

4 June 2026

# James Fisher and Sons plc

Investor Event – Defence

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# Agenda

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- 01.** JFS Group strategy
- 02.** Defence division introduction
- 03.** Voice of the customer
- 04.** Growth strategy
- 05.** Financials
- 06.** People, innovation & technology
- 07.** Summary

# Presenters



**Jean Vernet**  
Chief Executive Officer



**Karen Hayzen-Smith**  
Chief Financial Officer



**Richard Devlin**  
Managing Director –  
James Fisher Defence



**Heather Nisbet**  
Defence - Finance &  
Commercial Director



**James Richards**  
Head of Submarine Rescue



**Andrew Laing**  
Commercial Diving Director



**Peter Laughton**  
Head of Military Diving

# We are James Fisher... three key markets



## Defence

Supporting and protecting lives and assets under the oceans, in the most sensitive and challenging environments



## Energy

Driving offshore energy forward through innovative, responsible O&G and renewable solutions



## Maritime Transport

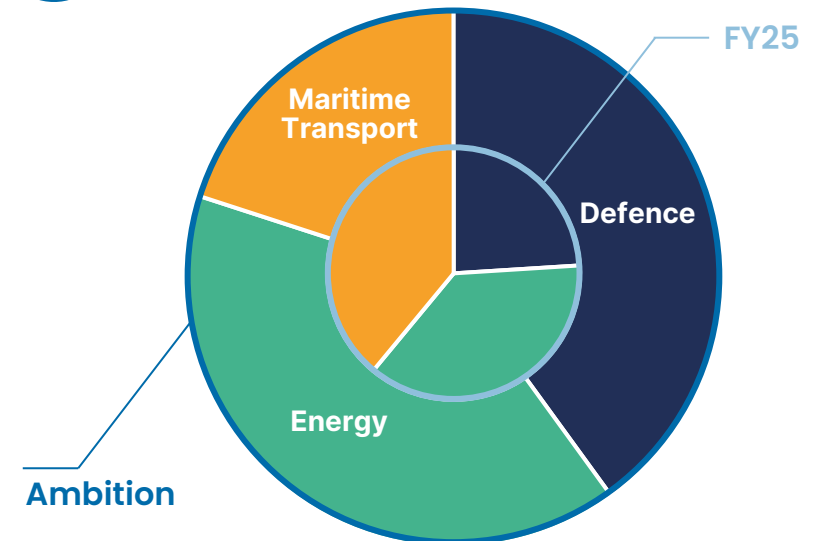
Delivering clean petroleum products through coastal shipping and global oil and LNG ship-to-ship transfer services

**#1** Provider of compressed air solutions for bubble curtains in North America  
Global provider of submarine rescue and saturation diving equipment

 **2,000+** Highly skilled employees

 **23** Countries worldwide |  **Long-term** Multi-year customer relationships

 **15%** Vitality medium-term target



# Growing and accelerating markets

## Supportive megatrends



## Our One James Fisher model



# Three engines of targeted growth

Driving sales across key accounts, divisions and geographies

**Customer intimacy**



**New customers & geographies**




**Sustainable growth**

**Intelligence led innovation**



# Delivering through our growth segments

 <b>Aligned strategic markets</b>	<b>Defence opportunities</b>				<b>Energy opportunities</b>			
	 Submarine Escape & Rescue	 Commercial Diving	 Military Diving	 Tactical Delivery Vehicles	 Big Bubble Curtain	 Offshore Wind Aftermarket	 <b>NEW:</b> Decom / Subsea Trenching	 Well Services

 <b>People and capabilities</b>	<b>Develop a global talent pool for consistent customer service delivery</b>	
	<ul style="list-style-type: none"><li>• Strategic workforce planning</li><li>• Focus on leadership and technical training</li><li>• Develop a globally deployable workforce that delivers operational excellence</li></ul>	

