Investor Presentation

OCTOBER 25, 2021

Forward-Looking Statements and Non-GAAP Financial Measures

Forward-Looking Statements

This presentation contains, and oral statements made from time to time by our representatives constitute, "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, including statements related to the COVID-19 pandemic, net sales, diluted and adjusted diluted earnings per share, adjusted diluted earnings per share growth, gross profit, gross margin, adjusted gross margin, SG&A, adjusted SG&A, income tax expense, income before income taxes, net income, cash and cash equivalents, indebtedness, liquidity, the Company's share repurchase program, the Company's outlook and productivity initiatives. Words such as "believe," "demonstrate," "expect," "estimate," "forecast," "anticipate," "should," "will" and "likely" and similar expressions identify forward-looking statements. However, the absence of these words does not mean the statements are not forward-looking. In addition, statements that are not historical should also be considered forward-looking statements. Readers are cautioned not to place undue reliance on those forward-looking statements, which speak only as of the date the statement was made. Such forward-looking statements are based on current expectations that involve a number of known and unknown risks, uncertainties and other factors (many of which are outside of our control) which may cause actual events to be materially different from those expressed or implied by such forward-looking statements. These risks, uncertainties and other factors include, but are not limited to: (i) the age, condition and number of vehicles that need servicing; (ii) competition in the automotive aftermarket industry; (iii) the loss or decrease in sales among one of our top customers; (iv) price competition; (v) limited customer shelf space; (vi) customer consolidation; (vii) widespread public health epidemics, including COVID-19; (viii) failure to maintain sufficient inventory or anticipate changes in customer demand; (ix) excess overstock inventory-related returns; (x) the inability to purchase raw materials, components and other items from our suppliers; (xi) the availability and cost of third-party transportation providers; (xii) reliance on new product development; (xiii) changes in, or restrictions on access to, automotive technology; (xiv) quality problems with our products; (xv) inability to protect our intellectual property; (xvi) claims of intellectual property infringement; (xvii) failure to maintain the value of our brands; (xviii) cyber-attacks; (xix) foreign currency fluctuations and dependence on foreign suppliers; (xx) exposure to risks related to accounts receivable; (xxi) changes in U.S. trade policy, including the imposition of tariffs; (xxii) the level of our indebtedness; (xxiii) risks related to accounts receivable sales agreements; (xxiv) the phaseout of LIBOR or the impact of the imposition of a new reference rate; (xxv) our executive chairman and his family owning a significant portion of the Company; (xxvi) unfavorable economic conditions; (xxvii) quarterly fluctuations and disruptions from events beyond our control; (xxviii) unfavorable results of legal proceedings; (xxix) volatility in the market price of our common stock and potential securities class action litigation; (xxx) losing the services of our executive officers or other highly qualified and experienced Contributors; (xxxi) the inability to identify suitable acquisition candidates, complete acquisitions or integrate acquisitions successfully; (xxxii) changes in tax laws; (xxxiii) global climate change and related regulations; (xxxiv) violations of anti-bribery laws; and (xxxv) import and export control and economic sanctions laws and regulations. Should one or more of any of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those anticipated, estimated or projected. Our annual report on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K and other documents filed with the Securities and Exchange Commission include additional factors that could affect our business and financial performance. Moreover, new risk factors emerge from time to time, and it is not possible for management to predict all such risk factors. We are under no obligation to (and expressly disclaim any such obligation to) update any of the information in this presentation if any forward-looking statement later turns out to be inaccurate whether as a result of new information, future events or otherwise.

Non-GAAP Financial Measures

This presentation includes adjusted diluted earnings per share and free cash flow, each a "Non-GAAP Financial Measure" as defined under the rules of the Securities and Exchange Commission. 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.

Agenda

- Dorman Snapshot
- Industry Dynamics
- Growth Strategy
- Financial Results
- Summary

Dorman History

- Founded in 1978
  - NASDAQ listed since 1991: DORM
  - Founding family ~18% ownership[1]
- A Leading Supplier of Replacement Parts in the Automotive Aftermarket Industry
- 2020 Net Sales of $1.1 Billion
  - Year-over-year Net Sales growth of 10%
  - 5-year CAGR of 6%

Dorman offers[1]:

~185 product categories

~81,000 distinct parts

1. Data as of 12/26/2020.

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Dorman's Core Automotive Competencies

