





2018 SUSTAINABILITY REPORT



People Finding A Better Way[®]



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Note: Dana's 2018 Sustainability Report, presented in PDF format, features interactive elements and is best viewed using the latest Adobe Reader software.





Dear Fellow Stakeholders,

This year was transformational for Dana. In 2018, we achieved record annual sales, profit, and margin performance; made strategic acquisitions to solidify our product portfolio; and expanded facilities to support growth with customers across the globe.

We also secured our position as a leader in electric propulsion, which we believe is critical to a sustainable future for our planet and our company. Dana's portfolio of technologies positions us as the only supplier with complete in-house gearbox, motor, inverter, controls, and thermal management technologies for fully integrated e-Drive systems across the light-vehicle, commercial-vehicle, and off-highway markets.

Beyond our products, we have taken additional strategic steps within our supply base to expand our evaluation of their performance across a variety of sustainability metrics, including policies for the environment, diversity, and health and safety.

Within our own facilities, we have made a concerted effort to reduce our landfill impact. In addition, we have begun exploring the possibilities of employing solar and wind as sources of energy for our facilities.

We believe these steps are foundational for transforming our business for the better. And, we could not achieve any of this without the dedication and commitment of our 36,000 employees, who invested their time and talents within our facilities and their communities to improve the places where we operate.

We are proud of the accomplishments we made in 2018 and are excited about the opportunities ahead where we can have a tangible impact on improving our sustainability while delivering maximum value to our customers and shareholders.

My personal best,

James Kamsickas
President and Chief Executive Officer
Dana Incorporated

Mission

Our talented people power a customer-centric organization that is continuously improving the performance and efficiency of vehicles and machines around the globe. We will consistently deliver superior products and services to our customers and will generate exceptional value for our shareholders.

This mission is embodied in our company theme:

People Finding A Better Way[®]

Vision

To be the global technology leader in efficient power conveyance and energy-management solutions that enable our customers to achieve their sustainability objectives.

Global Footprint

Our global presence, combined with our robust delivery capabilities, allows us to meet our customers' region-specific production needs, anywhere in the world.

Business Units

Light Vehicle Driveline Technologies

Dana is a leading supplier of traditional and electrified driveline components and systems for passenger cars, crossovers, SUVs, vans, and light trucks. Working collaboratively with original-equipment manufacturers and the aftermarket, our Light Vehicle business unit is focused on delivering best-in-class efficiency, maximum durability, and superior ride and handling.

Commercial Vehicle Driveline Technologies

Dana is a premier provider of traditional and electrified driveline components and systems, as well as tire pressure management solutions, for medium- and heavy-duty commercial vehicles. Our Commercial Vehicle business unit helps original-equipment manufacturers and end-market customers achieve the best weight, performance, efficiency, and total cost of ownership, no matter the powertrain configuration.

Off-Highway Drive and Motion Technologies

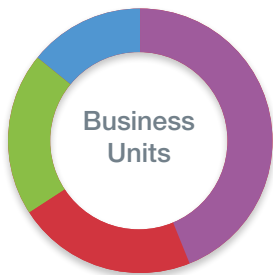
Dana delivers mobile off-highway drivetrain and motion solutions for construction, agriculture, material handling, and mining machines with conventional and electrified power sources, as well as motion systems for a wide variety of stationary industrial applications. These customized solutions are designed to extend vehicle and machine life, reduce maintenance, and convey maximum power.

Power Technologies

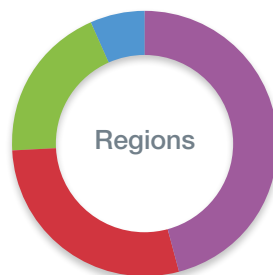
Dana provides advanced sealing and thermal management solutions to all end markets, in support of both conventional and electrified platforms. Leveraging the most cutting-edge technology and manufacturing processes, our Power Technologies business unit delivers custom-engineered solutions designed to optimize vehicle efficiency and performance.

Global Sales

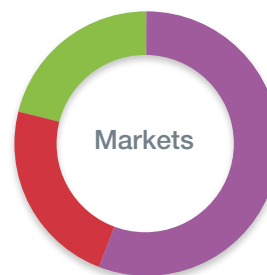
As of December 31, 2018. Consolidated sales only.



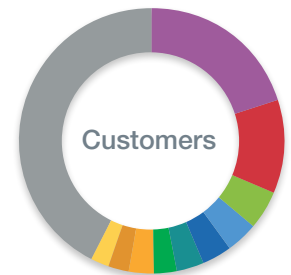
Light Vehicle	44%
Off-Highway	22%
Commercial Vehicle	20%
Power Technologies	14%



North America	50%
Europe	31%
Asia Pacific	12%
South America	7%



Light Vehicle	56%
Off-Highway	23%
Commercial Vehicle	21%



Ford	20%
FCA*	11%
PACCAR	5%
General Motors	4%
Renault/Nissan	4%
Toyota	3%
Tata	3%
Volkswagen**	3%
Deere	3%
Daimler	2%
Others	42%

* Includes sales to system integrators for driveline products that support FCA vehicles.

** Includes sales to MAN AG, a majority-owned subsidiary of Volkswagen AG.

Empowering People

Dana Recognized Among 2018 Best Companies for Disabled Workers

Dana received the 2018 Best Companies for Disabled Workers Award from the government of the state of São Paulo. This award recognizes 15 large companies in Brazil for their practices of employability for workers with disabilities.

Since 2013, Dana in Gravataí implemented a program for hiring people with moderate intellectual disabilities. Powered by a 440-hour paid internship program, participants are required to undergo 800-hours of training that combine theory and practice prior to being hired based on their technical and behavioral skills. The program trains students from 18 to 45 years in subjects such as etiquette, expedition, quality, and safety. Up to now, almost sixty people have been trained in four classes, and half of the group has been employed working in several areas of the company, including the operation of machines.

The broad approach, which combines capacity building, sensitization, application opportunity, and talent development, fosters individual, family, and company engagement. Most importantly, it helps to build long-term relationships that promote social and economic inclusion in a sustainable way for people with disabilities helping them to be a valued part of society.

In recognition of its social inclusion work, the company also received the ECO Award from AmCham Brazil, American Chamber of Commerce.



watch now:

Inclusion is Learning and Teaching

A highlight of the Dana Gravataí plant's program devoted to developing skills of students with intellectual disabilities.



Workplace Safety

“Safety First: All Day, Every Day” remains our highest priority.

Our vision is a workplace without incident.

Our safety policy applies to all employees, visitors, and contractors working at our sites. We believe in providing a safe working environment for all stakeholders and are committed to continuous improvement in our occupational health and safety performance. Dana initiated a requirement for all manufacturing facilities to achieve certification to the health and safety standard ISO 45001 or equivalent.

Facilities have made commitments to meet these requirements over the next few years. Dana ensures its targets for safety are being met by auditing safety standards and performance. We conduct

Safety First

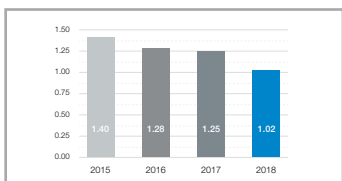
All Day Every Day

periodic safety assessments at all locations and share results with local leadership teams. The local leadership team addresses all deficiencies and opportunities for improvement. Since 2008, Dana has experienced year-over-year improvements in safety performance.

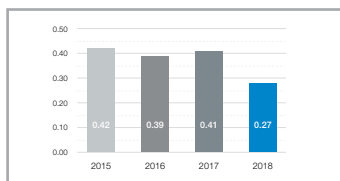
Dana has also emphasized the importance of implementing ISO 45001 certifications. The following charts highlight Dana's progress toward reaching 100 percent ISO 45001 compliance across the company's applicable locations, as well as our performance in lost-time and recordable incidents.

