



January 27, 2022 – 8:30am CT

# Earnings Conference Call Fourth Quarter and Full Year 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, supply chain constraints and labor shortages that could result in production stoppages, and inflation in material input costs and freight logistics. 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 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 fourth quarter, which are available on Dover's website.

# Q4 and 2021 Highlights

## Revenue

	Q4 '21	FY '21
All in:	+12% to \$2.0B	+18% to \$7.9B
Organic <sup>(1)</sup> :	+11%	+15%

## Free Cash Flow<sup>(1)</sup>

	Q4 '21	FY '21
\$M:	\$277M	\$944M
% of Revenue:	14%	12%

## Diluted EPS

	Q4 '21	FY '21
GAAP:	+99% to \$2.49	+65% to \$7.74
Adjusted <sup>(1)</sup> :	+15% to \$1.78	+35% to \$7.63

## Portfolio Activity

~\$1.1B deployed in 2021 towards acquisitions; completed nine deals

Completed divestiture of Unified Brands on 12/1/21

## Bookings<sup>(2)</sup>

	Q4 '21	FY '21
All in:	+23% to \$2.4B	+35% to \$9.4B
Organic <sup>(1)</sup> :	+22%	+32%
Book-to-bill <sup>(2)</sup> :	1.20	1.19

## Segment EBIT Margin<sup>(3)</sup>

	Q4 '21	FY '21
GAAP:	+1,060 bps to 26.8%	+490 bps to 21.0%
Adjusted <sup>(1)</sup> :	+60 bps to 17.7%	+220 bps to 18.9%

## FY '22 Guidance

EPS: \$7.45 - \$7.65 (GAAP); \$8.45 – \$8.65 (Adjusted<sup>(1)</sup>)

Revenue growth: 8% - 10% (7% - 9% Organic<sup>(1)</sup>)

## Segment Names Updates

“Fueling Solutions” → “Clean Energy & Fueling”

“Refrigeration & Food Equipment” → “Climate & Sustainability Technologies”

# Summary Corporate Q4 and Full Year Results

		Q4 2021	FY 2021	Highlights and Comments
<b>Revenue change (Y-o-Y)</b>	All-in	+12%	+18%	<ul style="list-style-type: none"> <li>Q4 Y-o-Y organic growth in all segments but DCEF</li> <li>Q4 FX impact: -1%; acquisitions (net of divestitures) +1%</li> </ul>
	Organic <sup>(1)</sup>	+11%	+15%	
<b>Bookings change (Y-o-Y)</b>	All-in <sup>(2)</sup>	+23%	+35%	<ul style="list-style-type: none"> <li>Q4 Book-to-bill<sup>(2)</sup>: 1.20</li> <li>Backlog<sup>(2)</sup> of \$3.2B is up 84% Y-o-Y</li> </ul>
	Organic <sup>(2)</sup>	+22%	+32%	
<b>Segment EBIT margin improvement (Y-o-Y)</b>	Reported <sup>(3)</sup>	+1060 bps	+490 bps	<ul style="list-style-type: none"> <li>Q4 volume/mix offset input cost inflation and supply chain constraints</li> <li>Absolute full year earnings growth across all segments</li> </ul>
	Adjusted <sup>(1)</sup>	+60 bps	+220 bps	
<b>Net Earnings</b>	Reported	\$363M	\$1,124M	<ul style="list-style-type: none"> <li>Q4 Y-o-Y change: Reported +99%; Adjusted +15%</li> <li>FY Y-o-Y change: Reported +64%; Adjusted +35%</li> </ul>
	Adjusted <sup>(1)</sup>	\$259M	\$1,109M	
<b>Diluted EPS</b>	Reported	\$2.49	\$7.74	<ul style="list-style-type: none"> <li>Q4 Y-o-Y change: Reported +99%; Adjusted +15%</li> <li>FY Y-o-Y change: Reported +65%; Adjusted +35%</li> </ul>
	Adjusted <sup>(1)</sup>	\$1.78	\$7.63	
<b>Free Cash Flow (% of)<sup>(1)</sup></b>	Revenue	14%	12%	<ul style="list-style-type: none"> <li>Q4 FCF<sup>(1)</sup> down 26% Y-o-Y on higher inventory investment</li> <li>FY FCF<sup>(1)</sup> up 1% Y-o-Y</li> </ul>
	Adj. Earnings <sup>(1)</sup>	107%	85%	
<b>2022 Guidance</b>				<ul style="list-style-type: none"> <li>EPS: \$7.45 - \$7.65 (GAAP); \$8.45 - \$8.65 (Adjusted<sup>(1)</sup>)</li> <li>Revenue growth: 8% - 10% (7% - 9% Organic<sup>(1)</sup>)</li> </ul>

