



# J.P. Morgan Auto Conference

## August 2022

*People Finding A Better Way<sup>®</sup>*



# Dana Snapshot

Founded in **1904**



2021 sales:  
**\$8.9 billion**



**~40,000**  
people



Network of  
technology centers in  
**9** countries



**140** major facilities

**31** countries

**6** continents

**~14K** customers

**>135** ship-to  
countries





# Dana Incorporated Business Overview

## MARKETS

Light Vehicles

52%



Heavy Vehicles

18%

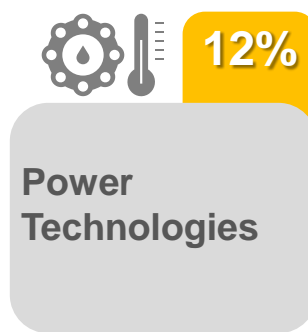
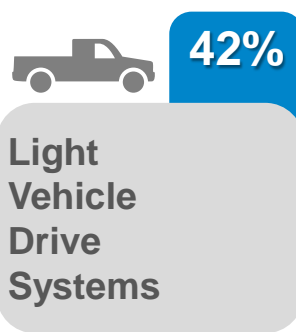


Off-Highway

30%

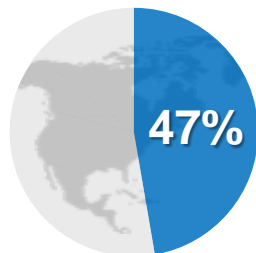


## SEGMENTS

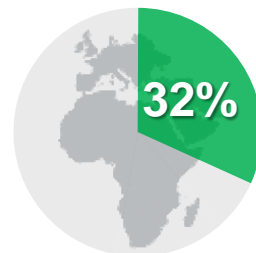


## REGIONS

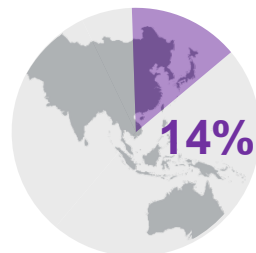
North America



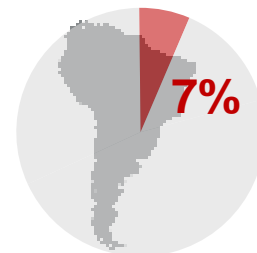
Europe & Africa



Asia Pacific



South America



## TECHNOLOGIES

**DRIVE**  
Axles, e-Axles, e-Drives, propshafts / driveshafts, conventional and hybrid transmissions, wheel and track drives, high-precision gears

**MOTION**  
Winches, slew drives, gearboxes, hydraulics, valves, custom gear and drives, controls and software, hub drives

**ELECTRODYNAMIC**  
Motors, inverters, controls and software, chargers, electrified power cradle, battery management system, fuel cell plates

**THERMAL**  
Battery, motor, and electronics cooling; transmission and engine oil cooling; charge air cooling; active warm-up; thermal-acoustical protective shielding

**SEALING**  
Battery and inverter housing gaskets; cam covers, oil pan modules, engine and transmission gaskets and seals, transmission separator plates

