

# Company Highlights



2017



**METTLER TOLEDO**

# Performance Highlights



**\$2.7 Billion**  
Sales



**15 Million**  
Visits to [www.mt.com](http://www.mt.com)



**40**  
Market  
Organizations



**~75%**  
Users on  
Blue Ocean



**7,600**  
Sales & Service  
Representatives



**140+**  
Countries Served



**53,000**  
Internal Trainings



**15,400**  
Employees



Olivier Filliol, CEO,  
with the "Thinking Man"  
in Copenhagen

**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.

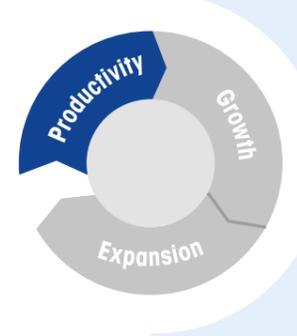




**Talent**  
Our systematic and professional approach to recruiting and nurturing leading talent is core to our strategy.

**Our Values**  
With our newly refined Vision and Values, we live up to the standards of our culture by engaging and performing with integrity.

**Innovation**  
A cornerstone of our success, our innovation efforts enable us to launch many powerful solutions to meet and exceed our customers' expectations.





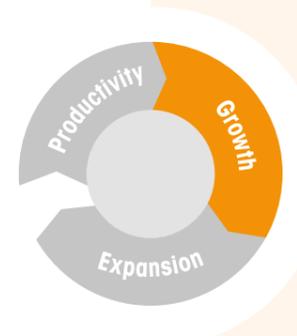
**SternDrive**  
Operational excellence



**Manufacturing Footprint**  
Worldwide



**Blue Ocean**

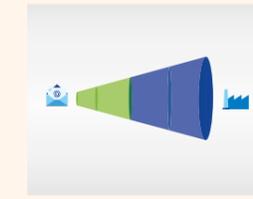




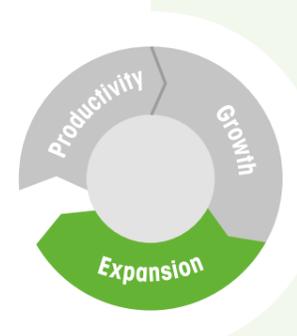
**Spinnaker 5**



**Service**



**P > E > R**  
Prioritize – Engage – Radiate





**Acquisitions**  
Example: Biotix



**New Growth Platforms**  
Examples: UV/VIS & Gas Analytics

# 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.



## Company Triathlon Zurich, Switzerland

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



## 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.



## Christmas Comical Pageant Mexico City, Mexico

An annual Christmas pageant brings fun to the office with colorful costumes and funny performances.



## 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."



## Kayak Racing Changzhou, China

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



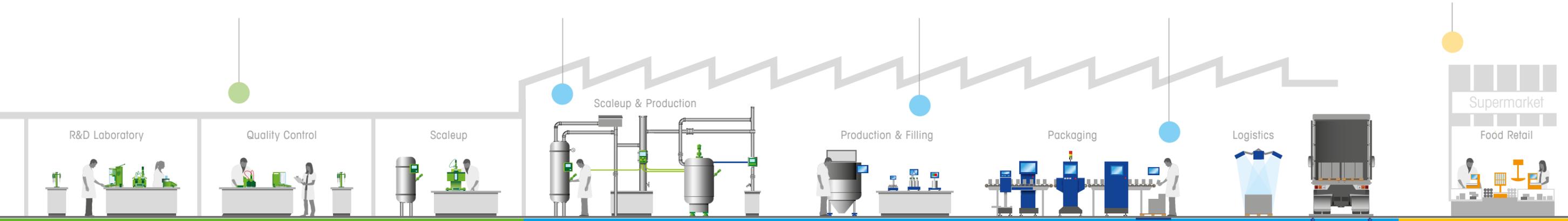
**X39 X-Ray Detection**  
Widest range of product integrity checks