NEW TO THE AFTERMARKET

Distinctive Business Model

GLOBAL SOURCING

Global Design, Development and Sourcing Capabilities

BROAD DISTRIBUTION*

58% - Retail
31% - Traditional
11% - Other

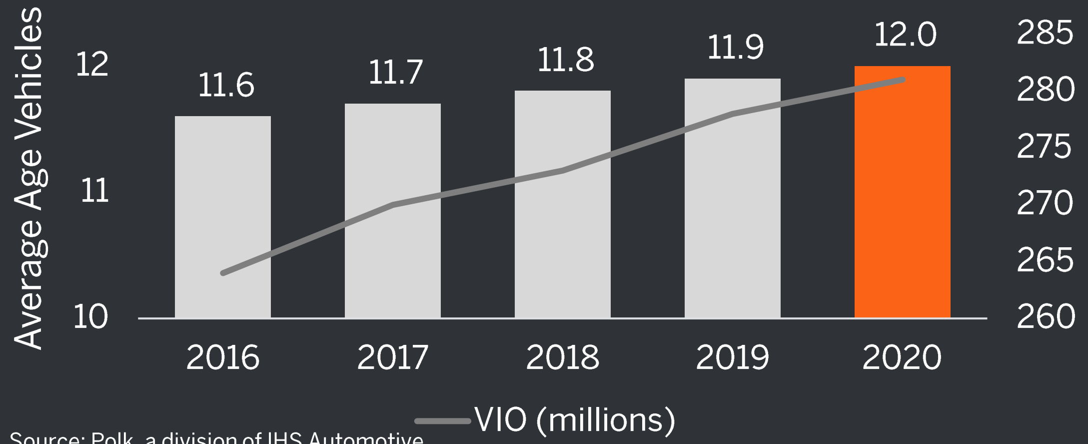
'NICHE' OFFERING*

40% - Powertrain
30% - Chassis
25% - Automotive Body
5% - Hardware

* Percentages for fiscal year ended December 26, 2020

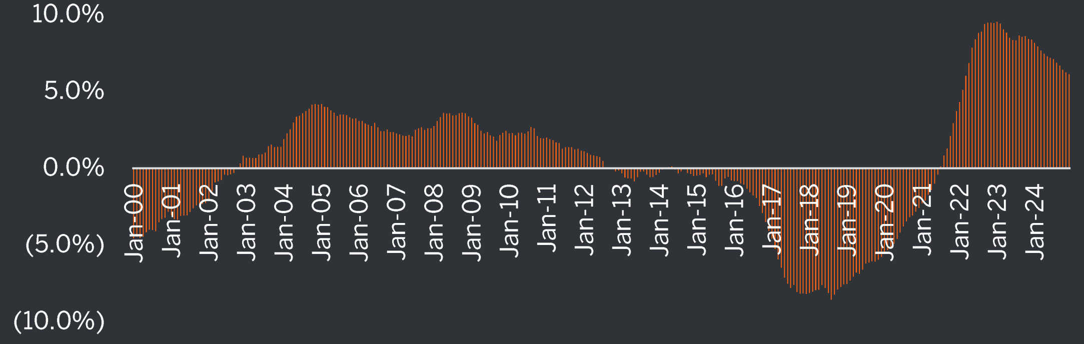
Industry Dynamics

Average Age of Vehicles in Operation



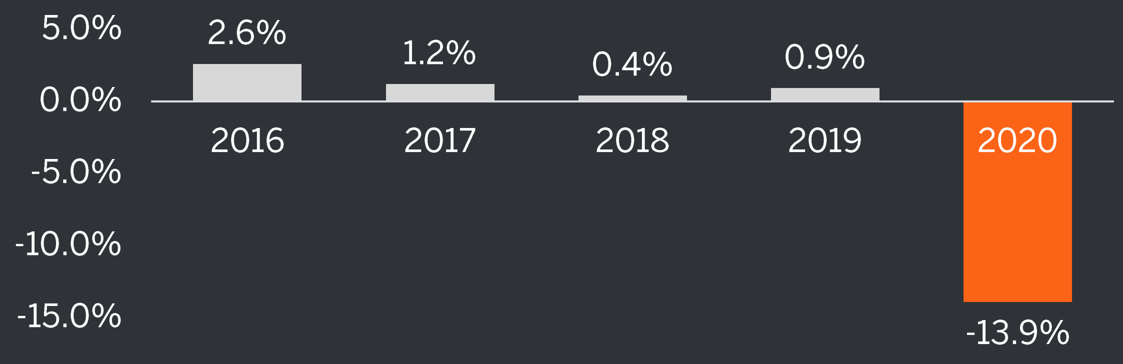
Source: Polk, a division of IHS Automotive

% Change Y/Y in 8-12 Year Car Parc Cohort



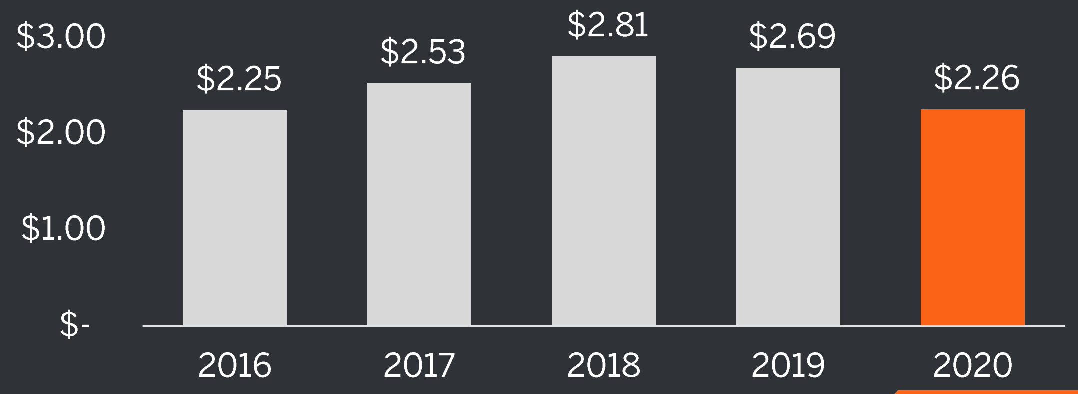
Source: *Federal Reserve of St. Louis and Stephens*

