

Whirlpool Corporation  
***100 Years at a Glance***



1911 100 2011



## 1911

**U**pton Machine Company is founded by Lou and Emory Upton in Benton Harbor, Michigan, to produce electric motor-driven wringer washers. Lowell Bassford provides the needed capital.

## 1912

**U**pton Machine Company receives its first order and contract with the Federal Electric division of Commonwealth Edison. When Upton unknowingly delivers an early order of washing machines with defective transmission gears, the company recalls the machines and replaces the faulty parts at no cost. This show of integrity and commitment to quality so impresses Federal Electric that it doubles its order.

## 1914

**U**pton Machine Company is under threat of closure when Federal Electric begins manufacturing its own washers to offset impending costs of World War I. Lou, his brother, Fred, and Emory Upton realize that to survive, they must purchase another company. Thus, they make their first acquisition. For \$20,000 in new Upton Machine Company



1911 Whirlpool's First Electric Wringer

stock, they gain the plant, equipment, inventory and goodwill of American Tool Works. Upton Machine Company begins producing camp kits, ironers, and toy guns.



Founder and President Louis Upton

## 1915

**M**aytag develops a multi-motor gasoline-powered washing machine, affording customers in rural areas without electricity the opportunity to utilize the technological conveniences of the automatic washer.

## 1916

**U**pton Machine Company sells its first order of washers to Sears, Roebuck & Co.—beginning a long business relationship.

## 1917

**L**ou Upton writes a company letter to employees' wives instructing them to enjoy some time with their husbands, who were given a paid vacation—a concept unheard of at the time. This strong sense of community and responsibility remains central to company's core values and the Whirlpool Way.

## 1918

**T**he trade name KitchenAid® is created. The Hobart Manufacturing Company registers the name in 1920.

## 1919

**B**auknecht is founded. With seed capital of 500 marks, Gottlob Bauknecht forms his first electrotechnical workshop in Tailfingen, Germany, developing electric motors to make manual labor easier for the masses.

**T**he first residential KitchenAid® stand mixer is introduced, ushering in a new era for the domestic kitchen.

## 1921

Sears loans the Upton Machine Company \$87,500 for a plant expansion—enabling the company to build more washers. Then, in the years following World War II, the U.S. economy goes bust. Sears washer sales drop 65 percent—forcing them to cancel remaining orders. Upton Machine

Company faces the crisis of being unable to repay the loan. However, the unique working relationship between both companies forges a mutually satisfying agreement. Sears agrees to cancel the loan in exchange for shares of stock in the Upton Machine Company.

## 1924

Gottlob Bauknecht opens his first sales office in Stuttgart, Germany—adding a successful sewing machine motor to his electric motor business.

## 1925

Upton Machine Company becomes Sears' sole supplier of electric- and gasoline-powered washing machines.

## 1929

Sears' growing demand requires Upton Machine Company to merge with Nineteen Hundred Washer Company of Binghamton, New York. The new firm, The Nineteen Hundred Corporation, adds large manufacturing facilities in Michigan and New York. The Binghamton plant closes in 1939.



1931 Maytag Model F Washing Machine

## 1932

Gottlob Bauknecht's bestselling and versatile Landfreund motor is developed—revolutionizing industrial and agricultural tasks of the time.

## 1934

Amana Refrigeration Inc. (then the Electrical Equipment Company) is founded by George C. Foerstner.

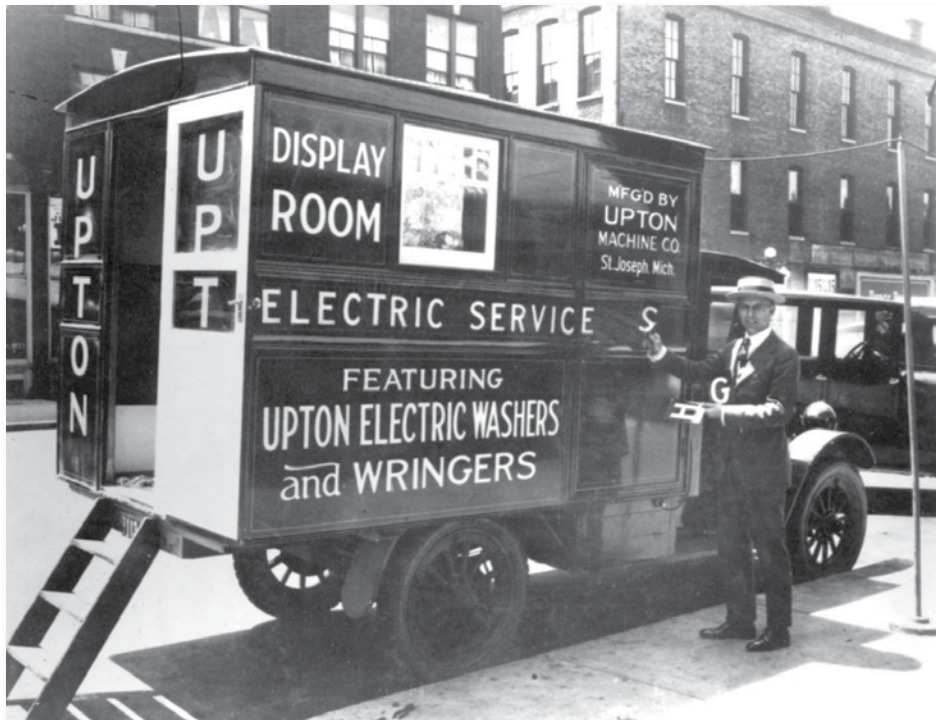
## 1935

The Nineteen Hundred Corporation is listed on the Cleveland Stock Exchange.