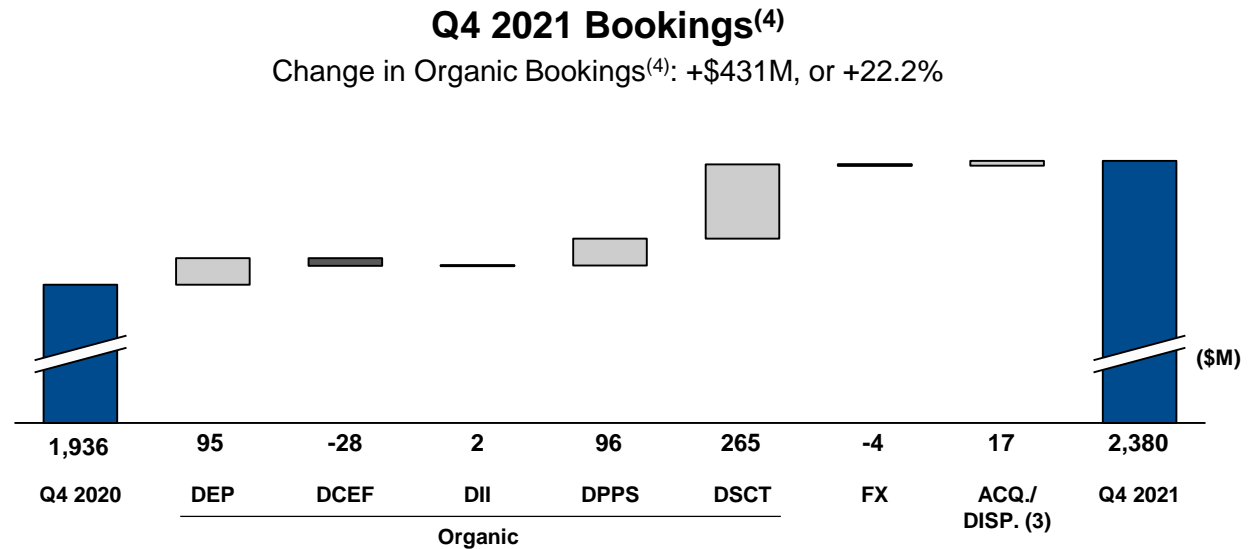
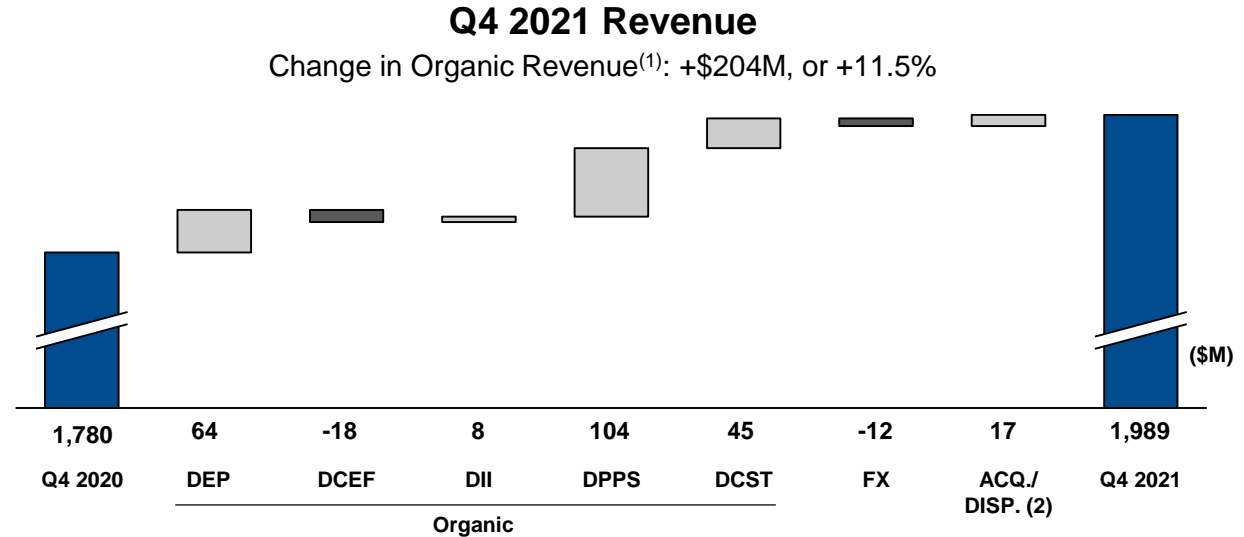
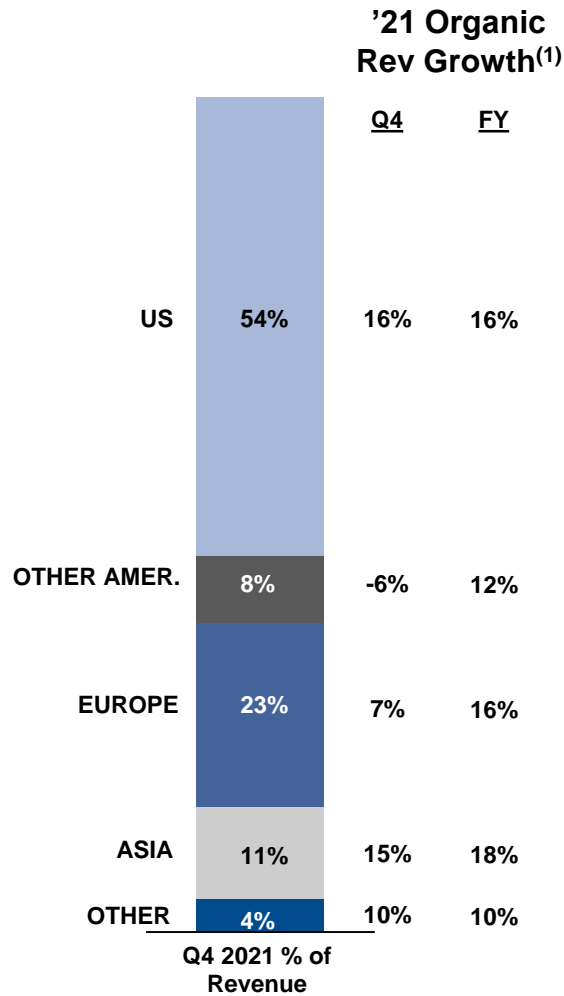
(1) Non-GAAP measures (definitions and/or reconciliations in appendix)  
(2) See performance measures definitions in appendix  
(3) Refer to definition of total segment earnings (EBIT) margin in appendix

# Segment Results

Segment	Q4 2021 <sup>(1)</sup>		FY 2021 <sup>(1)</sup>		Q4 Performance Commentary
	Revenue (\$M) / Organic Change %	Adj. EBIT % / bps Δ Y-o-Y	Revenue (\$M) / Organic Change %	Adj. EBIT % / bps Δ Y-o-Y	
DEP	\$463 +16%	12.5% -300 bps	\$1,781 +14%	14.7% -160 bps	<ul style="list-style-type: none"> <li>Top line growth and strong order rates across all businesses</li> <li>Margin pressured by absenteeism and input shortages, higher logistics costs, and negative price / materials spread</li> </ul>
DCEF	\$411 -4%	14.9% -280 bps	\$1,648 +6%	16.7% +20 bps	<ul style="list-style-type: none"> <li>Activity in NA and LatAm above-ground lower on customer construction delays (vs. strong comparable quarter); Strong bookings / demand in below ground retail fueling and clean energy</li> <li>Margin headwinds from lower volumes and mix, absenteeism in EU</li> </ul>
DII	\$292 +3%	20.6% +40 bps	\$1,163 +8%	20.9% +170 bps	<ul style="list-style-type: none"> <li>Strength in marking &amp; coding consumables and serialization software; printer sales impacted by input shortages. Textiles continued its recovery but remains below pre-COVID levels</li> <li>Margins improved as mix more than offset input costs / shortages</li> </ul>
DPPS	\$447 +30%	31.8% +740 bps	\$1,709 +27%	32.0% +790 bps	<ul style="list-style-type: none"> <li>Robust growth across all businesses and geographies</li> <li>Margin improvement on strong volume, productivity, and mix</li> </ul>
DCST	\$376 +13%	8.0% -30 bps	\$1,608 +22%	10.2% +230 bps	<ul style="list-style-type: none"> <li>Strong demand for heat exchangers across all end markets. Food retail growth led by US / European sustainable systems and strong demand for cases. Slower quarter in can making due to order timing</li> <li>Margin pressured by absenteeism, input shortages and production stoppages in food retail case business</li> </ul>

