CABOT INVESTOR PRESENTATION

FIRST QUARTER – FISCAL 2023

CABOT

Safe Harbor Statement

This presentation contains forward-looking statements based on management’s current expectations, estimates and projections. All statements that address expectations or projections about the future, including statements about the Company’s strategy for growth; the future growth rates for our Battery Materials and Inkjet product offerings; how we expect to achieve our growth targets; the benefits we expect from macroeconomic trends; when we expect additional manufacturing capacity for our Battery Materials growth vector to be on-line; our expectations for Adjusted EBITDA of our Battery Materials growth vector for fiscal 2022; the amount of capital we expect to invest in our Inkjet growth vector in the fiscal 2022-2024 period; when we expect to refinance our outstanding bonds that mature in July 2022, our strategy for achieving net zero carbon emissions by 2050, and our operating tax rate, are forward-looking statements. Forward-looking statements are based on our current expectations, assumptions, estimates and projections about Cabot's businesses and strategies, market trends and conditions, economic conditions and other factors. 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 in the forward-looking statement. Important factors that could cause our results to differ materially from those expressed in the forward-looking statements include, but are not limited to lower than expected demand for our products; the loss of one or more of our important customers; our inability to complete capacity expansions or other development projects; the timing of implementation and the enforcement of environmental regulations; our failure to develop new products or to keep pace with technological developments; patent rights of others; the timely commercialization of products under development (which may be disrupted or delayed by technical difficulties, market acceptance, competitors' new products, as well as difficulties in moving from the experimental stage to the production stage); changes in raw material costs; demand for our customers' products; competitors' reactions to market conditions; delays in the successful integration of structural changes, including acquisitions or joint ventures; the laws, regulations, policies and economic conditions, including inflation, interest and foreign currency exchange rates, of countries where we do business; and severe weather events that cause business interruptions, including plant and power outages or disruptions in supplier or customer operations. These factors are discussed more fully in the reports we file with the Securities and Exchange Commission, particularly our latest annual report on Form 10-K.

Non-GAAP Financial Measures and Explanations of Terms Used

This presentation includes references to the following non-GAAP financial measures: adjusted EPS (earnings per share), adjusted EBITDA (earnings before interest, taxes, depreciation and amortization), adjusted EBIT (earnings before interest, taxes), adjusted EBITDA, total segment EBIT and EBIT margins, adjusted ROIC (return on invested capital), adjusted RONA (return on net assets), DFCF (discretionary free cash flow) and operating tax rate. The definitions of these non-GAAP financial measures, reconciliations to the most comparable GAAP financial measures, and explanations of other terms used are provided in the Appendix to this presentation.

Cabot Corporation At-A-Glance

Global specialty chemicals and performance materials company

1882
Founded

Boston, MA
Headquarters

~$4.2B
Market Cap[2]

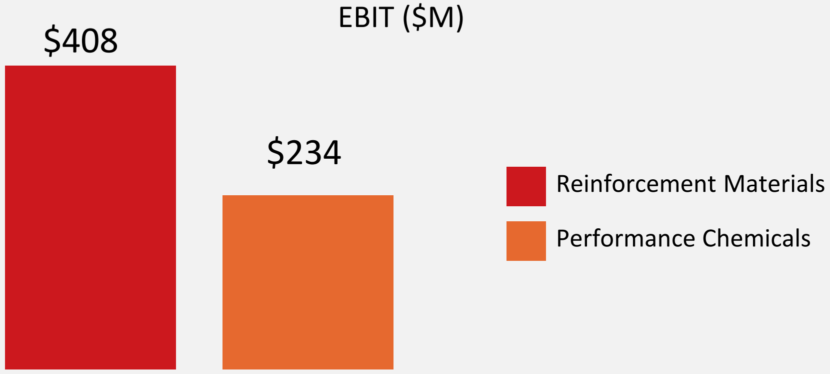
~4,100
Employees[2]

35
Plant Locations[2]

50+
Dividend History

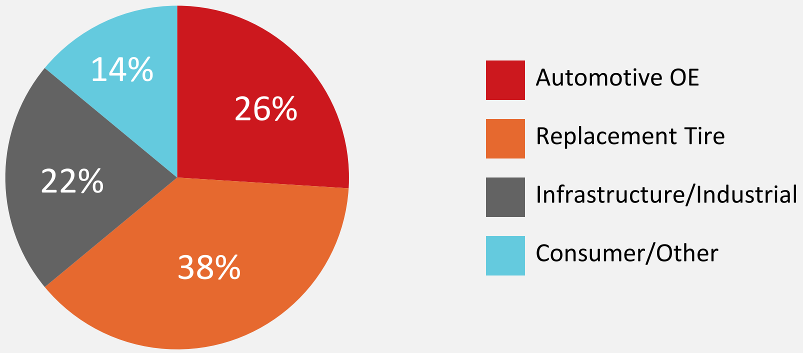
Business Segments[1]

EBIT ($M)



End Market Sectors[2]

Revenue (%)



1. Data as of year ended September 30, 2022;except where otherwise noted 2. Market cap, employees, plant locations as of December 1, 2022;

Fiscal Year 2022 Financial Highlights

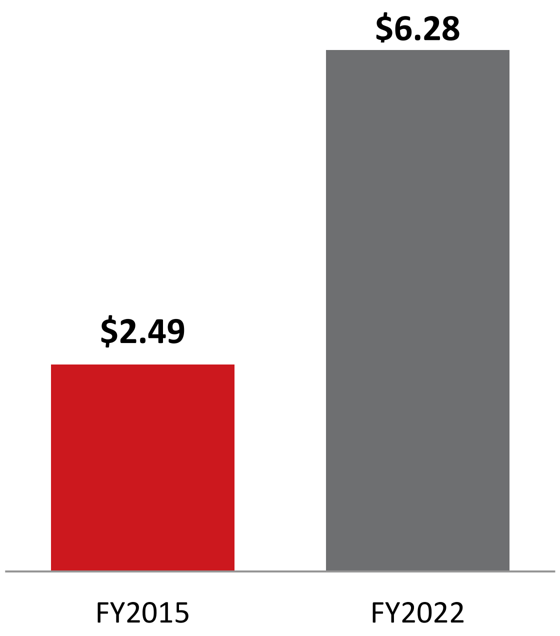
~$4.3B Revenue	**$6.28** Adj. EPS[1]	**$395M** DFCF[1]
$728M Adj. EBITDA[1]	**17%** Adj. EBITDA Margin[1]	**20%** Adj. ROIC[1]

1. Non-GAAP measure – See Appendix

Strong Earnings Growth with High ROIC

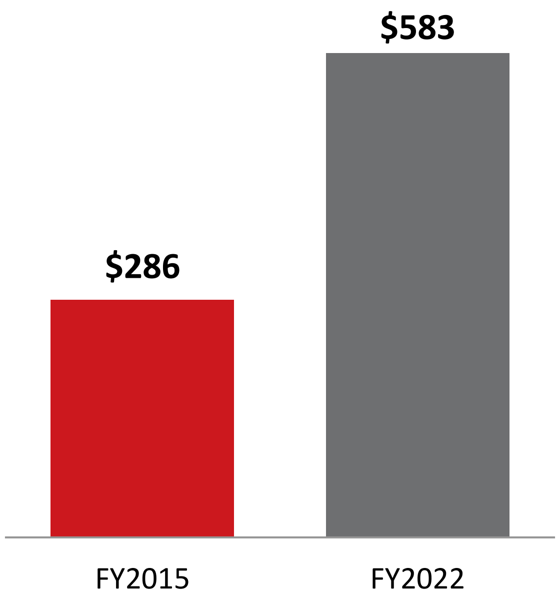
Adjusted EPS[1]
($)

