



TENNECO

2025 SUSTAINABILITY REPORT

Covering January 1, 2025 to December 31, 2025



Contents

- About This Report** 2
- A Message from Our CEO** 3
- 2025 Highlights** 4
- Our Sustainability Journey** 5
 - Stakeholder Engagement 5
 - Sustainability Assessment 5
 - Sustainability Strategy Framework 5
 - Performance at a Glance 6
 - Our Continued Journey 7
- Our Company** 8
 - Tenneco Overview 9
 - Tenneco Purpose and The Tenneco Way 11
 - 2025 Awards and Honors 12
- Our People** 13
 - Occupational Health and Safety 14
 - Talent Attraction and Retention 16
 - Expanding Opportunity 18
 - Labor Relations and Human Rights 19
 - Community Involvement 20

- Our Planet** 22
 - Energy and Greenhouse Gas Emissions 23
 - Waste and Water 25
- Our Products** 27
 - Product Safety and Quality 28
 - Product Efficiency 29
 - Product Innovation 30
- Our Governance** 33
 - Corporate Governance 34
 - Ethics and Compliance 35
 - Cybersecurity and Data Privacy 37
 - Supply Chain Management 38
 - Conflict Minerals 41
- Appendices** 42
 - Appendix A – Stakeholder Engagement 43
 - Appendix B – GRI Index 44
 - Appendix C – Performance Data 47

About This Report and Disclaimer

Tenneco LLC (together with its subsidiaries during January 1 to December 31, 2025, “Tenneco”, “our”, “Company” or “we”) has prepared this report with reference to the Global Reporting Initiative (GRI) Standards. This iteration marks our eighth annual sustainability report and incorporates our priority topics and sustainability strategies that cover our performance from January 1 to December 31, 2025, unless otherwise stated.

This report contains certain statements that relate to future events and expectations and, as such, constitute forward-looking statements included in various sections of the report. The words “may,” “will,” “believe,” “should,” “could,” “strive,” “intend,” “aim,” “target,” “goal,” “seek,” “plan,” “expect,” “anticipate,” “estimate,” and similar expressions identify these forward-looking statements. Although we believe the expectations reflected in these statements are based on reasonable assumptions, such statements are subject to a variety of risks and uncertainties, and actual results may differ materially from the expectations expressed in the forward-looking statements. We welcome feedback at Sustainability@tenneco.com.

Our discussion of our sustainability assessments, goals, and relevant issues in this report or in other locations, including elsewhere on our corporate website, are informed by various corporate responsibility standards and frameworks (including standards for the measurement of underlying data), and the interests of various stakeholders. References to “materiality” may differ from the definition of materiality under the European Union Corporate Sustainability Reporting Directive (“CSRD”), the International Sustainability Standards Board (ISSB), the California greenhouse gas disclosure laws, the U.S. federal securities laws or other regimes for regulatory reporting purposes. Therefore, the use of the word “material” or “materiality” herein should not be read as necessarily rising to the level of materiality used for the purposes of any of the foregoing laws or other laws and regulations, even if we use the words “material” or “materiality” in this report. Further, the inclusion of information in this report should not be construed as a characterization of the materiality of that information. Moreover, given the uncertainties, estimates, and assumptions required to make some of the disclosures in this report, and the timelines involved, materiality is inherently difficult to assess far in advance. In addition, the data included in this report and appendices has not been externally assured, verified or audited.





A Message from Our CEO

“Sustainability at Tenneco starts with execution.”

Our purpose at Tenneco is clear: to be the most trusted partner and the world’s best manufacturer and distributor in the transportation industry.

Trust is earned in how a company operates. It’s earned when no one is watching. It’s earned on the plant floor, in front of customers, inside engineering reviews, across the supply chain and in the decisions that either solve problems or create bigger ones.

That’s why sustainability at Tenneco starts with execution.

The Tenneco Way is our culture. It’s how we run the company: simplify the work, move with speed, own the outcome, hold the standard and win the right way. Sustainability is embedded within the same operating system. If it doesn’t make the business safer, stronger, more efficient and more trusted, then it’s just language on a page—and that’s not how we do things here.

In 2025, Team Tenneco continued to prove the difference between talking about progress and executing it. Safety remains our highest priority. We reduced our recordable incident rate by 33% compared to our 2019 baseline, and many facilities continued operating with long-standing records of zero recordable incidents. That result comes from discipline in the work—identifying risk, acting early, following the standard and holding each other accountable.

We also improved how we manage energy, emissions, waste and environmental performance across our footprint. Our scope 1 and 2 greenhouse gas emissions intensity and energy intensity were both down 18% compared to our 2019 baseline. We estimate that approximately 75% of waste from our manufacturing processes was recycled, and 90% of our manufacturing sites were certified to ISO 14001 Environmental Management Standards. Those results are not theoretical. They come from better systems, better data and teams finding practical ways to run the business better.

The same standard has to move through our supply chain and into the products we make. In 2025, we assessed more than 1,300 suppliers for sustainability engagement and continued working across the value chain on greenhouse gas emissions reduction, responsible sourcing and circular economy initiatives. Our customers count on more than the parts we ship. They count on the systems behind it—the integrity, resilience and accountability of the full value chain.

Tenneco supports customers across internal combustion, hybrid, electric, hydrogen and alternative-fuel applications with technologies built for performance, efficiency and reliability. In 2025, 99% of our manufacturing sites were certified to International Automotive Task Force 16949, International Organization for Standardization 9001 or similar quality management standards. For us, quality that holds is sustainability our customers can measure.

The numbers in this report matter, but what matters more is what they say about how Tenneco operates. Progress scales when teams solve the right problems, when leaders build systems that repeat, and when the standard is the standard whether the work is easy or not.

We should be proud of what this report reflects, and we should also be clear about future sustainability execution. Expectations are rising from customers, regulators, partners and the industry. Ours are rising too—and meeting that standard will take stronger execution, sharper decisions, better systems, more ownership and the discipline to keep improving when the work gets harder.

That’s what *The Tenneco Way* demands.

Jim Voss

CEO, Tenneco LLC








2025 Highlights

Our commitment to responsible and ethical business operations is underscored by our robust sustainability program and approach toward continuous improvement. We are proud of the initiatives we implemented throughout 2025, including:

- > Accelerated global energy efficiency execution through regional workshops, site-level energy hunts, and deployment of a centralized Energy Best Practice Library, enabling replication of successful initiatives across our manufacturing footprint.
- > Advanced digital energy management capabilities, including implementation of a global performance tracking platform and pilot of AI-powered analytics to enhance visibility, identify inefficiencies, and prioritize high-impact opportunities.
- > Continued expansion of low-carbon electricity sourcing through renewable energy procurement and evaluation of on-site and off-site solutions across our global operations.
- > Completed a climate risk and scenario analysis across global operations, integrating findings into enterprise risk management and advancing alignment with climate-related disclosure best practices, informed by TCFD recommendations and evolving regulatory requirements.
- > Enhanced product sustainability capabilities by strengthening Product Carbon Footprint (PCF) and lifecycle assessment methodologies to support customer requirements and lower-carbon product design.
- > Expanded supplier sustainability engagement, with more than 1,300 suppliers assessed, alongside continued development of risk-based due diligence and responsible sourcing programs.
- > Advanced decarbonization strategy development through benchmarking of industry peers and customer expectations, strengthening alignment with evolving market requirements.
- > Achieved continued external recognition for sustainability performance, including a CDP Climate Change score of “B” and an EcoVadis Silver rating (top 5%) in 2025.

1. The rate has been calculated as (total number of recordable incidents) x 200,000/total hours worked company-wide.
 2. Intensity metrics are revenue-normalized and may fluctuate with revenue changes.
 3. Waste data represents approximately 80% of manufacturing sites.

In addition to these successful initiatives, we continued to improve the sustainability of our operations. Noteworthy accomplishments throughout 2025 include:

 OUR PEOPLE	<p>33% reduction in recordable incident rate compared to the 2019 baseline¹</p>	<p>63% of manufacturing sites were certified to International Organization for Standardization (ISO) 45001 Health and Safety Management System</p>
 OUR PLANET	<p>18% reduction in energy intensity compared to the 2019 baseline²</p> <p>75% of waste from manufacturing was recycled³</p>	<p>18% reduction in greenhouse gas (GHG) emissions intensity (Scope 1 and 2) compared to the 2019 baseline</p> <p>90% of manufacturing sites were certified to ISO 14001 Environmental Management System</p>
 OUR PRODUCTS	<p>30+ world-leading brands</p> <p>99% of manufacturing sites were certified to International Automotive Task Force (IATF) 16949 Quality Management System or similar standards</p>	<p>15 brands are 100+ years old</p>

<p>B 2025 CDP Climate Change Score</p>	<p>ECOVADIS SILVER MEDAL with a Score of 72 (top 5%)</p>	<p>TOP-RATED COMPANY SUPPLIERASSURANCE'S Supplier Assessment Questionnaire</p>
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Our Sustainability Journey

Stakeholder Engagement

We value the perspectives and feedback from our various stakeholder groups, which allow us to strengthen our sustainability strategy, business practices, and decision-making processes in line with the needs and expectations of the team members, customers, and communities we serve. Through regular interactions with key stakeholders, including, but not limited to, team members, customers, communities, suppliers, regulatory agencies, investors and industry and trade associations, we contribute to collaborative initiatives and meaningful dialogue regarding key sustainability- and business-related topics. For more information about our stakeholder engagement activities and mechanisms, including the frequency of our engagements and focused topics, please refer to [Appendix A](#).

EU CSRD Sustainability

To foster a holistic and robust sustainability strategy, we conducted a double materiality assessment (as defined by the European Union Corporate Sustainability Reporting Directive (“CSRD”)) with a third-party advisor in 2024. Informed by the principles of the European Sustainability Reporting Standard 1 (ESRS 1), which are the mandatory technical framework for implementing the CSRD, and other available guidelines that were in place in 2024, the assessment aimed to prioritize sustainability topics that are most important to our internal and external stakeholders from both financial materiality and impact materiality perspectives, each term as defined under the CSRD and the ESRS.

The 2024 assessment invited both internal and external stakeholders to rank 23 sustainability topics based on their level of importance and relevance to our company. This topic list was compiled by consolidating findings from industry research, peer benchmarking, and our business priorities. Participating stakeholders—including the Executive Leadership Team, senior leaders, team members, suppliers, customers, and investors—completed surveys and interviews to share their perspective on which sustainability topics present the most risks to our business as well as topics that demonstrate opportunities to advance our sustainability impacts and strategies. We shared assessment results with our Board to validate alignment with our business needs and sustainability objectives.

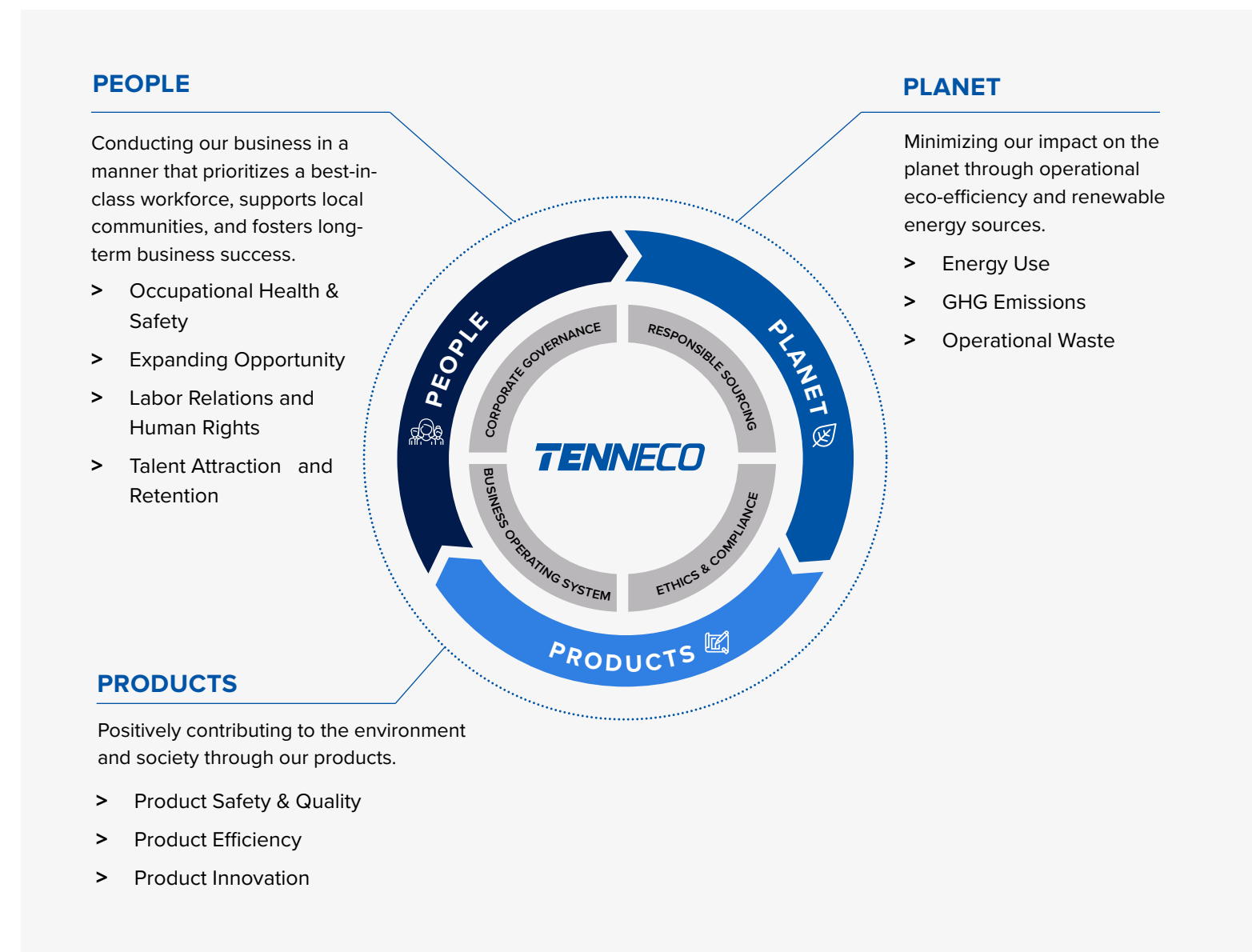
The outcomes of the sustainability assessment indicate strong stakeholder support for the continued growth of Tenneco’s sustainability initiatives, programs and strategies that drive business value and improve stakeholders’ well-being. The 2024 final list of EU CSRD sustainability topics is presented below. With the recent amendments to both CSRD and the forthcoming changes to the ESRS, both of which narrow and simplify CSRD, the below has not been, and may need to be, updated to the amended ESRS. These new ESRS are expected in late 2026 or 2027, after the publication of this report.

SOCIAL	GOVERNANCE	ENVIRONMENTAL
<ul style="list-style-type: none"> > Employee Health, Safety, and Well-being > Labor Relations & Human Rights > Community Engagement > Responsible Sourcing 	<ul style="list-style-type: none"> > Product Safety and Quality > Critical Incident Management 	<ul style="list-style-type: none"> > Climate Change > Circular Economy > Pollution > Waste Management > Water Management

Sustainability Strategy Framework







Anchored by our overarching objective to support long-term business resilience while delivering positive environmental and social outcomes, our sustainability strategy framework is organized into three pillars: People, Planet, and Products. These pillars define our sustainability focus areas, which reflect stakeholder input, our priority topics, and sustainability elements within our corporate culture.

Strong governance and accountability underpin our sustainability strategy. We monitor progress against our sustainability priorities regularly, with quarterly updates provided to the leadership team and our Board of Directors to foster proper oversight, alignment, and integration of sustainability-related considerations into our long-term strategy.



PERFORMANCE AT A GLANCE

At Tenneco, we invest in impactful efficiency improvement tactics, stakeholder engagement, and industry partnerships to optimize operations and promote sustainability action in our value chain. Our sustainability goals serve as our north star, guiding the execution of initiatives that generate measurable impacts and bring value to our communities, our customers, and our industry.

TOPIC	TENNECO'S GOALS	2025 PERFORMANCE
Greenhouse Gas Emissions 	<ul style="list-style-type: none"> > Reduce Scope 1 and Scope 2 GHG emissions intensity by 30% by 2030 from a 2019 baseline. 	<p>~18% ↓ Achieved an 18% reduction compared to the 2019 baseline.</p>
Energy Use 	<ul style="list-style-type: none"> > Decrease operational energy intensity by 30% by 2030 from a 2019 baseline. > Increase the share of renewable electricity in our energy mix to at least 15% of total electricity consumption by 2030. 	<p>18% ↓ Reduced energy intensity by 18% compared to the 2019 baseline.</p> <p>~11% Approximately 11% of 2025 electricity consumption was from renewables.</p>
Operational Waste 	<ul style="list-style-type: none"> > Reduce waste to landfill by 20% by 2030 from a 2021 baseline. 	<p>~3% ↓ Achieved a 3% reduction from the 2021 baseline.</p>
Product Safety and Quality 	<ul style="list-style-type: none"> > Achieve 100% certification with IATF 16949, ISO 9001, or other applicable quality management standards for manufacturing sites based on customer requirements by the end of 2025 to standardize quality governance. 	<p>99% 99% of manufacturing sites were certified.</p>
Supplier Management 	<ul style="list-style-type: none"> > 100% of strategic partners reaffirm their commitment to the Tenneco Supplier Code of Conduct. > 100% of Tenneco's top sustainability "high-risk" and/or "high-impact" suppliers complete a self-assessment questionnaire annually. 	<ul style="list-style-type: none"> > Required suppliers doing business with Tenneco to comply with our Supplier Code of Conduct, which is linked to supplier purchasing terms and conditions and other vendor requirements documentation. > Continued to expand the scope of EcoVadis sustainability assessments to additional high-risk/high-impact suppliers, with more than 1,300 suppliers assessed, representing an over 20% increase from 2024. > Partnered with the Accelerate Initiative to host a supplier roundtable focusing on decarbonization, human rights, responsible sourcing, and stakeholder engagement in the supply chain.
Conflict Minerals 	<ul style="list-style-type: none"> > At least 96% of Tenneco's smelters and/or refiners, as declared annually by surveyed suppliers, come from sources that are reportedly conflict-free (meaning not sourced, mined or traded in a way that finances human rights abuses). 	<ul style="list-style-type: none"> > 95% of smelters and refiners were classified as Conformant and Active through Responsible Minerals Initiative's (RMI's) third-party audit process.⁴

⁴ Classifications of smelters and refiners reflect participation in third-party audits or operational status during the reporting period, which do not represent permanent designations. Tenneco engages suppliers to encourage alignment with globally recognized responsible sourcing standards.

Our Continued Journey

Our approach emphasizes operational discipline, regulatory awareness, and ongoing evaluation of opportunities to manage environmental impacts, strengthen governance, and support customer sustainability priorities. Building on the progress outlined in this report, we will continue to focus on the following priorities:

- > Strengthening our sustainability strategy by aligning programs and initiatives with evolving global regulations, industry best practices, and increasing customer expectations for low-carbon production as well as transparent and responsible operations.
- > Continuing implementation of our global Energy and Decarbonization Policy, with a focus on improving energy efficiency in operations and evaluating opportunities to expand renewable electricity usage where commercially and technically feasible.
- > Integrating climate-related risk management into our enterprise risk framework, furthering our understanding of climate-related risks and opportunities, and incorporating resilience considerations into long-term business planning and decision-making.
- > Implementing environmental conservation measures, promoting resource efficiency, and leveraging innovation to reduce environmental impacts across our manufacturing footprint.
- > Collaborating across our value chain by sharing best practices within our operations and working with suppliers and partners to support emissions reductions, responsible sourcing, and circular economy initiatives.
- > Enhancing transparency and data governance through improved sustainability data management, expanded reporting capabilities, and continued alignment with leading global reporting frameworks and disclosure expectations from customers.

