



CARNELIAN BESPOKE STRATEGY

SEPTEMBER 2026

Firm Overview



- Founded in 2019 as a boutique investment management firm by three passionate capital market professionals with a strong track record of building leadership businesses in the capital market domain and enduring research platform
- Purpose is to build a world class asset management platform known for its values, expertise and best practices
- Currently managing ~USD 2.2 bn in Indian equities for the country's leading HNI's, family offices, institutions & partners' own capital
- Offerings include PMS – domestic; AIF – domestic/offshore through GIFT IFSC
- 100% founder owned
- Supported by a team of 130 professionals across 11 locations and growing
- Technology, risk, compliance and process driven DNA
- Known for our unique, differentiated and proprietary investment & risk (including forensic) framework
- Won several accolades for best theme identification and absolute returns in 2021 and 2023

Founder's Profiles



VIKAS KHEMANI
(CA, CFA, CS)

- Vikas Khemani, with 28 years of extensive experience in capital markets, is the founder of Carnelian Asset Management & Advisors. Established in 2019, this boutique investment management and advisory firm, based in India, manages USD 2.2 bn across various portfolios.
- Prior to founding Carnelian, Mr. Khemani served as the CEO of Edelweiss Securities Ltd. for 17 years. During his tenure, he successfully incubated and developed several businesses into market leaders, including institutional equities, investment banking, and equity research.
- Mr. Khemani is recognized for his strong business acumen and profound understanding of capital markets, earning him a distinguished reputation within Corporate India.
- In 2014, he was honored with the Young Professional Achievers Award for the service sector by the Institute of Chartered Accountants of India.



MANOJ BAHETY
(CA, CFA)

- With ~28 years of financial services experience, Manoj Bahety currently serves as the fund manager of Carnelian Asset Management & Advisors. He is a distinguished financial professional known for his innovative approach to forensic research and portfolio management.
- Before co-founding Carnelian along with Vikas in 2019, Manoj held key roles at Edelweiss Securities, including Deputy Head of Institutional Equity Research, Head of Forensic Research, and Head of Thematic & Mid Cap Research. He is renowned for his non-consensus research approach and pioneering differentiated forensic research, famously known as "Analysis Beyond Consensus" (ABC Research).
- ABC Research has been instrumental in aiding global investors to make informed investment decisions based on accurate data rather than reported figures, thereby helping them "avoid pitfalls"—a core virtue of Carnelian.
- In addition to his professional accomplishments, Manoj has actively contributed to the CFA Institute, serving on several committees, including as Chairperson of the India Advocacy Committee and as a member of the Global Capital Markets Policy Council (CDPC) based in the USA.



SWATI KHEMANI
(CA)

- With 24 years of financial experience, Swati exemplifies the important role of the Indian modern professional and empowered woman. Her professional journey has taken her to leading roles in equity research, institutional sales, investment banking, client relationships and human capital management, all this, while raising a family and being an entrepreneur.
- Along with Vikas Khemani and Manoj Bahety, she founded Carnelian Asset Management where she currently holds the key position of managing the overall business and capital management. Her mentoring skills have been instrumental to lay the foundation of a strong, cohesive and winning investment management team. She enjoys a good relationship with the investor & corporate community.

Carnelian Competitive Advantage



Unique Approach, Unique Insights

Independent, entrepreneurial boutique with a reputed board of advisors

Long-term approach with high active share (differentiated portfolio)

Concentrated **QGARP** portfolio – **Quality Growth companies (Business & Management) at a Reasonable Price**

Offers a unique blend of companies with accelerated and sustainable growth

Proprietary forensic analysis

Known for identifying larger themes, trends /stocks early



PEOPLE

- Founders are Industry veterans with strong complementary skill sets
- Deep understanding of Capital markets & businesses
- Strong relations with corporate India/industry
- Team of 130 passionate/driven professionals
- 100% founder owned – skin in the game



PROCESS

- Unique forensic framework – **"CLEAR"**
- Focus on quality
- Screen for red flags
- Disciplined investment process
- Differentiated approach to risk management
- Processes driven by core values...

