



MOHAWK®

Investor Presentation



Home

ADVANTAGE



May 2021

mohawkind.com | NYSE: MHK

Forward-looking Statements

Certain of the statements in this presentation may include **forward-looking statements** as defined in the Private Securities Litigation Reform Act of 1995, which are **subject to various risks and uncertainties** including, but not limited to, those **set forth in our press releases and our periodic filings** with the Securities & Exchange Commission.

Mohawk Highlights



- World's largest flooring manufacturer
- Market leader in major categories:
 - Ceramic Floor & Wall Tile
 - Carpet & Rugs
 - Laminate
 - Wood
 - LVT
 - Sheet Vinyl
 - Stone Flooring
 - Countertops
- Expanding international presence
- Differentiated distribution infrastructure
- Strong cash flow to fund investments
- Significant insider ownership
- Internationally recognized for sustainable products and processes

Mohawk by the Numbers



1st

World's Largest
Flooring Company



.85x

Strong
Balance Sheet



\$3.1B⁺

Liquidity: Cash +
Available Revolver



Baa1/BBB+/BBB⁺

Credit Ratings
Moody's/S&P/Fitch



45

Acquisitions
Since 1992



18

Countries
Manufacturing



170⁺

Countries
Sales

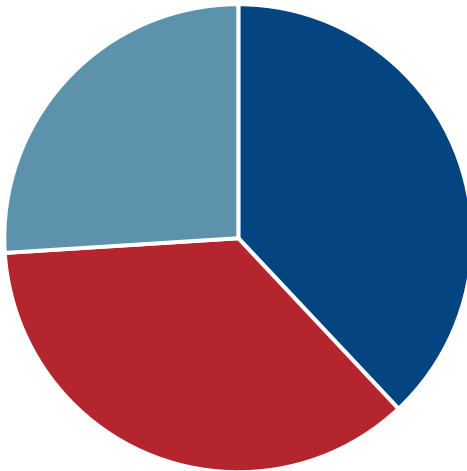


25,000⁺

Customers
Worldwide

2020 Sales Mix

SEGMENT

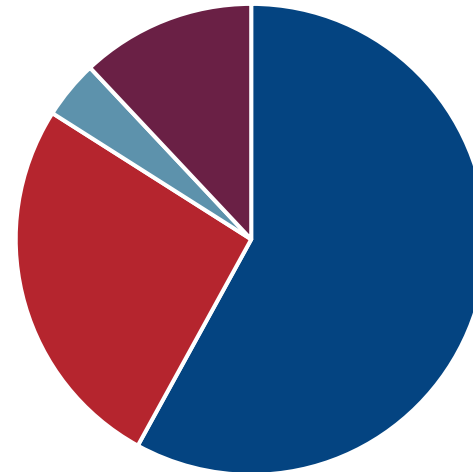


38% Flooring NA

36% Global Ceramic

26% Flooring ROW

GEOGRAPHY



58% United States

26% Europe

4% Russia

12% Other

International Operations

Mohawk's presence in both hard and soft surfaces products and residential and commercial applications extends around the world, with collections tailored to the needs and preferences of each market we serve

U.S.

Ceramic
Carpet
Rugs
LVT
Sheet Vinyl
Laminate
Countertops



Mexico

Ceramic

Brazil

Ceramic
Laminate

Europe

Ceramic
LVT
Laminate
Sheet Vinyl
Carpet Tile



Russia

Ceramic
Laminate
Sheet Vinyl

Australia

Carpet
Laminate
LVT
Wood

Malaysia

Wood

New Zealand

Carpet
Laminate
LVT
Wood

UNITED STATES

- Increasing capacity in fast-growing LVT; added rigid technology
- Added capacity in premium laminate
- Initiated quartz countertop manufacturing
- Extended existing businesses (utility mats, outdoor rugs)

MEXICO & BRAZIL

- Increased ceramic capacity at Salamanca
- Added new carpet cushion facility in Mexicali
- Expanded porcelain tile capacity in Brazil

EUROPE

- Modernized Italian ceramic facilities; added porcelain slab production
- Expanding capacity in LVT; added rigid technology
- Added carpet tile plant in Belgium
- Expanded capacity in premium laminate

RUSSIA

- Launched sheet vinyl plant
- Expanded capacity in ceramic and laminate
- Added premium sanitary ware facility

COVID-19 Update

PRESENT LANDSCAPE

- Sales improved in all markets even with varying COVID-19 conditions
- Retail & manufacturing remain largely open in most of our markets
- Some markets facing restrictions due to higher COVID-19 rates; vaccinations at different stages
- New stimulus packages may further help economic growth



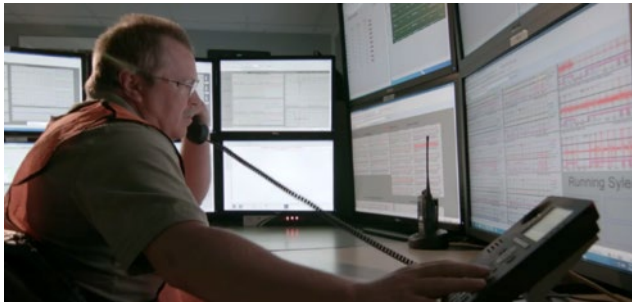
IMPACT BY CHANNEL

- Residential remodeling remains strongest
- DIY projects launched by families staying at home driving growth
- Residential new construction forecasted to continue strong
- Commercial projects showing moderate improvement

