TENNECO

2024 SUSTAINABILITY REPORT

REPORTING PERIOD:

January 1, 2024 to December 31, 2024

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About This Report

Tenneco has prepared this report with reference to the Global Reporting Initiative (GRI) Standards. This seventh annual sustainability report incorporates our material topics and sustainability strategy framework that covers our performance from January 1 to December 31, 2024, 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,” “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.

A Message from Our CEO

At Tenneco, our purpose is clear: **we want to be the most trusted partner and the world's best manufacturer and distributor in the transportation industry.** But being the best isn't just about hitting our targets—it's about how we get there. Doing things the right way, every single time—that's The Tenneco Way.

The Tenneco Way is our sustainable competitive advantage. It's what sets us apart—our relentless drive, our focus on execution, and our commitment to safety, innovation, and sustainability. It's what fuels our success today and ensures we keep winning tomorrow.

Safety First—Always

Safety is non-negotiable. If our team members don't go home just as healthy as they arrived, nothing else matters. Since I joined Tenneco, we've **reduced our recordable incident rate by 30%** compared to our 2019 baseline. But we're not stopping there. We will continue to raise the bar until zero incidents aren't just a goal, they're the standard.

Sustainability That Drives Results

For us, sustainability is a core part of how we operate. In 2024, we achieved:

- An **18% reduction** in greenhouse gas (GHG) emissions intensity compared to our 2019 baseline.
- A **top 3% ranking** in our sector by EcoVadis.
- A **20% energy reduction goal ahead of schedule**—prompting us to aim for a **30% reduction in energy intensity by 2030.**
- **78% of waste recycled from our global manufacturing processes.**

We're also taking action beyond our walls. Through our partnerships with General Motors, John Deere, and Stellantis, we co-founded the Accelerate Initiative, an EcoVadis-administered program that drives sustainability across the automotive supply chain!

Our People, Our Competitive Edge

At Tenneco, we know our people make us better-than-best-in-class. A diverse, high-performing team makes us stronger, more agile, and more competitive. That's why we're committed to building a workplace where everyone has the resources to win.

Our Products, Our Know-How

At the heart of our sustainability journey is innovation. Our teams are developing cutting-edge solutions that contribute to a cleaner, more efficient, and more sustainable transportation industry. Whether through advanced product design, responsible sourcing, or enhanced regulatory compliance, we remain focused on driving positive changes across our value chain.

The Work Doesn't Stop Here

I'm proud of the progress we've made, but we're far from done. Progress doesn't happen by waiting—it happens by showing up every day, pushing boundaries, and making things happen. That's The Tenneco Way. That's how we win.

Jim Voss, Tenneco CEO

2024 Highlights

As we continue to advance our sustainability programs, we have made a concerted effort to complete extensive readiness assessments and strategic planning activities that are focused on product footprint improvement and regulatory compliance in the United States (U.S.) and the European Union (EU) regarding sustainability disclosures and emissions reporting for our company and products. A short list of the analyses and planning activities we conducted in 2024 is presented below.

- Completion of several regional energy efficiency workshops focused on implementing energy efficiency best practices in our manufacturing operations.
- Development of a green electricity roadmap for our Europe, Middle East, and Africa (EMEA) region, which includes participation in on-site solar and off-site power purchase agreements (PPAs).
- Completion of a double materiality assessment.
- Preparation and legal entity scoping for compliance with the EU Corporate Sustainability Reporting Directive (CSRD).
- Preparation for compliance with California Senate Bill (SB) 253 and SB 261 climate-related disclosure rules.
- Ongoing adherence to the EU Carbon Border Adjustment Mechanism (CBAM) requirements.
- Development of a product lifecycle assessment model to guide efficiency improvement, sustainable raw material sourcing, and supplier engagement for emissions reduction.
- Earned a CDP climate score of 'B' and a Silver Medal from EcoVadis with a score of 72, ranking in the top 3% of rated companies.

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

Additionally, we continue to improve sustainability in our operations. Our 2024 accomplishments include:

OUR PEOPLE

30%
reduction in recordable incident rate[1] compared to the 2019 baseline

60%
of manufacturing sites were certified to International Organization for Standardization (ISO) 45001 Health and Safety Management System

OUR PLANET

23%
reduction in energy consumption compared to the 2019 baseline

18%
reduction in GHG emissions intensity (Scope 1 and 2)[2] compared to the 2019 baseline

78%
of waste from manufacturing was recycled[3]

89%
of manufacturing sites were certified to ISO 14001 Environmental Management System

OUR PRODUCTS

35
world-leading brands

15
brands are 100+ years old

99%
of manufacturing sites were certified to International Automotive Task Force (IATF) 16949 Quality Management System or similar standards

Our Sustainability Journey

Stakeholder Engagement

At Tenneco, we value feedback and perspectives from a variety of stakeholders and strive to effectively incorporate them into our sustainability strategy. On a regular basis, we engage with prominent stakeholders to collaborate and foster meaningful dialogue on various important sustainability- and business-related topics. The stakeholder groups we interact with include, but are not limited to, team members, customers, communities, suppliers, government and regulatory agencies, and trade associations. For more information about our stakeholder engagement activities and mechanisms, including the frequency of our engagements and focused topics, please refer to Appendix A.

Materiality Assessment

We understand the importance of engaging with our people and our communities to inform our approaches toward sustainable business. In 2024, we worked with a third-party advisor to complete a double materiality assessment. 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. The assessment process was informed by the principles of the European Sustainability Reporting Standard 1 (ESRS 1), which outlines the scope and general requirements of corporate sustainability disclosures as part of the compliance requirements of the EU CSRD.

Throughout the assessment, we engaged with both internal and external stakeholders via surveys and interviews, including the Executive Leadership Team, senior leaders, team members, suppliers, customers, and investors, to understand the importance and relevance of 23 sustainability topics to our company. The list of 23 topics was compiled based on industry research, peer benchmarking, and Tenneco's business priorities. Participating stakeholders voiced their thoughts on the sustainability topics that presented the most risks to Tenneco's business operations as well as topics that demonstrated opportunities for Tenneco to advance its sustainability impacts and strategies. The assessment results were shared with our Board to validate alignment with our business needs and sustainability objectives.

Our leadership and employees—from C-suite officers to leaders and team members within business units—are supporters of sustainability strategies that drive business value and improve stakeholder well-being. The outcomes of the double materiality assessment indicate strong stakeholder support for the continued growth of Tenneco's sustainability initiatives and programs. Below is the final list of material topics that we will continue to incorporate into our strategic planning processes and operations across the company.

SOCIAL	GOVERNANCE	ENVIRONMENTAL
> Employee Health, Safety, and Well-being > Labor Relations & Human Rights > Community Engagement > Responsible Sourcing	> Product Safety and Quality > Critical Incident Management	> Climate Change > Circular Economy > Pollution > Waste Management > Water Management

Sustainability Strategy Framework

Our sustainability framework is designed to generate positive outcomes and optimize our operational efficiency in a socially responsible and sustainable manner. Based on our sustainability priorities, we have organized three pillars—People, Planet, and Products—to define our sustainability focus areas, which reflect stakeholder input, our material topics, and critical sustainability elements within our corporate culture. We work closely with our private equity investor, Apollo Global Management, Inc. (Apollo), to align our programs with their sustainability objectives. We are active participants in Apollo's sustainability conference and quarterly webinars where we exchange and share sustainability-related best practices with other portfolio companies of Apollo.

We continue to operate with a foundation of responsibility and accountability as we deliver innovative solutions and implement our programs to bring positive impacts to the planet, our people, and our communities. We review our progress on a regular basis, providing monthly summary reports to the leadership team and quarterly updates to the Board regarding our performance and strategies.

PERFORMANCE AT A GLANCE

At Tenneco, our progress toward sustainable operations and value chain is underpinned by effective and impactful efficiency improvement tactics, stakeholder engagement, and industry partnerships. Our initiatives are anchored by our sustainability goals, which offer opportunities to create measurable impacts and bring value to our communities, our customers, and our industry.

MATERIAL TOPIC	TENNECO'S GOALS	PERFORMANCE
Greenhouse Gas Emissions	> Reduce Scope 1 and Scope 2 GHG emissions intensity by 30% by 2030 from a 2019 baseline.	~18% ↓ Achieved an approximately 18% reduction in GHG emissions intensity and a 21% reduction in absolute emissions compared to our 2019 baseline.
Energy Use	> Decrease operational energy intensity by 30% by 2030 from a 2019 baseline. > Source 15% more renewable electricity by 2030.	20% ↓ Achieved our 20% energy reduction goal early by reaching a 23% reduction in 2024 compared to our 2019 baseline. We set a new goal of reducing energy intensity by 30% by 2030. ~6% Approximately 6% of 2024 electricity consumption was from renewables.
Operational Waste	> Reduce waste to landfill by 20% by 2030 from a 2021 baseline.	~17% ↓ Achieved an approximately 17% reduction from our 2021 baseline.
Product Safety and Quality	> 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.
Supplier Management	> 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.	> 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. > Continued the rollout of EcoVadis sustainability assessments to additional high-risk/high-impact suppliers, with more than 1,100 suppliers assessed. > Partnered with the Accelerate Initiative to introduce a Modern Slavery Prevention capability building program for key high-risk suppliers.
Conflict Minerals	> 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.	> 100% of smelters and refiners surveyed were considered Conformant and/or Active through Responsible Minerals Initiative's (RMI's) third-party audit process.

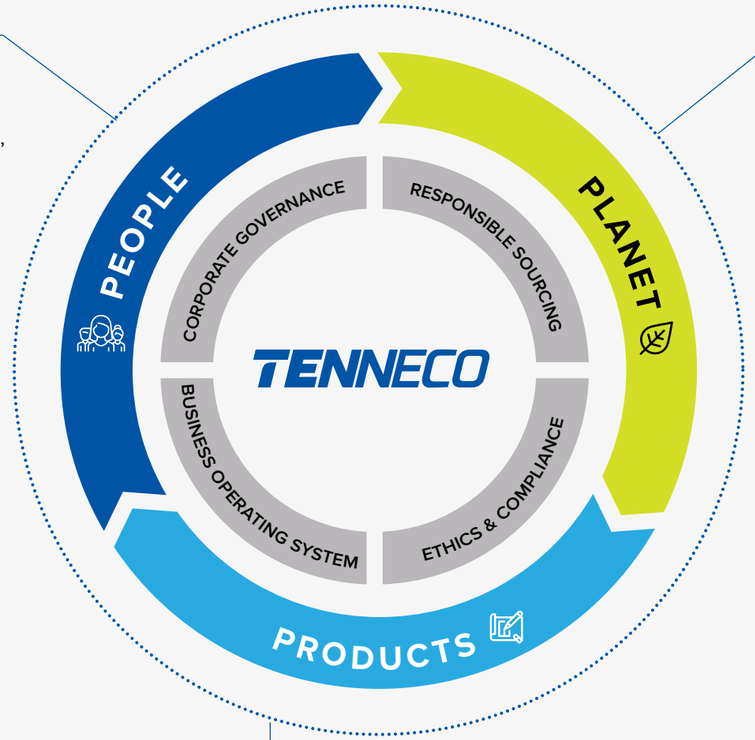
Driving Sustainable Impact

At Tenneco, we channel our sustainability efforts where they matter most—where we can create meaningful, measurable impact. Guided by our sustainability priorities, our strategic framework focuses on three core pillars that shape our actions and drive accountability across the enterprise: **People, Planet,** and **Products.**

PEOPLE

Conducting our business in a manner that prioritizes a best-in-class workforce, supports local communities, and fosters long-term business success.

- Occupational Health & Safety
- Expanding Opportunity
- Labor Relations and Human Rights
- Talent Attraction and Retention



PLANET

Minimizing our impact on the planet through operational eco-efficiency and renewable energy sources.

- Energy Use
- GHG Emissions
- Operational Waste

PRODUCTS

Positively contributing to the environment and society through our products.

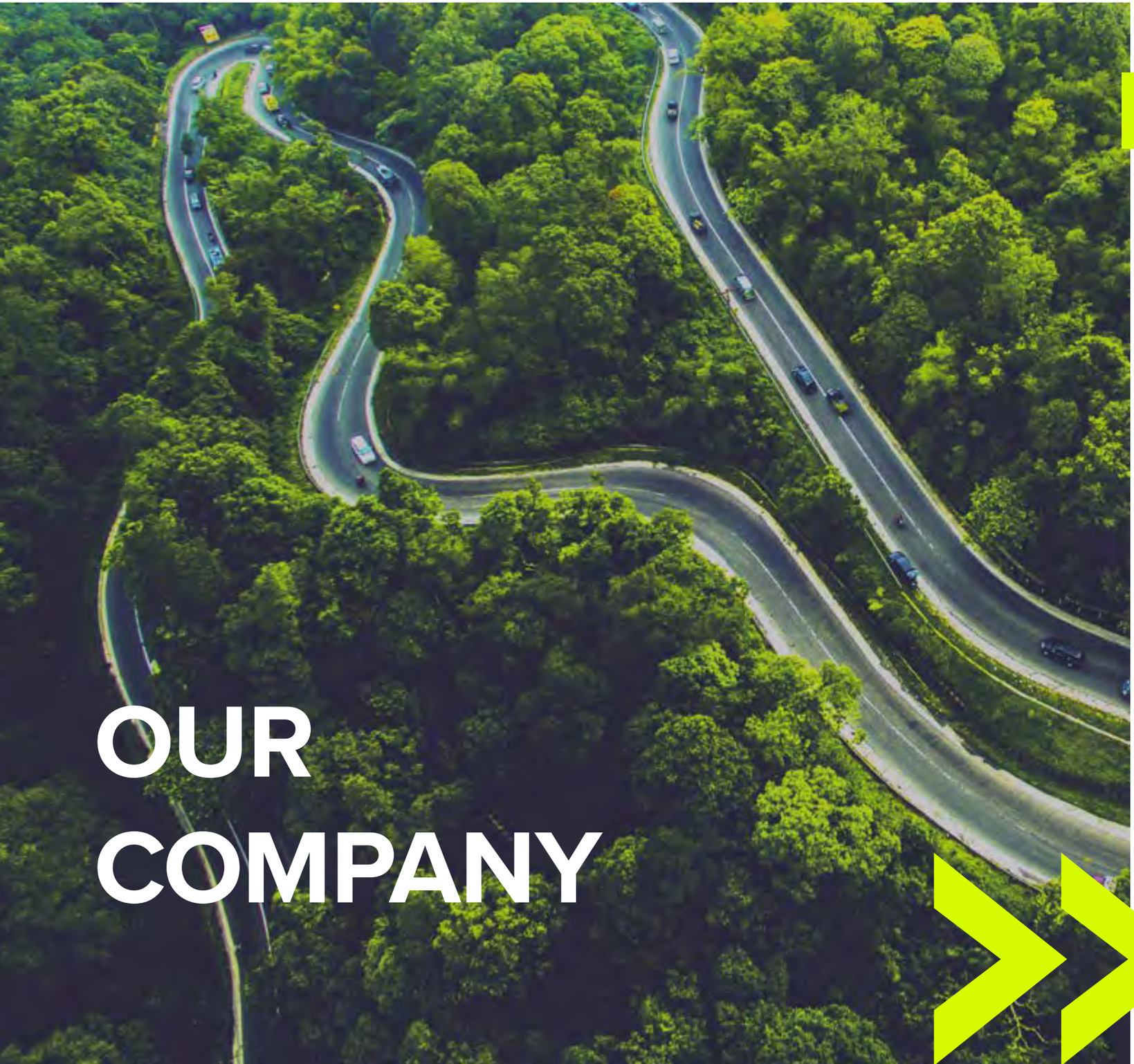
- Product Safety & Quality
- Product Efficiency
- Product Innovation

Next Steps on Our Journey

We remain committed to advancing sustainability leadership across all focus areas by continuously identifying and implementing opportunities for improvement. Building on this report, we pledge to:

- Refine and align our sustainability strategy with evolving regulations, industry best practices, and the decarbonization requirements of our customers.
- Continuously assess and address climate-related risks and opportunities, integrating climate resilience considerations into our long-term business strategy.
- Accelerate reductions in our environmental footprint, making measurable progress toward our sustainability goals by improving energy efficiency, increasing renewable energy adoption, and promoting circular economy practices.
- Actively share best practices within our organization and across our supply chain, fostering collaboration to drive industry-wide sustainability advancements.
- Embrace a culture of continuous improvement, regularly evaluating the effectiveness of our programs and implementing innovations that support decarbonization and resource efficiency.
- Enhance transparency and accountability by systematically tracking, reporting, and communicating our progress toward sustainability objectives in alignment with global reporting standards and customer expectations.