+14%
CAGR



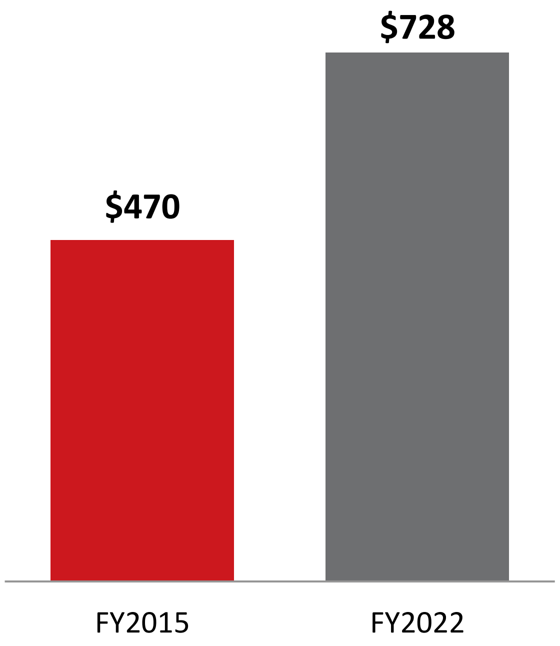
Adjusted EBIT[1]
($M)

+11%
CAGR

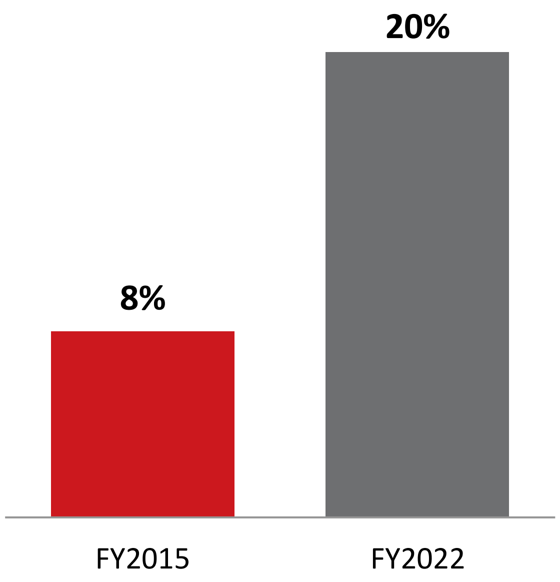


Adjusted EBITDA[1]
($M)

+6%
CAGR



Adjusted ROIC[1]
($M)



Driven by Successful Execution of Strategy

1. Non-GAAP measure – See Appendix

Creating for Tomorrow

Q1 2023 Highlights

First quarter results in line with expectations; adjusted EPS[1] of $0.98 and diluted EPS of $0.93

Reinforcement Materials segment EBIT of $94M; up 11% compared to the same quarter in the prior year

Finalized calendar year 2023 Reinforcement Materials customer agreements above prior expectations with approximately $100 million annualized EBIT improvement expected

Battery Materials product line year-over-year volume growth of 63%; recently announced plans to invest approximately $200M to expand U.S. manufacturing capacity over the next five years

1. Non-GAAP measure – See Appendix

Q1 2023 Financial Highlights

Adjusted EPS[1]

$0.98

Diluted EPS $0.93

Discretionary Free Cash Flow[1]

$63 million

Cash flow from operations of $52M

Cash

$190 million

Capex

$35 million

Fiscal ‘23 expected to be approximately $300M

Liquidity

$1.1 billion

Net Debt to EBITDA of 1.8x[1]

Operating Tax Rate[1]

25% YTD

FY’23 forecast range of 24%-26%

1. Non-GAAP measure – See Appendix DFCF = Operating CF less changes in NWC less Sustaining & Compliance Capex

Reinforcement Materials at a Glance

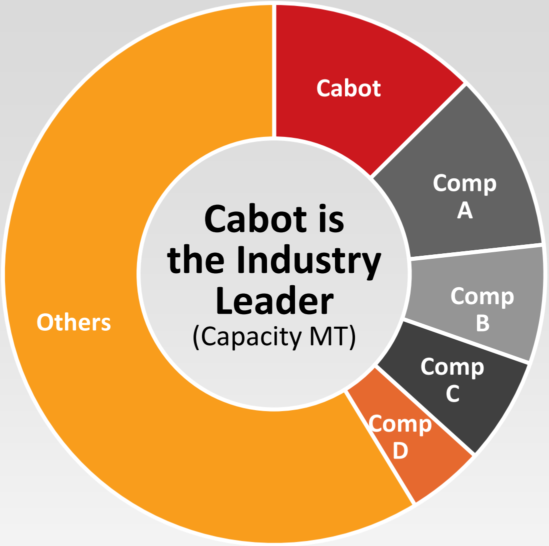
Key Products

- Reinforcing carbons provide durability to rubber goods
- E2C™ solutions deliver higher levels of rubber performance

Industry Environment

- Long-term reinforcing carbon demand CAGR of 2-3% globally, with strongest growth rates in India and Southeast Asia
- Limited supply-side capacity expansions announced leading to tightening industry utilization
- Stricter environmental requirements increasing barriers to entry
- Business is largely make-in-region, sell-in-region, thus insulated from global supply chain disruptions

Competitive Landscape[1]



Competitive Advantages:

- Broad global footprint to best serve global customers and help regional customers expand
- Technology leadership for efficient production and high-performance products
- Energy centers that produce power with no additional emissions
- Investment in E2C™ solutions as differentiated growth platform for the future

Key Applications

Tires

Auto Weather-Stripping

Belts, Hoses, Seals

Mining Equipment

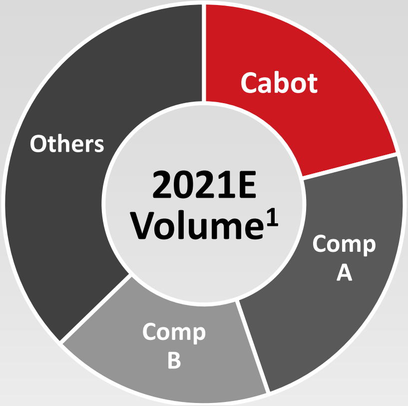
1. Source: Notch Carbon Black World Data Book; Cabot estimates; Competitors include: Birla, Black Cat, Orion, Tokai

Specialty Carbons at a Glance

Overview

- Global elevated growth driven by electrification, infrastructure, digitalization
- EV penetration accelerating as automakers shift to EVs
- Continued pull for expanded additive performance and functionality in existing and emerging applications
- Customers demanding products from responsible suppliers with demonstrated track record on sustainability
- High industry utilizations yield favorable returns