Bespoke Strategy (PMS)



- Customized long only portfolio for HNI's/Institutions tailored to suit client specific risk reward profile
 - Min. investment amount: INR 25cr
 - 50% of commitment amount to be paid upfront; balance commitment to be paid in 3 months
 - Min. tenure: 3 years
- Portfolio of 5 - 10 stocks
- Illustration of customized portfolios -
 - High Conviction Magic portfolio (accelerated growth),
 - High Conviction Thematic portfolio (theme/sector portfolio),
 - High Conviction Concentrated portfolio (5 / 10 stocks portfolio),
- Quarterly portfolio review
- Fully aligned performance-based fee structure



Illustration of portfolios

High Conviction Magic portfolio



- We aim to capture the pivotal moments in a company's lifecycle that lead to **substantial growth** and **valuation re-rating**.
- Our **focus spans across market caps and sectors**, seeking opportunities where fundamental changes drive long-term value creation.
- Identifying high-growth sectors and themes driven by strong **sectoral tailwinds**, unlocking substantial wealth creation opportunities yet to be fully recognized by the market.



Change in CEO's



Company	PAT at the time bought (in cr.)	TTM PAT (in cr.)	Valuation when bought PE/PB (times)	Current valuation PE/PB (times)	Months held	Scrip Return (times)	IRR (%)
ICICI Bank Change in CEO - Focus on risk calibrated growth	1,08,368	2,60,000	2.3	3.2	36	3.0x	44%
Tube Investment Of India Change in leadership, focus on growth / adding new businesses, improving efficiencies/margins.	178	1,000	64.0	67.0	23	6.0x	155%
Praj Industries Change in leadership coupled with change in industry	80	280	25.0	40.0	36	5.5x	77%
Cipla Change in CEO with focus on core competencies and return on capital employed	1,667	4,481	24.0	27.0	54	3.2x	30%
Aditya Birla Capital Change in CEO with focus on growth across businesses	15,492	28,000	1.9	2.0	34	1.9x	25%
Glaxosmithkline Pharmaceuticals Change in CEO & Increased focus of parent company on pharma business in India	600	675	45.0	65.0	12	1.6x	60%

Sectoral Tailwinds



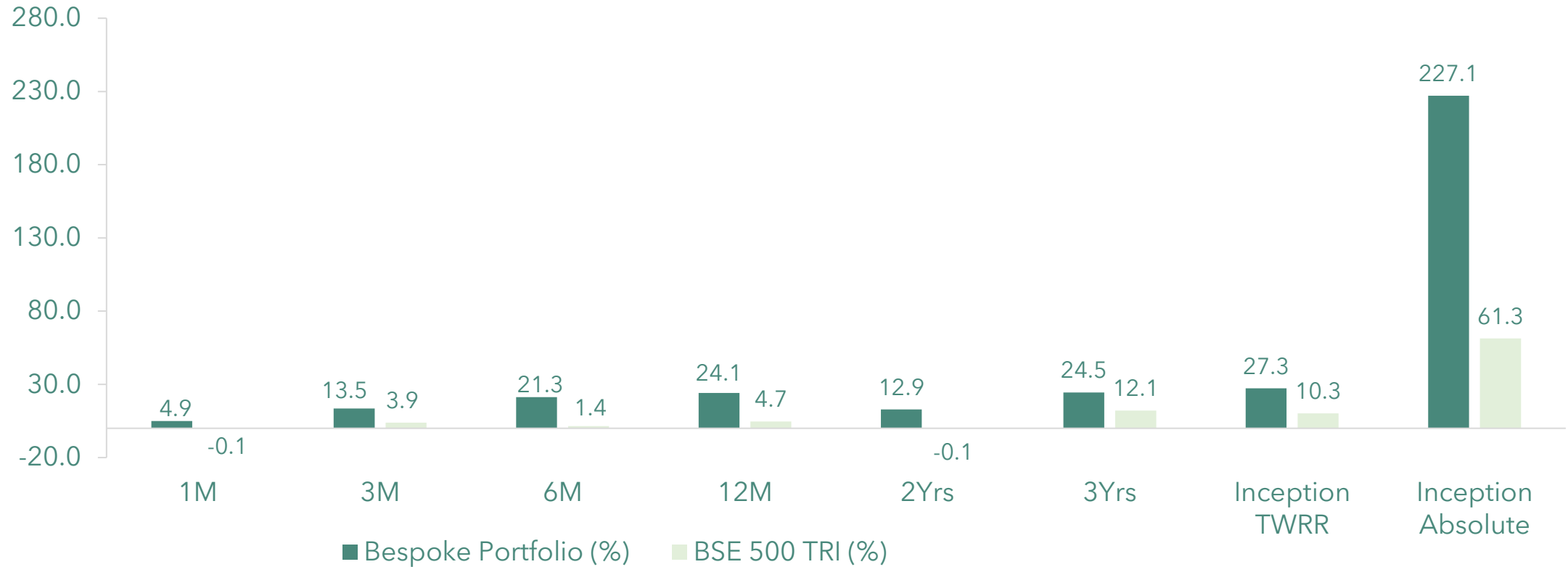
Company	Sector	PAT at the time bought (in cr.)	TTM PAT (in cr.)	Valuation when bought PE/PB (times)	Current valuation PE/PB (times)	Months held	Scrip Return (times)	IRR (%)
Neuland Laboratories CDMO business tailwinds	Pharmaceutical	65	300	26.0	60.0	30	10.0x	151%
KPR Mills China+1 & labor cost advantage	Textiles	348	809	15.0	39.5	48	6.1x	57%
Kirloskar Pneumatic Expanding addressable market opportunity operating in the compressor segment	Capital Goods	85	190	35.0	55.0	26	3.5x	78%
Ratnamani Metals Beneficiary of Capex in City Gas Distribution & Water projects	Manufacturing	320	600	34.0	42.0	30	2.3x	39%
Bank of Baroda Improved governance, efficient leadership & improvement in asset quality	PSU	85,910	1,20,180	0.7	1.1	26	2.2x	44%

