



2025 SUSTAINABILITY REPORT

REPORTING 2024 PERFORMANCE



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A MESSAGE FROM OUR CEO

"Real progress happens when we work together. From our employees to our customers, partners, and stakeholders, we believe that collaboration is the key to driving meaningful change."

Dear Stakeholders,

At Cabot Corporation, we believe chemistry plays a vital role in solving the world's sustainability challenges. Our leadership in materials innovation is helping our customers achieve their sustainability goals, while our commitment to operational excellence is reducing the impact of producing these essential materials. This 2025 Sustainability Report is not just a reflection of our progress, it's a testament to the dedication of our team, our partnerships, and the shared vision we have for a more sustainable future. This publication also highlights key results and reinforces our commitment to the principles of the United Nations Global Compact.

Reflecting on Our Progress

Sustainability is core to who we are and is best reflected in our Purpose – to create materials that improve daily life and enable a more sustainable future. Over the past year, we've made meaningful progress on our 2025 goals, including achieving our greenhouse gas (GHG) emissions intensity reduction goal ahead of schedule. In 2024, we reduced GHG emissions intensity by more than 5% below 2022 levels, demonstrating the tangible impact of our commitment and the dedication of our teams.

This achievement is especially meaningful given the nature of our operations. As part of an industry that is essential but hard-to-abate, reducing emissions is particularly challenging. Building on this achievement we have set a new GHG target: to reduce Scope 1 and 2 GHG intensity by 15% below 2022 levels by 2030. Meeting this target will require sustained effort, innovation, and collaboration. We are taking a comprehensive approach that includes incorporating renewable energy, driving efficiency improvements, investing in breakthrough decarbonization technologies, and leveraging alternative feedstocks and advanced energy recovery solutions. These actions reflect our belief that real climate progress demands leadership and resolve.

Focusing on What Matters Most

As we approach the conclusion of our 2025 goal period, we assessed where we should focus next. Through a materiality assessment, we identified the sustainability topics that matter most to our business and stakeholders. We engaged nearly 75 individuals from both inside and outside the company, gathering valuable perspectives to help shape our priorities. We believe that this thoughtful approach ensures that we are addressing the issues that will make the biggest difference.

Informed by this broad and inclusive engagement, we have established new 2030 goals aligned with the topics that we believe are most impactful to our long-term success. We remain steadfast in our commitment to sustainability, not just as a corporate responsibility, but as a strategic driver that underpins resilience, innovation, and long-term value creation for all those we serve.

Working Together for a More Sustainable Tomorrow

Our annual sustainability report provides us with an opportunity to reflect on our impact, celebrate our progress, and identify areas of focus for the future. It provides a lens into our journey and the high standards we set for ourselves. The following pages showcase our commitments, the steps we have taken, and the challenges we continue to tackle.

We believe that how we deliver on our purpose and sustainability aspirations strengthens our company and benefits our stakeholders.

Real progress happens when we work together. From our employees to our customers, partners, and stakeholders, we believe that collaboration is key to driving meaningful change. Together, we are building a more sustainable future not just for Cabot, but for the communities and industries we serve.

Thank you for being part of this journey with us. I'm excited for what we will accomplish next.

Sincerely,

Sean D. Keohane
President and Chief Executive Officer



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ABOUT CABOT CORPORATION

Cabot Corporation is a leading global specialty chemicals and performance materials company headquartered in Boston, MA, USA. Our innovation in materials, manufacturing capabilities, strong commercial presence, global footprint, and commitment to safety and sustainability have earned us market-leading positions and enabled us to deliver long-term value to our shareholders.

As an industry leader, we consistently push the boundaries of what is possible, harnessing our team's expertise and cutting-edge technology to develop materials that enhance performance, increase efficiency, and offer sustainable benefits. We are dedicated to applying the power of innovative chemistry to help our customers address the world's pressing sustainability challenges. Additionally, we remain committed to being a responsible corporate citizen by actively supporting and investing in the communities where we operate.

 **\$4.0B** REVENUE*

 **38** MANUFACTURING SITES

 **20+** COUNTRIES WE MANUFACTURE IN

 **140+** YEARS IN OPERATION

 **~4,300** EMPLOYEES GLOBALLY

* Financial data reflects the company's 2024 fiscal year (October 2023 through September 2024).

Locations & Operations

Cabot has manufacturing operations at 38 sites in over 20 countries, with global headquarters in Boston, MA, USA. We have research and development capabilities at 7 locations and sales and administrative staff in over 20 locations around the globe.

North America

Canada
Mexico
United States

South America

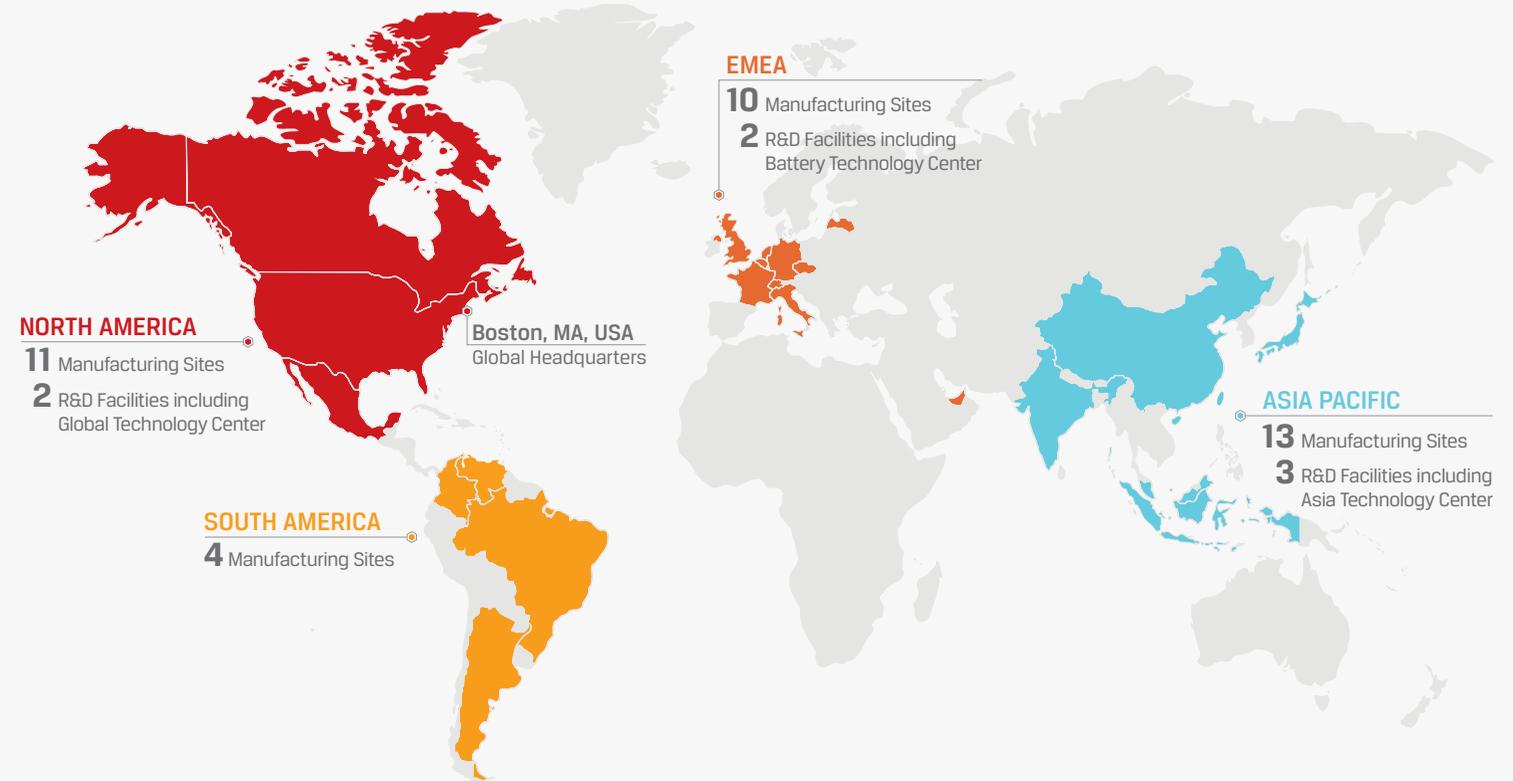
Argentina
Brazil
Colombia
Venezuela

Europe, Middle East & Africa (EMEA)

Belgium
Czech Republic
France
Germany
Italy
Latvia
Switzerland
the Netherlands
United Arab Emirates
United Kingdom

Asia Pacific

China
India
Indonesia
Japan
Malaysia



BUSINESS SEGMENTS & PRODUCTS

We organize our global businesses into two operating segments: Reinforcement Materials and Performance Chemicals. Our broad range of innovative products are being used or developed for use in a wide range of industries.



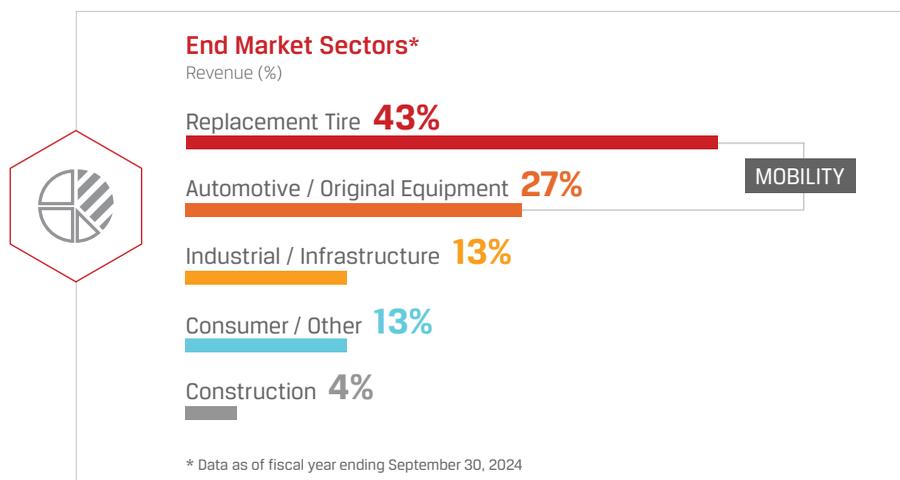
Reinforcement Materials

- ◆ **Reinforcing Carbons:** industrial rubber products, tires
- ◆ **Engineered Elastomer Composites (E2C®):** 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 PURPOSE

Creating materials that improve daily life and enable a more sustainable future.

Driving Materials Innovation

We continually extend the boundaries of what is possible, using our team's expertise and the latest technology to create materials that deliver new levels of performance and efficiency. We empower our people to challenge the status quo and pursue innovative solutions.

Supporting Our Customers

Our advanced materials enable customers worldwide to make innovative products that enhance people's lives while also helping them achieve their sustainability goals and those of their customers. We partner with customers to develop solutions that help give them a powerful competitive advantage.

Creating a More Sustainable World

We embrace sustainability as a strategic imperative – for Cabot and for society. We are committed to addressing our environmental impact, where feasible, while creating materials that enable products that can offer improvements in energy efficiency and waste reduction. We also strive to be a good neighbor by contributing our time and resources to help strengthen our communities.

OUR STRATEGY

Creating for Tomorrow

We will leverage our strengths to lead in performance and sustainability – today and into the future.

GROW
Investing for advantaged growth.

INNOVATE
Developing innovative products and processes that enable a better future.

OPTIMIZE
Driving continuous improvement in everything we do.



OUR APPROACH TO SUSTAINABILITY & ESG

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Our approach to sustainability starts with our core values and a principles-based approach to conducting our business responsibly. This includes areas such as human rights, labor, the environment, and anti-corruption, among others. Our sustainability commitment articulates our vision for fulfilling our shared purpose.

SUSTAINABILITY PILLARS & STRATEGY

Our sustainability pillars and strategy define the why, what and how we act on our sustainability commitment.

Why We Do It

Our sustainability commitment is deeply rooted in our culture of leadership and excellence. We believe that long-term success requires a commitment to sustainability informed by our shared purpose and values and balanced by input from a broad set of stakeholders.

What We Do

To reach our aspirations, we have defined strategic initiatives and goals organized under three pillars – Building a Better Future Together, Acting Responsibly for the Planet, and Caring for Our People and Communities. These pillars are informed by what is most important and relevant to Cabot and through engagement with our diverse stakeholders.

How We Do It

We intend to pursue our sustainability ambitions by leveraging our strengths and utilizing a multifaceted approach focused on these four key elements: Innovation, Collaboration, Advocacy, and Leadership.

- ◆ **Innovation** – We work to identify and make investments in product innovations and technology advancements that support environmental progress and advance a more circular economy.
- ◆ **Collaboration** – We continue to collaborate with customers, suppliers and outside experts to collectively enhance our sustainability performance and progress.
- ◆ **Advocacy** – We advocate for effective regulatory frameworks and policies as well as the development of new standards and methods to support long-term sustainability initiatives.
- ◆ **Leadership** – We promote a culture of sustainability leadership both internally and externally. This leadership stance includes setting near-term objectives through our sustainability goals and planning for longer-term actions to help us achieve our net zero ambition by 2050. We share best practices and actively engage with industry groups and business partners across our value chain to foster a sustainability mindset.

OUR COMMITMENT TO SUSTAINABILITY

Through our commitment to operate responsibly, conserve resources, and develop innovative performance materials, we will be relentless in our pursuit of solving sustainability challenges and achieving our net zero ambition.



OUR SUSTAINABILITY PILLARS



Building a Better Future Together

- ◆ We collaborate with our customers and develop products that address sustainability challenges
- ◆ We work with our suppliers to improve sustainability across our value chain
- ◆ We create lasting economic value for our stakeholders by investing in sustainable growth



Acting Responsibly for the Planet

- ◆ We work proactively to meet environmental compliance requirements
- ◆ We innovate to reduce our environmental footprint
- ◆ We look for ways to increase circularity and conserve resources



Caring for Our People and Communities

- ◆ We lead our industry in safety performance
- ◆ We provide opportunities for our employees to develop and advance
- ◆ We foster a culture of inclusion, respect, and integrity where everyone is valued
- ◆ We support our communities through active engagement and responsible business practices



Mapping Our Sustainability Pillars to the United Nations Sustainable Development Goals

UNITED NATIONS GLOBAL COMPACT

As a proud signatory of the United Nations Global Compact (UNGC) since 2015, we seek opportunities to address the needs of society and the environment through our operations and our actions. We are committed to aligning our strategies, business practices and sustainability goals with the UNGC's ten universal operating principles. We also support the advancement of the UN Sustainable Development Goals (UN SDGs). Our sustainability goals have been mapped and align at some level with 13 of the 17 UN SDGs. By taking actions to advance our sustainability goals, we can make the greatest contribution to the UN SDGs.

Building a Better Future Together



Acting Responsibly for the Planet



Caring for Our People & Communities



BOARD GOVERNANCE & OVERSIGHT

Strong governance underpins our ability to innovate, navigate risk, and create long-term value. Cabot's Board of Directors oversees corporate strategy and enterprise risk, including areas such as business continuity, climate-related risks, and regulatory developments. As of the end of calendar year 2024, the Board consisted of 12 directors who bring a broad range of expertise and perspectives to the company's leadership.

To reinforce independent governance, Cabot maintains separate roles for the Chair and CEO. Each of the following Board committees is composed entirely of independent directors: Audit Committee; Compensation Committee; Governance and Nominating Committee; and Safety, Health, Environment, and Sustainability (SHE&S) Committee.

Board of Directors at a Glance

Broad Expertise

- ◆ Accounting/Finance
- ◆ Chemical Industry
- ◆ Corporate Governance
- ◆ Cybersecurity/Information Systems
- ◆ International Markets/ Business
- ◆ Manufacturing
- ◆ P&L Responsibility
- ◆ Public Co CEO
- ◆ R&D/Technology
- ◆ Related Value Chain
- ◆ Risk Management
- ◆ Strategic Planning
- ◆ Sustainability

Diversity

- ◆ 25% female
- ◆ Among 10 US-based Board members, 4 identify as people of color

Strong Governance

- ◆ ~90% of directors are independent, including an independent chair
- ◆ Independent committee dedicated to safety, health, environment and sustainability matters

Areas of Board oversight include:

- ◆ Strategy, capital structure, and business development
- ◆ Financial reporting, internal controls, and compliance
- ◆ Enterprise risk management (ERM) and cybersecurity
- ◆ SHE&S programs, including product stewardship and sustainable operations
- ◆ CEO and executive leadership development, succession planning, and compensation
- ◆ Workforce development, including recruitment, retention, benefits, and diversity, equity, and inclusion

Environmental, social, and governance (ESG) matters are overseen either by the full Board or by the committee best positioned to provide informed guidance, as illustrated below.



Building a Better Future Together

The entire Board has oversight of Cabot's goals that address product sustainability, suppliers' sustainability, and economic value generated and distributed.