ACTIONS

- Increasing production to meet higher demand
- Keeping employees safe – vaccinating where possible; social distancing; masks; contact tracing
- Leveraging technology to keep customers safe during pick up and delivery
- Introducing broad range of antimicrobial products to support healthier interiors

Operational Excellence



- Deliver growth through innovative new products
- Drive demand through differentiated collections
- Enhance productivity & profitability through continuous process improvement & automation
- Optimize resources & materials
- Maintain superior logistics systems to improve service
- Leverage best practices across segments

Product Innovation

CERAMIC



Porcelain tile with built-in antimicrobial protection



Clic-Fit technology; faster, easier installation

CARPET / RUGS



Proprietary hypoallergenic backing; easier to install & seam



Patented unified soft flooring; faster, easier installation

LAMINATE / WOOD



Water-proof wood; most scratch, dent and wear resistant



Exclusive technology to repel spills at laminate joints



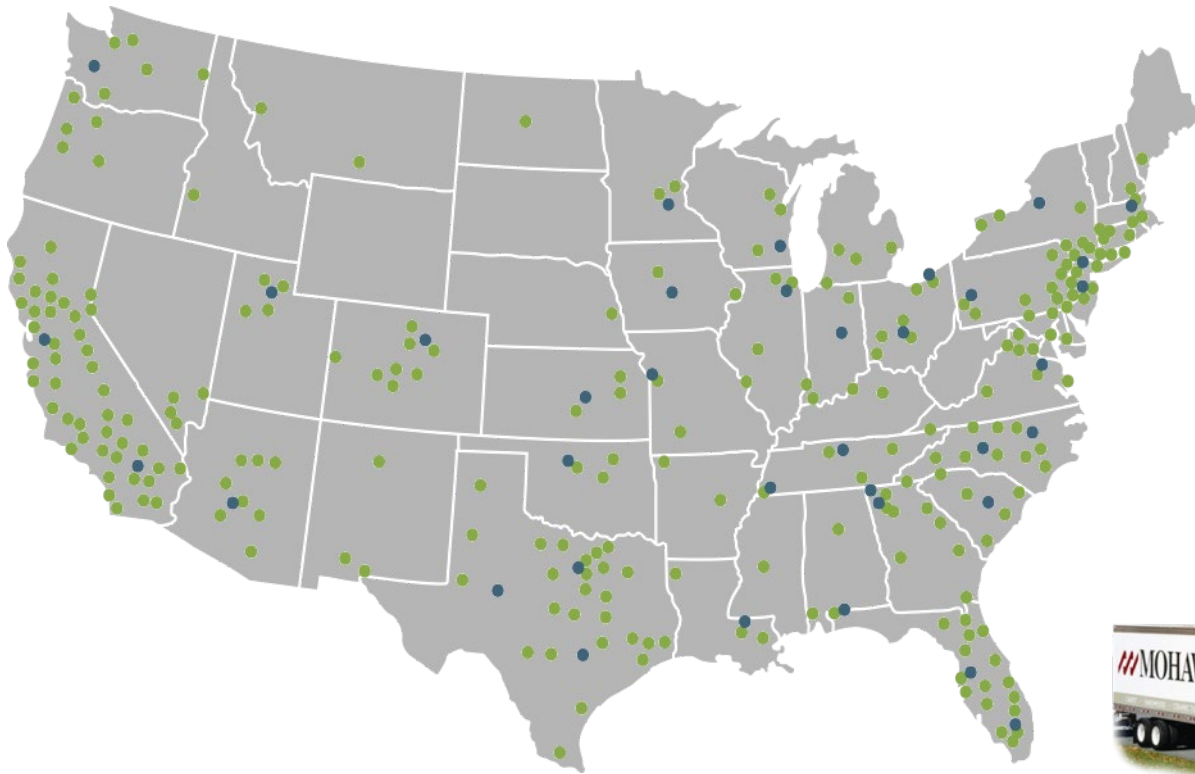
Rigid LVT: realistic visuals; water resist joints



Superior durability & performance; 60 enhanced visuals

Nationwide Distribution

- National network of distribution centers provides efficient delivery
- Service Centers provide key channel for ceramic distribution



● Carpet, Laminate, Wood & Vinyl DCs
● Ceramic Service Centers

- Leading-edge logistics system
- 1,600+ sales representatives
- 340+ distribution points
- 750+ trucks



Sustainability

Mohawk named most sustainable flooring supplier on Green Builder Media's 2021 Brand Index



7B

Plastic Bottles
Recycled



42M

Pounds of Tires
Recycled into Doormats



500+

Products with
Recycled Content



6.5B

Pounds of Waste
Recycled



50

Plants Certified
Zero Waste
to Landfill



513M

Reduced Water
Consumption
Since 2015 (gallons)



