





Empowering People

employee development

health and wellness

workplace safety

inclusion and diversity

Innovating Products

product safety and quality

advanced technology

Protecting the Planet

environment

supply chain

community

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A Message from the CEO

Dear Fellow Stakeholders,

Over this past year we have worked hard to not only build on our track record of growth – achieving record sales, profit, and diluted adjusted earnings per share, while increasing our adjusted free cash – but we have also taken significant steps toward enabling our customers and their customers to achieve their sustainability objectives – a core part of our company vision.



When we talk about sustainability, it means much more than just the good work we are doing internally to be environmentally responsible, such as adding solar power generation to our manufacturing facilities and utilizing state-of-the-art energy-efficient manufacturing processes around the world to reduce our greenhouse gas emissions, water consumption, and waste. It also means that the products we provide are about more than the bottom line and that we transition our business to include e-Propulsion.

In 2019, Dana accelerated our capabilities in vehicle electrification to become capable of delivering all elements of a complete, fully integrated electrified system across all mobility markets in any region of the world, securing our position as a leader in e-Propulsion technologies with a portfolio of technologies that will lead us into our next century of innovation.

While our customers are at varying phases in their electrification journeys, our strategy remains focused on supporting them with industry-leading technologies and expertise for all vehicle architectures.

Dana recognizes that sustainability and social responsibility is about building a better future that requires a balanced approach that considers the people we encounter, the products we develop, and the planet that enables us to do our work.

I trust this report will provide a glimpse into how we have worked to achieve this over the past year.

My personal best,

A handwritten signature in black ink, appearing to read "Jim". The signature is fluid and cursive.

James K. Kamsickas
Chairman and Chief Executive Officer

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.

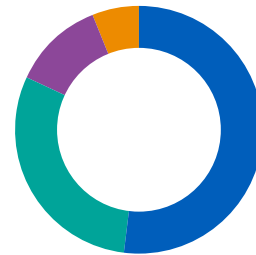
GLOBAL SALES

For the year ended December 31, 2019. Consolidated sales only.



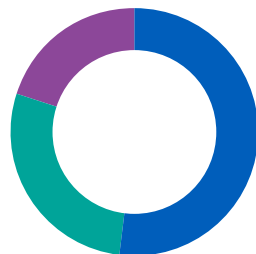
Sales by Business Unit

Light Vehicle	42%
Off-Highway	27%
Commercial Vehicle	19%
Power Technologies	12%



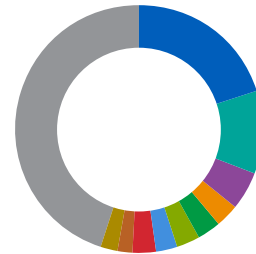
Sales by Region

North America	52%
Europe	30%
Asia Pacific	12%
South America	6%



Sales by End Market

Light Vehicle	52%
Off-Highway	28%
Commercial Vehicle	20%



Sales by Customers

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



BUSINESS UNITS



Light Vehicle Drive Systems

Dana is a leading supplier of fully integrated drivetrain and electrified propulsion systems for all passenger vehicles. Working collaboratively with original-equipment manufacturers and the aftermarket, we focus on delivering best-in-class efficiency, maximum durability, and superior ride and handling across the globe.



Commercial Vehicle Drive and Motion Systems

Dana is an industry leader in the supply of traditional and electrified systems for medium- and heavy-duty commercial vehicles. We help original-equipment manufacturers and end-market customers achieve the best weight, performance, and efficiency, as well as the lowest cost of ownership, no matter the powertrain configuration.



Off-Highway Drive and Motion Systems

Dana delivers mobile drivetrain and motion solutions for construction, agriculture, material handling, and mining equipment, as well as motion systems for a wide variety of mobile and stationary industrial applications. These customized solutions support vehicles and machines with both conventional and electrified power sources and are designed to deliver innovative technologies that meet customer demands and goals worldwide.



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, we deliver custom-engineered solutions designed to optimize vehicle efficiency and performance.

Empowering People



Facilities Reaching 1 Million+ Hours without a Lost Time Incident in 2019

In 2019, 23 of our plants achieved significant milestones for working safely. Click on the buttons below to view which locations surpassed these safety milestones of hours worked without a lost-time incident.



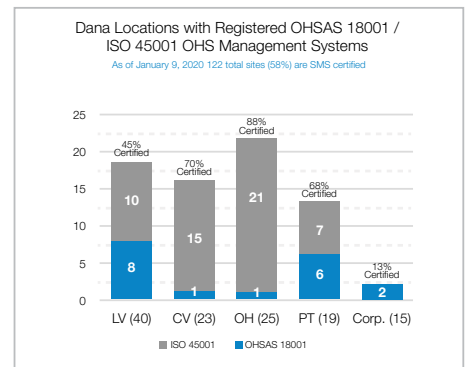
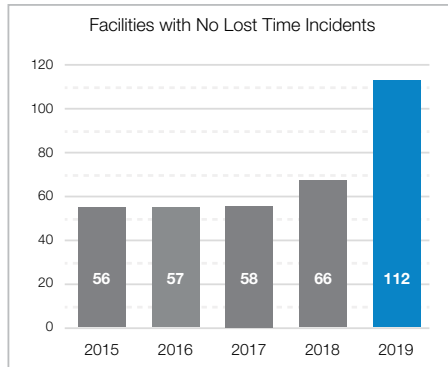
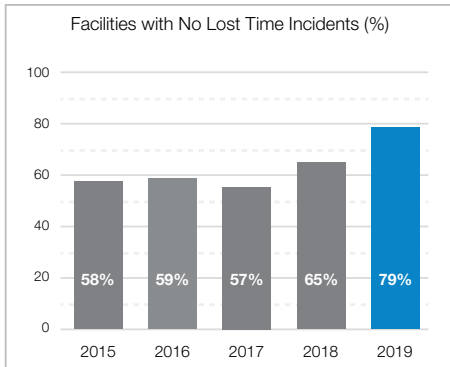
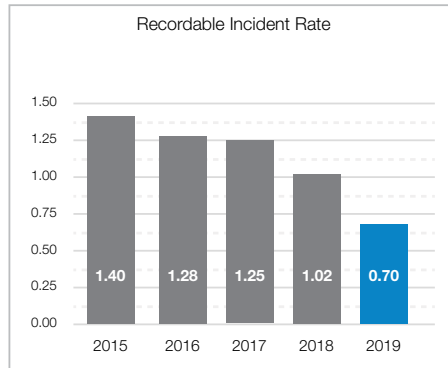
Health and Safety Standard Certification



Dana's recordable and lost time incident rates have decreased by half over the last 5 years.

The health and safety of employees remain the highest priority. An implemented, verified, audited, and communicated occupational health and safety management system reflects Dana's internal and external commitment to all of our stakeholders in identifying and reducing the health and safety risk of our employees around the world. The certification process facilitates internal improvements and provides external credibility that Dana is focused on the most important piece of our Sustainability and Social Responsibility program – our people.

In 2017, Dana's leadership team committed to a plan for getting Dana manufacturing facilities registered to the international occupational health and safety standard. At the conclusion of 2019, 69 Dana manufacturing facilities have become safety management systems certified. Dana plans to certify an additional 50 in 2020.



Dana Recognizes Toledo Driveline Facility with CEO Safety Award

The CEO Safety Award is given to the Dana facility that demonstrates the most outstanding safety performance over the past year and is focused on building a preventative and positive consequence-oriented, safety-first culture.

Safety*First*
All Day Every Day

This year the company awarded Dana's Light Vehicle driveline facility in Toledo, Ohio, for having a strong safety culture including proactively addressing identified concerns and conducting regular safety audits. They raised awareness for safety by implementing a 'Right the First Time' and #OwnIt philosophy to raise awareness with employees that safety is everyone's responsibility.

EXTERNAL AWARDS

Henderson, Ky., Facility Receives Governor's Safety and Health Award

In May, the Dana team in Henderson, Kentucky, received the Governor's Safety and Health Award for their outstanding efforts in the development of programs designed to reduce occupational injuries and illnesses.

Pamplona, Spain, Honored with Health and Safety Awards

Dana's facility in Spain received two awards for promoting the wellbeing of workers and following health and safety best practices. Selected by a jury with representatives from the Public Administration, Labor Inspection, Trade Unions and Occupational Health, Dana was honored with the Renovación del sello azul for best practices to promote health and Premio azul award for integrated strategic plan to promote health.

Dana Takes Step Up in 2020 U.S. Corporate Equality Index

The [Human Rights Campaign \(HRC\)](#) publishes an annual U.S. Corporate Equality Index, which serves as a national benchmarking tool on corporate policies and practices pertinent to lesbian, gay, bisexual, and transgender (LGBT) employees. This year, Dana scored 90 points on a 100-point scale – up significantly from the previous year.

In 2019, Dana made a concerted effort to further understanding and support for the LGBT community. For instance, on its corporate campus, Dana formed the LGBT+A – the "A" stands for "Allies" – Business Resource Group, which now has more than 30 members. Additionally, Dana conducted training for LGBT allies and implemented unconscious bias training to further strengthen our network and support for LGBT employees. Finally, the company developed guidelines for employees who are transitioning their gender identity and updated several other company policies and benefits to more clearly and deliberately support our LGBT employees.



Employees, family, friends, and partners represent Dana's LGBT+A business resource group at the Toledo Pride festival (Toledo, Ohio, USA) in August 2019.



[Read the 2020 CEI Report](#)

The index ranks nearly every Fortune 1,000 company on the basis of core criteria that demonstrate each company's commitment to providing equality for LGBT employees. The details of the report, including the criteria, full list of companies, and summary data are available on the Human Rights Campaign website.

Dana Wuxi Celebrated Women's Day



Dana Wuxi held a series of activities to celebrate this year's Women's Day and express appreciation for the contributions made by women at the Wuxi facility and across Dana.



In honor of Women's Day, the women participated in a group activity, which included receiving a box of beautiful flowers along with a special gift.



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

Dana Neu-Ulm Participates in 2019 German Diversity Day and Diversity Challenge

In August, Dana's Neu-Ulm team was recognized for participating in the German Diversity Day for the second consecutive year. Chancellor Angela Merkel supports the Diversity Charter that has been signed by over 3,000 companies and organizations, as well as 13 million employees.

In preparation for German Diversity Day, six Dana apprentices participated in the diversity challenge: a competition for young employees who aim to support diversity in the workplace. The winning team is invited to go to Berlin to present their project.

The apprentices began by asking employees what food they would like to eat and preparing meals from a foreign country once a month. Employees received information about the country's traditions while enjoying the food that was prepared for them.

CEO ACTION FOR DIVERSITY AND INCLUSION

Jim Kamsickas continued his support of the CEO Action for Diversity and Inclusion by attending a closed-door session for CEO's in November. The CEO Action closed-door session allows time for CEOs to come together with their peers to learn from one another and develop plans for inclusion and diversity while sharing best practices for driving greater impact in each of their respective organizations and communities.

[Read Jim's LinkedIn article about the event](#)





Dana Expands Board of Directors to One-Third Women

In 2019, Dana's board voted to expand its membership to nine directors and enhance its technology acumen by adding Bridget E. Karlin, chief technology officer and vice president of IBM global technology services. This new appointment increases the percentage of women on Dana's board to one-third. Following are the bios of the women on Dana's board of directors.

