



Dorman Products, Inc.

INVESTOR PRESENTATION

JULY 2026



Forward-Looking Statements & Non-GAAP Financial Measures

FORWARD-LOOKING STATEMENTS

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements, other than statements of historical facts, may be forward-looking statements. Words such as “may,” “will,” “should,” “likely,” “probably,” “anticipates,” “expects,” “intends,” “plans,” “projects,” “believes,” “views,” “estimates” and similar expressions are used to identify these forward-looking statements. Readers are cautioned not to place undue reliance on those forward-looking statements, which speak only as of the date such statements were made. Such forward-looking statements are based on current expectations that involve known and unknown risks, uncertainties and other factors (many of which are outside of our control). Such risks, uncertainties and other factors relate to, among other things: competition in and

the evolution of the motor vehicle aftermarket industry; changes in our relationships with, or the loss of, any customers or suppliers; our ability to develop, market and sell new and existing products; our ability to anticipate and meet customer demand; our ability to purchase necessary materials from our suppliers and the impacts of any related logistics constraints; widespread public health pandemics; political and regulatory matters, such as changes in trade policy, the imposition of tariffs and climate regulation; our ability to protect our information security systems and defend against cyberattacks; our ability to protect our intellectual property and defend against any claims of infringement; and financial and economic factors, such as our level of indebtedness, fluctuations in interest rates and inflation. More information on these risks and other potential factors that

could affect the Company’s business, reputation, results of operations, financial condition, financial outlook, including guidance, and stock price is included in the Company’s filings with the Securities and Exchange Commission (“SEC”), including in the “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” sections of the Company’s most recently filed periodic reports on Form 10-K and Form 10-Q and subsequent filings. The Company is under no obligation to, and expressly disclaims any such obligation to, update any of the information in this document, including but not limited to any situation where any forward-looking statement later turns out to be inaccurate whether as a result of new information, future events or otherwise, except as may be required by applicable law.

NON-GAAP FINANCIAL MEASURES

This presentation includes non-GAAP financial measures as defined under the rules of the Securities and Exchange Commission, including Adjusted Gross Margin, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted SG&A Margin, Adjusted Operating Income Margin, Adjusted Diluted Earnings Per Share “EPS”, and Free Cash Flow. These non-GAAP financial measures should not be used as a substitute for GAAP measures, or considered in isolation, for the purpose of analyzing our cash flows or results of operations. Additionally, these non-GAAP measures may not be comparable to similarly titled measures reported by other companies. Reconciliations of these non-GAAP measures to the most directly comparable GAAP financial measures are included in this presentation.

Dorman: What We Do

We deliver product innovation to the aftermarket and develop new repair solutions.



DESIGN

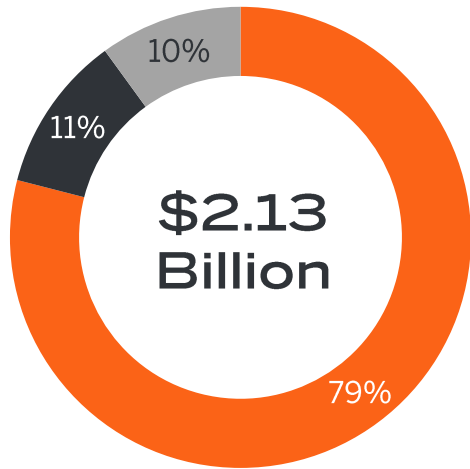


MANUFACTURE



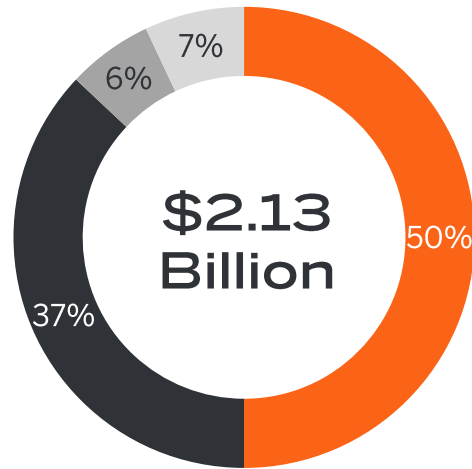
DISTRIBUTE

Net Sales
by Segment



■ Light Duty ■ Heavy Duty ■ Specialty Vehicle

Net Sales
by Channel



■ Retail ■ Wholesale Distributor
■ Direct to Consumer ■ Other



Dorman: How We Do It



Ideation & Innovation

We promote and reward inquisitiveness, courage and the pursuit of new ideas



Deliver Customer Value

We are diligent in our efforts to understand our customers' needs and provide high quality products and services



Empower Our Contributors

We provide our employees, who we call "contributors", the tools and resources necessary for their success



Accountability for Results

We take responsibility for continually pushing toward improved results for our teams, customers and shareholders

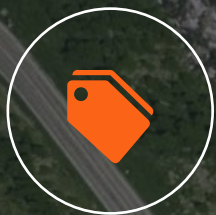


Strive for Excellence

We are committed to the endless pursuit of success

**Our Culture of Contribution
Drives Our Success.**

2025: Year in Review



\$2.13B

Net
Sales



190bps

Adj. Gross Margin¹
Expansion



170bps

Adj. Operating Margin¹
Expansion



24%

Adj. Diluted EPS¹
Growth



\$114M

Cash from Operating
Activities



\$42M

Debt
Repaid



\$41M

Share
Repurchases



0.89x

Leverage
Ratio*

Pillars of Our Equity Story

DRIVING INNOVATION



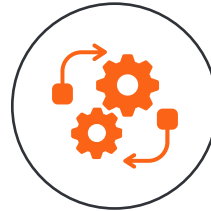
Designing and developing innovative solutions for the Aftermarket

MARKET EXPANSION



Large Total Addressable Market across each segment

EVOLVING AFTERMARKET



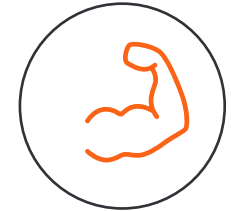
Positioned to succeed as new technologies and vehicle platforms evolve and emerge

GLOBAL FOOTPRINT



Global engineering, supply chain, and manufacturing excellence

FINANCIAL STRENGTH



Strong financial profile with above industry growth and performance

Rapid Innovation at Scale

Key Differentiators Driving Competitive Advantages



INNOVATION ENGINE

- Customer and end-user relationships drive new-to-the-aftermarket ideation funnel
- Proprietary solutions that simplify repairs



TECHNICAL CAPABILITIES

- Design and produce solutions from bumper to bumper
- Powertrain agnostic
- Advanced capabilities in complex electronics



MANUFACTURING & SUPPLY CHAIN

- Nimble, asset-light model
- Diversified supplier base
- Focus on speed to market, speed to scale, and speed to pivot in life-cycle products



CHANNEL PENETRATION

- Deep, strategic relationships with top customers
- Omni-channel approach
- Integrating “Dorman Model” across segments

