WHITE OAK INDIA PIONEERS EQUITY



August 2022

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THE ART AND SCIENCE OF INVESTING

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White Oak Group



Overview

<u>AUM</u>²: ~ US\$5.7 bn

<u>Headcount</u>:

333

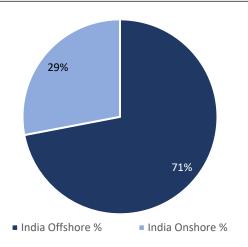
Offices:

India, Mauritius, Singapore, Spain, Switzerland and UK

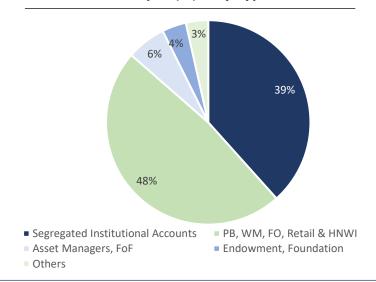
- Founded by Prashant Khemka in June 2017
- Prior to White Oak Prashant served as the CIO and Lead PM of both Goldman Sachs India since March 2007, and Global Emerging Markets Equity since June 2013
- Research underpinned on a 'proprietary analytical model' honed over two decades; replicable across markets and businesses
- Performance first culture built-upon:
 - (a) team of sector experts with global experience
 - (b) bottom-up stock selection philosophy
 - (c) disciplined fundamental research
 - (d) balanced portfolio construction

¹Trademarked as OpcoFinco™ framework . ²AUM as of 31 Aug 2022. Includes aggregate assets under management or advisory for White Oak Capital

Firmwide AUM Split (%) – By Geography



Firmwide AUM Split (%) – By Type of Investors



Management Consultants LLP and WhiteOak Capital Asset Management Limited

Founder's Profile and Track Record

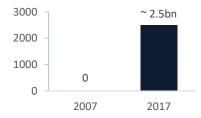


Extensive investing record across India, GEM and the US

- Prashant joined Goldman Sachs Asset Management (GSAM) in 2000 in the US Growth Equity team
- In 2004, he became Senior PM and Co-Chair of the Investment Committee on the US Growth Equity team which managed US\$25 bn
- Returned to Mumbai in 2006 to start GSAM India business, where he served as CIO and CEO / Co-CEO until 2017
- In 2013, Prashant moved to Singapore as CIO and Lead PM of both India and Global Emerging Markets
- Directly managed more than U\$\$5.0 bn out of the U\$\$6.5 bn managed by his team
- Prashant and the funds managed by him at GSAM earned several awards including Citywire AAA rating and FundCalibre Elite rating
- Prashant is AAA rated by Citywire based on the three year risk-adjusted performance across all funds he is managing to 31st July 2022

CIO and Lead PM of GS India Equity

- Prashant launched GS India Equity strategy in March 2007 with US\$ 5.0mn seed capital from Goldman Sachs
- Scaled GS India Equity business to U\$\$2.5 bn with distribution across multiple channels in Europe, Asia, and USA
- Since inception the strategy delivered peer group leading cumulative **265.8%** gross US\$ returns¹ vs. 66.1% for its benchmark



GSAM India Equity AUM (US\$ mn)

CIO and Lead PM of GS GEM Equity

- Prashant took over as CIO and Lead PM of GS GEM Strategy in 2013 with approximately US\$600 mn in total assets
- Scaled GEM business to US\$2.6 bn with distribution across multiple channels in Europe, Asia and USA
- During his tenure, the strategy delivered peer group leading cumulative 36.3% gross US\$ returns² vs. 13.1% for its benchmark



¹Past performance Gross of Fees in US\$ for GS India Equity Portfolio. ²Past performance Gross of Fees in US\$ for GS EM Equity Portfolio.

[&]quot;Past performance is not a reliable indicator of future results and returns may increase or decrease as a result of currency fluctuations. There can be no assurance that comparable results can be achieved or that similar investment strategy can be implemented or that investment objectives can be achieved."





Investment Culture: Team, Philosophy, Process & Portfolio Construction

Focused Investment Culture



Performance first



People: Team of Local Experts with Global Experience

Deep bench of Seasoned Stock Pickers

Team within Team Structure



Time Tested Process

Disciplined Fundamental Research

Proprietary OpcoFinco™ analytical framework



Bottom-up Stock Selection based Philosophy

Buy great businesses at attractive values
Invest in business, don't bet on macro



Balanced Portfolio Construction

Aim to avoid top down bets on macro factors
Aim to ensure performance a function of stock selection

