



**Better Lives**



**More Opportunities**



**Stronger Communities**

**A Smart Nation Together**

ANNUAL REPORT 2015/16

# Mission

To develop information technology and telecommunications within Singapore with a view to serve citizens of all ages and companies of all sizes. IDA does this by actively supporting the growth of innovative technology companies and start-ups in Singapore, working with leading global IT companies as well as developing excellent information technology and telecommunications infrastructure, policies and capabilities for Singapore.

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# A Smart Nation

is one where people live meaningful and fulfilled lives enabled by technology, and where there are exciting opportunities for all. It is a place where infocomm media enables better quality of life for people through world-class connectivity, compelling local content, and technologies to make everyday lives smoother and more convenient. It is a living lab where entrepreneurs, growth companies and multinationals in the infocomm media space continually experiment and innovate to contribute to sustainable and quality economic growth.





# Better Lives

Melissa spends at least half of her waking hours surfing the web, watching online videos or keeping in touch with friends on social media. The seamless high-speed connectivity has empowered her to stay connected – everywhere, all the time.

Marcus is an infocomm student. He believes that the nation's drive towards becoming a smart nation will avail him to many exciting career opportunities. He is confident about his future prospects.





Thanks to the availability of digital government services, Clarice gets to spend quality time with her friends and still be able to check on the status of her HDB flat application and CPF balance online anywhere, any time. Quick and easy.

Steve is heartened to be able to get a laptop and broadband Internet subscription at an affordable price through the NEU PC Plus Programme. This has enabled him to keep abreast of his studies in school and contribute actively to group projects.



Jonathan, a forensic scientist by training, has made a successful career transition into the infocomm industry after undergoing ICT professional development courses. Currently, he is involved in the designing of a biometrics security system – living his passion for both disciplines.

Bruno is excited to have brought his learning robots idea to life through his start-up. With the help of IDA Labs, he was able to prototype his idea and gain access to mentors and many valuable opportunities. He hopes to positively impact the world.





Alicia, unlike Bruno, works with a small and medium-sized company in Singapore. For the first time, a new customer relationship management system was deployed in her 20-year old company with the help of the Enhanced iSPRINT scheme. Analysing customer relationships and data has gotten easier.

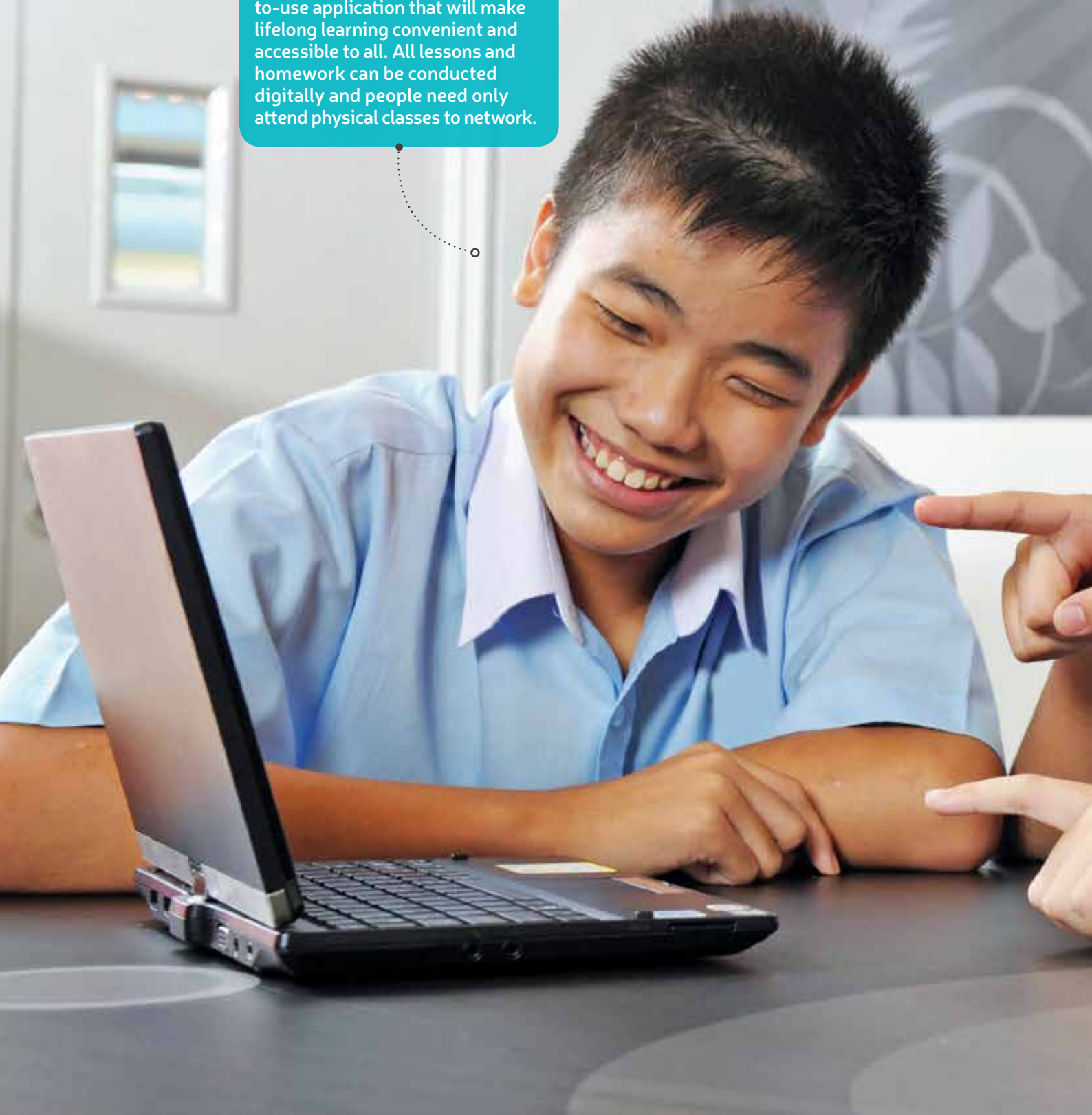
A photograph of two women sitting and laughing together in what appears to be an office or meeting environment. The woman on the left is wearing a white button-down shirt, and the woman on the right is wearing a dark jacket. They are both looking towards the left and laughing heartily. The background is slightly blurred, showing office structures.

