

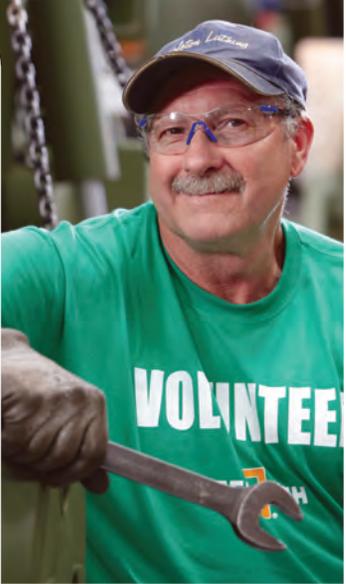


**OSHKOSH**



**Making a  
Difference**

FISCAL 2016  
SUSTAINABILITY REPORT



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## About This Report

This Sustainability Report covers programs and performance for the Oshkosh Corporation fiscal year 2016 (FY2016), which ended on September 30, 2016. In some cases, data is reported on a calendar year basis, to be consistent with U.S. government reporting requirements.

Oshkosh Corporation is a publicly traded company on the New York Stock Exchange (NYSE: OSK) and incorporated in the State of Wisconsin. Oshkosh Corporation financial reporting follows U.S. Securities and Exchange Commission (SEC) regulations, and our Annual Report on Form 10-K is available on our corporate website at [www.oshkoshcorp.com](http://www.oshkoshcorp.com) under Investors. All entities included in our consolidated SEC financial statements are covered in this report.

In preparing this report, Oshkosh followed the Global Reporting Initiative's (GRI) G4 Guidelines and general reporting guidance on report content and quality. Please see our detailed GRI Index on page 30 in this report to locate specific GRI indicator information. Our sustainability website, [www.sustainability.oshkoshcorp.com](http://www.sustainability.oshkoshcorp.com), has expanded information on the topics addressed in this report.

All data presented in this report has been calculated according to industry standard methodology and is explained in chart footnotes where appropriate. There have not been any restatements of the information provided in the Fiscal 2015 Report, nor have there been any significant changes in the scope and aspect boundaries of the report. There were no significant changes during the reporting period regarding the organization's size, structure, ownership or supply chain. This year, we sought independent assurance of select 2016 environmental data. To understand the scope, activities and conclusions of the assurance process, please see the ERM CVS Assurance Statement on page 33.



Making a Difference

Dear Oshkosh Corporation Stakeholders,



Welcome to our fourth annual Sustainability Report. Oshkosh Corporation has been making a difference in people's lives — those of our team members, customers, communities and shareholders — for 100 years. For the past century, our Company has been grounded by a strong commitment to doing things the right way: The Oshkosh Way. This report showcases our progress over the past year.

Sustainability is a part of what our 13,800 team members do every day, through their hard work to find efficiencies in our operations, volunteering with worthy community organizations, and designing and building superior products for our customers. Our leadership is committed to building a People First culture, focusing on caring for our people, through taking the time to develop, engage and connect with them.

I'd like to share some highlights of how we made a difference in FY2016:

- Oshkosh Corporation was recognized by Ethisphere Institute as one of the World's Most Ethical Companies. We were the only company in our category to receive this award, which we received by fostering a culture of ethics and transparency at every level of the organization.
- We began production on our \$6.7 billion Joint Light Tactical Vehicle contract with the U.S. Department of Defense. We are honored to build these vehicles over the next eight years to protect our U.S. Army members.
- Our Company donated \$2.3 million and our team members contributed 2,266 volunteer hours to community initiatives where we work around the world.
- We held our third-annual Oshkosh Excellence Awards. More than 1,800 team members participated, demonstrating continuous improvement projects of how Oshkosh Corporation can better contribute to environmental responsibility, delighting our customers; human development; and innovative excellence.
- We continued to reduce the environmental footprint of our operations, through efforts to reduce energy use and emissions and increase recycling opportunities.

I am proud of the journey we've had and the accomplishments we've made, and I look forward to the opportunities that lie ahead in the next 100 years. We will continue to find ways to maximize the sustainability benefits our company provides to all our stakeholders.

Thank you for your interest in Oshkosh Corporation. We invite you to learn more at [sustainability.oshkoshcorp.com](http://sustainability.oshkoshcorp.com) and welcome your feedback on this report and our performance.

A handwritten signature in black ink that reads "Wilson R. Jones".

**Wilson R. Jones**  
President and Chief Executive Officer

## About Oshkosh Corporation

By the numbers (as of September 30, 2016):



13,800

EMPLOYEES



31

MANUFACTURING FACILITIES  
AROUND THE WORLD



\$6.3 B

NET SALES



\$2.0 B

TOTAL SHAREHOLDERS' EQUITY



\$392 M

OPERATING INCOME



\$846 M

TOTAL DEBT

Oshkosh Corporation is a People First organization who conducts business by following the road map outlined in our Oshkosh Corporation MOVE strategy. To ensure that we are delivering exceptional value and making a difference for our customers and our shareholders, we continue to work toward the four strategic pillars of MOVE.

M

Market Leader Delighting Customers

O

Optimize Cost and Capital Structure

V

Value Innovation

E

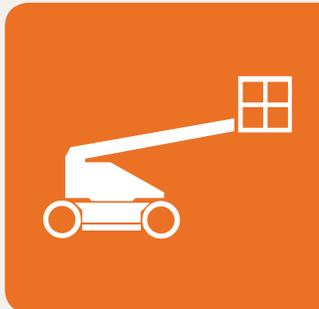
Emerging Market Expansion



Our FY2016 Annual Report and our website contain additional information about our Company and our brands.

## Our Global Businesses

Founded in 1917, Oshkosh Corporation is an integrated global company — headquartered in Oshkosh, Wisconsin — that manufactures a wide range of specialty vehicles and vehicle bodies. We have 31 manufacturing locations in eight U.S. states and in Australia, Belgium, Canada, China, France, Mexico, Romania and the United Kingdom. The markets served by the four business segments of Oshkosh Corporation are:



### ACCESS EQUIPMENT

Under the widely recognized JLG, SkyTrak and Jerr-Dan brands, our access equipment products are marketed in more than 3,500 locations across six continents. These aerial work platforms, telehandlers and towing equipment products are offered through independent rental companies and distributors, as well as through other sales and service organizations in which Oshkosh Corporation has equity positions.



### DEFENSE

Oshkosh Defense offers a full portfolio of tactical wheeled vehicles, integration and life cycle services for military and security organizations around the world. Our trucks, trailers and services are directly sold to the primary branches of the U.S. Department of Defense and to more than 20 international U.S. allies' militaries.



### FIRE & EMERGENCY

Our Fire & Emergency segment sells firefighting vehicles and equipment through Pierce, aircraft rescue and firefighting (ARFF) and snow removal vehicles through Oshkosh Airport Products, broadcasting and communications vehicles through Frontline Communications, and is a producer of heavy fabrications under the Kewaunee Fabrications brand.



### COMMERCIAL

Through the Oshkosh Commercial, McNeilus, London Machinery, CON-E-CO and IMT brands, we sell concrete mixers, refuse collection vehicles, service vehicles, cranes, concrete batch plants and hydraulic loaders for mining, construction, material handling and utility markets around the world through more than 100 domestic and international dealers.



## Where We Operate

Oshkosh Corporation products can be found around the world; we sell our products and deliver services in more than 150 countries across six continents. Highlights of some of the many locations where our products are making a difference for customers are below.

### CANADA



Oshkosh Striker delivered and placed in service at Quebec Jean Lesage International Airport

### SAUDI ARABIA



McNeilus launches Metro-Pak and M2-S refuse compactor vehicles in Saudi Arabia

### USA



"Thanks to your hard work, there are four Soldiers who are still here to finish what has to be done. I as a leader would like to thank you for protecting me, but mainly for protecting my Soldiers' lives."

SSG, U.S. Army

### BOLIVIA



"Driving the Oshkosh Airport Products Striker is optimal and safe given the weather conditions in Cochabamba. The way the equipment is arranged and installed is ideal and meets our needs."

