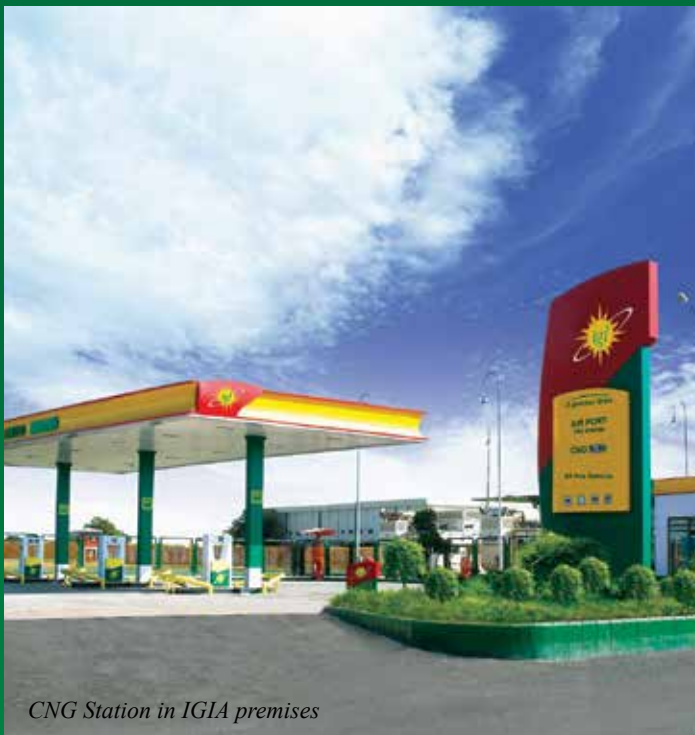


INDRAPRASTHA GAS LIMITED Fuelling India's Clean Energy Transition



By Deepika Lal



CNG Station in IGIA premises



CNG Station at DTC Depot



How Indraprastha Gas Limited (IGL), one of the pioneers of city gas distribution in India, helped India's national capital, Delhi overcome its air pollution mess, is one of the success stories that everyone could learn from. With its official birth in late 1998, the company recently achieved a quarter-century, religiously complying with its mission of supplying gas to Delhi and other GAs at an affordable rate every single day. As IGL is running the 26th year of its operations, it offers the right time to step back and assess its transformative journey over the last 25 years — from a novel CNG supplier to a diversified company with an ecosystem of interconnected pipelines serving millions of vehicles and households. The time is also right to understand the company's vision and strategy for the next 25 years in the ever-changing and challenging energy sector.

The Genesis

“The journey of a thousand miles begins with one step”

– Lao Tzu, Chinese Philosopher

It was in early 1993 that the idea of CNG, a relatively cleaner fuel than diesel and petrol, was put to the test when GAIL launched its pilot program in three cities, Delhi, Mumbai and Vadodara. The objective was to understand the technology and to provide the framework for launching a commercial program based on this cleaner fuel. The projects were successful. However, the first serious push to the project was received in 1995 when a PIL was filed in the Supreme Court regarding the health risks caused by polluted vehicular emissions. Concerned over the deteriorating air quality of Delhi, in a landmark judgment in 1998, the Court directed that all the public transport vehicles in Delhi would run only on CNG and gave a deadline of March-end 2001 to achieve this.

Therefore, with the sole objective to fasten the process and develop Delhi’s CNG market, Indraprastha Gas Limited was incorporated in December 1998. In 1999, the company took over GAIL’s Delhi City Gas Distribution project with only 9 CNG stations and 1500 PNG connections.

Turning Challenges into Opportunities

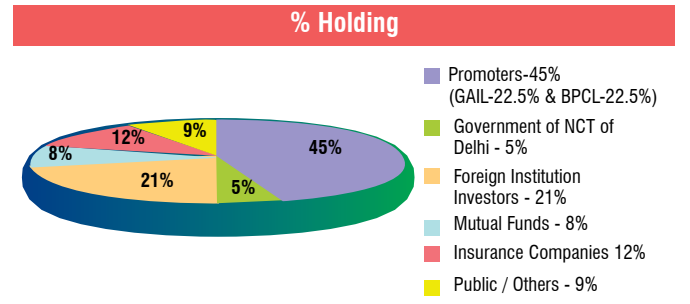
While the world moved into a new century, being a pioneer, IGL’s task ahead was daunting - to connect the entire National Capital Territory with its gas distribution network spanning CNG stations and pipelines by March 2001, the deadline for the Court’s directive. Treading in uncharted territory, the company faced many impediments that needed to be overcome and so the SC extended the deadline by six months and then by another six months.

The first mover has to move on a new terrain shrouded in such impenetrable obscurity. And so was the case with IGL. As a front runner and naive in the domain, the company faced a lot of hurdles - lack of expertise and skilled manpower, policy and regulatory roadblocks in terms of clearances, laying of pipelines, limited space available for CNG stations, financial and technology issues etc. etc.

But that did not deter the company’s management; it focused only on its opportunities - a strong backing of promoters, GAIL and BPCL; a government directive in its favour and a chance to serve a market with a huge demand potential. Being the national capital and one of the largest cities of India, Delhi had the largest number of private cars

in the country as well as densely populated areas with a large number of residential & commercial complexes and hospitals etc..

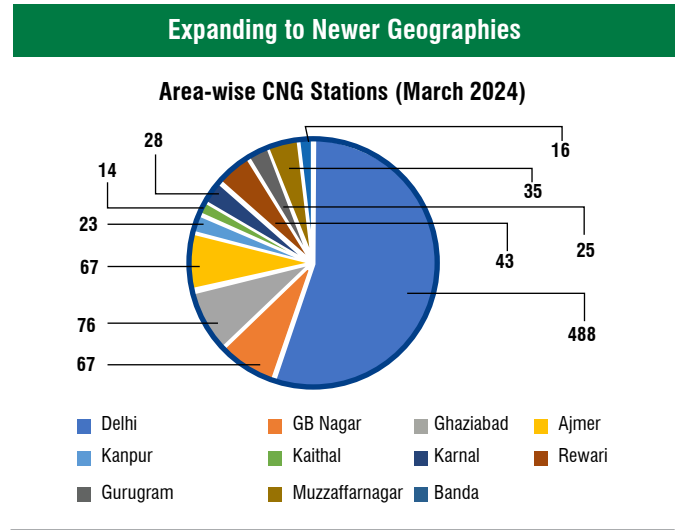
So, firm and determined, the company kept marching forward and with its commendable efforts, by the end of 2002, it bid farewell to diesel buses in public transport in Delhi. By 2003, approximately 1.5 lakh vehicles, including DTC buses, stage-carriage and contractual buses, autos, cabs and even private cars, had made the switch to CNG.



