



Dear IRM Team,

Warm greetings and a very Happy New Year to all!

The beginning of the new year offers perspective and purpose - an opportunity to reflect and realign. We commenced 2026 with a Townhall Meeting bringing together the Board, Leadership Team, and colleagues from across locations, where we reflected on the year's developmental progress across infrastructure, operations, governance, and customer outreach, and reaffirmed our commitment to convert shared learning into focused action, stronger ownership, and sharper execution in support of IRM Energy's goals and the nation's clean energy vision.

The year gone by has been one of significant progress and proud moments for IRM Energy. As we enter the final and most critical quarter of the financial year, the months ahead will demand heightened focus, speed, and determination to achieve and exceed our targets. In this context, December witnessed several important milestones that reflect the momentum we must carry into 2026.

As part of ongoing regulatory engagement, a CGD Review Meeting was held at Diu under the guidance of PNGRB Member Shri A. K. Tiwari to assess progress and align next steps for strengthening natural gas infrastructure across the Diu & Gir Somnath GA and the Daman & Dadra & Nagar Haveli GAs. During his visit, Shri Tiwari inaugurated IRM Energy's first commercial PNG connection at Nagoa Beach, visited the LCNG Station, and interacted with the senior leadership at the Head Office, reinforcing the shared commitment to clean and sustainable energy expansion.

Strong progress continued on the infrastructure front with the commissioning of the 55th and 56th CNG stations in the Banaskantha GA, taking our nationwide count to 125 CNG stations. The commissioning of the 125th station was marked by a successful CNG Vahaan Mela and Rally, showcasing CNG vehicles and generating on-the-spot bookings, reflecting growing acceptance of cleaner mobility. This momentum continued with the commissioning of 20th CNG station in Diu & Gir Somnath GA and 37th CNG station in Namakkal and Tiruchirappalli GA, further strengthening the total CNG network strength to 127 CNG stations.

In the PNG segment, we crossed a significant milestone with the successful commissioning of over 10,000 domestic PNG connections in the Diu & Gir Somnath GA, delivering safe, reliable, and clean energy to thousands of households and creating a meaningful impact at the community level.

Health, Safety, and Environment remained a core priority. We rolled out Life Saving Rules with strong emphasis on on-site implementation and contractor compliance. Emergency preparedness was enhanced through participation in an offsite Level-3 mock drill at Banaskantha GA and Level-1 mock drills conducted across all GAs under varied scenarios, including odd hours. HSE theme-based calendars were also rolled out across all locations, supported by monthly awareness sessions throughout the year to strengthen our safety culture.

Looking ahead, the Management Team has set clear aspirations for 2026—strengthening core CGD operations while pursuing new growth avenues, with a strong focus on volume growth, safety excellence, faster infrastructure and sales ramp-up, cost efficiency, digital transformation, employee engagement, and strategic expansion opportunities.

The month concluded on a positive and celebratory note with our teams coming together for the Christmas celebrations organised by the HR team. Such moments of togetherness reinforce our culture and remind us of the importance of camaraderie alongside performance.

As we move into the most decisive phase of the financial year, I urge each one of you to remain focused, disciplined, and committed. Strong execution, timely action, and collective ownership will be key to sustaining momentum and delivering consistent results.

Let me leave you with this thought:

"A new year is not just a change of calendar; it is a renewed commitment to our purpose, our people, and the standards we set for ourselves every day."

Let us continue building with purpose, accountability, and shared responsibility.

Wishing you and your families good health, success, and renewed energy in the year ahead.

Warm regards,

M. K. Sharma

Chief Executive Officer