



Raymond James 47th Annual Conference

Monday, March 2, 2026

Cautionary Statement



This document contains forward-looking statements about Whirlpool Corporation and its consolidated subsidiaries ("Whirlpool") that speak only as of this date. Whirlpool disclaims any obligation to update these statements. Forward-looking statements in this document may include, but are not limited to, statements regarding future financial results, long-term value creation goals, restructuring expectations, productivity, raw material prices and related costs, supply chain, portfolio transformation expectations, India transaction expectations, housing market expectations, asset impairment, new product introduction benefits, trade and tariff benefits, litigation, ESG efforts, debt repayment and dividend expectations, share position, and the impact of the global economy and geopolitical events on our operations and financial results. Many risks, contingencies and uncertainties could cause actual results to differ materially from Whirlpool's forward-looking statements. Among these factors are: (1) intense competition in the home appliance industry, and the impact of the changing retail environment, including direct-to-consumer sales; (2) Whirlpool's ability to maintain or increase sales to significant trade customers; (3) Whirlpool's ability to maintain its reputation and brand image; (4) the ability of Whirlpool to achieve its business objectives and successfully manage its strategic portfolio transformation; (5) Whirlpool's ability to understand consumer preferences and successfully develop new products; (6) Whirlpool's ability to obtain and protect intellectual property rights; (7) acquisition, divestiture, and investment-related risks, including risks associated with our past acquisitions; (8) the ability of suppliers of critical parts, components and manufacturing equipment to deliver sufficient quantities to Whirlpool in a timely and cost-effective manner; (9) risks related to our international operations; (10) Whirlpool's ability to respond to unanticipated social, political and/or economic events, including epidemics/pandemics; (11) information technology system and cloud failures, data security breaches, data privacy compliance, network disruptions, and cybersecurity attacks; (12) product liability and product recall costs; (13) Whirlpool's ability to attract, develop and retain executives and other qualified employees; (14) the impact of labor relations; (15) fluctuations in the cost of key materials (including steel, resins, and base metals) and components and the ability of Whirlpool to offset cost increases; (16) Whirlpool's ability to manage foreign currency fluctuations; (17) impacts from goodwill, intangible asset and/or inventory impairment charges; (18) health care cost trends, regulatory changes and variations between results and estimates that could increase future funding obligations for pension and postretirement benefit plans; (19) impacts from credit rating agency downgrades; (20) litigation, tax, and legal compliance risk and costs; (21) the effects and costs of governmental investigations or related actions by third parties; (22) changes in the legal and regulatory environment including environmental, health and safety regulations, data privacy, taxes and generative AI; (23) the impacts of changes in foreign trade policies, including tariffs; (24) Whirlpool's ability to respond to the impact of climate change and climate change or other environmental regulation; and (25) the uncertain global economy and changes in economic conditions. In addition, factors that could cause actual results to differ materially from our India transaction expectations include, among other things, failure or delays in launching transaction based on market conditions or other factors, failure or delays in share settlement and closing, transaction proceeds being lower than expected, alternative uses for proceeds received, brand license valuation expectations not being met, and strategic, economic or industry expectations for India not being realized. Additional information concerning these and other factors can be found in "Risk Factors" in Item 1A of Whirlpool's 2024 Form 10-K report as updated in subsequent Form 10-Q reports. We undertake no obligation to update any forward-looking statement, and investors are advised to review disclosures in our filings with the SEC. It is not possible to foresee or identify all factors that could cause actual results to differ from expected or historic results. Therefore, investors should not consider the foregoing factors to be an exhaustive statement of all risks, uncertainties, or factors that could potentially cause actual results to differ from forward-looking statements.

Segment EBIT on slide 6 represents consolidated EBIT broken down by the Company's reportable segments and are metrics used by the chief operating decision maker in accordance with ASC 280. Consolidated EBIT also includes corporate "Other" of \$(53) million for the full-year 2025. Management believes segment EBIT provides stockholders with a clearer basis to assess our results over time for each segment.

