

# SUSTAINABILITY REPORT 2026

Reporting 2025 Performance | Management Approaches



## Building a Better Future Together

We recognize the importance of responsible business practices, not only in our direct operations, but throughout our value chain. Guided by our commitment to ethics and compliance, our employees and business partners are held to high standards of accountability. Beyond this, we seek opportunities to collaborate with customers and suppliers to develop innovative approaches to shared sustainability challenges.



## Product Sustainability & Circularity

### Our Commitment

We are committed to developing products and processes that enable a better future. Through research, innovation and lifecycle thinking, we work to improve product performance and durability, increase energy efficiency, support circularity, and reduce GHG emissions.

### Our Management Approach

Our Chief Technology Officer oversees product innovation in close collaboration with our customer-focused business teams. We regularly engage with customers to develop products and solutions that deliver sustainability benefits and respond to evolving market needs.

Our research and development teams use a stage-gate process and a sustainability screening tool to evaluate impacts across the design and manufacturing through the use phase to end-of-life treatment.

We are expanding our capabilities to measure and manage lifecycle impacts across our portfolio to support our 2030 sustainability goal of reducing our average portfolio product carbon footprint by 5-10% below 2022 levels.

This includes developing an internal PCF tracking tool aligned with industry methodologies and exploring opportunities to improve process efficiency, increase the use of alternative feedstocks, transition to renewable electricity, and expand circularity.

Collaboration across the value chain is also key to product sustainability and transparency. We participate in industry initiatives to support alignment on lifecycle assessment methodologies and broader environmental and regulatory issues affecting our industries. To further advance supply chain traceability, we have pursued third-party certifications for select product lines, including International Sustainability & Carbon Certification (ISCC) PLUS for our EVOLVE® Sustainable Solutions.

Underpinning these efforts, product stewardship and regulatory compliance remain foundational to our approach. Our Product Safety and Toxicology department maintains systems to evaluate and communicate product-related environmental, health, and safety information and to support compliance with applicable global product regulations.



## Responsible Procurement

### Our Commitment

We are committed to working with suppliers that share our expectations for ethical business practices and sustainability performance. Our approach to responsible procurement focuses on supplier accountability, risk management, and long-term supply chain resilience.

### Our Management Approach

Our suppliers provide a wide range of goods and services, including raw materials; chemical additives; process equipment; packaging materials; logistics services; maintenance, repair, and operations; engineering; and facility and professional services. Supplier relationships are managed by our global Procurement organization and our feedstock sourcing teams.

We communicate our expectations for ethical business conduct and responsible environmental and social practices through our Supplier Code of Conduct. The Code outlines expectations related to business integrity, labor practices, environmental responsibility, and safety, and applies to suppliers, contractors, and other business partners working with or on behalf of Cabot. Key suppliers are expected to acknowledge these expectations as part of our supplier engagement process.

In addition, we engage critical suppliers through our sustainability screening and assessment process, using third-party platforms including EcoVadis and CDP. These assessments provide insight into supplier practices and disclosures, helping to inform supplier engagement and risk management efforts.

We also continue to work with key suppliers, customers, and business partners to identify opportunities to reduce impacts associated with transportation, packaging, and other operational activities. These partnerships help drive increased efficiency, lower-carbon solutions, and enhanced circularity.



## Ethics & Compliance

### Our Commitment

We are committed to conducting business with integrity across our global operations. Our ethics and compliance program is grounded in our Code of Business Ethics and supported by our governance structure, training, risk management, and reporting processes designed to promote responsible business conduct and compliance with laws and regulations.

### Our Management Approach

The Board of Directors oversees ethics and compliance matters through the Audit Committee, which receives at least quarterly updates on compliance activities and critical concerns raised through reporting channels. The Office of Compliance oversees Cabot's compliance with laws and regulations, the Code of Business Ethics, and other company policies, and is responsible for investigating and recommending actions to management to address any misconduct or noncompliance.

