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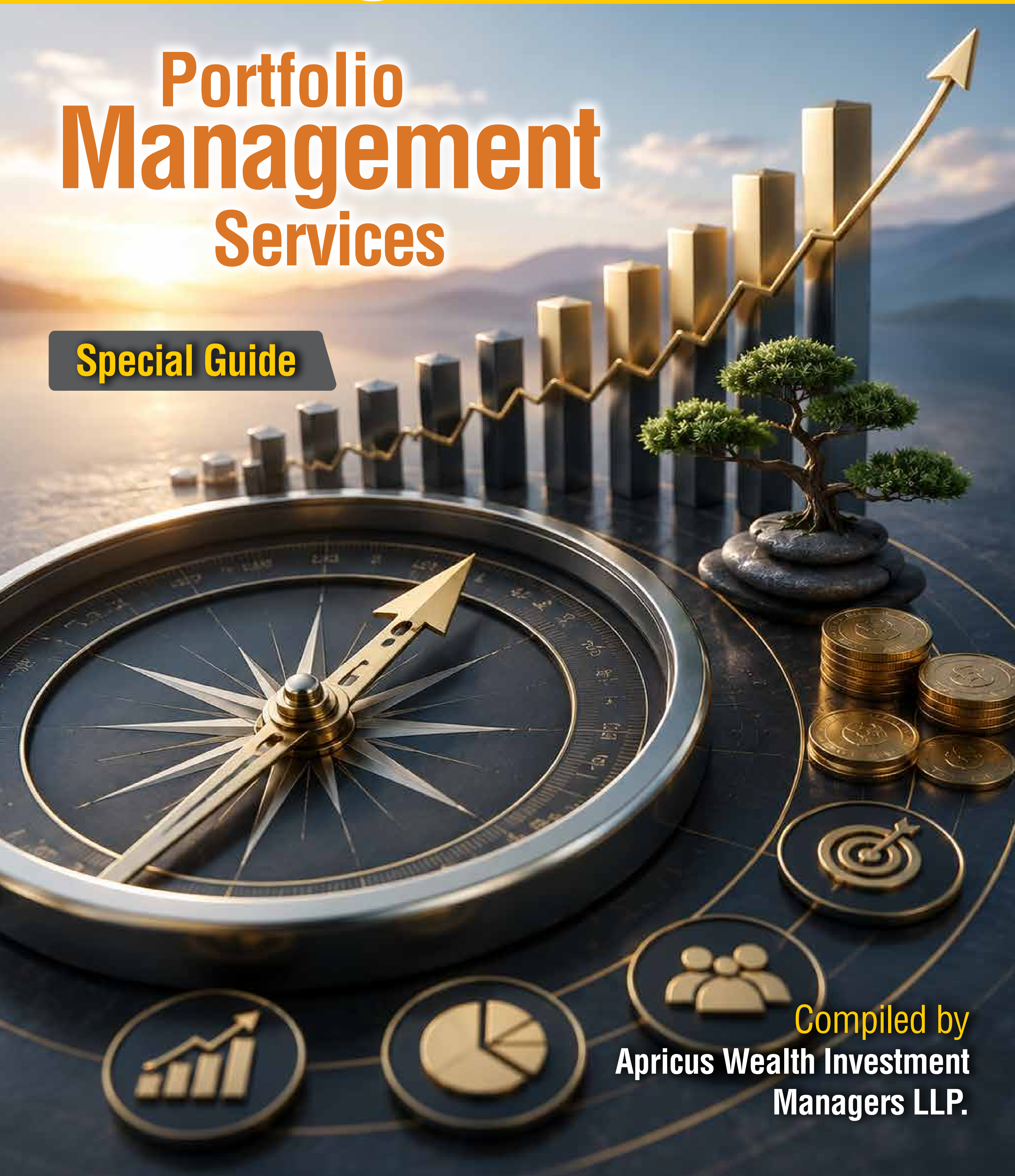
Portfolio Management Services

Special Guide



Compiled by
Apricus Wealth Investment Managers LLP.

