



Uday Shankar
President

January 12, 2021

Prof. S. Mahendra Dev
Director and Vice Chancellor
Indira Gandhi Institute for Development Research
Mumbai

Dear Prof Dev,

Sub: Invitation to join FICCI National Executive Committee for the year 2021

I have great pleasure in inviting you to join the FICCI National Executive Committee as a **Co-opted member** for the year 2021.

Your experience and knowledge will be of great value in making FICCI a powerful catalyst in the process of development and shaping the contours of a new India.

I hope you will accept my invitation and provide your valuable guidance and support. Your participation in the meetings of the National Executive Committee will enrich the deliberations and help build a stronger FICCI.

A Code of Reference for Executive Committee Members is attached for your perusal and we look forward to your support in the implementation of these guidelines, as we all feel that this will help in bringing uniformity in FICCI's overall functioning and presenting FICCI views in the right perspective.

May I also take this opportunity to request you to make your best efforts to attend atleast 4 meetings of the FICCI National Executive Committee during the year.

With kind regards

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Uday Shankar', with a long horizontal flourish extending to the right.

Uday Shankar