



Green Bond Allocation and Impact Report

December 2022



\$400M

bond payable over 10 years

4.25%

coupon rate due on Sept. 1, 2030

\$395M

allocated to eligible green projects as of Dec. 31, 2021

Introduction

At Dana, we recognize that climate change is one of the most significant challenges of our time and believe that mainstream electric vehicles will help to transform the mobility industry and reduce our carbon impact.

Our guiding vision toward a zero-emissions future powers everything we do, and why we focus on our electrification pursuits.

When we talk of electric motors, these are the heart of the system. The power electronics are the nerve center. The software and controls are the brains of the system. And the core mechanical torque transfer capabilities — from Dana's legacy business — are still the muscle.

When you put this together, Dana stands as the only supplier that has in-house capabilities to deliver these fully integrated systems to the entire mobility market. This is a fundamental differentiator in supporting a broad range of customers in their adoption of electric vehicles.

In short, Dana has completely repositioned the business to support our customers' clean energy priorities — across all mobility markets — anywhere in the world. Half of our new business backlog through 2024 comes from innovating next generation clean energy technologies and products.

\$400M Green Bond

On May 13, 2021, Dana closed its offering of a \$400M 4.25% green bond due in 2030 (CUSIP #235825AH9) to engage with those investors who are committed to supporting our sustainability efforts — thereby playing a key role in the transition to a low carbon economy.

After subtracting \$5M in issuance fees, the remaining \$395M in funds were used to further Dana's work advancing pollution prevention and control through investments in electrification.

This has meant pioneering efficient electric-vehicle systems, shaping market trends, and fast tracking new electrodynamic products like motors, inverters, controls and software, chargers, e-Power cradles, battery cooling systems, and bipolar fuel-cell plates.



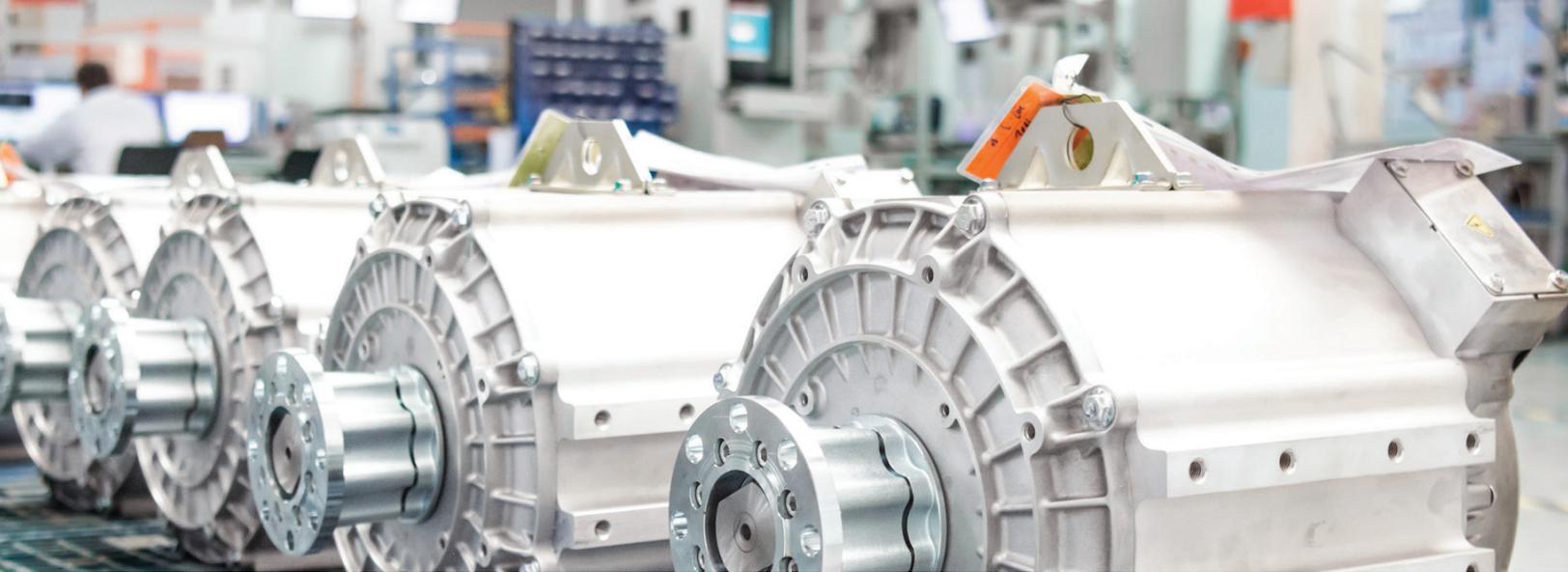
Arcimoto ultra-efficient electric vehicle equipped with Dana TM4™ and OpenECU™ products

