



HB ESTATE DEVELOPERS LTD.

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Website : www.hbestate.com, CIN : L99999HR1994PLC034146

25th September, 2025

Listing Centre

The Listing Department
BSE Limited,
Pheroze Jeejeebhoy Towers,
Dalal Street, Fort,
Mumbai - 400 001

Scrip Code: 532334

Sub: Public Notices published in Newspaper – For 100 days' campaign-'Saksham Niveshak'

Dear Sir / Madam,

Please find enclosed herewith copies of the Newspaper advertisement pursuant to the Investor Education and Protection Fund Authority's (IEPFA) **100 days' Campaign – 'Saksham Niveshak'** published in the editions of the daily newspapers Business Standard (English & Hindi) on 25th September, 2025.

The copies of the said advertisements are also available on the website of the Company, www.hbestate.com.

You are requested to take the above information on record and oblige.

Thanking you,

Yours faithfully,
For **HB Estate Developers Limited**


N V K Rao
Company Secretary & Compliance Officer



Encl: As Above

A fab debate on display

The acronyms are bewildering. There's the humble LCD (liquid crystal display), but also OLED (organic light-emitting diode), and then the emerging micro-OLED. Together, they form the nub of a debate on what kind of maiden display fab (fabrication) units India should set up in its quest for self-reliance in a key sector

SURAJEET DAS GUPTA
New Delhi, 24 September

The next time you upgrade your mobile phone or television set, you'd do well to remember that its display unit wouldn't have been fabricated in India.

This matters because it is a huge missing piece in the government's ₹75,000 crore semiconductor incentive scheme. While the scheme has cleared complex projects straddling silicon and compound fabrication plants for wafers, as well as units that package, test and turn the wafers into chips, there is one key area it has failed to deliver on — a promise to set up two display fabrication units (where none exists today).

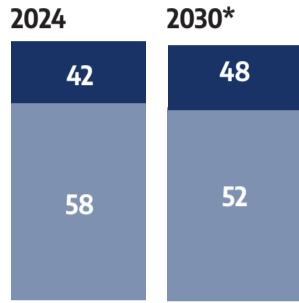
To be fair, there have been some attempts — like a \$3.4 billion proposal from Vedanta and a \$3 billion offer from Rajesh Exports — to build display fab plants, but these await clearance. Meanwhile, nearly all the funds earmarked under the incentive scheme have already been committed, to mostly fab and outsourced semiconductor assembly and test (OSAT) plants.

But there's some good news: The Ministry of Electronics and Information Technology (MeitY) Secretary S Krishnan told the Semicon India conference a few weeks ago that display fabs will be prioritised in the government's upcoming semicon 2.0 incentive scheme, which is expected to be cleared by October this year. The Semicon conferences are part of the Centre's India Semiconductor Mission to put the country on the global semicon map.

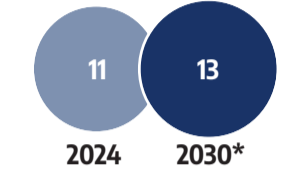
The announcement has kicked off a roaring debate on what kind of technology the country should adopt for its maiden display fab plants. The loudest votaries are for liquid crystal display (LCD). This 50-year-old technology is still going strong because of the mass market it caters to — chiefly mobiles, laptops, and TV sets. Next up is the more advanced organic light emitting diode (OLED) technology, which has taken among electronic manufacturing service (EMS) players that make finished

The Indian display market

■ LCD ■ OLED (% share)



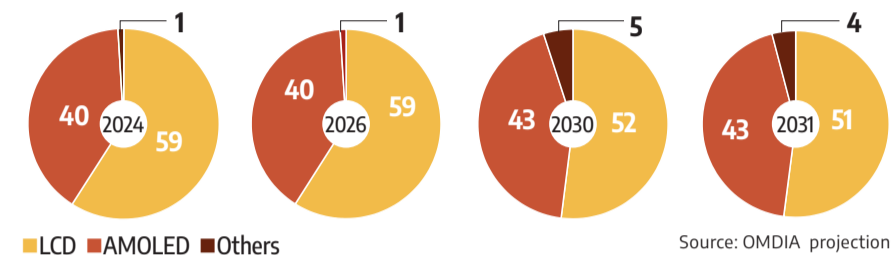
Total revenues (in \$ billion)



*projections
Source: Counterpoint Research



The global display market (% share based on revenues)



Source: OMDIA projections

What they mean

LCD: Uses liquid crystals, which have both liquid and solid properties, to create images on screen

OLED: Uses organic compounds to emit light in response to an electric current

Micro-OLED: Uses microscopic light-emitting diodes built directly on a silicon chip to create ultra-high-resolution and compact screens

products on behalf of electronics brands. This technology is finding increasing use in mobile phones, and is slowly making its way into high-end television sets, too. OLED TV sets, however, tend to be far more expensive than LCD ones.

