

9th February 2019CIN: L85110TN1979PLC008035

The Secretary, Bombay Stock Exchange Ltd (BSE) National Stock Exchange, Phiroze Jheejheebhoy Towers, Dalal Street, Mumbai - 400 001. Scrip Code - 508869 ISIN INE437A01024

The Secretary, Exchange Plaza, 5th Floor Plot No.C/1, 'G' Block Bandra - Kurla Complex Bandra (E) Mumbai - 400 051. Scrip Code-**APOLLOHOSP ISIN INE437A01024**

The Manager The National Stock Exchange, Wholesale Debt Market Exchange Plaza, 5th Floor Plot No.C/1, 'G' Block Bandra - Kurla Complex Bandra (E) Mumbai - 400 051. ISIN INE437A07062, INE437A07070, INE437A07088 & INE437A07093

Dear Sir,

Sub: Decisions at the Board Meeting held on 9th February 2019

Further to our letter dated 17th January 2019, the Board of Directors at the meeting held on 9th February 2019 have approved the unaudited financial results of the Company for the guarter and nine months ended 31st December 2018.

As required by the provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, (LODR) we enclose/furnish the following particulars.

T. **Financial Results**

- 1. Unaudited Standalone financial results of the Company for the quarter and nine months ended 31st December 2018, which have been subjected to Limited Review by the Statutory Auditors of the Company.
- 2. Copy of the Limited Review Report of the Statutory Auditors for the corresponding period.
- 3. The financial results will also be published in the newspapers, in the format prescribed under Regulation 47 of the Listing Regulations.
- 4. The said documents are being posted on the website of the Company i.e., www.apollohospitals.com.

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II. Appointment of new Independent Directors

In compliance with Regulation 30 of the SEBI Listing Regulations, we wish to inform you that the Board of Directors, based on the recommendations of the Nomination and Remuneration Committee have approved the appointment of the following persons:-

a. Ms. V. Kavitha Dutt (DIN 00139274) and

b. Mr. MBN Rao (DIN 00287260)

as Additional Directors with effect from 9^{th} February 2019 to hold office as independent directors of the Company . The individual profiles of Ms. Kavitha Dutt and Mr. MBN Rao are enclosed herewith.

III. Resignation of Mr. Sanjay Nayar (DIN 00002615), Independent Director

Mr. Sanjay Nayar has expressed his inability to devote adequate time to the affairs of the Company going forward, given his increased professional commitments. Accordingly, he has expressed his intention to resign from his position as an Independent Director of the Company.

The Board accepted the resignation of Mr. Sanjay Nayar, Independent Director with effect from 9th February 2019 and also placed on record its appreciation for the services rendered by him during his tenure.

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IV. Schedule of Conference Call

Pursuant to Regulation 30 and 46 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we wish to inform you that a conference call for the analysts/investors is scheduled to be held on Monday, 11th February 2019 at 12 Noon, to discuss the financial results for the quarter and nine months ended 31st December 2018.

The meeting of the Board of Directors commenced at 03:00 p.m. and concluded at 6.00p.m.

Please take note of the above in your records.

Thanking you,

Yours faithfully,

For AROLLO HOSPITALS ENTERPRISE LIMITED

S.M. KRISHNAN

VICE PRESIDENT - FINANCE AND COMPANY SECRETARY

CC: The Secretary, Luxembourg Stock Exchange, B.P. 165, L-2011 Luxembourg.

Ref : ISIN US0376081065 - Rule 144a GDR 20549-0302 ISIN US0376082055 - Reg. S GDR File No. 82-3

Securities and Exchange Commission Division of Corporation Finance Office of International Corporate Finance 450 Fifth Street, N.W. Washington, D.C 20549-0302 File No. 82-34893

Email : apolloshares@vsnl.net Website: www.apollohospitals.com Apollo Hospitals Enterprise Limited Corporate Identity Number: L85110TN1979PLC008035

Tel No. 44-28290956 , Fax+ 91-44-282 90956, Email : investor.relations@apollohospitals.com Regd. Office: No. 19 Bishop Gardens, Raja Annamalaipuram, Chennai - 28, Tamil Nadu

