

SUSTAINABILITY REPORT 2026

Reporting 2025 Performance | ESG Reporting Indices



GRI Content Index

| Statement of Use | | Cabot Corporation has reported in accordance with the GRI Standards for the period January 1, 2025, to December 31, 2025. |
|---------------------------------|--|---|
| GRI 1 Used | | GRI 1: Foundation 2021 |
| GRI 2: General Disclosures 2021 | | |
| Disclosure Number | Disclosure Title | Page Number / Response |
| 2-1 | Organizational details | Name: Cabot Corporation Headquarters: 2 Seaport Lane, Suite 1400, Boston, MA 02210 USA Locations: Refer to Cabot's 2026 Sustainability Report , p. 5. Legal form: Cabot Corporation is a publicly traded corporation (NYSE: CBT) |
| 2-2 | Entities included in the organization's sustainability reporting | See Cabot's 2026 Sustainability Report , pp. 5, 21. Refer to Cabot's Form 10-K , filed November 24, 2025, Part I, Item 1, Business, for a description of our operations and entities in which Cabot has an ownership interest, and Exhibit 21 to Cabot's Form 10-K for a list of Cabot's subsidiaries. |
| 2-3 | Reporting period, frequency, and contact point | Refer to Cabot's 2026 Sustainability Report , p. 21. Cabot publishes its sustainability report annually. Inquiries or comments concerning the content of this report may be directed to sustainability@cabotcorp.com . |
| 2-4 | Restatements of information | See Cabot's 2026 Sustainability Report , pp. 14-15, 18. Minor adjustments were made to select previously reported data to improve data accuracy following internal data updates and validation activities. These included: <ul style="list-style-type: none"> ♦ 2023 and 2024 Scope 2 (market-based) emissions ♦ 2023 and 2024 water consumption and water discharge data ♦ 2023 non-hazardous waste disposed without reuse |
| 2-5 | External assurance | See Cabot's 2026 Sustainability Report , pp. 13-14, 18, 21. Refer to the ERM CVS Assurance Report for details regarding the scope of assurance and conclusions reached. Cabot's selection of external assurance providers is conducted in accordance with our Code of Business Ethics to ensure there are no conflicts of interest. Results of external assurance are reviewed by the Environmental Committee, reporting to the ESG Steering Committee. |
| 2-6 | Activities, value chain and other business relationships | See Cabot's 2026 Sustainability Report , p. 5, 12. Net revenue can be found in Cabot's Form 10-K , filed November 24, 2025, Part II, Item 8, Financial Statements and Supplementary Data. |

2-7 Employees

See [Cabot's 2026 Sustainability Report](#), pp. 17, 19.
 Cabot employs a global workforce of 4,177, including 102 temporary employees. Cabot does not employ non-guaranteed hour workers. As of year-end 2025, Cabot employed one individual under the age of 18, working in a temporary apprenticeship role in accordance with applicable laws and company policies.

Global Workforce by Age Group

| <30 | | 30-39 | | 40-49 | | 50-59 | | 60+ | |
|-----|-----|-------|-----|-------|-----|-------|-----|-----|----|
| 422 | 10% | 1,284 | 31% | 1,293 | 31% | 877 | 21% | 301 | 7% |

Global Workforce by Contract and Gender

| Gender | Male | | Female | |
|-----------|-----------|-------|--------|-----|
| | Permanent | 3,079 | 76% | 996 |
| Temporary | 77 | 75% | 25 | 25% |
| Full-time | 3,114 | 76% | 978 | 24% |
| Part-time | 42 | 49% | 43 | 51% |

Global Workforce by Contract and by Region

| Region | Americas | | EMEA | | APAC | |
|-----------|-----------|-------|-------|-------|-------|-------|
| | Permanent | 1,616 | 40% | 1,104 | 27% | 1,355 |
| Temporary | 21 | 21% | 31 | 30% | 50 | 49% |
| Full-time | 1,623 | 40% | 1,067 | 26% | 1,402 | 34% |
| Part-time | 14 | 16% | 68 | 80% | 3 | 4% |

| | | |
|------|---|---|
| 2-8 | Workers who are not employees | In addition to our employees, we regularly engage contractors, typically hired for specific project-based work or discrete periods of time. These workers represent approximately 30% of Cabot's workforce and are included in our occupational health and safety management program. |
| 2-9 | Governance structure and composition | See Cabot's 2026 Sustainability Report , p. 8 for an overview. Additional diversity metrics are provided in GRI 405-1 (Index p. 11). For additional details, refer to the Cabot 2026 Proxy Statement , pp. 7-17. |
| 2-10 | Nomination and selection of the highest governance body | Refer to Cabot's 2026 Sustainability Report , p. 8. See also the Cabot 2026 Proxy Statement , pp. 7-8, 13-17. |
| 2-11 | Chair of the highest governance body | Refer to Cabot's 2026 Sustainability Report , p. 8. See also the Cabot 2026 Proxy Statement , pp. 13. |
| 2-12 | Role of the highest governance body in overseeing the management of impacts | Refer to Cabot's 2026 Sustainability Report , p. 8. For additional details, see the Cabot 2026 Proxy Statement , p. 10-12. |
| 2-13 | Delegation of responsibility for managing impacts | Refer to Cabot's 2026 Sustainability Report , p. 8. For additional details, see the Cabot 2026 Proxy Statement , p. 10-12, 16. |
| 2-14 | Role of the highest governance body in sustainability reporting | Refer to Cabot's 2026 Sustainability Report , p. 8. For additional details, see the Cabot 2026 Proxy Statement , p. 10-12. |
| 2-15 | Conflicts of interest | Refer to Cabot's 2026 Sustainability Report , p. 8. See also the Cabot 2026 Proxy Statement , pp. 8, 17, 24. |
| 2-16 | Communication of critical concerns | Refer to Cabot's 2026 Sustainability Report , pp. 8, 21. See also the Cabot 2026 Proxy Statement , p. 25. |
| 2-17 | Collective knowledge of the highest governance body | Refer to Cabot's 2026 Sustainability Report , p. 8. See also the Cabot 2026 Proxy Statement , pp. 7-9. |
| 2-18 | Evaluation of the performance of the highest governance body | Refer to Cabot's 2026 Sustainability Report , p. 8. See also the Cabot 2026 Proxy Statement , pp. 17, 31-71. |
| 2-19 | Remuneration policies | Refer to Cabot's 2026 Sustainability Report , p. 8. See also the Cabot 2026 Proxy Statement , pp. 14-15, 31-45 and the Compensation Committee Charter . |
| 2-20 | Process to determine remuneration | See the Cabot 2026 Proxy Statement , pp. 31-71. |

