

Cabot Corporation **2025 Modern Slavery Statement**

ABOUT THIS REPORT

This Report describes the efforts of Cabot Corporation and its subsidiaries (“**Cabot**”, “**we**”, “**us**”, or “**our**”) to prevent and reduce the risks of human trafficking, forced labour and child labour (collectively referred to herein as “**Modern Slavery**”) in our operations and supply chains. We have prepared this Report on a consolidated basis for Cabot because we have common policies and take a global approach to compliance programs relating to Modern Slavery. This Report is for our fiscal year ended September 30, 2025 (the “**2025 fiscal year**”).

This Report is being published pursuant to Section 11 of the *Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act*, the *California Transparency in Supply Chains Act 2010*, and Section 54(1) of the *UK Modern Slavery Act 2015*. Cabot does not report under similar legislation in any other jurisdiction. However, not all of our group companies are subject to these Acts. To the extent applicable, the signature pages to this Report include additional disclosures specific to the entities required to prepare a statement under one of more of the laws listed above in this paragraph and the date this Report was signed and/or approved. This Report has not been externally assured.

INTRODUCTION

Cabot strives to conduct its business ethically and with integrity. We value human rights and seek to comply with all applicable laws and standards related to labour practices and human rights in all our operating locations. We also recognize and respect international human rights principles aimed at promoting and protecting human rights, including:

- the United Nations' Universal Declaration of Human Rights;
- the International Covenant on Civil and Political Rights;
- the International Covenant on Economic, Social and Cultural Rights; and
- the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

Cabot does not tolerate any form of Modern Slavery in its operations or supply chain and maintains a number of policies (discussed herein) to support our respect for fundamental human rights, fair labour practices and the prohibition on child and forced labour.

STRUCTURE, ACTIVITIES AND SUPPLY CHAINS

Structure

Cabot is a leading global specialty chemicals and performance materials company headquartered in Boston, Massachusetts, USA. The company's principal products are reinforcing and specialty carbons, specialty compounds, conductive additives, carbon nanotubes, fumed metal oxides, inkjet colorants, and aerogel. Shares of Cabot Corporation are listed on the New York Stock Exchange (NYSE: CBT).

Activities and Operations

Cabot has manufacturing facilities and operations at 38 sites in more than 20 countries around the globe, as shown in Figure 1 below. As of September 30, 2025, Cabot globally employed approximately 4,100 employees, with 40% of employees located in North and South America (60% of whom are in the United States), 33% in Asia Pacific (75% of whom are in China), and 27% in Europe, Middle East and Africa.

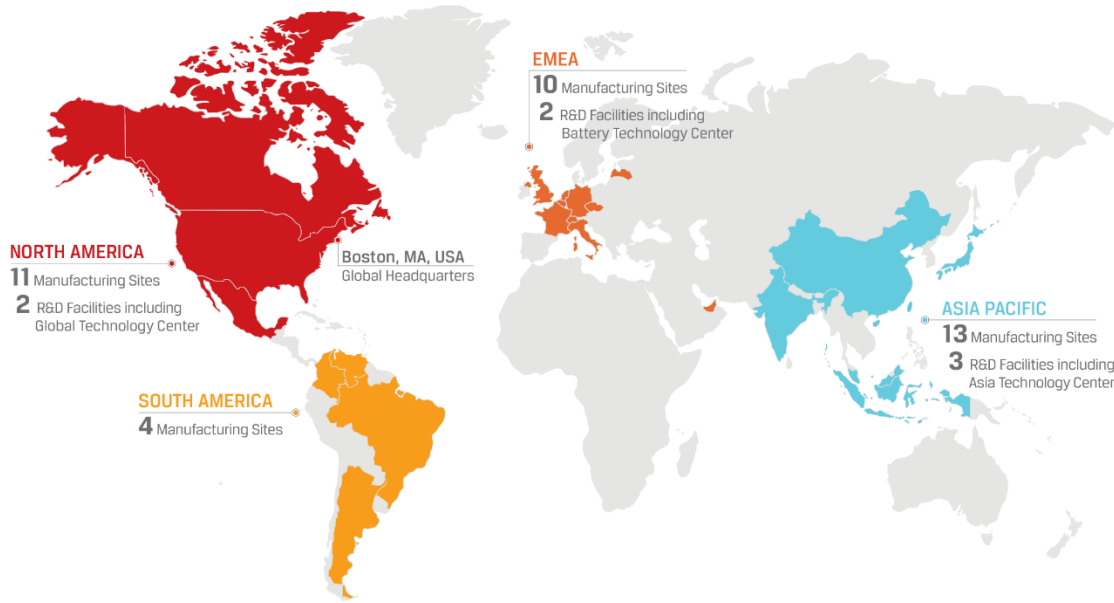


Figure 1: Cabot Global Operations

Cabot's business is currently organized into two reportable segments: Reinforcement Materials and Performance Chemicals.

