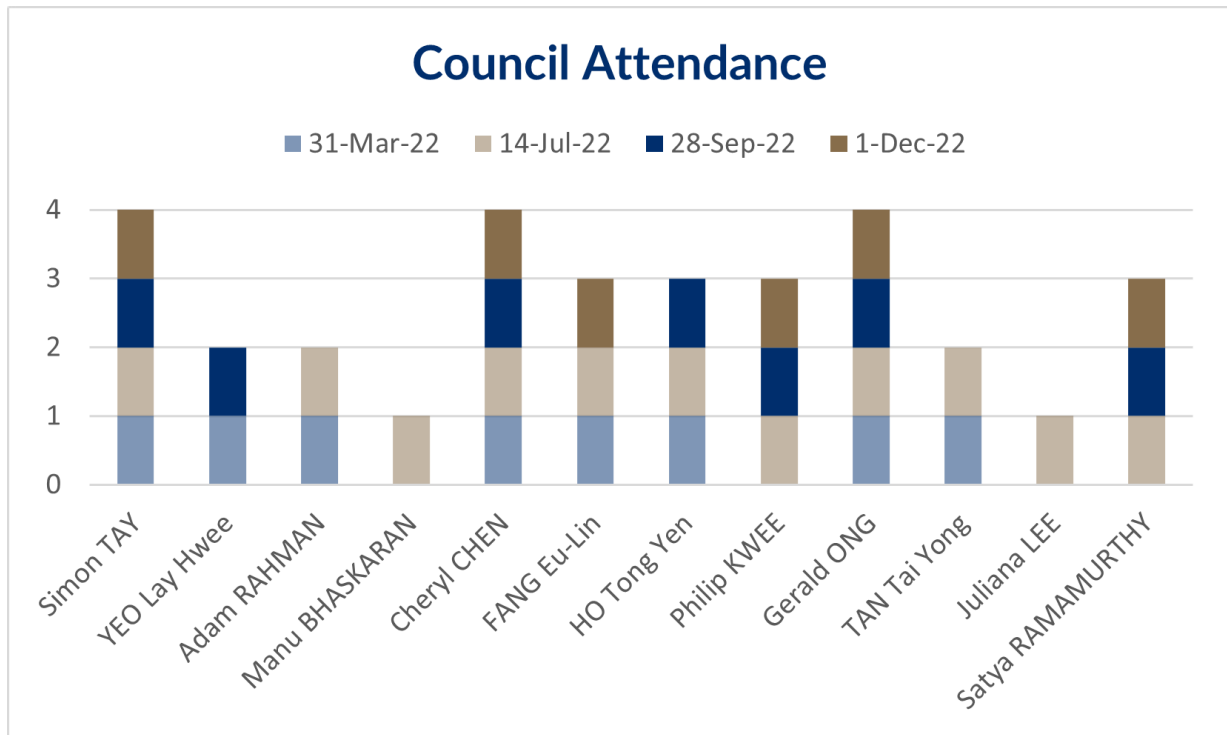
CORPORATE DONORS/ SPONSORS	
Donations \$50,000 and above	Lee Foundation Huawei International
Donations from \$25,000 to \$49,999	Amazon Web Services Singapore Pte Ltd Hong Kong Economic & Trade Office in SG Moody's Investors Service Pte Ltd Temasek Foundation The Hinrich Foundation RGE Pte Ltd
Donations from \$10,000 to \$24,999	Amazon Asia Pacific Resources Pte Ltd Asia Resource Corporation Pte Ltd Bank Julius Baer Binjai Tree Citibank N.A Singapore City Development Limited DBS Group Holdings Keppel Care Foundation KPMG LLP LGT Bank Ltd Millenia Private Limited Mitsubishi Corporation Mitsubishi UFJ PriceWaterhouseCoopers LLP PSA Corporation Limited SC Global Sembcorp Development Ltd United Overseas Bank Wilmar Trading Wing Tai Foundation WongPartnership LLP
Donations below \$10,000	Haw Par Management Services Pte Ltd Tata Sons Private Limited

INDIVIDUAL DONORS
Manu BHASKARAN Euleen GOH Johann Heinrich JESSEN Philip KWEE Juliana LEE Jerry NG Daniel TEO YEOH Oon Jin

