

## **Capital Market Presentation**

March 31, 2016



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NOI (EBITDA) is a non-GAAP defined as Profit from Operations before Depreciation



# **Corporate Overview**

Skyline was established and started its activities in the Canadian real estate market in 1998. Skyline's Business activities are concentrated on cash-flow assets including:

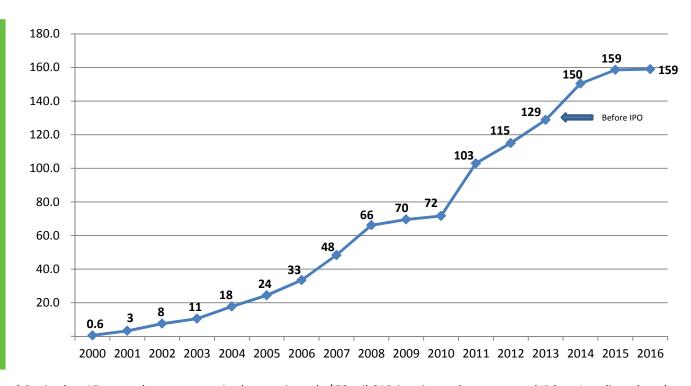
- Asset Management and operation of hotels and resorts in Canada and the US (primarily in Ontario and Ohio)
- Asset management and operation of commercial income producing real estate in Canada
- Development of adjacent residential real estate projects at the hotel and resort properties
  - As from March of 2014 the Company's shares are traded on the Tel Aviv Stock Exchange (SKLN.TA) and reporting issuer in Ontario, Canada
  - The annual stabilized NOI is estimated at approx. \$31\* million CAD
  - The Company's development activities supplement the Hotels and Resorts recurring cash-flow. In the last 5 years Skyline sold 211 residential units for approx. \$55 million CAD
- As of March 31, 2016
  Skyline's total assets was
  \$374 million CAD
- As of March 31,2016 the Company has land reserves of approx. 5,200 residential units for future development
- Mishorim Development is the controlling shareholder of the Company, holding about 50%
- As of March 31, 2016 the Company's shareholders' equity is \$159 million (42% of the total assets)

\* As per third party independent appraisals



### Development of Equity (attributed to the shareholders, in millions of CAD)

In the last 15 years shareholders' equity increased 250\* times!



<sup>\*</sup> During last 15 years, the company raised approximately \$70 mil CAD in private placements and IPO on Israeli stock exchange

# Ownership Structure



<sup>\*\*</sup> The controlling shareholder in the Company and in Mishorim Development Ltd, through a holding company Blutrich Holdings Inc.

# Senior Management Team



**Chris Lund**Senior VP Hotels and Resorts



Chris Lund has an extensive experience in managing hotels. Serving as the CEO of the Deerhurst Resort for more than 4 years. Prior to joining the company served as regional vice president of the Delta hotels.



Paul Mondell
VP Development



In the last 6 years, served as VP Business Development in two leading companies (Brookvalley Development and Management, and Walton Development



Gil Blutrich Chairman and President



Founded Mishorim in 1990 and Skyline in 1998. President and Main Business Development Officer



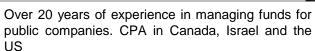
Blake Lyon CEO



Blake Lyon has an extensive experience in hotel and resort asset management in Canada and Internationally. With his Chartered Professional Accountant designation, Mr. Lyon was formerly with Brookfield Asset Management as its VP Finance and CFO.