8.1%

Reduced Water
Intensity
Since 2010



18.8%

Reduced Greenhouse
Gas Intensity
Since 2010



DAL-TLE CERAMIC TILE
Saddlebrook


MOHAWK®

Global Ceramic

Global Ceramic Segment

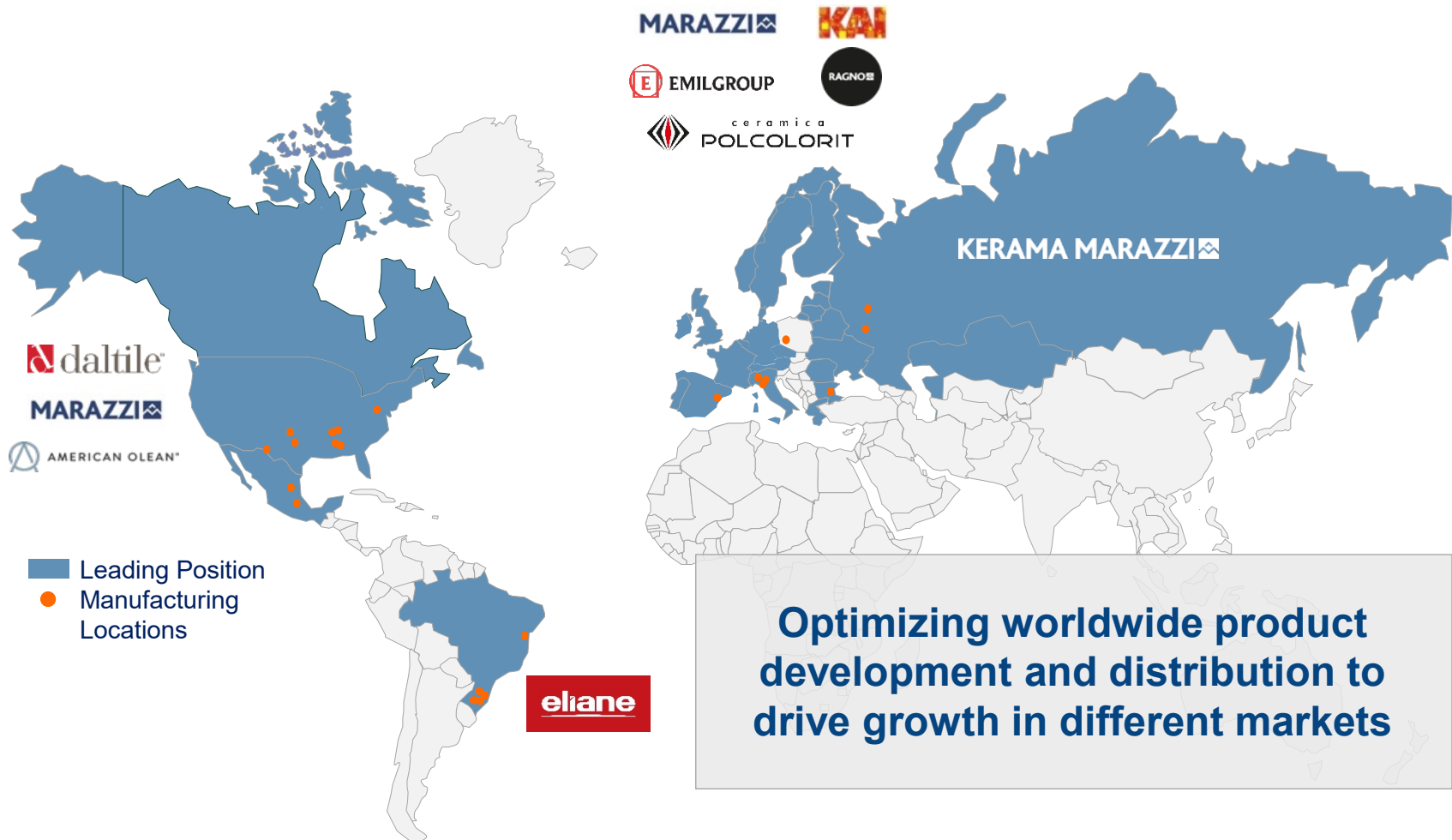
Competitive Advantages

- Largest global ceramic producer with leading positions in North America, Brazil, Eastern/Western Europe & Russia
- Most widely recognized ceramic brands
- Broad product line satisfies all channels and price points
- North American market share substantially larger than closest competitor
- Unmatched North American distribution and production capability
- Sales in more than 160 countries



