



*PERFORMANCE***COUNTS**



INDUSTRIAL PRODUCTS



ENGINEERED SYSTEMS



FLUID MANAGEMENT



ELECTRONIC TECHNOLOGIES

# DOVER DAY - 2007

I N V E S T O R      C O N F E R E N C E

NEW YORK CITY / NOVEMBER 9, 2007

# Forward-Looking Statements

We want to remind everyone that our comments may contain forward-looking statements that are inherently subject to uncertainties. We caution everyone to be guided in their analysis of Dover Corporation by referring to our Form 10-K for a list of factors that could cause our results to differ from those anticipated in any such forward-looking statement.

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



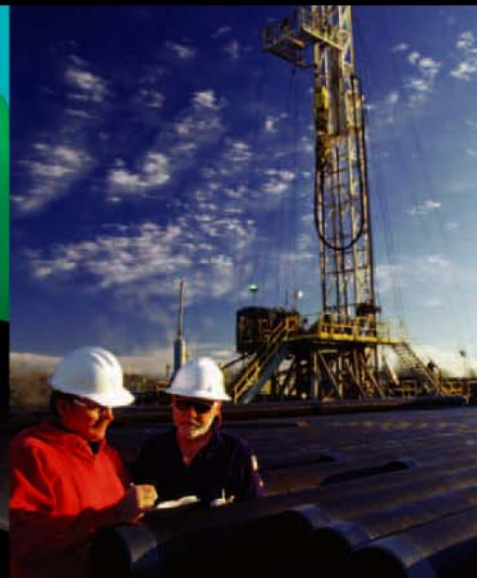
**PERFORMANCE***COUNTS*



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# DOVER DAY 2007

RON HOFFMAN

NEW YORK CITY / NOVEMBER 9, 2007

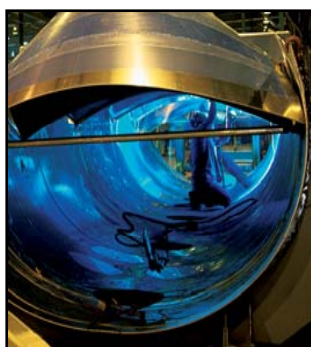




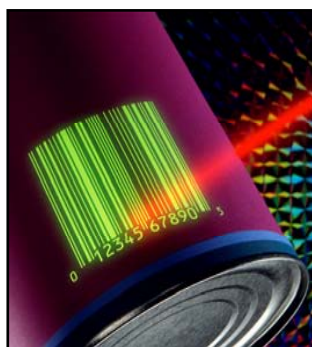
**... a \$7 billion global provider of innovative equipment, specialty systems and value added services for the industrial products, fluid management, engineered systems and electronic technology markets.**

**... focuses on growing organically 5-7% over a business cycle and strategically invests in value creating acquisitions.**

**... returns value to shareholders through earnings growth initiatives, annually increased dividends and strategic share repurchases.**



INDUSTRIAL PRODUCTS



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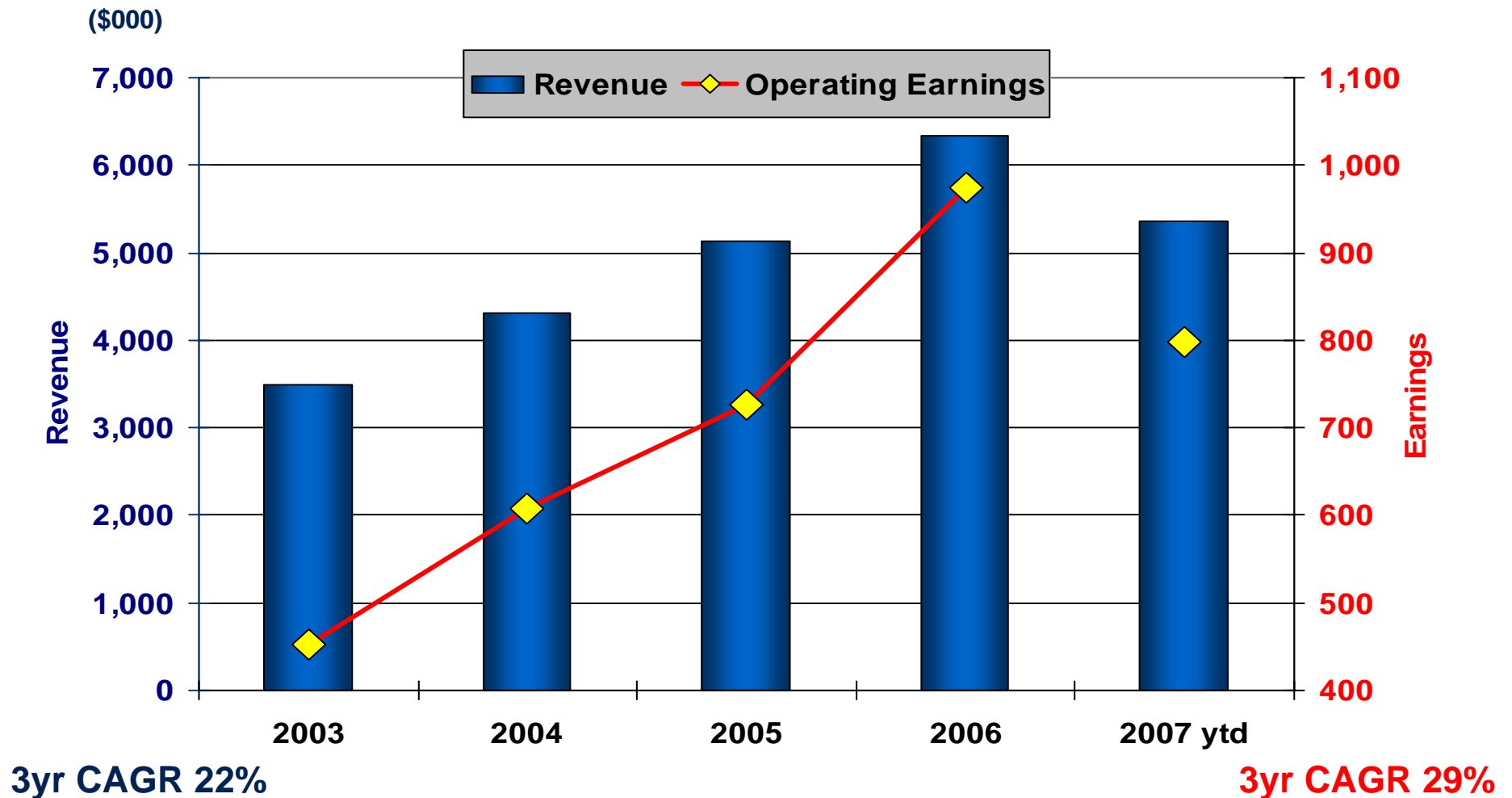