(1) Non-GAAP (definitions and reconciliations in appendix)

# Revenue & Bookings



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

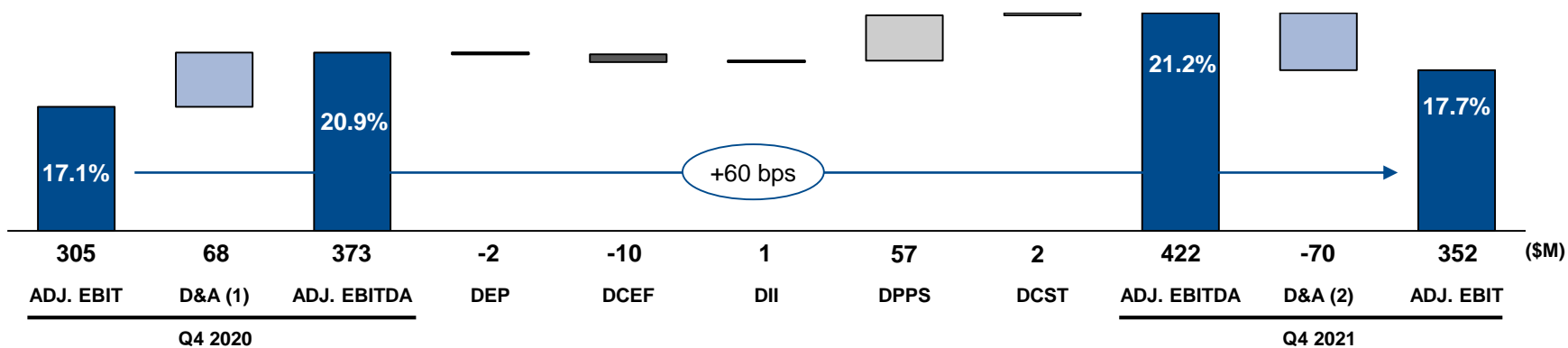
(1) Non-GAAP measure (definition and reconciliation in appendix)  
 (2) Acquisitions: \$26M, dispositions: \$9M

(3) Acquisitions: \$28M, dispositions: \$10M  
 (4) See performance measure definitions in appendix

# Q4 2021 Adjusted Segment EBIT and Adjusted Net Earnings

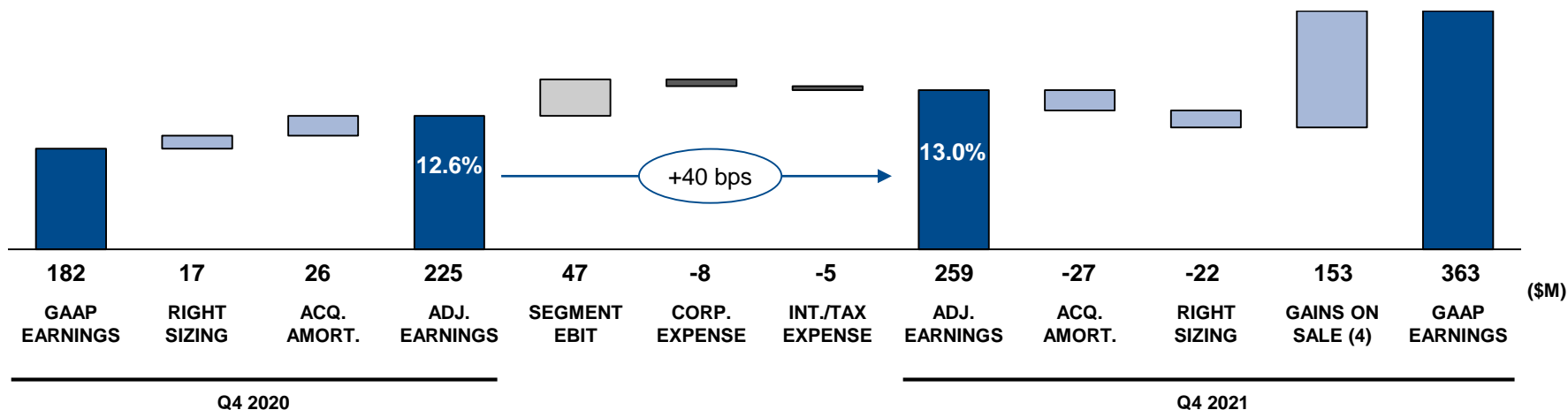
## Change in Adjusted Segment EBIT <sup>(3)</sup>

+\$47M



## Change in Adjusted Net Earnings <sup>(3)</sup>

+\$34M



(1) Depreciation: \$32M, Amortization: \$35M  
 (2) Depreciation: \$36M, Amortization: \$36M

(3) Non-GAAP measures (definitions and reconciliations in appendix)  
 (4) \$135.1 million gain on the sale of Unified Brands and a \$18.0 gain related to the sale of our Race Winning Brands equity method investment

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

## FY 2021 Free Cash Flow

\$M	FY21	FY20	Δ
Net earnings	1,124	683	+440
Adjustment for gain on dispositions	(206)	(5)	-201
D&A	290	279	+11
Change in working capital	(265)	48	-313
Change in other <sup>(1)</sup>	173	100	+74
<b>Cash flow from operations</b>	<b>1,116</b>	<b>1,105</b>	<b>+11</b>
Capex	(171)	(166)	-6
<b>Free cash flow<sup>(2)</sup></b>	<b>944</b>	<b>939</b>	<b>+5</b>
<b>FCF % of revenue<sup>(2)</sup></b>	<b>12%</b>	<b>14%</b>	<b>-200 bps</b>
<b>FCF % of adj. earnings<sup>(2)</sup></b>	<b>85%</b>	<b>114%</b>	<b>-2,900 bps</b>

