

## FORM 1

Regulations 3, 4 and 5(1)

## PRESIDENTIAL ELECTIONS ACT 1991

## APPLICATION FOR CERTIFICATE OF ELIGIBILITY

I apply for a certificate of eligibility under the Presidential Elections Act 1991 on the basis of the information stated in and attached to this Form.





**Instructions to applicants**

1. There should be no blanks. Non-applicable fields should be filled in with "N/A".
2. For fields marked with an asterisk (\*), cross out any text which is not applicable.
3. For "Yes / No" questions, circle the option that applies.
4. Dates should be written in the format (DD/MM/YYYY).
5. If the space for any field is insufficient, separate sheets may be used. The information on any separate sheet must be typewritten. Each separate sheet must state the name of the applicant and must be signed by the applicant.
6. Only certified true copies of supporting documents should be provided in the first instance, but applicants should be ready to provide the originals if requested.

**Instruction to Returning Officer**

Particulars marked with a "^" must be redacted before this Form (including its Annexes) is published.

**A. PARTICULARS OF APPLICANT**

1. Name (including alias, if any) (as shown in NRIC)  NG KOK SONG	NRIC No.^  
2. Date of birth  11 / 02 / 1948	
3. Address (for correspondence)^  	Contact No.^  
4. Email address (for correspondence)^  	

<b>B. SERVICE RELIED ON</b>
For the purposes of satisfying Article 19(2)(g) of the Constitution, I seek to rely on (tick only one box)
<input type="checkbox"/> Article 19(3)(a) (Annex B1) <input type="checkbox"/> Article 19(3)(b) (Annex B2) <input checked="" type="checkbox"/> Article 19(3)(c) (Annex B3) <input type="checkbox"/> Article 19(3)(d) (Annex B4, and either Annex B1, B2 or B3 for each period of service) <input type="checkbox"/> Article 19(4)(a) (Annex B5) <input type="checkbox"/> Article 19(4)(b) (Annex B5) <input type="checkbox"/> Article 19(4)(c) (one Annex B5 for each period of service)
State the Annexes attached: ANNEX B3
<b>C. INTEGRITY, GOOD CHARACTER AND REPUTATION</b>
Complete and attach Annex C.
<b>D. EMPLOYMENT HISTORY</b>
Complete and attach Annex D.
<b>E. SUPPORTING DOCUMENTS PROVIDED</b>
Complete and attach Annex E.
<b>F. ADDITIONAL SHEETS</b>
Number of additional sheets submitted: 11 ADDITIONAL SHEETS (APPENDICES 1 - 4)

## G. DECLARATION


I, NG KOK SONG, do solemnly and sincerely declare that the information supplied by me, in this application, to be true and factual.


And I make this solemn declaration by virtue of the provisions of the Oaths and Declarations Act 2000, and subject to the penalties provided by that Act for the making of false statements in statutory declarations, conscientiously believing the statements contained in this declaration to be true in every particular.

  
.....  
Signature of Applicant

Date of declaration: 01/08/2023

Before me:

  
.....  
Signature of Commissioner for Oaths  
Justice of the Peace



Name of Commissioner for Oaths/Justice of the Peace: TAN CHYE KWEE

<p style="text-align: right;"><b>ANNEX B1</b>  <b>Service in key public offices</b>  <b>Article 19(3)(a) of the Constitution</b></p>		
<b>1. OFFICE HELD</b>		
Office held	First day of service	Last day of service
N/A		
<b>2. SUPPORTING DOCUMENTS</b>		
Attach documents showing that you held the office mentioned in Section 1.		

<div style="text-align: right;"><b>ANNEX B2</b></div> <div style="text-align: center;"><b>Service as chief executive of Fifth Schedule entity</b> <b>Article 19(3)(b) of the Constitution</b></div>			
<b>1. OFFICE HELD</b>			
Name of entity	First day of service	Last day of service	Position held during service period
N/A			
<b>2. FUNCTIONS AND RESPONSIBILITIES</b>			
Describe the functions and responsibilities of the position stated in Section 1.			
N/A			
<b>3. SUPPORTING DOCUMENTS</b>			
Attach documents evidencing appointment to the office stated in Section 1 and supporting the facts relied on in Section 2.			

<p style="text-align: right;"><b>ANNEX B3</b>  <b>Public sector discretionary limb under</b>  <b>Article 19(3)(c) of the Constitution</b></p>		
<b>1. OFFICE HELD</b>		
Office / organisation	First day of service	Last day of service
GROUP CHIEF INVESTMENT OFFICER GIC PRIVATE LIMITED	16 / 07 / 2007	01 / 02 / 2013
<b>2. COMPARABILITY OF OFFICE</b>		
<p>Describe the nature of the office stated in Section 1, your performance in that office, and explain why your service in that position has given you experience and ability that is comparable to the experience and ability of a person who satisfies Article 19(3)(a) or (b).</p>		
<p style="text-align: center;">PLEASE SEE ATTACHED <u>APPENDIX 1</u></p>		
<b>3. EXPERIENCE AND ABILITY</b>		
<p>State why you have the experience and ability to effectively carry out the functions and duties of the office of President.</p>		
<p style="text-align: center;">PLEASE SEE ATTACHED <u>APPENDIX 2</u></p>		
<b>4. SUPPORTING DOCUMENTS</b>		
<p>Attach documents evidencing appointment to the office stated in Section 1 and supporting the facts relied on in Sections 2 and 3.</p>		

