

CABOT CORPORATION
**SUSTAINABILITY
REPORT 2020**



CABOT 



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INTRODUCTION



A MESSAGE FROM OUR CEO

The COVID-19 pandemic has challenged companies in ways never envisioned, testing the viability of business strategies, company culture, supply chains and the operating protocols that ensure employees and communities are protected. Cabot Corporation was no exception. While we have constantly evolved throughout our nearly 140-year history, the level of challenge in 2020 served as a catalyst to increase the breadth of our sustainability ambitions and the importance of this work.

The Cabot team showed tremendous agility and resilience, responding quickly to the challenges of the COVID-19 public health crisis. We transformed our ways of working to guard the health and safety of our people and communities while continuing to provide essential products to our customers and protect the high-value positions and benefits for our employees.

By working together, we protected the company and strengthened our foundation so that we might emerge from this period in an even stronger position. Our culture and high level of employee engagement, along with our deeply held values of integrity, respect, excellence and responsibility, created a powerful team dynamic to face the challenges of 2020. I am immensely proud of our employees – they have truly shown what it means to be strong and resilient.

Advancing Our Sustainability Objectives

Despite the pandemic, we continued to advance our sustainability agenda by developing teams and plans to support our 2025 goals, which are aligned with the United Nations Sustainable Development Goals (SDGs).

Our goals have been informed by a thorough materiality assessment and a view that a truly sustainable company must address the needs of its diverse stakeholders. As a result, we have broadened our goals beyond safety and environmental dimensions to include key social and governance priorities. However, the foundation of our agenda remains focused on the safety and environmental aspects, as we have a rich history of excellence and leadership in these critical areas. Our performance has been recognized with numerous accolades from external parties and third-party ratings agencies, including being named one of America's Most Responsible Companies by *Newsweek* magazine for the second year in a row and achieving a platinum rating from EcoVadis. We have learned that success in the safety and environmental arena is built on a culture of employee engagement, and we intend to build on that culture to extend performance across our broader set of goals.

In 2020, we invested significant resources and leadership attention into the engagement and education of our employees around our new sustainability goals. By increasing understanding and alignment around the

goals, our teams are better equipped to contribute to their achievement. Just as safety and environmental performance requires the commitment and participation of all employees, so do all our 2025 goals.

We learned from our safety and environmental experience that goals must be incorporated into the overall business strategy, management processes and choices on resource allocation. When this level of integration and commitment is achieved, results typically follow. By extending this approach to our 2025 goals, we are building a blueprint for success. As an example, all product development projects now have an explicit assessment of the sustainability benefits and impacts, and this information is influencing our choices on projects and strategic customer partnerships.

The rollout of our 2025 sustainability goals was enthusiastically received by our employees, and I am encouraged by their excitement and commitment as well as the early signs of progress.

Transparency and Commitment

Transparency remains a cornerstone of our sustainability agenda, and we continue to extend that commitment by enhancing our sustainability disclosures. We remain a proud signatory to the United Nations Global Compact and are committed to reporting the progress of our sustainability program. Our sustainability reports have long been published in accordance with the GRI Sustainability Reporting Standards and starting with

our 2019 report, we aligned our disclosures with the framework endorsed by the Sustainability Accounting Standards Board (SASB). Additionally, we are updating our enterprise risk management activities to include a more formal framework for climate scenario analysis that aligns with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This enhanced level of analysis and transparency with respect to climate risks will complement our existing reporting efforts and further shape our strategies for the future. Our work this year will help lay the groundwork for our future contributions to a net zero economy, and the establishment of ambitious climate targets beyond 2025.

I am proud to lead this innovative company and continue to draw inspiration from our people. They are the ones who are bringing our sustainability commitments to life for our stakeholders. By leveraging our strong culture, a high level of employee engagement, a rich innovation heritage and a passion for continuous improvement, I am convinced we will contribute to making the world a better and more sustainable place.

Regards,



Sean D. Keohane
President and Chief Executive Officer
Cabot Corporation

GRI: 102-14

"Our culture and high level of employee engagement, along with our deeply held values of integrity, respect, excellence and responsibility, created a powerful team dynamic to face the challenges of 2020."



ABOUT THIS REPORT

Serving as our annual Sustainability Report, this report has been prepared in accordance with the GRI Standards: Core option and addresses the sustainability topics most material to Cabot. It also addresses the sustainability accounting standard for the chemicals industry, as defined by the Sustainability Accounting Standards Board framework (SASB). Furthermore, this report includes our annual Communication on Progress (COP) as part of our ongoing commitment to the United Nations Global Compact (UNGC). Our last sustainability report was published in June 2020.

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 2020 calendar year, except for the financial data, which reflects the company's 2020 fiscal year (October 1, 2019, through September 30, 2020). The data also reflects the acquisition of Shenzhen Sanshun Nano New Materials Co., Ltd, which was completed in April 2020. To ensure the highest level of data integrity, we maintain databases for safety and environmental incident tracking, greenhouse gas emissions, finance and human resources. This data is collected, analyzed and reviewed by subject-matter experts within the organization. Our total Scope 1 and Scope 2 greenhouse gas emission data undergoes biennial verification by an independent third party, conducted most recently in the spring of 2021 for our 2019 and 2020 data.

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 performance and vision for improvement in each of these areas. Our material topics are organized into three chapters reflecting the focus areas of our sustainability commitment, including Caring for Our People and Communities, Acting Responsibly for the Planet, and Building a Better Future Together. Markers are provided throughout the report to indicate the correlation between material topics, the GRI Standards and the SASB framework.

GRI: 102-46, 102-47, 102-48, 102-49, 102-50, 102-51,
102-52, 102-54, 102-56



OUR 2025 SUSTAINABILITY GOALS

Our 2025 sustainability goals are an ambitious set of objectives and performance targets for our material sustainability topics. We believe these goals are crucial not only for our long-term success but also to meet the expectations of our stakeholders and broader society. Our 2025 goals catalyze our collective action and continuous improvement across our global operations.



OUR 2025 SUSTAINABILITY GOALS

HIGHLY MATERIAL TOPICS

UN SUSTAINABLE DEVELOPMENT GOALS



CARING FOR OUR PEOPLE AND COMMUNITIES

OCCUPATIONAL HEALTH & SAFETY

Reduce injuries and significant process safety events by 50%.



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.



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. Reduce energy intensity by 10%.



EMISSIONS

Reduce greenhouse gas emissions intensity by 20%. Reduce NO_x emissions intensity by 50%. Reduce SO₂ emissions intensity by 40%.



WASTE & SPILLS

Reduce waste disposal from operations by 20% and ultimately eliminate manufacturing waste.



WATER

Reduce water withdrawal intensity by 20%.



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 products and processes will have a sustainability benefit.



SUPPLIERS' SUSTAINABILITY

Engage our key suppliers on sustainability.



GRI: 102-47 | SASB: RT-CH-110a.2, RT-CH-140a.3



OUR COMMUNICATION ON PROGRESS

We have been a proud signatory of the United Nations Global Compact (UNGC) since 2015. We remain committed to making progress regarding the ten principles within the categories of environment, labor, human rights, and anti-corruption.



Environment

We are dedicated to understanding and managing our environmental impacts on the world. We recognize the numerous environmental issues facing our planet. We fully accept our responsibility to reduce our environmental footprint to the greatest extent possible across our global operations. To this end, we continue to develop strategies to minimize the environmental impact of our business, conserve resources and promote environmental awareness. This commitment is underscored by the fact that many of the topics identified as most material to our sustainability program are related to the environment. Globally, our efforts are focused on reducing energy usage, emissions and waste. We also recognize the importance of water as a natural resource, and we continue to monitor risks and work to reduce our water-related impacts. Our expanded set of 2025 sustainability goals and related environmental metrics drive our efforts to evaluate and continuously improve our performance.

Labor

Supporting the safety and well-being of our workforce is our top priority. We work diligently to ensure the safety of our employees, contractors, visitors and communities where we operate. We maintain our sharp focus on safety by ensuring all employees, contractors and visitors are trained and prepared to keep themselves and others safe while completing their work. In addition, we recognize the benefit of promoting wellness across our workforce and offer numerous opportunities to promote employees' wellness inside and outside of work while creating a healthier, more engaged culture. We strive to ensure our organization reflects the diversity of our operations. We are dedicated to providing equal opportunity for all employees at all levels, as demonstrated by our CEO's

commitment to the CEO Action for Diversity and Inclusion initiative. As one of our core values, we respect the differences of all our employees and have zero tolerance for discrimination on the basis of ethnic or racial status, color, nationality, descent, religion, caste, gender, age, physical characteristics or appearance, sexual orientation, union membership, or political affiliation. We are fully compliant with all requirements stemming from labor legislation and collective agreements in the countries in which we operate.

Human Rights

We are committed to conducting our business with integrity and believe that it is our responsibility to respect human rights with regard to our employees, suppliers, customers and communities. We firmly believe that every individual deserves to be treated with dignity, honesty, integrity, respect and fairness. We are guided by international standards embodied in the United Nations Universal Declaration of Human Rights; the International Covenant on Civil and Political Rights; the International Covenant on Economic, Social and Cultural Rights; and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. Our commitment is also explicitly covered in our Code of Business Ethics and our formal Human Rights Policy. We also require that our suppliers comply with our Code of Business Ethics, which in some cases demands higher standards than required by local law. Pursuant to the California Transparency in Supply Chains Act, we have posted a statement on our website that suppliers are expected to comply with all applicable laws and standards related to labor practices and human rights.

Anti-Corruption

We require that all employees, suppliers and customers conduct business in accordance with the highest ethical standards and in full compliance with all applicable anti-bribery laws and regulations, which is vital to the success of our business. All forms of corruption, including bribery and extortion, are unethical, unacceptable and inconsistent with our values and our Code of Business Ethics. To support this position, we have developed detailed policies, compliance procedures and training. All employees are required to undergo training on the Code of Business Ethics on an annual basis, through

which they learn how to identify potential risks of corruption and how such matters should be addressed. Based on an employee's role and job responsibilities, supplementary training and additional guidance from our International Anti-Corruption Compliance Manual may also be required to uphold our high expectations for ethical business conduct. In addition, to facilitate the reporting of potential or suspected misconduct or noncompliance, including bribery-related activities, we provide a reporting hotline through which Cabot employees can confidentially report issues or matters of concern.

GRI: 102-12



ABOUT CABOT

Cabot Corporation is a leading global specialty chemicals and performance materials company headquartered in Boston, MA, USA, that has provided innovative performance solutions to customers for nearly 140 years. We are a leading provider of rubber blacks and specialty carbons, fumed metal oxides, masterbatches and conductive compounds, elastomer composites, inkjet colorants and inks, activated carbon, and aerogel.

We strive to be the most innovative, respected and responsible leader in our markets – delivering performance that makes a difference. As a market leader, we collaborate with customers to find innovative solutions that will help them advance their own products for a wide range of industries, from transportation and infrastructure to environment and consumer goods. We know that the properties our products impart – from durability and light-weighting to improved fuel efficiency – allow us to help our customers address key sustainability challenges. We look to advance in these areas with a continued focus on improving the performance of both our materials and the end products in which they are used.

We are known as one of the global leaders in safety, health and environmental (SH&E) performance. We continuously invest in sustainability, motivated in large part by the commitment and drive of our colleagues around the

world. Our global network consists of approximately 4,500 employees in 60 facilities in more than 20 countries, including 43 manufacturing sites, global research and development capabilities at eight locations, and sales and administrative staff in 25 locations.

Despite the global recession of 2020, we continued our efforts to further our Advancing the Core strategy. In 2020 we completed the acquisition of Shenzhen Sanshun Nano New Materials Co., Ltd (SUSN), a leading carbon nanotube (CNT) producer in China. We continued to invest in growing our core businesses, including the startup of our new fumed silica plant in Carrollton, KY, USA. We also progressed with the planned upgrade of our new carbon black plant in Xuzhou, China, from rubber blacks to specialty carbons.

GRI: 102-2, 102-4, 102-6, 102-7, 102-10, 103-1

Our Locations



Values and Ethics

Our ability to achieve our vision of being the most innovative, respected and responsible leader in our markets depends on promoting a business culture rooted in our core values of integrity, respect, excellence and responsibility. These values ensure that we are operating ethically and transparently and are fundamental to our relationships with our customers, partners, distributors, shareholders and colleagues worldwide.

Cabot has adopted a Code of Business Ethics that applies to all our employees, officers, directors and suppliers. The Code establishes the standards of ethical behavior and business conduct that we expect throughout our organization. Each year, all employees are required to

complete training on our Code of Business Ethics. We provide this training in 13 different languages to our global employees. The Code covers topics such as the importance of treating each other with mutual respect, interacting with our customers and other stakeholders with a high standard of ethics, and serving our communities in a responsible manner. The Office of Compliance, which reports to the Audit Committee of the Board of Directors, oversees communication, education and compliance with the Code as well as overall compliance with laws and regulations. We also employ and train additional Legal and Human Resources personnel to help our employees reach the right decision, regardless of the circumstances.

GRI: 102-16



ENGAGING WITH OUR STAKEHOLDERS

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 below.

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 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 (CAPs) and Community Engagement Days, where our neighbors can visit our facilities, interact directly with Cabot employees and learn more about the plant operations.