## 1936

The Nineteen Hundred Corporation's products enter the global marketplace when Sears International is established—delivering Kenmore brand washers to England, Sweden and the Canal Zone. Simultaneously, the then-Nineteen Hundred Corporation partners with New York-based American Steel Export Company to handle the Kenmore line through the firm's foreign distributors in Europe and Asia. Exports cease from 1940 to 1947, due to World War II.

George Foerstner of Amana sponsors competitions offering mutual fund shares and other "financial investments" as prizes (becoming an industry pioneer in advocating financial literacy, profit sharing and developing a precursor model to the 401(k)).



1920 Lou Upton with Display Truck



labor markets shift, pulling women onto factory floors. War fosters greater employee camaraderie, and employees work together to pick up the slack.

## 1937

The Nineteen Hundred Corporation's application for listing is approved by the New York Curb Exchange (American Stock Exchange).

The Nineteen Hundred Corporation's application for listing is approved by the Chicago Stock Exchange.

## 1938

Whirlpool Corporation (then the Nineteen Hundred Corporation) invents the first washer with motorized agitation, ushering in a new era of time savings and convenience.

Bauknecht launches the Allfix food processor, launching the start of a small-kitchen-appliance market.

## 1941

The Nineteen Hundred Company, Bauknecht and Maytag shift operations to support World War II production efforts until war's end—gaining new competencies. Maytag improves designs and manufactured components for military airplanes. With men at war,



1939 Whirlpool Wringer Washer

## 1943

World War II forces Guido Borghi and his family to emigrate from Milan to Comerio, Italy. They rent a summer home on Via Orocco and open Guido Borghi and Sons' Ignis Appliances Shops to manufacture irons and cooktops.

## 1945

Bolivian-born Miguel Etchenique immigrates to São Paulo, Brazil, and founds Companhia Distribuidora Geral Brasmotor to distribute Chrysler automobiles in Latin America. When Chrysler grows tired of the frequent political strife in Brazil and severs the partnership, Etchenique sees an opportunity. His sons, Antonio and Hugo Miguel, are instrumental in transitioning the company to refrigerator production, forming the Brastemp® brand, which later becomes central to Whirlpool Corporation's global expansion.

## 1947

Companhia Distribuidora Geral Brasmotor enters the large appliance market as an importer of Kelvinator, Norge, Alaska and White Star refrigerators.

Brazilian auto repairmen Guilherme Holderegger and Rudolf Stutzer work in a small shed in Brusque, Brazil, until Consul Carlos Renaux asks them to repair his new kerosene-powered refrigerator. The mechanics have never seen such a device. To learn how it works, they dismantle the refrigerator and put it back together, piece by piece. In 1950, the Consul® brand is launched.

Nicknamed the "Jeep," Sears introduces the Nineteen Hundred Corporation's first automatic washer.

Amana (then the Raytheon Company) invents the first microwave oven. After an employee naming contest, the microwave oven line is called "Radarange". Housed in refrigerator-sized cabinets, the first microwave ovens cost between \$2,000 and \$3,000 and were sold by Raytheon primarily to the commercial marketplace.



1947 "Jeep" Washer

## 1948

The Nineteen Hundred Corporation (Whirlpool Corporation) successfully launches the first Whirlpool® brand name automatic washing machine—transitioning the company from a manufacturer with one major trade customer (Sears) to launching its own branded appliances. Dual distribution—one line of products for Sears, another for The Nineteen Hundred Corporation under the Whirlpool® brand begins dual manufacturing and distribution—fundamental for future growth.

## 1949

The Nineteen Hundred Corporation launches a campaign to get national recognition for the Whirlpool® brand name, and to expand distribution.

Lou Upton steps down as head of The Nineteen Hundred Corporation naming Elisha "Bud" Gray his successor. Gray is seen as an obvious choice because of his Midwestern values and extraordinary business vision.

Amana introduces first side-by-side refrigerator for the home.

## 1950

Aligning with its new Whirlpool® brand push, the Nineteen Hundred Corporation is renamed Whirlpool Corporation. The company offers more consumer options by adding automatic dryers to the company's product line.

Investing in the industrial development of artisan villages in Varese, Italy, Giovanni Borghi builds a factory for 200 employees to manufacture not only ovens and cooktops, but also an appliance previously unknown in Italy: the refrigerator. Ignis workers produce appliances for third-party companies like Fiat, Atlantic, Philco, Emerson and Philips. Borghi builds lakefront pool and recreation area in Comerio to support employee and family work-life balance, and constructs one- and two-family houses (Borghi Villages), a sports center and a health center in Cassinetta. Borghi

markets the Ignis® brand via early corporate sports sponsorships.

Indústria de Refrigeração Consul is founded by Rudolf Stutzer and Wittich Freitag in Joinville, Brazil. In its first year, the company produces 22 kerosene-powered refrigerators under the Consul® brand name.

## 1951

Whirlpool Foundation is established to address global social concerns through grants, volunteerism and leadership. Contributed resources enable the company to demonstrate its intrinsic sense of social responsibility by investing in the very communities that drive the company's success.

LaPorte, Indiana, plant is acquired, and becomes the company's worldwide parts distribution center.

## 1952

Whirlpool Corporation acquires the Clyde Porcelain Steel Company of Clyde, Ohio. The facility is converted into a washer production plant.

Whirlpool Foundation awards first college scholarships to sons and daughters of Whirlpool Corporation employees.

## 1954

Companhia Distribuidora Geral Brasmotor changes its name to Companhia Industrial e Comercial Brasmotor. The newly named company embarks on a revamped business model, developing and producing its own line of household appliances. The name chosen for the new line is Brastemp®: Bras for "Brazil," and Temp for "temperature."

