



NOTICE OF 106TH ANNUAL GENERAL MEETING

Notice is hereby given that the 106th Annual General Meeting of the members of The Associated Chambers of Commerce and Industry of India ('ASSOCHAM' or 'the Company') will be held on **Wednesday, 30th September 2026 at 3:00 p.m. IST at Hotel Le Meridian Sovereign - II, Windsor Place, Connaught Place, New Delhi-110001, Delhi, India (hereinafter referred to as 'AGM')** to transact the following business:

ORDINARY BUSINESS:

1. To receive, consider and adopt the Financial Statements consisting of Balance Sheet, Statement of Income and Expenditure and the Cash Flow Statement for the Financial Year ended on 31st March 2026 together with the Auditors' Report and Managing Committee Report thereon, to which effect the following resolutions may be passed, if deemed fit as **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Sections 129, 134, 137 and other applicable provisions, if any, of the Companies Act, 2013 ("Act"), read with the Companies (Accounts) Rules, 2014 and the Companies (Management and Administration) Rules, 2014, including any statutory modification(s) or re-enactment(s) thereof for the time being in force, the Audited Financial Statements of the Company for the financial year ended 31st March, 2026, comprising the Balance Sheet, Statement of Income and Expenditure and Cash Flow Statement, together with the Auditors' Report thereon and the Report of the Managing Committee, laid before the members, be and are hereby considered and adopted."

2. To appoint a director in place of Mr. Balkrishan Gopiram Goenka (DIN: 00270175), who retires by rotation in terms of Section 152(6) of the Companies Act, 2013 and, being eligible, offers himself for re-appointment, to which effect the following resolution may be passed, if deemed fit, as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Section 152(6) and other applicable provisions, if any, of the Companies Act, 2013 ("Act"), including any statutory modification(s) or re-enactment(s) thereof for the time being in force, Mr. Balkrishan Gopiram Goenka (DIN: 00270175), who retires by rotation at this Annual General Meeting and, being eligible, has offered himself for re-appointment, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation."

3. To appoint a director in place of Mr. Ajay Singh (DIN: 01360684), who retires by rotation in terms of Section 152(6) of the Companies Act, 2013 and, being eligible, offers himself for re-appointment, to which effect the following resolution may be passed, if deemed fit, as an **Ordinary Resolution**:

THE ASSOCIATED CHAMBERS OF COMMERCE AND INDUSTRY OF INDIA

(CIN: U91990DL1920NPL008223)

ASSOCHAM Registered office: 4th Floor, YMCA Cultural Centre and Library Building 1, Jai Singh Road, New Delhi-110001, Delhi, India

Tel.: +91-11-4655055 (Hunting Line) **E-mail:** assochem@nic.in **Website:** www.assochem.org



“RESOLVED THAT pursuant to the provisions of Section 152(6) and other applicable provisions, if any, of the Companies Act, 2013 ("Act"), including any statutory modification(s) or re-enactment(s) thereof for the time being in force, Mr. Ajay Singh (DIN: 01360684), who retires by rotation at this Annual General Meeting and, being eligible, has offered himself for re-appointment, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation.”

4. To consider and approve the appointment of the Managing Committee Members representing the Promoter Chambers, Patron Members, International Members, and Institutional Members, who are deemed to be nominated, and the Associate Members and Professional Members, from whom valid nominations have been received and who, being eligible, have offered themselves for appointment, and, in this regard, to pass the following resolution as an **Ordinary Resolution**:

“RESOLVED THAT pursuant to Clauses 5.2.1 and 5.2.2 of the Articles of Association of the Company, and other applicable provisions, if any, the members representing the Promoter Chambers, Patron Members, International Members, and Institutional Members, who are deemed to be nominated, and the Associate Members and Professional Members, from whom valid nominations have been received and who, being eligible, have offered themselves for appointment, be and are hereby appointed as Members of the Managing Committee of the Company for the term and in accordance with the rules set out in the Articles of Association, and shall be liable to retire in accordance with the provisions of the Articles of Association.” [\(List of Proposed Managing Committee Members\)](#)

SPECIAL BUSINESS:

5. To approve the appointment of Mr. Nirmal Kumar Minda (DIN: 00014942), as Director on the Board of the Company:

To consider and if thought fit, to pass, with or without modification, the following resolution as an **Ordinary Resolution**:

“RESOLVED THAT pursuant to the provisions of Sections 152, 161(1) and other applicable provisions, if any, of the Companies Act, 2013, read with the rules made thereunder, and the Articles of Association of the Company, Mr. Nirmal Kumar Minda (DIN: 00014942), who was appointed as an Additional Director of the Company with effect from July 29, 2026, and who holds office up to the date of this Annual General Meeting, be and is hereby appointed as a Director of the Company, liable to retire by rotation.

RESOLVED FURTHER THAT any Director of the Company be and is hereby authorized to do all such acts, deeds, matters and things, including filing the requisite forms with the Registrar of Companies, issuing necessary notices and communications, and taking all actions as may be required, to give effect to this resolution.”