Acting Responsibly for the Planet

The SHE&S Committee focuses on issues around climate change and the evolving regulatory landscape, and oversees our goals related to emissions, energy, waste and spills, water, and environmental compliance.



Caring for Our People & Communities

Our entire Board reviews talent management and management succession planning, as well as the Company's diversity and inclusion programs and achievements. The SHE&S Committee oversees our goals related to community engagement and occupational health and safety.

Board members receive periodic briefings on emerging ESG topics. The SHE&S Committee reviews sustainability goals and performance data, while members of the Management Executive Committee review sustainability report content. The Board also conducts regular self-assessments to evaluate its effectiveness, committee structure, and alignment with governance best practices.

Enterprise-wide Risk Management

In today's complex global environment, risk management is not just a safeguard; it is a strategic tool for resilience and sustainable growth. While day-to-day risk identification and mitigation are led by management, the Board and its Audit Committee oversee our enterprise-wide risk management (ERM) program.

Risks are assessed based on likelihood, severity, and time to impact over the short-, medium- and long-term time horizon. ESG-related risks are informed by our materiality assessment, stakeholder input, and climate scenario analysis in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations.

This process is supported by the ESG Steering Committee, chaired by the CEO and comprised of members of the Management Executive Committee. Subcommittees with defined responsibilities regularly report on progress, helping to enhance accountability and transparency. In 2024, the ESG Steering Committee advanced several strategic workstreams, including 2030 sustainability goal development and the European Union Corporate Sustainability Reporting Disclosure (EU CSRD) readiness, as outlined in the figure on the next page.

ETHICS, COMPLIANCE, & ACCOUNTABILITY

Cabot's Ethics & Compliance program translates our core values of integrity, respect, excellence, and responsibility into action through clear policies, structured training, and globally accessible reporting systems.

As a signatory to the UN Global Compact, Cabot supports internationally recognized human rights and complies with all applicable labor standards across our global operations. Our [Code of Business Ethics](#) and [Human Rights Policy](#) prohibit child and forced labor, discrimination, and harassment; uphold freedom of association and fair compensation; and promote safe, healthy working conditions.

All employees are required to complete mandatory annual ethics and cybersecurity training, with additional trainings assigned based on role-specific risks. Suppliers must acknowledge and adhere to our Supplier Code of Conduct, which sets expectations related to labor rights, human rights standards, and ethical conduct. Our [Transparency in Supply Chains Act statement](#) reinforces these expectations by outlining our approach to identifying and addressing forced labor and human trafficking risks in our supply chain.

Cabot respects the right of workers to organize and engage in collective dialogue. In 2024, approximately 33% of employees were covered by collective bargaining agreements, with an additional 4% represented by trade unions or works councils.

To foster a culture of integrity, we maintain a 24/7 confidential reporting platform managed by a third party. We prohibit retaliation against individuals who report concerns in good faith, and we take appropriate action to address substantiated findings. In 2024, 34 reports were received and investigated by Cabot's Office of Compliance, resulting in disciplinary action where appropriate. There were no substantiated incidents of corruption or material cybersecurity incidents. All financial issues reported through Cabot's hotline are shared with the Chair of the Audit Committee, and the General Counsel provides quarterly updates to the Audit Committee on compliance matters.

ESG Governance Structure and 2024 Workstreams



OUR SUSTAINABILITY PRIORITIES

Cabot's sustainability priorities play a critical role in shaping our long-term strategy and reporting, as well as our near-term sustainability goals and targets.

We regularly reassess our sustainability priorities to ensure they remain aligned with the evolving dynamics of our business, regulatory environment and the global economy. In 2024, we completed a comprehensive environmental, social and governance (ESG) materiality assessment* to identify and prioritize the ESG topics that matter most to our business and stakeholders. This rigorous process involved in-depth research, peer benchmarking, and interviews with internal and external stakeholders to evaluate actual and potential impacts, both positive and negative, on the environment, society, and economy. As a first step, an ESG topic identification process was completed which resulted in a comprehensive list of topics such as environmental justice, human rights and cybersecurity. From the initial list, impacts were grouped into thematic topics in alignment with industry best practices applicable to the sectors in

which we operate. These topics were assigned quantitative rankings based on stakeholder feedback, and topics that scored as higher significance were prioritized and grouped into material topics. We engaged with over 20 groups of Cabot employees representing all regions and functions, as well as with investors, suppliers and customers to gather their insights and feedback to help shape Cabot's future ESG priorities.

The assessment findings were reviewed and validated by Cabot's ESG Steering Committee and subsequently presented to Cabot's Board of Directors for further review and alignment on future strategy. While the 2024 process incorporated a broad range of inputs and emerging issues, the refreshed list of material topics remains strongly aligned with Cabot's long-standing sustainability priorities as previously identified during our 2017 GRI materiality assessment. This comprehensive update reaffirms our focus on the ESG topics of highest importance and relevance to our business and stakeholders.



*ERM CVS provided limited assurance of the ESG materiality assessment. For additional details, please refer to the [ERM CVS Assurance Report](#).



INTRODUCING OUR 2030 SUSTAINABILITY GOALS & FOCUS AREAS

As we approach the end of 2025, we are proud of the significant progress made to date towards achieving our 2025 sustainability goals. A comprehensive summary of our performance over the goal period will be included in our 2026 sustainability report.

As part of our commitment to continuous improvement across our operations and processes, we are pleased to announce our 2030 sustainability goals. This suite of targets and focus areas is intended to drive meaningful near-term outcomes and support long-term value creation across our business activities and for our stakeholders. Quantitative goals have been established for the six highest priority topics identified through our ESG materiality assessment, providing a clear framework for measuring our performance and impact. While innovation also emerged as a material topic, it is a cross-cutting theme incorporated within our 2030 sustainability goals, such as GHG emissions and product sustainability and circularity.

2030 Sustainability Goals



GHG EMISSIONS

Reduce Scope 1 and Scope 2 GHG emissions intensity by 15% through process innovation



AIR EMISSIONS

Reduce sulfur dioxide (SO₂) absolute emissions by 20%



ENERGY

Export 250% of the energy Cabot imports



WATER

Reduce freshwater withdrawal intensity by 10% at sites located in water-stressed areas



PRODUCT SUSTAINABILITY & CIRCULARITY

Reduce average portfolio product carbon footprint (PCF) by 5-10% through product and process innovation



HEALTH & SAFETY

Reduce total recordable incident rate (TRIR) and lost time incident rate (LTIR) by 25%

*All 2030 goals have a base year of 2022, with the exception of the Health & Safety goal which has a base year of 2024. Regarding the water goal, Cabot defines freshwater as withdrawals from surface water, groundwater, and purchased (third-party) water (see GRI 303-3 on p. 47 for details).

In addition to the 2030 sustainability goals, we also recognize the importance of other ESG topics that are material to our stakeholders. For these topics, we have defined a set of focus areas that will be tracked and reported annually, including any internal targets that may be established, to ensure ongoing progress and continuous improvement.

Focus Areas



WASTE



TALENT ATTRACTION, RETENTION & DEVELOPMENT



COMMUNITY ENGAGEMENT



ETHICS & COMPLIANCE



DIVERSITY, EQUITY & INCLUSION



RESPONSIBLE PROCUREMENT

These efforts reflect our commitment to driving meaningful, long-term impact through transparent reporting, stakeholder engagement, and a focused approach to sustainable growth.





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OUR 2025 SUSTAINABILITY GOALS

Our 2025 Sustainability Goals are comprised of a suite of objectives and performance targets* developed to drive accountability and continuous improvements that align with Cabot's current material topics.



Building a Better Future Together

Economic Value Generated & Distributed

- ◆ Invest \$1B in capital and technology

Product Sustainability

- ◆ Assess sustainability impacts of our top product applications
- ◆ 100% of our new product and process development projects will have a sustainability benefit

Suppliers' Sustainability

- ◆ Engage our key suppliers on sustainability



Acting Responsibly for the Planet

Environmental Compliance

- ◆ 100% of facilities certified with an environmental management system

Energy

- ◆ Export 200% of the amount of energy imported

Emissions

- ◆ Reduce greenhouse gas emissions intensity 5% below 2022 levels
- ◆ Reduce NO_x emissions intensity 50% below 2012 levels
- ◆ Reduce SO₂ emissions intensity 40% below 2012 levels

Waste & Spills

- ◆ Reduce waste disposal from operations 20% below 2019 levels and ultimately eliminate manufacturing waste

Water

- ◆ Reduce water withdrawal intensity by 20% below 2019 levels



Caring for Our People & Communities

Occupational Health & Safety

- ◆ Reduce injuries and significant process safety events 50% below 2019 levels

Retention, Diversity & Development

- ◆ Foster inclusion and support development
- ◆ Increase diverse representation

Community Engagement

- ◆ 100% of our locations engaged in communities
- ◆ Invest \$10M to help our communities thrive

*Capital investments: Fiscal years 2020-2025 and community investments: Calendar years 2020-2025.



Building a Better Future Together

Economic Value Generated & Distributed

Cabot continued to demonstrate clear economic gains in 2024. Our adjusted EPS* was \$7.06, an increase of more than 30% over the previous year. We generated \$692 million in operating cash flow and \$451 million in free cash flow*, providing the flexibility to return \$265 million to shareholders through dividends and share repurchases. Capital expenditures totaled \$241 million, including \$156 million in sustaining and compliance capital projects at our operating facilities, with the remaining \$85 million supporting growth-related investments, including capacity expansion projects.

Adjusted Earnings Per Share (\$)*

\$ per share/fiscal year



*Non-GAAP measures. For definitions and reconciliation to the most directly comparable U.S. GAAP measure, see supplemental information for Non-GAAP Reconciliations located at cabotcorp.com/investors under Financials.



Product Sustainability

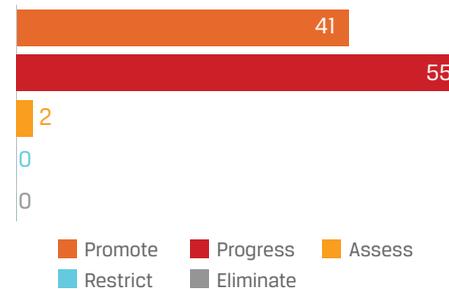
Through industry-leading R&D, we deliver products that meet critical health, safety, and environmental expectations and enable our customers to advance their sustainability goals.

All new product and process development projects are evaluated via a comprehensive sustainability assessment covering greenhouse gas emissions, resource efficiency, health and safety, and circularity. Projects that are scored as "promote" or "progress" have a sustainability benefit versus benchmark incumbent materials and can move forward in our stage gate process.

In 2024, we progressed closer to our 2025 sustainability goal with 98% of development projects having a sustainability benefit. Also, for the first time since the program's inception, 100% of the products formally launched this year have a sustainability benefit.

To increase transparency for our customers and drive future innovation, we advanced several initiatives to deepen our understanding of product life cycle impacts. In 2024, we joined a collaborative industry effort led by the International Carbon Black Association to begin developing product category rules and carbon footprint methodologies for carbon black. We also mapped the value chains of our fumed metal oxides and battery materials applications to build a more complete understanding of upstream and downstream impacts and inform future efforts to promote circularity and reduce greenhouse gas emissions.

Product Development Projects with Sustainability Benefits



REPLASBLAK® Universal Circular Black Masterbatches: Award-Winning Innovation

We expanded our EVOLVE® Sustainable Solutions technology platform with the launch of two new REPLASBLAK® universal circular black masterbatches. Made with recycled polymer, these products are the first in the industry to incorporate International Sustainability & Carbon Certification (ISCC) PLUS mass balance certified materials. REPLASBLAK reUN5285 contains 45% ISCC PLUS certified content, and REPLASBLAK reUN5290 contains 20% certified content. Both products support numerous automotive applications by providing superior performance, material efficiency, and third-party certified sustainability benefits.

In December 2024, Cabot was honored to receive a CLEPA Innovation Award as a Top Innovator in the Green Category for these new REPLASBLAK products. CLEPA, the European Association of Automotive Suppliers, recognized Cabot's leadership in developing sustainable materials that support the transition to a low carbon future.



Suppliers' Sustainability

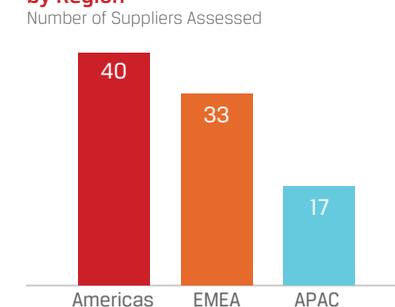
The scale and scope of our business activities present a unique opportunity to expand the reach of our sustainability aspirations. In our direct interactions with suppliers, we set clear expectations for environmental and social responsibility through our Supplier Code of Conduct, and we have worked in recent years to engage critical suppliers through our sustainability assessment process. In 2024, we saw a modest increase in the percentage of critical suppliers assessed for sustainability impacts, now at 53% overall. The regional breakdown of participating suppliers reflects the mix of critical suppliers in each area and the level of adoption of sustainability disclosure practices by industry.

Since suppliers' sustainability is integrated across other aspects of our work, we take a multifaceted approach. This is evident in the initiatives covered under other material topics, such as innovative products incorporating recycled and bio-based content and value chain mapping to support product life cycle assessments. We have also found customer partnerships to be a successful means of achieving synergies in sustainability performance.



Percentage of critical suppliers identified through December 2024, who were assessed for sustainability impacts.

Supplier Sustainability Assessments by Region

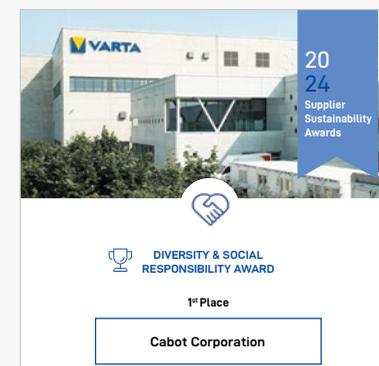


Customer Recognition of Cabot's Sustainability Partnership

In 2024, Cabot was proud to be recognized by two key customers for working toward shared objectives for sustainability performance:

VARTA AG 2024 Supplier Sustainability Award

VARTA AG, a leader in battery technology in Europe, awarded Cabot with one of two 2024 Supplier Sustainability Awards. Cabot has partnered with VARTA since 2021, with both companies supporting the development of clean energy solutions. VARTA's acknowledgment reflects our ability to meet their expectations for environmental performance and ethical sourcing. We are grateful for this partnership and look forward to building a better future together.



Braskem Suppliers Sustainability Recognition

Our site in Mauá, Brazil, was honored with the Braskem Suppliers Sustainability Recognition in the Social Environmental Best Performance category. Braskem, a leading petrochemical and biopolymer producer in the region, highlighted our environmental, social and governance (ESG) excellence, and our commitment to providing outstanding service. We are thrilled to be considered among their best performers for our dedication to sustainability and strong customer partnerships.



These recent examples highlight Cabot's ongoing commitment to sustainability leadership across our value chain, strengthening customer relationships and advancing our collective ESG goals.



Acting Responsibly for the Planet

Environmental Compliance

Compliance with environmental laws and regulations is fundamental to our responsibility to minimize impacts on natural systems. In 2024, we continued to advance toward our 2025 sustainability goal, with 97% of operating sites now holding externally certified environmental management systems. Our aerogel plant in Frankfurt, Germany, achieved ISO 14001 certification, and our masterbatch facility in Dubai, United Arab Emirates, received Responsible Care® 14001 certification, further demonstrating our commitment to Responsible Care®, the leading health, safety, environmental, and sustainability program for the global chemical industry. Accountability is reinforced through third-party audits to ensure we meet rigorous standards across our operations.

Cabot defines environmental non-conformances (ENCs) as events resulting in a reportable spill or release, a notice of violation, a public complaint, or a regulatory or permit deviation deemed to be significant. This definition is broad in scope and somewhat stricter than typical industry practice, as it is designed to reflect various stakeholders' interests and drive strong environmental stewardship within the organization. While the number of ENCs increased in 2024, most were attributed to low-severity events that were reportable to local agencies. Importantly, no environmental fines were incurred.



Environmental Non-Conformances



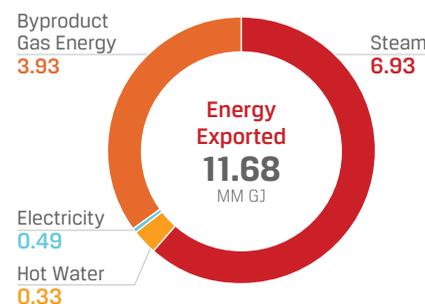
Energy

Our energy strategy strives to balance the objectives of operational efficiency with our broader climate ambition. In 2024, our energy performance reflected the results of ongoing efforts to reduce plant downtime, improve yield and invest in energy efficiency, energy recovery and exports. Our 2025 sustainability goal metric, energy ratio, which reflects the amount of exported energy relative to energy imported, grew to 255%. While raw material energy remains the largest contributor to our energy footprint, energy imports (excluding raw materials) reached their lowest level yet as we lessened our reliance on supplemental fossil fuel-based energy sources such as natural gas and purchased electricity. On the other hand, our energy exports reached the second highest level ever, very close to our record, demonstrating solid performance in energy efficiency and energy recovery. With an eye on continuous improvement, we also strengthened data integrity by initiating monthly reviews of site energy balances to ensure that data gaps are addressed promptly.