Agenda

1

Overview of Whirlpool

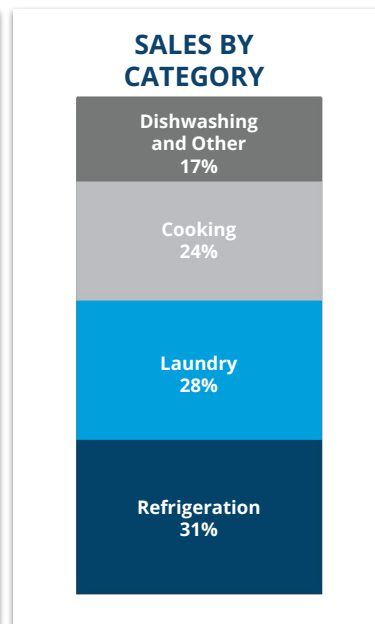
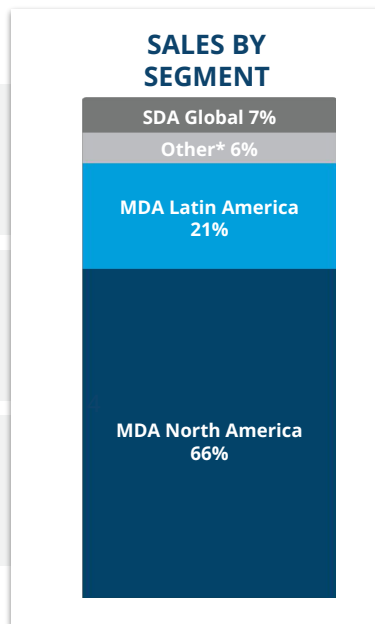
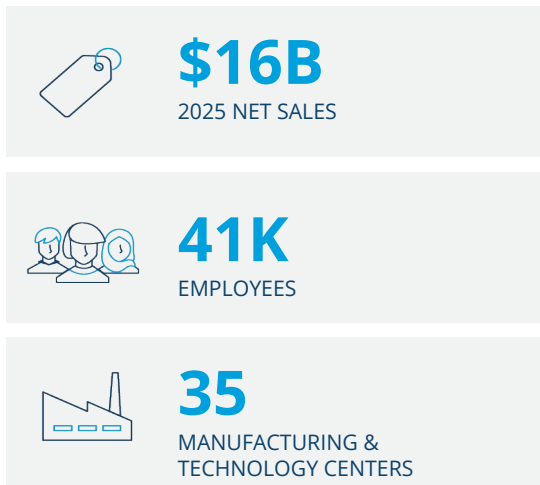
2