Competitive Landscape

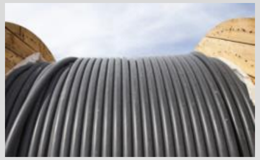


Competitive Advantages:

- A leading global producer of specialty carbons
- Most comprehensive global conductive carbon portfolio, including carbon black, carbon nanotubes and nanostructures
- Downstream integration accelerates innovation and commercialization

Key Industries

Industrial/Infrastructure




- MV/HV Cables
- Pressure Pipes
- Industrial Coatings

Automotive


- Batteries
- Plastics/Synthetic Fiber
- Coatings

Consumer


- Displays
- ESD/Electronics
- Synthetic Fiber

Advanced Product Functionality:

Conductivity, UV resistance, processibility, jetness, blue undertone, tint strength, rheology control, optical density, CO_2 adsorption, reinforcement

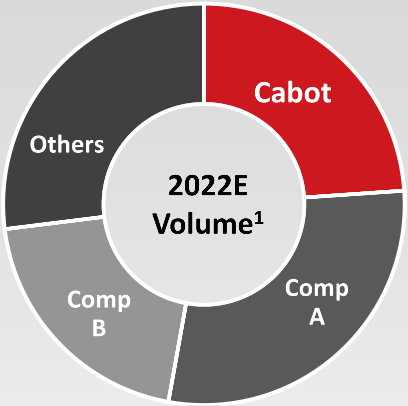
1. Source: Cabot estimates; Competitors include: Birla, Orion

Fumed Metal Oxides at a Glance

Overview

- Global, GDP+ growth driven by building & construction, digitalization, and alternative energy
- Scarcity of feedstock, expertise and scale create significant barriers to entry
- Customers demanding products from suppliers with sustainable supply chains
- Increasing industry utilizations and long term growth in upstream industry yield favorable investment environment

Competitive Landscape



Competitive Advantages:

- Leading global producer of fumed silica
- #1 in China, the largest and fastest growing market for fumed silica
- Strong fence-line partnerships in silicone value chain, a GDP+ industry and largest consumer of fumed silica

Key Industries

Industrial/Infrastructure


- Bonding pastes
- Adhesives & Composites
- Elastomers

Automotive


- Structural Adhesives
- Silicone Elastomer
- Sealant & Coatings

Consumer


- Silicone Elastomers & DIY Sealants
- Chemical mechanical planarization (CMP)
- Digital Printing

Advanced Product Functionality:

Rheology control, reinforcement, optical transparency, polishing, surface tension control, anti-blocking, flow aid, catalyst support, tribocharging control

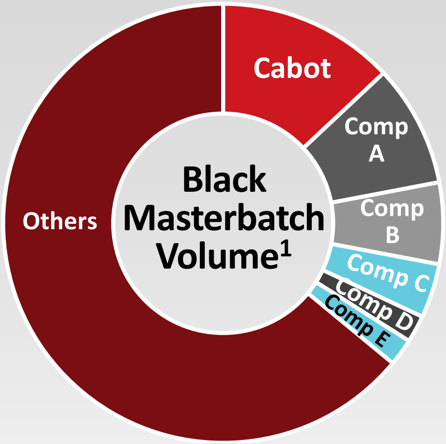
1. Source: Cabot estimates; Competitors include: Evonik, Wacker

Specialty Compounds at a Glance

Overview

- End-users from diverse set of GDP+ markets
- Customer base consolidating and looking for global partners
- Highly fragmented landscape with consolidation opportunities
- End-user demand for sustainability is accelerating
- Cabot has the scale and capability to differentiate

Competitive Landscape



Competitive Advantages:

- Focused on black: largest global manufacturer of black masterbatch (MB) with low-cost, high-throughput assets
- Strong brand and customer loyalty built on black plastics expertise
- Only backward-integrated MB supplier capturing market asymmetries and integrated site economics

Key Industries

Automotive

Agriculture

Infrastructure

Consumer / E&E

Packaging

1. Source: AMI CY20; Competitors include: Ampacet, Avient, Hubron, MDI, RTP

Inkjet at a Glance

Overview

- Major trend away from analog to digital printing supports shorter runs allowing more customization and less waste
- Graphic Arts printing is now ~20% digital due to smaller run printing for books and customization of other print
- Packaging in early stages of shift to digital and represents significant growth opportunity; Corrugated packaging expected to be first market to shift
- Inkjet winning share at expense of laser in shared office environment due to lower cost in use, sustainability and reliability advantages

Competitive Landscape

Competitive Advantages:

- Only player in proprietary “small molecule” technology
- Broadest technology platform
- Incumbency at leading OEMs in Corrugated Packaging

Key Segments

Packaging

Graphic Arts

Shared Office

Work-from-home

1. Source: Cabot estimates; Competitors include DIC, FFIC, Kao, Orient

Leveraging Sustainable Competitive Advantages

How We Win

Unparalleled Global Footprint

- Exceptional Talent: global perspective with local expertise
- Leading Assets: Broad flexibility through global manufacturing network
- A "Best Operator" in China with strong footprint

Leadership in Sustainability

- Collaborate with customers to develop innovative, sustainable solutions
- Commitment to circularity in our operations
- *Newsweek* magazine "America's Most Responsible Companies 2023"
- *Investor's Business Daily's* 100 Best ESG Companies of 2022

Innovative Product Leadership

- Long history of innovation and strong brands aligned with favorable end markets
- #1 or #2 in all of our businesses
- Deep application knowledge to meet complex customer requirements
- Complementary upstream and downstream positions

Ability to Capitalize on High-Growth Markets

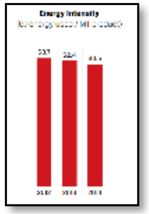
- Uniquely positioned with conductive carbon additive technology
- Well-positioned to capture high-growth opportunities
  - Lithium-ion batteries
  - Digital conversion of industrial printing applications
  - Evolving mobility landscape

Positioned to Capitalize on Key Macro Trends

Portfolio of High Growth Emerging Businesses

	Trends	Cabot Solutions
 **Changing Mobility Landscape**	◆ Shift to electric vehicles ◆ Growth in global miles driven ◆ Light-weighting to drive fuel economy & EV range ◆ Sensors to enhance vehicle safety and capability	◆ **Battery materials** for EV li-ion batteries ◆ **Specialty compounds** for EMI shielding ◆ **E2C™** solutions for longer life tires
 **Increasing Focus on Sustainability**	◆ Customers are innovating to deliver more sustainable products ◆ Increasing circularity of supply chains	◆ **Specialty compounds** for drip irrigation pipe ◆ **Specialty carbons** for environmentally friendly dope dyed fiber ◆ **Fumed Silica** for structural adhesives for wind turbine blades
 **Becoming a More Connected World**	◆ Digitalization of everything ◆ Growth and upgrade of the power distribution infrastructure	◆ **Inkjet Colorants** for digital printing in packaging and commercial applications ◆ **Specialty carbons** for high resolution displays and touchscreen applications ◆ **Specialty carbons** for reliable power cables

