

# SUSTAINABILITY REPORT 2026

Reporting 2025 Performance



**CABOT** 

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**Sean D. Keohane**  
President & Chief Executive Officer

## A MESSAGE FROM OUR CEO

Dear Stakeholders,

Reflecting on Cabot's performance in 2025, I am proud of the meaningful progress we have made in advancing our purpose of creating materials that improve daily life and enable a more sustainable future. Throughout the year, our teams delivered strong operational results, enhanced our competitive position, and continued to execute against the strategic priorities of our Creating for Tomorrow strategy, demonstrating the strong connection between sustainability, operational excellence, and enduring value creation. Rooted in innovation, operational excellence, and sustainability, this strategy guides how we create long-term value for our customers, shareholders, and the communities in which we operate.

A highlight of 2025 was our industry-leading safety performance. Achieving best-in-class outcomes reflects Cabot's disciplined operating culture and unwavering commitment to protecting our people. Strong safety performance strengthens our operational reliability and reinforces the trust our customers, partners and communities place in Cabot.

### Advancing Sustainability as a Driver of Performance

Sustainability continues to be central to how we grow Cabot. Across our global operations, our teams continued to find practical and meaningful ways to reduce environmental impact, improve efficiency, and strengthen reliability. These everyday actions, rooted in sound judgment, problem-solving, and a shared commitment to doing things the right way, contributed directly to our strong performance.

By the end of 2025, we achieved 14 of our 15 2025 sustainability goals, reflecting consistent leadership across key environmental, social, and governance areas. I am especially proud that we were able to achieve our water withdrawal intensity goal by year end, underscoring our commitment to responsible resource management and continuous improvement across our operations.

One of the clearest examples of the connection between sustainability and our operational performance is our progress in reducing waste. At Cabot, waste reduction extends beyond materials to include energy use, time, and process efficiency. Improving these areas reduces our environmental footprint and strengthens safety and operational reliability. This mindset is increasingly embedded across our sites and is a critical enabler of our operational excellence agenda.

### Our 2030 Goals and the Path Forward

We have established a set of 2030 sustainability goals that sharpen our focus on where we believe Cabot can deliver the greatest impact. These goals reinforce sustainability as an important enabler of our business strategy, supporting innovation, resilience, and long term competitiveness.

Achieving these goals will require a continued emphasis on:

- ◆ Process optimization and waste reduction, ensuring we operate with greater efficiency, lower variability, and reduced resource intensity
- ◆ Sustained operational discipline and continuous improvement, building on our strong foundation in safety, quality, and reliability
- ◆ Targeted investment in technology and innovation that enhances environmental performance and supports our customers' evolving needs

This focus strengthens the integration between our sustainability agenda and our Creating for Tomorrow strategy, where sustainability remains a catalyst for value creation and differentiation.

### Looking Ahead

We enter the next chapter of our sustainability journey with momentum and clarity. Our continued commitment to sustainability, operational excellence, safety, and innovation will remain at the heart of our strategy as we navigate an increasingly complex global environment. This approach reinforces our purpose of creating materials that improve daily life and enable a more sustainable future.

I am confident that by working together and staying true to our disciplined, purpose-driven approach, we will continue to drive results that create lasting value for our stakeholders today and for future generations to come.

Sean D. Keohane

*By the end of 2025,  
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and governance areas.*

# CABOT AT A GLANCE

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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 support long-term value creation for 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 some of 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.



\*Financial data reflects the company's 2025 fiscal year (October 2024 through September 2025).

## Locations & Operations

Cabot has manufacturing operations at 38 sites in over 20 countries, and its 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)

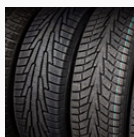
Belgium  
Czech Republic  
France  
Germany  
Italy  
Latvia  
Switzerland  
the Netherlands  
United Arab Emirates  
United Kingdom

### Asia Pacific

China  
India  
Indonesia  
Japan  
Malaysia

## Business Segments & Products

Cabot organizes its 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:** industrial rubber products, tires



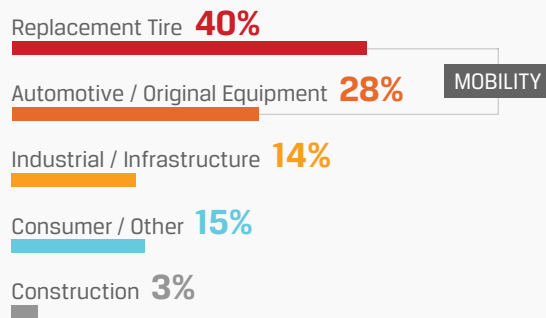
### Performance Chemicals

- ◆ **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, lithium-ion batteries for electric vehicles, consumer electronics, and energy storage systems
- ◆ **Inkjet Colorants & Inks:** commercial and industrial printing, graphic arts inkjet printing
- ◆ **Specialty Compounds:** plastics for use in agriculture, automotive, consumer products, electronics, industrial, and infrastructure
- ◆ **Aerogel:** batteries, coatings, industrial insulation



### End Market Sectors\*

Revenue (%)



\* Based on fiscal year 2025 Segment sales.



## 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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In a world facing considerable economic, social, and environmental challenges, we believe we can unite our people and leverage our expertise and resources to deliver contributions that make a positive difference. Our sustainability commitment articulates our vision for fulfilling our shared purpose and executing on our business strategy with regard to sustainability, including responsible business practices aligned with the UN Global Compact principles on human rights, labor, the environment, and anti-corruption.

## Sustainability Pillars and Strategy

Our sustainability pillars and strategy define why we act, what we prioritize, and how we deliver on our sustainability commitments.

