



April 20, 2021 – 9:00am CT

Earnings Conference Call First Quarter 2021

Forward-Looking Statements and Non-GAAP Measures

We want to remind everyone that our comments may contain forward-looking statements that are inherently subject to uncertainties and risks, including the impacts of the novel coronavirus (COVID-19) on the global economy and on our customers, suppliers, employees, operations, business, liquidity and cash flow. We caution everyone to be guided in their analysis of Dover Corporation by referring to the documents we file from time to time with the SEC, including our Annual Report on Form 10-K for 2020 and Quarterly Reports on Form 10-Q, for a list of factors that could cause our results to differ from those anticipated in any such forward-looking statements.

We would also direct your attention to our website, [dovercorporation.com](https://www.dovercorporation.com), where considerably more information can be found.

In addition to financial measures based on U.S. GAAP, Dover provides supplemental non-GAAP financial information. Management uses non-GAAP measures in addition to GAAP measures to understand and compare operating results across periods, make resource allocation decisions, and for forecasting and other purposes. Management believes these non-GAAP measures reflect results in a manner that enables, in many instances, more meaningful analysis of trends and facilitates comparison of results across periods and to those of peer companies. These non-GAAP financial measures have no standardized meaning presented in U.S. GAAP and may not be comparable to other similarly titled measures used by other companies due to potential differences between the companies in calculations. The use of these non-GAAP measures has limitations and they should not be considered as substitutes for measures of financial performance and financial position as prepared in accordance with U.S. GAAP. Reconciliations and definitions are included either in this presentation or in Dover's earnings release and investor supplement for the first quarter, which are available on Dover's website.

Q1 2021 Highlights

Revenue

+13% Y-o-Y at \$1.9B

+9% organic⁽¹⁾

Growth in all segments

Bookings⁽²⁾

+31% Y-o-Y to \$2.3B

+27% organic⁽²⁾

Book-to-bill⁽²⁾: 1.25, >1 across all segments

Segment EBIT Margin⁽³⁾

+310 bps to 19.0%

+320 bps Adj. Segment EBIT Margin⁽¹⁾ to 19.1%

Free Cash Flow⁽¹⁾

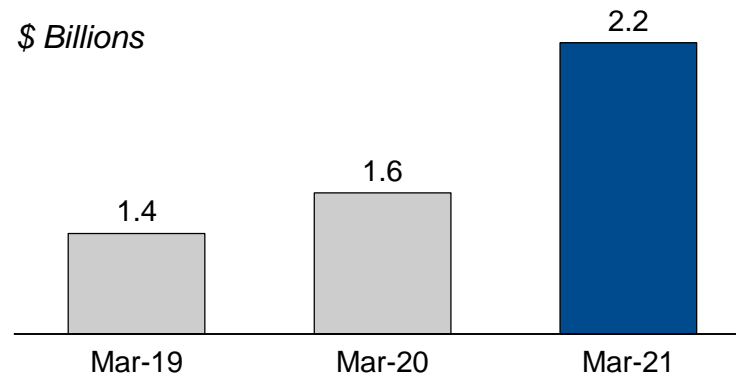
+309% Y-o-Y

+\$110M Y-o-Y

+560 bps to 7.8% of Revenue

Backlog⁽²⁾

+39% Y-o-Y growth rate



Diluted EPS

+33% Y-o-Y to \$1.61

+30% Adjusted Diluted EPS⁽¹⁾ to \$1.81

FY '21 Guidance

Revised upward

Revenue growth: 10% - 12% (All-in)

EPS: \$5.92 - \$6.02 (GAAP); \$6.75 - \$6.85 (Adjusted⁽¹⁾)