Whirlpool Is Well Positioned To Win

3

Capital Allocation Priorities & Closing Remarks

Whirlpool At A Glance



KEY PRODUCTS

MDA
Latin America
North America



SDA
Global

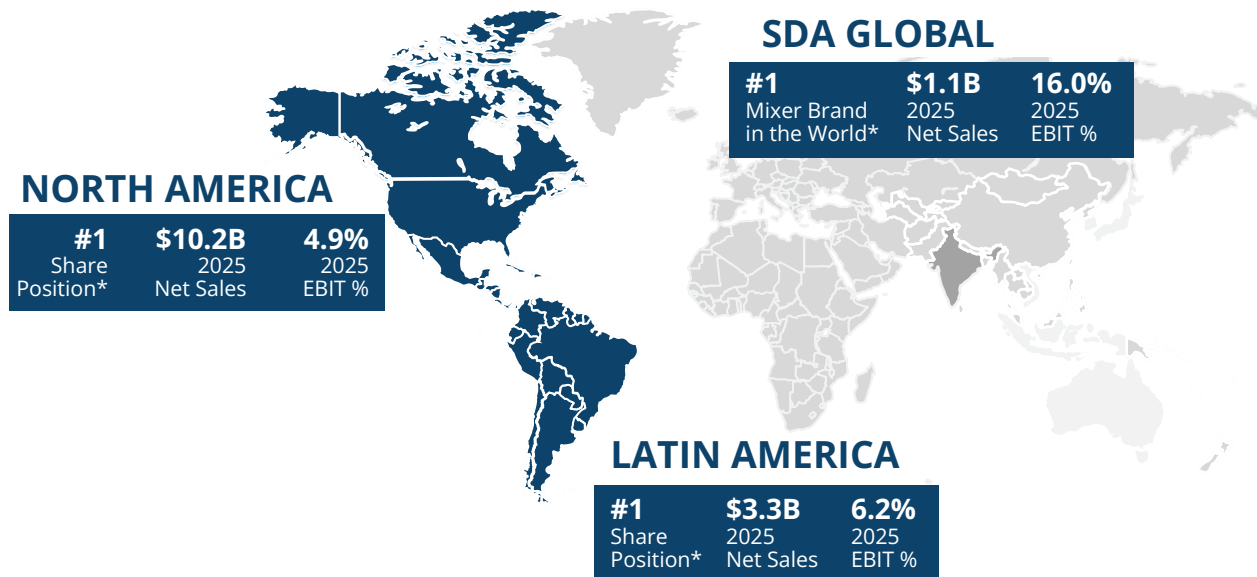


MDA: Major Domestic Appliances; SDA: Small Domestic Appliances

*Other includes the previously reported MDA Asia segment that was deconsolidated as of December 31, 2025

Note: InSinkErator sales included in MDA North America; SDA Global sales included in Cooking category. All data for the year ended December 31, 2025.

#1 America's Position In Major Domestic Appliances And Leading Premium Small Appliance Global Business



*Source: Euromonitor International Limited; based on custom research conducted in 2025 for value sales (in USD) in 2025 through all retail channels.
Note: EBIT % is EBIT Margin for each segment

With the Strongest Branded Product Portfolio in the Americas

REGIONAL LEADING SCALE

#1

Whirlpool
Share Position*



U.S



CANADA



BRAZIL

#2

Whirlpool
Share Position**



MEXICO

PROVEN TRACK RECORD OF INNOVATION



PREMIER BRAND AND PRODUCT PORTFOLIO

Whirlpool

KitchenAid®

MAYTAG®

BRASTEMP **Consul**

JENNAIR® **AMANA®** **in.sink.erator**

acros®

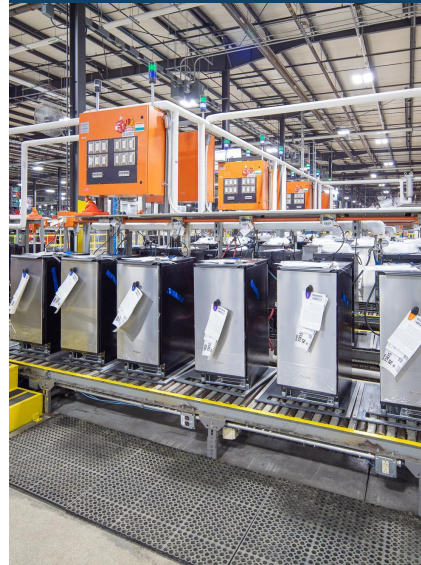
GLADIATOR®

everydrop

SWASH

affresh
APPLIANCE CARE

STRONG COST POSITION



*Source: U.S. share position based on Q4 2025 T-5 Traqline data, Canada share position based on Q4 2025 T-5 AHAM data, Brazil share data based on T-3 GFK data for the year ended December 31, 2025.