Cabot is a Recognized Leader in Sustainability



BOD Oversight with Dedicated SHE&S Committee

Strong SHE&S Management & Responsibility

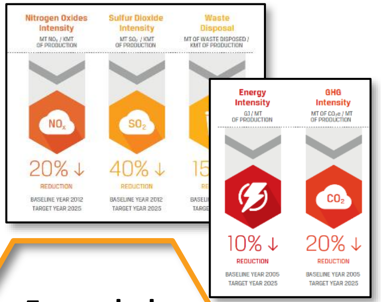
Sustainability Reporting

CDP DRIVING SUSTAINABLE ECONOMIES

RESPONSIBLE CARE® OUR COMMITMENT TO SUSTAINABILITY

UN Global Compact Signatory

THE GLOBAL COMPACT



Expanded Emissions Goals & Human Rights Policy

Renewal & Commitment to Continuous Progress

CEO ACTION FOR DIVERSITY & INCLUSION

Refreshed & Expanded Our Sustainability Goals

NEW PLASTICS ECONOMY Global Commitment

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

SASB SUSTAINABILITY ACCOUNTING STANDARDS BOARD

2050 NET ZERO AMBITION

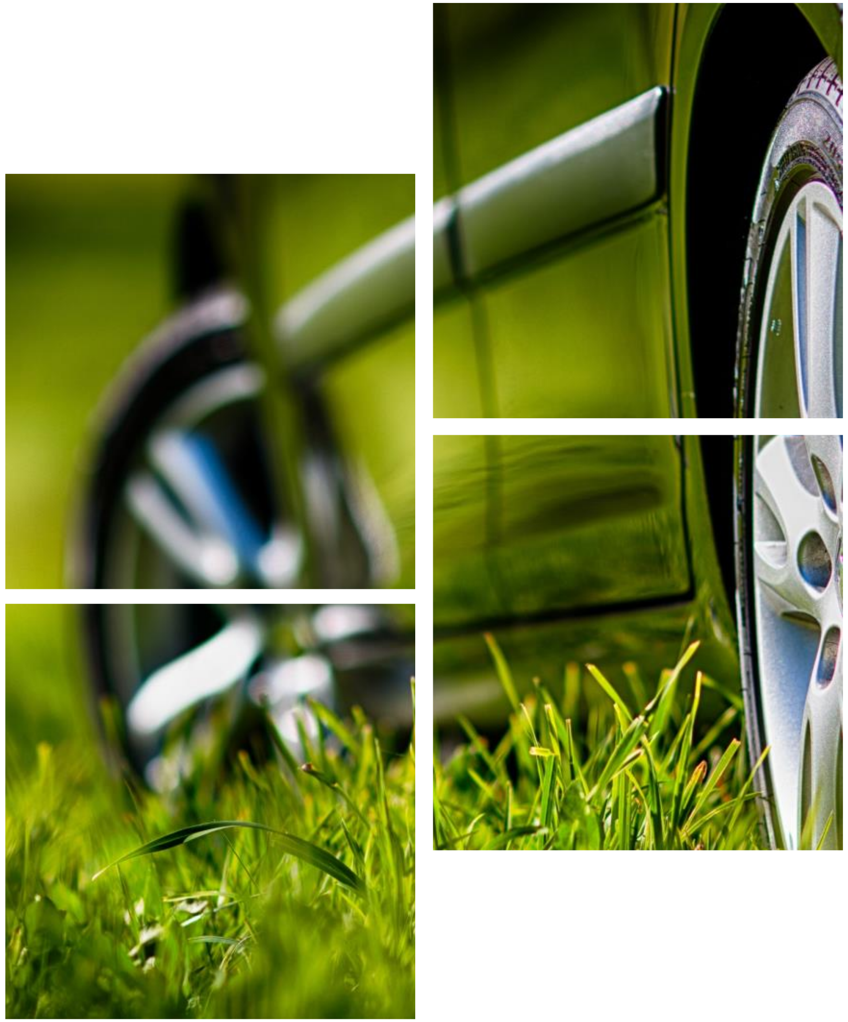
Looking Forward

Sustainability is Integrated into Every Facet of Our Business

Executing our "Creating for Tomorrow" Strategy

Continued recognition for our commitment to ESG leadership

Awards and Recognition	
America's Most Responsible Companies 2023 Newsweek statista	Named one of America's Most Responsible Companies 2023 by *Newsweek* magazine; This is the third consecutive year of recognition for Cabot
Investor's Business Daily 2022 Best ESG Companies Environmental, Social & Governance	Recognized as one of *Investor's Business Daily's* 100 Best ESG Companies of 2022; Placed in top three in the Chemicals category
Platinum Top 1% 2022 ecovadis Sustainability Rating	Achieved Platinum rating for sustainability from EcoVadis in 2023; Cabot ranked among top 1% of chemical companies for third consecutive year
America's Greatest Workplaces for Diversity Newsweek 2023	Named one of America's Greatest Workplaces for Diversity 2023 by *Newsweek* magazine
ERJ Top 10 Elastomers for Sustainability Cabot Corporation | Engineered elastomer composites	E2C™ solutions named to *European Rubber Journal's* "Top 10 Elastomers for Sustainability" List for second time



Our Net Zero Ambition

2050 NET ZERO AMBITION

We support the objectives established by the Paris Climate Agreement and will set ambitious goals to enable us to achieve net zero carbon emissions by 2050

Transparency

- **Transparency** of reporting and **disclosures** that are aligned with recognized frameworks
  - CDP & GRI
  - Task Force on Climate-Related Financial Disclosures (TCFD)
  - Sustainability Accounting Standards Board (SASB)

Our Pathway

- Continue to make progress on our **2025 Sustainability Goals**
- Develop **interim targets** to achieve net zero ambition by 2050

Our Approach

- **Drive yield improvements** and **CO2 reduction programs**
- **Invest** in waste heat recovery, improve energy efficiency and increase the use of renewable energy
- **Increase circularity** in our operations
- Accelerate efforts to explore **new and innovative technologies** to reduce our footprint

We Expect to Achieve Net-Zero in 2050 through Collaboration, Innovation and Public Policy

OUR PURPOSE

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

Our Strategy | *Creating for Tomorrow*

Leveraging our strengths to lead in performance and sustainability—today and into the future

GROW

Investing for advantaged growth

- Leverage and expand global reach to support customers and capture growth
- Enhance product portfolio to drive improved margin profile
- Execute strategic, tuck-in acquisitions in key growth markets
- Invest in differentiated capacity expansions
- Investments guided by ROIC discipline

