



John Molson School of Business

VAN BERKOM

Small-Cap Case Competition

12th EDITION

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Message from the Dean



On behalf of the John Molson School of Business, welcome to Montreal and welcome to Concordia. I am very proud that for the twelfth year we will be hosting the Van Berkomp John Molson School of Business Small-Cap Case Competition, the only case competition in Canada

focused exclusively on small-cap business cases. At the John Molson School of Business, we firmly believe that as we prepare students for the job market, it is imperative that we expose them to as many dimensions of business as possible, in addition to what they learn in class. This event is a shining example of that kind of hands-on learning.

I would like to extend a special thank you to Mr. J. Sebastian van Berkomp, LL.D 17, a great alumnus and friend of the John Molson School of Business, for his foresight and generosity when he established this unique competition. I wish all the participants the best of luck.

*Anne-Marie Croteau, PhD, CDir Dean
John Molson School of Business*

About the Founder



“I am very much looking forward to the twelfth year of Canada’s first small-cap case competition for business students. Since the first year of the Van Berkomp JMSB Small-Cap Case Competition, the caliber of participants has continued to increase. I’m looking forward to another fun event and bringing a new level of challenge to our rising stars in the investment banking world.”

J. Sebastian van Berkomp, B.Comm., LL.D. Chairman, President and Chief Executive Officer Van Berkomp and Associates Inc. and Van Berkomp Golden Dragon Limited

Mr. J. Sebastian van Berkomp founded Van Berkomp and Associates (VBA) in 1991. He is the company’s Chairman, President and CEO. He is also Chairman, President, CEO and Responsible Officer of Van Berkomp Golden Dragon Limited in Hong Kong that was incorporated on February 22, 2012. His investment career commenced in 1971 at the Bell Canada Pension Fund. In 1979, he became a Partner of LRM Investment Management, and in 1984 co-founded Montrusco Bolton Investments Inc. He has won the Small-Cap Manager of the Year Award in 1997 and was a finalist at the Annual Ernst & Young Entrepreneur of the Year Awards in 1998. In 2003, he funded the Van Berkomp Endowed Chair in Small-Cap Equities at the John Molson School of Business (JMSB) at Concordia University.

In 2005, he became a Founding Director of the Institute for Governance of Private and Public Organizations in Canada, and in 2010, he was appointed to the Audit and Investment Committees. In 2013, J. Sebastian was appointed President of the Investment Committee. In 2011, he funded the Van Berkomp JMSB Small-Cap Case Competition at Concordia.

In 2013, J. Sebastian was appointed to the Investment Committee of the Montreal Children’s Hospital Foundation. In 2014, he founded the Van Berkomp Small-Cap Investment Management Program at the JMSB. Since 2015, the Stephen A. Jarislowsky Fellowship was established under the VBIMP at the JMSB at Concordia. In 2017, he received an Honorary Doctor of Laws Degree from Concordia University.

Van Berkomp and Associates Inc.

VBA concentrates 100% of its activities on Canadian, U.S. and Asian small- capitalization equities. The company manages small-cap stock portfolios for large North American pension funds, corporations, foundations, and endowment funds.

Company History

VBA has been in the business of managing small-cap portfolios since 1991. The company is registered with the Québec, Ontario, Alberta, British Columbia and Manitoba Securities Commissions as an Investment

Counselor and Portfolio Manager and with the Securities and Exchange Commission (United States) as an Investment Advisor. VBA is an accredited International Financial Centre (IFC). In June 1, 1999, the company established its small-cap equity management division in the U.S.

In 2012, Van Berkomp Golden Dragon Limited (VBGD) was incorporated in Hong Kong to provide an Asian small-cap equity product to professional investors. The disciplined investment approach, utilized by J. Sebastian van Berkomp, is being applied by all members of the investment team. While Canadian, U.S. and Asian investment teams work separately, the firm benefits from the cross-fertilization of ideas that results from focused in-house research of these markets.



