MD's NEW YEAR MESSAGE 2025

Dear Colleague,

As we usher in the New Year 2025, let us take a moment to reflect on the year that has flown past and look ahead at our strategy for the coming year.

On the refining front, our persistent effort towards reliability seems to show some positive results as we have already crossed 3 MMTPA of Crude Oil processing in the calendar year 2024. Project works has also picked up despite an exceptionally lengthy monsoon this year and we hope to further enhance output in the coming months. Many significant milestones were achieved both both in Refinery Expansion and Paradip Numaligarh Crude Oil Pipeline Project. The most satisfying milestone however remains the successful trail of conversion of bamboo into ethanol at the bio-ethanol project. While challenges were many, the entire ABEPL team ably aided by timely support and involvement of experts from various functions of NRL enabled us to establish the process, which demonstrates NRL's technical prowess and tenacity as a team.

Our desire is to end the financial year on a high note with excellent operational performance, good financial results and significant progress in the Refinery Expansion and Pipeline projects.

The year gone by was quite tumultuous from the geo-political point of view, to say the least. Unfortunately, we are not insulated from such events. While in the past, adverse geo-political events benefitted us in terms of margins, this time around the margins are under severe pressure. As a result, we are likely to face significant head winds in terms of profitability like our peers in the standalone refining sector.

While we may hope that the coming year would be less eventful from the geopolitics point of view and the business environment would be more stable than it had been in the last year, it is unlikely that the situation will get corrected abruptly. Therefore, it is incumbent on our part to be ready to face any challenges that may be thrown at us by external factors beyond our control. We need to stay nimble and take a course which is most suitable for the company. This requires agility of mind as a group, and I am sure, as we have done in past, we will respond well in such a scenario. It is *sine qua non* for the Company to reduce Revenue Expenditure to navigate through the uncertainties. There are many ways to reduce revenue expenses, which shall unfold as we move on.

Our Company has made great efforts to improve on its safety records by inducting new policy framework which is contemporary and proactive. We have created a Corporate Safety Department in addition to the safety framework already in place. We need all stakeholders to contribute towards the journey of improvement of workplace safety as well as job safety.

I take this opportunity to wish a very happy New Year and prosperous 2025 to all our employees, associates, contractors, vendors, neighbourhoods and their families.

Warm regards,

Bhaskar Jyoti Phukan
Managing Director

1st January 2025