**Boris Terceros**  
Firefighting Service Commander  
at Jorge Wilsterman International  
Airport in Cochabamba, Bolivia

### NEW ZEALAND

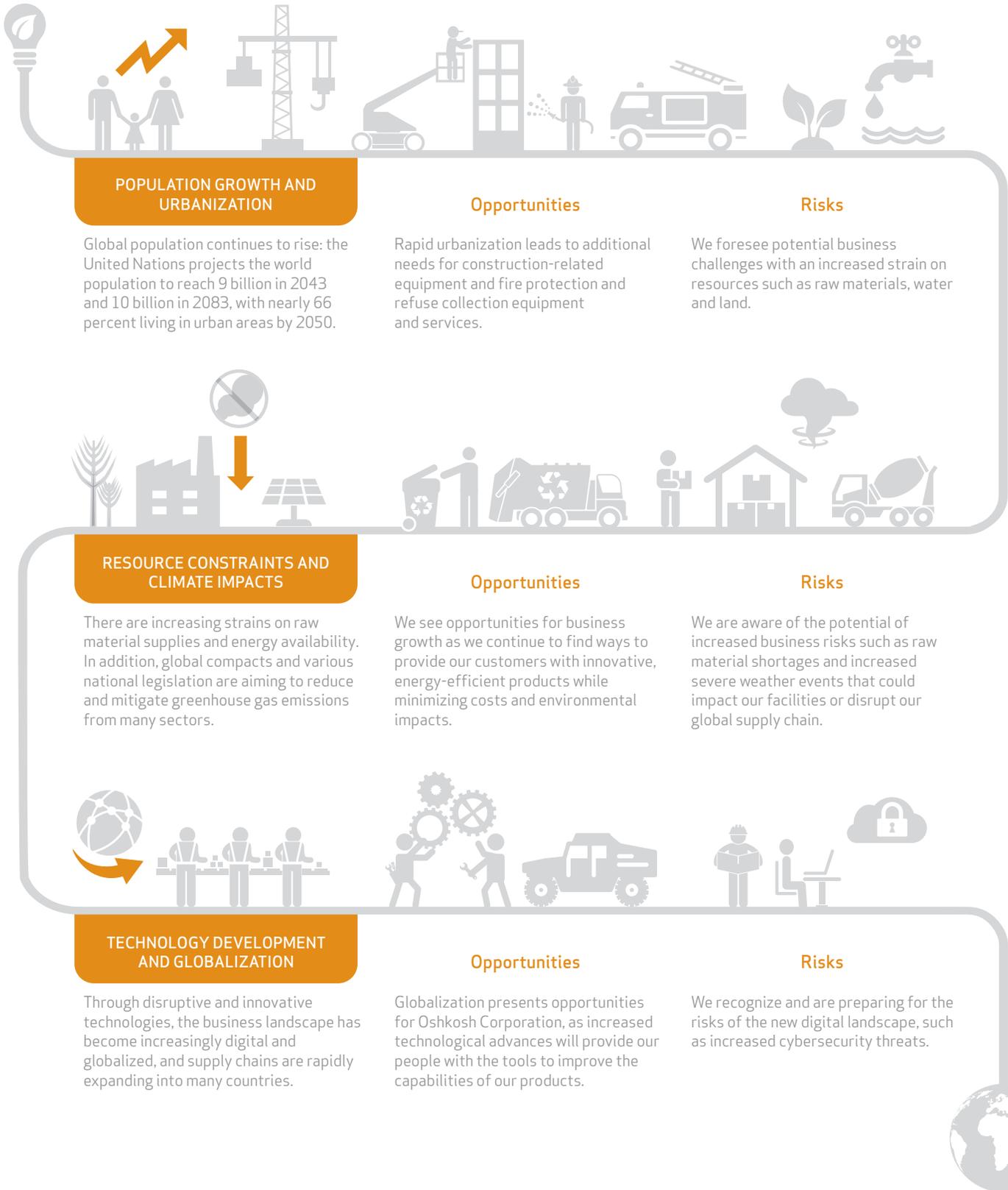


"For over 60 years we've built our whole business on the fact that we only use premium brands. We choose JLG because it's got an international reputation, the machines have proven to us that they keep working and we get excellent support from the JLG team."

**Gary Richardson, General Manager**  
of Sales and Marketing, Hirepool

# Sustainability Megatrends

We recognize that we operate in the broader business and sustainability global context. Our approach to business operations and product design incorporates sustainability considerations along every step of the way. Below are a few of the current sustainability megatrends we are tracking as a Company.



## POPULATION GROWTH AND URBANIZATION

Global population continues to rise: the United Nations projects the world population to reach 9 billion in 2043 and 10 billion in 2083, with nearly 66 percent living in urban areas by 2050.

### Opportunities

Rapid urbanization leads to additional needs for construction-related equipment and fire protection and refuse collection equipment and services.

### Risks

We foresee potential business challenges with an increased strain on resources such as raw materials, water and land.

## RESOURCE CONSTRAINTS AND CLIMATE IMPACTS

There are increasing strains on raw material supplies and energy availability. In addition, global compacts and various national legislation are aiming to reduce and mitigate greenhouse gas emissions from many sectors.

### Opportunities

We see opportunities for business growth as we continue to find ways to provide our customers with innovative, energy-efficient products while minimizing costs and environmental impacts.

### Risks

We are aware of the potential of increased business risks such as raw material shortages and increased severe weather events that could impact our facilities or disrupt our global supply chain.

## TECHNOLOGY DEVELOPMENT AND GLOBALIZATION

Through disruptive and innovative technologies, the business landscape has become increasingly digital and globalized, and supply chains are rapidly expanding into many countries.

### Opportunities

Globalization presents opportunities for Oshkosh Corporation, as increased technological advances will provide our people with the tools to improve the capabilities of our products.

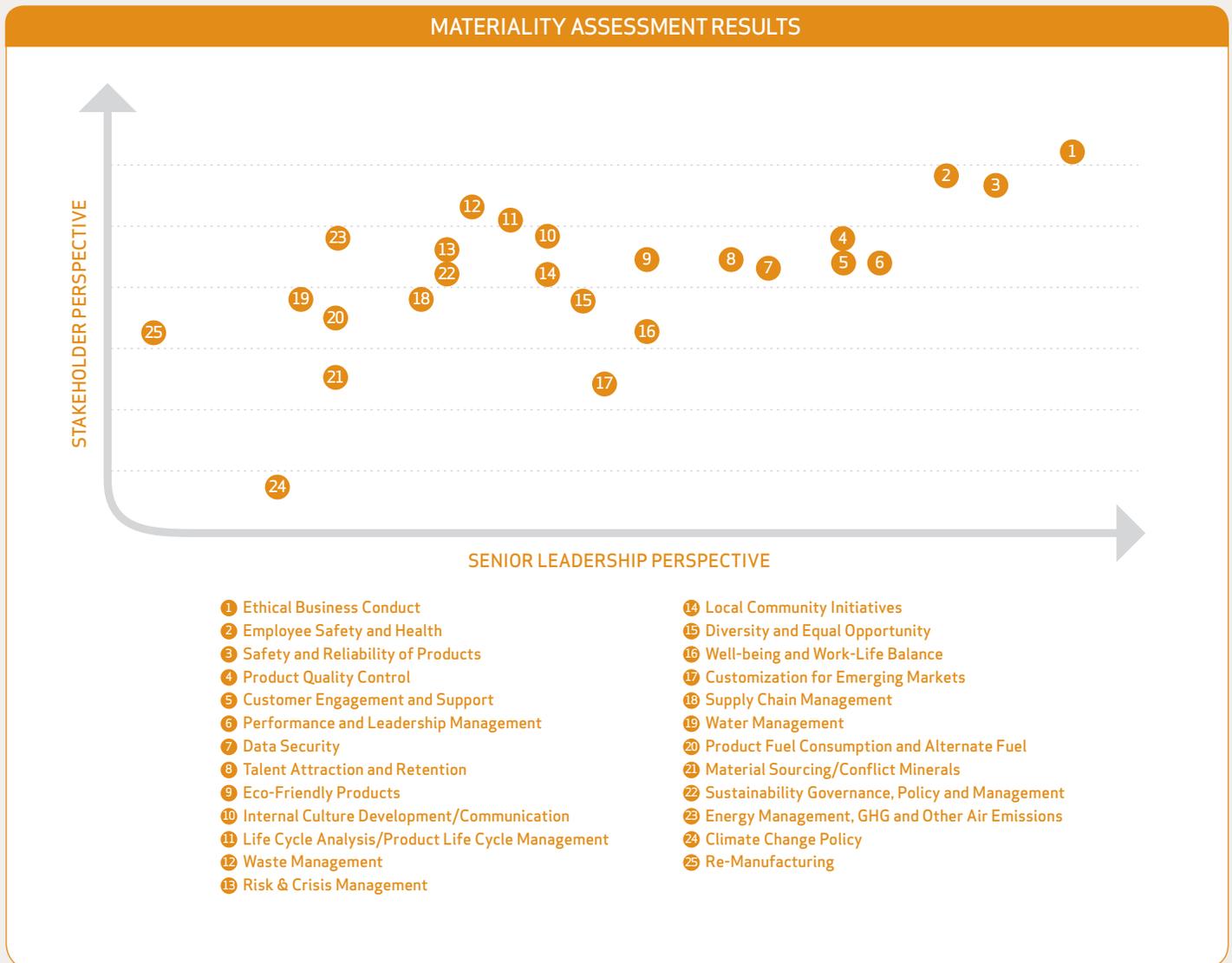
### Risks

We recognize and are preparing for the risks of the new digital landscape, such as increased cybersecurity threats.

## Materiality Assessment

In order to focus our sustainability efforts and report on topics of greatest relevance to our business and our stakeholders, we conducted a materiality assessment in early 2016, as detailed in our FY15 Sustainability Report. We used a survey, targeted to internal senior leadership and team members who interact with critical stakeholders, to evaluate how important the issues are to the Company and our stakeholders. In the future, we plan further dialogue directly with specific stakeholder groups regarding

these sustainability topics. Compiling the survey results provided by these two groups led to the materiality matrix shown below. While all of these issues are important to the Company, the topics in the upper right represent the issues that were commonly viewed as most important for both our business and our stakeholders. We believe that we have provided the readers of this report with insight into how Oshkosh Corporation is addressing each of the identified material issues.



## Stakeholder Engagement

Our ability to make a difference for our stakeholders — customers, employees, suppliers, investors and members of the communities where we live and work — depends on successful and frequent engagement to understand their perspectives. We meet and speak with our customers on a regular basis to better understand how they

use our products and to identify ways we can improve our designs and performance to help them do their work more safely and efficiently. We have also established continuing dialogue with several key customers on sustainability issues and intend to expand this engagement in the future.



## FY2016 HIGHLIGHTS

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DONATED

**\$2.3 M**

TO CHARITABLE  
ORGANIZATIONS

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HELD THIRD-ANNUAL  
OSHKOSH EXCELLENCE  
AWARDS, WITH

**1,862**

PARTICIPANTS

---

NAMED TO THE 2016 STEM  
JOBS<sup>SM</sup> APPROVED EMPLOYERS

**TOP 10 LIST**

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# Our People Make a Difference

Our People First culture means that our employees are always — and have been for the past 100 years — at the forefront of what we do at Oshkosh Corporation. The success of Oshkosh Corporation is due to the hard work of the 13,800 talented men and women that make up the Oshkosh family. Through a shared commitment of honesty, integrity, accountability, respect and citizenship, our team members make a difference through their efforts to delight our customers.

## Employee Engagement

We continue to work to ensure everyone at Oshkosh Corporation is engaged in our business success and feels valued. When our team is collectively committed and engaged, we can best execute on our MOVE strategy and provide quality solutions to our customers.

Our volunteer-based Feed Forward program supports employee engagement efforts. Through this program, team members develop collaborative solutions to address improvement areas identified by our employees. For example, the Feed Forward team at Oshkosh Defense focused on retention, communication, organizational commitment, recognition and pride, employee engagement and community involvement to further increase employee morale. We are implementing programs for employees to take advantage of flexible work schedules as well.

