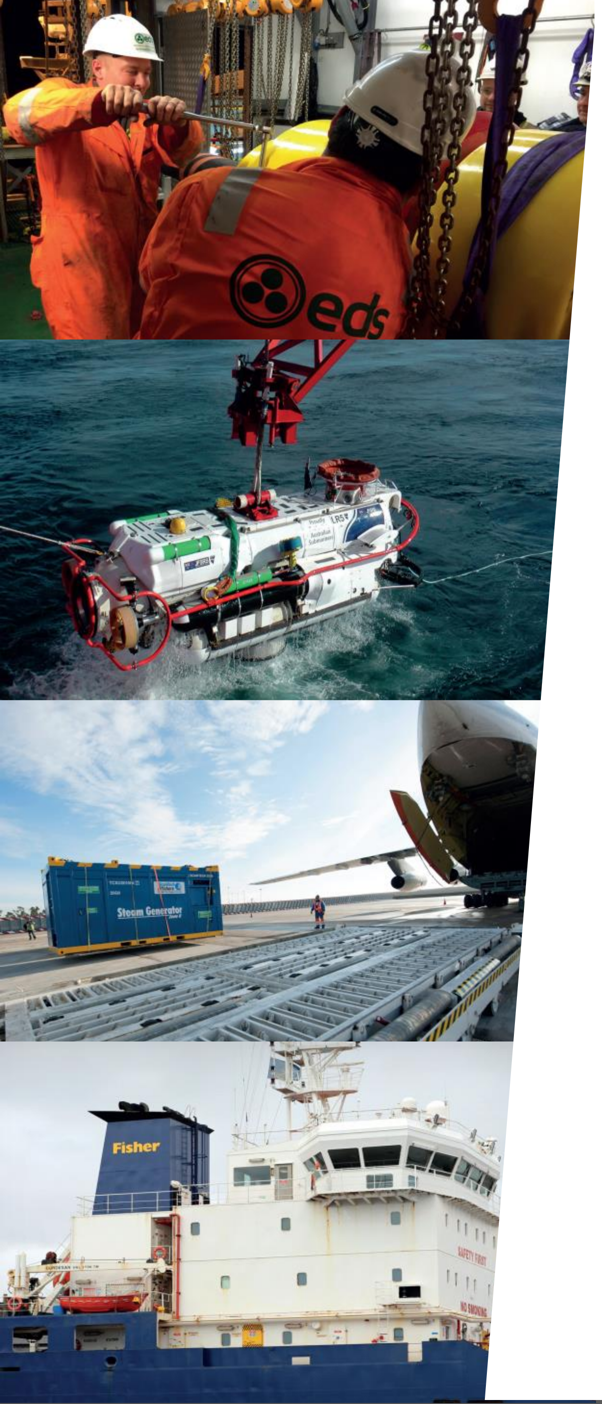


James Fisher and Sons plc

The UK's leading Marine Service Company

Half year results for the six months ended 30 June 2019

28 August 2019

Operating highlights

- New CEO, Eoghan O'Lionaird starts 1 September
- c. £40m investment in 2 dive support vessels
- 4 businesses acquired
  - Martek
  - Murjan
  - Continental
  - Ortega
- Contract awards in Renewables, Submarine rescue, Mozambique EBL/TBL

