

# The Value of Balance

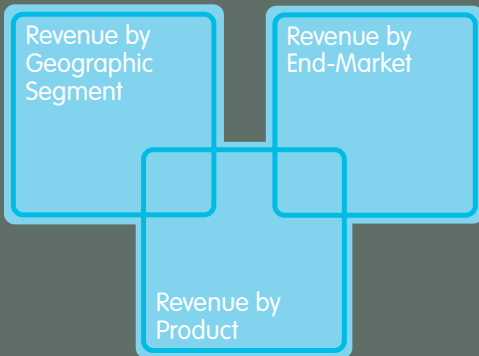
Technology-Driven  
Growth

Operational  
Excellence

Financial  
Strength

## The Value of Balance

Tenneco's 2011 results reflect the strength of our three-pillar business strategy and the benefit of balance—across geographic regions, end-markets, customers, products and vehicle platforms.



**Our Vision:** Pioneering global ideas for cleaner, quieter, smoother and safer transportation.

**Corporate Profile** Tenneco Inc. is one of the world's largest designers, manufacturers and marketers of emission control and ride control products and systems for the automotive and commercial vehicle original equipment markets and aftermarket.

Leading manufacturers worldwide use our products in their vehicles, attracted principally by our advanced technologies. We are one of the top suppliers to the automotive aftermarket, offering exceptionally strong brand recognition, marketing support and outstanding distribution capabilities. Tenneco markets its products primarily under the Monroe<sup>®</sup>, Walker<sup>®</sup> and Clevite<sup>®</sup> Elastomers brand names.

## Financial Highlights

(dollars in millions except share and per share data)

	2011	2010	2009	2008	2007	2006
Net sales and operating revenues	\$7,205	\$5,937	\$4,649	\$5,916	\$6,184	\$4,682
Earnings (Loss) before interest expense, taxes and noncontrolling interests (EBIT)	\$ 379	\$ 281	\$ 92	\$ (3)	\$ 252	\$ 196
Depreciation and amortization	\$ 207	\$ 216	\$ 221	\$ 222	\$ 205	\$ 184
EBITDA <sup>1</sup> including noncontrolling interests	\$ 586	\$ 497	\$ 313	\$ 219	\$ 457	\$ 380
Net income (loss) attributed to Tenneco Inc. before changes in accounting principles	\$ 157	\$ 39	\$ (73)	\$ (415)	\$ (5)	\$ 49
Earnings (Loss) per diluted share before changes in accounting principles	\$ 2.55	\$ 0.63	\$ (1.50)	\$ (8.95)	\$ (0.11)	\$ 1.05
Capital expenditures	\$ 218	\$ 154	\$ 118	\$ 221	\$ 198	\$ 170
Average diluted shares outstanding	61,520,160	60,998,694	48,572,463	46,406,095	45,809,730	46,755,573
Total debt	\$1,224	\$1,223	\$1,220	\$1,451	\$1,374	\$1,385
Cash and cash equivalents	\$ 214	\$ 233	\$ 167	\$ 126	\$ 188	\$ 202
Debt net of cash balances	\$ 1,010	\$ 990	\$ 1,053	\$ 1,325	\$ 1,186	\$ 1,183

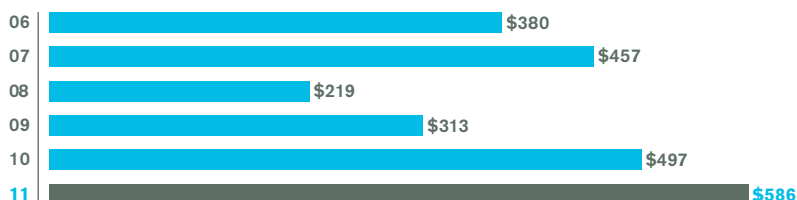
### Annual Revenue

(\$ in millions)



### EBITDA<sup>1</sup> Including Noncontrolling Interests

(\$ in millions)



### Net Debt<sup>2</sup>

(\$ in millions)



<sup>1</sup> EBITDA including noncontrolling interests represents income from continuing operations before cumulative effect of changes in accounting principles, interest expense, income taxes, noncontrolling interests and depreciation and amortization. EBITDA including noncontrolling interests is not a calculation based upon generally accepted accounting principles. The amounts included in the EBITDA including noncontrolling interests calculation, however, are derived from amounts included in the historical statements of income. In addition, EBITDA including noncontrolling interests should not be considered as an alternative to net income (loss) or operating income as an indicator of our performance, or as an alternative to operating cash flows as a measure of liquidity. We have reported EBITDA including noncontrolling interests because we believe EBITDA including noncontrolling interests is a measure commonly reported and widely used by investors and other interested parties as an indicator of a company's performance. We believe EBITDA including noncontrolling interests assists investors in comparing a company's performance on a consistent basis without regard to depreciation and amortization, which can vary significantly depending upon many factors. However, the EBITDA including noncontrolling interests measure presented in this document may not always be comparable to similarly titled measures reported by other companies due to differences in the components of the calculation.