Amana patents first self-defrost refrigerator.

## 1955

Whirlpool Corporation is listed on the New York Stock Exchange.

Whirlpool merges with Seeger Refrigeration Company and Radio Corporation of America's (RCA) Estate range and air conditioning divisions.

1955 continued on next page



1949 Whirlpool's first auto washer and dryer pair

1955 continued

RCA-Whirlpool® is established as a brand name, and Whirlpool-Seeger Corporation as the company name.

Whirlpool Corporation buys Motor Products Corporation's manufacturing facilities in Marion, Ohio, which become a dryer production plant.

Whirlpool Corporation acquires International Harvester's refrigeration plant in Evansville, Indiana.

1956

First full line of RCA-Whirlpool® brand home appliances is introduced to distributors. The line covers 12 types of appliances available in 150 models.

Consul introduces its first electric refrigerator using a new compressor system.

1957

Whirlpool-Seeger changes name to Whirlpool Corporation. A new administrative center is built on a 100-acre site north of Benton Harbor, Michigan.

Whirlpool Corporation establishes partnership with Brazilian appliance



1956 Consul® Refrigerator

manufacturer, Companhia Industrial e Comercial Brasmotor (parent of Multibrás S.A. Electrodomésticos. This marks Whirlpool Corporation's first solo foray into international markets.

Elisha "Bud" Gray's marketing and brand strategy goals culminate in the launch of the RCA-Whirlpool® Miracle Kitchen—a wildly imaginative, futuristic and customer-relevant full-line solution for the ultra-modern home. The innovative kitchen takes advantage of major developments in television and



1958 Miracle Kitchen woman watching sweeper

transportation, traveling throughout the United States, Italy, Germany, Poland and Russia during the 1960s.

Whirlpool merges with Birtman Electronic Company of Chicago, adding vacuum cleaners to its product lines. Chicago facilities are phased out, and production transfers to the company's plant in St. Paul, Minnesota.

1958

Walter Seeger retires as the Whirlpool Corporation's chairman of the board, and Elisha "Bud" Gray is named the new chairman.

Whirlpool Corporation acquires the domestic gas refrigeration and automatic ice-maker facilities and patents from the Evansville, Indiana, company Servel Refrigeration Company. Acquisition prepares the way for a full line of appliances under the RCA-Whirlpool® brand and marks "one of the most important and effective merchandising undertakings in the history" of the company.

Whirlpool sells a percentage of ABCC to Carrier Corporation of Syracuse, New York.

## 1960

Whirlpool introduces coin-operated dry-cleaning to the public and establishes the Commercial Laundry and Dry-Cleaning Equipment Division.

Whirlpool Corporation wins NASA contract to design and build America's first experimental "space kitchen"; the company builds other food, waste and hygiene systems used in the Gemini, Apollo and Skylab space missions.

## 1961

Whirlpool Corporation celebrates its 50th anniversary. The company achieves \$438 million in sales.

## 1965

The Raytheon Company acquires Amana Refrigeration, Inc. With Amana's well-established distribution channel, the microwave oven becomes a fixture in U.S. households.

## 1966

The RCA-Whirlpool® brand name changes to Whirlpool®, establishing the Whirlpool® brand as the company's flagship brand.

Whirlpool Corporation acquires the Norge refrigeration plant in Fort Smith, Arkansas, adding in excess of 1 million square feet of manufacturing space for Whirlpool® brand refrigeration products.

Whirlpool Corporation acquires a majority stake in Warwick Electronics, Inc. (a major television supplier for Sears), establishing the company as a new player in the consumer electronics industry. The Warwick acquisition includes Thomas Organ Company, a wholly owned subsidiary of Warwick Electronics, Inc. (In 1976, Whirlpool exits this market.)

## 1967

For first time in company history, Whirlpool Corporation crosses the \$1 billion sales mark.

Intensifying consumerism creates pressure for better product quality and service, so the company launches the 24-hour Cool Line customer service help line. It is the first toll-free support program in the United States.

Raytheon/Amana introduces the first countertop, domestic 100-volt microwave oven, which cost just under \$500 and was smaller, safer and more reliable than previous models. The market expands, cooking becomes easier and under the Amana® name, Amana® Radarange® becomes the dominant player in the home microwave oven business.

The reliability of Maytag® appliances is showcased with introduction of "Ol' Lonely," better known as the Maytag Repairman—a bored maintenance man

with no work to do. The character is one of the most iconic advertising characters in consumer goods history.

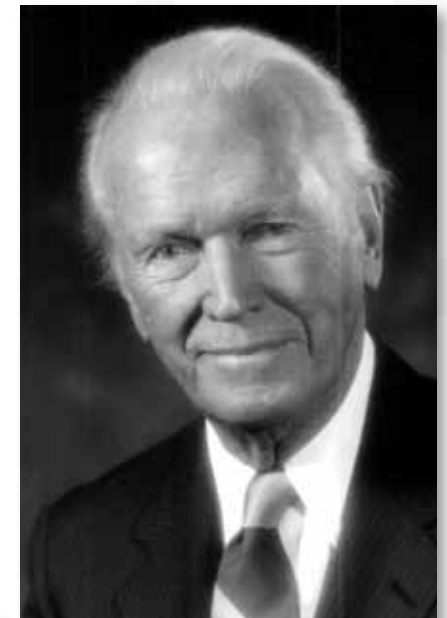
Whirlpool Corporation's first brand-new manufacturing facility is completed in Findlay, Ohio, further expanding production capacity.