Over the past few years, we have seen an increased interest in environmental, social and governance (ESG) issues from our investor community which believes these issues and related actions are important indicators of long-term performance and business success. We continue to increase our engagement with our investors on these topics to ensure both Cabot's financial and nonfinancial performance are considered.

STAKEHOLDERS	TYPES OF ENGAGEMENT	KEY TOPICS
Employees	Meetings, executive briefings, training sessions, surveys, regular intranet communication and internal social media streams	Business performance, value of our work, strategic initiatives and vision, 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, social media	Plant operations, safety, environmental stewardship, emergency response planning, compliance programs, emissions, sponsorships, 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, product safety and regulatory information
Suppliers	Presentations, supplier agreements, performance assessments, supplier summits, trade shows, trade magazines	Performance criteria and expectations, sustainability, safety
Investors	Annual report, quarterly disclosures, sustainability report, annual meeting, individual meetings, social media, website, business and trade news	Business performance, strategy, execution, material disclosures, sustainability
Regulators	Plant visits, training sessions, technical information exchanges, inspections	Compliance reporting, problem solving, technical information, sustainability

GRI: 102-40, 102-42, 102-43, 102-44, 103-3 | SASB: RT-CH-210a.1



CREATING A CULTURE OF SUSTAINABILITY

Over the years, we have broadened our view of sustainability beyond a foundation of safety, health and the environment. With the announcement of our expanded 2025 sustainability goals, it was vitally important to make sustainability personally relevant to our employees and provide a clear understanding of how sustainability is embedded in our business decisions. A central aspect of our communication and education around the 2025 goals was to create strong links between sustainability, our vision and values, and our employees' daily work. To help employees across our network engage more deeply with our new goals, we created several resources, including a 2025 Sustainability Goals launch video, a microsite, updated web content and other reference materials. We also developed tools and processes that make it easier for our employees to integrate sustainability into their work practices.

Our goals inspire us all to relentlessly pursue solutions to the sustainability challenges of our customers, our communities and our world. Our progress toward these goals reinforces our sustainability leadership and truly differentiates us from our competition. Success will depend not only on sustainability champions in leadership roles but, more importantly, on our ability to engage employees across all levels and geographies to join in our commitment to achieving these goals. To that end, we designated goal owners who assembled teams of collaborators from all around our network. Each team formulated a strategy and identified actions to accomplish their individual goals.

The goal owners and their teams developed educational tools to discuss the "why" of each goal, where we are with respect to achieving the goal and what actions we can take to accomplish the goal. A weekly education series was rolled out, featuring information and perspectives on each goal. For the series, the 11 goal owners developed impactful messages and produced a multitude of videos to convey the importance of each goal. Over the course of 12 weeks,

individuals throughout Cabot engaged with the material to better understand the goals' objectives and how they can contribute to them. Information was concurrently shared with external stakeholders via our social media channels and website.

Our educational series, robust communications and the materials developed by the goal leaders helped us prepare for a successful Global Sustainability Day (GSD) 2020 event – the annual celebration of our commitment to sustainability. This year for the first time ever, GSD was held virtually. Employees at every location conducted gap assessments for the 11 goals and identified the biggest opportunities for progress at their site. Working groups at each site engaged with their local colleagues and regional leadership to vet those ideas, prioritize actions and establish near-term commitments. GSD 2020 culminated in a virtual closing ceremony that recapped our teams' efforts and highlighted site-level commitments and best practices for helping us achieve our sustainability goals. As an output for GSD 2020, each site created a commitment card stating which goals the facility would focus on in the coming year and specific actions the site could take toward achieving these goals.

While external engagement and progress in our sustainability program remain top priorities, the launch of our 2025 sustainability goals required us to build credibility, foster pride and instill a sense of accountability with our employees. By empowering our team to understand their role in meeting the 2025 goals, we can achieve our vision of being the most innovative, respected and responsible leader in our markets – delivering performance that makes a difference.





TCFD AND CLIMATE READINESS

At Cabot, we have long been dedicated to addressing climate related issues, first through our emissions reduction plans, and more recently, through our new 2025 emissions and energy goals. While we are committed to making progress toward these goals, we recognize the need to ensure our sustainability initiatives stay relevant and keep pace with the rapid changes to the world around us. The transition toward a climate-friendly world remains a fundamental challenge of the 21st century. 2020 signaled an even greater global focus on expansive sustainability agendas and the demand for more aggressive action on climate change. Our investors, financial providers, customers, and other stakeholders increasingly sought more transparency on our climate-related transition plans.

At Cabot, climate protection is firmly embedded in our sustainability commitment and is an essential part of our business strategy. By the end of 2020, we have already realized 77% of our 2025 GHG emissions intensity goal and 81% of our 2025 energy intensity goal. However, we know that achieving our current sustainability goals is not enough. As a leader in our industry and a carbon-intensive company, we are committed to climate protection through carbon management and taking the appropriate steps to contribute to the world's transition to a lower-carbon economy.

In 2020, we expanded our sustainability commitments to include support of the Task Force for Climate-related Financial Disclosures (TCFD) organization and its mission, including alignment with the TCFD recommendations. By aligning with TCFD, we establish a robust framework for our businesses to further evaluate climate risks and opportunities and increase transparency regarding our actions over the medium (2025 to 2030) and long term (2031 to 2050). Understanding the potential effects to our business under various climate scenarios positions us not only to manage future risks but also capture new business opportunities. Ultimately, this results in a more resilient company. Our TCFD scenario analysis will be completed in mid-2021, with expanded TCFD disclosures planned for 2021 and 2022.

In addition to TCFD, we are committed to supporting the Paris Climate Agreement and are currently evaluating how to align our medium and longer term sustainability goals with the Science-Based Targets initiative (SBTi). Target setting under SBTi follows the latest climate science necessary to meet the Paris Agreement goals of limiting

global warming to less than 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C. We are actively participating in SBTi's Chemical Sector Stakeholder Advisory Group and the Assessing low Carbon Transition (ACT) Chemical Sector Technical Working Group to develop chemical sector guidance which is anticipated to be available in late 2022. At Cabot, we are committed to effective and economically efficient global climate protection strategies. This can only be achieved with meaningful engagement with all stakeholders on climate policies and through strong partnerships that drive technology innovations.

As the world moves toward decarbonization, cooperation between industry and policymakers that leads to positive, outcome-oriented climate policies and preserves competition in the market is essential. We continue to work closely with our customers, suppliers, employees, regulators, and local communities to implement more sustainable business practices and introduce more sustainable products that further enable our customers (and their customers) to minimize their environmental footprint. Our products continue to play a critical role in the transformation to a net zero economy. By reducing our GHGs and other emissions through process optimization, energy efficiency, green energy procurement and other conservation methods while also exploring new technologies and collaborative partnerships to foster innovation, we will achieve long-term benefits that transform the world around us and contribute positively to a lower-carbon economy.

GRI: 102-44, 201-2 | SASB: RT-CH-110a.2, RT-CH-530a.1



CARING FOR OUR PEOPLE & COMMUNITIES



We recognize that our people are critical to our ability to execute on our sustainability agenda. Our commitment to providing safe working conditions and involving all our employees in our safety efforts has been a fundamental part of our history. This focus on safety helps us attract and retain top talent from around the world and helps 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 embracing diversity in its many forms throughout our workplace. To remain a competitive employer, we acknowledge the importance of our company values, vision, 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.



OUR COVID-19 RESPONSE: NAVIGATING THESE TIMES RESPONSIBLY

Throughout our nearly 140-year history, we have been committed to operating with our employees' and communities' safety and well-being as a top priority. With the COVID-19 pandemic, we were faced with a number of economic and social challenges, and we prioritized the safety of our people.

Protecting Our People While Maintaining Critical Operations

Our focus on protecting the well-being of our employees and communities was particularly crucial in 2020. In the earliest days of the pandemic, we took swift action by launching a COVID-19 crisis response team. This team monitored ongoing developments and information from government and health authorities and informed our implementation of contingency plans and appropriate safety measures.

As efforts to contain COVID-19 intensified throughout the year, it was imperative that we did our part to limit the spread of the virus through enhanced safety measures while also continuing to produce materials for critical supply chains. Our manufacturing operations and the materials we produce are essential to products needed for medical equipment and infrastructure applications.

Based on the best available guidance and consultation with internal and external constituents, we put a number of preventive and mitigation safeguards into effect. We quickly implemented measures to reduce employee density, enhance cleaning and enact distancing protocols at all sites. Additional personal protective equipment (PPE) was provided to employees, and work procedures were modified to reduce risk. We continually refined these measures as new information about the virus became available. These safeguards, combined with coordinated internal communications, helped protect the health and safety of our workers and their loved ones.

With the rapid development of the pandemic, we identified the need to ensure mental health and financial stability were a part of our strategy to further our commitment to employee well-being. We recognize the impact of isolation and increased demands of protecting and caring for loved ones on many of our employees. To address these personal needs, we enhanced our already comprehensive benefit offerings by increasing focus on emotional well-being and workplace flexibility. Specifically, we developed Emergency

Leave and Pay Continuation policies and established programs to support physical, financial, emotional and social health. We were also able to offer programs to help employees manage their work/life balance during the crisis.



KEEPING EMPLOYEES AND FAMILIES SAFE

We recognize that the COVID-19 pandemic was, and continues to be, a stressful, scary and uncertain time for our employees and their families. It was important for us to ensure not only that we implemented appropriate measures to keep our employees safe at work, but also that we helped educate their family members on using appropriate precautions to help minimize their collective risk and exposure to the virus. Specifically, our South American sites engaged in a variety of activities focused on practicing our critical expectations at work and at home. For instance, our team in Altamira, Mexico, engaged in several virtual meetings with the local plant physician to discuss measures being taken to safeguard our employees at work and how to protect themselves from possible infections in the community, as well as answer questions and relieve doubts that family members may have had. In addition, our team in Campana, Argentina, conducted online training for employees and their families regarding safe entry to their homes after leaving work and proper use of masks and face coverings. Finally, our team in Cartagena, Colombia, engaged with employees and their families by delivering COVID-19 prevention kits, conducting educational webinars, sending an engagement letter from the site facility general manager emphasizing everyone's commitment, and providing preventive measure recommendations.

Helping Our Communities

We complemented these efforts by helping our local communities combat the virus. Many of our sites and employees around the world found ways to contribute time, resources, supplies and other assistance to support essential workers and local COVID-19 relief efforts.

Recognizing the significant pressure healthcare workers are under, our site in Barry, Wales, UK, donated a selection of much-needed snacks and drinks to the staff at their local hospital, who were working tirelessly to treat patients critically ill with COVID-19.

As many families and schools struggled to adapt to new ways of learning, our Tuscola, IL, USA facility provided lumber and materials to the local Kiwanis Club to help provide an outdoor classroom for students at Northward Elementary and East Prairie Middle schools. Our donation helped build ten benches with tables for each school to utilize for outdoor classes, snack time and mask breaks.

In Maua, Brazil, our local Community Outreach Team maintained their traditional Campaign for Winter Clothes Donation even under challenging circumstances. Faced with COVID-19 restrictions, the team developed a safer way to receive materials through a "Donation Drive-Thru" at our manufacturing plant. Given the strain on many families, employees were invited to donate nonperishable food as well as clothes, shoes and toys. Through this effort, our Cabot Brazil team was able to help support four different communities with food and winter clothes.

We are proud to have been able to help and serve our communities to the best of our ability during this time, but most of all, we are immensely proud of the way our people around the world responded to these challenging times.





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.

GRI: 103-1

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 SH&E, who oversees a global team of SH&E professionals, including regional directors. SH&E and security 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 in our recordable and severe injury rate by 2025. Through our global SH&E Policy, which is endorsed by our Executive Management Team, we hold ourselves accountable to demonstrate our company values and continuously improve the way we operate. The policy defines several important objectives for our continuous improvement in safety, including:

- ◆ Complying with all applicable 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 SH&E Policy 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 to employees, contractors and visitors. Additionally, all Cabot facilities are operated with local health and safety committees that are open to all workers, including union and non-union labor participation. These committees meet on a routine basis, and their primary focus is to ensure open dialogue around SH&E 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 SH&E 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 and internal

standards. 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. Task-specific training addresses skills such as hot work, confined space, and industrial medic first aid for manufacturing. 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, investigates all claims of retaliation and provides training to all employees on coaching, sensitivity to harassment, ethics and compliance.

Cabot has 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 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 manufacturing operations and our product portfolio. All employees have access to information on chemical hazards and occupational services through internal communication networks and SH&E experts. We carry this approach beyond our operations through an emergency response system and advisory services to cover chemical shipments worldwide. Cabot has a proven track record of promoting occupational health by participating in industry groups and sponsoring research on the 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 SH&E 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 entails monitoring the condition and functionality of our processes, equipment and infrastructure to ensure our operations are as safe and efficient as possible. Prior to initial unit startups and when significant changes to operations are required, 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 (API'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, 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 risks in the future. We share the results of these evaluations globally, so all our sites can learn from the event and reduce similar risks.

