

CABOT CORPORATION 2024

SUSTAINABILITY REPORT

REPORTING 2023 PERFORMANCE

CABOT 



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A MESSAGE FROM OUR CEO

As I reflect on 2023, I am filled with a profound sense of pride in the Cabot team and our progress in advancing our sustainability priorities. Sustainability is central to our purpose of creating materials that improve daily life and enable a more sustainable future. In addition, we seek to grow by enabling our customers' applications through innovative chemistry, while reducing the environmental footprint of our operations and engaging stakeholders in our shared pursuit.

Sustainability is integrated into our strategy, driving notable achievements in 2023 that distinguish Cabot within our industry.

◆ Industry-Leading Safety Performance

In fiscal year 2023, we achieved industry-leading safety performance, with our Total Recordable Incident Rate (TRIR) of 0.14, which placed us in the top decile of manufacturing companies. This is a testament to our culture of safety and continuous improvement and our shared belief that zero incidents is possible.

◆ Innovations for a Sustainable Future

In 2023, we launched a new technology platform called EVOLVE® Sustainable Solutions, which seeks to accelerate our innovation around sustainable materials, and bring these solutions to market at industrial scale. This is a complex material science challenge, and our goal is to help our customers introduce more sustainable products without compromising application performance requirements. Our innovation heritage and competency of scaling up new materials position us to pioneer innovative solutions for our customers. During the year, we also extended our position in the battery materials supply chain beyond our conductive additives product line, by introducing ENTERA® aerogel. This product is a thermal insulation additive for lithium-ion batteries that is designed to provide superior insulating properties for customers that produce thermal barriers for lithium-ion batteries.

◆ Global Certifications and Recognition

In 2023, we also advanced our sustainability certifications with Cabot achieving International Sustainability and Carbon Certification (ISCC) PLUS certification at seven of our sites globally. In addition to this achievement, we also received a Platinum Rating from EcoVadis for the third consecutive year and were included in *Newsweek's* list of "America's Most Responsible Companies" for the fifth year in a row, underscoring the integrity and performance of our sustainability programs.



"As I look to the future, I do so with the conviction that our progress in 2023 serves both as a foundation for our future work and as an inspiration for the journey ahead."

◆ 2025 Sustainability Goals

We are making strong progress towards our 2025 sustainability goals. Through 2023, we have already achieved nine of our 2025 sustainability goals. I am particularly proud that we continue to exceed our energy efficiency goal, which is to export 200% of the energy we import. The achievement of this goal showcases our innovative approach to circularity and our commitment to energy recovery in our manufacturing process.

Central to our achievements is the dedication of our incredible team from around the world. Their innovative ideas and relentless efforts to accelerate our path forward are the driving force behind our success.

As I look to the future, I do so with the conviction that our progress in 2023 serves both as a foundation for our future work and as an inspiration for the journey ahead. Together, we are not merely navigating the present; we are actively working to shape a future that is more sustainable for generations to come.

I encourage you to read more about our accomplishments in this report, illustrating the many ways we are working to enable a more sustainable future for our customers, our colleagues, our communities, and the world. To that end, I am also pleased to renew Cabot's commitment to our sustainability goals, and pledge of ongoing support to aligning our strategy with the Ten Principles of the United Nations Global Compact.

Thank you for your continued support and partnership in this important work. I look forward to sharing more about our achievements in the coming years.

Regards,

Sean Keohane



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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 materials innovation, manufacturing capabilities, commercial strength, global footprint, and commitment to safety and sustainability have enabled us to garner market-leading positions and deliver shareholder value.

As a market leader, we continually extend the boundaries of what is possible, leveraging our team's expertise and the latest technology to create materials that deliver improved performance, efficiency and sustainable benefits. We are committed to bringing the power of innovative chemistry to our customers to help solve many of the sustainability challenges facing our world. We continuously strive to be a good neighbor and contribute our time and resources to help strengthen the communities in which we operate.

\$3.9B
REVENUE*

>140+
YEARS IN OPERATION

37
MANUFACTURING SITES

~4,300
EMPLOYEES GLOBALLY

20+
COUNTRIES WE MANUFACTURE IN



* Financial data reflects the company's 2023 fiscal year (October 2022 through September 2023).

Locations & Operations

Cabot has manufacturing operations at 37 sites in over 20 countries, with global headquarters in Boston, MA, USA. We have research and development capabilities at 8 locations and sales and administrative staff in over 20 locations around the globe.

North America

Canada
Mexico
United States

South America

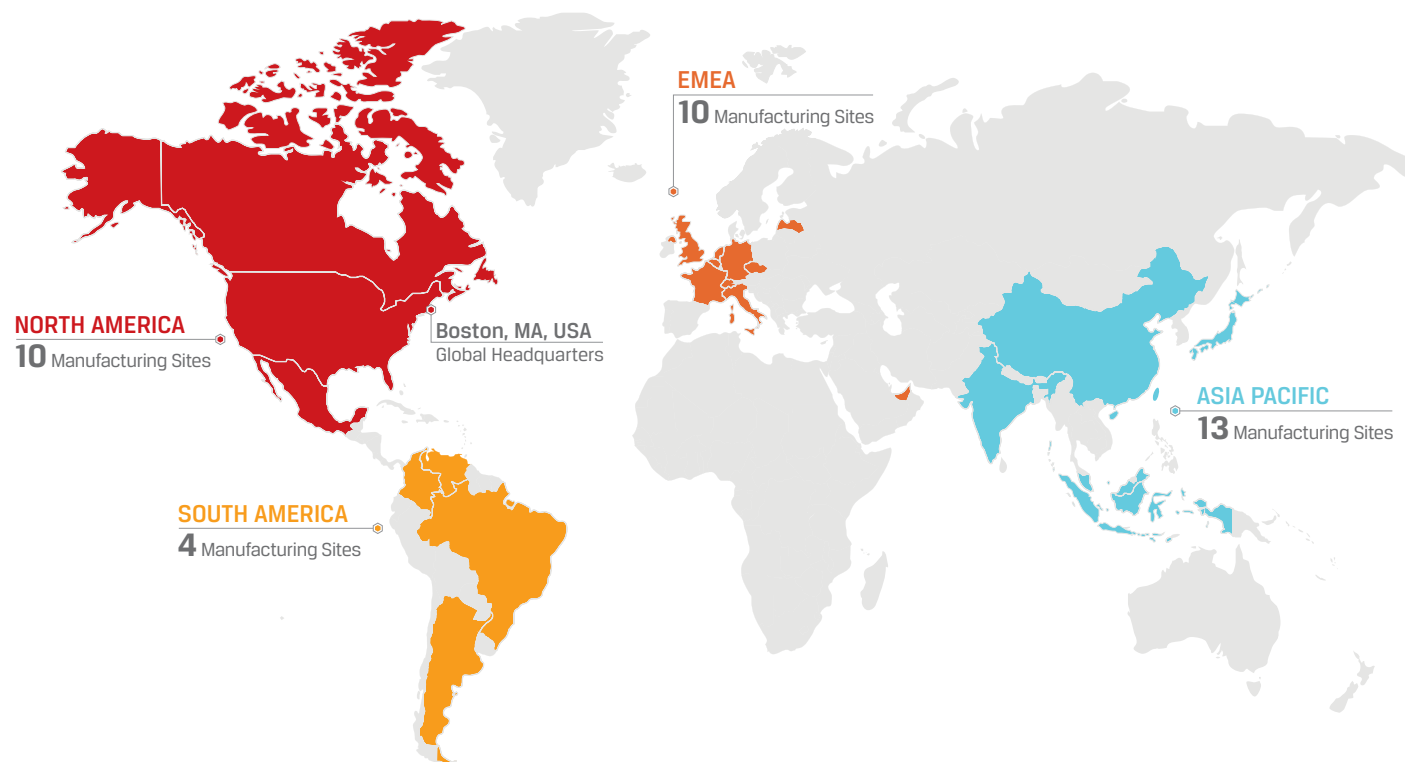
Argentina
Brazil
Colombia
Venezuela

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

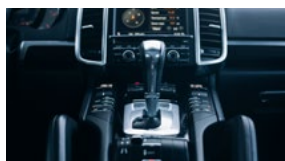
Engineered Elastomer Composites (E2C®): industrial rubber products, tires



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, 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, infrastructure

Aerogel: batteries, coatings, industrial insulation

End Market Sectors Revenue (%)

27%
AUTOMOTIVE OEM

43%
REPLACEMENT TIRE

19%
INFRASTRUCTURE/INDUSTRIAL

11%
CONSUMER/OTHER



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 improved 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 dramatic 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.



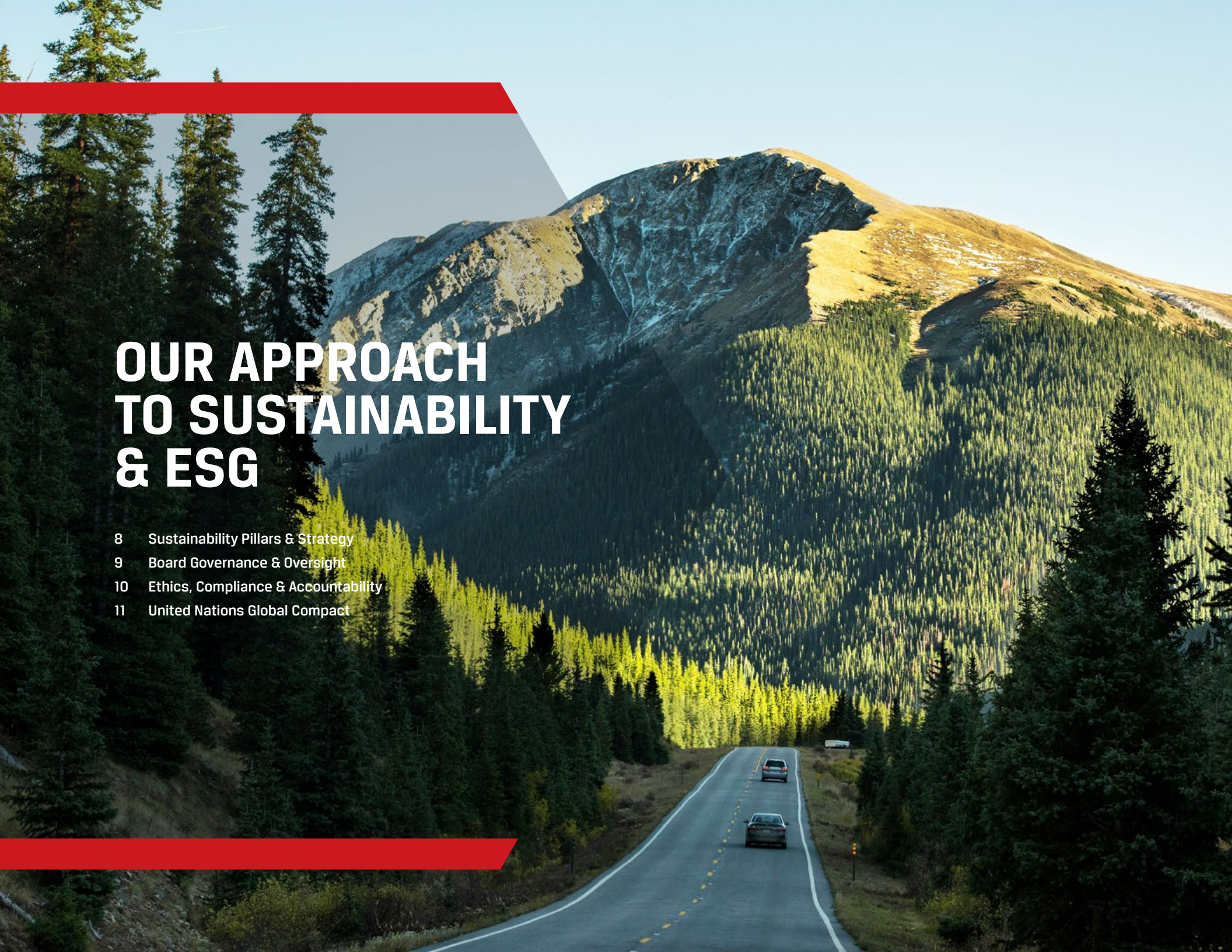
INNOVATE

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 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 approach to sustainability starts with our core values and a principles-based approach to conducting our business responsibly. This includes such areas 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 will 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 material and relevant to Cabot and through engagement with our diverse stakeholders.

How We Will Do It

We will achieve 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 continuously identify and make investments in product innovations and technology advancements that support environmental progress and advance a more circular economy.

