

Driving Accelerated Growth

The Criticality of Finance and Human Resources Collaboration



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Forward-looking Statements

This presentation 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 cash flows, and plans and objectives of management for future operations, are forward-looking statements. When used in this presentation, 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. These factors include the extent of supply chain and logistics disruptions, particularly if demand continues to rebound from the COVID-19 pandemic; the Company’s ability to increase prices or impose surcharges to raise margins or to offset higher input costs, including increased raw material, labor and freight costs; the Company’s ability to attract production labor in a timely manner; the cyclical nature of the Company’s access equipment, commercial and fire & emergency markets, which are particularly impacted by the strength of U.S. and European economies and construction seasons; the Company’s estimates of access equipment demand which, among other factors, is influenced by historical customer buying patterns and rental company fleet replacement strategies; the strength of the U.S. dollar and its impact on Company exports, translation of foreign sales and the cost of purchased materials; the Company’s ability to predict the level and timing of orders for indefinite delivery/indefinite quantity contracts with the U.S. federal government; the impact of any U.S. Department of Defense solicitation for competition for future contracts to produce military vehicles; the impacts of budget constraints facing the U.S. Postal Service and continuously changing demands for postal services; the impact of severe weather, natural disasters or pandemics that may affect the Company, its suppliers or its customers; risks related to the collectability of receivables, particularly for those businesses with exposure to construction markets; the cost of any warranty campaigns related to the Company’s products; risks associated with international operations and sales, including compliance with the Foreign Corrupt Practices Act; risks that a trade war and related tariffs could reduce the competitiveness of the Company’s products; the Company’s ability to comply with complex laws and regulations applicable to U.S. government contractors; cybersecurity risks and costs of defending against, mitigating and responding to data security threats and breaches impacting the Company; the Company’s ability to successfully identify, complete and integrate acquisitions and to realize the anticipated benefits associated with the same; and risks related to the Company’s ability to successfully execute on its strategic road map and meet its long-term financial goals. Additional information concerning these and other factors is contained in the Company’s filings with the Securities and Exchange Commission, including the Form 8-K filed April 27, 2022. All forward-looking statements speak only as of our Investor Day 2022 held on May 6, 2022. The Company assumes no obligation, and disclaims any obligation, to update information contained in this presentation. Investors should be aware that the Company may not update such information until the Company’s next quarterly earnings conference call, if at all.

General Agenda

Introductions and career journeys

Overview of Oshkosh Corporation

Oshkosh case studies: Finance and HR

Q&A

Introductions and career journeys

Michael E. Pack

Executive Vice President & Chief Financial Officer



Tina M. Seashore

Vice President – Human Resources



Global impact

14K+

team members globally

24

countries

130

worldwide locations

\$7.7

billion in revenue – 2021

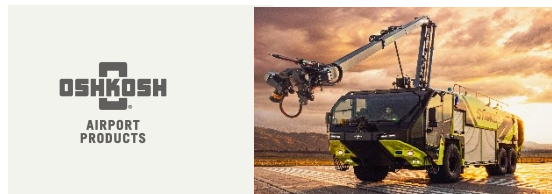
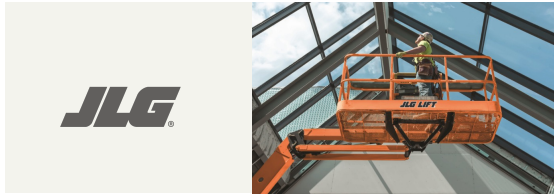


An industrial technology company

- We design and manufacture purpose-built vehicles and equipment
- Our innovations deliver safe, productive, sustainable and reliable solutions
- Leveraging advanced technology to serve customers



One unified business with a portfolio of leading brands.



Innovate. Serve. Advance.

We make a difference in the lives of those who build, serve and protect communities around the world by enabling a People First culture.

Innovate.

We innovate customer solutions by combining leading technology and operational strength to empower and protect the everyday hero.

Serve.

We serve and support those who rely on us with a relentless focus throughout the product lifecycle.

Advance.

We advance by expanding into new markets and geographies to make a difference around the world.

Our Strategy

Innovate.

We innovate customer solutions by combining leading technology and operational strength to empower and protect the everyday hero.



Our Strategy

Serve.

We serve and support those who rely on us with a relentless focus throughout the product lifecycle.



Our Strategy

Advance.

We advance by expanding into new markets and geographies to make a difference around the world.