### Why We Do It

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

### What We Do

To achieve our aspirations, we have established strategic initiatives and goals organized around three pillars — Building a Better Future Together, Acting Responsibly for the Planet, and Caring for Our People and Communities. These pillars reflect the most significant sustainability topics identified through our 2024 materiality assessment and engagement with our diverse stakeholders. Additional detail on our materiality assessment is provided in the About This Report section.

### How We Do It

We will continue to pursue our sustainability ambitions by leveraging our strengths and taking a multifaceted approach focused on four key elements: Innovation, Collaboration, Advocacy, and Leadership. More information on our approach can be found on our [website](#).



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 align with 14 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

- ◆ 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 uphold high standards of ethics and compliance throughout our global operations

### 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

### 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 execution of our corporate strategy and our enterprise-wide program of risk management, including business continuity and climate-related risks that have been identified as having a material impact on our business, strategy, or operations. As of the end of calendar year 2025, the Board consisted of 11 directors who bring a broad range of expertise and perspectives to the company's leadership.

Cabot maintains separate roles for the Chair and CEO to provide independent leadership for the Board. Each of the following Board committees is composed entirely of independent directors: Audit Committee; Compensation Committee; Governance and Nominating Committee; Safety, Health, Environment, and Sustainability (SHE&S) Committee. Each Committee has responsibility for risk oversight within their areas of responsibility and expertise.

### 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 Company CEO
- ◆ R&D/Technology
- ◆ Related Value Chain
- ◆ Risk Management
- ◆ Strategic Planning
- ◆ Sustainability

#### Diversity

- ◆ 27% 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

\*As of 2025 calendar year end.

### Areas of Board and Committee 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

Board members receive periodic briefings on sustainability topics, including performance against goals, emerging risks, and regulatory developments. The SHE&S Committee reviews performance against targets and reports annually to the full Board. Members of the Management Executive Committee review the execution of sustainability strategies and the content of the sustainability report and related disclosures. The Board also conducts regular self-assessments to evaluate its effectiveness, committee structure, and alignment with governance best practices.

## Enterprise-wide Risk Management

Risk management is a key component of long-term resilience and value creation. While day-to-day risk identification and mitigation practices are led by management, the Board and its Audit Committee oversee our enterprise-wide risk management (ERM) processes.

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

Management oversight of sustainability-related risks and opportunities is supported by the ESG Steering Committee, chaired by the CEO and composed of members of the Management Executive Committee. Subcommittees regularly report on progress, supporting accountability and transparency. In 2025, the Steering Committee focused on key initiatives, including the review and approval of our 2030 sustainability goals and focus areas.

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

## Ethics, Compliance, & Accountability

Cabot supports internationally recognized human rights and complies with 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 training, with additional modules assigned based on role-specific risks. Suppliers must acknowledge and adhere to our Supplier Code of Conduct, which sets expectations for labor rights, human rights, 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.

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. 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.



## Delivering Results on Our 2025 Sustainability Goals

Our 2025 sustainability goals, established in 2020, set clear performance targets to drive accountability and continuous improvement. As we close out the final year of tracking these goals, we are proud to have achieved 14 of the 15 quantitative goals, with 11 met ahead of schedule. While we did not meet our 2025 SO<sub>2</sub> intensity goal on schedule due to delays associated with a major air pollution control system installation, we remain focused on the future with our 2030 absolute SO<sub>2</sub> emission reduction target, and we anticipate further progress in the coming year. Overall, the 2025 sustainability goals accomplished our stated intent by strengthening our systems, evolving our practices, and further integrating sustainability into how we operate our business.



### Final Progress Against the 2025 Sustainability Goals

#### Building a Better Future Together



**Economic Value Generated & Distributed**  
Invest \$1B in capital and technology



**Product Sustainability**  
100% of our new product and process development projects will have a sustainability benefit



**Product Sustainability**  
Assess sustainability impacts of our top product applications

#### 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



**GHG Emissions**  
Reduce GHG emissions intensity by 5%



**NO<sub>x</sub> Emissions**  
Reduce NO<sub>x</sub> emissions intensity by 50%



**SO<sub>2</sub> Emissions**  
Reduce SO<sub>2</sub> emissions intensity by 40%



**Waste & Spills**  
Reduce waste disposal from operations by 20%



**Water**  
Reduce water withdrawal intensity by 20%

#### Caring for Our People & Communities



**Occupational Health & Safety**  
Reduce Total Recordable Incident Rate by 50%



**Occupational Health & Safety**  
Reduce Lost Time Incident Rate by 50%



**Occupational Health & Safety**  
Reduce process safety events by 50%



**Community Engagement**  
100% of our locations engaged in their communities



**Community Engagement**  
Invest \$10M to help our communities thrive

Environmental goals are measured against the following baseline years: 2022 for GHG emissions intensity; 2012 for NO<sub>x</sub> and SO<sub>2</sub> emissions intensity; and 2019 for waste disposal and water withdrawal intensity.

Occupational Health and Safety Goals are measured against a 2019 baseline.

Investment goals are measured over the following timeframes: capital investments for fiscal years 2020–2025 and community investments for calendar years 2020–2025.

Select environmental metrics are subject to independent limited assurance. See the [ERM CVS Assurance Report](#) for details.

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# Our 2030 Sustainability Goals and Focus Areas

Our 2030 Sustainability Goals and Focus Areas provide the framework for driving progress across our three pillars: Building a Better Future Together, Acting Responsibly for the Planet, and Caring for Our People & Communities. Based on our refreshed 2024 materiality assessment, we established two tiers of topics. The 2030 Sustainability Goals consist of six quantitative targets aligned with our highest priority topics and provide a clear framework for measuring progress over time. The Focus Areas address additional topics that are managed through established policies, programs and practices, with select disclosures used to monitor performance and support continuous improvement.



