CABOT

CABOT CORPORATION EARNINGS TELECONFERENCE

FIRST QUARTER - FISCAL 2026

Forward Looking Statements

This presentation contains forward-looking statements. All statements that address expectations or projections about the future, including with respect to our expectations for our performance in the second quarter of and fiscal year 2026, including our expectations for performance in our businesses, cash flow generation, our growth in battery materials, for cost savings we will recognize and for adjusted earnings per share ("EPS") in fiscal year 2026 and our assumptions underlying such expectations, are forward-looking statements. These statements are not guarantees of future performance and are subject to risks, uncertainties, potentially inaccurate assumptions, and other factors, some of which are beyond our control and difficult to predict. If known or unknown risks materialize, or should underlying assumptions prove inaccurate, our actual results could differ materially from past results and from those expressed or implied by forward-looking statements. Important factors that could cause our results to differ materially from those expressed or implied in the forward-looking statements include, but are not limited to, industry capacity utilization, shifts in the geographic area of tire production and competition from other specialty chemical companies; safety, health and environmental requirements and related constraints imposed on our business; regulatory and financial risk related to climate change developments; volatility in the price and availability of energy and raw materials, including with respect to the Russian invasion of Ukraine; a significant adverse change in a customer relationship or the failure of a customer to perform its obligations under agreements with us; failure to achieve growth expectations from new products, new applications and technology developments; failure to realize benefits from acquisitions, alliances or joint ventures or achieve our portfolio management objectives; unanticipated delays in, or increased cost of site development projects; negative or uncertain worldwide or regional economic conditions and market opportunities, including from trade relations, global health matters or geo-political conflicts; interest rates, tax rates, currency exchange controls, tariffs and fluctuations in foreign currency rates; and the accuracy of the assumptions we used in establishing reserves for our estimated share of liability for respirator matters. These factors are discussed more fully in the reports we file with the Securities and Exchange Commission (“SEC”), particularly under the heading “Risk Factors” in our annual report on Form 10-K for our fiscal year ended September 30, 2025, filed with the SEC at www.sec.gov. We assume no obligation to provide revisions to any forward-looking statements should circumstances change, except as otherwise required by securities and other applicable laws.

Q1 2026 Highlights

GAAP EPS of $1.37; **Adjusted EPS[1] of $1.53** which represents a 13% decrease year-over-year

Reinforcement Materials segment EBIT of **$102 million**; down 22% year-over-year

Performance Chemicals segment EBIT of **$48 million**; up 7% year-over-year

Signed multi-year supply agreement with **PowerCo** SE to supply conductive carbons and dispersions for lithium-ion battery applications

Cash Flows from Operations of $126 million; returned $76 million to shareholders through dividends and share repurchases

CABOT

1. Non-GAAP measure – See Appendix

Challenging Market Conditions Impacted CY26 Reinforcement Materials Customer Negotiations

Declining western tire production driven by elevated tire imports from Asia Pacific

Western carbon black demand remains weak and carbon black plant utilizations in the **Americas & Europe have been impacted** by the decline in tire production

Negotiations reflected these conditions, resulting in year-over-year **price reductions** in the western regions and volume loss in Europe

Driving Countermeasures

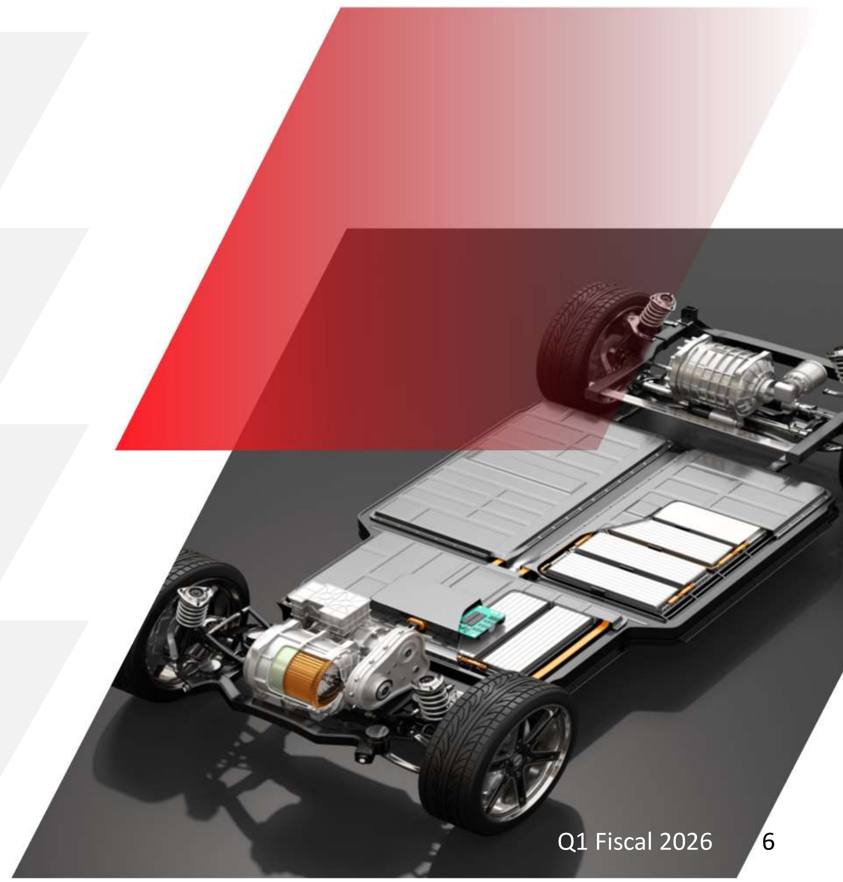
Actions underway to help offset challenging market conditions

