2025 Sustainability Highlights

DOVER

The following pages provide an overview of key sustainability initiatives, accomplishments, and performance metrics across our priority sustainability topics.

About Dover

Dover is a diversified global manufacturer and solutions provider delivering innovative equipment and components, consumable supplies, aftermarket parts, software and digital solutions, and support services through five operating segments: Engineered Products, Clean Energy & Fueling, Imaging & Identification, Pumps & Process Solutions, and Climate & Sustainability Technologies.

15 operating companies around the world

$8.1b 2025 revenue

Recognized for our entrepreneurial approach for **70+ years**, our team of approximately **24,000 employees** takes an ownership mindset, collaborating with customers to **redefine what's possible**.

Sustainability Overview

Dover's sustainability priorities are shaped by a double materiality assessment, stakeholder feedback, industry insights and evolving regulatory requirements. Our materiality assessment was informed in part by the European Sustainability Reporting Standards (ESRS), which helped provide a framework for Dover's sustainability reporting. While some topics do not map directly to an ESRS standard or were not identified as material through assessment, we continue to report on these sustainability matters as they are important to our business and stakeholders.

Dover Material Topics and ESRS Alignment

Dover Material Topic	ESRS Reference	ESRS Topic Name
Climate Action	E1	Climate Change
Circularity & Waste	E5	Circular Economy
Employee Health & Safety	S1	Own Workforce
Inclusion & Talent	S1	Own Workforce
Supply Chain Responsibility	S2	Workers in the Value Chain
Product & End-User Safety	S4	Consumers & End Users
Business Conduct	G1	Business Conduct
Additional Sustainability Reporting Topics		
Water	Data Security & Privacy	
Community Engagement & Philanthropy	Political Disclosure	

Awards and Recognition

We are pleased to see external organizations recognizing our progress on our sustainability journey. Select awards and recognitions include:

- Inclusion in Newsweek's list of America's Greenest Companies 2025
- Scored a B on the CDP Climate ranking in 2025, outperforming the global average (C) and powered machinery sector average (C)
- Continued above average sector performance in sustainability rankings, including maintaining an AA on the MSCI ratings
- 4 of our sites were recognized by EcoVadis, collectively earning bronze, silver, gold and platinum medals

Alignment with Key Sustainability Frameworks

Our reporting aligns to key sustainability frameworks, and we publish indices for ease of access to key data.

GRI SASB TCFD

About Our Vision

Our vision is to bring a sustainable innovation for every customer challenge. This guides our efforts across our portfolio of operating companies and team of approximately 24,000 employees. Across Dover, we focus on operating sustainably, advancing innovation, supporting our people and maintaining strong governance.

DOVER'S SUSTAINABILITY VISION

A sustainable innovation for every customer challenge.

Redefining what's possible...

...for a **sustainable planet**

CLIMATE ACTION & INNOVATION

Driving down our operational greenhouse gas footprint and developing products and services that help customers meet their sustainability goals

GOALS

Reduce absolute scope 1 and 2 market-based GHG emissions 30% by 2030 from a 2019 base year

Reduce absolute scope 3 GHG emissions 15% by 2030 from a 2019 base year

...for a **safe and supportive world**

EMPLOYEE HEALTH AND SAFETY & TALENT

Improving safety and cultivating an inclusive culture that enables talent to succeed

GOALS

Reduce annual Total Recordable Incident Rate (TRIR) by 20% by 2030 from a 2025 base year

Achieve 100% participation in Dover-wide Behavior-Based Safety (BBS) program

Implement annual Job Safety Analysis (JSA) Kaizens at all operational sites

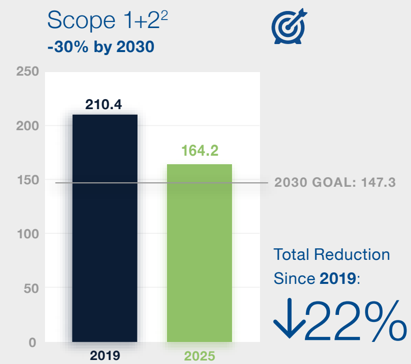
...for an **effective sustainability governance model**

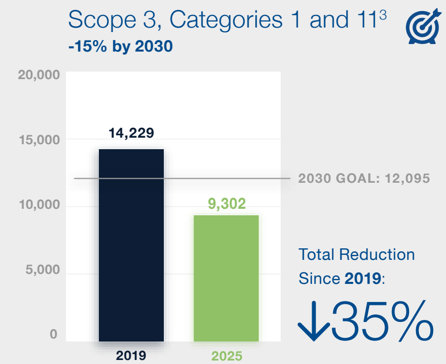
Please visit the Dover website for more information on our sustainability governance and our commitment to transparent reporting.