**DIGITAL**  
Active and passive system controls, descriptive and predictive analytics

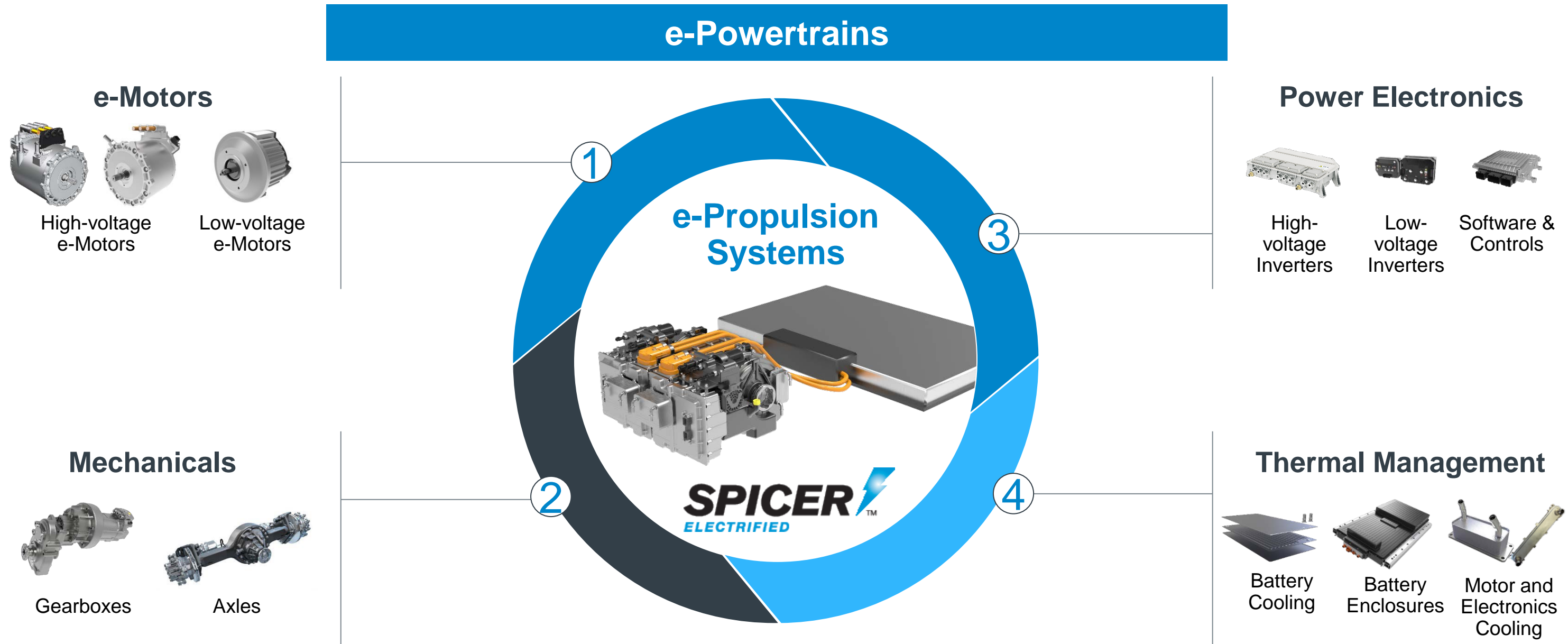


# Market Reach and Application





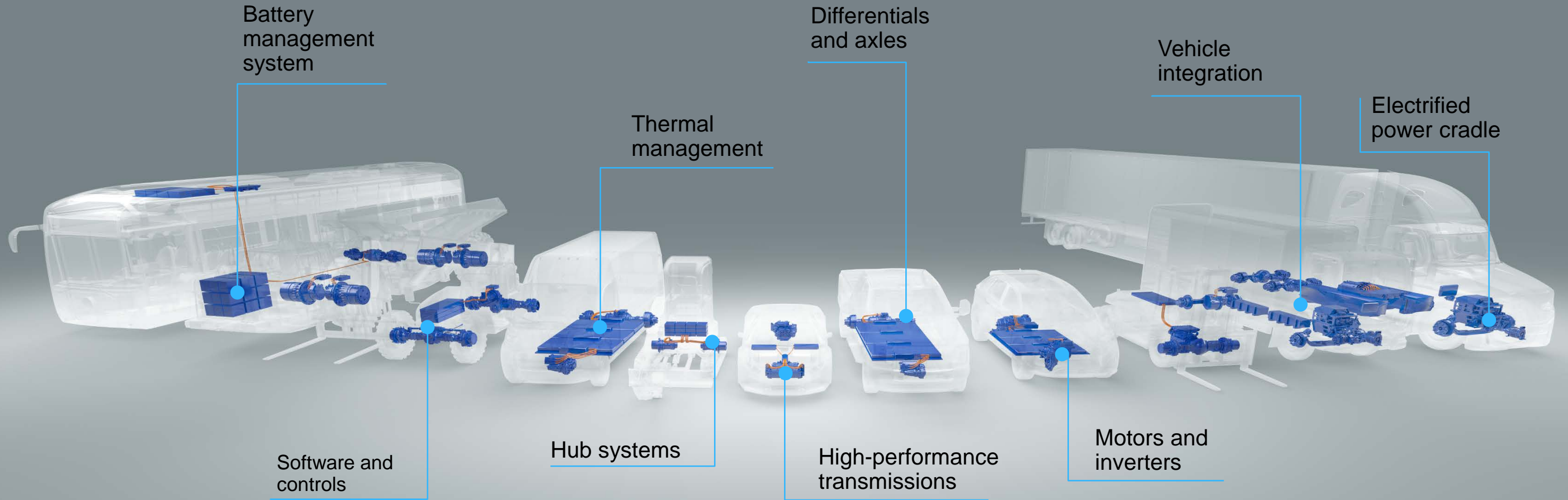
# 4<sup>-in-</sup>1 Dana e-Propulsion System