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

SIIA COUNCIL 2021-2023	
EXECUTIVE COMMITTEE	
Mr. Simon SC TAY <i>Chairman</i>	A/Prof., National University of Singapore; Senior Consultant, WongPartnership LLP; Non-Resident Ambassador to Greece, Ministry of Foreign Affairs Singapore
Dr. YEO Lay Hwee <i>Honorary Secretary</i>	Director, EU Centre in Singapore
Mr. Adam Abdur RAHMAN <i>Honorary Treasurer</i>	Managing Director, Corporate Affairs, Citi Singapore & ASEAN
COUNCIL MEMBERS	
Mr. Manu BHASKARAN	Director and CEO, Centennial Asia Advisors, Singapore
Ms. Cheryl CHEN	Director, Corporate Responsibility & Sustainability, Asia Pacific, S&P Global
Ms. FANG Eu Ling	Partner, Risk Assurance, PriceWaterhouseCoopers Singapore
Mr. HO Tong Yen	Director, Group Corporate Communications, Keppel Corporation
Mr. Philip KWEE	Chief Operating Officer, Pontiac Land Group
Mr. Gerald ONG	Deputy Chairman & Executive Director, PrimePartners Corporate Finance Pte Ltd
Prof. TAN Tai Yong	President, Yale-NUS College, National University of Singapore
ASSOCIATE COUNCIL MEMBERS	
Ms. Juliana LEE	Chief Asia Economist, Deutsche Bank
Mr. Satya RAMAMURTHY	Partner, Head of Infrastructure, Government & Healthcare, Head of Strategy, Advisory, Global Co-Head of Public Transport, KPMG Singapore

Council Attendance



SIIA HONOURARY AND LIFE MEMBERS

HONOURARY MEMBERS

Mdm. Halimah YACOB	8 th 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
Mr. S R Nathan (1924 - 2016)	6 th 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	TRUSTEES	PATRONS
<p>Mr. Gautam BANERJEE Chairman, Blackstone Singapore Pte Ltd</p>	<p>Ms. Euleen GOH Non-Executive Director, DBS Group Holdings & DBS Bank</p>	<p>Lee Foundation</p>
<p>Mr. Tony CHEW Executive Chairman, Asia Resource Corporation Pte Ltd</p>	<p>Mr. HSIEH Fu Hua (Jan -15 Jul 2022) Chairman, NUS Board of Trustees; Co-founder and Adviser, PrimePartners Group</p>	
<p>Mr. Heinrich JESSEN Chairman, Jebsen & Jessen</p>	<p>Mr. Simon SC TAY A/Prof., National University of Singapore; Senior Consultant, WongPartnership LLP; Non-Resident Ambassador to Greece, Ministry of Foreign Affairs Singapore</p>	
<p>Ms. Kay KUOK Director, Shangri-La Hotel Limited (Singapore)</p>	<p>Mr. YEOH Oon Jin (15 Jul - Dec 2022) Former Executive Chairman, PriceWaterhouseCoopers LLP</p>	
<p>Mr. KWEE Liong Seen Executive Director, Pontiac Land Group</p>		
<p>Mr. Jerry NG Founder and Chairman, Bank Jago</p>		
<p>Mr. KV RAO Resident Director of ASEAN, Tata Sons</p>		
<p>Mr. YEOH Oon Jin Former Executive Chairman, PriceWaterhouseCoopers LLP</p>		

Appendix D: 2022 Research and Publication Listings

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

A/Prof. Simon TAY

1. Tijaja, Julia and Tay, Simon S.C. (2022), '[Riding the megatrends: ASEAN's leadership opportunities](#)', The Jakarta Post, 17 January 2022
2. Tay, Simon S.C. and Gan, Meixi. (2022), '[Placing Asean on stronger footing in a net-zero future](#)', The Business Times, 25 January 2022
3. Tay, Simon S.C. (2022), '[Managing China's regional economic integration](#)', East Asia Forum, 28 April 2022
4. Tay, Simon S.C. and Wa'u, Jessica. (2022) '[The challenge for Asean: To be digital and sustainable](#)', The Straits Times, 1 June 2022
5. Tay, Simon S.C., Choo, Aaron, and Chin, Johan. (2022), '[Tapping potential of South-east Asia's carbon market](#)', The Straits Times, 24 June 2022
6. Tay, Simon S.C. (2022), '[Why Asian nations should pause when America beckons](#)', The Straits Times, 14 July 2022
7. Tay, Simon S.C. (2022), '[China through the lens of Hong Kong](#)', The Straits Times, 30 August 2022
8. Tay, Simon S.C. (2022), '[The China Asians want](#)', The Straits Times, 27 July 2022
9. Tay, Simon S.C. (2022), '[A tight Malaysia election produces results, but very few answers](#)', The Business Times, 20 November 2022
10. Tay, Simon S.C. and Wong Hsu-Sheng, (2022), '[Rebooting Sustainable Finance and ESG](#)', The Business Times, 9 December 2022