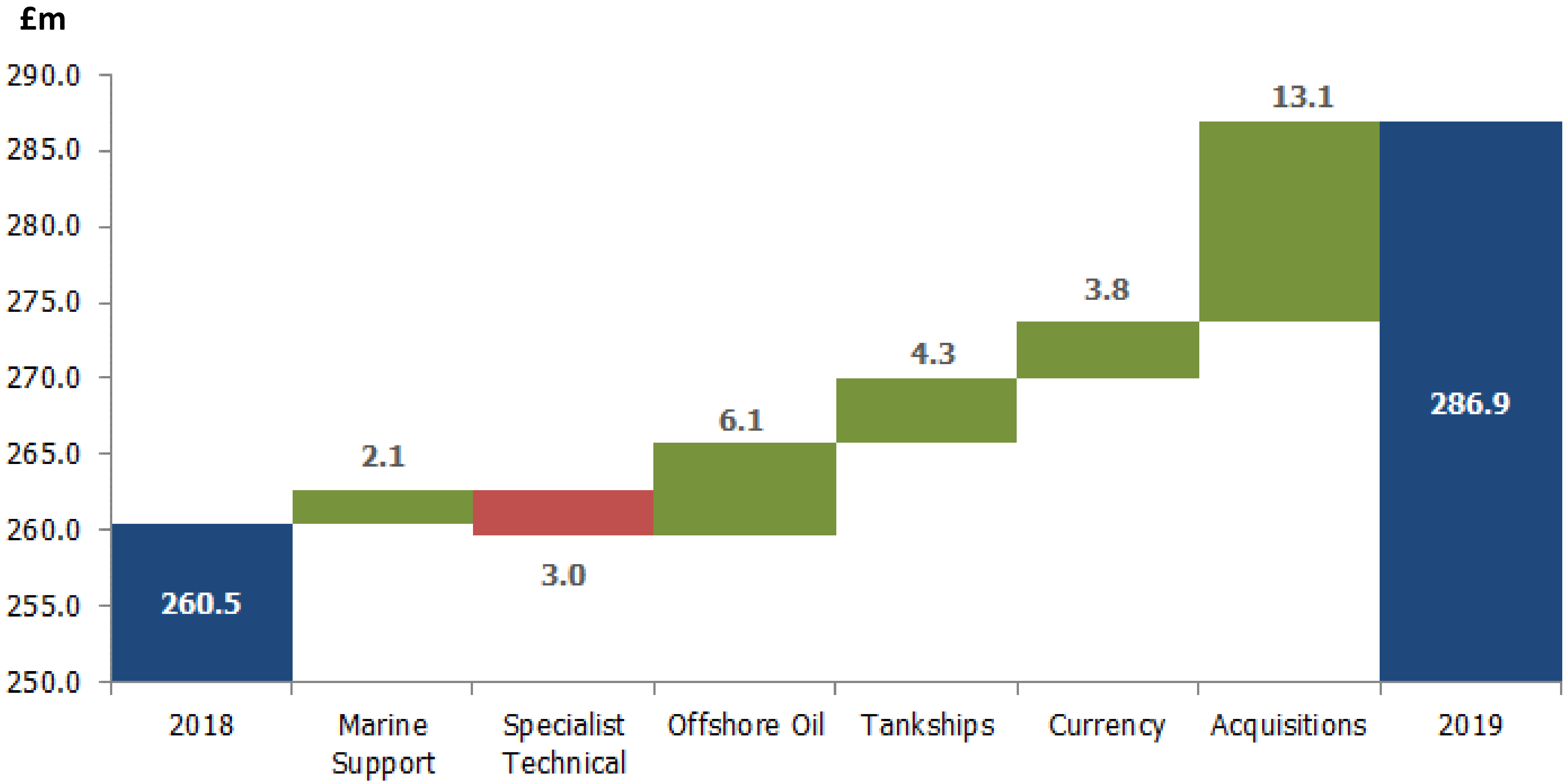
2019 half year results

	H1 2019	H1 2018	change
revenue (£m)	286.9	260.5	+10%
underlying operating profit* (£m)	24.5	24.5	-
underlying profit before tax* (£m)	20.9	21.7	(4)%
underlying diluted eps* (p)	33.2	34.5	(4)%
cash conversion	108%	120%	-
interim dividend per share (p)	11.3	10.3	+10%

- Revenue up 10% and 4% at constant currency and excluding acquisitions
- Cash conversion of 108% (2018: 120%)
- Strong profit increase in Offshore Oil and Tankships
- Investment of £52.2m in capital and new businesses
- Interim dividend up 10%

* before separately disclosed items

H1 revenue bridge



H1 results by division

	underlying operating profit * £m		change
	H1 2019	H1 2018	**%**
Marine Support	**6.6**	10.8	**(39)**
Specialist Technical	**9.3**	9.6	**(3)**
Offshore Oil	**4.5**	1.2	**+275**
Tankships	**5.9**	4.3	**+37**
central costs	**(1.8)**	(1.4)	**+28**
underlying operating profit *	**24.5**	24.5	**-**