# More Opportunities



# Stronger Communities

Dave is currently learning Java programming language. It is his hope to one day build an easy-to-use application that will make lifelong learning convenient and accessible to all. All lessons and homework can be conducted digitally and people need only attend physical classes to network.







Nurhidah had her first-hand experience with open data under her school's Infocomm Clubs Programme. She learnt how open data could be used to develop applications to help wheelchair-bound people find barrier-free routes.

Lily has a deep interest for gadgets and it is her dream to one day invent a robot that can help take care of ailing seniors in nursing homes. She has taken the first step to realise her aspiration by enrolling herself in a robotics class.

*Note: The characters presented in this section are fictional.*



# Chairman's Message

IDA has played a leading role in shaping Singapore's ICT landscape since its formation in 1999 with the merger of the National Computer Board and the Telecommunications Authority of Singapore. It saw the successful completion of the Infocomm 21 and Intelligent Nation 2015 masterplans. Significant achievements include the full liberalisation of the telecommunications industry and the rollout of a pervasive and reliable ultra-high speed ICT infrastructure – including the all-fibre Next Generation Nationwide Broadband Network to over 95 per cent of homes and offices. These developments have paved the way for Singapore's transformation into a Smart Nation where ICT and data are harnessed in innovative ways to improve people's lives.

This year, Singapore was ranked first on the Networked Readiness Index of the World Economic Forum's Global Information Technology Report, which measures the capacity of countries to leverage ICT for increased competitiveness and well-being. We are also well regarded for our digital government efforts, ranking fourth out of 193 countries in the E-Government Development Index of the United Nations E-Government Survey 2016.

While the global economic outlook has been challenging, the infocomm industry registered healthy growth, with revenue figures reaching S\$189.57 billion in 2015 – a 13.5 per cent increase over 2014. IDA is setting the stage for the next phase of ICT growth in Singapore by building a thriving start-up community; connecting entrepreneurs to venture capitalists through start-up facilities such as BASH (Build Amazing Start-ups Here); and helping young tech companies build up their credentials and secure government projects through the Accreditation@IDA programme. Within a year of its inception, Accreditation@IDA paved the way for promising Singapore-based tech firms to build up a pipeline of 125 projects with more than 83 government agencies, opening up \$40 million worth of opportunities. There were also efforts in accelerating innovation and transformation through

deploying suitable technologies to solve real-world, sector-wide problems in areas such logistics, retail, financial services, healthcare and education.

With regards to building up the talent pool needed for a dynamic global ICT capital, our efforts are starting to pay off. Infocomm manpower grew 15 per cent from 150,200 in 2014 to 172,800 in 2015. IDA has continued to build on this by partnering tertiary institutions on STEM (Science, Technology, Engineering and Mathematics) education. We're also tapping the global pool, with initiatives such as the Smart Nation Fellowship Programme to attract top data scientists and technologists to contribute to Singapore and the Smart Nation initiative.

## An Inclusive Smart Nation

IDA initiated several programmes to increase tech savviness across a wider spectrum of the population. We worked with the National Library Board to open its first heartland labs facility at Jurong Regional Library to bring technology to the community. We also partnered Microsoft to introduce Code for Change, a three-year plan to teach some 1.2 million people the basics of coding and computational thinking skills.

Programmes and initiatives such as these are important because the success of the Smart Nation hinges on the contribution and involvement of all segments of society, with the benefits shared with all. It will require designers, ethnographers, and people who can talk to citizens and businesses to understand what their real needs are. It will require behavioural scientists and a whole range of individuals whose core competencies may be far removed from engineering, but who play an important role in conceptualising Smart Nation solutions. And it will require everyone, young and old, to be comfortable with technology in order to experience the difference that these solutions can make to their lives.

Private-sector innovation is strongly encouraged as part of the Smart Nation journey. For example, a start-up has planned trials for its self-driving taxis this year, while in developing smart solutions

for eldercare, some private-sector companies have deployed sensors in the homes of seniors to help alert their families if they fall. Video analytics solutions are being applied in areas such as crowd management and security, and the deployment of drones for last-mile delivery is being explored.