<sup>2</sup> Debt net of cash balances.

To Our Shareholders:



Ken Trammell  
Executive Vice President  
and Chief Financial Officer

Gregg Sherrill  
Chairman and  
Chief Executive Officer

Hari Nair  
Chief Operating Officer

Tenneco began the year well-positioned to benefit from an improving global economy and rising automotive industry production volumes, and I'm pleased to report that we delivered record performance in 2011, achieving our highest-ever revenues and earnings while continuing to strengthen our financial position.



Our employees, who represent the most dedicated and passionate workforce in our industry, are central to our success and I thank them for their efforts. Tenneco's results in 2011 are evidence of their relentless commitment to customer satisfaction, quality, innovation, and improving our operations every day.

The results in 2011 also demonstrate the effectiveness of our three-pillar strategy as we made significant progress in generating growth, improving operational excellence and increasing our financial flexibility. Fueling our success in 2011 and beyond is Tenneco's portfolio of emission control technologies to meet clean air standards globally. Balance is also key to our performance as demonstrated by our strong market segment and customer mix, complimented by our geographic diversity with our presence in the world's largest and fastest-growing markets.

## Balanced Performance

Looking at our performance for the year, Tenneco's global revenues increased 21% to \$7.2 billion, a record high for the company. Revenues for the year were balanced across global markets, with 47% in North America; 42% in Europe, South America and India; and 11% in Asia Pacific. Both our global original equipment and aftermarket businesses contributed to our strong top-line performance with double-digit revenue increases in each.

There were three primary drivers of our revenue growth in 2011: first, our strong presence on leading vehicle platforms combined with an improved production environment for our OE customers; second, our continued expansion into the commercial vehicle market; and third, the strong performance of our global aftermarket business.

### 2011 Revenue by Geographic Segment

North America **47%**

Europe, South America,  
India **42%**

Asia Pacific **11%**

\$ in millions	2011	2010
North America	<b>\$3,414</b>	\$2,821
Europe, South America and India	<b>3,013</b>	2,446
Asia Pacific	<b>778</b>	670
<b>Total Revenue</b>	<b>\$7,205</b>	\$5,937

## Global Growth

As expected, automotive industry light vehicle production recovered significantly during 2011, and we successfully leveraged our strong position on leading vehicle platforms to deliver record revenue growth across a balanced mix of customers and platforms. We're proud to be on some of the world's top-selling vehicles and, in 2011, we continued to launch and win new OE business, with 128 new or replacement platforms awarded.

## Commercial Vehicles

Our full suite of emission control solutions for commercial vehicles remains a key growth driver for Tenneco. Increasingly stringent regulations for diesel particulate and NOx are being implemented for both on- and off-road vehicles used in a variety of applications ranging from agriculture to mining to construction. Tenneco's emissions technology roadmap is aligned to global emissions regulations, which enables us to provide customers the right solution for any engine size or powertrain strategy.

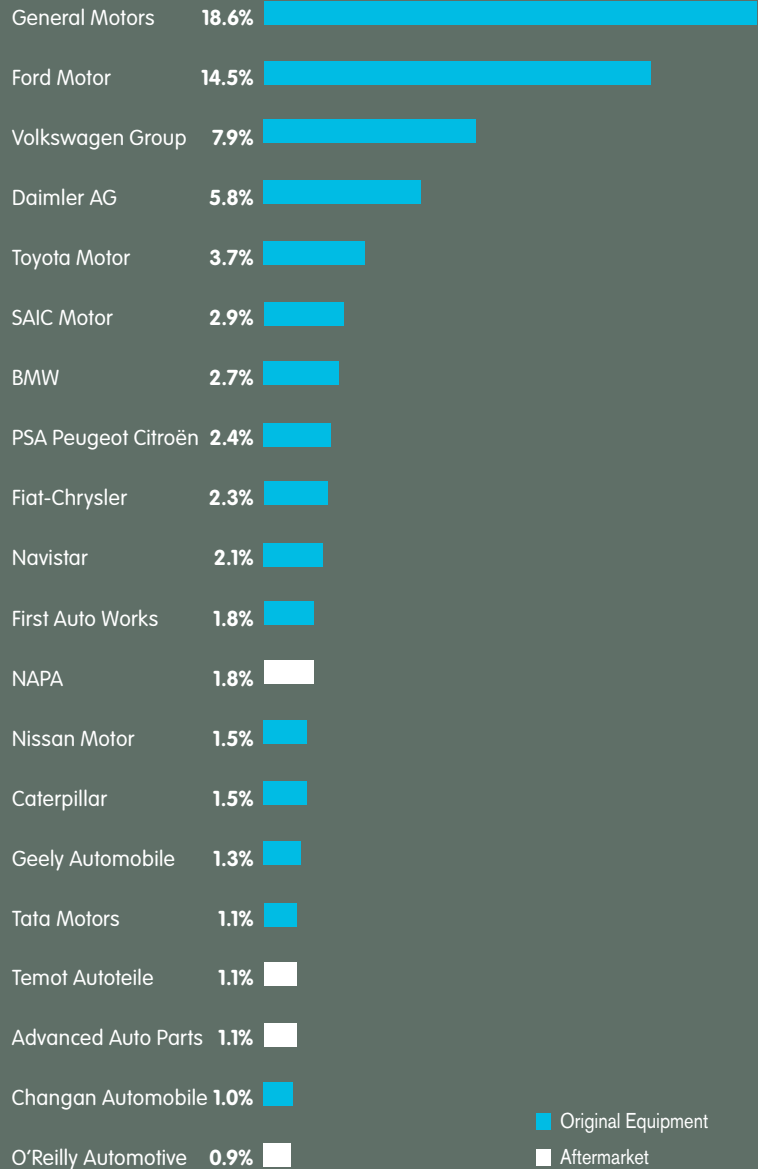
In 2011, our OE commercial vehicle revenue increased by 61%, mostly driven by launches with our North American customers. Going forward, this business will become geographically diverse as vehicle programs launch in South America, Europe, Japan, South Korea and China. Given the continuing adoption and enforcement of diesel emissions regulations, the strength of our technology and the depth of our application engineering expertise in this area, we expect significant growth in our commercial vehicle business.

