



2025 First-Quarter Earnings Conference Call

April 30, 2025

Value Others | Inspire Innovation | Grow Responsibly | Win Together



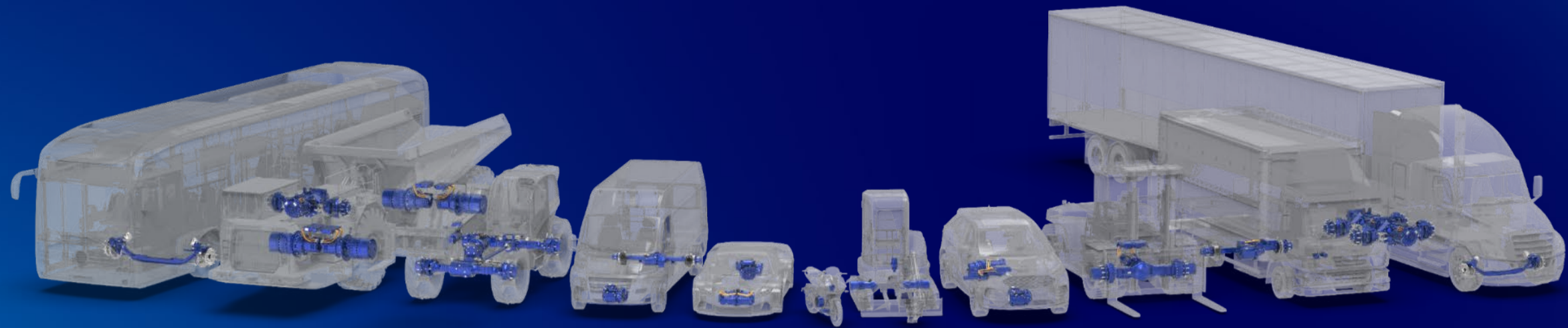
Safe Harbor Statement



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.

Agenda

Since  1904



Craig Barber

Senior Director, Investor
Relations and Corporate
Communications

Introduction

R. Bruce McDonald

Chairman and
Chief Executive Officer

Business Review

Timothy Kraus

Senior Vice President and
Chief Financial Officer

Financial Review

2025 Q1 Highlights



- Off-Highway divestiture underway; competitive process with multiple bidders
- Q1 results largely in line with expectations
- Accelerating realization of \$300 million cost-savings plan
 - Increasing 2025 cost savings from \$175 million to \$225 million
- Completed the integration of the former Power Technologies segment and Aftermarket business into Light Vehicle (LVS) and Commercial Vehicle (CVS)
 - Commercial and operational opportunities in unified aftermarket business
 - Thermal and sealing business will benefit from LVS established operational rigor and discipline
- Committed to significant YOY improvement in cash flow
 - \$67 million adj. FCF improvement delivered in Q1
 - Exploring opportunities to reduce 2025 capex
 - Identified non-core assets and investments that can be monetized; expect pre-tax proceeds of ~\$50 million in Q2

Results in Line with Expectations; Accelerating Cost-Savings Plan

2025 Outlook

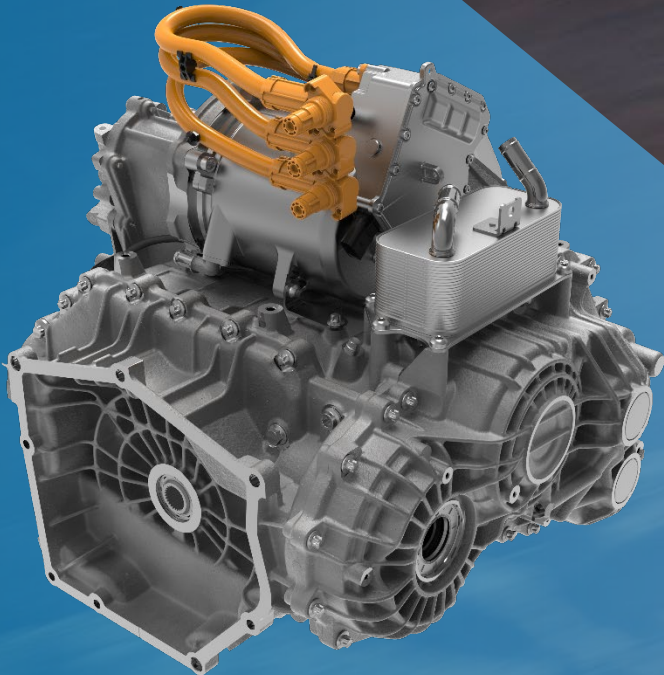
- Outlook based on current tariff landscape - Tariff situation manageable
 - Mitigation actions being completed
 - Steel and aluminum index movements in recovery mechanisms
 - Customer recovery claims submitted
- Market assumptions included in outlook
 - NA commercial vehicle demand softening, partially offset by strength in SA and EU
 - Off-Highway end markets seeing some pre-buying in Q2
- Market risk to outlook
 - Light-truck near-term production schedules stable but demand risk later in the year due to tariff impact on pricing
- Accelerating realization of \$300 million cost savings plan
 - Increasing 2025 cost savings from \$175 million to \$225 million
- Dana has the right footprint and flexible cost structure to manage through uncertainty and maintain our full-year adj EBITDA guidance