| | | |
|------|--|---|
| 2-21 | Annual total compensation ratio | See the Cabot 2026 Proxy Statement , p. 67. In fiscal year 2025, CEO annual total compensation decreased by 3%, while median employee annual total compensation decreased by 11%, resulting in an approximate 1:0.3 ratio comparing the percentage change in CEO compensation to median employee compensation. |
| 2-22 | Statement on sustainable development strategy | See Cabot's 2026 Sustainability Report , pp. 3, 5. |
| 2-23 | Policy commitments | Refer to Cabot's 2026 Sustainability Report , pp. 7-8. See also Cabot's Code of Business Ethics; Human Rights Policy; Safety, Health & Environment and Sustainability Commitment ; and Supplier Code of Conduct . |
| 2-24 | Embedding policy commitments | Refer to Cabot's 2026 Sustainability Report , pp. 7-8. See also the Cabot 2026 Proxy Statement , p. 7-12, 24-25. |
| 2-25 | Processes to remediate negative impacts | See Cabot's 2026 Sustainability Report , pp. 8, 21. |
| 2-26 | Mechanisms for seeking advice and raising concerns | See Cabot's 2026 Sustainability Report , pp. 8, 21. See also Cabot's Code of Business Ethics and International Anti-Corruption Compliance Manual . |
| 2-27 | Compliance with laws and regulations | See Cabot's 2026 Sustainability Report , pp. 8, 13. In addition to the compliance information reported above, Cabot recorded 9 environmental non-conformances in 2025. No safety or environmental fines were incurred in 2025. |
| 2-28 | Membership associations | See Cabot's 2026 Sustainability Report , p. 7. Cabot is an active member of the following national and international industry/advocacy groups and associations: <ul style="list-style-type: none"> ◆ American Chemistry Council (ACC) ◆ Association of International Chemical Manufacturers ◆ Association of Synthetic Amorphous Silica Producers (ASASP) ◆ Chemistry Industry Association of Canada (CIAC) ◆ China Petroleum & Chemical Industry Federation (CPCIF) ◆ Color Pigments Manufacturers Association, Inc ◆ Corporate Environmental Enforcement Council (CEEC) ◆ CEO Action for Diversity & Inclusion™ ◆ Decarb Connect ◆ Ellen MacArthur Foundation's New Plastics Economy Global Commitment ◆ Environmental Law Institute ◆ European Chemical Industry Association (CEFIC) ◆ European Masterbatchers and Compounders (EuMBC) ◆ International Carbon Black Association (ICBA) ◆ Japan Carbon Black Association ◆ Manufacturers Alliance (MA) ◆ NAATBatt International ◆ Nanotechnology Industry Association (NIA) ◆ Society of Toxicology ◆ Synthetic Amorphous Silica and Silicate Industry Association (SASSI) ◆ United Nations Global Compact (UNGC) |
| 2-29 | Approach to stakeholder engagement | See Cabot's 2026 Sustainability Report , pp. 17, 21. |
| 2-30 | Collective bargaining agreements | See Cabot's 2026 Sustainability Report , pp. 8, 19. The terms of collective bargaining agreements are fully aligned with Cabot's Code of Business Ethics and Human Rights Policy . Due to data privacy laws, several of our EMEA locations cannot track union membership. |

GRI 3. Material Topics 2021

| Disclosure Number | Disclosure Title | Page Number / Response |
|-------------------|--------------------------------------|--|
| 3-1 | Process to determine material topics | See Cabot's 2026 Sustainability Report , p. 21. |
| 3-2 | List of material topics | See Cabot's 2026 Sustainability Report , pp. 11, 21. |

Building a Better Future Together

Product Sustainability & Circularity

| Disclosure Number | Disclosure Title | Page Number / Response |
|------------------------------------|-------------------------------|--|
| GRI 3: Material Topics 2021 | | |
| 3-3 | Management of material topics | Refer to Cabot's 2026 Sustainability Report , p. 12. See also Cabot's Sustainability Management Approach , p. 1. |
| Cabot PS&C-1 | Product carbon footprint | See Cabot's 2026 Sustainability Report , p. 12. |