ELECTRONIC TECHNOLOGIES



***Record Financial Results***  
***Platforms For Strategic Growth***  
***Capital Allocation***  
***Increased Clarity***  
***Future Vision***

# SUSTAINABLE GROWTH STORY



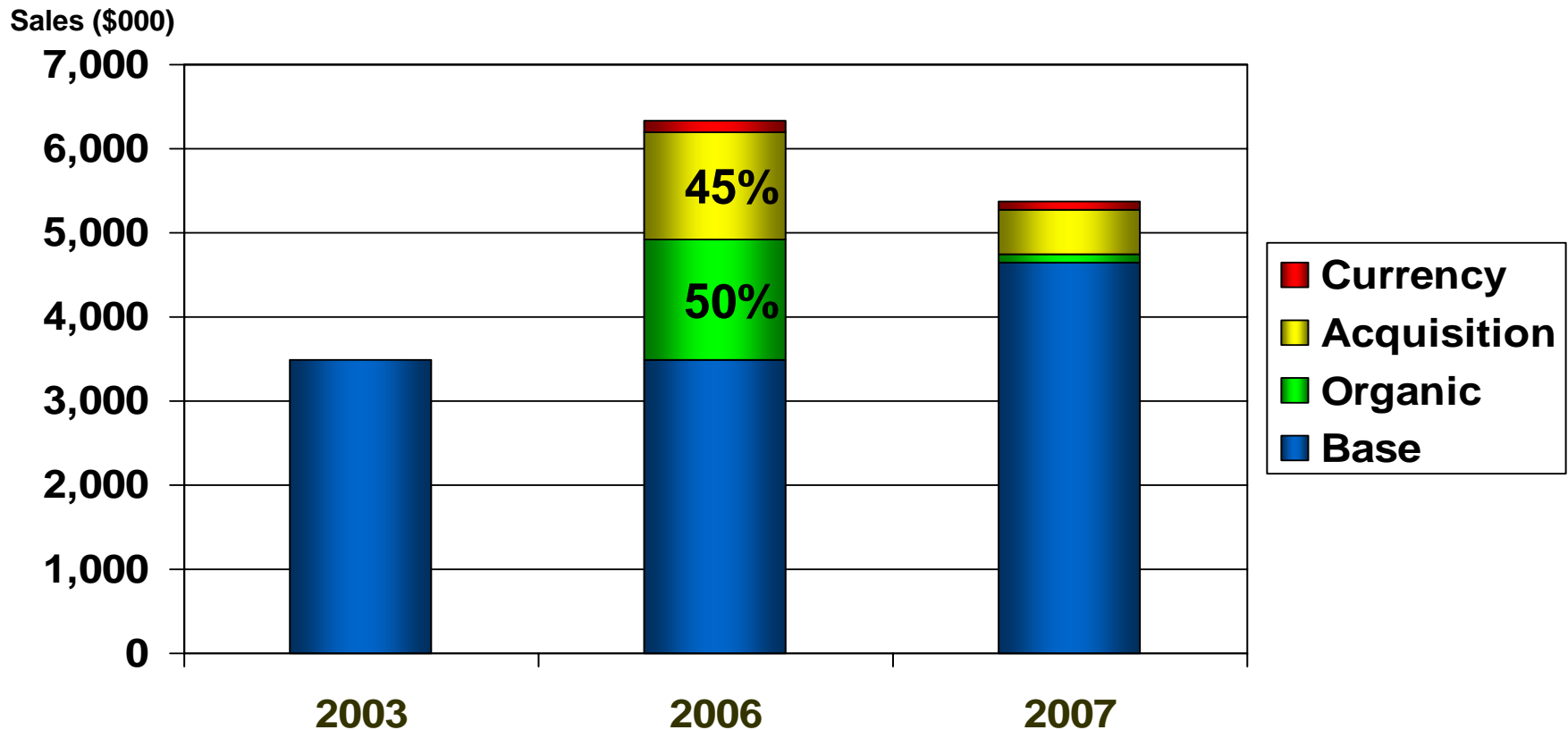
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# BALANCED GROWTH