Full-Year Guidance Ranges Maintained

Dana Wins 10th Automotive News PACE Award



**Modular High-Performance Hybrid
8-Speed Dual-Clutch Transmission**



GRAZIANO™

Automotive News

PACE AWARD

2025 WINNER



Financial Review

DAN
LISTED
NYSE

2025 Q1 Financial Results



- Lower demand in all end markets and currency translation
- Efficiency improvements and cost-savings actions offsetting some margin impact of lower sales
- Q1 2024 includes \$29M charge related to the proposed divestiture of European hydraulics business
- Improved operating cash flow driven by lower working capital requirements

Changes from Prior Year

(\$ in millions, except EPS)

	<u>Q1 '25</u>	<u>Q1 '24</u>	<u>Change</u>
Sales	\$ 2,352	\$ 2,735	\$ (383)
Adjusted EBITDA	188	223	(35)
Margin	8.0%	8.2%	(20) bps
Loss on Business Held for Sale		(29)	29
EBIT	72	70	2
Interest Expense, Net	36	35	1
Income Tax Expense	8	37	(29)
Net Income (attributable to Dana)	25	3	22
Adjusted Net Income	19	37	(18)
Diluted Adjusted EPS	\$ 0.13	\$ 0.26	\$ (0.13)
Operating Cash Flow	(37)	(102)	65

See appendix for comments regarding the presentation of non-GAAP measures

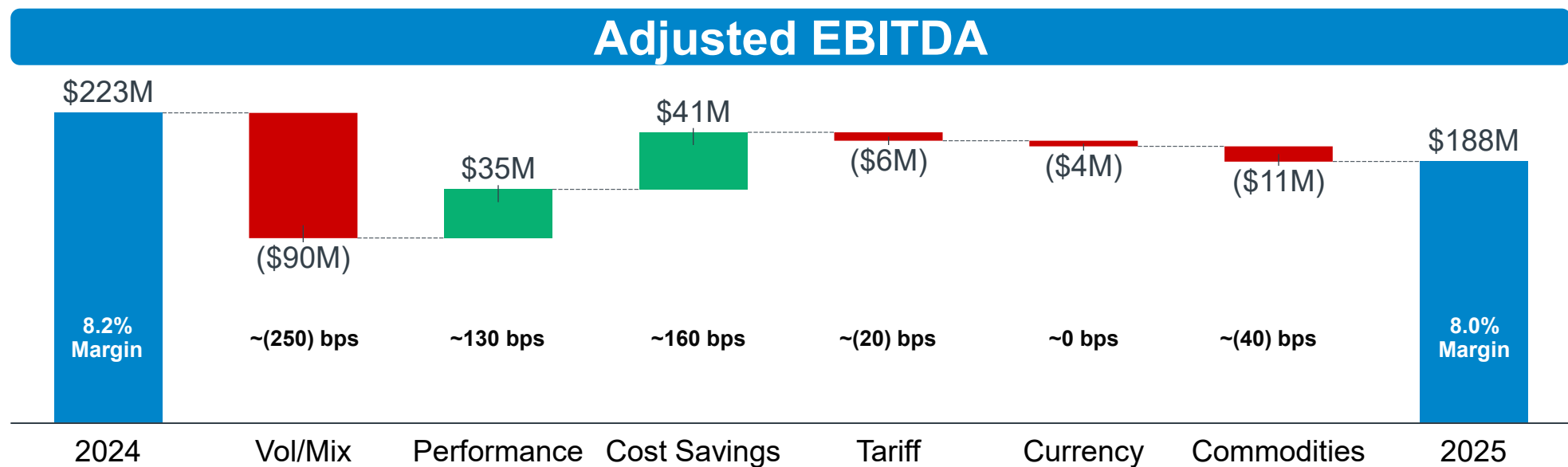
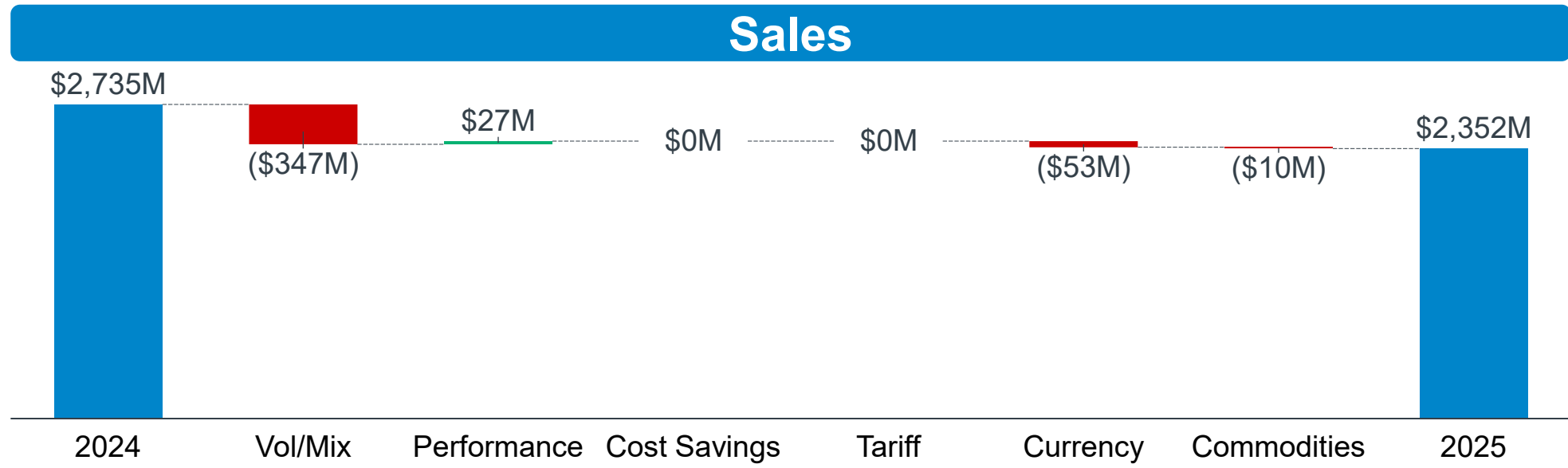
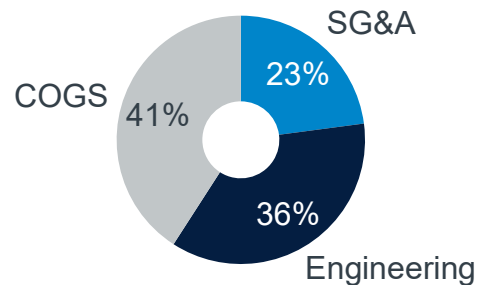
Cost Savings Actions Mitigating Impact of Lower Sales