These priorities reflect Tenneco's approach to responsible manufacturing and disciplined execution during the reporting period.





OUR COMPANY

At Tenneco, we remain steadfast in our commitment to driving meaningful, lasting impact. From the advancement of low-carbon technologies to the empowerment of our global workforce and enrichment of our local communities, we strive to demonstrate progress in areas where we have an influence. Sustainability is not a peripheral activity—it's built into how we lead, how we grow, and how we deliver. By relentlessly developing and providing efficient, scalable, and innovative solutions, we are shaping a more resilient and sustainable future for global mobility.

SKIP TO

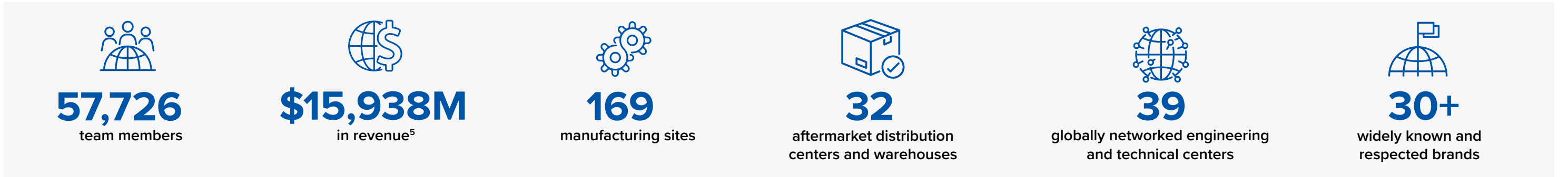
[Tenneco Overview](#)

[Tenneco Purpose and The Tenneco Way](#)

[2025 Awards and Honors](#)



Tenneco Overview in 2025



OUR GLOBAL PRESENCE



5. Includes only external and third-party sales. Intersegment or intercompany revenue is excluded.

Headquartered in Northville, Michigan, Tenneco is one of the world’s leading designers, manufacturers, and distributors of advanced mobility products for original equipment (OE) and aftermarket customers. Guided by our purpose—to be the most trusted partner and the world’s best manufacturer and distributor in the transportation industry—we deliver cleaner, more efficient, and more reliable performance across the markets we serve.

Through our DRiV, Performance Solutions, Clean Air, and Powertrain businesses, Tenneco provides proven technologies and solutions for light vehicle, commercial truck, off-highway, industrial, motorsport, and aftermarket applications. Our portfolio supports evolving regulatory requirements, improves vehicle efficiency, and helps customers address the industry’s demand for lower emissions and enhanced performance. Whether advancing emissions-control and powertrain technologies, enabling continued improvements in internal combustion engines, or delivering innovative suspension, braking, and aftermarket solutions, we focus on helping our customers succeed today while preparing for the future of mobility. Backed by a global end-to-end supply chain, deep engineering expertise, and a portfolio of more than 30 market-leading brands, we execute with speed, accountability, and discipline—that’s *The Tenneco Way*.

OUR BUSINESS SEGMENTS



DRiV

- > Designs, manufactures, sources, markets, and distributes a broad portfolio of leading brand-name products in the global vehicle aftermarket while also servicing the original equipment service (OES) market.
- > DRiV products are marketed and sold under industry-leading brands including Monroe®, Champion®, Öhlins®, MOOG®, Walker®, Fel-Pro®, Wagner®, Ferodo®, Rancho®, Thrush®, National®, Sealed Power®, and others.



PERFORMANCE SOLUTIONS

- > Designs, manufactures, markets, and distributes a variety of ride performance solutions and systems to an OE and aftermarket customer base.
- > Provides noise, vibration, and harshness (NVH) performance materials, advanced suspension technologies, ride control, systems protection, and braking.



CLEAN AIR

- > Designs, manufactures, and distributes a variety of products and systems made to reduce pollution and optimize engine performance, acoustic tuning, and weight.
- > Supports primarily light vehicle, commercial truck, off-highway, and motorcycle customers.



POWERTRAIN

- > Designs, manufactures, and distributes a variety of OE powertrain products for light vehicle, commercial truck, off-highway, and industrial applications.
- > Supports customers in new vehicle production and provides parts for their service and distribution channels.



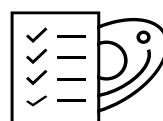
Tenneco Purpose and *The Tenneco Way*

At Tenneco, our purpose is clear: to be the most trusted partner and the world's best manufacturer and distributor in the transportation industry. It is the driving force behind everything we do, and the way we execute toward that purpose is guided by our core philosophy and our culture—*The Tenneco Way*. *The Tenneco Way* depicts not only how we work but also how we win. It fuels our success today and positions us to lead tomorrow. It guided us through our transformation—and now, it is what sets us apart as we lead globally and deliver value for our customers and for Team Tenneco.

P3 OPERATING STANDARD

Our transformative P3 initiative is designed to enable optimized and standardized operations across all manufacturing plants and distribution centers. Symbolizing People, Performance, and Pride, the P3 pillars are foundational to a standard operating model that helps us maintain a superior level of executional excellence.

The P3 model consists of four key elements



Operating System

A defined system that features a common set of operational excellence standards and approaches for all Tenneco plants.



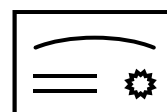
Key Performance Indicators (KPIs)

Best-in-class targets that are quantifiable measurements to assess the efficacy of our operations around the world.



P3x Accelerator Program

A series of learning modules that help build capabilities to enable P3 via a virtual platform and a combination of remote and in-person workshops administered in pre-assigned peer cohorts.



Site Certification

A system in which plants meet specific safety, quality, and operating metrics as defined by Tenneco's Manufacturing Excellence Council (MEC).





2025 Awards and Honors

Our relentless pursuit of ethical and responsible business practices as well as unmatched product quality and services continued to receive recognition and acknowledgment from industry stakeholders and customers.

DRIV

Autodistribution France Best Sales Support: The DRiV team received the Best Sales Support Award that highlighted the critical value of the team being a strategic partner in supporting Autodistribution France’s growth objectives and building enduring relationships with repair businesses and other customers.

PERFORMANCE SOLUTIONS

Quality Circle Forum of India Gold Awards in Kaizen Competition: The Monroe Ride Solutions® team in Puducherry, India, was honored with two gold awards at the Kaizen Competition hosted by Quality Circle Forum of India, highlighting innovations related to quality improvement and process optimization, with participation from over 140 teams representing over 45 organizations.

Mahindra & Mahindra Innovation Award: The Monroe Ride Solutions® team proudly received the Innovation Award from Mahindra & Mahindra, recognizing the team’s industry-leading suspension systems that were applied to two new electric sport utility vehicle (SUV) models of the customer.

Mahindra & Mahindra Special Appreciation Award: The Monroe Ride Solutions® team was honored with the Mahindra & Mahindra Special Appreciation Award that recognized the team’s outstanding contribution to the development of Mahindra’s off-road SUV model.

PACCAR 10 PPM Quality Award: The NVH team in Mexico received the 10 PPM Quality Award from PACCAR that recognized suppliers delivering outstanding quality products and meeting stringent criteria for customer support.

CLEAN AIR

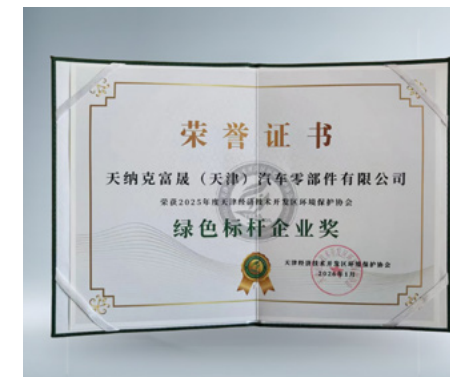
Ford Outstanding Supplier Award: The Clean Air team in China was honored with the Outstanding Supplier Award at the Changan Ford 2025 Partner Conference, recognizing the team’s outstanding engineering expertise, quality excellence, and reliable delivery performance.

Ford Q1 Certification: The Clean Air team in the U.S. received the Q1 certification from Ford, which verified world-class performance in quality, delivery, and systems as a premium supplier of Ford.

Tianjin Safety and Environmental Award: The Clean Air team in China received the Safety and Environmental Award from the local authority, highlighting outstanding safety and environmental performance delivered by the team.

POWERTRAIN

Bajaj Auto Limited Super Platinum Award: The Powertrain team in India was recognized for exceptional and consistent performance in quality, warranty, and delivery with the Super Platinum Award given by Bajaj Auto Limited.





OUR PEOPLE

The well-being of our team members and local communities is integral to our long-term success. We maintain our status as an employer of choice by providing safe and rewarding work experience, empowering professional development, and fostering a sense of belonging. As a steadfast supporter of community development, we actively participate in local partnerships and encourage philanthropic activities to uplift the communities where we have a presence. By fostering a thriving work environment and investing in our communities, we strive to create a positive foundation for a vibrant shared future.

SKIP TO

[Occupational Health and Safety](#)

[Talent Attraction and Retention](#)

[Expanding Opportunity](#)

[Labor Relations and Human Rights](#)

[Community Involvement](#)

SUGGESTED LINKS

[Environmental, Health and Safety Policy](#)

[Basic Working Conditions Policy](#)

[Code of Conduct](#)

Occupational Health and Safety

The health and safety of our team members remain at the forefront of our business. Our approaches are fortified by a systemic, risk-based compliance and hazard management strategy as well as policies and standard procedures for incident prevention and emergency response. We deploy a variety of safety protocols and communication programs, including cardinal rules, a Serious Injury and Fatality (SIF) prevention program, a daily safety touchpoint engagement strategy, and a set of Environmental, Health, and Safety (EHS) imperatives to advance and guide our safety management processes. These programs provide the foundation of our health and safety culture and are anchored by the following six principles:

1. EHS Commitment is Non-Negotiable
2. Near Misses are Second Chances
3. We Will Continuously Improve
4. We Are Committed to Integrity
5. We Are Accountable
6. We Maintain a Commitment to Safe Behavior

Building upon our achievements in previous years, we continued to strengthen our strategies throughout 2025 by implementing the following new or enhanced initiatives:

- > Integrating safety requirements, including cardinal rules, into the P3 operating model applicable to all facilities.
- > Elevating our focus and incorporation of new and updated corporate procedures and on-site training regarding the highest-risk activities in our operations.
- > Creating dedicated safety training spaces at many of our sites and delivering enhanced awareness campaigns regarding SIF, incident reporting, stop work authority, and risk mitigation.
- > Improving our monitoring of the closure rate for safety improvement opportunities and promoting best-practice sharing among sites.
- > Augmenting our corporate EHS system to enable improved safety management.

Safety Highlights in our Global Operations



In 2025, facilities across our business units continued to pursue safety improvement opportunities while maintaining excellent performance. In particular, many of our facilities showcased a long-standing record of zero recordable incidents and received external acknowledgment for superior

safety performance. Below is a small sample of plants highlighting significant milestones in our safety culture:

- > **Performance Solutions:** Suzhou, China, plant of Monroe Ride Solutions® team: Achieved nine consecutive years without a recordable incident in 2025.
- > **Performance Solutions:** Glasgow Kentucky, U.S., and Mondovi, Italy, plants of the Braking team: Achieved two consecutive years without a recordable incident in 2025.
- > **Performance Solutions:** The NVH and MRS sites in Suzhou, China, were awarded Safety Benchmarking Expertise in 2025 by the Suzhou Xushuguan Economic & Technology Development Zone Emergency Management Bureau.
- > **Clean Air:** Qingdao, China, plant of the Clean Air team: Received the Advanced Enterprise in Work Safety Award from the Jimo District for the fifth consecutive year in 2025.
- > **Powertrain:** Shanghai, China, plant of the Powertrain team: Received the Safety Production Model Company Award by the local safety administration in 2025.

MANAGEMENT SYSTEM

Our safety management systems are overseen by an experienced team of EHS leaders and operationalized through a structured framework that includes policies and procedures for compliance assessments, risk mitigation, and comprehensive training. Our collective action toward cultivating a safety culture is led by our EHS leaders, who execute our EHS policy and management systems. The policy is reviewed on a regular basis and emphasizes our dedication to providing safe work environments as part of our commitment to operational excellence.

63% 
of our manufacturing sites were ISO 45001 certified

Our management systems have been developed based on the ISO 45001 standard, which lays a strong foundation for our teams to effectively detect safety risks and engage in hazard management procedures and corrective actions. The man-

agement systems are audited on a regular basis to verify compliance with the ISO standard and apply to all our full-time and temporary team members, contractors, and visitors. As of 2025, 63% of our sites were certified to the ISO 45001 standard.

In our pursuit of safety excellence, we have established an EHS Continuous Improvement (CI) team to support our safety journey. This team leads the implementation of prioritized safety education, resource allocation, and strategic initiatives focused on preventing serious injuries and fatalities and elevating our efficiency in addressing safety topics. In addition to supporting sites in designing and executing facility-focused safety initiatives, the team has expanded its efforts to reinforce our safety culture and simplify safety processes in order to efficiently pursue opportunities for improvement.

COMPLIANCE STRATEGY

At Tenneco, we view compliance as a foundational element of our commitment to protecting the health and safety of all workers. Our EHS compliance assurance process is designed to ensure adherence to all applicable legal requirements and includes self-assessments, compliance monitoring, and annual certification activities. At each site, plant management teams, and EHS managers are responsible for ensuring compliance with permit and regulatory requirements, maintaining an up-to-date compliance calendar, conducting regular facility tours for risk management, and supporting internal and external audits in collaboration with our in-house EHS team and accredited third-party assessors.

Our manufacturing sites are required to complete the compliance assurance process every year, including monthly reviews conducted by plant managers, regular assessments, and initiation of corrective actions to address any deficiencies. Through this approach, we closely monitor the effectiveness of our safety programs and verify that each site maintains compliance with applicable national, state, and local regulatory requirements.

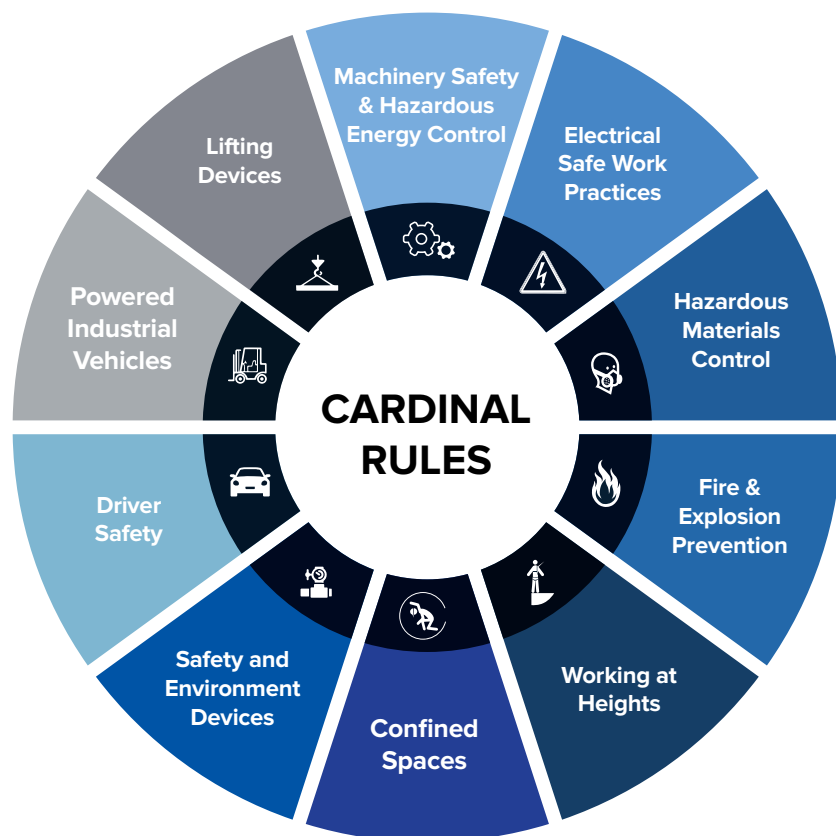
HAZARD IDENTIFICATION AND MITIGATION

We instill a culture of safety by regularly reviewing and improving our safety risk management programs. We strive for zero work-related injuries and illnesses by encouraging active reporting and executing our injury prevention rules and programs, including the Cardinal Rules Program. Through prompt reporting of all safety incidents, including near-miss events, we empower our team to identify potential risks early, implement corrective and preventive measures, and share lessons learned to strengthen risk mitigation and management.

Cardinal Rules Program

To effectively address risks that can lead to life-changing consequences, our Cardinal Rules Program details our approaches and role responsibilities toward managing high-risk hazards throughout our processes. Under the program, we enforce cardinal rules for each hazard and stringent requirements for all divisions and sites to properly evaluate their risk exposure and implement mitigation actions. In addition to risk assessments, our sites must ensure conformance with all safety protocols and allocate appropriate resources for ongoing adherence to program requirements.

The program is designed to improve understanding of our highest risk and to highlight risk management requirements for the delivery of action plans and elimination of safety risks. Our sites use hierarchy of controls approaches to continuously reduce their risk levels beyond minimum requirements.



SIF Prevention Program

Our SIF management strategy is focused on implementing preventative and proactive measures to eliminate life-altering incidents at our sites and improve coordination with internal and external emergency response providers. By emphasizing safety and cardinal rules, which are focused on 11 procedures to avoid life-threatening conditions or severe environmental impacts, we reinforce our expectations for safe operations as part of the SIF program. In 2025, we continued our focus on incident prevention, tracking the closure rate for improvement opportunities identified through the SIF management process and continuing our push to eliminate all SIFs in our activities. Our efforts resulted in multiple improvement actions taken during 2025 to reduce SIF risks, with the number of serious injuries being reduced by more than 50% compared to 2024.

EMPLOYEE TRAINING AND ENGAGEMENT

Our safety training programs are designed in line with our safety management objectives, empowering team members to contribute to a safe workplace, prevent injuries, and maintain compliance with our safety standards. We maintain a wealth of educational resources and enforce training requirements for different levels of team members involved in our various safety programs and management steps. Our corporate EHS library encompasses 75 courses to develop and enhance our team members' safety skills and awareness. Across our businesses, we offer new hire and job-specific education as well as refresher training for tasks that pose additional risks, covering our safety culture, procedures, and regulatory requirements. As part of our onboarding program for new hires, we provide training regarding our cardinal rules, EHS imperatives, and safety rules.

We assign mandatory, on-site SIF prevention training for all global operational leaders, including plant managers and site-level EHS professionals. Through our daily safety touchpoint program, we provide supervisors and leaders with easily accessible resources and content to increase conversations with team members regarding safety, environmental sustainability, health, and security. The program covers topics such as physical security, emergency preparedness, contractor management, and hand safety. Together, these training programs and resources help build a sense of ownership and confidence for our team members to effectively communicate and manage safety performance in our operations.

Safety Week Celebration and Safety Dojos



Across our global operations, we strive to promote safety awareness and equip team members with practical problem-solving skills to properly address safety hazards. We recognized our 2025 Safety Week with a “Not On My Shift” campaign, providing essential training sessions and resources to encourage every team member to actively detect, report, and address safety issues in our workplace to prevent injuries during their time on duty. We also established safety dojos at all facilities, offering dedicated learning spaces and interactive learning experiences for team members to familiarize themselves with safety protocols and emergency response procedures before entering the shop floor. We were proud to receive a high response rate and positive feedback for these initiatives, confirming their accessibility and quality and strengthening team engagement on important safety topics.