Our Team



Well resourced team with experience across emerging and developed markets

	Team (Yrs of Exp)	Coverage		Team/Yrs of Exp (Coverage)	Team ² (Yrs of Exp)	Coverage		Team ² (Yrs of Exp)	Coverage		Team ³ (Yrs of Exp)	Coverage		Team³ Coverage
	Prashant Khemka ^{1,5} (24)	Founder		Fadrique Balmaseda* (10) Consumer, Real Estate, Energy, Utils, Financials	Ramesh Mantri (19), CIO, Equities	Information Tech		Vishwamithra Shashishekara (3)	Information Tech, Industrials, Materials, Comm Srvcs		Parag Jariwala (15)	Financials		Kshitij Bansal Consumer, Real Estate
	Manoj Garg ¹ (26)	Healthcare, Materials, Cons Disc, Industrials		Jorge Robles* (7) Cons Disc, Comm Srvcs, Energy, Utils, Materials	Trupti Agrawal (14)	Financials, Cons Disc		Vineet Narang (1)	Healthcare, Financials, Materials		Rohit Chordia (18)	Consumer, Comm Srvcs, Energy, Utils		Kritik Jain Financials
	Sanjay Vaid ^{1,5} (33)	Trading Advisor	9	Krishna Sathyamoorthi ¹ Healthcare, Consumer, Industrials	Dheeresh Pathak (16)	Healthcare, Materials	9	Pratyush Agarwal (3)	Information Tech, Comm Srvcs		Anand Bhavnani (10)	Financials	9	Samvit Bordia Consumer, Materials
	Ayush Abhijeet ¹ (10)	Information Tech, Cons Disc, Comm Srvcs, Real Estate			Shariq Merchant (10)	Consumer, Industrials, Real Estate		Divyanshu Sachdeva	Healthcare, Materials		Chaitanya Kapur (4)	Trading Advisor	1	Rishab Kothari Consumer,IT Comm Srvcs Energy, Utils
7	Arthur Kadish¹ (15)	Consumer, Real Estate			Neeraj Parkash (5)	Cons Disc, Industrials, Energy, Utils	The state of the s	Yash Verma	Cons Disc, Industrials, Materials, Energy, Utils		Aman Kapadia (4)	Forensics, ESG, Primary Research		Shane Mathews Financials, Pharma
9	Lim Wen Loong ¹ (10)	Information Tech, Industrials			Anupriya Gupta (9)	ESG Advisor		Nikunj Sarda	Industrials, Consumer, Real Estate		Darshak Lodhiya (2)	Financials, Cons Disc, Industrials		
	Nori Chiou¹ (10)	Information Tech, Industrials			Dhanashree Chityala (3)	Trading Advisor		Sadeev Singh	Financials	B	Tejkiran Magesh (2)	Financials		

Employees of ¹White Oak Capital Partners Pte and ⁴White Oak Capital Management (Spain), Sociedad Limitada

Employees of ²WhiteOak Capital AMC

Employees of ³White Oak Capital Management Consultants LLP

¹Employees of White Oak Capital Partners Pte. 2WhiteOak Capital AMC 3White Oak Capital Management Consultants LLP (WOCM); WOCM and White Oak Capital AMC provides non-binding, non-exclusive and recommendatory investment advisory services to White Oak Capital Partners Pte. 4White Oak Capital Management (Spain), Sociedad Limitada 5The Ratings are based on the manager's three-year risk-adjusted performance across all funds the manager is managing to 31st July 2022

Investment Philosophy



Outsized returns can be earned over time by investing in great businesses at attractive valuations

