

Date: 7th January, 2026

BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001.	The Secretary, The Calcutta Stock Exchange Ltd., 7, Lyons Range, Kolkata – 700 001
Scrip Code : 520123	Symbol - 1011146

Dear Sir/ Madam,

Reg: Newspaper Publication for Voluntary Delisting of Equity Shares

Pursuant to Regulation 30 read with Part-A of Schedule-III of Securities & Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, enclosed please find the scanned copies of the Advertisement relating to Voluntary Delisting of Equity Shares of the Company under Regulation 6 of SEBI (Delisting of Equity Shares) Regulation, 2021 from "The Calcutta Stock Exchange Limited" (Regional Exchange) as published in the newspapers viz. The Business Standard (All Edition), AAJKAAL-Kolkata (Bengali) and Prabhat Khabar (Hindi) on 07-01-2026.

Please inform the same to all the concerned.

Thanking You,

Yours faithfully,

For ABC India Limited

Sanjay Agarwal
Company Secretary

Encl: As above



The problem with Indian skies

The aviation ministry has cleared three new regional airlines in a bid to spur competition.
This won't be easy

SURAJEET DAS GUPTA
New Delhi, 6 January

He has been advocating more competition in the skies especially after the meltdown of IndiGo Airlines last month — which led to mass cancellations of flights across the country and chaos at airports.

So in the last week of December, Aviation Minister Ram Mohan Naidu granted no objection certificates (NOC) to three regional airlines to take to the skies and boost regional connectivity. His aim is to have at least five airlines with more than 100 planes each to spur competition.

Many say this is an unrealistic ambition — only two airlines currently meet that criteria, IndiGo and Air India group. The others — SpiceJet, Akasa, IndiaOne Air, Star Air, and Fly91 — even collectively do not hit that number.

Noida-based Shankh Airlines promises to be first off the block among the three new NOC holders. It plans to start operations in March with three Airbus A320 planes leased from Bulgaria, and add another two by July or August. It will connect Lucknow with Delhi and Mumbai and Bengaluru, as well as Varanasi, Ayodhya, and Gorakhpur.

Giving it company in the south is Kerala-based alHind Air. It had planned to launch in the middle of last year, but its NOC got delayed. It is now scouting around for at least two ATR 72-600 aircraft to start its operations, with Kochi as its base.

THE QUESTION IS WHETHER THE NEW OR EVEN SOME OF THE EXISTING PLAYERS HAVE THE ACUMEN TO RUN AN EFFICIENT AND PROFITABLE AIRLINE WITH AN EQUAL ABILITY TO DISRUPT THE DUOPOLY IN THE SKIES

Finally, there is the Hyderabad-based FlyExpress, which wants to connect tier-2 and -3 cities.

But will the move allow more players and spur real competition in the skies? After all, IndiGo lords over with a 65 per cent market share and, along with the Tatas, runs a duopoly, which has now crossed 91 per cent. That leaves very little room for any other airline to manoeuvre or survive.

In 2023 the Centre for Aviation (known then as CAPA) had projected that the top two players would moderate to a 75 per cent market share with room for a few more players to enter the ring. But the concentration of the top two is far higher than what they had anticipated. Their research said an airline can survive if it has a minimum 10 per cent share, and a niche player at 5 per cent.

So the question that arises is: Can three new players starting from scratch and airlines like SpiceJet (2.7 per cent of the domestic share) and Akasa (just over 5 per cent) run a viable airlines business in such a market?

Clearly, the numbers don't stack up if eight players are going to be jostling for less than 10 per cent of the market.

Aviation consultant Ameya Joshi said: "The market is growing. So it can take multiple players, but to get a sizable market share,

airlines like SpiceJet and Akasa need a lot of cash to sustain inductions along with market penetration costs. They will need to pull the market from incumbents, too." He added that in the past, even bigger players like Jet Airways and Kingfisher had weak balance sheets in spite of a high market share, so they were not strong airlines.

