DORMAN PRODUCTS, INC.

Q4 2025 EARNINGS PRESENTATION

FEBRUARY 26, 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 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.

2025: Strategic Priorities Achieved

Driving Innovation

Launched new product solutions across each segment

Operational Excellence

Advanced productivity and automation initiatives

Supply Chain Excellence

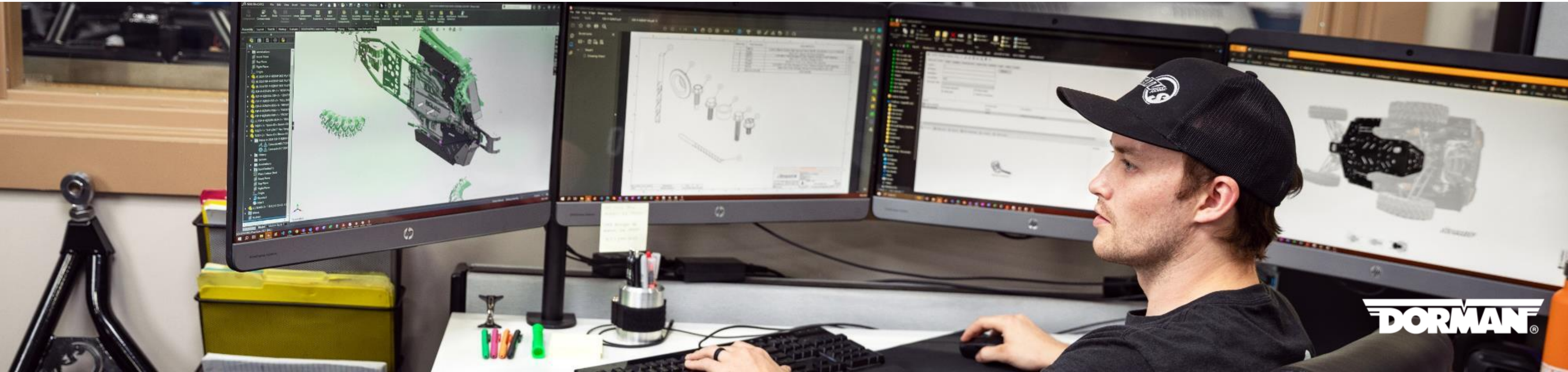
Strategically diversified and optimized our supply chain

Channel Expansion

Expanded reach and won new business in HD and SV

Strategic Growth

Capitalized on new growth opportunities across our diverse end markets



2025: Year in Review

$2.13B
Net Sales

190bps
Adj. Gross Margin[1] Expansion

170bps
Adj. Operating Margin[1] Expansion

24%
Adj. Diluted EPS[1] Growth

$114M
Cash from Operating Activities

$42M
Debt Repaid

$41M
Share Repurchases

0.89x
Leverage Ratio*

[1] See reconciliations of non-GAAP amounts in the appendix of this presentation.
* As of 12/31/2025. As determined under the Company's Credit Agreement, dated August 10, 2021, as amended, filed with the U.S. Securities and Exchange Commission.

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Q4 2025 Highlights

- **Net Sales of $538 million**
  up 0.8% over Q4 2024
- **Adjusted Operating Margin of 17.4%**
  down 10bps from Q4 2024
- **Adjusted Diluted EPS of $2.17**
  down 1.4% from Q4 2024
- **Operating Cash Flow of $42 million**
  repurchased $25 million of common stock

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

Note: Adjusted Operating Margin and Adjusted Diluted EPS are non-GAAP figures. See reconciliations of non-GAAP amounts in appendix of this presentation.
*See slide 13 for more information on the Company's guidance, including certain exclusions and assumptions

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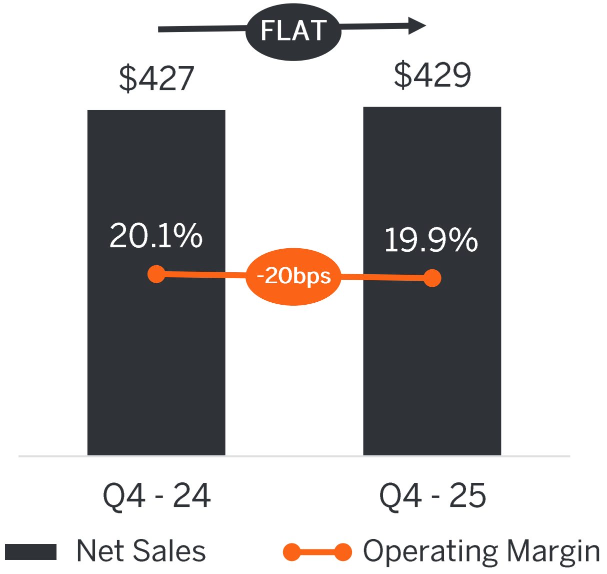
Light Duty Segment Quarterly Highlights