Summary Corporate Q1 Results

		Q1 2021	Highlights and Comments
Revenue change (Y-o-Y)	All-in	13%	<ul style="list-style-type: none"> Y-o-Y growth in all segments Q1 FX impact: +3%; acquisitions (net of divestitures) +1%
	Organic ⁽¹⁾	9%	
Bookings change (Y-o-Y)	All-in ⁽²⁾	+31%	<ul style="list-style-type: none"> Q1 book-to-bill⁽²⁾: 1.25; bookings up Y-o-Y in all five segments Backlog +39% Y-o-Y; up across all five segments
	Organic ⁽²⁾	+27%	
Segment EBIT margin improvement (Y-o-Y)	Reported ⁽³⁾	+310 bps	<ul style="list-style-type: none"> Accretion driven by volume and productivity initiatives 44% Y-o-Y Adj. EBIT conversion margin⁽¹⁾
	Adjusted ⁽¹⁾	+320 bps	
Earnings	Reported	\$233M	<ul style="list-style-type: none"> Reported Q1 Y-o-Y change: +32% Adjusted⁽¹⁾ Q1 Y-o-Y change: +29%
	Adjusted ⁽¹⁾	\$263M	
Diluted EPS	Reported	\$1.61	<ul style="list-style-type: none"> Reported Q1 Y-o-Y change: +33% Adjusted⁽¹⁾ Q1 Y-o-Y change: +30%
	Adjusted ⁽¹⁾	\$1.81	
Free Cash Flow (% of)⁽¹⁾	Revenue	8%	<ul style="list-style-type: none"> Q1 FCF⁽¹⁾ up \$110M (+309%) Y-o-Y
	Adj. Earnings	56%	
Guidance and other activities			<ul style="list-style-type: none"> 2021 revised guidance: <ul style="list-style-type: none"> Revenue growth: 10% - 12% (All-in) EPS: \$5.92 - \$6.02 (GAAP); \$6.75 - \$6.85 (Adjusted⁽¹⁾)

Segment Results

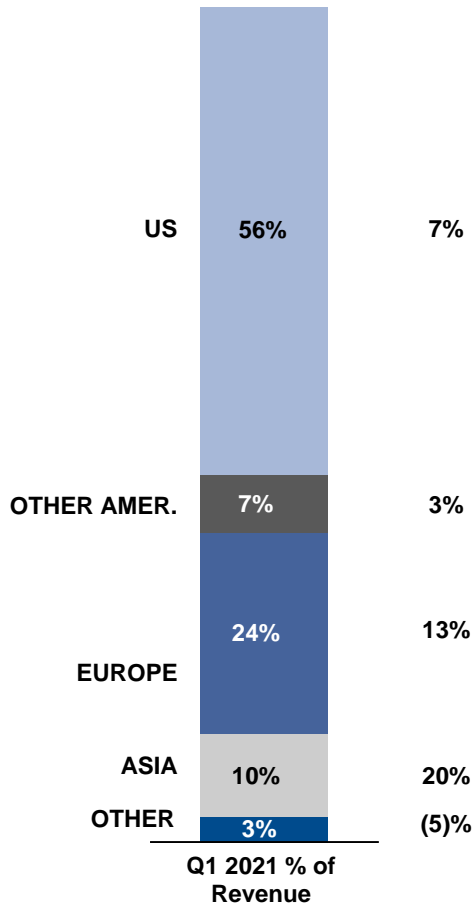
Q1 2021⁽¹⁾

Segment	Revenue (\$M) / Organic Change %	Adj. EBIT % / bps Δ Y-o-Y	Performance Commentary
DEP	\$428 +2%	17.0% +0 bps	<ul style="list-style-type: none"> Top line strength in vehicle aftermarket, industrial automation, and aerospace & defense Backlog⁽²⁾ up \$109M Y-o-Y (+24%); book-to-bill⁽²⁾ 1.23; organic bookings⁽²⁾ up 25% driven by strong orders in waste handling and vehicle aftermarket
DFS	\$390 +3%	17.1% +180 bps	<ul style="list-style-type: none"> Strength in NA retail fueling and system business in Europe, improvement in vehicle wash; continued softness in Asia and fuel transport Backlog⁽²⁾ up \$27M Y-o-Y (+13%); book-to-bill⁽²⁾ 1.08; organic bookings⁽²⁾ up 7% on activity in NA retail fueling and vehicle wash
DII	\$284 +4%	20.3% +10 bps	<ul style="list-style-type: none"> Solid demand in marking & coding. Textile printing improving, but large printer sales remain low Backlog⁽²⁾ up \$28M Y-o-Y (+17%); book-to-bill⁽²⁾ 1.03; organic bookings⁽²⁾ slight increase driven by FMCG and industrial marking & coding orders
DPSS	\$394 +18%	30.8% +890 bps	<ul style="list-style-type: none"> Good growth in biopharma connectors and pumps, coupled with strength in industrial pumps and polymer processing. Activity in compression stabilized Backlog⁽²⁾ up \$141M Y-o-Y (+36%); book-to-bill⁽²⁾ 1.40; organic bookings⁽²⁾ up 44% on double-digit growth across all operating units, except precision components
DRFE	\$372 +18%	10.2% +450 bps	<ul style="list-style-type: none"> Strong demand in food retail, heat exchangers, and can making. Gradual improvement in foodservice equipment, particularly from restaurant chains Backlog⁽²⁾ up \$321M Y-o-Y (+90%) to \$677M, driven by can making and food retail (\$269M and \$336M as of 3/31/21, respectively); book-to-bill⁽²⁾ 1.44; organic bookings⁽²⁾ up 51% driven by double-digit growth across all four operating units within the segment