2025 Q1 Sales and Profit Changes



- Lower sales driven by reduced demand volume in all end markets
- Performance gains drove profit improvement despite demand headwinds
- Cost savings program benefiting margin by ~160 basis points
- Tariffs lowered margin by ~20 basis points due to the timing of recovery actions
- Translation of foreign currency was a headwind to sales
- Higher market prices for commodities was a ~40 basis point margin headwind

Cost Savings Detail



See appendix for comments regarding the presentation of non-GAAP measures

Performance Driven by Strong Execution, and Cost Savings Partially Offsetting Lower Volume

2025 Q1 Free Cash Flow



- One-time costs increased due to restructuring and strategic transactions
- Lower cash taxes due to timing of payments and jurisdictional mix
- Continued focus on lowering working capital requirements driving improvements in adjusted free cash flow

Changes from Prior Year

(\$ in millions)

	<u>2025</u>	<u>2024</u>	<u>Change</u>
Adjusted EBITDA	\$ 188	\$ 223	\$ (35)
One-Time Costs¹	(29)	(5)	(24)
Interest, Net	(44)	(49)	5
Taxes	(16)	(27)	11
Working Capital / Other²	(136)	(244)	108
Capital Spending, Net	(64)	(66)	2
Adjusted Free Cash Flow	\$ (101)	\$ (168)	\$ 67