Aviation experts said that even in an optimistic scenario, the three new NOC holders might not want to deploy more than 5-10 new planes each. Other experts believe that none of them may be able to take off this year. If they did, their best bet would be to enter virgin routes or to fly in those sectors where IndiGo is the sole operator, with no competition.

In 2026 don't expect any change in the aviation competitive landscape.

While projections are for a net induction of 50-55 new planes, IndiGo will account for the bulk of them. And Air India has already said its fleet size in 2026 will remain at the same level as that of last year even after inducting around 26 aircraft — as it will be retiring and returning many planes.

So IndiGo's domination of fleet, seats and market looks set to continue.

Having said that, the competition between the big boys is set to intensify in 2027-28, when the Air India group expects the bulk of its deliveries of 570 planes to come through. According to estimates by CIRIUM, a global aviation analytics company, as many as 177-180 new planes will be inducted, pushing its fleet size by the end of 2028 to over 540 planes. That will bring its fleet size pretty close to that of IndiGo, which is expected to end 2028 with 585-590 planes.

The Air India group has already pushed the pedal in certain key routes. For instance, the Delhi-Mumbai route — the world's eighth busiest — in December saw Air India and Air India Express collectively grab 48.8 per cent of seat capacity pushing IndiGo to the second spot at 38.2 per cent, according to CIRIUM data.

And on some other important routes, there is already a three-cornered contest with Akasa emerging as a third player. For instance, on the Delhi-Bengaluru route, the Air India group (with 46 per cent of seat capacity) is ahead of IndiGo (40 per cent), but Bengaluru-based Akasa has emerged as the new player, having grabbed over 11 per cent share.

Whether Akasa can up the ante will depend on whether it follows through on current plans to induct 13 more planes this year, increasing its fleet strength to around 44 by the end of the year.

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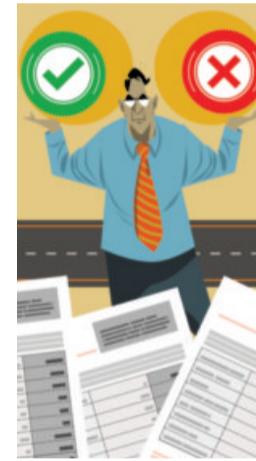
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Business Standard
Insight Out



State of play

- IndiGo and Air India group control 91 per cent of the domestic market with over 86 per cent of the 866 aircraft in the skies in FY25
- With three airlines being given NOC, there are eight players now jostling for the rest of the tiny market
- Centre for Aviation says that for an airline to break even, it needs at least a 10 per cent share of the market and niche players around 5 per cent, leading to questions over viability



What can change?

- With projected large-scale induction of new aircraft by Air India group in 2027 and 2028, the gap with IndiGo in capacity is expected to narrow
- Air India group has overtaken IndiGo on the lucrative Mumbai-Delhi and Delhi-Bengaluru routes. More of that is expected to happen
- There is already a three-cornered contest on some routes with Akasa emerging as a serious third player. It is expected to add 13 new planes this year. SpiceJet is also planning to up the ante
- Regional airlines given NOC can challenge IndiGo on one-fifth of the routes it flies, where it is the sole operator

for the first time.

Consistently making profits remain important, however — without it no airlines, however big, can sustain itself. This has been achieved only by IndiGo, which made profits in six out of the 10 years (it made losses during the pandemic) since FY16. Its profits came to ₹7,253 crore in FY25. By contrast, all other key competing airlines have faced financial challenges.

The new kid on the block, Akasa, saw its losses go up to ₹1,986 crore in FY25, and so it decided to go slow. From FY16 to FY25, SpiceJet made profits only in three years — and never after FY18. And Air India has been in the red throughout the decade ending FY25, even after the Tatas took it over — though it has substantially reduced its losses in the last two years.

The lessons are clear — running an airline is tough business. The question is whether the new or even some of the existing players have the acumen to run an efficient and profitable airline with an equal ability to disrupt the duopoly in the skies.

and Akasa's 29.8. Its 'aircraft utilisation in the air' with 437 planes in FY25 was 3,541 hours per aircraft, which is nearly double that of SpiceJet and 27 per cent more than Air India Express'.