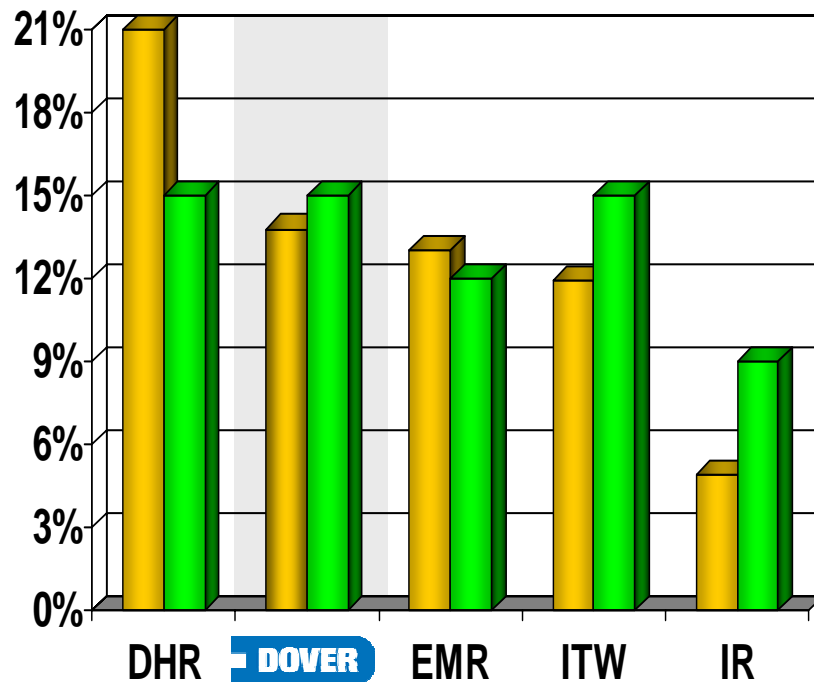


**Organic Growth Rate: Target 5-7%... 5 yr. Average 7.1%**

# COMPARISON TO PEERS

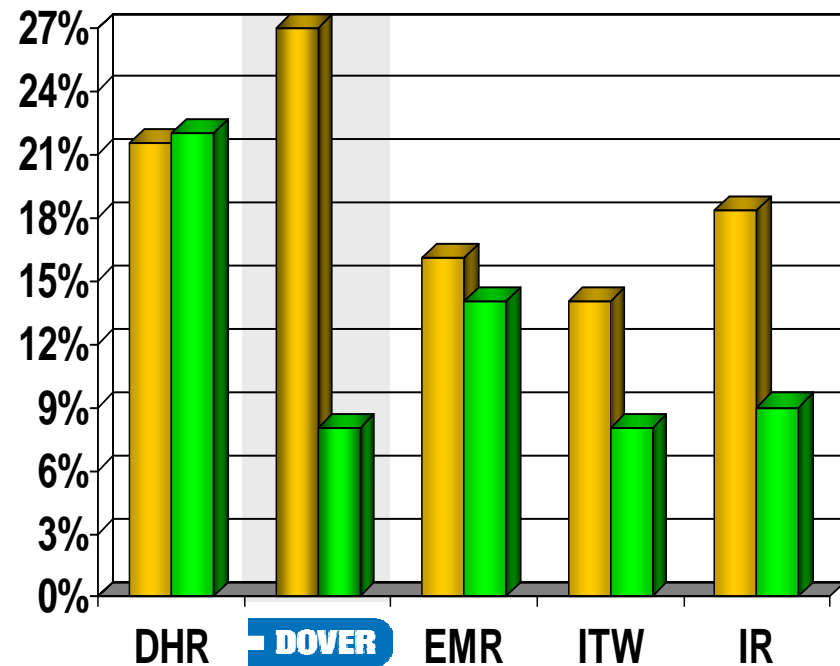
## SALES GROWTH RATE

■ 2004-06 ■ 2007 YTD



## OPER. EARNINGS GROWTH RATE

■ 2004-06 ■ 2007 YTD

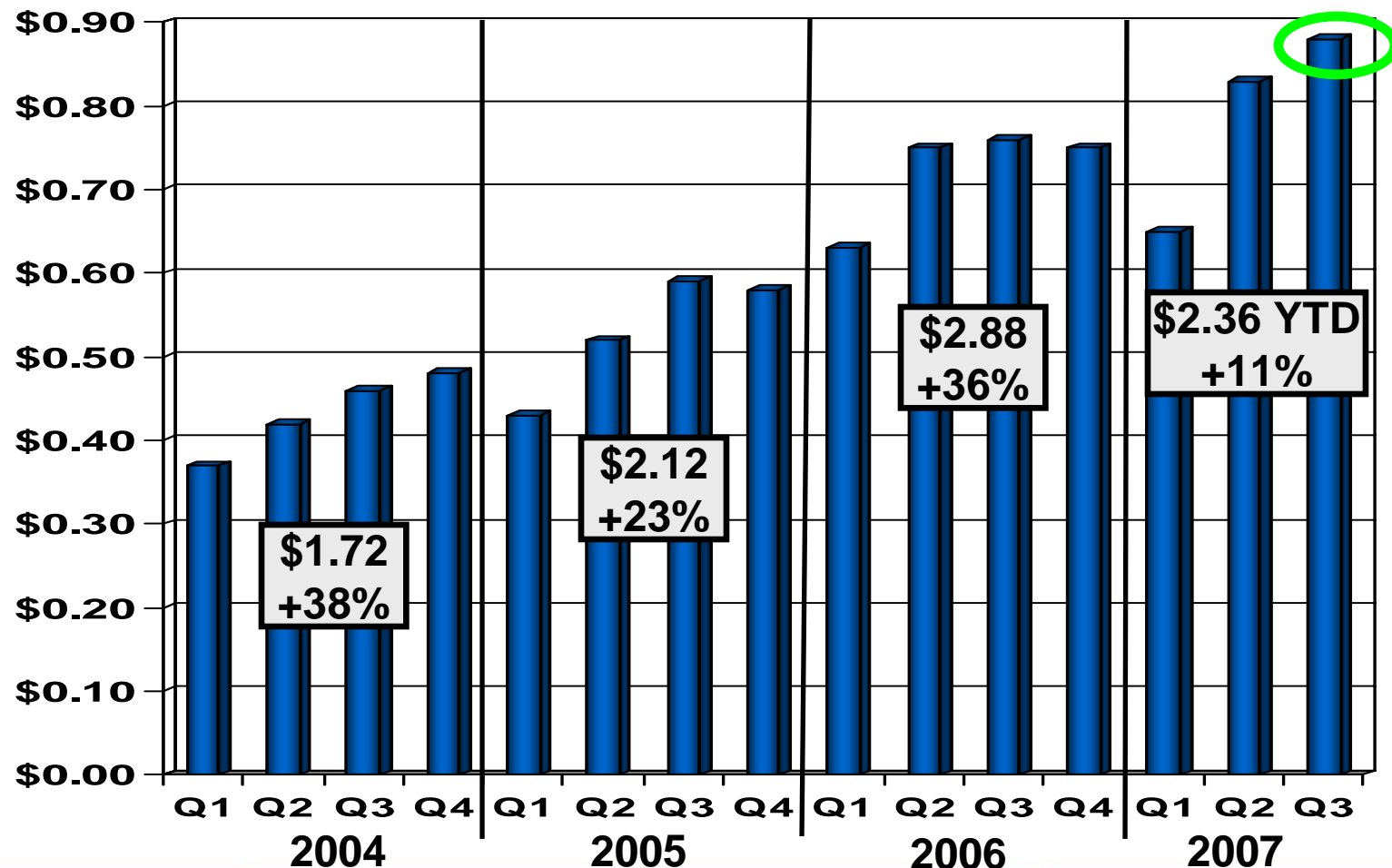


