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# INTRODUCTION

Whirlpool Corporation is the global leader in the home appliance industry, with record revenue of \$19.9 billion in 2014. Our winning portfolio includes trusted appliance brands around the world, and we sell products in more than 170 countries around the world.

For 103 years, we have been doing well by doing the right thing. While being ever persistent and mindful that there is “no right way to do a wrong thing,” we are accelerating our positive impacts activity and attention to “doing the right things, the right way.” The right things are those that continue our tradition of saving time, effort, money, and resources for people in their homes, while lessening our footprint. Making positive impacts goes well beyond the products we make; they’re woven into the very fabric of the people whom we serve with our products. Whirlpool Corporation delivers “Moments that Matter” by focusing on positive impacts. From the resources we use to make the products, to the savings in water and energy use, to reuse at a product’s end of life, we help people do the things they have to do so they can do the things they want to do—spend time with family and friends.

With hundreds of millions of households around the world, we recognize that there’s a significant opportunity to affect and lower their collective impact. It’s why Whirlpool Corporation has taken a proactive approach to design—delivering a number of products that help people improve and reduce their resource consumption. We continue to innovate around the world, launching great products.

### FOR INSTANCE

1. After launching heat pump technology successfully in Europe, we’ve now launched new hybrid heat pumps to meet the needs of our North American customers, providing exceptional performance and energy efficiency. In fact, it is our most efficient dryer using 73% less energy\* with the Eco option.
2. In Europe we launched the *Whirlpool* brand *6th Sense PowerClean* Dishwasher, which offers performance with the lowest water consumption in the market, using only six liters of water per cycle.

These are just a few examples that show how we are developing high-performance appliances that help conserve the earth’s resources. In 2014, we are proud to announce the release of two new global goals in addition to our zero manufacturing waste to landfill goal. The first goal addresses material transparency, while the second one addresses the energy and water usage at our manufacturing plants. Setting global goals will allow us to improve not only our environmental footprint but also drive efficiency and earn more trust from our consumers. It is part of making progress toward positive, meaningful change. In the pages that follow, you will read more about how we are providing products and services to meet consumer needs, managing our global operating

\*COMPARED TO PRE-2004 TRADITIONAL DRYERS, WHEN PAIRED WITH A MATCHING WASHER, NORMAL CYCLE, ELECTRIC ONLY



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platform, and partnering with our communities to improve quality of life. Simply stated, “Doing the Right Things, The Right Way.”

Whirlpool Corporation is involved in philanthropic activities in every region in which we operate. Our social responsibility strategy is to nurture a positive, sustainable, and thriving community where employees want to work and live. As a company we encourage volunteerism and in turn we support many local worthwhile organizations in the communities in which we operate. We support charities such as United Way®, Habitat for Humanity®, Boys & Girls Clubs of America®, Cook for the Cure®, Trees for the Future and Instituto

Consulado da Mulher® in communities where we sell our products. Our employees give back by donating their time and money.

At Whirlpool Corporation, we’ve made significant progress in the last century, but we are constantly challenging ourselves to broaden our impact and achieve stronger results.

The area of resource efficiency is no different. We look forward to bringing more consumer-relevant, innovative and resource-efficient appliances to every home, every family and every consumer around the world.

## PERFORMANCE SCORECARD

# ECONOMIC (\$ MILLIONS)

2011	2012	2013	2014	
\$18,666	\$18,143	\$18,769	\$19,872	Net sales
(\$28)	\$558	\$917	\$881	Net earnings before taxes and other
\$1.93	\$2.00	\$2.38	\$2.88	Dividends per share data
68,000	68,000	69,000	100,000	Number of employees
(\$608)	(\$476)	(\$578)	(\$720)	Capital expenditures



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## PERFORMANCE SCORECARD

# ENVIRONMENTAL

### CONSUMED DURING MANUFACTURING PER MAJOR APPLIANCE PRODUCED

(\*2013 DATA WAS IN PROCESS OF AUTOMATION--DATA IN 2014 REFLECTS DIFFERENCES DUE TO BETTER ACCURACY AND MONITORING SYSTEMS WHICH WILL CONTINUE INTO 2015)

2010	2011	2012	2013	2014	
203.2	215.7	208.93	178.53	201.2	Energy intensity (megajoules)
0.177	0.164	0.152	0.139	0.134	Water intensity (cubic meters)
0.018	0.020	0.020	0.017	0.018	Greenhouse gas emissions intensity Scope 1 and 2 (metric tons)
9.64	8.68	9.34	9.08	9.53	Waste intensity (kilograms)

## PERFORMANCE SCORECARD

# COMMUNITY RELATIONS

### INCLUDING WHIRLPOOL FOUNDATION

2014	
41%	Employee volunteerism (% of salaried population)
300,000+	Employee volunteerism (hours volunteered by salaried population)
300+	Nonprofit organizations impacted globally through volunteerism and donations
100+	Whirlpool Sons & Daughters Scholarships and award recipients currently attending colleges and universities across the U.S.



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PERFORMANCE SCORECARD

**SIGNATURE CHARITIES**

<b>UNITED WAY®</b>	
<b>\$3.7 MILLION +</b>	Employee and retiree United Way® campaign totals in the United States and Canada (including dollar-for-dollar match by Whirlpool Foundation)
<b>HABITAT FOR HUMANITY®</b>	
<b>100,000+</b>	Families helped across the globe since 1999
<b>45</b>	Number of countries in which Whirlpool Corporation employees have helped provide affordable housing
<b>160,000+</b>	Number of donated ranges and refrigerators
<b>COOK FOR THE CURE®</b>	
<b>14</b>	Years of direct program support through the <i>KitchenAid</i> brand
<b>BOYS &amp; GIRLS CLUBS OF AMERICA®</b>	
<b>50,000</b>	Number of youth served through the Maytag Dependable Club Awards 2013
<b>50+</b>	Total Maytag Dependable Awards granted since 2010
<b>INSTITUTO CONSULADO DA MULHER®</b>	
<b>1,570</b>	People in the program who are generating income through small businesses
<b>6,314</b>	People who, directly and indirectly, benefit by income generated through the program
<b>108</b>	Small businesses being advised by Consulado da Mulher
<b>17</b>	States in Brazil where small businesses are being advised by the program



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## TIMELINE

# STRENGTHENING OUR COMMITMENT

We were focused on sustainability long before it became the norm, and we continue to drive and integrate sustainability into our everyday work.

