

January 30, 2025 - 8:00am CT

Earnings Conference Call Fourth Quarter 2024

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 general economic conditions and conditions in the particular markets in which we operate, changes in customer demand and capital spending, competitive factors and pricing pressures, our ability to develop and launch new products in a cost-effective manner, and our ability to realize synergies from newly acquired businesses. 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 our Quarterly Reports on Form 10-Q and Current Reports on Form 8-K, 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, 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 quarter, which are available on Dover's website. We do not provide a reconciliation of forward-looking organic revenue, segment earnings conversion, and forward-looking free cash flow to the most directly comparable GAAP financial measure because we are not able to provide a meaningful or accurate compilation of reconciling items. This is due to the inherent difficulty in accurately forecasting the timing and amounts of the items that would be excluded from the most directly comparable GAAP financial measure or are out of our control. For the same reasons, we are unable to address the probable significance of unavailable information which may be material.



Q4 and FY 2024 Performance Highlights

		Q4 '24	FY '24
Revenue	All in: Organic growth ⁽¹⁾ :	+1% to \$1.9B +0.3%	+1% to \$7.7B Flat
Bookings ⁽²⁾	Organic growth ⁽²⁾ :	+7%	+7%
Segment Earnings ⁽¹⁾	% of Revenue:	+60 bps to 22.2%	+70 bps to 21.7%
Adjusted Free Cash Flow ⁽¹⁾	\$M: % of Revenue:	\$429M 22.2%	\$1,044M 13.5%
Adjusted EPS from Continuing Operations ⁽¹⁾	Adjusted EPS ⁽¹⁾ : Prior year Q4 and full year be	+1% to \$2.20	+4% to \$8.29 zation actions
FY '25 Guidance		owth ⁽¹⁾ : +3-5% Y-o-Y continuing operations	⁽¹⁾ : \$9.30 - \$9.50

Commentary

 Encouraging trends into 2025 with broad-based top-line strength across the portfolio

- Continued positive order trend trajectory; five straight quarters of year-over-year growth
- Q4 book-to-bill⁽²⁾ >1
- Positive mix impact from high margin / high growth platforms, cost containment, and productivity actions driving margin higher
- 2025 guidance in line with preliminary outlook from prior earnings call
- Double-digit adjusted EPS growth guidance in 2025



Summary Corporate Q4 and Full Year Results

		Q4 2024	FY 2024	Highlights
Revenue change	All-in	+1%	+1%	 Q4 FX impact: -0.3%. Acquisitions
(Y-o-Y)	Organic ⁽¹⁾	+0.3%	0%	(net of divestitures): +1%
Bookings change	All-in ⁽²⁾	+8%	+7%	 Fifth consecutive quarter of Y-o-Y organic bookings⁽²⁾ growth
(Y-o-Y)	Organic ⁽²⁾	+7%	+7%	
Segment	Margin %	22%	22%	 Q4 Segment Earnings⁽¹⁾ up \$17M
Earnings ⁽¹⁾	Y-o-Y bps Δ	+60 bps	+70 bps	Y-o-Y
Earnings From	Reported	\$238M	\$1.4B	 Reported Q4 Y-o-Y change: -8% Adjusted⁽¹⁾ Q4 Y-o-Y change: -0.4%
Continuing Ops	Adjusted ⁽¹⁾	\$305M	\$1.2B	
Diluted EPS	Reported Adjusted ⁽¹⁾	\$1.72 \$2.20	\$10.09 \$8.29	 Reported Q4 Y-o-Y change: -7% Adjusted⁽¹⁾ Q4 Y-o-Y change: +1%
Adjusted Free	Revenue	22.2%	13.5%	 Q4 Adj FCF⁽¹⁾ down \$12M Y-o-Y
Cash Flow ⁽¹⁾ (% of)	Adj. Earnings ⁽¹⁾	141%	91%	

