2025 SUSTAINABILITY REPORT

Garrett
ADVANCING MOTION

We are committed to continuing to develop our Sustainability Report to keep our stakeholders informed about the progress we are making. We welcome comments and questions. The team can be contacted via email at sustainability@garrettmotion.com

A MESSAGE FROM OUR PRESIDENT & CEO

This report highlights Garrett's dedication to sustainable development and demonstrates that business performance and sustainability performance go hand-in-hand. Garrett is committed to providing innovations that help customers reduce emissions and increase energy efficiency. This mission drives our business success and is also our most important contribution to society. Advancements in technology play a crucial role in leading the automotive and industrial sectors toward a more sustainable future. More than 99% of our revenue and R&D focus on these solutions.

TAKING MEANINGFUL ACTIONS

In 2025, we strengthened our sustainability roadmap and governance with the completion of our first double materiality assessment. This comprehensive process provided clearer insight, both into the topics with the most significant environmental, social, and governance impact and the matters that may influence long-term resilience. The outcome of the assessment enables us to refine our environment, social and governance priorities, take meaningful actions, maintain alignment with stakeholder expectations, and ensure that our sustainability roadmap remains relevant in a rapidly evolving global context.

SUSTAINABLE INNOVATIONS

Garrett is the leading turbo technology provider in the mobility sector. We are committed to helping our customers achieve economic benefits through fuel and energy efficiency while meeting increasingly stringent emissions regulations and reducing their greenhouse gas emissions. We are expanding our portfolio of turbo and hybrid technologies. In 2025, we developed large-frame Garrett MEG turbos that improve the efficiency of industrial segments such as power generation and marine applications.

During the year, we continued to expand our portfolio of zero-emission technologies and maintain our ambition to reach $1 billion in revenue from these technologies by 2030. We won the first high-speed E-Powertrain award for electrified trucks, a technology which enables significant material savings including magnets and rare earth inputs. In February 2026, we launched a strategic collaboration with a leader in the HVAC industry that will integrate our oil-free, high-speed centrifugal compressors into their commercial HVAC applications, continuing the expansion of our business beyond automotive. Our technology delivers significant sustainability benefits, including superior energy efficiency and facilitating ultra-low GWP refrigerants.

REDUCING OUR ENVIRONMENTAL FOOTPRINT

In 2025, we made further strides in reducing the environmental impact of our operations. We reduced Scope 1 and 2 greenhouse gas emissions by 3.2% versus 2024. Compared to 2019, this progress represents a 31.8% reduction, and we are on track toward our Science-Based Target of reducing Scope 1 and 2 emissions by 46.2% by 2030. We implemented 175 projects that improve energy efficiency and cost savings. Furthermore, water withdrawal decreased by 9.1% from the previous year, with 19.5% of water being reused.

During the year we also launched a new generation 2030 operational environment target for energy, water, and waste intensity.

EMPOWERING OUR PEOPLE

The global Garrett team remains at the heart of our success. We continue to invest in building capabilities, and further expanded our internal learning ecosystem during the year. Company-wide, employees completed over 94,500 hours of training, including leadership development and technical upskilling. Technical upskilling included specialized training on zero-emission technologies with over 570 employees completing more than 4,100 hours of training.

We also continued our efforts to foster representation and inclusion. By the end of 2025, women represented 26.5% of salaried employees.

SUSTAINABLE AND RESPONSIBLE GROWTH

I am proud of our global team's passion and dedication. They navigate every challenge and opportunity, while delivering on our commitments to customers and partners. We remain focused on what matters. In 2025, we earned a gold rating from EcoVadis, placing us in the top five percent of all rated companies. We also reached PRIME status with ISS ESG, and received B scores for climate change and water security from CDP.

I hope you find this report useful. Thank you for engaging with us on our important mission to deliver innovations that contribute to a more sustainable future.

Olivier Rabiller
President & CEO
Garrett Motion

WE ARE GARRETT MOTION

ADVANCING EMISSION REDUCTION AND ENERGY EFFICIENCY

Garrett is a cutting-edge technology leader delivering differentiated solutions for emission reduction and energy efficiency. We design, manufacture and sell highly engineered turbocharging, air and fluid compression, and high-speed electric motor technologies for original equipment manufacturers (OEMs) and independent aftermarket distributors within the mobility and industrial fields. We have led the revolution in turbocharging technology and are delivering highly engineered products at scale for traditional internal combustion engine (ICE) vehicles and a wide range of hybrid-electric powertrains. We serve automotive, maritime and industrial customers, as well as the aftermarket.

We also have significant expertise in delivering products at scale for zero-emission technologies for automotive and industrial applications. We have a leading portfolio of hydrogen fuel cell systems, and apply our technology expertise to develop highly engineered E-Powertrain and E-Cooling compressor solutions.

Our products are key enablers for improving fuel economy, energy efficiency, thermal management, and compliance with greenhouse gas and other emission-reduction targets. These benefits are helping to support customers to reach their commercial and sustainability ambitions, while ensuring regulatory compliance.

STRONG RELATIONSHIP WITH OUR CUSTOMERS GLOBALLY

With a legacy of delivering industry-first innovations, Garrett is a trusted partner to our customers worldwide. Our extensive portfolio includes differentiated technologies for the mobility and industrial fields, including light vehicles, commercial vehicles (which includes both on-highway and off-highway applications), and industrial applications.

Our customers include more than 60 of the world's leading vehicle manufacturers and beyond automotive, technology leaders in HVAC and cooling systems, with many of these partnerships spanning several decades. Close cooperation is facilitated by our close-to-customer engineering facilities, our regional research & development centers, and manufacturing capabilities.

8,700
Employees*

13
Manufacturing Facilities

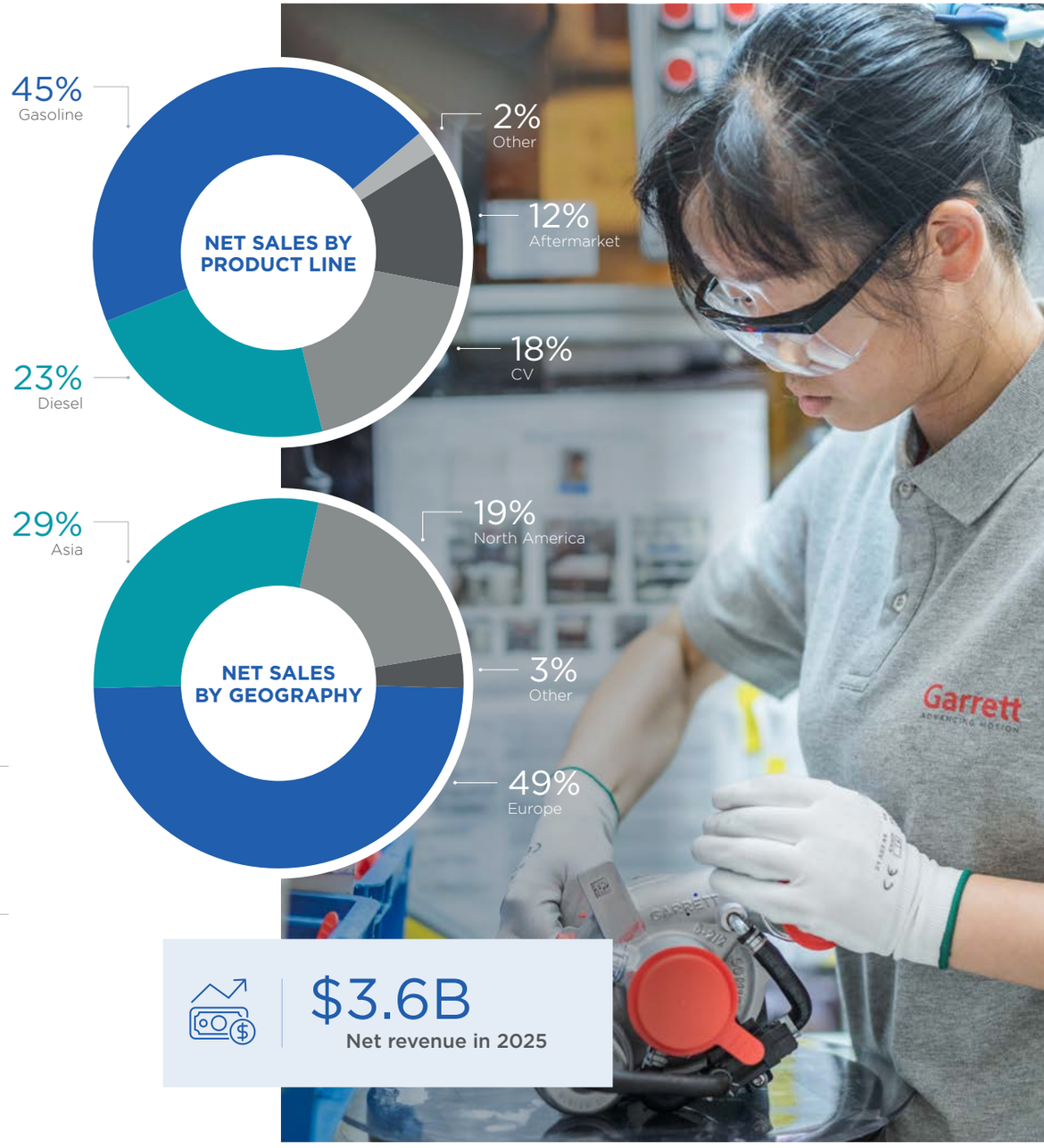
~60
Nationalities

6
R&D Centers

21
Countries

10
Close-to-customers engineering centers

*6,700 permanent and temporary employees and 2,000 contract workers globally as of December 31, 2025



WE CONTINUED TO MAKE MEANINGFUL PROGRESS ACROSS ENVIRONMENT, SOCIAL AND GOVERNANCE, IN 2025.

$1B
Ambition in revenue from zero-emission technologies by 2030

~50%
RD&E spend on zero-emission technologies

~30%
Material savings in our E-Powertrain (including magnet and rare-earth inputs)

>99%
Revenue and R&D on emission-reducing and energy efficiency technologies

>10%
Energy savings of our E-Cooling compressors for HVAC

100%
Garrett buyers trained on sustainable procurement practices

94,571
Hours of training completed by Garrett employees

26.5%
Salaried women in the workforce

100%
Manufacturing sites and three main laboratories certified ISO 45001 for occupational health and safety risks

1,000
Managers trained on workplace respect and anti-harassment in 2025

4.6% ▼
Decreased in absolute energy consumption

3.2% ▼
Reduction of Scope 1+2 GHG emissions. On track towards 46.2% reduction target by 2030

2030
New 2030 targets set for energy intensity, water intensity and waste intensity

100%
Garrett manufacturing sites and three main laboratories ISO 50001 and ISO 14001 certified

1st
Conducted 1st Double Materiality Assessment

98%
Response rate on supplier sustainability questionnaire

OUR SUSTAINABILITY APPROACH

STARTING FROM OUR MISSION

At Garrett, our mission to deliver differentiated solutions for emission reduction and energy efficiency is at the heart of our contribution to society. We are a technology leader that delivers differentiated solutions for more sustainable mobility and industrial applications, and our innovations combine cutting-edge mechanical, electrical, and software technologies. Our broad product portfolio is a key enabler for fuel economy, energy efficiency, and reduction of greenhouse gas emissions. It also brings numerous other important benefits to our customers such as higher performance, lower weight, smaller size, less materials, and better thermal management.

Our corporate sustainability framework starts with our mission. Our engineering expertise and transformative technologies help our customers lower emissions and increase energy efficiency, enabling sustainable automotive and industry transformation. More than 99% of our revenue and more than 99% of our R&D spend are geared towards solutions that increase energy efficiency and lower emissions.

SUSTAINABILITY ROADMAP

Since becoming an independent company, Garrett has focused on driving positive change within the mobility and industrial fields. Garrett established a sustainability strategy and framework under the oversight of the Senior Executive Sustainability Committee, with approval and ongoing oversight by the Board of Directors. Our sustainability priorities, informed by sustainability materiality assessments, are fully integrated in the way we run our business - guiding a thoughtful and responsible approach and enabling us to deliver highly valued, differentiated solutions to our customers.

This foundation has guided the development of our sustainability roadmap and targets, as well as our commitment to transparent and consistent disclosure. Garrett publishes annual sustainability reports aligned with the Global Reporting Initiative (GRI) framework.

We revisit the materiality assessment regularly to capture any material changes and in 2025, we conducted our first full Double Materiality Assessment. We also continue to engage in dialogue with our stakeholders on sustainability topics.

SUSTAINABILITY GOVERNANCE

The Board of Directors (the Board), and its committees, conduct bi-annual reviews of the company's annual operating plans and strategic initiatives. These reviews encompass assessments of research and development (R&D) investments in emission-reducing and zero-emission technologies. Additionally, the Board exercises oversight over our environment, social, and governance activities, corporate responsibility, and sustainability strategy.

Governance Structure

The Nominating & Governance Committee of the Board bears primary responsibility for evaluating and reporting on our sustainability programs, policies, and corporate citizenship commitments to the full Board. The Committee charter, including sustainability-related responsibilities, is available on our corporate website.

Garrett's Senior Executive Sustainability Committee, composed of our CEO and many of the company's senior leadership team members, oversees our sustainability strategy development and deployment. The Committee meets monthly and with additional sessions held as needed. Garrett's Chief Technology Officer acts as Sustainability Sponsor within the Senior Executive Leadership Team. Our sustainability roadmap is integrated into the corporate strategy process, with applicable topics owned by respective functional, business area, and regional leaders.

A cross-functional Sustainability Core Team leads the day-to-day sustainability activities within Garrett. The Sustainability Core Team convenes monthly and consists of subject matter experts that are responsible for driving the sustainability activities in their respective functions.

SUSTAINABILITY FRAMEWORK

Our global sustainability framework starts from our mission of delivering differentiated technologies that enable energy efficiency and emission reduction for mobility and industrial applications. We drive technology development, deliver industry-first innovations and support our customers' growth and sustainability ambitions through our differentiated technologies. Our products are key enablers for fuel economy, energy efficiency, and reduction of greenhouse gas emissions, as well as lower weight, smaller size, less materials, and better thermal management.

Our sustainability framework relies on two main pillars: operating responsibly, by deploying best-in-class practices and policies across our business, and fostering a culture of innovation and collaboration, by investing in our people and growing the innovators of tomorrow.

SUSTAINABILITY RATINGS

In 2025, we achieved the Gold rating by EcoVadis, maintained B score from CDP Climate Change, and earned B score from CDP Water Security, and reached C+ and PRIME rating from ISS ESG.

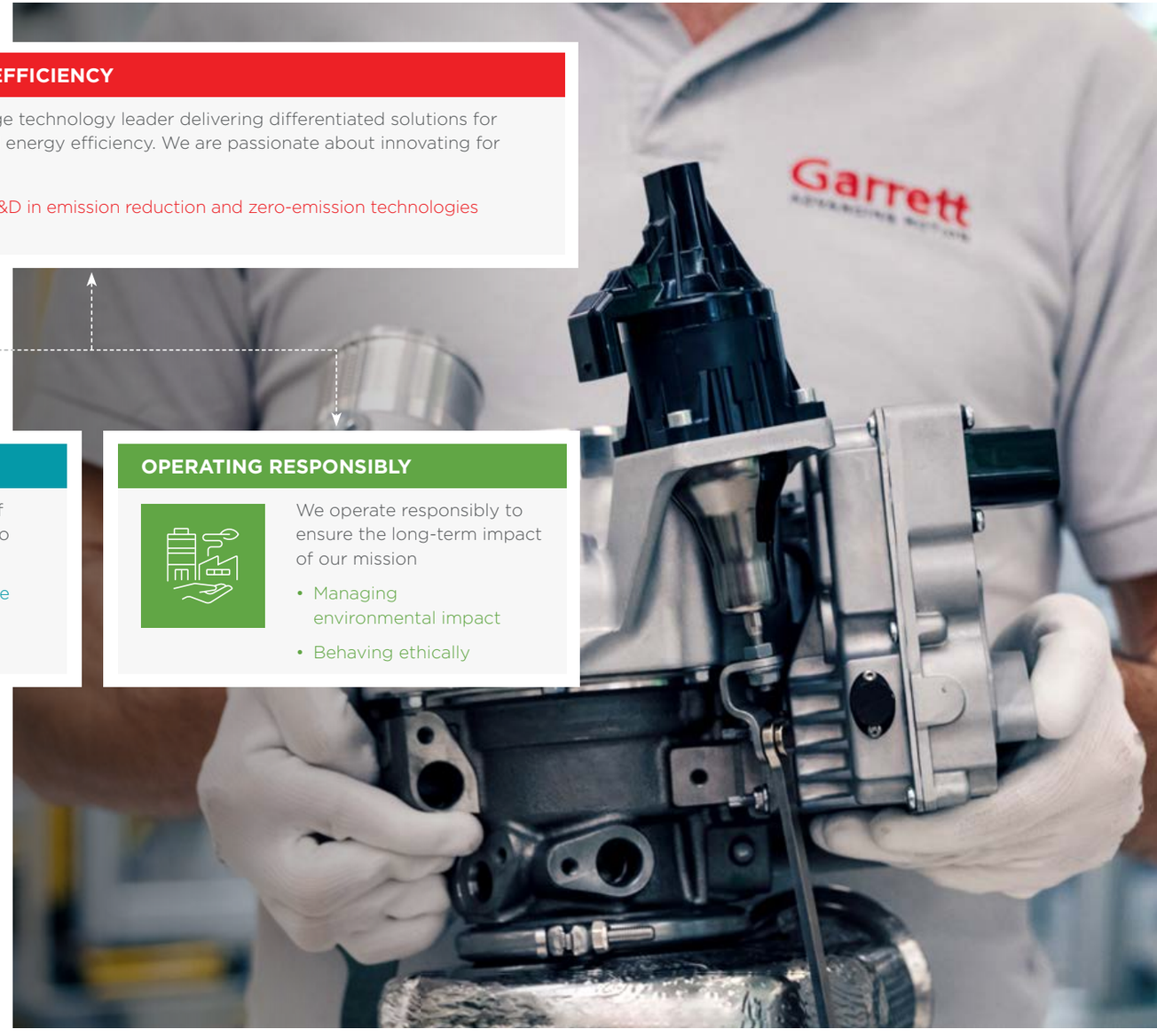
GOLD | Top 5% ecovadis Sustainability Rating SEP 2025

Corporate ESG Performance Prime RATED BY ISS ESG

Climate CDP 2025 B

Water CDP 2025 B

Mission and Sustainability Framework



EMISSION REDUCTION & ENERGY EFFICIENCY

Garrett is a cutting-edge technology leader delivering differentiated solutions for emission reduction and energy efficiency. We are passionate about innovating for mobility and beyond.

>99% of revenue and R&D in emission reduction and zero-emission technologies

CULTURE OF INNOVATION

We invest in a culture of continuous innovation to deliver on our mission

- Developing our people
- Educating future innovators

OPERATING RESPONSIBLY

We operate responsibly to ensure the long-term impact of our mission

- Managing environmental impact
- Behaving ethically

DOUBLE MATERIALITY ASSESSMENT

In 2025, Garrett conducted a comprehensive double materiality assessment (DMA) to identify the environment, social and governance topics that have the most significant sustainability impacts, as well as financial material risks and opportunities. The assessment refreshed Garrett's annual materiality analysis, and reflected evolving regulations, stakeholder expectations, and the company's strategy.

The DMA was conducted through a structured four-step process. The initial step involved identifying a comprehensive range of sustainability topics, informed by Garrett's business model, value chain, industry benchmarks, relevant regulatory and sector standards, as well as the Enterprise Risk Management framework. This resulted in 34 sustainability topics and 120 sub-topics across environmental, social, and governance areas.

Each topic was assessed using an Impact, Risk, and Opportunity (IRO) scoring process, considering our impacts on people and the environment (impact materiality), as well as the potential effect of sustainability-related issues on Garrett's business and financial performance (financial materiality).

The preliminary results were reviewed by multiple governance bodies, including the Executive Leadership Team and the Board's Nominating & Governance Committee, before final calibration and approval by the Executive Leadership Team.

The final list of material topics highlights which environment, social and governance matters have the highest sustainability impacts and/or financial risks and opportunities.

The DMA process identified six material topics: climate change & energy, product sustainability & benefits, supply chain management, corporate culture, product safety, and data privacy & cybersecurity. During 2026, Garrett will advance action plans in each area.

Garrett will continue to closely monitor, manage and selectively report on several topics that did not meet the impact or financial materiality threshold.

Climate Change Risk Assessment and Scenario Analysis

Garrett engaged a third-party specialist to conduct a Climate Change Risk Assessment aligned with the TCFD (Task Force on Climate-related Financial Disclosures) framework. The assessment covered physical and transition risks, opportunities, and climate scenario analysis across the short term (2025), medium term (2030), and long term (2050).

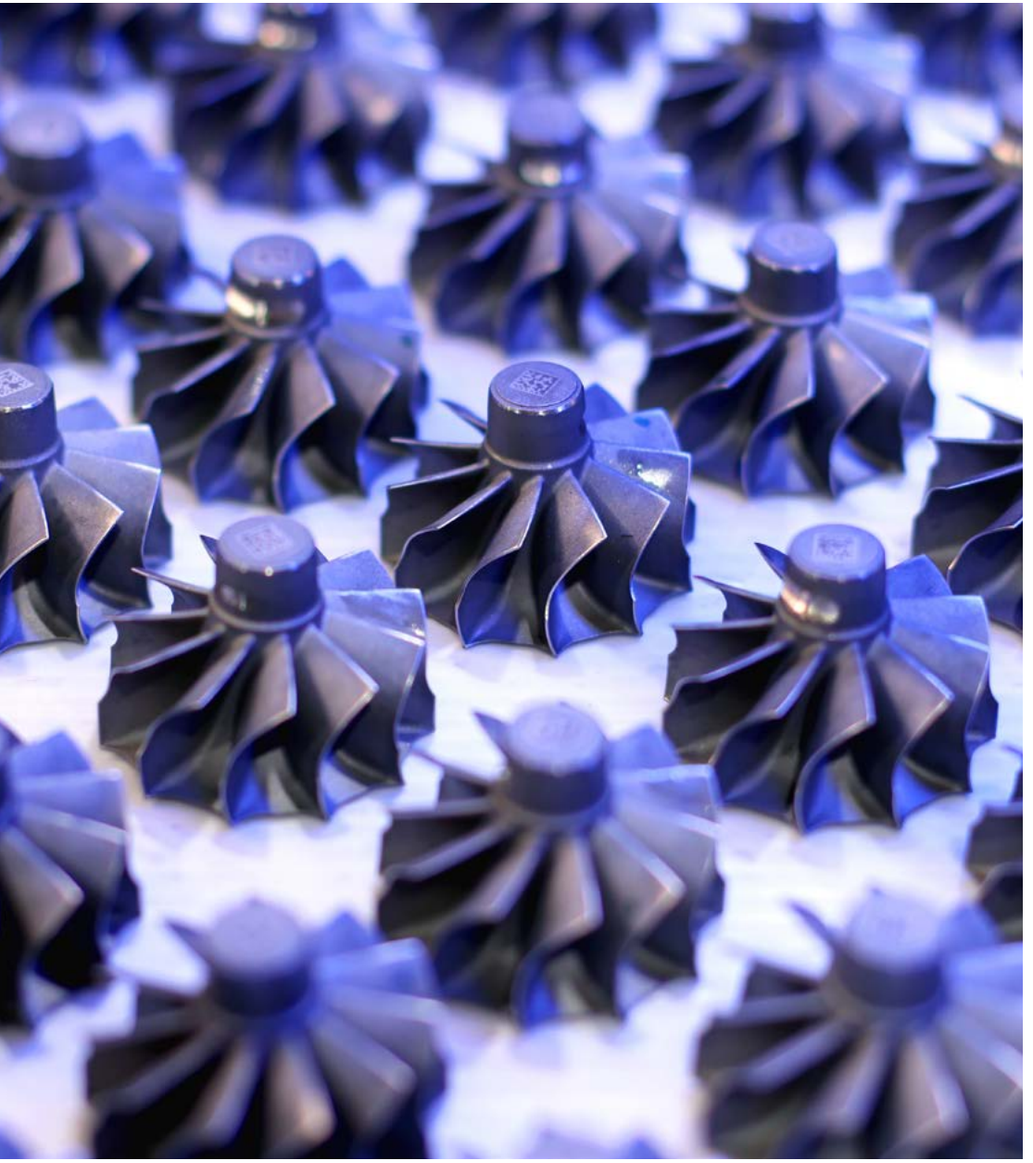
Scenario analysis included two energy-transition scenarios from the International Energy Agency and two physical climate scenarios from the Intergovernmental Panel on Climate Change (IPCC), covering risks and opportunities across the value chain. Climate-related matters are integrated into the company's strategic and risk management discussions.

Biodiversity Impact Assessment

In 2025, we conducted a biodiversity impact assessment across our manufacturing sites and R&D centers. Using the Integrated Biodiversity Assessment Tool (IBAT), we assessed 19 Garrett sites to determine their proximity to protected and biodiversity-sensitive areas.

The assessment confirmed that none of our sites are located within biodiversity-sensitive areas. While 13 sites are near such areas, the overall potential for adverse impacts is limited.

MATERIAL TOPIC	IMPACT MATERIALITY	FINANCIAL MATERIALITY
Climate Change & Energy	●	●
Product Sustainability & Benefits	●	●
Supply Chain Management	●	●
Corporate Culture	●	●
Product Safety		●
Data privacy & cybersecurity		●



ABOUT THE REPORT

HOW WE REPORT

As a responsible business with a global footprint, we strive to provide relevant and transparent reporting of our sustainability performance. This is the fifth consecutive year we have published a corporate Sustainability Report. Our previous reports are published on our website at garrettmotion.com/sustainability.

This Sustainability Report describes our approach and performance on our most significant environmental, social, and governance topics for the financial year from January 1, to December 31, 2025. The report covers the activities of Garrett Motion Inc. and all subsidiaries that are controlled by Garrett. This scope includes 13 manufacturing sites, 6 R&D centers, and 10 close-to-customer engineering centers located in 17 countries.

We also describe here how our sustainability roadmap contributes to the United Nation's Sustainable Development Goals (SDGs) — we provide an overview of our focus areas and cover our contribution in more detail in the report's various sections.

Garrett's Sustainability Report disclosures follow the Global Reporting Initiative (GRI) framework. The GRI reference index is available on page 58.

EXTERNAL ASSURANCE

Garrett has received an independent limited assurance from an external accredited third-party covering its Occupational Health and Safety (OHS), greenhouse gas (GHG) emissions, energy, waste, and water metrics for the reporting period January 1 to December 31, 2025. The assurance engagement assessed Garrett's adherence to the Greenhouse Gas Protocol and the applicable Global Sustainability Standards Board (GSSB) Global Reporting Initiative (GRI) Standards. These include GRI 403: Occupational Health and Safety (2018), GRI 305: Emissions (2016), GRI 302: Energy (2016), GRI 306: Waste (2020), and GRI 303: Water and Effluents (2018). The assurance focused on evaluating the accuracy and reliability of selected indicators. For OHS, this included: types of injury, injury rate, occupational disease rate, lost day rate, and work-related fatalities (employees by gender and region, and contractors); coverage of the Occupational Health and Safety Management System; worker representation in health and safety committees; inclusion of HSE topics in trade union agreements. For GHG emissions, it covered Scope 1 (direct), Scope 2 (indirect), and Scope 3 (other indirect) emissions across 15 categories as well as GHG intensity per revenue. For energy, the assurance covered nonrenewable and renewable energy consumption, energy intensity per revenue, and initiatives implemented to improve energy efficiency. For water, the review included water withdrawal, discharge, consumption, and water intensity per revenue. For waste, the assurance assessed hazardous and nonhazardous waste generated and disposed, along with waste intensity per revenue.

Our HSE Management system is based on ISO standards: Occupational Health and Safety (ISO 45001), Environment Management (ISO 14001), and Energy Management (ISO 50001).

2025 CORPORATE REPORTS

Our 2025 Annual Report and 2026 Proxy Statement, both of which are available on the Investors section on the Garrett website, include more detailed information about the company's business activities and governance that are not duplicated in this Sustainability Report.

HOW WE IMPACT THE UNITED NATIONS SDGs

The 17 Sustainable Development Goals (SDGs) were adopted by the United Nations in 2015 as a universal call to action to create a better world by 2030. While we at Garrett impact many of the SDGs through our sustainability roadmap, we have identified the SDGs that are most relevant to our business and our primary focus.

