

Company Highlights



METTLER TOLEDO

Performance Highlights



\$2.9 Billion

Sales



20.7 Million

Visits to mt.com



40

Market
Organizations



~85%

Users on
Blue Ocean



7,900

Sales & Service
Representatives



140+

Countries Served



69,000

Internal Training Courses



16,000

Employees



Olivier Filiol, CEO

Dear All,

We delivered strong performance in 2018 across our businesses and in most regions of the world. We did well on our strategic initiatives, launched a range of innovative products and made important investments to accelerate growth and provide value to our customers. What's more, our strong performance is helping to drive many developments that further position us for long-term growth.

In this brochure, we highlight many achievements, which are driven by our Group strategy. You will see new investments in our units around the globe, strong product innovations, a focus on employee development initiatives and the progress made in our operational excellence program, SternDrive. We also look at the development of our service offering over the past decade, with current examples of how digitalization will accelerate this business in the years to come.

Please take a moment to review our highlights. These achievements were made possible by the efforts of our talented employees worldwide. It's true: Each and every one makes the difference ... *precisely!*

Thank you for your hard work and commitment.

Sincerely,

Olivier Filiol

Geographic Highlights

To accommodate future growth and to make our operations more efficient, we completed numerous site expansions throughout the world in 2018. Here are a few examples.

■ METTLER TOLEDO
■ Dealers and Partners



Tampa/Lutz Expansion: Our PI Division consolidated all PO and MO activities for the Americas into a new facility to gain synergies and better serve our customers.



Stabinger Acquisition: Stabinger Messtechnik, located in Graz, Austria, provides state-of-the-art measuring technology for our new DE/RE products.



Nänikon Campus Expansion: The new site expansion and LAB Division co-location project in Switzerland will generate benefits from shared production and process improvements.



SBC Expansion in Poland: To meet the needs of its 500 employees, our shared business center in Warsaw increased office space in its existing location.



IMSG Office Expansion in India: A second competence center added new labs and workspaces for our International Market Support Group.

Field Turbo Resources

Continued investments in additional field resources allow us to expand our customer reach. In 2018/2019, we expect to add:



200

Sales people



50

Service reps



Expansion in Seoul: Our MT-KR market organization has moved to new office facilities with more space and amenities to support customer visits.

Innovation Highlights for Laboratories

Many new solutions for laboratories are giving customers powerful advantages along their value chains. Our portfolio of innovations helps customers simplify, connect and automate their analyses to truly “Power the Lab Bench.”

Density2Go

Designed to fit comfortably in the hand, the lightweight Densito™ allows one-handed density measurement in the lab or production environments.



Density Excellence

Our Excellence Line of digital density meters offers a live video of the measuring cell, thereby allowing a higher level of precision.



Camera view



Refractometry Excellence

With our Excellence Line of refractometers, technicians can assess the quality of challenging samples such as volatile, dark or viscous liquids.



Viscous sample



ReactIR 702L



XPR Analytical Balances

Intelligent features, including StaticDetect, actively monitor conditions to help ensure outstanding accuracy and reproducible results.



Static-status indicator

ReactIR 702L

The compact and stackable ReactIR provides real-time process monitoring of key parameters.



Rainin BioClean Ultra Tips

These pipette tips are guaranteed to be free of bio-active components and external contaminants to help ensure the integrity of experimental results.



Innovation Highlights for Production and Packaging Applications

With a broad spectrum of new solutions for production, assembly and packaging operations, we support customers in the assurance of their product quality. Our extensive solutions enable customers to reduce failures, protect against product recalls, maintain certification status and protect their brand reputation.

X34 X-Ray Inspection

An advanced 0.4 mm detector permits the accurate detection of tiny, hard-to-find contaminants in packaged products.



ContamPlus™ software



6000TOCi Real Time

Optimized on-line sensor technology delivers an audit-ready TOC monitoring solution to meet stringent global pharmacopeia requirements.



