

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549

**FORM 8-K**

**CURRENT REPORT  
Pursuant to Section 13 or 15(d)  
of the Securities Exchange Act of 1934**

**Date of Report (Date of earliest event reported): September 10, 2019**



(Exact Name of Registrant as Specified in its Charter)

**Delaware**  
(State or other Jurisdiction  
of Incorporation)

**1-4018**  
(Commission  
File Number)

**53-0257888**  
(I.R.S. Employer  
Identification No.)

**3005 Highland Parkway  
Downers Grove, Illinois**  
(Address of Principal Executive Offices)

**60515**  
(Zip Code)

**(630) 541-1540**  
(Registrant's telephone number, including area code)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock	DOV	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

**Item 7.01 Regulation FD Disclosure.**

On September 10, 2019, Dover Corporation ("Dover") will host an investor meeting. A presentation will be given by Dover's President and Chief Executive Officer, Richard J. Tobin. A webcast of the meeting will begin at 2:00 p.m. Eastern time and will be available live to all interested parties. A link to the live audio webcast and the presentation materials will be available on Dover's website (dovercorporation.com) prior to the webcast, and the replay will be archived on the website. A copy of the presentation materials is attached hereto as Exhibit 99.1.

The information in this Item 7.01 (including Exhibit 99.1) is being furnished pursuant to Item 7.01 of Form 8-K and shall not be deemed to be "filed" for purposes of Section 18 of the Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liability of that section, and shall not be incorporated by reference into any registration statement or other document filed by Dover under the Securities Act of 1933, as amended, or the Exchange Act, except as shall be expressly set forth by specific reference in such filing.

**Item 9.01 Financial Statements and Exhibits.**(d) Exhibits.99.1 [Presentation dated September 10, 2019](#)

104 Cover Page Interactive Data File (the cover page XBRL tags are embedded within the Inline XBRL document).

**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this Current Report on Form 8-K to be signed on its behalf by the undersigned hereunto duly authorized.

Date: September 10, 2019

**DOVER CORPORATION**  
(Registrant)

By: /s/ Ivonne M. Cabrera  
Ivonne M. Cabrera  
Senior Vice President, General Counsel & Secretary



September 10, 2019

# Dover Investor Meeting

Richard Tobin, President and Chief Executive Officer



## Forward-Looking Statements and Non-GAAP Measures

Our comments may contain forward-looking statements that are inherently subject to uncertainties and risks. 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 Form 10-K for 2018, 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](http://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 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. Definitions are included in this presentation. Reconciliations are included in Dover's prior quarter earnings releases, investor presentations and other SEC filings, which are available on Dover's website under "Investor Relations – News and Reports".

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## Agenda for Today

- Progress update on current priorities
- Portfolio assessment
  - Consistent growth across core businesses
  - Attractive earnings power, cash generation and returns
- Overview of Dover businesses
- Go-forward strategy

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# Progress Update on Current Priorities

# Introduction to Dover

## Highlights

- **Strong Businesses:** Premium franchises that partner with customers for engineered equipment, critical components, consumables, software and services across attractive end-markets
- **Global Scale:** ~24,000 employees worldwide across 18 operating companies
- **Consistent Returns:** Leading shareholder returns; strong and stable FCF; 64 consecutive years of increasing dividend

## Shareholder Value Creation

### Dividend-Adjusted Share Price (indexed)



## 2019E Financial Snapshot

**~\$7B**

Revenue

**~20%**

Adjusted Segment  
EBITDA Margin<sup>2</sup>

**~16-18%**

Adj. 'EPS<sup>2</sup>  
'19E Growth

**~8-12%**



FCF<sup>2</sup> % of Revenue

Note: 1. As of September 5, 2019. 2. Non-GAAP measures (definitions in appendix).



# Delivering on Commitments

During the September 2018 analyst day, we committed to:

 Improve Margins and Execution	 Maintain Organic Growth	 Reinvest in the Business	 Deploy Capital Smartly and Productively
<i>Results</i>	<i>Results</i>	<i>Results</i>	<i>Results</i>
<ul style="list-style-type: none"><li>▪ \$136M SG&amp;A take-out complete</li><li>▪ '19YTD margins up ~200 bps yoy</li><li>▪ DFR and DFS progressing toward target margins</li><li>▪ Consistently achieved or exceeded guidance</li></ul>	<ul style="list-style-type: none"><li>▪ Strong, broad-based organic growth<ul style="list-style-type: none"><li>– Q4'18: 6%</li><li>– Q1'19: 8%</li><li>– Q2'19: 3%</li></ul></li><li>▪ All segments expected to deliver organic growth in 2019</li></ul>	<ul style="list-style-type: none"><li>▪ Reinvest part of SG&amp;A savings to drive growth:<ul style="list-style-type: none"><li>– Dover Digital Labs</li><li>– R&amp;D investments</li><li>– Sales &amp; marketing</li></ul></li><li>▪ Growth and productivity CapEx investments<ul style="list-style-type: none"><li>– Automation</li><li>– Capacity expansion</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ ~\$220M deployed '19YTD</li><li>▪ 2 private, no-auction deals (on track to achieve 10%+ deal ROIC<sup>1</sup> by year 3)<ul style="list-style-type: none"><li>– All-Flo (pumps)</li><li>– Belanger (vehicle wash)</li></ul></li><li>▪ Robust acquisition pipeline supports outlook for continued deployment</li></ul>

Note: 1. Non-GAAP measure (definition in appendix).

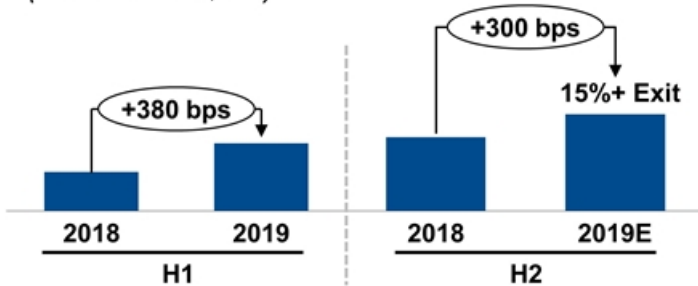
# Continued Progress in Key Areas for Improvement

## Fueling Solutions

**On Track to Achieve Target Margins in 2019**

- Footprint and organizational streamlining on track
- Next: productivity, sourcing, pricing and design
- Volume and efficiency actions expected to drive margin expansion beyond 2019
- **On track to exit 2019 in the 15-17+% range**

*Dover Fueling Solutions Adj. EBIT Margin<sup>1</sup>, %  
(DFS '19E Sales ~\$0.9B)*

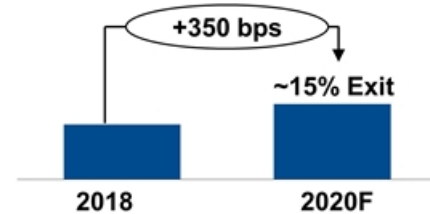


## Food Retail

**Current Actions Start Accruing Margin in 2020+**

- Automation at Richmond on track
- >50% reduction in labor, increased production speed
- Further footprint and productivity actions in plan
- **Run-rate improvements at projected volume enables 2020 exit within targeted margin range**

*Dover Food Retail Adj. EBIT Margin<sup>1</sup>, %  
(DFR '19E Sales ~\$0.9B)*



Note: 1. Non-GAAP measure (definition in appendix).

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# Portfolio Assessment

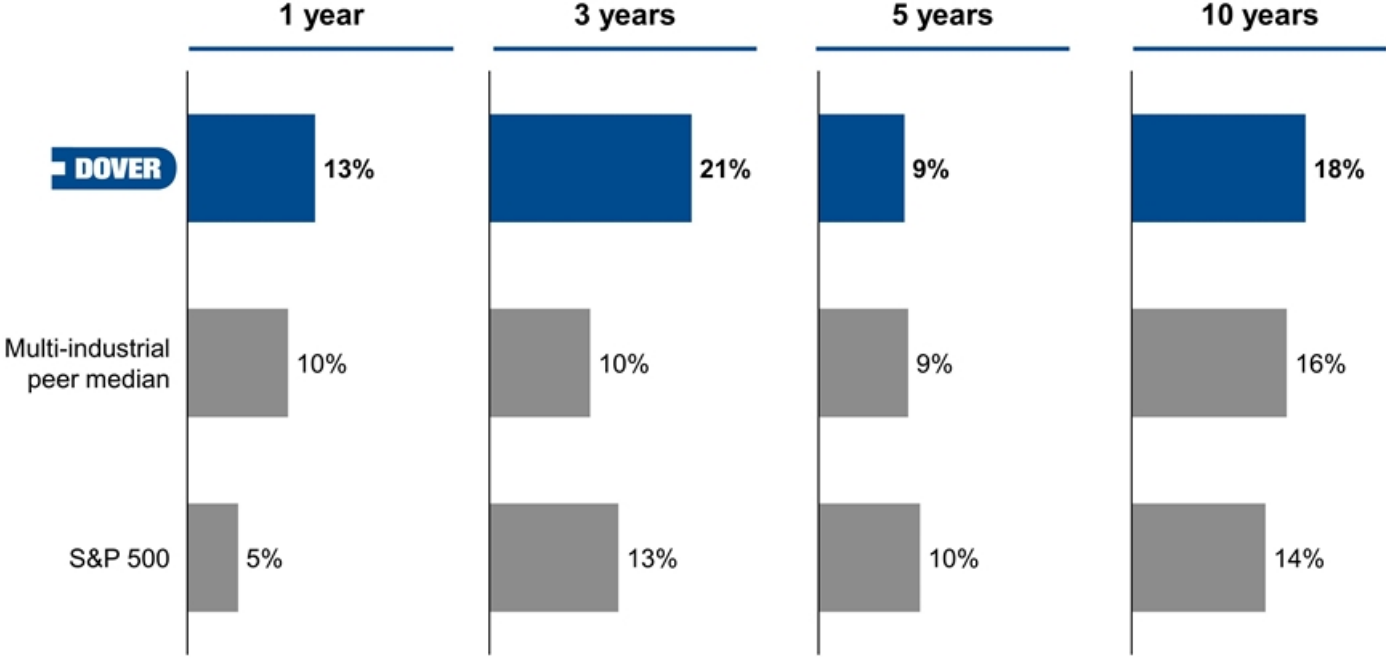
## Transformed Portfolio Positioned for Growth