**Source: Mexico share position based on T-4 ANFAD data for the year ended December 31, 2025.

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Capital Allocation Priorities & Closing Remarks

Three Catalysts To Unlock Value Creation in MDA North America

LEADING BRAND AND PRODUCT PORTFOLIO



Whirlpool

KitchenAid®

MAYTAG

JENNAIR®

AMANA®

in sink erator®

- 1 **Largest** number of **new products** launched in over a decade proving success through **flooring expansion** and **share gains**
- 2 **Net Winner** of tariffs with unmatched **domestic footprint**; competitors are largely importers
- 3 **Overdue recovery** of the U.S. housing market expected to provide **sizeable upside**

#1 Share

In the U.S. and Canada¹

~80%

Of products sold in the U.S.
produced in the U.S.²

#1 Builder

Position in the U.S.³

57M+

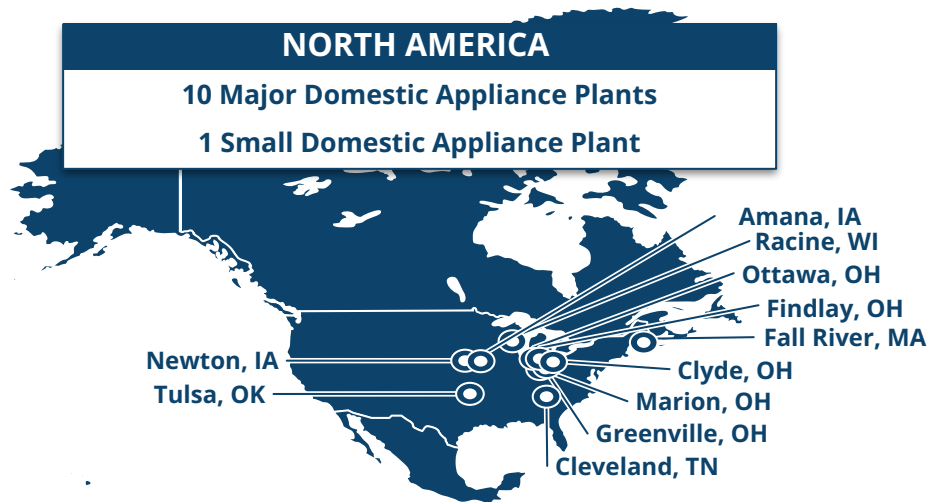
Annual industry units
in the U.S. and Canada

¹ Source: U.S. share position based on Q4 2025 T-5 Traqline data, Canada share position based on Q4 2025 T-5 AHAM data

² Based on internal research

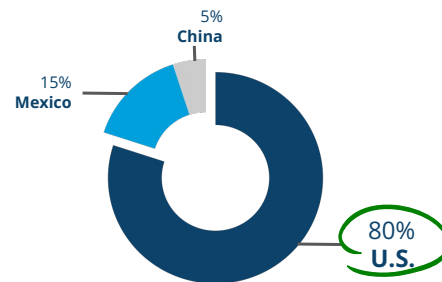
³ Based on AHAM T-6 data and internal research for the year ended December 31, 2025.