Website: www.apollohospitals.com

1. Statement of Unaudited Standalone Financial Results for the three and nine months ended December 31, 2018

1 Income (a) Revenue from Operations (b) Other Income Total Income 2 Expenses (a) Cost of Materials Consumed (b) Purchase of Stock-in-Trade	Unaudited		31/12/2017	ended 31/12/2018	previous period ended 31/12/2017	
(a) Revenue from Operations (b) Other Income Total income 2 Expenses (a) Cost of Materials Consumed (b) Purchase of Stockin-Trade		Unaudited	Unaudited	Unaudited	Unaudited	Audited
(b) Other Income Total income 2 Expenses (a) Cost of Materials Consumed (b) Purchase of Stock-in-Trade	20000	0000	2000	0 0 0	030 40 3	7 10 301
2 Expenses (a) Cost of Materials Consumed (b) Purchase of Stock-in-Trade	2,15,904	2,03,012	1,65,611	1,009	5,51,559	1,18,301
2 Expenses (a) Cost of Materials Consumed (b) Purchase of Stock-in-Trade	2,17,715	2,09,005	1,86,413	6,17,964	5,32,682	7,19,560
(a) Cost of Materials Consumed (b) Purchase of Stock-in-Trade						
(b) Purchase of Stock-in-Trade	35.747	35,540	32.002	1.03.708	94,764	1,26,800
	77,994	76,026	67,810		1,93,588	2,61,422
(c) Changes in inventories of stock-in-trade	(451)	(1,493)	(765)		(6,196)	(8,092)
(d) Employee Benefits Expense	34,048	31,139	28,371			1,11,881
(e) Finance Costs	6,900	6,602	6,354	19,709	17,776	24,017
(f) Depreciation and amortisation expense	7,657	7,388	6,775		19,886	27,200
Total Later	42,780	42,019	36,082		1,05,445	1,40,04
Droft Expenses	2,04,675	1,97,221	1,76,629	5,	5,08,058	6,86,547
5 From before exceptional nern and tax (1) = (2) 4 Exceptional Items	13,040	11,784	9,784	34,248	24,624	33,013
5 Profit before tax (3) - (4)	42.040	44 704	1070	070 70	NC3 NC	12 041
6 Tax Expenses	25.5	10,51	101,0		10/14	
Current Tax	2,851	2,998	2,228	8,255	5,184	7,435
Deferred Tax	1,496	888	812		2,087	2,258
7 Profit for the period / year (5) - (6)	8,693	7,898	6,744	22,609	17,353	23,320
8 Other Comprehensive Income / (Expense)						
Remagnificant and the receasement to Profit and Loss						0000
The statement gains/(losses) on defined benefit plan	(627)	(1,484)	(572)			(2,790)
Table Office Control of the Control	219	519	198			996
lotal Other Comprehensive Income / (Expense)	(408)	(396)	(374)			(1,824)
9 Total Comprehensive Income for the period / year (after tax) (7) + (8)	8,285	6,933	6,370	20,238	15,462	21,496
10 Paid-up equity share capital (Face value Rs.5/- per share) 11 Reserves (excluding Revaluation Reserves) 12 Net Worth (Refer footnote 1)	926'9	956'9	6,956	956'9	956'9	6,956 3,62,394 3,51,067
13 Earnings per equity share of Rs.5/- each Basic and Diluted EPS before extraordinary items for the period (Rs.)	*6.25	*5.68	*4.85	112		16.76
Dask and Diluted ETS after extraordinary frems for the period (Rs.)	*6.25	*5.68	*4.85	*16.25	*12.47	16.76
Additional Information :- Earnings before finance costs, tax, depreciation and amortization, exceptional items (EBITDA) (Refer footnote 2)	26,786	25,781	22,111	75,233	61,563	82,971

1 Networth = Equity Share Capital + Other Equity excluding Capital Reserves, Capital Redemption Reserve and Debenture Redemption Reserve
2 The company has presented Earnings before Finance costs, Tax, Depreciation, Amortisation, Other income and Exceptional items (EBITDA) additionally as part of Financial Results.