Great Business

Well managed and scalable business, with superior returns on capital

Valuation

Current price at a substantial discount to intrinsic value

Attributes we look for

Superior returns on incremental capital

Scalable long term opportunity

Strong execution and governance

Our Valuation Framework

Intrinsic value = present value of future cash flows

Value excess returns on capital vs capital employed

Value of a business =
$$\frac{CF}{r-g}$$

Factors we evaluate

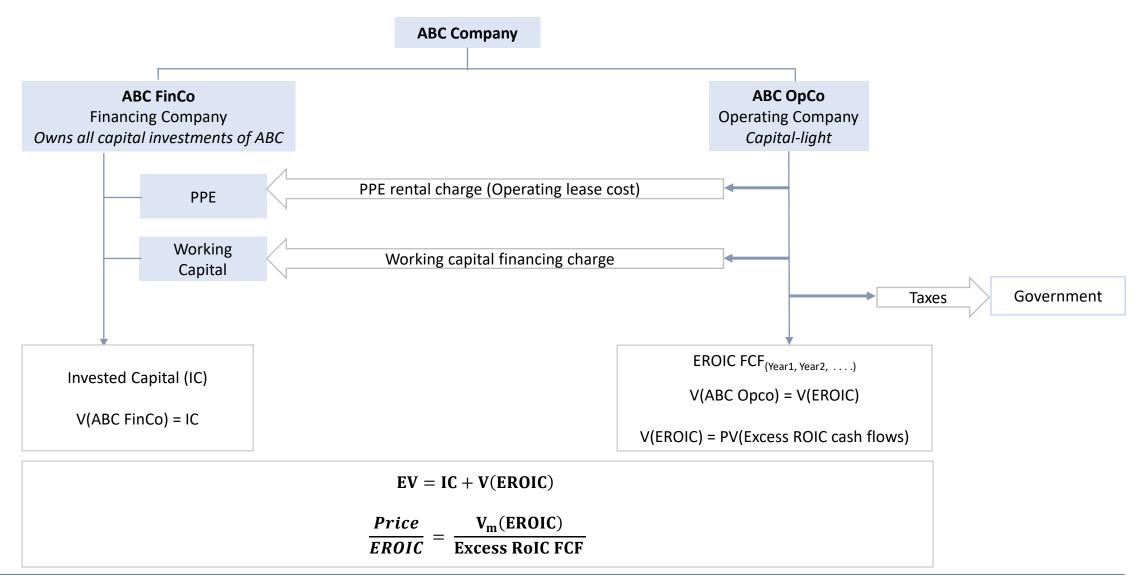
- Industry competitive intensity
- Sustainable competitive advantage
- Industry potential versus current size
- Expanding market share and scope
- Drive to create long-term value
- Interests aligned with minority shareholders

Insights we derive

- Economic FCF rather than accounting one
- Terminal value based on greatness of business
- Assess cash flows net of cost of capital
- OpcoFinco™ multiples for relative comps

OpcoFinco™ Framework





Investment Philosophy



Aim to avoid businesses with weaker characteristics

Poor corporate governance

Siphoning of cash or value

Manipulation of stock prices

Unethical business practices

Misaligned interests

Examples

Numerous across sectors Certain commodity companies

Weak returns on incremental capital

Excessive competition in capitalintensive industry

Misallocation of capital

Empire building

Examples

Conglomeration without capabilities

Substitution or obsolescence risk

Existential threat from technological developments

Examples

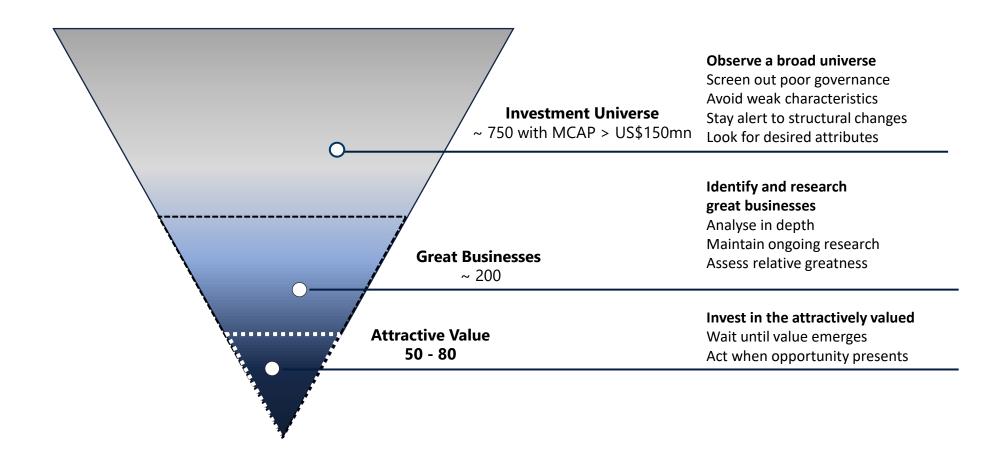
Print media from online Wind energy from solar Combustion engine from electric vehicles

Beware of value traps

Investment Process



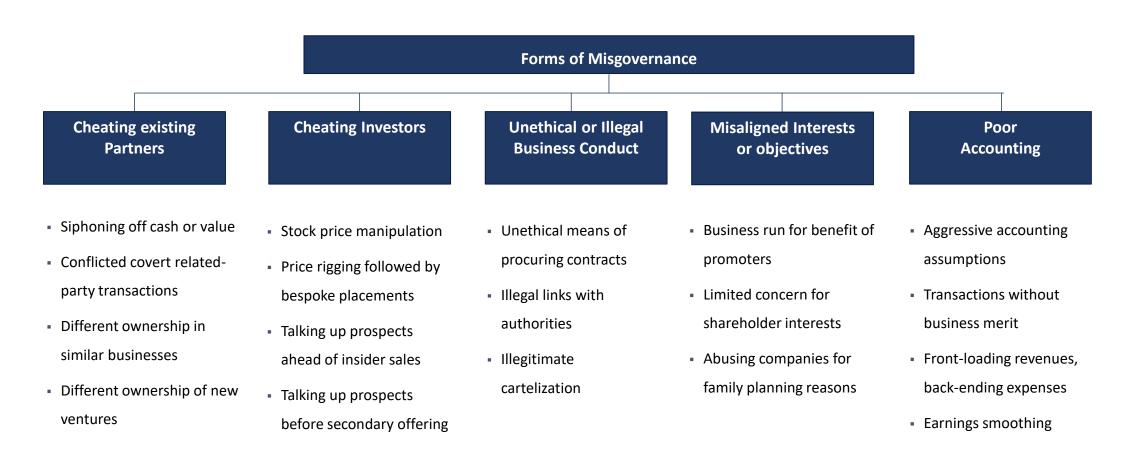
We distil from a broad investible universe



