DORMAN PRODUCTS, INC.

Q1 2026 EARNINGS PRESENTATION

MAY 5, 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.

Q1 2026 Highlights

Net Sales of $529 million
up 4.2% over Q1 2025

Adjusted Operating Margin of 12.1%
down 490bps from Q1 2025

Adjusted EBITDA Margin of 15.2%
down 440bps from Q1 2025

Adjusted Diluted EPS of $1.57
down 22.3% from Q1 2025

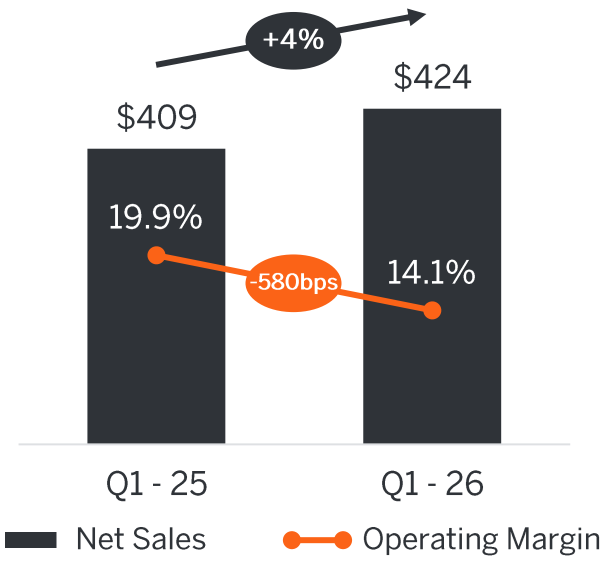
Operating Cash Flow of $44 million
repurchased $51 million of common stock

Reaffirmed 2026 Guidance:*
- Net Sales growth of 7% to 9%
- Adjusted Diluted EPS range of $8.10 to $8.50

Note: Adjusted EBITDA, Adjusted Operating Margin and Adjusted Diluted EPS are non-GAAP figures. See reconciliations of non-GAAP amounts in appendix of this presentation.
*See slide 11 for more information on the Company's guidance, including certain exclusions and assumptions

Light Duty Segment Quarterly Highlights

Net Sales & Operating Margin



- Net Sales growth primarily driven by year-over-year impact of pricing actions in 2025
- Lower volume compared to strong year-over-year growth of 14% in Q1'25; Net Sales increased 18% over last two years
- Operating Margin performance in line with our expectations, as highest level of tariff expense recognized in Q1'26

Market Observations

- Light Duty market trends remain positive, with vehicle miles traveled increasing year-over-year
- Used vehicle prices continue to increase, further supporting longer vehicle lives and demand for aftermarket repairs
- Increased opportunity with light trucks and SUVs making up a greater portion of our prime VIO

Product Highlight: Air Suspension Compressor

OE FIX®

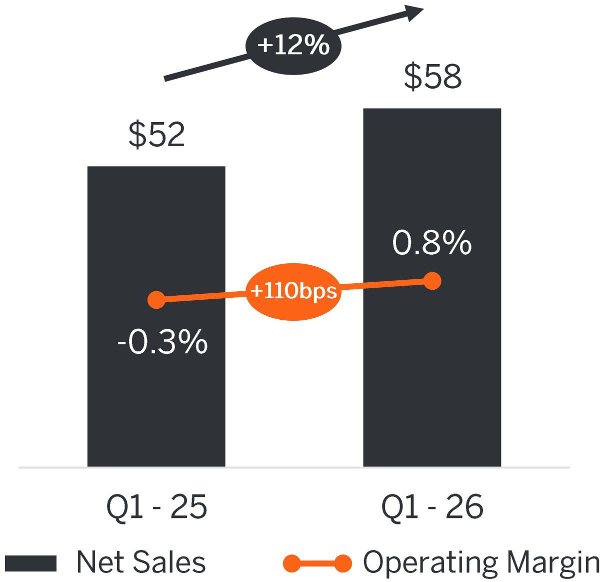
- Patent-pending OE FIX® solution
- Improved heat dissipation
- Proprietary software enabled

DORMAN®

Note: Dollar amounts in millions.