[See Dana's Leadership Team](#)



Bridget Karlin

Global CTO and VP of IBM Global Technology Services

Bridget Karlin is the Global Chief Technology Officer and Vice President of IBM's multi-billion-dollar Global Technology Services business, responsible for enterprise clients' IT Infrastructure. Prior to IBM, Ms. Karlin was General Manager of the Internet of Things (IoT) Strategy and Integrated Products Division at Intel Corporation, where she also served as General Manager for the company's Hybrid Cloud Services. Ms. Karlin has held executive positions at a number of other technology companies, as well, including CompuCom Systems and Thinqe Systems, which she founded. She serves on the Audit Committee and the Nominating and Corporate Governance Committee.



Rachel A. Gonzalez

Executive Vice President / General Counsel Secretary of Starbucks Corporation

Rachel A. Gonzalez is executive vice president, general counsel, and secretary of Starbucks Corporation. She previously served as chief administrative officer of Sabre, a leading technology solutions provider to the global travel and tourism industry. Previous to this role, she served as executive vice president and general counsel of Sabre. Prior to Sabre, Ms. Gonzalez worked at Dean Foods Company, ultimately holding the title of executive vice president, general counsel, and corporate secretary. She also held executive positions with Affiliated Computer Services, Inc. and was partner in the law firm of Morgan, Lewis & Bockius. Ms. Gonzalez serves on the Audit committee and as chairman of the Compensation committee.



Virginia A. Kamsky

Chairman and Chief Executive Officer of Kamsky Associates, Inc.

Virginia A. Kamsky has been chairman and chief executive officer of Kamsky Associates, Inc., a strategic advisory firm, since 1980. She also served as executive vice president of Foamex International, Inc., and in various leadership roles at Chase Manhattan Bank. Ms. Kamsky serves as a White House appointee on the Secretary of the Navy Advisory Panel and has served on the boards of the following publicly-traded companies: Spectrum Brands Holdings, Inc.; W.R. Grace and Company; Sealed Air Corporation; Shorewood Packing Corporation; Foamex International Inc.; Tecumseh Products Company; Tate & Lyle PLC; and Olin Corporation. Ms. Kamsky serves on Dana's Audit committee and as chairman of the Nominating and Corporate Governance committee.





Dana Business Resource Groups Support Employee Development

In 2019, Dana added a new Business Resource Group (BGR) to the organization. Prior to 2019, Dana had five BRG's, including African American, Women's Network, LGBT + Allies, Environmental, and New Employees. This year Dana established an official Dana Alumni BRG to focus on long service and retired team members.



For the first meeting, more than 40 Dana retirees and alumni visited the world headquarters in Maumee, Ohio.



During the event, the alumni enjoyed time networking together in addition to hearing remarks from Chairman and CEO, James Kamsickas, as well as Chief Financial Officer, Jonathan Collins over the growth of Dana and the organization's long term strategy.



The goal of Dana's Alumni BRG is to connect past and present alumni and retirees with one another, as well as current Dana employees. The group is focused on the following:



- creating a network for Dana alumni to remain connected and host events to build and foster relationships;
- becoming a "think tank" and talent resource for Dana when opportunities arise;
- creating a space for Dana Alumni to interact and share information with each other;
- providing a forum for retirees to remain connected with current developments at Dana; and
- encouraging participation with Dana in various community and philanthropic activities.



Alumni

The purpose of Dana's BRG's is to lend a voice to the diversity we have across all of Dana and increase engagement of both our current and retired employees. As a large, global organization, our people bring perspectives and opinions sourced from different cultures, backgrounds, and experiences that help to shape the Dana family. Listening to different voices and opinions gives Dana strength, enabling us to solve problems faster, think outside the box, and ultimately drive continuous improvement, while profitably growing the business. In addition, it helps to fulfill our commitment to be a good corporate citizen, during our time at Dana and beyond.



Dana believes the development of its people is critical to the company's success and that stronger people means a stronger Dana.

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. The company also provides regular training opportunities for our associates across the globe to ensure they have the skills and information to keep up with the speed of industry.



Dana's engineering team at the World Headquarters completed 6,033 hours of training with more than half of this focused on electrification. This was a more than 50 percent increase over hours completed at this location in 2018. Additionally, Dana has partnered with The University of Toledo to develop a Graduate Certificate in Vehicle Mechatronics curriculum to support and accelerate Dana's transition to e-drive systems. Currently, 17 Dana engineers are enrolled in the program, which is scheduled to complete in May 2021. This certificate can be combined with additional courses that allow individuals to receive a Master of Engineering degree.

Globally, Dana's team completed more than 438,902 training hours, including work in safety, cybersecurity, business conduct and ethics, inclusion and more.

Dana Intensifies Electrification Education

In 2019, Dana accelerated our capabilities in vehicle electrification to become capable of delivering all elements of a complete, fully integrated electrified system across all mobility markets in any region of the world, securing our position as a leader in e-Propulsion technologies with a portfolio of technologies that will lead us into our next century of innovation.

These new capabilities mean focusing our efforts on empowering our people to understand the electric powertrain and safely deliver products for customers. Over the last few months, Dana has intensified its educational opportunities for employees to learn about electrification and hybridization. Dana offered the following courses to employees:



- High-voltage Safety Class conducted by Michigan Technological University's (MTU) Advanced Power Systems Research Center. Students were taught about the risks associated with working on electric vehicle high-voltage batteries, and provided safe handling processes when servicing, handling, and storing these systems.
- Electrified Propulsion Systems Class conducted by MTU's Mobile Lab. The class concentrated on electric propulsion sub-system operation, energy flow, architecture, and systems level integration of hybrid-electric vehicles (HEVs) and battery-electric vehicles (BEVs). The Mobile Lab is an expandable, double-wide classroom trailer pulled by a class 8 semi-truck consisting of two functional powertrain test cells (mini dynamometers) on each end for hands-on learning. Additionally, MTU brought eight of the latest HEV and BEV for Dana students to conduct ride-and-drive testing.
- Introduction to Power Electronic Fundamentals (TM4 101) conducted by Dana TM4 engineers. Class attendees learned the basics of AC motors and inverters, along with performance specifications of TM4's motors.
- Intermediate Electrification Knowledge and Market Introduction (TM4 201). Dana TM4 engineers shared market knowledge on TM4's electrification technologies and manufacturing process as it relates to new energy vehicle architectures and Dana e-Propulsion systems.

These classes along with others are helping to prepare Dana's workforce for the shift to hybrid and electric vehicles across our business units.

Dana understands the importance of advocating for the health and well-being of our employees

Dana's operations in Spain were recognized as one of the healthiest workplaces by the local government

Addressing factors that influence health-related behaviors can have a long-lasting impact on employee health. Dana also understands that one size does not fit all and continues to offer initiatives spanning the spectrum of health and well-being.

The 2019 Benefit Expo held at WHQ is one example of spanning the spectrum. Over 30 vendors participated ranging from employee benefits to personal safety, consumerism, community resources, and general health and wellness.

Health initiatives can have a long-lasting, sustainable impact on employee well-being but healthy habits do not develop overnight. Dana continues to offer employees and spouses the opportunity to participate in annual health evaluations, a comprehensive health exam, which compares personal trends and health goals from year to year. Data shows that repeat participants have lower health risks and lower medical costs in comparison to those non-participants.

As we continue to be One Dana, a future goal is the global expansion of health and well-being initiatives. A global wellness survey was distributed this year. Data analysis and results will help create the future of a global wellness strategy.

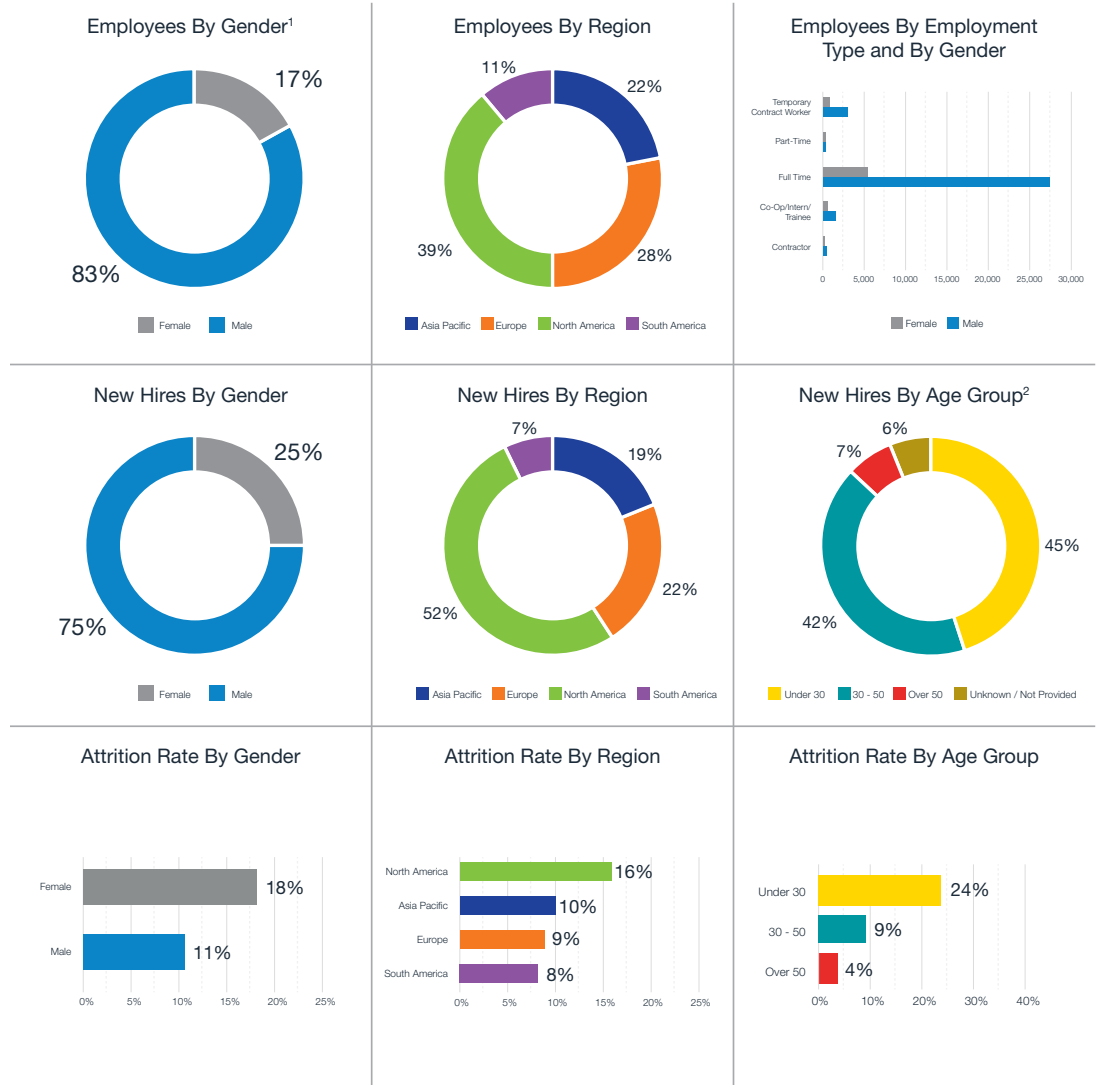
Dana believes:

1. In the importance of striving for personal and work-life balance.
2. That a supportive work environment cultivates the drive to succeed.
3. In being open to exploring new opportunities across the health and well-being spectrum.

