HOTEL SECTOR REPORT

CLEARER SKIES

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Summary

The economic prospects of Sri Lanka's post-war development hinge primarily on a few key industries; among these, tourism has emerged as a frontrunner. A sector that is positioned to benefit directly from the anticipated boom in tourism is the Sri Lankan hotel industry. After nearly 3 decades of operating in an extremely challenging environment amid the military conflict, the outlook on the industry has now completely turned around; and it is expected to play a wider role in Sri Lanka's future economic development. According to the Central Bank of Sri Lanka ("CBSL"), the hotel industry only contributes around 2% to the country's gross domestic product ("GDP") at the moment.

The domestic hotel industry comprises tourist hotels that are graded establishments, along with other establishments such as guest houses, inns and youth hostels registered with the Sri Lanka Tourism Development Authority ("SLTDA"). With tourist arrivals into the country hitting a record high of over 650,000 last year, the hotel sector recorded an average occupancy rate of nearly 70%. During peak periods, occupancy levels exceeded 90%. Increased demand has enabled hotel operators to elevate their room rates, leading to stronger revenues and broader margins for most establishments.

Looking ahead, the sector's growth prospects appear very promising, particularly in the short to medium term. According to industry experts, the current capacity of approximately 15,000 rooms (from graded hotels) can only cater to around 800,000 guests per annum; this is insufficient given the Sri Lankan government's ambitious target of 2.5 million tourist arrivals by 2016. Industry experts estimate that the current capacity will have to be doubled to accommodate this influx; this is perceived to be unattainable over the medium term due to the long lead time for hotel development.

In view of the above, existing establishments will continue benefiting from the shortage of rooms and rising rates in the interim. Recent regulations require 5-star hotels to raise their minimum rates from USD100 to USD125 per night effective 1 April 2011; this also affects those in the lower categories. The sector's performance will also be propelled by improved domestic demand against the backdrop of the generally better economic conditions and higher disposable incomes. Moreover, opportunities abound for existing operators to expand to the northern and eastern regions as well as other tourism zones, in turn brightening their growth prospects and financial performance in the long run.

That said, we have identified several key challenges that the sector may face when attempting to capitalise on the opportunities presented by the tourism boom. While banks are willing to lend to established hotels that are part of larger diversified groups, stand-alone hotel owners, particularly small and medium-sized establishments, face funding constraints over the construction of new hotels and the refurbishment/upgrading of existing facilities. The banks' conservative stance on the hotel sector could be due to the latter's vulnerability to both global and local economic conditions and events.

An additional challenge lies in the area of human resource ("HR"). Currently, employees in the hotel and tourism sector come up to around 300,000; industry experts estimate that close to 1.5 million employees would be required to cater to the government's targeted tourist arrivals by 2016. As such, the country needs an integrated framework for HR development in the hotel industry.

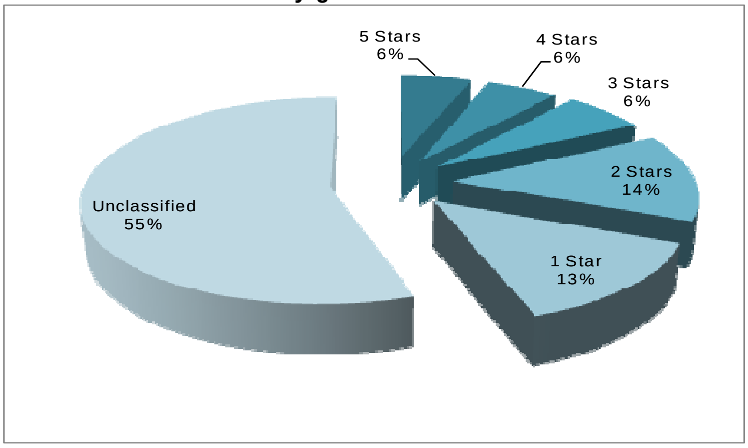
Overview of the Sri Lankan Hotel Industry

Industry structure

The Sri Lankan hotel industry primarily consists of tourist hotels and other establishments that include guest houses, inns and youth hostels approved by the SLTDA. Lodging establishments registered with the SLTDA numbered just above 780 as at end-2010, with a capacity of 20,609 rooms. These accommodations are dominated by tourist hotels, which accounted for 71% (or 14,714) of the industry's total room capacity last year. The SLTDA defines tourist hotels as all establishments that are considered to be up to international standard of operations.

Nonetheless, we note that 55% of such establishments are unclassified in terms of grading, as they do not meet the specific grading criteria set out by the SLTDA. The authority's grading criteria is based on the classifications set out by the World Tourism Organisation ("WTO"). However, this does not mean that unclassified hotels are of lower standard; in fact, their ranks include some luxury establishments. Meanwhile, most of the remainder are relatively lower-level establishments (with 1- or 2-star grading); mid-range and upmarket establishments accounted for less than 18% of the capacity of tourist hotels while supplementary establishments contributed another 29% (refer to Chart 1). All said, the inadequate supply of upmarket hotels may prevent Sri Lanka from attracting more big spenders from abroad.