<div style="text-align: right;"><b>ANNEX B4</b></div> <div style="text-align: center;"><b>Combination of 2 periods of public sector service</b> <b>Article 19(3)(d) of the Constitution</b></div>		
<b>1. FIRST PERIOD OF SERVICE</b>		
Office / organisation	First day of service	Last day of service
N/A		
This period of service falls under paragraph <i>*(a) / (b) / (c)</i> of Article 19(3).		
<b>2. SECOND PERIOD OF SERVICE</b>		
Office / organisation	First day of service	Last day of service
N/A		
This period of service falls under paragraph <i>*(a) / (b) / (c)</i> of Article 19(3).		
<b>3. ADDITIONAL ANNEXES</b>		
<p>Attach the relevant Annex (and the requisite supporting documents) for each period of service as follows:</p> <ol style="list-style-type: none"> <li>1. For service under Article 19(3)(a), attach Annex B1.</li> <li>2. For service under Article 19(3)(b), attach Annex B2.</li> <li>3. For service under Article 19(3)(c), attach Annex B3.</li> </ol> <p>Attach a separate Annex for each period of service.</p>		

<p style="text-align: right;"><b>ANNEX B5</b>  <b>Private Sector Service</b>  <b>Article 19(4)(a), (b), or (c) of the Constitution</b></p>	
<b>1. TYPE OF PRIVATE SECTOR SERVICE</b>	
<p>I seek to rely on (tick only one box):</p> <p><input type="checkbox"/> Article 19(4)(a)</p> <p><input type="checkbox"/> Article 19(4)(b)</p> <p><input type="checkbox"/> Article 19(4)(c) (both periods under Article 19(4)(a))</p> <p><input type="checkbox"/> Article 19(4)(c) (both periods under Article 19(4)(b))</p> <p><input type="checkbox"/> Article 19(4)(c) (one period under Article 19(4)(a) and one period under Article 19(4)(b))</p>	
<p>If you rely on Article 19(4)(c) for 2 periods of service in 2 different entities, complete one copy of this Annex for each entity.</p>	
<b>2. ENTITY RELIED ON</b>	
Name of entity	N/A
Type of entity	
Unique entity number or any equivalent identification number	
Country where entity is incorporated or constituted	
Is the entity the parent of a group under the accounting standards it applies?	
If you are relying on Article 19(4)(c), are you relying on Article 19(4)(a) or Article 19(4)(b) for your service in this entity?	
<b>3. PERIOD OF SERVICE RELIED ON</b>	
State the first and last day of the period of service in the entity that you are relying on to satisfy Article 19(4)(a), (b) or (c), as the case may be.	N/A
If you seek to satisfy Article 19(4)(b) for a 3-year period, or for one or both of the periods under Article 19(4)(c), state the position in which you served and seek to rely on.	



**4. SERVICE IN ENTITY**

State all the periods where you served in the entity, in any position. Use a new row for every different position held and start from the most recent period.

No.	First day of period	Last day of period	Position held	Is position equivalent to chief executive? (Y/N)
1	N/A			
2				
3				
4				
5				
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**5. FUNCTIONS AND RESPONSIBILITIES**

Describe your functions and responsibilities in the periods during which you served in the position that you seek to rely on.

N/A

6. FINANCIAL INFORMATION SUBMITTED			
<p><b>(a) Financial statements:</b> List all the financial years or financial periods during which you served in the position that you are relying on, and describe the financial statements (if any) you submitted for each financial year or financial period. Use one row for each financial year/financial period. Use financial periods only where the financial year is not over at the time of the application.</p>			
No.	First and last day of financial year/financial period	Describe the financial statements submitted for the financial year/financial period, including (a) whether the statements are consolidated; (b) whether the statements are audited; (c) if the statements are not audited, whether there are any other assurances of their reliability; (d) whether accepted accounting standards are used in preparing the statements and if not, whether the documents required under regulation 15(8) are submitted.	State the items in the financial statements you consider to be the equivalent of shareholders' equity and profit after tax (put "N/A" if the financial statements are prepared under the Singapore Accounting Standards).
1		N/A	
2			
3			
4			
5			
6			
7			
8			
9			
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<b>(b) Compliance</b>	
To the best of your knowledge and belief, does each set of financial statements described above (other than interim unaudited financial statements) comply with all the legal and regulatory requirements that apply in relation to it, including the legal and regulatory requirements that apply to the audit of the financial statements?	Yes / No  N/A
If no, provide the details of the non-compliance, including the requirement that was not complied with and any sanction imposed for the non-compliance.	
<b>(c) Explanation:</b> Give an explanation if (a) you did not submit any document required under regulation 14 or 15 for any period of service; (b) you submitted a document that does not fully comply with the requirements of regulation 14 or 15; or (c) you did not submit any financial statements for any period of service. Put "N/A" if this is not applicable.	
N/A	
<b>(d) Assurance:</b> If you did not submit any financial statements at all for any period of service, sign in the signature block below.	
I declare that, to the best of my knowledge and belief, nothing has occurred during any period of service for which I did not submit any financial statements that may negatively affect the financial position and financial performance of the entity *(and the group that the entity is the parent of) in a way that is material to this application.	..... Signature

7. SHAREHOLDERS' EQUITY				
No.	State each financial year/financial period of the entity which ended during the qualifying period in Section 3, starting from the most recent financial year/financial period.  Use financial periods only if the financial year is not over at the date of the application.	Shareholders' equity (or equivalent) at the end of the financial period (in presentation currency), based on the financial statements submitted. <sup>#</sup>  Put "N/A" if no financial statements are submitted.	Shareholders' equity at the end of the financial period (converted to Singapore dollars).	State the exchange rates used and how they were obtained
1	N/A			
2				
3				
4				
5				
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7				
8				
9				
10				

<sup>#</sup> The financial statements used for this column must be financial statements prepared using any accepted accounting standards or converted to the Singapore Accounting Standards.