## 1968

The Elisha Gray II Research & Engineering Center is completed in Benton Harbor, Michigan, giving the Whirlpool Corporation the largest and most comprehensive applied research facility in the home appliance industry.



1960s NASA feeding tray with food



1968 Elisha Gray



## 1969

Whirlpool Corporation acquires a 33 percent stake in John Inglis Co. Ltd., a major marketer and manufacturer of home appliances, giving the company a foothold into the Canadian market. In 1971, Whirlpool Corporation's stake increases to 43 percent. Whirlpool Corporation acquires 100 percent of company in 1989.

Elisha "Bud" Gray writes the 1969 "Letter on Sustainability" to shareholders, articulating the company's need to engage in social issues, including reducing the human impact on the environment. Gray then defines a new sustainability-centered business model.

Whirlpool Corporation introduces the residential trash compactor, the first totally new major home appliance to reach the marketplace in more than 30 years.



1973 Amana Commercial Microwave

## 1970

Whirlpool Corporation reaches \$1.2 billion in net sales.

Recognizing the need for energy and material conservation, Whirlpool Corporation establishes a new business model focused on energy efficiency and environmental sustainability. This new focus becomes the industry's gold standard. Progressive leadership establishes the Office of Environmental Control—not only to develop more efficient products for consumers and methods of manufacturing, but to also work with government and civil society groups on social and environmental responsibility.

Plant construction in Danville, Kentucky, is completed. Danville plant begins producing trash compactors.

## 1971

John Platts, a 30-year Whirlpool Corporation employee who started his career on the factory floor, succeeds Elisha "Bud" Gray as CEO and chairman of the board.

Total shift in technology—Whirlpool Corporation ends production of all wringer washing machines in favor of popular automatic washing machines.

Consul inaugurates Plant II—stepping up its exports to other Latin American countries, Africa and the Middle East.

Consul also launches its first air conditioner and established Embraco—Empresa Brasileira de Compressores S.S. The aim of the new project was to produce refrigerator compressors, thus eliminating the company's dependence on component imports.

## 1972

Multibrás S.A. Household Appliances changes its name to Brastemp S.A. Household Appliances.

Philips Group acquires Ignis.

## 1974

Whirlpool purchases a 133-acre building site in Ponca, Oklahoma, for future expansion.

The Célaya, Mexico plant begins production as National Stoves and Refrigerator (Estufas y Refrigeradores Nacionales, S.A.—ERNA).

## 1975

Whirlpool Corporation plays key role in crafting U.S. Energy Policy and Conservation Act.

Embraco inaugurates Plant I—producing 42,000 compressors per month working only one shift.



## 1976

With participation from the Whirlpool Corporation, Brasmotor S.A. Household Appliances acquires the Consul® brand and, consequently, Embraco.®

The St. Paul Division completes Cottage Grove Plant in a suburb of St. Paul, Minnesota. Begins production and assembly of floor-care equipment.

Due to pricing competition from Japanese competitors, Whirlpool Corporation sells 57 percent majority share of Warwick Electronics (a major television set supplier to Sears, Roebuck & Co.) to Sanyo Electronic Co., Ltd., of Osaka, Japan, withdrawing from the television business. Warwick stockholders approve changing the company's name from Warwick Electronics, Inc., to Thomas International Corporation, with the change actually occurring in 1977. Whirlpool Corporation retains its 57 percent interest in Thomas International, which in turn continues its electronic organ business. Electronic technologies underpin company's appliances in the coming years.

## 1977

Whirlpool Corporation surpasses \$2 billion in annual revenue.

Whirlpool Corporation reenters the microwave oven market by introducing four Whirlpool brand models. The company had marketed a microwave oven for a brief period in the late 1950s, but withdrew when it became apparent that the marketplace was not ready for this new concept in cooking.

Whirlpool Corporation moves toward vertical integration; to reduce dependence on outside suppliers, it starts producing its own hermetic motors in Danville, Kentucky plant.

Marion, Ohio, Division begins production of freestanding ranges. Whirlpool Corporation thus resumes manufacture of virtually all ranges marketed under the Whirlpool brand name.

Heil-Quaker, a leading producer of heating equipment and air conditioners, becomes a wholly owned subsidiary of Whirlpool Corporation. Heil-Quaker's La Vergne, Tennessee, location—near an interstate system and housing a manufacturing plant and distribution center. La Vergne becomes a key production, warehousing, shipping and inventory control center for the company.

## 1978

Brastemp S.A. Household Appliances changes its name to Brastemp S.A. Inc.

## 1979

Total Quality Assurance system is established to achieve maximum product quality by involving all company functions.

Whirlpool Corporation helps craft U.S. Federal Trade Commission Energy Labeling Rules and every appliance efficiency standard test procedure in the United States since the late 1970s.

## 1981

Freestanding range production moves from Marion, Ohio, plant to Findlay, Ohio.

Electronics are added to refrigeration line with introduction of the Systems Sentinel 1 technology.



1981 John Platts

## 1982

John Platts retires as chairman and CEO. Jack Sparks becomes chairman and CEO, and introduces five-year capital spending plan to increase productivity and address industry needs. Herbert K. Anspach is president until 1983, when Sparks also assumes that role until 1987.

Bauknecht is incorporated into Philips Group, whose European home appliance portfolio Whirlpool Corporation acquires in 1989.

Manufacture of commercial ice makers is discontinued, and the business is sold.



CEO Jack Sparks

## 1983

**Whirlpool Corporation** announces it will begin a three-year phase-out of automatic washer assembly at its St. Joseph, Michigan, facility. Washers will be made in Clyde, Ohio. St. Joseph is devoted to parts manufacture.