These commitments reflect our proactive approach to sustainability, ensuring that we remain a leader in responsible manufacturing while contributing to a low-carbon, resilient future.



OUR COMPANY

At Tenneco, we drive progress. Whether it's building cleaner technologies, empowering our people, or strengthening the communities where we live and work, we're committed to being a force for positive change. Sustainability isn't a side initiative—it's built into how we lead, how we grow, and how we deliver. Through bold innovation and relentless execution, we're shaping a more efficient, resilient, and sustainable future for global mobility.

SKIP TO

Tenneco Overview
Tenneco Purpose and The Tenneco Way
2024 Awards and Honors

Tenneco Overview

59,380
team members

$16,777M
in revenue[4]

178
manufacturing sites

23
aftermarket distribution centers and warehouses

38
globally networked engineering and technical centers

30+
widely known and respected brands

OUR GLOBAL PRESENCE

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

Headquartered in Northville, Michigan, Tenneco Inc. is a global leader in the design, engineering, manufacturing, and distribution of advanced mobility products for both original equipment (OE) and aftermarket customers. We're not just keeping up with the evolution of transportation—we're helping lead it. Our technologies support the industry's shift toward cleaner, smarter and more sustainable vehicles, while our commitment to performances continues to raise the bar across every market we serve.

Our businesses—Clean Air, Champion, DRiV, Performance Solutions and Powertrain—deliver proven, transformative solutions across light vehicle, commercial truck, off-highway, industrial, motorsport, and the aftermarket segments. Whether it's enabling electrification, extending the life of the internal combustion engine or creating breakthrough suspension and braking technologies, we're all in on helping customers win.

Backed by more than 30 market-leading brands, a world-class global supply chain and end-to-end design, engineering and manufacturing capabilities, we bring bold ideas to life—and deliver results that matter. Our reputations as a trusted partner and competitive leader is built on consistency, innovation and our relentless focus on execution. This is what it means to move the world—The Tenneco Way.

New Champion Business Unit

For more than 120 years, the Champion® brand has been a world leader in the manufacturing of spark plugs for every kind of combustion engine, supporting a variety of ignition solutions and systems for a broad OE and aftermarket customer base. In 2024, we identified an opportunity to implement an independent Champion Ignition business unit (BU). Through this change, we focus on revitalizing the Champion® brand and driving growth in the OE, original equipment service (OES), and industrial markets as well as in the aftermarket.

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 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 best manufacturer and distributor to the transportation industry. Our purpose is the driving force behind everything we do, and the way we execute toward that purpose is The Tenneco Way—our culture. It's not just how we work; it's how we win. It fuels our success today and positions us to lead tomorrow. It guided us through our transformation—and now, it's what sets us apart as we lead globally and deliver value for our customers and for Team Tenneco.

P3 OPERATING STANDARD

We continue to implement our transformative initiative—P3—to achieve optimized and standardized operations across all manufacturing plants and distribution centers. Symbolizing People, Performance, and Pride, the P3 program serves as the standard operating model to help us elevate our manufacturing procedures to 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.

Site Certification

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

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.

In 2024, we expanded the P3 program beyond a standardized operating model. As part of our journey to continuously refine our strategies, we worked to incorporate additional elements concerning program and quality management into the P3 framework to aid in the enterprise-wide execution of cohesive strategies for operational excellence.

2024 Awards and Honors

We were proud to receive many prestigious awards from industry stakeholders and customers in 2024. The acknowledgments exemplify our relentless pursuit of ethical and responsible business practices as well as unmatched product quality and services.

COMPANY

Apollo's Inaugural ESG Awards—Excellence in Employee Safety: We were honored with the Performance in Responsible Stewardship—Employee Safety Award at Apollo's inaugural Responsible & Sustainable Portfolio Conference in 2024. The award underscored Tenneco's commitment to providing a safe and secure work environment for all team members.

AbsorbTech Sustainability Recognition—Solid Waste Reduction: Tenneco was honored by AbsorbTech in 2024 for reducing solid waste through the use of reusable textiles, eliminating over 62,000 pounds of disposable materials across its facilities.

DRIV

Li Auto Supplier Award: The Monroe® Ride Solutions team received the Value Award from Li Auto, the largest manufacturer of premium new-energy passenger vehicles in China. As a second-time recipient of Li Auto's prestigious supplier awards, the team showcased outstanding quality performance and superb customer services for the customer.

ISUZU's Beyond Excellence Award: The Monroe® Ride Solutions team in India was honored with ISUZU's Special Award for Beyond Excellence. The award highlighted the team's dedication to being a reliable partner and achieving quality excellence.

Independent Motor Trade Factors Associated Ltd (IFA) Supplier of the Year Runner-Up: The DRiV team in the United Kingdom (U.K.) was honored as Supplier of the Year Runner-Up in the 2024 IFA Ceremony. The recognition served as a testament to the invaluable support and service provided by the team.

PERFORMANCE SOLUTIONS

Airbus Supplier of the Year Award: The System Protection team in France was honored with the Supplier of the Year Award from Airbus, showcasing exceptional products and services the team delivered.

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

Weichai Power Gold Supplier Award: The Clean Air team in China received the Gold Supplier Award at Weichai Power's Global Supplier Conference, reaffirming product innovation in our off-road aftertreatment systems that support both internal combustion engines and new energy vehicles.

FAW Trucks' Outstanding Supplier and Collaborative Development Awards: The Clean Air team received the Outstanding Supplier and Collaborative Development awards during FAW Trucks' Global Partner Conference, highlighting the team's pivotal role in driving innovation and strategic collaboration in supporting China's medium- and heavy-duty truck market.

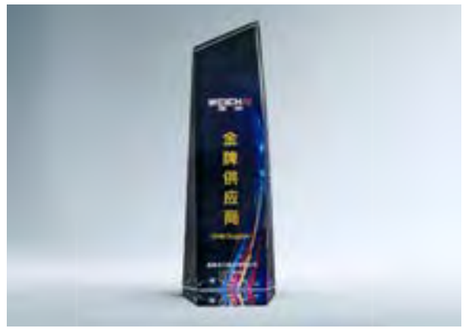
Caterpillar Supplier Excellence Award: For the second consecutive year, the Clean Air team in Germany was honored with the Caterpillar Supplier Excellence Award. The team achieved the "Excellent" category, which was awarded to less than 10% of Caterpillar suppliers worldwide.

POWERTRAIN

Cummins' Best Supplier Award: The Powertrain team in China received the Best Supplier Award at the Foton Cummins Supplier Conference, recognizing the team's outstanding performance in operations excellence and product quality.

DAF Trucks Excellent Supplier Recognition: The Powertrain team was recognized as an excellent supplier who delivers outstanding quality, delivery, and service during DAF Trucks' annual supplier meeting.

GM Supplier of the Year Award: For the fifth consecutive year, the Powertrain team was honored with GM's Supplier of the Year Award, recognizing the team's efforts in meeting GM's requirements and contributing to the provision of innovative and high-quality products to GM's customers.



OUR PEOPLE

Our long-term success is supported by a best-in-class workforce and the well-being of our local communities. Our team members are our greatest asset, driving innovation in our processes and embedding our company's purpose in every aspect of our operations. As we focus on future growth, we strive to celebrate the value of our team members, highlight available opportunities, and support professional development within our organization. We remain committed to supporting the wellness of our people, and we are dedicated to ensuring a safe working environment that is free of hazards and discrimination.

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

At Tenneco, we put great emphasis on team members' health and safety. Our safety programs are built upon a risk-based compliance and hazard management strategy, which encompasses safety-related policies and standardized procedures to fortify our approaches. We deploy a variety of safety protocols and communication programs, including safety and 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, which 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

In 2024, we continued to strengthen our strategies by implementing the following new or enhanced initiatives:

> Improved safety communication campaigns and formal EHS office hours for question-and-answer sessions.
> Elevated focus on key safety topics to reinforce team members' awareness of prioritized important issues.
> Increased EHS regional support.
> Upgraded internal EHS information database.
> Integration of safety elements in the P3 operating standard.

Safety Recognition in Nanchang, China

In 2024, our Powertrain segment's Sealing plant in Nanchang, China, was recognized by the local Municipal Safety Administration for its outstanding safety performance and robust safety management program. The local safety authority praised Tenneco's SIF prevention program and other safety initiatives, including machine safety risk assessments as well as lockout tagout tryout (LOTOTO) and powered industrial vehicle (PIV) safety programs. This recognition reinforces our commitment to not only maintaining compliance with local regulations but also making continuous improvements to maintain a safe working environment for our team members.

MANAGEMENT SYSTEM

To ensure that our safety standards are being met, we adopt a policy framework and compliance assessment, risk mitigation, and training programs for comprehensive safety management. Our collective action toward cultivating a safety culture is led by our EHS leaders who oversee the execution of our EHS policy and management systems. The policy is regularly reviewed and emphasizes our dedication to providing safe work environments as part of our efforts to achieve operational excellence.

Our management systems have been developed based on the ISO 45001 standard. Conformance to the standard establishes the foundation for our teams to engage in hazard management procedures and corrective actions. The management 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 2024, 60% of our sites were certified to the ISO 45001 standard.

60%
of our manufacturing sites were ISO 45001 certified

We have introduced an EHS Continuous Improvement (CI) team to support our journey in Execute to Zero, 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 to empower our sites to efficiently pursue opportunities for safety improvements. The CI team will support prioritized sites in the following activities:

> Organization of SIF or near miss SIF awareness events to identify major systemic failures.
> Facility consolidation and closure.
> Equipment moves across locations.
> Prevention and response to regulatory compliance issues and findings of internal and external audits.
> Implementation of company strategic initiatives.
> Dissemination of information regarding best management practices and lessons learned.

COMPLIANCE STRATEGY

At Tenneco, we believe that regulatory compliance is an extension of our commitment to ensuring the health and safety of all workers. Our approach to ensuring adherence to all applicable legal requirements is supported by our EHS compliance assurance process, which guides our self-assessments, compliance monitoring, and annual certification activities. At each site, plant management teams, EHS managers, and plant controllers are responsible for ensuring compliance with permit and regulatory requirements, maintaining an up-to-date EHS compliance calendar, conducting regular facility tours for risk management, and supporting internal and external audits.

On an annual basis, our sites are required to complete the compliance assurance process that certifies the plants' execution of self-assessments of EHS legal requirements and to continuously monitor compliance status, including monthly reviews by plant managers and initiation of corrective actions to address any deficiencies. Our compliance audits are conducted with the support of our in-house EHS team and accredited third-party assessors to verify that each site maintains compliance with applicable national, state, and local regulatory requirements.

HAZARD IDENTIFICATION AND MITIGATION

To ensure a safe workplace and foster continuous improvement, we regularly review our safety risk assessment criteria and 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 High-Risk Activities Program. At each of our locations, we require all safety incidents, including near-miss events, to be promptly reported to ensure that concrete actions are taken to prevent recurrence. To strengthen these safety efforts and instill a culture of safety throughout our global operations, we continued to integrate new programs and launch safety awareness campaigns throughout 2024.

High Risk Activities Program

Our High-Risk Activities Program is focused on 10 hazards that can lead to life-changing consequences. Each of these topics has cardinal rules that must be followed. Under the program, we enforce stringent requirements for all divisions and sites to properly evaluate their exposure to hazards and implement mitigation actions for each of the 10 high-risk activities. 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 hold plant management teams accountable for the delivery of action plans and elimination of safety risks. For each high-risk activity, we clearly define the roles and responsibilities of team members in the risk assessment and safety improvement processes. Our sites use a hierarchy of controls to continuously reduce their risk levels beyond minimum requirements.

SIF Prevention Program

We maintain a formal SIF management strategy that 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. The SIF prevention program encompasses cardinal rules for high-risk focus areas and safety rules that reinforce our expectations for safe operations. The cardinal rules are focused on 11 procedures to avoid life-threatening conditions or severe environmental impacts. In 2024, the EHS team provided monthly communication resources and toolkits to site leaders, which were designed to facilitate the implementation of updated corporate procedures and safety-related engagement with team members.

Potential Severe Injury and Fatality (PSIF) Initiatives

Within our operations, we strive to effectively identify and eliminate workplace injuries on an ongoing basis. As part of our SIF prevention efforts, in 2024, the Performance Solutions segment and its NVH plants implemented an aggressive initiative to uncover and address potential safety risks in each facility. Teams at six NVH facilities globally were challenged to collectively identify 4,670 PSIF reduction opportunities between January and May of 2024. At the end of the challenge, the teams submitted over 5,200 opportunities and eliminated more than 90% of the identified risks, showcasing their dedication to mitigating risks and continuously improving safety performance.

On Global PSIF Day in 2024, the DRiV team required dedicated hours of its global team members to complete additional SIF training and attend in-person sessions to identify opportunities for safety improvements in their facilities. The campaign turned out to be a huge success, with the teams identifying more than 8,000 opportunities for reducing PSIFs globally and initiating corrective actions to address safety risks.

Charitable Donations for Incident Avoidance

To encourage safety reporting, Powertrain segment's Rings plant in Germany has installed a user-friendly counting system near the entrance of the facility for tracking reported PSIFs. For every PSIF reported, symbolized by a ball in the designated tube, the plant will donate €1 to fund charitable causes. By integrating safety awareness with community involvement, the Rings plant sets a benchmark for best practices within our company.

EMPLOYEE TRAINING AND ENGAGEMENT

We actively invest in thorough safety training programs for our team members to contribute to a safe workplace, prevent injuries, and maintain compliance with our safety standards. Across our business segments, 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. We currently provide 75 training courses through our corporate EHS library to develop and enhance our team members' safety skills and awareness.

As part of the SIF prevention program, we assign mandatory, on-site injury avoidance training for all global operational leaders, including plant managers and site-level EHS professionals. We also maintain a daily safety touchpoint program aimed at providing 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, hand safety, and more. Additionally, we integrate safety training into our onboarding process to communicate our cardinal rules, EHS imperatives, and safety rules with new hires.

TENNX Global Winner

One of our production operators received the 2024 global TENNX award, our employee recognition program, for his meticulous safety awareness and aversion of risks and accidents in the workplace. The operator was instrumental in the organization and execution of 508 PSIF mitigation actions, representing over 30% of the PSIFs in the first half of the year for the entire site. We are proud of the due diligence and corrective actions our team members execute on site every day to ensure the safety of themselves and their colleagues.

2024 World Day for Safety and Health at Work Recognition

In 2024, the EHS team recognized the World Day for Safety and Health at Work by distributing user-friendly materials of our cardinal rules campaign, with a focus on PIV-related safety strategies. The purpose of the campaign was to partner with plants to improve awareness and education surrounding potential PIV incidents affecting vehicle operators, which made up approximately 10% of our workforce. Through the initiative, we strove to strengthen safety practices at the local level and stress the importance of safety across our teams.

CONTRACTOR SAFETY

At Tenneco, contractor safety is as important as the safety of our team members. Through the control mechanisms in our Contractor EHS Management process, contractors and all other third-party partners in our workplace follow the same safety requirements as our team with oversight from Tenneco professionals. Our contractor safety program includes processes to identify, evaluate, and address safety hazards associated with contractors' work, aims to inform vendors of key regulatory requirements, and highlights our safety standards that exceed regulations. We continue to monitor safety criteria and require contractors to attend training to maintain adherence to our procedures for safe work. We continue to highlight this topic across all stages of our safety management process and with our team members as we work to ensure a safe environment for every person working on behalf of Tenneco.

