

S E P T E M B E R 2 0 2 6



DSP India Equity Strategy

People | Process | Performance

The DSP Group: A Long and Storied History

Time-tested legacy in the Indian financial markets

165+ Years

Among the oldest financial firms in India

Founding Members of BSE

From the DSP family

Market Pioneers

Helped professionalize capital markets

29 Years

In asset management

30+ Years

In global partnerships

Focused Core Business

Only investment management

Deep Corporate Access

Introduced many of the top 300 Indian companies to capital markets

Long-Term Mindset

From being family-owned yet professionally managed

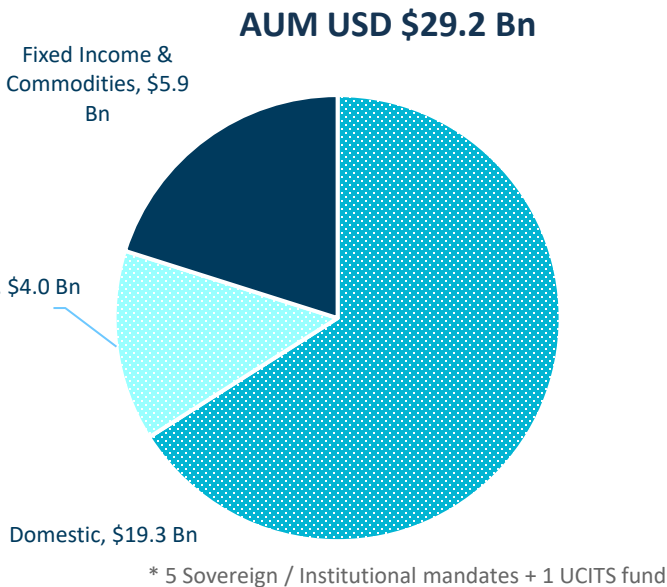
Seasoned Talent

Our 28-member team has invested through multiple market cycles

Solid Investment Fundamentals

From decades of experience and joint ventures with global firms

Equity AUM
USD \$23.3 Bn



Our Principles Drive Investor Focus and Alignment

01.

Maintain Long-Term Mindset

Generating long-term alpha (~200-700 bps) across strategies since inception.

02.

Focus on Investors First

Close funds when margin of safety is low / valuations are sky high.

03.

Hold Investment Frameworks Sacred

Operate with transparency and clarity to build trust and alignment with investors.

04.

Pay Attention to Sustainability

Gradual introduction of ESG frameworks into our portfolios; signatory to UNPRI.

05.

Minimize Risk

Employ the 10th man rule ('Sceptical Analyst') to minimize accidents due to accounting frauds or poor governance.

06.

Inculcate Owner's Mindset

Offer a long-term employee stock ownership plan

07.

Keep Skin in the Game

The DSP Group family invests their wealth in DSP Funds, as do DSP employees.

Our Edge

#	Potential Alpha Sources	Taking Advantage of	Our Primary Alpha Source?	Comments
1	Research	In-house strong research team	Yes	Focus on Moats, Incremental RoE's and Growth
2	Behaviour	Avoiding short term noise	Yes	- Gain from mis-pricing due to short-term noise (e.g. Polycab, Coforge) - Long-term investment horizon
3	News flow	Information arbitrage	No	Avoid noise
4	Technicals	Liquidity squeezes, sudden fund flows etc.	No	We do not prioritize technical analysis

DSPAM - Equity Investment Team



Anish Tawakley (30)
Executive Vice President
CIO



Vinit Sambre (26)
Executive Director
Head – Equities



Rohit Singhanian (25)
Executive Director
Co-Head – Equities



Gaurav Pant (20)*
Head – AIF



Aparna Karnik (22)
Head of Quantitative
Investments & Analytics

Portfolio Managers



Abhishek Singh (17)
SVP, PM



Bhavin Gandhi (21)
SVP, PM



S. Natraj (24)
SVP, PM

Portfolio Managers / Analysts



Suryanarayanan Manian, CFA (16)
VP, Long/Short,
Pre-IPO



Abhishek Ghosh (16)
VP, Small & Mid Caps,
Transportation



Chirag Dagli (23)
SVP, Healthcare



Dhaval Gada (15)
SVP,
Long only & Long/Short



Kaivalya Nadkarni (7)
DVP, Arbitrage strategy



Preethi R S (13)
SVP, Banking & Financial
Services



Nilesh Aiya (14)
SVP, Forensic
Research



Jai Anand (13)
VP,
Long/Short

Investment Strategists



Jay Kothari (20)
ED, Global Head –
International Business &
Investment Strategist



Vinayak Bhat (6)
AVP,
Investment Strategist



Ashish Tekwani (4)
AVP,
Investment Strategist

Portfolio Analysts



Aniket Pande (10)
VP, IT, Auto, FMCG,
Telecom, Internet & Hotels



Tanuj Kyal (5)
Senior Manager,
Long/Short



Hardik Shah (18)
VP, Head – Sustainable
Investments, Metals and
Mining



Parth Shah (5)
SM,
Household Appliances
and Wires & Cables



Arjun Bagga (8)
AVP, BFSI



Prateek Mandhana (9)
VP, Long/Short



Venkat Samala (9)
VP,
Long/Short



Dhvani Shah (5)
AVP, Healthcare & Real Estate



Jayesh Jain (5)
AVP,
Global Investments



Vipin Vijay (16)
SVP, Research Automation
(ARQ)



Darshita Shah (6)
AVP,
Retail & Chemicals



Sarthak Tita (3)
Senior Manager,
Oil, Gas & Cement



Krati Sankhlecha (8)
VP,
BFSI



Mokshit Jain (2)
Management Trainee
Industrials, Consumer
Durables, Power, Infra



Yash Nagpal (2)
Senior Manager,
Forensic Research

Dealing Team



Suketu Mehta (22)
SVP, Investments Equity



Chirag Darji (18)
SVP, Investments Equity



Shashank Shah (19)
SVP, Investments Equity



Pradeep Baxi (25)
VP, Investments Equity

Dealing Operations Team



Avan Sanga (22)
DVP, Investments Equity



Varsha Patel (13)
Senior Manager,
Investments Equity



Palak Doshi (9)
Senior Manager,
Investments Equity



Dhanashree More (6)
Senior Manager,
Investments Equity



Hiral Vora (11)
Senior Manager,
Investments Equity

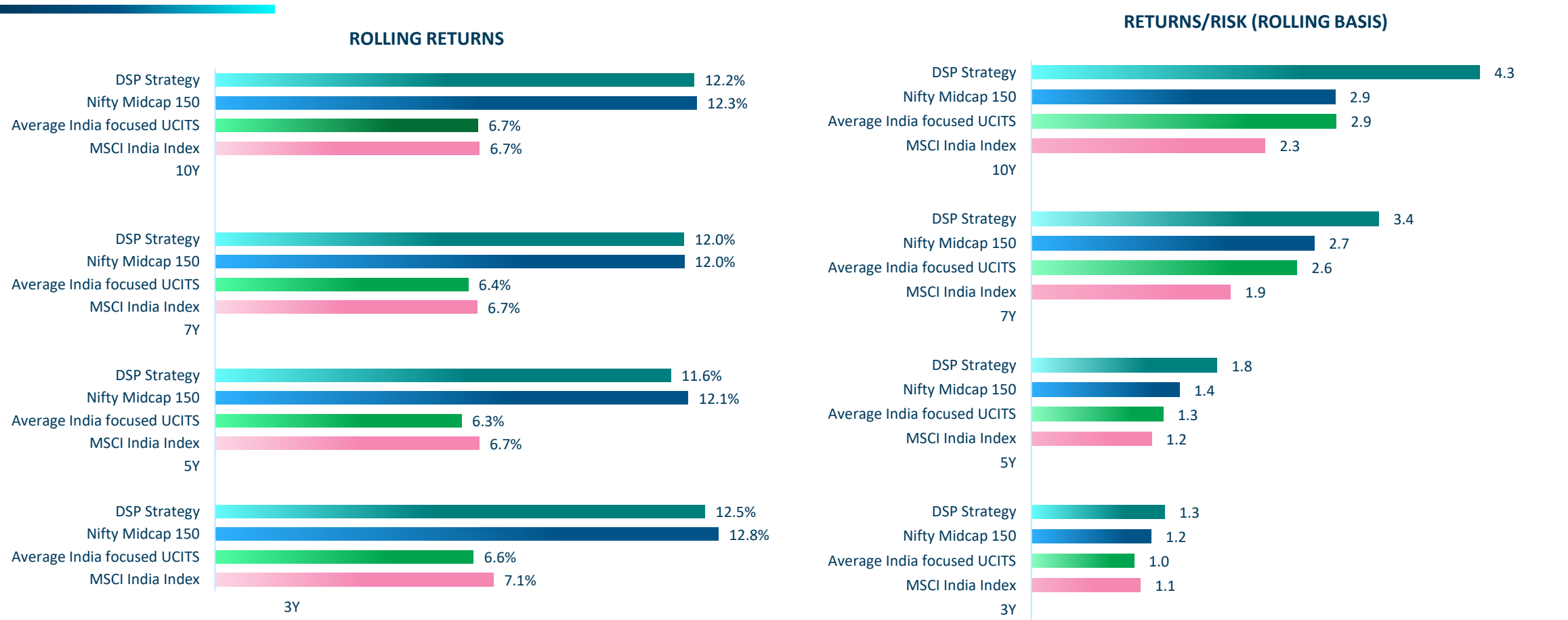
The Opportunity

The Opportunity Set Extends Well Past the Top 100

India's market-cap structure — and current earnings momentum — both point beyond the large caps.



How Mid caps performed? Active management generated superior return/risk



Our actively managed small and midcap oriented strategy has generated superior return/risk

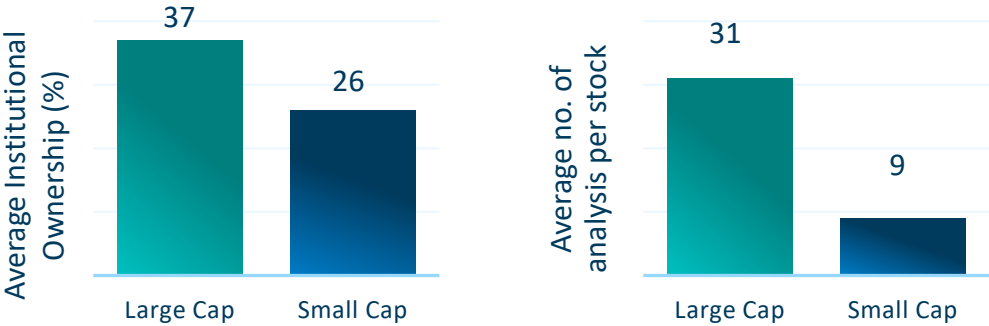
Low ownership, sparse research, and high diversification contribute to alpha

1 Large & mid cap alpha warning: Small caps present alpha opportunity

2 Small cap stocks tend to be under-owned and under-researched

~ 4.6%

Alpha CAGR since inception of the DSP Strategy over the MSCI India Index



3 MSCI India Small Cap is more diversified, offering variety in stock picks

Diversification	MSCI India Index	MSCI India Small Cap Index
GICS Industry	45	63
No. of stocks	160	518
Top 10 concentration	38.4%	11.4%

High ROE and earnings growth companies generate wealth

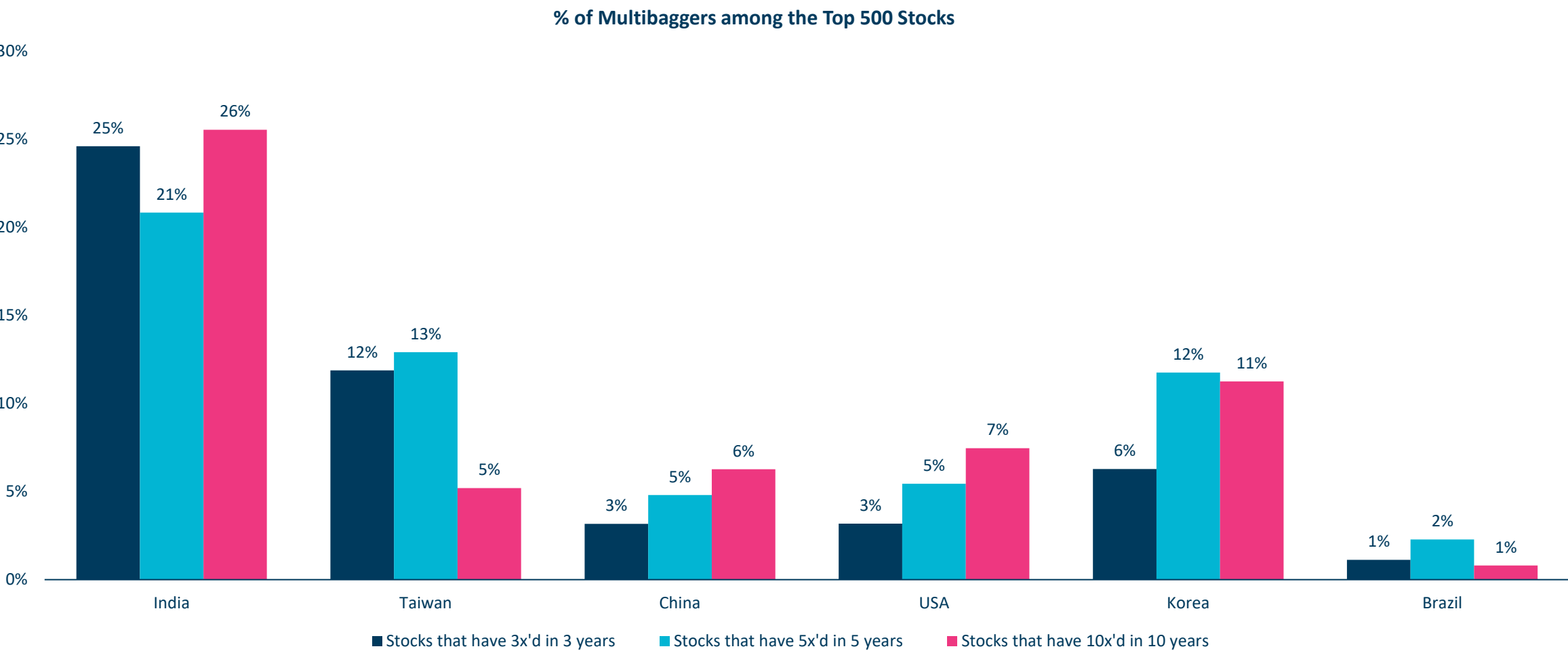
- We analysed data from Indian large cap, mid cap and small cap companies over the past decade to understand their return potential
- In the Indian markets, a combination of healthy ROE and high earnings growth has historically resulted in superior price performance

Market peak before GFC					
Profit Pool Increase (% CAGR)	Average ROE	Average Price Appreciation	No. of Stocks Moved	Market Cap Classification (as of Jan 2008)	Market Cap Classification (as of 30 Sep 2026)
13.1%	16.7%	10.7%	47	Large & Mid Cap	Large & Mid Cap
9.0%	8.6%	0.5%	43	Large & Mid Cap	Small Cap
19.9%	18.8%	21.5%	25	Small Cap	Large & Mid Cap
14.0%	20.1%	14.4%	136*	Small Cap	Small Cap
13.6%	7.0%	9.6%	118	Small Cap	Small Cap
Elimination is key					

A sizeable pool of high-quality companies have the potential to provide superior returns

India — A Land of Multi-baggers

1/4th of the stocks within India’s Top 500 Universe have delivered over 900% returns over the last 10 years



Investment Philosophy

Portfolio Manager: Vinit Sambre



Vinit Sambre,
who has been at DSP since 2005,
heads the equity team

“Patience, embracing volatility
and owning capital efficient
businesses run by capable
managers for long periods of time
is my source of wealth creation.”

Experience

- 26 years of investment experience across 4 major market cycles
- In-depth knowledge of Indian equities, specifically in the small and mid-cap space
- Successfully delivered on a variety of mandates, including concentrated thematic portfolios

Style

- Buy & hold
- Identify and back high-quality managements / promoters through cycles

Recognition

- Recipient of several awards during his tenure

How we generate investment ideas



Many sources of ideas:

- Interactions with 550+ companies a year (including companies outside our coverage)
- 15+ conferences a year
- Industry experts, supply chain checks
- Sell-side interactions
- Journals, magazines, and other sources

- Daily morning calls
- All-day team meetings every Wednesday
- Internal screens

Investment philosophy is focused on sustainable long-term wealth creation

01. Our fundamental bottom-up analysis prefers companies exhibiting:

- Scalability of business
- Identifiable and sustainable moats
- Consistent high Return on Equity over the cost of capital
- Incremental capital allocation in equivalent or better ROE businesses
- Prefer companies with good governance

02. We have a long-term investment horizon; however, we optimise weights considering business and valuation cycles.

03. We would sell our positions where valuations rise to unjustifiable levels, or where the investment thesis breaks down.

We are wary of:

- Capital misallocation
- Poor governance
- Business Disruption like:
 - Regulatory changes
 - Technological disruptions

DSP Edge



Temperament

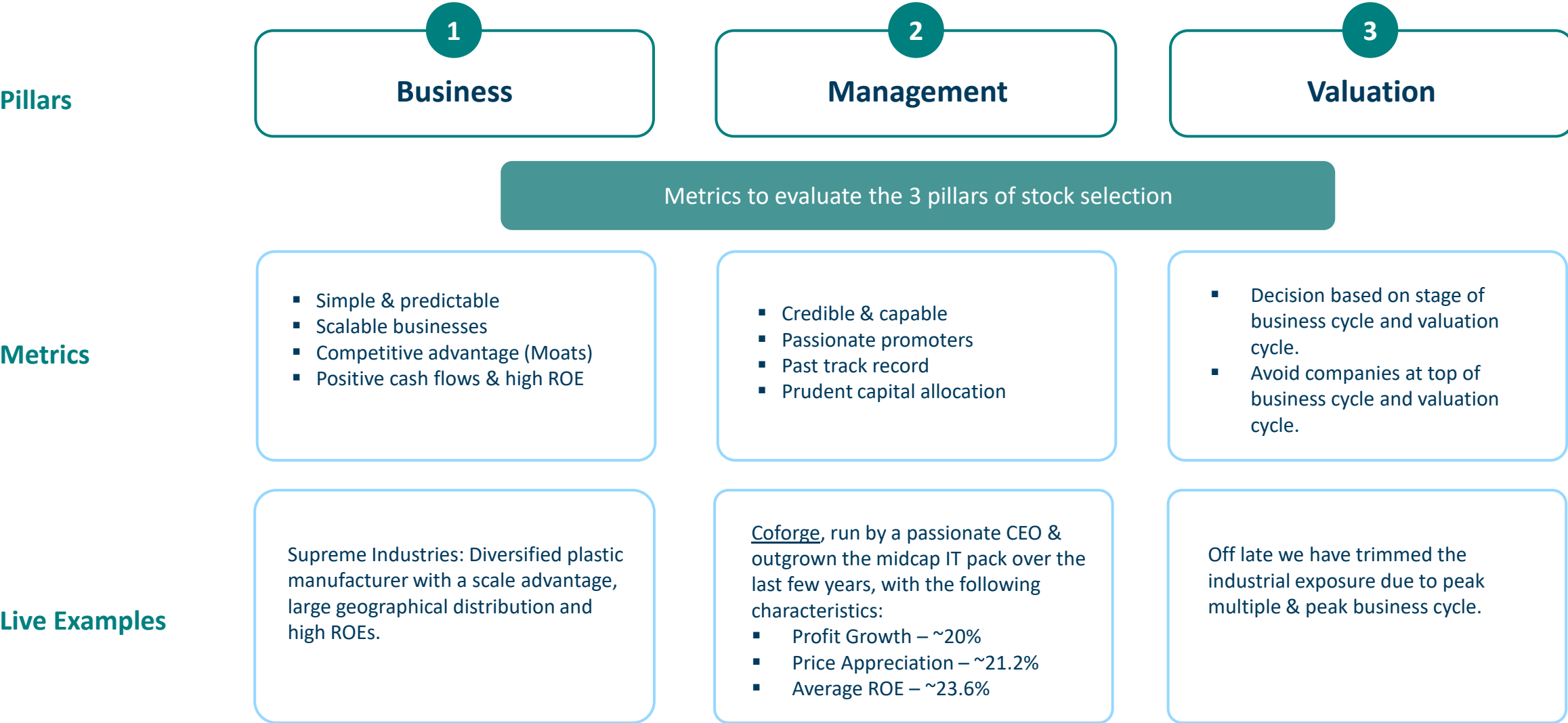


**Research
Capability**

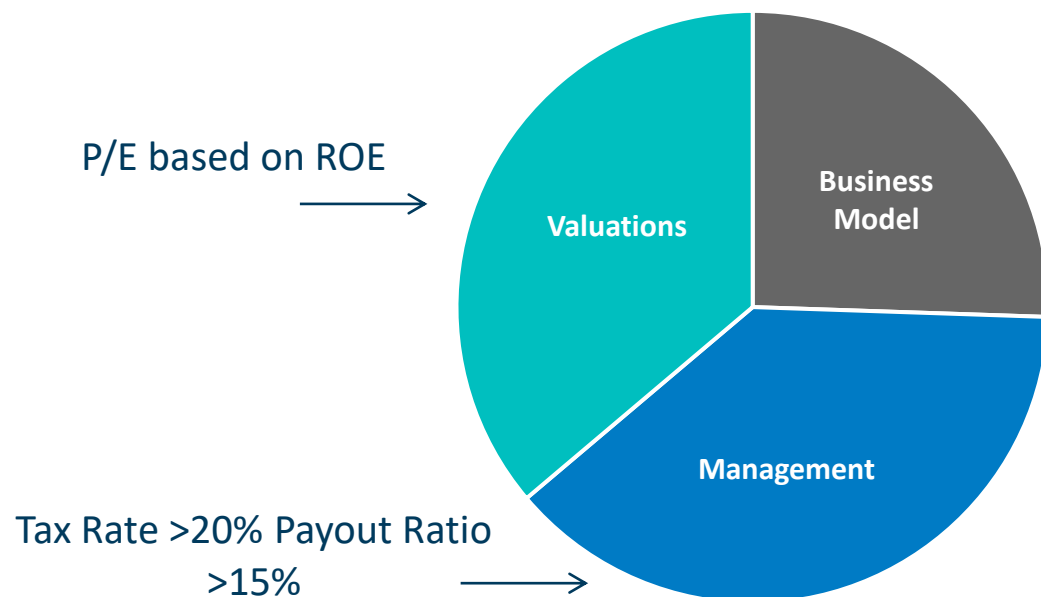


**Eliminating
Behavioural Biases**

Investment Framework – Pillars of Stock Selection



Quantitative framework to build long term conviction and avoid big errors



- 3 Yr. Avg. ROE >16%
- 5 Yr. Avg. EBITDA Growth >13%
- 5 Yr. Avg. PAT Growth >13%
- Margin Increase: EBITDA Growth > Sales Growth
- Earnings per Share (EPS) Growth Variation <100%
- Net Debt/EBITDA <3x
- Positive Free Cash Flow Yield
- Receivables, Inventory & Payable Days Variation <30 days

Quantifying metrics to evaluate the 3 pillars

Our learnings over time

01.