Investment Process



We aim to avoid misgoverned companies

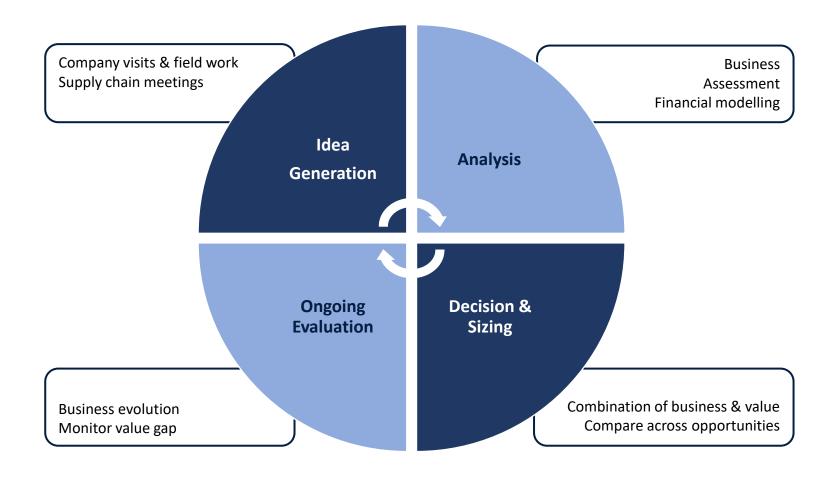


He that lieth down with dogs shall rise up with fleas – Benjamin Franklin

Investment Process



We aim to adhere to a time tested analytical framework in a disciplined manner



Keep perspective of business cycles, rather than accounting years





Portfolio Construction & Risk Management

Portfolio Construction & Risk Management

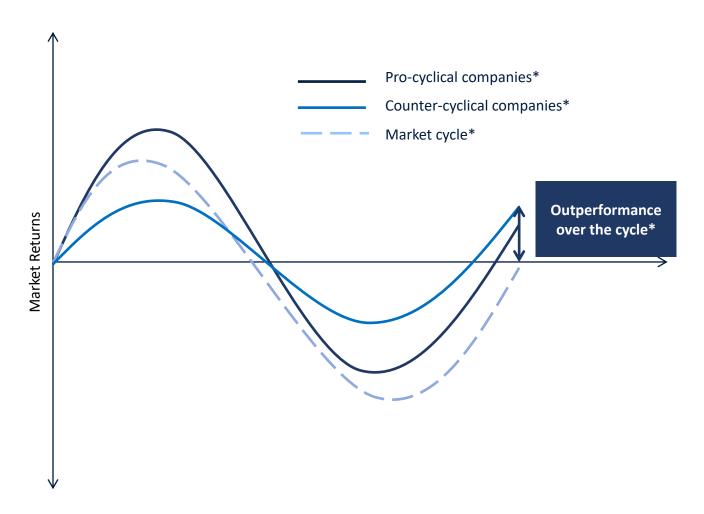


We aim to ensure performance is a result of skill rather than chance

- Balanced portfolio of select companies agnostic to benchmark
- Focus on ensuring alpha generation is a function of stock selection
- Aim to consciously avoid market timing or sector rotation or other such top-down bets
- Understand, monitor, and aim to contain residual factor risks that are by-product of stock selection
- Typical exposure limits

Single stock: 10% at market value

Single promoter group: 25%



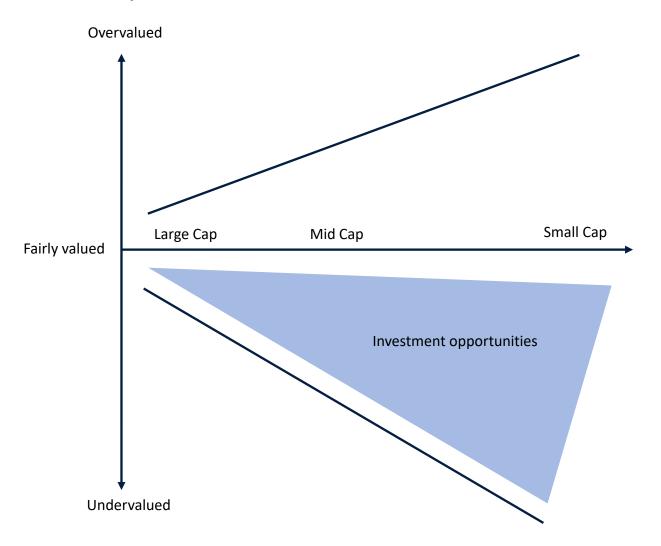
We never forget that in macro, we only have hunches: in the micro, we can develop justifiably deep conviction
- Seth Klarman