**Vacuum cleaner** production is transferred from St. Paul, Minnesota, to Danville, Kentucky.

## 1984

**Whirlpool Trading Company, Inc.**, is formed to consolidate international activities. Whirlpool Trading Company signals the company's growing global vision.

**Appliance Buyers Credit Corporation (ABCC)**, Whirlpool Corporation's wholly owned finance subsidiary, is renamed Whirlpool Acceptance Corporation.

**Whirlpool Corporation's** St. Paul, Minnesota, Division closes, and production of freezers and residential icemakers moves to Evansville, Indiana.

**The Brastemp®** brand commemorates the production of 10 million units.

**Supermatic S.A de C.V (SUSPA)**, Mexico, plant begins refrigerator production operations.

## 1985

**Whirlpool Corporation** purchases MasterCraft Industries, Inc., a Denver, Colorado-based kitchen cabinet manufacturer, marking the company's entrance into the cabinet business. The company manufactures stock and custom cabinets, which are distributed primarily in the Southwestern and Western United States.

**Whirlpool Corporation** launches a line of Whirlpool® brand vacuum cleaners.

**Manufacturing operations** are restructured into a major appliance group, kitchen and specialty products group and centralized manufacturing.

**Built-in range** production is transferred from the Marion, Ohio, to the Findlay, Ohio, plant; and dryer production from Findlay to Marion.

## 1986

**Whirlpool Corporation** celebrates its 75th anniversary. Company net sales reach \$4 billion. Sales division calculates that on every day in 1986, approximately 29,000 people purchased one or more appliances manufactured by Whirlpool Corporation.

**Whirlpool Corporation** purchases the iconic KitchenAid® brand in an effort to expand the company's brand portfolio and meet a broader segment of consumer needs around styling, endurance,

performance and heritage. KitchenAid® was a business unit of Dart & Kraft—which had acquired KitchenAid's original parent, the Hobart Corporation in 1981.

**Whirlpool Corporation's** purchase of the St. Charles, Illinois-based manufacturing company, St. Charles Manufacturing (along with the 1985 acquisition of MasterCraft), centrally positions Whirlpool Corporation in the kitchen cabinet business.

**Whirlpool Corporation** acquires Aspera S.r.l., (a Turin, Italy-based manufacturer of compressors for kitchen appliances and air conditioning products).

**Whirlpool Corporation** announces the tentative sale of its Heil-Quaker central heating and cooling business.

The La Vergne, Tennessee, manufacturing plant (producing room air conditioners and dehumidifiers) remains a part of Whirlpool Corporation.

## 1987

**Whirlpool Corporation** is listed on the London Stock Exchange.

**Whirlpool and Sundaram-Clayton Limited** of India form TVS Whirlpool Limited joint venture—establishing the Whirlpool presence in India. Venture produces compact washers for Indian market.

**David Whitwam** succeeds Jack Sparks as CEO and chairman of the board.



1987 Whirlpool is admitted to the London Stock Exchange

## 1988

Facing "total warfare" from domestic and global competition, Dave Whitwam delivers his prophetic and inspiring "Dragons Be Here" speech, setting the stage for a major globalization push.

Whirlpool Corporation enters the Mexican appliance market through joint venture with Vitro, S.A. of Monterrey, to manufacture and market major home appliances for Mexican and export markets. Vitromatic S.A. de C.V. is formed.

Whirlpool acquires the Roper® brand name, which it will use to market a full line of value-oriented home appliances.

## 1989

Whirlpool Corporation surpasses \$6 billion in annual revenue.

Whirlpool Corporation and N.V. Philips of the Netherlands form joint venture company, Whirlpool Europe B.V., giving the company manufacturing and marketing footholds into the European market.

Via majority stake in Philips' appliance business in Europe, Whirlpool Corporation takes sole ownership of Inglis Limited of Canada. The move



1988 David Whitwam

brings new brands into the fold (Inglis®, Ignis®, Bauknecht®, Philips®).

Appliance operations in the United States, Canada and Mexico are brought together to form the North American Appliance Group (NAAG).

## 1990

Whirlpool Corporation reaches \$6.6 billion in net sales.

In an effort to gain European presence and market share, Whirlpool Corporation strategically launches effort to market appliances in Europe under the dual brands Philips® and Whirlpool®.

Whirlpool Overseas Corporation is formed as a subsidiary to conduct marketing and industrial activities outside of North America and Western Europe.

Leveraging new and client-specific market research, Whirlpool Corporation introduces a new line of Estate® brand appliances targeting specific U.S. markets.

## 1991

Whirlpool Corporation commits globally to its Worldwide Excellence System, a total quality management

program dedicated to exceeding customer expectations.

Whirlpool Corporation gains 100 percent ownership in of Whirlpool Europe B.V. in 1991. The acquisition positions the company for expansion into European, Asian and African markets.

The Port Credit, Ontario, plant is closed. Top- and bottom-mount refrigerator production is consolidated at Evansville, Indiana; side-by-side refrigerators at Fort Smith, Arkansas.

## 1992

Whirlpool Corporation revenues top \$7 billion.

Whirlpool Corporation and Brasmotor establish the South American Sales Company (SASCO), a joint venture responsible for identifying business opportunities, selling products and implementing the two companies' joint strategies in 35 Latin American markets.

Whirlpool Corporation assumes control of SAGAD S.A., of Argentina.

Whirlpool Hungarian Trading Ltd. is formed to sell and service appliances in Hungary.

Whirlpool-Tatramat is formed to make and sell washing machines and market other major home appliances in Slovakia. Whirlpool takes controlling interest of Whirlpool-Tatramat in 1994.