IGL managed to set up 107 filling stations strategically dispersed across the capital. Buoyed by its performance, the company went public the next year in 2003 listing itself on the National and Bombay Stock Exchange.

Expanding its Horizon

As the company progressed, it faced newer challenges but kept moving forward by addressing each of them without looking back. For example, with fewer CNG stations relative to the number of vehicles now operating in the city, the filling stations were experiencing low pressure and bigger queues that increased the time required to fill a cylinder. So in 2003, the company devised a queue management system at its stations by posting traffic marshalls as well as maintaining communication with the government to secure land for setting up of new CNG stations. It also imported compressors from Argentina to augment the dispensing facilities.



Slowly, the intracity travel with CNG started becoming hassle-free with growing a number of CNG stations across Delhi. But there was another problem. Movement outside the city to nearby areas or NCR regions such as Noida and Ghaziabad was limited due to the lack of fuel-filling stations. Therefore, the company started applying for CGD licences to operate in NCR regions as well. In 2007, the company obtained government clearance to operate in Noida and without wasting any time, it commenced its CNG project activities in the city the same year. Within two years, it established Noida's first mother CNG station.

Thinking Innovation

Over the next few years, it increased its physical presence in other areas such as Ghaziabad and Rewari spreading its network while also making strides strategically and technologically. Long-term agreements with clients such as DTC, smart cards for customers for faster and hassle-free movement and innovative concepts such as 'Equipment on Canopy' all helped IGL in growing further. The company remodelled one of its stations with state-of-the-art design and technology by keeping equipment like compressors, cascades, metering skids etc. on a suitably engineered concrete canopy making more plot area available at the forecourt for CNG dispensing. This aided the company in

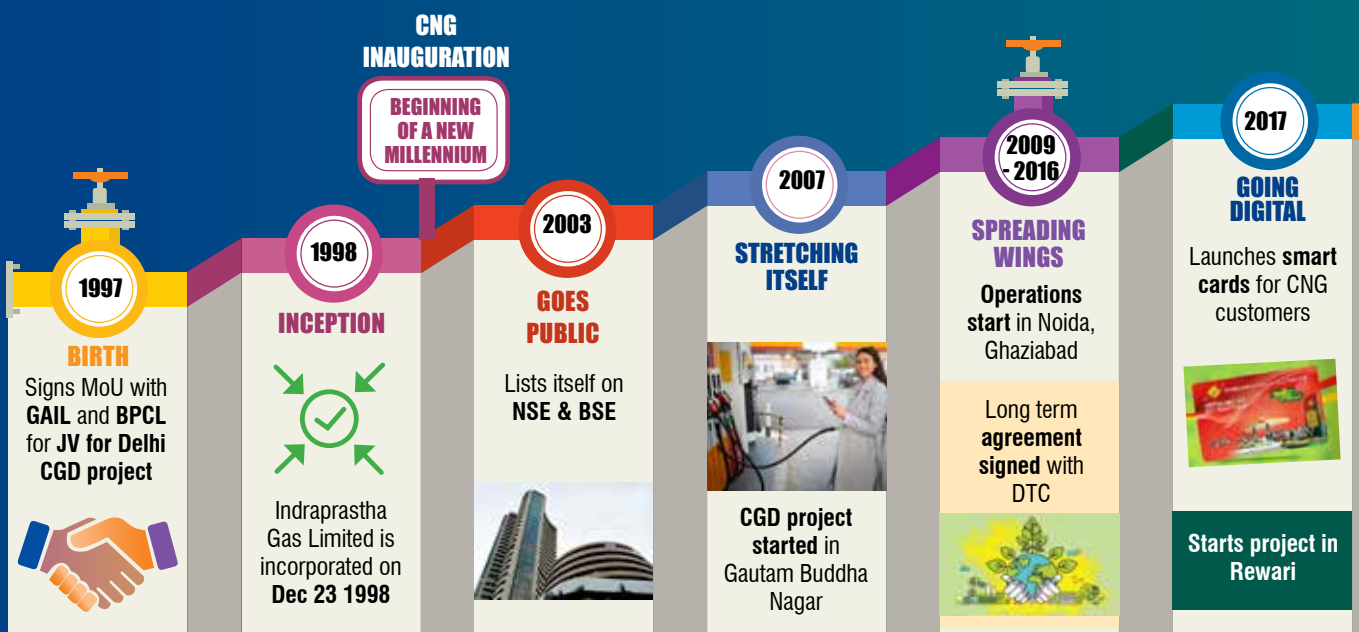
overcoming the problem of limited space availability in a metro city like Delhi, where the availability of land is a major concern.

Going National Amid Growing CNG/PNG Popularity

Pressing need to meet climate objectives ensuring government support, increasing awareness, better economics and growing urbanisation - all acted in favour of gas. Rising fuel costs made CNG an economical and cleaner alternative for the middle class and therefore increased demand for CNG-based vehicles. Amid the growing CNG popularity, OEMs also joined the drive. The domestic car market leader, Maruti introduced five models of CNG cars in 2010.

Similarly, due to the convenience of not having to book LPG cylinders and wait for delivery, people adopted piped gas for their kitchens. Government support and continuous awareness campaigns helped in combating skepticism surrounding the safety of natural gas to assure the public that CNG and PNG were safe & secure. Driven by the need to meet its climate goals, the government also increasingly promoted the use of clean and efficient fuels like CNG and PNG resulting in more investments in the sector. Rapid urbanisation and the government's initiative to build smart cities also have been pushing the demand for the green fuel.

