



FGI

Investor Presentation

Third Quarter 2025

Disclaimer

Certain matters discussed in this presentation contain forward-looking statements concerning our business, operations and financial performance and conditions, as well as our plans, objectives and expectations for our business operations and financial performance and condition. These statements may be preceded by, followed by or include the words “may,” “expect,” “will,” “will likely result,” “should,” “estimate,” “plan” and other similar expressions that are predictions of or indicate future events and future trends. These forward-looking statements are inherently subject to risks and uncertainties, many of which are beyond our control. These forward-looking statements are based on currently available operating, financial, economic and other information, and are subject to a number of risks and uncertainties, including but not limited to, the levels of residential repair and remodel activity, and to a lesser extent, new home construction; the effects of inflationary pressures and interest rates on demand for our products, our ability to renew our credit facilities, our ability to access capital; our ability to maintain our strong brands and reputation and to develop innovative products; our ability to maintain our competitive position in our industries; our reliance on key suppliers and customers; macroeconomic instability and its impact on domestic and international economic activity, consumer confidence, our production capabilities, our employees and our supply chain; the cost and availability of materials and the imposition of tariffs; risks associated with our international operations and global strategies; our ability to achieve the anticipated benefits of our strategic initiatives; our ability to successfully execute our acquisition strategy and integrate businesses that we may acquire; risks associated with our reliance on information systems and technology, and our ability to achieve the anticipated benefits from our investments in new technology; our ability to attract, develop and retain talented and diverse personnel; our ability to obtain additional capital to finance our planned operations; regulatory developments in the United States and Internationally; our ability to establish and maintain intellectual property protection for our products, as well as our ability to operate our business without infringing the intellectual property rights of others; and other risks and uncertainties, including those listed under the caption “Risk Factors” in Part I, Item 1A of our Annual Report on Form 10-K for the year ended December 31, 2024, as well as subsequent reports we file from time to time with the U.S. Securities and Exchange Commission (available at www.sec.gov).

Non-GAAP Measures: To supplement its reporting of financials measures determined in accordance with GAAP, the Company utilizes certain non-GAAP financials measures. The non-GAAP financial measures described below are in addition to, and not meant to be considered superior to, or a substitute for, the Company’s financials statements prepared in accordance with GAAP. In addition, the non-GAAP financial measures included in this presentation reflect management’s judgement of particular items, and may be different from, and therefore may not be comparable to, similarly titled measures reported by other companies. The reconciliation of those measures to the most comparable GAAP measures are included at the end of this presentation.

FGI Industries at a Glance

Leading global B2B supplier of Kitchen and Bath Products

FGI is a leading global B2B supplier of Kitchen and Bath products with a reputation of Innovation, Quality and Service developed over 30 years in conjunction with our parent company, Foremost Groups Ltd.