In 2024, we rolled out a global EHS contractor management system, which is designed to ensure coherent protocols for contractor safety. The 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.

HEALTH AND WELLNESS

Throughout the year, we continued to evolve our Healthy Team, Healthy Tenneco (HTHT) Program, which is focused on providing support for building health habits for our teams and their families. A short list of examples of the events and initiatives we organized through the program globally is presented below.

- Our team at the Clear Air plant in Edenkoben, Germany, hosted a mindfulness workshop with a local yoga trainer to discuss and share best practices regarding stress management, emotional intelligence, and resilience with team members.
- We introduced a new break room that incorporates thoughtful design with green space in the Ignition plant in Chazelles-sur-Lyon, France, to provide a rejuvenating environment for team members to refresh and recharge.
- In the July 2024 edition of our global HTHT newsletter, we featured stories of global teams sharing heat management and hydration strategies and resources with their team members.
- To celebrate National Nutrition Month and its 2024 theme, "Beyond the Table," we provided global team members with tips of making informed food choices and pursuing healthy diets.
- To enhance mental health awareness, we invited team members to show their support for psychological well-being by wearing green on International Mental Health Awareness Day.
- We hosted a health and wellness fair at our headquarters, providing information about wellness service providers and invited team members to participate in interactive activities, yoga sessions, and raffles and giveaways.

PERFORMANCE

In 2024, we achieved a 30% reduction in our recordable incident rate[5] compared to our 2019 baseline. Our EHS team continued to fortify our safety management and SIF prevention strategies to reduce incidents stemming from life-threatening conditions and maintain a zero-fatality record.

Recordable Incident Rate

30%

reduction in recordable incident rate compared to the 2019 baseline

For additional data, please refer to Appendix C.

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

Talent Attraction and Retention

Our global workforce is the cornerstone of our success. We are dedicated to supporting the professional development of our team members by fostering an environment that prioritizes engagement, mentorship, professional development, and career advancement. This commitment is reflected through our various feedback collection, coaching, training, and performance management programs. Our talent attraction and retention strategies are strengthened by our cross-functional approach involving the Enterprise Talent Inclusion & Culture and Talent Acquisition team, our Human Resource department, and Tenneco's leadership.

In 2024, we continued to roll out our P3 training to support the integration of the P3 operating model throughout the business and invested in the development of plant leadership and professional development. Key initiatives that we implemented in 2024 include:

- Expanded P3 training across operating regions;
- Developed core skills training, individual development planning education, succession planning, and peer coaching programs for plant leaders; and
- Provided emotional intelligence training for top leaders in our organization.

P3 ACCELERATOR (P3x) PROGRAM

Throughout 2024, we continued the expansion of our P3x training across regions through multiple cohorts, enabling all new and existing plant managers to access the training resources. The training 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, shopfloor performance evaluation, and continuous improvement.

In 2024, our P3x training sessions included, but were not limited to:

- P3x cohort workshops to provide hands-on learning, group activities, and discussions that were focused on enhancing participants' operational skills and reinforcing the importance of collaboration, innovation, and continuous improvement;
- Train the Trainer courses to support capacity-building initiatives and the implementation of the P3 operating standard across global sites; and
- Topic- and module-specific workshops with interactive activities to foster team building, knowledge sharing, and alignment of actionable P3 strategies

TALENT DEVELOPMENT

We prioritize the professional development and advancement of our team members by providing 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 development. In 2024, we focused on improving and strengthening new and existing training programs, including:

- **Online Training:** We continued to evaluate and explore the best online learning tools for our team members that fit their technical training and professional development needs.
- **Leadership Development:** To ensure our team members are supported by our training and development resources, we conducted interviews with team leaders to identify learning gaps and developed an experiential program for operational leaders to provide effective trainings.
- **Mentorship Resources:** Following a successful pilot mentorship program in the prior year, we established Plant Manager Circles in 2024, encompassing four peer coaching groups that meet monthly to discuss identified performance issues and resource needs. The coaching groups not only provide a platform for collaboration but also offer networking and continuous learning opportunities for plant managers.
- **Career Development Conversations:** We continued to request annual year-end performance reviews for salaried employees to support their professional growth aspirations. Additionally, we added questions that were specific to performance management in the review process to guide development planning and training efforts.

Inauguration of In-House Maintenance Academy in India

At Tenneco, we believe that continuous learning is key to building a stronger organization. In 2024, our Clean Air team in Chakan, India, proudly launched their new in-house Maintenance Academy. Built on the foundation of three strategic pillars—Learn, Apply, and Excel—the Maintenance Academy offers technical education designed to eliminate breakdowns, boost reliability, improve repair speed, retain critical knowledge, and foster problem-solving capabilities. In addition to providing ample technical training opportunities, the academy supports employee engagement and cultivates an autonomous maintenance culture, creating a solid foundation for the team to grow and excel towards operational excellence and elevated plant performance.

ENGAGEMENT

At Tenneco, team members' feedback is systematically integrated into our engagement initiatives and strategies to improve employee experience, growth, and development. We employ various methods and leverage a three-pillar framework to define areas, actions, and communications that enhance team member engagement. We track our engagement progress through a centralized system and monitor participation trends to ensure our initiatives are effective throughout the year. Our engagement efforts are supported by employee surveys, newsletters, town hall meetings, social events, recognition programs, team-building sessions, and other mechanisms that promote two-way communication across different levels in our organization. In 2024, we further introduced an enterprise-wide employee experience platform to aid in communication and engagement efforts and improve accessibility of company updates and announcements for salaried and hourly team members.

On a regular basis, we solicit input from team members through engagement surveys, which help us identify opportunities for improvement and suggestions to maintain a thriving workplace. In 2024, we distributed a Culture and Experience Survey to a targeted group of over 2,600 team members representing all business segments and regions and conducted supplemental interviews with select senior leaders to collect feedback on employee experience. Results of the survey indicated that respondents continued to express ambition to maintain high performance and accountability and expect leaders to provide constructive feedback for continuous improvement and celebrate team achievements collaboratively.

TENNX Program

Our TENNX program is designed to honor team members who exemplify our core values, live The Tenneco Way, and make a real 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. Final top performers are awarded with the TENNX CEO Award, the highest recognition within the program. In 2024, 11 stellar team members received the TENNX CEO Award for their dedication and relentless drive to succeed in their respective functions.

Site-Level Engagement Initiatives

Aside from company-wide engagement efforts, our sites engage with their team members through innovative and interactive activities that celebrate team successes and foster long-term relationships. At our Port Elizabeth, South Africa, plant, the team presented various awards to recognize

the skills and dedication of Tenneco team members, including Long Service Awards for tenured employees, Employee of the Year Awards for outstanding achievers, and other awards focused on workplace safety and quality. At our Ermua, Spain, plant, our team hosted an annual Christmas week celebration, inviting team members and their families to participate in facility trips and Christmas postcard and photo contests. The events not only support our culture but also reinforce our organizational dedication to employee well-being, bolstering our engagement and retention efforts.

TALENT RECRUITMENT AND INTEGRATION

In addition to our standard global hiring processes and career postings, we advertise positions to more than 17,500 community-based organizations that promote inclusion in recruitment to attract the best available candidates from diverse backgrounds. 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 inclusive recruiting strategy, please refer to the Expanding Opportunity section of this report.

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 processes annually to identify high-potential successors throughout the organization. These processes help us 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 the growth of the organization, we strive to efficiently identify candidates for leadership succession in line with our prioritized development needs.

PERFORMANCE REVIEWS

At Tenneco, we strive to provide growth-oriented feedback to foster talent development while maintaining a target to complete performance reviews for 100% of our salaried team members. Our annual performance management and talent development cycle includes mid-year and end-of-year reviews to assess the progress of our development activities. The 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.

As part of the 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 business goals. We believe that the process by which team members achieve results matters 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.

COMPENSATION AND BENEFITS

Our extensive compensation package supports our efforts in attracting and retaining talent, and we continue to assess our current benefit options and offer new resources to improve quality of life and well-being for our team members. Alongside fair compensation, we provide competitive benefits 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, and voluntary benefits that cover identity theft and pet insurance discounts. In 2024, we introduced additional coverage under our voluntary benefit programs, including financial support for team members and their families dealing with unexpected events regarding critical illness and other emergencies. Within our health care benefits, we also enhanced the coverage of cost-efficient care in certain geographies and extended the accessibility of dental and medication resources.

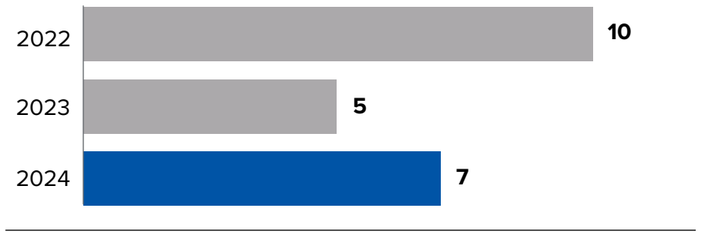
CONTRACTORS

We utilize temporary workers occasionally at our manufacturing plants in response to 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 2024, our salaried team members received an average of seven hours of training. We continuously explore best learning resources and anticipate an increase in learning hours as we continue to roll out enhanced training for our team members.

Average Annual Training Hours Per Salaried Team Member



For additional data, please refer to Appendix C.

Expanding Opportunity

We embrace an expanded talent pool and support the well-being of a wide array of stakeholders, team members, and communities interacting with our business. Our strategy for providing a wide-range of opportunities and fostering a positive workplace within our organization is championed by our people leaders and the Human Resources team.

Across our employee engagement and development activities, we strive to embed inclusive processes and welcome a broad spectrum of perspectives. From talent management programs to cultural celebration activities supported by our employee resource groups (ERGs), we highlight the importance of expanding opportunities and work to ensure ample support and resources for every team member.

INCLUSION 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.

INCLUSIVE RECRUITING

We recognize the value of a broad range of backgrounds and experiences in driving innovation and fostering an open and collaborative workplace. We collaborate with community-based organizations to attract candidates from a variety of groups. Part of our recruitment strategy includes posting all openings on applicable job boards, aiming to ensure that all eligible candidates have an opportunity to participate in our hiring process. Through our inclusive recruiting practices, we believe we are able to find the best qualified candidate for every role consistent with our policy of providing equal employment opportunities.

EMPLOYEE RESOURCE GROUPS

Tenneco's 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. In 2024, we were proud to support five ERGs, which were instrumental in the recognition of heritage months, establishment of mentorship programs, and enhancement of talent development initiatives.

WERG
Women's Employee Resource Group
A TENNECO EMPLOYEE RESOURCE GROUP

The mission of the Women's ERG (WERG) is to foster a workplace where women can thrive at every level of our company. The ERG is crucial to the provision of development resources and connections for female team members and their supporters (which can include any company employee regardless of sex, gender, or gender identity). Aside from providing training, mentoring, and networking opportunities to members, the WERG collaborates with business leaders on topics such as talent attraction and engagement, leadership, and policy development. In 2024, the WERG continued to lead the celebration of Women's History Month, supporting a combination of knowledge sharing activities and local events designed to celebrate the social, economic, cultural, and political achievements of women.

BAH
Black/African Heritage
A TENNECO EMPLOYEE RESOURCE GROUP

The mission of the Black/African Heritage (BAH) ERG is to raise awareness and cultivate a safe, constructive environment for team members of African heritage and their allies (which can include any company employee regardless of their race, color or national origin). This ERG offers participants with resources to develop professional skills and build community connections through educational programs, networking, and cultural events. The BAH ERG collaborates with functional leaders across the organization on issues such as inclusive recruiting, social justice, and demographic and cultural differences. In 2024, members of the BAH ERG volunteered at a Career-Readiness Fair at Southeastern High School in Detroit. Our BAH ERG members participated in panel discussions to speak about their career paths and led mock interview and resume development workshops, providing students with career-related guidance and training for future success. Additionally, the BAH ERG hosted its inaugural Juneteenth celebration, commemorating the day with a live violin performance and a discussion of historical facts about the end of slavery in the U.S.

GEN.T
Young Professional's ERG
A TENNECO EMPLOYEE RESOURCE GROUP

The mission of the GEN.T Young Professional's ERG is to empower team members early in their career, regardless of experience levels, by facilitating strong global peer networks. Through professional development and social and community activities, the GEN.T ERG provides education on essential workplace skills to help participants achieve their career goals. In 2024, the ERG hosted a virtual event in China, with panelists discussing ownership in professional growth, resources on ERG platforms, and mentorship opportunities. More than 500 participants joined the event to enhance their learning on professional development and industry trends.

D&A ERG
Disability & Accessibility Employee Resource Group
A TENNECO EMPLOYEE RESOURCE GROUP

The mission of the Disability & Accessibility (D&A) ERG is to provide support, connections, and networks for our team members and communities with disability and accessibility needs, empowering them through three strategic pillars:

- **Team members:** Supporting employees with disabilities and/or accessibility needs, as well as caregivers, friends, and family members with disabilities.
- **Our community:** Empowering managers and local teams to improve accessibility and support team members and visitors to our facilities, including technology-related support.
- **Our business:** Advancing our organization to embrace and take advantage of an open and inclusive workforce from recruitment throughout career development.

The D&A ERG focuses on all aspects of accessibility and inclusion for a broad range of physical and cognitive diversities. We encourage all team members to join this ERG, particularly if they are allies to this group, have a passion for making our workplace inclusive and supportive to all, and/or have ideas on how we can improve accessibility in our facilities.

PRIDE
Employee Resource Group
A TENNECO EMPLOYEE RESOURCE GROUP

In recognition of Pride Month in 2024, we officially launched the PRIDE ERG, whose mission is to promote dignity and respect for people of all gender identities and sexual orientations. In accordance with its three strategic pillars—business impact, team member engagement, and intersectionality—the PRIDE ERG is committed to supporting all team members with activities that advocate for a welcoming environment where everyone can bring their authentic selves to work every day. The PRIDE ERG is open to all employees, including allies.

HERITAGE MONTH CELEBRATIONS AND INCLUSION AWARENESS BUILDING

Every year, we honor multiple heritage months through engagement activities hosted by our ERGs and other Tenneco teams. Our team members are encouraged to take time to celebrate a variety of cultural holidays. Our 2024 celebrations included, but were not limited to:

- **February—Black History Month:** The BAH ERG hosted Black History Month activities to support and promote awareness of African-American history and culture. Activities included highlights of African-American team members' achievements, a fireside chat with leaders on civil rights and Black History, and discussions of career progression journeys and tips.
- **March—International Women's Day (IWD):** As part of our efforts to recognize the invaluable contributions of women, we celebrated International Women's Day and its 2024 theme, "Inspiring Inclusion," with a series of town hall meetings featuring key leaders discussing the importance of women in our business and stories of women team members. As part of the celebration, we encouraged team members to wear purple, the symbolic color of IWD, to showcase our commitment to inclusion and action to accelerate women's equality.
- **June—Pride Month:** To recognize Pride Month in June, the PRIDE ERG shared stories to celebrate the uniqueness of the LGBTQ+ community. One of the weekly celebrations featured a highlight story of the LGBTQ+ movement in Mexico, which was aimed at promoting awareness and identifying opportunities for supporting LGBTQ+ people around the globe.

Labor Relations and Human Rights

At Tenneco, we are committed to upholding the highest standards of fair treatment and human rights for all workers within our global operations. We remain steadfast in our commitment to ethical labor practices and do not tolerate any form of mistreatment or exploitation of our workforce. Our Basic Working Conditions Policy and Code of Conduct outline our standards for responsible behavior and fair working conditions. 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

Our labor standards are informed by international principles and industry-specific guidelines. 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, risk management strategies, and due diligence protocols. To ensure that our labor rights standards are properly communicated and executed, we provide a mandatory Preventing Global Modern Slavery training course that covers modern slavery prevention laws in the U.S., the U.K., Germany, and Australia to ensure 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.

As outlined in our Basic Working Conditions Policy, we maintain rigorous processes to verify every candidate's age and eligibility to work in the locations where they are hired. These processes take place prior to establishing a formal employment relationship with an applicant 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 underaged workers, we also administer compliance training and audits to verify our worker age requirements and pre-hire screening are being followed effectively.