In early 2016, we crowned the winners of our third-annual Oshkosh Excellence Awards. This global competition, open to all employees, provides our employees the opportunity to share how they're making a difference and making positive changes at Oshkosh Corporation. We received a record-high 691 entries to the competition, representing 1,862 employees, in four categories: environmental responsibility; delighting our customers; human development; and innovative excellence. We donated \$125,000 to charitable organizations of the winners' choice. The grand prize winning project is described in further detail on page 24.



13,800

TALENTED WOMEN AND MEN  
AT OSHKOSH CORPORATION



To learn more about the finalists, please visit [sustainability.oshkoshcorp.com](http://sustainability.oshkoshcorp.com).



WE DONATED  
**\$125,000**  
TO CHARITABLE ORGANIZATIONS OF  
THE WINNERS' CHOICE

## Diversity and Inclusion

Fostering a People First culture means we must ensure that our team members always feel included and respected. We know that increasing the diversity of our workforce will lead to better results and greater innovation. To capitalize on this, our director of diversity and inclusion works with key leaders to implement our diversity and inclusion strategy. We are working to increase the representation of women, minorities and veterans within Oshkosh Corporation.

During FY2016, we introduced a new diversity website on our Company intranet. The site provides global communications highlighting the diversity of our team and offers training for new managers to increase diversity awareness. We recognize the importance of building awareness and a shared understanding of varied cultural experiences and diverse backgrounds throughout our Company.



7%

OF WORKFORCE ARE VETERANS

2%

OF WORKFORCE ARE INDIVIDUALS WITH DISABILITIES

### SPOTLIGHT ON OSHKOSH WOMEN'S NETWORK



In its second year of existence, the Oshkosh Women's Network (OWN) continued to provide networking, mentoring and professional development opportunities for women in our organization. During 2016, more than 200 team members participated in OWN events, ranging from mentoring circles, career development webinars and wellness events.

OWN has four committees, which were formed to address members' more specific interests: Steering Committee; Marketing, Branding and Communication Committee; Mentoring Committee; and Professional Development Committee.

### SPOTLIGHT ON DEVELOPMENT

Pierce team members have been supporting a program called Girls in the Shop, hosted by Fox Valley Technical College. This initiative involves teaching 14- to 18-year-old girls the basics of welding. The students get to operate the machinery and learn about career opportunities in the field. We recognize that welding has traditionally been a male-dominated field; through this program, our team members seek to provide young women with skills and knowledge to be part of the next generation of Oshkosh Corporation.





## Talent Recruitment and Retention

The success of Oshkosh Corporation is fully dependent on recruiting and retaining a talented workforce. We work directly with leading colleges and universities through our campus relations program to find highly motivated and qualified students to join our Company. Through this program, we offer promising candidates the opportunity to participate in internship and cooperative education programs (co-ops) at many Oshkosh Corporation locations, in nearly all of our functional areas. We want to provide potential future employees with the opportunity to see that Oshkosh is a great place to work. In FY2016, we welcomed 276 interns and co-ops from 56 different universities at 18 of our facilities, who brought fresh perspectives and new ideas to their roles.

Once employees join the Oshkosh team, we provide them with tools to develop and progress in their careers. As we continue to grow, there are increasing opportunities for employees to have long-term careers with diverse job experiences. We offer competitive compensation and benefits packages, including tuition assistance programs for employees who seek to further their education. We also provide training and development opportunities through "Your Oshkosh University," a comprehensive offering of educational, exposure and training programs to help team members take charge of their development. In FY2016, we moved to a centralized website where training sessions are listed, for both online and in-person courses. We offer training in a wide variety of subjects, including business skills, environmental, leadership, ethics, the Oshkosh Operating System and safety.

One of our key competitive advantages is our strong employee retention. Many of our team members have been at Oshkosh Corporation for their entire careers; it is common for our employees to celebrate their 20th, 30th or even 40th anniversaries at the Company. Through their positive experiences here, they often encourage their family members to explore a career at Oshkosh Corporation, which leads to multiple generations of workers being quite common. To ensure a strong pipeline of talent to build the next generation of Oshkosh, we work to support STEM programs and technical skills training for students in our communities.



# 91,600

TRAINING HOURS  
COMPLETED BY OSHKOSH TEAM  
MEMBERS IN FY2016



Oshkosh Corporation was recognized on *Forbes Magazine's* America's Best Large Employers 2016 list due to our People First culture and making Oshkosh a great place to work every day.

## Health and Wellness

Providing resources for our team members to be healthy is an important part of our People First culture. At Oshkosh, our voluntary wellness program encourages employees to actively participate in wellness events and programming, like running clubs, cycling races and inter-office “step” challenges. For instance, we hosted a holiday “Hold Your Own” weight challenge to encourage team members to avoid winter weight gain and practice healthy habits over the holidays. Participants joined weigh-in events at Company locations, received weekly tips and resources, and tracked weekly progress.

Oshkosh Corporation offers comprehensive health benefits to our employees, which includes incentives for employees to participate in voluntary on-site health risk assessments and health coaching. We also seek opportunities to link our health and wellness initiatives with community initiatives. For example, we often organize blood drives at our facilities to provide this critical resource to healthcare facilities in our communities.



## Community Giving and Involvement

Our People First mindset not only covers our commitment to our own Oshkosh team, but our commitment to the people in our communities. Our goal, in every location where we do business, is to make a positive difference for our communities. We take a local approach to our community initiatives; we identify organizations near our locations that can make the largest impact directly in our local communities and we contribute monetary support and volunteer time. Our Company is supportive of our employees taking time off from work to volunteer in their communities. In fact, we have instituted a program where employees can spend a full eight-hour paid workday each year for volunteer activities.

Our corporate foundation provides financial support to many worthy organizations where we live and work. Oshkosh Corporation and the Oshkosh Corporation Foundation donated approximately \$2.3 million to organizations such as United Way, Boys and Girls Club, Wisconsin American Legion Foundation and local food banks, among many others. We provide additional examples of our donations and the organizations we support at [sustainability.oshkoshcorp.com](http://sustainability.oshkoshcorp.com).



2,266

VOLUNTEER HOURS



\$2.3 M

DONATED TO CHARITABLE ORGANIZATIONS

### SPOTLIGHT ON STEM



We firmly believe that encouraging students to explore science, technology, engineering and math (STEM) fields makes a difference for our communities and our business. In 2016, Oshkosh Corporation partnered with Oshkosh North High School to provide real-life business and STEM experience, sponsoring a project where students designed and manufactured a functioning charcoal grill. Students

learned about the innovation, design and manufacturing processes, as well as budgeting, marketing and communication.

In Coopersville, Michigan, Pierce engineers supported a project at Coopersville Senior High School, where 140 students helped the Wright-Tallmadge Fire Department redesign its rescue truck. The Pierce team members reviewed the proposed designs and showed how the projects and skills learned can be applied in real-world situations at Oshkosh Corporation.



Oshkosh Corporation was named to the 2016 STEM Jobs<sup>SM</sup> Approved Employers Top 10 List. This list ranks companies

based on their ability and responsiveness to hiring and developing STEM-skilled job candidates, creating STEM career paths and connecting with higher education institutions that offer STEM programs.



In June 2016, approximately 20 members of our team in Singapore visited the local Moral Welfare Home, a facility that cares for 120 adults with physical and intellectual disabilities. The volunteers spent the day engaging with the residents by serving meals, playing games and singing karaoke. We also provided a donation to the home to support the purchase of necessary supplies.



The Oshkosh Defense Feed Forward team partnered with United Way to feed families in need in the Fox Valley area of Wisconsin. The team raised \$10,000, which purchased enough food for 45,000 meals. In April 2016, hundreds of Oshkosh team members and their families volunteered to package the meals for distribution through a Feeding America facility.



During FY2016, the Oshkosh Corporation Foundation announced a partnership to help fight poverty in Northeast Wisconsin. We pledged \$200,000 to the U.S. Venture Open benefiting the Basic Needs Giving Partnership and a new initiative called Poverty Outcomes and Improvement Network Team (POINT) to help nonprofit organizations maximize their operations. POINT takes advantage of lean tools used successfully in manufacturing operations and applies them to nonprofit organizations to strengthen existing poverty reduction efforts, address service gaps and measure progress on reducing poverty in the region. Through this initiative, Oshkosh employees will have additional opportunities to volunteer their time.

McNeilus continued its longstanding sponsorship of the Fall Cans for Kids collection to benefit the Ronald McDonald House of Rochester, Minnesota. In honor of McNeilus' 25th anniversary, we used our first-ever refuse vehicle to collect aluminum cans and pop tabs from the local community. All aluminum donated is recycled and the proceeds support families needing a home away from home while they receive medical care. The event, supported by McNeilus volunteers, collected nearly a half ton of aluminum.



## FY2016 HIGHLIGHTS

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BEGAN PRODUCTION OF  
**JOINT LIGHT TACTICAL  
VEHICLES (JLTV)** FOR THE  
U.S. DEPARTMENT  
OF DEFENSE

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INVESTED MORE THAN  
**\$100 M**  
IN RESEARCH AND  
DEVELOPMENT ACTIVITIES

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**DOUBLED LENGTH**  
OF SERVICE INTERVALS  
FOR JLG TELEHANDLER  
VEHICLES

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# Developing Safe and High-Quality Products

Oshkosh Corporation products are used in industries where high quality, superior performance, rugged reliability and long-term value are of utmost importance. Our devotion to our customers means we take seriously our responsibility to develop products that work safely and efficiently each time they are used. Our People First culture keeps us customer focused and is reflected in our commitment to ensure the people using our products are safe and effective at their jobs.

## Research and Development

Research and development (R&D) is an important differentiator for Oshkosh Corporation in providing innovative solutions to exceed our customers' expectations. Approximately 1,200 engineers and technicians at seven R&D facilities around the world are dedicated to improving existing product lines and developing and testing new vehicles, vehicle bodies and components. Many of the new products and technologies introduced during FY2016 are highlighted throughout this chapter.

