

ANALYST MEETING



Gurgaon
November 4th 2011

Disclaimer

This presentation may contain statements which reflect Management's current views and estimates and could be construed as forward looking statements. The future involves certain risks and uncertainties that could cause actual results to differ materially from the current views being expressed. Potential risks and uncertainties include such factors as general economic conditions, commodities and currency fluctuations, competitive product and pricing pressures, industrial relations and regulatory developments.

India 2011-12... Macroeconomic outlook

- ❑ **GDP growth...revised from 8.0 to 7.6 %**
- ❑ **WPI inflation forecast revised up at 9.1 % for 2011-12**

Figure 2: Real GDP growth, sector-wise



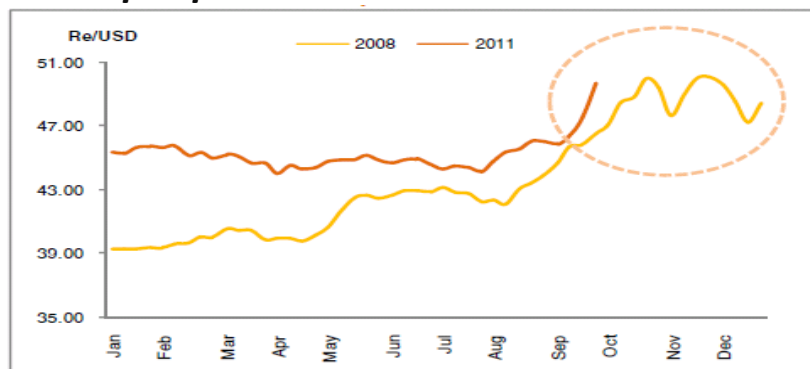
Source: CSO and CRISIL Research

Table 1: Persistence of Inflation

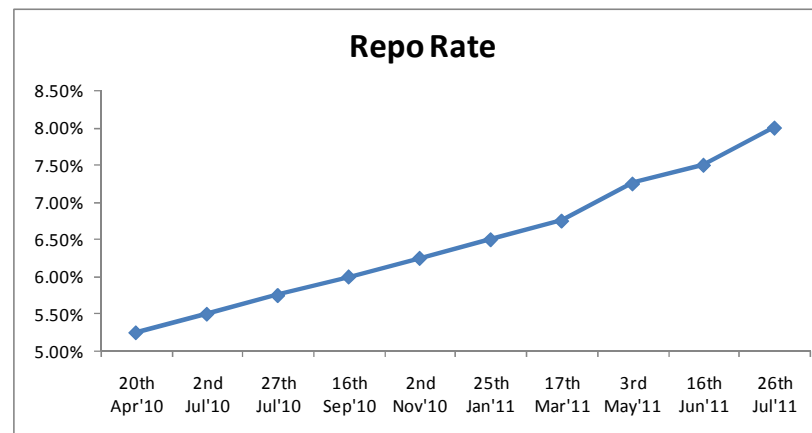
| | 2008-09 | 2009-10 | 2010-11 | April to August '11 |
|------------|---------|---------|---------|---------------------|
| WPI-ALL | 8.1 | 3.6 | 9.6 | 9.6 |
| Total Food | 9.1 | 15.2 | 15.8 | 8.5 |
| Core | 5.7 | -0.3 | 6.3 | 7.4 |
| Fuel group | 11.7 | -1.7 | 12.3 | 12.6 |

Source: Ministry of Commerce and Industry and CRISIL Research

- ❑ **Fiscal deficit to GDP to rise to 5.2 per cent**
- ❑ **Aggressive interest rate hike policy adopted by RBI**
- ❑ **Higher dollars demand from Corporates to keep rupee vulnerable**
- **Ready to sacrifice growth to curb inflation**



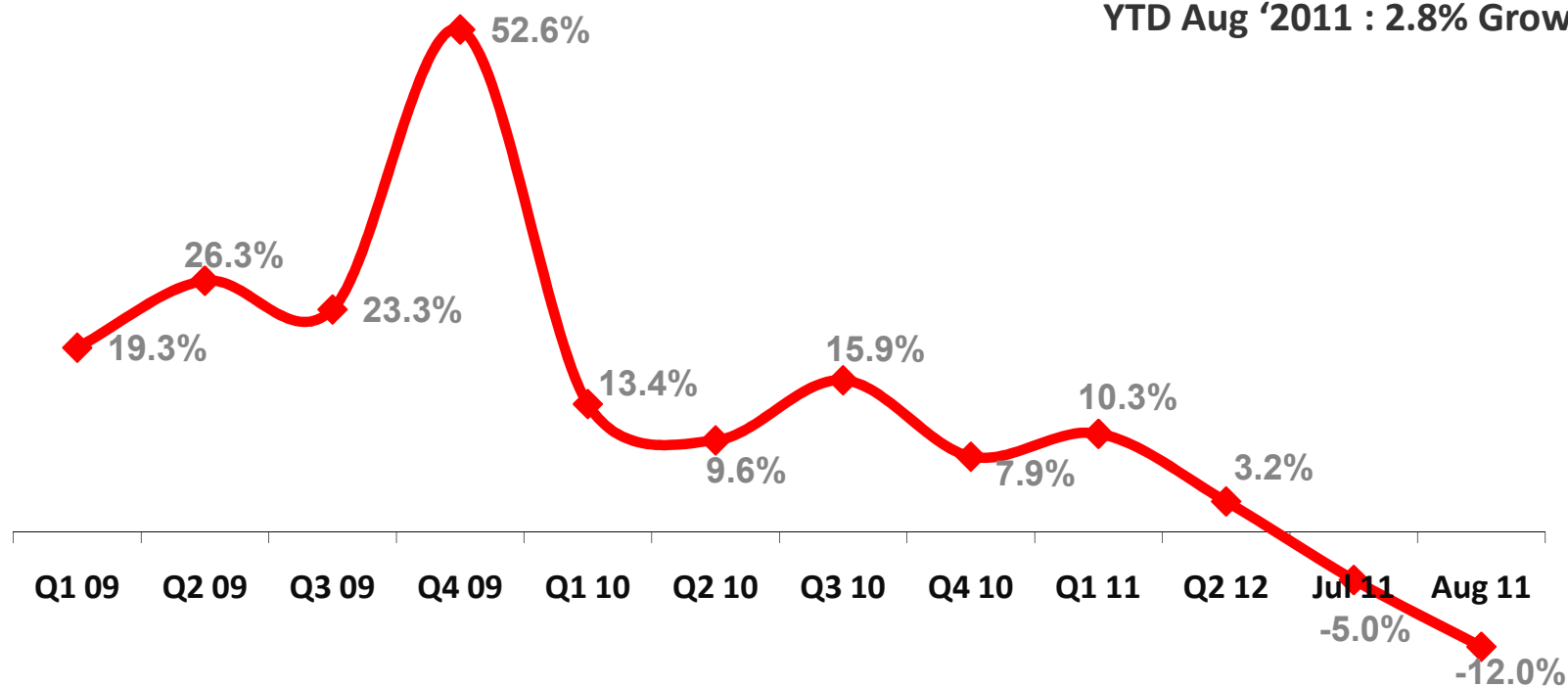
Source: Reserve Bank of India



Demand Continue to slow

◆ T2 Growth

YTD Aug '2011 : 2.8% Growth



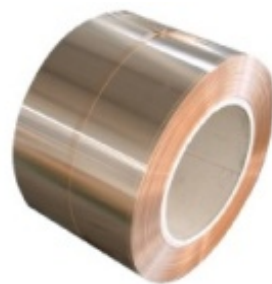
T2 – market growth volume
Source: ORG-GFK