(1) Non-GAAP (definitions and reconciliations in appendix)
(2) See performance measures definitions in appendix

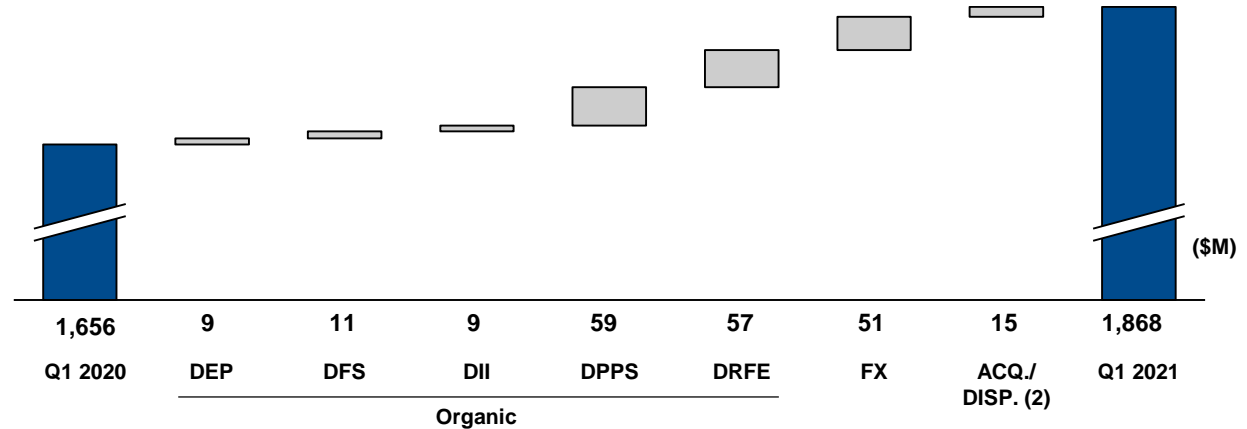
Revenue & Bookings

Q1 '21 Organic Rev Growth⁽¹⁾



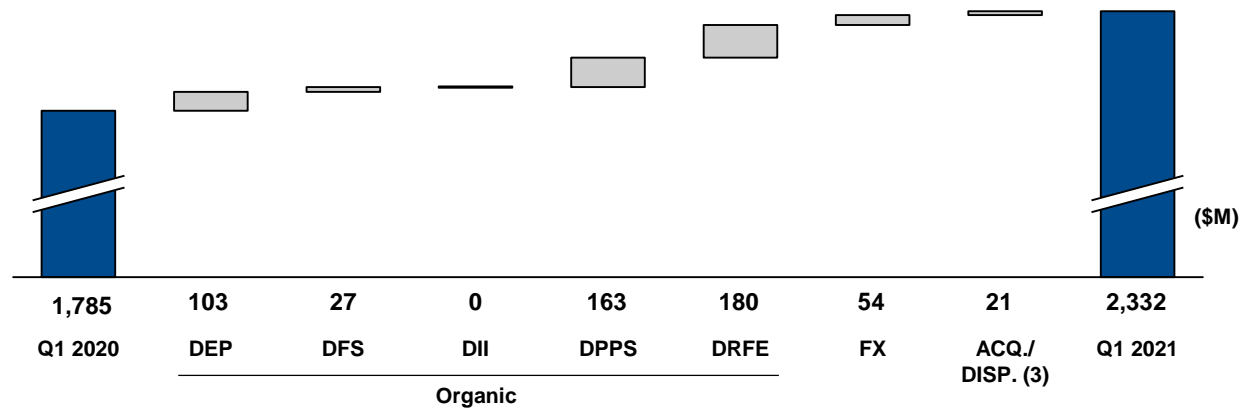
Q1 2021 Revenue

Change in Organic Revenue⁽¹⁾: +\$145M, or +8.8%



Q1 2021 Bookings⁽⁴⁾

Change in Organic Bookings⁽⁴⁾: +\$473M, or +26.5%



Note: \$ in millions. Numbers may not add due to rounding

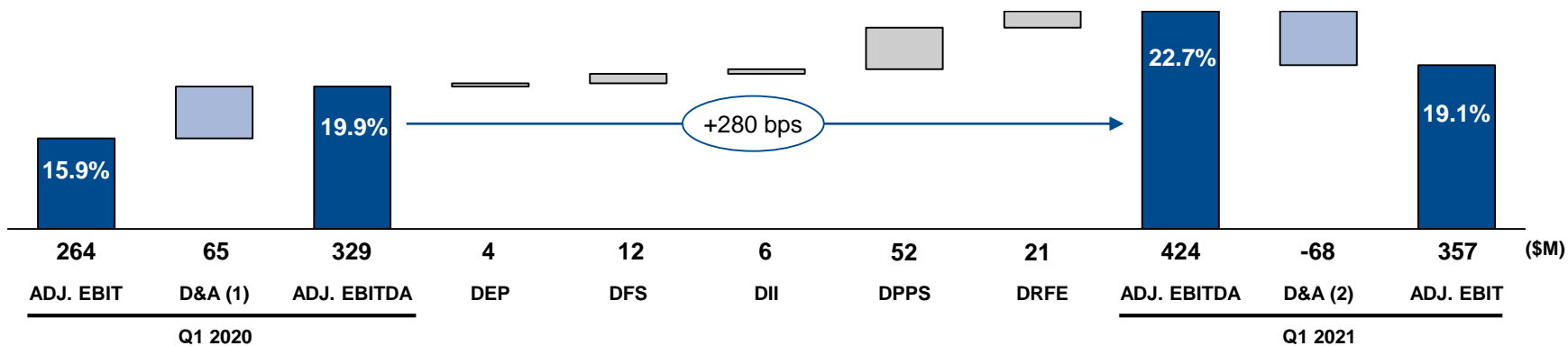
(1) Non-GAAP measure (definition and reconciliation in appendix)
 (2) Acquisitions: \$21M, dispositions: \$5M

(3) Acquisitions: \$27M, dispositions: \$6M
 (4) See performance measure definitions in appendix

Q1 2021 Adjusted Segment EBIT and Adjusted Net Earnings