Heavy Duty Segment Quarterly Highlights

Net Sales & Operating Margin



- Strong Net Sales growth driven by pricing initiatives and year-over-year impact of commercial excellence initiatives undertaken
- Modest Operating Margin improvement driven by pricing, but reflect high level of tariff-related costs recognized in Q1’26
- Investments in new e-commerce platform driving growth

Market Observations

- Great Freight Recession further perpetuated by geopolitical tensions impacting consumer sentiment in Q1’26
- No expectations for meaningful freight tonnage growth expected in 2026
- Driving improved market share opportunity within OE dealer network

Product Highlight: Diesel Aftertreatment Program

Dayton parts® DRIVEN BY DORMAN

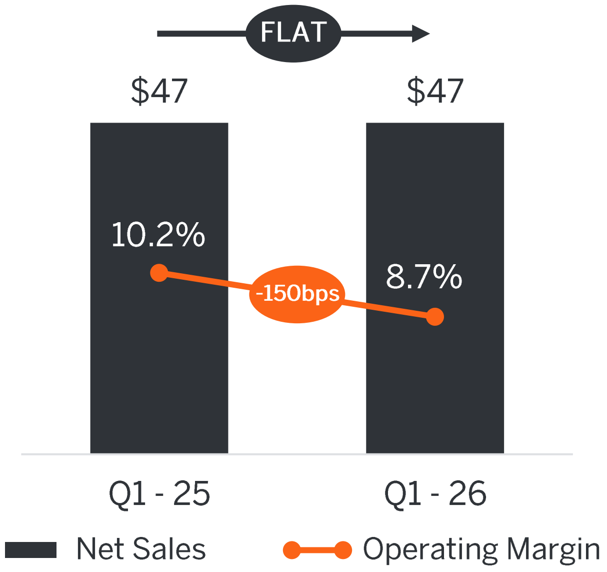
- Significant product category TAM
- OE-grade quality, cost efficient
- Industry leading solution set

DORMAN®

Note: Dollar amounts in millions.

Specialty Vehicle Segment Quarterly Highlights

Net Sales & Operating Margin



- Flat top-line growth year-over-year, with pricing initiatives on certain categories offsetting slightly lower volume; first quarter seasonally the slowest in the year
- Operating Margin performance in line with our expectations, reflecting higher tariff costs
- Driving greater opportunity with expanded dealer network

Market Observations

- Positive market signals leading into 2026 riding season, including early signs of increased new vehicle sales at the dealer
- Riders remain engaged, with strong attendance at national UTV/ATV events
- New, lower-cost entry-level vehicles coming to market offer opportunity for aftermarket enhancements

Product Highlight: Power Steering for Polaris Ranger 500

SUPERATV.COM

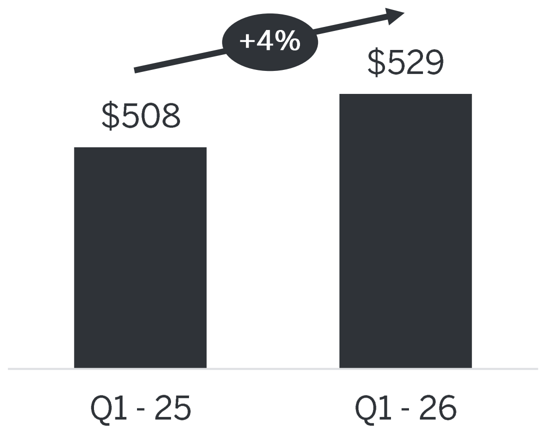
- Not available through OE
- Strong demand for standard feature
- Base model creates upfit opportunity

Note: Dollar amounts in millions.