Source: Bloomberg Data



# DOUBLE DIGIT EPS GROWTH

Continuing Earnings Per Share



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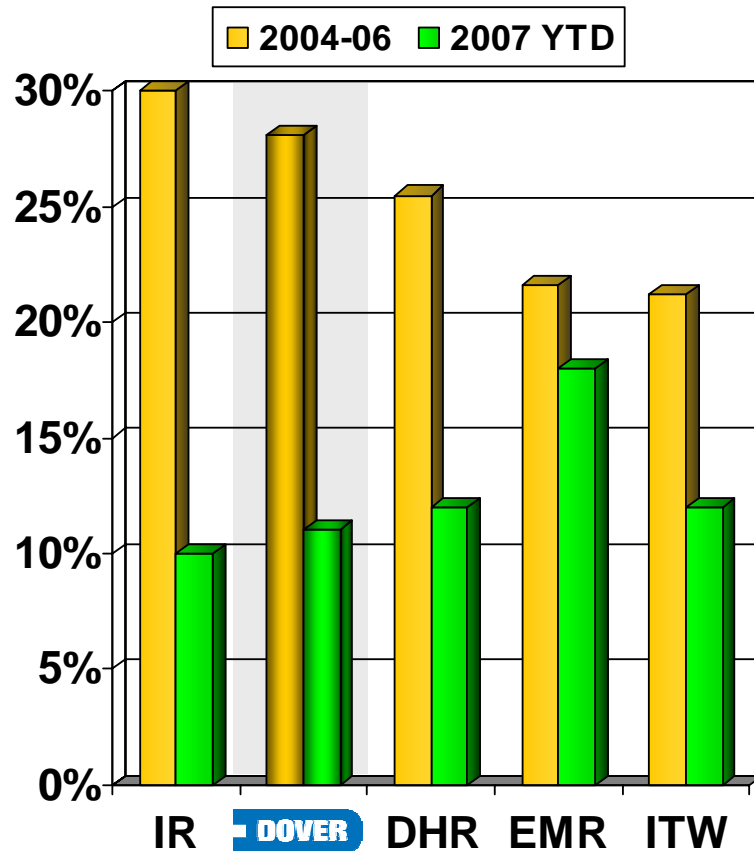
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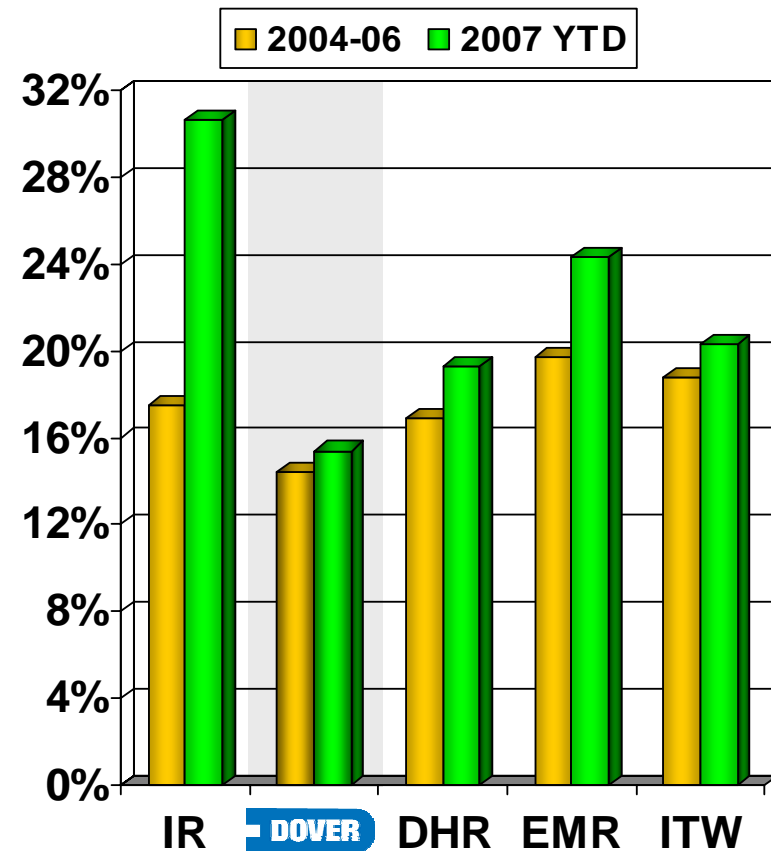