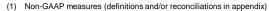












(2) See performance measures definitions in appendix



Segment Results

	Q4 2	024	FY 2	024	
Segment	Revenue (\$M) / Y-o-Y Organic ⁽¹⁾ ∆ %	Segment Earnings % / bps \(Y-o-Y)	Revenue (\$M) / Y-o-Y Organic ⁽¹⁾ ∆ %	Segment Earnings % / bps \(Y-o-Y)	Q4 Performance Commentary
DEP	\$288	21%	\$1,202	19%	 Growth in vehicle aftermarket and fluid dispensing. Lower volumes in aerospace & defense due to program shipment timing
DEP	+2%	+20 bps	+8%	+130 bps	 Consistent margin performance as productivity more than offset lower mix of aerospace and defense shipments
DCEF	\$528 8%	20%	\$1,937 +3%	19%	 Strong shipments and new orders in clean energy (cryogenics, hydrogen, LNG) and above-ground retail fueling equipment. Positive growth inflection in below-ground fueling and vehicle wash
	0%	+200 bps	+3%	+20 bps	 Margin up on return to positive volume leverage, restructuring, and higher mix of below ground fueling equipment
DII	\$289	27%	\$1,137	27%	 Growth in core marking & coding printers, consumables, services, and aftermarket
Bill	+1%	+190 bps	+2%	+210 bps	 Robust margin performance from productivity and ongoing structural cost controls
DPPS	\$479 + <i>3</i> %	30% +2 <i>30 bps</i>	\$1,895 + <i>1%</i>	28% +70 bps	 Robust shipments and order rates in single-use biopharma components and thermal connectors. Solid growth in precision components and industrial pumps. Lower polymer processing shipments
					 Margin up on higher mix of biopharma / thermal connectors and acquisition benefits
DCST	\$348 -13%	13% -500 bps	\$1,580 <i>-11%</i>	16% -130 bps	 Record quarterly volume in US CO₂ systems. Growth in US and APAC heat exchangers. Declines in European heat exchangers and beverage can-making Broad-based bookings growth (+16%) across all businesses
					 Bload-based bookings growin (+16%) across all businesses





Full Year 2024 Free Cash Flow and Adjusted Free Cash Flow

\$M	FY 2024	FY 2023	Δ
Net earnings	2,697	1,057	1,640
Earnings from discontinued operations, net	(1,297)	(113)	(1,184)
Gain on dispositions	(598)	—	(598)
D&A	338	305	33
Change in working capital	(25)	131	(156)
Change in other ⁽¹⁾	(27)	(160)	133
Cash flow from operations	1,088	1,220	(132)
Сарех	(168)	(183)	15
Free cash flow ⁽²⁾	920	1,036	(116)
Plus: Cash taxes paid for gain on dispositions ⁽³⁾	124		124
Adjusted free cash flow ⁽²⁾	1,044	1,036	8
Adjusted FCF % of revenue ⁽²⁾	13.5%	13.5%	
Adjusted FCF % of adj. earnings ⁽²⁾ from cont. ops.	91%	93%	

