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</tbody>
</table>
This manual was developed to promote appropriate and consistent use of Dana's updated Branding and Identity Standards.

The elements of image and identity are among the most obvious things we notice when we are first exposed to printed or published materials from any company. Whether it's an advertisement, a Web site, or even a business card, we immediately make judgments about a company based on the appearance, quality, and consistency of its identity.

Careless or haphazard identity usage can reflect negatively on our company. On the other hand, recognizable and consistent branding and identity standards strengthen the Dana name, our brands, and our products.

This manual is designed to help you easily locate the most current Dana identity information. It includes usage examples and electronic graphic files that support and simplify a consistent identity.

You can contribute to the strength of Dana's identity by making use of this important resource. If you have questions relating to the use of the corporate mark (logo), or any of the other standards provided herein, please contact Corporate Communications at identity@dana.com.

Thank you for helping Dana maintain and grow its world-class image.
The continuity of our message is strengthened by the consistency of our image.

As we move into new markets, a consistent, positive image is a powerful asset. If our current markets view us favorably, that will directly promote our success in new markets. In short, the continuity of our message is strengthened by the consistency of our image.

The value and effectiveness of the Dana corporate image rely on two very important elements:

- **The Dana Branding and Identity Standards.** This includes the use of the corporate mark (logo), group names, and primary brand product logotypes. Proper use of these standards is essential in presenting a dependable and trustworthy image to our customers and the general public.

- **The legal protection of our identity.** The utmost level of attention must always be given to legal protection for our brand names. Improper and/or inconsistent use of Dana trademarks dilutes the value associated with our people, products, processes, and services. These comprehensive guidelines provide trademark and copyright usage which, if followed, will help maintain our exclusive property.

Dana’s Branding and Identity Standards cover graphic applications that do not vary, such as stationery and business cards, as well as applications that leave some room for creativity, such as product brochures.

All Dana people are responsible for accurate implementation, reproduction, and management of Dana’s identity. These standards offer information, samples, and electronic files that will help Dana people, ensuring that a proper and consistent image is always communicated.
The formal name of the company is Dana Holding Corporation; however, referring to Dana Holding Corporation as simply “Dana” is acceptable and encouraged when used in a non-legal manner. References to “Dana Corporation” should be discontinued.

Dana trades on the New York Stock Exchange under the ticker symbol DAN. The initials are pronounced as three separate letters, not “Dan.”

Dana Limited is a legal entity and refers to corporate support functions – many of which reside within the Corporate Offices. Most of the time, the name will be used for internal purposes only. However, many of the company’s trademarks and copyrights will be owned by Dana Limited. Therefore, you may see the symbol “© 2008 Dana Limited” on Web sites, and in references to some trademarks.

The legal entity names of our product groups in the United States and the strategic business units are listed below. Each of these will have a more informal, or “group” name, which can be used when referring to the legal entity (or product group) in a non-legal manner. The new entities and group names are as follows:

<table>
<thead>
<tr>
<th>Legal Entity (U.S. Only)</th>
<th>Group Name – Long Form</th>
<th>Group Name – Short Form*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dana Automotive Systems Group, LLC</td>
<td>Dana Automotive Systems Group</td>
<td>Automotive Systems Group</td>
</tr>
<tr>
<td>Dana Light Axle Products, LLC</td>
<td>Dana Light Axle Products Group</td>
<td>Light Axle Products Group</td>
</tr>
<tr>
<td>Dana Light Axle Manufacturing, LLC</td>
<td>Dana Light Axle Manufacturing, LLC</td>
<td>Driveshaft Products Group</td>
</tr>
<tr>
<td>Dana Driveshaft Products, LLC</td>
<td>Dana Driveshaft Products Group</td>
<td>Driveshaft Products Group</td>
</tr>
<tr>
<td>Dana Driveshaft Manufacturing, LLC</td>
<td>Dana Driveshaft Manufacturing, LLC</td>
<td>Structural Products Group</td>
</tr>
<tr>
<td>Dana Structural Products, LLC</td>
<td>Dana Structural Products Group</td>
<td>Structural Products Group</td>
</tr>
<tr>
<td>Dana Structural Manufacturing, LLC</td>
<td>Dana Structural Manufacturing, LLC</td>
<td>Structural Products Group</td>
</tr>
<tr>
<td>Dana Sealing Products, LLC</td>
<td>Dana Sealing Products Group</td>
<td>Sealing Products Group</td>
</tr>
<tr>
<td>Dana Sealing Manufacturing, LLC</td>
<td>Dana Sealing Manufacturing, LLC</td>
<td>Sealing Products Group</td>
</tr>
<tr>
<td>Dana Thermal Products, LLC</td>
<td>Dana Thermal Products Group</td>
<td>Thermal Products Group</td>
</tr>
<tr>
<td>Dana Heavy Vehicle Systems Group, LLC</td>
<td>Dana Heavy Vehicle Systems Group</td>
<td>Heavy Vehicle Systems Group</td>
</tr>
<tr>
<td>Dana Commercial Vehicle Products, LLC</td>
<td>Dana Commercial Vehicle Products Group**</td>
<td>Commercial Vehicle Products Group**</td>
</tr>
<tr>
<td>Dana Commercial Vehicle Manufacturing, LLC</td>
<td>Dana Commercial Vehicle Manufacturing, LLC</td>
<td>Commercial Vehicle Products Group **</td>
</tr>
<tr>
<td>Dana Off-Highway Products, LLC</td>
<td>Dana Off-Highway Products Group</td>
<td>Off-Highway Products Group</td>
</tr>
</tbody>
</table>

The Group Names are encouraged for use globally, since they are not legal entities. Similar changes, following the same architecture, are intended for some international legal entities, but are not yet in effect.

* The word “Group” may be omitted in some colloquial references to the Short Form.
** The Group Name of “Dana Spicer Service Parts Group” may also be used for the former Heavy Vehicle Technologies and Systems – Service operation.
Basic Elements
The Dana Diamond, consisting of two chevrons and the letters “DANA,” is the corporate mark and primary element of the Corporate Identity Standards. It must, therefore, occupy a prominent position in the design of any communication. **The Dana Diamond is custom artwork that must be used without modification or distortion. Do not re-create or alter the Dana Diamond.** Always use approved electronic artwork and/or templates. Complete guidelines are contained on the following pages.

The Dana Diamond exists in two basic versions:  
1. The Traditional Diamond (above) and  
2. The Special-Purpose “Dimensional” Diamond (page 8), both of which are available in various forms and file formats to accommodate a range of applications. The following pages provide detailed instructions and guidelines for correct usage of both versions and their variations.

When referring in words to the Dana Diamond, use initial capitalization. The text reference appears like this: “the Dana Diamond.” Likewise, when referring to the company name in text, only the “D” is capitalized.

Use of the Dana Diamond by non-Dana organizations requires verbal or written permission from a Dana person who has apparent authority or from Corporate Communications. For further information, contact Corporate Communications at identity@dana.com.
The "dimensional" Dana Diamond represents the "next generation" of Dana. Building on our 100-year foundation, this upgraded, Dimensional Diamond will grow to symbolize what Dana is becoming – a multifaceted organization that focuses on adding value through its innovations.

Intended for special-purpose applications, outlined elsewhere in this manual, this version of the Dana Diamond may only be used with the permission of Corporate Communications.
Full- or Two-Color

Full-Color Reproduction
The examples on this page show the Dana Diamond in the preferred blue and black color break. There are two primary ways to achieve this look:

**Four-Color Process** version of the Dana Diamond is preferred for most four-color printing applications. The top chevron of the Diamond is made of CMYK. The bottom chevron and “DANA” are “rich black” (see page on Corporate Colors). An alternate version uses Pantone® Process Blue in place of CMYK for the top chevron.

**Two-Color (Blue and Black)** version of the Dana Diamond is preferred for most two-color printing applications. The top chevron of the Diamond is 100% Pantone® Process Blue. The bottom chevron and “DANA” are 100% black. Note: There is a difference between Pantone® Process Blue and process cyan. No part of the Dana Diamond is to ever be reproduced in 100% process cyan.

Paper Stock / Background Colors
The inside of this Diamond must always appear white. When using this version of the Dana Diamond, it is essential that the Diamond is reproduced on a white (or nearly white) stock. Avoid reproducing this Diamond on colored stock or with a background color that conflicts with or detracts from the Diamond or makes the inside of this diamond appear to be anything but white.