April 9, 2019, marked the second consecutive year Dana has been named one of the "Healthiest Companies in America" by [Interactive Health](#), whose workplace wellness program helps businesses invest in the health of their employees. Dana is one of 151 companies across the country recognized this year for empowering employees to make significant and sometimes life-saving changes to improve their health.



Employment Data



¹ Per Headcount Policy - vendor service workers, JV unconsolidated, employees on unpaid leave or layoff are excluded from headcount

² Date of Birth is not listed in employee count or employee is a contractor and is unknown/not provided. Contractor Date of Birth is not provided in employee count.

Innovating Products



Dana is leading the charge in vehicle electrification

When looking at our position in the e-Mobility space, Dana's difference lies in the whole story – the combination of our past successes, present capabilities and application know-how, and clearly-defined strategy for the future. It's these elements, together, that positions us as a global leader in vehicle electrification and hybridization, able to partner with and support OEMs at any stage in their electrification progression, with individual modules or complete, fully integrated systems.



Dana has taken a leading position in vehicle electrification. In fact, with in-house gearbox, low- to high-voltage motor, inverter, controls, and thermal and battery management expertise, we are the only supplier capable of delivering all elements of a complete, fully integrated electrified system across all mobility markets.

In August, Dana acquired Nordresa, a recognized leader in the development and integration of electric commercial vehicles. This strategic transaction provided Dana with the in-house capabilities to deliver complete, fully integrated e-Powertrains in partnership with our customers. From the battery packs that store the energy, to the e-Propulsion systems that propel the vehicle forward, to the hardware and software that control the various functions, Dana can now offer and integrate it all. With these complete electrification capabilities,

we are already collaborating with customers such as Kenworth and Peterbilt to transform traditional medium-duty chassis into complete e-Powertrains.

Nordresa is located near Montreal, Québec, Canada. Dana and Nordresa had been working together for several months on the integration of Dana's Spicer® Electrified™ products into commercial vehicles. The company has an exceptionally talented team that has proven its ability to deliver innovative solutions to the various commercial vehicle architectures. The company employs approximately 40 people.

5 Electrodynamic Acquisitions in 2019



Dana Strengthens Partnership with Increased Investment from Hydro-Québec



In 2018, Dana entered into a joint venture with Hydro-Québec by purchasing a majority stake in the motor and inverter company, TM4. Hydro-Québec is a government-owned utility and is the largest electricity producer in Canada, and one of the world's largest hydroelectric power producers, making it a strong partner for Dana in electromobility.




This year, Hydro-Québec agreed to broaden its investment in our motor and inverter capabilities by purchasing a 45-percent stake in SME and Dana Electric Motor Co. Ltd. (formerly Prestolite E-Propulsion Systems), which were acquired in 2019. Together, the combined entities will now be known as Dana TM4.

Dana TM4 is a joint venture between Dana, which holds 55-percent majority ownership and Hydro-Québec, which holds a 45-percent stake in the business. The financial results of Dana TM4, including SME and Dana Electric Motor Co. Ltd., will consolidate in Dana's financial statements.

Data as of April 16, 2020





750million⁺
customer miles driven with Dana TM4 motors

200,000⁺ 
tonnes of CO2 saved since 2014 with Dana products

16,000⁺
vehicles in service on the roads today



500⁺ 
patents and applications for electrification

300⁺ 
electrification-focused engineers

Dana is a leading supplier of fully integrated drivetrain and electrified propulsion systems for all automotive applications. Working collaboratively with OEMs and the aftermarket, we focus on delivering best-in-class efficiency, maximum durability, and superior ride and handling across the globe.



Dana and Valeo Collaborate on 48-Volt Electric Vehicles

Dana and Valeo announced this year a global collaboration to develop and supply 48-volt electric-vehicle systems for new-mobility applications, including low-speed electric and hybrid e-AWD vehicles. The first system is scheduled to launch in early 2020 with a major European automaker on series-produced cars.

The joint development will provide customers with complete electromechanical systems for three- and four-wheeled low-speed electric vehicles, as well as hybrid e-AWD applications for passenger cars and crossovers. The systems will be equipped with a Dana-designed Spicer® Electrified™ e-Gearbox, and a Valeo-developed electric motor and inverter.



Dana is an industry leader in the supply of traditional and electrified systems for medium- and heavy-duty commercial vehicles. We help OEMs and end-market customers achieve the best weight, performance, and efficiency, as well as the lowest cost of ownership, no matter the powertrain configuration.



Dana Selected to Supply e-Powertrain System to Lonestar Specialty Vehicles

Dana also secured new business with Lonestar Specialty Vehicles, a leading manufacturer of fully electric and diesel-powered refurbished commercial vehicles. Dana will be providing its Spicer® Electrified™ e-Powertrain system, which will drive a new line of fully electrified terminal trucks. The Lonestar SV T22 and S22 models allow for 22 hours of continuous operation with only two hours required for a full battery recharge. The T12 and S12 models allow for 12 hours of continuous operation and are equipped with DC fast-charging capability.



The Lonestar SV T12 all-electric terminal tractor on display at NACV 2019.

Fully Electrified Terminal Tractor



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



Dana Collaborates with JLG to Create Spicer Electrified™ e-Axle



In 2019, Dana announced its collaboration with JLG to develop an advanced Spicer Electrified™ e-Axle as part of JLG's electrification initiative. The Spicer Electrified e-Axle features an optimized combination of electrified drive components packaged in a unique configuration that reduces power losses by up to 20 percent when compared with traditional diesel-powered drivetrains.



Fuel cell bipolar plate and tire analytics solutions named finalists for Automotive News PACE Awards



Dana was named a 2020 Automotive News PACE Awards finalist for its metallic bipolar plates for fuel cells, as well as its Rhombus™ TireAnalytics system. This marks the ninth consecutive year that Dana technologies have been named as finalists for this prestigious industry awards program, which recognizes suppliers for game-changing solutions that deliver superior innovation, technological advancement, and business performance.

Dana's metallic bipolar plates are an integral component in the fuel cell stack and deliver improved cost, performance, and manufacturability, aiding original equipment manufacturers in realizing commercialization of fuel-cell-powered mobility.



The Long® metallic bipolar plate is a 2020 Automotive News PACE Award finalist

The second PACE Award nominee, Dana's Rhombus TireAnalytics technology, is a sophisticated, cloud-based software platform that enables commercial-truck owners and fleet-maintenance managers to ensure that best practices are implemented for tire maintenance and to optimize tire lifecycle management. Using Dana's proprietary software, customers can view and take immediate action using the information provided by the software, including tire history, pressure, tread data, tire consumption, top-performing brands, wear rates, cost-per-mile, and more.



[Visit the Rhombus TireAnalytics website](#)

The quality of our products is of the 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.

Quality*Focused*
All Day Every Day

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.

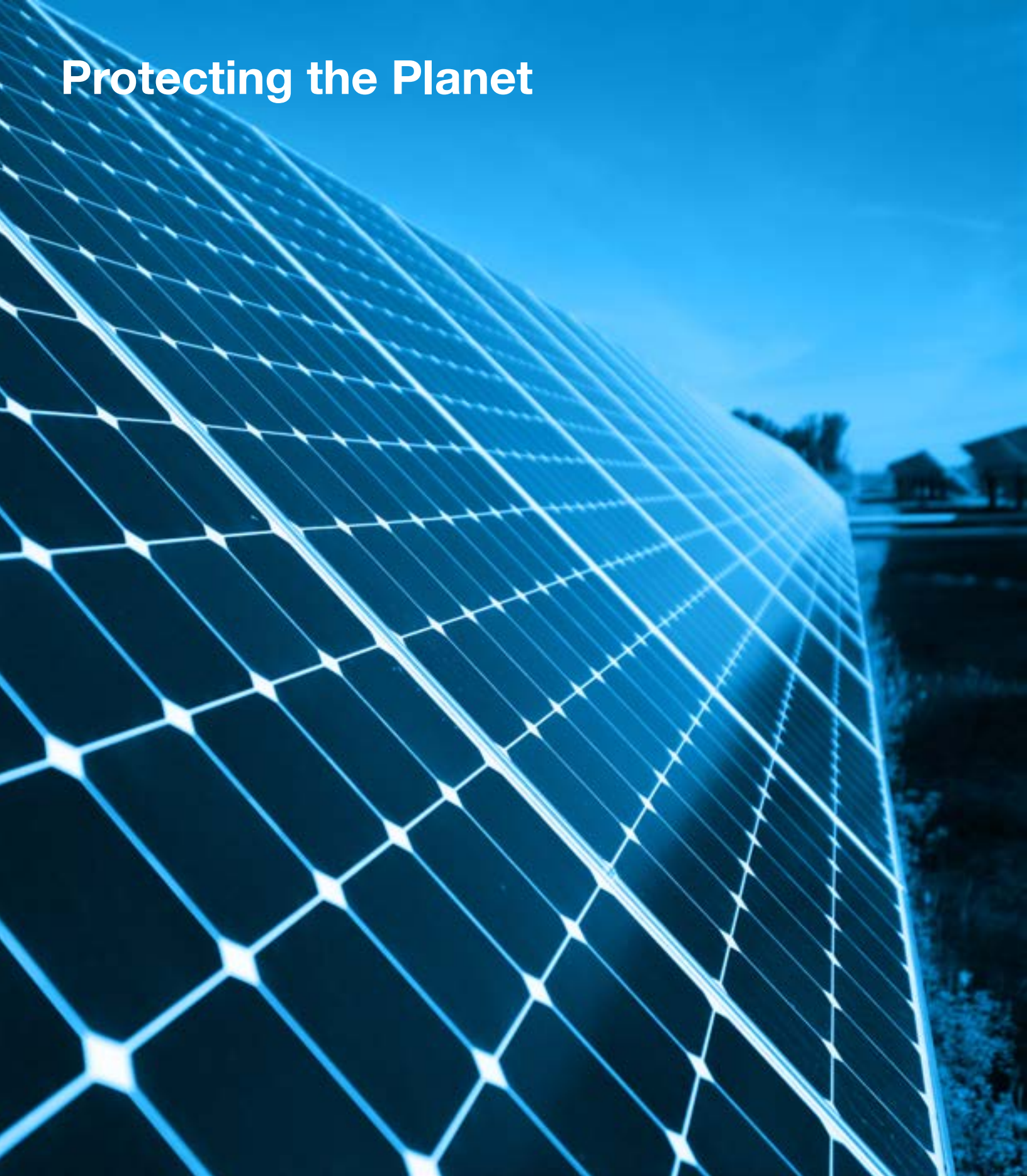


Dana earns supplier of the year honors from General Motors and FCA

Dana was named a Supplier of the Year by General Motors for its driveline technologies. Winners were selected based on performance criteria in purchasing, manufacturing services, customer care, aftersales, and logistics. Dana has been a supplier to GM for 114 years and currently manufactures drive technologies for GM vehicles in North and South America, including front and rear axles and propshafts. Separately, Dana was named a Supplier of the Year by FCA for value optimization. Dana was one of 19 supplier partners to receive the prestigious award, given to those with exemplary supplier scorecard performance. Dana supplies drive, sealing, and thermal-management products to FCA.