These efforts tie in with our support for the Committee on the Future Economy's study into maintaining a competitive Singapore economy, where we help to examine the impact of disruptive technologies on the Singapore economy and recommend responses for both the government and private sector.

IDA has also been working to strengthen public sector capabilities in building and delivering Smart Nation solutions. IDA HIVE was launched in October last year as a dedicated centre where its designers, engineers and data scientists can work with other government agencies and industry players to create more impactful digital services and apps. For example, apps such as MyResponder, Beeline and OneService were created by IDA in partnership with other public agencies. They are innovative experiments in applying crowdsourcing, data and analytics to deal with urban living challenges in the areas of emergency first aid response, transport and municipal issues respectively. In another significant government e-service enhancement, SingPass was made more secure and easier to use with an improved user interface, mobile-friendly features and stronger security.

## Reorganising for the Future

As we move forward, Singapore should take full advantage of the convergence of ICT and media and develop Singapore as a future-ready infocomm media hub. While the convergence of the two sectors is not new, it has accelerated in recent years with players extending their reach across both markets. Traditional media businesses such as print and broadcast players have gone digital. Content is now delivered anytime, anywhere, to any screen of choice. Licensees in both ICT and media sectors offer bundles of mobile, broadband, internet TV and telephony services. Regulatory and competition



Singapore is ranked

**1<sup>st</sup>**

on the Networked  
Readiness Index of the  
World Economic Forum's  
Global Information  
Technology Report

Revenue increased by

**13.5%**

in the infocomm industry



**“ The ICT landscape has evolved over the years, and the pace will quicken with growing ICT and media convergence. Our government agencies responsible for ICT and media must ensure they are optimally structured, to help Singapore benefit from and exploit opportunities in the new digital economy. The government itself can do more to leverage on technology and innovation to provide more engaging, seamless and efficient digital experiences for Singaporeans. The creation of IMDA and GovTech will help bring sharper focus to these areas.”**

issues increasingly straddle the ambit of both IDA and the Media Development Authority (MDA). Against this backdrop, the Infocomm Media 2025 plan was launched to create a globally competitive infocomm media ecosystem, enabling and complementing the Smart Nation vision through world-class connectivity, compelling local content and technologies that impact daily life and businesses.

To better address the regulatory challenges and opportunities presented by this converged environment, and stay ahead of technological advances and business needs, IDA and MDA have been restructured to create two

new agencies, which would be officially launched in late-2016.

Firstly, there is the Info-communications Media Development Authority of Singapore (IMDA), which will be tasked to implement the integrated industry development plan – Infocomm Media 2025 – and oversee policy formulation for the converged ICT-media environment. It will promote industry development and adoption of cutting edge technology, as well as create a regulatory environment that enables competition and innovation to thrive. Coming under IMDA's purview is the Personal Data Protection Commission, which would continue to promote and regulate data protection.

There will be another new statutory board set up called the Government Technology Agency (GovTech), which will lead digital transformation efforts in the public sector and drive the Government's delivery of citizen-centric, anticipatory and secure digital services. GovTech will encourage citizen participation in co-creating applications that can benefit the public. It will also take the lead to put in place the technical architecture to support Singapore's Smart Nation vision. Called the Smart Nation Platform, it will connect millions of smart objects islandwide and enable the government to pull together useful, meaningful data to develop Smart Nation applications and services that benefit citizens in a wide range of areas from transportation to environment and energy. It will also focus on strengthening the pool of tech talent in the public sector and develop new capabilities, in areas such as

data science, application development, geospatial technology (jointly with Singapore Land Authority), sensors and Internet of Things. Another important part of GovTech's mandate is to ensure the resiliency and security of the government ICT infrastructure, and it will partner the Cyber Security Agency in this area.

The formation of IMDA and GovTech will provide stronger support for a Whole-of-Government push towards a Smart Nation. Leveraging the ICT foundations built by IDA over the years, the new agencies will be better positioned to look at how technology can be used to create user-centric solutions that deliver a positive digital experience across the whole spectrum of government services, from transport, health and education to business licensing.

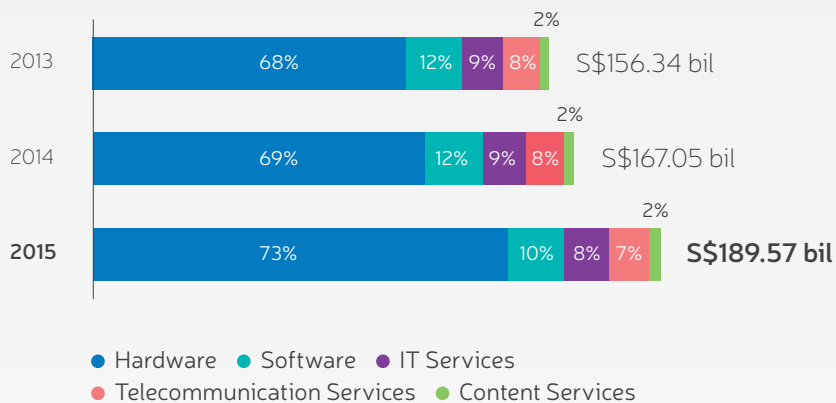
In the past year, members of the IDA Board and all IDA staff have contributed in different ways to bring the Smart Nation vision closer to reality. I would like to thank everyone for the huge effort that they have put in. As we move forward into a converged media and ICT landscape, let us ride on the momentum that we have created to make everyone excited about technology, embrace the challenges and seize the opportunities ahead - to experiment, innovate, collaborate and build disruptive solutions that impact the world.