*There is a white border around this diamond for the purpose of separating the mark from the background. The white border is part of this particular version of the mark and must not be recreated or deleted.

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Full-Color

FOR SPECIAL PURPOSES ONLY (All usage of the “dimensional” Dana Diamond must be approved by Corporate Communications.)

Recommended for higher-profile, full-color marketing communications
- Annual Report
- Collateral materials (select product sheets, catalogs, brochures, etc.)
- Electronic media (e.g. Microsoft® Front Page®, etc.)
- Television advertising

Use as alternate for
- Large format (posters, banners, etc.) if production methods allow

Color
This version of the Dana Diamond is an Adobe® Photoshop® EPS file and will only support full-color replication, either CMYK or RGB.

Paper Stock / Background Colors
The inside of this Diamond must always appear white. When using this version of the Dana Diamond, it is essential that the Diamond is reproduced on a white (or nearly white) stock. Avoid reproducing this Diamond on colored stock or with a background color that conflicts with or detracts from the Diamond or makes the inside of this Diamond appear to be anything but white.

Note: There is NO white border around this Diamond and no attempt should be made to add one.
One- or Two-Color

Preferred for one-color or two-color printing applications when second color is not Pantone® Process Blue

Use as alternate for
- Large format (signs, banners, etc.)
- Word processing and desktop publishing (e.g. Microsoft® Word)

Color
- Top chevron – 40% screen of black
- Bottom chevron and Dana logotype – 100% black

Paper Stock / Background Colors
The inside of this Diamond must always appear white.
When using this version of the Dana Diamond, it is essential that the Diamond is reproduced on a white (or nearly white) stock. Avoid reproducing this Diamond on colored stock or with a background color that conflicts with or detracts from the Diamond or makes the inside of this Diamond appear to be anything but white.
Corporate Mark Version D

One-, Two-, or No-Color

Paper Stock / Background Colors
When using this version of the Dana Diamond, it is essential that the Diamond is reproduced on a stock with a tonal value of 20 percent or less. Examples of this would be kraft or manila mailing envelopes. Avoid reproducing this Diamond on a stock with a tonal value that conflicts with or detracts from the Diamond. The inside of this Diamond allows the color of the stock to show through.

Preferred for these applications
- Embossing
- Debossing
- Foil stamping
- Etching
- Engraving
- Cut vinyl adhesive

Use as alternate for
- One-color or two-color printing applications when second color is not Pantone® Process Blue
- Large format (signs, banners, etc.)
- Word processing and desktop publishing (e.g. Microsoft® Word)

Color
- Offset printing – 100% black
- Foil stamping – gold or silver foil only

Paper Stock / Background Colors
- For use on stock with a tonal value of 20% or less
Use as alternate for
- Lower-profile full-color marketing communications (specification sheets, handouts, and some brochures)
- One-color or two-color printing applications when second color is not Pantone® Process Blue
- Large format (signs, banners, etc.)
- Information screen

Paper Stock / Background Colors
When using this version of the Dana Diamond, it is essential that the Diamond is reproduced on a white (or nearly white) stock. It should be reversed out of any darker (value) background color. Avoid reproducing this Diamond on colored stock or background patterns or colors that could conflict with or detract from the Diamond. In this version, both chevrons of the Diamond and the letters must always appear white.
**Clear Space**
Establishing a clear space around the corporate mark is very important. If crowded by other text or design elements, the Diamond may appear hidden. In every application, we need our identity to be obvious and proudly displayed so it can be instantly recognized.

The Dana Diamond must occupy a prominent position in the design of any visual communication. For stationery, upper left corner; for presentations and advertisements, upper or lower right corner is preferred. Minimum clear space equal to the height of the “D” in the word Dana must surround the Diamond, and must be devoid of borders, text, patterns, and images.

**Minimum size** – 3/4 inches wide, excluding white border, with the exception of pre-approved merchandise items (versions A, C, D, and E) and product labels (versions D and E)

**Note:** Minimum size for the “dimensional” version of the Dana Diamond (version B) is 1 inch. This is the only exception to the 3/4 inch rule.

**Maximum size** – no restrictions

**Minimum line screen** – 133 lines per inch (applies to offset printing applications only, large format or screen printing may be less)
Unauthorized Usage

The correct use of Dana Branding and Identity Standards is essential to the integrity of our corporate image. The corporate mark and supporting elements should always appear exactly as they are supplied in approved artwork form. Modifying these elements will not only undermine our overall image, but could jeopardize our legal right to exclusive use of the corporate mark.

Two of the most common misuses of an identity system are inconsistent signature construction and scanning of art for computer use. To insure proper usage, the corporate mark artwork is available for download at http://identity.dana.com or by contacting Corporate Communications.

The elements that compose the Dana Diamond should never be modified in relationship to each other. The Diamond may only be re-sized as a unit.

Illustrated on this page are typical misuses of the corporate mark and misinterpretation of basic standards. This sampling is clearly not all inclusive, but will provide an indication of modifications that must be strictly avoided.

Special Note: The Dana Diamond should never be used on a floor or in any other way that would allow it to be walked on. An exception is made for facilities that have adopted the Dana Operating System. The Diamond is allowed on the floor of those facilities in the area where Key Performance Indicators are reviewed. In this instance, the Diamond must be cleanly maintained.

Avoid displaying the Dana Diamond in any of the following forms: (This is not a complete list)

1. Outlined
2. shadowed
3. textured
4. 3-D*
5. with a “padded” effect, or
6. without clear space around it.
7. As a word in a sentence, phrase, or name
8. Combined with another corporate mark or company logo**
9. Re-colored or used in any color combination other than those approved by Corporate Communications
10. As a decorative device; in general, avoid any “cute” or “clever” applications
11. With any text other than “DANA” within the Diamond border
12. With a blank center area (exception: security reasons)
13. Stretched or distorted
14. In e-mail signatures or electronic letterhead not provided as part of Dana’s Branding and Identity Standards
15. In repetition, or as a pattern
16. At an angle (the Diamond must always be horizontal)
17. On a visually competitive background (one that affects the Diamond’s ability to “stand out”)
18. With photography, text, or graphics across any part of the Diamond
19. With a confining shape around the Diamond
20. With the color density at less than 100%

* except “B” version of the Dana Diamond where approved by Corporate Communications
** except as defined in this manual or in cases of joint-venture, partnerships, etc. and when approved by the Dana Law Department and the Corporate Communications Department

Pantone® is a registered trademark of PANTONE, Inc.
Color plays a very important role in establishing a consistent and recognizable image for any corporation. In Dana’s Branding and Identity Standards, a specific bright blue and black are our corporate colors. When choosing secondary colors, avoid colors that will visually “compete” with or detract from our corporate colors.

“Dana Blue” and Black
What we sometimes refer to as “Dana Blue” and Black (shown below) are actually colors consisting of different formulas, depending on the application (see table below). CMYK refers to the (C)yan, (M)agenta, (Y)ellow, and Blac(K) colors that are used in standard four-color printing.

<table>
<thead>
<tr>
<th>“Dana Blue”</th>
<th>Black</th>
<th>Spicer® and Long® Red</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pantone® Process Blue**</td>
<td>Pantone® Process Black</td>
<td>Pantone® 032 Red</td>
</tr>
</tbody>
</table>

| 4-Color Process Colors | Rich Black |

Quality Control
- Always strive for consistency in all color applications by maintaining accurate color density. This can be accomplished by matching specified colors with industry-approved color samples.
- To ensure a uniform Dana Blue reproduction of the Dana Diamond, a color swatch should be provided to your printer. Color swatches on coated and uncoated stock can be ordered from http://identity.dana.com.
- When printing in full color, there are times that a very dense or “rich” black is desired. Use of this “rich” black is encouraged when printing equipment and budget allow.

Paint Applications
The Dana Blue color is a custom paint formula and cannot be matched by using the traditional Pantone® color swatches. Because of the amount of pigment in the paint, many paint and home improvement retailers cannot mix the color.

Please contact Corporate Communications at identity@dana.com for more information on Dana Blue paint color matching.