Progress to goals key: On target

Progress Against 2030 Science-Based Targets[1]

Metric tons of carbon dioxide equivalent (mt CO_2e) in thousands





1. Our GHG metrics are verified by a third party before being disclosed in our sustainability webpages and annual CDP submission.
2. Our 2019 Scope 1 and 2 emissions will be rebaselined to account for recent acquisitions and divestitures. These changes will be incorporated in future reporting.
3. We rebaselined our 2019 Scope 3 (value chain) emissions to reflect recent structural changes (acquisitions and divestitures) and data improvements. We also updated the categories included in our Scope 3 inventory reporting based on our latest relevance assessment. Our Scope 3 reporting now focuses on Categories 1 (Purchased Goods and Services) and 11 (Use of Sold Products), which represent approximately 89% of our total Scope 3 emissions.

Progress Against 2030 Health and Safety Goal

TRIR (Total Recordable Incident Rate)[1,2]

1. TRIR calculated per 200,000 hours
2. Some years have been restated to reflect improved injury identification

Environmental

At Dover, the management and use of environmental resources, including energy, water, and waste is an essential part of our business. We are committed to conserving natural resources and continually improving the efficiency of our operations.

Climate Action

Decarbonization

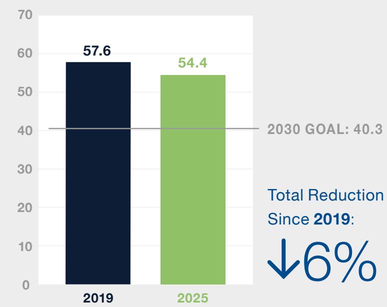
Dover continues to advance its decarbonization strategy in support of its Science Based Targets initiative (SBTi)-approved 2030 goals to reduce absolute Scope 1 and 2 greenhouse gas emissions by 30% and Scope 3 emissions by 15%, compared to a 2019 baseline. In 2025, Scope 1 and 2 emissions were 22% below our 2019 baseline, supported by the continued adoption of emissions reduction initiatives, including energy efficiency improvements, equipment upgrades, renewable energy and process optimization. By the end of 2025, more than 6% of Dover's electricity use came from renewable sources.

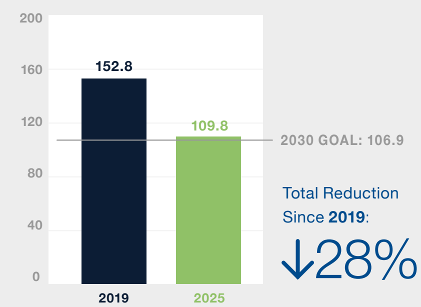
Scope 3 emissions account for approximately 98% of Dover's total greenhouse gas footprint, with the Use of Sold Products (Category 11) representing more than 90% of relevant Scope 3 emissions. As a result, Dover's reduction strategy focuses on improving product efficiency and reducing emissions during product use through initiatives such as natural refrigerant adoption, energy-efficient design and electrification of offerings. These efforts, combined with grid greening and a shift toward sales in regions with more energy- efficient grids, have contributed to a 35% reduction in relevant Scope 3 emissions since our 2019 baseline.

In 2025, Dover invested 2.0% of annual revenue in R&D, including qualifying engineering costs, helping drive innovation and advance our 2030 greenhouse gas goals. Dover continues to refine a decarbonization roadmap that evaluates 15 emissions reduction levers and their associated carbon savings and investment requirements.

