



# Oshkosh Corporation

(NYSE:OSK)

Defense Supplier Diversity Sourcing Conference



Updated 7-11-17

# Moving the World at Work



ACCESS EQUIPMENT



DEFENSE



FIRE & EMERGENCY



COMMERCIAL

- Leading provider of specialty vehicles
- 100 years in business; incorporated in 1917

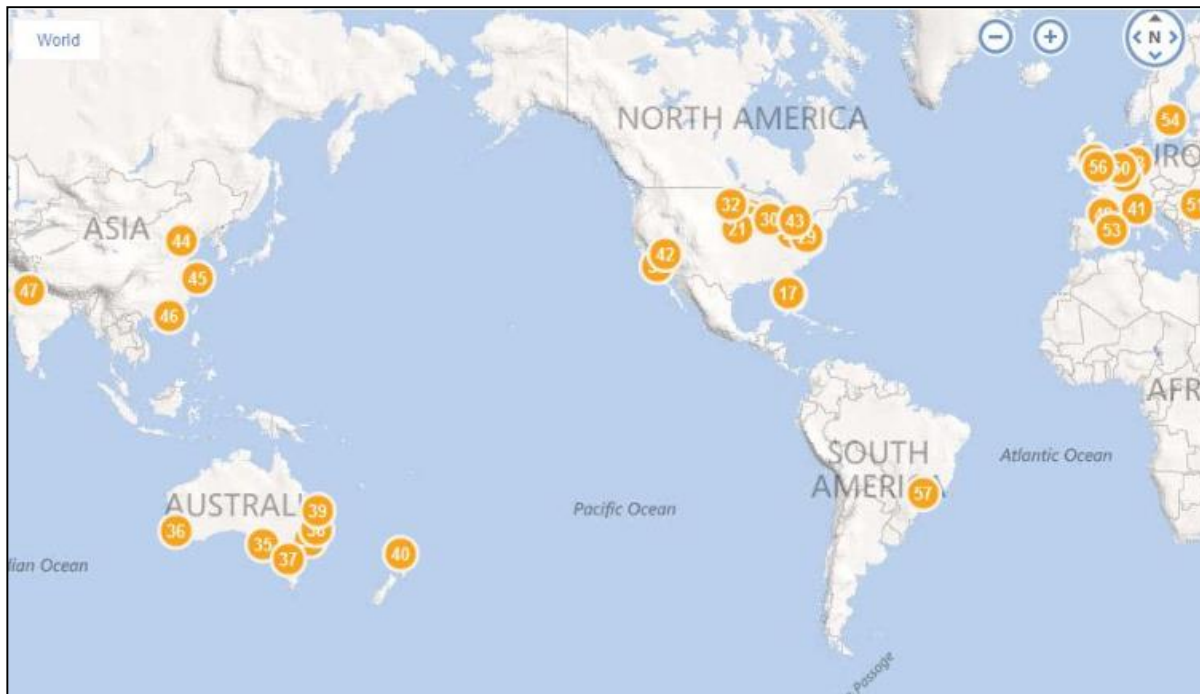
- Focused on delivering value to customers and shareholders
- Serial innovator of game-changing new products

## *Making a Difference*

# Oshkosh At a Glance

- **Headquarters in Oshkosh, Wisconsin**

- Manufacturing in 7 countries with service in 16 additional nations
- Sales in more than 130 countries