- **Expect to maintain the $50 million of costs savings delivered in the prior year**
  - Implemented and realized in fiscal year 2025
- **Targeting an additional $30 million of savings in Fiscal Year 2026**
  - Global programs focused on further enhancing our long-term cost competitiveness
  - Includes procurement savings, headcount reductions and accelerating technology deployment targeting improved yield and manufacturing efficiencies
- **Reduced capital expenditures outlook; $200 - $230 million forecasted**
  - Free Cash Flow expected to remain robust
- **Finalizing plans to rationalize carbon black capacity in the Americas & Europe**

Battery Materials Building Momentum

A global leader with the broadest range of conductive additives, formulations and blends

- Strong performance in Battery Materials product line with revenue growth of 39% over Q1 FY25 and Q1 FY26 TTM EBITDA margins of 22%
- Global lithium-ion battery demand projected to grow at ~20%[1] CAGR through 2030, driven by Electric Vehicle (EV) adoption and the build out of Battery Energy Storage Systems (BESS)
- LITX® and ENERMAX® brands of products and blends that are enabling superior battery performance in EVs and BESS
- PowerCo multi-year supply agreement marks a significant milestone in Cabot's strategic growth in Battery Materials



1. Rho Motion Dec 2025

Battery Energy Storage Systems (BESS) Growth

BESS is a fast-growing application enabling clean, reliable, and flexible power for grids, renewables, and rapidly expanding data centers

Battery Energy Storage Systems (BESS) demand is expected to grow at ~26%[1] CAGR over the next five years accounting for 30%[1] of global battery demand by 2030

Growth supported by uninterrupted power supply (UPS) needs for **AI related data centers** and bridging support that enables smoother integration of renewable energy to the grid

CABOT participates in the BESS segment through our **LITX® and ENERMAX®** brands, with our **newest LITX® 95F** product enhancing performance through improved cycle life and material efficiency

1. Rho Motion Dec 2025

Q1 2026 Financial Highlights

Adjusted EPS[1]
$1.53
GAAP EPS
$1.37

Cash & Cash Equivalents
$230 Million

Debt Balance
$1.1 Billion
Liquidity
$1.4 Billion

Operating Cash Flow
$126 Million
Discretionary Free Cash Flow[1]
$71 Million

Operating Tax Rate[1]
28%
FY26 forecast range of 27%-29%

Capex
$69 million
FY26 forecast range of $200 - $230 million

1. Non-GAAP measure – See Appendix

Reinforcement Materials Segment

Operating Performance

	Q1 FY26	Q1 FY25	Δ
Segment EBIT	$102M	$130M	(22%)
Segment EBITDA[1]	$121M	$147M	(18%)
EBITDA Margins[1]	23%	24%	

Q1 FY26 Highlights

- Volumes declined 7% year-over-year primarily due to lower volumes in the Americas and Asia
- Volumes were impacted by lower production levels and year-end inventory management by our tire customers in the Americas and increased competitive intensity in Asia

Q2 FY26 Outlook

- Expect lower sequential EBIT from CY26 customer agreement outcomes
- Anticipate sequential volume increases with seasonality improvements

CABOT

1. Non-GAAP measure – See Appendix

Performance Chemicals Segment

Operating Performance

	Q1 FY26	Q1 FY25	Δ
Segment EBIT	$48M	$45M	+7%
Segment EBITDA[1]	$70M	$65M	+8%
EBITDA Margins[1]	23%	21%	

Q1 FY26 Highlights

- Higher gross profit per ton from a favorable product mix
- Continued optimization and cost reduction efforts
- Volumes down 3% year over year primarily due to weak demand in Europe

Q2 FY26 Outlook

- Expect segment EBIT to be relatively consistent sequentially
- Anticipate sequential volume improvement in western regions offset by timing of costs