We continue to invest in and develop products to further Dana's stated sustainability goals:

- **Electric motors:** Dana launched a new electric motor targeted for Class I electric lift trucks, siders, and mobile elevated work platforms. to elevate our leadership position in the e-Mobility space, launching new electrified systems across all mobility markets.
- Delivering up to 95 percent efficiency, these 48- to 120/144-volt synchronous reluctance internal permanent magnet motors prolong battery life and extend duty cycles by delivering higher power density than the AC motors typically used in these applications.
- **e-Axles:** Dana was the first to market in North America with Class 4 and 5 medium-duty e-Axle classification and is ready to support widespread deployment of this streamlined e-Propulsion system.
- **Bipolar plates:** Dana's metallic bipolar plates for fuel-cell stacks are increasing the viability of fuel-cell-powered vehicles and supporting more eco-friendly charging infrastructure — ultimately fulfilling our vision of helping customers achieve their sustainability objectives throughout the entire power supply chain.

Electrification Portfolio Spotlight

- In March 2021, Dana acquired Pi Innovo Holdings Limited a leader in embedded software solutions and electronic control units to support the light vehicle, commercial vehicle, and off-highway markets. Dana previously held a non-controlling interest. Headquartered near Detroit, Michigan, United States, the acquisition of Pi Innovo enables us to increase our in-house electrodynamic capabilities and electrification product portfolio by adding a strong library of turn-key electric vehicle application software, vehicle level controllers, and auxiliary controllers.
- In August 2019, Dana acquired Nordresa Motors, Inc., 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 its customers. With complete electrification capabilities, we are collaborating with customers to transform traditional medium-duty chassis into complete e-Powertrains.
- In June 2019, Dana acquired the 50% ownership interest in Prestolite E-Propulsion Systems (Beijing) Limited (PEPS) that the company did not previously own. PEPS manufactures and distributes electric mobility solutions, including electric motors, inverters, and generators for commercial vehicles and heavy machinery. Dana currently owns 55% of PEPS, with Hydro-Quebec owning the remaining 45% ownership stake.
- In February 2019, Dana acquired ownership of the Oerlikon Drive Systems (ODS) segment of the Oerlikon Group — which included Ashwoods Innovations. Among its varied products, ODS produces controls and software that support vehicle electrification across the mobility industry.
- In January 2019, Dana acquired S.M.E. S.p.A. SME designs, engineers, and manufactures low-voltage AC induction and synchronous motors, inverters, and controls for a wide range of off-highway electric vehicle applications — including material handling, agriculture, construction, and automated guided vehicles. Dana currently owns 55% of SME, with Hydro-Quebec owning the remaining 45% ownership stake.
- In June 2018, Dana acquired a 55% ownership interest in TM4, Inc.® from Hydro-Quebec. TM4 designs and manufactures motors, power inverters and control systems for electric vehicles, offering a complimentary portfolio to Dana's electric gearboxes and thermal management technologies for batteries, motors and inverters. The transaction established Dana as the only supplier with full e-Drive design, engineering, and manufacturing capabilities — offering e-Propulsion solutions to each of our end markets.



Allocated Eligible Investments in e-Propulsion

Dana's global teams — 40,000 people in more than 30 countries — collaborated to advance the eligible projects noted below for the allocation of green bond proceeds. Projects were selected based on alignment with eligibility criteria, consistency with Dana's sustainability objectives and targets, feasibility of tracking project expenditures, and allocation of funds within the eligible period (during the period that begins 36 months prior to the issuance of the bond and ends on the maturity date of the bond).

