Nilesh Shah
Managing Director
Kotak Mahindra Mutual Fund

Nilesh Shah's story is a rare one; with his journey from being an investment banker to a fixed income specialist and then to becoming a Chief Investment officer to finally a Chief Executive Officer of a large AMC.

Without a particular career in mind, Nilesh enrolled for the Chartered Accountancy course simply because he didn't know what other options were available to him; an added advantage was that it was a course that didn't require much of funding; hard work and intellect was the only requirement – something that Nilesh always possessed. His stand got vindicated when he secured an all India Rank 1 in this fiercely competitive course after years of determination, Nilesh would have landed up as a corporate head-honcho had a senior manager in Larsen & Toubro, where he landed his first job, not nudged him to try out financial services. Choosing to go with growth over stability Nilesh took the advice.

Back in 1992, the flowers of liberalization were starting to bloom; the financial services sector was increasingly growing as a career option: investment banking, fixed income, project finance, corporate finance, research were the new developing areas. Nilesh's top-of-class rank soon got him a break in the investment banking arm of Industrial Credit and Investment Corporation of India - ICICI Securities.

CHAPTER 1
BUILDING THE FOUNDATION

Those were chaotic days - the Harshad Mehta scam had just broken out, a large number of IPOs were flowing into a market where regulation like Controller of Capital Issue was recently abolished. Promoters were skimming a large number of gullible small investors with new issues and exotic projects. The equity markets were disorganized. Nilesh often found himself at the cross-roads wondering whether or not he should pursue Investment Banking as a career.

As luck would have had it, Nilesh got an opportunity to explore the world of foreign exchange (FX) and was sent to Singapore for a stint with JP Morgan which was starting a Joint Venture with ICICI. Following the exposure that he received in Singapore, Nilesh voluntarily chose to lock his horns in the Indian Debt Markets. Although the knowledge of FX certainly aided him, this was his first direct stint with Debt. Those were the days when lot of experienced debt market guys had either been Jailed post 1991 Scam or retired / transferred.

Nilesh was managing inter-corporate deposit book apart from distributing debt securities to institutional investors. ICICI Securities was rated triple AAA by virtue of its parentage. It could borrow money from many organizations and lend it out for 90-180 days at attractive spread. The business was making good money. Such good times don't last long. Many of the borrowers were not in a position to repay the loans as businesses faced competition bought by the liberalization of the 90s.

By now, Nilesh had dived deep into the Debt world simply because of the fact this market was getting organized at a rapid rate and there were plenty of new opportunities to be grasped. Nilesh and his team were the forerunners of the Indian Debt markets: they introduced a number of products such as

launching floating rate debentures. Structured products were also beginning to take off. Nilesh was part of the team that created a debt structure with currency protection, which fulfilled the foreign investors' requirement of safety of capital and fixed return in foreign currency.

Yes, these were complex deals, but Nilesh relished the challenges. At the time, these were common dealings in the Western world, but to

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adapt these in India they needed to be modified for domestic standards and players: even financial sector professionals needed to be educated on what these products were.

Soon, given his success in introducing new products to India's developing markets, another role awaited Nilesh. It was an offer to manage fixed income in the domestic and Asia region from Franklin Templeton. But no sooner did Nilesh take up the offer in Mid-1997, than the Asian crisis broke out and the Asian bond

portfolio was wound down. If not for the local debt mutual fund business, he would have had no Job.

Of course, in those days, there was not much of a domestic mutual fund debt business. Let alone debt mutual funds, people were still wondering what mutual funds were. Investors were already experiencing choppy days largely

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due to the turmoil in the equity markets at about the time of 1997. Nevertheless, Nilesh prodded on and met several investors, and when Franklin Templeton launched its first income scheme, the fund collected were mere Rs 35 crore. The amount was so small that it got deployed in just three working days.

Nilesh had to focus on growing the business. This was when Nilesh, along with managing the debt funds, became one of the most effective and passionate salesman of not only Franklin Templeton but of the Mutual Fund Industry. Franklin Templeton those days would do several engaging sessions on educating investors, and Nilesh spent nearly all of his day on engaging with distributors and clients about the products. Money was managed in between the meetings or in early morning and late nights.

Nilesh explained what an income fund is to investors, and how it can make money for investors, and how such funds could add value to investors portfolio. It was also the time when the mutual fund industry began to mature as an industry.

