



Dear Shareholders, Clients, and Partners,

I am pleased to present to you a summary of the operations of the Apator Group in 2024. It was a year in which the Apator Group achieved a record revenue level exceeding PLN 1.2 billion, along with very strong financial results and margins (consolidated EBITDA amounted to over PLN 142.4 million and net profit reached PLN 63.4 million, excluding one-off events). In the face of turbulent changes, widespread uncertainty, and market-wide disruptions, we have demonstrated that our business is not only built on solid foundations but also holds significant potential for growth.

The increase in sales resulted from solid performance in the Electricity and Gas segments, with year-on-year revenues in the Water and Heat segment remaining at a comparable level. Domestic sales rose by 13% year-on-year, while exports remained at a level comparable to 2023. In 2024, domestic sales accounted for nearly 58% of the Group's total revenue. We remain one of the key suppliers of metering solutions for national Distribution System Operators. Our primary export markets continue to be the European Union countries (including Belgium, Germany, the Czech Republic, Greece, and Romania) as well as the United Kingdom.

We are consistently building our market position, founded on technical competencies unique not only in the Central and Eastern European region but also within our industry, particularly in the management of energy and water media. Thanks to our specialised R&D and engineering teams, along with our production facilities, we offer our clients a comprehensive value chain, encompassing the design, engineering and manufacture of products (including the production of key electronic components and software), through to their delivery in the form of modern solutions, systems and services. In an age of digital and technological threats, companies like Apator can serve as a guarantee of safety, quality, and stability for their clients.

In addition to strong performance in our traditional businesses, we are actively acquiring new clients among enterprises and local government entities. Our solutions are also present in the rapidly growing renewable energy and industrial energy sectors. We continue to pursue development work, especially in the fields of ultrasonic metering as well as secure and effective telecommunications and data transmission. Consolidated capital expenditure (CAPEX) in the past year amounted to approximately PLN 57 million, encompassing R&D, new product development, and further investments in the Group's machinery and equipment. We are enhancing our infrastructure to meet new challenges. We have established a forward-looking partnership and launched the production of a new, proprietary line of disconnectors for Rittal GmbH – a global supplier of control cabinets and power distribution systems for industry. This cooperation will not only strengthen our position in the switchgear market but will also enable us to reach industrial clients in global markets served by our partner.

We are capitalising on sales opportunities and expanding our trade partnership network in international markets. In January 2025, we established a new subsidiary in Italy, aiming to fully leverage the potential of this market for our water solutions. At the same time, we are running internal initiatives focused on improving the Group's operations. These include simplifying the Group's structure, consolidating procurement processes, and implementing a new Group-wide ERP system.

Moreover, we aim to make better use of the production potential of individual subsidiaries by creating specialised production centres. We are fully prepared, both technically and operationally, to deliver advanced solutions that support the transformation of the Polish energy sector, and we intend to actively participate in this process.

Despite uncertain times, we look to the future with optimism. We observe a favourable investment climate in Poland and welcome the announcements by the European Commission and the Polish Government regarding the need to build technological sovereignty and strengthen the competitiveness of European enterprises.

Maciej Wyczęsany

President of the Management  
Board of Apator S.A.