INNOVATE

Developing innovative products and processes that enable a better future

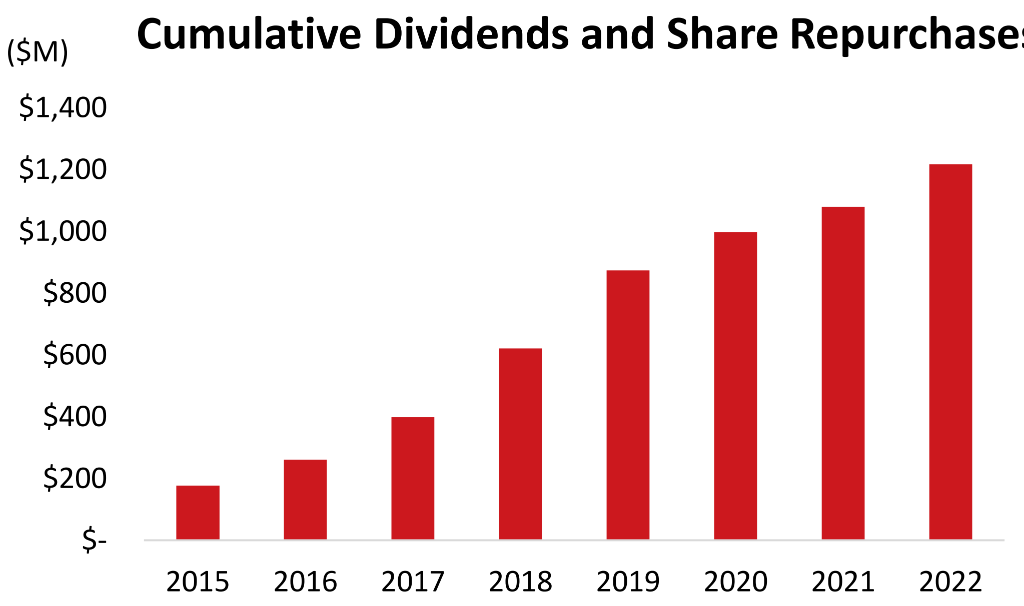
- Develop new products and processes that address sustainability opportunities
- Advance product portfolio to capture sales in higher margin, higher growth applications
- Focus on key areas of value chain to create maximum value
- Advance our application and formulation capabilities to deliver customer value

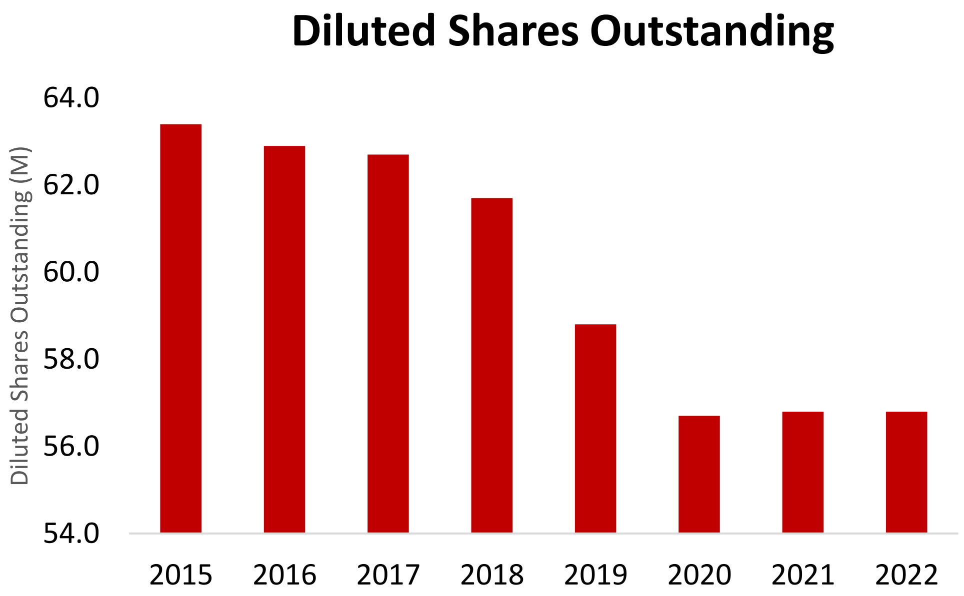
OPTIMIZE

Driving continuous improvement in everything we do

- Support customers through world-class manufacturing with an improved environmental footprint
- Deploy capital efficiently
- Lead in cost competitiveness
- Leverage digital technologies to improve efficiency and business performance
- Deliver effective global business services through scale, end-to-end process management and digital enablement

Returned over $1B to Shareholders 2015-2022





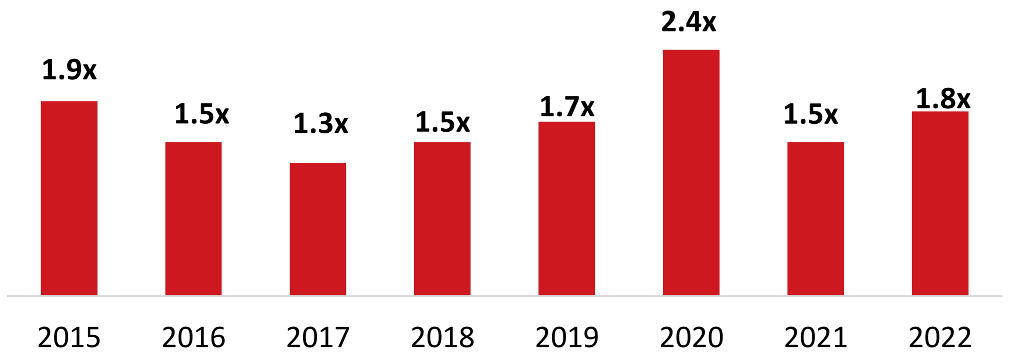
- Dividends and repurchases totaled 58% of DFCF[1] from FY’15-22
- Reduced share count by 12% since 2015

Dividends and Repurchases Remain a Core Part of Our Capital Allocation Framework

1. Non-GAAP measure – See Appendix

Disciplined Balance Sheet Management

Net Debt/Adjusted EBITDA[1]

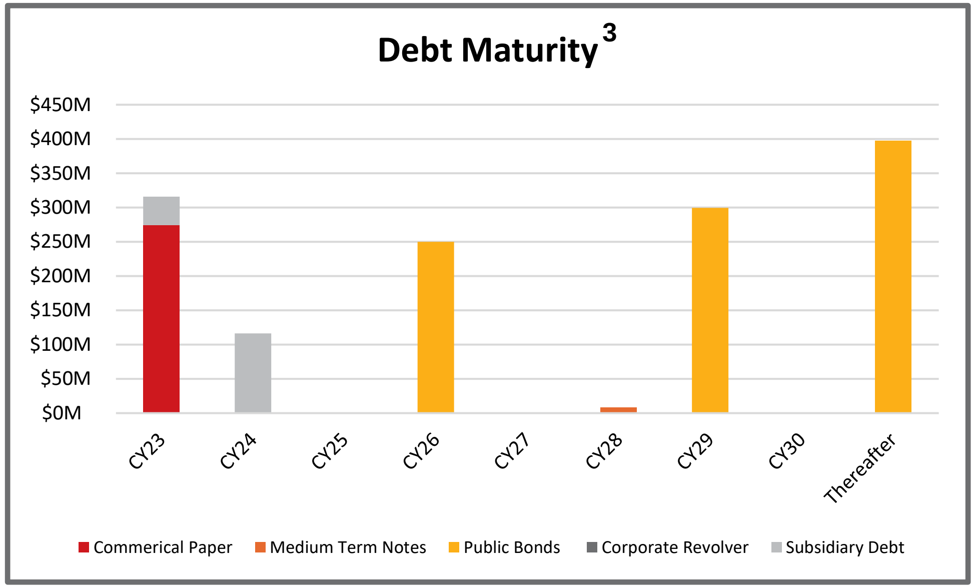


Key Financial Metrics[2]

TTM Adjusted EBITDA[1]	$728M
Cash Balance	$206M
Gross Debt	$1,443M
TTM DFCF[1]	$395M