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6. To approve the appointment of Mr. Amitabh Chaudhry (DIN: 00531120), as Director on the Board of the Company:

"RESOLVED THAT pursuant to the provisions of Sections 152, 161(1) and other applicable provisions, if any, of the Companies Act, 2013, read with the rules made thereunder, and the Articles of Association of the Company, Mr. Amitabh Chaudhry (DIN: 00531120), who was appointed as an Additional Director of the Company with effect from July 29, 2026, and who holds office up to the date of this Annual General Meeting, be and is hereby appointed as a Director of the Company, liable to retire by rotation.

RESOLVED FURTHER THAT any Director of the Company be and is hereby authorized to do all such acts, deeds, matters and things, including filing the requisite forms with the Registrar of Companies, issuing necessary notices and communications, and taking all actions as may be required, to give effect to this resolution."

7. To approve the appointment of Mr. Saurabh Sanyal (DIN: 03076522), as Director on the Board of the Company:

"RESOLVED THAT pursuant to the provisions of Sections 152, 161(1) and other applicable provisions, if any, of the Companies Act, 2013, read with the rules made thereunder, and the Articles of Association of the Company, Mr. Saurabh Sanyal (DIN: 03076522), who was appointed as an Additional Director of the Company with effect from February 19, 2026, and who holds office up to the date of this Annual General Meeting, be and is hereby appointed as a Director of the Company, liable to retire by rotation.

RESOLVED FURTHER THAT any Director of the Company be and is hereby authorized to do all such acts, deeds, matters and things, including filing the requisite forms with the Registrar of Companies, issuing necessary notices and communications, and taking all actions as may be required, to give effect to this resolution."

**By the Order of the Managing Committee
For The Associated Chambers of Commerce
and Industry of India**

**Sd/-
Saurabh Sanyal
Secretary General/Director
DIN: 03076522**

**Date: 15.09.2026
Place: New Delhi**

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NOTES FOR MEMBERS' ATTENTION

General Information:

1. A statement setting out material facts pursuant to the provisions of section 102 of the Act, in respect of special businesses stated at item nos. 4 to 7 is annexed hereto.
2. Members intending to send an authorised representative, other than the representative already recorded in the Register of Members, to attend the Meeting on their behalf are requested to send a certified copy of the Board Resolution authorising such representative to attend the AGM and vote through remote e-voting on the Member's behalf. The resolution/authorisation should be sent to the Scrutinizer via email from the Member's registered email address to csnitinmadaan@gmail.com.
3. Sections 101 and 136 of the Act read with the rules made thereunder, permit the Listed/public companies to send the Notice of AGM and the Annual Report, including financial statements, Directors' Report (Managing Committee Report), etc., by electronic mode. The Company is accordingly forwarding the soft copies of the above referred documents to all those members who have registered their e-mail IDs the ASSOCHAM. The Annual Report, Notice of AGM, Proxy Form and Attendance Slip are also available on the Company's website www.assocham.org/annual-reports.
4. For more details on shareholders' matters, please refer to the chapter on 'General Shareholder Information', included in the Annual Report.
5. The Managing Committee have appointed Mr. Nitin Madaan, Practicing Company Secretary (**ACS No. 36368 & CP No. 20664**) as the Scrutiniser to the e-voting process and voting at the AGM in a fair and transparent manner.
6. The Scrutiniser shall, immediately after the conclusion of voting at the AGM, first count the votes cast at the meeting through e-voting or via postal ballot, thereafter unblock the votes cast through remote e-voting in the presence of at least two witnesses, not in the employment of the Company and make a consolidated Scrutinisers' report of the total votes cast in favour or against, if any, within prescribed timelines and provide the same to the Chairman or any person so authorised by him, who shall countersign the same and declare the result thereof.
7. The results, along with the Scrutiniser's report, shall be communicated to all Members of ASSOCHAM at their registered email addresses.

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E-voting related instructions:

A. Voting through electronic means:

- i. In terms of the provisions of section 108 of the Act, read with rule 20 of the Companies (Management and Administration) Rules, 2014, as amended (hereinafter called 'the Rules' for the purpose of this section of the Notice), the members are provided with the remote e-voting facility to exercise votes on the items of business given in the Notice, through the e-voting services provided by NSDL or to vote at the AGM.
- ii. The members, whose names appear in the Register of members as on **Tuesday, 15 September, 2026** (end of day), being the cut-off date fixed for determining voting rights of members who are entitled to participate in the e-voting process. A person who is not a member as on the cut-off date should treat this Notice for information purpose only.
- iii. Members can cast their vote through remote e-voting from **Sunday, September 27, 2026 (9:00 a.m.) till Tuesday, September 29 2026 (5:00 p.m.)**. Voting beyond the said date shall not be allowed and the remote e-voting facility shall forthwith be blocked.
- iv. Once the vote on a resolution is cast by a member, the member shall not be allowed to change it subsequently or cast the vote again.
- v. The details of the process and manner for remote e-voting are explained hereinbelow:

DETAILED PROCEDURE FOR REMOTE E-VOTING BEFORE THE AGM / REMOTE E-VOTING DURING THE AGM IS PROVIDED IN THE NOTES TO THE NOTICE OF THE AGM

THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING ARE AS UNDER:-

- a) The details of the process and manner for remote e-Voting are explained herein below
Step 1: Log-in to NSDL e-Voting system at <https://www.evoting.nsdl.com/>.
Step 2: Cast your vote electronically on NSDL e-Voting system.

