



CABOT CORPORATION EARNINGS TELECONFERENCE

SECOND 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 third quarter of and fiscal year 2026, including our expectations for performance in our businesses, cash flow generation, the growth in our battery materials product line and EBITDA we expect it to achieve for fiscal year 2026, for cost savings we will recognize and for adjusted earnings per share ("EPS") in fiscal year 2026, the actions we plan to take to close manufacturing operations in Argentina and The Netherlands and the annual benefit we expect from these closures and the related restructuring cash costs, our operating tax rate for fiscal 2026, our expected capital expenditures for fiscal 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 and the conflict in the Middle East; 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.

Q2 2026 Highlights



Diluted EPS of \$1.27;
Adjusted EPS¹
of \$1.61



Reinforcement
Materials segment
EBIT of **\$93 million**



Performance
Chemicals segment
EBIT of **\$59 million**



**Cash Flows from
Operations of \$77
million**; returned
\$73 million to
shareholders



**Increased quarterly
dividend by 5%**

Battery Materials Building Momentum

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



Strong quarter with 43% revenue increase over Q2'25 and Q2 FY26 TTM EBITDA margins of 24%



Ongoing customer engagement and multi-year supply agreements positioning our Battery Materials product line for long-term growth



Projecting full year fiscal 2026 EBITDA of approximately \$40 million

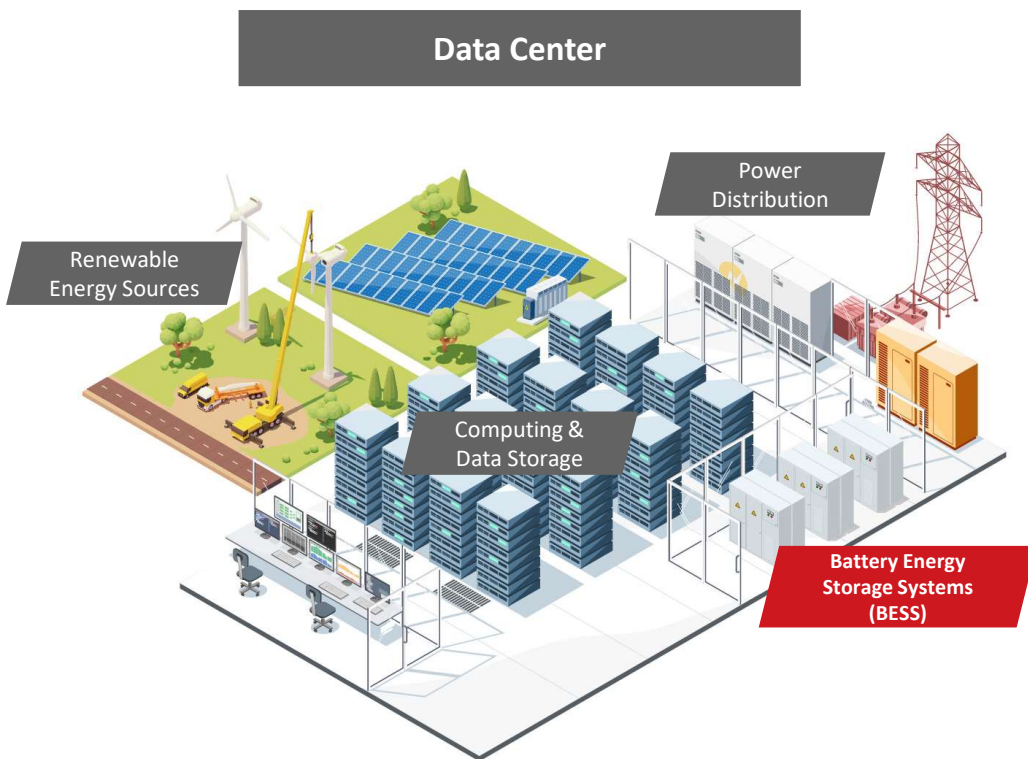


Continued Battery Energy Storage Systems (BESS) investment, alongside EV growth, driving strong demand for our Battery Materials portfolio



Cabot Materials Support Data Center Growth

Critical materials enabling data center infrastructure buildout



Cabot Battery Materials Enable Critical Performance Requirements

- ◆ Long Duration Storage
- ◆ Power Stabilization
- ◆ Uninterruptable Power

Broader Performance Chemicals Portfolio Plays Key Role in Infrastructure Buildout