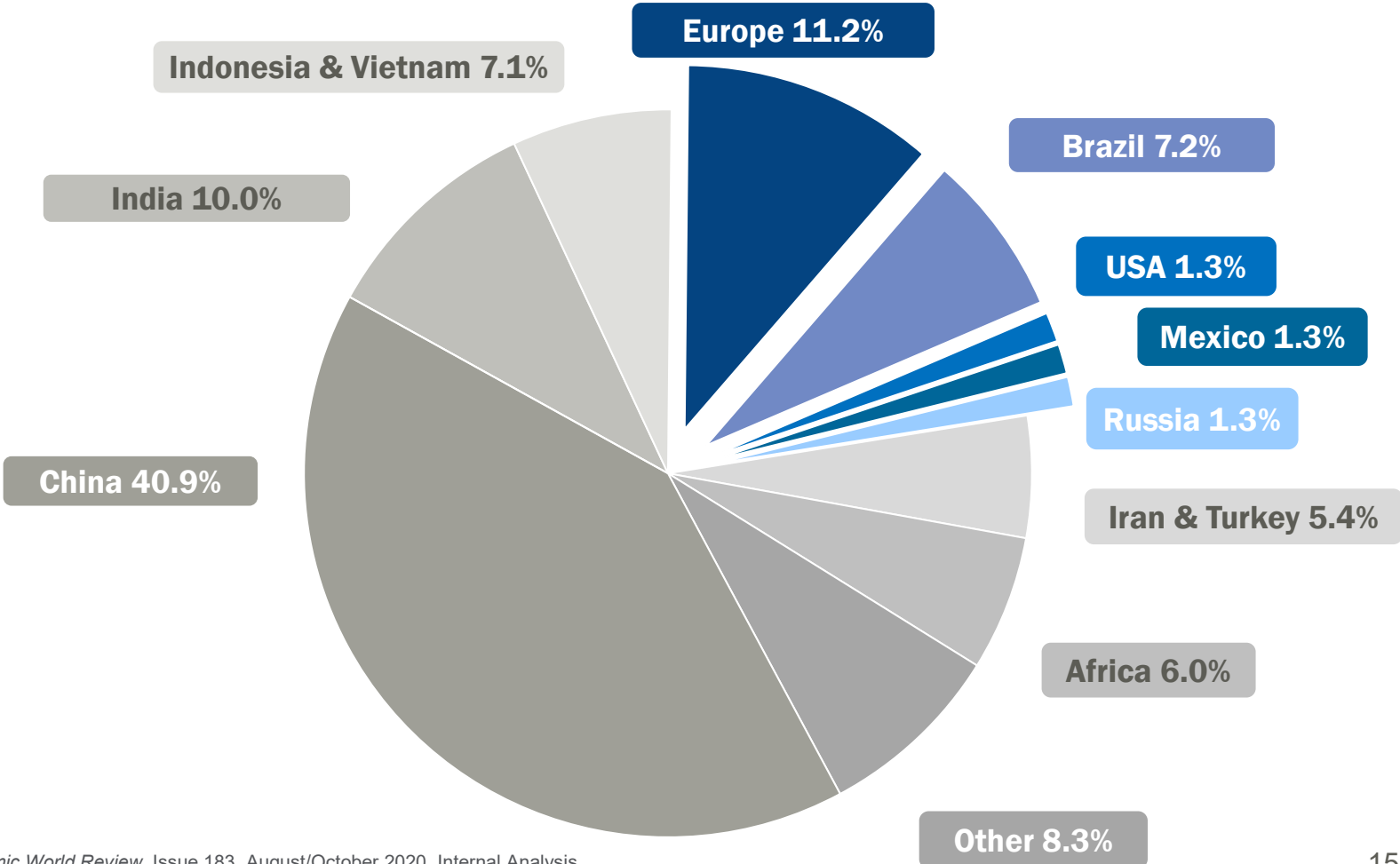
Ceramic Floor & Wall Tile
Stone Floors • Countertops

Ceramic: Leveraging Global Assets



Global Tile Market: 136 Billion Sq. Ft.

Mohawk currently participates in 22% of the worldwide market. With capacity of 2.7 Billion Sq. Ft., Mohawk has only 2% of the global market share, leaving ample room for growth.



Sources: Ceramic World Review, Issue 183, August/October 2020, Internal Analysis

Global Ceramic: Brands Serving All Channels

UNITED STATES/CANADA



- 212 service centers
- 36 countertop centers
- 19 design galleries
- Independent specialty retail
- Home centers
- Independent distributors
- New construction
- Commercial



BRAZIL/MEXICO



- Independent specialty retail
- Home centers
- New construction
- Independent distributors
- Commercial



EUROPE



- Independent specialty retail
- Home centers
- New construction
- Independent distributors
- Commercial

RUSSIA



- 23 distribution centers
- 375 company-owned or franchised retail stores
- Home centers
- New construction
- Independent distributors
- Commercial

