Dear All,

We delivered a strong performance in 2017. We confirmed our global strategy and long-term approaches, which leverage our traditional strengths, combined with new digital opportunities. The picture above symbolizes our approach: The human being combined with innovative design and technology.

In this brochure, we describe the priorities of our newly rolled-out Copenhagen Group Strategy. You will see a strong focus on innovation, new business developments, and the launch of our operational excellence program, SternDrive. We also highlight examples of the progress made in our GreenMT program and new service developments, and share some of the many employee engagement activities held across the globe.

Please take a moment to review our highlights. Our achievements are the result of how well we as a team execute our strategies, and I am proud of each of you for the difference you made in 2017. I am confident this approach will remain our key success formula for the coming decade.

Thank you for your contributions and dedication.

Sincerely,

Olivier Filliol
Strategy Highlights

In 2017, we updated our Group Strategy and rolled it out to management at an event in Copenhagen, Denmark. This “Copenhagen Circle” identifies our core priorities for the coming years.
Employee Highlights

Our people make the difference at METTLER TOLEDO. The success of our Company depends on the skills, engagement and strategic alignment of all our employees. Our teams also contribute to make a positive difference in the communities in which we operate, as shown in the following examples.

First New MO Team Event
Nasugbu Batangas City, Philippines
Employees came together with a shared purpose to support each other and work hand-in-hand as "One Team."

Family Day
Qingdao, China
More than 100 employees and their family members participated in activities.

Blue Ocean Go-Live
Billerica, Massachusetts
The team celebrates successful completion after more than a year of hard work.

Company Triathlon
Zurich, Switzerland
Our teams ranked 5th in the category, "The Fittest Company in Switzerland."

Christmas Comical Pageant
Mexico City, Mexico
An annual Christmas pageant brings fun to the office with colorful costumes and funny performances.

Sports events underscore the power of working together to succeed.

15,400 people make the difference … every day
Innovation Highlights

Many new solutions are giving customers powerful advantages along their value chains.

- **InMotion™ Karl Fischer Autosampler**
  - High-throughput and customized workflows

- **M100 SM Transmitter**
  - Communication access to ISM's predictive diagnostics anywhere

- **X39 X-Ray Detection**
  - Widest range of product integrity checks

- **PowerDeck Scale**
  - Rugged precision with extended lifetime

- **FreshWay**
  - State-of-the-art weighing technology

- **XPR XSR Balance**
  - Highest weighing accuracy in its class

- **DCC1000e Degassed Cation Conductivity System**
  - Accelerating power plant startup

- **Hygienic Weigh Module NSF® certified weighing with Cleaning in Place (CIP)**

- **C-Series Checkweigher**
  - Highly configurable and versatile inspection solution

- **RetailSuite Software**
  - Efficient scale management throughout the network
Operational Highlights

SternDrive is our global program focusing on continuous improvements in our POs and HUBs. The name is derived from a type of marine propulsion; similarly, our POs are the engine that propels us forward by driving productivity and improving customer experiences. We aim to achieve world-class status in our operations and supply chain to outperform the competition.

Foundation

Enabling long-term success via lean management, quality improvement, employee training, complexity reduction and harmonized processes and systems

14
SternDrive kick-off workshops worldwide

21
Organizational units

700
Improvement projects identified

400
Projects in implementation

Material Cost Reduction

- Benchmarking and supplier changes
- Cost reduction through design and standardization
- Strong focus on material cost during new product development

Shop Floor Productivity

- Shop floor management
- Lean logistics
- Total lead-time reduction

Back Office Productivity

- Leveraging SAP automation
- Integrated supply chain
- Methods and tools for process improvement
Service Highlights

We service our products throughout their lifetime to ensure maximum uptime and performance. We make sure our instruments measure reliably and accurately every day so our customers’ operations remain highly productive and turn out high-quality products. We use a systematic approach to identify opportunities and adapt our service offering to market needs.

Business Development

At Point of Sale
Our product sales representatives propose the right service to meet customer needs: qualified installation, training, calibration and maintenance cycles.

During the Product Lifetime
Our service teams identify gaps and problems and recommend appropriate services to our customers.

Management of Installed Base
Our service sales force reviews the installed base of our customers and proposes tailored service offerings to help manage their assets.