Liquidity/Credit Ratings

- Significant liquidity ($1.3B); $1B untapped on corporate credit facility[2]
- No Bond maturities until 2026
- Committed to maintaining Investment Grade credit rating (S&P: BBB Stable; Moody's: Baa2 Stable)



1. Non-GAAP measure – See Appendix 2. As of 9/30/2022 3. As of 12/31/22

Capital Allocation Framework

Supports *Creating for Tomorrow* Growth Strategy

High Confidence, High Return Investments

- Prioritize investments in high-growth businesses, Battery Materials, Inkjet Packaging

Bolt-on M&A

- Disciplined approach to M&A opportunities
- Focused on bolt-ons that enhance performance of existing businesses

Grow Dividend

- Continued support of a growing dividend
- Maintain an industry-leading dividend yield

Share Repurchases

- Access market opportunistically with incremental purchases
- 4 million shares authorized

Maintain Financial Flexibility

- Committed to Investment Grade credit rating
- Long-term Net Debt to Adj. EBITDA[1] target of 2.0x - 2.5x

Disciplined Execution with a Flexible Balance Sheet

1. Non-GAAP measure – See Appendix

Growth Vector | Battery Materials

50%+ Forecasted EBIT CAGR Through 2024

~30% 10-year anticipated market demand CAGR

Strong demand for CCA driven by lithium-ion batteries for EVs

Distinguished commercial position

Commercial sales to 6 of top 8 battery makers with new product programs progressing at all 8; broad product offerings with specialty carbons, CNTs, CNS, fumed alumina

Global network to enable expansion

Manufacturing plants, R&D facilities and commercial and technical experts to support customers

Performance track record

FY22 EBITDA of $29 million; FY23 forecasted EBITDA in the range of $45-50 million

Battery Materials Expected to be Significant Growth Driver for Cabot

Next Phase of Battery Materials Investments

U.S. expansion announced to meet growing demand

Capacity Plans Enable Continued Growth

U.S expansion plans recently announced to meet growing demand

- 5-Year Plan to invest approximately $200 million in the U.S.
- Includes 15,000 metric tons of conductive carbons annually at existing Texas plant
- Additional new CNT powder and dispersion capacity

Capacity additions announced at investor day remain on track

- Enables 50%+ volume growth target

Investments strengthen global leadership position in Battery Materials

- Adds to our existing CCA capacity in the U.S., Europe and Asia
- Provides sufficient capacity to drive growth
- Supports regionalization of the EV materials supply chain in the U.S.

Growth Vector | Inkjet

25%+ Forecasted EBIT CAGR Through 2024

Digitization drives significant inkjet demand

Revenue expected to grow 20%+ CAGR from FY21- FY24

Commercial and packaging segments driving growth

Leading position due to technical capabilities and breadth; tracking 50%+ share in corrugated packaging

Investments for increased capacity aligned with demand growth

Expect to spend $55M in capex over next 3 years to increase scale of existing U.S. facility and begin work on next manufacturing location

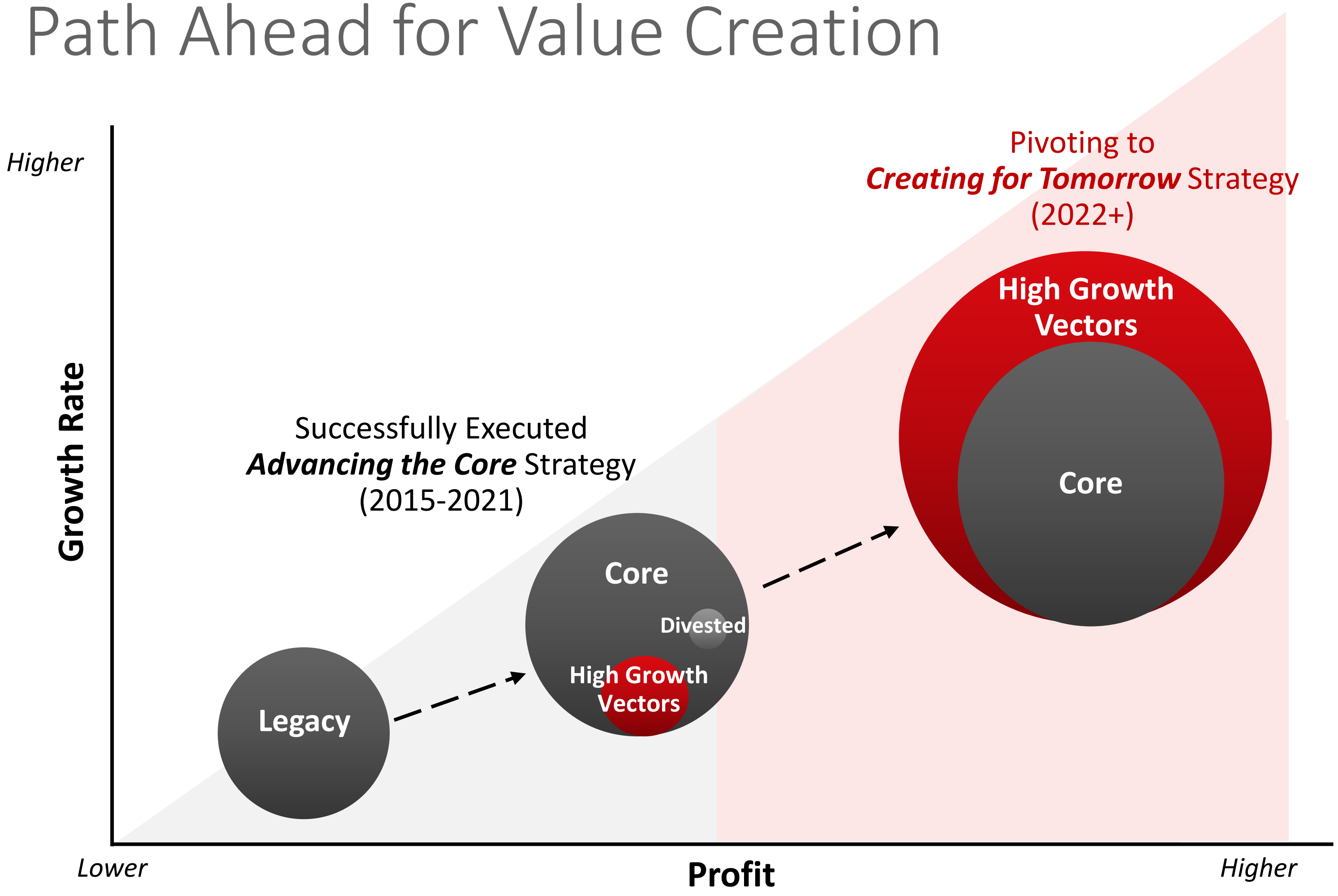
High-growth, high-RONA business

Anticipate 25%+ EBIT growth (CAGR) from FY21-FY24 with 30%+ RONA

Digitization in Commercial and Packaging Driving Potential for Transformative Growth

Creating for Tomorrow

Path Ahead for Value Creation



Valuation Creation Roadmap

High growth vectors
Battery Materials, Inkjet and E2C™ solutions

Core
Reinforcement Materials, Specialty Carbons, Specialty Compounds, Fumed Metal Oxides

Divested businesses
Specialty Fluids, Purification Solutions

**Note: Size of bubbles illustrative of potential market value*

Creating Value by Investing in Higher Growth, Higher Margin Businesses

Appendix

Use of Non-GAAP Financial Measures

This presentation includes references to adjusted earnings per share (EPS), total segment EBIT, segment EBITDA, adjusted EBITDA, adjusted return on invested capital (ROIC), discretionary free cash flow (DFCF) and operating tax rate, which are non-GAAP measures. Reconciliations of Adjusted EPS to net income (loss) per share attributable to Cabot Corporation, the most directly comparable GAAP financial measure, Total Segment EBIT, Total Segment EBITDA, and Adjusted EBITDA to income (loss) from continuing operations before income taxes and equity in earnings of affiliated companies, the most directly comparable GAAP financial measure of each such non-GAAP measure, operating tax rate to effective tax rate, the most directly comparable GAAP financial measure and Free Cash Flow and Discretionary Free Cash Flow to Cash flow from operating activities, the most directly comparable GAAP financial measure, are included in the following slides.

