Company Highlights

DSM

2019

METTLER TOLEDO

Performance Highlights

$3.0 Billion
Sales

16.8 Million
Visits to mt.com

40
Market
Organizations

>80%
Users on
Blue Ocean

8,150
Sales and Service
Representatives

140+
Countries Served

67,200
Internal Training Courses

16,200
Employees

Olivier Filliol, CEO

Dear All,

We performed well in 2019. Growth was strong despite moderating economic indicators. These achievements were driven by a relentless focus on executing our strategic growth and productivity initiatives. Delivering excellent product solutions and services to our customers requires us to constantly strive for excellence in our own functions and operations.

This Company Highlights brochure showcases a selection of our many achievements. We have launched a range of innovative products with new technologies and made important investments in our market and production organizations to accelerate growth and deliver value to our customers. We have expanded our GreenMT sustainability program, which reflects our commitment as a responsible corporate citizen. What's more, our strong performance helps fund many developments that further position us for long-term growth.

Please take some time to review these highlights. Our strengths of executing well, staying the course on our strategic initiatives and creating further efficiencies have helped us reach new levels of performance. We can be very proud of another year of delivering on our vision of "One Team, Global Reach, Amazing Solutions".

Sincerely,

Olivier Filliol

Product Highlights

Many new products and innovations are giving customers powerful advantages along their value chains.

UV/VIS Excellence Updated
Significant performance improvements compliant with updated pharma regulations

Silica Analyzer
Smaller analyzer for fast, reliable silica monitoring in power-plant water

SpeedWeigh™
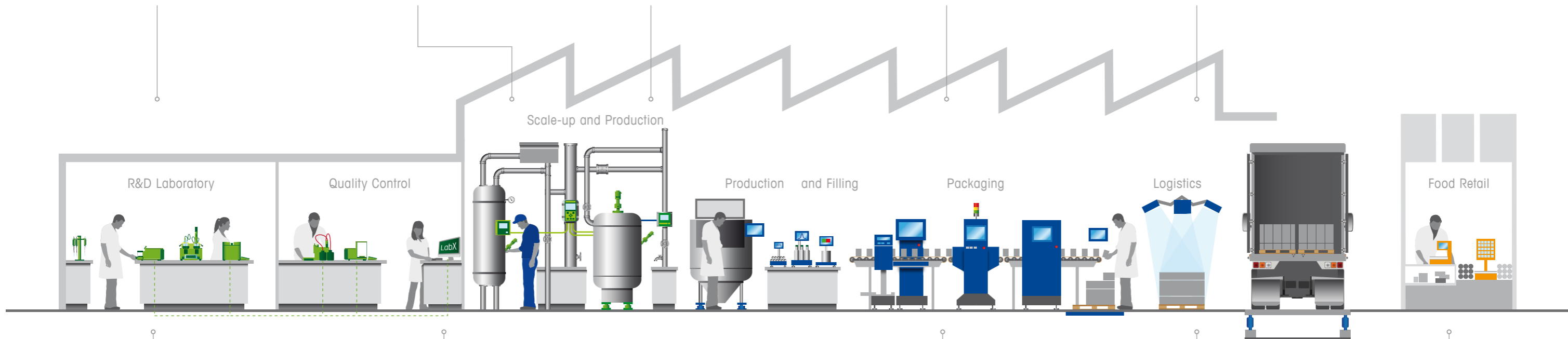Speeds up weighing while ensuring accuracy and compliance

Global Conveyor System
New conveyor design, fully integrated metal detection solution

Dynamic Dimensioner
Dimensioning pallets while in motion for maximum efficiency

Scale-up and Production

R&D Laboratory   Quality Control   Production   and Filling   Packaging   Logistics   Food Retail

Moisture QuickPredict™
Analyses are ready in a fraction of the normal time

LabX™ V11
Laboratory software with enhanced usability through a leaner, more intuitive user interface

CombiChecker
Combines metal detection and precision checkweighing in one system

Industrial IoT Gateway
Connectivity to upgrade scales with modern communication technology