Q4 '24 Adjusted FCF⁽²⁾ was \$429M, 22% of revenue

Note: Numbers may not add due to rounding

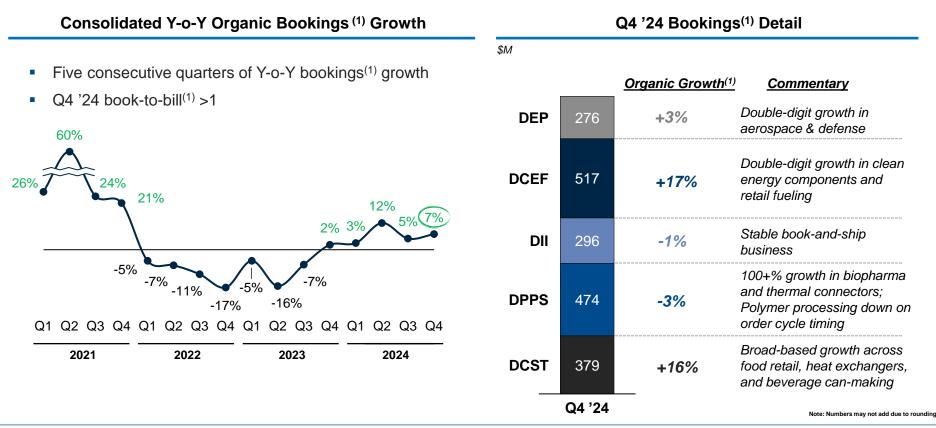
(1) Includes stock-based compensation, deferred income taxes, and changes in other current and non-current assets and liabilities

(2) Non-GAAP measures (definitions and/or reconciliations in appendix)

(3) Cash taxes paid for the gain on the dispositions of De-Sta-Co in Q1 2024 and a minority owned equity method investment in Q3 2024



Broad-Based Bookings Momentum Into 2025



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~20% of Portfolio Expected to Grow Double Digits In Aggregate in '25

Clean Energy Components	Precision Components	Single-Use Biopharma	Liquid Cooling	CO ₂ Systems
 Tailwinds across broader gas complex, particularly LNG and H₂ infrastructure Acquisition integration driving synergy capture 	 Resurgent US energy infrastructure investment OEM partnerships on energy transition applications (e.g., carbon capture, LNG, H₂) 	 Robust outlook in new biopharma therapies (e.g., CGT) driving continued long- term double-digit growth trajectory 	 Strong demand for liquid cooling applications in high performance computing and data centers Key partnerships with high-profile OEMs and contract manufacturers 	 Broad-based national retailer adoption of natural refrigerants (e.g., CO₂) Leading market position with largest install base
Recent Investments	Recent Investments	Recent Investments	Recent Investments	Recent Investments
Jul '24 JEMACO Jul '24		 Recent acquisition of attractive IP portfolio for sterile disconnects 	 Capacity expansions in heat exchangers and thermal connectors 	 50% increase in North American capacity in last year, +300% since 2022
Aug '24 (Part of DPPS) Jan '25	Dec '23	 New product launches targeting novel therapies in high growth sectors 	 Integrated Systech serialization technology into manufacturing process 	 Recently launched largest capacity platform