We invest millions of dollars each year in R&D activities to improve our existing products and develop new offerings for our customers. Oshkosh prepares multiyear new product development plans for each of our markets and measures progress against those plans monthly. We have more than 800 active domestic and international patents for a wide variety of products and technologies, and we strive to increase that number. Our R&D spending helps us to find ways to make our operations, our products and our services more sustainable.

Several years ago, we piloted a Product Fitness Program (PFP) at JLG where engineers evaluated our product families to find cost efficiencies throughout all stages of the product life cycle, particularly during the design phase. Due to its success, the PFP was rolled out at our other businesses throughout FY2016. We recognize the competitive advantage that sharing best practices and efficiencies across our segments offers, so the project development leadership teams throughout the Company have come together to build one Global Product Development Team. This structure allows us to collaborate and more efficiently serve our customers.

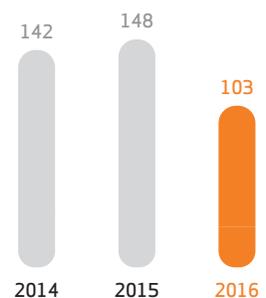


WE HAVE  
**>800**  
ACTIVE DOMESTIC  
& INTERNATIONAL  
PATENTS



APPROXIMATELY  
**1,200**  
ENGINEERS AND TECHNICIANS  
at seven R&D facilities  
around the world

### R&D SPENDING (Million USD)



*Our R&D spending in FY2016 was less than in previous years due to the completion of design costs associated with complying with engine emissions requirements in our Access Equipment segment and costs to develop the JLTV in our Defense segment.*

## Sustainable Products

Through our frequent engagement with customers, we are increasingly hearing their desires for more sustainable products and services. We have taken the voice of the customer to heart: listening to what we can do better allows us to more effectively target innovations to meet our customers' needs. We continue to increase the amount of products with a positive sustainability impact in our portfolio.



### SPOTLIGHT ON AIRPORT PRODUCTS

Oshkosh Airport Products has vehicles in service around the world. For areas that need snow removal, the Oshkosh H-Series Single Engine Blower is a versatile machine with a wide range of operations. Oshkosh engineers developed the new product to include hydrostatic drive, a technology that provides high power with less mass. Another sustainability attribute of this new product is that its engine meets all 2017 U.S. EPA emissions standards. Additionally, the smaller size of this product maximizes maneuverability and efficiency.



We are proud to see our products used to benefit local communities. During the May 2016 Fort McMurray wildfire in Alberta, Canada, more than 1,100 firefighters were deployed to fight the dangerous blaze. Among the forces deployed were two Oshkosh Airport Products customers: Syncrude and Suncor. These customers sent Striker 8 X 8 vehicles to the scene of the fire and used the Snozzle features of the vehicles to extinguish the flames in multilevel structures unable to be reached safely by other firefighting vehicles.



**“I want everyone on the Striker assembly line that put a bolt on Syncrude #9 to be proud of the work they did. That truck was put to the test around the clock for days. It was a major asset in the fight against ‘the beast’ and it did not disappoint.”**

**Lt. Kevin Graves**  
Syncrude Emergency Services



To learn more about other ways we are making a difference around the world, please visit [sustainability.oshkoshcorp.com/innovation](https://sustainability.oshkoshcorp.com/innovation).

### SPOTLIGHT ON PIERCE

The recent introduction of our Pierce Ascendant technology continues to make a difference for fire departments around the globe. The Ascendant steel aerial ladder for firetrucks provides customers with 107 feet of vertical height and 100 feet of horizontal reach on a single rear axle. The safety of firefighters using this technology came into play during the design phase; a bolt-on egress with “clean-tip” design reduces the risk of injury when personnel egress the ladder over the sides at the tip. Additionally, the torque box, frame rails and pedestal are e-coated to protect against corrosion.



### SPOTLIGHT ON JLG

In July 2016, JLG doubled the length of engine service intervals from 500 to 1,000 hours on JLG and SkyTrak telehandlers in North America. By extending service intervals for these telehandlers, we can offer products to our customers that allow for a lower total cost of ownership. By increasing the period between oil changes, we are cutting in half the time that customers spend changing oil, oil filters and fuel filters while doubling the time the machines are available for use. A longer service interval means that used oil and waste filters are generated less often, providing clear benefits to the environment in addition to our customers.



### SPOTLIGHT ON SUSTAINABLE INNOVATIONS

We continue to provide our customers with more sustainable products at McNeilus. During FY2016, we introduced the new Street Smart Vision (SSV) system to our refuse customers. The SSV10 system combines a touchscreen monitor, on-board computer and DVR platform to interface with software features. High-definition monitors and a series of up to eight cameras allow drivers a broader view when monitoring their surroundings. Additionally, the SSV10 system provides optimized routing and reduces maintenance costs, fuel consumption and associated greenhouse gas emissions.

Another innovation offered by McNeilus in FY2016 was the new high-capacity back-of-cab compressed natural gas configuration. The new system offers another lightweight, high-capacity option for municipalities and construction vehicles that require a lower profile. The streamlined design includes 50 percent fewer fitting connections and 25 percent fewer plumbing components.



Frontline Communications offers customers quality products that are more environmentally sustainable than comparable vehicles. More than 200 Frontline VIP Premium Power Systems are in use today. This system provides up to 8 kilowatts of power to the broadcast vehicle without noise, exhaust or fuel consumption associated with conventional generators. The Frontline VIP System also provides power for four to six hours of silent operations without running the engine. Additionally, the innovative Smart Charge System maintains and protects batteries from being depleted or overcharged.



## Product Safety and Reliability

Ensuring the safety of every firefighter, warfighter and construction worker is of utmost importance to our Company. We take safety into consideration at every phase of product design and construction. We engage customers, monitor industry developments and track the performance of Oshkosh Corporation products in the field to continually improve the solutions we provide our customers. Our product safety efforts include contributions from our engineering, manufacturing, quality, customer support and marketing teams, as well as trained product safety and reliability professionals.

Similar to safety, quality is built into every step of our processes, from R&D and design through production and use of our products. We know that our customers each face unique challenges and complex work environments. We participate in customer site visits, industry meetings and workplace safety meetings with our customers to understand their challenges. We also offer our customers a variety of training opportunities across our business segments.

### SPOTLIGHT ON PRODUCT SAFETY

Safety and quality are the two key requirements in any military application. Oshkosh Defense's focus on these attributes was a key contributor to winning the \$6.7 billion Joint Light Tactical Vehicle (JLTV) contract with the U.S. Department of Defense. Our contract will deliver a total of 17,000 vehicles, as well as supplies and sustainment services over an eight-year period.

Our team members spent 10 years preparing for the development of this vehicle. The Oshkosh JLTV combines the latest in automotive technologies with the Oshkosh CORE1080 crew protection and TAK-4i independent suspension systems to provide high performance and safe operations. The CORE1080 crew protection system is a comprehensive design and testing approach that has been proven to minimize crew impact during adverse events. The TAK-4i system allows for 70 percent faster off-road speeds than the current TWV. Lastly, the digitally controlled engine on the JLTV maintains steady and reliable power, yielding greater versatility and improved fuel economy in both idle and operational modes. Successful efforts to ensure safe and environmentally acceptable design, production, fielding, operation and mission effectiveness of the JLTV earned our customer's JLTV Environmental, Safety and Occupational Health Working Group the Secretary of the Army Environmental Award for Environmental Excellence in Weapon Systems Acquisition.





**2016 AWARDS:**  
 Oshkosh Corporation  
 was honored with the  
 Defense Security  
 Service's 2016 James S.  
 Cogswell Outstanding

Industrial Security Achievement Award for our Oshkosh Defense facility in Oshkosh, Wisconsin. Our facility was one of only 42 facilities out of 13,000 eligible locations to receive this award. This award highlights our role in the national security mission of the Defense Security Service and our commitment to excellence in security program management, implementation and oversight.



JLG was named Supplier of the Year - Access Division at the 2016 Hire and Rental Industry Association Convention in May 2016. The award is voted for by customers, showing JLG's dedication to providing the best products, service and support to customers around the globe.

**SPOTLIGHT ON TECHNOLOGY**

We recognize that the long-term success of the Access Equipment industry is rooted in the safe operation of our products. JLG Vice President for Global Marketing Alan Loux described the Company's approach to leveraging technology to improve safety and reduce accidents at the International Powered Access Federation Asia Conference and Showcase in July 2016. Some of the technologies incorporated in JLG products already include pothole protection systems, automatic outrigger leveling, fall arrest, enhanced protection against involuntary operation and load-sensing systems. In the future, JLG is exploring the integration of "near-term" technologies such as collision avoidance and detection, self-leveling, sensors and virtual reality to further increase the safety of our products. Longer term, our research and development teams will look at the feasibility of future-looking technologies such as autonomous vehicle operation, robotics and big data. All of our future work will have the safety of our customers at the forefront.





## FY2016 HIGHLIGHTS

REDUCED WASTE TO  
LANDFILL BY

**16%**

COMPARED TO FY2015

CERTIFIED

**SEVEN SITES**

TO LEVEL 4 OF OUR SAFETY  
MANAGEMENT SYSTEM

REDUCED ENERGY  
CONSUMPTION BY

**15%**

COMPARED TO FY2015

# Operating Sustainably

Our company culture is built on putting our people first and honoring our long-time commitment to protect the environment. Operating sustainably means protecting the safety of our employees, reducing energy usage and emissions, and keeping waste out of landfills whenever possible. We recognize that integrating sustainability considerations at our operating locations will increase our business success and strengthen relationships with our key stakeholders.

## Workplace Safety

Keeping our employees safe is a longstanding priority for Oshkosh Corporation and is ingrained in our culture. Across the Company, we have a consistent approach to maintaining a safe work environment through our robust Safety Management System (SMS). The SMS provides milestones for us to track our performance. Our facilities have been able to achieve a consistent world-class safety process that prepares them for OSHA's Voluntary Protection Program and/or OHSAS 18001 certification.