Back then, the Mutual Fund industry did not have systems to record deals and all portfolios were managed on an excel sheet. As the business grew, systems had to be put in place. Nilesh outsourced development of Fixed Income Portfolio Management to a start-up run by his ex- colleagues from ICICI. As a result of this extra effort put in by Nilesh and other professionals from multiple mutual funds came the birth of "Quantis", which soon became an industry benchmark for everyone in the debt portfolio management.

CHAPTER 2
THE MASTER OF DEBT INVESTMENTS

Nilesh is a versatile personality. At Franklin Templeton, while his role was to manage debt funds, he also started to market and sell them and develop IT systems to support fund management.

Passionate to develop this market, he started working with Association of Mutual Fund (AMFI) and fellow peers on creating debt indices to measure performance, which were absent then. People use to value bonds on the basis of quotes given by three different brokers, which was later averaged to arrive at a price for the debt investment. It was tough work. With

no systems, Nilesh and some of his peers were trying to lay down the first systems that would enable the debt fund management business to professionalize.

Thanks to the dotcom boom, which saw the technology, media and telecom stocks soar, this was also the time when the equity markets were booming. Given his chartered accountancy background, Nilesh soon saw the boom turn into euphoria and felt that stocks

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had outpriced themselves. In 1999-2000, the bubble burst and fund houses that raised money were at the receiving end of this blow. Net asset values of funds dropped 70-80 percent.

That's when Nilesh learned the lesson that investors comes first - "As a professional fund manager, you have to avoid the mistakes that a retail investor makes. Many funds launched NFOs, but when it all turned, investors lost money, distributors lost face, and there was an angry reaction to fund managers who didn't warn investors and distributors. I committed to myself that no matter what happens I will tell the truth to investors, and I will not take them for a ride without worrying about business implications."

Between 1997 and 2003 there was a bull run in the fixed income market. Globally and domestically, interest rates headed lower. The 10-year G-Securities yields in the domestic market dipped from 14 percent to 5 percent or thereabouts, and fixed income funds delivered stellar returns - some even in excess of 20 percent per annum.

When interest rates fall, bond prices rise, thus driving the net asset value of funds that hold these bonds higher. Nilesh was a very successful debt fund manager. In his gilt funds, sometimes he delivered returns that were twice as much as the average and even better than the equity funds.

In 2003, Nilesh reckoned that the bull market in fixed income funds was coming to an end. At that time, he managed funds in excess of Rs 12000 crore and thought that it would be impossible to deliver such fantastic returns in future. Investors might wouldsee negative returns if the rates rise faster. Nilesh, who had learnt from the dot-com crash did not want to repeat the same for the debt market. Thus, he felt the need to educate investors. Aware of the fact that given stellar past performances investors will not easily accept the case of

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future losses, Nilesh pushed harder. Being fixed income fund manager himself, he went about telling investors not to invest in the fixed

income market. Fortunately almost all other fund houses gave out similar call that investors should avoid the long maturity fixed income funds. Investors were told to redeem from fixed

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income funds, and hybrid funds like monthly income plans were recommended to investors. Investors also began to see new funds like floating rate bond funds, which would see a rise in yields if interest rates were to rise to try and protect investors' hard-earned debt investments.

To some extent, it seemed paradoxical that a fixed income fund manager is advising investors to shy away from long maturity fixed income funds and instead invest in equity, hybrid, floating rate and liquid funds. But so it was, and the Bond & Gilt fund saw their AUMs shrink by almost 90 percent. But that incident and advice created a new-found respect for the mutual fund industry and its advocates, and Nilesh had a big role in developing that credibility. As Nilesh puts it, "We wanted to grow our AUM in the right way and that was the turning point of the industry. We started being respected and trusted by our investors." It was a move well rewarded by Investors as Franklin Templeton became the largest private sector mutual fund in India.

It was a unique example in the mutual fund industry not seen anywhere else in the world where fund managers actively worked for the Investor Protection.

CHAPTER 3

EQUITY BECAME THE NEW MANTRA

With the Debt boom slowing down, Nilesh soon began to see the potential of the equity market. The markets had corrected to about 3000 points from about 6000, and stocks were turning to look extremely attractively priced. The Indian macro picture was getting better with low inflation, stabilizing fiscal deficit, and rising profitability of corporates.

In 2004, ICICI Prudential Mutual Fund made an offer to Nilesh to look at both debt and equity as the Chief Investment Officer of the Fund House.

A master of cross-pollinating insights from different markets and experiences, Nilesh re-

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energized the brand on, both, the equity and

fixed income side. The fund house launched new products and also hired new fund managers to focus on the performance.