Protecting the Planet



New Solar Array to Power Dana's Toledo Operation, Providing Renewable Energy and Neighborhood Investment

The Greater Toledo Community Foundation and numerous partners kicked off the development of a solar array in 2019, located in Toledo's Overland Industrial Park, that will generate clean renewable electricity for Dana's 300,000-square-foot axle assembly operation, while investing hundreds of thousands of dollars annually into the neighboring community.



Once operational, the solar array – consisting of the very latest power-generation technologies – will provide renewable energy that will be purchased by Dana for its Toledo Driveline facility, also located in the industrial park.

The Greater Toledo Community Foundation has created a nonprofit entity that will own the solar field in conjunction with the Toledo-Lucas County Port Authority. As the nonprofit generates a revenue stream through the sale of electricity to Dana, proceeds will be reinvested in the surrounding areas through grants to local nonprofits.

The Toledo-Lucas County Port Authority provided the land within the Overland Industrial Park for the solar array, with industry leaders donating the infrastructure.

Other components of the project have been donated or discounted by various partners, including solar modules from U.S.-headquartered First Solar, Inc.; newly designed inverters by Yaskawa Solectria Solar; and design, engineering, and construction services from GEM Energy, JDRM Engineering, Kokosing Construction, the Mannik Smith Group and TTL Associates.

This project represents both advanced technology and unique community participation and is a showcase for American-made products. The array, powered by First Solar's American-grown thin film module technology, will generate enough power to reduce the amount of carbon dioxide by more than 3,000 tons – which is the equivalent of removing 465 cars from the roadways every year. The high-performance, eco-efficient modules have a lower carbon footprint than conventional solar panels manufactured using conventional, energy-intensive processes.

The solar arrays are expected to be fully operational by Spring 2020.

As a responsible business, we remain mindful of the impact of our global decisions.



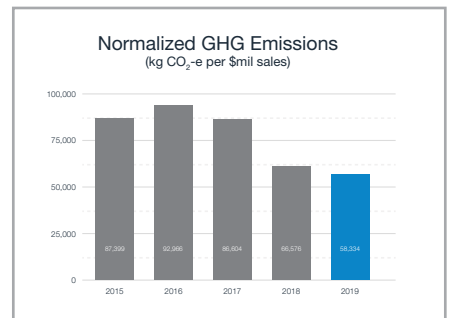
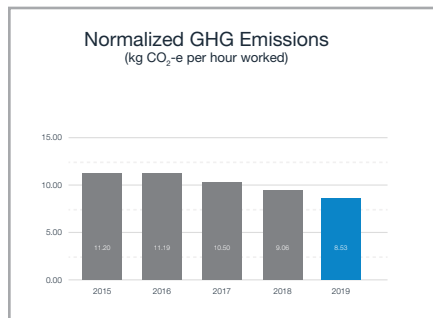
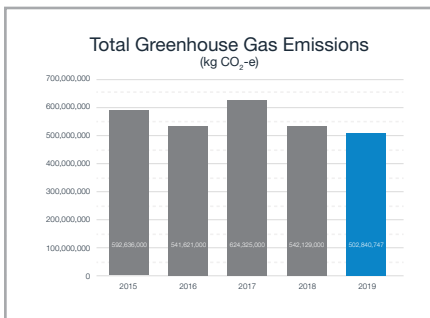
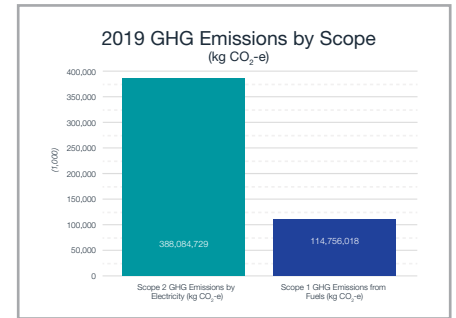
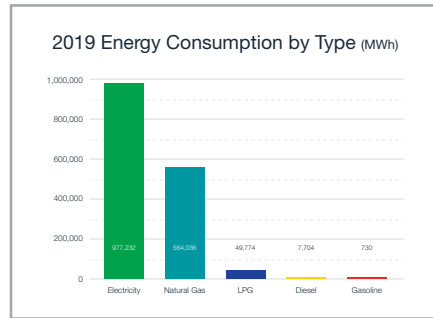
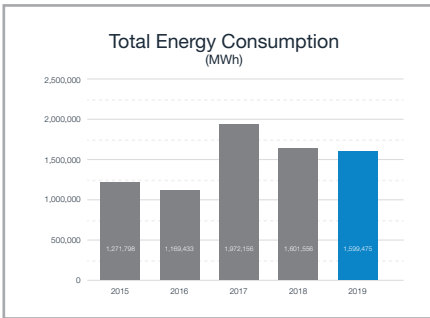
Paris Climate Agreement December 2nd, 2019

Jim Kamsickas, along with the CEOs of 75 other companies and the AFL-CIO, endorsed an open letter to show the collective support of the Paris Climate Agreement.

Nowhere is this clearer than in our view and approach to reducing carbon emissions and managing our environmental impacts. Environmental responsibility includes not only quantifying and reducing our emissions that result primarily from electricity consumption, but also minimizing the impact of activities throughout our global business.

The greatest contributor to Dana's environmental footprint—and therefore our biggest opportunity—is our purchased electricity. With the goal of making progress on reduction, we approach climate efforts in a variety of ways, including:

- Expressing our commitment to do our part to meet international targets for emissions reduction;
- Reporting annually to CDP to ensure transparency of climate change management for all stakeholders;
- Investigating and procuring, where feasible, renewable energy to reduce our global carbon footprint; and
- Continuing to seek impactful and innovative energy efficiency projects in the facilities we own or operate.

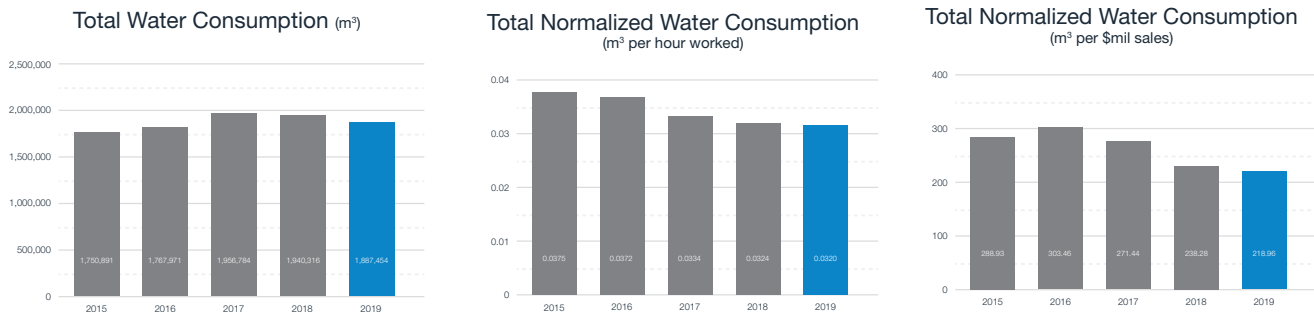


The scarcity of water resources is an issue that crosses cultures, geographies, and industries. Today, water scarcity affects the vast population, and current trends indicate the problem will escalate, according to the World Health Organization and the United Nations. By 2025, 66 percent of the world’s population could be living in water-stressed regions.

Dana recognizes access to water and sanitation as a human right, reflecting the fundamental nature of these basics in every person’s life. Lack of access to safe, sufficient, and affordable water, sanitation, and hygiene facilities has a detrimental effect on the health, dignity, and prosperity of billions of people, and has significant consequences for the realization of other human rights. While our manufacturing operations are not as water-intensive as those of other industries, we recognize the far-reaching economic, social and environmental implications that water scarcity may have in the future – and have taken steps to reduce our consumption.

We continue to implement conservation strategies to:

- Reduce water use in our operations
- Explore water-treatment technologies
- Introduce water-recycling processes
- Train employees about water resources to raise their awareness of the issue



Compliance with environmental laws and regulations is a starting point for addressing nearly every action we take. We view regulations as our minimum requirement. Where we can, we go beyond compliance to make sure that our operations have the lowest possible environmental impact. And where regulations do not exist, we operate responsibly across our system by ensuring that we follow best practices. Building on best practices, we also seek to innovate based on our own operational knowledge and experience of what’s necessary to enhance our focus on our people, products, and planet.

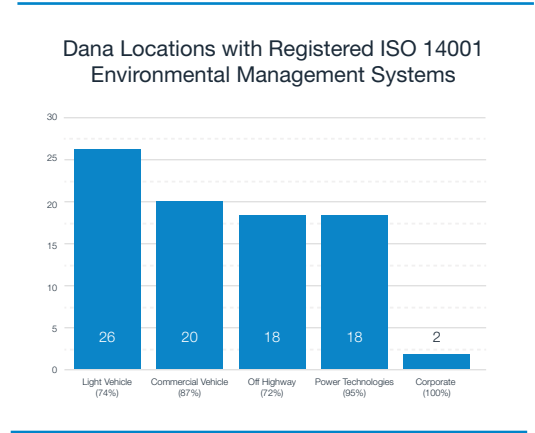
Dana's Environmental Management System (EMS) evaluates social and financial impacts in addition to environmental impact to ensure we are considering sustainability for all stakeholders, including customers, shareholders, employees, suppliers, governmental agencies, and neighbors.

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.

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 toxins (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 is committed to reducing air emissions, including carbon monoxide (CO), nitrogen oxides (NOx), particulate matter (PM), sulfur oxides (SOx), volatile organic compounds (VOCs) and hazardous air pollutants (HAPs). To help improve air quality, our facilities comply with federal, state, provincial, city, county and district requirements. Third-party environmental professionals review and audit our environmental programs for compliance as necessary. These audits include a multi-faceted inspection of agency reporting, emissions records, and work practices.

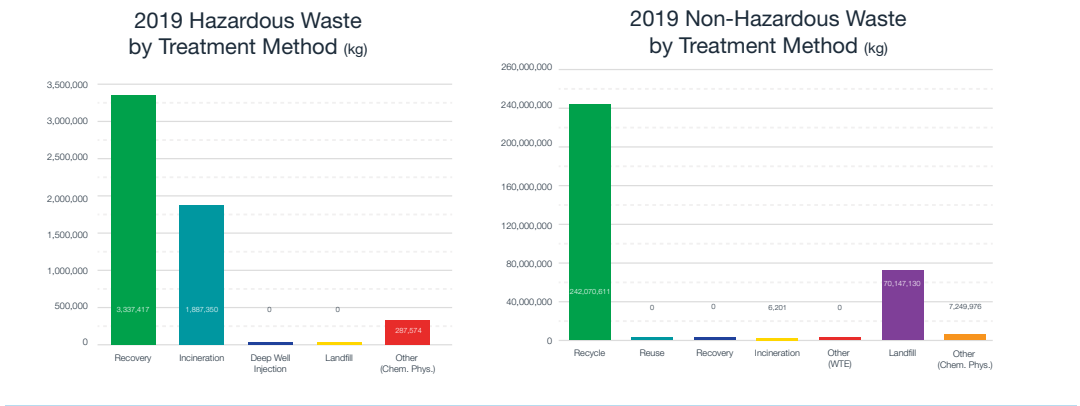


Reducing the waste we generate is important both for meeting our environmental compliance commitments and lowering our overall environmental impact. We continually assess our waste streams and waste handling operations to identify high-value materials for reuse and recycling, as well as ways to minimize what we send to landfills.