FOCUS AREAS AT GARRETT

Driving Energy Efficiency and Emission Reduction

Our products are geared towards reducing emissions and increasing energy efficiency, helping our customers reduce their carbon impact. Garrett is leveraging its cutting-edge capabilities and investing in R&D to help customers in the automotive and industrial fields strengthen the sustainability performance of their applications. We have 6 R&D centers across the world and approximately 1,330 engineers who develop differentiated solutions that help solve customers' key challenges.

Garrett impacts responsible consumption by developing solutions that increase efficiency, reduce fuel and energy consumption, and emissions. The solutions we provide for both automotive and industrial applications help them be more efficient while reducing the use of natural resources. We communicate about the benefits of our products at trade and investor conferences, quarterly earnings calls, as well as on our website and in the Sustainability Report.

Responsible Operations

At Garrett we have committed to a Science-Based Scope 1 and Scope 2 reduction target of 46.2% by 2030. We drive energy efficiency across our operations with focus on projects that bring savings and show a short-term return on investment. These include annual investment projects, improvements at no or low cost and campaigns to make it easy for employees to contribute. Furthermore, we invest in renewable energy installations.

Garrett employs around 8,700 people (including hourly and temporary employees and contract service workers), representing more than 60 nationalities, and generated $3.6 billion in revenue in 2025. We are committed to ethical business practices; we strive to follow our Code of Business Conduct, and our employees train on our Code regularly.

A Culture of Innovation

Garrett actively supports STEM education to grow the number of future innovators. Activities range from engaging younger school children to supporting university students to cultivate more interest in STEM topics and offer development opportunities. We are also running programs designed to facilitate access to proper education for students living in vulnerable communities.

Additional UN Sustainable Development Goals to Which Garrett Contributes:

GOVERNANCE, BUSINESS ETHICS AND RESPONSIBILITY

Garrett's commitment to sustainability is grounded in a strong culture of integrity, accountability, and ethical conduct. Our Integrity & Compliance (I&C) program provides the foundation for responsible business practices across our global operations. It is reinforced by robust governance structures, clear policies, accessible reporting channels, and comprehensive employee training. In 2025, we continued to strengthen these foundations by efforts which helped to ensure that our people, partners, and stakeholders can rely on Garrett to operate transparently, and uphold high ethical standards across our operations.

>99%

Of employees trained on the Code of Business Conduct and human rights issues

GOVERNANCE & ETHICAL FOUNDATIONS

The Garrett Code of Business Conduct serves as a guiding framework for employees and business associates, outlining our standards of integrity and adherence to regulations across our business interactions. It outlines the basic rules of conduct expected from all members of the Garrett team, as well as suppliers and other stakeholders and business partners. The Code of Business Conduct is updated regularly and is publicly accessible on the company website and intranet. Employees are required to complete the Garrett Code of Business Conduct training within 30 days of hire and annually thereafter.

The Integrity & Compliance Program promotes ethical conduct and legal compliance across global operations and aligns with leading regulations, including the Sarbanes-Oxley Act (SOX), the U.S. Foreign Corrupt Practices Act, and the UK Bribery Act. Program management sits with the Legal Department's Integrity & Compliance function and is organized around five main pillars:

1. **Governance & Standards:** Maintaining the Code of Conduct, key policies, internal controls, and sustainability-related standards.
2. **Reporting & Response:** Promoting speak-up culture and open reporting and managing internal investigations.
3. **Training & Communication:** Providing compliance training both virtual and in-person, supported by regular awareness initiatives.
4. **Risk Assessment & Due Diligence:** Conducting periodic risk assessments, SOX audits, third-party due diligence, and governance of charitable contributions.
5. **Monitoring & Continuous Improvement:** Evaluating program effectiveness through corrective actions implementation and feedback tools such as the bi-annual employee engagement surveys.

Oversight. The Integrity & Compliance Council - comprising three Senior Vice Presidents and the General Counsel, Integrity & Compliance - meets monthly to review investigations metrics, investigations trends, compliance training status, and key compliance initiatives. Periodic updates are provided to Garrett's Board of Directors.

PROMOTING A SPEAK-UP CULTURE

We encourage speaking up by all our stakeholders. Employees can raise compliance concerns through their managers, leaders, or the HR department. They are also encouraged to use Garrett's confidential whistleblowing channel, the Integrity Helpline. In addition, our business partners—including suppliers and their employees—and other stakeholders can use the Integrity Helpline to report concerns or potential misconduct.

The Integrity Helpline is managed by a professional independent contractor and available 24 hours a day, seven days a week, in multiple languages.

A wide range of compliance issues can be reported, such as matters related to business integrity issues, workplace respect and various human resources related matters, health and safety issues, accounting, auditing and financial reporting and other types of concerns.

It is essential that everyone feels comfortable raising questions and concerns, and Garrett will not tolerate any form of retaliation against a complainant for making a good faith report of actual or potential misconduct.

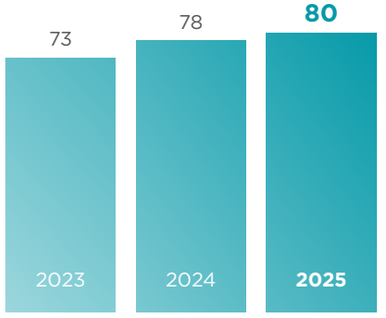
In 2025, 25% of internal investigations originated via the Integrity Helpline, compared to 15% of cases in the previous year. Substantiated matters result in appropriate corrective actions. Investigation outcomes and metrics are shared with the executive leadership and the Board.

28-day

Average time to close an investigation, faster than 42-day external benchmark

TRAINING & AWARENESS

In 2025, we strengthened our culture of integrity through a compliance awareness campaign designed to encourage ethical behaviour, promote a respectful workplace, and embed integrity into everyday decision-making across all operations. The campaign, called "Do the Right Thing!", focused on promoting a Speak Up culture by raising employee awareness of expectations for respectful behaviour, how to recognize harassment, and how to report concerns.



NUMBER OF INTERNAL INVESTIGATION CASES

Over 1,000 managers were trained globally through a mix of virtual and in person sessions on topics such as workplace respect and anti-harassment, with clear guidance on identifying and addressing harassment—including bullying, verbal or nonverbal misconduct, misuse of authority, and retaliation.

To measure the effectiveness of the campaign, we used insights from the Pulse employee survey, which demonstrated strong awareness of, and confidence in, our ethics program. All integrity-related questions scored above our average. The highest rated category was "Knowing how to report concerns," confirming that employees understand where and how to raise issues and feel supported when doing so.

Examples of internal posters from the "Do the Right Thing!" campaign.

HUMAN RIGHTS

We strive to respect human rights in all aspects of our operations. As clearly expressed in our Code of Business Conduct and policies, we recognize the importance of promoting and protecting human rights wherever we operate and aim for our business activities to contribute positively to the communities in which we are present.

Garrett unequivocally rejects and prohibits child labor. We pledge not to employ individuals under the age of sixteen, even if permitted by local regulations. Should local laws be more stringent than our company policy, we adhere to those laws. As part of our hiring process, we conduct thorough age verification checks to ensure that every employee meets or exceeds the legally mandated minimum working age. Furthermore, we will not knowingly use forced, indentured, or involuntary labor in any of our operations, and we will not tolerate discrimination or any type of abuse. This prohibition extends to our Suppliers as indicated in our Supplier Code of Conduct.

Our suppliers are asked to adhere to our Supplier Code of Conduct, which outlines expectations similar to those of our corporate code of conduct, including dignified and respectful treatment of their employees.

In 2025, we issued a Human Rights Policy reinforcing our focus on protecting human rights.

ANTICORRUPTION & THIRD-PARTY INTEGRITY

Garrett's **Anticorruption Policy** prohibits bribery, addresses conflicts of interest, outlines gifts and entertainment rules, and prohibits political contributions. This policy, for which the Integrity & Compliance function is responsible, was reviewed and updated in 2025 in line with our annual requirement for policy reviews.

A structured third-party due diligence process for vendors, customers, and other partners helps assess background, reputation, and qualifications, and mitigate corruption risk.

We provide comprehensive anticorruption training to support employees understanding of applicable regulations and uphold Garrett's standards. The program covers the core principles of anticorruption laws, the potential consequences of violations, and practical guidance to help employees identify and avoid noncompliant situations. It also reinforces the importance of due diligence procedures when working with third parties, and the channels available for reporting suspected or actual breaches. New employees are required to complete the course within their first 90 days, and all employees refresh their certification every two years. In 2025, more than 99% of employees completed the mandatory anticorruption training,

RISK MANAGEMENT

Corruption and antitrust risks are integrated into Garrett's Enterprise Risk Management (ERM) process and reassessed annually. As a result of the risk assessment performed in 2025, both corruption and antitrust risk areas were rated as medium, and mitigation actions were defined.

SOX based Compliance Audits

The effectiveness of the Integrity & Compliance Program is reviewed annually as part of our internal controls framework across four pillars:

1. policy governance and communication
2. accessible reporting channels
3. global communication of the Code of Conduct and Anticorruption Policy
4. independent investigation and enforcement.

No deficiencies over our Integrity & Compliance Program were identified in 2025.

CYBERSECURITY, DATA PRIVACY AND DATA PROTECTION

We promote a work environment and operate our businesses in a manner that fosters confidence and trust. With this objective in mind, we follow a comprehensive strategy to safeguard our data and business systems against cyber-attacks, compromises, or data losses. The Company's cybersecurity goal is to shield intellectual property and confidential data, including customer data and personal data/ sensitive information, from both external and insider cyber threats. This involves a combination of technologies, policies, processes, and procedures, employee awareness, and robust cybersecurity programs.

The company's cybersecurity program covers our information technology assets and includes proactive cybersecurity threat prevention, detection, response and mitigation technologies to facilitate the identification of misconfigurations to mitigate threats and prevent data loss.

As part of the company's integrated approach to cybersecurity, there are programs and technology associated with vulnerability scanning and threat detection and prevention and response technology. We continually evaluate risks, threats, intelligence feeds and vulnerabilities to adapt, mitigate or respond as necessary to preserve a secure state. Combining technology and processes, we deliver specific and timely awareness and training to the organization, including mandatory training for all employees. While Garrett focuses heavily on prevention and detection, response and recovery plans, service agreements and partner engagements are in place should there be a need for us to respond to an attack.

Cybersecurity and Data Protection Trainings

Garrett has policies, practices and training programs to assist employees in proper management of employee data in accordance with applicable laws, including a Data Privacy Policy, Acceptable Use of Information Resources Policy and Information Classification & Handling Policy.

All new employees completed the Data Privacy training during 2025, a mandatory training that employees must complete in their first 60 days of employment and then retake every two years. Other cybersecurity trainings included: Appropriate Electronic Communications, Confidential Information and Computer Security, must be completed by permanent employees and renewed every two or three years. Periodic phishing simulations are conducted to improve employee awareness of social engineering threats.

No cybersecurity or data privacy incidents have occurred that materially affected, or are reasonably likely to materially affect the company, including its business strategy, results of operations or financial condition during 2025.

DRIVING SUSTAINABLE INNOVATION

At Garrett, our core strength lies in our in-house technology expertise delivering innovations that combine the cutting-edge of mechanical and electrical engineering as well as controls software. We are redefining energy efficiency and emission reduction for the mobility and industrial fields.

SECTION HIGHLIGHTS

HOW WE ARE DRIVING INNOVATIONS

At Garrett, we design, manufacture, and sell highly engineered technologies that help customers improve energy efficiency and lower emissions across mobility and industrial applications. More than 99% of our revenue and R&D investment is focused on emission reduction and energy efficiency.

Our portfolio spans turbocharging and electric boosting systems for internal combustion engines, hybrids, plug-in hybrids, and range-extended electric vehicles (REEVs), commercial vehicles and industrial applications such as off-highway machinery and gensets, including those powered by low-carbon and zero-emission fuels like hydrogen. We also offer electrified technologies such as Fuel Cell Compressors, particularly suited for larger vehicles; compact high-speed E-Powertrains for electric traction; and high-efficiency E-Cooling systems designed for both mobility and industrial applications, including building rooftop heating, ventilation, and air conditioning (HVAC), battery farms, and data centers.

We support our customers in meeting stricter emissions regulations, reducing greenhouse gases, transitioning to ultra-low GWP refrigerants, and improving fuel and energy efficiency, weight, range, and thermal management.

Building on our automotive expertise, our technologies are also increasingly applied in industrial sectors where energy efficiency directly impacts total cost of ownership and productivity combined with a drive for lower emissions. We deliver high-performance technologies at competitive cost in adjacent sectors, including off-highway, HVAC, marine, and power generation.

GLOBAL R&D FOOTPRINT

Our global R&D team comprises more than 1,300 highly skilled engineers working across six R&D centers and ten close-to-customer engineering facilities. These teams develop industry-first technologies and work in close collaboration with our customers.

Our global presence is designed to foster continuous innovation and remain closely connected to our customers across regions. Many of our customer relationships span decades and enable us to monitor closely and anticipate their evolving needs.

We introduce on average about ten new technologies per year and upgrade key existing product lines approximately every three years. We maintain a strong technology portfolio with around 1,350 patents and patents pending. Our core in-house capabilities in turbo compressors, high-speed electric motors, power electronics, and system integration are critical to improving sustainability in both transport and industry.

Approximately 50% of our Research, Development & Engineering (RD&E) spend in 2025 focused on zero-emission technologies, including Fuel Cell Compressors, and advanced electric solutions like E-Powertrain and E-Cooling compressors.

At the same time, we continue to invest in turbocharger innovation, including for hybrids, plug-in hybrids, and REEVs, commercial vehicles, and our range with new frame sizes for larger engines used in industrial sectors.

~1,350
Patents and patents pending

ANTICIPATING THE FUTURE

The ongoing transformation with evolving regulatory requirements poses a huge challenge for both the transportation and industrial sectors. With our cutting-edge technology expertise and industry experience, Garrett is a thought contributor. By providing relevant data and studies we can help clarify misunderstandings and increase knowledge that can benefit the industries that we serve.

INSIGHTS ON CO_2 EMISSIONS THROUGH VEHICLE LIFECYCLE

Garrett has released two pivotal Life Cycle Assessment (LCA) studies exploring key questions in the automotive industry.

Is an all-electric vehicle transition the most effective path to decarbonize European transport?

This study, which is also relevant for other geographies, offers a comprehensive evaluation of Greenhouse Gas emissions across the lifecycle of hybrids, plug-in hybrids and battery electric vehicles (BEV), focusing on the GHG emissions generated both during battery production and use phase. It scrutinizes the impact of various factors, including electrification technology options, vehicle segments, and average annual usage while considering the carbon intensity of electricity production used during vehicle and battery manufacturing and during the vehicle's life for battery charging.

The findings challenge the prevailing notion of BEVs' superiority over hybrids in GHG emission reduction in every use case, showing that aligning battery size with daily use, rather than oversizing it for occasional long trips, may be more environmentally efficient: hybrids with smaller batteries may outperform BEVs in minimizing GHG emissions over full life cycle for typical daily use. The findings conclude there is no one-size-fits-all solution as GHG outcomes vary significantly depending on how vehicles are used.

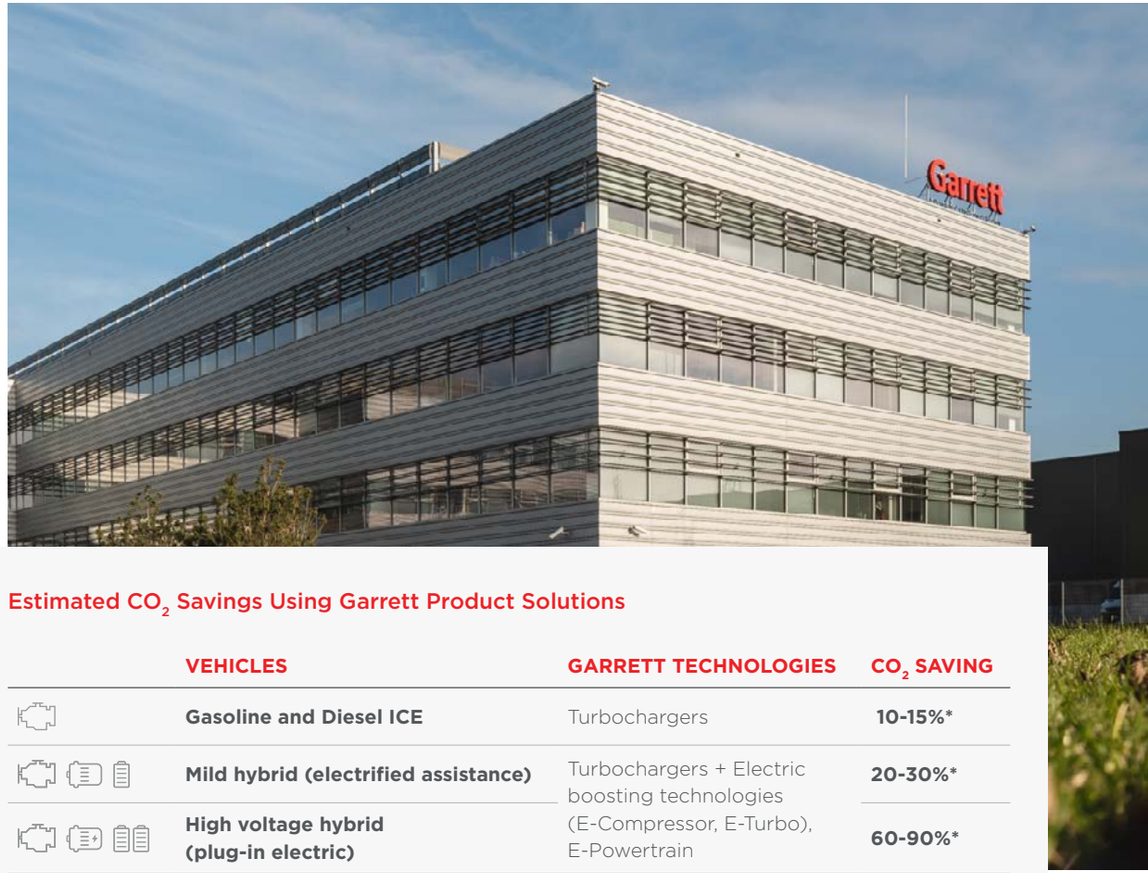
How Hydrogen Fuel Cell Electric Vehicles Can Significantly Reduce the Carbon Footprint Generated from US Transportation?

The LCA studies the GHG emissions of a large range of vehicles from Class 8 long-haul trucks down to large SUVs that are representative of many vehicles sold in the US.

The findings include that Fuel Cell Electric Vehicles (FCEVs) powered by green or blue hydrogen (and white hydrogen in the future) and Hydrogen Internal Combustion Engine (H2 ICE) powertrains powered by green hydrogen have lower GHG emissions over their lifecycle compared to BEVs. These findings remain the same, even when including the evolution of BEV technologies projected out to 2030.

A CASE FOR TECHNOLOGY NEUTRALITY

The LCA studies reinforce the need for a balanced, technology-neutral approach to decarbonization and demonstrate that a narrow focus on 100% battery electric vehicles does not always deliver the best GHG outcome. Instead, selecting the right powertrain based on real-world usage and considering the GHG emissions across the entire lifecycle, shows that a mix of technologies is needed. Garrett remains committed to developing technologies across the spectrum to support this diversified and more effective path to lower emissions.



Estimated CO_2 Savings Using Garrett Product Solutions

	VEHICLES	GARRETT TECHNOLOGIES	CO_2 SAVING
	Gasoline and Diesel ICE	Turbochargers	**10-15%***
	Mild hybrid (electrified assistance)	Turbochargers + Electric boosting technologies (E-Compressor, E-Turbo), E-Powertrain	**20-30%***
	High voltage hybrid (plug-in electric)		**60-90%***
	Hydrogen Fuel Cell Electric	Fuel Cell Compressors	**100%****
	Battery Electric	E-Powertrain + E-Cooling systems	**100%****
	Hydrogen ICE	Turbochargers	**100%***

*CO_2 savings versus naturally aspirated internal combustion engine. Source: Garrett industry research
**Not including CO_2 emissions for production of hydrogen or electricity production

70 YEARS OF INDUSTRY-FIRST INNOVATIONS

1955
Turbo on commercial vehicle.

1962
Turbo on gasoline passenger car.

1995
First Variable Geometry Turbo (VNT™) on diesel passenger car.

1997
Ball bearing turbo on commercial vehicle.

2002
First turbo electrification patent.

2005
Natural gas turbo on commercial vehicle (bus).

2006
Turbo two-stage system on diesel passenger car.

2008
First turbo on gasoline hybrid passenger car.

2011
Ball bearing turbo on passenger car.

2016
First centrifugal air compressor on hydrogen fuel cell electric vehicle.

2017
First high volume VNT™ turbo on gasoline passenger car.

2020
Turbo control software on trucks and passenger cars.

2021
First VNT™ turbo on heavy-duty truck in China.

PACE award for industry first E-Turbo.

2022
Cybersecurity intrusion detection software on passenger cars.

E-Turbo on passenger car.

High-speed E-Axle pre-development for BEV customers.

2023
E-Cooling Compressor pre-development for BEV customers.

Garrett MEG turbo for industrial and off-highway customers.

Hydrogen ICE launched. Hydrogen Fuel Cell Compressor business wins.

2024
Marine and back-up power turbo business wins.

Launch of several Natural Gas turbo applications.

E-Powertrain customer letter of intent.

E-Cooling advancing proof-of-concept projects.

Gen 3 Fuel Cell Compressor launched.

2025
E-Powertrain for heavy-duty truck business win.

MEG for industrial engines service provider business win.

E-Boosting for motorcycle business win.

TURBO & HYBRID TECHNOLOGY

Turbocharging is one of the most effective technologies to help manufacturers globally achieve greater performance and productivity for internal combustion engine (ICE) powered vehicles and equipment, such as pure ICE, hybrids, plug-in hybrids, REEVs, commercial vehicles and industrial applications such as off-highway machinery and gensets. Garrett is dedicated to continued investment in turbocharging technologies.

REDUCING EMISSIONS WITHOUT COMPROMISING ON PERFORMANCE

Our differentiated turbocharging solutions allow automotive and industrial customers to reduce engine size without sacrificing vehicle performance. They help improve fuel efficiency and reduce harmful emissions while enhancing the drivability of passenger and commercial vehicles. Our technologies are strengthening the productivity of commercial vehicles, including heavy-duty trucks and off-highway and industrial machinery. Turbochargers allow more precise “air control” over both engine intake and exhaust conditions such as gas pressures, flows and temperatures. The air control enables optimization of the combustion process, which is critical to engine efficiency, exhaust emissions, power, and transient response. It also enables concepts such as exhaust gas recirculation for diesel engines and Miller-cycle operation for gasoline engines. Importantly, these ICE technologies are designed for a wide range of fuel types, from diesel and gas to natural gas, biofuels, hydrogen, and other e-fuels, as well as heavy fuel oil used for marine and industrial applications.

We provide a comprehensive portfolio of turbocharger and electric-boosting technologies to manufacturers of hybrid-electric powertrains. Vehicle manufacturers have increased their adoption of hybrid technologies in light of stricter regulatory standards and consumer interest. Similar to turbochargers for gasoline and diesel engines, turbochargers for hybrid vehicles are an essential component in maximizing fuel efficiency and overall engine performance.

The estimated CO_2 savings achieved through turbo, hybrid, plug-in hybrid and REEV technologies benefit a wide range of applications with a turbocharged gasoline or diesel ICE delivering 10-15% saving, a mild hybrid 20-30% savings, and a high voltage hybrid vehicle delivering 60-90% savings. See table on page 16.

TURBO PORTFOLIO

Garrett’s broad turbo portfolio spans proven and advanced turbocharger solutions designed to meet diverse power, efficiency, and emissions requirements across passenger and commercial vehicles, and industrial applications.

To exemplify, Garrett’s proprietary Variable Nozzle Turbine technology dynamically adjusts airflow to meet engine needs, which optimizes performance and minimizes emissions across gasoline, diesel, and natural gas powertrains for ICE, hybrids, plug-in hybrids and range-extended electric vehicles. Initially a breakthrough for diesel powertrains, it evolved into gasoline engine applications beginning in 2017, enabling the CO2 reduction levels traditionally seen in diesel applications. By integrating the VNT technology into hybrid powertrains, we’ve supported the potential for even greater advancements in CO2 emission reductions. It is a key enabler for downsizing ICE engines within hybrid systems. This approach underlines Garrett’s commitment to innovation that advances environmental performance, building upon our deep-rooted expertise in turbocharging technology.

AFTERMARKET

Garrett is an iconic brand in the independent vehicle aftermarket business, known for quality, reliability, and boosting engine performance. Our installed base is currently estimated at nearly 150 million turbos globally. Garrett partners with more than 370 specialized distributors covering 165 countries to help keep this large installed base operating at optimum efficiency, while enabling greater levels of re-use and remanufacturing. Read more about remanufacturing of used turbos in Materials on page 51.

MOTORSPORTS SPUR INNOVATION

Motorsports applications not only represent the pinnacle of performance but also embody the cutting-edge of efficiency and endurance. With a growing emphasis on environmental performance, they are responsible for delivering some of the world's most efficient ICE and hybrid powertrains. Our engagement in motorsports drives innovation and knowledge that transfers into our mainstream turbochargers and helps drive further steps in emission reduction and efficiency improvement.

Garrett’s motorsports presence spans the most renowned racing circuits globally, including Formula 1 with the Scuderia Ferrari and Formula 2, FIA World Rally, and the 24 Hours of Le Mans.

We engage in motorsport zero-emission initiatives, utilizing turbo technology for H2ICE and Fuel Cells. This is another testament to the confidence that motorsport customers have in our expertise and technologies.

Fuel efficiency and emissions standards

Automakers are facing increasingly strict constraints on vehicle fuel efficiency and emissions standards. Regulatory authorities in key regions where we operate have instituted regulations that require significant reductions in direct and indirect greenhouse gases (including CO_2 and NOx) and particulate matter vehicle emissions.

ELECTRIC BOOSTING (E-BOOSTING)

E-Boosting refers to electrically assisted turbocharger, which integrates a turbo and an electric motor, and electric compressors, which add a separate air compressor for instantaneous boost, delivering a no compromise technology. Garrett received its first patent in the technology in 2002, and it has since become a key advancement for the automotive industry.

Today, Garrett's portfolio of E-boosting solutions includes E-Turbos and E-Compressors.

ELECTRIC TURBO (E-TURBO)

Our pioneering E-Turbo technology utilizes a high-speed electric motor integrated within a turbocharger, running at over 200,000 rpm near exhaust temperatures above 1,000°C to provide extra engine boost when needed and enabling energy recuperation when the engine does not need the full boost from the turbo. The extra engine boost allows for even greater engine downsizing and combustion optimization, while the energy recuperation can be used to help power the hybrid motor or recharge the battery. This combination of extra boost and energy recovery opens up new degrees of freedom in powertrain design and controls, dramatically improving fuel efficiency while also improving performance and ultimately vehicle drivability and productivity. Its applicability spans both passenger and commercial vehicles. When used with new decarbonized fuels like hydrogen it can be particularly beneficial. Garrett's E-Turbo is a differentiated solution that enables vehicle manufacturers to meet stringent environmental standards while establishing new performance benchmarks.