In those days, the fall of 2001 was still in the minds of the investors. It wasn't easy to nudge investors to invest in equity funds. Here, Nilesh reached out to his investors once again. For investors who were not comfortable with lump-sum investments, the industry developed a Systematic Investment Plan during those days and encouraged investors to invest in the stock markets. After a steady bull-run in 2005 and 2006, in 2007, the markets took off and investors did quite well for themselves.

It was also the time when ICICI Prudential Mutual Fund became the largest fund house in India.For the first time a private sector institution became the largest in Financial Services Industry breaking the glass ceiling.

Somewhere around the September 2007, the US Fed cut rates and provided liquidity which rushed into emerging markets including India that created a bull run that drove the market from about 17,000 levels on the Sensex to the 21,000 levels. Nilesh and his team decided to act responsibly once again: they wouldn't launch any new equity funds because they felt that the market had already shot through the roof.

On the contrary, ICICI Prudential was returning the money in some of its funds. The fund house declared its largest ever dividend in its offshore fund.

Returning money to unit holders, and not to launch new schemes was an extremely tough decision. However, Nilesh and team had the conviction that they were on the right path. Then came the crash of 2008. Not that anyone knew what had happened in the global meltdown, or how hard the pack of cards had fallen, but it happened.

"With the benefit of hindsight, our decision not to launch new funds turned out to be extremely good. Again, investors appreciated that here is a fund house, which didn't take to the beat of collecting easy money."

CHAPTER 4

THE DIFFICULT PHASE OF 2008

But then the 2008 crisis was a big one, and the contagion of panic spread across the world. Bond markets froze and liquidity dried out of markets, particularly debt market. Equity prices crashed, and the Lehman Brothers had collapsed. At that time, investors wanted to bail out in panic in a very illiquid market like India.

It was also a time when funds could not easily give exit to many investors all at once, without spreading some sort panic in the domestic markets. It was a tough period for the fund industry. During the day, Nilesh and team were managing money, and at night, Nilesh and his colleagues burned the midnight oil in trying to teach investors, distributors why investors should not panic. Nilesh would often find himself back in the office day after day with the same clothes because there was no time to change.

But in that tough period, Nilesh and team answered every single call. They offered the right advice, and honored redemption

commitments. It was a painful period, and there were no holidays, and even no weekend breaks. The teams worked hard to ensure that money was paid back to the customer.

Nilesh told investors that it was a passing phase and that investors should grab the opportunity to invest in the market. It was a tough call to convince investors to give new money after they saw their money getting eroded by more than 50 % across all equity funds. It was no solace that index had fallen more. Nevertheless, ICICI Prudential managed to convince many investors to stay back even as some calls were being returned as late as 12 in the night.

As Nilesh puts it, the fund had no agenda of its own, but instead was committed to the well-being of clients and that made a big difference.

The one big learning from those turbulent days was the need to communicate with investors and distributors. As long as you spoke from heart and provided a patient hearing most investors rewarded with fresh money. Fortunately markets bounced back by March 09 to reward investors.

CHAPTER 5

THE MUTUAL FUND MAN

In 2011, Nilesh moved offices yet again, and joined Axis Capital. Here Nilesh was in charge of building a NBFC and Retail broking arm along with running investment banking. It was in many ways a call to build a business. For Nilesh, it was a different challenge. The firm had a good mix of financial intermediation, NBFC, retail broking, institutional broking and investment banking activity. Nilesh moved from the buy-side back to the sell-side.

The set up was quite a contrast to 1992: back then, IPOs were not priced appropriately, the institutional investor was not active, there were no foreign investors. In 2011, a bulk of the money used to come from foreign investors. There was no private equity back in 1992, but in 2011-12 they became fairly big.

A large set up such as Axis Capital still needed to find its major source of income, and so once again, Nilesh started to create structured products much as the same way during the ICICI investment banking days. That delivered almost half of the profit for Axis Capital in the bear market.

At Axis Capital, Nilesh had to attend a mutual fund conference. The love and affection shown by Distributors and Investors made Nilesh think about his calling.At the conference, attendees flocked around Nilesh, which reminded him of the direct impact he could have on the life of individuals. From advising the rich people on how to acquire companies, Nilesh wanted to once again help retail investors build assets for the long haul.

Kotak Mahindra Mutual Fund at that time was looking for a CEO and Nilesh was ready to come back to his roots.