We recognize the negative societal and environmental impacts of improper handling and disposal of hazardous waste—including harm to the health of our employees and local communities. Accordingly, Dana has initiatives in place to ensure proper disposal and to meet all applicable regulatory handling and disposal requirements.

Non-hazardous waste includes waste from operations, including trash as well as other



recyclable or reusable materials, including plastic, rubber, wood, and metal. Understanding and handling this complex mix of waste streams means that not all nonhazardous waste generated can be recycled or diverted from a landfill.

Dana World Headquarters Installs Electric Vehicle Charging Stations



As Dana continues to take steps to support our customers' shift toward vehicle electrification, the company is also addressing the needs of our employees as they begin to transition in this direction with their own vehicles.

Dana World Headquarters recently installed charging stations for electric vehicles, and on Aug. 22, 2019, the very first employee vehicle was charged on the campus. Other facilities and campuses in Dana have also installed charging stations, including Gyor, Hungary, which uses electric vehicles as their main transportation around the campus, and Dana TM4 in Boucherville, Quebec, Canada.

AWARDS AND CERTIFICATIONS

Dana in Cardanes Receives Clean Industry Certification

Dana in Cardanes, Mexico joins five other Dana facilities in Mexico that have received the Clean Industry Certification, which is granted by the Environmental Protection Federal Attorney's office. The plant has worked diligently to obtain the certification through process improvements that drive efficiencies, reduce waste, and improve safety and quality.



The team made several major improvements that significantly reduced water and energy consumption, as well as, residue deviation. Since the beginning of 2018, the plant has reduced water usage in the painting process by half and saved nearly 2.5 million kWh of electricity, equivalent to 1,620 houses! Between 2013 and 2018, more than 4,400 tons of residue were also eliminated.

Two Dana Locations Nominated for Energy Conservation Leadership Award

Two of Dana's Oakville, Ontario, Canada, locations were recently nominated for an Oakville Hydro/ Oakville Chamber of Commerce Energy Conservation Leadership Award.

The sites participated in energy conservation programs offered by Oakville Hydro, including LED lighting replacement and air leak investigations. Dana's Corporate Environmental Group also provided our sites with equipment to conduct a compressed air study to identify and eliminate air leaks, which led to a nomination for the Energy

Dana PT Gravatai Earns Award for Rubber Recycling

Dana's Gravatai facility recently won the coveted Benchmarking Brazil award for its 100 percent rubber recycling initiative featured in the 2018 Sustainability Report.



Dana Thailand Recognized for Environmental Leadership

Dana's facility in Ladkrabang, Thailand was recognized for being responsible for environment and transparent by a committee of industrial estate agents, local government officials, and people living near each industrial estate. This committee visits and conducts an assessment of each facility.

To get an award, the facility must be rated more than 70 points. Dana scored 106.4 points in 2019 and was ranked 13 out of 118 factories.

There are 13 topics that they audit

1. Green area in factory (% of green area)
2. Drain water management both rain and wastewater
3. Supportive of local economy
4. Wastewater management and reduction plan
5. Solid-waste management and reduction plan
6. Air-pollution management (monitoring & treatment)
7. VOC management
8. Health of our employee, working environment, safety of workplace
9. Accident and emergency: actions plan, management, statistical
10. Complaints from community nearby
11. Workplace satisfaction
12. CSR of factory and participant of company to industrial estate
13. Management system and presentation

Dana Recognized with AMCHAM ECO Award in Brazil

Dana received the ECO Award from AmCham Brazil, American Chamber of Commerce, on Feb. 21, 2019, in São Paulo, Brazil, for its project of social inclusion of people with moderate intellectual disabilities. The thirty-sixth edition of the award is pioneered in recognizing and disseminating corporate sustainability.



Since 2013, Dana has hired people with moderate intellectual disabilities. Powered by a paid internship program, participants are required to participate in an 800-hour training that combines theory and practice, prior to being hired based on their technical and behavioral skills.

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.

Product Lifecycle Sustainability

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:

- Ensure compliance with laws and regulations and to adhere to and support international principles for sustainable business conduct.
- Take actions that result in better social, economic, and environmental impacts for society and our business.
- 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.

2,900

Suppliers in 51 countries shipping to 150 Dana sites

Six

Focus areas in our supplier scorecard on Corporate Social Responsibility

300+

Commodities managed across all product lines

15.7%

Diverse spend in North America



In order to achieve success in these areas, Dana uses a Corporate Social Responsibility (CSR) scorecard for its suppliers:



Industrial Sprocket Co.
 GLOBAL PARENT: COMPANY INC.
 123 MAIN ST.
 ANYTOWN, OH 12345 U.S.A.
 Physical Duns: 123456789 | Global Parent Duns: 012345678 | CID: 123456

SUPPLIER SCORECARD

Report Generated: 1/9/20

PERFORMANCE	17.5 / 20	
PPM	21.74	5/5
Incidents	2	2.5/5
On Time Delivery	100.0%	5/5
SDE Supplier Status	Approved	5/5

PARTNERSHIP	14 / 20	
Ease of Working w/Culture	Average	2/4
Flexibility in Negotiation	Average	2/4
Brings Advanced Tech	Above Average	3/4
Resp to Urgent Del Requ	Above Average	3/4
Top Mngmnt Commitment	High	4/4

COST	22 / 30	
Payment Terms	90	10/10
YOY Cost Savings Record	Average	9/15
VA/VE Commitment	Medium	3/5



FINANCIAL	18.15 / 20	
Current Ratio	3.2/3.2	
Quick Ratio	0.8/0.8	
Debt-to-Equity	3.76/5	
Z-Score	5.38/6	
Coverage Ratio	5/5	
Qualitative Score	0/2	

Maximum of 20 points awarded in Financial.

SUSTAINABILITY	7.6 / 10	
Safety	2.8/3.2	
Diversity	0.4/1.6	
Security	2/2	
Compliance	1.6/2	
Human Rights	0.8/1.2	

Supplier has agreed to the Dana Business Conduct Guide Yes

ROLLING 12 MONTHS	
Total R12M Spend (USD)	\$2,345,544
# of Parts Supplied	12
# of Dana Sites Supplied	1
NC Open/Closed Count ~ %	1/0 ~ 100%
NC Overdue/Open Count ~ %	1/1 ~ 100%

ADDITIONAL INFORMATION	
Purchasing Owner	Jane Doe
Fiscal Year End Date	2018-12-31
SSA Score	4.339
SSA Date	2019-11-06
SSA New Sourcing Audit Date	2022-11-06

CERTIFICATIONS	
Quality Expiration	2022-12-29
CQI Expiration	
Environmental Expiration	2020-03-13
Safety Expiration	2021-03-11
Testing & Calibration Expiration	

Italicized labels denote supplier-dependent responses.

1,842
 CSR scorecards completed by suppliers

89%
 With safety-related metrics reported

84%
 With environmental goals and action plans

87%
 Human rights incorporated into policy



Dana Earns Buyer of the Year Award for Diversity Performance

In October, Dana was presented with the Buyer of the Year award for its diversity performance at the 2019 ACE Awards, hosted by the Michigan Minority Supplier Development Council.

The ACE Awards honors minority businesses for their commitment and purchasing support to minority-owned businesses.

Dana Named Emerging Company of Excellence in Supplier Diversity 2019

Dana was named as an Emerging Company of Excellence in supplier diversity for 2019. For the second consecutive year, The Great Lakes Women's Business Council, a non-profit organization that certifies and presents women, minority, and small business owners in Michigan and Indiana, presented Dana with the award. The application for this award is reviewed for responses in leadership, sourcing, capacity building, communication and training, and advocacy.

Dana Wins Silver Award from General Motors

For the fourth consecutive year, Dana was recognized by General Motors as one of its top 50 suppliers in diversity performance. The award is presented to suppliers that meet or surpass diversity goals set by General Motors.

The coveted event takes place in May at the annual GM Impact Breakfast meeting held at the Michigan Minority Supplier Development Council's (MMSDC) tradeshow. Founded in 1977, the MMSDC is a non-profit, organization committed to driving economic growth within minority communities.

To qualify for the award, suppliers must achieve an assigned percentage of spend with diverse suppliers within approximately nine combined categories. While Dana's goal the past two years has been to have 8 percent of purchases from diverse suppliers, in 2017, we achieved 22 percent, and 26 percent respectively in 2018.

Dana Named Finalist for FCA Diversity Award

In addition to being named a Supplier of the Year by FCA for value optimization during the automaker's Annual Supplier Conference and Awards held in Detroit, Michigan, the company was one of three suppliers named a finalist for supporting diversity.

Dana Invests in Owens Community College's New Advanced Manufacturing Training Center



Dana Inc. and Owens Community College representatives take part in the groundbreaking ceremony of the Owens Community College Advanced Manufacturing Training Center on August 28, 2019.

Dana announced in August 2019 that it is investing \$1 million into a new 59,000 sq. ft., Owens Community College Advanced Manufacturing Training Center. The \$9.6 million facility aims to close the skills gap by making available advanced manufacturing and skilled trade programs that will provide students an opportunity to find rewarding careers in often overlooked positions that are essential to the future of Dana, as well as the region.

This training center will focus on promoting the development of skilled workers while supporting Northwest Ohio and Southeast Michigan's manufacturing base.

As the mobility industry continues to become more autonomous, connected, electrified, and shared, the manufacturing floor is changing, making it essential to have a workforce that is experienced in the areas of connectivity, additive manufacturing, and robotics.

Dana AARG Helps Raise Awareness for Homeless Veterans

Dana's AARG resource group participated in the Veterans Matter walk to raise awareness for homeless veterans. The walk was hosted by Veterans Matter in hopes of housing as many homeless veterans as possible. It is estimated that more than 37,000 veterans, many with PTSD, are living on the streets of the U.S.

Dana South Africa Donates Supplies to Local School



Around the corner from the Dana South Africa facility sits Inness Primary school, a small school with very few students who can even afford their school fees.

Recently, the school was in desperate need of tablets for their computer department, as well as sporting equipment. The Dana team came together and generously provided 10 tablets and sporting equipment such as tennis balls, netballs, cricket balls, rugby balls and soccer balls for the students.

Dana Pune Employees Donate Portion of Salary After Devastating Flood



Employees from Dana’s off-highway facility in Pune, India, donated one-day of their salary to help victims of a recent flood in that region.