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# COMPARISON TO PEERS

## EPS GROWTH RATE



## RETURN OF EQUITY



Source: Bloomberg Data

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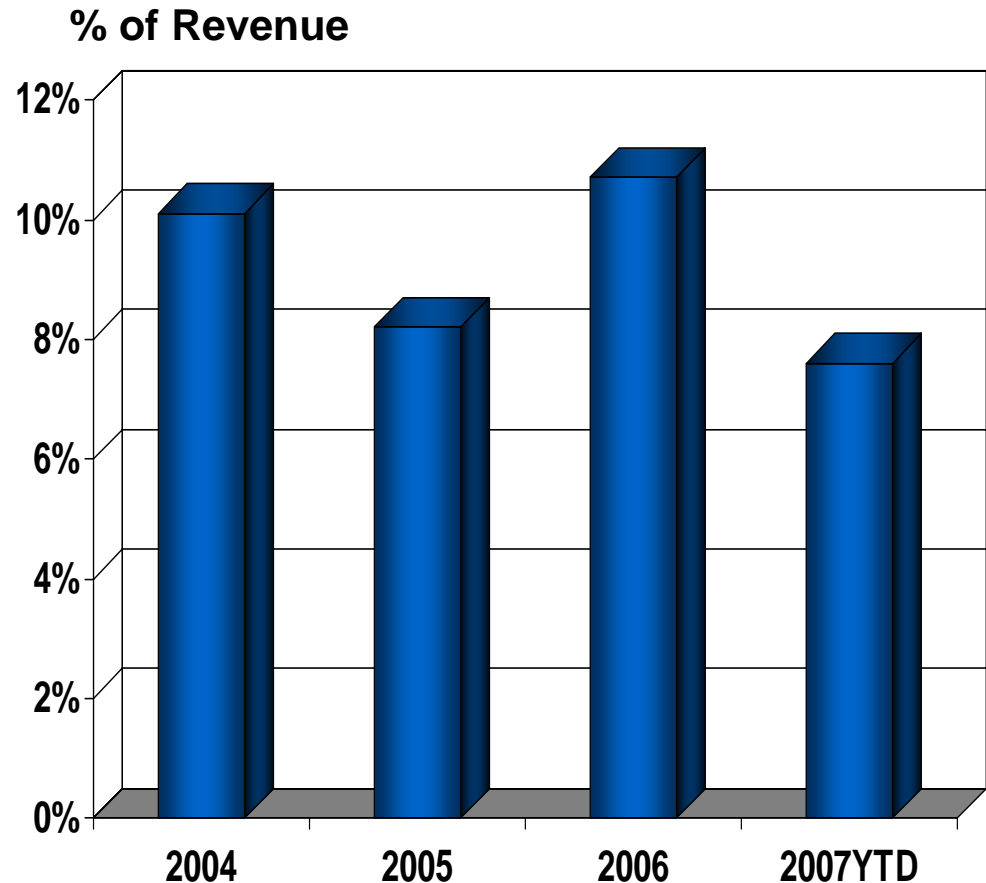
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# FREE CASH FLOW GENERATION