CONTRACTOR SAFETY

At Tenneco, we view contractors as an important extension of our teams. All full-time contractors and third-party partners are required to comply with the same safety requirements as our team members, and their compliance is overseen by Tenneco professionals as part of the control mechanisms in our Contractor EHS Management system. This system delineates contractors' level of safety risk based on their involvement and activities performed at Tenneco locations, provides improved safety training, and supports record keeping of contractors' EHS compliance documentation. Through this approach, we continue to highlight our safety standards and gather and share meaningful insights related to contractor safety performance with our team members, aiming to maintain a safe environment for every person working on behalf of Tenneco.

HEALTH AND WELLNESS

We continue to explore best health and wellness resources for our team members. All U.S. team members enrolled in Tenneco's health insurance plan are eligible to participate in a third-party virtual physical therapy program at no cost. By providing a combination of exercise guidance and one-on-one virtual coaching, the program helps reduce joint and muscle pain, improving musculoskeletal health and reducing the need for surgery. The program was well-received, earning a 9/10 satisfaction score from participating team members who completed the survey in 2025.

PERFORMANCE

In 2025, we achieved a 33% reduction in our recordable incident rate compared to our 2019 baseline and maintained a zero-fatality record globally. Our team continued to focus on incident prevention and proactive management to address safety hazards, emphasizing health and safety as our top priority in everything we do.

Recordable Incident Rate



33%

reduction in recordable incident rate compared to the 2019 baseline

For additional data, please refer to [Appendix C](#).

6. The rate has been calculated as (total number of recordable incidents) x 200,000/total hours worked company-wide.

Talent Attraction and Retention

We believe that our team members are our greatest asset, driving innovation in our processes and embodying our values every day. We are dedicated to supporting their growth by fostering an environment that prioritizes engagement, mentorship, and continuous development. This commitment is reflected through our various coaching, training, performance management, and feedback collection mechanisms. Our talent attraction and retention strategies are strengthened by our cross-functional approach involving the Enterprise Talent Management and Talent Acquisition team, our Human Resources department, and Tenneco's leadership. In 2025, we launched our Tenneco University for leadership development and continued upskilling our team members through a variety of learning programs.

P3 ACCELERATOR (P3X) PROGRAM

We remain dedicated to embedding our P3 model into our development and training resources. Our P3 education is focused on eight priority modules intended to make marginal improvements and pursue development opportunities within manufacturing plants and distribution centers. Topics covered in the P3x training include overall asset effectiveness (OAE) performance measurement and management, work standardization, shop floor performance evaluation, and continuous improvement. P3x is more than just an accelerator program—it is a continuous journey to unleash the full potential of our people while providing consistent communication about the purposes of P3 integration in the organization. Tailored to our needs and goals, it helps us align our vision, raise our awareness, and develop our skills and abilities in both technical and leadership aspects of The Tenneco Standard, driving operational excellence and long-term business excellence.

TALENT DEVELOPMENT

Our team members are provided with comprehensive access to a diverse range of learning and skill-building programs that are focused on enhancing and broadening our collective capabilities. Our robust Learn-Do-Lead approach equips our future leaders with essential resources for change management, coaching, and team improvement. Our training and development programs include:

- > **Online Training:** We leverage a centralized Learning Management System platform to provide access to a broad learning library that supports continuous learning and professional development across the organization.
- > **Leadership Development:** We promote career mobility and regularly engage team leaders to identify learning gaps and develop experiential programs for operational leaders.
- > **Mentorship Resources:** We support continuous learning by providing one-on-one sessions through internal learning coaches and facilitating peer coaching to enable shared learning and collaboration across leaders.
- > **Career Development Conversations:** We have multiple opportunities to evaluate talent and support career growth through our succession planning process, where talent is reviewed and career discussions are initiated. In addition, team members work with their manager and an internal learning coach through our development programs to create and progress toward their Individual Development Plans (IDPs). Career discussions are further reinforced through the annual performance review process and ongoing manager-team member conversations throughout the year.

TALENT RECRUITMENT AND INTEGRATION

In addition to our standard global hiring processes and career postings, we advertise positions to more than 15,000 community-based organizations that promote recruitment to attract the best available candidates. After identifying and selecting qualified candidates, we implement a robust orientation program to onboard our new hires and welcome them to the Tenneco team. Onboarding training includes topics such as our purpose and values, Code of Conduct, and corporate policies that support employee engagement, accountability, and ethical behavior. For more information about our recruiting strategy, please refer to the [Expanding Opportunity](#) section of this report.

LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING

Succession planning remains a crucial part of our talent pipeline, which is informed by our team development and performance management programs. We complete robust annual processes to identify high-potential successors, evaluate the growth potential of team members, and identify any talent gaps within our organization. By appraising team members' ability to learn and grow, emotional intelligence, and motivation to contribute to our continued success, we strive to efficiently identify candidates for leadership succession in line with our prioritized development needs.

In 2025, we launched Tenneco University, a key milestone designed to accelerate readiness for critical leadership roles and strengthen our internal talent pipeline. Tenneco University integrates leadership, functional, and operational development into clear learning pathways aligned to career growth and business priorities, with a strong emphasis on developing individual team members and their teams. The University focuses on developing high-potential talent preparing for Director-level roles, supporting leadership continuity and long-term organizational strength.

We continued to implement our Plant Manager Development Program and expanded our Emerging Leader Program throughout 2025, preparing current and next-generation leaders with the skills and mindset required for future success. Through these investments, we continue to fulfill our commitment to developing talent from within, equipping leaders at all levels to build capability, foster engagement, and deliver sustainable performance across the organization.

Tenneco University



At Tenneco, we know leadership is more than a title; it's the perfect combination of skillset and mindset. Our competitive advantage is powered by the development of our leaders: those who take risks, turn the impossible into reality, and continuously raise the bar The Tenneco Way. Our new leadership development program, Tenneco University, takes our development efforts to the next level. In collaboration with Michigan State University (MSU), the program is focused on developing internal leaders by providing training regarding a broad range of topics, including Executing The Tenneco Way, Building High Accountability Teams,

Clean Sheet Thinking, Identifying and Operationalizing Strategy, and P3 for Executives, among others. Through intensive sessions led by MSU faculty and our executive leaders, we deliver a world-class learning experience to not only strengthen team members' leadership skills and business acumen but also accelerate the success of Team Tenneco.

PERFORMANCE REVIEWS

We strive to offer actionable feedback that empowers our team to excel. Our annual performance management and talent development cycle includes end-of-year reviews, reinforced by ongoing manager-team member conversations throughout the year to assess development progress and adjust plans as needed. These review processes are supported by an integrated human capital management platform that incorporates assessments against SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) performance objectives and procedures related to action plan setting, feedback collection, and performance monitoring. We support performance review processes for our salaried team members as part of our broader talent management approach.

We believe that the process by which team members achieve results matters just as much as what they accomplish, and we assess them according to our values by evaluating and rewarding team members who work ethically in addition to recognizing their contributions. As part of our performance review process, we honor and recognize our team with a Pay for Performance philosophy, where team members are measured on what they deliver to contribute to our strategic goals.

ENGAGEMENT

We work to ensure our team members feel valued and empowered by systematically integrating their feedback into our engagement initiatives to improve employee experience. We leverage a three-pillar framework to define areas, actions, and communications that enhance team member engagement. Our progress and engagement trends are tracked via a centralized system to ensure our initiatives remain relevant and effective throughout the year. We engage team members through our employee surveys, newsletters, employee experience platform, town hall meetings, social events, recognition programs, team-building sessions, and other mechanisms that promote two-way communication across different levels of salaried and hourly team members in our company.

We collect team member feedback through engagement surveys and target discussions with senior leaders. Input from these processes helps inform improvements and guides our approach to team member engagement where feedback is gathered. Through these efforts, we apply a standardized approach toward measuring employee engagement while ensuring broad perspectives are taken into consideration in our employee-related strategies.

TENNX Program

Our TENNX program is designed to honor team members who exemplify our core values, live The Tenneco Way, and generate meaningful impact. Recognition through the program reflects a wide range of accomplishments such as team members' community involvement and excellence across teamwork innovation, customer service, and leadership. The program is fundamental to our employee engagement approach and recognizes individuals who contribute to our thriving culture. We highlight team members receiving the TENNX recognition on a quarterly basis through our company newsletters and our internal employee experience platform. Final top performers are awarded with the TENNX CEO Award, the highest recognition within the program. In 2025, 11 winners received the TENNX CEO Award for their dedication and relentless drive to succeed.

COMPENSATION AND BENEFITS

Our extensive compensation and benefit package is designed to align with or exceed regulatory and market standards as well as provide the necessary resources to improve quality of life. We regularly review our benefit offerings and add new options as appropriate to better support our team members.

In addition to fair compensation, we provide competitive benefit and retirement plans, with contributions from Tenneco on behalf of plan participants. Our Annual Incentive Plan provides eligible team members with an annual cash incentive based on the company's overall performance. Team members are also eligible to earn additional incentives based on individual achievements or the performance of their business units. All full-time, non-union team members in the U.S. are eligible for 401(k), life insurance, health care, short- and long-term disability benefits, voluntary benefits covering identity theft and pet insurance discounts, and additional employee assistance resources.

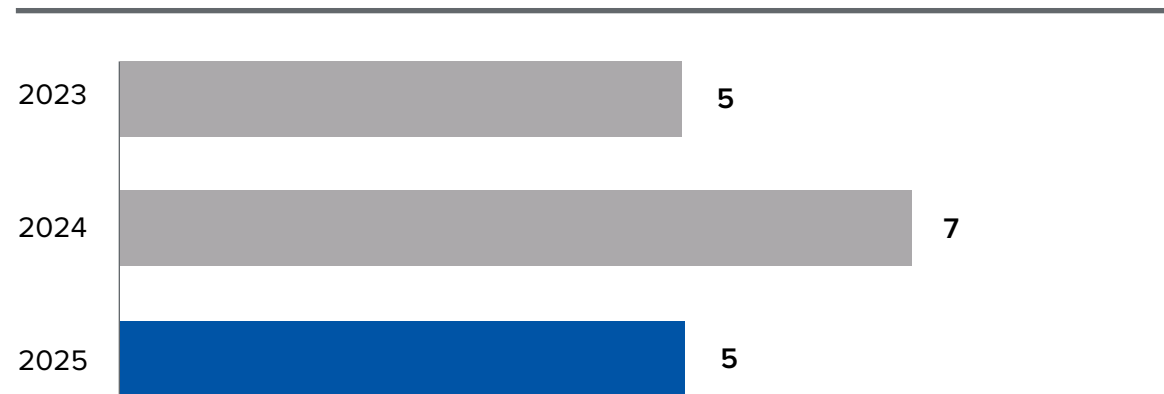
CONTRACTORS

We occasionally utilize temporary workers at our manufacturing plants to meet short-term increases in customer demand. They do not constitute a significant portion of our overall workforce, and we do not experience substantial changes in employee numbers due to seasonal contractual employment.

PERFORMANCE

In 2025, our salaried team members received an average of 5 hours of training. We continuously explore updated learning resources and roll out enhanced training for our team members to support evolving professional development needs.

Average Annual Training Hours Per Salaried Team Member



For additional data, please refer to [Appendix C](#).

Expanding Opportunity

We value a broad spectrum of perspectives and support the well-being of our people and communities. Led by our management and Human Resources teams, we champion a culture where opportunity is accessible to everyone. Through activities led by employee resource groups (ERGs), which are open to all employees, and engagement programs, we strive to ensure that every individual has the tools and resources necessary to reach their full potential.

ANTI-HARASSMENT POLICY

To create an environment where everyone can thrive, our team members are required to follow our Equal Employment Opportunity and Harassment-Free Workplace policies, which outline our commitment to protecting the rights of our team members and creating a workplace that is free of violence, intimidation, and discrimination. Our team members are annually trained on our policies to ensure adherence to our standards for a fair work environment.

RECRUITING

We believe a broad range of backgrounds and experiences drives innovation and supports a balanced workplace. We collaborate with community-based organizations to attract candidates from a variety of groups, including veterans, and people with disabilities. Part of our recruitment strategy includes posting all openings on applicable job boards, aiming so that all eligible candidates are represented in our hiring process. Through our recruiting practices, we find the best-qualified candidates to meet our talent needs while providing equal opportunities for all applicants.

EMPLOYEE RESOURCE GROUPS

Our ERGs are affinity-based groups that serve as catalysts for promoting comprehensive engagement practices and strengthening awareness, allyship, and action throughout the company. Created by team members and for team members, the ERGs are open to all employees and are visibly leveraged, supported, and championed by executive leaders. Our five ERGs are instrumental in the recognition of heritage months, the establishment of mentorship programs, and the enhancement of talent development initiatives.



Labor Relations and Human Rights

Practices to safeguard human rights are woven into the fabric of our culture and company policies. We remain steadfast in our commitment to ethical labor practices and do not tolerate any form of mistreatment or exploitation of our workforce. Our standards for responsible behavior and fair working conditions are detailed in our [Basic Working Conditions Policy](#) and [Code of Conduct](#). These policies extend beyond our direct operations to our suppliers and partners, setting unified expectations for protecting human rights across our value chain. For additional information about our approach to respecting human rights in our supply chain, please refer to the [Supply Chain Management](#) section of this report.

LABOR STANDARDS AND TRAININGS

We follow international principles and industry-specific guidelines to develop comprehensive labor standards. As part of our policies and human rights program, we provide trainings to team members on a regular basis, ensuring the provision of up-to-date information about regulatory trends, our risk management strategies, and our due diligence protocols. For instance, we provide a mandatory Preventing Global Modern Slavery course that covers modern slavery prevention laws in the U.S., the UK, Germany, and Australia to facilitate Company-wide compliance with applicable labor regulations in our business activities.

Our policies and programs concerning labor rights are compatible with and informed by the German Supply Chain Due Diligence Act and the following principles and frameworks:

- > The United Nations Universal Declaration of Human Rights;
- > The United Nations Global Compact;
- > The Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises;
- > The Global Sullivan Principles of Social Responsibility; and
- > Automotive Industry Guiding Principles to Enhance Sustainability Performance in the Supply Chain.

Guided by our Basic Working Conditions Policy, we follow rigorous processes to verify every candidate's age and eligibility to work in the locations where they are hired. These processes precede the formal employment relationship and include assurance of work authorization and compliance with local labor laws. Our minimum age requirement for U.S. team members is 18 years old, and we continue to reinforce our commitment to adhering to local age requirement laws to prevent child labor, which is defined as the employment of any person under the age of 16 in our global operations. In addition to the due diligence processes to prevent underage workers, we also administer compliance training and audits to verify that our worker age requirements and pre-hire screenings are being followed effectively.

COLLECTIVE BARGAINING

We respect team members' right to be represented by a bargaining unit or labor union in accordance with applicable regulations in the jurisdictions where we operate. In 2025, an estimated 58% of our global team members and 16% of our U.S.-based team members were covered by collective bargaining agreements

In the U.S., our sites adhere to compliance requirements set out by the National Labor Relations Act (NLRA), which grants team members the right to consider a third party to represent them while negotiating working conditions. All of our U.S. sites display information to ensure that team members are informed of their rights under the NLRA. For additional data, please refer to [Appendix C](#).

58% of team members were covered by collective bargaining agreements globally in 2025

COMMUNICATION MECHANISMS

At Tenneco, we maintain multiple communication channels to promote transparency in our business and collect feedback from our team members. All team members are encouraged to join our global webcasts and town hall meetings where we discuss key business topics and initiatives. Important company updates, leadership messages, relevant stories, and company news are shared via email, our intranet, and our employee experience platform. At the site level, plant managers hold regular meetings with their teams to provide relevant updates and address any performance issues through proactive communication. At the start of each shift at our manufacturing plants, team members convene for line meetings to cover safety, quality, efficiency, and other critical operational topics.

We follow an open-door policy, which empowers team members to immediately communicate any concerns or questions to their supervisors. We encourage reporting of any known or suspected incident or violation of laws or corporate policies identified through our Tenneco hotline, which is operated by a third party and is available 24/7 by phone and through a website. This hotline is available in multiple languages for increased accessibility and allows anonymous reporting, where permitted by law.





Community Involvement

We are dedicated to being a positive force in our local communities through focused philanthropy and volunteer work. Our One Team for a Better Tomorrow Policy, which is available in more than 20 languages, is deeply rooted in our values to nurture the needs of our communities and contribute to a better tomorrow. As outlined in the policy, all global team members—whether salaried, hourly, or participating in cooperative education or internships—are allotted 16 hours of paid time off each year to volunteer with nonprofit organizations of their choice that align with our strategic pillars, including:

- > Advancing science, technology, engineering, and mathematics (STEM) education;
- > Training need-based candidates;
- > Improving food access;
- > Supporting mental and physical health; and
- > Enhancing environmental sustainability.

As we continue to navigate the evolving needs of our communities and our business, we have started consolidating our Human Resources departments, which will also be responsible for coordinating community programs and volunteer efforts. Through this initiative, we strive to strengthen the integration of site leadership, employee engagement, and people-focused initiatives.

INVESTMENT IN COMMUNITIES

Our commitment to generating positive impact shapes our interaction with the environment, our people, and our stakeholders, with the goal of helping to create a thriving world for our communities and future generations. In 2025, we made in-kind and monetary donations to organizations including Habitat for Humanity, Living Learning Enrichment Center, Life Remodeled, and more, contributing to community revitalization, youth education, workforce development, and other important causes. Our team members also volunteered with Forgotten Harvest to support local food drives as well as environmental cleanup events, contributing their time and passion to advance food security, environmental stewardship, and overall community well-being in our neighborhoods.

We promote equal opportunities and invest in future talent by providing scholarships to support students who are completing their automotive or general educational degrees. Through the annual Garage Gurus Automotive Technician Scholarship Program, we award 12 students \$2,500 toward their automotive education programs. Eligible recipients are high school students who have been accepted or are currently enrolled in accredited, U.S.-based automotive technical schools, colleges, and universities. In addition to the Garage Gurus program, we offer scholarships to high school senior children of our salaried team members in the U.S., Canada, and Mexico, which are aimed at helping parents ease the financial burden of their children’s post-secondary education. In North America, students are awarded \$2,000 per school year and up to a maximum of \$8,000 toward their university degree or a one-time payment of \$1,000 for education in skilled trades that can be used to cover reasonable education expenses.

Our 2025 community service and volunteer activities were focused on education support, human health, and environmental conservation. A small sample of our impactful initiatives throughout 2025 is presented below.

Education & Youth Development



Open House in France: In Chazelles-sur-Lyon, France, our Champion® Ignition plant invited team members and their families for an open house, providing participants with an opportunity to explore our world-class spark plug manufacturing facility. The event featured a guided tour of the facility, product spotlights and presentations, a complimentary lunch, and a €2,000 donation to a local charity as part of the site's health and safety program. More than 40 team members served as volunteers for the event, engaging with more than 570 participants and participating in fun activities with children to strengthen our bond with the local community.



Soccer Tournament Sponsorship in Spain: For the seventh year in a row, the Monroe Ride Solutions® team in Ermua, Spain, sponsored the Spanish Monroe Cadet Soccer Tournament, which brings together local junior teams in a day-long tournament. Our financial contribution helped organize the Ermua football team's transportation and accommodation as well as provided the tournament winner's trophy. Additionally, our team members attended the final match and helped distribute the prizes, showcasing our commitment to supporting the future of aspiring young athletes.