Responsible Procurement

| Disclosure Number | Disclosure Title | Page Number / Response |
|--|--|--|
| GRI 3: Material Topics 2021 | | |
| 3-3 | Management of material topics | Refer to Cabot's 2026 Sustainability Report , p. 12. See also Cabot's Sustainability Management Approach , p. 1. |
| GRI 308: Supplier Environmental Assessment 2016 | | |
| 308-2 | Negative environmental impacts in the supply chain and actions taken | See Cabot's 2026 Sustainability Report , p. 12. |
| GRI 414: Supplier Social Assessment 2016 | | |
| 414-2 | Negative social impacts in the supply chain and actions taken | See Cabot's 2026 Sustainability Report , p. 12. |

Ethics and Compliance

| Disclosure Number | Disclosure Title | Page Number / Response |
|--------------------------------------|---|---|
| GRI 3: Material Topics 2021 | | |
| 3-3 | Management of material topics | Refer to Cabot's 2026 Sustainability Report , pp. 8, 13. See also Cabot's Sustainability Management Approach , pp. 1-2. |
| GRI 205: Anti-Corruption 2016 | | |
| 205-3 | Confirmed incidents of corruption and actions taken | Refer to Cabot's 2026 Sustainability Report , pp. 8, 13. See also Cabot's International Anti-Corruption Compliance Manual . |

Acting Responsibly for the Planet

Greenhouse Gas Emissions

Disclosure Number Disclosure Title Page Number / Response

GRI 3: Material Topics 2021

3-3 Management of material topics Refer to [Cabot's 2026 Sustainability Report](#), p. 13. See also [Cabot's Sustainability Management Approach](#), p. 2.

GRI 305: Emissions 2016

305-1 Direct (Scope 1) GHG emissions Refer to [Cabot's 2026 Sustainability Report](#), pp. 13-14.
For additional details, see Cabot's [Basis of Reporting GHG Emissions](#). See the [ERM CVS Assurance Statement](#) for information regarding assured GHG emissions data.

305-2 Indirect (Scope 2) GHG emissions Refer to [Cabot's 2026 Sustainability Report](#), pp. 13-14.

Scope 2 Location-Based GHG Emissions (MM MTCO₂e)

| 2023 | 2024 | 2025 |
|------|------|-------------|
| 0.29 | 0.26 | 0.24 |

For additional details, see Cabot's [Basis of Reporting GHG Emissions](#).

305-3 Other indirect (Scope 3) GHG emissions Refer to [Cabot's 2026 Sustainability Report](#), pp. 13-14.

| Scope 3 GHG Emissions by Category (KMTCO ₂ e) | 2023 | 2024 | 2025 |
|--|-------|-------|--------------|
| 1: Purchased Goods & Services | 4,175 | 4,367 | 4,003 |
| 2: Capital Goods | 41 | 31 | 31 |
| 3: Fuel & Energy Related Activities | 102 | 91 | 96 |
| 4: Upstream Transportation & Distribution | 202 | 174 | 187 |
| 5: Waste Generated in Operations | 50 | 58 | 36 |
| 6: Business Travel | 1 | 2 | 1 |
| 7: Employee Commuting | 8 | 7 | 7 |
| 8: Upstream Leased Assets | 40 | 27 | 19 |
| 9: Downstream Transportation & Distribution | 5 | 28 | 29 |
| 10: Processing of Sold Products | 965 | 755 | 713 |
| 11: Use of Sold Products | 127 | 137 | 138 |
| 12: End of Life Treatment of Sold Products | 34 | 40 | 37 |
| 13: Downstream Leased Assets | <0 | <0 | <0 |
| 14: Franchises | N/A | N/A | N/A |
| 15: Investments | 32 | 39 | 37 |
| Total Scope 3 | 5,782 | 5,756 | 5,334 |

See the [ERM CVS Assurance Statement](#) for information regarding assured Scope 3 emissions data.

305-4 GHG emissions intensity

See [Cabot's 2026 Sustainability Report](#), p. 13.

| Emission Intensity (Location-Based) | 2023 | 2024 | 2025 |
|---|------|------|-------------|
| Scope 1 (MTCO ₂ e/MT production) | 1.78 | 1.76 | 1.74 |
| Scope 2 (MTCO ₂ e/MT production) | 0.14 | 0.12 | 0.12 |
| Total Location-Based Emission Intensity | 1.92 | 1.88 | 1.86 |

GHG intensity is calculated as MTCO₂e emissions/MT of product. The intensity of our GHG emissions is calculated for all Scope 1 and 2 emissions produced by facilities under Cabot's operational control, as reported in GRI disclosures 305-1 and 305-2. Values are rounded to two decimal points for reporting purposes.

Air Emissions

Disclosure Number Disclosure Title Page Number / Response

GRI 3: Material Topics 2021

3-3 Management of material topics Refer to [Cabot's 2026 Sustainability Report](#), p. 14. See also [Cabot's Sustainability Management Approach](#), pp. 2-3.

GRI 305: Emissions 2016

305-7 Nitrogen oxides (NO_x), sulfur oxides (SO_x) and other significant air emissions See [Cabot's 2026 Sustainability Report](#), pp. 14, 18.

| Absolute Emissions | 2023 | 2024 | 2025 |
|---------------------------------|------|------|-------------|
| NO _x Emissions (KMT) | 7.19 | 6.86 | 5.96 |

See the [ERM CVS Assurance Statement](#) for information regarding assured emissions data..