Net Sales & Operating Margin



- Net Sales and Operating Margin positively impacted by tariff pricing
- Volume lower year-over-year in comparison to strong Q4'24, driven by a large customer ordering pattern shift
- Strong gross margins driven by timing of tariff pricing and associated costs

Market Observations

- Macro trends continue to remain positive, with VIO and vehicle miles traveled increasing year-over-year
- Increasing OEM platform changes providing opportunity for new product development
- Complex electronics expected to continue driving growth

Product Highlight: Fuel Pump Driver Module

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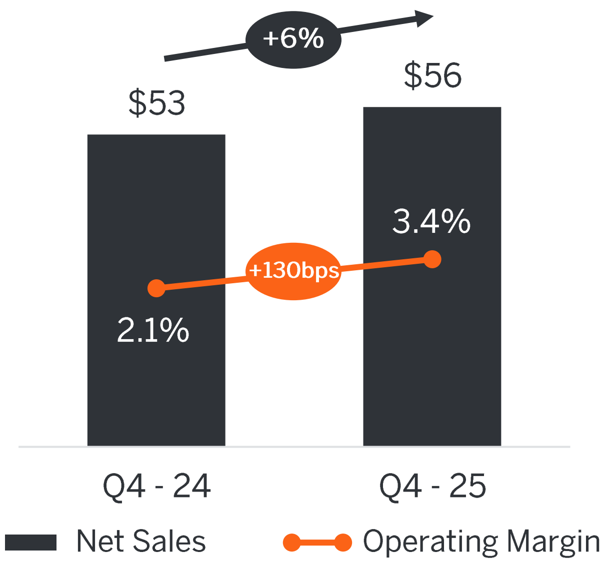
- Precision-engineered electronic part
- Assembled in the USA
- Applicable for 2.5 million VIO

Note: Dollar amounts in millions.

Heavy Duty Segment Quarterly Highlights

Net Sales & Operating Margin



- Net sales growth driven by new business wins and tariff pricing
- Improved margins driven by timing of tariff pricing and associated costs
- Focused product development strategy and improved commercial excellence initiatives expected to drive growth

Market Observations

- The Great Freight Recession persisted through 2025, with conditions further pressured by tariff impacts
- Mixed market signals make it difficult to predict an inflection
- Continued growth in the prime VIO further supported by soft 2025 new vehicle sales

Commercial Highlight: Expanding Medium-Duty Portfolio

Dayton Parts® DRIVEN BY DORMAN

- Focus on Last Mile Delivery Fleets
- Omni-Channel Relationship Strategy
- High Mileage Vehicles, Frequent Stops

Note: Dollar amounts in millions.

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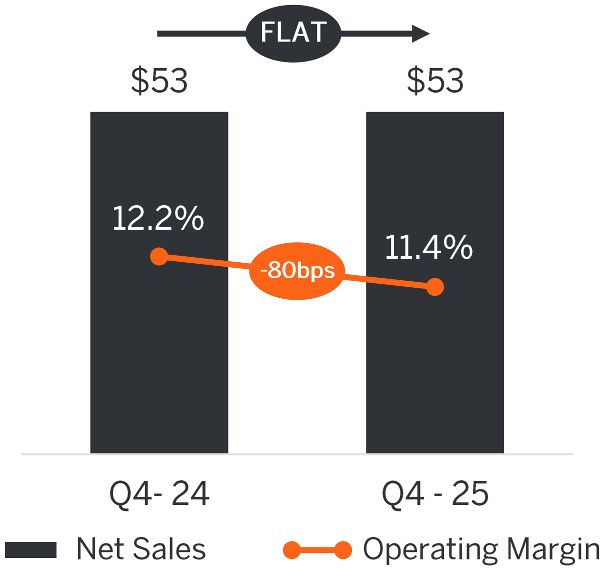
Specialty Vehicle Segment Quarterly Highlights

Net Sales & Operating Margin



- Flat top-line growth year-over-year, with pricing initiatives on certain categories offsetting continued demand softness
- Operating margin impacted by higher wage and benefit costs
- Remain focused on expanding product portfolio, especially in non-discretionary categories

