




MOHAWK[®]

mohawkind.com

NYSE: MHK

July 2024

Q2 2024

Investor Presentation

Forward-looking Statements & Non-GAAP Numbers

Certain of the statements in this presentation, particularly anticipating future performance, business prospects, growth and operating strategies and similar matters and those that include the words “could,” “should,” “believes,” “anticipates,” “expects,” and “estimates,” or similar expressions constitute “forward-looking statements.” For those statements, Mohawk claims the protection of the safe harbor for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995. There can be no assurance that the forward-looking statements will be accurate because they are based on many assumptions, which involve risks and uncertainties. The following important factors could cause future results to differ: changes in economic or industry conditions; competition; inflation and deflation in freight, raw material prices and other input costs; inflation and deflation in consumer markets; currency fluctuations; energy costs and supply; timing and level of capital expenditures; timing and implementation of price increases for the Company’s products; impairment charges; identification and consummation of acquisitions on favorable terms, if at all; integration of acquisitions; international operations; introduction of new products; rationalization of operations; taxes and tax reform; product and other claims; litigation; geopolitical conflict; regulatory and political changes in the jurisdictions in which the Company does business; and other risks identified in Mohawk’s SEC reports and public announcements.

This presentation may include discussion of non-GAAP numbers. For a reconciliation of any non-GAAP to GAAP amounts, please refer to the reconciliation tables at the end of this presentation.





Company Overview



Mohawk at a Glance



\$10.9B

Q2 2024 TTM
Net Sales



\$1.4B

Q2 2024 TTM
Adjusted EBITDA



\$9.53

Q2 2024 TTM
Adjusted EPS



\$680M

Q2 2024 TTM
Free Cash Flow



32

Acquisitions
2013-2023



~43,300

Worldwide
Team Members¹



19

Countries Where
We Manufacture¹



~170

Countries Where
We Sell Products¹

Three Reporting Segments

Global Ceramic

- 39% TTM Q2 '24 Sales
- North America, Europe, South America
- Floor and Wall Tile
- Porcelain Panels
- Exterior Tile
- Stone (U.S.)
- Countertops (U.S./Eur)
- Stores in Some Markets

Flooring North America

- 34% TTM Q2 '24 Sales
- Primarily U.S./Canada
- Residential/Commercial
- Carpet/Carpet Tile/Rugs
- LVT/Sheet Vinyl
- Laminate/Wood
- National Logistics Network

Flooring Rest of the World

- 27% TTM Q2 '24 Sales
- Europe, Australia/NZ, South America, Asia
- Laminate/Wood
- LVT/Sheet Vinyl
- Carpet/Carpet Tile
- Chipboard/Panels
- Insulation
- Owned Distributors



Organizational Strategy



Growth Strategy

Non-Organic Growth

Mergers & acquisitions

Operational Excellence

Simplified operations, improved productivity, expanded sustainable processes, enhanced analytics & automation



Market Development & Penetration

Higher sales to existing customers, sales of existing products to new customers & expansion into new markets

Product Innovation & Improvement

Higher-value product creation, enhanced design and features for existing products & emphasis on sustainable products

Operational Excellence



- Reduce manufacturing complexities
- Maximize productivity
- Continuously improve quality
- Leverage differentiated distribution advantages