GRI: 102-12, 103-1, 103-2, 103-3, 403-1, 403-2, 403-3, 403-4, 403-5
SASB: RT-CH-320a.2

Our Performance

In 2020, Cabot achieved a total recordable incident rate of 0.24 for all operations globally. This metric includes all injuries sustained by employees and contractors while working at a Cabot-owned facility and represents a 48% drop in our recordable injury rate compared to 2019. This is a significant improvement in performance over 2019 and represents 96% progress toward achieving our 2025 goal. Cabot also achieved a global lost time incident rate (LTIR) of 0.16, indicating a positive trend in reducing severe incidents. The LTIR for 2020 represents a 43% reduction over the 2019 rate, achieving 88% of our 2025 goal.

With the consistent backdrop of a global pandemic, we operated our plants with a focus on preventing the spread of the coronavirus. Control measures were implemented to ensure the safety of our colleagues at all our operations worldwide. We adopted a global standard of care and charged our plant leadership teams with maintaining strict controls consistent with local conditions and regulatory requirements. We continue to manage our daily activities with a mindset that all injuries are preventable, and we ensure that robust pre-job planning is done to anticipate and control hazards.

Cabot's leadership in safety performance was recognized by the National Safety Council (NSC) in January 2020, when our CEO and President, Sean Keohane, was named among a select list of "CEOs Who 'Get It.'" NSC honors CEOs whose safety strategy encompasses risk reduction, performance measurement, safety management, solutions, and leadership and employee engagement.

GRI: 403-9 | SASB: RT-CH-320a.1

SAFETY RATES Injuries per 200,000 Work Hours	2018	2019	2020
Total Recordable Incident¹	0.40	0.46	0.24
Lost Time²	0.18	0.29	0.16

¹Progress Toward 2025 Goal **96%**

²Progress Toward 2025 Goal **88%**

Our process safety priorities for 2020 included continued adoption of the API 754 Metrics for Tier 1 and Tier 2 incident classification and the development of a comprehensive mechanical integrity program. Working with our manufacturing teams worldwide, we developed a risk-based program that ensures equipment critical to compliance is managed consistent with good industry practices. We also continued to build understanding and share best practices across our network with our ongoing webinar-based training.

In 2020, we experienced four Tier 1 and eight Tier 2 process safety events that resulted in one lost time injury. The primary root causes for 2020 process safety events were linked to mechanical integrity, emphasizing the importance of having a comprehensive program to reduce these events. Our total of twelve Tier 1 and Tier 2 events represents a 20% improvement over 2019 and a positive step toward our 2025 process safety goal.

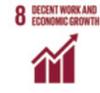
GRI: 403-2, 403-5 | SASB: RT-CH-540a.1

PROCESS SAFETY EVENTS	2018	2019	2020
Tier 1	5	1	4
Tier 2	9	14	8
Total	14	15	12

Progress Toward 2025 Goal **40%**



RETENTION, DIVERSITY & DEVELOPMENT



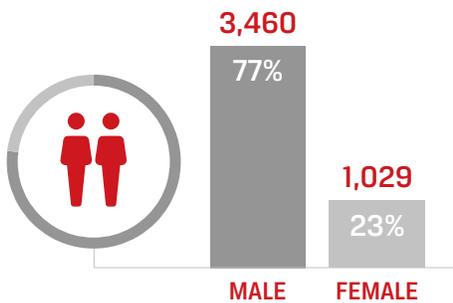
With approximately 4,500 employees around the world who represent a wide variety of backgrounds and make conducting our business possible, we are committed to celebrating the diversity of all Cabot employees and supporting them in realizing successful careers.

Reporting to the CEO, 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 the 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 Code of Business Ethics and our Human Rights Policy, which establish expectations for professional conduct, strict adherence to labor practices and human rights laws, and the creation of a safe and healthy workplace.

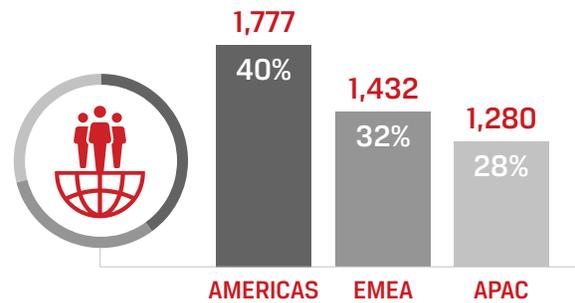
GRI: 102-8, 103-1, 103-2, 103-3

TOTAL WORKFORCE 4,489

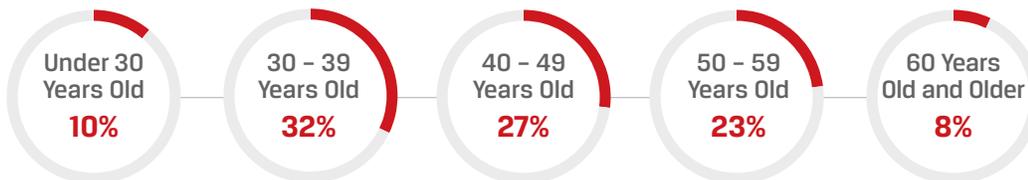
GLOBAL WORKFORCE BY GENDER



GLOBAL WORKFORCE BY REGION



GLOBAL WORKFORCE BY AGE GROUP



GRI: 405-1

GLOBAL WORKFORCE BY EMPLOYMENT CONTRACT

GENDER	MALE		FEMALE	
	Count	%	Count	%
Permanent	3,433	77%	1,010	23%
Temporary	27	59%	19	41%
Full Time	3,422	78%	959	22%
Part Time	38	35%	70	65%

REGION	AMERICAS		EMEA		APAC	
	Count	%	Count	%	Count	%
Permanent	1,769	40%	1,394	31%	1,280	29%
Temporary	8	17%	38	83%	0	0%
Full Time	1,761	40%	1,340	31%	1,280	29%
Part Time	16	15%	92	85%	0	0%

GRI: 102-8, 405-1

TURNOVER BY GENDER, REGION AND AGE GROUP

GENDER	MALE		FEMALE	
	Count	%	Count	%
Departing Company	414	12%	147	15%
New Hires	366	11%	149	15%

REGION	AMERICAS		EMEA		APAC	
	Count	%	Count	%	Count	%
Departing Company	312	18%	114	8%	135	11%
New Hires	99	6%	148	11%	268	21%

AGE GROUP	< 30		30 – 39		40 – 49		50 – 59		≥ 60	
	Count	%	Count	%	Count	%	Count	%	Count	%
Departing Company	81	18%	143	10%	120	10%	108	11%	109	30%
New Hires	180	40%	201	14%	99	8%	31	3%	4	1%

GRI: 401-1

PERFORMANCE REVIEWS BY ELIGIBLE EMPLOYEE CATEGORY

45%	Clerical/Technical
31%	Professional/Supervisor
24%	Management/Experienced
73%	Male
27%	Female

Not Eligible For
Performance Reviews
25%



Eligible For
Performance Reviews
75%

Eligible Global
Workforce Receiving
Performance Reviews
100%

GRI: 404-3



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 range of skill sets and experiences from our workforce to be successful as a business and advance on our sustainability journey. At the same time, we seek diverse candidates for all positions, and we have deployed practices that help ensure all employees are treated fairly and equally by providing competitive benefits and professional development programs. 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.

GRI: 103-1

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 based on merit and qualifications, regardless of race, color, national origin, religion, gender, sexual orientation, age, disability, veteran status or any 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.

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, we typically provide healthcare, life and accidental insurance, disability, retirement and pension plans, business travel accident insurance, medical travel insurance, vacation, holiday and leave entitlement, educational financial assistance, and access to retiree medical coverage.

Furthering this support, Cabot encourages a culture of well-being and offers programs on physical, financial, emotional and social health. The delivery of these programs varies by site and includes in-person, online, print and digital tools. A Global Crisis Line is available

to all employees for emotional support. Flu vaccination campaigns are held across many regions, and on-site healthcare is available in some locations.

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 utilize a performance-based management (PBM) approach, which is a year-round process through which 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.

GRI: 103-2, 103-3, 401-2, 403-6, 404-2

Our Performance

Leadership Fundamentals Program Expansion to Latin America

In 2020, we expanded Leadership Fundamentals, a first-level leadership development program previously delivered in North America and Riga, Latvia, to include Latin America, representing 14 Cabot locations in seven countries. Our virtual delivery enabled deepening leadership capabilities and building relationships across businesses, functions and

countries. This program included an online learning platform that provided theory and tools and webinars to increase understanding of Cabot's leadership culture and best practices to lead teams to achieve outstanding results.

LEAD 360-Degree Development Program

In 2019, we introduced our leadership model, LEAD, which provides a clear view of successful employee performance. In 2020, we embedded LEAD further into our talent practices, including our 360-degree feedback development process utilized across all regions. LEAD 360 provides individuals with feedback from a robust set of stakeholders (e.g., peers, direct reports, internal customers) across our LEAD competencies to identify strengths and development areas. As an example, our Global Business Services group used LEAD 360 to assess and develop 27 (64%) of our people leaders in Riga, Latvia.

Individuals received feedback and coaching, and the results helped inform individual development plans and group-based training programs targeting the key needs identified.

AP Leadership Roadmap: Embracing Change and Being Assertive

As part of our leadership development roadmap series, our Asia Pacific region focused on developing our mid-level leaders in two key skill areas: Embracing Change and Being Assertive. The blended learning approach involved training sessions providing frameworks and tools, assessments, a case study, and a panel discussion with our senior regional leaders. While initially developed as an in-person workshop, the program was adapted for virtual delivery with great success to ensure continued learning during the pandemic.

GRI: 404-2, 404-3



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 is 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.

GRI: 103-1

Our Management Approach

Diversity and inclusion (D&I) is a core responsibility of our director of talent management and development, who reports to the CHRO. Our progress in D&I is overseen by a Diversity and Inclusion 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 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 be innovative. 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.

GRI: 103-2, 103-3

Our Performance

In 2020, we focused on engaging our people on the retention, diversity and development goals. These efforts spanned the course of the year, starting with an educational series and the release of guidance materials and tools, and culminating in workshops with live question-and-answer sessions designed to deepen understanding and share best practices across locations. Teams were then encouraged to define what diversity and inclusion means to them locally and develop site-based commitments for the year. The following highlights illustrate some of the many activities we undertook to advance our D&I agenda.

Racial and Social Injustice and Inequity

With increased attention and focus on racial and social injustice and inequity this year, Cabot sought to develop deeper understanding and awareness through D&I dialogues among our teams. Team sessions were held using videos to educate people about systemic racism and the challenges our Black employees face in life and at work and then facilitating dialogue for people to voice their thoughts and feelings, ask questions, and share ideas to help address these challenges.

Another significant milestone was the formation of our Black Employees and Allies United (BEAU) Employee Resource group. After several high-profile stories of injustices toward Black people in the USA, a member of our global D&I Council facilitated sessions among our Black employees, starting with a few sites initially, to create a safe space for them to come together and share their thoughts and feelings. These conversations led to a commitment to help educate Cabot employees and take action to better support, connect, develop, recruit and retain Black, African, African American and Caribbean employees.

Integrating D&I Into Our Talent Practices

In 2020, we used data insights to analyze our talent practices and inform our D&I priorities. We examined the full life cycle of our employees, including hiring, performance management, promotions, succession, development, employee engagement, turnover and pay equity. From this analysis, we were able to identify where we need to focus our efforts to achieve our D&I goals. For instance, one of our biggest priorities is finding ways to attract and source more diverse talent to Cabot.

Promoting Greater Awareness and Understanding of D&I

To continue building awareness and inspiring dialogue, we developed and curated resources that teams could use to engage with a variety of topics related to D&I, such as ways to build a more inclusive environment, focus on specific forms of diversity (e.g., race, religion, cultural background, gender, age, LGBTQ+, disabilities), and understand equity versus equality as part of D&I. Leaders were encouraged to use these materials to engage in D&I discussions with their teams with facilitation support as needed.

Unconscious Bias Training for Our Senior Leaders

In 2019, we piloted Unconscious Bias training across different parts of the organization. In 2020, we took a standardized approach to expand this program by starting with our senior leaders. Through this training, senior leaders are equipped with the important foundational skills to understand, recognize and mitigate unconscious bias. In 2021, we are rolling this training out for all leaders with direct reports.

GRI: 405-1



COMMUNITY ENGAGEMENT



Our Commitment

Throughout our history, we have maintained a strong sense of community and have strived to be a good corporate citizen. We understand the value of partnering with the communities in which we operate, and we recognize that thriving and resilient 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.

GRI: 103-1

Our Management Approach

There are two primary conduits for our community engagement efforts. The first is giving at the corporate level by the Cabot Corporation Foundation, and the second is through facility-led 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 include grants to qualified charitable organizations outside of the United States in support of 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 quarterly to review grant proposals and evaluate the impact of this giving to ensure funds are used in ways that align with our overall values and address the needs of our communities. Our giving pillars are aligned with our core areas of sustainability focus – Caring for Our People and Communities, Acting Responsibly for the Planet, and Building a Better Future Together. The Foundation plays a unique role in providing financial support to our communities around the globe while fostering long-term partnerships with organizations that support our shared sustainability goals. To this end, the Foundation Board carefully evaluates how prospective grants may help advance our sustainability objectives. 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: 103-1, 103-2, 103-3, 413-1 | SASB: RT-CH-210a.1

Our Performance

To help advance our 2025 goals, we formed a Community Engagement Goal team of regional leaders to provide resources for site-level Community Outreach Teams and encourage communication of their ongoing activities. With the goal team's support, we gathered more comprehensive information on the numerous engagement activities happening at our facilities around the globe. In 2020, Cabot donated over \$1.7 million to worthy causes through the Cabot Foundation and facility-level donations, which is 17% toward our 2025 financial donation goal. Particularly in these difficult times, our employees have demonstrated their dedication to our communities, with 91% of our sites engaged in volunteering, site-level donations or Foundation giving activities. Collectively, these contributions supported a broad spectrum of activities with positive impacts spanning social, educational, cultural, health, science and technology, and environmental improvements for the communities in which we operate.