In US\$ Millions	Total
Acquisitions/Investments	\$270
TM4 Inc.	125
S.M.E. S.p.A.	62
Prestolite E-Propulsion Systems (Beijing) Limited	50
Ashwoods Innovations Limited	20
Less: Hydro-Québec cash proceeds for sale of 45% interest in S.M.E., Prestolite and Ashwoods	(60)
Net investment in Dana TM4 entities	197
Pi Innovo Holdings Limited	35
Switch Mobility Limited	18
Nordresa Motors, Inc.	17
Rational Motion GmbH	3
Engineering and Development Expenditures¹	\$105
Dana Capital Expenditures¹	\$20
Total	\$395

¹ Expenditures incurred at Dana TM4 locations are included within the allocation schedule at 55%, consistent with our ownership percentage

Alignment With the Green Bond Principles and Green Loan Principles

The framework used was designed to ensure that any Green Financing Instruments issued by Dana and/or its subsidiaries were aligned with market best practices outlined by the International Capital Market Association (“ICMA”) 2018 Green Bond Principles¹ and the Loan Market Association (“LMA”) 2021 Green Loan Principles².

It also describes the approach to external review, as recommended by the Green Bond Principles and the Green Loan Principles. The framework will apply to any Green Financing Instrument issued by Dana and/or its subsidiaries and will be applied as long as any such instrument is outstanding.

This framework may be updated from time to time to ensure continued alignment with voluntary market practices, emerging standards and classification systems. Any updated version of this framework will either maintain or improve the current levels of transparency and reporting disclosures, including the corresponding external review.



Taking Action

Within the mobility industry, we have a unique opportunity to lead by example, not only in designing and developing products, but in how we manufacture them to reduce our impact on the environment.

In 2021, Dana announced that we are reducing our global Scope 1 and 2 annual greenhouse gas (GHG) emissions by more than 50 percent by 2030.

This means taking action where it matters most.

- By lowering our overall energy consumption.
- By driving efficiency improvements across our operations.
- By sourcing renewable energy from on-site solar arrays around the world.
- By entering into a renewable energy purchase agreement that will reduce 90 percent of our current U.S. annual electricity GHG emissions.

Transparent, Verifiable Claims

We are committed to openly disclosing our ESG commitments and progress, and to being led by science-based methods.

It demonstrates that we are serious about the actions that we are taking to help improve the environment.

We will remain an industry leader by joining the Science Based Target initiative (SBTi), a global “gold standard” organization, validating ambitious, science-based emissions reduction targets.

We are proud to partner with SBTi’s member organizations — CDP, United Nations Global Compact, World Resources Institute, and Worldwide Fund for Nature — to drive sustainable best practices and lead the way to a zero-carbon economy.

In reporting annually to the CDP, a global platform working with organizations of all types to drive positive environmental changes — we are proud to support their important mission to collect, measure, and reduce global GHG emissions.

¹ [Green Bond Principles 2018](#) (International Capital Market Association acting as secretariat to the Principles)

² [LMA, APLMA, and LSTA Green Loan Principles 2021](#)

Our commitment to reduce greenhouse gas emissions



Scope 1 From Operations

Improving operational efficiencies and reducing on-site fuel consumption

(including natural gas, propane, diesel, gasoline)

Transitioning to electric vehicles

(including company vehicles, forklifts)

Installing on-site EV chargers

(including supporting transition to clean energy)

Improving building energy efficiency to reduce on-site fuel consumption

(including insulation, temperature automation, and capture / re-use of waste heat)

Scope 2

From Purchased Electricity

Continuing to lock-in operation efficiency improvements and reduce electricity consumption

(including equipment autohibernation, compressed air system efficiencies, energy-efficient HVAC systems, energy-efficient lighting)

Installing on-site renewable energy generation technologies

(including solar arrays, wind turbines)

Leveraging off-site wind and / or solar power generation via power purchase agreements

(including adding 300,000 MWh to the United States power grid)

Scope 3

From Other Indirect Emissions

Delivering new clean energy technologies and products

(including e-Propulsion systems, battery cooling, fuel cells, light-weighting, fuel efficiency)

Evaluating suppliers to drive improvements across supply chain

(including selection and monitoring process, performance scorecards)

Driving inbound and outbound transportation efficiencies

(including raw materials, components, and finished products)