FreshBase™
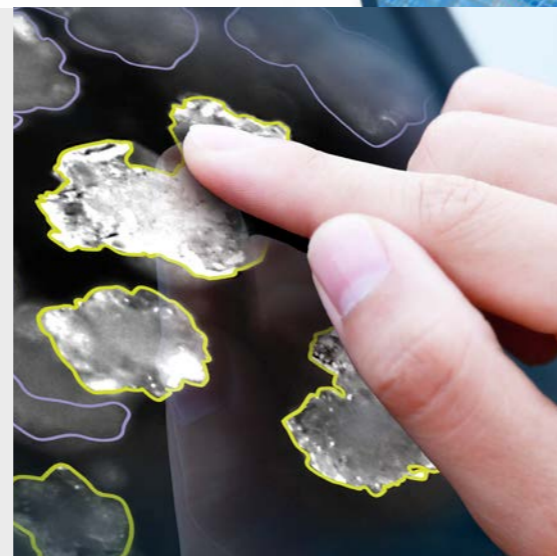Showcases innovation through its design and integration capabilities

Technology Highlights

We are driven to constantly innovate and advance our technology leadership. Our engineers seek entirely new approaches not only to meet, but to anticipate our customers' everyday needs.

SmartCheck™
Featuring a robust and compact design, SmartCheck delivers rapid, state-of-the-art performance, verifications within tolerance and unmatched accuracy thanks to its unique miniaturized load cell.
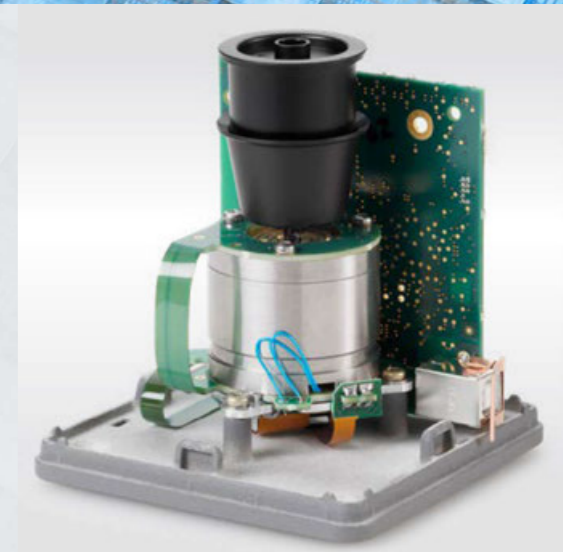
EasyViewer™ with iC Vision™
EasyViewer is designed to capture high-resolution images of crystals, particles and droplets as they exist in process. It can be combined with iC Vision's simple yet powerful software, allowing users to monitor changes using sophisticated analytics.
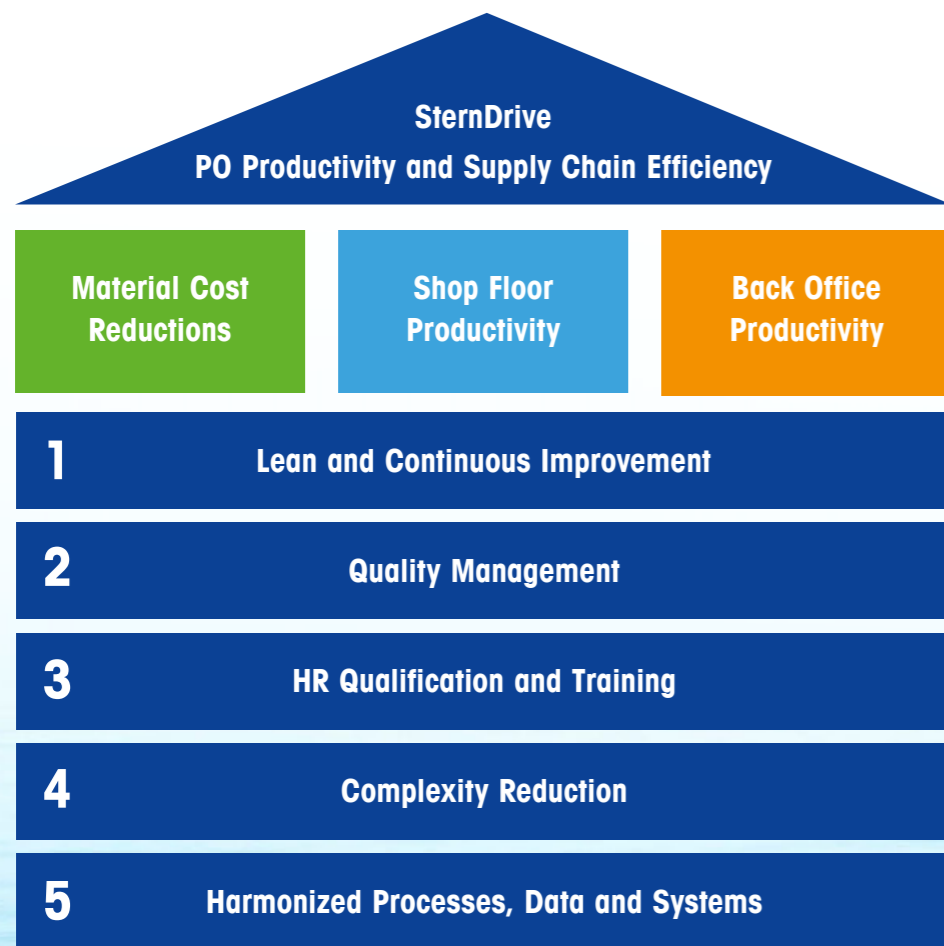
InSUS™ Single-Use Sensors
The InSUS pH and DO sensors allow us to partner with single-use bag manufacturers for biopharma production. With seamless and sterile integration into single-use process control environments, these fully disposable sensors provide the same accuracy as conventional sensors.

