

**Corporate Offices**

Maumee, Ohio, USA

**2009 Sales**

\$5.2 billion

**Employees**

22,500 (@ 9/30/10)

**Major Facilities**95 in 26 countries,  
including 14 technical centers

## Key Products

**Spicer® Axles**

Front and rear axles, differentials, torque couplings, and modular assemblies.

**Spicer® Driveshafts**

Cardan universal joints, flexible couplings, center bearings, end fittings, and driveshafts.

**Spicer® Tire Management Products**

Central tire inflation, tire pressure control, and tire pressure monitoring products.

**Spicer® Transmissions**

Transfer cases, hydrostatic and powershift transmissions, torque converters, and electronic controls for off-highway vehicles.

**Victor Reinz® Sealing Products**

Cylinder-head gaskets and cover modules, thermal-acoustical protective shielding, valve stem seals, and fuel-cell components.

**Long® Thermal Products**

Heat-exchange and thermal-bypass technologies for engine, transmission, and fluid applications, and fuel-cell components.

## Operating Units

**Light Vehicle Driveline Products** – For more than a century, Dana's Light Vehicle Driveline business has been a leader in the design and manufacture of axles and driveshafts – with the broadest global operational footprint in its segment and long-standing relationships with most of the world's automakers.

**Heavy Vehicle Products** – This group supplies both the on-highway commercial vehicle market and off-highway sectors. Both businesses operate globally with most Commercial Vehicle sales coming from North America and, conversely, Off-Highway sales largely derived outside this region.

**Power Technologies** – Its range of engine and transmission sealing systems and thermal-management and heat-exchange products improves vehicle durability; reduces fuel and oil consumption with resultant emission benefits; and enhances noise, vibration, and harshness (NVH) performance. Growth for this business is being driven by the development of smaller vehicles with high-performance engines and transmissions, as well as the increasing number of global fuel-cell programs for both stationary and mobile applications.

## Primary Markets

**Automotive**

Passenger cars, crossover vehicles, minivans and vans, pickup trucks, sport-utility vehicles, light commercial vehicles, and related aftermarkets.

**Commercial Vehicle**

Class 5-8 medium- and heavy-duty trucks, buses, motor coaches, recreational vehicles, specialty vehicles, and related aftermarkets.

**Off-Highway**

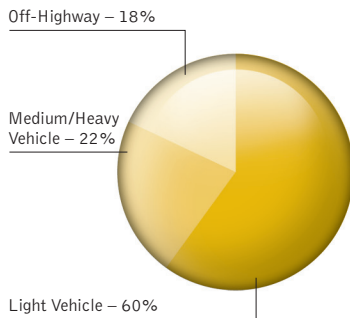
Agricultural, construction, forestry, material handling, and mining equipment; leisure/utility vehicles; non-vehicular industrial products; and related aftermarkets.



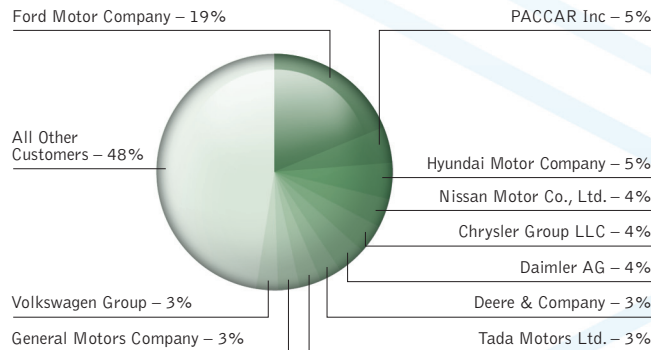
## Business Diversity

The diversity of Dana's business strengthens its ability to serve each market and each customer.\*

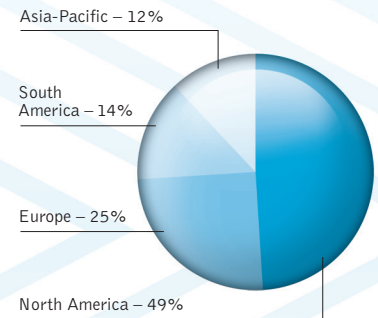
### Markets



### Customers



### Geography



\* Charts above are current as of 9/30/10. Customer sales exclude revenue generated by Structural Products group, which was divested in March 2010.

## One Dana

Dana's operating philosophy is based on a set of principles that translate globally; examples include continuous improvement, customer satisfaction, innovation and technology, and quality. The sum of these cultural values is one team – "One Dana" – focused on one purpose: creating exceptional value for Dana shareholders by delivering superior products and service to Dana customers.



The One Dana philosophy also shapes the Dana Operating System, which provides company operations and employees globally with a standard set of values, processes, tools, and metrics to help achieve ever-higher performance in the areas of safety, quality, on-time delivery, efficiency, productivity, costs, and inventory.

The company's matrix organizational structure, likewise, is designed to help Dana leaders drive world-class performance across the enterprise and, ultimately, to aid the delivery of exceptional products and service to customers. The matrix helps Dana people strengthen capability within and across three key areas – functional/support groups, product groups, and geographic regions.

## Board of Directors

- **John M. Devine** – Executive Chairman and Interim Chief Executive Officer, Dana Holding Corporation; former Vice Chairman and CFO, General Motors Corporation
- **Mark T. Gallogly** – Managing Principal, Centerbridge Partners, L.P.
- **Terrence J. Keating** – Former Chairman, Accuride Corporation
- **Joseph C. Muscari** – Chairman and Chief Executive Officer, Minerals Technologies Inc.
- **Mark A. Schulz** – Chief Executive Officer of M.A. Schulz & Associates, LLC; former President of International Operations, Ford Motor Company
- **David P. Trucano** – President, Centerbridge Industrial Partners, LLC
- **Richard F. Wallman** – Former Chief Financial Officer, Honeywell International, Inc.
- **Keith E. Wandell** – President and Chief Executive Officer, Harley-Davidson Inc.

## Company Origin

Founded as the Spicer Universal Joint Manufacturing Company in Plainfield, New Jersey, USA, in 1904.