

A photograph of the Singapore skyline at dusk. In the foreground on the left is the Merlion statue, a large white sculpture of a lion with a fish tail, spouting water. In the background, the city skyline is visible with various skyscrapers and the Esplanade - Theatres on the Bay. The sky is a deep blue, and the city lights are beginning to glow.

Vulnerability and Singapore's Globalization Strategy

Presenter : Yifei WANG



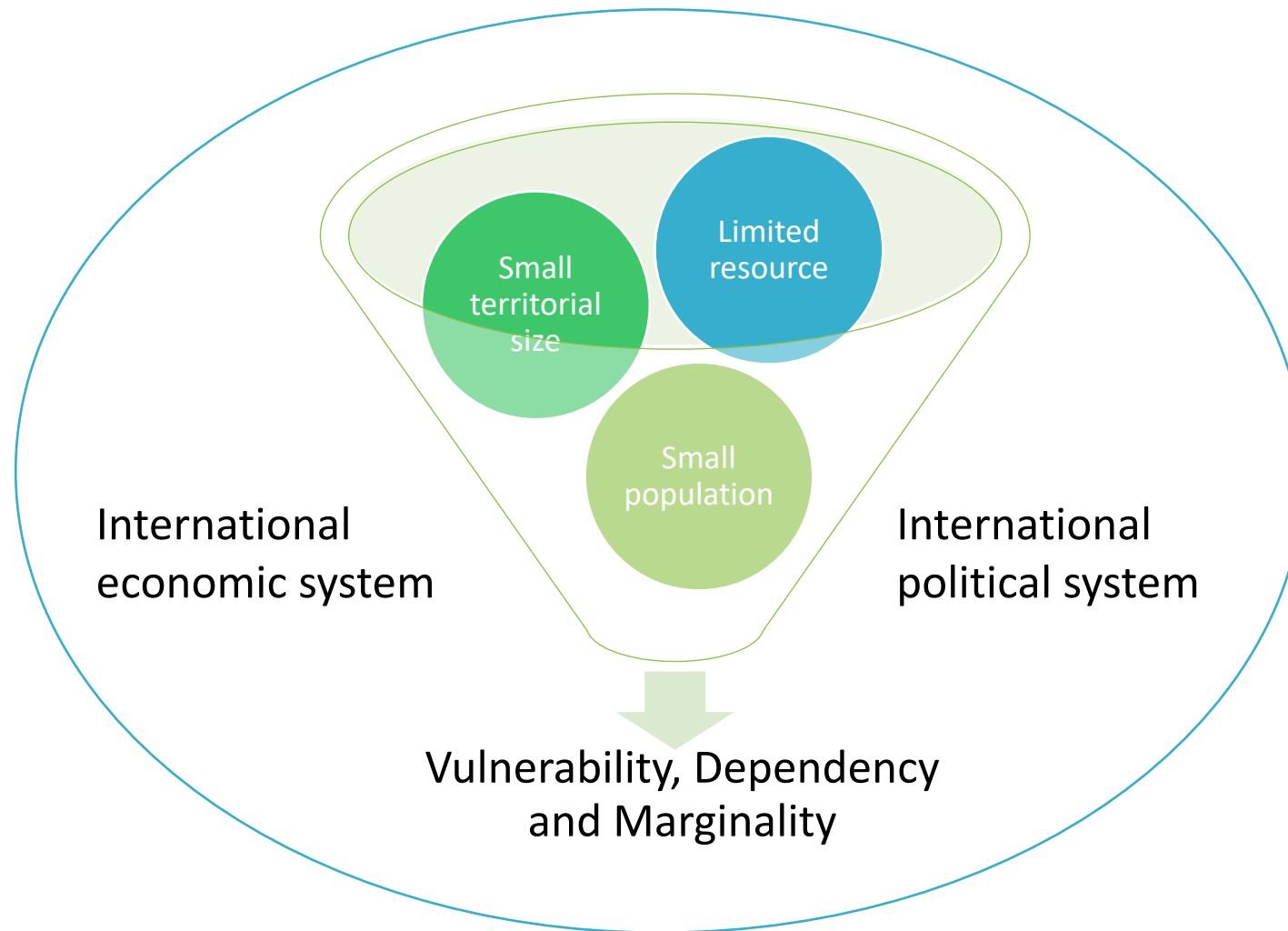
Question:

Why is Singapore, a small state, able to prosper under certain vulnerabilities?

A wide-angle photograph of the Singapore skyline at dusk. In the foreground, the Esplanade - Theatres on the Bay is visible, featuring its iconic lotus-like design. The building is illuminated, and its reflection is visible in the water. Behind it, the city skyline is composed of numerous skyscrapers, many of which are lit up with warm lights. The sky is filled with soft, golden light from the setting sun, with some clouds catching the light. The water in the foreground is calm, reflecting the lights from the buildings and the sky. A semi-transparent white banner is overlaid across the middle of the image, containing the text "Small States and Vulnerability".

Small States and Vulnerability

Theory: Scale, System and Vulnerability



Vulnerabilities of Small States



Factor endowment disadvantage



Single economic structure and uneconomical scale



Lack of strategic depth and poor security independence

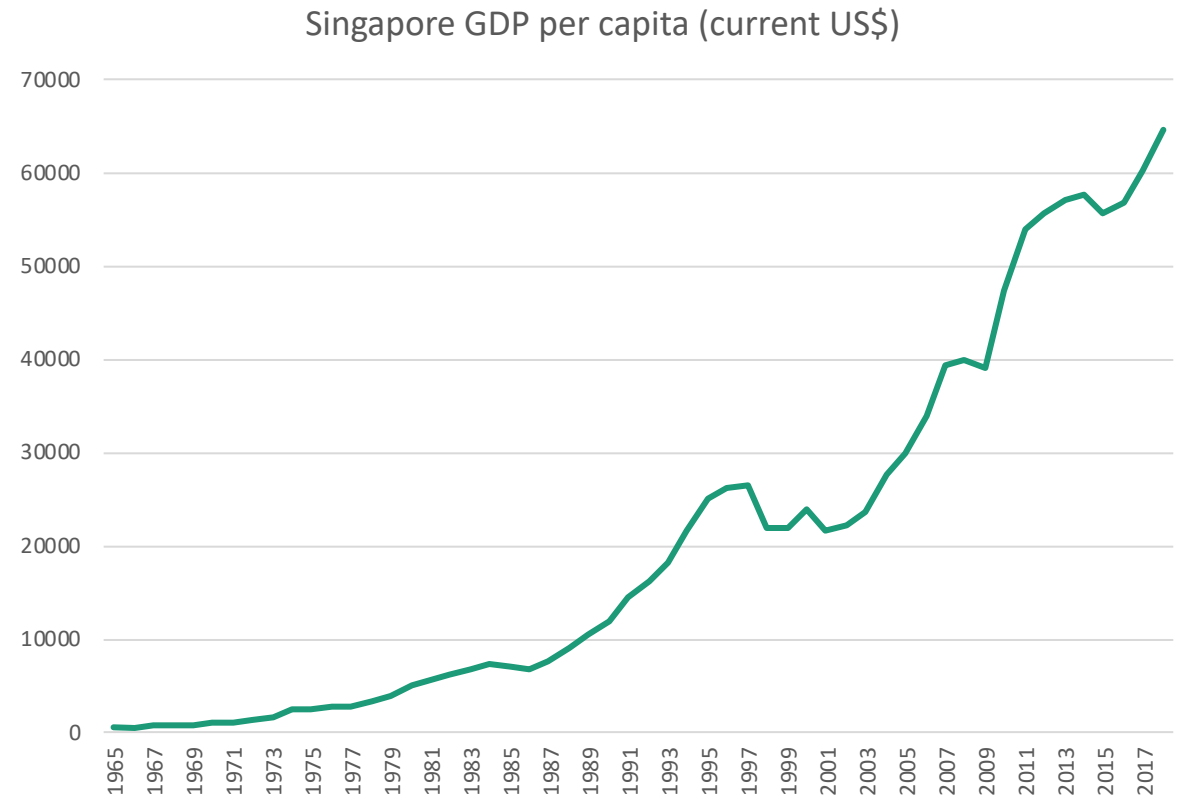


Vulnerabilities and Singapore's Globalization Strategy

Global Economic Hinterland



Source: Department of Statistics Singapore,
Yearbook of Statistics Singapore, 2019