- Long-term **track record of superior shareholder returns**
- **Portfolio transformation** over past decade has transitioned away from pure HoldCo model and resulted in a stronger portfolio with **more growth exposure, less cyclicality and more synergy** from common ownership
- Completed in-depth analysis of the portfolio which confirmed **strategic and financial health and strong value creation potential of Dover businesses**, including two highly accretive turnarounds
- Clarity on **what type of businesses we like, how we drive sustainable growth and how we add value** as an enterprise
- Intend to **increase transparency** around our businesses



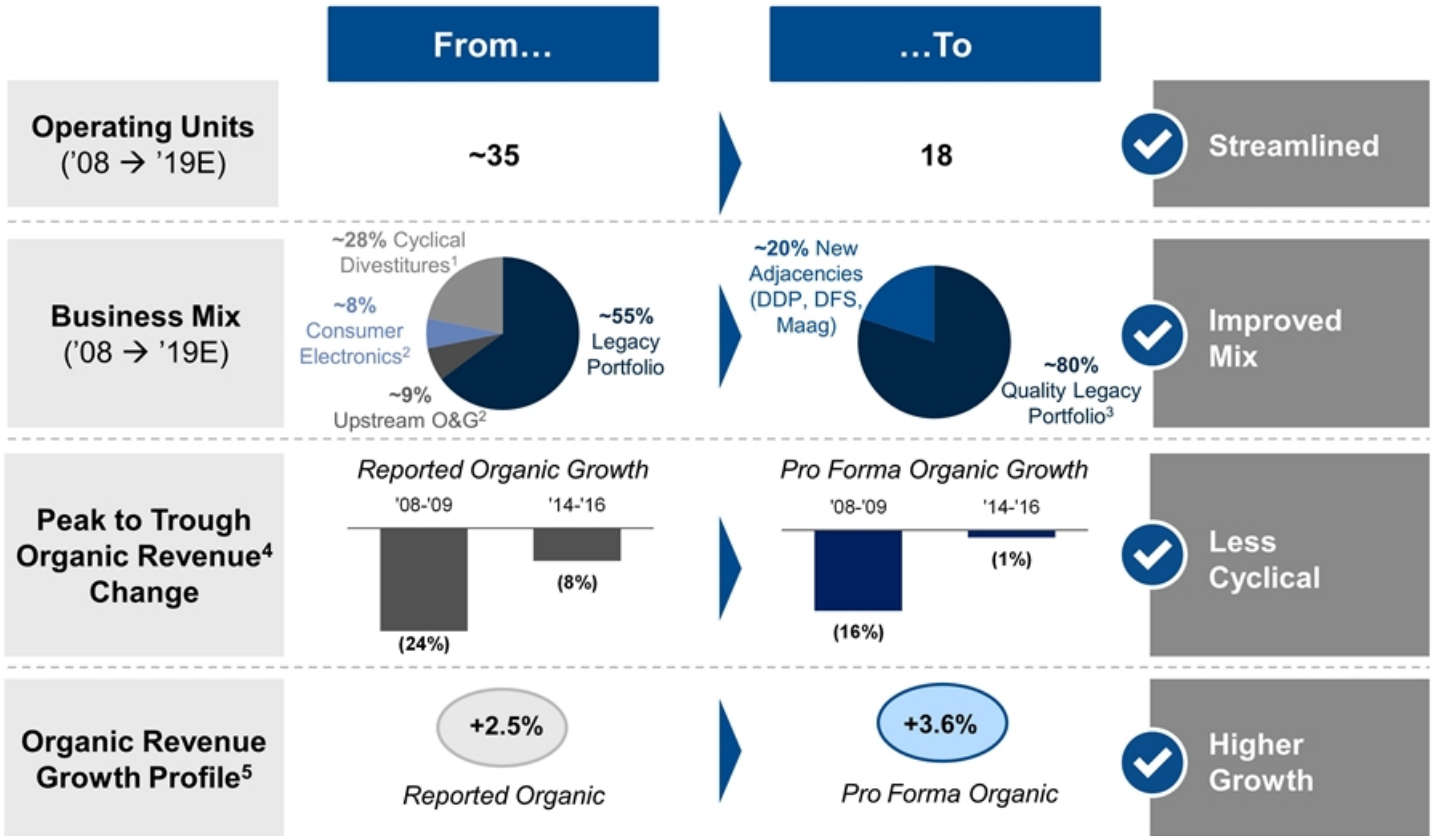
# Strong Track Record of Generating Shareholder Returns

## Total Shareholder Return



**Note:** Annualized Total Shareholder Return as of September 5, 2019, including dividends and spin-offs. Peer median includes AME, EMR, ETN, FTV, HON, IEX, IR, ITW, JCI, MMM and UTX.  
**Source:** Capital IQ.

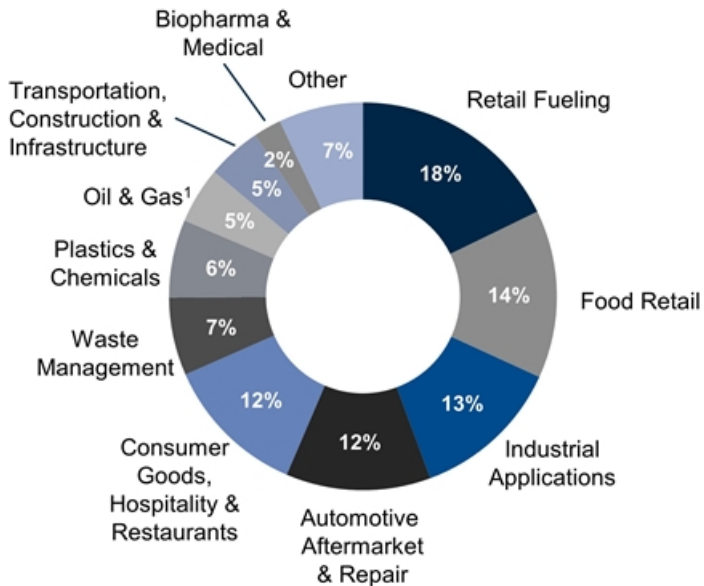
# Transformation has Substantially Improved Portfolio



**Note:** Pro forma portfolio excludes all divested businesses and includes acquired businesses currently in the portfolio only for the period of Dover ownership. 1. Includes divestitures of businesses engaged in production of capital equipment for construction, hydraulics, transport trailers, electronics, semiconductor, automotive aftermarket parts and other cyclical end-markets. 2. Reflects businesses spun as Apergy and Knowles. 3. Includes add-on acquisitions post-2008. 4. Non-GAAP measure (definition in appendix). 5. Reflects Dover 2010-2019E organic revenue CAGR.

## Current Portfolio Serves Diverse, Stable End-Markets Which Support Consistent Growth

### Revenue by End-Market Served

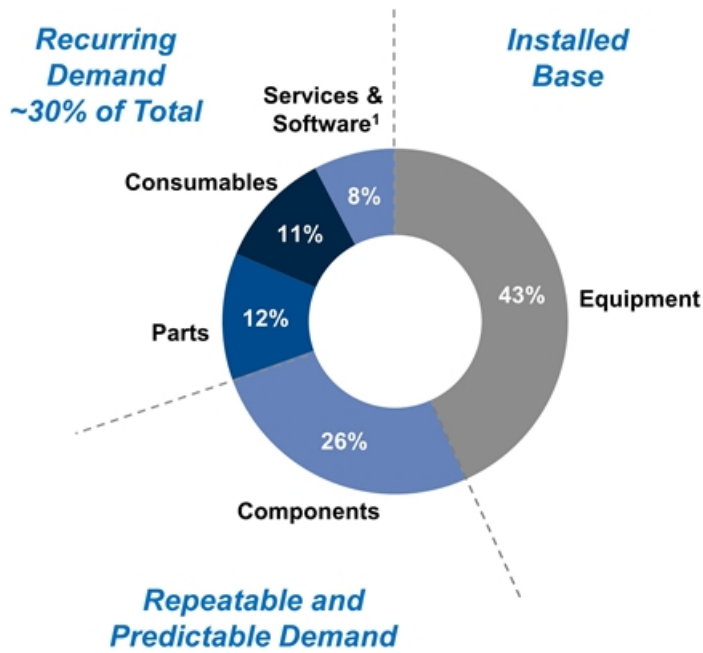


- GDP+ global growth markets
- Favorable industry structures
- Compete in defensible niches; top 3 position
- Benefit from secular compliance, safety, consumer trends
- Low exposure to commodity-driven or cyclical markets
- Many markets highly fragmented and distributor-mediated, but with direct end-user link for R&D