Founded in 1988

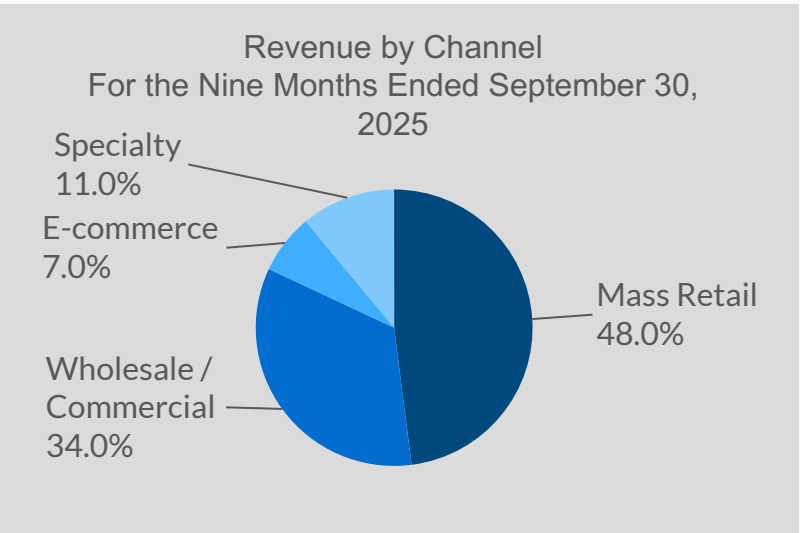
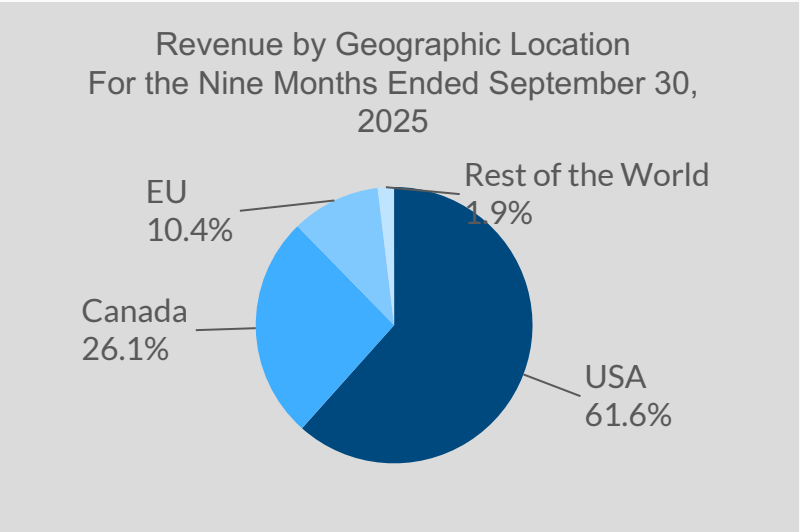
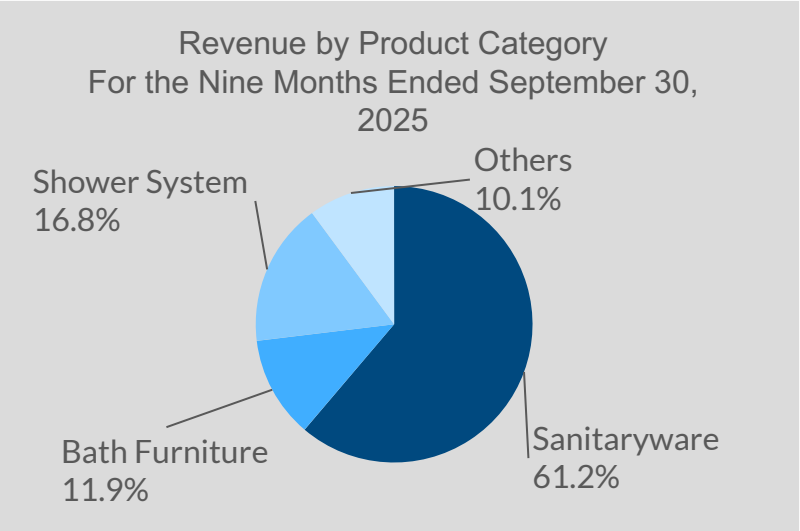
IPO in January 2022

- **Strong Growth Opportunity**
BPC strategy offers meaningful growth potential
- **Favorable Market Trends**
Repair and Remodel market generates stable, predictable growth; limited exposure to new construction
- **Attractive Operating Model**
Outsourced manufacturing model and strong partner relationships provide flexibility and downside protection
- **Capital Efficient Model**
Capital-lite model drives strong free cash flow conversion

Recent Performance

\$132 MM Annual Revenue
Business⁽²⁾

Annual Gross Profits of
\$35.4 MM⁽²⁾



(1) See attached appendix for reconciliation of GAAP and non-GAAP financial measures
(2) Revenue, Gross Profit, and Market/Channel Mix as of December 31, 2024

Company Overview

Diverse Business Mix Provides Stability



Sanitaryware

\$81MM in 2024 Sales (62% of sales)

Sanitaryware segment markets and sells toilets, sinks, pedestals, and toilet seats.



Bath Furniture

\$15MM in 2024 Sales (11% of sales)

Bath Furniture segment markets and sells vanities, mirrors, and cabinets.



Shower Systems

\$26MM in 2024 Sales (19% of sales)

Shower systems segment markets and sells shower walls, shower doors, and shower basins.



Kitchen Cabinetry, etc.

\$10MM in 2024 Sales (8% of sales)

Other segment consists primarily of our custom kitchen cabinetry business.



Key Investment Highlights

Opportunity to drive significant shareholder value

Diversified Portfolio and History of Innovation

- Diversified mix of products, market segments and sales channels
- Tradition of strong innovation with leading 'on-trend' designs: Innovation, Quality, Services

Attractive Growth Opportunity

- Brands, Products, Channels (BPC) growth strategy

Margin Improvement Initiatives

- More favorable mix and efficiency measures to drive margin improvement

Attractive Operating Model

- Capital-lite manufacturing model and strong partner relationships

Favorable long-term industry trends

- Despite recent headwinds, K&B are most significant areas of home improvement, Stability of R&R

Capital Deployment Strategy

- Re-invest, Bolt-on acquisitions, Return of Capital



We are dedicated to driving shareholder value through a strict focus on our strategic priorities which include our BPC strategy to drive organic growth, enhanced financial performance, and a disciplined capital deployment philosophy.

A high-angle, close-up photograph of a modern bathroom vanity. Two white, rectangular sinks are set into a white countertop. Each sink has a gold-colored, minimalist faucet. The backsplash is made of green hexagonal tiles with gold-colored grout. The lighting is soft and even, highlighting the clean lines and materials of the fixtures.

Third Quarter Overview and Financial Review

Business Highlights – 3Q25

Revenue

Third quarter revenue decreased 0.7% year-over-year.

