

RESIGNATION LETTER

Date:03.08.2026

To

The Board of Directors
Aspira Pathlab & Diagnostics Limited
Flat No. 2, R.D. Shah Building,
Shraddhanand Road, Opp. Ghatkopar Railway Station,
Ghatkopar (West), Mumbai City,
Mumbai, Maharashtra – 400086.

Subject: Resignation from the office of Managing Director and Chief Executive Director

Dear Directors,

I, Mr. Pankaj Jashwant Shah, hereby tender my resignation from the position of Managing Director and Chief Executive Director of Aspira Pathlab & Diagnostics Limited due to personal reasons, with effect from close of business hours on 03.08.2026

I express my sincere gratitude to the Board and the Management for the opportunity and support extended to me during my association with the Company.

I request the Board to take the necessary steps in connection with my resignation, as required under applicable laws.

Thanking you.

Yours faithfully,



Mr. Pankaj Jashwant Shah
Managing Director and Chief Executive Director
DIN: 02836324