Dramatic Increase in Global Commodity Prices

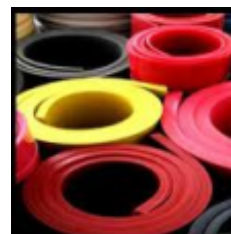
Steel +14%



Copper +24%



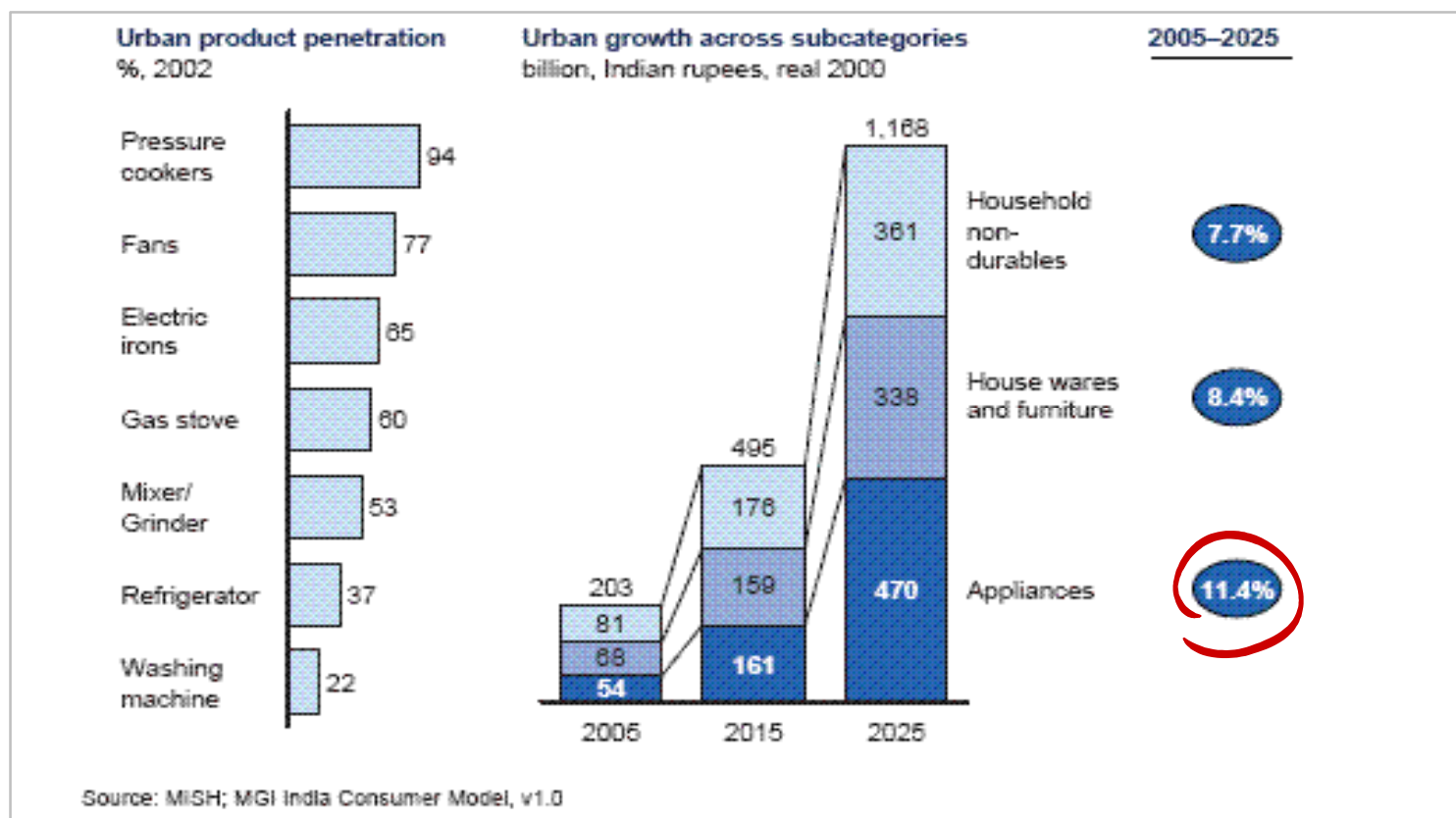
Resins +25%



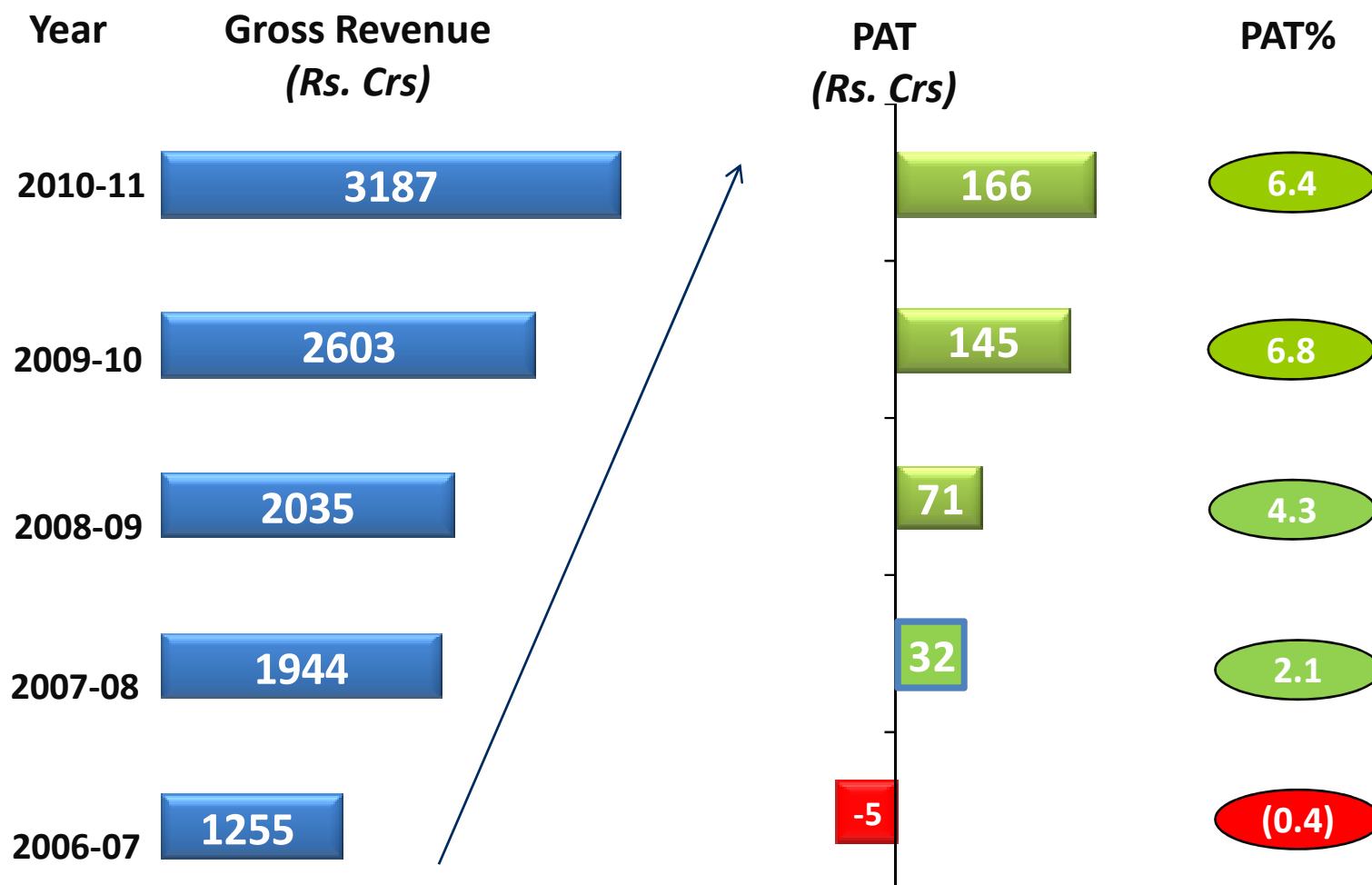
Oil +18%



Appliances Market To Grow Double Digit For Next Two Decades



5 Years of Record Breaking Performance



Strategy Working... Backed by Strong Innovation

Innovations Based on Consumer Insight

First 'Indian' Three Door Refrigerator



PROTTON Success Extended Into Mass and Premium Segment

**Platform – 60 cm
Capacities – 330/330**



MARCH 2010

**Platform – 55 cm
Capacities – 240/260**



APRIL 2011



**NEW
440 L
on 70
cm**

OCTOBER 2011

Customized cooling zones for consumers

Innovations in Washers

Whirlpool 1-2-3 ... Perfect Wash Made Easy



- 1 Power on
- 2 Select the program
- 3 Start



- Driven by consumer insight – fear of technology
- Easy-to-Use Controls....3-step operation

Innovations in Washers

360° Bloom wash



100 YEARS AGO WE INVENTED THE WASHING MACHINE. THIS YEAR WE REINVENTED IT.

THE ALL NEW WHIRLPOOL® 360° BLOOM WASH™ WITH THE REVOLUTIONARY 360° TECHNOLOGY.

Only the Whirlpool® 360° Bloom Wash™ comes with technology that beats the performance of top loaders and front loaders. It moves clothes in not just one, but multiple 360 degree motions. And ensures every part of the fabric is thoroughly cleaned. So you get a perfect wash every time.

CATALYTIC SOAK
To remove stains, the wash process uses catalytic action and 100% pure oxygen to break down stains and remove them from your clothes.

H₂O LOW SHOWER
Powerful increased water shower is used to clean clothes and is controlled by a sensor to adjust the water level and temperature.

360° BLOOM WASH

100 YEARS

Whirlpool

Happiness begins at home

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Innovations in Washers

Revolutionary Design in Twin Tubs



ACE Wash Station - Perfect Wash Made Easy

1-2-3 Microwave

Perfect Cooking – Made Easy



Innovation...Water



The advertisement features a pregnant woman in a white dress drinking water from a glass in a kitchen setting. In the top right corner, the Whirlpool logo is displayed above the text "RO WATER PURIFIER" and "Water you can trust". A central text box contains the headline "WHEN LIFE TRUSTS YOU, WHO WOULD YOU TRUST?" followed by "PRESENTING THE NEW RANGE OF RO WATER PURIFIERS FROM WHIRLPOOL, THE WORLD'S NO. 1 HOME APPLIANCE COMPANY." and a "Market No. 1" badge. At the bottom, three different models of white and grey RO water purifiers are shown. To the left of the purifiers are two award medals: a blue one with the number "6" and a gold one with the text "WINNER 2011". The bottom of the ad features the slogan "Whirlpool. Your magic in homemaking." on a dark blue background.

Whirlpool
RO WATER PURIFIER
Water you can trust

**WHEN LIFE TRUSTS YOU,
WHO WOULD YOU TRUST?**

PRESENTING THE NEW RANGE OF RO WATER
PURIFIERS FROM WHIRLPOOL, THE WORLD'S
NO. 1 HOME APPLIANCE COMPANY.

6
WINNER 2011

WINNER 2011

Whirlpool. Your magic in homemaking.

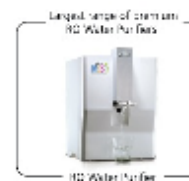
Now in
India



YOUR DREAM KITCHEN IS INCOMPLETE WITHOUT WHIRLPOOL.

Whirlpool, the world's No.1 cooking appliance company, introduces an essential range of European styled products with 6th Sense™ technology, which gives you a perfect kitchen for perfect cooking.

So start building your dream kitchen today and experience the joy of the extraordinary, every day.