Collaboration – We have deepened and expanded our collaboration 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 2025 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 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 long-term economic value for continued growth

Acting Responsibly for the Planet

- ◆ We set a high standard for environmental compliance
- ◆ We innovate to reduce our environmental footprint
- ◆ We look for ways to increase circularity and conserve resources

Caring for Our People & Communities

- ◆ We continue to improve our safety performance and are considered a leader in the chemical industry
- ◆ We provide opportunities for our employees to develop and advance
- ◆ We foster a diverse and inclusive workplace where everyone is valued
- ◆ We support our communities through active engagement and responsible business practices

BOARD GOVERNANCE & OVERSIGHT

Our Board of Directors oversees the execution of our strategy and is responsible for risk oversight. This includes oversight of business continuity risks, including climate-related risks and risks related to an evolving regulatory environment that may have an impact on our business, strategy, or operations. As of the end of calendar year 2023, our Board consisted of 12 members with broad expertise and diverse backgrounds. We have a separate Chair of the Board and CEO, and each of the following Committees is composed 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
- Manufacturing
- P&L Responsibility
- Related Value Chain
- R&D/Technology
- Risk Management
- Strategic Planning
- Sustainability

Strong Governance

- 33% female**
- Among 11 US-based Board members, **4 identify as people of color**

Diversity

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

Our Board of Directors, either directly or through its committees, provides risk oversight of the following:

- Strategy, business development, and capital structure
- Financial statements and internal controls, and compliance with laws and regulations
- Enterprise risk management (ERM) and cybersecurity programs
- SHE&S programs, initiatives, and matters related to product stewardship and sustainability of our manufacturing processes
- CEO and senior management succession planning and development, compensation and benefits programs, talent recruiting and retention, and diversity, equity and inclusion programs
- Performance evaluation and compensation of our CEO and other executive officers

Regarding environmental, social, and governance (ESG) matters, our Board of Directors takes the approach that certain matters should be overseen by the Board as a whole, and for other topics, the most appropriate Committee should maintain oversight, 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

Our Board oversees issues related to climate change. The SHE&S Committee focuses on 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, equity and inclusion objectives and achievements. The SHE&S Committee oversees our goals related to community engagement and occupational health and safety.

Enterprise-wide Risk Management

We recognize that prudent risk management is necessary to deliver long-term, sustainable shareholder value. Our Board of Directors' role in risk management processes is consistent with Cabot's leadership structure in which management has day-to-day responsibility for assessing and managing Cabot's risk exposure, and the Board and its Audit Committee oversee the enterprise-wide risk management processes.

The goal of our ERM program is to comprehensively identify, evaluate and develop mitigation plans for key risks across all of Cabot's operations and businesses. The significance of each risk is evaluated in terms of likelihood, severity, and time horizon. For issues pertaining to sustainability and climate-related risks, we use several tools to identify and prioritize risks and opportunities, including our materiality assessment, stakeholder engagement process and climate scenario analysis as a part of our Task Force on Climate-related Financial Disclosures (TCFD) activities.

Supporting our risk management practices is our ESG Steering Committee, composed of members of our Management Executive Committee and chaired by our CEO. Subcommittees that report to the ESG Steering Committee have specific responsibilities related to ESG matters, including sustainability reporting in each area. In 2023, key activities of the ESG Steering Committee included the expansion of [Our Safety, Health, Environment & Sustainability Commitment](#) and updating our [Human Rights Policy](#) to further align with international principles, elaborate on due diligence processes, and expand applicability of the Human Rights Policy to include business relationships. Both of these policy statements were approved by the Board.

ETHICS, COMPLIANCE, & ACCOUNTABILITY

Our sustainability commitment is guided by our core values of integrity, respect, excellence, and responsibility, and is supported by a social and governance framework that includes policies, practices, and systems to ensure accountability.

Human Rights and Labor Practices

As a signatory of the United Nations Global Compact, we support the protection of internationally proclaimed human rights. We are committed to complying with all applicable laws and standards related to human rights and labor practices in all our operating locations.

Our [Code of Business Ethics](#), [Human Rights Policy](#) and other related policies set forth the principles for how we interact with colleagues, customers, suppliers, regulators, shareholders and communities.

These policies specifically align with the following principles and best practices:

- ◆ The prohibition of forced labor, human trafficking and child labor
- ◆ The prohibition of harassment and the protection of equal treatment of all in the workplace, regardless of ethnic or racial status, color, nationality, descent, religion, caste, gender, age, physical characteristics, appearance, sexual orientation, union membership, or political affiliation
- ◆ The right of freedom of association and assembly
- ◆ A voluntary process in which employees and Cabot discuss the specific terms and conditions of work
- ◆ Performance-based compensation in line with local market conditions that meets or exceeds the legal minimum wage and provides an adequate standard of living
- ◆ An appropriate limit to the maximum number of working hours and consecutive working days
- ◆ The right of our employees to work in a safe and healthy environment through the implementation of strong safety, health and environmental programs

Our Code of Business Ethics

We require that all employees, suppliers and customers conduct business in accordance with our core values and in full compliance with all applicable laws and regulations. Our Code of Business Ethics clearly defines Cabot's expectations across multiple risk areas, including anti-corruption, antitrust, international trade laws, conflicts of interest, gifts and entertainment, proper use of social media, labor practices, human rights and protection of privacy. To ensure our values are upheld:

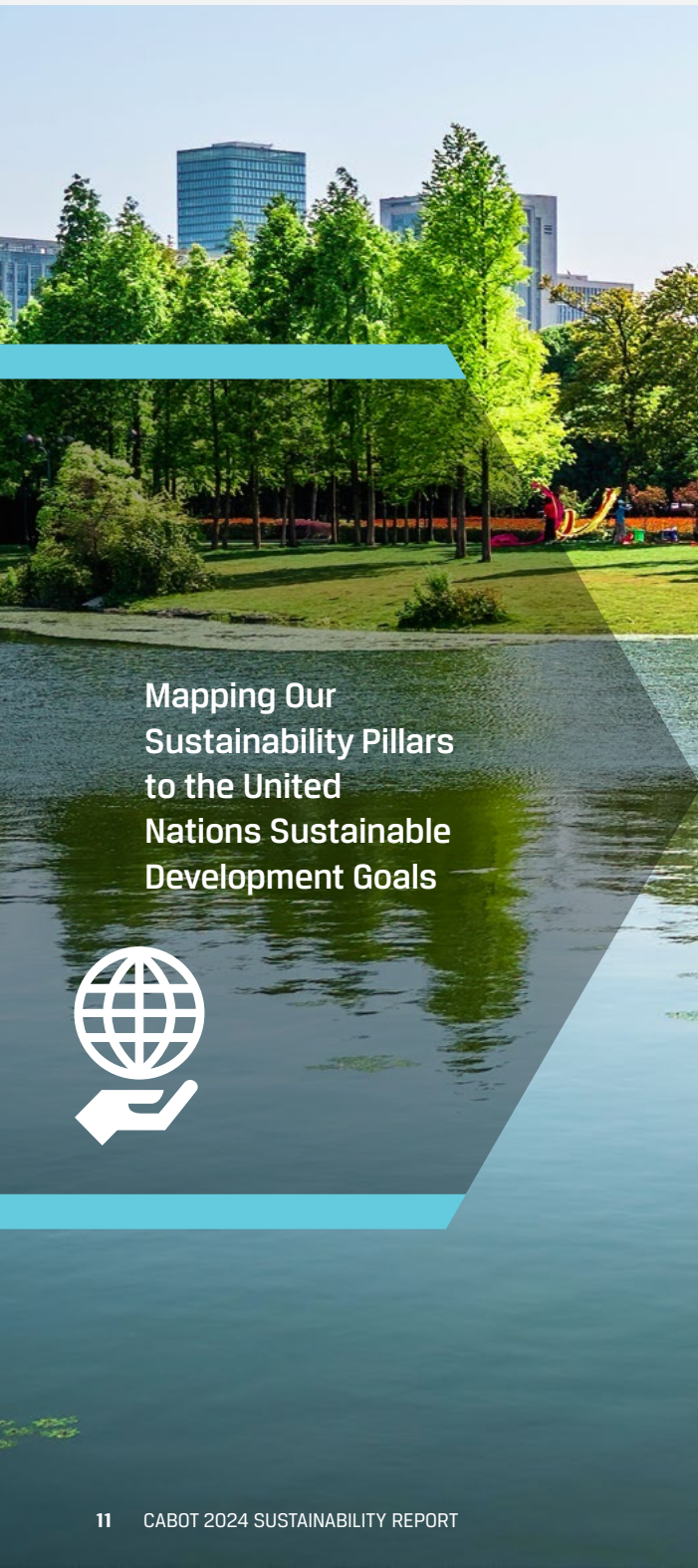
- ◆ All employees are required to undergo annual training on our Code of Business Ethics. Based on an employee's role, this training may be supplemented by additional training on our International Anti-Corruption Compliance Manual.
- ◆ As set forth in by our [Supplier Code of Conduct](#), suppliers must adhere to our Code of Business Ethics. Pursuant to the [California Transparency in Supply Chains Act](#), our suppliers are expected to comply with all applicable laws and standards related to labor practices and human rights. Cabot uses a supplier qualification process, and conducts training and reviews of our Supplier Code of Conduct with key suppliers on a regional basis. We reserve the right to terminate business relationships with any supplier that violates the principles set forth in the Supplier Code of Conduct.
- ◆ We respect the rights of those who live and work in the communities where we operate, consistent with international standards regarding human rights, labor, environment and anti-corruption. We strive to actively engage with stakeholders and positively impact those communities through our actions and our charitable giving.

Compliance & Accountability

We recognize labor laws, including the right to freedom of assembly and collective bargaining in the countries in which we operate. We aim for fairness when addressing employee concerns regarding wages, working hours, benefits and conflict resolution. Approximately 37% of our global workforce was covered by collective bargaining agreements in 2023, and in addition, approximately 4% of our employees were covered by trade unions or works councils.

Employees and contractors are encouraged to ask questions, raise concerns and report suspected violations of our policies or the law. We have a variety of reporting mechanisms, including an online reporting tool and a compliance-reporting hotline managed by third-party representatives available 24 hours a day, seven days a week, both with the option of submitting anonymous reports.

Our Office of Compliance oversees Cabot's compliance with relevant laws as well as matters related to Cabot's Code of Business Ethics and other policies. The Office of Compliance is also responsible for investigating allegations of misconduct or non-compliance. In 2023, we received and investigated 21 reports. Where appropriate, we took disciplinary action, such as coaching, issuance of written warnings, and/or termination of employment. There were no substantiated incidents of corruption. We did not experience any material cybersecurity incidents in calendar year 2023 and continually monitor for incidents as required, including reporting to the U.S. Securities and Exchange Commission. All accounting/financial issues reported through Cabot's hotline and online reporting tool are sent directly to the Chair of the Audit Committee. In addition, Cabot's General Counsel updates the Audit Committee of the Board on at least a quarterly basis regarding reports received by the Office of Compliance.



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





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OUR 2025 SUSTAINABILITY GOALS

Our 2025 sustainability goals are comprised of a suite of objectives and performance targets¹ 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

¹ Capital investments: Fiscal years 2020-2025 and community investments: Calendar years 2020-2025.