Suneeta Reddy Managing Director

Apollo Hospitals Enterprise Limited Regd. Office: No. 19 Bishop Gardens, Raja Annamalaipuram, Chennai-28, Tamil Nadu

2. Segment wise Revenue, Results, Segment Assets and Segment Liabilities

						(Rs. In lakhs)
Particulare	Three months ended	Three months ended	Corresponding Three months ended	Year to date figures for previous period ended	Year to date figures for previous period ended	Previous year ended
0.0000000000000000000000000000000000000	31/12/2018	30/09/2018	31/12/2017	31/12/2018	31/12/2017	31/03/2018
	Unaudited	Unaudited	Unaudited	Unaudited	Unaudited	Audited
1.Segment Revenue						
Total Income from Operations, Net	4 45 700	2000	000	070 00 6	2 01 473	3 01 478
b) Pharmacy	1,01,189	1,12,661	86.061	2,86,767	2,40,534	3,26,888
Total Income from Operations, Net	2,16,922	2,09,031	1,85,627	6,17,015	5,32,007	7,18,366
Less : Intersegmental Revenue	18	19	16	09	48	65
Income from Operations	2,16,904	2,09,012	1,85,611	6,16,955	5,31,959	7,18,301
2. Segment Results						
a) Healthcare Services	14,524	14,188	12,077	40,810	33,132	44,033
b) Pharmacy	4,605	4,205	3,259	12,138	8,545	11,738
Total (a)+(b)	19,129	18,393	15,336	52,948	41,677	55,771
Less: Finance Cost	006'9	6,602	6,354	19,709	17,776	24,017
Add: Other un-allocable income (net of expenditure)	811	(7)	802	1,009	723	1,259
Total Profit Before Tax	13,040	11,784	9,784	34,248	24,624	33,013
Capital Employed (Segment Assets - Segment Liabilities) Healthcare Services *				ï		
Segment Assets	6,01,970	5,94,751	5,70,295	6,01,970	5,70,295	5,84,114
Segment Liabilities	(81,631)	(88,208)	(62,488)	(81,631)	(62,488)	(71,711)
b) Pharmacy Segment Assets Segment Liabilities	1,11,794	1,08,604	89,850	1,11,794	89,850	93,726
	(544,445)	(22,232)	(10,102)	(54,42)		
c) Unallocable Assets Segment Assets	1,29,241	1.30.714	1,02,467	1,29,241	1,02,467	1,03,367
Segment Liabilities	(3,55,717)	(3,49,700)	(3,18,067)	(3,55,717)	(3,18,067)	(3,24,757)
Total Capital Employed	3,81,212	3,72,929	3,63,275	3,81,212	3,63,275	3,69,350
* Includes segment assets in various hospital projects under construction	87,082	80,553	64,148	87,082	64,148	69,830

FOR APOLLO HOSPITALS ENTERPRISE LTD.

Suneeta Reddy

NOTES:

- The unaudited financial results for the three months and nine months ended December 31, 2018 have been reviewed by the Audit Committee and approved by the Board of Directors in their meetings held on February 8, 2019 and February 9, 2019 respectively and have been subjected to limited review by the statutory auditors.
- 2. The listed non-convertible debentures of the Company aggregating to Rs. 70,000 lakhs as on 31st December 2018 are secured by way of pari-passu first charge on the fixed assets of the Company existing and future along with Banks and Institutions and the asset cover thereof exceeds hundred percent of the principal amount of the said debentures.
- 3. The Board of Directors at their meeting held on November 14, 2018 have approved a Scheme of Arrangement ("the Scheme") between Apollo Hospitals Enterprise Limited ("AHEL") and Apollo Pharmacies Limited ("APL") and their respective shareholders in accordance with the provisions of Sections 230 to 232 of the Companies Act, 2013, for the transfer of the front-end retail pharmacy business carried out in the standalone pharmacy segment to APL by way of slump sale, subject to necessary approvals by stock exchanges, shareholders, National Company Law Tribunal and all other requisite regulatory authorities. Pending receipt of necessary approvals, no effect for the Scheme has been given in the results for the three and nine months ended December 31, 2018.
- 4. Effective April 1, 2018 the Company has adopted IND AS 115 Revenue from contracts with customers, using the cumulative catch-up transition method which is applied to contracts that were not completed as of April 1, 2018. Accordingly, the comparatives have not been retrospectively adjusted. The effect of adoption of IND AS 115 is insignificant.
- 5. Other Income includes the following

Rs in Lakhs

Particulars	Three months ended 31/12/2018	Three months ended 30/09/2018	Corresponding Three months ended 31/12/2017	Year to date figures for year ended 31/12/2018	Year to date figures for previous year ended 31/12/2017	Previous year ended 31/03/2018
Net exchange (gain) / loss	(301)	271	(226)	(27)	324	168

For APOLLO HOSPITALS ENTERPRISE LIMITED

DR. PRATHHAP C REDDY EXECUTIVE CHAIRMAN

Place: Chittoor

Date: February 9, 2019

For APOLLO HOSPITALS ENTERPRISE LTD.

