



# **CARNELIAN SHIFT STRATEGY PMS**

AUGUST 2025

# 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 1.4 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 73 professionals across 9 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 27 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 1.4 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 ~27 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 23 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

# Board of Advisors



PATRICIA PEREZ-COUTTS  
(CFA)

- Patricia Perez-Coutts, CFA has a distinguished & extensive background with over 30 years of experience managing emerging market equities. She joined Westwood Holdings Group, Inc. in 2012 as a Senior Vice President & Portfolio Manager and led a team of analysts focused on managing emerging market equity strategies.
- Prior to that she worked at AGF Investments Management for over 10 years, also managing emerging market equity strategies
- She has won numerous industry accolades throughout her career, including six consecutive Morningstar Canadian Investment Awards as Senior Vice President and Portfolio Manager of the AGF Emerging Markets Fund
- Patricia is also an Impact investor, a philanthropist and is the Chair of the Board of Cuso International, a Canadian development organization and is also Chair of Viridis Terra International
- She has travelled extensively the world over the years and speaks four languages fluently



VIVEK CHHACHHI  
(MBA)

- Vivek Chhachhi is a partner of CX Advisors LLP, and currently serves as the Chief Investment Officer also leading investments in healthcare and technology
- Vivek is serving/has served on the boards of several portfolio companies including Thyrocare, Nueclear, Thyrocare Gulf, Healthium Medtech, Natco, Veeda, Sekhmet Pharma and Anjan Drugs
- Prior to joining the Investment Advisor in 2010, he was a director with CVCI, where he had about 15 years of experience identifying, managing and exiting a large number of portfolio companies across a wide spectrum of industries
- Vivek holds a Master's degree in Management Studies from the Jamnalal Bajaj Institute of Management Studies, University of Mumbai and a B.Sc. degree in Computer Science from St. Stephen's College, Delhi University



DENIS NOLAN  
(CFA)

- Denis has more than 30 years of capital markets experience globally having worked in London, Hong Kong, Dublin and Toronto, with most of that time spent in institutional sales with large international investment banks, investment management firms and a hedge fund.
- As the principal & founder of DPN Capital, over the last 15 years Denis has made it his job to find the best up and coming investment managers and successfully partnered them with sophisticated institutional investors around the world, mainly large public pension funds, banks, endowments and sovereign wealth funds.
- Denis has travelled extensively all over the world to fulfil institutional investors goals and has been successful in raising nearly USD 10 billion capital for investment managers from institutional investors in Europe, Asia, the Middle East and North and South America over his career.

# 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 73 passionate/driven professionals
- 100% founder owned – skin in the game



