Apator Group



Apator Group

An international group of manufacturers of **measuring devices and systems,** providing solutions for the **automation of power grid operation.**

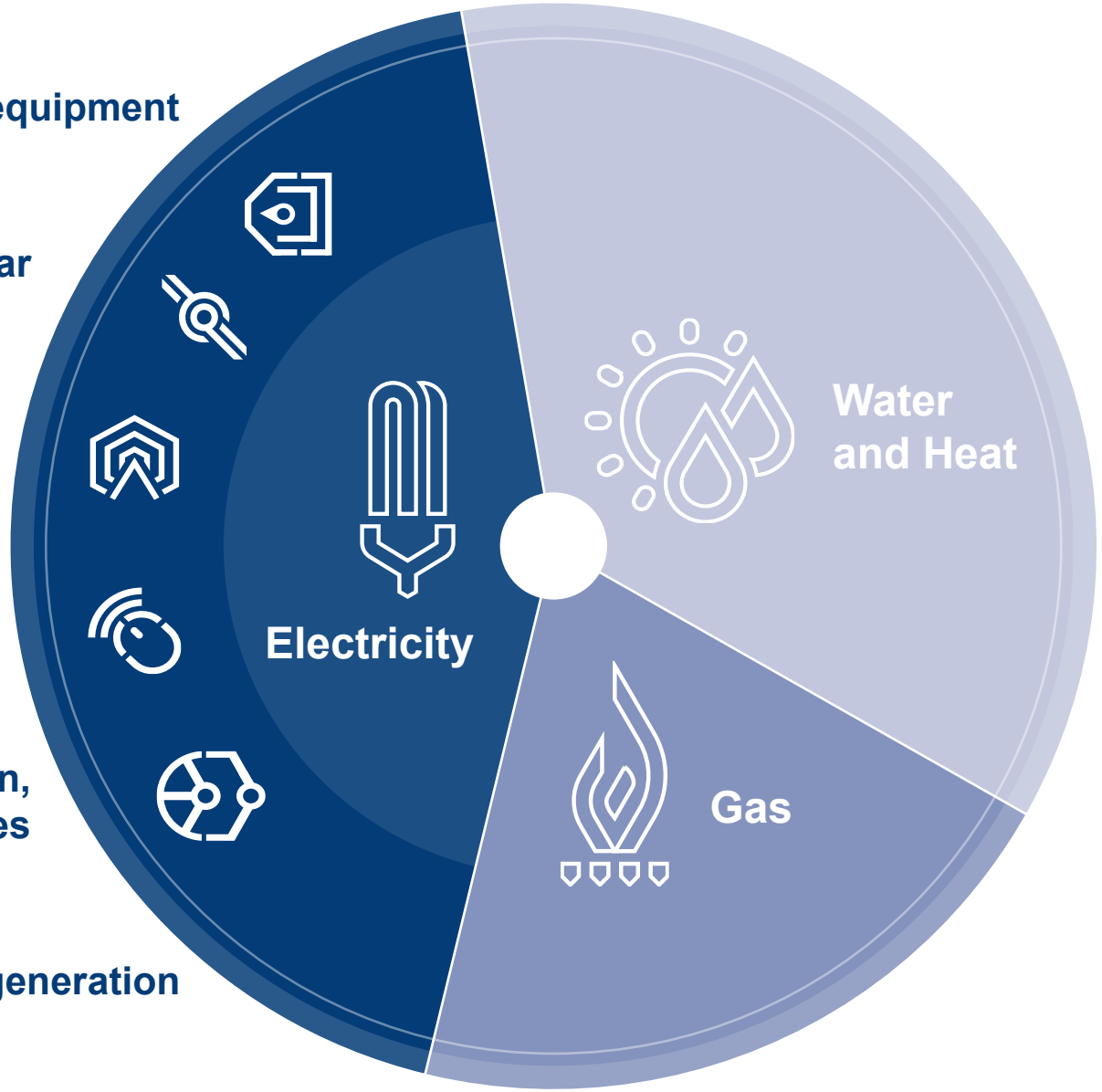
Developing solutions for **RES** and in the field of **automation and robotization** for industrial enterprises.