Our Code of Business Ethics applies to Cabot's Board of Directors, all Cabot employees, and Cabot's consultants, suppliers, contractors, and business partners. The Code sets expectations in areas including anti-corruption, conflicts of interest, international trade compliance, labor and human rights, workplace conduct, and interactions with customers, suppliers, government officials, and other business partners. Employees are required to complete annual training on the Code and related compliance topics and acknowledge applicable policies and standards.

Employees and other interested parties have access to reporting channels, including a third-party hotline and online reporting tool, which allow anonymous reporting where permitted by law. Reported concerns are reviewed and investigated through established processes, and Cabot prohibits retaliation against individuals who raise concerns in good faith.

We also maintain policies and procedures addressing anti-corruption, human rights, data privacy, and responsible supply chain practices. Our Human Rights Policy outlines expectations related to labor practices, non-discrimination, freedom of association, and the prohibition of forced labor, child labor, and human trafficking. Together, these policies and processes support consistent standards of ethical conduct and compliance across our operations and business relationships.



## Acting Responsibly for the Planet

### Our Commitment

We are committed to operating our facilities responsibly while delivering solutions that help address our customers' sustainability challenges. Through innovation and continuous improvement, we work to reduce emissions, conserve natural resources, minimize waste, and improve resource efficiency. We are proud of the progress we have made, while also recognizing that environmental performance requires ongoing effort and investment. We must continue to work toward practical, cost-effective solutions to reduce our environmental impacts while remaining competitive within our industries.

### Our Management Approach

Management of Cabot's environmental topics is guided by our Safety, Health, Environment and Sustainability (SHE&S) Commitment and informed by our 2030 sustainability goals and focus areas, as well as performance metrics that drive accountability. Environmental considerations, including climate-related risks and opportunities, are incorporated into business planning and risk management processes to enhance the resilience of our operations. Our pursuit of continuous improvement is supported by environmental management systems, company standards, compliance assessments, and site-level programs.

The Safety, Health, Environment and Sustainability (SHE&S) Committee of our Board of Directors provides oversight of environmental matters at the highest level of governance. The ESG Steering Committee, which is chaired by the CEO and comprised of members of the Management Executive Committee, supports oversight of ESG-related priorities across the company. Executive leadership for environmental strategy and performance is provided by the Senior Vice President of SH&E and Chief Sustainability Officer, who oversees a team of SHE&S professionals responsible for supporting our sites in managing environmental compliance obligations and improving performance to advance our 2030 sustainability goals.



## Greenhouse Gas Emissions

### Our Commitment

We measure our Scope 1, 2 and 3 greenhouse gas (GHG) emissions with the aim of reducing our environmental footprint and advancing our climate objectives. As part of an industry that is essential but difficult to abate, we face challenges in our path to decarbonization. Our highly engineered product grades are often valued for their broader life cycle and energy transition benefits, yet these materials tend to have a higher Scope 1 GHG intensity than many of our other products. Our commitment is to reduce Scopes 1 and 2 emissions while continuing to develop materials that deliver broader lifecycle benefits across our value chain.

### Our Management Approach

Responsibility for implementing our GHG emissions strategy resides within our business segments, working closely with our individual facilities and the SHE&S team. The Climate Subcommittee of our ESG Steering Committee includes cross-functional representation to coordinate activities in support of our 2030 sustainability goal to reduce Scope 1 and Scope 2 GHG emissions intensity by 15% below a 2022 baseline through process innovation. Our approach to reducing GHGs includes increasing the energy efficiency of our processes and equipment, utilizing energy recovery, exploring alternative feedstocks, and procuring renewable or low-carbon energy where feasible. In addition, we track and review Scope 3 GHG emissions to understand any potential implications for our long-term GHG reduction strategy and product carbon footprint performance.