Building on our commitment to establish a dedicated sustainability team globally, Whirlpool Corporation is proud to continue to raise the bar. By establishing goals, initiating projects and focusing on our impacts, we are confident that we can deliver value for our customers, stakeholders and the environment. In addition to driving projects, our team is focused on continuous improvement throughout our operations, products and services. We've reduced our water and energy use, cut emissions and waste at our manufacturing facilities, and designed a number of efficient products—all of which we believe are the right things to do for all stakeholders. To that end, we are establishing new global goals to improve our environmental performance:

- Full Material Transparency Goal:
  - By 2020, Whirlpool Corporation aims to achieve 90% full material transparency on all new products.
- Reduction of Energy and Water Use in Manufacturing Goal:
  - By 2020, Whirlpool Corporation aims to reduce energy and water intensity from manufacturing by 15% from 2014 levels.
- Reaffirm our goal of zero landfill waste from manufacturing by 2022.

To show that global goals are working, we are proud to announce that we met our 2022 goal for zero manufacturing waste to landfill in one of our largest regions, Latin America. All three manufacturing plants in Brazil were able to achieve zero manufacturing waste to landfill and we are making great progress around the

globe to replicate that success going forward. But we are not stopping there.

We have built on our ability to demonstrate both our resolve and results in our operations and in the home environment. We have made significant progress in addressing the right partnerships and collaborations with the focus on bringing system efficiencies to all homes, both new and existing. Last year we announced our collaboration with Purdue University on the ReNEW House (Retrofitted Net-zero Energy, Water and Waste) live-in research lab and collaborative sustainable living showcase. We committed to exploring new technologies and partnerships to address the large existing residential housing stock around the world. We were happy to announce the installation and implementation of our deep energy retrofit in September 2014, with over eight partners, designed to achieve net-zero energy.

The home also welcomed its first two engineers who worked on energy recovery and water systems design along with monitoring data from the newly installed energy systems, including geothermal, solar electric and thermal systems, as well as new foam insulation infrastructure updates. We are proud to announce progress toward the goal of this project, which is to learn more about sustainable home systems and demonstrate how any home can become resource efficient with the right kind of modifications. At present, the home is capable of collecting over 75 channels of data every minute serving both our research and the research of our partners. As a continuation of these ongoing sustainability efforts, these results will also inform future product design throughout Whirlpool Corporation's brands.



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**KEY SUSTAINABILITY EVENTS**



<b>2014</b>	<p><b>March</b> — Whirlpool Corporation began full production use of Next Generation Solstice® Liquid Blowing Agent in U.S. refrigerators</p> <p><b>April</b> — Inauguration of the ReNEWW House, an initiative in which Whirlpool engineers are working with Purdue University to be the first to transform an existing home into a net-zero energy, water and waste structure</p> <p><b>September</b> — The Refresh and Recycle Water Filter Program is launched to provide consumers an option for recycling their used refrigerator water filters</p> <p><b>December</b> — Whirlpool Latin American Region achieved zero waste to landfill from all manufacturing operations in Brazil in 2014</p>
<b>2013</b>	<p><b>March</b> — <i>Whirlpool</i> brand introduced the first smart-grid enabled appliance suite offered at Abt Appliances</p> <p><b>May</b> — AHAM announced new sustainability standards for clothes washers and Whirlpool Corporation has the first front load and top load washer certified to the standard</p> <p><b>November</b> — Whirlpool Corporation converted first refrigerator line to use Honeywell Solstice® Liquid Blowing Agent for foam insulation;* the Honeywell Solstice® LBA offers a 99.9% decrease in global warming potential based on the GHG Equivalencies Calculator</p>
<b>2012</b>	<p><b>January</b> — <i>Whirlpool</i> brand announced it will bring connected appliances to the marketplace</p> <p><b>April</b> — Whirlpool Corporation officially opened the LEED Gold-certified Cleveland, Tennessee manufacturing facility that included some of the most energy-efficient and technologically advanced manufacturing processes</p> <p><b>June</b> — Whirlpool Canada is named 2012 ENERGY STAR® Manufacturer of the Year for fourth consecutive year</p> <p><b>June</b> — AHAM announces new sustainability standards for refrigerators, which experts from Whirlpool Corporation played a key role in helping develop</p> <p><b>August</b> — Whirlpool Corporation and Honeywell announced the development of the most environmentally responsible and energy-efficient insulation available at the time in U.S. made refrigerators</p> <p><b>December</b> — Whirlpool Corporation officially established a zero waste to landfill goal for all of our global manufacturing facilities</p>

\*BASED ON EPA COMPARISONS OF PREVIOUSLY USED INSULATION BLOWING AGENTS, HYDROFLUROCARBON (HFC) 245FA WITH GLOBAL WARMING POTENTIAL OF 950 AND HONEYWELL SOLSTICE LIQUID BLOWING AGENT, A HYDROFLURO-OLEFIN 1233ZO(E) WITH GLOBAL WARMING POTENTIAL OF 1.



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## KEY SUSTAINABILITY EVENTS CONTINUED

<b>2011</b>	Began partnering with AHAM, UL and CSA to develop the first industry sustainability standards for appliances
<b>2007</b>	Announced a revised greenhouse gas reduction target of 6.6 percent by 2012
<b>2006</b>	Reached goal where Whirlpool Corporation operations' release of toxic chemicals in the U.S. was nearly 90 percent less than the releases compared to the 1987 baseline year, while at the same time production increased approximately 80 percent
<b>2003</b>	Became the world's first appliance manufacturer to announce a global greenhouse gas reduction target; goal was a 3 percent reduction from 1998 levels by 2008
<b>2001</b>	First high-efficiency front load washing machine
<b>2000</b>	First high-efficiency top load washing machine
<b>1998</b>	Collaborated with European authorities to draft the Waste Electrical and Electronic Equipment (WEEE) Directive, which requires the proper recycling of appliances according to European and national requirements; Whirlpool products already widely meet the 2008 recycling and recovery targets required by the WEEE Directive
<b>1996</b>	Honored as a founding member of the Business Environment Leadership Council, an advisory group to the Pew Center on Global Climate Change; helped develop the Green Lights Program, a U.S. Environmental Protection Agency (EPA) precursor to the ENERGY STAR® program
<b>1979</b>	Helped craft U.S. Federal Trade Commission Energy Labeling Rules and every appliance efficiency standard and test procedure in the U.S. since the late 1970s
<b>1975</b>	Led efforts to craft the Energy Policy and Conservation Act and every subsequent appliance energy efficiency legislation
<b>1970</b>	Established the corporate Office for Environmental Control



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# LOOKING FORWARD

Whirlpool Corporation has always been committed to delivering on our financial commitments while creating a positive impact on people's lives through our sustainable products. As topics such as climate change resiliency, resource scarcity, water access and quality, as well as urbanization and population growth continue to be a growing concern, our company continues to embrace innovation to be responsible stewards of the environment.

We pride ourselves in delivering on our commitment to improve lives and make a positive impact while we work to reduce our footprint, thereby creating meaningful change.