Apricus Wealth Investment Managers LLP

Introduction

Apricus Wealth Investment Managers LLP is a boutique, SEBI-registered portfolio manager based in New Delhi. We manage focused equity portfolios for our clients who share our long-term horizon, through the Sterling Equity Strategy. The firm has been built around a simple conviction: that disciplined ownership of a few good businesses, bought at sensible prices and held through the noise, is the surest path to durable wealth and that the manager's own capital should ride in the same seat as the client's.

We are owner-operated and manage over ₹125cr+ of assets for more than 90 clients across India and abroad. The partners co-invest substantially alongside Apricus' clients — in excess of 90% of their liquid net worth sits in the very same strategy and companies we hold for our clients — so that our interests are aligned not by promise but by exposure to the identical outcomes.

Our objective is to compound capital at attractive rates over full market cycles while placing capital preservation ahead of relative performance in any single year. We hold that **return of capital scores over return on capital;** that true risk is the permanent loss of capital rather than the volatility that markets mistake for it; and that the costs we incur on a client's behalf are among the few variables we can control, and so we keep them low. We do not forecast the index, interest rates or currencies and we do not position around macro predictions in which we hold no edge. We concentrate instead on the two things we can know well: the quality of the businesses we own and the price we pay for them.

This is expressed through what we call **"Anxiety-Less Investing",** the idea that neither client nor manager should lose sleep over the portfolio. In cricketing terms, we are built for test cricket rather than T20: we stay at the crease, accumulate runs patiently and treat sitting still as a discipline rather than a failing. Our approach rests on three principles we abbreviate as **"HTL" — Honesty, Transparency and a Long-Term Orientation** — and we are best suited to investors who think in years rather than quarters, who accept drawdowns as the price of long-term returns, and who value process over the outcome of any given period.

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https://www.apricuswealth.in/

Partner Biographies

The Partners

VIKRANT GUPTA, CFA

PORTFOLIO MANAGER

Vikrant Gupta iVikrant Gupta is a Partner and the Principal Officer of Apricus Wealth, with around fifteen years of experience as a portfolio manager, investment consultant and research analyst. He spent close to a decade in Melbourne managing Australian equities as part of a $6 billion equities team, where his responsibilities spanned company research and active portfolio management across companies listed on the Australian Securities Exchange.

Earlier in his career he worked in investment consulting, advising institutional clients on strategic asset allocation. Over the past several years he has focused on Indian equity markets, and in a personal capacity has invested across India, Australia and global markets for more than a decade.

Vikrant holds a Master of Financial Analysis and Accounting from Melbourne and a Bachelor of Business Administration, Delhi. He is a CFA Charterholder and is SEBI NISM certified.

- 15 years' funds-management experience in Australia ($6B equities team)
- 6+ years in Indian equity markets
- CFA Charterholder (US)
- Master of Financial Analysis & Accounting, Melbourne
- Bachelor of Business Administration, Delhi
- SEBI NISM Certified

KUNAL BHATIA, CFA

PORTFOLIO MANAGER

Kunal Bhatia is a Partner at Apricus Wealth. He began his career as a corporate lawyer specialising in mergers and acquisitions, corporate law and securities markets, working for around ten years with leading firms including Gide Loyrette Nouel in Paris and Touchstone Partners in Delhi.

A self-taught investor, Kunal has acted as the investment manager for his extended family and has been a full-time private investor since 2018. He also spent more than two years as a Person Associated with Investment Advice (PAIA) with iFast Financial India, part of the Singapore-listed iFast group and brings more than a decade of hands-on experience in Indian equity markets.

Kunal holds a Bachelor of Commerce (Honours) from Hansraj College and a Bachelor of Laws (LL.B.) from Campus Law Centre, Faculty of Law, both at the University of Delhi. He is a CFA Charterholder and is SEBI NISM certified.

- 10+ years investing in Indian equity markets
- Former corporate & M&A lawyer (France & India)
- CFA Charterholder (US)
- B.Com (Hons.), Hansraj College, University of Delhi
- LL.B., Campus Law Centre, Faculty of Law, University of Delhi
- SEBI NISM Certified

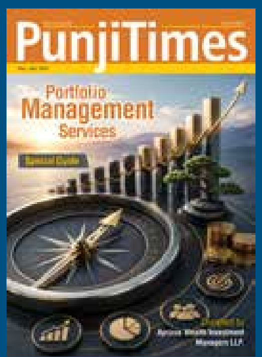
From the Editor's Desk

At Meri Punji, we are continuously adding on services and information on investment and financial products for our clients' enhanced requirements.

