



MD's New Year Message 2026

Dear Colleagues,

As we step into 2026, I want to wish you and your family a happy and fulfilling New Year. I also want to record my appreciation for the quiet professionalism with which our teams have delivered through a year that will stand out in NRL's story for a long time.

2025 was momentous because it brought national visibility to what we have been building with patience and rigour. In September 2025, the Hon'ble Prime Minister dedicated the Assam Bio Ethanol Projects Limited bamboo based 2G bio ethanol plant to the nation and laid the foundation stone of our Polypropylene project. For all of us inside the organisation, these milestones carried a simple message: NRL is being trusted to create new capabilities for the country, and to do it from Assam, with the North East at the centre of India's growth and clean energy journey.

That momentum was reinforced on 2 December 2025 when NRL was conferred Navratna status by the Department of Public Enterprises. This recognition is a tribute to the collective effort of the NRL family across years, across cycles, and across challenges. It is also a step up in responsibility. As a Navratna CPSE, expectations rise from the Government, from our stakeholders, and from the people we serve. They will rightly expect sharper delivery, stronger governance, and faster execution without compromising on safety or integrity. In 2026, we must live up to that trust in the way we work every day.

We ended the year with another important marker of readiness. On 31 December 2025, we achieved the "Oil In" at the CDU VDU of NREP, signalling the start of commissioning activities. It was the right note to close the year on, because it points directly to what lies ahead.

2026 will be a year of delivery. With NREP moving into commissioning and phased start up, we will be judged by our ability to convert years of planning and construction into stable, safe, predictable performance. This demands discipline in the basics: uncompromising safety, rigorous quality, strong interface management, and a culture where issues are surfaced early and resolved quickly. It also demands one team thinking, because commissioning succeeds only when every function aligns to a single rhythm of preparation, readiness, and response.

I want 2026 to be remembered as the year we matched achievement with delivery, and recognition with performance. Navratna status is an honour, but the real proof will be in the outcomes we create and the standards we uphold. Let us move into the year with confidence, with humility, and with a shared commitment to set a higher benchmark for what NRL can deliver for the nation and for the North East.

Warm regards,

Bhaskar Jyoti Phukan
Managing Director
Guwahati

01-01-2026