Business Structure/Strategy



Company	PAT at the time bought (in cr.)	TTM PAT (in cr.)	Valuation when bought PE/PB (times)	Current valuation PE/PB (times)	Months held	Scrip Return (times)	IRR (%)
PCBL Shifted focus towards specialty chemicals + capex coming on stream	430	550	8.0	30.0	30	4.7x	86%
Newgen Software Partnership with global system integrators & new products	46	119	55	62	34	4.4x	69%
Dynamatic Technologies Focus on scaling up better margins Aerospace business	90	110	45.0	90.0	18	2.4x	79%
Tata Motors DVR Focus shifted towards JLR and generation of cash flow	-3798	31807	NA	12.5	14	2.5x	119%
Senco Gold Focus on core markets coupled with expansion in newer geographies	158	214	15.5	41.2	16	3.6x	161%
Bharti Airtel Advantage of duopoly structure	8964	13815	48.0	68.0	33	2.2x	33%

Performance as on 31st August 2026

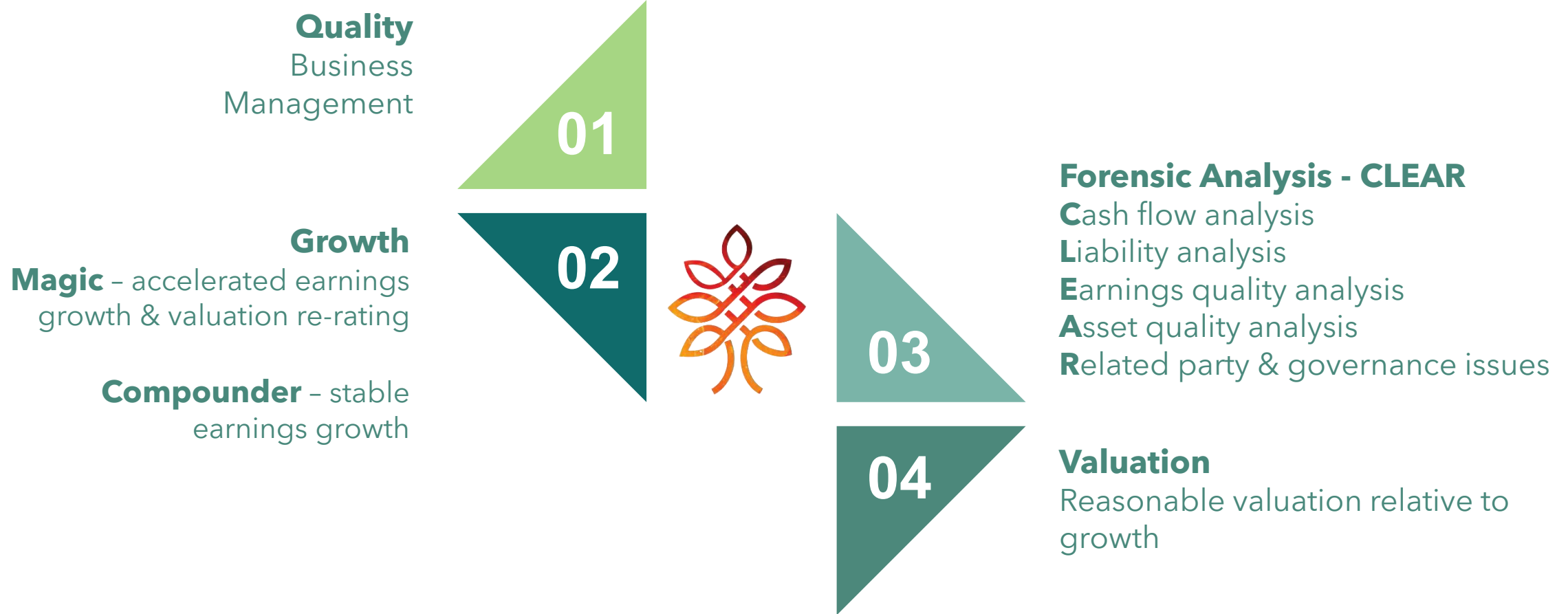


Note - Inception Date - 7th October 2021. Performance is calculated on TWRR basis, at strategy level & net of all expenses. Above 1 year returns are annualized.



Carnelian Investment Framework

Investment Framework



Quality Growth at a Reasonable Price



QUALITY

Margin of safety not only lies in the price, but also in the quality of business and management

Strong focus on sustainability & governance

Quality Business

- Profitable
- Free cash flow generation
- Incremental return on capital
- Opportunity & market size
- Sustainable moat
- Environment & socially conscious

Quality Management

- Integrity
- Passionate & driven
- Efficient capital allocator
- Skin in the game
- Strong risk management culture
- Strong governance



GROWTH

Investing for acceleration in growth yet to be factored in by market, leads to superior returns.

Magic (Accelerated Growth)

Aims at capturing earnings growth & valuation re-rating

- Management/CEO change
- Industry structure change
- New growth catalyst
- Product innovation
- Completion of capex phase

Compounder (Stable Growth)