**Note:** Based on 2019E Revenue. May not add due to rounding. 1. Upstream Oil & Gas comprises less than 2% of revenue.

# Majority of Revenue Recurring or Repeatable

## Revenue by Product/Service



## Characteristics of Dover Businesses

### Business Model

- Critical equipment or component in a system
- Meaningful replacement, consumable or aftermarket demand
- Predictable technology waves
- Software / services enhance solutions

### Customer Base

- Loyal, professional buyers who choose product based on performance
- Moderate, customer-centric R&D; co-developed, "specified products"
- High customer-to-supplier ratio
- Value-in-use and switching costs far exceed product costs

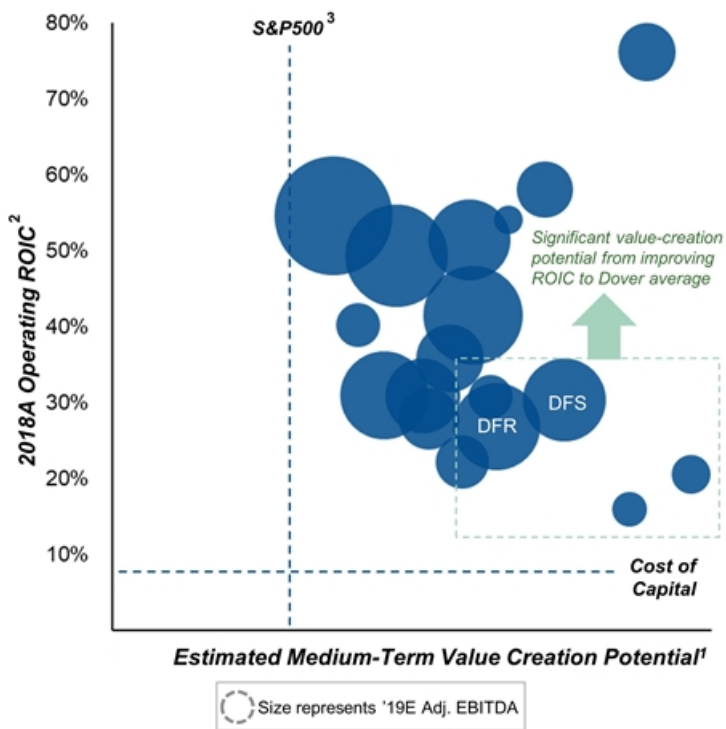
### Financial Profile

- Stable and attractive cash flow
- Low capital intensity
- High ROIC

Note: Based on 2019E Revenue. 1. Software represents ~40% of Services & Software revenue.

# Conducted In-Depth Review at Individual Business Level

## Portfolio of Premier Businesses



### What We Did

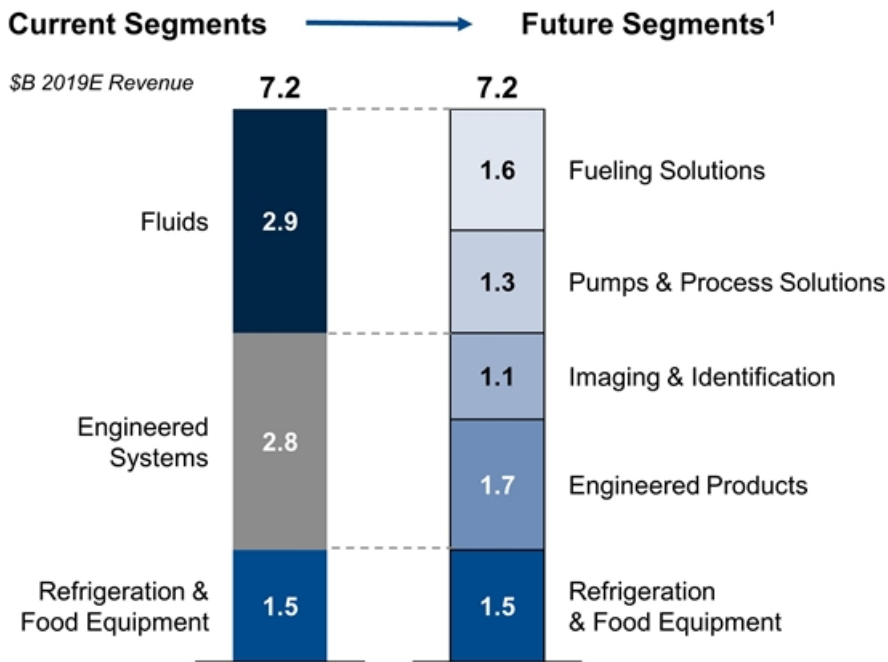
- Reviewed strategic and financial attractiveness at OpCo level
- Assessed historical and forward growth, margin, operating ROIC and cash flow generation
- Evaluated business' value and value-creation potential grounded in long-term DCF

### What We Concluded

- Majority of businesses healthy and attractive
- Significant value creation potential from both high performers and near-term "turnarounds"
- No "burning platforms"...but will manage portfolio over time
- Clarity on how to drive value and investment potential in each business

Note: 1. Reflects estimated 2019-2021 annualized growth in earnings and FCF generation. 2. Non-GAAP measure (definition in appendix).  
3. Estimated long-term S&P500 total return.

# Re-segmentation Aligned with New Management Structure and Operating Model; Increasing Portfolio Transparency



## Management and Operating Model

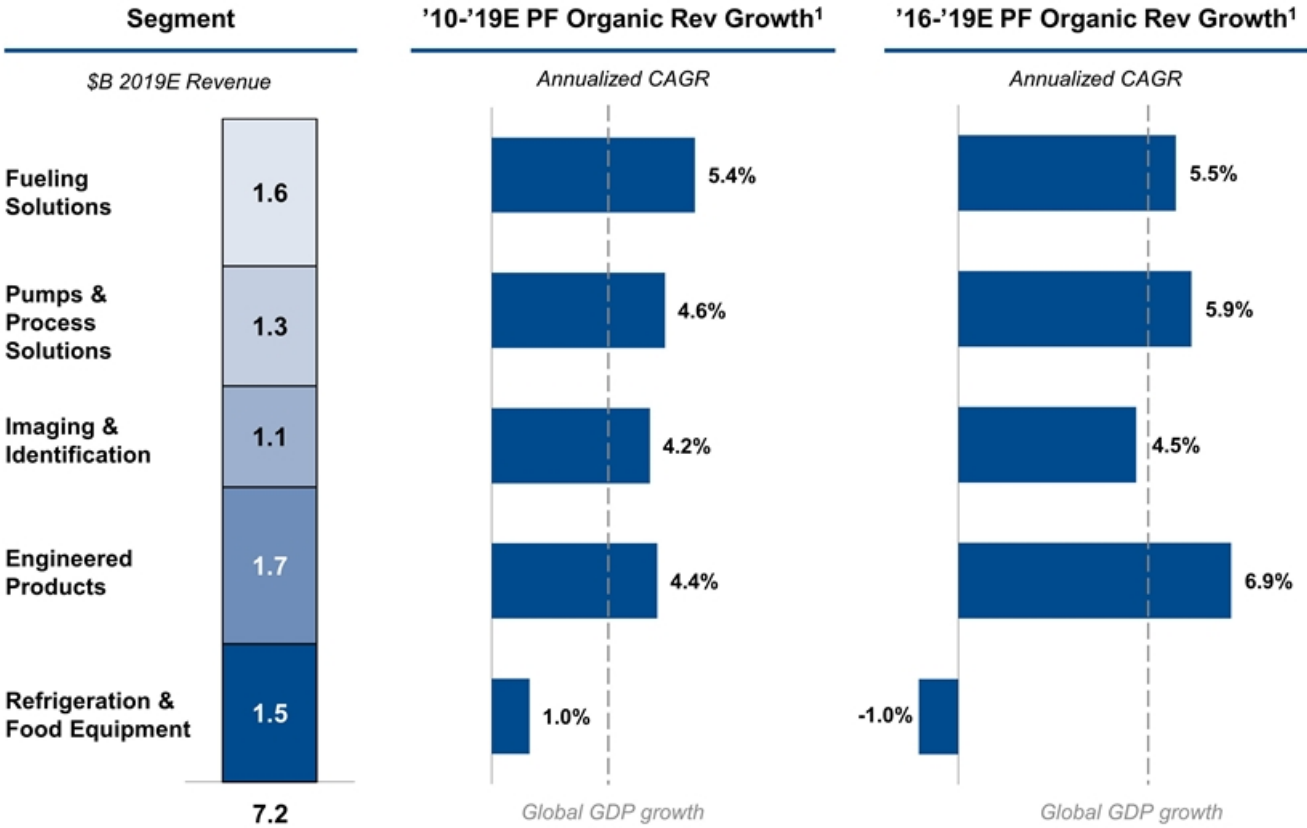
- Increased management efficiency and decision making speed
- Consistency with evolving operating model
- Leverage of business model and go-to-market commonality
- Clearer alignment with capital deployment priorities