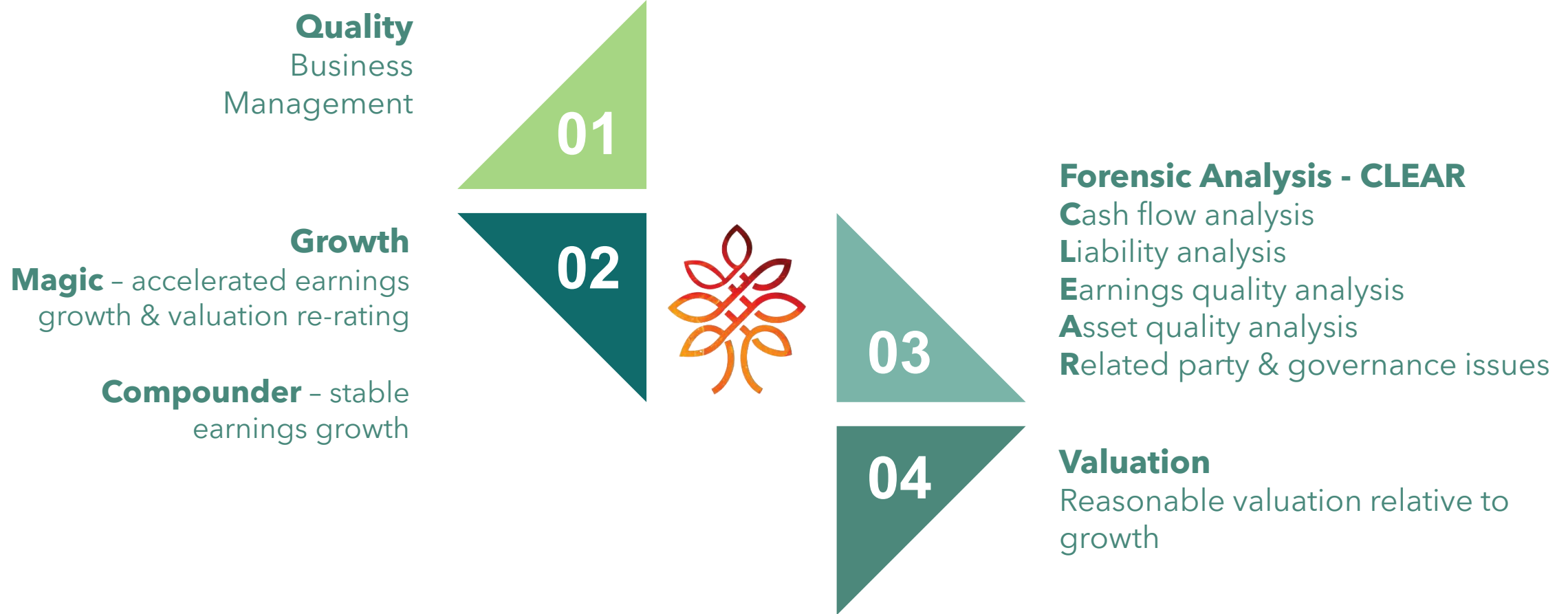
### PROCESS

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



# Carnelian Investment Framework

# Investment Framework



**Quality Growth at a Reasonable Price**



## QUALITY

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

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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

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

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### 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 we avoid



## RED FLAGS

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*"Invert, always invert"*

*- Carl Jacobi*

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- 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



# CARNELIAN SHIFT STRATEGY

# Shift Strategy (PMS)



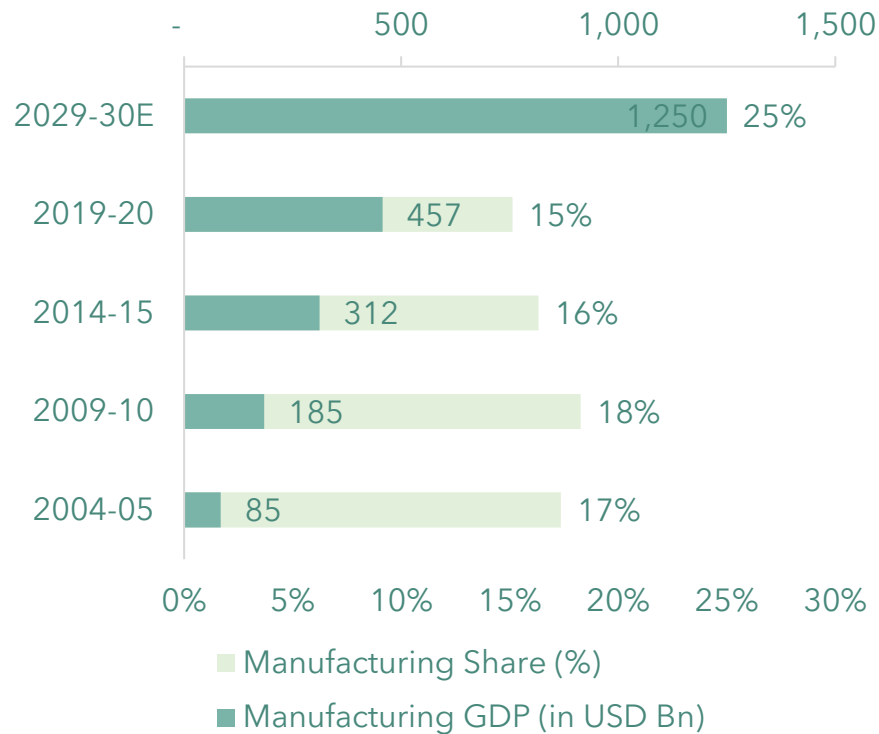
- Strategy designed to capture structural decadal shifts presenting large opportunity in
  - **Manufacturing** led by conducive regulatory and global environment
  - **Tech evolution** empowered by digitalization globally
- Concentrated **QGARP** (quality growth companies at a reasonable price) portfolio
  - Blend of mid & small cap listed companies having
    - niche core competence & large opportunity size
    - proven track record
    - impeccable management capabilities
- Portfolio of ~25 stocks; Benchmark against BSE 500 TRI
- Subjected to stringent Carnelian filters & forensic checks (CLEAR framework)