Market Observations

- Lower consumer spending continued through Q4'25
- Strong ridership engagement and activity at key UTV/ATV events
- Machine sales rebounding from 2024/25 and dealers generally have rightsized their inventory coming into 2026 season

Product Highlight: CF MOTO 4" and 6" Portal Gear Lift

SUPERATV.COM

- Enables performance customization
- Speed to market with new model
- Uncompromised quality and durability

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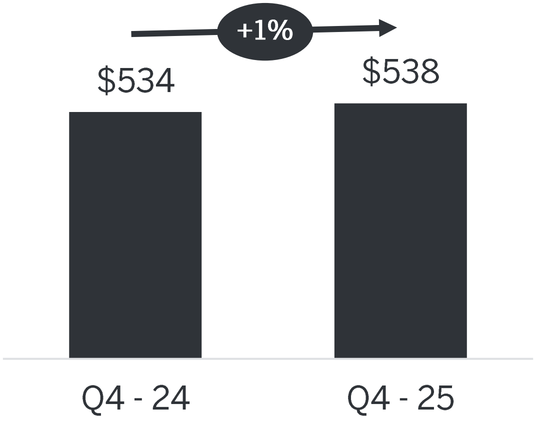
Note: Dollar amounts in millions.

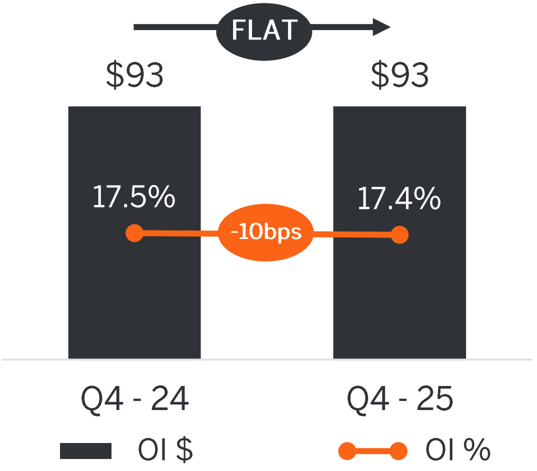
Q4 2025 Performance Highlights

Net Sales



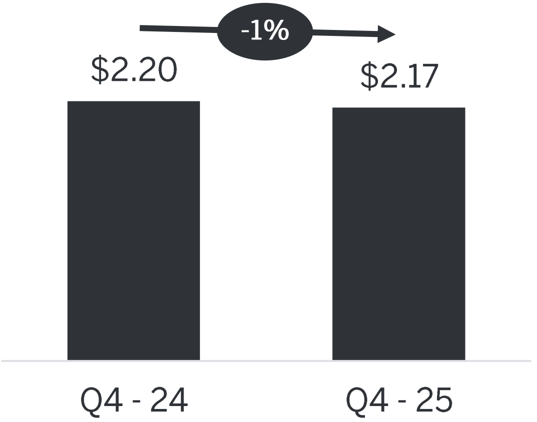
- Top-line performance driven by pricing initiatives, with Light Duty volume impacted by large customer's ordering pattern shift
- Macro trends remain positive in Light Duty
- New product launches contributed to wins across each business segment

Adj. Operating Income



- Adjusted Operating Margin supported by timing of tariff pricing and associated costs
- Supplier diversification and productivity initiatives contributed positively to margins
- Adjusted SG&A expense increased on higher-cost inventory financing and higher wage and benefit expenses

Adj. Diluted EPS

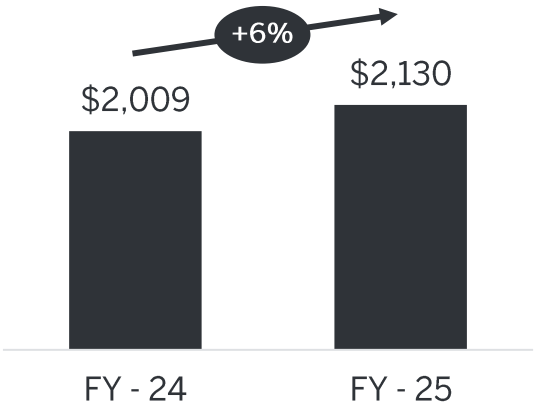


- Adjusted Diluted EPS results primarily driven by operating performance
- Lower interest expense on debt reduction
- Tax rate higher year-over-year on discrete favorable items in Q4'24

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.

