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INSTITUTE FOR ENERGY SECURITY

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## **IES CONGRATULATES TOR ON THE SUCCESSFUL RESUMPTION OF OPERATIONS.**

The Institute for Energy Security (IES) extends its warmest congratulations to you, Edmond Kombat (Esq) and your team on the successful resumption of crude oil refining operations at the Tema Oil Refinery (TOR) after years of inactivity.

This historic milestone represents far more than the restart of a refinery; it marks the revival of a strategic national asset and a critical turning point in Ghana's downstream petroleum sector.

The successful execution of the Turnaround Maintenance on the Crude Distillation Unit, the attainment of full regulatory clearance, and the structured pathway towards restoring and expanding TOR's nameplate capacity are clear reflections of focused leadership, technical competence, and disciplined execution.

Edmond Kombat (Esq), your stewardship as Managing Director during this complex revival process has demonstrated exceptional resolve, professionalism, and commitment to national service. Under your leadership, TOR has re-emerged as a viable and operational refinery, reinforcing energy security and reducing Ghana's exposure to downstream supply risks.

IES commends your collective commitment to safety, regulatory compliance, and operational sustainability, as well as the clear vision articulated for stabilizing operations and scaling capacity in the medium term.

These achievements underscore what is possible when policy direction, technical rigor, and institutional leadership converge.

On behalf of the Institute for Energy Security, we congratulate you and the entire TOR team on this landmark achievement.

We look forward to TOR's continued progress and remain confident that your efforts will deliver lasting benefits to Ghana's energy security, industrial growth, and economic resilience.

**Signed:** Xatse Derick Emmanuel,  
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