

Jeff Fetting

Chairman and CEO

Whirlpool Corporation



KitchenAid



Amana



Consul



103 YEARS: FROM STARTUP TO GLOBAL LEADER



- One product
- One customer



- U.S. product expansion
 - #1 in U.S.



- Globalization
 - #1 in the world



- Invest for the future
- New product categories

1911

1950

1970

1980

1990

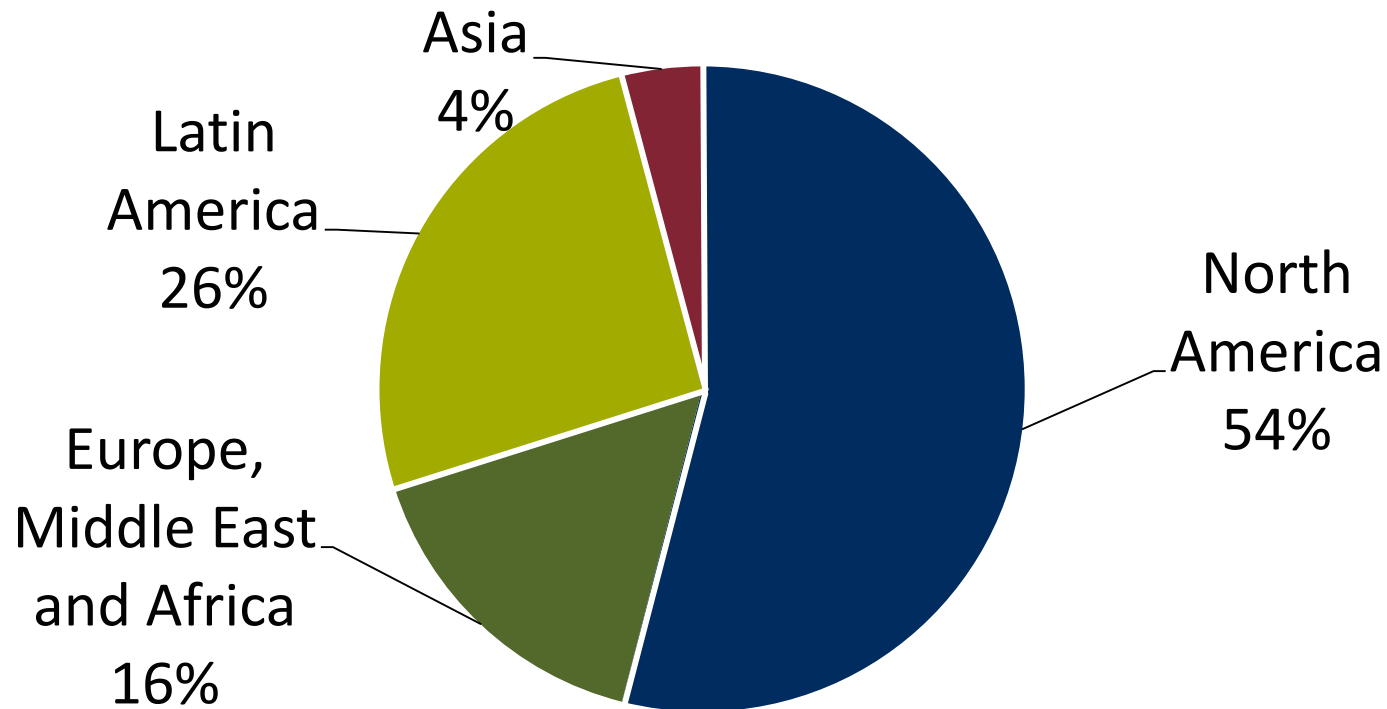
2000

2014



\$18.8 billion

(sales in 2013)



... BY BUILDING AND INVESTING LOCALLY

INVESTED IN **AMERICA**

- 8 → U.S. manufacturing locations
- 23,000 → Total U.S. employees
- \$1.3B → Invested in our U.S. footprint (2010-2014)
- 82% → Units sold in the U.S. that are American-made
- 12% → U.S. production that is exported to other countries
- 3,800 → U.S.-based suppliers
- 100% → U.S.-based call centers



The future belongs to those who build it.