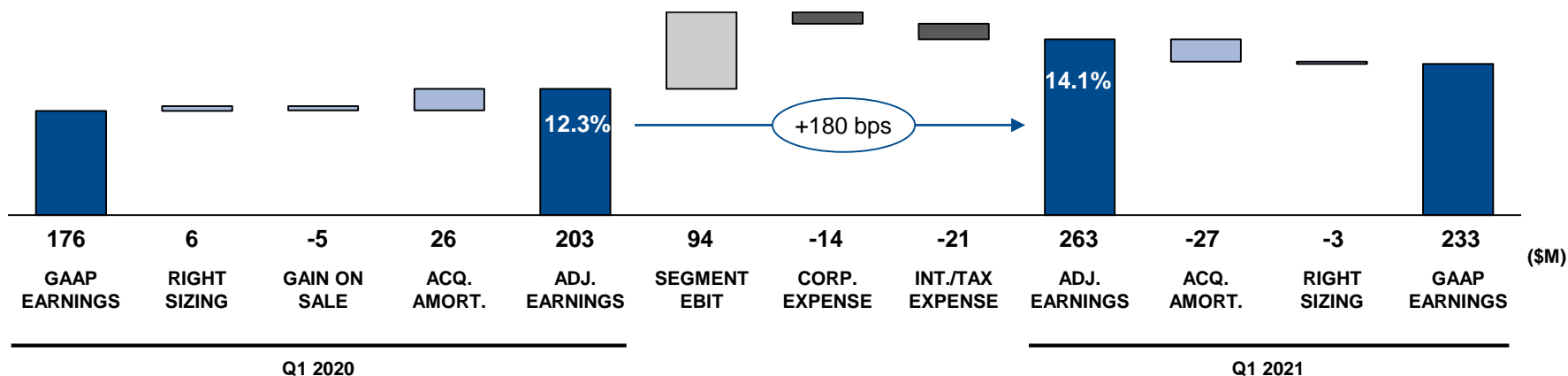
Change in Adjusted Segment EBIT ⁽³⁾

+\$94M



Change in Adjusted Net Earnings ⁽³⁾

+\$60M



(1) Depreciation: \$31M, Amortization: \$34M
 (2) Depreciation: \$32M, Amortization: \$36M
 (3) Non-GAAP measures (definitions and reconciliations in appendix)

Note: \$ in millions. Numbers may not add due to rounding

Q1 2021 Free Cash Flow

\$M	Q1 '21	Q1 '20	Δ
Net earnings	233	176	+57
Adjustment for gain on disposition	-	(7)	+7
D&A	74	69	+5
Change in working capital	(128)	(122)	-6
Change in other ⁽¹⁾	(2)	(40)	+38
Cash flow from operations	177	76	+101
Capex	(31)	(40)	+9
Free cash flow⁽²⁾	146	36	+110
FCF % of revenue⁽²⁾	7.8%	2.2%	+560 bps
FCF % of adj. earnings⁽²⁾	56%	18%	+3,790 bps