Human Health and Wellness



Cancer Awareness Walk in South Africa: Our Performance Solutions team in South Africa participated in the Algoa FM Big Walk for Cancer, an annual event uniting communities to raise awareness and show solidarity with those affected by cancer. Despite the pouring rain and chilly weather on the event day, our team members showed up in great numbers, walking shoulder to shoulder in support of a cause touching many people's lives. Through this initiative, our team once again demonstrated our commitment to community involvement, reflecting our values and our unwavering dedication to supporting human health and well-being.



Emergency Support in Germany: The fire department of Tenneco's Rings facility in Burscheid, Germany, successfully provided emergency support for a critically injured member of the local community. The facility's own fire department, which is established and maintained in accordance with the local law, consists of team members trained for firefighting and other emergencies to ensure a swift response to urgent situations. Requested by the local dispatch center for emergency support, our team members professionally helped the safe transportation of the patient by guiding the medical helicopter to a smooth landing and ensuring safety throughout the operation. The support provided by our team showcased not only the technical expertise but also the extraordinary commitment of the Tenneco firefighters, demonstrating their readiness to go above and beyond for the community.

Environmental Sustainability



Seabird Conservation in South Africa: In honor of Mandela Day, the Performance Solutions team in Port Elizabeth, South Africa, stepped up to make a difference, donating more than 1,000 fish to the Southern African Foundation for the Conservation of Coastal Birds (SANCCOB) to support the rehabilitation of endangered penguins in their care. Various departments of the local team rallied together to encourage and sponsor fish donations, showcasing incredible team spirit and our commitment to biodiversity and environmental conservation.



OUR PLANET

Sustainable operations are a core pillar of Tenneco’s responsible business practices. Our approach is focused on reducing our environmental footprint through process optimization and efficiency improvement as we contribute to a low-carbon future. We strive to minimize our environmental impact by effectively managing energy consumption, operational waste, and water usage. To support a resilient future, we actively pursue opportunities to procure renewable energy and engage with local communities to drive long-term sustainability.

While our strategy establishes the direction, we actively work to embed and operationalize sustainability throughout our global operations. Each year, we launch our Earth Day Challenge, an initiative designed to engage and inspire teams to develop and implement sustainability-focused projects. For the 2025 Earth Day Challenge, sites across the globe contributed to innovative environmental improvement projects, with strong participation from all regions within our global operations. This broad engagement reflects the growing momentum and our collective commitment to advancing sustainability within our organization.

Our 2025 Earth Day projects addressed a wide range of environmental priorities, including enhancing biodiversity, reusing materials, advancing circular economy practices, reducing emissions, and conserving water resources. For instance, as part of the 2025 Earth Day Challenge, our Clean Air site in Chakan, India, pursued the opportunity to implement a rainwater harvesting system, supporting local water security and environmental protection.

SKIP TO

[Energy and Greenhouse Gas Emissions](#)

[Waste and Water](#)

SUGGESTED LINKS

[Environmental, Health and Safety Policy](#)

[Energy and Decarbonization Policy](#)

Energy and Greenhouse Gas Emissions

We are committed to responsibly managing environmental risks and opportunities across our operations and value chain, including those related to climate change. As a global manufacturing company, we focus on improving operational efficiency and reducing our emissions footprint to support a low-carbon economy. We drive energy efficiency through continuous improvement initiatives, including optimizing equipment performance and reducing non-value-added energy use across our operations. In 2025, we continued to make progress to reduce our GHG emissions and improve energy intensity in our operations:

Goal	2025 Progress
Reduce Scope 1 and Scope 2 GHG emissions intensity by 30% by 2030 from a 2019 baseline.	Achieved an 18% reduction compared to the 2019 baseline.
Decrease operational energy intensity by 30% by 2030 from a 2019 baseline.	Reduced energy intensity by 18% compared to the 2019 baseline.
Increase the share of renewable electricity in our energy mix to at least 15% of total electricity consumption by 2030.	Approximately 11% of 2025 electricity consumption was from renewables.

In 2025, we completed an updated climate-related risk and opportunity assessment and a scenario analysis in collaboration with a third-party advisor, informed by TCFD recommendations, the assessment included an evaluation of climate-related physical and transition risks and opportunities in our operations across the short-, medium-, and long-term time horizons. Through this exercise, we furthered our understanding of our exposure to climate-related risks and opportunities under different emissions pathways and policy scenarios. The results of the assessment informed our prioritization of climate-related risks and opportunities and supported the identification of actions and focus areas, including:

- > Informing facility prioritization and identification of potential mitigation and adaptation considerations using scenario-based physical climate risk analysis.
- > Considering redundancy and resilient design concepts in relevant capital improvement planning to support operational continuity during climate-related disruptions.
- > Advancing the development of organizational climate resiliency tools and mitigation resources to build climate literacy and support best-practice sharing.

MANAGEMENT APPROACH

Our Executive Leadership Team maintains ultimate responsibility for climate-related risks and opportunities as part of their oversight of sustainability topics across our business segments. Within the Executive Leadership Team, the Executive Vice President and General Counsel take additional responsibility for driving our climate-related response by providing quarterly updates to our Board, including our progress against our decarbonization targets and initiatives.

To achieve our goals for energy management and emissions reduction, our business functions, including Indirect Procurement, and operations leaders across the company collaborate closely with the Global Energy Manager to develop and implement our strategies. At the front line, global operation teams and plant managers are responsible for administering energy management programs, supporting energy efficiency improvement, and executing green energy projects.

Environmental and Energy Management Systems

Our global manufacturing sites manage operations in accordance with the ISO 14001 Environmental Management System and ISO 50001 Energy Management System standards. These certifications validate our approach to improving our environmental performance at the site level. As of 2025, 90% of our global manufacturing sites were certified to the ISO 14001 standard and 17% of our global manufacturing sites were ISO 50001 certified.

90% 

of our global manufacturing sites were certified to the ISO 14001 standard

Energy Efficient Lighting in Tianjin, China



We recently completed the installation of energy-efficient lighting fixtures at the Clean Air site in Tianjin, China. The high-efficiency lighting upgrade throughout the facility was a win-win for operations and cost. The new upgrade reduced electricity use by 46% while increasing the average brightness by 89%, leading to an annual saving of \$19,500. Thanks to this effort, the site was recognized as a “2025 Green Production Benchmark Enterprise” by the Tianjin Economic-Technological Development Area (TEDA) Environmental Protection Association.

On-Site Solar Energy at Clean Air, Shanghai, China



In December 2025, the Clean Air plant in Shanghai, China, commissioned an on-site solar photovoltaic (PV) system, supporting the facility’s transition toward lower-carbon manufacturing. The system is expected to generate approximately 1,200 megawatt-hours (MWh) of renewable electricity annually, avoiding an estimated 993 metric tons of CO₂ emissions per year by displacing grid electricity. Delivered through an energy performance contracting model, the project also included a full roof replacement that resolved long-standing leakage issues and improved facility resilience. This project demonstrates how targeted energy investments can deliver both environmental and operational benefits across Tenneco’s global manufacturing footprint.

strates how targeted energy investments can deliver both environmental and operational benefits across Tenneco’s global manufacturing footprint.

ENERGY WORKING GROUPS

Our business’ transition toward green and efficient operations is spearheaded by our energy efficiency and renewable energy procurement working groups, which receive guidance from our Sustainability Steering Committee, the Global Energy Manager, Global Energy Procurement, and the Digital Business Transformation team. These working groups play a critical role in accelerating project execution, enhancing cross-site collaboration, and identifying actionable opportunities that support our long-term carbon reduction and cost-saving objectives.

PROGRAM HIGHLIGHTS

In 2025, we provided a significant amount of resources related to energy management across the globe. These resources showcased our collective commitment to efficiency and our dedication to pursuing sustainable operations and continuous improvement.

Expansion of Low-Carbon Electricity

Tenneco continues to advance the expansion of low-carbon electricity across its global operations through a combination of strategic sourcing and on-site initiatives. Led by the Energy Global Procurement team, these efforts focus on integrating renewable energy solutions into the Company's energy portfolio while maintaining reliability and cost competitiveness. By leveraging regional market opportunities and structured sourcing approaches, Tenneco supports the increased adoption of renewable electricity and mitigates exposure to energy price volatility. These initiatives strengthen the Company's energy transition strategy and contribute to the reduction of Scope 2 emissions in line with its broader decarbonization objectives.

Regional Energy Workshops

We significantly expanded the implementation of our regional energy workshops, strengthening cross-site collaboration and accelerating the execution of energy-saving initiatives. Four major workshops were hosted in the UK, the U.S., Brazil, and Mexico, with representatives from over 40 facilities participating worldwide. As part of the effort, we established volunteer Regional Energy Leads who contributed to the engagement, coaching, and implementation support for local energy-related projects.

Each workshop convened diverse cross-functional teams, enabling broader knowledge-sharing and the rapid identification of new energy-saving opportunities by completing on-site energy hunts and project feasibility reviews. These sessions delivered a multitude of benefits in line with our energy management objectives, including:

- > Ensuring consistency in our identification of short-term, medium-term, and long-term strategic energy-related opportunities;
- > Enhancing project alignment with our 2030 climate and energy-related targets;
- > Expediting project prioritization and execution; and
- > Strengthening regional energy leadership and performance improvement.

Project Maturity Matrix

We introduced a Project Maturity Matrix, a digital platform that standardizes the assessment of energy program maturity across more than 200 sites

using over 70 criteria. The tool enables a data-driven approach to identify energy-saving opportunities and maturity gaps, while capturing information across key energy practices and technologies. It supports consistent measurement of site-level progress, highlights high-impact opportunities, facilitates replication of best practices, and strengthens long-term energy planning across the organization.

Energy Best Practice Library

As part of our efforts to advance site-level energy efficiency and cross-regional collaboration, we launched an Energy Best Practice Library, a comprehensive digital resource designed to support data-driven energy reduction efforts across all sites. The library centralizes knowledge gathered from our energy workshops and includes over 340 documented energy reduction projects, organized into 41 subcategories for easy navigation and practical application. Through this resource, we enable our global teams to access information about proven energy solutions, support project execution, promote standardization of energy practices, encourage decarbonization efforts, and elevate cross-regional learning regarding energy savings.

Process and Technology Optimization

We continued to enhance the use of advanced technologies and optimized processes to improve carbon footprint management. In 2025, we piloted CoolPlanet's AI-powered energy analytics platform to increase data visibility, identify inefficiencies, and strengthen site-level energy performance. We also advanced our ISO-aligned product carbon footprint and lifecycle assessment capabilities to improve consistency, data quality, and scalability of emissions calculations. These enhancements support customer requirements, regulatory readiness, and internal decision-making by enabling more effective identification of emissions hotspots and informing lower-carbon product design.

By creating strong collaborative networks, standardizing best practices, and identifying high-impact projects, our efforts directly contribute to emissions reduction, operational efficiency, and long-term sustainability across the business.

PERFORMANCE

Annually, we report energy consumption and greenhouse gas (GHG) emissions and measure our progress using multiple indicators to inform our strategies. In 2025, we achieved approximately an 18% reduction in Scope 1 and Scope 2 GHG emissions intensity and reduced energy intensity by 18% compared to our 2019 baseline. Emissions intensity increased slightly from 66 to 67 metric tons CO₂e per million USD revenue compared to 2024, while absolute emissions decreased year over year. This reflects

a reduction in absolute emissions, although intensity metrics may be influenced by changes in revenue. We are also advancing our approach to Scope 3 emissions, including the development of methodologies and reporting processes to support future disclosures.

Scope 1 and Scope 2 Emissions Intensity (Metric Tons CO₂e/Million USD Revenue)



Scope 1 and Scope 2 Absolute Emissions (Metric Tons CO₂e)



Total Energy Intensity (Gigajoules/Million USD Revenue)



Total Energy Consumption (Gigajoules)



For additional data, please refer to [Appendix C](#).

Waste and Water

WASTE MANAGEMENT AND CIRCULAR ECONOMY

Our waste management strategy follows the waste hierarchy, prioritizing waste reduction through efficiency measures and recycling opportunities to support our overall goal of reducing waste sent to landfills. We follow a robust waste management process across all facilities. Waste management, especially the handling of hazardous waste, is incorporated into our EHS strategies, including the cardinal rules and the daily safety touchpoint program. We regularly review our waste management vendors and systematically revisit our approaches to improve our waste footprint.

Leveraging our environmental management system, we are able to closely track our diverse waste streams in support of the identification of opportunities to reduce resource consumption, reuse materials, and increase recycling activities. Our waste management strategies include implementing modernized processes and equipment to reduce waste generation, adopting reusable absorbent, exploring sustainable packaging options, enhancing communication through standardized waste labels and instructions, and enhancing waste segregation training.

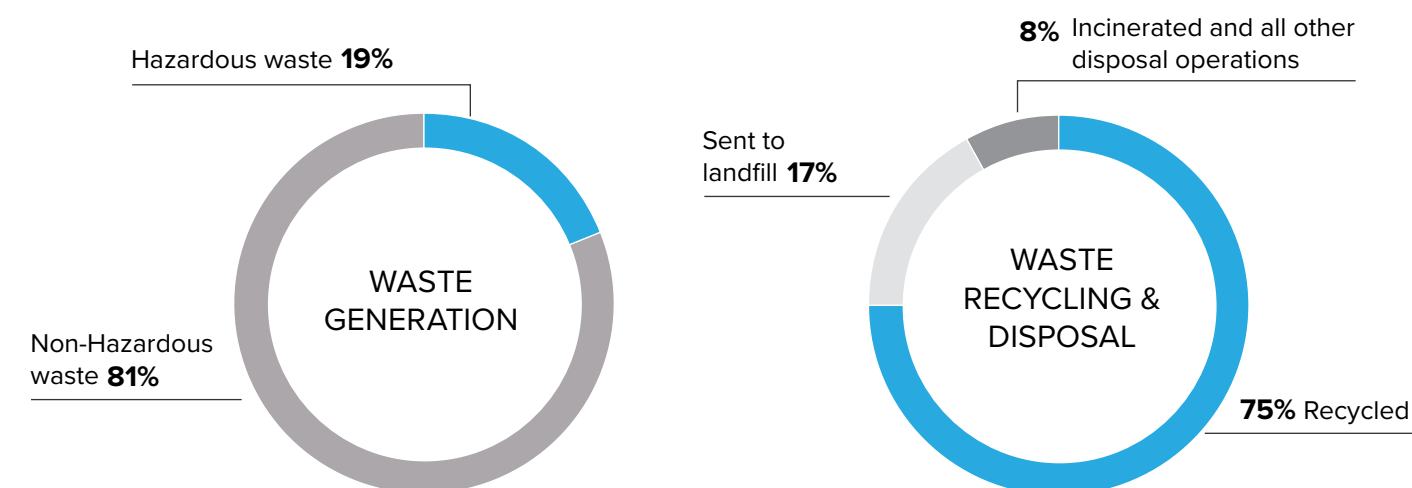
We continue to make progress toward our 20% waste reduction target, with a 3% reduction achieved compared to our 2021 baseline. While year-over-year performance may vary, we remain focused on driving improvements in waste reduction and material efficiency across our operations.

As we continue to explore ways to reduce our environmental footprints, we strive to increase our use of recycled input materials to support a circular economy. We have been working with suppliers to evaluate the use of steel materials with a lower footprint, such as recycled steel and Electric Arc Furnace (EAF) steel, with the goal of contributing to circular and sustainable material flows while meeting customers' quality requirements. By prioritizing lower-footprint materials, we continue to embed sustainability considerations into our material and waste management practices.

Goal	2025 Progress
Reduce waste to landfill by 20% by 2030 from a 2021 baseline.	Achieved a 3% reduction from the 2021 baseline.

PERFORMANCE

In 2025, approximately 75% of our waste was recycled. We are dedicated to continuously refining our waste management strategy and further reducing waste generation from our manufacturing processes and operations.



For additional data, please refer to [Appendix C](#).
7. Waste data represents approximately 80% of manufacturing sites.

Reusable Packaging in Shonan, Japan



The Systems Protection plant in Shonan, Japan, identified opportunities to switch from single-use to reusable packaging. The facility replaced single-use cardboard packaging with reusable containers for product transportation. Additionally, the plant started a recycling program for a specific type of packaging. Both initiatives reduced the demand for single use materials, driving improvements in the environmental footprint of packaging materials.

Waste Segregation Training in Gdansk, Poland



At the Powertrain facility in Gdansk, Poland, we reinforced effective waste segregation practices by providing training sessions that were focused on distinguishing the differences between municipal and industrial waste. The training led to a decrease in waste segregation errors, measurable improvements in the reduction of residual waste, and cost savings in waste transportation. Through this effort, we improved the overall quality and efficiency of waste management in line with our objective to responsibly manage our waste footprint.

WATER STEWARDSHIP

Water remains an important resource for our operations, and we strive to contribute positively to water stewardship. Throughout our manufacturing processes, we utilize fresh water for cooling, machining, plating, and painting; for sanitation and hygiene practices; and for cleaning our facilities and equipment. In 2025, we took additional steps to enhance our water management approaches by surveying water use across our global locations, focusing on facilities that use water for sanitary and industrial processes. Topics covered in the survey included water consumption, water stress, existing water conservation measures, wastewater discharge sampling, and permit conditions. Survey results were used to help us identify common management gaps and priorities for a global action plan, which will be formally launched in 2026.

Water Management

Water-related management processes are administered by our Global EHS Technical Environment Team. The team works with individual businesses to drive process improvement for reducing our operational water footprint and is responsible for strategic planning, program implementation, and communication of water-related topics within our organization. The team is responsible for overseeing the following water management principles and practices:

- > Establishing a global framework to reduce water consumption in our processes;
- > Enhancing wastewater treatment efficiencies and water circularity;
- > Decreasing pollution load by optimizing chemical usage;
- > Disseminating water best practices on our global platform;
- > Educating responsible water management at a local scale;
- > Promoting water conservation, training, and best-practice sharing through regular webinars;
- > Monitoring plant data for wastewater and water usage; and
- > Introducing standard procedures within production to reduce wastewater.

Our Global EHS Technical Environmental Team supports water reclamation in our operations through promotion of zero-liquid discharge (ZLD) wastewater treatment. Our internal wastewater discharge procedure requires a conservative approach to permit compliance and to aim for under 50% of specified limits. Additionally, we have installed standardized laboratory equipment in key WWTPs in our MRS business that enable waste discharge monitoring and compliance by tracking 10 to 15 standard water parameters.

Local Water Initiatives



In 2025, many of our sites implemented new programs to improve water management, including:

- > **Suzhou, China:** Introduced an industrial wastewater evaporation process and reused treated water, leading to an annual water saving of 220 kiloliters.
- > **Changzhou, China:** Upgraded wastewater treatment processes and utilized treated water, saving 2,500 kiloliters of water annually.
- > **Chongqing, China:** Scheduled regular preventive maintenance and leakage detection checks, resulting in a 20% reduction of total water consumption.
- > **Puebla, Mexico:** Installed a wastewater treatment process utilizing reverse osmosis systems and underwent trials for water reuse initiatives.
- > **Indiana, U.S.:** Installed a wastewater evaporator to improve the overall recovery efficiency.

PERFORMANCE

In 2025, our water intensity decreased by 3% compared to the prior year, reflecting water management actions implemented during the reporting period. We will continue exploring opportunities that reduce our water footprint and elevate the sustainable use of water resources.

Water Intensity (Megaliters/Million USD Revenue)



Water Withdrawal (Megaliters)



For additional data, please refer to [Appendix C](#).