Annual Change in Miles Driven



Source: U.S. Department of Transportation

All Grade Gas Prices



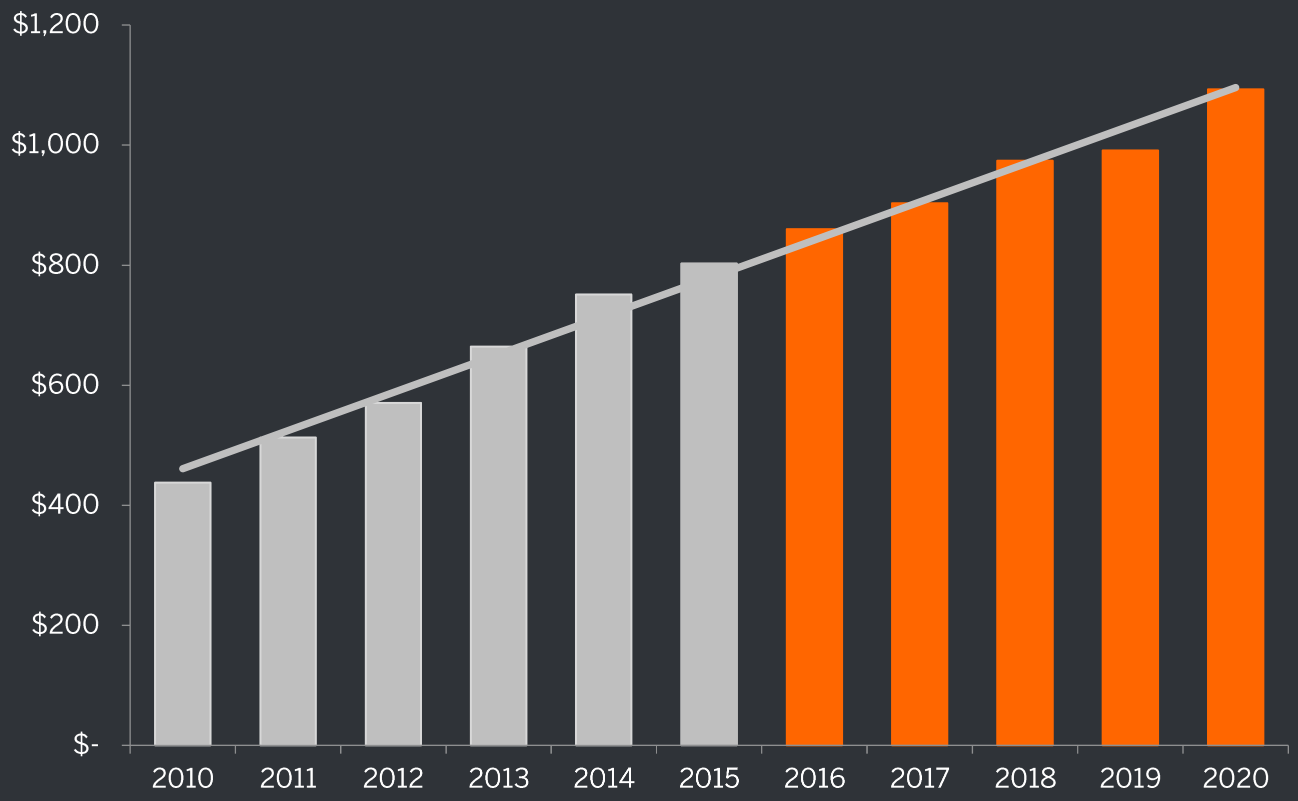
Source: U.S. Energy Information Administration

New Products Driving Growth

- Dorman Net Sales CAGR of ~6% for 2016-2020 Outpaced the Broader Aftermarket
- New Product Revenue Creates Growth Opportunities
  - Items previously only available at the OE Dealer or Salvage Yard
  - New Products = Comp Store Sales Growth Opportunities for Customers

Aftermarket ~1.6%[1]

Dorman Net Sales (in Millions)



1. Source: 2021 Auto Care Association Factbook, 2015-2020 data

New to the Aftermarket Products

	2018	2019	2020
New to the Aftermarket	1,716	1,625	1,433
Line Extensions (Many of which are exclusive items)	3,827	3,614	2,046
Total Distinct Parts Introduced	**5,543**	**5,239**	**3,479**