Our Advantages

Well-Trained Field Force
Our technicians are highly skilled and certified, and use proprietary manufacturer tools to ensure the best service quality and customer value.

Commitment to Customer Satisfaction
We aim to measure customer satisfaction and strive to improve our service worldwide through the implementation of a Net Promoter Score program.

Electronic Documentation and Physical Evidence
We make customer value tangible by delivering high-quality reports and certificates ensuring instruments and equipment are calibrated correctly.

Customer Benefits

Peace of Mind
With the right services from day one, our customers can be assured that their measurements will be reliable and accurate.

High Productivity
Predictive maintenance and professional analysis help to ensure maximum uptime, throughput and performance.

Audit Proof
Customers reach compliance with internal and external quality standards, consistent across all measurements along the entire value chain.
GreenMT Highlights

Our teams continue to deliver real value both in energy and resource savings with the many projects implemented through GreenMT. In 2017, we fully renewed our Design for Environment program for new product developments and piloted this with selected projects. Here we highlight some examples of the progress we are making.

Working together, our teams deliver energy and resource savings.

Follow our sustainability progress at a glance or view the full report:

www.mt.com/sustainability

Resource Management

MTPRO’s sustainable packaging solution completely eliminates polystyrene foam.

Energy Efficiency

Changzhou, China completed construction of its environmental award-winning facility.

Fleet Management

The European region reduced its CO₂ emissions of new leased vehicles by 13%.

![Graph showing CO₂ emissions from 2014 to 2017 for different vehicle types, below targets.]
Digital Innovation@MT

Digitalization of businesses, Industry 4.0 and Internet of Things are currently hot topics. METTLER TOLEDO is well on track in piloting and leveraging these new opportunities across all areas of the Group. Our focus is on implementing projects that will give us tangible results.

Below we highlight examples of our digitalization projects.

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Amazing Solutions

Our innovative products and solutions offer precision and reliability for the most demanding scientific investigations and business challenges.

Detecting the Thrust of a Fruit Fly with Calibrated Micro Sensors

Using a modified XP6U Microbalance from METTLER TOLEDO, researchers at the Swiss Federal Institute of Metrology (METAS) developed a reliable method to calibrate micro sensors. Such tiny sensors are used for research in robotics and biology and to develop new micro and nanotech products. Our balance is at the very heart of the new test station due to its precision and reliability. Biologists even use this method to study the thrust of a fruit fly when taking off.

The Importance of Precision with Perfume, Fragrances and Essential Oils

A perfume consists of 50 to 100 different raw ingredients, so accuracy and repeatability are key when it comes to creating new fragrances. In terms of the weight of essential oils, at 32 drops being 1 milliliter of oil, each drop weighs approximately 25 milligrams. To give you an idea of the magnitude of our instruments’ precision, our XPR6003SD5 Balance has 5 milligrams readability.

Did you know?

- 10 days is the average life expectancy of the common fruit fly.
- 5.5 tons of rose blossoms fill only one soda can full of essential oil.
Financial Highlights

We performed very well in 2017 with good market demand in all major regions of the world. Our positive financial performance was driven by the strong execution of our strategic initiatives.

$657 Million
Operating Profit

$2.7 Billion
Sales

$17.57
Adjusted Earnings per Share

$415 Million
Free Cash Flow

Sales 2000–2017
USD in billions at 2017 constant currencies

Sales by Region

39% Americas
30% Asia and Other
31% Europe

USD at 2017 constant currencies: LC +8%
Impact Highlights

Our solutions are used in a wide range of applications around the globe. To showcase some of our many contributions, we created the video "MT Impacts the World."

Mettler Toledo impacts the world ...

We help keep people healthy
We push boundaries and set records
We save precious resources
We improve quality of life
We help feed the world

... by running our business in line with our core values.

We Perform with Integrity
We Pursue Innovation
We Deliver Quality
We Drive Continuous Improvement
We Use Resources Wisely

Video scenes illustrating industries and fields where MT products help to enhance our lives.

Learn more about these and other ways we impact the world:

www.mt.com/employee-video

(Accessible to employees only)
One Team
Global Reach
Amazing Solutions

You make the difference ... precisely