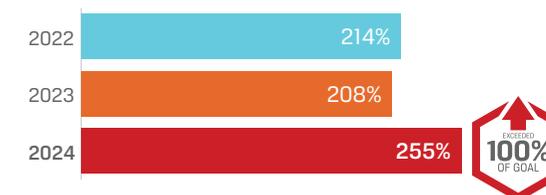
Energy Sources MM GJ

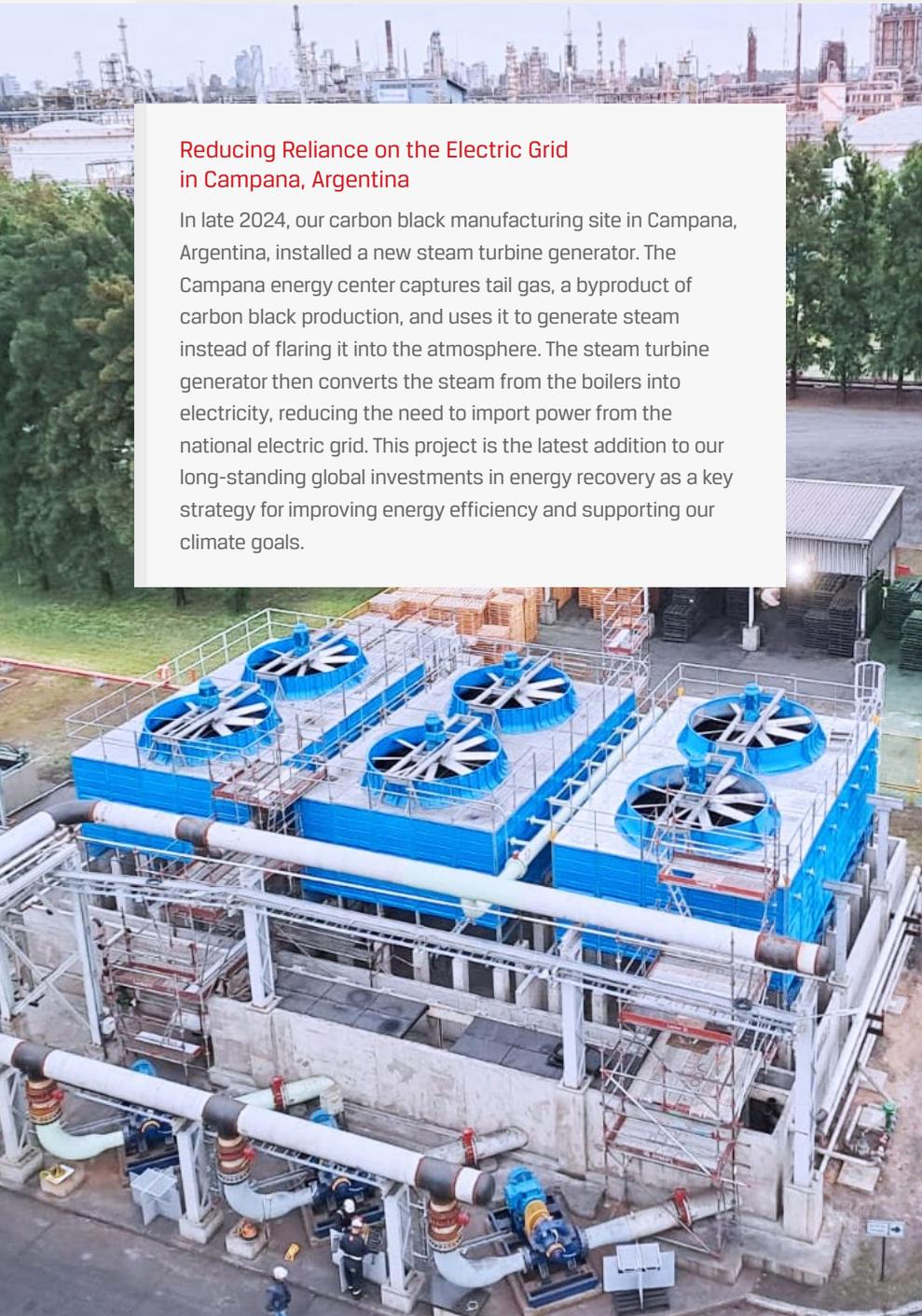
Natural Gas	1.89	1.4%
Liquid Fuels	0.17	0.1%
Raw Materials	127.60	96.5%
Purchased Electricity Non-Renewable	2.17	1.6%
Purchased Electricity Renewable	0.18	0.1%
Steam	0.17	0.1%
Total	132.18	100%

Energy Use MM GJ



Energy Ratio 2025 Goal





Reducing Reliance on the Electric Grid in Campana, Argentina

In late 2024, our carbon black manufacturing site in Campana, Argentina, installed a new steam turbine generator. The Campana energy center captures tail gas, a byproduct of carbon black production, and uses it to generate steam instead of flaring it into the atmosphere. The steam turbine generator then converts the steam from the boilers into electricity, reducing the need to import power from the national electric grid. This project is the latest addition to our long-standing global investments in energy recovery as a key strategy for improving energy efficiency and supporting our climate goals.

Emissions

Sulfur Dioxide (SO₂) and Nitrogen Oxides (NO_x) Emissions

Our production processes generate air emissions, and as such, we recognize the critical importance of preserving air quality and complying with applicable regulations. While SO₂ emissions intensity remained relatively flat in 2024, NO_x emissions intensity declined by 8.4% from the previous year. We remain steadfast in our planning and investment in capital projects to reduce air emissions, including installing air pollution controls and heat recovery technologies, improving energy efficiency and optimizing combustion processes where feasible. Beyond these ongoing abatement efforts, our SO₂ emissions are closely correlated to the sulfur content of feedstocks used in our manufacturing processes. Variability in feedstock sourcing and local availability can therefore influence year-over-year trends.

Greenhouse Gas (GHG) Emissions

Reducing GHG emissions is a central focus of our sustainability agenda, spanning both our operations and engagements with customers and other global stakeholders.

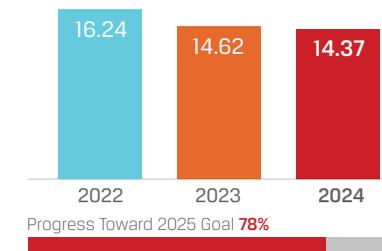
In 2024, we achieved our 2025 GHG goal one year ahead of schedule. Our reductions in Scopes 1 and 2 GHG emissions intensity were driven by improved production yields, as well as the cumulative impact of our investments in energy efficiency, energy recovery, and the initial shift of supplemental energy sources (non-raw material energy) away from fossil fuels toward renewable energy.

While we are proud of this milestone, we recognize that achieving deeper decarbonization will require innovation, accountability, and collaboration. In parallel with our 2024 achievements, we laid the groundwork for our 2030 GHG goal. Our process technology team screened and evaluated decarbonization technologies to prioritize opportunities for further development. Our planning incorporates a mix of strategies to further reduce GHG emissions within our operations, including an ongoing focus on yield improvements and energy recovery systems, exploring alternative heat sources at select sites, and transitioning to renewable imported electricity.

We also refined our GHG methodologies, ensuring the use of accurate and timely datasets to measure and manage our carbon footprint. We developed a [Basis of Reporting GHG Emissions](#) to provide greater transparency into our accounting practices and revised our Scope 3 emissions data for the past three years to better estimate our impacts within our operations and across the value chain.

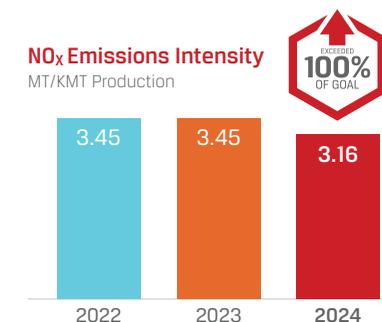
SO₂ Emissions Intensity

MT/KMT Production



NO_x Emissions Intensity

MT/KMT Production



ERM CVS provided limited assurance of SO₂ and NO_x emissions intensity data for 2022-2024. For additional details, please refer to the [ERM CVS Assurance Report](#).

Supporting Emissions Reductions with Renewable Energy Procurement

As part of our decarbonization planning in 2024, we further developed our renewable energy procurement strategy. We procure certificates registered through the International Renewable Energy Certificate (I-REC) system, which assigns the environmental attributes of renewable energy generation to the purchasing site, allowing us to offset market-based Scope 2 GHG emissions.

Our Cartagena, Colombia, site has been purchasing I-RECs for multiple years, covering 100% of its annual electricity consumption with I-RECs from a hydroelectric project. Building on this momentum, our plant in Zhuhai, China, increased its commitment in 2024, sourcing nearly 40% of its electricity from solar photovoltaic systems. Meanwhile, our Mauá, Brazil, site joined the initiative in 2024, covering approximately 35% of its electricity use with a mix of renewable sources.

Collectively, these sites offset approximately 8,300 MTCO₂e of market-based Scope 2 emissions, helping advance our climate ambition.

Absolute GHG Emissions – Scopes 1 and 2 MM MTCO ₂ e	2022	2023	2024
Scope 1	4.03	3.70	3.82
Scope 2 (Market-based)	0.34	0.31	0.28
Scope 2 (Location-based)	0.33	0.29	0.26
Scope 1 + Scope 2 Total (Market-based)	4.36	4.01	4.10
Scope 1 + Scope 2 Total (Location-based)	4.36	3.99	4.08

ERM CVS provided limited assurance of Scope 1 - 2022-2024; Scope 2 (Market-based) - 2022-2024; and Scope 2 (Location-based) - 2022. For additional details, please refer to the [ERM CVS Assurance Report](#). Scope 1 data excludes small emissions sources deemed immaterial. Refer to [Cabot's Basis of Reporting, GHG Emissions](#) for additional details.

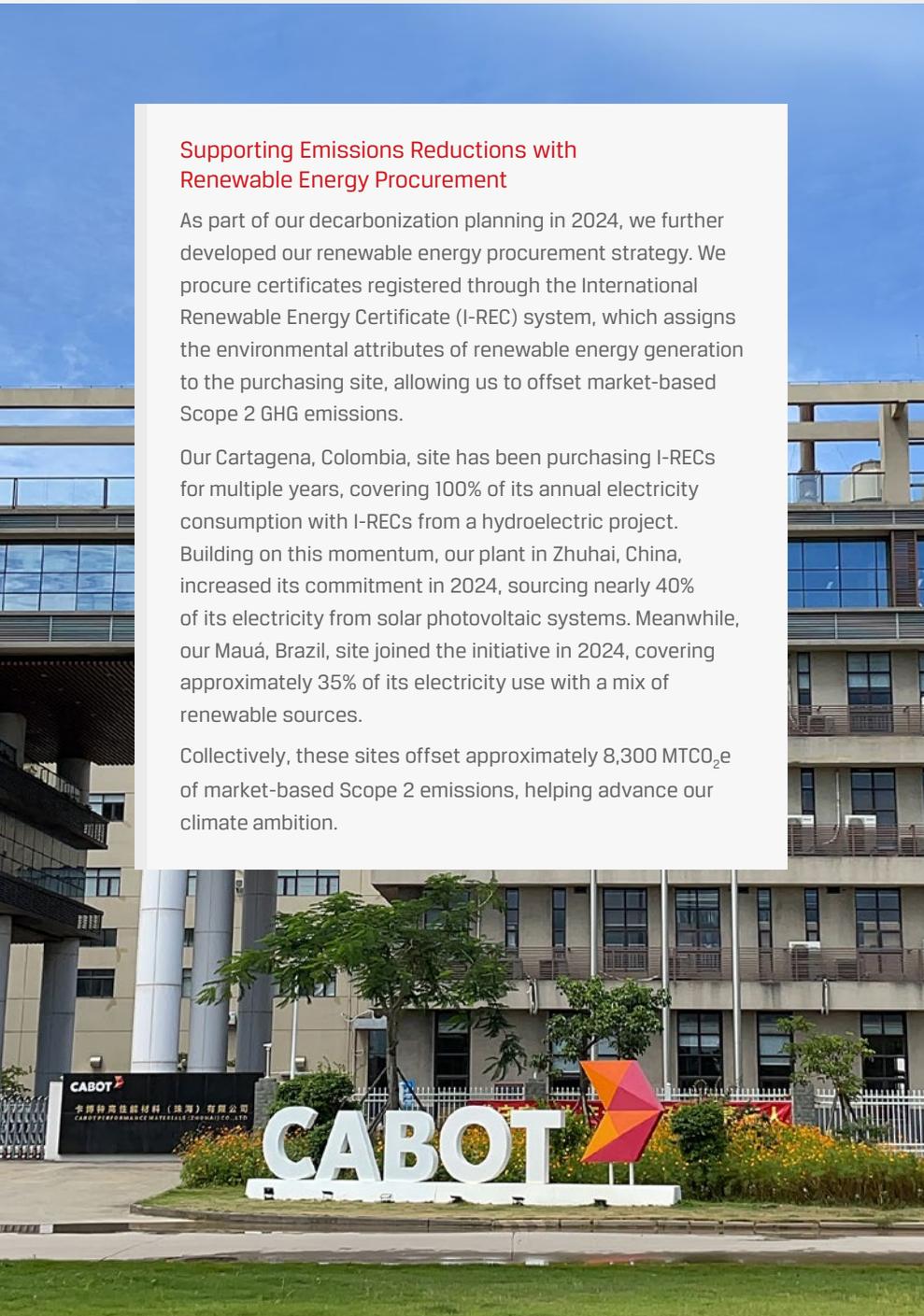
Biogenic Emissions MTCO ₂	2022	2023	2024
Biogenic Emissions	93.00	503.00	2,243.00

GHG Emission Intensity – Scopes 1 and 2 MTCO ₂ e/MT Production	2022	2023	2024
Scope 1	1.83	1.78	1.76
Scope 2 (Market-based)	0.15	0.15	0.13
Scope 2 (Location-based)	0.15	0.14	0.12
Scope 1 + Scope 2 Total (Market-based)	1.99	1.93	1.89 
Scope 1 + Scope 2 Total (Location-based)	1.98	1.92	1.88

Scope 1 and Scope 2 intensity values are rounded for display. Combined GHG intensity is based on the sum of unrounded component values to ensure consistency with performance tracking and goal evaluation.

Scope 3 GHG Emissions by Category KMTCO ₂ e	2022	2023	2024
1: Purchased Goods & Services	4,284	4,175	4,367
2: Capital Goods	7	41	31
3: Fuel & Energy Related Activities	145	102	91
4: Upstream Transportation & Distribution	317	202	174
5: Waste Generated in Operations	51	50	58
6: Business Travel	1	1	2
7: Employee Commuting	8	8	7
8: Upstream Leased Assets	40	40	27
9: Downstream Transportation & Distribution	5	5	28
10: Processing of Sold Products	965	965	755
11: Use of Sold Products	137	127	137
12: End of Life Treatment of Sold Products	34	34	40
13: Downstream Leased Assets	<0	<0	<0
14: Franchises	N/A	N/A	N/A
15: Investments	33	32	39
Total Scope 3	6,029	5,783	5,756

The 2022 estimated values for Scope 3 GHG emissions for categories 6, 7, 8, 9 and 12 were retained for 2023. Material changes to the methodology and emission factors were identified during calculation of the 2024 Scope 3 inventory. Emissions in 2022 and 2023 were restated due to improved calculation methodology. Individual category values are rounded for readability. Total Scope 3 emissions are calculated from unrounded data to preserve accuracy.



Waste & Spills

Responsible waste management is integral to our pursuit of operational excellence and reflects our broader ambition to grow the circular economy. While we remained below our 2025 reduction target, absolute waste generation rose in 2024 due to production fluctuations and periodic cleanouts that generated non-recoverable materials.

A notable success this year was the increase in materials sent for beneficial reuse, representing a nearly 20% increase over 2023 and the highest reported volume in six years. This reflects the strength of regional and site-level leadership, where teams have implemented best practices such as forming working groups to target top waste streams, building a culture of consistent recycling at our sites, and continuing to identify beneficial reuse outlets for various materials. Across our global operations, local initiatives included a glove recycling program in Billerica, MA, USA, and expanded recycling of hazardous and non-hazardous waste streams by our colleagues in the Asia Pacific region.