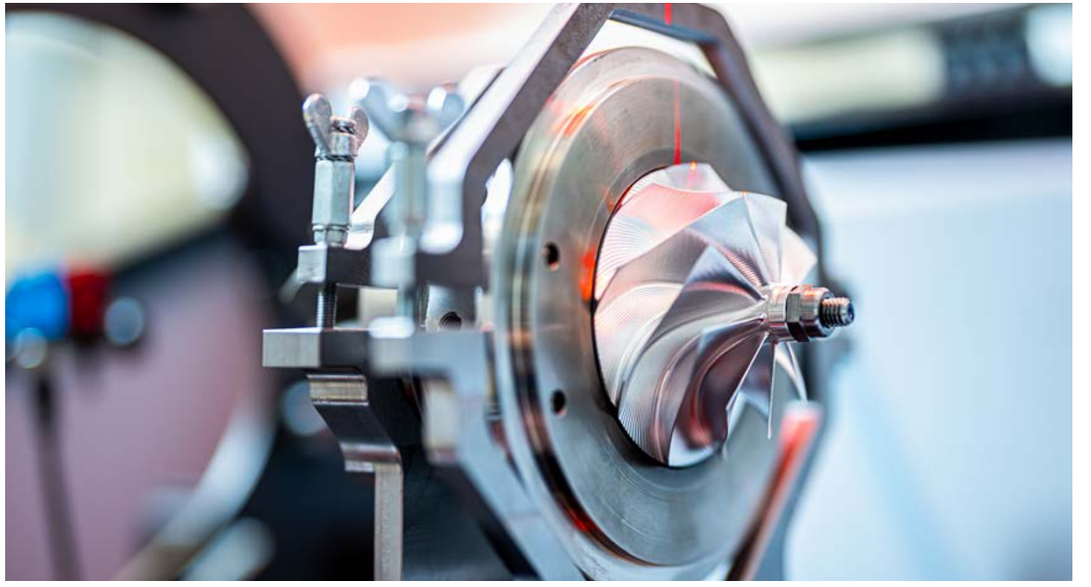
ELECTRIC COMPRESSOR (E-COMPRESSOR)

Garrett's E-Compressor solutions are another way to bring electrification to the boosting system. The E-Compressor allows more precise control over engine power and efficiency, making it ideal for advanced engine management strategies that can deliver a step-change in both performance and efficiency. The E-Compressor can also serve as a secondary air pump during cold starts, reducing harmful emissions when the engine is activated, particularly in cold weather conditions. Our newest generation E-Compressor surpasses industry standards in terms of power, response, and efficiency, while being lighter and more compact. This innovative technology boosts the efficiency of mild hybrid, full hybrid, and plug-in hybrid vehicles and REEVs.

In 2025, Garrett also introduced its first E-Compressor for motorcycle applications that both increase the performance and fun-to-ride while improving the engine efficiency and lowering emissions.

ALTERNATIVE FUELS AND HYDROGEN ICE

Garrett plays an active role in supporting the use of alternative fuels like natural gas and biofuels, enabling significant CO_2 reduction compared to gasoline or diesel fuels. In recent years, the use of hydrogen internal combustion engines (H2ICE) has garnered significant attention, especially for projects within the commercial vehicle sector. In 2023, we launched our first H2ICE turbocharger application for off-highway machinery used in large-scale earthmoving and construction activities.



This technology allows traditional combustion engines to run on hydrogen instead of gasoline or diesel, which offers a low-emission solution by emitting mostly water vapor. The technology is attracting substantial interest from vehicle manufacturers globally, recognizing its potential to leverage existing vehicle platforms while reducing environmental impact.

TURBOCHARGING COMMERCIAL VEHICLES AND INDUSTRIAL PRODUCTS

Our company traces its roots to the 1950s when we helped develop a turbocharged commercial vehicle for Caterpillar. Since then, we have maintained an industry-leading position for both on- and off-highway use. Our products improve engine performance, efficiency, and emissions, leading to better machine productivity and total cost of ownership on trucks, buses, agriculture equipment, construction equipment, mining equipment, and power generation gensets with engine sizes ranging from 1.8L to more than 100L. Commercial vehicle and industrial applications represent approximately 18% of our annual revenue, and we continue to develop our product range to serve even more engine needs. A significant and growing portion of our turbocharger business is in power generation Gensets and marine applications, and at the end of 2023, we announced an expansion of our large turbocharger portfolio to serve additional large bore engines used in these segments. In 2024, we delivered the first prototypes for this expanded range of industrial engines.

ZERO-EMISSION TECHNOLOGIES

Garrett solves key challenges for zero-emission vehicles as well as energy efficiency and other sustainability needs for the industrial space.

ELECTRIFIED VEHICLES

Garrett is leveraging its technology expertise to support the increased adoption of electrified vehicles (EV), whether hybrid, plug-in hybrids, REEVs, battery electric, or hydrogen fuel cell.

Our differentiated solutions help solve key challenges in terms of range, vehicle cost, and performance. Car and truck makers need technologies that enable step changes in energy efficiency, weight and packaging, as well as thermal management. By enhancing electrified vehicle efficiency and improving driving range, enabling ultra-fast charging, and enhancing cabin comfort, among other advantages, Garrett's innovative solutions are helping to redefine the EV landscape. Our approach to electrification addresses both current needs and anticipated future industry challenges. Furthermore, Garrett's technologies use less materials, including critical resources such as magnets and rare-earth inputs.

$1B
Revenue ambition from zero-emission technologies by 2030

ELECTRIFIED INDUSTRIAL APPLICATIONS

Our technology expertise and differentiated solutions for electrified vehicles has enabled us to expand into industrial applications where our solutions bring key benefits. Our E-Cooling Compressor for heating, ventilation, and air conditioning (HVAC) enable improved energy efficiency, transition to ultra-low-GWP refrigerants, and reduced weight and packaging requirements—features that are critical for industrial customers. We will continue to invest in product innovation and advanced technologies to develop new offerings and further grow our presence in industrial applications.

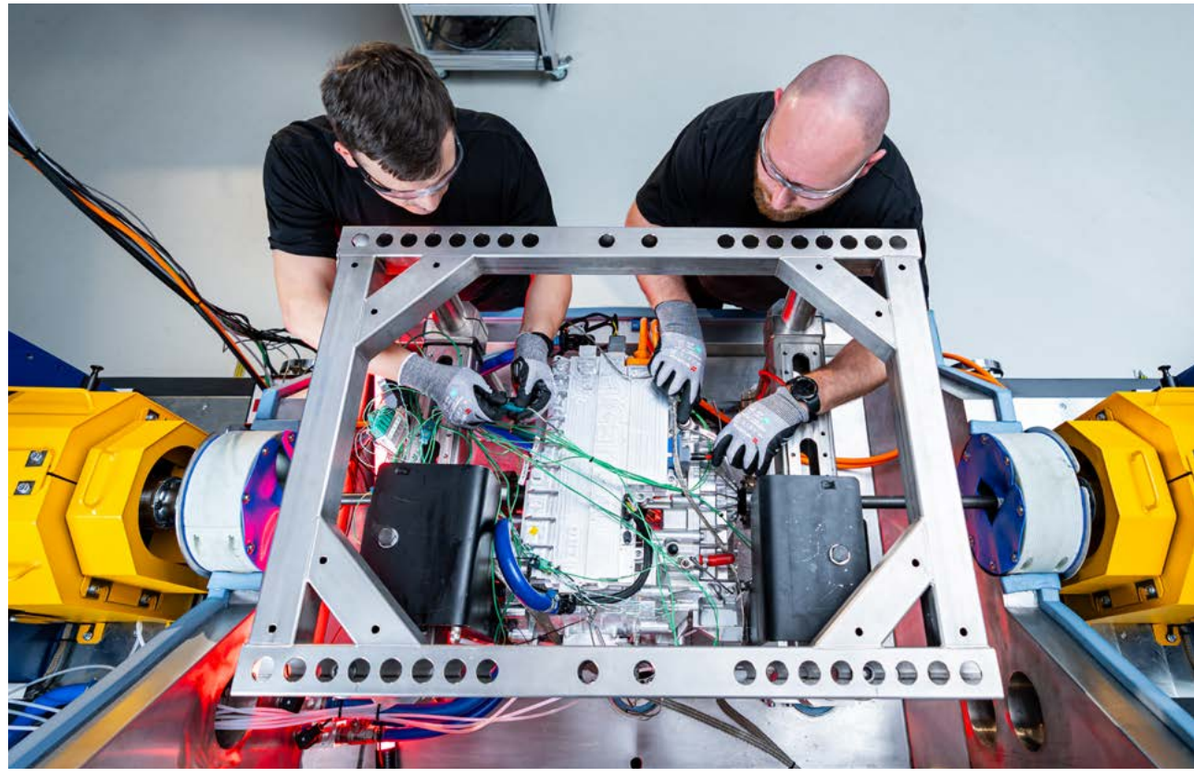
Customer benefits gained through Garrett's technology pillars

TECHNOLOGY PILLARS

High-speed Turbo-compressors
Oil-free Foil Bearings
High-speed Electric Motors
High-speed Power Electronics
Advanced Control Software

CUSTOMER BENEFITS

Smaller Size
Less Weight and Material
Faster Response
Superior Efficiency
Cost of ownership



KEY TECHNOLOGICAL PILLARS

Over time, Garrett has mastered a set of key technological pillars that enable us to now offer disruptive solutions for zero-emission vehicles and industrial applications. These unique capabilities range from efficient turbo compressors to high-speed electric motors, oil-free foil bearing, and power electronics to control software. These technology building blocks are already validated and rolled out for specific automotive applications. Leveraging these technologies enables key benefits for our customers including smaller size, less weight and less materials used, faster response, superior efficiency and lower cost of ownership.

HYDROGEN FUEL CELL COMPRESSOR TECHNOLOGY

In fuel cell electric vehicles, energy storage takes a different form than in battery electric vehicles. It is complemented by a hydrogen tank with hydrogen in a high-pressure vessel. The fuel cell stack combines this stored hydrogen with oxygen in the air to generate on-demand electricity. This process requires an advanced electric boosting system to supply optimal air intake and pressure at any point in time.

Garrett's leading air compressor technology meets the unique requirements of vehicles powered by hydrogen. Our system consists of efficient, powerful, and lightweight air compressors to boost fuel cell stacks and enhance vehicle range.

Our compressor technology has enabled the development of key capabilities, including high-speed motors and control electronics, superior aerodynamics, energy harvesting turbines, and proprietary oil-free foil bearings. As the second largest electricity consumer on a fuel cell electric system, air compressor efficiency is critical to minimize hydrogen consumption and enhance vehicle range. Garrett is a leader in the hydrogen fuel cells field, offering the industry's broadest portfolio of high-efficiency, high-durability fuel cell compressors to our customers. The products have been in production since 2016.

E-POWERTRAIN

With our high-speed E-Powertrain, Garrett sets new standards for electric traction for passenger vehicles, trucks and buses. This innovative solution integrates a high-speed and high-power density electric motor, compact inverter (power electronics), advanced controls and high reduction ratio transmission technologies into one compact package. It delivers a step-change in reduced size and weight and provides key customer benefits including energy efficiency and ease of integration into a vehicle.

In Garrett's high-speed E-Powertrain, the high-speed E-motor doubles the industry standard for rotational speed, achieving 35,000 revolutions per minute. This breakthrough reduces weight and packaging space by over 40% and leverages our proven system integration expertise. Additionally, our motor design uses over 30% less magnet content, including rare earth materials, and other critical minerals such as copper, enhancing sustainability performance. This compactness improves ease of installation across vehicle platforms, creating flexible and efficient solutions for our customers. Production will start in 2027.

E-COOLING COMPRESSOR FOR AUTOMOTIVE

Garrett's E-Cooling Compressor represents a major step forward in thermal management for battery electric vehicles. By leveraging our experience and expertise from the Fuel Cell Compressor and our technology pillar, we are introducing high-speed centrifugal compressor technology into the refrigerant loop of thermal management systems, delivering significantly more cooling and heating power than current technologies. From charging, acceleration, to high load conditions, our centrifugal compressor technology helps prevent component overheating, facilitates ultra-fast charging, which makes it an equally attractive for Commercial Vehicle applications. Furthermore, it provides a key benefit for battery-powered commercial vehicles, allowing them to operate at higher load conditions for longer periods.

This high-speed centrifugal compressor offers a compact, quiet, and oil-less design, and represents a breakthrough for thermal management capacity, while simplifying installation. By optimizing energy management, it contributes to extending vehicle range and reducing weight, boosting its performance, while also providing faster and more efficient cabin cooling. Production will start in 2027.

E-COOLING COMPRESSOR FOR INDUSTRIAL HVAC

We have developed an oil-free, high-speed centrifugal refrigerant compressor for industrial, residential, and commercial HVAC applications. This solution also builds on the Fuel Cell Compressor and core Garrett technology pillars developed in-house that have been validated and industrialized to automotive-grade scale and quality. It has enabled us to bridge into the industrial field.

Our testing has demonstrated that our technology can deliver over 10% real-world energy savings compared to incumbent solutions. This allows industrial cooling operators to materially reduce the total cost of ownership and limit energy demand in power-intensive environments, such as data centers. The E-Cooling Compressor is well suited for next generation ultra low GWP (Global Warming Potential) refrigerants. The performance benefits will be even greater as customers progressively shift to refrigerants with ultra-low GWP.

The product range spans from 7 to 500 tons of cooling capacity, enabling us to serve application from rooftop and unitary systems, battery energy storage cooling, computer in-room air conditioners, to small and large chillers used in comfort cooling and data center cooling. Production will start in 2027.

QUALITY MANAGEMENT

THE GARRETT EXCELLENCE MODEL

Building on more than 20 years of production system enhancement, Garrett Excellence Model (GEM) serves as our foundation for continuous improvement, aligned with our strategic goals. This effective and structured framework harnesses the power of Six Sigma and Lean methodologies and is strongly associated with our robust quality management. It provides a structured and effective toolkit for performance enhancement.

GEM defines and categorizes plants and functions across different maturity levels: Foundational, Opal, Ruby, and Diamond. Each level signifies a key milestone against detailed key performance indicators, process compliance, and customer satisfaction.

In the past year, we've seen significant progress across both sites and functions, with several plants rising from the Ruby to the Diamond level, and global functions being developed into Foundational, Opal, and Ruby level status.

We continually evolve GEM, as our strategy is to embed new industry best practices and standards. This includes incorporating those relevant to the new products we develop to support zero-emission platforms.

ROBUST QUALITY MANAGEMENT

The Garrett Excellence Model and our Quality Management System (QMS) help us stay focused on achieving successful product launches and the timely delivery of products and services to meet customer expectations. Our customer quality performance is single-digit PPM (parts per million). Garrett's Quality Commitment, a policy reviewed annually by senior leadership, sets measurable goals aimed at continuous improvement and business performance enhancement.

Our Quality team oversees the application of Garrett's related policies and procedures across the organization. They drive adherence to ISO 9001:2015, ensuring robust quality management systems; IATF 16949:2016, addressing automotive-sector quality requirements; and ISO 14001, supporting effective environmental management—alongside meeting any customer-specific requirements. The team also drives the development of innovative technologies and procedures to improve quality, processes, and controls, with a particular focus on defect prediction, prevention, protection, and reducing the cost of poor quality.

All our manufacturing facilities are certified according to either IATF 16949:2016 or ISO 9001:2015 standards. Furthermore, we have an advanced level of maturity with Automotive Software Process Improvement and Capability Determination (ASPICE) compliance.

GEM

GARRETT EXCELLENCE MODEL

PRODUCT INTEGRITY AND SAFETY

Garrett's approach to product integrity and safety is built on a set of interrelated elements, including global policy framework, functional safety governance, a dedicated Product Integrity Committee and a defined Product Safety Representative process.

Product Integrity Management Policy

Garrett maintains a global Product Integrity Management Policy designed to establish and sustain robust product integrity processes across the organization. The policy addresses product safety and regulatory compliance in line with applicable legal, company, and industry standards, as well as potential health, safety, and environmental risks to customers and the public.

This policy applies worldwide to all Garrett functions, facilities, products, and services.

Functional Safety

Garrett integrates Functional Safety principles in accordance with ISO 26262 across applicable automotive products. This approach focuses on identifying potential malfunction scenarios and implementing measures to prevent or mitigate hazardous behavior. Functional Safety activities span the full product life cycle and include safety planning, hazard analysis and risk assessment, and the definition of functional and technical safety requirements.

Functional Safety requirements are embedded within Garrett's product development and change-control processes, with clearly defined roles, responsibilities, and escalation paths.

Collaboration with customers and suppliers

Collaboration is a cornerstone of Garrett's safety culture. We work closely with customers and suppliers to align on safety concepts, cascade requirements throughout the supply chain, and ensure that safety evidence meets both regulatory expectations and customer needs. This end-to-end collaboration supports the consistent delivery of validated safety solutions from product development through production and release.

Product Integrity Committee

Oversight of product safety is the responsibility of the Product Integrity Committee (PIC), chaired by the Director of Product Quality. The Committee includes senior leaders from Integrated Supply Chain, Engineering, Quality, and Legal.

The PIC has authority for the review and approval of product safety matters and for ensuring compliance with applicable product safety standards. Through established processes and development rules, product safety risks are assessed, monitored, and addressed, with corrective actions implemented as required prior to product release. Regular audits, including audits conducted by external expert bodies, support certification levels expected by customers and recognized international standards.

Product Safety Representative

The Product Safety Representative (PSR) process is a key element of Garrett's quality management and safety assurance as an automotive Tier 1 supplier. Customer product safety requirements are systematically cascaded throughout the supply chain, enabling proactive identification and management of product and process safety risks throughout development.

Garrett has an appointed Product Safety Representative who interfaces with customers and supports compliance with the PSR processes, supported by documented processes governing product safety. These processes include identification of statutory requirements and the identification and control of product safety-related characteristics during both design and manufacturing.

The PSR framework defines escalation processes, reaction plans, and communication flows to top management, suppliers, and customers. It also requires specific approvals for Failure Mode and Effects Analysis (FMEAs) and Control Plans, incorporates product traceability measures, and mandates documented approval or waiver for any design or development changes prior to production.

CUSTOMER SERVICE & SATISFACTION

A RELIABLE AND REPUTABLE PARTNER

We maintain close and long-standing relationships with a broad spectrum of global customers and Tier 1 suppliers, working collaboratively to shape the future of mobility and industrial technologies. Garrett's consistent ability to meet rigorous design, performance, and quality standards, while reliably fulfilling capacity and delivery commitments, forms the foundation of our reputation as a trusted partner.

Our global footprint, including regional R&D sites, close-to-customer engineering centers, and manufacturing capabilities, enables us to effectively support customers in their global operations. This capability is further reinforced by our Supply Chain Center of Excellence, which enables standardization, resilience, and continuous improvement across planning, logistics, and support. Together, these capabilities enhance responsiveness and strengthen collaboration with our customers.

Ensuring continuity of supply remains a key strength. Supported by our supply chain governance and Center of Excellence, we have consistently minimized operational disruptions for our customers in recent years, despite an increasing number of global supply chain challenges.

INVALUABLE INSIGHTS AND WORLD-CLASS CUSTOMER EXPERIENCE

Year after year, we have strengthened our customer experience approach by placing greater emphasis on converting customer feedback into concrete, measurable actions. Feedback gathered through our Net Promoter Score (NPS) system is reviewed and prioritized, then translated into actions through clear governance, defined accountability, and structured follow-up.

This disciplined execution has driven further gains in customer satisfaction, with NPS now at or above 80 – a world-class level of performance. Customer insights are embedded in improvement initiatives, process optimization, and cross-functional collaboration ensuring customer experience remains a core element of our long-term sustainability and continuous improvement strategy.

80
Customer satisfaction Net Promoter score

OUR PEOPLE DRIVE US FORWARD

At Garrett, our people come first. As a global technology leader, we depend on the innovative spirit, expertise, and passion of our global team. Therefore, we create everyday a work environment where everyone feels heard and valued.

SECTION HIGHLIGHTS

THE GARRETT TEAM

We endeavor to create an inclusive and safe work environment for our colleagues. We recognize our people as the primary catalysts for innovation and progress at Garrett, and we believe that everyone makes a key contribution.

GARRETT'S GLOBAL PEOPLE AGENDA HAS THREE PRIMARY FOCUS AREAS:

1. People

A key objective is to place the most suitable individuals in the appropriate roles at the optimal time. Human Resources manages the company's talent management processes and effectiveness including workforce planning, talent calibration, succession planning, orchestrating internal job movement, talent acquisition, onboarding, goal setting, assessment, development & performance management. Additionally, Human Resources manages engagement & retention, employee reward & recognition and nurtures an inclusive workplace across our diverse workforce.

2. Organizational Effectiveness

Business leaders, together with Human Resources partners, design, align and develop the organization's strategy, culture, leadership effectiveness, organizational structure, systems, processes, and people to deliver the desired business results for Garrett.

3. Leadership

It is essential for the company to develop leaders who can inspire and effectively lead and manage their teams.

Each Garrett employee has an assigned HR Generalist who can provide end-to-end HR service. In addition, HR Administrators, who report into the HR Generalists and are organized regionally, are the first point of contact for employees in terms of HR administrative items such as payroll, benefits, policies, and employee queries.

As of December 31, 2025, our global team of permanent and temporary employees comprised 6,730 employees, with 6,316 on a permanent basis. We are a diverse team with colleagues representing approximately 60 nationalities and operating across 21 countries worldwide.

Our diverse global operations require us to also work with personnel who are not directly employed by Garrett. As of December 2025, we worked with approximately 2,000 contract service workers and subcontractors, primarily engaged in IT functions and manufacturing operations.

During the reporting period, the company's annual voluntary turnover rate was 8.3%. The voluntary turnover rate has decreased since 2024, when it was 10.1%. Garrett has developed a wide range of actions designed to increase retention that are carried out at both a global and local level, with line managers as well as functional leaders being accountable for their employee turnover performance.

OUR CULTURE AND EMPLOYEE ENGAGEMENT

Garrett's culture puts great emphasis on a high say-do ratio, with a focus on facts, swift decision-making, and the ability to think long term while delivering in the short term. We thrive on solving complex problems and relentlessly pursuing:

continuous progress and superior efficiency. The work environment at Garrett encourages employees to cultivate a passion for their work, resilience, self-confidence, and to work collaboratively.

To maintain and develop our culture, our hiring process identifies the candidates who are both the strongest talent for the roles and most likely to thrive in the Garrett environment.

To effectively onboard and integrate these new employees into the culture, we focus on continuous learning and regular check-ins to facilitate a smooth transition. The onboarding process includes an introduction to Garrett, providing new employees with a comprehensive understanding of the company's culture, values, and mission. By providing new hires with the necessary knowledge, tools, and support, we aim to make a meaningful contribution to their professional growth, as well as the company's success.

Each year we carry out the "Pulse" Employee Engagement surveys to understand how our colleagues feel about the company, their teams, and the work that they do. The feedback from the thousands of responses we receive is analyzed and translated into actions that drive important improvements across Garrett. In 2025, our survey had an average response rate of 90% and showed an increase in the overall engagement score.

~60
Nationalities represented in our diverse global team

TOTAL REWARDS

Our employees are our greatest asset and need to be recognized and rewarded for the impact they create. Our total rewards initiatives are designed to attract, retain, and motivate the workforce by offering competitive compensation and a comprehensive benefits package.

We prioritize a fair and transparent approach to compensation, recognition and benefits, fostering a culture of performance, innovation, engagement, and mutual respect. We also seek to make reward decisions explainable and transparent, ensuring that employees and managers understand what drives pay outcomes, how incentives work, and which benefits are available for them.

As part of our ongoing commitment to fair and equitable compensation, we conduct internal analyses related to pay-gap dynamics. These activities form part of our continuous efforts to strengthen equal-pay practices and to further develop the topic as part of our long-term compensation and benefits strategy.

Compensation

Key principles of Garrett's compensation program:

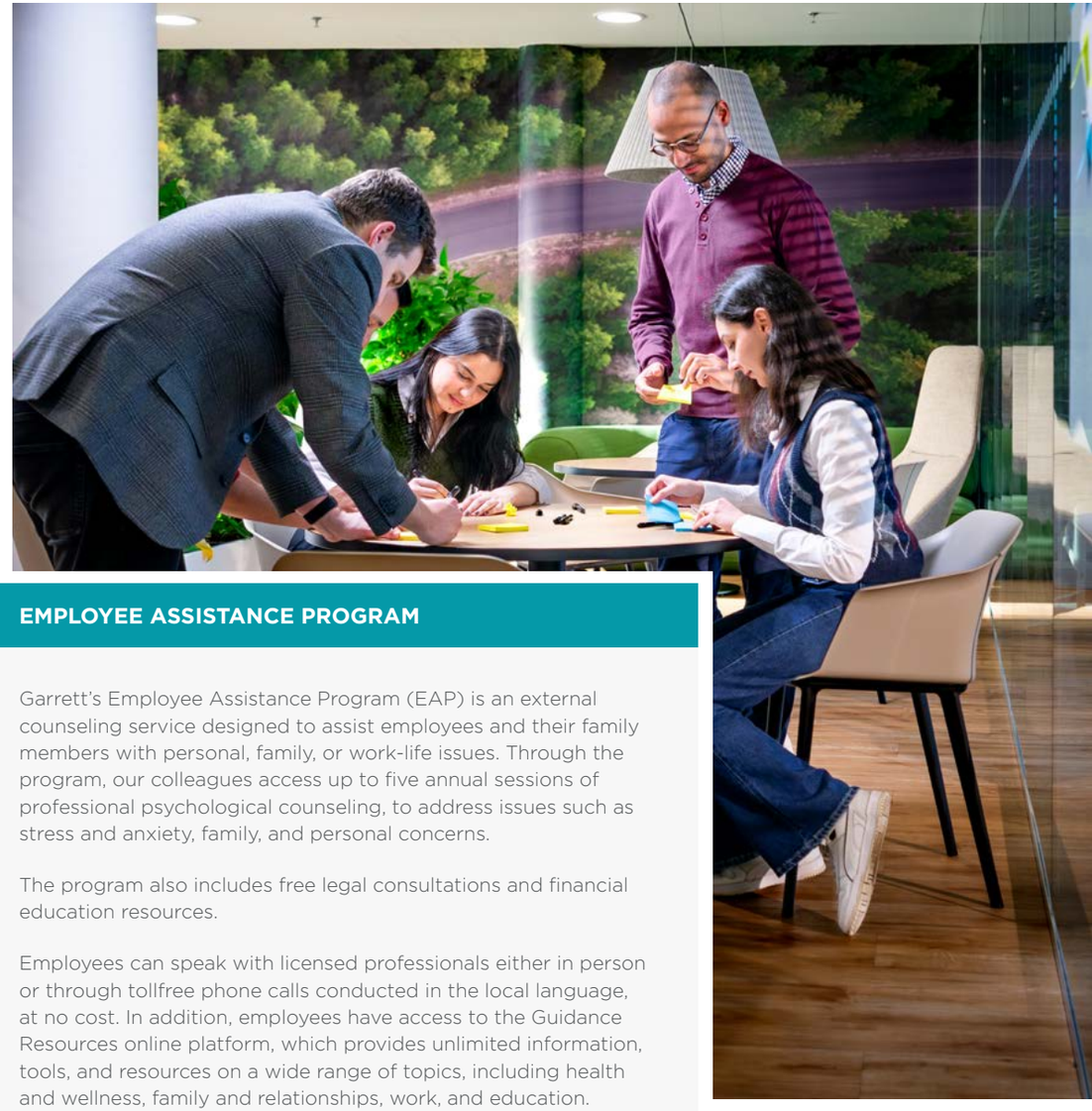
- **Performance-Driven:** Rewarding results and impact.
- **Individually Differentiated:** Recognizing unique contributions.
- **Aligned with Business Goals:** Supporting the company's strategic objectives.
- **Market Competitive:** Ensuring packages reflect current market trends.
- **Fair and Consistent:** Promoting equity across the organization.
- **Open and Transparent:** Encouraging clarity and trust.
- **Globally Oriented:** Tailored to our international workforce.
- **Compliant with Local Laws:** Promoting adherence to local laws and regulations.

Garrett offers competitive compensation that is regularly benchmarked against industry standards to facilitate fairness and equity. In addition to base salary, annual incentives may be earned based on the achievement of business and individual results. Incentive pay is one of the foundations of Garrett's performance-based culture. As of the end of 2025, all employees at manager level and above are eligible for short-term incentive plan compensation aligned with the nature of their role.

Garrett's benefits programs are rooted in our "Be well, work well" principle, and help employees achieve better work-life balance and financial security. Employees are provided with an array of benefits and perks, including life and disability insurance, retirement plans, private healthcare coverage and employee assistance programs. Offerings vary by country due to market practice and local legislation.

Where relevant and feasible, we offer flexible working arrangements, such as remote work options and flexible schedules.

We periodically benchmark benefit programs against local market data to maintain competitiveness in the countries where we operate.



EMPLOYEE ASSISTANCE PROGRAM

Garrett's Employee Assistance Program (EAP) is an external counseling service designed to assist employees and their family members with personal, family, or work-life issues. Through the program, our colleagues access up to five annual sessions of professional psychological counseling, to address issues such as stress and anxiety, family, and personal concerns.

The program also includes free legal consultations and financial education resources.