## Portfolio Transparency & “SOTP”

- Improved performance benchmarking comparability
- Increased portfolio transparency to shareholders
- Better visibility into “sum of the parts” value

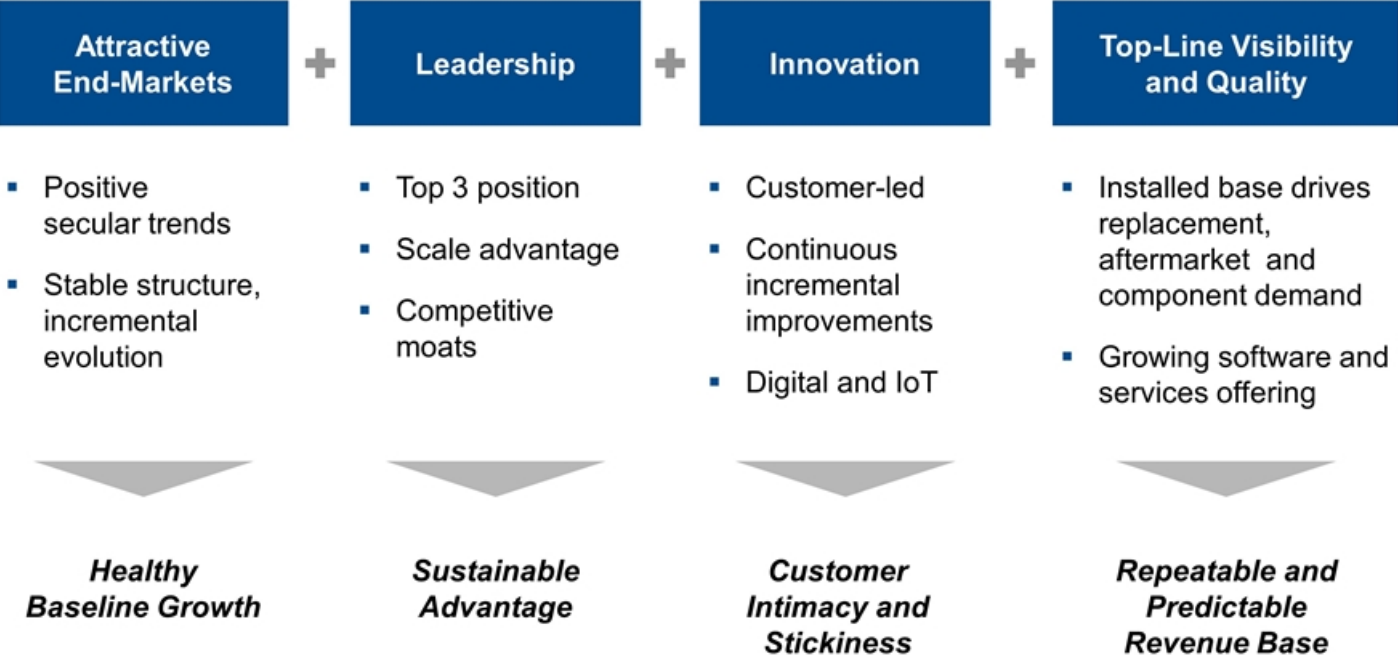
**Note:** 1. Effective Q4 2019. For remainder of presentation, all references to “segments” will be for new segment structure.

# Portfolio Has Delivered GDP+ Growth



Note: Pro-forma portfolio excludes all divested businesses and includes acquired businesses currently in the portfolio only for the period of Dover ownership. 1. Non-GAAP measure (see appendix for definition). Source: Nominal global GDP growth per IMF.

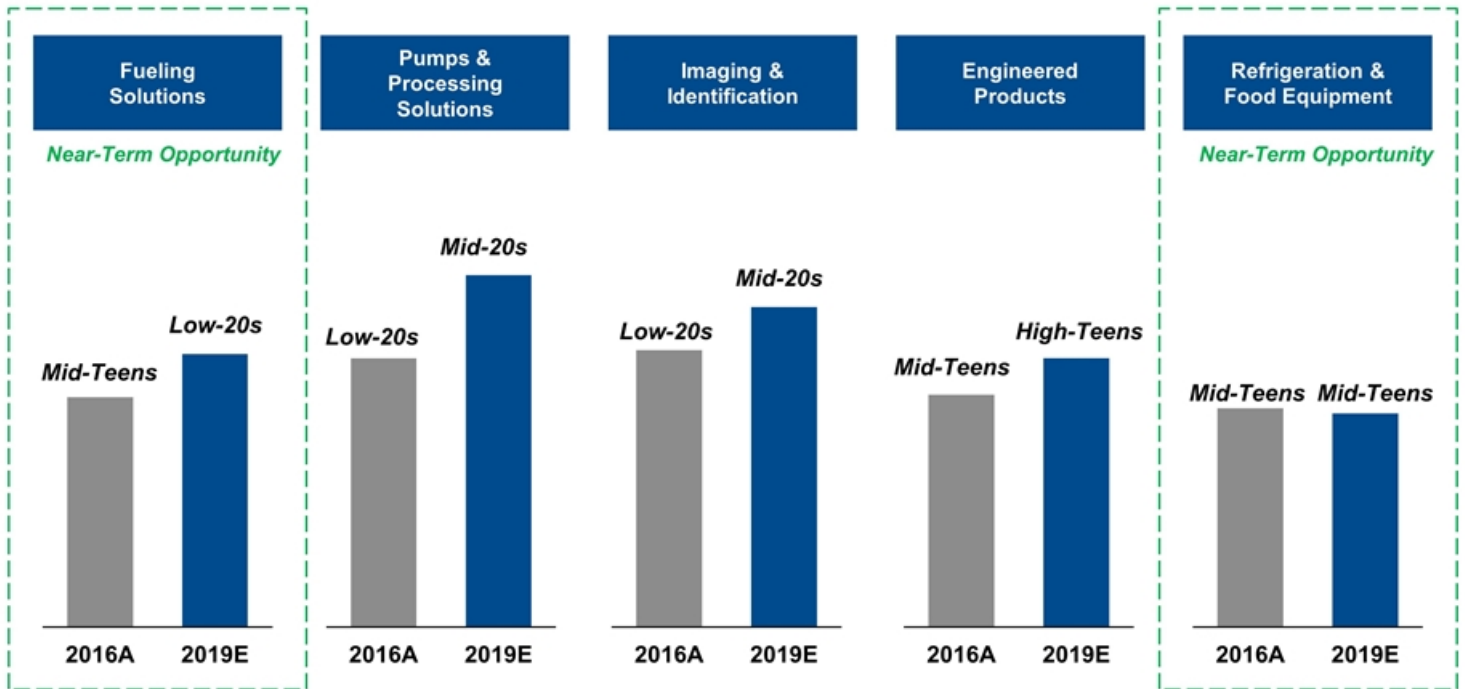
# Dover Formula to Drive Sustained GDP+ Growth Across Segments





# Line of Sight for Continued Margin Expansion

Adjusted EBITDA Margin<sup>1</sup>



Note: Pro-forma portfolio excludes all divested businesses. 1. Non-GAAP measure (definition in appendix).

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# Overview of Dover Businesses

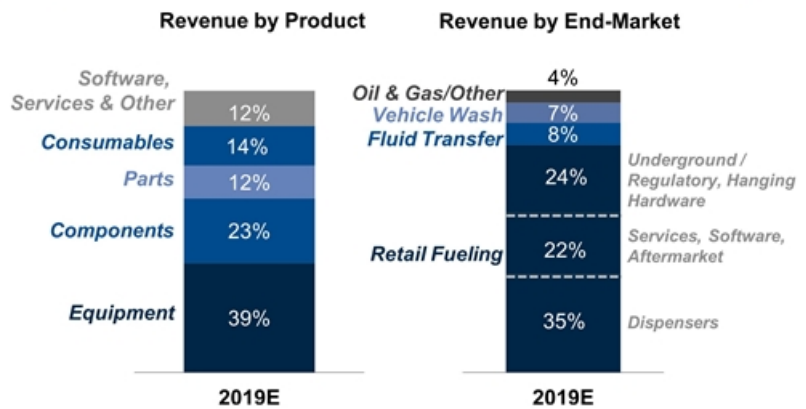
# Fueling Solutions Overview

Financial Profile	OpCos	Dover Positions	Select Peers
<b>Sales</b> <span style="border: 1px dashed blue; border-radius: 50%; padding: 2px;">\$1.6B</span> <b>Growth</b> <span style="border: 1px dashed blue; border-radius: 50%; padding: 2px;">MSD</span> <b>Adjusted EBITDA %<sup>1</sup></b> <span style="border: 1px dashed blue; border-radius: 50%; padding: 2px;">Low-20s</span>	  	<ul style="list-style-type: none"> <li>#2 globally in retail fueling                             <ul style="list-style-type: none"> <li>#1 in China, LatAm, EMEA</li> </ul> </li> <li>#1 globally in critical fluid transfer (trailer, rail, chemical &amp; industrial)</li> <li>#1 in NA car wash equipment</li> </ul>	  

## Growth Drivers/Industry Dynamics

- Growing volume: miles driven and fuel consumption
- Regulatory mandates (EMV, EPA, double-wall, etc.)
- New infrastructure build-out (especially Asia)
- Secular shift to automated vehicle wash
- High-risk, high-switching-cost applications
- Brand differentiation and loyalty
- Digitization and outsourcing of workflows (e.g., loyalty programs, fuel management, site monitoring)

## Business Mix



**Strong Recurring Revenue Base (~35% of Revenue) with Material Software Component**

Note: 1. Non-GAAP measure (definition in appendix).