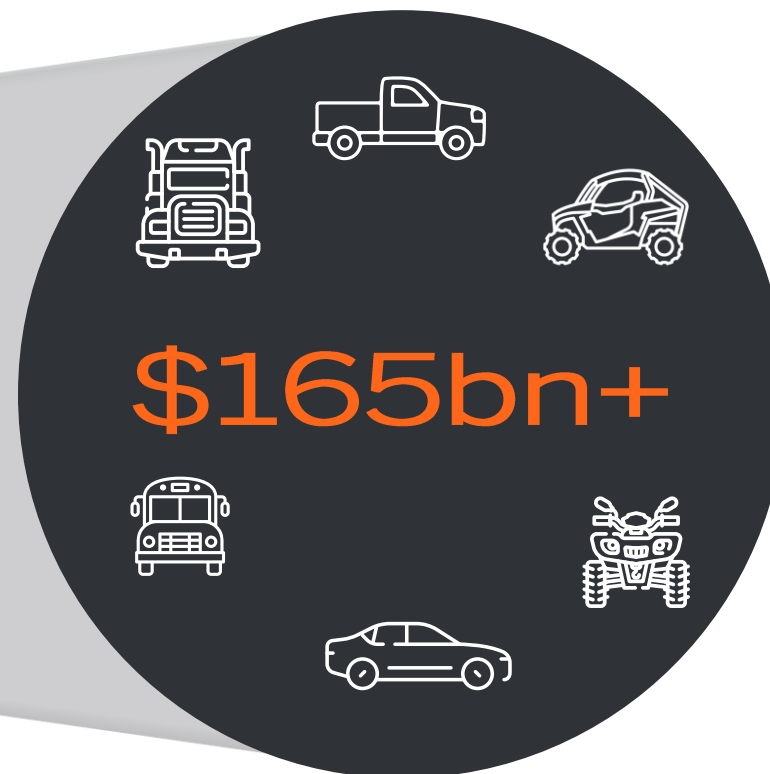
Large Total Addressable Market

Acquisition Strategy Driving Expanded TAM in Growing Markets

2020
TAM



2025
TAM



Three Distinct, Growing Segments



Light Duty

3-yr Sector Growth: ~4%

- New products drive sales growth and margin expansion
- Invest in higher margin IP-centric categories
- Broad distribution to meet customers in all commercial channels
- Optimize operating performance
- Continue to reconfigure supply chain for resiliency and efficiency



Heavy Duty

3-yr Sector Growth: ~3%

- Leverage Dorman's new-to-aftermarket model to drive growth and expand margins
- Generate returns on growth-oriented investments
- Improve manufacturing efficiency
- Enable best-in-class ecommerce platform and digital capabilities
- Broaden distribution to reach underserved commercial customers



Specialty Vehicle

3-yr Sector Growth: ~4%

- Invest in scalable, higher margin operation
- Accelerate development of new products
- Extend non-discretionary product line coverage
- Increase market share with expanded dealer network in new geographies
- Execute M&A tuck-in opportunities

Bumper-to-Bumper Coverage and Capability



Emerging Technologies Shaping the Future

Powertrain Agnostic: Multi-Platform Approach Accelerating Growth Opportunity

Internal Combustion Engine (ICE)



- Expected to remain ~90% of prime VIO through 2035*
- Regulation and platform changes provide significant aftermarket opportunity

Hybrid Vehicles



- Dual powertrain provides greater opportunity for aftermarket repair
- In VIO “sweet spot” currently, with increased adoption across OEMs for future models

Electric Vehicles (EV)



- Lower VIO exposure today, but applying Dorman approach to innovation strategy
- Higher component average selling price



~6,000 SKUs Hybrid / EV
Body & Suspension Application Components



~2,800 SKUs ICE / Hybrid / EV
Complex Electronics & Smart Motors

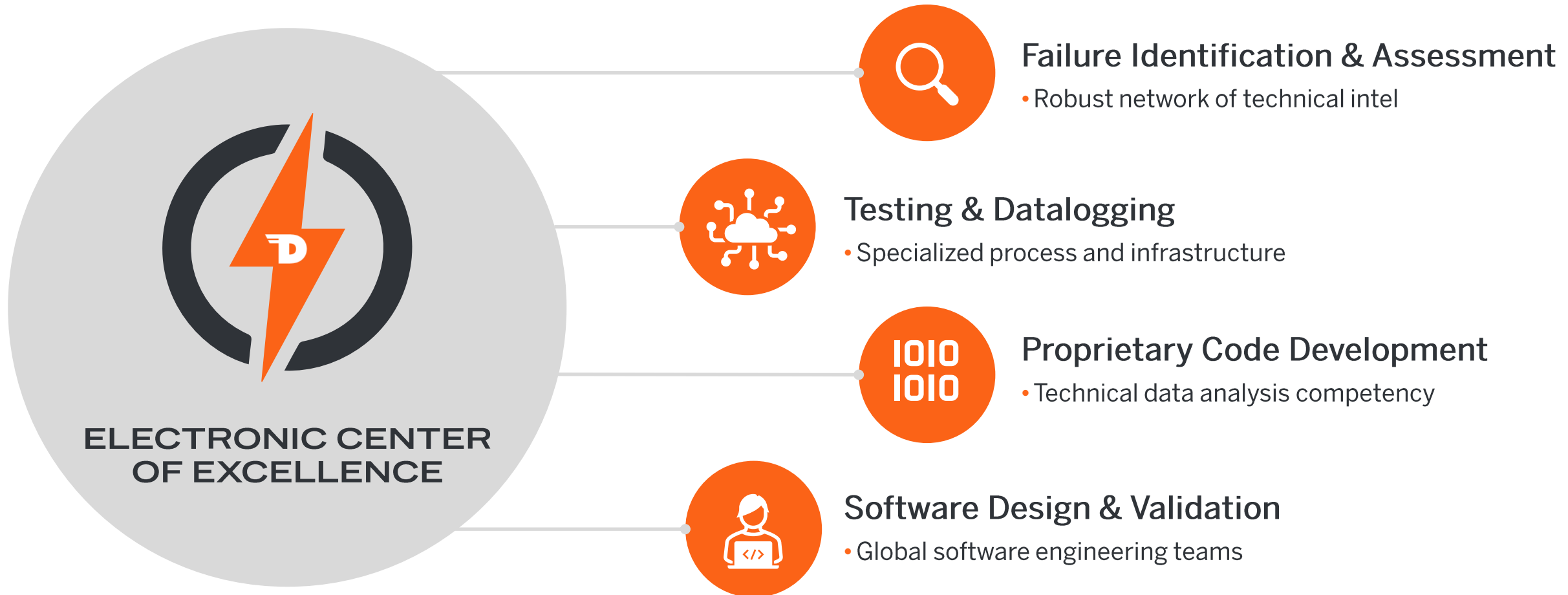


~1,900 SKUs Hybrid / EV
Drivetrain Application Components



~500 SKUs ICE / Hybrid / EV
Advanced Driver Assist Systems (ADAS)