- ◆ Power Distribution Cables
- ◆ Thermal Management
- ◆ Adhesives & Sealants
- ◆ Bonding Paste for Wind Turbines

Optimization of Cabot's Plant Network

Intention to close manufacturing capacity at targeted locations, subject to consultation processes where applicable



Have ceased manufacturing at Argentina facility and initiated plans to close the facility



Intend to rationalize multiple manufacturing lines at Netherlands facility, subject to consultation processes



Expect to maintain customer supply from other Cabot locations

Program Financial Highlights

Target Annual Run Rate Benefit	\$22 million
Expected Restructuring Cash Cost	\$24 million

Q2 2026 Financial Highlights

Adjusted EPS¹
\$1.61
Diluted EPS
\$1.27

**Cash & Cash
Equivalents**
\$252 Million

Debt Balance
\$1.3 Billion
Liquidity
\$1.3 Billion

**Operating Cash
Flow**
\$77 Million
**Discretionary
Free Cash Flow¹**
\$63 Million

**Operating
Tax Rate¹**
28%
*FY26 forecast range
of 27%-29%*

Capex
\$45 million
*FY26 forecast range
of \$200 - \$230
million*

Reinforcement Materials Segment

Operating Performance

	Q2 FY26	Q2 FY25	Δ
Segment EBIT	\$93M	\$131M	(29%)
Segment EBITDA ¹	\$114M	\$148M	(23%)
EBITDA Margin ¹	21%	25%	

Q2 FY26 Highlights

- ◆ Lower gross profit per ton driven by CY26 customer agreement outcomes and increased competitive intensity in Asia Pacific
- ◆ Volumes up 3% year-over-year with increases in all regions

Q3 FY26 Outlook

- ◆ Expect higher sequential EBIT from higher gross profit per ton and full quarter of operations of acquired plant in Mexico
- ◆ Sequential margin benefit expected from a favorable product mix and yield improvements

Performance Chemicals Segment

Operating Performance

	Q2 FY26	Q2 FY25	Δ
Segment EBIT	\$59M	\$50M	+18%
Segment EBITDA ¹	\$82M	\$71M	+15%
EBITDA Margin ¹	25%	23%	

Q2 FY26 Highlights

- ◆ Higher gross profit per ton from a favorable product mix and optimization efforts
- ◆ Volumes increased year-over-year in the battery materials and specialty carbons product lines

Q3 FY26 Outlook

- ◆ Expect segment EBIT to be relatively consistent sequentially
- ◆ Anticipate stable volumes and gross profit per ton sequentially

Middle East Developments

Cabot is well positioned to navigate challenging business conditions

Competitive Advantages & Actions Taken

- ◆ Limited direct revenue and raw material sourcing exposure to the Middle East
- ◆ Competitive global asset footprint to support customers
- ◆ Reinforcement Materials customer agreements structured to pass through raw material cost impacts
- ◆ Implemented price increases across Performance Chemicals
- ◆ Have ample liquidity to fund working capital needs



Effectively Navigating a Dynamic Environment

1

Fiscal 2026 financial outlook remains strong

- ◆ Reaffirming Adjusted EPS¹ Guidance Range of \$6.00 - \$6.50
- ◆ Expect stable margins as price increases offset higher input costs
- ◆ Range contemplates different demand scenarios in the fourth quarter due to the conflict in the Middle East
- ◆ Battery materials product line building momentum

2

Rightsizing asset base to align with demand while targeting continued countermeasures

- ◆ Targeted capacity rationalizations to better align production with current demand and improve network efficiency
- ◆ Continuing our countermeasure program, with a focus on efficiency initiatives and procurement savings to offset headwinds

3

Maintaining balanced capital allocation framework

- ◆ Continue to invest in maintaining world class assets and driving strategic growth investments
- ◆ Executed \$101M in share repurchases YTD FY26
- ◆ Raised dividend by 5%
- ◆ Investment grade credit rating
- ◆ 1.5x² Net Debt/EBITDA ratio as of March 31, 2026