Our broad range of innovative products helps us advance our customers' products in a wide range of industries. Details of our businesses within Reinforcement Materials and Performance Chemicals are set out below:



Reinforcement Materials

- ◆ **Reinforcing Carbons:** industrial rubber products, tires
- ◆ **Engineered Elastomer Composites:** industrial rubber products, tires



Performance Chemicals

- ◆ **Specialty Carbons:** adhesives, batteries, coatings, displays, inks, plastics, toners
- ◆ **Fumed Metals Oxides:** adhesives, batteries, coatings, cosmetics, inks, pharmaceuticals, polishing slurries, sealants, silicone elastomers, toners
- ◆ **Battery Materials:** advanced lead-acid batteries, lithium-ion batteries for electric vehicles, consumer electronics, and energy storage systems
- ◆ **Inkjet Colorants & Inks:** commercial and industrial printing, corrugated packaging, inkjet printing
- ◆ **Specialty Compounds:** plastics for use in agriculture, automotive, consumer products, electronics, industrial, and infrastructure
- ◆ **Aerogel:** batteries, coatings, industrial insulation



Our Supply Chains

Cabot's operations depend on a complex global supply network of more than 10,000 suppliers worldwide that directly support our operations. 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. Our suppliers are managed by our global procurement organization, within our Global Business Services function, including our feedstock sourcing teams.

For our Reinforcement Materials segment, the principal raw material used in the manufacture of our reinforcing carbons is composed of residual heavy oils derived from petroleum refining operations, the distillation of coal tars, and the production of ethylene throughout the world. Natural gas is also used in the production of our reinforcing carbons.

For our performance chemicals segment, the principal raw material used in the manufacture of our specialty carbons and conductive additives is composed of residual heavy oils derived from petroleum refining operations, the distillation of coal tars, and the production of ethylene throughout the world. Natural gas is also used in the production of our specialty carbons. The primary raw materials for our carbon nanotubes are catalysts. Raw materials for the production of fumed silica are various chlorosilane feedstocks, and aluminum chloride for the production of fumed alumina. The primary raw material used for our specialty compounds include carbon black, thermoplastic resins and mineral fillers.

POLICIES, PROCEDURES AND DUE DILIGENCE

Cabot has implemented and maintains in effect global policies and procedures designed to support its commitment to fundamental human rights, fair labour practices and the prohibition on child and forced labour. The policies and procedures discussed in this Report, including the Cabot Code of Business Ethics (the "**Code**"), the Supplier Code of Conduct (the "**Supplier Code**"), the

Human Rights Policy, the Supplier Qualification Process, and the reporting Hotline apply to all entities in the Cabot group.

i. Code of Business Ethics

Cabot has a comprehensive Code which applies to the Cabot Corporation's Board of Directors, all Cabot employees, consultants, contractors, suppliers, and other business partners. It is based on a basic set of principles - each person is expected to meet the highest ethical standards in conducting Cabot business, comply with applicable laws and regulations, and act in accordance with Cabot's values. As stated in the Code, we believe in doing business with suppliers and others who demonstrate high standards of ethical business behavior. In particular, with respect to Labor Practices and Human Rights, the Code states:

We support and value human rights and are committed to complying with all applicable laws and standards relating to labor practices and human rights in all of our operating locations. This includes laws relating to child and forced labor.

The full text of the Code can be found online, [here](#).

ii. Supplier Code of Conduct

We recognize that our overall social and sustainability impact often depends on decisions made in our supply chains. For this reason, Cabot implemented a Supplier Code in 2010 that has been distributed across the global supply chain in 14 languages. The Supplier Code expressly prohibits Cabot's suppliers from using forced or child labor of any kind. The Supplier Code also expects suppliers to comply with local or national labor laws regarding compensation and working hours. Cabot expects its suppliers to comply with the Supplier Code and, therein, explicitly reserves Cabot's right to terminate its business relationship with any party that violates the principles stated in the Supplier Code.

