



Investor Presentation

May 2018

A World of Opportunity


MOHAWK[®]
INDUSTRIES, INC.



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 all flooring categories
 - Ceramic
 - Carpet & Rugs
 - Laminate
 - Wood
 - Sheet Vinyl
 - LVT
 - Stone Flooring
 - Countertops
- Expanding international presence
- Differentiated distribution infrastructure
- Strong cash flow to fund CapEx and acquisition opportunities
- Superior management team with multi-level succession plan
- Significant insider ownership

Mohawk by the Numbers



\$9.5B

2017 Worldwide
Sales



\$1.9B

2017 Adjusted
EBITDA



\$6.6B

CapEx & Acquisition
Investments (2013-17)



40

Acquisitions
Since 1992



17

Countries
Manufacturing



38,800+

Employees
Worldwide



170+

Countries
Sales



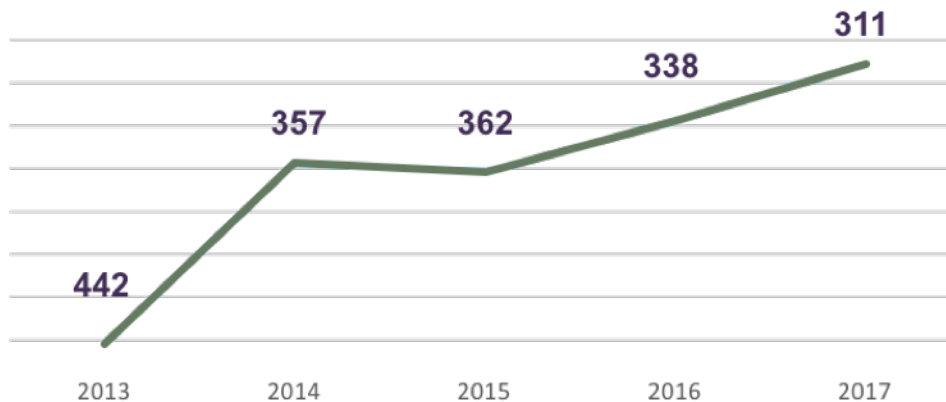
25,000+

Customers
Worldwide

Mohawk Rises on 2017 Fortune 500



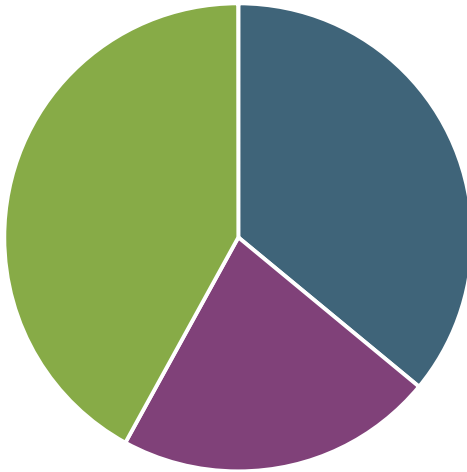
MOHAWK'S RANK IN THE FORTUNE 500



Fortune Category	Mohawk Results	2017 Rank
Sales	\$8.95B	311
Profit	\$930M	205
Market Value	\$17B	242
Profit Growth	51.2%	12

2017 Sales Mix

SEGMENT

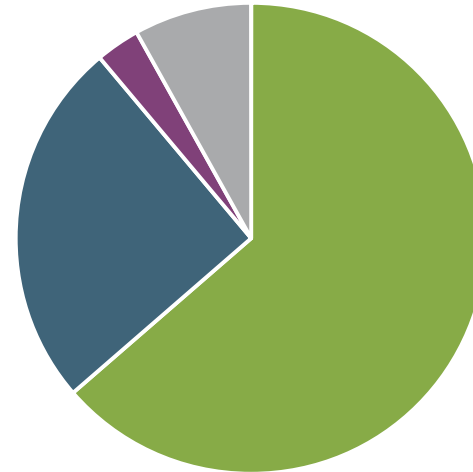


42% Flooring NA

36% Global Ceramic

22% Flooring ROW

GEOGRAPHY



63% United States

25% Europe

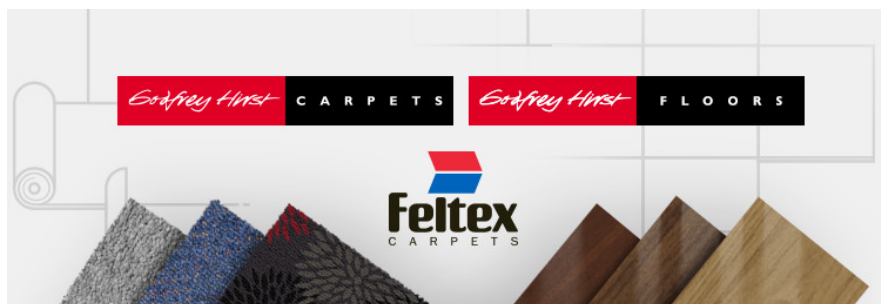
3% Russia

8% Other

International Operations



Godfrey Hirst Acquisition



- Largest flooring provider in Australia and New Zealand
- Carpet manufacturing and hard surface distribution
- Market's design and innovation leader
- Synergies with existing Mohawk soft and hard surface business
- Last fiscal year net sales US\$334M
- Closing expected May 2018
- Estimate 7-month 2018 benefit of ~US\$180M revenue and ~US\$.25 EPS

Positive Industry Outlook



Before



After



United States

- GDP & flooring industry growing
- Low mortgage rates driving home sales
- New residential construction increasing
- Rising home prices support reinvestment
- Pent up demand – industry 22% below 2005 peak
- Commercial end market growing

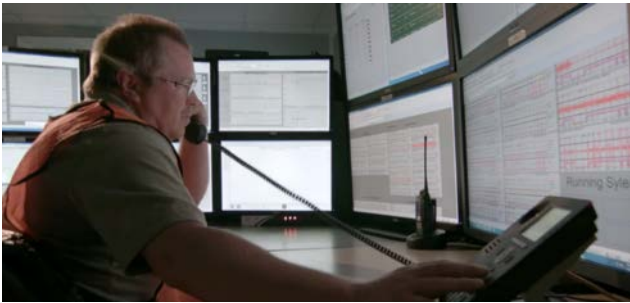
Rest of World

- Economic growth forecast for EU for 2018
- EU Central Bank stimulus has encouraged investment
- Russian economy challenging in 2018; significant long-term upside from aging housing
- In Mexico, GDP growth projected for remainder of 2018

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



Digitally Printed
Ceramic Tile



StepWise™

Superior Slip
Resistance

CARPET

MOHAWK
SmartStrand

Silk
RESERVE

airo™
UNIFIED SOFT FLOORING

Exclusive Super
Soft & Stain
Resistant Fiber

Proprietary Unified
Soft Flooring; Faster,
Easier Installation

LAMINATE / WOOD

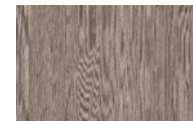
RevWood
plus

Proprietary
Water Proof Wood

TrueTEK™

Engineered Wood
Planks Up to 9" x 90"

MOHAWK
SOLIDTECH
STRENGTH. STABILITY. VERSATILITY.