# Fueling Solutions: Growth Driver Highlights

## Fueling & Convenience Industry is Evolving...

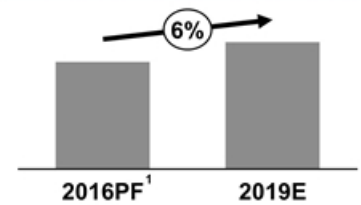
- Motorists expect experience similar to other retail formats:
  - Speed & Convenience
  - Safety & Security
  - Loyalty & Infotainment
- Retailers battling to deliver superior service and efficiency:
  - Secure fuel margins: maximize throughput and minimize theft, short deliveries and spillage
  - Maintain compliance
  - Site optimization: track assets, optimize maintenance, optimize prices and control resources and environment
- Environment increasingly digital and connected: mobile payments, connected site, digital infotainment, real-time pricing, workflow & back-office software



## ...Creating Opportunities for DFS to Capitalize









- Majority of Systems & Software business “dispenser-agnostic”; adoption of new services and technologies driving growth above the overall market
- ~750K stations globally represent significant growth runway and high-margin revenue opportunity
- DFS has broad solutions offering; DFS Cloud driving SaaS revenue growth
- Fuel adjacencies: OPW CivaCommand fleet and asset management software for pre-retail fuel logistics

### Systems Business >\$150M and Growing

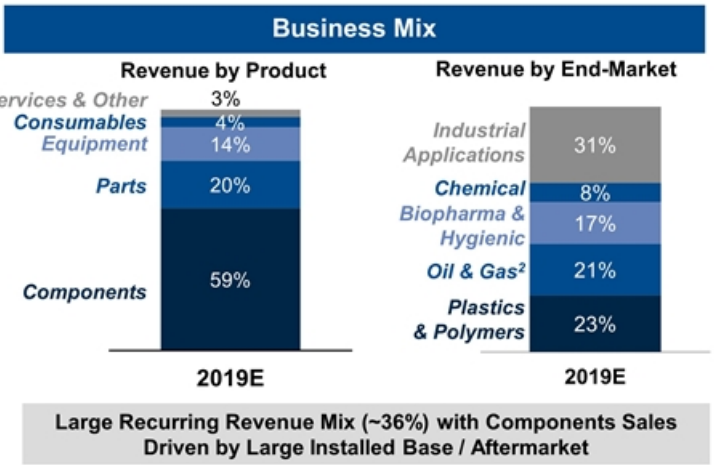


Note: 1. Pro-forma for full-year impact of DFS acquisitions.

# Pumps & Processing Solutions Overview

Financial Profile	OpCos	Dover Positions	Select Peers
Sales: <b>\$1.3B</b>		<ul style="list-style-type: none"> <li>Top-3 globally in positive displacement pumps</li> </ul>	
Growth: <b>GDP+</b>		<ul style="list-style-type: none"> <li>#1 in medical connectors; #2 in biopharma</li> </ul>	
Adjusted EBITDA % <sup>1</sup> : <b>Mid-20s</b>		<ul style="list-style-type: none"> <li>#1 globally in plastics processing equipment</li> </ul>	
		<ul style="list-style-type: none"> <li>#1 globally in engineered bearings and isolators</li> </ul>	

- ### Growth Drivers/Industry Dynamics
- Adoption of positive displacement pumps (vs. centrifugal)
  - Shale-gas-driven reshoring of US process manufacturing
  - Growth in biological drugs (vs. small molecule) and single-use equipment (vs. stainless steel)
  - Emergence of and growth in IoT offerings
  - Installed-base-driven replacement demand:
    - Predictable retrofit sales across large installed base
    - Parts and aftermarket
  - High-criticality, high-switching-cost, often specified applications catering to loyal professional customers



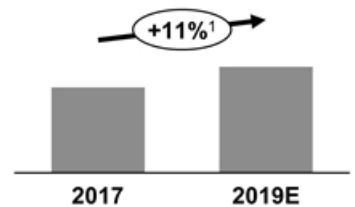
Note: 1. Non-GAAP measure (definition in appendix). 2. Upstream oil & gas accounts for 7% of Pumps & Processing Solutions revenue.

# Pumps & Processing Solutions: Growth Driver Highlights

## Growth in Biopharma and Single-Use Technology

- Strong growth in Biopharma:
  - Biologics represent 8 out of 20 global top-selling drugs, 40% of new drug pipeline (vs. 25% 10 yrs ago)
  - Growth ~2x of small molecule pharma
- Single-use is a growing production technology in Biopharm
  - Adoption 10-15%, but capturing ~50% of new capacity
  - Benefits include production flexibility, safety and efficiency
- Dover offers leading proprietary single-use technology: pumps (Quattroflow), sterile connectors (Colder)
  - Quattroflow sales up ~6x since acquisition
  - Colder sales up ~4x since acquisition

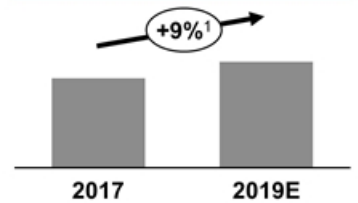
**Biopharma & Hygienic Revenue >\$200M and growing**



## Continued Transition to Repeat and Recurring Revenue Model







- Focused strategy to drive aftermarket capture
  - Aftermarket ~40-50% of sales in DPC and Maag
- 50%+ of PSG pumps sales are from installed base replacement
  - Predictability driven by professional customer loyalty and switching cost/risk in performance-critical applications

**Consumables & Spares Revenue >\$300M and growing<sup>2</sup>**



Note: 1. Annualized CAGR. 2. Relating to Pumps & Process Solutions.

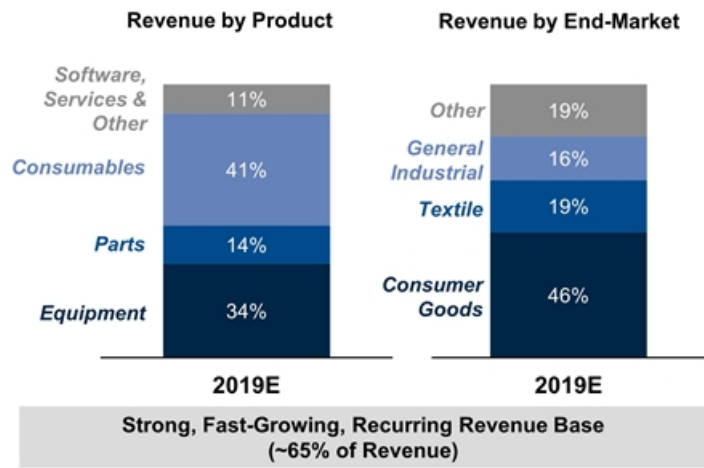
# Imaging & Identification Overview

Financial Profile	OpCos	Dover Positions	Select Peers
<p><b>Sales</b> \$1.1B</p> <p><b>Growth</b> MSD</p> <p><b>Adjusted EBITDA %<sup>1</sup></b> Mid-20s</p>	 	<ul style="list-style-type: none"> <li>#2 globally in marking &amp; coding</li> <li>#1 globally in digital textile printing equipment and consumables</li> </ul>	   

## Growth Drivers/Industry Dynamics

- Large installed base with high stickiness
- Increasing demand and requirements for product traceability and brand protection
- "Fast fashion" and customization driving double-digit growth in digital textile printing
- Growing software/service component:
  - Remote monitoring and diagnostics (Colos)
  - Workflow and color management in textile (Caldera)
- Opportunity for "closed system": in-house printers (MS), inks (JK) and software (Caldera)

## Business Mix



Note: 1. Non-GAAP measure (definition in appendix).

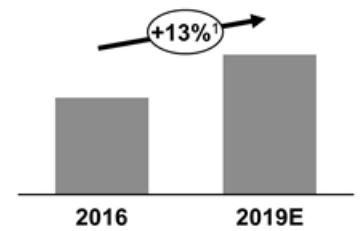


# Imaging & Identification: Growth Driver Highlights

## Momentum in Digital Textile Printing

- 26B linear meters of textile printed globally per year
- Digitally printed volume doubled in ~5 years
- Still <10% printed digitally – expected to reach 20-30%
- Growth in “fast fashion” and customization support digital due to shorter lead times and smaller batch sizes
- Dover offers equipment, inks, software – best positioned to develop a superior performance “bundle”

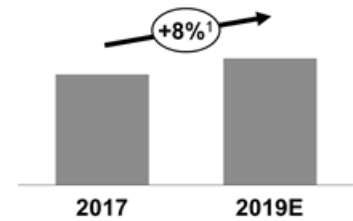
## Digital Print business >\$200M and Growing



## Increased Focus On Software and Services

- CoLOS software (developed by Markem Imaje): 17,000 installs, recently upgraded to v6.0
- Focus on consulting & integration services to drive total solution selling and customer ROI
- Customer value driven by improving efficiency, reducing rework / scrap, ensuring product code accuracy / compliance, remote monitoring, brand protection and product traceability
- Caldera (Digital Printing): 19,000 installs, provides critical color management and workflow software for digital printing
- Recently launched Caldera Care, a maintenance and service contract to add recurring revenue and improve SLA

## Software & Services Revenue >\$100M and growing



Note: 1. Annualized CAGR.