To be sure, a low pilot-to-aircraft ratio can also hobble operations during crunch periods or if

the regulator insists on enforcing rest periods, as IndiGo experienced last year.

It also grabbed the opportunity left by collapsing or weak and financially strapped competitors. When Jet Airways closed operations in 2019, IndiGo was able to fill the gap by pushing its domestic

market share from 41 per cent in 2018 to a landmark 51 per cent by 2021. After the pandemic years, GoAir faced severe engine shortages and closed operations in 2023, while SpiceJet faced financial challenges. Again, IndiGo grabbed this opportunity, pushing its market share to over 60 per cent

TELANGANA POWER GENERATION CORPORATION LIMITED

VIDYUT SOUDHA :: HYDERABAD - 500 082.

T.No.e-30/CE/Civil/Thermal/TGGENCO/2025-26

KTPP- Labour Charges for providing painting to the existing structural steel supporting structures of boiler bunker's (7 Nos) and ESP of Stage-I at Kakatiya Thermal Power Project, Chelpur (V), Jayashankar Bhopalapally Dist. Value of the works Rs.83,91,190/- Scheduled Open & Closing Date: 02.01.2026 at 17:00 Hrs. & 19.01.2026 at 17:00 Hrs.

T.No.e-381/CE/O&M/KTPS-V&VI/P31/TGGENCO/2025-26

KTPS-V&VI- Procurement of Seamless Boiler Tubes for Unit-10 Overhaul works 2026-27 at Kothagudem Thermal Power Station Stage-V&VI, Paloncha, Bhadradi Kothagudem Dist. Value of the works: Rs.26,92,500/- Scheduled Open & Closing Date: 07.01.2026 at 10:00 Hrs 28.01.2026 at 15:30 Hrs.

T.No.e-380/CE/O&M/KTPS-V&VI/P31/TGGENCO/2025-26

KTPS-V&VI-Procurement of Variant-1 (Flat), Variant-2 (Right up) & Variant-3 (Left-up) wide range coal nozzle compartment assemblies (includes salt hard divider plate, nozzle support legs, front nozzle support, CN arrester, flange gasket, 12 No's of studs and hard facing of coal nozzle body & divider plates) for 250 MW Unit-10 boiler overhaul works at Kothagudem Thermal Power Station Stage-V, Paloncha, Bhadradi Kothagudem Dist. Value of the works: Rs.23,64,000/- Scheduled Open & Closing Date: 07.01.2026 at 10:00 Hrs 28.01.2026 at 15:30 Hrs.

T.No.Rfs-No. 25/HPC&HP/BESS/TGGENCO/2025-26

Selection of Battery Energy Storage System Developers for setting up of 1500 MWh (375MW x 4 Hrs) Standalone Battery Energy Storage Systems at Vacant lands of 2 Nos Maheswaram 750MW (187.5MWx4 Hrs) & Choutuppal 750MW (187.5MWx4 Hrs) 400KV/220KV TGTANSCO Substations in Telangana under Tariff-based Global Competitive Bidding under VGE with PSDF support in B-O-O model with 15 years tenure. Scheduled Extended upto 19.01.2026 at 17:00 Hrs.

For further Details: "www.bharatelectrontender.com & www.tggenco.com

DIPR R.O.No: 1024-PPCL/AGENCY/ADVT/1/2026

DHARIWAL INFRASTRUCTURE LIMITED

NOTICE INVITING TENDER (NIT)

CIN: U70109WB2006PLC111457

Dhariwal Infrastructure Limited (DIL), having 2x300 MW coal based thermal power plant at Chandrapur, Maharashtra, invites tender from eligible bidders for supply of Conveyor Belts.