Sunceta Reddy Managing Director

Apollo Hospitals Enterprise Limited

Corporate Identity Number: L85110TN1979PLC008035

Regd. Office: No. 19 Bishop Gardens, Raja Annamalaipuram, Chennai - 28, Tamil Nadu Tel. +91-44-28290956, Fax.+91-44-28290956, Email: investor.relations@apollohospitals.com,

Website: www.apollohospitals.com

Extract of Statement of Standalone Unaudited Financial Results for the Three and Nine Months Ended 31st December 2018

(Rs. in Lakhs, except per share data)

Particulars	Three months ended 31/12/2018	Three months ended 30/09/2018	Correspon ding Three months ended 31/12/2017	Year to date figures for current period ended 31/12/2018	Year to date figures for previous period ended 31/12/2017	Previous year ended 31/03/2018
	Unaudited	Unaudited	Unaudited	Unaudited	Unaudited	Audited
Total Income from Operations (net)	2,17,715	2,09,005	1,86,413	6,17,964	5,32,682	7,19,560
Net Profit /(Loss) for the period (before Tax, Exceptional and/or Extraordinary Items)	13,040	11,784	9,784	34,248	24,624	33,013
Net Profit /(Loss) for the period (before Tax, after Exceptional and/or Extraordinary Items)	13,040	11,784	9,784	34,248	24,624	33,013
Net profit /(Loss) for the period after tax (after Exceptional and Extraordinary items)	8,693	7,898	6,744	22,609	17,353	23,320
Total Comprehensive Income for the period [comprising Profit/ (Loss) for the period (after tax) and Other Comprehensive Income (after tax)]	8,285	6,933	6,370	20,238	15,462	21,496
Paid up Equity Share Capital (Face value of Rs.5/- each)				6,956	6,956	6,956
Other Equity				••••••		3,62,394
Earnings Per Share of Rs. 5/- each		***************************************				
Basic	*6.25	*5.68	*4.85	*16.25	*12.47	16.76
Diluted	*6.25	*5.68	*4.85	*16.25	*12.47	16.76

Not Annualised

Notes

- The above is an extract of the detailed format of standalone financial results for the three and nine months ended 31st December 2018 filed with stock exchanges under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The full format of the Financial Results are available on the stock exchange websites www. nseindia.com and www.bseindia.com and also the company's website www.apollohospitals.com
- The unaudited financial results for the three months and nine months ended December 31, 2018 have been reviewed by the Audit Committee and approved by the Board of Directors in their meetings held on February 8, 2019 and February 9, 2019 respectively and have been subjected to limited review by the statutory auditors.
- The listed non-convertible debentures of the Company aggregating to Rs. 70,000 lakhs as on 31st December 2018 are secured by way of paripassu first charge on the fixed assets of the Company existing and future along with Banks and Institutions and the asset cover thereof exceeds hundred percent of the principal amount of the said debentures
- The Board of Directors at their meeting held on November 14, 2018 have approved a Scheme of Arrangement ("the Scheme") between Apollo Hospitals Enterprise Limited ("AHEL") and Apollo Pharmacies Limited ("APL") and their respective shareholders in accordance with the provisions of Sections 230 to 232 of the Companies Act, 2013, for the transfer of the front-end retail pharmacy business carried out in the standalone pharmacy segment to APL by way of slump sale, subject to necessary approvals by stock exchanges, shareholders, National Company Law Tribunal and all other requisite regulatory authorities. Pending receipt of necessary approvals, no effect for the Scheme has been given in the results for the three and nine months ended December 31, 2018
- Effective April 1, 2018 the Company has adopted IND AS 115 Revenue from contracts with customers, using the cumulative catch-up transition method which is applied to contracts that were not completed as of April 1, 2018. Accordingly, the comparatives have not been retrospectively adjusted. The effect of adoption of IND AS 115 is insignificant.

for APOLLO HOSPITALS ENTERPRISE LIMITED

Place : Chittoor

Date: 9th February 2019

DR. PRATHAP C REDDY Executive Chairman For APOLLO HOSPITALS ENTERPRISE LTD.