Oxidation chamber





Cable-Free Floor Scale

Highly flexible and simple-to-install floor scales reduce costs by up to 50 percent. Tripping hazards are eliminated and downtimes reduced with an impressive two-year battery life.



Wireless terminal



RapidCal™ Tank Scale Calibration

Our system enables economical and fast calibration of tank contents without huge amounts of test weights or liquids.



Form+ Formulation Software

Batch quality is ensured every time, allowing operators to focus on products without the typical distractions of documentation requirements.



PowerDeck™ Digital Floor Scale

A robust design features smart diagnostics and proven POWERCELL™ technology for faster processing and increased precision.

Sales and Marketing Highlights

Our Spinnaker sales and marketing program continues to help us gain market share. Our current focus is on our field sales organization and various techniques to ensure we are targeting new and existing customers with the greatest growth potential.

Strategic Objectives



- Target most attractive pockets of growth
- Differentiate go-to-market approach based on customer expectations and margin potential
- Expand value-based selling for upselling and cross-selling
- Leverage unique big data analytics capabilities



Spinnaker Tools to Drive Growth

Sales Territory Optimization

- Align coverage to potential sales
- Optimize travel distances
- Cover remote areas with telesales



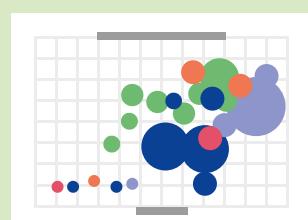
Account Classification

- Classify customers based on sales potential
- Focus field sales activities on high-potential customers
- Optimize our marketing approach



Prioritize > Engage > Radiate

- Prioritize industry segments based on potential and accessibility
- Reach contacts and engage in dialogue
- Penetrate account and radiate to other sites



Sales Force Guidance

- Site selection with structured approach
- Proactive approach in customer penetration
- Pipeline management to maximize revenues

Value Selling

- Ongoing value-selling training and coaching
- Point-of-sales tools like Sales Enablement Tool
- Optimized pricing

Field Turbos

- Continue to invest in field resources
- Extend our reach to penetrate local markets



Key Benefits



- Grow most attractive and profitable businesses
- Increase sales force time with most strategic customers
- Expand our reach through cost-efficient channels
- Gain market share while supporting pricing strategies