## 8. PROFIT AFTER TAX

No.	State each financial year/financial period of the entity which ended during the period when you served in the position you are relying on.  Use financial periods only if the financial year is not over at the date of the application.	Profit after tax (or equivalent) for the financial year/financial period (in presentation currency), based on the financial statements submitted. <sup>#</sup>  Put "N/A" if no financial statements are submitted.	Profit after tax for the financial year/financial period (in Singapore dollars)  Put "N/A" if the entity uses only one presentation currency.	If you served in the position you are relying on for only part of the financial year/financial period, state the first and last days of the financial year/financial period where you served as the chief executive.	If you served in the position you are relying on for only part of the financial year/financial period, state the pro-rated profit for the financial year/financial period.
1	N/A				
2					
3					
4					
5					
6					
7					
8					
9					
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<sup>#</sup> The financial statements used for this column must be financial statements prepared using any accepted accounting standards or converted to the Singapore Accounting Standards.

<b>9. DECLARATION OF SOLVENCY</b>	
This section applies only if the applicant is relying on service in a company for the purposes of Article 19(4)(a) (including for one or both of the 2 periods under Article 19(4)(c)).	
<b>(a) Last day of service</b>	
What is your last day of service in the position you are relying on, as at the date of the writ?	N/A
<b>(b) Declaration: Sign against the applicable declaration</b>	
(1) I declare that, within 3 years after my last day of service, the company has not been subject to any insolvency event within the meaning of regulation 32.	..... Signature
(2) I declare that, within 3 years after my last day of service, the company has been subject to an insolvency event within the meaning of regulation *32(2)(b)/(3)(a)/(3)(b), but its assets exceeded its liabilities at the time of the insolvency event.	..... Signature
(3) I declare that, from my last day of service to the date of the writ, the company has not been subject to any insolvency event within the meaning of regulation 32.	..... Signature
(4) I declare that, from my last day of service to the date of the writ, the company has been subject to an insolvency event within the meaning of regulation *32(2)(b)/(3)(a)/(3)(b), but its assets exceeded its liabilities at the time of the insolvency event.	..... Signature
<b>(c) Supporting documents</b>	
If you signed declaration (1) or (3), provide supporting documents (e.g. a company register search or a winding-up search) showing that the company has not been wound up at the relevant date.	
<b>(d) Details of insolvency event</b>	
If you signed declaration (2) or (4), provide details of the insolvency event and attach proof that the company's assets exceeded its liabilities at the time of the insolvency event.	N/A

**10. QUALITATIVE CRITERIA**

Fill in this section only if you are relying on Article 19(4)(b) for your service in this entity.

**(a) Comparability of position:** Explain, with reference to the position you are relying on, the size and complexity of the entity and your performance in the position, why you consider yourself to have experience and ability that is comparable to a person who has served as the chief executive of a typical company with at least \$500 million in shareholders' equity and who satisfies Article 19(4)(a).

N/A

**(b) Experience and ability:** Explain why you consider yourself to have the experience and ability to effectively carry out the functions and duties of the office of President, having regard to any matter you think is relevant.

N/A

ANNEX C Integrity, Good Character and Reputation				
<b>1. CONVICTIONS</b>				
Have you ever been convicted of an offence by a court of law in Singapore or elsewhere?				Yes / <input checked="" type="checkbox"/> No
If yes, provide the details below.				
No.	Nature of offence	Date of conviction	Court	Date of pardon (if any)
1				
2				
3				
4				
5				
<b>2. BANKRUPTCY</b>				
Have you ever been made a bankrupt, whether in Singapore or elsewhere?				Yes / <input checked="" type="checkbox"/> No
If yes, provide the details below.				
No.	Date of bankruptcy order	Court	Date of discharge (if any)	
1				
2				
3				
4				
5				



3. DISCIPLINARY OR REGULATORY PROCEEDINGS				
Have you ever been subject to disciplinary or regulatory proceedings, whether in Singapore or elsewhere?				Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If yes, provide the details below.				
No.	Date of proceedings	Disciplinary body	Nature of proceedings (including any charge, complaint or claim, by whatever name called)	Outcome (including findings made and any sanctions ordered)
1				
2				
3				
4				
5				
4. OTHER LEGAL PROCEEDINGS				
Has an injunction or a similar order (including a personal protection order) been sought against you in any legal proceedings in Singapore or elsewhere?				Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If yes, provide the details below.				
No.	Date of proceedings	Court	Nature of proceedings (including the relief sought against you)	Outcome (including any order made against you)
1				
2				
3				
4				
5				

## 5. CHARACTER REFERENCES

Provide typed and signed references from 3 persons, who must have known you for at least 2 years and who must not be your relatives. The references must be in separate sealed envelopes with your name written on the envelope.

Provide the details of your referees below.