InVision™ Smart Scale
This breakthrough innovation helps ensure the completeness of assembly kits. The InVision system features a machine learning algorithm that combines camera verification with precision weighing for maximized efficiency and quality.

Operations Highlights

SternDrive is our continuous improvement program for our Production Organizations and Hubs. We have built a solid foundation to further our initiatives on material cost reductions and productivity on the shop floor and in the back office.

SternDrive
PO Productivity and Supply Chain Efficiency

Material Cost Reductions	Shop Floor Productivity	Back Office Productivity

1	Lean and Continuous Improvement
2	Quality Management
3	HR Qualification and Training
4	Complexity Reduction
5	Harmonized Processes, Data and Systems

Lean Production-Line Design Goals at LabTec

- Customer demand defines the cycle time of production
- Optimized material flow, ergonomics and capacity
- Methods development for continuous improvement and disturbance elimination

Parts-Approval Process with Suppliers

- Align with suppliers on critical specifications
- >2,000 components approved in China since 2016
- Significant reduction of supplier quality issues

Supply Chain Process Qualification

- Self assessments and structured reviews to identify know-how gaps
- U.S. teams at Masstron, Thornton and Rainin participated in targeted Kanban trainings
- Outcome: improved system setup and execution

Simplified Checkweighing Product Portfolio

- Modular design reduced order-specific engineering
- Five global product families replaced 60+ regional product lines
- Increased flexibility and reduced lead times for customers

Data Visualization at Vehicle PO in China

- Daily use of Blue Ocean data to make decisions
- Use of real-time data to analyze performance in production
- Mobile solutions help define actions at the production line

Sales and Marketing Highlights

Our sales and marketing programs – in particular, "Prioritize, Engage, Radiate" continue to help us gain market share. Our powerful value-selling tools support sales reps during their face-to-face time at the customer.

P
Segment then Prioritize

topK Alert

E
Reach then Engage

R
Penetrate then Radiate

Company XYZ

Welcome

METTLER TOLEDO

Lab

SET

Customer Visit

Thanks to careful account planning and customer engagement, our sales reps can leverage site visits to promote our unique solutions and take advantage of cross-selling opportunities.

Demo Truck

Through events, such as our demo trucks, we showcase our products and expertise at customer locations.

Onsite Events

To support site penetration, our sales reps organized 14,000 events to demonstrate our solutions and promote cross-selling.

SET

Our Sales Enablement Tool (SET) is a unique library of presentations, videos and other "Door-Openers" that our sales reps can use with our customers.

The tool allows for convenient customization of the most relevant information in a multi-media format.

eDemos

Video conferences and global labs with skilled product specialists allow live demos and expert conferences.

Targeting

Through big data analytics and our topK Alerts, we guide our sales reps to the most attractive segments and accounts.

Planning

Based on Value Selling Guides and Radiation two-pagers, our sales reps prepare their account penetration plans.

Service Highlights

Device Service Management (DSM) is our proprietary platform to automate and support our service fieldwork. The platform is a unique asset as it allows us to store and process data on millions of instruments as well as on all service work we perform.

Prepare for the Work

The technician receives via DSM all relevant customer and device details and the scope and description of the work to be performed at the customer site.

Receive the Service Work Requests

Planned or unplanned service work gets assigned to the technician by Scheduling and Dispatch via DSM.