# Pandemic accelerated 2 structural shifts



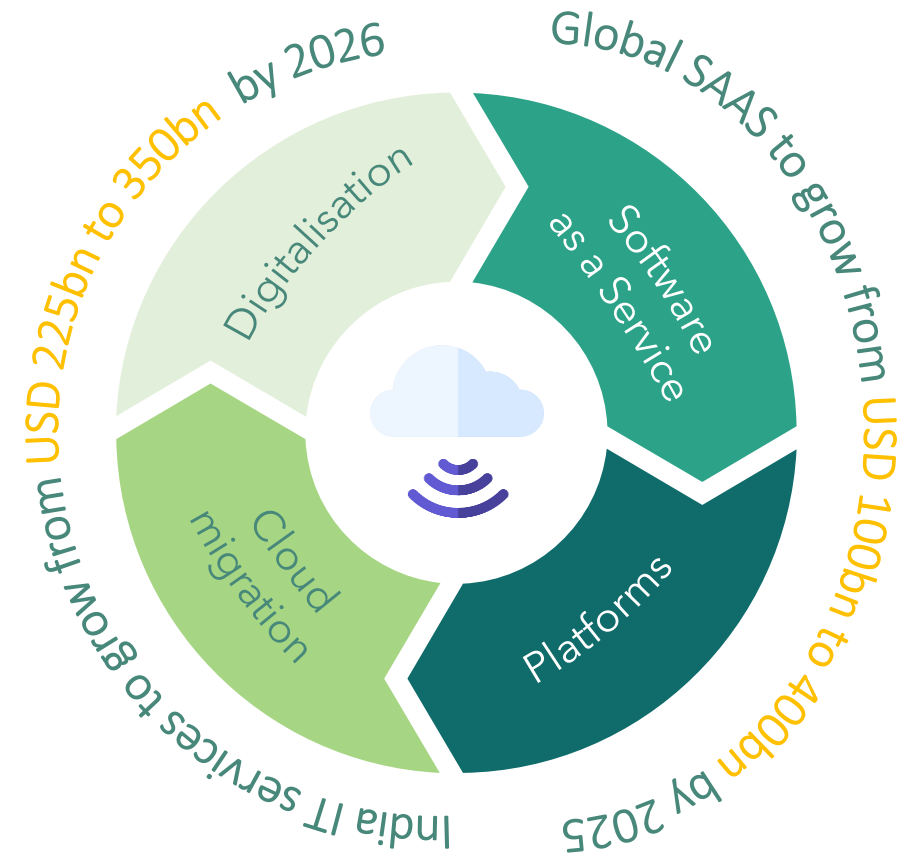
## MANUFACTURING

Manufacturing GDP set to double over the next 5 years



Source: Carnelian Research, IBEF

## TECHNOLOGY



Plethora of opportunities unfolding...



# India on the cusp of **manufacturing** boom on account of

## **Govt. Reforms**

- Focus on Atmanirbhar Bharat
- Manufacturing boost by production linked incentive schemes
- Tariff & non-tariff barriers
- State labour reforms

## **Cost Competitiveness**

- Labour: 1/2-1/3x China
- Logistics & power costs = China
- Lowest tax rates globally @ 17%
- China's cost advantages have significantly narrowed down

## **Proven Entrepreneurship**

## **China + 1 Shift**

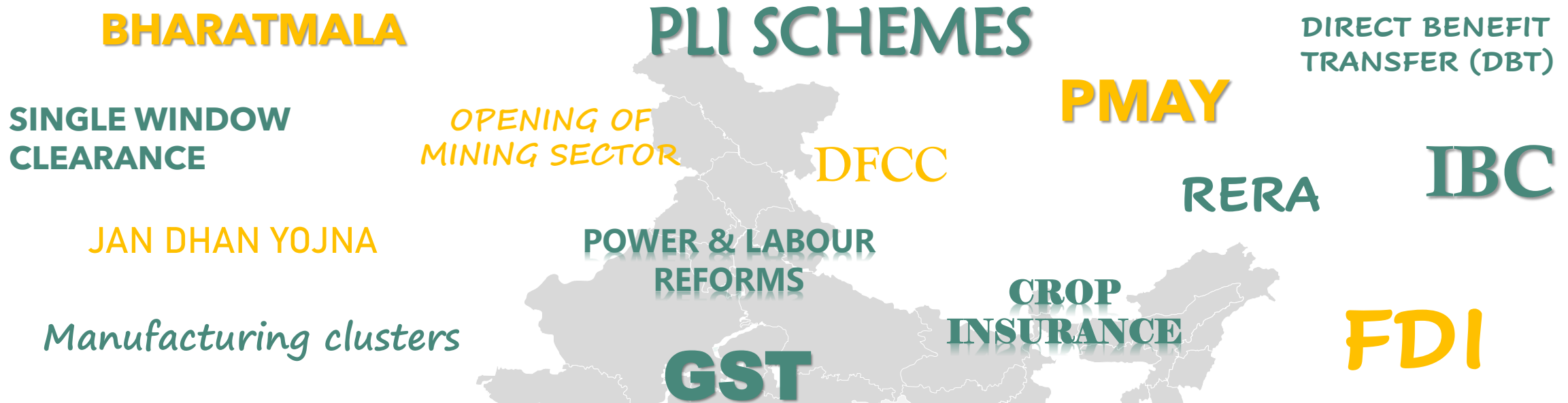
- Led by anti China sentiments
- Over dependence on China to create huge opportunity for China +1