Spills

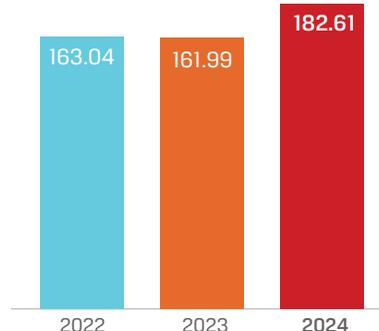
Proactively reducing the risk of spills to the environment is another element of our commitment to act responsibly for the planet. We define significant spills as spills or releases that are reportable to an agency and classified as Tier 1 or Tier 2 process safety events. While several low-severity spills are reflected in our environmental non-conformance (ENC) data, no significant spills occurred in 2024.

Waste Disposal Methods <small>KMT</small>	Non-Hazardous	Hazardous
Reused or Recycled	24.29	6.27
Incinerated WITH Energy Recovery	2.46	0.92
Incinerated WITHOUT Energy Recovery	0.36	0.75
Deep Well Injection	0.00	146.45
Landfilled	33.81	0.04
Other	0.70	0.50

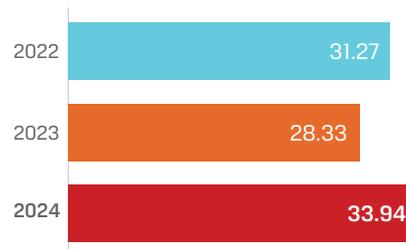
Absolute Waste Generation KMT



Absolute Waste Disposal KMT



Beneficially Reused Materials KMT



Cabot's beneficial reuse metrics include recycling, reuse, and incineration with energy recovery.

Pioneering Plastic Waste Prevention through OCS Europe Certification

In 2024, Cabot reached a milestone in our drive to prevent plastic waste, becoming one of the first carbon black masterbatch manufacturers to earn Operation Clean Sweep® (OCS) Europe certification. This third-party certification was awarded to our masterbatch facilities in Pepinster and Loncin, Belgium, validating our teams' efforts to minimize plastic pellet losses.

Cabot has supported OCS since 2019 and has played a leading role in industry group efforts to advance stronger standards for reducing environmental releases across the global plastics supply chain. At the site level, teams implemented risk assessments, training, incident reporting, and engineering controls to minimize plastic leakage. Earning OCS Europe certification helps assure our customers that we hold ourselves to the highest level of accountability on this important issue.



Water

Water is a critical resource that must be protected to safeguard human health and the environment. Our water management strategy is designed to minimize water consumption, improve efficiency, and treat discharges to meet or exceed regulatory standards.

In 2024, we made significant progress toward our 2025 sustainability goal to reduce water withdrawal intensity, reaching 88% progress, up from 56% the previous year. Underlying this trend is our company-wide focus on continuous improvement through annual water balance and risk assessments, more detailed data collection, and investments in water efficiency, leak reduction, and reuse.

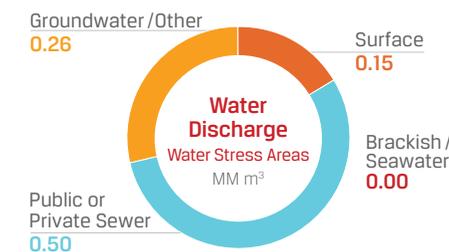
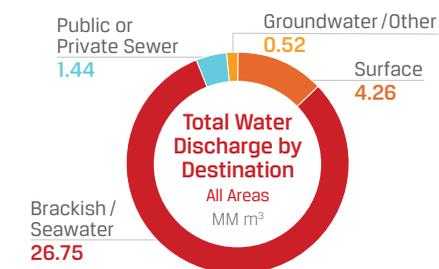
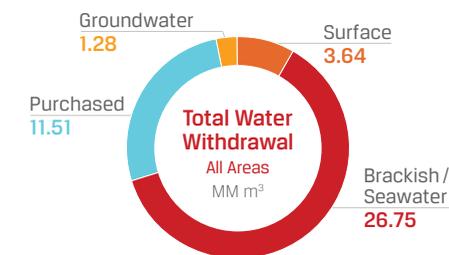
Recognizing that some of our greatest challenges may occur at facilities facing water stress, we expanded our assessment tools to include the World Wildlife Foundation's Water Risk Filter and local site knowledge, in addition to the WRI Aqueduct Water Risk Atlas Tool. Across our global operations, 68% of sites reported improvements in water intensity, many driven by actions taken at water-stressed locations.

Water Withdrawal, Use, and Discharge MM m ³	2022	2023	2024
Absolute Water Withdrawal	48.45	44.50	43.19
Absolute Water Consumed	11.56	10.21	10.21
Absolute Water Discharged	36.88	34.29	32.97

Water withdrawal includes surface water, brackish/seawater, purchased water, and groundwater, but excludes graywater.

Water Intensity m ³ /MT	2023	2023	2024
Water Withdrawal Intensity	22.05	21.40	19.89
Water Discharge Intensity	16.79	16.49	15.19

Progress Toward 2025 Goal **88%** (Water Withdrawal Intensity)



Water Stress Areas were assessed based on the World Resources Institute Aqueduct Water Risk Atlas Tool, World Wildlife Foundation's Water Risk Filter, and/or evaluations of site local knowledge as being extremely high or high for baseline water stress.

Altamira, Mexico Team Supports Community through Severe Water Crisis

Our carbon black facility in Altamira, Mexico, experienced an intense drought in spring 2024, impacting manufacturing operations and, more importantly, the lives of our employees, their families, and the surrounding community. With local water sources dwindling, many companies in Altamira were forced to shut down, and some of our employees were left without tap water at home for days.

In response, our Altamira leadership team quickly mobilized a water crisis management team with two primary goals: supporting employees and their families, and maintaining plant operations to sustain jobs. By expanding water reuse and conservation measures, and installing additional water treatment and purification systems to address the deteriorating quality of the water supply, the site maintained limited production, minimizing disruptions for customers while prioritizing community support. The plant was able to supply drinking water to more than 500 families, as well as providing showers on site during that challenging period.

This initiative highlights the triple bottom line benefits of health, safety, and sustainability, while also offering valuable insights to strengthen our resilience against future extreme weather events.





Caring for Our People & Communities

Occupational Health & Safety

Promoting a safe and healthy workplace is a shared responsibility across our global operations, underscored by our focus on continuous improvement. In 2024, our total recordable incident rate decreased for the third consecutive year, and our lost time incident rate was relatively consistent with the prior year. While we continue to exceed 2025 goal performance, we have identified several opportunities to reinforce learning, strengthen collaboration, and further reduce risk. Initiatives in 2024 included introducing a new "lessons learned" process to facilitate best practice sharing among sites, as well as enhancing programs for contractor safety management, workplace hazard recognition, and working at heights.

Process Safety

There was a slight uptick in process safety events in 2024; however, we maintained our three-year trend of exceeding our 2025 sustainability goal. We continued to advance a mature and evolving process safety management program, focusing on standardization, transparency, and continuous improvement. Over the year, we created a comprehensive training library to ensure consistent, high-quality learning across the organization and conducted a full competency gap assessment to align training needs with roles for targeted upskilling and improved risk management.

To support data-driven decision-making, we automated process safety metrics in a virtual dashboard, improving visibility, accuracy, and timeliness of performance insights. We also incorporated near misses in our internal safety system, ensuring these events are systematically investigated and tracked to promote a culture of learning and prevention. Lastly, we further enhanced accountability for mechanical integrity by implementing a checklist-based tracking system to support site-level compliance.

Safety Rates

Injuries per 200,000 Work Hours



Process Safety Events

Number of Process Safety Events

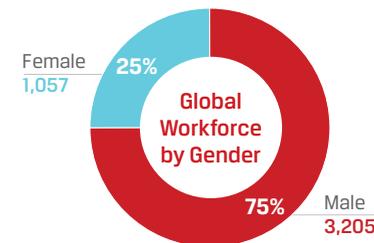


Retention, Diversity & Development

Anchored in our Code of Business Ethics and guided by our core values, we are committed to creating an environment where every employee can contribute, thrive, and grow. We uphold this commitment by fostering a culture of inclusion, respect, and integrity that embraces the diverse backgrounds of our global workforce. By promoting a sense of belonging and providing opportunities for continuous learning and professional development, we ensure that our people are not only valued but equipped to reach their full potential.



Workforce by Age Group



Diversity

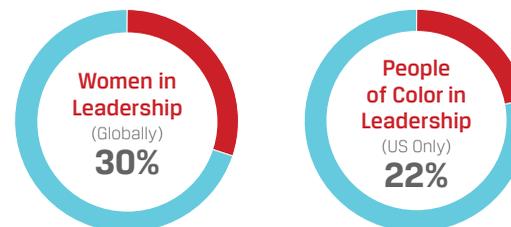
Our principles for fair treatment and equal opportunity are embedded in our Human Rights Policy and reflected in our business scorecard objectives. In 2024, we continued to focus on ensuring that candidate searches consider a broad range of qualified individuals and on reinforcing consistent pay practices across our global workforce. We continued to see an increase in diverse leadership representation, while remaining consistent in the diverse representation of our employee population as a whole.

Employee Resource Groups Expand Their Reach and Contribution

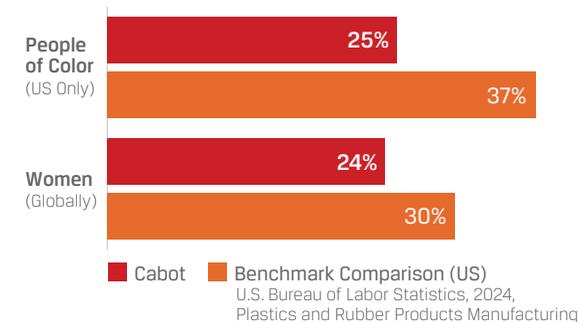
Our Employee Resource Groups (ERGs) had a significant impact in 2024, offering a range of engagement programs. The Black Employee & Allies United ERG launched "Allyship for All," a pilot program designed to foster cultural competency, empathy, and trust among employees. Pride@Cabot drew a record number of participants to its listening sessions during Pride Month and Pride History Month, reenergizing its mission to advance inclusion. Our Women's ERG celebrated International Women's Day across multiple regions and connected with a newly formed Women's ERG in China. VETS, our U.S. Military Veterans ERG, hosted a virtual panel on the U.S. Department of Defense's SkillBridge program, supporting military service members transitioning to civilian careers. We are proud that these employee-led initiatives are helping to build an authentic sense of community and shared understanding at Cabot.

Infrastructure Investments to Support Women in Manufacturing Roles

As global workplaces have evolved, there is growing recognition of the need to support women in manufacturing and trade professions. In 2024, we made additional investments in upgrading facilities, including shower and locker rooms for women, so they have the same standard of care as men. We now have sites across all regions with these upgraded facilities, including our plants in Cilegon, Indonesia; Chiba, Japan; Altamira, Mexico; Sarnia, Canada; and Loncin and Pepinster, Belgium, creating a welcoming and supportive work environment.



Diversity Benchmarks



Celebrating Inclusive Moments in China

Our colleagues in China came together in 2024 through the "Inclusive Moments" storytelling campaign, designed to foster connections and promote positive team building. This grassroots initiative invited employees to share stories of personal growth and reflect on how they have felt supported and empowered by Cabot's ethos of belonging and respect. Participants also submitted creative "heart and hand" photos capturing fun and inclusive activities. Three stories were selected from each site, and the top ten were honored at a ceremony in Shanghai, which was broadcast to more than 200 participants across our network.



Retention & Development

Through targeted training, leadership programs, and career development resources, we aim to equip employees with the skills, knowledge, and support they need to succeed.

Advancing Function-Specific Skill Development

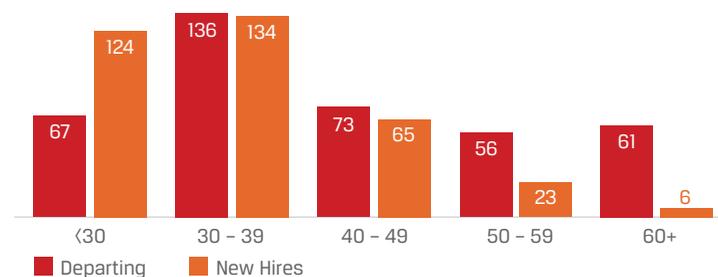
This year, we expanded our portfolio of programs tailored to key functions, which now include manufacturing, engineering, global business services, digital and technology, with the goal of providing employee resources to support career development aligned with specific roles. For instance, we developed an onboarding framework and training curriculum for our manufacturing facility general managers (FGMs) to accelerate success of newly appointed leaders to this key operational role. Other highlights included core competencies and career mapping tools for global engineering, as well as a peer cohort program designed to help digital business relationship managers develop skills in design thinking and strategic decision-making.

Understanding Employee Experience Through New Hire, Onboarding, and Exit Surveys

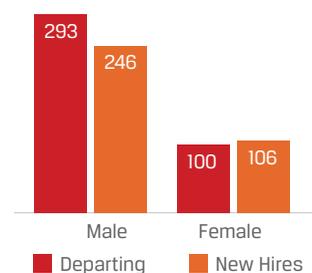
We also introduced new hire, onboarding, and exit surveys to improve our measurement and understanding of the employee experience. Building on the insights gained through our biennial engagement survey, these new tools provide a more comprehensive view of the employee journey, helping to identify what we do well and where we can improve recruiting, onboarding, engagement, and retention.

Together, these efforts reflect our ongoing commitment to enable our employees to reach their full potential and build a workplace culture where everyone can thrive.

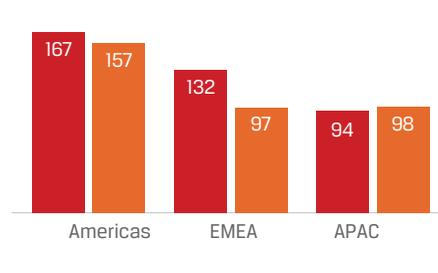
Hires & Departures by Age Group



Hires & Departures by Gender

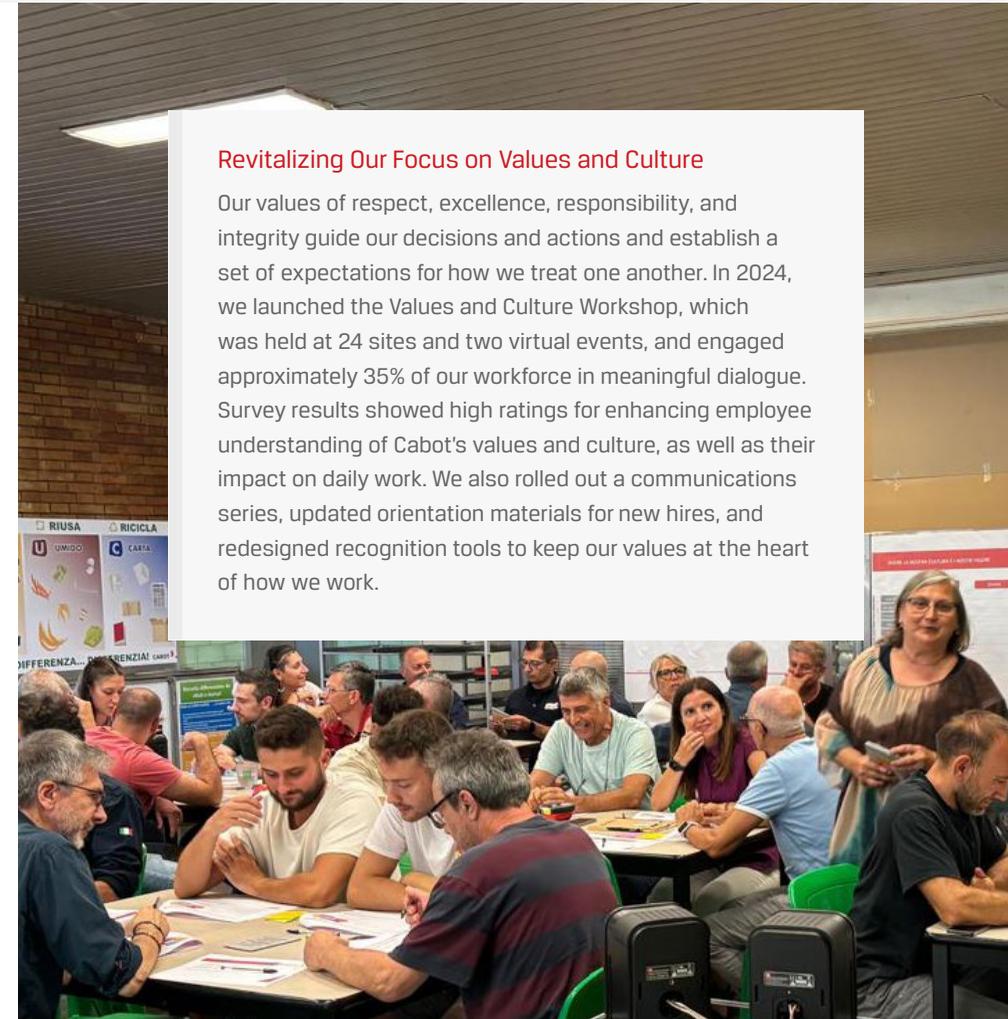


Hires & Departures by Region



Revitalizing Our Focus on Values and Culture

Our values of respect, excellence, responsibility, and integrity guide our decisions and actions and establish a set of expectations for how we treat one another. In 2024, we launched the Values and Culture Workshop, which was held at 24 sites and two virtual events, and engaged approximately 35% of our workforce in meaningful dialogue. Survey results showed high ratings for enhancing employee understanding of Cabot's values and culture, as well as their impact on daily work. We also rolled out a communications series, updated orientation materials for new hires, and redesigned recognition tools to keep our values at the heart of how we work.