Leading India's City Gas



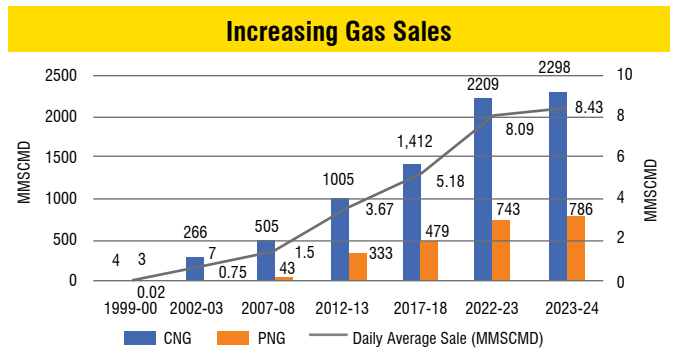
By 2018, the company had crossed the 1 million CNG and PNG users milestone.

This boosted IGL's confidence and it aspired to make big strides to make a national footprint. So, over the next few years, either by way of acquisition or by participating in CGD bidding rounds, the company won a few not-so-near markets too - such as Ajmer, Pali, Kaithal, Shamli, Muzaffarnagar, Fatehpur, Hamirpur, Karnal, Banda, Mahoba and Chitrakoot and Hapur. The company also acquired equity stakes across various CGD projects such as Central UP Gas Limited (engaged in CGD in the cities of Kanpur and Bareilly, Unnao & Jhansi in Uttar Pradesh) and Maharashtra Natural Gas Limited (Pune, Pimpri, Chinchwad, Chakan, Talegaon and Hinjewadi, Nasik GA (Nasik, Dhule & part of Valsad), Sindhudurg GA and Ramanagara GA. In both companies, IGL holds a 50% equity stake.

Leading the Industry

From its humble beginnings, the company has come a long way to be a dominant player in the industry today. It lays down its business objectives as – “to provide safe, convenient and reliable piped natural gas supply to its customers in the domestic and commercial sectors, to provide a cleaner, environment-friendly alternative as auto fuel or CNG to Delhi’s residents and R-LNG to industrial establishments

IGL's Current Spread	
GAs present in	NCT Delhi, Noida, Gautam Budh Nagar, Ghaziabad (inc. Hapur), Ajmer, Kanpur, Kaithal, Karnal, Rewari, Gurugram, Muzaffarnagar, Banda
CNG Stations (Mar-24)	882
PNG connections (Mar-24)	2.71 million
MDPE pipeline (inch km) (Mar-24)	45007
Steel Pipeline (inch km) (Mar-24)	18046
Average Overall CNG Sale (lakh kg/per day) (2023-24)	44.81
Compression capacity (lakh kg/day) (2023-24)	97.5
CNG Sales (2023-24) (MMSCMD)	6.3
PNG Sales (2023-24) (MMSCMD)	2.1



Revolution

2018
MILESTONE YEAR
Achieves 1 million CNG users & 1 million PNG users

2019-2020
GOING NATIONAL
Operations start in Kaithal, Ajmer, Pali, Shamli, Muzaffarnagar, Fatehpur, Hamirpur & Karnal

2021
DIVERSIFIES TRYING NEWER TECHNOLOGIES
Achieves a milestone by converting all polluting industries in Delhi to natural gas
Sets up first electric charging station in Delhi

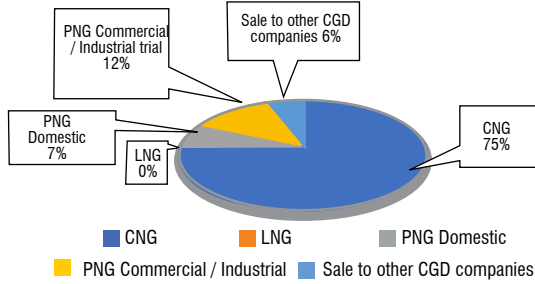
2022
DIVERSIFIES FURTHER
Opens LCNG station in Ajmer
Sets up CBG plant in Muzaffarnagar
Sets up 500 kVA solar plant in Najafgarh
Conducts successful trials of HCNG buses

2023
EXPANDS FURTHER
Starts operations in Banda, Mahoba & Chitrakoot region
Begins operations in Hapur
Creates IGTL

2024
FLYING HIGH THE JOURNEY CONTINUES...
CNG Stations 882
PNG connections 2.71 million
Peak CNG sale Over 50 lakh kg/per day
Compression capacity 97.5 lakh kg/per day



CNG accounted for 75% of IGL's sale volume in 2023-24



to bring down the alarmingly high levels of pollution”.

While the industry has matured to have more than 40 companies running operations across the country, IGL has increased its operational presence across six states, catering to over 30 districts covering NCT of Delhi, Gautam Buddha Nagar (Noida & Greater Noida), Ghaziabad (including Hapur), Ajmer, Kaithal, Kanpur, Rewari, Karnal, Muzaffarnagar, Gurgaon and Banda with over 25,000 km of its pipeline network. It is fuelling more than 1.7 million vehicles running on CNG (Delhi + other areas) as well as

Shri Kamal Kishore Chatiwal, Managing Director, IGL



Shri Chatiwal feels privileged to be heading one of most successful clean energy companies of India. He hails the initiative and vision of the promoters, way back in 1998 to set up a pioneering company, which has today become the largest and best performing CGD company of the country as well as a model for the entire CGD ecosystem. According to him, the conducive environment and constant support from the government and promoters have been instrumental in transforming IGL into the largest CGD company, in all aspects, be it volumes, customer base or infrastructure. “The impact our company has had on the CGD sector can be gauged from the fact that, nobody today uses the term PNG connection. Instead they say “IGL ka connection/ IGL ki gas”. Similarly, for CNG station, they say “IGL ka station”, even in areas where we don't operate”. IGL touches our life in such as serendipitous manner, that if we reflect, we will see that for many of us when start our day, we have tea made using IGL's piped gas connection, then when we drive to reach office - the vehicle most probably is fuelled by IGL's CNG. Infact, so many recreational places like malls, eateries and outlets we visit have our mark. We touch every aspect of life”, says the proud Chatiwal!