Apator Group **corporate video**

APATOR

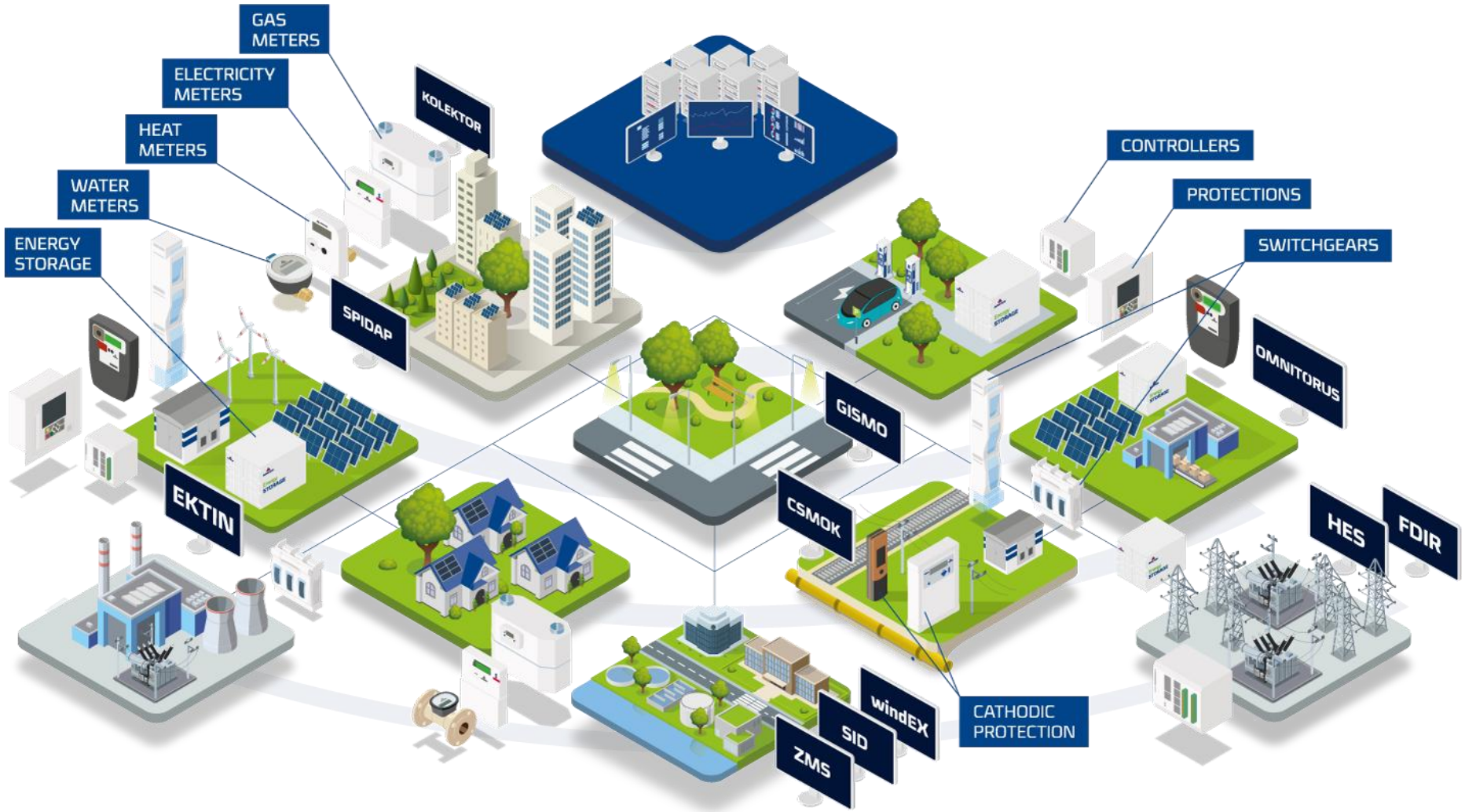
Apator Group today



We implement **technologically advanced products and services** for the measurement of electricity, water, heat and gas, including **smart solutions and systems for managing energy distribution networks.**

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Apator Group’s Inteligent Solutions for Electricity, Water, and Gas



Apator Group’s activities

DENMARK

Miitors APATOR GROUP

GERMANY

APATOR GmbH

CZECH REPUBLIC

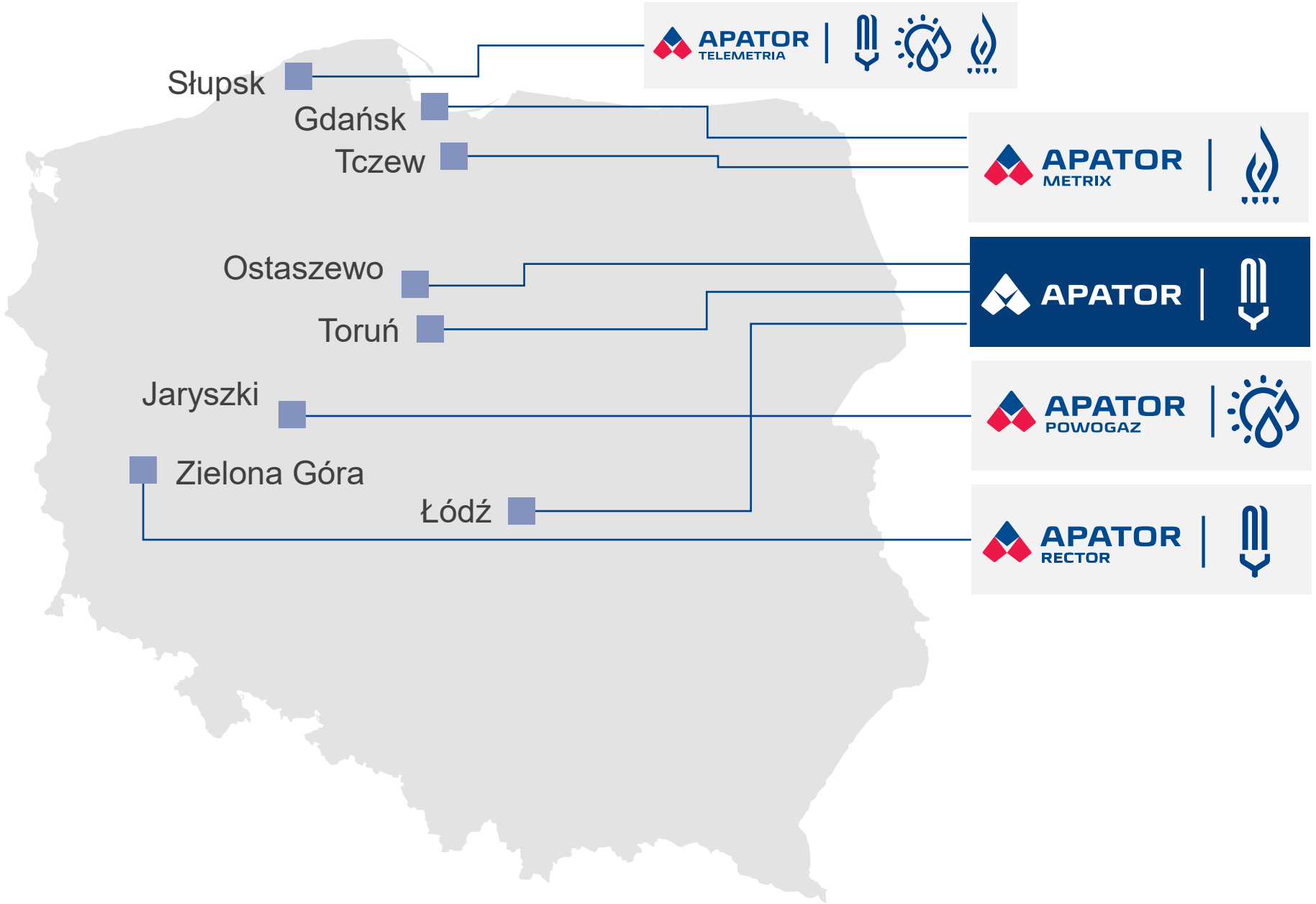
APATOR POWOGAZ CZECHIA

ITALY

APATOR POWOGAZ ITALIA

SPAIN

APATOR



Primary Production Facilities in Poland

Ostaszewo near Toruń



Production of electricity meters and switchgear

Łódź



Production of automated protection systems and telemechanics

Jaryszki near Poznań



Production of water and heat meters

Tczew



Production of gas meters

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What we are proud of ?