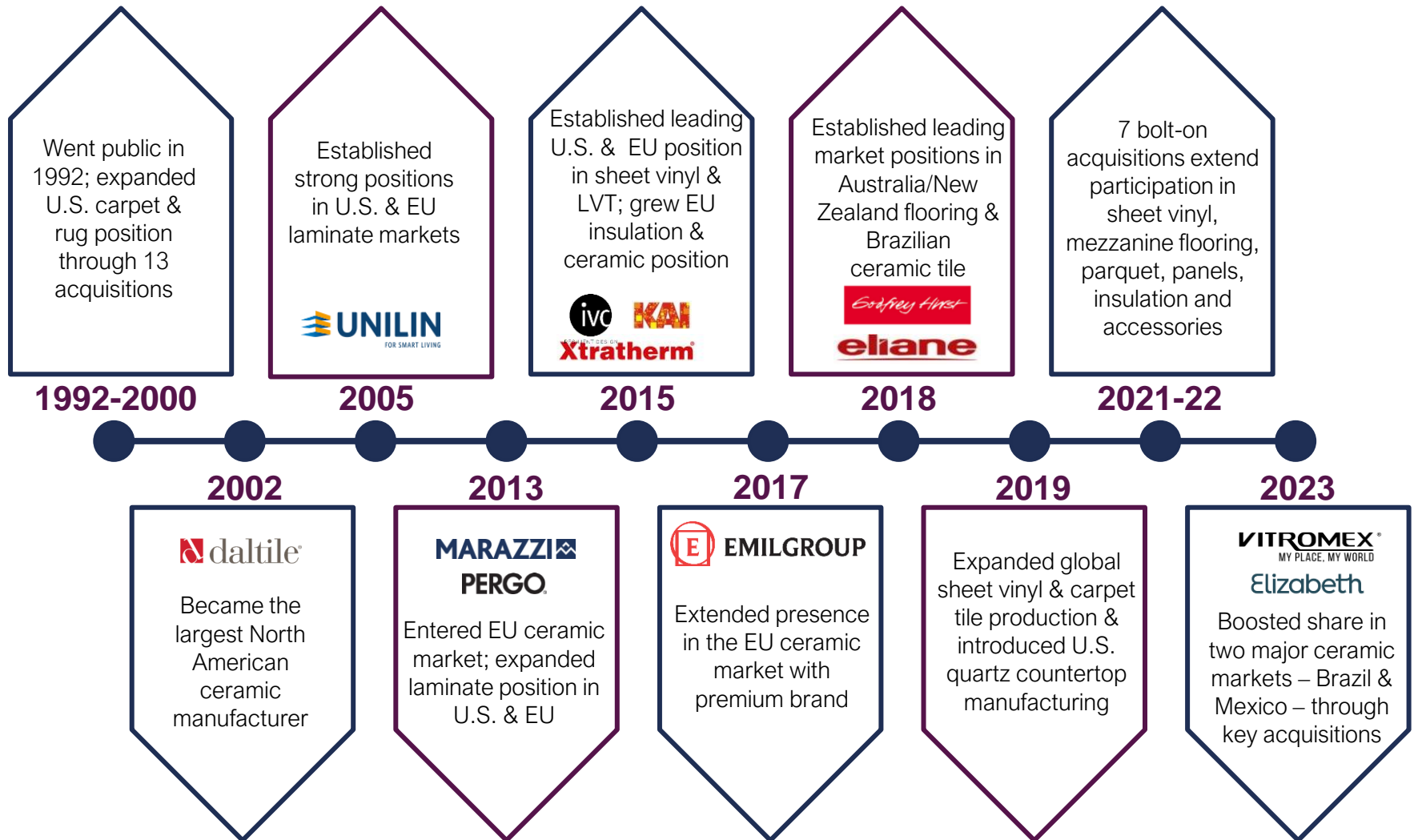
- Invest in assets that drive speed & efficiency
- Optimize automation opportunities
- Drive better decisions through advanced information systems



- Engineer sustainable products
- Lower energy & water utilization
- Reduce, repurpose & recycle waste
- Manage product circularity

Visit mohawksustainability.com for more information

Three Decades of Expansion



Market Development & Penetration

Expanding sales with existing customers through

- Differentiated new product launches
- Superior marketing and merchandising
- Exclusive retail partnerships/aligned dealerships

Entering new sales channels

- Ceramic pavers for garden centers, landscapers and pool construction
- Porcelain slabs for countertop, exterior cladding and furniture producers
- Hard surface products for retail e-commerce channels to target DIY consumers



Product Innovation

CERAMIC TILE



Unprecedented surface realism



50% MORE
SLIP RESISTANT
THAN ORDINARY TILE*

*When compared to the existing ANSI Standards

Superior integral slip resistance

LAMINATE / WOOD



Hyper-realistic visuals;
4x greater resolution;
~1,000 surface colors



Exclusive technology
to repel spills at
laminated joints

CARPET



3x the fiber of traditional carpet; ultra soft & stain resistant



Combines exclusive fibers for next level design & performance

RESILIENT



Waterproof flooring with a PVC-free renewable core (70% recycled)