Message from the Director



As an organizing team, we are thrilled to provide this immersive experience for all participating teams and judges. We have been working diligently to ensure that this event is both engaging and memorable for everyone.

In the classroom, students learn portfolio theory and market efficiency. The Van Berkom John Molson School of Business Small-Cap Case Competition (VBCC) enables students to take this in-class learning and apply it to small-cap investing, which allows for bottom-up stock picking and the pursuit of abnormal returns.

It's a unique way to approach valuation and a great compliment to the classroom theory. At the VBCC, the buy-side meets the sell-side, valuation is followed up by a pitch and the investment world enters the classroom. It is through the generous monetary and in kind donations from our sponsors that this competition is possible. We sincerely appreciate your support and look forward to another successful and exciting competition.

*Lecturer / Department of Finance
Director, Van Berkom Small-Cap Investment Management Program &
Van Berkom Small-Cap Case Competition
Strategic Advisor for Sustainability, Concordia University*



Photo credit: Allen McInnis

DIVISION BREAKDOWN

Prep Rooms

DIVISION A	TEAM A1	5.106	DESAUTELS FACULTY OF MANAGEMENT MCGILL UNIVERSITY
	TEAM A2	5.232	WILLIAMS SCHOOL OF BUSINESS BISHOP'S UNIVERSITY
	TEAM A3	5.269	ROTMAN SCHOOL OF MANAGEMENT UNIVERSITY OF TORONTO
DIVISION B	TEAM B1	5.107	STONEHILL COLLEGE
	TEAM B2	5.234	SMITH SCHOOL OF BUSINESS QUEEN'S UNIVERSITY
	TEAM B3	5.310	JOHN MOLSON SCHOOL OF BUSINESS CONCORDIA UNIVERSITY
DIVISION C	TEAM C1	5.110	TELFER SCHOOL OF MANAGEMENT UNIVERSITY OF OTTAWA
	TEAM C2	5.267	HASKAYNE SCHOOL OF BUSINESS UNIVERSITY OF CALGARY
	TEAM C3	5.312	HEC MONTRÉAL

PRESENTATION ROOMS

Division A: 9A
Division B: 9B+C
Division C: 9D

LAB ACCESS

Room 12.254
Day 1: 10:00-12:00
Day 2: 13:00-15:00

EVALUATION CRITERIA

Each day, teams will be evaluated based on the following factors:

- Definition of Key Issues (5 points)
- Qualitative Analysis (5 points)
- Quantitative Analysis (5 points)
- Recommended Course of Action (5 points)
- Handling of Question Period (5 points)
- Presentation Effectiveness (5 points)

Maximum score per day = 30 points
Each team's total score will be the sum of the daily averages.

PARTICIPANTS' SCHEDULE

FRIDAY, MARCH 24TH, 2023

8:30 - 9:00	Registration
9:00 - 9:45	Opening Remarks & Breakfast
10:00 - 12:00	Case Prep 1
12:00 - 13:00	Live Case
13:00 - 16:00	Case Prep 2
16:15 - 17:00	Presentation Group 1 (A1, B1, C1)
17:00 - 17:45	Presentation Group 2 (A2, B2, C2)
17:45 - 18:30	Presentation Group 3 (A3, B3, C3)
19:00 - 21:00	Evening Remarks and Cocktail

SATURDAY, MARCH 25TH, 2023

9:00 - 9:45	Opening Remarks & Breakfast
10:00 - 12:00	Case Prep 1
12:00 - 13:00	Live Case
13:00 - 16:00	Case Prep 2
16:15 - 17:00	Presentation Group 1 (A3, B3, C3)
17:00 - 17:45	Presentation Group 2 (A2, B2, C2)
17:45 - 18:30	Presentation Group 3 (A1, B1, C1)
19:30 - 22:30	Awards and Gala - Vieux Port Steakhouse

JUDGES

DAY
1

PANEL 1

HEAD: Owen Gibbons, Partner & Senior Portfolio Manager, Van Berkomp and Associates
Balal Rasool, Analyst, Van Berkomp Global Asset Management
Lorne Steinberg, President, Lorne Steinberg Wealth Management
Martin Landry, Managing Director, Stifel Canada