IGL is credited with many Firsts!



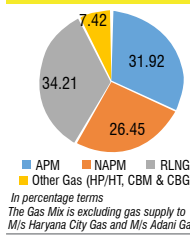
- ▶ **India's first “HCNG station”**
- ▶ **India's first ‘CNG station with equipment on RCC canopy’ concept**
- ▶ **First company in India to commission 2400 SCM and integrated compressor**
- ▶ **First to bring Mobile Refuelling Unit**
- ▶ **First to supply CNG to train-locomotive**
- ▶ **First to employ field mobility application for end-to-end PNG domestic connection**
- ▶ **First to cross 2.5 million domestic PNG connections**
- ▶ **First to install prepaid meters**
- ▶ **First CGD company to venture into manufacturing of gas meters supporting Make in India**

the largest bus fleet in the world through a network of 882 CNG stations (about 15% of the total 6200 CNG stations in India). Additionally, it is serving 2.7 million residential connections and ~8200 industrial/commercial customers (about 22% of the 12 million PNG consumers in India), with all polluting industries of Delhi already converted to natural gas as early as in 2021.

CNG accounts for 75% of IGL's sales while PNG comes a distant second at about 20 per cent, the majority of which goes to commercial and industrial customers. From just 0.2 MMSCMD in 1999-00 when it began its journey, the company is now selling over 8 MMSCMD of gas every day, out of which over 6 MMSCMD goes to fuel the vehicles in its operating areas. To put things into perspective, this volume is around 25% of the combined gas sales by all CGD companies.

What benefits IGL in terms of gas economics vis-à-vis other fuels is also the government support in terms of gas allocation at lower prices. The gas for CNG and PNG (domestic segment), constituting around 62% currently of its total sales volumes, is procured under firm allocation of APM domestic gas and therefore has lower prices making the economics of switching to gas more attractive to the potential customers. For gas supplied to the industrial and commercial piped gas connections, IGL has tied up long-term contracts of RLNG and buys short-term gas from the open market from Shell, IOCL, Petronet, GSPC, BPCL etc. Overall, APM gas constitutes 32% of its gas mix, non-APM 26% and RLNG 34%.

Percentage of Total Gas Purchased (Based on June 24 Purchase Data)



CNG, the primary growth driver

Today, IGL has close to 500 CNG stations in Delhi and an almost 400 stations outside Delhi. From just 5,000 vehicles running on CNG in Delhi in March 2000, the number has increased to over 1.2 million in March 2024. The entire public fleet of Delhi Transport Corporation & DIMTS is on CNG.

The company has also achieved a compression capacity of over 97 lakh kg/day and surpassed average daily CNG sales of 44 lakh kg in 2023-24 with a peak CNG sale of 50 lakh kg/day.

According to the company, there exist over 100 CNG models by various automobile manufacturers today. Around 15,000-17,000 new CNG cars are added to the system every month in the areas where IGL operates, according to the company. Remarkably, every fourth vehicle - private and commercial combined - registered in Delhi now runs on CNG. Also, due to its constant interactions with car manufacturers, IGL has launched company-fitted CNG variants, which are becoming popular among customers thus boosting the sales of CNG. Infact, based on their firm conviction and certitude, OEMs such as Maruti,

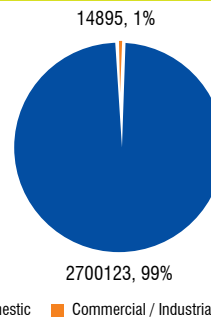
Bajaj, Mahindra, Ford and Hyundai now conduct joint promotion campaigns at IGL's CNG stations.

PNG, the rising segment

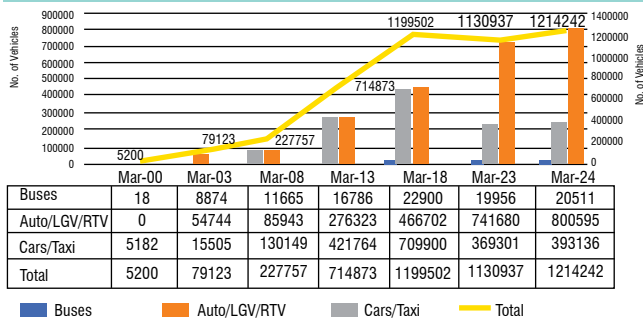
IGL has a network of about 45,000 inch km MDPE and 18,000 inch km steel pipelines connecting its various geographical areas. Domestic connections constitute as much as 99% of the total PNG connections and the balance 1% are the industrial and commercial consumers. However, there has been a tremendous industrial and commercial growth over the past years. With government support, IGL has been able to convert all polluting industries located in the NCT of Delhi to PNG supply. In Delhi, the Delhi Pollution Control Committee (DPCC) has banned all other industrial fuels except PNG and has advised all industrial customers (wherever PNG is available) to switch over to PNG and today all industries of the Delhi region are using PNG. The

Commission for Air Quality Management (CAQM) has also directed the switching over of DG sets to PNG and dual fuel (PNG + diesel) mode in Delhi and NCR. To curb down pollution levels and increase natural gas