The Oshkosh SMS uses a tiered approach to measuring successful implementation and performance. The SMS outlines five distinct levels of a safety program, each with specific measurable criteria. Level 4 of our SMS necessitates an in-depth process certified by a third party to ensure safety excellence at a facility.

Safety at Oshkosh Corporation goes well beyond compliance with regulations — we put people first and ensure the safety of our team members above all else. At our JLG Shippensburg and Bedford facilities that received VPP Star certification in FY2016, OSHA recognized several areas of safety excellence beyond what is required: These JLG sites were the first in the access industry to receive this OSHA certification and honor.

### SPOTLIGHT ON SAFETY

In 2016, Frontline Communications surpassed 1 million hours of work without a lost-time injury. This impressive milestone coincided with the achievement of SMS Level 3 for the site in Clearwater, Florida.



### Oshkosh Corporation facilities at SMS Level 4

- Medias, Romania
- Tianjin, China
- London, Canada
- Maasmechelen, Belgium
- Riceville, Iowa
- Bedford, Pennsylvania
- Shippensburg, Pennsylvania



In addition to implementing the Oshkosh SMS, our locations have embarked on a five-year strategic road map to improve safety and ergonomics. Since FY2014, we have seen a 40 percent reduction in ergonomic-related incidents through implementation of ergonomic workstation design guidelines, ergonomics training and having team members implement change in their areas during ergonomic continuous improvement events. Our manufacturing facilities continue to implement ergonomic improvements by reducing manual material handling and improving part storage along production lines.

Our team members are a key component in driving continuous safety improvement at our locations. Through active employee engagement and management commitment to safety, team members are able to participate in identifying safety issues and implementing solutions to improve their work areas.



## Environmental Stewardship

The Oshkosh Environmental Protection Policy outlines our commitments to reduce wastes and emissions, minimize adverse environmental impacts and promote resource conservation throughout the Company. This policy is taken to heart in all our business operations and is endorsed by senior leadership. In FY2016, Oshkosh Corporation received no significant fines or penalties from regulatory agencies due to environmental compliance issues.

Several of our facilities are implementing a formal environmental management system (EMS) to help guide our environmental stewardship efforts. These systems are modeled on and align with the internationally recognized ISO 14001 standard. Our Medias, Romania and Maasmechelen, Belgium facilities have received external ISO 14001 certification for their EMS.

Oshkosh Corporation promotes efficient use of materials and resources in our buildings, vehicles and processes, including electricity, fuel, water and raw materials, through cost-effective conservation and energy management programs. As determined by our materiality assessment, we found that the environmental metrics most critical to the sustainability of our operations are the amount of solid waste landfilled, and the amount of energy used. We track and advance our progress through achievement of Company-wide goals in these areas.



**SAFETY INCIDENT AND LOST-TIME RATE,  
PER 200,000 HOURS WORKED**



**FY2016 Award:** Our JLG Orrville site received an Ohio EPA Gold Award, recognizing the site's comprehensive environmental stewardship programs and compliance with environmental laws and regulations.

## Waste Reduction

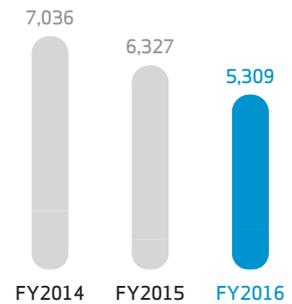
Wherever practical, we work to minimize waste and explore options to reuse and recycle waste generated through our operations as stated in our Environmental Protection Policy. As a material issue for the Company, we have established a goal of 5 percent year-over-year reduction of waste to landfill on a revenue-normalized basis to drive further improvement opportunities.

**GOAL:**  
REDUCE COMPANY  
WASTE TO LANDFILL,  
NORMALIZED BY REVENUE,  
**5%**  
YEAR OVER YEAR

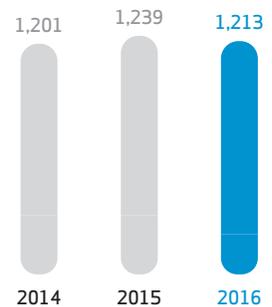
**FY2016 RESULT:**  
ACHIEVED  
**16%**  
REDUCTION  
**71%**  
OVERALL REDUCTION SINCE  
FY2012 BASELINE

Hazardous materials are contained in and used to produce some of our products; thus, some of our facilities generate hazardous wastes. We strive to reduce the amount of hazardous materials we use — primarily related to our painting operations — and to substitute non-hazardous alternatives where it is technically and economically feasible to do so, while still meeting our customers' requirements. We manage hazardous wastes in a responsible manner and in compliance with applicable laws and regulations.

WASTE TO LANDFILL (Tons)



HAZARDOUS WASTE (Tons)



## Energy and Emissions

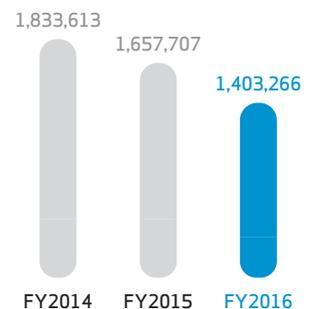
Proactively and effectively managing energy is a key part of our Company's environmental sustainability approach, guided by our Energy Management Policy. Our participation in the U.S. Department of Energy's Better Plants Program — where companies agree to reduce their energy intensity by 25 percent over 10 years at their U.S. operations, in return for national recognition, technical assistance and other benefits — demonstrates our commitment to energy conservation. Through the program, we established 2014 as our baseline year for energy reduction. Over the past two years, our normalized energy use at the 21 U.S. manufacturing facilities included in the Better Plants Program decreased 8.4 percent. We have also expanded the Better Plants goal to incorporate our facilities worldwide.

**GOAL:**  
REDUCE COMPANY ENERGY USE  
**2.5%**  
YEAR OVER YEAR

**FY2016 RESULT:**  
ACHIEVED  
**15%**  
REDUCTION



ENERGY CONSUMPTION (MMBTU)



## SPOTLIGHT ON ENERGY AND EMISSIONS

### LIGHTING UPGRADES AT KEWAUNEE AND JLG

One way we are reducing our energy usage is by upgrading to more efficient lighting at our facilities. At our JLG Shippensburg facility, employees took advantage of rebates offered through the local utility to upgrade more than 130 interior and exterior lighting fixtures to high-efficiency LED fixtures. This investment is expected to result in the reduction of 172,000 kilowatt-hours of electricity use annually, leading to significant cost reduction.

At our Kewaunee Fabrications location, employees replaced 400 light fixtures with LED lighting. Several employees took the initiative to find reuse opportunities for the older bulbs, where the bulbs would provide efficiency benefits above existing fixtures. The bulbs were donated to a local fitness center, which led to an 18 percent reduction in electricity use at the community facility and diverted our waste from going to landfill. This is another example of how Oshkosh team members make a difference for the environment and our local communities.

### OSHKOSH DEFENSE LEADING THE WAY ON ENERGY REDUCTION

Oshkosh Defense has continued to be a Company leader in reducing energy consumption. During FY2016, the Oshkosh Defense Energy Team, supported by Wisconsin's Focus on Energy program, conducted a multi-day energy treasure hunt event to identify no- and low-cost energy savings opportunities. A mix of more than 30 employees and Focus on Energy staff observed facilities during both non-operational and operational phases, as well as during startup, shift changes and breaks. The teams identified nearly 50 energy saving opportunities, 14 of which were no- or low-cost opportunities with potential annual savings of nearly \$60,000. We hope to conduct similar treasure hunts at other Oshkosh Corporation facilities in the future.

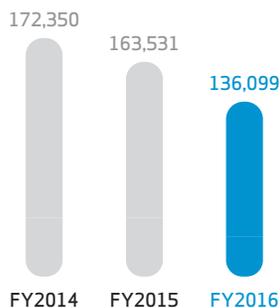
In recognition of these and other efforts, the Oshkosh Defense Energy Team was the grand prize winner of our third-annual Oshkosh Excellence Awards. This impressive team achieved nearly \$800,000 in reduced energy cost in just one year, and is working to establish Energy Teams throughout our other segments. Additionally, Oshkosh Defense received the 2016 Energy Efficiency Excellence Award from Wisconsin Focus on Energy for its energy cost saving projects.



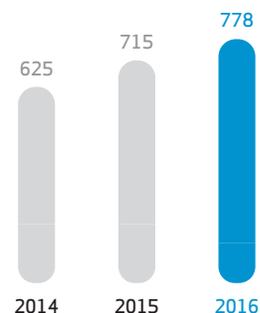
Scope 1 and 2 greenhouse gas (GHG) emissions associated with Oshkosh Corporation activities in FY2016 totaled 136,099 tonnes of CO<sub>2</sub>e, which is 17 percent less than our FY2015 emissions. Additionally, we had 7,178 tonnes of Scope 3 emissions resulting from employee business travel, a small amount compared to our operational emissions.

We also seek opportunities to minimize emissions of volatile organic compounds (VOC) from our operations. Our primary source of VOC emissions is from painting our vehicles. We continue to maintain a strong compliance record and operate well within our permit limits for VOCs and other air emissions. To meet stringent customer requirements for vehicles that will operate in harsh environments, we use paints that contain VOCs. When it is practical to do so, we use coating methods such as e-coating that produce lower levels of air emissions.

TOTAL GHG EMISSIONS (Tonnes CO<sub>2</sub>e)



VOC EMISSIONS (Tons)



## Water Use

We recognize that water is a crucial and finite resource that should be conserved wherever possible. For Oshkosh Corporation, water usage is not a material impact of our business. Most of our facilities obtain water from municipal water supplies and do not maintain their own potable water systems. Our operations are not water intensive; most of our facilities use water mainly for sanitary purposes. Our Tianjin, China facility, a relatively small water user, is the only Oshkosh facility that is located in a water-stressed area as defined by the World Resources Institute.