PANEL 2

HEAD: François Watier, Partner & Portfolio Manager, Van Berkomp and Associates
Derrick Gut, PM Global SMID, Jarislowsky, Fraser Limited
Patrick Lauziere, Senior Analyst, Canadian Equities, Small Cap, Fiera Capital
Reena Atanasiadis, Dean, Williams School of Business, Bishop's University

PANEL 3

HEAD: J. Sebastian Van Berkomp, Founder & Partner, Chairman, and Chief Executive Officer, Van Berkomp and Associates and Van Berkomp Golden Dragon Limited
Amr Ezzat, Managing Director, Equity Research, Echelon Capital Markets
Peter Barnes, Principal and Risk Management Consultant, Anthemion Capital Management LLC
Constantine Kostarakis, President, CIO & Portfolio Manager, Summus Investment Management Inc.

DAY
2

PANEL 1

HEAD: Amr Ezzat, Managing Director, Equity Research, Echelon Capital Markets
Sandy Poire, Senior Investment Officer, CN Investment Division
Patrick Lauziere, Senior Analyst, Canadian Equities, Small Cap, Fiera Capital
Nicolas Renaud, Partner, BDG & Partners

PANEL 2

HEAD: J. Sebastian Van Berkomp, Founder & Partner, Chairman, and Chief Executive Officer, Van Berkomp and Associates and Van Berkomp Golden Dragon Limited
Martin Landry, Managing Director, Stifel Canada
Sain Godil, Portfolio Manager, Global Alpha Capital Management Ltd
Thomas Horvath, Lead Analyst, Global Equities, StonePine Asset Management

PANEL 3

HEAD: François Watier, Partner & Portfolio Manager, Van Berkomp and Associates
Peter Barnes, Principal and Risk Management Consultant, Anthemion Capital Management LLC
Reena Atanasiadis, Dean, Williams School of Business, Bishop's University
Balal Rasool, Analyst, Van Berkomp and Associates

JUDGES' SCHEDULE

FRIDAY, MARCH 24TH, 2023

12:30 - 13:00	Judges' Arrival
13:00 - 16:00	Lunch & Briefing
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April 15th