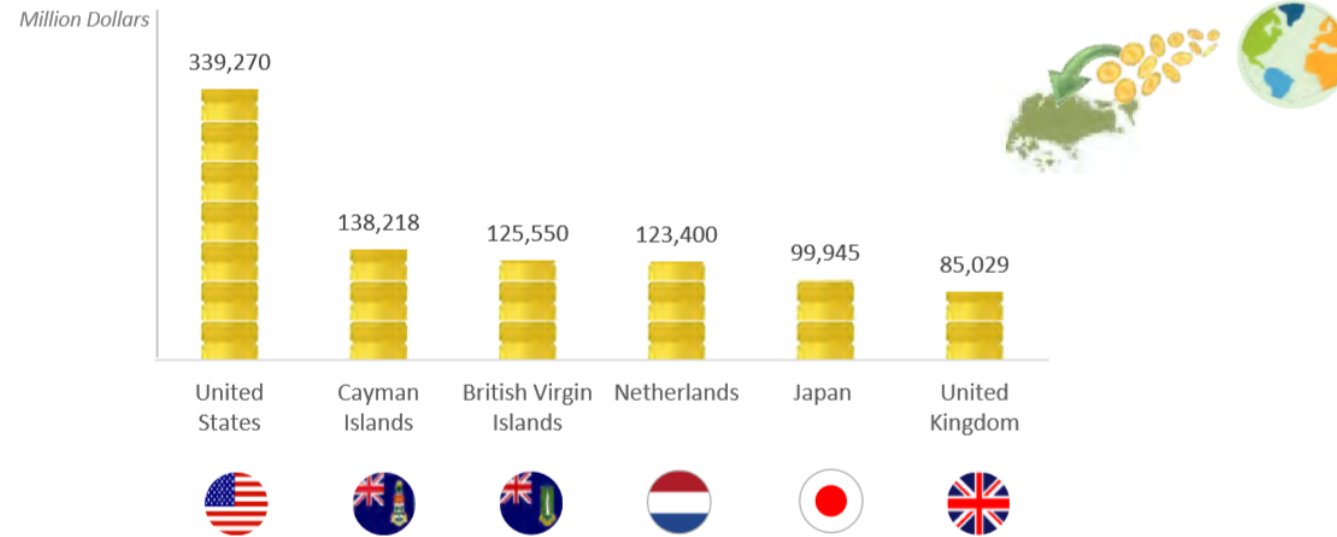
Broaden Economic Hinterland

- Multilateral international trade network
- Transnational investment
- Tight economic ties with neighboring countries

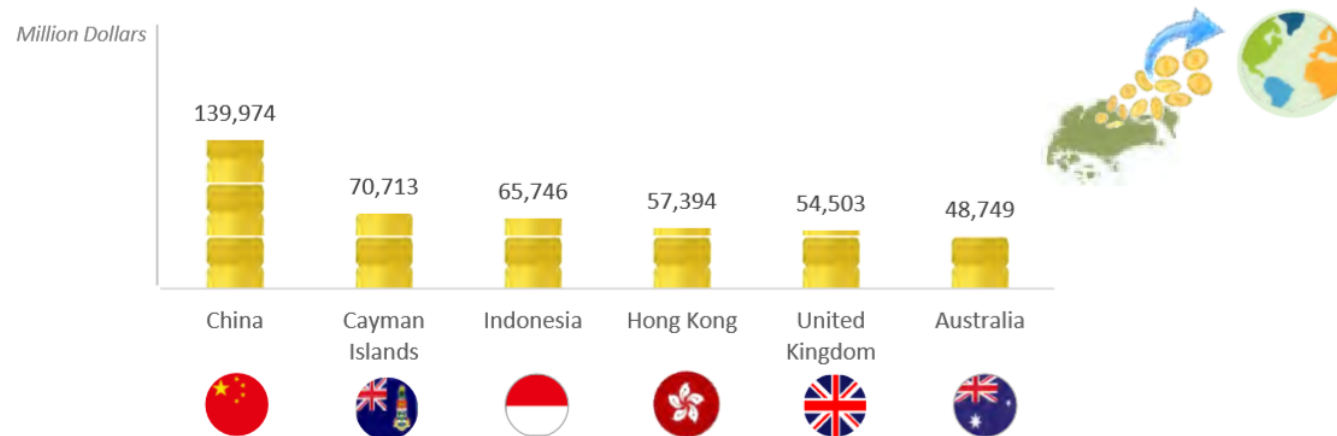
Economic Zones

- One-North Biopolis
- Seletar Aerospace Park
- Jurong Island
- Wafer Fab & Advanced Display Parks