Chart 1: Tourist hotels by grade as at end-2010

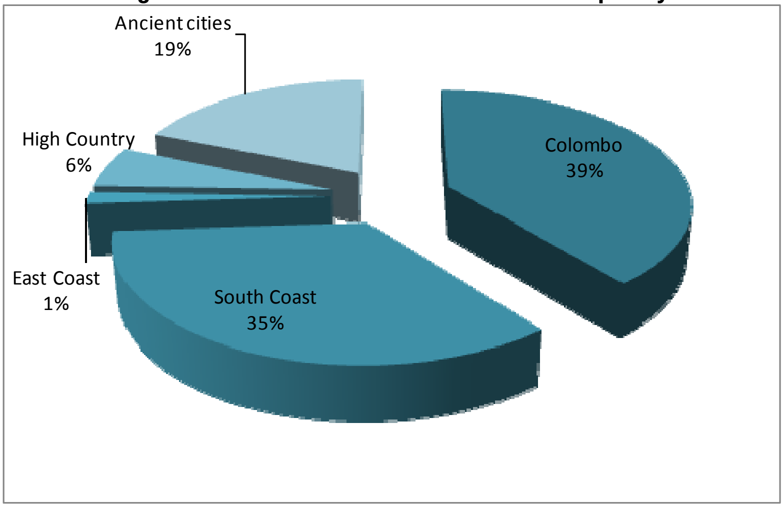


Source: SLTDA

Regional distribution

The Sri Lankan hotel sector has been mainly focused on Colombo, the main economic and financial hub as well as the gateway to the rest of the country. The southern region comes second as hotel owners take advantage of Sri Lanka's beach attractions. As such, the Colombo area accounted for around 39% of the capacity of tourist hotels as at end-2010, followed by the southern region and ancient cities (refer to Chart 2). Elsewhere, the newly liberated eastern and northern regions constituted less than 2%, highlighting their growth potential.

Chart 2: Regional distribution of tourist hotel's capacity as at end-December 2010



Source: SLTDA

Key consumer segments

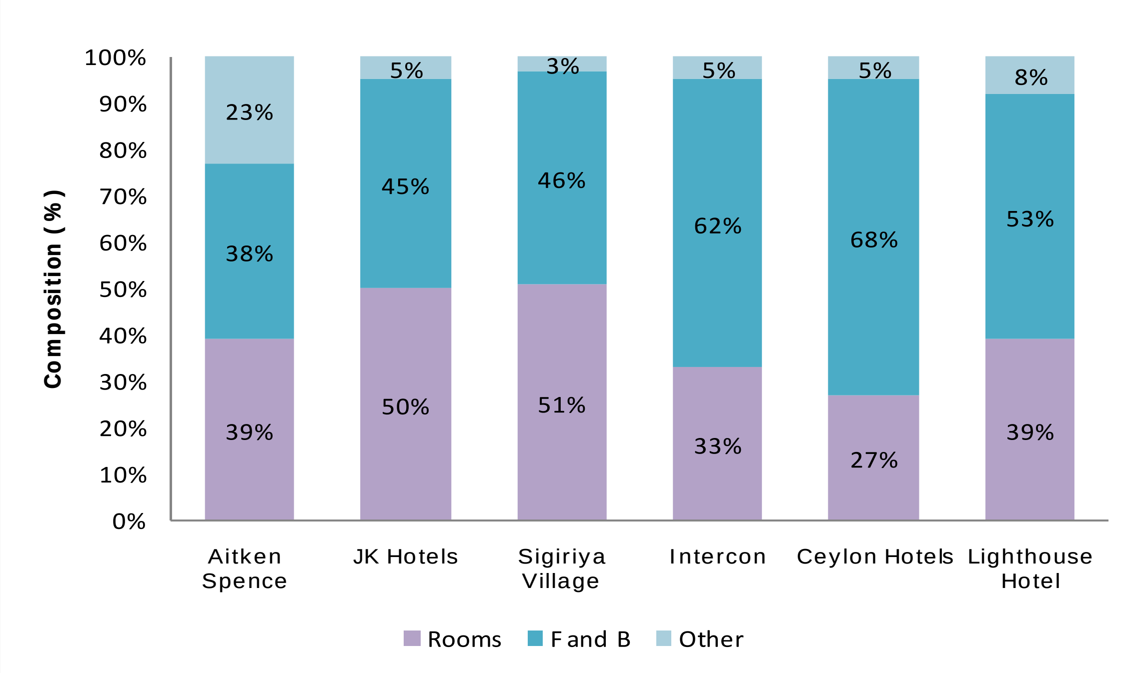
Foreigners make up the majority of the patrons at Sri Lankan tourist hotels, contributing nearly 70% of their total room nights. In the first half of 2010 ("1H 2010"), holiday makers accounted for 79% of the country's tourist arrivals, underlining Sri Lanka's dependence on this segment that is highly vulnerable to global macroeconomic conditions and events. Business travellers comprised around 17% of the tourists that arrived in the same period. Notably, striking a better balance between leisure and business travellers would enable hotels to smoothen out the seasonality factor in their revenue as the number of holiday makers typically peak in November and December. A tourist's average stay in a hotel, meanwhile, came up to around 9 days in 2009; this has remained relatively unchanged in the past few years.

During the era of military hostilities, hotels had primarily survived on domestic demand, which had somewhat compensated for the lack of tourist arrivals. In particular, domestic patrons had dominated room nights in supplementary establishments. Local demand had also supported hotels' food and beverage ("F&B") revenue. More recently, there has been a shift in foreign patrons towards both supplementary and graded establishments, especially after the end of the civil war.

Revenue composition

Besides room-based revenue, F&B has been generating a significant portion of the revenue of most Sri Lankan hotels (refer to Chart 3). F&B revenue comprise income from in-house restaurants that are frequented by resident guests and also non-residents. In some instances, F&B revenue even outstrips room revenue. Historically, F&B revenue has accounted for an even larger proportion of revenue than shown in Chart 3. Contribution from room revenue has only recently risen as occupancy and room rates have picked up. Income generated by the F&B segment (particularly in city hotels) has somewhat compensated for the lower occupancy levels during the time of military conflict.