## DRIVERS

- **MARGIN IMPROVEMENT**
  - Metric Driven
- **WORKING CAPITAL IMPROVEMENTS**
  - Metric Driven
- **DIVESTITURE PROCEEDS**
  - Portfolio Transformation
- **TAX RATES**
  - Globally Managed
- **CAPITAL EXPENDITURES**
  - Synergies Will Reduce Rate



# CAPITAL ALLOCATION STRATEGY

## ● ***Capital Spending:***

- Continue to fund the growth requirements of our companies  
(2-3% of revenue ~\$175-200M)

## ● ***Dividends:***

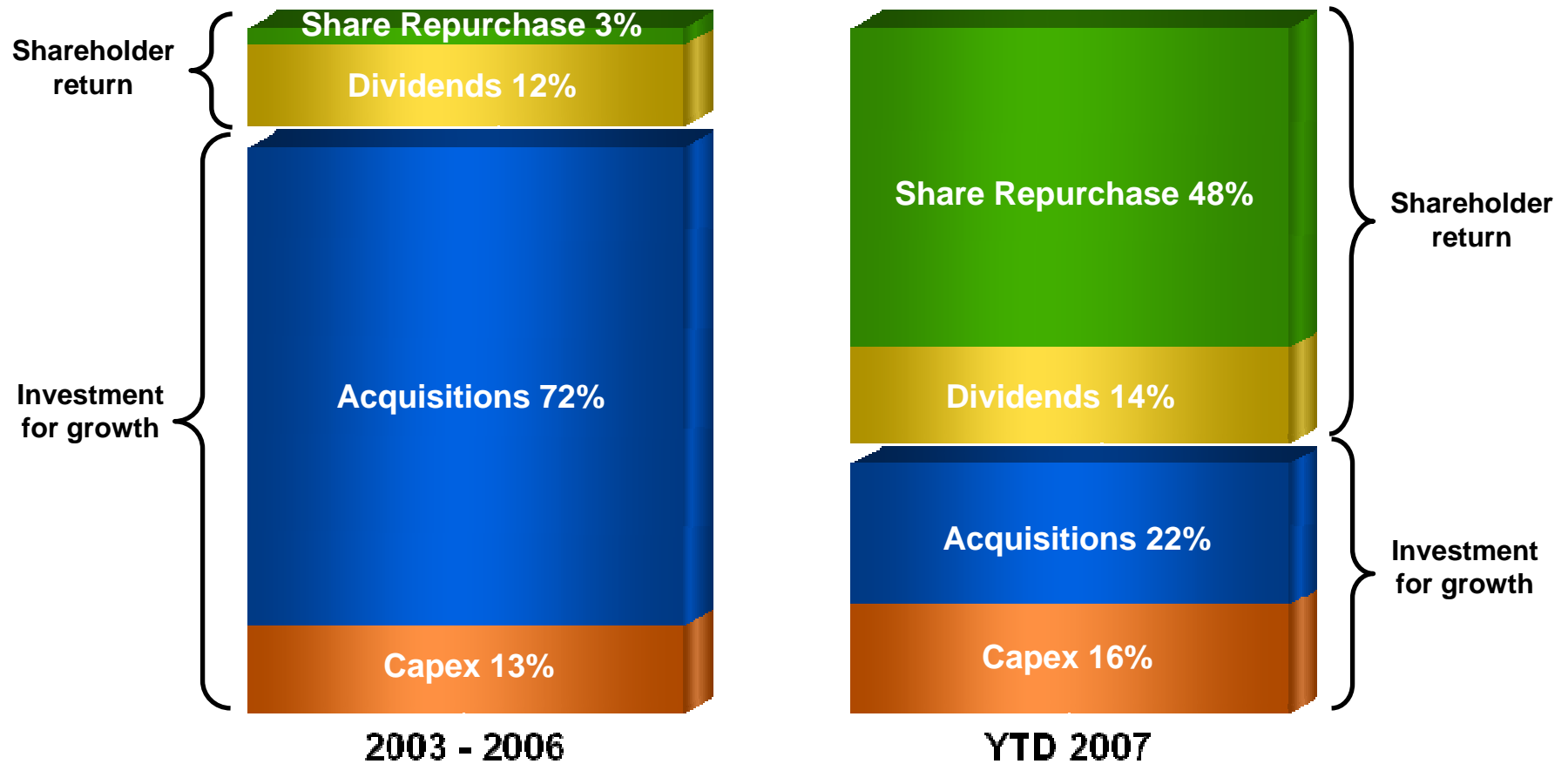
- 52 year record of annual dividend increases; up 8.1% for 2007  
(28-32% of net earnings~\$160M)

## ● ***Balance for Acquisition Growth and Shareholder Return:***

- ~\$800-1,000M
- Share Repurchases will be a viable value creation tool
- Strategic Acquisitions will continue to fuel long-term growth