Gross Margin

Third quarter gross margin was 26.5%, up 70 basis points from the prior year quarter.

Operating Income

Operating income increased year-over-year due to lower operating expenses.

Financial Position

We ended the quarter with \$12.2 million of net debt⁽¹⁾ and total liquidity of \$14.2 million, which we believe is sufficient to fund our growth initiatives.

Fluid Tariff Environment

The demand outlook remains fluid as customers evaluate the tariff environment as signs of clarity develop.

BPC Update

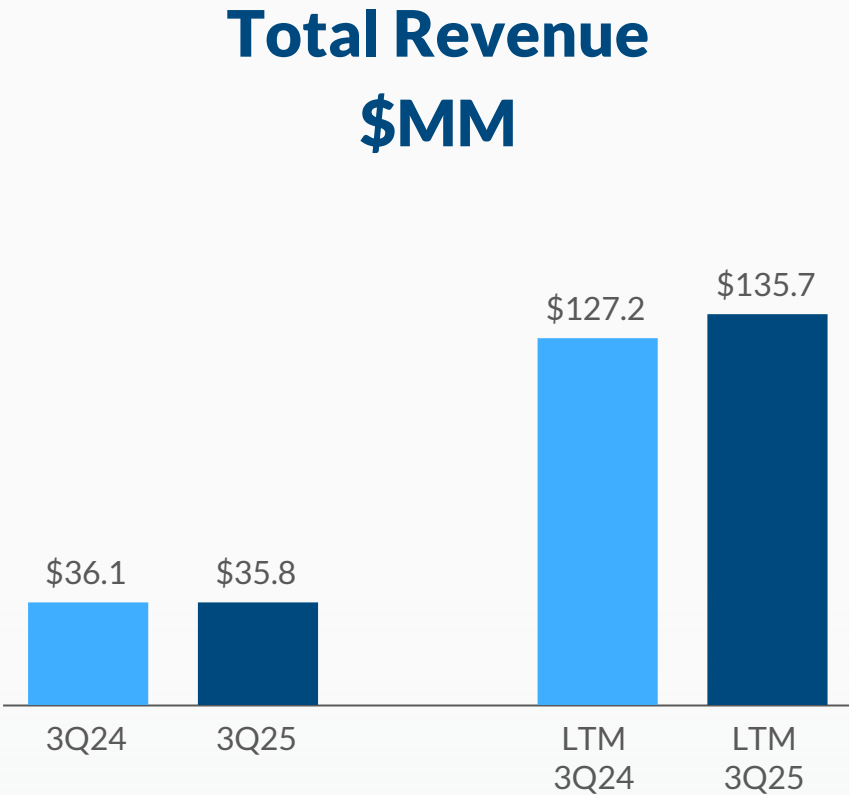
Brands

- FLUSH GUARD®
 - gaining acceptance
- JETCOAT®
 - tariff related decline
- Covered Bridge Cabinetry®
 - continued growth