## **Strong Domestic Markets**

- Domestic markets + exports/ imports = economies of scale

Confluence of all the above factors creating momentum for manufacturing

# Government initiatives and reforms



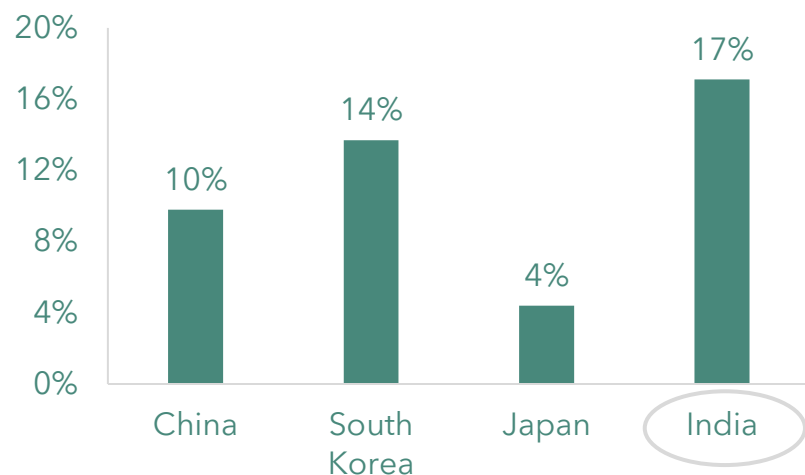
## Enablers creating a business friendly & competitive environment supported by infrastructure development

- Globally lowest tax rate at 17% GST - One Nation One Tax; Reduction in warehouses, efficient transportation and reduced costs
- Creation of 35,000 kms of road with capital outlay of USD 5 bn
- DFCC will result in logistic saving by 37%.
- Production linked incentives across sectors
- Opening mining sector to private & foreign players allowing capital & technology investment
- Increase in limits across sectors like contract manufacturing, defense, retail etc. with conditions of local manufacturing
- Creation of mega bulk drug parks, manufacturing clusters with common facilities and eco system development
- Direct hire of contractual workers for fixed tenure
- Threshold increased for lowering compliance
- Power reforms will lead to reduction in T&D losses thereby reducing power cost further

# Further impetus through tariff & non-tariff barriers

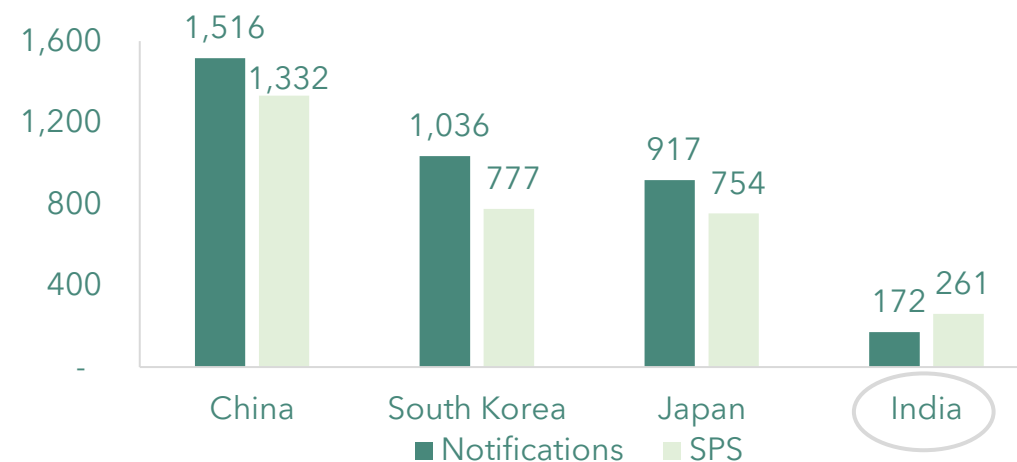


Average applied tariff



Source: Ministry of commerce survey

Notifications and SPS across world



Source: Ministry of commerce survey

India hardly used non-trade tariff barriers like China/other countries which is set to change;

- No global tenders less than INR 200 cr
- No automatic FDI approval to 200 countries sharing borders
- Special registration required for participating in contracts with neighboring countries

GOI has planned substantial changes on import policies including tariff & non-tariff barriers on imports

# Aided by cost competitiveness



## Labor Cost Comparison

Metric	China	India	Vietnam
USD / Mo wages	800	200	475
Productivity	1	2.5	1
Equalized Mo	800	500	712
Cost comparison	0	-37%	-11%

## Logistics cost at a glance

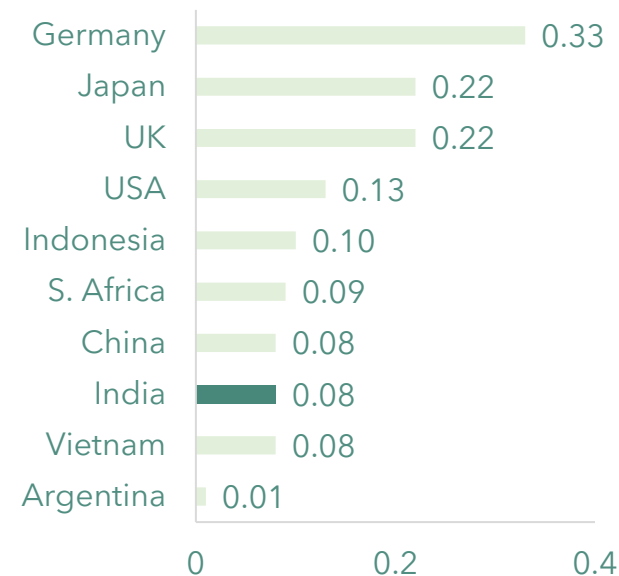
Cost	China	India	USA
Logistics performance index	3.6	3.2	3.9
Logistics spent as a % of GDP	18	14	8.5

