



M.V.S Appa Rao

Former Corporate Secretary

ING Vysya Bank (now Kotak Mahindra Bank)

What encouraged you to become a CS?

I met a classmate in YMCA Chennai, who was a law student. I came to know he was pursuing Company Secretary course, and he resisted to share with me any details about company secretaryship, saying it was only for law students. That resistance made me seek clarification from the then President, ICSI. In fact, it revived my school day's dream of becoming a Company Secretary, when I used to peruse Annual Report of Andhra Bank, received by my father as a small shareholder.

How do you deal with shareholders grievances at the AGM (including those that could not be responded to during the AGM)?

Based on experience of past years, a thorough study of Annual Report and anticipating the mood of shareholders through informal meetings use to be helpful in preparing Probable Questions, along with answers. Such preparation use to be very helpful to assist the Chairman/Top Management team in responding to grievances of shareholders at AGM. In case we could not respond to a shareholder at the AGM satisfactorily, we use to note down his/her name and contact number, and promise him/her that we would reach him/her in a week or two.

Is it important to connect with IDs between meetings? If so, how do you do it?

Formal Board/Committee meetings do not provide much time and convenience to get connected to IDs exclusively. We use to have informal meetings with IDs a day prior to formal meetings, and also video meetings in case of need. Those informal interactions used to make Board/Committee meetings more productive and focussed.

Considering the increasing demands made on a CS, how do you manage your time?

Delegating his duties is essential for a Company Secretary, especially of a listed Company. I use to manage my time by maintaining a Secretarial team with well - defined duties and responsibilities, but focussing on major compliances. Interaction with Directors, Shareholders, Management team and own Secretarial team formed a part of my daily life. Planning for the day, short term and long term has always helped me to manage my time.

What good practices, not prescribed by law, have you put in place?

There are many good practices which were implemented, though not statutory or prescribed. But in course of time, they became part of Listing Regulations, and then part of the Companies Act itself. One example I can quote is Secretarial Standards.

To hear what other Company Secretaries have to say

[CLICK HERE](#)