**Complete In-house e-Propulsion Systems Capability**

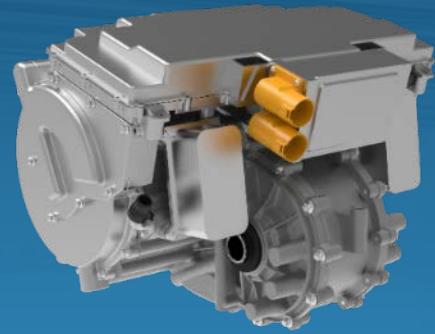


# Complete e-Propulsion Capabilities from a Single Source





# Light Vehicle: Electrification New Business Win



Dana vertically integrated  
complete e-Propulsion system

>3x content per vehicle  
vs. traditional ICE program

Electrification. **Delivered.**<sup>TM</sup>

*Dana selected as electrification partner with major light-vehicle OEM*



# Key Program Launch Update

**Completed**

**TUNDRA**  
Q1 2022  
5 Dana Facilities

**Under Way**

**RANGE ROVER**  
Q2 2022  
4 Dana Facilities

**Under Way**

**RANGER**  
Q2 2022  
7 Dana Facilities

**Under Way**

**ultium**  
Q2 2022  
2 Dana Facilities

**Under Way**

**BRONCO RAPTOR**  
Q2 2022  
5 Dana Facilities

**On Track**

**SUPER DUTY**  
Q4 2022  
12 Dana Facilities

**On Track**

**RANGER**  
Date: TBA  
7 Dana Facilities

**On Track**

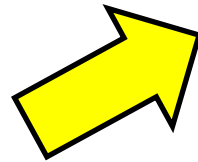
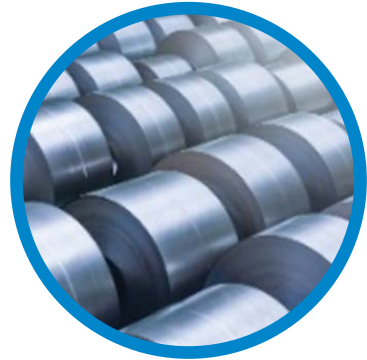
**RAM**  
Date: TBA  
4 Dana Facilities