Leveraging virtual communications tools to optimize travel

(including smart work practices reducing carbon footprint)

Fast Facts



2 billion

customer miles driven with Dana TM4 electric motors

20

customer and industry honors in 2021

750+

global efficiency projects reducing GHG emissions, waste, and water consumption

50+

years of electrification experience

11%

reduction in global GHG emissions in 2021

100%

of our major manufacturing facilities to be ISO 45001 certified in 2022

> 1,300

electrification-related pending and granted patents

> 50%

Commitment to reduce Greenhouse Gas (GHG) global emissions by more than 50 percent by 2030

90%

of U.S. electricity demand to be addressed by wind project

23

technology centers dedicated to breakthrough innovations across 9 countries



Dana's work on the OX Delivers truck e-Powertrain combines an electric motor, inverter, gearbox, and software in a complete e-Propulsion system.

Dana Has a Guiding Vision Toward a Zero-emissions Future

It's at the heart of everything we do and why we have been supporting our customers' e-Propulsion journey for decades.

We are able to serve our customers with a full range of products — from individual solutions to fully integrated systems. And we are uniquely positioned to provide that support across all mobility markets.

Tomorrow's world, today

Half of our new business backlog through 2024 comes from innovating next generation clean-energy technologies and products.

This means pioneering efficient electric-vehicle systems, shaping market trends, and fast-tracking new electrodynamic products like motors, inverters, controls and software, chargers, e-Power cradles, battery cooling systems, and bipolar fuel-cell plates.

All mobility markets — everywhere

We are proud to be the only supplier with the in-house capabilities necessary to deliver all the elements of a complete, fully integrated electrified system — across all mobility markets — anywhere in the world.

The art of the possible

Our global technology centers are strategically located in nine countries where we co-innovate near our customers. They're home to more than 2,300 of the world's leading engineers, technicians, and scientists developing new products and breakthrough advances in e-Propulsion.

Exploring beyond

It's not just electrification. We are delivering technologies and products for all of tomorrow's power sources, such as thermal-management solutions for batteries, power electronics and insulated-gate bipolar transistors, e-Motors, and engines.

Our innovations have helped to eliminate traditional costs and performance barriers — a crucial step for the adoption of fuel-cells.

We are also advancing active and passive system controls and descriptive and predictive analytics.

Dana's Work on OX Electric Truck Showcased at COP26

The 26th UN Climate Change Conference of the Parties (COP26) took place in Glasgow, United Kingdom, in November 2021.

Dana's work on the OX Delivers truck e-Powertrain — the world's first flat-pack utility vehicle destined for emerging markets in Africa — was spotlighted internationally at COP26 on Transport Day.

The truck is powered by Dana's Spicer Electrified™ eS4500i e-Drive Unit, which combines an electric motor, inverter, gearbox, and software in a complete e-Propulsion system.

Transitioning emerging markets to electric transport is a huge opportunity to deliver COP26 climate targets and progress towards the UN Sustainable Development Goals. With their low operating costs electric vehicles make sense for low-income economies, home to 15% of the global population.



Dana Establishes New Electrodynamics Facility in Sweden

The Dana TM4 joint venture began work on a new electric motor manufacturing facility in Åmål, Sweden.

The \$50 million fully sustainable operation further boosts Dana's ability to deliver clean energy technologies and fully integrated e-Propulsion systems across all mobility markets.

Supported by a robust supply chain and highly automated manufacturing methods, the facility is expected to open in late 2022 and will produce a range of Dana TM4 MOTIVE™ high-speed electric motors for vehicles that will begin production in the first half of 2023.

This new facility received \$10.7 million in support from the Swedish business development community and will be the company's largest electrodynamic facility in Europe.

Dana's New Sustainable Mobility Center Awarded LEED Certification

We received Leadership in Energy and Environmental Design (LEED) certification for our Sustainable Mobility Center at Dana's World Headquarters campus in Maumee, Ohio, United States.

LEED certification incorporates verified use of sustainable solutions as part of the facility's design, construction, and ongoing energy mix.

This comprises high efficiency lighting and temperature control equipment to help reduce overall consumption, lowering water usage, designated spaces for electric vehicles, and the establishment of a green maintenance program.