Corporate Colors Formulas

<table>
<thead>
<tr>
<th>PMS* “Spot” Colors</th>
<th>4-Color Process Colors</th>
<th>On-screen (RGB) Colors</th>
<th>Web Colors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pantone® No./Name</td>
<td>Cyan</td>
<td>Magenta</td>
<td>Yellow</td>
</tr>
<tr>
<td>Pantone® Process Blue**</td>
<td>100%</td>
<td>8.5%</td>
<td>0%</td>
</tr>
<tr>
<td>Pantone® Process Black</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Rich Black (not spot)</td>
<td>40%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Pantone® 032 Red</td>
<td>0%</td>
<td>91%</td>
<td>87%</td>
</tr>
</tbody>
</table>

* Pantone Matching System – Pantone® is a registered trademark of PANTONE, Inc.
** There is a difference between Pantone® Process Blue and process cyan. No part of the Dana Diamond is to ever be reproduced in 100% cyan.
Dana’s two Corporate typefaces are Helvetica Neue and Times New Roman. Although weights lighter than 45 Light exist for Helvetica Neue, their use is not recommended. Arial may be used as a substitute for Helvetica Neue only on electronic applications (including Web), as well as Microsoft® applications (Word, PowerPoint®, etc.) when Helvetica Neue is not available.

### Helvetica Neue Family / for print applications

<table>
<thead>
<tr>
<th>Font Style</th>
<th>Font Name</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helvetica 45 Light</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Helvetica 46 Light Italic</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Helvetica 55 Roman</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Helvetica 56 Italic</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Helvetica 75 Bold</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Helvetica 76 Bold Italic</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Helvetica 95 Black</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Helvetica 96 Black Italic</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
</tbody>
</table>

### Times New Roman / for all applications

<table>
<thead>
<tr>
<th>Font Style</th>
<th>Font Name</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Times New Roman</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Times New Roman Italic</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Times New Roman Bold</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Times New Roman Bold Italic</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
</tbody>
</table>

### Arial Family / for electronic applications

<table>
<thead>
<tr>
<th>Font Style</th>
<th>Font Name</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arial</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Arial Italic</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
<tr>
<td>Arial Black</td>
<td>ABCDEFGHIJKLMNOPQRSTUVWXYZ !&amp;?$%#</td>
<td><code>abcdefghijklmnopqrstuvwxyz 0123456789</code></td>
</tr>
</tbody>
</table>

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Brand Architecture
The brand naming architecture shows the relationship of all of our branding – from Dana as a master brand to its product line extensions. Development of new brand names within the Dana Brand Family must be done under the direct supervision of business unit marketing groups in cooperation with Corporate Communications.

The new brand strategy emphasizes Dana as the company's master brand, representing the assets, people, and culture of Dana. The four product brands (Long®, Parish®, Spicer®, and Victor Reinz®) will support the products and nothing else. This strategy leverages the corporate brand across our products and markets, while enabling the product brands to confer the attributes and benefits of our respected products to our customers.

<table>
<thead>
<tr>
<th>Brand Hierarchy</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master Brand</td>
<td>Defines the company’s brand behind the products or services.</td>
<td>Dana</td>
</tr>
<tr>
<td>Family Brand</td>
<td>Brand that ranges over several product categories and has a strategic point of differentiation from Dana as a brand (in some cases the family brand might be the brand name associated to a Dana acquisition that has a predisposed and unique meaning in the marketplace).</td>
<td>Dana Spicer®, Dana Parish®, Dana Victor Reinz®, Dana Long®</td>
</tr>
<tr>
<td>Product Brand</td>
<td>Represents one product category within a Family Brand. This is most commonly referred to as the product name.</td>
<td>Dana Spicer®, AdvanTEK® axles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dana Victor Reinz®, Victocor 500® gaskets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dana Long®, Tru-Cool® oil coolers</td>
</tr>
<tr>
<td>Product Brand Extension</td>
<td>Represents models or versions produced within a specific product brand line.</td>
<td>Dana Spicer® Life® XL™ driveshafts</td>
</tr>
<tr>
<td>Naming a Technology, Process, or Service</td>
<td>Specific technology, process or service that further differentiates our brand from competition; needs to have cross-business application</td>
<td>Dana Expert™System</td>
</tr>
</tbody>
</table>
Shown here is a visual representation of the Dana Brand Hierarchy. Please note that only the Primary Brand Product Logotypes may change. Primary Brand Logotypes (within the light gray area) must never be altered. They are “in stone” and must be used as is, and in accordance with the Dana Branding and Identity Standards.

In the white area are examples of the types of logo treatments that may be created. Those authorized to do so* may obtain an editable template, which is available at http://identity.dana.com. Guidelines for creating Primary Brand Product Logos may be found on the next page.

<table>
<thead>
<tr>
<th>Primary Brand Logotypes</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Logo Images]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Primary Brand Logotypes – Aftermarket Option**</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Logo Images]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Primary Brand Product Logos</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Logo Images]</td>
</tr>
</tbody>
</table>

---

* Any and all newly-created logos must be approved by business unit marketing groups and Corporate Communications.
** Aftermarket packaging and promotions may continue to use the traditional 14-degree logotypes until new packaging standards are developed.
In an effort to maintain a consistent look and feel within the Dana family of logo treatments, it is important to strictly adhere to these guidelines.

In every case, the starting point for creating a new Dana primary brand product logo is to download the proper Adobe® Illustrator® template at http://identity.dana.com.

Only the words below the line and the length of the line may be altered. The Dana Diamond, the Family Brand name (Spicer, Parish, Victor Reinz, Long), the position of the line (rule), and their proportional relationships to each other are not to be altered.

Free Space
The free space (A) is always equal to the height of the white space inside the Dana Diamond. Note that when determining the distance the line extends past the Family Brand name, the registered trademark symbol (®) falls inside the free space.

Editable Content
Only the information below the line and the length of the line itself may be altered. Begin by opening the appropriate template (the Dana Long template for example). The type box below the line is set to be flush right with the line (rule). Simply highlight the existing copy and type your new word(s). The line of copy will “grow” from right to left. If the line of copy extends into the free space (A) under the left end of the word “Long”, you will need to select the line of copy and the right end of the line (rule) and drag them both to the right until the left end of the line of copy is flush with the right side of the free space (A). If your new content does NOT cross into the free space below the line, you’re finished. Note that the copy below the line is always flush with the right end of the line.

Corporate Mark Version
At no time may the Special Purpose “Dimensional” Diamond be used in a primary brand product logo.

Color
A primary brand product logo may only be reproduced in keeping with the guidelines set forth for Corporate Mark versions A, C, D, and E.

Line Weight
The line weight is not static. If the size of the entire unit goes up or down, the line weight (thickness) should go up or down with it. For example, if the line starts out as 1/2 point rule, and you enlarge the entire unit to twice size, the line should end up as a 1 point rule.

Keep It Corporate
The Diamond is the primary identifier of Dana and its business units. For both internal and external communications, no logos, symbols, stylized typeface or graphics other than the Dana Diamond or pre-approved Dana primary brand logos or primary brand product logos are to be used to identify the company, its business units, locations, groups, teams, campaigns, services, or organizations. This policy supports a strong presence of the Dana Diamond and Dana name in the marketplace.

There may be some cases, such as joint-ventures, partnerships, or co-branding arrangements, where it is acceptable to create a logo or logotype other than described here. However, all exceptions must be approved by both the Law Department and Corporate Communications before the initial business alliance is negotiated.
This page contains examples showing the approved way of “signing off” for those occasions when it makes sense to promote all of the Dana Brands in one communications piece. The individual brands may be used separately throughout the brochure, Microsoft® PowerPoint® presentation, etc., but the sign-off should appear as shown here. An electronic file of the multi-brand signature may be downloaded at http://identity.dana.com. The size and space relationships of the elements in this signature have already been established and therefore no attempt should be made to recreate this configuration.
The information below will help in deciphering the file names on the various Primary Brand Logotype files available for download at http://identity.dana.com. This page will be of most benefit to your graphics vendors.