CABOT

1. Non-GAAP measure – See Appendix

Fiscal 2026 Outlook

Adjusted EPS[1] Guidance Range

- $6.00 to $6.50 Adjusted EPS[1] expected for fiscal 2026
- Assumes current FX Rates, oil & energy prices and forecasted interest rates as of the end of January

Full Year Segment Assumptions

- Reinforcement Materials
  - Expect flat volumes year-over-year
  - Lower CY26 customer agreement pricing year-over-year
- Performance Chemicals
  - Anticipate low single digit volume growth supported by Battery Materials product line
  - Expect to maintain gross profit per ton as compared to the prior year

Continued Disciplined Capital Allocation Framework

- Balance sheet remains strong with Net Debt to EBITDA of 1.2x[2] as of December 31, 2025
- Anticipating strong operating cash flow and moderating capital expenditures to generate robust free cash flow; allowing for capital return to shareholders through dividends and share repurchases

1. Non-GAAP measure – See Appendix. 2. Calculated in accordance with the terms of the debt covenant calculation in Cabot's revolving credit facility

Drivers of Future Demand Growth

Reinforcement Materials

- *GlobalData* forecast for domestic tire production in the western regions projecting a return to growth for calendar year 2026 and 2027[1]
- Effective tariffs and anti-dumping duties that moderate import levels would support a recovery in domestic tire production in western geographies
- Improvement in demand from delayed tire replacement cycles would also support volume growth
- Continued efforts by global tire manufacturers to leverage their Tier 2 brands would support increased domestic tire production in western geographies

Performance Chemicals

- Growth in lithium-ion battery applications (EV and BESS) expected to drive Battery Materials product line growth
- GDP-plus growth expected in consumer and infrastructure applications as demand recovers from previously depressed levels
- Interest rate cuts, easing inflation and improving consumer confidence could unlock pent-up demand in consumer durables

1. GlobalData. December 2025 Report (Formerly LMC)

Industry Leadership Backed by Scale, Competitiveness, and Strategic Growth Levers

Technology Leadership
A proven technology leader with advanced product offerings and the ability to leverage process technology across our global scale

Competitive Global Assets
Global footprint of strategically-located, cost-competitive assets

Robust Cash Generation & Strong Balance Sheet
Track record of delivering a high level of cash return through dividends and share repurchases while supporting growth investments

Strategic Growth Levers
Underwriting high-growth business priorities with strong macro tailwinds to deliver earnings growth

QUESTIONS & ANSWERS

APPENDIX

FY26 Guidance & Modeling Assumptions

Full Year Modeling Assumptions	
Adjusted Earnings per Share[1]	~$6.00 to $6.50
Interest Expense	~($71M) to ($75M)
General Unallocated Income (Expense)	~$21M to $25M
Capital Expenditures	~$200M to $230M
Shares Repurchases	~$100M to $200M
Operating Tax Rate[1]	~27% to 29%
Forecast FX Rates	January Rates

CABOT

1. Non-GAAP measure – See Appendix

Use of Non-GAAP Financial Measures

This presentation includes references to adjusted earnings per share (EPS), total segment EBIT, segment EBITDA, adjusted EBITDA, free cash flow, discretionary free cash flow, and operating tax rate, which are non-GAAP measures. Reconciliations of Adjusted EPS to net income (loss) per share attributable to Cabot Corporation, the most directly comparable GAAP financial measure, Total Segment EBIT, Total Segment EBITDA, and Adjusted EBITDA to income (loss) from continuing operations before income taxes and equity in earnings of affiliated companies, the most directly comparable GAAP financial measure of each such non-GAAP measure, operating tax rate to effective tax rate, the most directly comparable GAAP financial measure and Free Cash Flow and Discretionary Free Cash Flow to Cash flow from operating activities, the most directly comparable GAAP financial measure, are provided in the tables included in our first quarter 2026 earnings release and filed on our Current Report on Form 8-K dated February 3, 2026. Reconciliations for Total Segment EBIT and segment EBITDA for each segment are included in the following slides.

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

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

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

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

Explanation of Terms Used

Product Mix. The term “product mix” refers to the mix of types and grade of products sold or the mix of geographic regions where products are sold, and the positive or negative impact this has on the revenue or profitability of the business or segment.