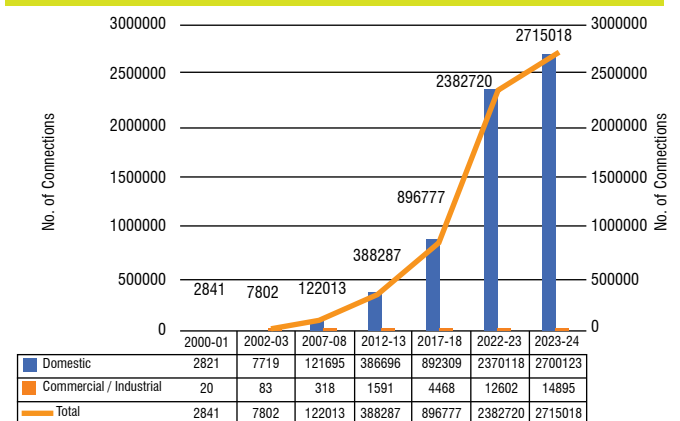
Residential - the primary PNG consumer



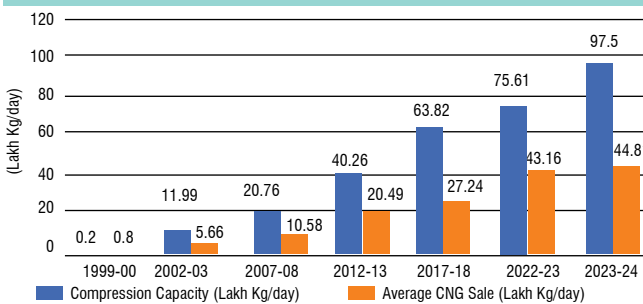
Fuelling Dreams - The Growth of CNG Vehicles in Delhi



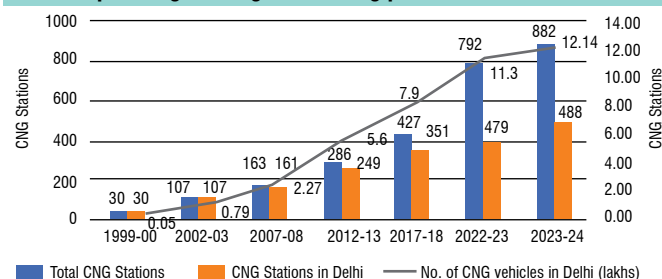
Connecting Households - IGL's PNG Connections



Preparing itself-increasing CNG handling Capacity



Spreading its wings-increasing presence in other GAs

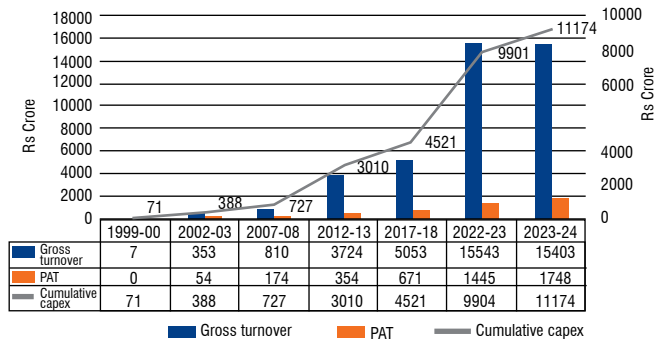


According to Shri Chatiwal, for any fuel to have mass market acceptability, it must guarantee 3As - Accessibility, Affordability and Availability. "IGL does this through focused infrastructure development and secured gas supplies through APM gas and strong commercial contracts. At IGL, we tend to balance the growth of the CGD sector, customer satisfaction and company's profitability. We will continue to find innovative solutions to our problems through technological, commercial and marketing innovations" says Chatiwal.

volumes, the company is targeting the diesel genset segment to replace the DG sets with PNG gensets.

In terms of reach, the current focus of the company is to extend its services to villages and pockets in the Walled City. The company recently inaugurated its first PNG facility in Qutabgarh village.

Growth Supports Financial Performance



Strong Fundamentals Support Financial Performance

The company’s gross turnover for 2023-24 stood at ₹15,403 crore, three times compared to what it was five years ago. The profits have also been rising resonating the company’s growth and strong fundamental position. In terms of capital expenditure, the cumulative CAPEX has been increasing because of its comfortable financial position and the company plans to invest between Rs 1,700 and Rs 1,800 crore as capital expenditure in the ongoing financial year. Through strategic management and efficient operations, the company has generated considerable shareholder wealth over the years. The company’s market capitalisation stands at around Rs. 28,000 crore.

Strong Focus on Safety & Social Responsibility

The expansion of CGD infrastructure requires a pipeline network meandering through narrow streets of cities, to deliver gas to the customers. IGL has laid a vast pipeline network which requires the imperatives of safety practices to be meticulously followed as a culture. So much so, that for the company, the safety philosophy has now descended from board room discussions to professional obligations at all levels. IGL has a dedicated team of professionals who work tirelessly to uphold the highest standards in every activity that it undertakes. Adherence to the principles of prevention, vigilance and technological innovations is an absolute must for IGL to be practiced in its daily ventures. These are supported by stringent regulations, comprehensive risk assessment, rigorous employee training programs and technological advancements such as smart monitoring systems.

Additionally, IGL has always made a concerted effort

CSR ACTIVITIES



IGL Swasth Saarthi: A preventive healthcare programme for Auto & Taxi drivers at IGL CNG stations in Delhi & NCR. A project undertaken through Community Health Department of St. Stephens Hospital, Delhi.



IGL Nayan Hans: A community preventive health checkup camps for the residents living in slums/ JJ clusters living near IGL CNG stations at NCT of Delhi. Project is being implemented through Netram Eye Foundation.



Skill Development Training Centre for rural women: IGL is providing skill training to the underprivileged women as Sampling Tailors and Self Employed Tailors respectively at Chitrakoot & Noida in Uttar Pradesh.



Distribution of Artificial limbs & Assistive devices to Divyagjans at Karnal, Muzzafarnagar & Pali through Artificial Limbs Manufacturing Corporation of India.

to operate in ways that help society and the environment. For example, as a part of its CSR, it undertakes many social projects every year which would benefit society at large and encourage sustainable living. A few of its CSR initiatives over the past few years include constructing PSA oxygen plants and liquid medical oxygen tanks at different hospitals in Delhi and other GAs and setting up natural gas-run cremation units in crematoriums across Delhi. Another CSR initiative that the company has taken up is the skill development programme with the National Yuva Cooperative Society in Delhi and Ghaziabad for generating sustainable livelihood opportunities. It is also conducting programmes for gender sensitisation for auto, taxi and bus drivers in Delhi, Noida and Gurugram.