BUILDING A BETTER FUTURE TOGETHER



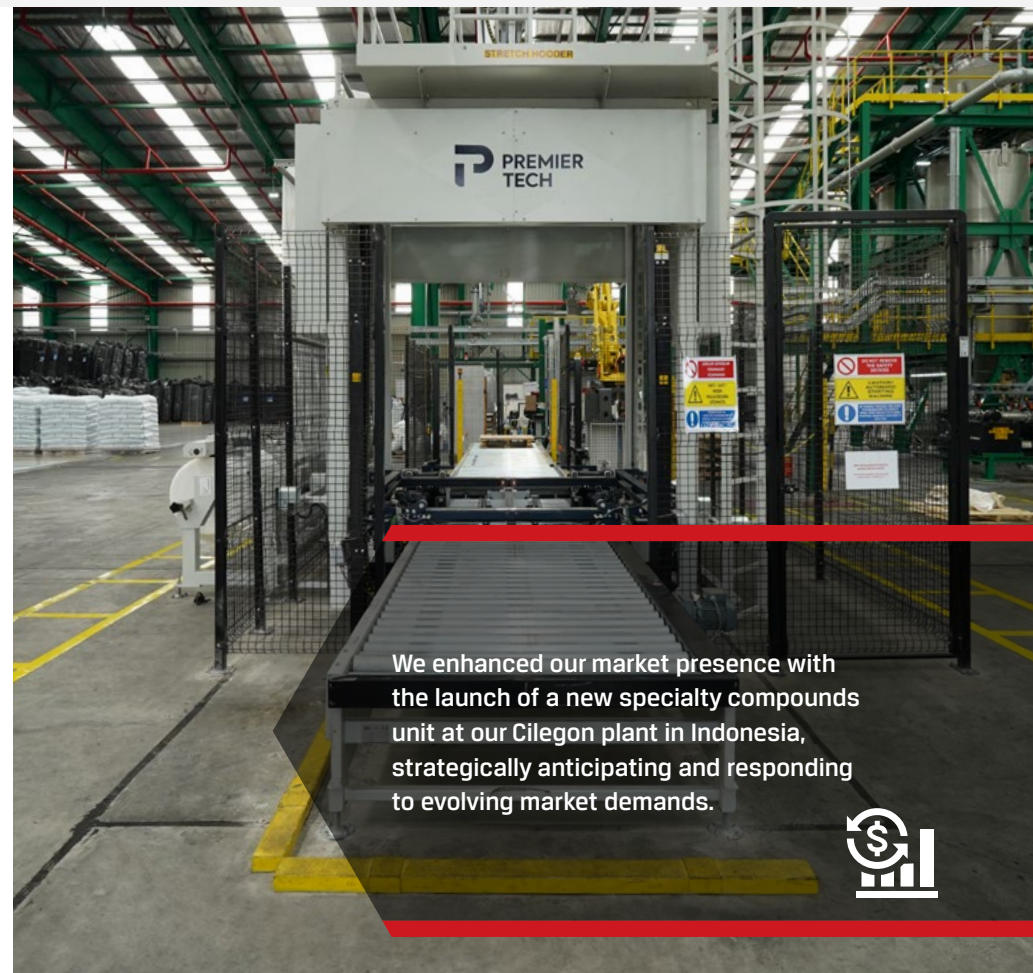
Economic Value Generated & Distributed

Cabot's robust economic performance in 2023 included an adjusted EPS² of \$5.38. Our operating cash flow was \$595 million and free cash flow² was \$351 million, enabling us to return \$186 million to our shareholders in the form of dividends and share repurchases. Capital expenditures in the year were \$244 million, which included approximately \$143 million of maintenance and compliance capital, with the balance of \$101 million invested in growth-oriented projects.

In 2023, we continued our commitment to strategic growth through a series of investments aimed at expanding our capabilities, particularly in the battery materials sector. This included technical upgrades to our carbon black manufacturing facility in Tianjin, China, which was acquired from Tokai Carbon Group in 2022. We are modifying specific manufacturing capacity for the production of conductive additives, with the anticipated completion of the first unit conversion in early fiscal 2026. We are carefully timing our investments to scale our battery materials manufacturing capacity in line with market demands.

Additionally, we established the EMEA Technology Center in Münster, Germany. This new center is expected to enhance our development capabilities in battery materials and strengthen our collaborative efforts with other industry players in Europe. Furthermore, to address the increasing market demand for digital printing solutions, we also started operations on a new production line for aqueous pigment dispersions at our Haverhill, MA, USA facility, thus expanding our global production capacity. Finally, in our specialty compounds business, we responded to anticipated market demands by expanding our production capacity with a new specialty compounds unit at our reinforcing carbons plant in Cilegon, Indonesia, which was completed in fiscal 2023.

We have expended and will continue to expend considerable resources to construct, maintain, operate, and improve our facilities throughout the world for safety, health and environmental protection and to comply with SH&E requirements. We spent \$72 million in environmental-related capital expenditures in fiscal 2023 in which a significant portion was focused on the installation of air pollution control equipment at our plant in Ville Platte, LA, USA.



We enhanced our market presence with the launch of a new specialty compounds unit at our Cilegon plant in Indonesia, strategically anticipating and responding to evolving market demands.



We are also intensifying our efforts to advance sustainability across various operational fronts, aiming to decrease waste, lower emissions, and incorporate more sustainable materials into our production processes. These initiatives reflect our ongoing commitment to enhancing environmental stewardship throughout our operations.

Adjusted Earnings Per Share (\$)² \$ per share/fiscal year



² 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

Investments in product innovation are essential for creating materials that enable a more sustainable future, including the transition to net zero emissions and advancing a circular economy. Since 2021, Cabot has used a comprehensive sustainability assessment framework to evaluate all product and process development projects. We are advancing toward our 2025 sustainability goal of 100% of new development projects having a sustainability benefit. In 2023, 96% of new development projects were classified as having a sustainability benefit, which includes those with a rating of either "promote" or "progress" based on the life cycle impacts evaluated.

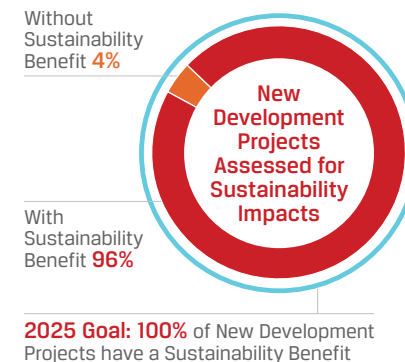
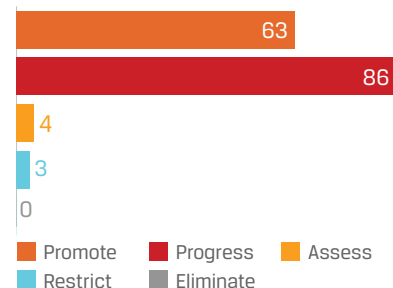
Now that the product sustainability assessment framework has been in place for several years, we were able to conduct a lookback at product launches in 2023 to review the level of sustainable innovation in products going to market. Of 41 products launched in 2023, 95% were classified as having sustainability benefits. We are encouraged by this progress as we execute our "Creating for Tomorrow" strategy.

ISCC PLUS Certification

Many industrial manufacturers, including Cabot, are transitioning towards materials from recovered or renewable sources to foster a circular economy and reduce greenhouse gas (GHG) emissions. To enhance our sustainability efforts, boost our competitiveness, and meet customer demands, we adopted the International Sustainability and Carbon Certification (ISCC) PLUS, a globally recognized certification for sustainable materials. ISCC PLUS certifies the entire supply chain, ensuring ecological and social compliance, GHG emissions reductions, and traceability, providing third-party verification of our supply chain's integrity. In just nine months, we achieved ISCC PLUS certification at seven global sites, positioning us among the leaders in carbon black production. This certification allows us to offer more sustainable and valuable products by incorporating circular value chains and certified feedstocks into our manufacturing process. ISCC PLUS and similar certifications confirm our dedication to sustainability and provide essential third-party supply chain verification.

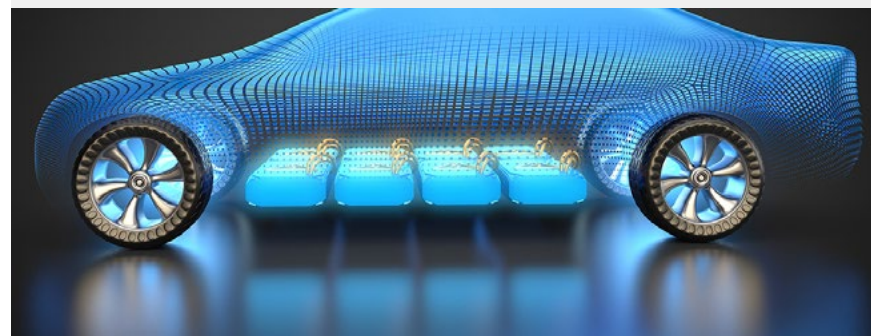


Product Development Projects with Sustainability Benefits



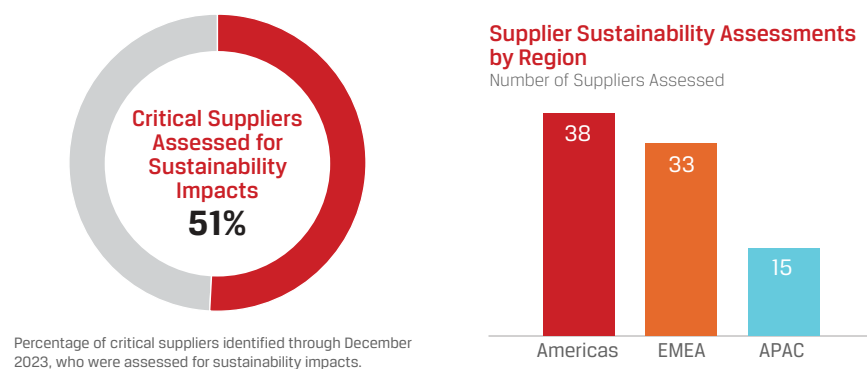
ENTERA® Aerogel Portfolio for Enhanced Thermal Management in EV Batteries

In 2023, we launched our new ENTERA® aerogel particles portfolio, aimed at enhancing thermal insulation in electric vehicle (EV) lithium-ion batteries. The portfolio includes three aerogel products designed to be integrated into various thermal barrier applications including blankets, pads, and coatings, addressing the increasing need for advanced thermal management in high-energy EV batteries. These innovations come in response to stringent global safety regulations and aim to provide solutions that increase battery efficiency, safety, and lifespan while supporting the automotive industry's shift towards electrification. This launch marks an extension of our commitment to supplying critical materials that address sustainability challenges and support the growth of the high-performance batteries for EVs and transition from internal combustion engines in the mobility sector.



Suppliers' Sustainability

Partnering with our suppliers creates the opportunity to extend environmental and social benefits across our global value chain. We are taking a strategic approach by working with critical suppliers to improve transparency and gather information through annual sustainability assessments that align with internationally recognized reporting frameworks. Since initiating our suppliers' sustainability assessment program in 2021, we have seen a steady rise in the rate of participation as ESG disclosures have increasingly become an industry expectation. As of 2023, more than 50% of our critical suppliers have been assessed for sustainability impacts utilizing third-party platforms.



Expanding Our Reach with a Global Supplier Sustainability Survey

In 2023, Cabot expanded its outreach by conducting a sustainability survey of all global suppliers. Releasing this survey to more than 10,000 suppliers sends a clear signal that Cabot seeks to understand the impacts across our value chain and the level of action being undertaken by our supply chain partners. Survey questions covered topics, including climate and environmental engagement, water security, and diversity. The responses received represent multiple industry sectors and services. The results provided insights into the level of ESG awareness, risk management, and commitment among our suppliers.



Reducing the Environmental Impacts of Packaging

We are the first major fumed silica manufacturer to introduce a new multi-wall brown paper bag design. Starting in 2023, we began phasing out our white paper packaging for a new, more sustainable multi-wall brown paper bag for most of our fumed silica product portfolio worldwide. This initiative has been in development for two years and extensive testing was carried out to ensure the bag's performance is maintained. The new bag design features multi-wall protection, elimination of bleaching in the packaging material, and a decrease in overall paper use and life cycle carbon emissions. By leading the way in sustainable packaging in our industry, we are demonstrating our commitment to reducing our environmental impact.



Our comprehensive Sustainability Survey, distributed to over 10,000 suppliers, paves the way for enhanced corporate collaboration and sustainable practices across our global supply chain.

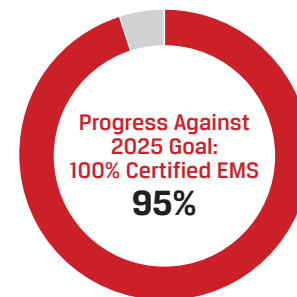


ACTING RESPONSIBLY FOR THE PLANET

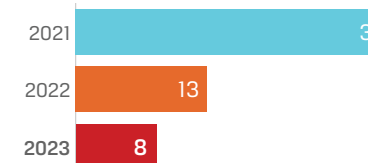


Environmental Compliance

Environmental compliance is the cornerstone of our responsibility for protecting natural resources and a thriving ecosystem. As of 2023, 95% of our operating sites have externally certified environmental management systems, and we are nearing our 2025 sustainability goal of 100% of our operating facilities being certified by an external party. Our Billerica, MA, USA and Carrollton, KY, USA facilities as well as our Zhuhai, China plant received Responsible Care® Management System certification – achieving a new milestone of having 100% of operating sites in the United States and China certified to the internationally recognized Responsible Care 14001 management standard. Both the Billerica and Carrollton sites were also found to have zero non-conformances as part of the intensive multi-day Responsible Care audit process. In addition, our Cilegon, Indonesia plant achieved ISO 14001 certification. These third-party certifications ensure we have a rigorous system in place to continuously improve our management practices and mitigate potential environmental impacts and compliance deviations.



Environmental Non-Conformances



For 2023, ENCs at our facility in Sarnia, ON related to noncompliance with regulation 419 as described in the Company's 2023 Annual Report on Form 10K and subsequent periodic filings with the SEC are counted once.

Demonstrating Leadership in Environmental Compliance

Complying with environmental regulations is a deeply embedded value in our day-to-day practices. Environmental non-conformances (ENCs) are defined as events resulting in a reportable spill or release, a notice of violation, a public complaint or a permit deviation deemed to be significant. Across all our sites, ENCs continued to decline in 2023, with a reduction of more than 70% over the last three years. We were also well-poised to address forthcoming updates to the Responsible Care standard, including new requirements for leadership, accountability, and emergency response. While the new standard went into effect in the spring of 2024, Cabot was certified to the updated standard by December 2023.