## Air Emissions

### Our Commitment

Clean air is essential to the health and well-being of our employees, communities, and the environment. We monitor process emissions to support regulatory compliance while pursuing opportunities to reduce air emissions through process improvements and air pollution control technologies.

### Our Management Approach

Management of air emissions is led by our business segments, in close collaboration with our individual facilities and the SHE&S team. Our approach to reducing SO<sub>2</sub> emissions includes implementing emission control technologies

and using lower-sulfur feedstocks where economically and technologically feasible. These efforts support our 2030 sustainability goal of reducing absolute SO<sub>2</sub> emissions by 20% from a 2022 baseline. We also evaluate opportunities to improve the effectiveness of existing control systems while minimizing unintended environmental impacts, including waste generated by air pollution control systems.



## Energy

### Our Commitment

Our focus on energy conservation reflects our commitment to continuous improvement. We understand that improved energy efficiency delivers both environmental and economic benefits. Because our manufacturing processes are energy-intensive, we continually seek opportunities to reduce energy consumption, recover waste energy, and pursue process innovation.

Our 2030 sustainability goal focuses on further increasing our energy ratio, which measures our ability to capture and convert waste energy for export relative to the energy we import. By converting waste energy into useful byproducts that can be exported, we help reduce fossil fuel consumption and the associated GHG emissions beyond our own operations.

### Our Management Approach

Energy is a crucial part of our manufacturing processes. Cabot's Manufacturing Sustainability Team, within the manufacturing organization of our carbon black network, leads our broader energy sustainability efforts. The team collaborates with leaders from our business segments, corporate SHE&S, global engineering, and research and development to plan and support progress toward our 2030 sustainability goal. The team evaluates new energy-saving process technologies, identifies capital improvements for energy efficiency and energy recovery, and considers cross-media impacts associated with proposed initiatives.

Energy management practices are undertaken at the facility level. We have established internal energy efficiency targets for our manufacturing sites, starting with our carbon black facilities, aligned with industry best practices. A multi-year energy audit program is being rolled out to identify and prioritize measures to meet these targets. At the corporate level, we monitor performance using our internally developed energy ratio metric, while at our plants, we use operational and equipment-specific energy performance indicators to track progress, identify trends, and uncover improvement opportunities.



## Water

### Our Commitment

Water is vital to human life, healthy ecosystems and biodiversity across the globe. It is also an important resource for our manufacturing operations, and we recognize that water availability and water stress vary significantly across the regions where we operate. We are committed to managing water responsibly through efficient use and stewardship of water resources, with particular attention given to our locations in water-stressed areas.

### Our Management Approach

Water resource management is primarily led at the facility level, with support from the SHE&S and Manufacturing Sustainability teams. Water is used throughout our manufacturing operations and is sourced from brackish water, groundwater, surface waters, reclaimed water, or other alternative water sources, and third-party supplies, depending on local conditions. In certain operations, water is also used to generate steam and hot water that are supplied to our customers. Where feasible, water from our operations is recovered and reused, with the remaining water discharged directly or indirectly to waterways.

We have a responsibility to minimize our direct impacts from these activities. Therefore, we seek to conserve water across our operations and manage wastewater discharges to minimize environmental degradation.

Our 2030 sustainability goal is to reduce freshwater withdrawal intensity by 10% below a 2022 baseline at sites in water-stressed areas. Water-stressed areas are identified using the World Resources Institute Aqueduct Water Risk Atlas Tool, World Wildlife Foundation's Water Risk Filter, and/or site-specific evaluations of local conditions, including locations assessed as having high or extremely high baseline water stress. Our overarching strategy includes mapping water use, monitoring water risks, sharing best practices in water conservation, and implementing water-efficiency projects at prioritized locations. We monitor water withdrawals and discharges across our operations and conduct water risk assessments to identify locations where water scarcity may present elevated risks. Sites in water-stressed areas are prioritized for improvement projects. We also look for opportunities to increase water efficiency, reduce freshwater withdrawals, and recycle wastewater where feasible.