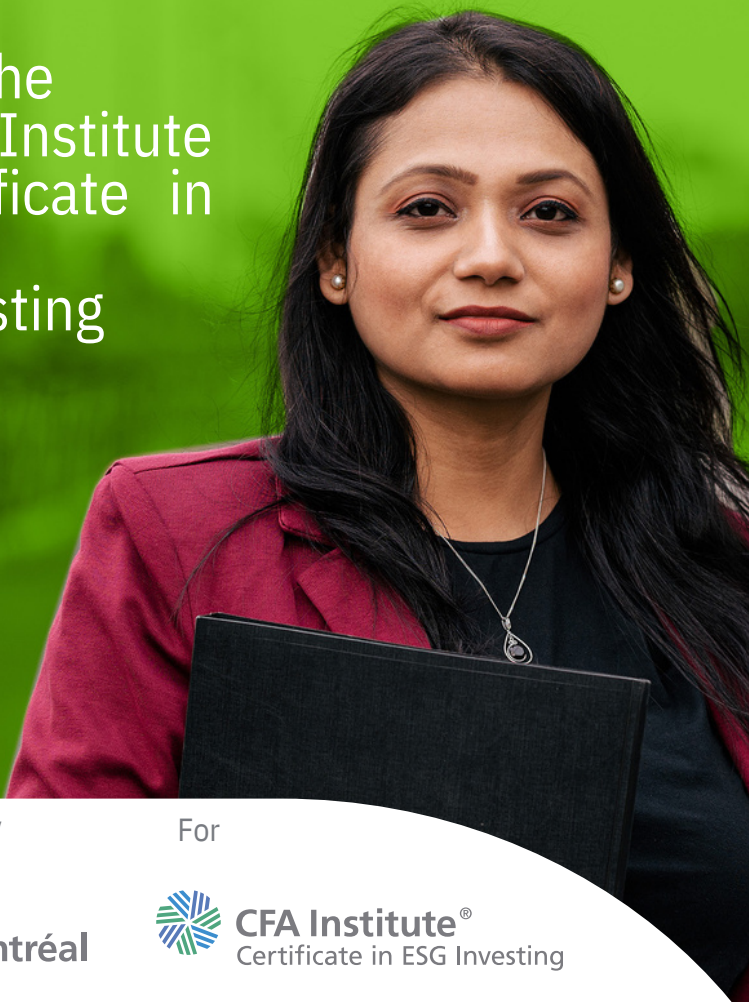
Financial Health and ESG
April 29th

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DESAUTELS FACULTY OF MANAGEMENT McGILL UNIVERSITY



Desautels Faculty of Management at McGill University is one of the leading business schools in Canada. It offers undergraduate, graduate, and doctoral programs in management, finance, and economics. The faculty is known for its rigorous curriculum, international perspective, and diverse student body. Desautels faculty members are renowned scholars and researchers who bring real-world experience to the classroom. The faculty is also highly regarded for its strong commitment to sustainability and responsible business practices.

PARTICIPANTS



Varun Agrawal has a passion for macroeconomics and follows the equity markets. He is a former real estate developer transitioning into Investment Management.

He is also a CFA Level 1 candidate with experience working at the Montreal-based long-short equity hedge fund, Galliant Advisors LP, with more than CAD \$350M AUM.



Kristina Kulikow is a CFA Level 2 candidate with experience in financial analysis and valuation. She holds a Bachelor's and Master's degree in Political Science, is currently

pursuing her MBA degree at Desautels, and completed her summer internship as an analyst at the Toronto-based long-short hedge fund, VWK Capital Management.



Fernando Ochoa is a former commodities trader, who brings 6 years of experience in cotton trading. As a trader, Fernando would analyze macro factors to find optimal trades. By reviewing

publications such as the USDA reports, Mr. Ochoa would generate alpha for the firm and provide advisory services to clients.



Omar Morales Lopez has 5 years of professional experience in private equity and retail corporations analyzing diverse financial models and investments. Through his professional

experience. He has been involved in diverse renewable energy projects that had impact in the reduction of fossil fuels consumption in the generation of energy in Mexico.

University of Calgary's Haskayne School of Business is one of Canada's leading research-oriented business schools. It is located in northern Calgary with high-tier faculty members who are experts in their respective fields; many contribute to the curriculum's continuous improvement by adapting to industry standards, trends, challenges, and innovation opportunities. Haskayne School of Business strives to create innovative research, unparalleled learning opportunities, and meaningful engagement with all communities.

PARTICIPANTS



Ksenia is in her third year of a dual degree in Finance and Mathematics. Currently, she's in the middle of her internship at EY. Market research and enhancing financial

knowledge excite her. She always makes time for Pilates, dancing and going out for walks, as those are her favorite activities.



Max is a second-year Finance student at the University of Calgary. He enjoys gaining experience and knowledge in finance by engaging in extracurriculars

and competing in case competitions. In his free time, he pursues interests in astronomy, video games, and running.



Rylan is in his third year of Finance and Computer science. He looks forward to working hard & continually learning everywhere he can. He's currently pursuing his CFA

level 1. He enjoys reading, appreciates the outdoors, and is interested in robotics in his leisure time.



Raina is in her second last year of a dual Finance and Economics degree with a minor in Data Science. She is currently pursuing CFA Level I and CSC with hopes to

complete further designations in the future. In her spare time, Raina enjoys baking, hiking, and spending time outdoors.

Founded in 1907, HEC Montréal is the first university-level business school in Canada, and it has been recognized for the excellence of its programs locally and internationally. The Montreal-based institution is open to the world and solidly rooted in Quebec society. It trains management leaders who make responsible contributions to the success of organizations and to sustainable development.