COLLECTIVE BARGAINING

We fully support team members' collective bargaining rights in accordance with applicable regulations in the jurisdictions where we operate. In 2024, an estimated 60% of our global team members and 13% 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 in negotiating working conditions. All of our U.S. sites have information displayed to inform team members of their rights under the NLRA. In 2024, there were no NLRA violations in our operations. For additional data, please refer to Appendix C.

~60% of global team members were covered by collective bargaining agreements in 2024

COMMUNICATION MECHANISMS

At Tenneco, we encourage open communication across all levels of the company by maintaining 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 and our intranet. 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. Any incidents or violations of laws or corporate policies identified by our team members are encouraged to be reported 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

As a global company, we place great emphasis on the well-being of local communities, and we are dedicated to being good neighbors and forces for positive change by devoting our time and resources to philanthropic, educational, and volunteering initiatives. Throughout 2024, our outreach and volunteer efforts aligned with our One Team for a Better Tomorrow Policy, which is available in over 20 languages. The policy is deeply rooted in Tenneco's 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 with 16 hours of paid time off annually to volunteer with nonprofit organizations of their choice that align with our strategic pillars. The strategic pillars include:

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

As part of our program, we strive to establish a Volunteer Site Coordinator at each location to ensure successful implementation of our One Team for a Better Tomorrow Policy. This role is charged with responsibilities related to volunteer event coordination, policy alignment, and volunteerism tracking and reporting. To advance our community engagement efforts, our Systems Protection global team hosted their third annual Week of Service in June 2024. As part of this initiative, every Systems Protection site around the globe planned activities to engage with their local communities through events such as food drives, environmental clean-ups, apparel donations, blood donations, and other programs tailored to local needs.

INVESTMENT IN COMMUNITIES

Our commitment to generating positive impacts 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 2024, we made charitable contributions to organizations including Habitat for Humanity, Living Learning Enrichment Center, Life Remodeled, and more.

To promote equal opportunities in education, we provide 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 2024 community service and volunteer activities were focused on education support, child welfare, human health, and environmental sustainability. A small sample of our impactful initiatives throughout 2024 is presented below.

Education & Skills Development

Supporting Local Schools in India: The DRiV team in India continued to support the Lotus Petal Foundation, an organization dedicated to educating underprivileged children. Team members spent half a day with children in interactive activities such as arts and crafts workshops, storytelling sessions, and sports events. In addition to the engagement with this foundation, the team also supported multiple educational projects, including the sponsorship of a learning center designed for students who are lagging in education, and support of the Jeevika Skill Development Program, which has been created to provide professional development resources to young adults from less privileged backgrounds.

Facility Trips and Student Training in Spain and the U.S.: In Ermua, Spain, our plant invited a group of local high school students considering careers in engineering to a facility trip. Additionally, in Angola, Indiana, our team supported co-op training for a group of college students majored in mechanical engineering. The groups of students were offered with plant tours and learning sessions about the responsibilities of engineers at our world-class manufacturing facilities. Our teams led in-depth presentations on plant history and characteristics, the relevant departments and roles, features of product design, and manufacturing operations. These engagement activities helped to encourage aspiring students to pursue careers in the automotive industry, opening doors for future training and education opportunities.

Child Welfare

GEN.T ERG Supported Ronald McDonald Houses in Michigan: Members of Tenneco's GEN.T ERG spent time volunteering at the Ronald McDonald Houses in Ann Arbor and Detroit, Michigan, to celebrate National Community Service Month. Ronald McDonald Houses provide lodging and support for families with sick children receiving care in nearby hospitals. GEN.T ERG members prepared a full course meal for families that were utilizing the facilities, delivering community support through tangible action and providing comfort in a time of need.

Blanket Drive for Children in South Africa: In Gqeberha, South Africa, our Human Resources professionals worked with local teams to organize a donation drive of blankets for SOS Children's Villages, a global organization providing homes for orphaned and abandoned children, families, and others in need. The drive was a huge success and aligned with Tenneco's commitment to social responsibility and community support.

Easter Celebrations in Brazil for Children in Need: To make Easter Sunday special for children at a local adoption center, more than 40 members of our team in Cotia, São Paulo, Brazil, helped make chocolate eggs, gathered toys, and spent Easter afternoon with children. Volunteers represented all departments of the Cotia facility including quality, production, engineering, EHS, and more.

Human Health and Wellness

Marathon to Support a Local Cause: The Clean Air team in India participated in Soldierathon, a running event that supported wounded warriors. Funds raised from the event were donated to the Paraplegic Rehabilitation Center in Kirkee, Pune, where injured soldiers underwent treatment. The event not only promoted the physical wellness of our team members but also celebrated the spirit of giving and community support.

Supporting People with Disabilities in India: Our Monroe® Ride Solutions team in India partnered with a local nonprofit organization, Latur, to support skill development and rehabilitation for people with disabilities. As part of this project, the team aided in the construction of basic infrastructure for the residential training center. This facility is now well equipped to support disabled people, primarily those who are visually impaired, and will help to improve the quality of life for residents with the expanded capacity to intake 120 people per year.

Medical Health Camp in India: The Clean Air team in India hosted a large-scale medical health camp to provide free resources to villages in proximity to our facilities in various cities in India. Health professionals were deployed on site to deliver comprehensive medical care, vital health supplies, and educational resources. The team partnered with local nonprofits and reached a total of 889 individuals, with more than 500 being women and children.

Environmental Sustainability

Local Community Revitalization: In partnership with Life Remodeled, a nonprofit organization focused on youth programs, workforce development, and essential human services, 20 volunteers from Tenneco's headquarters in Michigan spent their service day supporting the beautification and revitalization of local communities. Tenneco volunteers helped to clear debris, mow overgrown lawns, trim trees, and uncover hidden sidewalks. This event resulted in the removal of 1,100 cubic yards of trash and clearing of 990 cubic yards of brush across over 283 blocks in Detroit.

Tree-planting Initiatives in India: On World Nature Conservation Day, our Clean Air team in Pithampur, India, planted over 2,000 trees in a single day. Tenneco team members partnered with government authorities and local nonprofits to execute this substantial sapling plantation initiative. This initiative will help restore ecosystems, reduce carbon footprint, and improve air quality. Tenneco is proud to be making extraordinary impacts to benefit generations to come.

OUR PLANET

Our approach to sustainable operations is built upon our pursuit of responsible business practices. As responsible corporate citizens, we strive to reduce our environmental footprint and secure renewable resources in alignment with a low-carbon future. Our strategies are focused on efficiently managing our energy consumption, emissions, operational waste, and water usage as we continue to minimize our environmental impacts while achieving optimized operations. In 2024, our Rings plant in Changsha, China, was honored by local authorities as a model business for environmental protection. The recognition highlighted our continuous efforts in environmental stewardship and sustainable development.

Every year, Tenneco celebrates Earth Day by encouraging each facility to implement an environmental improvement project at the site level or volunteer for a sustainability-related community service program. As part of the 2024 Earth Day celebration, we invited team members to contribute to the following five categories: energy efficiency, waste/scrap reduction, water conservation, plastic waste reduction, and community engagement. We received a terrific response from our global sites, including facilities in North America, South America, Europe, India, China, and all other regions in the rest of the world. These facilities passionately implemented initiatives locally while driving and contributing to global impacts.

The Earth Day projects helped address environmental issues within our facilities and out in the community. Our teams raised environmental awareness through art projects, went litter picking, reduced plastic and water consumption, worked on small-scale biodiversity projects, and supported variety of sustainability initiatives, showcasing a rich range of endeavors. All these projects added up to contribute to our environmental footprint reduction commitments and dovetailed with our larger organization-wide initiatives. We highlighted outstanding projects in newsletters and our employee experience platform, reinforcing our commitment to taking sustainable actions and generating positive environmental impacts.

SKIP TO

Energy and Greenhouse Gas Emissions

Operational Waste and Water

SUGGESTED LINKS

Environmental, Health and Safety Policy

Energy and Greenhouse Gas Emissions

We are invested in impactful emissions reduction and energy efficiency projects, and we continue to assess and manage climate-related risks and opportunities for our business and value chain. As a global business with a significant operational footprint from our manufacturing processes, we are focused on improving operational efficiency at our sites and contributing to sector-wide climate actions. In 2024, we continued to make progress toward carbon and energy intensity improvements in our operations, in line with our sustainability goals:

Goal	2024 Progress
Reduce Scope 1 and Scope 2 GHG emissions intensity by 30% by 2030 from a 2019 baseline.	Achieved an approximately 18% reduction compared to our 2019 baseline.
Decrease operational energy intensity by 30% by 2030 from a 2019 baseline.	Achieved our 20% energy reduction goal early by reaching a 23% reduction in 2024 compared to our 2019 baseline. We set a new goal of reducing energy intensity by 30% by 2030.
Source 15% more renewable electricity by 2030.	Approximately 6% of 2024 electricity consumption was from renewables.

Our climate risk assessment process is informed by the Task Force on Climate-related Financial Disclosures (TCFD) recommendations and covers our operations and prioritized areas of the supply chain. Analysis results enable us to refine our approach toward the integration of climate-related physical and transition risks and opportunities into our strategies. We monitor and manage risks through measures including:

- Identifying facilities with repeated historical impacts, screening facilities identified as high-risk for criticalities, and developing mitigation measures for material risks at highest-priority facilities.
- Developing an organizational climate resiliency toolkit and mitigation library and implementing cost-effective mitigation measures at additional, medium- to low-priority facilities.
- Incorporating redundancy and resilient design concepts into capital improvement projects.
- Assessing the resilience of Tenneco's emissions reduction strategy against carbon reduction and net zero targets in different jurisdictions, monitoring regulatory changes for GHG emissions reduction and reporting, and assessing Tenneco's performance in a low-carbon economy.

MANAGEMENT APPROACH

Our Executive Leadership Team holds the ultimate responsibility for climate-related issues as part of their oversight of sustainability topics across our business segments and support systems. Within the Executive Leadership Team, the Executive Vice President and General Counsel takes additional responsibility for driving our climate-related response and providing quarterly sustainability updates, including climate change matters, to our Board. To achieve our goals for energy management and emissions reduction, our business functions 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.

Energy Working Groups

In collaboration with our Sustainability Steering Committee, Global Energy Manager, and Office of Strategic Execution, our energy efficiency and renewable energy procurement working groups drive our business' transition toward green energy and operational efficiency in alignment with our energy goals. Initiatives led by these working groups support our progress toward our sustainability goals and prepare us for additional long-term decarbonization targets we are currently exploring.

Environmental and Energy Management Systems

We model best practices and manage our global manufacturing sites in accordance with the ISO 14001 Environmental Management System and ISO 50001 Energy Management System standards. These frameworks provide guidance to improve our environmental performance and validate our approach through certifications. As of 2024, 89% of our global manufacturing sites were certified to the ISO 14001 standard, and 14% of our global manufacturing sites were ISO 50001 certified.

89%

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

Solar Installation in Chongqing, China

Tenneco's Braking plant in Chongqing, China, recently completed the installation of a state-of-the art, 1.3-megawatt (MW) solar power system that is connected to the local power grid. The project is estimated to save approximately 1,300 tons of carbon dioxide equivalent (CO_2e) emissions per year, allowing us to reduce our carbon footprint while enhancing the sustainability of our operations and the surrounding communities.

PROGRAM HIGHLIGHTS

We were proud to implement and support a significant amount of energy reduction, efficiency improvement, and training initiatives across our global teams throughout 2024. These initiatives showcased cross-functional collaboration and our dedication to pursuing sustainable operations and continuous improvement, including:

Overarching Strategies

- Initiated the development of a decarbonization roadmap, focusing on the planning for energy projects, recycled input material procurement, and engagement with strategic suppliers to achieve Scope 1, 2, and 3 emissions reductions.
- Joined the “Transform: Auto” program, a coalition of global automakers, suppliers, and Trio, an energy advisory company, to drive the adoption of renewable energy across the automotive supply chain.
- Collaborated with a leading software provider to develop a product lifecycle assessment model, calculating part level emissions from cradle to gate. This tool enables us to prioritize procurement of low-carbon materials and identify targeted suppliers for emissions reduction efforts, such as our transition of purchasing steel produced from blast furnaces to electric arc furnaces, which are more energy efficient.
- Continued the implementation of our company vehicle policy to utilize more efficient, hybrid, and electric vehicles.

Energy Programs and Governance

- Recorded 146 energy efficiency projects in our tracking system, generating an estimated $7.5 million in savings. Projects are focused on heat recovery, compressed air leak mitigation, shutdown optimization, light-emitting diode (LED) retrofits, heating, ventilation, and air conditioning (HVAC) upgrades, solar integration, variable frequency drive motor replacements, and more.
- Conducted a global energy workshop in Gdańsk, Poland, introducing a shift from a business segment-centric management framework to a regional governance model for energy initiatives and defining regional energy leads and site-specific action plans.
- Organized regional energy workshops in China and Europe to identify efficiency improvement opportunities, share best practices, and strengthen regional collaboration, supporting efforts in line with our emissions and energy goals.
- Defined a green energy roadmap, starting in Europe, which includes solar power purchasing agreement (PPA) implementation projects across eight countries in four waves and on-site photovoltaic (PV) system installations.
- Conducted on-site energy audits at large manufacturing sites.
- Improved our data system to monitor project progress, identify site-level opportunities, and measure maturity of energy management programs.

Knowledge Sharing and Education

- Developed a Best Practice Library on our intranet, which serves as a repository of hundreds of completed and validated energy projects across more than 40 categories for tracking and knowledge sharing purposes.
- Conducted global training regarding CBAM compliance and company strategies.

Moving forward and building on our accomplishments, our energy-related efforts are focused on:

- Expanding regional energy workshops to accelerate project execution;
- Leveraging our enhanced internal digital platform to support data-driven decision-making related to efficiency improvements; and
- Enhancing cross-regional collaboration by utilizing our Best Practice Library to guide energy efforts with a wealth of case studies and examples.

PERFORMANCE

We report energy use and greenhouse gas (GHG) emissions annually, using multiple indicators to guide performance and strategy. In 2024, we exceeded our 20% energy reduction goal, achieving a 23% decrease in energy consumption and a 20% reduction in energy intensity compared to our 2019 baseline. We also reduced Scope 1 and 2 GHG emissions intensity by approximately 18% and absolute emissions by 21% versus 2019. Looking ahead, we have set a new target to reduce energy intensity by 30% by 2030. In parallel, we are reviewing our Scope 3 emissions and will provide additional disclosures in future reports.

Scope 1 and Scope 2 Emissions Intensity (Metric Tons CO_2e/Million USD Revenue)

Scope 1 and Scope 2 Absolute Emissions Intensity (Metric Tons CO_2e)

Energy Demand (Gigajoules)

For additional data, please refer to Appendix C.

Operational Waste and Water

WASTE MANAGEMENT

Our waste management strategy is focused on eliminating or streamlining our waste streams and improving our resource recovery efforts across our business segments to mitigate the risks of pollution, landfill runoff, and other negative impacts associated with waste disposal. Waste management, especially the handling of hazardous waste, is incorporated into our EHS strategies, including the cardinal rules and the daily safety touchpoint program.

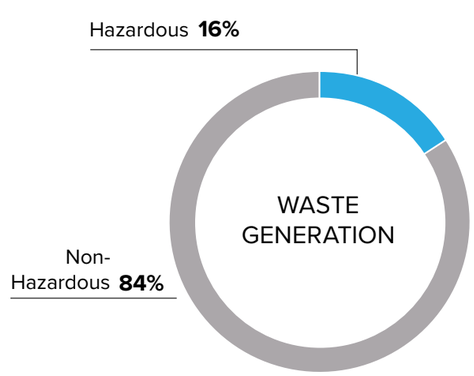
Through our environmental management system, we closely track our diverse waste streams in support of the identification of opportunities to reduce resource consumption, reuse materials, and increase recycling activities that provide tangible benefits toward our waste management goal. In 2024, we continued to utilize and implement modernized equipment, advanced waste segregation and recovery strategies, plastic recycling programs, and composting initiatives to reduce waste directed to landfills and our waste-related impacts. We further pursued zero-waste-to-landfill and waste-to-energy practices at select sites and explored opportunities for more sustainable packaging, such as the replacement of wood with recyclable cardboard for transit packaging.