## Global Locations

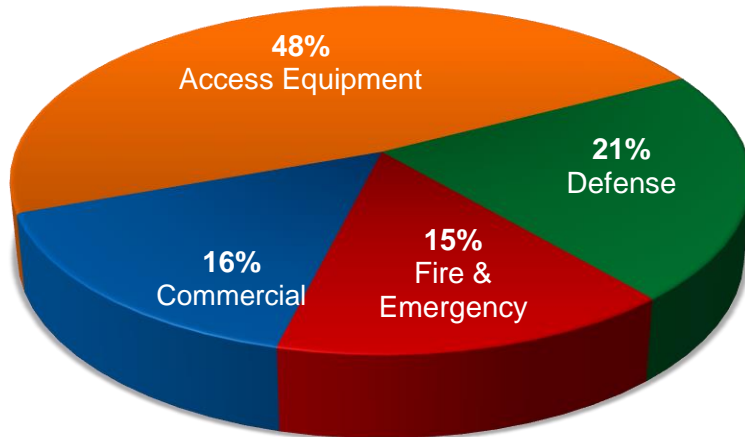
- Australia
- Belgium
- Canada
- China
- France
- Romania
- Mexico
- Brazil

## U.S. Domestic Locations

- Wisconsin
- Pennsylvania
- Florida
- Iowa
- Minnesota
- Ohio
- Nebraska
- Maryland

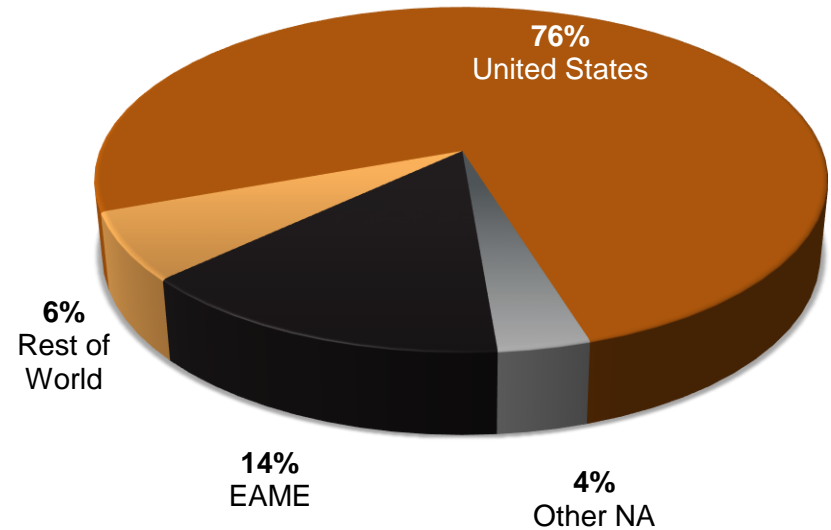
# Oshkosh Corporation Profile – FY16

## Revenue by Segment



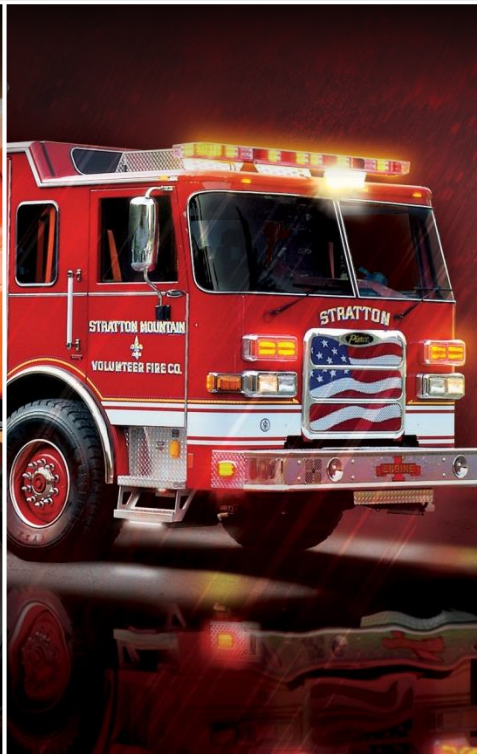
- Revenue growth in Defense and Fire & Emergency Segments

## Revenue by Geography



- Delivering a stronger international mix

# BUSINESS SEGMENT OVERVIEW



# Access Equipment

**Straight Boom Lifts**



**Articulated Boom Lifts**



**Scissor Lifts**



**Vertical Lifts**



## JLG Aerial Work Platforms

Platform Heights  
6' – 185'