Details on Step 1 is mentioned below:-

- i. Open e-mail and also open PDF viz. "Assocham.pdf" with your Membership ID as password. The said PDF file contains your user ID and password for e-voting.

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Note: To open PDF file, Membership number should be used alphanumeric only without any special character (like /, -, \ etc). For example, if membership number is ABC-123 then user ABC123 to open PDF file.

- ii. Members can also use the OTP (One Time Password) based login (if mobile number and /or email id is registered with ASSOCHAM) for casting the votes on the e-Voting system of NSDL. Insert the User-id and if the **OTP** option is selected, Insert Verification Code and agree to all terms and conditions. NSDL system will automatically send a One Time Password (OTP) on your registered mobile number and/or E-mail id. Post insertion of the correct OTP, the member will be prompted to the NSDL E-Voting page.
- iii. Open the internet browser by typing the following URL:
<https://www.evoting.nsdl.com>.
- iv. Click on “Shareholder/Member – Login”.
- v. After you click on the “Login” button, Home page of e-Voting will open.
- vi. Please enter the user ID and password provided in the PDF file attached with the e-mail.
- vii. During first time login, the system will ask to reset your password. (Your new password must contain minimum one Capital, one Special character. one numeric and minimum of 8 digits)
- viii. Once you reset the password, system will ask you to login again. Enter user id, verification code and password (set by you).

Details on Step 2 is given below: -

- i. After successful login at Step 1, you will see “EVEN” (E-Voting Event Number)
- ii. Click “EVEN 120130” (E-Voting Event Number) of The Associated Chambers of Commerce and Industry of India. Now you are ready for remote e-voting as Cast Vote page opens.
- iii. Cast your vote by selecting appropriate option and click on “Submit” and also “Confirm” when prompted. Upon confirmation, the message “Vote cast successfully” will be displayed.
- iv. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

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In case of any queries, call on **022 - 48867000** or send a request at evoting@nsdl.com

THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER: -

1. The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.
2. Only those Members, who will be present in the AGM through physically and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the AGM.
3. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for Remote e-voting.
6. Members facing any technical issue in login for voting purpose before/during the AGM can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at: **022 - 4886 7000**.
7. Members who would like to express their views/ask questions as a speaker at the Meeting may pre-register themselves by sending a request from their registered e-mail address mentioning their names, Membership number, PAN and mobile number at harish.sharma@assocham.com between 27.09.2026 (9.00 a.m. IST) till 29.09.2026 (5.00 p.m. IST). Only those Members who have pre-registered themselves as a speaker will be allowed to express their views/ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.

Voting facility at AGM:

- i. In addition to the remote e-voting facility as described above, the Company has made voting facility available at the venue of the AGM through electronic voting system and members attending the meeting, who have not already cast their votes by remote e-voting, shall be able to exercise their right at the meeting.

Live Webcast of AGM:

The Company is providing facility of one-way live webcast of the proceedings of AGM. Members may access by following the steps mentioned above for Access to NSDL e-voting

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system. After successful login, you can see link of “VC/OAVM link” placed under “Join meeting” menu against company name. You are requested to click on VC/OAVM link placed under Join Meeting menu. The link for VC/OAVM will be available in Shareholder/Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-voting or have forgotten the User ID and Password may retrieve the same by following the remote e-voting instructions mentioned in the notice to avoid last minute rush.

Facility of joining the AGM through VC / OAVM shall open 30 minutes before the time scheduled for AGM and will be available for Members on first come first served basis.

Members may join the Meeting through laptops, smartphones, tablets and iPads for better experience. Further, Members are recommended to use stable internet (Wi-Fi or LAN) to avoid any disturbance during the Meeting.

Members facing any technical issue in login before/during the AGM can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at: **022 - 4886 7000**.

Other information's:

- i. In view of the relaxation provided by MCA vide MCA Circulars, Notice of the AGM along explanatory statement (collectively referred to as 'Notice') is being sent only through email to all Members as on **September 15, 2026**, on their registered email id with the Company and no physical copy of the same would be dispatched.
- ii. The Members who have not yet registered their e-mail ids with the Company or wishes to update their registered email id, may send request for the same by writing at (membership@assocham.com) or call on +91- (7838981998) for any assistance.
- iii. Members and Participants to whom this notice is being circulated, are allowed to submit their questions till 29.09.2026 (5.00 p.m. IST) in advance from their registered email address, to reach the Company's email address (harish.sharma@assocham.com). Such questions by the participants shall be taken up during the Meeting and replied by the Company suitably.
- iv. Members/proxies are requested to bring the attendance slip duly filled and signed along with the identity proof at the meeting for the purpose of identification.
- v. A Member entitled to attend and vote is entitled to appoint a proxy to attend and vote on his/her behalf. As per sub-rule (1) of Rule 19 of the Companies (Management and Administration) Rules, 2014, in the case of a Section 8 company, the proxy must also be a Member of the Company. No person other than a Member shall be entitled to act as a proxy. The instrument appointing the proxy, in order to be effective, must be

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deposited at the Company's registered office or sent via e-mail, not less than forty-eight hours before the commencement of the Meeting.