U.S. Manufacturing Footprint Positioned to Win in Tariff Landscape

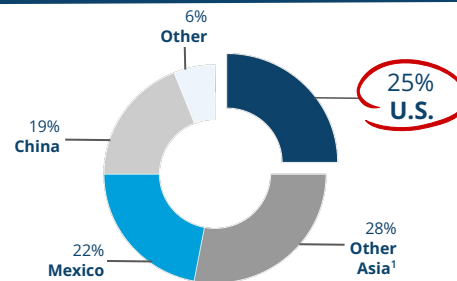


**~80% of MDA sold in the U.S.
is produced in the U.S.**

**Whirlpool T5 U.S. Sales by
Production Footprint**



**Competitors T5 U.S. Sales by
Production Footprint**

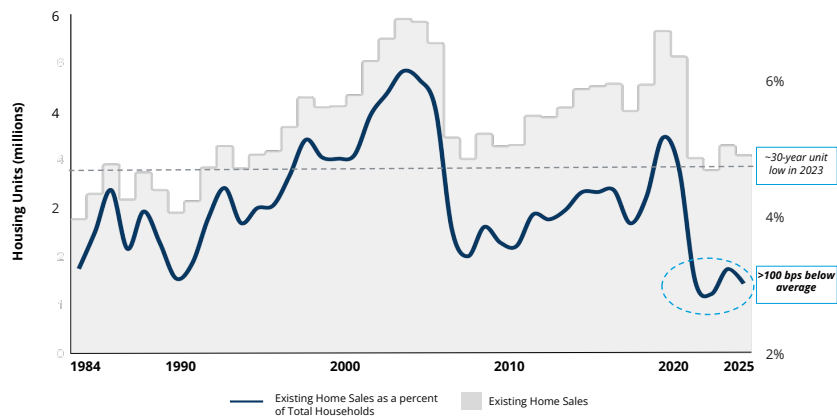


Source: Company reports & U.S. Census Bureau data as of December 31, 2025 and 4Q25 Stifel Appliance Category Update Research Report.
Note: AHAM T5 Industry data includes electric and gas ranges, wall ovens, clothes washers and dryers, dishwashers and refrigerators.

1) Other Asia includes South Korea (16%), Thailand (9%), Vietnam (2%), and Indonesia (1%)

Housing Demand Fundamentals Support Multi-Year Recovery... But Likely To Be Gradual

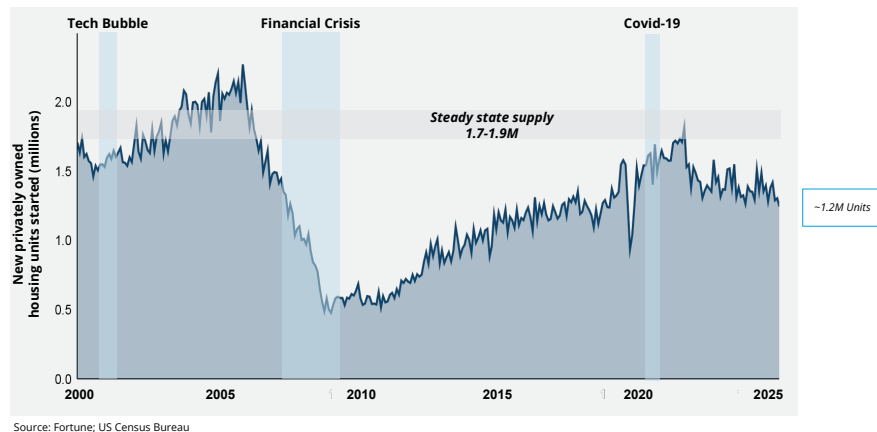
EXISTING HOME SALES



Source: National Association of Realtors, FRED, Mortgage News Daily

Existing home sales decreased substantially over the last three years, driving historically low discretionary demand

NEW HOUSING UNDERSUPPLY

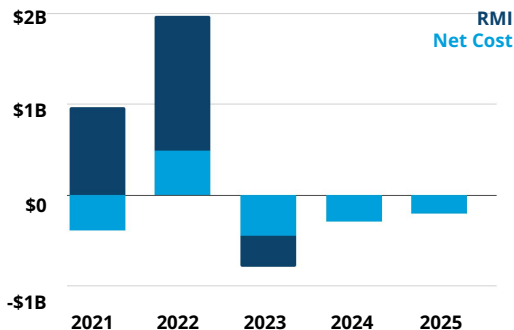


U.S. new housing has been undersupplied since the financial crisis

Path To Margin Improvement

Cost Take Out

- Significant cost take out opportunity after \$2.5B raw material increase in 2021-2022
- ~\$900M net cost take out since 2023
- Continued portfolio transformation with additional cost take out



Organic Growth

- Leading brand portfolio in our business segments
- >30% of North America's product portfolio transitioned with new products in 2025
- Differentiated logistics capabilities supporting builder and direct-to-consumer