We have partnered with Apricus Wealth Investment Managers to facilitate Portfolio Management Services. The information in this magazine has been compiled by them and through it, we hope to bust some myths and get clarity on the workings of PMS.

Best,

Team Meri Punji



Punji (*noun / Hindi*) - **Capital** *meaning, wealth in the form of money or other assets owned by a person or organization or available for a purpose such as starting a company or investing.*

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THE PMS UNIVERSE

A clear guide to Portfolio Management Services in India: what they are, when they make sense and how to choose wisely.

INTRODUCTION

If you have ever sold a business, exercised an ESOP payout, received a windfall from an inheritance or the sale of a property, retired with a lifetime's savings to redeploy or simply watched a long-held portfolio cross a number you once only imagined, you will sooner or later face a question that sounds simple and isn't: who should manage this money now? Most people reach this point not through a single decision but through years of quiet accumulation and the skills that build wealth are rarely the same ones that preserve and grow it. For a growing number of Indians with ₹50 lakh or more to put to work, one answer is a Portfolio Management Service.

A Portfolio Management Service (PMS) is a professionally managed investment portfolio held in your own name. Unlike a mutual fund, where you own units of a shared pool, in a PMS you directly own the underlying stocks and securities. It is built for investors with ₹50 lakh or more to invest and who want an active, concentrated / focused portfolio run by a professional fund manager.

EVOLUTION OF THE PMS INDUSTRY: KEY MILESTONES

In the early 1990s, portfolio management was a handshake business: wealthy families handed money to brokers they knew socially, on terms that lived mostly in conversation. SEBI's Portfolio Managers Regulations, 1993 brought the activity under formal oversight, and among the early licensees was Parag Parikh Financial Advisory Services (1996), whose founder spent a career teaching Indian investors that their behaviour matters more than their information, and whose firm would later launch Parag Parikh Mutual Fund, today one of the most trusted names among retail investors in the country. Three decades of regulation, professionalisation and investor education later, the industry manages over ₹42 lakh crore for more than 2.17 lakh clients.

1993: SEBI PMS Regulations:

Registration, conduct rules and reporting obligations formally brought the PMS industry under a proper regulatory framework.

2008 / 2012: Raising the Bar:

SEBI first raised the capital bar for portfolio managers, increasing their minimum net worth, a criteria for getting the PMS license, from ₹50 lakh to ₹2 crore. In 2012, it raised the minimum investment a client can make from ₹5 lakh to ₹25 lakh, positioning PMS for sophisticated capital.

2020: The Big Reset:

It is fashionable to call regulation a tax on growth. PMS is the counter-example: its growth has been fastest precisely in the years its rules were tightest.

- **Higher Capital & Competence:** Portfolio manager net worth was raised from ₹2 crore to ₹5 crore, and the Principal Officer running the money now needs a recognised finance qualification (or a CFA charter), five years of securities-market experience and the NISM-Series-XXI-B certification. Capital strength and competence became entry filters, not afterthoughts.
- **Minimum Investment Criteria Doubled from ₹25 lakh to ₹50 lakh:** The minimum ticket doubled to ₹50 lakh — criticised at the time as exclusionary, but better read as honest labelling: concentrated / focused, equity-heavy strategies belong with investors who can hold them through a bad year.
- **Independent Custody:** Client assets moved out of the manager's hands to independent SEBI-registered custodians.
- **Fees and Exit loads:** Fees and exit loads had to be clearly disclosed, performance-fee structures became more disciplined, and direct onboarding gave investors a route to access PMS without being forced through a distributor.
- **Net-of-Fee TWRR reporting:** Rebuilt performance reporting around net-of-fee Time-Weighted Rate of Return (TWRR), a concept we will come back to later.

2021: Association of Portfolio Managers in India (APMI) Formed:

The industry gets a SEBI-recognised association, standardised public performance data and distributor registration.