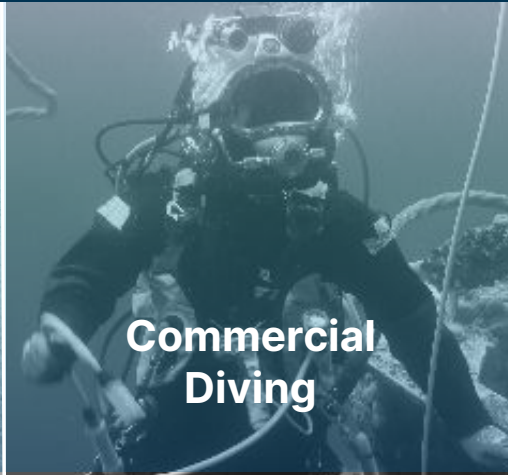
 <b>Innovation and technology</b>	<b>Feed a pipeline of innovative offerings and drive fast market adoption</b>	
	<ul style="list-style-type: none"><li>• Embed greater discipline in new product development</li><li>• A strong pipeline for 2026 and vitality metrics</li><li>• Emerging technology partnerships through corporate venture capital practice</li></ul>	

# Delivering through our growth segments



Aligned  
strategic  
markets

## Defence opportunities



02.

# Defence division introduction

Richard Devlin

Managing Director - James Fisher Defence

# James Fisher Defence

## Focused on the underwater battlespace

Where operational agility, global reach, persistence and responsiveness are essential

## Trusted partner to international navies

40+ years enabling safe, assured operations where failure is not an option

## Mission critical systems

Specialist equipment and support services relied on to enable life underwater

## Specialists in defence

Operating in complex, subsea maritime environments

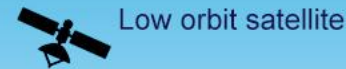
## Through-life delivery model

Full lifecycle offering from design, manufacture, installation, training and operational deployment of capability

We support and protect lives and critical assets under the oceans in the world's most demanding environments



# Defence – our current portfolio in the maritime theatre



P-8A Poseidon MPA  
(Sonobuoys)



Dive Support Vessel



Surface Ship

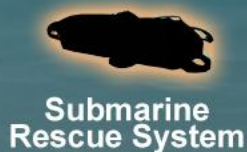


## Our capabilities within the battlespace:

- Submarine Platforms
- Submarine Rescue
- Tactical Delivery Vehicles
- SF Tactical Diving
- MCM Diving