CHAPTER 6
THE SYSTEMATIC INVESTOR

Nilesh wanted to make a difference - "Indians are great savers, but they are lousy investors. There is a whole segment of society which still believes cash is king. They want to keep money in cash. They don't realise that by keeping money in cash, they are losing opportunity and also keeping the country poor."

"If you want to make equity investments, you need to answer just three simple questions. Is this company in a good industry or in a bad industry? Is this company managed by a good promoter or a bad promoter? Is this Company available at a good price or bad price? If you can solve this equation and buy Companies in good industry run by a good management at good price, you will always make money.

DEFINITION OF A GOOD PROMOTER

A good promoter is a person who will not take you for a ride. His calls can go wrong but his intentions are in the right place. There's no thermometer to measure a good promoter.

Nilesh found his lessons in the market due to a different approach. Nilesh's fixed income stint helped him develop a better understanding of promoters and credit. Having seen promoters who have melted companies, Nilesh cannot but recommend investors to look at the management very, very closely. "You have to look at his past, and you have to judge his intention in the present to arrive at a conclusion. Experience will make you right, more often than wrong. If you are right great, if you are wrong, cut your positions."

In fixed income, one focusses on not only on the ability to pay (which is an analysis of Balance Sheet and Financials) but also on willingness to pay(which is the understanding of the Promoter). Nilesh could apply the same knowledge in stock picking, where he looked for parameters like how is the promoter behaving with creditors.

"If a promoter is not behaving well with the creditors, why would he behave well with the shareholders. If a Company is not good enough to lend your money than it is also not good enough to partner via equity investment"

Nilesh avoided many leveraged infrastructure companies by virtue of worry on the promoter background partially driven by the credit background. Nilesh ran one of the largest infrastructure fund throughout 2006-08, and to a great extent he stayed away from such leveraged companies.

DEFINITION OF A GOOD INDUSTRY

A good industry is one which is able to generate free cash flow. It returns cash to the shareholders, rather than absorbing cash from shareholders at regular frequency.

"If you can achieve the trinity of a good industry, a good promoter and a good price you are bound to make lots of money."

In 2003-04, Nilesh could see interest rates turning around, and was also convinced that the Indian economic turnaround was only beginning to take off. For Nilesh, such macro-trends paint a picture of the underlying economy and turning point for the market. Interest rate going up or down is relatively easy to predict. However similar rate movements can have different impact in different scenario. If rates are being cut to support faltering growth it is likely to keep equity subdued. If the Rates are being cut since overheating of economy is controlled than it will support equities. Equity is likely to be subdued if the Rates are raised to control an overheated economy. Equity is likely to be supported if the rates are being raised as the economic expansion gives confidence to central bank.

Nilesh looks at top-down approach more rigorously than bottom up. Debt market is all about analyzing the macro fundamentals to determine the direction of interest rates, which gives one a fair view of inflation, credit growth, currency movement, monetary policy, fiscal policy etc. - "When you are looking at equity top down, all these parameters are registered in your mind far better than for a pure bottom up person. Over longer term, economic fundamentals will trump over everything but sentiments are fickle. You could be beginning

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the day with bullishness, and at the end of the day you could become bearish. But fundamentals don't change that much."

This ability to understand promoter and the credit cycle, gives Nilesh an edge in the equity market. Nilesh would add value to his fund managers working in their style with his perspective from the debt market. Nilesh ensured that the equity portfolio was more suitable to take the downward correction.

CHAPTER 7
THE MONEY-MANAGER

"Picking up stocks is probably less complicated than picking up talented individuals, whom you can nurture, coach and guide to deliver superior performance."

Nilesh believes that it takes a certain level of IQ to be a fund manager. IQ does not refer to any academic degree as such, it is all about the passion for investment and ability that an individual has to understand financial numbers.

Nilesh looks for such raw diamonds while hiring. He says that once the diamond is procured it can be polished i.e. the emotional quotient can be bettered through systems and risk management practices. Nilesh notes that if he has a person solid in EQ, but poor in IQ it simply wouldn't work. Justifying this, he says, "It is never too late to start, one can always develop his wisdom over a period of time. But I am managing public money, I don't get that

time to develop wisdom at someone else's cost. I want people to have a great IQ, and my processes will help them develop a great EQ."