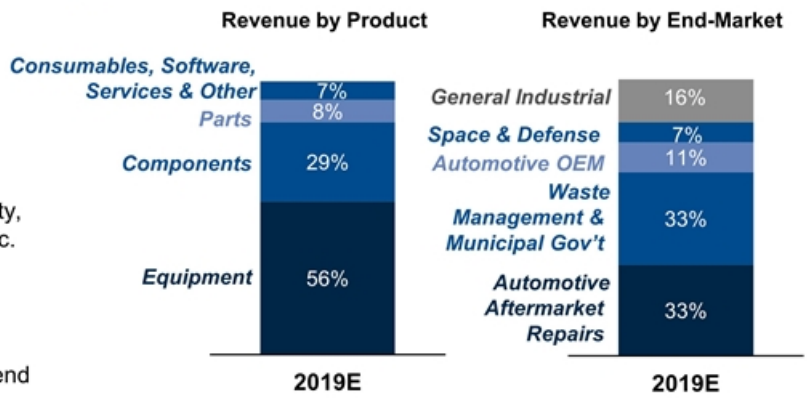
# Engineered Products Overview

Financial Profile	OpCos	Dover Positions	Select Peers
Sales: <b>\$1.7B</b>		<ul style="list-style-type: none"> <li>#1 in global vehicle lifts</li> <li>#1 in NA collision repair equipment</li> </ul>	
Growth: <b>GDP+</b>		<ul style="list-style-type: none"> <li>#1 in NA refuse trucks</li> </ul>	
Adjusted EBITDA % <sup>1</sup> : <b>High-teens</b>		<ul style="list-style-type: none"> <li>Leaders in niche markets</li> </ul>	

## Growth Drivers/Industry Dynamics

- Secular growth in waste collection
  - Growth in waste per capita
  - Increased recycling and diversion requirements
- Automation and digitization
  - Software- and camera-based systems: driver safety, fleet monitoring, customer service confirmation, etc.
  - Increasing sophistication in car technology
- Increasing car age, miles driven, accident rates
- Growth in automation, infrastructure and defense spend

## Business Mix



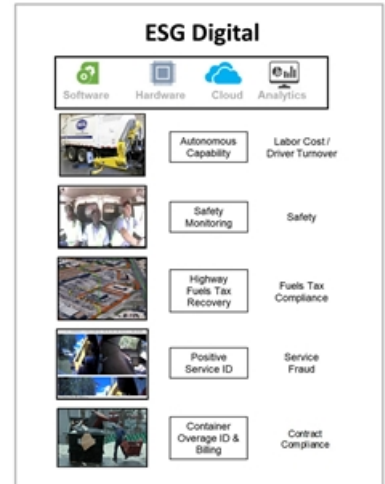
Consistent Growth Profile Driven by Market Leadership Position in Stable End-Markets

Note: 1. Non-GAAP measure (definition in appendix).

# Engineered Products: Growth Driver Highlights

## ESG Digital Driving Growth By Delivering New Value to Customers

- Digital offering began in '13 with Heil controllers; expanded through the acquisition of 3<sup>rd</sup> Eye in '16
- Suite of digital solutions encompassing a unique combination of truck data, video, images and analytics delivered through SaaS cloud platform
- “Connected Truck” offering delivers tangible value and ROI to customers (positive service verification, safety, etc.)
- ~300% growth in revenue from SaaS software and related hardware in the last two years
- Growth runway for digital in specialty fleet adjacencies



## VSG Data and Diagnostics

- Cars increasingly sensorized and repair workflows more sophisticated with stricter OEM compliance requirements
- VSG equipment used in repairs well positioned to facilitate data capture and exchange in the value chain
  - OEM data and repair procedures
  - Equipment-generated data and repair history
  - Advanced driver-assistance systems (ADAS) data
- VSG Cloud deployed in 2019; several in-flight developments to be launched in 2020





# Retail Refrigeration: Growth Driver Highlights

## Growth in Small Footprint Retail

- Supermarkets diversifying into urban & specialty formats
- New urban formats (e.g., Amazon Go)
- Discounters adding stores, expanding into fresh food
- C-stores adding prepared / grab-n-go meals
- Distributed (vs. centralized) refrigeration systems now represent 60+% of the market

- Multiple initiatives targeting the growing segment with good traction
- Micro-distributed SoloChill solution
  - Avoids noise and heat, unlike self-contained cases
  - ~85% less refrigerant per store
  - Unit-specific cooling temperature and controls
  - Plug & Play connection
- Other launches: Inviropak and Adaptak distributed systems, HVI-4 self-service case



## Digital Doors

- Consumer shopping expectations are evolving; imperative for brick-and-mortar retailers to innovate
- Cooler-equipped perimeter is fastest growing area in the retail store
- ~75% of cooler and freezer purchases are impulse buys – overlooked and underutilized promotion and advertising opportunity
- ~65% impulse buys heavily influenced by in-store messaging

- Dover is an exclusive door supplier to Cooler Screens, an innovative provider of retail digital merchandising and advertising technology
- Unique digital door solution enabling:
  - Price management
  - Advertising in the “moment of truth”
  - Superior consumer experience
- Pilots with Walgreens and other leading retailers under way



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# Go-Forward Strategy

# Foundation Unchanged, Significant Opportunity Ahead

## Dover Foundation

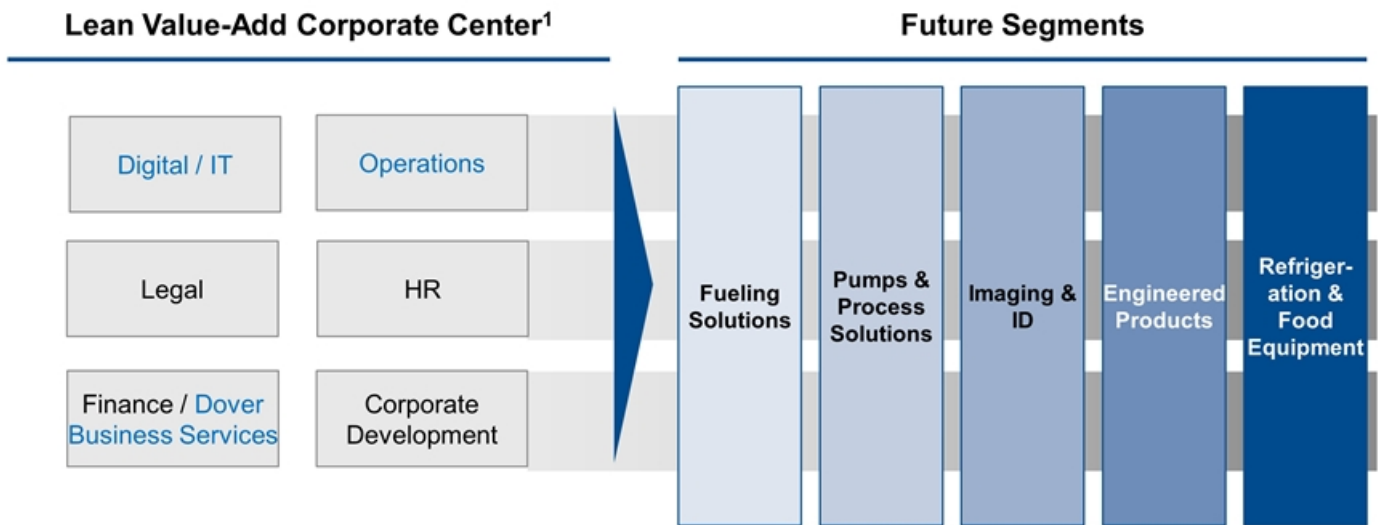
- **High-quality industrial** businesses, not reprogramming the DNA
- **Entrepreneurial culture** with healthy management autonomy
- Excel in **customer-facing capabilities**
- Strong, stable **cash generation** and robust balance sheet
- Portfolio with **inorganic growth optionality** and strong M&A engine

## Execution Priorities



Clear Path to Continue Superior Value Creation

# Evolving Operating Model to Support Consistent Execution



- “Activist center”: rigorous performance management and execution oversight
- Oversee capital allocation
- Set incentives, key talent management
- Drive synergy from enterprise scale
- Drive synergy from enterprise scale
- ~175 employees in HQ

- Businesses own their customer, product and R&D
- Formulate business strategies grounded in deep market insight
- Drive execution, accountable for results
- Cultivate proprietary deals

Notes: 1. Blue text highlights capabilities and functions recently established at Dover Corporate level.