Deep analysis of historical business cycles over 10-15 years, not merely management's future guidance.

02.

Bottom up company research is more useful than predicting macro.

03.

Temperament – ignore noise and don't react to every piece of news.

04.

Contra-cyclical plays – use temporary disruption/down cycles to buy good companies.

05.

With significant dispersion within each sector, active stock picking is important and eliminating losers is key.

06.

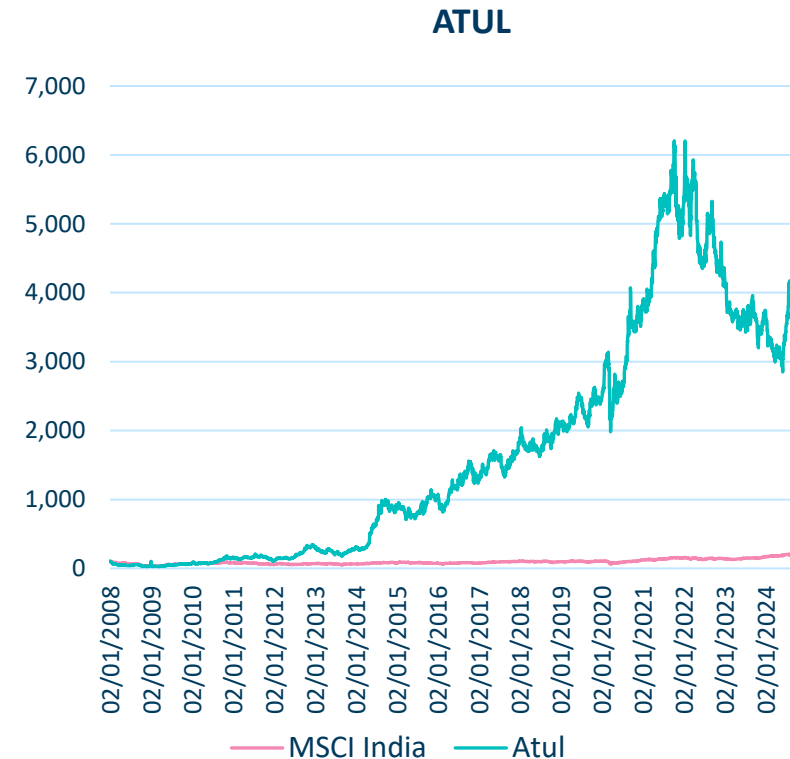
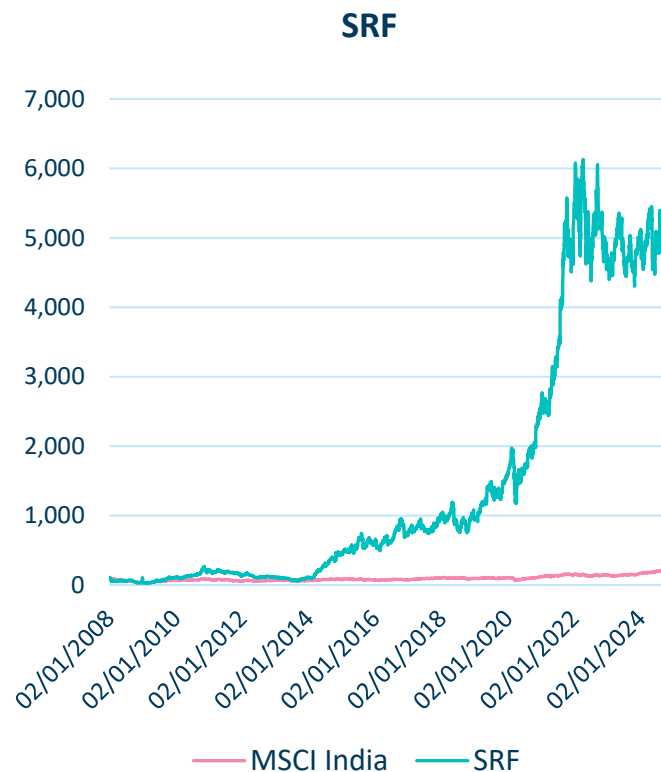
Remember learnings from past mistakes

07.

It's essential to work with a long-term mindset and have investors with a long-term capital horizon (>5 years).

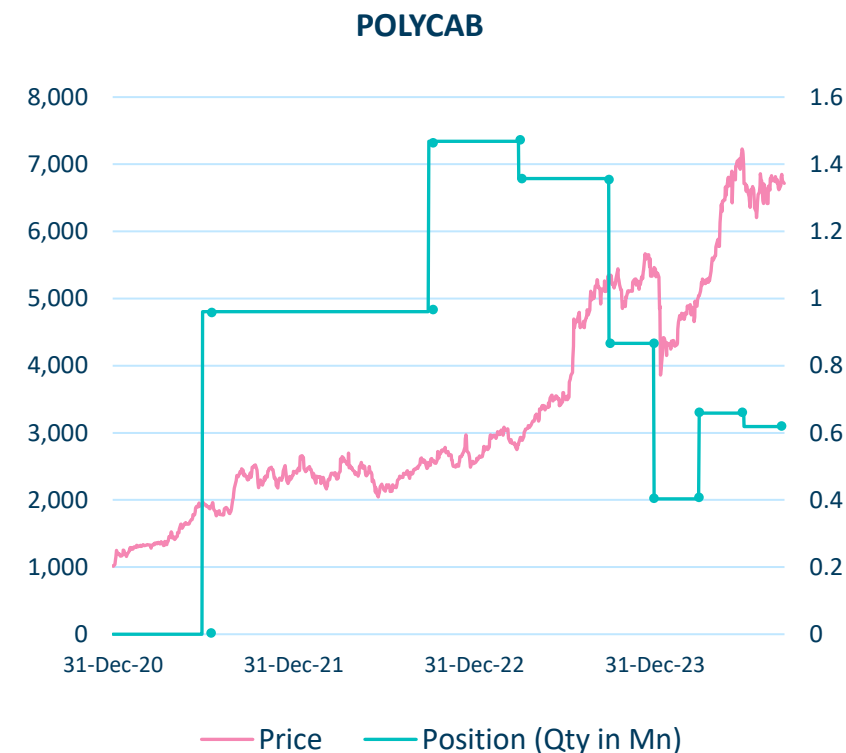
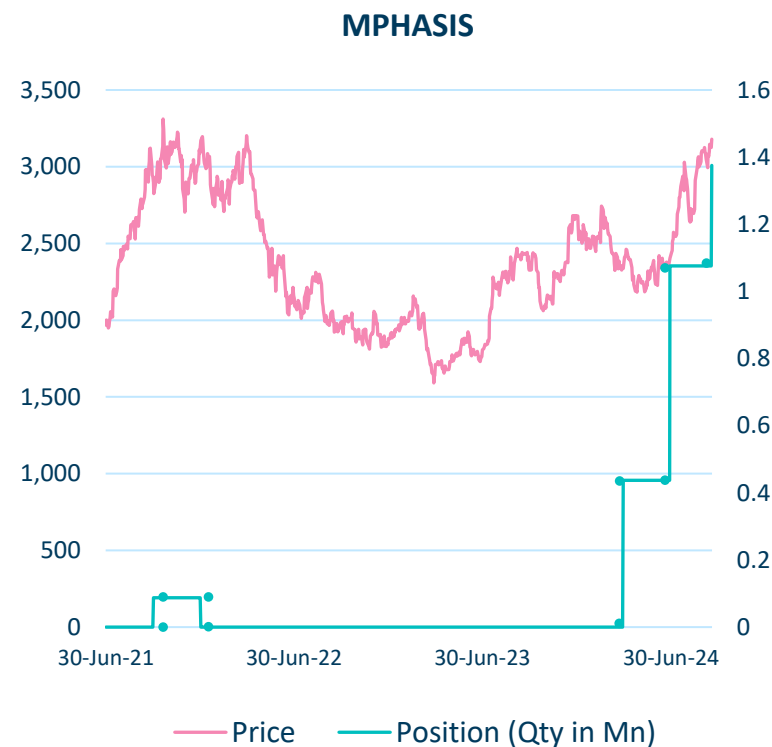
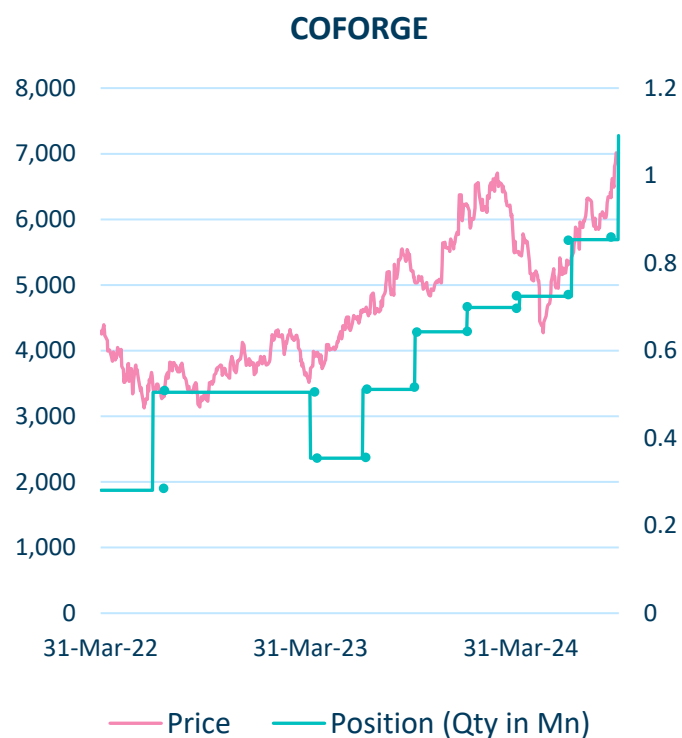
Patience

- Simple scalable business
- Large opportunity
- Strong cash flow, ROCE
- Avoiding noise and not processing each & every piece of information



Patience – Temporary disruption is an opportunity

- Use temporary disruption to double down
- Not easy when the stock goes through correction
- Our confidence stems from deep understanding of business cycle, fundamentals and management attributes
- Low impact cost during such periods



How we size our portfolio

Sizing is driven by conviction, upside and sense of business cycle and valuation cycle.

Our portfolio comprises:

4-5%

High conviction, low to medium
business cycle, reasonable
valuation, long term businesses

2-4%

High conviction, low to medium
business cycle, high valuation
businesses

1-2%

High conviction, medium to high
business cycle, high valuation
businesses (that we gradually build on
during temporary distress)

Buy and hold approach → lower portfolio turnover & alignment with guidance to investors

Category median portfolio turnover ratio

48%

DSP strategy portfolio turnover ratio

26%

The stock market rewards those who patiently invest in capital efficient businesses for the long term

*Median for last 10 years

Our Buy & Hold Philosophy

- We align holding periods of investee companies with their entire business cycles.
- We size companies in our portfolio based on our assessment of how they rank on our philosophy.

Top 5 gainers (Last ~5 years)	Return Multiplier	Top 5 Gainers*	Return Multiplier	Holding Period (years)	Period Held
SRF Limited	7.21x	SRF Limited	117.64x	14.91 Years	Mar '07 to Jan '22
Atul Limited	4.30x	Eicher Motors Limited	41.58x	5.1 Years	Mar '09 to Mar '14
IPCA Laboratories	3.94x	Bajaj Finance Limited	16.89x	5.6 Years	Sep '08 to Mar '14
Coromandel International	2.71x	Bayer Cropscience	10.68x	11.5 Years	Sep '08 to Feb '20
Supreme Industries	2.37x	GRUH Finance Limited	8.40x	4.8 Years	Mar '08 to Dec '12

Representative Indian mid cap equities portfolio data.

High conviction holding

Higher concentration in the portfolio

Add to holding during market corrections

Strong business + quality management = ignore noise, hold, add opportunistically

Sell Discipline

We sell if there is significant deterioration in fundamentals, corporate governance issues, fraud or misrepresentation of facts

Profitable positions where valuations rise to unjustifiable levels

Trim / book profits

Positions where investment thesis is not unfolding as envisioned

Cut losses / Sell

Mistakes – A Source of Learning

Top 4 Losers*	Holding Period (years)	Period Held	Average Weight During Holding Period	Learnings
Pennar Engineered Building Systems	3.2	Sep '15 to Dec '18	0.7%	Capex heavy businesses require clear visibility of growth
Titagarh Wagons .	2.3	Mar '11 to Jul '13	1.2%	Capex heavy businesses require clear visibility of growth
Navkar Corp .	2.6	Mar '16 to Dec '18	0.7%	Be watchful about adverse regulatory changes and capital misallocation
Indo Count Industries	2.2	Oct '16 to Dec '18	0.8%	Fortified our core beliefs of not purely relying on management guidance

* Representative Indian mid cap equities portfolio data

Case Study 1: Bharat Forge

1

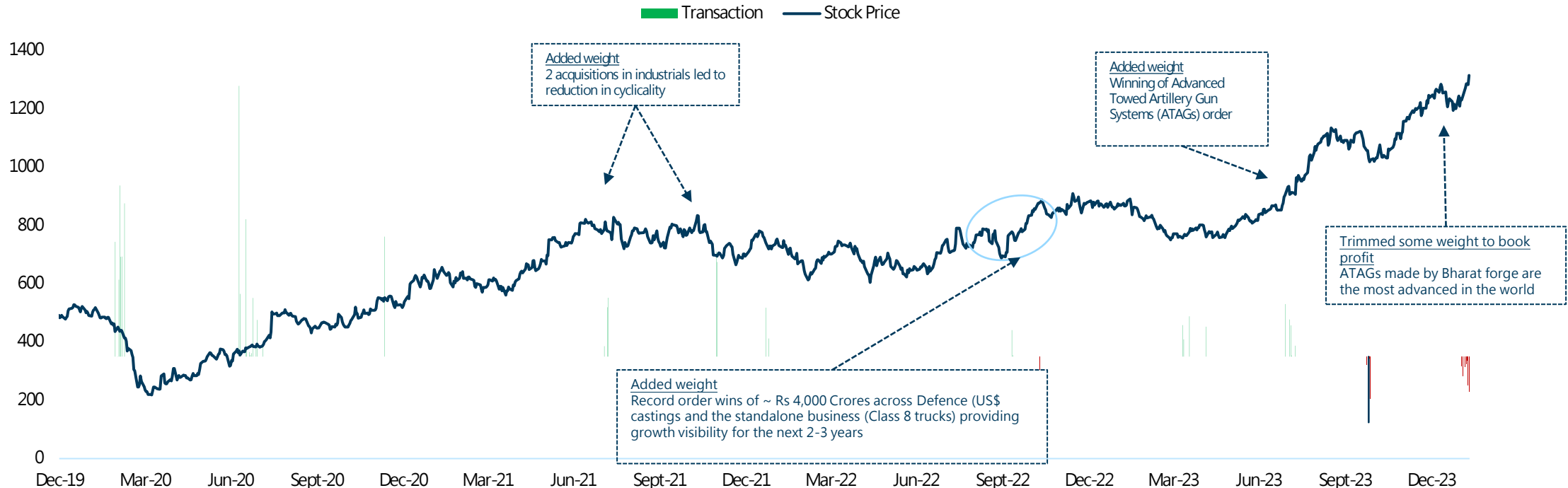
Idea generation

- a. Growing revenue from non-CV business (39% in FY08 to 59% in FY23) reducing cyclicality
- b. Capex in high gestation defense & aerospace business finally showing revenue visibility (~7% revenue share in FY23)

2

In depth company analysis

Business	Management	Valuations
- Incrementally becoming component to system player - One of the largest, efficient & innovation-led forging companies in the world - Customer base includes virtually every global automotive OEM and Tier I supplier	- Long-term strategic vision evident in decade-long investment in defense sector. - Judicious capital allocation into PVs, industrials (to reduce cyclicality) & aluminum & electric vehicles (emerging businesses) - Effective succession planning in place for organizational continuity.	- Increasing diversification, reducing cyclicality, investing in emerging & high entry barrier businesses is changing company's profile. - Previous investments now started yielding results leading to better return ratios - This positive trend contributes to potential upward re-rating of valuation multiples.



