



# Brevini Acquisition

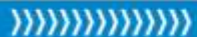
*November 18, 2016*

**James Kamsickas**

President and Chief Executive Officer

**Jonathan Collins**

Senior Vice President and Chief Financial Officer





# Safe Harbor Statement

Certain statements and projections contained in this presentation are, by their nature, forward-looking within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on our current expectations, estimates and projections about our industry and business, management's beliefs, and certain assumptions made by us, all of which are subject to change. Forward-looking statements can often be identified by words such as "anticipates," "expects," "intends," "plans," "predicts," "believes," "seeks," "estimates," "may," "will," "should," "would," "could," "potential," "continue," "ongoing," similar expressions, and variations or negatives of these words. These forward-looking statements are not guarantees of future results and are subject to risks, uncertainties and assumptions that could cause our actual results to differ materially and adversely from those expressed in any forward-looking statement. Dana's Annual Report on Form 10-K, subsequent Quarterly Reports on Form 10-Q, recent Current Reports on Form 8-K, and other Securities and Exchange Commission filings discuss important risk factors that could affect our business, results of operations and financial condition. The forward-looking statements in this presentation speak only as of this date. Dana does not undertake any obligation to revise or update publicly any forward-looking statement for any reason.





# Acquisition Announcement

Brevini is a leading global manufacturer of mechanical and hydraulic off-highway power conveyance systems

Brevini acquisition adds approximately \$400M of sales at an implied enterprise value of €325M or about \$350M



Core technology to expand Dana's off-highway driveline segment into tracked vehicles, doubling addressable market

Brevini's core technology accelerates hybridization and electrification initiatives across Dana's other end markets



# Dana Off-Highway Driveline

- Strong market position
- Significant operational footprint across North America, Europe, and Asia
- Total system capability from electronically controlled transmissions to axles and driveshafts, as well as hybrid capabilities

**Axles**



**Driveshafts**



**Transmissions**



**Hybrid Solutions**



*Leading global off-highway drivetrain supplier for wheeled applications*



# Brevini Overview

- Designs and produces a complete range of gearboxes, hydraulic, and electronic components
- Solutions for a range of mobile and stationary applications
- Global manufacturing, sales, and service capabilities

## Planetary Hub Drives



## Hydraulics & Electronics



## Industrial Gearboxes



## Winches



*Power conveyance for tracked vehicles and machine work systems*





# Combined Product Offering

- Expands product offering to full range of power conveyance systems
- Provides technology for Dana to enter the tracked vehicle driveline segment of the market through planetary hub drive technology
- Complementary content offers opportunity for Dana to sell Brevini content to global OE's alongside of existing wheeled driveline content

### Off-Highway Driveline

**Agriculture**

**Construction**

**Mining**

**Material-Handling**

**Tracked Equipment**

**Hydraulic Power Components**

**Winches**

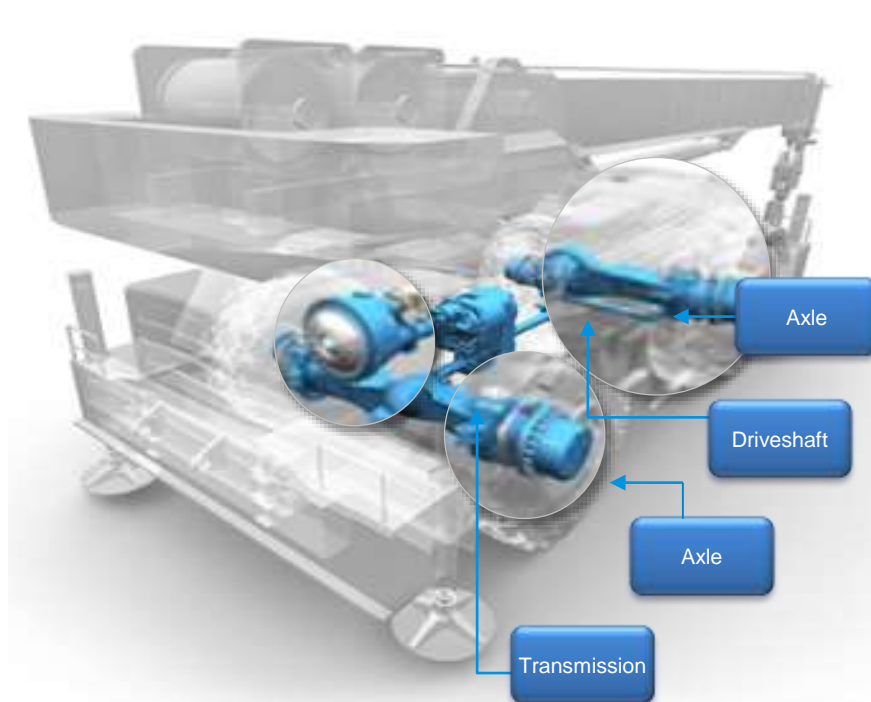
*Brevini extends Dana's product offering to tracked vehicles and work solutions*