Note: Numbers may not add due to rounding

Trends and Business Outlook

Segment

Comments

DEP	<ul style="list-style-type: none">▪ Strength in vehicle aftermarket, industrial automation, and aerospace & defense▪ Waste handling backlog improved in Q1; shipments levered toward H2 '21▪ Industrial winches trending above expectation but recovery levered toward H2 '21
DFS	<ul style="list-style-type: none">▪ Sustained strength in NA Retail Fueling, growth in software/systems business in Europe▪ Recovery in vehicle wash on built-up demand, robust trends in recently-acquired ICS▪ US EMV becoming a headwind in H2 '21
DII	<ul style="list-style-type: none">▪ Stable growth in marking & coding supported by improving activity in serialization software▪ Rebound in textile printer demand expected in H2 '21
DPPS	<ul style="list-style-type: none">▪ Strength in biopharma pumps and connectors▪ Robust outlook for industrial pumps, plastics & polymer improvement on strong bookings and backlog▪ Recovery in precision components, particularly energy, with robust improvement in China underway
DRFE	<ul style="list-style-type: none">▪ Robust food retail demand particularly natural refrigerants, specialty, small format, digital doors; backlog at the highest level since 2014▪ Beverage can making fully booked for '21. Growth in heat exchangers across all geographies and end-markets. Capacity additions underway in both businesses▪ Commercial foodservice (<10% of segment) recovering in chains, institutional market recovery in H2 '21

FY2021 Guidance Update

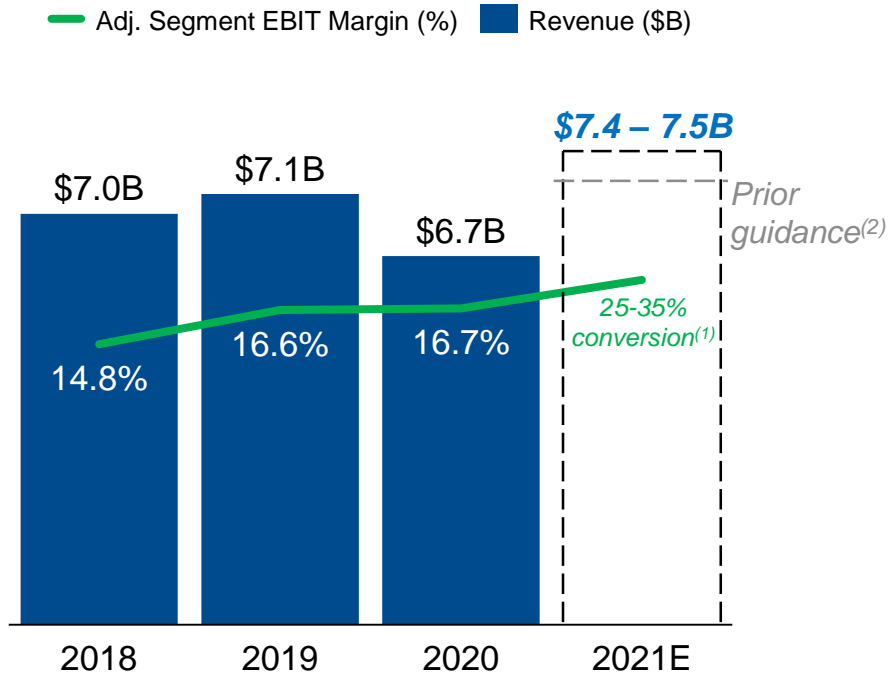
		Initial Guide		Revised Guide
All-in Revenue Growth		8-10%	+2 ppt →	10-12%
EPS	GAAP	\$5.42 - \$5.62	+\$0.40 - \$0.50 →	\$5.92 - \$6.02
	Adj.⁽¹⁾	\$6.25 - \$6.45		\$6.75 - \$6.85
Tax rate		21% - 22%		No change
Free Cash Flow⁽¹⁾ % of Revenue		11% - 13%		No change
Capex		~\$175 – 200 million		No change