DORMAN®

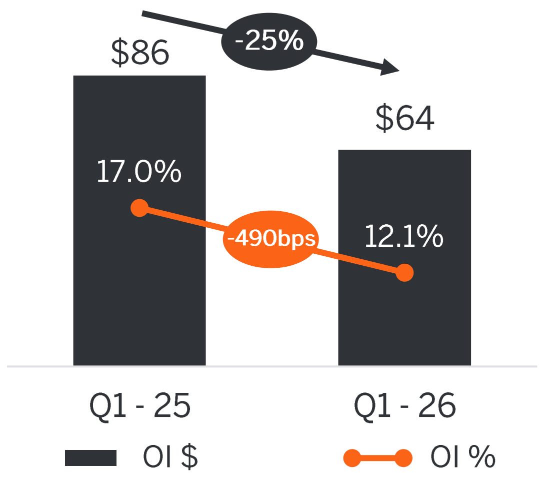
Q1 2026 Performance Highlights

Net Sales



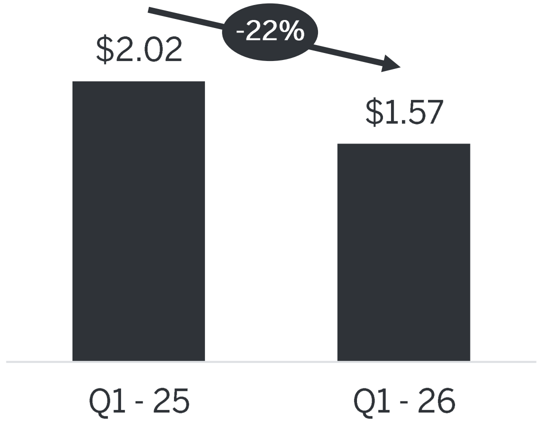
- Top-line performance driven by pricing initiatives, partially offset by lower volumes in Light Duty compared to strong Q1’25 growth; two-year Net Sales growth of 18% over Q1’24
- Macro trends remain positive in Light Duty
- Innovation and commercialization initiatives supporting growth across each segment

Adj. Operating Income



- Adjusted Operating Margin impacted by highest level of tariff pricing recognized
- Cost control efforts during the quarter drove Adjusted SG&A Margin improvement
- Supplier, productivity, and automation initiatives expected to drive improved margin performance through balance of 2026