Case Study 2: Alkem Laboratories

1

Idea generation

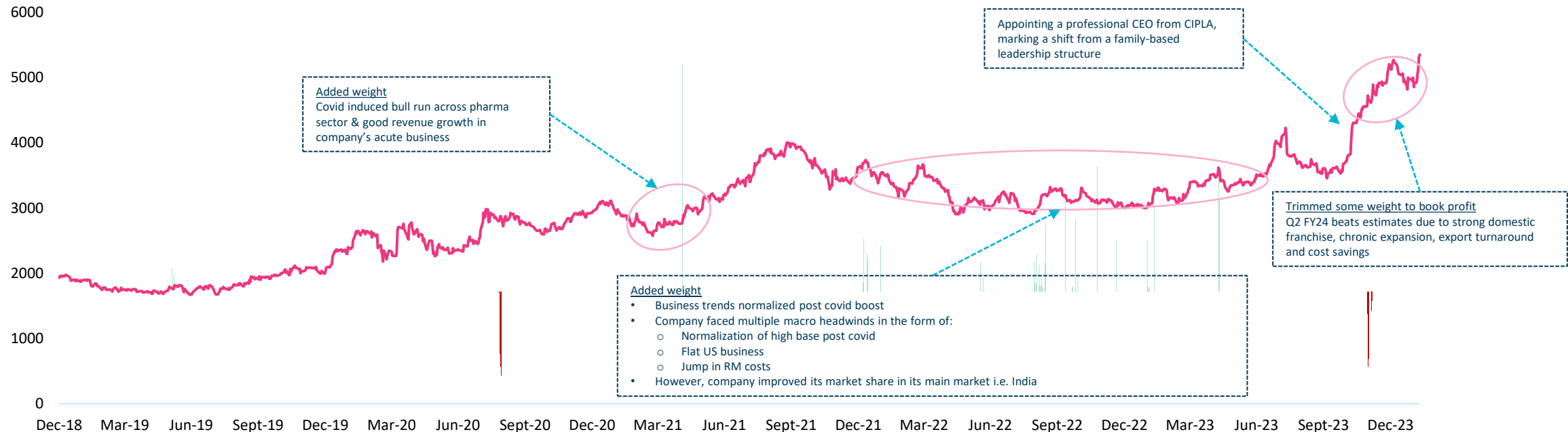
- a. Growth Levers for the pharma sector: Lower per capita consumption, ageing population to increase, rising awareness of healthcare, increasing lifestyle related diseases & increasing insurance penetration
- b. Lower revenue mix of chronic growing at a faster pace
- c. Significant FCF generation

2

In depth company analysis

Business	Management	Valuations
- The company gets >35% of its business from top 10 brands which establishes their ability to create larger brands - Leading player in the acute care and a fast-growing player in the chronic care (overall market share increased from 3.6% to 4.1% in the past 3 years)	- Strong management with the ability to maintain business revenue across cycles <u>Ability to pivot itself to trade generic business</u> (largest in India) despite getting cannibalized in its core branded business <u>Decent Capital allocation</u> history (average of >15% ROCE in the last 5 years)	- Strong growth levers of industry coupled with proven track record of Alkem makes it an ideal candidate to play domestic healthcare industry - Given the industry framework, it can grow without large capital requirement resulting in very high FCF generation & superior return ratios

Transaction Stock Price



Case Study 3: Phoenix Mills

1

Idea generation

- a. Phoenix provides relevant real estate space for brands with much higher footfalls. Most of the malls are at prominent destination in key cities
- b. Higher real estate cost & availability of large size land parcel within the city makes it a higher entry barrier business
- c. Per capita grade A malls are significantly lower in India, which provides very high growth visibility in coming years
- d. With rising urban population, rising income levels & aspirations, demand for quality real estate for retail will remain high
- e. Strong unit economics

2

In depth company analysis

Business

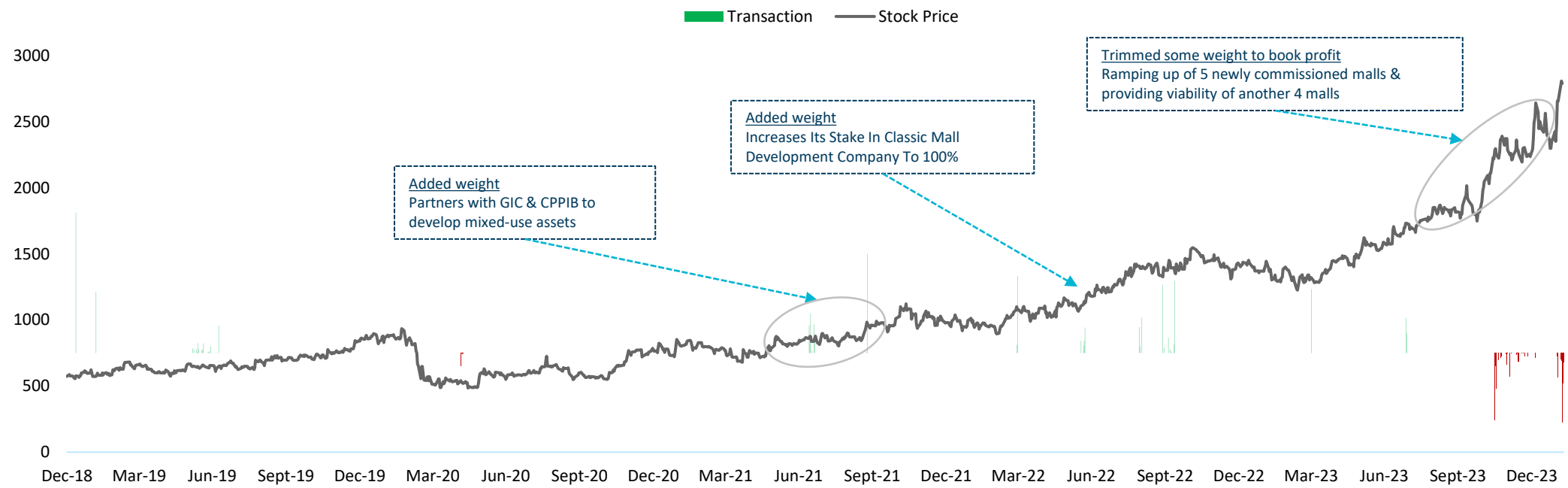
- Evolved from a single retail destination in early 2000s to the pioneer of retail-led mixed-use developer in the country
- India's largest owner and operator of Grade A retail mall with 9 Malls having leasable area of ~10.94 Mn sq ft across 6 cities and 4 in pipeline with 2.3 Mn sq ft.
- It also has mixed-use assets encompassing commercial space of ~1.4 Mn sq ft and ~1.2 Mn sq ft in pipeline. It has 2 hotels & 1 more is expected in next 2 years.

Management

- Mall development is a long gestation business requiring meticulous real estate selection, timely execution, & enduring brand relationships which phoenix has evidently showcased over last 2 decades.
- Despite growing its real assets at brisk pace, it has maintained its capital structure by getting renowned partners like CPPIB, GIC at SPV level
- Very high focus on capital efficiency at unit level reflecting in its return ratios of mature malls (40%+ in the flagship mall & 22%+ in the top 4 malls)

Valuations

- Strong industry potential coupled with strong free cash flow generation provides good visibility of growth for next many years
- Better way to play discretionary spend theme across categories & at a relatively reasonable valuations



Case Study 4: Supreme Industries

1

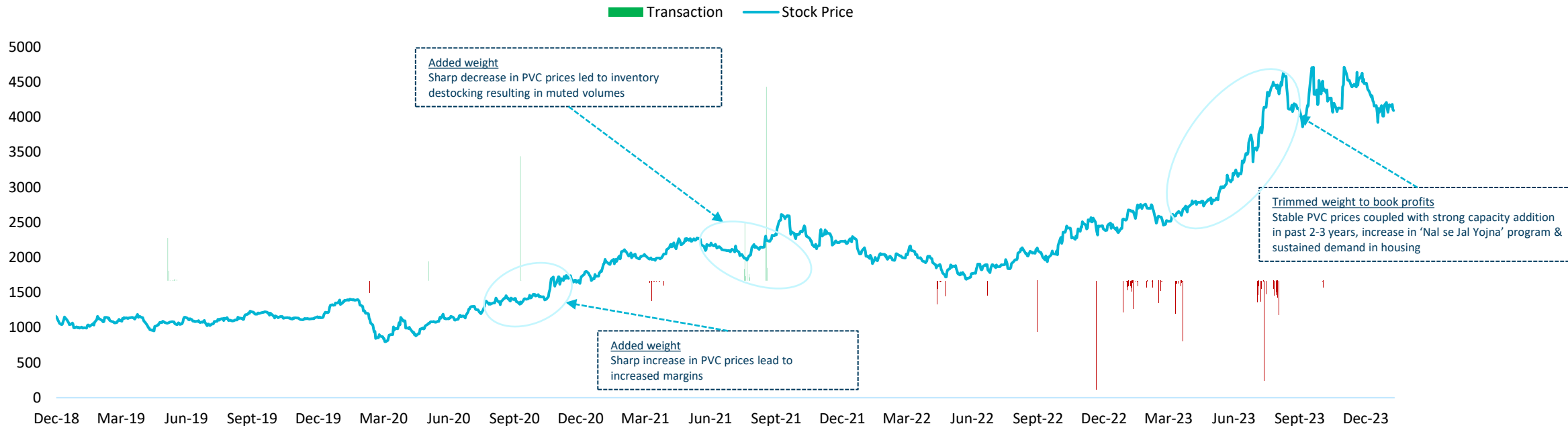
Idea generation

- a. Per-capita PVC pipe consumption significantly lower than even world average (11kg vs 30 kg), this demand is set to increase led by high Infra spends, Nal se Jal yojna & sustained demand in housing
- b. PVC pipe industry is very consolidated with the top 5 players contributing ~40% of market share reflected in the strong pricing power
- c. Growth prospects of Pipe industry to be high due to improving completion rate of real estate projects and revival in demand for agri-pipes

2

In depth company analysis

Business	Management	Valuations
- Largest PVC pipe company in India with market share of ~12-14% & strong focus on ROCE - The company has been steadily improving capex intensity (average capex improved from ₹2.4 Bn in FY 16-18 to ₹4.2 Bn in FY 21-24) while maintaining Superior balance sheet across cycles	- Supreme industries has consistently generated healthy ROE (average ~25% in the last decade) with respectable market shares across categories (business with low ROEs have been divested in the past) - It is likely to grow at ~15% CAGR for the next 5 years led by increased capex intensity, market share gains from both organized & unorganized players & introduction of new polymer-based products	When the company was added to the portfolio it had attractive valuations (mid 20s PE), high return ratios (ROE>20%), superior balance sheet resilience across economic cycles and robust FCF generation



Strategy Characteristics, Performance and Risks

We are differentiated from the typical Indian benchmark (MSCI India)

Not our portfolio! (Large cap / blue chip focus)

Stocks	Total Market Cap in USD Billion	Weight in MSCI India Index
HDFC	114.8	6.11%
Reliance Industries	181.6	5.88%
ICICI Bank	109.7	5.83%
Bharti Airtel	118.8	3.76%
Infosys	48.4	2.61%
Axis Bank	42.5	2.26%
Mahindra & Mahindra	42.9	2.16%
Larsen & Toubro	58.5	2.06%
Bajaj Finance	69.2	1.99%
Kotak Bank	43.9	1.74%

This is our portfolio! (Small and mid-cap focus)

Stocks	Total Market Cap in USD Billion	Weight in DSP Strategy Portfolio
Coforge Ltd	9.2	4.54%
Multi Commodity Exch India	9.1	3.21%
Fortis Healthcare	7.2	2.83%
Ipca Laboratories	5.3	2.75%
Federal Bank	9.3	2.70%
Max Financial Services	5.7	2.66%
Cholamandalam Investment And	16.7	2.64%
Phoenix Mills	7.1	2.53%
Bharat Forge Ltd	10.6	2.45%
Coromandel International	5.9	2.34%

Portfolio is well diversified capturing India's growth across key themes

Financialization	Consumer - Discretionary	Rural growth	Energy transition	Manufacturing / Infrastructure	Offshoring	US Generics/ Healthcare
Federal Bank	Phoenix Mills	Coromandel International	Power Finance Corporation	Bharat Forge	Coforge Limited	Ipca Laboratories
Max Financial Services	Uno Minda	Emami	Techno Electric & Engineerin	Supreme Industries	Mphasis	Alkem Laboratories
Nippon Life India Asset Mana	Voltas	Dhanuka Agritech	Oil India	Atul	Cyient	Alembic Pharmaceuticals
AU SMALL FINANCE BANK	Page Industries			Jk Cement	KPIT TECHNOLOGIES	
				Dixon Technologies India		
				Polycab India		
				Schaeffler India		
				Jubilant Ingrevia		
9.1%	7.8%	3.5%	3.2%	13.0%	7.9%	4.7%

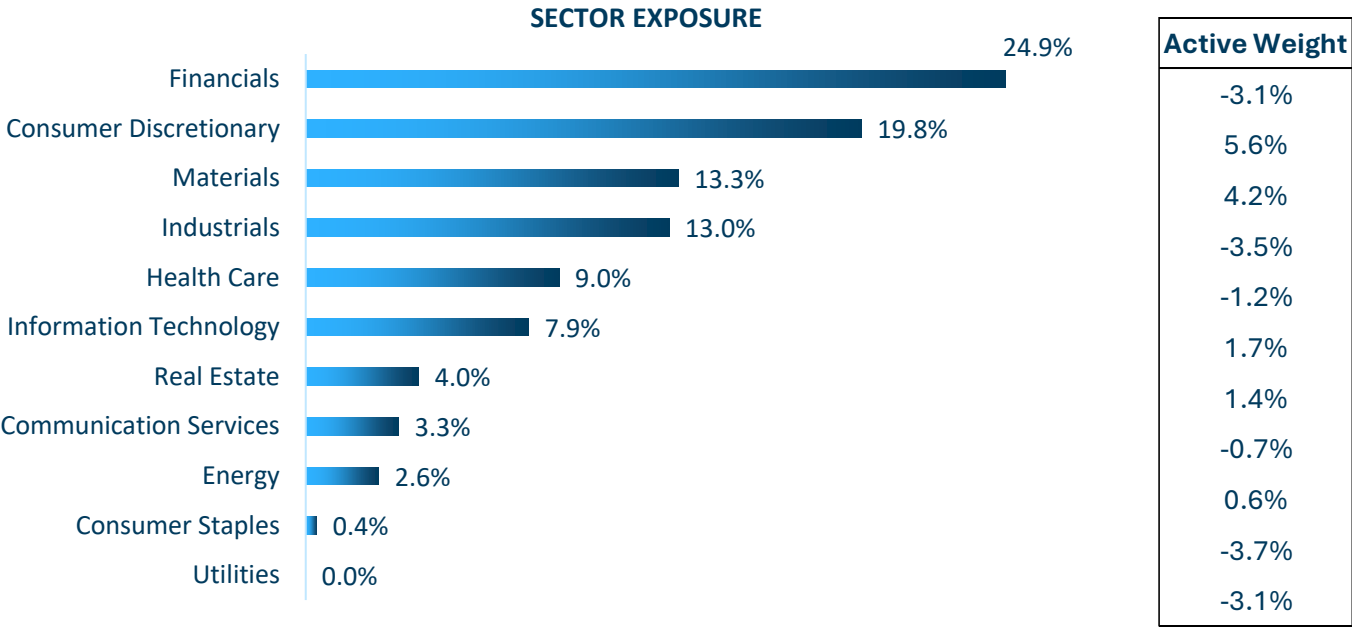
Our strategy is designed around multiple emerging themes that capture India's growth story in the upcoming decade

DSP Strategy Characteristics – 86% active share

Number of Stocks	64
Cap-Wise Split (DSP Strategy)**	Mid Cap – 73.5%, Small Cap – 11.4%, Large Cap – 13.4%, Cash – 1.8%
Portfolio Turnover (last 12m) (DSP Strategy)	24%
Strategy AUM#	US\$ 2225.5bn.
Weighted Average Market Cap	~USD 12.3bn.
Active Share	~84.5% vs. MSCI India index, ~66.9% vs Benchmark

Portfolio Metrics*	Current	FY27E	FY28E
EPS Growth (%)	14%	20%	21%
P/E (x)	32.7	27.1	21.7
P/BV	4.4	4.1	3.4
ROE	17.5	14.7	15.5

Metrics (US\$)	3 Years	5 Years
Return(CAGR)		
Strategy	7.6%	5.0%
Benchmark (Nifty Midcap 150)	12.3%	11.7%
MSCI India	5.9%	3.1%
Volatility %		
Strategy	17.0%	15.8%
Benchmark (Nifty Midcap 150)	19.8%	18.5%
MSCI India	17.3%	16.3%
Risk Free Rate (3m T-Bill)	4.4%	3.7%
Sharpe Ratio		
Strategy	0.2	0.1
Benchmark (Nifty Midcap 150)	0.4	0.4
MSCI India	0.1	0.0
Beta	0.9	0.9
Tracking Error	7.4%	7.8%



Reason to own this portfolio – you would be owning largest businesses in diverse sectors in India.

Company	Segment / Sub-segment
Voltas	Largest Air Conditioner Player
Bharat Forge	Largest Forging company
Supreme Industries	Largest plastic pipes player
PB Fintech	Largest online Insurance distributor
Coromandel International	Largest complex fertiliser player
Phoenix mills	Largest mall operator
Polycab	Largest power cable & wire player
Dixon	Largest Electronic manufacturing outsourcing
Page Industries	Largest undergarment player (Brand name: Jockey, Speedo)
Vishal Mega Mart	Largest Value retailer
Eternal	Largest Quick Commerce player
APAR	Largest conductor manufacturer

5 years history of top portfolio companies

Company	5yr EBITDA CAGR	5yr Average ROE
Coforge Ltd	30%	20%
Cholamandalam Investment & Finance Company Ltd	15%	20%
Fortis Healthcare Ltd	39%	8%
Max Financial Services Ltd	19%	20%
Nippon Life India Asset Management Ltd	18%	28%
Ipca Laboratories Ltd	4%	12%
Bharat Forge Ltd	28%	12%
Coromandel International Ltd	10%	20%
Phoenix Mills Ltd	40%	9%
Multi Commodity Exchange of India Ltd	55%	20%
Jindal Steel Ltd	-6%	12%
Voltas Ltd	0%	8%
Federal Bank Ltd	14%	13%
KEI Industries Ltd	22%	16%
Schaeffler India Ltd	28%	18%
AU Small Finance Bank Ltd	32%	15%
Bharti Airtel Ltd	21%	16%
Supreme Industries Ltd	4%	20%
J K Cements Ltd	9%	13%
ICICI Bank Ltd	21%	16%
Average	20%	16%

Valuations Aren't Cheap — Here's How We're Responding

Valuations are not cheap and appear to be pricing in FY27 earnings already.

HOW WE'RE ADDRESSING IT

- Investing in capital-efficient businesses run by capable management — reducing the risk of permanent capital loss
- Identifying businesses with longevity of growth and strong, durable moats
- Wait or invest ? 1.5 years of consolidation, or a 20–25% correction, would make the market meaningfully more attractive

OUR VIEW TO INVESTORS

- Growth potential looks promising over the next 5–7 years, with a higher probability of mid-sized companies outperforming on earnings
- We've built a strong process to identify wealth creators and avoid the big risk of poor governance or narrative-driven businesses
- Invest with a 3–5 year time horizon, not a 1-year one

We own businesses with superior moats and earn over ~16% ROEs

No. of Companies	Particulars	Total Weights (%)	P/E - FY27E	P/BV - FY27E	ROE-FY27E	Growth-FY27E
26	Less than 20x P/E	32%	14.5	2.2	15.8%	20.8%
10	Between 20x and 30x P/E	19%	24.6	3.8	16.6%	22.5%
28	Above 30x P/E	46%	42.1	8.8	22.1%	28.9%

- Expensive bucket breakdown
 - New age companies and platform companies like Eternal, Lenskart, PB Fintech, MCX where growth rates are high.
 - Consumer discretionary names that are in mid cycle like Page Industries, Phoenix Mills, Bharat Forge, Uno Minda.
 - Materials that are in low cycle like Supreme Industries, JK Cement, PI Industries etc.
 - Fancied sectors in high growth phase catering to power & energy sector like Polycab, Apar etc
- Least expensive buckets comprise of financials, IT sector with decent ROEs. We have not compromised on quality.
- Mid bucket is stable businesses like pharmaceuticals, Auto OEMs.

Quality is mean reverting ! Our portfolios are aligned to this shift

- For creating long term wealth both Quality and valuations are important. Just valuations in isolation may or may not work.
- Quality has suffered in the past 3-4 years where our portfolios also underperformed.
- Gradual mean reversion taking place, that augurs well for our portfolio.

Feb 24

Decile	Average of Price CHG 1 Yr (%)	Average of RoE (Average 10-yr) (%)
1	188.1	13.0
2	101.7	7.2
3	78.8	12.6
4	62.8	12.0
5	49.9	13.1
6	34.8	7.0
7	25.5	14.7
8	16.6	16.2
9	5.0	17.4
10	-17.9	18.1

July 26

Decile	Avg 1 year return (YoY)	Avg 10 year ROE
1	94.8	15.1
2	43.2	16.8
3	27.2	14.2
4	13.4	13.9
5	4.2	12.9
6	-2.6	11.8
7	-8.6	17.7
8	-14.6	15.2
9	-23.4	15.0
10	-35.7	10.0

DSP Midcap Strategy – Liquidity Analysis

% to Total Mkt Cap	Cur.AuM \$2.13bn*	Est.AuM \$4.5bn	Est.AuM \$5bn	Est.AuM \$6bn	Est.AuM \$7bn
<=1%	79%	39%	29%	19%	17%
1-3	16%	53%	63%	59%	59%
3-5	1%	1%	1%	14%	17%
5-7		1%	1%	1%	1%
7-10		1%	1%	1%	1%
>10%				1%	1%
Total	96%	96%	96%	96%	96%

Days to Cash	Cur.AuM \$2.13bn	Est.AuM \$4.5bn	Est.AuM \$5bn	Est.AuM \$6bn	Est.AuM \$7bn
1 day	25%	15%	14%	12%	11%
3 days	49%	31%	29%	26%	24%
10 days	83%	63%	60%	54%	49%
20 days	94%	82%	79%	75%	70%
40 days	99%	94%	92%	90%	87%
60 days	100%	97%	96%	95%	93%
90 day	100%	99%	99%	97%	97%
>90 days	0%	1%	1%	3%	3%

% to FF Mcap	Cur.AuM \$2.13bn	Est.AuM \$4.5bn	Est.AuM \$5bn	Est.AuM \$6bn	Est.AuM \$7bn
<=10%	95%	92%	92%	92%	92%
10-20	1%	3%	3%	3%	3%
>20		1%	1%	1%	1%
Total	96%	96%	96%	96%	96%

Days to Liquidity	Cur.AuM \$2.13bn	Est.AuM \$4.5bn	Est.AuM \$5bn	Est.AuM \$6bn	Est.AuM \$7bn
1	10%	4%	4%	4%	4%
1-3	9%	6%	6%	6%	4%
3-10	43%	21%	19%	12%	11%
10-20	22%	28%	25%	24%	24%
20-40	11%	24%	26%	28%	26%
40-60	4%	6%	10%	11%	13%
60-90	2%	5%	5%	6%	8%
>90		5%	5%	9%	10%
Total	100%	100%	100%	100%	100%

Participation Rate – 25%, FX Rate – 89.46, Average Volume – Avg Vol D30

Maximum Drawdowns Since 2000

MSCI AC World Index	MSCI Emerging Market Index	MSCI India	Nifty Midcap 150	DSP Strategy*
60%	68%	73%	79%	74%

A drawdowns analysis suggests that an actively managed India small cap fund is not significantly different compared to the large & mid cap index

Strategy Performance Track Record

USD CAGR Performance as on 31-Aug-2026 Compared with all UCITS funds focused on India.	1-Year	3-Year	5-Year	8-Year	10-Year	Since Inception
	29-Aug-25	31-Aug-23	31-Aug-21	31-Aug-18	31-Aug-16	14-Nov-06
DSP INDIA EQUITY STRATEGY*	1.0%	7.6%	5.0%	9.6%	9.7%	10.7%
Ranking	11	16	10	2	3	1
<i>No of funds</i>	78	77	68	57	52	21
<i>Quartile Position</i>	1	1	1	1	1	1
MSCI India USD	(3.8%)	5.9%	3.1%	6.8%	7.9%	6.1%
Nifty Midcap 150 TR	5.8%	12.3%	11.7%	12.9%	13.4%	11.1%

Note: *Performance <= 5-year given above is for DSP India Equity strategy and for >5yr performance is of Representative Mid Cap Strategy

Calendar year performance	2026-YTD	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
DSP Representative Fund	0.1%	(2.5%)	14.7%	30.6%	(11.6%)	25.8%	20.5%	6.9%	(17.7%)	48.8%	8.6%	2.4%	66.8%
Average India focused UCITS returns	(6.0%)	(2.3%)	14.3%	21.3%	(13.4%)	24.1%	15.0%	6.1%	(13.1%)	41.4%	0.1%	(2.8%)	38.2%
MSCI India USD	(8.6%)	2.6%	11.2%	20.8%	(8.0%)	26.2%	15.6%	7.6%	(7.3%)	38.8%	(1.4%)	(6.1%)	23.9%
Nifty Midcap 150 TR	0.4%	0.9%	21.0%	43.7%	(6.4%)	45.3%	22.4%	(1.6%)	(19.9%)	65.8%	3.8%	4.7%	59.1%

DSP India Equity Strategy has beaten average India focused UCITS returns on a 1,3,5,8,10 & Since Inception basis

Portfolio positioning

~24%

Weighted-average PAT growth of portfolio companies in FY26

Our approach

Portfolio fundamentals stayed resilient through a volatile quarter, broadly in line with FY26.