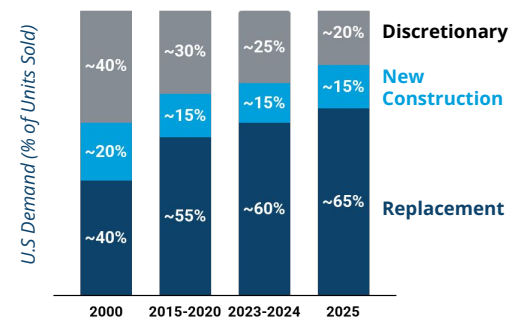


New KitchenAid lineup launched in North America (2025)



Return of U.S. Demand Fundamentals

- Multi decade lows of existing home sales
- All-time high home equity levels
- #1 builder position with 3-4M housing units undersupply



Growth Potential in MDA Latin America Rooted in Brand Loyalty and Digital Acceleration

LEADING BRAND AND PRODUCT PORTFOLIO

- 1 Fast growth potential** based on GDP growth rate and appliances penetration
- 2 Strong digital and physical presence**
- 3 Most preferred brands¹** #1 (Brastemp) and #3 (Consul) in Brazil, #1 (Whirlpool) in Mexico



#1 Share
In Latin America²

#1 Footprint
With 7 competitive
manufacturing plants

~20% D2C
Balance of Sales in
2025

20M+
Annual industry units in
Brazil and Mexico

¹Brand preference is based on Brand Guidance Study provided by KANTAR Insights

²Source: Global share data based on cumulative volume share from GFK T3 data in Brazil, Argentina & CAM, GFK T2 data in Colombia and ANFAD T4 data in Mexico

Beyond the Mixer: Brand Loyalty Powering KitchenAid SDA Global Business Expansion to Deliver Growth



LEADING PRODUCT PORTFOLIO

- 1** **Iconic brand** recognized for **high quality and performance**
- 2** **Structurally higher margin** business
- 3** **Tremendous growth potential** in adjacent categories leveraging strong brand preference and established distribution



Stand Mixers & Attachments



Coffee & Breakfast



Food Prep



Cooking

#1 Mixer
Brand in the World¹

75%+
Of products sold in the U.S.
produced in the U.S.

~22% D2C
Balance of Sales in
2025

~4.5
Star Rating² Stand
Mixer

SDA Global Strong Product Base

Innovative Launches Ahead and Global Expansion Opportunities

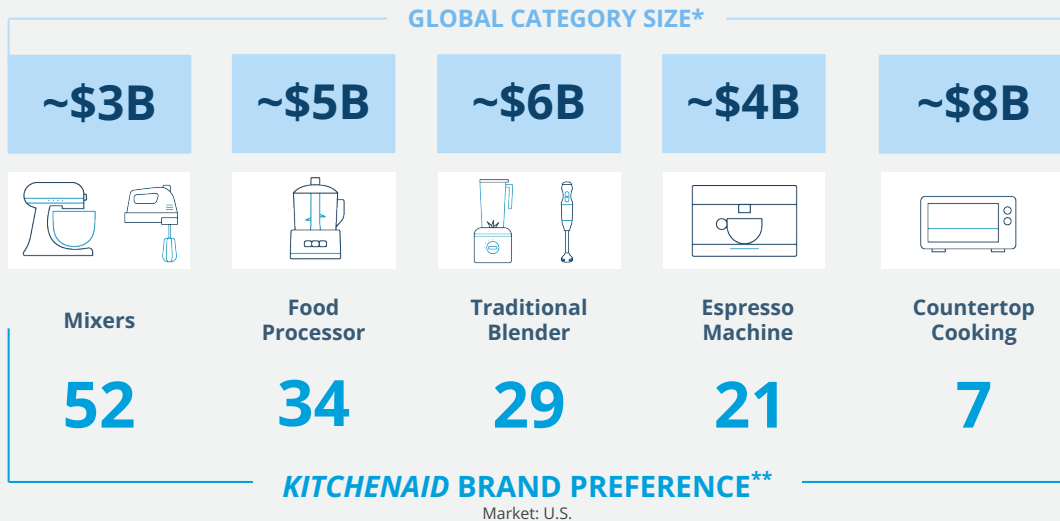


LONG TERM VALUE CREATION

- Sustained investment in our stand mixer business
- Accelerate growth with stand mixer attachments
- Expand new segments with brand preference, quality and industry expertise