Tackling these issues, Whirlpool Corporation has focused on developing even more efficient products around the globe while delivering superior performance which enables our consumers to live more sustainably. Just as we have been focused on creating winning products through energy efficiency and innovation, we are also aggressively addressing our own footprint by pursuing LEED certification in our offices and plants, striving to drive down our usage of energy and water and to eliminate waste to create winning workplaces. We now have more than 10 LEED-certified buildings across the U.S. and use innovative practices in Brazil, Europe and India to harvest rainwater, reuse resources and eliminate waste. Since we set our target on manufacturing waste, several regions have made strides to begin to realize zero manufacturing landfill waste. Our Brazil manufacturing facilities achieved that goal in December of 2014. We

will continue our efforts to reduce or eliminate waste of all types as well as reinforce our recycling efforts for appliances, packaging and our manufacturing wastes.

Whirlpool Corporation is driving a value add, virtuous cycle to both how and what we do. Going forward, we are adding measurement capability in our facilities, engineering and our internal processes. We will continue to develop ways to significantly lower our footprint, while improving both our core and environmental performance. We will continue to enable the use of renewable energy and lower impact materials for our processes. This will directly impact the communities in which we operate and benefit our consumers no matter where they are around the globe. Our products will have more flexibility in how they operate, including the types of resources used. In the end, we are committed to bringing products into consumers' homes that exceed expectations, while significantly improving our own environmental performance to create a more positive environment tomorrow.



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### STRATEGY

## OVERVIEW

Whirlpool Corporation’s strategic goal is to enable families and their homes to become more independent and self sufficient, enhancing our customers’ convenience, while continuing to do the same in our products, plants and operations.

“DOING THE RIGHT THINGS THE RIGHT WAY,” BECAUSE THERE IS “NO RIGHT WAY TO DO A WRONG THING.”

By truly delivering the triple bottom line for our customers without compromise, we can generate value for the environment and our shareholders.

Whirlpool Corporation has strengthened its sustainability governance with a dedicated team to deliver updated goals, metrics and product innovations that deliver superior core performance and create positive improvements to their environmental performance. This team brings critical expertise to our key materiality drivers: efficient operations, material alternatives, recycling and reuse, voluntary standards and labeling, compliance and governance.

Our strategy to strive for high-performing products that exceed our consumers’ expectations continues. We successfully optimize across our materiality issues. As the examples throughout this report highlight, we translate needs into innovative solutions that minimize the effect on the environment while transforming the lives of our consumers and communities.



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## STRATEGY

# MISSION AND AREAS OF FOCUS

Our purpose is to help families make moments that matter, one home and one family at a time, through innovative, world-class products and services. Our sustainability mission is to satisfy our consumers, protect the environment, nurture our communities and embed sustainability into our products and processes while driving extraordinary value and enhancing our reputation.

## OUR AREAS OF FOCUS ARE:

### EFFICIENT MATERIALS AND OPERATIONS

1. Our goal is to reduce energy and water intensity at our manufacturing plants by 15% by 2020
2. Our goal is to send no manufacturing waste to landfill by 2022
3. Our goal is to achieve 90% full material transparency on new products by 2020
4. Use materials that minimize total life cycle impacts
5. Improve factory and facility efficiency by applying technology improvements and renewables use (LEED, etc.)

### UNCOMPROMISED PERFORMANCE

1. Deliver consumer driven innovations that exceed consumer expectations for performance while meeting expectations on energy and water efficiency
2. Participate in voluntary standards that drive consumer value and improved environmental performance
3. Develop life cycle data and measures to define sustainable products

### RECYCLE AND REUSE

1. Facilitate the responsible recycling of appliances at the end of life around the globe
2. Develop new business models to capture value at the end of life of our products, packaging and consumables, especially finding secondary usage for wastes

### GOVERNANCE

1. Deploy automated data management systems to support sustainability metrics in our business operations
2. Ensure transparent communication on key metrics and progress



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AWARDS

# CORPORATE RECOGNITION

<b>DJSI</b>	Whirlpool Corporation awarded DJSI, North America
<b>A PERFECT 100</b>	Whirlpool Corporation received a perfect score from the Human Rights Campaign on the 2014 U.S. Corporate Equality Index—this is the 12th consecutive year that we attained a perfect score on the index, the first and only appliance company to do so
<b>36 AWARDS</b>	Whirlpool Corporation in North America has received 36 ENERGY STAR® Awards since 1998; the company is the most awarded appliance manufacturer by both the U.S. and Canadian ENERGY STAR® programs for continued commitment to energy and water efficient products
<b>TOP IN SUSTAINABILITY</b>	Whirlpool Latin America was named in the top five electro-electronic sector companies in sustainability in the Guia Exame de Sustentabilidade, by <i>Exame</i> magazine, the most relevant sustainability award in Brazil
<b>19 TOP FINISHES</b>	Whirlpool Corporation has led or tied for first place among all major appliance companies for customer satisfaction in the annual American Customer Satisfaction Index (ACSI); we placed first in the 2014 survey
<b>14 STRAIGHT</b>	We have been recognized in the FTSE4Good Index Series since 2001; FTSE4Good recognizes companies around the world for distinction in their environmental, social and governance practices
<b>12 AWARDS</b>	We were named one of <i>Corporate Responsibility</i> magazine’s 100 Best Corporate Citizens 12 out of 15 years
<b>10 SUCCESSIVE</b>	Whirlpool Corporation has been named to Ocean Tomo 300 Patent Index since its inception in 2005; the equity index is the first based on the value of corporate intellectual property
<b>7 IN A ROW</b>	From 2008 to 2014, we have been named one of the Most Respected U.S. Companies by <i>Forbes</i> magazine and the Reputation Institute
<b>#1 FOUR TIMES</b>	For the fourth year in a row, Whirlpool Corporation has finished first in the Home Equipment, Furnishings industry sector of <i>Fortune</i> magazine’s World’s Most Admired Companies



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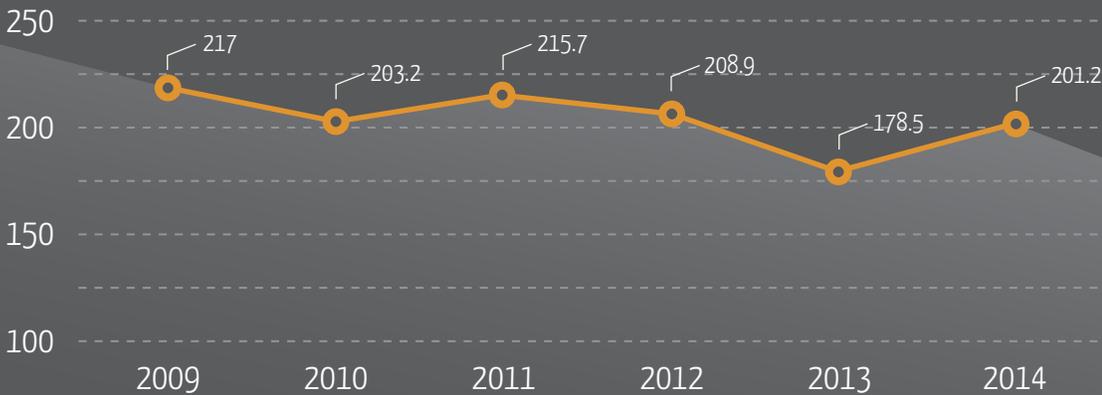
ENERGY EFFICIENCY

**OUR COMMITMENT**

We will deliver solutions with consumer-relevant performance while meeting expectations on energy efficiency.