Surveying the Landscape of Biodiversity Impacts

The loss of natural habitat and biological diversity are rising threats to ecosystem function across the globe. We are committed to designing and operating our facilities in a manner that helps to ensure the preservation of biodiversity, and as such, in 2023, we initiated a process to better understand our nature-related dependencies, impacts, risks and opportunities. In line with the newly published Taskforce on Nature-related Financial Disclosures (TNFD) recommendations, our initial phase of work focuses on identifying potential nature-related issues by screening our direct operations for their proximity to sensitive locations, such as Key Biodiversity Areas, Nature2000 and UNESCO World Heritage sites. This first step will enable us to develop evaluation criteria and pilot site assessments to inform future planning for the emerging topic of biodiversity protection.

Our Ravenna, Italy, facility is located near a sweeping open space of wetland and pine forest designated as a Key Biodiversity Area and is also within 10 km of areas protected through their status as UNESCO World Heritage and Natura2000 sites.



Energy

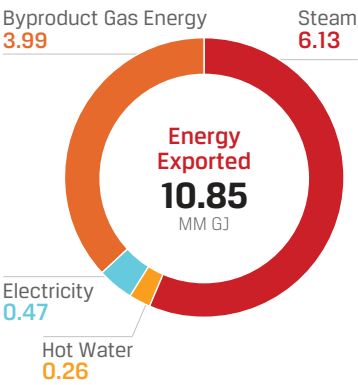
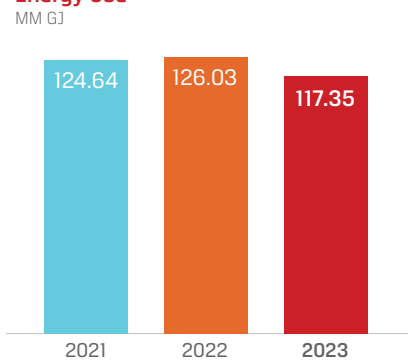
Over the last year, our Manufacturing Sustainability Team has strengthened our ability to identify, plan, and execute energy conservation initiatives. Cabot's total energy use decreased in 2023; however, this trend is intrinsically linked to our use of raw materials and overall production volumes. We continued to focus on maximizing energy efficiency, energy recovery and exports, including steam, district hot water, and electricity supplied to customers and neighbors. For this reason, our energy ratio remained ahead of our 2025 sustainability goal of 200%.

Expanding Energy Recovery at Xingtai, China

Investments at our carbon black plant in Xingtai, China, exemplify our commitment to energy efficiency, community well-being, and environmental responsibility. For the last few years, this site has exported hot water for a district heating system, contributing to the energy needs of the surrounding community. In 2023, upgrades to the plant greatly increased its ability to recover energy for steam generation, both for internal use and for exports. These projects increase our operating efficiency while reducing the need for other energy sources that are often fossil fuel dependent.

Energy Sources MM GJ		
Natural Gas	2.41	1.9%
Liquid Fuels	0.09	0.1%
Raw Materials	123.00	95.9%
Purchased Electricity Non-Renewable	2.33	1.8%
Purchased Electricity Renewable	0.11	0.1%
Steam	0.27	0.2%
Total	128.18	100%

Energy Use



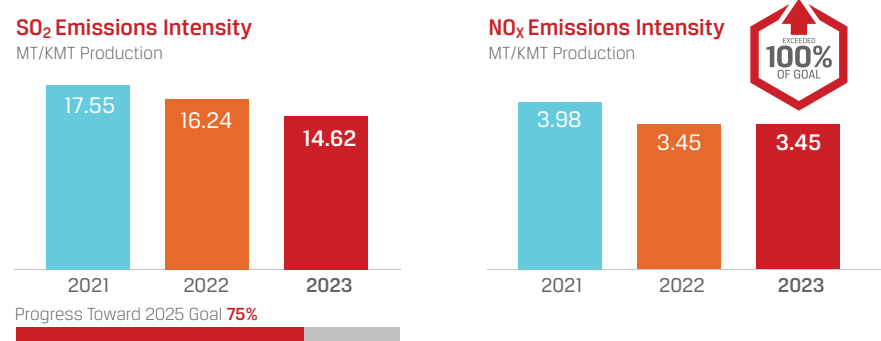
Energy Ratio 2025 Goal



Emissions

SO₂ and NO_x Emissions

Protecting air quality has important benefits for community health and the environment. In 2023, we made positive progress toward our SO₂ intensity reduction target and maintained our NO_x intensity at more than 50% below 2019 levels. Efforts continue within our plants to optimize emission reductions while increasing process heat recovery to generate energy without creating any additional emissions associated with the burning of fossil fuels. We are also closely monitoring emerging air pollution regulations to ensure our operations are prepared for future compliance requirements.



SO₂ emissions intensity and NO_x emissions intensity data for 2021-2023 have been third-party assured.



Solar array on roof in Rheinfelden, Germany

Greenhouse Gas (GHG) Emissions

Cabot has worked extensively to identify and implement GHG mitigation measures since we first established a GHG reduction goal in 2009. This past year, we updated our near-term goal to reflect changes in our portfolio and to account for improvements in GHG accounting methods, resulting in a revised goal to reduce GHG emissions intensity 5% below 2022 levels by 2025. Since then, in 2023, we observed a reduction in Scopes 1 and 2 GHG emissions as well as GHG intensity, achieving progress toward our 2025 goal. While some reductions can be attributed to changes in production volume, we also made significant progress in developing the core strategies designed to meet our 2025 GHG intensity reduction goal and to strive for even greater improvements as we set our sights on future targets. With support from our Manufacturing Sustainability Team, our plants closely monitored their GHG emissions, and we saw improvements in site-level GHG intensity driven by operational efficiency gains, yield optimization technology, and capital investments such as the new steam turbine generator, which will reduce Scope 2 emissions at our plant in Mauá, Brazil.

We also further investigated and began implementing options for renewable energy procurement, and completed the installation of a roof-top solar array project at our Rheinfelden, Germany facility. Furthermore, the energy recovery investments and partnerships we have made since 2005 have resulted in approximately 464,000 MT of additional avoided GHG emissions in 2023 compared to what was avoided by our energy exports in 2005.

Measuring Emissions Along Our Value Chain

Beyond our operational footprint, we recognize the critical importance of understanding GHG emissions across our entire value chain. We conducted a comprehensive inventory of Scope 3 GHG emissions, which will be used to establish our Scope 3 baseline and will help inform future efforts for reducing our Scope 3 footprint across our supply chain. Our Scope 3 inventory covers both upstream and downstream emission sources for 2022 and 2023. Key priorities moving forward will be to improve data quality and to engage with suppliers on this important topic. We recognize that Scope 3 methodologies and values will continue to evolve as we enhance and further standardize our approach to refining estimates with more specific and primary data sources in the coming years.



Absolute GHG Emissions – Scopes 1 and 2 MM MTCO₂e	2021	2022	2023
Scope 1	4.01	4.03	3.70
Scope 2 (Market-based)	0.34	0.34	0.31
Scope 2 (Location-based)	0.32	0.33	0.29
Scope 1 + Scope 2 Total (Market-based)	4.34	4.36	4.01
Scope 1 + Scope 2 Total (Location-based)	4.33	4.36	3.99

The following datasets underwent third-party assurance: Scope 1 - 2021, 2022, and 2023; Scope 2 (Market-based) - 2022 and 2023; and Scope 2 (Location-based) - 2021 and 2022. Scope 1 data excludes small emissions sources deemed immaterial. See p. 51 (GRI 305-1) for details.

Biogenic Emissions MTCO₂	2021	2022	2023
Biogenic Emissions	De minimis	93	503

GHG Emission Intensity – Scopes 1 and 2 MTCO₂e/MT Production	2021	2022	2023
Scope 1	1.80	1.83	1.78
Scope 2 (Market-based)	0.15	0.15	0.15
Scope 2 (Location-based)	0.14	0.15	0.14
Scope 1 + Scope 2 Total (Market-based)	1.95	1.98	1.93
Scope 1 + Scope 2 Total (Location-based)	1.94	1.98	1.92

Scope 3 GHG Emissions by Category KMTCO₂e	2022	2023
1: Purchased Goods & Services	3,485	3,497
2: Capital Goods	7	41
3: Fuel & Energy Related Activities	154	119
4: Upstream Transportation & Distribution	409	284
5: Waste Generated in Operations	55	53
6: Business Travel	1	1
7: Employee Commuting	8	8
8: Upstream Leased Assets	40	40
9: Downstream Transportation & Distribution	5	5
10: Processing of Sold Products	965	965
11: Use of Sold Products	137	127
12: End of Life Treatment of Sold Products	34	34
13: Downstream Leased Assets	<0	<0
14: Franchises	N/A	N/A
15: Investments	33	32
Total Scope 3	5,333	5,206

The 2022 estimated values for Scope 3 GHG emissions for categories 3.6, 3.7, 3.8, 3.9, and 3.12 were retained for 2023. These categories account for less than 2% of total Scope 3 emissions.





Waste & Spills

In 2023, we continued to see a downward trend in absolute waste disposal, supporting our objectives to minimize waste across our operations and seek the highest and best use for any waste we generate. Our efforts build on systematic processes that we have expanded over the years, such as the closed-loop production relationships between several of our fumed metal oxide plants and neighboring manufacturers, as well as plastic waste reduction planning being piloted at masterbatch plants to adopt best practices from Operation Clean Sweep®.

Spills Management

Cabot has a robust spills management program to avoid the risk of releasing materials to the environment. In 2023, there were three spills that occurred within our operations. None of these incidents were considered significant spills, which are defined as both reportable to an agency and classified as either Tier 1 or Tier 2 process safety events.

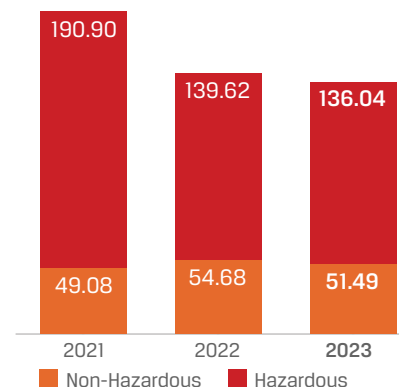
Reducing Waste in Cartagena, Colombia

Our colleagues in Cartagena, Colombia are leading the way with waste reduction in their operations. Through an improved packaging and loading process, the team was able to eliminate the need for about 300 rolls of cardboard per year that were formerly used as a liner for shipping containers. By improving how our product was loaded into the containers, the cardboard liner was no longer needed. The program also improved efficiency and safety by decreasing loading time and materials costs while reducing the risk of injury during loading. This successful pilot program has since been expanded to all manufacturing sites in South America. In addition, the Cartagena site is now participating in PlastiTON, a multisector initiative sponsored by Esenttia (part of Ecopetrol Group), that collects post-consumer plastic from commercial and residential establishments across the region and uses it as a raw material to create outdoor furniture and other public infrastructure. These initiatives demonstrate Cabot's commitment to minimize waste and promote a circular economy.

