



Leading Scale





## Strength in Our Leading Scale

### BEST COST, QUALITY AND DELIVERY SYSTEMS

Whirlpool Corporation employees are passionate about the products we make, and we are committed to providing the best appliances to each consumer while leveraging the efficiencies of global product design and manufacturing with a strong, proven supply chain network.

Our consumers benefit from our industry-leading scale and expertise. We deploy global product and technology capabilities while keeping local and regional considerations in mind. This allows us to meet the unique needs of each consumer in every part of the world.

# Commitment to Our Global Platform

---

## BEST COST, QUALITY AND DELIVERY SYSTEMS

Whirlpool Corporation has built a nimble organization that can identify next-generation process technologies and implement them around the world, ensuring common ways of manufacturing our products in every one of our factories.

In our second century of opportunity, we will continue setting the standard of bringing consumer-relevant, high-quality products to the marketplace. And we have transformed our organization to be more flexible within the ever-changing economic environment. This is our foundation of success.







At Whirlpool Corporation, when we design a new, global product platform, we can quickly launch it in every one of our factories in the same way, using the best of our existing assets and optimizing our manufacturing capital. A refrigerator, for example, is made with exactly the same manufacturing sequence in North America, Europe, South America or Asia.

In 2011, the company began to standardize the front-load 24-inch washer platform across Europe, Asia and Brazil. This is a product that is steadily popular in those markets, and with consistent parts and manufacturing processes, we are efficiently delivering innovative laundry solutions to consumers in diverse markets.

The products we produce are sold in nearly every country around the world, which is why we recognize the importance of having regional flexibility to customize products to meet

the needs of our local consumers and their lifestyles. We also have the agility to efficiently move inventory through our network and into homes. A North America Supply Chain initiative in 2011 realized \$10 million in savings during its first six months of implementation through changes that include more efficient warehouse product staging and combined transportation runs.

As we think about our second century and what it will take to succeed, we will never lose sight of our commitment to deliver highly sought-after solutions that delight our consumers. By producing in the regions where we market our appliances, we provide flexibility and a real knowledge of our consumers. That has been our standard of success for more than 100 years, and it is our challenge and opportunity for the next century.

# Quality

# Strength Through Our Strategy

## BEST CONSUMER AND TRADE POSITION

Whirlpool Corporation's vision of Every Home ... Everywhere starts with the personal relationships we build with consumers during the course of their lives. For more than 100 years, we have made it our priority to improve home and family life for consumers around the world through our products and services that help them save time, conserve resources and promote good health.



# Strategy





# Commitment to Our Customers

---

## BEST CONSUMER AND TRADE POSITION

At Whirlpool Corporation, we take pride in our ability to make life easier for families around the world. Now, more than ever, consumers depend on us to help them save time, conserve resources and live healthier. Our products are trusted because we put people first — providing relevant solutions that help them in ways they never imagined.

Consumers welcome our solutions into their homes because they know that they can depend on us to help them care for themselves and the people they love. We take our relationship with consumers seriously and work every day to exceed their expectations — giving them more time to focus on the things that matter most.





# Commitment



Times have changed since we first helped make household tasks less of a chore for families, but our fundamental purpose remains the same: To improve lives ... one home, one family at a time ... through innovative, world-class products and services.

Whirlpool Corporation has lifelong relationships with our consumers. We have been with families in their homes, and have been a part of every special moment, for generations. We know them well, and our product innovations reflect that.

As our product lines and service offerings further expand, we will continue to build unmatched levels of loyalty to our brands and increase growth opportunities for the company. We have the strongest foundation in the global appliance industry and rich consumer insights that enable us to provide the features and conveniences that families want and need.

Not only are we bringing the right products to market at the right time, but also at the right outlet. In each region, we balance our sales and distribution, allowing us to grow

in cities where demand is increasing. In Brazil, through market creation and distribution management, we have maintained a healthy channel mix within retail market consolidation from 10 players into three large groups. In the process, we increased market share in that region and strengthened our trade relationships.