Perform the Work

DSM provides technicians additional tools to perform their work – e.g., calibration software. Yearly, over 650,000 physical items are processed over DSM.

DSM

Conclude the Work

Performed service is captured and stored in the DSM platform, which is synchronized with SAP. This allows further reporting and analytical features and digital confirmation to the customer.

Employee Highlights

We are proud of our corporate culture and our talented employees. Every day our diverse and global workforce displays amazing drive and dedication to help our company succeed. Working across borders, our teams' diversity in thought, experience and culture converges to create a strength that is unmatched.

India

Vibrant colors and designs reflect the diverse cultures of India's provinces. Each province has their own language, attire, customs, dance forms, food, and more. Our employees come together from many of these provinces.

21 Provinces

Photographed in Mumbai.

Switzerland

Our many nationalities contribute a spectrum of diverse ideas that come together to create the best solutions for our company.

64 Nationalities

Photographed in Greifensee.

Southeast Asia

We are proud of our GenY employees who are team-spirited, bold and ambitious as they contribute to our success in Southeast Asia.

73% Generation Y

Photographed in Manila.

Be Amazing

16,200 employees make the difference ... every day

Geographic Highlights

In recent years, we have expanded our production footprint and invested in new facilities. We operate manufacturing facilities in eight countries, and highlight some of them here.
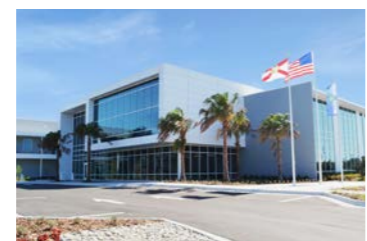
Billerica / Boston, MA
PRO, LAB

