

ESG Leadership: Creating a More Sustainability Future



ESG | Key Messages

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Innovations for a lower Carbon Future

Portfolio offers products that solve our customers' sustainability challenges and enable a lower carbon future

Delivering World Class Performance Responsibly

Making progress against our 2025 Sustainability goals

Driving Environmental and Operational Excellence

Demonstrating leadership in our industries with the technology, expertise and resources to innovate for the future

Leading in ESG

Long-standing culture of sustainability; continue to provide visibility and transparency

Our Sustainability Evolution



Sustainability is Integrated into Every Facet of Our Business and Yielding Results

Our Innovative Chemistry Enables Sustainable Solutions

Sustainability Trends



Mobility

- Li-ion batteries for EVs
- Light weighting
- Extend tire life to reduce waste
- Low rolling resistance for fuel efficiency and EV range

Cabot Solutions



Conductive carbon additives & formulations
Drive performance of next-gen batteries



Reinforcing carbons & E2C[™] solutions Extend tire life and improve EV range



Specialty carbons & SilicasEnable significant light weighting



Infrastructure

- Alternative energy sources
- Improved insulation
- Improved power distribution infrastructure for reliability



Fumed silica
Provides critical functionality for
structural adhesives in turbine blades



Specialty carbons
Energy efficient EPS foam insulation with
lower thermal conductivity



Conductive carbons for power cables

For more efficient and
reliable energy distribution



Consumer

- Digital printing
- Enabling recycling of plastics
- Fiber dying alternatives
- Aqueous pigment systems



Inkjet colorants for digital printing Consume less energy & enable more sustainable packaging



Specialty carbons
For dope dyed fiber, eliminating environmental effluents

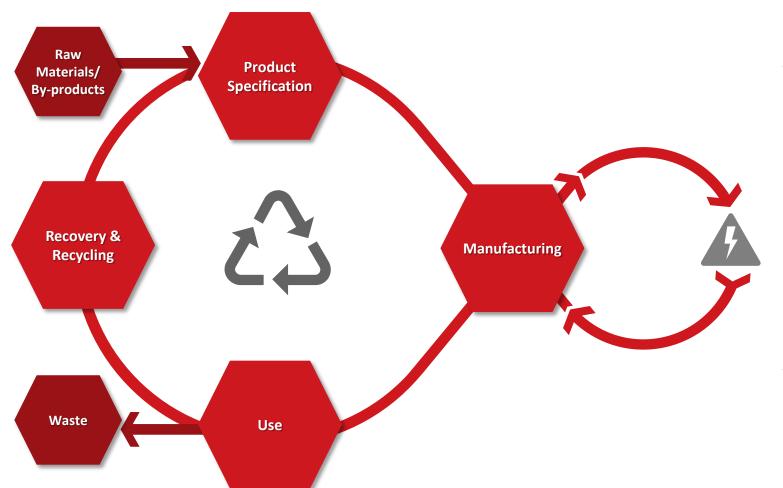


Innovative formulations & compounds

Enable circularity and
enhance recycling

Our Broad Portfolio Enables a Lower Carbon Future

Circularity is Embedded in Our Operating Practices



- Feedstock of our carbon black and fumed silica product lines are a by-product of another production process
- heat into useful energy at a rate of 157% of energy purchased; on path to achieve 200%
- Innovating to increase use of recycled content

Circularity Results in Broad Sustainability Benefits

Making Progress with Broad Sustainability Focus







Caring for our people and communities

Building a better future together

Acting responsibly for the planet



Caring for Our People and Communities

Objectives	2025 Targets	Progress	United Nations Sustainable Development Goals
Occupational Health & Safety	 Reduce injuries and significant process safety events by 50% 	 Achieved 75% and 65% of our personal safety goals Launched new management of change software system to enhance ability to evaluate and mitigate safety risks 	3 GOOD HEALTH AND WELL-BEING
Retention, Diversity & Development	 Foster inclusion and support development Increase diverse representation 	 An inaugural sponsor of the Future of STEM Scholars Initiative (FOSSI) Formed new employee resource groups, including the Black Employees and Allies United (BEAU), Pride @ Cabot and a Veterans ERG 99% of leaders completed unconscious bias training 	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
Community Engagement	 100% of our locations engaged with our communities Invest \$10M to help our communities thrive 	 Engaged 83% of our sites in volunteering, site-level or Cabot Foundation donations Supported essential workers and COVID-19 relief efforts Contributed over \$4M in support our communities over the last three years 	4 QUALITY EDUCATION 11 SUSTAINABLE CITIES AND COMMUNITIES