Tenneco supplies emission control, ride control and elastomer products for the popular Ford F-Series Super Duty® pickup trucks.

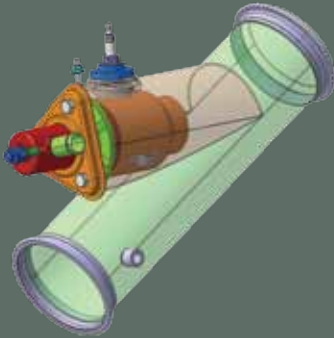


# Top 20 Customers

As a % of Total 2011 Revenues



# Technology-Driven Growth



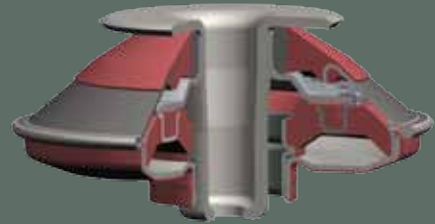
The T.R.U.E.-Clean® Mini helps to maintain the performance of diesel particulate filters in commercial vehicles as part of an integrated emission control system.



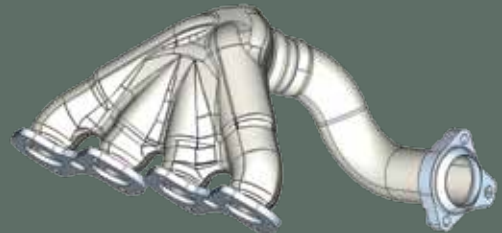
The XNOx™ Selective Catalytic Reduction system helps vehicle manufacturers meet global regulatory requirements while offering maximum efficiency, system simplicity and minimal cost.



The Continuously Controlled Electronic Suspension system (CES) is at the heart of Tenneco's new generation of advanced ride control technologies.



Our Hydroelastic Mounts feature ten times the damping capability compared to conventional mounts.



Our lighter-weight Fabricated Manifold improves vehicle fuel economy, reduces emissions and boosts engine horsepower and torque.



## Revenue by Product

Emission Control **66%**

Ride Control **34%**

Advanced technology and engineering expertise differentiate our products and drive growth for Tenneco in our ride control business as well. Our innovative electronic damper technologies target the entire spectrum of light vehicles—from high-end luxury vehicles to smaller city vehicles—helping OEMs achieve the correct balance of comfort and control for each application. We continue to win new business for our Continuously Controlled Electronic Suspension (CES) technology, and launched the system on three new models during the year. At the end of 2011, Tenneco's CES systems could be found on 33 different production models, and in development for eight additional models.

The Monroe Gas-Magnum® 70 shock absorbers are specially designed for large trucks, tractors and buses to provide maximum vehicle control with greater stability and driver comfort.



## Aftermarket Strength

Tenneco's global aftermarket continued its steady, profitable performance in 2011, supported by the strength of the North and South American markets. Europe remained a challenge where we saw market declines, particularly in Western Europe as a result of the scrappage programs introduced several years ago to promote new vehicle sales. We also saw a mix change due to growth in ride control sales in Eastern Europe with a lower premium mix of products. Globally, the aftermarket trends are favorable, with a large and growing global base of aging vehicles, and a steady increase in the car parcs in emerging markets. Tenneco is well-positioned to benefit from these trends based on our premium products, leading market positions and the strength of our brands globally.