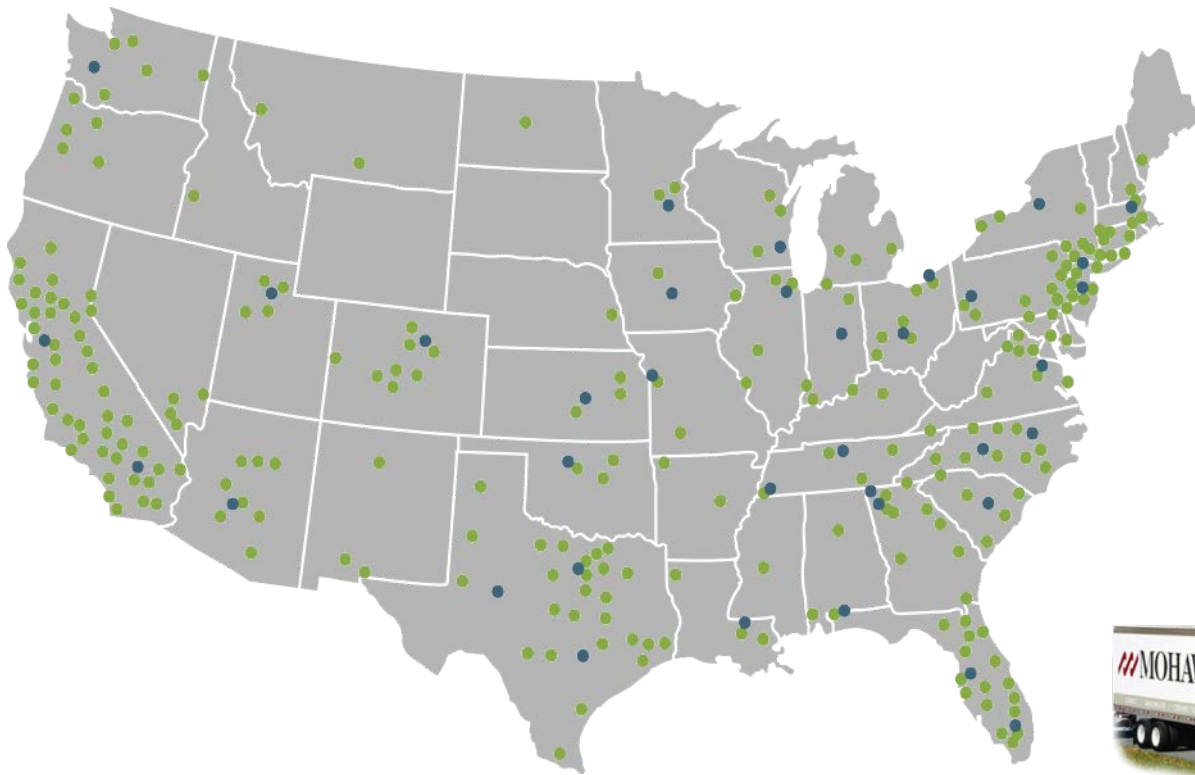


Rigid LVT:
Realistic Visuals;
Water Resistance

Deeply Embossed Sheet;
More Natural Visuals

Best-In-Class 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

Best-In-Class

- Logistics system
- 1,500 sales representatives
- 350 distribution points
- 650 trucks



Investing in the Business

- Invested \$6.6B 2013-2017

- Acquisitions driving growth through new products & geographies

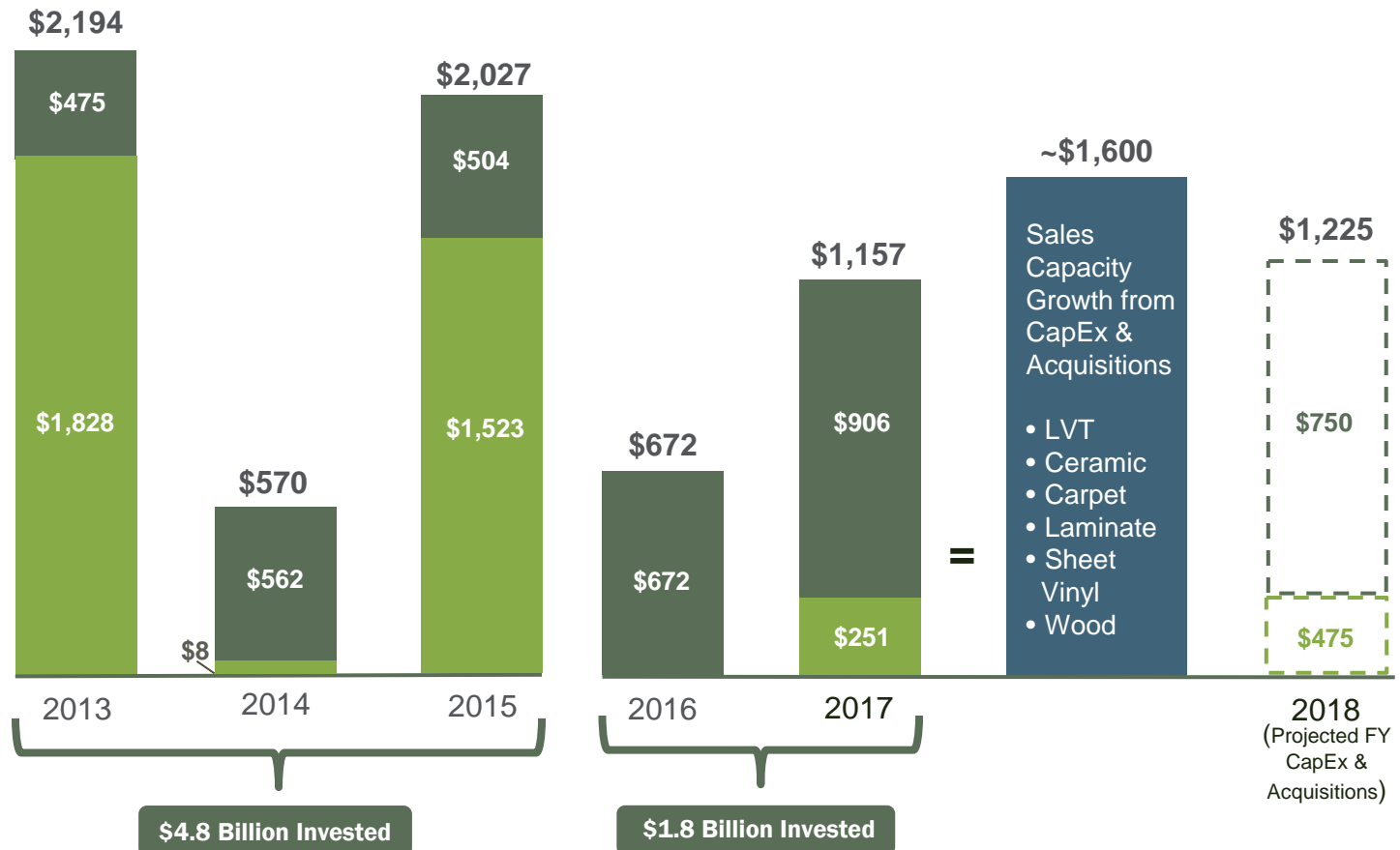
- 2013-2018 CapEx improving productivity & profitability