**Examples:**

DSP_A_dtrainpr_cor_sk.eps

![Dana Logo](image1)

![Spicer Logo](image2)

![Victor Reinz Logo](image3)

<table>
<thead>
<tr>
<th>DSP_A_dtrainpr_cor_sk.eps</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brand</strong></td>
</tr>
<tr>
<td>Dana</td>
</tr>
<tr>
<td><strong>Corporate Mark Version</strong></td>
</tr>
<tr>
<td>D = the Dana Diamond is part of this logotype</td>
</tr>
<tr>
<td><strong>Group Name</strong></td>
</tr>
<tr>
<td>dtrainpr = Drivetrain Products</td>
</tr>
<tr>
<td>strucpr = Structural Products</td>
</tr>
<tr>
<td>sealpr = Sealing Products</td>
</tr>
<tr>
<td>thermpr = Thermal Products</td>
</tr>
<tr>
<td>vstem = Valve Stem Seals</td>
</tr>
<tr>
<td>thers = Thermal-Acoustical Protective Shielding</td>
</tr>
<tr>
<td>offsys = Off-Highway Systems</td>
</tr>
<tr>
<td>dshaftpfr = Driveshaft Products</td>
</tr>
<tr>
<td>axlepr = Axle Products</td>
</tr>
<tr>
<td>gwb = Gelenkwellenbau</td>
</tr>
<tr>
<td><strong>Market</strong></td>
</tr>
<tr>
<td>cor = Corporate</td>
</tr>
<tr>
<td>aft = Aftermarket</td>
</tr>
<tr>
<td><strong>Color Makeup</strong></td>
</tr>
<tr>
<td>s = Spot colors (PMS)</td>
</tr>
<tr>
<td>p = Process colors (cm+yk)</td>
</tr>
<tr>
<td><strong>Type Color</strong></td>
</tr>
<tr>
<td>k = black</td>
</tr>
<tr>
<td>w = white</td>
</tr>
<tr>
<td><strong>File Format</strong></td>
</tr>
<tr>
<td>.bmp = Bitmap</td>
</tr>
<tr>
<td>.eps = Encapsulated Postscript</td>
</tr>
<tr>
<td>.jpg = Joint Photographic Experts Group (also “jpeg”)</td>
</tr>
<tr>
<td>.pdf = Portable Document Format</td>
</tr>
<tr>
<td>.png = Portable Network Graphics</td>
</tr>
<tr>
<td>.tif = Tagged Image File Format (also “tiff”)</td>
</tr>
<tr>
<td><strong>File Size</strong></td>
</tr>
<tr>
<td>sm = small</td>
</tr>
<tr>
<td>med = medium</td>
</tr>
<tr>
<td>lg = large</td>
</tr>
</tbody>
</table>

*Note on file size: Resolution dependent files such as TIFFs, JPEGs, BMPs, PNGs and Photoshop EPSs will contain an additional descriptor in the file name, i.e., “sm”, “med”, or “lg”. Files without this designation are vector-based files, i.e., Adobe Illustrator, Macromedia Freehand, CorelDraw EPSs, Vector EPS files (and vector files in general) are resolution independent, meaning they have no built-in resolution and can therefore be used in postscript applications at ANY size without loss of quality or crispness.*
Product Marking
The illustrations below show the minimum sizes for stamping three of the four Dana Primary Brands. Parish frames will not be stamped as they cannot be reordered. In all circumstances, customers may request that additional images be stamped onto products. This is acceptable. Level A (below) is preferred. However, if the product in question has a surface area smaller than either the bounding rectangle or circle shown on level A, use level B. If the product’s surface area is smaller than level B, do not stamp the product.

NOTE: Illustrations on this page reflect the smallest markings (5mm) that may be stamped on a Dana part. Art may be downloaded at http://identity.dana.com.

NOTE: The hairlines indicated on this page (surrounding the various brand logotypes) do not reproduce. They represent the size of the object being branded.

* The sizes on right side of page relate to the approximate height of the object (Dana part) on which the brand would be reproduced.

** The sizes below the examples relate to the approximate width (or diameter) of the object (Dana part) on which the brand would be reproduced.
When printing product labels, the minimum printable size for the Dana Brand may vary depending on printing capabilities. Level A (below) is preferred (or level B when using a secondary brand). However, if equipment is not capable of holding the detail in levels A and B, use level C. Level C is preferred over level D. However, if space is limited, use level D. The Spicer brand may carry additional detail such as “Spicer Life®” or “Spicer Life® XS™.”

In an effort to save on printing costs, all product labeling, as shown below, should be printed in one color (black).

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td><img src="image" alt="Spicer®" /></td>
<td><img src="image" alt="Victor Reinz®" /></td>
<td><img src="image" alt="Long®" /></td>
</tr>
<tr>
<td>[sizes**]</td>
<td>1-3/16”</td>
<td>1-1/2”</td>
<td>1-1/8”</td>
</tr>
<tr>
<td>B</td>
<td><img src="image" alt="Spicer®" /></td>
<td><img src="image" alt="Victor Reinz®" /></td>
<td><img src="image" alt="Long®" /></td>
</tr>
<tr>
<td>[sizes**]</td>
<td>1-3/16”</td>
<td>1-3/8”</td>
<td>27/32”</td>
</tr>
<tr>
<td>C</td>
<td><img src="image" alt="Spicer Life® XS™" /></td>
<td><img src="image" alt="Victor Reinz®" /></td>
<td><img src="image" alt="Long®" /></td>
</tr>
<tr>
<td>[sizes**]</td>
<td>1-1/2”</td>
<td>1 - 1/8”</td>
<td>3/4”</td>
</tr>
<tr>
<td>D</td>
<td><img src="image" alt="Spicer Life® XS™" /></td>
<td><img src="image" alt="Victor Reinz®" /></td>
<td><img src="image" alt="Long®" /></td>
</tr>
</tbody>
</table>

**NOTE:** Minimum size art may be downloaded at [http://identity.dana.com](http://identity.dana.com).

**NOTE:** The hairlines indicated on this page (surrounding the various brand logotypes) do not reproduce. They represent the size of the label being branded.

* The sizes on right side of page relate to the approximate height of the label on which the brand would be reproduced.

** The sizes below the examples relate to the approximate width of the label on which the brand would be reproduced.
Stationery System
Dimensions on all illustrations are indicated in inches. A table of metric equivalents is shown in the right-hand column. Although the actual size of certain materials may vary, such as 8 1/2" x 11" letterhead in the United States, and A4 letterhead in Europe, the layout positions specified from the edges of the paper must remain constant.

All Dana organizations will incorporate the standard layout design for all stationery products. Modifications to the size or position of the standard elements, and/or introduction of additional copy or graphics are not allowed.

<table>
<thead>
<tr>
<th>Inches</th>
<th>mm</th>
</tr>
</thead>
<tbody>
<tr>
<td>1&quot;</td>
<td>25.40</td>
</tr>
<tr>
<td>3/4&quot;</td>
<td>19.05</td>
</tr>
<tr>
<td>1/2&quot;</td>
<td>12.70</td>
</tr>
<tr>
<td>3/8&quot;</td>
<td>9.53</td>
</tr>
<tr>
<td>5/16&quot;</td>
<td>7.94</td>
</tr>
<tr>
<td>1/4&quot;</td>
<td>6.35</td>
</tr>
<tr>
<td>3/16&quot;</td>
<td>4.76</td>
</tr>
<tr>
<td>1/8&quot;</td>
<td>3.18</td>
</tr>
<tr>
<td>1/16&quot;</td>
<td>1.59</td>
</tr>
</tbody>
</table>
The letterhead is one of the most basic applications of the Dana identity. Close adherence to these standards will help ensure a consistent appearance.

A Microsoft® Word letterhead template may be downloaded at http://identity.dana.com. The Identity Store on this site will allow you to order printed letterhead online.

Specifications

Size:
The standard letterhead size in the United States is 8 1/2” x 11”. International sizes vary but are based on the standard letterhead specifications. The elements should be positioned from the upper left edges using the same measurements.

Typography:
Dana Holding Corporation: 8 pt Helvetica 77 Bold Condensed with 1 1/2 points of leading.
Address: 8 pt Helvetica 47 Light Condensed with 1 1/2 points of leading. (8 / 9 1/2)

Premium Paper Stock:
Strathmore 24#, Arctic white, wove finish, 25% cotton or equivalent is recommended for Dana letterhead. If a second sheet is required, a matching, unprinted sheet of the same paper stock should be used.

Alternate Paper Stock:
A generic 24#, bright white, wove finish is a recommended alternative for standard letterhead. If a second sheet is required, a matching, unprinted sheet of the same paper stock should be used.

Colors:
Dana Blue and black.

Ink Densities (wet):
Black: 1.15 –1.25 Blue: 1.05 –1.15

Reproduction Method:
Offset lithography is preferred.
Although letterheads may contain both P.O. Box and street address information, with full city, state, and postal code for each, use only the P.O. Box information (delete the street address) in the envelope return address block.