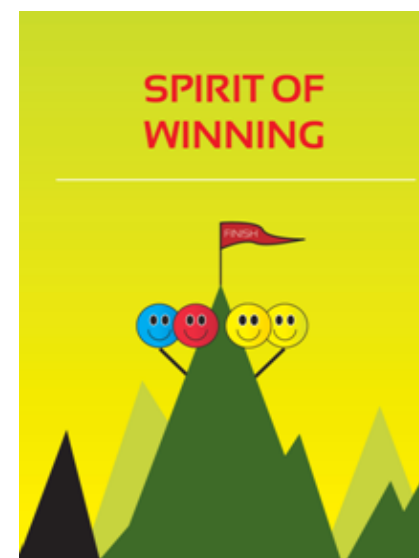
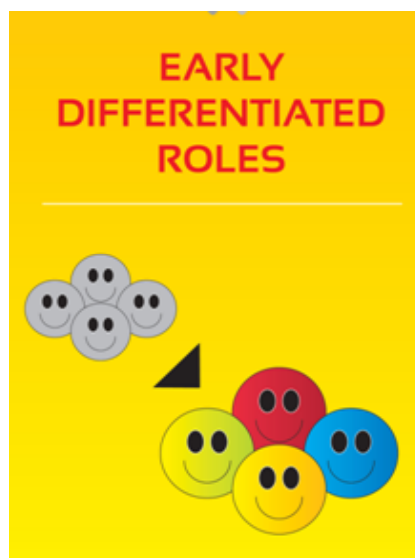


Happiness begins at home



Organization Culture

The pillar of our culture which has given us a sustainable advantage is a
'Differentiated employer value proposition'



Fetching us Number of External Recognition

Best Employer Awards

2008: 22nd

2009: 20th

2010: 15th

2011: 14th + APAC Best employer



Aon Hewitt
Best Employers
in A P A C 2011

Leadership Development

2010: 1st in India

2011: 9th in APAC



AON Hewitt

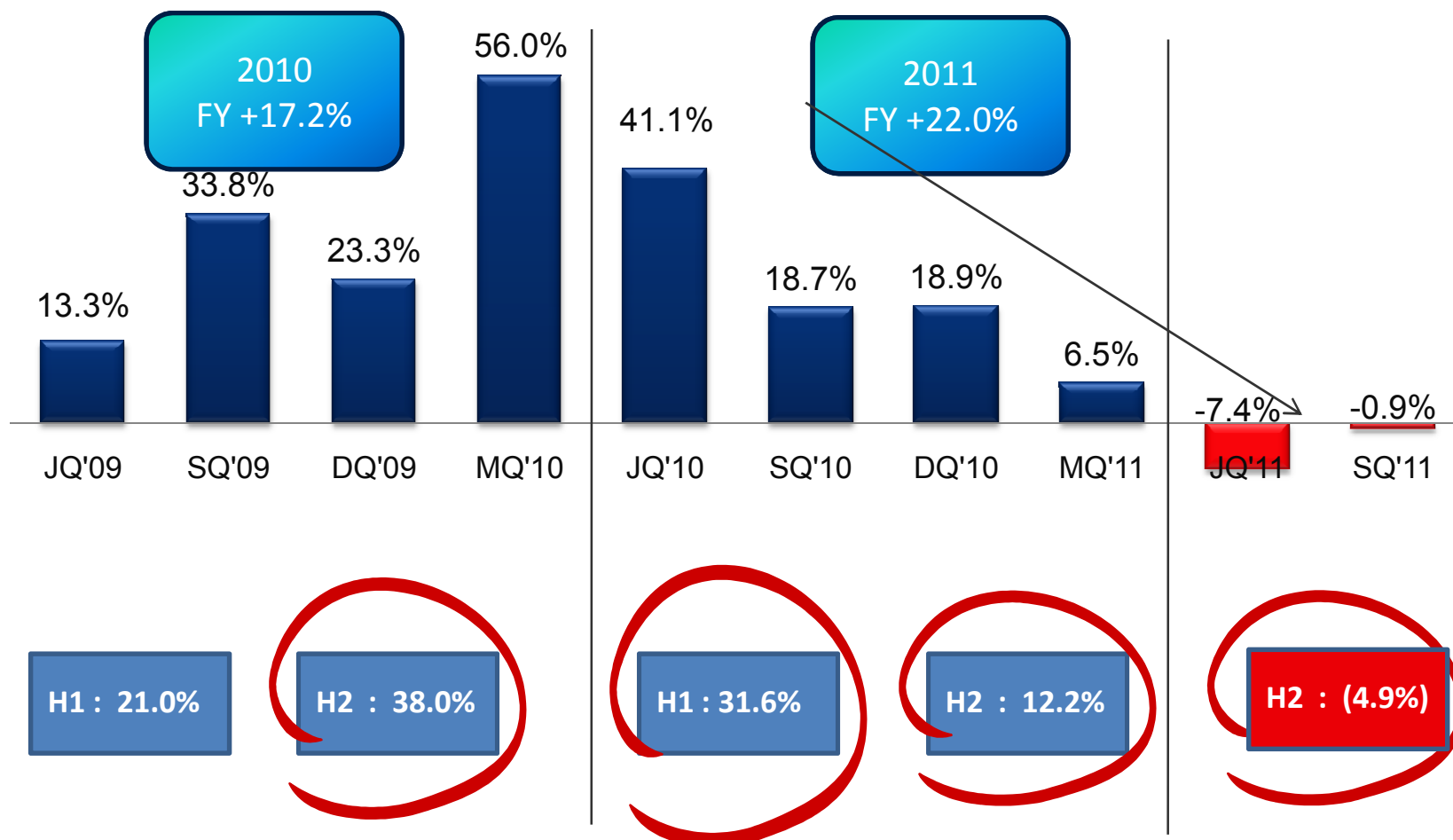
Our Strategies Delivering Strong Results Despite External Challenges

- Healthy Balance Sheet
 - Strong Financial Performance
 - Aggressive Cost Reduction Programs
 - Improved Asset Management
- Right Strategies in place Well poised for growth
- A motivated and engaged organization, with a strong Spirit of Winning

On Path of Creating a Leading Consumer Brand / Product Company

Financial Highlights

Revenue Trends

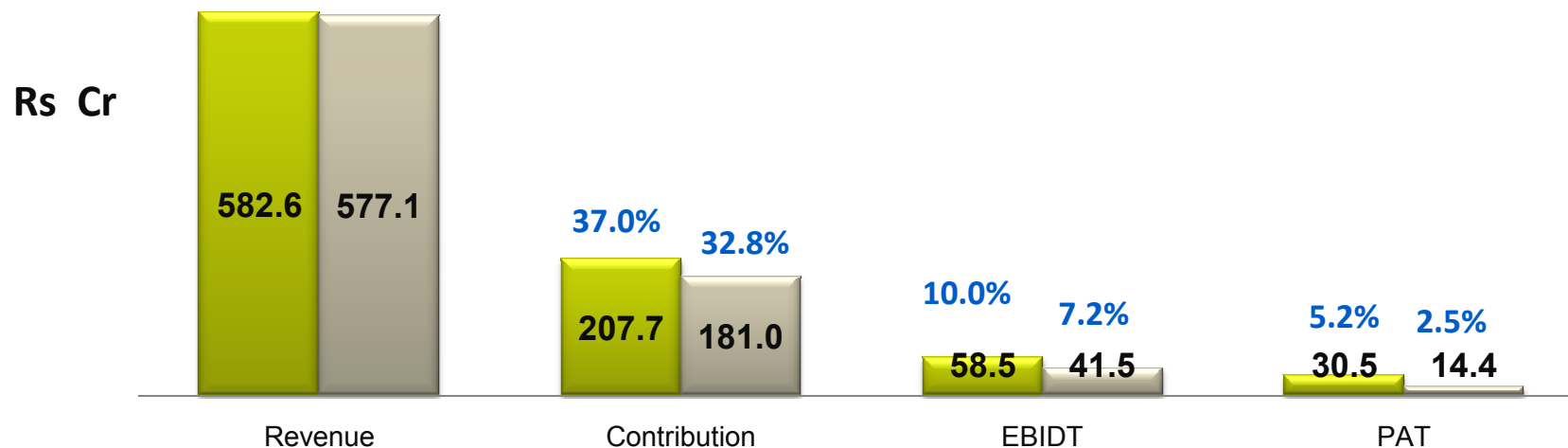


Macro indicators impacting growth...