We believe that leading the way in sustainability is critical to supporting our customers and directly aligns with Dana's leadership in electrification. The center will play an important role in securing our commitment to reduce our global annual greenhouse gas emissions by more than 50 percent by the end of 2030.

This state-of-the-art facility opened in August 2021 and focuses on the development of electrified products for each of Dana's end-markets, including motors for our e-Propulsion systems.

The Sustainable Mobility Center also offers a dynamic customer-experience center, showcasing Dana's electrified mobility technologies and systems engineering — while providing a location to educate and generate awareness around future mobility and all aspects of alternative propulsion powertrains.



Innovation. Here for It.

As a technology company, we partner with those who think without limits to advance novel, industry-shaping ideas. From metallurgy to physics, and everything in between, we optimize every aspect of what we do. That's why we've been around for well over a century.

Core Competencies

A diverse competency portfolio of shared expertise is employed powerfully across Dana, including disciplines from different scientific specializations such as mechanical engineering, acoustic and vibration, mechatronics, software development, cybersecurity, and systems engineering.

This involves experimenting and innovating relentlessly — working together with customers and academia to leverage new technologies, methodologies, and business models.

Global Awards

Dana technologies have won the *Automotive News* PACE Awards five times and been named as finalists on 24 occasions — recognizing our pipeline of innovative driveline, sealing, thermal, and digital solutions.

The Automotive News Premier Automotive Suppliers' Contribution to Excellence (PACE) Awards is known around the world as the industry benchmark for automotive innovation. They honor international automotive suppliers that bring game-changing innovations to their OEM customers and the automotive industry.

In 2022, Dana secured a leading spot across the *Automotive News* PACE Award programs with five innovative electrification technologies being named to the lists.

We were presented with an FCH Award— the Fuel Cells and Hydrogen Joint Undertaking — for our metallic bipolar plates for fuel cell stacks. We also received an Automotive Innovation Technology Award in addition to recognition as an Outstanding Power Electronics Solution Provider for our insulated-gate bipolar transistors.

40,000 Strong

Our global team — diverse in make-up and broad in perspective — draws on international expertise and in-depth insight across market segments. Dana's culture is centered around collaborative innovation, helping to maximize sharing opportunities and teamwork.

Our integrated approach connects diverse global proficiencies with local perspectives, delivering elegant, high-value solutions and new product optimization across all end-markets.

Next-generation technologies

As a global leader in drivetrain and e-Propulsion systems, we use proving grounds around the world to test proof-of-concept systems as well as mature products for refinement and demonstration.

These allow us to validate next-generation technologies in the harshest environments and offer customers a first-hand experience of how Dana is powering innovation to move our world.



Disclaimer

This Green Bond Report is intended to provide non-exhaustive, general information as of the date hereof. The information in this document has not been independently verified. This document may contain or incorporate by reference public information not separately reviewed, approved or endorsed by Dana Incorporated (hereafter referred to as “Dana”) and accordingly, no representation, warranty or undertaking, express or implied, is made and no responsibility or liability is accepted by Dana as to the fairness, accuracy, reasonableness or completeness of any information incorporated herein.

These forward-looking statements are based on our current expectations, estimates and projections about our industry and business, management’s beliefs, and certain assumptions made by us, all of which are subject to change. Forward-looking statements can often be identified by words such as “anticipates,” “expects,” “intends,” “plans,” “predicts,” “believes,” “seeks,” “estimates,” “may,” “will,” “should,” “would,” “could,” “potential,” “continue,” “ongoing,” similar expressions, and variations or negatives of these words. These forward-looking statements are not guarantees of future results and are subject to risks, uncertainties and assumptions that could cause our actual results to differ materially and adversely from those expressed in any forward-looking statement. The forward-looking statements in this framework speak only as of this date. Dana does not undertake any obligation to revise or update publicly any forward-looking statement for any reason.

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Appendix I



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Management Assertion

Management of Dana Incorporated (Dana) is responsible for the completeness, accuracy and validity of the Dana Green Bond Allocation and Impact Report as of December 31, 2021. Management asserts that the net proceeds of \$395 million from the May 13, 2021 issuance of the \$400 million 4.25% Senior Notes due 2030 (the "September 2030 Notes"), as included in the Dana Green Bond Allocation and Impact Report as of December 31, 2021, were allocated to finance or refinance, in whole or in part, Eligible Green Projects in accordance with the Eligible Green Projects Criteria defined below.