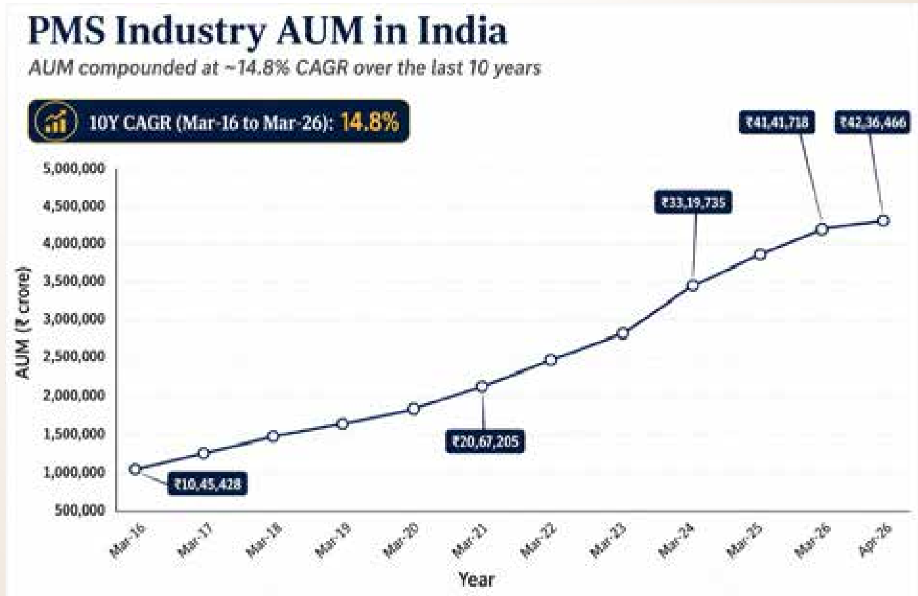
Scale as of April 2026

₹42.36 lakh crore in AUM, 2.17 lakh clients and 517 registered portfolio managers.

Together, these reforms made PMS a higher-threshold, better-capitalised and more tightly governed wealth-management product.

THE INDUSTRY AT A GLANCE (APRIL 2026):

Total AUM ₹42.36 lakh crore: PMS industry AUM expanded nearly 4x in the decade from Mar-16 to Mar-26, rising from ₹10.45 lakh crore to ₹41.42 lakh crore, compounding at 14.8% a year.



(Source: SEBI Archives)

Total Clients 2.17 lakhs: The PMS client base expanded a little over 4x in the decade from Mar-16 to Mar-26, rising from 52,288 clients to 2.16 lakh clients, compounding at 15.2% a year.

(Source: SEBI Archives)

What the Headline Hides: Roughly ₹31.8 lakh crore is PF/EPFO retirement money in plain debt. The PMS market actually serving private wealth is closer to ₹10.5 lakh crore, of which public listed equity accounts for about ₹4.3 lakh crore.

Asset Growth: Non-EPFO discretionary assets grew 25% year-on-year; foreign-client assets grew 13.5%; FY27 opened with net inflows of ₹25,088 crore in a single month (Source: APMI).

Portfolio Managers: The number of registered portfolio managers has also increased steadily, reaching 517 in 2026, nearly double from the count in 2020. This reflects both rising investor demand and greater institutional interest in the category.

(Source: APMI)

WHAT IS A PMS, REALLY?

WHAT YOU ACTUALLY OWN AND THE THREE KINDS ON OFFER.

A PMS is a professionally managed portfolio that sits in your own demat account. Because the shares are legally yours, you see everything:

Every stock you own

Every transaction the portfolio manager makes

Every rupee of fees

SEBI sets the minimum investment at ₹50 lakh. That high floor is deliberate. SEBI wants PMS investors to be informed, well-capitalised and capable of absorbing volatility; focused / concentrated, equity-heavy portfolios belong with investors who can sit through a bad year without being forced into panic-selling.

The three types:

Type	What it means	Who it suits
Discretionary	The manager decides and acts, without asking you about each trade	Most investors (≈96% of clients)
Non-discretionary	The manager recommends; you approve each trade	Investors who want advice but keep control
Advisory	The manager only advises; you execute yourself	Hands-on, do-it-yourself investors

In practice, the overwhelming majority choose discretionary PMSes and this category constitutes about 96% of clients and 85% of assets of the PMS universe. That single statistic says something important. Investors who can write a 50 lakh cheque are not, mostly, buying research. They are buying judgement, and handing over the labour and the anxiety of acting on it. What they are really paying for is the discipline to do nothing in a panic or excitement, the thing most investors cannot handle for themselves.