Complex Electronics



Global Product Manufacturing



+



+



+



State-of-the-art
development
and testing
capabilities

High-quality,
efficient,
and scalable
production

Strategically
located domestic
and international
manufacturing

Vertically
integrated
warehousing
and distribution

- Validation of high-quality standards across facilities by skilled engineers
- Asset-light model allows for low CapEx and nimbleness in manufacturing
- Advanced network of manufacturing partners around the world

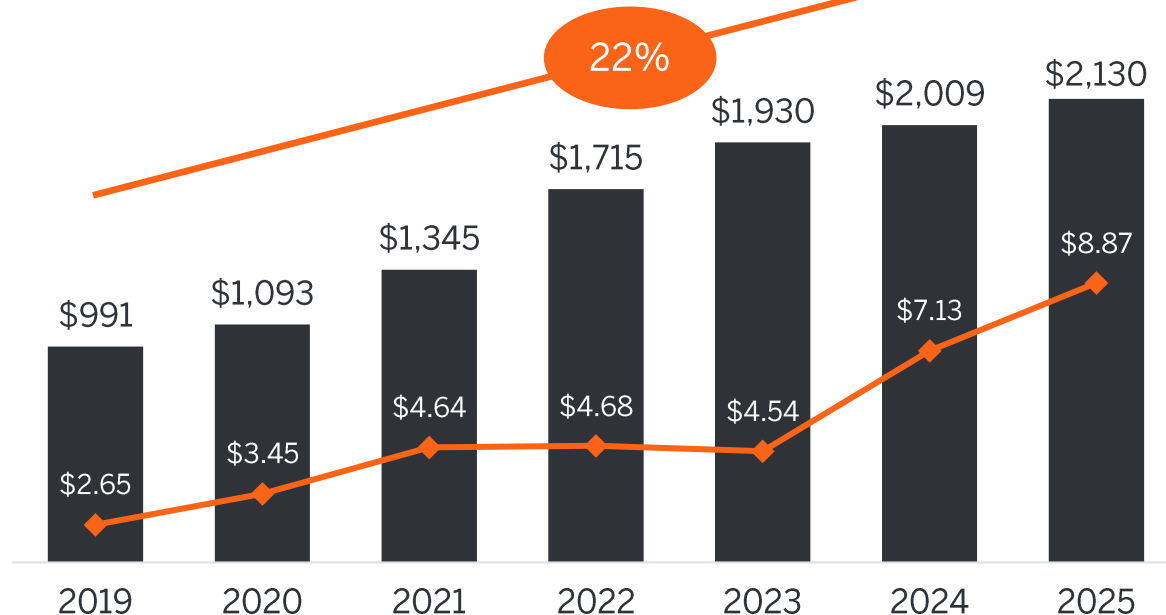
Advanced Production to Rigorous Standards

Historical Financial Performance vs Peers

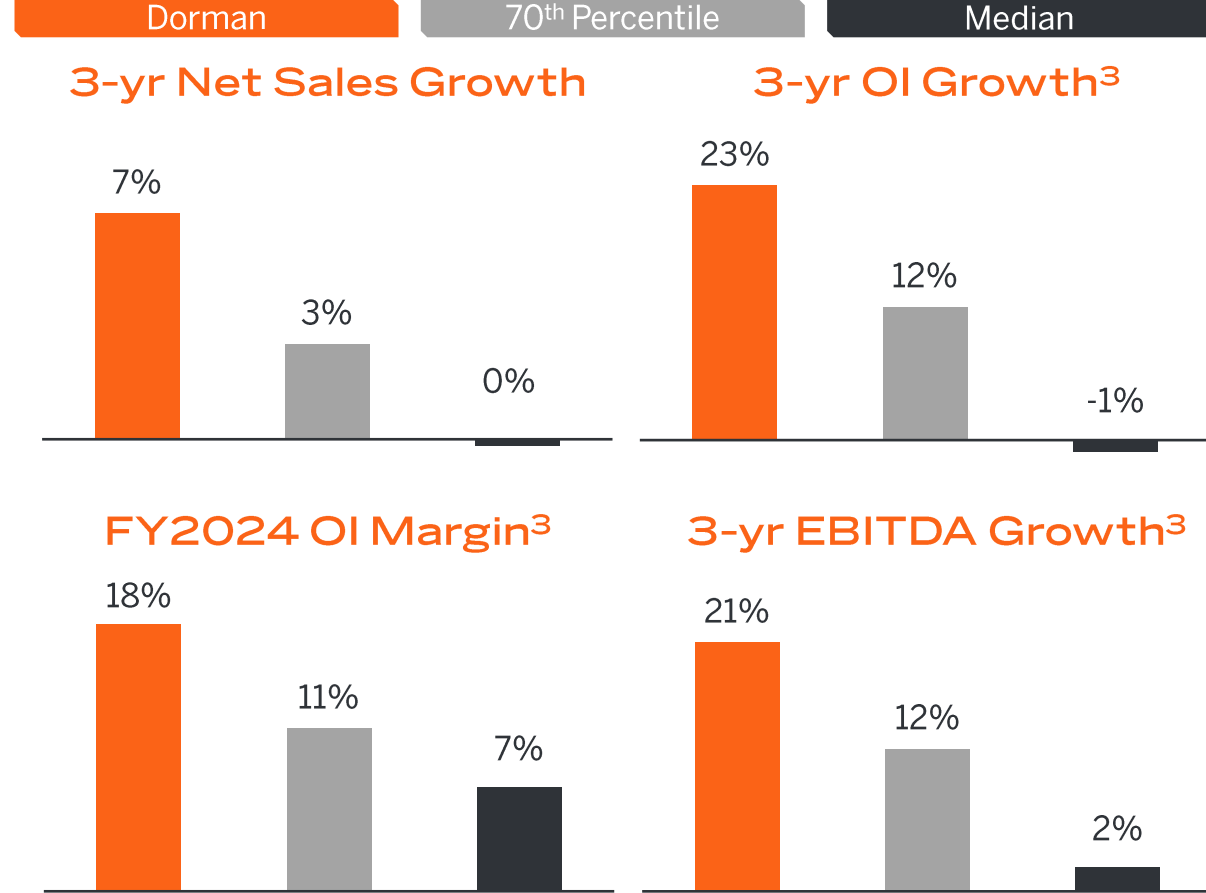
Topline Annualized Growth of 22% Since 2019

- Non-discretionary parts focus performs well in difficult economies
- End-market diversification mitigates economic cyclicality
- Broad global supply chain network provides resiliency

Net Sales¹ & Adjusted Diluted EPS¹



Outperforming our Peers²



Multiple Levers to Drive Growth

Market Expansion

- Drive above-market growth across three segments
- Support customers' expansion into new geographies and product categories