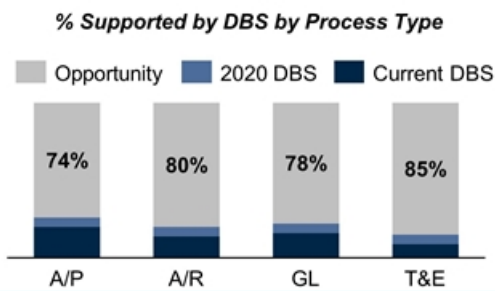


# Dover Business Services Drives Back-Office Efficiency



## Tangible and Significant Benefits

- ~200 employees across Philippines, China, US
- Multiple functions supported:
  - Finance: A/P, A/R, expenses and ledger
  - Payroll and taxes, time and attendance
  - Process automation (service tickets, etc.)
- **Significant runway for continued deployment (only 15-25% of processes supported by 2020)**



- Allows OpCo focus on core competencies
- Drives efficiency, consistency and agility, delivering tangible cost savings
  - ~60% cost arbitrage (vs. each OpCo maintaining own back office)
  - Improved controls and detection
  - 95%+ service level
- Employs best-in-class technology
  - Tableau analytics: 200+ reports
  - ServiceNow user support: 4K+ tickets monthly
  - Automation Anywhere: 100+ automated tasks

**DBS Delivers Efficiency and Scale Benefits with Significant Cost Savings Runway**



# Dover Digital Labs Unlocks Multiple Value Streams

Building a Team of ~100 Software Developers, Data Scientists and Product Managers to Provide World-Class Digital Capability

## Key Dover Digital Strategy Pillars

<p><b>Customer Experience</b></p>	<ul style="list-style-type: none"> <li>▪ Easier to find, experience, and buy products from Dover</li> <li>▪ Faster to acquire parts and consumables</li> <li>▪ Efficient warranty and service</li> </ul>
<p><b>Connected Products</b></p>	<ul style="list-style-type: none"> <li>▪ Sensors and software improve productivity, compliance, quality and safety for our end-customers</li> <li>▪ Connected products reduce maintenance and operational costs, and create new revenue streams for our customers</li> <li>▪ Capitalize on workflow digitization trend in our markets</li> </ul>
<p><b>Automation and Efficiency</b></p>	<ul style="list-style-type: none"> <li>▪ Rationalize number and type of IT systems and vendors</li> <li>▪ Production automation to improve productivity and yields</li> <li>▪ Digital best practices &amp; playbooks</li> </ul>

## Select Pilot Results<sup>1</sup>

	<p>Quote Volume</p>	<p>7%</p>
	<p>Response Time</p>	<p>5x</p>
	<p>Sales Productivity</p>	<p>15%</p>
	<p>Hardware Attach Rate</p>	<p>Up to 20%</p>
	<p>Cost Savings</p>	<p>35%</p>

**Note:** 1. Impact estimates for select pilots for businesses and operational areas covered by respective pilots, measured as change in addressable target metrics achieved post-implementation relative to baseline. OpCos involved in early pilots: DFS, DFR, ESG, PSG and OPW.

## Four Areas of Focus for Operational Improvement

### Footprint

- Improve utilization and asset leverage
- Leverage common capabilities
- Optimize real estate costs



### Automation

- Address labor-intensive processes
- Standardization, SKU rationalization
- Workflow optimization



### Continuous Improvement

- Lean practices in DNA
- Universal toolkit: PFEP, SMED, etc.
- Best-practice sharing across portfolio

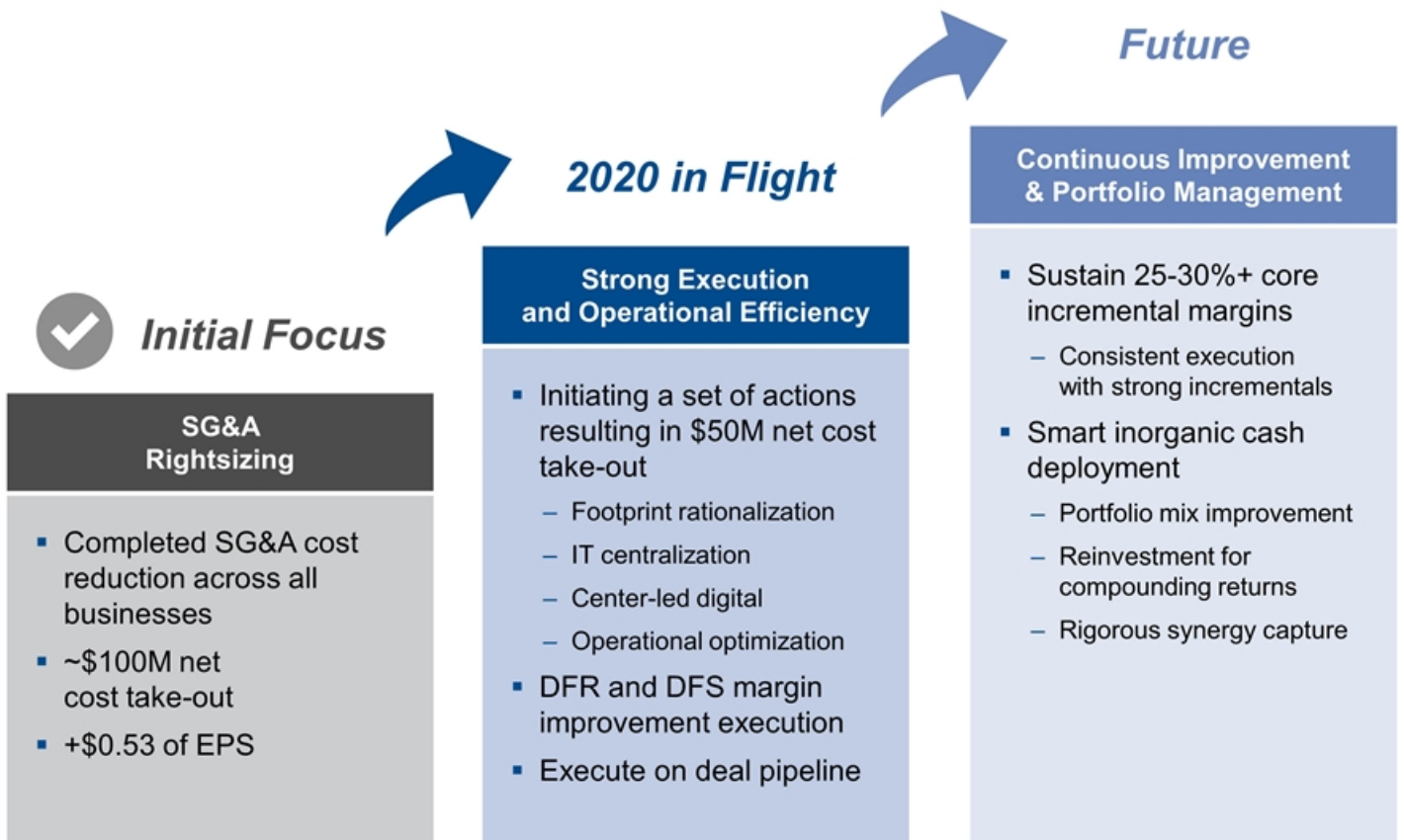


### Performance

- Goal cascading and project management
- Growing Operations talent base
- Risk assessment and management



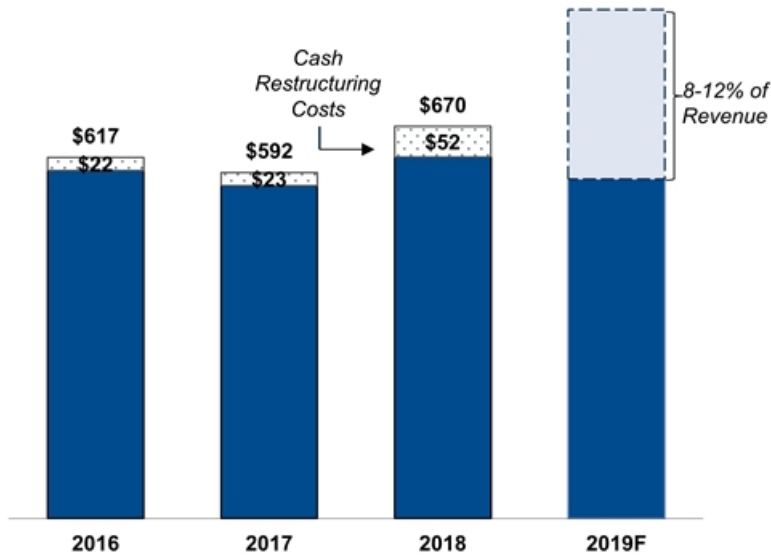
# Continued Execution of Operational and Margin Improvement



# Strong Free Cash Flow an Important Asset

## Free Cash Flow<sup>2</sup>

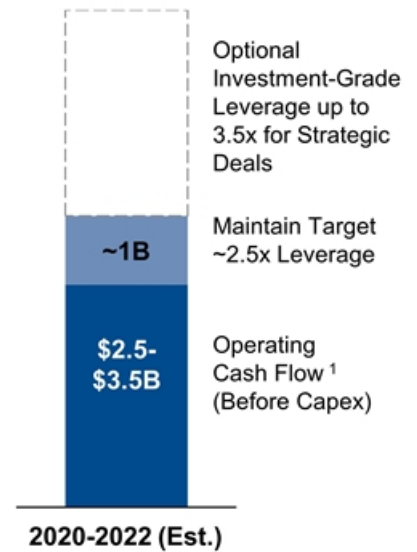
\$ in millions



% Revenue <sup>2</sup>	2016	2017	2018	2019F
	10%	9%	10%	8-12%

## Capital Available

Illustrative



2020-2022 (Est.)