Service Highlights

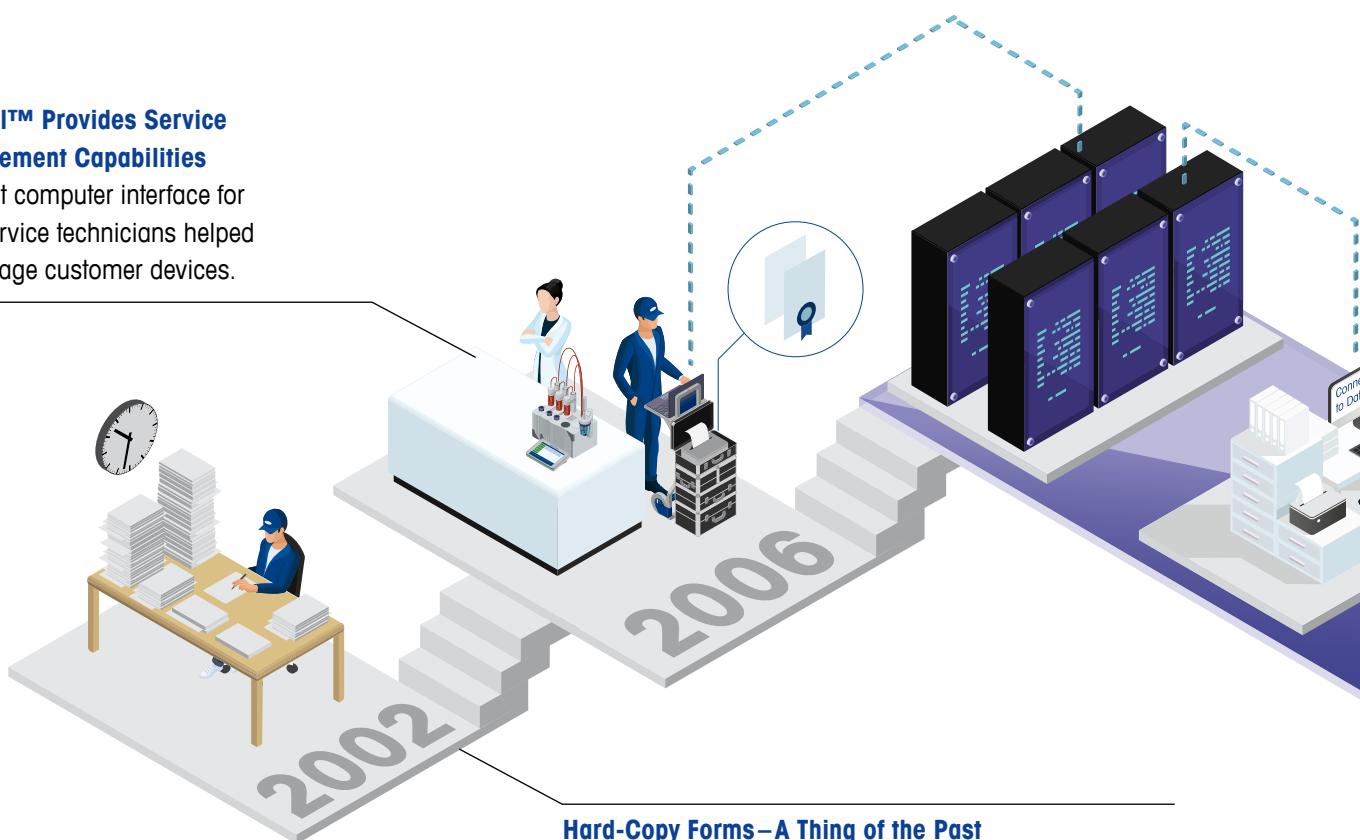
We service our products throughout their lifetime to ensure maximum uptime and performance for our customers. In 2018, we made great strides in the digitalization of our service business. Our platform allows us to more efficiently manage our service offering, create additional customer value and develop new, tailored solutions. It is the result of a journey that started over 15 years ago.

Smart Devices Connect, Share and Interact Together

We exploit the power of analytics with the connectivity of smart devices to drive better customer satisfaction and predict problems before they arise.

Miracal™ Provides Service Management Capabilities

Our first computer interface for field service technicians helped to manage customer devices.



Hard-Copy Forms – A Thing of the Past

In the past, bundles of paperwork accompanied the field service technician on his visit to a customer's site.



A Global Database Stores All Installed METTLER TOLEDO Instruments

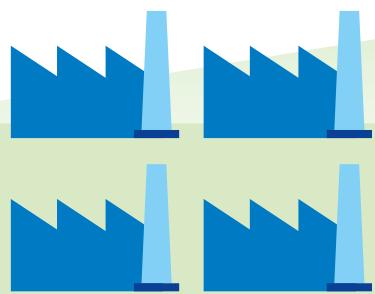
An iBase (database of installed products) was established to provide transparency and understand the breadth of our instruments in use around the world.

Analytics Tools Help Provide Insights

Powerful tools to collect and analyze data present us with an understanding of trends so service teams can react more quickly to customer needs and identify growth potential.

Operational Highlights

In its second year, SternDrive has achieved global reach with the goal to continuously drive productivity and cost leadership of our POs and supply chain. Cross-functional teams in our POs are implementing hundreds of operational excellence and productivity improvement projects with annual savings of more than \$20 million.