What has made matters more interesting is the strong support for the third option — the emerging micro-OLED technology — coming from the government. This technology has limited usage — it's mainly in smart glasses, AR/VR headphones, and state-of-the-art cameras. But top officials in MeitY believe India should invest in emerging new technologies of the future rather than put money into those nearing

their use-by date.

There is no doubt that India needs to have display fab plants at a time geopolitical tensions could wreak havoc with the global supply chain at any time. Without such plants, the mobile, laptop, and TV industry could be in serious trouble, analysts say.

The display unit makes up 15 per cent of the cost of a mobile phone, although this is much higher for LCD and OLED TVs. This means localisation is key to making India a hub for their fabrication.

The concern among manufacturers is that control of display fab technology is dominated by just two countries — China and South Korea, although Japan

and Taiwan also have some capability.

India's vulnerability was exposed recently, when China suddenly stopped exporting rare earth magnets to it, with the result that production of vehicles, particularly electric vehicles, screeched to a halt for a while.

Estimates by Omdia say that while the revenue share of LCD in all display forms is set to decline from 59 per cent globally in 2024 to 51 per cent by 2031, the total market for displays will go up from \$135 billion in 2024 to \$174 billion in 2029. This points to a longer shelf-life for LCD than estimated by many in the government.

In India, the share of LCD in the dis-

play market is set to decline from 58 per cent in value terms in 2024 to 52 per cent in 2030, according to Counterpoint Research. To be sure, this is a growing market. By the end of the decade, 60 per cent of the LCD business will still come from smartphones, with TV making up the rest in India.

G Rajeswaran, who runs the consultancy firm Grantwood Technologies, says, "My view is that LCD is in a better space in India than OLED to start with. Companies that did not have the LCD experience have not been successful in OLED. The investments here are smaller, and the Indian market will use all the products made under this investment." Rajeswaran played a key role in various positions at Kodak to enable mass production of AMOLED, an advanced version of OLED.

While an LCD display fab unit could be started with \$1-2 billion, this figure could run into double that for OLED. There is also the advantage of moving up the tech ladder later: An LCD display plant will take 2-3 years to start commercial production but, Rajeswaran says, it could be quickly scaled up to OLED, cutting two years off the time normally taken.

A senior official in MeitY is, however, not convinced. "LCD is an old technology. Many of the plants are shutting down and 75 per cent of the world production is controlled by China. The Koreans have got out of it. So why should we get in now?" said the official.

This view is backed by a leading EMS player: "They (China) have huge scale and they determine the global price. How can one or even two Indian LCD fab plants compete with them in scale? So companies in India will continue to import because it is cheaper to procure from China."

There are many stakeholders who argue that since India is looking at two display fab plants, it could set up one for LCD and another for OLED. Nikhil Kishor Singh, senior analyst for displays in Counterpoint Research, says, "As India goes in for mass production by 2030, the country's display demand will be more evenly split between LCD and OLED. The LCD display fab plant could support smartphones and TV equally, while the OLED display fab plant would prioritise smartphones."

There is yet another challenge with OLED. A battle has broken out in OLED

between China and South Korea. While South Korean firms Samsung and LG Display have been the pioneers, China has moved aggressively in this space to challenge their domination. According to industry projections, China has grabbed half the world's OLED production market, led by its BOE Technology group and TCL, and backed by dollops of state subsidy.

The rivalry has led the Koreans to impose strict restrictions on transferring the technology or setting up a plant with a partner in another country, making it harder for India to get hold of OLED technology for now.

MeitY, however, has made a start: Last year, it set up a centre for excellence on AMOLED in IIT Madras, which is working to simplify OLED manufacturing and, in the process, reduce its price. Experts say the mass-use of the technology in TV is still limited by price — the average price of an OLED TV is around \$1,500, compared with \$700 for an LCD unit.

To test these new technologies, India will have to open a pilot line, and experts involved in the project say this will take another three to four years. Till then LCD is the answer, they say.

The MeitY top brass believes India should consider the third technology — micro-OLED. In simple terms, it offers very high resolution, uses smaller and thinner panels, is brighter, and requires less power than OLED and LCD.

