

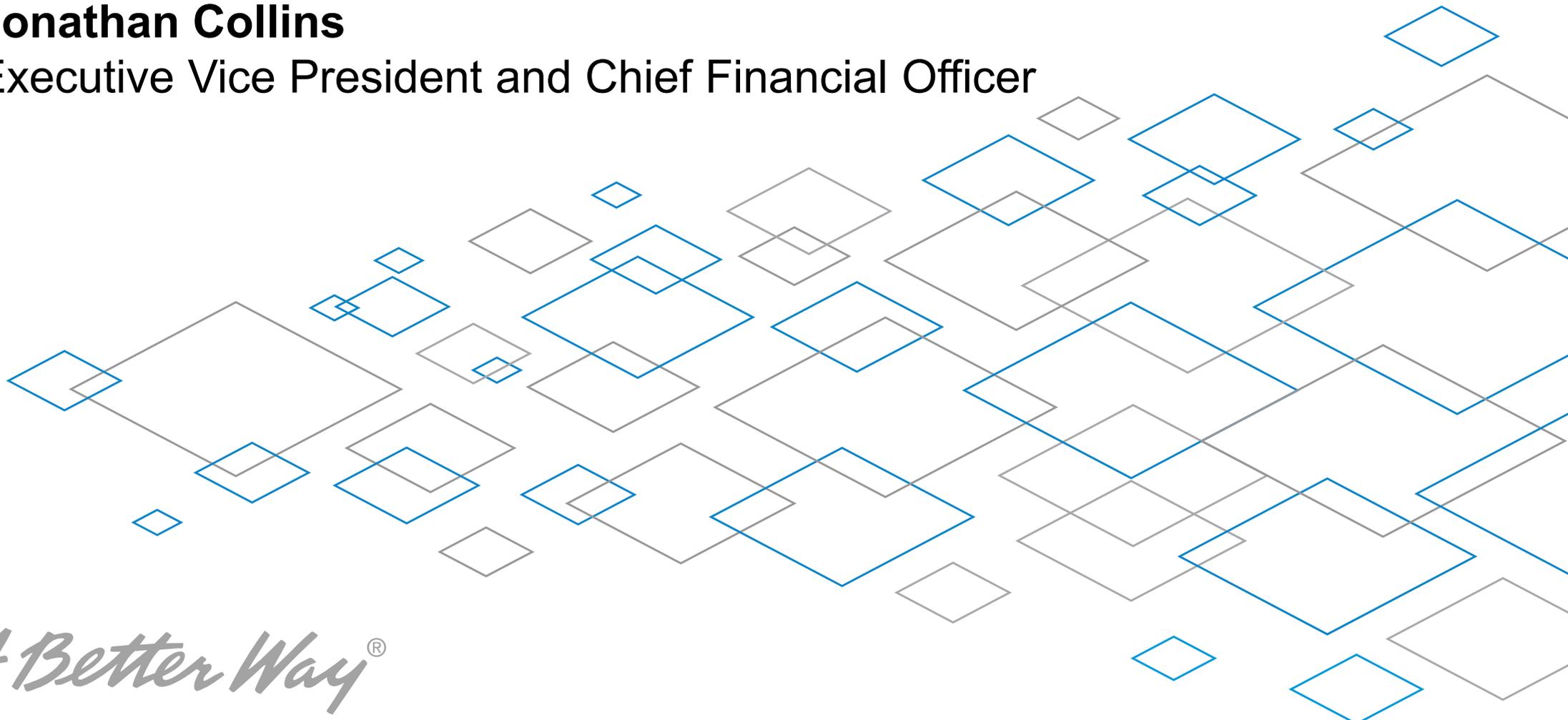


# **BofA Auto Summit**

March 30, 2021

**Jonathan Collins**

Executive Vice President and Chief Financial Officer



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



# 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.

# Dana Incorporated Business Overview

## MARKETS

Light Vehicles



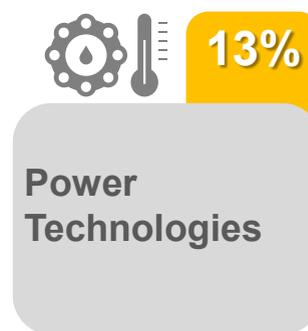
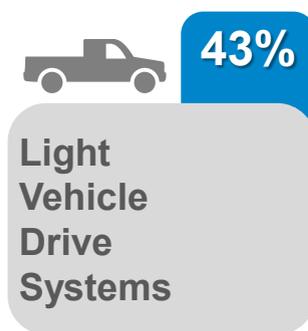
Heavy Vehicles