Building a Better Future Together

Objectives	2025 Targets	Progress	United Nations Sustainable Development Goals
Economic Value Generated and Distributed	 Invest \$1B in capital and technology 	 Achieved 69% of our goal Completed strategic investments in our operating facilities and portfolio 	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Product Sustainability	 Assess sustainability impacts of our top product applications 100% of our new products and processes will have a sustainability benefit 	 Completed comprehensive life cycle analysis (LCA) of carbon black Several priority LCAs underway 100% of new products were assessed for sustainability in 2021 72% of active projects in 2021 had a sustainability benefit 	6 CLEAN WATER AND SANTATION 7 AFFORDABLE AND CLEAN ENERGY 9 INDUSTRY, INNOVATION P AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES AND COMMUNITIES AND PRODUCTION AND PRODUCTION CONSUMPTION AND PRODUCTION
Supplier Sustainability	 Engage our key suppliers on sustainability 	 23% of critical suppliers assess for sustainability impacts Participated in a cross-sector partnership to successfully demonstrate net-zero trucking capability 	10 REDUCED INEQUALITIES 13 CLIMATE FOR THE GOALS FOR THE GOALS



Acting Responsibly for the Planet

Objectives	2025 Targets	Progress	United Nations Sustainable Development Goals
Environmental Compliance	 100% of facilities certified with an environmental management system 	 78% of our locations have achieved external certification 	11 SUSTAMARIE CITIES 12 CRESHONSIBLE CONSUMPTION AND PRODUCTION AND PRODUCTION CONSUMPTION AND PRODUCTION AND PRODUCTION
Emissions	 Reduce GHG intensity by 20% Reduce NO_X emissions intensity by 50% Reduce SO₂ emissions intensity by 40% 	 Achieved 91% of our GHG intensity goal Achieved 91% of our NO_X and 42% SO₂ intensity reduction goals 	3 GOOD HEALTH AND WELL-BEING
Energy	 Export 200% of energy imported Reduce energy intensity by 10% 	 Exported 157% of amount of energy imported on path to achieve 200% Achieved 80% of our energy intensity reduction goal 	7 AFFORDABLE AND GLEAN CHERKY SHOWATCH AND INFRASTRICTURE AND COMMANDITIES AND COMMANDITIES AND COMMANDITIES AND PRODUCTION AN
Waste & Spills	 Reduce waste disposal from operations by 20% and ultimately eliminate manufacturing waste 	 Reduced waste generation by 45% from 2020 levels Increasing beneficial reuse of manufacturing waste streams 	11 SUSTAMMARE CITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION CONSUMPTION
Water	 Reduce water withdrawal intensity by 20% 	 Achieved 31% of water withdrawal intensity reduction goal 11 out of 12 sites in water scarce regions demonstrated performance better than our water reduction target 	6 CLEAN WAITER AND SANITATION TO THE BELOW WAITER TO THE BELOW WAITER

A Leader in ESG Transparency

A strong culture of leadership in sustainability enables us to differentiate ourselves

Committed to Transparency			
DRIVING SUSTAINABLE ECONOMIES	Disclosures on energy, GHG emissions and water to CDP (formerly Carbon Disclosure Project) published annually since 2010		
GRI	Have issued sustainability reports in accordance with GRI Standards since 2010		
SASB	Included Sustainability Accounting Standards Board (SASB) framework beginning in 2019		
TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES	Advanced our climate-related disclosures with TCFD climate scenario risks and opportunities matrix		
WE SUPPORT	Proud signatory to UN Global Compact since 2015		



Our 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

ESG | Key Takeaways

1

Enabling a lower carbon future by delivering products that address sustainability challenges

2

Making progress on our 2025 Sustainability goals and working to achieve our net zero ambition by 2050

3

Driving circularity and resource conservation across our operations

4

Leading our industry through transparency and a vision for the future through innovation, collaboration and leadership