Source: Worldbank, Industry

## Components of logistic cost (as a % of GDP)

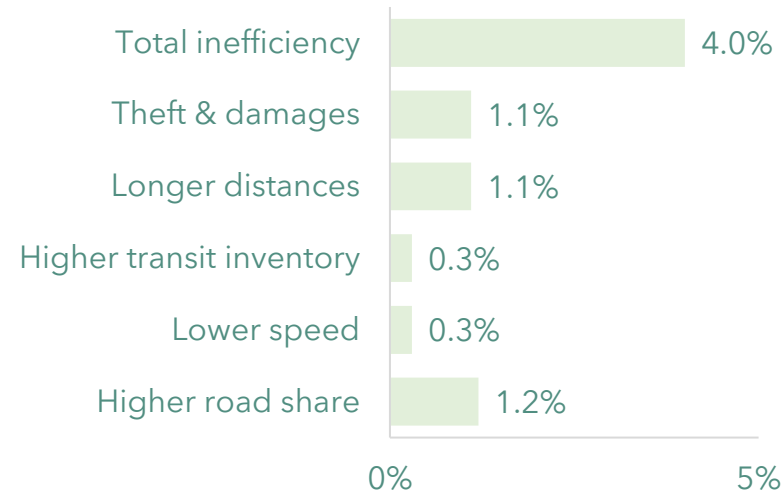
Cost	India	Developed countries
Transportation	7%	5-6%
Inventory cost	6.3%	2-3%
Administration	0.7%	0.5-1%

## Power cost is same as China & Vietnam



Source: statista.com

## Inefficiency set to go -DFC & infrastructure reforms



Source: Nuvama reports

Every small reform like fastag, etc. has a big impact on the logistics cost by reducing the time travel by ~15-20%. Opportunity to bring efficiency of 3-4% (GST, More efficient supply chain, Infrastructure)

India is becoming cost competitive at a global scale

# China+1 shift will create big opportunities



Worlds over dependence on China currently



16% Global GDP



28% Global manufacturing  
(ranked no. 1)



58% global footwear production  
(Ranked no. 1)



70-85% World solar power components



36% World's chemical production  
(ranked no. 1)



17% Capital goods exports as % of total export



35% Textile & clothing exports as a % of total exports



10% Auto component exports as a % of total auto component exports



60-65% Global electric vehicles

China will continue to be a big player; however small SHIFTs will create BIG opportunities for India

# Which sectors will benefit



Metric	Import Substitution	Export Opportunity	Market Consolidation
Chemical, API & Pharma			
Capital goods			
Consumer Electronics & Durables			
Auto & Auto Ancillaries			
Defense			
Industrial Capex Ancillaries			
Building Materials			