Although many big firms such as Sony Semiconductor, Samsung, LG and BOE are working on the tech, Rajeswaran says, "It is a technology that will take another five years to become commercially viable as many challenges still remain to be resolved. Only then can it be used for mass market products. At the moment, experimentation has been done on smart glasses, VR/AR glasses, but it is a very small market and the quality of display is still challenging."

That it's not easy to foray into the technology became evident when last year Apple Inc decided to shelve its plan to work on its project for micro-OLED for its smart watches.

Clearly, the stakes are high. With so many views around, the need is not so much for reaching a consensus as for ensuring the country makes the right tech choice so that Atmanirbhar India can become a reality in its first display fab plants.

OPINION

Protein mania grips India



AMBI PARAMESWARAN

the chicken nuggets, the ad's punchline went: "Protein *toh bas bahana hai* (protein is just an excuse)..."

The point is that protein-packed products and protein-laden claims have made a giant leap from the gym to the refrigerator at home.

Amul probably pioneered the move to make protein the centre of a health offering by presenting it as a key ingredient in its range of products. The brand has published full-page ads in leading dailies, presenting protein-packed products, including high-protein milk, whey protein powders (the gym-goers' favourite), protein *lassi* / butter milk, high-protein curd, cottage cheese etc.

While the likes of Amul and Godrej are going after the upper- and upper-middle-income segment, products such as energy bars are targeting the more affluent millennials. These energy bars and breakfast snacks, like YogaBar, also declare the amount of protein a bar contains: 8 gm, 10 gm, 20 gm, and so on.

This brings us to the question: How much protein is needed for a healthy daily diet? A healthy adult needs a minimum of 0.80 gram of protein for every kilogram of body weight per day, say experts. So, if you are 70 kg, you need 56 gm of protein. Other reports indicate that the average consumption of protein in India is around 62 gm per day, which is way lower than the global average of 78 gm.

Data shows that we are consuming less protein than our global counterparts in the US and China. Indian diets, largely vegetarian, incorporate protein needs through dals, curd and paneer. Soya, tofu and quinoa add to the protein intake of the more evolved consumer. But there are contradictions when it comes to understanding and interpreting our body's nutritional needs.

Animal protein, which is recommended, can cause

cardiovascular diseases due to its saturated fat content, but at the same time offers us iron, B12, and more. Plant-based protein gives us folate, fibre and more, but on a per-gram basis offers less protein. Both non-veg and veg food as protein sources have positives and negatives.

Nutrition labelling on packaged food brands is supposed to help consumers make informed decisions, but often people cannot decode the table at the back of the pack (also read my column, "Better nutrition labelling on packaged foods — are larger fonts enough?", *Business Standard*, August 22, 2024).

All this noise around protein should be helping in some way. Protein consumption in India has shown an 8 per cent increase over the last 10 years. The spate of new products and advertising is bound to improve consumer awareness around protein. In a country that does not consume meat with every meal, products like milk, paneer, and soya nuggets are good sources of protein. Consumers, at least the nutritionally aware ones, are paying more attention to protein, thanks to all the noise. Unfortunately, as with everything else, excess consumption of protein can have its own side-effects.

This leads me to the campaign the Egg Co-ordination Committee ran two or three decades ago. The slogan crafted by the late advertising genius, Anand Halve, went as: "Sunday ho ya Monday, roz khao andey (whether it's Sunday or Monday, eat eggs every day)." Eggs are a great source of protein. So, maybe the campaign should now add protein to its catchy slogan: "Sunday ho ya Monday, roz khao (protein-packed) andey."

The writer is an independent brand coach. His latest book, *Marketing Mixology*, presents four essential skills for marketing success

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Business Standard
Insight Out

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(एनएचएसएल का उपक्रम / A Govt. of India Undertaking) तंत्रा संचालित / Ministry of Defence
Regd and Corp Office: GRSE BHAVAN, 61, Garden Reach Road, Kolkata - 700024
Web: www.grse.in, (CIN: L3511WB1934G0107891)

E-TENDER NOTICE FOR ONLINE BIDDING
NIT No.: SCC/DN/CN/OT(P)/Sub-Station/KPDD/126/ ET-3295
Sub: CONSTRUCTION OF SUB STATION WITH LT NETWORK AT KPDD
Due Date: 21 days from date of publication

Pre-bid meeting: Date will be notified in Portal/Tender document
1. Details will be available in e-procurement portal <https://eprocuregrse.co.in>; Central Public Procurement Portal <https://eprocure.gov.in/cpppl> and GRSE website <https://grse.in/tender-published/>.
2. Any addendum/corrigendum to this tender enquiry including change in dates, if any, will be published in above websites only.