**JLG**



**Skytrak**



**Lull**



**Compact**



**Military**



## Telehandlers

Max Lift Capacity  
5,500lb – 12,000lb  
Max Lift Height  
18' – 55'

**Wreckers**



**Carriers**



**Rotators**



## Jerr-Dan Recovery Vehicles

# Fire & Emergency

**Pierce  
Fire  
Apparatus**

**Custom Pumpers**



**Aerials**



**Rescues**



**Commercial Pumpers**



**Oshkosh  
Airport  
Products**

**Aircraft Rescue & Firefighting**



**Airport Snow Removal**



**Frontline  
Communications  
Products**

**Broadcast**



**Command**



**Military Simulators**



# Commercial

## Concrete Mixers

Standard



Bridgmaster



Front Discharge



## Refuse Collection Vehicles

Front Loader



Rear Loader



Side Loader



## Service Bodies, Cranes, Plants

Dominator



Articulating Cranes



Batch Plants



# Defense

## Heavy

Heavy Equipment Transporter (HET)



Palletized Load System (PLS)



Logistics Vehicle System Replacement (LVS R)



Heavy Expanded Mobility Tactical Truck (HEMTT)



## Medium & MRAP

Family of Medium Tactical Vehicles (FMTV)



Medium Tactical Vehicle Replacement (MTVR)



MRAP All-Terrain Vehicle (M-ATV) Base Variant



M-ATV Special Forces Variant



## Light

Light Combat Tactical All-Terrain Vehicle (L-ATV)



HMMWV Modernization Solutions



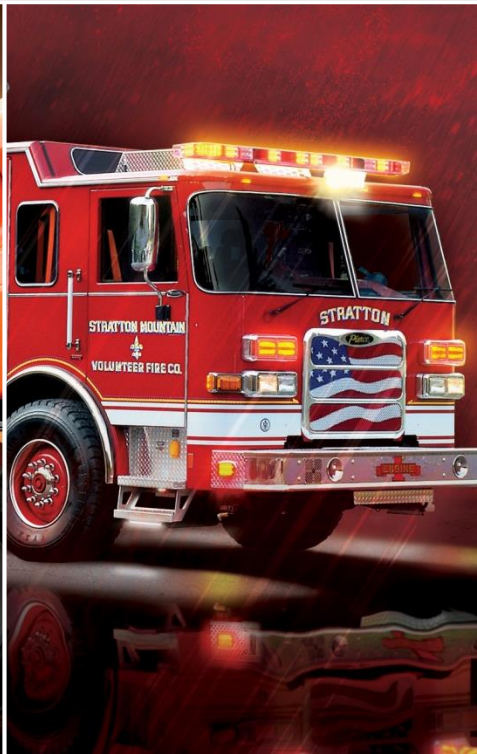
Ground Mobility Vehicle (GMV) 1.1



SandCat Tactical Protector Vehicle (TPV)



# GPSC OVERVIEW



# Global Procurement & Supply Chain (GPSC)

## Vision

To develop world-class procurement and supply chain team members providing the best logistics, quality, NPD and competitiveness to the Oshkosh family of companies on a global basis

## Mission

On time delivery of parts and services at the right quality, technology and cost levels to provide sustainable competitiveness to the Oshkosh family of companies and our end Customers