### Referee 1

Name	LEE BOON YANG
NRIC No.^	████████
Occupation	RETIRED
Relationship to you	OLD SCHOOLMATE AND FRIEND
Length of time which referee has known you	NEARLY 65 YEARS
Address^	██
Contact No.^	████████
Email address^	████████████████████

### Referee 2

Name	ELIZABETH SAM (MRS)
NRIC No.^	████████
Occupation	RETIRED BANKER
Relationship to you	EX-COLLEAGUE
Length of time which referee has known you	NEARLY 53 YEARS
Address^	██
Contact No.^	████████
Email address^	████████████████████

<b>Referee 3</b>	
Name	GEORGE YONG-BOON YEO
NRIC No.^	██████████
Occupation	VISITING SCHOLAR, LEE KUAN YEW SCHOOL OF PUBLIC POLICY
Relationship to you	FRIEND
Length of time which referee has known you	25 YEARS
Address^	██
Contact No.^	██████████
Email address^	████████████████████

ANNEX D			
Current Employment and Employment History			
No.	Period	Employer	Job Description
1		PLEASE SEE ATTACHED APPENDIX 3	
2			
3			
4			
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**ANNEX E**  
**List of Supporting Documents**

State all the supporting documents you provided (e.g. appointment letters, financial statements, character references), even if the documents have been stated elsewhere in the application.

No.	Date of document	Description of document
1	PLEASE SEE ATTACHED APPENDIX 4	
2		
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**APPENDIX 1**

<b>ANNEX B3</b> <b>Public sector discretionary limb under</b> <b>Article 19(3)(c) of the Constitution</b>
<b>2. COMPARABILITY OF OFFICE</b>
<p>Describe the nature of the office stated in Section 1, your performance in that office, and explain why your service in that position has given you experience and ability that is comparable to the experience and ability of a person who satisfies Article 19(3)(a) or (b).</p> <p>I submit that I meet the requirements under clauses 19(2) and 19(3)(c) of the Constitution. I served in GIC Private Limited (“GIC”) from 1 July 1986 to 1 February 2015, and was GIC’s Group Chief Investment Officer (“GCIO”) from 16 July 2007 until 1 February 2013<sup>1</sup>. GIC is a company listed under Part 2 of the Fifth Schedule of Singapore’s Constitution. The period of my service as GCIO exceeded 3 years and falls wholly within 20 years of a writ of election called in 2023.</p> <p>In an investment company, the GCIO is as significant as a chief executive officer (“CEO”).</p> <p>GIC did not have a CEO position until 2017<sup>2</sup>. During my time as GCIO, there was a Group Managing Director (later re-designated Group President) whom I reported administratively to. Notably, GIC’s first CEO appointed in 2017 is Mr Lim Chow Kiat – who succeeded me as GIC’s GCIO when I retired in 2013<sup>3</sup>.</p> <p>As GIC’s GCIO, I was responsible and accountable for GIC’s investment performance. I led GIC to deliver the investment returns which was GIC’s mission for Singapore. I made key investment decisions, developed and implemented group strategies for GIC and steered GIC through various financial crises. I retired as GCIO in Feb 2013 after spending 27 years in GIC. For year ended 31 Mar 2013, GIC’s annualised 20-year real rate of return was 4.0%. In USD nominal terms, GIC achieved an annualised return of 6.5% over the 20-year time period<sup>4</sup>. This was achieved under my stewardship.</p> <p>I also served on GIC’s Board of Directors chaired by Mr Lee Kuan Yew from 1 December 1999 to 1 February 2013. I was accountable to the Board for GIC’s investment performance</p>

<sup>1</sup> See GIC’s Letter dated 31 July 2023 confirming period of service/appointments of Ng Kok Song.

<sup>2</sup> See GIC Annual Report 2016/2017, Page 7 – “New Appointments”. (<https://www.gic.com.sg/wp-content/uploads/2021/03/GIC-Annual-Report-2016-2017.pdf>)

<sup>3</sup> See GIC Announcement “Lim Chow Kiat Succeeds Ng Kok Song as GIC’s Group Chief Investment Officer” dated 4 January 2013. (<https://www.gic.com.sg/newsroom/news/lim-chow-kiat-succeeds-ng-kok-song-as-gics-group-chief-investment-officer/>)

<sup>4</sup> See GIC Annual Report 2012/2013, Page 2, “Performance” ([https://www.gic.com.sg/wp-content/uploads/2021/03/GIC\\_Report\\_2013.pdf](https://www.gic.com.sg/wp-content/uploads/2021/03/GIC_Report_2013.pdf)).

  
NG KOK SONG

and represented management in responding to questions fielded by the Board members. CEOs similarly serve on and are accountable to their corporate boards.

As GCIO, I was a member of GIC's Group Executive Committee ("GEC") - the highest management body in GIC chaired by then GIC's deputy Chairman and executive director Dr Tony Tan. Apart from investment and risk policy issues, the GEC also reviewed and approved major personnel, business and operational policies that apply to the entire GIC. During these years, I had the privilege to help identify and nurture talent within the GIC for leadership continuity. Many of the top management in GIC today were those that I mentored directly or indirectly, and others are also contributing back to Singapore in the financial industry and the wider community.

I also played a key role in developing GIC into a widely respected sovereign wealth fund, known for prudence, competence and integrity. From 1986 to the time I left, GIC grew from 3 to 9 offices and from a staff strength of 54 to over 1000 with different nationalities and diverse backgrounds. GIC also developed into a world-class organisation during this time. This was important for the vision for Singapore to develop the personnel capability of managing Singapore's reserves ourselves<sup>5</sup>.

In recognition of my service to Singapore, I was awarded the Meritorious Service Medal in 2012<sup>6</sup>.

My contributions to GIC during my tenure have also been recognised by the Prime Minister (as Chairman of GIC) in his valedictory letter dated 3 January 2013 to me<sup>7</sup>.

I strongly believe that my experience and ability amassed over my time in GIC is comparable to the experience and ability of a person who satisfies Article 19(3)(b) of the Constitution of Singapore.