Performance Summary

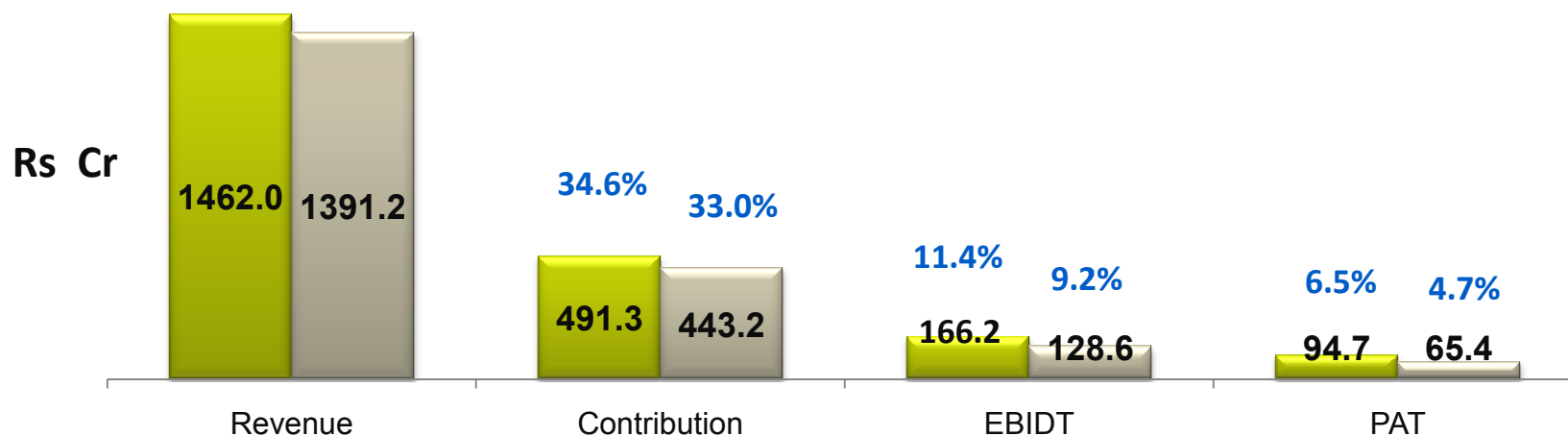
■ Q2'11 ■ Q2'12

For the Quarter ended September 30th



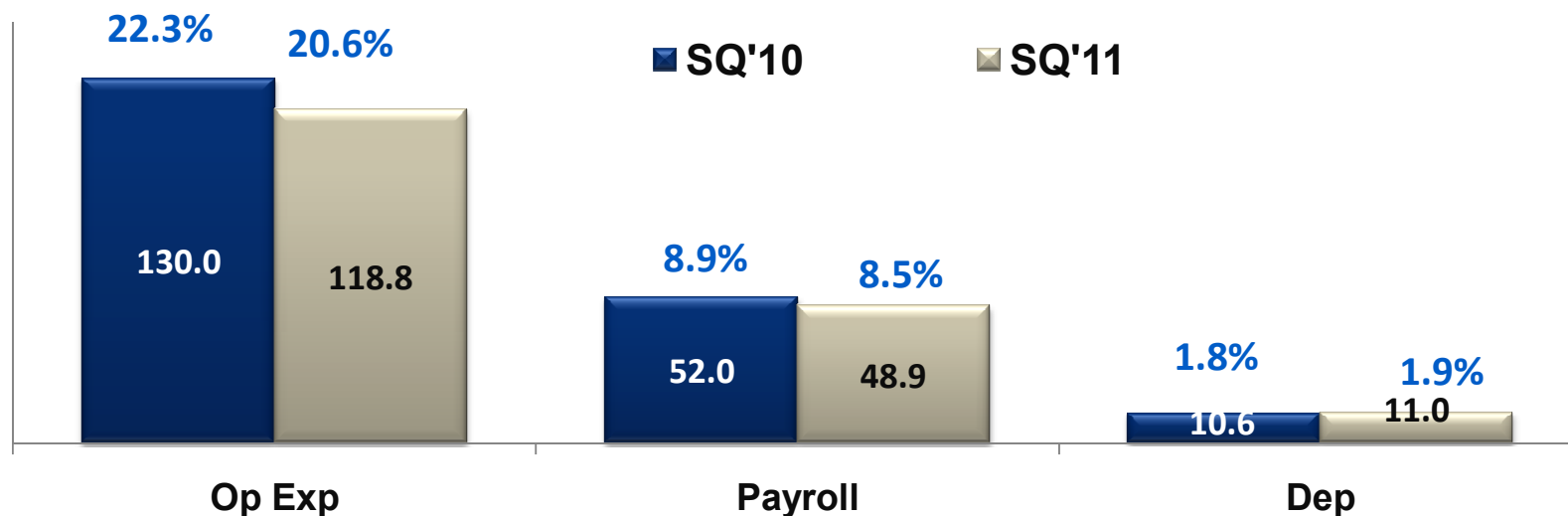
For Semester I

■ H1'11 ■ H1'12

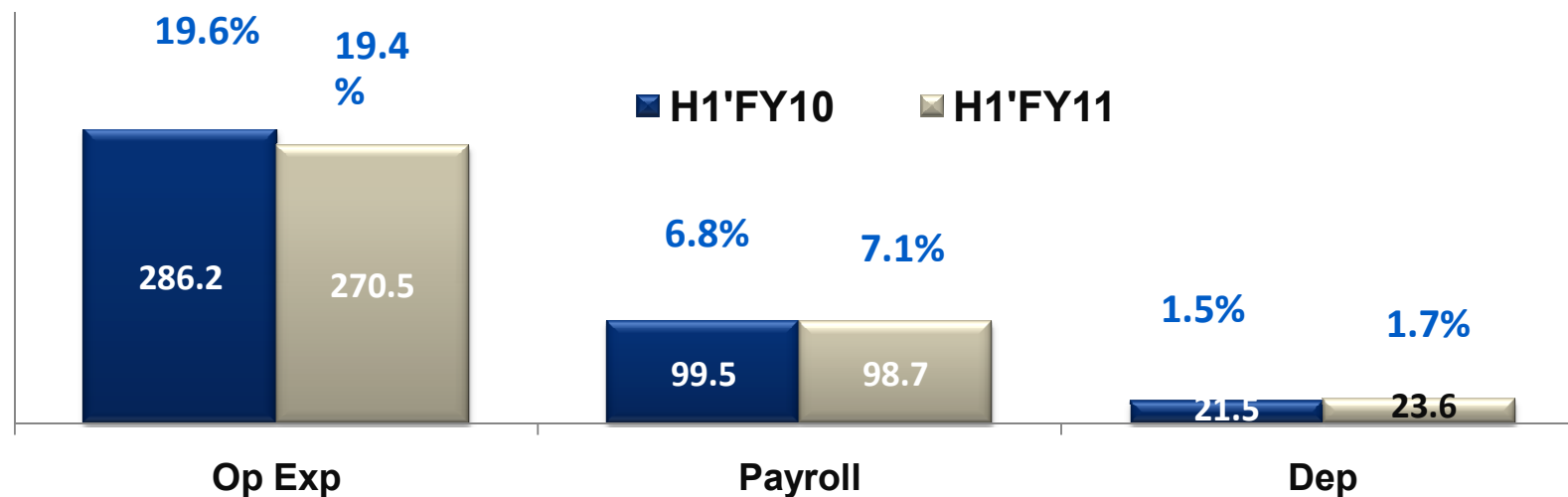


Operating Cost : ... Low Cost Focus

For the Quarter ended September 30th



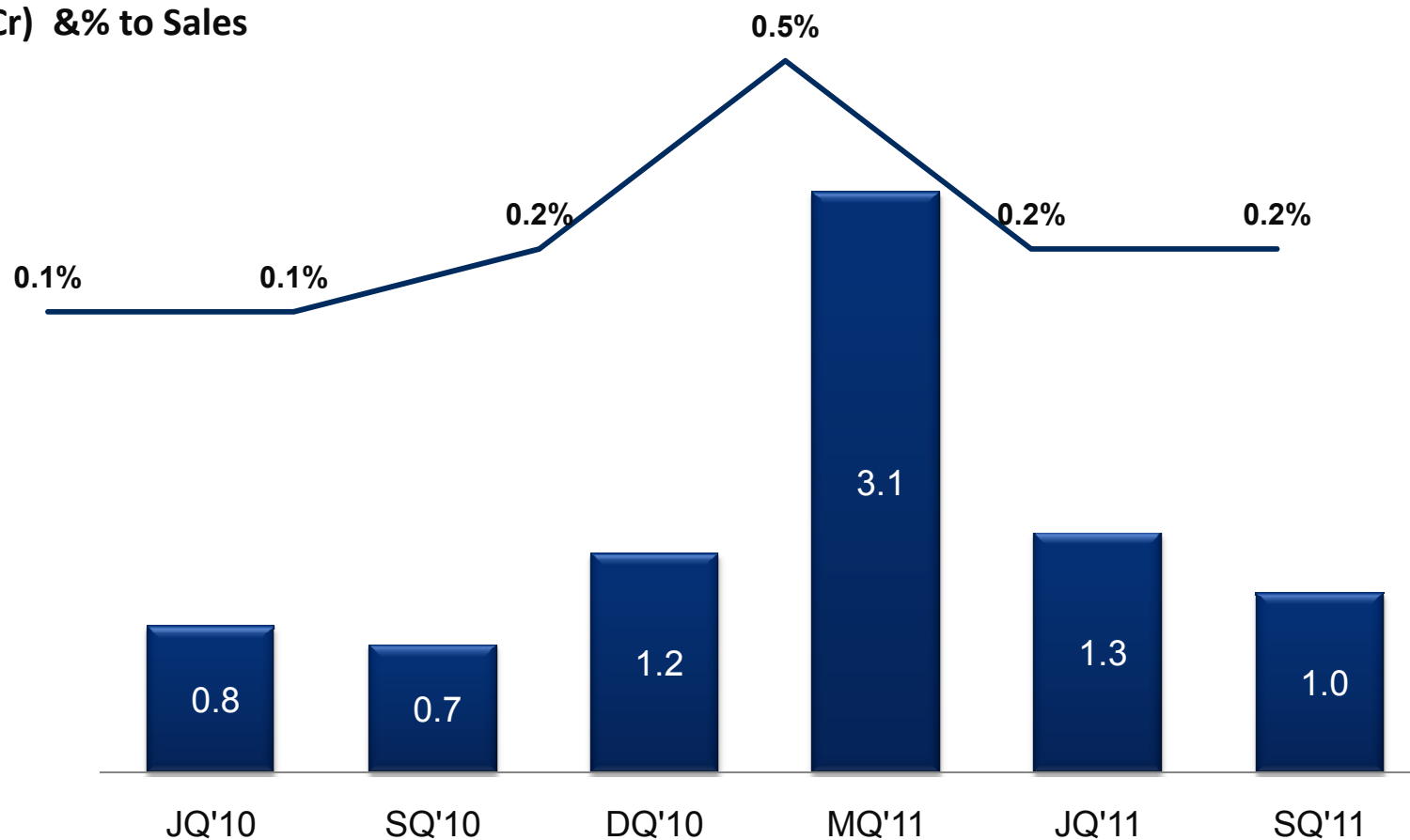
For Semester I



Tight control on discretionary spend

Interest and Finance Charges

(Rs Cr) &% to Sales

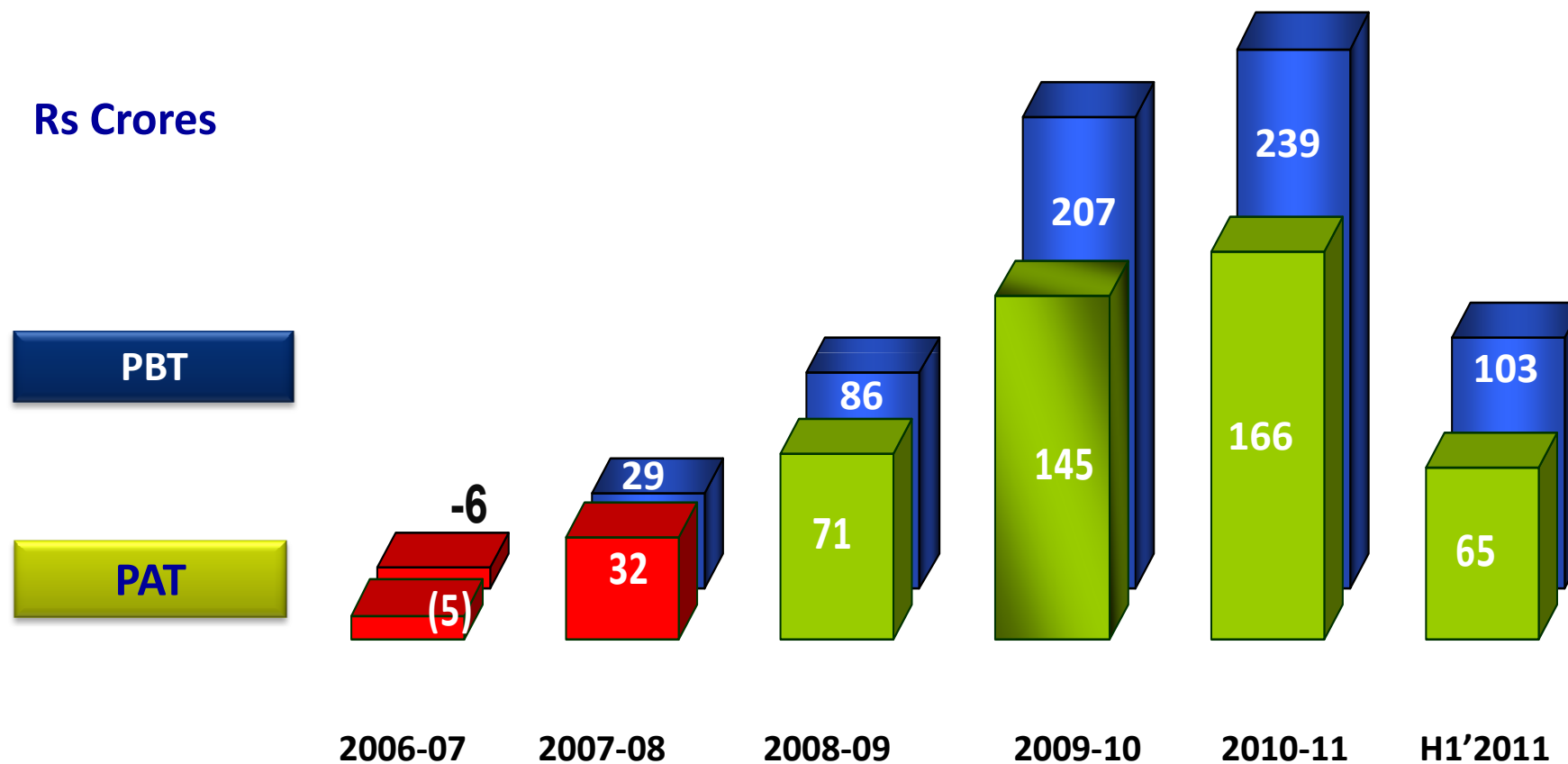


Zero debts helping to maintain low interest cost

Net Profit Analysis

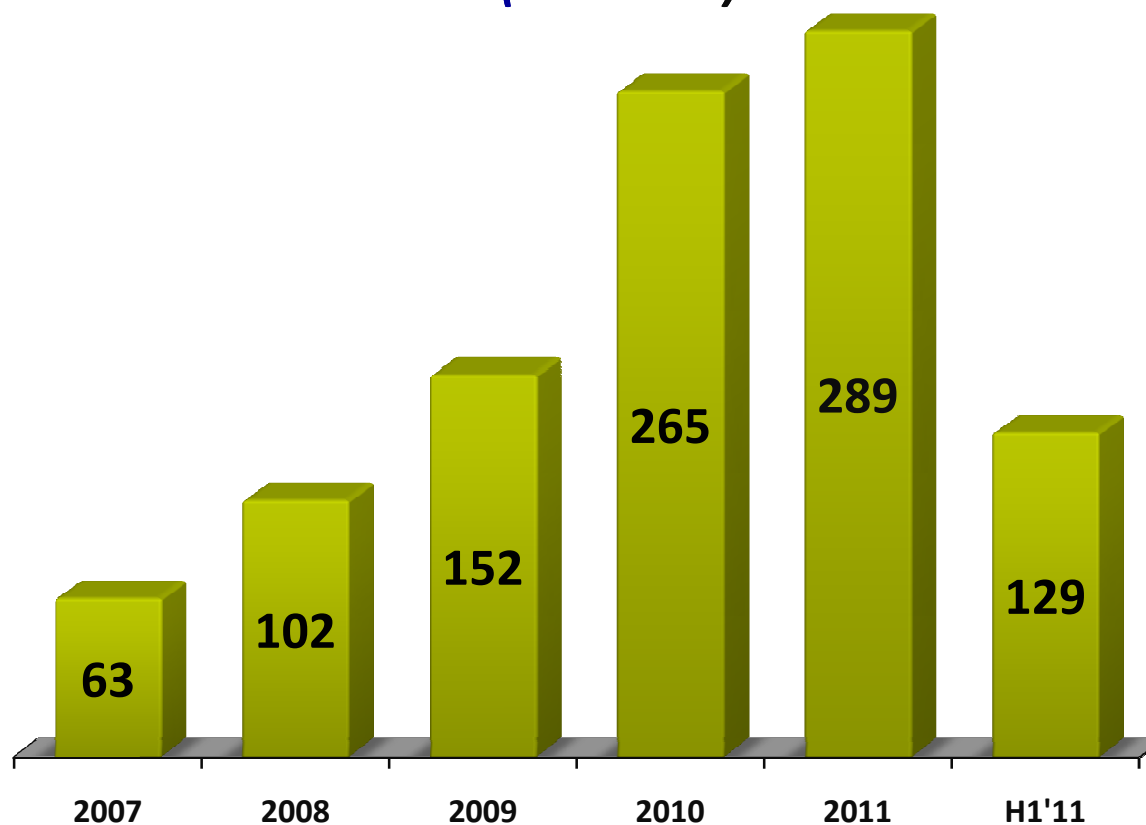
Profitable growth strategy driving strong results

Rs Crores



Continue to Drive EBITDA

(Rs.Crores)



| EBITDA % | 4.2 % | 6.4 % | 8.6% | 11.9 % | 10.7% | 9.2% |
|----------|-------|-------|------|--------|-------|------|
|----------|-------|-------|------|--------|-------|------|

Continue to Drive Profitable Growth

Financial Performance.. Jul-Sep'2011..