# GPSC Complexity – All Oshkosh

4 Segments

14 Procurement Systems

6 Commodity Council Groups

13,869 Active Suppliers

200,000 Part Numbers

~ 46,500+ Change Notices Annually

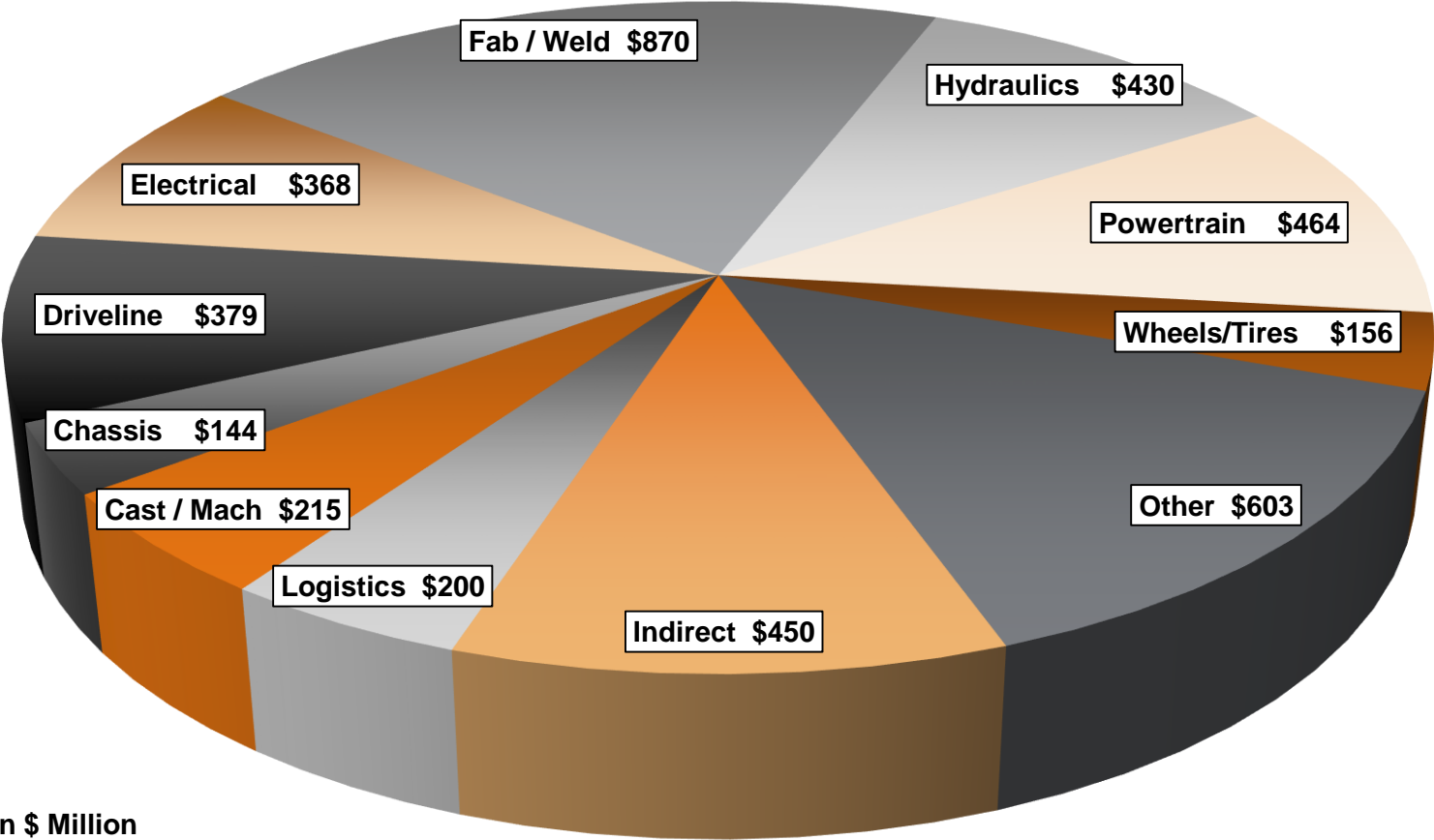