Click on the icon to expand charts

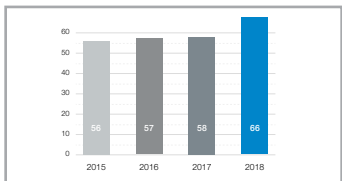
Recordable Incident Rate



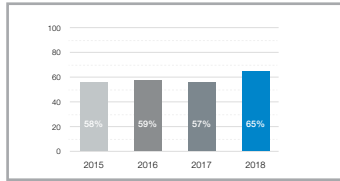
Lost Time Recordable Incident Rate



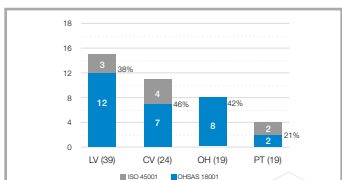
Facilities with No Lost Time Incidents



Facilities with No Lost Time Incidents (%)



Registered OHSAS 18001 / ISO 45001 OHS Management Systems



Dana World Headquarters Holds Safety Expo

During the month of September, Dana's dedicated safety month, the company invited employees at the World Headquarters to participate in an interactive Safety Expo, which featured community vendors focused on safety activities, including Cintas, Mercy Health/St. Vincent Medical Center, the Ohio State Highway Patrol, among others. Each organization shared safety-related information and lead interactive activities that helped drive home the message of safety first in the workplace and our personal lives.

Columbia, Missouri Facility Earns CEO Safety Award



Dana President and CEO, Jim Kamsickas (l), presents the CEO Safety Award to Scott Wright (r), Plant Manager of the Columbia, Missouri, plant.

Each year, Dana recognizes one facility throughout the company to be honored with the coveted CEO Safety Award. The award recognizes the facility that exemplifies the true meaning of a safety culture, where management and employees alike view safety as part of their everyday activities and not as a separate system or process.

For 2018, Dana's Columbia, Missouri, Light Vehicle Axle Assembly facility received the award. The facility managed two significant vehicle launches without a recordable incident. Launch programs are dynamic and challenging, requiring an especially keen focus on safety. The facility passed Dana's safety assessment measures and implemented written programs, new physical security measures, and ensured that all jobs have safe-work instructions.

Inclusion and Diversity

Dana Takes Action to Support American Bar Association Diversity Initiative

Dana believes that inclusion and diversity are critical to its success. In 2018, the company announced its support of the American Bar Association Resolution 113, which urges providers of legal services to expand and create opportunities for diverse attorneys at all levels of responsibility.

As a centerpiece of the initiative, companies are asked to join a General Counsel pledge to promote diversity in the legal profession by directing a greater percentage of the retained legal services to diverse attorneys.

The companies supporting the General Counsel Pledge commit, more specifically, to the following goals:

- support ABA Resolution 113 promoting diversity in the legal profession;
- ask applicable law firms currently retained as outside counsel to complete the ABA Model Diversity Survey each year;
- encourage unretained firms competing to handle matters for the company to complete the Model Survey; and,
- use the information acquired from the annual Model Survey as a factor when evaluating firms to hire for legal services.

To this end, the Dana Law Department has been engaging its law firms with the request that they complete the online Model Diversity Survey, as well as provide Dana directly with a Client Matters Supplement that tracks Dana's specific diversity spend each year. The Dana Law Department intends to use the information gathered through this Model Survey and Client Matters Supplement to benchmark Dana's diversity spend, set annual targets for increasing diversity spend, and use the Model Survey results as a factor when evaluating firms to hire for legal services.

Dana Lauded for Supplier Diversity

Dana views supplier diversity as a leading business strategy, implemented to sustain its reputation as a technology and innovation leader in the global marketplace while promoting economic expansion in the communities our business impacts. It is Dana's policy to actively engage historically underutilized businesses such as third-party certified minority- and woman-owned business, veteran-owned business, and other groups, which can vary greatly based on geographic region.



General Motors – Dana was recognized with the General Motors Driving Diversity Silver Award for the third consecutive year. The Silver Award is presented to suppliers that meet or surpass diversity goals set by General Motors.



Canadian Aboriginal and Minority Supplier Council – Dana was honored with the Tier 1 Champion of Supplier Diversity award, which is an award that requires nomination by a corporate or government client. It recognizes companies that actively support its economic inclusion goals by including certified Aboriginal and minority suppliers in their practices and processes by providing procurement opportunities.



Great Lakes Women's Business Council (GLWBC) – Dana received the Excellence in Supplier Diversity Award, which was designed to identify and recognize those corporations that have outstanding supplier diversity programs, which result in the inclusion of certified women business owners in their supply chain.

Michigan Minority Supplier Development Council – Dana was nominated for the Ace Awards – Buyer of the Year Award. The award is presented to the person who directly makes purchases and through their efforts advances the cause of minority economic development. This award acknowledges the buyer who goes above and beyond normal purchasing requirements by significantly aiding minority business enterprises, increasing dollar purchases over the previous year, offering referrals to other companies, and attempting to identify new market opportunities.

Dana Employees Check Their Blind Spots



Dana's World Headquarters hosted the "Check Your Blind Spots" mobile tour, a series of events in partnership with the CEO Action for Diversity & Inclusion™, which aim to expose the nuances of unconscious bias. The event gave employees the opportunity to empower themselves with the knowledge and resources needed to strip themselves of preexisting biases, as well as understand the role they can play in advancing inclusion and diversity in the workplace and community.

The CEO Action for Diversity & Inclusion™ is the largest CEO-driven business commitment to advancing diversity and inclusion within the workplace in the United States. Dana's own CEO, Jim Kamsickas, joined more than 350 CEOs from various corporations in signing a commitment pledging to work across organizations and sectors to advance diversity and inclusion.

[Visit the CEO Action for Diversity and Inclusion website](#)



Dana Recognized by 2020 Women on Boards

Dana was recognized this year for its board diversity by 2020 Women on Boards, an organization that focuses on increasing the percentage of women who serve on company boards to 20 percent or greater by 2020.

Business Resource Groups



African American Resource Group

The AARG's goal is to support the company in building a legacy of diversity, inclusion, and collaboration that goes beyond individual differences. The group supports the development of a strong pipeline of African-American talent and actively encourages an environment that promotes diversity in our recruitment, development, and retention initiatives.

Highlight:

Sponsored Lunch and Learn activities for employees, including hosting a Cultivating Your Personal Brand training, as well as sponsoring and participating in a Walk for Homeless Veterans.

Dana Women's Network

DAWN's vision is to support Dana's efforts to be a global technology leader by attracting and developing a diverse workforce, enabling a legacy of innovative leadership. DAWN promotes professional networking and career development opportunities through mentoring, education, and philanthropy for women across varying experience levels.

Highlight:

Kicked off #FEARLESS campaign to help establish an environment in which employees build up and inspire women to be fearless and confident – without barriers.

LGBT + Allies

The LGBT + Allies goal is to build a diverse leadership pipeline while engaging all employees at Dana. Its vision is to create an inclusive and safe work environment that allows employees to bring their full selves to work. This group is for any employee at Dana who is gay, lesbian, bisexual, or transgender, and for proactive allies (supporters of LGBT equality).

Highlight:

Hosted Equality Toledo to present LGBT Ally Training to employees who support equality and creating safe places, while advocating on behalf of the LGBT community.

The Green Team

The Green Team is focused on enhancing and advancing Dana's focus on the environment with an emphasis on landfill reduction, energy reduction, and water management, as well as promoting general awareness for the environment among Dana employees.

Highlight:

Advocated for the elimination of styrofoam cups in the cafeteria by providing employees with a reusable cup, reducing usage by 94 percent in 2018. The team also implemented compostable disposable containers in place of styrofoam.

New To Dana

New To Dana seeks to provide a networking group of motivated and energetic colleagues for those who are new to Dana. NTD presents an opportunity to become an active member in solving challenges that can arise from being acclimated into the Dana culture – thus embracing the "One Dana" philosophy.

Highlight:

Engaged new employees by hosting TedTalk style workshops for new employees to connect with executive leaders.



Dana is a people-centric organization and has been named a top employer of choice around the world, including significant honors in Asia, India, Germany, Italy, Brazil, Mexico, and the United States.



Click on the icon to view awards



Employee Development

Continuous improvement is one of the cornerstones of our values and is intended for our people as well as our products and processes. Dana believes that the development of its people is critical to the company's success and that stronger people means a stronger Dana. Managers are expected to provide the time, resources, coaching, and constructive feedback to foster a culture of individual and team development. We also believe that the individual should play a major role in their development at both a professional and personal level. The company empowers individuals to lead their development by articulating their professional, personal, and career growth aspirations to their manager. Development of all Dana people is strongly encouraged and should be considered part of their job. Dana as an organization has the responsibility to set the tone, culture, and expectation.

In 2018, Dana focused on developing a true learning culture by providing opportunities to learn – both in and out of a traditional classroom. One way Dana achieves this is by providing continual engineering



and technical education opportunities to Dana's global engineering workforce. This year, the company provided more than 3,900 hours of education for roughly 400 engineers through classes offered at World Headquarters. This initiative was led by a new position created to further advance the development for engineering, the engineering learning organization manager. It is the first position of its kind outside of human resources dedicated to technical and engineering education within our Engineering department.