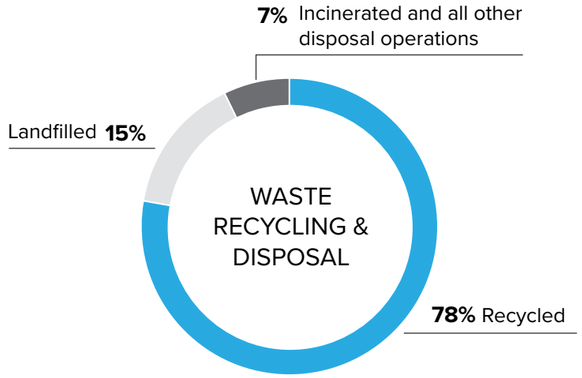
We are excited to be well on our way toward achieving our 20% waste-to-landfill reduction goal ahead of schedule. In 2024, we reached a reduction of approximately 17% compared to our 2021 baseline. We will continue to evaluate our waste management objectives and pursue opportunities for efficiency improvement.

Goal	2024 Progress
Reduce waste to landfill by 20% by 2030 from a 2021 baseline.	Achieved an approximately 17% reduction from our 2021 baseline.

PERFORMANCE

In 2024, approximately 78% of our waste was recycled.[6] 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.

6. Waste data represents approximately 80% of manufacturing sites.

Waste Reduction and Recovery in Bengaluru, India

Our facility in Bengaluru, India, eliminated 550 metric tons of waste, including sludge generated from the site's effluent treatment plant, oil-based and coolant-based grinding waste, and oil-soaked cotton waste from machine cleaning procedures. Waste reduction and diversion from landfills were achieved through improved sludge drying, sludge storage methods, and waste-to-fuel conversion technologies.

Plastic Recycling in Los Reyes, Mexico

Our facility in Los Reyes, Mexico, has made strides in reducing the use of single-use plastics and implementing recycling programs. The facility is eliminating the use of plastic barrels and containers and repurposing plastic purges into recyclable products, avoiding 17 tons of single-use plastics per year.

WATER STEWARDSHIP

At Tenneco, we recognize water as an important resource and strive to contribute 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. We aim to be responsible consumers of water by factoring water-related considerations into our overarching sustainability strategy and taking actions that address water scarcity in high water-stress areas.

We have adopted a water balance approach for all business segments and collect process-specific and operational unit-specific water consumption data to understand potential opportunities for improvement. Our progress toward water management is supported by site-level initiatives, which encompass a wide range of strategies to improve water efficiency and reduce chemical usage in wastewater treatment. Additionally, we promote the integration of non-hazardous materials into production processes to reduce pollutant levels in water discharges, such as materials that are free of per- and polyfluoroalkyl substances (PFAS).

Core Competency Team (CCT)

Water-related management processes are administered by our CCT. The team consists of members of the EHS Senior Leadership Committee and professionals from all our regions and business units, including water and wastewater specialists from our Advanced Manufacturing Engineering (AME) department, which drives process improvement to reduce our operational footprints and impacts. The CCT is responsible for strategic planning, program implementation, and communication of water-related topics within our organization, which are primarily focused on:Establishing a global framework to reduce water consumption in our processes;

- 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 conversations, training, and best-practice sharing through monthly webinars;
- Monitoring plant data for wastewater and water usage; and
- Introducing standard methods within production to reduce wastewater.

Our CCT supports water reclamation in our operations through a zero-liquid discharge (ZLD) wastewater treatment strategy. All of our wastewater treatment plants (WWTPs) installed after 2018 can treat more than 50% of wastewater against its local discharge limits that meet the wastewater quality standards we follow. Additionally, we have installed standardized laboratory equipment in key WWTPs that enable waste discharge monitoring and compliance by tracking 10 to 15 standard water parameters.

Local Water Initiatives

In 2024, many of our sites implemented new programs to improve water management, including:

- **Puebla, Mexico:** The local team implemented new water efficiency strategies that led to an 80% reduction in water consumption of one of the facility's manufacturing lines.
- **Patiala, India:** The local team upgraded the facility's wastewater treatment system, including ultra filtration, in-line water monitoring, and source separation of oily contaminants.
- **Chongqing, China:** The local team conducted a water balance study that assisted in the identification of opportunities for water reusing and recycling and leakage repairment, leading to a 25% water saving.
- **Celaya, Mexico:** The local team made significant improvements in the facility's wastewater treatment systems and processes. The site's ZLD system improved from 50% to 85% water recovery by adapting the treatment process to the needs of the evolving manufacturing processes. Additionally, the facility was able to reach a 50% reduction in chemical use for wastewater treatment by enhancing quality and quantity controls of upstream wastewater sources.

PERFORMANCE

In 2024, our water intensity decreased by 2.2% compared to the prior year, demonstrating the effectiveness of water management strategies within our organization. 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

As a leading automotive parts producer, we are dedicated to making a positive impact on the environment and society through our cutting-edge solutions. The OE products we produce support ride performance, emission systems, and powertrains for nearly all major original equipment manufacturers (OEMs) across the globe. We maintain an expansive portfolio of reliable and forward-thinking products, with some of which having a track record of success spanning over a century, which reflects our steadfast commitment to producing safe, efficient, and high-quality components for the global mobility sector. We are invested in the development of sustainable practices and products that aid in the sector-wide reduction of GHG emissions and improvement in fuel efficiency. 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.

SKIP TO

Product Safety and Quality
Product Efficiency
Product Innovation

SUGGESTED LINKS

Global Quality Commitment

Product Safety and Quality

Our delivery of high-quality, durable products and the satisfaction of our customers underpin our long-term success in the automotive industry. We have established ourselves as a leader in this competitive market by consistently producing products that are free of safety concerns and provide customers with unmatched performance. Through our robust quality management process and pursuit of continuous improvement, we create superior products, innovate our quality control processes, and maintain or exceed compliance with regulatory or customer quality standards.

Goal	2024 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 2024, we were the proud recipient of various awards and accolades recognizing the quality of our products and services, including:

- **Ashok Leyland Limited's Certificate for Consistent Quality Performance:** Awarded to the Monroe® Ride Solutions plant in Hosur, India;
- **Bajaj Auto Limited Platinum Quality Award:** Awarded to the Powertrain team in India;
- **China National Test Center's Friction Industry Quality Award:** Awarded to the Braking plant in Chongqing, China;
- **Chongqing Cummins Engine Company Best Quality Award:** Awarded to Powertrain's Pistons team in Qingdao, China;
- **Honda Certificate of Excellence in Delivery and Quality:** Awarded to the Champion® team in India;
- **Hyundai Appreciation Award:** Awarded to the Monroe® Ride Solutions plant in Hosur, India;
- **Mahindra & Mahindra's Special Appreciation Award and Annual Commodity Award:** Awarded to the Powertrain team in India;
- **Nissan Quality Certificate:** Awarded to the DRiV and NVH team in Cotia, Brazil;
- **Quality Circle Forum of India Kaizen Competition Gold Awards:** Awarded to the Monroe® Ride Solutions team in Puducherry, India; and
- **SAIC Volkswagen Quality Award:** Awarded to the Clean Air team in Shanghai, China.

QUALITY MANAGEMENT AND COMPLIANCE

Safety and quality remain our top priorities for the entirety 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 Commitment, our Global Warranty Committee (GWC), and initiatives relating to the implementation of the P3 operating standard and programs rolled out by the Clean Air Product Council. In 2024, we updated our Quality Policy to better align with our core values and support our objective of maintaining leadership in the transportation industry.

Our business segments continue to monitor changes related to product specification, quality, and performance requirements; conduct regular product analyses to identify potential health risks in our solutions; and establish controls to mitigate safety hazards associated with our products. We closely 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.

At each stage of our quality management process, safety assessments are performed to uphold compliance with regulatory and internal standards. Our segments continue to make strides in fortifying our quality management practices by launching new technologies, policy documentation, KPI dashboards, and audit trackers to facilitate our quality improvement efforts. Following the distribution of our solutions to customers, we actively gather and integrate their feedback to drive continuous improvement in product performance. This ongoing evaluation cycle remains an integral part of our commitment to delivering dependable automotive components.

Global Warranty Committee (GWC)

The GWC collaborates closely with quality management teams in each applicable business unit on maintaining product safety and quality, fostering a cross-functional approach, and managing the escalation of product warranty issues. Composed of executive and functional leaders from the Engineering, Quality, Finance, and Legal departments, the GWC prioritizes communication and collaboration to ensure a comprehensive approach toward quality risk management.

The committee has established an escalation process for addressing potential or confirmed product safety issues and quality concerns. Early notification and review of quality issues at the corporate and local levels facilitate regulatory compliance monitoring and inform rapid learning and action regarding the evaluation and fulfillment of our regulatory and financial reporting obligations.

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 2024 theme, "From Compliance to Performance," in various ways, such as:

- Communication of segment-specific and quality-related achievements;
- Organization of engaging games and trainings focused on quality knowledge enhancement;
- Hosting problem-solving workshops, defect sorting contests, and Quality Hero competitions; and
- Demonstration of quality management processes and company commitment.

QUALITY SYSTEM STANDARDS

We 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 2024, 99% of our manufacturing sites were certified to either the IATF 16949 or ISO 9001 standard.

To pursue certifications and maintain rigorous management practices in line with ISO 9001 and IATF 16949 standards, we continue to conduct comprehensive third-party audits across our manufacturing sites. We uphold stringent quality controls throughout our value chain and expect direct material suppliers to certify their quality management systems to ISO 9001 standards. During the supplier approval process, we rigorously 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 diligently manage and monitor our use of chemical substances, ensuring 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 intensive research and development projects, we are actively working to develop more eco-friendly alternative solutions for chemical substances of concern such as PFAS and chromium (VI).

REACH-Compliance and PFAS-Free Materials

In 2024, Tenneco's Powertrain team invested in the development of REACH-compliant and PFAS-free alternative materials and products. To support strengthened compliance with REACH, the team developed laser-remelted piston rings that can replace hexavalent-chromium plated rings for large bore engine applications in the marine industry. The laser-remelted piston rings have successfully entered field testing in sea vessels. Additionally, the team developed a PFAS-free GLYCODUR® material, which can complement and eventually replace the highly efficient GLYCO® 92 material that we currently use.

CUSTOMER SATISFACTION

We place great emphasis on customer-centricity throughout our product and business strategies as we navigate dynamic developments in the automotive industry. We continuously strive to deliver reliable, high-performing solutions while upholding our reputation for exceptional customer service and product quality. By collaborating closely with our customers throughout the product realization journey, 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 prioritize ongoing communication with customers across all organizational functions to gauge satisfaction levels promptly and make necessary adjustments. Through diligent tracking and monitoring of customer scorecards, we proactively identify areas for improvement and implement targeted actions to enhance satisfaction. In 2024, our business segments continued to pursue opportunities for improvement and conducted additional self-assessments and internal audits to strengthen our practices for product and service excellence.

PERFORMANCE

We continually optimize our quality management process to uphold our standards and reduce the risk of malfunction. In 2024, we had zero noncompliance incidents concerning the health and safety of our products or recalls , reflecting the successful quality management process across our product lines. For additional data, please refer to Appendix C.

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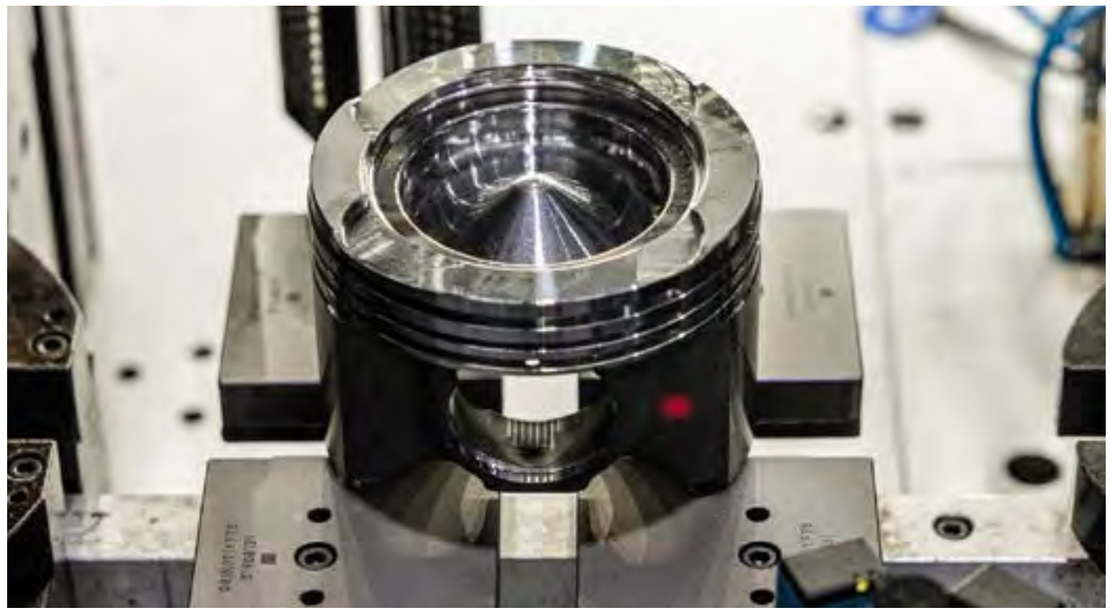
non-compliance incidents concerning the health and safety impacts of products and services



Product Efficiency

We contribute to the automotive industry's shift toward low-carbon mobility and fuel-efficient vehicles by leveraging our extensive engineering, development, testing, and manufacturing capabilities while meeting top-tier efficiency and performance standards. Our product portfolio plays a crucial role in driving advancements and enhancing efficiencies across a wide range of vehicle types and components. From next-generation hybrid and electric automobiles to high-performing internal combustion engines (ICEs) powered with alternative fuels, our products continue to support the successes of our customers and transformative developments in the industry.

Through close collaboration with our customers, we capitalize on our deep expertise in vehicle development and ICEs to develop cutting-edge solutions. These solutions not only adhere to increasingly stringent vehicle emissions and environmental regulations but also elevate the overall driving experience. With a particular emphasis on integrating efficiency throughout our prototype development and testing procedures, we strive to achieve process and engineering efficiency while ensuring that our products meet or exceed applicable regulatory requirements.

In 2024, the Monroe® Ride Solutions team received Digital Engineering Awards Program's 2024 Digital Transformation of the Year Award. The award highlighted the team's innovative strategy in using neural network-based simulation models to dramatically streamline and enhance the development of suspension dampers, enabling vehicle OEMs to accelerate new-model introductions and reduce the environmental impact of physical testing.

EFFICIENCY-FOCUSED TECHNOLOGY

Across our business segments, 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 are invested in 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:

- Producing parts for all vehicle types, including hybrids, battery electric vehicles, and combustion engines powered with alternative fuels (e.g., hydrogen);
- Reducing noise and vibration for quieter engines;
- Improving durability and engine efficiencies for commercial truck and off-highway (CTOH) segments;
- Reducing product mass for fuel efficiency and lower emissions;
- Recovering exhaust heat energy to increase engine efficiency;
- Eliminating copper in light vehicles and commercial vehicle applications;
- Reducing brake-related emissions for light vehicle and commercial vehicle applications; and
- Avoiding vehicle deterioration and waste.

In 2024, our Powertrain team developed high-strength, aluminum-based bearing materials to replace copper- or brass-based materials for a wide range of ICE applications. Additionally, the team commenced the development of low-torque shaft seals that provide reduced friction to support vehicle efficiency improvement. Our Ignition team also put in efforts to improve efficiency in materials used and engine performance, including technologies that reduce the usage of energy intensive materials by 20% per part and advanced pre-chamber ignition systems that support ultra-fast combustion and improved knock tolerance in engines.