Scope 1 and 2 GHG Emissions[1]

Metric tons of carbon dioxide equivalent (mt CO_2e) in thousands





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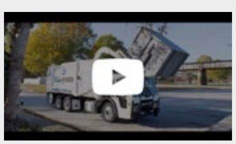
Scope 3 GHG Emissions

Metric tons of carbon dioxide equivalent (mt CO_2e)

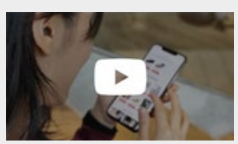
Cat. #	Scope 3 Emissions Category	2019	2025	% of Total, relevant S3
1	Purchased Goods and Services	1,029,634	665,849	7.2%
11	Use of Sold Products	13,199,480	8,636,649	92.8%
	Total, relevant Scope 3[2]	**14,229,113**	**9,302,498**	**100.0%**

1. In early 2026, we conducted a Scope 3 relevance assessment and identified categories 1 and 11 as relevant.
2. Values presented may not sum to total due to rounding.

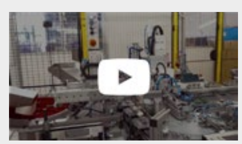
See examples of how our operating companies are redefining what's possible for our customers through innovation for sustainability:



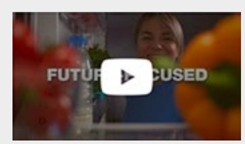
Advansor Makes Fossil-Fuel Free Sustainable CO_2 Climate Solutions for Heating and Cooling



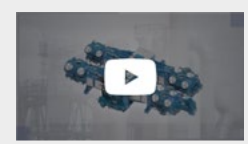
OPW Clean Energy Solutions Leads Fueling into a Sustainable Future



PSG Pumps Reduce Energy and Water Use and Increase Recyclability



Hillphoenix Provides Natural Refrigeration Solutions to its Customers



Cook Compression Sealing Technology Reduces Methane Leakage for Oil and Gas Operators

Environmental

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Climate Risk and Resilience

Dover has conducted a climate risk assessment aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Through climate risk workshops, risk prioritization and scenario analysis under both a 4°C and 2°C climate pathway, we evaluated a broad range of climate-related risks and opportunities across our business. This process identified eight priority physical and transition risks and opportunities through a 2050 time horizon, helping inform strategic decisionmaking and strengthen resilience to potential climate-related impacts.

	Category	Climate-related risk and/or opportunity	Risk Exposure Results[1] from Scenario Analysis	
			4°C	2°C
Transition	Policy and Legal	**#1:** Risk of increased operational costs due to carbon pricing/taxes/cap	Low-moderate	Moderate
Transition	Technology	**#2:** Opportunity to improve energy efficiency and switch to renewable energy via on-site solar or wind generation or a virtual power purchase agreement (VPPA), reducing energy costs, emissions and exposure to carbon pricing	Low	Moderate-high
Transition	Market	**#3:** Opportunity of research and development (R&D) advancements achieving goals for sustainable products and technologies and losing or gaining market share	Moderate	High
Transition	Market	**#4:** Risk of reduced demand for fossil fuels and Dover products serving energy and retail fueling industries impacting future revenues	Low-moderate	High
Transition	Market	**#5:** Risk of increased logistics costs impacting materials costs	Low-moderate	Moderate
Transition	Reputation	**#6:** Risk to sustain and enhance Dover's reputation as a strong climate action performer to stakeholders (*e.g.,* employees, investors, customers, and the communities we operate in)	Low-moderate	Moderate
Physical	Acute	**#7:** Risk of increased frequency and severity of storms shutting down operations	Moderate	Low-moderate
Physical	Acute	**#8:** Risk of disruptions to critical suppliers due to hurricanes, flooding or other climate-related extreme weather events	Moderate	Low-moderate

1. Risk exposure considers Impact and Likelihood of risks and opportunities through 2050. The risk exposure listed above was evaluated without taking into account the benefit of any risk mitigation measures. The climate risks identified should not be interpreted as a decision by Dover that such information is "material" as that term is used or understood in filings with the Securities and Exchange Commission ("SEC").

Circularity & Waste

Dover advances circular economy principles by helping customers extend the life of equipment through spare parts, repair services and refurbishment programs. Several operating companies also use life cycle assessments to identify opportunities for lightweighting and improvements in product durability, modularity and repairability. Sustainability and eco-design considerations are increasingly being integrated into product development. Dover applies lean manufacturing principles and sustainability kaizens to reduce waste across its operations. These efforts target material scrap, landfill waste and disposal costs through improved recycling, recovery and waste segregation practices. A subset of operating companies align with ISO 14001 environmental management standards to support structured waste reduction and resource management. Internal reviews and audits conducted through the 0Dover framework help identify opportunities to strengthen waste-related processes over time.