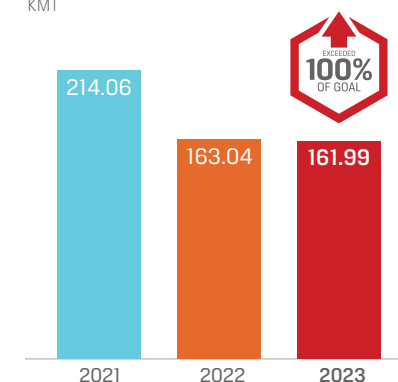


Waste Disposal Methods KMT	Non-Hazardous	Hazardous
Reused or Recycled	21.60	3.58
Incinerated WITH Energy Recovery	2.85	0.29
Incinerated WITHOUT Energy Recovery	0.36	1.99
Deep Well Injection	0.00	129.99
Landfilled	28.99	0.03
Other	0.48	0.16

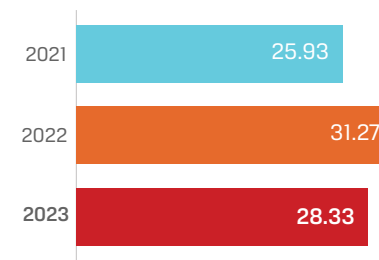
Absolute Waste Generation
KMT



Absolute Waste Disposal
KMT



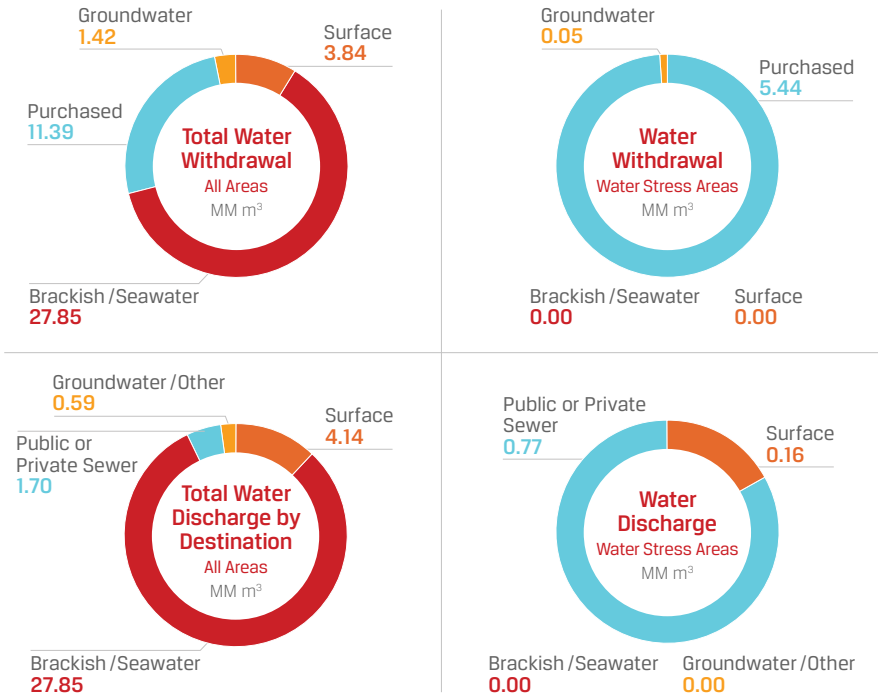
Beneficially Reused Materials
KMT



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

Water

Cabot's water goal metrics are trending in a positive direction. Our absolute water withdrawal volume decreased in 2023. Water withdrawal intensity also decreased with over half of our sites showing improvement compared to baseline (2019) levels. We conducted water balance and water efficiency assessments at eight priority sites based on area water stress level or water savings potential. The water balance assessments measure water withdrawal, use, and discharge patterns. Our comprehensive water efficiency assessments analyze where and how water is extracted and utilized in each plant in order to uncover opportunities for greater water efficiency and reduction of water used in the process. Based on this analysis, we addressed leaks to reduce water loss and identified a number of potential water-saving opportunities that we are pursuing to drive continuous improvement in our water performance. In addition, we reviewed regional risk trends for water basins using the World Resources Institute's newly updated Aqueduct Water Risk Tool, to ensure that our priorities reflect the latest information on water stress levels across the globe.



Water Stress Areas are locations classified by the World Resources Institute Aqueduct Water Risk Tool as being extremely high or high for baseline water stress.

Water Withdrawal, Use, and Discharge MM m³	2021	2022	2023
Absolute Water Withdrawal	51.83	48.45	44.50
Absolute Water Consumed	10.37	11.56	10.21
Absolute Water Discharged	41.47	36.88	32.28

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

Water Intensity m³/MT	2021	2022	2023
Water Withdrawal Intensity	23.23	22.05	21.40
Water Discharge Intensity	18.58	16.79	16.49

Progress Toward 2025 Goal **56%**
 (Water Withdrawal Intensity)



Conserving Water Resources at Cilegon, Indonesia

Our plant in Cilegon, Indonesia, has made significant investments in water conservation over the years, starting with reusing treated process water to recycling treated sanitary wastewater and, most recently, expanding its rainwater harvesting system. This equipment, which captures, stores, and treats rainwater from building rooftops, is expected to provide approximately 15,000 m³ of water each year to support carbon black production. Together, these measures have increased the site's water recycling rate to approximately 9% and reduced its water withdrawal intensity by roughly 15%, reinforcing our commitment to protect water resources.



CARING FOR OUR PEOPLE & COMMUNITIES



Occupational Health & Safety

Our safety performance greatly improved in 2023, resulting in attainment of our 2025 sustainability goals for both total recordable incident rate (TRIR) and lost time incident rate (LTIR). While we are proud of our cumulative efforts leading to better outcomes, we are committed to continuous improvement. Trends continued to show that a significant number of Cabot's incidents are related to line-of-fire injuries and slips/trips/falls, as well as near misses from routine and non-routine activities. For this reason, our 2024 global safety implementation plans will remain focused on line-of-fire, bodily motion, and hazard recognition.

Safety Improvement Plans for priority sites incorporated themes, including visible leadership, personal accountability and hazard identification/lessons learned. In mid-2023, we revised our SHE&S Leadership and Culture Standard to outline requirements for facility-level managers which are critical to success. We continued to use our safety supervisor training, lean management tools, such as daily dashboards, management walks, and surveys to align the perception of safety culture between front-line workers and leadership. As we cultivate a learning organization, we are sharing and applying these best practices across all our sites.

Process Safety

Process safety is a critical aspect of Cabot's commitment to protecting workers and our communities, as well as preventing property damage and releases to the environment. 2023 was an exceptional year for process safety, with no Tier 1 Process Safety events and an overall reduction in process safety incidents. For the second year in a row, we have exceeded our 2025 sustainability goal to reduce significant process safety incidents 50% below 2019 levels. We are encouraged by these trends while staying vigilant in our pursuit of opportunities to prevent future incidents. With this focus, we refined our Operational Preparedness Verification guidance to verify our new facility safety measures worldwide and continued to execute our mechanical integrity program and integrate metrics that support a data-driven approach to risk management.

Carbon Black Facilities Recognized for Global Safety Leadership

Through its Safety Performance Recognition Program, the International Carbon Black Association (ICBA) identifies facilities across the globe that have excelled in protecting the carbon black industry's most precious resource: its workforce. This program acknowledges outstanding safety records and helps to educate policymakers and the public about the carbon black industry's genuine regard for making employee safety a pre-condition for successful operations. Furthermore, the Safety Performance Recognition Program is designed to share good safety practices, enhance awareness, and to promote safety 24-hours a day at the facility level.

Eighteen of Cabot's carbon black manufacturing sites were recognized by the ICBA Safety Performance Recognition Program in 2023. Across our global network, 16 of our carbon black facilities received the gold award and two received the bronze award for their outstanding safety performance. A total of 24 ICBA member manufacturing facilities were recognized for above-average safety performance, with Cabot receiving 75% of all industry facility awards. This recognition is a testament to the dedicated efforts of our teams to ensure a safe and healthy workplace for all our employees.

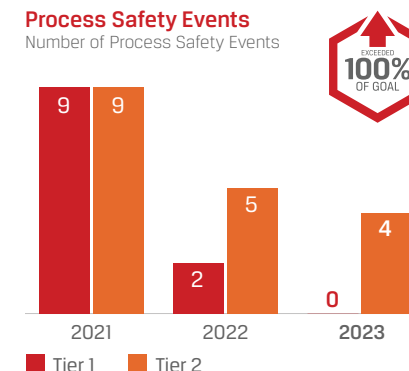
Safety Rates

Injuries per 200,000 Work Hours



Process Safety Events

Number of Process Safety Events





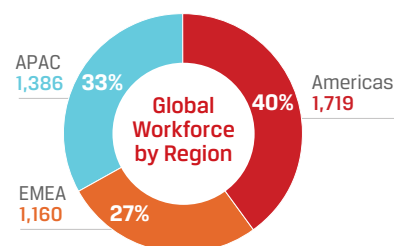
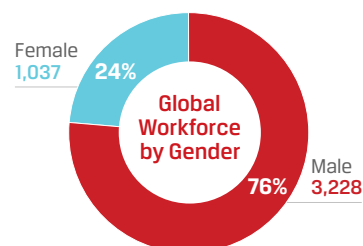
Retention, Diversity & Development

We recognize that our success is due to the dedication of our employees across the globe. Cabot is deeply committed to fostering an inclusive and collaborative workplace where employees can contribute, thrive, and grow. To further advance these objectives, our 2025 sustainability goals include fostering an environment where employees report high levels of inclusion and support for their professional development and increasing diverse representation in leadership and professional roles. Each year, we work toward these goals by offering an array of resources and programs that build on the foundation of our Code of Business Ethics and Human Rights Policy.



**TOTAL GLOBAL
WORKFORCE**
4,265

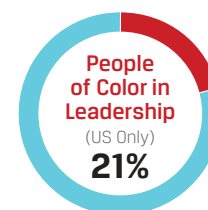
Workforce by Age Group



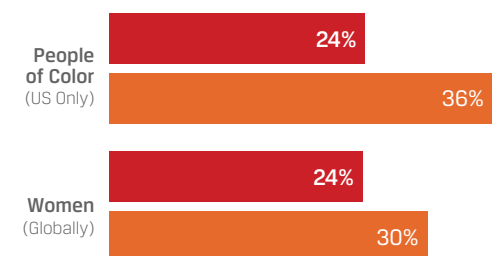
Diversity

As we endeavor to provide a diverse, equitable and inclusive environment, we track topline metrics, including the percentage of women in the global workforce, the percentage of ethnic minorities within our United States (US) operations, and the percentage of leadership roles held by members of each group respectively. The results for 2023 show steady trends or very slight improvements.

We remain committed to increasing our diverse representation and as such, last year, we established diversity, equity and inclusion (DE&I) scorecard objectives for each business and function to inform the funding of our incentive compensation plan for our leaders globally. Expanding on this program in 2023, we began providing business leaders with monthly progress reports to instill greater commitment, raise visibility, and drive action in the areas of diversity recruiting, pay equity and inclusion.



Diversity Benchmarks



■ Cabot ■ Benchmark Comparison (US)
U.S. Bureau of Labor Statistics, 2023, Plastics and Rubber Products Manufacturing

America's Greatest Workplaces for Diversity 2023

Cabot was named one of "America's Greatest Workplaces for Diversity 2023" by *Newsweek* and Plant-A Insights Group. Cabot earned a five-star diversity score, the highest recognition available, for its commitment to diversity, and for our policies that support an inclusive culture. This newly established listing is based on an independent analysis of over 350,000 company reviews. We are proud to be recognized for our commitment, and most importantly, for the efforts undertaken across all our sites to promote a welcoming environment that truly values the richness of ideas, backgrounds and perspectives brought by our employees.

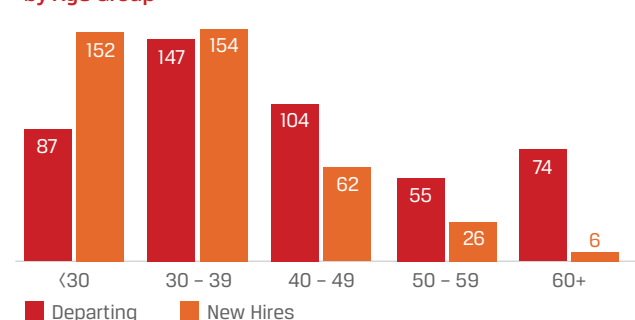
Retention & Development

This year, we conducted our biennial global employee engagement survey, which allows us to measure progress toward our 2025 sustainability goals and provides valuable feedback regarding employees' perspectives on professional development and inclusion. Our 2023 survey had a high participation rate (89%), and the results indicate that overall engagement remains strong. The Inclusion Index, which is a synthesis of several survey questions focused on employee sentiments of inclusion, revealed higher scores compared to our previous survey on fair treatment, feeling comfortable to challenge the status quo, and equal opportunities being available to everyone; and we maintained high scores for employees feeling valued and having a sense of belonging. The survey also showed an increase in our Development Index, with higher scores on both manager feedback and opportunities to learn and grow at Cabot. A key element in our support of employee development is the variety of training programs available to enhance knowledge and upgrade skills, which led to an average of 32 training hours per employee in 2023. In addition, our turnover rates continue to remain lower than general and manufacturing industry benchmarks.

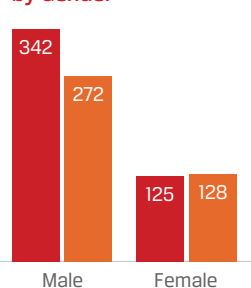
Inclusive Leadership Training

As one of our diversity, equity and inclusion (DE&I) scorecard objectives, we introduced a new inclusive leadership development program for our people managers. Inclusive leadership training at Cabot is designed to empower participants with the knowledge and skills needed to be effective leaders who foster inclusivity. This training encompasses practical actions that can be implemented daily to enhance the work environment, ensuring it is welcoming and conducive to all employees. Specifically, the training focuses on action areas, including commitment, courage, cognizance (awareness of bias), curiosity, cultural intelligence, and collaboration. The program was well received with 99.7% of our people managers and another 388 employees participating. We see inclusive leadership as not just a beneficial skill but a fundamental aspect of our strategy to nurture an environment where all colleagues can thrive.