Employees can speak with licensed professionals either in person or through tollfree phone calls conducted in the local language, at no cost. In addition, employees have access to the Guidance Resources online platform, which provides unlimited information, tools, and resources on a wide range of topics, including health and wellness, family and relationships, work, and education.

GARRETT RECOGNITION PROGRAMS

Talented people are at the core of Garrett's success, and recognizing their dedication is a key priority.

Bravo Award

The Bravo Award is an ad-hoc recognition program designed to acknowledge individual employees who demonstrate exceptional performance and contribute meaningfully through their day-to-day work. Available year-round, the program offers several monetary and non-monetary award levels to appropriately reflect the significance of each achievement. All active Garrett employees are eligible to be nominated and may also submit nominations, supporting a culture of peer driven appreciation.

Garrett Senior Leadership Team Awards

The Garrett Senior Leadership Team Awards is a recognition program sponsored at the executive level of the company, underscoring strong executive commitment to celebrating exceptional achievements. The program includes four distinct categories—the President Award, Peak Performance Award, Customer Excellence Award, and Role Model Award. All active permanent Garrett employees are eligible and may also recommend nominations, which undergo a rigorous review and approval process by Garrett's leadership team.

Service Awards

One of our strengths is the mix of younger talent and experienced employees with long service. Our service anniversary tool makes it easy to recognize colleagues based on their seniority at Garrett and years-of-service. And, importantly, the tool allows interactions between employees and enables them to celebrate each other's key milestones at the company with virtual greeting cards.

EMPLOYEE DIALOGUE AND REPRESENTATION

We currently have 54% of employees covered by employee representation with 32% represented by a union and 22% by local Works Councils or other Employee Forums, which include Slovakia (Presov Plant), Romania (Bucharest Office), United Kingdom (Cheadle), and India (Pune).

% of Employees Covered by Collective Agreement and/or other Employee Representative Forums

Country	% of employees covered
Brazil	100%
Czech Republic	100%
France	100%
Korea	100%
Romania	100%
Slovakia	100%
United Kingdom	94%
Ireland	80%
Italy	78%
China	58%
India	29%

At European level, we maintain dialogue with the European Works Council representatives for Pan-European organizational changes which substantially impact operations in at least two countries where we operate.

Our aim is to foster positive working relationships with our employees, demonstrating full respect for their rights and wishes to engage in employee representative bodies, including Unions, Works Councils, Safety Committees and similar Employee Forums.

We engage with employee representative bodies throughout our manufacturing sites. Collective Bargaining Agreements address topics such as information sharing, consultation procedures, working conditions, compensation and benefits, as well as holidays and leave entitlements. For sites not covered by formal collective bargaining agreements, Garrett maintains comprehensive and effective information dissemination and communication initiatives, to keep employees well-informed, and provides a platform for constructive dialogue.

In case of organizational changes, minimum periods of notice for information and consultation are generally dictated by either local laws or by collective bargaining agreements. The notice periods that we are required to observe for sites where we have Collective Bargaining Agreements range from 7 days to 30 days, depending on local laws and/or collective bargaining agreement.

EMPOWERING GROWTH & DEVELOPMENT

We recognize the critical role that learning and development play in enhancing the skills, knowledge, and capabilities of our employees. As such, we foster continuous learning, alignment with business goals, and leveraging resources for the benefit of both employees and the company. In 2025, we reached a total of more than 94,500 training hours, averaging 14 hours of training per employee.

ROLES AND RESPONSIBILITIES

The Corporate Learning and Development team is responsible for boosting the professional growth of our employees, providing a comprehensive learning ecosystem for individual development, and designing professional and leadership programs. Our other HR teams work with each functional group to achieve business priorities and manage job-specific development programs and career growth initiatives.

94,571
Training hours in 2025

IDENTIFYING DEVELOPMENT NEEDS

To identify the development needs of our colleagues, we use a Performance Management process as part of career development discussions. Development needs can be related to current jobs, leadership, or future jobs, and may also arise in development conversations between employees and managers, or in conversations with the HR representative, at any time. This addresses skilling, upskilling, or reskilling needs related to meeting the requirements of the current job, new roles, or changes in the job content, processes or tasks, compliance requests, onboarding and transitions, performance improvement needs, etc.

Learning and development can also be motivated by an employee's aspiration to enhance their knowledge, skills, and abilities for the purposes of career growth and development.

Individual development needs, as well as how they will be achieved and the expected outcomes, are captured in the Career Development Goals of each employee as required by Garrett's Performance Management and Career Development Policy. Progress against Career Development Goals is periodically reviewed and updated by the employee to reflect evolving needs.

PROGRAMS FOR PROFESSIONAL GROWTH

Continuous learning is essential for individual and organizational success. Our global learning and development resources and programs provide knowledge and skills to meet individuals' needs. Whether it's functional competencies or technical and human skills, they are covered through a variety of resources and methods.

From the very first day a new employee joins the company, a structured and comprehensive learning journey is designed to support a smooth transition into their roles. The onboarding process helps them to emerge well-prepared to tackle the processes, challenges, tools, knowledge, and relationships necessary to perform in their roles. The onboarding program allows the employee to focus on continuous learning milestones and to organize frequent reviews between the employee and the manager.

Our online learning catalog boasts a collection of over 3,300 online courses that are available to connected employees at any time. These courses cover a wide range of topics and are designed to cater to different learning styles and preferences. Our in-house experts have contributed to the catalog by developing courses that are specific to our organization and its needs. Additionally, our digital learning communities offer a collaborative space for individuals to share their learning resources and engage with peers.

In 2025, we continued to deliver on our Global Learning Program, with an eye on continuous improvement that led to a Learner Net Promoter Score (NPS), averaging 79. More than 380 employees attended the 2025 virtual instructor-led trainings, totaling 30 completed sessions and 1,911 hours of training. Our goal is to equip our team members with the knowledge and tools they need to succeed in a dynamic and ever-changing industry. In addition to our well-established training topics—including Coaching Essentials, Situational Leadership, Communicating with Impact, Influencing without Authority, Develop a Growth Mindset and Collaboration at Work —we introduced new subjects in 2025, such as Conducting Challenging Conversations , Negotiation Skills, and Coaching Skills.

Customer Engagement Mastery

Garrett places the customer experience at the core of its operations. In 2025 we reviewed the existing customer management related learning curriculum and re-launched it under a new name: Customer Engagement Mastery.

In 2025, the program engaged 70 participants, who collectively completed 884 learning hours.

Customer Engagement Mastery consists of 15 hours of virtual instructor-led training. A mandatory development initiative for all customer-facing roles, the program is designed to further strengthen the skills and knowledge essential to effectively engage with customers and maintain strong, trust-based relationships. The redesigned curriculum integrates three critical capability areas: Effective Relationship Management, Meetings Management, Negotiation.

Growth Academy

In 2025, we welcomed a new cohort to our flagship in-house development program, Growth Academy. More than 20 up-and-coming leaders from around the world took part in the six-month program, which combines face-to-face learning at our global headquarters in Switzerland with virtual sessions. The program culminates in participants tackling a real-life business challenge and presenting their recommendations to Garrett's senior executive team. Growth Academy provides participants with practical insight into how major business decisions are made and offers a unique opportunity to learn directly from the company's most senior leaders.

CEDEP Programs

During 2025, Garrett continued its long-standing membership of CEDEP (the European Centre for Executive Development), an international not-for-profit executive education organization that provides a unique forum for leaders to explore, grow, collaborate, and learn together. Garrett leaders from around the world participated in three CEDEP open enrolment programs, gaining the opportunity to learn alongside peers from other companies while developing critical leadership skills, exchanging ideas, and sharing experiences.

The 'Skill Challenge'

In 2025, we launched the Skill Challenge with 264 employees participating in the program. Every two months, employees immersed themselves in a new competency, aligned with Garrett's strategy. Through a selection of learning journeys, reflective activities, and practical projects each participant developed their capabilities. To nurture and grow engagement, we also introduced milestone badges that celebrate progress, from completing courses to sharing insights and applying skills in real-world scenarios.

Elevating the Onboarding Experience for New Hires

In 2025, we refreshed Garrett's onboarding program to deliver a structured, impactful experience that empowers new hires from day one. This underscores our commitment to building a connected, high-performing workforce and aligns with Garrett's strategic priorities for talent development.

A 90-day onboarding journey blends automation with personalization. Learning assignments are delivered through an online 'Journey' module, while tasks are tailored into Global and Functional categories for maximum relevance. From Day 1 to Month 3, the employee progresses through a clear, guided sequence designed to accelerate their integration. Culture is at the heart of the program introducing Garrett's DNA, seven Corporate Behaviors, and Leadership expectations. The program is further enhanced through buddy programs, local face-to-face and virtual induction events, and active manager involvement, reinforced by 45 and 90-day feedback checkpoints. Together, these elements create an onboarding experience that drives connection and long-term success.

One Company Leadership Framework

Garrett has strengthened its commitment to building a strong, future-ready organisation by introducing a globally consistent Leadership Framework. This framework guides leaders at every level towards the development experiences that support both their current performance and their long-term growth. It brings together five core leadership competencies: Role Model, Customer Focused, Talent Cultivator, Independent Thinker and Dynamic Leader — chosen for their alignment with Garrett's culture and strategic direction.

The Leadership Framework also serves as a reference point for new and emerging leaders seeking clarity on the principles that define effective leadership at Garrett. It equips all people managers, from first-line supervisors to senior executives, to drive performance across the organisation.

Artificial Intelligence

At Garrett, we believe AI is for everyone – not just technology experts. To support this vision, we launched the first modules of our Garrett AI Literacy Training Program during 2025. This learning initiative is designed to help employees understand, apply, and thrive with AI. The program is designed to enable everyone to leverage AI confidently and responsibly.

TRAINING OUR ENGINEERS FOR FUTURE TECHNOLOGIES

We are committed to empowering our engineering teams with the knowledge, skills, and abilities necessary to excel. One of our standout initiatives is our robust program designed to facilitate the transition of our engineering workforce to Zero-Emissions technologies. This dynamic program is twofold: Our internal subject matter experts lead a series of tailored training sessions to boost our workforce's proficiency in new domains. The other part is based on the partnership with premier universities and industry experts to deliver in-depth knowledge on critical areas like electrical systems, automotive standards, hydrogen technology, and software development.

In 2025 alone, we delivered over 4,174 learning hours to around 573 employees across 8 different functions on zero emission technologies, with a strategic shift from foundational knowledge in 2024 to system-level skill development in 2025. Through these initiatives, we invest in our people to build the capabilities that power innovation and sustainable mobility.

Furthermore, the Garrett learning team collaborates closely with engineering leaders to provide access to comprehensive learning communities and tools, develop cutting-edge learning content delivered by our experts, and drive continuous improvement based on participants' feedback.

In 2025, we strengthened talent development in Engineering through two flagship, expert-led programs. The Mentorship Program connected 19 mentees with 11 senior engineering leaders, creating tailored learning journeys that fostered meaningful development, knowledge transfer, and leadership growth. In parallel, the Engineering Development Journey supported selected employees from the Commercial Vehicle team, equipping them with the skills needed to drive growth and prepare for future roles. This three-month blended program combined self-paced content with interactive learning activities, including training sessions and post training discussions designed to reinforce learning and enable knowledge sharing with senior leaders.

We also partnered with TATA Technologies and TÜV SÜD to deliver specialized certifications in Functional Safety, Software Architecture (CPSA-F®), and Automotive Cybersecurity, and collaborated with leading universities, including Georgia Tech and the University of Michigan, on targeted training programs and innovation project initiatives.

LOCAL LEARNING INITIATIVES

Garrett offers learning initiatives also at local sites and plants to support individual employee development needs that align with business requirements. Each region tailors its programs to local needs while maintaining an overarching commitment to fostering growth and preparing individuals for career advancement. During 2025 we saw multiple local initiatives that demonstrate our commitment to consistent learning experiences while allowing flexibility for local needs. By combining global principles with regional adaptations, we create a powerful learning ecosystem that benefits employees worldwide.

Romania

In 2025, our Pipera site reinforced its commitment to employee development, collaboration, and inclusion by implementing effective programs that align with strategic talent priorities. The 'Power Up' Academy was launched as a development initiative that blends fundamental principles with organizational needs. Over three months, 21 participants engaged in six sessions focused on communication, collaboration, and strategic contribution. The program received highly positive feedback. Site leadership hosted five interactive sessions to strengthen cross-functional learning and operational insight while HR 'Knowledge Boost' sessions enhanced understanding of key internal processes.

France

In 2025, we partnered with an external association to organize an engaging event aimed at raising awareness about workplace safety risks. Supported by the French program FASTT (Fonds d'Action Sociale du Travail Temporaire), the initiative aimed to strengthen employees' skills to identify risks and promote best practices.

The event featured "Find the Risks" workshops, designed as interactive, playful sessions in which participants identified hidden hazards in virtual work scenarios. These exercises sparked meaningful discussions about preventive actions and how to respond appropriately to mitigate risks. The program targeted all employees, paying special attention to temporary staff and those in operational areas such as production, prototypes, and post test analysis. Thirteen sessions were conducted, engaging 121 participants. Participants appreciated the innovative and fun approach to safety awareness, and the feedback was positive. This initiative reflects our ongoing commitment to fostering a strong safety culture and ensuring that every employee can recognize and respond to potential hazards effectively.

India

We advanced LGBTQ+ inclusion in India through two impactful programs. The "Leadership Training with Pride Circle" program engaged 25 leaders and Employee Resource Group members. The program focused on gender identity, sexual orientation, allyship, and strategies for creating an inclusive culture. The session emphasized the importance of leaders "walking the talk" and implementing actionable practices tailored to the Indian context.

The local team also hosted a reverse mentoring session for 90 employees featuring a professional from the LGBTQ+ community with two decades of experience. His personal narrative provided insights into the challenges and progress of the LGBTQ+ community in India, fostering empathy and awareness.

Both initiatives received highly positive feedback and reinforced the commitment to diversity and inclusion.

Furthermore, India continued to invest in long-term capability building through a higher education program. Selected employees pursued a 24-month Post Graduate Diploma in Operations Management to develop business and leadership skills and support future talent pipelines.

Mexico

As part of our ongoing University Relations strategy, we delivered four capability-building workshops for a group of more than 20 interns in Mexico. These sessions supported the development of our future talent pipeline and strengthened employee engagement across the organization. The workshops covered key skill areas, and interpersonal effectiveness, and featured success stories from managers who started their careers as Garrett interns. The program had a 95% attendance rate and received highly positive feedback from participants.

DIVERSITY & INCLUSION

Diversity and inclusion is one of Garrett's fundamentals on how we operate as a company. We embrace the diverse talents and backgrounds of our global employees and nurture an inclusive culture.

Through our policies and programs, we aim to foster an environment where everyone feels involved, supported, respected. We believe that embracing diverse thoughts and ideas leads to a competitive advantage in the market. By fostering an inclusive environment, we can drive increased innovation and generate new and better ideas.

"Embracing the diverse talents and backgrounds of our global employees is fundamental to Garrett's values."

We have 25 different nationalities represented in our senior management team alone, who bring different backgrounds and experiences, and our global workforce represents approximately 60 different nationalities.

ROLES AND RESPONSIBILITIES

Global Diversity and Inclusion initiatives and programs are overseen by the Diversity and Inclusion Council that convenes on a quarterly basis. The Council's primary responsibility is to steer and evaluate the implementation of Garrett's Diversity and Inclusion initiatives, supporting the local relevance of activities. Locally, our team of 14 D&I champions lead their respective country initiatives, working closely with local management and HR.

TALENT REPRESENTATION AT GARRETT

We are committed to fostering an inclusive workplace where all employees have the opportunity to succeed and contribute. As part of this commitment, we continue to expand our outreach to attract a diverse pool of qualified candidates, including women—who remain underrepresented in many science, technology, engineering, and mathematics (STEM) fields, such as ours. We also invest in initiatives that support the development, engagement, and advancement of talent across our organization, with a focus on ensuring equal access to opportunities and a workplace environment where individuals can thrive based on their skills, experience, and performance.

We've seen a growth in women employees over the past couple of years. In 2025, 22.8% of the total workforce and 22.8% of senior management positions were held by women. Among Garrett's salaried employees specifically, women accounted for 26.5% of the total employee population.

We will continue to focus on broadening representation through inclusive practices, with all decisions based on merit, skills, and performance.

DIVERSITY & INCLUSION WEEK 2025

In November 2025, Garrett continued its annual Diversity & Inclusion Week. This initiative is designed to deepen understanding, encourage meaningful dialogue, and inspire action to strengthen diversity and inclusion at every level of the company. Under the 2025 theme, "YOUnited in Action", we celebrated our individual, unique qualities while reinforcing the connections that unite us. This theme also served as an important reminder that inclusion doesn't just happen – it's a choice we make and practice, every day.

Employees across Garrett's locations stepped outside their comfort zones to try new activities, such as sharing personal stories, and exercises that foster empathy, belonging, and respect. These activities included workshops, quizzes, volunteer events, cultural food festivals, town halls, educational sessions, and interactive exercises, all which emphasized our commitment to being a welcoming workplace for all.

YOUNITED IN ACTION
Diversity & Inclusion Week 2025

EMPLOYEE RESOURCE GROUPS (ERG) THAT SUPPORT A MORE INCLUSIVE WORKPLACE

Since the ERG expansion started in 2023, there has been positive momentum with the development of more than 15 local, country-based ERGs across Garrett's three regions. During the Diversity & Inclusion Week 2025, we recognized and supported our ERGs by raising awareness among all employees. We also recognize the importance of allies, and our ERGs welcome all employees to participate. The ERGs are driven by and for employees and aim to foster an even more open and inclusive workplace by encouraging networking and driving cultural change. The four ERGs that are expanding in the local sites are Women in Garrett, Cultural Mosaic, Boost your Pride and Diverse Abilities.

"Women in Garrett" (WING), the first employee resource group established at Garrett, is open to all employees and allies and helps foster an inclusive workplace culture. Through community-building, networking, and development activities, WING supports employee engagement, particularly in the context of STEM where women continue to be underrepresented. In 2025, WING contributed to global inclusion efforts by connecting employees across regions and supporting initiatives that promote equal access to development opportunities and an environment where all individuals can succeed based on their skills, experience, and performance.

The **"Boost Your Pride"** ERG continued to advance awareness about and inclusion for LGBTQ+ colleagues in 2025. In India, the local ERG was a driving force in achieving Bronze Certification in the India Workplace Equality Index. This milestone adds to the certifications previously awarded in Switzerland and Germany, further reinforcing our global commitment to equality and creating a workplace where everyone can be their authentic self.

Throughout 2025, the **"Cultural Mosaic"** ERG continued to celebrate the richness of our global diversity. Through workshops, cultural events, and team activities, it strengthened connections across countries and sites. These year-round initiatives helped colleagues appreciate different backgrounds and perspectives, reinforcing the value of cultural inclusion in everyday collaboration.

The **"Diverse Abilities"** ERG strengthened Garrett's culture of inclusion in 2025 through concrete and meaningful actions, such as leading autism youth inclusion activities in China and contributing personal stories and awareness campaigns in Japan and other countries. These efforts deepened understanding and created more supportive environments for colleagues of all abilities.

IWEI India Workplace Equality Index 2025 BRONZE
TOP EMPLOYER FOR LGBT+ INCLUSION

PRIDE CHAMPION
Garrett Motion
NOV 2024 – NOV 2025
SILVER

Swiss LGBTI Label

PROGRAMS FOR STUDENTS AND YOUNG PROFESSIONALS

GRADUATE AND INTERNSHIP PROGRAMS

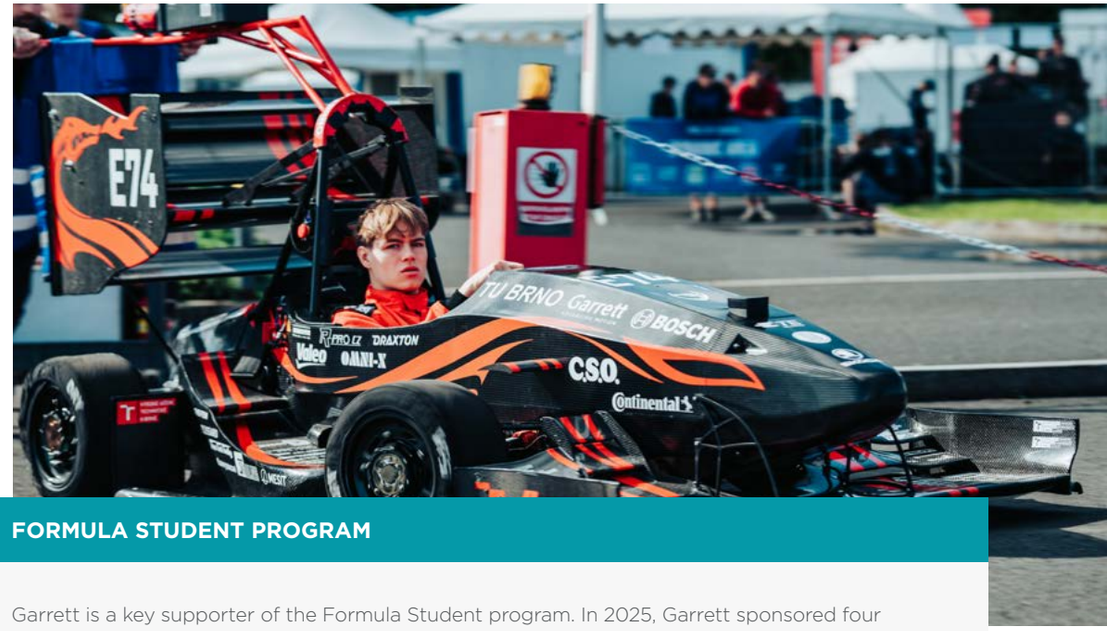
Garrett is proud to offer multiple student programs in various countries. In 2025, Garrett welcomed 305 Interns in 13 countries (approximately 82% in Engineering, Integrated Supply Chain and IT and the rest in Finance, HR, Marketing, Aftermarket, Sales and Legal).

Garrett also offers a graduate program that serves as a career accelerator by equipping recent graduates with the necessary skills and expertise for future technology roles. The program consists of three consecutive 12-month placements, primarily based in our major engineering hubs across Europe and Asia. Throughout the program, participants collaborate closely with engineering professionals and leaders and benefit from training programs that emphasize technical skills and leadership capabilities.

305
Internships across 13 countries

BRNO INTERNATIONAL INTERNSHIP PROGRAM

Garrett's Brno International Internship Program in the Czech Republic offers an international intern community experience with a variety of engineering projects and roles. The interns were exposed to technical experts and leadership. They developed technical competencies and business skills by creating presentations and project plans. The program offers flexibility to align the student's career and learning goals with Garrett's needs. In 2025 the program hosted 12 international students from different universities in France, Italy, Switzerland, Sweden, and Belgium.



FORMULA STUDENT PROGRAM

Garrett is a key supporter of the Formula Student program. In 2025, Garrett sponsored four Formula Student university teams globally by providing funding, hardware, and technical expertise. Each team designs and develops a Formula Student/ Formula SAE race car to compete against other leading technology universities.

In addition to funding the teams to build their vehicles, Garrett prioritizes developing close connections with the students to support their growth and help develop the automotive leaders of tomorrow. Garrett engineers dedicate time to developing and running technical and leadership workshops with Formula Student race teams at the University of Michigan in the US, Brno Technical University in the Czech Republic, École Polytechnique Fédérale de Lausanne in Switzerland, and Bucharest Politehnica University in Romania.

Garrett also sponsored two Formula Student races globally where Garrett engineers discussed next generation technology with over 2,000 student automotive engineering enthusiasts, including 200 female engineering students.

2025 STEM MONTH

In March 2025, Garrett's 6th annual STEM Month inspired curiosity and hands-on learning among thousands of employees and students worldwide. Garrett teams partnered with schools, universities, non-governmental organizations (NGOs), and local communities to promote engagement in science, technology, engineering, and mathematics (STEM).

This month-long program supported our broader sustainability objectives by promoting quality education, gender equality in technical fields, inclusive economic opportunities, and responsible innovation.

Employees across 19 global sites delivered interactive STEM experiences for children, students, and community members. These activities included educational workshops, technology demonstrations, plant tours, innovation challenges, employee learning sessions, and family focused events. Through these activities, Garrett strengthened its contribution to cultivating future engineering talent and expanding equitable access to STEM pathways.

In China, Garrett sites hosted programs for the employees' children, including miniature landscape DIY workshops, a lecture titled "Empower Your Work with Transformational AI", and a family visit to Tongji University.

Garrett India expanded its long-term commitment to local STEM education by inaugurating two new STEM labs in partner schools. Students showcased their projects at science exhibitions, and engineering college students gained firsthand industry experience through guided tours of the plant and Show & Tell sessions with Garrett engineers.

U.S. sites focused on STEM learning through interactive demonstrations and knowledge-sharing. Activities included Pi Day celebrations, a webinar about patents featuring internal engineering expertise, and technology showcases of recent Garrett innovations. These sessions increased awareness of emerging sustainable mobility technologies.

In the Czech Republic, nearly 100 children, aged 7 to 15, participated in the Little Engineers in Action workshop. Supported by their parents and Garrett engineers they assembled electromechanical toys and explored engineering concepts firsthand.

In Slovakia, we hosted various activities, including a children's STEM drawing challenge, an open house event for secondary school students interested in transportation engineering, virtual reality-based learning modules, and a LEGO® team collaboration exercise.

In France, Garrett teams ran interactive workshops for middle school students featuring fuel cell vehicle technology and the principles of water electrolysis.

Garrett Switzerland sponsored the My Thesis in 180 Seconds competition for the second year in partnership with École Polytechnique Fédérale de Lausanne, where students presented their innovative research in dynamic three-minute formats.

In Romania, employees and their families immersed themselves in innovation and STEM exploration. Activities included a sustainability-focused Automotive Scientific Discovery Challenge, virtual reality studio sessions, LEGO robotics workshops for 34 children, and a STEM math quiz designed to boost analytical thinking skills.

OUR COMMUNITY INVOLVEMENT

We can create a meaningful impact and contribute to stronger and more resilient communities by joining our efforts and resources. Through partnerships with non-governmental organizations (NGOs), employee volunteering initiatives, and charitable donations, we work to address societal challenges while empowering individuals and communities to thrive.

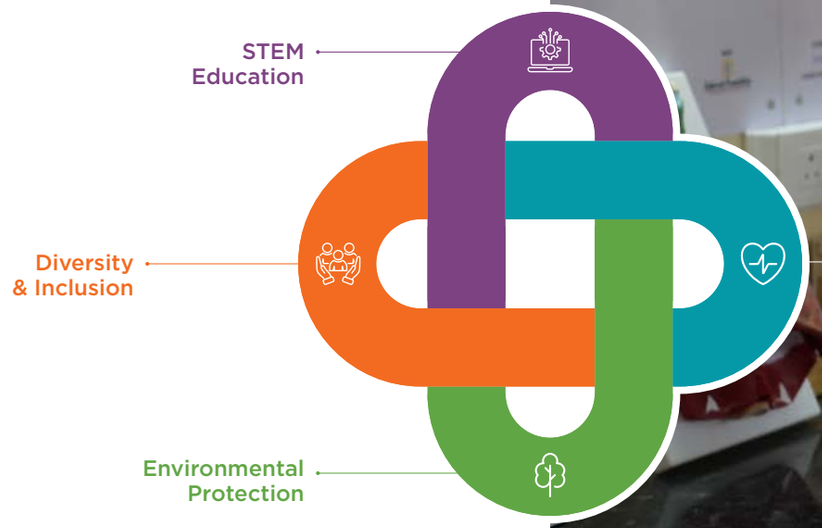
WECARE4 NETWORK

Garrett's social responsibility pilot program, the WeCare4 Network, launched in 2022 and has continued to expand and mature year after year. The program focuses on four areas: STEM education, environmental protection, health and well-being, and diversity and inclusion.

In 2025, the WeCare4 Network continued the company's efforts to engage more closely with local communities and support the needs in the areas where we operate. In addition to the company's contributions, employees were empowered to contribute their time, skills, and expertise through hands-on volunteering that has a direct, tangible impact.

Each Garrett site runs social and environmental initiatives through a local WeCare4 committee, led by a designated WeCare4 champion. The purpose of the network is to equip these Champions and Committee members with the knowledge, tools and skills necessary to develop meaningful community programs while also reinforcing employee engagement by offering opportunities to support their local communities.