The full text of Cabot's Supplier Code can be found online, [here](#).

iii. Human Rights Policy

Cabot implemented a Human Rights Policy that commits us to business practices that we believe ensure the well-being of our employees, customers, and the communities in which we operate. Among other topics, the Human Rights Policy prohibits forced labor, human trafficking and child labor. In particular, Cabot's Human Rights Policy states:

We do not tolerate any form of exploitation of labor, forced or bonded labor, human trafficking, or other forms of modern slavery. We are strictly opposed to all forms of child labor, as identified in International Labour Organization ("ILO") Convention No. 138. We comply with laws and standards related to labor practices in our office and operating locations.

The Human Rights Policy sets our expectations for employees on the systems and processes Cabot uses to fulfill our human rights due diligence obligations. For example, where Cabot becomes aware of a possible breach of human rights, we work to investigate and remedy such breach. If the remedy is not effective, Cabot reserves the right to terminate the business relationship.

The full text of the Human Rights Policy can be found online, [here](#).

iv. Supplier Qualification Process

Cabot has processes in place to help it source from suppliers that share Cabot's values regarding respect for human rights, integrity, and sustainability.

As part of our internal supplier qualification process for new suppliers, we typically evaluate the supplier through a risk-based assessment process, taking into account the particular supplier's risk profile. If Cabot determines a supplier to be critical, such supplier will be asked to enroll in EcoVadis (additional detail below), allowing Cabot greater insight into the supplier's, and therefore Cabot's, supply chain.

Cabot periodically requires existing suppliers to be re-qualified via the supplier qualification process. Additionally, on an ongoing basis within Cabot's procurement system, we deploy risk assessment tools that assist in proactively predicting risk across the global supply chain.

v. EcoVadis

At year end 2025, Cabot had enrolled 84 of our 157 identified critical suppliers into the EcoVadis third-party platform. We are working toward a 100% participation rate. Insights from EcoVadis provide important information on our supply chain's environmental and social impacts which we can then utilize for, when appropriate, strategic actions to mitigate risk and drive improvements with our business partners.

vi. Office of Compliance and Reporting Hotline

Cabot Corporation has an Office of Compliance that oversees Cabot's compliance with laws and regulations, the Code and other policies, receives and investigates reports of misconduct or non-compliance and recommends actions to address misconduct or non-compliance that is established. Employees are encouraged to contact the Office of Compliance to ask questions, raise concerns and report violations of Cabot policies or the law.

Cabot also maintains a reporting Hotline that is available to all employees globally seven days a week, 24 hours per day, that is staffed by trained third party representatives with access to interpreters. There is also a mechanism for non-Cabot employees to contact the Company's Board of Directors using a link located under the caption Company-About Cabot-Governance-Contact the Board of Directors.

vii. Standard Purchase Order Terms and Conditions

Cabot's Standard Purchase Order Terms and Conditions ("**T&Cs**") expect suppliers to demonstrate ethical business behavior, as well as compliance with the Supplier Code, which is incorporated therein and attached as an appendix to the T&Cs. By agreeing to the T&Cs, a supplier represents and warrants that it does, and agrees that it shall, meet the requirements set forth in the Supplier Code. There is also a provision in the T&Cs giving Cabot the right to audit, or have audited, a supplier's books and records to verify the supplier's compliance with the Supplier Code. By way of example, the T&Cs for North America can be found online ([here](#)).

POTENTIAL RISKS IN OUR OPERATIONS AND SUPPLY CHAINS

Potential Risks in Our Operations

Cabot considers the risk of Modern Slavery occurring within our operations to be low considering the policies and procedures and oversight of them, that govern our day-to-day operations and employment relationships. Aligned with international standards such as the UN Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, Cabot reviews its employment practices for compliance with both local regulations and globally recognized labour standards.

Potential Risks in Our Supply Chains

We recognize that risk of Modern Slavery is inherent to all supply chains, including ours. However, we believe the policies and procedures described herein are effective at identifying and mitigating such risks. Accordingly, we view the risks in our supply chains as low.

TRAINING

Cabot and its suppliers benefit from the company-wide training provided as part of Cabot's broader compliance and communication programs.