Growth is broad-based across financials, healthcare, infrastructure and energy transition.

01

Broad-based earnings delivery

Growth spread across financials, exchange platforms, hospitals, insurance, power ancillaries, auto-related businesses and select new-age companies.

02

Financials and autos holding up

Cholamandalam Finance, AU Small Finance Bank and Federal Bank saw healthy loan growth and resilient asset quality; auto and ancillary names gained on strong demand and share gains, including Samvardhana Motherson.

03

New-age platforms and the power ecosystem

Eternal, Lenskart, MCX and PB Fintech delivered strong operating growth, with IPCA Laboratories improving; renewables, transmission, data centres and grid modernisation open a multi-year runway for transformers, HVDC equipment and wires and cables.

04

Where performance lagged

IT services stayed subdued barring select names such as Coforge; agri-input and materials holdings including Coromandel International and PI Industries await a fuller cyclical recovery, and oil marketing companies were hit by the sharp rise in crude.

ESG / RISK Framework

Responsible Investments at DSP

Our Two-Pronged Responsible Investment Approach	
ESG Integration To drive robust ESG integration in our investment process via policies, protocols and procedures.	Active Ownership To drive accountability for adverse impacts on portfolio companies through continuous engagement and monitoring.

International Networks & Forums

Proud supporters of:



Nature Action 100



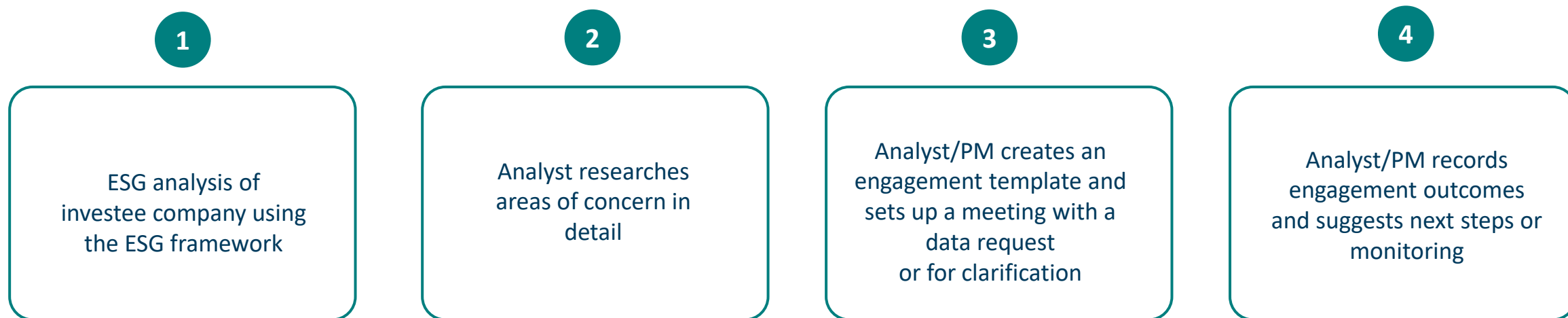
Signatory/Member of:



Key Highlights

- Analysts and portfolio managers, participate in discussions on material ESG issues like climate risk, energy transitions etc.
- Lead/collaborative investors on CA100+ engagements for companies in the hard to abate sectors
- Member of Industry leading groups:**
 - CFA Institute [Sustainable Investing Advisory Panel](#)
 - PRI in Person 2025 Signatory Advisory Committee
- Media articles:** [SEBI BRSR review](#), [India ESG Funds](#), [ESG & Investment Thesis](#), [Climate Risk and Fiduciary Duty](#).
- Promoting wider adoption:** [Presenting Indian perspectives at PRI in Person 2025](#), [Bridging the Gaps: Intensifying the BRSR](#), [India Sustainable Investment Leadership Summit 2024](#), [Exploring Sustainable Investment Opportunities](#), [Integrating Sustainability in Investment Decisions: What, Why and How?](#) etc.
- Sustainable Investment product:** India sustainable growth strategy

ESG Investment Process



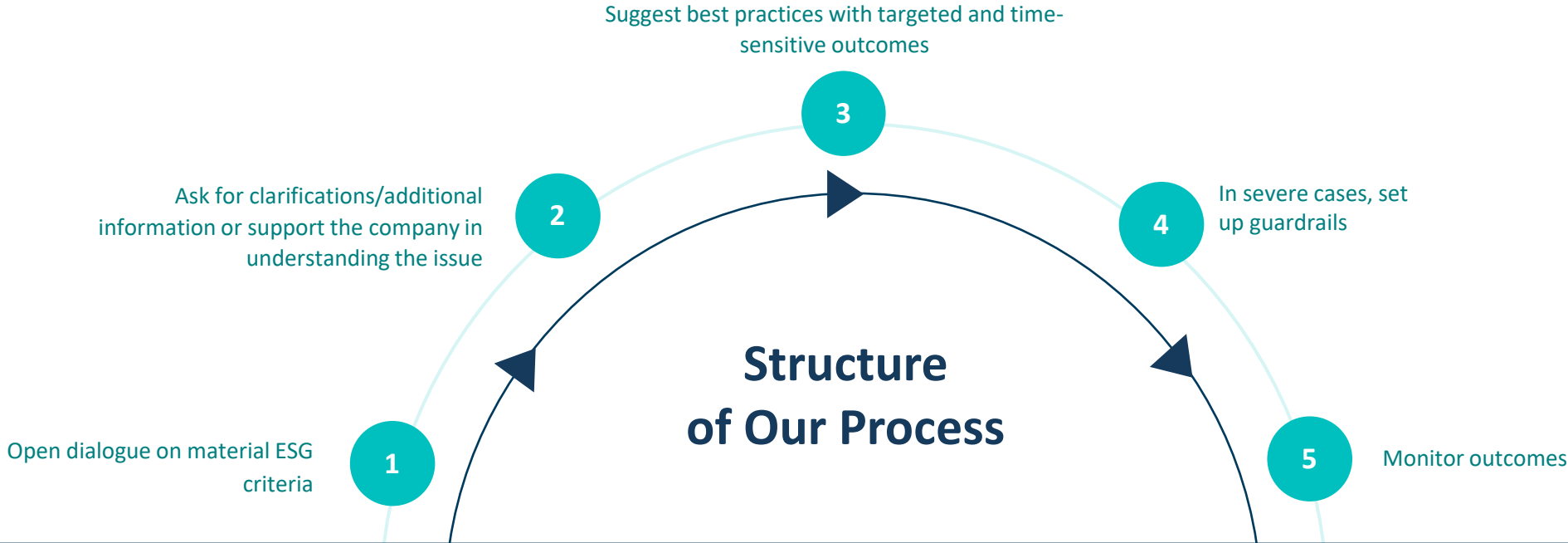
ESG Integration Framework:

- We have developed a proprietary risk-opportunity structure with 45 scored criteria and 60 analytical data points covering a wide range of material ESG topics.
- We collate and analyze data on stakeholders' environmental/social concerns, GHG emissions profile, long & short-term climate targets, biodiversity, water & wastewater, energy, circular economy, human rights, diversity, human capital management, data privacy, product quality, safety, supplier engagement, access and affordability, etc.
- We research governance related topics such as related party transactions, board & key management personnel (KMP) remuneration, board independence, promoters pledging, audit quality, controversies and credit rating parameters, to name a few.

ESG Investment Process

Engagement

Our engagement motivations are two-fold: to mitigate risk and generate positive impact.



The engagement process also involves the firm stewardship committee and active voting on company resolutions with help from a proxy voting firm

Our Sceptical/Forensic Analysis Framework

The Aim of Forensic Analysis

The value of avoiding an accident is almost always underappreciated until one occurs. Having a specialist in the team helps us avoid most accidents by increasing our rigor on forensic research.

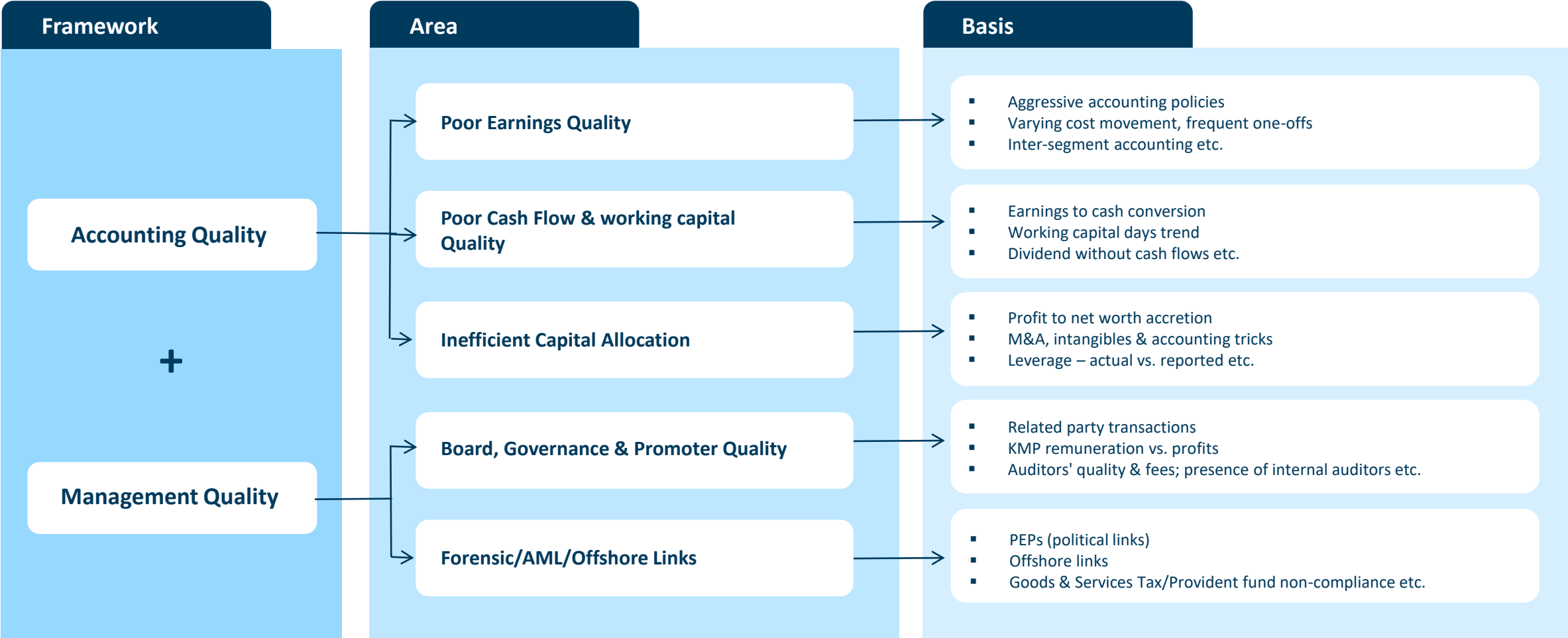
We aim to identify and avoid companies with these characteristics:

- Poor earnings quality, aggressive accounting and consistent overstatement of earnings
- Manipulated/unusual cash flows that mask the real picture
- Bad capital allocation and high balance sheet (BS) risk
- Poor board, governance and promoter background/quality



We manage risks by rigorous forensic research on investee companies

Forensic Framework Checklist



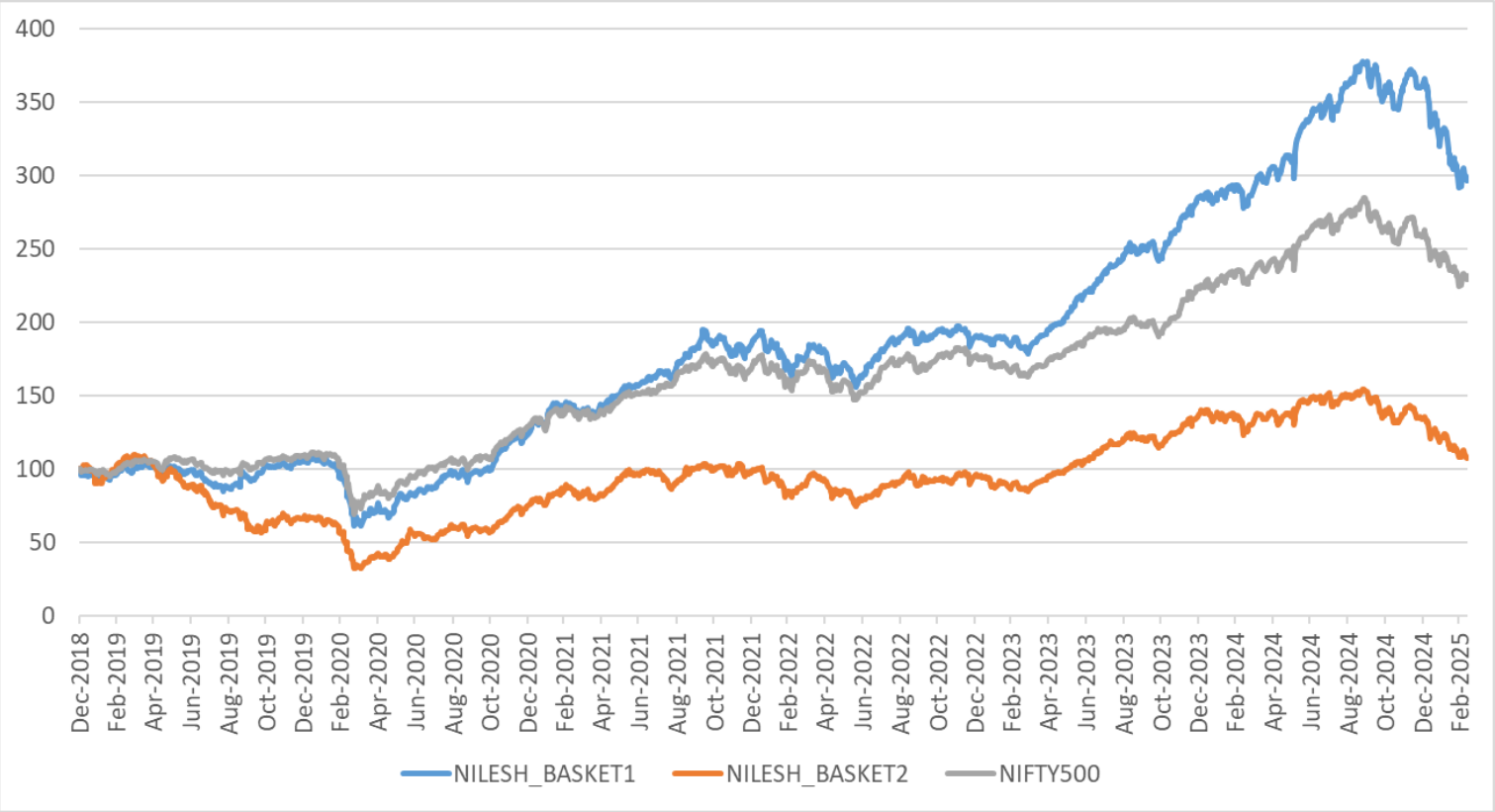
Sceptical / Forensic analysis at DSP

Forensic Rating Framework

Classification system for identifying accounting quality and forensic risk levels



Forensic elimination – Outcomes?



Period	28-02-2025	28-02-2020	
	Good	Avoid	Nifty500
CAGR	25%	14%	17%
SD	20%	25%	19%
Max DD	-44%	-70%	-38%
Risk/Return	1.3	0.5	0.9

Bottom line

- Companies with poor earnings quality/ poor governance underperform in long run.
- Though, irrationality can persist in short term led by narratives, strong business cycle/ momentum, favourable macro environment, etc etc....