**CHAN Yeng Kit**  
Chairman, IDA



# Infocomm Statistics

## TOTAL INFOCOMM INDUSTRY REVENUE BY MARKET SEGMENT (2013-2015)



## INDUSTRY

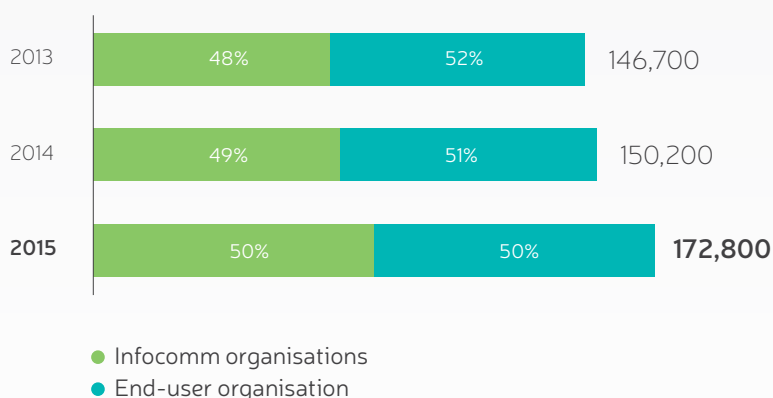
The infocomm industry revenue grew by

**13.5%**  
year on year to reach  
**S\$189.57 billion**  
in 2015.

Source: Annual Survey on Infocomm Industry

\*Figures may not add up due to rounding

## NUMBER OF EMPLOYED INFOCOMM MANPOWER (2013-2015)



## MANPOWER

The employed infocomm manpower reached

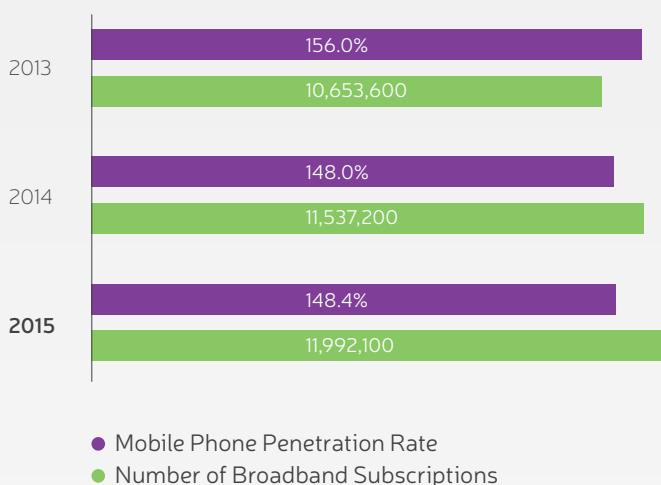
**172,800**  
which is a  
**15.0%**  
increase over the previous year.

Source: Annual Survey on Infocomm Manpower

\*Figures may not add up due to rounding



## STATISTICS ON TELECOMMUNICATIONS SERVICES (2013-2015)



## TELECOMMUNICATIONS

The mobile phone penetration rate was

**148.4%,**

while the number of broadband subscriptions increased

**3.9%**

to reach

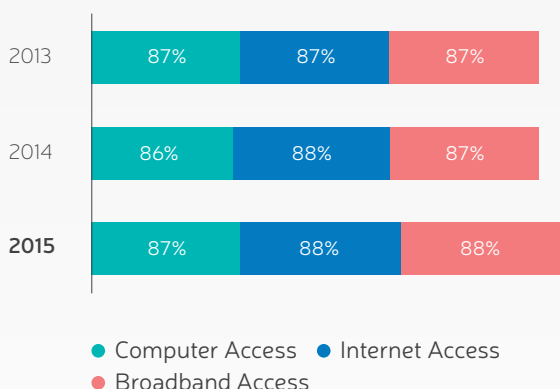
**11,992,100.**

Source: Statistics on Telecom Services

\*All figures for penetration rates are rounded to the nearest decimal point.

\*All figures for subscriptions are rounded to the nearest hundred.