Superior waterproof performance, scratch & dent resistance

Capital Allocation Strategy

Balanced Approach to Optimize Growth & Profitability



Reinvest in the Business

Focus on Constrained Product Categories – ~\$480M Planned for 2024



Maintain Investment Grade Credit Rating

Net Debt to Adjusted EBITDA ratio is 1.3x



Pursue Bolt-on Acquisitions

Target Strong Companies with Synergies to Existing Businesses



Return Capital to Shareholders

Opportunistic Share Repurchases



Q2 2024 Performance


MOHAWK®

Summary of Q2 2024 Results

- Net sales of \$2.8B
- Adjusted EPS of \$3.00; up 8.7%
- Margins benefited from restructuring, productivity and lower material & energy costs, offset by pressures in pricing & product mix
- Market dynamics continued from Q1 2024
 - Elevated interest rates
 - Restrained discretionary consumer spending due to persistent inflation
 - Commercial outperforming residential but slowing



Macroeconomics

U.S. Economy

- Revised Q1 2024 GDP: up 1.4%
- Preliminary Q2 2024 GDP: up 2.8%
- June Consumer Price Index fell to 3%
- High employment rates continue but down slightly
- Raw material and energy costs remain lower
- July 2024 Architectural Billing Index at 46.4, up from prior month
- Housing supply deficit remains ~5 million
- Aging home supply & low stock should drive future growth in new construction & remodeling



European Economy

- Euro Zone Q1 2024 GDP: up 0.3%
- ECB cut rates in June to 3.75% from all-time high of 4%
- Unemployment in Euro Zone near record low
- Significant pent-up remodeling demand with aging housing
- Shortage of single- and multi-family housing persists

Q2 2024 Financials

Net Sales

\$2.8B

(-4.5% YOY,
Adjusted Basis)

Adjusted EBITDA

\$406M

(+4.0% YOY)

Adjusted OI

\$257M

(+5.2% YOY)

Adjusted Diluted EPS

\$3.00

(+8.7% YOY)

“Our second quarter performance reflected our focus on the controllable aspects of our business, including sales initiatives, cost containment and restructuring actions. Our adjusted EPS rose as a result of productivity initiatives and restructuring as well as lower energy and material costs, partially offset by market pressure on pricing, mix and FX headwinds. We remain optimistic about the future of our business and confident that in time our worldwide markets will recover. In the quarter, we purchased 755,000 shares of our stock, 1.2% of outstanding shares, for approximately \$90 million.”

Jeff Lorberbaum, Chairman & Chief Executive Officer

(In millions, except per share data)	Q2 2023	Q2 2024
Net Sales	\$2,950.5	\$2,801.3
% Change	--	-5.1%
% Change (Adjusted Basis)	--	-4.5%
Adjusted EBITDA	\$390.3	\$405.8
% Adjusted EBITDA Margin	13.2%	14.5%
Adjusted Operating Income	\$244.1	\$256.7
% Adjusted Operating Margin	8.3%	9.2%
Adjusted Diluted EPS	\$2.76	\$3.00
Net Debt to Adjusted EBITDA	1.8x	1.3x

Q2 2024 Segment Financials

(In millions)	Q2 2023	Q2 2024
GLOBAL CERAMIC		
Sales	\$1,155.4	\$1,115.6
% Change	--	-3.4%
Adjusted Operating Income	\$99.1	\$94.8
% Adjusted Operating Margin	8.6%	8.5%
FLOORING NA		
Sales	\$1,001.7	\$958.5
% Change	--	-4.3%
Adjusted Operating Income	\$60.6	\$82.0
% Adjusted Operating Margin	6.0%	8.6%
FLOORING ROW		
Sales	\$793.4	\$727.2
% Change	--	-8.3%
Adjusted Operating Income	\$96.4	\$91.4
% Adjusted Operating Margin	12.2%	12.6%



Global Ceramic

- Results reflect unfavorable impact of price and product mix & foreign exchange headwinds, partially offset by lower input costs & productivity gains
- New restructuring initiatives underway:
 - Optimizing manufacturing by idling some less productive operations
 - Aligning production to increase efficiencies
 - Consolidating regional warehouses
 - Further reducing product complexity
 - Leveraging technology to lower administrative costs
- To improve mix, investing in product differentiation with leading-edge printing, polishing & rectifying technologies
- In Latin America, initiating additional sales & operational improvements to maximize performance of acquisitions





Flooring North America

- Results reflect lower input costs, productivity gains and less restructuring costs, partially offset by unfavorable impact of price & product mix
- New restructuring initiatives underway:
 - Rationalizing some manufacturing to enhance plant utilization
 - Retiring less efficient equipment
 - Simplifying product offering
- Expanding relationships with larger U.S. home builders, which are increasing their share of market
- Sales of LVT & laminate stronger in retailer & builder channels
 - Laminate expansion ramping up to meet higher demand
- Hospitality, government and education channels leading residential sector