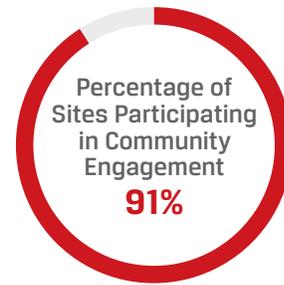
Caring for the Environment in Pepinster, Belgium

In the fall of 2020, employees at our Pepinster, Belgium site volunteered with "Operation Clean Rivers." The team cleared trash and other debris from the banks of the Hoëgne River, which flows alongside our facility. By taking the time to care for our local environment, our team is upholding our commitment to act responsibly for the planet.

Building a Strong Foundation for the Future at Campana, Argentina

Colleagues from our Campana, Argentina facility undertook several initiatives in 2020 to help future generations thrive. For the youngest and most vulnerable, the team worked with CreSiendo, a group of pediatricians and other medical professionals, to deliver food donations to local families with children facing severe nutritional issues. Partnering with Fundación Cimientos, volunteers offered tutoring and a scholarship to help high school students in challenging situations complete their studies. Finally, to assist young adults pursuing degrees in chemical engineering, our team supported the National Technological University with Cabot Foundation funds to purchase a process simulator. They further engaged with both students and other community members through two virtual expos where they discussed training and career paths for engineers and explained what we do at Cabot.

GRI: 413-1



GIVING	2018	2019	2020
Foundation Giving	\$853,134	\$822,752	\$838,692
Site-Level Giving	\$592,847	\$792,668	\$899,503
Total Donations and Investments	\$1,445,981	\$1,615,419	\$1,738,195





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. As such, 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 remain compliant with applicable environmental regulations, but also to lessen the impacts we have on the planet. We are proud of the improvements we have made in our environmental performance and the leadership we have demonstrated within our industry but 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 Safety, Health and Environment (SH&E) Policy, and our performance is measured against specific goals to reduce waste, energy use, water use, and emissions of greenhouse gases (GHG), nitrogen oxides (NO_x) and sulfur dioxide (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 Cabot's Board of Directors has oversight of environmental issues at the highest governance level. Executive leadership for implementing environmental strategies and policies is provided by the senior vice president for SH&E, who oversees a team of professionals assisting our locations in improving overall environmental performance.

GRI: 103-1, 103-2, 103-3



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.

GRI: 103-1

Our Management Approach

Compliance is managed through our Drive to Zero initiative, focused on reducing environmental non-conformance (ENC) events, which we define as events resulting in a reportable spill or release, a notice of violation, a public complaint or a regulatory permit deviation. Our internal standards are developed to meet or exceed laws, regulations and the requirements of voluntary programs such as Responsible Care. Our approach to compliance is designed 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 manage compliance through our comprehensive SH&E 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 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.

GRI: 103-2, 103-3

Our Performance

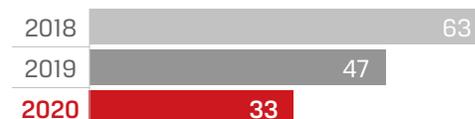
Our systematic approach to environmental compliance strengthened our performance in 2020 by reducing ENCs by nearly 30% compared to 2019. Acting on our commitment to continuous improvement, we conducted SH&E audits and assessments at six locations to evaluate and reinforce compliance with all applicable regulations, internal company standards and industry best practices. Where any gaps were identified, corrective actions were established and tracked to ensure closure. In 2020, Cabot incurred \$34,840 in penalties related to air emissions deviations that took place in 2017 (or earlier) at two separate locations. The deviations were investigated, and corrective actions have been fully implemented to prevent a recurrence.

In support of our 2025 goal of having 100% of our operating facilities with certified environmental management systems (EMS), we were successful in achieving certification at several of our global operating locations. During the year, our Shanghai Holding Office (Asia-Pacific headquarters), Asia Technology Center, and Xuzhou, China specialty carbon facility completed the RC14001 certification process. With the addition of these facilities, 76% of our manufacturing and technology locations have obtained EMS certification.

GRI: 307-1



ENVIRONMENTAL NON-CONFORMANCES





ENERGY



Our Commitment

Our focus on energy is consistent with our corporate strategy to generate value through efficiency and optimization. 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 intensity by reducing our consumption and harnessing waste energy often lost in our processes. Our work focuses on innovations in equipment, process technologies and waste heat recovery to help achieve efficiency improvements while considering alternative energy sources to reduce our reliance on fossil fuels. Our expanded slate of 2025 sustainability goals includes both an energy intensity reduction target and an additional goal to measure our performance in capturing and converting waste energy for export in relation to our import of energy. By converting what is now wasted energy into useful byproducts that we export, we can reduce the use of fossil fuels and the associated greenhouse gases that would otherwise be generated outside of our own facilities.

GRI: 103-1

Our Management Approach

Because energy is such a crucial part of our manufacturing processes, Cabot has established an Energy Efficiency Team within our manufacturing organization that leads our broader energy sustainability efforts. The Energy Efficiency Team defines the execution plan to achieve our 2025 goal consistent with our corporate sustainability and business segment strategies. The Energy Efficiency Team collaborates with leaders from our business segments, corporate SH&E, global engineering and research 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.

Management practices designed to optimize operations and implement efficiency measures are undertaken at the facility level. Data on energy use and sources is collected

and analyzed through our internally developed metrics, energy intensity and energy ratio, which are calculated for each facility. These metrics help to monitor the effectiveness of our execution plans, determine energy trends and identify improvement opportunities.

GRI: 103-2, 103-3

Our Performance

The global slowdown of the economy due to the COVID-19 pandemic impacted our energy performance in 2020, both in terms of energy intensity (lowering efficiency) and energy ratio (lowering volumes). Despite these challenges, we were still able to realize an improvement in our overall energy intensity of nearly 2%. This improvement was based primarily on our energy exports, which remained flat on an absolute basis of approximately 9.5 million gigajoules but



PARTNERING FOR ENERGY RECOVERY AT JIANGXI, CHINA

Our Jiangxi, China fumed metal oxides facility made significant progress toward our 2025 goal of exporting 200% of the energy we import. As a result of increased production, the amount of steam produced outpaced existing steam demand, with the excess steam lost. To offset this imbalance, the Jiangxi team worked to capture this excess steam using waste heat recovery and distribute it to two nearby facilities. As a result of these efforts, this project is expected to double the amount of steam exported from Jiangxi in the coming years, while also offsetting our steam partners' use of fossil fuel to produce this steam, thus lowering greenhouse gas emissions.

were up by over 16% on a product intensity basis. These improvements, largely attributed to a full year of heat exports at our Franklin, LA, USA carbon black facility, more than offset the increased energy intensity required due to reduced production volumes.

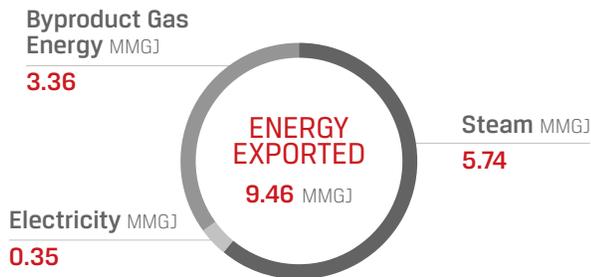
Overall, our long-term energy strategy remains the same, and in 2020, we worked to fully define our efforts to achieve our 2025 goals, including the formation of a cross-business, cross-function Energy Efficiency Team. This team was chartered to foster an energy awareness culture and execute key objectives, including educating our colleagues about our energy goals, promoting a culture of energy conservation through sharing of best practices and leading our energy efficiency activities, and conducting a gap assessment to identify both the opportunities and challenges we face in implementing the 2025 energy goals.

During 2020, we identified energy efficiency best practices from across our global operations and shared these throughout the organization to inspire further action at various operating locations. These included a steam trap management system introduced in our Xingtai, China plant which saves 1,500 MT of low-pressure steam per year. Also, the implementation of an energy management system at our Ravenna carbon black facility led to annual savings of 220 MWh by identifying and implementing a more efficient mode of operation for combustion air blowers. More broadly, we developed an inventory of electrical motors to ensure that they are replaced with high-efficiency units at the end of their operating life and a plan for installing LED lighting in fixtures that are due for replacement. Finally, we optimized the operation of our steam boilers during COVID-19 related slowdowns to reduce natural gas use by approximately 10%.

GRI: 302-1, 302-3 | SASB: RT-CH-130a.1

ENERGY	2018	2019	2020
Energy Use MMGJ	136.09	125.94	107.16
Energy Intensity* GJ / MT of Production	62.22	60.87	59.88

*Progress Toward 2025 Goal **81%**



ENERGY SOURCES		
< 0.0%	Purchased Electricity Renewable MMGJ	0.05
0.1%	Steam MMGJ	0.14
0.4%	Liquid Fuels MMGJ	0.44
2.1%	Purchased Electricity Non-Renewable MMGJ	2.41
3.9%	Natural Gas MMGJ	4.56
93.5%	Raw Materials MMGJ	109.0
	Total MMGJ	116.61

ENERGY RATIO 2025 GOAL



Progress Toward 2025 Goal **63%**



EMISSIONS



Our Commitment

We understand that the broader implications associated with emissions and climate change increase the need for us to continue to reduce our impact. Our emission reduction efforts result from a variety of different techniques, including improved operational efficiency at our manufacturing facilities, providing a competitive advantage to Cabot. We monitor our process emissions closely with the aim of maintaining compliance with our regulatory obligations and 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 emissions and significantly lower the impact of their products throughout the product life cycle.

GRI: 103-1

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 SH&E 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 toward reducing our greenhouse gases and other emissions is focused on four main areas: capturing waste energy for use, increasing the energy efficiency of our processes and equipment, sourcing alternative feedstocks and procurement of renewable or low-carbon energy where feasible, and installing emission control systems when necessary. We actively engage with local and regional governments to effectively reduce emissions while working to maintain fair, competitive global marketplaces. Often, this engagement occurs through our participation and leadership in various industry groups.

GRI: 103-2, 103-3 | SASB: RT-CH-110a.2

Our Performance

In 2020, the operational challenges associated with reduced production volume and interruptions caused by COVID-19 resulted in an increase of our use of non-raw material energy per metric ton (MT) of production by nearly 20%. Despite this, we were able to maintain our emissions at essentially the same intensity levels as 2019 with corresponding reductions in our absolute emissions of over 10% driven by reduced production rates and increased efficiency.

We continued to make progress on our implementation of state-of-the-art pollution control equipment at several locations around our manufacturing system. We completed an upgrade to our air pollution control system at our Xingtai, China facility, making it one of the world's lowest-emitting carbon black manufacturing facilities. We developed an innovative approach to reduce emissions from our Jiangxi, China fumed metal oxides plant, achieving emissions of chlorine and hydrochloric acid in the single-digit parts-per-million range. We mechanically completed the advanced air pollution control system at our Franklin, LA, USA carbon black facility, ensuring its availability for startup early in 2021, while completing the design of the air pollution control system at our Ville Platte, LA, USA carbon black facility.

We continue to develop and implement operational systems at our carbon black facilities through innovative process improvements that increase our product yield, capturing more carbon as product and reducing our greenhouse gas emissions. We are exploring other Cabot-developed innovations to enhance our efficiency and reduce our emissions footprint. We began to closely assess control systems to capture carbon dioxide from our facilities, engaged with others to explore the opportunity for use of "Green Hydrogen," began to examine the potential for renewable feedstocks and continued to work on reductions in our transportation-related greenhouse gas footprint.

In 2020, we extended our purchase of renewable energy to over 25,000 megawatt-hours (MWh) for two of our facilities in the United Kingdom, up from 3,000 MWh in 2019, and we are exploring additional opportunities for increasing our renewable energy purchases globally.

Finally, in 2020, we initiated a cradle-to-gate life cycle analysis of our carbon black products that will allow us to focus our attention on key opportunities along our value

chain to reduce our overall greenhouse gas footprint. Once this analysis is complete, we expect to be able to provide Scope 1, 2 and 3 GHG emission estimates and other environmental aspects for various carbon black product grades in 2021.

GRI: 305-1, 305-2, 305-4, 305-7 | SASB: RT-CH-110a.1, RT-CH-120a.1

GHG EMISSIONS	2018	2019	2020
Absolute Emissions			
Scope 1 MM MT CO ₂ e	4.77	4.37	3.75
Scope 2 MM MT CO ₂ e	0.32	0.31	0.30
Emission Intensity*			
Scope 1 MT CO ₂ e / MT Production	2.18	2.11	2.09
Scope 2 MT CO ₂ e / MT Production	0.15	0.15	0.17

*Progress Toward 2025 Goal **77%**

SO ₂ EMISSIONS	2018	2019	2020
Absolute Emissions KMT	43.34	40.30	34.41
Emission Intensity* MT / KMT Production	19.81	19.48	19.23

*Progress Toward 2025 Goal **36%**

NO _x EMISSIONS	2018	2019	2020
Absolute Emissions KMT	9.79	9.39	8.36
Emission Intensity* MT / KMT Production	4.48	4.54	4.67

*Progress Toward 2025 Goal **82%**



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 minimize waste through a hierarchy of management practices, and our Drive to Zero philosophy 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.