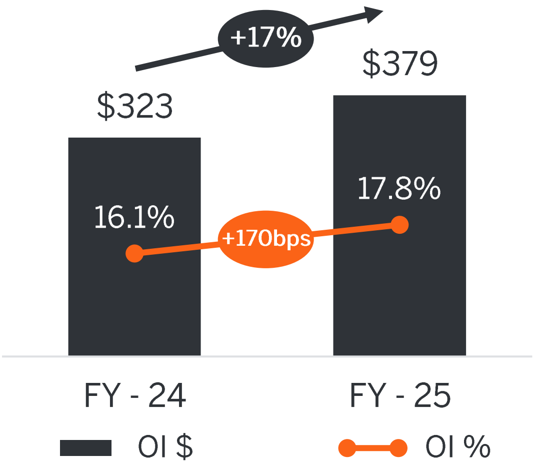
FY 2025 Performance Highlights

Net Sales



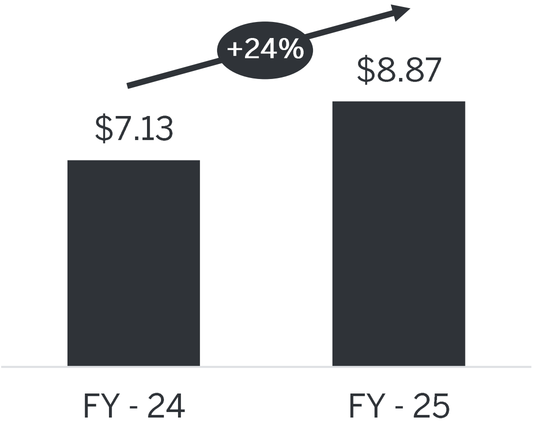
- Top-line growth driven by strong volume growth in Light Duty during the first half of the year and pricing initiatives in the second half
- Record sales from new products
- Commercialization initiatives in HD and SV contributed to net sales growth

Adj. Operating Income



- Adjusted Operating Income growth driven by strong sales performance and timing dynamics of tariff-related pricing and costs
- Supplier diversification and productivity initiatives contributed to margin performance

Adj. Diluted EPS

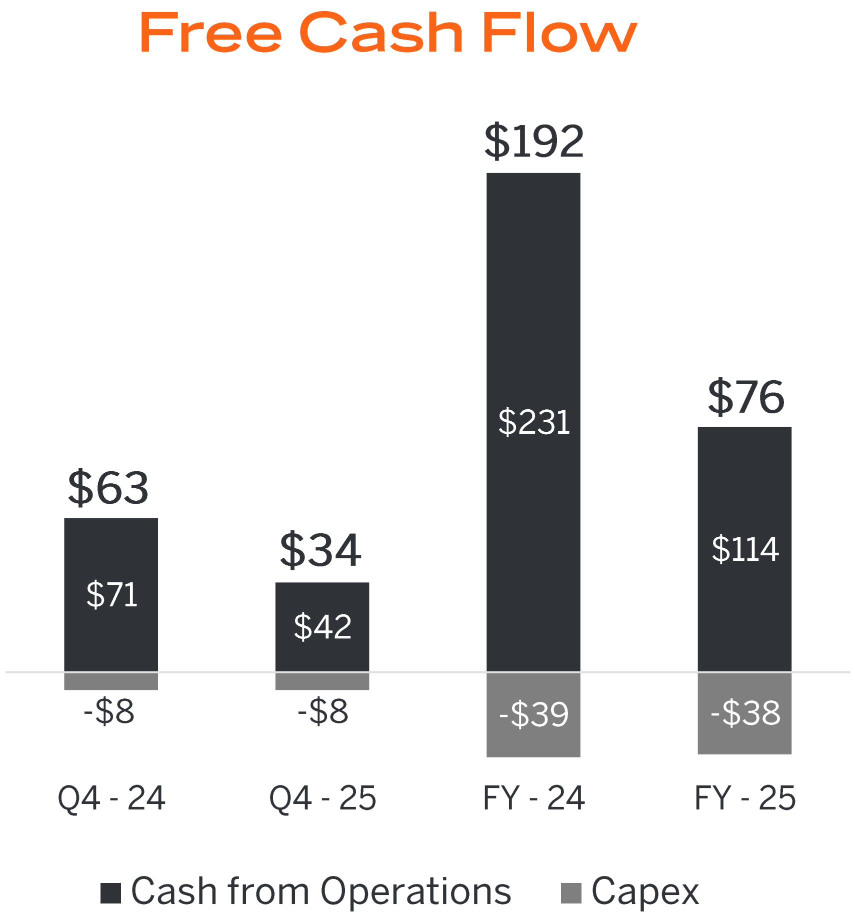


- Strong Adjusted Diluted EPS growth driven by operating performance
- Estimated net impact from tariffs was approximately $1.25 for the full year
- Lower interest expense on debt reduction
- Shares outstanding modestly lower