## Reuse of Equipment

Identifying opportunities to repurpose our vehicles and equipment is a key consideration for the Company's sustainability and business success. Reconditioning and remanufacturing our products saves raw materials and ensures the products are going toward best and highest use. Our high standards of quality, safety and efficiency apply equally to these reconditioned vehicles and our brand-new products.

The remanufacturing processes in all our business segments include upgrading the vehicles and bodies to the most current design configuration of that vehicle model, including adding safety and

## Sustainable Supply Chain

Our commitment to providing high-quality and efficient products to our customers begins with receiving quality components and sub-systems from our network of suppliers. We expect all of our suppliers to adhere to our high standards of conduct, compliance and quality as outlined in our Supplier Code of Conduct. This ensures that our customers receive the highest quality products that work safely and efficiently every time they are used.

The Oshkosh Corporation Global Procurement and Supply Chain (GPSC) team diligently works on initiatives to improve the environmental sustainability of our supply chain network. Our efforts in FY2016 focused on improving logistics and reducing emissions from transport of our products.

**EPA SmartWay.** In 2016, Oshkosh Corporation joined the EPA SmartWay program, which helps companies advance supply chain sustainability by measuring and benchmarking freight transportation efficiency. We worked to encourage our transporters that were not participants to join the program and thus help reduce greenhouse gas emissions in our supply chain. To date, a total of 128 transporters in Oshkosh Corporation's logistics network, representing 91.5 percent of our shipping miles, are members of this important initiative.

### TOTAL REPORTED WATER USAGE (Gallons)



performance enhancements. In FY2016, McNeilus introduced a used equipment and trade-in program for concrete mixers, providing customers with quality pre-owned vehicles as well as the opportunity to trade up to the latest models. This allows for customers to affordably upgrade or expand their fleet of vehicles with models that offer new technology and improved fuel economy. JLG also expanded its certified pre-owned equipment program in the EMEA region during FY2016, after its success in the United States and United Kingdom. Additionally, our Defense and Commercial segments embarked on strategies to increase the recycling and reuse of parts removed from vehicles during the refurbishment process.

**Road-to-rail in Europe.** In Europe, our JLG business has been working to ship materials from our facility in Medias, Romania, to our facility in Massmechelen, Belgium, via rail wherever practicable. The full trip is approximately 1,180 miles. Thus far, our team members have identified opportunities to move 70 percent of transit on this route to rail rather than current road transit, leading to decreased carbon emissions.

**Defense lean logistics.** The Oshkosh Defense logistics team worked over the past several years to optimize local plant-to-plant and warehouse-to-plant logistics. Trailers were previously underutilized, leading to increased carbon emissions. Through the newly created Lean Logistics Network, the team worked to leverage the freight carrier's available capacity and create planned, predictable flow of materials. Additionally, the team worked to increase container density, leading to a cost avoidance of more than \$1 million dollars during the life of the project.

We also work with our suppliers to ensure responsible material sourcing and compliance with all relevant conflict minerals requirements.



More information about the Oshkosh Supplier Network is available at [osn.oshkoshcorp.com](http://osn.oshkoshcorp.com).

## Ethics, Integrity and Governance

Vital to the success of Oshkosh Corporation is our commitment to fostering an ethical culture. While we respect the diversity of cultures between each of our business segments, our core values bind us together as One Oshkosh. Collectively, we are driven by our commitment to The Oshkosh Way, our Code of Ethics and Standards of Conduct, which serves as a road map to making the best ethical decisions. In this way, we can best deliver quality, safe, efficient products that truly make a difference for our customers.

Our Company mission is to partner with customers to deliver superior solutions that safely and efficiently move people and materials at work, around the globe and around the clock. Our mission is supported by our core values: honesty, integrity, accountability, respect and citizenship.

### Corporate Governance

Our corporate governance structure is designed to enable us to compete effectively in our four major business segments. We comply with all legal and regulatory requirements applicable to our business. Our integrated capabilities across the corporation, coupled with serving diverse end markets, provide us with unique opportunities to be successful.

Wilson R. Jones serves as Oshkosh Corporation President and CEO. Our Board of Directors has 12 members, including women and minority representation. The Board is led by an independent chairman; Mr. Jones is the only Board member who is not an independent director.

The Oshkosh Leadership Team provides management leadership for our business strategies so we can better serve our customers, communities and shareholders. Our annual performance against our primary objectives, including sustainability, is reported to the Board of Directors.

Recognizing the importance and business value of sustainability considerations, we established a Sustainability Council in 2011 to more fully incorporate these ideas in our operational decision-making. The Council, sponsored by three Company executive vice presidents, brings together representatives from our four business segments and key functional areas to foster cross-functional dialogue on sustainability topics. The Council meets regularly and provides guidance and oversight of the Company's global sustainability efforts.

Additional information about our corporate governance policy and a description of our board committees is available on the Corporate Governance section of our website.



### Ethics and Compliance

We hold our organization to the highest standards of performance. Our Company's core values provide a strong ethical foundation for our team members, earning us the respect and trust of our customers. This position brings significant business advantages. Oshkosh Corporation is the only U.S. defense contractor without an ethics violation in more than 20 years.

Our senior vice president, general counsel and secretary, along with the vice president and chief ethics and compliance officer oversee the Oshkosh Global Ethics & Compliance program. Both officers periodically report to the Board of Directors on all matters relating to business conduct. Our Global Ethics & Compliance Advisory Committee includes leaders from our business segments and functional areas, with global representation.

#### SPOTLIGHT ON NYSE AWARDS



Richard M. Donnelly, chairman of the Oshkosh Corporation Board of Directors from 2011 through 2016, was named Non-Executive Chairman of the Year. This prestigious award recognizes individuals and organizations that exemplify the highest standards of compliance, ethics and governance.

Oshkosh Corporation also received an award for the 2016 Best Governance, Risk and Compliance Program at a Small to Mid-Cap Company, based on our commitment to a strong program that is ingrained throughout our Company culture.



#### FY2016 AWARD:

Oshkosh Corporation was one of only 131 companies — and the only company in our category — named to the 2016 World's Most Ethical Company List by Ethisphere Institute. We received this prestigious honor by fostering a culture of ethics and transparency at every level of the organization.

As a global company, we must take into account laws and cultural norms that can vary across our footprint. In a complex, uncertain environment, clarity and consistency are vital. We have developed The Oshkosh Way as a tool that our team members can rely on to find how and where to get help when needed. We revised our Code in FY2016 to include Values in Action sections that provide guidance on proper, ethical actions in a variety of realistic scenarios. These additions have provided new opportunities for discussions amongst our employees. Please visit our website to see how our team members are living The Oshkosh Way.



It is critically important that we provide our employees with proper tools and training to help them make the right decisions. To do this, we maintain a helpline for our employees called the Code Connection. This multilingual, global helpline is managed by a third-party provider and is available around the clock. It is one mechanism for our employees to discuss and report potential violations of The Oshkosh Way, which they can do anonymously. We also provide training that is tailored to an individual's function, region and level within the organization.

Our ethics and compliance program has respect for human rights at its core. We diligently work to be in compliance with applicable laws and regulations, guided by our Human Rights Policy, which includes our commitment to honor and support internationally recognized human rights for our employees and business partners. All of the Company's policies and guidelines are available on the Corporate Governance section of our website.

## Oshkosh Operating System

The Oshkosh Operating System (OOS) empowers all team members to improve business processes and create a great customer experience. Through the OOS, we are challenged to continually improve to drive desired business results, champion behaviors to focus on our customers and confirm that our processes and products create a great experience. Through the sharing of successful practices, we will be able to improve performance for our customers and celebrate the accomplishments of our people.



Linked closely with our OOS, the Oshkosh Quality Policy and our Enterprise Quality Management System (QMS) ensure that quality is a way of life and customer satisfaction is our shared responsibility. The Enterprise QMS, which meets the requirements set by ISO 9001, is the framework to deploy our customer-focused system that drives continual improvement of our businesses' processes. These quality efforts are led by our Senior Vice President of Quality & Continuous Improvement, who promotes quality best practices across our Company.



## Risk and Crisis Management

By understanding risks and preparing for various contingencies, both immediate and longer-term, we can provide the best products and services to our customers and maintain a safe work environment for our employees. Through our Organization Risk Management (ORM) program, Oshkosh Corporation identifies potential threats and develops and implements plans to protect our assets, reputation, employees and properties. Our ORM team works with project managers across the Company to manage our risk management processes through a six-step process:

- A plan is created to manage risk
- Risks are identified
- Risks are reviewed for probability and impact
- Response plans are created to reduce threats and enhance opportunities
- Response plans are implemented and tracked
- The process is closed out when all risks are closed or transferred to another project

Our Oshkosh Leadership Team has a strategic role in risk and response planning. Additionally, our Chief Risk Officer reports to our Board of Directors at least twice annually on the status of items in the Corporate Risk Registry. Our ORM team focuses on detailed planning for a variety of risks, including sustainability-related risks such as climate change impacts, to our projects, facilities, strategies and supply chain; these risks are described in our 2016 Annual Report.