Strong Customer Focus - Going Digital & Increasing Awareness

IGL has been an early adopter of technologies, for example, SAP-ERP, GIS, company-wide BIS-GSP, integrated security and VTS along with prepaid cards, e-bill, self-billing applications, Chatbots, AMRs etc. to offer ease and convenience to its customers. The company provides prepaid card facility for its CNG customers to

promote digital payments. As of now, more than 175000 prepaid cards are under circulation catering to approx. 1.9 lakh vehicles across its operating areas. Additionally, customers can also make payments through UPI at CNG stations. It has tied up with BHIM UPI to enable UPI payment collection from all modes of payment. OTP and e-POD-based bill delivery has been implemented for secure and efficient communication. The bilingual new PNG bill form caters to diverse language preferences, ensuring effective communication with the customers. The company has surpassed 1 million electronic bill delivery subscribers, demonstrating its commitment to embracing modern platforms. Its online payments have reached an impressive 97% adoption rate, highlighting the convenience and ease of the company’s digital payment options.

In another initiative, the company has tied up with IndusInd Bank to introduce a Central Bank Digital Currency (CBDC) aimed at revolutionising the way transactions are conducted. The new currency will enable customers at select IGL stations to make payments using the Digital

Rupee and further, through UPI interoperability, customers can scan any UPI QR using their Digital Rupee App across all IGL stations. The Digital Rupee solution is available on both iOS and Android platforms, ensuring a user-friendly experience and offering various features such as peer-to-peer (P2P) and peer-to-merchant (P2M) payments with complete UPI QR interoperability. Says Chatiwal, “IGL 2.0 aspires to be a digital-first company, utilising automation and digitalisation to improve efficiencies surpassing global standards set for utilities like us”.

To increase awareness, IGL is undertaking low-cost promotional campaigns, promotions through e-rickshaws especially targeting urban villages/rural areas, women’s meet, display of IGL promotional boards with QR codes across residential societies, bulk messaging to potential customers, circulation of advertisement banners & messages on RWA WhatsApp groups, promoting registration through IGL website & call-centres and launching of customer-centric attractive registration schemes to motivate customers to opt PNG.

People are the Company's Best Asset

Though the company’s management has changed hands many times over its 25-year journey with every leader having a unique style of functioning and operating the organisation, all of them were driven by the common goal of taking the company to new heights. “I plan to build a future-ready organisation by not only leveraging technology but also the company’s human resources”, says Chaitwal. Infact, he considers his company’s employees as one of the biggest drivers behind the company’s continued success.

From a team of just 100 employees sharing a small office space in 1999 to a workforce of 714 employees spread across four states, the company’s HR has played a pivotal role in its growth, strategically coordinating with the management to ensure the company’s evolving manpower needs are met facilitating the expansion into newer geographical areas.

Infact, there are some employees who have been associated with the company since its beginning years and who take immense pride in being a part of the company’s journey.

LEADERSHIP CHANGES AT IGL IN THE LAST 25 YEARS

List of Managing Directors with year of appointment



Shri Rajeev Sharma
(1999)



Shri Anil Kumar De
(2001)



Shri Om Narayan
(2006)



Shri Rajesh Vedyas
(2008)



Shri M. Ravidran
(2011)



Shri Narendra Kumar
(2013)



Shri E.S. Ranganathan
(2016)



Shri A.K. Jana
(2020)



Shri Sanjay Kumar
(2022)



Shri Kamal Kishore Chatiwal
(2023)

Employee Speak

Vinod Kumar Dhaaka, Executive Director (Business Development, Gas Sourcing and Corporate Strategy)

“It is a matter of immense pride and joy for me to be associated with IGL in its journey spanning over two decades. It has been an exhilarating and elevating experience working towards achieving challenging targets with the robust and enthusiastic team of IGL whose unwavering commitment, loyalty and dedication has chiselled an organisational eco-system where open communication, continuous improvement, and employee engagement thrive”, says the excited Dhaaka, who is now heading Business Development, Gas Sourcing and Corporate Strategy in the company.

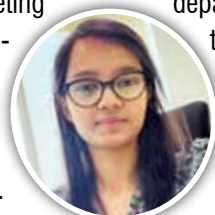
“In its journey of 25 years, IGL has had many moments of glory. IGL has been extremely successful in influencing the external environment to its advantage to scale up its volumes. To recount, expanding into contiguous cities, making big mark in the institutional / builder segment replacing LPG, achieving a breakthrough in the private vehicle segment that propelled it to 5 million kg per day sales milestone in CNG, setting up of LNG stations etc., are just a few of its many achievements”.



“Going ahead, IGL is well-positioned to leapfrog in terms of volumes of gas by capitalising its GAs outside Delhi NCR. However, twin challenges of lukewarm growth in the manufacturing sector and the advent of electric vehicles could hamper the future growth. The professionally competent and innovative team of IGL is more than capable of meeting these challenges. Their collaboration and motivation makes IGL cohesive, efficient, and capable of achieving such collective goals”, says Dhaaka.

Divyani Singh, Deputy Manager, PNG Marketing

A B.Tech in civil engineering from NIT Patna, Divyani also joined IGL in 2022 and is currently working in CRM – PNG Marketing department overseeing the IGL call center operations. “I look forward to leveraging my knowledge of customer needs to improve communication and service delivery. A blend of data and technology will help in achieving this goal. Working at a company that celebrates women and empowers them to excel is truly rewarding”, the young woman says.



Shreya Gupta, Deputy Manager, CNG O&M

A B.Tech in Mechanical Engineering from DTU, Shreya joined IGL in 2022 as a Graduate Engineer Trainee through campus placement. She coordinates SAP PM Planning and ensures smooth integration and up-keep of the system’s maintenance module in CNG operations. Her role also involves collaboration between the CNG O&M department and other crucial areas such as IT, Finance, and C&P. “Overall, my experiences have instilled a deep sense of pride in being part of an organisation that values its employees and actively champions the advancement of women in the energy sector. Our International Women’s Day events are a true highlight, fostering a sense of community and recognition for our female colleagues’ contributions. Drawn to IGL’s position as a leading CGD company, I see immense potential for growth and contribution, especially to become a data-driven leader in IGL’s CNG operations”, says a thrilled Shreya.