# STRATEGIC CAPITAL ALLOCATION



\$500M share repurchase most significant since 1999

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# VALUE CREATION CONTINUES

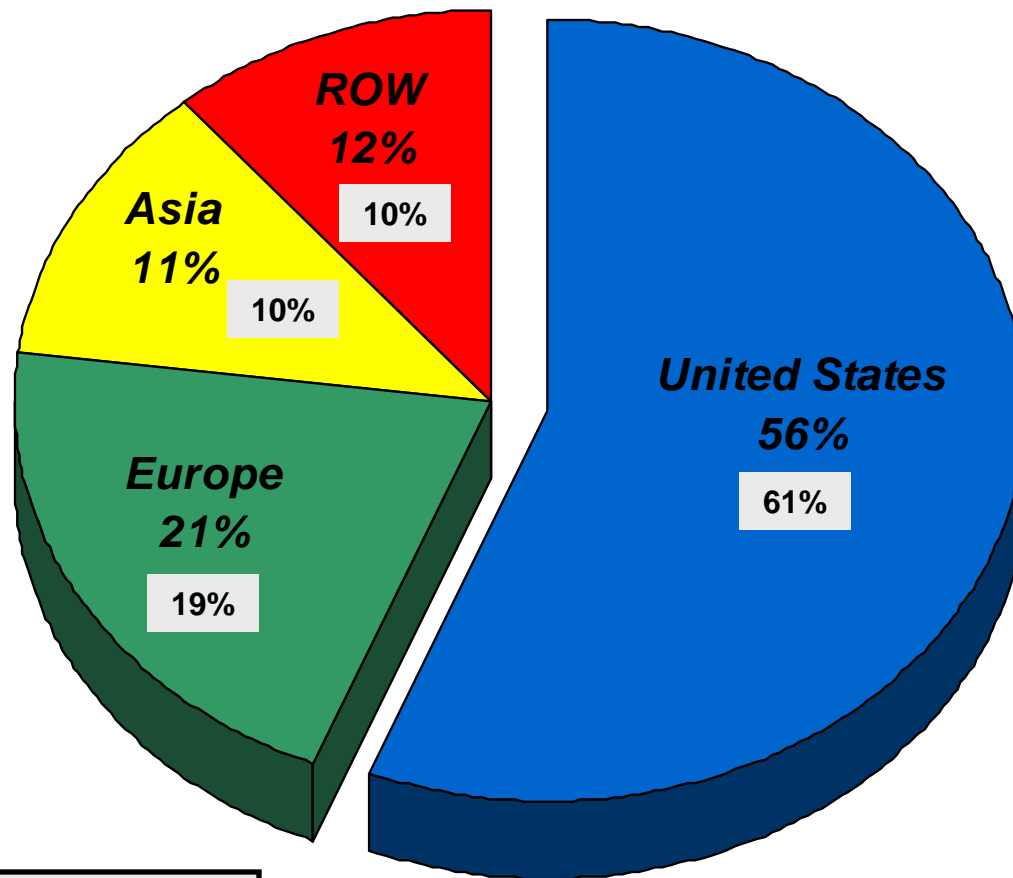
## 2005 - 2007

- ✓ New Management Team
- ✓ Six Subsidiary Structure
- ✓ Portfolio Transformation
- ✓ *PERFORMANCECOUNTS*
- ✓ Refocus Acquisitions
- ✓ Recurring Revenue Theme
- ✓ Globalization
- ✓ Capital Allocation Focus
- ✓ Best Financial Results in Dover's History

## Going Forward

- ✓ Four Segment Structure
  - Platform Development
  - *PERFORMANCECOUNTS*
  - Capturing SYNERGY
  - Minimize Volatility
  - Management Development
  - Strategic Capital Allocation
  - Continue Improvement in Financial Performance