# Dana's Excellence in Drivetrain...

- Product offering includes complete drivetrain systems capability
- Covers multiple end markets, including construction, agriculture, material handling, and mining
- International presence with manufacturing capability in all regions
- Industry leading Spicer® brand

## Example: Rough Terrain Crane



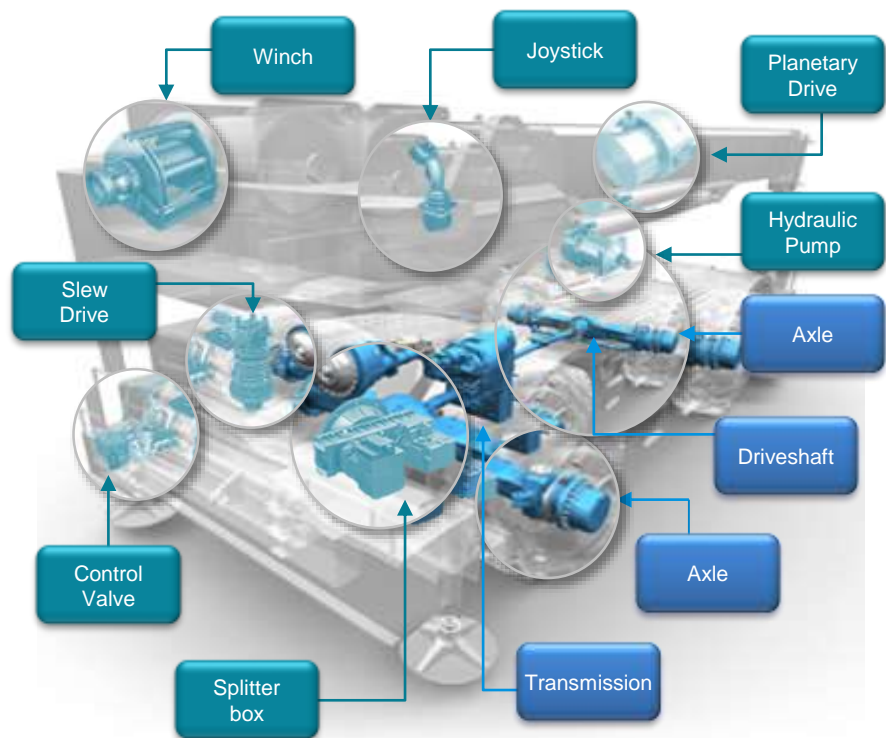
*Dana products drive off-highway vehicles*



# ...Complemented by Brevini

- Acquisition of Brevini expands Dana's product offering on off-highway vehicles
- Enables Dana to capture additional content by leveraging larger market position and strategic customer relationships
- Combined technical capabilities and sales force of both companies will provide superior next-generation technical solutions