Euro/Dollar assumption: 1.18

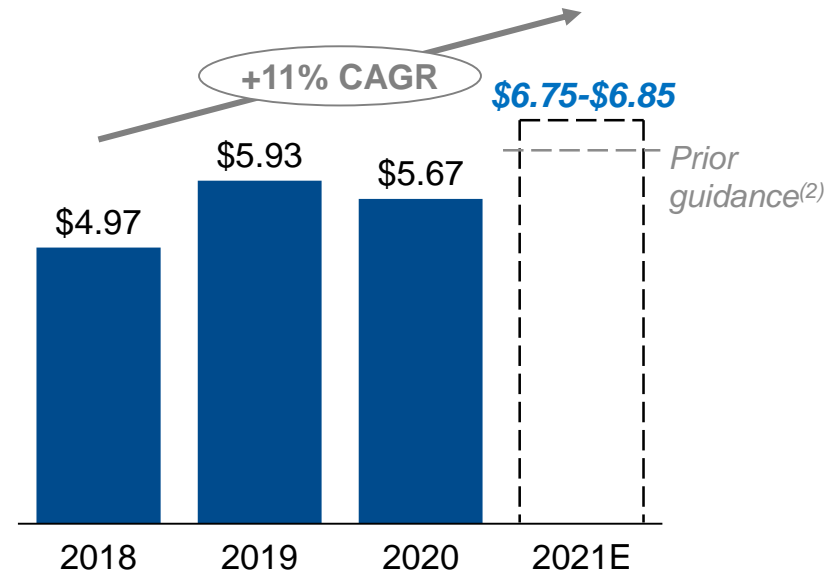
(1) Non-GAAP measure (definition and/or reconciliation in appendix)

2021 Recovery Expected to Result in Solid Through-Cycle Performance

Revenue and Adj. Segment EBIT Margin⁽¹⁾



Adj. Earnings Per Share⁽¹⁾



2021 trajectory on track for multi-year 100+ bps/yr margin expansion plan

(1) Non-GAAP measure (definitions and/or reconciliations in appendix)
 (2) Mid-point

Appendix

Q1 2020 to Q1 2021 Revenue and Bookings Bridges by Segment

Revenue Bridge by Segment

(\$ in millions)

	DEP	DFS	DII	DPPS	DRFE	Total
Q1 2020 Revenue	408	360	257	320	312	1,656
Organic Growth	9	11	9	59	57	145
FX	9	10	12	12	8	51
Acquisitions / Dispositions	1	9	6	4	(5)	15
Q1 2021 Revenue	428	390	284	394	372	1,868

Bookings Bridge by Segment

(\$ in millions)

	DEP	DFS	DII	DPPS	DRFE	Total
Q1 2020 Bookings	415	373	273	369	355	1,785
Organic Growth	103	27	0	163	180	473
FX	9	11	11	15	8	54
Acquisitions / Dispositions	2	11	10	4	(6)	21
Q1 2021 Bookings	528	423	294	551	537	2,332

Note: Numbers may not add due to rounding

Organic Revenue and Bookings Bridges

Segment Growth Factors		
	Q1 2021 Organic Growth	
	Revenue	Bookings
Organic		
Engineered Products	2.3%	24.8%
Fueling Solutions	3.0%	7.3%
Imaging & Identification	3.7%	0.1%
Pumps & Process Solutions	18.4%	44.0%
Refrigeration & Food Equipment	18.3%	50.7%
Total Organic	8.8%	26.5%
Acquisitions	1.2%	1.5%
Dispositions	-0.3%	-0.3%
Currency translation	3.1%	3.0%
Total	12.8%	30.7%

Geographic Revenue Growth Factors	
	Q1 2021
Organic	
US	6.9%
Other Americas	3.0%
Europe	12.7%
Asia	19.8%
Other	-4.7%
Total Organic	8.8%
Acquisitions	1.2%
Dispositions	-0.3%
Currency translation	3.1%
Total	12.8%

Note: Numbers may not add due to rounding

Reconciliation of Q1 2021 Net Earnings to Adj. EBIT and Adj. EBITDA and Calculation of Adj. EBIT Margin and Adj. EBITDA Margin by Segment

(\$ in millions)	Q1 2021					Total
	DEP	DFS	DII	DPPS	DRFE	
Revenue	428	390	284	394	372	1,868
Net earnings	-	-	-	-	-	233
Add back:						
Corporate expense	-	-	-	-	-	39
Interest expense, net	-	-	-	-	-	26
Income tax expense	-	-	-	-	-	56
Segment earnings (EBIT)	69	66	57	124	38	354
EBIT %	16.1%	17.1%	20.0%	31.4%	10.2%	19.0%
Adjustments:						
Rightsizing and other costs	4	0	1	(2)	(0)	3
Adjusted EBIT - Segment	73	67	58	122	38	357
Adjusted EBIT %	17.0%	17.1%	20.3%	30.8%	10.2%	19.1%
Adjusted depreciation and amortization expense ⁽¹⁾	11	19	9	17	12	68
Adjusted EBITDA - Segment	83	86	67	139	50	424
Adjusted EBITDA %	19.5%	22.0%	23.5%	35.1%	13.4%	22.7%