## Building a Better Future Together

### PRODUCT SUSTAINABILITY & CIRCULARITY

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

#### Focus Areas

- ◆ Responsible Procurement
- ◆ Ethics & Compliance



## Acting Responsibly for the Planet

### GHG EMISSIONS

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

### AIR EMISSIONS

Reduce sulfur dioxide (SO<sub>2</sub>) 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

#### Focus Area

- ◆ Waste



## Caring for Our People & Communities

### HEALTH & SAFETY

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

#### Focus Areas

- ◆ Community Engagement
- ◆ Diversity, Equity & Inclusion
- ◆ Talent Attraction, Retention & Development

All 2030 goals have a base year of 2022, with the exception of the Health & Safety goals which have a rolling 3-year average baseline, and the Energy goal which is assessed annually. Regarding the water goal, Cabot defines freshwater as withdrawals from surface water, groundwater, and purchased (third-party) water (see GRI 303-3 in the [GRI Index](#) for details).



# Building a Better Future Together

A better future is only achievable when innovation, responsibility, and integrity work together. Sustainability is not just about what we make or how we source, it's also about how we conduct business across our entire value chain.



## Product Sustainability & Circularity

We are committed to enhancing our products through resource efficiency, responsible materials, and transparency across our portfolio.

### Governance

- ◆ Cross-functional oversight across sustainability and commercial teams, reporting through the ESG Steering Committee
- ◆ Product development: Chief Technology Officer and business teams, with oversight through the ESG Steering Committee

### Management Approach

- ◆ Internal tool to track product carbon footprint (PCF) across our product portfolio
- ◆ Sustainability screening integrated into product development
- ◆ Evaluation of alternative feedstocks and circular product pathways



### 2030 SUSTAINABILITY GOAL

**Reduce average portfolio PCF by 5-10% (below 2022 levels) through product and process innovation**

**Progress (2025):** On track

#### Key Actions:

- ◆ Improve yield through process technology
- ◆ Use lower-emission feedstocks
- ◆ Increase the use of renewable electricity
- ◆ Increase the use of recycled and bio-based materials
- ◆ Embed PCF considerations into product design
- ◆ Partner across the value chain to reduce lifecycle emissions

## Advancing Industry Alignment on Product Carbon Footprints

Product carbon footprints (PCF) are critical to enabling customers to meet their own climate goals. As the level of sophistication in life cycle assessment (LCA) and reporting has increased in recent years, the carbon black industry recognized the need for a more standardized approach to improve alignment and comparability. In 2025, we completed a collaborative initiative through the International Carbon Black Association (ICBA) to develop an industry-wide LCA methodology for furnace carbon black. As a result, the first industry-wide average PCF was released, supporting consistent and transparent reporting for customers assessing the impact of their products. The ISO-certified study revealed an ICBA PCF average of 3.73 MTCO<sub>2</sub>e/MT furnace carbon black. Using the same methodology, the Cabot PCF average was calculated at 3.64 MTCO<sub>2</sub>e/MT furnace carbon black.

In support of our 2030 sustainability goal, we are developing a proprietary tool to track PCF across our entire portfolio, which will be externally certified to reinforce accuracy and credibility. As of 2025, our average portfolio PCF was 4.00 MTCO<sub>2</sub>e/MT product, a 4.5% reduction below the 2022 baseline and trending positively toward our 2030 sustainability goal.\* We also acknowledge the intrinsic link between PCFs and our production processes, feedstock sourcing, and customer needs. Building on the ICBA partnership, we plan to expand collaboration across a broader range of products and increase engagement with suppliers on alternative feedstocks and circular solutions. This work will enable us to better support customers in achieving their decarbonization and circularity goals.

\*Our PCF methodology and tool are in the process of being third-party certified. PCF coverage excludes products that are less than 1% of portfolio by weight.



## Responsible Procurement

We are committed to responsible sourcing by partnering with suppliers to uphold high ethical standards, manage risks, and improve sustainability across our value chain.

### Management Approach

- ◆ Led by global procurement and feedstock sourcing teams, with oversight through Cabot's ESG governance structure
- ◆ Supplier Code of Conduct aligned with human rights, labor, environmental and safety standards
- ◆ Third-party supplier sustainability assessments and targeted engagement with critical suppliers

In 2025, we focused on strengthening our internal systems to support responsible business practices across our supply chain. By integrating sustainability more explicitly into our Global Purchasing Policy, supplier performance management procedures, and supplier handbook, we are clarifying expectations for both procurement teams and suppliers. These efforts focus on practices related to business resilience and integrity, safety, health, and environmental performance. As we look to the future, we are planning to introduce supplier engagement sessions for more in-depth dialogue with critical suppliers on shared sustainability priorities.

Indicator	Unit	2023	2024	2025
New development projects assessed for sustainability impacts	Percent	100%	100%	100%
New development projects with a sustainability benefit	Percent	96%	98%	100%

Indicator	Unit	2023	2024	2025
Critical suppliers assessed for sustainability impacts	Percent	51%	53%	54%

## Ethics & Compliance

We are committed to conducting business with integrity, supported by strong governance and accountability across our global operations.