## Example: Rough Terrain Crane



*Combined product offering will also enable work on these vehicles*

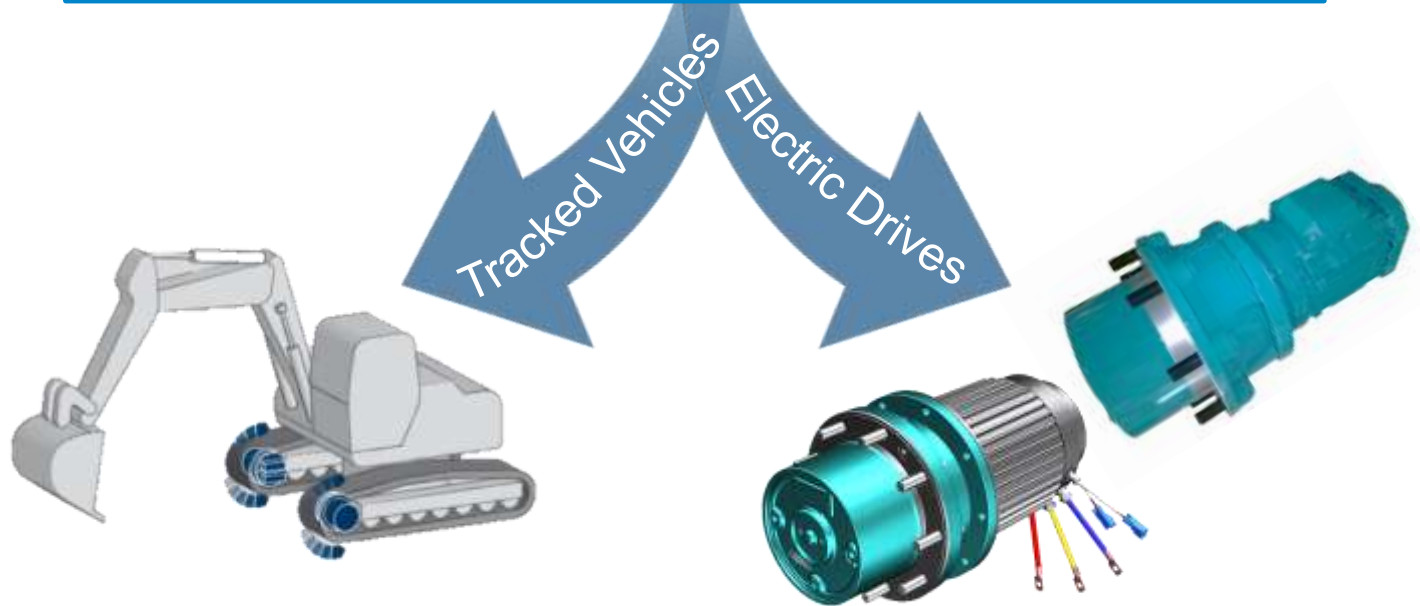
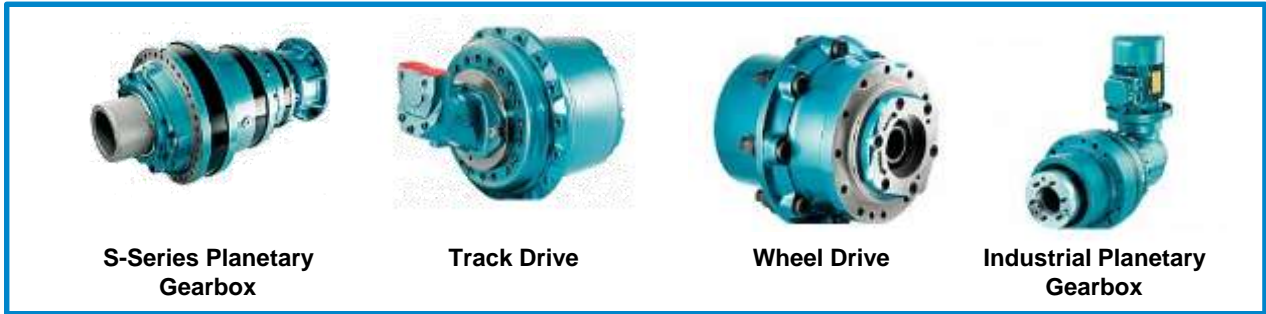




# Brevini's Core Technology

- PHD technology enables a self-contained wheel end drive unit (drive motor contained in wheel end)
- Leverages helical gear configuration, also found in Dana's electrical vehicle drive unit
- Technology can be applied to drive tracked vehicle applications
- Technology has the ability to help accelerate hybrid electric driveline solutions across Dana's other end markets

## Planetary Hub Drives (PHDs)



*PHDs provide entry point into tracked vehicle drivelines and accelerate electrification*