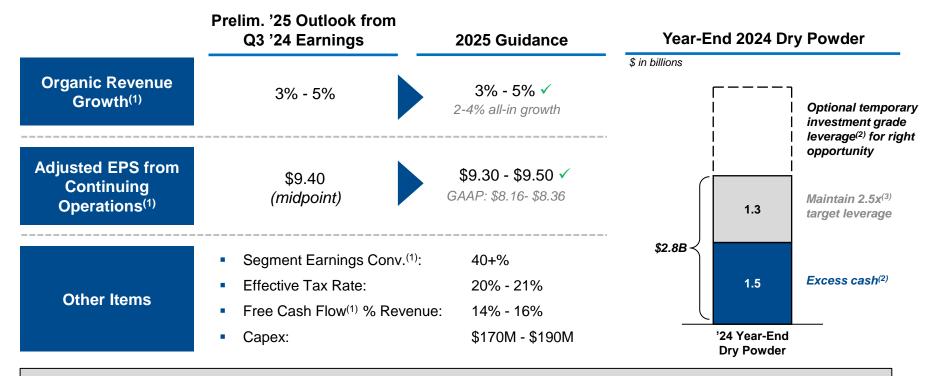
2025 Segment Outlook

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Segment	Demand Trends	Organic Growth ⁽¹⁾	Segment Margin Δ	Commentary
DEP		LSD		 Growth in aerospace & defense. Stable volumes in automotive aftermarket. Performance levered to H2 on timing of aerospace & defense shipments Margin improvement on positive price-cost and operational execution
DCEF	•	MSD		 Growth in clean energy components, fluid transport, vehicle wash equipment, and retail fueling (above and below ground) Margin improvement on volume leverage, higher mix of below-ground fueling equipment, cost curtailment, and acquisition integration benefits (levered toward H2)
DII	•	LSD		 Continued steady outlook in core marking & coding equipment and consumables. Growth in serialization software Multi-year margin improvement runway from productivity and structural cost controls
DPPS	•	MSD		 Robust growth in biopharma components and thermal connectors. Solid outlook in precision components and industrial pumps. Stable full-year performance in polymer processing with a difficult H1 comparable period Margin up on higher mix of biopharma and thermal shipments and solid growth conversion
DCST	•	LSD- MSD		 Strong growth in CO₂ refrigeration systems. Stable outlook in beverage can-making. Full year growth in heat exchangers against trough volumes in 2024 (levered toward H2) Margin growth on operational execution and mix



FY 2025 Guidance in-line with Preliminary Outlook from Last Quarter



Significant cash position provides optionality for value-creating capital deployment

Dollar/euro exchange rate: 1.04

(1) Non-GAAP measures (definitions and/or reconciliations in appendix)

(2) Excess cash excludes \$300M minimum cash balance

(3) Total debt / adjusted EBITDA (Non-GAAP measure)



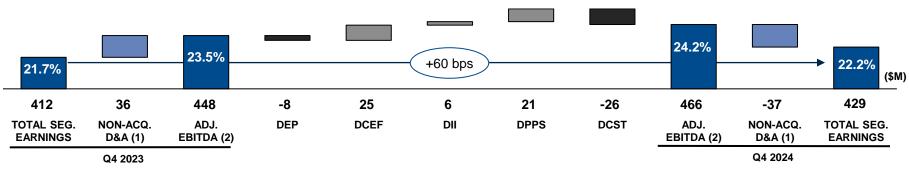
Appendix



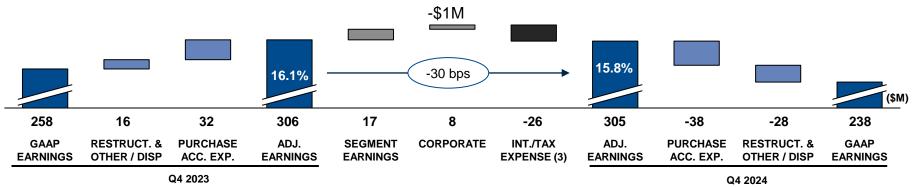
Q4 2024 Segment Earnings and Adj. Earnings from Cont. Ops.

Change in Total Segment Earnings⁽²⁾





Change in Adjusted Earnings from Continuing Operations⁽²⁾



(1) Relates to PP&E and intangibles, and excludes amounts related to purchase accounting expenses and restructuring and other costs

12 (2) Non-GAAP measures (definitions and/or reconciliations in appendix)

(3) FY 2023 tax expense includes the net income tax benefit of internal reorganizations executed in 2023.

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



Organic Revenue Bridges

Segment Growth I	Factors	
	Q4 2024	FY 2024
Organic		
Engineered Products	1.6 %	8.2 %
Clean Energy & Fueling	7.9 %	2.6 %
Imaging & Identification	1.3 %	2.4 %
Pumps & Process Solutions	2.9 %	1.4 %
Climate & Sustainability Technologies	(12.8)%	(11.2)%
Total organic	0.3 %	— %
Acquisitions	3.8 %	3.0 %
Dispositions	(2.5)%	(2.0)%
Currency translation	(0.3)%	(0.2)%
Total	1.3 %	0.8 %