| | Q2'FY12 Actual | Q2'FY11 Actual | Q2'FY12 % to Sales | Q2'FY11 % to Sales | B/(W) Vs LY |
|---------------------------------------|-------------------|-------------------|-----------------------|-----------------------|----------------|
| Volume | 618.1 | 648.4 | | | |
| Net Revenue | 551.4 | 561.1 | 95.6% | 96.3% | -0.8% |
| Other Operating Income | 25.7 | 21.5 | 4.4% | 3.7% | 0.8% |
| Total Income | 577.1 | 582.6 | 100.0% | 100.0% | |
| Material Cost | 370.4 | 353.4 | 64.2% | 60.7% | -3.5% |
| Staff Cost | 48.9 | 52.0 | 8.5% | 8.9% | 0.4% |
| Other Exps | 118.8 | 130.0 | 20.6% | 22.3% | 1.7% |
| Total Cost | 538.1 | 535.4 | 93.2% | 91.9% | -1.3% |
| Other Income | 2.5 | 11.4 | 0.4% | 1.9% | -1.5% |
| PBIDT | 41.5 | 58.5 | 7.2% | 10.0% | -2.9% |
| Finance Cost | 1.0 | 0.7 | 0.2% | 0.1% | 0.0% |
| Depreciation | 11.0 | 10.6 | 1.9% | 1.8% | -0.1% |
| PBT before Extraordinary items | 29.5 | 47.2 | 5.1% | 8.1% | -3.0% |
| Tax Expenses | 15.2 | 16.7 | 2.6% | 2.9% | 0.2% |
| PAT | 14.4 | 30.5 | 2.5% | 5.2% | -2.8% |
| EPS | 1.1 | 2.1 | | | -47.2% |