Future Technology

- Significant annual R&D investment
- Expanding new technologies
- Investments in electronics and alternative powertrain development

Strategic Acquisitions

- Light Duty bolt-on acquisitions
- Further penetration in Heavy Duty and Specialty Vehicle channels
- Opportunistically evaluate adjacent markets and regional expansion

「Business Segments



Light Duty Segment Overview

Strategic Supplier to Aftermarket Retail

~**215** Product Categories

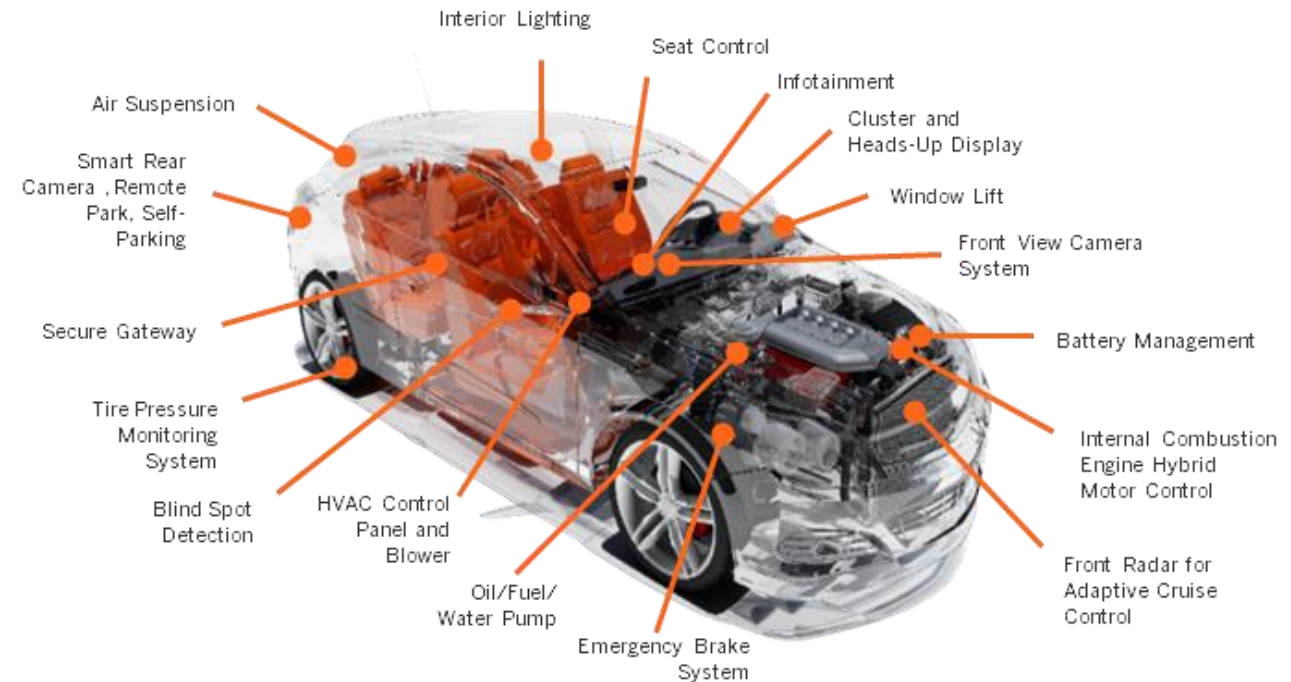
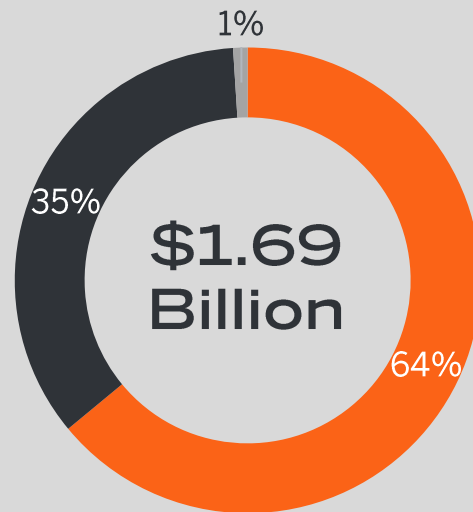
~**9,000** New SKUs Launched in 2023-2025