Submarine



Submarine  
Rescue System

Autonomous  
Mine Hunting Capability



Tactical Delivery  
Vehicles



UVV gliders



SF Divers



Autonomous  
ASW sensors



XLUUV



MCM Divers

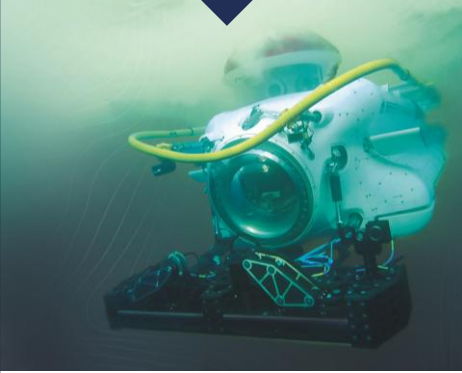






THREAT



\* JFD Capabilities highlighted with glow

# Our services

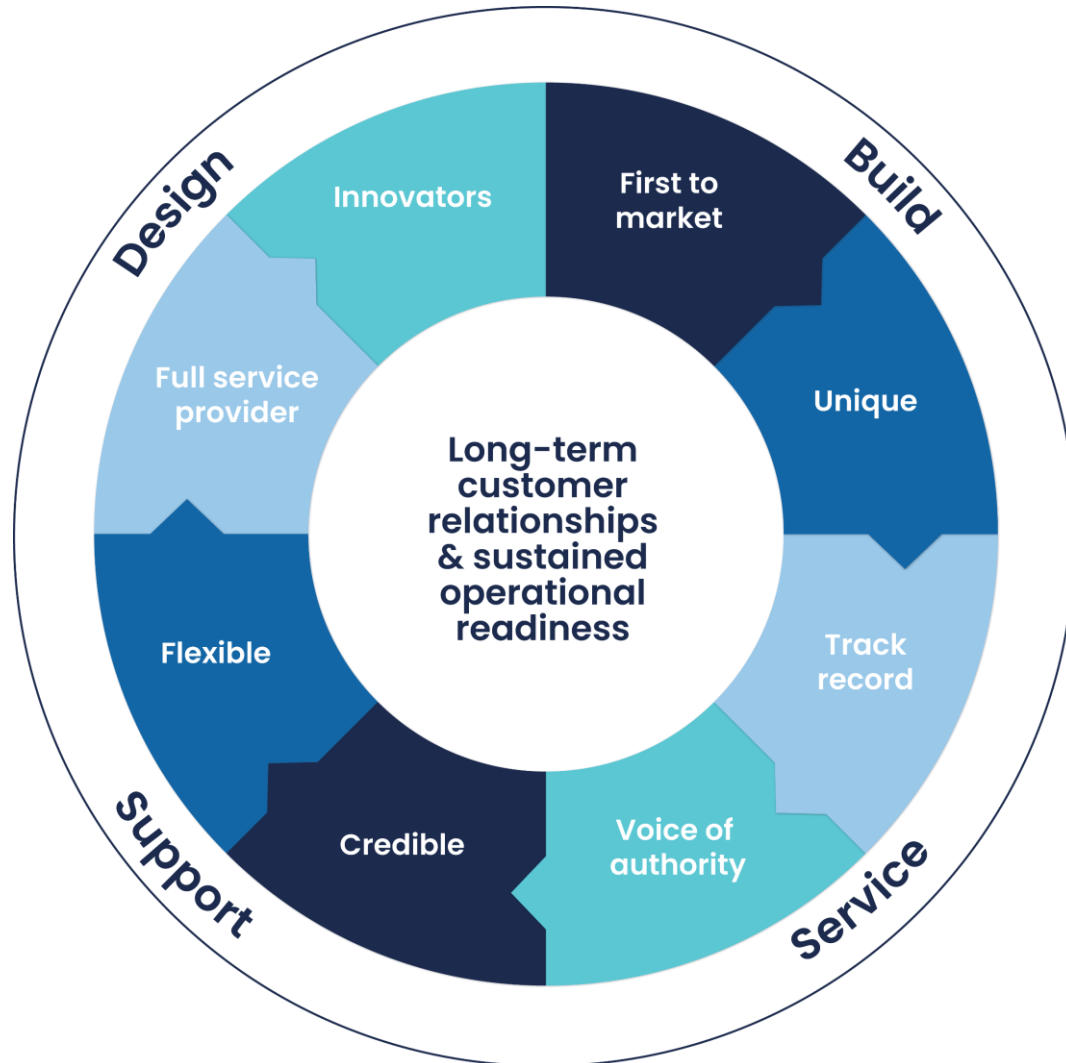
<b>Submarine Escape &amp; Rescue</b>	<b>Submarine Platforms</b>	<b>Commercial Diving</b>	<b>Military Diving</b>	<b>Tactical Delivery Vehicles</b>
				
Market leader	Market challenger	Market leader	Market leader	Market disruptor

## Key drivers

<b>Congested Underwater Battlespace</b>	<b>Global Fleet Expansion</b>	<b>Energy Security</b>	<b>Longer Endurance Systems</b>	<b>Adoption of Hybrid Navies</b>
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FY25 revenue of each of the 5 product lines ranges around £15m - £30m

# Competitive differentiators



<b>Credibility and Reputation</b>	Proven 40+ year track record
<b>People</b>	Globally deployed, engineering centric workforce of c.550
<b>Specialist engineering capability</b>	Deep specialist technical competence across all product lines
<b>New product development</b>	Investing in new products to support future growth
<b>Collaboration</b>	Strong partnerships with established global customers and defence primes
<b>Dual use technology</b>	Energy Security and Defence market convergence

# Supported by strong partnerships

Trusted provider supporting customer requirements

## Industrial Partnerships



## Government Partnerships and our Customers



United States Navy



Indian Navy



Royal Australian Navy



Republic of Singapore Navy



Swedish Navy



Royal Navy



Polish Navy



German Navy



Republic of Korea Navy





# 03. Voice of the customer

Cdr, NATO Submarine Rescue Service Leader  
Submarine Delivery Agency



04.