<sup>5</sup> See Speech by Minister Mentor Lee Kuan Yew at GIC 30th Anniversary Dinner, 9 May 2011 at Shangri-La Hotel. (<https://www.pmo.gov.sg/Newsroom/speech-minister-mentor-lee-kuan-yew-gic-30th-anniversary-dinner-9-may-2011-shangri-la>)

<sup>6</sup> See Government Gazette, National Day Honours 2012, Meritorious Service Medal (*Pingat Jasa Gemilang*) – Ng Kok Song and letter from GIC Chairman Lee Hsien Loong dated 3 January 2013 (Meritorious Service Medal).

<sup>7</sup> See letter from GIC Chairman Lee Hsien Loong dated 3 January 2013 (Valedictory).



NG KOK SONG

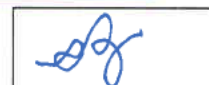
## APPENDIX 2

<b>ANNEX B3</b> <b>Public sector discretionary limb under</b> <b>Article 19(3)(c) of the Constitution</b>
<b>3. EXPERIENCE AND ABILITY</b>
<p>State why you have the experience and ability to effectively carry out the functions and duties of the office of President.</p> <p>Under the Constitution, the President is the Head of State and is vested with a number of custodial powers – including to safeguard Singapore’s reserves.</p> <p>I devoted more than 42 years of my career initially playing a part in its establishment, and thereafter to grow and preserve Singapore’s reserves. For my services in reserves management, I was awarded the Public Administration Medal (Gold)<sup>1</sup> (1996) and the Meritorious Services Medal 2012<sup>2</sup>. Significantly, the Meritorious Service Medal is awarded to a “<i>person who has performed within Singapore, service of conspicuous merit characterized by resource and devotion to duty, including long service marked by exceptional ability merit and exemplary conduct</i>”<sup>3</sup>.</p> <p>I deeply understand the importance of Singapore’s national reserves and its role as a buffer for Singapore in times of crisis, and that it is a key pillar in enhancing the stability of the Singapore social fabric and economy. Singapore is highly exposed to the unpredictability of the global economy. I know first-hand that amassing Singapore’s reserves to what it is today was not an easy task and I am acutely aware that the reserves should be used judiciously. I strongly believe I am well placed to safeguard Singapore reserves for the present, and for future generations.</p> <p>Currently, I am the executive Chairman of Avanda Investment Management Pte Ltd (“<b>Avanda</b>”) – a Singapore company which I founded in 2015 to offer investment services to public agencies, endowments and foundations, and family offices in Singapore and abroad. In addition to governance oversight and board leadership, I am closely involved in developing Avanda’s business and investment strategies, reviewing its financials and progress, and driving growth.</p>

<sup>1</sup> See Government Gazette, National Day Honours 1996, Public Administration Medal (Gold) (*Pingat Pentadbiran Awam (Emas)*) – Ng Kok Song

<sup>2</sup> See Government Gazette, National Day Honours 2012, Meritorious Service Medal (*Pingat Jasa Gemilang*) – Ng Kok Song

<sup>3</sup> See reference from Prime Minister’s Office, Singapore - The Meritorious Service Medal (*Pingat Jasa Gemilang*) (<https://www.pmo.gov.sg/National-Day-Awards/Information-On-Medals/The-Meritorious-Service-Medal-Pingat-Jasa-Gemilang>).



NG KOK SONG



The President also exercises powers to veto appointments of key public officers and serves a protective function in the investigation, detention or restraint of person(s) under certain Acts. My career began in 1970 and over the years, I have had the opportunity to meet, interact and work with a spectrum of people in the public and private sectors, both locally and internationally, in good times and bad and over extended periods of time. From all this experience, I believe that I am a good judge of character and people. I can and will make difficult decisions (within the parameters of the President's powers) if needed to uphold the integrity of the system and values it is designed to protect.

The President is also head of the State – representing Singapore on the international stage. I am privileged to have had the opportunity to interact and collaborate with senior people in the international financial industry.

I sat on the Global Advisory Board of Pacific Investment Management Company LLC (“**PIMCO GAB**”) alongside *inter alia* Ben Bernanke, Gordon Brown and Mark Carney from 2015<sup>4</sup>. I stepped down from the PIMCO GAB when I announced my wish to run for the office of the elected President.

I was awarded the Thomas L Hansberger Leadership in Global Investment Award by the CFA Institute in 2013 for my contribution to the investment industry in integrating investment organizations and capital markets worldwide<sup>5</sup>.

In the early 1980s, I served as founding Chairman of the Singapore International Monetary Exchange (“**SIMEX**”). SIMEX collaborated with the Chicago Mercantile Exchange to launch the Mutual Offset System which was one of the earliest exchange linkages in the history of the derivatives industry<sup>6</sup>. In recognition of my work in the international futures industry, I was inducted into the Futures Hall of Fame by the Futures Industry Association in 2009<sup>7</sup>.

<sup>4</sup> See PIMCO Press Releases “*PIMCO Creates Global Advisory Board of Five Leading Global Economic and Policy Experts*” dated 7 Dec 2015; and “*PIMCO Adds Economist and Central Banker Mark Carney to its Global Advisory Board*” dated 17 September 2020.