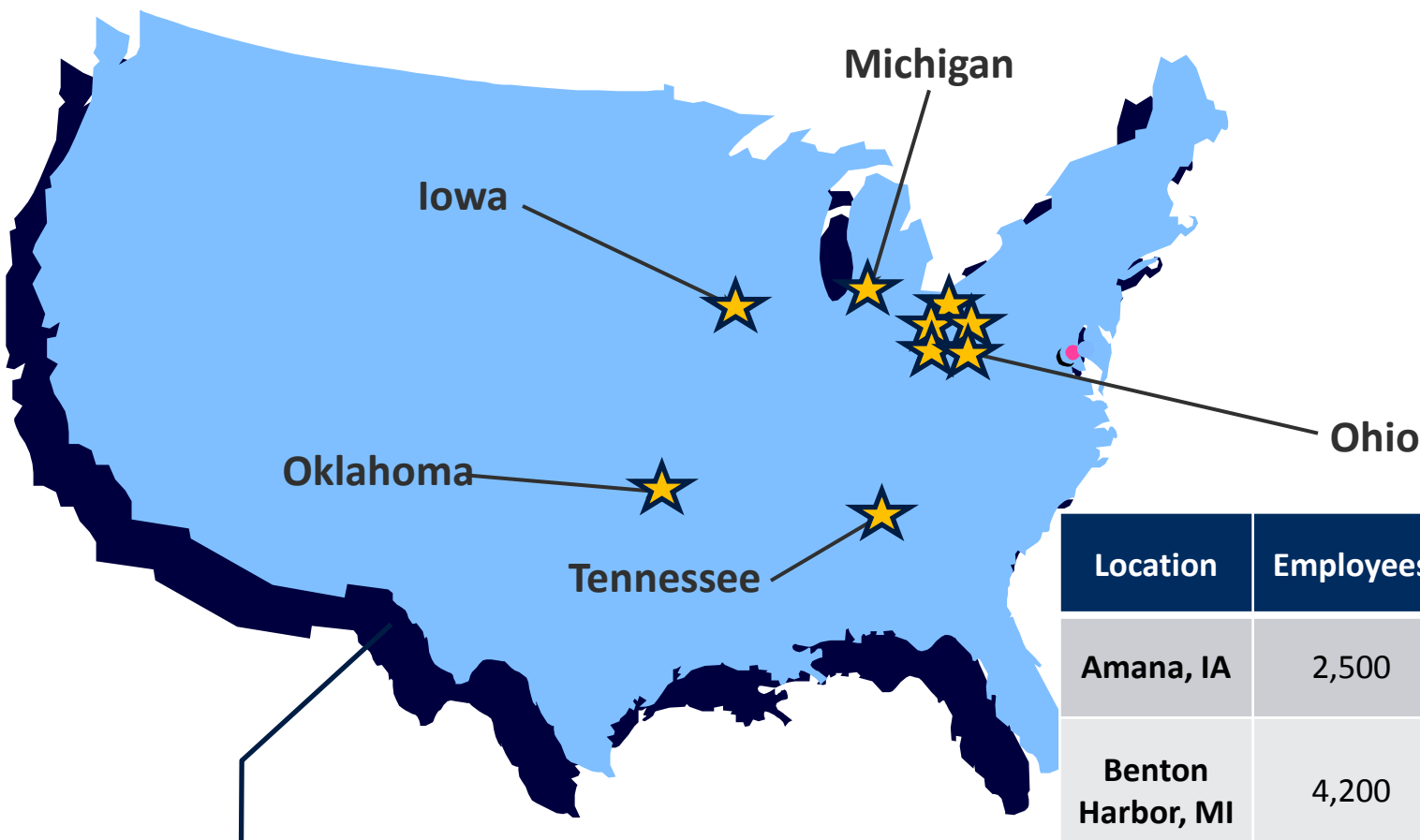
Whirlpool is proud to be opening the largest premium cooking facility in the world at its new state-of-the-art plant in Cleveland, Tennessee. Home to the dedicated employees whose efforts make our products the best in the business.