## INFOCOMM ACCESS IN RESIDENT HOUSEHOLDS (2013-2015)



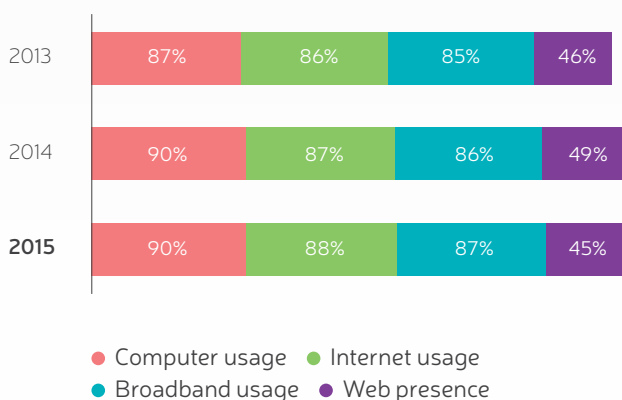
## USAGE

Households continue to have wide access to the Internet, with access to computers and broadband reaching

**87% and 88%**

respectively.

## INFOCOMM USAGE BY ENTERPRISES (2013-2015)



## USAGE

Enterprise usage of Internet reached

**88%,**

while

**87%**

used broadband access.

Source: Annual Survey on Infocomm Usage by Enterprises

Note: The drop in web presence in 2015 was due to the large increase in the number of enterprises in sectors with typically lower adoption rates.



# Highlights 2015

## APRIL

**9 April**

### PROVIDING MORE LOW-INCOME HOUSEHOLDS WITH ACCESS TO TECH

With the launch of direct application, the Home Access Programme developed by IDA is expected to benefit 8,000 households over four years with subsidies for connectivity and devices.

**20 April**

### EXPLORING SINGAPORE'S ROLE IN TACKLING TOUGH URBAN CHALLENGES

Some 200 top founders, investors and corporate bigwigs from across the globe gathered at the Founders Forum to explore Singapore's potential as a living lab in tackling the world's toughest urban challenges.

**22 April**

### CATALYSING DISCUSSIONS ON SMART NATION

The Smart Nation Innovations 2015 conference provided a platform for businesses, academia and the tech community to share insights into Smart Nation ideas and initiatives.

**25 April**

### BRINGING TECH TO THE COMMUNITY

More than 10,000 members of the public had the opportunity to get up close and interact with drones, robots and other exciting new technologies at the Tech Saturday carnival.



## MAY

**11 May**

### GREENING THE DATA CENTRE INDUSTRY TO BOOST COMPETITIVENESS

The Green Data Centre Innovation Programme was launched to boost the competitiveness of the data centre industry by raising overall energy efficiency.

**27 May**

### COLLABORATING TO DELIVER CITIZEN-CENTRIC SERVICES

IDA's annual industry briefing provided attendees with details of an estimated \$2.2 billion worth of public sector infocomm tenders aimed at developing citizen-centric services for a Smart Nation.

## JULY

**1 July**

### BOOSTING TALENT FOR SINGAPORE'S SMART NATION VISION

Code for Change, a three-year plan by Microsoft in partnership with IDA, was launched to teach some 1.2 million people the basics of coding and computational thinking skills.



## JULY

**5 July**

### MAKING SINGPASS MORE SECURE AND EASIER TO USE

Providing access to hundreds of government e-services, the SingPass system was enhanced to include an improved user interface, mobile-friendly features and stronger security capabilities, such as 2-Step Verification (2FA).

**14 July**

### OPENING UP \$20M WORTH OF PROJECT OPPORTUNITIES

Within a year of its inception, the Accreditation@IDA programme paved the way for promising Singapore-based tech firms to build up a pipeline of 125 projects with 50 government agencies.

**21 July**

### SHOWCASING SINGAPORE'S ENTREPRENEURIAL ECOSYSTEM

Singapore won the bid to host the MIT Regional Entrepreneurship Acceleration Programme and showcased its growing innovation and entrepreneurial ecosystem to some 100 top innovators from across the world.

**29 July**

### CATALYSING INNOVATION IN FINANCIAL SERVICES

11 fintech startups made their pitch at the first Demo Day hosted by Startupbootcamp FinTech in Singapore.


**31 July**

### DEVELOPING INNOVATIVE SOLUTIONS TO REAL-LIFE CHALLENGES

Participants at Hackathon@SG, the co-located MIT Hacking Medicine@SG and a satellite hackathon in Silicon Valley developed prototypes and apps to help solve Smart Nation challenges.

## AUGUST

**5 August**

### MAKING A BEELINE FOR PUBLIC TRANSPORT INNOVATION

IDA and Land Transport Authority launched the Beeline mobile app which allows commuters to pre-book rides on experimental private bus routes generated through data analytics.

**11 August**

### BRINGING THE INFOCOMM MEDIA ECOSYSTEM TO THE NEXT LEVEL

The Infocomm Media 2025 plan was launched to guide the development of an infocomm media ecosystem that is innovative and capable of creating solutions to Singapore's big national challenges.



# Highlights 2015

## SEPTEMBER

**10 September**

### RAISING THE EXCITEMENT QUOTIENT IN TECH

More than 2,000 youths took part in the inaugural Young Tech Fest that included the Code for Charity challenge and the National Infocomm Competition Face-Offs.

**23 September**

### ENRICHING PRE-SCHOOL LEARNING WITH TECH-ENABLED TOYS

The IDA PlayMaker Programme was launched to introduce technology-enabled toys to 160 preschool centres to foster creativity, problem solving and confident learning amongst children.