17 Domestic Facilities

3 International Facilities

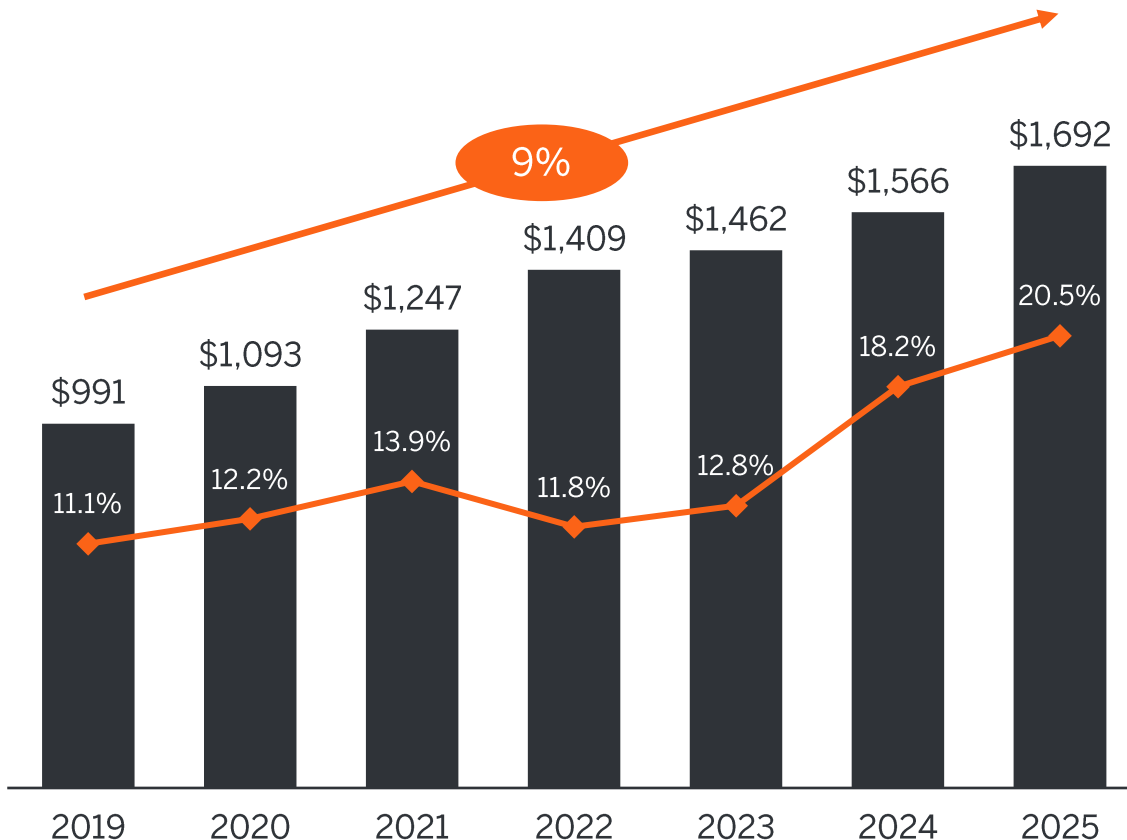
Net Sales by Channel

- Retail
- Wholesale Distributor
- Other



Light Duty Historical Financials

Net Sales & Adjusted Operating Income Margin



- Net Sales growth outpaced the sector growth rate over same period
- Target organic growth of roughly 2x automobile aftermarket industry rate
- Introduced hundreds of new products to the aftermarket every month
- FY22 and FY23 SG&A impacted by interest rate changes on factoring costs
- Pricing initiatives implemented to help offset inflationary costs
- Margins improved in FY25 as a result of timing dynamics related to pricing actions and costs

Heavy Duty Segment Overview

100+ Product Categories

80%/20% Net Sales Below / Above Frame

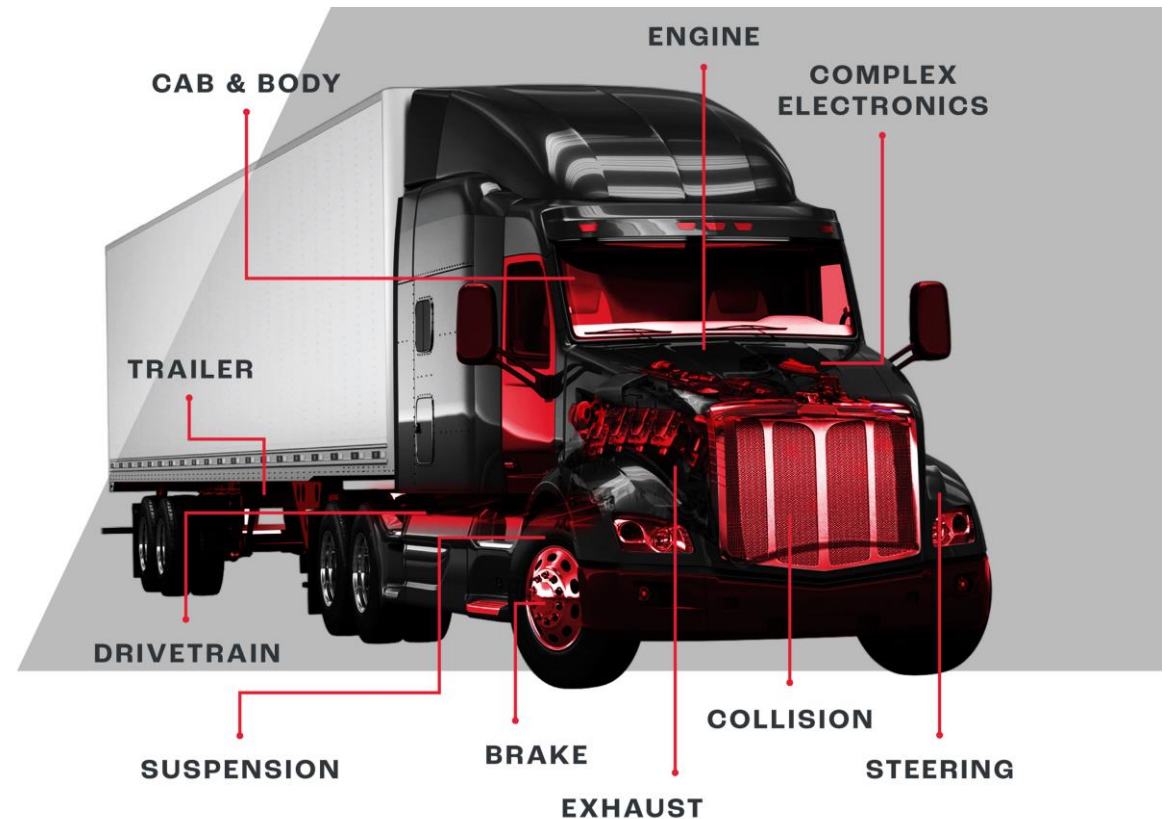
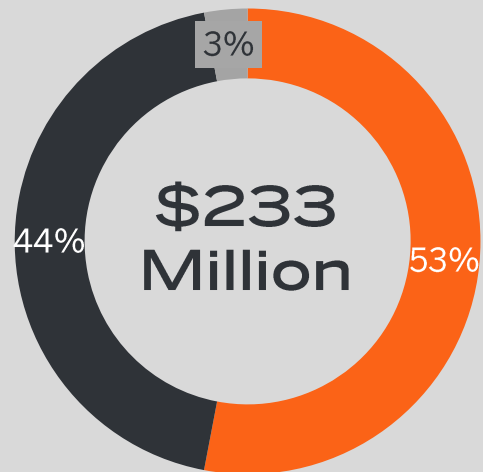
~2,900 New SKUs Launched in 2023-2025