Global Ceramic: Countertops

Stone



High-end, contemporary, luxe feel for any room

Quartz



Upscale look engineered for down-to-earth durability

Porcelain



Beauty of natural stone with the benefits of porcelain tile

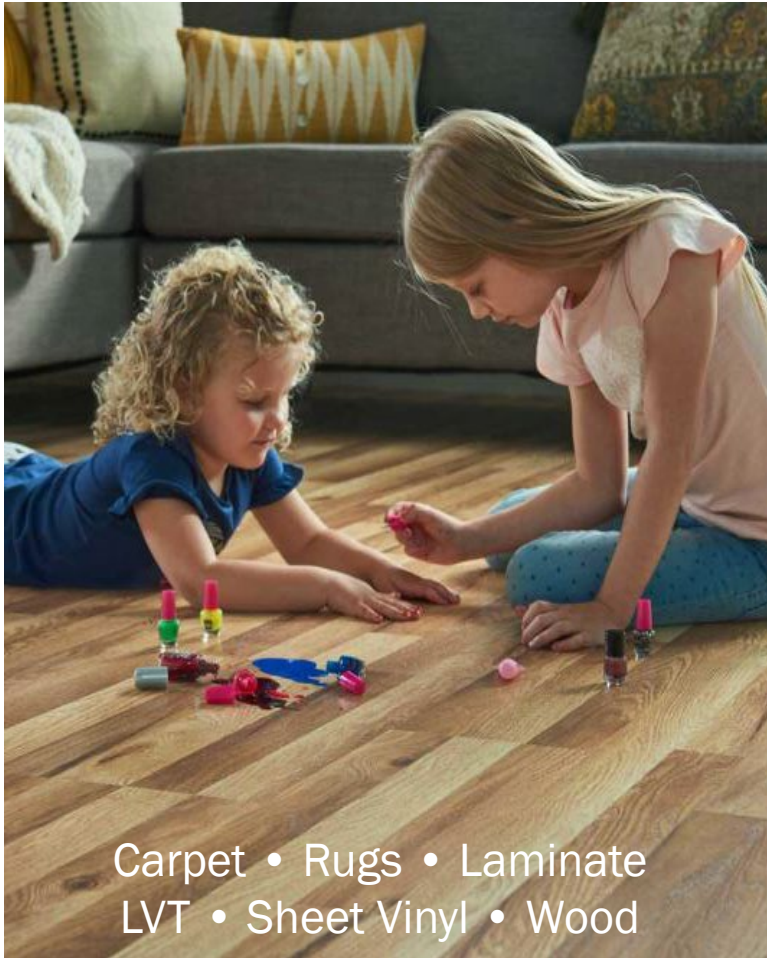


MOHAWK RESIDENTIAL CARPET
EverStrand Polyester Elegant Appeal


MOHAWK®

Flooring North America

Flooring North America Segment



Competitive Advantages

- Leading market share in all channels
- Leader in innovation, design & technology
- Significant growth opportunity with LVT
- Well-known exclusive brands
- Leveraging customer relationships across product categories
- Low-cost integrated manufacturing

Flooring NA: Brands Serving All Channels

RESIDENTIAL CARPET



- Independent Specialty Retail
- Aligned Dealers
- Home Centers
- Builder
- Multi-family

BATH & AREA RUGS



- Mass Merchants
- Department Stores
- Home Centers
- Independent Specialty Retail
- E-Commerce

COMMERCIAL CARPET



- Corporate
- Educational
- Retail
- Healthcare
- Hospitality
- Institutional
- Main Street

HARD SURFACES



- Independent Specialty Retail
- Aligned Dealers
- Home Centers
- Distributors
- Builder/Multi-family
- Commercial



QUICK-STEP LAMINATE
Signature Wide Reclaimed Chestnut Brown


MOHAWK®

Flooring Rest of the World

Flooring Rest of the World Segment



Competitive Advantages

- Leader in mid- to high-end categories
- Undisputed innovation frontrunner with patent-protected technology
- Significant growth opportunity with LVT
- Extend value of well known brands into new product categories
- Vertically integrated low-cost manufacturer across product categories
- Leveraging customer relationships to enter new channels and markets

Flooring ROW: Brands Serving All Channels

LAMINATE / WOOD



- Independent Specialty Retail
- Home Centers
- Independent Distribution
- Company-owned Distribution (Europe, Australia, New Zealand)
- Builder
- Multi-family



LVT



- Independent Specialty Retail
- Home Centers
- Company-owned Distribution (Europe, Australia, New Zealand)
- Builder
- Multi-family
- Commercial



CARPET



- Independent Specialty Retail
- Home Centers
- Builder
- Commercial



SHEET VINYL



- Independent Specialty Retail
- Home Centers
- Builder
- Multi-family
- Commercial



Flooring ROW Panels

MDF & Chipboards



Furniture and specialty construction

Insulation Panels



Airtight solutions for renovations or new construction

Roofing Panels



Insulated custom roof panels and hinged roofs



ALADDIN COMMERCIAL CARPET TILE
City Skylines - Uptown Vision



Financials

Q1 2021 Financial Results

Q1 Overview

- Record sales quarter for the company
 - Flooring ROW: residential remodeling grew; laminate, LVT & Oceania region performed well
 - Global Ceramic: demand grew across segment; sales in some markets at capacity
 - Flooring NA: residential remodeling driving growth; strong new and existing home sales
- Restructuring initiatives benefiting results and better positioning business for long term:
 - Rationalizing higher cost manufacturing assets
 - Investing in more productive equipment
 - Optimizing production to meet higher demand
 - Reducing lower performing products & SKUs
 - Consolidating distribution points
 - Conservatively allocating SG&A
- Solid free cash flow in the quarter; liquidity position and balance sheet remain strong
- Purchased \$123 million of MHK shares in stock buyback program

<i>(USD in millions)</i>	Q1 2020	Q1 2021
Net Sales	\$ 2,286	\$ 2,669
% Change		16.8%
Adjusted EBITDA	\$ 302	\$ 477
% Adjusted EBITDA Margin	13.2%	17.9%
Adjusted Operating Income	\$ 163	\$ 329
% Operating Income Margin	7.2%	12.3%
Adjusted Diluted EPS	\$ 1.66	\$ 3.49

Q1 2021 Results by Segment

(ex-unusual items)

	Q1 2020	Q1 2021
GLOBAL CERAMIC SEGMENT		
Sales % Change	\$848	\$930 9.6%
Operating Income Operating Margin	\$48 5.6%	\$89 9.6%
FLOORING NA SEGMENT		
Sales % Change	\$848	\$969 14.3%
Operating Income Operating Margin	\$44 5.2%	\$90 9.3%
FLOORING ROW SEGMENT		
Sales % Change	\$589	\$770 30.7%
Operating Income Operating Margin	\$80 13.5%	\$161 20.9%

Earnings Summary

(ex-unusual items)