Managing Director

Deloitte Haskins & Sells LLP

Chartered Accountants ASV N Ramana Tower 52, Venkatnarayana Road T. Nagar Chennai - 600 017 Tamil Nadu, India

Tel: +91 44 6688 5000 Fax: +91 44 6688 5050

INDEPENDENT AUDITOR'S REVIEW REPORT ON REVIEW OF INTERIM STANDALONE FINANCIAL RESULTS

TO THE BOARD OF DIRECTORS OF APOLLO HOSPITALS ENTERPRISE LIMITED

1. We have reviewed the accompanying Statement of Unaudited Standalone Financial Results of Apollo Hospitals Enterprise Limited ("the Company"), for the three months and nine months ended December 31, 2018 ("the Statement"), being submitted by the Company pursuant to the requirement of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as modified by Circular No. CIR/CFD/FAC/62/2016 dated July 5, 2016.

This Statement which is the responsibility of the Company's Management and approved by the Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in Indian Accounting Standard 34 "Interim Financial Reporting" ("Ind AS 34"), prescribed under Section 133 of the Companies Act, 2013 read with relevant rules issued thereunder and other accounting principles generally accepted in India. Our responsibility is to issue a report on the Statement based on our review.

- 2. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410 'Review of Interim Financial Information Performed by the Independent Auditor of the Entity', issued by the Institute of Chartered Accountants of India. This Standard requires that we plan and perform the review to obtain moderate assurance as to whether the Statement is free of material misstatement. A review is limited primarily to inquiries of Company personnel and analytical procedures applied to financial data and thus provides less assurance than an audit. We have not performed an audit and, accordingly, we do not express an audit opinion.
- 3. Based on our review conducted as stated above, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with the aforesaid Indian Accounting Standards and other accounting principles generally accepted in India, has not disclosed the information required to be disclosed in terms of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as modified by Circular No. CIR/CFD/FAC/62/2016 dated July 5, 2016, including the manner in which it is to be disclosed, or that it contains any material misstatement.

For **DELOITTE HASKINS & SELLS LLP**

Chartered Accountants (Firm Registration No. 117366W/W-100018)

Vikas Bagaria

(Membership No. 060408)

BENGALURU, February 09, 2019



CIN: L85110TN1979PLC008035

Annexure

Particulars	Ms. Kavitha Dutt	Mr. MBN Rao		
Reason for change viz.,	Appointment of Ms. V. Kavitha	Appointment of Mr. MBN Rao		
appointment,	Dutt (DIN: 00139274) as an	(DIN: 00287260) as an Additional		
resignation, removal or	Additional Director of the	Director of the Company in the		
otherwise	Company in the category of "Non-	category of "Non-Executive		
	Executive Independent".	Independent".		
		*		
Date of Appointment/	Appointed with effect from 9th	Appointed with effect from 9th		
cessation	February 2019, subject to	February 2019, subject to		
	approval of the shareholders at the	approval of the shareholders at the		
	ensuing Annual General Meeting	ensuing Annual General Meeting		
	(AGM)	(AGM)		
Brief Profile (in case of	Annexure 1 Enclosed	Annexure 2 Enclosed		
appointment)				
Relationship	Ms. Kavitha Dutt is not related to	Mr.MBN Rao is not related to any		
	any other Director of the Company	other Director of the Company		

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Annexure 1

Profile of Ms. V Kavitha Dutt

Ms. Kavitha Dutt is a Business Management Graduate from Cedar Crest College, Allentown, Pennsylvania, USA and hails from a well-known industrial house in South India – The KCP Limited. She is currently the Joint Managing Director. KCP is involved in the manufacture of Cement, Heavy Industrial Machinery for Sugar plants, steel and sophisticated high tech equipment for Defence, Space & Nuclear Projects. KCP has presence in Power Generation. KCP also has a Joint Venture with Fives Cail of France, Fives Cail KCP Ltd., for design, procurement, project management, delivery and servicing of process plants for production of sugar including erection and commissioning. KCP operates a Sugar Plant in Vietnam for manufacture of Refined Sugar. KCP has now ventured into hospitality industry with a prestigious star hotel project at Hyderabad which was executed under Kavitha's stewardship. As Joint Managing Director of The KCP Limited, Kavitha, among other responsibilities, also holds full charge of Human Resource functions of the Group.

Ms. Kavitha, is the Vice Chairperson of SCWEC, India. SCWEC is a Sub Sector Council of the SAARC Chamber of Commerce and Industry established with the objective of developing and promoting women entrepreneurs in the South Asian region.

She is Co-Chairperson FICCI (Federation of Indian Chambers of Commerce & Industry), Tamil Nadu State Council.