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Organic Bookings Bridges

	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Organic	3.2 %	11.5 %	5.1 %	6.5 %	6.5 %	(5.4)%	(16.3)%	(6.7)%	2.2 %	(5.4)%	(7.4)%	(11.4)%	(17.4)%	25.5 %	60.1 %	24.0 %	21.2 %
Acquisitions	2.1 %	2.4 %	3.5 %	4.7 %	3.2 %	1.1 %	0.7 %	0.3 %	0.4 %	4.7 %	3.4 %	3.9 %	3.1 %	1.7 %	2.1 %	1.2 %	1.6 %
Dispositions	— %	(3.0)%	(2.9)%	(2.7)%	(2.1)%	— %	— %	— %	— %	(1.6)%	(1.9)%	(1.8)%	(1.2)%	(0.4)%	— %	— %	(0.6)%
Currency translation	(0.2)%	(0.7)%	(0.1)%	(0.1)%	(0.3)%	(2.9)%	(0.8)%	1.3 %	1.1 %	(2.2)%	(3.1)%	(4.1)%	(3.9)%	3.3 %	5.4 %	1.4 %	(0.2)%
Total	5.1 %	10.2 %	5.6 %	8.4 %	7.3 %	(7.2)%	(16.4)%	(5.1)%	3.7 %	(4.5)%	(9.0)%	(13.4)%	(19.4)%	30.1 %	67.6 %	26.6 %	22.0 %



Q4 2023 to Q4 2024 Revenue and Bookings Bridges

(\$ in millions)	Revenue Bridge by Segment									
(† m mmons)	DEP	DCEF	DII	DPPS	DCST	Total				
Q4 2023 Revenue	328	449	286	445	398	1,905				
Organic Growth/(Decline)	5	36	4	13	(51)	6				
FX	_	(3)	(4)	_	_	(6)				
Acquisitions/Dispositions	(45)	46	3	22	_	25				
Q4 2024 Revenue	288	528	289	479	348	1,930				

(() :		Bookings Bridge by Segment								
(\$ in millions)	DEP	DCEF	DII	DPPS	DCST	Total				
Q4 2023 Bookings	312	401	297	455	326	1,790				
Organic Growth/(Decline)	10	70	(2)	(12)	51	117				
FX	—	(3)	(4)	3	2	(2)				
Acquisitions/Dispositions	(46)	50	4	27	_	35				
Q4 2024 Bookings	276	517	296	474	379	1,939				

Note: Numbers may not add due to rounding



Reconciliation of Earnings from Continuing Operations to Total Segment Earnings and Total Adjusted Segment EBITDA

(\$ in millions)	Q4 2024	FY 2024	Q4 2023	FY 2023
Earnings from continuing operations	238	1,400	258	944
Provision for income taxes	65	357	22	179
Earnings before provision for income taxes	304	1,757	280	1,123
Interest income	(23)	(37)	(5)	(13)
Interest expense	28	131	31	131
Corporate expense / other	38	156	46	151
Disposition costs	—	—	1	1
Gain on dispositions	—	(598)	—	_
Restructuring and other costs	33	85	19	63
Purchase accounting expenses	49	186	40	159
Total segment earnings	429	1,680	412	1,615
Total segment earnings margin	22.2 %	21.7 %	21.7 %	21.0 %
Add: Other depreciation and amortization	37	145	36	141
Total adjusted segment EBITDA	466	1,825	448	1,756
Total adjusted segment EBITDA margin	24.2 %	23.6 %	23.5 %	22.9 %

Note: Numbers may not add due to rounding



Reconciliation of Earnings from Continuing Operations to Adjusted Earnings from Continuing Operations and Adjusted EPS from Continuing Operations