In addition to engineering development, Dana also offers on-demand eLearning programs through its training platform, Dana SkillPort and it also provides instructor-led, in-person, programs such as Leadership Foundations and First-line Supervisor programs intended for soon-to-be leaders, new leaders, and new-to-Dana leaders. For more experienced managers, 360 assessment and coaching programs are available.

Health and Wellness

Dana continues to advocate and pursue new opportunities to enhance the health and wellness of our employees. The goal is to break down barriers while building a culture of wellness through a range of opportunities, including mental and physical health for employees to engage. Engagement leads to lower health risk and ultimately positively impact the well-being of our employees while reducing the overall cost of healthcare.

As a part of its focus in 2018, the Dana team implemented a number of strategic initiatives focused on the health of our employees.

First, Dana conducted an Interactive Health pilot study, which showed that individuals who are repeat participants in our annual health evaluation have lower health risk scores compared with those who do not participate, and they also see lower medical and prescription claims. The team dedicated time and effort to increasing participation in the company's health evaluations.

Second, we added A1C testing as a component to the annual health evaluation and used this indicator to calculate personal health score and allow for earlier detection and disease progress prevention.

Dana believes:

1. Participation and engagement are crucial to personal health success.
2. The journey of well-being is personal and not one-size-fits-all.
3. Leadership support is important for creating a culture that advocates for health and wellness.

Third, Dana established a partnership between its World Headquarters and the University of Toledo to offer wellness internships to continue to explore ways to improve the mental and physical well-being of our employees.

Innovating Products

Dana Increases Investments in e-Propulsion Technologies

Spicer® Electrified™ Portfolio Offers Complete Electric Systems, Reduces Emissions

The mobility industry continues to push for innovations that improve fuel efficiency and reduce overall emissions. Adoption of stringent emissions regulations to maintain air quality will be a growing global trend. China and Europe will lead the establishment of low/no emission zones and will be the top two regions contributing to global hybrid and electric vehicle sales by 2025.

While we continue to improve the efficiencies of our traditional products associated with internal combustion mobility, Dana has intensified its efforts toward cleaner mobility alternatives. According to consulting agency Roland Berger, the percentage of electrified vehicles is growing across all vehicle segments. For Dana's core markets, two areas are expected to grow ahead of the others. Electric medium-duty trucks are expected to represent 12 percent of the market by 2023, while buses are expected to reach 62 percent of the market during the same period.

This important trend has become a strong focus for Dana as it positions itself as the global leader in e-Propulsion technologies. In June, Dana acquired a majority stake in TM4 Inc., a subsidiary of Hydro-Québec, Canada's largest electricity producer and one of the world's largest hydroelectric power producers. TM4 designs and manufactures motors, power inverters, and



TM4 employee assembles e-motor

control systems for electric vehicles, offering a complementary portfolio to Dana's existing portfolio of electric gearboxes and thermal-management technologies for batteries, motors, and inverters. The transaction established Dana as the only supplier with full e-Drive design, engineering, and manufacturing capabilities.

These technologies are being accepted by customers and are already aiding in the reduction of nearly 80,000 tonnes of carbon emissions by powering approximately 490 million kilometers for more than 10,000 electric buses in China.

Dana Increases Investments in e-Propulsion Technologies (cont.)

Ranging from complete systems and modular solutions to individual sub-system components, the company's e-Propulsion portfolio is able to support customers in developing series and parallel hybrid configurations up to full battery-electric vehicles. Dana's electrified product offerings meet the diverse architecture and platform requirements of its broad customer base in the light-vehicle, commercial-vehicle, and off-highway markets.

In 2018, Dana also laid the ground work for the acquisitions of the SME Group, which closed in January 2019. SME designs, engineers, and manufactures low-voltage AC induction and synchronous reluctance motors, inverters, and controls for a wide range of off-highway electric vehicle applications, including material handling, agriculture, construction, and automated-guided vehicles.

The company also announced the acquisition of the Drive Systems segment of the Oerlikon Group, which closed in February 2019. The business is a global manufacturer of high-precision gears; planetary hub drives for wheeled and tracked vehicles; and products, controls, and software that support vehicle electrification across the mobility industry.


Dana has now revealed a comprehensive Spicer® Electrified™ portfolio, including fully integrated electro-mechanical propulsion systems featuring gearboxes, electric motors, inverters, and thermal-management technologies for light, commercial, and off-highway vehicles.

80,000⁺ 
tonnes of CO₂ saved since 2014 with Dana products

 **490 million⁺**
customer kilometers driven with TM4 motors

10,000⁺ 
vehicles in service on the roads today

 **300⁺**
electrification-focused engineers

500⁺ 
patents and applications for electrification

THE POWER BEHIND THE POWER AHEAD

Supported by a legacy of innovation in conventional drivetrains, Dana is at the forefront of integrating mechanical and electrical components for alternative propulsion applications.

With the acquisition of a majority share in TM4 Inc., a manufacturer of high-voltage, permanent magnet motors, inverters, power electronics, and control systems, Dana is the only supplier with complete in-house gearbox, motor, inverter, and thermal management capability for fully integrated e-Drive systems across the light-vehicle, commercial-vehicle, and off-highway markets.

We have the right products to meet any OEM's need wherever they are in their electrification development. And with multiple electrified products already in production, we are a step ahead – ready to serve the industry's electrification needs now.

From hybrids to battery-electric vehicles, we continue to focus on what we do best – transferring energy to the wheels as efficiently as possible.



Light Vehicle | Powertrain solutions for today and tomorrow

e-Drives



Spicer® Electrified with TM4
eS3000i e-Drive System



Spicer® Electrified with TM4
eS4500i e-Drive System



Spicer® Electrified
Twin e-Drive 4-Speed
System

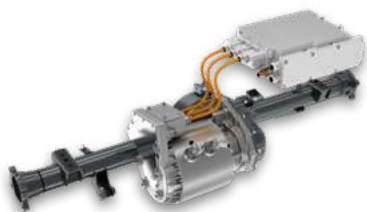


Spicer® Electrified
eS2000i e-Drive System



Spicer® Electrified
eS1100i LSEV e-Drive System

e-Axle



Spicer® Electrified with TM4
eS4500r Rigid e-Axle System

Battery Cooling Solutions



Long®
Battery Cooling Plate



Long®
InterCell Battery Cooling Plate

Motor & Inverter



TM4 MOTIVE™
Motor/Inverter System

Transmission Systems



Graziano™
Hybrid Rear Axle Module*
(HRAM)



Graziano™
Hybrid Powershifting AMT*

Electronics Cooling Solutions



Long®
Power Electronics Cooling



Long®
ADAS Cooling

Vehicle Controller

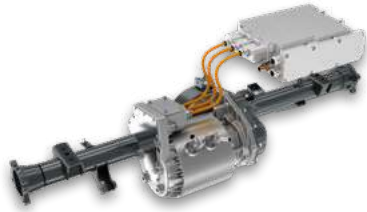


TM4 NEURO™ 200
Vehicle Controller

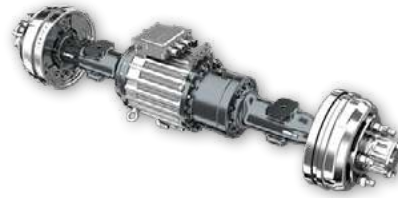
* SME, Graziano, and Fairfield acquisitions were announced or completed in 2018.

