UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, DC 20549

FORM 8-K

CURRENT REPORT PURSUANT
TO SECTION 13 OR 15(D)
OF THE SECURITIES EXCHANGE ACT OF 1934

Date of report (Date of earliest event reported): September 11, 2026

CABOT CORPORATION
(Exact Name of Registrant as Specified in Its Charter)

DELAWARE
(State or Other Jurisdiction of Incorporation)

1-5667	**04-2271897**
(Commission File Number)	**(IRS Employer Identification No.)**
TWO SEAPORT LANE, SUITE 1400, BOSTON, MASSACHUSETTS	**02210-2019**
(Address of Principal Executive Offices)	**(Zip Code)**

(617) 345-0100
(Registrant's Telephone Number, Including Area Code)

(Former Name or Former Address, if Changed Since Last Report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (*see* General Instruction A.2. below):

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Securities Exchange Act of 1934:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, $1 par value per share	CBT	The New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 5.02 Departure of Directors or Certain Officers; Election of Directors; Appointment of Certain Officers; Compensatory Arrangements of Certain Officers.

On September 11, 2026, the Board of Directors elected Steven J. Delahunt, the Company's Vice President and Treasurer, Chief Financial Officer of the Company, effective October 1, 2026, replacing Erica McLaughlin who, as previously reported, has been elected President and Chief Executive Officer of the Company, effective October 1, 2026. Mr. Delahunt will serve in an interim capacity while the Company continues its search process to identify a new Chief Financial Officer.

Mr. Delahunt joined Cabot in 2010 as Vice President and Treasurer and from July 2016 through January 2026 he also held the position of Vice President of Investor Relations.

While Mr. Delahunt serves as interim Chief Financial Officer, he will receive additional compensation in the form of a monthly cash stipend in the amount of $35,000 per month.

There is no arrangement or understanding between Mr. Delahunt and any other person pursuant to which he was appointed interim Chief Financial Officer. There are no transactions involving Mr. Delahunt requiring disclosure under Item 404(a) of Regulation S-K of the SEC.

Item 7.01. Regulation 7.01 Disclosure.

On September 15, 2026, the Company issued a press release regarding the Company's management transition. A copy of the press release is furnished as Exhibit 99.1 to this Current Report on Form 8-K and is incorporated herein by reference.

The information furnished in this Item 7.01, including Exhibit 99.1, shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities of that section, nor shall it be deemed incorporated by reference into any other filing under the Securities Act of 1933, as amended, or the Exchange Act, except as expressly set forth by specific reference in such a filing.

Item 9.01 Financial Statements and Exhibits

(d) Exhibits

99.1	Press release issued by Cabot Corporation on September 15, 2026
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

CABOT CORPORATION

By:	/s/ Karen A. Kalita
Name:	Karen A. Kalita
Title:	Senior Vice President and General Counsel

Date: September 15, 2026

Cabot Corporation Appoints Steve Delahunt as Interim Chief Financial Officer

BOSTON – Sept. 15, 2026 — Cabot Corporation (NYSE: CBT) today announced that it has appointed Steve Delahunt, Vice President and Corporate Treasurer, to serve as Chief Financial Officer on an interim basis, effective October 1, 2026. Delahunt will serve in the role while the company continues its search process for a new Chief Financial Officer.

As previously announced, Erica McLaughlin, currently Executive Vice President, Chief Financial Officer and Head of Corporate Strategy, has been elected President and Chief Executive Officer of Cabot, effective October 1, 2026, succeeding Sean Keohane. McLaughlin will step down from her position as Chief Financial Officer at that time.

"Steve is a highly respected finance leader with deep knowledge of our business, strong relationships across our global organization and a proven track record of disciplined financial leadership," said Erica McLaughlin, incoming President and Chief Executive Officer. "As we continue executing our strategy and building on our strong financial position, Steve's experience, judgment and understanding of our business make him exceptionally well suited to lead our finance organization while the Company conducts its search for our next Chief Financial Officer."

Delahunt has more than 30 years of finance and treasury experience and in the last nine years until January 2026 also led Cabot's investor relations function. As Corporate Treasurer, he is responsible for the Company's global treasury activities, capital markets strategy, liquidity management, banking relationships, risk management and pension investment oversight. Over his tenure at Cabot, he has played an integral role in the Company's capital allocation strategy, financing activities, investor engagement and execution of strategic growth initiatives. As Vice President of investor relations, Delahunt strengthened the Company's engagement with shareholders and the investment community.

ABOUT CABOT CORPORATION

Cabot Corporation (NYSE: CBT) is a global specialty chemicals and performance materials company headquartered in Boston, Massachusetts. The company is a leading provider of reinforcing carbons, specialty carbons, battery materials, engineered elastomer composites, inkjet colorants, masterbatches and conductive compounds, fumed metal oxides and aerogel. For more information on Cabot, please visit the company's website at cabotcorp.com.

Forward-Looking Statements: This press release contains forward-looking statements. All statements that address expectations or projections about the future, including with respect to the planned leadership transition and expectations for future performance, growth and value creation for stockholders, are forward-looking statements. These statements are not guarantees of future performance and are subject to risks, uncertainties, potentially inaccurate assumptions, and other factors, some of which are beyond our control and difficult to predict. If known or unknown risks materialize, or should underlying assumptions prove inaccurate, our actual results could differ materially from past results and from those expressed or implied by forward-looking statements. Important factors that could cause our results to differ materially from those expressed or implied in the forward-looking statements include, but are not limited to: the inherent uncertainty of management transitions and the ability of the Company to successfully execute its planned leadership transition; industry capacity utilization and competition from other specialty chemical companies; safety, health and environmental requirements and related constraints imposed on our business; regulatory and financial risks related to climate change developments; volatility in the price and availability of energy and raw materials; negative or uncertain worldwide or regional economic conditions and market opportunities, including from trade relations, global health matters or geo-political conflicts; failure to achieve growth expectations from new products, applications and technology developments; failure to realize benefits from acquisitions, alliances, or joint ventures or achieve our portfolio management objectives; litigation or legal proceedings; interest rates, tax rates, currency exchange controls, tariffs and fluctuations in foreign currency rates; and other risks and uncertainties described in the reports we file with the Securities and Exchange Commission ("SEC"). These factors are discussed more fully in the reports we file with the SEC, particularly under the heading "Risk Factors" in our annual report on Form 10-K for our fiscal year ended September 30, 2025, which is filed with the SEC and available at www.sec.gov. We assume no obligation to provide revisions to any forward-looking statements should circumstances change, except as otherwise required by securities and other applicable laws.

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