Thousands of families and multiple villages were devastated by recent deadly flooding and landslides that claimed the lives of more than 45 people and wreaked havoc on local roads and bridges.

Approximately 85 teams of National Disaster Response Force, State Disaster Response Force, Territorial Army, Indian Navy, and Indian Army were deployed in Sangli and Kolhapur districts to aid in rescue efforts and help with clean up.

Dana Japan Participates in KIWL Charity Bike Ride



Dana’s team in Japan participated in the KIWL Charity Bike Ride event in June. The 500km bike ride from Takasaki to Fukushima lasted three days and raised more than 10 million Yen (\$95,000 USD) to support the education of children in care homes.

Dana was one of the main sponsors of the event. Forty-two riders from 14 countries completed the journey through the Japanese mountains.

The Marathon Classic Presented by Dana Eclipses \$6 Million Donated to Local-Area Childrens’ Charities



Dana Chairman and CEO presents the 2019 Marathon Classic Presented by Dana trophy to Sei Young Kim

As a part of the company’s focus on promoting inclusion and diversity, Dana has made a commitment to sponsoring The Marathon Classic. The Marathon Classic Presented by Dana is a women’s professional golf tournament on the LPGA Tour. It was founded in 1984 by Toledo native and PGA Tour caddie Judd Silverman and has been played yearly, except in 1986 and 2011, in Sylvania, Ohio, a suburb northwest of Toledo.

Throughout the history of the event, children’s charities in Northwest Ohio and Southern Michigan have been the charitable beneficiaries of the tournament, receiving more than \$6.2 million during the event’s history, including Diabetes Youth Services, Boys and Girls Clubs of Toledo, Hope House for the Homeless, a number of pediatric health organizations, and the Ability Center of Greater Toledo, among many others.



Dana Recognized for Outstanding 2018 United Way Campaign

On April 3, Dana was recognized by United Way of Greater Toledo at the Campaign Manager Appreciation Breakfast for an outstanding 2018 United Way Campaign.

Collectively, Dana raised more than \$525,000 (excluding Dana Charitable Foundation and special events) during the 2018 campaign, which is an increase of more than \$80,000 above the Dana 2017 United Way campaign.

At the ceremony, Dana received the following recognitions:

- **Pinnacle Award:** Awarded to companies raising \$500,000 - \$999,999.
- **Best in Show:** Awarded to companies that have run an outstanding campaign utilizing four of the seven best practices and meet or exceed prior campaign year's card value.
- **Top Use of Web/New Media/Technology:** Awarded to a company that utilizes an innovative use of technology to engage, inform, and educate employees in United Way's work.
- **Top Industry Innovation:** Awarded to a company that uses new and creative ideas to encourage support for United Way giving.
- **Campaign Manager Hall of Fame:** Recognizes an outstanding leader(s) who brings inspiration and energy to their campaign and implements 4 out of 7 best campaign practices.
 - Jane Plas, Program Manager – Co-Chair, Dana 2018 United Way Campaign
 - Daryl Layson, Marketing Communications Specialist – Co-Chair, Dana 2018 United Way Campaign
- **Top Leadership Giving Increase:** Awarded to a company that helps strengthen both leadership giving and participation by minimally ten percent and conducts an exclusive leadership campaign.
- **Top Year-Round Engagement:** Awarded to true champions for improving lives in our community, instilling a year-round workplace engagement plan with United Way with respect to communication, education, involvement, and volunteerism. Qualified companies participate in 3 out of 5 of the following activities: on-site volunteer activities, affinity groups, Day of Caring, individuals volunteering, one employee in a leadership position for UW committee.

ACADEMIC SUPPORT

Dana AARG Offers Scholarships to Prospective Engineering Students at the University of Toledo

Dana's African American Resource Group (AARG) along with engineering teamed up to provide scholarships to three high-school students. Chase Dupree, Christopher Rayfus-Winston, and Austen Allen, mentees of the Dana AARG program, received scholarships as a result of their interest in pursuing a degree in engineering at the University of Toledo.



Dana Lisle Tech Center Hosts UT FSAE Racing Team for Gasket Analysis

On November 16, 2019, Dana's Lisle Tech Center hosted students from the University of Toledo's Formula SAE Racing Team. During their four-hour visit, the students learned the basics of head gasket design, including functions, testing, analysis, FEA, and manufacturing methods. They also spent time in the labs observing Dana's test equipment and how head gaskets are analyzed. The team's engine is manufactured by KTM and uses Dana head gaskets.

The Lisle team plans to stay in contact with the students and also plans to connect them with KTM application engineers in Neu-Ulm, Germany, who can assist with obtaining future parts the team may need.

MENTORING AND SPONSORSHIPS

DAWN Empowering Young Girls to STEM Field

Northwest Ohio's Imagination Station held its annual Girl Power Day on Feb. 9, 2019, in downtown Toledo. The sold-out event for third through eighth graders was split into workshops, panels, and activities. It allowed the girls to interact with a variety of local companies and to try something new.

Several of Dana's DAWN employee resource group members volunteered at the event. They not only helped the girls to be in the right areas but also showed them it's normal for girls to like the STEM field, science, and math and that they could someday pursue a career in a science-related field and maybe even work for Dana.

Dana sponsors Women in Automotive Engineering Summer Camp

Dana's engineering department recently sponsored a summer camp at Michigan Technological University for high school girls interested in learning more about automotive engineering. The one-week Women in Automotive Engineering program provided 13 academically talented young women a unique opportunity to learn about vehicle engineering.

The event was a great hands-on learning experience for the participants. They had a packed agenda, learning about a wide variety of topics in automotive engineering from internal-combustion engines, suspensions, and other components to infotainment and autonomous vehicles. The classroom learning was followed by demonstrations and activities in the lab where the students got to apply what they learned.



Governance, Ethics, and Compliance



Dana Creates Sustainability Council, Names Head of Sustainability

In 2019, Dana and its leadership team took proactive steps to manage efforts in sustainability and social responsibility. The company created a leadership council made up of members of Dana's leadership team to provide guidance and decision making for these important topics. The company also named its first head of global sustainability. This position will manage Dana's corporate social responsibility and sustainability data, reporting, and improvement processes.

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 comply with all applicable legal requirements.

GOVERNANCE

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

As a global company, we've translated Dana's Standards of Business Conduct into many languages, which is 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. In 2019, Dana's Ethics and Compliance system logged 34 cases alleging discrimination or harassment, of which twenty were found to be unsubstantiated after investigation. Of the remaining cases, Dana's response was based on the facts involved in the particular matter and included coaching, other formal discipline or termination of the involved employee.

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 in a practical, real-life manner.

Ethics and compliance are 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

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 set 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 are 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.

CORPORATE POLICIES

- [Anti-Corruption](#)
- [Antitrust and Competition Law](#)
- [Conflicts of Interest](#)
- [Environmental](#)
- [Gifts and Entertainment](#)
- [Health and Safety](#)
- [Human Rights and Sustainability & Social Responsibility](#)
- [Internal Investigations of Business Conduct, Ethics and Legal Compliance Concerns](#)
- [Political Contributions](#)

LEADERSHIP TEAM

Aziz S. Aghili

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

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

Matthew H. Fahnestock

Senior Vice President and Chief Information Officer

James K. Kamsickas

Chairman and Chief Executive Officer

James D. Kellett

Vice President and Chief Accounting Officer

Timothy R. Kraus

Senior Vice President and Treasurer

Douglas H. Liedberg

Senior Vice President, General Counsel, and Secretary

M. Craig Price

Senior Vice President, Purchasing and Supplier Development

Robert D. Pyle

Executive Vice President and President, Light Vehicle Drive Systems

Antonio Valencia

President, Power Technologies

Ryan Laskey

Senior Vice President, Commercial Vehicle Drive and Motion Systems

BOARD OF DIRECTORS

Rachel A. Gonzalez^{1,3}

Executive Vice President, General Counsel, and Secretary of Starbucks Corporation

Director since 2017

James K. Kamsickas

Chairman and Chief Executive Officer of Dana Incorporated

Director since 2015

Virginia A. Kamsky^{2,3}

Chairman and Chief Executive Officer of Kamsky Associates, Inc.

Director since 2011

Bridget E. Karlin^{2,3}

Global Chief Technology Officer and Vice President of IBM Global Technology Services

Director since 2019

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

Founding Principal and Chief Executive Officer of The Mabus Group
Former U.S. Secretary of the Navy

Director since 2017

Michael J. Mack^{1,2}

Retired Senior Executive of Deere & Co.

Director since 2018

R. Bruce McDonald^{1,2*}

Retired Chairman and Chief Executive Officer of Adient plc

Director since 2014

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

Former Vice President of Tesla, Inc.

Director since 2018

Keith E. Wandell**

Retired Chairman, President, and Chief Executive Officer of Harley-Davidson, Inc.

Director since 2008

¹Member, Compensation Committee

²Member, Audit Committee

³Member, Nominating and Corporate Governance Committee

* Committee Chair

** Lead Independent Director

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

Methodology

Using the GRI guidance, we identified possible topics, prioritized the topics, validated the results, and adopted the list of material topics to our Sustainability and Social Responsibility reporting strategy.

Step 1

Identification

Identify internal and external sources of information to score for prioritization steps.

Benchmark our competitors/peers on sustainability and social responsibility practices.

Create a high-level value chain map to identify sustainability and social responsibility:

- Impacts
- Risks
- Opportunities
- Boundaries

Step 2

Prioritization

Gather perceptions of stakeholder priorities based on associated facts and evidence, including:

- 18 internal stakeholder interviews
- 21 external stakeholder interviews
- Internal/external source scoring

Score and synthesize feedback to present final materiality results reflecting:

- Feedback from stakeholders
- Peer benchmarking
- Relevant industry standards and studies

Step 3

Validation

Validate the materiality matrix through discussion with key leaders about prioritized material topics, associated boundaries, and opportunities.

Step 4

Adoption

Determine and/or refine the management approach regarding the most significant topics. Set or refine goals, performance indicators, strategies, partnerships, and internal controls.

Materiality provides the basis for ongoing ESG strategy, goal setting, and reporting.

MATERIAL TOPICS

ISSUE	
1	Innovation & Product Lifecycle Management
2	Talent Management
3	Occupational Health, Safety & Wellness
4	Ethical Business Practices
5	Diversity & Equal Opportunity
6	Business Continuity / Risk Mitigation / Supply Chain
7	Product Quality & Safety
8	Energy Consumption & Emissions
9	Solid Waste
10	Water & Effluents

STAKEHOLDER ENGAGEMENT

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, salaried employees at a manager level and above 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 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 in 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.

Continuous engagement and regular dialogue with our seven defined stakeholder groups, through formal and informal processes, provides us the opportunity to innovate and proactively manage the emerging ESG needs and risks.

In addition to ongoing internal stakeholder engagement, we regularly engage with our external stakeholders on trending and emerging issues that matter to them through inquiries and requests for information related to our ESG practices as well as through periodic surveys answered at the request of various customers and investors.