18,000 PPAPs Annually

72,000 Units Shipped Annually

\$4.3 Billion Total Logistics, Indirect & Direct Purchases

# GPSC APV Detail

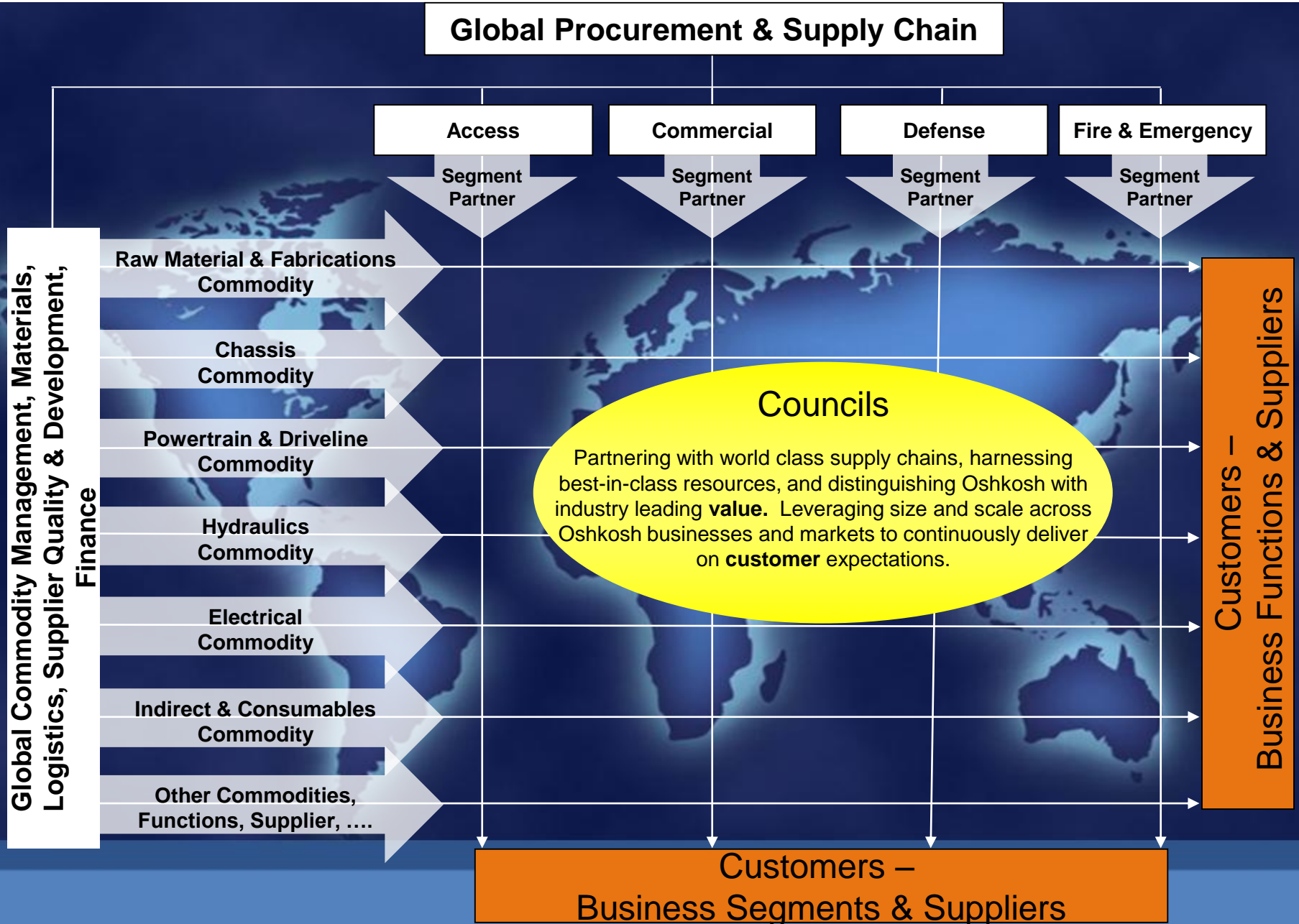
Total Spend = \$4.3B  
Spend by Commodity Breakout



