

035593



**The Institution of Engineers (India)**

**MEMBERSHIP**  
**CERTIFICATE**

This Certificate of  
**Associate Member** is Granted to

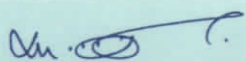
**SUBHASH KUMAR SHAW**

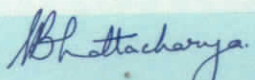
on the Thirtyfirst day of  
January TWO ZERO ONE NINE

In witness where of the said Institution has caused  
its Common Seal to be affixed this Thirtyfirst  
day of January TWO ZERO ONE NINE



AM184527-9

  
Member of Council

  
Secretary and Director General