During 2011, Tenneco was awarded the company's first-ever emission control products business with AutoZone, a leading distributor and retailer of auto parts in the North American market. In recognition of our ongoing commitment to the highest levels of customer service and satisfaction, we were honored to be named as supplier of the year in 2011 by several of our after-market customers including NAPA, Advance Auto Parts, and Hahn Automotive.

## Fast-Growing Market Expansion

Our global network of engineering and production facilities helps position Tenneco to win new business and capitalize on the growing production volumes in the world's fastest-growing markets. In 2011, we continued to strategically expand our manufacturing and engineering capabilities in emerging markets including the BRIC countries as well as Thailand. Over the past two years in China, we have opened five new facilities and relocated and expanded two other sites. In Thailand, we completed the buyout of our emissions control joint venture, while in India, we began relocating and consolidating several EC and RC operations to a new facility in Chakan. In Eastern Europe, growth-driven expansion included the announcement of a new just-in-time (JIT) manufacturing facility in Hungary, as well as a new emissions control plant to be built in the Czech Republic.

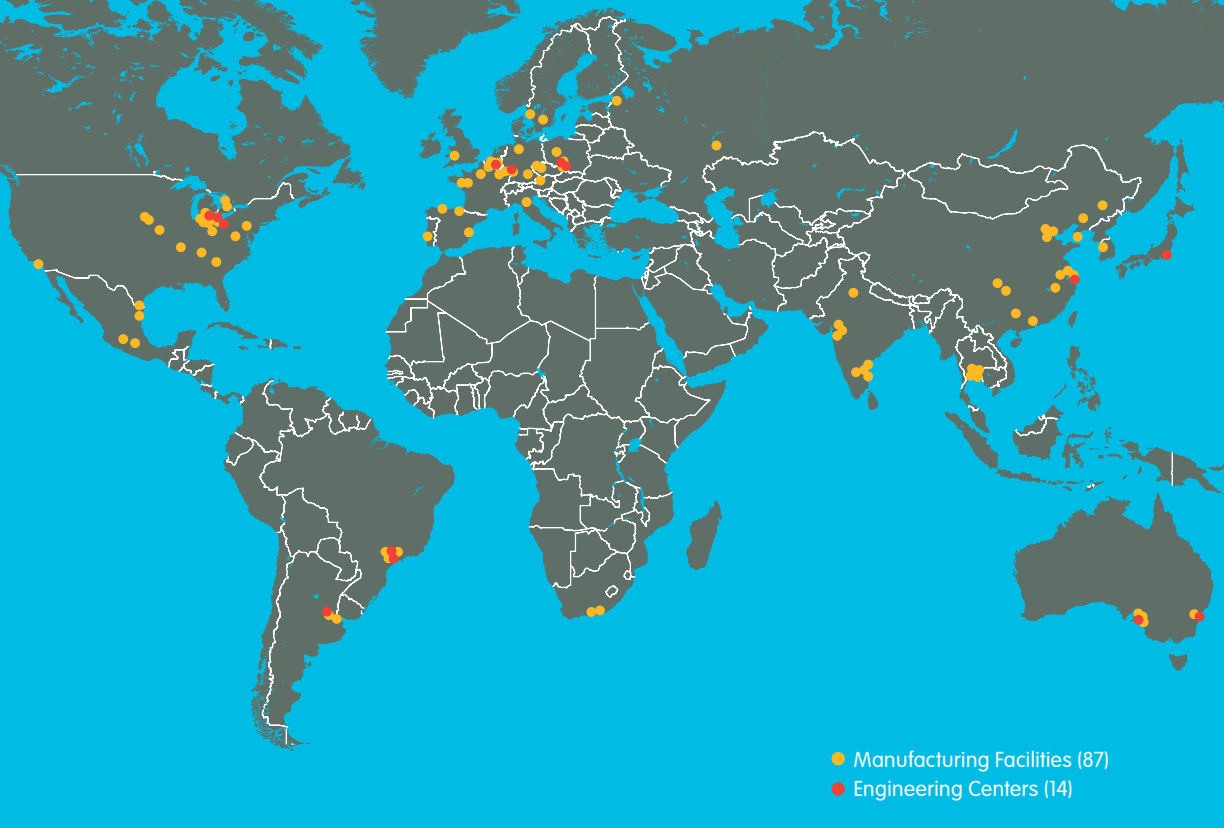
In addition to supporting domestic growth in specific markets, OE customers are increasingly looking for suppliers with the engineering, manufacturing and sourcing capabilities to support global platforms—vehicles produced on two or more continents. One such example is the Ford Focus, a global compact car manufactured in five countries, which Tenneco supports from 11 manufacturing facilities around the world.