- Strong performance in Offshore Oil and Tankships
- Specialist Technical resilient, slow start in Marine Support

* before separately disclosed items

Summary income statement

	H1 2019 £m	H1 2018 £m
revenue	286.9	260.5
underlying operating profit*	24.5	24.5
net finance charge	3.6	2.8
underlying profit before taxation*	20.9	21.7
tax on underlying profit before taxation*	4.2	4.0
effective tax rate	20.0%	18.7%

- £0.5m uplift from IFRS 16
- £0.9m increase from IFRS 16
- Net IFRS 16 impact reduced underlying PBT by £0.4m

* before separately disclosed items

separately disclosed items		
acquisition relation income and expenses	1.5	(0.2)
costs of material litigation	(1.5)	-
separately disclosed items before tax	-	(0.2)

	£m
release of contingent consideration	3.5
amortisation of acquired intangibles	(1.5)
transaction costs	(0.5)
acquisition related income	1.5

Cash flow

	H1 2019 £m	H1 2018 £m
underlying operating profit * (pre IFRS 16)	24.0	24.5
depreciation and amortisation	15.3	13.6
underlying ebitda *	39.3	38.1
working capital	(7.1)	(7.5)
pension / other	(6.2)	(1.2)
operating cash flow	26.0	29.4
interest paid & tax	(6.2)	(5.5)
net capital expenditure	(38.3)	(15.4)
businesses acquired	(13.9)	(9.4)
dividends paid	(11.1)	(9.7)
other	(2.3)	(1.6)
net increase in borrowings	(45.8)	(12.2)
net borrowings at 1 January	(113.6)	(132.5)
net borrowings at 30 June	(159.4)	(144.7)
net borrowings + operating leases	(190.5)	n/a

- Underlying ebitda up 3%
- £3.8m catch up on industry wide pension scheme contribution
- cash conversion of 108% (2018: 120%) (operating cash flow / underlying operating profit)
- Martek - £8.3m, Murjan - £4.1m, joint ventures/costs £1.5m
- Net debt:ebitda – 1.7x (2018: 1.7x)

* before separately disclosed items

Capital expenditure

	H1 2019 £m	H1 2018 £m
Marine Support:		
Dive support vessels	22.8	-
Tetney buoy contract vessel	-	1.9
Other	6.8	2.6
	29.6	4.5
Offshore Oil:		
Cutting tools	1.4	0.4
Other	4.1	2.3
	5.5	2.7
Specialist Technical:		
Dounreay rig hall	0.9	-
Other	0.9	1.3
	1.8	1.3
Tankships:		
Raleigh Fisher deposit	0.9	-
Dee Fisher	-	6.0
Other	0.5	0.9
	1.4	6.9
	38.3	15.4

- Further £17.4m in H2
- Mainly compressors
- Further £8.1m in H2

Balance sheet

	30.06.19 £m	31.12.18 £m	30.06.18 £m
intangible assets	212.5	197.5	197.7
property, plant and equipment	172.8	145.4	141.7
right-of-use assets	30.7	-	-
investments	11.0	9.6	10.6
working capital	94.8	98.9	116.0
deferred consideration	(3.6)	(8.6)	(11.3)
tax	(8.3)	(6.7)	(6.5)
pensions	(10.7)	(16.1)	(19.7)
capital employed	499.2	420.0	428.5
net borrowings	(159.4)	(113.6)	(144.7)
right-of-use leases	(31.1)	-	-
equity	308.7	306.4	283.8
net borrowings: equity	52%	37%	51%