11 companies in the Group

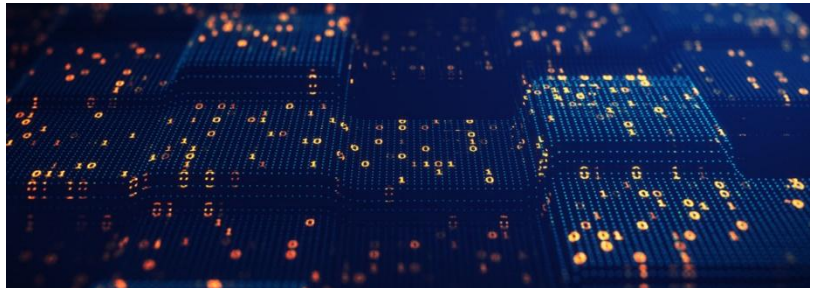
6 manufacturing plants





7 R&D offices

Over **2 300** employees



APATOR

Our Market Position

Distribution of products to over **60** countries

Leader
on the Polish market

Strong market position in **EMEA**



Apator on the Warsaw Stock Exchange

Publicly traded since 1997

Joint-stock company

Stock index sWIG80 and WIGdiv



Apator Group's Values and Code of Ethics

Responsibility

- we keep our word
- we always provide products and services in the quality and time expected by our clients, partners and associates
- we are fully involved in the undertaken actions

Cooperation

- we are a team
- we openly and closely cooperate to achieve the organization's goals
- we respect our partners and associates

Development

- we actively pursue and implement new solutions and groundbreaking innovations
- we are constantly developing our competences

Agility

- we are open to change
- we intelligently and efficiently adapt our actions to the needs of the market and the organization

Code of Ethics

Our code of ethics is a set of practices and directions, applied both in business relations with customers, suppliers and business partners, as well as constituting the basis of relations and cooperation between our team members.



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Apator Group’s Strengths

Apator Group has extensive technical competence in the management of energy utilities and water that are unique in the CEE region and the industry.



- Exceptional competences in electronics, mechanics and ICT
- In-house R&D resources
- Proprietary solutions
- Full value chain, including in-house production assets
- Flexibility in offering to multiple market segments

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Vision and Mission



VISION

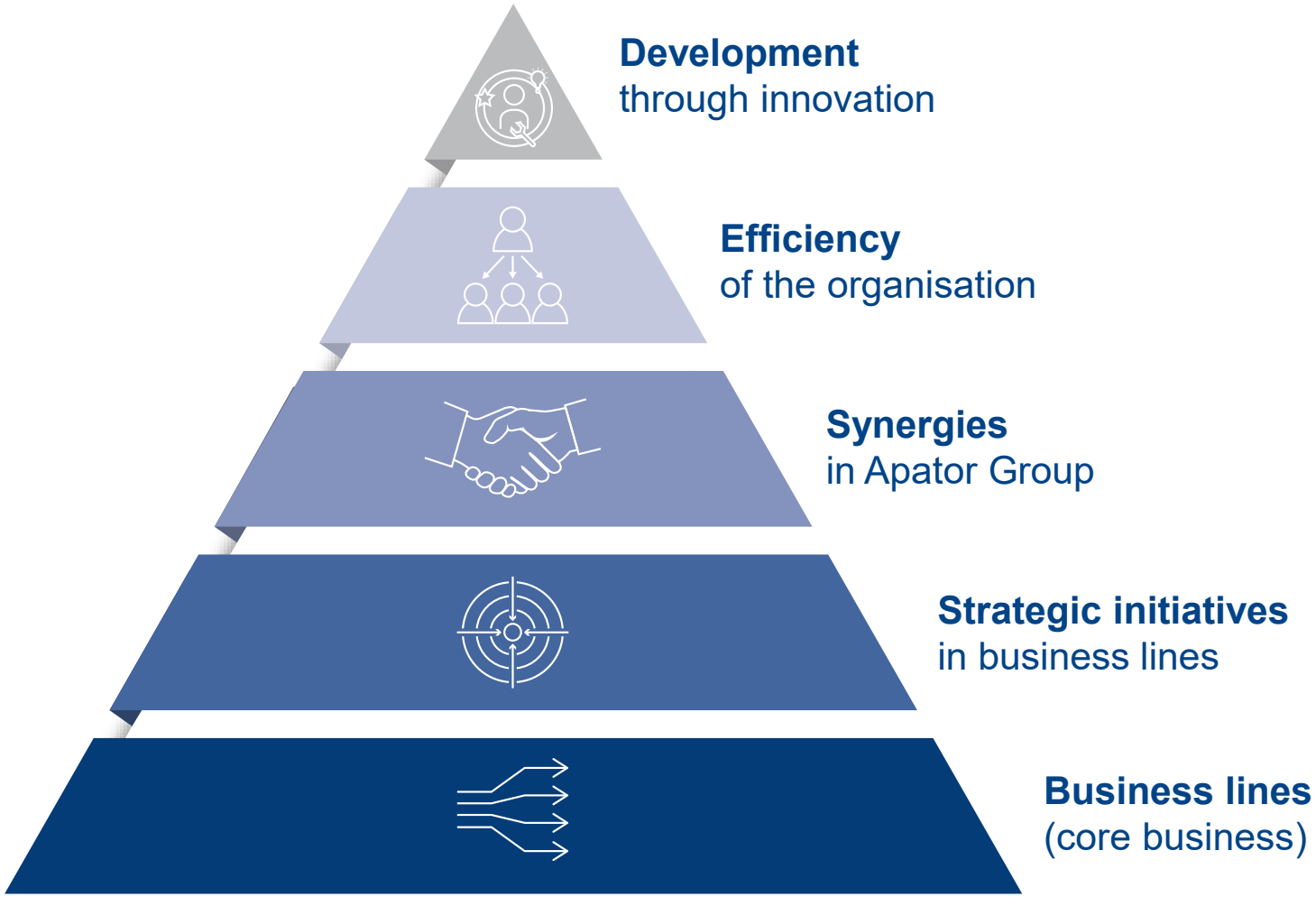
We are the first choice in providing integrated solutions of the future for energy and water sectors.