### Management Approach

- ◆ Managed by the Office of Compliance, with Board-level oversight from the Audit Committee
- ◆ Code of Business Ethics supported by mandatory annual training, Human Rights Policy, role-specific compliance programs, and supplier expectations
- ◆ Confidential reporting channels, including third-party hotline system, supported by anti-retaliation protections

Indicator	Unit	2023	2024	2025
Ethics training completion	Percent of employees	100%	100%	100%
Ethics hotline reports received*	Count	21	34	17
Substantiated corruption incidents	Count	0	0	0
Material cybersecurity incidents	Count	0	0	0
Child labor and forced labor incidents	Count	0	0	0

\*All whistleblower reports are investigated by Cabot's Office of Compliance. Disciplinary actions are undertaken where appropriate.



## Acting Responsibly for the Planet

Our environmental priorities are closely tied to how we operate our manufacturing processes. We take an integrated approach to managing environmental impacts, recognizing their interdependencies while meeting regulatory obligations and supporting continuous improvement across our global network.

The following governance structure and management approach apply across each of Cabot's environmental goals and focus areas:

### Governance

- ◆ Board-level oversight through the SHE&S (Safety, Health, Environment & Sustainability) Committee
- ◆ Executive accountability led by the Chief Sustainability Officer and senior leadership
- ◆ ESG Steering Committee and Environmental and Climate Subcommittees guide strategy and performance across key topics

### Management Approach

- ◆ Global environmental management systems and standards implemented across all operations to meet or exceed regulatory requirements
- ◆ Site-level accountability for managing impacts related to energy, emissions, water, and waste, aligned with corporate policies
- ◆ Integration of environmental considerations into manufacturing, capital planning, and operational decision-making
- ◆ Performance tracked through site-level data and company-wide metrics to inform goals, prioritize actions, and monitor progress
- ◆ Continuous improvement driven through audits, training, and cross-functional collaboration to identify efficiency opportunities and reduce environmental impacts



## Greenhouse Gas Emissions

In support of our 2050 net zero ambition, we are committed to reducing greenhouse gas (GHG) emissions within our operations and across our value chain.

### 2030 SUSTAINABILITY GOAL

**Reduce Scope 1 and Scope 2 GHG emissions intensity by 15% below 2022 baseline**

**Progress (2025):** On track

#### Key Actions:

- ◆ Increase the use of renewable electricity to reduce market-based Scope 2 emissions
- ◆ Improve production yield and efficiency to lower direct (Scope 1) GHG emissions
- ◆ Advance innovative decarbonization technologies and evaluate alternative fuels
- ◆ Expand energy recovery systems to reduce operational emissions

In 2025, we reduced GHG intensity by 8% below our 2022 baseline, demonstrating progress toward our 2030 sustainability goal. Renewable energy procurement contributed to a meaningful reduction in Scope 2 emissions, while changes in production mix and volumes remain key factors influencing overall GHG intensity year over year.

Across our value chain, more than 75% of our Scope 3 emissions are driven by the upstream impacts of feedstocks, with a smaller contribution from the processing of sold products. As part of ongoing efforts to enhance data quality and transparency, we expanded third-party assurance in 2025 to include GHG emissions within Category 1 (Purchased Goods and Services) and Category 11 (Use of Sold Products).

Indicator	Unit	2023	2024	2025
Scope 1	MM MTCO <sub>2</sub> e	3.70	3.82	<b>3.60</b>
Scope 2 (market-based)	MM MTCO <sub>2</sub> e	0.30	0.27	<b>0.19</b>
Scope 3 (total)	MM MTCO <sub>2</sub> e	5.78	5.76	<b>5.34</b>
Total Scope 1 and 2 (market-based)	MM MTCO <sub>2</sub> e	4.00	4.09	<b>3.79</b>
Scope 1 and 2 emissions intensity (market-based)	MTCO <sub>2</sub> e/MT production	1.93	1.89	<b>1.83</b>

Scope 1 data excludes small emissions sources deemed immaterial. Additional disclosures, including location-based Scope 2, Scope 3 category detail, and biogenic emissions, are provided in the [GRI Index](#) and [Basis of Reporting GHG Emissions](#). Totals may not sum due to rounding.

ERM CVS provided limited assurance for Scope 1 emissions (2023-2025); market-based Scope 2 emissions (2023-2025); and Scope 3 categories 1 and 11 (2025). See the [ERM CVS Assurance Report](#) for details.



## Air Emissions

Managing air emissions is an important aspect of how we reduce the environmental impacts of our manufacturing processes. We are committed to meeting regulatory requirements while also supporting overall air quality.

### 2030 SUSTAINABILITY GOAL

Reduce sulfur dioxide (SO<sub>2</sub>) absolute emissions by 20% below 2022 baseline

**Progress (2025):** On track

**Key Actions:**

- ◆ Advance air pollution control technologies at sites with evolving regulatory requirements
- ◆ Transition to lower sulfur feedstocks where feasible
- ◆ Improve efficiency of existing air pollution control systems
- ◆ Engage with regulators to support consistent environmental standards

SO<sub>2</sub> emissions remain below baseline levels but have increased in recent years, reflecting changes in feedstock supply and production levels across our facilities. A major air pollution control project at our Ville Platte, LA, USA, site is progressing toward completion, with start-up anticipated in 2026.

Indicator	Unit	2023	2024	2025
SO <sub>2</sub> emissions	KMT	30.45	31.45	<b>32.46</b>

## Energy

Energy is essential to our operations, and we are committed to using this valuable resource responsibly by pursuing opportunities to improve efficiency, maximize energy recovery, and create value through energy exports.