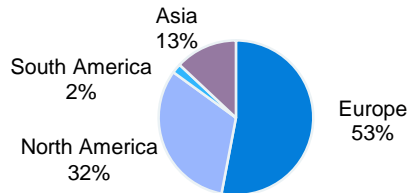
# Combined Business Profile



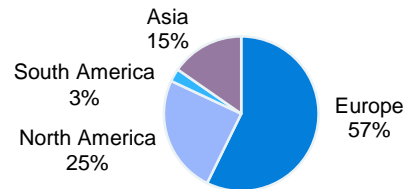
**Off-Highway**



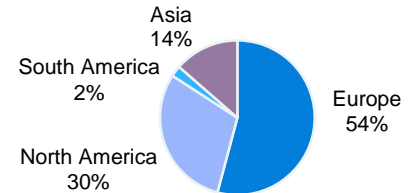
## Sales by geography



2015A: \$1,040M

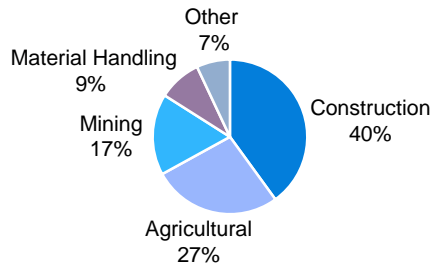


2015A: ~\$400M

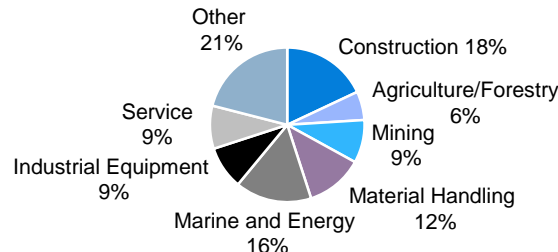


2015 PF: ~\$1,440M

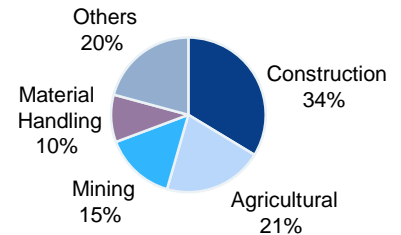
## Sales by end market



2015A: \$1,040M



2015A: ~\$400M



2015 PF: ~\$1,440M

## Key customers



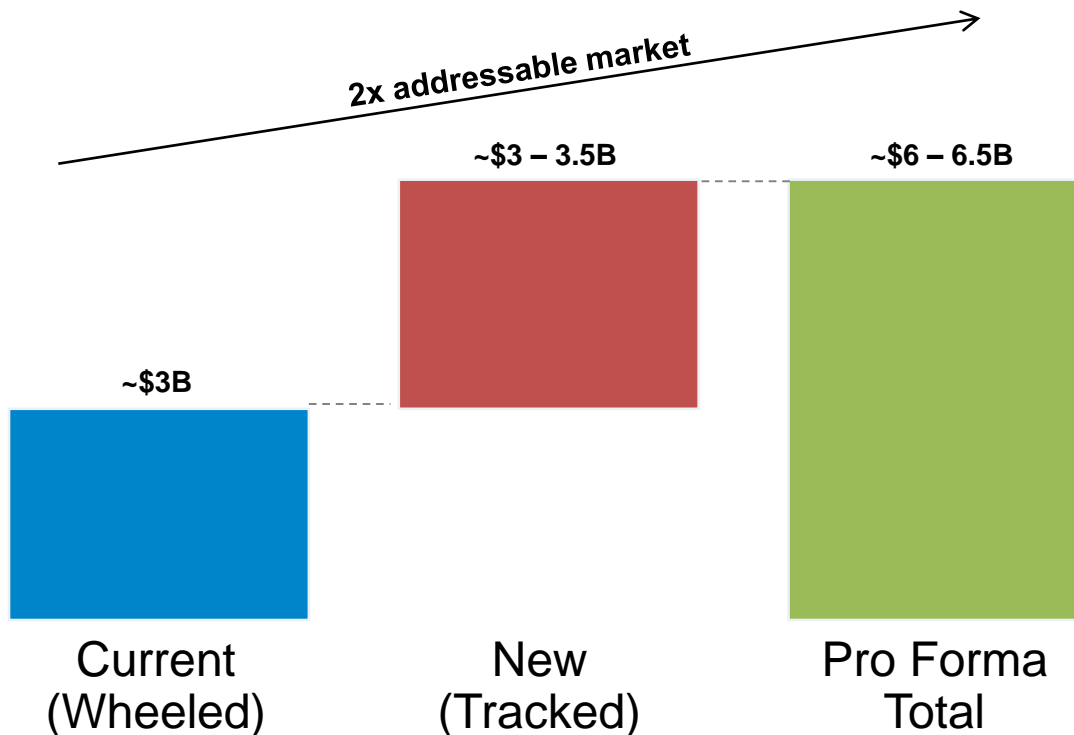
*Combination provides greater product breadth and depth to serve customers*



# Dana's Market Opportunity

- Existing market opportunity limited to wheeled drivelines
- PHD technology opens driveline solution market to include tracked vehicles
- New market essentially doubles existing driveline market creating meaningful opportunity to drive future organic growth

## Addressable Market Overview



*Addition of planetary hub drives essentially doubles addressable off-highway market*







# Significant Synergy Potential

## Near term (Cost)

- » Purchasing efficiencies
- » Lean implementation and increased productivity
- » Fixed cost rationalization
- » Manufacturing and sales footprint optimization

## Medium to Long Term (Commercial)

- » Cross-selling of products across both company's customer bases
- » Expands addressable market into tracked vehicle driveline

*\$30m of annual cost synergies to be implemented within 18 – 24 months*







# Acquisition Benefits