Spend Data in \$ Million



# Structure and Alignment



# What Does Oshkosh Look For in a Supplier?

## GPSC 4 Priorities

### Delivery / Supply Chain

#### Develop Supply Chain Capability

- On Time Delivery to Station
- Premium Freight
- Achieve Budgets (Logistics, Inventory, Containers)
- Value Chain Mapping
- Ensure Strong Supply Chain Capability
- Manage Critical Supplier Issues
- Support Manufacturing Footprint

### Quality / Launch

#### Quality / Cost Improvements

##### Total Cost Approach

- Plant Disruptions/ Stock Outs/ Down Time
- Flawless Launch Execution
- Waste Elimination
- Warranty Improvement
- Business Compliance / Integrity

### NPD - Program Management

#### New Programs @ Right Quality, Right Time, Right Cost

- Right Resources Dedicated to The Project
- On Time Achievement of Milestones
- Quality of Engineering / Design / Services / Technology
- Design to Cost Vs. Cost of Design

### Competitiveness

#### Best Landed Cost Globally

- Best Landed Cost (TLC)
- Sustainable Cost Structure
- Cost Driver / Detailed Supplier Cost Break Downs
- Value Creation vs. Competition
- Grow Best Performing Suppliers
- Global Sourcing
- Proactive Supply Base Restructuring

***Suppliers Must Perform To All Four Priorities***

# What Does Oshkosh Look For in a Supplier?

- Meeting the GPSC 4 Priorities
- Knowledge – of overall industry, specific commodity, and technology benchmarking
- Ability to identify strengths and weaknesses
- Attention to detail
- Obsessed with continuous improvement
- Strive for stretch targets
- Sustainable cost advantage = Best-in-Class value
- Adapt quickly to a rapidly changing environment
- Superior Culture, Behavior, and Performance
- ISO 9001 Certified and able to complete Level 3 PPAPs

# Prospective Supplier Process

- Complete Supplier Profile on Oshkosh Supplier Portal
- Contacted by OSK Corporate Team Member to Review Profile
- Complete Legal Documents
  - ITAR
  - CUI
  - NDA
- Quality Self Audit and OSK Supplier Audit Scheduled
- Receive Requests for Quotation
- Perform Quality Audit
- Receive Supplier Number / Business Award

# Oshkosh Supplier Website

- **Core Values**
- **Supplier Profile**
  - Profile to Complete for Prospective Suppliers
- **Supplier Standards Guides**
  - Commercial Terms and Conditions
  - Packaging
  - Logistics
  - EDI
  - PO Notes
- **Supplier Quality Manual**
- **Supplier Communications**

## Oshkosh Supplier Network (OSN)

**Our Vision**  
To develop a world-class procurement and supply chain organization providing the best in logistics, quality, NPD and competitiveness to the Oshkosh family of companies on a global basis.

**Supplier Quality Manual and Forms**

**Featured Links and Articles**  
Oshkosh Corporation Product Overview  
Making a Difference - It Begins with our People - Written by Wilson Jones  
Oshkosh Corporation Named as a 2017 World's Most Ethical Company by Ethisphere Institute  
Visit the Oshkosh Corporation 100 Year Anniversary Website

**Value Chain Partners:**  
Welcome to the Oshkosh Supplier Network (OSN). Here you will find essential information to become and operate as a supplier to all of Oshkosh Corporation's Businesses. These include the Access Equipment, Oshkosh Defense, Fire & Emergency, and Commercial Segments. OSN will enable Oshkosh Corporation to collaborate with our supply base more efficiently and to a higher degree than ever before. Through the use of this exciting tool, Oshkosh Suppliers will be better positioned to improve and maintain the highest levels of performance in our four priorities:

[Delivery / Supply Chain](#) [Quality / Launch](#) [NPD / Program Management](#) [Competitiveness](#)

Thank you for being a critical part of the Oshkosh Corporation Value Chain and welcome to OSN!