Vadim Shub CFO





# **Business Strategy**



The Company focuses on the purchase of income-producing hospitality and resort real estate in



Canada and the US



The Company focuses or acquiring properties at significant discount to replacement cost



The Company focuses on improving the operations of its income producing assets through operational efficiencies, synergies, and marketing



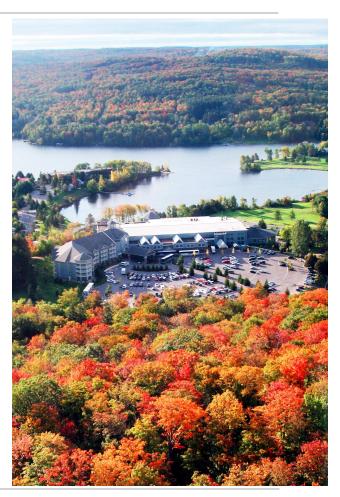
Upon joint acquisition of properties, the Company becomes asset manager for its partners



The Company refrains from assuming high debt leverage In order to preserve high financial and business flexibility.

The Company create value in land development by increasing development rights through regulatory approvals

The Company sells some of its land parcels to local builders to accelerate its cash turn around and for risk management





# Material Events during the Latest Two Years

• Sep.2015

A change of Zoning-by-law for agricultural land at Deerhurst for 640 units and 4,500 sqm of retail space Oct.2015

The Company sold its interest in the King Edward Hotel, located in downtown Toronto for a total consideration of \$5.2M CAD, representing a property value of \$103M

May.2016

As of today, the Company delivered 46 condo units of the 56 sold at the Copeland House project located in Horseshoe Resort.

May.2015

Skyline accepted an offer to sell 65 lots for \$8M CAD located at the Blue Mountain Resort July.2015

The Cosmopolitan hotel sale for \$13M CAD was closed. The book value of the hotel was \$9M CAD. The Company recognized a capital gain of \$3.2M CAD.

Oct.2015

The Renaissance Hotel acquisition was closed with a 50% Partner. The 491 rooms hotel is located in downtown Cleveland, Ohio, US.

March.2016

Skyline obtained a financing of \$29M US (Libor + 2.5-2.75%) for the acquisition and renovation of the Renaissance hotel in downtown Cleveland.



### Business Segments (as at March 31, 2016-in \$Mil CAD) \$ KYLINE

Hotels & Investment Hotels & Resorts Canada Resorts USA **Properties** Horseshoe Resort Blue Mountain - Commercial **Hyatt Arcade** Port McNicoll Pantages -Commercial **Deerhurst Resort** Renaissance Deerhurst Blue Mountain Pantages Hotel, Toronto **Bear Valley Resort** Hyatt Arcade - Commercial Horseshoe Real Estate Assets (book value) as for March 31, 2016 78 31 Segmental results (Gross profit before amortization) 1-3/2016 2

<sup>\*\*</sup> Not including non real estate assets of the company, totaling \$58M CAD and comprising primarily of Cash, Accounts and Other receivables, and Deferred taxes

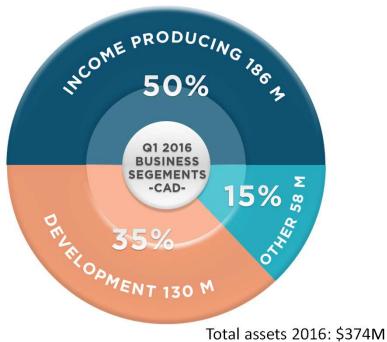


<sup>(1)</sup> The Renaissance Hotel acquisition was closed in October, 2015

The amounts are rounded to the closest million



## **Business Segments**





Income Producing Real Estate Assets include: all the Hotels, Resorts & Commercial Properties



13%

ACOME PRODUCING 19, 4

2015

BUSINESS

**SEGMENTS** 

-CAD-

# Economic Environment in Canada and Ontario











Canada is the second largest country in the world, with a population of about 35 million



Demonstrated economic strength and successfully managed the great recession



Canadian policy encourages positive immigration for populations with means – a significant growth engine in the economy



Credit rating (S&P): AAA



Considered one of the 10 largest economies in the world, and a member, inter alia, of the Organization for Economic Cooperation and Development (OECD), and the Organization of the Eight Industrialized Countries (G-8)



Ontario is the **most populous province** in Canada (about 13.7 million residents as of 2015) and the forth in the it's size (out of 10)