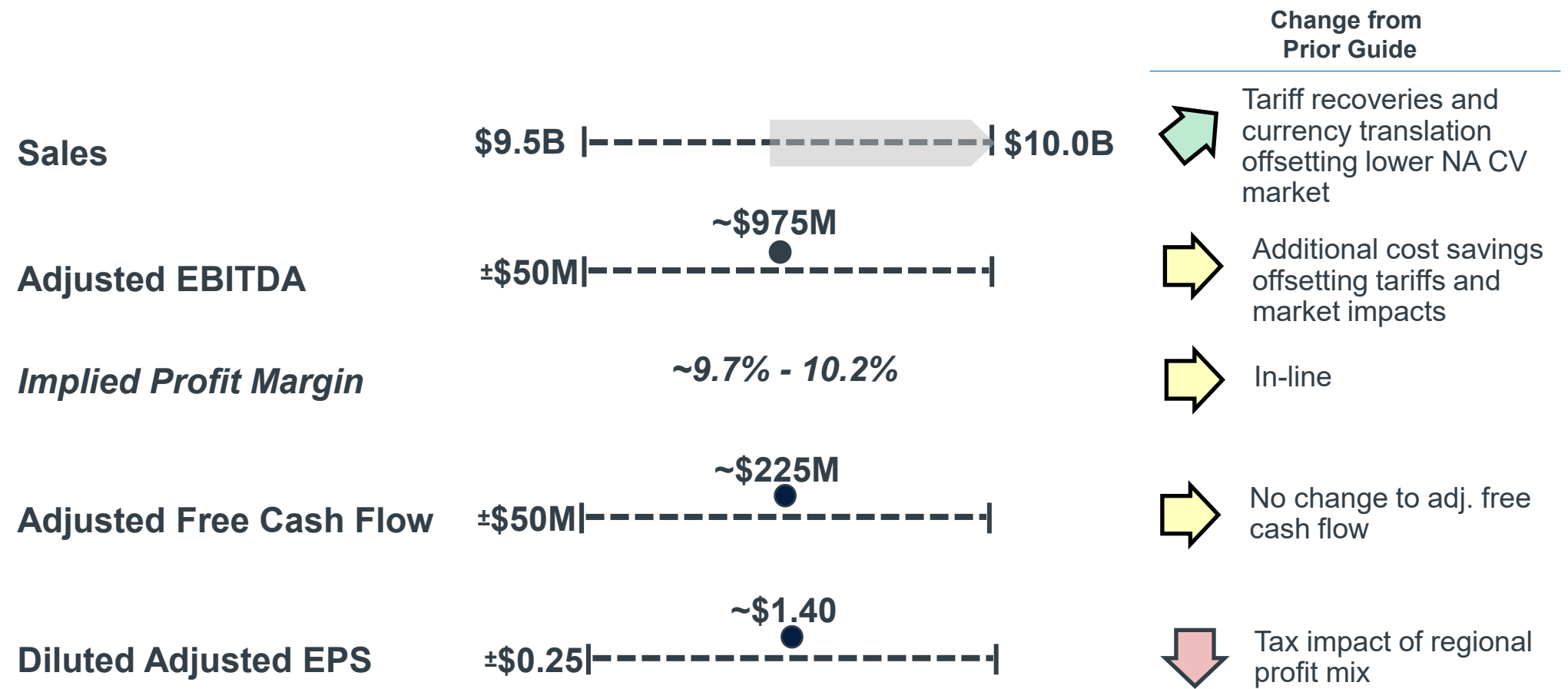
¹ Includes costs associated with business acquisitions and divestitures and restructuring. ² Changes in working capital relating to interest, taxes, restructuring, and transaction costs are included in those respective categories. See appendix for comments regarding the presentation of non-GAAP measures.

2025 Full-Year Financial Guide



Guidance Ranges

- Guidance includes Off-Highway business for the full year
- Tariff impact includes recovery of majority of gross impact within the calendar year
- Lower YOY sales driven by lower end-market demand, currency translation, and commodities
- Efficiency improvements and cost-savings actions driving higher profit and margins compared to last year
- Adjusted free cash flow improvement compared to last year driven by higher profit, improved working capital efficiency, and lower capital spending



See appendix for comments regarding the presentation of non-GAAP measures

Improving Profit and Adj. FCF Driven by Cost Savings and Operational Focus

2025 Full-Year Free Cash Flow



- Higher profit, improved working capital efficiency, and lower capital investment requirements driving improvement over last year
- Increase in net interest payments due to higher rates

Changes from Prior Year

(\$ in millions)

	<u>2025</u>	<u>2024</u>	<u>Change</u>
Adjusted EBITDA	\$ ~975	\$ 885	\$ ~90
One-Time Costs¹	(65)	(46)	(20)
Interest, Net	(160)	(149)	(10)
Taxes	(185)	(172)	(10)
Working Capital / Other²	(15)	(68)	50
Capital Spending, Net	(325)	(369)	45
Adjusted Free Cash Flow	<u>\$ ~225</u>	<u>\$ 81</u>	<u>\$ ~145</u>

¹ Includes costs associated with business acquisitions and divestitures and restructuring. ² Changes in working capital relating to interest, taxes, restructuring, and transaction costs are included in those respective categories. See appendix for comments regarding the presentation of non-GAAP measures.

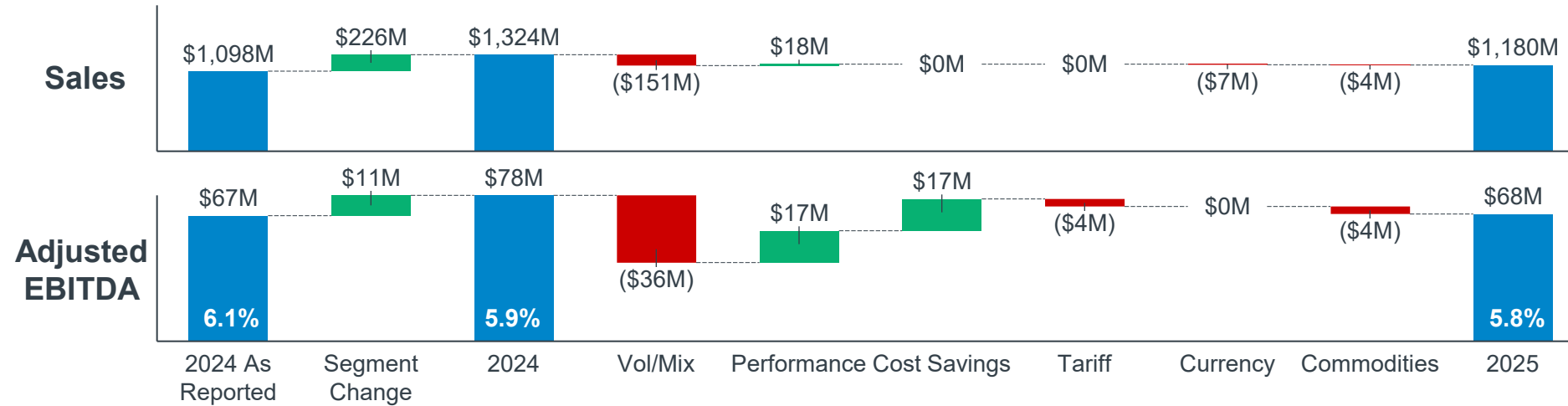
Higher Adj. Free Cash Flow Driven by Increased Profit and Lower Capex