Note: Numbers may not add due to rounding

(1) Adjusted depreciation and amortization expense excludes depreciation and amortization included within rightsizing and other costs

Reconciliation of Q1 2020 Net Earnings to Adj. EBIT and Adj. EBITDA and Calculation of Adj. EBIT Margin and Adj. EBITDA Margin by Segment

(\$ in millions)	Q1 2020					Total
	DEP	DFS	DII	DPPS	DRFE	
Revenue	408	360	257	320	312	1,656
Net earnings	-	-	-	-	-	176
Add back:						
Corporate expense	-	-	-	-	-	24
Interest expense, net	-	-	-	-	-	26
Income tax expense	-	-	-	-	-	37
Segment earnings (EBIT)	69	53	51	66	24	264
EBIT %	16.9%	14.9%	20.1%	20.7%	7.5%	15.9%
Adjustments:						
Rightsizing and other costs	-	1	-	4	1	7
Gain on Disposition	-	-	-	-	(7)	(7)
Adjusted EBIT - Segment	69	55	52	70	18	264
Adjusted EBIT %	17.0%	15.3%	20.2%	21.9%	5.7%	15.9%
Adjusted depreciation and amortization expense ⁽¹⁾	10	18	9	16	12	65
Adjusted EBITDA - Segment	80	73	61	86	29	329
Adjusted EBITDA %	19.5%	20.4%	23.6%	27.0%	9.4%	19.9%

Note: Numbers may not add due to rounding

(1) Adjusted depreciation and amortization expense excludes depreciation and amortization included within rightsizing and other costs

Reconciliation of Adjusted Net Earnings to Net Earnings and Calculation of Adjusted Diluted EPS under U.S. GAAP

(\$ in millions, except per share data)

	Q1 2021	Q1 2020	FY 2020	FY 2019	FY 2018
Net earnings from continuing operations (\$)	233	176	683	678	591
Acquisition-related amortization, pre tax	36	34	139	138	146
Acquisition-related amortization, tax impact	(9)	(8)	(34)	(35)	(37)
Rightsizing and other costs, pre tax	4	8	51	32	73
Rightsizing and other costs, tax impact	(1)	(2)	(11)	(7)	(15)
Gain on disposition, pre tax	-	(7)	(5)	-	-
Gain on disposition, tax impact	-	2	1	-	-
Loss on extinguishment of debt, pre-tax	-	-	-	24	-
Loss on extinguishment of debt, tax impact	-	-	-	(5)	-
Loss on assets held for sale	-	-	-	47	-
Tax Cuts and Jobs Act	-	-	-	-	(3)
Adjusted net earnings from continuing operations (\$)	263	203	824	872	756
Adjusted net earnings margin	14.1%	12.3%	12.3%	12.2%	10.8%
Weighted average shares outstanding – diluted	145	146	145	147	152
Diluted EPS from continuing operations (\$)	1.61	1.21	4.70	4.61	3.89
Acquisition-related amortization, pre tax	0.25	0.23	0.95	0.94	0.96
Acquisition-related amortization, tax impact	(0.06)	(0.06)	(0.24)	(0.24)	(0.24)
Rightsizing and other costs, pre tax	0.03	0.05	0.35	0.22	0.48
Rightsizing and other costs, tax impact	(0.01)	(0.01)	(0.07)	(0.06)	(0.10)
Gain on disposition, pre tax	-	(0.04)	(0.03)	-	-
Gain on disposition, tax impact	-	0.01	0.01	-	-
Loss on extinguishment of debt, pre-tax	-	-	-	0.16	-
Loss on extinguishment of debt, tax impact	-	-	-	(0.04)	-
Loss on assets held for sale	-	-	-	0.32	-
Tax Cuts and Jobs Act	-	-	-	-	(0.02)
Adjusted diluted EPS from continuing operations (\$)	1.81	1.39	5.67	5.93	4.97

Note: Numbers may not add due to rounding

Reconciliation of FY 2020, FY 2019, and FY 2018 Earnings from Continuing Operations to Adj. Segment EBIT and Calculation of Adj. EBIT Margin

