

डॉ. रंजीत रथ
अध्यक्ष

नुमालीगढ़ रिफाईनरी लिमिटेड

भारत सरकार का उपक्रम
9वीं मंजिल, एन आर एल सेंटर,
122 ए. जी. एस. रोड,
क्रिश्चनबस्ती, गुवाहाटी-781005, असम
दूरभाष : 0361-2800160 / 2800165
ई-मेल : cmd@oilindia.in



CIN : U11202AS1993GOI003893

DR. RANJIT RATH

Chairman

NUMALIGARH REFINERY LIMITED

A Government of India Enterprise
9th Floor, NRI Centre
122A, G. S. Road, Christianbasti,
Guwahati-781 005, Assam
Phone : 0361-2800160 / 2800165
E-mail : cmd@oilindia.in

5th January, 2026

Dear "Team NRL"

As we enter 2026, I extend my warm wishes to you and your family for a healthy and rewarding New Year. I also want to place on record my appreciation for the seriousness and maturity with which the NRL family has carried forward its responsibilities through a year that will be remembered as a landmark in our journey.

2025 gave NRL a level of national visibility that only a few organizations earn. In September 2025, the Hon'ble Prime Minister dedicated the bamboo based 2G bio ethanol plant under Assam Bio Ethanol Projects Limited and laid the foundation stone of the Polypropylene project at Numaligarh. These milestones signalled national confidence in NRL's ability to create new capabilities, cleaner fuels, and value-added products, while anchoring industrial growth in Assam and the Northeast.

That momentum was reinforced on 2nd December 2025 when NRL was granted Navratna status. This recognition is a tribute to the collective effort of our people over the years. It is also a step up in responsibility. Navratna status raises expectations from the Government, from our stakeholders, and from the public. It calls for sharper execution, stronger governance, and higher standards in the way we plan, spend, deliver, and communicate.

We closed the year with a commissioning marker that points directly to what lies ahead. On 31 December 2025, NRL achieved "Oil In" at the CDU VDU of NREP, signaling the commencement of commissioning activities. While it is one step in a larger sequence, it represents a change of gear, from building assets to bringing them to life.

2026 will be a year of delivery. NREP is a generational project for NRL, expanding our refining capacity from 3 MMTPA to 9 MMTPA, and the organization will be judged by its ability to translate years of preparation into stable, safe, phased commissioning and predictable performance. This will demand discipline in the basics, uncompromising safety, rigorous quality, clear accountability, and a culture where issues are surfaced early and resolved quickly. It will also demand unity of effort across locations and functions because commissioning succeeds only when the entire organization moves to one rhythm.

I also want you to see this year, and this phase of NRL's growth, in a wider frame. I see NRL as a vital part of a fully integrated Indian energy company, spanning the value chain from exploration and production to pipelines and refining, and now into cleaner fuels and petrochemicals.

Cont...on 2nd page

Our footprint and responsibility extend across the country, from the desert fields of Rajasthan to the energy heartland of Assam, and into offshore frontiers near the Andaman and Nicobar Islands. This integration brings resilience, scale, and opportunity.

It also creates a larger professional canvas for NRL employees, where the work you do here connects directly with the nation's upstream effort, its logistics backbone, and its downstream delivery to citizens and industry.

This should be a source of pride. It should also be a source of motivation because it places NRL employees at the centre of a national mission that demands competence and character. The year ahead will bring heightened expectations. As a Navratna company, and as part of an integrated energy group, we will be expected to deliver outcomes with speed, transparency, and responsibility, while remaining anchored to the values that have built trust in NRL.

Let us therefore begin 2026 with confidence and humility. Let us keep safety as our first responsibility, quality as our daily habit, and delivery as our shared mission. If we do that consistently, 2026 can become the year when NRL matches recognition with performance, and ambition with execution.

With warm regards and best wishes for the New Year !



Dr. Ranjit Rath
Chairman, Numaligarh Refinery Limited
Chairman and Managing Director, Oil India Limited