We are a recognized leader
in sustainability and
workplace culture

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA



BARRON'S
**Most Sustainable
Companies
2022**

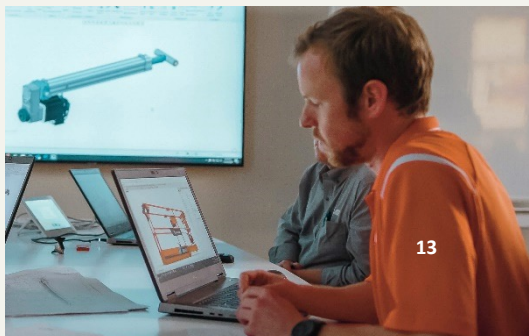
MSCI
ESG RATINGS



**Sustainability Yearbook
Member 2022**

S&P Global

Making a difference in people's lives



Our values

We put people first

We persevere

We do the right thing

We are better together

We are committed to meaningful ESG impact

Making a Difference in People's Lives



Sustainability



Safety



Diversity, Equity & Inclusion



Community Engagement

LONG-TERM TARGETS

25%*

Reduction in normalized GHG emissions by 2024

90%*

Waste diversion from landfill by 2024

30%

Gender diversity at Director level and above by 2026

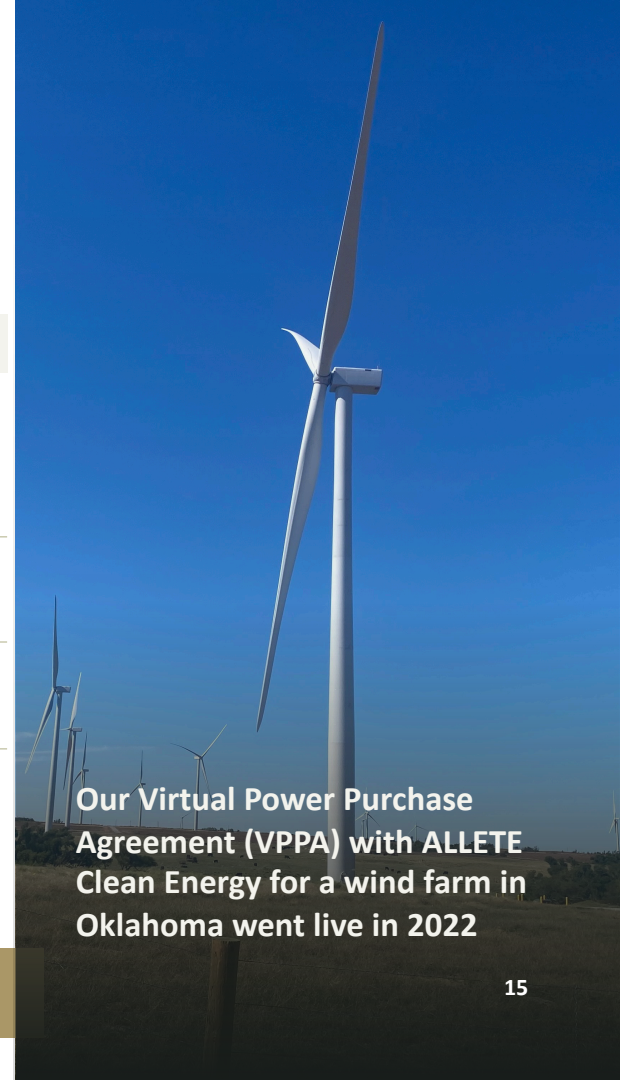
15%

BIPOC** representation at Director level and above by 2026

* Compared with baseline year of 2014.

** Black, Indigenous, and People of Color.

Committed to Science-Based Targets for a low carbon future



Our Virtual Power Purchase Agreement (VPPA) with ALLETE Clean Energy for a wind farm in Oklahoma went live in 2022

Collaboration of Finance and Human Resources

At Oshkosh, we believe that our organization and our people benefit when HR and Finance collaborate very closely. We are grounded in our core values, our mission and our People First culture. With that as our guidepost, we believe that we are better together. When strong partnerships exist, HR and Finance can together be a key enabler of accelerated growth of an organization.



Learning objectives

Understand how to break down barriers between Finance and HR, and align on ways both functions are connected to the organization's overall strategy



Learn how to speak one another's language to ensure HR and Finance have a shared understanding and are collectively advocating for both the people and the business



Recognize the value of collaboration and partnership



Case Study #1

Financial acumen training



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Financial acumen training

Situation:

Improve HR's financial acumen with an increased understanding of public company filings, reading financial statements, quarterly earnings calls, key financial measures and buy-side/sell-side analyst interactions.



Solution:

Finance team prepared trainings for HR and other functional areas that include education, open dialogue and Q&A.

Results:

Improved partnership and increased financial acumen. This has been offered several times and interest remains high.

Case Study #2

Move to a new
financial wellbeing
partner - Empower



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Evaluate financial wellbeing partner

Situation:

Assess 401k partner to improve team member experience along with company administration processes.



Solution:

Subject matter experts in HR and Finance conducted an RFP, site visits, selection process and project plan roll out.

Results:

A collaborative and thorough analysis was completed along with an aligned implementation plan from fiduciary requirements to team member communication. This led to a seamless implementation.

Case Study #3

Adding DEI/ESG measures to Long- Term Incentive Plan

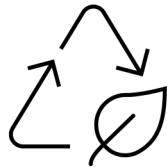


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Adding DEI/ESG measures to Long-Term Incentive Plan (LTI)

Situation:

Desire by leadership team and Board of Directors to demonstrate the importance of DEI and carbon footprint reductions.



Solution:

Established LTI measures for diverse representation (female and BIPOC) in director and above positions as well as targets for green house gas emissions reductions.

Results:

Plan was established and implemented in February 2022. Finance and HR partnered closely in establishing targets and measurement process.

Case Study #4

Navigating the pandemic



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Navigating COVID

Situation:

Meet customer demand, keep team members safe and working, and manage cost.



Solution:

Flexible yet consistent approach to cost reduction activities impacting team members leveraging people first culture principles.

Results:

Each business was able to achieve their cost reduction targets, team member impact was minimal and customer satisfaction remained high.

Wrap-up

When strong partnerships exist, HR and Finance can together be a key enabler of accelerated growth of an organization.

Q&A