## 1993

**Whirlpool Overseas Corporation** is replaced by separate regional organizations: Whirlpool Europe, Whirlpool Asia and Whirlpool Latin America.

**Whirlpool Asia** establishes headquarters in Tokyo with regional offices in Singapore, Hong Kong and Tokyo.

**Sales subsidiaries** are opened in Poland and Czech Republic.

**Whirlpool Corporation** enters contest sponsored by a consortium of electric utilities that formed the Super Efficient Refrigerator Program (SERP). Whirlpool Corporation wins \$30 million SERP prize. Company develops a chlorofluorocarbon-free (CFC) refrigerator that exceeds federal efficiency standards by at least 25 percent. Incentives from SERP form the foundation for modern tax credits and government incentives for purchasing high-efficiency appliances.

**Inglis Ltd.** becomes Canada's leading home appliance manufacturer.

## 1994

**Whirlpool Asia** and Taiwanese firm, Teco Electric & Machinery Co. Ltd., form Great Teco Whirlpool Co. Ltd., to market and distribute home appliances in Taiwan. Partnership opens additional Asian joint ventures for the company.

**Whirlpool Corporation** establishes Hong Kong branch office in effort to enter the Chinese market.

**Whirlpool®** becomes stand-alone brand in Europe.

**The Brasmotor group** changes its name to Mutibrás S.A. Electrodomésticos.

**Whirlpool Europe B.V.** takes controlling interest of Whirlpool-Tatramat joint venture in 1994. Whirlpool Europe's partnership with the Slovak washing machine producer marks company's efforts to enter emerging markets in Central and Eastern Europe.

**Whirlpool Corporation** breaks ground on a new plant in Tulsa, Oklahoma, to make freestanding gas and electric ranges.

**Whirlpool Corporation's** Asian headquarters moves from Tokyo to Singapore along with their Research and Development group, China and operating regions increases from three to four.



1995 Whirlpool Corporation enters India

**Whirlpool** exits vacuum cleaner business.

**The Whirlpool Performance Center** in Brandywine Creek opens doors in Michigan as a world-class corporate center dedicated to training and education.

**Whirlpool Corporation** revenues top \$8 billion.

## 1995

**An executive office** is formed in Tokyo to lead the company's rapid growth in Asia and manage strategic deployment in the region.

**Whirlpool Corporation** acquires majority ownership of TVS Whirlpool Limited in India.

**Whirlpool Corporation** acquires controlling interest in Kelvinator of India Ltd., one of India's largest manufacturers and marketers of refrigerators, for \$65 million—becoming Whirlpool India.

**Joint venture** is formed between Embraco and Beijing Snowflake to produce refrigerator compressors. Whirlpool Corporation assumes control of Beijing Whirlpool Snowflake Electric Appliance Group Co. Ltd.

**Whirlpool** opens Shunde Microwave Plant in China through Guang Dong-Whirlpool Electrical Appliances Co., Ltd. joint venture. Shunde becomes key production site for Whirlpool® brand

1995 continued on next page



**1995 continued**

microwave business, manufacturing microwave hood combination for the U.S. market and countertop microwaves for the rest of the world.

TVS Whirlpool Ltd., changes name to Washing Machines Ltd. (WWML).

Construction is completed on a new plant in Greenville, Ohio, geared toward KitchenAid® brand small appliance manufacturing.

Whirlpool Europe opens representative office in Russia.

Whirlpool Corporation acquires controlling interest in Whirlpool Narcissus (Shanghai, China) Co. Ltd., a washing machine manufacturing joint venture.

Whirlpool Corporation acquires majority ownership of SMC Microwave Products Co. Ltd. Formed in 1994, Whirlpool SMC Microwave is the joint venture between Whirlpool Corporation and SMC Microwave Products Co., Ltd., an existing joint venture between Shell Electric Manufacturing (Holdings) Company, Ltd., and Shunde County Beijiao Economic Development Company, of Shunde Guangdong, China. The transaction places Whirlpool Corporation among the top five microwave oven producers in the world.

Shenzhen Whirlpool Raybo Air-Conditioner Industrial Co. Ltd., an air conditioner manufacturing joint venture, is formed with Whirlpool Corporation having a majority stake.

**1996**

Whirlpool Corporation begins producing small appliances under the KitchenAid® brand in new Greenville, Ohio, plant.

Whirlpool Asia's headquarters is moved from Singapore to Hong Kong.

Whirlpool Europe acquires the white goods business of Gentrade of South Africa. The acquisition provides Whirlpool Corporation a sales and manufacturing base for southern Africa and the continent's emerging markets.

Whirlpool Corporation named as a founding member of Business Environment Leadership Council, an advisory group to Pew Center on Global Climate change.

Whirlpool Corporation facilitates the development of the appliance Green Lights Program, a U.S. Environmental Protection Agency precursor to the ENERGY STAR® program.

Whirlpool Europe opens sales subsidiaries in Romania and Bulgaria.

Production of electric and gas ranges officially begins in Whirlpool Corporation's new plant in Tulsa, Oklahoma.

**1997**

Manufacturing in 13 countries with 61,370 employees, Whirlpool Corporation reaches \$8.6 billion in net sales.

Whirlpool Corporation completes the purchase of controlling interest in Brasmotor S.A., its partner in Brazil and Latin America for 40 years. Brasmotor is the holding company that controls Multibrás S.A. Electrodomésticos and Embraco. Company acquires majority stake in Embraco.

Transamerica acquires financial services, inventory and consumer financing business and other assets of Whirlpool Financial Corporation. Whirlpool Corporation then enters into strategic partnership, allowing Transamerica to serve Whirlpool customers, and enabling the company to channel investments for greater long-term value.