## Waste

### Our Commitment

We recognize the potential environmental impacts associated with waste disposal and spills of hazardous materials. Therefore, we take a targeted approach to minimizing waste through a hierarchy of management practices, and our Drive to Zero initiative extends to an aspiration of zero spills and leaks at our operating facilities. We also believe that finding beneficial uses for waste materials and byproducts presents opportunities to contribute to a circular economy.

### Our Management Approach

Most of our waste is associated with manufacturing operations, including off-quality materials, remediation-related waste, and residues from air pollution control systems. Other waste streams may result from activities such as periodic construction projects, packaging, laboratory operations, and routine office activities.

Expectations for waste management and chemical handling are governed by Cabot's internal standards applicable to our manufacturing, laboratory, and R&D facilities. Our Waste Management Standard establishes a hierarchy of waste management practices, with waste elimination as the highest priority and disposal without beneficial reuse as the lowest priority. We implement programs to identify beneficial uses for off-quality products and other waste streams and improve facility resource efficiency to reduce waste generation.

Where feasible, both hazardous and non-hazardous waste is recycled or reused, while remaining waste is managed through appropriate off-site treatment and disposal at permitted and licensed facilities in accordance with Cabot's Waste Management Standard. We track waste generation and disposal data from across our operations to identify trends, support waste reduction efforts, and evaluate opportunities for improvement. We also establish internal targets for selected waste streams and operations to help drive waste reduction and beneficial reuse.

### Spills Management

Consistent with our Drive to Zero philosophy, we seek to avoid spills and leaks through facility design, operational controls, employee training, and emergency preparedness programs.



## Caring for Our People & Communities

Providing safe working conditions and investing in our employees' growth and development have long been fundamental to who we are as a company. We strive to foster an inclusive workplace where employees can contribute their talents and reach their full potential. This commitment extends to the communities where we operate through our engagement activities that support local needs and priorities.



## Health & Safety

### Our Commitment

Our responsibility as an employer is to provide a safe work environment and promote wellness across the workforce. This focus on health and safety has been deeply ingrained in our culture throughout our history. Our goal is for all employees, contractors and visitors to return home in the same condition as when they arrived at work. We also strive to help employees lead healthy lifestyles through a variety of initiatives and benefits.

### Our Management Approach

The Safety, Health, Environment and Sustainability (SHE&S) Committee of Cabot's Board of Directors has responsibility for overseeing health and safety issues at the highest governance level. Leadership for implementing related strategies and policies is provided by the Senior Vice President for SHE&S and Chief Sustainability Officer, who oversees a global team of SHE&S professionals, including regional directors. SHE&S is deeply embedded in our culture. The Executive Management Team plays an essential role in setting expectations and ensuring appropriate resources are available to meet our goals and objectives. As part of our Drive to Zero initiative, we have set a long-term goal of achieving zero injuries at our facilities worldwide. Recognizing that it may take many years to achieve this ambitious objective, we have also established 2030 safety goals to reduce Total Recordable Incident Rate and Lost Time Incident Rate by 25% below a three-year rolling baseline.

Our global SHE&S Commitment was approved by the ESG Steering Committee and adopted by the Cabot Board of Directors. We hold ourselves accountable for demonstrating our company values and continuously improving the way we operate. The commitment defines several important objectives, including compliance with applicable laws and regulations, protection of employees, contractors, and communities, responsible product stewardship, emergency preparedness, and collaboration with customers to support more sustainable solutions.

Our facilities are required to implement safety programs that uphold our SHE&S Commitment and comply with all applicable health and safety laws and Cabot standards. These programs provide oversight of all direct activities occurring in our facilities and within our operational control, including impacts on employees, contractors, and visitors. Most facilities maintain local health and safety committees with participation open to both union and nonunion workers. These committees meet regularly to ensure open dialogue on SHE&S priorities, communicate progress and challenges, and encourage worker participation in health and safety efforts. Contractors are incorporated into our safety program through prequalification processes that verify compliance with minimum SHE&S requirements. Contractors receive site-specific orientation training and are required to follow Cabot's safe work permitting processes. Contractor performance is also periodically reviewed through our contractor management standard.