SIIA Council: Dr. YEO Lay Hwee

1. Yeo Lay Hwee. (2022), '[How the Ukraine war will reshape the EU's approach to China and Indo-Pacific](#)', ThinkChina, 30 March 2022
2. Yeo Lay Hwee. (2022), '[The parallels between Russia and China don't wash in Asia, there is a need to bridge the gap](#)', Friedrich Ebert Stiftung, 8 December 2022
3. Yeo Lay Hwee. (2023), 'Inter-regionalism: The EU and ASEAN'. In The Elgar Companion to ASEAN, edited by Joern Dosch and Frederick Kliem, Edward Elgar, 2023 (upcoming)
4. Yeo Lay Hwee. (2023), 'Geopolitics, Geo-economics and the EU's Trade Policy: the relationship with ASEAN as a test case'. In The Evolving Architecture of International Economic Agreement, edited by Ottavio Quirico and Katarzyna K Williams, Springer, 2023 (upcoming)

SIIA Director: Mr. Nicholas FANG

1. Fang, Nicholas. (2022), '[3 ways to build Singapore's 2021 sporting highs into sustained success](#)', TODAY, 7 January 2022

2. Fang, Nicholas. (2022), '[Getting the private sector to play a bigger role in funding sporting success](#)', TODAY, 24 January 2022
3. Fang, Nicholas. (2022), '[WP's woes underline pivotal choice facing Singaporeans](#)', TODAY, 14 February 2022
4. Fang, Nicholas. (2022), '[Will WP leaders' doubling down on their positions on the Raeesah Khan saga pay off?](#)', TODAY, 17 February 2022
5. Fang, Nicholas. (2022), '[S'pore's 2025 World Athletics Championships bid – a potential game changer or vanity project?](#)', TODAY, 25 March 2022
6. Fang, Nicholas. (2022), '[Commentary: What does a successful 2022 SEA Games mean for Singapore sports?](#)', TODAY, 25 May 2022
7. Fang, Nicholas. (2022), '[Commentary: What the Cabinet reshuffle and Lawrence Wong's promotion to DPM mean for political succession](#)', TODAY, 7 June 2022
8. Fang, Nicholas. (2022), '[From commercial to community – the next lap for the Sports Hub](#)', The Business Times, TODAY, 7 July 2022
9. Fang, Nicholas. (2022), '[Commentary: It's okay for men to cry in public, as long as the emotions are real](#)', TODAY, 12 August 2022
10. Fang, Nicholas. (2022), '[Commentary: Joseph Schooling's fall from grace over drug use raises serious questions](#)', TODAY, 31 August 2022

SIIA Fellow: Dr. Hank LIM

1. Lim, Hank. (2022), 'ASEAN's Perspective on the Belt and Road Initiative and Indo-Pacific Strategy.' In Middle-Power Responses to China's BRI and America's Indo-Pacific Strategy, edited by Dean Karalekas et al., Emerald Publishing Limited, 2022, pp. 129–40. <https://doi.org/10.1108/978-1-80117-023-920220009>