Nilesh is a prolific reader and regularly reads all kinds of periodicals, including books and magazines. In his younger days, Nilesh would walk for four-five kilometers simply to visit a public library and read as much as he could. Reading for Nilesh is a medium of learning from others' experiences and mistakes. This to a large extent has also been instrumental in Nilesh becoming a CEO. A CEO's job is to talk to regulators, investors, institutions, media, where you represent a brand, which is one's personal as well as professional brand.

For Nilesh, people give money to the person they have the most respect. It's not necessary that the best performing fund manager will get the money. The most respected fund manager gets money. How do you build that respect? The respect comes from knowledge. People give money to brands which they can trust whom they can respect. Trust and respect comes from knowledge, and knowledge can come from reading.

A key defining aspect of Nilesh is his ability to make investment less daunting and more welcoming for others. The belief that underpins this ability is that there is no point in impressing ordinary folks with investment jargons; an investor only understands simple messages. Nilesh likes to explain things in layman terms to investors. Once when Nilesh wanted to explain to people that interest rates would come down, he sought to the use of an extremely simplified explanation. He explained that India paid around 45% of tax revenue as interest costs; this figure would obviously seem extremely high to the layman. He simply explained that if the interests remained high this percentage would increase drastically given the increase in borrowing by the government; Over time, this percentage will increase so much so that it would threaten the existence of governments. Thus, if the government needs to survive, they need to lower interest rates. This story

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resonated with investors, which meant that Nilesh, altogether, avoided using bond-speak with investors.

Nilesh has not cottoned onto any type of brand or fund management style. For him, there's no excuse but to make money-"My job is to generate maximum returns for a unit of risk taken. Don't bracket yourself to defend yourself. If you are a growth investor, it is great. If you are a value investor, it is great again. But if you can't make money by following growth philosophy or value philosophy, then there is no purpose. In some sense Growth without an eye on value or Value without an eye on Growth will not give your best result on a sustainable basis. In the Fixed Income parlance you can be a credit fund manager or duration fund manager,

but if you don't make money using those credit and duration calls, then it's not worth it."

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This led Nilesh to become an opportunist by managing risks and making returns pragmatically. Nilesh's fixed income background gives him the confidence to manage derivatives. For long term equity investors, using derivatives was not normal, but for him it was a way to make money. It didn't matter that managing derivatives didn't fit into a growth philosophy or a value philosophy, if Nilesh could figure out a way to make money, he would simply go all out on that front.

This opportunist mindset allowed Nilesh to act when no one else would, in a way no one else would. Many years ago, HDFC came out with a

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warrant issue. Few market professionals knew how to price it. Nilesh and his team took a calculated bet and became the anchor and the largest subscriber to that issue. It turned out to be one of the biggest money spinner for his fund as warrants outperformed underlying shares by a multiple.

CHAPTER 8
THE POWER OF ALLOCATION

Nilesh believes that bulk of the returns for ordinary investors comes through asset allocation rather than stock picks. "That's the essence of all empirical studies over so many years. The case with the markets is that today debt will run, while tomorrow it will be the turn of equities. After some time, it could be gold or real-estate. Hence investors need to diversify across asset classes."

When Ordinary investors talk about putting 100 percent of their Savings in equity, Nilesh disagrees. When the market goes down, people get unnerved and this leads to the most dreadful but unfortunately common mistake of selling at the lowest. Instead, if one balanced out investments by allocating between debt and equity, and other asset classes, one would be able to optimize the portfolio to the risks of various asset classes. "So, while theoretically, 100% equity should be the norm. In practical life, because people have emotions, investors have to have a balanced approach." Nilesh considers it important to gain knowledge of

market behavior from all different areas of investing. A debt investor will benefit from equity experience, equity will benefit from debt experience. It's just that investors should not plan too much in advance, and instead be

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flexible. "You may want to become an equity investor, but who knows tomorrow where the opportunity might be."

Nilesh, who is also an extremely respected figure in the investor education world, considers that it's important that domestic investors participate in the stock market, and become rich in the process.

Nilesh believes that it's important to keep the majority ownership of Indian Companies with Indians. Global Investors boost our growth by supplementing local savings. However over dependence on Foreign Investment has its own consequences including higher volatility. Whenever a so called Guru have opined on India sitting miles away from Indian shores, Nilesh has not hesitated to point out the mistakes in such a distant opinion.

Nilesh has written open letter twice to Jim Rogers, a prolific investor of the west, pointing out his mistake in judging India's economy.

Nilesh also acknowledges the fact that the playing field is changing now. The Indian market is getting far more efficient, and fund managers need to constantly adapt to the changing realities. Just as Sachin Tendulkar played with a different style at all points in his career, fund managers will have to shift gears between managing a portfolio of Rs 500 crores and managing a portfolio of Rs 50,000 crores.