WeCare4 community programs have four focus areas:



STEM Education

In 2025, Garrett India partnered with local organizations to establish a brand-new STEM Lab at the Government Higher Primary School in Srigandakaval, Bangalore. Serving more than 400 students, the lab transforms science and technology education through hands-on experiments, interactive learning, and real-world applications.

Additionally, 17 Garrett volunteers visited two schools in Rihe and Khamboli, distributing 753 school kits to students. A total of 1,903 kits were delivered to government-aided schools across the region, helping to boost students' motivation and confidence in their studies.

For more local STEM activities, see Programs for Students and Young Professionals (page 34) and 2025 STEM Month (page 35).

Environmental Protection

Employees and students at several Garrett locations – including in Romania, India, and the UK – joined forces in tree-cultivation initiatives, planting more than 2,100 new trees to help combat climate change and improve the local environment.

In Wuhan, China, 23 volunteers gathered at Xiyuan Park for a community clean-up event themed "Paving the Green Path, Building a Sustainable Future." Meanwhile, the Thaon-Les-Vosges site in France took a creative approach toward land care by introducing eco-grazing, a natural method of vegetation control, that uses goats. Five goats were welcomed to the site's outdoor grounds, replacing mechanical and chemical maintenance with an eco-friendly, low-impact alternative.

In Rolle, Switzerland, colleagues continued their annual effort to protect local biodiversity by removing invasive plants from the local lakeshore and river for the third consecutive year. Other Garrett sites implemented their own environmental initiatives. In Bucharest, Romania, they hosted clothing swap events. In Korea, they promoted zero waste lunches. In India, they distributed plantable seed balls and pencils to encourage greener habits. In Mexico and China, they measured their personal carbon footprints and pledged to adopt more sustainable habits.

Health & Wellbeing

In 2025, thousands of Garrett employees took proactive steps to monitor their health. Activities implemented at our local sites included cholesterol and glucose check-ups in Ireland and Romania, cardiovascular risk assessments in Italy, and stress evaluations in Japan. Other Garrett locations offered ergonomic assessments, vision tests, and dermatological check-ups.

The Walking Challenge, an initiative that encourages colleagues to take at least 10,000 steps daily, expanded this year to include multiple Garrett sites. In France, 195 participants collectively logged nearly 46 million steps, averaging over 11,000 steps per person per day over the course of three weeks. More than 110 employees from the UK, Switzerland, Italy, the US, India and Korea also took on the challenge, averaging almost 9,000 steps daily.

Mental health remained a core priority throughout 2025. Multiple Garrett sites implemented initiatives to strengthen emotional wellbeing and promote healthy work practices. In Italy, an Olympic volleyball captain led a session emphasizing the role of empathy and wellbeing for sustained productivity and high performance. In Korea, employees began each shift with brief group stretching and a light-hearted video, simple practices designed to create moments of calm, reduce stress, and foster a positive work environment.

In India, a new access road was completed and opened at the Pune plant in 2025. This upgraded, durable infrastructure now provides safer and more reliable connectivity for the approximately 2,500 community members who rely on it, reducing traffic related risks and improving daily mobility.

Diversity & Inclusion

In China, 13 employees from our Wuhan site spent a day at the Hope Island Children's Rehabilitation Center, supporting children with autism. The visit was part of an ongoing initiative led by Garrett China's Diverse Ability Employee Resource Group (ERG). Through creative activities and genuine interaction, this ERG initiative promotes awareness, inclusion, and sustained volunteer engagement with the center.

Garrett Romania organized a variety of initiatives to deepen employee engagement in topics related to diversity and inclusion. At the Bucharest plant, colleagues celebrated cultural diversity by sharing traditions and values from Nepal, Pakistan, Spain, Sri Lanka and Romania. The Pipera site hosted an interactive workshop with the Filia Association, a local NGO that promotes women's rights, to foster equality and respect in the workplace. The local team also launched a Book Club focused on literature offering perspectives on diversity and inclusion.

Garrett's Pune plant in India opened its doors to 55 aspiring female engineers and three faculty members from Cummins College of Engineering for Women. They were provided a guided tour of the plant and participated in a Show & Tell session with Garrett engineers.

For more local D&I activities, see Diversity & Inclusion Week 2025 (page 32).

OPERATING RESPONSIBLY

Setting high standards for health, safety, and the environment is a key component of our operating philosophy.

SECTION HIGHLIGHTS

OUR APPROACH TO HEALTH, SAFETY AND ENVIRONMENT

We endeavor to cultivate a culture of excellence in Health, Safety, and Environment (HSE) throughout all processes and core functions. Our goal is not only to provide safe working conditions for our global team and to prevent and mitigate potential risks and harm, but also to foster the long-term health and well-being of our colleagues. Additionally, our HSE management system follows global standards to protect the health and safety of our people and the environment during both routine and emergency situations, with a special focus on energy management to reduce our greenhouse gas emissions.

HSE MANAGEMENT SYSTEM

Our HSE management system establishes a systematic framework aimed at mitigating HSE risks and their related liabilities. We have processes to identify, monitor, and manage risks associated with the design, production, and delivery of our products and services. We have a framework for continuously improving the management system, to meet the applicable statutory and regulatory requirements.

The HSE management system applies to all Garrett organizations, subsidiaries, and activities worldwide, where we have operational control. It covers product and project design and development, changes to products and processes, services, manufacturing, supply, distribution, use of raw materials and products, and waste management.

HSE Management System Structure

The HSE management system applies to all people present in our locations – employees, contractors and visitors, as well as employees working or traveling outside a Garrett location.

OUR CERTIFICATIONS

The HSE management system complies with global standards for occupational health & safety (ISO 45001), the environment (ISO 14001), and energy management (ISO 50001).

We prioritize ISO certifications at local operational sites, as they are required to maintain the certification of the HSE management system. Sites holding a certification are regularly audited by an external body to maintain certification through three-year cycles.

All our 13 manufacturing sites are covered by ISO 45001, ISO 50001 and ISO 14001 certifications.

In addition, we achieved 100% ISO 14001, ISO 45001 and ISO 50001 certifications for our 3 main test laboratories in 2025.

100%
of Garrett manufacturing sites and 3 main test laboratories are ISO 45001, ISO 50001 and ISO 14001 certified

DRIVING SAFETY PERFORMANCE

We regularly reassess significant HSE processes, procedures, and systems, as required by the maturity assessment process in our HSE management system (as detailed on page 43).

HSE metrics are evaluated internally during operational reviews every month. Garrett's senior leadership, plant managers, facilities, and HSE teams pay close attention to our HSE performance and are responsible for continuous improvement.

We use two main safety performance indicators to monitor and improve HSE performance in operations:

- Total Case Incident Rate (TCIR), which includes injuries and illnesses, applies everywhere Garrett operates as well as to business travel.
- HSE Maturity Assessment (MAT) score, which applies to 18 Garrett operational sites (all 13 manufacturing sites and 5 test laboratories), covers 77% of our workforce. This assesses each site versus the HSE management system requirements and is the primary HSE metric monitored through the Garrett Excellence Model (GEM). The MAT score is self-assessed by each site and periodically validated by the central HSE department via internal audits. More insight about the HSE MAT score on page 43.

Our HSE systems support compliance with both our global standards and local regulatory requirements. This is supported by a continuous, risk-based audit program across the company. We plan, implement and track process improvements, corrective action plans, and provide regular HSE training based on our Learning Needs Assessment (LNA) and training plan.

Plant managers, facilities, and HSE teams at each site are responsible for these procedures. We also work with qualified experts to regularly audit our sites to identify efficiency and risk reduction opportunities, while also leveraging the engagement and expertise of our employees on the ground. We implement audits and surveys, mainly focusing on areas such as loss prevention, occupational health, and machinery safety.

ASSESSMENT AND MANAGEMENT OF HSE RISKS

The HSE management system is a framework for minimizing HSE risks and associated liabilities. We monitor performance, identify hazards and control operational HSE risks associated with the development, production and delivery of products and services:

- We work with external specialists to assess and prevent risks and the exposure of employees to physical and chemical hazards.
- Eligible sites are supported with specific industrial hygiene surveys, addressing, among others, noise, ergonomics, and chemical exposures.
- Regular fire and thermography inspections are run in our 13 manufacturing sites and main test laboratories.
- New or modified equipment undergoes a risk assessment using a consistent and systematic approach, starting from the design phase to meet safety standards.
- Internal legal compliance audit performed every four years has been implemented since 2022, to assess compliance with applicable legal regulations across manufacturing sites, test laboratories and offices of over five people. 100% of planned audits were completed by the end of 2025.

For health and safety, our HSE management system is based on the ISO 45001 standard covering hazard identification, risk evaluation, and incident investigation. Our procedures follow applicable legal requirements, as well as our own requirements if these are stricter than local regulations.

Sites continue to use an operational risk assessment tool developed in 2022.

The management of change procedure is applied to assess the HSE impacts of any change. Risk assessments and operating procedures are then updated as needed.

Our HSE policy, Cardinal Safety Rules, Code of Business Conduct, and related training set clear expectations to follow procedures and report issues promptly. They also include safeguards against retaliation for reporting issues.

Whenever an incident is reported, its severity is evaluated and a comprehensive investigation is conducted. The specific steps are described in our event reporting and investigation procedure and include a structured root-cause analysis and the development of corrective and preventive actions to mitigate identified risks. In addition, review and revision of the according risk assessments, standard operating procedures and other relevant documentation may also be required.

HSE alerts or bulletins communicate each incident's lessons learned throughout the organization. Each alert requires sites to either implement the specified actions or formally confirm their non applicability. All responses are monitored and tracked to closure within our global HSE management system tool.

We also have a behavior observation program and encourage employees to report any unsafe conditions or behaviors.

ROUTINE & NON-ROUTINE ACTIVITIES

Routine activities are governed by Standard Operating Procedures (SOPs) that outline the necessary steps and underscore HSE risks. Employees and temporary workers are trained on SOPs, including the identified HSE controls, before undertaking those activities to enable them to perform the work safely.

Where Personal Protective Equipment (PPE) is required, we provide it and the PPE requirements are included in the SOPs. Contractors using their own PPE are required to provide proof of compliance before starting any activity.

For non-routine activity, we have a non-routine risk assessment that identifies potential hazards, assesses risks, and establishes appropriate controls.

Specific tasks are carried out under a formal permit-to-work system, aligned with our established procedures and/or legal mandates. This process applies across all employees, contractors, and workers under Garrett supervision.

OCCUPATIONAL HEALTH SERVICES

Our global occupational health and industrial hygiene requirements are addressed by operational procedures including medical management, blood-borne pathogens, hearing conservation program and exposure assessment. If our standards exceed local legal regulation, our sites must meet both. An exposure assessment evaluation tool is used to identify workers with potentially significant exposure to health hazards, such as chemicals, noise, heat stress, vibration, laser and radiation, and ergonomic risks assessment tools. When identified, these potentially significant health hazards are assessed by specialists and recommended engineering or other controls are implemented, where necessary, to further reduce exposure to these hazards to protect the health of our colleagues.

Occupational health services are provided to our employees, either on site or at nearby medical centers, typically accessed using personal transport, while at some sites, transportation is provided by the company. These services include specific health surveillance if recommended following the health hazards assessments. Employees can also request a meeting if they have concerns. Occupational health services are regularly promoted, through site-wide communications, health campaigns and at induction. Temporary contract workers or contractors use either their own dedicated occupational health centers or rely on Garrett facilities.

ACCOUNTABILITY AND RESPONSIBILITIES

Garrett's CEO and the CEO's direct reports are responsible for the effectiveness of health and safety management.

The site leaders and HSE teams are accountable for implementing our management approach across the sites. The HSE team is instrumental in supporting sites with management system delivery, projects implementation, reporting, and continuous improvement. Additionally, it collaborates with integrated supply chain and engineering functions of leadership for monthly performance reviews.

EMPLOYEE CONSULTATION AND ENGAGEMENT

We engage our employees in decision-making processes, both formally and informally. Formal (unions) and informal (local Work Councils or other employee forums) workers' health and safety committees play a significant role and represent 32% and 22% of our employees respectively. For the remaining employees, they are encouraged to raise health and safety issues with line management or in team discussions at any time.

All employees and contractors are safeguarded against any form of reprisal, as specified in the Garrett Code of Conduct.

Our employees are represented at meetings scheduled with defined frequencies varying across sites. These meetings primarily focus on various health and safety aspects guided by the HSE management system. The key topics covered include hazard and risk management, performance metrics, incident reporting and investigation, audits, compliance, and action closure. These discussions address the activities of both our employees and temporary workers. Additionally, committees address the activities of contractors working on our sites, through inspections and audits, where hazard identification, control measures, and adherence to HSE rules are thoroughly examined.

TRAINING AND RAISING AWARENESS ON HEALTH, SAFETY AND ENVIRONMENT

We place significant emphasis on effectively communicating and training our employees on the HSE protocols. In 2025, >97% of our employees took at least one HSE course. New personnel undergo HSE induction training, supplemented by specialized training tailored to their specific roles. Additionally, our sites deliver legally required training as well as job-related training based on skill matrix requirements and LNA.

Training is conducted either locally by internal trainers or externally with specific certification requirements, such as obtaining an electrical or powered trucks license. Many training courses are also available on Garrett's e-learning platform and can be accessed at all times. Employees receive training sessions during working hours free of charge, with effectiveness being assessed through appropriate tests or official certifications.

COMMUNICATION

In 2025, quarterly HSE Townhalls provided updates and information on best practices, HSE performance, HSE initiatives, and upcoming milestones. HSE updates are also posted in a dedicated HSE communication SharePoint space.

HSE WEEK 2025

From June 16–20, Garrett teams around the world came together for our annual HSE Week – a time to reflect, learn, and act on the values that keep us safe, healthy, and sustainable. The theme this time, "HSE is in your hands," brought a powerful and personal message to the forefront: our hands are not only essential tools in our daily work, but also symbols of our responsibility to protect ourselves, each other, and the environment.

With approximately 5,000 participants across Garrett sites, 2025 HSE Week was embraced with creativity and commitment. Each day of the week focused on a key pillar – Physical Health, Mental Health, Safety, and Environment – and was brought to life through a wide range of activities, screenings, workshops, and challenges.

Physical Health: From cholesterol and glucose checks to cardiovascular risk assessments and stress checks, to name a few, thousands of employees took proactive steps to monitor their health. Many sites also offered ergonomic assessments, vision tests, and mole mapping to support early detection and prevention.

Mental Health Matters: Several sites dedicated time to promoting emotional balance and healthy work practices. In one site an Olympic volleyball captain led a special session on achieving high productivity and performance through empathy and wellbeing. Other employees began their shifts with group stretching and watched a light-hearted video together, creating space to relax and relieve stress.

Safety in Action: All Garrett plants and R&D centers conducted mandatory Lock/Tag/Try (LTT) hand-specific sessions, reinforcing safe practices around machinery. These were complemented by other safety-focused activities, such as fire extinguisher drills, evacuation and first aid exercises, and a "Permit to Work" review. Some sites also showcased innovative tools like the ARTUS exoskeleton to support hand protection.

Environmental Awareness: For the third consecutive year, several colleagues took part in efforts to remove hazards to the local ecosystem. At other sites, employees adopted creative initiatives to reduce their environmental footprint—organizing clothing swaps, hosting zero-waste lunches, and distributing seed-infused balls and pencils to promote sustainable habits.

PREVENTING AND MITIGATING HEALTH & SAFETY IMPACTS

Throughout the process, from conceptual design to delivery of our products, we expect our suppliers to adhere to rigorous global and Garrett product standards.

We check chemicals and materials used to manufacture our products for safe usage and compliance with global regulations, for example, REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals) in Europe. We follow specific processes to validate chemicals both during the procurement phase and throughout their usage. The machines and equipment we use are produced and delivered in accordance with applicable safety standards, often necessitating external safety certifications like CE certification or adherence to other local safety requirements.

Contractors operating on our premises are required to sign an HSE declaration and undergo a safety induction before commencing their activities. Our HSE contractor management procedure outlines the minimum HSE requirements for working on our sites. These include safety induction, risk assessment, specific controls, and the need for permits to work and licenses.

HEALTH AND SAFETY PERFORMANCE 2025

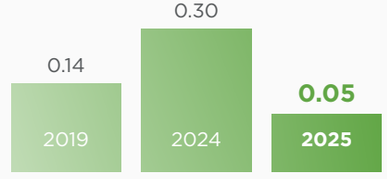
In 2025, we achieved a TCIR of 0.05, leading to absences from work between 3 and 142 days. This is below latest published 2024 OSHA hardware manufacturing industry TCIR of 2.9.

The Total Recordable Case Injury Rate was 0.04. There were zero fatalities in 2025. For more details on health and safety performance, see page 66.

Health and Safety Performance

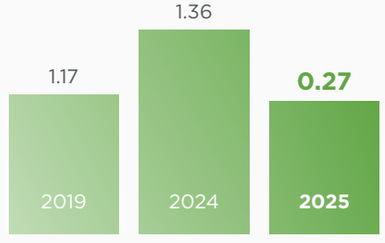
TOTAL RECORDABLE CASE ILLNESS RATE

TOTAL RECORDABLE CASE INJURY RATE

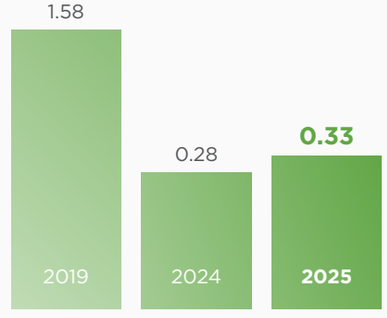


TOTAL RECORDABLE CASE INCIDENT RATE

LOST WORK CASE INJURY RATE



LOST WORKDAYS INJURY RATE



SIGNIFICANT NEAR MISS FREQUENCY RATE

MATURITY SELF-ASSESSMENT

The HSE MAT tool is used to make a thorough self-assessment of our HSE management system requirements, integrating also local applicable compliance obligations. The tool incorporates a scoring methodology that facilitates the evaluation of each requirement along with the associated risk of failure. Furthermore, the associated management information system assists in the identification, recording, and tracking of nonconformities, as well as the subsequent actions required for follow-up.

Each site has a specific HSE MAT score goal, monitored monthly as a primary metric. The self-assessment process is initiated by each site when the site leadership team believes there is a substantial improvement that can be submitted for review and validation by the central HSE department. Additionally, the central HSE department has the authority to trigger assessments for new or modified elements, as well as regular updates, providing a comprehensive and proactive approach to maintaining compliance and continuous improvement. The MAT includes assessment of 40 different elements covering:

LEVEL I

Management System (ISO 45001, 14001 & 50001 Based)	3 standards

LEVEL II

General HSE	4 standards
Safety	12 standards
Environment	6 standards
Health Management	3 standards
Industrial Hygiene	9 standards
Loss Prevention	3 standards

MAT Assurance in 2025

100% of identified operational sites were subject to HSE MAT assurance in 2025. Regular HSE MAT assurance applies to all manufacturing and significant test laboratory sites, and it underpins the MAT scores and supports sites in the drive for continuous improvement.

The final MAT score is derived from the combination of the site self-assessment, which undergoes review and approval by the central HSE department, and the results of assurance visits. Corrective and improvement actions are tracked until completion, and their progress is monitored using specific metrics that are reviewed monthly with each site.

100%

Of Garrett operational sites subject to audit received or had HSE MAT assurance in 2025

Chemicals and Hazardous Substances

Within our HSE management system, we have established procedures governing the introduction, usage, transportation, and disposal of chemicals and hazardous substances. These procedures extend to the management of contractor chemicals brought onto our sites. Sites have developed local procedures in alignment with global guidelines and conducted training sessions for our employees on safe chemical usage. The chemical management processes undergo annual audits by each site team, as well as by the central HSE department. Furthermore, our external legal compliance contractor conducts audits every four years to test adherence to regulatory requirements. This structure reflects GRI's requirement to disclose policies, responsibilities, and evaluation of effectiveness for material topics.

Hazardous chemical management procedures include:

- A written chemical management procedure and approval workflow for new substances, including hazard review before purchase and/or introduction on site.
- Maintenance of a site chemical inventory linked to Safety Data Sheets (SDS) and labeling controls.
- Site HSE controls handling, storage, and transport, contractor oversight, and requirements for disposal via licensed vendors.
- Training for employees and contractors on safe handling, SDS access, labeling, PPE, and emergency response.
- Annual internal HSE audits and periodic external compliance audits on regulatory adherence and performance.

HEALTH AND SAFETY IMPROVEMENT PROJECTS

In 2025, we completed 26 health and safety improvement projects across 10 of our sites aimed at reducing the occupational health and safety risk levels and achieving compliance with regulatory requirements. The progress of these projects is actively monitored on a monthly, quarterly, and annual basis until their successful closure.

SAFETY STAND DOWN AT GARRETT

In 2025, we continued the "Safety Stand Down" campaign to enhance the health and safety focus at our sites by encouraging colleagues to identify improvement opportunities. The campaign engaged all our manufacturing, test laboratories, and main office sites during Q2. Participants identified both improvement opportunities and proposed solutions for their closure. The initiative enabled us to identify and act on 1,137 improvement actions.

The key improvements focused on hand tools, ergonomics, 5S, and machinery safety. The successful completion of Safety Stand Down actions significantly contributed to improving workplace safety, and to the HSE culture among employee and non-employee groups, involving various departments and levels.

26

Health and Safety improvement projects

MANAGING GREENHOUSE GAS EMISSIONS

We are committed to drive decarbonization of our operations and across our value chain. We have set a Scope 1 and Scope 2 Science-Based Target that aligns with the 2015 Paris Agreement to limit global warming to less than 1.5°C compared to preindustrial levels. To date, we have not set a public SBTi-aligned Net-Zero target as the fact base for the Scope 3 reduction roadmap is not robust enough currently.

GHG EMISSION REDUCTION PATHWAY

We are committed to reducing absolute Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 46.2% by 2030, using 2019 as the baseline. To achieve this ambition, we have adopted a multipronged approach to decarbonizing our operations. A core element of our GHG emissions reduction pathway is a continuous focus on efficiency projects across our manufacturing sites and R&D centers. These initiatives include targeted capital investments in more energy efficient and lower emission technologies, as well as operational improvements that require little or no capital expenditure. Key measures include compressor optimization, HVAC adjustments, energy recovery, lighting and equipment upgrades, and process enhancements. Together, these actions deliver avoided emissions and improved energy performance. In parallel, Garrett is investing in onsite renewable energy to further reduce operational emissions and strengthen the resilience of our energy supply.

Throughout this chapter we describe our activities and performance during 2025. Upstream emission reduction efforts are addressed under Scope 3 (see page 45). Our downstream activities, including initiatives that help customers reduce emissions through the use of our products, are described under Driving Sustainable Innovations (see page 18).

SCOPE 1 + 2

Our total Scope 1 and Scope 2 Greenhouse Gas (GHG) emissions (market-based) saw a reduction of 3.2% in 2025 compared to 2024, marking an overall decrease of 31.8% since our baseline reporting year, 2019. These reductions in absolute GHG emissions were achieved through a combination of energy efficiency projects, on-site renewable energy projects, procurement of renewable energy, and shifts in residual emissions factors. These energy efficiency projects prioritized no-cost-low-cost initiatives and capital investment projects with short return on investment.

In accordance with the GHG Protocol, we apply the market-based approach to our Scope 1 and Scope 2 data, which we use as our primary GHG metric. We also continue to report on GHG emissions using location-based methods.

We are on track towards achieving the Science-Based Target to reduce Scope 1 and Scope 2 GHG emissions to 30,441 tCO_2e in 2030 from 56,582 tCO_2e in our baseline year 2019. We reduced Scope 1 and Scope 2 GHG emissions from 39,884 tCO_2e in 2024 to 38,598 tCO_2e in 2025, which is 8.8% below our 2025 target of 39,947 tCO_2e.

3.2% ▼
Reduction in scope 1 and 2 in 2025

31.8% ▼
Reduction in scope 1 and 2 since 2019

	2019	2024	2025
Total Scope 1 & 2 GHG emissions (tCO_2e) {Market-based}	56,582	39,884	38,598
Gross direct (Scope 1) GHG emissions (tCO_2e)	9,577	6,511*	6,123
Gross energy indirect (Scope 2) GHG emissions (tCO_2e) – Market-based	47,005	33,372	32,475
Total Scope 1 & 2 GHG emissions (tCO_2e) {Location-based}	56,144	39,708	37,518
Gross direct (Scope 1) GHG emissions (tCO_2e)	9,577	6,511*	6,123
Gross energy indirect (Scope 2) GHG emissions (tCO_2e) – Location-based	46,567	33,197	31,395
Total Scope 3 GHG emissions (tCO_2e)	1,427,975	1,527,517	1,533,207
Purchased goods and services	1,231,646	1,343,716	1,367,516
Capital goods	52,408	34,091	22,220
Fuel and energy-related activities	4,059	3,647	3,321
Upstream transportation and distribution	68,495	97,301	84,400
Waste generated in operations	1,553	1,189**	1,117
Business travel	7,445	4,652	4,418
Employee commuting	12,514	9,125	6,174
Upstream leased assets	0	0	0
Downstream transportation and distribution	2,923	2,874	10,700
Processing of sold products	42,921	30,773	33,187
Use of sold products	0	0	0
End-of-life treatment of sold products	145	144	149
Downstream leased assets	0	0	0
Franchises	0	0	0
Investments	3,864	5	5
Total Scope 1, 2 & 3 GHG emissions (tCO_2e) (Location-based)	1,484,119	1,567,225	1,570,725
Total Scope 1, 2 & 3 GHG emissions (tCO_2e) (Market-based)	1,484,557	1,567,400	1,571,805

The data includes all Garrett sites. Garrett Carbon accounting, reporting methodologies and processes are aligned with the GHG Protocol. Our inventory management plan outlines the methods, processes, and methodologies for GHG management. Scope 3 emissions methodologies are detailed in the ESG Data Book.

*The 2024 Scope 1 emissions have been updated following the identification of previously omitted refrigerant and fuel data, resulting in an increase of 1,208 tCO_2e.

**The 2024 scope 3 Waste category waste data have been updated following a reclassification of selected waste categories at selected sites, resulting in an increase of 558 tCO_2e.

	2019 BASELINE	2030 TARGET	2024 PERFORMANCE	2025 PERFORMANCE
Total Scope 1 & Scope 2 GHG emissions (tCO_2e) – SBT aligned target	56,582	30,441	39,884	38,598
Percentage Reduction		-46.2%	-29.5%	-31.8%

46.2% ▼

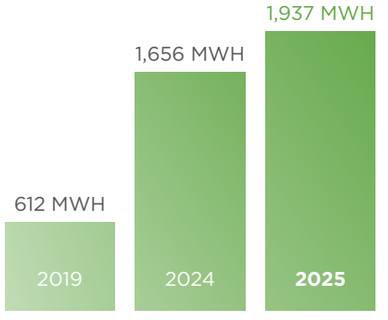
Science-Based Target to reduce Scope 1 and Scope 2 GHG emissions by 2030 compared to 2019

To drive absolute reduction, we replaced our prior GHG intensity target with a Science-Based Target for Scope 1 and Scope 2 emissions. However, we continue to monitor GHG intensity, which is measured as total Scope 1 and Scope 2 GHG emissions (tCO_2e) per 1,000 USD, from 2025 onward. This is reported in ESG Data Book on page 73.

In 2026, we are planning to invest around 1.5 million USD in all regions on energy saving projects, same as previous years, and add solar production capacities. This plan should allow us to save 1,360 kWh. In addition, sites will continue their efforts to reduce energy consumption by generating non-CAPEX projects savings.

RENEWABLE ENERGY

We have continued to reduce the carbon intensity of the energy we use. As part of this, we have increased renewable energy generation capacity during 2025. In addition to the existing renewable energy generation at four sites (Pune in India, Mexicali Turbo in Mexico, Presov in Slovakia, and Bucharest in Romania), we studied and prepared for additional solar opportunities in future years. Our overall on-site renewable energy generation increased to 1,937 MWh at the end of 2025, representing 2.2% of Garrett's total electricity consumption for the year. This includes 1,062 MWh generation at our Pune site, where the solar installation is funded primarily through a Power Purchase Agreement.



GENERATED RENEWABLE ENERGY

PURCHASED RENEWABLE ENERGY

During 2025, 100% of the electricity procured by our plants in Waterford, Ireland, and in Cheadle, UK, was sourced from renewable energy, as well as 4.1% procured by our plant in Wuhan, China was also sourced from renewable energy. These are short-term arrangements offered by the utility provider at no incremental cost without long-term commitments. Our renewable energy purchases were equivalent to a 3,285 tCO_2e reduction.