3,000 Suppliers



20 Production Sites

We maintain a global preferred-supplier base to partner for new product development and to sustainably reduce costs.

We leverage lean manufacturing to increase flexibility and reduce lead times for our diverse product portfolio.



SternDrive PO Productivity and Supply Chain Efficiency

Material Cost Reductions

450
Cost-reduction projects completed

Shop Floor Productivity

200
Productivity improvements realized

Back-Office Productivity

150
Process improvements realized



3 Logistics Hubs



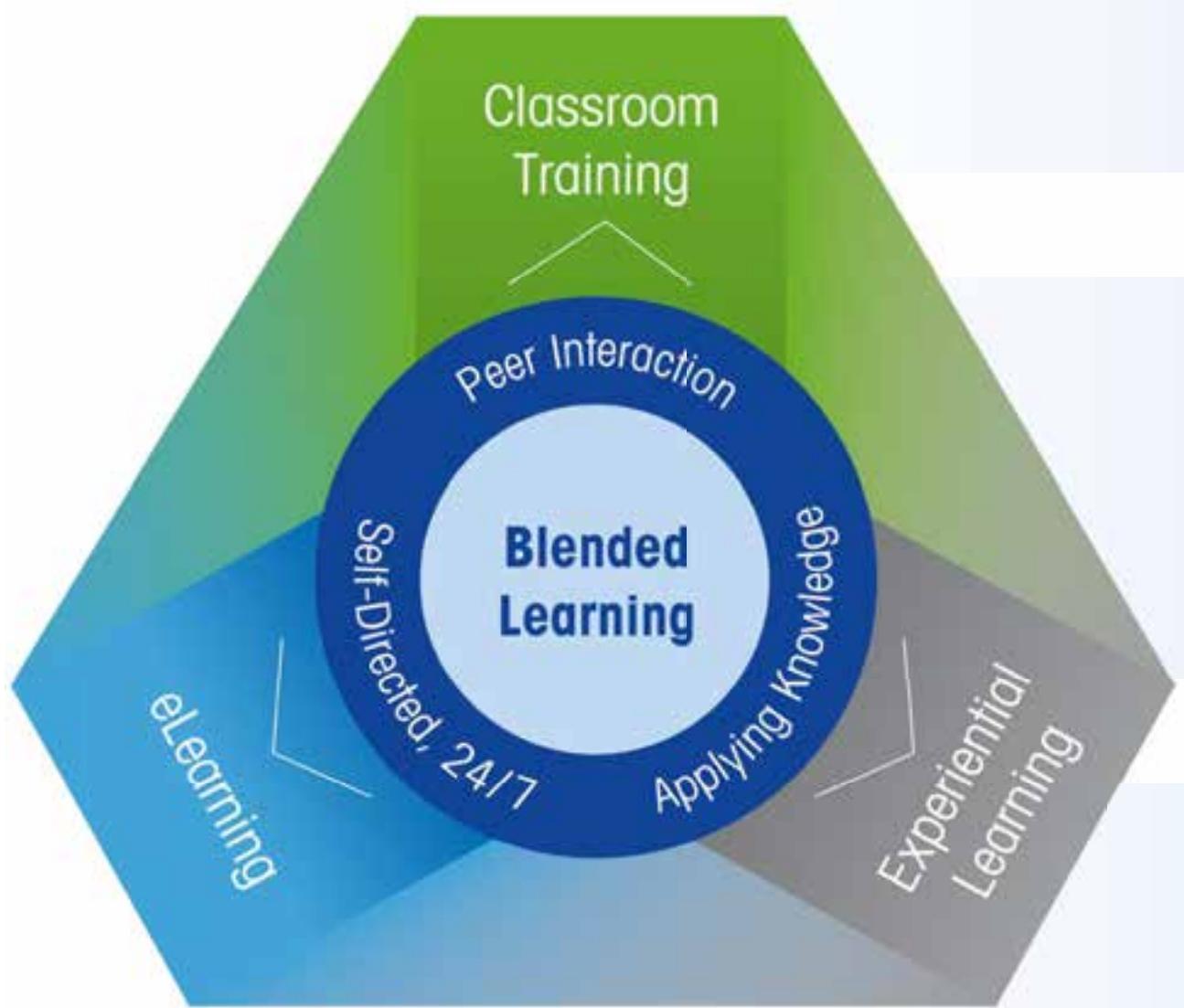
1+ Million Customers

We consolidate our products and spare parts in our regional hubs to enhance efficiency for us and better serve our customers.