It is also easier than ever before for consumers worldwide to reap the benefits of our powerful portfolio of brands. In every part of the globe, consumers can access detailed product information online to help make smart purchasing decisions. They can connect with us through social media, and we continue to look at ways to distribute to consumers through online purchases. From showroom to online, from local stores to national retailers, we are helping people make better choices about which of our consumer-relevant solutions is just right for them.

Our focus now and in the years to come is to always make good, honest appliances that can be trusted so that future generations can continue to depend on us.



A photograph of a woman and a young boy in a kitchen. The woman, on the left, is smiling and looking towards the boy. She has short grey hair and is wearing a red turtleneck sweater. The boy, on the right, is also smiling and looking towards the woman. He is wearing a blue and white striped shirt. They are in a kitchen with wooden cabinets and a large arched window. On the counter, there is a pizza, a bowl of sauce, a bowl of shredded cheese, and a wooden cutting board with various vegetables like onions, peppers, and mushrooms.

## Strength Through Our Innovation

---

### THE POWER OF CREATIVE THINKING

At Whirlpool Corporation, our job is to make products that people want to own in their homes. It is that simple. With that mindset, we continually look forward, seeking opportunities to innovate at new levels ... to figure out how to make the best appliances better so we can delight our consumers. Our innovations reflect a strong connection with our consumers and a commitment to focusing intently on consumer needs and the ways they use our products. In this way, we are creating value for the company, our employees and our consumers' families for generations to come.





Innovation



# Commitment to Value Creation

---

## VALUE, INNOVATION AND QUALITY

As a leading global branded and consumer products company, Whirlpool Corporation distinguishes itself by committing to develop consumer-relevant innovation at the highest quality and best cost possible. This is essential to continue building the unmatched levels of customer loyalty that we have nurtured for more than 100 years. It is common for people to have Whirlpool Corporation products in their lives from infancy through adulthood. Our consumers know us well, and we can say the same about them. To cultivate this consumer trust, it takes innovative world-class products and services.

Understanding the lifestyles of families in India who have limited space for laundry, we developed the *Whirlpool* brand *Mini ACE* washer. Taking less space, this product can be moved easily from location to location within the home. And of course, it provides the superior wash performance that our consumers expect and deserve.



# Value Creation



Our innovation is leading the market because our focus for more than a century has been on delivering solutions that improve the everyday lives of our consumers. Our *KitchenAid* brand 13-cup food processor features the first-ever externally adjustable blade control that allows cooks to raise and lower blades with the shift of a lever. And our *Bauknecht* brand *KOSMOS* built-in coffee machine includes streamlined European styling with functional details, such as a milk container that can be easily removed.

It is essential to develop the most practical features and technologies that improve our consumers' lives. You won't hear us talking about new technology for the sake of being flashy. For us, innovation is a mindset that begins and ends with finding the consumer benefits, and then designing high-quality products that deliver what consumers want and need. With that way of thinking, we innovate with our consumers' lifestyles and needs in mind. For example, we created a *Consul* brand humidifier that heats and cools the air while adding humidity to the environment to

minimize the dryness common in several seasons and regions in Brazil. And for resource-conscious consumers in the United States who also demand top washing performance, we developed the *Maytag* brand *Maxima* 9000 front-load high-efficiency washing machine. This product features the industry-first PowerSpray feature that applies detergent solution evenly on the washer's contents. This is true innovation, and our employees are engaged in developing consumer-driven ideas into compelling products and services that enrich the lives of families around the world.

Whirlpool Corporation continued investing in product innovation and quality throughout the current recession. As a result, we have an unmatched pipeline of new products reinforcing the strong brands our consumers know and trust. This will remain a strength for our second century, which holds the promise of new and exciting opportunities for us to enhance our consumers' lives.