Stock of Foreign Direct Investment in Singapore by Country/Region, 2017 *



Stock of Singapore's Direct Investment Abroad by Country/Region, 2017 *



Source : Department of Statistics Singapore, *Singapore in Figures 2019*

Million Dollars

Region / Country	2012	2013	2014	2015	2016	2017	2018
Total	482,189.8	485,570.7	478,582.6	423,402.6	403,304.6	452,101.6	500,194.0
America	63,758.6	66,237.4	64,816.4	56,281.2	51,683.4	58,006.5	66,579.0
Brazil	2,555.2	2,131.1	2,822.4	1,950.9	1,539.5	2,000.9	2,099.1
Canada	1,555.9	1,619.7	1,732.6	1,839.4	1,895.3	1,856.0	2,082.3
United States	48,157.2	48,399.2	48,278.4	45,886.6	42,580.6	47,555.8	56,564.0
Asia	331,756.9	324,310.2	317,895.6	282,351.6	273,037.3	307,674.9	332,172.4
Bahrain	468.2	571.3	416.0	272.1	197.4	358.7	167.8
Bangladesh	131.8	154.6	167.7	209.3	300.2	376.5	363.2
Brunei Darussalam	164.0	69.2	293.4	189.4	114.2	420.7	708.4
Cambodia	723.2	228.8	344.2	219.9	1,840.8	353.2	162.1
China	49,604.0	55,017.4	56,284.5	57,915.3	55,945.8	62,555.0	67,008.3
Hong Kong	3,932.1	4,484.7	4,419.4	5,057.7	4,446.4	6,122.6	4,911.9
India	16,214.5	11,416.2	10,480.6	7,921.8	8,151.2	10,033.8	9,803.6
Indonesia	25,639.6	24,320.1	24,131.3	20,873.1	19,334.8	20,875.1	20,536.5
Japan	29,963.9	25,917.1	25,792.8	26,377.8	29,416.4	28,260.2	29,902.3
Korea, Republic of	32,407.4	30,167.3	27,633.3	25,165.9	23,510.4	22,322.2	19,160.8
Kuwait	5,991.3	4,325.1	4,326.4	3,667.5	3,326.7	4,453.4	5,499.4
Laos	6.8	7.2	19.6	18.3	7.4	9.0	11.5
Malaysia	50,592.2	51,150.7	49,472.0	45,439.7	44,536.6	53,609.9	57,747.4
Myanmar	98.8	224.3	203.1	172.6	174.5	153.3	266.4
Pakistan	81.0	150.2	245.1	319.5	106.3	95.5	86.9
Philippines	7,546.8	6,366.1	6,324.6	6,237.6	6,484.2	7,919.4	10,550.7
Saudi Arabia	21,508.6	16,095.0	18,504.3	10,957.7	11,228.4	12,629.6	17,052.8
Sri Lanka	105.5	177.2	138.7	146.3	132.0	177.5	127.6
Taiwan	31,619.2	36,357.8	38,089.8	34,065.9	32,184.5	37,440.9	42,415.4
Thailand	12,669.5	11,642.9	11,107.2	11,033.9	9,962.1	9,894.0	11,193.8
United Arab Emirates	20,890.4	23,095.7	20,163.0	11,898.0	9,899.5	12,187.3	13,088.2
Viet Nam	2,806.7	3,825.8	4,052.2	4,943.1	4,148.1	4,632.8	4,679.9
Europe	76,407.8	83,707.1	80,390.1	73,653.4	68,789.2	75,714.8	87,925.4
France	11,343.5	10,123.8	10,254.8	10,035.6	11,809.7	12,334.8	15,420.0
Germany	13,203.6	13,607.0	13,486.6	12,307.2	12,054.5	13,092.9	13,657.8
Italy	4,473.9	4,913.9	5,242.2	4,863.3	5,101.1	5,207.2	5,863.6
Netherlands	9,799.8	7,156.2	5,959.1	5,635.7	5,219.2	4,841.6	5,801.0
Sweden	1,614.2	1,521.1	1,417.7	1,599.9	1,352.3	1,555.3	1,537.6
United Kingdom	8,779.2	9,990.0	7,850.8	7,895.0	7,426.7	7,640.6	10,426.4
Switzerland	8,880.7	16,909.6	12,538.8	12,107.2	10,764.7	12,607.1	13,663.9
Oceania	7,934.8	7,877.1	11,123.0	8,367.4	6,435.6	7,190.4	8,815.0
Australia	6,899.7	6,725.9	9,918.7	7,063.2	5,240.9	5,636.5	7,367.7
New Zealand	872.5	1,062.5	1,125.2	989.9	824.8	1,200.7	1,091.4
Africa	2,331.8	3,438.9	4,357.6	2,749.0	3,359.0	3,515.0	4,702.2
European Union ¹	59,658.7	57,760.9	55,441.8	52,162.7	53,059.5	55,366.1	65,116.7