Community Engagement

Cabot's tradition of charitable giving spans more than seventy years, reflecting a long-standing dedication to community involvement. Building on this legacy, the Community Engagement Goal Team has implemented clear expectations for site-level contributions and enhanced our regional support systems to foster meaningful relationships with the communities in which we operate. In addition to site-level giving, the Cabot Corporation Foundation continues to play a vital role by supporting initiatives around the globe aligned with our core values and mission, particularly in areas such as science and technology education, civic development, and programs that advance our 2025 sustainability objectives. Our employees remain highly engaged, actively participating in volunteer efforts, donating essential goods, and contributing to charitable causes. We are proud to share that in 2024, every one of our sites throughout our global network took part in community engagement activities, and our charitable contributions once again surpassed \$2 million. To date, combined site-level donations and Foundation grants have reached 118% of our goal to invest \$10 million in local communities by 2025.

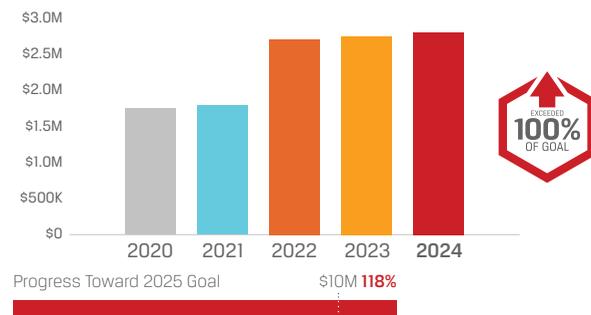


Protecting Coastal Ecosystems: Boston Team Cleans Marine Debris from Peddocks Island

In August 2024, over 35 Boston-based employees took part in a marine debris cleanup at Peddocks Island, one of the largest and most ecologically rich Boston Harbor islands. Organized in partnership with Stone Living Lab and Boston Harbor Now, the effort removed a substantial amount of marine debris from sensitive coastal habitats. This initiative directly supported ongoing conservation and environmental research efforts while helping maintain the island as a safe, clean space for wildlife and public use. This hands-on experience contributed to preserving a beloved local destination while reinforcing our commitment to community engagement and environmental care.



Charitable Giving





Honoring Tradition and Care: Shanghai Team Visits Wu Jing Old People's Home

In a heartwarming act of service on June 7, 2024, members from our Shanghai plant visited the Wu Jing Old People's Home to deliver summer care kits and celebrate the Dragon Boat Festival. With support from the Cabot Foundation, the team contributed to improved living conditions and shared the cultural tradition of wrapping "Zong Zi" with the residents. This annual gesture, rooted in a relationship dating back to 1998, reflects our ongoing effort to enhance the lives of aging community members and preserve traditions within the communities we serve.



Strengthening Emergency Response: Valmez Sponsors Firefighter Rescue Drill

Demonstrating a long-standing commitment to public safety, our Valmez plant proudly supported the 12th annual regional firefighter rescue competition in May 2024. Six professional teams simulated extrication from traffic accidents under timed, real-life conditions. The event enhanced regional emergency preparedness and advanced technical rescue capabilities through structured training in vehicle stabilization, injury prevention, and tactical coordination. The event not only aimed to improve emergency preparedness but also inspired local schoolchildren and residents who cheered from the sidelines. Cabot's sponsorship helped ensure that vital resources for training and public engagement remain available to first responders.



Empowered Steps: Schaffhausen Team Walks for a Cause

In June 2024, a spirited group of women from our Schaffhausen office laced up their sneakers to take part in the annual Frauenlauf Bern, a scenic run/walk event in Switzerland's capital. More than just a fitness challenge, the day was dedicated to raising awareness and funds for breast cancer prevention through support for the Dear Mama organization. The event mobilized thousands across Switzerland and helped generate critical donations for early detection programs and patient resources. Our team's participation aligned with our broader health and social impact objectives by contributing to a high-visibility advocacy campaign for women's health.



SUSTAINABILITY DATA PERFORMANCE SUMMARY

Indicator	Unit	2022	2023	2024
Absolute GHG Emissions				
Scope 1	MM MTCO ₂ e	4.03	3.70	3.82
Scope 2 (Market-based)	MM MTCO ₂ e	0.34	0.31	0.28
Scope 3	MM MTCO ₂ e	6.03	5.78	5.76
Biogenic Emissions				
Biogenic Emissions	MTCO ₂	93.00	503.00	2,243.00
GHG Emissions Intensity - Scopes 1 and 2				
Scopes 1 + 2 (Market-based)	MTCO ₂ e/MT Production	1.99	1.93	1.89 
SO₂ Emissions				
Emissions	KMT	35.68	30.39	31.20
Intensity	MT/KMT Production	16.24	14.62	14.37
NO_x Emissions				
Emissions	KMT	7.59	7.17	6.86
Intensity	MT/KMT Production	3.45	3.45	3.16 
Energy				
Energy Use	MM GJ	126.03	117.35	120.69
Energy Ratio	%	214	208	255 

Indicator	Unit	2022	2023	2024
Water Withdrawal, Use, and Discharge				
Absolute Water Withdrawal	MM m ³	48.45	44.50	43.19
Absolute Water Consumed	MM m ³	11.56	10.21	10.21
Absolute Water Discharged	MM m ³	36.88	34.29	32.97
Water Intensity				
Water Withdrawal Intensity	m ³ /MT Production	22.05	21.40	19.89
Water Discharge Intensity	m ³ /MT Production	16.79	16.49	15.19
Waste Generation				
Absolute Waste Generation	KMT	194.30	187.53	216.54
Non-Hazardous Waste	KMT	54.68	51.49	61.61
Hazardous Waste	KMT	139.62	136.05	154.93
Waste Disposal Methods				
Absolute Waste Disposal	KMT	163.04	161.99	182.61 
Non-Hazardous Waste				
Beneficial Reuse	KMT	27.23	24.45	26.75
Disposed Without Reuse	KMT	27.45	29.82	34.86
Hazardous Waste				
Beneficial Reuse	KMT	4.04	3.88	7.19
Disposed Without Reuse	KMT	135.59	132.17	147.74

ERM CVS provided limited assurance of the following datasets: Absolute GHG Emissions: Scope 1 - 2022-2024; Scope 2 (Market-based) - 2022-2024; SO₂ emissions intensity: 2022-2024; and NO_x emissions intensity: 2022-2024. For additional details, please refer to the [ERM CVS Assurance Report](#).

Scope 1 data excludes small emissions sources deemed immaterial. See [Cabot's Basis of Reporting GHG Emissions](#) for additional details.

The 2022 estimated values for Scope 3 GHG emissions for categories 6, 7, 8, 9, and 12 were retained for 2023. Material changes to the methodology and emission factors were identified during calculation of the 2024 Scope 3 inventory. Emissions in 2022 and 2023 were restated due to improved calculation methodology. 2024 data reflect updates to methodologies for these categories.

Waste disposal methods consist of the following categories: Beneficial Reuse includes recycled/reused and incineration with energy recovery. Disposed Without Reuse includes landfilled, incineration without energy recovery, deep well injection (hazardous waste only), and other.



ABOUT THIS REPORT

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This document serves as our annual sustainability report, addressing the sustainability topics most material to Cabot. Our report includes performance data and information from January 1, 2024 through December 31, 2024 (CY 2024), except for financial data, which reflects the company's 2024 fiscal year (October 2023 through September 2024). The report covers the full scope of our global operations for which the company had operational control and majority ownership during the 2024 calendar year.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021. It also addresses the sustainability accounting standards for the Chemicals Industry Sector, as defined by the Sustainability Accounting Standards Board (SASB) framework. Cabot has also incorporated information about climate-related risks and opportunities in accordance with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Lastly, information in this report supports Cabot's annual Communication on Progress for the UN Global Compact, which is available on the UN Global Compact website.

This report contains information regarding our "Creating for Tomorrow" strategy and how it relates to our business and the interests of our stakeholders, as well as performance against our 2025 sustainability goals for the past year, highlights of initiatives, and setting targets for the future to support continuous improvement. The content focuses on the 11 sustainability material topics that were found to be most relevant through a comprehensive materiality assessment completed in 2017. Dedicated sections of the report describe our management approaches, performance and vision for improvement in each area. Throughout the report, markers indicate the correlation between material topics, the GRI Standards, the SASB Framework and the TCFD recommendations.

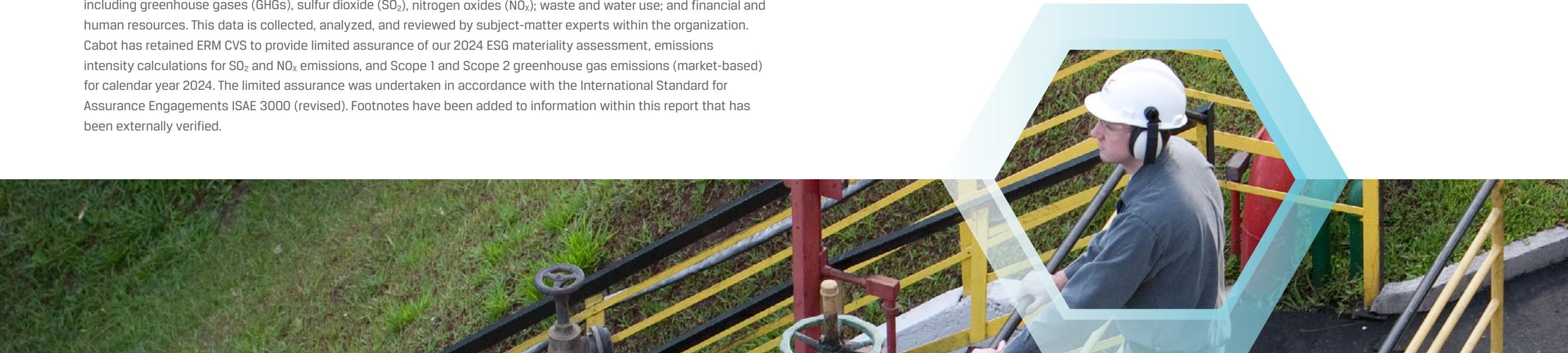
To ensure data integrity, we maintain databases for safety and environmental incident tracking; air emissions, including greenhouse gases (GHGs), sulfur dioxide (SO₂), nitrogen oxides (NO_x); waste and water use; and financial and human resources. This data is collected, analyzed, and reviewed by subject-matter experts within the organization. Cabot has retained ERM CVS to provide limited assurance of our 2024 ESG materiality assessment, emissions intensity calculations for SO₂ and NO_x emissions, and Scope 1 and Scope 2 greenhouse gas emissions (market-based) for calendar year 2024. The limited assurance was undertaken in accordance with the International Standard for Assurance Engagements ISAE 3000 (revised). Footnotes have been added to information within this report that has been externally verified.

FOCUSING ON WHAT MATTERS (MATERIALITY)

We recognize that our activities can have varying impacts on the economy, environment, and society. Sustainability impacts also create both risks and opportunities for our business. Our approach to sustainability is grounded in the results of our first materiality assessment, which engaged internal and external stakeholders in a systematic process to identify, prioritize, and manage the most significant impacts associated with our activities and business relationships. This process resulted in the identification of eleven material topics and the launch of our 2025 sustainability goals, which have served as the foundation of our strategy and reporting to date.

As part of our commitment to continuous improvement, we have deepened our engagement and governance of material topics over time. The formation of our Environmental, Social, and Governance (ESG) Steering Committee established a cross-functional oversight body chaired by our CEO and led by members of the Management Executive Committee. Subcommittees within this structure regularly review material topics, goals, metrics and strategies, and enhancement of stakeholder engagement. The management approaches for each topic further describe our assessment, planning and accountability systems.

In 2024, we completed an updated ESG materiality assessment to reflect evolving stakeholder expectations, emerging risks and opportunities, and new disclosure standards. While this process expanded the scope of analysis and added topics, the results closely aligned with core priorities identified in 2017. The refreshed list of material topics informed the development of our 2030 goals and focus areas, which will guide our strategy beyond the 2025 goal period and support our long-term commitment to ESG performance.



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



CAUTIONARY STATEMENT RELATING TO FORWARD-LOOKING STATEMENTS

This sustainability report contains "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Forward-looking statements can be identified by the use of words such as "anticipate", "estimate", "expect", "aim", "project", "intend", "plan", "believe", "will", "will be", "will likely result", "should", "could", "target", "forecast", "strategy", "opportunity", "outlook", and similar expressions, and variations or negatives of these words and phrases.

Forward-looking statements involve current expectations of future business and financial performance, financial conditions, and other matters based on current assumptions and expectations of future events that are subject to risks, uncertainties, and other factors outside of Cabot's control, which may cause actual results to differ materially from those projected, anticipated or implied in the forward-looking statements and speak only as of the date the statements were made. Such statements include statements that relate to our purpose, ambitions, aims, commitments, strategies, targets, plans and objectives, and our progress on our 2025 sustainability goals. If known or unknown risks materialize, our actual results could differ materially from past results and from those expressed in the forward-looking statements. The use of the word "material" for the purposes of statements regarding our sustainability strategy and goals should not be read as equating to any use of the word in Cabot's other disclosures or filings with the U.S. Securities and Exchange Commission.

Important factors that could cause our actual results to differ materially from those expressed in our forward-looking statements include those described in our Annual Report on Form 10-K for the fiscal year ended September 30, 2024, under the heading "Risk Factors". Factors relevant to achieving our sustainability goals and ambitions include, but are not limited to, our success in developing new and innovative products or product applications that advance our goals, including the rate of acceptance of such products and applications; our ability to offset the costs of such product development investments; our success in identifying ways to adopt new technologies in our global network of manufacturing assets; our success in identifying alternative raw materials, including less carbon-intensive, reclaimed and/or recycled materials, for creating our products; and the impact from changes in the feedstocks we use in our carbon black manufacturing and in the products we make that may have a negative impact on our product yield and/or greenhouse gas emissions, and from the tradeoffs in environmental impacts inherently associated with complex chemical manufacturing operations.

No part of this report is an inducement to invest in Cabot and should not be relied upon in any way in connection with any investment decision. We undertake no obligation to publicly update forward-looking statements, whether because of new information, future events or otherwise, except as required by law.





APPENDICES

- 34 Management Approaches
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MANAGEMENT APPROACHES

Building a Better Future Together

We recognize the value and importance of incorporating sustainability, not only into our direct operations and research efforts, but throughout our value chain. We actively engage with our customers to collaborate on developing products that impart sustainability benefits such as increased durability and energy efficiency. In addition, we support and collaborate with our suppliers to help them in their pursuit of continuous improvement in sustainability performance. Improving the overall impact of our value chain is dependent on our close collaboration with our customers and suppliers. Together, we pursue innovative solutions to improve our collective sustainability performance and address the key sustainability challenges of today's world.



Economic Value Generated & Distributed

Our Commitment

Strong financial performance is key to the sustainable growth of our business and our future success. Our stakeholders around the world expect us to deliver on our financial commitments by generating and distributing economic value. We believe this focus, in combination with investing for growth in our businesses, will allow us to maintain our reputation as a leader in our markets and be well positioned to respond to the evolving needs of our customers. Through our global operations, we create value for a wide variety of stakeholders, including our local communities, shareholders, investors, suppliers, governments, contractors and employees. Our compensation programs are designed to provide a competitive package that rewards both the individual's and Cabot's performance and reflects job complexity, expertise, experience and location. Furthermore, our capital investments across our facilities generate value for local economies through our engagements with local suppliers and contractors to help execute these projects.

Our Management Approach

With the support of our Management Executive Committee, the Board of Directors oversees financial performance and strategy, capital structure, and market exposure, as well as Cabot's overall risk profile. Our comprehensive Enterprise Risk Management (ERM) program is led by our Chief Financial Officer and reviewed by the Management Executive Committee before it is presented to the Board of Directors. As part of this process, sustainability-related issues, such as impacts of climate change on our business operations and our markets, are evaluated. Opportunities related to how we can respond to markets seeking more sustainable solutions are also a key factor in our strategic planning.

With our "Creating for Tomorrow" strategy, we will leverage our strengths to lead in performance and sustainability – today and into the future. We execute this strategy by investing for advantaged growth in key markets, developing

innovative products and processes to enable a better future, and optimizing our operations for efficiency and continuous improvement. These efforts drive strong financial performance for our shareholders while delivering maximum value for our customers.