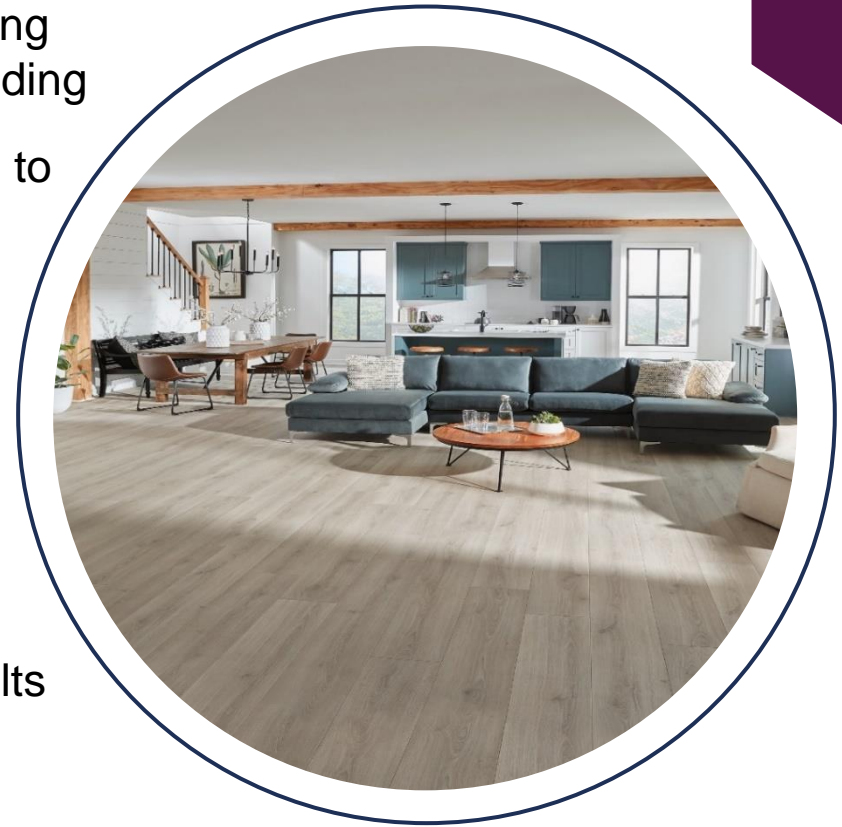
Flooring ROW

- Results reflect unfavorable impact of price and product mix and more restructuring costs, partially offset by lower input costs and productivity gains
- New restructuring initiatives underway:
 - Lowering administrative and operational costs
 - Consolidating distribution
 - Streamlining product portfolio
 - Decommissioning inefficient assets
- Focused on driving sales through enhanced product offering, promotions and strategic marketing campaigns
- LVT restructuring complete; growth in rigid LVT sales offsetting discontinued flexible products
- Results in Australia/New Zealand were stronger with new products and retail promotions improving price and mix



Short-term Outlook

- U.S. Fed may consider interest rate cut after positive June CPI; other central banks have made cuts or are signaling possible future cuts
- Residential remodeling remains soft as lingering inflation impacts consumer discretionary spending
- Though slowing, commercial sector continues to outperform residential
- Addressing price/mix pressure with innovative products & merchandising
- Lower input costs benefiting results
- Managing working capital through aligning production with market demand
- New restructuring initiatives will enhance results
 - ~\$100M annualized savings
 - \$20-25M recognized this year
 - Cash cost of ~\$40M; total cost of ~\$130M
- **Q3 adjusted EPS guidance of \$2.80 to \$2.90**, excluding restructuring or other one-time charges (announced July 25)



Seizing Long-term Opportunities

- If U.S. interest rate cuts begin in September, our industry should benefit next year as pent-up consumer demand will increase flooring purchases
- Flooring sales expected to improve when
 - Inflation moderates & consumer confidence grows
 - Housing markets strengthen
 - Postponed remodeling projects are initiated
- Home construction has not kept pace with household formations; substantial long-term construction needed to satisfy demand
- Aging housing stock will require increased remodeling to maintain home values & satisfy homeowner needs
- Restructuring actions are strengthening our position to capitalize on the rebound when demand normalizes
- Continuing to launch trend-setting products with industry-leading design & features to inspire consumer remodeling