<sup>5</sup> See - CFA Institute Awards - Thomas L Hansberger Leadership in Global Investment Award 2013 - Ng Kok Song (<https://www.cfainstitute.org/-/media/documents/corporate-record/award-recipients.pdf>); and CFA Institute article “*Singapore's Ng Kok Song Joins CFA Institute Effort to Shape a More Trustworthy Financial Industry*” dated 22 May 2013 (<https://www.cfainstitute.org/en/about/press-releases/2013/singapores-ng-kok-song-joins-cfa-institute-effort-to-shape-a-more-trustworthy-financial-industry>).

<sup>6</sup> See “*Founding Futures*” – documentary produced by SGX (11 May 2017) at <https://www.sgx.com/founding-futures>; Mr Ravi Menon's reference to Ng Kok Song at “*SIMEX – 30<sup>th</sup> Founding Anniversary*” on 4 December 2014 published on MAS website. (<https://www.mas.gov.sg/news/speeches/2014/remarks-at-simex-hall-of-fame>); and letter from Singapore Exchange Derivatives Trading Limited to Ng Kok Song confirming period of appointment as Chairman, SIMEX dated 25 July 2023.

<sup>7</sup> See Futures Industry Association (“**FIA**”) Hall of Fame Inductees – Ng Kok Song 2009 (<https://www.fia.org/hall-fame/articles/ng-kok-song>).



NG KOK SONG

From 2000 to 2014, I served as a member of the Strategic Committee of Agency France Tresor which advises the French Tresor on key principles of its cash management and issuing policy<sup>8</sup>. For my service, the Government of France conferred the awards of “*Order of the Legion d’Honneur*” and “*Officer de l’ordre National du Merite*” to me in 2004<sup>9</sup> and 2011<sup>10</sup>.

Closer to home, I also served on the Governing Board of the Lee Kuan Yew School of Public Policy for four years<sup>11</sup>, and currently serve on the Board of Governors of the Asia School of Business in Malaysia<sup>12</sup>.

Representing Singapore and flying our country’s flag high in the international arena is something that I have considerable experience in.

The President is also a symbol of unity for the people of Singapore. I am well placed to play a unifying role of the President as I do not and have not had any political affiliation.

From my humble roots growing up in a kampong in Kangkar as a son of a fish auctioneer, I have benefited greatly from Singapore’s meritocratic system<sup>13</sup>. I want to inspire Singaporeans to know that - regardless of race, language or religion – Singapore is a place where one can reap the harvest of hard work. This is our home - where we can raise families, nurture the next generation and grow old together, as one united people.

I am also conscious that we, as a society, should strive to care for those affected by life limiting illnesses, and support caregivers in caring for their loved ones<sup>14</sup>.

I am a son of Singapore and I want to give back to the nation. I fully understand the gravity of the office of President and believe I have the qualities and tenacity to serve Singapore and can work with the Government of the day for the interests of Singapore to secure our future.

<sup>8</sup> See letter from Jean Lemierre, Ministry of Economics and Finance (France) to Ng Kok Song dated 25 Jan 2000.

<sup>9</sup> See letter from Jean-Pierre Jouyet, Ministry of Economics and Finance (France) to Ng Kok Song dated 2 Apr 2004.

<sup>10</sup> See letter from Olivier Caron, Ambassador of France to Ng Kok Song dated 27 Sep 2011.

<sup>11</sup> See email and letters from Mr Goh Chok Tong dated 16 Feb 2017 (email), 15 Mar 2021 (letter) and 31 Mar 2023 (letter) to Ng Kok Song RE: the Governing Board of Lee Kuan Yew School of Public Policy.

<sup>12</sup> See invitation letter from Zeti Akhtar Aziz and Richard L. Schmalensee to Ng Kok Song RE: Board of Governors of Asia School of Business dated 4 Jan 2016.

<sup>13</sup> See Straits Times article “*GIC chief Ng Kok Song’s unlikely fishing village roots*” dated 8 April 2012 (<https://www.straitstimes.com/singapore/gic-chief-ng-kok-song-s-unlikely-fishing-village-roots>)

<sup>14</sup> Based on experience as Chairman of the Lien Centre for Palliative Care (2008-2012). See (i) email from Mrs Margaret Lien to Ng Kok Song dated 23 Jan 2008, and (ii) letters from Prof Ranga Krishnan, Duke-NUS Graduate Medical School to Ng Kok Song dated 28 May 2008 and 12 Aug 2010 RE: appointment/re-appointment as Chairman.



NG KOK SONG

**APPENDIX 3**

<b>ANNEX D</b>			
<b>Current Employment and Employment History</b>			
<b>No.</b>	<b>Period</b>	<b>Employer</b>	<b>Job Description</b>
1	04/2015 – Present	Avanda Investment Management Pte Ltd	<ul style="list-style-type: none"> <li>▪ Executive Chairman</li> <li>▪ Director</li> </ul>
2	02/2013 – 02/2015	GIC Private Limited	<ul style="list-style-type: none"> <li>▪ Advisor to GIC Group Executive Committee</li> <li>▪ Chairman of Global Investments</li> <li>▪ Member of International Advisory Board</li> </ul>
3	07/2007 – 02/2013	GIC Private Limited	<ul style="list-style-type: none"> <li>▪ Group Chief Investment Officer</li> <li>▪ Managing Director</li> </ul>
4	04/1999 – 07/2007	GIC Private Limited	<ul style="list-style-type: none"> <li>▪ Managing Director, Public Markets</li> </ul>
5	07/1989 – 04/1999	GIC Private Limited	<ul style="list-style-type: none"> <li>▪ Deputy Managing Director, Managing Director's Office</li> </ul>
6	08/1986 – 07/1989	GIC Private Limited	<ul style="list-style-type: none"> <li>▪ Director, Equities &amp; Bond Departments</li> </ul>
7	07/1986 – 08/1986	GIC Private Limited	<ul style="list-style-type: none"> <li>▪ Director, Bond Department (Transferred from MAS)</li> </ul>
8	04/1985 – 07/1986	Monetary Authority of Singapore	<ul style="list-style-type: none"> <li>▪ Director, International (Transferred to GIC)</li> </ul>
9	04/1981 – 03/1985	Monetary Authority of Singapore	<ul style="list-style-type: none"> <li>▪ Manager, International</li> </ul>
10	12/1980 – 03/1981	Monetary Authority of Singapore	<ul style="list-style-type: none"> <li>▪ Manager, Banking &amp; Insurance</li> </ul>
11	08/1980 – 11/1980	Monetary Authority of Singapore	<ul style="list-style-type: none"> <li>▪ Manager, Personnel / Special Duties</li> </ul>