	2017	2018	2019	2020	LTM*
Net Sales % Change	\$9,491 5.9%	\$9,984 5.2%	\$9,971 -0.1%	\$9,552 -4.2%	\$9,935 4.0%
EBITDA EBITDA Margin	\$1,859 19.6%	\$1,705 17.1%	\$1,530 15.3%	\$1,389 14.5%	\$1,565 15.8%
Operating Income Operating Margin	\$1,416 14.9%	\$1,189 11.9%	\$938 9.4%	\$799 8.4%	\$965 9.7%
Net Earnings % Change	\$1,019 8.4%	\$922 -9.5%	\$725 -21.3%	\$631 -13.0%	\$757 20.0%
Adjusted Diluted EPS % Change	\$13.61 7.9%	\$12.33 -9.4%	\$10.04 -18.6%	\$8.83 -12.1%	\$10.66 20.7%

*LTM (Last twelve months compared to full year 2020)

(Dollars in Millions except EPS)

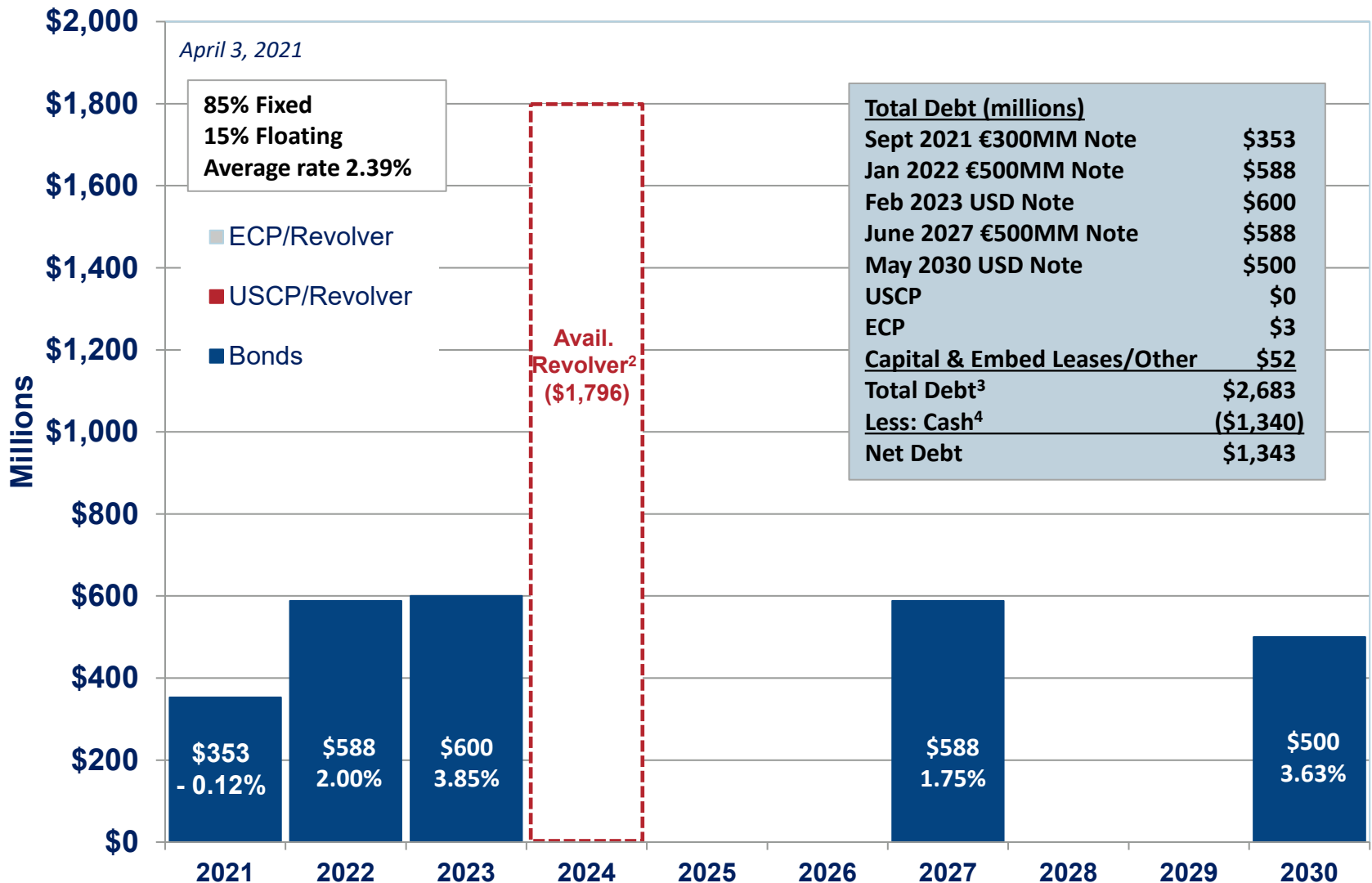
Results by Segment

(ex-unusual items)