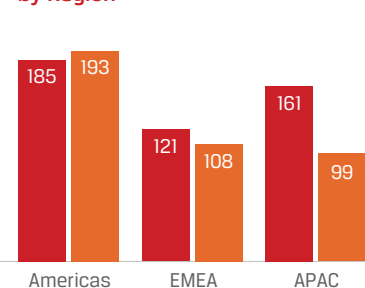
Hires & Departures by Age Group



Hires & Departures by Gender



Hires & Departures by Region



My Development Toolbox

This year, we focused on increasing awareness for managers and employees on the many tools and resources available to support employee development. This included senior leader workshops offering best practices, manager packs to make it easy to share and promote use with their teams, and training for managers, employees, and Human Resources. We received positive feedback from both managers and employees regarding the value and practicality of these resources, and we saw an increase in the utilization of tools that drive employee engagement. This layered approach supports our ability to foster a culture of professional development across all levels of our organization.



Global Well-Being – Tour de Cabot

In 2023, we continued to strive to build a workplace culture of physical, mental, financial and social well-being. To advance this initiative, we globally launched "Tour de Cabot," a physical activity and movement challenge. In Tour de Cabot, participants embarked on a virtual tour learning about local cultures, customs, cuisine and Cabot products. Participants' steps and other physical movements advanced them through each site. The challenge included site champions to drive engagement, and the top three teams in each region directed company donations to a charity of their choice. The program successfully combined well-being and community engagement and promoted the principles of diversity and inclusion. The initiative achieved remarkable engagement, with nearly 50% of the global population participating. Almost 2,000 employees collectively took over 700 million steps during the 6-week challenge, showcasing inclusivity by allowing any form of physical movement. Participants not only learned about Cabot sites but also shared inspirational stories and engaged in group activities, enhancing team and site cohesion. Overall, the global well-being program, through the global Tour de Cabot, proved to be a powerful employee engagement tool, fostering well-being and making a positive impact on local communities.

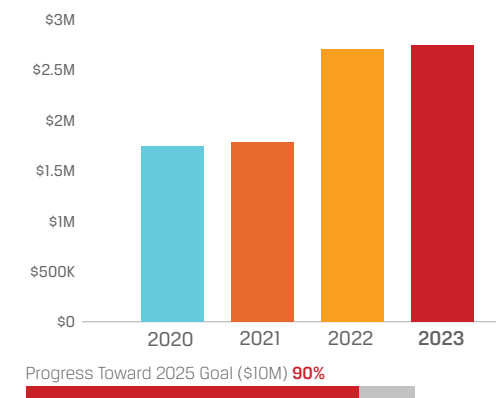


Community Engagement

Cabot's charitable giving programs date back more than seventy years, and we have worked extensively since then to advance our commitment to community engagement. The Community Engagement Goal Team has built on this framework by establishing expectations for site-level giving and strengthening our regional support network to encourage meaningful interactions with the communities in which we operate. In addition, the Cabot Corporation Foundation has made significant contributions to causes that resonate with our purpose and values, such as science and technology education, civic improvement projects, and initiatives that support our suite of 2025 sustainability goals. Cabot's employees are more energized than ever to take part in activities, including volunteering, donating goods to those in need, and charitable giving. We are proud to report that 100% of our sites participated in community engagement in 2023, and charitable giving once again exceeded \$2 million. Cumulatively, Cabot's charitable giving (both site-level and Foundation grants) have progressed 90% toward our target of investing \$10 million in local communities by 2025.



Charitable Giving



Cabot Brazil Sponsors Museum Trip for Local Students

The Cabot Brazil team sponsored a visit for 75 students from the Orlando Silva Public School to the Museum of Portuguese Language in São Paulo, an institution celebrated for its innovative technological exhibitions that showcase the dynamic and diverse nature of the local language. This educational trip, part of the Seed project, marked the first museum visit for many of the students, aged between nine and eleven, and was facilitated by the collaborative effort of teachers, school staff and Cabot volunteers. The museum, which had been closed due to a devastating fire in 2015, reopened in 2021 thanks to the contributions of Cabot Brazil alongside government and private donors. Our contributions emphasize our commitment to educational and cultural enrichment in the community.





Building Community and Opportunity: Cabot Canal's Commitment to 100 Blackmen of St. Mary Parish

Our Canal team in Franklin, LA, USA, in collaboration with our Black Employees and Allies United (BEAU) Employee Resource Group, actively supported the 100 Blackmen of St. Mary Parish, an organization dedicated to enhancing the quality of life for African Americans and other minorities through education, economic resources, and mentorship. Cabot provided the organization with a \$10,000 grant to aid their mission. Moreover, the Canal team proudly hosted the Youth STEM Group from 100 Blackmen of St. Mary Parish, in which we offered students an insightful tour of our facility, engaged in educational presentations, and showcased potential STEM career paths. This initiative aligns with our commitment to mentoring young individuals in the community. Additionally, our partnership was celebrated during the 3rd Annual Soulfood Festival on June 16th, commemorating Juneteenth and further solidifying the bond between Cabot Canal, the BEAU ERG, and the 100 Blackmen of St. Mary Parish towards fostering a diverse, equitable and inclusive future.



From Care to Action: Xingtai Plant Champions Community and Corporate Citizenship

Our Xingtai, China plant has been keen on fulfilling its commitment to corporate social responsibility, closely combining the development of the plant with outreach to support the broader social needs in our community. Throughout 2023, volunteers from our Xingtai facility participated in seven social welfare activities and donated more than 100,000 RMB to be used towards caring for the elderly, education, civic development projects, flood prevention and disaster relief. More than 30% of the plant employees actively participated in various volunteer activities throughout the year, devoting their spare time to enhancing the local community, while also enjoying active participation in civic life.



Rising Above the Flood: Community Support for Ravenna Plant Employees

In May 2023, severe floods ravaged the Emilia Romagna region of Italy, specifically affecting the area around our plant in Ravenna, Italy. Over 40 towns and villages were inundated with flood waters, leaving hundreds homeless and thousands affected. Despite the widespread damage, the Ravenna plant and all its employees and their families remained safe; however, five employees' homes or those of their immediate families were severely damaged, with water levels reaching up to two meters. In response to the devastation, the Ravenna site organized a funding campaign to raise €20,000 to aid these employees in their recovery, allocating funds based on the extent of damage suffered.



SUSTAINABILITY DATA PERFORMANCE SUMMARY

Indicator	Unit	2021	2022	2023
Absolute GHG Emissions				
Scope 1	MM MTCO ₂ e	4.01	4.03	3.70
Scope 2 (Market-based)	MM MTCO ₂ e	0.34	0.34	0.31
Scope 3	MM MTCO ₂ e	Not calculated	5.33	5.21
Biogenic Emissions				
Biogenic Emissions	MTCO ₂	De minimis	93	503
GHG Emissions Intensity - Scopes 1 and 2				
Scopes 1 + 2 (Market-based)	MTCO ₂ e/MT Production	1.95	1.98	1.93
SO₂ Emissions				
Emissions	KMT	39.17	35.68	30.39
Intensity	MT/KMT Production	17.55	16.24	14.62
NO₂ Emissions				
Emissions	KMT	8.88	7.59	7.17
Intensity	MT/KMT Production	3.98	3.45	3.45
Energy				
Energy Use	MM GJ	124.64	126.03	117.35
Energy Ratio	%	200	214	208

Indicator	Unit	2021	2022	2023
Water Withdrawal, Use, and Discharge				
Absolute Water Withdrawal	MM m ³	51.83	48.45	44.50
Absolute Water Consumed	MM m ³	10.37	11.56	10.21
Absolute Water Discharged	MM m ³	41.47	36.88	34.28
Water Intensity				
Water Withdrawal Intensity	m ³ /MT Production	23.23	22.05	21.40
Water Discharge Intensity	m ³ /MT Productionn	18.58	16.79	16.49
Waste Generation				
Absolute Waste Generation	KMT	239.98	194.30	187.53
Non-Hazardous Waste	KMT	49.08	54.68	51.49
Hazardous Waste	KMT	190.90	139.62	136.04
Waste Disposal Methods				
Non-Hazardous Waste				
Beneficial Reuse	KMT	23.09	27.23	24.45
Disposed Without Reuse	KMT	25.99	27.45	29.82
Hazardous Waste				
Beneficial Reuse	KMT	2.84	4.04	3.88
Disposed Without Reuse	KMT	188.07	135.59	132.17

The following datasets underwent third-party assurance: Absolute GHG Emissions: Scope 1 - 2021, 2022, and 2023; Scope 2 (Market-based) - 2022 and 2023; SO₂ emissions intensity: 2021, 2022, and 2023; and NO_x emissions intensity: 2021, 2022, and 2023.

Scope 1 data excludes small emissions sources deemed immaterial. See p. 51 (GRI 305-1) for details. The 2022 estimated values for Scope 3 GHG emissions for categories 3.6, 3.7, 3.8, 3.9, and 3.12 were retained for 2023. These categories account for less than 2% of total Scope 3 emissions.

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, 2023 through December 31, 2023 (CY 2023), except for financial data, which reflects the company's 2023 fiscal year (October 1, 2022 through September 30, 2023). The report covers the full scope of our global operations for which the company had operational control and majority ownership during the 2023 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 GHGs, SO₂, and NO_x; waste and water use; and financial information 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 emissions intensity calculations for SO₂ and NO_x emissions and Scopes 1 and 2 greenhouse gas emissions (market-based) for calendar year 2023. The limited assurance was undertaken in accordance with the International Standard for Assurance Engagements ISAE 3000 (revised). Footnotes have been added to datasets or figures within this report that have 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 based on our first materiality assessment that 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 effort established our eleven material topics and the subsequent launch of our 2025 sustainability goals.

In our pursuit of continuous improvement, we have expanded our engagement on material topics over time. The formation of our ESG Steering Committee established a cross-functional oversight body chaired by our CEO and led by members of the Management Executive Committee. The scope of each subcommittee within this structure includes regular reviews of 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 early 2024, we made progress on updating our current materiality assessment to review our list of material topics and evaluate our environmental, social, and governance (ESG) priorities in the context of new standards and the evolving landscape of sustainability disclosures. ESG topics were ranked based on the exploration of issues deemed most impactful for the long-term sustainability of our business and to our internal and external stakeholders. The findings from this materiality assessment will be used to refresh our understanding of key ESG topics and to inform our sustainability priorities going forward. Over the coming year, we will be processing this internal and external stakeholder feedback to identify our core material ESG topics. From there, our teams will be working to establish new goals to reinforce our commitment to sustainability and ESG programs and performance beyond 2025.

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, 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, 2023, 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.



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LIMITED ASSURANCE REPORT

Independent Limited Assurance Report to Cabot Corporation

ERM Certification & Verification Services Incorporated (ERM CVS") was engaged by Cabot Corporation ("Cabot") to provide limited assurance in relation to the selected information set out below and presented in the Cabot 2024 Sustainability Report.

Engagement summary	
Scope of our assurance engagement	Whether the 2023 selected information below is fairly presented, in all material respects, in accordance with the reporting criteria. GHG Emissions • Total Scope 1 emissions (MT CO₂e) • Total Scope 2 emissions (market-based) (MT CO₂e) • SO₂ emissions intensity (MT/KMT of production) * • NO_x emissions intensity (MT/KMT of production) * *ERM CVS did not independently review or verify the production figures used in the progress against intensity targets. Our work in relation to these figures was limited to confirming consistency with data in Cabot's 10-K for the year ending 31 December 2023. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Reporting period	1 January 2023 to 31 December 2023
Reporting criteria	• Cabot's Basis of Reporting • The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions. GHG Protocol Scope 2 Guidance for Scope 2 GHG emissions.
Assurance standard and level of assurance	We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.
Respective responsibilities	Cabot is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing, and maintaining of internal controls relevant to the preparation and presentation of the Report. ERM CVS' responsibility is to provide a conclusion to Cabot on the agreed scope based on our engagement terms with Cabot, the assurance activities performed and exercising our professional judgement.

Our conclusion

Based on our activities, as described below, nothing has come to our attention to indicate that the 2023 data and information for the disclosures listed under 'Scope' above are not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance activities

Considering the level of assurance and our assessment of the risk of material misstatement of the Report a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the selected information;
- Interviewing management representatives responsible for managing the selected issues;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the selected disclosures;
- Reviewing of a sample of qualitative and quantitative evidence supporting the reported information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2023 group data for the selected disclosures which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Virtual site visits to Cabot Saint-Jean Canada and Midland, Michigan USA and in-person visits to Maua, Brazil and Valmez, Czech Republic to review source data and local reporting systems and controls;
- Evaluating the conversion and emission factors and assumptions used;
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

The limitations of our engagement

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

Our independence, integrity and quality control

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Cabot in any respect.