Whirlpool is investing in America. Eighty percent of our products are engineered, designed, and assembled in the U.S. The future belongs to us.

Whirlpool
CORPORATION

ZENNAIR MAYTAG Whirlpool Amana

OUR U.S. FOOTPRINT



More U.S. manufacturing employees than all of our major competitors combined!

Location	Employees	Products
Amana, IA	2,500	refrigerators, ice makers
Benton Harbor, MI	4,200	global headquarters, call center
Cleveland, TN	2,500	premium cooking
Tulsa, OK	1,200	ranges

OUR U.S. FOOTPRINT - OHIO



Nearly **10,000**
employees in the
State of Ohio!

Location	Employees	Products
Clyde, OH	3,400	washers
Findlay, OH	2,400	dishwashers
Greenville, OH	1,100	portable appliances
Marion, OH	2,500	dryers
Ottawa, OH	300	freezers, trash compactors



New products

\$1.3 billion⁺

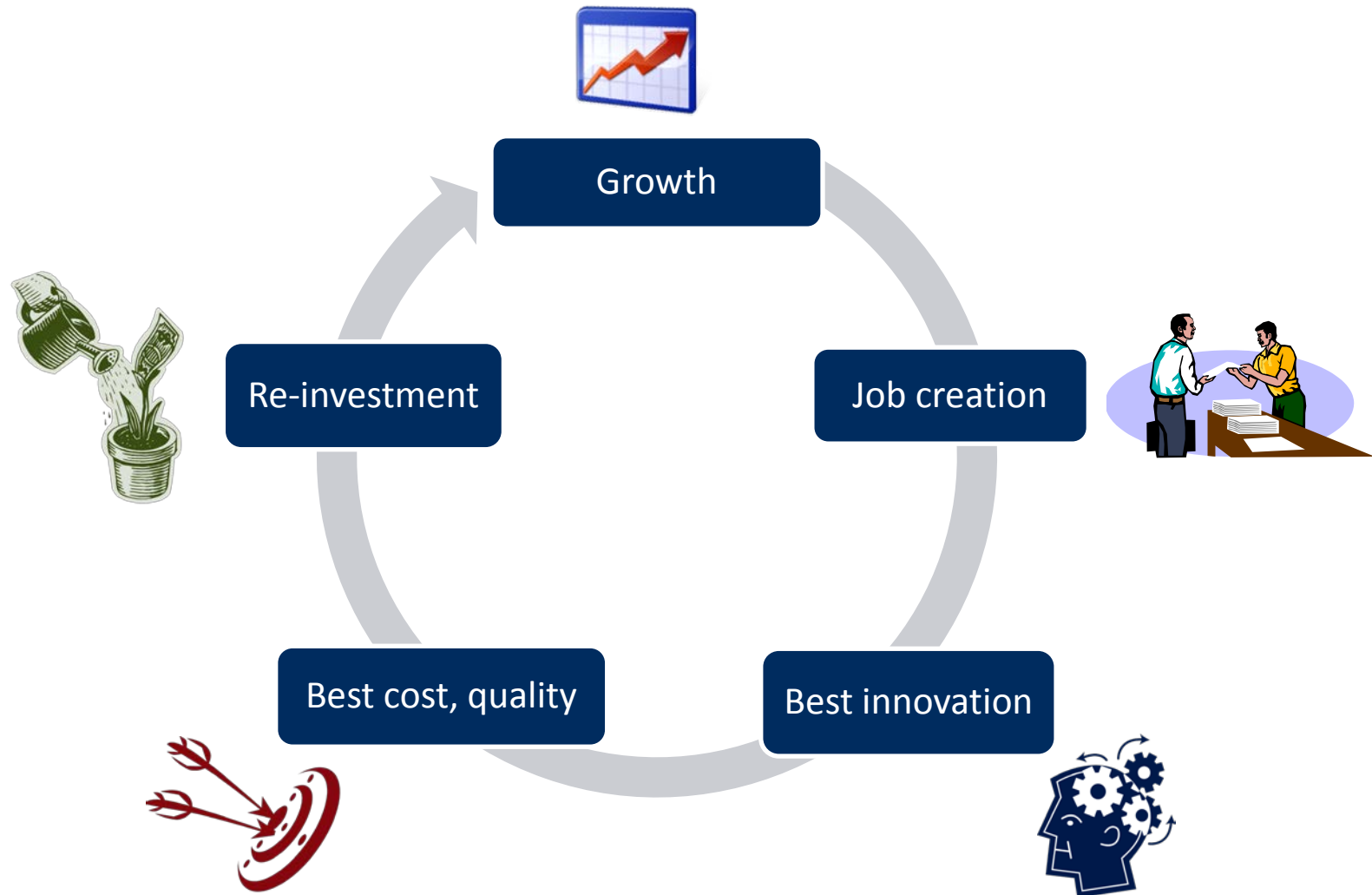


New facilities



Training and education

WHAT MATTERS: THE BUSINESS CASE

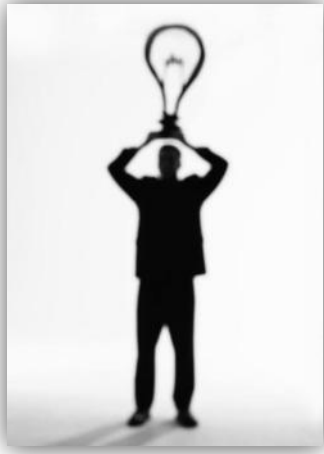


LEVERAGING OUR INNOVATION AND SUPPLY CHAIN TO CREATE DEMAND

GOOD BETTER **BEST**



PEOPLE



INNOVATION



QUALITY



COST



LOCATIONS

THE WALL STREET JOURNAL.

Whirlpool returns 600 jobs to U.S.

Dec. 20, 2013



Mexico → Clyde, OH



Germany → Clyde, OH



Sweden → Cleveland, TN



China → Greenville, OH

WHAT MATTERS: WORKING AND GROWING TOGETHER



Greenville, OH
\$40 million
1,100 jobs today



Cleveland, TN
\$120 million
2,500 jobs today



Clyde, OH
\$200 million
3,400 jobs today

**Global
expansion**

**Adding
400 jobs**

Best practices

- ✓ One contact
- ✓ Assurance of all permits and land
- ✓ All needed roads and infrastructure improvement
 - ✓ Speed to commitment <30 days
- ✓ Training and access to qualified workers
- ✓ Best cost of government services

WHAT MATTERS: BEST COST VS. LOW COST



U.S. ADVANTAGES

- People/education
- Energy cost/policies
- Infrastructure
- Proximity to customers

U.S. DISADVANTAGES

- Class-action lawsuits
- Corporate tax policies
- Government regulation
- **17.6% structural cost disadvantage vs. nine other industrial nations**