Adj. Diluted EPS

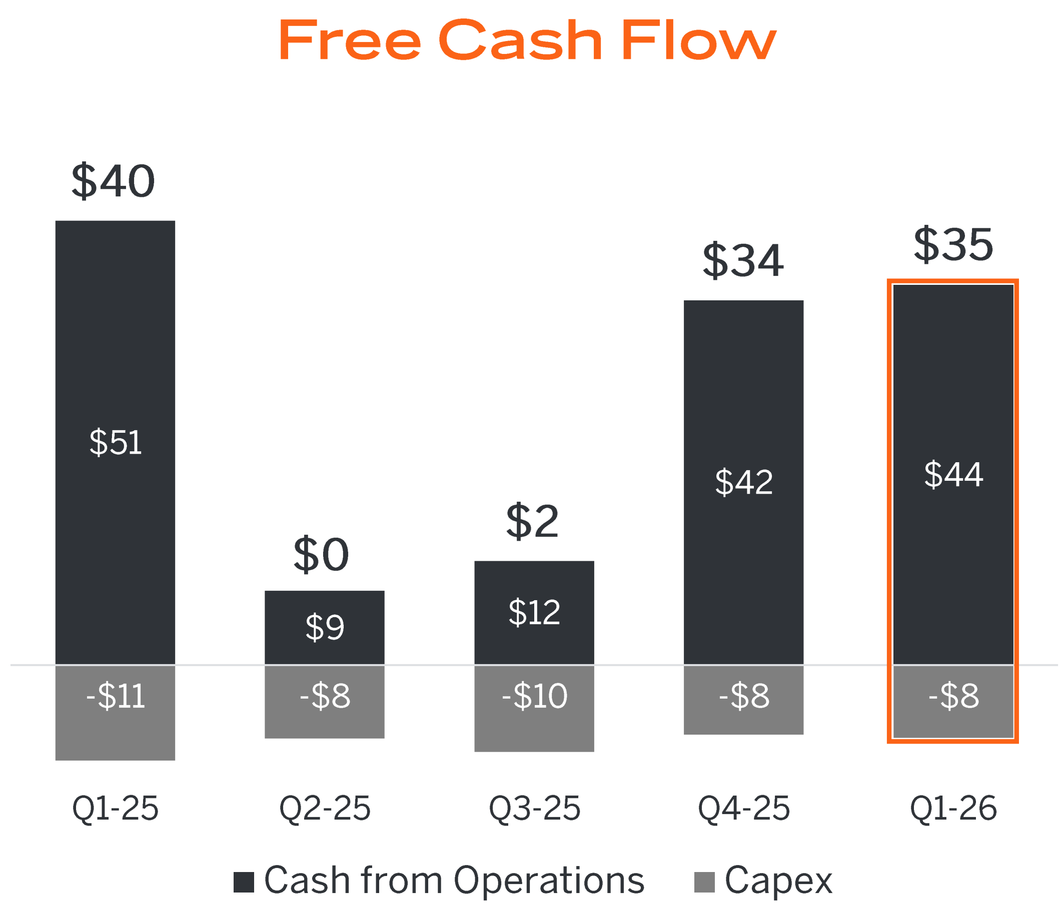


- Adjusted Diluted EPS primarily driven by operating performance
- Lower interest expense on year-over-year debt reduction
- Total diluted shares reduced by 387K from the first quarter of 2025

Note: Dollar amounts in millions. Adjusted Operating Income, Adjusted SG&A, and Adjusted Diluted EPS are non-GAAP figures. See reconciliations of non-GAAP amounts in appendix of this presentation.

Free Cash Flow

- Operating cash flow and free cash flow continued to improve sequentially
- Expecting more normalized free cash flow generation in 2026 compared to 2025
- Share repurchases of $51 million
  - Repurchased 435K shares in Q1’26 at an average share price of $118 per share
  - $408 million remaining on authorization



Note: Dollar amounts in millions. Free Cash Flow is a non-GAAP figure. Figures may not sum due to rounding.

Leverage & Liquidity

Strong Balance Sheet and Liquidity Position

Net Leverage

Revolving Credit Facility	$15
Term Loan	$441
Less: Cash and Cash Equivalents	($43)
Net Debt	**$413**
LTM Adjusted EBITDA[1]	$418
Total Net Leverage Ratio[1]	0.99x

Liquidity

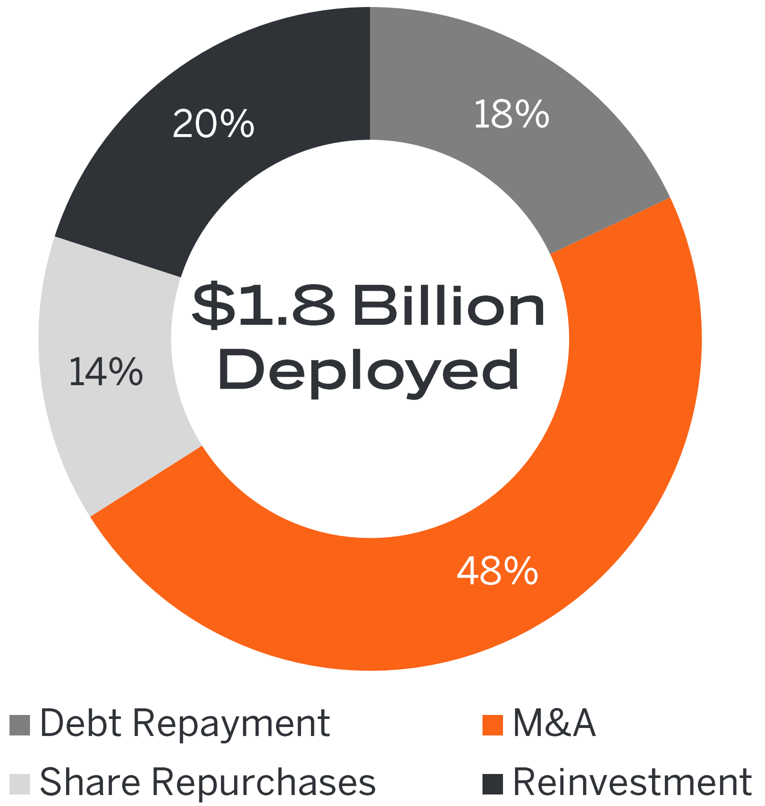
Total Revolver Commitment	$600
Less: Revolver Draw Outstanding[2]	($16)
Available Revolver Capacity	**$584**
Cash and Cash Equivalents	$43
Total Liquidity	$627

Note: As of March 28, 2026. Dollar amounts in millions. Figures may not sum due to rounding.
[1] See reconciliation and notes on Adjusted EBITDA in the appendix. Adjusted EBITDA and Total Net Leverage Ratio as presented may differ from consolidated EBITDA and Total Net Leverage Ratio as calculated under our credit facility, which could include additional adjustments, limitations, or exclusions.
[2] Includes $1.1 million in letters of credit.