Andrea Duque
Partner, Corporate Assurance
Malvern, PA

June 18, 2024

On behalf of:

ERM Certification & Verification Services Incorporated
www.ermcvs.com | post@ermcvs.com



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. This perspective helps us to identify how we can best leverage our knowledge and create the greatest value to improve efficiency and implement responsible practices. 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 approach, 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 Executive Management Team, 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 Executive Management Team 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. The goal includes capital investments in our operations and technology investments in our portfolio, as well as 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 sustainability 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 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. With the rise in risks linked to social, environmental and ethical practices along the value chain, laws and regulations require that we hold trading partners accountable for noncompliance. 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 of 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 (TNFD), and the principles of the UN Global Compact. As this initiative rolls out, 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 GHGs, NO_x and SO₂ 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 SHE&S and Chief Sustainability Officer, who oversees a team of SHE&S professionals assisting our locations in improving overall environmental performance.

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, 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 sustainability 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.

As it pertains to our energy export goal, the Manufacturing Sustainability Team collaborates with leaders from our business segments, corporate 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 techniques, 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 intensity, 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 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.

We face 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 products 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 greenhouse gas 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 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 2023, we completed a comprehensive Scope 3 inventory to gather relevant data and understand any potential implications for our long-term GHG emission 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 initiative 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 R&D 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 other appropriate off-site treatment 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 Environment Committee which reports to our 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. Facilities in areas currently classified by the World Resources Institute Aqueduct Water Risk Tool as being extremely high or high for baseline water stress are prioritized for water efficiency project implementation. Our approach to water management is reviewed by the Environmental Subcommittee 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 diversity and 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, culture, and sustainability program to our employees as we aim to continuously demonstrate 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 where we operate.

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 SHE&S and Chief Sustainability Officer who oversees a global team of SHE&S professionals, including regional directors. SHE&S are critical components of our culture. The Executive Management Team plays an essential role in setting expectations and ensuring appropriate resources are available to meet our goals and objectives 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:

- ◆ 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. 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

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 addressed before work begins. Risk identification and equipment training cover a range of topics, including potential exposure hazards, occupational noise, personal protective equipment, fire and flammability, physical risks, 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, 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 long-term health risks. The standards require workplace exposure assessments, incident investigations, implementing corrective actions where necessary, communicating the results to employees, and tracking the data through our central database. Our facilities' implementation of these standards is reviewed periodically through our SHE&S audit program.

Occupational Health Services

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

We carry this approach beyond our operations through an emergency response system and advisory services to cover chemical shipments worldwide. We 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, 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 & 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, 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 Department enables managers across the company to drive performance and employee development using our performance management process and the implementation of our Human Rights Policy, which establish expectations for adherence to labor practices and human rights laws, and the creation of a safe and healthy workplace.

Retention & 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 and diverse range of skill sets and experiences from our workforce to be successful as a business and advance on our sustainability journey. We seek diverse 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 benefits 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, remuneration of Cabot's Management Executive Committee, including Cabot's CEO, and pay equity on the basis of elements of diversity, including gender. To ensure employees have their basic needs met to live healthy and productive lives, we offer comprehensive benefits programs designed to meet or exceed what is required and standard 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 offering robust company contributions; 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 for employees and their families. 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 employees with diverse backgrounds and experiences feel valued and welcome to share new ideas, challenge the status quo, and collaborate broadly within and across their teams.

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 communities.

Our Management Approach

There are two primary conduits for our community engagement efforts. The first is our giving activities at the corporate level 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, 2023, to December 31, 2023.																																																																							
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, 31 Refer to Cabot's Form 10-K , filed November 22, 2023, 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. 31 Inquiries or comments concerning the content of this report may be directed to sustainability@cabotcorp.com .																																																																							
2-4	Restatements of information	p. 27 Cabot's charitable giving data for 2020-2022 has been adjusted to account for funds contributed to multi-year commitments during those years.																																																																							
2-5	External assurance	pp. 31, 35-37 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 Subcommittee, reporting to the ESG Steering Committee.																																																																							
2-6	Activities, value chain and other business relationships	See p. 6 for an overview of our business segments, services, and markets served. Net revenue can be found in Cabot's Form 10-K , filed November 22, 2023, Part II, Item 8, Financial Statements and Supplementary Data. See p. 41 for a description of our supply chain.																																																																							
2-7	Employees	p. 24, Cabot does not employ non-guaranteed hour workers. <table><tr><th colspan="5">Global Workforce by Contract and by Gender</th></tr><tr><th>Gender</th><th colspan="2">Male</th><th colspan="2">Female</th></tr><tr><td>Permanent</td><td>3,183</td><td>76%</td><td>997</td><td>24%</td></tr><tr><td>Temporary</td><td>45</td><td>53%</td><td>40</td><td>47%</td></tr><tr><td>Full Time</td><td>3,194</td><td>76%</td><td>986</td><td>24%</td></tr><tr><td>Part Time</td><td>34</td><td>40%</td><td>51</td><td>60%</td></tr></table> <table><tr><th colspan="6">Global Workforce by Contract and by Region</th></tr><tr><th>Region</th><th colspan="2">Americas</th><th colspan="2">EMEA</th><th colspan="2">APAC</th></tr><tr><td>Permanent</td><td>1,698</td><td>41%</td><td>1,130</td><td>27%</td><td>1,352</td><td>32%</td></tr><tr><td>Temporary</td><td>21</td><td>25%</td><td>30</td><td>35%</td><td>34</td><td>40%</td></tr><tr><td>Full Time</td><td>1,699</td><td>41%</td><td>1,097</td><td>26%</td><td>1,384</td><td>33%</td></tr><tr><td>Part Time</td><td>20</td><td>24%</td><td>63</td><td>74%</td><td>2</td><td>2%</td></tr></table>	Global Workforce by Contract and by Gender					Gender	Male		Female		Permanent	3,183	76%	997	24%	Temporary	45	53%	40	47%	Full Time	3,194	76%	986	24%	Part Time	34	40%	51	60%	Global Workforce by Contract and by Region						Region	Americas		EMEA		APAC		Permanent	1,698	41%	1,130	27%	1,352	32%	Temporary	21	25%	30	35%	34	40%	Full Time	1,699	41%	1,097	26%	1,384	33%	Part Time	20	24%	63	74%	2	2%
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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 31% 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. 56 for diversity metrics. For additional details, refer to the Cabot 2024 Proxy Statement , pp. 7-18.
2-10	Nomination and selection of the highest governance body	p. 9 See also the Cabot 2024 Proxy Statement , pp. 7-8, 17.
2-11	Chair of the highest governance body	p. 9 See also the Cabot 2024 Proxy Statement , p. 13.
2-12	Role of the highest governance body in overseeing the management of impacts	p. 9 For additional details, see the Cabot 2024 Proxy Statement , pp. 10-12.
2-13	Delegation of responsibility for managing impacts	p. 9 For additional details, see the Cabot 2024 Proxy Statement , pp. 10-12, 16.
2-14	Role of the highest governance body in sustainability reporting	p. 9 For additional details, see the Cabot 2024 Proxy Statement , pp. 10-12.
2-15	Conflicts of interest	p. 10 See also the Cabot 2024 Proxy Statement , pp. 8, 17, 26.
2-16	Communication of critical concerns	pp. 10, 32 See the Cabot 2024 Proxy Statement , p. 27.
2-17	Collective knowledge of the highest governance body	p. 9 See the Cabot 2024 Proxy Statement , pp. 7-9.
2-18	Evaluation of the performance of the highest governance body	p. 9 See also the Cabot 2024 Proxy Statement , pp. 17, 33-70.
2-19	Remuneration policies	pp. 24, 45 See also the Cabot 2024 Proxy Statement , pp. 15, 33-70 and the Compensation Committee Charter .
2-20	Process to determine remuneration	See the Cabot 2024 Proxy Statement , pp. 33-70.
2-21	Annual total compensation ratio	See the Cabot 2024 Proxy Statement , p. 66.
2-22	Statement on sustainable development strategy	p. 3
2-23	Policy commitments	pp. 10, 39, 46 See also Cabot's Code of Business Ethics; Human Rights Policy; Safety, Health, Environment & Sustainability Commitment ; and Supplier Code of Conduct .
2-24	Embedding policy commitments	pp. 10, 11 See also the Cabot 2024 Proxy Statement , pp. 1-12, 26-27.
2-25	Processes to remediate negative impacts	pp. 9, 10, 32
2-26	Mechanisms for seeking advice and raising concerns	pp. 10, 32
2-27	Compliance with laws and regulations	pp. 10, 17, 27, 57 In addition to the compliance information reported above, there were no environmental fines or safety fines incurred in 2023. For 2023, environmental non-conformances (ENCs) at our facility in Sarnia, Ontario related to noncompliance with regulation 419 as described in the Company's 2023 Annual Report on Form 10K and subsequent periodic filings with the SEC are counted once.

2-28	Membership associations	p. 39 Cabot is an active member of the following national and international industry/advocacy groups and associations: ◆ American Chemistry Council (ACC) ◆ Association of Synthetic Amorphous Silica Producers (ASASP) ◆ China Petroleum & Chemical Industry Federation (CPCIF) ◆ Corporate Environmental Enforcement Council (CEEC) ◆ CEO Action for Diversity & Inclusion™ ◆ Decarb Connect ◆ Part of the Ellen MacArthur Foundation community ◆ Environmental Law Institute ◆ European Chemical Industry Association (CEFIC) ◆ European Masterbatchers and Compounders (EuMBC) ◆ International Carbon Black Association (ICBA) ◆ 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	p. 32
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

3-1	Process to determine material topics	pp. 31-32
3-2	List of material topics	p. 13

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. 38
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	p. 14 For additional information, refer to Cabot's 2023 Annual Report and Form 10-K.
201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change	p. 9 For additional information, refer to Cabot's 2024 Proxy Statement, pp.7-12 and Cabot's 2023 Annual Report and Form 10-K, Part 1, pp. 12-16.

Product Sustainability		
Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	pp. 38-39
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	pp. 15, 39 100% 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		
3-3	Management of material topics	p. 39
GRI 308: Supplier Environmental Assessment 2016		
308-2	Negative environmental impacts in the supply chain and actions taken	p. 16
GRI 414: Supplier Social Assessment 2016		
414-2	Negative social impacts in the supply chain and actions taken	p. 16

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. 40
GRI 307: Environmental Compliance 2016		
N/A	Sites with certified environmental management systems	See p. 17, Cabot's 2025 sustainability goals include tracking an internal metric for the percent of sites with certified environmental management systems.
2-27	Compliance with laws and regulations	See p. 48, 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	p. 41
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 Climate Change 2023 Response .
Air Pollutants / GHG		
Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	pp. 41-42
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG	p. 20 Our greenhouse gas calculations were completed in accordance with The Greenhouse Gas Protocol: Corporate Accounting and Reporting Standards (Revised Edition) and drawing guidance from the IPCC Guidelines for National Greenhouse Gas Inventories – 2006 and The Climate Registry: General Reporting Protocol. Emissions were calculated using the operational control approach and IPCC Sixth Assessment Report 100-year global warming potentials and included emissions of CO ₂ , CH ₄ and N ₂ O. We maintain databases that track monthly usage volumes of feedstock materials and fossil fuels, as well as production volume. Scope 1 CO ₂ emissions from the manufacturing process are predominantly calculated using Cabot's own data based on a mass balance calculation or Cabot-derived emissions factors. Scope 1 CH ₄ emissions from the manufacturing process are calculated using an emission factor published in IPCC's 2006 Guidelines for National Greenhouse Gas Inventories. Scope 1 GHG emissions from stationary combustion are in most cases calculated using emission factors published in IPCC's 2006 Guidelines for National Greenhouse Gas Inventories. The exception is combustion of butadiene, for which emissions are calculated using a Cabot-derived emissions factor. Scope 1 data excludes smaller site-level emission sources, such as gasoline, diesel, propane and refrigerant losses due to immateriality of these sources. Scope 1 absolute GHG emissions undergo a limited assurance in accordance with the International Standard for Assurance Engagements ISAE 3000 (revised).
305-2	Indirect (Scope 2) GHG	p. 20 Scope 2 GHG emissions from purchased electricity are calculated in accordance with The Greenhouse Gas Protocol: Corporate Accounting and Reporting Standards (Revised Edition) using the latest available United States Environmental Protection Agency's eGRID emission factors and the latest International Energy Agency's (IEA) country-specific emission factors and the amount of electricity purchased for location-based values. Market-based values are adjusted for the purchase of any renewable energy certificates or are taken directly from a contract value, or the residual values based on the data from Residual Mix for Market Based Calculation Green-e Energy Residual Mix Rates (December 2023 report on 2021 data) for US values and the Residual Mix values from the AIB 2022 Residual Mix Report for Europe and the amount of energy purchased. All other market-based values use the IEA country-specific value consistent with the location-based values.
305-3	Other indirect (Scope 3) GHG emissions	p. 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, Ecolnvent 3.9.1, EPA, NAICS, LCA, Cabot-derived, and industry sources. Values are rounded to the nearest whole number for reporting purposes.
305-4	GHG emissions intensity	p. 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

Absolute Emissions	2021	2022	2023
SO ₂ Emissions (KMT)	39.17	35.68	30.39
NO _x Emissions (KMT)	8.88	7.59	7.17

SO₂ and NO_x emissions intensity data undergo a limited assurance in accordance with the International Standard for Assurance Engagements ISAE 3000 (revised).