8 Domestic Facilities

4 International Facilities

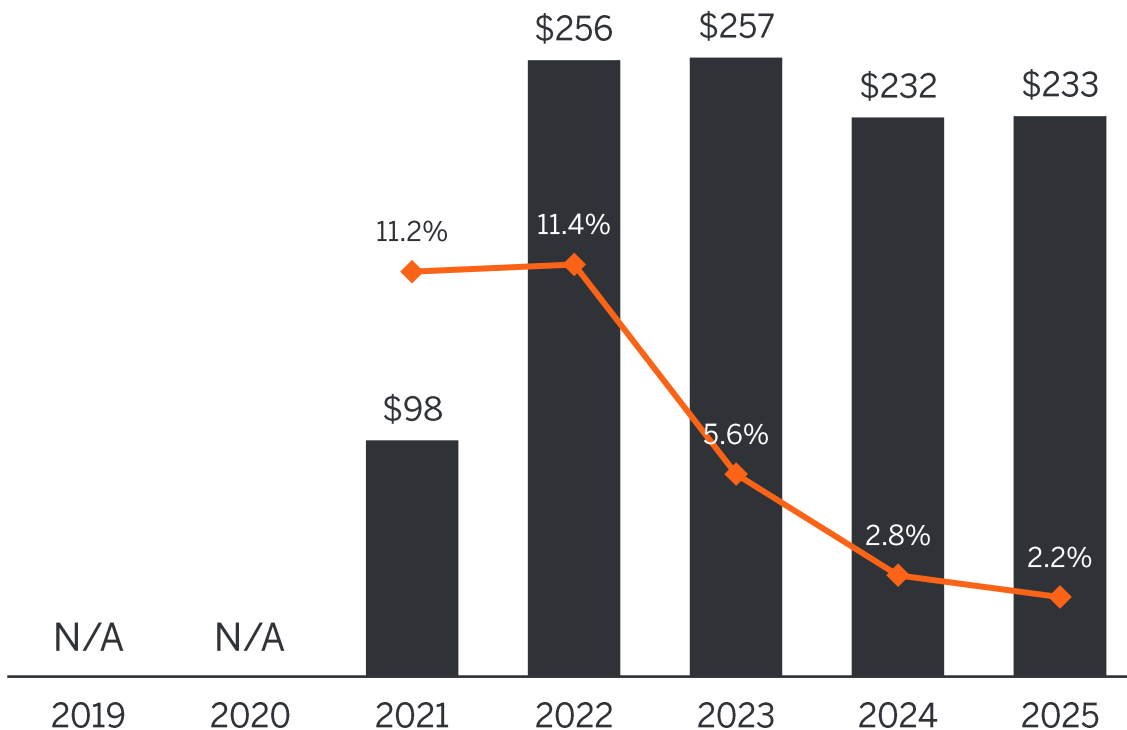
Net Sales by Channel

- Direct to Installer/Other
- Wholesale Distributor
- Direct to Consumer



Heavy Duty Historical Financials

Net Sales & Adjusted Operating Income Margin



- Acquired Dayton Parts in August 2021 and combined with legacy Dorman heavy duty business to form the Heavy Duty segment
- Great Freight Recession since 2023 drove soft demand following very strong 2022 post-COVID
- Margins impacted by high-cost inventory due to rapid inflation and unfavorable FX in 2023 and deleverage of fixed costs on lower volume in 2024-25. Pricing actions and cost saving initiatives implemented helped mitigate impacts in both years.
- Growth investments to drive future new product growth and improved commercialization initiatives position the business well for eventual market rebound

Specialty Vehicle Segment Overview

~100 Product Categories

~50% Net Sales of Non-discretionary Parts

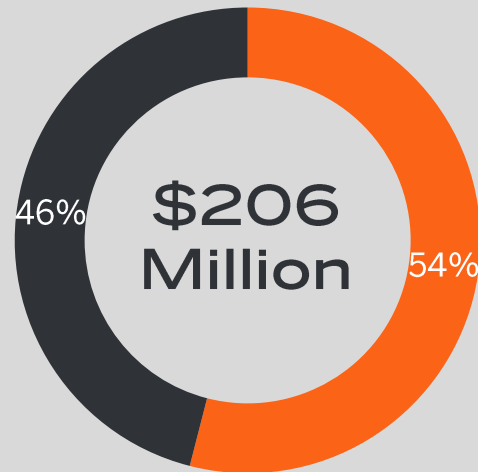
5,000+ New SKUs Launched in 2023-2025

5 Domestic Facilities

1 International Facility

Net Sales by Channel

- Direct to Consumer
- Other



Product Categories



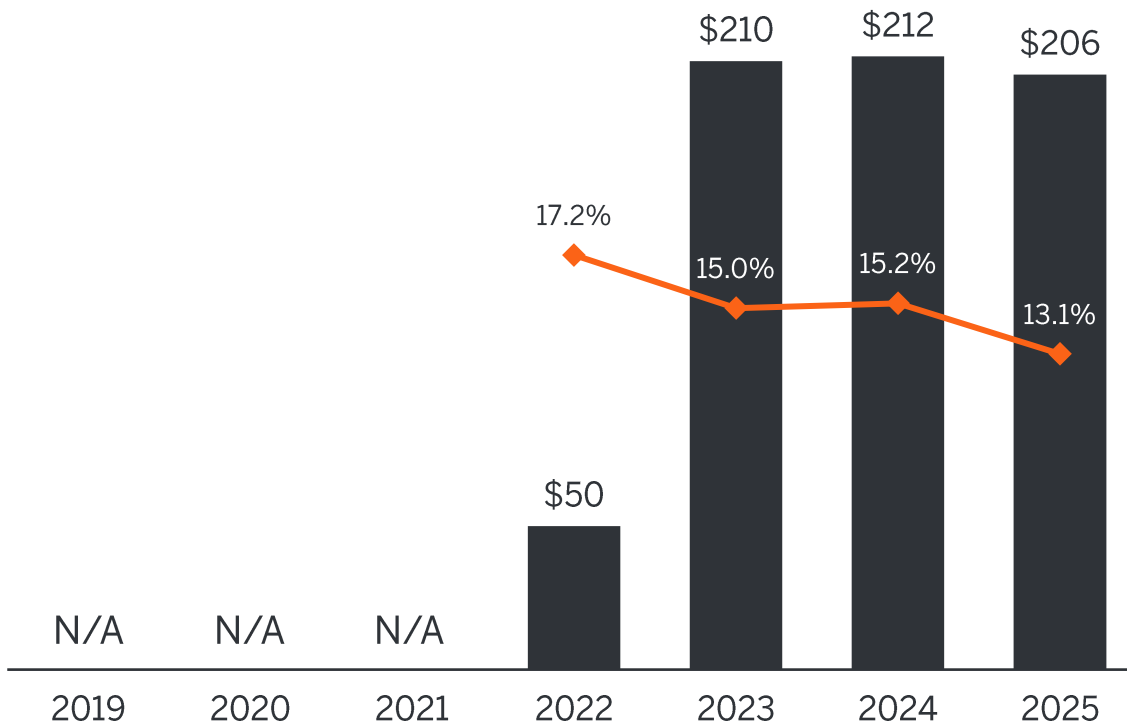
- | | |
|--------------------------|-------------------------------------|
| A Suspension, Handling | B Cabs, Roofs, Windshields, Mirrors |
| C Towing, Winches, Tools | D Overland Accessories |
| E Tires, Wheels | F Lighting, Electronics |
| G Storage, Cargo | H Other |

Brands



Specialty Vehicle Historical Financials

Net Sales & Adjusted Operating Income Margin



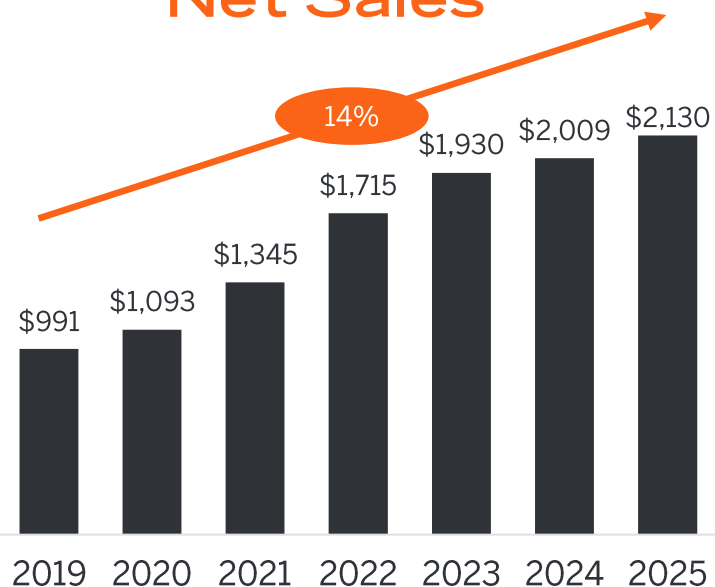
- SuperATV was acquired in October 2022, with 2023 representing first full year of operations under Dorman
- Integration completed
- Approximately half of net sales are non-discretionary (including repair parts and utility accessories)
- Introduction of parts for new machines and a focus on non-discretionary parts contributed to growth
- Increased penetration of dealer network, particularly in west region (area of under-representation), a priority growth initiative
- Softer demand in 2025 with higher interest rates and lower consumer spending