 **A huge opportunity!**

WHAT STATE AND FEDERAL GOVERNMENT CAN DO



EFFECTIVENESS

Effectively govern and address critical issues

STABILITY

Consistent policies to boost economic growth and inspire consumer confidence

STRATEGIC ASSETS

Derive full value from U.S. investments

FREE AND FAIR TRADE

Create opportunity; enforce the law to ensure a level playing field

WHAT BUSINESSES CAN DO



GET INVOLVED

Be part of the solution

ACTIVELY PARTNER

Engage government officials and agencies

SHARE INFORMATION

Equip stakeholders to make the best decisions

BE OPEN

Build trust and relationships

SPIRIT OF WINNING

Be the best at what you do

WHAT COMMUNITIES CAN DO



VALUE-DRIVEN

Efficiently deliver
government services

MEDICAL CARE

Provide effective health
and wellness programs

EDUCATION

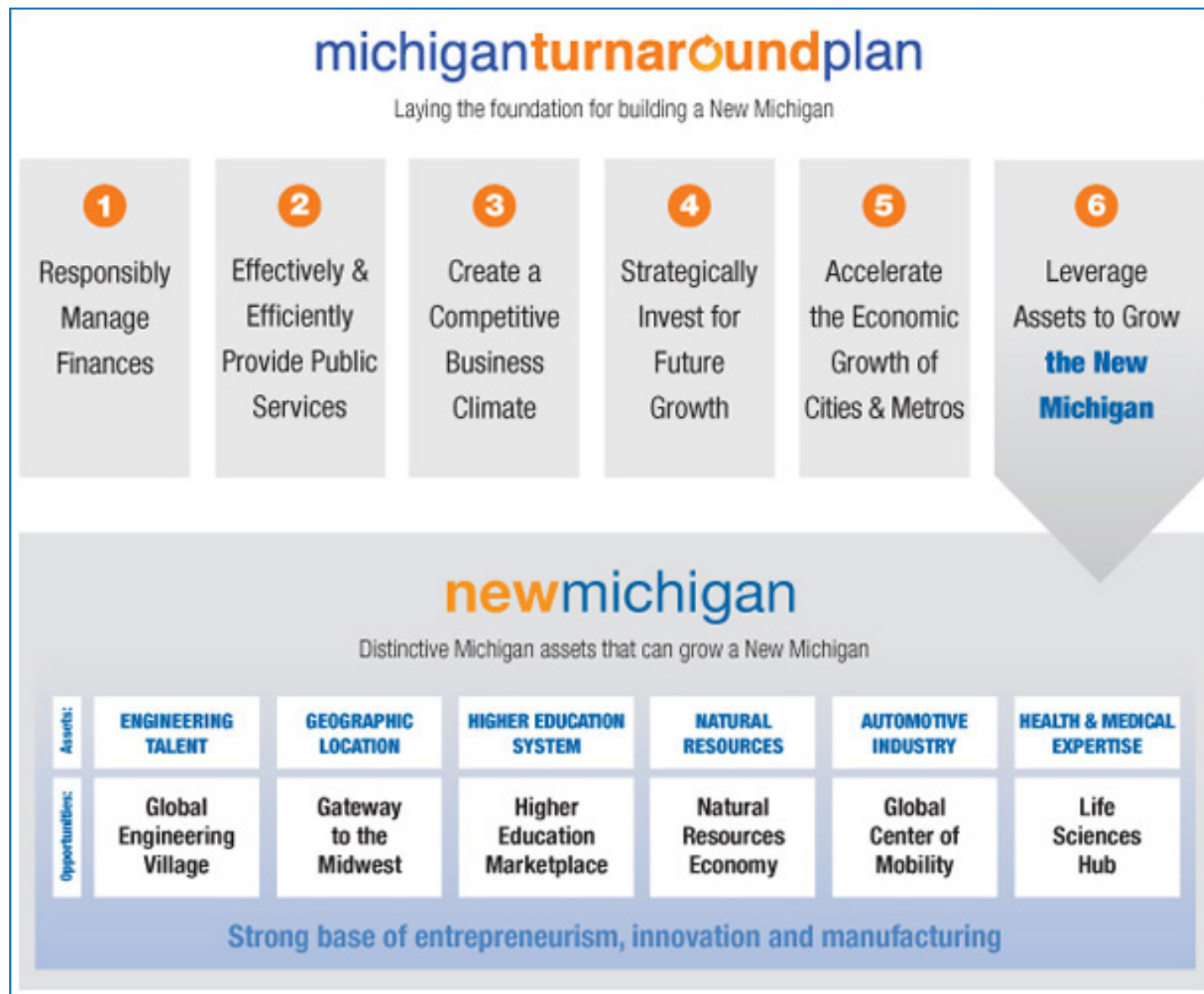
Create opportunities
benefitting all, not some