MISSION

We create technologies to support customers in the responsible and sustainable management of energy utilities and water.

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Value Creation Model



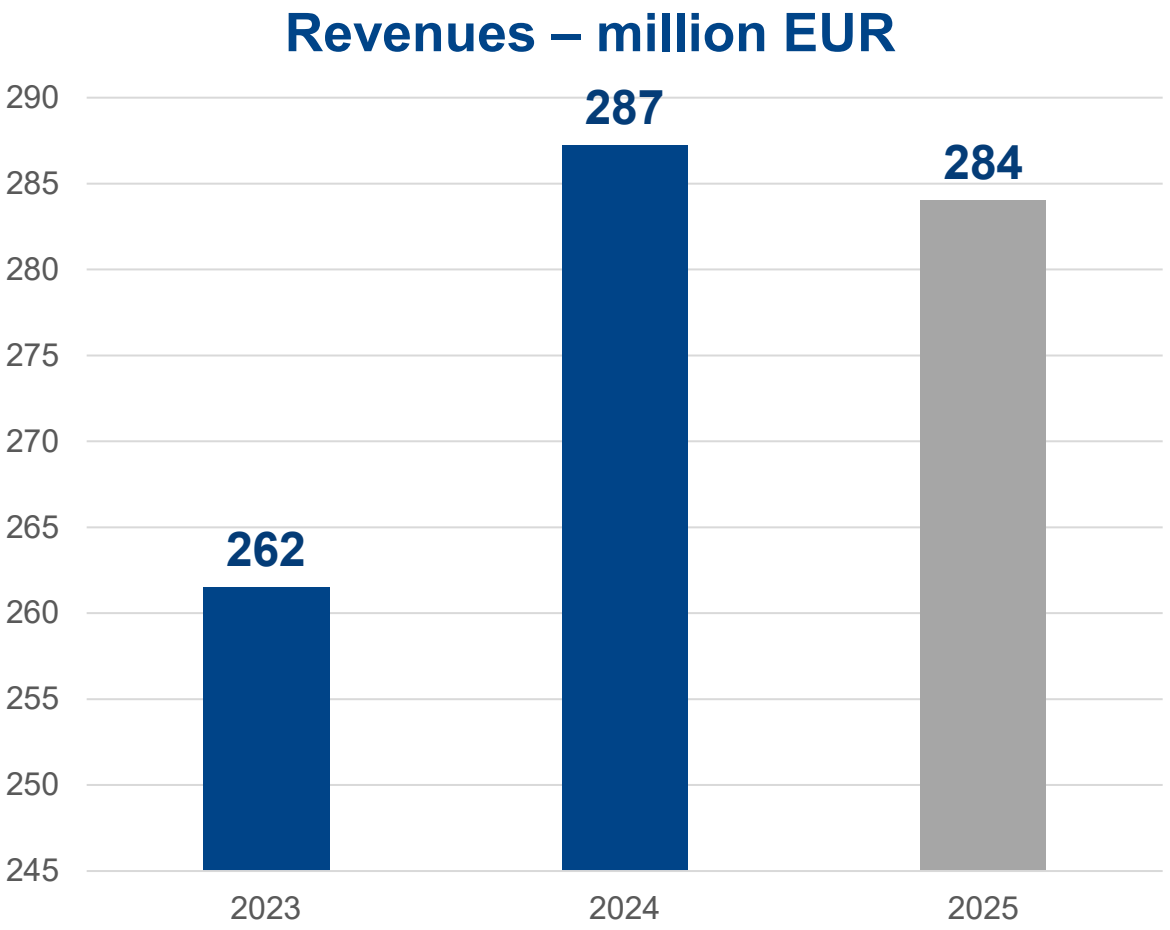
Summary of Financial Objectives - 2028

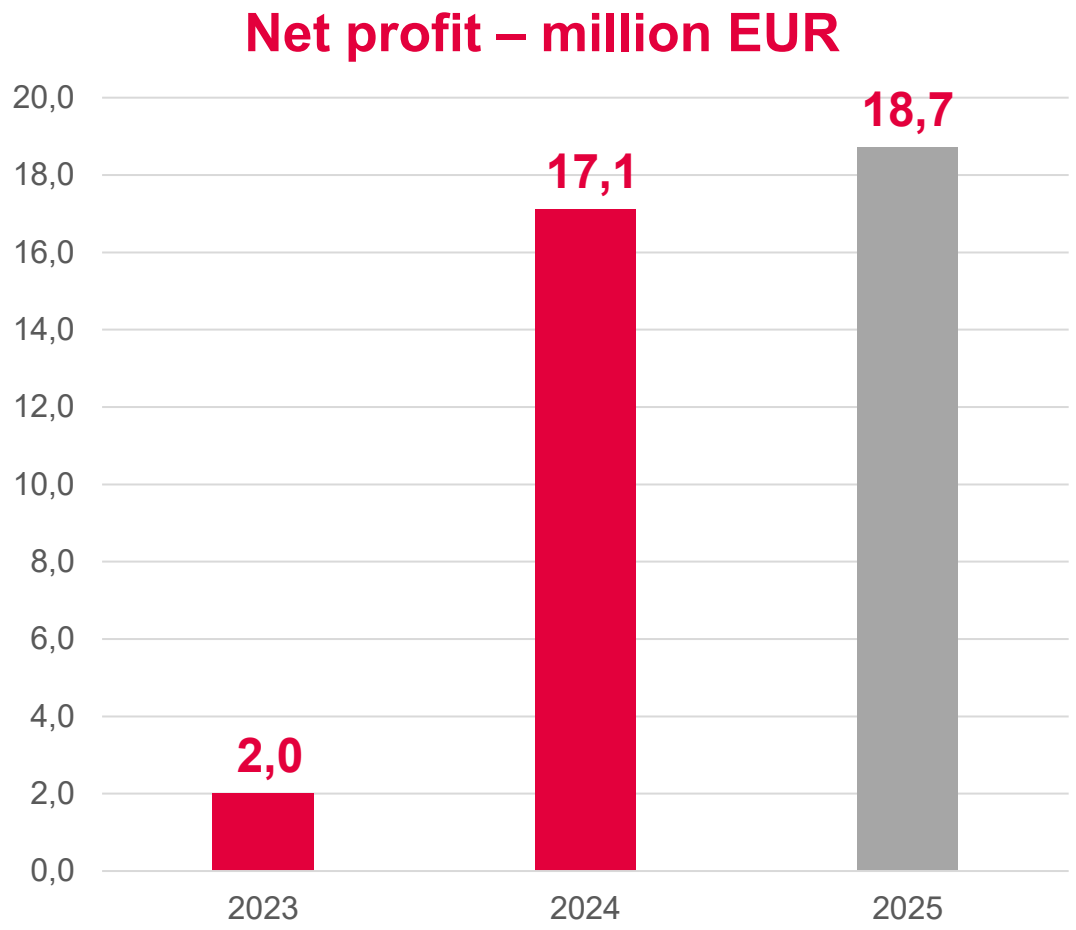
1. Revenue from sales	Annual growth rate of 8-10%*
2. EBITDA	Improvement of 5-6 p.p.*
3. DN/EBITDA	Ratio <2.0
4. CAPEX	5-7% of revenue
5. DIVIDEND	Up to 75% of profit of Apator SA