# Growth strategy

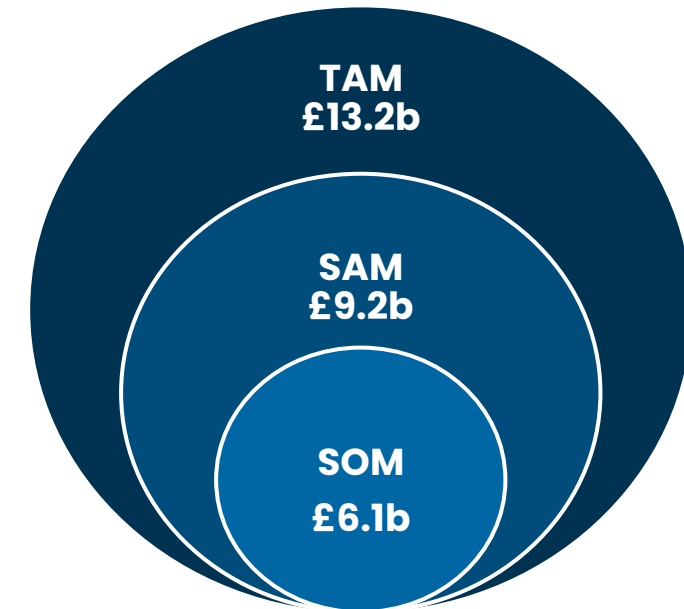
Richard Devlin

# Attractive markets with substantial growth potential

## Market dynamics

<b>The threat</b>	<p>The threat profile has increased leading to fragility of the rules-based order</p> <p>Changing behaviours of the international “heavyweights” – China, Russia and the US</p>
<b>The reaction</b>	<p>Rest of the world now more exposed hence structural reforms in Defence will significantly increase spending</p> <p>Many NATO and allied governments are now aiming for Defence spending of 3% of GDP</p>
<b>The opportunity</b>	<p>Across the land, sea and air domains, the underwater battlespace is seeing some of the biggest increases in spend</p> <p>As specialists in the deep underwater battlespace domain, our capabilities are well positioned to support allied navies to detect and respond to these threats</p>

## Market size - Cumulative 5YR 2026-2031<sup>1, 2, 3</sup>



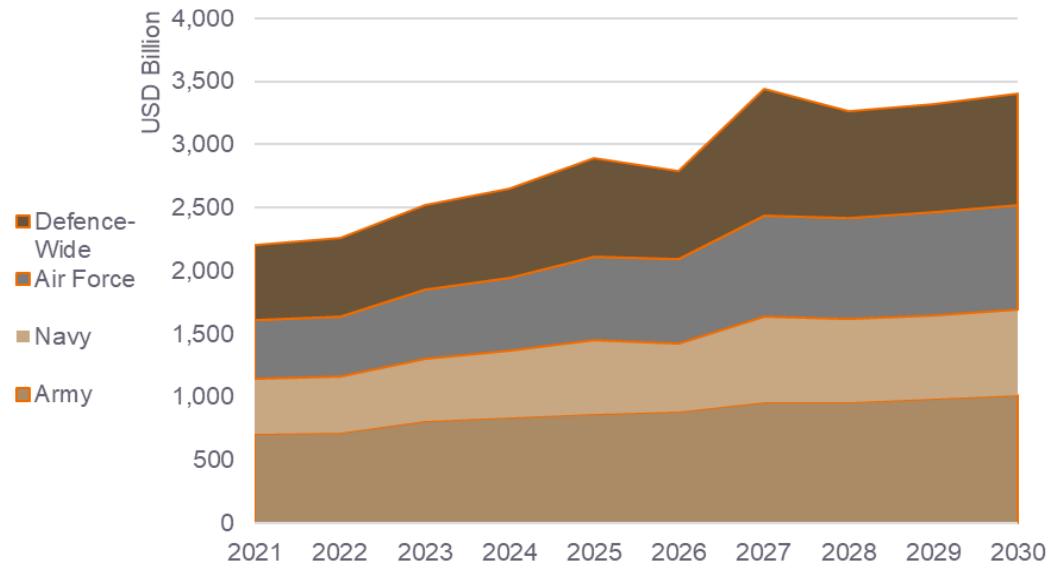
TAM – Total Addressable Market  
SAM – Serviceable Addressable Market  
SOM – Serviceable Obtainable Market