Appendix


MOHAWK®

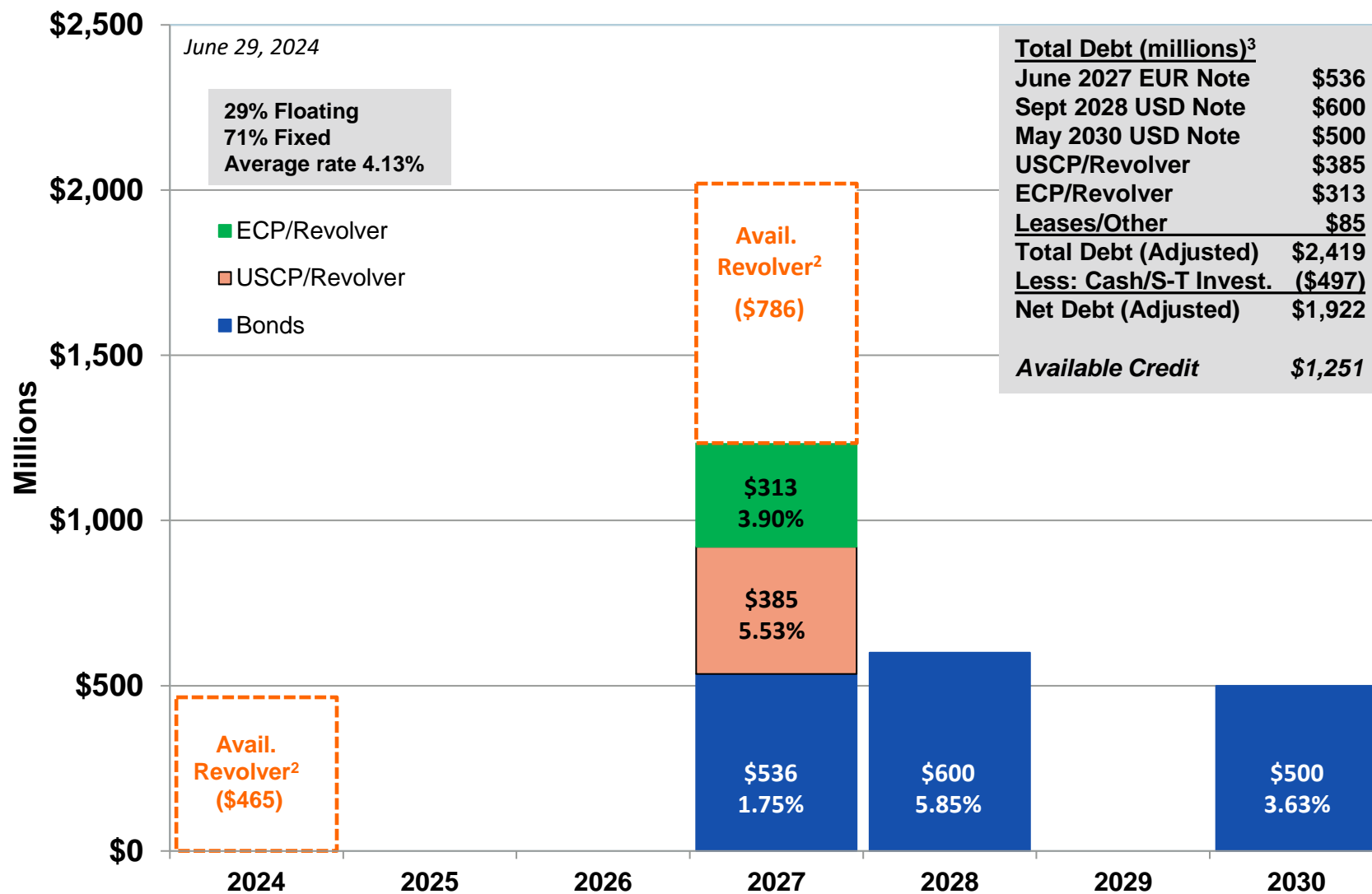
Annual Earnings Summary (Consolidated)

	2021	2022	2023
(In millions, except per share data)			
Net Sales % Change	\$11,200.6 17.3%	\$11,737.1 4.8%	\$11,135.1 -5.1%
Adjusted EBITDA % Adjusted EBITDA Margin	\$1,948.8 17.4%	\$1,649.7 14.1%	\$1,416.5 12.7%
Adjusted Operating Income % Adjusted Operating Margin	\$1,360.4 12.1%	\$1,083.0 9.2%	\$814.4 7.3%
Adjusted Net Earnings % Change	\$1,027.3 62.8%	\$823.1 -19.9%	\$587.0 -28.7%
Adjusted Diluted EPS % Change	\$14.86 68.3%	\$12.85 -13.5%	\$9.19 -28.5%