	2017	2018	2019	2020	LTM*
GLOBAL CERAMIC SEGMENT					
Sales	\$3,405	\$3,553	\$3,631	\$3,433	\$3,514
% Change	7.2%	4.3%	2.2%	-5.5%	2.4%
Operating Income	\$545	\$459	\$344	\$234	\$275
Operating Margin	16.0%	12.9%	9.5%	6.8%	7.8%
FLOORING NA SEGMENT					
Sales	\$4,011	\$4,029	\$3,844	\$3,594	\$3,715
% Change	3.7%	0.5%	-4.6%	-6.5%	3.4%
Operating Income	\$573	\$400	\$258	\$198	\$244
Operating Margin	14.3%	9.9%	6.7%	5.5%	6.6%
FLOORING ROW SEGMENT					
Sales	\$2,075	\$2,402	\$2,496	\$2,525	\$2,706
% Change	8.1%	15.7%	3.9%	1.2%	7.2%
Operating Income	\$337	\$364	\$375	\$408	\$489
Operating Margin	16.2%	15.2%	15.0%	16.2%	18.1%

*LTM (Last twelve months compared to full year 2020)

Maturity Profile¹



1 Not shown: Approx. \$52MM in capital and embedded leases
 2 After Letters of Credit issuance of \$0.8MM
 3 Excluding deferred loan cost deduction of \$10.5MM
 4 Cash includes investments in Money Market and Mutual funds as of April 3, 2021



PERGO TIMBERCRAFT LAMINATE WITH WET PROTECT
Cayman Oak (Floor) and Brier Creek Oak (Wall)



Appendix

Appendix: Reconciliation of Non-GAAP Measures

ADJUSTED OPERATING INCOME

<i>(Amounts in thousands USD)</i>	2019Q1	2020Q1	2021Q1
Operating income	165,330	151,483	317,515
Adjustments to operating income:			
Restructuring, acquisition and integration-related and other costs	38,703	11,975	11,487
Acquisitions purchase accounting (including inventory step-up)	2,552	-	-
Adjusted operating income	206,585	163,458	329,002
Adjusted operating income as a percent of net sales	8.5%	7.2%	12.3%

OPERATING INCOME TO ADJUSTED EBITDA

<i>(Amounts in thousands USD)</i>	2019Q1	2020Q1	2021Q1
Operating income	165,330	151,483	317,515
Other (expense) income	3,736	(5,679)	2,227
Net (income) loss attributable to non-controlling interest	10	49	(4)
Depreciation and amortization	137,291	145,516	151,216
EBITDA	306,367	291,369	470,954
Restructuring, acquisition and integration-related and other costs	39,495	10,376	6,059
Acquisitions purchase accounting (including inventory step-up)	2,552	-	-
Release of indemnification asset	-	(35)	-
Adjusted EBITDA	348,414	301,710	477,013
Adjusted EBITDA as a percent of net sales	14.3%	13.2%	17.9%

Appendix: Reconciliation of Non-GAAP Measures

ADJUSTED OPERATING INCOME

<i>(Amounts in thousands USD)</i>	2017	2018	2019	2020	LTM
Operating income	1,354,173	1,095,326	827,224	636,002	802,034
Adjustments to operating income:					
Restructuring, acquisition and integration-related and other costs	48,939	78,650	106,954	163,479	162,991
Release of indemnification asset	-	-	247	-	-
Acquisitions purchase accounting (including inventory step-up)	13,314	15,359	3,938	-	-
Adjusted operating income	1,416,426	1,189,335	938,364	799,481	965,025
Adjusted operating income as a percent of net sales	14.9%	11.9%	9.4%	8.4%	9.7%

OPERATING INCOME TO ADJUSTED EBITDA

<i>(Amounts in thousands USD)</i>	2017	2018	2019	2020	LTM
Operating income	1,354,173	1,095,326	827,224	636,002	802,034
Other (expense) income	(5,205)	(7,298)	(36,407)	752	8,658
Net (income) loss attributable to non-controlling interest	(3,054)	(3,151)	(360)	(132)	(185)
Depreciation and amortization	446,672	521,765	576,452	607,507	613,207
EBITDA	1,792,586	1,606,642	1,366,909	1,244,129	1,423,714
Restructuring, acquisition and integration-related and other costs	48,940	78,449	99,679	145,415	140,871
Impairment of net investment	-	-	59,946	-	-
Acquisitions purchase accounting (including inventory step-up)	13,314	15,359	3,938	-	-
Release of indemnification asset	4,459	4,606	(56)	(262)	-
Adjusted EBITDA	1,859,299	1,705,056	1,530,416	1,389,282	1,564,585
Adjusted EBITDA as a percent of net sales	19.6%	17.1%	15.3%	14.5%	15.7%

Appendix: Reconciliation of Non-GAAP Measures

ADJUSTED OPERATING INCOME				
<i>(Amounts in thousands USD)</i>	2018	2019	2020	LTM
GLOBAL CERAMIC SEGMENT				
Operating income	439,153	335,639	167,731	207,558
Adjustments to operating income:				
Restructuring, acquisition and integration-related and other costs	13,312	8,288	65,842	67,238
Acquisitions purchase accounting (including inventory step-up)	6,723	204	-	-
Adjusted operating income	459,188	344,130	233,572	274,796
Adjusted operating income as a percent of net sales	12.9%	9.5%	6.8%	7.8%
FLOORING NA SEGMENT				
Operating income	356,841	177,566	147,442	192,534
Adjustments to operating income:				
Restructuring, acquisition and integration-related and other costs	42,846	80,195	50,895	51,689
Adjusted operating income	399,687	257,761	198,338	244,223
Adjusted operating income as a percent of net sales	9.9%	6.7%	5.5%	6.6%
FLOORING ROW SEGMENT				
Operating income	340,642	353,667	366,934	450,424
Adjustments to operating income:				
Restructuring, acquisition and integration-related and other costs	14,976	17,643	41,098	38,486
Acquisitions purchase accounting (including inventory step-up)	8,639	3,734	-	-
Adjusted operating income	364,258	375,044	408,032	488,910
Adjusted operating income as a percent of net sales	15.2%	15.0%	16.2%	18.1%