(\$ in millions)	FY 2020	FY 2019	FY 2018
Revenue	6,684	7,136	6,992
Earnings from continuing operations	683	678	591
Add back:			
Corporate expense	127	124	130
Interest expense, net	108	121	122
Income tax expense	158	165	134
Loss on extinguishment of debt	-	24	-
Segment earnings (EBIT)	1,077	1,112	977
EBIT %	16.1%	15.6%	14.0%
Adjustments:			
Rightsizing and other costs	44	27	59
Gain on AMS Chino	(5.0)	-	-
Loss on sale of Finder	-	47	-
Adjusted EBIT - Segment	1,116	1,186	1,036
Adjusted EBIT %	16.7%	16.6%	14.8%

Reconciliation of Free Cash Flow, EPS to Adjusted EPS, and Adjusted EBIT Conversion Margin

(\$ millions)	Free Cash Flow	
	Q1 2021	Q1 2020
Net Cash Provided by Operating Activities	177	76
Capital Expenditures	(31)	(40)
Free Cash Flow	146	36
Free Cash Flow as a % of Earnings	62.7%	20.2%
Free Cash Flow as a % of Adjusted Earnings	55.5%	17.6%
Free Cash Flow as a % of Revenue	7.8%	2.2%

	Range	
2021 Guidance for Earnings per Share (GAAP)	\$5.92	\$6.02
Acquisition-related amortization, net		\$0.73
Rightsizing and other costs, net		\$0.10
2021 Guidance for Adjusted Earnings per Share (Non-GAAP)	\$6.75	\$6.85

(\$ in millions)	EBIT Conversion Margin		
	Q1 2021	Q1 2020	Δ
Revenue	1,868	1,656	212
Adjusted EBIT - Segment	357	264	93
EBIT Conversion Margin			44%

Note: Numbers may not add due to rounding

Non-GAAP Definitions

Definitions of Non-GAAP Measures:

Adjusted Net Earnings: is defined as net earnings adjusted for the effect of acquisition-related amortization, rightsizing and other costs, and gain on dispositions.

Adjusted Net Earnings Margin: is defined as adjusted net earnings divided by revenue.

Adjusted Diluted Net Earnings Per Share: is defined as adjusted net earnings divided by average diluted shares.

Total Segment Earnings (EBIT): is defined as net earnings before income taxes, net interest expense and corporate expenses.

Total Segment Earnings (EBIT) Margin: is defined as total segment earnings (EBIT) divided by revenue.

Adjusted EBIT by Segment: is defined as net earnings before income taxes, net interest expense, corporate expenses, rightsizing and other costs, and gain on dispositions

Adjusted EBIT Margin by Segment: is defined as adjusted EBIT by segment divided by segment revenue. The bps change Y-o-Y is calculated as the difference between adjusted EBIT margin for the current period and the prior period.

Adjusted EBITDA by Segment: is defined as adjusted EBIT by segment plus depreciation and amortization, excluding depreciation and amortization included within rightsizing and other costs.

Adjusted EBITDA Margin by Segment: is defined as adjusted EBITDA by segment divided by segment revenue.

Adjusted EBIT Conversion Margin: is defined as the change in total adjusted segment earnings (EBIT) divided by the change in revenue.

Free Cash Flow: is defined as net cash provided by operating activities minus capital expenditures. Free cash flow as a percentage of revenue equals free cash flow divided by revenue. Free cash flow as a percentage of net earnings equals free cash flow divided by net earnings. Free cash flow as a percentage of adjusted net earnings equals free cash flow divided by adjusted net earnings.

Organic Revenue Growth: is defined as revenue growth excluding the impact of foreign currency exchange rates and the impact of acquisitions and dispositions.

The tables included in this presentation provide reconciliations of the non-GAAP measures used in this presentation to the most directly comparable U.S. GAAP measures. Further information regarding management's use of these non-GAAP measures is included in Dover's earnings release and investor supplement for the first quarter.

Performance Measure Definitions

Definitions of Performance Measures:

Bookings represent total orders received from customers in the current reporting period. This metric is an important measure of performance and an indicator of revenue order trends.

Organic Bookings represent total orders received from customers in the current reporting period excluding the impact of foreign currency exchange rates and the impact of acquisitions and dispositions. This metric is an important measure of performance and an indicator of revenue order trends.

Backlog represents an estimate of the total remaining bookings at a point in time for which performance obligations have not yet been satisfied. This metric is useful as it represents the aggregate amount we expect to recognize as revenue in the future.

Book-to-Bill is a ratio of the amount of bookings received from customers during a period divided by the amount of revenue recorded during that same period. This metric is a useful indicator of demand.

We use the above operational metrics in monitoring the performance of the business. We believe the operational metrics are useful to investors and other users of our financial information in assessing the performance of our segments.