**NG KOK SONG**

**Form 1 - Presidential Elections Act 1991**  
**Application for Certificate of Eligibility- Ng Kok Song**  
**Annex D (Pages 1-2)**

12	07/1976 – 07/1980	Monetary Authority of Singapore	▪ Deputy Manager, International [Postgraduate Study Stanford University Sep 79 – Jun 80]
13	09/1974 – 06/1976	Monetary Authority of Singapore	▪ Manager, Investment & Exchange Controls
14	07/1974 – 08/1974	Monetary Authority of Singapore	▪ Assistant Manager, Investment & Exchange Controls
15	01/1974 – 06/1974	Monetary Authority of Singapore	▪ Acting Assistant Manager, Investment & Exchange Controls
16	01/1971 – 12/1973	Monetary Authority of Singapore	▪ Senior Officer, Investment & Exchange Controls
17	05/1970 – 12/1970	Ministry of Finance	▪ Administrative Office
18	01/1967 – 06/1967	Ministry of Education	▪ Relief Teacher



NG KOK SONG

**APPENDIX 4**

ANNEX E List of Supporting Documents		
State all the supporting documents you provided (e.g. appointment letters, financial statements, character referees), even if the documents have been stated elsewhere in the application.		
No.	Date of Document	Description of Document
1	31/07/2023	Letter from GIC confirming period of service / appointments of Ng Kok Song dated 31 Jul 2023.
2	2016/2017	GIC Annual Report 2016/2017. ( <a href="https://www.gic.com.sg/wp-content/uploads/2021/03/GIC-Annual-Report-2016-2017.pdf">https://www.gic.com.sg/wp-content/uploads/2021/03/GIC-Annual-Report-2016-2017.pdf</a> )
3	04/01/2013	GIC Announcement “Lim Chow Kiat Succeeds Ng Kok Song as GIC’s Group Chief Investment Officer” dated 4 January 2013. ( <a href="https://www.gic.com.sg/newsroom/news/lim-chow-kiat-succeeds-ng-kok-song-as-gics-group-chief-investment-officer/">https://www.gic.com.sg/newsroom/news/lim-chow-kiat-succeeds-ng-kok-song-as-gics-group-chief-investment-officer/</a> )
4	2012/2013	GIC Annual Report 2012/2013. ( <a href="https://www.gic.com.sg/wp-content/uploads/2021/03/GIC_Report_2013.pdf">https://www.gic.com.sg/wp-content/uploads/2021/03/GIC_Report_2013.pdf</a> )
5	09/05/2011	Speech by Minister Mentor Lee Kuan Yew at GIC 30th Anniversary Dinner, 9 May 2011 at Shangri-La Hotel. ( <a href="https://www.pmo.gov.sg/Newsroom/speech-minister-mentor-lee-kuan-yew-gic-30th-anniversary-dinner-9-may-2011-shangri-la">https://www.pmo.gov.sg/Newsroom/speech-minister-mentor-lee-kuan-yew-gic-30th-anniversary-dinner-9-may-2011-shangri-la</a> )
6	09/08/2012	Government Gazette (extract), National Day Honours 2012, Meritorious Service Medal ( <i>Pingat Jasa Gemilang</i> ) – Ng Kok Song
7	03/01/2013	Letter from GIC Chairman Lee Hsien Loong to Ng Kok Song (Meritorious Service Medal) dated 3 Jan 2013.
8	03/01/2013	Letter from GIC Chairman Lee Hsien Loong to Ng Kok Song (Valedictory) dated 3 Jan 2013.

  
 NG KOK SONG



**Form 1 - Presidential Elections Act 1991**  
**Application for Certificate of Eligibility- Ng Kok Song**  
**Annex E (Pages 1-4)**