Whirlpool Corporation breaks ground for a major new addition to its St. Joseph, Michigan, Technology Center.

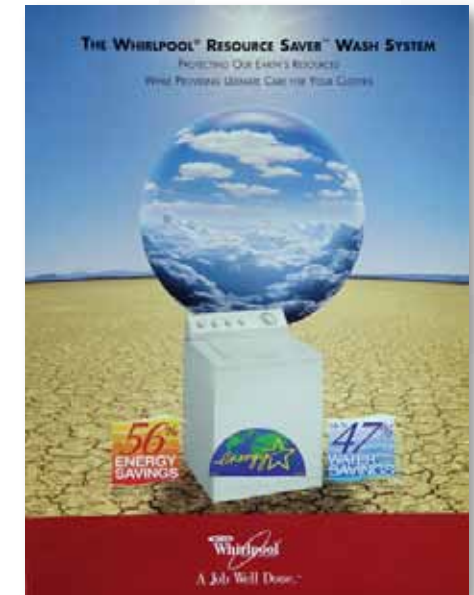
**1998**

Company collaborates with European Authorities to draft the Waste Electrical and Electronic Equipment (WEEE) Directive, which requires appliance recycling according to European and national requirements.

Whirlpool Corporation is selected by Sears, Roebuck & Co. to produce Kenmore ranges. This is the company's first opportunity to build freestanding range products, manufactured at the Tulsa Division, for the Kenmore® brand.

Whirlpool Corporation officially commits time and resources to support Boys & Girls Clubs of Benton Harbor, Michigan.

Whirlpool brand launches Resource Saver® washer—the industry's first energy- and water-efficient top-load washer. The appliance receives an ENERGY STAR® qualification and the Good Housekeeping Seal.



1998 Whirlpool® Resource Saver Advertisement

## 1999

Whirlpool Corporation operating results reach record levels with total revenues in excess of \$10.5 billion.

Whirlpool Corporation initiates Habitat for Humanity relationship by agreeing to donate a range and ENERGY STAR®-qualified refrigerator to every Habitat home built in North America.

Whirlpool Corporation launches industry's first full line of ENERGY STAR®-qualified home appliances, under the Whirlpool® brand.

## 2000

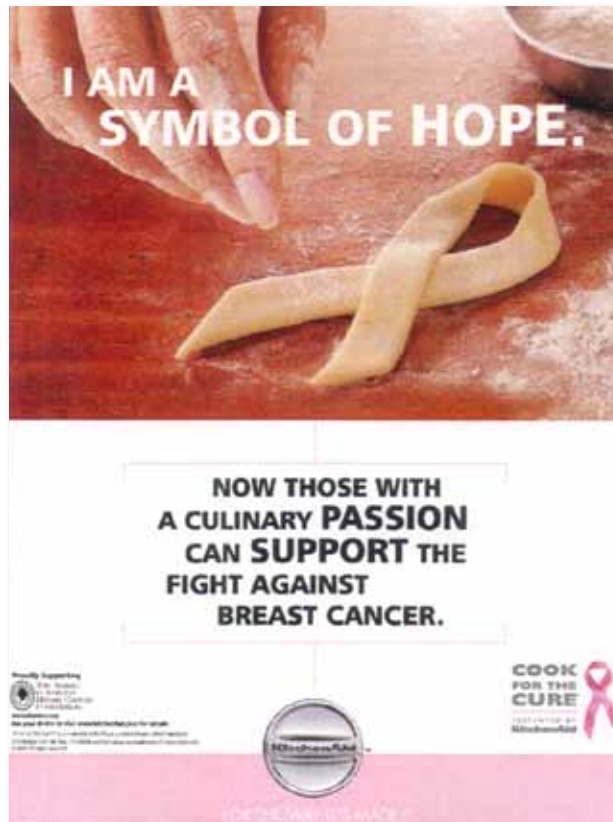
Whirlpool Corporation celebrates the 50th anniversary of the Consul® brand in Latin America.

Proclaiming "Innovation will come from everywhere and everyone, and when we are successful, every job at Whirlpool will change," CEO Dave Whitwam marshals Whirlpool Corporation to further invest in its people by selecting a vanguard of 75 global employees to learn innovation methodologies and bring them back to their home regions. New products, services and social efforts quickly emerge from the effort, creating unique solutions for a global family of consumers.

Embedded innovation results in the successful Gladiator® GarageWorks line and resource-efficient Whirlpool® brand Duet® washers and dryers.

## 2001

Whirlpool Corporation celebrates its 90th anniversary. Company surpasses \$10.3 billion in net sales.



2001 Cook for the Cure® Poster

Inglis Ltd. changes its name to Whirlpool Canada. Whirlpool continues to sell appliances under the Inglis® brand name.

Maytag Corporation acquires Amana and integrates it into its appliance division.

Whirlpool Personal Valet® clothes vitalizing system creates new product category, the first in 30 years for the home appliance industry. The Personal Valet uses steam technology to remove wrinkles and odors from ready-to-wear clothes in 30 minutes.

Whirlpool Corporation's KitchenAid® brand partners with Susan G. Komen for the Cure to create the Cook for the Cure campaign.

## 2002

Whirlpool Corporation gains full ownership of Vitromatic—becoming Whirlpool Mexico.

With support from Whirlpool Foundation and local volunteers, Whirlpool Latin America launches Instituto Consulado da Mulher a social program designed to invest in people and communities. Instituto Consulado da Mulher teaches entrepreneurial skills and provides income-generation opportunities to women with limited education and income.