We shorten delivery lead times to customers and service technicians for products and spare parts.

Employee Development Highlights

METTLER TOLEDO places a priority on training and development throughout the company, across all levels and regions. We recognize training and development as a key factor to promote the engagement, effectiveness and productivity of our workforce.





Value-Selling Training
Buenos Aires, Argentina



Titration Training
Columbus OH, USA



General Management Seminar
Hertenstein, Switzerland



Electrician Apprentice
Greifensee, Switzerland



New Employee Orientation
Mumbai, India



Service Manager/Service Admin Seminar
Bregenz, Austria



Sales Management Training
Bangkok, Thailand



Firefighting Practice
Nänikon, Switzerland



Industrial Production Training
Changzhou, China

Digitalization Highlights

Digitalization at METTLER TOLEDO brings us closer to customers, suppliers and channel partners around the globe. We are increasing speed, connectivity and data transparency using a network of powerful systems and infrastructure.



Partner Portal

Dealers and distributors get instant access to leads, opportunities, quotes and orders, which contribute to an improved customer experience when buying from channel partners.



eShop

Full automation of order processing and direct integration into our supply chain ensure the fastest possible delivery to customers.



Variant Configurator

Portal users are guided to get error-free quoting and ordering of complex products.

Service Calls

Our intelligent system routes calls efficiently, helping to shorten our response time, increase our service levels and minimize customer downtime.

Customer Portal

Key customers are provided personalized, real-time access to their specific order and certificate information.



Supplier Portal

About 70 percent of our purchase spend occurs seamlessly on our web-based connection with over 500 suppliers.



GreenMT and Amazing Solutions for Sustainability

Under our GreenMT program, our teams deliver real value as we continue to reduce our impact on the environment. Our products are also involved in some fascinating applications that help others advance their own sustainability efforts.

Ongoing Sustainability Initiatives



Resource Management

RAININ's SmartStand starter kit is made of 100% recyclable cardboard, no plastic.



Energy Efficiency

MTWT's 2018 LED light project will save 250,000 kWh of energy per year.



Fleet

Since 2016, MTMO-US has reduced its number of full-size pickup trucks by 85%.



Design for Environment

The BPA121 portable scale from China consumes 70% less energy than its predecessor.

CO₂e Emissions Intensity (per net sales)



Ultrapure Water Analytics Solutions for Revolutionary Graphene Material

Graphene is an extraordinary material with 200 times the strength of steel at a fraction of its weight.

Made of a single layer of carbon atoms, graphene is extremely difficult to produce. Researchers turned to METTLER TOLEDO for conductivity, pH/redox, TOC and dissolved oxygen analytics to help them meet their stringent ultrapure water requirements. Now, they can accelerate their research in real-world technologies such as energy-efficient batteries and water desalination.



Weighing Feed to Influence Methane Gas Emissions from Cows

Farm animals worldwide emit almost 20 percent of greenhouse gases. Scientists in an agricultural research center use our weighing platforms to investigate this topic—with a focus on climate change and food supply. By weighing each cow's feed intake and measuring its gas exchange, they can draw conclusions on each animal's feed conversion with the aim of reducing emitted gases.



Financial Highlights

We had another year of good performance in 2018. We benefited from generally good market conditions and effective execution of our growth strategies.