Aims at capturing stable earnings growth

- Large & growing opportunity size
- Sustainable moat
- Robust free cash flow generation

Investment Framework - Forensic Analysis - "CLEAR"



FORENSIC ANALYSIS - CLEAR

No matter what your investing style is, forensic analysis can help avoid some of the pitfalls inherent in human misjudgment.

Cash flow analysis

- Earnings conversion; reported vs stable cash flows

Liability analysis

- True debt vs reported debt, contingent liability & likely impact on future earnings; payables vs acceptances

Earnings quality analysis

- True economic profit vs reported profit, discretionary vs non-discretionary profit, expense capitalization policy

Asset quality analysis

- Core vs non-core assets; intangible creation policy

Related party & governance issues

- Related party transaction, complex structures (JVs/subs), off BS arrangement - connecting the dots



VALUATION

“Value of an asset cannot, over the long term, grow faster than its earnings”

Multi-Faceted Valuation Approach

- P/E multiple
- P/B
- EV/EBITDA
- DCF

Identify companies with reasonable valuations in relation to growth prospects

Pay a reasonable price, avoid overvalued companies



RISK

We believe knowing the source of risk is the key to risk management.

We classify risk into 3 types based on the source of risk.

Type A - Capital Loss risk

- Inferior quality of management
- Disruption prone businesses

Type B - Volatility risk

- Temporary market dislocation
- Macro factors
- Geo-political/political issues
- Liquidity

Type C - Opportunity cost risk

- Lack of knowledge
- Human biases



RED FLAGS

"Invert, always invert"

- Carl Jacobi

- Aggressive accounting practices
- High financial leverage
- Low tax incidence
- Management having
 - no skin in the game / misaligned objective
 - a poor governance track record
 - hurry to create value



Awards & Testimonials

Awards and recognition



Awards - March 2026



Earlier awards



What our investors say..



