

October 9, 2020

Mr. Gilbert Ho  
Executive Director  
28/F New World Tower,  
18 Queen's Road Central,  
Hong Kong

Dear Mr. Ho,

We hope this letter finds you and your company well.

Following our initial letter dated January 17, 2020 and your reply on March 4, 2020, Chartwell would like to congratulate NWS (the "Company") on the disposal of New World First Ferry and NWS Transport Services this year. We appreciate your receptiveness to our recommendation to divest non-core assets and are confident that NWS will continue to create shareholder value using its financial acumen.

On the ESG front, we offer our sincere compliments on NWS's inclusion into the Hang Seng Corporate Sustainability Index and the Hang Seng ESG50 Index. After reading your 2020 interim report in March, we noticed the increased level of transparency in reporting on business segments such as toll roads and logistics, as proposed. We look forward to seeing further ESG improvements to elevate the Company's profile. As a shareholder, we extend our thanks and would like to offer further suggestions:

**1. Increase shareholder value through share buybacks, special dividends or debt reduction**

As NWS continues to streamline its business by conducting non-core asset disposals, we propose allocating part of the disposal proceeds towards share buybacks, special dividends or debt reduction. This corporate action will increase shareholder value and demonstrate the Company's commitment to its progressive dividend policy.

**2. Further promote core insurance business in the market**

Having acquired FTLife for HKD21 billion in late-2019, we believe that the Company can divert more resources towards marketing its core insurance business. As a prominent insurance player in Hong Kong with the potential to expand into the Greater Bay Area, FTLife can realize tremendous value given NWS's current market capitalization of HKD25 billion.

This will serve to (1) increase investor confidence in NWS in light of recent challenges in other core segments, and (2) lower its conglomerate discount.

We hope you will continue to consider our suggestions. Thank you for your time and please do contact us if you have any questions.

Sincerely,



Ronald W. Chan  
Chief Investment Officer  
Chartwell Capital Limited