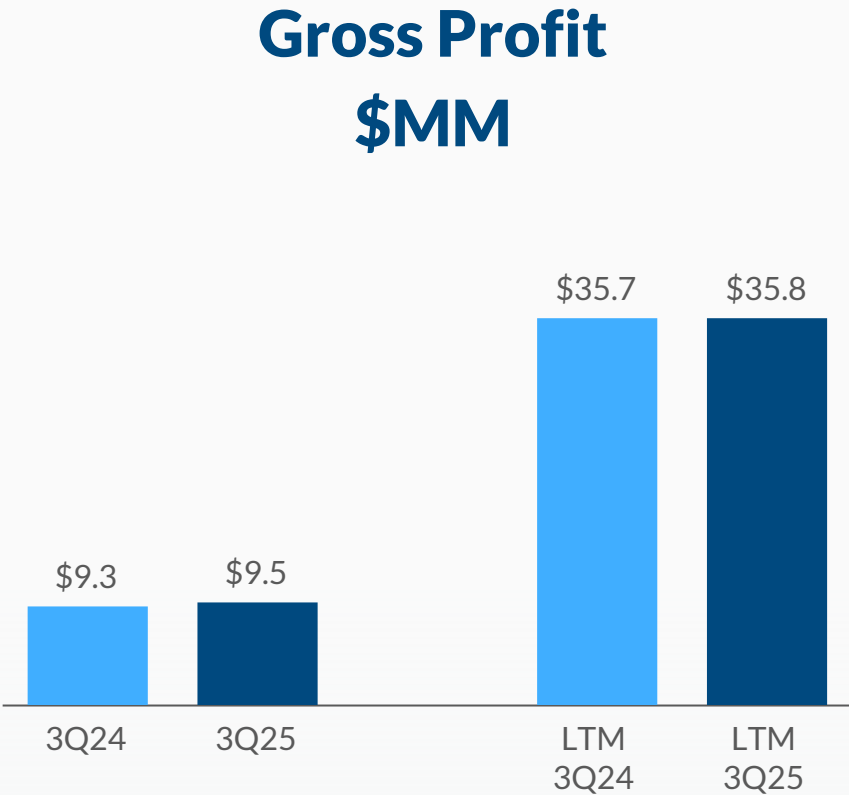
Channels

- India expansion
- UK expansion
- Australasia closure

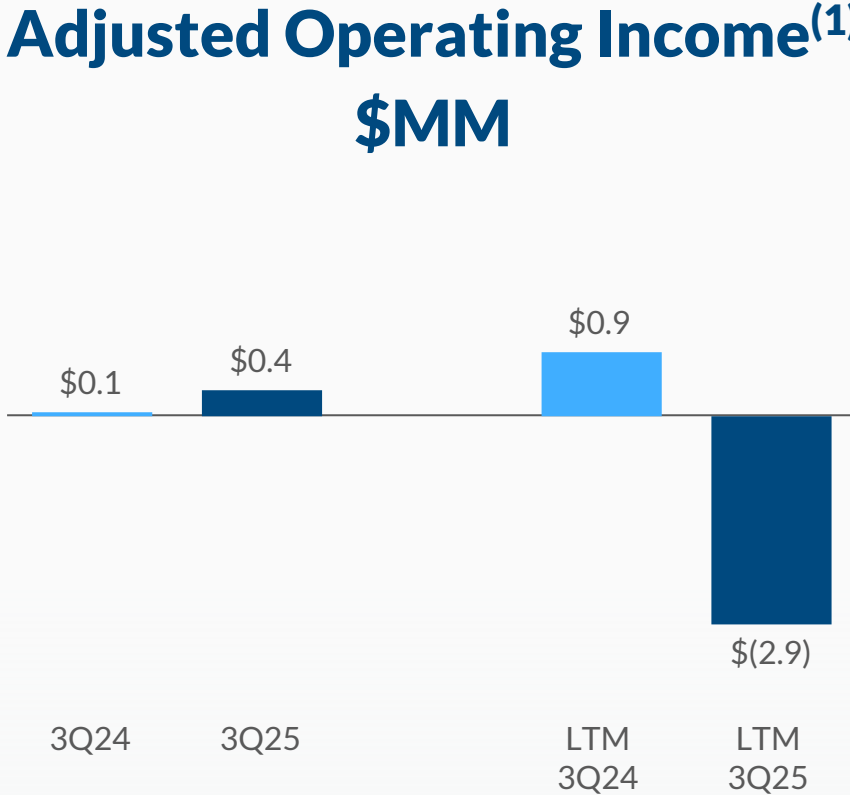
Quarterly Consolidated Financial Results



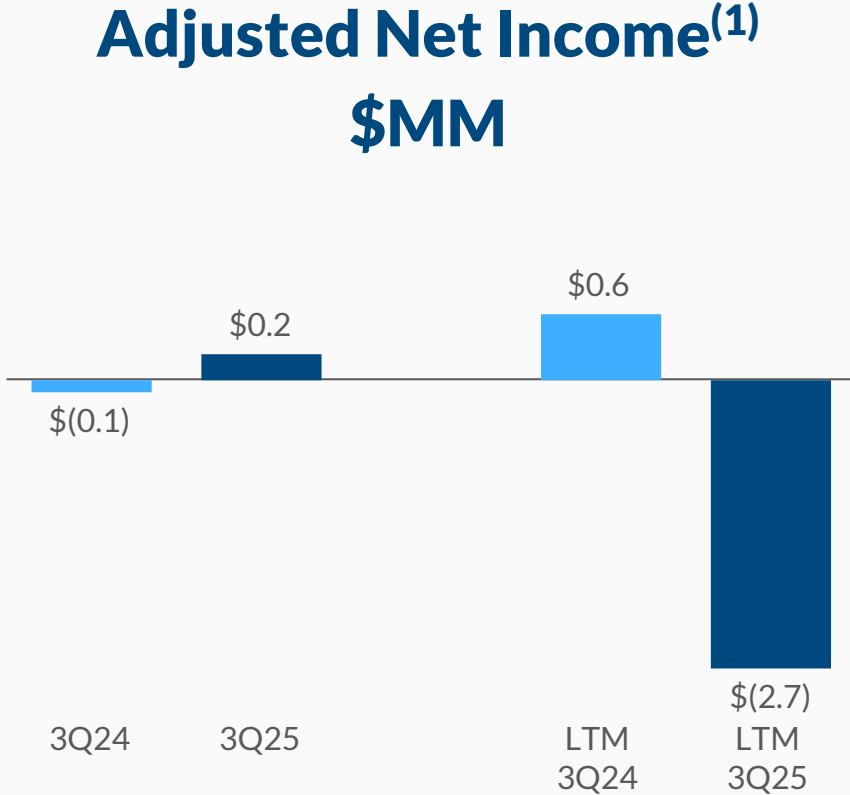
Revenue decreased 0.7% compared to the prior-year period driven by growth in Sanitaryware.