HOW A PMS WORKS

From cheque to portfolio, in six steps.

The mechanics are straightforward:

1. **Onboarding.** KYC, risk profiling and a signed agreement that defines the mandate, fees, reporting and withdrawal terms.
2. **Funding.** You bring in ₹50 lakh or more, as cash or eligible shares or both. Holdings that don't fit the strategy are sold down over time.
3. **Deployment.** The manager invests your money according to the strategy; sometimes at once, sometimes in stages if better prices may come.
4. **Monitoring.** Regular statements (monthly or quarterly) show holdings, trades, performance and costs.
5. **Taxation.** Because you own the shares, every sale inside the portfolio is a taxable event for you.
6. **Top-up & Redemption.** You can add money or eligible securities later and you can withdraw partially or fully as per the PMS agreement. When you redeem, the manager sells the required securities and transfers the net proceeds to your registered bank account after any accrued fee, charges and exit load, if any. The only constraint is that a partial withdrawal cannot take the portfolio below the ₹50 lakh regulatory minimum. PMS cannot have a hard lock-in, but SEBI permits disclosed exit loads at the discretion of the PMS, capped at 3%, 2% and 1% in the first three years, and nil thereafter.

One distinction worth understanding up front:
Your assets are held by an independent custodian, a regulated institution (such as HDFC Bank, ICICI Bank or Nuvama) whose only job is to hold the securities safely. The manager advises and executes, but never holds your money.

STRATEGIES

WHAT YOU ARE ACTUALLY BUYING

THE MENU IS WIDER THAN IT LOOKS AND THE STYLE MATTERS AS MUCH AS THE ASSET CLASS.

PMS strategies are organised the way mutual funds are: by asset class and by style.

The most common PMS mistake is not choosing the wrong manager. It is choosing the right style at the wrong time.

This is why your real act of customisation is not something the manager does for you, it is choosing the strategy whose style and horizon match your own temperament. No manager can make that choice for you.

FEES WHERE ALIGNMENT IS WON OR LOST

TWO FEE TYPES, TWO GUARDRAILS AND ONE WORKED EXAMPLE THAT TIES IT TOGETHER.

In PMS the fee schedule typically takes one of three forms: a fixed management fee, a performance fee of gains above a threshold or, most commonly, a blend. Around these sit brokerage, custody and demat charges, audit fees, statutory levies and exit loads for early withdrawal. None of this is hidden, the 2020 Regulations saw to that.

1. FIXED MANAGEMENT FEE (TYPICALLY 1 TO 2.5% P.A.)

Fixed fee is the industry's workhorse. It's charged on assets regardless of outcome; like paying a gardener a monthly retainer: the lawn gets mowed whether or not anything grows. It funds research and helps the manager stay patient through bear markets, without creating pressure to gamble for a performance payout. The distortion is subtler: it rewards gathering assets under management more than growing them through returns.

2. PERFORMANCE FEE (TYPICALLY 10 TO 20% OF GAINS ABOVE A HURDLE RATE)

The performance fee corrects for the distortions of the fixed fee and also introduces its own mischiefs. Sharing 10 to 20% of the upside aligns beautifully on the way up. The trouble is asymmetry: the manager shares your gains but not your losses, which (absent guardrails) can make bold bets attractive to him in a way they are not to you. Heads, you both win; tails, you alone pay.

Two pieces of plumbing exist to keep this honest and they deserve more attention than they get.

3. HURDLE RATE

A hurdle rate means the fee applies only to returns above a minimum return. If the hurdle is 10% and the portfolio makes 15%, the manager is paid performance fee on the 5% of genuine excess, not for showing up in a bull market.

- **Compounded-Hurdle Rate: Think of Hurdle Rate as a "speed bump" and Compounded-Hurdle Rate as an "escalator".**
- While a normal hurdle rate says: "The manager earns performance fees only after crossing a minimum return." A compounded hurdle rate makes that protection stronger. **It says the hurdle itself keeps growing every year, just like the investor's capital should.**
- For example, if the hurdle is 10% compounded and the client invests ₹1 crore, the manager does not merely need to cross ₹1.10 crore once. After two years, the hurdle becomes ₹1.21 crore. After three years, it becomes ₹1.331 crore.