PARTICIPANTS



Laurence is a first year student at HEC Montréal. This year, she joined HEC's Student Investment Fund, as a junior analyst in the Technology, Media, and Telecommunication

sector. Outside of school, she enjoys skiing and reading philosophy and aspires to pursue a career in private equity.



Charles is a second year finance student at HEC Montréal. He is a senior analyst in the Industrials sector for HEC's Student Investment Fund and represents his university in

various international competitions. Outside of school, Charles enjoys golfing and playing hockey, and aspires to a career in investment banking.



Vincent is a first year student at HEC Montréal and a professional certificate graduate at Berklee College of Music. He will be interning with the KPMG business

valuation team and is a junior analyst at FPHEC in the Materials sector. Outside testing his Excel shortcut speed, Vincent enjoys guitar and hockey.



Liam is currently studying in his first year at HEC Montréal. He recently joined the HEC Student Investment Fund as a junior analyst in the Consumer & Healthcare

industry. Before this, Liam founded the John Abbott Investment Club and participated in numerous competitions, including the JMSX Investment Competition.

JOHN MOLSON SCHOOL OF BUSINESS CONCORDIA UNIVERSITY



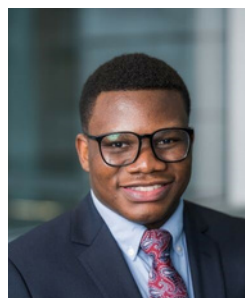
Founded in 1974, the John Molson School of Business at Concordia University is an internationally renowned business school located in Montreal, Canada. It is one of the top business schools in the country, providing students with a comprehensive education in business and management. With a diverse student body and a focus on integrating theory and practice, the John Molson School of Business ensures that students have the skills and knowledge to excel in their chosen fields.

PARTICIPANTS



Joseph is a second-year student majoring in Finance. He is currently part of the John Molson Investment Society as a Senior Analyst. Upon graduation, Joseph intends to

pursue a role in Banking or Private Equity in the infrastructure or energy space. In his spare time, he enjoys watching sports, playing hockey, and eating Italian gourmet.



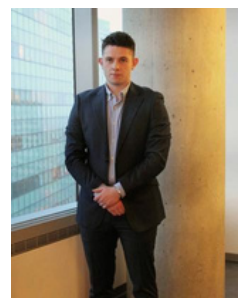
Born in Benin, Kenneth is a third-year student majoring in Finance. He is currently part of the John Molson Investment Society as a Senior Analyst. Upon graduation,

Kenneth intends to pursue a role in Private Equity or Investment Banking. In his spare time, he enjoys watching basketball, reading fiction books, participating in case competitions and editing videos.



Alexandre is a third-year student majoring in Finance with a minor in Real Estate. He is currently a research associate in the Kenneth Woods Portfolio

Management Program. Upon graduation, Alexandre intends to pursue a career in Private Equity or Investment Banking. In his spare time, he enjoys watching FI, hiking, paddle boarding and trying new poutines.



Born in Morocco, lived in Switzerland, studying in Montreal. Theo is a rising junior at JMSB studying in Finance. Senior Analyst John Molson Investment Society, he also participates in multiple

competitions year-round. Theo has experience in Private Equity & plans on pursuing a career in Investment Banking. In his free time, Theo enjoys playing basketball and football, hitting the weightroom & going to the restaurant.

ROTMAN SCHOOL OF MANAGEMENT UNIVERSITY OF TORONTO



The Rotman School of Management is part of the University of Toronto, a global center of research and teaching excellence at the heart of Canada's commercial capital. Rotman is a catalyst for transformative learning, insights and public engagement, bringing together diverse views and initiatives around a defining purpose: to create value for business and society.

PARTICIPANTS



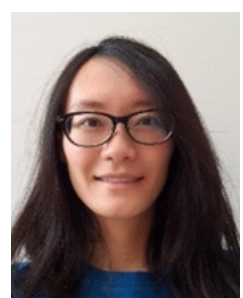
Lanre is a second year MBA student at the Rotman School of Management. He has over 8 years of experience in the financial services industry and currently works in

asset allocation. Lanre is a CFA and FRM charter holder and holds a Bachelor of Commerce (Honours) degree from the University of Manitoba.