Gross profit was \$9.5 million during the third quarter of 2025, an increase of 2.0% compared to last year.



Adjusted Operating Income was \$0.4 million as we continue to prioritize strategic initiatives that help continue to expand our market presence in new regions/channels, introduce new products and position the business for future incremental growth. We are being disciplined with overall expenses.

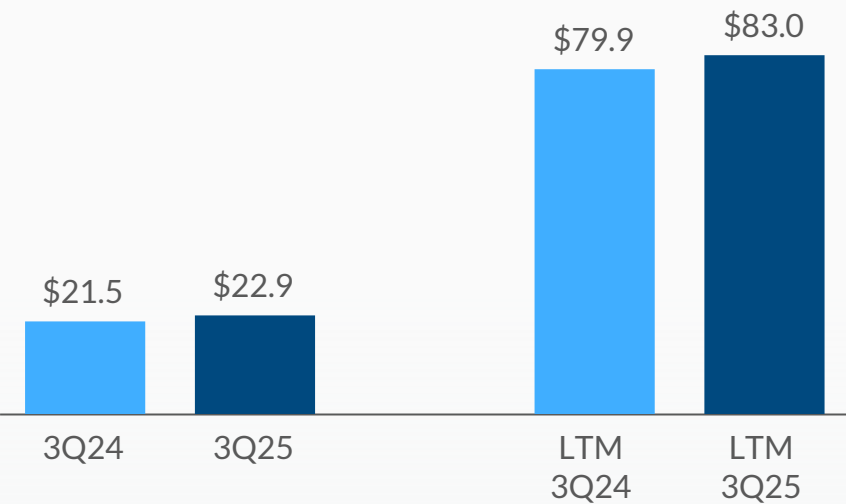


Adjusted Net Income for the third quarter of 2025 was \$241,000, versus adjusted net loss of \$0.1 million for the same period last year.

Quarterly Business Line Results

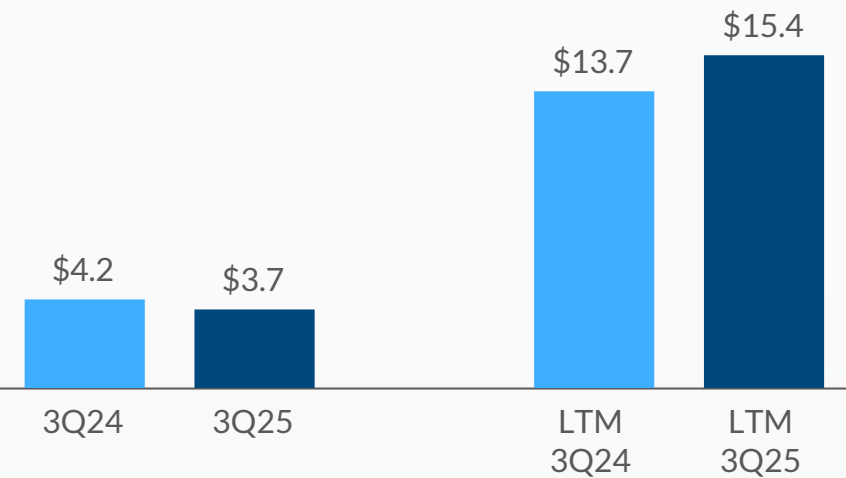
Revenue by Product Category

Sanitaryware \$MM



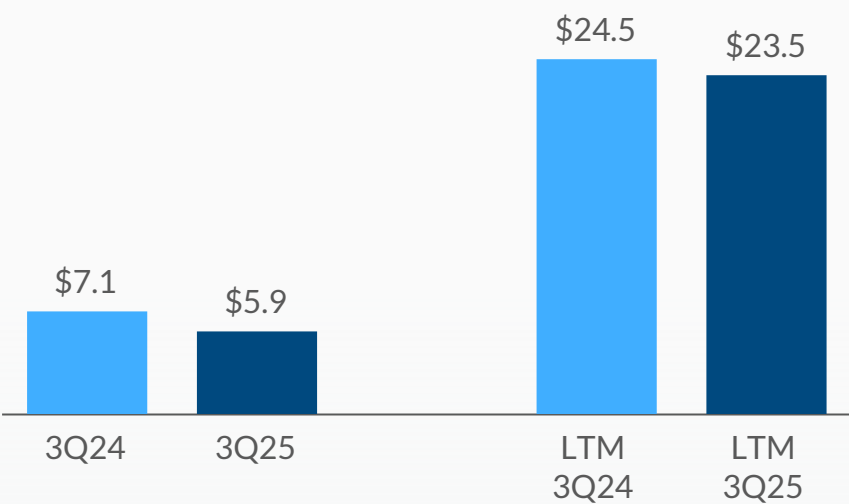
Sanitaryware revenue was up 7.0% from the prior-year period, despite the impact of tariffs.