According to comparative international indices of quality of life, it is included among the leaders in the world



Toronto is the capital of Ontario, and is the financial, economic and banking center of Canada; the province also includes Ottawa, Canada's capital city

Sources: Tradingeconomics.com; Statistics Canada; Ontario Ministry of Finance



Supply, Demand and Competitive Advantages

# Entry barriers and competitive advantages



Limited available land reserves located in the Greater Toronto Area. Resorts offer a variety of activities for the entire family

High equity and financing required for new development

Knowledge, experience and reputation – the ability to identify market trends and unique development opportunities

Marketing Platform – a proven and effective marketing mechanism to hundreds of thousands of returning hospitality guests

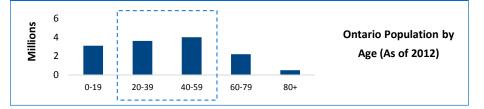
### **Target Audience**



The Baby Boomer Generation – 50-60 years of age who are retired are about to retire and are interested in improving their lifestyle by purchasing real estate in resort communities of their primary home

Young families and young professionals with or without children who wish to "escape" city life, to take a vacation and take advantage of outdoor activities

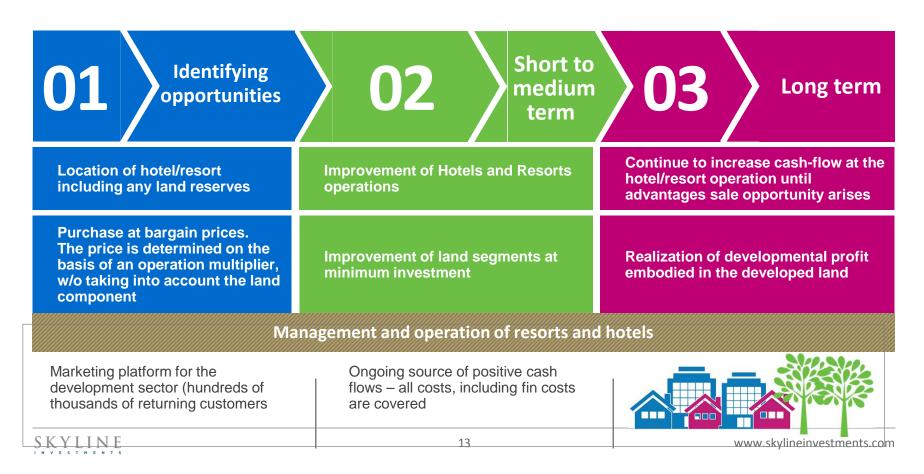
Local residents from nearby towns moving into resort community



Source: Statistics Canada



## How does it work?



# Property Portfolio



All the Canadian properties are located in Southern Ontario, at a 2 ½ hours drive from Toronto



All the properties are close to medium size (and larger) towns and have a developed infrastructure (clinics, shopping centers, etc.



The Company owns substantial land banks suitable for development on or around its resorts. These lands are developed as future residential neighborhoods combined with public and retail areas in a hotel environment.



Majority of the Company's assets are income producing hospitality and retail real property. the Company owns two resorts and retail in Ontario (Deerhurst ,Horseshoe & Blue Mountain) , two hotels located in Cleveland, USA (Hyatt and Renaissance), a hotel located in the center of Toronto (Pantages) ,as well as in a ski resort located in California



### The Company possesses properties in 4 resorts:













Major Assets

SKYLINE







## Deerhurst Resort

### **Highlights**

- General: luxury resort in the district of Muskoka located near the city of Huntsville. The Resort includes about 400 rooms (100 rooms owned by Skyline), two golf courses, conference rooms, a spa, swimming pools, restaurants, and a private airport. The site hosted the G-8 Summit. Its previous owners invested \$70M(1) in the resort.
- The resort was purchased in March 2011 for \$27M (including costs).
- The stabilized NOI<sub>(2)</sub> is \$7M (excluding income from development and improvements).
- The annual NOI from hotel activities was \$2.7M on purchase and \$4.7M in 2015 (before intercompany management fees)