OE DEALER EXCLUSIVES

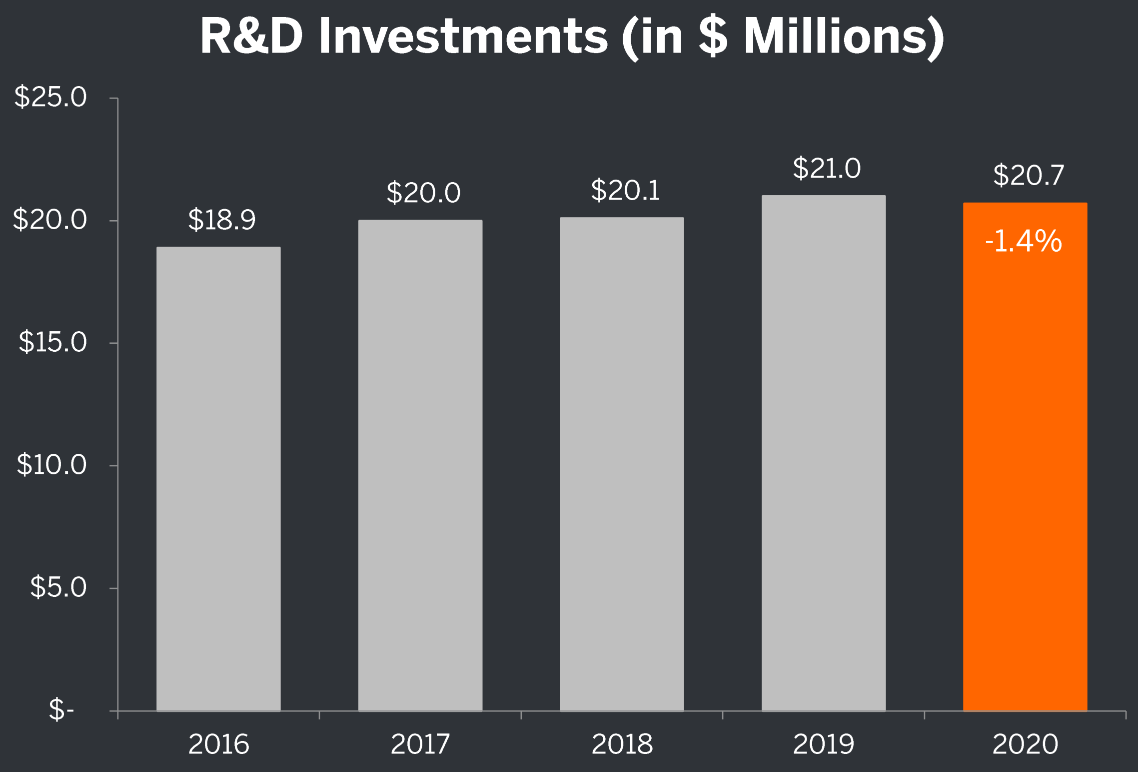
JOB REPLACEMENT KITS

REPLACE THE PIECE, NOT THE ASSEMBLY

UNDERSERVED COMPETITIVE

New to the Aftermarket Engine

- Installer Relationship and Feedback Network Help Identify Failure-prone OEM Parts
- Culture of Contribution Drives Innovation
  - 425+ product, engineering, and quality contributors in 8 co-located teams in US and Asia with emphasis on first to market
  - Clear decision-making model
- Manufacturing Base of Several Hundred Suppliers
  - ~77% sourced internationally[1]
  - No manufacturer > 10% of Dorman purchases[1]



1. Data for fiscal year ended December 26, 2020

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Marketing Strategy

Social Media

Industry
Press Releases

SEO/SEM AdWord

National Advertising

Tradeshow / Training

Growth Opportunities

Market Expansion

- US & Canadian Light-Duty Automotive Market
- Medium & Heavy-Duty Aftermarket
- Support our customers' expansion into new geographies & product categories

Strategic Acquisitions

- Bolt-on acquisitions in Light Duty
- Leverage Dayton acquisition and further penetrate Heavy-Duty channel
- Opportunistically evaluate adjacent markets & regional expansion

Future Technology

- Significant investment in R&D over last 5 years
- Expanding offer in new technologies
- Leading edge of aftermarket development and new solutions

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Acquisition of Dayton Parts

OVERVIEW

- On August 10, 2021, Dorman Products acquired Dayton Parts for total consideration of $345.5 million in cash (net of $8.8 million of acquired cash), subject to certain customary post-acquisition purchase price adjustments
- Dayton Parts offers a complete line of brake, spring, steering, suspension, driveline and hitch & coupling products for commercial vehicles in the USA and Canada, and is a leader in the undercarriage category
- Transaction expected to significantly accelerate Dorman's efforts to drive heavy-duty business growth strategy, and is consistent with Dorman's acquisition strategy

VALUE CREATION

- Dayton Parts generated $168 million in net sales for the twelve months ended December 2020
- Transaction expected to enhance net sales growth, generate cost savings, and deliver strong margins
- The transaction to be immediately accretive to adjusted diluted earnings per share, excluding one-time charges and acquisition-related intangible assets amortization