*For Illustration Purpose only

Opportunity Funnel



Higher inefficiencies in mid and small cap

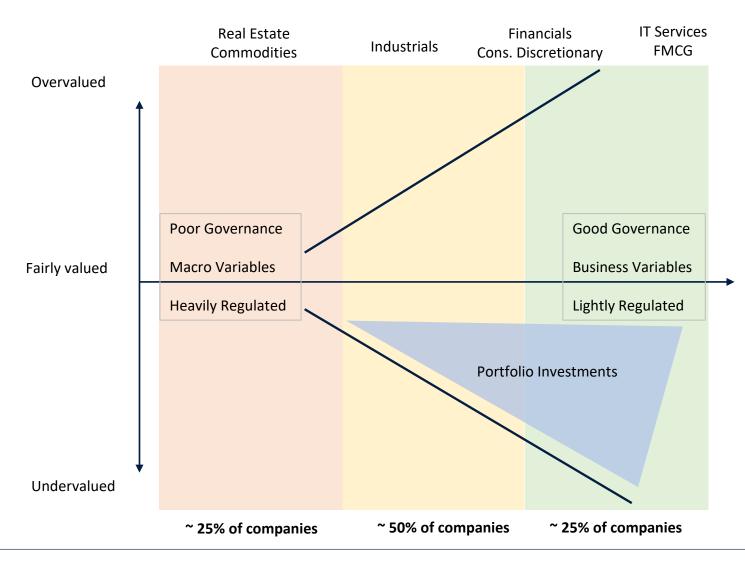


Large, Mid and Small cap categorization as per the Securities and Exchange Board of India

Opportunity Funnel



No sanctity of cash flows or valuations of poorly governed companies



Note:

Graphical representation is for illustration purpose only and not supposed to be precise or accurate.

For example, not all real estate companies are poorly governed, and not all IT Services companies are well-governed.





White Oak India Pioneers Equity ESG Portfolio

Introduction to ESG

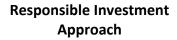


- White Oak's investment approach naturally **integrates Environment, Social, and Governance ("ESG")** factors in its investment decision-making process
- We value businesses that follow industry-leading environmental practices, demonstrate ethical business conduct and deals fairly with stakeholders
- Sustainable investment strategy preserves long-term shareholder and stakeholder value by balancing financial and commercial analysis with sound ESG practices serving a wider community
- Addressing ESG issues is instrumental in effective mitigation of risks, which in our opinion plays a key role in delivering superior, sustainable and long-term value
- We are committed to ESG and are signatories to The United Nations-backed Principles for Responsible Investment Initiative (PRI) since 2019

Principles guiding our ESG Framework



Principles guiding a holistic sustainability framework



Recognizing the potential impact of businesses on the environment and communities

Stewardship

Collaborating with stakeholders to build sustainable business practices

Sustainable Value Creation

Enabling sustained value creation for the long-term

Fundamental Research

Evaluating and Integrating the impact of ESG factors into our investment approach

Transparency

Communicating with our stakeholders on key ESG aspects at regular intervals

Pillars of ESG Evaluation



Evaluating businesses on their ESG commitment and processes

Policy

Do practices reflect management's commitment towards ESG?

- Is there a well-defined policy which ensures management oversight?
- Are internal processes aligned towards driving sustainable growth?
- Are there stated policies towards environmental protection?

Risk Assessment

What is the risk management framework?

- Underlying processes and capabilities at identifying potential risks?
- How well are ESG risks integrated into the overall framework?
- Is there an organization wide 'risk-culture'?

Strategy

How well is ESG integrated as a core element of business strategy?

- How well are the ESG aspects integrated into the business strategy?
- Is the organization capitalizing on unique ESG opportunities?
- How is the management incentivized to create value in a sustainable fashion?