### 2030 SUSTAINABILITY GOAL

Export 250% of the energy Cabot imports on an annual basis

**Progress (2025):** Behind schedule

**Key Actions:**

- ◆ Improve energy efficiency through equipment upgrades and system optimization
- ◆ Advance energy capture and reuse by converting waste heat into usable energy
- ◆ Develop partnerships to export surplus energy to nearby facilities
- ◆ Evaluate emerging technologies to reduce energy use and improve performance

In 2025, the energy ratio declined from 2024 levels due to changes in production, energy mix, and export volumes, reflecting external constraints and customer demand. While annual performance may fluctuate, achieving our 2030 goal will require sustained focus on improving efficiency across our operations. To support this objective, we launched a targeted initiative to identify, implement, and track site-level energy efficiency improvements. The program was piloted at our carbon black sites in China, where the site teams uncovered approximately 88,000 GJ of annualized energy savings. Building on this success, we are expanding this approach across our manufacturing network, focusing first on our carbon black facilities which drive our energy performance.

Indicator	Unit	2023	2024	2025
Energy ratio (exports ÷ imports)	Percent	208%	255%	<b>211%</b>
Energy exports	MM GJ	10.85	11.68	<b>10.17</b>
Energy imported (excluding raw materials)	MM GJ	5.21	4.58	<b>4.82</b>
Total energy use (including raw materials)	MM GJ	117.35	120.69	<b>114.69</b>

Energy ratio is calculated as energy exported divided by energy imported, excluding raw material energy content.

## Water

We are committed to managing water responsibly across our operations, recognizing its importance to both our manufacturing processes and the communities where we operate. Our water strategy prioritizes efficiency and reducing demand where water resources are constrained.

### 2030 SUSTAINABILITY GOAL

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

**Progress (2025):** On track

**Key Actions:**

- ◆ Assess and optimize water use at water-stressed sites
- ◆ Improve water efficiency through monitoring and enhancing system performance
- ◆ Increase water recovery and reuse, including the use of alternative water sources
- ◆ Upgrade technology and processes to enable water efficiency and recovery

Nine manufacturing sites are located in water-stressed areas, representing approximately 16% of Cabot's total water withdrawal. In 2025, we introduced a new metric to track freshwater withdrawal intensity at these sites, focusing efforts where it matters most. Early results indicate positive progress toward our 2030 sustainability goal.



Water Withdrawal Intensity	Unit	2023	2024	2025
Freshwater withdrawal intensity in water-stressed areas	m <sup>3</sup> /MT	5.21	4.77	<b>5.03</b>
Total water withdrawal intensity - all areas	m <sup>3</sup> /MT	21.42	19.89	<b>16.81</b>

Cabot's freshwater withdrawal intensity metric excludes brackish/seawater as well as purchased water sourced from desalinated brackish/seawater and other alternative water sources. Total water withdrawal intensity includes surface water, brackish/seawater, purchased water, and groundwater, but excludes graywater.

Water Withdrawal, Use, and Discharge	Unit	2023	2024	2025
Total water withdrawal	MM m <sup>3</sup>	44.52	43.19	<b>34.74</b>
Total water consumed	MM m <sup>3</sup>	10.72	10.42	<b>9.82</b>
Total water discharged	MM m <sup>3</sup>	33.80	32.76	<b>24.92</b>

Water Sources - All Areas	Unit	2025
Brackish/seawater	MM m <sup>3</sup>	<b>19.99</b>
Purchased	MM m <sup>3</sup>	<b>10.53</b>
Surface	MM m <sup>3</sup>	<b>2.93</b>
Ground	MM m <sup>3</sup>	<b>1.29</b>

## Waste

We are committed to reducing waste impacts across our operations by minimizing waste generation, increasing recycling and other strategies that support the circular economy, and maintaining controls to prevent environmental releases.

In 2025, waste performance improved with lower disposal volumes and increased beneficial reuse. There were no significant spills, which are defined as spills or releases that are reportable to an agency and classified as Tier 1 or Tier 2 process safety events.

### Turning a Waste Challenge into a Circular Solution at Franklin, LA, USA

At our carbon black facility in Franklin, LA, USA, a system designed to reduce air emissions created an unintended solid waste challenge: approximately 22,000 metric tons of synthetic gypsum generated annually, most of which was historically landfilled. Through a multi-year effort, the site established a high-volume beneficial reuse pathway, transforming this byproduct into a valuable input for cement manufacturing. The initiative reduced non-hazardous landfill disposal at the site by 87% and contributed to a 70% global reduction in non-hazardous waste sent to landfill from 2024 to 2025, while also delivering \$1.2 million in cost savings. In addition, this project demonstrates a scalable pathway for beneficial reuse that can be applied at other manufacturing sites.

Indicator	Unit	2023	2024	2025
Total waste generated	KMT	187.40	216.41	<b>178.93</b>
Hazardous	KMT	136.05	154.93	<b>129.34</b>
Non-hazardous	KMT	51.35	61.47	<b>49.60</b>
Total waste disposed	KMT	159.20	182.61	<b>133.60</b>
Total beneficial reuse	KMT	28.20	33.80	<b>45.33</b>

Cabot's beneficial reuse metric includes recycling, reuse, and incineration with energy recovery. Totals may not sum due to rounding.

Waste Disposal by Method	Unit	2025	
		Hazardous	Non-Hazardous
Reused or recycled	KMT	<b>5.75</b>	<b>35.40</b>
Incinerated with energy recovery	KMT	<b>1.15</b>	<b>3.03</b>
Incinerated without energy recovery	KMT	<b>0.12</b>	<b>0.32</b>
Deep well injection	KMT	<b>121.78</b>	<b>0.00</b>
Landfilled	KMT	<b>0.02</b>	<b>10.08</b>
Other	KMT	<b>0.52</b>	<b>0.76</b>



# Caring for Our People & Communities

Our success depends on the safety and well-being of our employees, a workplace where people can thrive and grow, and our role as a responsible partner in the communities where we operate.