9	09/08/1996	Government Gazette (extract), National Day Honours 1996, Public Administration Medal (Gold) ( <i>Pingat Pentadbiran Awam (Emas)</i> ) – Ng Kok Song.
10	28/07/2023 (Printing Date)	Reference from Prime Minister's Office, Singapore - The Meritorious Service Medal ( <i>Pingat Jasa Gemilang</i> ). ( <a href="https://www.pmo.gov.sg/National-Day-Awards/Information-On-Medals/The-Meritorious-Service-Medal-Pingat-Jasa-Gemilang">https://www.pmo.gov.sg/National-Day-Awards/Information-On-Medals/The-Meritorious-Service-Medal-Pingat-Jasa-Gemilang</a> ).
11	07/12/2015	PIMCO Press Release " <i>PIMCO Creates Global Advisory Board of Five Leading Global Economic and Policy Experts</i> " dated 7 Dec 2015.
12	17/09/2020	PIMCO Press Release " <i>PIMCO Adds Economist and Central Banker Mark Carney to its Global Advisory Board</i> " dated 17 September 2020. ( <a href="https://www.pimco.com.sg/en-sg/our-firm/press-release/2020/pimco-adds-economist-and-central-banker-mark-carney-to-its-global-advisory-board">https://www.pimco.com.sg/en-sg/our-firm/press-release/2020/pimco-adds-economist-and-central-banker-mark-carney-to-its-global-advisory-board</a> )
13	05/2013 19/05/2013	CFA Institute Awards - Thomas L Hansberger Leadership in Global Investment Award 2013 - Ng Kok Song. ( <a href="https://www.cfainstitute.org/-/media/documents/corporate-record/award-recipients.pdf">https://www.cfainstitute.org/-/media/documents/corporate-record/award-recipients.pdf</a> )
14	22/05/2013	CFA Institute article " <i>Singapore's Ng Kok Song Joins CFA Institute Effort to Shape a More Trustworthy Financial Industry</i> " dated 22 May 2013. ( <a href="https://www.cfainstitute.org/en/about/press-releases/2013/singapores-ng-kok-song-joins-cfa-institute-effort-to-shape-a-more-trustworthy-financial-industry">https://www.cfainstitute.org/en/about/press-releases/2013/singapores-ng-kok-song-joins-cfa-institute-effort-to-shape-a-more-trustworthy-financial-industry</a> .)
15	11/05/2017	"Founding Futures" – documentary produced by SGX at <a href="https://www.sgx.com/founding-futures">https://www.sgx.com/founding-futures</a> .
16	04/12/2014	Mr Ravi Menon's speech at "SIMEX – 30th Founding Anniversary" on 4 December 2014 published on MAS website. ( <a href="https://www.mas.gov.sg/news/speeches/2014/remarks-at-simex-hall-of-fame">https://www.mas.gov.sg/news/speeches/2014/remarks-at-simex-hall-of-fame</a> )
17	25/07/2023	Letter from Singapore Exchange Derivatives Trading Limited to Ng Kok Song confirming period of appointment as Chairman, SIMEX dated 25 July 2023.



NG KOK SONG

**Form 1 - Presidential Elections Act 1991**  
**Application for Certificate of Eligibility- Ng Kok Song**  
**Annex E (Pages 1-4)**

18	2009	Futures Industry Association (“FIA”) Hall of Fame Inductees – Ng Kok Song 2009 ( <a href="https://www.fia.org/hall-fame/articles/ng-kok-song">https://www.fia.org/hall-fame/articles/ng-kok-song</a> ).
19	25/01/2000	Letter from Jean Lemierre, Ministry of Economics and Finance (France) to Ng Kok Song dated 25 Jan 2000.
20	02/04/2004	Letter from Jean-Pierre Jouyet, Ministry of Economics and Finance (France) to Ng Kok Song dated 2 Apr 2004.
21	27/09/2011	Letter from Olivier Caron, Ambassador of France to Ng Kok Song dated 27 Sep 2011
22	16/02/2017	Emails between Goh Chok Tong to Ng Kok Song RE: appointment on Lee Kuan Yew School of Public Policy (“LKYSPP”) Governing Board for period 1 Apr 2017 to 31 Mar 2019.
23	15/03/2021	Letter from Goh Chok Tong and Ng Kok Song RE: re-appointment on LKYSPP Governing Board for period 1 Apr 2021 to 31 Mar 2023 dated 15 Mar 2021.
24	31/03/2023	Appreciation Letter from Goh Chok Tong to Ng Kok Song RE: service on LKYSPP Governing Board dated 31 Mar 2023.
25	04/01/2016	Invitation letter from Zeti Akhtar Aziz and Richard L. Schmalensee to Ng Kok Song RE: Board of Governors of Asia School of Business dated 4 Jan 2016.
26	08/04/2012	Straits Times article “GIC chief Ng Kok Song’s unlikely fishing village roots” dated 8 Apr 2012. ( <a href="https://www.straitstimes.com/singapore/gic-chief-ng-kok-song-s-unlikely-fishing-village-roots">https://www.straitstimes.com/singapore/gic-chief-ng-kok-song-s-unlikely-fishing-village-roots</a> )
27	23/01/2008	Email from Mrs Margaret Lien to Ng Kok Song to chair Lien Centre for Palliative Care dated 23 Jan 2008.
28	28/05/2008	Letter from Prof Ranga Krishnan, Duke-NUS Graduate Medical School to Ng Kok Song RE: appointment as Chairman, Lien Centre for Palliative Care dated 28 May 2008.

  
 NG KOK SONG

**Form 1 - Presidential Elections Act 1991**  
**Application for Certificate of Eligibility- Ng Kok Song**  
**Annex E (Pages 1-4)**

29	12/08/2010	Letter from Prof Ranga Krishnan, Duke-NUS Graduate Medical School to Ng Kok Song RE: re-appointment on Lien Centre for Palliative Care dated 12 Aug 2010.
30	26/07/2023	Character Reference for Ng Kok Song from <u>Lee</u> Boon Yang (Dr) (Character Referee 1) [Annex C – Part 5].
31	25/07/2023	Character Reference for Ng Kok Song from Elizabeth <u>Sam</u> (Mrs) (Character Referee 2) [Annex C – Part 5].
32	31/07/2023	Character Reference for Ng Kok Song from BG (Res) George Yong-Boon <u>Yeo</u> (Character Referee 3) (Annex C-Part 5).

  
NG KOK SONG