TOTAL GLOBAL ENERGY CONSUMPTION: MANUFACTURING (GIGA JOULES)

2009	2010	2011	2012	2013	2014
9,072,454	9,279,283	9,173,683	8,733,477	7,727,650	8,484,279



**ENERGY INTENSITY**  
 Energy—electrical, natural gas, propane, steam, diesel, etc.—consumed in the manufacturing process per major appliance produced (megajoules)



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## ENERGY EFFICIENCY

# OUR PRODUCTS

### ENERGY STAR® AWARDS

Whirlpool Corporation has a long history in environmental stewardship including helping to draft the first ENERGY STAR® appliance standards, which are just one element of the company’s broad-based sustainability strategy. Whirlpool Corporation has received 36 ENERGY STAR® awards since 1998. The company is the most awarded appliance manufacturer by both the U.S. and Canadian ENERGY STAR® programs for continued commitment to energy and water efficient products. Additionally, Whirlpool Canada has received the ENERGY STAR® Manufacturer of the Year award for appliances for five of the last six years.

### ENERGY STAR® EMERGING TECHNOLOGY AWARDS

The *Whirlpool* WED99HED *HybridCare* Heat Pump *Duet* dryer was awarded an Environmental Protection Agency (EPA) 2014 ENERGY STAR® Emerging Technology Award. The Award is presented to innovative technologies that meet performance criteria to reduce energy use and greenhouse gas emissions, without sacrificing features or functionality. Based on estimated annual energy use, it is our most efficient clothes dryer sold in the United States.

The *Whirlpool HybridCare* clothes dryer is designed to re-generate energy during the drying cycle to reduce energy consumption while providing dryer speed and performance flexibility. The *Whirlpool* brand *HybridCare* dryer exceeds the Emerging Technology Award’s requirements to save consumers approximately 40% in energy compared to standard dryers.

### AMANA BRAND

*Amana* brand is working to reduce its carbon footprint. From adding energy and resource-efficient models, to exploring more environmentally friendly manufacturing practices, the brand is looking toward the future by creating appliances whose values stretch beyond saving money. In 2014, for every major appliance sold in the U.S., the brand donated the cost of planting a new tree through Trees for the Future, a non-profit organization that helps communities across the globe plant trees.

### AROUND THE WORLD

**Whirlpool Asia** — In India, the refrigerant used in the production of the refrigerators was replaced with R600a, a refrigerant with zero ozone-depleting potential and significantly lower global-warming potential. The change started with *Direct Cool* models at the Faridabad operation in end-2011 and replicated Frost Free refrigerators at the Pune Plant in January 2014. The change also enabled flexibility in choosing compressors that were more energy efficient.

**Whirlpool Europe, Middle East and Africa** — In the cooking category, Whirlpool Corporation launched new innovative gas hobs with *Direct Flame* technology saving 20% time and energy consumption vs. a standard gas burner. In the refrigeration category, Whirlpool Corporation launched a new combination refrigerator with *6th Sense FreshControl* technology, making it the best in preserving food for longer freshness.\*

\*BASED ON INTERNAL TESTS CARRIED OUT VERSUS MAIN COMPETITORS. FRESHNESS HAS BEEN CALCULATED AS AN AVERAGE TAKING INTO ACCOUNT VARIATION OF FOOD COLOR, PH, WEIGHT LOSS AND BACTERIA LOAD MEASURED OVER A PERIOD OF TIME.



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## ENERGY EFFICIENCY

# OUR PRODUCTS

In dishwashing, the *Elixia* dishwasher with zone wash achieves A+++ energy level (20% better than A+ dishwashers) with a 30% improvement in cleaning performance on each basket. Our *Bauknecht* brand launched the innovative washer that saves up to 10 liters of detergent per year.\* The savings is generated because the dosing recommendation avoids overdosing. The washer also includes an Eco Monitor that provides real time feedback on energy consumption based on program selection.

**Whirlpool Latin America** — Whirlpool Latin America launched the *Brastemp* BRO80 Side Inverse refrigerator. With Design for Environment methodology applied, this refrigerator uses 8% less energy when compared to the lowest energy consumption class in Brazil.

**Whirlpool North America** — *Whirlpool* brand announced a partnership with Nest to collaborate on a “Works with Nest” washer and dryer that integrates the Nest Learning Thermostat™ to leverage Nest’s Home and Away modes. This allows the dryer to switch into a slightly longer, more energy-efficient cycle if the consumer is away. In addition, consumers can enroll in Nest’s Rush Hour Rewards program through a participating energy provider to enable their washer and dryer to be automatically delayed during high-demand energy periods.

\*BASED ON WHIRLPOOL/BAUKNECHT INTERNAL FIELD TEST, COMPARISON WITH AVERAGE USER DOSAGE BASED ON 220 CYCLES PER YEAR.



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## ENERGY EFFICIENCY

# OUR OPERATIONS

### LEED CERTIFICATION

In 2012, Whirlpool North America opened three new facilities—an office building for North America operations in Benton Harbor, Michigan; a state-of-the-art premium cooking products and manufacturing plant in Cleveland, Tennessee; and a distribution center in Wilmer, Texas. In 2013, both the manufacturing plant and distribution center—1,000,000 square feet each—received LEED Gold certification in recognition of the facilities’ energy efficient and technologically advanced processes. The new office in Benton Harbor received LEED’s highest rank, Platinum Certified, delivering on the company’s goals of improvements in productivity, operations, energy efficiency and overall employee experience, all in an eco-friendly manner.

### METERING

In an effort to operate facilities in a more sustainable manner as a whole, our Ohio and Iowa manufacturing plants are hosting a program to evaluate facilities with real-time metering. Metering will show our usage in energy, waste and water to evaluate potential operational efficiencies. The objectives of the metering program are to complete site assessments to identify ways to incorporate real-time data collection and to compile energy and sustainability options as well as any applicable incentive programs. The goal is to reduce energy and water consumption through simple changes, such as lighting controls, mechanical programming, rainwater capture or reusing process heat. Eventually, all facilities will be metered to create global benefits and cross-functional opportunities from facility to facility and region to region.