## Mature Market Growth

While we are well-positioned to capitalize on emerging market growth, underpinning our overall success in 2011 was Tenneco's continued ability to maximize opportunities in large and well-established markets. In North America, record revenue growth was driven by our strong position on light vehicle models including leading pickup truck and sport utility vehicles. Technology-driven

### Revenue by End Market

OE Light Vehicle:	
Top 10 Platforms <b>30%</b>	Remaining 250+ Platforms <b>43%</b>
OE CV & Specialty <b>9%</b>	
Aftermarket <b>18%</b>	



growth, particularly with our diesel aftertreatment technologies, was another key driver in North America where we saw the launch and beginning ramp-up on significant commercial vehicle programs.

Our technology leadership and application engineering experience for emissions control systems continue to create growth opportunities in new markets for Tenneco. We've already begun to make inroads into the locomotive market for our advanced diesel aftertreatment solutions, with development work well underway. In the U.S., new emissions regulations for the locomotive and marine markets will be phased in beginning in 2014.

As in North America, Tenneco products for emission control and ride control are consistently among the market leaders in Europe. In 2011, our emission control products in Europe made strong contributions to our growth, particularly in luxury vehicles, which are typically a strong segment for European export sales. We also did a good job of capitalizing on diesel regulatory-driven growth opportunities in Europe with initial program launches with new commercial vehicle customers.

## Improved Profitability

Equally as important as driving revenue is our ability to deliver shareholder value by converting our top line growth to strong earnings performance and we made solid progress during the year.

In 2011, Tenneco achieved all-time high earnings measures with records in adjusted EBIT, adjusted net income and earnings per share. We also improved our adjusted EBIT as a percentage of value-add revenue to its highest level ever at 7.2%. Our earnings performance was driven by our ability to capitalize on overall higher light vehicle production volumes, as well as the benefit we're seeing from commercial vehicle programs, which will continue to increase as these programs ramp-up.

### 2011 EBIT by Geographic Segment

	\$ in millions	2011	2010
North America <b>57%</b>	North America	<b>\$216</b>	\$155
Europe, South America, India <b>33%</b>	Europe, South America and India	<b>125</b>	76
Asia Pacific <b>10%</b>	Asia Pacific	<b>38</b>	50
	Total EBIT	<b>\$379</b>	\$281

We also benefited from our relentless focus on delivering operational improvements that flow through to the bottom line, driven by the Tenneco Manufacturing System. As we have done in the past, our global supply chain and cost management programs allowed Tenneco to substantially offset material cost increases during the year. We continued to leverage our SGA&E spend across higher revenues and, in 2011, SGA&E improved to 7.8 percent of sales compared with 9.0 percent in 2010.

Tenneco continued to invest in future growth with spending to increase capacity in fast-growing markets and to support new light and commercial vehicle programs globally. Effective management of this investment again resulted in capital spending for 2011 of approximately 3 percent of revenue. The organization also maintained a relentless focus on cash generation. Our continued focus on working capital management, combined with the improved earnings performance, helped generate \$245 million in



Our Harrisonburg, Va., emission control plant uses laser cutting equipment to fabricate brackets and flanges for mufflers and pipes from sheets of steel with the precision — but at a fraction of the cost — of die cuts.

cash from operations for 2011. Our improving earnings and cash generation drove our net debt to adjusted EBITDA\* ratio to a record low of 1.7x at the end of the year. In addition, we returned value to shareholders by completing the repurchase of 400,000 shares of the company's outstanding common stock.

\*including noncontrolling interests

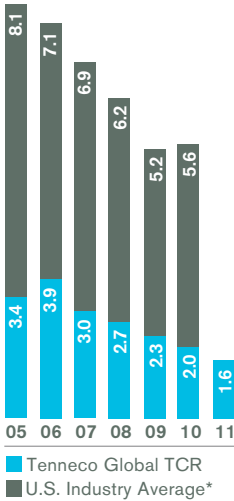
## Committed to Responsible Business Practices

I'm pleased with the operational results achieved in 2011, and I'm just as proud of the manner in which we achieved them—with a commitment to sound corporate governance and responsible corporate citizenship. One of the biggest responsibilities of all leaders at Tenneco, beginning with me, is to guarantee we operate with the highest standards of integrity and ethical behavior. Additionally, our commitment to the safety of our employees and respect for the environment should be unquestioned.

Tenneco makes products that help reduce vehicle emissions and enhance safety throughout the world. Within our global manufacturing network we continuously work to reduce the environmental impact of our operations and provide a safe workplace for every employee.



**Global Total Case Rate**  
(Injuries per 100 workers)



\*Source: U.S. Bureau of Labor Statistics – motor vehicle parts manufacturing

The strength of this commitment can be seen in our unwavering focus on ethical business practices, both in our processes and our people. Tenneco operates with a single code of ethics, which sets a consistent standard for all employees, and is emphasized through regular ethics training including mandatory annual certification.