**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.



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

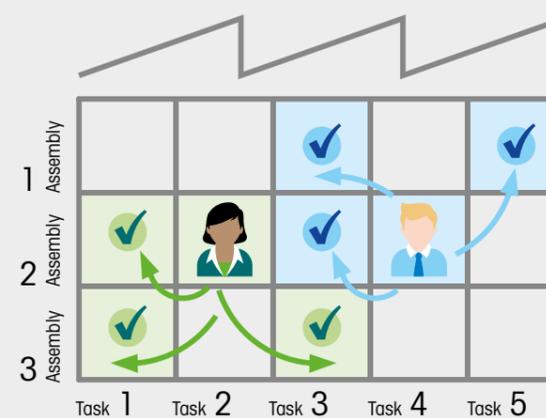
Simplify and standardize components



## Shop Floor Productivity

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

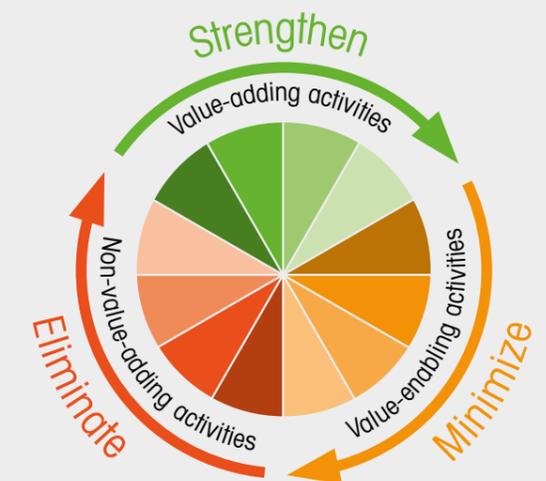
Cross-train employees to gain flexible capacity



## Back Office Productivity

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

Eliminating disturbances



Foundation

Enabling long-term success via

lean management, quality improvement, employee training, complexity reduction and harmonized processes and systems

# 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.



 <b>Business Development</b>	 <b>Our Advantages</b>	 <b>Customer Benefits</b>
 <p><b>At Point of Sale</b> Our product sales representatives propose the right service to meet customer needs: qualified installation, training, calibration and maintenance cycles.</p>	 <p><b>Well-Trained Field Force</b> Our technicians are highly skilled and certified, and use proprietary manufacturer tools to ensure the best service quality and customer value.</p>	<p><b>Peace of Mind</b> With the right services from day one, our customers can be assured that their measurements will be reliable and accurate.</p>
 <p><b>During the Product Lifetime</b> Our service teams identify gaps and problems and recommend appropriate services to our customers.</p>	 <p><b>Commitment to Customer Satisfaction</b> We aim to measure customer satisfaction and strive to improve our service worldwide through the implementation of a Net Promoter Score program.</p>	<p><b>High Productivity</b> Predictive maintenance and professional analysis help to ensure maximum uptime, throughput and performance.</p>
 <p><b>Management of Installed Base</b> Our service sales force reviews the installed base of our customers and proposes tailored service offerings to help manage their assets.</p>	 <p><b>Electronic Documentation and Physical Evidence</b> We make customer value tangible by delivering high-quality reports and certificates ensuring instruments and equipment are calibrated correctly.</p>	<p><b>Audit Proof</b> Customers reach compliance with internal and external quality standards, consistent across all measurements along the entire value chain.</p>

# 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](http://www.mt.com/sustainability)



## Resource Management

MTPRO's sustainable packaging solution completely eliminates polystyrene foam.



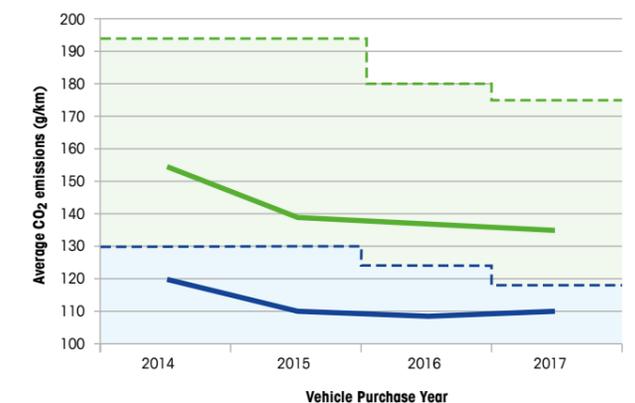
## Energy Efficiency

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



## Fleet Management

The European region reduced its CO<sub>2</sub> emissions of new leased vehicles by 13%.