Appendix

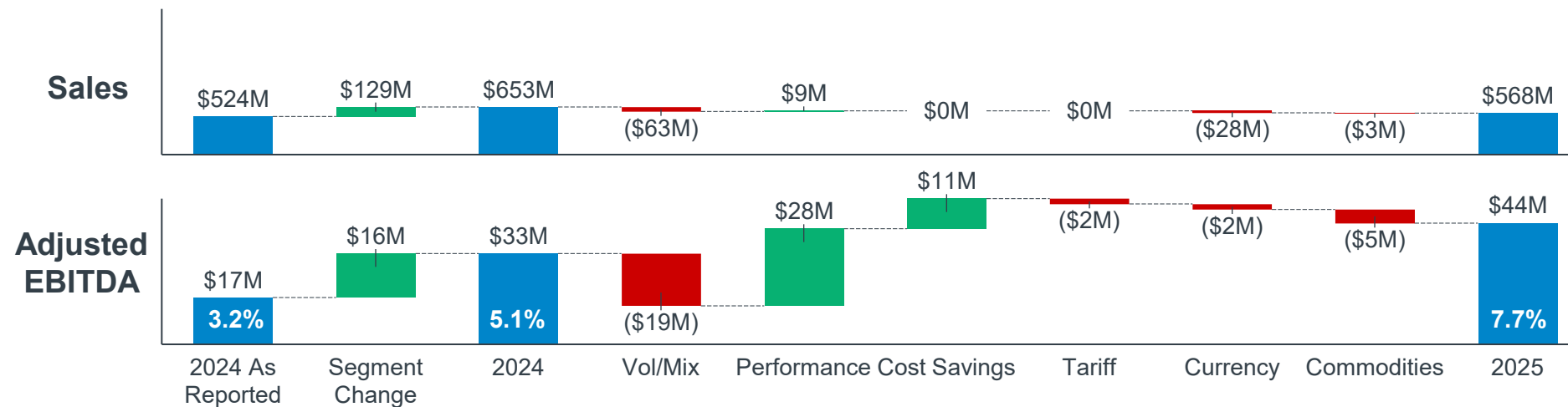
2025 Q1 Sales and Profit Change by Segment