*Successfully Launching Significant Light-Vehicle Programs*



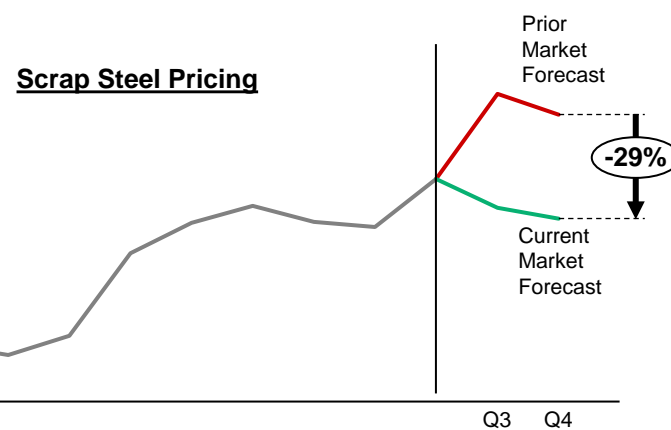
# Current Market Update

## Commodity Costs



Dana Impact

- Commodity costs escalated through Q2
- Commodity cost recoveries continue
- Steel price outlook moderating
  - Expected to be slight profit tailwind



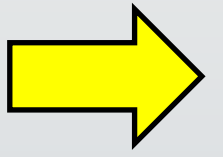
## Cost Inflation & Currency



Dana Impact

- Other cost inflation continues:
  - Energy
  - Labor
  - Transportation / Fuel
- Net inflation cost impact 20% higher than previous estimate
- Other cost recovery in process
- Improved commercial terms aiding working capital
- Strong U.S. dollar translating to lower sales and profit

## Market Demand



Dana Impact

- End-market demand remains strong; vehicle inventories low
- OEM supply constraints will likely continue for remainder of the year
- Changes in customer order patterns driving production inefficiencies
- China shutdown impact minimal