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)	~\$30M to \$34M
Capital Expenditures	~\$200M to \$230M
Shares Repurchases	~\$100M to \$150M
Operating Tax Rate ¹	~27% to 29%
Forecast FX Rates	April Rates
Oil & Energy Prices	April Forward Curve

Use of Non-GAAP Financial Measures

This presentation includes references to adjusted earnings per share (EPS), 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, 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 second quarter 2026 earnings release and filed on our Current Report on Form 8-K dated May 5, 2026. Reconciliations for 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	\$ 1.27	\$ —	\$ —	\$ 2.64
Less: Certain items after tax per share	(0.16)	(0.34)	—	—	(0.50)
Adjusted earnings (loss) per share	\$ 1.53	\$ 1.61	\$ —	\$ —	\$ 3.14
	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

Adjusted EBITDA

<i>Dollars in millions</i>	Fiscal 2025	Fiscal 2026
	Mar. Q	Mar. Q
Reconciliation of Adjusted EBITDA to Income (loss) from operations before income taxes and equity in earnings of affiliated companies		
Income (loss) from operations before income taxes and equity in earnings of affiliated companies	\$ 151	\$ 120
Interest expense	19	18
Certain items	4	9
General unallocated (income) expense	(9)	(12)
Less: Equity in earnings of affiliated companies	(3)	(2)
Depreciation and amortization	38	44
Adjusted EBITDA	\$ 206	\$ 181

Non-GAAP Financial Measures

Segment EBITDA

<i>Dollars in millions</i>	Fiscal 2025	Fiscal 2026
	Mar. Q	Mar. Q
Reinforcement Materials EBIT	\$ 131	\$ 93
Reinforcement Materials Depreciation and amortization	17	21
Reinforcement Materials EBITDA	\$ 148	\$ 114
Reinforcement Materials Sales	\$ 594	\$ 544
Reinforcement Materials EBITDA Margin	25%	21%

<i>Dollars in millions</i>	Fiscal 2025	Fiscal 2026
	Mar. Q	Mar. Q
Performance Chemicals EBIT	\$ 50	\$ 59
Performance Chemicals Depreciation and amortization	21	23
Performance Chemicals EBITDA	\$ 71	\$ 82
Performance Chemicals Sales	\$ 311	\$ 328
Performance Chemicals EBITDA Margin	23%	25%

Non-GAAP Financial Measures

Free Cash Flow (FCF) & Discretionary Free Cash Flow (DFCF)

<i>Dollars in millions</i>	Fiscal 2026				
	Dec. Q	Mar. Q	June Q	Sept. Q	FY 2026
Reconciliation of Free Cash Flow and Discretionary Free Cash Flow to Cash provided by (used in) operating activities					
Cash provided by (used in) operating activities ^(B)	\$ 126	\$ 77	\$ —	\$ —	\$ 203
Less: Additions to property, plant and equipment	69	45	—	—	114
Free cash flow	\$ 57	\$ 32	\$ —	\$ —	\$ 89
Plus: Additions to property, plant and equipment	69	45	—	—	114
Less: Changes in net working capital ^(C)	5	(19)	—	—	(14)
Less: Sustaining and compliance capital expenditures	50	33	—	—	83
Discretionary free cash flow	\$ 71	\$ 63	\$ —	\$ —	\$ 134

^(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 March 31				
	2026		2025	
	(Provision) / Benefit for Income Taxes	Rate	(Provision) / Benefit for Income Taxes	Rate
<i>Dollars in millions (unaudited)</i>				
Effective Tax Rate	\$ (44)	37%	\$ (49)	32%
Less: Non-GAAP tax adjustments ^(A)	(8)		(7)	
Operating tax rate ^{(C) (D)}	\$ (36)	28%	\$ (42)	27%
Six months ended March 31				
	2026		2025	
	(Provision) / Benefit for Income Taxes	Rate	(Provision) / Benefit for Income Taxes	Rate
<i>Dollars in millions (unaudited)</i>				
Effective Tax Rate	\$ (81)	34%	\$ (90)	30%
Less: Non-GAAP tax adjustments ^(A)	(10)		(6)	
Operating tax rate ^{(C) (D)}	\$ (71)	28%	\$ (84)	28%

^(A) 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.

^(B) This table indicates the line items where certain items are recorded in the Consolidated Statements of Operations.

^(C) 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.

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