DIVERSITY

Acknowledge and value
differences ... inclusive

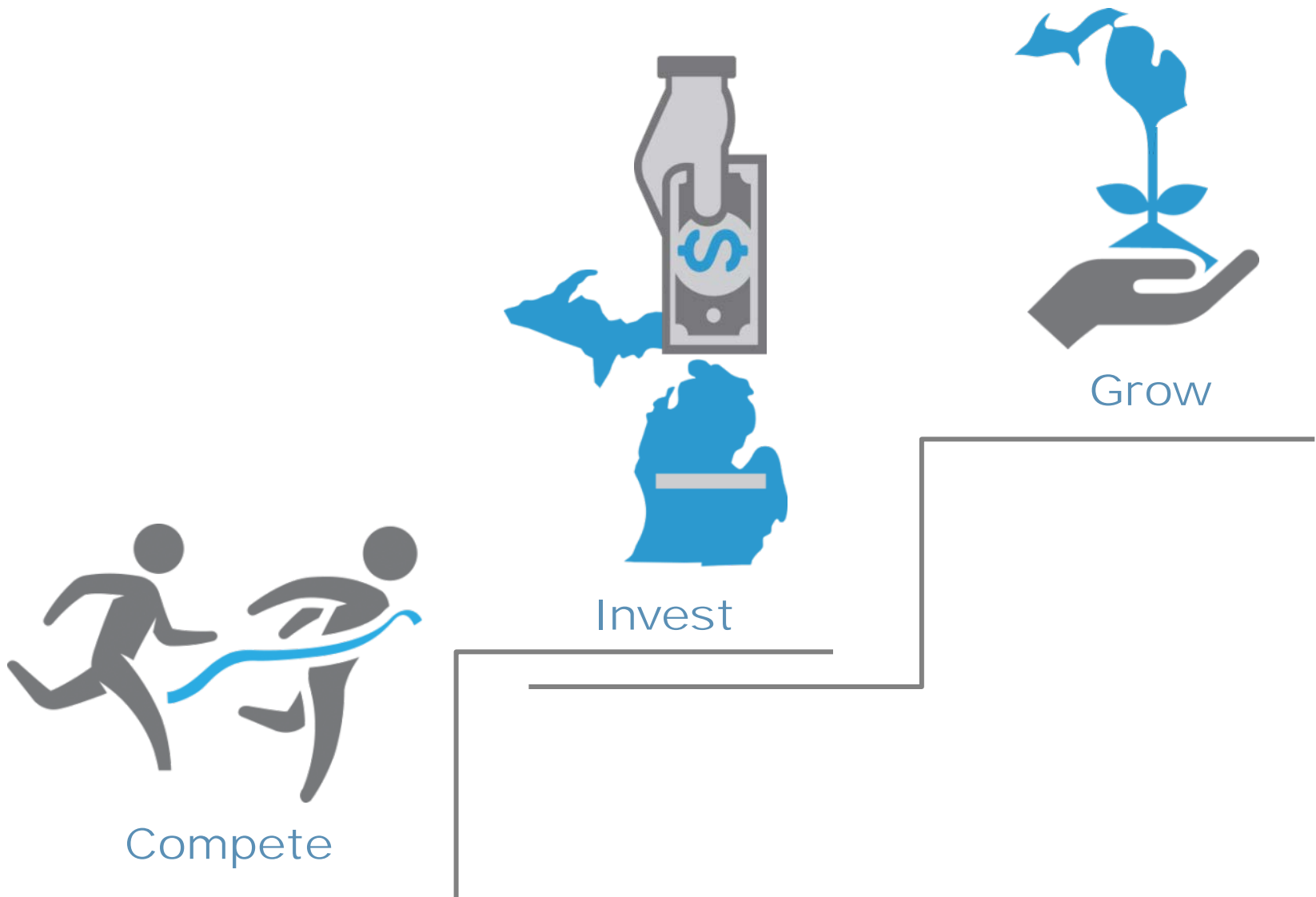
COLLABORATE

Unite around a common
goal ... be the best





THE NEW PLAYBOOK





THE FUTURE BELONGS TO THOSE WHO CREATE IT



OUR FUTURE IS INSPIRING



THANK YOU