Chart 3: Revenue mix of selected listed hotels in Sri Lanka as at end-March 2010



Source: Company annual reports
Aitken Spence = Aitken Spence Hotel Holdings PLC; JK Hotels = John Keells Holdings PLC; Sigiriya Village = Sigiriya Village Hotels PLC; Intercon = Intercontinental Hotels PLC; Ceylon Hotels = Ceylon Hotels Corporation PLC; Lighthouse Hotel = Lighthouse Hotels PLC.

Industry risk factors

The hotel sector's dynamics are driven by a range of factors such as cyclicality and variability in revenue, pricing flexibility, level of competition and ease of entry. It is globally considered to have a high level of industry risk, chiefly due to its capital intensity and susceptibility to macroeconomic conditions, movements in travel fares and event risk. In the Sri Lankan context, the cyclicality of the hotel sector is mainly due to its dependence on foreign tourists - a segment that is vulnerable to the global macroeconomic environment and event risk. Nonetheless, increasing focus on other markets such as meetings, incentives, conferences and exhibitions ("MICE") and medical tourism can reduce the sector's dependence on the leisure market. That said, we note that it is essential to develop the infrastructural framework and other amenities needed to cater to these new markets in Sri Lanka.

Given the rather anaemic demand prior to 2009, most hotel operators had been compelled to compete on price. Price undercutting had been evident among most city hotels and those in the southern region, with certain 5-star establishment only charging about USD60 per night. To curb excessive price competition, the government started imposing minimum room rates in 2009. With tourist arrivals hitting a record high in 2010, occupancy levels have also surged, thereby reducing the pressure to compete on price. As such, room rates exhibited a year-on year ("y-o-y") spike of over 20% as at end-December 2010.

Looking ahead, the robust demand outlook and inadequate supply over the short to medium term will continue supporting occupancy levels and room rates. Part of the latter will be regulation-driven as the minimum room rates imposed by the government will be increased.

Five-star properties have been charging a minimum rate of USD125 per night effective 1 April 2011, from the previous floor of USD100 per night. Furthermore, more robust demand has also alleviated some of the competitive pressure on hotel operators. Although a minimum room rate has been imposed, we note that rates of more upmarket establishments tend to vary within a wider range, whereas mid-range properties have less pricing flexibility.

Meanwhile, the magnitude of capital investment required and the lengthy gestation period serve as entry barriers, particularly for larger upmarket properties. Even though the capital outlay is lower for smaller establishments, funding constraints may pose as an entry barrier too. All in all, we opine that the Sri Lankan hotel sector's risk parameters have moderated, albeit still higher than those of most other industries.

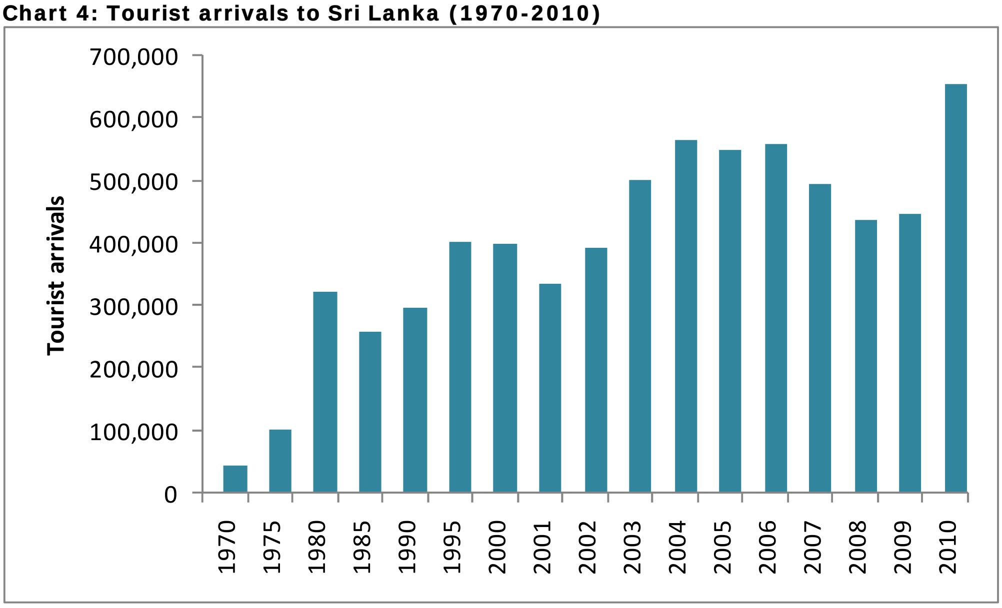
Growth Drivers of the Sri Lankan Hotel Industry

We believe that several key factors propel the growth of the Sri Lankan hotel industry, as follows:

- ***Tourist arrivals***

After nearly 3 decades of operating in an extremely challenging environment amid the military conflict, the outlook on the industry has now completely turned around. Tourist arrivals to the country hit a record high in 2010, leaping 46.12% y-o-y to 654,476 (refer to Chart 4); the strong growth trajectory continued this year, with arrivals up 34.1% y-o-y as of March. The increased tourist arrivals and the resultant higher occupancy levels are expected to be the sector's key propellers going forward.