Large envelopes will be identified in the same manner as other general correspondence envelopes, using the organization signature and address block size specified for stationery envelopes. On envelopes of extraordinary size, the organization signature and address block may be enlarged to increase visibility. If a blank large envelope is used, a mailing label featuring the Dana identity may be used. You should use either a Dana marked envelope or label, but not both.

An Adobe® Illustrator® stationery envelope template may be downloaded at http://identity.dana.com. The Identity Store on this site will allow you to order printed envelopes online.

Specifications

Typography:
Dana Holding Corporation: 8 pt Helvetica Neue Bold Condensed with 1 1/2 points of leading.
Address: 8 pt Helvetica Neue Light Condensed with 1 1/2 points of leading. (8 / 9 1/2)

Paper Stock:
Stationery envelopes:
24#, bright white, wove finish.
A laser flap is recommended.

Large envelopes:
24#, bright white, wove finish.
28#, manila

Colors:
White envelopes:
Dana Blue and black (“A” version of the Dana Diamond)

Manila envelopes:
Black (“D” version of the Dana Diamond)

Ink Densities (wet):
Black: 1.15 – 1.25 Blue: 1.05 – 1.15

Reproduction Method:
Offset lithography is preferred.

*A standard stationery envelope (#10 business envelope) measures 9.5 in. x 4 1/8 in.
The Dana mailing label design complements the other elements in the Dana stationery system.

Adobe® Illustrator® mailing label templates may be downloaded at http://identity.dana.com. The Identity Store on this site will allow you to order printed mailing labels online.

### Specifications

**Typography:**
- Dana Holding Corporation: 8 pt Helvetica Neue Bold Condensed with 1 1/2 points of leading.
- Address: 8 pt Helvetica Neue Light Condensed with 1 1/2 points of leading.

**Size:**
The mailing label size in the United States is 4 x 3 5/16. International sizes vary but are based on the samples shown. The elements should be positioned from the upper and left edges using the same measurements.

**Paper Stock:**
Bright white.

**Color option 1:** Dana Blue and black.

**Color option 2:** Dana Blue.

**Ink Densities (wet):**
- Black: 1.15 – 1.25
- Blue: 1.05 – 1.15

**Reproduction Method:**
Offset lithography is preferred.

**Word Processing Tip:**
Use Avery® label #5164

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This document is not intended to be used for color matching purposes. Please see a Pantone® Color Formula Guide for exact color replication.
A maximum of eight lines of text may be displayed on Dana business cards. Seven is preferred, as shown here. The Dana Diamond (or Primary Brand Logotype) is anchored to the top left. The name and address block and e-mail address are anchored flush with a plane that runs through the upper and lower points of the Dana Diamond. Remember that a Primary Brand Logotype sizes as a unit. The relationships of the elements within the logotype are to always remain the same.

To order business cards online, go to the Identity Store on the [http://identity.dana.com](http://identity.dana.com) web site.

**Which card is for you?**

Most Dana employees will use Option A (upper right). Customer-facing* employees representing a singular Dana brand may choose to use Option B**. Most employees working at the Corporate Offices will use Option C.

**Note:** The back of the card should be left blank except when a translation is necessary or to recognize formal joint-venture relationships (e.g. Roadranger) that may require or benefit from the use of this space.

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**Specifications**

**Size:**

The business card size in the United States is 3 1/2” x 2”. International sizes vary but are based on the standard business card specifications. The elements should be positioned from the upper and left edges using the same measurements.

**Typography:**

Person’s name, group name, and Dana Holding Corporation: 8 pt Helvetica Neue Bold Condensed with 1 1/2 points of leading. Title and address: 8 pt Helvetica Neue Light Condensed with 1 1/2 points of leading. (8 / 9 1/2)

**Paper Stock:**

Starwhite Vicksburg, 88# cover, Tiara white, smooth finish is recommended for business cards.

**Colors:**

Dana Blue and black.

**Ink Densities (wet):**

Black: 1.15 – 1.25 Blue: 1.05 – 1.15

**Reproduction Method:**

Never print business cards on laser printer or color copier. Thermography is preferred, but offset lithography may be used if necessary.

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*Customer-facing: those employees who have direct contact with Dana customers.

**Those customer-facing employees who represent more than one brand should use Option A or have two cards.

† See page five, column four of this document.
Electronic Media
Official PowerPoint® templates for Dana Corporate and Branded presentations are available for download at http://identity.dana.com.

All PowerPoint presentations must carry the following disclaimer: “© 2009 Dana Limited. This presentation contains copyrighted and confidential information of Dana Holding Corporation and/or its subsidiaries. Those having access to this work may not copy it, use it, or disclose the information contained within it without written authorization of Dana Holding Corporation. Unauthorized use may result in prosecution.”
When it makes sense, employee voicemail messages should utilize the Group Name – Long Form. For example, a message may say, “Hello. You have reached John Smith in the Dana Structural Products Group.”

Facility operators and automated attendants also should use the Group Name – Long Form when answering the telephone. For example, “Thank you for calling the Dana Thermal Products Group ...”

Corporate Office employees may say something similar to, “Hello. You have reached Jane Doe in Dana’s Corporate Communications department.”
Do not embed items such as logos or personal signatures into e-mail signatures. Some firewall settings do not allow passage of such things. To avoid possible rejection of an important e-mail it is recommended that you use the format below (only) as signoff to your corporate e-mails.

Your name
Title
Group Name – Short Form
Dana Holding Corporation
Address (Those with a P.O. Box and a street address may wish to use both.)
Phone Number (Use periods in place of hyphens.)
Fax Number (Use periods in place of hyphens.)
E-mail address
www.dana.com

Dana people working outside of the United States should observe local regulations pertaining to any other information that needs to be included in their e-mail. Some Corporate Office employees will also have a minor variation to the order of this standard, using their department in lieu of the Group Name – Short Form.

Additionally, a legal compliance message will be included on all e-mail sent through Lotus Notes to outside addresses. This message will display automatically, and employees will not need to take any action regarding it.
Signage
This section provides a comprehensive overview of the design systems established for identifying Dana facilities. They are extremely visible to our customers and the general public and must reflect the same level of quality and image consistency established for other key identity exposures.

The Dana sign family has been designed to communicate a consistent sign style, color statement, and signature presentation. A variety of sign shapes and configurations is available to satisfy a wide range of building identification requirements and sign code limitations.

All examples and specifications illustrated on the following pages should not be used for individual fabrication, but are intended only to provide the reader with an understanding of the available identity components and their most effective use.

NOTE: The one change to the appearance of these signs (made in 2008) is the specified typeface.* Any building or lawn signs needing freshening or changes to the wording should use the new typeface and follow the guidelines set forth herein. Any new signs should also follow these guidelines. Detailed construction specifications for Dana building and lawn signs may be obtained by contacting Corporate Communications.

* Signs created prior to September 2008 used the old Dana font. From this point on, any new signs being created, as well as any signs that need to be freshened or reworded will use Helvetica 77 Bold Condensed and/or Helvetica 77 Bold Condensed Oblique. For more information regarding Dana Corporate Typefaces, see page 17 of this document.
The Dana sign family has been designed to satisfy all basic facility needs, including primary and secondary identification, directional and regulatory signs, and interior feature identification. This established “sign menu” and the Dana Sign Family Design Control Blueprint Package will provide two primary benefits to ordering signs for our facilities. The first is a simple and efficient process for sign selection, ordering, and installation. The second is a blueprint package that details all Dana Sign Family components and their fabrication specifications. The blueprint package will help ensure that our sign designs, paints, materials, and fabrication techniques are consistently implemented worldwide.

The following guidelines and procedures must be followed in order to properly implement Dana signs:

1. The Dana Diamond represents the people, culture, and assets of the company and should be used on all facility signage. The brands (Spicer®, Parish®, Victor Reinz®, and Long®) should only be used on products, packaging, promotional materials, etc., and should not appear on facility signage.

2. All Dana sign fabrication will be based on the specifications detailed in the Dana Sign Family Design Control Blueprint Package. This document is available as a blueprint document.

3. Throughout the sign family, a proportional relationship for the corporate mark and organization logotype has been established to provide a consistent visual balance of each element from sign to sign. The proportions are different than those developed for all other signature applications. These proportions are used exclusively on signs and should never be modified, or used in other applications of the Dana identity.

4. Each sign type has accommodated optional display of a facility or operation name. This copy will always be subordinate to the organization name.