- **FY 2021 FCF<sup>(2)</sup> growth driven by higher earnings, partially offset by inventory investment to support production and shipment growth and robust backlog**

Note: Numbers may not add due to rounding



# Delivering on Capital Allocation Priorities

## Priorities Communicated in September 2019

### 1 Invest Organically

- High-confidence organic investments
  - Capacity for growth
  - Digitization, e-commerce
  - Innovation and R&D
  - Productivity and automation

## 2021 Results

- \$171M capex in '21; 2.2% of Revenue
- Compelling pipeline of organic growth and productivity investments
- Digital investment supported \$1B+ in automated orders in 2021, >10x vs. '18. Plan to double in '22

### 2 Grow through Acquisitions

- Ample opportunity to acquire in core markets
- Possible larger deals if high fit
- Strict strategic fit and financial discipline criteria
- Priorities: DPPS, DII, DCEF; software, recurring revenue, product adjacencies

- ~\$1.1B (\$0.8B net of divestitures) deployed in nine highly strategic bolt-on acquisitions
- Exited non-core foodservice equipment business
- Robust pipeline and deal flow, ample remaining capacity

### 3 Return Capital

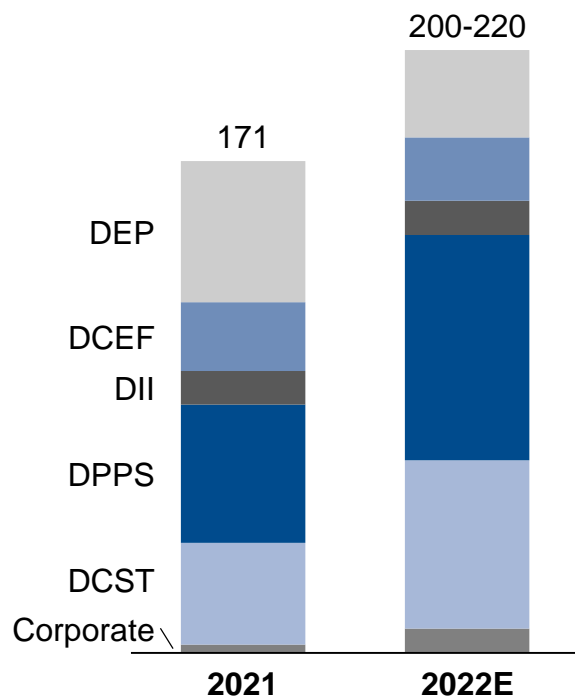
- Dividend: Grow and target ~30% payout
- Share Repurchases if investment opportunities do not materialize; will not let cash build

- Increased dividend for the 66<sup>th</sup> consecutive year
- Opportunistic repurchase of shares (\$22M)

# Substantial Investments in Support of Growth and Productivity

## 2021 / 2022E Capex Comparison

\$ in millions


















**% of Revenue**      **2.2%**      **2.3% - 2.6%**

## Major Investment Projects

OpCo	Description	Total Spend <sup>(1)</sup>
<b><u>Productivity</u></b>		
ESG	Automation of assembly flow at Ft. Payne, AL factory	~\$45M
VSG	Product and production flow optimization at Madison, IN plant	
DFS	Global dispenser platform re-design and optimization to drive lower COGS	
Multiple	Manufacturing intelligence and IoT solutions deployment	
<b><u>Growth &amp; Capacity</u></b>		
PSG	Expansion of Grand Rapids industrial pump factory, hygienic clean room and capacity expansion	~\$100M
SWEP	Added capacity at all sites and new R&D / Engineering center to support new product development	
DFR	Expansion of European CO2 refrigeration systems capacity	
CPC	Construction of 2 <sup>nd</sup> new facility underway; clean room capacity increased 5x from early 2020	
DFS	New generation Anthem dispenser development and launch	
Belvac	Capacity expansion and R&D investment	

(1) Total spend over 2020-22E time period for projects expected to be completed in 2022.

# Business Outlook

Segment	Revenue		Profitability		Comments
	Demand trends	'22 Organic Growth <sup>(1)</sup> Outlook	Price – Cost	Inputs availability	
DEP		HSD-LDD			<ul style="list-style-type: none"> <li>Favorable market outlook, strong bookings and healthy backlog across all businesses</li> <li>COVID protocol absenteeism and logistics costs continue to impact H1 margins along with price / materials spread, which is expected to improve through 2022</li> </ul>
DCEF		LSD			<ul style="list-style-type: none"> <li>Difficult top-line comparable in H1 on US EMV sunset, offset by strength in other businesses and geographies. Clean energy acquisitions off to a strong start</li> <li>Expect operating margin impact in H1 on lower volumes, COVID-protocol absenteeism, and AD&amp;A<sup>(2)</sup> from recent deals. Margin will improve sequentially into H2 on productivity and mix. Full year conversion margin (excl. incremental AD&amp;A<sup>(2)</sup>) within target range for portfolio</li> </ul>
DII		MSD-HSD			<ul style="list-style-type: none"> <li>Continued stable growth in marking &amp; coding. Strong outlook for serialization / brand protection. Prolonged improvement in textiles</li> <li>Expect robust FY margin conversion driven by improved volumes and price / cost spread as supply chains normalize</li> </ul>
DPPS		HSD - LDD			<ul style="list-style-type: none"> <li>Strong demand trends across all businesses and end markets; capacity expansions in biopharma and industrial pumps</li> <li>Margin performance expected to remain robust on solid volume growth and operational execution</li> </ul>
DCST		HSD			<ul style="list-style-type: none"> <li>Record backlogs and sustained bookings levels drive positive top-line outlook across food retail, sustainable beverage packaging and heat exchangers for high efficiency heat pumps</li> <li>Margins expected to remain impacted in Q1 on input constraints and resulting inefficiencies; expect solid full year conversion on improving price / material and normalizing supply chain</li> </ul>

(1) Non-GAAP measures (reconciliations and definitions in appendix). Reflects directional contribution from each segment to absolute year over year change in Adjusted EBITDA.  
 (2) Acquisition-related depreciation and amortization