Investment Risk Management at DSP

Portfolio Risk Monitoring

- Independent Risk & Quantitative Analysis team (RQA)
- Regular Risk meetings to “Hold a Mirror” to portfolio risk
 - Macro stress testing
 - Sector & style exposure & returns monitoring, market trends
 - Tolerance limits for stop losses and drawdown

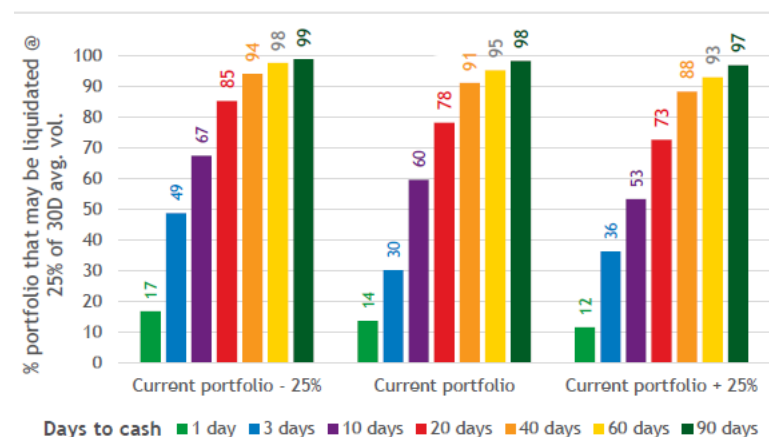
Key Inputs

- Stock level contribution to risk
- Predicted vs delivered volatility & beta
- Factor risk breakdown of portfolio, including NAV at risk analytics
- Tactical indicators for monitoring reversal risks

Position Level Monitoring

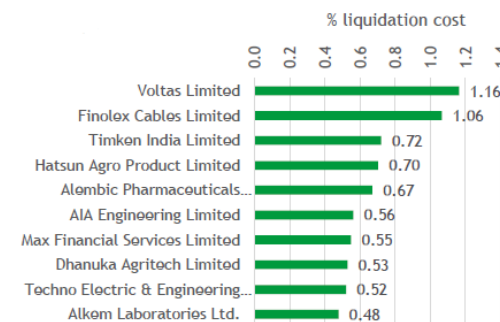
- Constant review of performance: large winners / losers
- Constant monitoring of investment thesis with research team

Indicative: It takes ~10 days to liquidate 60% of the DSP Strategy portfolio



Current portfolio +/-25% refers to the assets (AUM) in the strategy increased or decreased by 25%, as two alternative scenarios, to depict how liquidity of the portfolio could change under these new AUMs

Top 10 scrips by liquidation cost



Worst 3-day drawdowns

n-th worse redemption	3-day redemption	Date	AUM (INR cr)
1	-4.16%	07-Jan-13	1,316.09
2	-3.95%	08-Jan-13	1,320.58
3	-3.89%	04-Jan-13	1,317.74
4	-2.78%	20-Jan-09	434.49
5	-2.68%	16-Jan-09	433.27

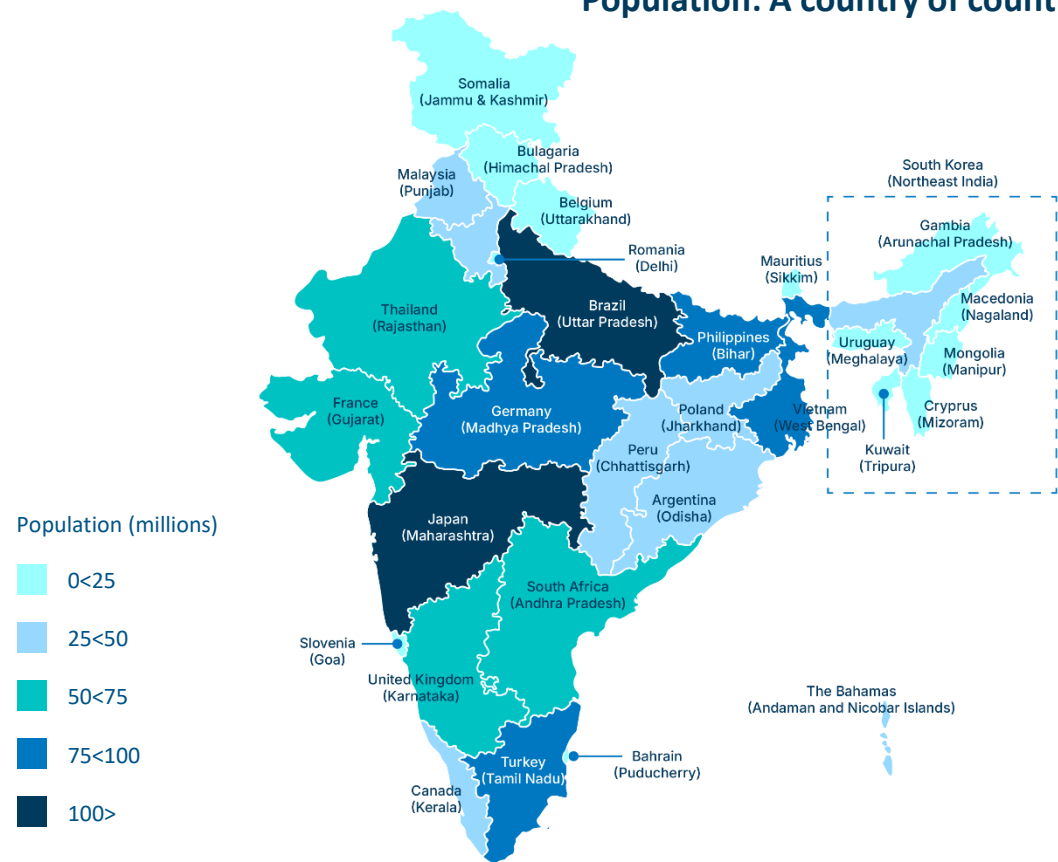
Since 01st Jan 2008

The India Opportunity

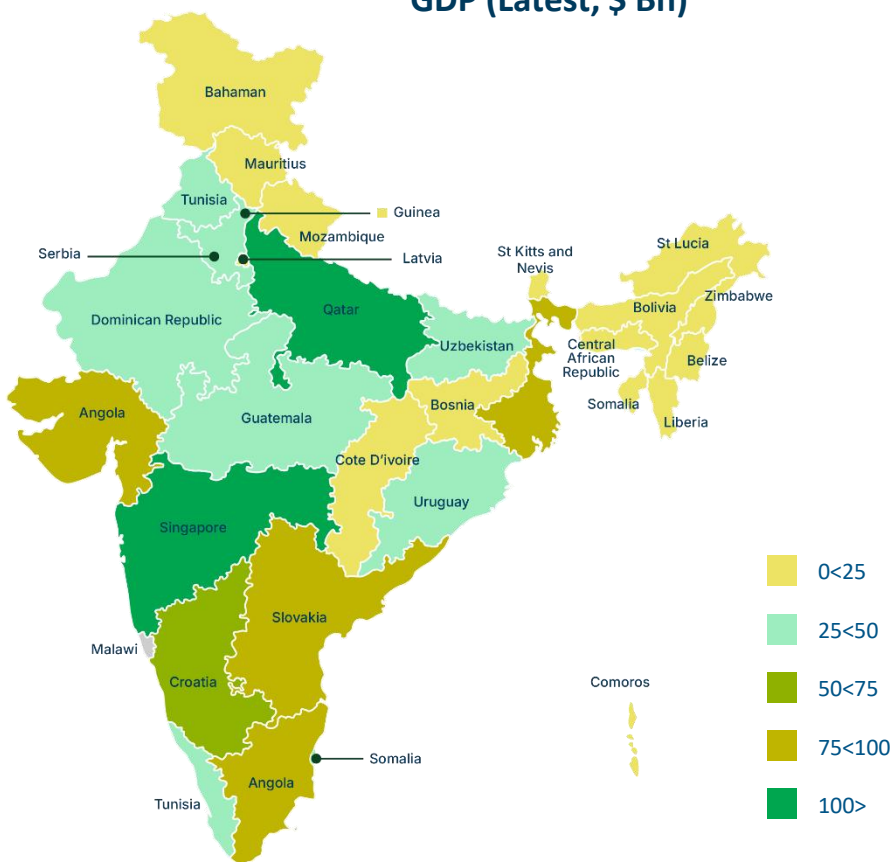
Beyond the Headlines

India: A country of countries

Population: A country of countries

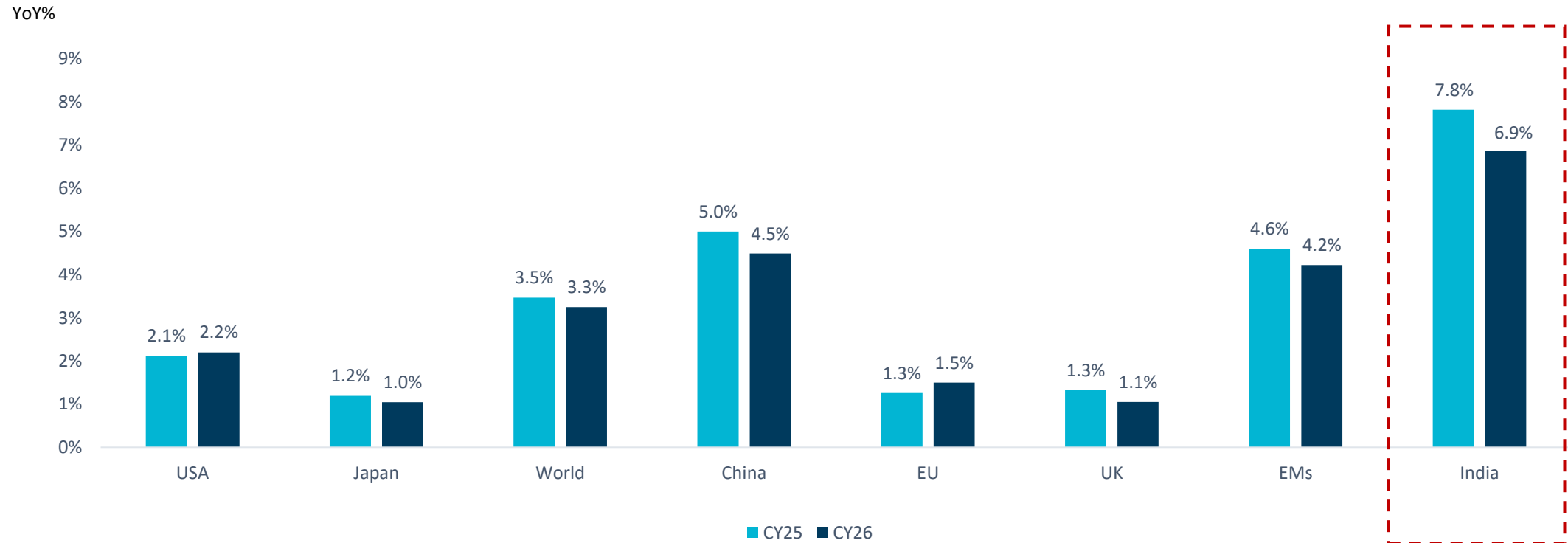


GDP (Latest, \$ Bn)



Large population + large domestic market + rising per capita income = The epicenter of global growth

India's real GDP growth in FY27



Resilient domestic demand, robust credit growth and accommodative monetary conditions could help sustain economic momentum although weather-related uncertainty and geopolitical tension remain key downside risks.

India – Economic growth has translated into stock returns over long term

30 Year Returns For Frontline Equity Indices In Local Currency & Adjusted For Inflation

Country	Real GDP Growth	Local Currency Returns	Real Returns (Local Currency)
China (HK Listed)	2.8%	1.5%	-1.8%
Philippines	4.7%	2.9%	-1.7%
Malaysia	4.8%	1.8%	-0.6%
Korea	4.3%	2.9%	-0.1%
Indonesia	4.4%	9.5%	1.0%
UK	2.0%	3.3%	1.0%
Japan	0.8%	2.4%	2.1%
China Mainland	8.6%	5.6%	2.3%
Australia	3.1%	5.1%	2.4%
Mexico	2.0%	10.6%	2.5%
France	1.5%	4.6%	3.0%
India	6.2%	10.5%	3.8%
Canada	2.3%	6.1%	4.0%
Brazil	2.4%	11.7%	5.1%
United States	2.5%	8.9%	6.4%

*Countries marked in green -> Real returns higher than Real GDP growth

India – one of the few countries demonstrating an increasing contribution to world economic growth

2018-2019

China 28.6%	India 8.4%			United States 14.3%		
	Indonesia 3.6%	Germany 2.2%	Brazil 1.6%	Spain 1.3%	Pakistan 1%	
All Other Economies Combined 22.4%			S.Korea 1.5%	Philippines 1.3%	Thailand 0.9%	
		United Kingdom 1.9%	Egypt 1.4%	Canada 1.2%	Mexico 0.7%	
	Russia 2.7%	France 1.9%	Japan 1.4%	Italy 1%	S.Arabia 0.6%	

2024-25

China 24.3%	India 13.3%			United States 11.8%		
	Indonesia 3.0%	Turkey 1.9%	Brazil 2.0%	France 1.3%	United Kingdom 1.5%	
All Other Economies Combined 24.0%			Mexico 0.9%	S.Korea 1.0%	Philippines 0.8%	
		Germany 1.5%	S.Arabia 1.5%	Vietnam 1.5%	Thailand 0.8%	
	Japan 2.2%	Russia 2.1%	Bangladesh 0.9%	Egypt 1.3%	Malaysia 0.9%	

Indian Public Equity Market Landscape

Indian companies are competitive as per global benchmarks

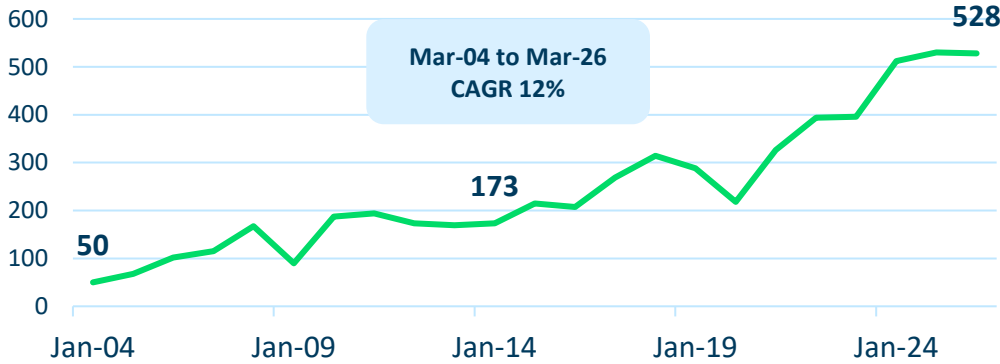
1 % of companies with ROE >15%



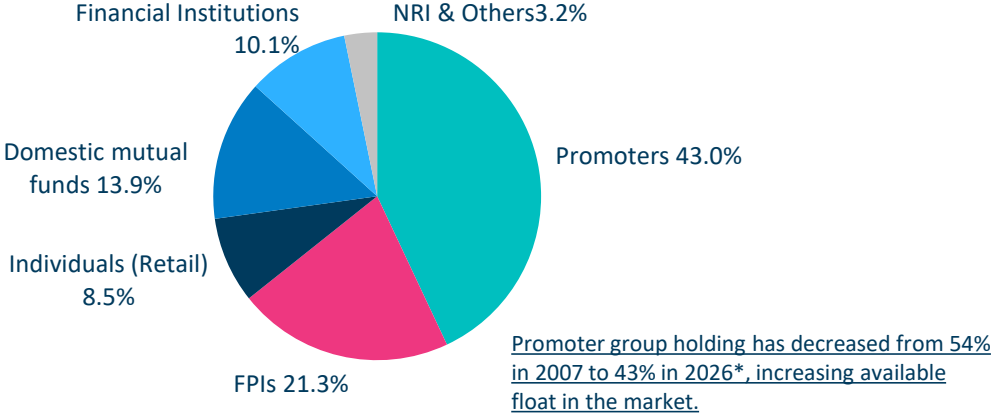
2 % of companies with mcap >US \$10Bn



3 No. of billion dollar companies in India (market cap)

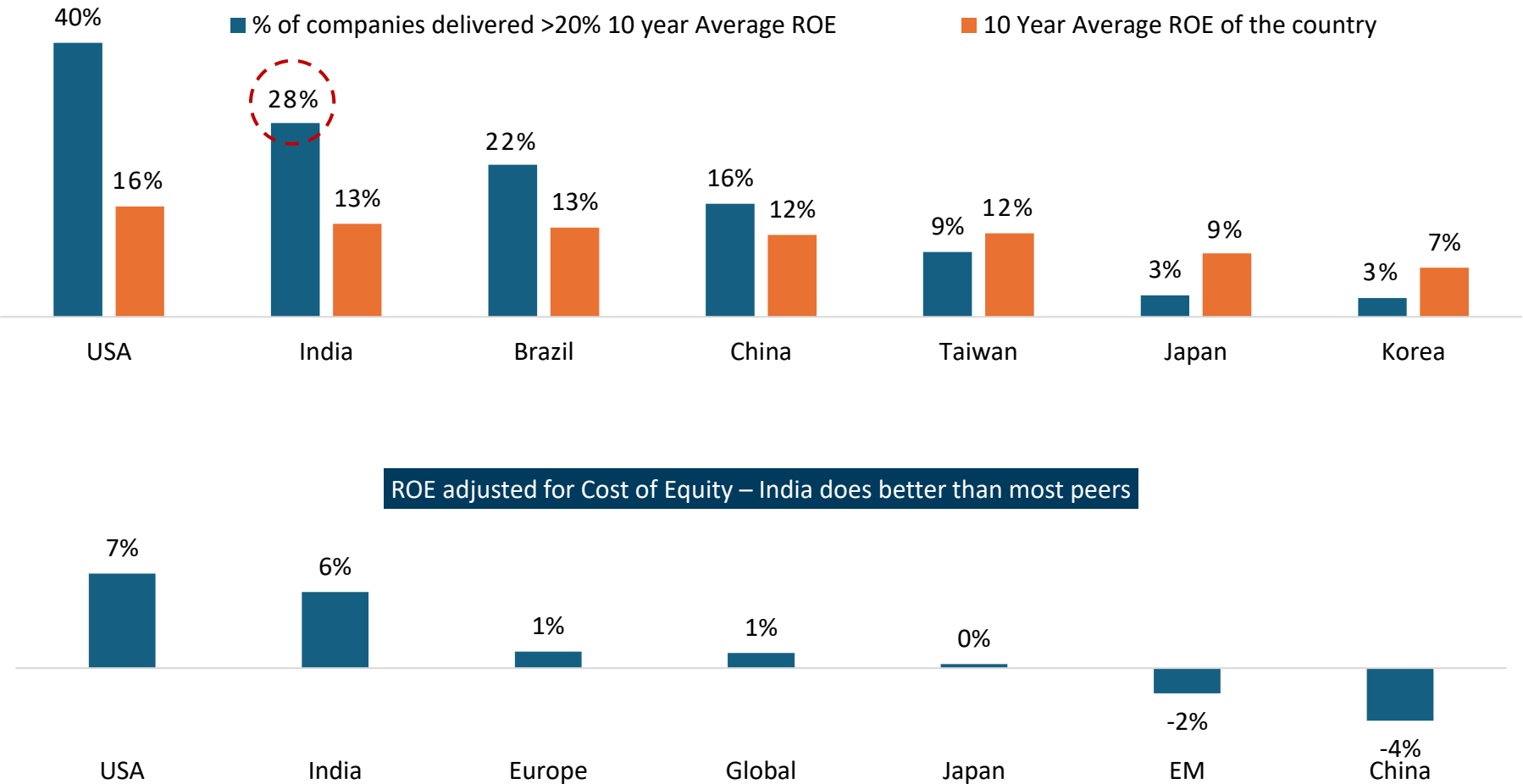


4 % Ownership of top 75 Indian companies



Why India Outperforms Over The Long Term? It's Not Flows, GDP Growth or The Story...

- India's long-term market outperformance is often attributed to familiar narratives such as strong domestic flows or robust GDP growth.
- Adjusting for differences in the cost of capital, India stands out among global markets. It ranks second only to the USA in the number of companies that have maintained an ROE above 20% for more than a decade.
- This sustained strength in corporate profitability is the true engine of India's market outperformance underscoring the enduring fundamentals, rather than popular macro narratives, are what ultimately drive long-term equity returns.

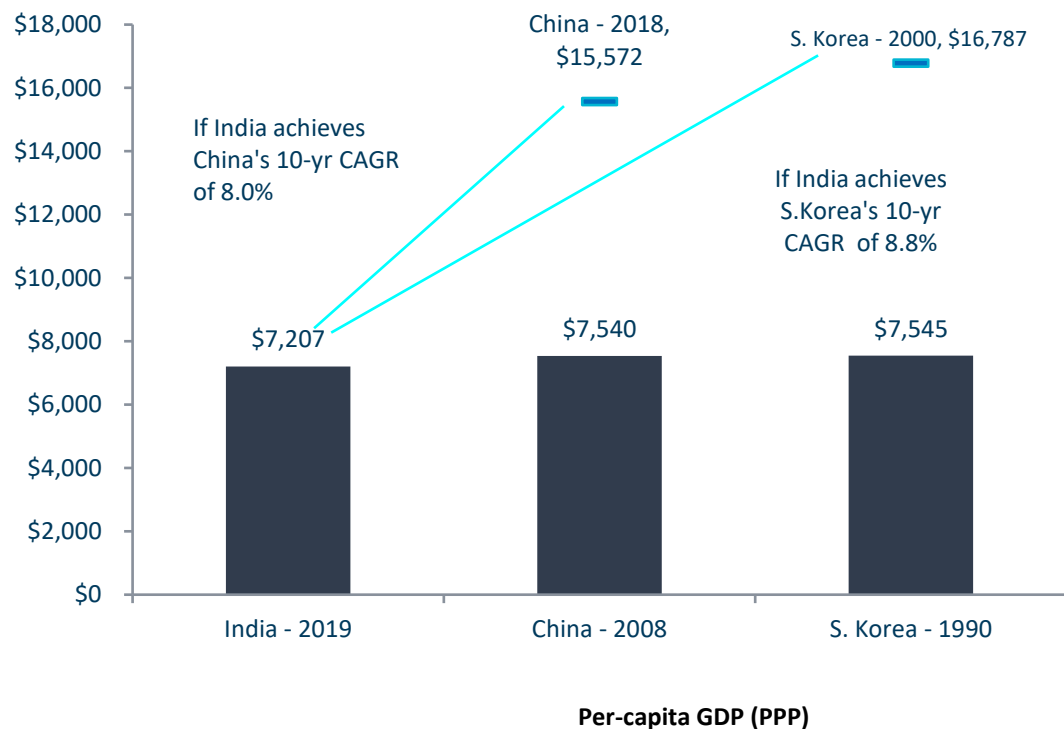


India is well diversified across sectors

MSCI Sectors	India	China	Korea	Taiwan	Hong Kong	Singapore	Malaysia	Indonesia	Australia
Energy	8%	4%	1%	0%	0%	0%	0%	3%	5%
Materials	9%	6%	1%	2%	0%	0%	9%	7%	25%
Industrials	11%	6%	13%	1%	19%	12%	10%	8%	5%
Consumer Discr	13%	23%	4%	0%	3%	10%	0%	0%	6%
Consumer Staples	5%	3%	1%	0%	2%	1%	8%	0%	4%
Financials	30%	21%	7%	9%	48%	64%	51%	71%	41%
Health Care	7%	6%	2%	0%	0%	0%	3%	0%	5%
Information Technology	7%	12%	70%	87%	0%	0%	0%	0%	1%
Communication Services	5%	18%	2%	1%	1%	6%	5%	12%	1%
Utilities	4%	2%	0%	0%	11%	0%	13%	0%	2%
Real Estate	1%	1%	0%	0%	16%	6%	0%	0%	4%
Top 2 Sector Weights	43.1%	43.6%	82.1%	95.6%	67.2%	76.9%	63.8%	82.2%	66.2%

Why Now?