OUR PRODUCTS

At Tenneco, we are proud of our many cutting-edge solutions that contribute to long-term sustainability and innovation within the automotive industry. The OE products that our Performance Solutions, Clean Air and Powertrain business segments produce support optimized ride performance, emission systems, and powertrains for nearly all major original equipment manufacturers (OEMs) across the globe. With over a century of proven success, we maintain a product portfolio comprising value-added, reliable, and future-ready solutions, reflecting our steadfast commitment to producing safe, efficient, and high-quality components for the global mobility sector. Our state-of-the-art emission control technologies not only mitigate harmful pollutants but also help our clients adhere to evolving regulatory standards around the world. By relentlessly researching and developing innovative, high-performance products, we contribute to the sector-wide transition to the future of clean transportation.

SKIP TO

[Product Safety and Quality](#)

[Product Efficiency](#)

[Product Innovation](#)

SUGGESTED LINKS

[Global Quality Policy](#)

Product Safety and Quality

The safety and quality of our products is integral to our long-term success in the competitive automotive market. We have established ourselves as a leader in the industry by consistently producing products we believe deliver excellent performance in accordance with customer expectations. Our multifaceted quality management process guides our approach to continuous improvement, production of superior products, and compliance or exceedance with regulatory or customer quality requirements. All these efforts help us maintain our outstanding quality performance and remain a trusted partner for our customers.

Goal	2025 Progress
Achieve 100% certification with IATF 16949, ISO 9001, or other applicable quality management standards for manufacturing sites based on customer requirements by the end of 2025 to standardize quality governance.	99% of manufacturing sites were certified.

In 2025, we were the proud recipient of various awards and accolades recognizing the quality of our products and services. Aside from the awards mentioned in the [2025 Awards and Honors](#) section, teams across our global operations received recognition from customers and external parties highlighting the quality performance of our products, including, but not limited to:

- > **DICV Zero PPM Quality Award:** Awarded to the Clean Air team in Chennai, India.
- > **Albonair Best in Quality Silver Award:** Awarded to the Clean Air team in Chennai, India.
- > **ISUZU Quality Zero PPM Appreciation Award:** Awarded to the Clean Air team in Chennai, India.
- > **Albonair Quality Circle Appreciation Award:** Awarded to the Clean Air team in Chennai, India.
- > **DICV Quality Circle appreciation award:** Awarded to the Clean Air team in Chennai, India.
- > **Mazda 10 PPM Quality Award:** Awarded to the Monroe Ride Solutions® team in Suzhou, China.
- > **Quality Circle Competition Silver Award:** Awarded to the Monroe Ride Solutions® team in Sanand, India.
- > **Toyota Quality Month Appreciation Award:** Awarded to the Monroe Ride Solutions® team in Hosur, India.
- > **Cummins Safe Launch Excellence Award:** Awarded to the Powertrain bearings and pistons plants in Puebla, Mexico.
- > **The Fifth High-level Forum on Friction Materials Technology and Quality—Industry Quality Award:** Awarded to the Performance Solutions braking plant in Chongqing, China.
- > **Cummins Best Quality Award:** Awarded to multiple Powertrain bearing, piston, and sealing plants in China.
- > **CAT SER Excellent Award:** Awarded to Clean Air teams in Changchun and Kunshan, China.

QUALITY MANAGEMENT AND COMPLIANCE

Product safety and quality protocols are embedded in every stage of our product life cycle. From the initial design and development to the production and testing processes, we are focused on meeting the highest quality standards and fostering a zero-defect mindset as guided by our [Global Quality Policy](#) our Global Warranty Committee (GWC), and initiatives related to our P3 operating standard and programs rolled out by relevant quality governance teams.

We continuously refine our risk management and regulatory compliance programs related to quality management. Our business segments continue to monitor changes regarding product specification, quality, and performance requirements introduced by customers and regulatory bodies; conduct regular product analyses to identify potential risks in our solutions; and establish controls to mitigate safety hazards associated with our products. We monitor the evolution of global regulations and quality standards that are applicable to the automotive industry, including the United Nations Economic Commission for Europe (UNECE) Global Technical Regulations (UN GTRs) and the Euro 7 regulation.

Our segments consistently make strides toward fortifying our quality management practices by launching new technologies, policy documentation, KPI dashboards, and audit trackers to facilitate our quality improvement efforts. In 2025, various global teams took the initiative to adopt new solutions and improve our processes for quality management, including introducing an AI-powered problem-solving model to support quick response to quality issues and pursuing internal P3 certifications for quality performance.

Global Warranty Committee

Through close collaboration with quality management teams in each applicable business unit, the GWC is responsible for overseeing product safety and quality, fostering a cross-functional approach, and managing the escalation of product warranty issues. With input and representation from executive and functional leaders of the Engineering, Quality, Finance, and Legal departments, the GWC prioritizes communication and collaboration to ensure a holistic approach toward quality risk management. We promote early notifications and proactive reviews of quality issues at the local and corporate levels, which inform rapid learning and delegation of action to fulfill our reporting obligations from a regulatory and quality management perspective.

World Quality Week Celebration



Across our businesses, we annually celebrate World Quality Week as we continue to embed a culture of quality within our organization. Our teams celebrated the week and its 2025 theme, “Quality: Think Differently,” in various ways, such as:

- > Organizing interactive, site-level activities, such as quality-related quizzes;
- > Celebrating team member achievements in quality management; and
- > Demonstrating our quality management processes and company commitment through videos and other internal communication strategies.



QUALITY SYSTEM STANDARDS

We strive to follow best practices and continue to align our quality management system with multiple industry standards such as ISO 9001, IATF 16949 for automotive businesses, AS9100 for aerospace ventures, ISO/TS 22163 for railway applications, and VDA 6.3 for European OEMs. These standards provide structured, effective guidelines that steer our quality management strategies. As of 2025, 99% of our manufacturing sites were certified to either the IATF 16949 or ISO 9001 standard.

To maintain rigorous management practices across our operations and value chain, we continue to require third-party audit requirements across our manufacturing sites and quality certification expectations for our prioritized suppliers. We uphold our quality controls and expect direct material suppliers to certify their quality management systems to ISO 9001 standards. During the supplier approval process, we assess new direct material suppliers on their adherence to quality management practices and compliance with our Supplier Code of Conduct. For additional information about our supplier quality management strategy, please refer to the Supplier Requirements Manual and other policies on our [Suppliers](#) webpage.

PRODUCT STEWARDSHIP AND CHEMICAL MANAGEMENT

We manage and monitor our use of chemical substances, so that we follow processes for safe, responsible, and compliant use of materials to mitigate any health and safety or environmental concerns in our products. Our suppliers report the raw materials contained in the components we purchase to the International Material Data System (IMDS), the automotive industry's material data system. We inform our suppliers of the hazardous substances that must be excluded from our products through our restricted substance lists, which support our commitment to fully comply with all applicable regulatory and customer standards. Through our research and development projects, we are working to develop more eco-friendly alternative solutions for chemical substances of concern such as per- and polyfluoroalkyl substances (PFAS) and chromium (VI) in line with ongoing regulatory developments.

CUSTOMER SATISFACTION

We are committed to delivering reliable automotive components and unmatched customer experience. We place great emphasis on customer-centricity throughout our product and business strategies, and we actively gather and integrate customer feedback to drive continuous improvement in product performance. By closely collaborating with our customers from project initiation to final delivery, we efficiently capture their engineering challenges and align our technologies, solutions, processes, and quality standards with their unique needs and requirements.

We employ various tactics to gauge customer satisfaction levels and make necessary adjustments to our product and customer engagement approaches. By carefully tracking customer scorecards and surveys, we proactively identify areas of improvement and implement targeted actions to enhance satisfaction.

PERFORMANCE

We continually optimize our quality management process to uphold our standards and reduce the risk of malfunction. We report zero recalls in 2025, reflecting the successful quality management process across our product lines.



recalls in 2025

Product Efficiency

We utilize our end-to-end suite of development and testing capabilities to engineer the next generation of fuel-efficient vehicles, contributing to a cleaner future for the automotive industry. Our product portfolio plays a crucial role in driving advancements and enhancing efficiencies across a wide range of vehicle types and components. We deliver high-performance solutions across various propulsion systems—from high-performing internal combustion engines (ICEs) to hybrid or electrified platforms, our products continue to support the successes of our customers and transformative developments in the industry.

EFFICIENCY-FOCUSED TECHNOLOGY

Many of our products contribute to reductions in vehicle mass and emissions, support the increasing demand for electric and hybrid models, and enable customers to meet fuel economy regulations and emissions targets for all types of light-duty, medium-duty, heavy-duty, and off-road vehicles. We perform extensive vehicle lifecycle analyses and strive to achieve optimized propulsion performance while providing fuel-agnostic components, as applicable. Our technological advancements that support vehicle efficiency include:

- > Supporting parts for all vehicle types, including hybrids, battery electric vehicles, and hydrogen combustion engines;
- > Reducing noise and vibration for quieter engines;
- > Increasing engine efficiencies for commercial truck and off-highway segments;
- > Reducing product mass;
- > Recovering exhaust heat energy;
- > Reducing copper usage and limiting friction in brakes; and
- > Preventing vehicle deterioration and waste.

COLLABORATION ON EFFICIENCY

Our integrated Tenneco Product Launch system supports us in partnering with OEM customers and third-parties to develop efficient products and guides our internal innovation to reduce resource intensity and improve manufacturing efficiency for our own products. Our partnerships with customers are focused on optimizing concepts and components, such as friction material development for coated and gray cast iron discs, to increase durability, lower emissions, and improve performance. Customers may remain involved in product testing, certification, or durability tests to ensure extended regulatory compliance in the use phase, and we deploy continuous checkpoints throughout our development process to maintain product quality and integrity.

Partnership to Explore Alternatives to Imported Natural Rubber

As a prime member of the Transformation of American Rubber through Domestic Innovation for Supply Security (TARDISS) Program led by the Ohio State University, our NVH team is actively engaged in the consortium to explore the development of domestic rubber from a specific species of dandelion. Research has shown that high-quality rubber can be made from the roots of specific dandelions, presenting an opportunity to reduce our reliance on imported natural rubber. Our team continues to partner with others to explore the viability of turning natural rubber from dandelions to commercial-grade products, contributing to the efficiency and sustainability of the materials used in our products.

PRODUCT DEVELOPMENT EFFICIENCY

As part of our effort to achieve product development excellence, we use 3D printing technology and design software to efficiently produce prototype parts. Our Powertrain segment uses 3D printing to create casting dies for aluminum pistons, and our Clean Air segment utilizes design automation software to accumulate design and manufacturing rules and incorporate them into the computer-aided design (CAD) environment. We believe that this process empowers our engineers with the resources to independently produce 3D geometry, which we believe substantially reduces the time required to generate product designs and eliminates human errors.

Increased Thermal Efficiency of Components Used in Commercial Trucks and Off Highway (CTOH) Engines

We continue to reformulate the materials we use in our products, addressing engineering challenges to improve fuel economy and performance. Our Powertrain team has developed a new side-faced coating for piston rings, which allows operations at a higher temperature and minimizes the risk of tribological failure facing solutions currently available in the market. The new coating has been derived from an existing diamond-like carbon coating and modified to be applied to the sides of the rings, where it directly interacts with the piston groove under high thermal and pressure load. This helps customers to operate their engines at a higher efficiency, producing benefits in emissions reduction and cost savings.

Our Powertrain team also enables high engine thermal efficiencies by developing a higher thermal-resistant, ferrous-based, and copper-infiltrated valve seat material utilizing powder technology. The new material shows a higher hot hardness and lower wear rate over other proprietary materials. The team has also started the development of next-generation high heat-resistant valve seat and guide materials to further elevate engine performance for CTOH customers.

In addition, we have developed a high heat-resistant piston ring material designed to enable operation under aggressive combustion conditions associated with alternative lower-carbon fuels, including natural gas and hydrogen. The new material maintains sealing force at elevated temperatures and supports the use of non-diesel fuels in CTOH engine applications, contributing to improved thermal efficiency and emissions performance.

Product Innovation

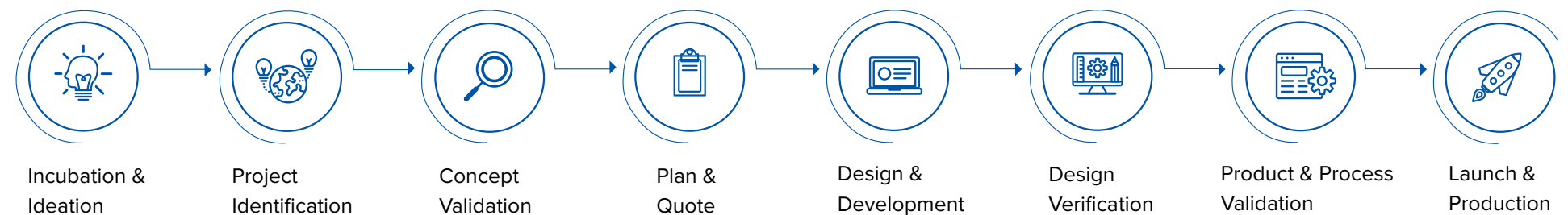
Our purpose-driven innovations leverage our deep engineering expertise, pragmatic strategies, and revolutionary technologies to realize climate-neutral transportation solutions across various sectors, delivering value to our stakeholders, customers and broader industry. Through our ongoing investment in research and development and partnerships with industry-leading companies and academic institutions, we strive to position ourselves as leaders in the provision of future-proof, intelligent automotive solutions. Our broad capabilities and cutting-edge technologies allow us to continue to provide value in internal combustion engine (ICE) applications while also supporting the facilitation of the market's transition toward vehicle electrification, alternative fuels, and hydrogen-powered engines.

INNOVATION STRATEGY

We measure the successes of our innovations by evaluating the benefits we provide to our customers in relation to user satisfaction, costs, and vehicle performance. Our business units take a cross-functional approach to overseeing product innovation by driving collaboration between sales, manufacturing, and multiple design and development teams, including customer applications, product, and process engineering. This collaborative approach allows us to identify future market demand strategically, generate ideas for new products, solve problems through our designs, and engineer solutions for analysis.

We foster a culture of innovation by engaging with internal and external partners periodically. We honor innovative accomplishments of individuals and teams with yearly innovation award events and patent award celebrations to encourage innovation across our organization. Where possible, we host technology days with customers and participate in conferences and trade shows to demonstrate our innovations and invest in partnerships to develop advanced solutions. Through these engagement efforts, we embed an inventive mindset for the development of a wide range of products and vehicle parts.

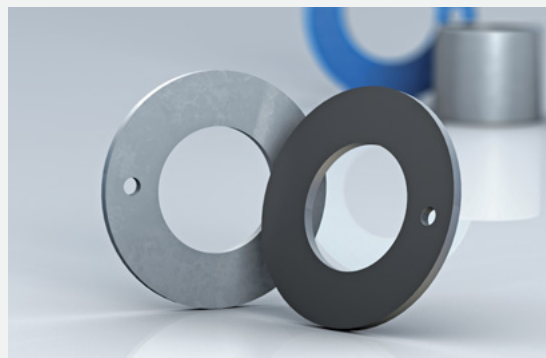
In addition to innovations in product design, we continue to promote innovative process engineering to deliver cost-saving benefits. By providing exceptional customer service with short development times and streamlined delivery to the market, our product innovation and use of analytical tools coupled with our development process enables quicker solution integration that strengthens customer experience.



PFAS-Reduced Elastomer Materials for Sealing Applications

Tenneco has reformulated its V79 rubber compound used in cold gaskets and cylinder head gaskets by transitioning to a non-fluoro-surfactant fluoroelastomer (FKM) polymer. The updated compound (NFS V79) meets existing physical property and manufacturing processing requirements while maintaining long-term sealing durability. This reformulation supports material stewardship objectives while maintaining performance in demanding sealing applications.

PFAS-Free Bearing Material Advancing Sustainability



In 2025, our Powertrain team introduced GLYCODUR® NEO, our latest bearing solution featuring GLYCO 692, a groundbreaking, PFAS-free material engineered to meet the growing demand for sustainable, high-performance sliding solutions. With tightening environmental regulations and a global push for safer material standards, we believe that GLYCO 692 delivers excellent friction characteristics, high wear resistance, and superior load-bearing capabilities, all without relying on PFAS compounds. The innovation represents the result of focused research and development efforts aimed at delivering not just high-performance components, but ones that align with evolving regulatory and environmental expectations.

Designed for both dry and lubricated use, we believe that GLYCODUR® NEO with GLYCO 692 sets a new benchmark in tribological performance, safety and versatility.

Advanced EV Battery Pack Thermal Insulation Solution



Our Systems Protection team has developed a high-performing product designed for anti-propagation protection for EV battery pack. Protexx-Shield® is a thin, flexible thermal and flame barrier, providing exceptional thermal insulation and electrical insulation through its composite structure. The product is available with high temperature, pressure sensitive adhesive to allow for direct application onto a variety of surfaces. Providing durability against direct blast of cells in thermal runaway, the product is capable to survive high pressure flame impingement with no burn through, making it a premier solution to perform under extreme physical and chemical conditions that occur in an uncontrollable, self-heating state of lithium-ion batteries.

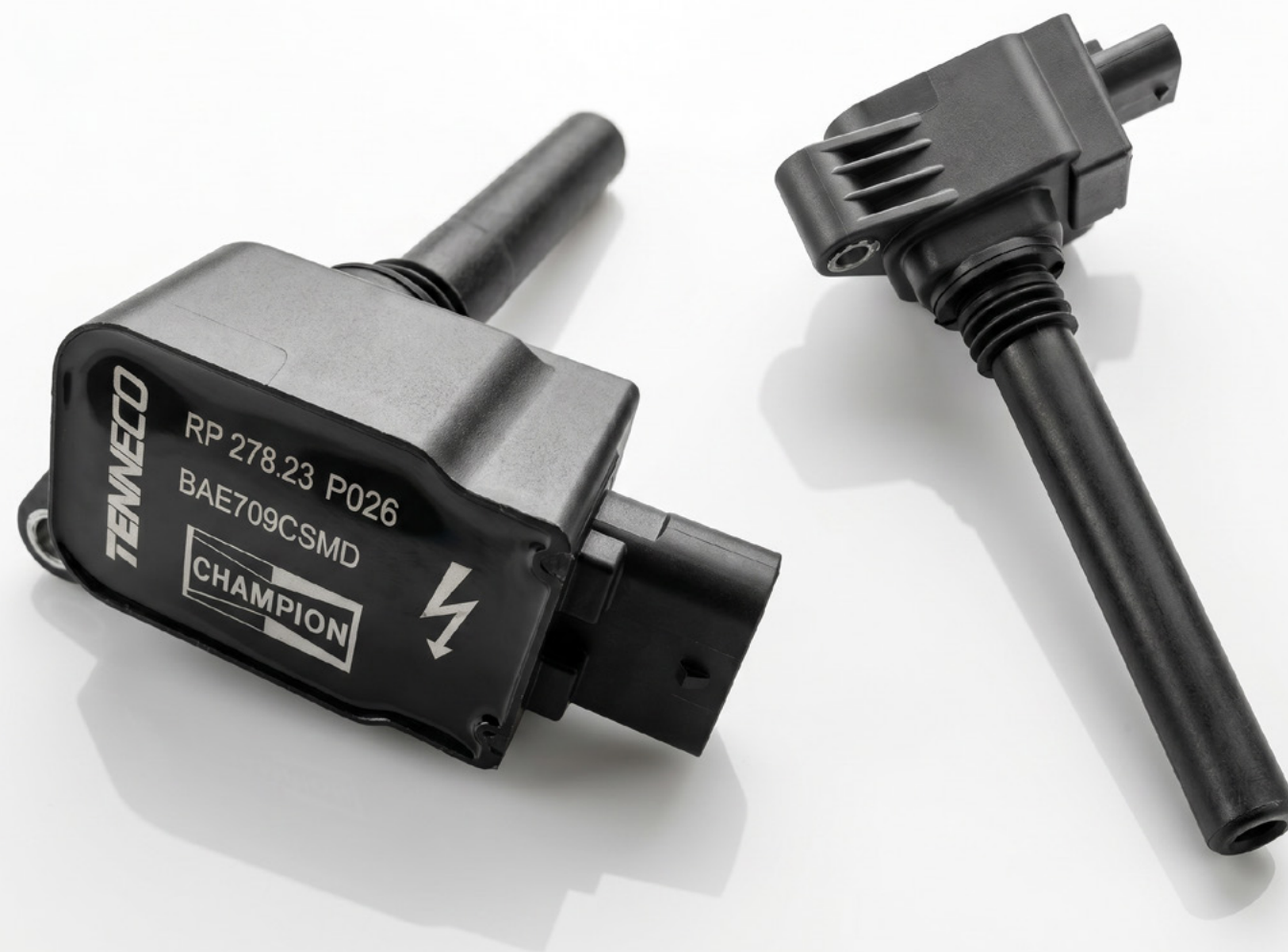
APPROACH TO CLIMATE-NEUTRAL MOBILITY

Our overall business model continues to benefit from the market transition to cleaner and more sustainable vehicles due to the wide range of our capabilities and solutions. We support electric mobility by supplying components for light electric vehicles and have the flexibility to continue improving the efficiency of ICEs in the CTOH segment. These vehicles may not become electrified as quickly as the light vehicle sector but continue to represent a growing part of our business.