**\$3.5B+ Capital Available in the Next 3 Years**

Note: 1. Illustrative. Assumes 3-5% revenue growth and 8-12% FCF conversion (after Capex).  
 2. Based on FCF adjusted for cash restructuring expenses; FCF is a non-GAAP measure (definition in appendix).

# Capital Allocation Priorities Remain Intact



<b>Clear Acquisition Criteria</b>	
<b>Market</b>	<ul style="list-style-type: none"> <li>✓ GDP+, stable growth</li> <li>✓ 'Low-turbulence' technology trends</li> <li>✓ Performance-based competition</li> <li>✓ Fragmented customer base</li> <li>✓ Runway for capital deployment</li> </ul>
<b>Business</b>	<ul style="list-style-type: none"> <li>✓ Leading position in its niche</li> <li>✓ Loyal professional users, installed base</li> <li>✓ Growth- and/or margin-accretive</li> <li>✓ Revenue visibility</li> <li>✓ Favorable customer value-add vs. switching cost/risk</li> </ul>
<b>Returns</b>	<ul style="list-style-type: none"> <li>✓ Fit with Dover's segments, synergistic</li> <li>✓ 10%+ deal ROIC<sup>1</sup> by Year 3</li> <li>✓ Synergy skewed toward cost</li> </ul>

Note: 1. Non-GAAP Measure (definition in appendix).

# Status of Select Significant 2019 Organic Investments

## CPC Expansion



~\$30M

Minneapolis, MN

## DPC Expansion



~\$10M

Antigo, WI/Pearland, TX

## DFR Automation



~\$20M

Richmond, VA

### Context

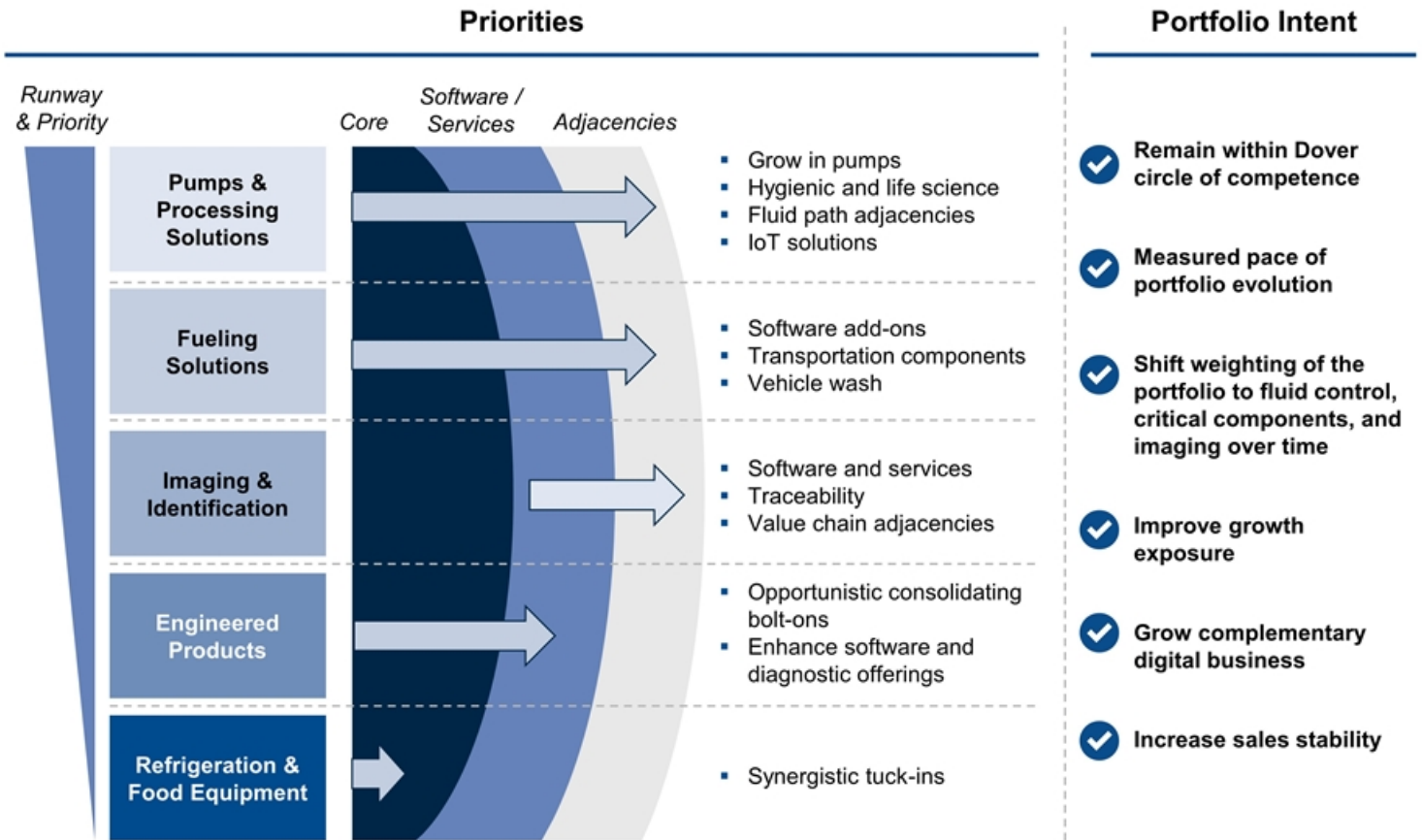
- 13% CAGR in past 5 years, 10% since acquisition in 2005
  - Current mix of leased/owned space limits growth and operational flexibility
  - Increased clean room demand due to growth in biopharma
- Antigo plant expansion to accommodate newly awarded marine bearings projects
  - Building on 50yr+ partnership with General Dynamics Electric Boat and the U.S. Navy
  - New Innovation and Test Lab in Pearland to foster collaboration between different R&D disciplines
- Automation to fundamentally address the cost base
  - 30%+ expected IRR through faster speed and higher quality/consistency:
    - 50% reduction in labor hours
  - Significant SKU simplification
    - Base models: ~450 → <100
    - Base permutations: ~60M → ~1k

### Progress

- Two legacy facilities combined into new one; room for growth
  - Broke ground in 2019, mid-2020 completion
- Expansion in progress, target completion in 1H2020
- Ready for pilot production by end of 2019
  - Completion mid-2020

**Will Continue Investing in High-ROI Organic Opportunities to Grow and Strengthen Dover**

# Runway for Inorganic Deployment in Attractive Segments





# Strategy Lays Foundation for Continued Outperformance



Targeted Future Performance	
Revenue Growth	GDP+
Revenue Stability	30+% Recurring and Highly Repeatable
Margin Expansion	\$50M Cost-Out in 2020 25-30% Incrementals
EPS Growth	Double-Digits
Free Cash Flow	~10%+ of Sales
Total Shareholder Return	Top-Quartile



## Go-Forward Strategy Builds on Recent Successes

2018 – 1H 2019

2H 2019 and Beyond

### Strengthen Execution, Deliver on Commitments



Deliver on **SG&A rightsizing initiative**

*In Progress  
& On Track*

**Improve performance** in Retail Fueling and Retail Refrigeration



Continue organic **growth and productivity investments**



Complete **\$1B buyback** program by end of '18; opportunistically increase repurchases



Pursue **bolt-on M&A** around existing segments



Comprehensive **footprint evaluation**  
– Rightsizing began in Q4

### Realize Full Dover Potential

- **Invest** behind Dover's businesses, capture potential of **Digital**
- **Further margin improvement:** \$50M cost take-out target for 2020, sustain attractive incremental margins
- Build new robust **operating model for consistent execution**
- Pursue smart **inorganic opportunities**
- **Opportunistically repurchase own stock**
- Continue to **grow dividend**
- Provide **increased transparency** to investors



## Appendix: Non-GAAP Definitions

### Definitions of Non-GAAP Measures:

**Adjusted Earnings from Continuing Operations:** is defined as earnings from continuing operations adjusted for the effect of acquisition-related amortization, rightsizing and other costs, the Tax Cuts and Jobs Act, gains on dispositions, disposition costs, a product recall reserve charge and reversal, and a loss on assets held for sale.

**Adjusted Diluted Earnings Per Share from Continuing Operations:** is defined as adjusted earnings from continuing operations divided by average diluted shares.

**Adjusted EBIT by Segment:** is defined as earnings from continuing operations before income taxes, net interest expense, corporate expenses, rightsizing and other costs, gains on dispositions, disposition costs, a product recall reserve charge and reversal, and a loss of assets held for sale.

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

**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.

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

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

**Operating ROIC:** is defined as tax-effected Adjusted EBITDA by segment excluding segment expenses, divided by gross plant, property and equipment plus net working capital (accounts receivable plus inventory less accounts payable, accrued rebates and accrued volume discounts).

**Deal ROIC:** is defined as free cash flow of the acquired business divided by its purchase price.

Further information regarding management's use of non-GAAP measures is included in Dover's prior earnings releases, investor presentations and other SEC filings, which are available on Dover's website under "Investor Relations – News and Reports".