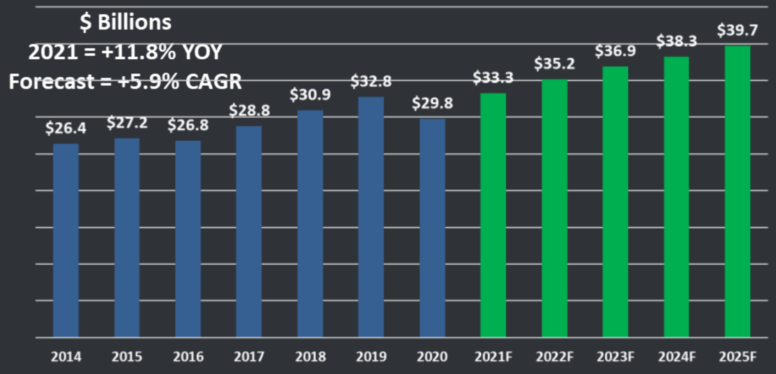
CAPITAL STRUCTURE

- Dorman entered into a new $600 million Revolving Credit Facility in connection with the transaction, which replaced its existing revolving credit facility
- Borrowings under the new facility that were used to complete the transaction resulted in less than 1.0X net leverage at closing
- Combined entities expected to generate significant free cash flow
- Sufficient liquidity post-closing to fund operations and pursue additional ongoing opportunistic acquisition strategy

Strategic Rationale for Dayton Parts Acquisition

Heavy Duty is a Growing Industry with Favorable Trends

United States Aftermarket Demand Class 6-8, Trailers, CC

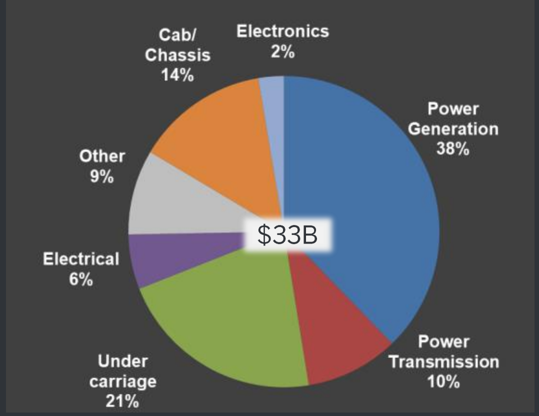


Source: MacKay & Company, 2021

- Growing heavy duty aftermarket demand
- Accelerating aftermarket parts purchases and shifting channel share
- Increasing trucking mileage and tonnage
- Expanding trucking fleets
- High utilization for existing fleets

Undercarriage is a Top-3 Heavy Duty Category

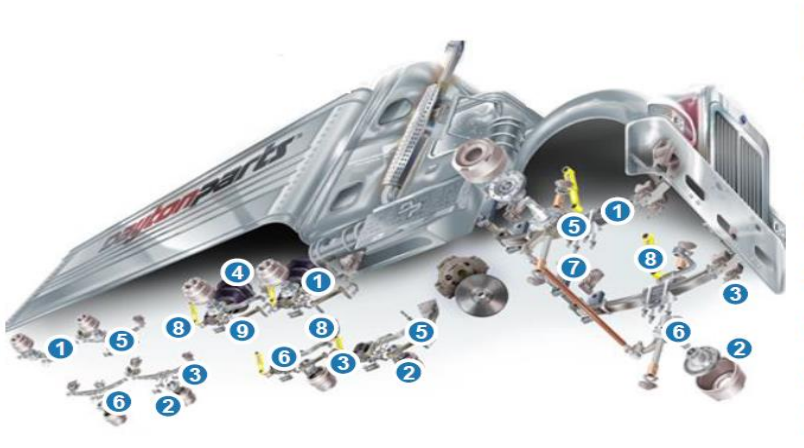
United States Aftermarket Demand Class 6-8, Trailers, CC



Source: MacKay & Company, 2021

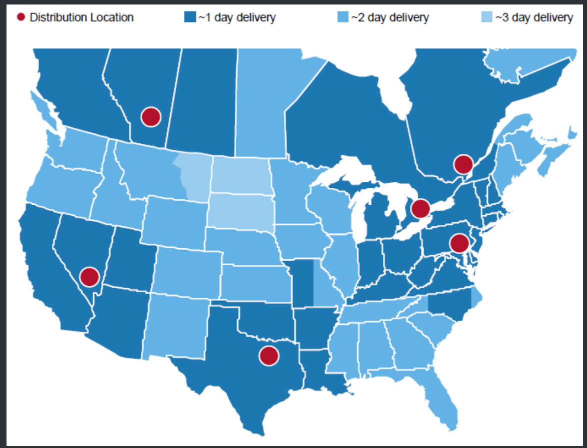
- High turn category: customers accessing Dayton Parts' content every day which provides visibility across entire parts catalog and drives brand recognition into new categories
- Mature: well catalogued, easily stocked and sold
- Proliferated: customer is comfortable with product and repair and can sell the lines
- Sustainable: not susceptible to technological change

Best-in-Class Mission Critical Products; Predictable, Non-Deferrable Replacement Cycles