Commercial Vehicle | Powertrain solutions for today and tomorrow

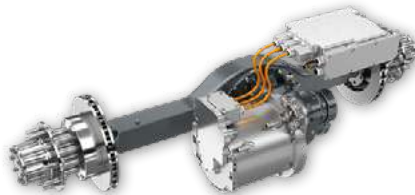
e-Axle



Spicer® Electrified with TM4
eS4500r Rigid e-Axle System



Spicer® Electrified
eS5700r e-Axle



Spicer® Electrified with TM4
eS9000r e-Axle



Spicer® Electrified with TM4
eS13.0xr e-Axle

e-Drives



Spicer® Electrified with TM4
eS4500i e-Drive System

Vehicle Controller



TM4 NEURO™ 200
Vehicle Controller

Battery Cooling Solutions



Long®
Battery Cooling Plate



Long®
InterCell Battery Cooling Plate



Long®
Battery Cooling Chiller



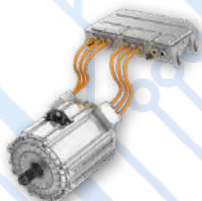
Long®
Power Electronics Cooling



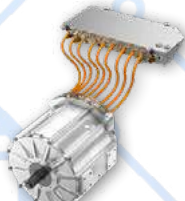
Long®
ADAS Cooling

Electronics Cooling Solutions

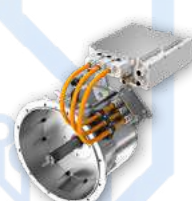
Motor & Inverter



TM4 SUMO MD™
Motor/Inverter System



TM4 SUMO HD™
Motor/Inverter System



TM4 SUMO HP™
Motor/Inverter System



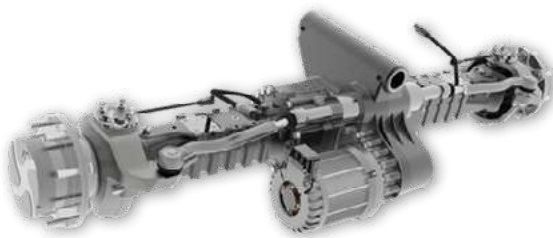
TM4 BC120
Bi-directional Charger Inverter



TM4 BC120
Motor Controller/Inverter

Off-Highway | Powertrain solutions for today and tomorrow

e-Axle



Spicer® Electrified
eSA201 e-Axle



Spicer® Electrified
eS20D e-Axle



TM4 SUMO HD™
Motor/Inverter System

Motor & Inverter

e-Drives



Spicer® Electrified
7HE e-Hub Drive



Spicer® Electrified
E01S e-Hub Drive



Spicer® Electrified
eSH801 e-Hub Drive

Transmission



Spicer® Electrified
eRTE32 e-Powershift

Battery Cooling Solutions



Long®
Battery Cooling Plate

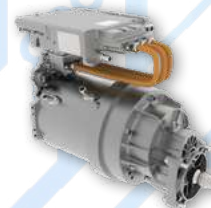


Long®
InterCell Battery Cooling Plate



Long®
Battery Cooling Chiller

Gearbox



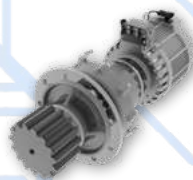
Spicer® Electrified
3e2 e-Gearbox

Vehicle Controller

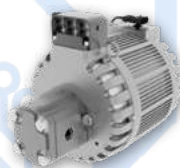


TM4 NEURO™ 200
Vehicle Controller

Motion Systems



Brevini® Electrified
ELS303 e-Slew Drive



Brevini® Electrified
OT200 e-Pump

Electronics Cooling Solutions



Long®
Power Electronics Cooling



Long®
ADAS Cooling

Dana's innovative products focus on delivering maximum value to customers and end-users by focusing on optimizing weight, efficiency, integration, and packaging.



WEIGHT REDUCTION
For additional payload or battery capacity

Dana introduces 60-pound lighter axle for Class 7 and 8 vehicles

In yet another example of Dana's commitment to optimizing fleet uptime with lightweight but durable, reliable, and efficient product offerings, the company launched two new Spicer® axles, a heavy-duty tandem axle for construction, heavy haul, and severe service applications, and a

single drive axle for Class 7 and 8 vehicles. The new product retains the robustness and strength of the existing axles but delivers an additional 60-pound weight savings. Both the heavy-duty tandem axle and the single drive axle offer a broad range of gear ratios to serve a variety of needs, while High Power Density™ AdvanTEK® gearing maximizes strength and reduces weight. In addition, a reliable, passive lube management system requires less lube while optimizing the amount of lube flow to the high efficiency bearings.



EFFICIENCY
Reduced energy consumption means increased range and cost-savings

Ultra-efficient axle system receives Automotive News PACE Award

Dana received a 2019 *Automotive News* PACE Award for its Spicer® AdvanTEK® Ultra axle system. The PACE awards serve as a benchmark for innovation and honors automotive suppliers for technical advancement, innovation, and business

performance. The axle system is 30 percent more efficient than previous best-in-class technology and delivers an up to 2 percent fuel economy improvement while maintaining durability and providing superior noise, vibration, and harshness performance. This is the eighth consecutive year that Dana has been named a finalist for this prestigious award.



PARTNERSHIP
Strategic alignment to bring solutions to market

Strategic partnerships with system integrators

Dana's customers are looking for complete electric powertrains systems. We have now partnered with Hylion and Nordresa, hybrid commercial-vehicle integrators, who are working with our Spicer® Electrified e-Propulsion systems to customize and convert vehicles into hybrid-electric solutions for fleets. This helps to drive lower fuel costs, fewer emissions and reduced maintenance.



PACKAGING
Improved vehicle integration for optimized packaging space

Spicer® Electrified™ e-Axle designed for optimized packaging

Expanding the established Spicer Electrified portfolio, Dana's new integrated e-Drive axle was designed to deliver substantial

efficiency for city delivery duty cycles while offering a weight savings, allowing higher payload and battery capacity. Due to the integrated design, the e-Drive axle has an optimized packaging, which allows for more chassis space to position batteries inside the frame rails and accommodate features such as side steps that are common with medium- and heavy-duty vehicles.



COOLING SOLUTIONS
Capability to integrate thermal management solutions into the power source

Dana recognized as outstanding power electronics solution provider

Thermal management is critical to ensuring optimum operation of vehicles and their electronics. Dana was recognized as the 2018 Outstanding Power Electronics Solution Provider for its Long® ThernaTEK™ insulated-gate bipolar transistor (IGBT) cooling solutions. The company's IGBT cooling technology was developed to meet the high-performance thermal requirements of today's electric and hybrid vehicles. The precision-manufactured aluminum cooling plates provide customers with a lightweight, contaminant-free, and cost-effective heat transfer solution.



Dana Energizes Fuel Cell Components with more than 20 Years of Research

In addition to traditional and electrified products, Dana is a market leader in the supply of components for hydrogen fuel-cell engines. Drawing on our global production facilities and more than 20 years of research and development at our worldwide technical centers, we engineer and manufacture product solutions to meet the exacting requirements of our OEM customers, including fuel-cell stack bipolar plates, and balance of plant and hydrogen reformer components.



Victor Reinz Metallic Bipolar Plate for fuel cells

Dana's bipolar plates with integrated seals and coatings offer reliable, low-cost product solutions for advanced fuel-cell engines. Our stack components include either metal or molded composite plate materials, specifically designed



Dana collaborates with industry partners in autostack core and INSPIRE on fuel cell stack development.

and tested to meet a wide range of fuel-cell applications. And, our technology innovations in precision stamping, laser welding, composite molding, integrated seals, and in-line coating have been applied to create superior product value. Designed for manufacturability and production ready today, Dana's bipolar plates deliver increased performance and reliability at a lower system cost.

Lightweight, energy-efficient balance of plant products including thermal- and water-management subsystems are a key priority in advanced fuel-cell engines. Dana's state-of-the-art designs provide enhanced product performance with reduced parasitic energy losses to meet light-vehicle OEM fuel efficiency and life expectancy goals.

Advanced Technology on the Cutting Edge

Industry 4.0

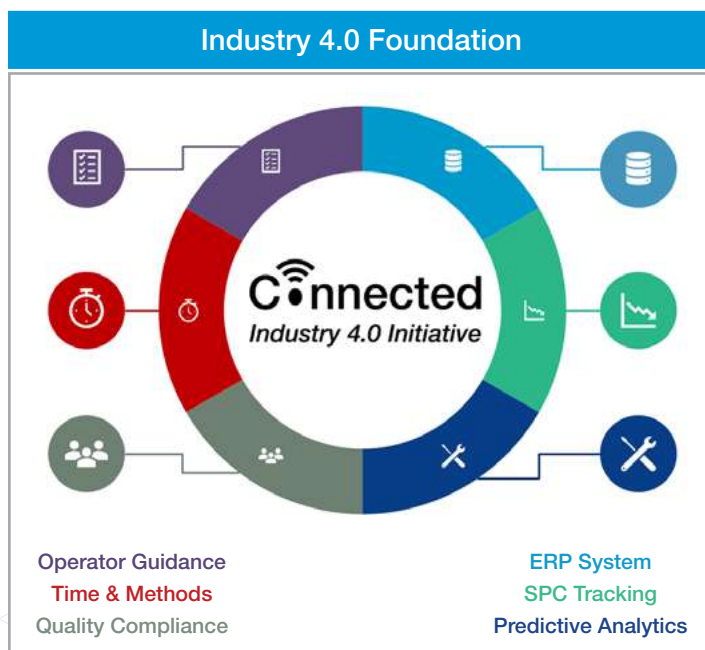
Manufacturers are turning to digital solutions to transform manufacturing. Every part of the manufacturing process is becoming digitalized, from the early stages of design and development, through to operations and distribution. In addition to utilizing our broad footprint to serve all of our customers, Dana is leveraging technology in our operations to eliminate waste. Our "Connected" initiative is providing the foundation for a fully connected Industry 4.0 manufacturing environment. In the heart of our operations, we can monitor real-time performance of our assets and ensure that we have full part genealogy and traceability.