Chart 4: Tourist arrivals to Sri Lanka (1970-2010)



Source: SLTDA

The government is pursuing an ambitious target of 2.5 million tourists by 2016, requiring an almost 30% annual increase. To realise this target, the authorities have embarked on several initiatives to put Sri Lanka on the tourism map. To this end, the government is focusing on the development of non-traditional markets such as China, the Middle East and Russia, besides positioning Sri Lanka as a destination that offers diverse attractions such as wildlife and culture in addition to pristine beaches. The government has also declared 2011 as Visit Sri Lanka Year. All these efforts will directly benefit the hotel industry vis-à-vis increasing tourist arrivals.

- ***Domestic* economic conditions**

Previously, domestic demand had been a stabilising force for the sector, providing hotels a certain level of resilience amid lackluster tourist numbers. As such, domestic-related room nights had on average accounted for 25%-30% of the industry's collective while also supporting F&B income, particularly for Colombo hotels. In the medium to long term, domestic demand will be anchored by the improvement in the overall economy and the resultant rise in disposable incomes.

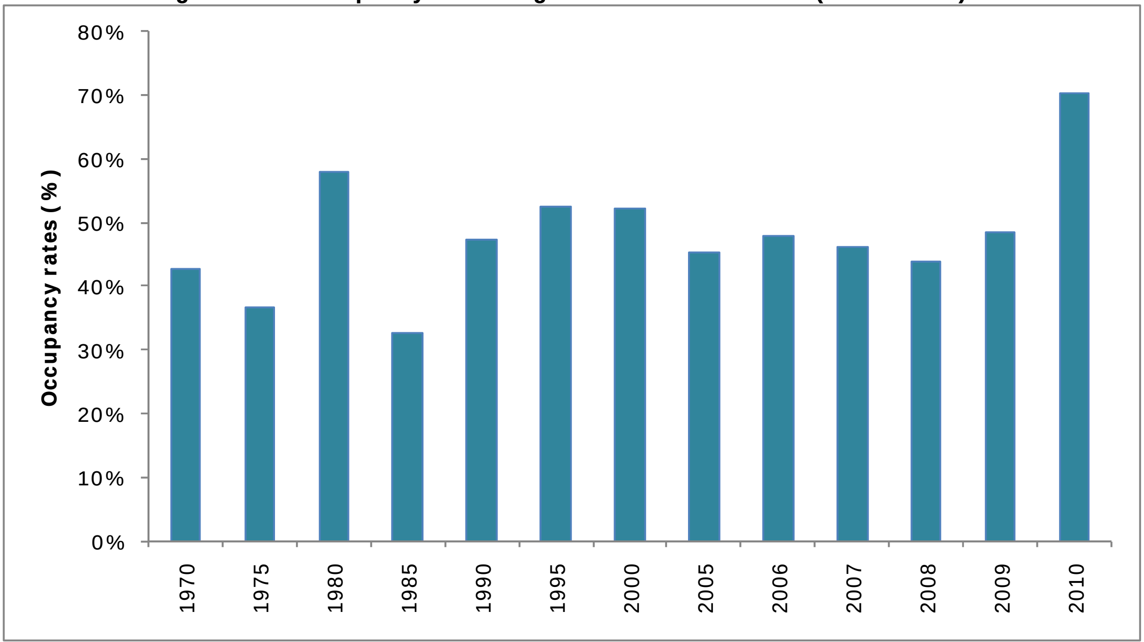
With peace restored and maintained, Sri Lanka's economy is poised to record strong growth in the next few years. The nation's gross domestic product ("GDP") expanded 8.0% y-o-y in 2010, the second-highest growth rate since it gained independence over 60 years ago. We estimate Sri Lanka's GDP to increase 6.5% y-o-y in 2011. Growth is also expected to be supported by the opening up of the northern and eastern regions as well as the influx of foreign direct investment ("FDI") amid the more conducive business climate. Although the inflow of FDI into the country has been below expectations in the last 2 years, the Board of Investment of Sri Lanka is aiming for approximately USD1 billion in 2011 - significantly higher than the almost USD600 million last year.

Meanwhile, the government is pursuing a target of doubling per capita income by 2015. Although contribution from local tourism activities to total earnings is likely to ebb as income from foreign tourists picks up, we believe that domestic demand will still chart healthy growth over the medium to long term, supported by better macroeconomic conditions and higher levels of disposable income.

- ***Occupancy* levels**

Historically, the average annual occupancy rates of graded hotel establishments in Sri Lanka have been kept below 50%, albeit climbing up to around 65% during the peak months of November and December. Given the more recent boom in tourist arrivals, however, occupancy rates were lifted in 2010, averaging at nearly 70% for the year (refer to Chart 5); the peak months achieved over 90%. Traditionally, hotels along the southern coast and Colombo have recorded the highest occupancy levels. Looking ahead, the sector is expected to chalk up higher occupancy levels in 2011, driven by the influx of tourists into the country, events such as the International Cricket Council World Cup co-hosted by Sri Lanka, and stronger local demand amid the more favourable macroeconomic landscape.

Chart 5: Average annual occupancy rates of graded establishments (1970-2010)