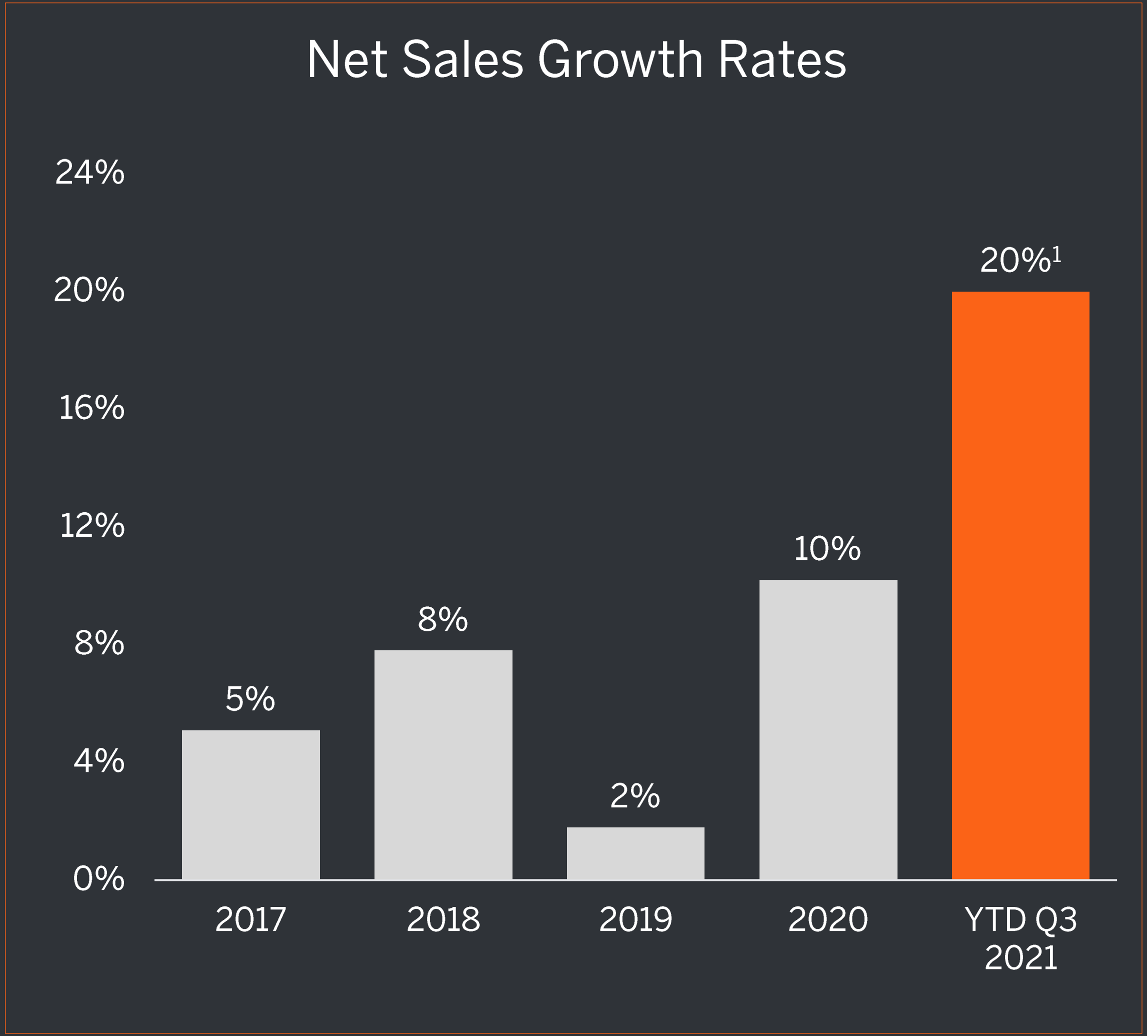
Product	Expected Replacement Cycle
1 Leaf Springs	5 - 8 years
2 Brakes	2 - 4 years
3 Attaching Parts	4 - 6 years
4 Air Springs	3 - 4 years
5 U-bolts	5 - 8 years
6 Bushings	5 - 6 years
7 Steering Components	3 - 5 years
8 Shocks	3 - 4 years
9 Torque Rods	3 - 5 years