- 2016-17 CapEx & Acquisitions will support additional sales capacity of ~\$1.6 billion

Capital Expenditures

New Acquisitions

Dollars in Millions



Extending Sales Capacity through Investment

\$2.3B internal investment (2016-2018)



UNITED STATES

- Adding capacity in LVT, ceramic, laminate and engineered wood
- Constructing countertop plant
- Extended existing businesses (utility mats, outdoor rugs)



MEXICO & SOUTH AMERICA

- Doubling ceramic capacity at Salamanca
- Added new carpet cushion facility in Mexicali



EUROPE

- Modernized Italian ceramic facilities; added porcelain slab production
- Constructed carpet tile plant in Belgium
- Expanding capacity in LVT and premium laminate



RUSSIA

- Adding sheet vinyl plant
- Expanding capacity in ceramic and laminate

Aggressive Acquisition Strategy

Invested \$3.6B in 16 acquisitions since 2013



GEOGRAPHY

- Strategic fit
- Leverage strengths in existing locations
- Enter markets with significant growth potential



PRODUCTS

- Focus on flooring
- New product categories
- Synergies with existing businesses
- Leverage existing assets to expand distribution



MANAGEMENT

- Proven management teams
- Good bench strength
- Shared values
- Improve entire business with best practices



RETURNS

- Best possible valuation
- Potential for significant ROI
- Good short- and long-term opportunity
- Mitigate risks

The Business of Sustainability



6.2B

Plastic Bottles
Recycled



6.5B

Pounds of Waste
Recycled



500+

Products with
Recycled Content



42M

Pounds of Tires
Recycled Into Doormats



47

Plants with Zero Waste
to Landfill



36%

Water Intensity
Reduced since 2010



442M

Gallons of Reduced
Water Consumption
since 2015



5%

GHG Intensity
Reduced since 2010



Daltile – Porcelain Tile
WOODBRIDGE SERIES

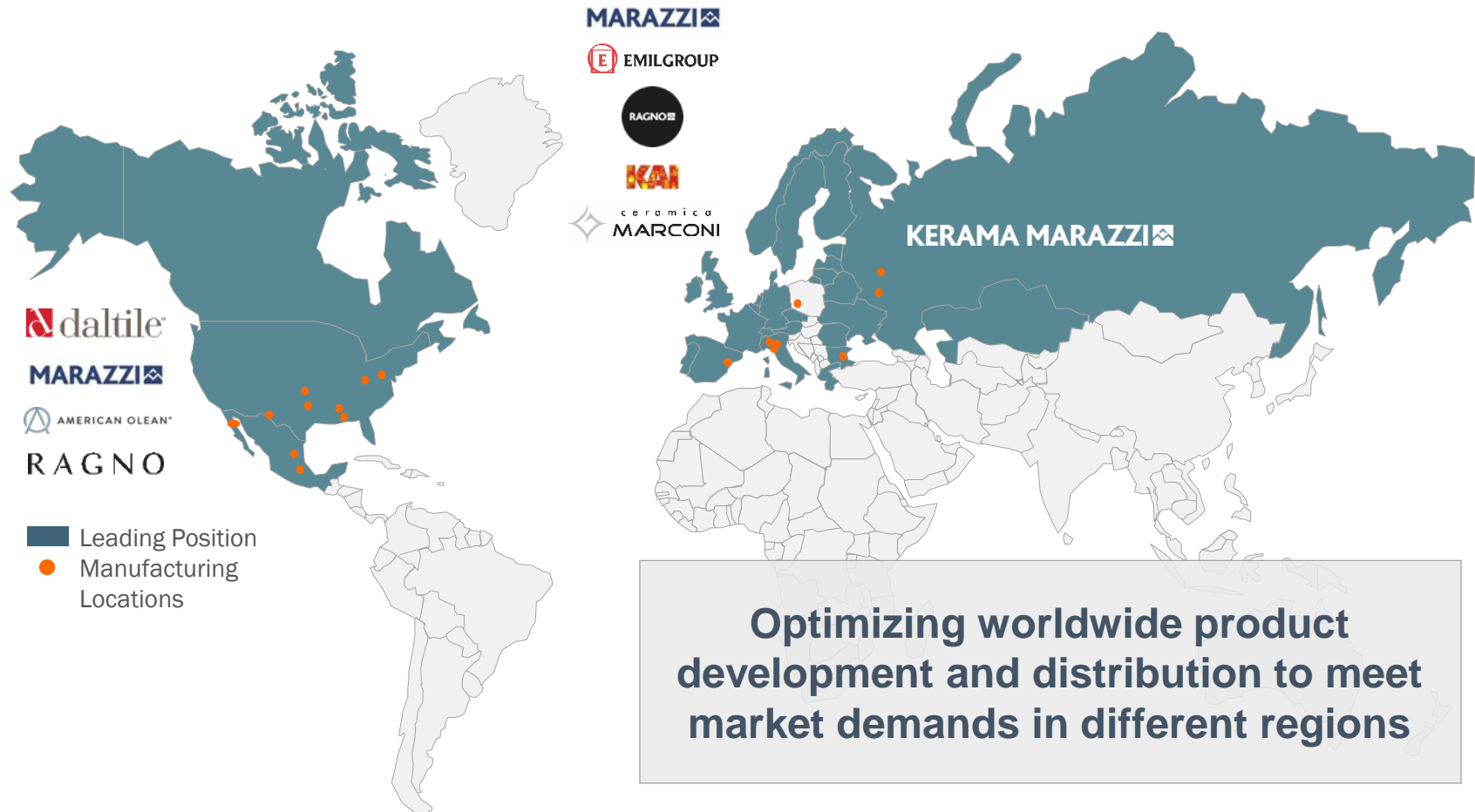
Global Ceramic Segment

Competitive Advantages

- Worldwide ceramic leader with leading positions in North America, Eastern & Western Europe and 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