4. HIGH-WATER MARK

A high-water mark ensures you never pay twice for the same gain. If the portfolio rises from ₹50 lakh to ₹60 lakh, falls to ₹55 lakh, and climbs back to ₹60 lakh, no fresh fee is due until it crosses its old peak. The high-water mark is that rare piece of financial jargon that exists entirely for the client's benefit.

5. OTHER COSTS

Brokerage, custody and demat charges, audit fees, statutory levies and exit loads for early withdrawal, all disclosed since the 2020 regulations, but they reward reading.

FEE ARITHMETIC EXAMPLE: SAME PORTFOLIO, TWO FEE STRUCTURES

Assume an investor starts with ₹50 lakh. The portfolio rises to ₹62.5 lakh in Year 1, and then falls to ₹55 lakh in Year 2.

In the fixed-fee model, the manager earns ₹1.13 lakh simply for managing the portfolio. In the performance-linked model, the manager earns more in a good year, but only because the portfolio first cleared the 8% hurdle. The first ₹4 lakh of return belongs entirely to the investor; the manager participates only in the excess.

This is where the plumbing matters. In Year 2, the portfolio is below both the compounded hurdle and the high-water mark. So the manager gets no performance fee. The investor does not pay for underperformance, and more importantly, does not pay again merely for recovering old losses.

What the example teaches?

- A fixed fee is simple and predictable, but it is paid in both good years and bad years.
- A performance fee can create better alignment, but only if it has two protections: a compounding hurdle rate and a high-water mark.
- The hurdle rate ensures the manager is paid only after the investor earns a minimum return.
- The high-water mark ensures the investor does not pay twice for the same gain.
- **Together, they turn a performance fee from a sales pitch into an alignment mechanism.**

{Note: The base fee in this illustration is charged on average AUM, calculated as the average of the opening and closing portfolio values for the year.}

FEES MATTER, BUT THEY ARE NOT EVERYTHING:

The arithmetic of "expensive" is not always obvious. ₹1 crore compounding at 18% a year, net of all costs, becomes about ₹5.2 crore in ten years. The same ₹1 crore in a low-cost index fund earning 12% becomes about ₹3.1 crore. Nobody who ends up with the extra ₹2 crore remembers only the fee.

But the reverse is also true. A 1% cost on a strategy you abandon during the first drawdown may become the most expensive product you ever owned.

So the right question is not simply, **"What is the management fee?"** The better question is: **"What is my all-in cost, and what does it buy me net of everything?"**

The cleanest fee structure is usually simple: a modest fixed fee, a compounding hurdle rate, a high-water mark and a manager whose own family money sits in the same strategy. When the cook eats his own cooking, the menu usually improves.

PERFORMANCE

WHAT THE NUMBERS ACTUALLY MEAN

TWO RETURN NUMBERS: ONE JUDGES THE MANAGER, ONE JUDGES YOUR TIMING.

TWRR (Time-Weighted Rate of Return): The Manager's Report Card

It asks: how did the portfolio perform, ignoring when clients added or withdrew money? Picture a teacher with one class; some students joined in April, some in July. To judge the teacher, you ask how the class did while she was teaching. That is TWRR. It judges the manager, without crediting or blaming him for your timing.

XIRR: Your Personal Return.

It asks: what did I actually earn, given when I put money in and took it out? Two investors in the same PMS can have very different XIRRs; one invested before a rally, the other before a fall. Same manager, same portfolio, different experience.

After the 2020 reforms, every PMS must report returns the same way: net of all fees, against a set benchmark. Two numbers matter, and they answer different questions.

The simplest way to tell the two apart: TWRR is the restaurant review; XIRR is your own bill.

PMS VS MUTUAL FUNDS

THE REAL TRADE-OFF

NOW THAT YOU HAVE SEEN THE FEES, HERE'S THE HURDLE THEY CREATE.

At first glance PMS and mutual funds look similar, both invest in markets. The difference is structural, and that one difference changes everything.

Because each PMS portfolio is separately held, the manager has greater room to shape the portfolio around stock selection, sector allocation, cash levels and client-specific restrictions. One investor's entry, exit or panic does not directly affect another investor's portfolio. In a pooled mutual fund, large inflows and outflows can influence the common portfolio; in PMS, another investor's behaviour is not your problem.