Key Considerations for ESG Evaluation



Environment

- Effluent treatment processes
- Efficient utilization of natural resources
- Management oversight on environmental performance
- Integration of environmental consideration in product innovation
- Focus on reducing carbon intensity
- Climate change risk assessment and mitigation

Social

- · Promoting diversity and inclusion
- Health and safety management systems
- Data security and Intellectual Capital protection
- Grievance management systems
- Crisis management and emergency preparedness
- Community development through CSR activities

Governance

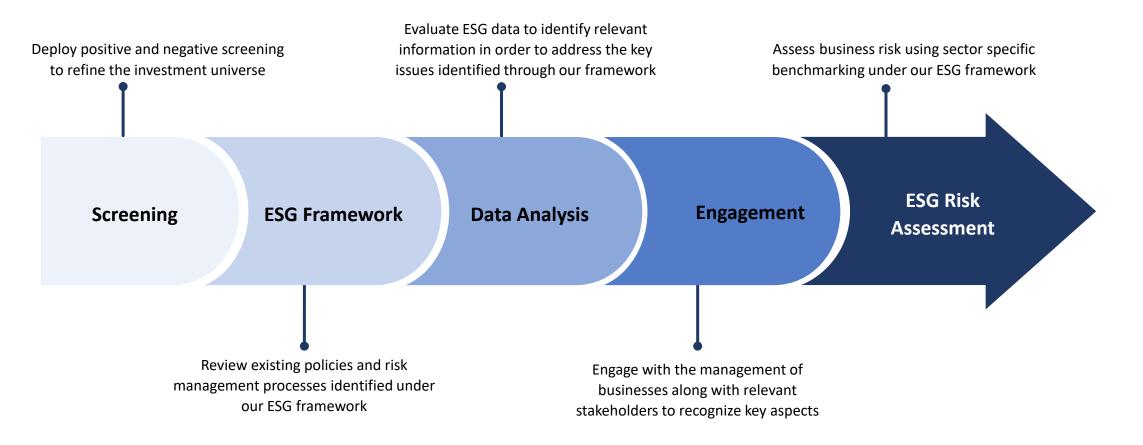
- Economic alignment of management with long term performance
- Related party transactions
- Poor accounting practises
- Executive compensation
- Independence of risk management function
- Compliance management and whistleblower mechanism
- Anti-corruption and bribery and Anti-money laundering

Climate Change

- We believe that we have a responsibility towards facilitating a transition to a climate-resilient economy
- We support the recommendations of TCFD and promote increased transparency
- We monitor businesses with a greater exposure to climate-change related risks and their progress towards a low-carbon transition
- We seek to encourage and promote target setting for emissions reduction and enhancement in the level of disclosures

ESG Evaluation



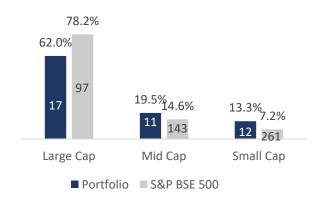


Portfolio Composition





Market Cap Weights^{1,2}



¹The number inside the bars denote the number of companies in each classification. ETF's and Index futures are included in large cap. 2 Market Cap Classification as per Securities and Exchange Board of India (SEBI) guidelines for Mutual Funds. 3 WhiteOak Research, Bloomberg.

Portfolio Performance: White Oak Pioneers Equity ESG Portfolio



1 September 2021 – 31 August 2022, Net of Fees in INR

	Portfolio	Benchmark % S&P BSE 500 ¹	Excess Returns (bps)
August 2022	4.9%	4.8%	+10
YTD 2022	-4.3%	3.8%	-812
Partial 2021	2.5%	3.1%	-58
Since Inception (Cumulative)	-1.9%	7.0%	-893

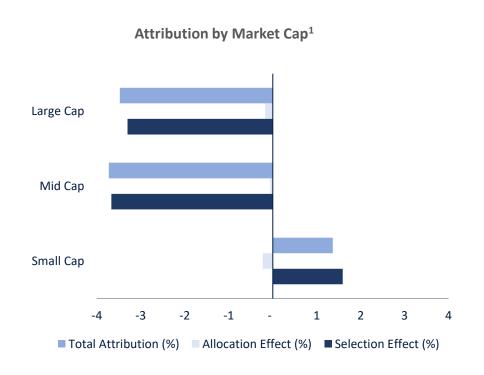
S&P BSE 100 Large cap ¹	S&P BSE 150 Mid cap ¹	S&P BSE 250 Small cap ¹
4.5%	5.8%	6.4%
4.7%	2.7%	-3.4%
2.0%	5.7%	10.1%
6.8%	8.5%	6.5%

Inception Date: 09 April 2019. ¹ All indices are Net Total Return in INR. Performance is net of all fees and expenses (including taxes). Performance shown since 1 Sep 2021 as client monies were managed from this date. Performance related information provided herein is not verified by SEBI. Past performance is not a reliable indicator of future results.