When Nilesh started his career stock markets were not efficient. These days, stock markets are becoming more and more efficient: particularly in pricing, and hence, investing styles have to evolve over time. A master of cricketing analogies Nilesh says, "One has to

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constantly adapt to the markets. I can't play with the same technique on a bowling pitch as I

am playing on a batting pitch."Nilesh reckons that as fund managers are mostly long-only investors, and as the market becomes more efficient, the alpha generation or the generation of outperformance over the benchmarks is not going to be easy.

"From long-only to long-short to leveraged. From trading to cyclical adjustments, from short-term to long-term, I will have to keep on making those investments to be relevant for my investors." Nilesh believes that investors should master the basics before moving forward. Once that is mastered that asset allocation becomes key.

With experience Nilesh's belief in the power of compounding has strengthened. Fifteen years ago, Nilesh would have spoken about concentrated investing, whereas, these days he talks about asset allocation and investing through SIPs for the long haul.

Nilesh thinks that there are many paths to become a good fund manager. But the key basic is to manage the emotions of greed and fear. "You will be greedy at some point of time, and fearful at another point of time. Be cognitive of these facts, and try to balance the greed and fear, you are not saints, but as long as one is aware of his emotions, it will even out the ride."

In addition to this, he considers passion a key ingredient to success in the stock markets, and as long as one is humble and passionate about investing, then he begins to develop the traits of a good investor.

"Understand the difference between knowledge and wisdom. A knowledgeable person may not necessarily become a successful investor, but a wise guy will always become a successful investor."

A Fund Manager is constrained for investment under SEBI regulations. In the western world, talent has rushed to lucrative world of hedge fund and private equity where profit share is a norm.

In India many of the stalwart fund managers have moved to set up portfolio management business and alternate investment business. Those sectors are more rewarding than Mutual Funds. Nilesh believes that most of the equity fund manager will earn more than their

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compensation if they manage their money or select Clients money. Yet they are all working passionately in the mutual fund industry for the greater goal of enriching their unitholders.

Nilesh explained that in a Gujarati poem by Makrand Dave. " Gamtu hoi to Gunjena bhariye, Gamta no kariyeGulal". A loose translation is that you spread happiness (read prosperity) when you get one rather than keeping In your

pocket. One needs to have a greater goal to succeed in life. It is true for the market as well. Don't enter market to make money for yourself. Have a greater goal. Sharing wealth with not so fortunate is a greater goal. Laws of Karma will ensure you success if you have a greater goal in the market.

Nilesh's passion in imparting investing knowledge to the masses across the Indian sub-continent makes him a popular 24 x 7 CEO. He could have pursued other interests but he just loves to spread knowledge on methods of creating wealth for the common man.

BEST 3 NILESH SHAH

3 books that you will recommend

- Common Stock Uncommon Profit
- Thinking Fast Thinking Slow
- Poor Charlie's Almanac

3 most important qualities to develop to become a fund manager

- Keen Power of Observation.
- Discipline.
- Inquisitiveness.

3 mistakes to avoid at any cost

- Buy without conviction.
- Sell hearing the noise.
- Becoming Indiscipline especially with over confidence.

3 keys to successful portfolio building

- Diversification.
- Betting big when you are confident.
- Staying out when you are not confident.

3 best ways to de-stress

- Meditate - deep breathing for relaxation.
- Pursue a Hobby - watching a movie , reading a book, gardening or any thing that one likes.
- Spend time with Family and Friends - there is nothing better than a warm hug of your family or a shoulder of a friend to destress you.

3 best ways to manage volatility

- Be prepared for volatility - Don't expect good times to continue. Prepare for the worst in best of the times.
- Learn from past experience of yours as well as others. Many of the events creating volatility have happened in the past and there are valuable lessons to be learnt from past experience.
- Keep an Open Mind and Work as a Team. Leverage all the resources at your disposal. There is no shame in taking help from everyone to manage volatility.

3 best ways to learn investing

- Start Small, make mistakes, learn from the mistakes, don't repeat the mistakes.
- Listen to all but take your own decision.
- Investing is like playing Golf. You are competing with yourself rather than peers.

3 things to pass on to younger generation

- Starting early to harness power of compounding.
- Getting ready for disruptive forces unleashed by technology.
- Need to maintain balance between short term and long term, work and life, money and happiness.