# FY 2022 Guidance

## Revenue

- All-in: 8% - 10%
- Organic<sup>(1)</sup>: 7% - 9%

## EPS and other

- Tax rate: 21% – 22%
- GAAP EPS: \$7.45 - \$7.65
- Adjusted EPS<sup>(1)</sup>: \$8.45 - \$8.65

## Cash Flow

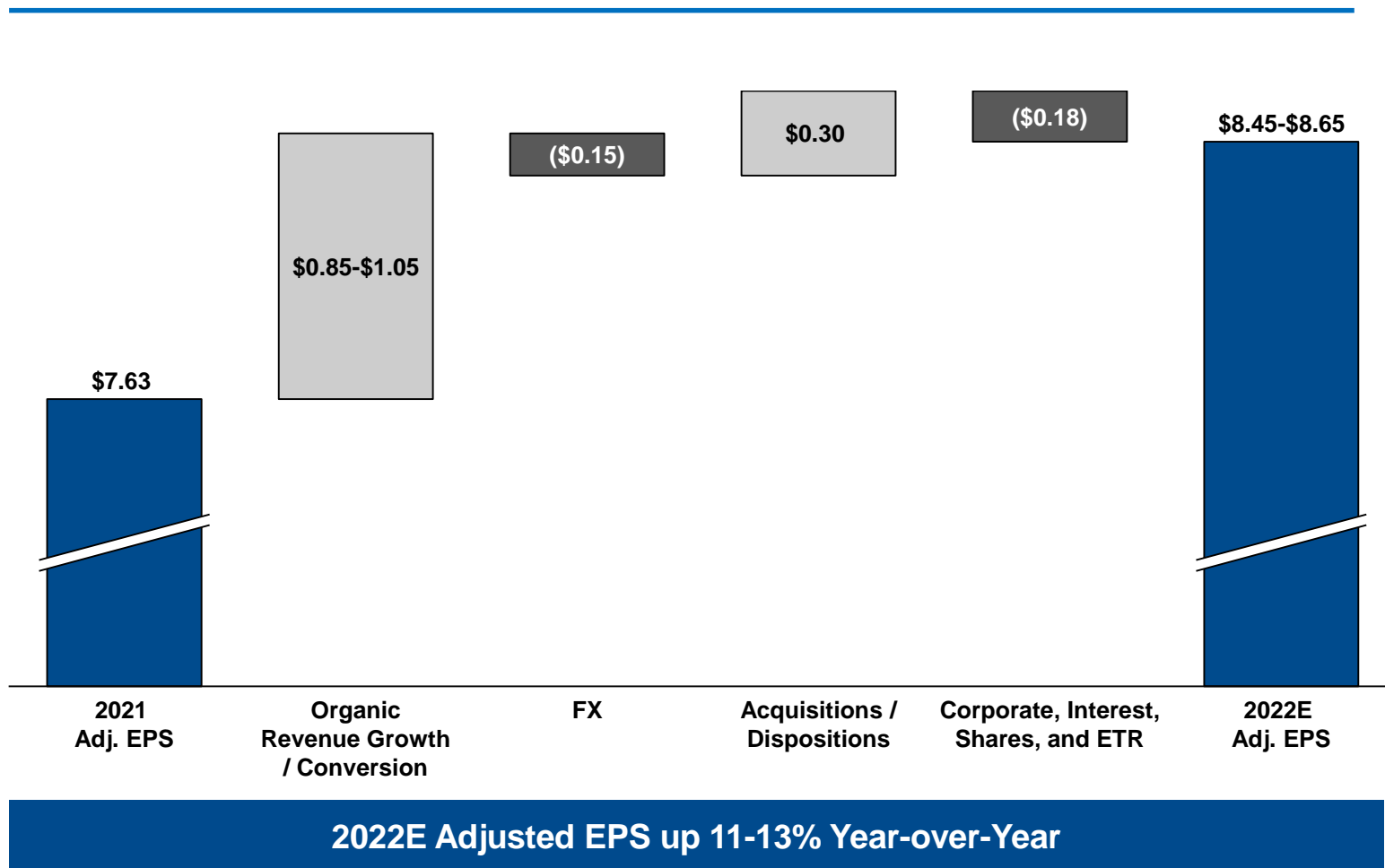
- Free Cash Flow<sup>(1)</sup>: 13% - 15% of Revenue
- Capex: \$200 – \$220 million

Euro/Dollar assumption: 1.18

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

# FY 2022 Adjusted EPS Bridge Guidance

## Adjusted EPS<sup>(1)</sup> (\$/share)

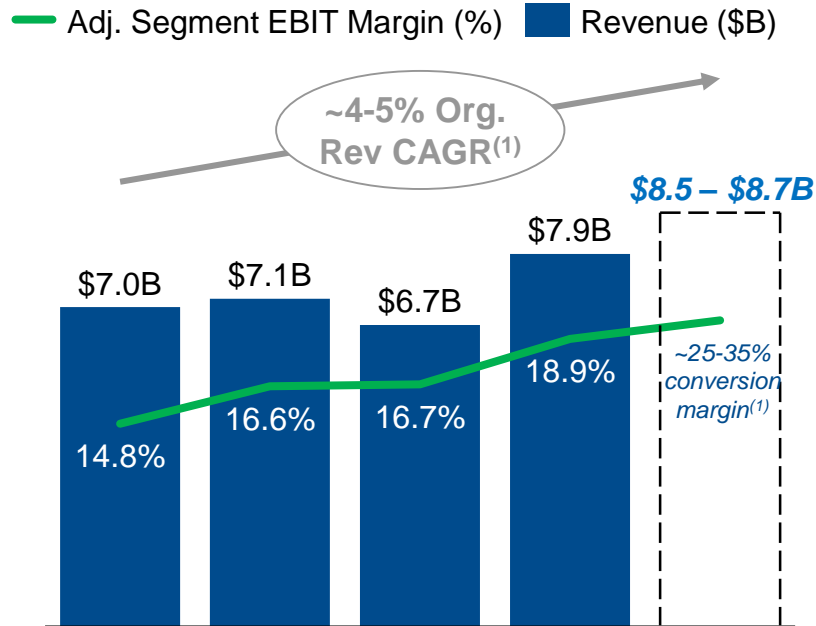


Note: Numbers may not add due to rounding

(1) Non-GAAP measure (definitions and reconciliations in appendix)