Bath Furniture \$MM



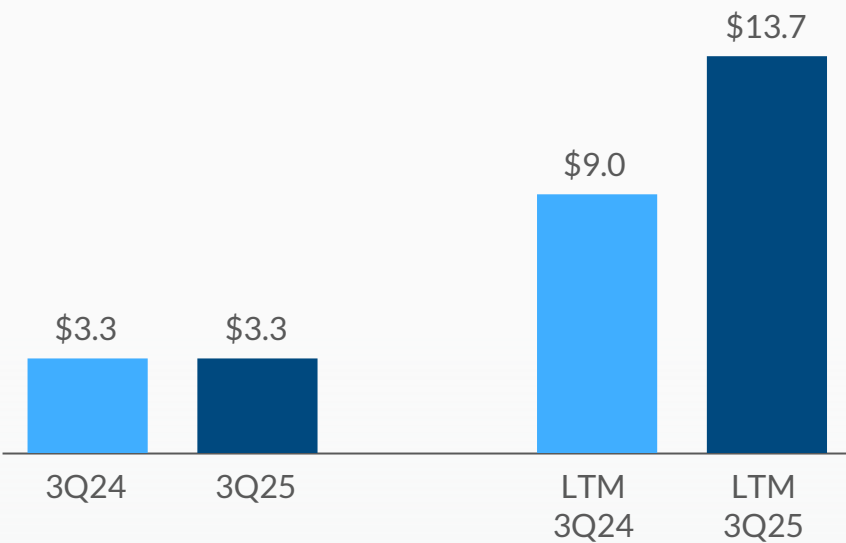
Bath Furniture revenue decreased 10.8% to \$3.7 million during the quarter, a decrease of \$0.4 million in the prior-year period.

Shower Systems \$MM



Shower Systems revenue was down 17.8% from the prior-year period.

Other \$MM



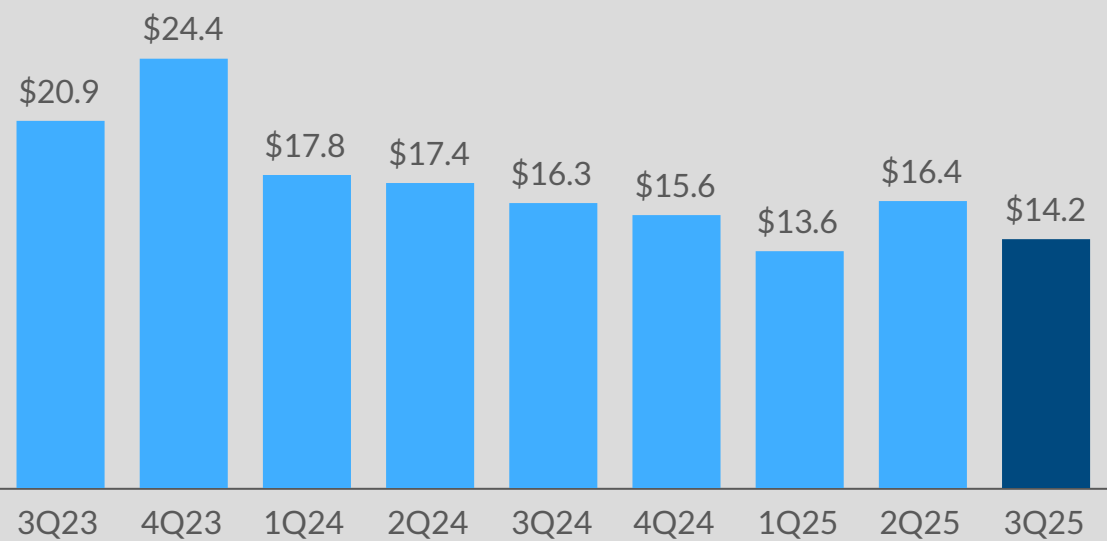
Other revenue, which consists primarily of the custom kitchen cabinetry business, decreased 0.7% to \$3.3 million this quarter, down from \$3.3 million last year. Covered Bridge continues to expand geographies and grow dealer count.