GHG EMISSION-REDUCING PROJECTS

Alongside renewable energy, we continued our efforts to use energy more efficiently.

Our approach and progress to date are described in the energy section (pages 47-48). In 2025, we invested 1.4 million USD in energy saving projects, resulting in an estimated, annualized reduction of approximately 1,631 tCO_2e savings. In addition, implementing a range of energy saving initiatives across our sites contributed to an estimated annualized saving of 1,302 tCO_2e in 2025. Combined, energy saving activities in 2025 accounted for an estimated annualized reduction in Scope 1 and Scope 2 GHG emissions of 7.4% compared to 2024, and 5.2% compared to our baseline reporting year.

SCOPE 3

Throughout 2025, we have continued to work with our suppliers to strengthen the data quality of upstream Scope 3 emissions. We drive a range of key activities to assess the decarbonization maturity of the supply base, while advising our suppliers to prepare their own GHG reduction roadmaps. These initiatives are still in progress and continue in 2026.

We are working with suppliers to improve the accuracy and reliability of their carbon emissions reporting. Once this foundation is in place, suppliers will be able to develop credible GHG reduction roadmaps. The key levers to reduce supplier Scope 3 emissions include working on energy carbon intensity, energy usage efficiency and also increasing recycled content and re-use of raw materials.

Starting in 2025, we are setting clear expectations to suppliers on GHG reduction roadmaps, both through the annual supplier expectation letter and during the annual supplier review meetings.

We continue to report on our Scope 3 emissions, which are estimates prepared by applying relevant GHG protocol methods (refer to GHG emission table page 74).

EMISSIONS OF OZONE-DEPLETING SUBSTANCES (ODS)

Ozone depleting substances are not considered material for our organization, as only a limited amount of HCFC refrigerant was used in 2025, equivalent to 0.003 metric tons of CFC -11.

AIR EMISSIONS

We monitor and manage air emissions across our global operations through certified environmental and energy management systems (ISO 14001 and ISO 50001). Although our primary environmental reporting focuses on greenhouse gas emissions and energy efficiency, we maintain regulatory compliance for all relevant air pollutants, including Nitrogen Oxides (NOx), Sulfur Oxides (SOx), Particulate Matter (PM), and Volatile Organic Compounds (VOCs), in accordance with local permits and environmental law. We report on VOCs for individual locations if a customer or regulator requests it.

Our air emissions primarily originate from stationary combustion equipment used for heat generation, fuel and natural gas-powered testing equipment, and industrial processes such as foundry operations. All emissions from these sources remain within regulatory limits and comply with the conditions established in our operating licenses and permits. The emissions for SOx, NOx and particulate matter are calculated using the flow rate, emission value and operating hours of sites equipment.

POLLUTANT TYPE	TOTAL EMISSION (TONS)
SOx	0.9053
NOx	3.6492
PM	0.136

MANAGING ENERGY CONSUMPTION

Throughout the reporting period, we continued our efforts to reduce energy consumption. In 2025, our absolute energy usage decreased by 4.6% compared to the preceding year. This represented a reduction of 23.9% from our baseline year, 2019.

We broadened the deployment of energy-saving initiatives, improved the efficiency of our operations, and continued to strengthen our processes for measuring and managing energy performance.

Furthermore, we maintained our energy management system for all manufacturing sites to be certified to the ISO 50001 standard for energy management, while also maintaining this certification at our test laboratories in Brno, Czech Republic, Thaon-les-Vosges, France and Shanghai, China.

ENERGY INTENSITY

From 2025 onward, we report our energy intensity relative to revenue expressed per 1,000 USD. As our previous target expired in 2024, we have set a new energy intensity target to 2030 of ≤0.018 MWh per 1,000 USD. In the new baseline year 2025, our performance was 0.025 MWh per 1,000 USD.

	2025 PERFORMANCE (BASELINE YEAR)	2030 TARGET
Energy intensity ratio per revenue*	**0.025**	≤0.018

*Intensity target (MWh/revenue k$) is calculated by dividing the total electricity and gas used at our manufacturing facilities by revenue. Monitored quarterly. The intensity ratio uses energy consumption inside the organization only.

	2019	2024	2025
Total energy consumption (GJ)	550,472	438,803	418,787
Total electricity consumption (GJ)	392,555	332,184	316,196
Renewable fuel consumption, including fuel types (GJ)*	8,032	37,530	37,339
Electricity	8,032	37,530	37,339
% of electrical power from renewable sources	2.0%	11.3%	11.8%
Non-Renewable fuel consumption, including fuel types (GJ)	157,917	106,618	102,591
Natural Gas	132,253	88,104	83,595
Liquid fuels (Gasoline, Diesel, LPG, Kerosene)	25,664	18,514	18,996
Non-Renewable electricity/heating/cooling/steam consumption (GJ)	384,523	294,654	278,857
% of electrical power that is from non-renewable sources	98%	88.7%	88.2%
Electricity/heating/cooling/steam sold (GJ)	0	0	0
Self-generated renewable energy	2,203	5,962	6,974
Amount of energy consumed from the grid**	522,605	414,326	392,817
% of energy consumed from the grid**	94.9%	94.4%	93.8%
Total energy consumption (MWh)	152,909	121,890	116,330
Total electricity consumption (MWh)	109,043	92,273	87,832
Renewable electricity consumption (MWh)*	2,231	10,425	10,372
Electricity	2,231	10,425	10,372
% of electrical power from renewable sources	2.0%	11.3%	11.8%
Non-Renewable fuel consumption, including fuel types (MWh)	43,866	29,616	28,498
Natural Gas	36,737	24,473	23,221
Liquid fuels (Gasoline, Diesel, LPG, Kerosene)	7,129	5,143	5,277
Non-Renewable electricity/ heating/ cooling/ steam consumption (MWh)	106,812	81,848	77,460
% of electrical power that is from non-renewable sources	98%	88.7%	88.2%
Electricity/ heating/ cooling/ steam sold (MWh)	0	0	0
Self-generated renewable energy (MWh)	612	1,656	1,937
Amount of energy consumed from the grid (MWh)**	145,168	115,091	109,116
% of energy consumed from the grid**	94.9%	94.4%	93.8%

Energy data includes all Garrett sites. The 2024 energy data have been updated following the identification of previously omitted fuel data, resulting in an increase of 158 MWh or 566 GJ.

*Renewable sources include onsite electricity generation and purchase of electricity from renewable sources

**Calculation based on Total Energy minus Liquid fuels minus Self-generated renewable energy

100%
Of our manufacturing sites are ISO 50001 certified

175
Energy efficiency projects implemented in 2025

4.6% ▼
Less energy used in 2025 compared to 2024

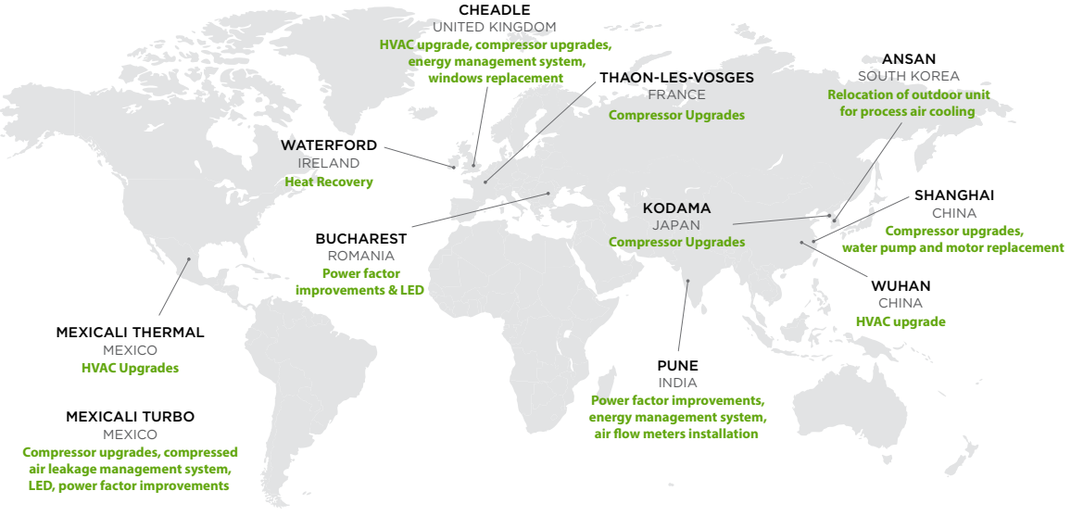
Government certificate for sustainability

We received a **4-star green plant** certificate for our manufacturing sites in Shanghai and Wuhan, awarded by the Chinese government. Seven categories were assessed, including energy management, regulation and compliance, emissions performance, infrastructure and facilities.

INVESTMENTS FOR ENERGY EFFICIENCY

We allocate an annual dedicated budget for capital investment projects aimed at increasing energy efficiency. These projects meet our criteria for financial payback, ensuring that they deliver a return on investment. In 2025, this enabled major infrastructure improvements, delivering an estimated, annualized saving of over 4,693 MWh, comprised of 3,392 MWh electricity reduction and 1,301 MWh from natural gas. In 2025, we implemented 23 different capital expenditure projects to improve energy efficiency, covering a range of different activities and upgrades.

TYPE	# OF PROJECTS	CAPEX AMOUNT (K$)	ESTIMATED ENERGY SAVING (MWH)	ESTIMATED EMISSION SAVING (tCO_2E)
Compressor	6	352	954	380
Energy recovery	1	115	299	126
Equipment upgrade	3	153	518	224
HVAC	4	176	450	242
Others	9	614	2472	659
TOTAL	23	1,410	4,693	1,631



NON-CAPEX PROJECTS SAVINGS

Alongside capital investment to improve energy efficiency, we continue to pursue opportunities to lower our energy consumption by prioritizing "non-CAPEX" projects. These initiatives required little or no financial investment and focus on optimizing how energy consuming activities are managed, enabled swiftly and with measurable results.

Estimated savings are determined for each project by considering the expected impact under normal operating conditions at the individual site. In 2025, Garrett delivered 152 non-CAPEX projects across our manufacturing sites and test laboratories. This enabled an estimated annualized saving of over 3,029 MWh.

TYPE	# OF PROJECTS	ESTIMATED ENERGY SAVING (MWH)	ESTIMATED EMISSION SAVING (tCO_2E)
Compressor	31	605	254
Equipment upgrade	1	45	19
HVAC	43	872	410
Lighting	25	366	187
Others	52	1,141	432
TOTAL	152	3,029	1,302

Replacement of air conditioners with chillers

At our Wuhan plant in China, an estimated annualized 187 MWh of electrical energy was saved in 2025 through the replacement of air conditioners with high efficiency water-cooled chillers. The transition to chiller-based cooling improved system energy performance through enhanced heat transfer efficiency, a higher Coefficient of Performance (COP), and superior part load control compared with conventional air conditioners.

Steam washer optimization

At our Mexicali Turbo manufacturing plant in Mexico, an estimated annualized 103 MWh of Natural Gas was saved in 2025 by optimizing the steam washer used for returnable packaging. The installation of an ignition controller and temperature sensor enabled automatic on/off control at the required 190°F operating temperature, eliminating continuous manual heating. This improvement reduces fuel use by preventing overheating and ensuring the burner operates only when necessary.

RESPONSIBLE USE OF RESOURCES: WASTE

We continually monitor the effective use of resources. Our waste management programs help us identify and drive projects aimed at reducing the environmental impact of our operations. We focus on reducing waste generation across our manufacturing processes, with the promotion of prevention, reuse, recycling and responsible disposal practices.

In 2025, our manufacturing sites, test laboratories, and offices generated a total of 12,664 tons of waste, representing a 14% increase compared to 2024. This increase is primarily driven by remediation activities which are subject to significant yearly fluctuations, as we are involved in remediation at some of our facilities. The waste from remediation activities accounted for 10% of our total waste generation and significantly contributed to our 2025 waste volume, which is 23% higher than in our 2019 baseline reporting year.

From 2025 onward, we report our waste intensity relative to revenue expressed per 1,000 USD. As our previous target expired in 2024, we have set a new waste intensity target to 2030 of ≤2.2 kg per 1,000 USD of revenue. In the new baseline year 2025, our performance was 3.1 kg/revenue.

Also, from 2025 onward, we report our waste diversion rate as excluding remediation waste due to its yearly fluctuations.

Over 8,982 tons (79.3%) of our waste generated, excluding remediation waste, was disposed and sent for recycling in 2025 and thereby diverted away from landfill.

For complete waste volumes and disposal methods including remediation waste, see Appendix pages 79.

	PERFORMANCE 2025 (BASELINE YEAR)	2030 TARGET
Waste intensity ratio per revenue (kg/revenue)*	3.1	≤2.2
Waste diversion rate**	79.3%	≥85%

*Intensity target (waste kg/revenue k$) is calculated by dividing the total weight of the manufacturing waste (kg) by the total revenue(K$), excluding remediation waste.

**Waste diversion target is calculated by total weight of waste disposed to non-landfill and non-incineration methods (tons) ÷ total weight of waste (tons), excluding remediation waste.

OUR EFFORTS FOR WASTE REDUCTION

In 2025, we continued thorough reviews to further develop our detailed understanding of where and how waste is generated throughout our organization, in order to identify opportunities to avoid and reduce waste.

As part of these initiatives, we continue to work together with our suppliers to adopt more sustainable forms of packaging. This involves a combination of using fewer, lighter, and more recyclable materials, and transitioning towards more re-usable packaging that has the potential to be returned to Garrett (from our customers) or by Garrett (to our suppliers).

We implemented a range of operational waste reduction and recycling measures across our operations in 2025.

Example of operational waste reduction measures in 2025

In France, we continued donating waste wood and wooden pallets to a local charity, where the materials are repurposed, reused, and ultimately recycled. This initiative supports waste reduction while contributing to community benefit.

Also in France, eco-grazing as a natural solution for maintaining part of our site's wide outdoor grounds was chosen. Rather than relying on mechanical equipment or chemical treatments, goats were introduced to clear vegetation in an eco-friendlier way. At the same time, we offer additional grazing land to the farmer who owns the goats. This method not only reduces carbon emissions and noise pollution but also supports biodiversity and soil health.

Across many of our manufacturing sites, we have partnered with local suppliers to transition from single use cardboard and plastic materials to returnable crates and baskets. This shift to returnable packaging reduces waste generation and helps conserve resources.

In Shanghai, we collaborated with our main casing suppliers to develop new returnable plastic dividers that replace single use cardboard dividers. This initiative reduces packaging waste and supports our transition toward more sustainable, reusable materials.

RESPONSIBLE USE OF RESOURCES: MATERIALS

We develop and manufacture turbochargers, electric boosting solutions, and zero emission technologies for light and commercial vehicle original equipment manufacturers (OEMs), the global independent aftermarket, as well as for various industrial applications. Turbochargers are our core products.

The manufacturing of our turbochargers relies primarily on metallic materials like iron, steel, aluminium and copper, which together account for more than 90% of total product weight. We continually explore opportunities to reduce the weight of turbocharger components, delivering benefits through more efficient use of natural resources while also making manufacturing more cost effective.

RECYCLED MATERIALS

Our turbochargers are manufactured by assembling parts delivered to Garrett by our suppliers. Suppliers typically disclose their material- related information through the International Material Data System (IMDS), a centralized global repository used by automotive OEMs and suppliers to report data on materials, chemicals, and manufacturing processes. In addition to IMDS reporting, we are working closely with our supply base to enhance manufacturing processes that enable greater use of recycled content in the materials they provide.

To accelerate sustainable manufacturing with recycled content, we have initiated efforts to build a baseline with suppliers by assessing the current use of primary and recycled materials. Based on this ongoing analysis, we will continue to gather and refine data to develop a roadmap for increasing the proportion of recycled material in our products over time. We remain committed to continuously exploring opportunities to expand the use of recycled materials.

RECLAIMED MATERIALS

At our facility in the UK, we have an established procedure for collecting used turbochargers at the end of their life cycle, refurbishing them, and reintroducing them as part of our portfolio. This is commonly known as “re-manufacturing”. In 2025, we re-manufactured 32,099 turbochargers, a 4.3% increase from the 30,769 units re-manufactured in 2024. This accounted for 0.24% of the total turbochargers we manufactured in 2025, compared to 0.23% in 2024. This process is gaining traction among our customers.

We are also working to broaden our portfolio with our remanufactured (REMAN) offering in Europe, the Middle East, Africa and North America, which so far has added over 400 additional applications. An additional benefit is using recovered parts while maintaining our required quality standards (by using original components and original assembly processes in our REMAN workshops).

In the beginning of 2026, we are expanding our aftermarket portfolio with the launch of Garrett Original MAXLIFE, a new remanufactured turbocharger line created specifically for vehicles aged 15 years and older. MAXLIFE is assembled using Garrett’s new Smart Component Recovery process, which maximizes the use of recovered original Garrett components while fully maintaining OEM-certified quality, safety and performance.

Remanufacturing is increasingly important also for commercial vehicle manufacturers, and we are working to provide them with sustainable remanufacturing infrastructure.

RESPONSIBLE USE OF RESOURCES: WATER

In our manufacturing sites, water is predominantly used for sanitary, cleaning, and domestic purposes, whereas smaller proportions are dedicated to production processes such as component cleaning and cooling. In our test laboratories, most is used for domestic purposes and cooling, with a smaller proportion used in our turbocharger testing processes.

During 2025, the total quantity of water we withdrew decreased by 9.1% compared to 2024. This represented a reduction of 26.5% against our baseline reporting year, 2019.

From 2025 onward, we report our water intensity relative to revenue, expressed per 1,000 USD. As our previous target expired in 2024, we have set a new water intensity target to 2030 of ≤0.036 m^3 per 1,000 USD of revenue. In the new baseline year 2025, our performance was 0.046 m^3 per 1,000 USD of revenue.

Applying the World Resources Institute's Aqueduct tool, we established which of our sites are located in regions that are subject to water stress (reported in ESG Data Book on page 81). In general, our water use is relatively low, and we are not aware of any water sources being significantly affected by our withdrawals in 2025.

We discharge water exclusively through municipal systems or authorized third parties, ensuring that effluents are managed in accordance with all applicable local regulatory and permit requirements at each site. Where required by law, water quality parameters are monitored to confirm compliance with discharge limits and environmental standards. However, we could not report the GRI required classification of discharged water by freshwater (≤1,000 mg/L Total Dissolved Solids (TDS)) versus other water during the 2025 reporting year. This is because TDS testing has not yet been expanded to all our locations.

We reused 38.2 mega liters of water in 2025 of which 28.7 mega liters, representing 75.1% of the total, were recycled in our on-site wastewater treatment plant in Waterford, Ireland. Overall, the reused water represented 19.5% of our total 2025 water withdrawal.

OUR WATER CONSERVATION ACTIVITIES

We have implemented a range of water conservation measures across our sites, focusing on water stress areas. Key examples are:

- At our Mexicali plant in Mexico, a water softener system was installed at the cooling tower inlet. By minimizing scaling and enabling higher concentration cycles, the system improves cooling tower efficiency and reduces water consumption by approximately 25%.
- Also at our Mexicali plant, a water level controller with an automatic cutoff valve was installed in the cooling tower to prevent water overflow and ensure stable basin levels. This upgrade reduces water losses, improves cooling system reliability, and protects HVAC equipment from failures associated with low water conditions.
- At our Pune plant in India, wastewater is treated on-site, and the treated water is reused for domestic applications such as gardening, thereby enhancing water circularity and reducing freshwater demand.
- In addition, we continuously replace conventional faucets with sensor-controlled water efficient models, upgrade urinals to sensor based flushing systems, and replace traditional flush tanks with dual flush mechanisms to limit the water use.

	PERFORMANCE 2025 (BASELINE YEAR)	2030 TARGET
Water intensity ratio per revenue*	0.046	≤0.036

*Intensity target (m3/revenue k$) is calculated by dividing the total water withdrawal at our 13 manufacturing facilities by the revenue.

	2019 BASELINE	2024 PERFORMANCE	2025 PERFORMANCE
Total volume of water withdrawn (mega liters)	266	215	196
Surface Water	N/A	N/A	0
Ground water	48	41	33
Rainwater collected and stored by the organization	N/A	N/A	0
Municipal water supplies or other public/private utilities	218	174	162
Total volume of water recycled or reused (mega liters)	37.2	41.8	38

ENVIRONMENTAL COMPLIANCE

CONTROL AND MINIMIZE RISKS

Regulatory compliance is central to how we design, manufacture, and support our products.

We focus on:

- Compliance and Regulatory Governance: Monitoring global chemical regulatory developments and compliance actions they require.
- Regulation Watch: Identification and mitigation of chemical-related risks.
- Transparent Regulatory Information: Data and documentation to support customer compliance needs.
- Sustainable Practices: Minimization of environmental impacts.
- Customer Engagement: Collaboration with customers to meet their safety, environmental, and performance goals.

These activities support compliance with regulatory requirements and our long-term operational and sustainability objectives.

SPECIFIC INFORMATION REGARDING SPILLS

There were no significant spills, water-related or otherwise, during 2025. We define a spill as significant if it may trigger a safety injury event or environmental incident if not observed or rectified. We implement robust spill response arrangements to prevent minor events from escalating.

RESPECTING REGULATORY REQUIREMENTS

Maintaining compliance with regulations involves integrating product stewardship across our value chain - including the processes of innovation, sourcing raw materials, production, and product end-of-life. We engage with suppliers, manufacturers, distributors, and customers to develop appropriate risk management plans and to monitor and assess the impact of changes in chemical management regulations worldwide.

RESTRICTED AND BANNED SUBSTANCE LIST

Garrett's Restricted and Banned Substance List is designed to prevent the use of chemicals that are restricted or banned by different legislation around the world. All chemicals undergo screening at our manufacturing sites before approval for use on site. This involves risk assessment, review of alternative options, alignment with Globally Harmonized System requirements, and evaluation of how materials will be used and handled in compliance with our HSE management system. We have control mechanisms in place to prevent the sourcing of any supplier products that violate applicable regulatory limits or restrictions. We also maintain an ongoing review program for all legacy parts manufactured prior to the implementation of certain regulations to uphold continued compliance.

RESTRICTING MERCURY USE

Mercury is included in our material specification documents that set out the substances that we restrict or prohibit. Where materials may have mercury as an impurity arising from the raw material, or from a reactant or a necessary chemical process, we comply with the EU End of Life Vehicle (ELV) Directive (2000/53/EC) and the EU REACH Regulation (1907/2006) threshold requirements. In these cases, we strive to minimize these substances in our products.

PFAS SUBSTANCES

Per and polyfluoroalkyl substances (PFAS) are a class of synthetic chemicals widely used across various industries for their unique performance properties. However, they are increasingly recognized as environmental pollutants that resist degradation and can be transported over long distances in the environment.

We continue to monitor regulatory developments in the EU, the USA, and other regional markets that are considering restrictions, stringent control measures, or prohibitions on PFAS use.

Together with our suppliers, we have assessed the current state of PFAS usage in our materials, coatings, and manufacturing processes. We will use these insights to identify potential substitutes. This will help reduce exposure to future PFAS restrictions and support our vision to transition toward PFAS free substitutes.

We participate in various professional forums and trade bodies to strengthen our research efforts and support the industry's transition toward PFAS free solutions. In certain cases, the use of specific PFAS containing materials remains necessary because no suitable alternatives are currently available. In such situations, we work with our trade bodies to seek appropriate derogations from proposed PFAS restrictions.

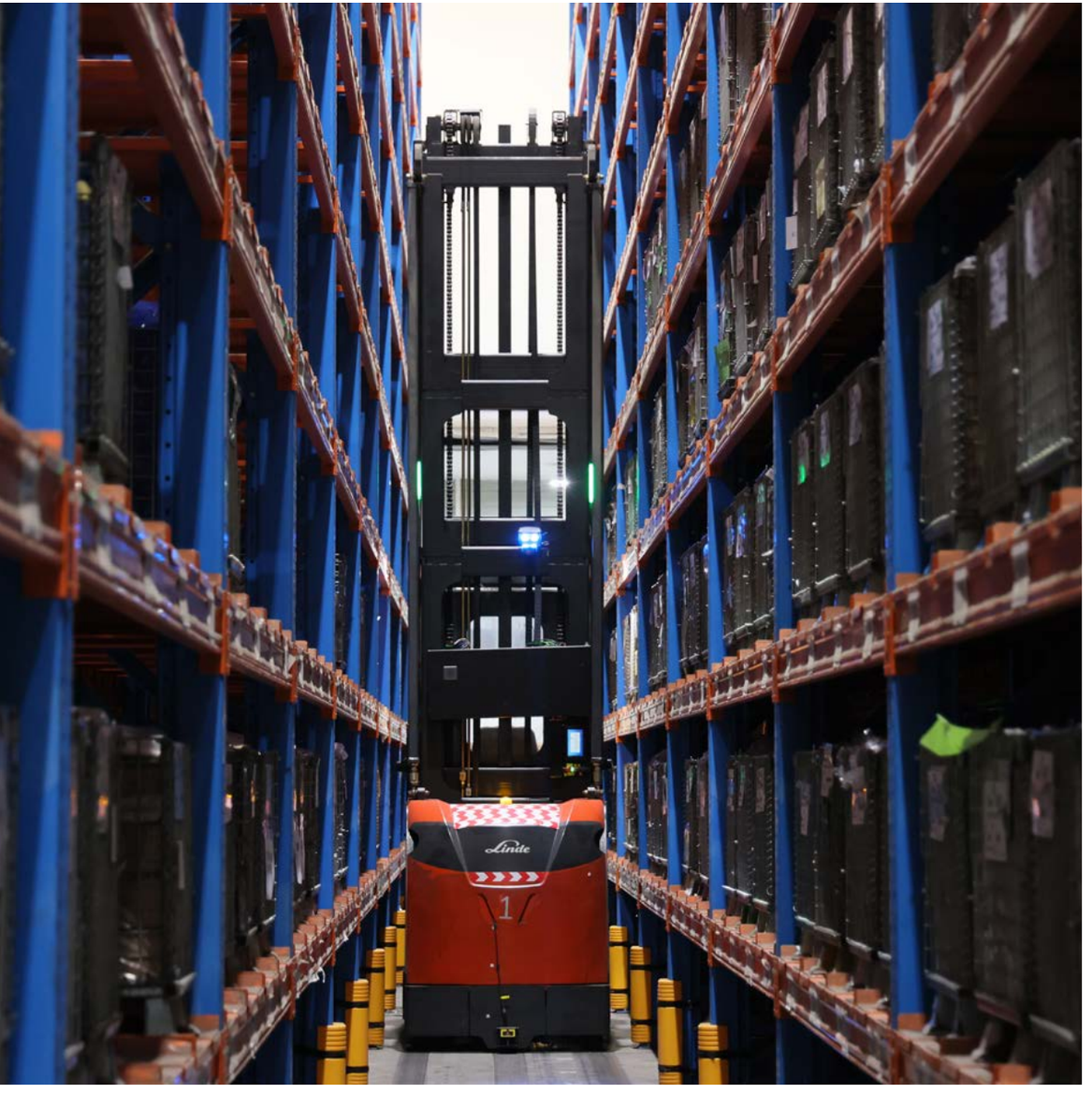
PRODUCT STEWARDSHIP COMPLIANCE DECLARATIONS

European Union Restriction of Hazardous Substances (RoHS) Directive (EU) 2024/232 (which amends RoHS Directive 2011/65/EU)

Our products have been assessed and validated to comply with the maximum concentration limits (including bans) for the 10 hazardous chemicals under the RoHS Directive. We exercise legally permitted RoHS exemptions only when their uses are technically justified. These substance restrictions apply to the manufacture of electrical and electronic equipment and cover lead, mercury, cadmium, hexavalent chromium, PBB, PBDE, and the regulated phthalates (DEHP, BBP, DBP and DIBP).

Conflict Minerals United States (US) 2010 Dodd-Frank Wall Street Reform & Consumer Protection Act (Section 1502) and EU Regulation No 2017/821

We address the responsible sourcing of tantalum, tin, tungsten and gold (3TG) throughout our global supply chain in compliance with the OECD (Organization for Economic Cooperation and Development) requirements on conflict minerals. To determine if our manufactured products contain conflict minerals, we work with a third party to help identify and assess conflict mineral risk in our supply chain. We ask our suppliers to submit the Conflict Minerals Reporting Template (CMRT) and monitor the coverage of suppliers providing that information. We keep our customers and regulators up to date via our own CMRT and conflict minerals reporting each year. Our Conflict Minerals Report is published annually on our website.