DORMAN®

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

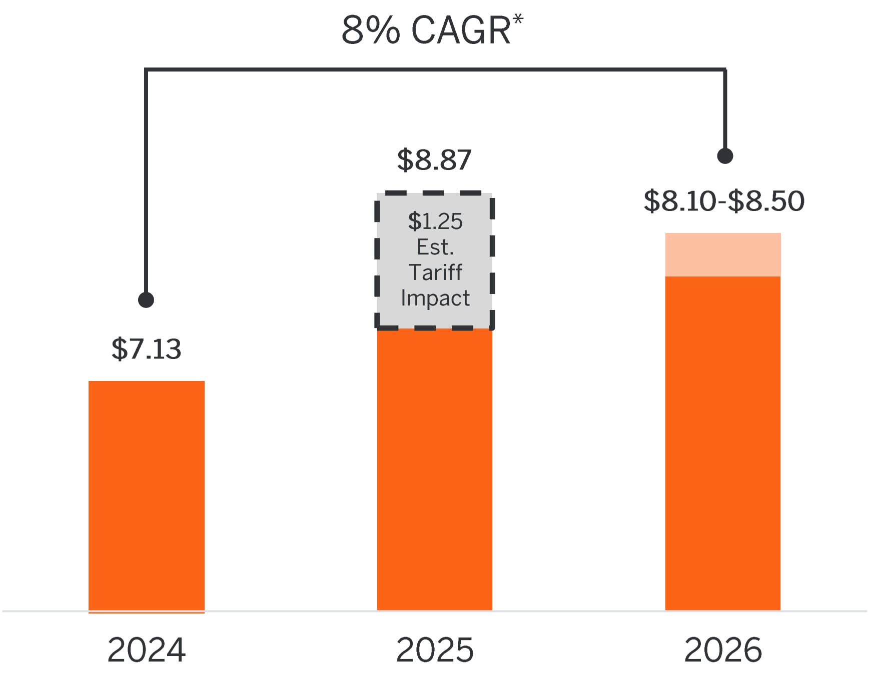
Share Repurchases

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

2026 Guidance Reaffirmed

	Reaffirm 2026 Guidance (as of May 4, 2026)
Net Sales change vs. previous year	7% - 9%
Diluted EPS	$7.57 - $7.97
Change vs. previous year	*14% - 20%*
Adjusted Diluted EPS	$8.10 - $8.50
Change vs. previous year	*(9)% - (4)%*

Adjusted Diluted EPS Guidance



*CAGR is based on the midpoint of $8.10-$8.50 Adjusted Diluted EPS guidance range

- Guidance includes the expected impact of tariffs enacted as of May 4, 2026. Guidance excludes impacts from potential IEEPA tariff refunds, tariff changes after May 4, 2026, future acquisitions and divestitures, and additional share repurchases.
- Targeting full-year Adjusted Operating Income Margin of 15% to 16%, exiting the year at a high-teens rate
- Assumes 23.5% effective tax rate

Note: Adjusted Diluted EPS is a non-GAAP figure. See reconciliation of non-GAAP amounts in the appendix of this presentation.

Q1 2026 Summary

- Delivered solid performance, with top- and bottom-line results in line with our expectations
- Navigating well through broader economic and geopolitical dynamics
- Reaffirmed 2026 guidance and remain well-positioned to drive long-term growth as an innovation leader in the aftermarket

DRIVING NEW **SOLUTIONS**®

Appendix – Non-GAAP Reconciliations

Reconciliation of Adjusted SG&A

($ in thousands)	Three Months Ended 3/28/26	% of Sales*	3/29/25	% of Sales*
SG&A expenses (GAAP)	$ 131,372	24.8%	$ 127,634	25.1%
Pretax acquisition-related intangible assets amortization	(5,174)	-1.0%	(5,471)	-1.1%
Pretax acquisition-related transaction and other costs	(242)	0.0%	(492)	-0.1%
Pretax reduction in workforce costs	—	—	(114)	0.0%
Adjusted SG&A expenses (Non-GAAP)	$ 125,956	23.8%	$ 121,557	23.9%

*Amounts may not add due to rounding.