# Dover Strategy Delivers Through-Cycle Value Creation

## Revenue and Adj. Segment EBIT Margin<sup>(1)</sup>



**Organic growth<sup>(1)</sup>%**

2018    2019    2020    2021    2022E

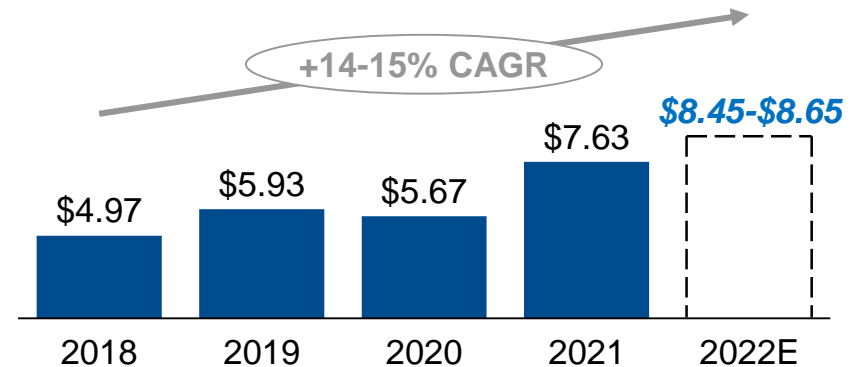
**+4%**    **+4%**    **-7%**    **+15%**    **+7-9%**

**Margin change, bps**

**+30**    **+180**    **+10**    **+220**

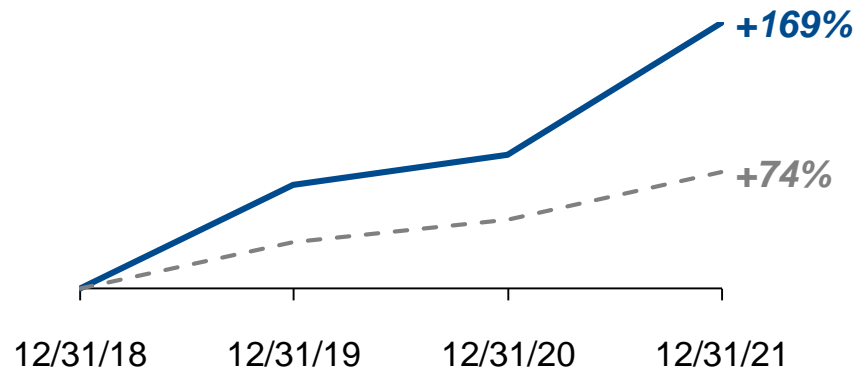
**440 bps cumulative margin improvement**  
**~110 bps improvement per year on average**

## Adj. Earnings Per Share<sup>(1)</sup>



## Cumulative Total Shareholder Return<sup>(2)</sup>

— DOV    - - S&P 500 Industrials (Sector)



# Appendix

# Organic Revenue and Bookings Bridges

	Segment Growth Factors			
	Q4 2021 Organic Growth		FY 2021 Organic Growth	
	Revenue	Bookings	Revenue	Bookings
<b>Organic</b>				
Engineered Products	16.3%	19.7%	14.1%	33.2%
Clean Energy & Fueling	-4.3%	-7.0%	5.8%	11.2%
Imaging & Identification	2.8%	0.7%	8.0%	7.7%
Pumps & Process Solutions	29.8%	26.3%	26.6%	48.2%
Climate & Sustainability Technologies	13.3%	69.9%	22.0%	53.3%
<b>Total Organic</b>	<b>11.5%</b>	<b>22.2%</b>	<b>15.3%</b>	<b>31.9%</b>
Acquisitions	1.5%	1.4%	1.3%	1.5%
Dispositions	-0.5%	-0.5%	-0.2%	-0.2%
Currency translation	-0.8%	-0.2%	1.9%	2.1%
<b>Total</b>	<b>11.7%</b>	<b>22.9%</b>	<b>18.3%</b>	<b>35.3%</b>

	Geographic Revenue Growth Factors	
	Q4 2021	FY 2021
<b>Organic</b>		
US	16.0%	15.7%
Other Americas	-6.5%	11.6%
Europe	6.9%	15.5%
Asia	14.5%	17.9%
Other	9.8%	10.0%
<b>Total Organic</b>	<b>11.5%</b>	<b>15.3%</b>
Acquisitions	1.5%	1.3%
Dispositions	-0.5%	-0.2%
Currency translation	-0.8%	1.9%
<b>Total</b>	<b>11.7%</b>	<b>18.3%</b>

Note: Numbers may not add due to rounding



# Q4 2020 to Q4 2021 Revenue and Bookings Bridges by Segment

**Revenue Bridge by Segment**

(\$ in millions)

	DEP	DCEF	DII	DPPS	DCST	Total
<b>Q4 2020 Revenue</b>	<b>394</b>	<b>409</b>	<b>288</b>	<b>347</b>	<b>342</b>	<b>1,780</b>
Organic Growth	64	(18)	8	104	45	204
FX	(3)	3	(5)	(4)	(2)	(12)
Acquisitions / Dispositions	7	16	2	1	(9)	17
<b>Q4 2021 Revenue</b>	<b>463</b>	<b>411</b>	<b>292</b>	<b>447</b>	<b>376</b>	<b>1,989</b>

**Bookings Bridge by Segment**

(\$ in millions)

	DEP	DCEF	DII	DPPS	DCST	Total
<b>Q4 2020 Bookings</b>	<b>484</b>	<b>403</b>	<b>305</b>	<b>365</b>	<b>379</b>	<b>1,936</b>
Organic Growth	95	(28)	2	96	265	431
FX	3	3	(5)	(3)	(1)	(4)
Acquisitions / Dispositions	4	21	2	1	(10)	17
<b>Q4 2021 Bookings</b>	<b>585</b>	<b>399</b>	<b>303</b>	<b>460</b>	<b>633</b>	<b>2,380</b>

Note: Numbers may not add due to rounding

# FY 2020 to FY 2021 Revenue and Bookings Bridges by Segment

**Revenue Bridge by Segment**

(\$ in millions)