Energy

Disclosure Number Disclosure Title Page Number / Response

GRI 3: Material Topics 2021

3-3 Management of material topics Refer to [Cabot's 2026 Sustainability Report](#), p. 14. See also [Cabot's Sustainability Management Approach](#), p. 3.

GRI 302: Energy 2016

302-1 Energy consumption within the organization See [Cabot's 2026 Sustainability Report](#), p. 14.

| Energy Sources (MMGJ) | 2025 | Energy Sold (MMGJ) | 2025 |
|-------------------------------------|---------------|---------------------------|-------------|
| Natural Gas | 2.13 | Steam | 5.56 |
| Liquid Fuels | 0.25 | Hot water | 0.36 |
| Raw Materials | 120.03 | Non-Renewable Electricity | 0.55 |
| Purchased Electricity Non-Renewable | 1.75 | Byproduct Gas Energy | 3.70 |
| Purchased Electricity Renewable | 0.53 | | |
| Steam | 0.17 | | |

For more information about our energy and fuel sources, refer to [Cabot's CDP Corporate Questionnaire 2025 Response](#).

Water

Disclosure Number Disclosure Title Page Number / Response

GRI 3: Material Topics 2021

3-3 Management of material topics Refer to [Cabot's 2026 Sustainability Report](#), p. 15. See also [Cabot's Sustainability Management Approach](#), p. 3.

GRI 303: Water and Effluents 2018

303-1 Interactions with water as a shared resource See [Cabot's 2026 Sustainability Report](#), p. 15.

303-2 Management of water discharge-related impacts Standards for wastewater discharge and the profile of receiving waterbodies are determined by local regulations as part of the permitting process. Cabot's wastewater discharge is treated as required and discharged generally in compliance with its permitted limits. Where exceedances occur, corrective actions are implemented. See also [Cabot's Sustainability Management Approach](#), p. 3.

303-3 Water withdrawal See [Cabot's 2026 Sustainability Report](#), p. 15.
Cabot's metric for water withdrawal includes surface water, brackish/seawater, purchased water, and groundwater, but excludes gray water. All surface, purchased, and groundwater are considered fresh (<1,000 mg/L Total Dissolved Solids [TDS]), while brackish/seawater is >1,000 mg/L TDS. 5.48 MM m³ (16%) of Cabot's water withdrawal (excluding gray water) occurs in areas identified as High or Very High Water Stress. 100% of water withdrawal in areas identified as High or Very High Water Stress was purchased water.

303-4 Water discharge See [Cabot's 2026 Sustainability Report](#), p. 15.

| Water Discharge (MM m ³) | 2025 | |
|--------------------------------------|-----------|----------------------|
| | All Areas | Water-Stressed Areas |
| Surface | 3.17 | 0.15 |
| Brackish/Seawater | 19.99 | 0.00 |
| Public or Private Sewer | 1.44 | 0.60 |
| Groundwater & Other | 0.32 | 0.00 |

All discharges of surface, public or private sewer, and groundwater are considered fresh (<1,000 mg/L TDS), while brackish/seawater is >1,000 mg/L TDS. 0.75 MM m³ (3%) of Cabot's absolute water discharge occurred in areas identified as High or Very High Water Stress. Cabot follows the discharge limits for priority substances which are set by local regulations.

303-5 Water consumption See [Cabot's 2026 Sustainability Report](#), p. 15.
Cabot's water consumption metric is calculated by subtracting total water discharge from total water withdrawal (and excludes graywater). 4.73 MM m³ (48%) of Cabot's water consumption occurs in areas identified as High or Very High Water Stress.

Waste

Disclosure Number Disclosure Title Page Number / Response

GRI 3: Material Topics 2021

3-3 Management of material topics Refer to [Cabot's 2026 Sustainability Report](#), p. 15. See also [Cabot's Sustainability Management Approach](#), p. 3.

GRI 306: Waste 2020

306-1 Waste generation and significant waste-related impacts Refer to [Cabot's 2026 Sustainability Report](#), p. 15.

306-2 Management of significant waste-related impacts Refer to [Cabot's 2026 Sustainability Report](#), p. 15.

306-3 Waste generated Refer to [Cabot's 2026 Sustainability Report](#), p. 15.

306-4 Waste diverted from disposal

See [Cabot's 2026 Sustainability Report](#), p. 15.
Recycling and reuse activities occur both within Cabot's facilities and off-site. Materials recycled on-site are not tracked and are excluded from the data below. The table represents the total diversion from disposal off-site, by hazardous and non-hazardous waste streams.

| | Non-Hazardous | Hazardous |
|--------------------------|---------------|--------------|
| Reused or Recycled (KMT) | 35.40 | 5.75 |
| Total | | 41.15 |

306-5 Waste directed to disposal

See [Cabot's 2026 Sustainability Report](#), p. 15.
Disposal activities occur off-site from Cabot's facilities, except for deep well injection. Total waste by category of disposal operations is provided below:

| | Non-Hazardous | Hazardous |
|---|---------------|---------------|
| Incinerated WITH energy recovery (KMT) | 3.03 | 1.15 |
| Incinerated WITHOUT energy recovery (KMT) | 0.32 | 0.12 |
| Deep well injection (KMT) | 0.00 | 121.78 |
| Landfilled (KMT) | 10.08 | 0.02 |
| Other (KMT) | 0.76 | 0.52 |
| Subtotal | 14.20 | 123.59 |
| Total | | 137.79 |

Caring for Our People & Communities

Health and Safety

Disclosure Number Disclosure Title Page Number / Response

GRI 3: Material Topics 2021

3-3 Management of material topics Refer to [Cabot's 2026 Sustainability Report](#), p. 16. See also [Cabot's Sustainability Management Approach](#), p. 4.