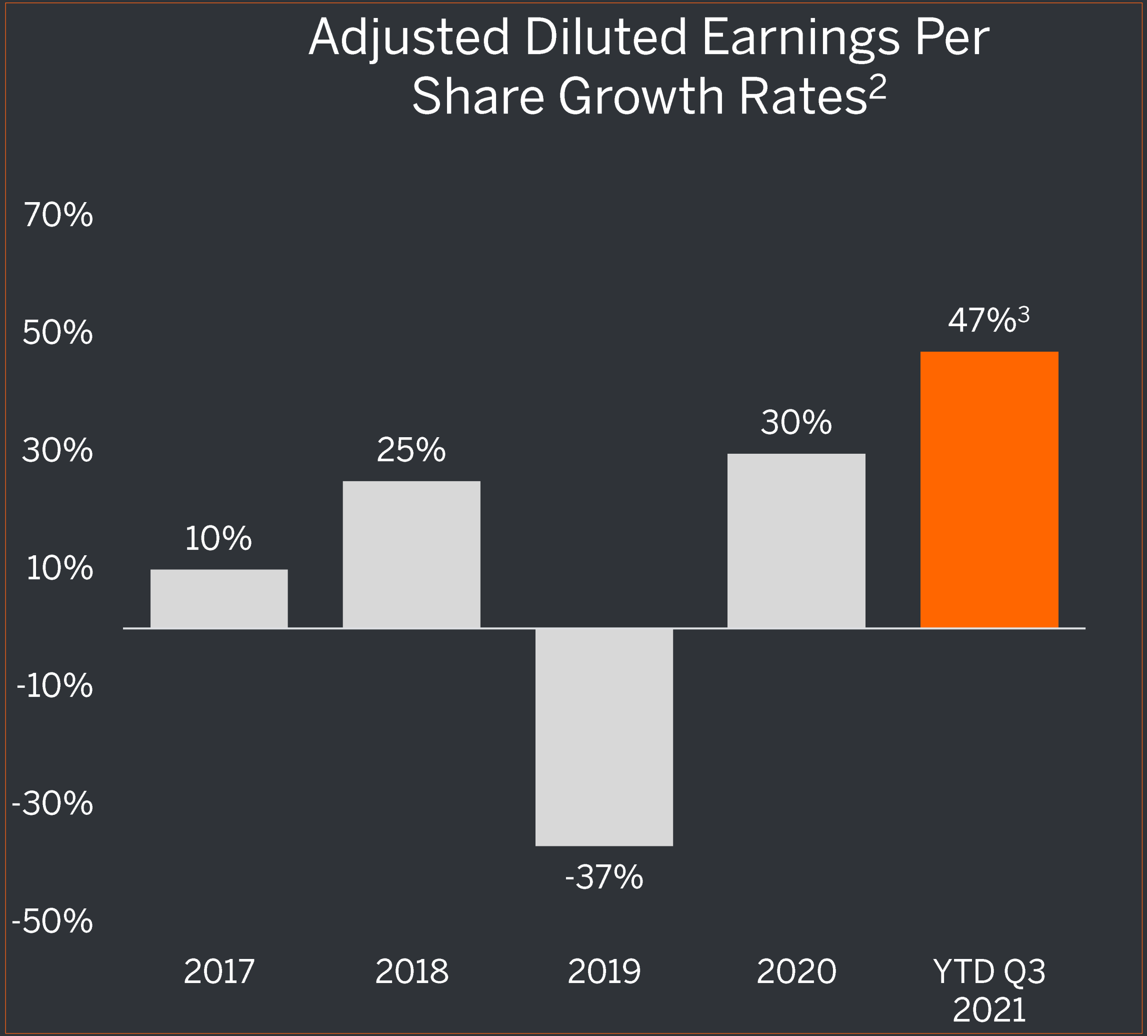
Just-in-Time Distribution System Across US and Canada



- In a highly fragmented industry, Dayton Parts' facilities, logistical capabilities, and inventory differentiates its best-in-class turnaround times and fill rates
- Combination of flexible manufacturing capabilities and a broad distribution footprint supports the capability to deliver orders on average in 1-2 days across North America

Net Sales and EPS Growth Rebound





1. Includes impact of Dayton Parts acquisition. Growth is 16% excluding Dayton Parts.
2. Refer to Non-GAAP reconciliation in Appendix for additional details of adjustments for each period.
3. Includes impact of Dayton Parts acquisition.

Summary Income Statement

IN MILLIONS, EXCEPT PER SHARE DATA

	Three Months Ended		Nine Months Ended	
	9/25/21[1]	9/26/20	9/25/21[1]	9/26/20
Net sales	**$ 348.4**	**$ 300.6**	**$ 947.1**	**$ 791.5**
Cost of goods sold	231.5	192.8	615.6	519.8
Gross profit	**116.9** ***(33.5%)***	**107.8** **(35.9%)**	**331.5** ***(35.0%)***	**271.7** **(34.3%)**
Selling, general and administrative expenses	72.7	63.0	205.0	184.3
Income from operations	**44.2** **(12.7%)**	**44.8** **(14.9%)**	**126.5** **(13.4%)**	**87.4** **(11.0%)**
Interest expense	0.7	0.1	0.9	0.5
Other income, net[2]	(0.1)	(0.1)	(0.3)	(2.9)
Provision for income taxes	10.5	10.5	28.4	18.9
Net income	**$ 33.1**	**$ 34.3**	**$ 97.5**	**$ 70.9**
Diluted earnings per share	**$ 1.04**	**$ 1.06**	**$ 3.04**	**$ 2.19**

1. Amounts include the results of Dayton Parts from the date of acquisition.
2. Other income, net for the nine months ended September 26, 2020 includes a gain on acquisition of Power Train Industries, Inc.. of ~$2.5 million.

