



Mr Ronald Chan
Chief Investment Officer
Chartwell Capital Limited
Room 1702, New World Tower
18 Queen's Road Central
Hong Kong

October 12, 2021

Dear Ronald,

We at NWS are always grateful for your insightful suggestions and always welcome ideas from our valued partners and shareholders like you.

We completely agree with your suggestion on debt reduction and we are very pleased to show that there was a 34% reduction in finance cost YoY in our FY2021 annual results and the net gearing ratio decreased from 31% in FY2020 to 25% in FY2021. We expect the net gearing ratio may decrease further as we complete our pending disposals over the next quarter and we have just announced the completion of the Xiamen Container Terminal Group disposal which should recuperate approximately HK\$19 billion. We will continue to look for various opportunities to improve our earnings through the reduction of our financing cost similar but not limited to the bond buyback via a tender offer in April 2021.

Your idea on higher dividend is well noted. Since we have adopted the sustainable and progressive dividend policy in FY2019 to align with the business transformation, we have raised our dividend for the first time in our final dividend in FY2021 by 3.4% YoY to HK\$0.3 per share in order to enhance the value to our shareholders, even in the midst of COVID. We remain committed to delivering value to shareholders along our growth journey and our long standing dividend record shows our commitment to our shareholders.

Last but not the least, we appreciate your feedback on FTLife Insurance. NWS has made various disclosure improvements for further transparency over the past few years, this year we have included a more detailed discussions on FTLife such as the breakdown of investment portfolio and its overall investment return. We will continue to work on the overall disclosure of NWS as well as for FTLife Insurance and we believe the improved disclosure will help investors to evaluate the company and show our intrinsic value in a more efficient way.

新創建集團有限公司 NWS HOLDINGS LIMITED
(incorporated in Bermuda with limited liability)

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We look forward to moving forward with you and unlocking our intrinsic value for all shareholders. Should you have any questions, please feel free to contact Mr Ben Wong, General Manager of Corporate Development and Investment, at benwong@nws.com.hk or 2131 6906 and myself.

Sincerely,



Gilbert Ho
Executive Director

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