

# Embedding regulatory readiness into core plant operations

Regulatory requirements continued to evolve across markets during 2025, particularly around emissions monitoring and operating thresholds. In India, new emission norms for calciners required all plants to comply by December 2025. We embedded these requirements into daily operations, ensuring production continuity and avoiding potential penalties. RAIN's two Carbon segment plants in India operated at approximately 90% utilisation as a result of proactive quota management and compliance alignment.



In Europe, tight coal tar supply and energy cost pressures demanded close engagement with local regulations governing production and emissions. We implemented blended raw material strategies and energy efficiency measures to maintain throughput without breaching operational norms. This included validating alternative binders and distillation processes against environmental standards, allowing uninterrupted deliveries to customers.

These measures reinforced operational predictability across multiple markets. By embedding regulatory compliance into standard processes and aligning with evolving norms, we ensured that plants could operate safely, efficiently, and reliably. Our actions demonstrate that readiness is not a static measure but an operational culture, enabling us to maintain performance while pursuing long-term transformation.