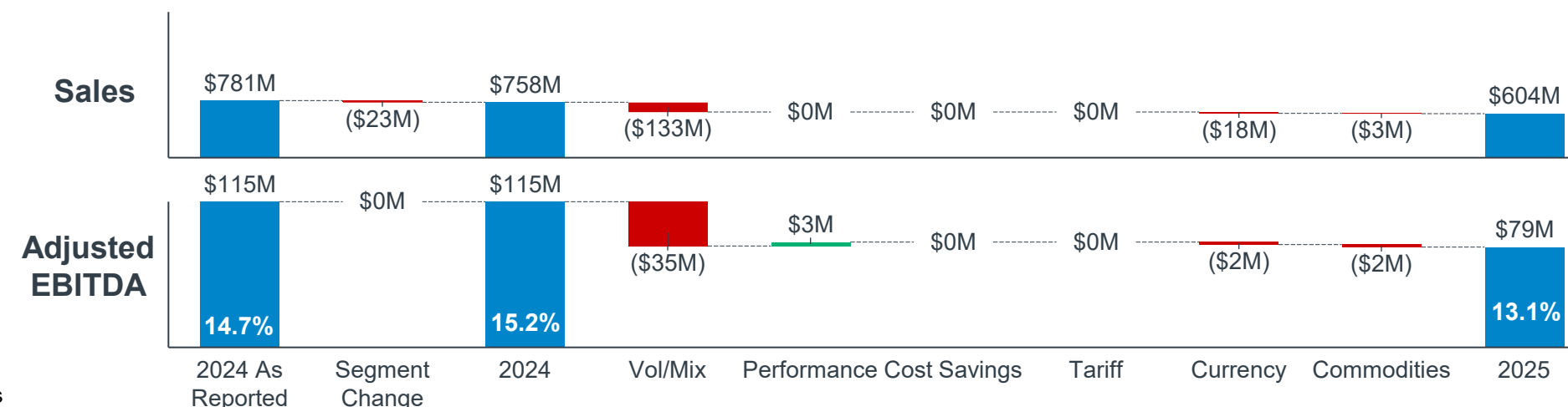
Light Vehicle Systems



Commercial Vehicle Systems



Off-Highway Drive and Motion Systems



See appendix for comments regarding the presentation of non-GAAP measures

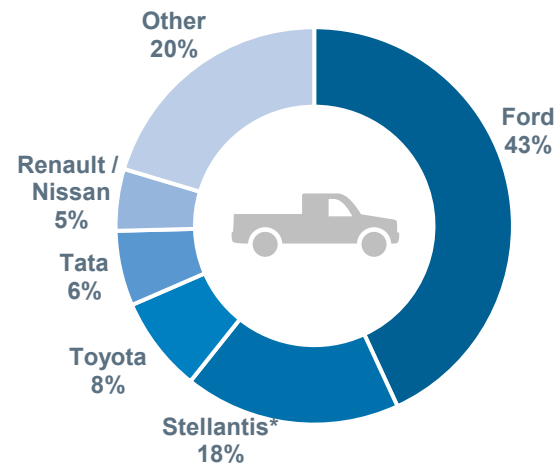
Segment Profiles



CUSTOMER SALES

Light Vehicle Systems

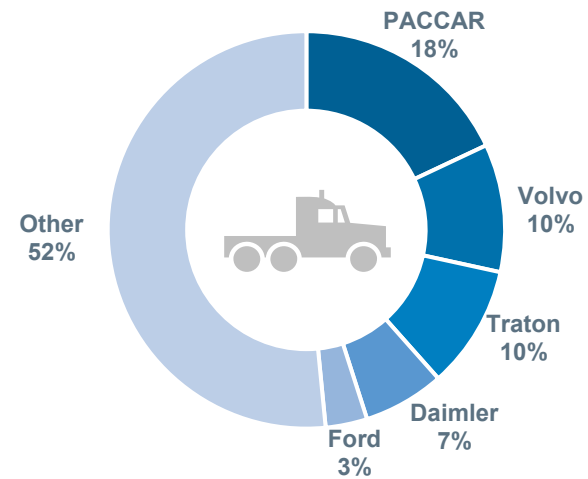
Year to Date 3/31/2025



* Includes sales to systems *integrations* for driveline products that support Stellantis vehicles

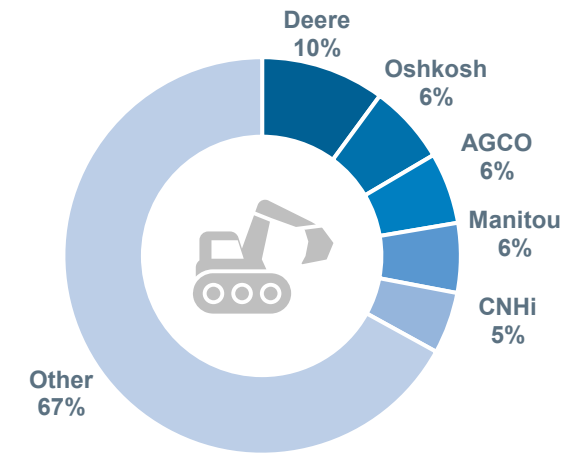
Commercial Vehicle Systems

Year to Date 3/31/2025

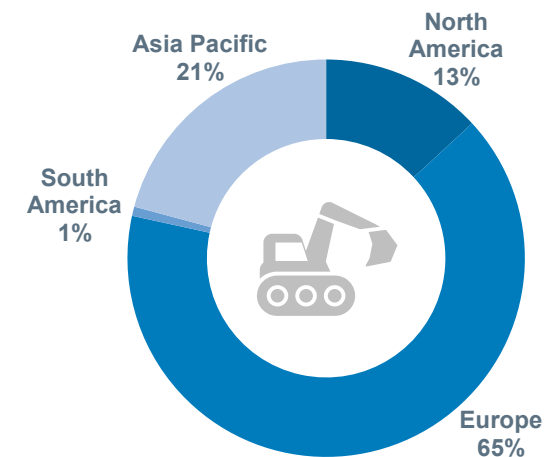
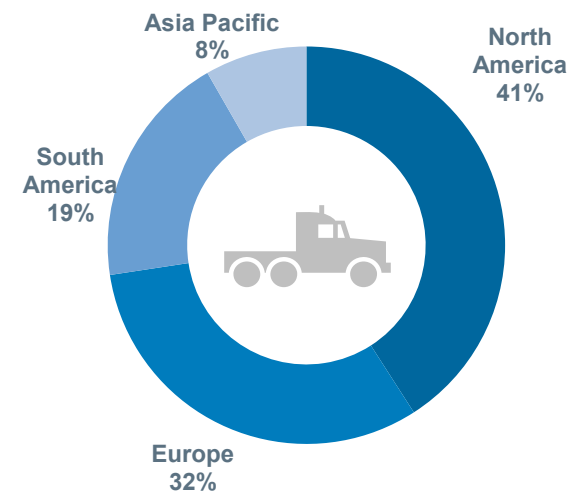
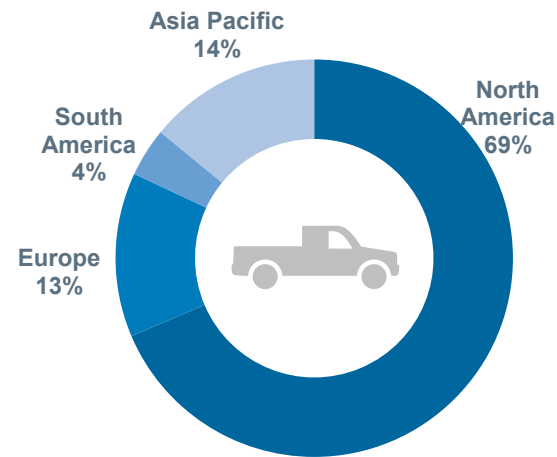