### ALTERNATIVE ENERGY

An astounding example of how Whirlpool Corporation works with electrical utilities and other partners is the solar roof installation at our distribution center in Perris, California. At almost 1.7 million square feet (about 30 football fields), it is the largest in the United States. It provides enough electricity to power 7,500 residential homes annually. The office building for Whirlpool Corporation’s North American operations in Benton Harbor, Michigan, was designed to encourage use of alternative transportation methods with 10 low-emitting and/or fuel-efficient vehicles that can be charged at electric charging stations onsite.

### AROUND THE WORLD

**Whirlpool Asia** — Our plants in India achieved new energy efficiency gains in the manufacturing process, including gross power reductions at 5–7%. All facilities switched from conventional lighting to LED, saving significant amounts in energy annually. Additionally, compressors and coolers used in the manufacturing process were replaced with more energy-efficient models.



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WATER EFFICIENCY

**OUR COMMITMENT**

We will reduce the total amount of water we consume (entire lifecycle) as the business grows.

TOTAL GLOBAL WATER USE: (MILLION CUBIC METERS)

2009	2010	2011	2012	2013	2014
7.804	8.066	6.961	6.355	6.036	5.651



**WATER INTENSITY**  
Water consumed in the manufacturing process per major appliance (cubic meters)



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## WATER EFFICIENCY

# OUR PRODUCTS

### AROUND THE WORLD

**Whirlpool Europe, Middle East and Africa** — Our products and technologies are making important strides in water conservation. The *Hotpoint\** washing machine with Ecorain device allows for a 20% improvement in water consumption and a 50% improvement in energy consumption, achieving an A+++<sup>-40%</sup> by using a circuit of water recirculation pumps. Thanks to Eco spray technology, the *Sapphire G62* washing machine has reduced water consumption by 15% in this region as well as in India. Indesit brand launched the Innex washing machine which uses the intelligent “Water Balance Technology,” using sensors to adapt the amount of water used per cycle based on load size.

**Whirlpool Latin America** — Whirlpool Latin America launched the *Consul* brand 8 kg automatic top load washer, which qualified for A Class, or the lowest energy consumption class in Brazil. This innovative machine includes the water reuse feature, allowing the user an option to collect the disposable water and reuse it for other needs in the house. This option has the potential to save 20,000 liters of water per year.\*\*

The *Active!* 12 Serviços dishwasher is equipped with a Smart Sensor that minimizes water waste by calculating the exact amount of water needed for every load depending on how dirty the dishes are. This innovative dishwasher uses up to six times less water when cleaning dishes than if they were manually washed.<sup>†</sup>

**Whirlpool North America** — The *KitchenAid* 5-Cycle/6-Option Dishwasher, *Architect* Series II, features the *AquaSense* Recycling System, an industry-first feature that allows the dishwasher to use 33% less water<sup>††</sup> without sacrificing the cleaning and drying that makes *KitchenAid* the industry’s best performing dishwasher brand.<sup>‡</sup>

\*WHIRLPOOL OWNERSHIP OF THE HOTPOINT BRAND IN EMEA AND ASIA PACIFIC REGIONS IS NOT AFFILIATED WITH THE HOTPOINT BRAND SOLD IN THE AMERICAS. \*\*BASED ON 6 CLEANING CYCLES PER WEEK ON THE MAXIMUM WATER LEVEL. †PER THIRD PARTY REPORT, THE FALCAO BAUER QUALITY ASSURANCE LAB AT SAO PAULO. †† COMPARED TO OUR MOST EFFICIENT MODEL WITHOUT AQUASENSE RECYCLING SYSTEM BASED ON ENERGYSTAR.GOV PUBLISHED WATER USAGE. ‡COMBINED WASH AND DRY RESULTS OF LEADING PREMIUM BRANDS; DRY TESTING CONDUCTED WITH RINSE AID.



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## WATER EFFICIENCY

# OUR OPERATIONS

### AROUND THE WORLD

**Whirlpool Asia** — Several projects were implemented at our plants with an emphasis on reuse of treated water. Cafeteria water and rainwater was treated for use in gardens. Water was recirculated for the Reliability Assurance lab. The Faridabad Plant installed an Ultra Filtration System to reduce the level of Biochemical Oxygen Demand in water, allowing for the reuse of treated water as input for the Reverse Osmosis (RO) plant. The output from the RO plant is then reused for paint processes in the same facility.

**Whirlpool Latin America** — Initiatives to reduce water consumption in facilities across Latin America enabled a savings of 207,503 cubic meters in 2014, which translates into a significant 10% reduction in water consumption. Several projects were implemented at Latin America Region locations. The capture and use of rainwater is increasing year after year, as is the reuse of treated water. Investments are being made on its water quality so more processes can receive and utilize this type of water. Process substitutions contributed to this lower water consumption, as the enameling painting system for ovens at the Rio Claro Plant transitioned from a one-liquid enameling to a one-powder enameling process.



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AIR QUALITY

**OUR COMMITMENT**

We are committed to continue to reduce carbon intensity (greenhouse gases).



**GREENHOUSE GAS EMISSIONS GLOBAL INTENSITY**  
 Metric tons of carbon dioxide emissions in the manufacturing process (scope 1 and scope 2) per major appliance produced

**Scope 1** (direct) emissions are produced as a result of onsite combustion of fossil fuels, such as natural gas, propane, fuel, oil, etc.

**Scope 2** (indirect) emissions are produced as a result of energy generated offsite but consumed onsite by Whirlpool Corporation facilities, such as electricity produced from the burning of coal by a private firm that is then transmitted to Whirlpool Corporation.

**Scope 1** total emissions – 215,153.49 metric tons CO2-e  
**Scope 2** total emissions – 559,767.37 metric tons CO2-e  
**Total Scope 1 & 2** emissions – 774,920.86 metric tons CO2-e



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## AIR QUALITY

# OUR PRODUCTS

### AHAM

Whirlpool Corporation partnered with the Association of Home Appliance Manufacturers (AHAM) and other industry players to define the new 2015 appliance energy standards. When the new refrigerator standards come into effect, our products are projected to save more than 115 million metric tons of carbon dioxide during a 30-year period—equivalent to the annual release from 20 million cars or the annual release from more than 24 coal power plants. In addition, those products are projected to save electricity equivalent to the annual electrical use in one million homes.

### AROUND THE WORLD

**Whirlpool Latin America** — In our efforts to always do better, our Brazil facilities continue to excel, designing 74% of products to meet the requirements of an A Class label in energy consumption, the best energy consumption class according to the Brazilian Labeling Program. In particular, utilizing Embraco compressor technology such as variable speed or wisemotion compressors, our Inverter air conditioners provide 40% less energy use in comparison to A Class products and the *Brastemp* Inverse Viva refrigerator with improved compressor technology, which uses 32% less energy than typical A Class products.