Off-Highway

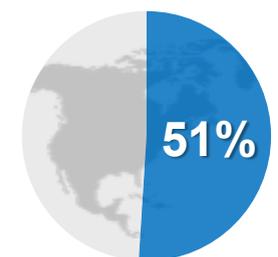


## SEGMENTS

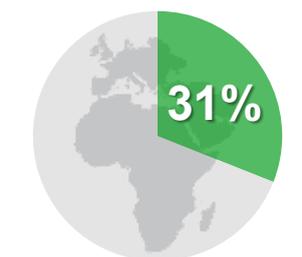


## REGIONS

North America



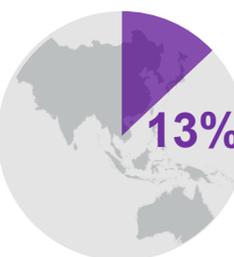
Europe & Africa



South America



Asia Pacific



## 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

# Enterprise Strategy



Develop and deliver **fully integrated e-Propulsion systems** to capture opportunity to **double CPV** as core markets shift from internal combustion engines to electric propulsion

# Electrification Acquisitions



- Founded 1998
- Motors and inverters to complete Dana's e-Drive systems
- High & Medium voltage motor, inverter, and charger capabilities



- Founded 1974
- Low voltage induction, SR and SRIPM motor, inverter and DC/DC converters
- Complements TM4 and Oerlikon acquisitions for off highway traction and motion applications



- Strategic partnership with Class 8 electrification company
- Complete hybrid systems to support truck fleets in meeting efficiency and decarbonization goals



- HP Transmissions, gearboxes, controls, and software across end markets
- Precision helical gears expertise
- CV Low Floor Bus product line
- Includes:
  - 
  - 
  -



- Acquisition of the TM4 manufacturing site in Weifang China
- Further develop activities in China, the fastest-growing market for EVs



- Class 4 – 8 custom BEV integration
- Complete, turnkey solutions
- Strong expertise in BEV software, controls, and BMS



- Founded 2013
- Low voltage concentrated wound interior permanent magnet motors used to provide traction, motion, and generator systems in light vehicle and off-highway applications



- BEV integration for trucks, busses, OH vehicles and motorsports
- Vehicle level embedded software programming and control systems expertise
- Electrical system and circuit diagram design
- Safety layout, testing and calibration



- Founded in 1990
- Excellence in systems, controls, and software engineering
- Strong portfolio of electronic control units and OpenECU software
- Acquired full ownership in March 2021