Source: SLTDA

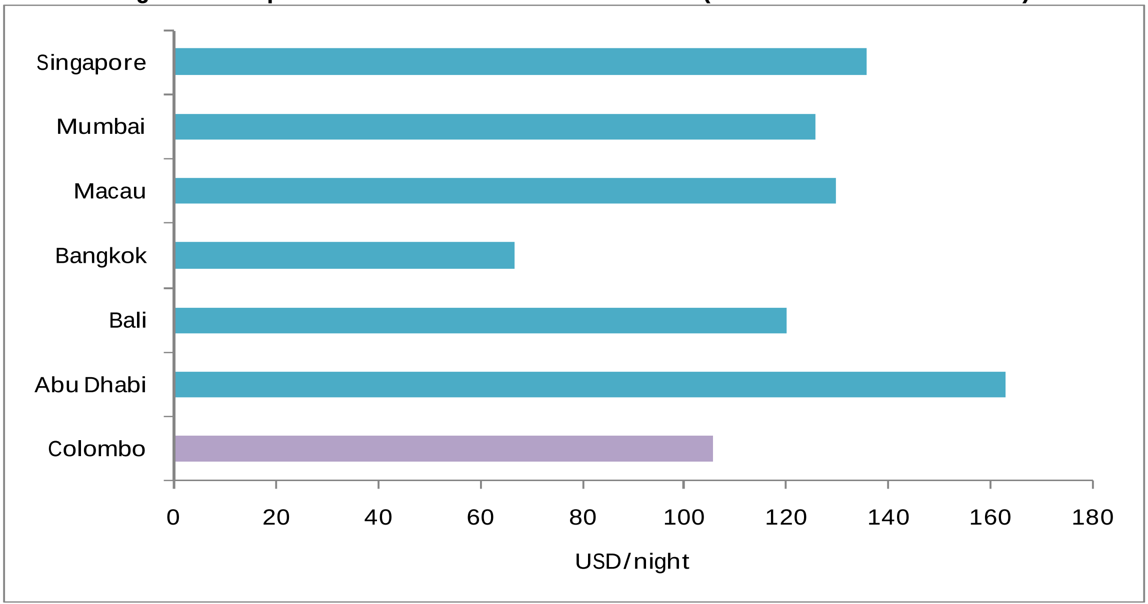
We believe the scenario of high occupancy levels is likely to prevail in the short to medium term, as the industry faces a room-supply deficit amid more robust demand. The current capacity of nearly 15,000 rooms is sufficient to cater to only some 800,000 guests per annum – indicating a substantial deficit in supply should the government's target of 2.5 million tourists be achieved. Industry experts contend that the current capacity of graded rooms should be nearly doubled to around 28,000 rooms, although the exact number will depend on the market mix. According to plans already announced by local and foreign hotel operators, 1,000 rooms will be added over the medium term, albeit still insufficient to cater to the expected influx of tourists. Furthermore, the closure of hotels for refurbishment could tighten supply further in the short term. Against this backdrop, we believe that hotels will continue enjoying high occupancy levels and lucrative rates in the short to medium term.

In line with the industry boom, many foreign and local hotel operators have already expressed their intention to build new properties in the country. For instance, Hong Kong-based Shangri-La Asia Ltd is building a 500-room luxury hotel in Colombo at a cost of USD 500 million; China National Aero-Technology Import and Export Corporation is planning another USD500 million hotel development adjacent to the Shangri-la's site. Several local companies have also announced plans to build new properties as well as to increase their capacity and refurbish existing facilities; these include John Keells Holdings PLC, Aitken Spence PLC, Softlogic Holdings, Lanka Orix Leasing Company and Sierra Cables. On a related note, higher-quality accommodations are necessary for Sri Lanka to attract foreign big spenders; the SLTDA estimates that only around 6,000 of the currently available rooms are of medium to high quality.

- ***Hotel* room rates**

The upsurge in demand for hotel rooms has led to a concurrent rise in room rates across the industry. According to the Global Hotel Price Index, Sri Lanka's 5-star room rates had been elevated 21.38% y-o-y to an average of USD105.63 by end-December 2010; this represents the fifth-largest spike in room rates globally. A further increase was seen in April 2011, in accordance with the government's requirement to raise minimum room rates. The scenario of escalating room rates is likely to prevail in the short to medium term as the industry will be challenged to expand its capacity to meet the surge in demand. The higher price tags will in turn boost hoteliers' financial performance through broader profit margins. Meanwhile, we note that Sri Lankan hotel rates are still lower than those of the other countries in the Asia-Pacific region (refer to Chart 6).

Chart 6: Regional comparison of 5-star hotels' room rates (as at end-December 2010)



Source: Hotels Combined, Price Index 2010
Hotels Combined is an international price comparison service for hotels, which compiles information obtained from hotel websites.

In a bid to support the industry's profitability, the government imposed minimum room rates on all graded hotel properties in the latter part of 2009. As such, all 5-star properties have a floor rate of USD75 per night, with a USD15 reduction for every star lower down the ladder. A further increase was imposed in January 2011, with the minimum 5-star room rate lifted to USD100 per night. A third increase was recently implemented, with the rate rising to USD125 per night effective 1 April (refer to Table 1). The minimum threshold will benefit the industry in terms of preventing price undercutting and widening profit margins. Therefore, this is likely to encourage investment in new properties, the upgrading of existing facilities and the development of human capital in this sector. That said, the imposition of the minimum rate could also reduce pricing flexibility for operators, particularly lower-grade hotels.

Table 1: Regulatory minimum hotel rates

	Minimum hotel room rate (USD/night)		
Star category	**2009**	**Jan-11**	**Apr-11**
5 stars	75	100	125
4 stars	60	85	110
3 stars	45	70	95
2 stars	30	55	80
1 star	15	40	65

Source: SLTDA

- ***New* attractions**

Traditionally, Sri Lanka's main attraction has been its beaches, which mainly appeal to the European market. With the tourism authorities now attempting to position the country as a destination that offers more diverse attractions, the hotel sector is poised to benefit from a more diversified earnings base. For instance, the government has also announced plans to boost Sri Lanka's image as an entertainment destination, thus providing hotels with the opportunity to expand their operations to include night-life attractions such as night clubs and casinos. Furthermore, promoting health tourism allows hotels to add to their regular income sources.