COLLABORATION ON EFFICIENCY

We identify risk and opportunity drivers, such as regulatory risks, throughout our product development, optimization, and launch processes using our integrated Tenneco Product Launch system. The system supports us in partnering with customers to develop efficient products and guide our internal innovation to reduce resource intensity and improve manufacturing efficiency for our own products. Our 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.

We partner with OEM customers in the creation of efficient components and test methods and support compliance with regulatory requirements. Our partnerships are focused on optimizing concepts and components, such as friction material development for coated and grey cast iron discs, to increase durability, lower emissions, and improve performance.

PRODUCT DEVELOPMENT EFFICIENCY

We leverage advanced software and technology to streamline the development of prototype parts and products. The technologies we use include, but are not limited to:

- 3D printing for prototype development;
- Computer-aided design (CAD) software for product design;
- Laser technology for component surface cleaning;
- Artificial intelligence (AI) solutions and large language models (LLMs) for image analysis, alloy development, product design, etc.;
- Computer simulation for part performance evaluation and testing; and
- Sensors and scanning tools for part development and analysis.

Intelligent Suspension System for McLaren Supercar

We are proud of our brands' efficient solutions that continue to support renowned vehicle models around the world. The Monroe® Intelligent Suspension CVSA2/Kinetic H_2 system is featured on the McLaren 750S supercar, providing superior performance, comfort, and agility.

Kinetic H_2 is a hydraulically interconnected system comprising four semi-active CVSA2 lightweight electronic dampers with adaptive hydraulic roll control technology that helps maintain optimal vehicle balance and stability in all conditions for enhanced performance, efficiency, and safety. The system also offers exceptional road isolation, ensuring a smooth, more comfortable ride even on rough pavement and other challenging driving environments. In addition to its multiple performance benefits, CVSA2/Kinetic helps reduce vehicle weight by replacing comparatively heavier mechanical anti-roll bars. The system's exceptional versatility makes it ideal for all kinds of vehicles, including the most exhilarating supercars.

Enhanced Consumer Communication and Support for Product Efficiency

In our pursuit of customer satisfaction, the Monroe® Ride Solutions team in EMEA has been engaging professional installers to support the durability they expect in Monroe® shock absorber and strut products in customers' vehicles. With a customer-centric mindset, the team provided education materials regarding product specifications and a toolkit that includes technical tips and videos to aid installers in making product recommendations to customers and in their understanding of characteristics of Monroe® products, thereby equipping installers with knowledge and skills to identify and address leading causes of premature failure of shock absorbers and struts.

The user-friendly resources bolster installers' confidence in their product suggestions, communication with their customers, and repair services. The initiative not only increases the adoption and trust in our products but also strengthens our relationship with our network of service providers.

Product Innovation

In support of our purpose to maintain leadership within the automotive industry, we continue to explore pragmatic strategies and revolutionary technologies to realize climate-neutral transportation solutions across various sectors, driving innovation and delivering value to our stakeholders and customers. Through our advanced solutions, high-quality products, and ongoing investment in research and development, we position ourselves as leaders in the provision of intelligent and sustainable automotive solutions. Embracing a proactive stance, we continuously showcase our diverse capabilities and provide cutting-edge technologies to facilitate the market's transition toward vehicle electrification, alternative fuels, and hydrogen-powered engines.

INNOVATION STRATEGY

Our innovations' successes are measured by the benefits we provide to our customers in relation to user satisfaction, costs, and sustainability performance. These include product cost leadership, superior functionality, technology development, vehicle dynamics/integrated systems expertise, and leading aftermarket brands. 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 collaboration allows us to identify future market demand strategically, generate ideas for new products, solve problems through our designs, and manufacture solutions for analysis.

Where possible, we host technology days with customers and participate in conferences and trade shows to demonstrate our innovations and foster partnerships in advanced solutions development. We honor innovative accomplishments of individuals and teams with yearly innovation award events and patent award celebrations to foster innovation across our organization. Through these internal and external engagements, we promote innovations and alternative options for a wide range of products and vehicle parts, including ICEs.

We continue to invest in process engineering innovations to deliver cost-saving benefits. By providing exceptional customer service with short development times and streamlined delivery to the market, our product innovation and development process enables quicker solution integration that strengthens the customer experience.

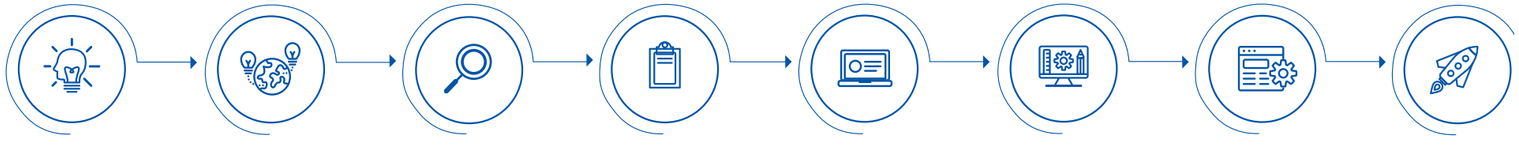
APPROACH TO CLIMATE-NEUTRAL MOBILITY

We support the industry-wide transition to cleaner, more sustainable vehicles, and our overall business model continues to benefit from this market transition 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 CO_2e emissions. We employ two shape-optimized methods, Soft Skill Option (SKO) and Generative Design (GD) study, to optimize material distribution and efficiency of components. The methods use a combination of 3D models, advanced software, and AI models to perform stress testing and simulations, achieving reduced component weight without compromising durability.

Exhaust Gas Heat Recovery toward Low-Carbon Transportation

Tenneco's Clean Air segment continues to be a leader in the development of aftertreatment and acoustics technologies that enable OEM customers to meet regulatory requirements for emissions and fuel economy expectations with optimized cost. Clean Air's exhaust gas heat recovery (EGHR) system demonstrates best-in-class package and weight in the market. The solution is estimated to save 17,000 metric tons of CO_2e emissions per 100,000 vehicles when compared to vehicles without an EGHR system.



Electric Vehicles

Our organization is well-positioned to align our business 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 therefore can 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.

Advanced EV Battery Pack Thermal Insulation Solution

Our Systems Protection team has begun a partnership with a major OE to develop a new solution for EV battery pack module thermal insulation. This new product is designed to be flexible and contours very well to the complex geometries of the various busbars in the battery pack. The team's advanced manufacturing unit has taken the lead in developing a custom process to support the mass production of this new solution—a prime example of our innovations in supporting optimized electric vehicle performance.

Hydrogen

Green hydrogen—which is produced with renewable energy and can be used to fuel combustion engines and in fuel cells—is considered a viable solution to achieve climate-neutral mobility. The use of hydrogen is gaining strong interest due to its potential for 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 various teams and segments, including, but not limited to, Ignition, System Protection, and Powertrain, are actively involved in external partnerships focused on hydrogen-related developments. Our Powertrain segment is a leader in this field, participating in more than 100 projects to optimize hydrogen usage in the powertrain and exhaust aftertreatment components and continuing to expand its collaboration with development partners and research institutions on hydrogen-related projects. The initiatives that the segment has participated in include, but are not limited to:

- Became a sponsor of Southwest Research Institute's hydrogen energy research program to promote hydrogen (H_2) ICEs for CTOH vehicle applications;
- Become a founding member of the North American Hydrogen Alliance, which includes representation from leading suppliers and OEMs to foster the development of H_2-ICEs for CTOH applications in North America;
- Continued engagement and partnership with the European Clean Hydrogen Alliance; and
- Continued collaboration with leading academic institutions in Europe to develop alternative fuel engines for the large bore and industry engine segment.

Synthetic Fuels

Synthetic fuels can contribute to near-zero emissions mobility through renewable energy sources to create a closed CO_2 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.

Collaboration on Diesel Engine Conversion to H_2-ICE

In collaboration with Dumarey Group, Tenneco's Powertrain segment is supporting the conversion of the GM Duramax 6.6L turbo-diesel V8 engine to H_2-ICE. This partnership underscores Tenneco's technology readiness in the hydrogen engine marketplace. The two-year project is focused on delivering an H_2-ICE enabling ignition system and the power cylinder system using Tenneco parts including spark plugs, Hy2Fire® ignition coil, piston, and ring assembly. This collaboration reflects our commitment to innovation and ability to meet the emerging needs of the hydrogen engine market with our superior ignition solutions.

Innovation in Ignition Systems

Tenneco's Ignition team authored and co-authored a total of five papers for spark-ignition engines with focuses on pre-chamber ignition and hydrogen ignition. The papers were presented at the 6th International Conference for Ignition Systems. The team highlighted several of their competencies and research findings regarding:

- AI-based detection of semi-surface discharges and punctures in a test rig;
- An overview of current development of pre-chamber spark plugs for passenger car applications; and
- The development of ignition systems for H_2-ICEs and a smart ignition coil diagnostic system for H_2-ICE combustion detection, and more.

OUR GOVERNANCE

Our robust governance practices reflect our commitment to accountability, integrity, and compliance. We recognize the critical importance of corporate governance in building and maintaining trust, and we rigorously enforce an expansive set of internal policies to prevent unethical conduct that could undermine our reputation, brand integrity, or the well-being of our people and communities.

We strictly monitor environmental sustainability and human rights across our operations and supply chain, ensuring that these considerations are being represented and accounted for in 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 security standards. As we continue to strengthen our governance mechanisms, we collaborate across the whole enterprise and incorporate our values throughout our operations.

SKIP TO

Corporate Governance
Ethics and Compliance
Cybersecurity and Data Privacy
Supply Chain Management
Conflict Minerals

SUGGESTED LINKS

Code of Conduct
Ethics & Compliance Hotline
Basic Working Conditions Policy
Supplier Code of Conduct
Supplier Requirements Manual
Conflict Minerals Statement

Corporate Governance

At Tenneco, we maintain proper leadership oversight of our material business and sustainability topics by integrating responsibility and accountability into our governance structure. Across our governance policies and principles, we put great emphasis on ensuring clearly defined roles and expectations that support communication and adherence to high ethical standards for professional and personal conduct, incorporation of stakeholder interests into strategies, and compliance approaches in line with our operational practices and objectives.

MANAGEMENT STRUCTURE

Led by our Chief Executive Officer (CEO), our Board 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 bookkeeping practices and internal control protocols for our business.

RISK MANAGEMENT AND BUSINESS CONTINUITY

The critical responsibility of overseeing the identification and management of potential risks falls on our Board, which is closely supported by leadership teams regarding risk management. 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 a strategic review of major risks and mitigation and management strategies covering economic and sustainability issues to the Board on an annual basis.

In 2024, we initiated a 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 includes procedures related to business continuity, site-level disaster recovery, and crisis management to address risks ranging from natural disasters to cyber-attacks.

SUSTAINABILITY OVERSIGHT

Our sustainability oversight framework ensures effective management and seamless communication across all levels, driving sustainability progress throughout the organization. This framework supports Board-level reviews of our sustainability practices at least annually. Additionally, our Executive Vice President and General Counsel, a member of our Executive Leadership Team, leads quarterly sustainability progress updates to the Board. Reporting to the Executive Vice President and General Counsel, the Executive Director of Corporate Environment, Social, and Governance is the chair of our cross-functional Sustainability Steering Committee. This committee comprises leadership representation from various functions, including EHS, Legal, Human Resources, Finance, Engineering, Sales, Supply Chain, and Procurement, to ensure diverse perspectives are captured in our holistic approach to responsible business.

Our leadership and management teams—including the Sustainability Steering Committee, General Counsel, Executive Leadership Team, and the Board—continue to participate in the annual review and approval of our sustainability report. This process enables us to ensure proper oversight over our sustainability disclosures and foster ongoing discussions around our programs and accomplishments.

Ethics and Compliance

Responsible and ethical behavior remains at the forefront of everything we do. Across our global operations and business segments, we adhere to high ethical standards and continue to instill a culture of integrity throughout our business activities. Our team members, who live our values every day, are provided with clear guidelines and policies and communication channels to speak up about their concerns and report violations. We remain vigilant in monitoring the evolving regulatory landscape, which informs us of our regular updates to policies, training resources, compliance approaches, and accountability mechanisms.

ETHICS STANDARD AND POLICY

Our Code of Conduct, Whistleblower Policy, and other guidelines are foundational to our responsible business approaches, directing our decision-making process and action to correct misconduct. The Code and supplemental policies address a wide array of topics, including conflicts of interest, anti-bribery, fair competition, data privacy, incident reporting, and more. We require all team members at every level within the organization, including officers and directors, to comply with our Code and company policies, which are maintained in the Tenneco Policy System to ensure consistency in our global policies across our locations and business segments. In addition, we expect compliance with our policies by every third-party partner or organization working on our behalf or doing business with us.

Serving as the guideline of our business practices, the Code enables us to create and promote 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 on when to proceed with caution (yellow light), and avoidance of dangerous situations (red light). Informed by our core values, the Tenneco GPS functions as an easily accessible decision-making framework that supports our global culture of lawful, transparent, and ethical business practices. In addition to a standalone Whistleblower Policy, we introduced a new Whistleblower Procedure in 2024, which supports the Policy by providing clear guidelines and descriptions of responsibilities regarding our incident reporting and investigation processes.

EMPLOYEE TRAINING

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 annually. To supplement the training, we provide online education for salaried team members on various business ethics topics and associated risk management processes, including inclusive workspaces, ethical decision-making, information security, data privacy, intellectual property, anti-trust measures, conflicts of interest, anti-corruption, and anti-harassment. To ensure our training remains relevant to daily operations, we actively update and incorporate insights from our hotline reports, internal feedback mechanisms, and applicable legislative updates to ensure most up-to-date and useful compliance education for our target audience.

In 2024, our Ethics and Compliance team continued its roadshow efforts and engaged with plant and distribution center team members across 23 locations around the world by facilitating live integrity-related trainings. Training topics included fostering a culture of integrity, setting the tone from the top, the returns from having a culture that values integrity, building a Speak Up culture, and anti-retaliation.

Additionally, the Ethics and Compliance team trained more than 110 Human Resources, EHS, Internal Audit, and Corporate Security professionals on the best-in-class techniques for the investigation of complaints or concerns regarding company policy, code of conduct and regulatory violations. As part of the effort, team members were reminded of the importance of monitoring regulatory requirements and were educated about the processes for comprehensive and fair incident investigations.

EMPLOYEE ENGAGEMENT

At Tenneco, we promote our business ethics standards through dynamic initiatives and engage with our team members on ethics-related topics through different channels and events. In partnership with our corporate communications team, the Ethics and Compliance team successfully introduced a dedicated ethics and compliance space on our employee experience platform, featuring highlights of ethics- and compliance-related achievements, tips and tricks, role-model behaviors, resources, key updates, and important guidance.

To instill ethical values across the organization, we expanded the Integrity Champion Program in 2024. The program now has participation from plants and distribution centers in the U.S., EMEA, Asia Pacific, and India. The voluntary program consists of select team members who serve as extensions of the Ethics and Compliance team and support company-wide program implementation and communication, including:

- Promoting an ethical culture grounded in our core values;
- Fostering a Speak Up culture by encouraging team members to ask questions, raise concerns, and share ideas;
- Coaching team members on how to navigate challenging situations, understand risks, and make integrity-based decisions in line with the Tenneco GPS framework;
- Escalating identified company policy, code of conduct, or regulatory violations to the Ethics and Compliance team and accountable parties;
- Acting as a liaison and providing constructive feedback on program effectiveness to the Ethics and Compliance team;
- Enhancing awareness of ethics and compliance training and engagement initiatives; and
- Embodying the spirit of integrity and incorporating company values into written and verbal communications across the organization.

We continuously enhance communications and engagement with team members to improve their understanding of integrity-based decision making and ethical behaviors. In 2024, we held a virtual contest on our employee experience platform. The contest asked team members to submit “memes” related to integrity. This contest allowed team members to demonstrate their awareness and commitment to winning with integrity. The contest was a success, with the submitted memes from global participation resulting in over 450 reactions and likes in 30 days. Moving forward, we will continue to provide opportunities for team members to express their commitment to compliance and look for additional ways to showcase employee achievements in this area.