### Hazard Identification and Risk Mitigation

Our approach to minimizing risk includes hazard identification, risk assessment and implementation of control measures designed to prevent injuries and occupational health impacts. All employees receive safety training intended to ensure awareness of workplace hazards and safe work practices, and training programs meet or exceed all applicable regulatory requirements. Our job safety analysis and safe work permit processes ensure that risks are addressed before work begins. Hazard awareness and safety training cover topics including potential exposure hazards, occupational noise, personal protective equipment, fire and flammability, physical risks, and ergonomics. To enhance these efforts, we utilize a web-based learning platform across multiple topics and disciplines.

Workers are encouraged to report unsafe conditions through multiple reporting channels. To ensure worker protection against reprisal, Cabot provides an anonymous reporting hotline and investigates all claims of retaliation.

We have internal standards for monitoring and controlling long-term health risks. These standards include workplace exposure assessments, incident investigations, corrective actions where necessary, communication of

results to employees, and centralized tracking of related data. Our facilities' implementation of these standards is reviewed periodically through our SHE&S audit program.

Our SHE&S management systems also incorporate process safety management practices designed to identify and mitigate operational risks associated with manufacturing processes, including hazard assessments, incident evaluations, emergency preparedness, and continuous improvement.

### Occupational Health Services

A suite of occupational health services strengthens our robust approach to worker well-being. These include third-party medical advisory services for occupational injuries and illness management and an independent medical director to advise Cabot on long-term and acute medical conditions associated with our manufacturing operations. All employees have access to information on chemical hazards and occupational services through internal communication networks and SHE&S experts.

We carry this approach beyond our operations through an emergency response system and advisory services to cover chemical shipments worldwide. We also participate in industry groups and sponsor research related to the potential long-term impacts of our products.

### Continuous Improvement Through Responsible Care®

As part of our commitment to Responsible Care, we report performance metrics annually and undergo regular external audits to evaluate our program, identify gaps, and undertake corrective actions as needed. Our sites also undergo internal SHE&S audits designed to evaluate compliance with regulations, internal standards, and industry-recognized best practices. Employees participate in audit activities ranging from interviews to corrective actions.



## Community Engagement

### Our Commitment

Throughout our history, we have maintained strong connections with our local communities and have endeavored to be a good community partner. We recognize that thriving communities are essential to long-term business success and a more sustainable future. Our engagement efforts reflect our commitment to supporting local needs and building relationships with our neighbors. We are fortunate to have an active workforce willing to contribute their time and skills to positively impact our communities.

## Our Management Approach

Our community engagement efforts are primarily carried out through two channels: the Cabot Corporation Foundation and facility-led community engagement initiatives.

Established in 1953, the Cabot Corporation Foundation provides financial support to qualified charitable and nonprofit organizations in the United States. In 1992, the charter was expanded to include grants for eligible organizations outside the United States, extending support to communities across our global footprint. Cabot's Board of Directors approves the Foundation's annual giving budget, while the Foundation's Board of Directors oversees grant review and distribution decisions to ensure alignment with the Foundation's mission and governance requirements.

In addition to corporate giving, our facilities lead local community engagement activities tailored to regional priorities and community needs. Community Outreach Teams are responsible for assessing local needs, developing engagement plans, and coordinating initiatives such as volunteer events, charitable giving, and sponsorships of local causes. Funding for local initiatives is generally managed through facility budgets, with additional resources available through the Cabot Corporation Foundation.



## Diversity, Equity, and Inclusion

### Our Commitment

We strive to create a safe and open environment where everyone is supported to contribute to our success and have an impact – where the richness of ideas, backgrounds, and perspectives are accepted, respected, and valued. Each of us is accountable for helping to build and sustain an inclusive environment where everyone can contribute, grow, and thrive.

