

September 24, 2021

To,

Chirag Baijal,  
Managing Director,  
Carrier Airconditioning & Refrigeration Limited,  
Narsingpur, Kherki Daula Post  
Gurgaon-122001, Haryana

**Subject: Resignation from the post of Independent Director**

Dear Chirag,

I hereby tender my resignation as an Independent Director of Carrier Airconditioning & Refrigeration Limited. I declare that I am resigning because of my personal reasons and preoccupations only, and there is no other reason for my resignation.

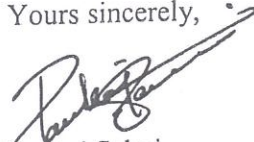
I wish to express my gratitude towards the Board of the company for giving me the opportunity to serve on the Board. I also would like to thank the senior management and other staff for extending their support during my tenure. I am glad to express that my association with the company as an Independent Director was rewarding and fruitful.

I request the Board to kindly accept my resignation and make arrangements to file necessary forms with the concerned Registrar of Companies.

I wish the company all the success in the future.

Thanking you,

Yours sincerely,



Pankaj Sahni  
DIN: 07132999

CC: Suraj Aurora, Company Secretary

Accepted  
Suraj Aurora  
Carrier Airconditioning & Refrigeration Ltd.  
24/09/2021