In addition to engaging with internal and external stakeholders to evolve our ESG execution, we understand that increased transparency helps us effectively improve our business over the long term. A list of external charters and associations Dana is actively engaged with include:

- Global Reporting Initiative (GRI)
- CDP (fka Carbon Disclosure Project)
- Human Rights Campaign Corporate Equality Index
- Automotive Industry Action Group (AIAG) Corporate Responsibility Steering Committee
- CEO Action for Diversity & Inclusion
- American Bar Association Diversity & Inclusion Initiative

FINANCIAL PERFORMANCE

Dana reports on our organization and our financial performance through our Annual Report on Form 10-K and Quarterly Reports on Form 10-K and [investor relations website](#). The organizational entities covered in this Sustainability & Social Responsibility Report are the same as those presented in our 2019 Annual Report.

FREEDOM OF ASSOCIATION

Dana respects all employees' legal rights, including the right to free association and collective bargaining. This includes the right to decide whether to be represented by a union.

CORPORATE 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.

To learn more about our corporate governance, policies, processes, and procedures, please visit our [governance website page](#).

In addition, we provide access to all documents filed with the United States Securities and Exchange Commission (SEC), including our Annual Report on Form 10-K and Proxy Statement for each annual meeting. The filings contain detailed information about our activities, including financial performance, business strategy, and executive compensation.

SUSTAINABILITY AND SOCIAL RESPONSIBILITY GOVERNANCE

The highest governance body for sustainability & social responsibility oversight is the Dana Board of Directors Nominating and Corporate Governance Committee, the charter of which was amended to include the oversight of Dana's sustainability & social responsibility efforts and progress. The committee received five sustainability briefings in 2019.

Internally, sustainability & social responsibility oversight responsibility can be viewed on [Dana.com](#).

POLITICAL CONTRIBUTIONS AND LOBBYING TRANSPARENCY

Dana's policy states that employees should not give gifts or favors to any public officials or conduct politically related activities on Dana's behalf without prior consultation with the Office of Business Conduct. See [Dana's Political Contributions policy](#).

RISK MANAGEMENT

We are impacted by events and conditions that affect the light vehicle, medium/heavy vehicle, and off-highway markets that we serve, as well as by factors specific to Dana. Among the risks that could materially adversely affect our business, financial condition or results of operations are included on pages 6-12 of Form 10-K, which can be found in the [2019 Annual Report](#).



Disclosure Number	Disclosure Title	2019 Response
GRI 102: General Disclosures		
Organizational Profile		
102-1	Name of the organization	Dana Incorporated
102-2	Activities, brands, products, and services	Dana 2019 Sustainability & Social Responsibility Report: Dana: At A Glance and Innovating Products Dana 2019 Annual Report pages 1, 2, and 5 - 10
102-3	Location and headquarters	Dana's corporate offices are located at: Dana Incorporated 3939 Technology Drive Maumee, OH 43537, U.S.A
102-4	Location of operations	Locations
102-5	Ownership and legal form	Dana Incorporated (NYSE: DAN) is a publicly held corporation incorporated in the state of Delaware. Our shares trade on the New York Stock Exchange.
102-6	Markets served	Dana 2019 Sustainability & Social Responsibility Report: Dana: At A Glance Dana 2019 10-K pages 1 – 5
102-7	Scale of the organization	Dana 2019 10-K pages 1 – 5 and 12
102-8	Information on employees and other workers	Dana 2019 Sustainability & Social Responsibility Report: Employment Data Dana 2019 10-K page 5
102-9	Supply chain	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain Dana 2019 10-K page 3 and 9
102-10	Significant changes to the organization and its supply chain	Dana 2019 Sustainability & Social Responsibility Report: Innovating Products Dana 2019 10-K pages 17 - 19
102-11	Precautionary principle or approach	Dana has applied the precautionary principle in its approach to managing greenhouse gas emissions and their affect on global climate change.
102-12	External initiatives	Dana 2019 Sustainability & Social Responsibility Report: Appendix - Stakeholder Engagement
102-13	Membership of associations	Dana 2019 Sustainability & Social Responsibility Report: Appendix - Stakeholder Engagement

Strategy		
102-14	Statement from senior decision-maker	Dana 2019 Sustainability & Social Responsibility Report: A Message from the CEO
102-15	Key impacts, risks, and opportunities	Dana 2019 Sustainability & Social Responsibility Report: Appendix - Risk Management Dana 2019 10-K pages 6 - 12
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance Standards of Business Conduct
102-17	Mechanisms for advice and concerns about ethics	Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance Internal Investigations Policy
Governance		
102-18	Governance structure	Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance Corporate Governance Sustainability & Social Responsibility Governance
102-19	Delegating authority	Sustainability & Social Responsibility Governance
102-20	Executive-level responsibility for economic, environmental, and social topics	Sustainability & Social Responsibility Governance
102-21	Consulting stakeholders on economic, environmental, and social topics	Dana 2019 Sustainability & Social Responsibility Report: Appendix - Methodology
102-22	Composition of the highest governance body and its committees	Board of Directors Corporate Governance Sustainability & Social Responsibility Governance Dana 2020 Proxy , page 41
102-23	Chair of the highest governance body	Dana 2020 Proxy , pages 39 & 40
102-24	Nominating and selecting the highest governance body	Corporate Governance Dana 2020 Proxy , page 41 Director Selection and Retention Guidelines
102-25	Conflicts of interest	Standards of Business Conduct Policy for Members of the Board of Directors
102-26	Role of highest governance body in setting purpose, values, and strategy	Corporate Governance Guidelines
102-27	Collective knowledge of highest governance body	Dana Board of Directors Dana 2020 Proxy , pages 36 - 38
102-28	Evaluating the highest governance body's performance	Corporate Governance Guidelines , page 6 Dana 2020 Proxy , page 39 Nominating and Corporate Governance Committee Charter

102-29	Identifying and managing economic, environmental, and social impacts	Sustainability & Social Responsibility Governance Nominating and Corporate Governance Committee Charter , page 3, item #15
102-30	Effectiveness of risk management processes	Dana 2019 10-K pages 6 – 12 Dana 2020 Proxy , page 40
102-31	Review of economic, environmental, and social topics	Sustainability & Social Responsibility Governance Dana 2020 Proxy , page 41
102-32	Highest governance body's role in sustainability reporting	Sustainability & Social Responsibility Governance
102-33	Communicating critical concerns	Go to www.dana.com/investors to find the latest investor relations information about Dana, including stock quotes, news releases, and financial data. Requests for information may be directed to: Investor Relations Dana Incorporated P.O. Box 1000 Maumee, OH 43537-7000, USA E-mail: InvestorRelations@dana.com Dana's Investor Line: 800-537-8823 Through this 24-hour phone service, a caller may leave his or her name with a message, and the call will be returned by a Dana representative.
102-34	Nature and total number of critical concerns	This information is considered confidential
102-35	Remuneration policies	Dana 2020 Proxy , pages 8 - 33
102-36	Process for determining remuneration	Dana 2020 Proxy , pages 8 - 33
102-37	Stakeholders' involvement in remuneration	Dana 2020 Proxy , page 48
102-38	Annual total compensation ratio	Dana 2020 Proxy , page 34
102-39	Percentage increase in annual total compensation ratio	Dana 2020 Proxy , page 34

Stakeholder Engagement		
102-40	List of stakeholder groups	Dana 2019 Sustainability & Social Responsibility Report: Appendix - Methodology
102-41	Collective bargaining agreements	Dana recognizes and supports freedom of association and collective bargaining rights as required by applicable law. The data is being collected and analyzed.
102-42	Identifying and selecting stakeholders	Dana 2019 Sustainability & Social Responsibility Report: Appendix - Methodology
102-43	Approach to stakeholder engagement	Dana 2019 Sustainability & Social Responsibility Report: Appendix - Methodology
102-44	Key topics and concerns raised	Dana 2019 Sustainability & Social Responsibility Report: Appendix - Methodology
Reporting Practices		
102-45	Entities included in the consolidated financial statements	Dana 2019 10-Q , Table 21, page 34
102-46	Defining report content and topic Boundaries	Dana 2019 Sustainability & Social Responsibility Report: Appendix - Methodology
102-47	List of material topics	Dana 2019 Sustainability & Social Responsibility Report: Appendix - Material Topics
102-48	Restatements of information	None
102-49	Changes in reporting	None
102-50	Reporting period	Dana 2019 Sustainability & Social Responsibility Report: Cover Page
102-51	Date of most recent report	April 2020
102-52	Reporting cycle	Dana 2019 Sustainability & Social Responsibility Report: Cover Page
102-53	Contact point for questions regarding the report	Please send any questions regarding the report to: SustainabilityAndSocialResponsibility@dana.com
102-54	Claims of reporting in accordance with the GRI Standards	Dana 2019 Sustainability & Social Responsibility Report: Appendix - GRI Content Index
102-55	GRI content index	GRI Content Index
102-56	External assurance	The Dana 2019 Sustainability & Social Responsibility Report has not been externally reviewed and verified as of the release date.

Topic-Specific Standards		
GRI 204: Procurement Practices		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain
204-1	Proportion of spending on local suppliers	Dana works with thousands of suppliers around the world, including many suppliers located near our customers' operations.
GRI 205: Anti-Corruption		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance
205-1	Operations assessed for risks related to corruption	Dana has a robust internal audit program including audit procedures specifically focused on business conduct
205-2	Communication and training about anti-corruption policies and procedures	Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance
205-3	Confirmed incidents of corruption and actions taken	This information is considered confidential
GRI 206: Anti-Competitive Behavior		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Dana's public filings would identify any significant pending proceedings.

GRI 302: Energy		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet/Environment
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet/Environment
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet/Environment
302-1	Energy consumption within the organization	100% electricity purchased from traditional energy providers Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet/Environment and graph detailing Total Energy Consumption (MWh)
302-2	Energy consumption outside of the organization	Scope 3 emissions for 2019 will be included in the 2020 CDP submission
302-3	Energy intensity	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet/Environment and graphs detailing Normalized GHG Emissions (kg CO ₂ -e per hour worked) and Normalized GHG Emissions (kg CO ₂ -e per mil \$ sales)
302-4	Reduction of energy consumption	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet/Environment and graph detailing Total Energy Consumption (MWh)
302-5	Reduction in energy requirements of products and services	Dana 2019 Sustainability & Social Responsibility Report: Innovating Products
GRI 303: Water & Effluents		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
303-1	Interactions with water as a shared resource	Water interactions for 2019 will be included in the 2020 CDP submission
303-2	Management of water discharge-related impacts	Water discharge for 2019 will be included in the 2020 CDP submission
303-3	Water withdrawal	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
303-4	Water discharge	Water discharge for 2019 will be included in the 2020 CDP submission
303-5	Water consumption	Water consumption for 2019 will be included in the 2020 CDP submission