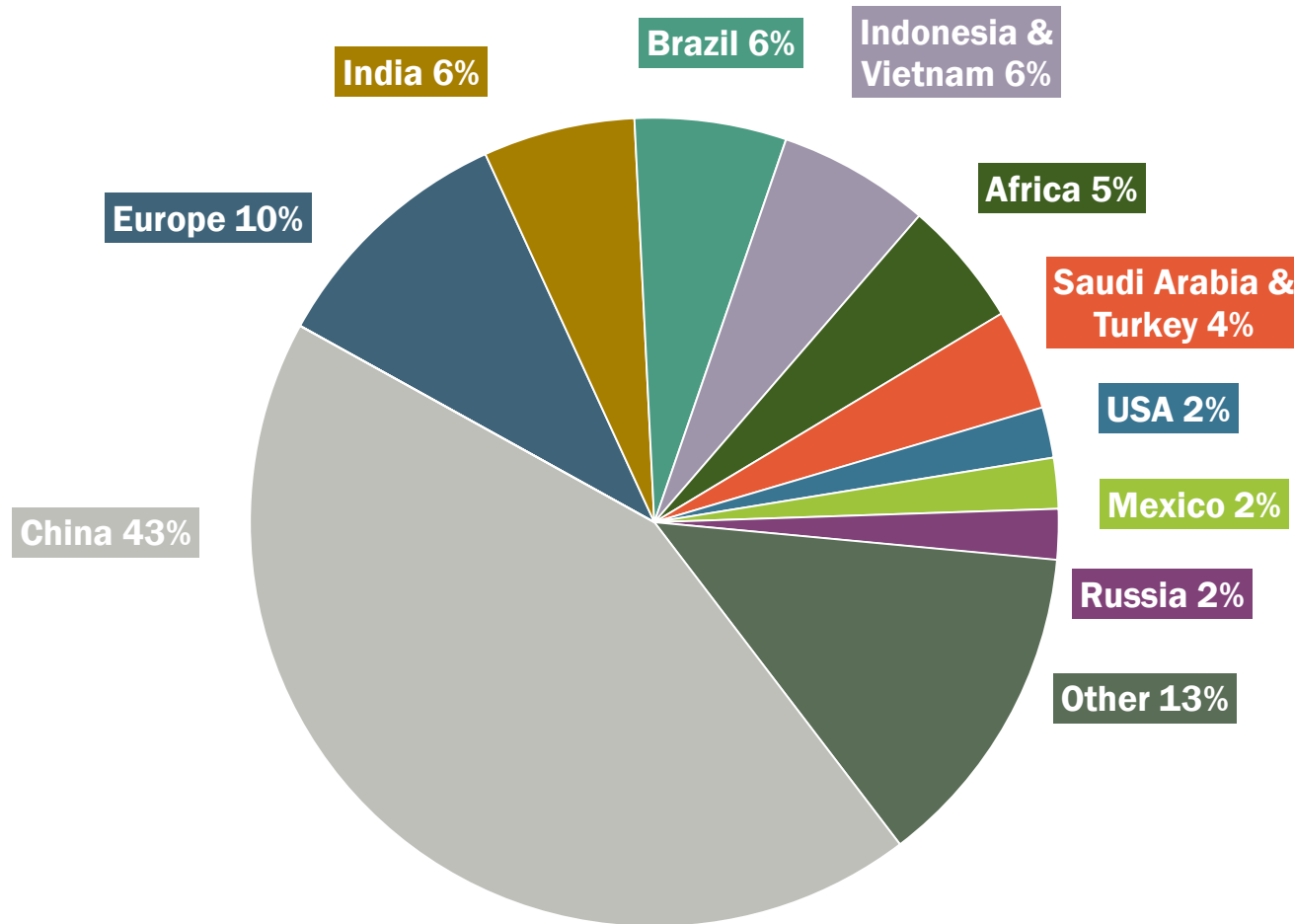


Ceramic: Leveraging Global Assets



Global Tile Market: 135 Billion Sq. Ft.

2017 Mohawk Capacity – 2.2 Billion Sq. Ft.



Global Ceramic: Brands Serving All Channels

UNITED STATES & CANADA



- 251 service centers
- 40 stone centers



- 16 design galleries
- Independent specialty retail



- Home centers

RAGNO

- Independent distributors
- New construction

EUROPE



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



RUSSIA



- 22 distribution centers
- 350 company-owned or franchised retail stores
- Home centers
- New construction
- Independent distributors

MEXICO



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



Global Ceramic: Countertops

Stone



High-end, contemporary, luxe feel for any room

Quartz



An upscale look engineered for down-to-earth durability

Porcelain

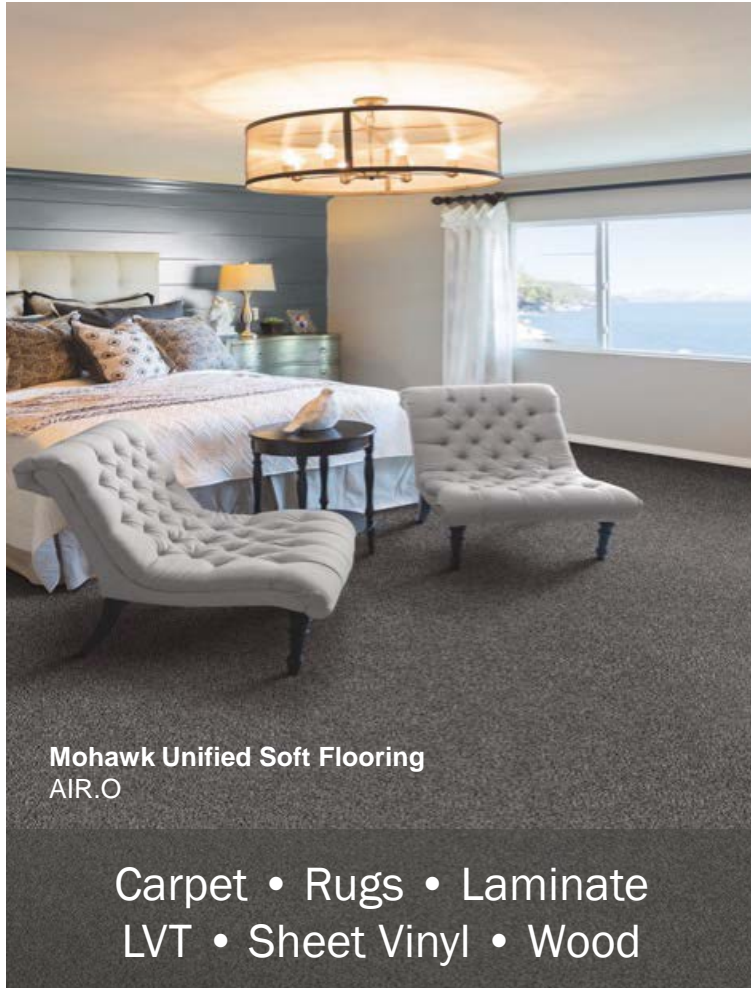


Scale and style of natural stone slabs with the benefits of porcelain tile



Karastan Wool Carpet
CAPE VIEW

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
- Leverage 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
- Builder
- Multi-family



Pergo Luxury Vinyl Tile
GREY RIVER OAK


MOHAWK®
May 2018

Flooring Rest of the World

Flooring Rest of the World Segment



Competitive Advantages

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

Flooring ROW: Brands Serving All Channels

LAMINATE



PERGO

balterio
FOR EVERYDAY LIFE...