Annual Results by Segment

(In millions)	2021	2022	2023
GLOBAL CERAMIC			
Sales	\$3,917.3	\$4,307.7	\$4,300.1
% Change	14.1%	10.0%	-0.2%
Adjusted Operating Income	\$405.8	\$456.9	\$301.6
% Adjusted Operating Margin	10.4%	10.6%	7.0%
FLOORING NA			
Sales	\$4,116.4	\$4,207.1	\$3,829.4
% Change	14.5%	2.2%	-9.0%
Adjusted Operating Income	\$424.5	\$282.1	\$206.4
% Adjusted Operating Margin	10.3%	6.7%	5.4%
FLOORING ROW			
Sales	\$3,166.9	\$3,222.3	\$3,005.6
% Change	25.4%	1.8%	-6.7%
Adjusted Operating Income	\$575.8	\$380.7	\$348.4
% Adjusted Operating Margin	18.2%	11.8%	11.6%

Maturity/Liquidity Profile¹



1 Not shown on graph: \$85 in capital/embedded leases and other debt

2 After Letters of Credit issuance of \$0.7; Amended RCF is bifurcated, with \$465 maturing October 2024 and \$1,485 maturing August 2027

3 Excluding deferred loan cost deduction of \$9.6



Reconciliation Tables


MOHAWK®

Reconciliation of Non-GAAP Measures

RECONCILIATION OF NET SALES TO ADJUSTED NET SALES

(In millions)	Q2 2024
CONSOLIDATED	
Net Sales	\$ 2,801.3
Adjustment for constant shipping days	(8.7)
Adjustment for constant exchange rates	25.0
Adjusted net sales	\$ 2,817.6
GLOBAL CERAMIC	
Net Sales	\$ 1,115.6
Adjustment for constant shipping days	(8.7)
Adjustment for constant exchange rates	14.6
Adjusted net sales	\$ 1,121.5
FLOORING ROW	
Net Sales	\$ 727.2
Adjustment for constant exchange rates	10.4
Adjusted net sales	\$ 737.7

Reconciliation of Non-GAAP Measures

ADJUSTED OPERATING INCOME		
(In millions)	Q2 2023	Q2 2024
CONSOLIDATED		
Operating Income	\$ 153.1	214.0
Adjustments to operating income:		
Restructuring, acquisition and integration-related and other costs	41.7	41.4
Inventory step-up from purchase accounting	1.3	-
Legal settlement, reserves and fees	48.0	1.3
Adjusted operating income	\$ 244.1	256.7
Adjusted operating income as a percent of net sales	8.3%	9.2%
GLOBAL CERAMIC		
Operating income	\$ 84.0	83.1
Adjustments to segment operating income:		
Restructuring, acquisition and integration-related and other costs	13.8	11.7
Inventory step-up from purchase accounting	1.3	-
Adjusted segment operating income	\$ 99.1	94.8
Adjusted segment operating income as a percent of net sales	8.6%	8.5%
FLOORING NA		
Operating income	\$ 37.2	78.3
Adjustments to segment operating income:		
Restructuring, acquisition and integration-related and other costs	18.5	3.7
Legal settlement and reserves	4.9	-
Adjusted segment operating income	\$ 60.6	82.0
Adjusted segment operating income as a percent of net sales	6.0%	8.6%
FLOORING ROW		
Operating income	\$ 87.0	65.6
Adjustments to segment operating income:		
Restructuring, acquisition and integration-related and other costs	9.4	25.8
Adjusted segment operating income	\$ 96.4	91.4
Adjusted segment operating income as a percent of net sales	12.2%	12.6%
CORPORATE AND INTERSEGMENT ELIMINATIONS		
Operating (loss)	\$ (55.1)	(13.0)
Adjustments to segment operating (loss):		
Restructuring, acquisition and integration-related and other costs	-	0.2
Legal settlements, reserves and fees	43.1	1.3
Adjusted segment operating (loss)	\$ (12.0)	(11.5)