Tenneco also is committed to providing safe workplaces and promoting the health of our employees everywhere we operate. In 2011, we reemphasized the importance of our safety programs and encouraged our employees to build upon recent improvements. In five years, we have reduced our global injury rate (as measured by the OSHA recordable rate) from 3.9 to 1.6—a 60% decrease. While Tenneco’s injury rates remain significantly lower than the U.S. industry average, we will not be satisfied until every employee goes home from work as healthy as when they arrived, every day, everywhere we operate. Tenneco also has a dedicated team responsible for our compliance with the European Community’s REACH legislation, which aims to protect workers and the environment by regulating the safe use of chemicals in industry.



Growth for Today  
and Tomorrow





Building upon our success in the light vehicle market, we have applied our technology and expertise to commercial vehicles for use in on- and off-road applications. Implementation of new diesel emission regulations in the marine and locomotive markets beginning in 2014 present further growth opportunities for Tenneco.

Tenneco's dedication to the environment begins with the products we deliver to our customers that help control vehicle emissions and improve the performance of millions of vehicles produced every year. Our dedication to environmental stewardship includes continuously working to minimize the environmental impact of our global operations. Our greenhouse gas reduction initiative continues to progress toward our goal of a 20% reduction by 2014 relative to our 2008 baseline.

## The Value of Balance

The road ahead for Tenneco leads to growth. Our business strategy will continue to balance our growth with the operational excellence to achieve that growth profitably, and the financial discipline to build long-term financial strength.

In 2012, we expect our global OE revenue to reach a new high of \$6.6 billion, including significant growth in our commercial vehicle business which is projected to reach \$1.2 billion. Our long term outlook remains positive with a projected 5-year OE revenue CAGR of 11%–14% from 2011 through 2016.

Looking forward, I am confident that Tenneco will build upon the positive momentum we've created in 2011. Our employees are driven to satisfy our customers by continuously improving every aspect of our business.

On behalf of the entire Tenneco team, I want to thank our shareholders for their support in 2011. We'll keep working hard to reward your confidence in all of us by continuing to grow and improve the profitability of this great company together.

Sincerely,



Gregg Sherrill  
Chairman and Chief Executive Officer  
Tenneco Inc.

## Board of Directors



**Dennis J. Letham<sup>1</sup>**  
Retired Executive Vice President, Finance and Chief Financial Officer, Anixter International Inc.



**Hari N. Nair**  
Chief Operating Officer, Tenneco Inc.



**Roger B. Porter<sup>2</sup>**  
IBM Professor of Business and Government, Harvard University



**David B. Price, Jr.<sup>2</sup>**  
Chief Executive Officer and President, Birdet Price, LLC



**Gregg M. Sherrill**  
Chairman and Chief Executive Officer, Tenneco Inc.



**Paul T. Stecko<sup>2</sup>**  
Executive Chairman, Packaging Corporation of America



**Mitsunobu Takeuchi<sup>1</sup>**  
Retired Chairman and Chief Executive Officer, DENSO International America, Inc.



**Jane L. Warner<sup>1</sup>**  
Executive Vice President, Illinois Tool Works Inc.

<sup>1</sup> Audit Committee

<sup>2</sup> Compensation/Nominating/Governance Committee

Highlighted numbers indicate committee chair.

**Stockholder Inquiries** For stockholder services such as exchange of certificates, issuance of certificates, lost certificates, change of address, change in registered ownership or share balance, write, call or e-mail the company's transfer agent:

Wells Fargo Bank, N.A.  
Shareowner Services  
161 N. Concord Exchange  
South St. Paul, MN 55075  
866.839.3259 (Toll Free)  
651.450.4064  
www.wellsfargo.com/  
shareownerservices

**Corporate Information** Information about Tenneco Inc. is available on the company's web site [www.tenneco.com](http://www.tenneco.com), including the company's latest quarterly earnings press release and other company information.

**Stock Listing** Tenneco's common stock is listed under the ticker symbol TEN. TEN is traded primarily on the New York Stock Exchange and also on the Chicago Stock Exchange. As of February 21, 2012, there were approximately 18,378 stockholders of record of the company's common stock, including brokers and other nominees, par value \$0.01 per share.

**Investor Inquiries** Securities analysts, portfolio managers and representatives of financial institutions seeking information about the company should contact the Investor Relations department: 847.482.5162.

**Safe Harbor Statement** Please see the Safe Harbor Statement and Risk Factors in Item 1A in our Annual Report on Form 10-K for the year ended December 31, 2011, as filed with the Securities and Exchange Commission.

**Revenue Projections** Revenue projections are as of February 2012, and we do not intend to update these projections until February 2013. Please see "Outlook" in Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our Annual Report on Form 10-K for the year ended December 31, 2011 for further information, assumptions and limitations.