# 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.

Digital Enablers	Product Innovation	Marketing, Sales and Service	Supply Chain and Operations	Support Functions and Processes
 <b>Internet of Things and Smart Sensors</b>	<b>SmartStand Pipette Management</b> 			
 <b>Robotics and Smart Factory</b>	<b>Weighing in SmartFactory</b> 		<b>Intelligent Printed Circuit Board (PCB) Assembly Line</b> 	
 <b>Big Data Analytics (BDA) and Machine Learning</b>	<b>OneClick Analytics™</b> 	<b>Vendavo Pricing Tool</b> 	<b>SternDrive Big Data Analytics</b> 	
 <b>Digital Workflow Automation</b>	<b>Traceable Weight Identification</b> 	<b>Opti-Time Service Schedule</b> 	<b>No-Touch Production Planning</b> 	<b>Product Lifecycle Management (PLM) Flow and Teamcenter</b> 
 <b>Global Data Integration and Clouds</b>	<b>Track and Trace Software Suite</b> 	<b>Device Service Management</b> 		<b>Quality Notification System</b> 
 <b>Mobile Solutions</b>	<b>Virtual Scale Terminal</b> 	<b>Sales Enablement Tool (SET)</b> 		<b>Field Sales Mobility</b> 

# 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.



Did you know?

# 10 days

is the average life expectancy of the common fruit fly



## **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?

# 5.5 tons

of rose blossoms fill only one soda can full of essential oil

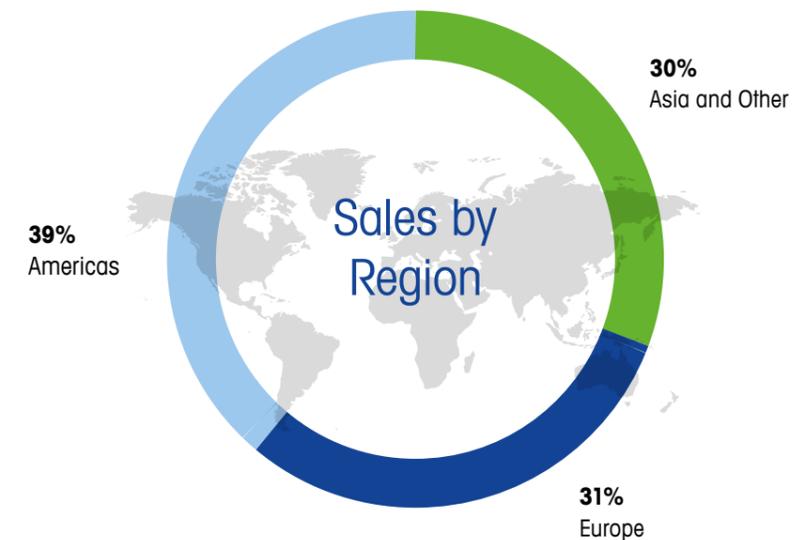
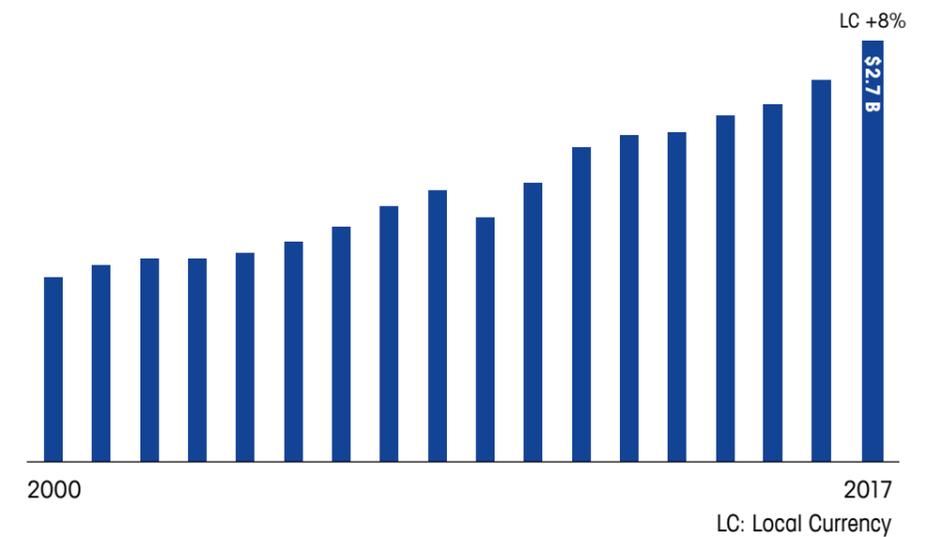
# Financial Highlights

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.



## Sales 2000–2017

USD in billions at 2017 constant currencies



# 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."



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](http://www.mt.com/employee-video)

(Accessible to employees only)

## **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



One Team

Global Reach

Amazing Solutions

You make the difference ... *precisely*