## Who will benefit - characteristics of companies

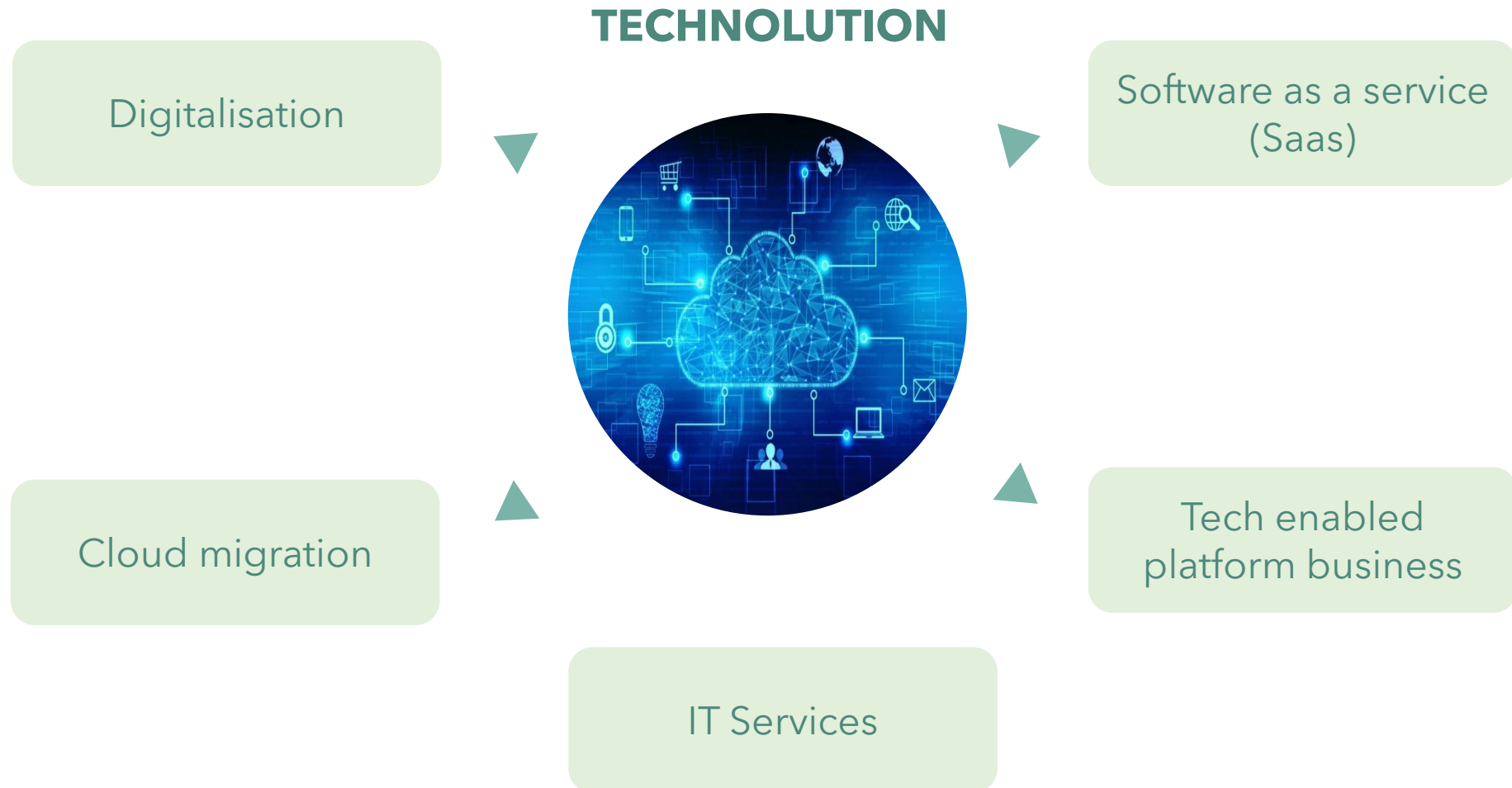
- Core competence/ niche capability
- Proven track record / platform
- Strong balance sheet
- Strong Governance
- Existing presence (market share)



Reliability factor  
Cost effectiveness  
Differentiated IPs  
Customer base



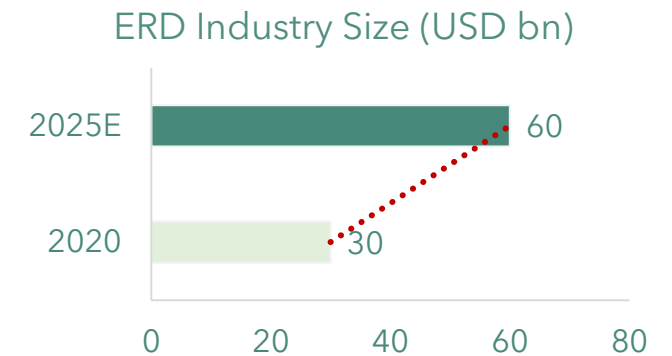
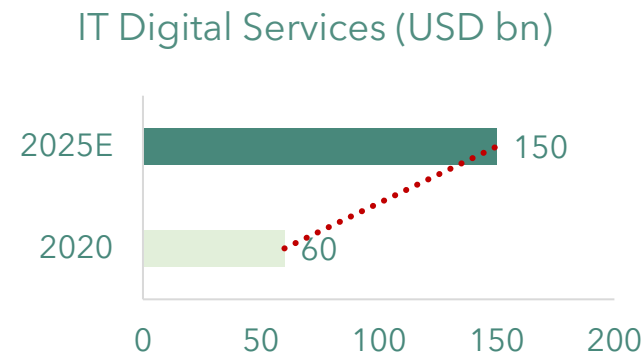
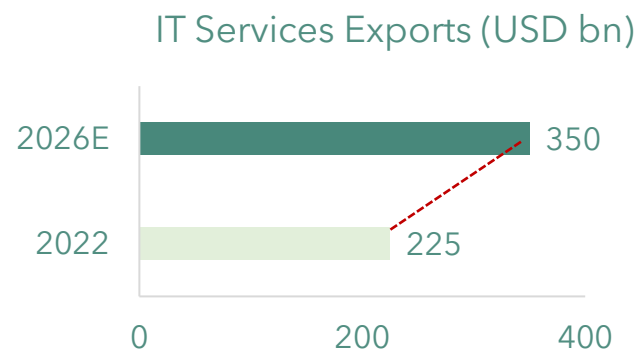
## Key emerging tech shifts accelerated post pandemic



# Technology – IT Services



- Covid has prompted companies worldwide to rethink & shift; Indian IT Tech companies an important clog in the wheel
- Demand for digital spending is “global” & supply is only “local”
- **IT services exports industry to grow from USD 225bn in 2022 to USD 350bn by 2026**
- 50% of the revenue getting spent as salaries/wages in the economy as first order effect which will boost consumption. Second and third order effect yet to follow.