*compared to 2023

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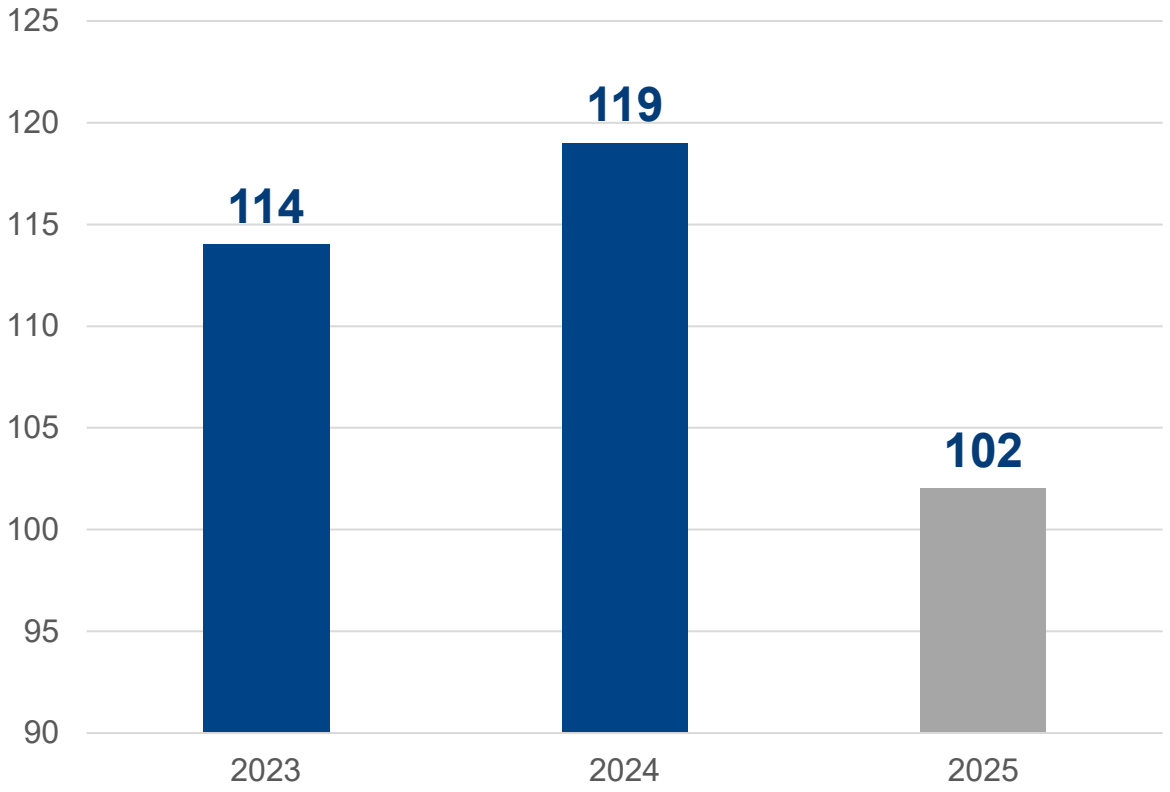
Apator Group’s Revenues