Manchester
PI

Giesen / Hannover
PI, IND

Albstadt
IND, RET

Oakland, CA
LAB

Columbus, OH
IND, RET, PRO, LAB

Changzhou
IND, RET, LAB, PI

Shanghai
LAB, PRO

Tijuana
LAB

Lutz / Tampa, FL
PI, IND

Thorofare, NJ
LAB

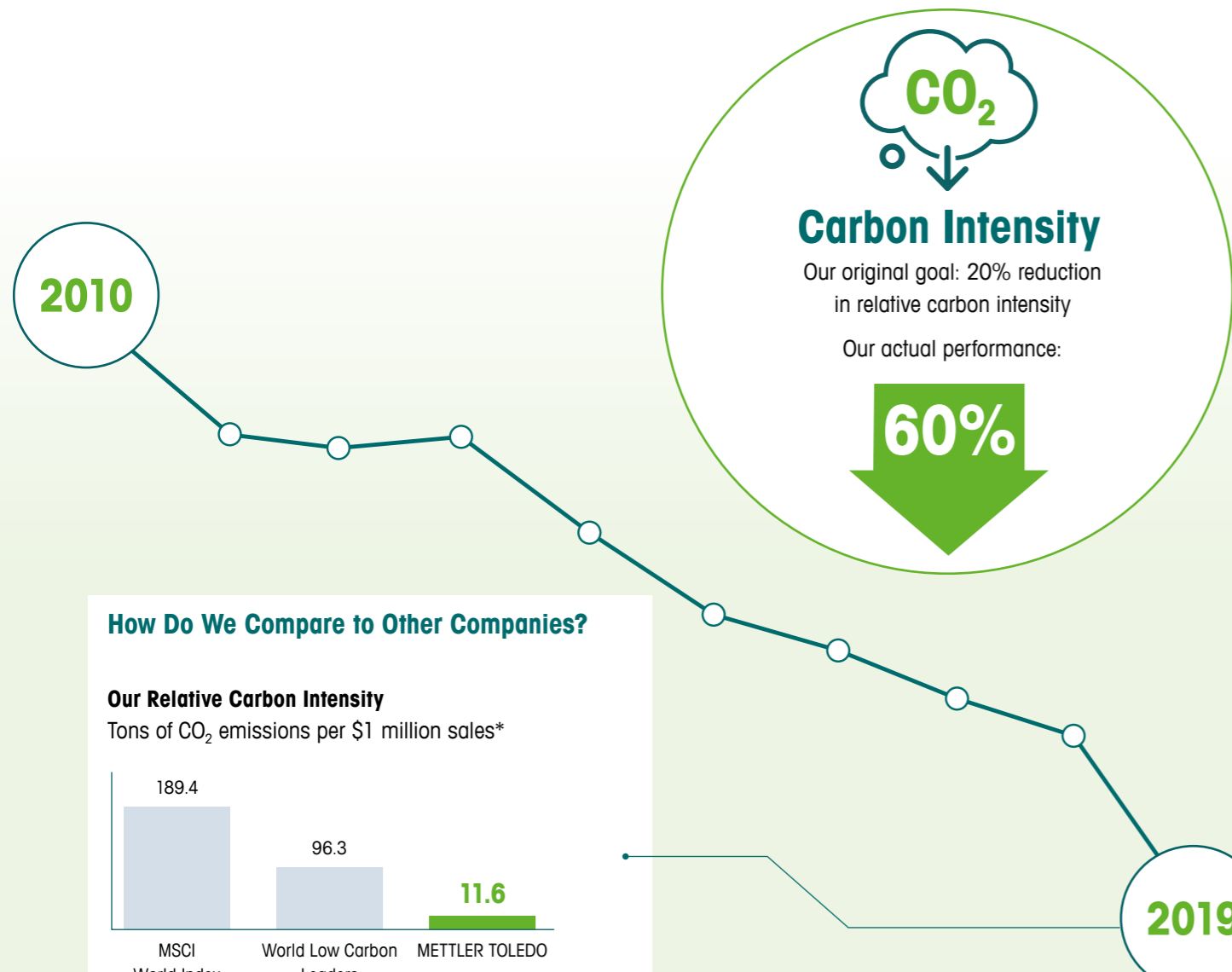**Royston**
PI

Naenikon-Greifensee
LAB, IND

Urdorf
PRO
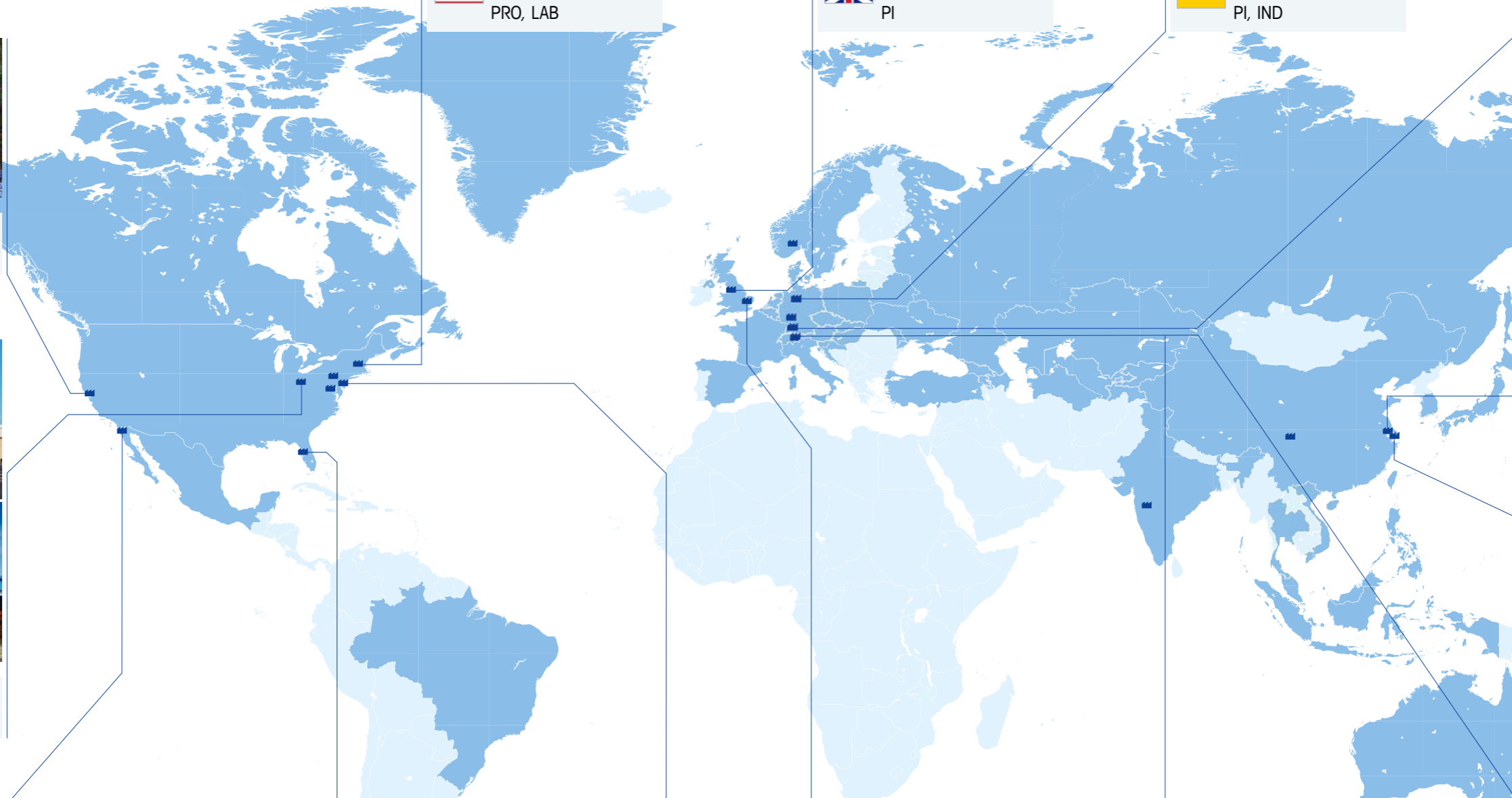
GreenMT Highlights

Global CO_2 emissions need to decrease to keep global temperatures from rising too quickly. We started our GreenMT journey 10 years ago, with an emphasis on minimizing our impact on the environment. We initially committed to reducing our carbon footprint by 20% by 2020. After implementing many hundreds of efficiency projects in the last decade, we have significantly exceeded our goal.

2010

CO_2
Carbon Intensity
Our original goal: 20% reduction in relative carbon intensity

Our actual performance:

60%

How Have We Reduced Our Carbon Footprint?

85%

Increase in Renewable Energy
We have improved the carbon footprint of our manufacturing operations by switching their energy supply to renewable energy sources and through renewable energy certificates.

36%

Increase in Fleet Efficiency
Our fleet is more fuel efficient than it has ever been.* We continue to introduce better vehicles across the world.

* Relative CO_2 emitted per net sales

Looking Forward
We have ambitious goals. Look for us to report on further improving our carbon footprint and minimizing the waste we generate. We are also exploring concrete ways to help our suppliers and customers improve their sustainability.

How Do We Compare to Other Companies?

Our Relative Carbon Intensity
Tons of CO_2 emissions per $1 million sales*