Water

Dover manages water through site-level conservation efforts and water risk assessments. We continue to enhance year-over-year tracking of water withdrawal and consumption data. In 2025, approximately 21% of Dover's facilities were located in areas with high or extremely high overall water risk based on assessments conducted using the World Resources Institute Aqueduct tool. Water efficiency is incorporated into ISO 14001-certified environmental management systems at several operating companies and supported through initiatives such as water recycling, rainwater and wastewater harvesting and equipment efficiency improvements. At higher-risk locations, we invest in water-efficient systems, including coolant filtration systems, water softeners, low-flow fixtures and bottle filling stations. Dover also supports water stewardship through products and solutions designed to help customers reduce their own water use.

Water in 2025

(megaliters/year)

CONSUMPTION
116

WITHDRAWAL
6,292

Social

Our employees are our most important asset, and we take pride in providing a safe, inclusive workplace and opportunities for development.

Inclusion and Talent

Dover is committed to maintaining a professional workplace that promotes equal opportunity, fair treatment and employee development. Employees engage in goal setting, performance reviews and personal development planning throughout their careers. The Dover Executive Leadership and Leverage Academy (DELLA) helps prepare current and future leaders through classroom training and business-focused projects.

Periodic employee engagement surveys help identify workforce priorities and inform action plans to strengthen engagement and retention. Dover also recognizes employees' rights to self-organization and collective bargaining in accordance with applicable laws. We continue to invest in partnerships and programs that provide networking, leadership development and professional growth opportunities for its employees and community. We also conduct regular compensation assessments and annual pay equity reviews across our U.S. operating companies to promote fair and competitive compensation practices.

Employee Health and Safety

Dover exceeded its 2025 safety goal, achieving a Total Recordable Incident Rate (TRIR) of 0.75, a 41% reduction from its 2019 baseline, while maintaining zero fatalities. This progress reflects continued investment in proactive safety programs and a culture focused on risk prevention across operating companies. Building on this achievement, we have established a new goal to reduce TRIR by an additional 20% by 2030, supported by goals to achieve full participation in a Dover-wide Behavior- Based Safety program and conduct annual Job Safety Analysis (JSA) Kaizens across all sites.

Dover's Zero Harm commitments reinforce its Environmental Health and Safety policies by providing employees with practical guidance to recognize, prevent and mitigate workplace risks encountered in daily operations. In 2025, teams completed more than 100 Job Safety Analysis (JSA) Kaizens designed to identify and mitigate workplace risks, and the 0Dover Operational Excellence Model supported a consistent approach to safety and continuous improvement through 18 site assessments. Dover also completed nine comprehensive global EHS audits and continues to recognize leading sites through its annual Safety Excellence Awards program.

Social

Our employees are our most important asset, and we take pride in providing a safe, inclusive workplace and opportunities for development.

Product and End User Safety

Dover integrates product quality and safety throughout the product lifecycle through standardized processes, site-level controls and continuous improvement efforts. Operating companies use documented procedures, quality assurance processes and customer feedback mechanisms to support consistency, accountability and traceability across production and delivery activities. Dover's Quality Management Tracking System (QMTS) further supports the tracking and resolution of nonconformance reports and customer feedback, helping drive corrective actions and continuous improvement.

Product stewardship considerations are incorporated throughout the product lifecycle, including design, testing and post-market monitoring. Many operating companies also align with the ISO 9001 Quality Management standard, and in 2025, 94 sites were certified to ISO 9001. Through quality management, innovation and ongoing performance improvement, Dover continues to enhance product safety, reliability and performance while helping protect end users.

Supply Chain Responsibility

Dover is committed to responsible sourcing and to working with suppliers that share its commitment to ethical, responsible and legal business practices. Our Supplier Code of Conduct outlines standards related to labor and human rights, including discrimination and harassment, freedom of association, child labor, forced labor, slavery, human trafficking and health and safety. Dover also maintains a Conflict Minerals Policy aligned with the Dodd-Frank Act and expects suppliers to implement due diligence processes related to conflict minerals sourcing.