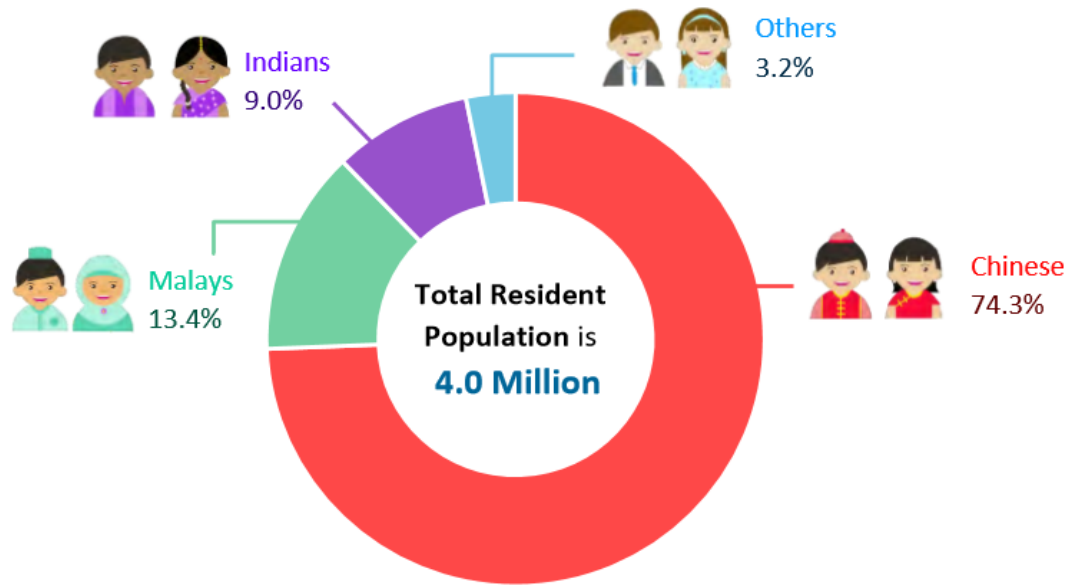
Million Dollars

Region / Country	2012	2013	2014	2015	2016	2017	2018
Total	519,354.1	525,507.2	526,067.4	491,816.1	466,911.6	515,000.8	555,665.1
America	51,613.0	53,230.3	49,199.1	46,581.8	43,940.2	47,431.0	58,412.7
Brazil	1,725.8	3,421.6	2,021.1	1,572.8	1,203.0	1,667.5	1,566.7
Canada	1,492.5	2,016.1	1,236.8	1,028.1	1,026.9	1,009.7	1,276.4
United States	27,182.3	28,588.7	27,484.0	29,846.3	29,833.7	32,362.2	41,345.5
Asia	374,137.9	388,256.3	390,968.9	370,827.0	350,004.7	390,446.7	405,781.8
Bahrain	127.8	125.6	185.8	154.5	141.2	163.7	175.5
Bangladesh	2,614.0	3,236.5	4,277.8	3,306.6	3,619.6	3,972.9	4,635.1
Brunei Darussalam	1,544.8	1,444.7	1,117.6	1,068.2	1,059.5	1,046.0	1,189.8
Cambodia	2,711.6	8,240.2	4,634.6	4,950.1	3,439.9	4,114.1	6,448.5
China	55,301.7	61,647.2	69,262.2	70,654.3	61,252.5	74,560.1	68,012.1
Hong Kong	57,872.0	57,641.6	58,007.0	56,513.6	59,746.2	63,483.4	65,676.3
India	14,765.6	14,329.5	14,558.4	15,105.4	13,860.5	15,202.0	16,641.9
Indonesia	56,226.5	54,604.4	48,726.0	40,687.8	36,722.4	38,566.4	44,466.7
Japan	22,595.8	21,997.7	21,207.2	21,005.3	20,111.1	23,534.1	26,981.2
Korea, Republic of	20,713.2	20,797.3	21,137.9	19,901.3	20,053.8	23,102.5	21,125.5
Kuwait	223.0	399.0	249.3	241.7	275.9	292.7	232.3
Laos	37.6	33.0	42.9	108.9	64.4	44.1	59.0
Malaysia	64,439.3	64,940.6	63,459.3	53,138.0	49,212.8	54,610.4	60,582.3
Myanmar	1,673.6	2,815.1	3,034.8	3,373.7	3,146.1	3,478.7	3,730.1
Pakistan	1,120.1	1,276.3	1,480.2	1,484.6	1,084.0	1,337.4	1,281.8
Philippines	7,920.4	8,378.9	8,700.9	8,815.7	8,988.2	10,029.1	10,730.1
Saudi Arabia	1,508.2	1,544.8	1,609.4	1,359.2	1,084.5	1,126.4	1,016.5
Sri Lanka	1,994.1	2,477.5	2,233.3	1,934.9	2,001.7	2,526.6	2,403.0
Taiwan	18,058.2	19,142.3	20,438.7	19,843.7	20,349.3	22,916.9	22,886.0
Thailand	20,010.1	19,230.5	19,667.5	19,347.6	19,011.4	20,270.5	20,993.0
United Arab Emirates	5,914.9	7,086.7	7,688.3	7,457.6	5,633.0	5,064.4	5,009.6
Viet Nam	12,604.8	12,928.9	15,479.8	16,656.4	15,680.0	16,963.1	16,228.4
Europe	50,497.3	43,816.9	44,920.7	42,584.2	48,440.0	48,296.9	54,927.8
France	7,814.8	5,298.1	4,239.9	4,152.3	4,162.3	4,638.6	5,896.1
Germany	7,441.8	7,309.7	6,824.4	7,624.3	7,919.9	8,548.1	8,657.4
Italy	1,004.7	929.6	906.0	791.2	883.2	987.6	1,131.9
Netherlands	8,878.1	8,031.9	9,232.3	8,514.6	9,536.4	10,781.0	12,021.0
Sweden	234.2	150.8	161.2	189.0	225.1	272.1	268.7
United Kingdom	7,715.8	4,318.5	4,566.1	4,247.2	4,074.0	3,793.7	5,821.0
Switzerland	2,803.7	1,881.2	2,286.1	2,405.6	4,923.2	3,278.0	3,256.8
Oceania	31,308.4	28,612.3	29,461.8	22,916.7	19,044.7	22,019.1	27,866.0
Australia	21,261.8	19,432.3	19,568.7	15,852.3	12,941.0	13,805.2	17,098.9
New Zealand	2,608.4	2,345.5	2,824.5	2,373.5	2,009.4	2,482.8	3,037.6
Africa	11,797.5	11,591.4	11,517.0	8,906.4	5,482.0	6,807.0	8,676.8
European Union ¹	45,758.3	38,909.4	40,474.9	38,669.1	40,122.3	43,076.1	49,569.5

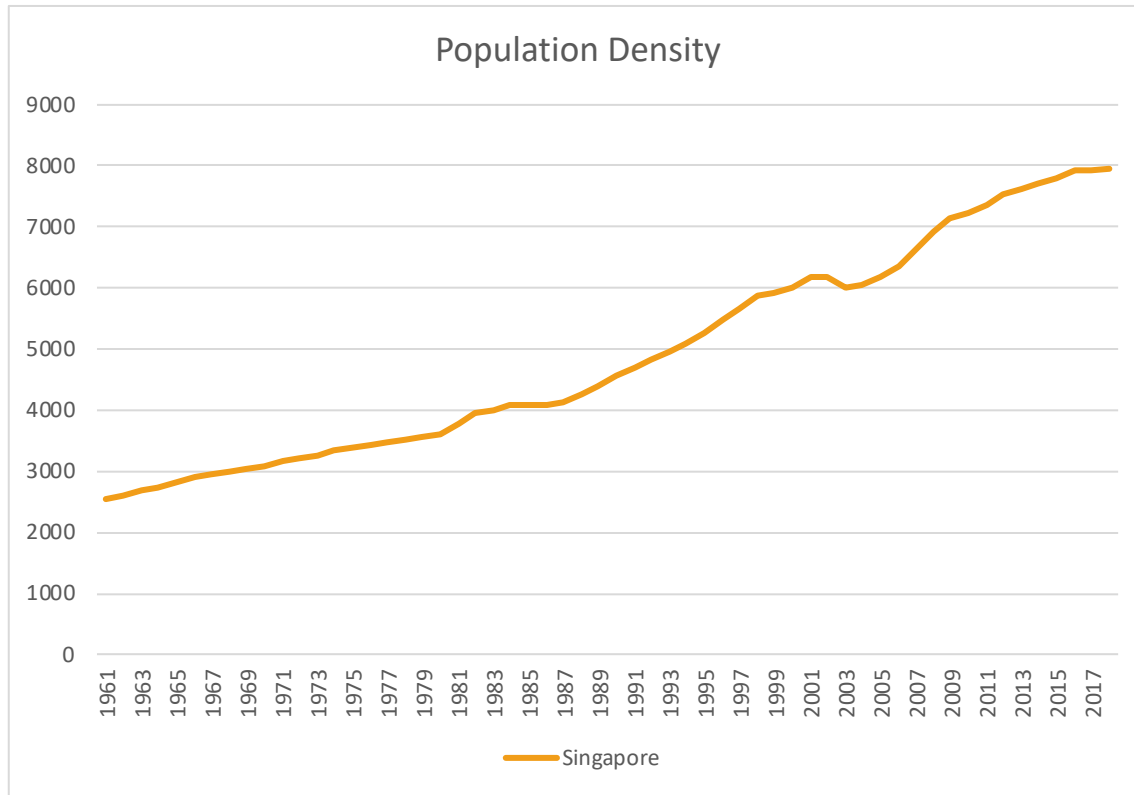
Diplomatic Strategy: Balance and Harmony

- Singapore Dilemma
- An Ethnic Chinese Island in the sea of Muslim

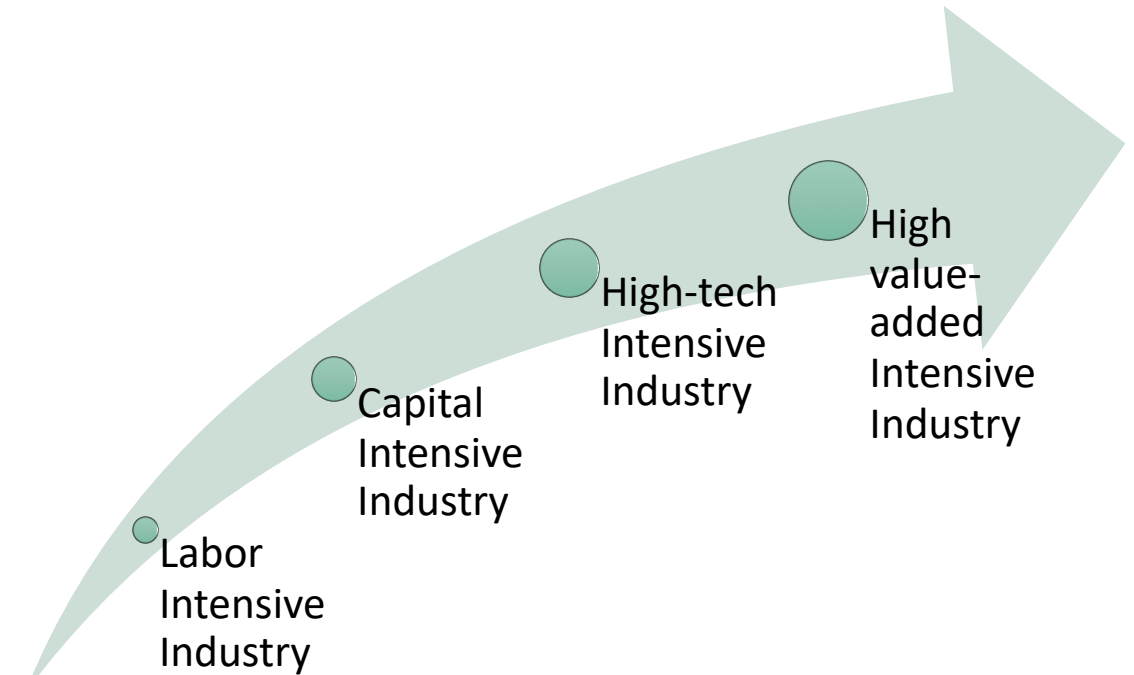
Ethnic Composition of the Resident Population, 2018