In addition to the financial metrics reported in our Annual Report and used to measure our success in executing our corporate strategy, our 2025 sustainability goals included a commitment to invest \$1 billion in capital and technology to sustain our operations and grow our portfolio by 2025. This goal was achieved in 2022, based on capital investments in our operations, technology investments in our portfolio, and M&A expenditures for 2020 – 2025.

Our investment decisions and growth strategy are guided by an emphasis on sustainable business practices and full compliance with laws, regulations and corporate standards. To ensure the reliability of our financial and strategic planning, we regularly monitor and evaluate both our short- and long-term needs and objectives. Specifically, we conduct a comprehensive internal review of our financial performance quarterly. We also review our financial performance with our Board of Directors on a bimonthly basis. On an annual basis, we develop and review long-range plans, establish performance targets, and review business and function budgets.

Our financial performance is evaluated closely by our investors and the broader investment community, and our annual financial statements are audited each year by an independent registered public accounting firm.

Product Sustainability

Our Commitment

Our "Creating for Tomorrow" strategy drives us to develop innovative products and processes that enable a better future. This is exemplified by our products that provide health, safety, environmental, and other sustainability benefits to our customers and their customers. We are committed to developing innovative products that improve the performance of our customers' products by imparting properties that extend product life spans, increase fuel efficiency, and optimize resource conservation. We look to grow our involvement in the circular economy by developing opportunities to use waste or byproducts as raw materials. As a responsible manufacturer, we understand our obligation to share comprehensive information on the health, safety and environmental aspects of our products.

Our Management Approach

Our Chief Technology Officer provides oversight of product innovation and development in close collaboration with our customer-focused business teams. We also regularly partner with customers to support their goals of developing sustainable products and solutions. Our research and development teams use a stage-gate process and a sustainability screening tool to assess the risks associated with the materials we use and produce regarding the health, safety, and environmental impacts of our own operations and the activities of our suppliers and customers. This approach enables our researchers to streamline our development process, allowing us to evaluate sustainability impacts across the life cycle – from design to manufacturing, use phase, and end-of-life treatment. Through this lens, we can make informed decisions about the design and formulation of our products in support of our 2025 goal that 100% of product and process development projects will have a sustainability benefit compared to an existing benchmark.

Our regulatory experts and toxicologists within our Product Safety and Toxicology Department lead our efforts to maintain compliance with product-related global regulatory requirements. We maintain and evaluate environmental, health, safety and regulatory data for all our substances and products in a central database. This forms the basis for communicating information in our safety data sheets and product regulatory statements. We are committed to developing transparent product labeling and sharing comprehensive supporting literature to ensure that those who manufacture, transport, store, or use our products are prepared to handle the materials safely. Our corporate chemical prioritization process further enhances this transparency by determining which products should receive a more detailed evaluation and assessment, including risk management measures beyond what is required by regulation. We place careful consideration on avoiding chemicals of concern and reducing hazards associated with our products. Training is provided for our employees, customers, and distributors to relay the health and safety aspects of our products as well as the intended uses, ensuring that our materials are handled and used properly.

We aim to innovate more sustainably, engaging with partners throughout our value chain to ensure we are developing products that also enable their (product) sustainability goals. To further advance our due diligence, we have begun to adopt third party certifications for select product lines, such as International Sustainability & Carbon Certification (ISCC) PLUS, to support traceability across the supply chain.

Our commitment to product sustainability extends to our engagement with peer companies in our industries. We continue to actively engage in the International Carbon Black Association and the Association of Synthetic Amorphous Silica Producers, as well as other industry associations around the world, such as the Nanotechnologies Industry Association, the American Chemistry Council and the European Chemical Industry Council. These engagements provide opportunities to further the understanding of regulatory issues, promote collaboration on the expansion of health and safety information, prevent misuse of chemicals and help ensure the long-term sustainability of our markets.

Suppliers' Sustainability

Our Commitment

We are committed to conducting business with the highest ethical standards, and we expect the same from our suppliers. As risks related to social, environmental and ethical practices continue to rise, we seek to reinforce accountability across our value chain. At the same time, we look for ways to increase shared value through sustainability. As we advance on our sustainability journey, we believe partnering with our suppliers will play an important role in our ability to generate significant positive impacts beyond our own operations.

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. Our suppliers are managed by our global Procurement organization, part of our Global Business Services function, and our feedstock sourcing teams. To meet our 2025 sustainability goal of engaging with key suppliers to improve our collective sustainability performance, we are taking a strategic approach to identify and address shared challenges. Our near-term objective is to ensure that all our identified critical suppliers participate

in our third-party sustainability assessment process. These assessments are based on responses received through the EcoVadis and CDP reporting platforms and will be used to evaluate environmental and social impacts against international standards such as the GRI Standards, the International Financial Reporting Standards (IFRS) S2 Climate-related Disclosures, Task Force on Climate-related Financial Disclosures (TCFD), Task Force on Nature-related Financial Disclosures, and the principles of the UN Global Compact. We continue to share our Supplier Code of Conduct with all of our suppliers, outlining our expectations for conducting business ethically and in an environmentally and socially responsible manner. We require our key suppliers to agree to the expectations for responsible and ethical practices described in this document. At the same time, we are also partnering with key customers and business partners in efforts to reduce the impacts of transportation and packaging, among others. Together, we are driving sustainability performance through measures that increase efficiency, support a transition to a low-carbon future and enhance circularity.



Acting Responsibly for the Planet

Environmental issues significantly affect us all on a global scale, and it is the responsibility of governments and corporations alike to help find solutions to these challenges. We operate our facilities responsibly while delivering innovative solutions that help address the sustainability challenges of our customers, communities, and the world. We acknowledge that we have a responsibility not only to comply with the applicable environmental regulations but also to lessen our impacts on the planet, where feasible. We are proud of the improvements in our environmental performance and the leadership we have demonstrated within our industry, but we realize this is an ongoing process. We must continue to work toward innovative, cost-effective solutions to reduce our environmental impacts while remaining competitive within our industries.

Of the 11 material topics serving as the foundation of our sustainability program, more than half are related to environmental performance. The management of these topics is guided by our [SHE&S Commitment](#), and our performance is measured against specific goals to reduce waste, energy use, water use and emissions of greenhouse gases (GHGs), sulfur dioxide (SO₂), nitrogen oxides (NO_x) by 2025. We also continuously monitor our environmental compliance performance against internal year-over-year improvement targets. To accelerate our performance, we routinely evaluate our environmental management practices to uncover broader opportunities that translate into environmental benefits, better use of our shared resources, and reduced operating costs.

The Safety, Health, Environment and Sustainability (SHE&S) Committee of our Board of Directors has oversight over environmental issues at the highest governance level. Executive leadership for implementing environmental strategies and policies is provided by the Senior Vice President for SH&E and Chief Sustainability Officer, who oversees a team of SHE&S professionals assisting our locations in improving overall environmental performance.



regulations, and the requirements of voluntary programs such as Responsible Care®. Our approach to compliance is meant to prevent environmental incidents in the design and operation of our facilities and by emphasizing proactive measures such as training and job planning with employees, contractors, and business partners. Environmental awareness training is provided to manufacturing and laboratory employees as part of their new employee orientation, and periodic refresher training is provided to maintain a high level of awareness on the part of all employees involved in our operations.

We seek to promote continuous improvement by undertaking thorough investigations of any incidents that do occur to identify the root cause of the incident and implement appropriate corrective actions. To help minimize the potential for a similar incident to occur, the results of these investigations are shared broadly throughout our global network of facilities. We routinely verify compliance through our comprehensive corporate SHE&S audit program. These audits are conducted regularly and provide another opportunity to share best practices and learnings across our network. In addition, we support the efforts of our facilities to secure and maintain external certification of their environmental management systems, and we have set a 2025 goal of externally certifying 100% of our facilities' environmental management systems. These certifications provide an independent assessment that we are fully aware of our environmental aspects and impacts and that we have the systems in place to ensure compliance.

Energy

Our Commitment

Our focus on energy conservation is consistent with our corporate strategy to drive continuous improvement in everything we do. We understand that improved energy efficiency delivers both direct and indirect emission reduction and economic benefits. Our manufacturing processes are heavily dependent on energy, and we are committed to continuously looking for ways to advance toward our goal of reducing our overall energy footprint by reducing our consumption and harnessing waste energy that would otherwise be lost in our manufacturing processes. Our work focuses on maximizing the overall efficiency of existing equipment and innovations in equipment, process technologies and waste heat recovery to minimize our energy footprint while also considering alternative energy sources. Our 2025 sustainability goal is to increase our energy ratio, which measures our performance in capturing and converting waste energy for export in relation to the energy imported. By converting wasted energy into useful byproducts that we export, we can reduce the use of fossil fuels and the associated GHGs that would otherwise be generated outside of our own facilities

Our Management Approach

Energy is a crucial part of our manufacturing processes, and as such, in 2018 Cabot established an Energy Efficiency Team within the manufacturing organization of our carbon black network to lead our broader energy sustainability efforts. The growing need to accelerate the integration between sustainability and manufacturing brought about the creation of a Manufacturing Sustainability Team in 2022. The Manufacturing Sustainability Team expands the scope of the Energy Efficiency Team to support our environmental goals and defines the execution plan to achieve our 2025 sustainability goals consistent with our corporate sustainability and business segment strategies.

Environmental Compliance

Our Commitment

Responsibility is one of our core values, and one way we demonstrate this is through our commitment to 100% compliance with local, regional and national environmental laws and regulations. Maintaining compliance is consistent with our license to operate and demonstrates to our stakeholders that we are committed to preserving the natural environment we all share.

Our Management Approach

Compliance is supported by our Drive to Zero initiative, focused on reducing environmental non-conformance events (ENCs), which we define as events resulting in a reportable spill or release, a notice of violation, a public complaint, or a permit deviation deemed to be significant. Our internal standards are developed to meet or exceed applicable laws,

As it pertains to our energy export goal, the Manufacturing Sustainability Team collaborates with leaders from our business segments, corporate safety, health, environment and sustainability (SHE&S), global engineering, and research and development to evaluate new energy-saving process technologies, implement capital programs to improve energy efficiency and develop effective means to capture and utilize waste heat and energy. The expanded role of the Manufacturing Sustainability Team allows us to identify cross-media effects of the different initiatives driven by the other environmental goals.

Management practices designed to optimize operations and implement efficiency measures are undertaken at the facility level. Data on energy use and energy sources is collected and analyzed through our internally developed metric, energy ratio, which is calculated for each facility. This metric helps to monitor the effectiveness of our execution plans, determine energy trends and identify improvement opportunities.

Sulfur Dioxide (SO₂) & Nitrogen Oxides (NO_x) Emissions

Our Commitment

Clean air is essential to our quality of life and necessary to support the ecosystem upon which we depend. Our emission reduction efforts involve a variety of different strategies, including improved operational efficiency and treatment of waste gases from our manufacturing facilities resulting in SO₂ and NO_x emissions. We monitor our process emissions closely with the aim of maintaining compliance with our regulatory obligations and reducing our global environmental footprint. By establishing goals to reduce our air emissions, we commit to making our communities safer and more resilient, while promoting health and well-being for all.

Our Management Approach

The overall management strategy for our emission reduction program is led by our business segments working closely with our individual facilities and the SHE&S team. In the broadest sense, we continue to advance cost-effective technologies that help meet both our emission reduction and our operational efficiency goals. Our approach to reducing emissions such as NO_x and SO₂ includes installing emission control systems and utilizing lower sulfur content feedstocks where economically and technologically feasible. When identifying air pollution controls, we will seek out systems that minimize the production of unwanted byproducts and look for ways to optimize the control systems already in place. We also actively engage with local and regional governments to effectively reduce emissions, where feasible, while working to maintain fair and competitive global marketplaces.

Greenhouse Gas (GHG) Emissions

Our Commitment

Our greenhouse gas (GHG) emission reduction efforts involve a variety of different techniques, including improved operational efficiency at our manufacturing facilities. We measure our Scopes 1, 2 and 3 emissions with the aim of reducing our global environmental footprint. We also look to partner with our customers and others who share our goal of reducing emissions impacts across the value chain by providing products that can help lower their GHG emissions and lower the impact of their products throughout the product life cycle.

As part of an industry that is essential but difficult-to-abate, we face particular challenges in our path to decarbonization. One such challenge is that our highly engineered product grades are in demand for their broader life cycle and energy transition benefits. However, these highly engineered grades 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 highly engineered materials that have a broader lifecycle benefit across our value chain.

Our Management Approach

The overall management strategy for our GHG emission reduction program is led by our business segments, working closely with our individual facilities and the SHE&S team. This is governed by an ESG Steering Committee, chaired by our Chief Executive Officer; an Environment Committee, chaired by our Chief Sustainability Officer; and a Climate Subcommittee comprised of representatives from key function areas. The Climate Subcommittee brings all corporate-level GHG activities across our businesses and facilities together under one umbrella to support effective progression toward our net zero ambition. We continue to advance cost-effective technologies that help meet both our emission reduction and our operational efficiency goals. Our process technology team is focused on screening and evaluating decarbonization technologies with the potential to yield deep transformation in support of our net zero ambitions. Our approach toward reducing GHGs is focused on reducing Scopes 1 and 2 emissions by increasing the energy efficiency of our processes and equipment, capturing energy from our processes, sourcing alternative feedstocks, and procurement of renewable or low-carbon energy where feasible. In addition, we track and review Scope 3 GHG emissions data annually to understand any potential implications for our long-term GHG emissions management strategy.

Waste & Spills

Our Commitment

We recognize the potential impact that solid waste disposal or spills of hazardous materials could have on the environment in our local communities. Therefore, we take a targeted approach to minimizing waste through a hierarchy of management practices, and our Drive to Zero philosophy extends to an aspiration of zero spills and leaks at our operating facilities. We also believe that finding alternative uses for waste materials and byproducts presents opportunities to contribute to a circular economy.

Our Management Approach

Most of our waste is primarily associated with three sources: off-quality materials produced during the manufacturing process, remediation-related waste, and waste residues originating from air pollution control systems. Other waste may be generated from sources such as periodic construction and demolition projects, packaging from raw materials and products, laboratory waste from quality assurance activities, and routine office-based activities.

Expectations for the management of waste and the handling of chemicals are governed by Cabot's internal standards applicable to all our manufacturing, laboratory, and research and development facilities. Our waste management standard has established a hierarchy of waste management with the elimination of waste as the highest priority and disposal without any beneficial reuse as the lowest priority. We implement programs to identify reuse opportunities for off-quality products and other waste streams and improve facility resource efficiency to reduce waste generation. Compliance with these expectations is regularly evaluated through our comprehensive SHE&S audit program.

Where feasible, both hazardous and non-hazardous waste is recycled or reused, while all other waste is disposed of by incineration or landfilling at permitted and licensed facilities in accordance with Cabot's Waste Management Standard. Our 2025 sustainability goal of reducing total waste disposal by 20% from 2019 levels is designed to encourage facilities to identify beneficial uses for their waste streams with a long-term goal of eliminating all manufacturing-related waste disposal. We track our waste data from each site annually as part of routine reporting of waste activities and to maintain waste disposal levels below our 2025 goal. While our goal focuses on waste impacts from our direct operations, we also seek opportunities along our value chain to work with suppliers to reduce waste associated with shipping materials and with customers by offering products that incorporate recycled content or extend the useful life of a product.

Spills Management

We aim to avoid all spills through careful management and design of the processes at our facilities. We conduct training on spill management and emergency response to ensure personnel are prepared to respond if a spill occurs.



Water

Our Commitment

Water is vital to human life, healthy ecosystems and biodiversity across the globe. It is also a natural resource we depend on in our manufacturing operations, and we must pay close attention to ensuring responsible water consumption and management.

Our Management Approach

Cabot withdraws water, directly or indirectly, from groundwater, surface waters (fresh and brackish) and reclaimed water for use in our production operations. In some cases, we convert water into hot water and steam at our operations and supply that 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 ensure that wastewater discharges are properly treated to avoid degradation of the surrounding environment. Collaborating with our colleagues and customers, we are looking to develop applications for our products that help conserve and protect water resources, including the use of our masterbatch products in durable water piping and water conservation applications.

Our 2025 water goal focuses on the withdrawal of water for production, and our overarching strategy includes mapping water use, monitoring water risks, tracking legal requirements, assessing water management costs, sharing water conservation good practices, and implementing water efficiency projects at prioritized locations. Responsibility for water resource management predominantly resides at the facility level, under the guidance of the environmental subcommittee which reports to our Environmental, Social, and Governance (ESG) Steering Committee. Both intake and discharge of water are typically governed by state and local water permits. We strive for full compliance with our obligations under these permits and have regular reviews and audits for assurance. We also look for opportunities to increase water efficiency and recycle wastewater where feasible.