Cabot does not provide an expected GAAP EPS range or reconciliation of the Adjusted EPS range with an expected GAAP EPS range because, without unreasonable effort, we are unable to predict with reasonable certainty the matters we would allocate to “certain items,” including unusual gains and losses, costs associated with future restructurings, acquisition-related expenses and litigation outcomes. These items are uncertain, depend on various factors, and could have a material impact on GAAP EPS in future periods.

This presentation includes forecasted “total segment EBIT” but does not include a reconciliation to the most directly comparable GAAP financial measure income (loss) from continuing operations before income taxes and equity in earnings of affiliated companies because, without unreasonable effort, we are unable to predict with reasonable certainty the matters we would allocate to “certain items,” including unusual gains and losses, costs associated with future restructurings, acquisition-related expenses and litigation outcomes.

This presentation also includes our forecast of the range of our “operating tax rate” which represents the tax rate on our recurring operating results. This rate excludes discrete tax items, which are included in the effective tax rate. Discrete tax items are comprised of (i) unusual or infrequent items, (ii) items related to uncertain tax positions, and (iii) other tax items, such as the impact from the timing of losses in certain jurisdictions and cumulative tax rate adjustments. The operating tax rate also excludes the impact of the items of expense and income we identify as certain items on both our operating income and the tax provision. Management believes that the operating tax rate is useful supplemental information because it helps our investors compare our tax rate year to year on a consistent basis and to understand what our tax rate on current operations would be without the impact of these items.

Cabot does not provide a forward-looking reconciliation of the operating tax rate range with an effective tax rate range because, without unreasonable effort, we are unable to predict with reasonable certainty the matters we would allocate to “certain items,” including unusual gains and losses, costs associated with future restructurings, acquisition-related expenses and litigation outcomes. These items are uncertain, depend on various factors, and could have a material impact on the effective tax rate in future periods.

To calculate “Discretionary Free Cash Flow” we deduct sustaining and compliance capital expenditures and changes in Net Working Capital from cash flow from operating activities. To calculate “Free Cash Flow” we deduct capital expenditures as disclosed in the consolidated statement of cash flows (as Additions to property, plant and equipment) from cash flow from operating activities.

Use of Non-GAAP Financial Measures

Explanation of Terms Used

EBITDA Margin by product line is calculated by dividing estimated net income (loss), including depreciation and amortization, by estimated revenues

Adjusted return on net assets (“adjusted RONA”) by product line presented for the Performance Chemicals segment is calculated by dividing the twelve months’ estimated adjusted net income (loss) (a non-GAAP numerator) by adjusted net assets (a non-GAAP denominator). In the numerator, we estimate the product line’s portion of Segment EBIT, a GAAP measure, and reduce that by estimated allocations of interest income and expense, unallocated corporate costs and general unallocated income and expense. The denominator consists of estimates of our year-end operating assets for the product line, which are: net property, plant and equipment; adjusted net working capital; and investments in equity affiliates.

Net Working Capital - The term “net working capital” includes accounts receivable, inventory and accounts payable and accrued expenses.

Non-GAAP Financial Measures
Total Segment EBIT and Adjusted EBITDA

Our Chief Operating Decision Maker uses segment income (loss) from continuing operations before interest and taxes (which we refer to as segment "EBIT") to evaluate the operating results of each segment and to allocate resources to the segments. We believe Total segment EBIT, which reflects the sum of EBIT from our 2 reportable segments, provides useful supplemental information for our investors as it is an important indicator of the Company's operational strength and performance, allows investors to see our results through the eyes of management, and provides context for our discussion of individual business segment performance. Total segment EBIT is a non-GAAP financial measure and should not be considered an alternative for Income (loss) from continuing operations before income taxes and equity in earnings of affiliated companies, which is the most directly comparable GAAP financial measure. In calculating Total segment EBIT, we exclude from our income (loss) from continuing operations before income taxes and equity in earnings of affiliated companies: (i) items of expense and income that management does not consider representative of our fundamental on-going segment results, which we refer to as "certain items", and (ii) items that, because they are not controlled by the business segments and primarily benefit corporate objectives, are not allocated to our business segments, such as interest expense and other corporate costs, which include unallocated corporate overhead expenses such as certain corporate salaries and headquarter expenses, plus costs related to special projects and initiatives, which we refer to as "other unallocated items". Management believes excluding the items identified as certain items facilitates operating performance comparisons from period to period by eliminating the differences caused by the existence and timing of certain expenses and income items that would not otherwise be apparent on a GAAP basis. Investors should consider the limitations associated with this non-GAAP measure, including the potential lack of comparability of this measure from one company to another. A reconciliation of Total segment EBIT to Income (loss) from continuing operations before income taxes and equity in earnings of affiliated companies is below.

Dollars in millions	Q4 FY2022	Q4 FY2021	Fiscal 2022	Fiscal 2021
Income (loss) before income taxes and equity in earnings of affiliated companies	**$ 129**	**$ 66**	**$ 335**	$ 406
Less: Certain items	2	(27)	(183)	(34)
Less: Other Unallocated items	(31)	(23)	(124)	(110)
Total Segment EBIT	**$ 158**	**$ 116**	**$ 642**	**$ 550**
Plus: Total Depreciation & Amortization excluding corporate depreciation	35	43	145	160
Plus: Adjustments to Depreciation	-	(2)	-	(1)
Less: Unallocated corporate costs before corporate depreciation	15	14	59	57
Adjusted EBITDA	**$ 178**	**$ 143**	**$ 728**	**$ 652**

Non-GAAP Reconciliations
Adjusted EPS

Per Share/Fiscal Year	FY 2015[1]	FY2022
Net income (loss) per share attributable to Cabot Corporation	$ (5.49)	$ 3.62
Less: Net income (loss) per share from discontinued operations	0.02	-
Net income (loss) per share from continuing operations	(5.51)	3.62
Less: Certain items per share and dilutive impact of shares	(8.00)	(2.66)
Adjusted earnings per share	**$ 2.49**	**$ 6.28**

1. Amounts have been recast to reflect the retrospective application of the Company's election to change its inventory valuation method of accounting for its U.S. carbon black inventories from the last-in, first-out ("LIFO") method to the first-in, first-out ("FIFO") method.