# Risk factors

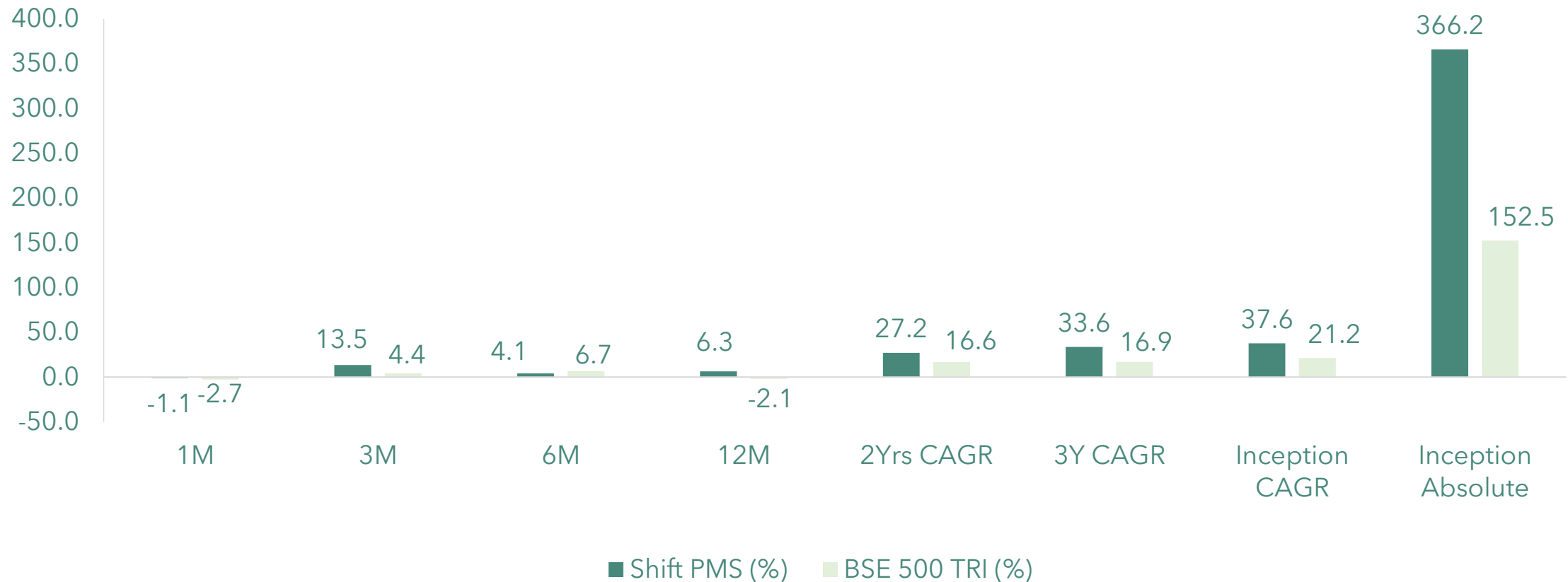


- Global meltdown of economy affecting overall demand
- World's softening stance against China
- Geo - Political risks
- Banking system risks
- Slowing down of reforms and change in government policies
- Significant currency appreciation