Diversified Industry Following Global Trends



Source : The World Bank Group, "Population Density (people per sq. km of land area)" , 2018



Service-oriented Country

Gross Domestic Product

	Growth of Real GDP		Share of Nominal GDP	
	2017	2018	2017	2018
	<i>Annual Percentage Change</i>		<i>Percentage Share</i>	
Total	3.7	3.1	100.0	100.0
Goods Producing Industries	5.6	5.0	25.2	26.7
Manufacturing	10.4	7.0	20.1	22.0
Construction	-11.5	-3.7	3.8	3.4
Services Producing Industries	2.8	2.9	70.8	69.6
Wholesale & Retail Trade	1.0	1.7	18.2	17.6
Transportation & Storage	4.4	1.3	7.1	6.7
Accommodation & Food Services	1.9	2.8	2.1	2.1
Information & Communications	5.2	5.4	4.1	4.1
Finance & Insurance	6.5	5.8	12.7	13.0
Business Services	0.8	2.8	15.1	14.9

Source : Department of Statistics Singapore, *Singapore in Figures 2019*

International Financial Hub

Stock of Foreign Direct Investment in Singapore by Industry *

	2012	2016	2017
	<i>Million Dollars</i>		
Manufacturing	127,710	170,148	181,582
Construction	2,570	4,425	5,298
Wholesale & Retail Trade	166,702	296,385	289,754
Accommodation & Food Service Activities	4,907	6,514	6,709
Transport & Storage	34,700	28,866	31,322
Information & Communications	11,308	20,314	30,538
Financial & Insurance Services	375,899	668,854	853,807
Real Estate Activities	29,551	38,588	40,421
Professional, Scientific & Technical, Administrative & Support Services	46,245	105,656	112,457
Others	8,870	15,071	16,086

Stock of Singapore's Direct Investment Abroad by Industry *

	2012	2016	2017
	<i>Million Dollars</i>		
Manufacturing	97,137	156,909	163,127
Construction	1,474	2,208	2,168
Wholesale & Retail Trade	38,445	68,103	69,473
Accommodation & Food Service Activities	4,087	4,764	4,841
Transport & Storage	13,330	18,819	17,480
Information & Communications	22,424	38,392	41,453
Financial & Insurance Services	235,194	390,541	398,662
Real Estate Activities	39,444	66,660	67,162
Professional, Scientific & Technical, Administrative & Support Services	9,497	24,430	21,716
Others	36,996	66,034	64,175

Source : Department of Statistics Singapore, *Singapore in Figures 2019*

Sustainable: Develop Human Resources

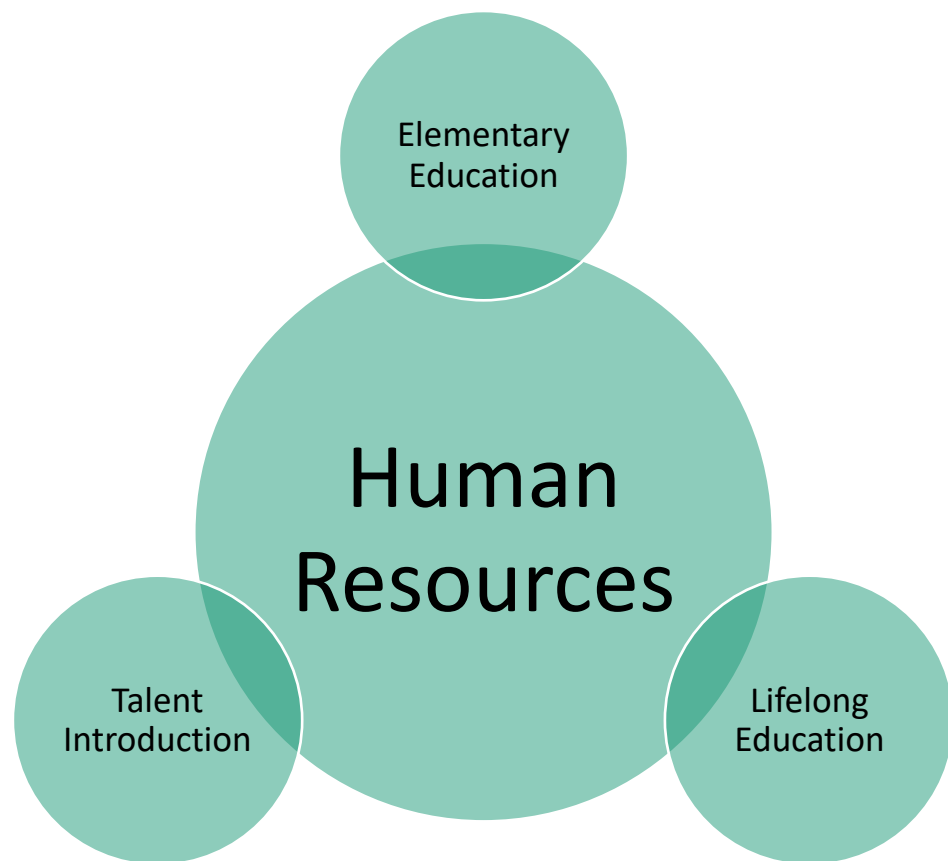
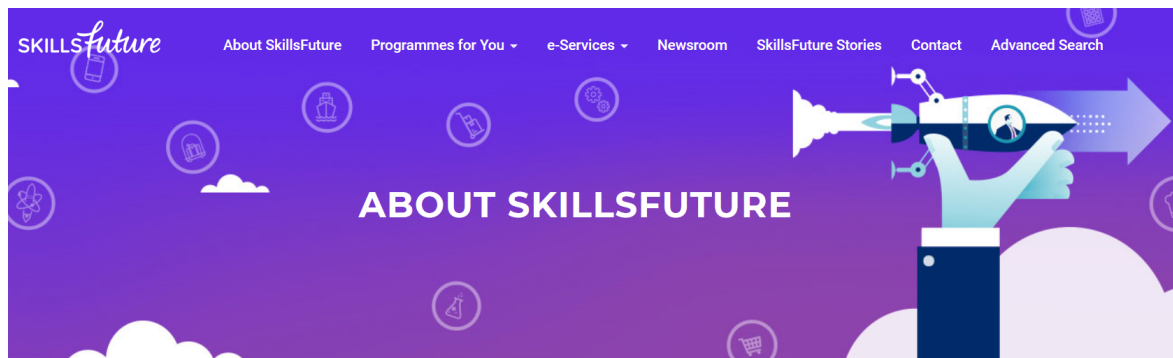