Dana Eligible Green Projects and Eligible Green Projects Criteria

Eligible Green Projects include investments or expenditures made by Dana during the three years preceding the date of issuance of the September 2030 Notes and up to December 31, 2021 in the Clean Transportation category. As discussed in the Use of Proceeds section of the Prospectus Supplement accompanying the September 2030 Notes issuance, the following Eligible Green Project Criteria were applied:

Clean Transportation

Investments and expenditures (including acquisition costs and research and development) in and for the design, development and manufacturing of products and systems which promote the electrification of vehicles, including:

- Electric Motors and Inverters
- Electric Vehicle Systems
- E-Powertrain Systems
- E-Axles
- Thermal Management Capabilities
- Metallic Bipolar Plates and Fuel Cells

For purposes of this assertion, the following definitions have been applied:

- Acquisition costs: Acquisition costs mean investments to acquire, in whole or in part, the following entities, which design, develop and/or manufacture electric vehicle products and systems:
 - TM4 Inc. (joint venture)
 - S.M.E. S.p.A. (joint venture)
 - Prestolite E-Propulsion Systems (Beijing) Limited (joint venture)
 - Nordresa Motors, Inc. (wholly owned)
 - Ashwoods Innovations Limited (joint venture)
 - Pi Innovo Holdings Limited (wholly owned)
 - Rational Motion GmbH (wholly owned)
 - Switch Mobility Limited (minority investment)



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- Investments and expenditures in and for the design, development and manufacturing of products and systems which promote the electrification of vehicles: Includes (i) research and development and engineering expenditures incurred (a) at facilities of entities that are wholly or partially owned by Dana and (b) within a cost center, when management determined the purpose of the facility or cost center is to design, develop and/or manufacture products and systems which promote the electrification of vehicles based on the type of products received per third-party invoices, inquiries with the electrification engineering departments, project documentation, and/or payroll records, and (ii) capital expenditures for research and development projects which have a purpose to design, develop and/or manufacture products and systems specifically for electric vehicles.

Dana Green Bond Allocation and Impact Report as of December 31, 2021

Net Proceeds from the issuance of the September 2030 Notes	\$395 million
Acquisitions/Investments	\$270 million
Engineering and Development Expenditures	\$105 million
Dana Capital Expenditures	\$20 million
Total Use of Net Proceeds for Eligible Green Projects	\$395 million



Report of Independent Accountants

To the Management of Dana Incorporated

We have examined the accompanying management assertion of Dana Incorporated (Dana) that the net proceeds of \$395 million from the May 13, 2021 issuance of the \$400 million 4.25% Senior Notes due 2030, as included in the Dana Green Bond Allocation and Impact Report as of December 31, 2021, were allocated to finance or refinance, in whole or in part, Eligible Green Projects in accordance with the Eligible Green Projects Criteria defined in management's assertion. Dana's management is responsible for its assertion. Our responsibility is to express an opinion on management's assertion based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA). Those standards require that we plan and perform the examination to obtain reasonable assurance about whether management's assertion is fairly stated, in all material respects. An examination involves performing procedures to obtain evidence about management's assertion. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material misstatement of management's assertion, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements related to the engagement.

Only the information included in the management assertion of Dana Incorporated in Appendix I is part of our examination engagement. The other information in the Dana Green Bond Allocation and Impact Report has not been subjected to the procedures applied in our examination engagement, and accordingly, we make no comment as to its completeness and accuracy and do not express an opinion or provide any assurance on such information.

In our opinion, management's assertion that the net proceeds of \$395 million from the May 13, 2021 issuance of the \$400 million 4.25% Senior Notes due 2030, as included in the Dana Green Bond Allocation and Impact Report as of December 31, 2021, were allocated to finance or refinance, in whole or in part, Eligible Green Projects in accordance with the Eligible Green Projects Criteria is fairly stated, in all material respects.

A handwritten signature in cursive script that reads "PricewaterhouseCoopers LLP".

Toledo, Ohio

December 22, 2022

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