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

Non-GAAP Financial Measures
Adjusted EPS

	Fiscal 2026 (A)				
	Dec. Q	Mar. Q	June Q	Sept. Q	FY 2026
Reconciliation of Adjusted EPS to GAAP EPS					
Net income (loss) per share attributable to Cabot Corporation	$ 1.37	$ —	$ —	$ —	$ 1.37
Less: Certain items after tax per share	(0.16)	—	—	—	(0.16)
Adjusted earnings (loss) per share	$ 1.53	$ —	$ —	$ —	$ 1.53
	Fiscal 2025 (A)				
	Dec. Q	Mar. Q	June Q	Sept. Q	FY 2025
Reconciliation of Adjusted EPS to GAAP EPS					
Net income (loss) per share attributable to Cabot Corporation	$ 1.67	$ 1.69	$ 1.86	$ 0.79	$ 6.02
Less: Certain items after tax per share	(0.09)	(0.21)	(0.04)	(0.91)	(1.23)
Adjusted earnings (loss) per share	$ 1.76	$ 1.90	$ 1.90	$ 1.70	$ 7.25

(A) Per share amounts are calculated after tax.

Non-GAAP Financial Measures
Total Segment EBIT & Adjusted EBITDA

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

Dollars in millions	**Fiscal 2025**	**Fiscal 2026**
	Dec. Q	Dec. Q
Reconciliation of Total Segment EBIT, Total Segment EBITDA and Adjusted EBITDA to Net Income and Segment EBITDA Margin		
Net income (loss) attributable to Cabot Corporation	**$ 93**	**$ 73**
Net income (loss) attributable to noncontrolling interests	11	9
Equity in earnings of affiliated companies, net of tax	(1)	(1)
Provision (benefit) for income taxes	41	37
Income (loss) from operations before income taxes and equity in earnings of affiliated companies	**$ 144**	**$ 118**
Interest expense	18	18
Certain items	6	7
Unallocated corporate costs	13	12
General unallocated (income) expense	(7)	(6)
Less: Equity in earnings of affiliated companies	(1)	(1)
Total Segment EBIT	**$ 175**	**$ 150**
Depreciation and amortization excluding corporate depreciation and amortization	37	41
Total Segment EBITDA	**$ 212**	**$ 191**
Less: Unallocated corporate costs before corporate depreciation and amortization	13	12
Adjusted EBITDA	**$ 199**	**$ 179**

Non-GAAP Financial Measures
Segment EBITDA

Dollars in millions	Fiscal 2025 Dec. Q	Fiscal 2026 Dec. Q
Reinforcement Materials EBIT	**$ 130**	**$ 102**
Reinforcement Materials Depreciation and amortization	17	19
Reinforcement Materials EBITDA	**$ 147**	**$ 121**
Reinforcement Materials Sales	$ 611	$ 520
Reinforcement Materials EBITDA Margin	**24%**	**23%**

Dollars in millions	Fiscal 2025 Dec. Q	Fiscal 2026 Dec. Q
Performance Chemicals EBIT	**$ 45**	**$ 48**
Performance Chemicals Depreciation and amortization	20	22
Performance Chemicals EBITDA	**$ 65**	**$ 70**
Performance Chemicals Sales	$ 311	$ 300
Performance Chemicals EBITDA Margin	**21%**	**23%**

Non-GAAP Financial Measures
Free Cash Flow (FCF) & Discretionary Free Cash Flow (DFCF)

Dollars in millions	Fiscal 2026
Reconciliation of Free Cash Flow and Discretionary Free Cash Flow to Cash provided by (used in) operating activities	Dec. Q
Cash provided by (used in) operating activities [(B)]	**$ 126**
Less: Additions to property, plant and equipment	69
Free cash flow	**$ 57**
Plus: Additions to property, plant and equipment	69
Less: Changes in net working capital [(C)]	5
Less: Sustaining and compliance capital expenditures	50
Discretionary free cash flow	**$ 71**

(B) As provided in the Condensed Consolidated Statements of Cash Flows.

(C) Defined as changes in Accounts and notes receivable, Inventories, and Accounts payable and accrued liabilities as presented on the Condensed Consolidated Statements of Cash Flows.

Non-GAAP Financial Measures
Operating Tax Rate

TABLE 3: RECONCILIATION OF EFFECTIVE TAX RATE TO OPERATING TAX RATE

Three months ended December 31	**2025**			2024	
Dollars in millions (unaudited)	(Provision) / Benefit for Income Taxes	Rate		(Provision) / Benefit for Income Taxes	Rate
Effective Tax Rate	**$**	**(37)**	**31%**	$ (41)	28%
Less: Non-GAAP tax adjustments[(B)]		**(2)**		1	
Operating tax rate [(D) (E)]	**$**	**(35)**	**28%**	$ (42)	28%

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

(D) The operating tax rate is calculated based upon management's forecast of the annual operating tax rate for the fiscal year applied to adjusted pre-tax earnings. The operating tax rate excludes income tax (expense) benefit on certain items, discrete tax items and, on a quarterly basis the timing of losses in certain jurisdictions.

(E) Our operating tax rate for fiscal 2026 is expected to be in the range of 27% to 29%.