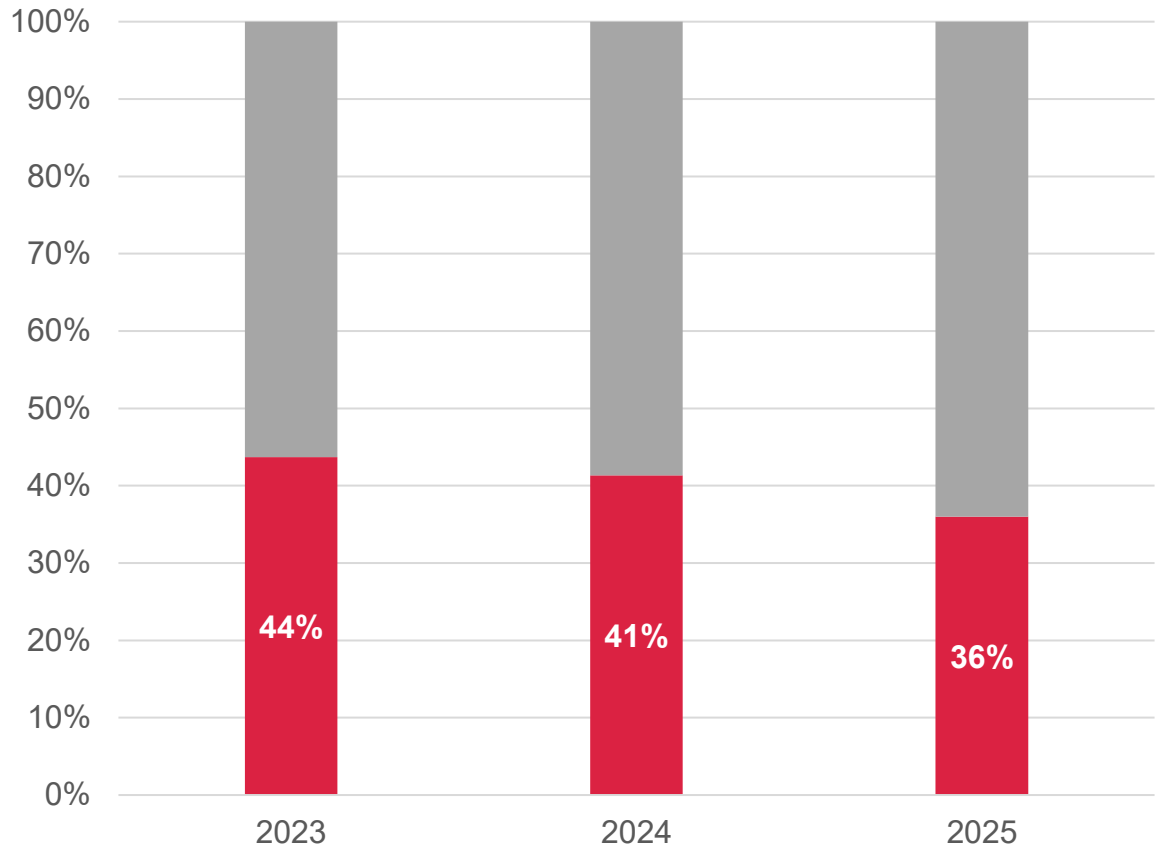


Export

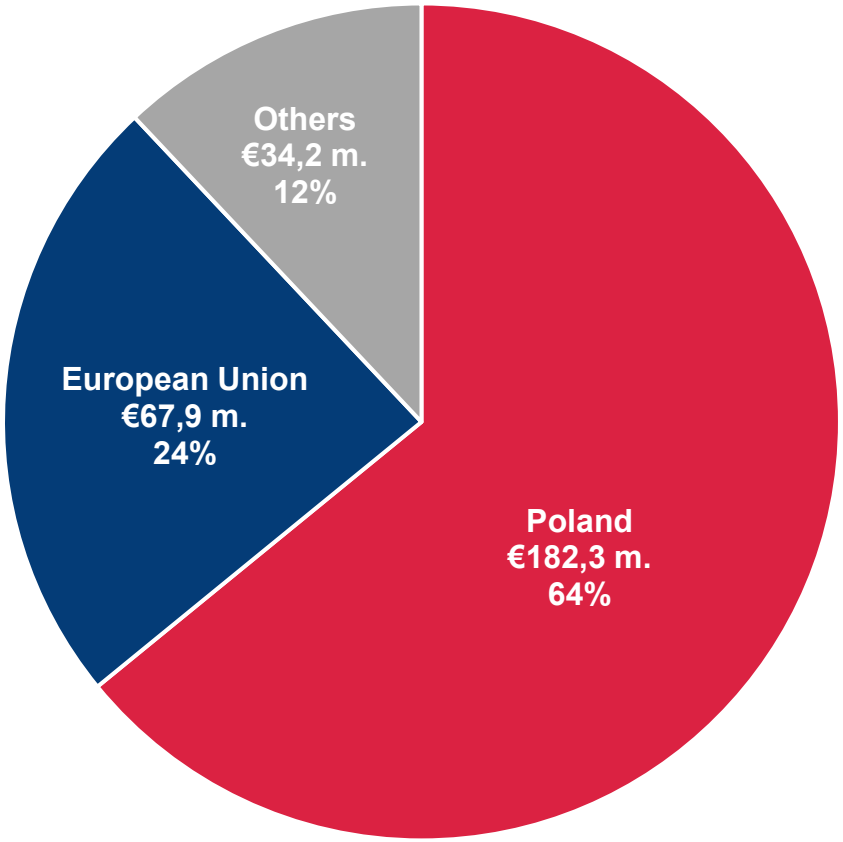
Revenues from export sales – million EUR



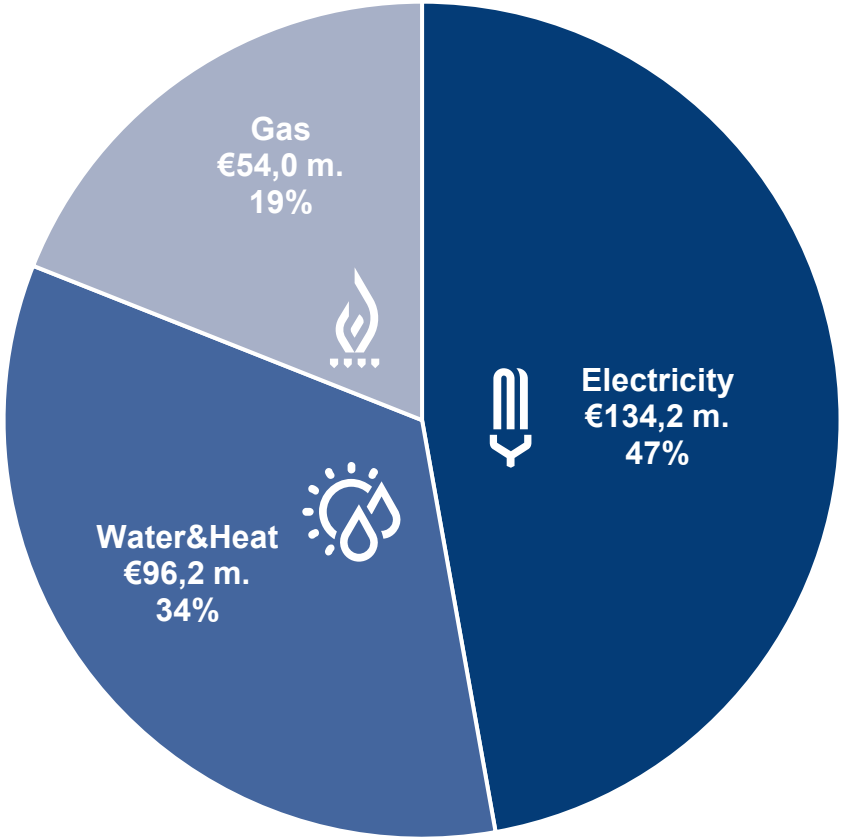
Export share - (%)