EU Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation (EC) No 1907/2006

As required by EU Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation (EC) No. 1907/2006, we notify recipients if an article contains a Substance of Very High Concern more than 0.1% by weight. We actively monitor substances listed in Annex XIV (Authorization List) and review regulatory updates to support continued compliance and avoid the presence of chemicals subject to Annex XIV authorization in our products. Our internal processes include routine assessment of materials and documentation to verify compliance across our product portfolio. In addition, we maintain established procedures for the safe handling and proper disposal of chemical substances throughout the turbocharger assembly process, supporting regulatory expectations and responsible product stewardship.

California Proposition 65. The Safe Drinking Water and Toxic Enforcement Act Of 1986

In accordance with our own HSE management system, and in compliance with local regulations, our assessments indicate that individuals in direct contact with our products, including our employees, are not subject to exposure that requires a Proposition 65 warning. As part of ongoing risk management, we continue to apply precautionary labelling to individual product boxes with an appropriate warning statement.

EU End of Life Vehicle (ELV) Directive (2000/53/EC) and amendment 2023/544

The End-of-Life Vehicle Directive sets recovery targets for the recycling of vehicles and components, encourages manufacturers to design their vehicles with reuse and recycling in mind, and restricts the use of certain heavy metals in new vehicle manufacturing processes or in automotive parts. Vehicle and equipment manufacturers must factor in the dismantling, reuse and recovery of the vehicles when designing and producing their products and that new vehicles are: reusable and/or recyclable to a minimum of 85% by weight per vehicle; reusable and/or recoverable to a minimum of 95% by weight per vehicle, as well as reusable and/or recoverable to a minimum of 95% by weight per vehicle. We verify that heavy metals restricted under the Directive - lead, mercury, cadmium and hexavalent chromium - are not present in our components, except where use is explicitly permitted under Annex II exemptions.

Asbestos-free Declaration

Consistent with automotive industry sustainability standards and the shift toward cleaner, safer mobility solutions, our products are manufactured without the use of asbestos or asbestos-containing materials. This longstanding practice is supported by internal material compliance controls and supplier requirements. The elimination of asbestos supports responsible production by reducing lifecycle environmental impacts, enhancing worker and vehicle user safety, and ensuring compliance with global automotive regulations and OEM sustainability expectations.

SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

At Garrett, we recognize that meaningful progress on sustainability performance requires strong partnerships and close collaboration across our global supply chain.

OUR EXPECTATIONS ON SUPPLIERS

Our Supplier Code of Conduct and Sustainable Procurement Policy establish the standards and expectations we have for our suppliers regarding environmental management, labor and human rights and business integrity:

1. Labor and Human Rights

Our suppliers are expected to provide fair treatment of their employees, adequate remuneration, freedom of association, and the right to collective bargaining, fair recruiting practices and compliance with local laws and regulations. Suppliers are expected to foster a culture where employees and managers can openly communicate and raise concerns without fear of retaliation, intimidation, or harassment.

The Garrett Supplier Code of Conduct aims to mitigate risks related to labor or human trafficking and child labor. It is expected that our suppliers adhere to relevant health, safety, and environmental laws and regulations, and implement robust practices across occupational safety, emergency preparedness, and adequate sanitation, food, and housing conditions.

2. Environmental Performance

The Garrett Supplier Code of Conduct also emphasizes the management and mitigation of environmental impacts in our supply chain. It is essential to minimize environmental impacts throughout the lifecycle of our products. We expect suppliers to have robust policies in place for protecting the environment, responsible sourcing, efficient use of resources and energy consumption, proper management of emissions and waste, and have strong management procedures for hazardous substances.

3. Responsible Business Practices

Garrett's Supplier Code of Conduct stipulates that our suppliers should uphold integrity in all business interactions and adhere to the laws and regulations of relevant jurisdictions. This includes maintaining high standards of corporate governance, encompassing business integrity, conflict of interest management, fair competition practices, protection of intellectual property, product and service quality, and safeguarding privacy and information security.

Upon acceptance of our standard purchase order, award letters, or Terms and Conditions for purchase of direct materials, suppliers affirm their commitment to our Supplier Code of Conduct. The Supplier Code of Conduct is available on our website. We reserve the right to conduct unannounced visits to supplier facilities and may enlist external monitors for this purpose. Failure to comply with the Supplier Code of Conduct may result in the termination of the supplier's relationship with us and potential legal action.

SUSTAINABILITY ASSESSMENT AND ENGAGEMENT WITH OUR SUPPLIERS

Our ongoing efforts focus both on setting expectations through our Supplier Code of Conduct and the Sustainable Procurement Policy and enabling suppliers to improve their sustainability performance through different measures.

Every year, we administer an annual questionnaire that focuses on social, environmental, and business ethics practices for all direct material suppliers. This initiative enables us to track suppliers' environment, social and governance performance and provide them with support as they advance on their individual sustainability journeys. The questionnaire evaluates suppliers across several areas, including HSE risks, Sustainability Governance, Climate Change indicators, and Product Stewardship. Each participating supplier receives a Garrett Sustainability Score based on their responses.

Following our internal analysis and scoring of our suppliers' responses to the questionnaire, the individual results are shared with each of them. When a supplier's sustainability practices deviate from our expectations, we provide targeted recommendations to help them enhance their sustainability performance.

These improvement recommendations may include pursuing ISO certification, strengthening HSE policies, improving supplier HSE risk management processes, addressing environmental impacts or other sustainability-related gaps.

In 2025, the response rate represented approximately 98% of our purchasing spend. Based on this assessment, we provided suppliers with actionable recommendations to enhance their sustainability performance.

98%
Response rate on supplier sustainability questionnaire

Building the Procurement Team's Sustainability competencies

In 2025, we continued to develop the sustainability competencies within the procurement department. We conducted two dedicated training sessions pertinent to sustainability topics and sustainable procurement practices for the Garrett buyers' team. The training sessions covered key topics such as environment, social and governance regulatory developments affecting procurement, Garrett's sustainability criteria for procurement and supplier onboarding, customers sustainability requirements, Scope 3 emissions data collection, and ways to support suppliers in their decarbonization journey. All Garrett buyers attended the training sessions.

In 2025, we began integrating sustainability considerations more explicitly into our procurement processes by taking supplier environment, social and governance performance into account during the sourcing and onboarding of new suppliers. As part of the onboarding process, we also communicate our sustainability expectations to help suppliers understand the areas we evaluate. This fosters a common understanding of sustainability priorities.

We also work closely with a select group of suppliers to better understand their carbon footprint. As part of this initiative, we collect a variety of environmental data, including energy consumption, GHG emissions reduction plans, and use of recycled content in the materials we procure. These insights facilitate more constructive dialogue with suppliers, thereby supporting their efforts to reduce GHG emissions and enabling us to reduce our upstream Scope 3 emissions. Initiated in 2024, the program was expanded in 2025 to include a wider group of suppliers and will expand further in the future.

In 2025 we initiated a targeted study with key suppliers aimed at increasing the recycled content of materials used in our components, further demonstrating our commitment to reducing CO_2 emissions.

100%
of Garrett buyers trained on sustainable procurement practices in 2025

LOCAL SOURCING FOR GLOBAL FOOTPRINT

While a global sourcing approach is necessary for our global footprint, we recognize the important role that local procurement plays in sustainable business practices. When the nature of our projects allows it, we seek to work with local suppliers and to help create the context for business opportunities that can deliver mutual sustainable benefits and contribute to the development of local communities.

APPENDIX

SECTION HIGHLIGHTS

GRI INDEX

STANDARD	DISCLOSURE	LOCATION	REASON FOR OMISSION
GRI 2: GENERAL INFORMATION 2021			
2-1	Organizational details	Page 4, Annual Report	
2-2	Entities included in the organization's sustainability reporting	Page 9	
2-3	Reporting period, frequency and contact point	Pages 1, 9	
2-4	Restatements of information	Not disclosed	
2-5	External assurance	Page 9	
2-6	Activities, value chain and other business relationships	Page 4	
2-7	Employees	Pages 26, 63-66	
2-8	Workers who are not employees	Page 26	
2-9	Governance structure and composition	2026 Proxy Statement	
2-10	Nomination and selection of the highest governance body	"Garrett Nominating and Governance Committee Charter"	
2-11	Chair of the highest governance body	2026 Proxy Statement	
2-12	Role of the highest governance body in overseeing the management of impacts	"2026 Proxy Statement Garrett Nominating and Governance Committee Charter"	
2-13	Delegation of responsibility for managing impacts	"Page 6 2026 Proxy Statement"	
2-14	Role of the highest governance body in sustainability reporting	Pages 6, 8	
2-15	Conflicts of interest	2026 Proxy Statement	
2-16	Communication of critical concerns	Pages 6-7	

STANDARD	DISCLOSURE	PAGE 6	REASON FOR OMISSION
2-17	Collective knowledge of the highest governance body	Not disclosed	
2-18	Evaluation of the performance of the highest governance body	"2026 Proxy Statement Garrett Nominating and Governance Committee Charter"	
2-19	Remuneration policies	2026 Proxy Statement	
2-20	Process to determine remuneration	2026 Proxy Statement	
2-21	Annual total compensation ratio	2026 Proxy Statement	
2-22	Statement on sustainable development strategy	Page 2	
2-23	Policy commitments	Pages 11-13	
2-24	Embedding policy commitments	Pages 11-13	
2-25	Processes to remediate negative impacts	Pages 11-13	
2-26	Mechanisms for seeking advice and raising concerns	Pages 11-13	
2-27	Compliance with laws and regulations	Page 62	
2-28	Membership associations	Page 62	
2-29	Approach to stakeholder engagement	Page 8	
2-30	Collective bargaining agreements	Page 28	
2-28	Membership associations	Page 62	
2-29	Approach to stakeholder engagement	Page 8	
2-30	Collective bargaining agreements	Page 28	

STANDARD	DISCLOSURE	LOCATION	REASON FOR OMISSION
GRI 3: MATERIAL TOPICS			
3-1	Process to determine material topics	Page 8	
3-2	List of material topics	Page 8	
3-3	Management of material topics	Page 8	
GRI 202: MARKET PRESENCE			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not disclosed	
202-2	Proportion of senior management hired from the local community	Page 65	
GRI 204: PROCUREMENT PRACTICES			
204-1	Proportion of spending on local suppliers	Not disclosed	
GRI 205: ANTI-CORRUPTION			
205-1	Operations assessed for risks related to corruption	Pages 11-13	
205-2	Communication and training about anticorruption policies and procedures	Pages 11-13	
205-3	Confirmed incidents of corruption and actions taken	Page 62	
GRI 206: ANTI-COMPETITIVE BEHAVIOR			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 62	

STANDARD	DISCLOSURE	LOCATION	REASON FOR OMISSION
GRI 301: MATERIALS			
301-1	Materials used by weight or volume	Pages 51, 81	
301-2	Recycled input materials used	Page 51	
301-3	Reclaimed products and their packaging materials	Page 51	
GRI 302: ENERGY			
302-1	Energy consumption within the organization	Pages 47-49	
302-2	Energy consumption outside of the organization	Pages 47-49	
302-3	Energy intensity	Pages 47, 77	
302-4	Reduction of energy consumption	Pages 47-49	
302-5	Reductions in energy requirements of products and services	Pages 47-49	
GRI 303: WATER AND EFFLUENTS			
303-1	Interactions with water as a shared resource	Page 52	
303-2	Management of water discharge related impacts	Page 52	
303-3	Water withdrawal	Page 52	
303-4	Water discharge	Page 52	
303-5	Water consumption	Page 52	

STANDARD	DISCLOSURE	LOCATION	REASON FOR OMISSION
GRI 305: EMISSIONS			
305-1	Direct (Scope 1) GHG emissions	Pages 44-45	
305-2	Energy indirect (Scope 2) GHG emissions	Pages 44-45	
305-3	Other indirect (Scope 3) GHG emissions	Pages 44-45	
305-4	GHG emissions intensity	Page 76	
305-5	Reduction of GHG emissions	Pages 44-45	
305-6	Emissions of ozone-depleting substances (ODS)	Page 46	
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Page 46	
GRI 306: WASTE			
306-1	Waste generation and significant waste-related impacts	Pages 50, 79-80	
306-2	Management of significant waste-related impact	Pages 50, 79-80	
306-3	Waste generated	Pages 50, 79-80	
306-4	Waste diverted from disposal	Pages 50, 79-80	
306-5	Waste directed to disposal	Pages 50, 79-80	
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT			
308-1	New suppliers that were screened using environmental criteria	Pages 53-54	
308-2	Negative environmental impacts in the supply chain and actions taken	Pages 53-54	

STANDARD	DISCLOSURE	LOCATION	REASON FOR OMISSION
GRI 401: EMPLOYMENT			
401-1	New employee hires and employee turnover	Pages 64-65	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pages 27-28	
401-3	Parental leave	-	Data not available at Group level.
GRI 402: LABOR MANAGEMENT RELATIONS 2016			
402-1	Minimum notice periods regarding operational changes	Page 28	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY			
403-1	Occupational health and safety management system	Pages 39-43	
403-2	Hazard identification, risk assessment, and incident investigation	Pages 39-43	
403-3	Occupational health services	Pages 39-43	
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 39-43	
403-5	Worker training on occupational health and safety	Pages 39-43	
403-6	Promotion of worker health	Pages 39-43	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 39-43, 73	
403-8	Workers covered by an occupational health and safety management system	Pages 39-43, 72	

STANDARD	DISCLOSURE	LOCATION	REASON FOR OMISSION
403-9	Work-related injuries	Pages 66-71	
403-10	Work-related ill health	Pages 66-71	
GRI 404: TRAINING AND EDUCATION			
404-1	Average hours of training per year per employee	Pages 29, 65	
404-2	Programs for upgrading employee skills and transition assistance programs	Pages 29-30	
404-3	Percentage of employees receiving regular performance and career development reviews	Pages 29, 66	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY			
405-1	Diversity of governance bodies and employees	2026 Proxy Statement	
405-2	Ratio of basic salary and remuneration of women to men	-	Data not available at Group level.
GRI 406: NON-DISCRIMINATION			
406-1	Incidents of discrimination and corrective actions taken	Page 62	
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 55	
GRI 413: LOCAL COMMUNITIES			
413-1	Operations with local community engagement, impact assessments, and development programs	Pages 36-37	
GRI 414: SUPPLIER SOCIAL ASSESSMENT			
414-1	New suppliers that were screened using social criteria	-	Screening process not currently in place
GRI 415: PUBLIC POLICY			
415-1	Political contributions	Page 13	
GRI 418: CUSTOMER PRIVACY			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 13	

ESG DATA BOOK

INDUSTRY MEMBERSHIPS

As a global technology leader, Garrett is a member of many trade associations and other business organizations with similar focus areas.

In 2025, Garrett was member of the following professional associations:

- World Economic Forum (WEF)
- European Association of Automotive Suppliers (CLEPA)
- Hydrogen Europe
- Swiss - American Chamber of Commerce (AmCham Swiss)
- Swissmem - Swiss Industry association
- German Association of the Automotive Industry (VDA)
- American Trucking Associations (ATA)
- Motor and Equipment Manufacturers Association (MEMA)
- European Chamber of Commerce in China (EUCCC)
- International Hydrogen Fuel Cell Association (IHFCA)
- American Chamber of Commerce in China (AmCham China)
- Automotive Component Manufacturers Association, India (ACMA)
- Confederation of Indian Industry, India (CII)
- National Union of the Motor Vehicle Components Industry, Brazil (Sindipeças)

BUSINESS ETHICS AND RESPONSIBILITY

In 2025,

- we registered no cases of legal action for anticompetitive behavior, anti-trust and monopoly practices.
- we had no confirmed incidents of corruption and there were no cases regarding corruption brought against the company or its employees.
- there were no monetary losses registered from legal proceedings associated with corruption.
- there were no confirmed incidents of discrimination.

	2019	2020	2021	2022	2023	2024	2025
Number of Internal Investigation Cases	58	67	79	86	73	78*	80

*The number of investigations previously reported for 2024 has been modified following a data validation review. 19 cases were determined to be false alarms and were excluded from the investigation count to reflect confirmed investigations only.

HUMAN CAPITAL MANAGEMENT

NUMBER OF GARRETT EMPLOYEES* BASED ON TYPE OF CONTRACT

	TYPE OF CONTRACT				REGION		
	GARRETT CONTRACT - TOTAL	GARRETT CONTRACT - SALARIED	GARRETT CONTRACT - HOURLY	GARRETT CONTRACT - TEMPORARY	EMEA	APAC	AMERICAS
2025							
Men	5,197	2,539	2,364	294	2,640	1,635	922
Women	1,533	916	497	120	731	465	337
Total	**6,730**	**3,455**	**2,861**	**414**	**3,371**	**2,100**	**1,259**
2024							
Men	5,420	2,669	2,463	288	2,681	1,696	1,043
Women	1,585	951	497	137	786	443	356
Total	**7,005**	**3,620**	**2,960**	**425**	**3,467**	**2,139**	**1,399**
2023							
Men	5,855	2,769	2,709	377	2,788	1,865	1,202
Women	1,732	1,001	579	152	844	485	403
Total	**7,587**	**3,770**	**3,288**	**529**	**3,632**	**2,350**	**1,605**
2022							
Men	5,701	2,691	2,640	370	2,770	1,843	1,088
Women	1,588	937	524	127	805	460	323
Total	**7,289**	**3,628**	**3,164**	**497**	**3,575**	**2,303**	**1,411**

*For Census reporting we look at end of the year (December closing) data, we use Sum of FTEs with no decimal

*Temporary contracts do not include subcontractors

NUMBER OF GARRETT EMPLOYEES BASED ON TYPE OF CONTRACT, GENDER AND REGION: 2025

	BY GENDER		BY REGION		
	MEN	WOMEN	EMEA	APAC	AMERICAS
Full-time	5,126	1,494	3,276	2,092	1,252
Part-time	71	39	95	8	7
Total	**5,197**	**1,533**	**3,371**	**2,100**	**1,259**

NUMBER OF GARRETT EMPLOYEES BASED ON JOB LEVEL AGE AND GENDER: 2025

	MEN				WOMEN			
	<30	30-50	>50	TOTAL	<30	30-50	>50	TOTAL
Senior Management		68	57	125		21	16	37
Middle Management		393	113	506	1	125	20	146
Professionals	198	1,364	244	1,806	128	536	39	703
Operation & Support	427	1,615	718	2,760	138	388	121	647
Total	**625**	**3,440**	**1,132**	**5,197**	**267**	**1,070**	**196**	**1,533**

NEW EMPLOYEE HIRES: 2025

	NUMBER OF PERSONS	PERCENTAGE
GENDER		
Women	334	32.5%
Men	693	67.5%
Total	**1,027**	
LOCATION		
EMEA	522	50.8%
APAC	223	21.7%
Americas	282	27.5%
Total	**1,027**	

*New employees hires data includes new positions and replacements

NEW EMPLOYEE HIRES: 2025

	SALARIED		HOURLY		TEMP (EXCL. SUBCONTRACTORS)		TOTAL	
	NUMBER OF PERSONS	PERCENTAGE	NUMBER OF PERSONS	PERCENTAGE	NUMBER OF PERSONS	PERCENTAGE	NUMBER OF PERSONS	PERCENTAGE
GENDER								
Women	124	40.1%	87	36.7%	123	25.6%	334	32.5%
Men	185	59.9%	150	63.3%	358	74.4%	693	67.5%
Total	**309**		**237**		**481**		**1,027**	
AGE GROUPS								
<30	74	23.9%	110	46.4%	330	68.6%	514	50.0%
30 - 50	215	69.6%	115	48.5%	134	27.9%	464	45.2%
>50	20	6.5%	12	5.1%	17	3.5%	49	4.8%
Total	**309**		**237**		**481**		**1,027**	
LOCATION								
EMEA	107	34.6%	19	8%	396	82.3%	522	50.8%
APAC	135	43.7%	10	4.2%	78	16.2%	223	21.7%
Americas	67	21.7%	208	87.8%	7	1.5%	282	27.5%
Total	**309**		**237**		**481**		**1,027**	

EMPLOYEE TURNOVER: 2025

	TOTAL TURNOVER RATE		
	NUMBER OF EMPLOYEES WHO LEFT THE COMPANY	AVERAGE CENSUS	PERCENTAGE
GENDER			
Women	130	914	11.8%
Men	219	2,525	7%
Total	**349**	**3,439**	**8.3%**
LOCATION			
EMEA	188	1,734	7.9%
APAC	94	1,204	7%
Americas	67	501	12.9%
Total	**349**	**3,439**	**8.3%**

*Total Turnover Rate is calculated only for Permanent employees (Salaried + Hourly); Sum of terminations / average census. It considers Band 3+ (focus on our Fixed labour); Voluntary leavers

SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY: 2025

EMEA		APAC		AMERICAS	
NUMBER OF PERSONS/ TOTAL SENIOR MANAGEMENT	% OF TOTAL	NUMBER OF PERSONS/ TOTAL SENIOR MANAGEMENT	% OF TOTAL	NUMBER OF PERSONS/ TOTAL SENIOR MANAGEMENT	% OF TOTAL
105/120	87.5%	23/24	95.8%	12/17	70.59%

Senior management= job level Director

AVERAGE AGE OF EMPLOYEES WITHIN THE COMPANY

2022	2023	2024	2025
40	40	41	41

AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE: 2025

	MEN	WOMEN
Senior Management	17.8	13.8
Middle Management	23.5	19.4
Professionals	22.7	18.8
Operation & Support	6.8	6.5
Total	**14.2**	**13.5**

TOTAL NUMBER OF TRAINING HOURS: 2025

	MEN	WOMEN	TOTAL
Senior Management	2,227	510	**2,738**
Middle Management	11,912	2,857	**14,769**
Professionals	40,991	13,188	**54,179**
Operation & Support	18,671	4,213	**22,884**
Total	**73,802**	**20,769**	**94,571**

EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

	2025			
	MEN		WOMEN	
	NUMBER OF PERSONS	% OF TOTAL	NUMBER OF PERSONS	% OF TOTAL
Sr Management	102	4.4%	35	4.7%
Middle Management	462	20.3%	126	16.9%
Professionals	1,574	69.3%	546	73.5%
Operation & Support	132	5.8%	35	4.7%
Total	**2,270**	**100%**	**742**	**100%**

*Providing 2024 Data as 2025 Performance reviews and discussions end in March

HEALTH & SAFETY

COVERAGE OF GARRETT'S HSE SYSTEM ISO CERTIFICATIONS

ISO CERTIFICATION	% COVERED WORKFORCE	% COVERED SITE
ISO 45001	79%	40%
ISO 50001	82%	40%
ISO 14001	83%	44%

NUMBER OF INJURIES

Garrett employees and contract workers supervised by Garrett

	2023			2024			2025		
	26			38			44		
BREAKDOWN BY REGION	APAC	EMEA	AMERICAS	APAC	EMEA	AMERICAS	APAC	EMEA	AMERICAS
Total	**6**	**13**	**7**	**7**	**17**	**14**	**3**	**30**	**11**
First Aid	5	13	5	5	12	11	3	28	10
Recordable with LWD	1	0	2	1	3	0	0	2	0
Out of which - High Consequence Injury	0	0	0	0	0	0	0	1	0
Recordable without LWD	0	0	0	0	2	2	0	0	1
Transportation incidents	0	0	0	1	0	1	0	0	0
BREAKDOWN BY GENDER	MALE	FEMALE		MALE	FEMALE		MALE	FEMALE	
Total	**23**	**3**		**27**	**11**		**37**	**7**	
First Aid	22	1		18	10		36	5	
Recordable with LWD	1	2		3	1		1	1	
Out of which - High Consequence Injury	0	0		0	0		1	0	
Recordable without LWD	0	0		4	0		0	1	
Transportation incidents	0	0		2	0		0	0	

TOTAL INJURY RATE

Garrett employees and contract workers supervised by Garrett

	2023	2024	2025
Number of recordable injury*200,000/Total exposure hours	0.04	0.11	0.04
BREAKDOWN BY REGION			
APAC	0.03	0.04	0
EMEA	0	0.16	0.06
Americas	0.13	0.14	0.08
BREAKDOWN BY GENDER			
Male	0.02	0.12	0.02
Female	0.11	0.06	0.12

RECORDABLE HIGH CONSEQUENCE INJURY RATE

Garrett employees and contract workers supervised by Garrett

Number of recordable injury*200,000/Total exposure hours	2023	2024	2025
Recordable high consequence injury rate	0	0	0.01

INJURY LOST WORKDAYS

Garrett employees and contract workers supervised by Garrett

	2023	2024	2025
Note: "Days" refers to calendar days and the lost days count begins 1 day after the injury occurs.	103	101	20
BREAKDOWN BY REGION			
APAC	3	6	0
EMEA	0	95	20
Americas	100	0	0
BREAKDOWN BY GENDER			
MALE	13	95	17
FEMALE	90	6	3

NUMBER OF WORK-RELATED ILL HEALTH

Garrett employees and contract workers supervised by Garrett

	2023	2024	2025
	0	14	1
BREAKDOWN BY REGION			
APAC	0	14	0
EMEA	0	0	0
Americas	0	0	1
BREAKDOWN BY GENDER			
MALE	0	13	1
FEMALE	0	1	0

WORK-RELATED ILL HEALTH RATE

Garrett employees and contract workers supervised by Garrett

	2023	2024	2025
Number of work-related ill health *200,000/Total exposure hours	0	0.19	0.01
BREAKDOWN BY REGION			
APAC	0	0.49	0
EMEA	0	0	0
Americas	0	0	0.08
BREAKDOWN BY GENDER			
MALE	0	0.21	0.02
FEMALE	0	0.08	0

Number of male work-related ill health*200,000/Total male exposure hours
Number of female work-related ill health*200,000/Total female exposure hours

WORK-RELATED ILL HEALTH LOST WORKDAY

Garrett employees and contract workers supervised by Garrett

	2023	2024	2025
Note: "Days" refers to calendar days and the lost days count begins 1 day after the Work-related ill health occurs.	0	7	142
BREAKDOWN BY REGION			
APAC	0	7	0
EMEA	0	0	0
Americas	0	0	142
BREAKDOWN BY GENDER			
Male	0	4	142
Female	0	3	0

NUMBER OF WORK-RELATED FATALITIES

Garrett employees and contract workers supervised by Garrett

	2023	2024	2025
Number of work-related fatalities	0	0	0

WORK-RELATED FATALITIES RATE

Garrett employees and contract workers supervised by Garrett

Number of work-related fatality *200,000/Total exposure hours	2023	2024	2025
Work-related fatalities rate	0	0	0

TOTAL NUMBER OF SIGNIFICANT NEAR MISSES

Garrett employees and contract workers supervised by Garrett

	2023	2024	2025
	57	21	24
BREAKDOWN BY REGION			
APAC	34	8	2
EMEA	12	7	18
Americas	11	6	4

SIGNIFICANT NEAR MISSES RATE

Garrett employees and contract workers supervised by Garrett

	2023	2024	2025
Number significant near misses *200,000/Total exposure hours	0.72	0.28	0.33
BREAKDOWN BY REGION			
APAC			0.07
EMEA			0.56
Americas			0.32

NUMBER OF INJURIES: ALL WORKERS

Garrett employees and contract workers supervised by Garrett.