Committed bank facilities at 30 June 2019

unsecured revolving credit facilities	drawn £m	available £m	Expiry
Barclays £47.5m (5yr)	**29.8**	**17.7**	2020
DBS £40m (5yr)	**30.0**	**10.0**	2024
HSBC £72.5m (5yr)	**39.5**	**33.0**	2022
Lloyds £30m (3+1+1)	**22.0**	**8.0**	2022
Handelsbanken £40m (3+1+1)	**35.0**	**5.0**	2022
Santander £20m (3+1+1)	**10.0**	**10.0**	2021
	166.3	**83.7**	

covenants		**30.06.19**	30.06.18
net debt* : ebitda	< 3.5	**2.3**	2.2
interest cover	> 3.0	**12.5**	12.9

facilities

expiring	**2020**	**2021**	**2022**	**2024**
£m	47.5	20.0	142.5	40.0

* includes bonds and guarantees of £55.9m (2018: £45.4m); £31m due to be released December 2019

- £250m (2018: £225m) of Revolving Credit Facilities: £83.7m of headroom (2018: £67.7m)
- Handelsbanken and DBS refinanced in H1; Santander, HSBC accordion facilities exercised

Our divisions

Marine Support

50% of group revenue

Ship-to-ship

Renewables

Marine, diving and structural services

Specialist Technical

26% of group revenue

Submarine rescue

Diving equipment

Nuclear decommissioning

Offshore Oil

12% of group revenue

Hire of specialist equipment and people

Well testing

Artificial lift

Tankships

12% of group revenue

Coastal transportation of clean petroleum products

Marine Support

	H1 2019	H1 2018	change
revenue (£m)	144.3	127.2	+13%
profit (£m)	6.6	10.8	(39)%
margin (%)	4.6	8.5	(390)bps
ROCE (%)	6.3	12.2	(590)bps

- H1 result impacted by slow first quarter, weak market in South Africa and contract/doubtful debt provisions
- Timing of marine service projects weighted to second half
- **Ship-to-ship transfers**
  - Weaker Q1 in Brazil, improvement in Q2 with momentum into second half
- **Renewables**
  - Phase 2 of East Anglia 1 started, commenced work at Moray Firth and Triton Knoll
  - Initial work scopes in Taiwan
  - 15 year maintenance contract for Greater Gabbard OFTO
- **Subsea**
  - 2 Dive Support Vessels (DSV) for O&G projects in West Africa
  - Mozambique $40m project commencing in H2
  - Acquisition of Continental Diving in Brazil in August

Marine Support - Subsea

- Mozambique $40m Early Beach Landing Contract

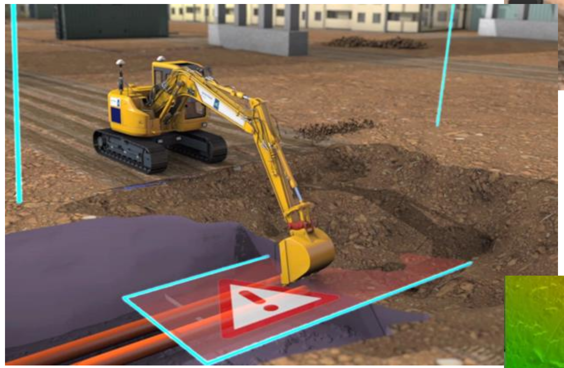
- Purchase of 2 Saturation Diving Vessels (DSVs)
  - West African market
  - Purchase for $50m
  - Paladin and Swordfish

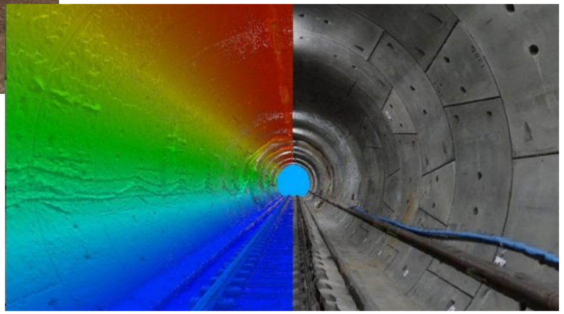
- Brazil acquisition of Continental
  - Brazil will be largest subsea market in world
  - Continental are third largest air diving company

Marine Support – Digitalisation Services

- Machine control
- Network rail approved for off-track
- Successful trials on Smart motorway projects