Table A1.11 Literacy Rate and Mean Years of Schooling, 1990 – 2018

Year	Literacy Rate ¹ (Per Cent)			Mean Years of Schooling ² (Years)		
	Total	Males	Females	Total	Males	Females
1990	89.1	95.1	83.0	6.6	7.3	5.9
1991	89.5	95.2	83.6	6.9	7.6	6.2
1992	89.8	95.4	84.2	7.1	7.8	6.3
1993	90.1	95.5	84.7	7.2	7.9	6.5
1994	90.4	95.7	85.3	7.3	8.1	6.6
1995	90.8	95.8	85.8	7.7	8.4	7.2
1996	91.1	96.0	86.4	7.7	8.4	7.1
1997	91.5	96.1	87.0	7.9	8.6	7.2
1998	91.9	96.3	87.5	8.1	8.8	7.4
1999	92.3	96.4	88.1	8.2	8.8	7.6
2000	92.5	96.6	88.6	8.6	9.2	8.1
2001	92.9	96.7	89.2	8.5	9.2	7.9
2002	93.2	96.8	89.7	8.7	9.3	8.1
2003	93.5	97.0	90.2	8.8	9.4	8.2
2004	93.8	97.1	90.6	8.9	9.6	8.3
2005	94.1	97.3	91.1	9.3	9.9	8.8
2006	94.5	97.4	91.6	9.3	9.9	8.7
2007	94.8	97.6	92.1	9.4	9.9	8.8
2008	95.2	97.7	92.7	9.7	10.2	9.1
2009	95.6	97.9	93.3	9.7	10.3	9.2
2010	95.9	98.0	93.8	10.1	10.6	9.7
2011	96.2	98.4	94.1	10.2	10.7	9.7
2012	96.4	98.5	94.4	10.3	10.9	9.9
2013	96.6	98.5	94.7	10.5	11.0	10.0
2014	96.7	98.6	94.9	10.6	11.1	10.1
2015	96.8	98.6	95.2	10.7	11.2	10.3
2016	97.0	98.7	95.4	10.7	11.2	10.3
2017	97.2	98.8	95.7	10.9	11.3	10.4
2018	97.3	98.9	95.9	11.1	11.6	10.6

Source: Department of Statistics Singapore, *Yearbook of Statistics Singapore, 2019*

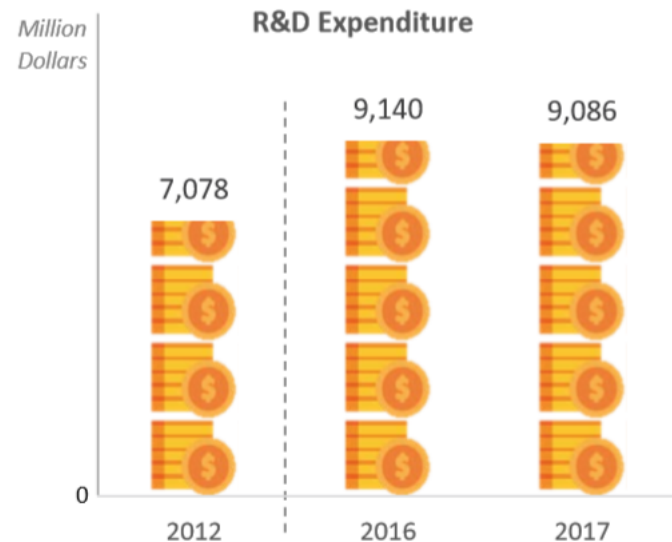


WHAT IS SKILLSFUTURE?

SkillsFuture is a national movement to provide Singaporeans with the opportunities to develop their fullest potential throughout life, regardless of their starting points. Through this movement, the skills, passion and contributions of every individual will drive Singapore's next phase of development towards an advanced economy and inclusive society.

No matter where you are in life – schooling years, early career, mid-career or silver years – you will find a variety of resources to help you attain mastery of skills. Skills mastery is more than having the right paper qualifications

Ask Jamie @ SkillsFuture (Beta)
Type your question ...



National Income

	Gross National Income	Per Capita GNI	Gross National Saving	Gross Domestic Product
	(at Current Market Prices)			
	(in Chained (2015) Dollars)			
	Million Dollars	Dollars	Million Dollars	
2014	385,070.0	70,400	189,022.4	411,540.3
2015	394,551.3	71,283	180,254.1	423,444.1
2016	408,820.3	72,909	194,330.0	435,987.9
2017	434,805.5	77,474	208,116.3	452,118.5
2018	457,982.8	81,222	218,474.6	466,312.6

Source : Department of Statistics Singapore, *Singapore in Figures 2019*

Thousand Dollars

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Total	10,740,250	10,496,911	11,638,313	11,598,458	11,934,956	12,468,854	12,680,000
Recurrent Expenditure	9,697,793	9,637,312	10,664,868	10,712,445	11,235,741	11,812,194	12,022,000
Primary Schools	1,820,988	1,946,159	2,185,580	2,263,510	2,457,901	2,563,211	2,754,348
Secondary Schools & Junior Colleges ¹	2,517,230	2,680,062	2,912,565	3,001,876	3,106,955	3,176,978	3,245,653
Institute of Technical Education	346,106	351,658	376,896	399,949	432,961	459,931	471,267
Tertiary	4,274,059	3,846,318	4,367,236	4,170,881	4,302,171	4,569,272	4,296,978
Universities ²	2,973,812	2,536,971	2,969,921	2,736,642	2,897,770	3,138,310	2,902,596
National Institute of Education	119,266	113,312	99,668	94,941	86,526	80,290	84,250
Polytechnics ³	1,180,981	1,196,035	1,297,647	1,339,298	1,317,875	1,350,672	1,310,132
Others ⁴	739,410	813,115	822,591	876,229	935,753	1,042,802	1,253,754
Development Expenditure	1,042,457	859,599	973,445	886,013	699,215	656,660	658,000

Source : Ministry of Education

Talent Introduction

Table 1.1 Singapore Population Size and Growth by Residential Status

Year	Number ('000)					Average Annual Growth ¹ (%)				
	Total Population	Singapore Residents			Non-Residents	Total Population	Singapore Residents			Non-Residents
		Total	Citizens	PRs			Total	Citizens	PRs	
1990	3,047.1	2,735.9	2,623.7	112.1	311.3	2.3 ²	1.7 ²	1.7 ²	2.3 ²	9.0
2000	4,027.9	3,273.4	2,985.9	287.5	754.5	2.8	1.8	1.3	9.9	9.3
2010	5,076.7	3,771.7	3,230.7	541.0	1,305.0	1.8	1.0	0.9	1.5	4.1
2015	5,535.0	3,902.7	3,375.0	527.7	1,632.3	1.2	0.8	1.0	-	2.1
2016	5,607.3	3,933.6	3,408.9	524.6	1,673.7	1.3	0.8	1.0	-0.6	2.5
2017	5,612.3	3,965.8	3,439.2	526.6	1,646.5	0.1	0.8	0.9	0.4	-1.6
2018	5,638.7	3,994.3	3,471.9	522.3	1,644.4	0.5	0.7	1.0	-0.8	-0.1
2019	5,703.6	4,026.2	3,500.9	525.3	1,677.4	1.2	0.8	0.8	0.6	2.0