- Independent Specialty Retail
- Home Centers
- Independent Distribution
- Company-owned Distribution (U.K., Italy, Switzerland, Australia, New Zealand, India)
- Builder
- Multi-family

WOOD



PERGO

- Independent Specialty Retail
- Home Centers
- Builder
- Independent Distribution
- Company-owned Distribution (U.K., Australia, New Zealand, India)

LVT



PERGO



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



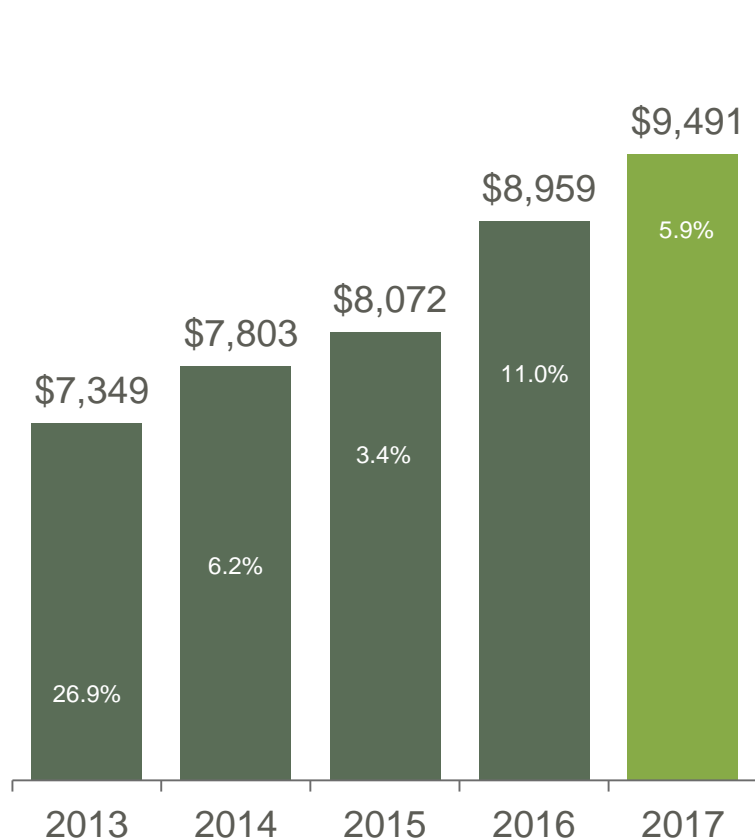
Insulated custom roof panels and hinged roofs



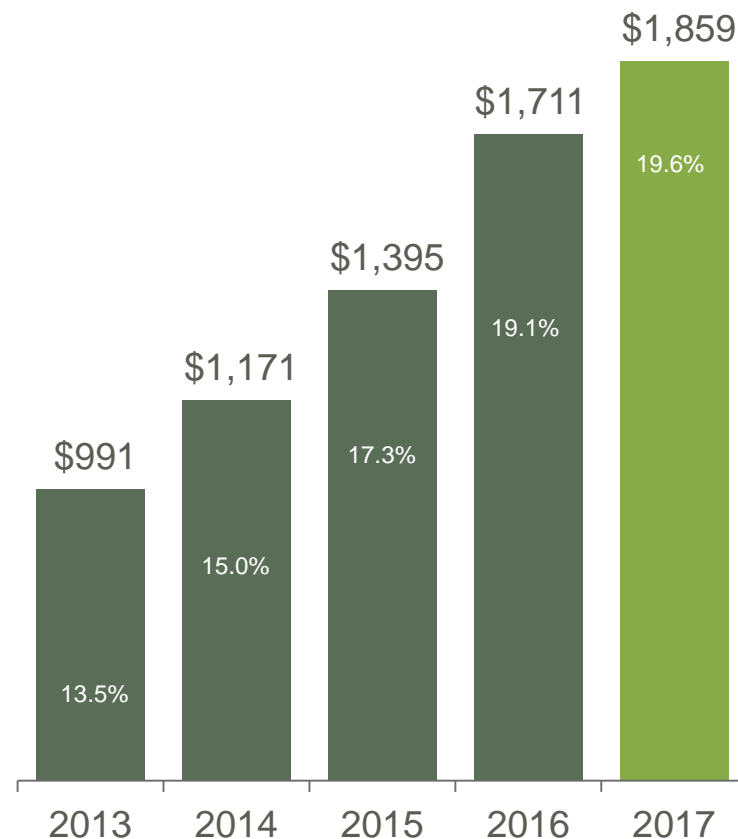
Mohawk Group Carpet Tile
LICHEN COLLECTION

Net Sales & Adjusted EBITDA

Net Sales (% YOY Growth)



EBITDA (% of Net Sales)



Earnings Summary

(ex-unusual items)

	2013	2014	2015	2016	2017
Net Sales % Change	\$7,349 27%	\$7,803 6%	\$8,072 3%	\$8,959 11%	\$9,491 6%
EBITDA EBITDA Margin	\$991 13%	\$1,171 15%	\$1,395 17%	\$1,711 19%	\$1,859 20%
Operating Income Operating Margin	\$690 9%	\$834 11%	\$1,050 13%	\$1,298 14%	\$1,416 15%
Net Earnings % Change	\$473 81%	\$598 26%	\$756 26%	\$940 24%	\$1,019 8%
Adjusted Diluted EPS % Change	\$6.55 73%	\$8.15 24%	\$10.20 25%	\$12.61 24%	\$13.61 8%

(Dollars in Millions except EPS)

Results by Segment

(ex-unusual items)