## Health & Safety

We are committed to providing a safe work environment and protecting the health of employees, contractors, and visitors through proactive risk management and continuous improvement.

### Governance

- ◆ Board-level oversight through the SHE&S Committee
- ◆ Executive accountability led by the Senior Vice President of SH&E and Chief Sustainability Officer

### Management Approach

- ◆ Global safety management systems implemented across all operations
- ◆ Site-level programs, training, and employee engagement through safety committees
- ◆ Contractor safety requirements, including prequalification and oversight
- ◆ Hazard identification, risk mitigation, and incident investigation processes
- ◆ Continuous improvement through audits, metrics, and Responsible Care®



## 2030 SUSTAINABILITY GOAL

**Reduce Total Recordable Incident Rate by 25% below a 3-year rolling baseline**

**Reduce Lost Time Incident Rate by 25% below a 3-year rolling baseline**

**Progress (2025):** On track

### Key Actions:

- ◆ Set clear goals and accountability to reinforce ownership
- ◆ Strengthen safety leadership and culture, embedding life-critical standards
- ◆ Enhance injury prevention through hazard recognition, permitting, and risk assessment
- ◆ Apply root cause analysis and share lessons learned from incidents
- ◆ Leverage data and technology to monitor performance and identify risks

Indicator	Unit	2023	2024	2025
Total recordable incident rate	Injuries per 200,000 work hours	0.20	0.15	<b>0.21</b>
Lost time incident rate	Injuries per 200,000 work hours	0.09	0.10	<b>0.06</b>
Process safety incidents (Tier 1 and Tier 2)	Count	4	5	<b>4</b>

Process safety incidents (Tier 1 and Tier 2) are reported separately from occupational injury rates.



## Talent Attraction, Retention, & Development

We are committed to creating an environment where every employee can contribute, thrive and grow. By providing learning opportunities and professional development, we ensure that our people are not only valued but equipped to reach their full potential.

### Management Approach

- ◆ Led by Human Resources under the direction of the Chief Human Resources Officer (CHRO), with oversight from the Board of Directors
- ◆ Integrated talent strategy spanning acquisition, development, and retention, supported by performance management, learning programs, and career development pathways
- ◆ Competitive compensation, benefits, and employee engagement programs designed to support well-being, inclusion, and long-term workforce sustainability

Performance Reviews	Unit	2023	2024	2025
Employees eligible for performance reviews	Percent	81%	82%	<b>83%</b>
Eligible employees receiving performance reviews	Percent	100%	100%	<b>100%</b>

New Hires and Departures	Unit	2023	2024	2025
New hires	Count	400	352	<b>283</b>
Departures	Count	467	393	<b>368</b>

### Listening and Learning: Our 2025 Global Employee Engagement Survey

Our biennial Global Employee Engagement Survey serves as a key mechanism for gathering feedback on the employee experience, as well as our strengths and challenges as a company. Our 2025 survey achieved an exceptional 89% participation rate and indicated high overall engagement, including gains in the areas of well-being, inclusion, and living by our values and culture. Reviewed by our Executive Committee, the findings also highlighted opportunities to improve communication amid market uncertainty. Action plans are being developed at both site and global levels to address these themes and continue building a workplace where employees feel valued and supported.



### Celebrating Employee Contributions to Cabot Culture

Cabot China's "Be Proud of Cabot" Ambassador Campaign recognized 20 employees whose everyday contributions bring the company's values to life. With more than 130 nominations from across all regional sites, employees highlighted their coworkers' skills ranging from sustainability leadership to technical innovation and community involvement. This initiative helps to build a shared sense of pride and reinforce a culture where employees exemplify Cabot's values and learn from each other's strengths and passions.



### Peaks for a Purpose in Valmez, Czech Republic

For more than a decade, our Valmez, Czech Republic site has participated in an annual charity event in which employees cycle or walk local mountain peaks for a community cause. For each completed peak, employees contribute donations to a local charity on behalf of Cabot. This annual event combines team building, well-being and support for the local community.

## Diversity, Equity, and Inclusion

We are committed to fostering a culture of inclusion, respect, and integrity that embraces the diverse backgrounds of our global workforce.

### Management Approach

- ◆ Led by Human Resources under the direction of the CHRO and supported by a cross-functional DE&I Council
- ◆ Guided by the Code of Business Ethics and Human Rights Policy
- ◆ Programs, training, and employee engagement initiatives designed to foster a sense of belonging and equitable opportunity across the workforce

### Global Workforce Composition (2025)

Female: 24% | Male: 76%

Leadership Representation	Scope	Unit	2023	2024	2025
Women in leadership	Global	Percent	28%	30%	<b>29%</b>
People of Color in leadership	U.S.	Percent	21%	22%	<b>22%</b>

## Community Engagement

We are committed to being a good neighbor in the communities where we operate, through volunteer activities, charitable contributions and sponsorship of local causes that create a positive impact.

### Management Approach

- ◆ Led by the Cabot Corporation Foundation, Global Community Engagement Team, and site-level Community Outreach teams
- ◆ Foundation-led giving and community engagement plans direct resources to meet local needs

Indicator	Unit	2023	2024	2025
Sites participating in community engagement	Percent	100%	100%	<b>100%</b>



### Restoring Coastlines in Cilegon, Indonesia

To celebrate Earth Day and Global Sustainability Day, our Cilegon, Indonesia, site planted 200 mangroves and participated in a beach cleanup in the local community. This effort supports coastal ecosystems while bringing employees together around shared environmental goals. Cabot's annual Global Sustainability Day is more than just an annual event – it is a movement fueled by collaboration, innovation and purpose for our employees and the communities where we operate.