- vi. The Route map for directions to the venue of the meeting is provided in this notice.
- vii. Members attending in person at the AGM shall be counted for the purpose of reckoning the quorum under section 103 of the Act.
- viii. The documents referred herein and in explanatory statement, if any along with Register of Directors and Key Managerial Personnel and their shareholding and Register of Contract & Arrangement in which directors are interested are available for inspection by the Members at Registered Office of the Company on all working days during the business hours between 11:00 A.M. to 04:00 P.M. up to the date of Annual General Meeting and will also be available for inspection at the Meeting.
- ix. Auditors may be exempted to attend Annual General Meeting under Section 146 of the Companies Act, 2013 as per their consent

**By the Order of the Managing Committee
For The Associated Chambers of Commerce
and Industry of India**

**Sd/-
Saurabh Sanyal
Secretary General/Director
DIN: 03076522**

**Date: 15.09.2026
Place: New Delhi**

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ANNEXURE TO THE NOTICE

EXPLANATORY STATEMENT

(PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013)

Pursuant to Section 102 of the Companies Act, 2013, the following explanatory statement sets out all material facts relating to Item No. 4 to 7 of the accompanying notice of the Annual General Meeting to be held on Wednesday, 30th September, 2026.

Item No. 4: To consider and approve the appointment of the Managing Committee Members representing the Promoter Chambers, Patron Members, International Members, and Institutional Members, who are deemed to be nominated, and the Associate Members and Professional Members, from whom valid nominations have been received and who, being eligible, have offered themselves for appointment.

The business under Item No. 4 of the accompanying Notice pertains to the appointment of the Members of the Managing Committee of ASSOCHAM for the ensuing term, in accordance with the provisions of the Articles of Association of the Company.

As per Clause 5.2 and other clauses of the Articles of Association, the Managing Committee shall comprise representatives from various categories of Members, including Promoter Chambers, Patron Members, International Members, Institutional Members, Associate Members, and Professional Members, who are either deemed to be nominated or are appointed on the basis of valid nominations received.

For the current year, the position is as follows:

1. Promoter Chambers and Patron Members

The number of seats allocated to the Promoter Chambers and Patron Members in the Managing Committee is greater than the number of such Members presently on the rolls of ASSOCHAM.

In respect of the Promoter Chambers, five (5) nominations, against their allocated seats in the Managing Committee, have been received from IMC Chamber of Commerce & Industry for representation on the Managing Committee. Accordingly, the nominees proposed by IMC Chamber of Commerce & Industry shall be deemed to have been duly nominated for appointment to the Managing Committee. No nomination has been received or proposed from any other Promoter Chambers for appointment to the

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Managing Committee.

Further, since the number of seats allocated to the Patron Members is greater than the number of Patron Members presently on the rolls of ASSOCHAM, all existing Patron Members shall be deemed to have been nominated for appointment to the Managing Committee.

2. International Members and Institutional Members

As per the provisions of Clauses 2.1.6 and 2.1.7 of the Articles of Association, the International Members and Institutional Members are required to be nominated/re-nominated each year and shall retire during the elections of the Managing Committee. These categories of members are deemed to be appointed to the Managing Committee by virtue of their membership in the Chamber, and accordingly, no separate nomination process is required. Their membership itself is sufficient to establish their nomination and appointment to the Managing Committee.

3. Associate Members

The number of seats available in the Managing Committee for Associate Members is 72. Against these seats, 5 (Five) valid nominations have been received from eligible Associate Members who, being eligible, have offered themselves for appointment.

4. Professional Members

The number of seats available in the Managing Committee for Professional Members is 08. Against these seats, 3 (Three) valid nominations have been received from eligible Professional Members who, being eligible, have offered themselves for appointment.

A consolidated list of all categories of Members proposed for appointment to the Managing Committee, including Promoter Chambers, Patron Members, International Members, and Institutional Members, who are deemed to be nominated, as well as Associate Members and Professional Members from whom valid nominations have been received, is enclosed with the Notes to this Notice for the reference of the Members.

The Managing Committee, after due consideration, recommends the resolution set out at Item No. 4 of the Notice for the approval of the Members by way of an **Ordinary Resolution**.

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None of the Directors, Key Managerial Personnel, Managing Committee Members or their relatives are, in any manner, concerned or interested, financially or otherwise, in the resolution, except to the extent of their appointment/nomination to the Managing Committee.

Item No. 5: To approve the appointment of Mr. Nirmal Kumar Minda (DIN: 00014942), as Director on the Board of the Company.

The business under Item No. 5 of the accompanying Notice relates to the appointment of **Mr. Nirmal Kumar Minda (DIN: 00014942)** as a Director on the Board of the Company.

Mr. Nirmal Kumar Minda (DIN: 00014942) assumed charge as the Senior Vice-President of ASSOCHAM with effect from July 19, 2025, and subsequently assumed charge as the President of ASSOCHAM with effect from October 17, 2025.

The President plays a pivotal role in overseeing the affairs and operations of the ASSOCHAM, furthering its objects and objectives, promoting the interests of ASSOCHAM and its stakeholders, and providing leadership in its overall functioning. In his capacity as President, Mr. Nirmal Kumar Minda represents the ASSOCHAM before its stakeholders, government authorities, regulatory bodies and other external agencies, and contributes towards the effective implementation of decisions taken by the ASSOCHAM.