**Whirlpool North America** — Once again leading the way with the most advanced materials that offer the greatest benefits to consumers, Whirlpool Corporation has partnered with Honeywell as the first refrigerator manufacturer in the United States to begin using the most environmentally responsible blowing agent available in all U.S.-made refrigerators.\* Honeywell's Solstice® Liquid Blowing Agent (LBA) outperforms commonly used hydrocarbons such as C-Pentane, providing better low-temperature insulation performance and higher energy savings. Whirlpool Corporation delivered the first refrigerators with the new blowing agent from our Amana facility in November 2013 and our Ottawa facility in April 2014.

\*BASED ON EPA COMPARISONS OF PREVIOUSLY USED INSULATION BLOWING AGENTS, HYDROFLUOROCARBON (HFC) 245FA WITH GLOBAL WARMING POTENTIAL OF 950 AND HONEYWELL SOLSTICE LIQUID BLOWING AGENT, A HYDROFLUORO-OLEFIN 1233ZD(E) WITH GLOBAL WARMING POTENTIAL OF 1.



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## AIR QUALITY

# OUR OPERATIONS

### INTERMODAL TRANSPORTATION

SmartWay Transport is the U.S. Environmental Protection Agency's (EPA) program for improving fuel efficiency and reducing greenhouse gases and air pollution from the transportation industry. Whirlpool Corporation's partnership with the EPA and SmartWay Transport is part of a collaboration among the shipping community to voluntarily achieve improved fuel efficiency and reduce environmental impacts from freight transport. Participants use performance-based qualifications and reporting tools that benchmark and inform the industry and the marketplace on freight operations, energy and environmental efficiency.

Over the past eight years, Whirlpool Corporation increased the use of railcars, which are more fuel efficient than trucks, and converted to more intermodal transportation, which uses shipping containers that transfer smoothly from railcar to truck. By doing so, Whirlpool North America has saved more than 7.5 million gallons of diesel fuel and reduced CO2 emissions by more than 78,000 metric tons through these changes.



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## END OF LIFE RECYCLING

# OUR COMMITMENT

We are committed to facilitating the responsible recycling of appliances at the end of life across the globe.

## OUR PRODUCTS

### AROUND THE WORLD

**Whirlpool Latin America** — The *Brastemp Viva!* Program, a Whirlpool Corporation initiative that collects packaging from products sold in the greater São Paulo metropolis and Baixada Santista (SP) regions, collected more than 84 tons of waste, such as styrofoam, cardboard and plastic in 2014. This represents a 70% return of the materials that package products sold through direct sales in the region during the year—65% more than in 2013.

**Whirlpool North America** — In September 2014, Whirlpool launched a new recycling initiative, Refresh & Recycle, the first recycling program by *Whirlpool* Water to give consumers a responsible alternative to throwing away their used refrigerator water filters. Used materials are tested for material content and transformed into concrete aggregate for use in roads and other concrete structures.

## OUR OPERATIONS

### AROUND THE WORLD

**Whirlpool Canada** — actively diverts packaging materials at its warehouse operations and launched a parts and water filter recovery and recycling program with select parts distributors. It also operates two voluntary collection programs for small appliances in the greater Toronto region.

**Whirlpool Latin America** — partnered with State Energy Agencies to create energy efficiency programs targeting low income families in many Brazilian states. This has resulted in more than 50,000 old refrigerators being replaced and properly recycled in 2014.



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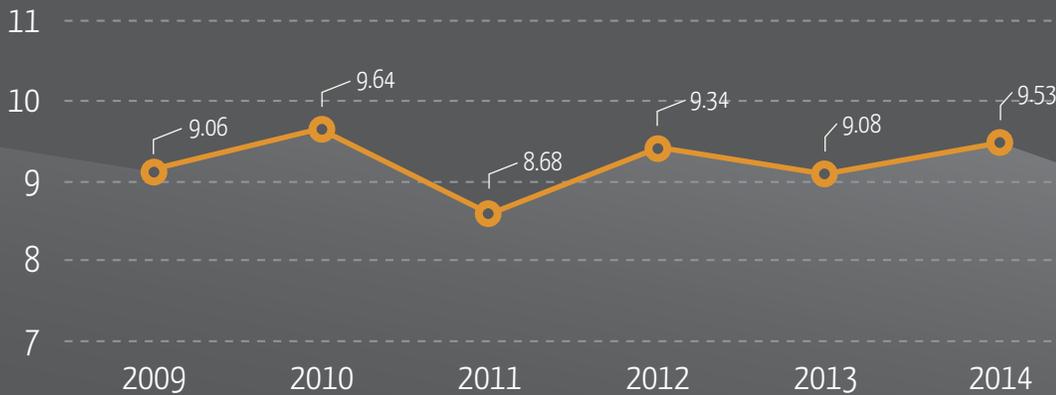
MATERIALS AND WASTE

**OUR COMMITMENT**

By 2022, our goal is to minimize or eliminate all waste across our business and send no manufacturing or packaging waste to landfill.

TOTAL WASTE GENERATED: METRIC TONS

2009	2010	2011	2012	2013	2014
378,629	440,375	369,256	390,311	392,834	401,870



**WASTE INTENSITY**  
 Total waste generated—hazardous, non-hazardous and general refuse—in the manufacturing process per major appliance produced (kilograms)



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## MATERIALS AND WASTE

# OUR PRODUCTS

Whirlpool Latin America continues to implement the Design for Environment process, which looks at materials used in projects, not only considering quality, cost and efficiency, but also the product's environmental

performance. The environmental impact assessment considers which raw materials are used, how they are produced, the duration of their useful life and other additional metrics.

## OUR OPERATIONS

### AROUND THE WORLD

**Whirlpool Asia** — A compost unit was installed in our Faridabad plant to convert wasted food to fertilizer thus reducing waste to landfill by 10 tons (4.3%), and we continued to reduce manufacturing waste with on-site recycling programs.

**Whirlpool Latin America** — While Whirlpool Corporation has set zero waste goals, Whirlpool Latin America achieved zero manufacturing waste to landfill in December 2014. Industrial waste sent to landfills fell by 65.7% due to all manufacturing plants in Brazil now implementing zero manufacturing waste to landfill from industrial processes.

With all of these advancements, the company diverted 793 tons of waste from landfills between 2013 and 2014. This is being accomplished by first adapting existing infrastructure to waste segregation and by raising employee awareness of the issue. Additionally, manufacturing processes are being changed, improvement actions are being conducted with suppliers, and recyclers are developing new technologies and helping other industries to incorporate scrap into their production processes.



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## COMMUNITY RELATIONS

# OUR COMMITMENT

Through partnership with community organizations, as well as our employees and brands, we will support good causes that create collective community impact where our employees and consumers live.

Whirlpool Corporation drives economic growth by investing in people who design, engineer and assemble our products. These same people help build up our communities. We have built a culture of responsibility that is good for our business, the environment and society overall.

Our culture of doing the right things and quietly working behind the scenes to strengthen the economic and social fabric of the communities in which we operate, has enabled our consumers to trust and team up with us. By joining together with others, we nurture positive, sustaining and thriving communities. This allows us to focus our investments back into the very communities that drive our success, creating a culture of collective impact.