189.4	96.3	11.6
MSCI World Index	World Low Carbon Leaders	METTLER TOLEDO
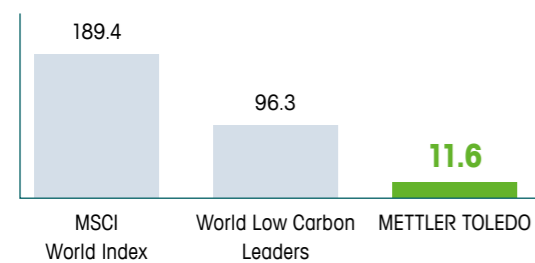
The MSCI World Index consists of more than 1,650 large and mid-cap companies in 23 countries. The World Low Carbon Leaders Index excludes companies with the highest carbon-emissions intensity.

* Scope 1 and Scope 2 emissions

2019

Read Our Corporate Responsibility Report
▶ **www.mt.com/sustainability**

Amazing Solutions

Innovation has always been a cornerstone of our success. We help customers solve extraordinary challenges in a wide range of applications using our solutions.

The Sound of Climate Change

Artist and PhD chemist Kat Austen undertook a polar expedition with a METTLER TOLEDO pH meter to capture the changing chemistry of Arctic waters. This new-age scientist was able to convert her pH values into voltage changes, which can be heard as different sounds. Through sonification, she makes climate change an emotional experience. Her concerts are regularly performed around the world, connecting people to these natural phenomena.

What Will We Be Eating Tomorrow?

Researchers seek alternative food sources to feed the world. Edible insects are just one of the many options being investigated for high-quality animal proteins. Entomologists measure and then optimize the moisture content of the wood substrate fed to small beetle larvae, using a METTLER TOLEDO moisture analyzer. With the optimal environment, the small animals grow and mature to the desired size.

Financial Highlights

We had another year of good performance in 2019. We benefited from generally solid market conditions and effective execution of our growth strategies.