GRI: 103-1

Our Management Approach

The majority of our waste is primarily associated with two sources: off-quality materials produced during the manufacturing process and waste residues originating from air pollution control systems. Other wastes 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. Cabot's 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 SH&E audit program.

Where feasible, both hazardous and nonhazardous 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 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 waste disposal. Our largest waste stream is currently not included in the goal since it is expected to be significantly reduced as a result of changes in the scope of activities where it is generated. Once these changes are complete, we will adjust our waste reduction goal with a new baseline. As we have always done, we will continue to track and report on this stream along with our other waste streams.

We track our waste data from each site on an annual basis as part of routine reporting of waste activities and measure progress against 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.



A SYSTEMATIC APPROACH TO REDUCING PLASTIC WASTE

Expanding on last year's pledge to reduce plastic waste in some of our masterbatch facilities, our teams in Loncin and Pepinster, Belgium, and Dubai, United Arab Emirates, launched a plan to implement Operation Clean Sweep®. Through this comprehensive program, each site assesses its facilities and equipment to identify any risks of plastic pellet loss. Opportunities to reduce the risk of release at areas such as loading, transport, drainage and wastewater access points are prioritized for action and solutions are developed. Training, ongoing communications and incident reporting help foster employee awareness and accountability across each site.

Regarding spills, we aim to avoid all spills through careful management and design of the processes at our facilities. We have implemented a mechanical integrity program and, in the event an incident does occur, we conduct training on spill management and emergency response.

GRI: 103-1, 103-2, 103-3, 306-1, 306-2

Our Performance

In 2020, a Waste and Spills Goal Team was established to develop a program for meeting the 2025 goals. The team immediately began engaging with colleagues across our operations to describe the concept of a circular economy, create a dialogue on the importance and benefits of waste reduction, and gather best practices. They also analyzed historical waste data to identify priority sites and waste streams. Waste workshops were held with several of the priority operating locations to help identify opportunities and strategies for improving performance. One key outcome in 2020 was the formation of two site-specific off-quality focus teams that will work to improve production and avoid or otherwise find reuse or recycling opportunities for off-quality materials.

While overall production decreased in 2020 due to COVID-19 impacts, our facilities continued to operate and generate waste streams that could not be avoided.

These waste streams included beneficially reused waste from continuously operating sites and waste disposed from activities such as maintenance. Excluding the waste generated at the facility undergoing changes in its manufacturing activities, which are expected to increase over the short term, we saw a 7% decrease in total waste generation from 2019 levels. Of this waste, over 51% was used for beneficial purposes. As of 2020, we have reduced total waste disposal (excluding deep well injection) by 1.2% compared to 2019, which is 6.1% toward our 2025 goal.

Several facilities led waste reduction initiatives that highlight the variety of ways we can make meaningful progress in our operating practices. At our carbon black site in Xuzhou, China, the team faced the task of decommissioning and safely removing large-scale manufacturing equipment as part of a facility upgrade project. A key objective of this project was to recycle and reuse as much of the equipment as possible. By working with a focus on safety, the team was able to remove any residual contamination and collect construction materials, metals and instrumentation. This successful project salvaged or recycled over 1,000 MT of materials, leading to more than \$1 million in savings.

GRI: 306-1, 306-2, 306-3, 306-4, 306-5 | SASB: RT-CH-150a.1

WASTE GENERATION	2018	2019	2020
Absolute Volume			
Nonhazardous KMT	49.28	44.10	40.66
Hazardous KMT	405.82	377.17	416.15
Waste Intensity			
Nonhazardous MT / KMT Production	22.53	21.32	22.72
Hazardous MT / KMT Production	185.55	182.30	232.55

WASTE DISPOSAL	2018	2019	2020
Absolute Waste Disposed			
KMT	428.51	393.93	433.23
Waste Disposal Intensity			
MT / KMT Production	195.53	190.40	242.09

Cabot's "waste disposal" metric includes incineration without energy recovery, deep well injection, landfilling and other disposal methods.

BENEFICIALLY REUSED MATERIALS	2018	2019	2020
Waste Beneficially Used			
KMT	26.59	27.34	23.58
Waste Beneficially Used Intensity			
MT / KMT Production	12.16	13.22	13.18

Cabot's "beneficial reuse" metric includes recycling, reuse and incineration with energy recovery.

WASTE DISPOSAL METHODS	NON-HAZARDOUS	HAZARDOUS
Reused or Recycled KMT	16.68	3.55
Incinerated WITH Energy Recovery KMT	2.81	0.54
Incinerated WITHOUT Energy Recovery KMT	0.40	1.03
Deep Well Injection KMT	0.00	410.12
Landfilled KMT	18.83	0.41
Other KMT	1.94	0.49



WATER



Our Commitment

Water is vital to human life and healthy ecosystems across the globe. It is also a natural resource we depend on in our manufacturing processes, and we must pay close attention to ensuring responsible water consumption and management. Cabot withdraws water from groundwater and surface waters (fresh and brackish) and from third-party suppliers for use in our production operations. Where feasible, water from our processes is 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 to the surrounding environment. We recognize the water impacts across the full life cycle of our products, from sourcing raw materials to their end of life. We look to develop applications for our products that help conserve and protect water resources, including the use of our masterbatch material in durable water piping and our activated carbon products in water purification systems.

GRI: 103-1, 303-1

Our Management Approach

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 and prioritizing water efficiency projects. Responsibility for water resource management predominantly resides at the facility level, under the guidance of our Water Sustainability Goal Team. 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. 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, as our numerous manufacturing processes vary in their water requirements. 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. Each year, we conduct a water risk evaluation of our manufacturing locations to identify which of them may be impacted by future water scarcity issues. Twelve facilities are in areas currently classified by the World Resources Institute Aqueduct Water Risk Tool as being extremely

high or high for baseline water stress. Our approach to water management is reviewed and adapted by the Water Sustainability Goal Team on an ongoing basis.

GRI: 103-2, 103-3, 303-1, 303-2 | SASB: RT-CH-140a.3

Our Performance

With the formal launch of the 2025 goal, our 2020 activities centered on planning and engagement. Our Water Sustainability Goal Team, consisting of subject-matter experts, regional environment leads, engineering personnel, and business segment and facility representatives, was established to coordinate our efforts. The team is governed by a charter that outlines the resources used and activities undertaken. A comprehensive action plan has been developed to identify and manage the portfolio of water-related projects across our facilities and to track priorities and performance over time. These projects include water recovery, rainwater capture and water recycling. In addition, the team disseminated a set of guidance and tools for assessing water balance, water efficiency, and legislation to create a knowledge base for facilities to steward water resources effectively and contribute toward our goal.

In 2020, both production and absolute water use decreased due to the impacts of COVID-19. However, water use did not decrease at the same rate as production, primarily because many processes require a certain quantity of water to operate effectively

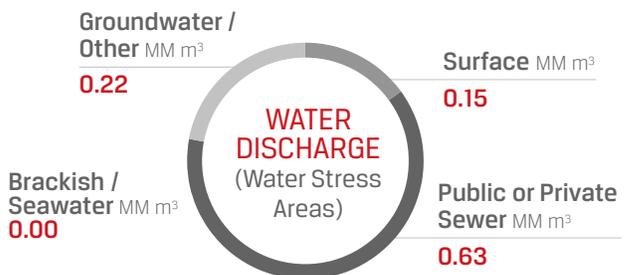
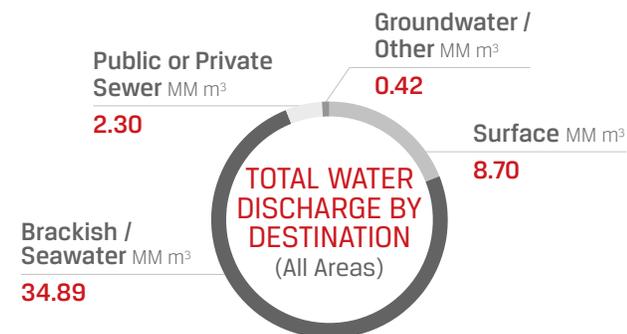
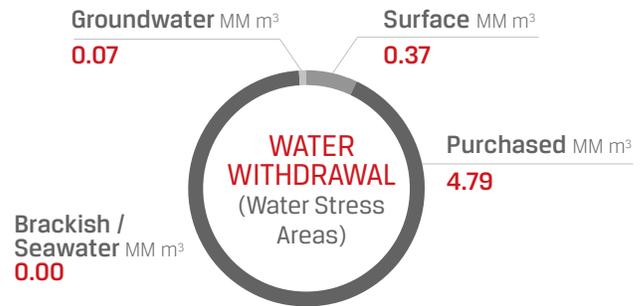
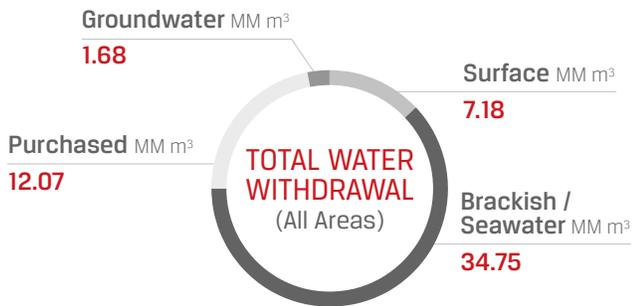
regardless of our production level. Consequently, our water withdrawal intensity rate increased 9% in 2020 when compared to the 2019 rate. Going forward, we expect to reverse this trend as our water goal program matures and as production returns to normal levels.

Recent efforts to minimize water impacts at our sites vary from small-scale retrofits to larger process optimization projects. For example, a review of environmental data at our activated carbon facility in Ravenna, Italy, led to the discovery of an opportunity to save water and reduce maintenance costs. By repairing a conveyor chain and upgrading a pumping system in a process water recovery tank, the site will be able to reduce wastewater discharges from that tank by up to 40%, depending on production activities.

For the past three years, our Jiangxi, China facility has worked on process improvements to reduce its water usage. This layered approach involved optimizing cooling tower operations, reducing blowdown for flash steam system discharge and optimizing the amount of deionized water consumed in the caustic tower. From 2018 to 2020, the water intensity per ton of silica produced at the site decreased by approximately 9%.

GRI: 303-1, 303-3, 303-4, 303-5 | SASB: RT-CH-140a.1

WATER WITHDRAWAL, USE AND DISCHARGE	2018	2019	2020
Absolute Volume			
Absolute Water Withdrawal MM m ³	59.47	58.86	55.68
Absolute Water Consumed MM m ³	13.82	12.24	9.37
Absolute Water Discharge MM m ³	45.65	46.62	46.31
<i>Water withdrawal includes surface water, brackish/seawater, purchased water and groundwater, but excludes gray water.</i>			
Water Intensity			
Water Withdrawal Intensity m ³ / MT Production	27.19	28.45	31.11
Water Discharge Intensity m ³ / MT Production	20.87	22.53	25.88





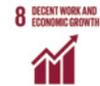
BUILDING A BETTER FUTURE TOGETHER



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 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. To that end, we are focused on growing our earnings by 7% to 10% over time while also returning 50% of our discretionary free cash flow to shareholders. 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, contractors and employees. Our compensation programs are designed to provide a competitive package that rewards both the individual's and Cabot's performance and that reflects job complexity, expertise, experience and location. Further, our 2020 capital investments of nearly \$200 million across our global facilities provide value to local economies through the economic support of local suppliers and contractors to help execute these projects.

GRI: 103-1

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.

Our Advancing the Core strategy is designed to extend our leadership in performance materials and our core business segments. We do this by investing for growth in

our core businesses, driving application innovation with our customers, and generating strong cash flows through efficiency and optimization. The goal of this strategy is to deliver sustained and attractive total shareholder return, built on earnings growth and a balanced capital allocation framework. This strategy helps ensure that we invest sufficiently in our core businesses to capture opportunities and drive long-term earnings growth while also providing our shareholders with a meaningful cash return.

In addition to the financial metrics reported in our Annual Financial Report and used to measure our success in executing our corporate strategy, we have established a goal to monitor other elements of our overall economic value generated and distributed. Our 2025 sustainability goals include a commitment to invest \$1 billion in capital and technology to sustain our operations and grow our



INVESTING IN OUR FUTURE

Investing in the materials supply chain for the electric vehicle (EV) market is an important part of our sustainable growth strategy. Beyond investments in R&D to develop and enhance the performance of our traditional portfolio of carbon additives, our acquisition of Shenzhen Sanshun Nano New Materials Co., LTD (SUSN) significantly strengthened our market position and formulation capabilities in the high-growth batteries market, particularly in China, which is the largest and fastest-growing global EV market. This highly synergistic acquisition complements our existing portfolio of conductive carbon additives and creates a significant opportunity to deliver new innovative formulated solutions for improved battery performance. With this acquisition, we are the only carbon additive supplier with commercially proven conductive carbon black, carbon nanostructure, carbon nanotubes (CNTs) and dispersion capabilities. These different products and formulations will create improved and differentiated performance in batteries and are expected to deliver a material contribution to Cabot's growth in the future.