Note: Dollar amounts in millions. Adjusted Operating Income 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 improved sequentially, but were negatively impacted by higher tariffs
- Resumed share repurchases with $25 million deployed in Q4’25, along with $16 million in debt repayment
- Free cash flow expected to continue improving in coming quarters before normalizing in 2H’26
- Liquidity continues to be strong and long-term capital allocation strategy remains unchanged



Note: Dollar amounts in millions. Free Cash Flow is a non-GAAP figure.

Leverage & Liquidity

Strong Balance Sheet and Liquidity Position

Net Leverage

Revolving Credit Facility	$0
Term Loan	$441
Less: Cash and Cash Equivalents	($49)
Net Debt	**$391**
LTM Consolidated EBITDA[1]	$440
Total Net Leverage Ratio[1]	0.89x

Liquidity

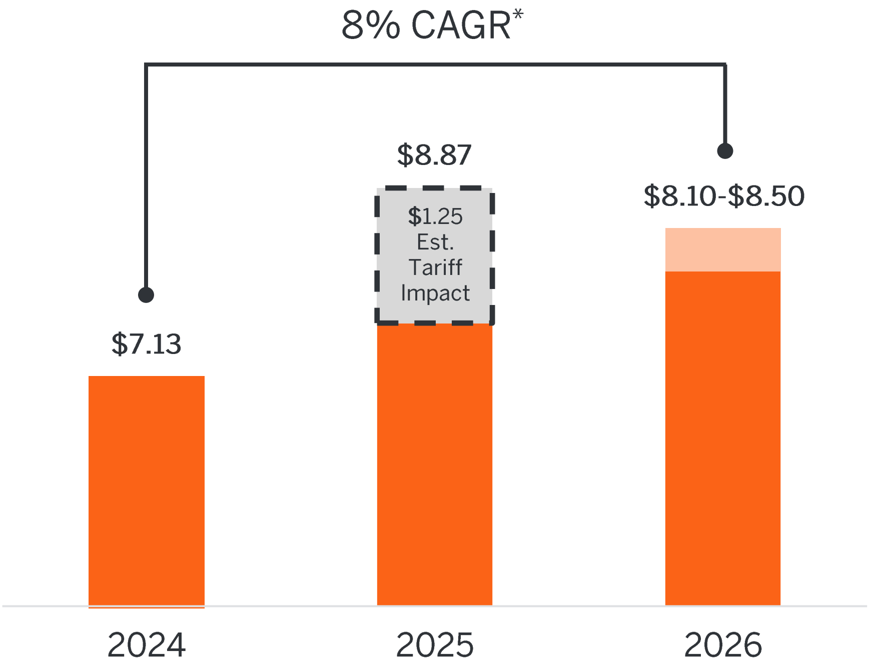
Total Revolver Commitment	$600
Less: Revolver Draw Outstanding[2]	($1)
Available Revolver Capacity	**$599**
Cash and Cash Equivalents	$49
Total Liquidity	$648

Note: As of December 31, 2025. Dollar amounts in millions. Figures may not sum due to rounding.
[1] As determined under the Company's Credit Agreement, dated August 10, 2021, as amended, filed with the U.S. Securities and Exchange Commission.
[2] Includes $1.1 million in letters of credit.

2026 Guidance

	2026 Guidance (as of February 25, 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 assumes no net change with IEEPA ruling and expected new tariffs. Guidance excludes future acquisitions and divestitures, supply chain disruptions, significant inflation, interest rate changes, and 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.

