

This document serves as our annual sustainability report, addressing the sustainability topics most material to Cabot. This report has been prepared in accordance with the GRI Standards: Core option. It also addresses the sustainability accounting standard for the Chemicals industry, as defined by the Sustainability Accounting Standards Board framework. Cabot has also incorporated information about our climate scenario analysis process and identified climate-related risks and opportunities in accordance with recommendations of the Task Force on Climate-Related Financial Disclosures. Furthermore, this report includes our annual Communication on Progress as part of our ongoing commitment to the United Nations Global Compact. Our last sustainability report was published in June 2021.

The data and information covered in this report represent our performance across all significant Cabot locations for which the company had operational control and majority ownership during the 2021 calendar year, except for the financial data, which reflects the company's 2021 fiscal year (October 1, 2020, through September 30, 2021). To ensure the highest level of data integrity, we maintain databases for safety and

environmental incident tracking, GHG emissions, finance, and human resources. This data is collected, analyzed, and reviewed by subject-matter experts within the organization. Cabot retained ERM CVS to provide limited assurance in relation to its 2021 emissions intensity calculations for SO<sub>2</sub> and NO<sub>x</sub> and its Scope 1 and Scope 2 (location-based) GHG emissions for calendar year 2021. The limited assurance was undertaken in accordance with the ERM CVS assurance methodology, which is aligned with the International Standard for Assurance Engagements ISAE 3000 (revised).

This report describes Cabot's sustainability strategy and how it relates to our business and the interests of our stakeholders. The content focuses on the 11 sustainability topics that were found to be most relevant through a comprehensive materiality assessment completed in 2017. Dedicated sections 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, the TCFD recommendations, and the UNGC.

## Stakeholder Engagement

Our success depends on strong relationships with our stakeholders. We engage with stakeholders in a variety of ways to share information and maintain positive relationships. We diligently seek opportunities to engage with our customers, investors, employees, potential employees, suppliers, regulators, and communities. We welcome their feedback on how our respective interests can converge for an overall positive outcome, as summarized in the table on the right. Our interaction with these groups can take many forms, including employee meetings, Community Engagement Days at our manufacturing facilities for our neighbors, recruiting events, in-person meetings, and the use of our website and social media channels to highlight key community initiatives and company news. We believe it is important for our stakeholders to understand not just the nature of our business but also our ongoing commitment to improving our sustainability performance.

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 the use of Community Advisory Panels and Community Engagement Days, where our neighbors can visit our facilities and interact directly with Cabot employees and learn more about the plant operations.

In recent years, we have expanded our engagement with investors on ESG issues to reflect the growing interest in these topics and for viewing our sustainability actions as indicators of 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, safety, and sustainability
Potential Employees	Social media, website, college campus visits, interviews, internships, job recruitment sites, employee referrals	Sustainability performance, company values, community engagement, benefits, and 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
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, and regulatory information
Suppliers	Presentations, supplier agreements, performance assessments, supplier summits, trade shows, trade magazines, website	Performance criteria and expectations, sustainability, safety
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