"In pursuit of Excellence and Quality in Shipbuilding"

TATA CONSULTANCY SERVICES LIMITED

NOTICE TO SHAREHOLDERS

A meeting of the Board of Directors is scheduled to be held on Thursday, October 9, 2025, to, *inter alia*, consider declaration of second interim dividend to the equity shareholders whose names appear on the Register of Members of the Company or in the records of the Depositories as beneficial owners of the shares as on Wednesday, October 15, 2025, which is the Record Date fixed for the purpose.

The dividend to shareholders holding shares in physical form shall be paid only through electronic mode. Such payment shall be made upon filing with KYC compliant i.e. registering their PAN, contact details including mobile no., bank account details and specimen signature with Registrar and Share Transfer Agent ("RTA"/Company). Further, all shareholders are encouraged, in their own interest, to provide "choice of nomination" for ensuring smooth transmission of securities held by them as well as to prevent accumulation of unclaimed assets in securities market. As per the provisions of the Income Tax Act, 1961, dividend income is taxable in the hands of shareholders and the Company is required to deduct tax at source ("TDS") from dividend paid to shareholders at the prescribed rates. The shareholders are requested to update their PAN with the Depository Participants ("DPs") for shares held in dematerialized form and with the RTA (MUFG Intime India Private Limited) for shares held in physical form. The tax deduction rate would vary depending on the residential status of the shareholder, documents submitted by the shareholder and accepted by the Company.

In case of individual shareholders who are mandatorily required to have their PAN-Aadhaar linked and have not done so, their PAN would be considered as inoperative/invalid and higher TDS rate as per section 206AA of the Act would be applied.

Any eligible shareholder who wishes to avail the benefit of non-deduction of tax at source for dividend(s) declared during the financial year 2025-26, is requested to submit the following documents in PDF/JPG format by e-mail to TCSEXEMPTFORMS2526@in.mpmfsmufg.com or upload the documents on <https://web.in.mpmfsmufg.com/formsreg/submission-of-form-15g-15h.html> by Friday, 10 October, 2025 11:59 p.m. (IST).

Category of Shareholder	Document(s) to be submitted/uploaded
Resident individual shareholder with PAN and whose income does not exceed maximum amount not chargeable to tax or who is not liable to pay income tax*	i. Form No. 15G, or ii. Form No. 15H For the format of Form 15G / 15H, please scan the QR code given below:
Non-resident shareholders [including Foreign Portfolio Investors (FPIs)] who can avail beneficial rates under tax treaty between India and their country of tax residence*	i. No Permanent Establishment Declaration ii. Beneficial Ownership Declaration iii. Tax Residency Certificate iv. Copy of electronically filed Form 10F v. Any other document which may be required

Shareholders eligible for relief/exemption not covered by above may submit suitable documents to Company/RTA. The relief/exemption will be subject to satisfaction of the Company on completeness of the documents.

For any queries on Taxation of Dividend Distribution, you may refer FAQs at <https://www.tcs.com/investor-relations/investor-faqs>

For Tata Consultancy Services Limited
Sd/-
Yashaswin Sheth
Company Secretary
ACS 15388

Place : Mumbai
Date : September 24, 2025

Registered Office:
9th Floor, Nirmal Building, Nariman Point, Mumbai 400 021.
Tel: +91 22 6778 9595
Email: investor.relations@tcs.com Website: www.tcs.com
CIN: L22210MH1995PLC084781

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TENDER NOTICE
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Tenders are invited from eligible bidders for award of License for setting up, development, operation, maintenance and management of country specific International SIM card kiosk / Global roaming SIM card kiosk at International Departure Security Hold area of CIAL. For details, visit www.cial.aero.
Sd/- Managing Director

HB ESTATE DEVELOPERS LIMITED
CIN: L99999HR1994PLC034146
Registered Office : Plot No. 31, Echelon Institutional Area, Sector 32, Gurugram-122001, Haryana
Ph. : + 91-124-4675500, Fax No. : + 91-124-4370985
E-mail : corporate@hbestate.com, Website : www.hbestate.com

NOTICE TO SHAREHOLDERS
100 Days' Campaign — 'Saksham Niveshak'

Notice is hereby given to the Shareholders of **HB Estate Developers Limited** ("the Company") that Investor Education and Protection Fund Authority ("IEPFA"), Ministry of Corporate Affairs ("MCA") has launched a 100 Days' Campaign — "Saksham Niveshak" from the July 28, 2025 to November 6, 2025, to reach out to the shareholders and help them in claiming their unpaid/unclaimed Dividends.