### Our Management Approach

Diversity, equity, and inclusion (DE&I) is a core responsibility of our Director of Talent Management and Development, who reports to the Chief Human Resources Officer (CHRO). Progress is overseen by the DE&I Council, comprised of leaders from across the company. Employment decisions are made without regard to race, color, ethnicity or national origin, religion, gender, gender identity, sexual orientation, age, disability, veteran status, or other legally protected status. Policies and practices are reviewed from both global and local perspectives to help foster a workplace culture where employees with diverse

backgrounds and experiences feel valued and empowered to share ideas, challenge the status quo, and collaborate across teams.

We believe that diverse perspectives and experiences not only build a community of employees who feel included and valued but also enhance our ability to innovate and succeed as a company. This contributes to our ability to recruit and retain top talent while fostering a welcoming environment for our employees.



## Talent Attraction, Retention, & Development

### Our Commitment

We understand that employees have a choice of where they work, and our goal is to remain an employer that attracts and retains top talent. We depend on the broad range of skills and experiences within our workforce to advance our business objectives and drive innovation. Through our competitive benefits programs, professional development opportunities, and collaborative culture, we support employees in building rewarding careers and reaching their full potential.

### Our Management Approach

Reporting to the Chief Executive Officer, the Senior Vice President and Chief Human Resources Officer (CHRO) oversees programs and processes to attract, develop, retain, and support our employees and provides updates to the Board of Directors on related initiatives. Reporting to the CHRO, the Director of Talent Management and Development leads the execution of our talent strategy, focused on building our current and future talent pipeline through recruitment and employee development. The Human Resources (HR) Department supports managers across the company in driving performance and employee development through our performance-based management and talent development processes. The HR Department also establishes expectations for labor practices, human rights, and workplace well-being consistent with our Human Rights Policy.

An in-house talent acquisition team leads outreach and recruitment efforts suited to local market dynamics and business needs. We develop future talent by offering internships, apprenticeships, and training to students across many of the communities where we operate. Our talent attraction efforts are supported by a competitive total rewards program, opportunities for professional growth, and a collaborative workplace culture designed to help employees succeed and advance their careers.

Regarding employee compensation, our Board's Compensation Committee oversees executive compensation programs and monitors pay equity to promote consistency and fairness across the organization. To support employee well-being, we offer comprehensive benefits programs designed to meet or exceed local requirements and market practices in the countries in which we operate. While benefits vary by location, our core programs typically include healthcare coverage, life and disability insurance, retirement and pension plans, business travel insurance, vacation, holiday, and leave entitlement, educational assistance, and access to retiree medical coverage.

Cabot encourages a culture of well-being and offers programs that support physical, financial, emotional, and social health. These programs vary by location and may include in-person, digital, and printed resources. An Employee Assistance Program is available globally. Flu vaccination campaigns are held across many regions, and on-site healthcare services are available in some locations. We also offer flexible work arrangements to help employees balance family and personal responsibilities.

We recognize the value each employee brings to Cabot and are committed to providing opportunities for professional growth throughout their careers. Our approach to development includes on-the-job learning, continuous feedback from managers and peers, leadership development programs, functional and technical training, professional conferences, and other formal learning opportunities.

Through our performance-based management process, managers and employees work together to establish goals, review progress, reward performance, and identify areas for development that support performance improvement and career growth. We also maintain talent review and succession planning processes to identify and develop future leaders across the organization. Training programs are managed globally and on a site-by-site basis to reflect employees' experience, skills, career interests, and business needs. Lastly, career transitions, including retirement and workforce reductions, are handled with sensitivity and may include outplacement services or other support resources.

To support continuous improvement, our biennial employee engagement survey provides an opportunity for the company to receive feedback from our global workforce and gain insights related to engagement, retention, and development.