SIIA Fellow: Dr. OH Ei Sun

1. Oh, Ei Sun. (2022), '[Cautiously cruising into whimsical waters](#)', The Manila Times, 5 January 2022
2. Oh, Ei Sun. (2022), '[A somber new year for Myanmar](#)', The Manila Times, 12 January 2022
3. Oh, Ei Sun. (2022), '[Hope abounds in a jubilant summit](#)', The Manila Times, 19 January 2022
4. Oh, Ei Sun. (2022), '[A busy weekend, domestic and foreign](#)', The Manila Times, 26 January 2022
5. Oh, Ei Sun. (2022), '[A new year amid prosperity gaps](#)', The Manila Times, 2 February 2022
6. Oh, Ei Sun. (2022), '[New year celebration in name and substance](#)', The Manila Times, 9 February 2022
7. Oh, Ei Sun. (2022), '[V for valentine and vaccination](#)', The Manila Times, 16 February 2022
8. Oh, Ei Sun. (2022), '[Party vs personality in politics](#)', The Manila Times, 23 February 2022
9. Oh, Ei Sun. (2022), '[Distant arsenal, up close and personal](#)', The Manila Times, 2 March 2022
10. Oh, Ei Sun. (2022), '[Waging wars and raging roars](#)', The Manila Times, 9 March 2022

11. Oh, Ei Sun. (2022), [‘Not quite a collegial new era for Korea’](#), 16 March 2022
12. Oh, Ei Sun. (2022), [‘Who’s the boss in Malaysia’](#), The Manila Times, 23 March 2022
13. Oh, Ei Sun. (2022), [‘Albright tried to turn them all bright’](#), The Manila Times, 30 March 2022
14. Oh, Ei Sun. (2022), [‘Sri Lanka awash in loans’](#), The Manila Times, 6 April 2022
15. Oh, Ei Sun. (2022), [‘When and how to vote in Malaysia’](#), The Manila Times, 13 April 2022
16. Oh, Ei Sun. (2022), [‘Nationhood and nationalism in South Asia’](#), The Manila Times, 20 April 2022
17. Oh, Ei Sun. (2022), [‘New leadership for the region and beyond’](#), The Manila Times, 27 April 2022
18. Oh, Ei Sun. (2022), [‘Right of center emerging in France’](#), The Manila Times, 4 May 2022
19. Oh, Ei Sun. (2022), [‘Auspicious day across continents’](#), The Manila Times, 11 May 2022
20. Oh, Ei Sun. (2022), [‘A summit in need of concrete commitments’](#), The Manila Times, 18 May 2022
21. Oh, Ei Sun. (2022), [‘A framework too high but a bridge too far’](#), The Manila Times, 25 May 2022
22. Oh, Ei Sun. (2022), [‘A flexible Asean is a very good thing’](#), The Manila Times, 1 June 2022
23. Oh, Ei Sun. (2022), [‘Food on or off the table?’](#), The Manila Times, 8 June 2022
24. Oh, Ei Sun. (2022), [‘Shangri-La reawakens’](#), The Manila Times, 15 June 2022
25. Oh, Ei Sun. (2022), [‘An exodus fed by US Fed rate hike?’](#), The Manila Times, 22 June 2022
26. Oh, Ei Sun. (2022), [‘Buckle up for money hot and cold’](#), The Manila Times, 29 June 2022
27. Oh, Ei Sun. (2022), [‘Asian NATO in the crosshairs?’](#), The Manila Times, 6 July 2022
28. Oh, Ei Sun. (2022), [‘A most tumultuous week for 3 islands’](#), The Manila Times, 13 July 2022
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40. Oh, Ei Sun. (2022), '[A crowded and colorful field in Malaysian election](#)', The Manila Times, 9 November 2022
41. Oh, Ei Sun. (2022), '[Eyes on the prize as Malaysia decides](#)', The Manila Times, 16 November 2022
42. Oh, Ei Sun. (2022), '[A surprising rise in Malaysian election](#)', The Manila Times, 23 November 2022
43. Oh, Ei Sun. (2022), '[Commentary: Even if Malaysia PM Anwar forms unity government, questions remain how long it can last](#)', CNA, 25 November 2022
44. Oh, Ei Sun. (2022), '[A cabinet at once constricted and captivating](#)', The Manila Times, 7 December 2022
45. Oh, Ei Sun. (2022), '[Timor L'Este coming to the fore](#)', 21 December 2022
46. Oh, Ei Sun. (2022), '[A tumultuous year in review](#)', The Manila Times, 28 December 2022