## 2003

Whirlpool Corporation becomes the world's first appliance manufacturer to set a global greenhouse gas reduction target. Using 1998 levels as a baseline, the company targets an additional 3 percent reduction by 2008.

Whirlpool Europe solidifies its trade customer agreement with IKEA, exclusively providing full-line solutions for the worldwide retailer. The expanded distribution opportunities demand increased production from Whirlpool Corporation's global workforce.

## 2004

Jeff Fettig succeeds Dave Whitwam as chairman and CEO. Fettig and management team commit to the already successful embedded innovation effort, debuting energy-efficient appliance offerings.

## 2005

Whirlpool Corporation passes \$14 billion in net sales.

Whirlpool Corporation moves its Asian regional headquarters and technology center to Shanghai, China.

Embraco and Multibrás merge, operating with Whirlpool Corporation as Whirlpool S.A.

Amana® brand introduces first French Door Refrigerator with ice and water dispensing from the door.

Continuing to garner accolades worldwide, Whirlpool Corporation is ranked in BusinessWeek's Top 100 Innovative Companies in the World.

Whirlpool Corporation pledges to support by 2011, "every Habitat for Humanity home, everywhere, with everyone" through product donations, cash or home sponsorship. By 2009, the

company donates more than 73,000 appliances for Habitat homes. Fettig takes Whirlpool Corporation's relationship with Habitat for Humanity® global.

## 2006

Jeff Fettig leads a challenging purchase of Maytag, adding the Maytag®, Jenn-Air® and Amana® brands to its growing portfolio. Like the historical success of the three-tier KitchenAid®, Whirlpool® and Roper® brand structure, the new Maytag® brands are carefully

selected and managed to reach a targeted yet broad spectrum of consumers. Whirlpool Corporation is now the largest home appliance maker in the world.

Strengthening its relationship with Habitat for Humanity, the company establishes Whirlpool Building Blocks program—designed to raise awareness and help eliminate substandard housing in the United States. In 2006, the program unites 100 local residents with 100 Whirlpool employees from 100 Habitat for Humanity affiliates.



2005 Habitat for Humanity Women Build 1

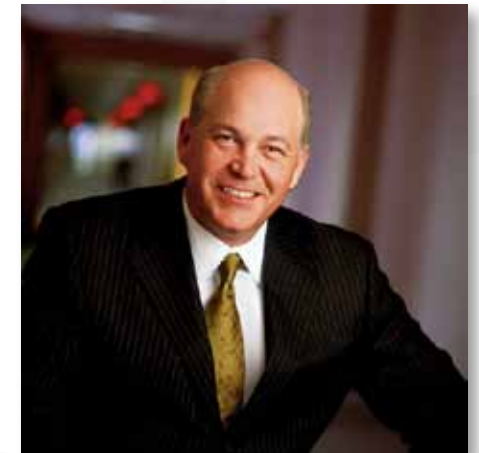
The 200 volunteers build 10 houses in one week. In 2007, 9 houses are built near Phoenix, Arizona; in 2008, nine more are completed in Dallas, Texas; nine additional Atlanta, Georgia-area homes are built in 2009.

## 2007

Whirlpool Foundation and Maytag Foundations donate more than \$9.2 million to community organizations around the world.

## 2008

Fettig also presides over periods of challenging global financial crises, and makes strategic decisions that ultimately make the company stronger than ever before.



2008 Jeff Fettig



## 2009

Whirlpool Corporation reaches \$17.1 billion in net sales and employs more than 70,000 people.

Whirlpool China enters 50-50 joint-venture with Hisense Kelon Electrical Holdings Company Ltd., to deliver new world-class and innovative appliances to consumers in China. A 328,000 square foot Hisense-Whirlpool production plant begins operation to produce estimated 2 million high-end top- and front-load washing machines and 1 million multi-door refrigerators per year under the Whirlpool®, Hisense® and Rongsheng® brands. Partnership increases company's industrial and competitive commercial footprint in China.

## 2010

Whirlpool Corporation announces plans to invest \$85 million to build a centralized headquarters riverfront office campus and renovate other facilities in Benton Harbor, Michigan. Company remains true to its century-old Midwestern roots.

Whirlpool Corporation announces a \$120 million investment in building a new LEED-certified manufacturing facility in Cleveland, Tennessee—the

single largest investment Whirlpool Corporation has made anywhere in the world— which "reinforces our commitment to the competitiveness of U.S. manufacturing."

Whirlpool Corporation opens the World of Whirlpool, a new product experience center in Chicago, Illinois.

Whirlpool Corporation opens its first stand-alone appliance store outside its Shunde, China, microwave plant.

Since Whirlpool Foundation's founding in 1951, organizations and programs have benefited from more than \$128 million in grants.

Maytag® brand commits \$4.5 million to commend Boys & Girls Clubs that exhibit exemplary performance. Through a new partnership between Maytag and Boys & Girls Clubs of America, the chosen clubs will receive up to \$150,000 to continue their great work and positive impact on youth, their families and the community. Seven inaugural Maytag Dependable Club award recipients are selected from around the world, including one club located on a military installation in Germany.

Whirlpool Corporation debuts the \$500 million Harbor Shores development, a social and economic development project aimed to promote Benton Harbor and St. Joseph, Michigan. Project features Jack Nicklaus Signature golf course, which will host the 2012 and 2014 Senior Professional Golf Association Championships.

Whirlpool Europe Region changes its name to EMEA—Whirlpool Europe, Middle East and Africa—to be more reflective of the business.

## 2011

Whirlpool Corporation celebrates its 100th anniversary.



2011 Rendering of Whirlpool's new headquarters



2011 Whirlpool's 100 Years logo