## Sustainability Performance Summary

Indicator	Unit	2023	2024	2025
<b>GHG Emissions</b>				
Total Scope 1	MM MTCO <sub>2</sub> e	3.70	3.82	<b>3.60</b>
Total Scope 2 (market-based)	MM MTCO <sub>2</sub> e	0.30	0.27	<b>0.19</b>
Total Scope 3	MM MTCO <sub>2</sub> e	5.78	5.76	<b>5.34</b>
<b>Biogenic Emissions</b>				
Biogenic emissions	MTCO <sub>2</sub>	503.00	2,243.00	<b>220.00</b>
<b>GHG Emissions Intensity – Scopes 1 and 2</b>				
Scopes 1 + 2 (market-based)	MTCO <sub>2</sub> e/MT production	1.93	1.89	<b>1.83</b>
<b>SO<sub>2</sub> Emissions</b>				
Emissions	KMT	30.45	31.45	<b>32.46</b>
Intensity	MT/KMT production	14.65	14.49	<b>15.70</b>
<b>NO<sub>x</sub> Emissions</b>				
Emissions	KMT	7.19	6.86	<b>5.96</b>
Intensity	MT/KMT production	3.46	3.16	<b>2.88</b>
<b>Energy</b>				
Energy use	MM GJ	117.35	120.69	<b>114.69</b>
Energy ratio	Percent	208%	255%	<b>211%</b>

Indicator	Unit	2023	2024	2025
<b>Water Withdrawal, Use, and Discharge</b>				
Total water withdrawal	MM m <sup>3</sup>	44.52	43.19	<b>34.74</b>
Total water consumed	MM m <sup>3</sup>	10.72	10.42	<b>9.82</b>
Total water discharged	MM m <sup>3</sup>	33.80	32.76	<b>24.92</b>
<b>Water Intensity</b>				
Water withdrawal intensity	m <sup>3</sup> /MT production	21.42	19.89	<b>16.81</b>
Water discharge intensity	m <sup>3</sup> /MT production	16.26	15.09	<b>12.06</b>
<b>Waste Generation</b>				
Total waste generation	KMT	187.40	216.41	<b>178.93</b>
Non-hazardous waste	KMT	51.35	61.47	<b>49.60</b>
Hazardous waste	KMT	136.05	154.93	<b>129.34</b>
<b>Waste Disposal Methods</b>				
Total waste disposal	KMT	159.20	182.61	<b>133.60</b>
<b>Non-Hazardous Waste</b>				
Beneficial reuse	KMT	24.32	26.61	<b>38.43</b>
Disposed without reuse	KMT	27.04	34.86	<b>11.16</b>
<b>Hazardous Waste</b>				
Beneficial reuse	KMT	3.88	7.19	<b>6.90</b>
Disposed without reuse	KMT	132.17	147.74	<b>122.44</b>

Scope 1 data excludes small emissions sources deemed immaterial. Additional disclosures, including location-based Scope 2 emissions, Scope 3 category detail, and biogenic emissions, are provided in the [GRI Index](#) and [Basis of Reporting GHG Emissions](#). Totals may not sum due to rounding.

ERM CVS provided limited assurance for Scope 1 emissions (2023–2025); market-based Scope 2 emissions (2023–2025); Scope 3 categories 1 and 11 (2025); SO<sub>2</sub> emissions intensity (2023–2025); and NO<sub>x</sub> emissions intensity (2023–2025). See the [ERM CVS Assurance Report](#) for details.

Cabot's beneficial reuse metric includes recycling, reuse, and incineration with energy recovery. Disposed without reuse includes landfill, incineration without energy recovery, deep well injection (hazardous waste only), and other disposal methods. Total waste disposal is the sum of hazardous and non-hazardous waste disposed without reuse.

## Sustainability Performance Summary

Indicator	Unit	2023	2024	2025
<b>Health &amp; Safety</b>				
Total Recordable Incident Rate (TRIR)	Injuries per 200,000 work hours	0.20	0.15	<b>0.21</b>
Lost Time Incident Rate (LTIR)	Injuries per 200,000 work hours	0.09	0.10	<b>0.06</b>
Tier 1 process safety incidents	Count	0	2	<b>2</b>
Tier 2 process safety incidents	Count	4	3	<b>2</b>
<b>Workforce, Diversity and Labor Practices</b>				
Employees covered by formally elected employee representatives or collective agreements*	Percent	37%	33%	<b>35%</b>
Employees covered by trade unions or works councils*	Percent	4%	4%	<b>2%</b>
Employee hours worked	Hours	8,852,097	8,737,526	<b>8,341,381</b>
Contractor hours worked	Hours	7,507,589	7,542,669	<b>7,043,850</b>
Women in leadership	Percent	28%	30%	<b>29%</b>
Women on the Board	Percent	33%	25%	<b>27%</b>
<b>Workforce By Age Group</b>				
<30 years old**	Percent	11%	11%	<b>10%</b>
30–39 years old	Percent	32%	32%	<b>31%</b>
40–49 years old	Percent	29%	30%	<b>31%</b>
50–59 years old	Percent	20%	20%	<b>21%</b>
60+ years old	Percent	7%	7%	<b>7%</b>

\*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.