Considering his leadership, vision, knowledge and extensive experience, and in view of the important role being discharged by him in furtherance of the objects and objectives of ASSOCHAM, the Managing Committee is of the view that his association with the Board is essential to ensure continuity in the governance and operations of the ASSOCHAM, provide visionary leadership and facilitate effective representation of ASSOCHAM before various government authorities, regulatory bodies and other stakeholders.

Accordingly, the Managing Committee, at its meeting held on July 29, 2026, appointed Mr. Nirmal Kumar Minda as an Additional Director of the ASSOCHAM pursuant to the provisions of Section 161 of the Companies Act, 2013, to hold office up to the date of the ensuing Annual General Meeting.

Further, at the same meeting, the Managing Committee recommended the appointment of Mr. Nirmal Kumar Minda as a Director of the ASSOCHAM, subject to the approval of the Members at the ensuing Annual General Meeting.

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The Members are requested to approve the appointment of Mr. Nirmal Kumar Minda as a Director liable to retire by rotation, pursuant to the provisions of Section 152 of the Companies Act, 2013, and the rules made thereunder.

The Managing Committee is of the opinion that the appointment of Mr. Nirmal Kumar Minda as a Director will be in the best interests of the ASSOCHAM and, accordingly, commends the resolution set out at Item No. 5 of the Notice for approval of the Members as an **Ordinary Resolution**.

Except Mr. Nirmal Kumar Minda, who is concerned or interested in the resolution to the extent of his proposed appointment, none of the other Directors, Key Managerial Personnel of the Company, or their respective relatives is, in any way, concerned or interested, financially or otherwise, in the resolution.

Name	Mr. Nirmal Kumar Minda
Age	68 years
Date of Appointment	29.07.2026 (As Additional Director)
Educational Qualification	He is Graduate and having the five decades of experience in automobile industry.
Experience / Expertise in Specific Area	Mr. Nirmal Kumar Minda is a visionary leader and pioneer in India's auto component industry, with over five decades of experience and significant contributions to the automotive supply chain. Under his leadership, Uno Minda Group has grown from a small manufacturing enterprise into a globally recognised conglomerate with a diversified product portfolio and operations across several countries. His focus on innovation, customer centricity and people-first leadership has played a key role in the Group's growth and success. Mr. Minda has made significant contributions towards the localisation and self-reliance of India's auto component industry by promoting indigenous R&D and facilitating the introduction of advanced foreign technologies through strategic technology and joint venture partnerships. He has also served as President of ACMA (2017-2018), Vice-President (2016-2017) and Chairman, ACMA Northern Region, for three consecutive years, driving key initiatives in

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	organisational development, government advocacy, skilling, training, regulations and research. He has also held leadership positions in CII Haryana State Council and CII Northern Region. In October 2025, he was elected as the President of ASSOCHAM, contributing to India's growth and development agenda. In recognition of his distinguished professional and social contributions, Mr. Minda has received several prestigious honours, including the EY Entrepreneur of the Year Award, Business Today's Best CEO Award, Hurun India Self-made Entrepreneur Award, Haryana Ratna Award, and recognition among India's Most Trusted Leaders by the Great Place to Work® Institute. He was also recognised among Fortune India's Best CEOs 2025 for his leadership in innovation, people-first management and inclusive growth.
Terms and Conditions of Appointment	As per the Articles of Association
Directorship held in other Companies	a) Uno Mindarika Private Limited b) Minda Mindpro Limited c) Uno Minda Limited d) Minda Spectrum Advisory Limited
Membership/Chairmanship of Committees of other Companies	He is the Chairman of Uno Minda Limited.
Disclosure of relationship between Directors inter-se in The Associated Chambers of Commerce and Industry of India	No such relationship between Directors inter-se.
Attendance in Managing Committee meetings held during his tenure in the financial year ending 31st March, 2026	Attended two meetings in the capacity of President, and not in the position of Director of the Company.

Item No. 6: To approve the appointment of Mr. Amitabh Chaudhry (DIN: 00531120), as Director on the Board of the Company:

The business under Item No. 6 of the accompanying Notice relates to the appointment of **Mr. Amitabh Chaudhry (DIN: 00531120)** as a Director on the Board of the Company.

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(CIN: U91990DL1920NPL008223)

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Mr. Amitabh Chaudhry (DIN: 00531120) assumed charge as the Vice-President of ASSOCHAM with effect from July 19, 2025, and subsequently assumed charge as the Senior-Vice President of ASSOCHAM with effect from October 17, 2025.

The Vice President plays a pivotal role in overseeing the affairs of the ASSOCHAM, furthering its objectives, promoting the interests of ASSOCHAM and its stakeholders, and providing its overall functioning.

Considering his leadership, vision, knowledge and extensive experience, and in view of the important role discharged by him in furtherance of the objects and objectives of ASSOCHAM, the Managing Committee is of the view that his association with the Board is essential to ensure continuity in the governance and operations of ASSOCHAM, provide visionary leadership, and facilitate effective representation of ASSOCHAM before various government authorities, regulatory bodies and other stakeholders.

Accordingly, the Managing Committee, at its meeting held on July 29, 2026, appointed Mr. **Amitabh Chaudhry** as an Additional Director of the ASSOCHAM pursuant to the provisions of Section 161 of the Companies Act, 2013, to hold office up to the date of the ensuing Annual General Meeting.