**29 September**

### ENHANCING SCIENCE LEARNING WITH SMART TECHNOLOGY

IDA collaborated with Science Centre Singapore to launch a new learning space offering dynamic content with customised learning experiences for visitors to the Centre based on their profiles.

## OCTOBER

**2 October**

### FIRING UP PUBLIC IMAGINATION WITH A SMART NATION SHOWCASE

A Smart Nation showcase was opened at IExperience to give members of the public a better understanding of how Smart Nation initiatives will impact their lives.

**3 October**

### ENCOURAGING THE USE OF IT TO IMPROVE QUALITY OF LIFE

The Silver IT Fest attracted over 8,000 participants, helping to raise IT literacy and introducing seniors to technologies that promote healthy living. It was also announced that the Digital Inclusion Fund was extended to senior activity centres to support the innovative use of digital technologies to engage the elderly.

**10 October**

### SPARKING SMART NATION CONVERSATIONS THROUGH ART AND TECH

IDA's first week-long interdisciplinary Festival of Tech showcased different interpretations of what technology, art and creativity in a Smart Nation meant to artists, designers and the tech communities.



**13 October**

### ACCELERATING ICT CAREERS

IDA partnered career accelerator General Assembly to launch courses that provide individuals with a fast track to opportunities in the ICT industry.



**13 October**

### CONTRIBUTING TO THE GLOBAL SMART CITIES EFFORT

Singapore signed a collaboration agreement with the International Telecommunication Union to pilot the development of a "Global Smart Sustainable Cities Index".

## OCTOBER

**13 October**

### EASING RECRUITMENT CHALLENGES FOR CONSTRUCTION COMPANIES

IDA partnered BCA and MOM to launch the Foreign Construction Worker Directory System, helping SMEs in the built environment sector reduce recruitment time, save on repatriation costs and better match workers to project needs.

**28 October**

### BUILDING UP THE DATA ECOSYSTEM

A new technical reference was announced by IDA and the IT Standards Committee to provide greater clarity between data users and dataset providers with a set of quality metrics.

**29 October**

### IMPROVING LIVES THROUGH DATA SCIENCE AND ANALYTICS

IDA Hive was launched as a dedicated centre for its designers, engineers and data scientists to work with other government agencies and industry players to create impactful digital services and apps.

**29 October**

### INSPIRING YOUTHS TO INNOVATE WITH DATA

Participants in the Data-Driven Innovations Challenge developed solutions, working prototypes and visualisations using datasets, including at least one from the Data-as-a-Service platform.



## NOVEMBER

**20 November**

### BRINGING TECH EXPERIMENTATION TO THE HEARTLANDS

IDA partnered National Library Board to open its first heartland labs facility at Jurong Regional Library to bring technology to the community.

**26 November**

### MAKING STRIDES IN TECH ADOPTION

The Annual Survey on Infocomm Usage in Households 2014 showed that tech adoption by seniors aged 50 years and above grew by the highest rate in three years.

**27 November**



### SPURRING PUBLIC-SECTOR INNOVATIONS WITH GLOBAL DATA SHARING INITIATIVE

Singapore announced a data sharing initiative with London to provide managed access to public and private sector data points from the two cities.

## DECEMBER

**17 December**

### ENHANCING SECURITY IN TRADE FINANCING

IDA completed a proof of concept for the world's first application of distributed ledger technology to enhance security in trade finance invoicing.



# Highlights 2016

## JANUARY

**15 January**

### **GROWING FINTECH STARTUPS IN SINGAPORE**

Accreditation@IDA collaborated with Startupbootcamp FinTech to provide fintech startups with technical product testing and evaluation tools as well as financial advisory.

**19 January**

### **TRANSFORMING TECH TALENTS INTO TECHNOPRENEURS**

IDA subsidiary Infocomm Investments and UK-based talent investor Entrepreneur First announced a partnership to help some 400 technical individuals build deep tech startups in Singapore.

**29 January**

### **SIMPLIFIED SINGPASS 2-STEP VERIFICATION (2FA) SETUP**

The 2FA setup process was simplified such that users can register and activate 2FA for enhanced security via SMS.

**18 January**

### **LEADING THE CHARGE FOR OPEN IOT STANDARDS**

Singapore hosted the second ITU-T Study Group 20 meetings on global IoT standards. The event also saw the announcement of a trial for embedded SIM (eSIM) cards in M2M devices; this allows users to switch between different mobile network operators once their contracts end, without physically changing SIM cards.



## FEBRUARY

**18 February**

### **ENHANCING INNOVATION AND COMPETITION IN THE MOBILE MARKET**

IDA announced a spectrum auction framework to facilitate the possible entry of a new mobile network operator (MNO), while ensuring sufficient spectrum for incumbent MNOs.

**26 February**

### **ENHANCING CLOUD RESILIENCY WITH COIR**

A set of Cloud Outage Incident Response Guidelines (COIR) was created to assist enterprises and cloud service providers in business continuity and disaster recovery.

**25 February**

### **BUILDING AMAZING STARTUPS**

In the year since startup facility BASH was launched, it has hosted six accelerators who helped 65 startups hone their business model and build their minimal viable product.