Annual Employment Change by Industry and Residential Status ('000)												Employment Level ('000)
Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Dec 2018*
Overall												
Total	221.6	37.6	115.9	122.6	129.1	136.2	130.1	32.3	16.8	-3.6	45.3	3,714.8
Total (excl FDW)	213.4	32.9	110.6	117.7	125.8	131.3	122.1	23.3	8.6	-10.7	38.3	3,461.0
Local	64.7	41.8	56.2	37.9	58.7	82.9	96.0	0.7	11.2	21.3	27.4	2,328.8
Foreign	156.9	-4.2	59.7	84.8	70.4	53.3	34.0	31.6	5.7	-24.9	17.9	1,386.0
Foreign (excl FDW)	148.7	-8.9	54.4	79.8	67.1	48.4	26.0	22.6	-2.5	-32.0	10.9	1,132.2
Manufacturing												
Total	19.5	-42.6	4.6	5.8	8.3	4.8	-3.9	-21.2	-14.4	-10.9	-2.4	488.2
Local	-4.6	-8.3	-5.2	-0.5	-1.0	1.4	0.7	-6.6	-5.6	-1.0	-1.8	245.4
Foreign	24.1	-34.3	-0.7	6.3	9.4	3.4	-4.6	-14.5	-8.7	-9.9	-0.6	242.8
Construction												
Total	64.0	24.2	0.5	21.8	40.4	38.5	14.7	7.2	-11.3	-38.3	-7.1	444.2
Local	5.2	4.5	-3.3	2.2	5.5	6.6	5.1	0.5	-1.3	-5.5	-1.7	116.9
Foreign	58.9	19.7	3.8	19.7	34.9	31.9	9.7	6.7	-10.0	-32.8	-5.4	327.4
Services												
Total	136.4	57.2	110.3	94.2	78.6	91.2	118.5	45.6	42.8	46.0	54.9	2,755.3
Total (excl FDW)	128.2	52.6	105.0	89.2	75.3	86.3	110.5	36.6	34.6	39.0	47.8	2,501.5
Local	63.1	46.9	54.0	35.5	52.7	73.5	89.8	6.4	18.4	28.3	31.2	1,944.8
Foreign	73.4	10.4	56.2	58.6	25.9	17.7	28.7	39.2	24.4	17.7	23.7	810.5
Foreign (excl FDW)	65.2	5.7	50.9	53.7	22.6	12.8	20.7	30.2	16.2	10.7	16.6	556.7

Source: Administrative Records and Labour Force Survey, Manpower Research & Statistics Department, MOM

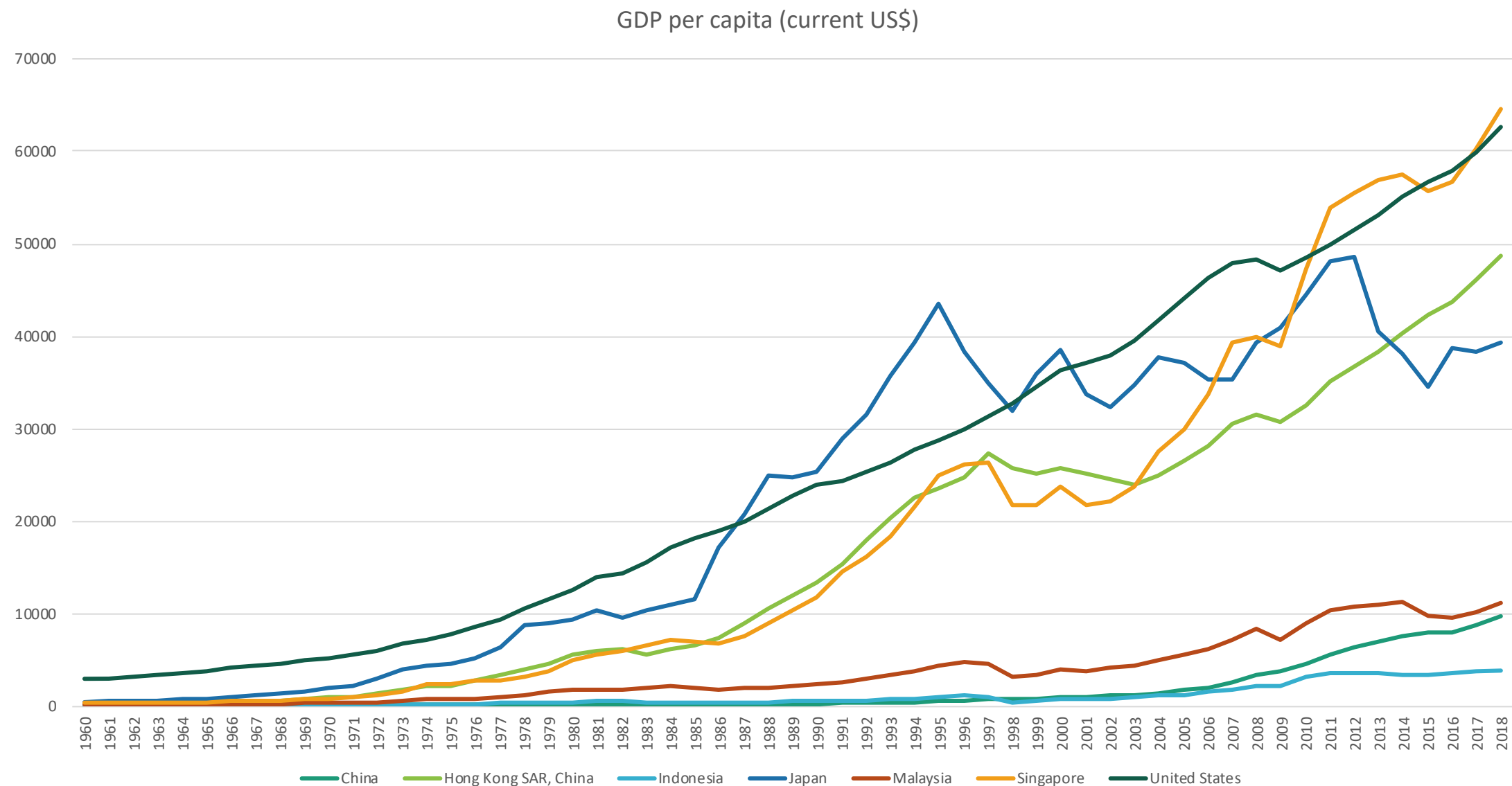
A photograph of a narrow street in Singapore. On the left, a building features a large, colorful mural of a rooster with a green crest and red comb. The building has yellow walls and red shutters. A yellow text box is overlaid on the image, containing the text "Singapore Achievement : Small But Strong".