One of our approaches to supporting carbon-friendly vehicles is focused on designing components with a lower mass while maintaining stability and durability in vehicle parts. By reducing the mass of individual vehicle components, less fuel or energy is required for the vehicle's movement, leading to lower CO₂ emissions. We achieve optimized material distribution and efficiency of components by designing our products using a combination of 3D models, advanced software, and AI models to perform stress testing and simulations, leading to reduced component weight while maintaining durability.

Electric Vehicles

Our portfolio of diverse and flexible products is aligned with the global market transition to alternative fuels and electric automobiles. Most of the products within our Performance Solutions and DRiV business segments are fuel-agnostic and can therefore be used in hybrid and battery electric vehicles. The advanced technology we integrate into fuel-agnostic components continues to drive improvements in efficiency across the automotive industry.



Hydrogen

Produced via electrolysis, hydrogen is gaining strong interest due to its potential to fuel cleaner transportation, especially in sectors that are hard to electrify, such as heavy-duty commercial vehicles, on- and off-highway applications, and the industrial and marine sectors. Being a leading supplier of engine components, we leverage our comprehensive expertise in auto components and ICEs for our partnerships with OE and vehicle manufacturers on various hydrogen projects. Our teams and segments, including, but not limited to, Ignition, Systems Protection, and Powertrain, are actively involved in external partnerships focused on hydrogen-related developments.

Our Powertrain segment has participated in more than 100 projects to optimize hydrogen usage in the powertrain and exhaust aftertreatment components and continues to expand its collaboration with development partners and research institutions on hydrogen-related projects. Having achieved significant progress regarding various hydrogen research and product development activities, the team is focused on expanding its hydrogen product portfolio for industrial applications, including non-engine applications such as face-seals for off-road applications and bearings for windmills in addition to developing new products with higher-thermal efficiency in large bore industrial engines.

Hydrogen-related Innovations



In support of hydrogen production technologies, we have developed specialized gasket solutions for alkaline exchange membrane (AEM) electrolysis systems. These gaskets are designed to operate under challenging chemical and thermal conditions and support pilot-scale hydrogen production applications. We have also developed an advanced multi-ring piston control unit (PCU) design and associated analysis methodology that support hydrogen-fueled CTOH internal combustion engines. This solution enables hydrogen engine operation by reducing the risk of pre-ignition associated with oil accumulation in the cylinder system and is currently being evaluated in multiple OEM development programs.

Synthetic Fuels

Synthetic fuels can contribute to near-zero emissions mobility through renewable energy sources to create a closed CO₂ cycle from a holistic well-to-wheel perspective. Developing a carbon-neutral alternative to petroleum-based fuels allows our Clean Air experts to better address remaining pollutants in the aftertreatment process while offering the potential for reducing overall emissions from engine combustion.

Synthetically produced, climate-neutral synthetic fuels (e-fuels) are suitable for vehicles with traditional ICEs and alternative or hybrid powertrains. These e-fuels can be made available to consumers by using existing, well-developed fuel distribution and filling station infrastructure with only minor adjustments, making the alternative fuel even more appealing as a near-term, faster-to-market solution to address climate change.





OUR GOVERNANCE

Our robust governance practices are rooted in our culture of integrity. As foundational elements to every aspect of our business, we embed strong governance and compliance approaches into our operational programs and protocols. By rigorously enforcing an expansive set of internal policies, risk management procedures, and our grievance mechanisms, we maintain our adherence to the highest ethical standards, proactively reducing our exposure to situations that could undermine our reputation, brand integrity, or the well-being of our people and communities.

We strive to improve the resilience of our operations and value chain by integrating environmental sustainability and human rights-related considerations into our decision-making processes. Through continuous enhancements in our cybersecurity system, we work to preserve data privacy for our team members and our customers in accordance with industry-leading standards. As we continue to pursue growth opportunities uphold strong governance practices, we leverage cross-functional collaboration to bring our values to life across the enterprise.

SKIP TO

[Corporate Governance](#)[Ethics and Compliance](#)[Cybersecurity and Data Privacy](#)[Supply Chain Management](#)[Conflict Minerals](#)

SUGGESTED LINKS

[Code of Conduct](#)[Ethics & Compliance Hotline](#)[Whistleblower Policy](#)[Anti-Corruption Policy](#)[Gifts and Hospitality Policy](#)[Supplier Code of Conduct](#)[Supplier Requirements Manual](#)[Conflict Minerals Statement](#)



Corporate Governance

Our approaches to corporate governance are designed to ensure accountability, transparency, and integrity in our decision-making. Across our governance policies and principles, we place great emphasis on clearly defining roles and responsibilities that support communication and adherence to high ethical standards for professional and personal conduct. We strive to properly incorporate stakeholder interests into our approaches while ensuring alignment with our compliance protocols and business imperatives.

MANAGEMENT STRUCTURE

Tenneco's Board, led by our Chief Executive Officer (CEO), is responsible for overseeing management approaches and providing appropriate support with respect to our policies, direction, strategy, and performance. Our Audit Committee supports the Board in ensuring rigorous book-keeping practices and internal control protocols for our business.

RISK MANAGEMENT AND BUSINESS CONTINUITY

Our Board plays a critical role in overseeing the identification and management of potential risks, with our leadership teams supporting the Board in fulfilling its risk management responsibilities. Throughout the year, senior leaders from our business units and functional groups provide reports to the Board about specific risks that the company is facing. Our management teams provide the Board with an annual strategic review of major risks, as well as mitigation and management strategies covering both economic and sustainability issues.

In 2025, we continued to execute our multi-year Business Continuity Program (BCP), intended to support our manufacturing centers in maintaining safe, reliable operations during disruptions and further strengthening our position as a trusted partner in the industry. The program included procedures related to business impact analysis, risk assessment, site-level disaster recovery development, and crisis management to address risks ranging from natural disasters to cyber-attacks. All global manufacturing facilities received training on how to utilize the tools and various templates provided through BCP to enhance business resilience and emergency response.

SUSTAINABILITY OVERSIGHT

Our sustainability oversight framework is designed to ensure strong governance, clear accountability, and effective communication across all levels of the organization. This framework supports the integration of sustainability considerations into business operations and enables regular Board-level engagement on sustainability-related matters. The Executive Vice President and General Counsel, a member of Tenneco's Executive Leadership Team, provides quarterly updates to the Board on sustainability-related topics. These updates include our sustainability strategy, regulatory developments, and performance across key environmental and operational priorities—including our progress toward decarbonization targets—thus supporting the Board's oversight of sustainability-related risks, opportunities, and performance.

The Executive Director of Corporate Environment, Social, and Governance reports to the Executive Vice President and General Counsel and chairs Tenneco's cross-functional Sustainability Steering Committee. The Sustainability Steering Committee meets regularly to review sustainability performance, emerging regulatory and customer requirements, and progress on key initiatives such as decarbonization, supply chain engagement, and sustainability reporting. With leadership representation from key functions across the organization, including EHS, Legal, Human Resources, Finance, Engineering, Sales, Supply Chain, Procurement, and Operations, the committee supports coordination and integration of sustainability initiatives across the business.

The approval of sustainability disclosures is integrated into our governance processes. Formal review and sign-off of our annual Sustainability Report is completed by senior management and leadership teams, including the Sustainability Steering Committee, the Executive Leadership Team, and the Board. This process helps ensure appropriate oversight, consistency, and transparency in our external sustainability reporting.



Ethics and Compliance

We are committed to conducting our business responsibly, ethically, and in compliance with applicable laws and regulations. Our ethics and compliance program is designed to foster a culture of integrity supported by clear standards, effective governance, and accountability. We promote this culture through regular training and communication, the implementation and ongoing review of key ethics and compliance policies, and mechanisms that encourage speaking up and responsible decision-making. We assess risks and monitor the evolving regulatory environment to strengthen our program and ensure it remains effective, responsive, and aligned with our values and stakeholder expectations.

ETHICS STANDARD AND POLICY

Our [Code of Conduct](#), which is supported by a robust framework of legal and compliance policies, are foundational to our responsible business approach and directing our ethical decision-making process. The Code of Conduct and supplemental policies clearly articulate our expectations for ethical business practices and topics, including conflicts of interest, anti-bribery, fair competition, data privacy, incident reporting, and more. The Code of Conduct and related policies are available in multiple languages for broad accessibility and understanding across the organization. Our policies are maintained in the Tenneco Policy Hub System to ensure global consistency across our locations and business segments. Policies apply to all levels of team members within our organization as well as every third-party partner or organization working on our behalf or doing business with us. In addition, our [Supplier Code of Conduct](#) clearly articulates our expectations for ethical business practices and compliance with applicable laws by our third-party partners.

The Code of Conduct guides our business practices and enables us to create business value ethically and responsibly by presenting the Tenneco GPS, a traffic light concept to illustrate, define, and guide role model behaviors (green light), circumstances regarding when to proceed with caution (yellow light), and avoidance of dangerous situations (red light). Anchored in our integrity-always mindset, the Tenneco GPS functions as an easily accessible decision-making framework that supports our global culture of lawful, transparent, and ethical business practices.

Our [Whistleblower Policy](#) and Procedure as well as internal controls help us ensure violations of our Code of Conduct and company policies are effectively identified, investigated, and escalated. Concerns may be reported confidentially and, where permitted by law, anonymously through our global [Ethics and Compliance Hotline](#), which is available 24/7.

EMPLOYEE TRAINING

We maintain a comprehensive global ethics and compliance training program designed to promote ethical decision-making, legal compliance, and a strong speak-up culture. We sponsor regular trainings, both online and in person, for all levels of team members to ensure awareness and familiarity with our standards for ethical behavior and responsible operations. All salaried and hourly team members receive Code of Conduct training, with salaried full-time employees receiving additional requirements to review and acknowledge compliance with the Code of Conduct on an annual basis. To ensure our training remains relevant, we incorporate insights from our hotline reports, internal feedback mechanisms, and applicable legislation to provide the most up-to-date and informative compliance education for our team.

In 2025, 99% of salaried team members completed online ethics and compliance courses that focus on four key topics: Code of Conduct education and certification, protecting human rights and modern slavery, global export controls, and global anti-bribery and anti-corruption. We provide supplemental training for team members supporting specific functions, including trainings on information security, data protection and privacy, and enhanced anti-sexual harassment education. In addition, we provide online role-based ethics and compliance training to new employees as part of onboarding, tailored to job responsibilities and risk profile.

Our Ethics and Compliance team continued its roadshow efforts in 2025, engaging with plant and distribution center team members across 28 locations around the world by facilitating live integrity-related trainings. Through this effort, the team trained over 460 plant leaders on key topics designed to foster a culture of integrity. Additionally, the team provided enhanced training for specific groups of team members and regional leaders, including:

- > Elevated ethics training provided through our Plant Leadership Development Program for future plant managers;
- > Focused training delivered through the regional leadership summit in India for local leaders;
- > Facilitated training for compliance investigators on the Human Resources and Legal teams in Brazil; and
- > Pilot training for third parties to raise awareness concerning ethics and compliance.

Together, these training efforts provided robust education on regulations and Tenneco's policies relevant to important ethics and compliance topics as well as best-in-class techniques for the investigation and resolution of violations, contributing to the continued success and evolution of our ethics and compliance program.

EMPLOYEE ENGAGEMENT

We engage with team members on ethics and compliance topics through various means to achieve our objective of promoting a culture of integrity and ethical decision-making throughout the organization. In 2025, we continued to implement our engagement campaigns and programs to reinforce our strategies, including:

- > Integrity Heroes Program
- > Global Ethics and Compliance Week Celebration
- > Ethics and Compliance Level Up Campaign

Throughout the year, we celebrate exemplary conduct and role model behaviors through our Integrity Heroes Program. This program features team members who go above and beyond to integrate ethical decision-making into their respective functions and daily operations. We admire this group's dedication to leading effective actions in preventing wrongful conduct or situations that may harm the value we provide for our stakeholders.

To reinforce ethical culture among the frontline team members, we hosted our 2025 Global Ethics and Compliance Week with a theme of "Most Trusted Partner Starts with Me." Throughout the week, fun and engaging activities underscored key elements of our Code of Conduct, including doing the right thing the right way, ethical decision-making, speaking up, and non-retaliation. The week featured global and regional leadership videos focused on integrity, a company-wide video contest, and other awareness building activities to drive an integrity-first mindset with our frontline team members. In the contest, team members developed videos that were then shared on our employee experience platform, generating nearly 17,000 views and hundreds of hashtags and unique reactions.

In addition to the employee recognition program and ethics and compliance week events, we launched an Ethics and Compliance Level Up campaign, inviting team members to engage with posts on our employee experience platform to recognize and distinguish ethical and responsible behavior. By continuously investing in engagement efforts, we instill a sense of accountability in every aspect of our operations.

Tenneco's Hosur, India Team Setting the Standard for Practicing Integrity



At Tenneco, integrity is the foundation that our collective success is built upon. Whether in our relationships with customers and suppliers or in our day-to-day actions on the manufacturing floor, integrity guides us to conduct business—and win—the right way. Our Supply Chain Management team in Hosur, India, provided a prime example of our team members following high ethical standards.

While processing service bills, a Tenneco team member received an unsolicited payment of approximately \$20 dollars from a transporter as thanks for

clearing a late invoice. Knowing that unsolicited payments were prohibited, regardless of the monetary amount, the team member took immediate action to report the incident and provide evidence to her manager. The case was quickly escalated to Tenneco's Global Supply Chain leadership, resulting in immediate corrective action, including the employment termination of the payment sender on the transporter's team and the removal of the transporter on our approved vendor list. This case showcased our company and our team members' collective commitment to integrity. By doing the right thing, the Hosur team not only upheld our standards, but helped protect our company from reputational and operational risk.

ANTI-CORRUPTION

We manage anti-corruption risks through a mature, risk-based ethics and compliance framework designed to prevent, detect, and address corruption. The program is anchored by our global Code of Conduct and Anti-Corruption Policy, and is supported by related policies governing gifts and hospitality, community and government affairs, and whistleblower reporting. Team members receive periodic anti-bribery and anti-corruption training, supplemented by annual Code of Conduct training, with enhanced role-specific training for higher-risk functions and new hires. Third-party intermediaries, including suppliers, agents, customs brokers, and logistics providers, are subject to risk-based due diligence, contractual compliance commitments, audit rights, and ongoing monitoring. We conduct periodic corruption risk assessments, audits, and compliance reviews, with findings tracked and remediated through corrective action plans. Lastly, our Internal Audit department performs regular enterprise risk assessments that include an evaluation of corruption risks. Senior management reinforces a culture of integrity through communications, training participation, and continuous improvement of the program in line with evolving risks and regulatory expectations.

To ensure the integrity of financial reporting, all plant controllers, managers, individuals within the finance reporting chain, and designated members of senior management are required to sign a quarterly certification. This approach is focused on verifying team members' knowledge of any fraud or alleged fraud, the absence of undue influence by management on financial reporting, and compliance with the U.S. Foreign Corrupt Practices Act (FCPA) and other applicable anti-bribery laws.

Through centralized oversight by our Ethics and Compliance team, comprehensive policies and controls, targeted training, periodic auditing, and a strong speak-up culture, we maintain an anti-corruption program consistent with recognized international compliance standards and regulatory expectations.

PERFORMANCE

In 2025, all operations were evaluated and assessed for compliance and ethics risks.

Operations Assessed for Risks Related to Corruption	2025 Performance
Percentage of operations assessed for risks related to corruption.	All our operations were assessed and evaluated for multiple compliance and ethics risks, including risks related to corruption, as part of the risk assessments conducted by our Internal Audit team.
Significant risks related to corruption identified through the risk assessment.	We consider operations that require contact with government officials to pose the most significant risk of corruption through bribery (obtaining government permits, cross-border logistics, sales to government entities, etc.).

99%

of total workforce was trained on business ethics issues

For additional data, please refer to [Appendix C](#).



Cybersecurity and Data Privacy

Our commitment to information security and data privacy is built on a foundation of regulatory compliance and proactive risk management, ensuring we meet the evolving expectations of data protection from our customers and the industry. In 2025, we remained invested in our cybersecurity resources, risk assessment procedures, and privacy-related policy and training enhancements.

We maintain a structured governance framework toward data security and privacy. Our Board holds ultimate oversight responsibility over our information technology risks and associated management programs, receiving regular updates that cover our approaches towards security-and-privacy related governance, controls, initiatives, program maturity, and assurance.

Tenneco's Board and Global Risk Management Working Committee are actively involved in the management of cybersecurity, privacy, and other risk management matters. The committee is informed of and reviews risks applicable to our business and provides direction for the governance, communication, and execution of our management programs. In the event of a critical cyber emergency, this committee also serves as the Cyber-Resilience Committee to coordinate a comprehensive cross-functional management response to effectively address incidents and mitigate potential risks.

SECURITY MANAGEMENT

We approach cybersecurity through various risk management programs, including our multi-year strategy to continuously improve our cybersecurity programs. The strategy is aimed at strengthening governance, operations, organization, and strategy while managing third-party risks to combat cyber threats. Our investments in cybersecurity strategies are focused on shop floor segmentation of information technology and operational technology systems. We also apply technologies to secure the digital systems that control our manufacturing equipment and the safety of the products we develop.

MANAGEMENT FRAMEWORK

We strive to follow best practices in data management and security governance. Our information security programs are aligned with industry-leading frameworks, including the National Institute of Standards and Technology (NIST), ISO 27001, IATF 16949:2016, and VDA ISA 5.1 standards. By maintaining alignment with industry standards, we ensure our security and privacy programs and policies remain compliant and standardized.

In 2025, a total of 86 sites, including our headquarters, maintained certifications to the Trusted Information Security Assessment Exchange (TISAX) standard. TISAX certification is based upon the ISO 27000 families and has been incorporated into our enterprise-wide Information Security Management System (ISMS). As of 2025, approximately 32% operational sites with an ISMS were certified to ISO 27001 or equivalent standards.

SYSTEM MATURITY

We prioritize the implementation of controls and continuous improvement using our risk-based information technology systems. On an annual basis, we conduct company-wide tabletop testing to evaluate our cyber crisis management and cyber resilience capabilities. We strive to improve system maturity year over year and actively engage our internal experts and external partners in the validation of our controls and procedures. We conduct annual maturity assessments in collaboration with third-party advisors and formalized our prioritized approach to business continuity in 2025, leading to improvements in our program maturity. As a result of these initiatives, we identified zero major deficiencies in our maturity assessment and observed an overall improvement in our security programs.