Another opportunity for growth lies in MICE, where Sri Lanka has a cost advantage; this enables the country to attract visitors who seek more value for money. However, we note that hotels would need to invest in the construction of conference halls and related infrastructure to capitalise on this opportunity.

The SLTDA has also classified 45 areas as tourism zones throughout the island, which are open for tourism development by domestic and international parties. For instance, the Kalpitiya Development Project involves the long-term leasing of 14 islands in the north-western region, with a cumulative land area of over 4,000 acres. Investment opportunities from this project include the construction of luxury accommodations such as chalets, water bungalows and beach cabanas. The SLTDA estimates that the Kalpitiya region can accommodate up to 4,500 new hotel rooms. Meanwhile, 2 of the 5 islands that were initially put up for auction in 2010 have been offered to potential investors, for nearly LKR 2.9 billion in total. Due to the magnitude of the investment, most local parties showing interest in the Kalpitiya Development Project are likely to form joint ventures with international or other domestic entities when investing in that area. Besides Kalpitiya, other regions that will be the focus of tourism development in the short to medium term include Hambantota (along the southern coast), Arugam Bay (the east coast) and the area surrounding Yala National Wildlife Park, thus opening up further investment opportunities for existing players as well as newcomers to the hotel industry.

Issues and Challenges for the Hotel Industry

- ***Funding constraints***

The Sri Lankan hotel sector has generally faced challenges when trying to secure funding, as banks have been unwilling to lend to the industry because of its dismal performance during the civil war, coupled with the segment's acute susceptibility to adverse macroeconomic conditions and external shocks. Although we note that loans granted to the tourism sector by licensed commercial banks had almost doubled y-o-y during the first half of 2010, their aggregate exposure to this sector only came up to less than 3% (or LKR 30.54 billion) of the commercial banking system's entire loan portfolio as of end-June 2010. This is also reflected in the relatively low gearing ratios of hotel operators (refer to Chart 8). Moreover, it is evident that large, established hotel operators with their holding companies' support may be in a position to obtain bank funding on favourable terms while the small and medium-sized establishments face difficulties.

On a separate note, raising capital via the stock market is now an attractive option given the buoyancy of the Colombo Stock Exchange ("CSE") and the near-euphoria buoying the tourism sector. However, this is a viable option only for listed entities, which account for less than 5% of Sri Lanka's hotels. We believe that entities may be reluctant to raise capital via initial public offerings due to their lack of procedural infrastructure and the requisite level of transparency required by the CSE's listing criteria.

- ***Shortage of trained industry personnel***

There is currently a severe dearth of employees in the hotel sector vis-à-vis catering to the authorities' target of 2.5 million visitors. Employment in the hotel and tourism sector comes up to around 300,000 at present; industry experts estimate that close to 1.5 million employees would be required to attend to the anticipated influx of tourists by 2016. As such, the number of such personnel must augment 5-fold within the next 5 years - a demanding task given the current state of tourism education in the country. Such education is mainly provided by the Sri Lanka Institute of Tourism and Hotel Management ("SLITHM"), a few national universities and several isolated private institutions. Due to lack of information, the number of graduates from these private institutions cannot be estimated; the SLITHM and national universities only produce some 3,000 graduates each year. Meanwhile, the quality of the training offered by the private institutes is also a concern, as they are not regulated. Going forward, the hotel sector needs integrated HR development to address the shortage of trained industry personnel.

- ***Quality of offerings***

As the local hotel sector has been operating under extremely challenging conditions in the past few decades, there has been inadequate emphasis on upgrading facilities and infrastructure to international standards. It is thus clear that many Asian neighbours have progressed significantly in terms of the quality of their offerings relative to Sri Lanka's. Unless there is substantial investment in the refurbishment/upgrading of hotel rooms (particularly for mid- and low-end properties) and amenities, the industry will not find it easy to capitalise on the opportunities arising from the country's post-war development.

Rating Considerations

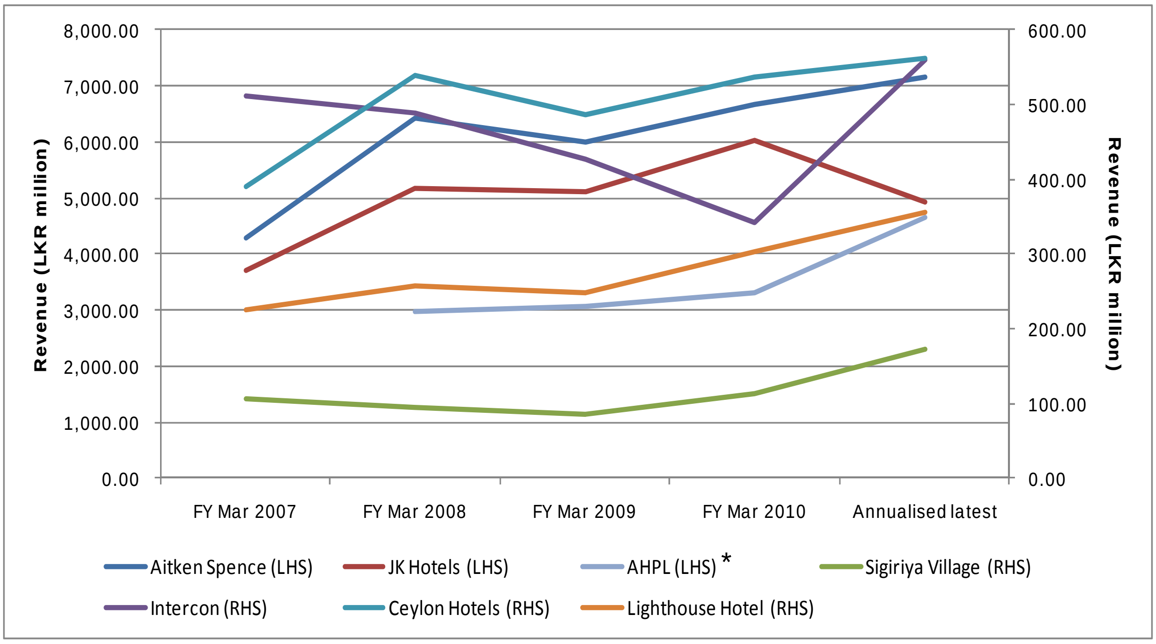
The credit profile of a hotel operator is analysed under 2 main categories of risk: business and financial. Business hazards are tied to several factors such as country risk, industry risk, and the entity's relative competitiveness. Financial risk involves capital structure, cashflow as well as liquidity and financial flexibility.