**Reconciliations** In addition to the results reported in accordance with accounting principles generally accepted in the United States ("GAAP") included in this report, the company has provided information regarding certain non-GAAP financial measures. See Tenneco's Fourth Quarter and Full-Year 2011 Financial Results filed on Form 8-K on February 2, 2012 for a reconciliation of EBIT to Adjusted EBIT, Net Income to Adjusted Net Income and earnings per share, Net Income to EBITDA\*, EBITDA\* to Adjusted EBITDA\*, Net Debt/Adjusted EBITDA\* and adjusted EBIT as a percentage of value-add revenue. We present debt net of cash balances because management believes it is a useful measure of our credit position and progress toward reducing leverage. The calculation is limited in that we may not always be able to use cash to repay debt on a dollar-per-dollar basis.

\*including noncontrolling interests











CES is a registered trademark of Öhlins Racing AB CORPORATION SWEDEN. All other trade-marks, service marks and logos used herein are the trademarks, service marks, or logos of their respective owners.

# Original Equipment

	Emission Control	Ride Control	
<b>2011 Sales</b>	\$4,410 million	\$1,500 million	
<b>Top Five Customers</b>	<ul style="list-style-type: none"> <li>• General Motors</li> <li>• Ford Motor</li> <li>• Volkswagen Group</li> <li>• Daimler AG</li> <li>• Toyota Motor</li> </ul>	<ul style="list-style-type: none"> <li>• General Motors</li> <li>• Volkswagen Group</li> <li>• Ford Motor</li> <li>• Daimler AG</li> <li>• Renault</li> </ul>	
<b>Models* on 2011 Top Five Platforms</b>	<ul style="list-style-type: none"> <li>• Ford Super Duty Gas/Diesel</li> <li>• Ford F-Series</li> <li>• Chevy Silverado/GMC Sierra Heavy Duty Gas/Diesel</li> <li>• Chevy Malibu, Buick LaCrosse and Regal, Opel Insignia</li> <li>• Chevy Traverse, GMC Acadia, Buick Enclave</li> </ul>	<ul style="list-style-type: none"> <li>• Chevy Silverado, Tahoe and Suburban; GMC Sierra and Yukon</li> <li>• Ford Focus and Kuga, Mazda 3, Volvo S40</li> <li>• Buick LaCrosse and Regal, Opel Insignia, Chevy Malibu</li> <li>• Ford Fiesta and B-Max, Mazda 2</li> <li>• Chevy Cruze and Volt, Buick Verano, Daewoo Lacetti</li> </ul>	
<b>Market Opportunities</b>	<ul style="list-style-type: none"> <li>• Additional content due to emissions regulations</li> <li>• Commercial vehicle diesel aftertreatment</li> <li>• Retrofit markets</li> <li>• Emerging markets</li> <li>• Adjacent markets</li> <li>• Customized sound attenuation</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicle stability/safety</li> <li>• Electronic technologies</li> <li>• New valve technologies</li> <li>• Modular assemblies</li> <li>• Emerging markets</li> <li>• Adjacent markets</li> <li>• Commercial vehicle segment</li> <li>• Seat and cabin damping systems</li> </ul>	
<b>Products</b>	<ul style="list-style-type: none"> <li>• Complete emission control systems</li> <li>• Fabricated manifolds</li> <li>• Manifold-converter modules</li> <li>• Catalytic converters</li> <li>• Mufflers and resonators</li> <li>• Diesel particulate filter systems</li> <li>• Diesel vaporizer</li> <li>• T.R.U.E.-Clean®</li> <li>• Selective catalytic reduction</li> <li>• Urea dosing and XNOx™ injection systems</li> <li>• Exhaust heat exchangers</li> <li>• Exhaust isolators and hanging systems</li> <li>• Electric valve for low pressure EGR</li> </ul>	<ul style="list-style-type: none"> <li>• Shocks and struts</li> <li>• Suspension bushings</li> <li>• Coil, air and leaf springs</li> <li>• Torque rods</li> <li>• Engine and body mounts</li> <li>• Suspension modules and systems</li> <li>• Control arms, bars and links</li> <li>• Cabin and axle dampers</li> <li>• Continuously Controlled Electronic Suspension systems</li> <li>• Anti-roll systems</li> <li>• Seat dampers</li> </ul>	
<b>Applications</b>	<ul style="list-style-type: none"> <li>• Passenger cars</li> <li>• Light trucks</li> <li>• Commercial vehicles</li> <li>• Locomotives</li> <li>• Industrial</li> <li>• Motorbikes</li> <li>• Buses</li> </ul>	<ul style="list-style-type: none"> <li>• Passenger cars</li> <li>• Light trucks</li> <li>• Commercial vehicles</li> <li>• Golf cars</li> <li>• Passenger rail</li> <li>• Buses</li> <li>• Motorbikes</li> <li>• Off-road recreational vehicles</li> </ul>	
<b>Brands</b>	 <p>T.R.U.E.-Clean®</p> <p>XNOx™ SCR</p>	    <p>CLEVITE® Elastomers</p> 	
<b>Primary Competitors</b>	<ul style="list-style-type: none"> <li>• Faurecia</li> <li>• Eberspächer</li> </ul>	<ul style="list-style-type: none"> <li>• ZF Sachs</li> <li>• KYB</li> <li>• Magneti Marelli</li> <li>• Beijing West Industries</li> </ul>	
<b>Key Advantages</b>	<ul style="list-style-type: none"> <li>• Advanced technology</li> <li>• Global engineering capabilities</li> <li>• Global manufacturing footprint</li> <li>• Global program management</li> <li>• System integrator</li> </ul>	<ul style="list-style-type: none"> <li>• Full-service supplier</li> <li>• Strong customer relationships</li> <li>• Diverse customer base</li> <li>• Broad product range</li> <li>• Product/process quality</li> </ul>	<ul style="list-style-type: none"> <li>• Lean manufacturing expertise</li> <li>• Knowledge-based manufacturing and engineering</li> <li>• Test and validation systems</li> <li>• Just-in-time (JIT) assembly</li> </ul>