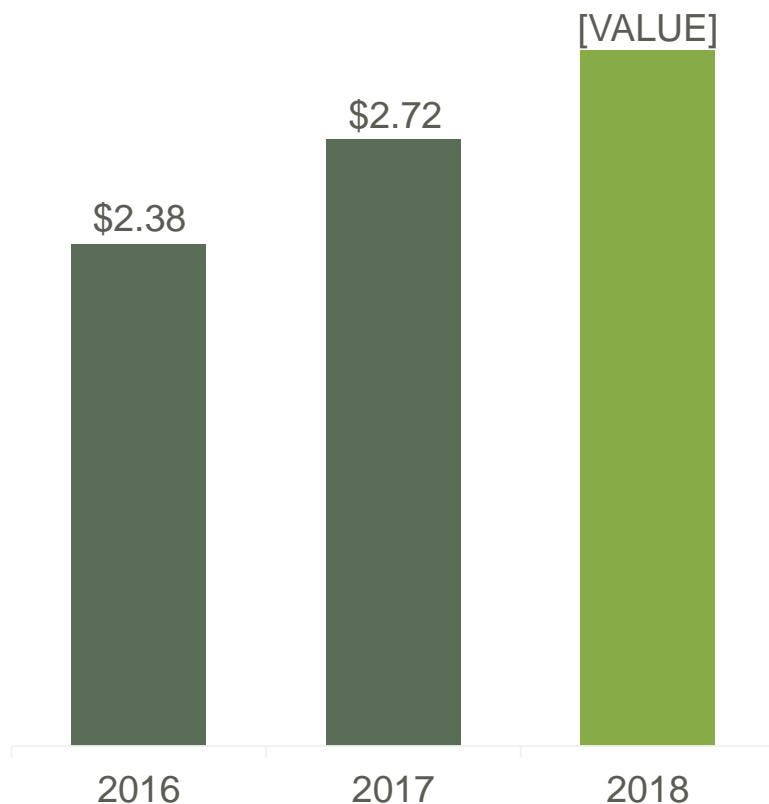
	2013	2014	2015	2016	2017
GLOBAL CERAMIC SEGMENT					
Sales	\$2,677	\$3,015	\$3,013	\$3,175	\$3,405
% Change	66%	13%	0%	5%	7%
Operating Income	\$284	\$360	\$422	\$481	\$545
Operating Margin	11%	12%	14%	15%	16%
FLOORING NA SEGMENT					
Sales	\$3,423	\$3,441	\$3,602	\$3,866	\$4,011
% Change	9%	1%	5%	7%	4%
Operating Income	\$279	\$315	\$421	\$505	\$573
Operating Margin	8%	9%	12%	13%	14%
FLOORING ROW SEGMENT					
Sales	\$1,249	\$1,354	\$1,457	\$1,919	\$2,075
% Change	21%	8%	8%	32%	8%
Operating Income	\$157	\$188	\$242	\$348	\$337
Operating Margin	13%	14%	17%	18%	16%

*2013 - 2014 represent Q2 2015 realignment of segments (Dollars in Millions)

Quarterly Earnings Summary

(ex-unusual items)

Adjusted Diluted Quarterly EPS



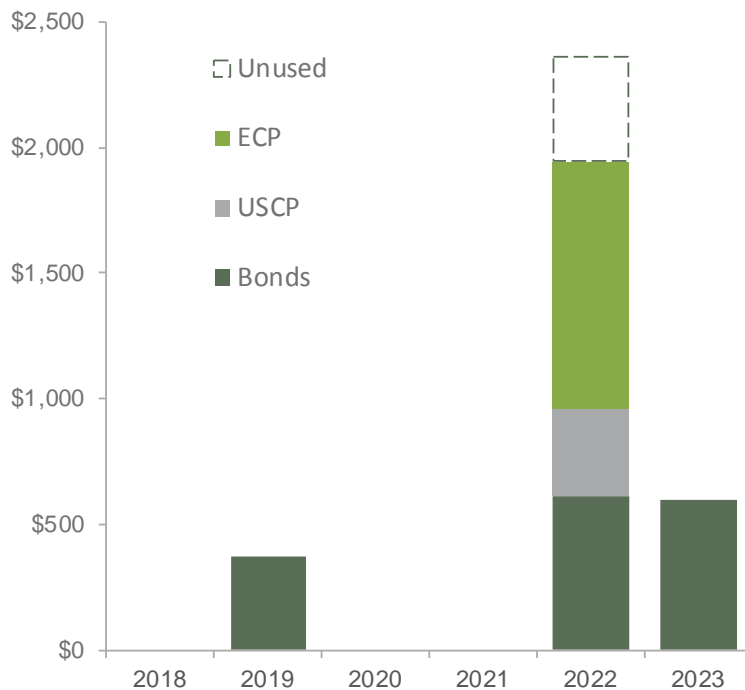
First Quarter Results

	2016	2017	2018
Net Sales	\$2,172	\$2,221	\$2,412
% Change	15%	2%	9%
EBITDA	\$350	\$386	\$411
EBITDA Margin	16%	17%	17%
Operating Income	\$253	\$279	\$292
Operating Margin	12%	13%	12%
Adjusted Diluted EPS	\$2.38	\$2.72	\$3.01
% Change	40%	14%	11%

(Dollars in Millions except EPS)

Leverage and Capital Structure

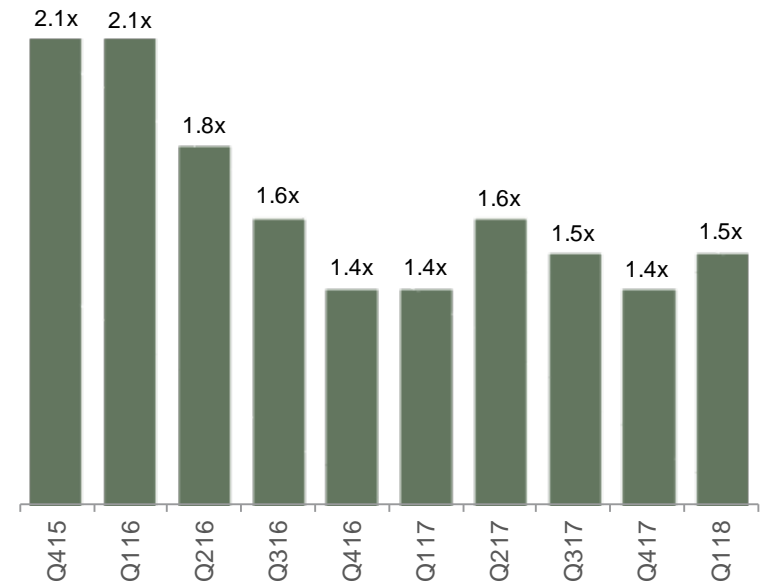
Maturity Schedule¹



Average Rate 1.45% (43% Fixed / 57% Floating)