Is sustained 9 - 10% nominal GDP growth for a large economy even possible?

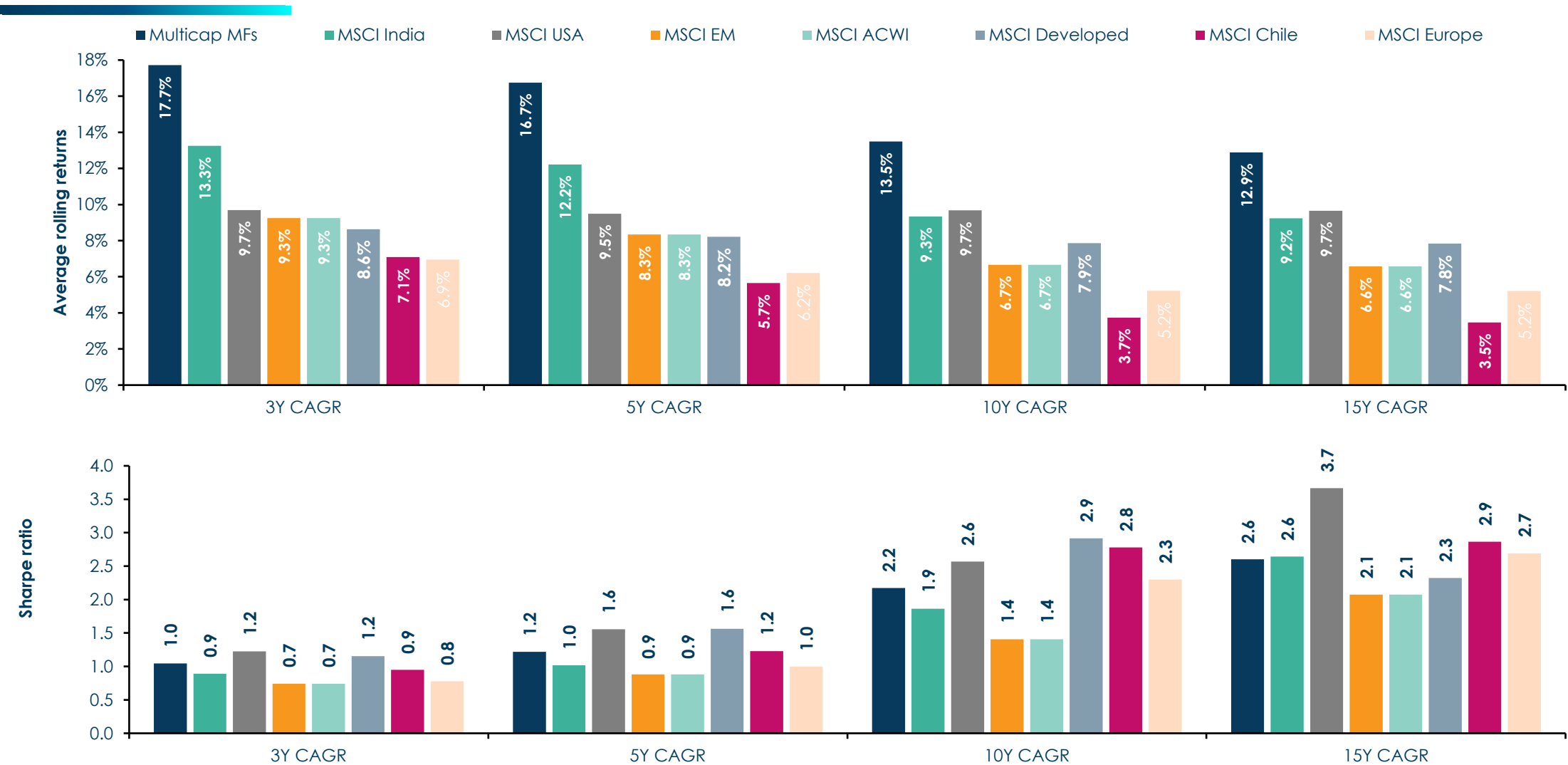


- China/South Korea grew per capita GDP at 8.0% / 8.8%, respectively, for 10 years from levels similar to India's US\$7,207 PPP adjusted 2018 per capita GDP.
- To convert to nominal GDP growth, we factor 1.5% population growth (assumed).
- **So 9 to 10% nominal GDP growth is certainly possible, over a 10 year period or longer.**

4 key themes which we believe will play out for India going forward

- 1 Penetration of Financial Services
- 2 Consumption story fast forwarded by Digitization
- 3 Infrastructure boom
- 4 Export Opportunities

Active managers in India have consistently outperformed passive

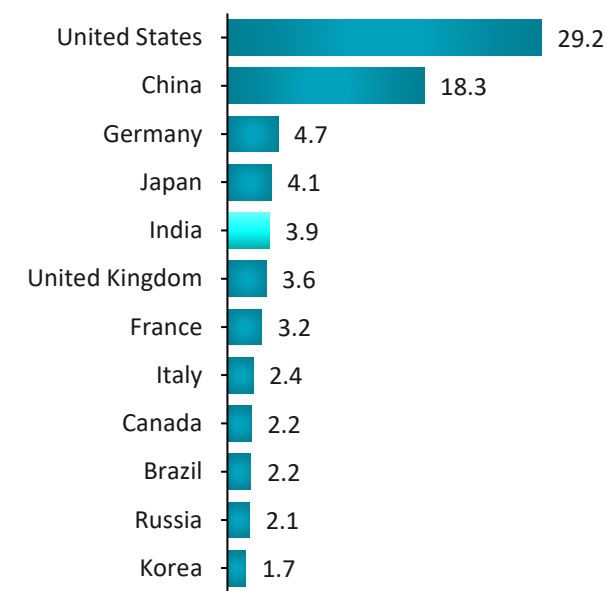


Greater diversification with direct India exposure (not via EM)

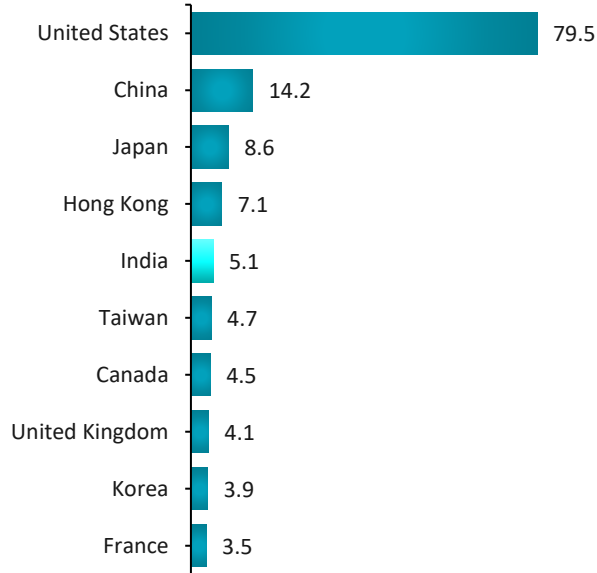
1 India expected to be 3rd largest economy in 2028

2 India has low representation in global indices

RANKED 5TH BY GDP (US\$, Tn)



RANKED 5TH BY MARKET CAP (US\$ Tn)



MSCI ALL COUNTRY WORLD INDEX

Country	Holding
USA	63.9%
Japan	5.2%
UK	3.1%
Canada	3.0%
France	2.0%
South Korea	2.5%
Germany	1.9%
India	1.3%
Others	17.1%

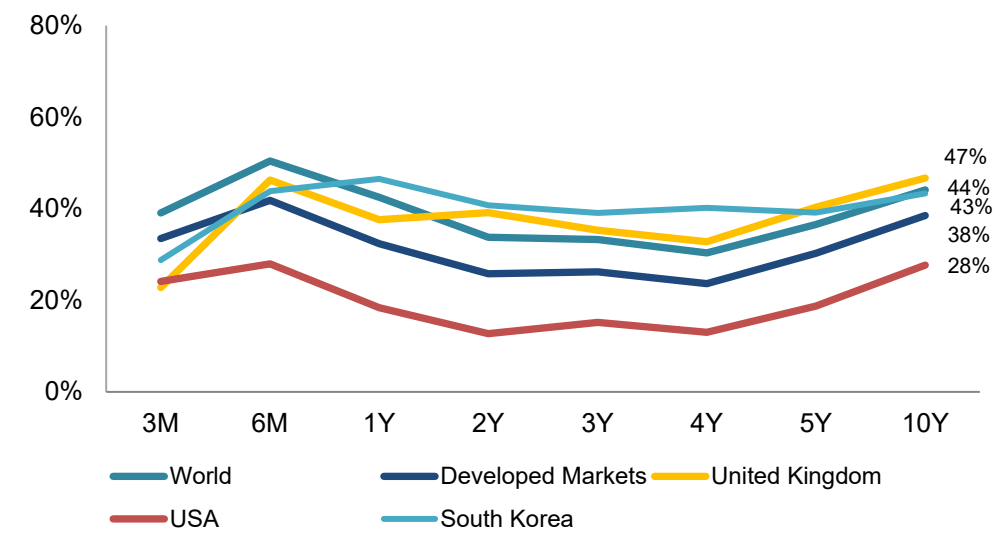
MSCI EMERGING MARKETS INDEX

Country	Holding
Taiwan	27.9%
Korea	20.7%
China	20.2%
India	11.0%
Brazil	4.2%
Others	15.9%

India is only 1.3% of MSCI ACWI, but contributes ~3% to world GDP and market cap

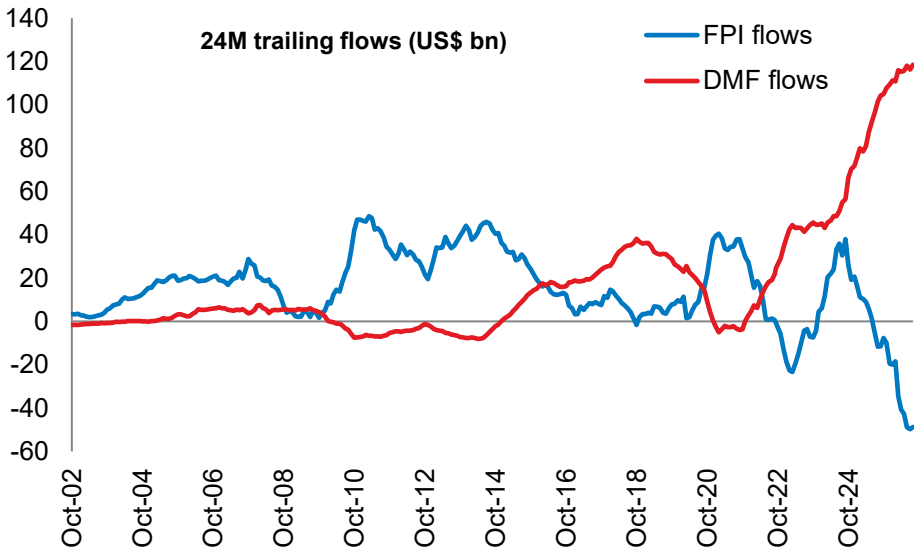
Greater diversification with direct India exposure (not via EM)

3 Low correlation of India with global markets



4 Strong domestic cushion; domestic flows outpacing foreign flows

24M TRAILING FPI FLOWS AND 24M TRAILING DMF FLOWS (\$ bn)



Indian Firms Have Superior Return Ratios & Earning Growth

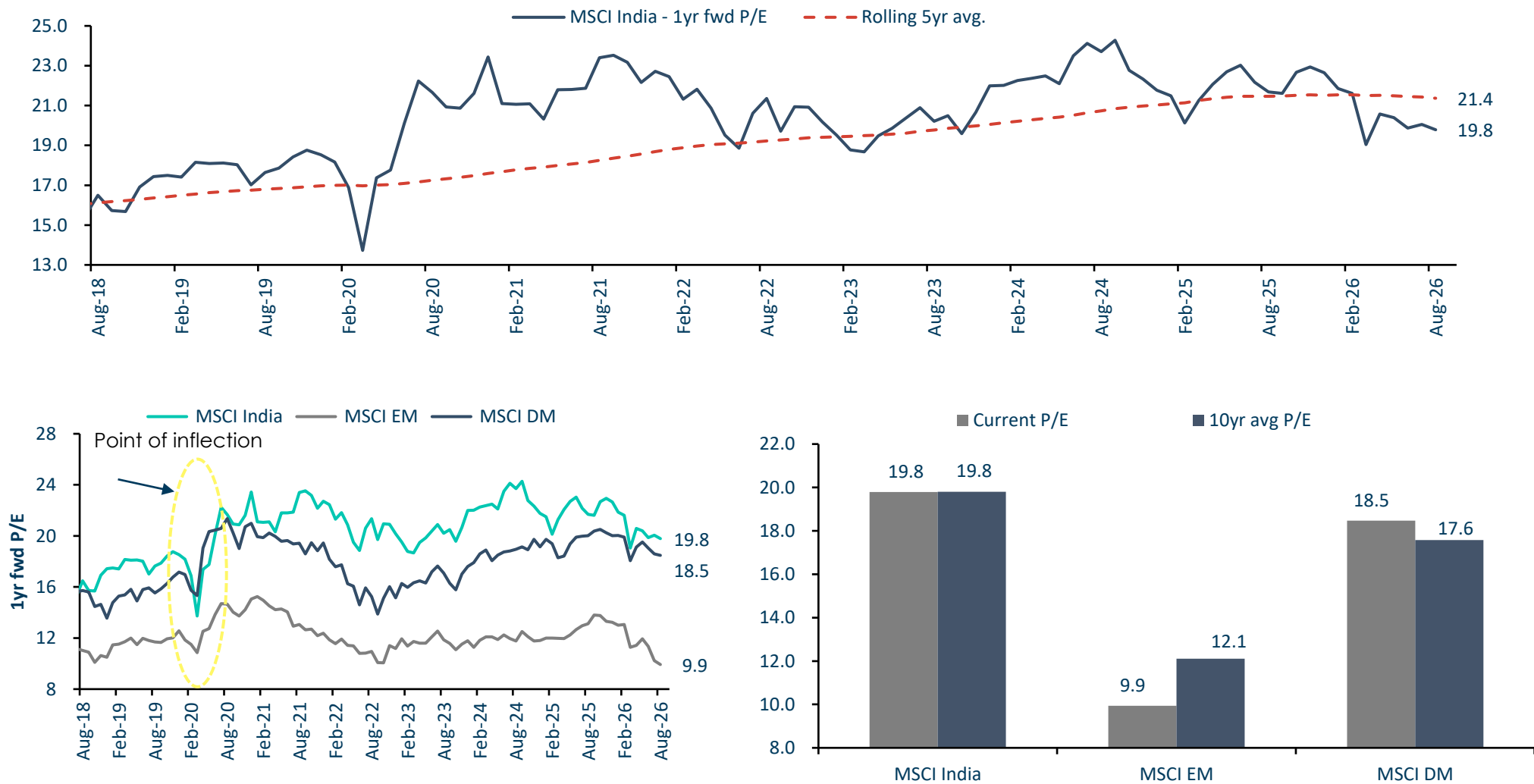
Sectors	India Leader	Global Leader	Indian Leader 20 Yr Avg ROE	Global Leader 20 Yr Avg ROE	Indian Leader 20 Yr EPS CAGR	Global Leader 20 Yr EPS CAGR
Aerospace & Defence	Bharat Electronics	RTX CORP	20.9	15.7	14%	1%
Pharmaceuticals	Sun Pharmaceuticals	Johnson & Johnson	19.7	24.8	17%	8%
Banks	HDFC Bank	JPMORGAN Chase	17.8	11.9	21%	11%
Automobiles	Tata Motors	Volkswagen AG	15.5	11.9	12%	11%
IT – Software	TCS	Microsoft Corp	42.3	35.3	18%	12%
Metals & Mining	Hindalco Industries	Glencore PLC*	10.5	4.3	9%	Profit to Loss
Cement	Ultratech Cement	CRH PLC	19.0	10.2	22%	5%
Oil & Gas	Indian Oil Corp	China Petro & Chem	14.4	10.6	5%	0%
Construction	L&T	China State Cons	18.8	18.0	13%	14%
FMCG	Hindustan Unilever	NESTLE SA	69.7	20.5	10%	4%
Healthcare Services	Apollo Hospitals	TENET Healthcare	10.5	2.9	17%	10%
Telecom – Services	Bharti Airtel Ltd	Verizon Comm	11.3	30.8	16%	2%
Power	NTPC Ltd	E.ON SE	10.9	9.0	8%	-4%

Are you late in investing into India? **No, not in our view.**

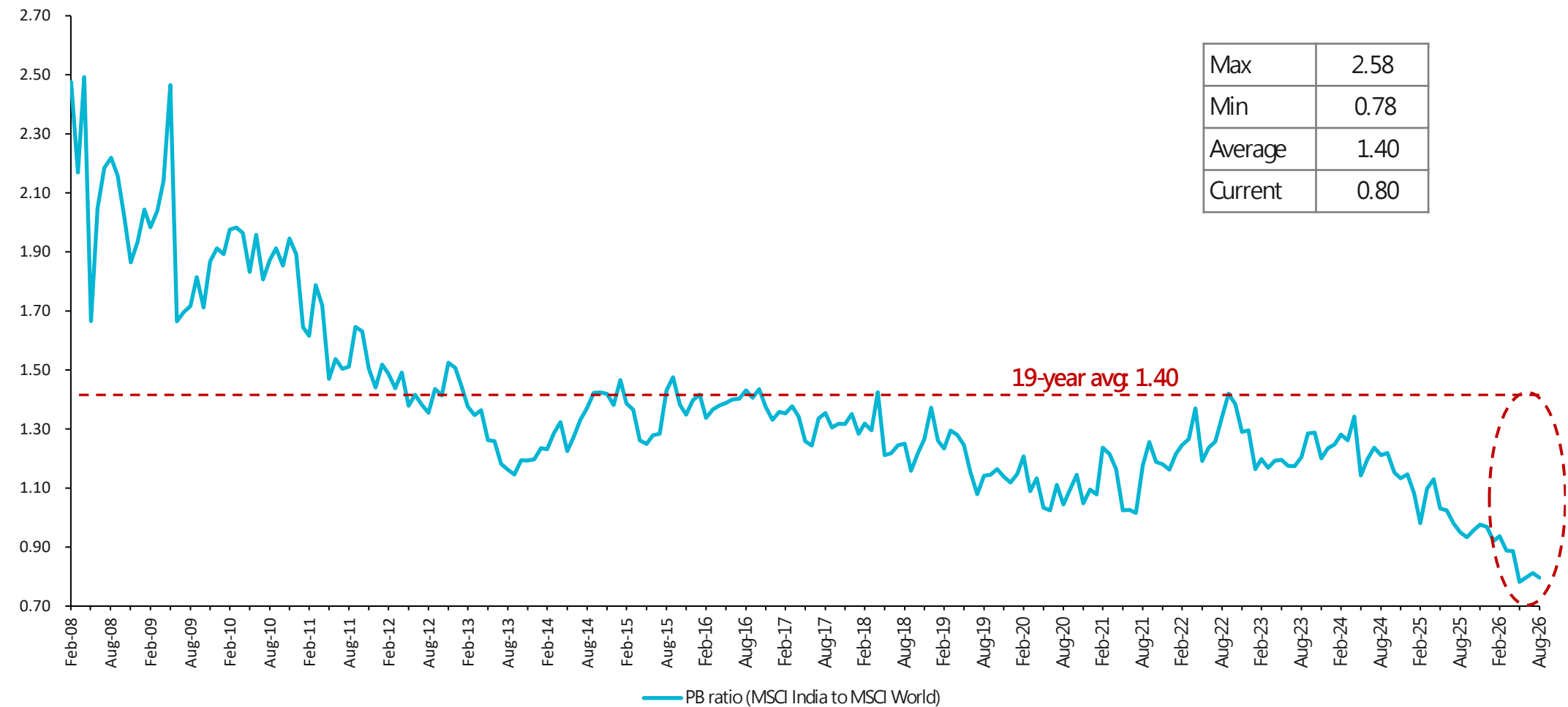
- The conflict has lasted longer than initially anticipated, keeping geopolitical uncertainty elevated.
- The 10-year yield has moved above 7%, reflecting rising concerns around inflation, crude and fiscal pressures.
- If crude sustains around US\$105/bbl, India's CAD could potentially move beyond 2.5% of GDP.
- Higher crude and inflation could weigh on consumption, margins and the broader growth outlook.
- Q4 results were largely resilient, but margin pressure may become more visible from Q1 onwards.
- FIIs have sold more than US\$23bn, adding to market pressure and currency volatility.
- Banks, insurance, consumer names, power and capital goods have held up relatively well.
- OMCs and crude-sensitive sectors have been more adversely affected by the spike in oil prices.
- It is easy to build a negative scenario, but the market has already seen meaningful time correction, price correction and currency adjustment.
- We should be prepared for uncertainty-led volatility.
- Portfolio positioning appears reasonably comfortable.