	DEP	DCEF	DII	DPPS	DCST	Total
<b>FY 2020 Revenue</b>	<b>1,531</b>	<b>1,476</b>	<b>1,038</b>	<b>1,324</b>	<b>1,316</b>	<b>6,684</b>
Organic Growth	216	86	83	352	289	1,025
FX	25	33	28	25	17	128
Acquisitions / Dispositions	9	53	14	8	(14)	70
<b>FY 2021 Revenue</b>	<b>1,781</b>	<b>1,648</b>	<b>1,163</b>	<b>1,709</b>	<b>1,608</b>	<b>7,907</b>

**Bookings Bridge by Segment**

(\$ in millions)

	DEP	DCEF	DII	DPPS	DCST	Total
<b>FY 2020 Bookings</b>	<b>1,558</b>	<b>1,472</b>	<b>1,065</b>	<b>1,334</b>	<b>1,510</b>	<b>6,938</b>
Organic Growth	519	163	81	644	806	2,214
FX	31	38	27	31	18	144
Acquisitions / Dispositions	6	69	17	14	(17)	89
<b>FY 2021 Bookings</b>	<b>2,114</b>	<b>1,742</b>	<b>1,190</b>	<b>2,023</b>	<b>2,317</b>	<b>9,385</b>

Note: Numbers may not add due to rounding

# Reconciliation of Q4 2021 Net Earnings to Adj. EBIT and Adj. EBITDA and Calculation of Adj. EBIT Margin and Adj. EBITDA Margin by Segment

(\$ in millions)	Q4 2021					
	DEP	DCEF	DII	DPPS	DCST	Total
<b>Revenue</b>	<b>463</b>	<b>411</b>	<b>292</b>	<b>447</b>	<b>376</b>	<b>1,989</b>
<b>Net earnings</b>	-	-	-	-	-	<b>363</b>
<b>Add back:</b>						
Corporate expense	-	-	-	-	-	48
Interest expense, net	-	-	-	-	-	25
Income tax expense	-	-	-	-	-	98
<b>Segment earnings (EBIT)</b>	<b>82</b>	<b>61</b>	<b>56</b>	<b>142</b>	<b>193</b>	<b>534</b>
EBIT %	17.8%	14.7%	19.1%	31.8%	51.2%	26.8%
<b>Adjustments:</b>						
Rightsizing and other costs	-	1	4	-	19	25
Gain on disposition (net)	(25)	-	-	-	(182)	(206)
<b>Adjusted EBIT - Segment</b>	<b>58</b>	<b>61</b>	<b>60</b>	<b>142</b>	<b>30</b>	<b>352</b>
Adjusted EBIT %	12.5%	14.9%	20.6%	31.8%	8.0%	17.7%
Adjusted depreciation and amortization expense <sup>(1)</sup>	11	19	9	17	12	70
<b>Adjusted EBITDA - Segment</b>	<b>70</b>	<b>80</b>	<b>70</b>	<b>160</b>	<b>42</b>	<b>422</b>
Adjusted EBITDA %	15.0%	19.6%	23.8%	35.7%	11.3%	21.2%

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

(\$ in millions)	FY 2021					
	DEP	DCEF	DII	DPPS	DCST	Total
<b>Revenue</b>	<b>1,781</b>	<b>1,648</b>	<b>1,163</b>	<b>1,709</b>	<b>1,608</b>	<b>7,907</b>
<b>Net earnings</b>	-	-	-	-	-	<b>1,124</b>
<b>Add back:</b>						
Corporate expense	-	-	-	-	-	161
Interest expense, net	-	-	-	-	-	102
Income tax expense	-	-	-	-	-	277
<b>Segment earnings (EBIT)</b>	<b>286</b>	<b>271</b>	<b>237</b>	<b>547</b>	<b>323</b>	<b>1,664</b>
EBIT %	16.0%	16.5%	20.4%	32.0%	20.1%	21.0%
<b>Adjustments:</b>						
Rightsizing and other costs	1	4	6	-	23	34
Gain on disposition (net)	(25)	-	-	-	(182)	(206)
<b>Adjusted EBIT - Segment</b>	<b>262</b>	<b>275</b>	<b>244</b>	<b>546</b>	<b>164</b>	<b>1,491</b>
Adjusted EBIT %	14.7%	16.7%	20.9%	32.0%	10.2%	18.9%
Adjusted depreciation and amortization expense <sup>(1)</sup>	43	77	37	68	48	274
<b>Adjusted EBITDA - Segment</b>	<b>304</b>	<b>353</b>	<b>281</b>	<b>615</b>	<b>213</b>	<b>1,766</b>
Adjusted EBITDA %	17.1%	21.4%	24.2%	36.0%	13.2%	22.3%

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 Q4 2020 Net Earnings to Adj. EBIT and Adj. EBITDA and Calculation of Adj. EBIT Margin and Adj. EBITDA Margin by Segment

(\$ in millions)	Q4 2020					
	DEP	DCEF	DII	DPPS	DCST	Total
<b>Revenue</b>	<b>394</b>	<b>409</b>	<b>288</b>	<b>347</b>	<b>342</b>	<b>1,780</b>
<b>Net earnings</b>	-	-	-	-	-	<b>182</b>
<b>Add back:</b>						
Corporate expense	-	-	-	-	-	40
Interest expense, net	-	-	-	-	-	28
Income tax expense	-	-	-	-	-	38
<b>Segment earnings (EBIT)</b>	<b>56</b>	<b>70</b>	<b>52</b>	<b>82</b>	<b>28</b>	<b>288</b>
EBIT %	14.3%	17.0%	18.1%	23.5%	8.1%	16.2%
<b>Adjustments:</b>						
Rightsizing and other costs	5	3	6	3	1	17
<b>Adjusted EBIT - Segment</b>	<b>61</b>	<b>72</b>	<b>58</b>	<b>85</b>	<b>28</b>	<b>305</b>
Adjusted EBIT %	15.5%	17.7%	20.2%	24.4%	8.3%	17.1%
Adjusted depreciation and amortization expense <sup>(1)</sup>	10	18	10	18	11	68
<b>Adjusted EBITDA - Segment</b>	<b>71</b>	<b>91</b>	<b>68</b>	<b>102</b>	<b>40</b>	<b>373</b>
Adjusted EBITDA %	18.1%	22.1%	23.8%	29.5%	11.7%	20.9%