Q4 and FY 2025 Summary

- ☑ Delivered solid results, capping an exceptionally strong year of top- and bottom-line growth
- ☑ Issued 2026 Net Sales and Adjusted Diluted EPS guidance ranges, demonstrating resiliency and ability to navigate through tariff cycle
- ☑ Positioned well for long-term growth

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DRIVING NEW **SOLUTIONS**®

Appendix – Non-GAAP Reconciliations

Reconciliation of Adjusted Gross Margin

	Three Months Ended			
($ in thousands)	12/31/25	% of Sales*	12/31/24	% of Sales*
Gross profit (GAAP)	$ 229,089	42.6%	$ 221,709	41.5%
Pretax acquisition-related transaction and other costs	—	—	782	0.1%
Adjusted gross profit (Non-GAAP)	$ 229,089	42.6%	$ 222,491	41.7%

	Twelve Months Ended			
($ in thousands)	12/31/25	% of Sales*	12/31/24	% of Sales*
Gross profit (GAAP)	$ 897,737	42.1%	$ 806,359	40.1%
Pretax acquisition-related transaction and other costs	—	—	793	0.0%
Adjusted gross profit (Non-GAAP)	$ 897,737	42.1%	$ 807,152	40.2%

*Amounts may not add due to rounding

Reconciliation of Adjusted SG&A

	Three Months Ended			
($ in thousands)	12/31/25	% of Sales*	12/31/24	% of Sales*
SG&A expenses (GAAP)	$ 141,141	26.2%	$ 134,961	25.3%
Pretax acquisition-related intangible assets amortization	(5,261)	-1.0%	(5,338)	-1.0%
Pretax acquisition-related transaction and other costs	(180)	0.0%	(512)	-0.1%
Pretax reduction in workforce costs	—	—	(47)	0.0%
Adjusted SG&A expenses (Non-GAAP)	$ 135,700	25.2%	$ 129,064	24.2%

*Amounts may not add due to rounding

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Reconciliation of Adjusted Operating Income

($ in thousands)	Three Months Ended 12/31/25	% of Sales	Three Months Ended 12/31/24	% of Sales
Income from operations (GAAP)	$ 31,242	5.8%	$ 86,748	16.3%
Pretax acquisition-related intangible assets amortization	5,261	1.0%	5,338	1.0%
Pretax acquisition-related transaction and other costs	180	0.0%	1,294	0.2%
Pretax reduction in workforce costs	—	—	47	0.0%
Pretax goodwill impairment charge	56,706	10.5%	—	—
Adjusted operating income (Non-GAAP)	$ 93,389	17.4%	$ 93,427	17.5%

($ in thousands)	Twelve Months Ended 12/31/25	% of Sales	Twelve Months Ended 12/31/24	% of Sales
Income from operations (GAAP)	$ 299,547	14.1%	$ 292,909	14.6%
Pretax acquisition-related intangible assets amortization	21,580	1.0%	22,476	1.1%
Pretax acquisition-related transaction and other costs	1,299	0.1%	2,621	0.1%
Pretax reduction in workforce costs	147	0.0%	4,973	0.2%
Pretax goodwill impairment charge	56,706	2.7%	—	—
Adjusted operating income (Non-GAAP)	$ 379,279	17.8%	$ 322,979	16.1%

Reconciliation of Adjusted Diluted EPS

($ in thousands, except per share amounts)	Three Months Ended 12/31/25	Three Months Ended 12/31/24	Twelve Months Ended 12/31/25	Twelve Months Ended 12/31/24
Net income (GAAP)	$ 11,560	$ 54,513	$ 204,194	$ 190,004
Pretax acquisition-related intangible assets amortization	5,261	5,338	21,580	22,476
Pretax acquisition-related transaction and other costs	180	1,294	1,299	2,621
Pretax reduction in workforce costs	—	47	147	4,973
Pretax goodwill impairment charge	56,706	—	56,706	—
Discrete tax adjustment for state tax matters	—	8,088	—	8,088
Tax adjustment (related to above items)	(6,956)	(1,650)	(11,224)	(7,465)
Adjusted net income (Non-GAAP)	$ 66,751	$ 67,630	$ 272,702	$ 220,697
Diluted earnings per share (GAAP)	$ 0.38	$ 1.77	$ 6.64	$ 6.14
Pretax acquisition-related intangible assets amortization	0.17	0.17	0.70	0.73
Pretax acquisition-related transaction and other costs	0.01	0.04	0.04	0.08
Pretax reduction in workforce costs	—	0.00	0.00	0.16
Pretax goodwill impairment charge	1.84	—	1.84	—
Discrete tax adjustment for state tax matters	—	0.26	—	0.26
Tax adjustment (related to above items)	(0.23)	(0.05)	(0.36)	(0.24)
Adjusted diluted earnings per share (Non-GAAP)*	$ 2.17	$ 2.20	$ 8.87	$ 7.13
Weighted average diluted shares outstanding	30,754	30,778	30,756	30,956

*Amounts may not add due to rounding

Reconciliation of Adjusted Operating Income- Guidance

($ in thousands)	Year Ending 12/31/2026 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)	30,700	30,700