Opportunities:

- Guide our operators on the shop floor
- Manage our production times and methods
- Comply with all quality requirements
- Plan our entire value chain within our ERP environment
- Drive statistical process control
- Deliver predictive analytics to prevent problems before they occur

Benefits:

- Increase productivity
- Reduce downtime
- Lower energy costs
- Less scrap



Additive Manufacturing

Additive manufacturing technology allows for completely new approaches to component design, engineering, and manufacturing compared with traditional methods. It is extremely useful for lower volume production to reduce the cost of tooling and enable the quick replacement of service parts. From reduced weight and increased speed-to-market, to less scrap and new functionality, additive manufacturing is showing promising applications for our products.

This ground-breaking technology changes the way we approach the entire design and engineering process as the - art of the possible - has expanded dramatically.

Axle Arm Application



Traditional

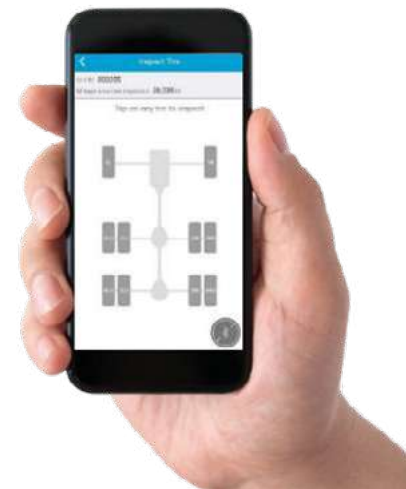
Additive



Note: Axle arm housing for a tractor completely re-constructed to eliminate nearly one-third of the weight and improve speed-to-market by 50 percent.

Digital Technology

The mobility market is increasingly shifting toward digital technologies. Dana is digitally augmenting our physical products. For example, our Spicer® Smart Suite™ axles create a connected drivetrain by capturing, gathering, managing, and analyzing data to communicate and act on real time intelligence. We are also offering fully digital solutions to solve real-world problems, such as our Rhombus® platform via our TireAnalytics app, which gathers data to deliver descriptive and predictive analytics to manage eliminate downtime and reduce costs for fleets. For example, the use of digital technologies can enable our customers to sustainably monitor and manage tire maintenance, reducing the risk of accident and injury, as well as maximizing tire life.



Product Safety and Quality

The quality of our products is of utmost importance. We focus on ensuring that all the necessary safety measures are taken in connection with the design, manufacture, and distribution of our products, including ensuring the quality of products through reliable processes and a quality management system that focuses on eliminating warranty issues and reducing scrap. Dana's quality management system and product safety and field action processes must be followed by all Dana employees and operations.

These efforts have resulted in the reduction of incidents per million by one-third over the last five years.

Dana is committed to meeting all customer and industry quality requirements and has secured IATF 16949 and/or ISO 9001 quality certifications, as appropriate to each facility. Our teams have a strong functional expertise and operate under a common global Quality Operating System (QOS), which has been established to reinforce customer and industry requirements, implement best practices, and ensure continuous improvement.

Dana's functional safety standards are aligned to meet the requirements for ISO 26262 across the light-vehicle, commercial-vehicle, and off-highway markets.

Supplier Quality Awards

Recognition from our customers for the quality of work we are delivering is one way we know we are reaching the mark.



PACCAR



CAT



CNI
INDUSTRIAL



AGCO



Dana earned the **Green Pillar Award from Ford Motor Company** which is presented to top supplier parent companies that demonstrate excellence in the delivery of fuel-efficient technologies in support of Ford's drive to become a global leader in environmentally sustainable and socially responsible products. **Dana was one of four companies selected to receive the award, among thousands of Ford suppliers globally.**

Dana Spicer India Pvt Ltd. received the **Sustainability Award from Tata Motors** at their annual supplier conference in Colombo, India.

Protecting the Planet

Dana Facilities in Mexico Receive Clean Industry Certification

Five Dana facilities in Mexico have voluntarily participated in an audit program to receive Clean Industry certification from the Federal Attorney's Office for Environmental Protection (PROFEPA). Each facility is observed and measured based on adherence to general environmental practices and Mexico's environmental standards.

Dana has five certified plants in Mexico: three in Querétaro, one in Chihuahua, and one in Tlaxcala. Two additional plants have registered to participate in the program – one in Querétaro and the other in Estado de Mexico.



Dana employees celebrate the certification.

Each facility has focused its attention on reducing its environmental impact across a variety of factors.

For example, at one facility in Querétaro, Dana invested in an evaporator, which allowed water to be reused and generated a 25 percent of reduction in water consumption. The facility also achieved an 85 percent reduction in waste and a 10 percent savings of energy since 2013.

The work in Mexico is representative of Dana's enterprise commitment to reducing water and energy consumption while complying with all government and customer expectations.



At another facility in Querétaro, Dana was able to **decrease water consumption by 25 percent** over the last few years, while also achieving a **hazardous waste reduction of 75 percent** and a **decrease in energy consumption of 8 percent**.

Toledo Driveline Facility Achieves Zero Waste to Landfill One Year After Inauguration

Dana Produces Axles on Historic Willys-Overland Site

In October 2018, Dana's Toledo Driveline facility achieved Zero Waste to Landfill (ZWTL) status, just one year after the 300,000 square-foot facility was inaugurated to produce axles for some of the world's most iconic vehicles and brands.

Dana partnered with Heritage Environmental Services, a privately-held, family-owned business headquartered in Indianapolis to develop processes to achieve the ZWTL status. Dana completed the final step in the ZWTL process in October when it brought a new trash compactor on-line, which enabled the company to ship to a waste-to-energy facility.



Each month, nearly 2,000 pounds of waste products from the facility are sent to recycling with the remaining waste being sent to an energy recovery facility, leaving nothing for the landfill.

Utilizing advanced operating systems and the best global manufacturing processes, the site of Dana's facility was previously home to Willys-Overland Motors, which developed the original Jeep®. The site is located less than three miles from FCA US LLC's Toledo Assembly Complex where Dana's axles are assembled into the Jeep Wrangler. The Toledo-Lucas County Port Authority redeveloped the property in conjunction with NAI Harmon Group. The new facility, adjacent to Interstate 75, is optimally located to support automakers throughout the geographic region.

Dana expanded a previously constructed 100,000 square-foot facility investing approximately \$70 million and adding nearly 350 employees. Beginning in late 2017, Dana began assembling enhanced versions of its industry-recognized Dana 30™ and Dana 44™ axles for the Jeep Wrangler, which deliver increased power density and performance in a smaller package. Today, the facility produces driveline products for several of Dana's customers.

The launch of the facility was a result of collaboration. To support this investment, Dana received financial and other assistance from the State of Ohio and JobsOhio, the Regional Growth Partnership, Lucas County, the City of Toledo, the Port Authority, and First Energy.



(top) Toledo Driveline Plant - 2018 (bottom) Willys-Overland Motors Plant - 1940's



Dana Brazil Recycles 100 Percent of Rubber Scrap

In 2018, the company’s Power Technologies group in Brazil finalized a process that enables them to reuse or recycle 100 percent of the thermoplastics and elastomers that are leftover from their manufacturing processes.

By not sending the materials to industrial landfills, the company was able to reduce its environmental impact and make a more sustainable use of natural resources. The operation generates approximately 160 tons of unused rubber materials each year. In 2014, the facility achieved 47 percent recycling of the rubber materials generated. Between 2017 and 2018, Dana worked to develop new suppliers who were capable and licensed to receive the remaining materials to achieve 100 percent recycling.



Győr, Hungary

Dana’s campus in Győr replaced their diesel pool cars with 100 percent electric vehicles to emissions while commuting between Dana’s four sites.