#### **Improvements**

- Since acquisition, more than \$50M of real estate sales have been made:
- 120 housing units in the Summit Lodges project
- 29 lots and houses in the Highland and Sanctuary projects
- 67 condominium units in the Lake Side Lodge project (as for March 31, 2016)
- In 11.2014 a secondary plan was approved for 640 units and 4,500 sq.m. of retail space. In 9.2015 the Zoning-by-law was approved.
- 75%+ of the rooms have been recently renovated

### **Future potential**

- The continued sale of residential units and lots to increase available rooms for the hotel. Sale of land reserves to builders.
- Obtaining additional development rights for the remaining land reserves owned by the Company.

Purchase for \$27M NOI on the date of the acquisition \$2M

120 condominiums sold for appropriately \$21M

Repayment of high interest debt of \$13M

29 lots and cottages sold for about \$10M

67 condominiums sold for \$23.2M

Approval of a secondary plan for 640 units & 4,500 sq.m. retail space (Zoning-by-law







## Horseshoe Resort

#### Highlights

- A ski, golf, adventure park and hospitality resort operating year round, located a 1 hour drive of Toronto. The site includes:

  The NOI for 12 months ended March 31, 2016 was \$3.2M (before intercompany management fees). During the time the
  - 2 of the leading golf courses in Canada, of about 220 acres
  - 25 alpine ski runs and 67.5 km of crosscountry trails
  - 141 hotel rooms, 5 restaurants.
- The site was purchased in 2008 for about \$37M.
- Annual stabilized NOI (2)-\$5.6M. (excluding income from development and improvements).

- Improvements and development activities
- The NOI for 12 months ended March 31, 2016 was \$3.2M (before intercompany management fees). During the time the Company holds the resort, it was substantially improved through renovation of the hospitality and adventure park. 2016 winter results were adversely affected due to the weather
- Decrease the seasonal impact on the resort by adding to the adventure park (an investment of about \$4M).
- Sale of 54(1) condominiums out of 67 presently developed by the Company. The expected revenue is \$15M. The occupancy started in March 2016 and 36 units have been delivered.

### **Future potential**

- The Company owns a hospitality building of 40 units carried on the books at no value. Presently the building serves as an additional hotel and vacation club units.
- The Company owns rights for development of about 1,500 units.
- Continued sale of units in the Copeland House project.
- Phase 2 of the Copeland House (58 condo units) Project is under consideration.

Purchase for \$37M. NOI on the date of purchase: \$3.6M including rights to 915 units

Approval of master plan including 1,500 units

Renovation of all hotel rooms . Establishment of an adventures park for about \$4M

Receipt of a time share building comprising 40 units. Registered at a value of 0

Completed building phase 1 of the Copeland House project (67 units)

<sup>(2)</sup> Stabilized NOI as per the appraisal made on December 31, 2015



As for March 31, 2016

### Hyatt Regency Arcade

### **Highlights**

- General: historical heritage site built in 1890. Located in the central business district of Cleveland, USA. The property includes a 293-room hotel, managed by Hyatt, an indoor mall of about 4200 sq.m., and conference rooms, a spa, a fitness club and restaurants
- Pre-acquisition history of the property: operated until 1999 as an office building and as the first indoor shopping mall in the USA. From 1999 to 2001 \$60<sub>(1)</sub> million US of additional investments transformed the property into hotel and retail mall.
- The property was purchased by Skyline in February 2012 for about \$ 7.6 M US (a net acquisition cost of \$ 3.1 M US, after deduction of cash available in the hotel's accounts at the time of purchase) compared to the current fair value of approximately \$ 34 M US
- Annual NOI: \$ 3.6 M US

**Improvement Made** 

NOI improvement from \$0.7M US to about 3.8 M US

**Future Potential** 

Improve the retail Occupancy (presently: 65%)