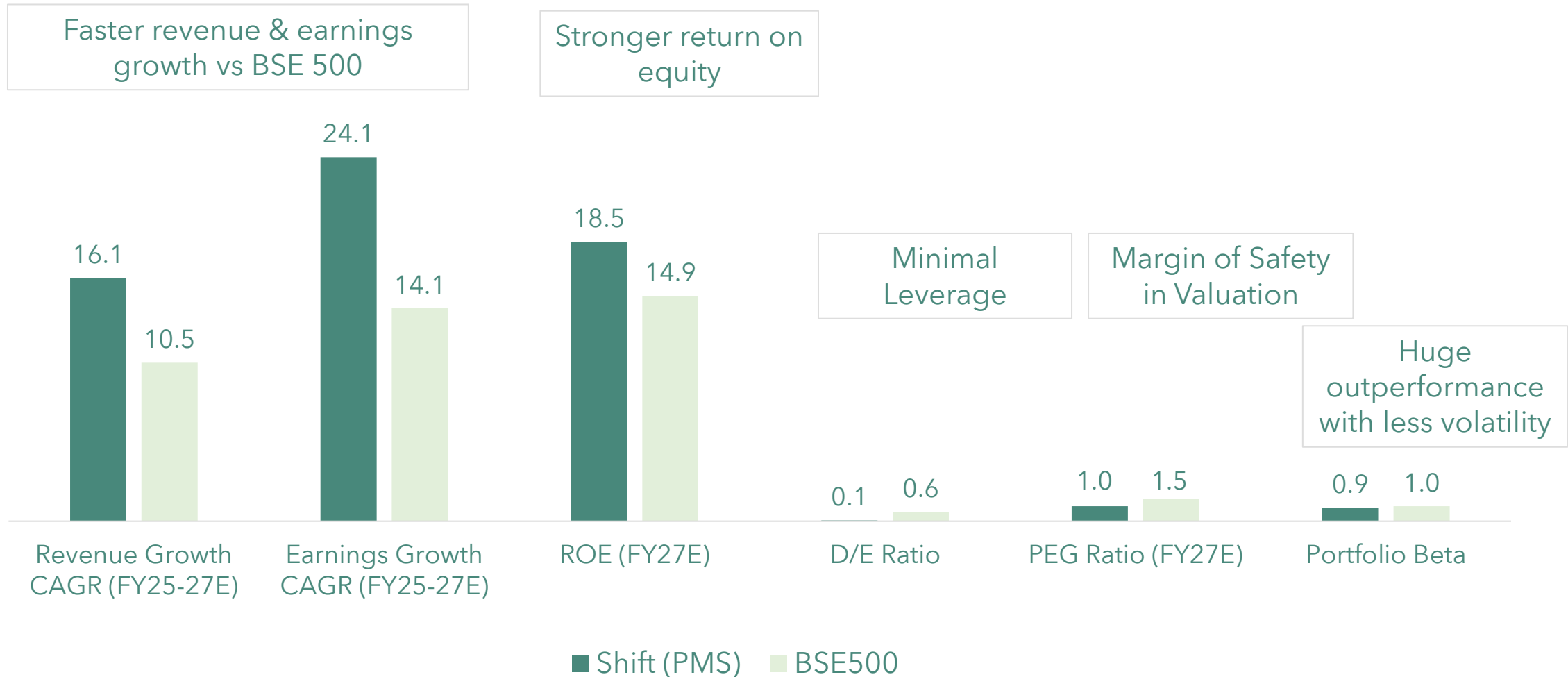
# **PORTFOLIO PERFORMANCE & ATTRIBUTES**

# Performance as on 31<sup>st</sup> July 2025



Note - Inception Date - 6<sup>th</sup> October 2020. Above returns are at strategy level & net of expenses. Above 1year returns are annualized.

# Faster, Stronger, Cheaper

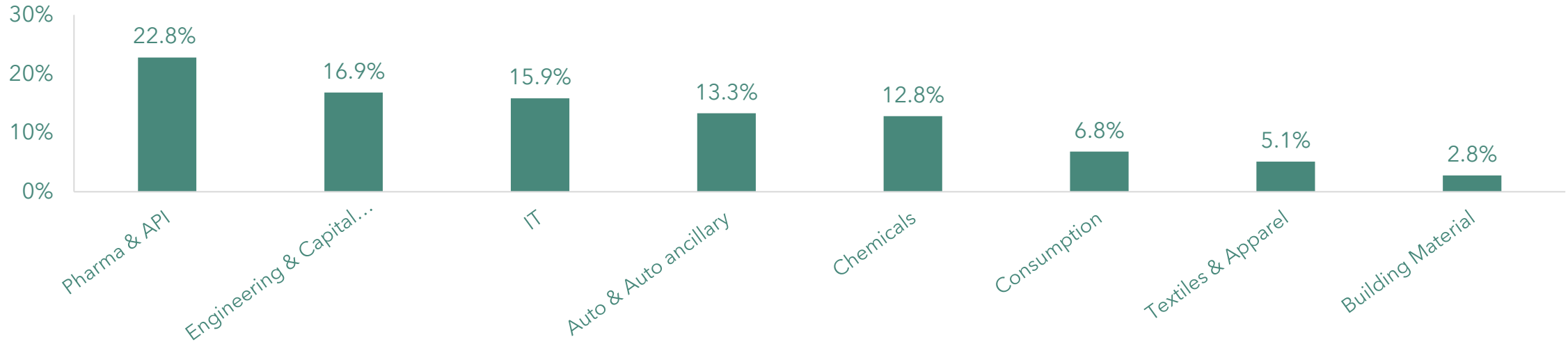


Benchmark excludes OMC numbers.  
Source - Bloomberg consensus

# Holdings as on 31<sup>st</sup> July 2025



## Major Sector Allocation



## Major Portfolio Holdings

Company	Sector	%	Company	Sector	%
Laurus Labs	Pharma & API	8.5%	L&T Technology Services	IT	4.0%
Biocon	Pharma & API	7.1%	Larsen & Toubro	Engineering & Capital Goods	3.7%
SRF	Chemicals	5.2%	ASK Automotive	Auto & Auto ancillary	3.5%
Kalpataru Projects	Engineering & Capital Goods	4.7%	PCBL	Chemicals	3.4%
Timken India	Auto & Auto ancillary	4.2%	Kirloskar Pneumatic	Engineering & Capital Goods	3.1%



## **Awards & Testimonials**

# Awards and recognition



# 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



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