# Strength in Our Values

## THE ENVIRONMENT AND OUR COMMUNITIES

What truly distinguishes Whirlpool Corporation is our commitment to operating responsibly. For more than 100 years, we have operated within the core principle that financial success is only sustainable when we remain true to our fundamental values of Integrity, Respect, Diversity and Inclusion, Teamwork and a Spirit of Winning. This is demonstrated by our long-standing commitment to the environment and to the communities in which we live and work. This principle will continue guiding us throughout our second century.





Sustainability



# Commitment to the Environment

## A FOCUS ON ENVIRONMENTAL SUSTAINABILITY

At Whirlpool Corporation, we take our environmental responsibilities very seriously. Just as we have taken a global approach to our home appliance business, we believe our world's environmental issues, such as climate change, must be addressed in a similarly comprehensive way. This is why we continue to develop innovative products that minimize impact on the environment while making our consumers' lives easier.

Our goal as an industry leader is to develop high-performance appliances that allow people to use the earth's resources more efficiently. We continually strive to manage the environmental effects of our business, not only by creating new and innovative

products that consume less energy and water, but also by improving our processes to reduce waste, recycle responsibly and run cleaner than ever before.

Globally, we are embedding a life-cycle approach to appliance design — Design for Environment — that assesses the environmental impacts of every stage of a product's production, use and disposal. The *Brastemp* brand *Viva!* appliances represent a new product family based on Design for Environment ideas. Resource efficiency improvements are built into the brand's product and manufacturing processes along with improved recyclability of materials at the end of a product's use.



### DESIGN FOR ENVIRONMENT

*Brastemp* brand *Viva!* appliances focus on energy efficiency and a consumer education campaign to achieve new levels of environmental sustainability. The environmental gains realized by the project in 2011 included:



- Emission reduction CO<sub>2</sub> equivalent of 560 tons (30% in use)
- Increased energy efficiency in use by 24.5%
- Reduced waste of 150 kg
- Environmental education actions: RoHS Communication Certification and Recyclability Index



## REDUCING OUR CARBON FOOTPRINT

Whirlpool Corporation was the first appliance company to announce greenhouse gas (GHG) emissions goals. By 2008, we reduced our global direct and indirect GHG emissions to 3 percent below 1998 levels, while increasing production. We are now on target to reduce them to 6.6 percent below 2003 levels by 2012.

We anticipate receiving LEED certification for three new facilities:

- A new \$120 million Cleveland, Tenn., 1-million-square-foot premium cooking plant that begins production in early 2012
- A new \$85 million Southwest Michigan office campus that will open in the spring of 2012
- A new \$40 million, 1-million-square-foot regional distribution center in Wilmer, Texas

The company has increased the use of railcars, which are more fuel efficient than trucks, and intermodal transportation, which uses shipping containers that transfer smoothly from railcar to truck. Whirlpool North America has saved more than 6 million gallons of diesel fuel and reduced CO<sub>2</sub> emissions by more than 60,000 metric tons through these changes.

Our Cassinetta, Italy, manufacturing facility is fully powered by a co-generation plant, which derives electricity from methane gas. Steam produced by the co-generation plant's turbines is used in industrial processes. The Whirlpool

Naples production facility in southern Italy is one of the largest private solar photovoltaic plants. The facility's roof and parking area are fitted with solar panels and cover an area of 7,500 square meters. The 1 million kilowatt hours of solar energy produced annually are sold back to the local electrical grid.

## RECYCLING INITIATIVES

- More than 80 percent of materials used in Whirlpool Corporation's products can be recycled.
- Whirlpool Latin America is able to recycle 90 percent of refrigerator components, and the remaining 10 percent is disposed of according to Brazilian environmental guidelines.
- The *Brastemp* brand water purifier has a recyclability rate of more than 97 percent.
- The *Brastemp* brand *Viva!* initiative includes collecting the packaging from Whirlpool Latin America's products that are sold door-to-door. Nearly 60 percent of this collected packaging is recycled.
- Whirlpool Canada is a steward for packaging in three Canadian provinces — Ontario, Quebec and Manitoba — and abides by the provinces' appliance packaging recycling requirements.
- Many Whirlpool Corporation factories and warehouses around the world reuse or recycle transportation and packaging material.