GRI 403: Occupational Health and Safety 2018

403-1 Occupational health and safety management system Refer to [Cabot's 2026 Sustainability Report](#), p. 16. See also [Cabot's Sustainability Management Approach](#), p. 4. Potential exclusions from our occupational health and safety management system may include joint ventures where Cabot is not the controlling managing partner and/or where Cabot owns less than 50% of the joint venture.

403-2 Hazard identification, risk assessment, and incident investigation Refer to [Cabot's 2026 Sustainability Report](#), p. 16. See also [Cabot's Sustainability Management Approach](#), p. 4.

403-3 Occupational health services See [Cabot's Sustainability Management Approach](#), p. 4.

403-4 Worker participation, consultation, and communication on occupational health and safety Refer to [Cabot's 2026 Sustainability Report](#), p. 16. See also [Cabot's Sustainability Management Approach](#), p. 4.

403-5 Worker training on occupational health and safety Refer to [Cabot's 2026 Sustainability Report](#), p. 16. See also [Cabot's Sustainability Management Approach](#), p. 4.

403-6 Promotion of worker health See [Cabot's Sustainability Management Approach](#), p. 4.

403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships [Cabot's Supplier Code of Conduct](#) requires that all suppliers implement robust safety management programs and commit to continuous improvement for safety performance. Contractors with negative health and safety records or performance will be removed from our sites. We also share safety resources and partner with adjacent facilities within industrial parks, where feasible.

403-9 Work-related injuries See [Cabot's 2026 Sustainability Report](#), p. 16. Methods for calculating each metric are provided below:

- ◆ **Total Recordable Incident Rate (TRIR):** Number of injuries (employees and contractors) per 200,000 work hours (~100 employees)
- ◆ **Lost Time Incident Rate (LTIR):** Number of lost time injuries (employees and contractors) per 200,000 work hours (~100 employees)
- ◆ **Severity Rate:**
 - Cabot Severity Rate: Number of lost workdays (employees and contractors) per 200,000 work hours (~100 employees)
 - EcoVadis Lost Time Injury Frequency Rate: (Total number of lost time injury events x 1,000,000 / total hours worked company-wide)
 - EcoVadis Lost Time Injury Severity Rate: (Number of days lost due to injuries) x 1,000/total hours worked
- ◆ **Process Safety Events (PSE):** Defined by the Center for Chemical Process Safety as a "release of material or energy from a process that resulted in injury, fire or explosion, or release of flammable, combustible or toxic chemicals."
- ◆ **High Consequence Work-Related Injuries:** Number of lost time cases greater than 180 days (excluding fatalities)

| 2025 Safety Rates Employees vs. Contractors | Employees | | Contractors | |
|--|------------------|------|------------------|------|
| | Number | Rate | Number | Rate |
| Fatalities | 0 | 0.00 | 0 | 0.00 |
| High Consequence Work-Related Injuries | 0 | 0.00 | 0 | 0.00 |
| Recordable Work-Related Injuries | 9 | 0.22 | 7 | 0.20 |
| Total Hours Worked | 8,341,381 | | 7,043,850 | |

*Rates calculated on a 200,000 work-hour basis

| Severity Rates | 2025 |
|--|------|
| Cabot Severity Rate | 1.26 |
| EcoVadis Lost Time Injury Frequency Rate | 0.32 |
| EcoVadis Lost Time Injury Severity Rate | 0.01 |

Talent Attraction, Retention & Development

Disclosure Number Disclosure Title Page Number / Response

GRI 3: Material Topics 2021

3-3 Management of material topics Refer to [Cabot's 2026 Sustainability Report](#), p. 16. See also [Cabot's Sustainability Management Approach](#), p. 5.

GRI 401: Employment 2016

401-1 New employee hires and employee turnover Refer to [Cabot's 2026 Sustainability Report](#), p. 16. See also [Cabot's Sustainability Management Approach](#), p. 5.

| Gender | Male | | Female | |
|-----------|------|----|--------|-----|
| Departing | 252 | 8% | 116 | 12% |
| New Hires | 199 | 6% | 84 | 8% |

| Region | Americas | | EMEA | | APAC | |
|-----------|----------|-----|------|-----|------|----|
| Departing | 191 | 12% | 120 | 11% | 57 | 4% |
| New Hires | 120 | 7% | 109 | 10% | 54 | 4% |

| Age Group | <30 | | 30-39 | | 40-49 | | 50-59 | | 60+ | |
|-----------|-----|-----|-------|----|-------|----|-------|----|-----|-----|
| Departing | 65 | 17% | 99 | 8% | 80 | 6% | 47 | 5% | 77 | 28% |
| New Hires | 104 | 27% | 94 | 7% | 53 | 4% | 24 | 3% | 8 | 3% |

401-2 Benefits provided to full-time employees See [Cabot's Sustainability Management Approach](#), p. 5.

404-2 Programs for upgrading employee skills and transition assistance programs See [Cabot's 2026 Sustainability Report](#), p. 16. Average training hours are calculated as the total hours of training per year divided by the total number of active employees. Our training program resulted in approximately 4 hours per employee in 2025. Cabot evaluates the effectiveness of training programs through methods such as program evaluation questionnaires, pre- and post-program assessments, 360 LEAD competency assessments, performance evaluations and development dialogues, recognition programs, safety metrics and employee engagement survey results.