Balance Sheet & Liquidity Update

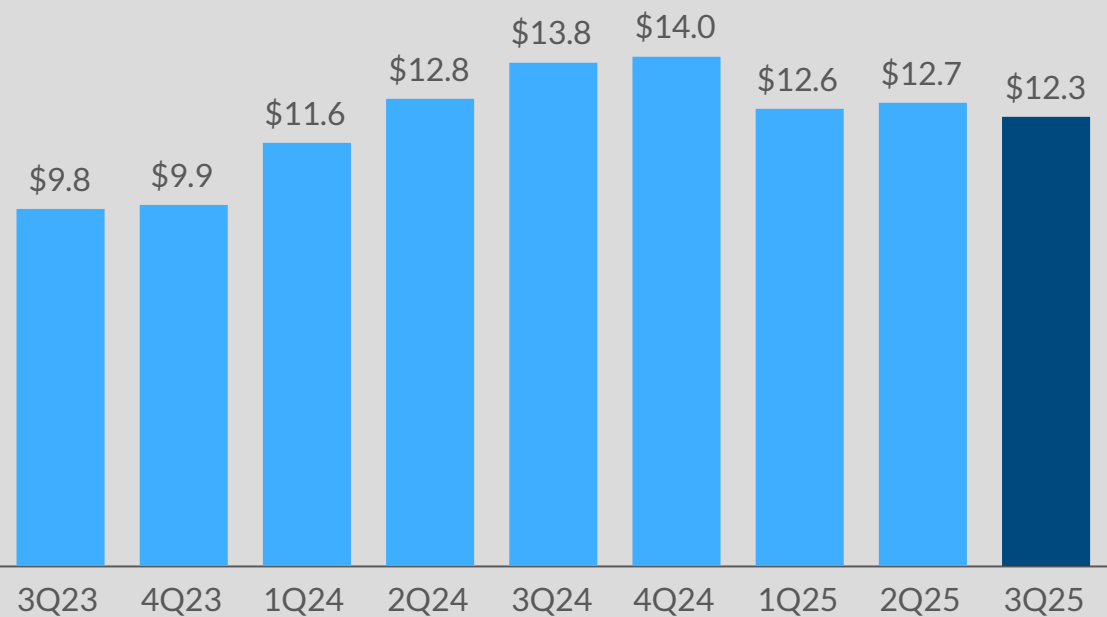
Balance sheet and liquidity continues to support ongoing working capital needs

- Cash and availability under our facilities was \$14.2 million at 3Q25
- Inventory has increased by \$2.5 million from 3Q23
- Net debt⁽¹⁾ was \$12.2 million at 3Q25

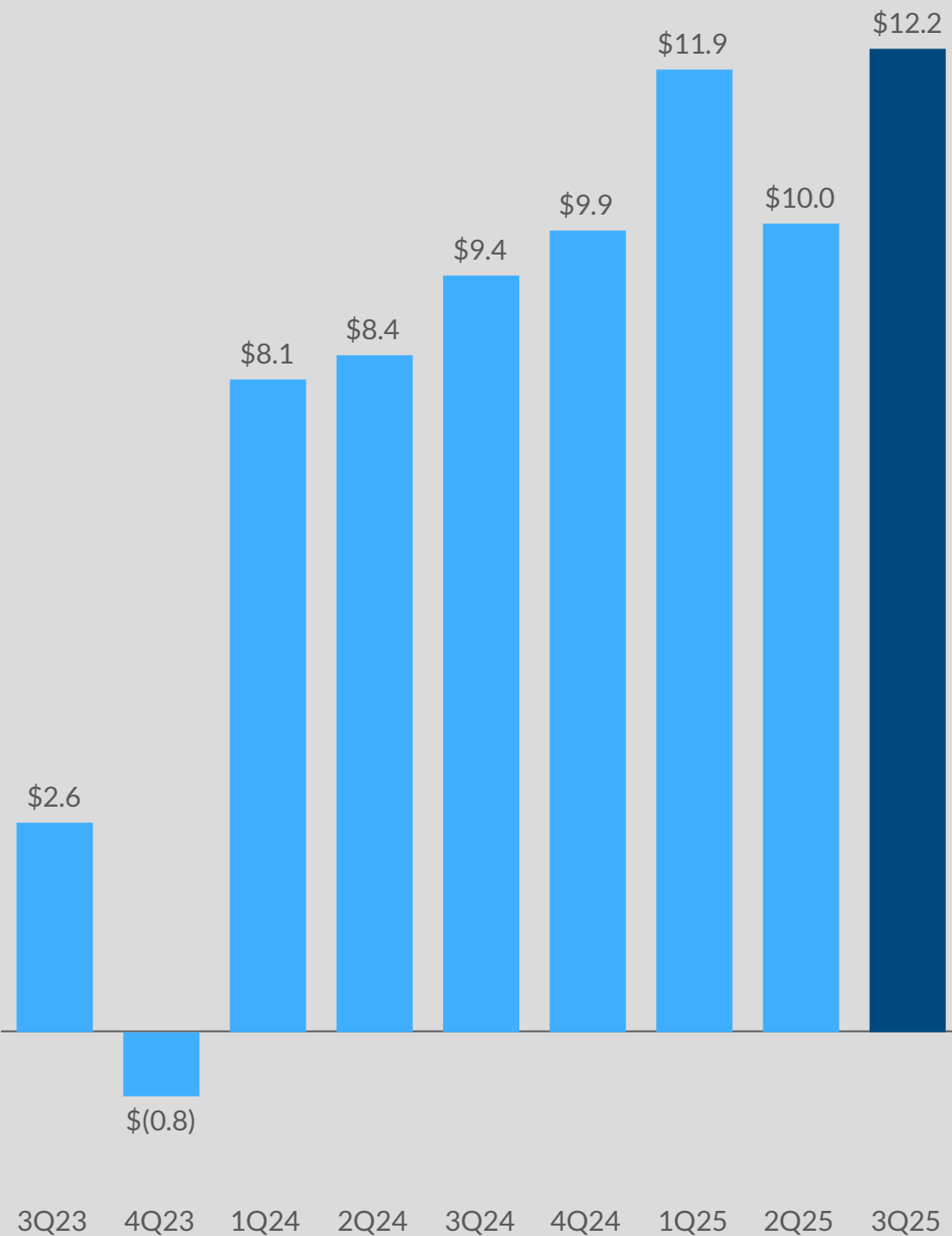
Cash & Availability (\$MM)