## MARCH

**7 March**

### FOSTERING A FELLOWSHIP OF TOP DATA SCIENCE AND TECH TALENTS

A Smart Nation Fellowship Programme was launched to encourage those passionate about the intersection of technology and the public good to join the government for short three to six months stints and contribute to Singapore's Smart Nation initiative.

**15 March**

### BOOSTING LAST-MILE DELIVERY TO RETAILERS

As part of the nationwide Urban Logistics programme, IDA, Spring Singapore and CapitaLand Mall Trust signed a Memorandum of Intent to launch an In-Mall Distribution trial which is expected to benefit about 300 retailers.

**28 March**

### GAME FOR A HEALTH CHALLENGE

IDA, the National Healthcare Group and Serious Games Association (Singapore) signed an MOU to collaborate in developing innovative games and applications to improve patient treatment and hone healthcare staff skills through the Healthcare Innovation Technology Challenge.

**30 March**

### BRIDGING THE INTERGENERATIONAL AND DIGITAL DIVIDE

Students from 17 schools turned cyber-guides to help more than 370 seniors learn basic computer skills at the North East Eldersurf Intergen Bootcamp.





# Board of Directors



1.  
**CHAN Yeng Kit**  
Chairman  
Permanent Secretary (Defence)  
Ministry of Defence

2.  
**Steve LEONARD**  
Deputy Chairman  
Chief Executive Officer  
SG-Innovate

3.  
**Jacqueline POH**  
Managing Director  
Infocomm Development Authority  
of Singapore

4.  
**Gabriel LIM**  
Second Permanent Secretary  
Ministry of Communications  
and Information  
Co-Managing Director  
Infocomm Development Authority  
of Singapore

5.  
**Janet ANG**  
Vice President  
Systems of Engagement  
and Smarter Cities  
IBM Asia Pacific

6.  
**Dr Lily CHAN**  
Chief Executive Officer  
NUS Enterprise  
National University of Singapore

7.  
**Piyush GUPTA**  
Chief Executive Officer  
DBS Group

## Until 30 Nov 2015

**YONG Ying-I**, Permanent Secretary, Public Service Division & National Research Foundation, Prime Minister's Office

**Eddie CHAU**, Co-Founder & Chairman, V-Key Inc

**Alexander KLEINBERG**, Managing Director, Exchange, Asia-Pacific/Japan, Twitter Inc

**Jimmy PHOON**, Chief Executive Officer & Chief Investment Officer, SeaTown Holdings International Pte Ltd

8.

**Peter HO**

Chief Executive Officer  
HOPE Technik Pte Ltd

9.

**Dr Bruno LANVIN**

Executive Director  
Global Indices  
INSEAD

10.

**NG Cher Pong**

Chief Executive  
Singapore Workforce  
Development Agency

11.

**Muthukrishnan  
RAMASWAMI**

President  
Singapore Exchange Limited

12.

**Colin SAMPSON**

Senior Vice President/  
Board Advisor & SAP Ambassador  
Customer Engagement, M&A,  
Venture Capital  
SAP Asia Pte Ltd

13.

**Caesar SENGUPTA**

Vice President  
Google Inc

14.

**Shirley WONG**

Managing Partner  
TNF Ventures Pte Ltd

15.

**Janet YOUNG**

Managing Director & Head  
Group Channels & Digitalization  
United Overseas Bank Group

*From 1 Dec 2015***CHAN Yeng Kit****Piyush GUPTA****Peter HO****Caesar SENGUPTA**



# Senior Leadership Team



①



③



⑤



②



④



⑥

1.  
**Steve LEONARD**  
Executive Deputy Chairman  
*Until 26 May 2016*

2.  
**Jacqueline POH**  
Managing Director

3.  
**LEONG Keng Thai**  
Deputy Chief Executive

4.  
**CHAN Cheow Hoe**  
Assistant Chief Executive  
Government Chief  
Information Office

5.  
**Aileen CHIA**  
Assistant Chief Executive  
& Director-General  
(Telecoms & Post)

6.  
**KHOONG Hock Yun**  
Assistant Chief Executive  
(Development) & Chief Data Officer

*Until 31 Dec 2015*

Prof TOH Chai Keong



7

7.  
**Fiona CHUA**  
Chief Financial Officer  
Finance, Investment &  
Procurement Group



9

9.  
**Lena GOH**  
Chief Marketing &  
Communications Officer  
Corporate & Marketing  
Communication



11

11.  
**LAU Yin Cheng**  
Cluster Director  
Human Resource & Organisation  
Development Cluster



8

8.  
**FOO Shu Ching**  
General Counsel  
Group Legal



10

10.  
**June KOH**  
Director  
Strategic Planning,  
Policy And Research &  
Human Capital Development