To support these efforts, we actively engage suppliers on responsible sourcing expectations and review the Supplier Code of Conduct to help reinforce those expectations. In 2025, 99.8% of supply chain employees completed the Supply Chain Due Diligence Act training course focused on identifying, preventing and mitigating human rights risks. Dover further supports supplier oversight through supplier evaluation scorecards, compliance vetting programs and corrective action plans designed to strengthen accountability across its supply chain.

Community Engagement and Philanthropy

Dover supports the communities where it operates through philanthropic giving, educational initiatives and employee engagement. In 2025, the Dover Foundation contributed nearly $600,000 through community partnerships focused on education, literacy, inclusion, STEM advancement and other local community needs.

Education remains a cornerstone of Dover's community investment strategy, with initiatives that expand access to scholarships, STEM learning and science education. Through partnerships and programs supported by the Dover Foundation, more than 130,000 students are reached annually, helping strengthen educational opportunities, community engagement and future workforce development.

In 2025, the Dover Foundation contributed

$869,657

in grants, scholarships, and matching gifts.

Dover Scholars Program

15 years

495 scholarships

~$4 million in financial support

Governance

At Dover, we have clearly defined principles that guide us to work ethically, handle data responsibly, and champion sustainability at the highest level of governance.

"Integrity is both the right thing to do...and good business. Our commitment to integrity has earned us the trust of our customers, shareholders, employees, and communities in which we work. We are a better company because we are an ethical company."

— Rich Tobin, CEO

Business Conduct

Our Board oversees sustainability, business conduct and enterprise risk management across Dover and its operating companies. The cross-functional Sustainability Steering Committee (SSC) helps advance sustainability initiatives, target-setting, performance monitoring and reporting.

All employees are expected to abide by Dover's Code of Conduct and complete training on topics including ethical conduct, anti-corruption, conflicts of interest and other key compliance risks. Through our IntegrityCounts compliance program, Dover provides risk-based training, maintains a Global Hotline available 24/7 in 17 languages and operates a third-party vetting program to support ethical and responsible business practices. Dover engages regularly with shareholders on governance, executive compensation and sustainability matters to promote accountability, transparency and long-term value creation.

Data Security and Privacy

Dover prioritizes data security and privacy alongside its digital innovation efforts. Security and privacy considerations are incorporated into the design and operation of connected products and digital solutions, supported by risk assessments, vulnerability monitoring and product security practices informed by standards such as ISA 62443, UL 2900-1 and NIST. Dover manages cybersecurity and data privacy risks through governance, monitoring and operational controls designed to protect personal data and support compliance with applicable privacy regulations, including the EU General Data Protection and California Consumer Privacy Act.

Political Disclosures

Dover generally does not use corporate funds for political contributions or expenditures, and no such contributions were made in recent years. Dover also does not sponsor a political action committee (PAC). Our Board's Governance and Nominating Committee oversees and annually reviews Dover's political contributions and lobbying expenditures. Any future political contributions or expenditures will be publicly disclosed.

Governance Highlights

- ✓ Majority voting for directors and director resignation policy in uncontested elections
- ✓ 15% ownership threshold required to call a special meeting of shareholders
- ✓ Executive compensation program driven by pay-for-performance philosophy
- ✓ Lead Independent Director
- ✓ All directors are independent, other than our CEO
- ✓ Comprehensive annual individual evaluations of one-third of directors
- ✓ Robust succession planning
- ✓ Annual election of directors

107,869 IntegrityCounts e-training assignments for 2025 completed with **99.8%** completion rate.

99.9% of online employees completed our 2025 Code of Conduct e-training.

99.5% of online employees completed our 2025 anti-corruption e-training.

Anti-corruption training delivered to employees in **40** countries in 2025.

Our Values

- HIGH ETHICAL STANDARDS, OPENNESS, AND TRUST
- COLLABORATIVE ENTREPRENEURIAL SPIRIT
- WINNING THROUGH CUSTOMERS
- EXPECTATIONS FOR RESULTS
- RESPECTS AND VALUES PEOPLE