Waste																										
Disclosure Number	Disclosure Title	Page Number / Response																								
GRI 3: Material Topics 2021																										
3-3	Management of material topics	p. 42																								
GRI 306: Waste 2020																										
306-1	Waste generation and significant waste-related impacts	p. 21																								
306-2	Management of significant waste-related impacts	p. 21																								
306-3	Waste generated	p. 21																								
306-4	Waste diverted from disposal	p. 21 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: <table><tr><th></th><th>Non-hazardous</th><th>Hazardous</th></tr><tr><td>Reused or Recycled (KMT)</td><td>21.60</td><td>3.58</td></tr><tr><td>Total</td><td colspan="2">25.18</td></tr></table>		Non-hazardous	Hazardous	Reused or Recycled (KMT)	21.60	3.58	Total	25.18																
	Non-hazardous	Hazardous																								
Reused or Recycled (KMT)	21.60	3.58																								
Total	25.18																									
306-5	Waste directed to disposal	p. 21 Disposal activities occur offsite from Cabot's facilities, except for deep well injection. Total waste by category of disposal operations is provided below: <table><tr><th></th><th>Non-hazardous</th><th>Hazardous</th></tr><tr><td>Incinerated with energy recovery (KMT)</td><td>2.85</td><td>0.29</td></tr><tr><td>Incinerated without energy recovery (KMT)</td><td>0.36</td><td>1.99</td></tr><tr><td>Deep well injection (KMT)</td><td>0.00</td><td>129.99</td></tr><tr><td>Landfilled (KMT)</td><td>28.99</td><td>0.03</td></tr><tr><td>Other (KMT)</td><td>0.48</td><td>0.16</td></tr><tr><td>Subtotal</td><td>32.67</td><td>132.46</td></tr><tr><td>Total</td><td colspan="2">165.13</td></tr></table>		Non-hazardous	Hazardous	Incinerated with energy recovery (KMT)	2.85	0.29	Incinerated without energy recovery (KMT)	0.36	1.99	Deep well injection (KMT)	0.00	129.99	Landfilled (KMT)	28.99	0.03	Other (KMT)	0.48	0.16	Subtotal	32.67	132.46	Total	165.13	
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Water		
Disclosure Number	Disclosure Title	Page Number / Response
GRI 3: Material Topics 2021		
3-3	Management of material topics	pp. 42-43
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. 5.49 MM m ³ (12%) of Cabot's water withdrawal (excluding gray water) occurs in areas identified as High or Very High Water Stress, according to the WRI Aqueduct analysis.
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. 0.93 MM m ³ (3%) of Cabot's absolute water discharge occurred in areas identified as High or Very High Water Stress according to the WRI Aqueduct analysis. 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). 4.56 MM m ³ (45%) of Cabot's water consumption occurs in areas identified as High or Very High Water Stress, according to the WRI Aqueduct analysis.

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. 46
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	p. 44 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. 23, 44
403-3	Occupational health services	p. 44

403-4	Worker participation, consultation, and communication on occupational health and safety	p. 44
403-5	Worker training on occupational health and safety	pp. 23, 44
403-6	Promotion of worker health	pp. 26, 45
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)
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2023 Safety Rates Employees vs. Contractors	Employees		Contractors	
	Number	Rate	Number	Rate
Fatalities	0	0.00	0	0.00
High Consequence Work-Related Injuries	0	0.00	0	0.00
Recordable Work-Related Injuries	7	0.16	9	0.24

Total Hours Worked	8,852,097	7,507,589
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*Rates calculated on a 200,000 work-hour basis

Severity Rates	2023
Cabot Severity Rate	2.09
EcoVadis Lost Time Injury Frequency Rate	0.43
EcoVadis Lost Time Injury Severity Rate	0.01

Employment, Diversity and Training

Disclosure Number	Disclosure Title	Page Number / Response																																																																					
GRI 3: Material Topics 2021																																																																							
3-3	Management of material topics	pp. 45-46																																																																					
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. <table><tr><th>Gender</th><th colspan="2">Male</th><th colspan="2">Female</th></tr><tr><td>Departing</td><td>342</td><td>11%</td><td>125</td><td>13%</td></tr><tr><td>New Hires</td><td>272</td><td>9%</td><td>128</td><td>13%</td></tr></table> <table><tr><th>Region</th><th colspan="2">Americas</th><th colspan="2">EMEA</th><th colspan="2">APAC</th></tr><tr><td>Departing</td><td>185</td><td>11%</td><td>121</td><td>11%</td><td>161</td><td>12%</td></tr><tr><td>New Hires</td><td>193</td><td>11%</td><td>108</td><td>10%</td><td>99</td><td>7%</td></tr></table> <table><tr><th>Age Group</th><th colspan="2"><30</th><th colspan="2">30-39</th><th colspan="2">40-49</th><th colspan="2">50-59</th><th colspan="2">60+</th></tr><tr><td>Departing</td><td>87</td><td>19%</td><td>147</td><td>11%</td><td>104</td><td>8%</td><td>55</td><td>7%</td><td>74</td><td>28%</td></tr><tr><td>New Hires</td><td>152</td><td>33%</td><td>154</td><td>11%</td><td>62</td><td>5%</td><td>26</td><td>3%</td><td>6</td><td>2%</td></tr></table>	Gender	Male		Female		Departing	342	11%	125	13%	New Hires	272	9%	128	13%	Region	Americas		EMEA		APAC		Departing	185	11%	121	11%	161	12%	New Hires	193	11%	108	10%	99	7%	Age Group	<30		30-39		40-49		50-59		60+		Departing	87	19%	147	11%	104	8%	55	7%	74	28%	New Hires	152	33%	154	11%	62	5%	26	3%	6	2%
Gender	Male		Female																																																																				
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New Hires	152	33%	154	11%	62	5%	26	3%	6	2%																																																													
401-2	Benefits provided to full-time employees	p. 45																																																																					
404-2	Programs for upgrading employee skills and transition assistance programs	pp. 25, 45 Average training hours are calculated as the total hours of training per year divided by the total number of active employees. 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 81% of Cabot employees were eligible for performance reviews. Among these, 100% received performance reviews in 2023, including the following: <table><tr><th colspan="2">Performance Reviews by Eligible Employee Category</th></tr><tr><td>Clerical/Technical</td><td>100%</td></tr><tr><td>Professional/Supervisor</td><td>100%</td></tr><tr><td>Management/Experienced</td><td>100%</td></tr></table> <table><tr><th colspan="2">Performance Reviews by Gender (Among Eligible Employees)</th></tr><tr><td>Male</td><td>100%</td></tr><tr><td>Female</td><td>100%</td></tr></table>	Performance Reviews by Eligible Employee Category		Clerical/Technical	100%	Professional/Supervisor	100%	Management/Experienced	100%	Performance Reviews by Gender (Among Eligible Employees)		Male	100%	Female	100%																																																							
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Male	100%																																																																						
Female	100%																																																																						

GRI 405: Diversity and Equal Opportunity 2016

405-1 Diversity of governance bodies and employees

pp. 9, 24

Diversity of Board of Directors at the end of 2023 by Age Group	
Under 30	0
30-50	0
Over 50	12

Diversity of the Board of Directors at the end of 2023 by Gender	
Male	8
Female	4

Diversity of Board of Directors at the end of 2023 by Race/Ethnicity*	
Asian	2
Black	1
Hispanic/Latino	1
White	7

*US-based Board members

GRI 406: Non-Discrimination 2016

406-1 Incidents of discrimination and corrective actions taken

Allegations of discrimination

Open (From previous)	New Claims Alleged	Total Claims Closed	Total Open Cases
2	1	2	1

Corrective actions taken

	No Action	Policy Review	Training	Discipline	Termination
Substantiated	-	-	-	-	-
Unsubstantiated	2	-	-	-	-

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. 46

GRI 413: Local Communities 2016

413-1 Operations with local community engagement, impact assessments, and development programs

pp. 27-28

SASB CHEMICALS INDEX

Industry Standard Version 2018-10

Greenhouse Gas Emissions		
Code	Accounting Metric	Page Number / Response
RT-CH-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	p. 20 47.4% 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. 19-20 See p. 51, GRI Index, GRI 305-1, 305-2, and 305-3 for our methodology. Cabot's GHG reduction strategy was started in 2009 as a voluntary program and has continued to evolve with our team coordination, planning activities, and projects in support of our 2025 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 ₂ , (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 globally track VOCs or HAPs, but our facilities typically monitor and 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: 5.2 MMGJ. 2. Percentage of non-raw material energy from grid electricity: 44.7%. 3. Percentage of non-raw material energy from renewables: 2.1%. 4. Total self-generated energy: 15,538 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: 12%. Percentage of total water consumed in regions with High or Extremely High Baseline Water Stress: 45%.
RT-CH-140a.2	Number of incidents of noncompliance associated with water quality permits, standards and regulations	There were two water quality permit deviations in 2023.
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	pp. 22, 42-43 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><tr><td></td><td>Hazardous</td></tr><tr><td>Reused or Recycled (MT)</td><td>3,584</td></tr><tr><td>Total Hazardous Waste (MT)</td><td>136,045</td></tr><tr><td>% Recycled</td><td>2.6%</td></tr></table>		Hazardous	Reused or Recycled (MT)	3,584	Total Hazardous Waste (MT)	136,045	% Recycled	2.6%
	Hazardous									
Reused or Recycled (MT)	3,584									
Total Hazardous Waste (MT)	136,045									
% Recycled	2.6%									

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. 27-28, 32

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. 23 Refer to the data table "2023 Safety Rates Employees vs. Contractors" located in the GRI Index under GRI 403-9.
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. 44

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	pp. 14-15 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	4% of products contain category 1 and 2 substances. Of these, 100% 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. 15, 39

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% 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. 9, 38-39 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 2023 Annual Report and Form 10-K, Part 1, pp. 12-16, 19.

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. 23 ◆ Process Safety Incident Count: Two, based on Tier 1 process safety incidents per ANSI/API RP 754 ◆ Process Safety Total Incident Rate: 0.05, 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 amount of transportation-related incidents. Processes include the qualification of transport companies, including standards for insurance certifications, driver capabilities, and route security. In 2023, there was one spill of Cabot material caused by a transportation incident involving a freight train carrying our material from the Canal, LA, USA plant. The third-party rail service responded to the incident by providing security, site clean-up, and a formal investigation. No penalties were issued to either Cabot or the third-party transportation provider as a result of this incident.

Activity Metric

Code	Accounting Metric	Page Number / Response
RT-CH-000.a	Production by Reportable Segment	2,079,000 MT

TCFD 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.	p. 9 See also Cabot's 2024 Proxy Statement , pp. 10-12
b) Describe management's role in assessing and managing climate-related risks and opportunities.	p. 9 See also Cabot's 2024 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.	pp. 41-42 Refer to Cabot's TCFD Climate Scenario Risks and Opportunities Matrix . See also Cabot's 2024 Proxy Statement , pp. 9-10, and Cabot's 2023 Annual Report and Form 10-K , Part 1, pp. 14-16, 20.
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	pp. 3, 6, 8, 41-42 See also Cabot's 2024 Proxy Statement , pp. 10-12 and 2023 Annual Report , pp. 4-6 and Form 10-K Part 1, pp. 13-16, 22.
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	pp. 18-20, 22 See also Cabot's 2024 Proxy Statement , pp. 10-12, and Cabot's 2023 Annual Report and Form 10-K , Part 1, pp. 14-16
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 2024 Proxy Statement , pp. 10-12.
b) Describe the organization's processes for managing climate-related risks.	pp. 9, 18, 19, 22 See also Cabot's 2024 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. 9, 19, 22, 36 See also Cabot's 2023 Annual Report and Form 10-K , Part 1, pp. 14-16, 20, and Cabot's 2024 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, 15-16, 18-20, 22 For a description of GHG methodologies, see GRI Disclosures 305-1, 305-2, and 305-3 on p. 49.
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks.	pp. 15-16, 18-20, 22
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's 2024 Proxy Statement , pp. 33-70.



CABOT CORPORATION 2024 SUSTAINABILITY REPORT

We welcome your feedback on this report and our sustainability progress, as well as any other comments or questions you may have. You may contact us at sustainability@cabotcorp.com. To learn more, please visit: cabotcorp.com/sustainability.

CABOT 