People matter. It is for this reason that we maintain strong connections to the communities where our employees live and work. We hold a fundamental belief that there is more we can accomplish by further focusing our talent and resources to help meet community needs. Through our signature charities, volunteerism and Whirlpool Foundation strategic initiatives, we are finding new, creative ways to make lasting community investments.

In 2014, Whirlpool Corporation donated to more than 300 nonprofit and community organizations. The Whirlpool Foundation, which focuses on supporting outstanding programs that are centered on quality family life, cultural diversity and lifelong learning, has provided more than \$195 million to hundreds of nonprofit organizations since its founding in 1951.

# VOLUNTEERISM

In 2014, over 40 percent of Whirlpool Corporation salaried employees worldwide donated 300,000 plus hours of volunteer work.

In 2013, Whirlpool Corporation expanded its Ambassador program to connect employees throughout all of its Signature Charities at a local level, including Habitat for Humanity®, Boys & Girls Clubs of America®, Trees for the Future, Cook for the Cure® and United Way® organizations.



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## COMMUNITY RELATIONS

# SIGNATURE CHARITIES

### UNITED WAY®

In 2014, more than 6,500 Whirlpool Corporation employees and retirees at 15 sites across the United States and Canada gave to United Way. The Whirlpool Foundation matched these donations, providing a total of \$3.79 million to support United Way. Whirlpool Corporation is a member of the United Way Global Corporate Leadership program, which provides expert advice and resources to support corporate involvement and increase companies' capacity to improve lives and strengthen communities around the world. Whirlpool Corporation's employees and retirees in the United States and Canada participate in annual fundraisers for local United Way campaigns in their respective locations. In turn, United Way funds hundreds of organizations and causes within Whirlpool communities that focus on education, income, health and basic needs.

### HABITAT FOR HUMANITY®

In more than 16 years of partnership with Habitat for Humanity, Whirlpool Corporation has developed active programs in more than 45 countries with a commitment of more than \$90 million. In North America and Canada, the company has donated more than 168,000 ranges and refrigerators to new Habitat homes, serving more than 85,000 families. Additionally, Whirlpool Corporation has donated more than 41,000 products to Habitat ReStore retail outlets, helping raise nearly \$5.7 million. We've engaged thousands of employee volunteers, sponsored nearly 150 homes around the

world and donated products to more than 75,000 Habitat families in Europe, Middle East and Africa. Whirlpool Corporation plans to support the work of Habitat around the world through product donations, financial contribution and/or volunteerism.

### COOK FOR THE CURE®

Launched in 2001, *KitchenAid* brand created Cook for the Cure® to give those with a passion for cooking a way to support the breast cancer movement. In the U.S., Cook for the Cure® raises funds for Susan G. Komen for the Cure through donations, special fundraising events, auctions and grassroots programs.

### BOYS & GIRLS CLUBS OF AMERICA®

Over the past five years, *Maytag* brand's support of Boys & Girls Clubs of America® (BGCA) totaling \$6.4 million, has made a profound difference in the lives of Club leaders and the kids we serve. Throughout our partnership *Maytag* has directly supported more than 60 Clubs, making an impact on over 50,000 Club members. In 2014, *Maytag* brand's generous support helped to fund the *Maytag* Dependable Leader Awards, America's Vote and Advanced Leadership Program. Through each of these critical initiatives, *Maytag* brand's investment recognized and encouraged professional Club leaders and youth to continue and advance their work as dependable and reliable leaders in local communities.



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### COMMUNITY RELATIONS

# SIGNATURE CHARITIES

## INSTITUTO CONSULADO DA MULHER®

Since 2002, Whirlpool Latin America’s *Consul* brand has supported the Instituto Consulado da Mulher (ICM) program in Brazil, dedicated to developing income opportunities for low-income women with entrepreneurial potential. Consulado da Mulher promotes the development and social inclusion of

families and communities throughout much of the country. Since its inception, ICM has positively impacted the lives of over 33,000 women through workshops, classes and other education and support activities. In 2014, ICM directly and indirectly benefited over 6,300 people with a total revenue of US \$2.26 MM through its entrepreneurial activities.

### COMMUNITY RELATIONS

# OTHER CHARITIES

## AROUND THE WORLD

**Whirlpool Asia** — The Integrated Child Development Program, a 3-year community development program, became a reality thanks to the Community Aid & Sponsorship Program, a Pune-based organization committed to strengthening the community in a sustainable manner in order to support its children and families. The program involves sponsorship of 300 children in three villages adjacent to the plant.

Employment of successful candidates was a key area of focus. Approximately 50% of the program’s participants were offered positions within Whirlpool or other organizations and companies.

Whirlpool of India and its employees provided disaster relief and contributed approximately \$46,000 toward relief and rehabilitation for thousands affected by devastating floods in Northern India in 2014.

Whirlpool vocational training was provided to over 1900 youth across India through training partners recognized by the National Skills Development Council (NSDC).



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## EMPLOYEES

# OUR COMMITMENT

The best possible performance requires the best possible talent. In every corner of the company, our 100,000 employees are empowered to be both bold and innovative in a performance-driven environment that rewards results. We bring our different experiences and backgrounds together to unlock new and relevant consumer solutions.

Our leadership and diversity are recognized by others. For example, the company has attained a perfect score of 100 from the Human Rights Campaign's U.S. Corporate Equality Index for 12 consecutive years. We are the first and only appliance company to do so. The perfect score on the Index is a result of our dedication to workplace equality. In 2002, we instituted domestic partner benefits and we recently introduced benefits to support transgender employees. We created our own "It Gets Better" video in honor of National Coming Out Day and we were the first appliance brand to feature same-sex couple families in national appliance ads.

Through our Office of Diversity and PRIDE Network, we have also brought lesbian, gay, bisexual and transgender (LGBT) equality diversity training to employees at several locations.

Together, our employees create the strongest and most innovative brands around the world. We have deep-seated ethical standards—our values of Integrity, Respect, Diversity and Inclusion, Teamwork and the Spirit of Winning are the core who we are and how we work. That's Whirlpool Corporation.