Dana’s plant in Zaragoza, Spain received the Regional Social Responsibility Stamp, which recognizes companies based on the following criteria:

1. Maximum transparency in management
2. Focus on the sustainability of the company and community
3. Respect of the employees with a focus on health and safety
4. Apply excellence in management and customer orientation
5. Have relationship with ethical and responsible suppliers
6. Minimize the impact of the company in the environment



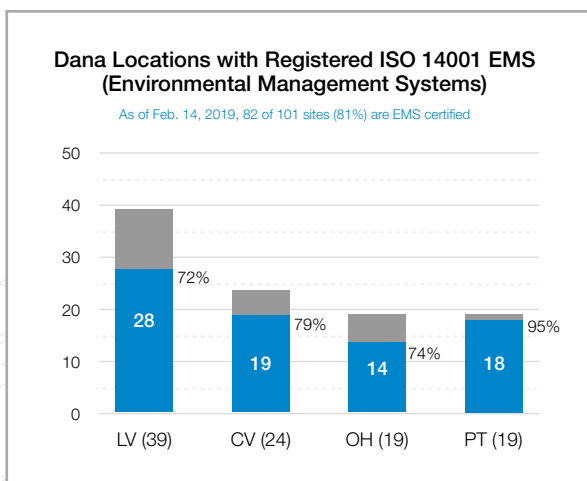
Spicer India Plant Recognized with 5-star Award for Environment, Health, Safety Excellence

Spicer India, Jodalli plant was recognized with a 5-Star award for Environment, Health and Safety (EHS) Excellence from the Confederation of Indian Industry (CII) south India Region. The award includes a formal application followed by a detailed assessment at the plant site for various EHS processes, such as management commitment, statutory compliances, improvements, risk assessment, and performance monitoring.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India’s development process. Founded in 1895, the premier business association has around 9000 members, from the private as well as public sectors. The CII south zone is made up of India’s six south states.

ISO14001 Certification

Dana has also emphasized the importance of implementing ISO14001 certifications. The following chart highlights Dana’s progress toward reaching 100 percent compliance across the company’s applicable locations.



Environment

Dana is committed to environmental protection as outlined in the company's global Standards of Business Conduct, which emphasize Dana's view that a profitable industrial enterprise and respect for the environment are mutually achievable objectives. Dana's Environmental Management System (EMS) evaluates social and financial impacts in addition to environmental impact to ensure we are considering sustainability for all stakeholders, including customers, shareholders, employees, suppliers, governmental agencies, and neighbors.

As the cornerstone of Dana's EMS, the Environmental Policy commits to:

1. Efficient natural resource consumption and pollution prevention

Dana operations conduct focused workshops to map manufacturing processes; assess inputs into the processes in terms of environmental solids, water, energy, air emissions, and toxics (chemicals); and challenge existing processes to remove, reduce, reuse, and/or recycle the process outputs to remove costs and minimize the associated environmental footprint.

2. Compliance with applicable rules and regulations

Dana operations undergo a rigorous internal environmental compliance assessment to review federal, state, provincial, and local requirements, as well as a robust internal corrective action system to remediate any deficiencies identified within the assessment.

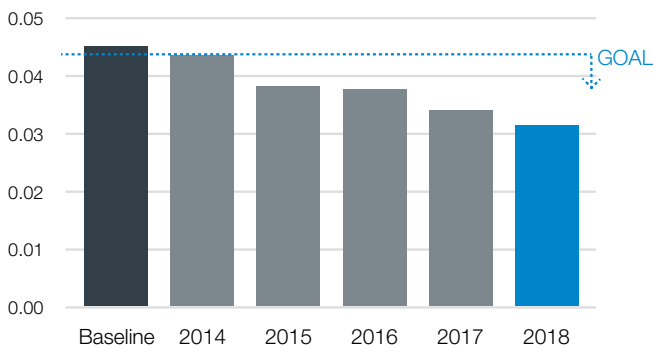
3. Conformance to customer and company expectations

Dana manufacturing and assembly operations are required to obtain and maintain a certificated ISO 14001 EMS that includes pertinent EMS risk/opportunity assessments, operational control documentation, awareness and training, internal audits, management review, and external verification assessments.

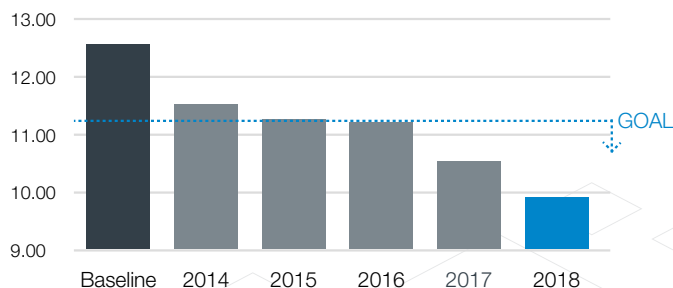
Dana's EMS provides the framework for contributing to environmental sustainability in three key areas: reducing water consumption, greenhouse gas emissions, and minimizing waste disposed to landfills. These expectations are cascaded to our top suppliers.

The following graphs depict the enterprise view of Dana's progress toward greenhouse gas emission and water reduction goals.

Water Consumption (m³ per Manhour)



GHG Emissions (kg CO²-e per Manhour)



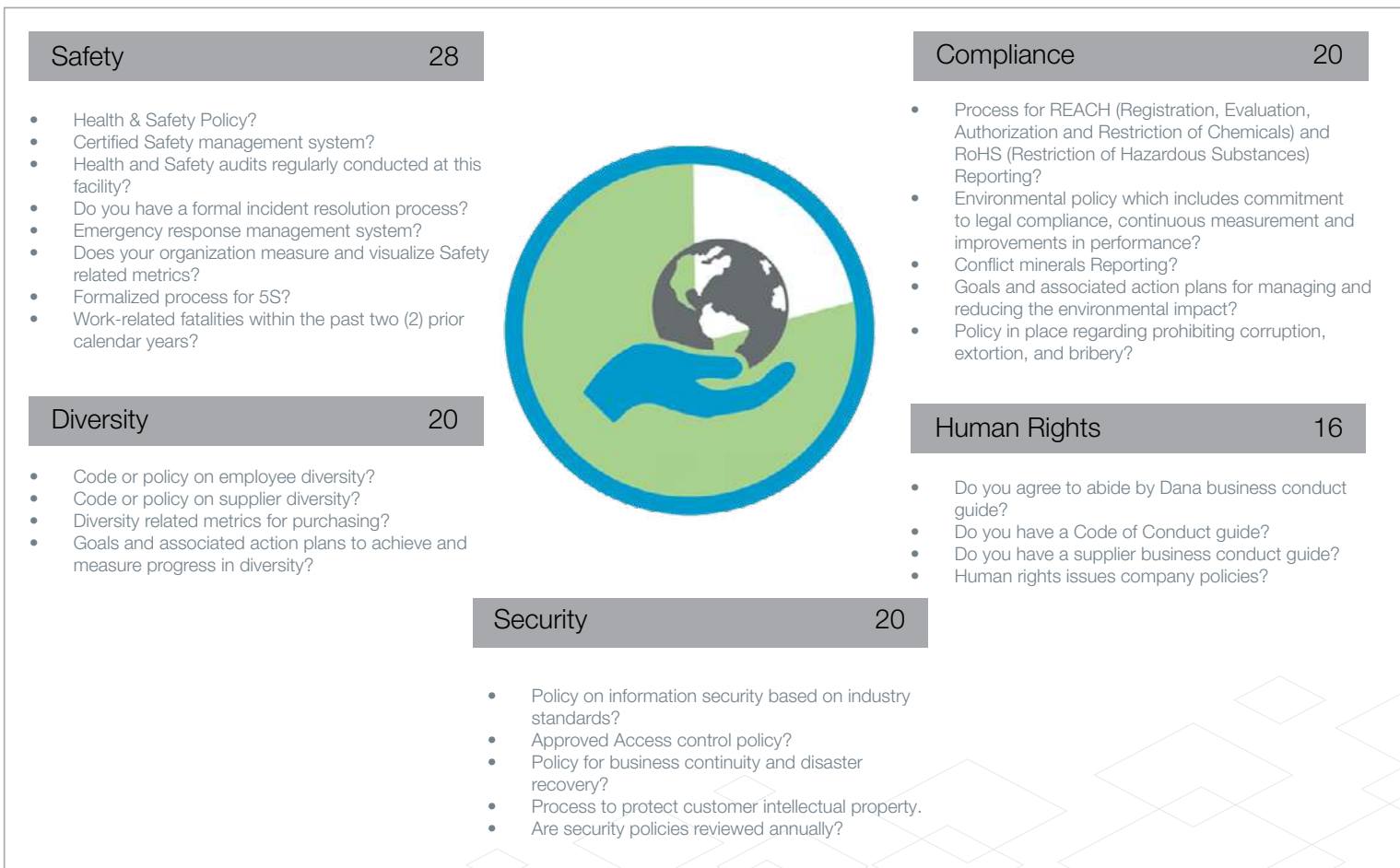
Supply Chain

Dana believes that sustainability throughout the entire lifecycle of our products is critical to achieving our environmental objectives. We encourage our supply chain to create and grow their long-term environmental and social value by employing good governance practices and participating in reducing their impact on the environment.