In line with this initiative, **HB Estate Developers Limited** ("the Company") has launched a Saksham Niveshak campaign to assist its shareholders whose dividends are unpaid/unclaimed. All the shareholders of the Company who have unpaid/unclaimed dividend or who are required to update their Know Your Customer (KYC) and nomination details or have any issues/queries related to their unpaid/unclaimed dividend and shares, are requested to write to the Company's Registrar and Share Transfer Agent (RTA) at RCMC Share Reg. New Delhi, Ltd at their office at B-25/1, First Floor, Okhla Industrial Area Phase II, New Delhi, Delhi-110020 and E-mail shares@rcmcdelhi.com (Website: www.rcmcdelhi.com) or to the Nodal Officer of the Company at corporate@hbestate.com.

This campaign has been initiated specifically to reach out to the shareholders and assist them in updating their Know Your Customer (KYC), Bank Mandates, nomination details and contact information with the Company and to enable them to claim their unpaid/unclaimed dividend(s) and prevent transfer of shares to the IEPFA.

This communication is also available on the website of the Company at www.hbestate.com and on the website of stock exchange i.e. BSE at www.bseindia.com.

For HB Estate Developers Limited
Sd/-
Date : September 24, 2025 NVK Rao
Place : Gurugram Company Secretary and Compliance Officer

LAMBODHARA TEXTILES LIMITED
CIN: L17111TZ1994PLC004929
Regd. Office : 3-A, B-Block, Pioneer Apartments, 1075-B, Avinashi Road, Coimbatore- 641 018. Telephone: (0422) 2249038
Website: www.lambodharatextiles.com; Email: cs@lambodharatextiles.com

SPECIAL WINDOW FOR RE-LOGGEMENT OF TRANSFER REQUESTS OF PHYSICAL SHARES

Pursuant to SEBI Circular No. SEBI/HO/MIRSD/MIRSD-PoD/PIR/2025/97 dated July 2, 2025, shareholders are hereby informed that a Special Window has been opened for a period of six (6) months, from July 7, 2025, to January 6, 2026, for the re-logging of transfer requests for physical share certificates.

This facility is applicable to transfer deeds lodged prior to April 1, 2019, which were rejected, returned or not attended due to deficiency in documents, process, or otherwise. The shares re-logged for transfer will be processed only in dematerialised form during this window period.

Shareholders who missed the earlier deadline, may now avail this opportunity by submitting the requisite documents to the Company's Registrar and Share Transfer Agent at **MUFG Intime India Private Limited** (Formerly Link Intime India Private Limited), Surya 35, Mayflower Avenue, Behind Senthil Nagar, Sowripalayam Road, Coimbatore - 641028, Tamil Nadu, India, Phone: 0422-2314792, 2539835, 2539836, Email: coimbatore@in.mpmfsmufg.com.

100 DAYS CAMPAIGN - 'SAKSHAM NIVESHAK' FOR KYC AND OTHER RELATED UPDATES TO PREVENT TRANSFER OF UNPAID/UNCLAIMED DIVIDENDS TO IEPF

Pursuant to the Investor Education and Protection Fund Authority, Ministry of Corporate Affairs (MCA) Circular dated July 16, 2025, and in line with the objectives of the Niveshak Shivr organized by the said Authority, the Company has launched a 100 Day campaign "Saksham Niveshak" for a period from July 28, 2025, to November 6, 2025. During this Campaign all the shareholders who have not claimed their Dividend for the Financial Year 2017-18 or have not updated their KYC and nomination or any issues related to unclaimed dividends and shares, may write to the Company's Registrar and Transfer Agent (RTA) i.e. MUFG Intime India Private Limited (Formerly Link Intime India Private Limited), Surya 35, Mayflower Avenue, Behind Senthil Nagar, Sowripalayam Road, Coimbatore - 641028, Phone: +91 422 4958995 / 2539835/36, e-mail: coimbatore@in.mpmfsmufg.com.

The details of the above campaign and the procedure for Update / registration of KYC details and the details of unclaimed dividend are made available on the Company's website www.lambodharatextiles.com.

For Lambodhara Textiles Limited
Sd/- Giulia Bosco
25.09.2025 Whole-Time Director
Coimbatore DIN: 01898020