Reconciliation of Non-GAAP Measures

ADJUSTED OPERATING INCOME

(In millions)	2022	2023	TTM Q2 2024
Operating income (loss)	\$ 244.2	(287.8)	(206.0)
Adjustments to operating income (loss):			
Restructuring, acquisition and integration-related and other costs	86.0	132.2	107.7
Inventory step-up from purchase accounting	2.8	4.5	(0.1)
Impairment of goodwill and indefinite-lived intangibles*	695.8	877.7	877.7
Legal settlements, reserves and fees	54.2	87.8	48.9
Adjusted operating income	\$ 1,083.0	814.4	828.2
Adjusted operating income as a percent of net sales	9.2%	7.3%	7.6%

ADJUSTED EBITDA

(In millions)	2022	2023	TTM Q2 2024
Net earnings (loss) including noncontrolling interests	\$ 25.8	(439.4)	(358.4)
Interest expense	51.9	77.5	65.0
Income tax expense	158.1	84.9	99.3
Net income attributable to non-controlling interest	(0.5)	(0.1)	(0.2)
Depreciation and amortization**	595.5	630.3	629.5
EBITDA	830.8	353.2	435.2
Restructuring, acquisition and integration-related and other costs	58.8	96.2	79.9
Inventory step-up from purchase accounting	2.8	4.5	(0.1)
Impairment of goodwill and indefinite-lived intangibles*	695.8	877.7	877.7
Legal settlement, reserves and fees	54.2	87.8	48.9
Adjustments of indemnification asset	7.3	(2.9)	0.2
Adjusted EBITDA	\$ 1,649.7	1,416.5	1,441.8
Adjusted EBITDA as a percent of net sales	14.1%	12.7%	13.3%
Net Debt less Short-term Investments to adjusted EBITDA	1.3	1.5	1.3

*As a result of a decrease in the Company's market capitalization, a higher WACC and macroeconomic conditions, the Company performed interim impairment tests of its goodwill and indefinite-lived intangible assets, which resulted in the impairment charges of \$877.7 (\$864.9 net of tax) and \$695.8 (\$685.6 net of tax) in 2022 and 2023, respectively

** Includes accelerated depreciation of \$29.0 for 2022 and \$33.1 for 2023 and \$25.0 for Q2 2024 TTM.

Reconciliation of Non-GAAP Measures

ADJUSTED EBITDA		
(In millions)	Q2 2023	Q2 2024
Net earnings including noncontrolling interests	\$ 101.2	157.5
Interest expense	22.9	12.6
Income tax expense	26.8	42.3
Net (earnings)/loss attributable to non-controlling interest	-	(0.1)
Depreciation and amortization*	156.6	171.5
EBITDA	307.5	383.8
Restructuring, acquisition and integration-related and other costs	33.6	20.9
Inventory step-up from purchase accounting	1.3	-
Legal settlement, reserves and fees	48.0	1.3
Adjustments of indemnification asset	(0.1)	(0.2)
Adjusted EBITDA	\$ 390.3	405.8
Adjusted EBITDA as a percent of net sales	13.2%	14.5%

ADJUSTED NET EARNINGS		
(In millions, except per share data)	Q2 2023	Q2 2024
Net earnings attributable to Mohawk Industries, Inc.	\$ 101.2	157.4
Adjusting items:		
Restructuring, acquisition, integration-related and other costs	41.7	41.4
Inventory step-up from purchase accounting	1.3	-
Legal settlements, reserves and fees	48.0	1.3
Adjustments of indemnification asset	(0.1)	(0.2)
Income taxes - adjustments of uncertain tax position	0.1	0.2
Income tax effect of adjusting items	(16.1)	(8.6)
Adjusted net earnings attributable to Mohawk Industries, Inc.	\$ 176.1	191.5
Adjusted diluted earnings per share attributable to Mohawk Industries, Inc.	\$2.76	\$3.00
Weighted-average common shares outstanding - diluted	63.9	63.9

*Includes accelerated depreciation of \$8.0 for Q2 2023 and \$20.5 for Q2 2024.