Further, at the same meeting, the Managing Committee recommended the appointment of Mr. **Amitabh Chaudhry** as a Director of the ASSOCHAM, subject to the approval of the Members at the ensuing Annual General Meeting.

The Members are requested to approve the appointment of Mr. **Amitabh Chaudhry** as a Director liable to retire by rotation, pursuant to the provisions of Section 152 of the Companies Act, 2013, and the rules made thereunder.

The Managing Committee is of the opinion that the appointment of Mr. **Amitabh Chaudhry** as a Director will be in the best interests of the Company and, accordingly, commends the resolution set out at Item No. 6 of the Notice for approval of the Members as an **Ordinary Resolution**.

Except Mr. Amitabh Chaudhry, who is concerned or interested in the resolution to the extent of his proposed appointment, none of the other Directors, Key Managerial Personnel of the Company, or their respective relatives is, in any way, concerned or interested, financially or otherwise, in the resolution.

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Name	Mr. Amitabh Chaudhry
Age	58 years
Date of Appointment	29.07.2026 (As Additional Director)
Educational Qualification	He is an Engineer from Birla Institute of Technology and Science, Pilani, and holds a postgraduate degree in Business Management from IIM, Ahmedabad.
Experience / Expertise in Specific Area	Mr. Amitabh Chaudhry is a distinguished business leader with over 38 years of experience across the banking, financial services and technology sectors in India and abroad. He has been the MD & CEO of Axis Bank since January 2019, leading the Axis Group with a clear vision of supporting the aspirations of a new and resurgent India. Under his leadership, Axis Bank has delivered strong performance across growth, profitability and sustainability, with a continued focus on digital transformation, customer experience, Bharat banking, risk management and governance. Prior to joining Axis Bank, Mr. Chaudhry served as the MD & CEO of HDFC Life from 2010 to 2018, where he played a pivotal role in building one of India's leading and most valued life insurance franchises. He began his career with Bank of America in 1987, where he held several senior positions across technology investment banking, finance and wholesale banking. In 2003, he joined the founding leadership team of Infosys BPM, where he helped build and scale its process outsourcing business across seven countries. Mr. Chaudhry has also served on the boards of several reputed organisations and has received numerous awards and recognitions for his leadership and contributions. He currently chairs the Boards of Axis Capital Limited, Axis Finance Limited and Axis Asset Management Company Limited, and continues to play an active role in shaping the growth and strategic direction of the Axis Group.
Terms and Conditions of Appointment	As per the Articles of Association
Directorship held in other Companies	a) Axis Bank Limited b) Axis Capital Limited c) Axis Finance Limited d) Axis Asset Management Company Limited
Membership/Chairmanship of Committees of other Companies	He has been serving as the Chairperson of the FICCI National Committee on Banking since 2019. He also serves as the Chairman of the Board of Directors of Axis

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	Capital Limited, Axis Finance Limited and Axis Asset Management Company Limited.
Disclosure of relationship between Directors inter-se in The Associated Chambers of Commerce and Industry of India	No such relationship between Directors inter-se.
Attendance in Managing Committee meetings held during his tenure in the financial year ending 31st March, 2026	Attended one meeting in the capacity of Senior-Vice President, and not in the position of Director of the Company.

Item No. 7: To approve the appointment of Mr. Saurabh Sanyal (DIN: 03076522), as Director on the Board of the Company:

The business under Item No. 7 of the accompanying Notice relates to the appointment of **Mr. Saurabh Sanyal (DIN: 03076522)** as a Director on the Board of the Company.

Mr. Saurabh Sanyal assumed charge as the **Secretary General of the ASSOCHAM** with effect from **January 28, 2026**, following the resignation of the erstwhile Secretary General, **Mr. Manish Singhal**. Considering the pivotal role of the Secretary General in overseeing the day-to-day operations of the ASSOCHAM, representing it before stakeholders, and ensuring effective execution of Board decisions, the Managing Committee is of the view that it is essential for the Secretary General to also serve on the Board. His induction will strengthen decision-making, provide continuity in operations, and facilitate effective representation of the ASSOCHAM before government authorities, regulatory bodies, and other external agencies.

In line with the above, the Managing Committee, at its meeting held on February 19, 2026, appointed **Mr. Saurabh Sanyal** as an Additional Director of the Company in terms of Section 161 of the Companies Act, 2013, to hold office up to the date of this Annual General Meeting. Subsequently, the Managing Committee, at its meeting held on July 29, 2026, recommended his appointment as a Director of the Company.

The Members are requested to approve the appointment of **Mr. Saurabh Sanyal** as a Director liable to retire by rotation, pursuant to the provisions of Section 152 of the Companies Act, 2013, and the rules made thereunder.

The Managing Committee is of the opinion that the appointment of **Mr. Saurabh Sanyal** will

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be in the best interests of the Company and, accordingly, commends the resolution set out at Item No. 7 of the Notice for approval of the Members as an **Ordinary Resolution**.

None of the Directors, Key Managerial Personnel of the Company, or their respective relatives, except Mr. Saurabh Sanyal, to the extent of his appointment, is in any way concerned or interested, financially or otherwise, in the resolution.