But this flexibility is not free. The higher fees and the less efficient taxation — every sale inside your portfolio is your own taxable event, where a mutual-fund investor is taxed only on redemption — are the price of admission. That is exactly the hurdle the earlier sections laid out and it is the reason a PMS has to do something genuinely different to be worth it.

Therefore, the real question is not: "Is PMS better than mutual funds?" The better question is: "Is this PMS doing something meaningfully different, and can that difference survive fees, taxes and time?" Where PMS can genuinely score is in differentiated active management. A PMS manager can run a concentrated portfolio, hold cash when opportunities are scarce, build exposure to smaller or less widely owned companies, avoid becoming too large for the strategy, and tailor the portfolio to the investor's needs.

Mutual funds remain the better default for most investors: lower minimums, easy access, strong regulation, built-in diversification and low-cost passive options. A PMS earns its place only when the investor genuinely wants direct ownership, customisation, manager access and an active strategy that cannot be copied cheaply through a mutual fund or index fund.

SO, SHOULD YOU CONSIDER PMS?

YOU HAVE SEEN THE TRADE-OFF. HERE'S WHETHER IT IS YOURS TO MAKE.

Now that the cost, the tax and the structure are on the table, the honest question is whether a PMS is for you at all. A PMS is a specialised tool, not a rite of passage. Use this as a quick self-test before going any further.

A PMS may make sense if:

- You have ₹50 lakh or more of investable surplus.
- Your horizon is long-term: three to five years plus.
- You can watch your portfolio trail the market for a year or two without panicking.
- You want a differentiated, actively managed portfolio, not a copy of the index.
- You value direct access to the manager and full visibility into every decision.

A PMS is probably not for you — yet — if:

- You are still new to equity investing.
- You check returns often and feel the urge to act on every dip.
- You judge managers on a single year's performance and can't digest heightened volatility.
- You want low-cost, predictable, hands-off compounding.

If the second list sounds more like you, a low-cost index fund or a good mutual fund will almost certainly serve you better; and you can revisit PMS when your capital, horizon and temperament have all grown into it.

THE GOOD AND THE BAD

The honest case for PMS and the honest case against.

The Good

- **You Own it and You Can See It:** Every holding, trade and fee, in your own demat account, with assets held independently.
- **Focused Portfolios:** Managers can take meaningful positions where conviction is highest. And you are insulated from other investors' panic: in a pooled fund, a rush of redemptions can force the sale of your best holdings; in a PMS, another client's nerves are not your problem.
- **Flexibility:** Managers can raise cash, shift allocations and reach opportunities a giant fund cannot.
- **Access:** PMS provide access to differentiated investment styles and to some excellent managers available only through the PMS structure.

The Bad

- **Higher Fees:** Which compound just as faithfully as returns do.
- **Tax Inefficiency:** Because every sale inside the portfolio is your taxable event, a manager's restlessness lands on your after-tax return.
- **Periods of Underperformance:** Long enough to test any marriage.

The biggest risk in PMS is not the market. It is behaviour. The 2020 reforms stripped much of the exaggeration out of how PMS is sold; but no regulation can change how it is bought.

HOW TO CHOOSE A PMS

SEVEN CHECKS, IN ORDER — THE ACTION STEP BEFORE YOU COMMIT.

1. **Verify the basics.**
Confirm SEBI registration. Compare the net-of-fee record on APMI's public database, not the firm's own deck.

2. **Understand the philosophy.**
The manager should be able to say how he makes money and what he refuses to own — and the record should match the story. A philosophy that shifts with every market is a weathervane with a fee schedule.

3. **Study the worst months, not the best.**
How deep was the fall, how fast the recovery and what the manager told clients while it was happening. Anyone can narrate a good year.

4. **Check construction and turnover.**
Count the holdings, check overlap with the index, look at how often it trades. A "long-term" strategy that churns every fourteen months is telling you something its brochure is not.

5. **Add up the all-in cost.**
Fixed fee, performance fee, hurdle, high-water mark, exit loads — and whether the manager's own money sits in the strategy.