Earnings, Valuations and Flows

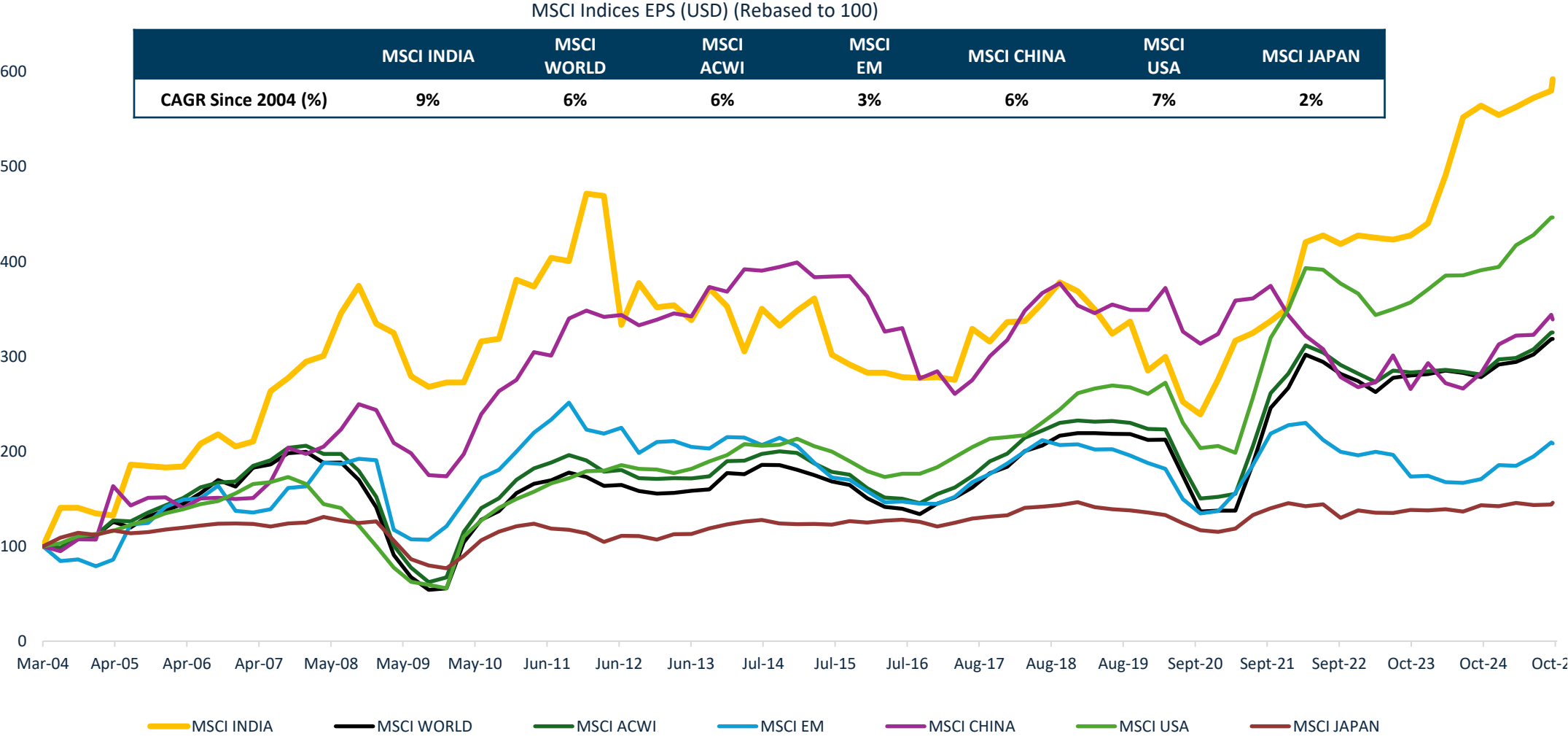
India Valuations:



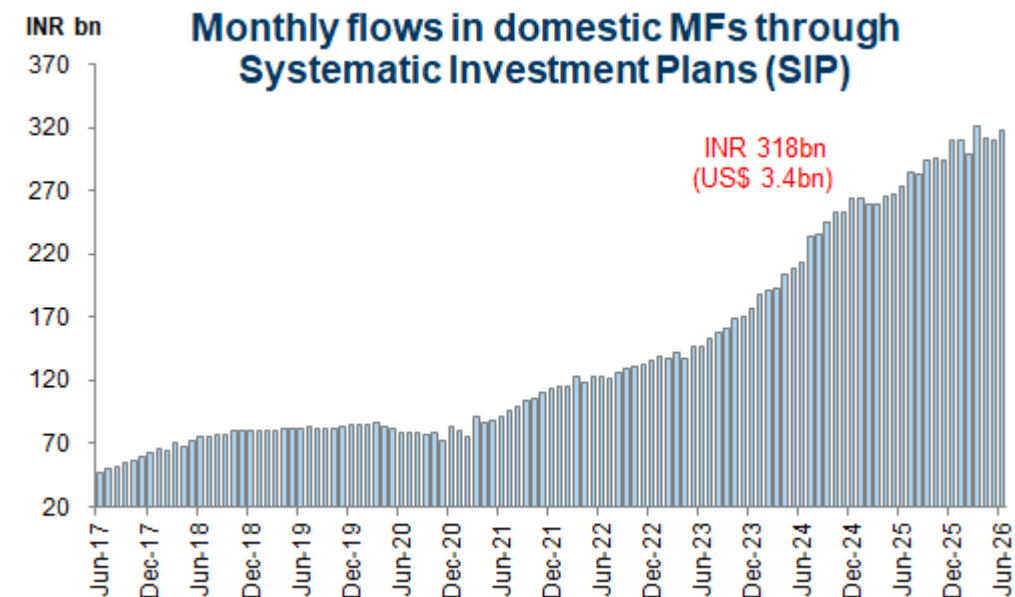
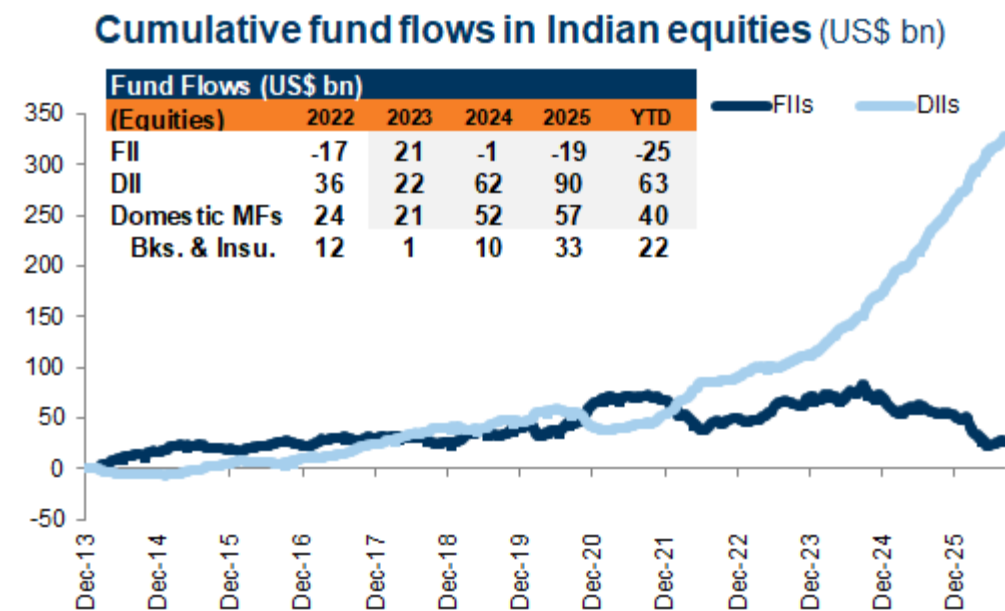
Relative – Price to Book ratio (MSCI India index to MSCI World index)



Earnings Growth - Ignoring India Is A Costly Error of Omission

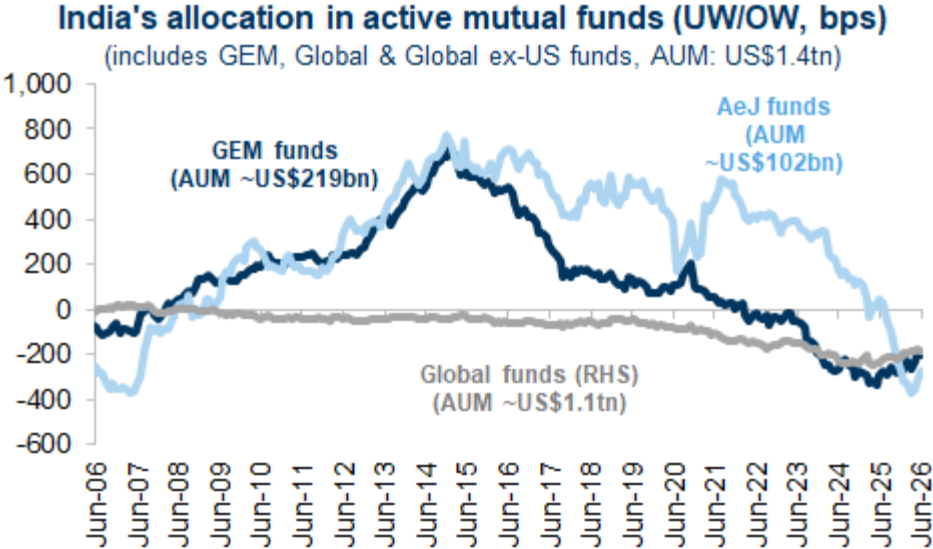


Domestic institutional & retail flows remain supportive, amid rapid financialization of household savings in India



Mutual fund positioning in India remains conservative:

India's allocation in active mutual funds globally is near a 2-decade low



		India allocation		
Equity Mutual Funds	Total Assets (US\$ bn)	Avg. Fund allocation (%)	Benchmark (MSCI)	OW/UW (bp) vs. MSCI
Global ex-USA funds	445	0.9%	3.7%	-285 bp
EM Funds	220	9.1%	11.1%	-205 bp
Global funds	685	0.2%	1.4%	-115 bp
AEJ Regional funds	100	9.6%	12.4%	-275 bp
Overall (AUM wgt.)	\$1,450 bn	2.4%	4.3%	-190 bp

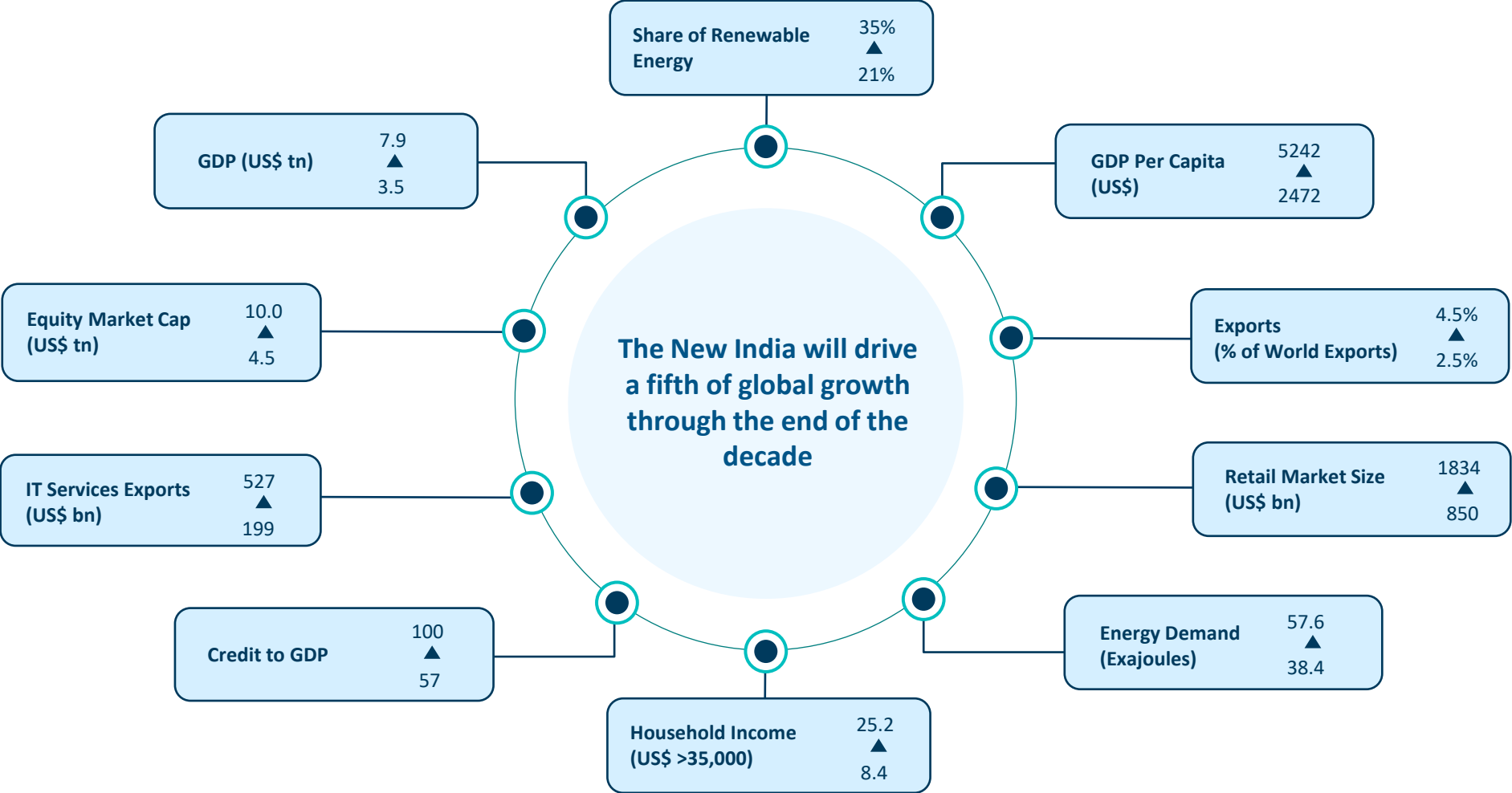
Note: As of Jun-end, 2026

Risks/challenges

- Geo-politics/recession led growth slowdown & tariff wars (uncertainty)
- Oil prices – above USD 100/bbl will impact, inflation, currency, CAD and BOP
- Consumption demand continues to be tepid
- Implications of Gen AI on different sectors/industry – medium term risk

India Vision 2030

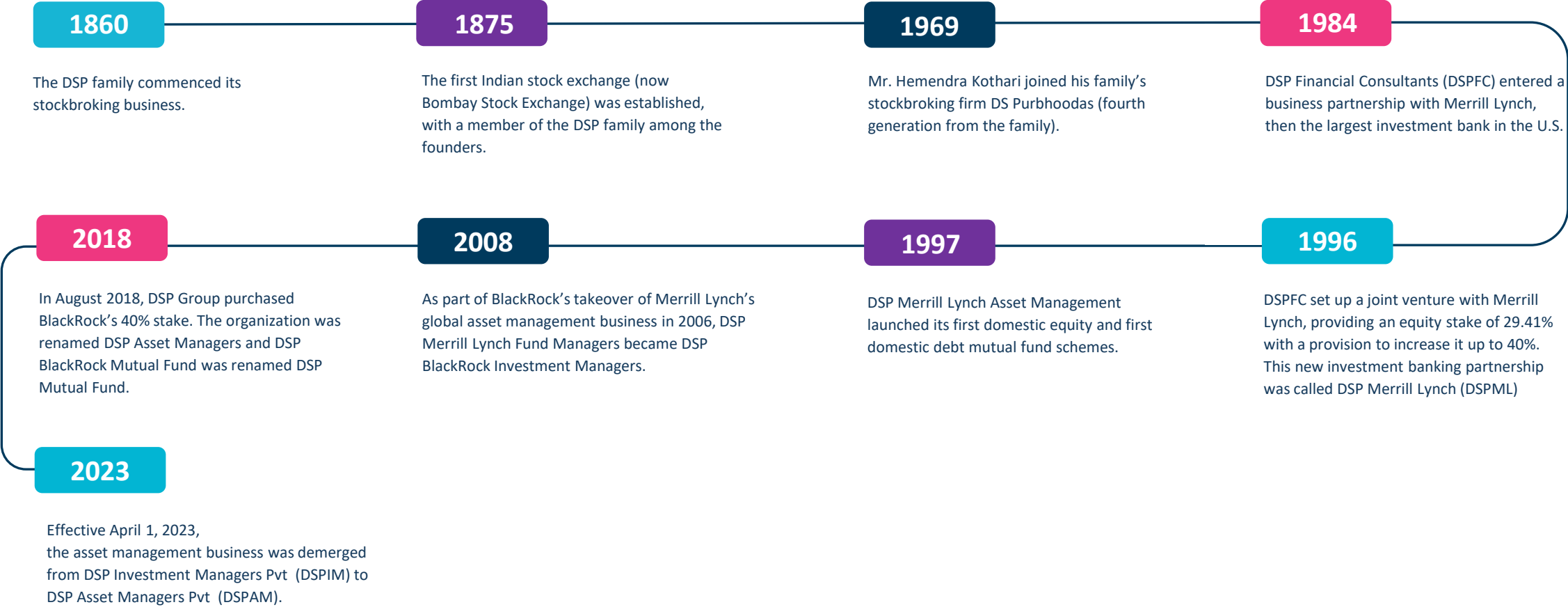
India @ 2030: Unleashing Potential, Driving Transformation



Appendix

Evolution of DSP – Indian Roots, Global Partnerships

Founded in 1860, the DSP Group, headed by Mr. Hemendra Kothari, is one of India’s oldest financial services firms



DSPAM Organization Structure - Senior Management

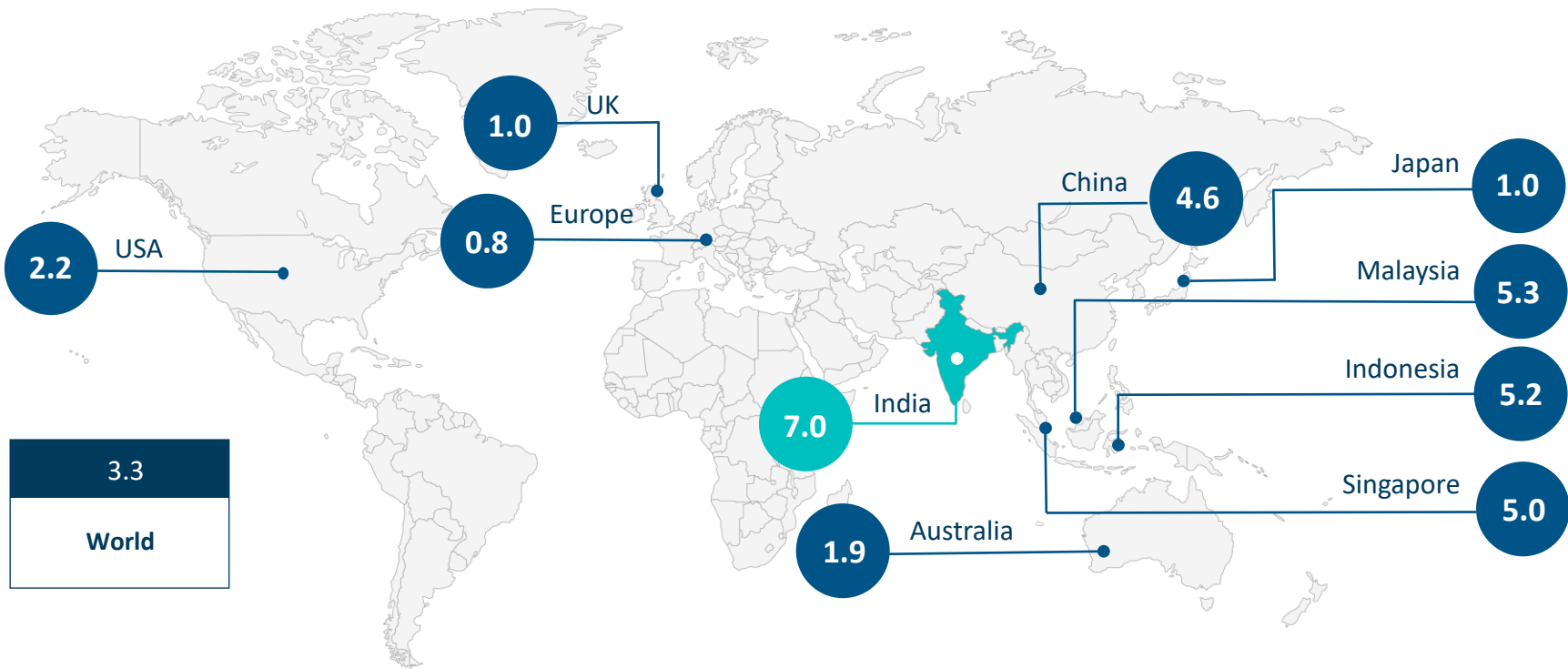


Incentives aligned to investment objectives

Factors driving performance for Analysts	Share*
Model portfolio outperformance	[]%
Research process covering fundamental attributes, thesis, extent of variation on chosen fundamental parameters	[]%