Tenneco’s Integrity Heros Program

To reinforce our commitment to ethical behavior, we celebrate exemplary conduct through our Integrity Heroes Program. This program features a small group of employees who consistently go above and beyond to embed ethical decision-making in their respective functions. 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.

In 2024, we continued to feature Integrity Heroes on our intranet and newsletters, sharing stories of Tenneco team members who successfully deterred fraudulent activities and provided reports or escalated concerns in an efficient and timely manner. Once again, professional behavior and collective action in tackling misconduct were performed by our team members, thereby preserving Tenneco’s reputation and invaluable relationships with stakeholders. We are proud of our Integrity Heroes and will continue to recognize the contributions they make and nurture the culture of integrity that we strive for.

ANTI-CORRUPTION

Operating with high business integrity is central to our operations and is one of our company core values. We have implemented rigorous policies and have internal controls and risk management procedures in place to address corruption-related risks throughout our value chain. The roles, responsibilities, and standards associated with our strategy against corruptive actions are detailed in our company-wide Anti-Corruption Policy. We require all team members, agents, vendors, business partners, and other third parties working with our business to adhere to this policy and comply with relevant laws and regulations. To further mitigate risks in our supply chain, we assess our vendors for compliance with our Supplier Code of Conduct using a risk-based diligence approach.

Aside from reporting corrupt behavior, all plant controllers, managers, and individuals throughout the finance reporting chain and certain members of senior management must sign a quarterly certification to ensure the integrity of the financial reporting process. The 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.

Our Internal Audit department performs biannual enterprise risk assessments that include an evaluation of corruption risks. In addition to training our team members about anti-corruption as part of our compliance education, we promote awareness of this topic and celebrate our positive performance. In 2024, we launched a company-wide message recognizing International Anti-Corruption Day. Additionally, we hosted an integrity-focused meme contest, aiming to reinforce the knowledge and understanding of this important topic.

PERFORMANCE

In 2024, all of our operations were evaluated and assessed for compliance and ethics risks.

Operations Assessed for Risks Related to Corruption	2024
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.
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.).

0 legal actions regarding anti-competitive behavior and violations of anti-trust and monopoly legislation

99% of total workforce was trained on business ethics issues

For additional data, please refer to Appendix C.

Cybersecurity and Data Privacy

Our approach to information security and privacy is guided by legal requirements, customer expectations, and industry standards. We maintain robust risk management and regulatory compliance programs as part of our commitment to data security and privacy.

Our Board holds ultimate oversight responsibility over our information technology risks and associated management programs. The Board receives regular updates that cover our approaches towards cybersecurity-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 cybersecurity, privacy, and other risk programs. In the event of a cyber crisis, the committee acts as the Cyber-Resilience Committee to coordinate a comprehensive cross-functional management response to effectively address incidents and mitigate potential risks.

SECURITY MANAGEMENT

We remain invested in the execution of our five-year cybersecurity improvement plan, focused on strengthening governance, operations, organization, and strategy, and managing third-party risks to combat cyber threats. On an annual basis, we conduct phishing testing and company-wide tabletop testing for our cyber-crisis management and cyber-resilience capabilities. We value the management of cyber-physical risks, both internally with connected, shop floor operational technology and product development and security. Our investments in cybersecurity strategies are focused on shop floor segmentation of information technology and operational technology systems as well as product security as the automotive sector continues to migrate toward autonomy and connectivity with vehicles now equipped with more interconnected cyber networks that have higher security risks. In 2024, we further introduced a Risk Management Policy, which details our protocols for managing cybersecurity-related risks, and invested in enhanced access control for sensitive product development systems and standardized endpoint protection on a modern solution and testing.

MANAGEMENT FRAMEWORK

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. In alignment with the industry standards, our cybersecurity and data privacy programs enable the creation of governance and policy artifacts that are mapped to each control framework.

In 2024, 25 locations were certified to the Trusted Information Security Assessment Exchange (TISAX) standard, reaching a total of 68 sites including our headquarters that maintain certifications to the framework. We plan to pursue another 18 TISAX certifications for our locations in 2025. TISAX certification is based upon the ISO 27001 families and has been incorporated into our enterprise-wide Information Security Management System (ISMS). We completed ISMS recertification audits in 2024 of all 68 TISAX facilities and a separate audit of our comprehensive global information security systems.

SYSTEM MATURITY

We prioritize the implementation of controls and continuous improvement using our risk-based information technology systems. We strive to improve system maturity year over year and actively engage our internal experts and external partners in the validation of our privacy controls and procedures in place. We conduct maturity assessments in collaboration with third-party advisors annually. In 2024, we identified zero major deficiencies in our composite maturity and observed an overall improvement compared to the previous audit.

CYBERSECURITY TRAINING

We strive to continuously improve awareness of evolving cybersecurity risks impacting our business operations. Throughout our organization, we provide regular updates on cybersecurity and data privacy approaches, and we mandate annual training and education of our policies and procedures as well as security education in the new hire onboarding process.

In 2024, we further strengthened cybersecurity training by launching quarterly remedial phishing training for repeat offenders and by providing phishing identification and reporting tips to help enhance our incident prevention practices. We also created an onboarding training program for managed service providers, sharing cybersecurity best practices and policy overviews to support the management of cyber-related risks.

DATA PRIVACY POLICY AND TRAINING

We are dedicated to safeguarding stakeholder interests and their information by incorporating robust privacy practices into personal 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. In 2024, we further refreshed all published privacy statements on our corporate and brand sites to ensure adherence to the evolving global regulatory landscape. We also strengthened oversight on cross-border data transfer practices, improving operational efficiencies on intra-group personal data processing while complying with data residency and localization requirements.

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 address privacy risks collectively as a company 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 addition to the completion of our recurring global privacy training, in 2024, we introduced tailored privacy training for people leaders to address risks associated with the handling of sensitive data, helping them spot regulatory pitfalls and responsibly manage personal data while achieving corporate goals.

Cybersecurity Awareness Month

In October 2024, we launched our third annual enterprise-wide campaign to celebrate Cybersecurity Awareness Month, with weekly themes related to social engineering scams, device security, internet safety, and security threats. During the month, we organized two live events that featured an AI-focused panel discussion and a password best practice presentation, virtual trivia games, and phishing simulations. The campaign received a significant improvement in the engagement rate compared to the prior year, reaching nearly 360,000 views across the month's communication channels.

Advancing Privacy Awareness

We continue to enhance our privacy practices and highlight our efforts across the enterprise. During the 2024 Data Privacy Week, we hosted a webinar about biometrics and applicable privacy regulations to raise risk awareness associated with biometric identifiers and reminded team members to review their privacy settings and engage in discussions with colleagues around data privacy.

PERFORMANCE

In 2024, we had zero data breaches or 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 are committed to fostering responsibility and accountability across our entire value chain. In 2024, we continued to make strides in enhancing supply chain management, focusing on initiatives aimed at achieving our supply chain goals and risk mitigation objectives. Our efforts were centered on promoting responsible sourcing, human rights, and ethical conduct within our supplier network while striving to maintain resiliency and dependability in our supplier base.

Goal	2024 Progress
100% of strategic partners reaffirm their commitment to the Tenneco Supplier Code of Conduct.	> 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.	> Continued the rollout of EcoVadis sustainability assessments to additional high-risk/high-impact suppliers, with more than 1,100 suppliers assessed. > Partnered with the Accelerate Initiative to introduce a Modern Slavery Prevention capability building program for key high-risk suppliers.

MANAGEMENT STRATEGY

We deploy a multifaceted approach to supply chain sustainability that includes robust policies, due diligence procedures, trainings, supplier assessments, and audits. Our processes and commitments 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 that ensure clearly defined ethical conduct, sustainability, and quality requirements throughout the 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 ensuring ethical practices and accelerating sustainable actions within our supply chain. For more information about our supplier-related policies, please visit our Suppliers webpage.

The design and review of our policies reflect collaboration from a cross-functional team, which consists of our global Law department, the Purchasing Council, and Purchasing teams across the enterprise. The team has consolidated our business segment-specific purchasing processes into a centralized framework and modernized our policies in alignment with market conditions, regulatory changes, and industry best practices to manage our global supply chains. In 2024, we added additional verbiage to our Supplier Code of Conduct to align with new customer requirements concerning environmental and social sustainability, focusing on soil quality, biodiversity and deforestation, and restricted use of private or public security forces to maintain facility control.

SUPPLIER ASSESSMENTS AND AUDITS

We remain committed to investing in the evaluation and monitoring of supplier performance and compliance with our policies and sustainability principles. 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.

As part of our efforts to promote a sustainable supply chain, we partner with EcoVadis on a systemic supplier sustainability assessment and management approach to drive year-over-year supplier sustainability improvement. The 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 annually update their assessments, demonstrate improvement in their programs and performance, and encourage best practice sharing. To mitigate risks effectively, we track suppliers' progress against improvement areas identified from EcoVadis assessments and reserve the right to implement disciplinary measures if corrective actions are not made or cannot be agreed upon.

In 2024, we expanded the scope of the suppliers that we require completion of the EcoVadis assessment and enforced a minimum performance requirement. Over 1,100 suppliers completed the EcoVadis assessment, and we required corrective actions for any supplier receiving an EcoVadis score below 50. The expanded program and performance requirement continue to help us efficiently identify and manage sustainability risks throughout our supply chain.

Our supplier audit program is executed based on the types and risks embedded in the products and services that we source. 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 unwavering commitments of respecting human rights and protecting the environment are deeply embedded in our approach to sustainability. We strictly prohibit child and forced labor in any form, including human trafficking and slavery. We implement a due diligence process and offer training sessions to equip our global team members with tools and resources 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.

To facilitate supply chain risk management in line with the German Supply Chain Due Diligence Act, we have rolled out a formal due diligence procedure and appointed a Human Rights Officer who oversees and manages the program, provides at least an annual update to the Chief Ethics and Compliance Officer, and prepares an annual report in alignment with German regulatory requirements. As part of the due diligence procedure, 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. Through the Accelerate Initiative, we supported the launch of two new programs to support capacity building in the automotive supply chain:

- A Modern Slavery Prevention Program to improve awareness of human rights regulations and provide resources for human rights risk management for suppliers' operations and their supply chains; and
- A Supplier Decarbonization Initiative to organize decarbonization training for suppliers to drive emissions reduction efforts throughout the supply chain.

In collaboration with the Accelerate Initiative, we hosted two supplier sessions in 2024 to educate vendors on these important topics. In addition, we encouraged suppliers to utilize training resources available through the EcoVadis Academy to promote sustainability measures.

To ensure our requirements regarding labor rights are properly executed, we request that every direct material supplier maintains a training program that covers our commitment to fighting against forced labor and supporting fair working conditions. As part of our strategy to promote continuous improvement, we encourage all suppliers to take the Automotive Industry Action Group's (AIAG's) Global Working Conditions self-assessment and complete the AIAG Supply Chain Sustainability e-learning module.

WHISTLEBLOWING STRATEGY

If there are any ethics or compliance issues identified in supplier interactions, we take action to remediate the issue immediately or 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 risk. For more information, please refer to the Ethics and Compliance section of this report.

GLOBAL SUPPLIER DIVERSITY

Our Supplier Diversity initiatives aim to broaden access and opportunities for a wide range of suppliers, ensuring the company partners with the most qualified vendors. Tenneco does not discriminate in supplier engagement and complies with all applicable non-discrimination laws.

We believe that our supply chain and the continuity of our operations is strengthened by our active pursuit of partnerships that maintain a broad supplier base and our continued promotion of equal access to procurement opportunities for businesses. Our Senior Purchasing Manager of Supplier Diversity and Compliance was recognized as a Diversity Business Leader by Corp! Magazine, which honors leaders that are advancing an inclusive supply chain across Michigan.

Beyond national boundaries, our supplier diversity program aims to engage with qualified businesses that are considered underrepresented according to definitions set by international organizations while meeting our standards for quality and performance. We accept supplier diversity 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 [WOSB]);
- 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 the Europe, China, South Africa, and Canada.

Capacity Building and Advocacy

We leverage the capabilities of our diverse set of suppliers and grow our partnerships by connecting them to business opportunities within different functions and divisions throughout our organization. We encourage suppliers that meet eligibility requirements for underrepresented-owned business certifications and assist them in working with certifying councils to gain validation. We are proud of the actions we pursued throughout 2024 to advance supplier diversity across our businesses, including:

- Strengthened access to pools of diverse suppliers by participating in 12 diversity-driven events arranged by Tenneco customers, underrepresented suppliers, and advocacy groups;
- Engaged our Black/African Heritage ERG in supplier diversity activities;
- Promoted diversity certification within our supplier base;
- Enhanced supplier diversity knowledge and awareness through internal communication channels and organization of four educational webinars;
- Supported global and regional advocacy organizations;
- Provided new hire leaders with Supplier Diversity program materials including our commitment to supplier diversity, customer expectations, a training video, and a one-on-one follow-up discussion session;
- Streamlined the supplier vetting process and continued to maintain strong relationships with procurement decision makers; and
- Facilitated email introductions and in-person meetings with a diverse set of suppliers.

We maintain active memberships in consortiums that promote the value of a fair opportunity supply chain. In 2024, 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.

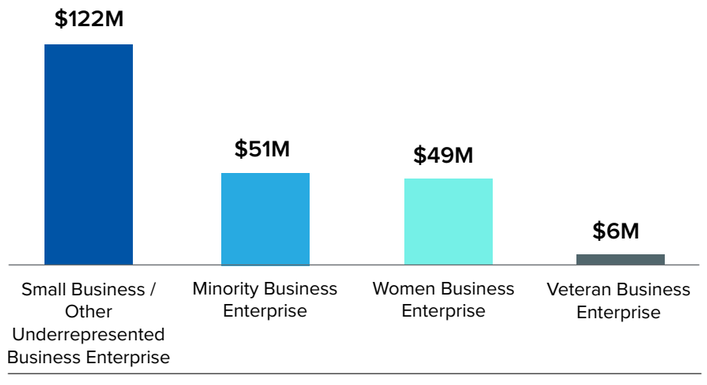
Attending Michigan's Diverse Supplier Event

At Tenneco, we believe that the diversity of our suppliers is essential to our ability to adapt to the global marketplace. In 2024, our Purchasing and Supplier Diversity teams attended the 44th Michigan Minority Procurement Conference Business Opportunity Exchange. This conference emphasized the important connection between global, national, and local corporations and all businesses in Michigan and across the country. Our participation in this conference provided an opportunity to connect with a broad range of suppliers, foster new relationships, and explore potential collaborations that align with an inclusive supply chain.

PERFORMANCE

We improved our spending with underrepresented suppliers in 2024 as Tenneco works to build an inclusive, resilient supplier base as we grow our business.[7]

2024 Diverse Supplier Spend (USD)



Tenneco does not maintain any goals or targets for diverse supplier spending. For additional data, please refer to Appendix C.

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

Conflict Minerals

As outlined in our Conflict Minerals Statement, we are committed to responsible sourcing by procuring components and materials from companies that share our values and standards around human rights, ethics, and environmental responsibility. We comply with the Dodd-Frank Wall Street Reform and Consumer Protection Act and European Commission laws supporting the elimination of the use of tantalum, tin, tungsten, and gold (3TG) from improper sources that could promote abuses in the Democratic Republic of the Congo (DRC) region, one of the DRC-adjoining countries, or countries classified as conflict-affected and high-risk areas (CAHRAs).

Goal	2024 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.	100% of smelters and refiners surveyed were considered Conformant and/or Active through Responsible Minerals Initiative's (RMI's) third-party audit process.

SUPPLIER DUE DILIGENCE

We aintain an annual, comprehensive supply chain due diligence process to document the origins of minerals and audit responses to our supplier questionnaires. Our relevant suppliers are required to gather information about the use of conflict materials from their direct suppliers, who in turn must request information from their next tier of vendors. We expect all suppliers to follow this level of due diligence and report the chain of custody of the minerals, which supports our ongoing monitoring of the sources of minerals used in our products. Our Conflict Minerals Oversight Committee, which is composed of members from our leadership and Purchasing teams, meets quarterly and oversees Tenneco's due diligence progress and ensures continued compliance with conflict minerals regulations.