<http://osn.oshkoshcorp.com/>



# Supplier Profile



## Our Vision

To develop a world-class procurement and supply chain organization providing the best in logistics, quality, NPD and competitiveness to the Oshkosh family of companies on a global basis.

Training Center

Supplier Quality Manual and Forms

About Us

[Core Values](#)

[Supplier Profile](#)

[Interested in doing business with Oshkosh](#)

[Supplier Standards Guide](#)

[Supplier Quality Manual](#)

[Supplier Communications](#)

[Supplier Diversity Program](#)

[Oshkosh Logistics](#)

[Oshkosh Corporate Website](#)

Login Here

[iSupplier Login](#)

[Oshkosh Reliance Login](#)

Welcome to the Oshkosh Corporation Supplier Portal



Featured Links and Articles

[Oshkosh Corporation Product Overview](#)

[Making a Difference - It Begins with our People - Written by Wilson Jones](#)

[Oshkosh Corporation Named as a 2017 World's Most Ethical Company by Ethisphere Institute](#)

[Visit the Oshkosh Corporation 100 Year Anniversary Website](#)

A Message from Oshkosh Corporation

Value Chain Partners:

Welcome to the Oshkosh Supplier Network (OSN). Here you will find essential information to become and operate as a supplier to all of Oshkosh Corporation's Businesses. These include the Access Equipment, Oshkosh Defense, Fire & Emergency, and Commercial Segments.

OSN will enable Oshkosh Corporation to collaborate with our supply base more efficiently and to a higher degree than ever before.

Through the use of this exciting tool, Oshkosh Suppliers will be better positioned to improve and maintain the highest levels of performance in our four priorities:

Delivery / Supply Chain

Quality / Launch

NPD - Program Management

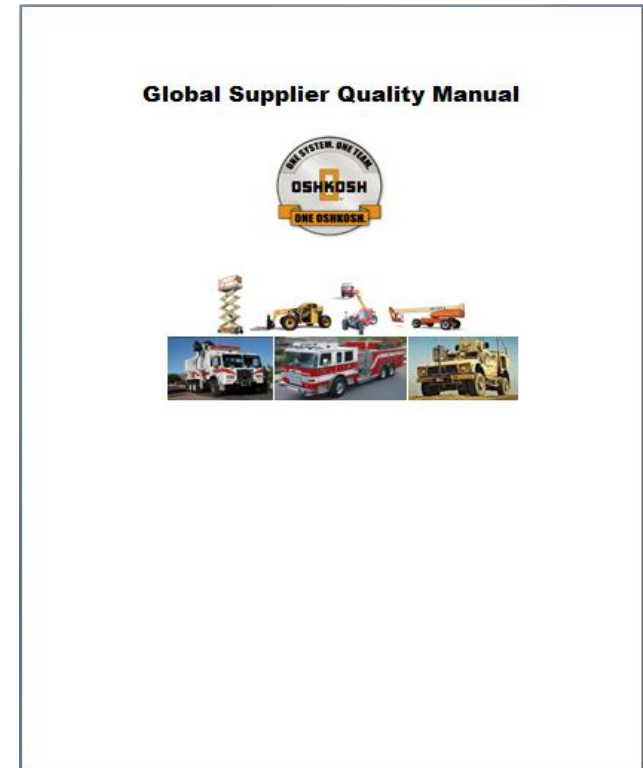
Competitiveness

Thank you for being a critical part of the Oshkosh Corporation Value Chain and welcome to OSNI



# Global Supplier Quality Manual

- The Global Supplier Quality Manual serves as a guide for aiding suppliers to understand Oshkosh's Quality Requirements
- Clearly outlines quality expectations
- Requirements are not negotiable



<http://osn.oshkoshcorp.com/>

# Supplier Quality Audits

## QMS Audit Categories:

- QMS & Resources Management
- APQP
- Production (Floor Audit)
- Purchasing / Tier 2 management
- Monitoring & Measuring Devices
- Corrective & Preventative Action
- Design & Development Planning