Off Highway Drive and Motion Systems

Year to Date 3/31/2025



REGIONAL SALES



Diluted Adjusted EPS



DANA INCORPORATED
Reconciliation of Net Income Attributable to the Parent Company to
Adjusted Net Income Attributable to the Parent Company and
Diluted Adjusted EPS (Unaudited)
For the Three Months Ended March 31, 2025 and 2024

(In millions, except per share amounts)

	Three Months Ended	
	March 31,	
	2025	2024
Net income attributable to the parent company	\$ 25	\$ 3
Items impacting income before income taxes:		
Amortization	5	5
Restructuring charges, net	5	5
Strategic transaction expenses	15	2
Supplier capacity commitment charge adjustment	(19)	
Loss on disposal group previously held for sale		29
Other items		(3)
Items impacting income taxes:		
Net income tax expense on items above	(2)	(13)
Income tax expense (benefit) attributable to various discrete tax matters	(10)	9
Adjusted net income attributable to the parent company	<u>\$ 19</u>	<u>\$ 37</u>
Diluted shares - as reported	147.0	144.8
Adjusted diluted shares	147.0	144.8
Diluted adjusted EPS	\$ 0.13	\$ 0.26

DANA INCORPORATED
Segment Sales and Adjusted EBITDA (Unaudited)
For the Three Months Ended March 31, 2025 and 2024

(In millions)	Three Months Ended	
	March 31,	
	2025	2024
Sales		
Light Vehicle	\$ 1,180	\$ 1,324
Commercial Vehicle	568	653
Off-Highway	604	758
Total Sales	<u>\$ 2,352</u>	<u>\$ 2,735</u>
Adjusted EBITDA		
Light Vehicle	\$ 68	\$ 78
Commercial Vehicle	44	33
Off-Highway	79	115
Corporate expenses and other net	(3)	(3)
Adjusted EBITDA	<u>\$ 188</u>	<u>\$ 223</u>

Segment Data Continued



DANA INCORPORATED

Reconciliation of Earnings Before Income Taxes to Adjusted EBITDA (Unaudited) For the Three Months Ended March 31, 2025 and 2024

(In millions)	Three Months Ended	
	March 31,	
	2025	2024
Earnings before income taxes	\$ 36	\$ 35
Interest income	(3)	(4)
Interest expense	39	39
Earnings before interest and income taxes	72	70
Depreciation	96	101
Amortization	5	5
Non-service cost components of pension and OPEB costs	2	4
Restructuring charges, net	5	5
Stock compensation expense	13	6
Strategic transaction expenses	15	2
(Gain) loss on sale of property, plant and equipment	(1)	5
Supplier capacity charge adjustment	(19)	
Loss on disposal group previously held for sale		29
Other items		(4)
Adjusted EBITDA	\$ 188	\$ 223

DANA INCORPORATED
Reconciliation of Net Cash Used In Operating Activities to
Adjusted Free Cash Flow (Unaudited)

(In millions)	Three Months Ended	
	March 31,	
	2025	2024
Net cash used in operating activities	\$ (37)	\$ (102)
Purchases of property, plant and equipment	(75)	(70)
Proceeds from sale of property, plant and equipment	11	4
Adjusted free cash flow	<u>\$ (101)</u>	<u>\$ (168)</u>

2024 Segment Recast



DANA INCORPORATED 2024 Segment Sales and Adjusted EBITDA Recast for Segment Realignment (Unaudited)

(In millions)