As of March 31, 2018. Dollars in Millions

Net Debt-to-EBITDA Multiple²



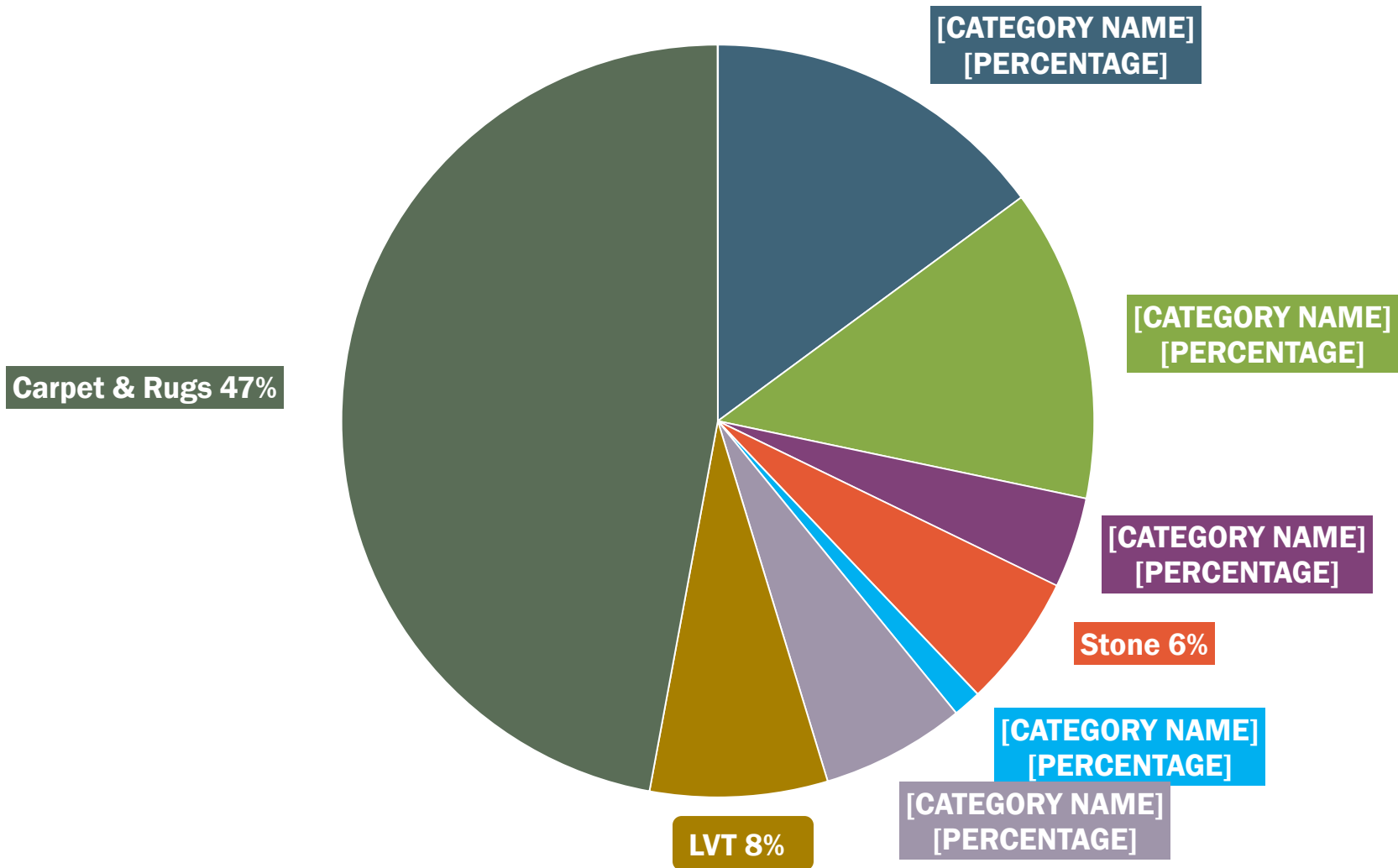
¹ Approximately \$7 million in capital leases not shown. USCP and ECP amounts include end of quarter revolver borrowing.

