

## STAKEHOLDER ENGAGEMENT

Maintaining strong relationships with our stakeholders is critical to our success, including our ability to evaluate sustainability impacts and implement actions for positive change. We seek out opportunities for meaningful interactions with stakeholders to understand the nature of our business and our commitment to improving sustainability performance and the respect for human rights, as well as to collectively identify, mitigate, and address shared concerns.

Our engagements with these groups can take many forms, including employee meetings, community engagement days at our manufacturing sites for our neighbors, recruiting events, in-person meetings, investor engagements, and the use of our website and social media channels to highlight key community initiatives and company news. Our open-door policy provides the framework for employees to raise concerns and report suspected violations of

corporate policies or the law. Employees may utilize several points of contact, such as supervisors, the Office of Compliance, or the Cabot hotline. Manufacturing facilities have formal processes to engage with the local community, including Community Advisory Panels and Community Engagement Days, where our neighbors can visit our facilities and interact directly with Cabot employees and learn more about plant operations. Regarding supplier engagements, our Code of Business Ethics, Human Rights Policy, and Supplier Code of Conduct define the values and expectations to which we hold ourselves and our business partners accountable. Investor communications include information sharing and opportunities to raise issues regarding ESG topics, goals, actions, and indicators to support our long-term performance.

Stakeholders	Types of Engagement	Key Topics
Employees	Meetings, including Global All Hands meetings, executive briefings, training sessions, surveys, regular intranet communication, internal social media streams	Business performance, the value of our work, strategic initiatives and purpose, policy and organizational structure, benefits and compensation, collective bargaining, safety, sustainability, values and culture
Potential Employees	Social media, website, college campus visits, interviews, internships, job recruitment sites, employee referrals	Sustainability performance, company values and culture, community engagement, benefits, compensation
Communities	Plant visits, Community Engagement Days, sponsorships, engagement programs, Foundation activities, website, social media	Plant operations, safety, environmental stewardship, emergency response planning, compliance programs, emissions, community sponsorships, local engagement, environmental justice
Customers	Sales calls, surveys, technical information, exchanges, plant visits, complaint resolution, trade shows, trade magazines, social media, customer portals, website	Business performance, sustainability, satisfaction surveys, technical solutions, product quality and performance, cost, production plans, environmental data, product safety, regulatory information
Suppliers	Presentations, supplier agreements, performance assessments, supplier summits, trade shows, trade magazines, website	Performance criteria and expectations, sustainability, safety, Supplier Code of Conduct, human rights
Investors	Annual report, quarterly disclosures, annual meeting, individual meetings, social media, website, business and trade magazines	Business performance, strategy, execution, material disclosures, sustainability
Regulators	Plant visits, technical information exchanges, inspections	Compliance reporting, problem-solving, technical information, sustainability