We evaluate our water management by reviewing data on water withdrawal intensity and water discharge intensity per unit of production. This allows us to evaluate our water usage for each of our operating locations. We have been monitoring annual water use and discharges at our manufacturing facilities since 2009 to better understand where our water is sourced, what our withdrawal rates are, and the volume, quality and destination of water discharged from our facilities, and treatment methods applied at our facilities. We have completed a water risk evaluation of our manufacturing locations to identify which of them may be impacted by future water scarcity issues. Water Stress Areas were assessed based on the World Resources Institute Aqueduct Water Risk Atlas Tool, World Wildlife Foundation's Water Risk Filter, and/or evaluations of site local knowledge as being extremely high or high for baseline water stress. Sites in these locations are prioritized for water efficiency project implementation. Our approach to water management is reviewed by the Environmental Subcommittee and ESG Steering Committee on an ongoing basis.

Caring for Our People & Communities

Our commitment to providing safe working conditions and involving all our employees in our safety efforts has been fundamental to who we are as a company. This focus on safety helps us to attract and retain top talent around the world and helps to ensure reliable performance in our manufacturing operations. We also offer our employees professional development opportunities and competitive compensation and benefits. We are committed to increasing employee engagement by leveraging the aspirations of our people and developing their talents by fostering an inclusive environment that embraces diversity in its many forms. To remain a competitive employer, we acknowledge the importance of our company purpose, values, strategy and culture to our employees as we aim to continuously deliver on our commitments and enhance our performance.

Our commitments extend to our communities, where we strive to be a good neighbor through our active engagement and responsible business practices. We seek input and feedback from our local communities and look for opportunities to contribute our time and resources so we can play an active role in the growth and success of the areas in which we operate.



- ◆ Complying with all applicable laws and regulations
- ◆ Sharing complete information about the safe handling of our products
- ◆ Maintaining the safety and security of our employees, contractors, and neighbors
- ◆ Managing our operations to minimize any impacts on our communities
- ◆ Exemplifying the Responsible Care® Guiding Principles
- ◆ Partnering with customers to develop innovative and sustainable solutions
- ◆ Improving efficiencies, reducing environmental impacts, and ensuring that we are prepared for all emergencies that could occur

Our facilities are required to develop and implement a safety program that upholds our SHE&S Commitment and meets all applicable health and safety laws as well as Cabot standards. This program provides oversight for all direct activities occurring in our facilities and within our operational control, including impacts on employees, contractors, and visitors. Additionally, most facilities are operated with local health and safety committees open to all workers, including union and nonunion labor participation. These committees meet on a routine basis, and their primary focus is to ensure open dialogue around SHE&S issues, provide opportunities to communicate progress and challenges, and resolve conflicts on priorities. We also incorporate contractors into our safety program through our selection process, which includes prequalification to ensure they meet minimum SHE&S requirements in accordance with our Contractor Safety Management Standard. Contractors receive on-site orientation training and adhere to Cabot safe work permitting processes. In addition, contractors receive ongoing reviews and feedback on their performance through our contractor management standard.

Hazard Identification and Risk Mitigation

Efforts to identify hazards and mitigate risks are fundamental to ensuring a safe and healthy work environment. Our approach to minimizing risk includes standards-based analysis of impacts and hazards, as well as training all employees to ensure that they are adequately aware of workplace hazards and can take steps to prevent injuries. All employees receive safety training that meets or exceeds all applicable government regulations. Our job safety analysis and safe work permit management ensure that risks are identified and targeted control measures are put in place before work begins and monitored throughout. Risk identification and safety equipment training cover a range of topics, including potential exposure to chemical or physical hazards, occupational noise, personal protective equipment, fire and flammability, and ergonomics. To enhance these efforts, we have deployed a web-based learning platform across multiple topics and disciplines.

If a hazardous situation were to arise, all workers are empowered to report unsafe conditions through various means. 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 short- and long-term health risks. The standards require workplace industrial hygiene assessments to identify and quantify exposures. Facilities are responsible for conducting routine exposure monitoring, investigating incidents that may indicate elevated risk, and implementing corrective actions where necessary. Results are communicated to employees and the data is tracked through our central database. Our facilities' implementation of these standards is reviewed periodically through our SHE&S audit program.

Occupational 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 SH&E and Chief Sustainability Officer who oversees a global team of SHE&S professionals, including regional directors. SH&E and security are critical components of our culture. The Management Executive Committee plays an essential role in setting expectations and ensuring appropriate resources are available to meet our goals and objectives in this regard. 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 established a continuous improvement goal for personal safety to achieve a 50% reduction below 2019 levels by 2025 for recordable incident and severe injury rates. Our global [SHE&S Commitment](#) was approved by the ESG Steering Committee and adopted by the Cabot Board of Directors. We hold ourselves accountable to demonstrate our company values and continuously improve the way we operate. The commitment defines several important objectives for our continuous improvement in safety, including:

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 safety, health, environment and sustainability (SHE&S) experts.

We carry this approach beyond our operations through an emergency response system and advisory services to cover chemical shipments worldwide. We have a proven track record of promoting occupational health by participating in industry groups and sponsoring research on the potential impacts of our products, including long-term employee health studies dating back more than 50 years.

Continuous Improvement Through Responsible Care®

As part of our commitment to Responsible Care, we remain focused on continuously improving the health and safety of our processes and products. In accordance with this certification, we report our performance metrics annually and undergo external audits regularly to evaluate our program, identify gaps, and undertake corrective actions as needed. In addition to the Responsible Care audits, our sites routinely undergo robust internal SHE&S audits, which evaluate procedures, practices, and site conditions in accordance with regulations, internal company standards, and industry-recognized best practices. These risk-based audits are conducted by teams of internal subject-matter experts supported by external resources as needed. Employees participate in site-level and corporate audits through activities ranging from interviews to corrective actions.

Process Safety

Another critical factor in keeping our employees and communities safe is our careful attention to process safety. Process safety management is the application of management systems to identify, understand, and control process-related hazards to prevent incidents. This approach includes monitoring the condition and functionality of our processes, equipment, and infrastructure to ensure our operations are as safe and efficient as possible. Before initial unit startups and when significant changes to operations occur, preparedness assessments are conducted by subject-matter experts. We also carefully track process safety events, defined by the Center for Chemical Process Safety as any unanticipated release of material or energy from a process that results in injury, damage to property/ assets, or damage to the environment through fire, explosion, or release of flammable, combustible, or toxic chemicals. In accordance with the American Petroleum Institute's recommended practice 754, we utilize the Tier 1 and Tier 2 categorization approach to track our performance and report externally.

In the event of a recordable injury, environmental non-conformance (ENC), process safety incident, or high potential near miss, a thorough incident evaluation is conducted to understand the root cause of the issue and assess how we may implement measures to avoid similar safety events in the future. We share the results of these evaluations globally, so all our sites can learn from the event and reduce similar risks.

Retention, Diversity and Development

With approximately 4,300 employees around the world who represent a wide variety of backgrounds and make conducting our business possible, we are committed to celebrating the diversity of all our employees and supporting them in realizing successful careers.

Reporting to the Chief Executive Officer (CEO), the Senior Vice President and Chief Human Resources Officer (CHRO) oversees programs and processes to attract, develop, retain, and support our employees and routinely updates our Board of Directors on related initiatives.

The Human Resources (HR) Department enables managers across the company to drive performance and employee development using our performance-based management and talent development processes. Furthermore, the HR department establishes expectations for adherence to labor practices, human rights legislation, and the creation of a safe and healthy workplace which are embedded in the company's Human Rights Policy.

Retention and Development

Our Commitment

We understand that employees have a choice of where they work, and it is our goal to remain an employer that attracts and retains top talent. We depend on the broad range of skill sets and experiences from our workforce to be successful as a business and advance on our sustainability journey. We are committed to attracting a broad range of qualified candidates for all positions, and we have deployed practices that help ensure all employees are treated fairly and equitably. Our ability to attract and retain top talent is due, in part, to our rich, collaborative culture, our competitive rewards programs, and our commitment to professional development at all levels of the organization. By developing our employees' knowledge and skills, we offer our people opportunities for advancement, enhance value for our customers, and retain talent to further our leadership position. This also benefits our employees' families and local communities by building intellectual capital and supporting broader economic stability.

Our Management Approach

Reporting to the CHRO, the Director of Talent Management and Development is responsible for developing and leading the execution of our talent strategy, focused on building our current and future talent pipeline through the development of our employees and the recruitment of external candidates.

Employment decisions are made without regard to race, color, ethnicity or national origin, religion, gender or gender identity, sexual orientation, age, disability, veteran status, or other legally protected status. An in-house talent acquisition team leads outreach and recruitment efforts suited to local market dynamics and business needs. We develop a talent pipeline by offering internships, apprenticeships, and training to students in many of the communities in which we operate.

In terms of employee compensation, our Board's Compensation Committee oversees Cabot's annual corporate short-term incentive program, equity incentive compensation programs, and the remuneration of Cabot's Management Executive Committee, including the CEO. The Committee also monitors pay equity to help ensure consistency and

fairness across the organization. To ensure employees have their basic needs met to live healthy and productive lives, we offer comprehensive benefits programs designed to meet or exceed competitive market benchmarks for the countries in which we operate. While our benefits vary by location, our core benefit programs typically include health insurance; life and accidental death insurance; disability insurance; retirement and pension plans; business travel accident insurance; medical travel insurance; vacation, holiday, and leave entitlement; educational financial assistance; and access to retiree medical coverage.

Cabot encourages a culture of well-being and offers programs providing guidance and support on physical, financial, emotional, and social health. The delivery of these programs varies by site and includes in-person, online, print, and digital tools. An Employee Assistance Program is available to all employees globally for well-being and emotional support. Flu vaccination campaigns are held across many regions, and on-site healthcare is available in some locations. We also offer flexible work arrangements to support our employees' efforts to meet family and personal needs while enhancing job satisfaction and productivity.

We recognize the potential each employee brings to Cabot, and we are committed to our employees' development to help them realize this potential to its fullest. Our approach to development is multifaceted and encourages:

- ◆ On-the-job development, including stretch assignments and rotations
- ◆ Continuous feedback from managers, mentors, and peers
- ◆ Formal learning opportunities, including leadership development programs, functional and technical skills training, and professional conferences

We take a holistic approach to employee development. Through our performance-based management process, managers and employees work together to plan work and set expectations, review progress and results, reward performance, and discuss development areas to support performance improvement and career growth. Our training programs are managed both globally and on a site-by-site basis, according to the unique mix of each employee's experience, skill set, and career interests, and the company's business objectives. Lastly, career transitioning at the end of employment is handled with sensitivity and commonly includes outplacement services for future job opportunities or retirement.

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.

Diversity

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 understands that we are accountable for playing an active role in building and sustaining 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 CHRO. Our progress in DE&I is overseen by a DE&I Council comprised of leaders from across the

company, with the directive to examine how we promote and support diversity in all its forms. Policies and practices are reviewed from both global and local perspectives to ensure that we build an equitable and inclusive environment where all employees feel valued, empowered to share ideas, challenge the status quo, and collaborate effectively across teams. Our biennial employee engagement survey also provides an opportunity for the company to receive feedback on our efforts to foster an equitable and inclusive environment.

We firmly believe that fostering diverse perspectives and experiences not only builds a community of employees who feel included and valued but also enhances our ability to innovate and perform. Our business success depends on our ability to create an environment where we all understand and acknowledge the importance of our differences. This supports our efforts in recruiting and retaining top talent and establishing a welcoming environment for our employees.

Community Engagement

Our Commitment

Throughout our history, we have maintained a strong sense of connection to our local communities and have consistently endeavored to be good community partners. We understand the value of collaborating with the communities in which we operate, and we recognize that thriving communities are essential for a sustainable future. Community engagement benefits our neighbors, resonates with employees on a personal level, and allows us to operate with the trust and confidence of our neighbors. We are fortunate to have a workforce comprised of many individuals who are willing to contribute to this important effort by offering their time and skills to positively impact our local communities.

Our Management Approach

There are two primary conduits for our community engagement efforts. The first is our corporate-level financial contributions by the Cabot Corporation Foundation, and the second is through facility-led giving and volunteer initiatives. The Cabot Corporation Foundation was established in 1953 to support qualified charitable, nonprofit organizations in the United States. The charter was amended in 1992 to allow for grants to qualified charitable organizations outside of the United States to support our intent to have meaningful impacts across our global footprint. A budget for the Foundation's donations is approved by Cabot's Board of Directors on an annual basis. Decisions for how these funds are distributed are the responsibility of the Foundation's Board of Directors, which meets regularly to review grant proposals and to ensure funds are used in ways that align with its charter.

The Foundation plays a unique role in providing financial support to our communities across the globe while fostering long-term partnerships with organizations that support our shared sustainability goals. Our facilities are responsible for developing and fostering relationships in the local community, and they are committed to making a meaningful difference in many ways. Active community engagement teams at many of our locations take the lead in evaluating the needs of the community and identifying organizations the facility may partner with to deliver a lasting and meaningful impact. Our community engagement activities take the form of volunteer events, charitable giving, and sponsorship of local causes. In the case of monetary contributions, funds are typically managed as part of facility budgets, with additional resources available through the Cabot Corporation Foundation. Nearly all our facilities globally have dedicated Community Outreach teams responsible for preparing local community engagement plans.

GRI CONTENT INDEX

Statement of Use		Cabot Corporation has reported in accordance with the GRI Standards for the period January 1, 2024, to December 31, 2024.																																																																								
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: p. 5 Legal form: Cabot Corporation is a publicly traded corporation (NYSE: CBT)																																																																								
2-2	Entities included in the organization's sustainability reporting	pp. 6, 30	Refer to Cabot's Form 10-K , filed November 20, 2024, 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	p. 30	Inquiries or comments concerning the content of this report may be directed to sustainability@cabotcorp.com .																																																																							
2-4	Restatements of information	pp. 18, 20, 22, 28	Minor adjustments were made to select previously reported data to improve consistency and transparency: <ul style="list-style-type: none"> ◆ 2023 Environmental Non-Conformances: Revised down by 25% following internal data review. ◆ 2023 Absolute Water Discharge: Revised upward by 6% to correct a typographical error in the prior year's report. ◆ 2022 GHG Emissions Intensity (Market-based): Baseline value adjusted slightly (+0.5%) to reflect revised rounding conventions for reporting combined Scope 1 and Scope 2 emissions. This display adjustment did not affect internal tracking data or goal evaluation. ◆ 2022 and 2023 GHG Emissions (Scope 3): Updated to reflect improvements in methodology and data accuracy. 																																																																							
2-5	External assurance	pp. 12-13, 19-20, 28, 30	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	pp. 6, 17, 35	Net revenue can be found in Cabot's Form 10-K , filed November 20, 2024, Part II, Item 8, Financial Statements and Supplementary Data.																																																																							
2-7	Employees	p. 23	Cabot does not employ non-guaranteed hour workers. In 2024, we did not employ any individuals below the age of 17 years old.																																																																							
		<table border="1"> <thead> <tr> <th colspan="5">Global Workforce by Contract and by Gender</th> <th colspan="6">Global Workforce by Contract and by Region</th> </tr> <tr> <th>Gender</th> <th colspan="2">Male</th> <th colspan="2">Female</th> <th>Region</th> <th colspan="2">Americas</th> <th colspan="2">EMEA</th> <th colspan="2">APAC</th> </tr> </thead> <tbody> <tr> <td>Permanent</td> <td>3,144</td> <td>75.5%</td> <td>1,019</td> <td>24.5%</td> <td>Permanent</td> <td>1,696</td> <td>40.7%</td> <td>1,109</td> <td>26.6%</td> <td>1,358</td> <td>32.6%</td> </tr> <tr> <td>Temporary</td> <td>61</td> <td>61.6%</td> <td>38</td> <td>38.4%</td> <td>Temporary</td> <td>31</td> <td>31.3%</td> <td>28</td> <td>28.3%</td> <td>40</td> <td>40.4%</td> </tr> <tr> <td>Full Time</td> <td>3,168</td> <td>75.7%</td> <td>1,019</td> <td>24.3%</td> <td>Full Time</td> <td>1,708</td> <td>40.8%</td> <td>1,079</td> <td>25.8%</td> <td>1,396</td> <td>33.4%</td> </tr> <tr> <td>Part Time</td> <td>37</td> <td>46.8%</td> <td>38</td> <td>53.2%</td> <td>Part Time</td> <td>19</td> <td>24.1%</td> <td>58</td> <td>73.4%</td> <td>2</td> <td>2.5%</td> </tr> </tbody> </table>		Global Workforce by Contract and by Gender					Global Workforce by Contract and by Region						Gender	Male		Female		Region	Americas		EMEA		APAC		Permanent	3,144	75.5%	1,019	24.5%	Permanent	1,696	40.7%	1,109	26.6%	1,358	32.6%	Temporary	61	61.6%	38	38.4%	Temporary	31	31.3%	28	28.3%	40	40.4%	Full Time	3,168	75.7%	1,019	24.3%	Full Time	1,708	40.8%	1,079	25.8%	1,396	33.4%	Part Time	37	46.8%	38	53.2%	Part Time	19	24.1%	58	73.4%	2	2.5%
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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 30.7% of Cabot's workforce and are included in our occupational health and safety management program.																																																																								
2-9	Governance structure and composition	See p. 9 for an overview and GRI Disclosure 405-1 on p. 49 for diversity metrics. For additional details, refer to the Cabot 2025 Proxy Statement , pp. 7-18.																																																																								
2-10	Nomination and selection of the highest governance body	p. 9	See also the Cabot 2025 Proxy Statement , pp. 7-8, 15-18.																																																																							
2-11	Chair of the highest governance body	p. 9	See also the Cabot 2025 Proxy Statement , p. 13.																																																																							
2-12	Role of the highest governance body in overseeing the management of impacts	pp. 9-12	For additional details, see the Cabot 2025 Proxy Statement , pp. 10-12.																																																																							