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Summary Balance Sheet

IN MILLIONS

	9/25/2021[1]	12/26/2020
Cash	$ 57.3	$ 155.6
Accounts receivable, net	463.1	460.9
Inventories	475.5	298.7
Prepaids and other current assets	17.3	7.8
Property, plant and equipment, net	116.3	91.0
Goodwill and other intangible assets	382.9	116.3
Other long-term assets	103.4	90.4
Total Assets	**1,615.8**	**1,220.7**
Revolving credit facility	249.4	-
Other current liabilities	373.4	322.7
Long-term liabilities	88.5	44.4
Shareholders' equity	904.5	853.6
Liabilities and Shareholders' Equity	**$ 1,615.8**	**$ 1,220.7**
Net Working Capital	**$ 390.4**	**$ 600.3**

- Strong balance sheet with good cash position and ample liquidity
- Accounts receivable consistent with prior year with factoring and collections offsetting strong sales growth
- Increased inventory position to meet continued strong demand and mitigate against global supply chain challenges
- Drawdown on new revolving credit facility to partially fund Dayton Parts acquisition
- Increase in Goodwill and other intangible assets due to Dayton Parts acquisition

1. Amounts reflect the acquisition of Dayton Parts.

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Summary Statement of Cash Flows

IN MILLIONS

For the Nine Months Ended	9/25/2021[1]	9/26/2020
Net Income	$ 97.5	$ 70.9
Depreciation, amortization, and accretion	24.9	22.5
Change in accounts receivable	20.7	(11.6)
Change in inventories	(97.2)	3.1
Change in accounts payable	20.5	20.3
Other adjustments and changes in working capital	11.2	40.5
Cash provided by operating activities	**77.6**	**145.7**
Acquisition, net of cash acquired	(345.5)	(14.3)
Property, plant, and equipment additions	(15.3)	(12.1)
Cash used in investing activities	**(360.8)**	**(26.4)**
Proceeds of revolving credit line, net of repayments	249.4	-
Purchase and cancellation of common stock	(54.3)	(17.3)
Other financing activities	(10.2)	0.1
Cash provided by (used in) financing activities	**184.9**	**(17.2)**
Net (decrease) increase in cash and cash equivalents	(98.3)	102.1
Cash and cash equivalents, beginning of period	155.6	68.4
Cash and cash equivalents, end of period	$ 57.3	$ 170.5
Cash provided by operating activities	$ 77.6	$ 145.7
Property, plant, and equipment additions	(15.3)	(12.1)
Free cash flow[2]	**$ 62.3**	**$ 133.6**

- Ended Q3 2021 with $57 million of cash and cash equivalents
- Generated $78 million of cash from operating activities YTD through Q3 2021
- Acquisition of Dayton Parts in August 2021 funded by $252 million borrowing under revolving credit facility and $103 million cash on hand.
- Historical capex averaged ~2.4%[3] of annual net sales
- $500 million share repurchase program through Dec. 2022
  - Approximately $153 million available for repurchase under the program[4]

1. Amounts include the results of Dayton Parts from the date of acquisition.
2. Non-GAAP Financial Measure
3. For the period 2016-2020
4. Based on purchases through 9/25/21

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Recap

- A Leading Supplier of Replacement Parts in the Automotive Aftermarket
- Strong Growth Opportunities
  - Completed Acquisition of Dayton Parts, Accelerating Heavy-Duty Growth Strategy
- Historical Track Record of Net Sales and EPS Growth
- Strong Balance Sheet

Questions

KEVIN OLSEN
President & CEO

DAVID HESSION
SVP & CFO

Appendix: Non-GAAP Reconciliation

Earnings Per Share Growth	Fiscal Year Ended						Nine Months Ended	
	2016	2017	2018	2019	2020		2020	2021
Diluted earnings per share (GAAP)	**$ 3.07**	**$ 3.13**	**$ 4.02**	**$ 2.56**	**$ 3.30**		**$ 2.19**	**$ 3.04**
Percentage change from PY	*18%*	*2%*	*28%*	*-36%*	*29%*			*39%*
Adjustments to diluted earnings per share:								
Pretax acquisition-related intangible assets amortization	-	0.01	0.06	0.08	0.10		0.07	0.09
Pretax acquisition-related transaction and other costs	-	0.05	0.14	0.04	0.14		0.07	0.26
Pretax gain on equity method investment	-	-	-	-	(0.08)		(0.08)	-
Noncash impairment related to equity method investment	-	-	0.03	-	0.06		0.06	-
Tax adjustment (related to above items)	-	(0.02)	(0.05)	(0.03)	(0.06)		(0.03)	(0.07)
Tax (benefit) charge related to pre-2016 state tax matters	-	0.07	(0.01)	-	-		-	-
Deferred tax asset revaluation related to the Tax Cuts and Jobs Act	-	0.13	-	-	-		-	-
Tax benefit for reversal of deferred tax liability for equity method investment	-	-	-	-	(0.03)		(0.03)	-
Adjusted diluted earnings per share (Non-GAAP)	**$ 3.07**	**$ 3.37**	**$ 4.20**	**$ 2.65**	**$ 3.45**		**$ 2.26**	**$ 3.32**
Percentage change from PY	*18%*	*10%*	*25%*	*-37%*	*30%*			*47%*

Amounts may not add due to rounding