Details of the NITs are available under Tender section of the official DIL website <https://www.dilenergy.co.in>

ASPIRA PATHLAB & DIAGNOSTICS LIMITED

(CIN: L-85100MH1973PLC289209)

Registered Office: Flat No.2, R.D. Shah Building, Shradhanand Road, Opp. Railway Station, Ghatkopar (W.), Mumbai - 400086

Corporate Office: 6 & 7, Bhaveshwar Arcade, Near Shreyas Junction LBS Marg, Behind Saraswati Bank, Ghatkopar (W), Mumbai-400086

Website: www.aspiradiagnostics.com

Email: info@aspiradiagnostics.com; Phone no.: 022 71975756

POSTAL BALLOT NOTICE AND E-VOTING INFORMATION

Notice is hereby given to the members of Aspira Pathlab & Diagnostics Limited that pursuant to Section 108 and 110 of the Companies Act, 2013 read with the Companies (Management and Administration) Rules, 2014, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India ('SS-2') read with the guidelines prescribed by Ministry of Corporate Affairs ('MCA') for holding general meetings/conducting postal ballot process through e-voting via various general circulars issued by MCA ('Circulars'), including any statutory modification(s) or amendment(s) or re-enactment(s) thereof for the time being in force and, approval of the members of the Company is being sought for the following Special Resolution by way of Postal Ballot through remote e-voting process ['remote e-voting'] only:

Sr	Description of Resolution No.	Resolution Type
1.	Approve the appointment of Mrs. Kiran Raghavendra Awasthi (DIN:09066721) as an Independent Director	Special

In accordance with applicable laws, the Company has completed the dispatch of the Postal Ballot Notice, on **Tuesday, January 06, 2026** by electronic means only to those members whose names appeared in the Register of Members/ List of Beneficial Owners and whose e-mail IDs are registered with the Company/ MUFG Intime India Private Limited (*formerly known as Link Intime India Private Limited*) (RTA) Depositories as on **Friday, January 02, 2026 ("Cut off"**). A copy of the Notice is also available on the website of the Company - www.aspiradiagnostics.com, website of the Bombay Stock Exchange at www.bseindia.com and the website of National Securities Depository Limited ("NSDL") www.evoting.nsdl.com. Members who do not receive the Notice may download the same from the above mentioned websites.

In line with the MCA Circulars, physical copies of the Notice, along with Postal Ballot forms and pre-paid business envelope, have not been sent to any Member. Accordingly, the communication of the assent or dissent of the Members eligible to vote, is restricted only to remote e-voting i.e. by casting their votes electronically.

Voting rights shall be reckoned on the paid-up value of share registered in the name of the members as on the cut-off date. A person who is not a member as on the cut-off date should treat the Notice for information purpose only.

Instructions for e-voting

The Company has engaged the services of NSDL, enabling members to cast their votes electronically and in a secure manner. The detailed procedure for casting of votes through remote e-voting has been provided in the notice.

The e-voting period will commence on **Wednesday, January 07, 2026 at 9.00 a.m. (IST)** and conclude on **Thursday, February 05, 2026 at 5:00 p.m. (IST)**. The e-voting module will be disabled by NSDL thereafter.

Members holding equity shares as on **Friday, January 02, 2026 ("Cut-off Date")**, shall only be entitled to vote through remote e-voting process in relation to the resolution as specified in the Notice. The Board of Directors has appointed Ms. Prajakta V. Padhye (COP No. 7891 & Membership No. 7478), Partner of M/s. Nilesh A. Pradhan & Co., LLP Practicing Company Secretaries, as the Scrutinizer to conduct the Postal Ballot through remote e-voting process in a fair and transparent manner.

The results of the e-voting will be announced on or before **Saturday, February 07, 2026** from the conclusion of e-voting period. The results alongwith the scrutinizer report will be uploaded on the Company's website www.aspiradiagnostics.com, National Securities Depository Limited ("NSDL") website www.evoting.nsdl.com and on BSE Limited at www.bseindia.com

In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call at 022 - 4886 7000 or send a request at evoting@nsdl.com

For Aspira Pathlab & Diagnostics Limited Sd/- Krupali Shah Company Secretary & Compliance Officer

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