S.K. Jain, Executive Director (Company Secretary)

“It is a matter of pride and great satisfaction for me to be a part of IGL since its childhood. The company has provided me immense opportunities in form of knowledge enrichment and career progression. Working with the company, I have always felt a sense of joy and fulfilment. During my two decades of association with IGL, I have witnessed the growth story of the company which makes it a part of “Top 200 Most Valuable Companies of India”. Today, IGL can boast of its brand equity and is considered as a benchmark for the CGD sector”, says Jain.



Jain feels that the overall landscape in the CGD sector is undergoing transformation. According to him, regulatory framework, international gas dynamics, developments in renewable energy and EV space, price differential vis-a-vis alternative fuels and technological interventions are crucial for the CGD companies to recalibrate their corporate strategies. “In this changing business environment, IGL is gearing up by consolidating its core business and planning diversification in new areas and I am confident that with requisite expertise and resources, IGL will be able to attain the next level of sustainable growth”, opines Jain.

KEY MILESTONES



1997: Launch of Delhi City Gas Distribution Project; Signing of MoU for Joint Venture Agreement for Delhi CGD Project.



2000: Inauguration of On-line CNG Station at Sarojini Nagar, Delhi

2002: Inauguration of 23 km gas pipeline



2003: Inauguration of Rohini Mega CNG Station

2005: Signing of Gas Safe Agreement with GAIL (India) Ltd. Signing of agreement for supply of CNG to DTC



2007: Inauguration of IGL Bhawan; Inauguration of supply of PNG in Palika Kendra

2006: Mr AK De, then MD, receiving Golden Peacock Eco-Innovation Award 2006.



Ground breaking ceremony of CGD project in Noida



2009: 1st PNG Connection in NOIDA. Inauguration of 1st CNG Station in Greater Noida



2010: Inauguration of CGD Project in Ghaziabad; Inauguration of PNG supply in Ghaziabad

Fighting the Challenges

Despite its best efforts, the company has some operating hurdles. Though it has been able to considerably lower the waiting time at its filling stations, queues remain an issue. “We need to augment our compression and dispensation capacity to address this issue. Our goal is to achieve a queue-less operation,” Chatiwal says. “To this purpose, we are establishing new filling stations, adding more dispensers and leveraging technology to reduce queues. Unlike earlier, when IGL operated dispensing facilities at certain petrol pumps, we are now appointing dealers to run CNG stations known as dealer-owned-dealer-operated outlets. The dealers possess the land, obtain the mandatory approvals and we set up the machinery and dispensers.” IGL plans to invite applications to set up 170-180 such stations in Delhi and NCR towns. At several filling stations, IGL has relocated compressors, which consume substantial space, to the first floor of office buildings, maximising the free area by installing more dispensers.

Similarly, while the company is trying to extend its reach to the smaller pockets of the city making its way in the narrow lanes, laying pipelines in these lanes, despite requests, remains a big challenge.

The company is also collaborating with a technology provider, which has mapped all filling stations on an application, obtaining real-time CCTV feeds and data on private cars, taxis, autos and buses. This data is used to determine approximate waiting times at each location. “Through IGL’s Connect app, a CNG user can view waiting times at all stations within a 5 km radius and choose the one with the least crowding,” explains Mohit Bhatia, Director (Commercial), IGL.

The company, which has been the sole operator in the NCT of Delhi so far, faces the threat of entry by newer players and more competition after PNGRB issued its draft guidelines in 2020 allowing third-party access to existing CGD players’ infrastructure networks post-expiry of their marketing exclusivity period. The matter is still being debated and no decision has yet been taken.

International volatile gas prices driven by macro-economic factors also result in supply chain disruptions,

The company expects to further strengthen itself as the leading CGD company through strategic moves, innovation, technology-backed operations and ethical decisions as well as through excellence in customer service. Shri Chatiwal explains, “The action plan devised by IGL outlines a multifaceted approach - increasing operational efficiencies, leveraging renewable energy, alongside initiatives for transitioning to electric vehicles. Also, energy-efficient practices and carbon capture strategies underscore the company’s commitment to innovation, indigenisation and environmental leadership”. We are focused on expeditious charging of our GAs, online conversion of stations coupled with automation and digitalisation so as to further rationalise operational costs and add to affordability”. Chatiwal thinks that these initiatives will help the company cross 10 MMSCMD sales by FY25 and 12 MMSCMD by FY28.

driving up the price of CNG which further affects the company’s financials. However, the company is confident that it would be able to manage in such situations given its healthy profitability, strong cash flow from operations, zero debt, and comfortable working capital.

Diversifying while Strengthening its Core Domain

Going ahead, the company faces threats from newer technologies such as electric, CBG, renewables, hydrogen etc. So, while it is strengthening itself in its prime area of city gas distribution, it is also diversifying and investing in the above sectors. “IGL aims to achieve Net Zero by 2040. Therefore, the company plans to transition into a purely green energy company offering a rainbow of no/low carbon fuels such as CBG, LNG, hydrogen, HCNG, EV charging/swapping along with CNG. The process has already begun”, opines Chatiwal.

LNG/LCNG: The company has set up one LNG/LCNG station at Ajmer where commercial operations have started. In addition, five more locations on Golden Quadrilateral (GQ) Highway are being identified towards setting up LNG/LCNG stations. It is also carrying out a pilot project to assess the viability of small-scale LNG.