12

12.  
**TAN Eng Pheng**  
Senior Director  
Clusters Group



# Members of IDA Board Committees

## AUDIT & RISK COMMITTEE (AC)

**Muthukrishnan  
RAMASWAMI**  
Chairman

**Gabriel LIM**

**Colin SAMPSON**

**LEE Ah Boon**  
Co-opted member

## BUDGET & PROJECTS REVIEW COMMITTEE (BPRC)

**NG Cher Pong**  
Chairman

**Dr Lily CHAN**

**Peter HO**

**Dr Bruno LANVIN**

**Caesar SENGUPTA**

**Shirley WONG**

## HUMAN RESOURCE & REMUNERATION COMMITTEE (HRRC)

**CHAN Yeng Kit**  
Chairman

**Steve LEONARD**

**Janet ANG**

**Gabriel LIM**

**TAN Li-San**  
Co-opted member

## INVESTMENT COMMITTEE (IC)

**Janet YOUNG**  
Chairman

**Madeleine LEE**  
Co-opted member

**Jacqueline POH**

**TAY Lim Hock**  
Co-opted member

# Subsidiaries

## ASSURITY TRUSTED SOLUTIONS PTE LTD

Assurity Trusted Solutions Pte Ltd ("Assurity") is a wholly-owned subsidiary of the Infocomm Development Authority of Singapore ("IDA"). It was incorporated to operate the National Authentication Framework (NAF), a project to improve the security of consumers performing online transactions. It is supported by the Monetary Authority of Singapore and various regulators such as the Ministry of Finance and the Ministry of Health. As one of the key initiatives of the Infocomm Security Masterplan and the National Trust Framework, NAF will facilitate the delivery of safe online services offered by the public and private sectors.

## ASSURITY TRUSTED SOLUTIONS PTE LTD BOARD MEMBERS



**Jacqueline POH**  
Chairman  
Managing Director  
Infocomm Development  
Authority of Singapore



**Charles FAN**  
Chief Executive Officer  
Assurity Trusted Solutions Pte Ltd



**Eddie CHAU**  
Co-Founder & Chairman  
V-Key Inc



**Deborah LEE**  
Former Executive Vice President  
Corporate Development  
Singapore Press Holdings  
(From 1 Jul 2015)



**Bruce LIANG**  
Chief Information Officer  
Ministry of Health and MOH  
Holdings Pte Ltd



**Selwyn Sean SCHARNHORST**  
Director  
Industry Division  
Ministry of Communications  
and Information



**TEO Chin Hock**  
Deputy Chief Executive  
Cyber Security Agency of Singapore  
(From 1 Dec 2015)



# Subsidiaries

## INFOCOMM INVESTMENTS PTE LTD

Infocomm Investments Pte Ltd (IIPL) builds and invests in Singapore and global infocomm technology start-ups. Managing a fund size of more than US\$200 million, it accelerates the development of start-ups in their formative phase, and invests further as they move towards growth and expansion. IIPL plays a central role in building a vibrant sustainable ecosystem in Singapore for start-ups to flourish through its investments, partnerships across sectors and global reach. IIPL is a wholly-owned subsidiary of the Infocomm Development Authority (IDA) of Singapore.

## IIPL BOARD MEMBERS



### Steve LEONARD

**Chairman**  
Chief Executive Officer  
*SG-Innovate*



### Andrew KHAW

Senior Director  
Productivity Growth through ICT  
*Infocomm Development Authority of Singapore*



### LEE Kheng Nam

Deputy Chairman & Director  
*Vertex Venture Holdings Ltd*



### SAW Ken Wye

Chief Executive Officer  
*CrimsonLogic Pte Ltd*



### Selwyn Sean SCHARN HORST

Director  
Industry Division  
*Ministry of Communications and Information*



### Jeremy TAN

Chairman  
*Korvac Holdings Pte Ltd*



### James TONG

Chief Executive Officer  
*Movitech*

# Subsidiaries

## SINGAPORE NETWORK INFORMATION CENTRE (SGNIC) PTE LTD

As the national registry for “.sg” domain names, the Singapore Network Information Centre (SGNIC) Pte Ltd administers the Internet domain name space in Singapore, formulating policies pertaining to “.sg” registrations and administering the registration of second-level and third-level domain names through its accredited registrars. There are more than 179,000 domain names under SGNIC’s management, which include Internationalised Domain Names that end with “新加坡” and “சிங்கப்பூர்”, the Chinese and Tamil equivalents of “.sg” respectively. SGNIC also fosters closer collaboration amongst the global Internet community and has been chairing the Asia Pacific Top Level Domain (APTLD) organisation since the beginning of 2014.

## SGNIC BOARD MEMBERS



**LEONG Keng Thai**  
Chairman  
Deputy Chief Executive  
Infocomm Development  
Authority of Singapore



**CHAN Cheow Hoe**  
Assistant Chief Executive  
Government Chief  
Information Office  
Infocomm Development  
Authority of Singapore



**Aileen CHIA**  
Assistant Chief Executive  
& Director-General  
(Telecoms & Post)  
Infocomm Development  
Authority of Singapore



**LIEW Woon Yin**  
Director  
Abundanti



**Christopher NG**  
Deputy Chief Executive  
(Regulatory)  
Media Development Authority  
Singapore



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The mission of the Infocomm Development Authority of Singapore (IDA) is to develop information technology and telecommunications within Singapore with a view to serve citizens of all ages and companies of all sizes. IDA does this by actively supporting the growth of innovative technology companies and start-ups in Singapore, working with leading global IT companies as well as developing excellent information technology and telecommunications infrastructure, policies and capabilities for Singapore.

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