Factors driving performance for Portfolio Managers	Share*
Fund performance vs. Benchmark 3Y and 1Y (rolling returns)	[]%
Research process and adherence to framework	[]%

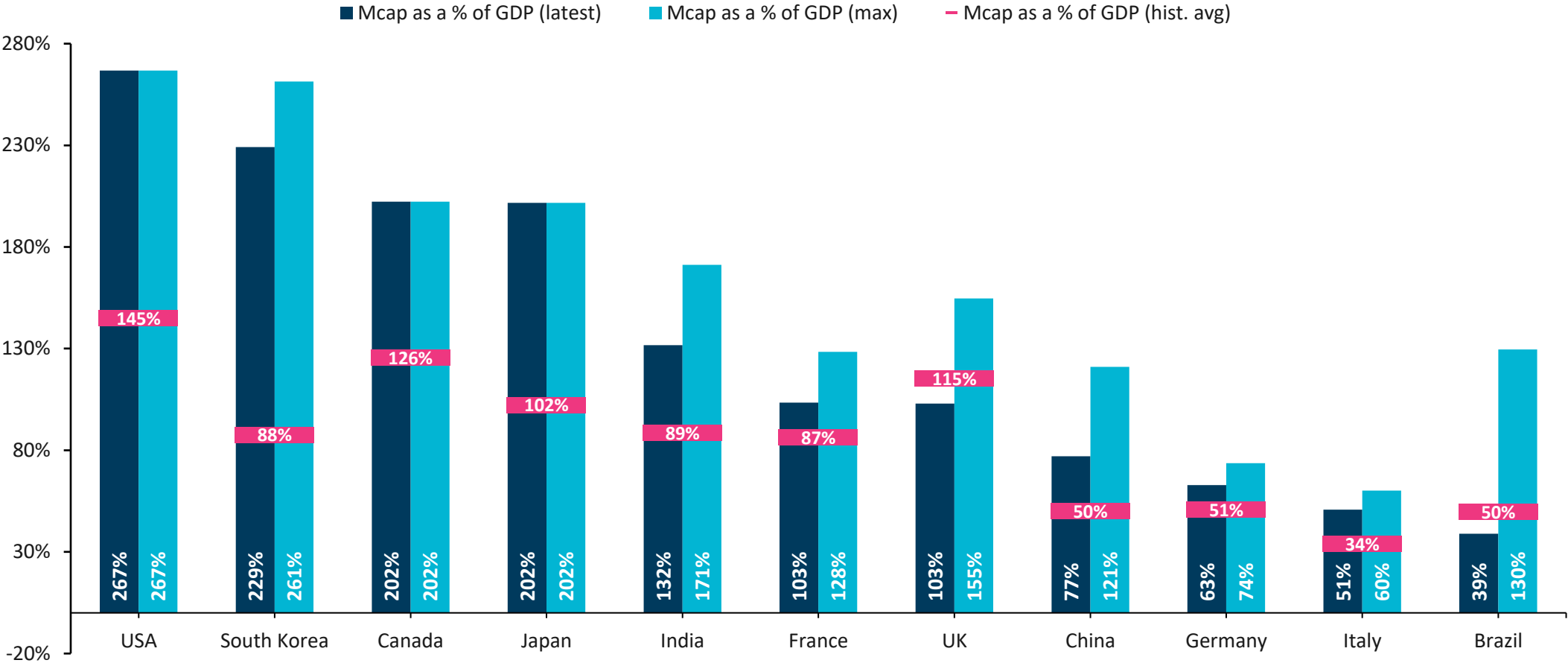
India expected to be 3rd largest economy in 2028*



	US	India	Japan	Australia	Europe	UK	Brazil	China	MSCI EM	ACWI World
10Y	12.6%	15.0%	9.4%	9.5%	8.8%	3.3%	7.4%	7.6%	8.6%	9.1%
15Y	11.6%	14.9%	8.7%	9.0%	7.6%	4.0%	6.3%	2.0%	6.6%	6.2%
20Y	8.5%	10.8%	5.6%	5.3%	5.2%	5.8%	6.8%	5.1%	6.7%	6.7%

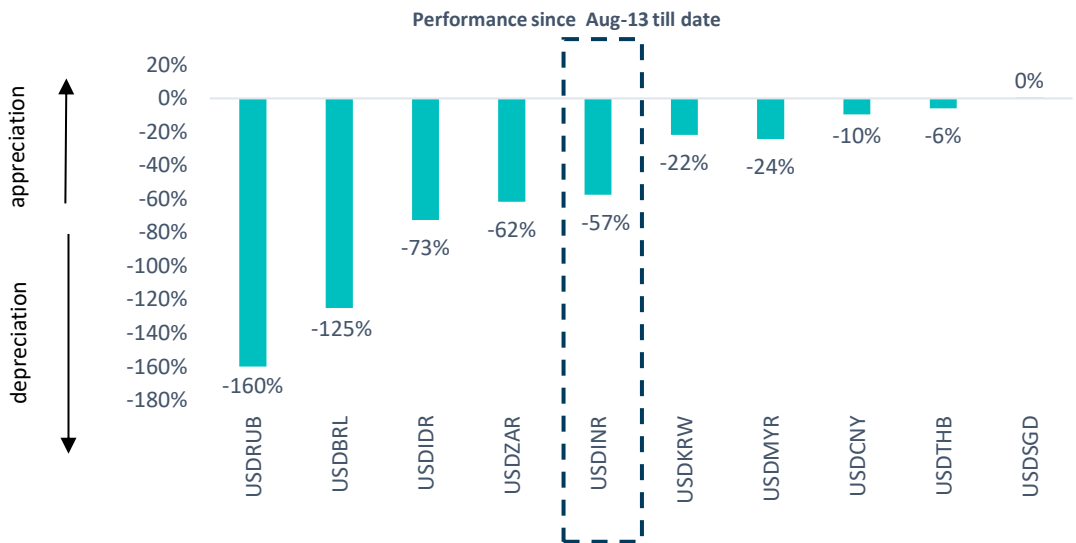
CAGR	10Y	15Y	20Y
USDINR Cross	-3.6%	-4.7%	-3.6%

Peak market cap/GDP – India vs. World; India still fairly valued

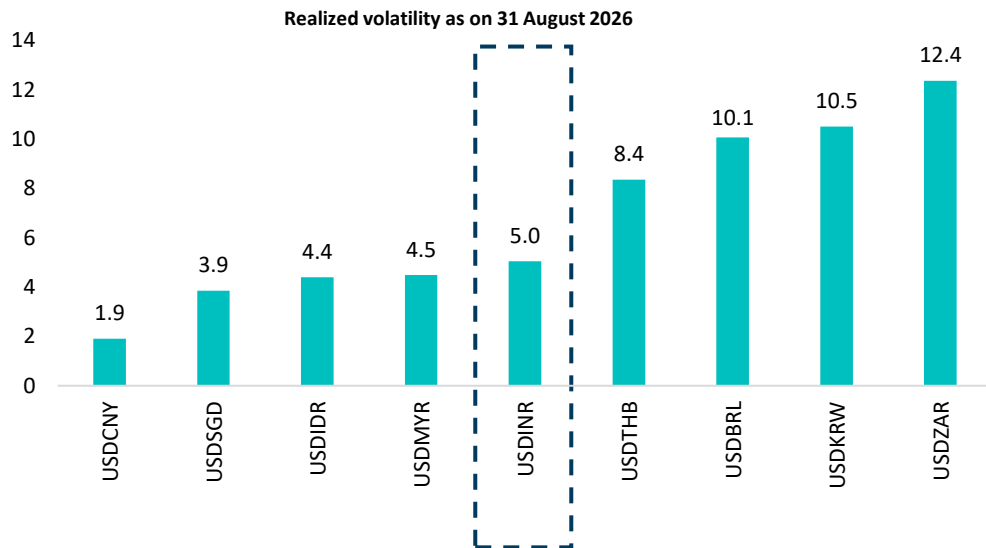


INR continues to be in the middle pack when compared with other EMs

1 While INR is one of the better performing currencies since the EM currency crisis (August 2013)...

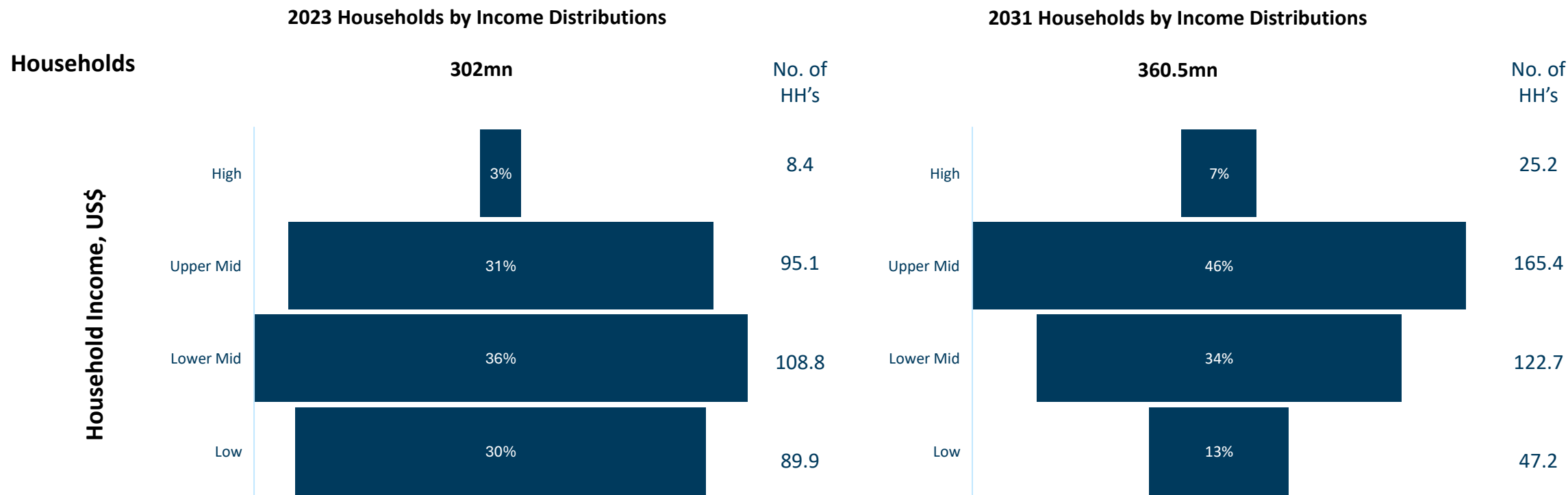


2 ...since last year, the underlying issue for INR remains the balance of payments but the currency has stabilized post RBI's FX measures



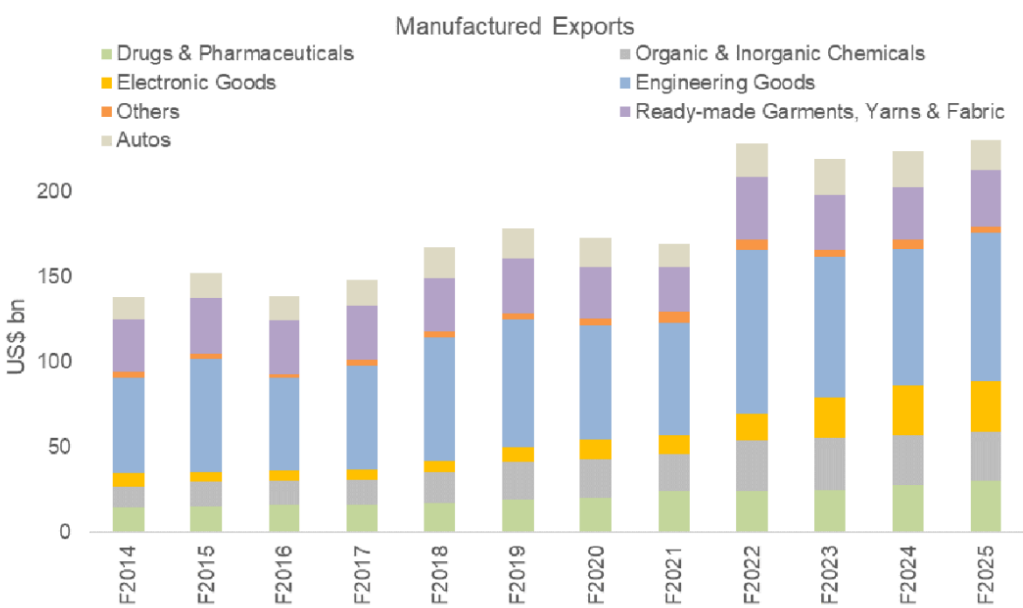
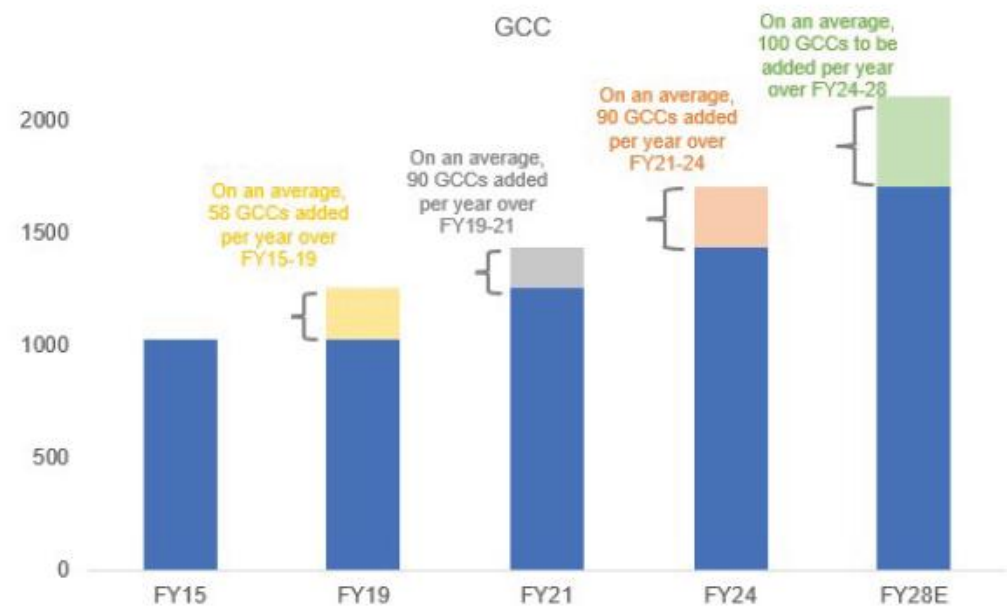
Rise of the Middle Class to drive consumption

India is likely to cross the \$3000 per capita income mark in FY26

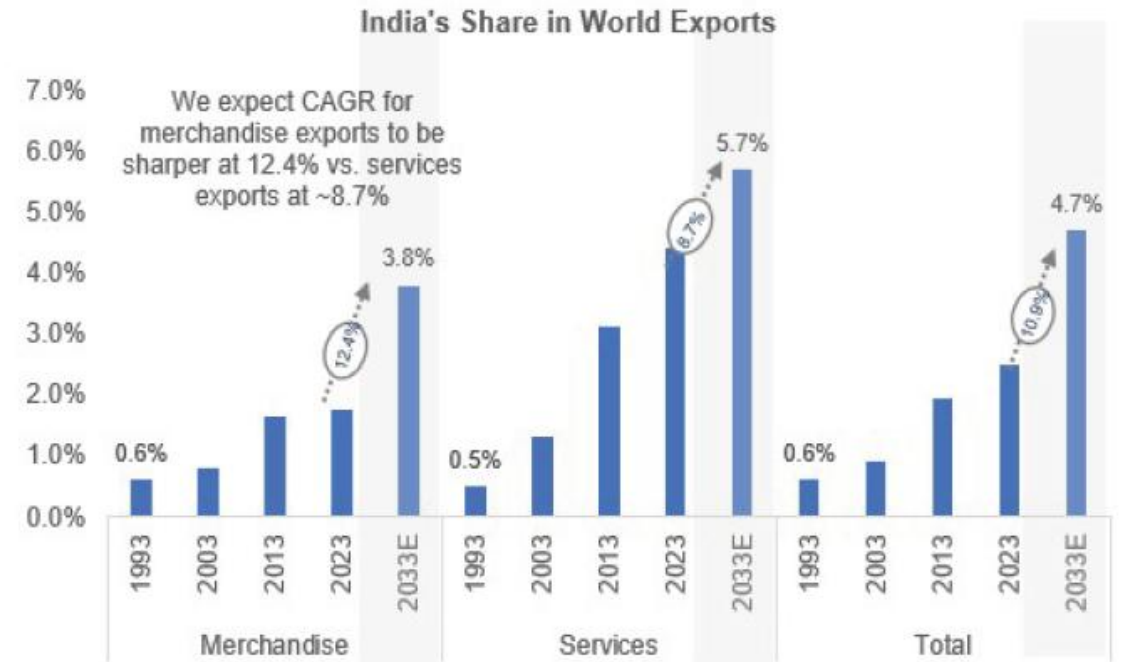
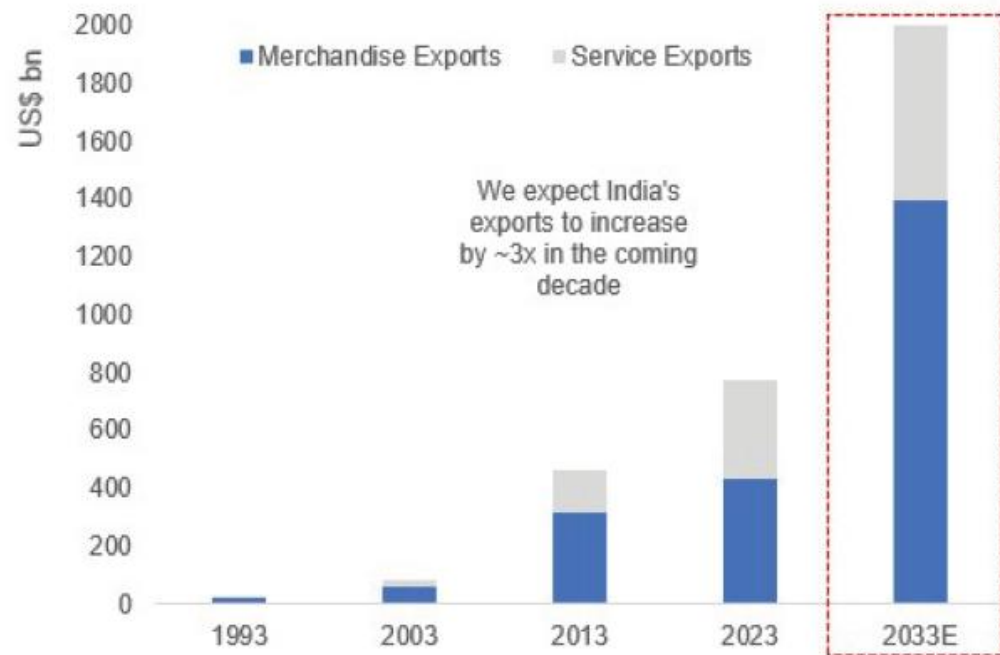


India's export story has come a long way in the past decade...

From Assembly Lines to Analytics: India's Dual Engine of Globalization – GCCs & Exports



... but it still has ample headroom to grow



A decade of policy reforms, manufacturing momentum, and service sector depth positions India for outsized export growth.

Upcoming new Investment Projects

Company	Details
Apple	Apple has laid out plans to move to Indian assembly of the majority of iPhones it sells in the US by the end of 2026, with an aim to completely shift the production of over 60 million iPhones annually
Samsung	Samsung is considering shifting some of its smartphone and electronics manufacturing to India.
HP	Dixon Technologies is investing over ₹1,000 crore in a new facility in Tamil Nadu, where it will manufacture laptops for HP. Scheduled to begin operations in May, the unit will have an initial production capacity of two million laptops annually.
Asus	Taiwanese brand Asus recently launched an assembly line in collaboration with VVDN Technologies at Manesar, following months of discussions focused on scaling operations and increasing localisation.
Alphabet	Alphabet Inc, the parent company of Google, has also begun discussions with its contract manufacturing partners in India—Dixon Technologies and Foxconn—to move a portion of global Pixel smartphone production from Vietnam to India
Textile	Industry sources estimate that up to 15% of US-bound orders have moved from China to India in recent months, as American brands seek suppliers who can meet tight delivery schedules and offer tariff advantages.
BYD	BYD, the world's largest electric vehicle (EV) maker, is set to build its first manufacturing plant in India, marking a pivotal move in its global expansion.
Vinfast	Vietnamese electric vehicle maker VinFast (VFS.O), opens new tab plans to open a car assembly plant in India by the end of June. Last year, VinFast and the southern Indian state of Tamil Nadu agreed to work towards an investment of up to \$2 billion, with an intended commitment of \$500 million for the first five years of the project, with the plant expected to have an annual production capacity of up to 150,000 vehicles.

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