

ACKNOWLEDGMENTS

I may have written this book, but *I* am the result of innumerable interactions and influences since my birth, the vast majority of which I cannot recall. But there are a few I *do* recall, and this section is written for them.

I am supremely grateful for the stellar team at Nalanda—Anand Sridharan, Ashish Patil, Ayalur Seshadri, Gaurav Kothari, and Mukund Dhondge. Without them, there would be no Nalanda and so there would be no book. In their own separate and unique ways, they have made Nalanda what it is today. Anand's brilliant suggestion that I add a summary at the end of every chapter has made this book (I hope) much more readable. I am also grateful to our support staff Choon San Soh, Christina Tan, Henrietta Pereira, and Oi Bek Soh for ensuring that we stay focused on investing (and writing the occasional book!).

The idea of the book started taking a concrete shape at a Chinese restaurant in Singapore in February 2020 where I was meeting my investors (and friends) Lisa Pattis and Mark Pattis. Since the founding of Nalanda in 2007, I have been drawing investing analogies and lessons from evolutionary theory in my quarterly letters. But writing an entire book is a different ball game from penning brief pontifications in a letter. I knew that it would be a long and arduous journey. Without the initial encouragement and guidance from Lisa and Mark, I doubt this book would have seen the light of day.

All of us need some luck in our lives—mine came in the form of my insightful and knowledgeable agent John Willig. John didn't have much to go on when I first contacted him since I had written only one chapter (chapter 7). Thankfully,

it didn't deter John. With his deep reserve of patience and persistence, John helped me prepare a book proposal that I could never have done on my own.

Which brings me to my publisher Myles Thomson at Columbia University Press. When Myles responded favourably to the book, given his stature in the publishing world and his focus on long-term investing, I was overjoyed to have hit the jackpot. My initial reaction wasn't misplaced. My interactions with Myles over the past couple of years have solidified my admiration for his intellect, investing acumen, and generosity. My investing strategy is "sleep well at night"; little did I know that with Myles, it would also apply to getting this book published. I am also grateful for his brilliant colleague Brian Smith whose thoughtful inputs and suggestions have made this book infinitely more readable and dare I say enjoyable.

I am also grateful to Kalie Koscielak, Kara Cowan, and Laura Bowman at KnowledgeWorks Global for helping produce the book. Their thoroughness and attention to detail has been truly exemplary.

My journey into investing was an accident. I will forever be grateful to Dalip Pathak and Chip Kaye, my bosses at Warburg Pincus, for convincing me to make the switch from consulting, and then giving me the free hand to learn from my mistakes. It is impossible for me to overstate the value of their mentorship and guidance.

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**WHAT I LEARNED
ABOUT INVESTING
FROM DARWIN**