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. Our actions are governed by our Code of Business Ethics, which goes beyond the minimum expectations, requirements and 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.

GRI: 103-2, 103-3, 201-2 | SASB: RT-CH-530a.1

Our Performance

Despite the impact of the COVID-19 pandemic on global economic activity, Cabot worked diligently to deliver on its commitments to all stakeholders while navigating an exceptionally challenging fiscal year 2020. We delivered adjusted earnings per share¹ of \$2.08. This did not meet our fiscal year objectives established prior to the emergence of the COVID-19 pandemic and the global economic shock that resulted. In terms of cash generation performance, our operating cash flow was \$377 million, and our free cash flow was \$177 million. We returned \$124 million to our shareholders through stable dividends payments and share repurchases. In addition, we invested \$200 million in capital expenditures with approximately 50% in growth investments. With \$357 million invested in capital projects, R&D and acquisitions, we have achieved 36% of our 2025 sustainability goal for economic value generated and distributed.

Long-term value creation was further advanced by investing \$100 million in the acquisition of a high-growth carbon nanotube (CNT) business serving the electric vehicle market in China.

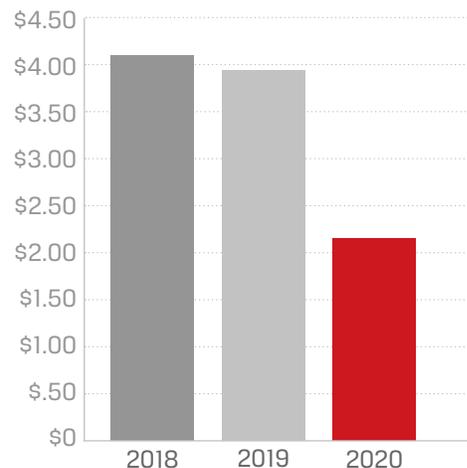
In 2020, we completed the construction of our newest FMO plant in Carrollton, KY, USA and commenced construction of a new carbon black manufacturing plant in Xuzhou, China, consistent with the long-term strategic asset plan for our core businesses. Since the project commenced in 2017, Cabot has invested over \$100 million in the new Carrollton site, which is outfitted with the latest manufacturing technology for the FMO business. The Xuzhou project was initiated in 2019 and will involve upgrading a purchased carbon black asset with improved manufacturing equipment and air pollution control systems.

We continued to make significant capital investments in emissions control technology at several of our carbon black manufacturing facilities in 2020. These investments, which consist of projects in Xingtai, China, and Franklin and Ville Platte, LA, USA, will result in a reduction in our emissions and improved air quality through the reduction of NO_x and SO_x emissions.

We have a long history of innovation and investment in technology and are excited about the potential of several key growth investments in transformative applications, including energy materials for battery and energy storage applications, elastomer composites for off-road tire and mining applications, and inkjet products to serve the commercial packaging sector. In each of these cases, we are leveraging our leadership positions to serve these markets, and we are making investments to create long-term earnings potential in portfolios that offer sustainability advantages.

GRI: 102-7, 201-1 | SASB: RT-CH-410a.1

ADJUSTED EARNINGS PER SHARE¹ \$ per share/fiscal year



¹ Non-GAAP (Generally Accepted Accounting Principles) financial measure excludes financial results of divested businesses and certain items.



PRODUCT SUSTAINABILITY



Our Commitment

Our vision of delivering performance that makes a difference is exemplified by our products that provide health, safety, environmental and other sustainability benefits for 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 responsible manufacturers, we understand our obligation to share comprehensive information on the health, safety and environmental aspects of our products.

GRI: 103-1

Our Management Approach

Oversight of product innovation and development is provided by our chief technology officer 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 an enhanced sustainability screening tool to assess the risks associated with the materials we use and produce regarding the health, safety and environmental impacts from our own operations and the activities of our suppliers and customers. This new approach enables our researchers to streamline our development process, allowing us to evaluate the sustainability impacts of new products. Through this lens, we can make informed decisions about the design and formulation of our products to ensure 100% of our product and process development projects have a sustainability benefit in comparison to the existing benchmark when considering design, manufacture, use and end of life.

Our regulatory experts and toxicologists within our Product Safety and Toxicology department lead our efforts to maintain compliance with global product requirements. Our corporate product stewardship standards, which cover regulatory reviews as part of the new product development process, and Safety Data Sheet authoring ensure an ongoing review of our product properties and compliance with global requirements. 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 those required by regulation. Training is provided for our employees, customers and distributors to relay the health and safety aspects of our products and helps to ensure that our materials are handled and used properly.

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 (ICBA) and the Association of Synthetic Amorphous Silica Producers (ASASP) as well as other industry associations around the world. These engagements provide opportunities to further the understanding of regulatory issues, promote collaboration on the expansion of health and safety information, and help ensure the long-term sustainability of our markets.

GRI: 102-11, 103-2, 103-3, 416-1 | SASB: RT-CH-410b.2

Our Performance

Product innovation continues to be an essential element of our sustainability agenda, and it is critical to our ability to win in the marketplace and grow. As a part of our 2025 sustainability goals, we committed to further embedding sustainability into our product development activities and our engagements with customers. To drive performance against our 2025 goals, a new Product Sustainability team, under the sponsorship of the chief technology officer, was created to provide oversight and lead the development of effective tools and best practices.

Creating a New Sustainability Assessment Framework

In 2020, the Product Sustainability team developed a new sustainability assessment framework and embedded it into our stage-gate process to better evaluate the sustainability impacts of new product and process development projects. The framework considers the design, manufacturing process, use and end-of-life phases. Our new qualitative sustainability assessment tool is designed for use by the R&D and business teams to compare new product and process projects against existing product benchmarks. Piloting of the assessment tool was completed in 2020. We anticipate completing initial assessments of all in-flight product and process development projects by late 2021.

Refining Life Cycle Analyses for Key Product Applications

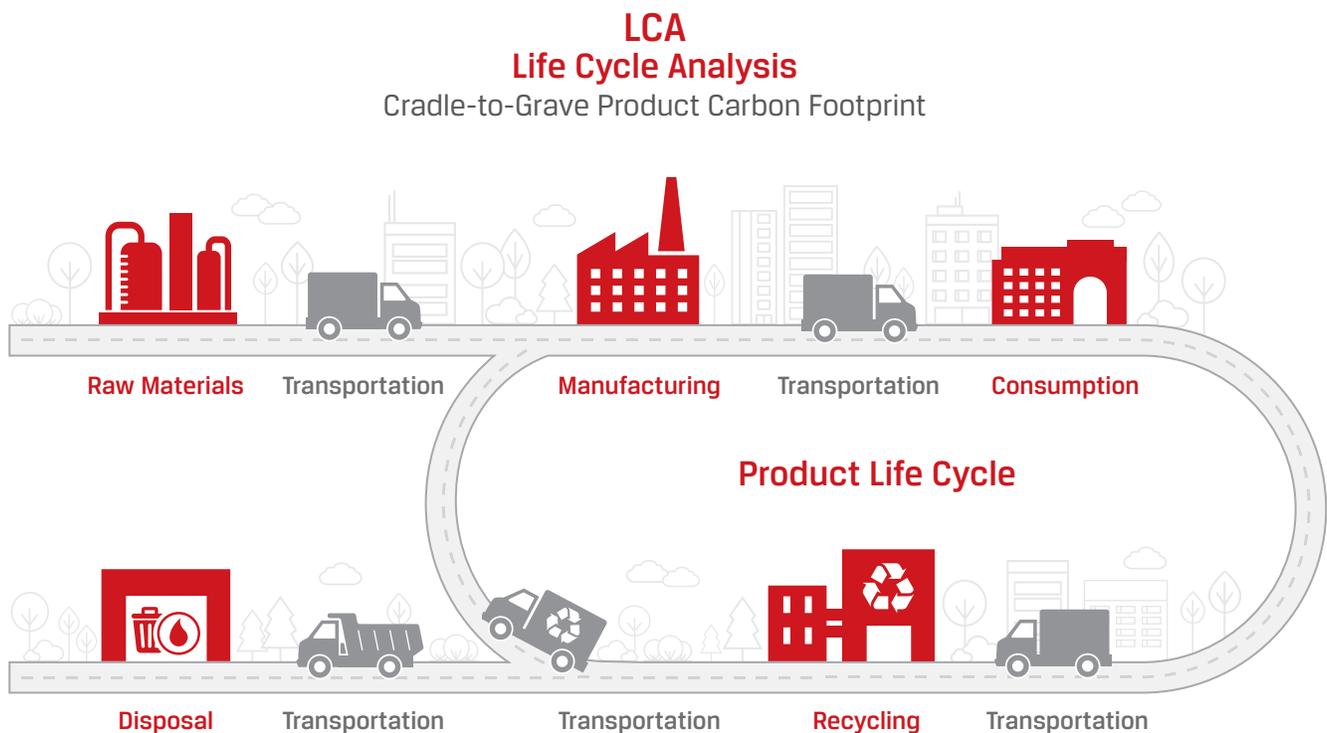
This year, our R&D, Manufacturing and SH&E groups worked together to initiate the development of life cycle analyses (LCAs) for key products and product applications. Efforts to fully understand the cradle-to-gate impacts for our carbon black products, including engaging with key suppliers, are ongoing and expected to be completed in early 2021. These activities, along with enhanced

customer engagements initiated in 2020 to understand how our products impact their emissions, will serve as the foundation to validate the data necessary to quantify our Scope 3 emissions.

Expanding Advanced Carbons Portfolio

As we focus on growth in attractive markets, our businesses continue to look for investment opportunities that enhance our portfolio with new, differentiated products and create maximum value in the chain through formulations.

By leveraging the carbon nanotube technology (CNT) acquired from Shenzhen Sanshun Nano New Materials Co., LTD (SUSN), our Energy Materials (EM) business developed ENERMAX™, our new brand of CNT products for battery applications. The ENERMAX blends of CNT and carbon black are expected to deliver simpler solutions to meet customers' needs. The CNT dispersion capability provided through this acquisition opens new opportunities to develop aqueous dispersions utilizing our various conductive carbon additives, which can solve technical challenges in product adoption into customer battery manufacturing processes.



Collaboration Drives Innovation

Our recent investment in Group 14 Technologies, a startup company with promising silicon anode technology, continues to be a focus of innovation. Group 14 was selected by the U.S. Department of Energy in the Energy Storage Grand Challenge to receive a multimillion-dollar research grant to integrate best-in-class synergistic technologies. The goal is to deliver batteries that will meet the performance objectives for tomorrow's electric vehicles. Our EM team will serve as a key project partner to help crack commercial hurdles for lithium technology of the future. Collaborating with Group 14 and other project partners, the project is designed to deliver cost-effective, application-specific performance across diverse markets, including electric vehicles, consumer electronics, medical devices and aerospace technology. Capitalizing on our experience in EM while leveraging our broad range of carbons, we will collaborate with Group 14 and other partners to commercialize solutions that meet the demand for higher-performance lithium-ion batteries that can be tuned to meet ideal use-case requirements.

Improving Circular Economy of Plastics

Plastics manufacturers are seeking more sustainable solutions to meet ever-increasing global environmental and labeling standards. Our masterbatch and conductive compounds business provides new product innovations specifically designed to help the industry lower its carbon footprint and increase the amount of recycled and secondary content in end products. In collaboration with our customers, our product, PLASBLAK® 628 black masterbatch, is helping to make plastics more circular by facilitating easier processing of mixed recycled plastic granules for use in interior applications. In one such instance, our PLASBLAK 628 black masterbatch was used to convert household plastic waste into a product used in the manufacturing of a high-end designer chair certified with an EU Ecolabel. The chair won a German Design Award and was a finalist at a Danish Design Award competition. Our formulation solutions enable household plastic wastes to be further processed and upgraded with the goal of achieving quality comparable to that of the coloration of new materials and allowing these plastics to be used in high-end applications.



ENHANCING TIRE PERFORMANCE

We continue to develop our elastomer composites technology portfolio with the launch of our engineered elastomer composites (E2C™) product line – to help tire manufacturers unlock superior performance sustainably and economically. These products target the heavy mining equipment space where investments in efficiency and automation create strong demand for high-performance rubber. Our E2C product line was recently named to the *European Rubber Journal's* inaugural list of Top 10 Elastomers for Sustainability. Cabot was the only carbon black company recognized in this Top 10 list.

Continued Commitment to Regulatory and Safety Support for Our Customers

Our team of product regulatory specialists continued to provide our customers with the information and compliance support needed to ensure our products could be used in the wide variety of applications and geographies that Cabot serves. In 2020, our portfolio of nanomaterials expanded. We participated in the Nanotechnologies Industry Association (NIA), which supports innovation and commercialization of next-generation nanotechnologies and promotes their safe and reliable advancement. Our efforts focused on furthering the understanding of regulatory issues, promoting collaboration on the expansion of health and safety information, and helping ensure the long-term sustainability of nanomaterials. With Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) deadlines approaching in Turkey and Korea, we initiated activities to form consortiums and data-sharing agreements as well as ongoing support of carbon black and silica information. As a part of continuous improvement, we also initiated a new software project to streamline our global SDS authoring process.