SIIA Fellow: Dr. CHIA Siow Yue

1. Chia, Siow Yue. (2022), '[Generational change in Singapore's politics](#)', East Asia Forum, 22 January 2022

SIIA Fellow: Mr. WONG Hsu-Sheng

1. Wong Hsu-sheng. (2022), '[Implications for ASEAN's Transition to Clean Energy](#)', SIIA, 8 November 2022

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

A/Prof. Simon TAY

1. Keynote Speaker at Outlook 2022: Seeds of Renewal in the Year of the Tiger, on 9 February 2022, in Singapore, organised by ANZ
2. Speaker at 'The geopolitics and economics of technology in the Indo-Pacific: Security, prosperity and values' conference, on 22 March 2022, in Italy (Virtual), organised by the Robert Schuman Centre, European University Institute
3. Speaker at the China Conference: Southeast Asia, on 23 March 2022, in Hong Kong (Virtual), organised by the South China Morning Post
4. Moderator at the Asia Business Council 2022 Hybrid Spring Forum, on 24 March 2022, in Singapore, organised by the Asia Business Council
5. Speaker at the Military hostility in Ukraine and Implications to ASEAN roundtable, on 30 March 2022, in Vietnam (Virtual), organised by the Diplomatic Academy of Vietnam
6. Speaker at the 35th Asia Pacific Roundtable, on 5 July 2022, in Malaysia, organised by the Institute of Strategic and International Studies (ISIS) Malaysia

7. Speaker at the Budapest Eurasia Forum 2022, on 19 - 20 September 2022, in Hungary, organised by the Magyar Nemzeti Bank (MNB)
8. Speaker at the Think Big Leadership Business Series 2022, on 23 - 24 November 2022, in Singapore, organised by Canon Singapore

SIIA Council: Ms. Cheryl CHEN

1. Speaker at roundtable on 'Women in the Workplace: Equity or Equality? - What is a "reasonable" living wage?', on 11 March 2022, in Singapore, organised by the Daughters of Tomorrow
2. Speaker at forum on 'Unlocking Capital for Sustainability 2022: The role of sustainable finance in a disrupted world', on 20 September 2022, in Singapore, organised by Eco-Business

SIIA Council: Ms. FANG Eu-Lin

1. Speaker at 'Singapore Regional Business Forum', on 22 - 25 March 2022, in Singapore, organised by the Singapore APEX Business Summit
2. Speaker at conference 'The PurpoSE Agenda', on 30 March 2022, in Singapore, organised by the Singapore Centre for Social Enterprise
3. Speaker at conference on 'SME Centre Conference 2022: Navigating The Future Of Sustainability', on 31 August 2022, in Singapore, organised by the Singapore Indian Chamber of Commerce and Industry
4. Speaker at conference 'Investing in Social Good: A Win-Win Proposition for Businesses?', on 14 September 2022, in Singapore, organised by the Singapore Chinese Chamber of Commerce & Industry
5. Speaker at conference on 'ACCA Technical Symposium 2022', on 23 September 2022, online, organised by the Association of Chartered Certified Accountants

SIIA Council: Mr. Satya RAMAMURTHY

1. Moderator at SMEICC Conference Series 2022, on 13 - 14 September 2022, in Singapore, organised by the Singapore Chinese Chamber of Commerce & Industry (SCCCI) 1tober 2021, in Singapore, organised by S. Rajaratnam School of International Studies (RSIS)

SIIA Council: Dr. YEO Lay Hwee

1. Speaker at Winter School on 'EU-Asia Relations in a Multipolar World', on 14 January 2022, in India, organised by the Manipal Centre for European Studies and Nordic Centre in India
2. Speaker at conference on 'Europe and Spain: Looking at the Indo-Pacific', on 18 March 2022, in Spain, organised by CASA Asia and Barcelona Centre for International Affairs
3. Speaker at STEAR Townhall Event on 'Inter-regionalism in Asia and Europe', on 20 March 2022, online, organised by Students Think Tank on Europe-Asia Relations (STEAR)