GRI 305: Emissions		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
305-1	Energy: Direct (Scope 1) GHG emissions	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet/Environment and graphs detailing 2019 GHG Emissions by Scope (kg CO2-e) and 2019 Energy Consumption by Type (MWh)
305-2	Energy: Indirect (Scope 2) GHG emissions	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet/Environment and graphs detailing 2019 GHG Emissions by Scope (kg CO2-e) and 2019 Energy Consumption by Type (MWh)
305-3	Energy: Other indirect (Scope 3) GHG emissions	Scope 3 emissions for 2019 will be included in the 2020 CDP submission.
305-4	GHG emissions intensity	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment and graphs detailing Normalized GHG Emissions (kg CO2-e per hour worked) - 2015 thru 2019 and Normalized GHG Emissions (kg CO2 -e per mil \$ sales) - 2015 thru 2019
305-5	Reduction of GHG emissions	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment and graphs detailing Normalized GHG Emissions (kg CO2-e per hour worked) - 2015 thru 2019, Normalized GHG Emissions (kg CO2 -e per mil \$ sales) - 2015 thru 2019, and Total Greenhouse Gas Emissions (kg CO2-e) - 2015 thru 2019
305-6	Emissions of ozone-depleting substances (ODS)	Ozone-depleting substance emissions for 2019 will be included in the 2020 CDP submission
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Combustion emissions have been calculated using US EPA Method AP-42 calculation methodology: Nitrogen Oxides = 220.7 metric tons Sulphur Oxides = 6.5 metric tons Carbon Monoxide = 128.3 metric tons Particulate Matter = 16.0 metric tons Volatile Organic Compounds = 18.3 metric tons Hazardous Air Pollutants = 0.1 metric tons
GRI 306: Emissions		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment

306-2	Waste by type and disposal method	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment and graphs detailing 2019 Hazardous Waste by Treatment Method (kg) and 2019 Non-Hazardous Waste by Treatment Method (kg)
306-3	Significant spills	Dana has had no significant spills.
306-4	Transport of hazardous waste	Dana 2019 Sustainability & Social Responsibility Report graph detailing 2019 Hazardous Waste by Treatment Method (kg) All waste was transported off-site.
GRI 307: Environmental Compliance		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment
307-1	Non-compliance with environmental laws and regulations	No significant fines and/or non-monetary sanctions were levied against any of our sites in 2019. Dana 2019 10-K , page 5
GRI 308: Supplier Environmental Assessment		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain
308-1	New suppliers that were screened using the environmental criteria	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain
308-2	Negative environmental impacts in the supply chain and actions taken	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain
GRI 401: Employment		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Employee Development
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Employee Development
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Employee Development
401-1	New employee hires and employee turnover	Dana 2019 Sustainability & Social Responsibility Report: Employment Data
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Careers
401-3	Parental leave	This information is being collected and analyzed.

GRI 403: Occupational Health & Safety		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Safety
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Safety
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Safety
403-1	Occupational health and safety management system	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Safety
403-2	Hazard identification, risk assessment, and incident investigation	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Safety The 71 sites certified to an OHS Management System are required to implement a robust hazard identification, risk assessment and incident investigation process as a requirement for 3rd party certification.
403-3	Occupational health services	Dana facilities maintain robust occupational health services while also protecting worker confidential information.
403-4	Worker participation, consultation, and communication on occupational health and safety	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Safety The 71 sites certified to an OHS Management System are required to implement a robust hazard identification, risk assessment and incident investigation process as a requirement for 3rd party certification.
403-5	Worker training on occupational health and safety	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Safety The 71 sites certified to an OHS Management System are required to implement a robust hazard identification, risk assessment and incident investigation process as a requirement for 3rd party certification.
403-6	Promotion of worker health	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Health and Wellness
403-7	Prevention and mitigation of occupational health and safety impacts	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Safety The 71 sites certified to an OHS Management System are required to implement a robust hazard identification, risk assessment and incident investigation process as a requirement for 3rd party certification.
403-8	Workers covered by an occupational health and safety management system	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Safety
403-9	Work-related injuries	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Safety and graphs detailing Lost Time Recordable and Recordable Incident Rates
403-10	Work-related ill health	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Safety and graphs detailing Lost Time Recordable and Recordable Incident Rates

GRI 404: Training & Education		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Employee Development
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Employee Development
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Employee Development
404-1	Average hours of training per year per employee	Additional information regarding average hours of training per year per employee is being collected
404-2	Programs for upgrading employee skills and transition assistance programs	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Employee Development
404-3	Percentage of employees receiving regular performance and career development reviews	The data is being collected and analyzed.
GRI 405: Diversity & Equal Opportunity		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Inclusion and Diversity
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Inclusion and Diversity
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Inclusion and Diversity
405-1	Diversity of governance bodies and employees	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Inclusion and Diversity, Employment Data, and Dana Leadership Board of Directors
405-2	Ratio of basic salary and remuneration of women to men	This information is being collected and analyzed.
GRI 406: Non-Discrimination		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Inclusion and Diversity
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Inclusion and Diversity
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Empowering People / Inclusion and Diversity
406-1	Incidents of discrimination and corrective actions taken	Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance
GRI 414: Supplier Social Assessment		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain

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103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain
414-1	New suppliers that were screened using the social criteria	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Supply Chain
Material Topic: Innovation and Product Lifecycle Management		
103-1	Explanation of the material topic and its boundary	Dana 2019 Sustainability & Social Responsibility Report: Innovating Products
103-2	The management approach and its components	Dana 2019 Sustainability & Social Responsibility Report: Innovating Products
103-3	Evaluation of the management approach	Dana 2019 Sustainability & Social Responsibility Report: Innovating Products
Misc.	Innovation	Dana 2019 Sustainability & Social Responsibility Report: Innovating Products Dana 2019 10-K , page 5 (Engineering and Research and Development) Innovation and Technology Markets e-Mobility
Misc.	Product Lifecycle Management	This information is being collected and will be reported at a later date

SASB Index

Disclosure Number	Disclosure Name	2019 Response
Energy Management		
TR-AP 130a.1.1	Total energy Consumption in gigajoules (GJ)	5,758,110 GJ in 2019; 0.13% decrease from 2018
TR-AP 130a.1.2	Percentage of grid electricity consumed	100% in 2019; same as 2018
TR-AP 103a.1.3	Percentage of renewable energy consumed	Dana has entered into an agreement with the Toledo Community Foundation to purchase electricity from a solar array beginning 2020 Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet



Waste Management		
TR-AP 150a.1.1	Total amount of waste generated in metric tons (MT)	324,986 metric tons (MT) of waste generated in 2019
TR-AP 150a.1.2	Percentage of waste generated that was hazardous	1.7% of waste generated in 2019 was hazardous waste Hazardous waste generated by BU: Commercial Vehicle = 72 metric tons (MT) Corporate = 5 MT Light Vehicle = 2,890 MT Off Highway = 2,505 MT Power Technologies = 40 MT
TR-AP 150a.1.3	Percentage of waste generated that was recycled	74.5% of waste generated in 2019 was recycled
Product Safety		
TR-AP 250a.1.1	Total number of voluntary recalls issued	Dana had one (1) voluntary recall in 2019 that involved 1,315 vehicles.
TR-AP 250.a.1.2	Total number of units that were subject to an involuntary recall	Zero involuntary recalls were issued to Dana in 2019.
Design for Fuel Efficiency		
TR-AP 410a.1.1	Total revenue from products that are designed to increase fuel efficiency and/or reduce emissions during their use	This information is being collected and will be reported at a later date.
Materials Sourcing		
TR-AP 440a.1.1	Strategic approach to managing risks associated with the use of critical materials in products	Dana does not use any of the critical materials listed in the standard. Dana has a policy and process to manage identified Conflict Minerals. Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance
TR-AP 440a.1.2	Identify the critical materials that present a significant risk to operations	Dana does not use any of the critical materials listed in the standard. Dana has a policy and process to manage identified Conflict Minerals. Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance
TR-AP 440a.1.3	Disclosure sufficient for the risk without compromising confidential information	Dana does not use any of the critical materials listed in the standard. Dana has a policy and process to manage identified Conflict Minerals. Dana 2019 Sustainability & Social Responsibility Report: Governance, Ethics, and Compliance

Materials Efficiency		
TR-AP 440b.1.1	Percentage of products sold, by revenue, that are recyclable	This information is being collected and will be reported at a later date
TR-AP 440b.1.2	Percentage calculated as the revenue from products sold that are recyclable divided by the revenue from all products sold	
TR-AP 440b.1.3	Limit to products that are automotive parts, components, and materials	
TR-AP 440b.2.1	Percentage of input materials that are derived from recycled or remanufactured content	
TR-AP 440b.2.2	Percentage calculated as the weight of input materials consumed derived from recycled or remanufactured content divided by the total weight of all input materials consumed	
Competitive Behavior		
TR-AP 520a.1.1	Total amount of monetary losses incurred during the reporting period as a result of legal proceedings associated with anti-competitive behavior regulations	Dana's public filings would identify any significant monetary losses.
TR-AP 520a.1.2	Any adjudicative proceeding before a court, a regulator, an arbitrator, or otherwise	Dana's public filings would identify any significant pending proceedings.
TR-AP 520a.1.3	Losses, including any monetary liabilities to the opposing parties or others, fines and other monetary liabilities incurred during the reporting period as a result of civil actions, regulatory proceedings, and criminal actions	Dana's public filings outline its financial status including recurring and non-recurring items. Any significant losses would be identified in this information.
TR-AP 520a.1.4	Scope of monetary losses excluding legal and other fees and expenses incurred in its defense	Dana's public filings outline its financial status including recurring and non-recurring items. Any significant losses would be identified in this information.
TR-AP 520a.1.5	Scope of the disclosure, including legal proceedings associated with the enforcement of relevant regulations	Dana's public filings outline its financial status including recurring and non-recurring items. Any significant losses would be identified in this information.
TR-AP 520a.1.6	Scope of the disclosure, including legal proceedings associated with enforcement of relevant industry regulations promulgated by regional, national, state, and local regulatory authorities	Dana's public filings outline its financial status including recurring and non-recurring items. Any significant losses would be identified in this information.



TCFD Index

Recommended Disclosure	2019 Response
Governance	
a) Describe the Board's oversight of climate-related risks and opportunities.	CDP Climate Change 2019 Report, Section C1.1
b) Describe management's role in assessing and managing climate-related risks and opportunities.	CDP Climate Change 2019 Report, Section C1.2
Strategy	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	CDP Climate Change 2019 Report, Section C2.3, C2.4, C2.5 and C2.6
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	CDP Climate Change 2019 Report, Section C2.3, C2.4, C2.5 and C2.6
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including 2°C or lower scenario.	This information will be included in the 2020 CDP submission
Risk Management	
a) Describe the organization's processes for identifying and assessing climate-related risks.	CDP Climate Change 2019 Report, Section C2.2b
b) Describe the organization's processes for managing climate-related risks.	CDP Climate Change 2019 Report, Section C2.2d
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	CDP Climate Change 2019 Report, Section C2.2c
Metrics and Targets	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	CDP Climate Change 2019 Report, Section C4.1
b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Dana 2019 Sustainability & Social Responsibility Report: Protecting the Planet / Environment and graphs detailing 2019 GHG Emissions by Scope (kg CO2-e) and 2019 Energy Consumption by Type (MWh)
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	CDP Climate Change 2019 Report, Section C4.1
Transportation Group Metrics	
a) Revenues/savings from investments in low-carbon alternatives (e.g. R&D, equipment, products or services)	This information will be included in the 2020 CDP submission.

SUSTAINABILITY AND SOCIAL RESPONSIBILITY

2019 REPORT

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