CYBERSECURITY TRAINING

We provide regular updates on our cybersecurity practices and require annual training on our policies, procedures, and security protocols, including dedicated education during our new hire onboarding process. Simulated phishing tests are completed on a monthly basis, which require team members to identify malicious links by completing multiple iterations of testing.

In 2025, we placed increased emphasis on behavior-based risk reduction tactics. These included ongoing phishing awareness and reporting education, targeted remedial phishing training for repeat offenders identified through simulation testing, and practical guidance to reinforce secure decision-making. We also expanded our cybersecurity onboarding training for critical service providers, ensuring prioritized third-party partners are aligned with our security expectations and policies to help reduce cyber-related risks.

Cybersecurity Awareness Month



In October 2025, we delivered our annual enterprise-wide Cybersecurity Awareness Month campaign, reinforcing the shared responsibility of protecting company information and systems. The month-long campaign featured weekly themes aligned to prevalent threat vectors, including social engineering and phishing scams, secure use of devices, online safety, and emerging cyber threats. We engaged our team members through a mix of interactive and educational activities, including live virtual events featuring expert-led presentations, phishing simulations, and gamified learning experiences. One of the key highlights was the continued focus on AI and cybersecurity to help team members understand both the opportunities and risks associated with AI-related tools.



DATA PRIVACY POLICY AND TRAINING

We are dedicated to safeguarding stakeholder interests and their information by incorporating robust privacy practices into data processing and retention activities. Our Privacy Statement outlines our commitment to handling personal data with integrity and in accordance with applicable data protection laws. Due to the nature of our business, we do not obtain, process, or store a significant amount of consumer information. We utilize systems, applications, and data that are essential to our operations and recognize that any deficiencies in data confidentiality, availability, and integrity can pose a liability risk and potentially damage our brand, reputation, operations, or assets. We aim to collectively address privacy risks and prioritize employee communications on privacy practices relating to human resources, marketing, EHS, legal and regulatory compliance, information technology, and vendor risk management operations.

In 2025, we further enhanced our privacy-related strategies, including:

- > A comprehensive biometric practices assessment and policy updates to support compliance with privacy and labor regulations governing biometric data processing in jurisdictions relevant to our global business.
- > Preparation of regulatory compliance with India’s Digital Personal Data Protection Act.
- > Continued modernization of data-related policies incorporating developments of the European Union (EU) General Data Protection Regulation (GDPR) and region-specific workplace- and labor-related considerations.

We continue to enhance our awareness of data privacy through formalized, structured training. We require mandatory privacy training for global knowledge workers, focused on reinforcing foundational privacy principles, individual accountability, and clearly-defined expectations for proper and safe handling of personal data in daily operations.

AI GOVERNANCE AND TRAINING

We strive to incorporate modern technologies into our operations to support our delivery of exceptional products and customer experience. Given recent technological developments and our adoption of AI-powered solutions, we have established an AI governance framework that integrates AI-related privacy and data protection considerations into our management structures and programs. We specifically emphasize proper data sourcing, human oversight, and risk assessment in the use of AI in our business activities.

In 2025, we introduced voluntary global training on generative AI to guide team members in their compliant and safe use of AI technologies and support responsible innovation leveraging AI capabilities. The training helped promote awareness related to ethical considerations, privacy risks, and regulatory expectations associated with the utilization of AI-enabled solutions.

PERFORMANCE

In 2025, we had zero substantiated complaints of data breaches or regulatory complaints regarding data privacy. For additional data, please refer to [Appendix C](#).



0 substantiated complaints concerning breaches of customer privacy and losses of customer data.

Supply Chain Management

We uphold rigorous standards of responsibility and accountability across our entire value chain. In 2025, we continued strengthening our supply chain approaches by scaling supplier sustainability assessments, reinforcing responsible sourcing expectations, and enhancing supplier engagement. Our efforts were centered on promoting responsible sourcing, human rights, and ethical conduct within our network of suppliers while striving to maintain a resilient and dependable supplier base.

Goal	2025 Progress
100% of strategic partners reaffirm their commitment to the Tenneco Supplier Code of Conduct.	<ul style="list-style-type: none"> > Required all suppliers doing business with Tenneco to comply with our Supplier Code of Conduct, which is linked to supplier purchasing terms and conditions and other vendor requirements documentation.
100% of Tenneco’s top sustainability “high-risk” and/or “high-impact” suppliers complete a self-assessment questionnaire annually.	<ul style="list-style-type: none"> > Continued to expand the scope of EcoVadis sustainability assessments to additional high-risk/high-impact suppliers, with more than 1,300 suppliers assessed, representing an over 20% increase from last year. > Partnered with the Accelerate Initiative to host a supplier roundtable focusing on decarbonization, human rights, responsible sourcing, and stakeholder engagement in the supply chain.

MANAGEMENT STRATEGY

Our commitment to building long-term resilience in our supply chain is deeply integrated into our management approach, which includes robust policies, due diligence procedures, trainings, supplier assessments, and audits. Our business segment-specific purchasing processes have been consolidated into a centralized framework by a cross-functional team that consists of our global Law department, the Purchasing Council, and Purchasing teams across the enterprise. Additionally, we have continuously modernized our supply chain-related policies in alignment with market conditions, regulatory changes, and industry best practices. These efforts and cross-departmental collaborations ensure consistent, streamlined, and effective processes for supply chain management.

Our processes and standards related to ethical and responsible sourcing are outlined in our [Code of Conduct](#), [Supplier Code of Conduct](#), [Supplier Requirements Manual](#), [Global Terms and Conditions of Purchase](#), and [Statement on Efforts to Prevent Modern Slavery and Human Trafficking](#). These policies ensure clearly defined ethical conduct, sustainability, and quality requirements throughout our supplier due diligence, onboarding, and engagement processes. The documents describe our expectations for suppliers and include clauses regarding business integrity, human rights, sustainability, cybersecurity, regulatory compliance, audits, and other quality and performance standards that we require suppliers to follow, which are aimed at promoting best ethical practices and accelerating sustainable actions within our supply chain. For more information about our supplier-related policies, please visit our [Suppliers](#) webpage.

In 2025, we reinforced our company-wide process requiring suppliers to acknowledge and reaffirm their commitment to the Tenneco Supplier Code of Conduct as a condition of onboarding and ongoing business engagement. Suppliers are required to confirm adherence through acknowledgments, periodic questionnaires, and other due-diligence mechanisms. This approach supports consistent expectations across our supply base and advances progress toward ensuring that strategic partners uphold our standards for ethical conduct, human rights, environmental responsibility, and business integrity.

SUPPLIER ASSESSMENTS AND AUDITS

Our supplier assessment and audit programs enable us to effectively monitor supply chain risks and supplier performance from a regulatory compliance and sustainability improvement perspective. We apply multiple layers of assessment and audit requirements throughout supplier engagement stages, including a screening process for onboarding new suppliers, due diligence for financial health and regulatory compliance, vendor sustainability assessments, and on-site audits for quality management.

For all new suppliers, we use our various policies to guide our screening of new vendors against our requirements, including social and environmental criteria. We complete restrictive financial screening to ensure the suppliers we choose maintain acceptable financial standing and comply with trade regulations. All suppliers are required to demonstrate adherence to our Global Terms and Conditions of Purchase, Supplier Code of Conduct, and Supplier Requirements Manual, which includes clauses about showcasing accountability and responsibility toward human rights and social and environmental sustainability.

The EcoVadis supplier assessment program remains a core element of our supply chain management approach. As part of our efforts to promote a sustainable supply chain, we partner with EcoVadis to collect meaningful sustainability information from suppliers in order to drive year-over-year supplier sustainability improvement. This strategy enables us to detect and pursue opportunities for enhancing sustainability performance in our supply chain by capturing sustainability risks in our vendor base, completing a gap analysis, and creating a corrective action planning process. We request suppliers to update their assessments annually, demonstrate improvement in their programs and performance, and encourage best practice sharing. We track suppliers' progress against improvement areas identified from EcoVadis assessments and reserve the right to implement disciplinary measures if corrective actions are not taken or cannot be agreed upon.

In 2025, we continued to scale and enhance our ongoing implementation and monitoring of supplier assessments through the EcoVadis platform. We significantly expanded the scope of EcoVadis assessment requirements for strategic, high-risk, and high-impact suppliers, with over 1,300 suppliers assessed in 2025. All suppliers who did not meet our minimum performance threshold, defined as an EcoVadis score of 50, were required to implement corrective actions to improve performance.

Our risk-based supplier audit program is executed based on the categories of the products and services supplied to Tenneco. For new vendors that provide prioritized direct materials or products with software capabilities, we perform on-site audits during the onboarding process to ensure suppliers meet our standards for quality certifications and management systems. Other regular audits and re-audits are performed at vendors' locations on an as-needed basis for specific manufacturing processes and quality improvement. For additional information about our audit requirements, please refer to our Supplier Requirements Manual.

HUMAN RIGHTS AND SUSTAINABILITY DUE DILIGENCE

Our pursuit of responsible and resilient operations is underscored by our commitment to respecting human rights and advancing environmental sustainability. We strictly prohibit child and forced labor in any form, including human trafficking and slavery. Our due diligence process and training resources are designed to equip our global team members with tools and knowledge to mitigate social and environmental risks in our supply chain, including a mandatory Preventing Global Modern Slavery training for all salaried employees that covers requirements of the German Supply Chain Due Diligence Act.

Our due diligence procedure is aligned with the German Supply Chain Due Diligence Act and is overseen by our Human Rights Officer. This role is also responsible for preparing program updates for our Chief Ethics and Compliance Officer at least annually, as well as producing an annual report in accordance with the requirements of the German regulations. As part of our due diligence process, we maintain a clearly defined risk-based supplier management approach, including screening activities, tools, and roles and responsibilities for issue tracking, escalation, corrective action, and reporting to ensure early identification and intervention in potential human rights or environmental violations.

SUPPLIER TRAINING AND COLLABORATION

We maintain close collaboration and communication with our team members, vendors, and partners regarding our supplier standards and participate in industry partnerships to advance supply chain sustainability.

Tenneco is one of the four founding members of the [Accelerate Initiative](#), which is administered by EcoVadis and is focused on driving collective action toward sustainable procurement in the automotive industry.

In 2025, we advanced our supplier-capacity-building efforts by implementing collaborative initiatives in addition to our training-based activities. Building upon our foundational training efforts from prior years, we worked with the Accelerate Initiative to host a supplier roundtable focused on the practical implementation of sustainability priorities across the supply chain. Through expert-led panels and workshops, the roundtable brought together suppliers, customers, and industry organizations to facilitate dialogue on supply chain decarbonization, human rights, responsible sourcing, and effective supplier engagement practices. By sponsoring the event, we helped promote cross-industry collaboration, peer learning, and the provision of practical guidance to support suppliers at different stages of their sustainability journey.

In addition to collaborative forums, we encourage suppliers to leverage training resources available through the EcoVadis Academy and other recognized industry platforms to strengthen sustainability management systems and performance. To support responsible labor practices, we expect direct material suppliers to maintain training programs addressing forced-labor prevention and fair working conditions. As part of our continuous improvement approach, suppliers are also encouraged to complete self-evaluations using resources such as the Automotive Industry Action Group's (AIAG's) Global Working Conditions self-assessment and related supply-chain sustainability training modules.



WHISTLEBLOWING STRATEGY

We take immediate action to address any ethics or compliance issues identified in supplier interactions, and we reserve the right to discontinue business relationships with suppliers and other third parties that fail to meet our standards for lawful and ethical conduct. To promote accountability, our Tenneco hotline offers a communication channel for anyone to report concerns or violations of our corporate policies. We promptly investigate reports and take necessary actions to address identified risks. For more information, please refer to the [Ethics and Compliance](#) section of this report.

GLOBAL SUPPLIER ENGAGEMENT

We believe that diversity improves the strength of our supply chain and the continuity of our operations, and we actively pursue partnerships that maintain a diverse supplier base and continue to promote equal access to procurement opportunities for minority-owned, woman-owned, veteran-owned, LGBT-owned, disability-owned, and other underrepresented businesses⁸. In 2025, we implemented several updates to strengthen and modernize our approach to supplier inclusion and engagement, including rebranding our program of supplier diversity to global supplier engagement, updating external communications regarding our vision for an inclusive global supply chain, and reinforcing our commitment to non-discrimination. These changes were developed in close partnership with our Legal and Communications teams to ensure clarity, consistency, and alignment with our company values.

The goal of our global supplier engagement program is to increase interactions with qualified, underrepresented vendors while meeting our standards for quality and performance. We accept supplier certifications from various organizations in the U.S. and internationally, including:

- > National Minority Supplier Development Council;
- > Women's Business Enterprise National Council;
- > National Veterans Business Development Council;
- > Small Business Administration (8(a), HUBZone, small, economically disadvantaged business, and women-owned small business);
- > National LGBT Chamber of Commerce;
- > US Pan Asian American Chamber of Commerce;
- > WeConnect International;
- > City and/or state certifying agencies;
- > Disability:IN; and
- > Other supplier diversity certifications across Europe, China, South Africa, and Canada.

Capacity Building and Advocacy

We strengthen our partnership with underrepresented businesses by connecting them to business opportunities within different functions throughout our organization and providing capacity-building resources. We are proud of the actions we pursued throughout 2025 to advance global supplier engagement across our businesses, including:

- > Strengthened access to pools of diverse suppliers by participating in 26 diversity-driven events across the U.S. and global markets, serving as sponsors, exhibitors, or panel speakers at these events;
- > Promoted diversity certifications within our supplier base;
- > Supported global and regional advocacy organizations, including the participation in partnerships with WeConnect and Minority Supplier Development China; and
- > Appointed to the Asian Pacific American Chamber of Commerce Small Business Action Committee to assist small businesses with capacity building, training, and growth.

We maintain active memberships in consortiums that promote the value of an engaged and inclusive supply chain. In 2025, we continued to participate in and advocate for the missions of various advocacy organizations, including:

- > Asian Pacific American Chamber of Commerce;
- > Detroit Regional LGBT Chamber of Commerce;
- > Great Lakes Women's Business Enterprise Council;
- > National Veteran Business Development Council;
- > The Council of Supplier Diversity Professionals;
- > The Michigan Minority Supplier Development Council; and
- > The Michigan Hispanic Chamber of Commerce.

These memberships provide year-round access to supplier-readiness programs, matchmaking, technical assistance, certification support, and strategic advocacy for underrepresented business communities. We are enthusiastic supporters of these organizations, which allow us to maintain a resilient supplier mix while driving innovation in our procurement practices.

8. Other underrepresented business enterprises include HubZone, Small Business, LGBTQ, Service Disabled Veteran, and Disadvantaged Businesses.



Conflict Minerals

At Tenneco, responsible sourcing of raw materials is foundational to our sustainability strategy, which emphasizes transparency, accountability, and long-term value creation. By embedding responsible raw material sourcing practices into our procurement programs, we reinforce our commitments to ethical supply chains, rigorous governance strategies, and stringent human rights standards across our global operations.

Our due diligence process and reporting of critical raw materials are aligned with the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act and international laws, including EU's Conflict Minerals Regulation. Our due diligence procedure requires our suppliers to disclose sourcing of 3TG minerals (tantalum, tin, tungsten, and gold) and extended minerals (cobalt and mica) and their adherence to responsible sourcing practices that help prevent human rights abuses in conflict-affected and high-risk areas (CAHRA). Tenneco's Conflict Minerals Oversight Committee, which is composed of members from our leadership and Purchasing teams, meets quarterly and oversees our due diligence progress to ensure compliance with conflict minerals regulations and progress toward our goals.

Tenneco's Goal	2025 Progress
At least 96% of Tenneco's smelters and/or refiners, as declared annually by surveyed suppliers, come from sources that are ethical and conflict-free.	95% of smelters and refiners were classified as Conformant and Active through Responsible Minerals Initiative's (RMI's) third-party audit process. ⁹

SUPPLIER DUE DILIGENCE

We conduct an annual comprehensive due diligence process to document the origins of minerals as well as audit the responses to our supplier questionnaires. Our minerals suppliers are required to gather information about the use of conflict minerals from their direct suppliers, who must continue this process with each successive tier in the supply chain. Documenting the chain of custody of the minerals supports our ongoing monitoring of the sources of minerals used in our products. In addition to annual data collection and due diligence for 3TG, cobalt, and mica utilizing RMI's Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT), we piloted the addition of RMI's Additional Minerals Reporting Template (AMRT) to our 2025 due diligence process. The AMRT supports the assessment and disclosure of additional critical materials classified under the EU Critical Raw Materials Act, such as zinc, aluminum, and iridium.

As part of our due diligence process, we strive to support suppliers and partners in their management of conflict minerals. We offer virtual training sessions and office hours to assist suppliers with our reporting requirements and procedures and vet quality responses. Throughout our review process for each submittal, we work closely with suppliers to address any concerns or noncompliance incidents and initiate appropriate corrective actions, including training, investigation, and remediation. In support of RMI's Responsible Minerals Assurance Process, we continue to educate suppliers on requirements concerning conflict minerals and employ a centralized data collection approach to efficiently track data and respond to stakeholder requests.

Our relevant strategic and critical suppliers, as defined by our Purchasing teams, are given two months to perform their downstream supply chain due diligence and complete their reports. In 2025, we surveyed 58 suppliers in our 3TG supply chain through our reporting platform and achieved a 100% response rate. In our cobalt and mica supply chain, we surveyed 58 relevant suppliers and achieved an 84% response rate.

In collaboration with AIAG and RMI, we conducted an in-depth analysis of smelters and refiners identified in our due diligence program utilizing tools offered by these organizations. We were able to provide immediate feedback on the information submitted by suppliers and ensure compliance with industry standards. In 2025, we achieved 95% of surveyed smelters and refiners classified as Conformant and Active through RMI's third-party audit process.

INDUSTRY COLLABORATION

We actively collaborate with AIAG and RMI to maintain our consistent alignment with industry standards for mineral traceability and reporting. Our engagement approach allows us to contribute to the development of global standards and closely monitor emerging areas of focus and expansion of requirements related to critical minerals and materials. In 2025, we continued our active participation in AIAG's Responsible Supplier Communication Committee and Smelter Engagement Team. In line with our commitment to contributing to a sustainable supply chain, these strategic engagements strengthen our capabilities in supplier due diligence for minerals management, enhance our ability to evaluate our readiness against emerging regulatory requirements, and enable us to influence the sustainability of the broader industry through responsible sourcing.

9. Classifications of smelters and refiners reflect participation in third-party audits or operational status during the reporting period, which do not represent permanent designations. Tenneco engages suppliers to encourage alignment with globally recognized responsible sourcing standards.





APPENDICES



SKIP TO

[Appendix A – Stakeholder Engagement](#)

[Appendix B – GRI Index](#)

[Appendix C – Performance Data](#)

APPENDIX A – STAKEHOLDER ENGAGEMENT

The table below summarizes our engagement activities with key stakeholders, including the frequency of our engagements and the relevant topics.