Key Profitability Levers

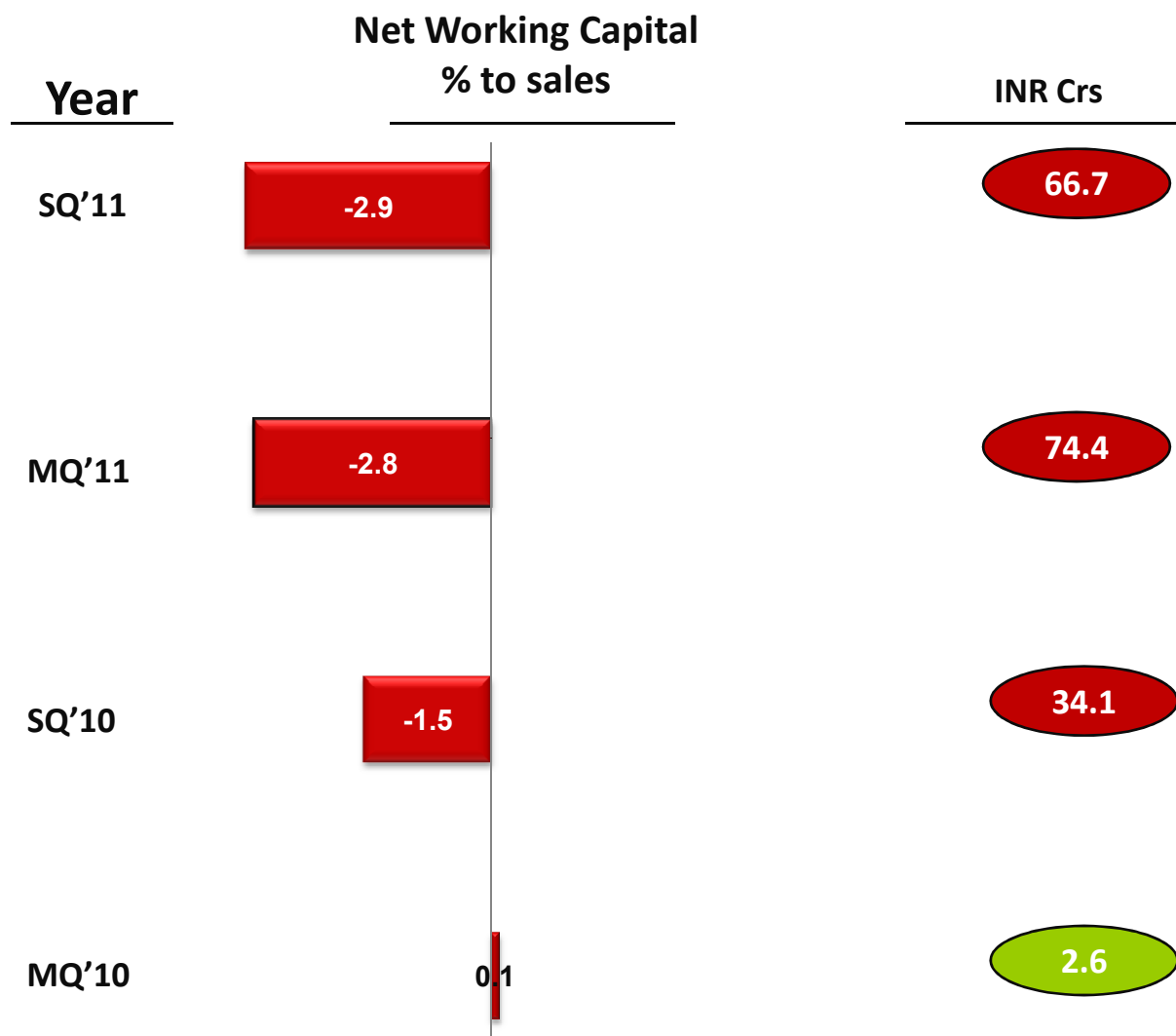
| | SQ'11 | SQ'10 | H1'11 | H1'10 |
|------------------------|--------|-------|--------|-------|
| Volume Growth | (4.7)% | 16.2% | (7.5)% | 24.0% |
| Value Growth | (0.9)% | 34.2% | (4.8)% | 31.2% |
| Variable Margin to NR | 32.8% | 37.0% | 33.0% | 34.6% |
| EBIDTA to Total Income | 7.2% | 10.0% | 9.2% | 11.4% |
| PBT to Total Income | 5.1% | 8.1% | 7.4% | 9.8% |
| PAT to Total Income | 2.5% | 5.2% | 4.7% | 6.5% |

Improved Cash Generation and Asset Management

- Good working capital management trend continues :- All measured KPI's in line / ahead of Targets
 - Reduction in Inventories
 - Strong Receivable Management
 - Overall Working capital continue to remain in low single digit
 - Cash Generation continue to go up
 - Redemption of entire Preferential Capital
 - Funding of all Capital Projects

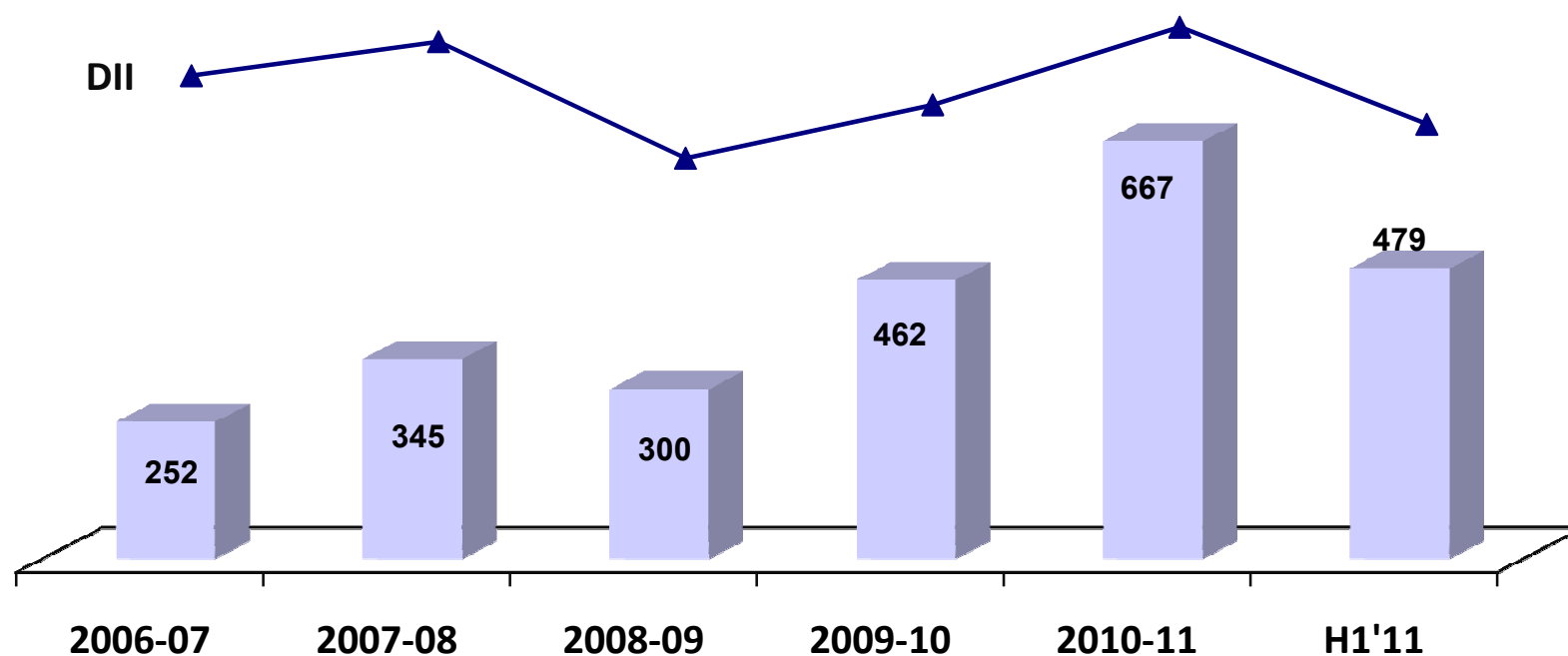
Improved Cash Generation and Asset Management