Revenues by Sector



Revenues in specific geographical areas in 2025



Revenues in business units in 2025

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Business Units

electricity

- Smart and residential electricity meters
- Energy management systems
- Devices for energy distribution and electrical circuit protection
- Systems and solutions that support work related to the management, operation, and supervision of power grids
- IT systems that support measurement data management
- Network asset management solutions

water&heat

- Water meters
- Heat meters
- Heat cost allocators
- Remote reading services, utility billing and water and heat distribution system management

gas

- Metering devices - industrial and residential diaphragm gas meters
- Remote reading services, a system that allows gas flow to be suspended and resumed using data transmission (GSM network)
- Automation and ICT

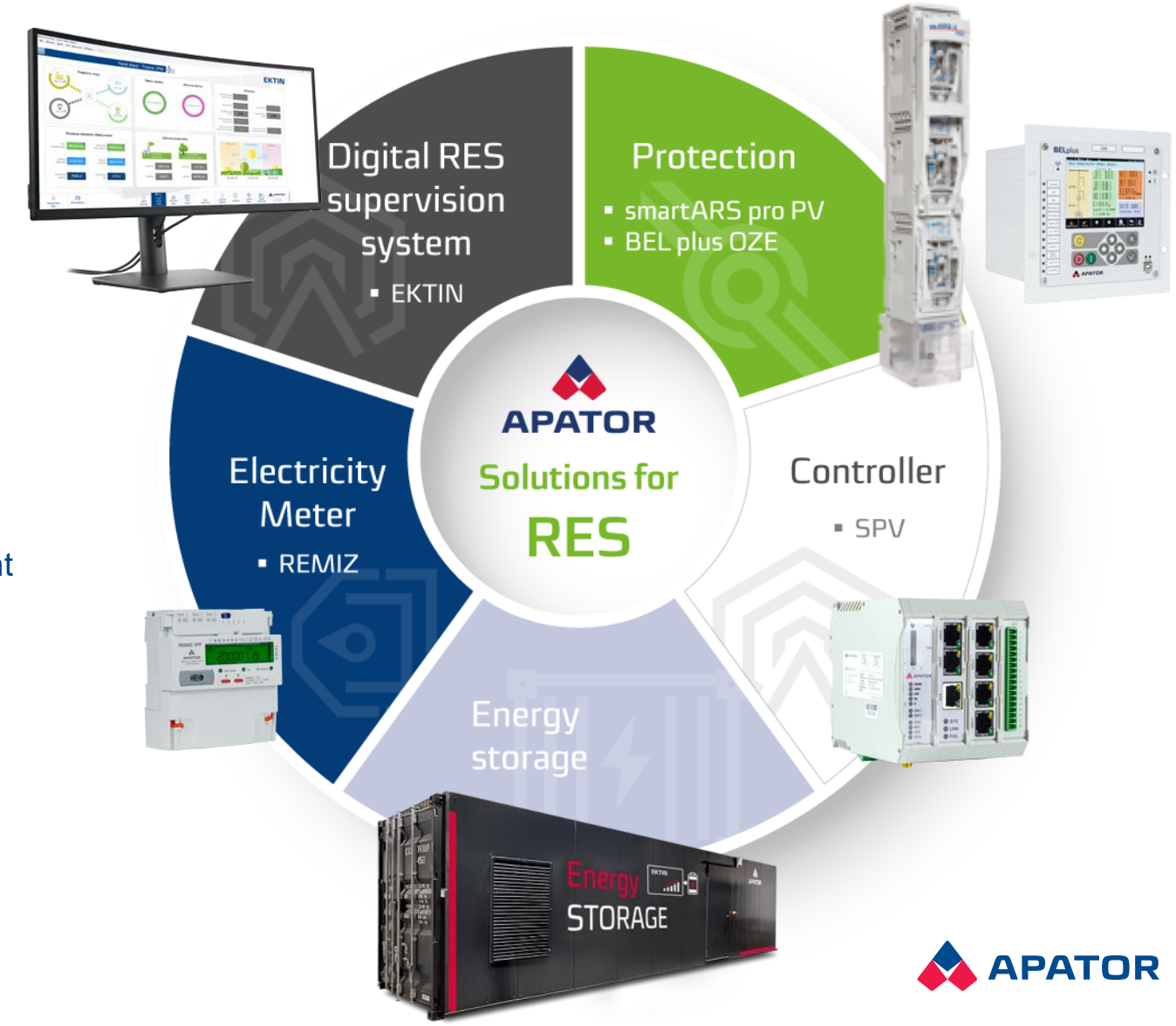
Distributed Energy and Renewable Energy

We look to the future and focus on solutions for Renewable Energy Sources.