Stakeholder	How We Engage	Key Topics of Importance
Team Members	<ul style="list-style-type: none"> • Hold town hall and team member meetings, global webcasts, picnics and special events, training and development, and recognition programs annually • Participate in the annual Euroforum • Host Sustainability Steering Committee meetings quarterly • Update the Enterprise Risk Management process annually • Perform team member engagement surveys at least every two years 	<ul style="list-style-type: none"> • Business performance • Training and development
Customers	<ul style="list-style-type: none"> • Participate in Ford’s Partnership for a Cleaner Environment program annually • Host customer technology days and step-level meetings with customers annually • Participate in customers’ sustainability initiatives (e.g., BMW Sustainability Training for Suppliers, Scania Sustainability Supplier Day annually, and GM’s Energy Treasure Hunts) • Participate in Automotive REACH Task Force annually 	<ul style="list-style-type: none"> • Customer service • Management of restricted substances • Product safety • Product quality • Sustainability-related risks and opportunities
Apollo Global Management (Private Equity)	<ul style="list-style-type: none"> • Align on sustainability targets • Evaluate sustainability priorities • Share best practices • Participate in periodic webinars • Attend biennial sustainability conference 	<ul style="list-style-type: none"> • Sustainability performance • Corporate governance • Regulatory compliance • Environmental responsibility • Regulatory risks • Sustainability-related risks and opportunities
Communities	<ul style="list-style-type: none"> • Provide site visits and plant tours • Partner with local charitable organizations and schools • Support annual charitable fundraising campaigns 	<ul style="list-style-type: none"> • Air quality • Business performance • Corporate giving • Corporate taxes • Local employment • Safety
Suppliers	<ul style="list-style-type: none"> • Participate in Automotive Industry Action Group • Maintain Global Supplier Engagement Program annually • Perform supplier audits • Complete screenings on new suppliers • Communicate our Supplier Code of Conduct • Implement supplier sustainability questionnaires and request corrective actions 	<ul style="list-style-type: none"> • Business performance • Conflict minerals • Supplier growth • Supplier engagement • Waste management • Human rights due diligence • Sustainability programs
Government and Regulatory Agencies	<ul style="list-style-type: none"> • Engage with the Environmental Protection Agency on emissions reduction strategies on an ongoing basis • Conduct due diligence to ensure compliance with the German Supply Chain Act and other related regulations • Prepare for emerging sustainability reporting requirements including the European Union (EU) Corporate Sustainability Reporting Directive (CSRD) and California’s climate disclosure laws 	<ul style="list-style-type: none"> • Air quality • Regulatory compliance • GHG emissions • Waste • Water • Public health and safety • Supplier human rights due diligence • Sustainability disclosures • Double materiality assessment
Trade Associations	<ul style="list-style-type: none"> • Sit on the Automotive Industry Action Group Board of Directors and the Supply Chain Steering Committee • Participate in the Automotive Aftermarket Suppliers Association quarterly meetings • Participate in the European Association of Automotive Suppliers Sustainability/CSR Expert Group quarterly meetings • Participate in the Motor and Equipment Manufacturers Association • Participate in the Original Equipment Suppliers 	<ul style="list-style-type: none"> • Public policy • Product quality • Product safety • Supply chain management • Transparency • Sustainability-related risks and opportunities



APPENDIX B – GRI INDEX

Statement of Use	Tenneco LLC has reported the information cited in this GRI content index for the period from January 1 to December 31, 2025, with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Report Location and Response
GRI 2: General Disclosures 2021	2-1 Organizational details	Tenneco Overview
	2-2 Entities included in the organization's sustainability reporting	Tenneco Overview
	2-3 Reporting period, frequency, and contact point	About This Report
	2-4 Restatements of information	We do not have any restatements in this report.
	2-5 External assurance	Data included in this report is not externally assured.
	2-6 Activities, value chain and other business relationships	Tenneco Overview
	2-7 Employees	Appendix C
	2-8 Workers who are not employees	Talent Attraction and Retention; Appendix C The total number of workers who are not employees and whose work is controlled by the organization is not available.
	2-9 Governance structure and composition	Corporate Governance; Executive Leadership Team
	2-10 Nomination and selection of the highest governance body	Not available—information is considered confidential to our business.
	2-11 Chair of the highest governance body	Corporate Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance
	2-13 Delegation of responsibility for managing impacts	Corporate Governance
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance
	2-15 Conflicts of interest	Not available—information is considered confidential to our business.
	2-16 Communication of critical concerns	Ethics and Compliance The total number and nature of critical concerns communicated to the highest governance body are considered confidential to our business.
	2-17 Collective knowledge of the highest governance body	The experience of each executive leader can be found on our Executive Leadership Team webpage. One of our Board members represents the sustainability function of our private equity investor and shares sustainability-related information with the entire Board.
	2-18 Evaluation of the performance of the highest governance body	Not available—information is considered confidential to our business.
	2-19 Remuneration policies	Not available—information is considered confidential to our business.
	2-20 Process to determine remuneration	Not available—information is considered confidential to our business.
	2-21 Annual total compensation ratio	Not available—information is considered confidential to our business.
	2-22 Statement on sustainable development strategy	A Message from Our CEO
	2-23 Policy commitments	See suggested links in the Our People, Our Planet, Our Products, and Our Governance sections of this report and Tenneco's Sustainability webpage .
	2-24 Embedding policy commitments	Our People; Our Planet; Our Products; Our Governance
	2-25 Processes to remediate negative impacts	Ethics and Compliance
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Compliance
	2-27 Compliance with laws and regulations	Ethics and Compliance; Appendix C
	2-28 Membership associations	Tenneco is a member of the following associations: <ul style="list-style-type: none"> American Society for Quality Automotive Industry Action Group Automotive Aftermarket Suppliers Association European Association of Automotive Suppliers Motor and Equipment Manufacturers Association Original Equipment Suppliers Association



GRI Standard	Disclosure	Report Location and Response
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Stakeholder Engagement; Appendix A
	2-30 Collective bargaining agreements	Labor Relations and Human Rights The working conditions and terms of employment for employees not subject to a collective bargaining agreement are determined by Tenneco policies and any applicable country, federal, or state rules and regulations.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Assessment
	3-2 List of material topics	Sustainability Assessment
	3-3 Management of material topics	Throughout the report
GRI 205: Anti-corruption 2016	3-3 Management of material topics	Ethics and Compliance
	205-1 Operations assessed for risks related to corruption	Ethics and Compliance; Appendix C
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Compliance; Appendix C
GRI 206: Anti-competitive Behavior 2016	3-3 Management of material topics	Ethics and Compliance
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethics and Compliance; Appendix C
GRI 302: Energy 2016	3-3 Management of material topics	Energy and Greenhouse Gas Emissions
	302-1 Energy consumption within the organization	Energy and Greenhouse Gas Emissions; Appendix C
	302-3 Energy intensity	Energy and Greenhouse Gas Emissions; Appendix C
	302-4 Reduction of energy consumption	Energy and Greenhouse Gas Emissions; Appendix C
GRI 303: Water and Effluents 2018	3-3 Management of material topics	Waste and Water
	303-1 Interactions with water as a shared resource	Waste and Water
	303-2 Management of water discharge-related impacts	Waste and Water
	303-3 Water withdrawal	Waste and Water; Appendix C
GRI 305: Emissions 2016	3-3 Management of material topics	Energy and Greenhouse Gas Emissions
	305-1 Direct (Scope 1) GHG emissions	Energy and Greenhouse Gas Emissions; Appendix C
	305-2 Energy indirect (Scope 2) GHG emissions	Energy and Greenhouse Gas Emissions; Appendix C
	305-4 GHG emissions intensity	Energy and Greenhouse Gas Emissions; Appendix C
	305-5: Reduction of GHG emissions	Energy and Greenhouse Gas Emissions; Appendix C
GRI 306: Waste 2020	3-3 Management of material topics	Waste and Water
	306-3 Waste generated	Waste and Water; Appendix C
	306-4 Waste diverted from disposal	Waste and Water; Appendix C
	306-5 Waste directed to disposal	Waste and Water; Appendix C
GRI 308: Supplier Environmental Assessment 2016	3-3 Management of material topics	Supply Chain Management
	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management
GRI 401: Employment 2016	3-3 Management of material topics	Talent Attraction and Retention
	401-1 New employee hires and employee turnover	Appendix C
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Talent Attraction and Retention
GRI 402: Labor/Management Relations 2016	3-3 Management of material topics	Labor Relations and Human Rights
	402-1 Minimum notice periods regarding operational changes	Labor Relations and Human Rights; Appendix C



GRI Standard	Disclosure	Report Location and Response
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	Occupational Health and Safety
	403-1 Occupational health and safety management system	Occupational Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety
	403-3 Occupational health services	Occupational Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety
	403-5 Worker training on occupational health and safety	Occupational Health and Safety
	403-6 Promotion of worker health	Occupational Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety
	403-9 Work-related injuries	Occupational Health and Safety; Appendix C
GRI 404: Training and Education 2016	3-3 Management of material topics	Talent Attraction and Retention
	404-1 Average hours of training per year per employee	Talent Attraction and Retention; Appendix C
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Attraction and Retention
GRI 405: Diversity and Equal Opportunity 2016	3-3 Management of material topics	Expanding Opportunity
	405-1 Diversity of governance bodies and employees	Appendix C
GRI 414: Supplier Social Assessment 2016	3-3 Management of material topics	Supply Chain Management
	414-1 New suppliers that were screened using social criteria	Supply Chain Management
GRI 416: Customer Health and Safety 2016	3-3 Management of material topics	Product Safety and Quality
GRI 418: Customer Privacy 2016	3-3 Management of material topics	Cybersecurity and Data Privacy
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity and Data Privacy; Appendix C
Non-GRI Topics		
Product Efficiency	3-3 Management of material topics	Product Efficiency
Product Innovation	3-3 Management of material topics	Product Innovation



APPENDIX C – PERFORMANCE DATA

Business Overview

	2023	2024	2025
Business Profile			
Revenue (million USD) ¹⁰	19,208	16,777	15,938
Number of manufacturing sites	184	178	169
Number of aftermarket distribution centers and warehouses	24	23	32
Number of globally networked engineering and technical centers	39	38	39

Environment

	2023	2024	2025
Greenhouse Gas Emissions¹¹			
Direct (Scope 1) GHG emissions (metric tons CO ₂ e)	207,373	183,465	177,211
Energy indirect (Scope 2) GHG emissions (metric tons CO ₂ e)	994,109	930,033	885,603
Emissions intensity (Scope 1 and Scope 2) (metric tons CO ₂ e/million USD revenue)	63	66	67
Energy Use			
Total energy consumption (gigajoules)	12,142,114	11,077,642	10,819,942
Energy intensity (gigajoules/million USD revenue)	632	660	679
Percentage of renewable electricity consumption	--%	6%	11%
Total renewable electricity consumption (gigajoules)	730,207	421,359	786,313
Environmental Management System¹²			
Percentage of sites certified to ISO 14001 Environmental Management System	88%	89%	90%
Percentage of sites certified to ISO 50001 Energy Management System	12%	14%	17%
Waste¹³			
Waste Generation by Type (metric tons and percentage total)			
Total amount of waste from manufacturing	186,271 (100%)	175,305 (100%)	173,415 (100%)
Hazardous waste (metric tons)	28,262 (15%)	27,491 (16%)	33,719 (19%)
Non-hazardous waste (metric tons)	158,008 (85%)	147,814 (84%)	139,697 (81%)
Waste Intensity (metric tons/million USD revenue)	9.70	10.45	10.88

10. Includes only external and third-party sales. Intersegment or intercompany revenue is excluded.

11. The calculations include CO₂, CH₄ and N₂O. We used emissions factors from the International Energy Agency (IEA) and the U.S. Environmental Protection Agency (EPA) and used global warming potential (GWP) rates from the Intergovernmental Panel on Climate Change (IPCC). We used operational control for our consolidation approach for emissions, and we incorporated standards and methodologies from the Greenhouse Gas Protocol and from GRI Standards.

12. The scope of management system certification percentages includes manufacturing sites.

13. Data represents approximately 80% of manufacturing sites.



	2023	2024	2025
Total Waste by Disposal Method (metric tons and percentage total)			
Recycled	146,343 (78%)	137,510 (78%)	129,447 (75%)
Sent to landfill	27,524 (15%)	25,192 (15%)	29,429 (17%)
Incinerated and all other disposal operations	12,404 (7%)	12,603 (7%)	14,540 (8%)
Hazardous Waste by Disposal Method (metric tons and percentage total)			
Recycled	9,612 (34%)	10,669 (39%)	10,375 (31%)
Sent to landfill	9,028 (32%)	8,074 (29%)	11,948 (35%)
Incinerated and all other disposal operations	9,623 (34%)	8,747 (32%)	11,396 (34%)
Non-hazardous Waste by Disposal Method (metric tons and percentage total)			
Recycled	136,731 (86%)	126,841 (86%)	119,072 (85%)
Sent to landfill	18,496 (12%)	17,117 (12%)	17,481 (13%)
Incinerated and all other disposal operations	2,781 (2%)	3,855 (2%)	3,144 (2%)
Water			
Total water withdrawal (megaliters)	7,645	6,529	6,107
Surface water	83	77	65
Groundwater	1,634	1,190	1,154
Seawater	0	0	0
Produced water	0	0	0
Third-party water	5,928	5,262	4,887
Total water withdrawal from areas with water stress (megaliters)	2,347	2,038	1,889
Surface water	30	30	26
Groundwater	768	524	579
Seawater	0	0	0
Produced water	0	0	0
Third-party water	1,549	1,484	1,284
Water intensity (megaliters/million USD revenue)	0.40	0.39	0.38



Health and Safety¹⁴

	2023	2024	2025
Occupational Health and Safety			
OSHA recordable incident rate ¹⁵	0.46	0.47	0.45
Lost time injury frequency rate ¹⁶	1.17	0.94	0.83
Number of recordable work-related injuries	379	352	317
Number of hours worked	165,438,688	150,994,306	140,626,413
Percentage of sites certified to ISO 45001 Health and Safety System	59%	60%	63%

Talent Attraction and Retention

	2023	2024	2025
Average Annual Training Hours Per Salaried Team Member (Hours)			
Asia Pacific	5	8	6
Americas	7	5	5
EMEA	4	7	5
Global	5	7	5
Global Workforce			
Number of team members	65,836	59,380	57,726
Permanent			
Female	23%	23%	22%
Male	77%	77%	78%
Total Employees by Employment Contract, by Region¹⁷			
Permanent			
Asia Pacific	20%	21%	22%
Americas	42%	40%	40%
EMEA	38%	39%	38%
Temporary			
Asia Pacific	57%	68%	55%
Americas	3%	2%	17%
EMEA	40%	30%	28%

14. In addition to our team members, our recordable incident rate and lost time frequency rate include the available data for contractors working on the production floor. We plan to collect contractor data separately in the future, and we continue to improve processes to record company-wide data in a centralized system.

15. The rate has been calculated as (total number of recordable incidents) x 200,000/total hours worked company wide. No workers were excluded from this disclosure. We used OSHA standards to compile the data.

16. The rate has been calculated as (total number of lost time injury events) x 1,000,000/total hours worked company-wide. No workers were excluded from this disclosure.

17. Information combines data for full-time and part-time employees. We do not currently track the global breakdown for full-time and part-time, but we continue to improve our reporting processes. Data was pulled from the Tenneco human resources system. Only active and inactive company employees were included. We did not include system splits in termination reporting.



Talent Attraction and Retention (cont'd)

	2023		2024		2025	
	Number	Percentage	Number	Percentage	Number	Percentage
New Hires¹⁸						
By Region						
Asia Pacific	1,300	10%	1,187	9%	4,576	26%
Americas	4,958	18%	6,607	28%	5,297	22%
EMEA	2,114	9%	1,635	7%	2,764	11%
By Gender						
Female	5,993	12%	2,547	19%	2,648	19%
Male	2,372	16%	6,808	15%	7,273	15%
By Age						
< 30 Years	3,560	35%	3,769	45%	5,982	47%
30-50 Years	4,136	11%	4,696	13%	4,534	13%
>50 Years	777	4%	914	5%	2,131	12%
	2023		2024		2025	
	Number	Percentage	Number	Percentage	Number	Percentage
Turnover¹⁹						
By Region						
Asia Pacific	2,955	23%	1,692	13%	1,501	12%
Americas	10,341	41%	9,787	38%	8,271	37%
EMEA	2,310	9%	3,449	14%	3,098	14%
By Gender						
Female	4,341	26%	3,448	25%	3,357	26%
Male	12,258	23%	9,136	20%	9,218	21%
By Age						
< 30 Years	5,650	54%	3,702	44%	3,473	42%
30-50 Years	7,925	20%	6,215	18%	6,814	20%
>50 Years	3,039	16%	2,694	16%	2,549	16%

18. Reflects the number of new hires as a percentage of total headcount in that category (region, gender, or age) at the end of the year.

19. Reflects the total number of employees who leave the organization (voluntarily or due to dismissal, retirement, or death in service) as a percentage of total headcount in that category (region, gender, or age) at the end of the year.



Labor Relations

	2023	2024	2025
U.S. Equal Employment Opportunity Commission Charges (EEOC) and National Labor Relations Act (NLRA) Violations			
Number of EEOC charges filed ²⁰	9	10	9
Number of NLRA violations	0	0	1 ²¹
Percentage of Total Employees Covered by Collective Bargaining Agreements			
Percentage of total employees covered by collective bargaining agreements in the U.S.	15%	13%	16%
Percentage of total employees covered by collective bargaining agreements globally	60%	60%	58%
Minimum Notice Periods Regarding Operational Changes²²			
Minimum number of weeks' notice typically provided to U.S. employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	8.5	8.5	8.5
Whether the notice period and provisions for consultation and negotiation are specified in collective agreements	Varies regionally	Varies regionally	Varies regionally

Ethics and Compliance

	2023	2024	2025
Business Ethics Training			
Number of interactive training sessions for ethics and compliance	254	57	295
Number of team members reached from interactive training	17,000	6,100	25,300
Percentage of total workforce trained on business ethics issues	99%	99%	99%
Anti-Corruption			
Percentage of operations assessed for risks related to corruption	100%	100%	100%
Legal Actions for Anti-Competitive Behavior, Antitrust, and Monopoly Practices			
Number of legal actions pending during the reporting period regarding anti-competitive behavior and violations of antitrust and monopoly legislation in which the organization has been identified as a participant	0	0	2
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations (USD)	\$0	\$0	\$1,280 ²³

Cybersecurity

	2023	2024	2025
Substantiated Complaints Concerning Breaches of Customer Privacy and Losses of Customer Data			
Total number of substantiated complaints received concerning breaches of customer privacy, categorized by:			
Complaints received from outside parties and substantiated by the organization	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of complaints	0	0	0
Total number of identified leaks, thefts or losses of customer data	0	0	0
Percentage of all operational sites with an information security management system (ISMS) certified to ISO 27000 (or other equivalent/similar standard)	16%	25%	32%
Number of sites certified to Trusted Information Security Assessment Exchange (TISAX)	43	68	86

20. To date, no charge has resulted in a finding in favor of the charging party.

21. The case was dismissed in April 2026.

22. Notice periods vary regionally. Tenneco follows all local regulations for minimum notice periods. For example, the minimum notice period for plant closure or significant reduction is 60 days of notice per the Worker Adjustment and Retraining Notification Act (WARN) Act in the U.S.

23. The amount represents the administrative settlement for one of the two cases that was settled in 2025.



Supply Chain Management

	2023	2024	2025
Supplier Base²⁴			
Number of suppliers	42,856	44,941	47,059
Total supplier spend (million USD)	8,640	11,330	8,762

Product Management

	2023	2024	2025
Product Safety			
Percentage of manufacturing sites that were certified in accordance with the IATF 16949 and/or ISO 9001 standard	97%	99%	99%
Number of recalls issued ²²	0	1	0
Total units recalled	0	23,489	0

24. Supplier locations include North America, Europe, China, Mexico, the U.S., and India. Materials and inputs supplied include raw materials, coatings, packaging, stamping, steel, and other products.