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| **Strength** | **Strength**  Net Leverage Ratio is below 5X (As adopted by HSBC internal Benchmarking) and improving from 2020 to 2022 after the merger. Showing the ability of company to meet its financial obligations. Furthermore,  Interest Coverage Ratio is greater than 2x (As adopted by HSBC internal Benchmarking) and improving from 2020-2022 after the merger, showing company’s ability to meet interest expenses. | |
| **Strength** | **Strength**  The annual cost savings from the acquisition (e.g., removing duplicate costs, increased efficiencies, etc.) are increasing from 2020-2022 contributing overall in the positive financial performance. | |
| **Strength** | **Strength** The broader QSR market is growing at a strong 5-6% annual growth rate globally  The Premium segment is growing significantly faster, underpinned by long-term changes in consumer preference  Consumers are increasingly prioritizing quality and experience over price  Premium offerings have higher margins and more resilient customer bases. |

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| **Risk** | **Risk**  Medium **Economic risk** in countries like Malaysia and Hong Kong can affect the company’s operation.  **Mitigant(s)**  Malaysia has a high level of private debt but also have low inflation and a resilient banking sector.  Hong Kong on the other hand had strong public debt and liquidity position and both are suitable for businesses. |
| **Risk** | **Risk**  Hong Kong has a medium political risk arises due to tension between China and US.  **Mitigant(s)**  Hong Kong is also a gateway to mainland China with a sound business environment. |
| **Risk** | **Risk**  Japan has a risk of aging population.  **Mitigant(s)**  With Premium products designed for the local population, this risk can be mitigated easily. |

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