\$731 Million

Operating Profit



\$2.9 Billion

Sales



\$20.32

Adjusted Earnings per Share



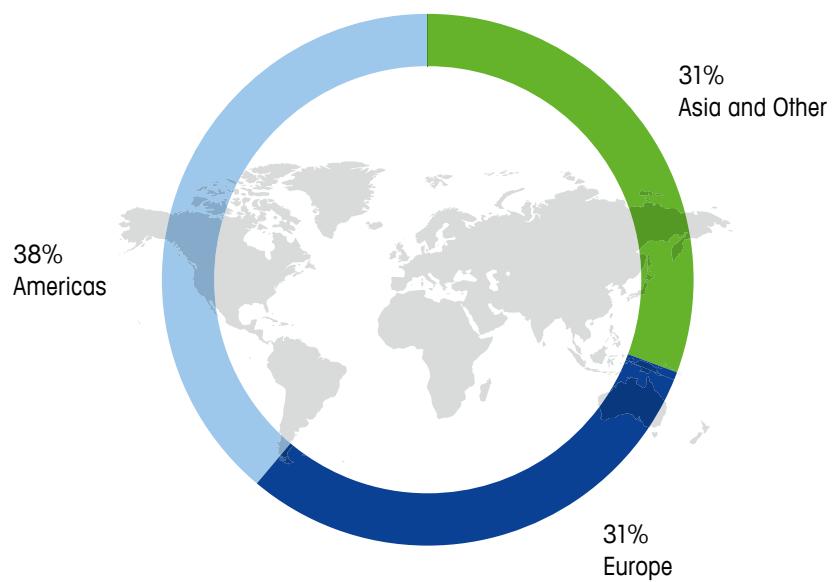
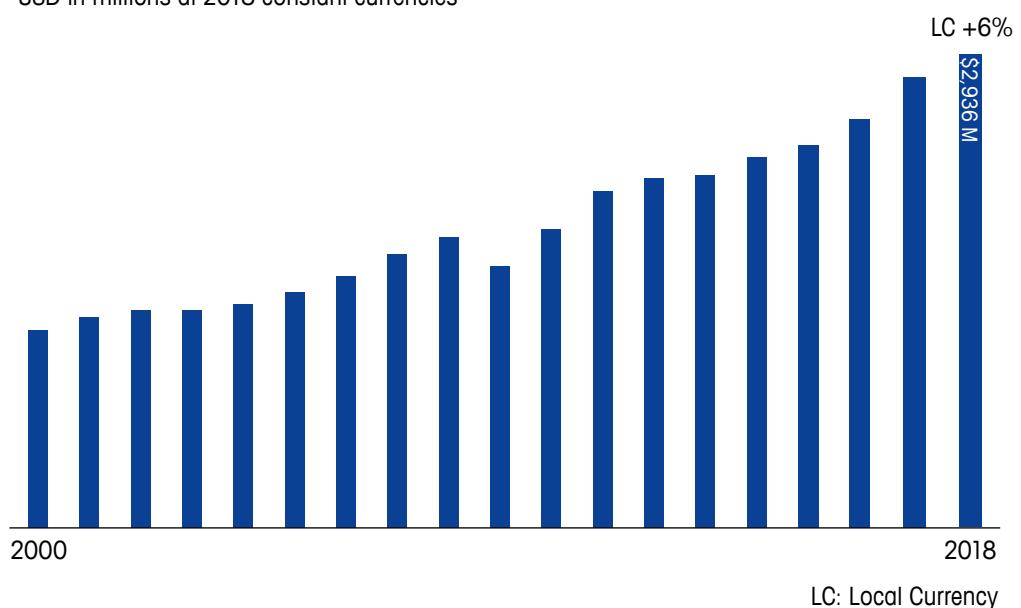
\$456 Million

Free Cash Flow



Sales 2000–2018

USD in millions at 2018 constant currencies





You make the difference... *precisely*