Market Cap Attribution Analysis¹



Stock selection drives performance: 1 September 2021 – 31 August 2022



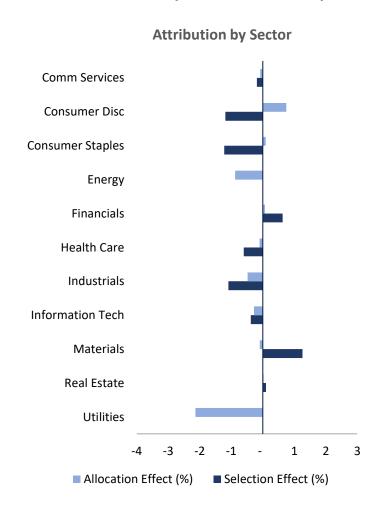
	Fund		Bench	chmark		Attribution	
	Average Weight (%)	Total Return (%)	Average Weight (%)	Total Return (%)	Selection Effect (%)	Allocation Effect (%)	Total Attribution (%)
Large Cap	60.5	2.6	78.1	8.1	-3.3	-0.2	-3.5
Mid Cap	22.0	-12.4	14.5	4.5	-3.7	-0.1	-3.7
Small Cap	11.5	14.8	7.3	1.3	1.6	-0.2	1.4
Cash/Futures/Others	6.0	0.0	0.0	0.0	-	-	0.5
Total	100.0	1.7	100.0	7.1	-5.4	0.0	-5.3

¹FactSet's Attribution Analysis. Performance is gross of fees, taxes and expenses. Market Cap Classification as per Securities and Exchange Board of India (SEBI) guidelines for Mutual Funds. Performance related information provided herein is not verified by SEBI.

Sector Attribution Analysis¹



Stock selection drives performance: 1 September 2021 – 31 August 2022



Sector	Fui	nd	Bench	nmark		Attribution		
	Average Weight (%)	Total Return (%)	Average Weight (%)	Total Return (%)	Selection Effect (%)	Allocation Effect (%)	Total Attribution (%)	
Comm Services	3.0	-1.6	2.9	4.0	-0.2	-0.1	-0.3	
Consumer Disc	12.5	15.3	8.4	25.9	-1.2	0.7	-0.4	
Consumer Staples	10.2	-0.3	7.7	12.1	-1.2	0.1	-1.1	
Energy	0.0	0.0	9.5	17.0	0.0	-0.9	-0.9	
Financials	30.8	4.5	29.5	2.4	0.6	0.1	0.7	
Health Care	5.1	-25.9	5.4	-12.8	-0.6	-0.1	-0.7	
Industrials	3.6	-6.3	7.4	23.0	-1.1	-0.5	-1.6	
Information Tech	18.8	-15.1	13.5	-12.6	-0.4	-0.3	-0.7	
Materials	9.6	14.2	10.5	1.1	1.3	-0.1	1.2	
Real Estate	0.4	29.7	0.9	16.6	0.1	0.0	0.1	
Utilities	0.0	0.0	4.3	71.3	0.0	-2.1	-2.1	
Cash/Futures/Others	6.0	0.0	0.0	0.0	-	-	0.5	
Total	100.0	1.7	100.0	7.1	-2.7	-2.6	-5.3	

¹FactSet's Attribution Analysis: GICS Classification. Performance is gross of fees, taxes and expenses.

Portfolio Performance



Top 10 contributors and detractors for 1 September 2021 – 31 August 2022

Top 10 Contributors	Ending Weight (%)	Total Return (%)	Contribution to Alpha (bps)
Fine Organic Industries	1.5	+118.6	+181
Titan Company	5.9	+34.8	+98
Cholamandalam Inv	4.4	+39.3	+94
ICICI Bank	10.3	+24.0	+72
Campus Activewear	3.0	+30.4	+51
Vedant Fashions	2.2	+42.6	+44
Persistent Systems	2.4	+6.4	+22
Phoenix Mills	2.2	+29.7	+19
Go Fashion	0.9	+28.4	+13
Saregama India	1.7	+23.7	+12

Top 10 Detractors	Ending Weight (%)	Total Return (%)	Contribution to Alpha (bps)
Indigo Paints	1.6	-34.7	-102
CAMS	0.7	-40.9	-85
Coforge	1.3	-30.3	-78
Dr. Lal PathLabs	0.9	-38.3	-60
Metropolis Healthcare	0.5	-50.3	-60
Crompton Greaves Cons	0.0	-33.7	-52
Mphasis	1.1	-21.6	-46
FSN E-Commerce Ventures	0.6	-37.0	-40
HDFC Life Insurance	2.6	-19.7	-39
Axis Bank	0.0	-15.9	-32

Performance related information provided herein is not verified by SEBI..