# INCREASED GLOBAL ENGAGEMENT



2003 Values

Dover is  
investing in all  
geographies to  
serve its global  
customers



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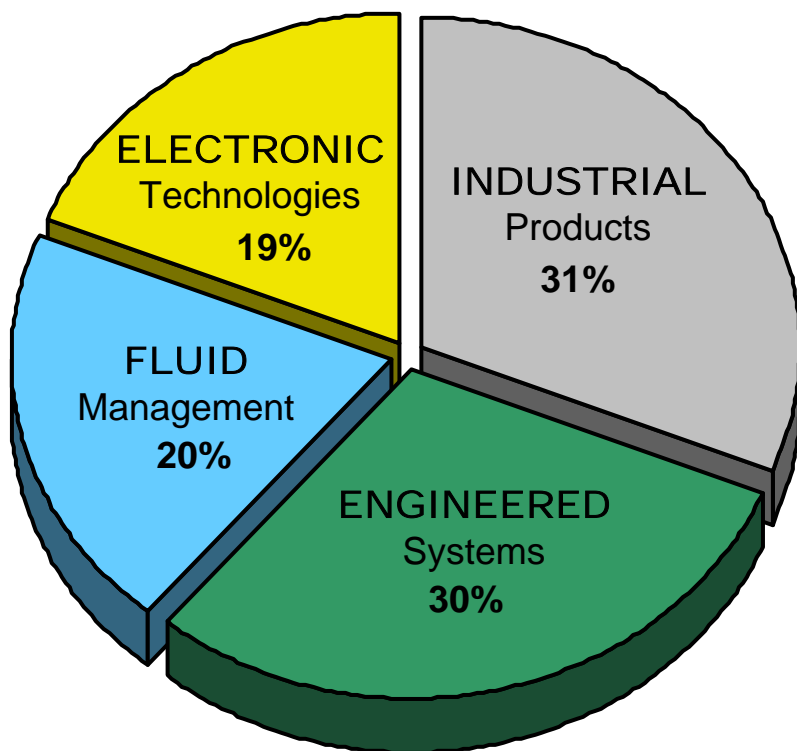
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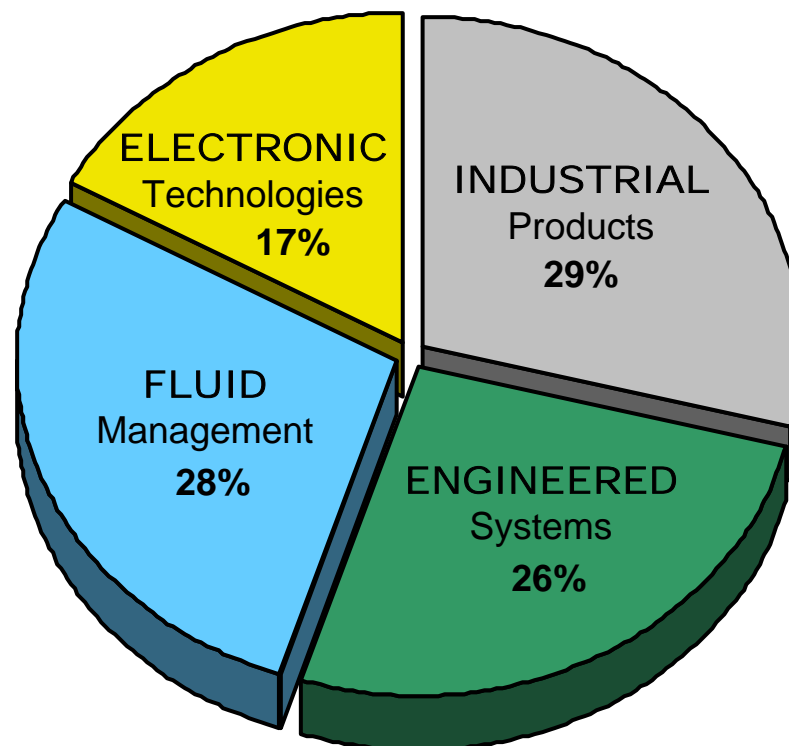


# NEW SEGMENT STRUCTURE

**Sales**



**Earnings**



2007 YTD Data

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# Growth Platforms

- *INDUSTRIAL PRODUCTS* **\$2.1B**
  - Material Handling
  - Mobile Equipment
  
- *ENGINEERED SYSTEMS* **\$2.0B**
  - Product Identification
  - Engineered Products
  
- *FLUID SOLUTIONS* **\$1.6B**
  - Energy
  - Fluid Solutions
  
- *ELECTRONIC TECHNOLOGIES* **\$1.5B**

# NEW SEGMENT RATIONALE

## ● **END-MARKET GROUPINGS**

- 4 Segments; Billion Dollar Plus Positions
- 6 Platforms; Defines Market Focus

## ● **FOCUSES ACQUISITION PROGRAM**

- Strategic Platforms
- Synergistic Add-Ons

## ● **FACILITATES SYNERGY OPPORTUNITIES**

- Similar Technologies in Similar Markets

## ● **CLARIFIES DOVER FOR INVESTORS**

- Easier to Model Trends of Markets

## ● **EXPANDS EXECUTIVE OPPORTUNITIES**

- Segment and Platform Level Positions

# **DOVER** SEGMENT CEO'S

**Dave  
Ropp**



**INDUSTRIAL PRODUCTS**

**Bob  
Livingston**



**ENGINEERED SYSTEMS**

**Bill  
Spurgeon**



**FLUID MANAGEMENT**

**Dave  
Van Loan**



**ELECTRONIC TECHNOLOGIES**

# FUTURE VISION

## Long-Term Growth Objective

- **Dover's growth to average 15% per year**
  - Organic growth averages 5 - 7% of revenue
  - Strategic acquisitions average 8 - 10% of revenue

## Operating Performance

- **Dover Metrics are met and increased appropriately**
- **Best formula of local ownership and corporate support**
- **Business processes will be more institutionalized**



# FUTURE VISION

## Portfolio Management

- Business platforms are better aligned with end-markets
- Global footprint is more balanced
- Volatility and seasonality are diminished
- Seeking recurring revenue and broad market base


## Capital Allocation

- Capital expenditures and dividend strategies intact
- Acquisitions and share repurchases are driven by economic climate.



Allocated as a % of revenue

# TODAY'S AGENDA

- ✓ KEY FOCUS ON FINANCIAL METRICS
- ✓ DEFINING PLATFORMS FOR FUTURE GROWTH
- ✓ “NEW” PORTFOLIO PERSPECTIVES
- ✓ INCREASED CLARITY OF NEW ORGANIZATION
- ✓ OVERVIEW OF ACQUISITION CLIMATE
- ✓  VALUE SYSTEM INTACT