Working Capital



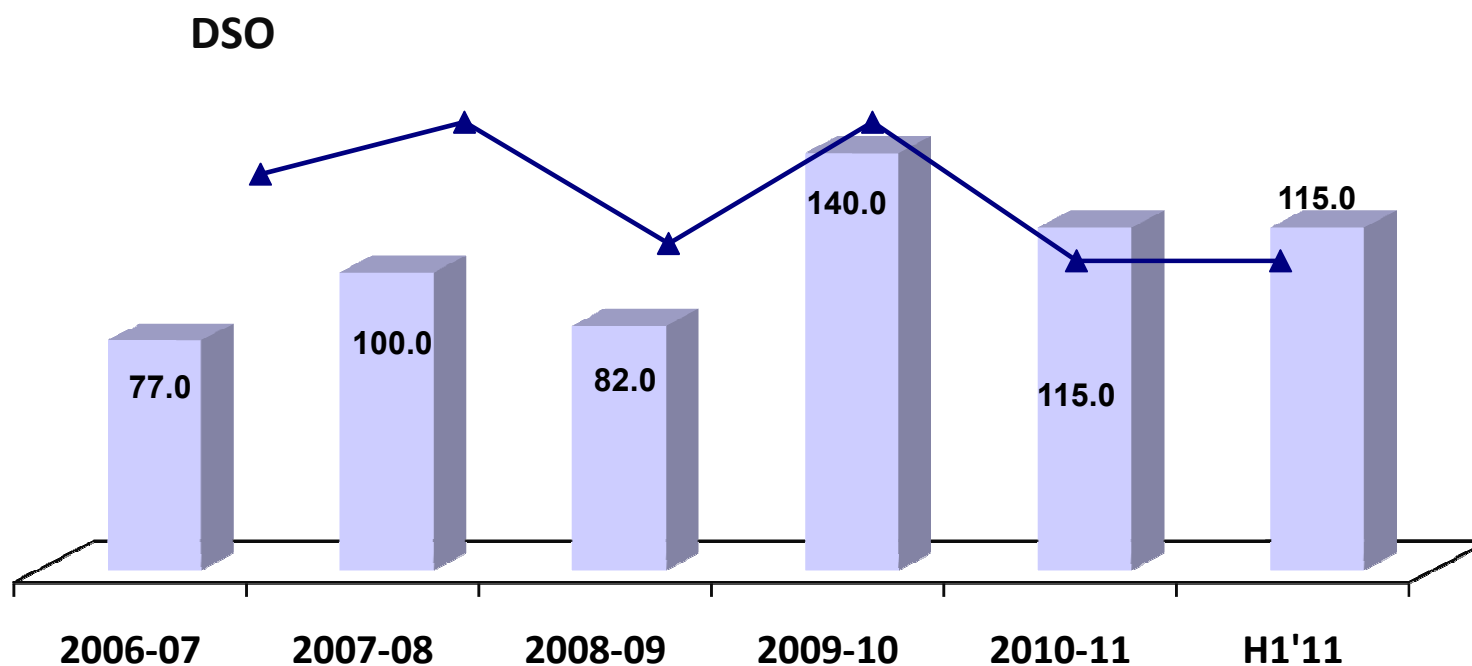
Improved Cash Generation and Asset Management

Inventories
(Rs.Crores)

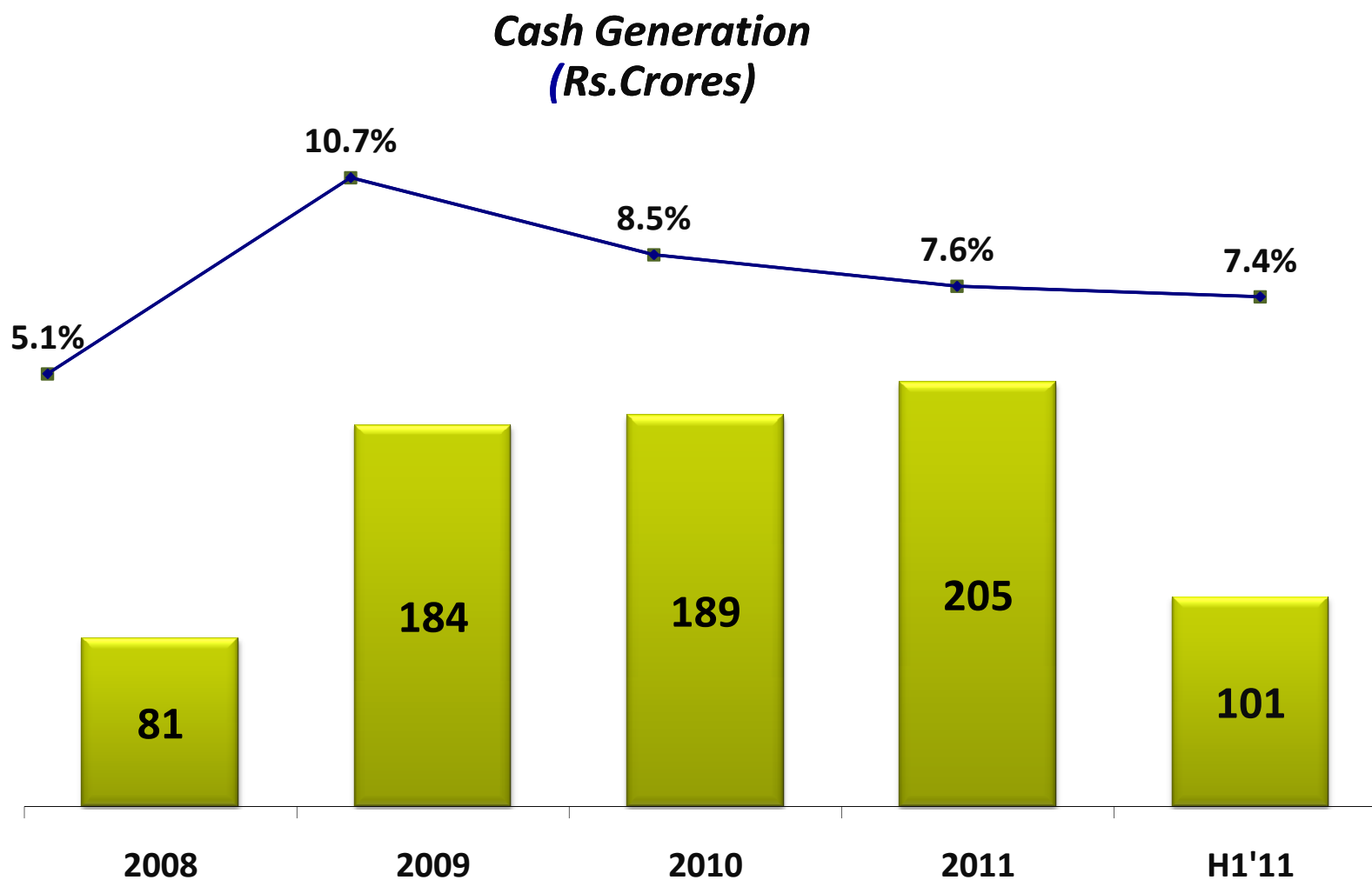


Improved Cash Generation and Asset Management

*Receivables
(Rs.Crores)*



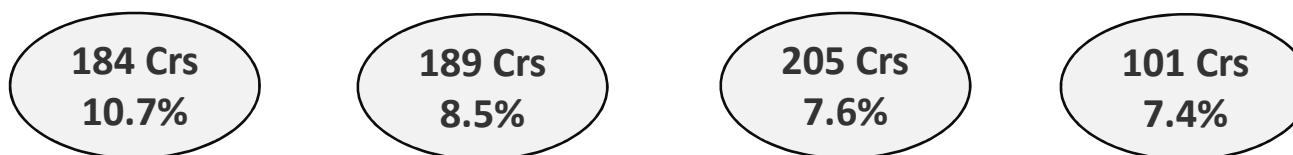
Improved Cash Generation and Asset Management



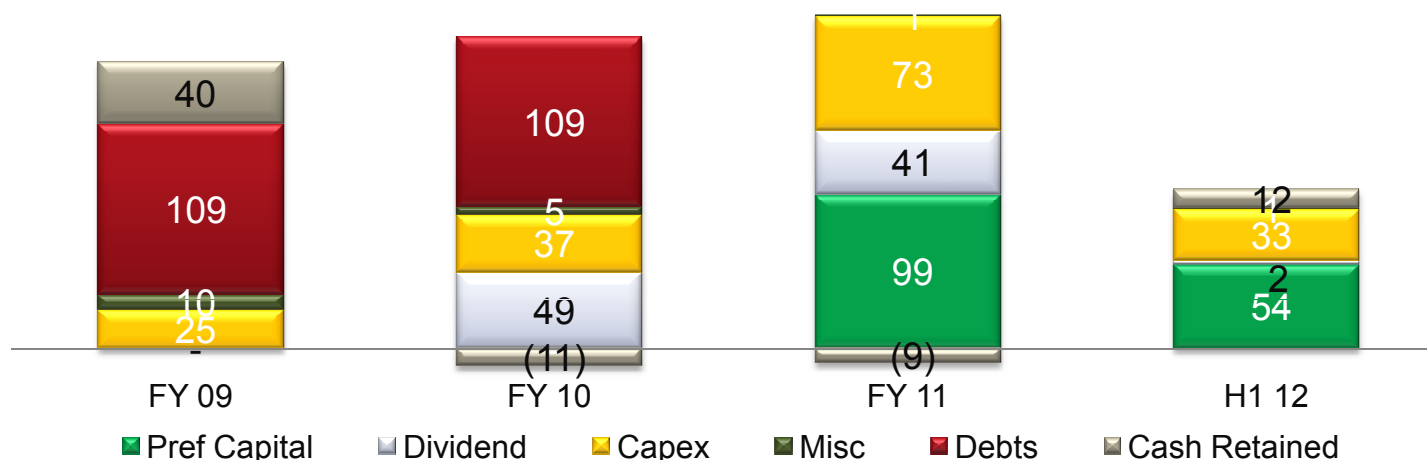
Improved Cash Generation and Asset Management