Structure and Key Terms



Investment Approach	White Oak India Pioneers Equity ESG Portfolio				
Structure	Discretionary Portfolio Management Services				
Portfolio Manager	White Oak Capital Management Consultants LLP				
Investment Objective	The objective of the strategy is to achieve long term capital appreciation by primarily investing in 'listed securities' in India. The investment strategy is long only with a bottom-up stock selection approach. The investment philosophy is, that outsized returns are earned over time by investing in great businesses at attractive values. To assess the quality of a business, we seek to determine the long-term sustainability of return on capital, potential scalability of the business, execution capability of the management, and the organization's corporate governance culture. Since sustainability of returns and corporate governance form an important element of our investment philosophy, the investment approach integrates Environment, Social, and Governance ("ESG") factors in decision-making process in selection of any security in the portfolio. Focus would be on businesses with industry-leading environmental compliance practices and those that demonstrate ethical business conduct and fair dealings with stakeholders.				
Minimum Investment	INR 50 lakhs				
Investment Amount &	< INR 10 cr	> INR 10 cr			
Management Fees	2.50% per annum	2.00% per annum			
Exit Load	Nil				
Operating Expenses	At actuals, capped at maximum prescribed by regulations				
Benchmark	S&P BSE 500 TR Index				
Custodian	ICICI Bank, Kotak Mahindra Bank Limited & HDFC Bank Limited				





Appendix

Portfolio Performance - India Acorn Fund Limited*



01 September 2017 - 31 August 2022, Net of Fees in INR

	Fund	Benchmark % S&P BSE 500 ¹	Excess Returns (bps)
August 2022	3.7%	4.8%	-115
YTD 2022	-8.9%	3.8%	-1270
2021	37.8%	31.6%	+615
2020	38.9%	18.4%	+2049
2019	13.4%	9.0%	+444
2018	1.3%	-1.8%	+310
Partial 2017	20.6%	9.2%	+1140
S.I. (Annualised) ²	19.3%	13.6%	+571
S.I. (Cumulative) ²	141.6%	89.1%	+5254

S&P BSE 100 Large cap ¹	S&P BSE 150 Mid cap ¹	S&P BSE 250 Small cap ¹
4.5%	5.8%	6.4%
4.7%	2.7%	-3.4%
26.9%	48.6%	59.1%
16.6%	26.3%	27.9%
11.8%	0.9%	-8.4%
3.0%	-13.0%	-23.7%
7.0%	16.7%	17.7%
13.8%	14.6%	10.1%
90.7%	97.4%	61.6%

India Acorn Fund (Cayman): 01 Sept 2017. ¹All indices are Net Total Return. ² The NAV for 31 July 2022 is based on estimates and hence the performance might be restated post the final valuation. The performance is net of all fees and expenses for Founder class shares at the Master Fund level. Fund performance in INR v/s S&P BSE 500 TR Index. The performance is after accounting for all taxes paid on realized gains but doesn't account for potential taxes on unrealized gains. Please note the published NAV of India Acorn Fund (Cayman) is after adjusting for potential taxes on unrealized gain, and to that extent its performance may differ from the above. Performance is calculated using Net NAV of India Acorn Fund (Cayman). *White Oak Capital Management acts as an investment advisor to India Acorn Fund Limited. Past performance is not a reliable indicator of future results.

Portfolio Performance: Ashoka India Opportunities Fund



As on 31 August 2022, Net of Fees in INR (AIOFAUS ID)¹

	Fund (AIOFAUS ID)	Benchmark % S&P BSE 500 ²	Excess Returns (bps)
August 2022	3.93%	4.81%	-88
YTD 2022	-7.01%	3.79%	-1080
2021	43.59%	31.63%	+1196
2020	44.71%	18.41%	+2630
2019	13.16%	8.98%	+417
Since Inception (Annualised)	23.47%	16.32%	+715
Since Inception (Cumulative)	118.09%	74.93%	+4316

S&P BSE 100 Large cap ²	S&P BSE 150 Mid cap ²	S&P BSE 250 Small cap ²
4.5%	5.8%	6.4%
4.7%	2.7%	-3.4%
26.9%	48.6%	59.1%
16.6%	26.3%	27.9%
11.8%	0.9%	-8.4%
15.7%	19.6%	17.2%
71.5%	93.8%	79.8%

Inception Date: 19 Dec 2018. ¹ Performance is for Class A shares (Founder class) after accounting for fees and realised taxes. Class A shares are closed for further subscription since 16 July 2019. ² All indices are Net Total Return in INR, S&P BSE 100 LargeCap TMC (INR) TR Index. The S&P BSE 500 is designed to be a broad representation of the Indian market. Consisting of the top 500 constituents in the S&P BSE AllCap, the index covers all major industries in the India economy. The S&P BSE 100 Large Cap is designed to measure the performance of the 100 and most liquid companies within the S&P BSE 500, as selected by the total market capitalization. The S&P BSE 150 Mid Cap is designed to track the performance of 150 mid-cap companies by total market capitalization, subject to buffers, that are in the S&P BSE 500 but not in the S&P BSE 100 Large Cap. The S&P BSE 250 Small Cap is designed to track the performance of the 250 small-cap companies by total market capitalization within the S&P BSE 500 that are not part of the S&P BSE 100 Large Cap or S&P BSE 150 Mid Cap. Past performance is not a reliable indicator of future results and returns may increase or decrease as a result of currency fluctuations.

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