Reconciliation of Non-GAAP Measures

TRAILING TWELVE MONTH NET SALES					
(In millions)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	TTM Q2 2024
GLOBAL CERAMIC					
Sales	\$ 1,091.7	993.7	1,044.8	1,115.6	4,245.8
FLOORING NA					
Sales	962.2	912.1	900.2	958.5	3,733.0
FLOORING ROW					
Sales	712.3	706.5	734.4	727.2	2,880.4
CONSOLIDATED					
Sales	\$ 2,766.2	2,612.3	2,679.4	2,801.3	10,859.2

Reconciliation of Non-GAAP Measures

ADJUSTED OPERATING INCOME			
(In millions)	2022	2023	Q2 2024 TTM
GLOBAL CERAMIC			
Operating (loss)	\$ (236.1)	(166.4)	(181.9)
Adjustments to segment operating income (loss):			
Restructuring, acquisition and integration-related and other costs	4.5	37.0	38.3
Inventory step-up from purchase accounting	-	4.1	(0.1)
Impairment of goodwill and indefinite-lived intangibles	688.5	426.9	426.8
Adjusted segment operating income	\$ 456.9	301.6	283.1
Adjusted operating income as a percent of net sales	10.6%	7.0%	6.7%
FLOORING NA			
Operating income (loss)	\$ 231.1	(57.2)	30.9
Adjustments to segment operating income (loss):			
Restructuring, acquisition and integration-related and other costs	48.2	51.7	30.8
Inventory step-up from purchase accounting	1.4	-	-
Impairment of goodwill and indefinite-lived intangibles	1.4	215.8	215.8
Legal settlement, reserves and fees	-	(3.9)	(6.8)
Adjusted segment operating income	\$ 282.1	206.4	270.7
Adjusted operating income as a percent of net sales	6.7%	5.4%	7.3%
FLOORING ROW			
Operating income	\$ 340.2	69.7	44.1
Adjustments to segment operating income:			
Restructuring, acquisition and integration-related and other costs	33.2	43.2	38.2
Inventory step-up from purchase accounting	1.4	0.4	-
Impairment of goodwill and indefinite-lived intangibles	5.9	235.1	235.1
Adjusted segment operating income	\$ 380.7	348.4	317.4
Adjusted operating income as a percent of net sales	11.8%	11.6%	11.0%
CORPORATE AND INTERSEGMENT ELIMINATIONS			
Operating (loss)	\$ (90.9)	(133.9)	(99.1)
Adjustments to segment operating (loss):			
Restructuring, acquisition and integration-related and other costs	-	0.2	0.4
Legal settlements, reserves and fees	54.2	91.7	55.7
Adjusted segment operating (loss)	\$ (36.7)	(42.0)	(43.0)

Reconciliation of Non-GAAP Measures

ADJUSTED NET EARNINGS			
(In millions, except per share data)	2022	2023	TTM Q2 2024
Net earnings (loss) attributable to Mohawk Industries, Inc.	\$ 25.2	(439.5)	(358.5)
Adjusting items:			
Restructuring, acquisition, integration-related and other costs	87.8	129.3	105.0
Inventory step-up from purchase accounting	2.8	4.5	(0.1)
Impairment of goodwill and indefinite-lived intangibles*	695.8	877.7	877.7
Legal settlements, reserves and fees	54.2	87.8	48.9
Adjustments of indemnification asset	7.3	(3.0)	(4.6)
European tax restructuring	-	(10.0)	(10.0)
Income taxes - adjustments of uncertain tax position	(7.3)	3.0	4.6
Income taxes - impairment of goodwill and indefinite-lived intangibles*	(10.2)	(12.8)	(12.8)
Income tax effect of adjusting items	(32.5)	(50.0)	(41.0)
Adjusted net earnings attributable to Mohawk Industries, Inc.	\$ 823.1	587.0	609.2
Adjusted diluted earnings per share attributable to Mohawk Industries, Inc.	\$12.85	\$9.19	\$9.53
Weighted-average common shares outstanding - diluted	64.1	63.9	64.0

*As a result of a decrease in the Company's market capitalization, a higher WACC and macroeconomic conditions, the Company performed interim impairment tests of its goodwill and indefinite-lived intangible assets, which resulted in the impairment charges of \$877.7 (\$864.9 net of tax) and \$695.8 (\$685.6 net of tax) during the third quarter of 2022 and 2023, respectively.

Reconciliation of Non-GAAP Measures

NET DEBT			
(In millions)	2022Q4	2023Q4	2024Q2
Current portion of long-term debt and commercial paper	\$ 840.6	1,001.7	718.0
Long-term debt, less current portion	1,978.5	1,701.8	1,691.5
Total debt	2,819.1	2,703.5	2,409.5
Less: cash and cash equivalents	509.6	642.5	497.4
Net debt	2,309.5	2,061.0	1,912.1
Less: short-term investments	158.0	-	-
Net debt less short-term investments	\$ 2,151.5	2,061.0	1,912.1

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