Rs Cr

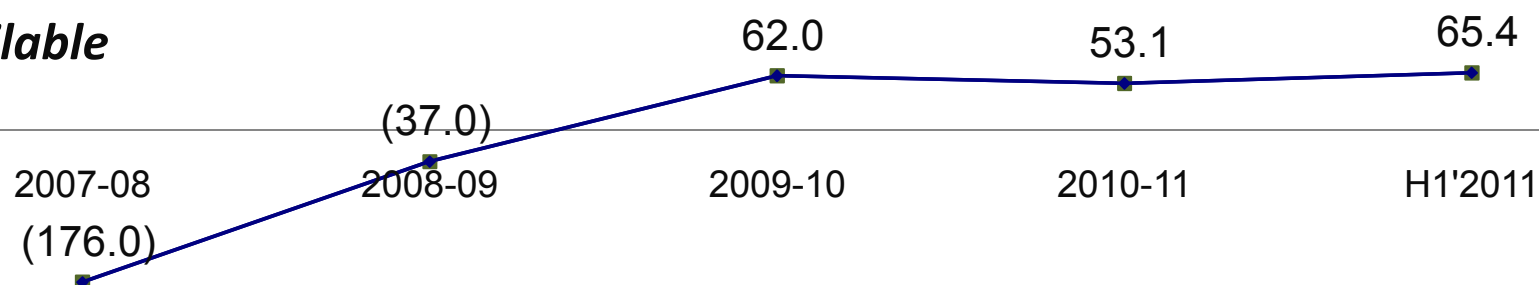
Cash Generated



Cash Utilized

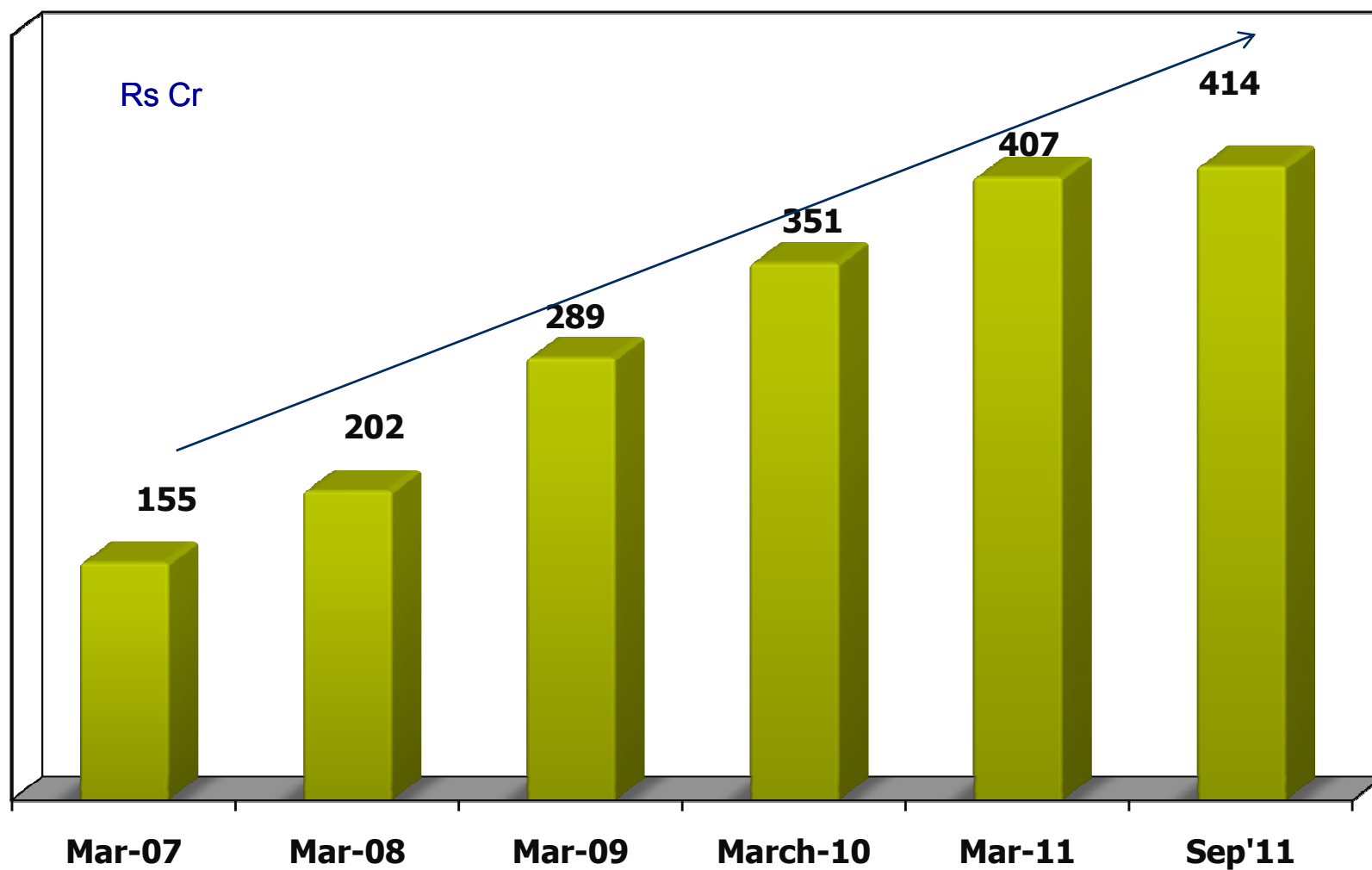


Surplus Cash Available



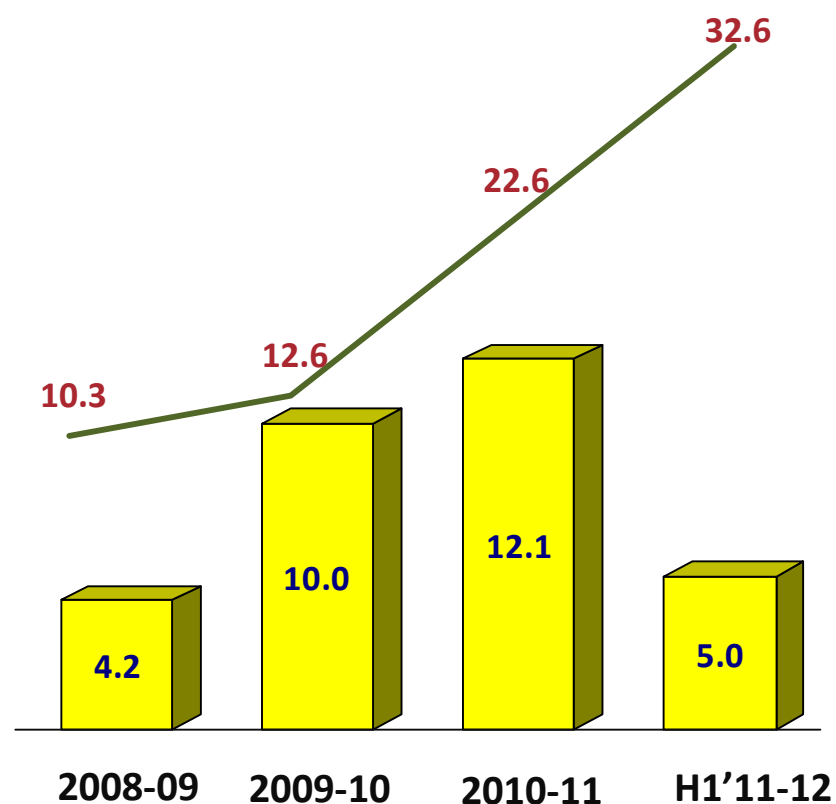
Continue to be Zero debt company ...

Net Worth

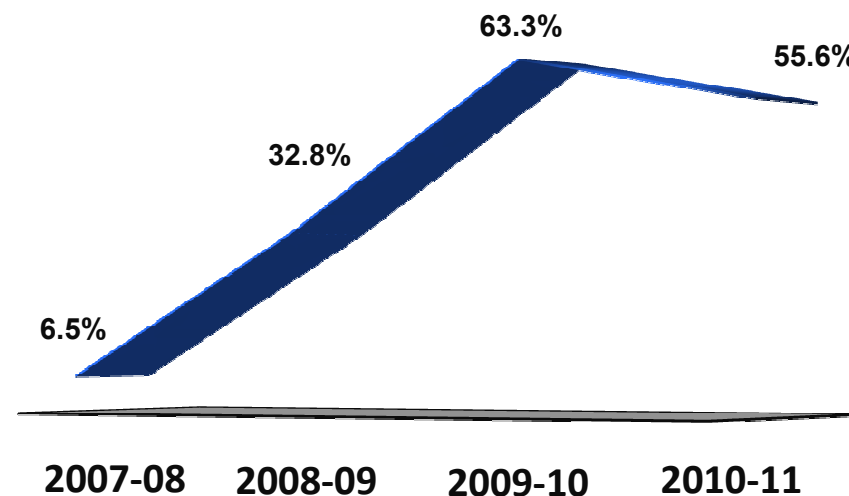


Maximizing Shareholder's value

EPS & Book Value per Share



ROCE



Balance Sheet..

SOURCE OF FUNDS

SHAREHOLDERS FUND

a) Capital

b) Reserve & Surplus

LOAN FUNDS

DEFERRED TAX LIABILITY

Total

| H1-FY'12 | H1-FY'11 | H1-FY'12 | H1-FY'11 |
|--------------|--------------|----------|----------|
| Actual | Actual | % Total | % Total |
| 126.9 | 235.7 | 28% | 56% |
| 301.4 | 180.6 | 67% | 43% |
| - | 0.1 | 0% | 0% |
| 20.7 | 6.3 | 5% | 1% |
| 449.0 | 422.7 | 100% | 100% |

APPLICATION OF FUNDS

FIXED ASSETS

DEFERRED TAX ASSETS

CURRENT ASSETS , LOANS & ADVANCES

a) Inventories

b) Sundry Debtors

c) Cash and Bank Balances

d) Other Current Assets

e) Loans and Advances

Less : Current Liabilities & Provisions

a) Liabilities

b) Provisions

Net Current Assets

Total

| | | | |
|--------------|--------------|------------|------------|
| 339.5 | 307.8 | 76% | 73% |
| - | - | 0% | 0% |
| 478.5 | 504.3 | | |
| 115.3 | 121.4 | | |
| 65.9 | 82.3 | | |
| 2.0 | 0.6 | | |
| 197.8 | 156.0 | | |
| 585.4 | 653.6 | | |
| 164.6 | 96.1 | | |
| | | 24% | 27% |
| 449.0 | 422.7 | 100% | 100% |

THANK YOU