- ***Business risk***

While country risk has an impact on all the businesses operating within an economy, industry risk focuses on factors that are specific to that particular sector. In general, Sri Lanka's level of country risk has eased substantially following the resolution of its 3-decade-long military conflict; its current government is deemed politically stable. With regard to industry risk, the vulnerability of a hotel depends the intensity of competition within the market and on its business model, i.e. whether it is a luxury, mid-range or budget establishment.

In addition to country and industry risks, competitiveness is also crucial when evaluating a company's business risk. Competitiveness depends on a range of factors, including the company's market share, extent of diversification, brand value, operating efficiency, growth strategies, and its earnings volatility. While the latter appears to be common to most hotel operators in Sri Lanka (refer to Chart 7), the revenues of groups that operate a number of establishments (e.g. John Keells Hotels PLC, Aitken Spence Hotels Holdings PLC and Ceylon Hotels Corporation PLC) are understandably less volatile because of their geographic diversity. A hotel's competitive position is also reflected by its operational efficiency, including average occupancy rates, average room rates and revenue per available room.

Chart 7: Revenue trends of selected listed hotels in Sri Lanka

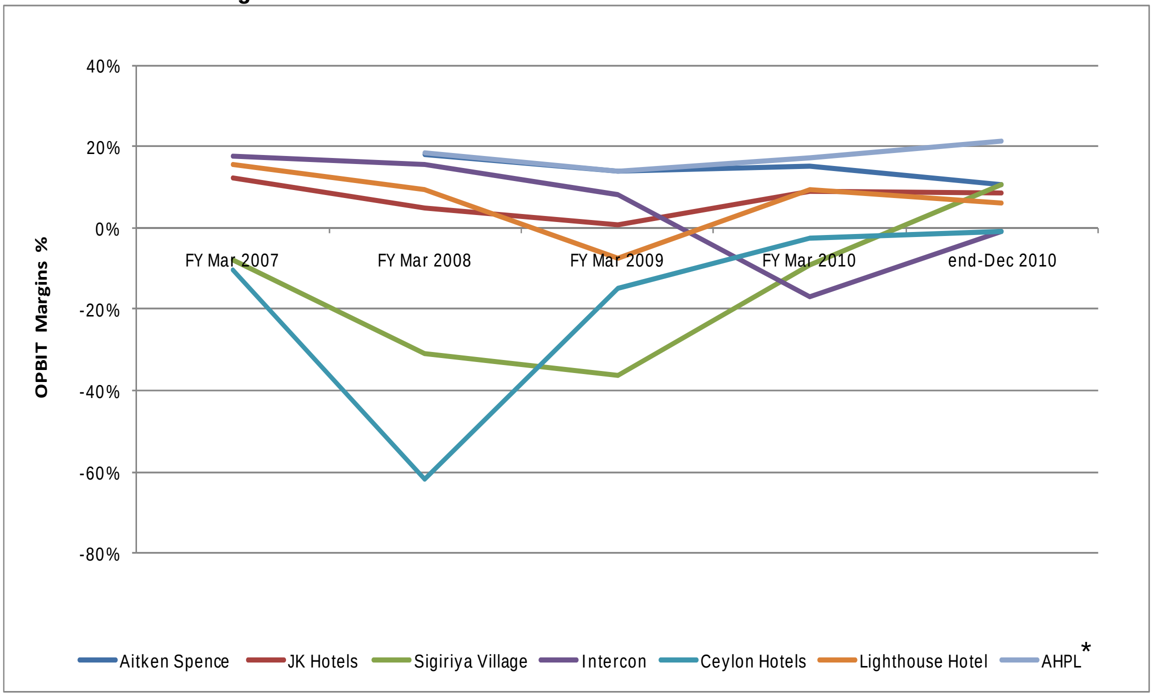


Source: Company annual reports
LHS = left hand side; RHS = right had side
**AHPL = Asian Hotels and Properties PLC (reflects the hotel segment only)*

Meanwhile, relative profitability is also a measure of a hotel's competitiveness; this is reflected by the company's profitability indicators such as margin on operating profit before interest and tax ("OPBIT"), return on assets ("ROA") and return on capital employed ("ROCE") (refer to Chart 8). An analysis of the samples' OPBIT margins reveals that upmarket hoteliers with an array of properties typically enjoy high, relatively stable margins. For instance, John Keells Hotels PLC and Aitken Spence Hotel Holdings PLC have demonstrated better profitability due to the strategic location and high quality of their properties as well as the high service levels offered, which allowed the companies to charge a premium while maintaining high occupancy levels. On the other hand, mid-range establishments such as Sigiriya Village and Ceylon Hotels Corporation have suffered depressed margins on the whole.