4. Guest on podcast on 'A Closer Look at Singapore', on 24 March 2022, online, organised by Asia Society
5. Speaker at briefing for European Parliament on 'Russia's war on Ukraine: What it means for the Indo-Pacific', on 25 March 2022, online, organised by the European Parliament
6. Speaker at conference on 'Addressing Challenges Together: Working towards advancing sustainable development in ASEAN and the EU', on 7-9 April 2022, in Cambodia, organised by the Asian Vision Institute, Diplomatic Academy of Vietnam, and Konrad Adenauer Stiftung
7. Speaker at panel discussion on 'China-EU Relations Amid the Ukraine Crisis', on 12 April 2022, online, organised by the Carnegie Endowment for International Peace
8. Speaker on panel discussion on 'EU-ASEAN Young Leaders Forum 2nd Edition Online Launch Event', on 26 April 2022, online, organised by the Delegation of the European Union to the Association of Southeast Asian Nations (ASEAN)
9. Speaker on 'Regionalism and Inter-regionalism: EU and ASEAN Compared', on 10 May 2022, in China, organised by Renmin University
10. Speaker at conference on 'EU Trade Policy and Brexit', on 21 June 2022, in Australia, organised by the Australian National University and Centre for European Studies
11. Speaker at conference on 'Exploring the New Geopolitics of Asia and Europe and the Global Order of Tomorrow', on 9-15 October 2022, in Brussels and Berlin, organised by Friedrich Ebert Stiftung
12. Speaker at 'The 2nd EU-IDFR Diplomacy Course: 45 Years of ASEAN-EU Relations and the Road Ahead', on 26-28 October 2022, in Malaysia, organised by The Institute of Diplomacy and Foreign Relations (IDFR) and the EU Delegation to Malaysia (EUD)
13. Speaker at ETEE Webinar Series on 'Encounter and Exchange at EU-Asia Relations, the Indo-Pacific and ASEAN', on 21 November 2022, online, organised by KU Leuven

SIIA Fellow: Ms. CHEN Chen Lee

1. Speaker at workshop on 'Singapore Arts Now for the Tasmanian Creative Industries', on 15 June 2022, online, organised by The University of Melbourne

SIIA Director: Mr. Nicholas FANG

1. Speaker at 'The 2022 Symposium on Well-Being: Are You Okay? Mental Well-Being in the Age of Mis/Disinformation', on 2 September 2022, in Singapore, organised by the Singapore University of Social Sciences
2. Speaker at panel discussion on 'Trust in Experts? Misinformation, Disinformation and Fake News in Global Affairs', on 14 October 2022, in Singapore, organised by the Lee Kuan Yew School of Public Policy

SIIA Fellow: Dr. Hank LIM

1. Participant at Research Institute Network (RIN) Online Workshop I on 31 August 2022, in Thailand, organised by the Economic Research Institute for ASEAN and East Asia (ERIA) and the Institute of Developing Economics-Japan External Trade Organization (IDE-JETRO)
2. Participant at RIN Online Workshop II on 14 September 2022, in Thailand, organised by ERIA and IDE-JETRO
3. Participant at RIN Online Workshop III, on 27 October 2022, in Thailand, organised by ERIA and IDE-JETRO
4. Moderator at 'Research Institute Network's Annual Gathering', on 26 November 2022, in Thailand, organised by ERIA and IDE-JETRO

SIIA Fellow: Dr. OH Ei Sun

1. Speaker at webinar on 'The State of ASEAN-China Relationship From Youth Perspective', on 26 September 2022, in Indonesia, organised by the Foreign Policy Community of Indonesia (FPCI)
2. Moderator at RIN Online Workshop IV, on 21 October 2022, in Thailand, organised by ERIA and IDE-JETRO

SIIA Fellow: Mr. WONG Hsu-Sheng

1. Speaker at panel on 'Transitioning to a More Resilient Future Living', on 27 April 2022, in Singapore, organised by Golmpact

SIIA Staff: Ms. Jessica WA'U

1. Speaker at webinar on 'EU-ASEAN Digital Connectivity: Why, How and What?', on 22 February 2022, in the Netherlands and Vietnam, organised by the Clingendael Institute and the Cambodian Institute for Cooperation and Peace (CICP)

SIIA Staff

1. Participants at Global Town Hall on 'Sustaining Peace and Development in a Divided World', on 5 November 2022, in Indonesia (Virtual), organised by FPCIg US-China Tensions.

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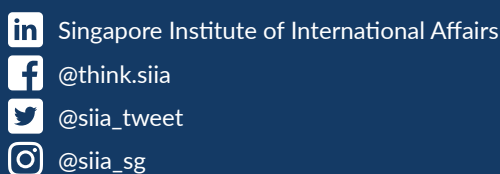
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