404-3 Percentage of employees receiving regular performance and career development reviews See [Cabot's 2026 Sustainability Report](#), p. 16. 83% of Cabot employees were eligible for performance reviews. Among these, 100% received performance reviews in 2025, including the following:

| Performance Reviews by Eligible Employee Category | | Performance Reviews by Gender (Among Eligible Employees) | |
|---|--------|--|--------|
| Clerical/Technical | 100.0% | Male | 100.0% |
| Professional/Supervisor | 100.0% | Female | 100.0% |
| Management/Experienced | 100.0% | | |

Diversity, Equity & Inclusion

Disclosure Number Disclosure Title Page Number / Response

GRI 3: Material Topics 2021

3-3 Management of material topics Refer to [Cabot's 2026 Sustainability Report](#), p. 17. See also [Cabot's Sustainability Management Approach](#), p. 5.

GRI 405: Diversity and Equal Opportunity 2016

405-1 Diversity of governance bodies and employees See [Cabot's 2026 Sustainability Report](#), pp. 8, 17.

| Diversity of Board of Directors at the end of 2025 by Age Group | |
|---|----|
| Under 30 | 0 |
| 30-50 | 0 |
| Over 50 | 11 |

| Diversity of the Board of Directors at the end of 2025 by Gender | |
|--|---|
| Female | 3 |
| Male | 8 |

| Diversity of Board of Directors at the end of 2025 by Race/Ethnicity* | |
|---|---|
| Asian | 2 |
| Black | 1 |
| Hispanic/Latino | 1 |
| White | 6 |

*US-based Board members

GRI 406: Non-Discrimination 2016

406-1 Incidents of discrimination and corrective actions taken

Allegations of discrimination:

| Open (From previous) | New Claims Alleged | Total Claims Closed | Total Open Cases |
|----------------------|--------------------|---------------------|------------------|
| 1 | 2 | 2 | 1 |

Corrective actions taken:

| | No Action | Policy Review | Training | Discipline | Termination |
|-----------------|-----------|---------------|----------|------------|-------------|
| Substantiated | – | – | – | – | – |
| Unsubstantiated | 2 | – | 1 | 1 | – |

Community Engagement

Disclosure Number Disclosure Title Page Number / Response

GRI 3: Material Topics 2021

3-3 Management of material topics Refer to [Cabot's 2026 Sustainability Report](#), p. 17. See also [Cabot's Sustainability Management Approach](#), pp. 4-5.

GRI 413: Local Communities 2016

413-1 Operations with local community engagement, impact assessments, and development programs See [Cabot's 2026 Sustainability Report](#), pp. 17, 21.

SASB Chemicals Index

Industry standard version 2023-12

Greenhouse Gas Emissions

| Code | Accounting Metric | Page Number / Response |
|--------------|---|--|
| RT-CH-110a.1 | Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations | See Cabot's 2026 Sustainability Report , p. 14. 47% of our Scope 1 emissions are covered under cap and trade or carbon tax schemes. |
| RT-CH-110a.2 | Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and analysis of performance against those targets | Refer to Cabot's 2026 Sustainability Report , p. 13. See Cabot's Basis of Reporting GHG Emissions for a description of our methodology. Cabot's GHG reduction strategy began in 2010 as a voluntary program and has continued to evolve in coordination with our team, planning activities, and projects in support of the 2030 sustainability goals. |

Air Quality

| Code | Accounting Metric | Page Number / Response |
|--------------|---|---|
| RT-CH-120a.1 | Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) volatile organic compounds (VOCs), (4) hazardous air pollutants (HAPs) | See Cabot's 2026 Sustainability Report , pp. 14, 18. Emissions data are either directly measured or determined with engineering calculations based on production. At the present time, we do not track VOCs or HAPs globally, but our facilities typically control these emissions through combustion control equipment. |

Energy Management

| Code | Accounting Metric | Page Number / Response | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|--|---------------|------|------|------|--|------|------|-------------|--|-----|-----|------------|--|----|----|------------|--------------------------------------|----|----|------------|-------------------------------------|--------|--------|---------------|
| RT-CH-130a.1 | (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy | See Cabot's 2026 Sustainability Report , p. 14. | | | | | | | | | | | | | | | | | | | | | | | | |
| | | <table border="1"> <thead> <tr> <th></th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>1. Total non-raw material energy consumed (MMGJ)</td> <td>5.21</td> <td>4.58</td> <td>4.82</td> </tr> <tr> <td>2. Non-raw material energy from grid electricity (%)</td> <td>47%</td> <td>51%</td> <td>47%</td> </tr> <tr> <td>3. Non-raw material energy from renewables (%)</td> <td>2%</td> <td>4%</td> <td>11%</td> </tr> <tr> <td> Grid electricity from renewables (%)</td> <td>5%</td> <td>8%</td> <td>23%</td> </tr> <tr> <td>4. Total self-generated energy (TJ)</td> <td>15,538</td> <td>13,713</td> <td>14,962</td> </tr> </tbody> </table> | | 2023 | 2024 | 2025 | 1. Total non-raw material energy consumed (MMGJ) | 5.21 | 4.58 | 4.82 | 2. Non-raw material energy from grid electricity (%) | 47% | 51% | 47% | 3. Non-raw material energy from renewables (%) | 2% | 4% | 11% | Grid electricity from renewables (%) | 5% | 8% | 23% | 4. Total self-generated energy (TJ) | 15,538 | 13,713 | 14,962 |
| | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | | | | |
| 1. Total non-raw material energy consumed (MMGJ) | 5.21 | 4.58 | 4.82 | | | | | | | | | | | | | | | | | | | | | | | |
| 2. Non-raw material energy from grid electricity (%) | 47% | 51% | 47% | | | | | | | | | | | | | | | | | | | | | | | |
| 3. Non-raw material energy from renewables (%) | 2% | 4% | 11% | | | | | | | | | | | | | | | | | | | | | | | |
| Grid electricity from renewables (%) | 5% | 8% | 23% | | | | | | | | | | | | | | | | | | | | | | | |
| 4. Total self-generated energy (TJ) | 15,538 | 13,713 | 14,962 | | | | | | | | | | | | | | | | | | | | | | | |