	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024
Sales					
Light Vehicle	\$ 1,324	\$ 1,366	\$ 1,253	\$ 1,168	\$ 5,111
Commercial Vehicle	653	645	612	570	2,480
Off-Highway	758	727	611	597	2,693
Total Sales	\$ 2,735	\$ 2,738	\$ 2,476	\$ 2,335	\$ 10,284
Adjusted EBITDA					
Light Vehicle	\$ 78	\$ 89	\$ 83	\$ 83	\$ 333
Commercial Vehicle	33	40	47	17	137
Off-Highway	115	116	103	88	422
Corporate expenses and other net	(3)	(1)	(1)	(2)	(7)
Adjusted EBITDA	\$ 223	\$ 244	\$ 232	\$ 186	\$ 885
Earnings (loss) before income taxes	\$ 35	\$ 67	\$ 52	\$ (74)	\$ 80
Interest income	(4)	(2)	(4)	(5)	(15)
Interest expense	39	39	40	43	161
Earnings (loss) before interest and income taxes	70	104	88	(36)	226
Depreciation	101	106	97	97	401
Amortization	5	6	5	5	21
Non-service cost components of pension and OPEB costs	4	2	8	4	18
Restructuring charges, net	5	12	24	35	76
Stock compensation expense	6	8	7	9	30
Strategic transaction expenses	2	2	1	4	9
Loss on sale of property, plant and equipment	5			1	6
Supplier capacity charge				46	46
Amounts attributable to previously divested/closed operations				9	9
Loss on disposal group previously held for sale	29	1	(4)		26
Other items	(4)	3	6	12	17
Adjusted EBITDA	\$ 223	\$ 244	\$ 232	\$ 186	\$ 885

Non-GAAP Financial Information



Adjusted EBITDA is a non-GAAP financial measure which we have defined as net income (loss) before interest, income taxes, depreciation, amortization, equity grant expense, restructuring expense, non-service cost components of pension and other postretirement benefit costs and other adjustments not related to our core operations (gain/loss on debt extinguishment, pension settlements, divestitures, impairment, etc.). Adjusted EBITDA is a measure of our ability to maintain and continue to invest in our operations and provide shareholder returns. We use adjusted EBITDA in assessing the effectiveness of our business strategies, evaluating and pricing potential acquisitions and as a factor in making incentive compensation decisions. In addition to its use by management, we also believe adjusted EBITDA is a measure widely used by securities analysts, investors and others to evaluate financial performance of our company relative to other Tier 1 automotive suppliers. Adjusted EBITDA should not be considered a substitute for earnings (loss) before income taxes, net income (loss) or other results reported in accordance with GAAP. Adjusted EBITDA may not be comparable to similarly titled measures reported by other companies.

Adjusted net income (loss) attributable to the parent company is a non-GAAP financial measure which we have defined as net income (loss) attributable to the parent company, excluding any discrete income tax items, restructuring charges, amortization expense and other adjustments not related to our core operations (as used in adjusted EBITDA), net of any associated income tax effects. This measure is considered useful for purposes of providing investors, analysts and other interested parties with an indicator of ongoing financial performance that provides enhanced comparability to net income (loss) attributable to the parent company reported by other companies. Adjusted net income (loss) attributable to the parent company is neither intended to represent nor be an alternative measure to net income (loss) attributable to the parent company reported in accordance with GAAP.

Diluted adjusted EPS is a non-GAAP financial measure which we have defined as adjusted net income (loss) attributable to the parent company divided by adjusted diluted shares. We define adjusted diluted shares as diluted shares as determined in accordance with GAAP based on adjusted net income (loss) attributable to the parent company. This measure is considered useful for purposes of providing investors, analysts and other interested parties with an indicator of ongoing financial performance that provides enhanced comparability to EPS reported by other companies. Diluted adjusted EPS is neither intended to represent nor be an alternative measure to diluted EPS reported in accordance with GAAP.

Adjusted free cash flow is a non-GAAP financial measure which we have defined as net cash provided by (used in) operating activities less purchases of property, plant and equipment plus proceeds from sale of property, plant and equipment. We believe adjusted free cash flow is useful to investors in evaluating the operational cash flow of the company inclusive of the spending required to maintain the operations. Adjusted free cash flow is not intended to represent nor be an alternative to the measure of net cash provided by (used in) operating activities reported in accordance with GAAP. Adjusted free cash flow may not be comparable to similarly titled measures reported by other companies.

The accompanying financial information provides reconciliations of adjusted EBITDA, diluted adjusted EPS and adjusted free cash flow to the most directly comparable financial measures calculated and presented in accordance with GAAP. We have not provided a reconciliation of our adjusted EBITDA and diluted adjusted EPS outlook to the most comparable GAAP measures of net income (loss) and diluted EPS. Providing net income (loss) and diluted EPS guidance is potentially misleading and not practical given the difficulty of projecting event driven transactional and other non-core operating items that are included in net income (loss) and diluted EPS, including restructuring actions, asset impairments and certain income tax adjustments. The accompanying reconciliations of these non-GAAP measures with the most comparable GAAP measures for the historical periods presented are indicative of the reconciliations that will be prepared upon completion of the periods covered by the non-GAAP guidance.



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