2018  
JULY

2019  
JANUARY

2019  
MARCH

2019  
MARCH

2019  
JULY

2019  
AUGUST

2020  
FEBRUARY

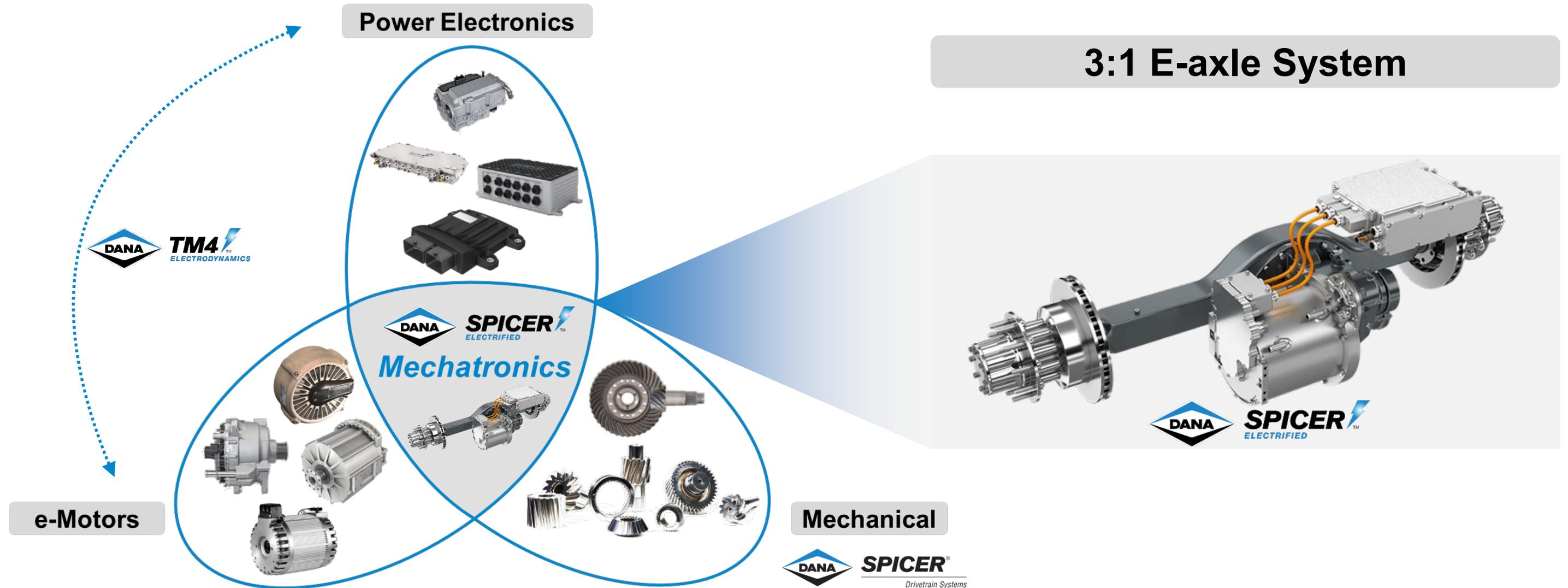
2020  
JUNE

2021  
MARCH



**Electrification capabilities built inorganically with 9 acquisitions over the last three years**

# E-Propulsion Systems Competence



***Mechatronics competence to deliver e-propulsion systems to core markets***

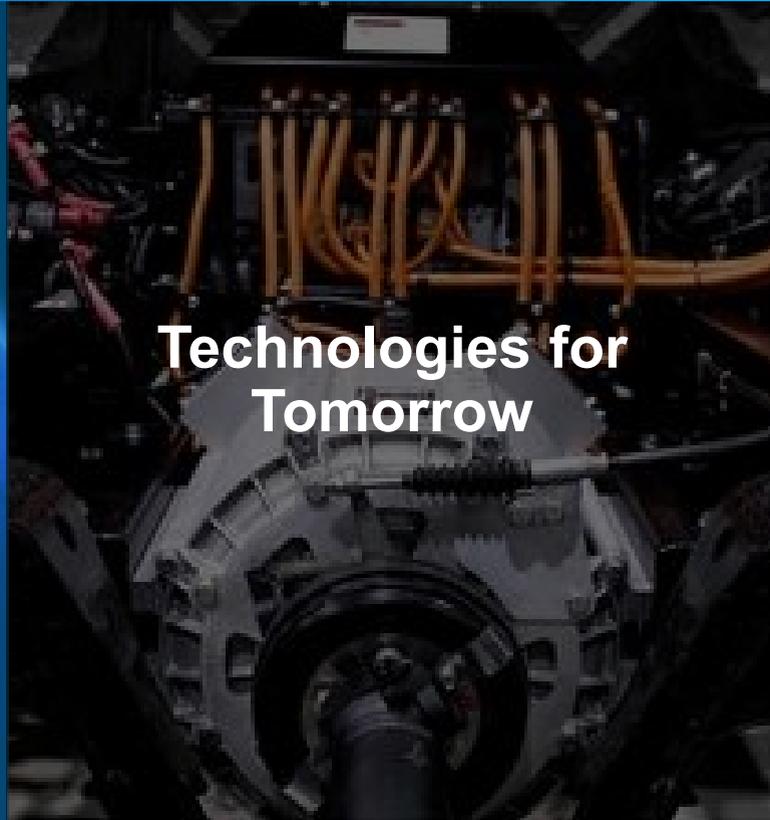




*People Finding A Better Way<sup>®</sup>*



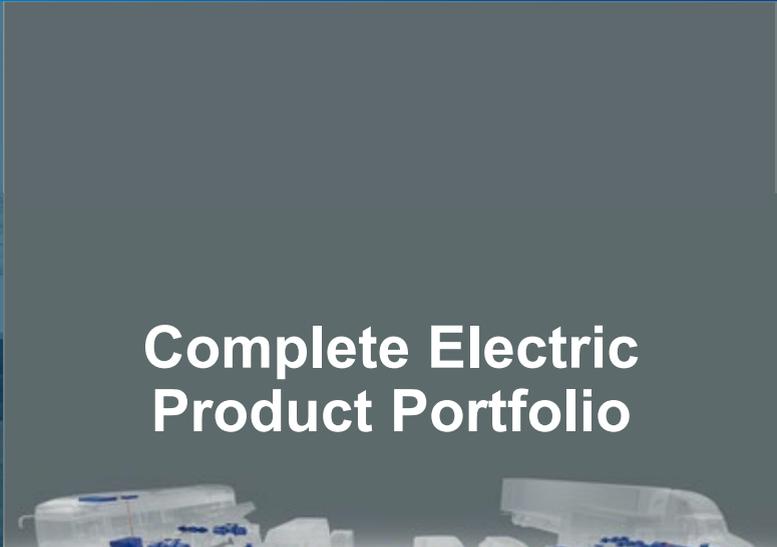
Global Scale &  
Financial Strength



Technologies for  
Tomorrow



Balanced End-  
Market Presence



Complete Electric  
Product Portfolio