Water Management

| Code | Accounting Metric | Page Number / Response |
|--------------|--|--|
| RT-CH-140a.1 | (1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress | See Cabot's 2026 Sustainability Report , p. 15. Percentage of total water withdrawn in regions with High or Extremely High Baseline Water Stress: 16%. Percentage of total water consumed in regions with High or Extremely High Baseline Water Stress: 48% |
| RT-CH-140a.2 | Number of incidents of noncompliance associated with water quality permits, standards and regulations | There was one water quality permit deviation in 2025. |
| RT-CH-140a.3 | Description of water management risks and discussion of strategies and practices to mitigate those risks | See Cabot's 2026 Sustainability Report , p. 15. Water management risks vary by site and include physical constraints on availability and discharge, sensitive catchments, flood risk, regulatory and permitting restrictions, and water cost considerations. At some facilities, Cabot faces trade-offs between water efficiency and other priorities. These include energy recovery systems that capture waste heat but require more water to operate efficiently and air pollution control technology that requires water to help reduce air emissions. |

Hazardous Waste Management

| Code | Accounting Metric | Page Number / Response | | | | | | | | |
|----------------------------|--|--|--|-----------|-------------------------|-------|----------------------------|---------|------------|----|
| RT-CH-150a.1 | Amount of hazardous waste generated; percentage recycled | See Cabot's 2026 Sustainability Report , p. 15. Wastes are defined as hazardous pursuant to applicable regulations at each facility. For example, in the United States, hazardous waste is primarily defined by the Resource Conservation and Recovery Act (in addition to state and local regulations), and in the European Union, it is based on the EU Waste Framework Directive (Directive 2008/98/EC on waste, including its subsequent amendments) along with other local requirements. | | | | | | | | |
| | | <table border="1"> <thead> <tr> <th></th> <th>Hazardous</th> </tr> </thead> <tbody> <tr> <td>Reused or Recycled (MT)</td> <td>5,749</td> </tr> <tr> <td>Total Hazardous Waste (MT)</td> <td>129,338</td> </tr> <tr> <td>% Recycled</td> <td>4%</td> </tr> </tbody> </table> | | Hazardous | Reused or Recycled (MT) | 5,749 | Total Hazardous Waste (MT) | 129,338 | % Recycled | 4% |
| | Hazardous | | | | | | | | | |
| Reused or Recycled (MT) | 5,749 | | | | | | | | | |
| Total Hazardous Waste (MT) | 129,338 | | | | | | | | | |
| % Recycled | 4% | | | | | | | | | |

Community Relations

| Code | Accounting Metric | Page Number / Response |
|--------------|--|--|
| RT-CH-210a.1 | Discussion of engagement processes to manage risks and opportunities associated with community interests | See Cabot's 2026 Sustainability Report , pp. 17, 21. |

Workforce Health & Safety

| Code | Accounting Metric | Page Number / Response |
|--------------|---|--|
| RT-CH-320a.1 | (1) TRIR and (2) fatality rate for (a) direct employees and (b) contract employees | See Cabot's 2026 Sustainability Report , p. 16. Refer to the data table "2025 Safety Rates Employees vs. Contractors" located in GRI Disclosure 403-9, on Index p. 9. |
| RT-CH-320a.2 | Description of efforts to assess, monitor and reduce exposure of employees and contract workers to long-term (chronic) health risks | See Cabot's Sustainability Management Approach , p. 4. |

Product Design for Use-Phase Efficiency

| Code | Accounting Metric | Page Number / Response |
|--------------|--|---|
| RT-CH-410a.1 | Revenue from products designed for use-phase resource efficiency | See Cabot's 2026 Sustainability Report , p. 12. Our sustainability assessment framework for new products and processes includes questions related to use-phase efficiency. We anticipate that in the coming years, we will be better positioned to disclose the associated revenue generated from products that impart benefits in use-phase efficiency. |

Safety and Environmental Stewardship of Chemicals

| Code | Accounting Metric | Page Number / Response |
|--------------|--|---|
| RT-CH-410b.1 | (1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment | 3% of products contain category 1 and 2 substances. Of these, 100% have undergone a hazard assessment. |
| RT-CH-410b.2 | Discussion of strategy to (1) manage chemicals of concern, (2) develop alternatives with reduced human and /or environmental impact | See Cabot's 2026 Sustainability Report , p. 12. See Cabot's Sustainability Management Approach , p. 1. |

Genetically Modified Organisms

| Code | Accounting Metric | Page Number / Response |
|--------------|--|---|
| RT-CH-410c.1 | Percentage of products by revenue that contain genetically modified organisms (GMOs) | We estimate that less than 1% of our products contain GMOs. |