	2023			2024			2025		
	31			51			56		
BREAKDOWN BY REGION	**APAC**	**EMEA**	**AMERICAS**	**APAC**	**EMEA**	**AMERICAS**	**APAC**	**EMEA**	**AMERICAS**
Total	7	16	8	8	21	22	7	31	18
First Aid	6	16	6	6	14	12	7	29	12
Recordable with LWD	1	0	2	1	4	7	0	2	3
Out of which - High Consequence Injury	0	0	0	0	0	1	0	1	0
Recordable without LWD	0	0	0	0	3	2	0	0	3
Transportation incidents	0	0	0	1	0	1	0	0	0

RECORDABLE HIGH CONSEQUENCE INJURY RATE: ALL WORKERS

	2023	2024	2025
Number of high consequence injury*200,000/Total exposure hours	0	0.01	0.01
BREAKDOWN BY REGION			
APAC	0	0	0
EMEA	0	0	0.02
Americas	0	0.06	0

TOTAL RECORDABLE INJURY RATE: ALL WORKERS

	2023	2024	2025
Number of recordable injury *200,000 / Total Exposure Hours	0.03	0.18	0.08
BREAKDOWN BY REGION			
APAC	0.02	0.03	0
EMEA	0	0.18	0.05
Americas	0.11	0.51	0.38

NUMBER OF WORK-RELATED ILL HEALTH: ALL WORKERS

2023	2024	2025
0	14	2
BREAKDOWN BY REGION		
APAC	0	14	0
EMEA	0	0	0
Americas	0	0	2

WORK-RELATED ILL HEALTH RATE: ALL WORKERS

	2023	2024	2025
Number of work-related ill health *200,000/Total exposure hours	0	0.14	0.02
BREAKDOWN BY REGION			
APAC	0	0.38	0
EMEA	0	0	0
Americas	0	0	0.13

NUMBER OF WORK-RELATED FATALITIES: ALL WORKERS

	2023	2024	2025
Number of work-related fatalities: All workers	0	0	0

WORK-RELATED FATALITIES RATE: ALL WORKERS

Number of work-related fatality *200,000/Total exposure hours	2023	2024	2025
Number of work-related fatalities: All workers	0	0	0

HEALTH & SAFETY METRICS

	2023	2024	2025
The percentage of workers represented by formal joint management-worker health and safety committees*	N/A	33%	23%
Percentage of workers whose work, or workplace, is controlled by the organization, that are represented by formal or informal joint management-worker health and safety committees	80%	54%	54%
The percentage of workers that have a formal agreement with a trade union	N/A	33%	25%
The percentage of workers that are covered by an occupational health and safety management system	100%	100%	100%
The percentage of workers who are covered by an occupational health and safety management system that has been audited or certified by an external party	80%	79%	79%
The percentage of workers who are covered by an environment management system that has been audited or certified by an external party	85%	84%	83%
The percentage of workers who are covered by an energy management system that has been audited or certified by an external party	82%	82%	82%
The percentage of workers who are covered by an occupational health and safety management system that has been internally audited (MAT Assessment)	85%	84%	77%
Average number of HSE training hours**	9.74	8.02	9.33
Average number of HSE training hours***	8.27	10.89	8.03

*Only Garrett employees in 2025 while Garrett employees and temp employees in 2024.
**Data covers Garrett employees and contract workers supervised by Garrett
***Data covers all workers: Garrett employees, contractor workers supervised by Garrett and contractor workers working at Garrett workplace but not under Garrett direct supervision.

PROJECTS FOR REDUCING HEALTH AND SAFETY RISKS

PROJECT TYPE	AMOUNT USD
Compliance	56,000
Ergonomics	32,000
Fall protection	89,000
Forklift / pedestrian safety	297,000
Loss prevention	196,000
Machinery safety	78,000
Industrial Hygiene	15,000
Grand Total	763,000

REGION	AMOUNT USD
EMEA	339,000
APAC	84,000
AMERICAS	340,000
Grand Total	763,000

GHG EMISSIONS

STANDARDS, METHODOLOGIES, ASSUMPTIONS, AND/OR CALCULATION TOOLS USED IN CALCULATING METRICS

FUELS AND SOURCES OF ENERGY INCLUDED IN THE CALCULATIONS OF SCOPES 1, SCOPE 2 AND SCOPE 3 EMISSIONS

- Gross direct (Scope 1) GHG emissions – Natural Gas, Gasoline, Diesel, LPG, Kerosene and Fugitive emissions
- Gross energy indirect (Scope 2) GHG emissions – Purchased Electricity
- Gross other indirect (Scope 3) GHG emissions
- Garrett does not include biogenic CO_2e emissions in its Scope 1 or Scope 3 calculations as this emission source is not relevant to Garrett

BASELINE YEAR, SCOPE 1 AND SCOPE 2: 2019

- This year was selected as it was the first year with full coverage of Scope 1 and Scope 2 GHG emissions across the Garrett organization under our operational control. Prior inventories had missing locations and sources that were potentially material.
- The 2019 baseline GHG emissions was 56,582 tons of CO_2e

BASELINE YEAR SCOPE 3: 2022

While Garrett does not have a Scope 3 target, we have selected 2022 as the base year against which to monitor progress. We selected this baseline year because the method we applied when collating 2022 data enables comparison with future performance to be more robust and consistent than the methods used to calculate previous years' Scope 3 emissions.

ESTIMATION

Where we don't have a direct measure for specific emission sources (for example, leased offices with no sub-metering, or small quantities of refrigerants) we have applied relevant GHG protocol methods to enable emissions to be estimated. Overall, estimated emissions represent less than 5% of Garrett's total Scope 1 and Scope 2 emissions.

HISTORICAL CALCULATIONS

- Validated back-calculations for 2019, 2021, 2022 and 2023 have been prepared using both market- based and location-based methods
- For 2020, which was significantly affected by COVID-19 pandemic, and was therefore more complex to estimate, only location-based calculations have been prepared

METHODOLOGIES AND SOURCES OF EMISSIONS FACTORS:

- Gross direct (Scope 1) GHG emissions – Cross sector tools from GHG protocol website, IPCC
- Gross energy indirect (Scope 2) GHG emissions – IEA (International Energy Agency), USEPA eGRID factors and CBECS
- Gross other indirect (Scope 3) GHG emissions – refer to below table:

SCOPE 3 CATEGORY	APPLICABILITY	METHODOLOGY	EMISSION FACTORS	ASSUMPTION TAKEN
1. Purchased goods and services	Applicable	Spend based method	DEFRA 2016 (Baseline year with inflation applied)	Purchased direct material linked to mass production manufacturing.
2. Capital goods	Applicable	Spend based method	DEFRA 2016 (Baseline year with inflation applied)	All spend linked to Capital goods.
3. Fuel- and energy-related activities	Applicable	Average data method	UK Government GHG Conversion Factors & IEA	All consumptions in 100% of our sites.
4. Upstream transportation and distribution	Applicable	Distance based method	UK Government GHG Conversion Factors	In 2025, all paid transports to customers are now included in this category. In previous years, values were reported in category 9.
5. Waste generated in operations	Applicable	Waste type specific method	UK Government GHG Conversion Factors	All generated waste in 100% of our sites.
6. Business travel	Applicable	Distance based method	UK Government GHG Conversion Factors	Apply an average distance per day for car rental.
7. Employee commuting	Applicable	Average data method	UK Government GHG Conversion Factors	Apply an average distance per day based on transportation mode assumption per region for commuting to work.
8. Upstream leased assets	Not applicable			
9. Downstream transportation and distribution	Applicable	Distance based method	UK Government GHG Conversion Factors	Average weight and distance estimated for mass production units manufactured and shipped to customers.
10. Processing of sold products	Applicable	Average data method	Avg $kgCO_2$ per car (OEM figures, 2024)	Product average weight has been estimated.
11. Use of sold products	Not applicable			Products do not consume energy and are intermediate components. Thus, no emissions are reported.
12. End-of-life treatment of sold products	Applicable	Waste-type-specific method	UK Government GHG Conversion Factors	Product average weight has been estimated.
13. Downstream leased assets	Not applicable			
14. Franchises	Not applicable			
15. Investments	Applicable	Average data method	Weighted Average Carbon Intensity (WACI) - Benchmark	Emissions derived from the financial control percentage. adjusted using turnover and country benchmark factors.

	2019	2020	2021	2022	2023	2024	2025
Total Scope 1 & 2 GHG emissions (tCO_2e) {Market-based}	56,582	45,919	47,037	42,822	42,045	39,884	38,598
Gross direct (Scope 1) GHG emissions (tCO_2e)	9,577	6,912	8,453	7,363	6,160*	6,511*	6,123
Gross energy indirect (Scope 2) GHG emissions (tCO_2e) – Market-based	47,005		38,584	35,460	35,885	33,372	32,475
Total Scope 1 & 2 GHG emissions (tCO_2e) {Location-based}	56,144	45,919	48,477	44,490	42,491	39,708	37,518
Gross direct (Scope 1) GHG emissions (tCO_2e)	9,577	6,912	8,453	7,363	6,160*	6,511*	6,123
Gross energy indirect (Scope 2) GHG emissions (tCO_2e) – Location-based	46,567	39,007	40,024	37,127	36,331	33,197	31,395
Total Scope 3 GHG emissions (tCO_2e)	1,427,975	1,233,636	1,513,851	1,666,553	1,562,881	1,527,517	1,533,207
Purchased goods and services	1,231,646	1,076,422	1,364,950	1,462,747	1,381,685	1,343,716	1,367,516
Capital goods	52,408	90,090	17,740	30,699	40,601	34,091	22,220
Fuel and energy-related activities	4,059	3,317	3,860	7,343	3,916	3,647	3,321
Upstream transportation and distribution	68,495	53,785	68,961	105,541	77,605	97,301	84,400
Waste generated in operations	1,553	329	651	517	839	1,189**	1,117
Business travel	7,445	1,699	922	3,990	4,968	4,652	4,418
Employee commuting	12,514	7,994	10,253	10,652	9,612	9,125	6,174
Upstream leased assets	0	0	0	0	0	0	0
Downstream transportation and distribution	2,923	0	2,824	2,553	3,234	2,874	10,700
Processing of sold products	42,920	0	40,186	38,968	37,545	30,773	33,187
Use of sold products	0	0	0	0	0	0	0
End-of-life treatment of sold products*	145	0	151	150	164	144	149
Downstream leased assets	0	0			0	0	0
Franchises	0	0			0	0	0
Investments	3,864	0	3,351	3,391	2,711	5	5
Total Scope 1, 2 & 3 GHG emissions (tCO_2e) (Location-based)	1,484,119	1,279,555	1,562,328	1,711,043	1,605,372	1,567,225	1,570,725
Total Scope 1, 2 & 3 GHG emissions (tCO_2e) (Market-based)	1,484,557	1,279,555	1,560,888	1,709,375	1,604,926	1,567,400	1,571,805

*The Scope 1 emissions for 2023 and 2024 have been updated following the identification of previously omitted refrigerant and fuel data, resulting in an increase of 48 CO_2e tons and 1,208 tCO_2e respectively.

** The 2024 scope 3 Waste category waste data have been updated following a reclassification of selected waste categories at selected sites.

CONSOLIDATION APPROACH FOR EMISSIONS: OPERATIONAL CONTROL

OUT OF SCOPE:

- Physical or chemical processing: We do not have process emissions as none of our processes emit GHG emissions other than CO_2e

The following GHG emissions are reported:

- Carbon Dioxide - CO_2e
- Methane - CH4
- Nitrous Oxide - N2O
- Refrigerants

GHG EMISSIONS INTENSITY

	2025 PERFORMANCE
Scope 1 and Scope 2 GHG intensity ratio per revenue (Market-based)	0.011
Scope 1 and Scope 2 intensity ratio per revenue (Location-based)	0.010
Scope 1, Scope 2 and Scope 3 GHG intensity ratio per revenue (Market-based)	0.439
Scope 1, Scope 2 and Scope 3 GHG intensity ratio per revenue (Location-based)	0.438

2025 SCOPE 1 AND 2 EMISSIONS BREAKDOWN

SCOPE 1 AND 2 EMISSIONS BREAKDOWN	TOTAL EMISSIONS CO_2E TONS
CO_2	6,104
CH4	15
N2O	5
GHG TYPES IN SCOPE 1 EMISSIONS	
CO_2	31,267
CH4	23
N2O	105

ENERGY

STANDARDS, METHODOLOGIES, ASSUMPTIONS, AND/ OR CALCULATION TOOLS

BASELINE YEAR: 2019

2019 was selected as the baseline for performance monitoring as it was the first year with full coverage of total energy data across the Garrett organization under our operational control. Prior inventories had missing locations and sources that were material.

DATA SOURCE:

The energy data for all the manufacturing sites and Research and Development sites are available in an internal database and is reported by each site on a monthly basis. Certain estimates are applied for Garrett sites that are not covered by this reporting (offices) based on site size (in square feet) and the activity of each site. The energy consumption is estimated using factors provided by the US Department of Energy from its Commercial Buildings Energy Consumption Survey (CBECS) based on the size and activity of our units.

CONSOLIDATION APPROACH FOR ENERGY:

The consolidation approach for emissions is 'Operational Control'.

SCOPE:

All direct sources of energy used in our sites are considered, including Natural gas, Diesel, LPG, Gasoline, and Kerosene. For indirect sources, purchased electricity and self-generated electricity that is used in our own operations is considered.

Our ratio of electricity to natural gas usage is approximately 4:1, as measured in MWh. In most of our sites, Natural gas is used for heating purposes, and the other fuels are used for Research and Development purposes. At Waterford, Ireland, Natural gas is also used as part of the foundry process to heat the metal for casting.

QUANTIFICATION:

We follow the standard guidelines, recommendations and tools of the Greenhouse Gas Protocol to quantify and report the energy used.

ENERGY INTENSITY

	2025 PERFORMANCE (BASELINE YEAR)	2030 TARGET
Energy intensity ratio per revenue**	0.025	≤0.018
Percentage Reduction		28%

*Intensity target (MWh/revenue k$) is calculated by dividing the total electricity and gas used at our manufacturing facilities by revenue in k$. Monitored quarterly. The intensity ratio uses energy consumption inside the organization only.

ENERGY - 2025	MWH				GJ			
PARAMETERS	MANUFACTURING	R&D	ENGINEERING / OFFICE	TOTAL	MANUFACTURING	R&D	ENGINEERING / OFFICE	TOTAL
Total energy consumption	89,155	23,480	3,695	116,330	320,957	84,528	13,302	418,787
Americas	19,435	5,586	376	25,397	69,965	20,111	1,353	91,430
Asia pacific	22,986	9,014	604	32,604	82,750	32,451	2,174	117,375
EMEA	46,734	8,879	2,715	58,328	168,242	31,966	9,775	209,983
Total electricity consumption	73,010	12,571	2,251	87,832	262,838	45,255	8,103	316,196
Renewable electricity	10,372	0	0	10,372	37,339	0	0	37,339
% of electricity from renewable sources	14.2%	0%	0%	11.8%	14.2%	0%	0%	11.8%
Non-Renewable fuel consumption, including fuel types	16,144	10,909	1,444	28,497	58,119	39,273	5,199	102,591
Natural gas	15,220	6,557	1,444	23,221	54,791	23,605	5,199	83,595
Liquid fuels (Gasoline, Diesel, LPG, Kerosene)	924	4,352	0	5,277	3,328	15,668	0	18,996
Non-Renewable Electricity consumption	62,638	12,571	2,251	77,460	225,498	45,255	8,103	278,857
% of electricity from non- renewable sources	85.8%	100%	100%	88.2%	85.8%	100%	100%	88.2%
Self-generated renewable energy	1,937	0	0	1,937	6,974	0	0	6,974
Total energy exported	128	0	0	128	460	0	0	460
Amount of energy consumed from the grid*	86,293	19,128	3,695	109,116	310,654	68,860	13,302	392,817
% of energy consumed from the grid	96.8%	81.5%	100.0%	93.8%	96.8%	81.5%	100%	93.8%

* Calculation based on Total Energy minus Liquid fuels minus Self-generated renewable energy consumed

WASTE

STANDARDS, METHODOLOGIES, ASSUMPTIONS, AND/ OR CALCULATION TOOLS USED IN CALCULATING METRICS

DETERMINATION OF WASTE QUANTITY AND QUANTIFICATION:

- The waste generated at our manufacturing and Research & Development laboratories are quantified within Garrett sites or by the waste contractor.
- Sites estimate and upload the waste generation quantity in Garrett's internal software systems, and we monitor progress monthly. Estimates are replaced by invoice/ billing data once received from the vendor.
- Office waste generation is estimated based on number of workers. In 2024, office waste quantity has been calculated for 2019 to 2023. Consequently, the total waste quantity was recalculated.
- Our definition of specific waste types included in our considerations has been updated. Consequently, recalculations have been done from 2022 and 2023 to include these.

DETERMINATION OF WASTE DISPOSAL METHOD:

- The majority of hazardous waste is managed by external waste contractors, as required by local regulatory requirements, and is integrated within each site's ISO14001 certified Environmental Management System.
- A limited quantity of hazardous waste (water-based coolant) is treated in our sites at Mexicali, Mexico and Presov, Slovakia.

TOTAL WEIGHT OF HAZARDOUS WASTE TRANSPORTED:

• All hazardous waste at Garrett is transported by the waste contractors for each location (except for the water-based coolant treated on site by reverse osmosis).

• Based on information received from waste contractors, no hazardous waste is exported

• Treatment methods of hazardous waste coming from the Garrett locations:

TOTAL WEIGHT OF NON-HAZARDOUS WASTE TRANSPORTED:

- All non-hazardous waste at Garrett is transported by the waste contractors for each location. We do not treat any non-hazardous waste inside the facilities.
- Treatment of non-hazardous waste from the following Garrett locations:

	NON-HAZARDOUS WASTE		
SITE	INCINERATION	LANDFILL	RECYCLING
Ansan	●		●
Bangalore Lab			●
Brno Lab	●		●
Bucharest	●	●	●
Cheadle Hulme	●		●
Guarulhos		●	●
Kodama	●		●
Mexicali Lab		●	●
Mexicali Thermal		●	●
Mexicali Turbo		●	●
Presov	●	●	●
Pune			●
Shanghai Plant	●		●
Thaon-Les-Vosges		●	●
Torrance	●		●
Waterford			●

WASTE INTENSITY AND DIVERSION

	2025 PERFORMANCE (BASELINE YEAR)	2030 TARGET
Waste intensity ratio per revenue (kg/revenue) Note: Calculated by total weight of manufacturing waste (kg) ÷ total revenue k$	3.1	≤2.2
Percentage Reduction		**29%**
Waste diversion rate Note: Calculated by total weight of waste disposed to non-landfill and non-incineration methods (tons) ÷ total weight of waste (tons) excluding remediation waste.	79.30%	≥85%
Percentage Reduction		**6%**

HAZARDOUS WASTE	2019	2020	2021	2022	2023	2024	2025
Waste diverted from disposal in (tons)	-	-	157	593	659	168	203
Preparation for Reuse	-	-	-	-	-	-	-
Recycling	-	-	157	593	659	168	203
Other Recovery operations	-	-	-	-	-	-	-
NON-HAZARDOUS WASTE	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Waste diverted from disposal by recovery operation, in (tons)	7,409	8,193	7,964	7,584	8,790	8,461*	8,779
Preparation for Reuse	-	-	-	-	-	-	-
Recycling	7,409	8,193	7,964	7,584	8,790	8,461*	8,779
Other Recovery operations	-	-	-	-	-	-	-

*The 2024 non-hazardous waste data have been updated following a reclassification of selected waste categories at selected sites.

Total weight of waste recovered: 8,982 tons.

	2019	2020	2021	2022	2023	2024	2025
Total weight of hazardous waste (tons), broken down by disposal method	1,594	2,450	1,966	3,292	3,773	1,482	2,685
Incineration (tons)	-	-	462	309	490	248	374
Incineration (%)	-	-	23	9	13	17	14
Landfill (tons)	-	-	1,347	2,390	2,624	952	2,108
Landfill %	-	-	69	73	70	64	79
Recycling (tons)	-	-	157	593	659	282	203
Recycling %	-	-	8	18	17	19	8
Total weight of non-hazardous waste (tons), broken down by disposal method	8,637	9,540	8,862	8,684	9,687	9,625	9,978
Incineration (tons)	-	-	-	573	623	264*	290
Incineration (%)	-	-	-	7	6	3*	3
Landfill (tons)	-	-	-	527	274	900*	910
Landfill %	-	-	-	6	3	9*	9
Recycling (tons)	-	-	-	7,584	8,790	8,461*	8,779
Recycling %	-	-	-	87	91	88*	88
Total weight of waste (tons)	10,231	11,990	10,828	11,976	13,460	11,107	12,663
Total weight of waste (tons) excluding remediation waste (tons)	10,231	11,990	10,828	10,688	11,761	11,070	11,332

*The 2024 non-hazardous waste data have been updated following a reclassification of selected waste categories at selected sites. \

MATERIALS

	2022	2023	2024	2025
Total weight of materials used to produce the primary turbochargers (tons)*	120,000	125,000	115,000	118,500

*The total weight of materials is estimated from the number of passenger and commercial vehicle turbochargers manufactured each year multiplied by a weighted average of the weight of turbochargers within each of these two vehicle categories.

**The 2022 estimate has been recalculated following a refinement to the average turbo weight. The average turbo weight is now a weighted, rather than a simple average and thus changed the 2022 estimate from 148,000t to 120,000t.

WATER

STANDARDS, METHODOLOGIES, ASSUMPTIONS, AND/ OR CALCULATION TOOLS

Water withdrawal data covers all Garrett's sites. It is calculated based on invoices from suppliers, consumption data from water meters or estimation for smaller offices. The water intensity target (liters/turbo) is calculated by dividing the total water withdrawal at our 13 manufacturing facilities by the number of turbochargers manufactured.

Water consumption is estimated by each Garrett site by reviewing the range of water consuming activities and estimating consumption for each based on advice from Garrett's Health, Safety and Environment team. Quantities of water discharged are measured by subtracting estimated water consumption from water withdrawal. Garrett does not store water in quantities that are determined to be material.

Water usage is managed locally, with each site working toward its own targets for year-over-year improvement. Site performance is aggregated to track progress towards Garrett's target for water intensity.

Total Dissolved Solids (TDS) values for water withdrawal have been sourced either from the site-specific water reports or from publicly available water quality disclosures for each location.

SPECIFIC INFORMATION REGARDING WATER BODIES AFFECTED BY WATER DISCHARGES AND/ OR RUNOFF

All standards and arrangements relating to water effluent discharge are determined locally. Arrangements are prepared by each site, as part of their ISO14001 certified Environmental Management System, taking into account regulatory requirements and local circumstances. There were no water bodies affected by water discharges and/ or run-off during 2025.

ASSESSMENT OF WATER STRESS AREAS

Using the World Resources Institute's Aqueduct tool, a water stress evaluation was conducted in 2025. The sites listed below are located in regions identified as being exposed to water stress.

SITE NAME	SITE TYPE	REGION	CITY	COUNTRY	WATER STRESS AREA - 2025 ASSESSMENT
Bangalore Lab	R&D	Asia Pacific	Bangalore	India	Extremely High (>80%)
Bangalore office	Engineering	Asia Pacific	Bangalore	India	Extremely High (>80%)
Bangkok	Office	Asia Pacific	Bangkok	Thailand	High (40-80%)
Bucharest	Manufacturing	EMEA	Bucharest	Romania	High (40-80%)
Gregory Hills	Office	Asia Pacific	Gregory Hills	Australia	High (40-80%)
Holzgerlingen	Engineering	EMEA	Holzgerlingen	Germany	High (40-80%)
Istanbul	Office	EMEA	Istanbul	Turkey	Extremely High (>80%)
Madurai	Engineering	Asia Pacific	Madurai	India	Extremely High (>80%)
Mexicali Lab	R&D	Americas	Mexicali	Mexico	Extremely High (>80%)
Mexicali Thermal	Manufacturing	Americas	Mexicali	Mexico	Extremely High (>80%)
Mexicali Turbo	Manufacturing	Americas	Mexicali	Mexico	Extremely High (>80%)
Pipera	Office	EMEA	Bucharest	Romania	High (40-80%)
Pune	Manufacturing	Asia Pacific	Pune	India	Extremely High (>80%)
Shanghai Plant	Manufacturing	Asia Pacific	Shanghai	China, People's Republic of	Extremely High (>80%)
Shanghai R&D	R&D	Asia Pacific	Shanghai	China, People's Republic of	Extremely High (>80%)
Torrance	R&D	Americas	Torrance	US - California	Extremely High (>80%)

WATER PERFORMANCE

	2025 PERFORMANCE (BASELINE YEAR)	2030 TARGET
Water intensity ratio (per 1,000 USD of revenue)**	0.046	≤0.036
Percentage reduction		**21.7%**

*Intensity target (m^3/1,000 USD of revenue) is calculated by dividing the total water withdrawal at our 13 manufacturing facilities by the revenue.

	2019	2020	2021	2022	2023	2024	2025
Total volume of water withdrawn (mega liters)	266	246	270	237	226	215	196

WATER WITHDRAWAL, DISCHARGE AND CONSUMPTION BY WATER TYPE AND AREAS:

WATER WITHDRAWAL – 2025	M³	
WATER WITHDRAWAL BY SOURCE	ALL AREAS	AREAS WITH WATER STRESS
Surface water (total)	0	0
Freshwater (≤1,000 mg/L Total Dissolved Solids)	0	0
Other water (>1,000 mg/L Total Dissolved Solids)	0	0
Ground water (total)	33,351	9,587.42
Freshwater (≤1,000 mg/L Total Dissolved Solids)	33,351	9,587.42
Other water (>1,000 mg/L Total Dissolved Solids)	0	0
3rd Party/ Municipal water (total)	162,173.23	108,661.65
Freshwater (≤1,000 mg/L Total Dissolved Solids)	97,638.87	44,133.59
Other water (>1,000 mg/L Total Dissolved Solids)	64,534.36	64,528.06
Total Water withdrawal	195,524.23	118,249.07

WATER DISCHARGE – 2025	M³	
WATER DISCHARGE BY DESTINATION	ALL AREAS	AREAS WITH WATER STRESS
Surface water	0	0
Groundwater	0	0
Third-party water (total)	120,782.42	62,832.34
Total water discharge	120,782.42	62,832.34
WATER DISCHARGE BY FRESHWATER AND OTHER WATER		
Freshwater (≤1,000 mg/L Total Dissolved Solids)	Not available	Not available
Other water (>1,000 mg/L Total Dissolved Solids)	Not available	Not available

WATER CONSUMPTION – 2025	M³	
WATER CONSUMPTION	ALL AREAS	AREAS WITH WATER STRESS
Total water consumption	74,741.81	55,416.73

2025 Emissions in tons CO_2e from water distribution and treatment have been calculated based on the quantity of water withdrawn and discharge (Emission factors source: DEFRA UK):

Water supply emissions (CO_2e tons)	37.4
Water treatment emissions (CO_2e tons)	20.6

FORWARD-LOOKING STATEMENT

This document, as well as statements incorporated by reference herein and related comments by our management, contain forward-looking statements within the meaning of the U.S. federal securities laws. All statements other than statements of historical fact, including, without limitation, statements regarding our future results of operations and financial position, expectations regarding the growth of the turbocharger and electric vehicle markets and other industry trends, the sufficiency of our cash and cash equivalents, anticipated sources and uses of cash, anticipated investments in our business, our business strategy, pending litigation, anticipated interest expense, and the plans and objectives of management for future operations and capital expenditures, are forward-looking statements. In many cases, you can identify forward-looking statements by terms such as "aim," "anticipate," "appears," "approximately," "believe," "continue," "could," "designed," "effect," "estimate," "evaluate," "expect," "forecast," "goal," "initiative," "intend," "may," "objective," "outlook," "plan," "potential," "priorities," "project," "pursue," "seek," "should," "target," "when," "will," "would," or the negative of these terms or other similar expressions. In making these forward-looking statements, we rely on our current expectations and projections about possible future events and financial trends that we believe may affect our business, financial condition and results of operations. We believe these judgments are reasonable, but these statements are not guarantees of any future events or financial results, and our actual results may differ materially due to a variety of important factors, many of which are beyond our control. These factors include, among other things, risks related to the evolving automotive industry generally; our strategy and growth prospects; macroeconomic and geopolitical uncertainty; recruitment, development, and retention of qualified personnel; our supply chain; economic, political, regulatory, foreign exchange and other risks of our international operations; protection of our intellectual property rights; warranty claims, product recalls, field actions or product liability actions; environmental matters and liabilities; information technology and data privacy, including cybersecurity and other security concerns; and our capital structure. For a further discussion of these and other risks, refer to Part I, Item 1A. "Risk Factors" of our most recent Annual Report on Form 10-K (the "Form 10-K") and subsequent documents that we file with the U.S. Securities and Exchange Commission from time-to-time. You should read the Form 10-K and the documents that we reference therein completely and with the understanding that our actual future results may be materially different from those envisioned by these forward-looking statements. We qualify all of our forward-looking statements by this cautionary language. These forward-looking statements speak only as of the date of this document. Except as required by applicable law, we do not plan to publicly update or revise any forward-looking statements contained herein, whether as a result of any new information, future events, changed circumstances or otherwise.

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