² 2015 Q4 EBITDA proforma



Mohawk Wood
REVWOOD PLUS

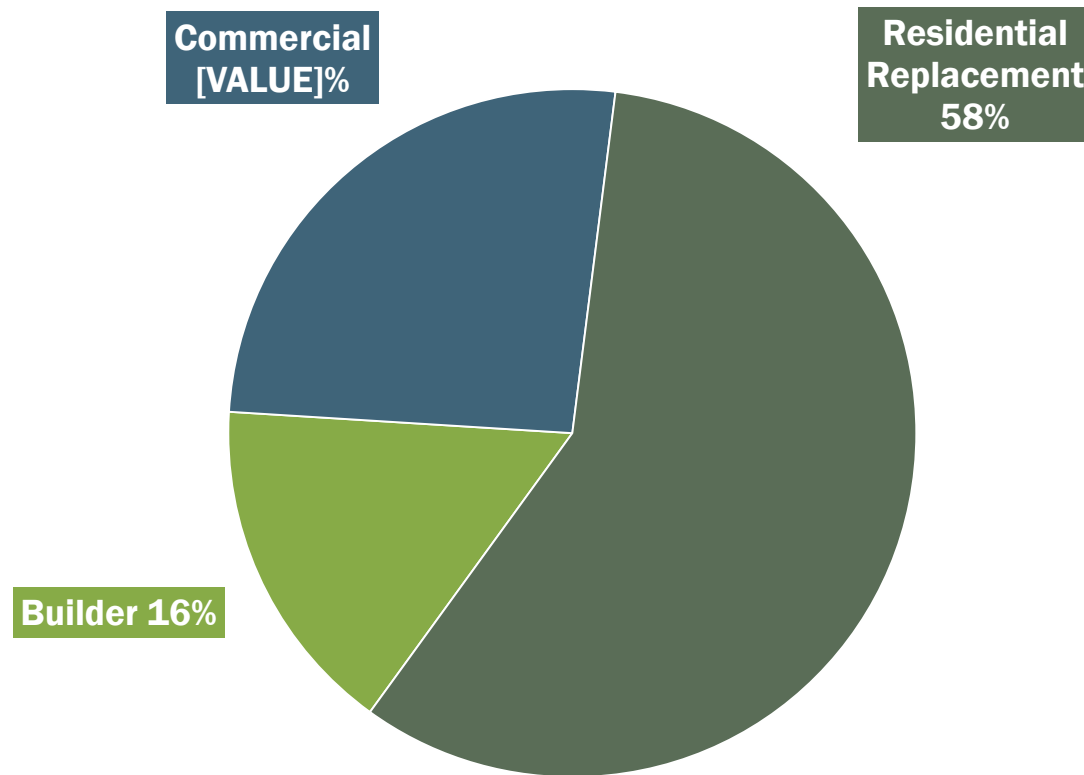
U.S. Flooring Industry: \$24.5 Billion



Source: *Floor Covering Weekly*, July 24, 2017

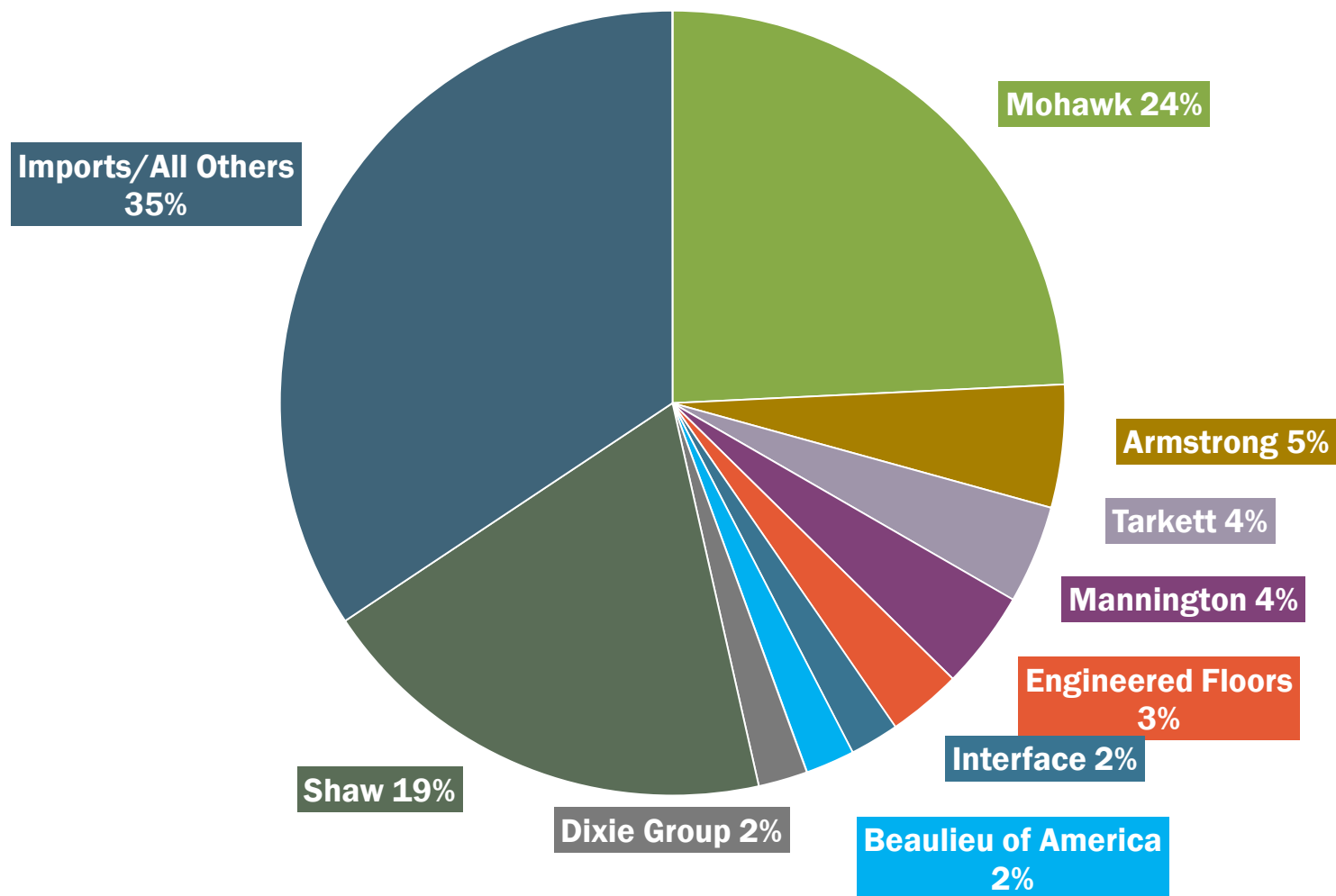
Subject to rounding

U.S. Flooring Sales by End Use Market



- Anticipate continued expansion in new housing starts
- Residential remodeling projected to significantly expand
- Commercial indicators suggest future growth

U.S. Flooring Market

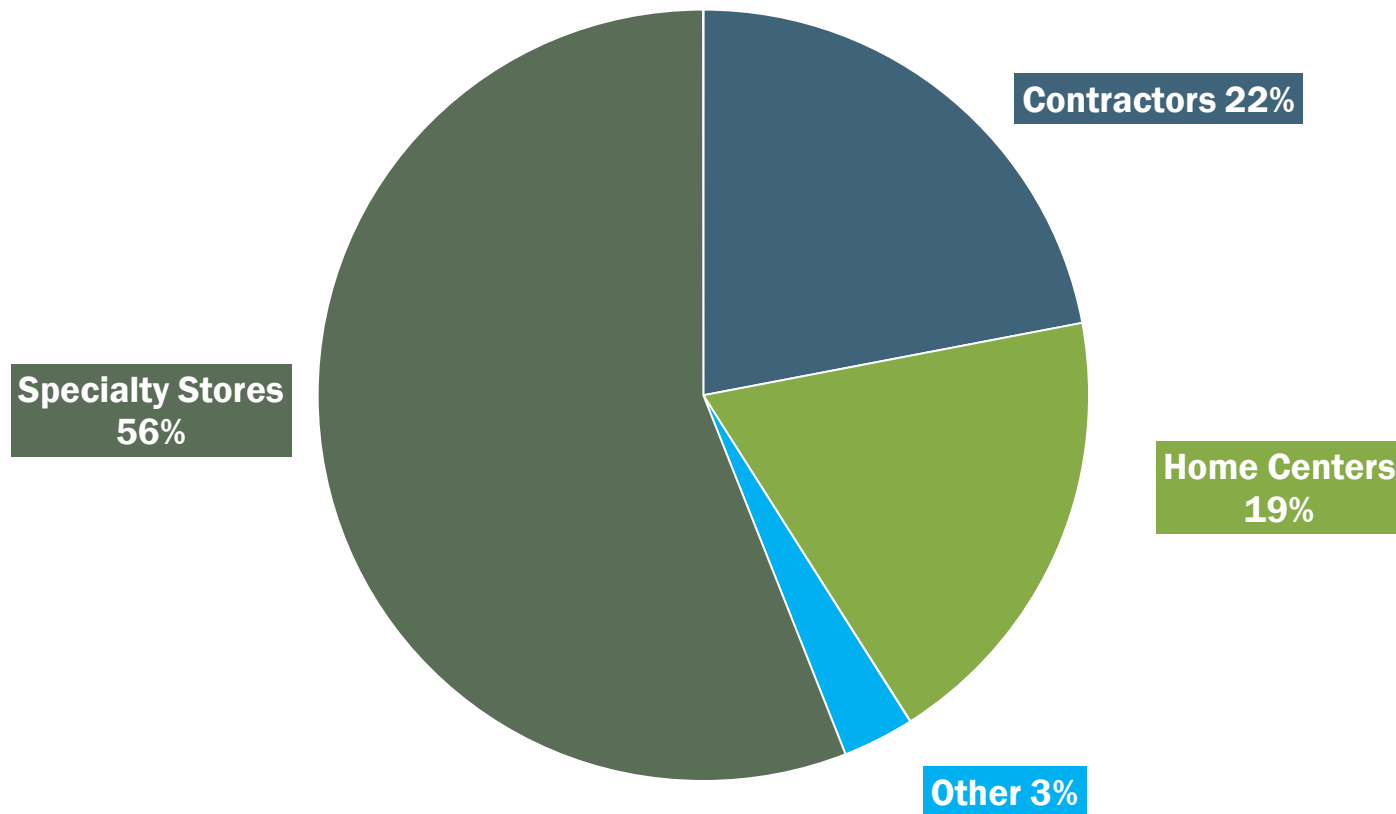


Source: *Floor Focus*, May 2017

Does not include sales of stone flooring or carpet cushion, categories in which Mohawk has leading positions the U.S. market

Subject to rounding

U.S. Flooring Channels



Investor Presentation