5. Wherever a sign need arises for a new or existing facility, the sign family examples provided on the following pages can be used to select the most appropriate freestanding and/or wall attached sign types and size.

6. If the sign family does not contain the sign style you require, contact Corporate Communications for assistance. Special sign designs may be required from time to time and it is essential that they are developed within the boundaries of the sign family style.

7. A sign blueprint package must be obtained from Corporate Communications and the local sign vendor must have the necessary capabilities to adhere to all material and fabrication specifications detailed in the package.

The Dana sign family covered in this document applies only to Dana facilities. If any Dana customer wants to identify with Dana, contact Corporate Communications for direction.
Freestanding signs are appropriate choices for large facilities, particularly those with main buildings that are set back from the primary frontage road and property access. Three freestanding sign types are available for use.

The Type A Primary Pylon sign is best suited for long distance visibility requirements and can be fabricated in heights ranging from 15 ft. to 30 ft.
The Type B Vertical Monument sign can be used for smaller facilities or when sign code height limitations prohibit the use of the primary pylon. This sign style can be fabricated in heights ranging from 6 ft. to 12 ft.

The Type C Horizontal Monument sign is appropriate for large landscaped areas where long distance visibility is not obscured by low lying trees and bushes.

This sign style is also appropriate when the sign height is restricted, but the overall square footage allowance is generous. The length of the sign head varies, and is based on the length of the division name.

Details 1 and 2 demonstrate how multiple organization names are sized and formatted on vertical and horizontal freestanding signs.

All freestanding signs are double faced, and available in internally illuminated and non-illuminated versions. Detail 3 demonstrates the night-time appearance of the internally illuminated sign face used on freestanding signs. Only the corporate mark and organization name will illuminate. Facility or operation names, if used, will not illuminate.

NOTE: Signs created prior to September 2008 used the old Dana font. From this point on, any new signs being created, as well as any signs that need to be freshened or reworded will use Helvetica 77 Bold Condensed and/or Helvetica 77 Bold Condensed Oblique. For more information regarding Dana Corporate Typefaces, see page 17 of this document.
When freestanding signs are not appropriate, yet a high level of visibility is desirable, the Type D vertical cabinet sign should be considered. A cabinet sign can also be used on a view of the building from which the pylon cannot be seen, such as a rear wall that is visible from a major roadway.

Selection of either the horizontal or vertical sign format should be based on the shape of the available wall surface.

Both formats can be fabricated in any size necessary to ensure integration with the building style and architectural detail. The length of the Type E cabinet, like the horizontal monument on page 5, is dependent on the length of the division name.

Vertical cabinet signs should display the organization logotype in one line whenever possible. Extremely long logotypes may be displayed in two lines as shown in detail 1. The area between line one and line two is centered on the midpoint of the corporate mark.

Multiple organization names are applied to these sign types in the same manner as the vertical and horizontal freestanding signs shown on the preceding two pages.

Cabinet signs are available in internally illuminated and non-illuminated versions. Detail illustration 3 on page 5 demonstrates the night-time appearance of the internally illuminated sign face used on both freestanding and cabinet signs.
Individual wall-attached letters can satisfy a number of site conditions or sign code requirements. They can be used as support identification on a facility that uses a freestanding sign for primary identification. They can also be used when a cabinet sign will not conform to building architecture, or simply when sign codes require building attached identification to be individual letters.

Both the Dana horizontal signature and stacked signature formats may be used. Selection of the most appropriate format is based on the wall attachment area and on what integrates best with the building style and architectural detail.

Two color schemes are available for use. White letters will be used on dark value wall surfaces, and black letters will be used on light value wall surfaces. In both cases, the corporate mark appears in full color.

Wall-attached letters are available in both illuminated and non-illuminated versions. Both white and black letters will illuminate white. They can be fabricated in any size in order to meet individual facility requirements.

The following is a list of additional wall-attached letter versions which are available:

- **Type F-A.L.** Illuminated, Horizontal Signature Format for Light Wall Surfaces
- **Type F-B.D.** Illuminated, Stacked Signature Format for Dark Wall Surfaces
- **Type G-A.L.** Non-Illuminated, Horizontal Signature Format for Light Wall Surfaces
- **Type G-B.D.** Non-Illuminated, Stacked Signature Format for Dark Wall Surfaces

Both the Dana horizontal signature and stacked signature formats may be used. Selection of the most appropriate format is based on the wall attachment area and on what integrates best with the building style and architectural detail.

Two color schemes are available for use. White letters will be used on dark value wall surfaces, and black letters will be used on light value wall surfaces. In both cases, the corporate mark appears in full color.

Wall-attached letters are available in both illuminated and non-illuminated versions. Both white and black letters will illuminate white. They can be fabricated in any size in order to meet individual facility requirements.

| Type F-A.D., Illuminated, Horizontal Signature Format for Dark Wall Surfaces | Type F-B.L., Illuminated, Stacked Signature Format for Light Wall Surfaces |
| Type G-A.D., Non-illuminated, Horizontal Signature Format for Dark Wall Surfaces | Type G-B.L., Non-illuminated, Stacked Signature Format for Light Wall Surfaces |
Entry-Way Identification
Two sign types are available for providing Dana identification at building entry-ways. On glass doors, Type H Vinyl Appliques may be applied to the second surface of the glass. Hours of operation display is optional. A single decal configuration per set of doors is recommended.

When glass application is impractical, or a more impactful sign is desired, a Type I Entry-Way Plaque may be installed. This sign can be ordered with hours of operation or other pertinent regulatory information. Consistent with vinyl appliques, one plaque per entry is recommended.
Secondary Signs (cont.)

**Interior Feature Identification**
Large, open wall surfaces of lobbies and conference rooms are appropriate environments for displaying either the corporate mark (Type K) or organizational signature (Type L). The stacked organization signature format would be used whenever possible. Use of the facility name or operation that may be displayed on exterior signs is discouraged for internal use.

Interior feature identification will be fabricated from cut metal plate material. Color choices are a Dana Blue and black combination or natural finishes, such as brushed aluminum, brass, or other metals. All interior signs of this type are custom ordered based on individual size and material requirements. The color selected should complement the finish and color scheme of the room interior.

**Directional and Regulatory Signs**
Miscellaneous directional and regulatory signs used on site should reflect the basic Dana sign style whenever possible.

The Type M Directional Sign shown here is a non-illuminated sign with reflective copy for night-time visibility. It can be installed in key decision points to direct vehicular and pedestrian traffic, or to provide lengthy regulatory messages.

The Type N Regulatory Sign is a simple metal plate sign that can be used for parking, regulatory, or other minor informational needs. The sign can be ordered pole mounted or for wall surface application.
Promotional Merchandise
Promotional products using the Dana Diamond, designed to further enhance Dana’s brand equity within the marketplace, are available for purchase from Dana’s preferred supplier, Cintas Corporation. The identity program features a broad range of apparel and gifts for distribution to employees, customers, and other external shareholders. The program offers Dana people the benefits of quality, product selection, and low cost. Another benefit the preferred merchandise program offers is correct application of Dana’s identity and design formats, as well as quality image reproduction, which helps to strengthen the Dana and product brands.

**Logos**
A primary brand logotype or primary brand product logo are the only two graphic elements that may compete with the Dana Diamond on any advertisement, apparel, promotional item, printed material, or signage. The Dana web site address may be used if space and reproduction method allows. If you believe that your application may be an exception to this, please contact Corporate Communications.

**Wearables**
For clothing, the Dana Diamond may be embroidered or silk-screened. Standard placement of the Dana Diamond is left chest, sleeve, or cuff of garment. Approved color options for the Dana Diamond are full color (Dana Blue with black,) all black, all white, or tone-on-tone. If the full-color Dana Diamond is used on dark material, a fine white line must surround the logo (see logo version “A1”). In this case, the inside field should be white.

**Color**
Version A of the Dana Diamond is preferred whenever possible. Primary brand product logos should be displayed in their appropriate color designation. To ensure a uniform Dana Blue reproduction for the Dana Diamond, a Pantone Process Blue color swatch may be attached for supplier use in color matching. Color swatches can be ordered at http://identity.dana.com. If there is any doubt that the supplier can provide an acceptable match to Dana Blue, a one-color black positive or white reverse image should be specified.

**Minimum Size**
Minimum size for the Dana Diamond on promotional merchandise varies depending on the application, but must be large enough to be readable. If you are at all unsure, please contact Corporate Communications.