- (1) As per seller representation
- (2) Stabilized NOI as per the appraisal made on March 31, 2016

Paid \$7.6M US for the property NOI on the date of purchase \$0.7M

Found \$4.5M US in the hotel's bank account

Present stabilized NOI of \$3.8M US

Financing of \$12.7M US from Barclays bank

Current fair value \$34M US





## Renaissance Cleveland Hotel

### **Highlights**

- Historical heritage asset built in 1918. The property is located in the business center of downtown Cleveland US, near the city's main square. (sized 860,000 sq.f)
- 491 room, 34 conference spaces (64,000 sq.f well positioned in the area) and more than 300 parking stalls
- Public square is undergoing a significant renovation of approx. \$30M US
- A 20 year franchise agreement was signed with Marriott, the hotel will be managed by Aimbridge which manages over 200 hotels in the United States.
- An agreement was signed with a partner (50%) the Company will asset manage the hotel and will be entitled to appoint the majority of board members. On the closing date, the Company received \$ 3.5M US commission from the partner.
- The hotel is expected to undergo a significant renovation during the next 3-4 years

Acquired for \$19.1M US

Average NOI for the last four years<sub>(2)</sub>\$5M US

During the last 10 years \$20M<sub>(3)</sub>US was invested in the Hotel

Financing of \$29M US for acquisition and renovation







- (1) The acquisition of the hotel was completed on October 28, 2015
- As per the financial statements provided by the seller, prepared by Marriott

(3) Per seller's representation









# Blue Mountain Village

### **Highlights**

- A ski resort, a leading hotel and resort area of Ontario, operates throughout the four seasons
- The Resort is located near the Collingwood and the Georgian Bay, two hours away from Toronto
- The Company holds 60% of 4,500 square meters of retail space, 800 units Rights of developed land for construction (including infrastructure) and approximately 1,800 square meters of retail space
- Was acquired in 2013 for a total consideration of \$21M.
- The stabilized NOI (excluding income from development and improvements) \$1.7M. The 12 months NOI as for March 31, 2016, before intercompany management fees, was \$2M.

## Improvements and development activities

- As for March 31, 2016, the Company has sold parcels of land a total consideration of \$9M:
- In 2014 9 lot parcel was sold for \$1M
- In May 2015 25 townhouse lot parcel was sold for \$2.2M. The sale was closed in February 2016.
- In May 2015, 39 detached house lot parcel was sold for \$5.7M. The closing is expected in the summer of 2016.
- In April 2016, 400+ residential unit parcels were sold conditionally for \$17 mil.

#### **Future Potential**

- Sale of lots and land parcels to local developers
- Sale and/or development of retail spaces.





## Port McNicoll

### **Highlights**

Historic port and land for development on Georgian Bay, adjacent to the 30,000 Islands tourist area.

- The property consists of about 850 acres of waterfront land along 11 km of shoreline, and about 296 acres of land at the entrance to the town
- The project is located a 25-minute drive from Horseshoe and is a 90 minute drive from Toronto.
- The main project lands were purchased in 2007 for about \$7M. The additional 296 acres of agricultural land for development were purchased in 2010, for \$1.2M.

### Improvements and dispositions made

In February 2014 the planning authorities approved development of 174 units (out of about 1,900 housing units in the master plan).

Since acquiring the project 49 lots were sold for about \$22 M.

From the date of acquisition, over \$5 M has been invested in improving the

### **Future Potential**

site

Development of the marina complex.
Sale of land parcels to builders.

Obtaining regulatory approvals for the remaining lands.