Name	Mr. Saurabh Sanyal
Age	66 years
Date of Appointment	19.02.2026 (As Additional Director)
Educational Qualification	He is a Mechanical Engineer and a post graduate from IIT Madras along with an MSc in Disaster Mitigation and MBA from IMT Ghaziabad.
Experience / Expertise in Specific Area	Mr. Saurabh Sanyal is a seasoned veteran of the Indian Army (Corps of Engineers) with 42 years of leadership experience across international and Domestic Project Management, Corporate Governance, Policy Advocacy, and Strategic Operations. Former CEO & Secretary General of PHD Chamber of Commerce, he has led large organisations, managed P&L, driven government and industry collaborations, and executed multi-million-dollar infrastructure projects across India, Africa, and South Asia. He has served on boards and JVs, worked closely with Central Ministries, Global Chambers, Embassies, and Multilateral Stakeholders, and steered CSR, MSME development, Policy formulation, and capacity building initiatives. Decorated twice with the COAS Commendation and honoured internationally for his contributions, he brings deep expertise in Risk Management, Governance, Stakeholder Engagement, Logistics, and Strategic Planning. With strong credentials in Engineering, Management, Defence Operations, and Corporate Leadership, he is well-positioned to serve, offering integrity, strategic insight, and broad sectoral exposure.
Terms and Conditions of Appointment	As per Articles of Association and as per the Appointment Agreement.
Directorship held in other Companies	a) Karnataka Digital Economy Mission b) National Skill Development Corporation c) Savbri International Private Limited d) Aggcon Equipments International Limited

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	e) Dynamic Drilling & Services Private Limited
Membership/Chairmanship of Committees of other Companies	Nil
Disclosure of relationship between Directors inter-se in The Associated Chambers of Commerce and Industry of India	No such relationship between Directors inter-se.
Attendance in Managing Committee meetings held during his tenure in the financial year ending 31st March, 2026	Attended one meeting in the capacity of Secretary General, and not in the position of Director of the Company.

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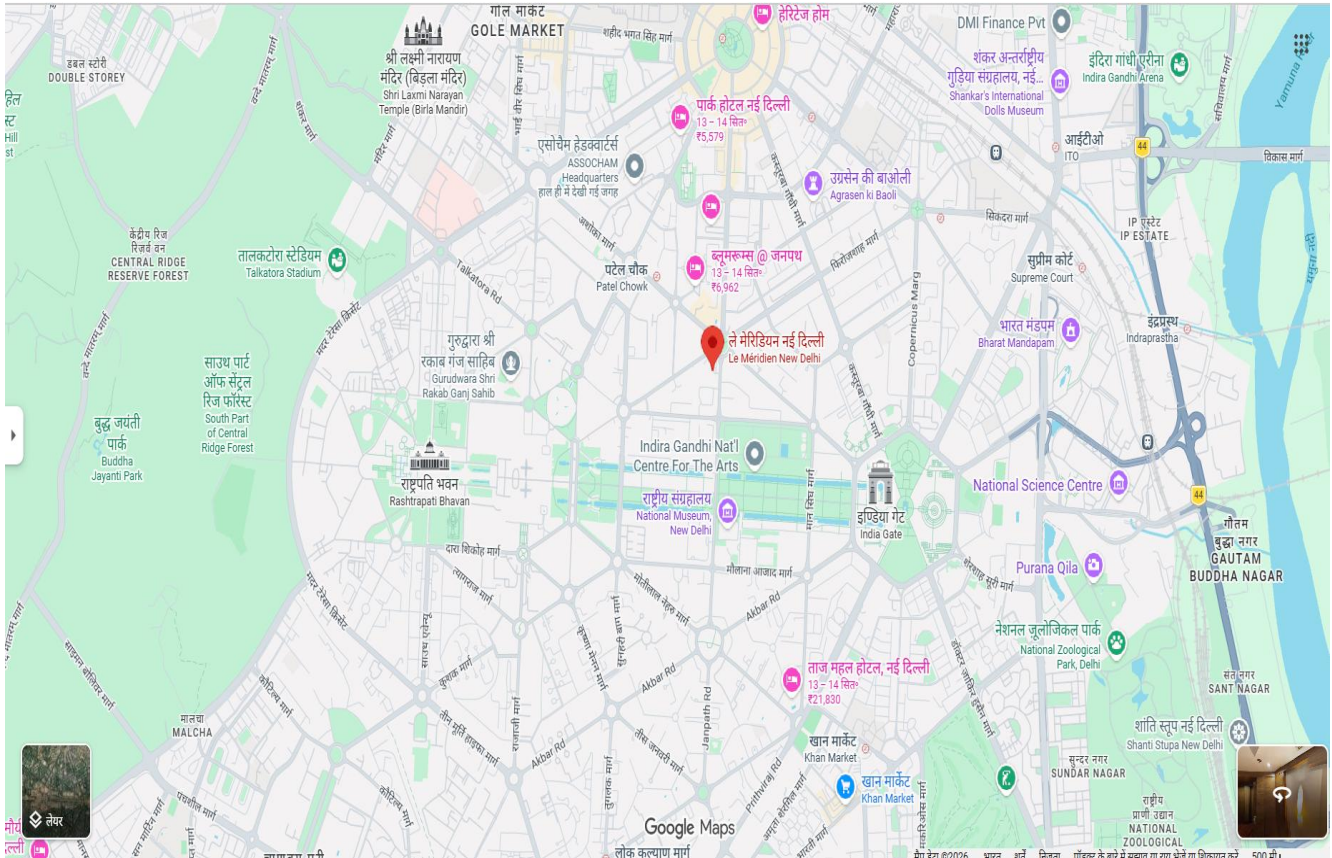
(CIN: U91990DL1920NPL008223)