***Inflation Cost Increases Accelerating During Period of Volatile Demand***

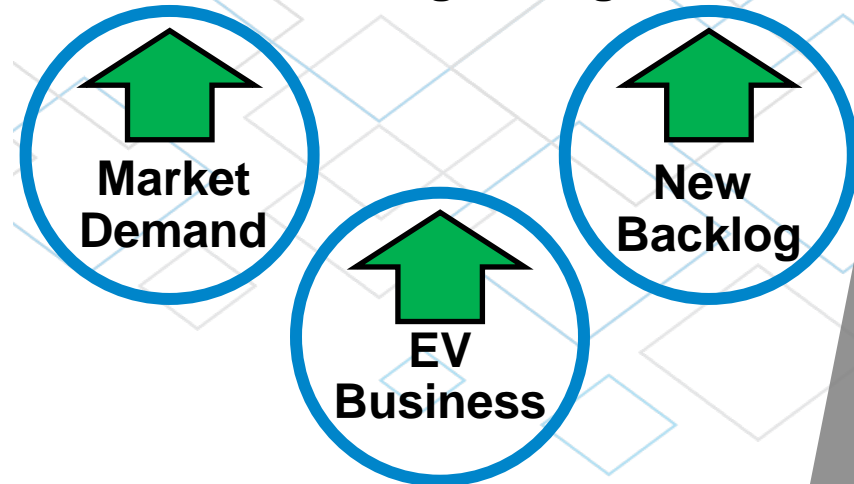
# Outlook

## 2022 Guidance



**Continued strong end-market demand, new business backlog, and commodity cost recoveries driving sales increase**

### Drivers of long-term growth



Sales of EV products



adjusted EBITDA



free cash flow



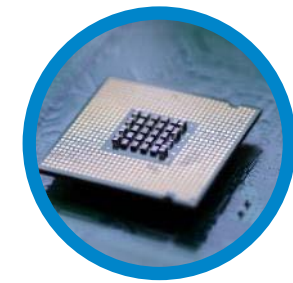
Total Q2 Liquidity



## Industry Headwinds



**Higher Cost Inflation**

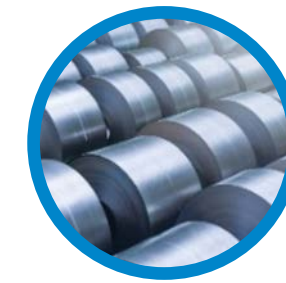


**OEM Demand Instability**



**Currency Translation**

## Profit and FCF Drivers



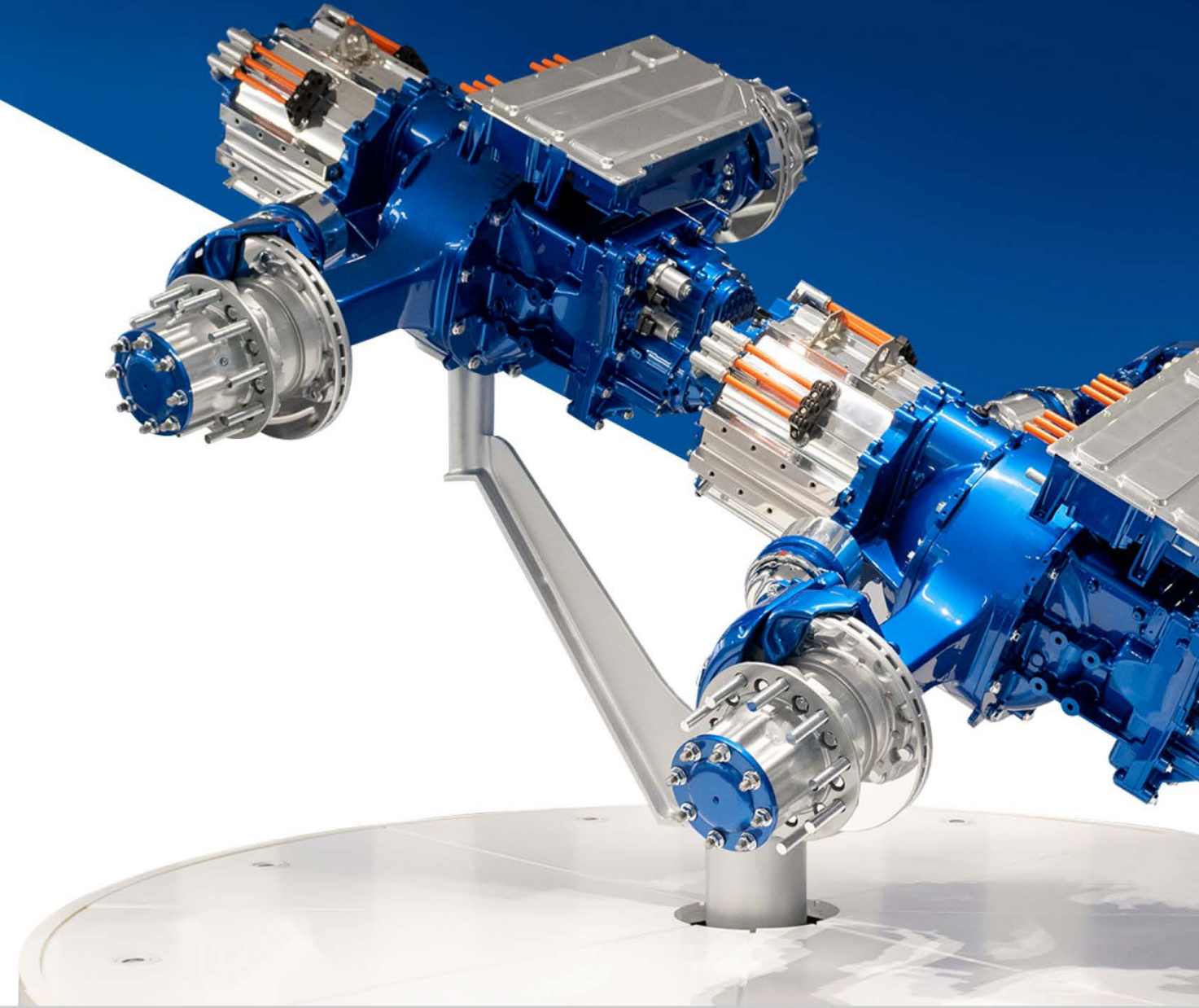
**Moderating Commodity Costs**



**Lower Working Capital Requirements**



# Changing **our world** through e-Propulsion.



Driving positive action for our shared planet.



**Better World™**