At a company-wide level, Cabot's employees undergo training on Cabot's policies, including mandatory annual training on the Code. Cabot also offers employees training on human and labor rights. In addition, Cabot's purchasing function conducts additional training for its members responsible for supplier management on the importance of the supplier qualification processes.

To facilitate understanding, implementation and enforcement of Cabot's policies, Cabot conducts in-person training and review of the Supplier Code with key suppliers on a periodic basis.

ASSESSING EFFECTIVENESS

We assess the effectiveness of the policies and procedures described herein through the review of supplier qualification results, supplier EcoVadis submissions, supplier performance reviews, and the number and type of complaints received through Cabot's reporting mechanisms.

APPROVALS & ATTESTATIONS

CANADA

Cabot Canada Ltd. ("**Cabot Canada**") and Cabot Plastics Canada LP ("**CPC**" and with Cabot Canada, the "**Canadian Reporting Entities**") are required to submit a statement pursuant to Section 11 of the *Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the "Canadian Act"). Solely for purposes of compliance with the Canadian Act, this Report was approved pursuant to subparagraph 11(4)(b)(i) of the Canadian Act by the Board of Directors of Cabot Canada Ltd. and the Board of Directors of Tech Blend Corporation as the general partner of Cabot Plastics Canada LP.

Cabot Canada is a Canadian subsidiary of Cabot Corporation, located in Sarnia, Ontario. Cabot Canada employs approximately 120 people. Cabot Canada is engaged in manufacturing carbon black for both the Reinforcement Materials and Performance Chemicals segments, specializing in the production of carbon blacks for elastomer reinforcement for North American customers. Carbon black is used in tire rubber, plastics, inks, and toners. CPC is a limited partnership and Canadian subsidiary of Cabot Corporation, located in Saint-Jean-sur-Richelieu, Quebec. CPC joined Cabot's global specialty compounds business in 2017 and is a leading North American producer of black masterbatches for applications in the automotive, infrastructure and agricultural industries.

During the 2025 fiscal year, the Canadian Reporting Entities purchased goods and services from 632 suppliers based in 11 countries. Of those purchases, approximately 98% were with suppliers based in Canada or the United States. These suppliers provided the Canadian Reporting Entities with various goods and services, including the following general categories of goods and services: equipment and supplies, packaging, maintenance services, transportation and logistics, chemicals, and feedstock.

The Canadian Reporting Entities rely on the Cabot policies, procedures and supply chain due diligence processes described earlier in this Report to assess, mitigate and manage the risk of forced and child labor in their operations and supply chains. The risk of forced and child labor at the Canadian Reporting Entities mirror that of Cabot and is discussed earlier in this Report.

During the 2025 fiscal year, the Canadian Reporting Entities have not identified any instances or allegations of forced or child labor within their own workforce or at their direct suppliers, nor have they been made aware of any such incidents at their indirect suppliers. Therefore, no remedial measures have been taken, including those related to remediating the economic impacts of remedial actions on the most vulnerable families.

In accordance with the requirements of the Canadian Act, and in particular section 11 thereof, I, in the capacity of Director, attest that I have reviewed the information contained in the Report on behalf of the Board of Directors of Cabot Canada Ltd. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the Report is true, accurate and complete in all material respects for the purposes of the Canadian Act, for the 2025 fiscal year.

Signed by:



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I have the authority to bind **Cabot Canada Ltd.**

Dean Pearson

Director, Cabot Canada Ltd.

Date: May 26, 2026

In accordance with the requirements of the Canadian Act, and in particular section 11 thereof, I, in the capacity of Director of Tech Blend Corporation, the general partner of Cabot Plastics Canada LP, attest that I have reviewed the information contained in the Report. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the Report is true, accurate and complete in all material respects for the purposes of the Canadian Act, for the 2025 fiscal year.

Signé par :

Yannick Bouffard

I have the authority to bind **Cabot Plastics Canada LP**

Yannick Bouffard


Director of Tech Blend Corporation as the general partner of Cabot Plastics Canada LP

Date: mai 26, 2026

UK

Cabot Switzerland GmbH is the only entity required to prepare a statement in accordance with Section 54(1) of the *UK Modern Slavery Act 2015*. As discussed herein, Cabot Switzerland GMBH comes within Cabot's global compliance program, which is discussed throughout this Report.

This Statement was approved by the Board of Managers of Cabot Switzerland GmbH


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Jaime Campaña Bigorra
Manager, and President of the Management Board
Date: May 26, 2026