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# EMPLOYEES ENGAGEMENT

Engagement at Whirlpool Corporation climbed two points in 2014 to a score of 83—an all-time high since we began surveying our employees 11 years ago. Scores in all six regions were either equal to or higher than those from 2012. And 96 percent of those who received an email invitation to complete the survey provided their

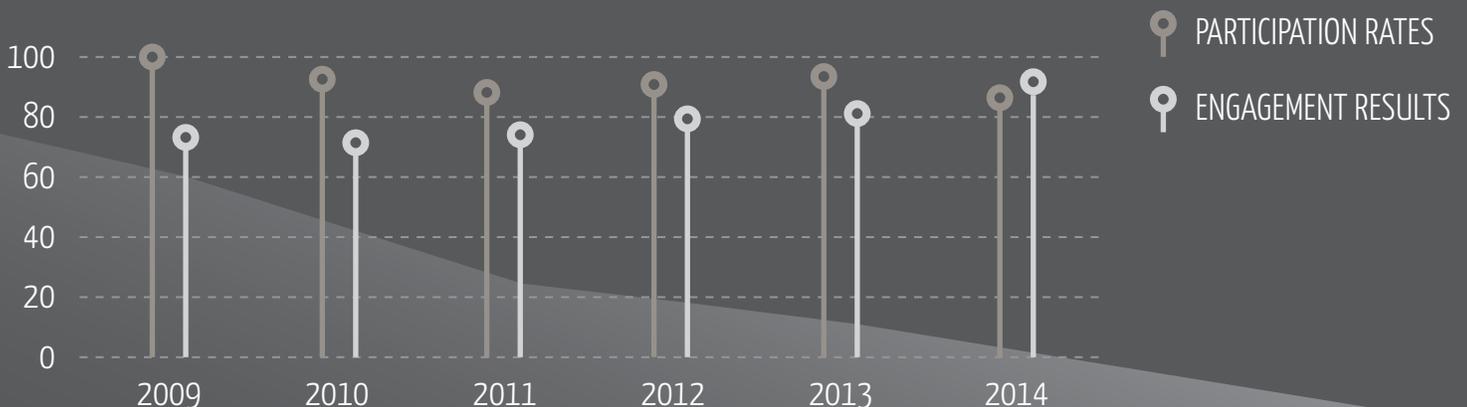
feedback in the categories of Strategy, Leadership, Extraordinary Performance & Results, Social Responsibility, Respect & Recognition, Development, Quality of Work and Managerial Effectiveness. The top category increases were in the areas of Strategy and Leadership.

# MANAGEMENT

Whirlpool Corporation's Management Skills Survey (MSS) is conducted annually and is administered globally to all leaders with three or more direct reports. It creates an opportunity for direct reports to provide anonymous and relevant feedback to their managers.

The survey, which has been conducted since 2005, enables us to increase our individual and organizational standards for managerial performance and development.

## EMPLOYEES: PARTICIPATION & ENGAGEMENT





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## EMPLOYEES

# DEVELOPMENT

Whirlpool University, our training framework, is unique among corporate universities. Working with our executive committee and senior leaders, we ensure that all organizational and learning products are aligned to Whirlpool Corporation's strategy. This aligned approach, supported by systems, allows us to sustain strategic focus and scale individual competency in strategically relevant areas. There are 759 courses offered within Whirlpool University. In 2014, there were 13,633 employees formally trained on 75,176 courses.

## GLOBAL OPERATIONAL COMPETENCIES

Whirlpool Corporation's global operational competencies are used to execute the company's business strategy. Whirlpool University provides training related to these competencies to ensure employees have the knowledge and skills to achieve our company's objectives.

## FOUNDATIONS OF WHIRLPOOL

The Foundations of Whirlpool curriculum is a CEO-led initiative that was designed to create an all-inclusive set of courses that could be accessed by employees around the world to better generate a greater understanding of the company's foundation, strategy, leadership philosophy and values. There are 13 online courses offered. Since the series launched in 2010, more than 11,000 salaried employees from around the world have completed a Whirlpool Foundation course.

## FUNCTIONAL SKILLS

Whirlpool University offers a wide range of functional skills training to ensure employees have the skills required to meet our basic objectives. Programs help build basic, proficient and mastery skills within specific functions, including finance, freight and warehousing, human resources, information systems, manufacturing, marketing, procurement, product development and sales.

## LEADERSHIP DEVELOPMENT

Our leadership development strategy is to grow our next generation of leaders through a variety of programs and initiatives. Not only does Whirlpool offer more than 10 leadership development courses within our four leadership categories for employees at different levels within the organization, in 2014 we also introduced our Winning Workplace in every region.

This new program is how we empower, enable and inspire our people with the best culture, environment and tools to deliver results beyond expectations. The Winning Workplace program focuses on a collaborative and transparent environment that fosters faster results and a workforce aligned to work the way they live.



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## EMPLOYEES

# REWARD AND RECOGNITION

Whirlpool Corporation is a high-performing company that succeeds through our talented and engaged workforce. To support our business strategy, we employ progressive compensation, benefits and rewards practices designed to attract, motivate and retain top performers.

Our compensation structure is designed to include competitive base pay and performance-based incentive pay, with the goal of providing more opportunities for above-average market compensation and career development to employees who consistently deliver very strong or extraordinary results.

The six programs of our recognition framework can be used to recognize employees throughout the year in different ways, such as informal day-to-day, career achievement, above and beyond performance, spot awards and Chairman’s W Awards. Each program is designed to encourage and reward behaviors, contributions and achievements that support our core values and business objectives.

The Chairman’s W Award, Whirlpool Corporation’s highest employee honor, annually recognizes employees and teams for excellence in areas such as customer quality, innovation, leadership, social responsibility and value creation.

# HEALTH AND SAFETY

At Whirlpool Corporation, the health of our employees and their families is crucial to our continued success. Our mission is to engage employees and their family members in their own health, wealth and well-being; to keep employees healthy; and, in the event they become injured or ill, return them to good health. We offer a range of competitive benefit programs, unique to the countries in which we operate, that are aligned with all state and local regulations. Some examples include:

- On-site health coaches, pharmacists and counselors who meet one-on-one with employees to help them set and achieve their health goals

- Worksite wellness initiatives (on-site biometric screenings, flu shots, walking programs, cooking demonstrations and workshops on health topics, etc.)
- Annual health assessments
- Lifestyle and disease management programs
- Fitness incentives
- Financial security benefits, including a 401(k) plan with company match for U.S. employees
- Flexible working arrangements
- Paid personal days, vacation days and holidays



**OVERVIEW**

- Introduction
- Performance Scorecard
- Timeline
- Strategy
- Awards

**ENVIRONMENT**

- Energy Efficiency
- Water Efficiency
- Air Quality
- End of Life Recycling
- Materials and Waste

**COMMUNITY RELATIONS**

- Volunteerism
- Signature Charities

**EMPLOYEES**

- Engagement
- Management
- Development
- Reward and Recognition
- Health and Safety**

HEALTH AND SAFETY

# RECORDABLE CASE RATE



**RECORDABLE CASE RATE**  
 (U.S. Occupational Safety and Health Administration)  
 $\times 200,000 \text{ hours} / \text{total hours worked}$

HEALTH AND SAFETY

# LOST-TIME INCIDENT RATE



**LOST-TIME INCIDENT RATE**  
 (U.S. Occupational Safety and Health Administration)  
 $\times 200,000 \text{ hours} / \text{total hours worked}$