Dana is focused on the following activities for its supply base:

1. Ensure compliance with laws and regulations and to adhere to and support international principles for sustainable business conduct.
2. Take actions that result in better social, economic, and environmental impacts for society and our business.
3. Manage and seek to improve environmental, social, and economic performance with good governance throughout supply chains to ensure companies act in their own interests, the interests of their stakeholders, and the interests of society at large.

In order to achieve success in these areas, Dana uses a Corporate Social Responsibility (CSR) scorecard for its suppliers to measure safety, diversity, compliance, human rights, and security.



Sample Supplier Scorecard

Community

Dana is committed to partnering with the communities in which we operate to improve the quality of life in the places where we do business.

Dana Charitable Foundation

Founded in 1956, the Dana Foundation is a U.S.-based charitable organization that makes grants in the areas of education, health and human services, arts and culture, and neighborhood reinvestment.

In addition to the grants made from the Dana Foundation, the company encourages its facilities and employees to volunteer and participate in meaningful ways to support their local communities.



**Charitable
Foundation**

The Dana Charitable Foundation matches \$0.50 of every dollar for employee charitable giving up to \$5,000 for accredited educational institutions.

Research Collaborations

Dana has developed strong strategic research collaborations with local universities across the globe. The company has engaged its engineering team at the Dana Mechatronic Technology Center in a research collaboration with the Mechatronics Research Group of the Industrial Engineering Department at the University of Trento in Italy with an emphasis on developing controls for hybrid transmissions, as well as off-highway vehicle dynamics.

Academic Support

Dana believes in collaborating with the academic communities to advance both the automotive industry and improve the educational opportunities of students interested in science, technology, engineering, and math careers.

Dana achieves this by offering scholarships, mentoring and sponsorships, as well as research collaborations with local universities.



Mentoring and Sponsorships

Dana partnered with SAE International and the SAE Foundation to bring the A World In Motion program to students in the Springfield Schools and Toledo Public Schools district. Engineers from Dana assist teachers each week in the classroom as they work through activities geared toward learning important principles in science, technology, engineering, arts, mathematics (STEAM).

Dana also sponsors FIRST robotics teams at local high schools to help develop the skills of students interested in STEM-related careers. Additionally, Dana has been a long-time sponsor of the University of Toledo's Formula SAE Team, which is an international collegiate competition in which students design, manufacture, and test an open-wheeled formula-style racecar. The program promotes careers and excellence in engineering as it encompasses all aspects of the mobility industry including research, design, manufacturing, testing, developing, marketing, management, finances, and additive manufacturing.



Students at Springfield Elementary School (Ohio) prepare to launch their balloon-powered JetToy car during the A World In Motion program.



The Dana-sponsored FIRST robotics team at their booth for an expo at the Ohio State Board of Education.

Scholarships and Internships

Dana's Excelling into Engineering Scholarship Program is a partnership between the University of Toledo College of Engineering, Dana Incorporated, and Toledo Excel. The program is designed to give motivated students with an expressed interest in engineering the opportunity to increase their knowledge of and exposure to a variety of engineering careers and to enhance their academic preparation. The four-stage program begins after the completion of 11th grade and continues through the completion of a degree from the College of Engineering at the University of Toledo.

At the University of Modena and Reggio Emilia Italy, Dana's Off-Highway fluid power group partners with students to develop internships focused on research activities associated with the students' degree projects. The students come to Dana Reggio Emilia as interns and work in the engineering department or test lab to develop research on areas they will discuss in their thesis. This collaboration enables students to learn more about fluid power.

Dana's engineering team at the world headquarters hosted 114 co-ops in 2018 to assist in educating the next generation of engineers.



Dana's 2018 summer interns at the world headquarters in Maumee, Ohio



2018 Interns and their internship mentors at their annual community service day.

Dana in the Community



Dana China team members visited a rural school in Luzhou, Sichuan province. The goal of the trip was to deliver 20 laptops and 250 books to the teachers and students.



The Dana Wuxi facility recently hosted 17 students and professors from the Mechanical Engineering Department at Jiangnan University for a facility tour.



The Fort Wayne, Indiana, Toys for Tots program received a donation of \$18,000 in toys from Dana's Fort Wayne Axle facility.



Dana participated as a co-title sponsor of second-ever Toledo Jeep Fest, an event celebrating the almost eighty years of Jeep's partnership with the city of Toledo, Ohio, United States. Nearly 1,600 Jeeps participated, and Dana had a large booth where 26 volunteers helped throughout the weekend handing out Dana posters, brochures, and stickers and talking to visitors about Dana products and all-things Jeep.

Dana in the Community



The Dana Chihuahua, Mexico, team celebrated Children's Day. Over 80 children visited the facility, accompanied by their respective parents.



Spicer India's Satara plant celebrated Children's day with the students of Ehsaas Matimand School, Satara. The Spicer team engaged with the students and also distributed gifts to them.



The team at Dana's Toledo Driveline facility hosted 40 students from Toledo Public Schools (TPS) Manufacturing & Machining, which is a local technical high-school program. The goal of the day was to inspire the next generation of manufacturers. Through the program, students gain experience in CNC programming, CAD/CAM software, manual machining, and welding.

Governance, Ethics, and Compliance

Governance

All employees at Dana Incorporated – from our officers and directors to every individual at any of our operations around the world – hold themselves to the highest standards of business conduct. We are both obligated and committed to always conducting business in a legal, ethical, and responsible manner, with a respect for human rights, just as we expect our employees to work together with mutual respect and in a spirit of collaboration.

We simply don't compromise when it comes to conducting business with integrity and honesty. Thereby we can ensure that all our dealings are in compliance with all applicable legal requirements.

As a global company, we've translated [Dana's Standards of Business Conduct](#) into many languages, which is a required reading for all employees. These standards are the fundamental principles that guide all of us at Dana.

Link: [Standards of Business Conduct \(English\)](#)

Stakeholders

All internal and external stakeholders benefit from Dana's robust ethics and compliance program.

Dana's Standards of Business Conduct are the backbone of its business conduct, ethics, and compliance program. The standards provide guidance to Dana people with regard to specific legal and business conduct risk areas and consequences of failure to satisfy our expectations. Dana also maintains other core corporate, operational, and functional policies that are required of all employees. The on-boarding process for new hires involves a written acknowledgment of the receipt of the Standards of Business Conduct and other policies.

In addition, all salaried employees are expected to complete an annual questionnaire designed to identify any business conduct concerns.

Dana has a specific policy for handling internal investigations of possible business conduct and ethics violations and other matters involving fraud, theft, ethics, or financial reporting concerns. This policy establishes an affirmative obligation for employees to report ethics and business conduct matters that come to their attention. It also identifies the process for handling investigations, oversight, reporting, and related issues. Dana maintains a global Ethics and Compliance Helpline. The Helpline is a communication tool (both telephone and e-mail) that Dana people may use anonymously to raise concerns related to ethics or business conduct outside of their normal reporting channel.

Dana's policy expectations are reinforced through systemic training and education programs. All salaried employees are expected to complete a core curriculum of ethics and compliance training programs upon entry into the company, along with additional programs that are assigned each year.

Specialty programs covering particular risk topics are presented to target audiences on an on-going basis.

Senior Dana leaders participate in a video program called "Ethics Matters," in which the leader addresses topical subjects related to ethics and compliance on a practical, real-life manner.

Ethics and compliance is regularly integrated into other training programs such as, for example, Dana's "Leadership Foundations" program, in which key performers participate in thought provoking discussions and exercises on topics critical to leadership.



Conflict Minerals

As a company with sales and manufacturing operations throughout the world, Dana supports the sourcing of minerals responsibly, as set out in the Standards of Business Conduct.