**Embroidery Applications**
Embroidery applications require a minimum width of 1-1/4 inch for any Dana Diamond, because it becomes distorted if embroidered smaller than this width. Additional thread colors do not usually affect the price; the number of stitches determines price. For better reproduction quality, a high stitch count will ensure good coverage.

**Silk-Screening Applications**
Silk-screen applications on clothing require a minimum width of 3/4 inch for any Dana Diamond. Additional colors, including white, add to the cost of the silk screen. Silk-screen printing is more difficult to match for registration than offset printing is.
Promotional Items to be Avoided
Using the Dana Diamond on promotional merchandise poses unique challenges due to variability in shapes, sizes, and substrates of individual items. Be selective of the promotional merchandise you choose to display the Dana Diamond. For additional information about the proper use of the Dana Diamond in promotional merchandise, consult Corporate Communications at http://identity.dana.com.

Examples of Improper Design Formats
- A black shirt with a red collar and red bands around sleeves. Do not use a red Dana Diamond. It is preferable to use an all black or an all white Dana Diamond.
- A black and tan striped shirt. It is preferable to use a full-color or black Dana Diamond with the inside field of white or tan, so that the striped material does not show through.

Other Merchandise Applications

Imprinting Applications
Small merchandise, including pens, pencils, key chains, etc., has a limited imprinting area. On such small items, it is recommended to use an all-black or all-white Dana Diamond.

Engraving Applications
Plaques and other engraved promotional merchandise can be etched in all-black or all-white Dana Diamond.

Embossing, Debossing, or Hot Stamp Applications
The best registration for embossing or debossing applications is achieved by using a Dana Diamond with a minimum width of two inches. Hot stamping applications require a minimum width of one inch. Acceptable hot stamping colors: All-white, all-black, and one-tone metallic colors.
Ownership
A trademark is a name, symbol, or other device used to identify or distinguish a company and/or its products and services from those of others. Properly used, a trademark can become and remain the exclusive property of the user, which cannot be used by others in a manner that will cause confusion.

Improper use will damage a trademark by diluting its recognition and capacity to be legally protected. Improper use can also open the door to competitors to benefit from or degrade the equity of a well-established product or service name. Dana trademarks must be properly used to remain our exclusive property.

**Advertising and Promotional Materials**
In order to present a consistent image of Dana products, we have established the following guidelines for the use of Dana trademarks in advertising and promotional materials:

- Dana trademarks may not be combined or used in close association with trademarks belonging to others.
- Dana trademarks may be used only in the exact form used by Dana on products. Different type styles, for example, are not permitted.
- Dana trademarks may be used only in conjunction with the sale of genuine Dana products. Substitute products from other manufacturers may never be advertised in connection with Dana trademarks.
- Dana trademarks used in advertisements and promotional materials must be those actually used by Dana on the specific products covered in the advertisement or literature. For example, products purchased from Dana without the Dana Diamond must not be advertised with the Dana Diamond.
- Dana trademarks may never be used in a way which could mislead the public to believe that the user is part of Dana.

**Trademark Law**
In the U.S., the mere use of a trademark establishes a company’s trademark rights, which are customarily registered with the federal government. Before a name, symbol, or other device becomes registered with the United States government, the TM (trademark) or SM (service mark) symbol may be used. Once it is registered, the ® symbol should be used. Trademarks must be used consistently and continuously to maintain maximum protection in most countries.

In most countries, registration of a trademark lasts 10 years and may be renewed for subsequent 10-year periods as long as the trademark is used with the products for which it was registered.

Whether the trademark is a word or a logo or merely in text form, if it is registered, it should be identified with the ® symbol in order to maintain maximum protection. Throughout these Branding and Identity Standards, the ® symbol will be specified where it is required. Consistent use of these standards is critical to the protection of our legal rights and to maximizing the value of our assets.


**Trademark Guidelines**
1. Give notice of each trademark’s status (®, TM, or SM) upon first and/or primary reference in each advertisement or document.
2. Visually distinguish our trademarks through the appropriate display of Logotypes and product descriptors in copy text form, using capitalization, bold, or italics, as shown in these standards.
3. In text, use trademark names as adjectives followed by the generic names (nouns) of the associated product, for example, Spicer® products.
4. Trademark names are never to be used in the possessive or plural forms when referring to products. For instance, it is incorrect to use “Spicer’s products” or “Spicers products.”
5. Whenever possible, applications using Dana trademarks should include a trademark notice. For example, Spicer® is a registered trademark of Dana Corporation. This copy can be placed anywhere on the application, preferably in the closing, and in no smaller than 6-point type. On copyrighted material, this text should follow the copyright notice.

Give similar consideration to the trademarks of other companies:

Jeep® is a registered trademark of Chrysler LLC

Teflon® is a registered trademark of E.I.duPont de Neumours & Co.
Copyright law protects original works such as advertising and brochures from being copied. It protects the specific form of the message, but not the message itself. Text, design, dialogue, photography, and other actual expressions used in the promotional format can be protected by a copyright.

For maximum protection of all Dana materials, we should include proper copyright notice on all external advertising, promotional, Web, presentations, and print collateral materials. It is very simple and inexpensive to include a copyright notice in any appropriate application.

To indicate copyright in print material, use a © symbol, year of publication, and name of the entity.

**For example:**
© 2009 Dana Limited

This line, like the trademark notice, can be placed anywhere on the application. Preferably it should be placed in the closing, no smaller than 6-point type.

Any questions regarding trademark or copyright application criteria or guidelines should be directed to the Intellectual Property Department.
Communications Style Guide
The Dana Communications Style Guide provides basic standards of word usage, grammar, and punctuation and provides Dana-specific communication standards. This resource is available to Dana people and may be accessed via the company's intranet at http://my.dana.com/wps/wcm/connect/d008a70047f9b0339d0c9f02a9d8b46a/07.07+Style+Guide_final.pdf?MOD=AJPERE. Public access is not available via the internet. For more information contact Todd Romain (todd.romain@dana.com).
Glossary of Terms
BMP (Bitmapped)
A computerized image made up of dots or pixels. While satisfac-
tory for pixel-based screen displays, bitmap images give a jagged
appearance on paper or film. For high-quality print output, bitmap
images must be translated to raster images.

Chevrons
The top and bottom shapes of the Dana Diamond. They should not
be modified or recreated. Dictionary: a figure, pattern, or object
having the shape of a V or an inverted V.

Clear Space
Open area around the Dana Diamond. The minimum distance
surrounding the Diamond which must remain clear of other imagery.

CMYK Image
A four-channel image containing (C)yan, (M)agenta, (Y)ellow, and
black(K) channels. Generally used to print a 4-color separation (used
in full-color printing).

Color Correction
The editing of the pixel colors in an image, including adjusting
brightness, contrast, mid-level grays, hue, and saturation to achieve
optimum printed results.

Color Proof
Typically the last visual representation seen before printing a
document. Used for checking color accuracy and other graphic
elements. Should be thoroughly reviewed.

Color Separation
The process of making individual pieces of film output for each
printing color.

Continuous-tone Image
A grayscale (black and white) image containing gradient tones rang-
ing from black to white. This image does not contain dots as found
in a halftone.

Copyright
The right to prevent copying of an original work.

Corporate Colors
“Dana Blue” and black. Each color plays an important role in the
company’s Branding and Identity Standards.

Corporate Mark (logo)
Cornerstone of the Dana identity system and an integral element of
all organizational signatures. The corporate mark, also referred to
as the Dana Diamond, consists of the Dana logotype and top and
bottom chevrons.

DCS (Desktop Color Separation)
A file format that creates four-color separations.

DPI (Dots Per Inch)
A measure of image resolution pertaining primarily (but not exclu-
sively) to photographs. The more dots per inch, the more digital
information. The more digital information, the larger the image may
be reproduced OR the finer the line screen that may be used OR
both. Measured in kilobytes (smaller) and megabytes (larger).

Dana Blue
Internal name representing the corporate color. It does not have
a formula as it can be achieved by using one of two approved
formulas.

Dana Font Family
Also referred to as Dana fonts. These include the Helvetica Neue
family (all but the lightest weights), the Times New Roman family,
and Arial, Arial Italic, and Arial Bold.

Dana Logotype
The letters “DANA” within chevrons of the corporate mark. This
logotype should not be modified, replaced, or altered in any way.