# Commitment to Society

## A FOCUS ON SOCIAL SUSTAINABILITY

Whirlpool Corporation's founders felt a unique sense of responsibility to the community. They believed that improvement comes to society one community at a time. That belief has become part of the culture at Whirlpool Corporation, guiding employees as we work to improve lives. As we begin our new century of opportunity, we continue striving to make life easier in communities around the globe where our employees and consumers work and live.

We know that this commitment is important to our consumers as well. At Whirlpool Corporation, we have four brands with significant relationships with not-for-profit organizations that make a positive difference in people's lives. Each brand has contributed millions of dollars to these organizations, and our consumers appreciate this dedication to community. In addition, the Whirlpool Foundation supports nonprofit organizations that focus on quality family life, cultural diversity and lifelong learning, utilizing new and innovative ways to

make a lasting impact on society with an emphasis on the communities where Whirlpool Corporation operates.

In addition to our work through Whirlpool Foundation and with our signature relationships, we are very proud to participate in many community-changing partnerships worldwide. Our employees feel so strongly about volunteering in the community and helping those in need that in 2011, Whirlpool Corporation instituted a formal volunteer program. This initiative gives employees an official and user-friendly way to identify volunteer needs and track their volunteer hours. This program, launched in our Michigan headquarters community in August 2011, and throughout the U.S. in November, saw nearly 5,000 volunteer hours logged by the end of the year. The program will launch globally in 2012. Although service to others has always been a part of who we are at Whirlpool Corporation, this program allows us to formally recognize volunteerism as an integral part of our company's DNA.

### Whirlpool Foundation in 2011

|                       |  |
|-----------------------|--|
| <b>\$1.4+ million</b> | Strategic grants donated to community organizations  |
| <b>\$410,000</b>      | Whirlpool Sons & Daughters Scholarships  |
| <b>100+ students</b>  | Whirlpool Sons & Daughters Scholarship recipients currently attending colleges and universities in the United States |
| <b>\$234,000</b>      | Matching Gifts Program donations   |

### U.S. Employee-led Disaster Relief Initiatives in 2011

|                   |  |
|-------------------|--|
| <b>\$100,000+</b> | Monetary, perishable food and personal item donations                          |
| <b>\$80,000+</b>  | Product donations  |
| <b>2,000+</b>     | Volunteer hours for community cleanup and rebuilding in a U.S. plant community |



### United Way®

(Whirlpool Corporation partnership)

**\$3.4 million** Employee and retiree United Way® campaign totals in the United States (including dollar-for-dollar match by Whirlpool Foundation)

### Habitat for Humanity® International

(Whirlpool brand global partnership)

**\$78+ million** Direct program support since 1999  
**140,000+** Product donations since 1999  
**8,000** Employee volunteer hours since 1999  
**71,000** Families helped since 1999  
**40** Number of countries in which Whirlpool Corporation employees have helped provide affordable housing

### Cook for the Cure®

(KitchenAid brand global partnership)

**\$10+ million** Raised, since Cook for the Cure® was established, to support breast cancer research through Susan G. Komen for the Cure®

### Boys & Girls Clubs® of America

(Maytag brand partnership)

**\$1.5 million** Maytag brand Dependability Club awards given in 2011, ranging from \$75,000 to \$150,000 each  
**\$302,500** Direct program support in 2011

### Instituto Consulado da Mulher®

(Consul brand partnership)

**2,688** Number of people advised on small business management in 2011  
**86%** People in the Consulado da Mulher program who are generating income through small businesses  
**6,918** People who, directly and indirectly, benefitted by income generated through the program  
**169** Small businesses being advised by Consulado da Mulher  
**20 states** Locations in Brazil of the small businesses being advised by the program  
**R\$5.8 million** Total revenue of the 169 small businesses in the program in 2011