Management of the Legal and Regulatory Environment

| Code | Accounting Metric | Page Number / Response |
|--------------|--|---|
| RT-CH-530a.1 | Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry | See Cabot's 2026 Sustainability Report , p. 8. Cabot reviews new or pending regulations that may affect its operations globally through a variety of mechanisms, including industry associations, newsletters, reporting services, consultants, and various other avenues. Cabot may comment on a certain number of those proposed regulations. We evaluate new regulations to determine what actions are required to implement them where applicable, including the financial costs of these regulations to the Corporation. For additional information, see Cabot's 2025 Annual Report and Form 10-K . |

Operational Safety, Emergency Preparedness and Response

| Code | Accounting Metric | Page Number / Response |
|--------------|--|---|
| RT-CH-540a.1 | Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR) | See Cabot's 2026 Sustainability Report , p. 16. <ul style="list-style-type: none"> ◆ Process Safety Incident Count (PSIC): Two, based on Tier 1 process safety incidents, per ANSI/API RP 754. ◆ Process Safety Total Incident Rate: 0.03, based on PSIC x 200,000 divided by total employee and contractor hours. ◆ We currently do not calculate the Process Safety Incident Severity Rate. |
| RT-CH-540a.2 | Number of transport incidents | See Cabot's 2026 Sustainability Report , p. 15. Cabot saw a slight increase in reportable offsite transportation incidents. All three incidents were investigated with root causes identified as lack of preventive maintenance on the carrier vehicle; operator error while transporting or turning; and driver error which resulted in a rollover incident. Cabot is committed to ensuring that our third-party carrier companies perform at high levels of safety and professionalism. Corrective actions were identified during the investigation and will be followed up for completion through our Customer Care department. |

Activity Metric

| Code | Accounting Metric | Page Number / Response |
|-------------|----------------------------------|------------------------|
| RT-CH-000.a | Production by Reportable Segment | 2,067,328 MT |

TCFD Content Index

The index below summarizes how Cabot's sustainability reporting aligns with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

| Governance | |
|--|---|
| TCFD Recommendations | Page Number / Response |
| a) Describe the board's oversight of climate-related risks and opportunities. | Refer to Cabot's 2026 Sustainability Report , p. 8. See also Cabot's 2026 Proxy Statement , pp. 10-12. Refer to Cabot's 2025 CDP Response , pp. 58-60. |
| b) Describe management's role in assessing and managing climate-related risks and opportunities. | Refer to Cabot's 2026 Sustainability Report , p. 8. See also Cabot's 2026 Proxy Statement , pp. 10-12, 16. Refer to Cabot's 2025 CDP Response , pp. 64-66. |
| Strategy | |
| TCFD Recommendations | Page Number / Response |
| a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. | Refer to Cabot's TCFD Climate Scenario Risks and Opportunities Matrix . See also Cabot's 2025 Annual Report and Form 10-K, Part 1, pp. 14-16, 19. Refer to Cabot's 2025 CDP Response , pp. 12-13, 36. See also Cabot's Sustainability Management Approach , p. 2. |
| b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. | Refer to Cabot's 2026 Sustainability Report , pp. 3, 5, 7, 11, 13, 15. See also Cabot's 2026 Proxy Statement , pp. 10-12 and 2025 Annual Report , pp. 3-6 and Form 10-K Part 1, pp. 14-16, 19. Refer to Cabot's 2025 CDP Response , pp. 116-119. See also Cabot's Sustainability Management Approach , pp. 1-2. |
| c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. | See Cabot's 2026 Proxy Statement , pp. 10-12 and the 2025 Annual Report and Form 10-K, Part 1, pp. 14-16. Refer to Cabot's 2025 CDP Response , pp. 98-115. |
| Risk Management | |
| TCFD Recommendations | Page Number / Response |
| a) Describe the organization's processes for identifying and assessing climate-related risks. | Refer to Cabot's 2026 Sustainability Report , pp. 8, 21. Refer to Cabot's TCFD Summary and TCFD Climate Scenario Risks and Opportunities Matrix . See also Cabot's 2026 Proxy Statement , pp. 10-12. Refer to Cabot's 2025 CDP Response , pp. 18-22. |
| b) Describe the organization's processes for managing climate-related risks. | Refer to Cabot's 2026 Sustainability Report , pp. 8, 13-15. See also Cabot's 2026 Proxy Statement , pp. 10-12. Refer to Cabot's 2025 CDP Response , pp. 18-22. See also Cabot's Sustainability Management Approach , p. 2. |
| c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management. | Refer to Cabot's 2026 Sustainability Report , p. 8. See also Cabot's 2025 Annual Report and Form 10-K , Part 1, pp. 14-16, 19; and Cabot's 2026 Proxy Statement , pp. 10-12. Refer to Cabot's 2025 CDP Response , pp. 18-22. |
| Metrics and Targets | |
| TCFD Recommendations | Page Number / Response |
| a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process | Refer to Cabot's 2026 Sustainability Report , pp. 11, 13-15. For a description of GHG methodologies, see Cabot's Basis of Reporting GHG Emissions . |
| b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks. | Refer to Cabot's 2026 Sustainability Report , pp. 13-14. See also Cabot's Sustainability Management Approach , p. 2. |
| c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. | Refer to Cabot's 2026 Sustainability Report , pp. 11, 13-15. |