Diamond Border
The border is the white line surrounding the Dana Diamond on the
full-color “A1” version of the corporate mark. It should not be modi-
fied or recreated.

EPS (Encapsulated PostScript)
 Pronounced as separate letters, EPS is the graphics file format used
by the PostScript language. EPS files can be either binary or ASCII.
The term EPS usually implies that the file contains a bitmapped
representation of the graphics for display purposes. In contrast,
PostScript files (without encapsulation) include only the PostScript
commands for printing the graphic. EPS files can be imported into
most desktop publishing software.

Flush Left, Rag Right
A typographic specification indicating that copy will appear aligned
on the left margin and will break naturally on the right, giving a
ragged appearance to the right margin.

Font
A font differs from a typeface. An example of a typeface would be
Times New Roman. An example of a specific font related to that
typeface would be 12 pt Times New Roman Bold Italic. Another font
would be 10 pt Times New Roman Medium Italic. The term “font” is
often mistakenly used in place of the term “typeface”.

Four-color Process Printing
The basic method of recreating a broad spectrum of colors on a
printing press. For more, see definition for color separation.

Full Justification
A typographic specification indicating that text will appear aligned
to the left and right margins, giving an even appearance.

GIF (CompuServe Graphics Interchange Format)
For web. GIF files are relatively small and adequate for line art: e.g.,
simple logos, etc.

Grayscale Image
An image consisting of up to 256 levels of gray, simulating a con-
tinuous-tone image.

Halftone
The reproduction of a continuous-tone grayscale image made by
using a screen that breaks the image into dots of various sizes.

Highlight
The lightest part of an image (grayscale or CMYK), represented by
the smallest dots or the absence of dots.

Hue
The main attribute of a color that distinguishes it from other colors.

Identity
The Dana image, its characteristics and uniqueness. How we
present ourselves to all audiences.

Image Resolution
The amount of data stored in an image file, measured in pixels per
inch (ppi).

Interpolation
A technique for increasing the size of a graphic file by creating
pixels mathematically. This generally relates to changing the file’s
pixel resolution.

JPEG (Joint Photographic Experts Group)
JPEG is a compressed format designed to create files of various
sizes with minimal (but some) loss of quality. JPEGs are superior
to GIFs for photos or graphics that contain gradients and/or color
blends. JPEGs are geared for on-screen viewing and are not recom-
mended for use in generating files or plates for offset printing.

LPI (Lines Per Inch)
A measure of screen frequency in halftone or CMYK images. The
more lines per inch, the smoother the appearance. If lpi increases,
there must be enough digital information (measured in dpi) to
support the increase.
Logotype
The insignia or specific graphic rendering of a word or words, e.g., the logo Dana within the Dana Diamond. It cannot be set in standard typefaces. The Dana logotype is always joined with the chevrons in the approved configuration.

Luminance Lightness
The highest of the individual RGB values plus the lowest of the individual RGB values, divided by two; a component of a Hue-Saturation-Lightness image.

Midtone
Tonal value of dot, located approximately halfway between the highlight value and the shadow value in a grayscale or CMYK image.

Minimum and Maximum Sizes
The traditional Dana logo minimum size is 3/4” wide (excluding white border, if present) and the “dimensional” Dana Diamond minimum size is 1” wide. There are no maximum size restrictions.

Moiré Pattern (mor•a)
An undesirable pattern in color printing, resulting from incorrect screen angles of overprinting halftones. Moiré patterns can be minimized with the use of proper screen angles. It is typically the responsibility of printers or service providers to create proper screen angles.

Pantone®
The company who makes the Pantone® Matching System, a standard color-matching system used by printers and graphic designers for inks, papers and other materials. A PMS color is a standard color defined by percentage mixtures of different primary inks.

Pantone® Process Blue
The name of a spot ink color used to represent “Dana Blue” in certain printing applications. Differs from Process Cyan, and is not interchangeable.

Pixel
A single dot on a computer display or in a digital image.

PICT File Format
A standard file format for exchanging graphics or image information developed by Apple Computer. Capable of holding both object-oriented and bitmapped images. It is supported by all graphics programs that run on Macintosh computers.

PMS (Pantone® Matching System)
A universal color monitoring system used to accurately designate specific colors in printing. Also referred to as PMS® (Pantone Matching System) colors.

PPI (Pixels Per Inch)
In computer graphics, the measurement of the resolution of an electronic image. The more pixels per inch, the more digital information is contained in the image.

PostScript
Type fonts, invented by Adobe Systems, that look great on high-resolution printers. The fonts come in two parts: one part is the screen font used for display. The screen font references a second file called the printer font which mathematically describes the font when printed to a PostScript® printer. For professional results, use PostScript® Type 1 fonts.

Primary Brand
A Dana brand approved by the Executive Committee which meets the criteria for a brand to be primary.

Primary Brand Criteria
Executive-Committee-approved criteria for a brand to be primary.

Primary Brand Logotype
Artwork provided by Corporate Communications, and approved by the Executive Committee, for use as identification for primary brands.

Primary Brand Product Logotype
Artwork provided by Corporate Communications, and approved by the Executive Committee, for use as product identification for primary brand marketing applications.

Printer Resolution
The amount of detail a printer or imagesetter will reproduce, measured in lines per inch (lpi).

Process Color
The four color pigments; (C)yan, (M)agenta, (Y)ellow, and Blac(K) used in full-color printing.

Raster
Raster images are resolution dependent (the opposite of vector graphics). Because they contain built-in resolution, raster images tend to have much larger file sizes than vector-based bitmaps. Anything saved out of Photoshop, or similar photo editing programs, falls into this category.

Resample
To change the resolution of an image. Resampling down discards pixel information in an image; resampling up adds pixel information through interpolation. Resampling up is not recommended, as the computer program can only guess at what pixels to add to an image. It is always better to discard digital information than to add it.

Resolution
The number of dots per inch (dpi) in an image or the number of lines per inch (lpi) used by an output device. The higher the resolution, the smoother the appearance of text or graphics.

RGB (Red, Green, Blue)
The basic additive color model used for color display, as on a computer or video monitor.

SBU (Strategic Business Unit)
The internal term for a portion of Dana’s organization structure.

Saturation
One of the three attributes of color, the other two being hue and brightness. Saturation is the intensity of a hue at a given lightness. The closer a color is to neutral gray or white, the less saturated the color. The farther away it is, the more saturated it is. Thus, bright red is a saturated color and pink is a less saturated color.

Screen Angle
The angle at which halftone dots are placed to avoid creating a moiré pattern when several screens overlap.

Screen Frequency
The density of dots on a halftone or CMYK screen, commonly measured in lines per inch (lpi). Also known as screen ruling.

Shadow
The darkest part of an image, represented in a halftone or CMYK screen by the largest dots.

Subsidiary
Organizations affiliated with Dana in which Dana has 50% equity.

Thumbnails
Miniature pictures that represent larger images.

TIFF (Tag Image File Format)
A neutral format used for exchanging bitmapped images (usually scans) between applications.

Trademark
A name, symbol, or other device used to identify or distinguish a company and/or its products and services from those of others. Properly used, a trademark can become and remain the property of the user and cannot be used by others in a manner that will cause confusion.
TrueType® Font
A format that was developed by Apple Computer and the Microsoft Corporation to replace bitmap fonts. Now they are a native Windows and Mac system font format. TrueType fonts have their place. They are great for designs that will appear on screen, like web work and database applications. They are also good for cross-platform consistency. Unfortunately, they suffer in quality and consistency when printing to a high resolution output device.

Typography
The method of displaying text. It covers arrangement and appearance of printed matter, such as type styles, weights, sizes, and colors.

Typography Family
The correct use of the Dana fonts, which include the Helvetica Neue family (all but the lightest weights), the Times New Roman family, and Arial, Arial Italic, and Arial Bold.

Vector
A vector (or object-oriented) graphic stores the image as mathematical formulas; images are displayed by calculating the coordinates of the end points and then drawing lines between them. Vector graphics are resolution independent and can be output to the highest quality at any scale (size). Because they contain no built-in resolution, vector graphics tend to have much smaller file sizes than raster-based bitmaps. Anything saved out of Adobe Illustrator®, Macromedia Freehand®, CorelDraw® or similar drawing programs generally fall into this category.

Watermark
The corporate mark chemically etched or “woven” into the stationery paper stock instead of the paper mill brand imprint. It adds a nice touch to Dana corporate stationery.