\*\*As of year-end 2023, Cabot had no employees under the age of 18. In 2024 and 2025, Cabot employed one individual under the age of 18 each year, working in temporary apprenticeship or high school co-op roles in accordance with applicable laws and company policies.

\*\*\*All whistleblower reports are investigated by Cabot's Office of Compliance. Disciplinary actions are undertaken where appropriate.

Indicator	Unit	2023	2024	2025
<b>Responsible Procurement</b>				
Critical suppliers assessed for sustainability impacts	Percent	51%	53%	<b>54%</b>
<b>Ethics &amp; Compliance</b>				
Ethics hotline reports received***	Count	21	34	<b>17</b>
Substantiated corruption incidents	Count	0	0	<b>0</b>
Material cybersecurity incidents	Count	0	0	<b>0</b>
Child labor and forced labor incidents	Count	0	0	<b>0</b>



# ABOUT THIS REPORT

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This report presents Cabot's sustainability performance for the period of January 1, 2025, through December 31, 2025 (CY 2025), except for financial data, which reflects the company's 2025 fiscal year (October 2024 through September 2025). The report covers global operations under Cabot's operational control and majority ownership during the reporting period.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 and includes relevant disclosures aligned with the Sustainability Accounting Standards Board (SASB) Chemicals Standard and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Lastly, this report also supports Cabot's annual Communication on Progress for the UN Global Compact. Supplemental appendices, including the GRI Content Index, SASB and TCFD reference indices are [available online](#). The [ERM CVS assurance statement](#) is available separately online.

The report focuses on Cabot's most material sustainability topics, as identified through our 2024 materiality assessment. Sections of the report describe our management approaches, performance against our 2025 and 2030 sustainability goals, and strategies for improvement. Markers throughout the report indicate alignment with the GRI Standards, the SASB Framework and the TCFD recommendations.

Sustainability data is collected, analyzed, and reviewed by subject-matter experts using established internal systems. ERM CVS provided limited assurance for select environmental metrics, including SO<sub>2</sub> and NO<sub>x</sub> emissions intensity, Scope 1 and Scope 2 (market-based) greenhouse gas emissions, and Scope 3 Categories 1 and 11 for calendar year 2025, in accordance with ISAE 3000 (revised). Footnotes identify data subject to external limited assurance.

## Focusing on What Matters (Materiality)

We recognize that our activities may impact the economy, environment, and society. Sustainability impacts also give rise to potential risks and opportunities for our business. In 2024, we completed a comprehensive ESG materiality assessment to confirm and reprioritize the ESG topics that matter most to our business and our stakeholders. The assessment included engagement with internal and external stakeholders and evaluated impacts, risks, and opportunities associated with our activities and business relationships.

The results of our 2024 assessment reaffirmed our core sustainability priorities while refining the scope of topics to reflect evolving expectations and disclosure standards. These material topics inform our sustainability strategy and the development of our 2030 goals and focus areas. Oversight of material topics is integrated into our ESG governance structure, including executive-level review of priorities, goals and 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 interaction to understand stakeholder perspectives, and to identify and address shared concerns.

Our engagements take many forms, including employee meetings, Community Engagement Days at our manufacturing sites, recruiting events, in-person meetings, investor engagements, and the use of our website and social media channels to share information and highlight key initiatives.

We provide multiple channels for employees to raise concerns or report suspected violations of corporate policies or the law. These include contacting supervisors, the Office of Compliance, or the Cabot hotline, which allows for confidential reporting. Reported concerns are reviewed and addressed through established internal processes, with escalation to senior management as appropriate. Manufacturing facilities maintain formal processes to engage with local communities, including Community Advisory Panels and Community Engagement Days.

We also engage suppliers and investors on ESG topics. Our Code of Business Ethics, Human Rights Policy, and Supplier Code of Conduct define expectations for responsible business practices. Investor communications provide opportunities to share information and receive feedback on ESG priorities, goals, and performance.

Stakeholders	Types of Engagement	Key Topics
<b>Employees</b>	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
<b>Potential Employees</b>	Social media, website, college campus visits, interviews, internships, job recruitment sites, employee referrals	Sustainability performance, company values and culture, community engagement, benefits, compensation
<b>Communities</b>	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
<b>Customers</b>	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
<b>Suppliers</b>	Presentations, supplier agreements, performance assessments, supplier summits, trade shows, trade magazines, website	Performance criteria and expectations, sustainability, safety, Supplier Code of Conduct, human rights
<b>Investors</b>	Annual report, quarterly disclosures, annual meeting, individual meetings, social media, website, business and trade magazines	Business performance, strategy, execution, material disclosures, sustainability
<b>Regulators</b>	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, Cabot's "Creating for Tomorrow" strategy, our 2030 sustainability goals and focus areas, key actions we intend to take to support achievement of each of our six 2030 sustainability goals, and expectations regarding future progress toward those 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, 2025, under the heading "Risk Factors". Factors relevant to achieving our 2030 sustainability goals and ambitions include, but are not limited to, our ability to identify and utilize alternative fuels and feedstocks, including less carbon-intensive, bio-based, reclaimed and/or recycled materials; the impact of changes in feedstocks and manufacturing processes on production yield, product performance, greenhouse gas emissions and other environmental impacts, which may increase or decrease depending on operational, technical, and regional factors; tradeoffs among environmental impacts associated with complex chemical manufacturing operations; our success in adopting new technologies and completing planned projects and initiatives across our global manufacturing network; and factors beyond our operational control, including the availability of regional infrastructure and industrial partnerships to enable energy recovery and exports from our energy centers; the regional availability of renewable energy, and market demand for, and the rate of acceptance of, new and innovative products and applications that support sustainability goals.

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.