## Professional Associations and Memberships

Oshkosh Corporation employees around the world belong to a variety of professional associations and memberships, which include:

### CON-E-CO

Concrete Plant Manufacturers Bureau (CPMB)  
National Ready Mixed Concrete Association (NRMCA)

### FRONTLINE COMMUNICATIONS

National Association of Broadcasters (NAB)  
National Training and Simulation Association (NTSA)  
Society of Broadcast Engineers (SBE)  
Texas Association of Broadcasters (TAB)

### IMT

Articulating Crane Council of North America (ACCNA)  
American Institute of Service Body Manufacturers (AISBM)  
National Commission for the Certification of Crane Operators (NCCCO)  
NTEA, The Association for the Work Truck Industry

### JERR-DAN

Arizona Professional Towing & Recovery Association (APTRA)  
California Rental Association (CRA)  
California Tow Truck Association (CTTA)  
Empire State Towing & Recovery Association (ESTRA)  
Garden State Towing Association (GSTA)  
International Towing & Recovery Hall of Fame and Museum Survivor Fund  
Massachusetts Statewide Towing Association  
Missouri Tow Truck Association (M.T.T.A.)  
Montana Tow Truck Association (MTTA)  
Oregon Tow Truck Association (OTTA)  
The Pennsylvania Towing Association (PTA)  
Professional Towing & Recovery Operators of Illinois (PTROI)  
Professional Wrecker Operators of Florida (PWOFF)  
Rhode Island Public Towing Association (RIPTA)  
Sunshine State Towing Association (SSTA)  
Towing and Recovery Association of America (TRAA)

Towing and Recovery Association of Ohio (TRAO)  
Towing and Recovery Professionals of Maryland (TRPM)  
Virginia Association of Towing & Recovery Operators (VATRO)  
Wisconsin Towing Association (WTA)  
Wyoming Professional Towing Association

### JLG INDUSTRIES

AGORIA  
American National Standards Institute (ANSI)  
American Rental Association (ARA)  
Associated Equipment Distributors (AED)  
Association of Equipment Manufacturers (AEM)  
Association of U.S. Assembly (AUSA)  
Canadian Standards Association (CSO)  
Elevating Work Platform Association (EWPA)  
Equipment Leasing Association (ELA)  
European Federation of Material Handling (FEM)  
General Services Administration Alliance Council (GSA)  
Hire and Rental Industry Association (HRIA)  
International Facility Management Association (IFMA)  
International Powered Access Federation (IPAF)  
Material Handling Equipment Distributors Association (MHEDA)  
Material Handling Industry Association (MHIA)  
National Contract Management Association (NCMA)  
National Electrical Contractors Association (NECA)  
National Safety Council (NSC)  
Scaffold and Access Industry Association (SAIA)  
Specialty Tools & Fasteners Distributors Association (STAFDA)  
Steel Erectors Association of America (SEAA)  
Telescopic Handler Association of Australia (TSHA)  
Voluntary Protection Programs Participants' Association (VPPPA)

### MCNEILUS

Environmental Research and Education Foundation (EREF)  
National Waste & Recycling Association (NWRA)  
Natural Gas Vehicles Association (NGVA)  
Ready Made Concrete Association (RMCA)

### OSHKOSH CORPORATION

American Society of Engineers  
Automotive Industry Action Group (AIAG)  
Automotive Open System Architecture (AUTOSAR)  
Commercial Vehicle Engineering Congress (COMVEC)  
Industrial Committee on Test & Evaluation (ICOTE)  
Manufacturers Alliance for Productivity and Innovation (MAPI)  
MSOE Rapid Prototyping Consortium  
Society of Corporate Secretaries & Governance Professionals  
Society of Women Engineers (SWE)  
Supply Chain 50  
Worcester Polytechnic Institute's Integrated Materials and Design Center (iMdc) and Advanced Casting Research Council (ACRC)

### OSHKOSH DEFENSE

Association of Equipment Manufacturers (AEM)  
Association of the United States Army (AUSA)  
Marine Corp Association  
National Defense Industrial Association (NDIA)  
National Guard Association of the United States (NGAUS)  
Reserve Association

### PIERCE MANUFACTURING

Fire Apparatus Manufacturing Association (FAMA)

## Speaking Events and Trade Shows

We engage with our stakeholders throughout the year to demonstrate our products and discuss our business performance. The FY2016 events we attended include:

### FY2016 SPEAKING EVENTS

2015 Baird Industrial Conference  
2015 Credit Suisse Annual Industrials Conference  
2016 Annual Shareholders Meeting  
2016 Evercore ISI Annual Industrial Conference  
2016 KeyBanc Capital Markets Industrial, Automotive and Transportation Conference  
2016 Citi Industrials Conference  
2016 Milwaukee Industrials Management Access Day  
2016 CFA Minnesota InvestMnt Conference  
2016 Oshkosh Corporation Analyst Day  
Consero Corporate Compliance and Ethics Forum  
Global Ethics Summit by Ethisphere  
Fox Valley Ethics in Business Summit  
2015 Wisconsin Sustainable Business Council Annual Meeting  
Bauma Press Conference  
ARA Rental Show  
IPAF Networking Event  
AmCham, Wassenaar, The Netherlands  
ERA Convention, Stockholm, Sweden



### FY2016 TRADE SHOW REPRESENTATIONS

2016 Texas Association of Broadcasters Convention & Trade Show (Frontline)  
National Association of Broadcasters Show 2016 (Frontline)  
MINExpo 2016 (IMT)  
NTEA - The Work Truck Show 2016 (IMT)  
ICUEE 2015 (IMT)  
2015 Baltimore Towman Exhibition (Jerr-Dan)  
2016 PWOFF Florida Tow Show (Jerr-Dan)  
Bauma 2016 (JLG)  
The Rental Show 2016 (JLG)  
HIRE16 (JLG)  
NRMCA's ConcreteWorks 2016 (McNeilus)  
Waste Expo 2016 (McNeilus/IMT)  
World of Concrete 2016 (McNeilus)  
China Fire 2015 (Oshkosh Airport Products)  
ARFF Annual Conference (Oshkosh Airport Products)  
Modern Day Marine 2016 (Oshkosh Defense)  
National Guard Association of the United States Conference & Expo 2016 (Oshkosh Defense)  
Dynamic Vehicle Demonstration DVD 2016 (Oshkosh Defense)  
Eurosatory 2016 (Oshkosh Defense)  
Special Operations Forces Exhibition 2016 (Oshkosh Defense)  
AUVSI XPONENTIAL 2016 (Oshkosh Defense)  
AUSA Global Force Symposium 2016 (Oshkosh Defense)  
Dubai Airshow 2015 (Oshkosh Defense)  
Intersec 2016 (Fire & Emergency)  
Fire Department Instructors Conference (Fire & Emergency)



GENERAL STANDARD DISCLOSURES		
INDICATOR	BRIEF DESCRIPTION	LOCATION OF INFORMATION
<b>STRATEGY AND ANALYSIS</b>		
G4-1	Statement from most senior decision-maker	CEO Letter, page 2
G4-2	Key impacts, risks and opportunities	Sustainability Megatrends, page 6
<b>ORGANIZATIONAL PROFILE</b>		
G4-3	Name of the organization	About This Report, inside front cover
G4-4	Primary brands, products and services	Our Global Businesses, page 4 and FY2016 SEC Form 10-K
G4-5	Location of organization's headquarters	Our Global Businesses, page 4
G4-6	Number of countries where the organization operates	Where We Operate, page 5 and FY2016 SEC Form 10-K
G4-7	Nature of ownership and legal form	About This Report, inside front cover and FY2016 SEC Form 10-K
G4-8	Markets served	Our Global Businesses, page 4 and Where We Operate, page 5
G4-9	Scale of the organization	About Oshkosh Corporation, page 3 and FY2016 SEC Form 10-K
G4-12	Description of organization's supply chain	Sustainable Supply Chain, page 25
G4-13	Significant changes during the reporting period	None
G4-14	Whether and how the precautionary principle is addressed	Environmental Stewardship, page 22
G4-16	List of memberships in associations	Professional Associations and Memberships, page 28
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
G4-17	Entities included in organization's financial statements	About This Report, page 2 and FY2016 SEC Form 10-K
G4-18	Process for defining report content	Materiality Assessment, page 7
G4-19	Material aspects identified	Materiality Assessment, page 7
G4-20	Aspect boundaries for material aspects	Materiality Assessment, page 7
G4-22	Effect of any restatements of information	None
G4-23	Significant changes in scope and boundaries	None
<b>STAKEHOLDER ENGAGEMENT</b>		
G4-24	Stakeholder groups engaged by the organization	Stakeholder Engagement, page 7
G4-25	Basis for identification and selection of stakeholders	Stakeholder Engagement, page 7
G4-26	Organization's approach to stakeholder engagement	Stakeholder Engagement, page 7
G4-27	Key topics and concerns raised through stakeholder engagement	Stakeholder Engagement, page 7
<b>REPORT PROFILE</b>		
G4-28	Reporting period	About This Report, inside front cover
G4-29	Date of most recent previous report	Fiscal 2015 Sustainability Report, published in 2016
G4-30	Reporting cycle	Annual
G4-31	Contact person for questions regarding the report	Back cover
G4-33	External assurance for the report	Independent Assurance Statement to Oshkosh Corporation (for select 2016 environmental data), page 33
<b>GOVERNANCE</b>		
G4-34	Governance structure of the organization	Corporate Governance, page 26 and Oshkosh Corporation Definitive Proxy Statement filed Dec. 20, 2016
G4-36	Executive-level positions with responsibility for sustainability	Corporate Governance, page 26 and Oshkosh Corporation Definitive Proxy Statement filed Dec. 20, 2016
G4-38	Composition of highest-level governance body and committees	Oshkosh Corporation Definitive Proxy Statement filed Dec. 20, 2016
G4-39	Is Chair of Board of Directors also an executive officer	Oshkosh Corporation Definitive Proxy Statement filed Dec. 20, 2016
G4-40	Board of Directors nomination and selection process	Oshkosh Corporation Definitive Proxy Statement filed Dec. 20, 2016
G4-41	Process to avoid conflicts of interest in the Board of Directors	Oshkosh Corporation Definitive Proxy Statement filed Dec. 20, 2016
G4-46	Board of Directors' review of risk management process	Risk and Crisis Management, page 27 and Oshkosh Corporation Definitive Proxy Statement filed Dec. 20, 2016
G4-49	Process for reporting concerns to the Board of Directors	Oshkosh Corporation Definitive Proxy Statement filed Dec. 20, 2016
G4-51	Organization's remuneration policies	Oshkosh Corporation Definitive Proxy Statement filed Dec. 20, 2016
G4-52	Organization's remuneration processes	Oshkosh Corporation Definitive Proxy Statement filed Dec. 20, 2016