Farah Malik Bhanji, MD - Metro Brands

Vikas, Swati and the Carnelian team have done an excellent job managing our money. They have been one of the top performing funds in our portfolio for the year. Having been invested with them since inception, we have seen their strategy play out through the Covid period with great success. Carnelian's clarity and fidelity to their thesis and process inspires a lot of confidence and the results speak for themselves. I wish them all the best for their future endeavours and look forward to being a part of their journey.



Gopal Srinivasan, Chairman & Managing Director - TVS Capital Funds

Find a great manager like Vikas. I have invested in his funds and I think give people like him money because this requires a very strong navigation, break, clutch, acceleration and steering system to manage so that would be my advise to most people that there is alpha in the market and alpha can be best sought out in the hands of professionals like Vikas.



Abhishek Dalmia, Chairman - Renaissance Group

In investing, big money is made by being a contrarian. Humans derive comfort from being part of a crowd (group think). It is rare to find someone who has the conviction to stand apart from the crowd and is willing to bet money on his conviction. Vikas is that sort of guy. He bet on revival of Indian manufacturing at the peak of the first covid lockdown when he launched the Shift Strategy. The performance of the fund demonstrates that he got it right.



Chaitanya Desai, MD - Apar Industries

Carnelian tries to achieve an absolute long term consistent return with substantial alpha keeping in mind the risk reward ratio. They are pretty much modern in their investments but also traditional when it comes to capital protection utilising their expertise in Forensic Accounts.

Their culture is such that fiduciary duty to the clients is at the heart of all their actions and processes. We are definitely IMPRESS'ed by their approach to their investments.



Vikas Poddar, Founder Ashirwad Pipes

As a family office, we were looking for a new age fund manager who is in sync with India's growth story. And this is how we discovered that Carnelian, led by Mr. Vikas Khemani, will be a great choice. We have had several interactions with him and his team, which has given us immense comfort and reiterated our confidence in the Indian economy. Their performance has been a stellar.

What our investors say..



Apurva Parekh, Executive Director - Pidilite Industries

I am impressed by the fund's vision, investment philosophy, diligence process and long term approach. I have known Vikas Khemani for many years. He has deep domain knowledge and sound understanding of Indian businesses and economy. This has allowed Vikas to consistently identify superior businesses and trends ahead of the market.



Russell Mehta, MD - Rosy Blue India

Have known Vikas for many years now and I love/admire his enthusiasm, passion and aggression to invest which is very well and equally balanced with deep and meaningful research, level headedness and receptiveness. He has canny ability to foresee trends!



Yogesh Agrawal, MD - Ajanta Pharma

I was confident of Vikas' s ground up experience in investing which earned him sharp acumen in spotting the businesses that have potential to provide above index returns. Today, I can confidently say that Carnelian has lived up to the promise and delivered me sound and much above index returns so far. I am fully assured about the long term performance of Carnelian fund and would strongly recommend them to others. I wish team Carnelian all the best and healthy growth in future.



Pankaj Keswani, Founder - Alufit (India)

Ever since we got introduced, I have this feeling that here's a guy I can trust. He's like a first-generation entrepreneur. So, he knows the value of money and what it takes to build it, to create it, and save it. And if someone might say, he is who under-promises and over delivers.



Yogesh Mahansaria, MD - Mahansaria Tyres India

Vikas and his team have a great passion for investing, clarity of thinking, and deep research capabilities - all of this gave us lot of confidence to be an early investor in Carnelian Funds. Their performance over time has validated our confidence, leading us to enhance our investments with them over time; one of the best performing funds in our portfolio.



Sohil Chand, Senior Advisor, NVP India

I have known Vikas for a while & been an investor since early days. It has been the best performing PMS in my portfolio over 20 PMSes!

Contact Us



Carnelian Asset Management & Advisors Private Limited

1205/06, One Lodha Place,
Senapati Bapat Marg, Lower Parel,
Mumbai - 400013

Telephone - 022- 6937 4100

Website - www.carneliancapital.co.in

For any queries, email us as sales@carneliancapital.co.in

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