**Long Term Value Creation
Beyond Current Product Portfolio**

STRONG U.S. POSITION, LARGE GLOBAL POTENTIAL



Whirlpool Corporation Confidential

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Whirlpool Is Well Positioned To Win

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Capital Allocation Priorities & Closing Remarks

Capital Allocation Priorities

1

Fund Organic Growth

- Invest ~\$400M of net sales in Capex
- ~100 new products launching in 2026

2

Debt Paydown

- Debt pay down of more than \$900M in 2026
- ~2x long-term net debt leverage target

3

Fund Dividend

- Fund a healthy dividend and return cash to shareholders

4

Share Buy Back or Value Creating M&A

- Not a priority in 2026

Why Equity Offering?

- Whirlpool is uniquely positioned to win with:
 - Three powerful catalysts for growth in MDA North America
 - Largest number of new products launched in over a decade, driving flooring expansion and premium mix
 - Unmatched domestic footprint in the tariff environment
 - Eventual U.S. housing recovery will drive multi-year growth with #1 position in builder channel
 - MDA Latin America has inherent penetration growth and consolidation opportunities
 - SDA Global's iconic brand in the industry is on a double digit growth path with double digit margins
- Our balance sheet did not provide enough flexibility to invest and participate in all growth opportunities
- After a prudent, detailed review, we have created an integrated plan as part of a broader capital strategy to deleverage our business and fortify our balance sheet
- This step of the plan has concluded in an equity offering comprised of MCP and common stock with funds to be used for debt pay down and strategic growth initiatives

Execution of Equity Offering to Accelerate Debt Pay Down and Growth Opportunities

ALLOCATION OF ~\$1.1B CAPITAL RAISE

DEBT PAYDOWN

85 - 90%

Addresses maturities and strengthens cash position ahead of 2027 obligations

STRATEGIC GROWTH

10 - 15%

Includes investments in vertical integration and automation

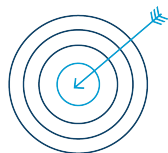
~0.8x
**Net Debt
Leverage
Improvement**

5x Oversubscribed book

110+ Individual investors

The increased balance sheet flexibility positions us well to fully benefit from the eventual housing market recovery

Long Term Value Creation Thesis is Stronger Than Ever



REFOCUSSED PORTFOLIO

Divested low performance businesses

#1 share position in **North America (MDA)**

#1 share position in **Latin America (MDA)**

#1 mixer brand in the world (**SDA Global**)



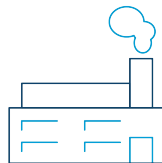
BEST BRANDS AND PRODUCTS

Regional and local scale

Strongest brand portfolio and **leading** product and **innovation**

Largest product transition in over a decade in 2025 (MDA NAR)

Strong and growing **direct-to-consumer** business



DOMESTIC PRODUCER

80% of major appliances sold in the US are **produced in the U.S.**

75% of small appliances sold in the U.S. are **produced in the U.S.**

Competitors are largely importers in the U.S.

Largest domestic producer in LAR



U.S. HOUSING MARKET RECOVERY

Multi year housing recovery to restore discretionary demand

U.S. government actions to **address housing affordability**

#1 builder position with 3-4M housing units undersupply

Strong replacement base with increased useage



KitchenAid

JENN AIR

MAYTAG

A M A N A

BRASTEMP

Consul