Consolidated Financial Overview



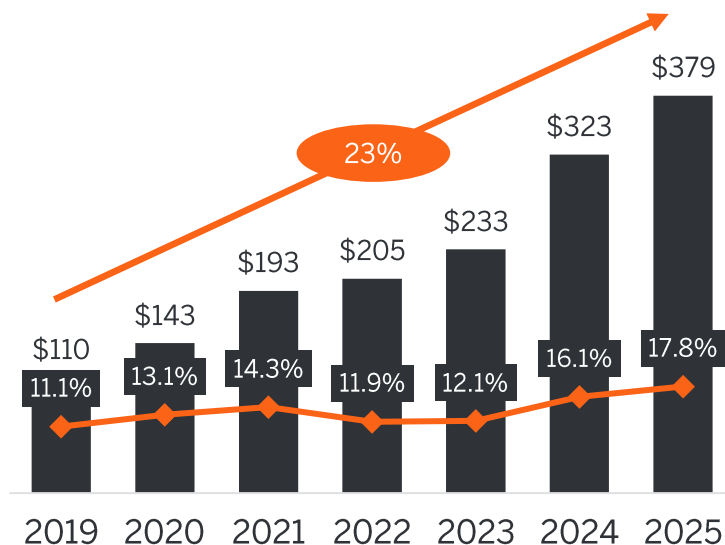
Consolidated Performance Trends

Net Sales



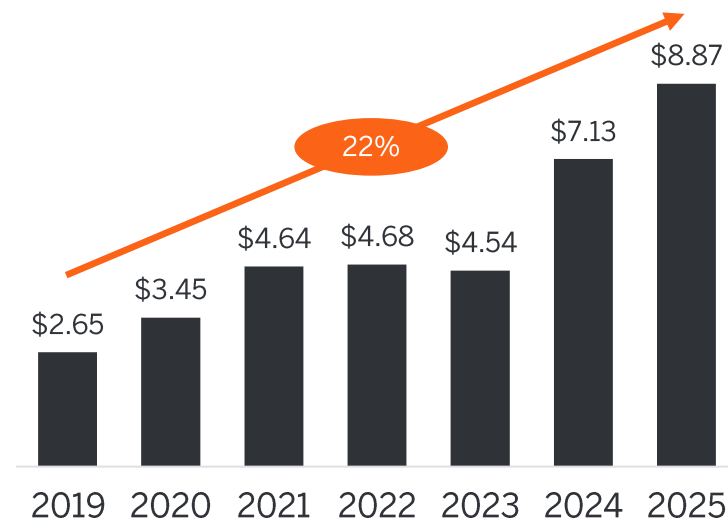
- For fiscal 2025, surpassed \$2.1B mark in total net sales
- Sales growth driven by strong customer demand and pricing actions
- New products drove success across each business segment

Adj. Operating Income



- For fiscal 2025, drove significant margin expansion on strong sales performance and timing dynamics of tariff-related pricing and costs
- Navigated inflationary headwinds with pricing initiatives, productivity initiatives, and diversified supply chain

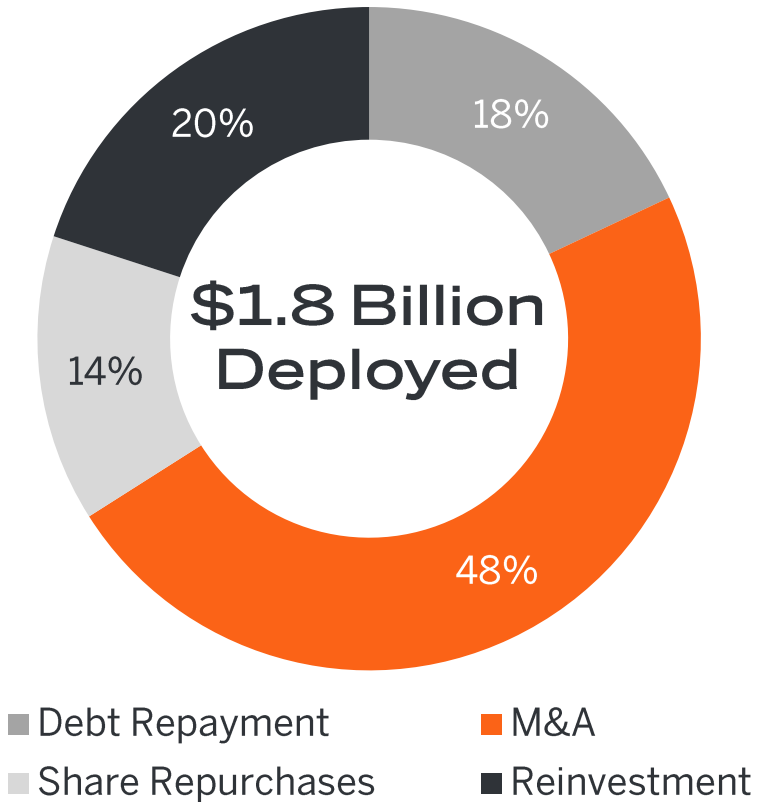
Adj. Diluted EPS



- For fiscal 2025, increased adjusted diluted EPS by 24% over prior year
- Long-term growth driven by significant margin expansion, cash flow generation, and further strengthening of balance sheet

Capital Allocation Strategy

2020-2025 Capital Deployment



Long-Term Priorities

Target Leverage

- Target 2.0x leverage, 3.0x in first year following an acquisition

Reinvestment

- Continue to fund R&D and Capital Expenditures to enhance our existing product portfolio

Mergers & Acquisitions

- Acquisitions supplement our profitable growth, increase our customer base, add to our distribution capabilities, and enhance our product development resources

Share Repurchases

- Share repurchase program allows for an additional \$408M* of our outstanding common stock to be repurchased through 2027