# GRI Index

## GENERAL STANDARD DISCLOSURES

INDICATOR	BRIEF DESCRIPTION	LOCATION OF INFORMATION
<b>ETHICS AND INTEGRITY</b>		
G4-56	Values, standards and codes of conduct	Ethics, Integrity and Governance, pages 26-27 and <i>The Oshkosh Way</i> at <a href="http://www.oshkoshcorp.com">www.oshkoshcorp.com</a>
G4-57	Mechanisms for seeking advice on unethical or unlawful behavior	Ethics, Integrity and Governance, pages 26-27 and <i>The Oshkosh Way</i> at <a href="http://www.oshkoshcorp.com">www.oshkoshcorp.com</a>
G4-58	Mechanisms for reporting concerns about unethical or unlawful behavior	Ethics, Integrity and Governance, pages 26-27 and <i>The Oshkosh Way</i> at <a href="http://www.oshkoshcorp.com">www.oshkoshcorp.com</a>

## SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS	BRIEF DESCRIPTION	LOCATION OF INFORMATION
<b>ECONOMIC</b>		
<b>Economic Performance</b>		
G4-DMA	Discussion of management approach	FY2016 Annual Report and SEC Form 10-K
G4-EC1	Direct economic value generated and distributed	About Oshkosh Corporation, page 3 and FY2016 Annual Report and SEC Form 10-K
<b>Procurement Practices</b>		
G4-DMA	Discussion of management approach	Sustainable Supply Chain, page 25
<b>ENVIRONMENTAL</b>		
<b>Energy</b>		
G4-DMA	Discussion of management approach	Sustainable Products, pages 16-17 and Energy and Emissions, pages 23-24
G4-EN3	Energy consumption within the organization	Energy and Emissions, pages 23-24
G4-EN5	Energy intensity	Energy and Emissions, pages 23-24
G4-EN6	Reduction of energy consumption	Energy and Emissions, pages 23-24
G4-EN7	Energy efficiency of products and services	Sustainable Products, pages 16-17
<b>Water</b>		
G4-EN8	Total water withdrawal by source	Water Use, page 25
<b>Emissions</b>		
G4-DMA	Discussion of management approach	Sustainable Products, pages 16-17 and Energy and Emissions, pages 23-24
G4-EN15	Direct GHG emissions (Scope 1)	Energy and Emissions, pages 23-24
G4-EN16	Indirect GHG emissions (Scope 2)	Energy and Emissions, pages 23-24
G4-EN17	Other GHG emissions (Scope 3)	Energy and Emissions, pages 23-24
G4-EN18	GHG emissions intensity	Energy and Emissions, pages 23-24
G4-EN21	NOx, SOx and other significant air emissions	Energy and Emissions, pages 23-24
<b>Effluents and Waste</b>		
G4-DMA	Discussion of management approach	Waste Reduction, page 23
G4-EN23	Total weight of waste by type and disposal method	Waste Reduction, page 23
<b>Products and Services</b>		
G4-DMA	Discussion of management approach	Sustainable Products, pages 16-17
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Sustainable Products, pages 16-17
G4-EN29	Monetary value of significant fines and total number of nonmonetary sanctions for noncompliance	Environmental Stewardship, page 22
<b>Transport</b>		
G4-DMA	Discussion of management approach	Sustainable Supply Chain, page 25
G4-EN30	Significant environmental impacts of transporting products	Sustainable Supply Chain, page 25

SPECIFIC STANDARD DISCLOSURES		
DMA AND INDICATORS	BRIEF DESCRIPTION	LOCATION OF INFORMATION
<b>LABOR PRACTICES AND DECENT WORK</b>		
<b>Employment</b>		
G4-DMA	Discussion of management approach	Our People Make a Difference, pages 9-13
<b>Occupational Health and Safety</b>		
G4-DMA	Discussion of management approach	Workplace Safety, pages 21-22
G4-LA6	Injury and absenteeism rates	Workplace Safety, pages 21-22
<b>Training and Education</b>		
G4-DMA	Discussion of management approach	Our People Make a Difference, pages 9-13
G4-LA9	Average hours of training per year per employee	Talent Recruitment and Retention, page 11
<b>Diversity and Equal Opportunity</b>		
G4-DMA	Discussion of management approach	Diversity and Inclusion, page 10
<b>SOCIETY</b>		
<b>Local Communities</b>		
G4-DMA	Discussion of management approach	Community Giving and Involvement, pages 12-13
<b>Anti-corruption</b>		
G4-DMA	Discussion of management approach	Ethics, Integrity and Governance, pages 26-27
G4-S04	Anti-corruption training	Ethics, Integrity and Governance, pages 26-27
<b>Public Policy</b>		
G4-S06	Total value of political contributions	None
<b>Anti-competitive Behavior</b>		
G4-DMA	Discussion of management approach	Ethics, Integrity and Governance, pages 26-17
<b>Compliance</b>		
G4-DMA	Discussion of management approach	Ethics, Integrity and Governance, pages 26-27
G4-S08	Monetary value of significant fines and total number of nonmonetary sanctions for noncompliance	None
<b>PRODUCT RESPONSIBILITY</b>		
<b>Customer Health and Safety</b>		
G4-DMA	Discussion of management approach	Product Safety and Reliability, pages 18-19
G4-PR2	Total number of incidents of noncompliance with regulations concerning health and safety impacts of products	None
<b>Product and Service Labeling</b>		
G4-PR4	Total number of incidents of noncompliance with regulations concerning product information and labeling	None
<b>Marketing Communications</b>		
G4-PR7	Total number of incidents of noncompliance with regulations concerning marketing communications	None
<b>Customer Privacy</b>		
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy or losses of customer data	None
<b>Compliance</b>		
G4-PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products	None

## INDEPENDENT ASSURANCE STATEMENT TO OSHKOSH CORPORATION

ERM Certification and Verification Services (ERM CVS) was engaged by Oshkosh Corporation (Oshkosh) to provide limited assurance in relation to specified 2016 environmental data in the Oshkosh Sustainability Report 2016 as set out below.

### ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the 2016 absolute data in the Oshkosh Sustainability Report 2016 for the following selected indicators are fairly presented, in all material respects, in accordance with the reporting criteria: <ul style="list-style-type: none"><li>• Total Scope 1 GHG emissions [tonnes of CO<sub>2</sub>e]</li><li>• Total Scope 2 GHG emissions (location-based only) [tonnes of CO<sub>2</sub>e]</li><li>• Scope 3 GHG emissions (business travel: corporate jet/air travel only) [tonnes of CO<sub>2</sub>e]</li><li>• Total GHG emissions (Scopes 1+2+3) [tonnes of CO<sub>2</sub>e]</li><li>• Total Energy Use (direct energy use (fuel) and indirect energy use (electricity)) [MMBTU]</li><li>• Non-hazardous waste to landfill [tons]</li></ul>
Reporting criteria	The WBCSD/WRI GHG Protocol (2004, as updated January 2015) for the Scope 1, 2 and 3 GHG emissions and Oshkosh's internal reporting criteria and definitions for the other indicators.
Assurance standard	ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements ISAE 3000 (Revised).
Assurance level	Limited assurance.
Respective responsibilities	Oshkosh is responsible for preparing the data and for its correct presentation in reporting to third parties, including disclosure of the reporting criteria and boundary. ERM CVS's responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.

#### Our conclusions

Based on our activities, nothing has come to our attention to indicate that the 2016 absolute data in the Oshkosh Sustainability Report 2016 for the indicators listed above are not fairly presented, in all material respects, with the reporting criteria.

#### Our assurance activities

Our objective was to assess whether the selected data are reported in accordance with the principles of completeness, comparability (across the organisation) and accuracy (including calculations, use of appropriate conversion factors and consolidation). We planned and performed our work to obtain all the information and explanations that we believe were necessary to provide a basis for our assurance conclusions.

A multi-disciplinary team of EHS and assurance specialists performed the following activities:

- Interviews with relevant staff to understand and evaluate the data management systems and processes (including IT systems and internal review processes) used for collecting and reporting the selected data;
- A review of the internal indicator definitions and conversion factors;
- An analytical and trend review of the data from all sites and receipt of explanations from Oshkosh for any anomalies or potential errors or omissions identified;
- Year-end assurance activities at corporate level including the results of internal review procedures and the accuracy of the calculations and consolidation of the data for the selected indicators from the site data.

#### The limitations of our engagement

The reliability of the assured data is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

#### Observations

Without affecting the conclusions presented above, we have the following key observations:

This is the first year that Oshkosh has commissioned external assurance. While there are systems and processes in place to collect and consolidate the data, these are not yet fully formally documented and we therefore recommend addressing this as soon as practicable in order to ensure consistency over time. We do note that Oshkosh is currently planning to document the reporting processes including roles, responsibilities, and expectations with regard to data management and data changes.



Jennifer Ianssen-Rogers  
Head of Corporate Assurance Services  
4 May 2017  
ERM Certification and Verification Services, London.  
www.ermcvs.com; email: post@ermcvs.com

ERM CVS is a member of the ERM Group. The work that ERM CVS conducts for clients is solely related to independent assurance activities and auditor training. Our processes are designed and implemented to ensure that the work we undertake with clients is free from bias and conflict of interest. ERM CVS and the ERM staff that have undertaken this engagement work have provided no consultancy related services to Oshkosh in any respect.

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### CAUTIONARY STATEMENT ABOUT FORWARD-LOOKING STATEMENTS

This Report contains statements that the Company believes to be “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact, including, without limitation, statements regarding the Company’s future financial position, business strategy, targets, projected sales, costs, earnings, capital expenditures, debt levels and cashflows, and plans and objectives of management for future operations, are forward-looking statements. When used in this Report, words such as “may,” “will,” “expect,” “intend,” “estimate,” “anticipate,” “believe,” “should,” “project” or “plan” or the negative thereof or variations thereon or similar terminology are generally intended to identify forward-looking statements. These forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, assumptions and other factors, some of which are beyond the Company’s control, which could cause actual results to differ materially from those expressed or implied by such forward-looking statements. Additional information concerning these factors is contained in the Company’s filings with the Securities and Exchange Commission, including, without limitation, the Company’s Annual Report on Form 10-K for the fiscal year ended September 30, 2016, filed on November 22, 2016. All forward-looking statements speak only as of the date of this Report. This report is for fiscal 2016. Data reported is for fiscal year 2016 unless otherwise noted.



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