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 2024, we contacted 77 relevant suppliers across our enterprise for a formal response through our reporting platform and achieved a 97% response rate. We also offered 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 worked closely with suppliers to address any concerns or noncompliance incidents and initiate appropriate corrective actions, including training, investigation, and remediation.

In collaboration with AIAG and RMI, we accessed additional resources to conduct an in-depth analysis of smelters and refiners identified in our due diligence program. Utilizing the 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 2024, we achieved 100% of surveyed smelters and refiners classified as Conformant and Active through RMI's third-party audit process, continuing to exceed our goal.

We work closely with the AIAG, RMI, and OEMs to improve the efficiency of conflict minerals reporting. We continue to educate suppliers on requirements regarding 3TG and employ a centralized data collection approach to efficiently track data and respond to customer requests. In support of the Conflict-Free Smelter Program developed by RMI, we strive to obtain information and assistance from suppliers to trace the country of origin of any necessary 3TG.

COBALT AND MICA REPORTING

In the spirit of continuous improvement and supporting expectations of AIAG and OEMs, we have incorporated cobalt and mica reporting into our annual due diligence process to prevent potential human rights violations. In 2024, we surveyed 77 relevant suppliers to seek responses to RMI's Extended Minerals Reporting template, a disclosure module specific to cobalt and mica reporting. To ensure that responses from relevant suppliers were consistent with the materials they provided, we used the IMDS and other supplemental material data to improve our efficiency in the supplier response vetting process. We observed an improvement in the scope of reported smelters, including a nearly 22% increase in the number of reported smelters.

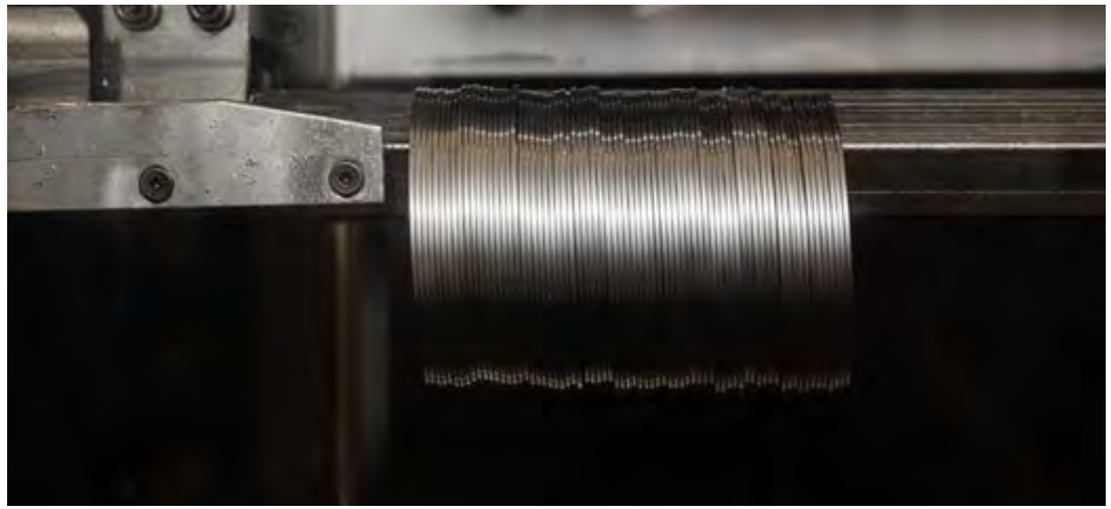
We prioritize working with suppliers who report these minerals in their supply chains to ensure Tenneco has visibility into sources and opportunities for conflict-free mineral sourcing. As we continue to identify minerals of concern, we will integrate further evaluations as necessary into our reporting process to track performance in our supply chains.

INDUSTRY COLLABORATION

We actively participate in multiple associations and working groups, which allows us to monitor and anticipate emerging focus areas of responsible sourcing and prepare to report on additional minerals. In 2024, we contributed thought leadership to the following organizations and teams:

- Responsible Materials Work Group;
- AIAG Smelter Engagement Team; and
- AIAG's Global Requirements and Raw Materials Sourcing Subgroup.

These engagements support our outreach to suppliers for minerals reporting, help us track emerging regulatory requirements, and enable us to influence the discussion toward responsible sourcing. We look forward to continuing our efforts to contribute to a more sustainable minerals supply chain.



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	• Hold town hall and team member meetings, global webcasts, picnics and special events, training and development, and recognition programs annually • Participate at 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	• Business performance • Training and development
Customers	• Participate in Ford's Partnership for a Cleaner Environment program annually • Host customer technology days and step-level meetings with customers annually • Participate in customer Sustainability initiatives, e.g., BMW Sustainability Training for Suppliers, Scania Sustainability Supplier Day annually, and GM's Energy Symposiums and Sustainability Cohorts • Participate in Automotive REACH Task Force annually	• Customer service • Management of restricted substances • Product safety • Product quality • Sustainability-related risks and opportunities
Apollo Global Management (Private Equity)	• Align on sustainability targets • Evaluate sustainability priorities • Share best practices • Participate in periodic webinars • Attend biennial sustainability conference	• Sustainability performance • Corporate governance • Regulatory compliance • Environmental responsibility • Regulatory risks • Sustainability-related risks and opportunities
Communities	• Provide site visits and plant tours • Partner with local charitable organizations and schools • Support annual charitable fundraising campaigns	• Air quality • Business performance • Corporate giving • Corporate taxes • Local employment • Safety
Suppliers	• Participate in Automotive Industry Action Group • Maintain Global Supplier Diversity Program annually • Perform supplier audits • Complete screenings on new suppliers • Communicate our new Supplier Code of Conduct • Implement supplier sustainability questionnaires and request corrective actions	• Business performance • Conflict minerals • Supplier growth • Supplier diversity • Waste management • Human rights due diligence • Sustainability programs
Government and Regulatory Agencies	• Engage with the Environmental Protection Agency (EPA) 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	• Air quality • Regulatory compliance • GHG emissions • Waste • Water • Public health and safety • Supplier Human Rights due diligence • Sustainability disclosures • Double materiality assessment
Trade Associations	• 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 Association • Participate in the American Society for Quality	• Public policy • Product quality • Product safety • Supply chain management • Transparency • Sustainability-related risks and opportunities

APPENDIX B – GRI INDEX

Statement of Use	Tenneco Inc. has reported the information cited in this GRI content index for the period from January 1 to December 31, 2024, 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. Tenneco continues to improve reporting processes and will consider working separately to collect data.
	2-9 Governance structure and composition	Corporate Governance; Tenneco 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 Tenneco Leadership Team webpage. One of our Board members represents the sustainability function of our private equity investor and shares sustainability 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	Labor Relations and Human Rights; Ethics and Compliance; Supply Chain Management
	2-24 Embedding policy commitments	Labor Relations and Human Rights; Ethics and Compliance; Supply Chain Management
	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: • American Society for Quality • Automotive Aftermarket Suppliers Association • Automotive Industry Action Group • 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	Materiality Assessment
	3-2 List of material topics	Materiality 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
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	Operational Waste and Water
	303-1 Interactions with water as a shared resource	Operational Waste and Water
	303-2 Management of water discharge-related impacts	Operational Waste and Water
	303-3 Water withdrawal	Operational 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	Operational Waste and Water
	306-3 Waste generated	Operational Waste and Water; Appendix C
	306-4 Waste diverted from disposal	Operational Waste and Water; Appendix C
	306-5 Waste directed to disposal	Operational 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
	403-9 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
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Product Safety and Quality; Appendix C
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

	2022	2023	2024
Business Profile			
Revenue (million USD)	18,854	19,208	16,777[8]
Number of manufacturing sites	196	184	178
Number of aftermarket distribution centers and warehouses	28	24	23
Number of globally networked engineering and technical centers	37	39	38

Environment

	2022	2023	2024
Greenhouse Gas Emissions[9]			
Direct (Scope 1) GHG emissions (metric tons CO_2e)	212,143	207,373	183,465
Energy indirect (Scope 2) GHG emissions (metric tons CO_2e)	991,709	994,109	930,033
Emissions intensity (Scope 1 and Scope 2) (metric tons CO_2e/million USD revenue)	64	63	66
Energy Use			
Total energy consumption (gigajoules)	12,877,061	12,142,114	11,077,642
Energy intensity (gigajoules/million USD revenue)	683	632	660
Percentage of renewable electricity consumption	--	--	6%
Total renewable electricity consumption (gigajoules)	766,853	730,207	421,359
Environmental Management System[10]			
Percentage of sites certified to ISO 14001 Environmental Management System	86%	88%	89%
Percentage of sites certified to ISO 50001 Energy Management System	12%	12%	14%
Waste[11]			
Waste Generation by Type (metric tons and percentage total)			
Total amount of waste from manufacturing	177,168 (100%)	186,271 (100%)	175,305 (100%)
Hazardous waste (metric tons)	27,110 (15%)	28,262 (15%)	27,491 (16%)
Non-hazardous waste (metric tons)	150,058 (85%)	158,008 (85%)	147,814 (84%)
Waste Intensity (metric tons/million USD revenue)	9.40	9.70	10.45

8. Includes only external and third-party sales. Intersegment or intercompany revenue is excluded
9. The calculations include CO_2, CH4 and N2O. We used emissions factors from the International Energy Agency (IEA) and the U.S. 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.
10. The scope of management system certification percentages includes manufacturing sites.
11. Data represents approximately 80% of manufacturing sites.

	2022	2023	2024
Total Waste by Disposal Method (metric tons and percentage total)			
Recycled	137,609 (78%)	146,343 (78%)	137,510 (78%)
Sent to landfill	24,620 (14%)	27,524 (15%)	25,192 (15%)
Incinerated and all other disposal operations	14,938 (8%)	12,404 (7%)	12,603 (7%)
Hazardous Waste by Disposal Method (metric tons and percentage total)			
Recycled	9,417 (35%)	9,612 (34%)	10,669 (39%)
Sent to landfill	9,946 (37%)	9,028 (32%)	8,074 (29%)
Incinerated and all other disposal operations	7,747 (29%)	9,623 (34%)	8,747 (32%)
Non-hazardous Waste by Disposal Method (metric tons and percentage total)			
Recycled	128,193 (85%)	136,731 (86%)	126,841 (86%)
Sent to landfill	14,674 (10%)	18,496 (12%)	17,117 (12%)
Incinerated and all other disposal operations	7,192 (5%)	2,781 (2%)	3,855 (2%)
Water			
Total water withdrawal (megaliters)	7,455	7,645	6,529
Surface water	95	83	77
Groundwater	1,464	1,634	1,190
Seawater	0	0	0
Produced water	0	0	0
Third-party water	5,897	5,928	5,262
Total water withdrawal from areas with water stress (megaliters)	2,309	2,347	2,038
Surface water	30	30	30
Groundwater	699	768	524
Seawater	0	0	0
Produced water	0	0	0
Third-party water	1,609	1,549	1,484
Water intensity (megaliters/million USD revenue)	0.40	0.40	0.39

Health and Safety[12]

	2022	2023	2024
Occupational Health and Safety			
OSHA recordable incident rate[13]	0.50	0.46	0.47
Lost time injury frequency rate[14]	1.15	1.17	0.94
Number of recordable work-related injuries	425	379	352
Number of hours worked	168,868,534	165,438,688	150,994,306
Percentage of sites certified to ISO 45001 Health and Safety System	57%	59%	60%

Talent Attraction and Retention

	2022	2023	2024
Average Annual Training Hours Per Salaried Team Member (Hours)			
Asia Pacific	11	5	8
Americas	12	7	5
EMEA	8	4	7
Global	10	5	7
Global Workforce			
Number of team members	72,880	65,836	59,380
Permanent			
Female	23%	23%	23%
Male	77%	77%	77%
Total Employees by Employment Contract, by Region[15]			
Permanent			
Asia Pacific	20%	20%	21%
Americas	41%	42%	40%
EMEA	38%	38%	39%
Temporary			
Asia Pacific	63%	57%	68%
Americas	15%	3%	2%
EMEA	22%	40%	30%

12. 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.
13. 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.
14. 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.
15. 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)

	2022		2023		2024	
	Number	Percentage	Number	Percentage	Number	Percentage
New Hires[16]						
By Region						
Asia Pacific	2,738	19%	1,300	10%	1,187	9%
Americas	13,985	46%	4,958	18%	6,607	28%
EMEA	3,024	11%	2,114	9%	1,635	7%
By Gender						
Female	5,384	32%	5,993	12%	2,547	19%
Male	14,293	25%	2,372	16%	6,808	15%
By Age						
< 30 Years	9,488	83%	3,560	35%	3,769	45%
30-50 Years	8,907	21%	4,136	11%	4,696	13%
>50 Years	1,345	7%	777	4%	914	5%
	2022		2023		2024	
	Number	Percentage	Number	Percentage	Number	Percentage
Turnover[17]						
By Region						
Asia Pacific	3,194	22%	2,955	23%	1,692	13%
Americas	13,940	46%	10,341	41%	9,787	38%
EMEA	3,608	13%	2,310	9%	3,449	14%
By Gender						
Female	5,207	31%	4,341	26%	3,448	25%
Male	15,501	27%	12,258	23%	9,136	20%
By Age						
< 30 Years	8,442	74%	5,650	54%	3,702	44%
30-50 Years	9.336	23%	7,925	20%	6,215	18%
>50 Years	2,962	14%	3,039	16%	2,694	16%

16. 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.

17. 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

	2022	2023	2024
U.S. Equal Employment Opportunity Commission Charges (EEOC) and National Labor Relations Act (NLRA) Violations			
Number of EEOC charges filed[18]	8	9	10
Number of NLRA violations	0	0	0
Percentage of Total Employees Covered by Collective Bargaining Agreements			
Percentage of total employees covered by collective bargaining agreements in the U.S.	11%	15%	13%
Percentage of total employees covered by collective bargaining agreements globally	63%	60%	60%
Minimum Notice Periods Regarding Operational Changes[19]			
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

	2022	2023	2024
Business Ethics Training			
Number of interactive training sessions for ethics and compliance	314	254	57
Number of team members reached from interactive training	33,000	17,000	6,100
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	0
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations (USD)	$0	$0	$0

Cybersecurity

	2022	2023	2024
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)	10%	16%	25%
Number of sites certified to Trusted Information Security Assessment Exchange (TISAX)	24	43	68

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

19. 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.

Supply Chain Management

	2022	2023	2024
Supplier Base[20]			
Number of suppliers	42,917	42,856	44,941
Total supplier spend (million USD)	12,847	8,640	11,330
Supplier Diversity			
Minority Business Enterprise (MBE)			
Number of suppliers	105	82	71
Spend (million USD)	58	22	51
Women Business Enterprise (WBE)			
Number of suppliers	112	90	89
Spend (million USD)	52	33	49
Veteran Business Enterprise (VET)			
Number of suppliers	25	23	31
Spend (million USD)	3	8	6
Other Underrepresented Business Enterprise[21]			
Number of suppliers	154	107	217
Spend (million USD)	118	59	122

Product Management

	2022	2023	2024
Product Safety			
Percentage of manufacturing sites that were certified in accordance with the IATF 16949 and/or ISO 9001 standard	99%	97%	99%
Number of recalls issued[22]	1	0	1
Total units recalled	15,200	0	23,489
Incidents of Noncompliance Concerning the Health and Safety Impacts of Products and Services			
Incidents of noncompliance with regulations resulting in a fine or penalty	0	0	0
Incidents of noncompliance with regulations resulting in a warning	0	0	0
Incidents of noncompliance with voluntary codes	0	0	0
Total number of incidents of noncompliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period	0	0	0

20. 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.
21. Other underrepresented business enterprises include HubZone, Small Business, LGBTQ, Service Disabled Veteran, and Disadvantaged Businesses.
22. Data represents National Highway Traffic Safety Administration (NHTSA) recalls in the U.S. and any equivalent recalls in other countries. Tenneco is not aware of additional recalls.