Long-Haul Transportation: To overcome its limitation of being able to cater only within the city, IGL is working on converting existing diesel buses of state transport undertakings running on interstate routes to CNG and is running pilot projects on long-route CNG buses with Type 4 cylinders with state transport undertakings. A diesel bus

Increasing DODO CNG Stations

STATION	IGL	DTC/ UPSRTC	OMC	DODO	TOTAL
Online	168	66	438	57	729
Daughter Booster	2	0	114	3	119
Daughter	0	0	33	0	33
LNG	1	0	0	0	1
Total	171	66	585	60	882

KEY MILESTONES



2011: Shri Rajesh Veddyas, then MD receiving India Pride Awards 2011; Shri Rajesh Veddyas, then MD receiving India PLATTS GLOBAL ENERGY AWARDS



2013: Shri M Ravindram then MD received India Pride Award



2014-15: Signing of MoU for construction of Public Toilet Complexes in SDMC area as a part of Swachh Bharat Abhiyan under the CSR program of IGL; Launch of IGL Swasth Saarthi camp



2017: Inauguration of PNG supply at Air Force Wellington camp, New Delhi; Inauguration of PNG supply at CISF Headquarter; Launch of IGL Smart Card



2016: Launch of CNG driven 2-wheeler pilot project; IGL awarded as CGD company of the Year Petrofed OIL & Gas Awards 2015; Inauguration of Gas Plumbing Training Centre



2018: CGS Commissioning Ceremony at City Gas Station, Rewari; Shri E.S. Ranganathan, then MD receiving India Pride Award 2018; Inauguration of Regional office in Gurugram



2022: Shri Sanjay Kumar, MD and Shri Pawan Kumar, Director (Commercial), IGL inaugurating the Solar Power Plant set up at IGL Bhawan, New Delhi; Shri Pawan Kumar, Director (Commercial), IGL inaugurating Compressed Bio-Gas Plant at Muzaffarnagar UP.



2023: Signing of Joint Venture and shareholder agreement for meter manufacturing; Commissioning of LCNG Station at Ajmer, Rajasthan.

of Rajasthan State Road Transport Corporation (RSRTC) has been converted to CNG as a Proof of Concept. IGL is also in discussion with possible stakeholders like private owners of tractors, CNG kit retrofitters and CNG kit manufacturers for conversion of diesel tractors onto CNG. It has started sales of CNG from mobile refuelling units (MRU) and plans to increase the number of MRUs across its operating GAs.

► **Electric:** According to the company, the Delhi government wants to have its fleet to include more of EVs. “Declining volumes of Delhi Transport Corporation due to EV conversion have been responsible for the lower than estimated CNG conversions by the company, in the last couple of years”, says Chatiwal. With the government introducing more and more incentive schemes for electric vehicles, the company is preparing itself to meet the challenge by becoming a part of the value chain in the electric mobility business and setting up EV charging facilities at its CNG stations utilising its existing infrastructure. The company has tied up with the United Nations Development Programme (UNDP) for setting up EV chargers at IGL CNG stations and has been appointed as a nodal agency by the Delhi Government to develop EV charging infrastructure in two districts of Delhi. It set up its first such station in 2021. By now, four fixed EV charging stations in Delhi are operational and more EV chargers for various vehicle segments are under installation at several sites in Delhi.

Additionally, the company has rolled out two battery swapping facilities for the two-wheeler segment in collaboration with leading EV OEM under the name “Energy Café” while it is also holding discussions to explore the investment opportunities across the entire EV value chain including EV charging infrastructure, EV-2W/3W manufacturing, EV components, battery manufacturing/ assembling, manufacturing of EV chargers etc.

► **Compressed Biogas (CBG):** The company is actively participating under the Sustainable Alternative towards Affordable Transportation (SATAT) initiative and started CBG offtake from 3 CBG plants under the SATAT & CBG-CGD synchronization scheme. The company is also working on opening new avenues by setting up its own CBG plants under the GOBAR-DHAN scheme & Waste to Energy initiatives of the government. Project activities for establishing a 100 Tonnes per Day, Waste to Energy plant have been initiated at one of the sites in Delhi under an MoU with MCD.

► **Renewables:** IGL is exploring the usage of renewable energy sources in place of conventional grid power, to reduce its carbon footprint. It has installed and



According to Shri Bhatia, IGL’s efforts in promoting CNG as a cleaner alternative to traditional fuels have significantly contributed to the reduction of air pollution in Delhi NCR and other regions by decreasing vehicular emissions. The company has a big list of achievements to boast. “We have achieved 10 million Kgs/day of compression capacity

as well as highest CNG sales in a day. We have formed a JV for a meter manufacturing plant (IGTL) which is expected to start production by the end of this year. We have connected all 51 industrial areas in Delhi and NCR with PNG. The list goes on. Our mission extends far beyond simply supplying energy; we are dedicated to creating a cleaner, healthier environment for all”.

The company is now gearing up for the next 25 years. “We envision a landscape replete with boundless opportunities; stricter environmental regulations and rapid urbanisation will enable expanding CGD networks to newer areas, including smart cities and industrial zones. But the energy sector is on the precipice of a paradigm shift and IGL is poised to spearhead this transformation avant-garde with sustainable energy solutions. We are embarking on an ambitious diversification strategy by entering into new spaces such as LNG, solar energy, CBG, EV, meter manufacturing etc”.

commissioned a rooftop solar power plant of 500 KW at one of the Gaushalas in Delhi and a 21 KW solar power plant at IGL Bhawan rooftop. It plans to install a few more rooftop solar power facilities of a total of up to 5 MW at identified sites in Delhi.

► **Green Hydrogen:** Apart from the above, a pilot project on the production of green hydrogen and blending of hydrogen in the IGL gas network is planned at Dasna, Ghaziabad. The company has also entered into an MoU with ACME Group to jointly explore the potential business opportunities of green hydrogen.

► **Allied equipment manufacturing:** As part of backward integration, IGL formed a subsidiary (with a 51% stake) named IGL Genesis Technologies Limited in 2023, with the objective of manufacturing, supplying, selling and distributing gas and other meters and allied goods & services. The new company will set up an integrated smart meter manufacturing plant at a cost of Rs. 110 crore.

Natural Gas Society congratulates M/s Indraprastha Gas Limited on completion of its successful journey of 25 years and conveys its best wishes to IGL in pursuit of all its endeavours and a bright future.