Boom is completing his second year of the part-time MBA Program at the Rotman School of Management. He is currently working full time as a demand planning

manager at Reckitt. Boom has an undergraduate degree in industrial engineering from Georgia Institute of Technology and has professional experience in supply chain.



Chloe is completing her second year of the MEMBA Program at the Rotman School of Management. She has a credit risk management background and

currently works for the federal regulatory authority. Chloe holds the CFA and FRM designations and has a Bachelor of Commerce degree from the University of Toronto.



The Smith School of Business was founded in 1919 and named after J.R. Stephen Smith after receiving a \$50-million donation, the largest gift ever donated to a Canadian business school. Smith is one of the top Business schools in Canada and is renowned for its excellence, innovation, and leadership in business education and leadership. Smith attracts top students from across Canada and the world has international exchange partnerships with over 100 schools in 35 countries, and welcomes over 500 international exchange students annually.

PARTICIPANTS



Nabeel Elshareif has worked in the financial industry for over 5 years and is currently pursuing his Master of Finance at the Smith School of Business. He is the Portfolio

Manager of Fund of Funds for Queen's University Alternative Assets Fund and is a current CFA Level 1 Candidate.



Harshal is a Chartered Accountant from India and currently pursuing a Master of Finance from Queen's University Smith School of Business, Toronto, Canada.

He is also an accredited Advanced Financial Modeler from Financial Modeling Institute and possesses close to 12 years of work experience in corporate finance.



Peter Adekunle had his first degree in Economics and Currently completing his Master of Finance program at the Smith School of Business, Queen's University. He is a

SEC Sponsored Individual from Nigeria and a level 2 Candidate of the CFA Program.



Founded as a Catholic college in 1948 by the Congregation of Holy Cross, Stonehill's holistic approach is guided by the principles of education and faith. Its students grow into global citizens who value knowledge, integrity, and compassion as they seek to create a more just society. Stonehill professors emphasize critical analysis and creative thinking while mentoring students in more than 100 academic programs in the liberal arts, sciences, business, and pre-professional fields. Located between Boston and Providence, Stonehill is a Massachusetts college that provides students with an array of research and internship experiences on campus and in nearby metropolitan areas.

PARTICIPANTS



Gavin Euksuzian, from Harvey Cedars, NJ, is a senior Finance major and Entrepreneurship minor at Stonehill College. Gavin has prior internship experience at a

Private Equity Search Fund and Centri Business Consulting in Philadelphia, PA. Upon graduation in May 2023, Gavin will join KPMG as an Economic Valuation Associate.



Brandon Kramer is a senior Finance major at Stonehill College. He serves as the Portfolio Manager of the Mary Herlihy Opportunity Fund, managed

by Stonehill's Skyhawk Investment Group. Brandon will be joining Fidelity Investments in Boston, Massachusetts as an associate financial analyst upon graduation in May 2023.



Daniel Sammarco is a senior Finance and Spanish major at Stonehill College. He serves as the Director of Research of the Mary Herlihy Opportunity Fund after previously

serving as an equity analyst. Upon graduation, Daniel will be joining Silicon Valley Bank as part of their Boston Associate Development Program.



Devon is a senior Finance major and Data Analytics and Economics minor at Stonehill College. He is currently an analyst for Stonehill's Mary Herlihy

Opportunity Fund covering the Energy and Utilities sectors. Outside of his studies, Devon enjoys hitting golf balls over the green and working out.

The Telfer School of Management provides a well-rounded and outstanding education along with unique opportunities for experiential learning. Through excellence in both teaching and research, professors of the Telfer School consistently strive to make significant contributions to several management disciplines, and students are able to experience an enriching bilingual learning environment. The Telfer School instills in all its members a sense of professionalism anchored in preparedness, punctuality and conscientiousness.