Purchase for \$7M, including rights for 650 units

49 lots sold for about \$22M

A master plan has been endorsed for 1,900 units

Detailed approval received for 174 waterfront housing units











## Summary of Hospitality and Income Producing Assets (M CAD)



Muskoka













Name of the site/property	DHR	HSR	Pantages	Hyatt Hotel	Renaissance(2)	BVR	BMT(1)	Total
Location	Ontario, Canada	Ontario, Canada	Toronto, Canada	Cleveland, USA	Cleveland, USA	California, USA	Ontario, Canada	
Use/designation	Hotels & Resorts							
Net book Value of revenue producing assets (exclusive of developable land component)	23	37	21	37	33	6	26	183
Fair value according to the most recent assessment	67	54	22	44	33	5	26	251
Actual NOI flow for 3/2015- 3/2016 <sup>(4)</sup>	5	3	2	5	7 (3)	3	2	27
Stabilized NOI flow according to the last assessment	7	6	1	5	8	2	2	31
Discount rate	10.5%	10.5%	9.5%	10%	15%	12.5%	7.75%	
Cap rate	8.5%	8%	6.5%	8%	10%	-	6.75%	

<sup>(1)</sup> Company's portion is 60%

The financial data is for each asset separately, before intercompany management fees, and before other adjustments required for financial statements consolidation



The acquisition was closed in October 28, 2015 for a total consideration of \$19.1M US. The Company's portion is 50%.

<sup>(3)</sup> As per the financial statements provided by the seller, prepared by their asset manager – Marriott

# Seasonality in real estate marketing at the Resorts

The Resort	Main sales season	Comments		
DEERHURST  SKYLINE RESORT  Muskoka	Primarily during the third calendar quarter	The most active operation is during months of June – October		
HORSESHOE  SKYLINE RESORT  Barrie	Mainly during the first and last quarters	Ski and Golf resort, mainly active in the winter		
BLUE MOUNTAIN VILLAGE	Year round	Year round stay with primarily ski activities in winter and golf during summer		
PORT McNICOLL  MSKYLINE COMMUNITY  Georgian Bay	Mainly during the third quarter	Mainly active in the summer		



# Development (in 000 CAD)

Name of the site	DEERHIJRST  SKYLINE & ESORT  Muskoka	HORSESHOE SKYLINE RESORT Barrie	BLUE MOUNTAIN VILLAGE	PORT McNICOLL  MSKYLINE COMMUNITY  Georgian Bay	Total
Total book value (land component only)	30,270	17,448	21,386(3)	49,997	119,101
Units available according to the master plan as at 03/31/16	1,321(5)	1,674 (4)	800(6)	1,900	5,695
of which: in inventory; condos, houses and lots(2)	287	129	39	794	1,249
sales of units executed in 2012-2016(1)	81	54	73	3	211
Revenues in 2012-2016(1)	29,784	14,908	8,710	1,113	54,515
Of the above, sales not yet recognized as income in the financial statements	23,284	4,737	5,690	0	33,711

In 2010-2011 the Company sold 266 units and lots for about C\$ 67.5M – the Company 's share, which were recognized in the financial statements during 2011-2014

Note: In September 2015 a change of designation permit has been received (Zoning-by-law) for agricultural land at Deerhurst for 640 units and 4,500 sqm of retail space

- (1) Agreements that were signed during those years, however could have not been recognized in those years as per accounting standards requirements. The data is as of March 31, 2016
- (2) Includes 150 hotel units, including 779 units that are planned to be developed in the long term.
- (3) Of this balance \$9,500 is classified as held for sale
- (4) As of March 31, 2016 the Company delivered 36 units of the balance
- (5) As of March 31, 2016 the Company delivered 1 unit to a purchaser
- (6) As of March 31, 2016 the Company delivered a land zoned to 25 units



## Assets not fully presented in the balance sheet (in millions of CAD)

SITE	FAIR VALUE	NET BOOK VALUE 12/31/15	DIFFERENCE	NOTE
DEERHURST  skyling resort  Muskoka	7.3	-	7.3	A building comprised of 40 units previously marketed as time share units
HORSESHOE  SKYLINE RESORT  Barrie	6.2	-	6.2	Land for construction of 162 units
DEERHURST HORSESHOE  SKYLINE RESORT  Muskoka  Barrie	121.6	59.5	62.1	Hotels accounted according to the cost method
HYATT REGENCY' CLEVELAND	44	37	7	
TOTAL			82.6	