Singapore Achievement :
Small But Strong

Outstanding Economic Achievements

IMD World Competitiveness ranking 2019 One Year Change

2019	Country	2018	Change	
1	Singapore	3	+2	↑
2	Hong Kong SAR	2	-	-
3	USA	1	-2	↓
4	Switzerland	5	+1	↑
5	UAE	7	+2	↑
6	Netherlands	4	-2	↓
7	Ireland	12	+5	↑
8	Denmark	6	-2	↓
9	Sweden	9	-	-
10	Qatar	14	+4	↑
11	Norway	8	-3	↓
12	Luxembourg	11	-1	↓
13	Canada	10	-3	↓
14	China	13	-1	↓
15	Finland	16	+1	↑
16	Taiwan, China	17	+1	↑
17	Germany	15	-2	↓



数据来源：The World Bank Group, “GDP Per Capita(Current US\$)” , 2018

Excellent National Governance

Figure 3: SCl2019

All data are normalised to a scale of 0 to 100, where 100 = best health

Very high (75.1–100) High (50.1–75) Medium (25.1–50) Low (0–25)

Overall score	1) Digital security	2) Health security	3) Infrastructure security	4) Personal security
1 Tokyo 92.0	1 Tokyo 94.4	1 Osaka 88.5	1 Singapore 96.9	1 Singapore 95.3
2 Singapore 91.5	2 Singapore 93.1	2 Tokyo 87.5	2 Osaka 94.5	2 Copenhagen 93.6
3 Osaka 90.9	3 Chicago 92.9	3 Seoul 85.2	3 Barcelona 94.4	3 Hong Kong 91.9
4 Amsterdam 88.0	4 Washington, DC 92.2	=4 Amsterdam 81.6	4 Tokyo 94.3	4 Tokyo 91.7
5 Sydney 87.9	=5 Los Angeles 91.4	=4 Stockholm 81.6	5 Madrid 94.2	5 Wellington 91.5
6 Toronto 87.8	=5 San Francisco 91.4	6 Frankfurt 81.2	6 Frankfurt 93.7	6 Stockholm 91.3
7 Washington, DC 87.6	7 Dallas 91.3	7 Washington, DC 81.1	=7 Melbourne 93.5	7 Osaka 91.1
=8 Copenhagen 87.4	8 New York 91.1	8 Singapore 80.9	=7 Sydney 93.5	8 Toronto 90.8
=8 Seoul 87.4	9 Toronto 90.6	9 Zurich 80.8	9 Wellington 93.2	9 Amsterdam 89.4
10 Melbourne 87.3	10 London 90.2	10 Taipei 80.2	10 Washington, DC 93.1	10 Sydney 89.1
11 Chicago 86.7	=11 Melbourne 89.4	=11 Copenhagen 79.8	11 Chicago 93.0	11 Abu Dhabi 88.9
12 Stockholm 86.5	=11 Osaka 89.4	=11 Sydney 79.8	=12 New York 92.5	12 Dubai 88.6
13 San Francisco 85.9	=11 Sydney 89.4	=13 Brussels 79.3	=12 Toronto 92.5	13 Zurich 87.8
14 London 85.7	14 Amsterdam 89.0	=13 Melbourne 79.3	14 Seoul 92.4	14 Frankfurt 87.7
15 New York 85.5	15 Copenhagen 87.3	15 Paris 78.7	15 Los Angeles 92.2	15 Seoul 87.5
16 Frankfurt 85.4	16 Stockholm 85.5	16 London 78.0	16 Amsterdam 92.0	16 Melbourne 86.8
17 Los Angeles 85.2	17 Seoul 84.7	17 Toronto 77.4	17 San Francisco 91.7	17 Brussels 86.3
=18 Wellington 84.5	18 Zurich 80.8	18 San Francisco 77.2	18 Hong Kong 91.1	18 Madrid 86.2
=18 Zurich 84.5	19 Wellington 80.2	19 Chicago 77.1	19 London 90.4	19 Barcelona 86.0
20 Hong Kong 83.7	20 Paris 80.0	=20 Madrid 76.1	20 Copenhagen 89.0	20 Taipei 85.8

Source : The Economist Intelligence Unit Limited, “The Safe Cities Index: Assessing urban security in the digital age” , 2019

#1

most competitive economy in
the world

#2

in the world for ease of doing
business

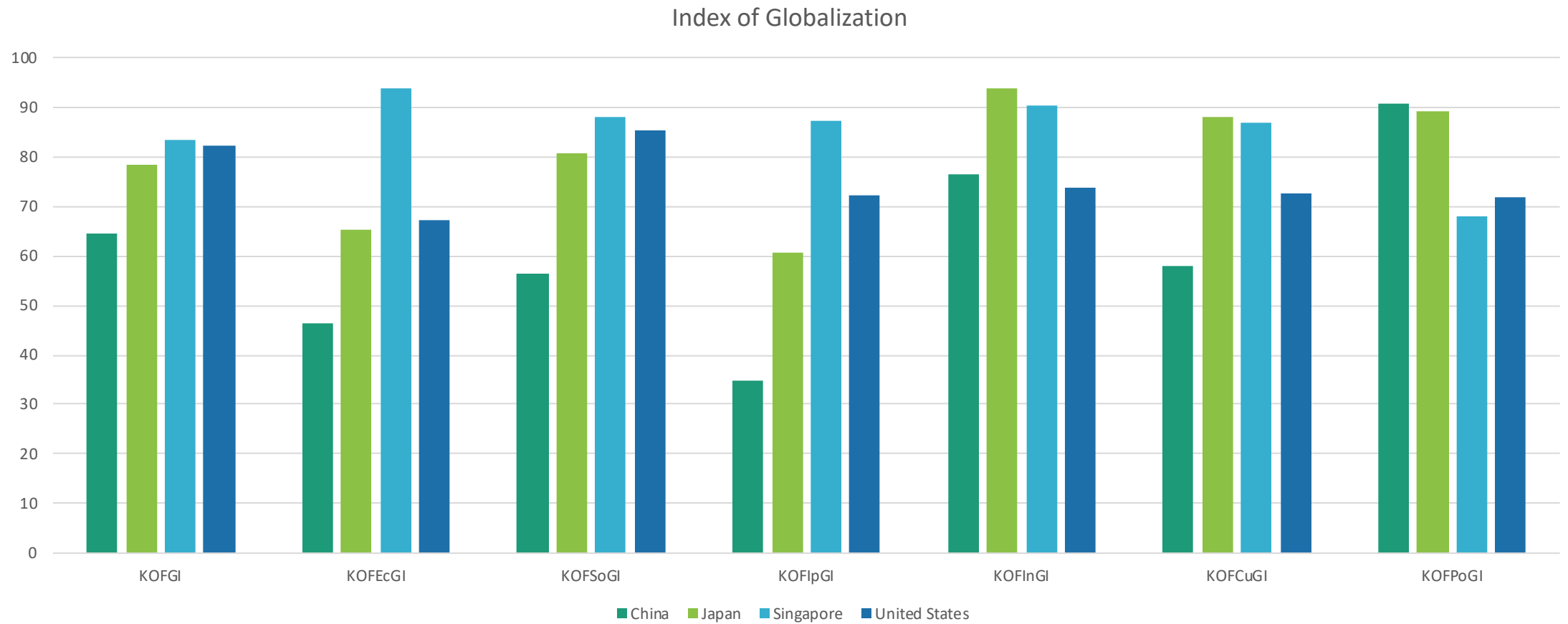
#1

in Asia for intellectual
property protection

#1

in Asia for sustainability

Index of Globalization



Source : KOF, "KOF Index of Globalization" , 2018

Conclusion

- Small states are characterized by small territorial size, small population and limited resources, which inevitably produces vulnerability, dependency and marginality.
 - However, in the context of globalization, state size and vulnerability do not necessarily lead to underdevelopment and marginalization.
 - In the case of Singapore, globalization strategy, especially its emphasis on human resources construction, is the key to their sustainable development of small states.
-

A nighttime photograph of the Merlion in Singapore, a large stone statue of a lion with a fish tail, spouting water into the sea. In the background, the Marina Bay Sands hotel is visible, featuring its iconic three towers connected by a skybridge. The water is dark, and the city lights are reflected on the surface. A small boat is visible in the lower left. A semi-transparent white box with the text "Thanks for your listening" is overlaid in the center.

Thanks for your listening