PARTICIPANTS



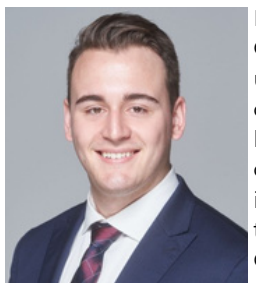
Abdul is in his final year at the Telfer School of Management. His passion for finance stemmed from participating in case competitions, such as the Credit Suisse Stock Pitch



After learning about investing from his father, Callum decided to study finance at the University of Ottawa where he participated in many extracurricular clubs and case competitions.

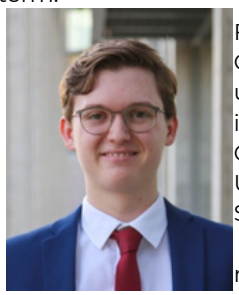
Competition. He most recently completed a summer internship at National Bank Financial in their Equity Research division and is returning full-time.

This has led Callum to work in many roles centered around risk and asset management. Callum hopes to further expand his skill set while working investment banking during his next work term.



Born in Whitby, Ontario, Jake grew up playing competitive hockey, being drafted to the OHL in 2015. He joined the University of Ottawa where he got involved in

various clubs and has recently completed an Investment Banking internship. Outside of his studies, Jake enjoys playing golf, road cycling, and watching hockey.



From British Columbia, Sean grew up with a strong interest in business. Once attending the University of Ottawa, Sean became involved in various finance-related

extracurriculars, most notably serving as the leader of his school's investment fund. Sean has recently completed an internship in investment banking, in which he will return there full-time upon graduation.

Located in Quebec's Eastern Townships region, Bishop's University offers a unique undergraduate experience in English. With a focus on quality education in various fields, including fine arts, humanities, social sciences, natural sciences, business, and education, Bishop's encourages its 2,900 full-time students to immerse themselves in the complete Bishop's experience. At the Williams School of Business, students benefit from strong academic fundamentals, hands-on learning, small class sizes, and engaged faculty. Be everything you want to be.

PARTICIPANTS



Sebastien Elie is finishing his third year at Bishop's University in Accounting and Finance. He has worked at KPMG in audits and will be working at Redbridge Debt

Advisory in Paris, France this summer. He enjoys playing sports and reading about the financial markets.



Jacob is a third year student working towards a BBA in finance along with a minor in Business Technology Analytics and a minor in Economics.



Anne-Sophie Voyer is a second-year finance student. She has participated in a few other case competitions this year and really enjoyed it. She likes anything

related to numbers, such as economics, mathematics, and, of course, finance. She also enjoys skiing and playing rugby.



Hendrik is currently in his fourth year at Bishop's University, pursuing a Minor in Finance and a BBA in Economics. With an interest in finance and

portfolio management strategies, he is also an active member of the Varsity Lacrosse Team.

WORD FROM THE ORGANIZERS



© Concordia University

It is a great honor to be part of the 12th annual Van Berkomp John Molson School of Business Small-Cap Case Competition! Now, more than ever, this synergistic and educational event emphasizes the value and importance of informing and inspiring the next generation.

We acknowledge with thanks the competition's founder, Mr. J. Sebastian van Berkomp, Founder & Partner, Chairman and CEO of Van Berkomp and Associates, a highly respected small-cap investment firm. As a dedicated alumnus of the John Molson School of Business, Mr. Van Berkomp provides perennial support to the school for opportunities such as this event that contribute to the creation of a comprehensive academic experience.

We extend hearty thanks to Mr. Amr Addas, VBCC's Director and our preeminent advisor, for his leadership, encouragement and assistance whenever we have needed him. We also thank JMSB Dean, Mrs. Anne-Marie Croteau, for her unfailing support of our team and the competition.

And finally, special thanks go to Mr. Guy Barbeau, JMSB Director of Student Life and Special Projects, who has made our experience so much easier!

We hope that this 2023 edition of VBCC will bring indelible learning experiences and lasting memories to all participants.

Sincerely,
The 2023 VBCC Organizing Team



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John Molson School of Business

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