We support ending the violence and human rights violations in the mining of certain minerals from a location described as the “Conflict Region,” which is in the Democratic Republic of the Congo (“DRC”) and neighboring countries. We support these requirements to further the humanitarian goal of ending violent conflict in the DRC and in surrounding countries, which has been partially financed by the exploitation and trade of conflict minerals. We are committed to:

- Supporting the aims and objectives of U.S. legislation regarding the supply of conflict minerals;
- Not knowingly procure specified metals that originate from facilities in the “Conflict Region” that are not certified as “conflict free”; and
- Ensure compliance with these requirements, and ask our suppliers to undertake reasonable due diligence within their supply chains to assure that specified metals are being sourced only from:
 - Mines and smelters outside the “Conflict Region” or
 - Mines and smelters which have been certified by an independent

third party as “conflict free” if sourced within the “Conflict Region.”

If we discover the use of these minerals produced in facilities that are considered to be “non-conflict free,” in any material, parts, or components we procure, we will take appropriate actions to transition the product to be “conflict free.”

Human Rights

A respect for human rights is a fundamental Dana policy. Dana’s Standards of Business Conduct state, “Each Dana person is obligated to conduct Dana’s business in a legal, ethical, and responsible manner with a respect for human rights.” In addition, Dana’s policy on corporate social responsibility and human rights sets forth Dana’s commitment to respect people, respect communities, respect the environment, and to respect law, ethics, and fairness. Dana also maintains policies and procedures that prohibit and guard against human trafficking and utilization of conflict minerals.

Human Trafficking

Dana is committed to carrying out business responsibly, sustainably and ethically. This includes ensuring that modern slavery and human trafficking is not taking place in any part of our business or supply chain. Our

commitment includes:

- Actions to combat modern slavery and human trafficking,
- Doing business in an ethical manner and with respect for our people and the communities in which they live, and
- Respect for human rights issues, including combatting abuses of them, and taking those issues seriously, whether through human trafficking, modern slavery, child labor or otherwise.

Labor

Dana has long been committed to the principles of freedom of association for its employees and maintaining an open and productive relationship with unions who represent our employees in the various countries where we conduct business. This respect for the rights of our employees also extends to a recognition of the employee’s right to communicate their views on wages, hours, and working conditions. Further, in the U.S. and Canada, we have maintained a neutrality agreement with our major unions for many years regarding efforts to organize plant locations.

Pictured from left to right: O'Connell, McDonald, Kamsickas, Kamsky, Gonzalez, Mabus, Mack, Wandell



Dana Leadership

Board of Directors

Diarmuid B. O'Connell^{1,3}

Chief Strategy Officer, Global Head of Business Development and Partnerships of Fair
DIRECTOR SINCE 2018

R. Bruce McDonald^{1,2*}

Retired Chairman and Chief Executive Officer of Adient plc
DIRECTOR SINCE 2014

James K. Kamsickas

President and Chief Executive Officer of Dana Incorporated
DIRECTOR SINCE 2015

Virginia A. Kamsky^{1,3*}

Chairman and Chief Executive Officer of Kamsky Associates, Inc.
DIRECTOR SINCE 2011

Rachel A. Gonzalez^{2,3}

Executive Vice President, General Counsel, and Secretary of Starbucks Corporation
DIRECTOR SINCE 2017

Raymond E. Mabus, Jr.^{2,3}

Founding Principal and Chief Executive Officer of The Mabus Group
DIRECTOR SINCE 2017

Michael J. Mack^{1,2}

Retired Senior Executive of Deere & Co.
DIRECTOR SINCE 2018

Keith E. Wandell^{1*,3,4}

Retired President and Chief Executive Officer of Harley-Davidson, Inc.
DIRECTOR SINCE 2008

1 Member, Compensation Committee | 2 Member, Audit Committee | 3 Member, Nominating and Corporate Governance Committee | 4 Non-Executive Chairman | * Committee Chair

Leadership Team

Aziz S. Aghili

Executive Vice President and President, Off-Highway Drive and Motion

Carl F. Beckwith

Senior Vice President, Global Operations

Shelley R.K. Bridarolli

Senior Vice President, Human Resources

Jonathan M. Collins

Executive Vice President and Chief Financial Officer

Christophe J. Dominiak

Senior Vice President and Chief Technology Officer

James K. Kamsickas

President and Chief Executive Officer

Douglas H. Liedberg

Senior Vice President, General Counsel, and Secretary

Dwayne E. Matthews

President, Power Technologies

M. Craig Price

Senior Vice President, Purchasing and Supplier Development

Robert D. Pyle

President, Light Vehicle Driveline

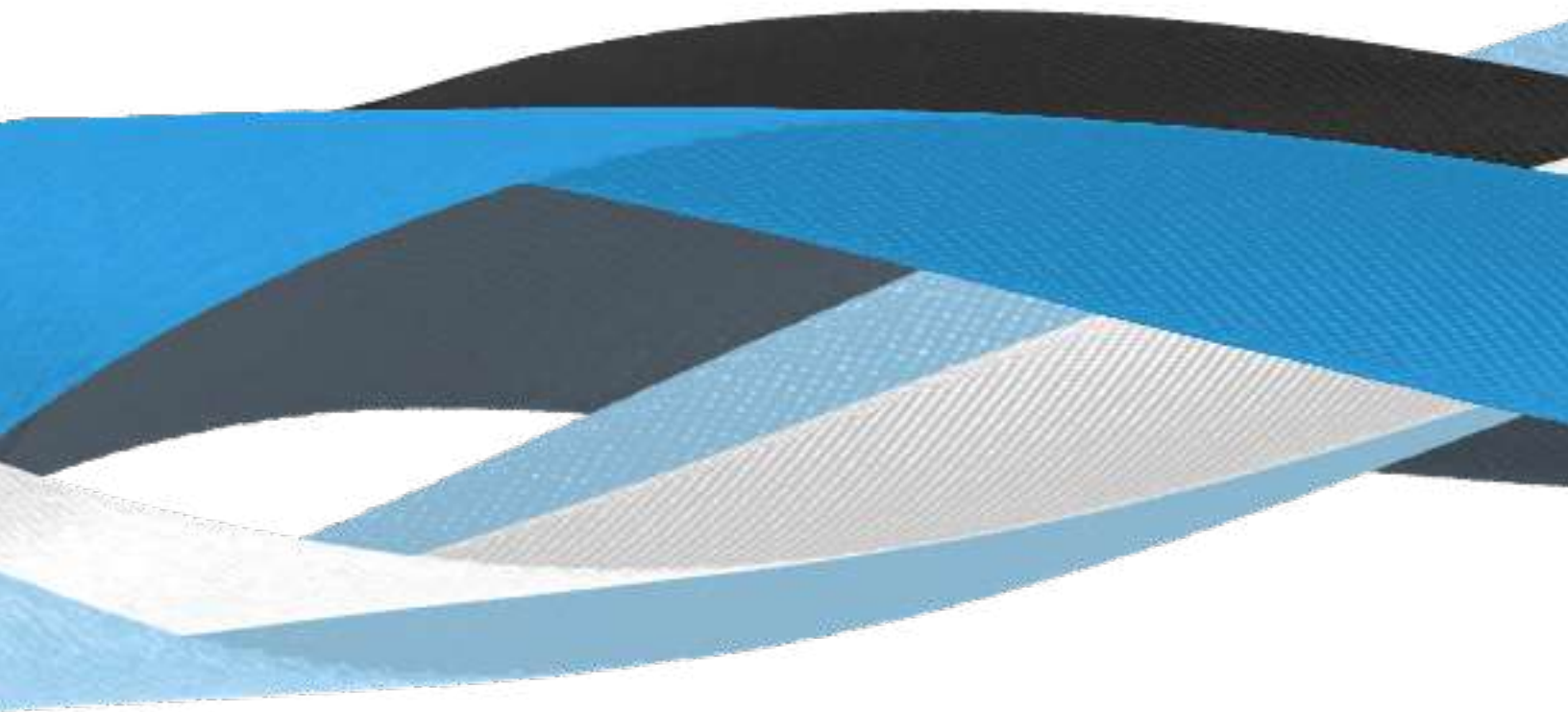
Antonio Valencia

Senior Vice President, China and Oceania

Mark E. Wallace

Executive Vice President and President, Commercial Vehicle Driveline and Aftermarket

For full biographies, please refer to dana.com/investors or the proxy.



People Finding A Better Way[®]

2018 SUSTAINABILITY REPORT