2-13	Delegation of responsibility for managing impacts	pp. 10-11	For additional details, see the Cabot 2025 Proxy Statement , pp. 10-12, 16.
2-14	Role of the highest governance body in sustainability reporting	pp. 10-11	For additional details, see the Cabot 2025 Proxy Statement , pp. 10-12.
2-15	Conflicts of interest	p. 10	See also the Cabot 2025 Proxy Statement , pp. 8, 17, 26.
2-16	Communication of critical concerns	pp. 10, 31	See the Cabot 2025 Proxy Statement , p. 27.
2-17	Collective knowledge of the highest governance body	p. 9	See the Cabot 2025 Proxy Statement , pp. 7-9.
2-18	Evaluation of the performance of the highest governance body	p. 10	See also the Cabot 2025 Proxy Statement , pp. 17, 33-70.
2-19	Remuneration policies	p. 40	See also the Cabot 2025 Proxy Statement , pp. 15, 33-70 and the Compensation Committee Charter .
2-20	Process to determine remuneration		See the Cabot 2025 Proxy Statement , pp. 33-70.
2-21	Annual total compensation ratio		See the Cabot 2025 Proxy Statement , p. 66.
2-22	Statement on sustainable development strategy	p. 3	
2-23	Policy commitments	pp. 9-10, 35, 40	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	pp. 9-11	See also the Cabot 2025 Proxy Statement , pp. 7-12, 26-27.
2-25	Processes to remediate negative impacts	pp. 10, 31	
2-26	Mechanisms for seeking advice and raising concerns	pp. 10, 31	
2-27	Compliance with laws and regulations	pp. 10, 18, 21	In addition to the compliance information reported above, there were no safety fines incurred in 2024.
2-28	Membership associations	p. 35	<p>Cabot is an active member of the following national and international industry/advocacy groups and associations:</p> <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 for Productivity & Innovation (MAPI) ◆ 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	pp. 12, 30-31	
2-30	Collective bargaining agreements	p. 10	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	pp. 12, 30
3-2	List of material topics	pp. 12-13, 15 The 2024 ESG Materiality Assessment presents tier I topics as priority topics. We have also included priority topics such as Water and Air Emissions due to the internal importance of continuous improvement in Cabot operations. Overall, material topics are plotted based on their relative importance to internal and external stakeholders, as assessed through quantitative scoring of stakeholder input and impact analysis. Since our last materiality assessment in 2017, the list and definitions of material topics have evolved due to a change in internal and external stakeholder perspectives since that time. A review of previous topics from the 2017 materiality assessment can be found in the 2018 Cabot Sustainability Report .

Building a Better Future Together

Economic Performance

Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	p. 34
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	p. 16 For additional information, refer to Cabot's 2024 Annual Report and Form 10-K .
201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change	pp. 9-10 For additional information, refer to the Cabot 2025 Proxy Statement , pp. 7-12 and Cabot's 2024 Annual Report and Form 10-K , Part 1, pp. 15-17.

Product Sustainability

Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	pp. 34-35
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	pp. 16, 34-35 100% of significant product categories are assessed for health and safety impacts using the best available information.

Suppliers' Sustainability

Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
103-1	Management of material topics	p. 35
GRI 308: Supplier Environmental Assessment 2016		
308-2	Negative environmental impacts in the supply chain and actions taken	pp. 17, 35
GRI 414: Supplier Social Assessment 2016		
414-2	Negative social impacts in the supply chain and actions taken	pp. 17, 35

Acting Responsibly for the Planet

Environmental Compliance

Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	p. 36
GRI 307: Environmental Compliance 2016		
N/A	Sites with certified environmental management systems	p. 18 Cabot's 2025 sustainability goals include tracking an internal metric for the percentage of sites with certified environmental management systems.
2-27	Compliance with laws and regulations	p. 43 See GRI Disclosure 2-27 for details.

Energy

Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	pp. 36-37
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	p. 18 For more information about our energy and fuel sources, refer to Cabot's CDP Corporate Questionnaire 2024 Response .

Air Pollutants / GHG

Disclosure Number	Disclosure Title	Page Number / Response												
GRI 3: Material Topics 2021														
3-3	Management of material topics	p. 37												
GRI 305: Emissions 2016														
305-1	Direct (Scope 1) GHG emissions	pp. 19-20 For additional details, see Cabot's Basis of Reporting GHG Emissions . Scope 1 absolute emissions data undergo a limited assurance in accordance with the International Standard for Assurance Engagements ISAE 3000 (revised).												
305-2	Indirect (Scope 2) GHG emissions	pp. 19-20 For additional details, see Cabot's Basis of Reporting GHG Emissions . Scope 2 absolute emissions data (market-based) undergo a limited assurance in accordance with the International Standard for Assurance Engagements ISAE 3000 (revised).												
305-3	Other indirect (Scope 3) GHG emissions	pp. 19-20 Cabot's Scope 3 GHG emissions were calculated in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, using a mix of primary and secondary data depending on the category, and emission factors from DEFRA, EcoInvent, EPA, NAICS, LCA, Cabot-derived and industry sources. Values are rounded to the nearest whole number for reporting purposes.												
305-4	GHG emissions intensity	pp. 19-20 GHG intensity is calculated as MTCO ₂ e 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 under GRI disclosures 305-1 and 305-2. Values are rounded to two decimal points for reporting purposes.												
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x) and other significant air emissions	p. 19 <table border="1"> <thead> <tr> <th>Absolute Emissions</th> <th>2022</th> <th>2023</th> <th>2024</th> </tr> </thead> <tbody> <tr> <td>SO₂ Emissions (KMT)</td> <td>35.68</td> <td>30.39</td> <td>31.20</td> </tr> <tr> <td>NO_x Emissions (KMT)</td> <td>7.59</td> <td>7.17</td> <td>6.86</td> </tr> </tbody> </table> SO ₂ and NO _x emissions intensity data undergo a limited assurance in accordance with the International Standard for Assurance Engagements ISAE 3000 (revised).	Absolute Emissions	2022	2023	2024	SO ₂ Emissions (KMT)	35.68	30.39	31.20	NO _x Emissions (KMT)	7.59	7.17	6.86
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Waste

Disclosure Number	Disclosure Title	Page Number / Response
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GRI 3: Material Topics 2021

3-3	Management of material topics	pp. 37-38
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GRI 306: Waste 2020

306-1	Waste generation and significant waste-related impacts	p. 21
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306-2	Management of significant waste-related impacts	p. 21
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306-3	Waste generated	p. 21
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306-4	Waste diverted from disposal	p. 21
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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 for non-hazardous and hazardous waste off-site. Reported values are rounded to two decimal places.

	Non-Hazardous	Hazardous
Reused or Recycled (KMT)	24.29	6.27

Total **30.55**

306-5	Waste directed to disposal	p. 21
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Disposal activities occur offsite 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)	2.46	0.92
Incinerated WITHOUT energy recovery (KMT)	0.36	0.75
Deep well injection (KMT)	0.00	146.45
Landfilled (KMT)	33.81	0.04
Other (KMT)	0.70	0.50
Subtotal	37.32	148.67

Total **185.99**

Water

Disclosure Number	Disclosure Title	Page Number / Response	
GRI 3: Material Topics 2021			
3-3	Management of material topics	p. 38	
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	p. 22	
303-2	Management of water discharge-related impacts	p. 22	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.
303-3	Water withdrawal	p. 22	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. 6.04 MM m ³ (14.0%) of Cabot's water withdrawal (excluding gray water) occurs in areas identified as High or Very High Water Stress.
303-4	Water discharge	p. 22	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. 0.91 MM m ³ (2.8%) 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	p. 22	Cabot's water consumption metric is calculated by subtracting total water discharge from total water withdrawal (and excludes graywater). 5.13 MM m ³ (50.2%) of Cabot's water consumption occurs in areas identified as High or Very High Water Stress.

Caring for Our People & Communities

Occupational Health and Safety

Disclosure Number	Disclosure Title	Page Number / Response	
GRI 3: Material Topics 2021			
3-3	Management of material topics	p. 39	
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	pp. 39-40	Potential exclusions to our safety program 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	pp. 22, 39-40	
403-3	Occupational health services	p. 40	
403-4	Worker participation, consultation, and communication on occupational health and safety	pp. 23, 39	
403-5	Worker training on occupational health and safety	pp. 23, 39-40	
403-6	Promotion of worker health	pp. 40-41	
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

p. 23

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)

2024 Safety Rates Employees vs. Contractors	Employees		Contractors	
	Number	Rate	Number	Rate
Fatalities	0	0.00	1	0.03
High Consequence Work-Related Injuries	0	0.00	0	0.00
Recordable Work-Related Injuries	4	0.09	7	0.19

Total Hours Worked 8,737,526 7,542,669

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

Severity Rates	2024
Cabot Severity Rate	4.05
EcoVadis Lost Time Injury Frequency Rate	0.49
EcoVadis Lost Time Injury Severity Rate	0.02

Employment, Diversity and Training

Disclosure Number Disclosure Title Page Number / Response

GRI 3: Material Topics 2021

3-3 Management of material topics pp. 40-41

GRI 401: Employment 2016

401-1 New employee hires and employee turnover p. 25

New hires and employee departures are reported as a percentage of total permanent employees.

Gender	Male		Female	
Departing	293	9.3%	100	9.8%
New Hires	246	7.8%	106	10.4%

Region	Americas		EMEA		APAC	
Departing	167	9.8%	132	11.9%	94	6.9%
New Hires	157	9.3%	97	8.7%	98	7.2%

Age Group	<30		30-39		40-49		50-59		60+	
Departing	67	15.9%	136	10.2%	73	5.7%	56	6.8%	61	20.5%
New Hires	124	29.5%	134	10.1%	65	5.0%	23	2.8%	6	2.0%

401-2	Benefits provided to full-time employees	pp. 40-41	
404-2	Programs for upgrading employee skills and transition assistance programs	pp. 25, 41	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 31 hours per employee in 2024. 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	p. 25	82.0% of Cabot employees were eligible for performance reviews. Among these, 100.0% received performance reviews in 2024, including the following:
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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%		

GRI 405: Diversity and Equal Opportunity 2016

405-1	Diversity of governance bodies and employees	pp. 9, 24
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Diversity of Board of Directors at the end of 2024 by Age Group		Diversity of the Board of Directors at the end of 2024 by Gender		Diversity of Board of Directors at the end of 2024 by Race/Ethnicity*	
Under 30	0	Male	9	Asian	2
30-50	0	Female	3	Black	1
Over 50	12			Hispanic/Latino	1
				White	6

*US-based Board members

GRI 406: Non-Discrimination 2016

406-1	Incidents of discrimination and corrective actions taken
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Allegations of discrimination:

Open (From previous)	New Claims Alleged	Total Claims Closed	Total Open Cases
1	7	7	1

Corrective actions taken:

	No Action	Policy Review	Training	Discipline	Termination
Substantiated	–	–	1	1	–
Unsubstantiated	4	1	1	–	–

Community Engagement

Disclosure Number	Disclosure Title	Page Number / Response
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GRI 3: Material Topics 2021

3-3	Management of material topics	p. 41
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GRI 413: Local Communities 2016

413-1	Operations with local community engagement, impact assessments, and development programs	pp. 26-27
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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	pp. 19-20 47.8% 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	pp. 13, 19-20 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 2025 and 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)	p. 19 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	p. 18 1. Total non-raw material energy consumed: 4.58 MMGJ 2. Percentage of non-raw material energy from grid electricity: 47.4% 3. Percentage of non-raw material energy from renewables: 3.9% 4. Total self-generated energy: 13,713 TJ (includes steam and electricity generation for internal use and export, and other energy exports associated with tail gas as a fuel and heat source and for hot water)

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	p. 22 Percentage of total water withdrawn in regions with High or Extremely High Baseline Water Stress: 14.0%. Percentage of total water consumed in regions with High or Extremely High Baseline Water Stress: 50.2%
RT-CH-140a.2	Number of incidents of noncompliance associated with water quality permits, standards and regulations	There were zero water quality permit deviations in 2024.
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	p. 22 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	p. 21 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 colspan="2">Hazardous</th> </tr> </thead> <tbody> <tr> <td>Reused or Recycled (MT)</td> <td style="text-align: center;">6,267</td> </tr> <tr> <td>Total Hazardous Waste (MT)</td> <td style="text-align: center;">154,935</td> </tr> <tr> <td>% Recycled</td> <td style="text-align: center;">4.0%</td> </tr> </tbody> </table>	Hazardous		Reused or Recycled (MT)	6,267	Total Hazardous Waste (MT)	154,935	% Recycled	4.0%
Hazardous										
Reused or Recycled (MT)	6,267									
Total Hazardous Waste (MT)	154,935									
% Recycled	4.0%									

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	pp. 26-27, 31

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	p. 22 Refer to the data table "2024 Safety Rates Employees vs. Contractors" located in GRI Disclosure 403-9, on p. 48..
RT-CH-320a.2	Description of efforts to assess, monitor and reduce exposure of employees and contract workers to long-term (chronic) health risks	p. 39

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	p. 16 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	3.9% of products contain category 1 and 2 substances. Of these, 100.0% 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	pp. 16, 35

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 1.0% 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	pp. 10, 34-35 Cabot reviews new or pending regulations that may affect its operations globally through a variety of mechanisms, including industry associations, newsletters, reporting services, and various other avenues. Cabot may comment on a certain number of those 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 2024 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)	p. 22	<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: 0.02, 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	p. 21	Cabot devotes time and energy to partner with quality third-party transporters to ensure that safety and security are the top priorities, which is evident in the low number of transportation-related incidents. Processes include the qualification of transport companies, including standards for insurance certifications, driver capabilities, and route security. In 2024, there was one spill that was not considered significant by Cabot's definition.

Activity Metric

Code	Accounting Metric	Page Number / Response
RT-CH-000.a	Production by Reportable Segment	2,171,067 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.	pp. 9-12	See also Cabot's 2025 Proxy Statement , pp.10-12.
b) Describe management's role in assessing and managing climate-related risks and opportunities.	pp 10-12	See also Cabot's 2025 Proxy Statement , pp. 10-12, 16.

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.	p. 37	Refer to Cabot's TCFD Climate Scenario Risks and Opportunities Matrix . See also Cabot's 2025 Proxy Statement , pp. 10-12 and the 2024 Annual Report and Form 10-K , Part 1, pp. 14-17, 20.
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	pp. 16-19, 22	See also Cabot's 2025 Proxy Statement , pp. 10-12 and 2024 Annual Report , pp. 3-5 and Form 10-K Part 1, pp. 14-17, 20.
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	pp. 18-19, 22	See also Cabot's 2025 Proxy Statement , pp. 10-12 and the 2024 Annual Report and Form 10-K , Part 1, pp. 14-17, 33.

Risk Management

TCFD Recommendations	Page Number / Response	
a) Describe the organization's processes for identifying and assessing climate-related risks.	Refer to Cabot's TCFD Summary and TCFD Climate Scenario Risks and Opportunities Matrix . See also Cabot's 2025 Proxy Statement , pp. 10-12.	
b) Describe the organization's processes for managing climate-related risks.	pp. 10, 18-19, 30, 34, 36-38	See also Cabot's 2025 Proxy Statement , pp. 10-12.
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	pp. 10, 18-19, 34	See also Cabot's 2024 Annual Report and Form 10-K , Part 1, pp. 14-17, 20, and Cabot's 2025 Proxy Statement , pp. 10-12.

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	pp. 13, 18-20, 22	For a description of GHG methodologies, see Cabot's Basis of GHG Reporting and GRI Disclosure 305-3 on p. 49.
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks.	pp. 18-20	
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	pp. 13, 18-20, 22	For information on remuneration practices, see Cabot 2024 Proxy Statement , pp. 33-70.



2025 SUSTAINABILITY REPORT

We welcome your feedback on this report and our sustainability progress, as well as any other comments or questions you may have.

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To learn more, please visit:

cabotcorp.com/sustainability