GRI: 416-1 | SASB: RT-CH-410a.1, RT-CH-410b.2, RT-CH-530a.1



SUPPLIERS' SUSTAINABILITY



Our Commitment

We are committed to conducting business with the highest ethical standards, and we expect the same from our suppliers. At the same time, we see opportunities to generate 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.

GRI: 103-1

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 (MRO), engineering, and facility and professional services. To meet our 2025 goal of engaging with key suppliers to improve our collective sustainability performance, we recognize the need for a strategic approach that will help us effectively identify and address shared challenges. Our suppliers are being managed by our global Source to Pay organization, part of our newly formed Global Business Services function and our business feedstock sourcing teams. As part of this organizational realignment, we are reviewing how we select and evaluate suppliers and are working to develop systematic approaches ranging from sourcing activities to partnership opportunities. We continue to share our Supplier Code of Conduct with all 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.

GRI: 102-9, 103-2, 103-3

Our Performance

While only a limited number of supplier audits took place in 2020 due to COVID-19 impacts and the restructuring of our Source to Pay organization, we maintained 100% coverage with our Supplier Code of Conduct. The key focus for 2020 was to support the launch of our 2025 goal by building capabilities to enhance supply chain sustainability and expand on supplier collaborations. Our Supplier Sustainability Team was established to coordinate efforts

across regions and business segments. Through a series of workshops, the team benchmarked Cabot's initiatives and identified best practices. Topics included circularity measures, emissions reduction, transportation alternatives and transparency around suppliers' sustainability initiatives. A scorecard management approach allowed us to validate the level of initiatives with our key suppliers. This, in turn, led to the development of strategies and metrics that can inform our implementation plans moving forward. For example, we have prioritized near-term actions such as working with suppliers to broaden our flexible intermediate bulk containers (FIBC) reuse program, incorporate alternative fuel trucking and utilize pallet leasing programs rather than single-use purchases. We have also broadened our network to engage with suppliers that offer carbon offsets and work most effectively on driving sustainable solutions.

Reducing Waste in Altamira, Mexico

By partnering with suppliers, our carbon black facility in Altamira, Mexico, is helping to minimize a significant waste stream. Altamira regularly reuses its FIBCs; however, after five or six uses, they reach the end of their functional life for transporting carbon black. The site teamed up with a supplier in the mining industry to purchase the expended FIBCs, as they can still be effectively used for mining materials rather than being disposed of right away. In addition, the site partnered with a new supplier that recovers and purchases carbon black gathered during shutdown cleaning activities. Rather than being disposed of, this material is now used to make products such as shoe soles and floor mats. Both projects offer environmental benefits along the value chain and direct cost savings for avoided disposal fees.

Partnering to Reduce Transportation Emissions at Barry, Wales, UK

For many years, a key customer for our Barry, Wales, UK facility ordered fumed metal oxides using a smaller-sized FIBC to complete its production process. As the material is sensitive to pressure, double stacking of FIBCs for transport was not possible. This led to inefficiencies as trucks could only be loaded with a single layer of product, resulting in higher transportation cost per MT. The Barry

team engaged with the customer to optimize this process by moving to a larger standard-size FIBC. In October 2020, the customer switched to larger FIBC deliveries, cutting both the costs and greenhouse gas emissions for transportation in half. Switching to a larger FIBC is expected to result in estimated CO₂ reductions of more than 31,000 kg per year.

GRI: 308-2, 414-2





For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI 101: Foundation 2016

GENERAL DISCLOSURES

GRI 102: General Disclosures 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
102-1	Name of the organization	Cabot Corporation
102-2	Activities, brands, products, and/or services	p. 8
102-3	Location of headquarters	2 Seaport Lane, Suite 1400, Boston, MA 02210 USA
102-4	Location of operations	pp. 8-9
102-5	Ownership and legal form	Cabot Corporation is a publicly traded corporation (NYSE: CBT).
102-6	Markets served	p. 8
102-7	Scale of the organization	Refer to p. 8 for the number of employees and operations. Net revenue can be found in Cabot's Form 10-K filed on November 25, 2020, Part II Item 6. Selected Financial Data, p. 22. Total capitalization can be found in Part II, Item 8 Financial Statements and Supplementary Data.
102-8	Information on employees and other workers	pp. 19-20 We regularly engage non-employee contractors, typically hired for specific project-based work or discrete periods of time. These workers are not responsible for a significant portion of Cabot's activities.
102-9	Supply chain	p. 42
102-10	Significant changes to the organization and its supply chain	p. 8
102-11	Precautionary Principle or approach	p. 39 Throughout our operations and our product development, we are guided by the precautionary principle and carefully consider the potential effects on health, safety and the environment. With our 2025 goals, we have expanded our evaluation of our products to ensure they have a positive sustainability impact.
102-12	External initiatives	pp. 7-8, 17 In addition to the UNGC, Cabot participates in the Carbon Disclosure Project, and we comply with the American Chemistry Council's (ACC's) Responsible Care® program as part of our commitment to safety, health and environment (SH&E).
102-13	Membership of associations	Cabot is an active member of the following national and international industry/advocacy groups and associations: <ul style="list-style-type: none"> ◆ Advanced Porous Materials Association (AdvaPor) ◆ 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™ ◆ Ellen MacArthur Foundation's New Plastics Economy Global Commitment ◆ Environmental Law Institute ◆ essenscia (Belgium) ◆ European Masterbatchers and Compounders (EuMBC) ◆ International Carbon Black Association (ICBA) ◆ Manufacturers Alliance for Productivity & Innovation (MAPI) ◆ Nanotechnology Industry Association (NIA) ◆ Society of Toxicology ◆ Synthetic Amorphous Silica and Silicate Industry Association (SASSI) ◆ United Nations Global Compact (UNGC)

GRI 102: General Disclosures 2016 continued

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)																
102-14	Statement from senior decision-maker	pp. 3-5																
102-16	Values, principles, standards, and norms of behavior	p. 9																
102-18	Governance structure	The Board of Directors has five standing committees: Audit, Compensation, Executive, Governance and Nominating, and Safety, Health, Environment and Sustainability. For additional details on the Board's composition, refer to the Proxy Statement .																
102-40	List of stakeholder groups	p. 10																
102-41	Collective bargaining agreements	Across all Cabot operations, 36% of employees are covered by collective bargaining agreements. The terms of collective bargaining agreements are fully aligned with Cabot's Code of Business Ethics and Human Rights Policy .																
102-42	Identifying and selecting stakeholders	p. 10																
102-43	Approach to stakeholder engagement	p. 10																
102-44	Key topics and concerns raised	pp. 10, 12																
102-45	Entities included in the consolidated financial statements	Refer to Cabot's Form 10-K filed on November 25, 2020, Part I, Item 1, Business, for a description of our operations and entities in which Cabot has ownership interest, and exhibit 21 to Cabot's Form 10-K for a list of Cabot's subsidiaries.																
102-46	Defining report content and topic Boundaries	p. 5																
102-47	List of material topics	pp. 5-6																
102-48	Restatements of information	<p>p. 5</p> <p>There were no restatements of historical financial data from fiscal year 2020; however, several environmental metrics were restated to reflect actual data rather than estimates for a few sites. Most of these changes were insignificant (<1%). The restated values differing by more than 1% are summarized below:</p> <table border="1"> <thead> <tr> <th>2019 Metric</th> <th>Previously Reported</th> <th>Corrected Value</th> <th>% Change</th> </tr> </thead> <tbody> <tr> <td>Purchased Water (MM m₃)</td> <td>13.86</td> <td>14.01</td> <td>1.1%</td> </tr> <tr> <td>NO_x Emissions (KMT)</td> <td>9.06</td> <td>9.39</td> <td>3.6%</td> </tr> <tr> <td>NO_x Emissions Intensity (MT/KMT production)</td> <td>4.38</td> <td>4.54</td> <td>3.7%</td> </tr> </tbody> </table>	2019 Metric	Previously Reported	Corrected Value	% Change	Purchased Water (MM m ₃)	13.86	14.01	1.1%	NO _x Emissions (KMT)	9.06	9.39	3.6%	NO _x Emissions Intensity (MT/KMT production)	4.38	4.54	3.7%
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NO _x Emissions Intensity (MT/KMT production)	4.38	4.54	3.7%															
102-49	Changes in reporting	p. 5																
102-50	Reporting period	p. 5																
102-51	Date of most recent report	p. 5																
102-52	Reporting cycle	p. 5																
102-53	Contact point for questions regarding the report	Inquiries or comments concerning the content of this report may be directed to sustainability@cabotcorp.com .																
102-54	Claims of reporting in accordance with the GRI Standards	p. 5																
102-55	GRI content index	This complete GRI Content Index meets the intent and format required by the GRI Standards.																
102-56	External assurance	p. 5																

MATERIAL TOPICS — BUILDING A BETTER FUTURE TOGETHER

Economic Performance

GRI 103: Management Approach 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
103-1	Explanation of the material topic and its Boundary	p. 37
103-2	The management approach and its components	pp. 37-38
103-3	Evaluation of the management approach	pp. 37-38

GRI 201: Economic Performance 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
201-1	Direct economic value generated and distributed	p. 38 For additional information, refer to Cabot's Form 10-K .
201-2	Financial implications and other risks and opportunities due to climate change	pp. 12, 37-38 For additional information, refer to Cabot's 2020 Carbon Disclosure Project filing .

Product Sustainability

GRI 103: Management Approach 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
103-1	Explanation of the material topic and its Boundary	p. 39 Product health, safety and environmental impacts occur primarily downstream from Cabot's operations through the activities of our customers and in some cases through end use by consumers.
103-2	The management approach and its components	p. 39
103-3	Evaluation of the management approach	p. 39

GRI 416: Customer Health and Safety 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
416-1	Assessment of the health and safety impacts of product and service categories	pp. 39, 41 100% of significant product categories are assessed for health and safety impacts using the best available information.

Suppliers' Sustainability

GRI 103: Management Approach 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
103-1	Explanation of the material topic and its Boundary	p. 42
103-2	The management approach and its components	p. 42
103-3	Evaluation of the management approach	p. 42

GRI 308: Supplier Environmental Assessment 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)	Omission
308-2	Negative environmental impacts in the supply chain and actions taken	pp. 42-43	Information unavailable for 308-2. While performance data were unavailable in 2020 due to restructuring and the impacts of the COVID-19 pandemic, we continue to ensure that all suppliers acknowledge our Supplier Code of Conduct. As part of the 2025 goals rollout, we are developing a roadmap for how we select and evaluate suppliers. A description of our planning efforts can be found on page 42.

GRI 414: Supplier Social Assessment 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)	Omission
414-2	Negative social impacts in the supply chain and actions taken	p. 42	Information unavailable for 414-2. While performance data were unavailable in 2020 due to restructuring and the impacts of the COVID-19 pandemic, we continue to ensure that all suppliers acknowledge our Supplier Code of Conduct. As part of the 2025 goals rollout, we are developing a roadmap for how we select and evaluate suppliers. A description of our planning efforts can be found on page 42.

MATERIAL TOPICS – ACTING RESPONSIBLY FOR THE PLANET

Environmental Compliance

GRI 103: Management Approach 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
103-1	Explanation of the material topic and its Boundary	p. 27
103-2	The management approach and its components	p. 27
103-3	Evaluation of the management approach	p. 27

Environmental Compliance

GRI 307: Environmental Compliance 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
307-1	Non-compliance with environmental laws and regulations	p. 27 Adhering to local environmental laws and regulations is the responsibility of facility general managers as well as site environmental managers located at each facility. In support of compliance efforts, resources include a robust database to track near-miss and ENC events and corrective actions, as well as over \$20.83 million in environmental capital spending in FY 2020, which was dedicated to improving facilities' environmental performance.

Energy

GRI 103: Management Approach 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
103-1	Explanation of the material topic and its Boundary	p. 28
103-2	The management approach and its components	p. 28
103-3	Evaluation of the management approach	p. 28

GRI 302: Energy 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
302-1	Energy consumption within the organization	p. 29 For more information about our energy and fuel sources, refer to Cabot's 2020 Carbon Disclosure Project filing .
302-3	Energy intensity	p. 29 Energy consumption includes all forms of energy used by facilities under Cabot's operational control, excluding waste energy captured and sold.

Air Pollutants / GHG

GRI 103: Management Approach 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
103-1	Explanation of the material topic and its Boundary	p. 30
103-2	The management approach and its components	p. 30
103-3	Evaluation of the management approach	p. 30

Air Pollutants / GHG

GRI 305: Emissions 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
305-1	Direct (Scope 1) GHG emissions	p. 31 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 Second 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. Our 2019 and 2020 total Scope 1 and Scope 2 GHG emissions were verified in alignment with the principles of ISO-14064-3:2006I Specifications with Guidance for the Validation and Verification of Greenhouse Gas Assertions under a Limited Level of Assurance by ERM-CVS.
305-2	Energy indirect (Scope 2) GHG emissions	p. 31 See Disclosure 305-1 in the GRI Content Index for a description of GHG monitoring methods.
305-4	GHG emissions intensity	p. 31 GHG intensity is calculated as MT CO ₂ e emissions/MT of product. The intensity of our GHG emissions is calculated for all Scope 1 and Scope 2 emissions produced by facilities under Cabot's operational control, as reported under Disclosures 305-1 and 305-2.
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x) and other significant air emissions	p. 31 Data reported has been calculated using actual test measurements based on country-specific or U.S. EPA methods, Cabot engineering estimates, or similar emission factors.