Reconciliation of Adjusted Operating Income

($ in thousands)	Three Months Ended 3/28/26	% of Sales	3/29/25	% of Sales
Income from operations (GAAP)	$ 58,783	11.1%	$ 80,074	15.8%
Pretax acquisition-related intangible assets amortization	5,174	1.0%	5,471	1.1%
Pretax acquisition-related transaction and other costs	242	0.0%	492	0.1%
Pretax reduction in workforce costs	—	—	114	0.0%
Adjusted operating income (Non-GAAP)	$ 64,199	12.1%	$ 86,151	17.0%

Reconciliation of Adjusted EBITDA

($ in thousands)	Three Months Ended 3/28/26	Three Months Ended 3/29/25
Net Income (GAAP)	$ 43,551	$ 57,505
Add:		
Interest expense, net	5,807	7,358
Provision for income taxes	12,671	16,572
Depreciation and amortization	13,998	13,843
EBITDA	**$ 76,027**	**$ 95,278**
EBITDA Adjustments		
Stock-based compensation	4,087	3,613
Acquisition-related transaction and other costs	242	492
Reduction in workforce costs	—	114
Adjusted EBITDA*	**$ 80,356**	**$ 99,497**
Net sales	$528,770	$507,692
Adjusted EBITDA Margin	15.2%	19.6%

*Adjusted EBITDA as presented differs from consolidated EBITDA as calculated under our credit facility, which may include additional adjustments, limitations, or exclusions.

Reconciliation of Adjusted EBITDA

($ in thousands)	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2024 FY	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2025 FY
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
EBITDA Adjustments										
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%

*Adjusted EBITDA as presented differs from consolidated EBITDA as calculated under our credit facility, which may include additional adjustments, limitations, or exclusions.

Reconciliation of Adjusted Diluted EPS

($ in thousands, except per share amounts)	Three Months Ended 3/28/26	3/29/25
Net income (GAAP)	$ 43,551	$ 57,505
Pretax acquisition-related intangible assets amortization	5,174	5,471
Pretax acquisition-related transaction and other costs	242	492
Pretax reduction in workforce costs	—	114
Tax adjustment (related to above items)	(1,284)	(1,474)
Adjusted net income (Non-GAAP)	$ 47,683	$ 62,108
Diluted earnings per share (GAAP)	$ 1.43	$ 1.87
Pretax acquisition-related intangible assets amortization	0.17	0.18
Pretax acquisition-related transaction and other costs	0.01	0.02
Pretax reduction in workforce costs	—	0.00
Tax adjustment (related to above items)	(0.04)	(0.05)
Adjusted diluted earnings per share (Non-GAAP)*	$ 1.57	$ 2.02
Weighted average diluted shares outstanding	30,423	30,810

*Amounts may not add due to rounding.

Reconciliation of Adjusted Operating Income- Guidance

	Year Ending 12/31/2026			
($ in thousands)	Low End	% of Sales	High End	% of Sales
Income from operations (GAAP)	$ 319,798	14%	$ 349,798	15%
Pretax acquisition-related intangible assets amortization	20,417	1%	20,417	1%
Pretax acquisition-related transaction and other costs	785	0%	785	0%
Adjusted operating income (Non-GAAP)	$ 341,000	15%	$ 371,000	16%

Reconciliation of Adjusted Diluted EPS - Guidance

	Year Ending 12/31/2026	
	Low End	High End
Diluted earnings per share (GAAP)	$ 7.57	$ 7.97
Pretax acquisition-related intangible assets amortization	0.66	0.66
Pretax acquisition transaction and other costs	0.03	0.03
Tax adjustment (related to above items)	(0.16)	(0.16)
Adjusted diluted earnings per share (Non-GAAP)	$ 8.10	$ 8.50
Weighted average diluted shares outstanding (in thousands)	30,500	30,500