<sup>\*</sup> fair value according the Company's estimates



<sup>\*\*</sup> according to assessments in possession of the Company



Financial Data

SKYLINE



### Main Balance Sheet Data (03/31/16 – in millions of CAD)

Section	Value	Note
Current assets	104	of which about \$32M for inventory, \$31M property held for sale and about \$13M for cash and cash equivalent
% of the total balance sheet	28%	
Current ratio	1.06	Mainly due to classification of a \$33M loan related to Deerhurst and Horseshoe resorts, which repayment due date is less than 1 year. The Company is in negotiation with several banking institution for refinancing
Investment Properties and long term real estate inventory	119	, and the second
% of the total balance sheet	32%	
Fixed assets (mainly hotels and income-producing resorts)	140	
% of the total balance	37%	
Gross financial debt	134	Including \$6.7M loans payable to related parties (mainly Mishorim and ILDC). The loan to related parties was repaid in April 2016. Excluding unutilized line of credit in the amount of \$10.8M.
Debt net to CAP net* ratio	42%	
Equity (including minority rights)	170	Of which: minority rights amounts to \$11M
Capital to balance ratio	45%	

<sup>\*</sup> Debt net: Financial debt net of liquid balances (cash and cash equivalents and line of credit), CAP net: Equity (including non controlling interest) added to financial debt net of liquid balances (cash and cash equivalents and line of credit).



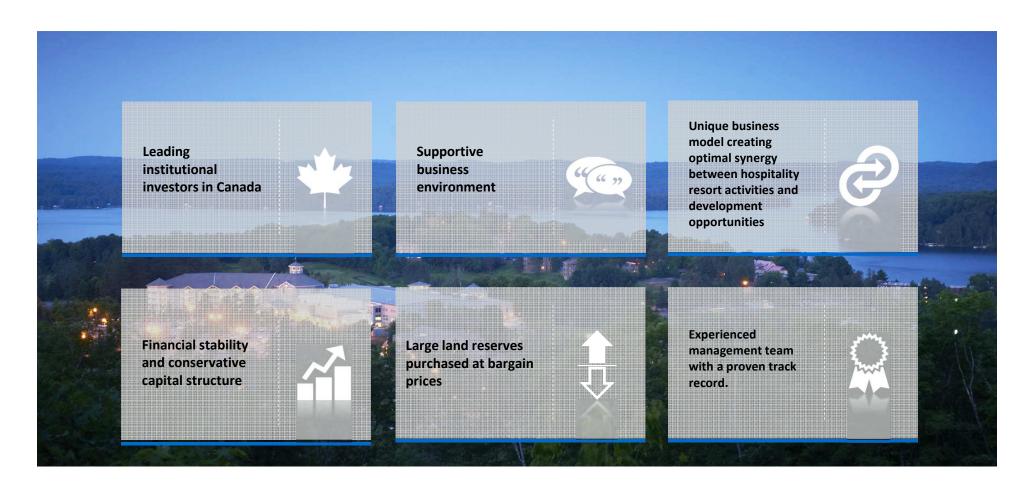
## Summary of the Financial Reports – Profit and Loss (millions CAD)

	3/2016	3/2015
Revenue	48	25
Cost of sales	(42)	(22)
Profit before sales, marketing and administrative and general expenses	6	3
Gain from fair value adjustments	-	-
Selling and marketing expenses	(1)	(1)
Administrative and general expenses	(1)	(1)
Profit from operations	4	1
Financing expenses (net)	(2)	(2)
Gain on bargain purchase and sale of investment	-	
Other expenses	-	-
Profit (loss) before income taxes	2	(1)
Income tax expenses	(1)	-
Net profit	1	(1)

<sup>\*</sup> The balances are rounded to the closest million



# Summary





# Thank you!