## Process Audit Categories:

- Paint
- Hydraulics
- Plating & Chrome
- Hydraulic Cylinders
- Welding
- Heat Treat
- Castings and Forgings
- Foam Fill Tires

**GLOBAL SUPPLIER AUDIT**  
[Revision: 02/05/2019]

"One System, One Team, One Oshkosh"

SECTION	ELEMENT	Checked Items. Apply if checked.	TOTAL POINTS SCORED	TOTAL POINTS AVAILABLE	SCORE % (Scored/Available)*100
1	Quality Mgmt. System & Resource Mgmt.	<input checked="" type="checkbox"/>	197	208	94.7
2	APQP	<input checked="" type="checkbox"/>	50	56	89.3
3	Production (Floor Audit)	<input checked="" type="checkbox"/>	113	122	92.6
4	Purchasing / Tier 2 Management	<input checked="" type="checkbox"/>	44	59	74.6
5	Monitoring and Measuring Devices	<input checked="" type="checkbox"/>	54	54	100.0
6	Corrective & Preventive Action	<input checked="" type="checkbox"/>	35	40	87.5
7	Design & Development Planning	<input type="checkbox"/>	0	33	0.0
<input type="checkbox"/> Full Audit <input type="checkbox"/> Assessment			TOTALS 493	539	91.5

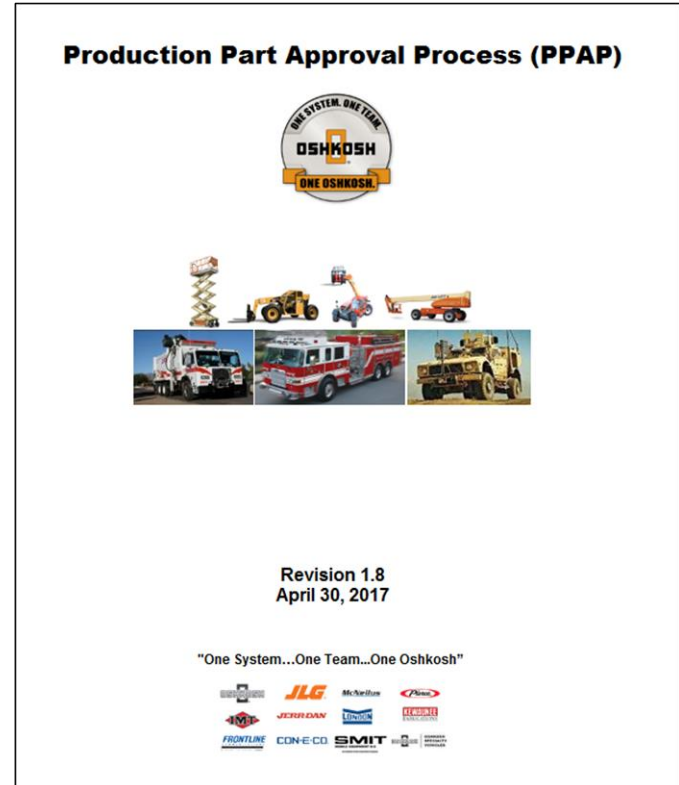
TOTALS		Operational Assessment	Maturity Levels
493	539	Level 1 (Excellent - Advanced)	100% - 95%
		Level 2 (Good - Developing)	94% - 80%
		Level 3 (Satisfactory - Maintenance)	79% - 65%
		Inadequate	< 65%

Level 2

- Your organization is assessed, scored, and improvements identified
- The performance could affect future business

# Production Part Approval Process (PPAP)

- The purpose of PPAP is to determine if all *specification requirements are properly understood* and that the manufacturing process has the *capability to produce product consistently*
- The Oshkosh AQE will approve all L3 PPAP's
- Key focus areas on PPAP's
  - PFMEA's
  - Special characteristics
  - Process control plans





Questions?