- Bridge monitoring





- Offshore windfarm monitoring

Specialist Technical

	H1 2019	H1 2018	change
revenue (£m)	75.6	77.6	(3)%
profit (£m)	9.3	9.6	(3)%
margin (%)	12.3	12.4	(10)bps
ROCE (%)	16.1	17.3	(120)bps

- **Submarine rescue & diving equipment**
  - Submarine rescue vessel for South Korea worth £30m commenced
  - Sea trials completed in India
  - 500m saturation diving system to be delivered in H2
  - Swimmer delivery contract progressing well
  - Strong sales of commercial and military rebreathers
  - Acquisition of Ortega in August 2019
- **Nuclear decommissioning**
  - Radiation monitors and inspection devices expected to be available for sale by Q4 2019
  - Dounreay rig hall acquired
  - Contract for two manipulators for China

Offshore Oil

	H1 2019	H1 2018	change
revenue (£m)	33.8	27.2	+24%
profit (£m)	4.5	1.2	+275%
margin (%)	13.3	4.4	+890bps
ROCE (%)	7.6	1.9	+570bps

- Steady improvement in maintenance market, well testing flat
- Compressor utilisation increase
- Operational leverage raised margins to 13.3% (2018: 4.4%)
- Downhole tooling market share continuing to grow
- First significant tooling and cutting job

Tankships

	H1 2019	H1 2018	change
revenue (£m)	**33.2**	28.5	+17%
profit (£m)	**5.9**	4.3	+37%
margin (%)	**17.8**	15.1	+270bps
ROCE (%)	**40.7**	31.0	+970bps

- Uplift in profitability due to utilisation, additional vessel and strong spot cargoes
- Benefitted from temporary additional vessel
- 1 vessel exited fleet in June 2019
- 5 year contract with MOD for Raleigh Fisher, 35kT refuelling tanker

Clear, consistent strategy




- Entrepreneurially led business with leading market positions in operational niches
- Leverage UK skills to the global Marine Services market
  - targeting less mature, faster growing markets
- Integration of niche services into wider service offering
- Focus on operational excellence
  - operating margin >10%
  - cash generative
  - ROCE >15%
- Bolt-on acquisitions to broaden service offering

Outlook

- **Marine Support**
  - Projects weighted into second half
  - Mozambique contract commenced
- **Specialist Technical**
  - Solid order book for rest of year and good prospects for significant project awards
- **Offshore Oil**
  - Gradually improving market
  - Operational leverage starting to show through
- **Tankships**
  - Traded strongly in H1
  - New 5 year Raleigh Fisher contract started July 2019

Disclaimer

This presentation is confidential and is delivered to interested parties for information only. It is delivered solely on the basis that neither the whole nor any part of the information contained in this presentation may be disclosed to, or used or relied upon by, any other person or used for any purpose without the prior written consent of James Fisher and Sons plc (JFS).

The information contained in this presentation, and upon which this presentation is based, has been derived from publicly available information. None of the information on which this presentation is based has been independently verified. Accordingly, neither JFS nor any member of JFS nor any of its connected persons makes any representation or warranty, assurance or undertaking, express or implied, with respect to the accuracy, adequacy, completeness or reasonableness of the presentation or of the information contained in the presentation, or on which the presentation is based, or that this information remains unchanged after the issue of this presentation.

This presentation is not to be construed as carrying the endorsement of JFS or any of its connected persons. Consequently, neither JFS nor any of its connected persons accepts any responsibility or liability to any person to whom the presentation is made available for the accuracy, adequacy, completeness or reasonableness of the information contained in it or otherwise.

The presentation is not intended to recommend any strategic decision by JFS or any of its connected persons and should not be considered as a recommendation supporting any of the options discussed herein by any member of JFS or any of its connected persons. Each person to whom the presentation or any part thereof is made available, is responsible for and must make their own independent assessment of the presentation and of the information contained within it.

Nothing in the presentation is, or should be relied upon as a promise or representation as to the future.

James Fisher and Sons plc
Fisher House, PO Box 4, Barrow in Furness, Cumbria, LA14 1HR
Telephone +44 (0) 1229 615400