Appendix

NON-GAAP RECONCILIATIONS



Results Adjusted for 53rd Week of 2022

	Twelve Months Ended December 31		
	2022	53rd Week	2022 Adjusted
\$ in thousands, except EPS			
Net Sales			
Light Duty	\$ 1,425,892	\$ (16,834)	\$ 1,409,058
Heavy Duty	258,215	(2,365)	255,850
Specialty Vehicle	49,642	—	49,642
Consolidated	<u>\$ 1,733,749</u>	<u>\$ (19,199)</u>	<u>\$ 1,714,550</u>
Adjusted Operating Income			
Light Duty	\$ 169,579	\$ (2,786)	\$ 166,793
Heavy Duty	29,738	(473)	29,265
Specialty Vehicle	8,537	—	8,537
Consolidated	<u>\$ 207,854</u>	<u>\$ (3,259)</u>	<u>\$ 204,595</u>
Adjusted Operating Margin			
Light Duty	11.9%		11.8%
Heavy Duty	11.5%		11.4%
Specialty Vehicle	<u>17.2%</u>		<u>17.2%</u>
Consolidated	<u>12.0%</u>		<u>11.9%</u>
Adjusted Diluted EPS			
Consolidated	\$ 4.76	\$ (0.08)	\$ 4.68

Reconciliation of Adjusted Diluted EPS

	Twelve Months Ended						
	12/28/19*	12/26/20*	12/25/21*	12/31/22*	12/31/23*	12/31/24*	12/31/25*
Diluted earnings per share (GAAP)	\$ 2.56	\$ 3.30	\$ 4.12	\$ 3.85	\$ 4.10	\$ 6.14	\$ 6.64
Pretax acquisition-related intangible assets amortization	0.08	0.10	0.20	0.45	0.69	0.73	0.70
Pretax acquisition-related transaction and other costs	0.04	0.08	0.39	0.66	0.49	0.08	0.04
Pretax executive transition services expense	—	—	—	—	0.06	—	—
Pretax fair value adjustment to contingent consideration	—	0.06	0.08	0.06	(0.65)	—	—
Pretax reduction in workforce costs	—	—	—	—	—	0.16	0.00
Pretax gain on equity method investment	—	(0.08)	—	—	—	—	—
Pretax noncash impairment related to equity method investment	—	0.06	—	—	—	—	—
Pretax goodwill impairment charge	—	—	—	—	—	—	1.84
Discrete tax adjustment for state tax matters	—	—	—	—	—	0.26	—
Tax benefit for reversal of deferred tax liability for equity method investment	—	(0.03)	—	—	—	—	—
Tax adjustment (related to above items)	(0.03)	(0.06)	(0.14)	(0.27)	(0.15)	(0.24)	(0.36)
Adjusted diluted earnings per share (Non-GAAP)	<u>\$ 2.65</u>	<u>\$ 3.45</u>	<u>\$ 4.64</u>	<u>\$ 4.76</u>	<u>\$ 4.54</u>	<u>\$ 7.13</u>	<u>\$ 8.87</u>

*Amounts may not add due to rounding

Reconciliation of Adjusted Operating Income

(\$ in thousands)	Twelve Months Ended													
	12/28/19	% of Sales*	12/26/20	% of Sales*	12/25/21	% of Sales*	12/31/22	% of Sales*	12/31/23	% of Sales*	12/31/24	% of Sales*	12/31/25	% of Sales*
Income from operations (GAAP)	\$ 105,828	10.7%	\$ 133,373	12.2%	\$ 171,551	12.8%	\$ 171,048	9.9%	\$ 214,760	11.1%	\$ 292,909	14.6%	\$ 299,547	14.1%
Pretax acquisition-related intangible assets amortization	2,502	0.3%	3,205	0.3%	6,340	0.5%	14,070	0.8%	21,817	1.1%	22,476	1.1%	21,580	1.0%
Pretax acquisition-related transaction and other costs	1,426	0.1%	2,478	0.2%	12,421	0.9%	20,911	1.2%	15,373	0.8%	2,621	0.1%	1,299	0.1%
Pretax executive transition services expense	—	—	—	—	—	—	—	—	1,801	0.1%	—	—	—	—
Pretax noncash impairment related to equity method investment	—	—	2,080	0.2%	—	—	—	—	—	—	—	—	—	—
Pretax fair value adjustment to contingent consideration	—	—	2,049	0.2%	2,651	0.2%	1,825	0.1%	(20,469)	-1.1%	—	—	—	—
Pretax reduction in workforce costs	—	—	—	—	—	—	—	—	—	—	4,973	0.2%	147	0.0%
Pretax goodwill impairment charge	—	—	—	—	—	—	—	—	—	—	—	—	56,706	2.7%
Adjusted operating income (Non-GAAP)	<u>\$ 109,756</u>	11.1%	<u>\$ 143,185</u>	13.1%	<u>\$ 192,963</u>	14.3%	<u>\$ 207,854</u>	12.0%	<u>\$ 233,282</u>	12.1%	<u>\$ 322,979</u>	16.1%	<u>\$ 379,279</u>	17.8%
Net sales	\$ 991,329		\$ 1,092,748		\$ 1,345,249		\$ 1,733,749		\$ 1,929,788		\$ 2,009,197		\$ 2,130,319	

*Amounts may not add due to rounding

Reconciliation of Adjusted EBITDA

	2024					2025				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
(\$ in thousands)										
Net Income (GAAP)	\$ 32,828	\$ 47,410	\$ 55,253	\$ 54,513	\$ 190,004	\$ 57,505	\$ 58,709	\$ 76,420	\$ 11,560	\$ 204,194
Add:										
Interest expense, net	10,605	10,202	9,762	9,158	39,727	7,358	7,182	7,207	6,828	28,575
Provision for income taxes	10,965	14,976	15,871	24,436	66,248	16,572	18,134	23,508	13,037	71,251
Depreciation and amortization	13,851	14,352	14,812	13,685	56,700	13,843	13,919	14,036	13,934	55,732
EBITDA	\$68,249	\$86,940	\$95,698	\$ 101,792	\$ 352,679	\$ 95,278	\$ 97,944	\$ 121,171	\$ 45,359	\$ 359,752
<u>EBITDA Adjustments</u>										
Stock-based compensation	2,931	3,849	3,767	4,465	15,012	3,613	4,524	4,287	7,211	19,635
Acquisition-related transaction and other costs	483	448	396	1,294	2,621	492	341	286	180	1,299
Reduction in workforce costs	4,568	282	76	47	4,973	114	33	—	—	147
Goodwill impairment charge	—	—	—	—	—	—	—	—	56,706	56,706
Adjusted EBITDA*	\$ 76,231	\$ 91,519	\$ 99,937	\$107,598	\$ 375,285	\$ 99,497	\$102,842	\$125,744	\$109,456	\$ 437,539
Net sales	\$468,701	\$502,951	\$503,773	\$ 533,772	\$ 2,009,197	\$507,692	\$ 540,959	\$ 543,736	\$ 537,932	\$ 2,130,319
Adjusted EBITDA Margin	16.3%	18.2%	19.8%	20.2%	18.7%	19.6%	19.0%	23.1%	20.3%	20.5%