	Fiscal 2023 [(A)]				
	Dec. Q	Mar. Q	June Q	Sept. Q	FY 2023
Reconciliation of Adjusted EPS to GAAP EPS					
Net income (loss) per share attributable to Cabot Corporation	$ 0.93	$ —	$ —	$ —	$ 0.93
Less: Certain items after tax per share	(0.05)	—	—	—	(0.05)
Adjusted earnings (loss) per share	**$ 0.98**	**$ —**	**$ —**	**$ —**	**$ 0.98**

	Fiscal 2022 [(A)]				
	Dec. Q	Mar. Q	June Q	Sept. Q	FY 2022
Reconciliation of Adjusted EPS to GAAP EPS					
Net income (loss) per share attributable to Cabot Corporation	$ (1.57)	$ 1.84	$ 1.69	$ 1.64	$ 3.62
Less: Certain items after tax per share	(2.86)	0.15	(0.04)	0.09	(2.66)
Adjusted earnings (loss) per share	**$ 1.29**	**$ 1.69**	**$ 1.73**	**$ 1.55**	**$ 6.28**

(A) Per share amounts are calculated after tax.

Non-GAAP Reconciliations
Adjusted EBIT, Adjusted EBITDA and Adjusted EBITDA Margin

Dollars in Millions/Fiscal Year	FY 2015[1]	FY 2022
Income (loss) from continuing operations before income taxes and equity in earnings of affiliated companies	$ (399)	$ 335
Interest expense	53	56
Certain items	617	183
General unallocated (income) expense	11	(1)
Equity in earnings of affiliated companies	4	10
Adjusted EBIT	**286**	**583**
Total Depreciation & Amortization	183	145
Adjustments to Depreciation (2)	1	-
Adjusted EBITDA	**$ 470**	**$ 728**
Net sales and other operating revenues	2,871	4,321
Adjusted EBITDA Margin	**16%**	**17%**

1. Amounts have been recast to reflect the retrospective application of the Company's election to change its inventory valuation method of accounting for its U.S. carbon black inventories from the last-in, first-out ("LIFO") method to the first-in, first-out ("FIFO") method.
2. (Adjustments to depreciation includes the addition of the depreciation expense of a contractual joint venture in Purification Solutions and Corporate depreciation less accelerated depreciation expense not allocated to a business.

Non-GAAP Reconciliations
Segment EBITDA and Segment EBITDA Margin

($M)/Fiscal Year	FY 2015	FY 2022
Reinforcement Materials EBIT	$ 143	$ 408
Plus: Depreciation & Amortization	83	70
Reinforcement Materials EBITDA	**$ 226**	**$ 478**
Reinforcement Materials Sales	1,507	2,575
Reinforcement Materials EBITDA Margin	**15%**	**19%**
Performance Chemicals EBIT	$ 178	$ 234
Plus: Depreciation & Amortization	54	72
Performance Chemicals EBITDA	**$ 232**	**$ 306**
Performance Chemicals Sales	927	1,372
Performance Chemicals EBITDA Margin	**25%**	**22%**

Non-GAAP Reconciliations
Adjusted Return on Invested Capital (ROIC)

($M)/Fiscal Year	FY 2015[1]	FY 2022
Numerator - Adjusted net income (loss):		
Net income (loss) attributable to Cabot Corporation	$ (334)	$ 209
Less: Certain items, net of tax benefit (provision)	(510)	(151)
Less: Net income attributable to noncontrolling interests	(8)	(34)
Less: Net Interest income and expense, net of tax (2)	(36)	(33)
Adjusted net income (loss)	**$ 220**	**$ 427**
Denominator - Adjusted invested capital (3):		
Total Cabot Corporation stockholders' equity	$ 1,604	$ 890
Plus: Noncontrolling interests	113	145
Plus: Total Debt	1,095	1,334
Plus: Purification Solutions impairment charges, net of tax	(193)	(167)
Less: Cash and cash equivalents	82	195
Less: Certain items, net of tax (4)	(212)	(156)
Adjusted invested capital	**$ 2,749**	**$ 2,163**
Adjusted return on invested capital	**8%**	**20%**

1. Amounts have not been recast to reflect the retrospective application of the Company's election to change its inventory valuation method of accounting for its U.S. carbon black inventories from the last-in, first-out ("LIFO") method to the first-in, first-out ("FIFO") method.
2. Tax on interest expense and interest income is calculated using the Company's fiscal 2015 and 2022 actual operating tax rates of 26% and 25% respectively.
3. Each component of adjusted invested capital is calculated by averaging the previous five quarter ending balances.
4. Four quarter certain items rolling average

Non-GAAP Reconciliations
Operating Tax Rate & Net Debt to Adjusted EBITDA

($M)/Fiscal Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Current portion of long-term debt & Short-term borrowings	$ 23	$ 8	$ 263	$ 284	$ 40	$ 21	$ 445	$ 354
Long-term debt	970	918	661	719	1,024	1,094	717	1,089
Total Debt	993	926	924	1,003	1,064	1,115	1,162	1,443
Less: Cash	77	200	280	175	169	151	168	206
Net Debt	916	726	644	828	895	964	994	1,237
Adjusted EBITDA	470	489	514	571	541	399	652	728
Net Debt to Adjusted EBITDA	**1.9**	**1.5**	**1.3**	**1.5**	**1.7**	**2.4**	**1.5**	**1.7**

Three months ended December 31	**2022**	
Dollars in millions (unaudited)	(Provision) / Benefit for Income Taxes	Rate
Effective Tax Rate	**$ (20)**	**24%**
Less: Non-GAAP tax adjustments (A)	**1**	
Operating tax rate (C) (D)	**$ (21)**	**25%**

1. Non-GAAP tax adjustments are made to arrive at the operating tax provision. It includes the income tax (expense) benefit on certain items, discrete tax items, and, on a quarterly basis the timing of losses in certain jurisdictions. The income tax (expense) benefit on certain items is determined using the applicable rates in the taxing jurisdictions in which the certain items occurred and includes both current and deferred income tax (expense) benefit based on the nature of the certain items. Discrete tax items include, but are not limited to, changes in valuation allowance, uncertain tax positions, and other tax items, such as the tax impact of legislative changes.

Non-GAAP Reconciliations
Discretionary Free Cash Flow (DFCF)

($M)/Fiscal Year	**FY 2022**
Cash flow from operating activities	$ 100
Less: Changes in net working capital	(431)
Less: Sustaining and compliance capital expenditures	136
Discretionary Free Cash Flow	**$ 395**

Dollars in millions	**Q1 FY2023**	**Q1 FY2022**
Cash flow from operating activities [(A)]	$ 52	$ (49)
Less: Additions to property, plant and equipment	35	30
Free cash flow	**$ 17**	**$ (79)**
Plus: Additions to property, plant and equipment	35	30
Less: Changes in net working capital [(B)]	(34)	(143)
Less: Sustaining and compliance capital expenditures	23	22
Discretionary free cash flow	**$ 63**	**$ 72**

A. As provided in the Condensed Consolidated Statement of Cash Flows.

B. Defined as changes in accounts receivable, inventory and accounts payable and accrued liabilities as presented on the Condensed Consolidated Statement of Cash Flows.