Waste

GRI 103: Management Approach 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
103-1	Explanation of the material topic and its Boundary	p. 32
103-2	The management approach and its components	pp. 32-33
103-3	Evaluation of the management approach	pp. 32-33

GRI 306: Waste 2020

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
306-1	Waste generation and significant waste-related impacts	pp. 32-33
306-2	Management of significant waste-related impacts	pp. 32-33
306-3	Waste generated	p. 33
306-4	Waste diverted from disposal	p. 33 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 below represents the total diversion for nonhazardous and hazardous waste off-site:

WASTE DIVERTED FROM DISPOSAL	NONHAZARDOUS	HAZARDOUS
Reused or Recycled (KMT)	16.68	3.55
Total	20.23	

Waste

GRI 306: Waste 2020 *continued*

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)																								
306-5	Waste directed to disposal	p. 33 Disposal activities occur off-site from Cabot's facilities, except for deep well injection. Total waste by category of disposal operations is provided below:																								
<table border="1"> <thead> <tr> <th>WASTE DIRECTED TO DISPOSAL</th> <th>NONHAZARDOUS</th> <th>HAZARDOUS</th> </tr> </thead> <tbody> <tr> <td>Incinerated WITH Energy Recovery (KMT)</td> <td>2.81</td> <td>0.54</td> </tr> <tr> <td>Incinerated WITHOUT Energy Recovery (KMT)</td> <td>0.40</td> <td>1.03</td> </tr> <tr> <td>Deep Well Injection (KMT)</td> <td>0.00</td> <td>410.12</td> </tr> <tr> <td>Landfilled (KMT)</td> <td>18.83</td> <td>0.41</td> </tr> <tr> <td>Other (KMT)</td> <td>1.94</td> <td>0.49</td> </tr> <tr> <td>Subtotal</td> <td>23.98</td> <td>412.60</td> </tr> <tr> <td>Total</td> <td></td> <td>436.58</td> </tr> </tbody> </table>			WASTE DIRECTED TO DISPOSAL	NONHAZARDOUS	HAZARDOUS	Incinerated WITH Energy Recovery (KMT)	2.81	0.54	Incinerated WITHOUT Energy Recovery (KMT)	0.40	1.03	Deep Well Injection (KMT)	0.00	410.12	Landfilled (KMT)	18.83	0.41	Other (KMT)	1.94	0.49	Subtotal	23.98	412.60	Total		436.58
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Water

GRI 103: Management Approach 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
103-1	Explanation of the material topic and its Boundary	p. 34
103-2	The management approach and its components	p. 34
103-3	Evaluation of the management approach	p. 34

GRI 303: Water and Effluents 2018

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
303-1	Interactions with water as a shared resource	pp. 34-35
303-2	Management of water discharge-related impacts	p. 34 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. 35 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. 5.23 MM m ³ (9%) of Cabot's water withdrawal (excluding gray water) occurs in areas identified as High or Very High Water Stress.

Water

GRI 303: Water and Effluents 2018 *continued*

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
303-4	Water discharge	<p>p. 35</p> <p>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.</p> <p>1.00 MM m³ (2%) of Cabot’s absolute water discharge occurred in areas identified as High or Very High Water Stress according to the WRI Aqueduct Analysis.</p> <p>Cabot follows the discharge limits for priority substances that are set by local regulations.</p>
303-5	Water consumption	<p>p. 35</p> <p>Cabot’s water consumption metric is calculated by subtracting total water discharge from total water withdrawal (and excludes gray water).</p> <p>4.23 MM m³ (45%) of Cabot’s water consumption occurs in areas identified as High or Very High Water Stress.</p>

MATERIAL TOPICS – CARING FOR OUR PEOPLE & COMMUNITIES

Occupational Health and Safety

GRI 103: Management Approach 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
103-1	Explanation of the material topic and its Boundary	pp. 16-17
103-2	The management approach and its components	pp. 16-17
103-3	Evaluation of the management approach	pp. 16-17

GRI 403: Occupational Health and Safety 2018

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
403-1	Occupational health and safety management system	<p>pp. 16-17</p> <p>Potential limits of our influence or 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 (Sanmar, India, and Negroven, Venezuela).</p>
403-2	Hazard identification, risk assessment, and incident investigation	pp. 16-18
403-3	Occupational health services	p. 17
403-4	Worker participation, consultation, and communication on occupational health and safety	pp. 16-18
403-5	Worker training on occupational health and safety	pp. 16-18
403-6	Promotion of worker health	p. 21

Occupational Health and Safety

GRI 403: Occupational Health and Safety 2018 *continued*

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
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 in 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>p. 18 Methods for calculating each metric are provided below:</p> <ul style="list-style-type: none"> ◆ 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: Number of lost work days (employees and contractors) per 200,000 work hours (~100 employees) ◆ Process Safety Events (PSEs): Defined by the Center for Chemical Process Safety as a "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." ◆ High Consequence Work-Related Injuries: Number of lost time cases greater than 180 days (excluding fatalities)
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2020 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	9	0.22	6	0.29
Total Hours Worked	8,283,173		4,137,231	

**Rates calculated on a 200,000 work hour basis.*

Employment, Diversity and Training

GRI 103: Management Approach 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
103-1	Explanation of the material topic and its Boundary	pp. 19, 21-22
103-2	The management approach and its components	pp. 19, 21-22
103-3	Evaluation of the management approach	pp. 19, 21-22

GRI 401: Employment 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
401-1	New employee hires and employee turnover	p. 20

Employment, Diversity and Training

GRI 401: Employment 2016 *continued*

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
401-2	Benefits provided to full-time employees	p. 21 Our comprehensive benefits programs are designed to be a competitive supplement to Social Security or other social welfare benefits provided by the countries where our operations are located. While our benefits vary by location, these typically include healthcare, life and accidental insurance; disability; retirement and pension plans; business travel accident insurance; medical travel insurance; vacation, holiday and leave entitlement; educational financial assistance; and access to retiree medical coverage.
404-2	Programs for upgrading employee skills and transition assistance programs	pp. 21-22 Our training programs are managed both at the corporate level and on a site-by-site basis, according to the unique mix of each employee's experience and skill set, career interests, and the core business objectives of the company. Career transitioning is handled with sensitivity and commonly includes outplacement services for future employment opportunities or retirement.
404-3	Percentage of employees receiving regular performance and career development reviews	pp. 20-21 While the majority of employees are included in the performance-based management process, the remaining 25% of employees do not participate due to local practices (covered by union, collective bargaining, or other practice).

GRI 405: Diversity and Equal Opportunity 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
405-1	Diversity of governance bodies and employees	pp. 19-20, 23 Diversity of the Board of Directors at the end of 2020: By Gender: ◆ Male: 73% ◆ Female: 27% By Age Group: ◆ Under 30: 0% ◆ 30-50: 0% ◆ Over 50: 100%

GRI 406: Non-Discrimination 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)																		
406-1	Incidents of discrimination and corrective actions taken	<p>Allegations of discrimination:</p> <ul style="list-style-type: none"> ◆ Total number of open cases at the beginning of 2020: 2 ◆ Total new claims alleged in 2020: 1 ◆ Total claims closed: 2 ◆ Total open cases: 1 <p>Corrective actions taken:</p> <table border="1"> <thead> <tr> <th></th> <th>No Action</th> <th>Policy Review</th> <th>Training</th> <th>Discipline</th> <th>Termination</th> </tr> </thead> <tbody> <tr> <td>Substantiated</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Unsubstantiated</td> <td>2</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		No Action	Policy Review	Training	Discipline	Termination	Substantiated	0	0	0	0	0	Unsubstantiated	2	0	0	0	0
	No Action	Policy Review	Training	Discipline	Termination															
Substantiated	0	0	0	0	0															
Unsubstantiated	2	0	0	0	0															

Community Engagement

GRI 103: Management Approach 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
103-1	Explanation of the material topic and its Boundary	p. 24
103-2	The management approach and its components	p. 24
103-3	Evaluation of the management approach	p. 24

GRI 413: Local Communities 2016

Disclosure Number	Disclosure Title	Page Number / Response / URL(s)
413-1	Operations with local community engagement, impact assessments, and development programs	pp. 24-25

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. 31 See p. 49 GRI Index, GRI 305-1 for our GHG methodology. Forty-seven percent 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. 6, 12, 30 Cabot's GHG reduction strategy was started in 2010 as a voluntary program and has continued to evolve with our team coordination, planning activities and projects in support of the 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 _x , (3) volatile organic compounds (VOCs) and (4) hazardous air pollutants (HAPs)	p. 31 Emissions data are either directly measured or determined with engineering calculations. At the present time, we do not track VOCs or HAPs globally, but most facilities 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. 29 1. Non-raw material energy consumed: 7.60 MMGJ; 2. Percentage of non-raw material energy from grid electricity: 31.7%; 3. Percentage of non-raw material energy from renewables: 0.7%; 4. Total self-generated energy: 12,100 TJ (includes steam and electricity generation for internal use and export and other energy exports associated with tailgas as a fuel and heat source).

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. 35 Percentage of total water withdrawn in regions with High or Extremely High Baseline Water Stress: 9% 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 14 water quality permit deviations in 2020.
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	pp. 6, 34 Water management risks vary by site and include physical constraints on availability and discharge, sensitive catchments, flood risk, regulatory and permitting restrictions, as well as water cost considerations. Of the sites classified as high water stress, two facilities are zero discharge, designed to recycle 100% of their water back into the process. At some facilities, Cabot faces trade-offs between water efficiency and other priorities. These include energy centers that capture waste heat but require more water to operate efficiently, and air pollution control technology that requires water to help reduce atmospheric emissions.

Hazardous Waste Management

Code	Accounting Metric	Page Number / Response								
RT-CH-150a.1	Amount of hazardous waste generated, percentage recycled	<p>p. 33</p> <p>Wastes are defined as hazardous based on the local regulations affecting each facility. For example, in the United States, hazardous waste is primarily defined by the Resource Conservation and Recovery Act (in addition to other 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.</p> <p>Total hazardous waste generated (including deep well injection) for 2020 was 416,150 MT, of which 3,550 MT (0.85%) was reused or recycled.</p> <table border="1"> <thead> <tr> <th>AMOUNT OF HAZARDOUS WASTE GENERATED, PERCENTAGE RECYCLED</th> <th>HAZARDOUS</th> </tr> </thead> <tbody> <tr> <td>Reused or Recycled (KMT)</td> <td>3.55</td> </tr> <tr> <td>Total Hazardous Waste (KMT)</td> <td>416.15</td> </tr> <tr> <td>% Recycled</td> <td>0.85%</td> </tr> </tbody> </table>	AMOUNT OF HAZARDOUS WASTE GENERATED, PERCENTAGE RECYCLED	HAZARDOUS	Reused or Recycled (KMT)	3.55	Total Hazardous Waste (KMT)	416.15	% Recycled	0.85%
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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	p. 24

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>p. 18</p> <p>Refer to the data table "2020 Safety Rates Employees vs. Contractors" located in the GRI Index p.52, under GRI 403-9.</p>
RT-CH-320a.2	Description of efforts to assess, monitor and reduce exposure of employees and contract workers to long-term (chronic) health risks	pp. 16-17

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	In 2020, we introduced new processes to evaluate the sustainability attributes of our top product applications. We anticipate that in the coming year, we will be better positioned to disclose the associated revenue generated from products that impart benefits in use-phase efficiency. Refer to pp. 40-41 for recent examples of products with 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	4.8% of products contain Category 1 and 2 substances. Of these, 97% have undergone a hazard assessment.
RT-CH-410b.2	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	pp. 39, 41

Genetically Modified Organisms

Code	Accounting Metric	Page Number / Response
RT-CH-410c.1	Percentage of products by revenue that contain genetically modified organisms (GMOs)	Cabot estimates that less than 1.5% of products may potentially 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. 12, 38, 41 Cabot reviews new or pending regulations that may affect its operations globally through a variety of mechanisms, including industry associations, newsletters and various other avenues. Cabot may comment on certain of those regulations. We evaluate new regulations to determine what actions are required to implement them throughout the organization, including the financial costs of these regulations to the corporation.

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. 18 Process Safety Incident Count: 12, based on ANSI/API RP 754. Process Safety Total Incident Rate: 0.19. We currently do not calculate the Process Safety Incident Severity Rate.
RT-CH-540a.2	Number of transport incidents	We had two transportation incidents involving carbon black released during transportation. One involved the release of approximately 6,000 kg of carbon black, a non-dangerous good, from a contracted transporter to the road caused by a tire fire that resulted in the storage bags of carbon black to fail. No injuries were reported, and the spilled material was cleaned up. The root cause of this event was a faulty brake that overheated. The second event was a release of 400 kg of carbon black as a result of an accident involving a contracted transportation company. There were no injuries associated with the accident, but the authorities were involved as the spilled carbon black impacted local businesses and required cleanup and compensation. Additional driver training was required as a corrective action to this event.

Activity Metric

Code	Accounting Metric	Page Number / Response
RT-CH-000.A	Production by Reportable Segment	1,800,000 MT

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