6. **Read the disclosure document.**
Risks, fees, approach, conflicts, your rights. Read it before signing, not after.

7. **Size the allocation.**
A PMS is not a whole financial plan. Treat it as one satellite holding — a common rule of thumb is 15–20% of total financial wealth, adjusted for your needs.

One question often reveals everything: "Tell me about your worst year — and what your clients did." The first half tests the process. The second tests whether the firm will tell you the truth at the worst possible moment — which is the only moment it matters.

THREE INVESTORS, THREE LESSONS

THE SAME PRODUCT, THREE VERY DIFFERENT OUTCOMES AND WHAT SEPARATED THEM.

The three investors below bought into broadly similar strategies, yet walked away with results that had almost nothing to do with the manager and almost everything to do with their own behaviour. One chased, one stayed, one read. Watch what actually decided the outcome.

CASE 1

THE CHASER

Focused on recent returns

A Pune-based promoter allocated 2 crore in late 2021 to the small-cap strategy that had topped the previous year's rankings with a 90% return; buying its best year at its highest price. Through 2022 the style cooled, the portfolio fell 28% from his entry, and he redeemed in disgust. Eighteen months later the same strategy recovered and made new highs for the clients who remained. Lesson: Neither the strategy nor the investor was the problem. The timing of the marriage was — he bought a good strategy at its most expensive moment and sold it at its cheapest.

CASE 2

THE PATIENT INVESTOR

Focused on process and partnership

A doctor couple in Kochi chose an unfashionable quality-focused strategy in 2019 precisely because its pitch said "we will look wrong for long periods." The portfolio trailed a roaring market through 2021, but they had written down at the outset what the money was for retirement, fifteen years away, and against that clock nothing had changed. By 2025 the compounding had quietly done its work. Lesson: Their edge was not analysis or access. It was a written goal and the temperament to obey it when the market tempted them to do otherwise.

CASE 3

THE OVERLOOKED ONE

Underestimates PMS

A Chennai family office shortlisted four managers in 2023 and did something statistically deviant, it read all four disclosure documents. One charged a performance fee with no high-water mark; one had changed benchmarks twice in five years; one could not explain its 2020 drawdown without blaming the virus, the government and the clients. The fourth spent forty minutes of a one-hour meeting on his worst two years. He got the mandate. Lesson: The disclosure document is the most important unread literature in Indian finance. The family office's only innovation was opening it — and the manager who dwelt longest on his worst years was the one worth trusting.

THE ROAD AHEAD

- Wider Reach: Distribution is spreading well beyond the metros, into states that have never had it.
- More NRI Participation: Foreign-client assets are growing fast, with digital onboarding being built for them.
- More Strategies, then Consolidation: Choice is expanding now; standardised data will eventually thin the weaker strategies out.
- Greater Transparency: Reporting is moving from quarterly PDFs toward live portfolio access.

The structural tailwind is simple: India is creating investors with 50 lakh of surplus faster than it is creating the temperament to manage that money independently. Every IPO, ESOP payout and business exit makes another prospective client.

FINAL TAKEAWAY

Mutual funds are the efficient default. A PMS is a specialised tool.

It earns its place only when three things are true at once:

- Minimum Investment: You have 50 lakh or more of investable surplus
- Greater Transparency: You prefer direct ownership and greater transparency of your underlying investments.
- Differentiated Active Management: You are looking for a differentiated investment strategy with a fund manager not otherwise accessible.

When all three hold, a good PMS can be an excellent way to compound serious capital. When they don't, complexity simply adds cost without adding return. The product is rarely mis-built. Make sure it isn't mis-bought.

Industry figures follow SEBI and APMI data (April 2026). Fee ranges are indicative of market practice and vary by provider.

Disclaimer: This article is for educational purposes only and does not constitute investment advice. PMS investments are subject to market risk. Investors should evaluate their own financial situation, read the provider's disclosure document, and consult an advisor before investing.

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WE PLAN, YOU PROSPER

Every individual is unique and so are his or her investment needs. Investment planning must always be aligned with one's goals. Hence, our approach is to help you chalk out an investment strategy that is best fit for 'you'.

We see ourselves as educators rather than advisors. Our endeavor is to build awareness about the various kinds of investment products in the market. After all, an informed decision is always a better decision.

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