LC +5%

$778 Million
Operating Profit

$3.0 Billion
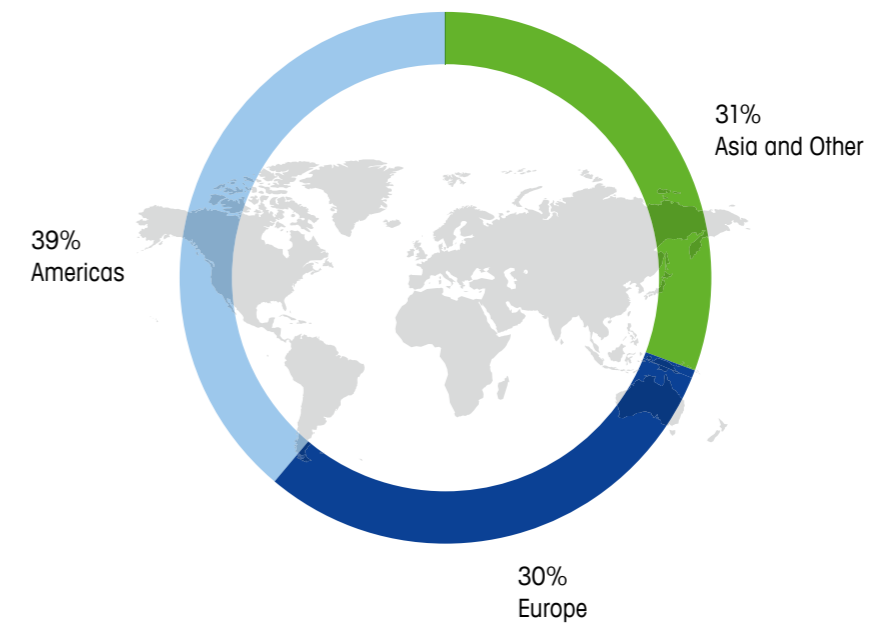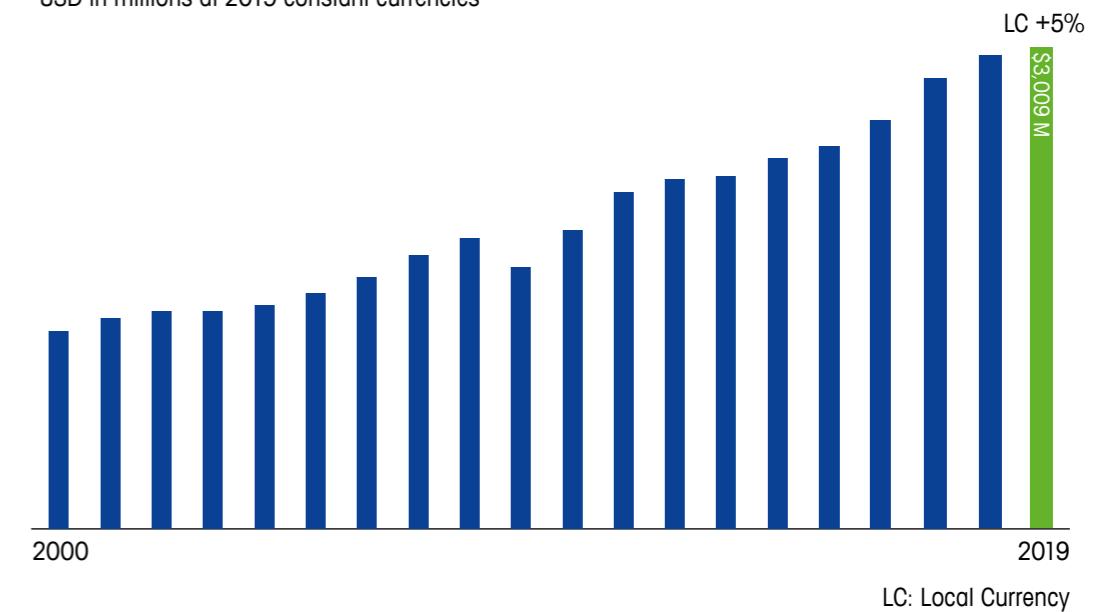Sales

$22.77
Adjusted Earnings per Share

$531 Million
Free Cash Flow

Sales 2000–2019
USD in millions at 2019 constant currencies

LC +5%

$3,009 M

2000   2019

LC: Local Currency

31%
Asia and Other

39%
Americas

30%
Europe

Our many highlights and achievements were made possible through the efforts of our talented employees worldwide.

You make the difference ... *precisely*