Inventory (\$MM)



Net Debt ⁽¹⁾ (\$MM)



Financial Outlook

2025 Guidance

Net Revenue	Adjusted Operating Income	Adjusted Net Income
\$135 – 145 million	\$(2.0) – 1.5 million	\$(1.9) – 1.0 million

Guidance for adjusted operating income is presented on an adjusted basis and excludes certain non-recurring items. Guidance for adjusted net income is presented on an adjusted basis and excludes certain non-recurring extraordinary items and includes an adjustment for minority interest. All guidance is current as of the time provided and is subject to change. The Company's reconciliations of full year 2024 Adjusted Operating Income and 2024 Adjusted Net Income are not available, as the Company is unable to quantify certain amounts to the degree of precision that would be required in the relevant GAAP measures without unreasonable effort.

Investment Conclusion

Ample liquidity to support ongoing growth of business

TRUSTED GLOBAL SUPPLIER

We are global, diversified, and reputable supplier of quality kitchen & bath products (Innovation, Quality, Service). With decades of continuous innovation and strategic investment, we have become a trusted partner for many of the world’s largest retailers and wholesalers.

ATTRACTIVE MARGIN OPPORTUNITY

As a carve-out division from our parent company, we will leverage our independence and our prior investments to generate improved financial performance.

STRONG ORGANIC GROWTH POTENTIAL

We pursue a “BPC” strategy: focus on Brands, Products and sales Channel. Our BPC plan is the key driver of our growth strategy.

VALUE-ACCRETIVE BOLT-ONS

We may engage in selective “bolt-ons” and large, strategic M&A, should such opportunities clear our return-on-capital hurdles.



Appendix: Non-GAAP Reconciliations

	For the Three Months Ended September 30,		For the Twelve Months Ended September 30,	
	2025	2024	2025	2024
	USD	USD	USD	USD
Loss from operations	\$ 369,723	\$ (65,826)	\$ (3,005,943)	\$ 408,283
Adjustments:				
Non-recurring IPO-related share-based compensation	—	59,719	79,625	238,877
Business expansion expense	—	61,770	61,770	247,080
Adjusted Operating Income (Loss)	\$ 369,723	\$ 55,663	\$ (2,864,548)	\$ 894,240
Revenue	\$ 35,848,861	\$ 36,099,179	\$ 135,654,095	\$ 127,180,460
Adjusted Operating Margins (%)	1.0	0.2	(2.1)	0.7

Appendix: Non-GAAP Reconciliations

	For the Three Months Ended September 30,		For the Twelve Months Ended September 30,	
	2025	2024	2025	2024
	USD	USD	USD	USD
Loss before income taxes	\$ (68,467)	\$ (430,711)	\$ (4,216,582)	\$ (405,512)
Adjustments:				
Non-recurring IPO-related share-based compensation	—	59,719	79,625	238,877
Business expansion expense	—	61,770	61,770	247,080
Adjusted loss before income taxes	(68,467)	(309,222)	(4,075,187)	80,445
Less: income taxes at 18% rate	(12,324)	(55,660)	(733,534)	14,480
Less: net loss attributable to non-controlling shareholders	(296,734)	(148,111)	(688,567)	(548,758)
Adjusted Net Income (Loss)	<u>\$ 240,591</u>	<u>\$ (105,451)</u>	<u>\$ (2,653,086)</u>	<u>\$ 614,723</u>

Appendix: Non-GAAP Reconciliations

	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25
Total debt	\$ 7,962,203	\$ 6,959,175	\$11,442,651	\$ 9,692,200	\$12,485,497	\$14,502,367	\$13,171,555	\$12,558,500	\$14,076,346
Less: cash	5,369,947	7,777,241	3,319,066	1,307,092	3,044,662	4,558,160	1,226,365	2,519,117	1,875,682
Net debt	<u>\$ 2,592,256</u>	<u>\$ (818,066)</u>	<u>\$ 8,123,585</u>	<u>\$ 8,385,108</u>	<u>\$ 9,440,835</u>	<u>\$ 9,944,207</u>	<u>\$11,945,190</u>	<u>\$10,039,383</u>	<u>\$12,200,664</u>