All said, it is evident that margins have generally been trending upwards in recent quarters, in line with rising occupancy levels. Prospectively, margins are expected to surpass traditional levels, partly driven by increasing room rates that are anticipated to prevail in the short to medium term. Meanwhile, hoteliers' overall profitability will also be supported by a range of tax incentives for the sector under the government's 2011 budget. These include a tax reduction on earnings from tourism and related businesses, from 15% to 12%, as well as lower duties and taxes on passenger transportation vehicles. At the same time, custom duties and value-added tax have also been cut on certain machinery and equipment that need to be imported to facilitate hotel refurbishment and expansion.

Chart 8: OPBIT margins of selected listed hotels in Sri Lanka

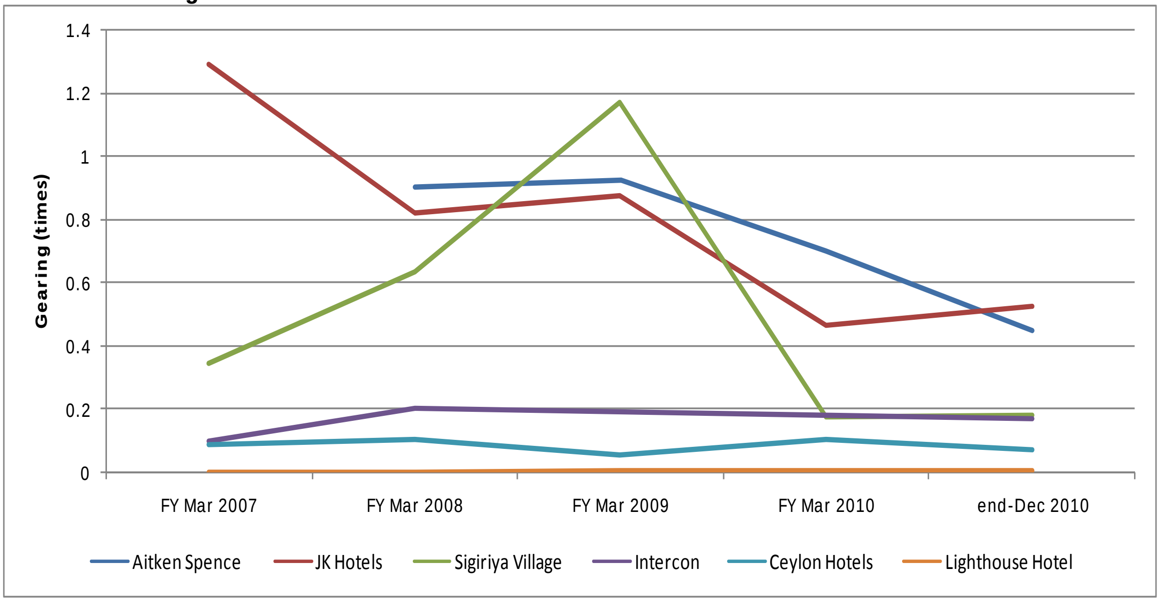


Source: RAM Ratings Lanka's computations, derived from the companies' annual reports.
**Reflects the hotel segment only.*

- ***Financial risk***

Analysis of a company's financial risk essentially encapsulates determining the adequacy of its cashflow in servicing its financial obligations. Key considerations include the entity's debt level, operational cashflow as well as liquidity and financial flexibility. Given the capital-intensive nature of the hotel industry and the consistent need for refurbishment, operators are likely to have high gearing levels - although this has generally not been the case in Sri Lanka. Due to the unexciting tourist arrivals into the country amid the military conflict, most operators had incurred limited capital expenditure on refurbishment and upgrading their properties. Meanwhile, most hoteliers (particularly those without strong parents) had been challenged vis-à-vis obtaining debt funding as banks had been unwilling to lend to the industry. Furthermore, the environment of high interest rates that had prevailed in the last few years had also discouraged hotel operators from incurring further debt; the gearing ratios of our sample are depicted in Chart 8. In line with hotels' better profit performance of late, they are expected to use internal funds to finance their refurbishment/upgrading needs. Should their internal cashflow prove insufficient, hoteliers are expected to resort to borrowings; the equity market may also be a viable option for listed operators.

Chart 9: Gearing ratios of selected hotels in Sri Lanka



Source: RAM Ratings Lanka's computations, derived from the companies' annual reports.

Appendix 1

Properties of selected listed hotel businesses (as at end-March 2010)

Name	No of properties	Location	No of rooms	Star class	Avg. occupancy (year ending 31 March 2010)
Aitken Spence	14	Sri Lanka (5 properties)-Kandalama, Ahungalla, Nuwara Eliya, Beruwela,Kalutara	410	4 and 5	55%
		Maldives (7 properties)	Over 600	4	70%
JK Hotels	11	Sri Lanka (7 properties)-Habarana, Kandy, Yala, Hikkaduwa, Bentota,Trincomalee		3, 4 and 5	51%
		Maldives (4 properties)		4 and 5	76%
AHPL	2	Colombo	841	5	59%-64%
Sigiriya Village	1	Sigiriya			
Intercon	1	Colombo	189	5	33%
Ceylon Hotels	19	Kandy, Benthota, Tissamaharama, Polonnaruwa, Kithulgala, Ella, Belihuloya, Sigiriya, Mihinthale, Weligama, Hanwella, Ambepussa, Medawachchiya, Dambulla, Habarana, Pussellawa	450	NA	NA
Lighthouse	1	Galle	60	5	63%

Source: Company annual reports and websites
NA = not available

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