	Q4 2024	FY 2024	Q4 2023	FY 2023
Earnings from continuing operations (\$)	238	1,400	258	944
Purchase accounting expenses, pre-tax	49	186	40	159
Purchase accounting expenses, tax impact	(11)	(41)	(9)	(35)
Restructuring and other costs, pre-tax	33	85	19	63
Restructuring and other costs, tax impact	(7)	(18)	(4)	(13)
Disposition costs, pre-tax	_	_	1	1
Disposition costs, tax impact	—	—	_	—
Loss (gain) on disposition, pre-tax	_	(598)	_	_
Loss (gain) on disposition, tax-impact	2	135	—	—
Adjusted earnings from continuing operations (\$)	305	1,150	306	1,118
Adjusted earnings per share from continuing operations (\$)	2.20	8.29	2.18	7.95
Revenue	1,930	7,746	1,905	7,684
Weighted average shares outstanding - diluted	138	139	141	141

Note: Numbers may not add due to rounding

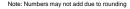


Reconciliation of Adjusted Free Cash Flow and EPS from Continuing Operations to Adjusted EPS from Continuing Operations

\$ in millions	Adjusted Free Cash Flow				
	2024		2023		
	Q4	FY 2024	Q4	FY 2023	
Net cash provided by operating activities	439	1,088	499	1,220	
Capital expenditures	(54)	(168)	(57)	(183)	
Free cash flow	385	920	441	1,036	
Plus: Cash taxes paid for gain on dispositions ⁽¹⁾	44	124	_		
Adjusted free cash flow	429	1,044	441	1,036	
Adj. Free cash flow as a % of revenue	22.2 %	13.5 %	23.2 %	13.5 %	
Adj. Free cash flow as a % of adjusted earnings from continuing operations	140.8 %	90.8 %	144.2 %	92.7 %	

	Range			
2025 Guidance for Earnings per Share from Continuing Operations (GAAP)	\$	8.16	\$	8.36
Acquisition-related amortization, net			1.07	
Restructuring and other costs, net			0.07	
2025 Guidance for Adjusted Earnings per Share from Continuing Operations (Non-GAAP)	\$	9.30	\$	9.50

(1) Cash taxes paid for gain on dispositions of De-Sta-Co in Q1 2024 and a minority owned equity method investment in Q3 2024





Non-GAAP Definitions

Definitions of Non-GAAP Measures:

The items described in our definitions herein, unless otherwise noted, relate solely to our continuing operations.

Adjusted Earnings From Continuing Operations: is defined as earnings from continuing operations adjusted for the effect of purchase accounting expenses, restructuring and other costs, disposition costs and gain/loss on dispositions.

Adjusted Diluted Earnings Per Share From Continuing Operations (or Adjusted Earnings Per Share From Continuing Operations): is defined as adjusted earnings from continuing operations divided by weighted average diluted shares outstanding.

Total Segment Earnings: is defined as sum of earnings from continuing operations before purchase accounting expenses, restructuring and other costs, corporate expenses/other, interest expense, interest income, disposition costs, gain/loss on dispositions, and provision for income taxes for all segments.

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

Total Adjusted Segment EBITDA: is defined as total segment earnings plus other depreciation and amortization expense, which relates to property, plant, and equipment and intangibles, and excludes amounts related to purchase accounting expenses and restructuring and other costs.

Free Cash Flow: is defined as net cash provided by operating activities minus capital expenditures.

Adjusted Free Cash Flow: is defined as net cash provided by operating activities minus capital expenditures plus cash taxes paid for gain on dispositions. Adjusted free cash flow as a percentage of revenue equals adjusted free cash flow divided by revenue. Adjusted free cash flow as a percentage of adjusted earnings from continuing operations equals adjusted free cash flow divided by adjusted earnings from continuing operations.

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

Segment Earnings Conversion: is defined as the change in total segment earnings divided by the change in revenue.

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 quarter.



Performance Measure Definitions

Definitions of Performance Measures:

The items described in our definitions herein, unless otherwise noted, relate solely to our continuing operations.

Bookings represent total orders received from customers in the current reporting period and exclude de-bookings related to orders received in prior periods, if any. This metric is an important measure of performance and an indicator of revenue order trends.

Organic Bookings represent bookings 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.

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.