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ROUTE MAP TO THE VENUE OF THE MEETING

Link: <https://maps.google.com/?cid=9423578953139804961>



Scan using the camera app for
iOS devices and google lens for
android devices for the AGM
venue

QR Code:



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PROXY FORM
Form No. MGT-11

[Pursuant to Section 105(6) of the Companies Act, 2013 and Rule 19(3) of the Companies (Management and Administration) Rules, 2014]

CIN	U91990DL1920NPL008223
Name of the Company	The Associated Chambers of Commerce and Industry of India (ASSOCHAM)
Registered office	4 th Floor, YMCA Cultural Centre & Library Bldg 1 Jai Singh Road, Central Delhi, New Delhi-110001, Delhi, India

Name of the member(s)	:
Registered address	:
E-mail ID	:
Folio No/Client ID	:

I/We, being the member(s) of the above-named company, hereby appoint:

1. Name:
Address:
E-mail Id:
Signature:, or failing him

2. Name:
Address:
E-mail Id:
Signature:, or failing him

as my/our proxy to attend and vote (on a poll) for me/us and on my/our behalf at the **106th Annual General Meeting** of the Company, to be held on the **Wednesday, 30th day of September, 2026** at **3:00 P.M.** at **Hotel Le Meridian Sovereign - II, Windsor Place, Connaught Place, New Delhi-110001, Delhi, India** thereof in respect of such resolutions as are indicated below:

Item No.	Ordinary Business	For	Against
1.	To receive, consider and adopt the Financial Statements consisting of Balance Sheet, Statement of Income and Expenditure and the Cash Flow Statement for the Financial Year ended on 31 st March 2026 together with the Auditors' Report and Managing Committee Report thereon.		
2.	To appoint a director in place of Mr. Balkrishan Gopiram Goenka (DIN: 00270175), who retires by rotation in terms of Section 152(6) of the Companies Act, 2013 and, being eligible, offers himself for re-appointment.		
3.	To appoint a director in place of Mr. Ajay Singh (DIN: 01360684), who retires by rotation in terms of Section 152(6) of the Companies Act, 2013 and, being eligible, offers himself for re-appointment, to which effect the following resolution may be passed.		
4.	To consider and approve the appointment of the Managing Committee Members representing the Promoter Chambers, Patron Members,		

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	International Members, and Institutional Members, who are deemed to be nominated, and the Associate Members and Professional Members, from whom valid nominations have been received and who, being eligible, have offered themselves for appointment.		
	Special Business		
5.	To approve the appointment of Mr. Nirmal Kumar Minda (DIN: 00014942), as Director on the Board of the Company.		
6.	To approve the appointment of Mr. Amitabh Chaudhry (DIN: 00531120), as Director on the Board of the Company.		
7.	To approve the appointment of Mr. Saurabh Sanyal (DIN: 03076522), as Director on the Board of the Company.		

Signed this _____ of _____ 2026

Affix Revenue
Stamp

Signature of Member

Signature of Proxy holder

Signature of the member
across Revenue Stamp

Notes:

1. This form of proxy, in order to be effective, should be duly completed and deposited at the Registered Office of the Company or sent via e-mail to membership@assocham.com, not less than 48 hours before the commencement of the Meeting.
2. A Proxy has to be a member of the Company.
3. For Resolutions, Explanatory Statements and Notes, please refer to the Notice of 106th Annual General Meeting.
4. This is only optional. Please put a 'X' in the appropriate column against the resolutions indicated in the Box. If you leave the 'For' or 'Against' column blank against any or all the resolutions, your Proxy will be entitled to vote in the manner as he/she thinks appropriate.
5. Appointing a proxy does not prevent a member from attending the meeting in person if he so wishes.

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ATTENDANCE SLIP

(To be handed over at the entrance of the meeting hall)

106th Annual General Meeting to be held on Wednesday, September 30, 2026 at 3:00 P.M. IST at Hotel Le Meridian Sovereign – II, Windsor Place, Connaught Place, New Delhi-110001, Delhi, India.

Full name of the members attending _____
(In block capitals)

Membership No. _____

Name of Proxy _____

(To be filled in, if the proxy attends instead of the member)

I certify that I am a registered member / proxy for the registered member of ASSOCHAM and hereby record my presence at the **106th Annual General Meeting** held on **Wednesday, September 30, 2026 at 3:00 P.M.** at **Hotel Le Meridian Sovereign – II, Windsor Place, Connaught Place, New Delhi-110001, Delhi, India.**

Member's/Proxy's Signature

Note:

1. Please fill this attendance slip and hand it over at the Venue.
2. Only members of the Company and/or their proxy will be allowed to attend the meeting.

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E-VOTING

User who wishes to opt for remote e-voting may use the following login credentials:

EVEN (E-voting Event No.)	User ID	Password

Note:

- Instructions for remote e-voting procedure are given in the Notice of Annual General Meeting.

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