Appendix: Reconciliation of Non-GAAP Measures

ADJUSTED NET EARNINGS			
<i>(Amounts in thousands USD, except EPS)</i>	2019Q1	2020Q1	2021Q1
Net earnings attributable to Mohawk Industries, Inc.	121,585	110,514	236,807
Adjusting items:			
Restructuring, acquisition and integration-related and other costs	39,495	11,930	11,877
Acquisitions purchase accounting (including inventory step-up)	2,552	-	-
Income taxes	(9,152)	(3,080)	(2,735)
Adjusted net earnings attributable to Mohawk Industries, Inc.	154,480	119,364	245,949
Adjusted diluted earnings per share attributable to Mohawk Industries, Inc.	2.13	1.66	3.49
Weighted-average common shares outstanding - diluted	72,646	71,777	70,474

Appendix: Reconciliation of Non-GAAP Measures

ADJUSTED NET EARNINGS					
<i>(Amounts in thousands USD, except EPS)</i>	2017	2018	2019	2020	LTM
Net earnings attributable to Mohawk Industries, Inc.	971,638	861,704	744,211	515,595	641,888
Adjusting items:					
Restructuring, acquisition, integration-related and other costs	49,144	78,449	99,679	167,079	166,991
Acquisitions purchase accounting (including inventory step-up)	13,314	15,359	3,938	-	-
Acquisition interest expense	-	4,322	-	-	-
Release of indemnification asset	4,459	4,606	(57)	(262)	(227)
Deferred loan costs	-	-	601	-	-
Impairment of net investment	-	-	59,946	-	-
European tax restructuring	-	-	(136,194)	-	-
Income tax reform	810	-	-	-	-
Income taxes	(16,260)	(37,817)	(46,842)	(52,003)	(51,623)
Income taxes - reversal of uncertain tax position	(4,459)	(4,606)	56	262	227
Adjusted net earnings attributable to Mohawk Industries, Inc.	1,018,646	922,017	725,338	630,672	757,256
Adjusted diluted earnings per share attributable to Mohawk Industries, Inc.	13.61	12.33	10.04	8.83	10.66
Weighted-average common shares outstanding - diluted	74,839	74,773	72,264	71,401	71,062

Appendix: Reconciliation of Non-GAAP Measures

NET DEBT								
<i>(Amounts in thousands USD)</i>	2019Q2	2019Q3	2019Q4	2020Q1	2020Q2	2020Q3	2020Q4	2021Q1
Current portion of long-term debt and commercial paper	1,891,512	1,273,158	1,051,498	1,210,525	135,350	356,130	377,255	953,913
Long-term debt, less current portion	1,169,489	1,483,581	1,518,388	1,514,000	2,573,155	2,282,781	2,356,887	1,719,115
Less: Cash and cash equivalents	128,096	111,303	134,785	263,086	737,712	781,238	768,625	557,262
Net Debt	2,932,905	2,645,436	2,435,101	2,461,439	1,970,791	1,857,673	1,965,517	2,115,766
Less: (ST) Investments	49,000	45,000	42,500	60,300	56,700	407,784	571,741	782,267
Net Debt less (ST) Investments	2,883,905	2,600,436	2,392,601	2,401,139	1,914,091	1,449,889	1,393,776	1,333,499

TRAILING TWELVE MONTHS OPERATING INCOME TO ADJUSTED EBITDA								
<i>(Amounts in thousands USD)</i>	2019Q2	2019Q3	2019Q4	2020Q1	2020Q2	2020Q3	2020Q4	2021Q1
Operating income	932,810	885,786	827,224	813,377	485,559	508,083	636,002	802,034
Other (expense) income	5,574	(46,433)	(36,407)	(45,822)	(49,907)	3,532	752	8,658
Net (income) loss attributable to non-controlling interest	(1,920)	(1,058)	(360)	(321)	223	38	(132)	(185)
Depreciation and amortization	549,837	561,785	576,452	584,677	598,289	604,711	607,507	613,207
EBITDA	1,486,301	1,400,080	1,366,909	1,351,911	1,034,164	1,116,364	1,244,129	1,423,714
Restructuring, acquisition, integration-related and other costs	88,637	70,289	99,679	70,560	153,683	179,257	145,415	140,871
Impairment of net investment	-	65,172	59,946	59,946	59,946	(5,226)	-	-
Acquisitions purchase accounting (including inventory step-up)	17,527	10,437	3,938	1,386	222	222	-	-
Release of indemnification asset	2,857	2,198	(56)	(91)	(114)	354	(262)	-
Adjusted EBITDA	1,595,322	1,548,176	1,530,416	1,483,712	1,247,901	1,290,971	1,389,282	1,564,585
Net Debt less (ST) Investments to Adjusted EBITDA	1.8	1.7	1.6	1.7	1.6	1.1	1.0	0.9



MOHAWK ULTRAWOOD WITH WETPROTECT
Crosby Cove



Mohawk Industries Q1 2021 Investor Presentation