\*Representative models featuring Tenneco content

# Aftermarket

	Emission Control	Ride Control	
<b>2011 Sales</b>	\$351 million	\$944 million	
<b>Top Five Customers</b>	<ul style="list-style-type: none"> <li>NAPA</li> <li>Temot Autoteile</li> <li>Autodistribution International (ADI)</li> <li>Uni-Select</li> <li>Advance Auto Parts</li> </ul>	<ul style="list-style-type: none"> <li>NAPA</li> <li>O'Reilly Automotive</li> <li>Advance Auto Parts</li> <li>Temot Autoteile</li> <li>Autodistribution International (ADI)</li> </ul>	
<b>Leading Products</b>	<ul style="list-style-type: none"> <li>Quiet-Flow® SS mufflers/assemblies</li> <li>Dynomax® Ultra-Flo™ Stainless/Welded Mufflers/Systems</li> <li>Thrush® mufflers/systems</li> <li>Walker Mega-Flow® mufflers</li> <li>Ultra® catalytic converters</li> </ul>	<ul style="list-style-type: none"> <li>OESpectrum® shocks and struts</li> <li>Reflex® shocks and struts</li> <li>Sensa-Trac® shocks and struts</li> <li>Rancho® shocks, struts and suspension lift kits</li> <li>Quick-Strut® assemblies</li> <li>Gas-Magnum® shocks</li> <li>Monroe® springs</li> <li>Monroe® brake pads</li> <li>Monro-Magnum® shocks</li> </ul>	
<b>Market Opportunities</b>	<ul style="list-style-type: none"> <li>Growing number of vehicles on the road</li> <li>OE service</li> <li>New technologies</li> <li>Emission regulations</li> <li>Performance-product demand</li> <li>Broad market coverage</li> </ul>	<ul style="list-style-type: none"> <li>Growing number of vehicles on the road</li> <li>OE service</li> <li>New technologies</li> <li>Unperformed maintenance</li> <li>Premium mix expansion</li> <li>Broader product coverage</li> <li>Heavy-duty truck penetration</li> <li>Safety/installer education</li> </ul>	
<b>Products</b>	<ul style="list-style-type: none"> <li>Mufflers</li> <li>Pipes</li> <li>Tubing</li> <li>Mounting components</li> <li>Catalytic converters</li> <li>Performance mufflers</li> <li>Resonators</li> <li>Diesel particulate filters</li> </ul>	<ul style="list-style-type: none"> <li>Shock absorbers</li> <li>Struts and strut assemblies</li> <li>Cartridges</li> <li>Mounting kits</li> <li>Performance shocks and struts</li> <li>Torque rods</li> <li>Suspension bushings</li> <li>Engine mounts</li> <li>Coil springs</li> <li>Suspension lift kits</li> <li>Brake pads</li> <li>Steering and suspension parts</li> </ul>	
<b>Applications</b>	<ul style="list-style-type: none"> <li>Passenger cars</li> <li>Light trucks</li> <li>Commercial vehicles</li> <li>Performance vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Passenger cars</li> <li>Light trucks</li> <li>Commercial vehicles</li> <li>Performance vehicles</li> <li>Trailers</li> </ul>	
<b>Brands</b>	    	    	
<b>Primary Competitors</b>	<ul style="list-style-type: none"> <li>Bosal</li> <li>AP Exhaust Products</li> <li>International Muffler Company</li> <li>Klarius Group</li> </ul>	<ul style="list-style-type: none"> <li>KYB</li> <li>ZF Sachs</li> </ul>	
<b>Key Advantages</b>	<ul style="list-style-type: none"> <li>Brand leadership</li> <li>Relationships with all major wholesale distributors/retailers</li> </ul>	<ul style="list-style-type: none"> <li>Global presence</li> <li>Leading market shares</li> <li>Product innovation</li> <li>Product quality</li> </ul>	<ul style="list-style-type: none"> <li>Extensive product and vehicle coverage</li> <li>Targeted marketing programs</li> <li>Distribution channels</li> </ul>



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