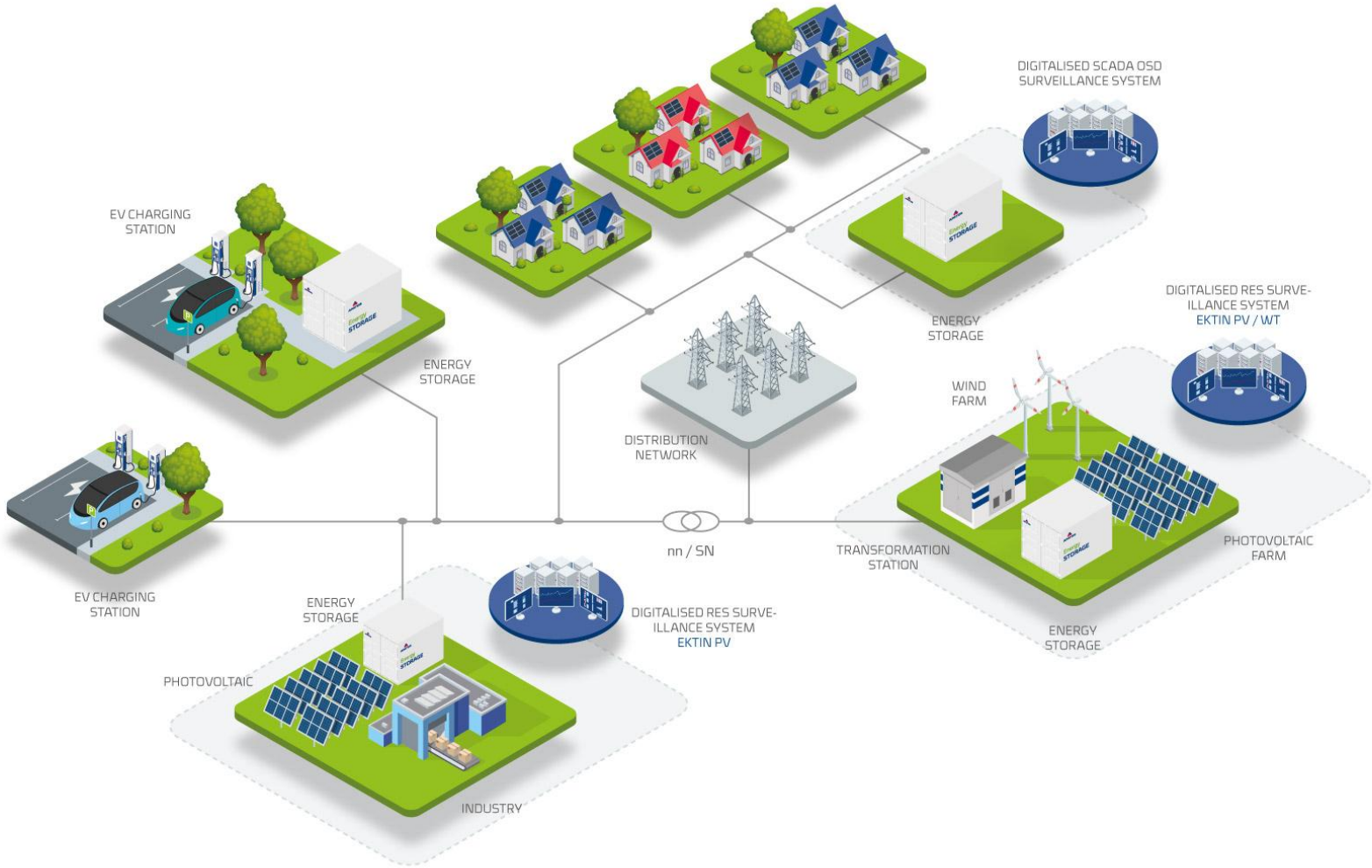
Our products and systems help:

- manage energy
- take care of investment security
- obtain data

We offer comprehensive solutions for renewable energy. Following the current transformation in the energy sector, we want to play an essential role in the positive change that will allow the Earth and its wealth to be preserved for future generations.



Decentralized Energy and RES – Utilizing Energy Storage



Energy Storage in the Energy Transformation

- Effective use of local resources, including renewable energy (PV, wind, geothermal energy, waste incineration and biogas plants)
- Independence of energy production from demand hours
- Development of decentralized energy
- Development of energy communities (cooperatives, energy clusters), support for smart grids and electromobility
- Improvement of energy efficiency
- Increasing the level of energy security



Applications

Manufacturing sector	**Transmission and distribution**	**RES**	**End-consumer**

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Utility Management System OMNITORUS

A utility management system designed for those who wish to plan and analyze their purchase costs on an ongoing basis.

OMNITORUS identifies critical areas where optimization is necessary to reduce current costs and rationally plan future expenses.

It is also a utility billing tool and a data set for optimization.



Applications

Industry and businesses	**Management**	**Public utility**

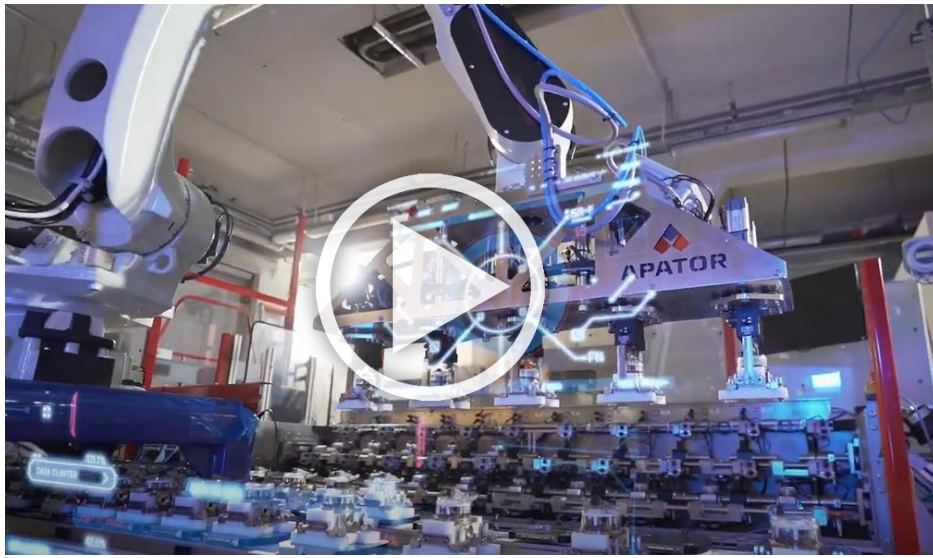
APATOR

Robotization and Automation

We focus on robotization and automation of production processes.

Our solution for robotization and automation:

- increase efficiency
- reduce production costs
- improve product quality
- increase process stability



Our projects

Electronics tester	**Water meter mechanism assembly line**	**Robotic loading of water meters to legalization stations**	**Robotic palletizing systems**	**Robotic destacker and restacker**

Scientific Cooperation

We cooperate with institutions that popularize science and universities that promote science and the creative exchange of knowledge and experiences between academia and business.

- Nicolaus Copernicus University
- Łódź University of Technology
- Wrocław University of Science and Technology
- Cracow University of Technology
- University of Zielona Góra



PATRONAGES AND PARTNERSHIPS:

- Polish Association of Energy Storage
- Sectoral agreement for the development of the PV industry under the Ministry of Climate and Environment
- Polish Chamber of Commerce for Electronics and Telecommunications

Apator, closer to the Customer

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Thank you for your attention

Apator SA

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