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

(\$ in millions)	FY 2020					
	DEP	DCEF	DII	DPPS	DCST	Total
<b>Revenue</b>	<b>1,531</b>	<b>1,476</b>	<b>1,038</b>	<b>1,324</b>	<b>1,316</b>	<b>6,684</b>
<b>Net earnings</b>	-	-	-	-	-	<b>683</b>
<b>Add back:</b>						
Corporate expense	-	-	-	-	-	127
Interest expense, net	-	-	-	-	-	108
Income tax expense	-	-	-	-	-	158
<b>Segment earnings (EBIT)</b>	<b>238</b>	<b>237</b>	<b>193</b>	<b>305</b>	<b>103</b>	<b>1,077</b>
EBIT %	15.6%	16.1%	18.6%	23.1%	7.8%	16.1%
<b>Adjustments:</b>						
Rightsizing and other costs	12	7	6	13	6	44
Gain on disposition	-	-	-	-	(5)	(5)
<b>Adjusted EBIT - Segment</b>	<b>250</b>	<b>244</b>	<b>200</b>	<b>319</b>	<b>104</b>	<b>1,116</b>
Adjusted EBIT %	16.3%	16.5%	19.2%	24.1%	7.9%	16.7%
Adjusted depreciation and amortization expense <sup>(1)</sup>	41	72	38	68	47	265
<b>Adjusted EBITDA - Segment</b>	<b>290</b>	<b>316</b>	<b>238</b>	<b>387</b>	<b>151</b>	<b>1,381</b>
Adjusted EBITDA %	19.0%	21.4%	22.9%	29.2%	11.4%	20.7%

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 Adjusted Net Earnings to Net Earnings and Adjusted Diluted EPS to Diluted EPS

(\$ in millions, except per share data)

	Q4 2021	Q4 2020	FY 2021	FY 2020	FY 2019	FY 2018
<b>Net earnings from continuing operations (\$)</b>	<b>363</b>	<b>182</b>	<b>1,124</b>	<b>683</b>	<b>678</b>	<b>591</b>
Acquisition-related amortization, pre tax	36	35	142	139	138	146
Acquisition-related amortization, tax impact	(9)	(9)	(35)	(34)	(35)	(37)
Rightsizing and other costs, pre tax	27	21	38	51	32	73
Rightsizing and other costs, tax impact	(5)	(4)	(7)	(11)	(7)	(15)
Gain on disposition, pre tax	(206)	-	(206)	(5)	-	-
Gain on disposition, tax impact	53	-	53	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)
<b>Adjusted net earnings from continuing operations (\$)</b>	<b>259</b>	<b>225</b>	<b>1,109</b>	<b>824</b>	<b>872</b>	<b>756</b>
Adjusted net earnings margin	13.0%	12.6%	14.0%	12.3%	12.2%	10.8%
Weighted average shares outstanding – diluted	145	145	145	145	147	152
<b>Diluted EPS from continuing operations (\$)</b>	<b>2.49</b>	<b>1.25</b>	<b>7.74</b>	<b>4.70</b>	<b>4.61</b>	<b>3.89</b>
Acquisition-related amortization, pre tax	0.25	0.24	0.98	0.95	0.94	0.96
Acquisition-related amortization, tax impact	(0.06)	(0.06)	(0.24)	(0.24)	(0.24)	(0.24)
Rightsizing and other costs, pre tax	0.18	0.14	0.26	0.35	0.22	0.48
Rightsizing and other costs, tax impact	(0.03)	(0.03)	(0.05)	(0.07)	(0.06)	(0.10)
Gain on disposition, pre tax	(1.42)	-	(1.42)	(0.03)	-	-
Gain on disposition, tax impact	0.37	-	0.37	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)
<b>Adjusted diluted EPS from continuing operations (\$)</b>	<b>1.78</b>	<b>1.55</b>	<b>7.63</b>	<b>5.67</b>	<b>5.93</b>	<b>4.97</b>

Note: Numbers may not add due to rounding

# Reconciliation of FY 2018-21 Earnings from Continuing Operations to Adj. Segment EBIT and Calculation of Adj. EBIT Margin

(\$ in millions)	FY 2021	FY 2020	FY 2019	FY 2018
<b>Revenue</b>	<b>7,907</b>	<b>6,684</b>	<b>7,136</b>	<b>6,992</b>
<b>Earnings from continuing operations</b>	<b>1,124</b>	<b>683</b>	<b>678</b>	<b>591</b>
<b>Add back:</b>				
Corporate expense	161	127	124	130
Interest expense, net	102	108	121	122
Income tax expense	277	158	165	134
Loss on extinguishment of debt	-	-	24	-
<b>Segment earnings (EBIT)</b>	<b>1,664</b>	<b>1,077</b>	<b>1,112</b>	<b>977</b>
EBIT %	21.0%	16.1%	15.6%	14.0%
<b>Adjustments:</b>				
Rightsizing and other costs	34	44	27	59
(Gain) / Loss on dispositions	(206)	(5)	47	-
<b>Adjusted EBIT - Segment</b>	<b>1,491</b>	<b>1,116</b>	<b>1,186</b>	<b>1,036</b>
Adjusted EBIT %	18.9%	16.7%	16.6%	14.8%



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

(\$ millions)	Free Cash Flow			
	Q4 2021	Q4 2020	FY 2021	FY 2020
<b>Net Cash Provided by Operating Activities</b>	<b>327</b>	<b>418</b>	<b>1,116</b>	<b>1,105</b>
Capital Expenditures	(50)	(42)	(171)	(166)
<b>Free Cash Flow</b>	<b>277</b>	<b>376</b>	<b>944</b>	<b>939</b>
Free Cash Flow as a % of Net Earnings	76%	206%	84%	137%
Free Cash Flow as a % of Adjusted Net Earnings	107%	167%	85%	114%
Free Cash Flow as a % of Revenue	14%	21%	12%	14%

	Range	
<b>FY 2022 Guidance for Earnings per Share (GAAP)</b>	<b>\$7.45</b>	<b>\$7.65</b>
Acquisition-related amortization, net		\$0.89
Rightsizing and other costs, net		\$0.11
<b>FY 2022 Guidance for Adjusted Earnings per Share (Non-GAAP)</b>	<b>\$8.45</b>	<b>\$8.65</b>

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/benefits, gain/loss on dispositions, loss on extinguishment of debt, loss on assets held for sale, and the Tax Cuts and Jobs Act.

**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/benefits, 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 fourth 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.