She was President of the prestigious Madras Management Association (MMA) and a member of Young Presidents' Organization (YPO), Tamilnadu Chapter.

She is a member of the General Council of National Institute for the Mentally Handicapped, Hyderabad.

She is the Vice President of World Telugu Federation (WTF) was established with the chief objective of promoting and perpetuating not only the language, culture, art, heritage, traditions but also business of the Telugu people.

Earlier Kavitha was National President of FICCI-FLO, the ladies wing of Federation of Indian Chamber of Commerce and Industry, New Delhi during 2009-10.

Kavitha, as the Joint Managing Director of The KCP Limited is in the forefront in administering all the educational institutions setup and being run by the group at all the regions that they operate.

Kavitha is a Director on the boards of various prestigious corporations.

An organizer par excellence, she has successfully incorporated and implemented a wide variety of programs and objectives for FLO, MMA, YPO, WTF and other institutions she has been associated with.

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Annexure 2

Profile of Mr. MBN Rao

Mr. M.B.N. Rao, former Chairman and Managing Director of Indian Bank and Canara Bank, is a Graduate in Agriculture, Associate of the Chartered Institute of Bankers, London, Fellow Member of the Indian Institute of Bankers and Member of the Singapore Institute of Management. He holds two Diplomas in Computer Studies from University of Cambridge and National Computing Centre, London and was a Member of Singapore Institute of Management.

Mr. M.B.N. Rao was the **Chairman** of the **Indian Banks Association.** Mr. **Rao** was also **Chairman** of **Indbank Merchant Banking Services Ltd**, **Canara HSBC Oriental Bank of Commerce Life Insurance Co. Ltd** and **Canara Robeco Asset Management Co. Ltd**. He held the position of Consulting Advisor, TCS for 4 years.

He was the **chairman of Advisory Panel on Financial Stability Analysis and Stress Testing** formed by **Committee on Financial Sector Assessment** - constituted by GOI and RBI and was member of "**Committee on Financial Inclusion**" headed by Dr. Rangarajan. He was also on the Board of TIDEL Park Chennai and Governing Council of the **Institute for Development and Research in Banking Technology** [IDRBT]. He was a member in several policy level committees formed by Government of India, RBI, IBA, SEBI, BSE & NSE

Mr Rao was on the Boards of Exim Bank, General Insurance Corporation Ltd, He has been associated as Member Board of Supervision National Bank for Agriculture and Rural Development; Member, Board of Governors, National Institute Of Securities Markets, Director, Franklin Templeton Asset Management (India) Private Limited, Member, Corporate Governance and Audit Committee of The Hong Kong and Shanghai Banking Corporation Ltd., India

Mr. M.B.N. Rao has over 49 years of experience, including over 10 years of overseas working experience, and extensive in-depth knowledge in Senior Management, Banking and Finance, Investments, Project Finance, Economics, Foreign Exchange, Money and Capital Markets, Risk Management, Treasury and Funds Management, Asset and Liability Management, Internal Control, Inspection & Audit, Vigilance, Taxation and Administration etc.

He has hands on experience in IT and contributed to development & innovation in the Financial Services and Technology in Banking and service industries. As Branch Manager of Indian Bank Mumbai Main Branch, the first ever MICR Cheque in the Country was introduced in 1984 – 85 in his branch. Indian Bank Singapore became the first ever SWIFT Member in South Asia, in 1991, well before India became SWIFT Member when he headed Singapore operations. The first ever Voice Enabled Biometric ATM and first ever Voice Enabled Biometric Smart Card with Hand Held Device for Financial Inclusion were introduced by Canara Bank when he was CMD. Initiated Core Banking in two PSBs as CMD. He was Chairman of SWIFT user group for India.

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Mr. Rao steered two large service institutions' training efforts in receiving Golden Peacock Awards in Training and was the first Chairman of BFSI Sector Skill Council of India. He has been associated with Service Industry and multiple locations operations for over 49 years in the areas of Financial services, Investment and Mutual Funds, Life, General and Health Insurance, Hotels and Hospitality Industry, Airports, Information Technology, Risk Management and Advisory Services.

He held Chairmanship of a listed company in the service industry with market capitalisation of about US\$ 4 Billion. He presently holds Chairmanship in reputed companies like CRISIL Risk & Infrastructure Solutions Limited (owned by Standard & Poor's) Apollo Health and Lifestyle Limited, and Directorship in Apollo Munich Health Insurance Company Limited and various other companies.

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