1. Source (Military Diving, TDVs, Submarine Platforms): Janes Group UK Limited, 2026 market forecasts
2. Source (Commercial Diving): Cognitive Market Research, Global Commercial Diving Market Report 2026
3. Source (Submarine Escape and Rescue): James Fisher Defence, Salesforce internal data

# Regional and country defence budget increases

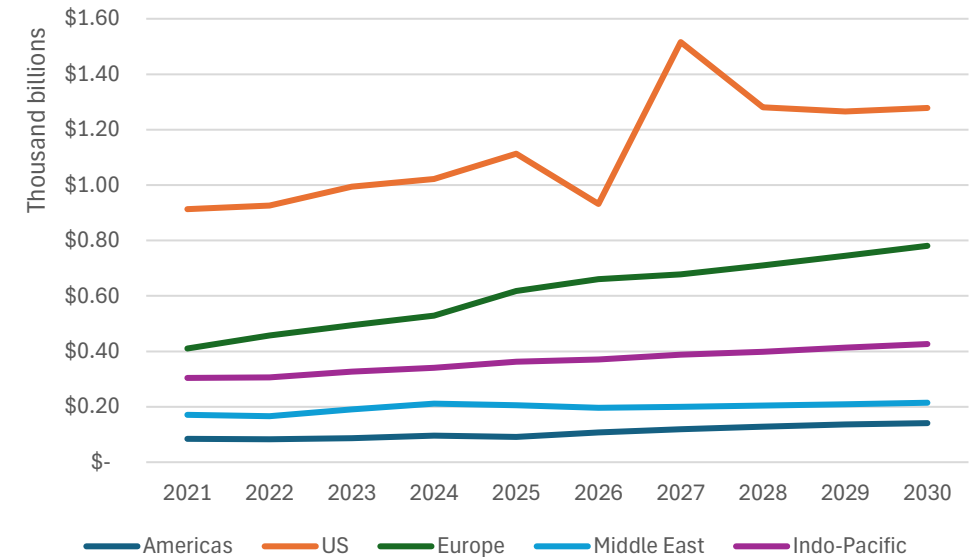
Supportive market backdrop for JFD's growth strategy

Worldwide defence budgets, total and by category <sup>1</sup>



- Military spending is expected to increase by c.23% between FY 2026 and FY 2027
- Naval force spending has one of the highest annual growth rates (+25%), closely followed by Air Forces (+20%)

Total defence budgets by region <sup>1</sup>



- US to grow at a CAGR of 8% 2026-2030, remaining the largest defence budget globally
- Indo-Pacific countries (+4% CAGR) to have consistent growth in defence budgets with regional arms races

# Well positioned for growth

## Supportive markets



- Supportive market backdrop with increase in government spend
- Full product lifecycle
- Our products growing faster than underlying market
- Strong geographic and customer diversification across the globe

## Refocused our commercial efforts



- Growing order book
- Long term pipeline momentum
- Accelerating operating profit margin

## Technology is a key differentiator



- Investment into future technology driven by strong market demand
- Key innovation in Tactical Delivery Vehicles and military diving systems
- Industry-leading products

Supported by the **One James Fisher** model and operational efficiency

# James Fisher Defence growth strategy

Delivered through three key pillars

Supportive megatrends & markets: Our **One James Fisher** model



Aligned strategic markets



Innovation & technology

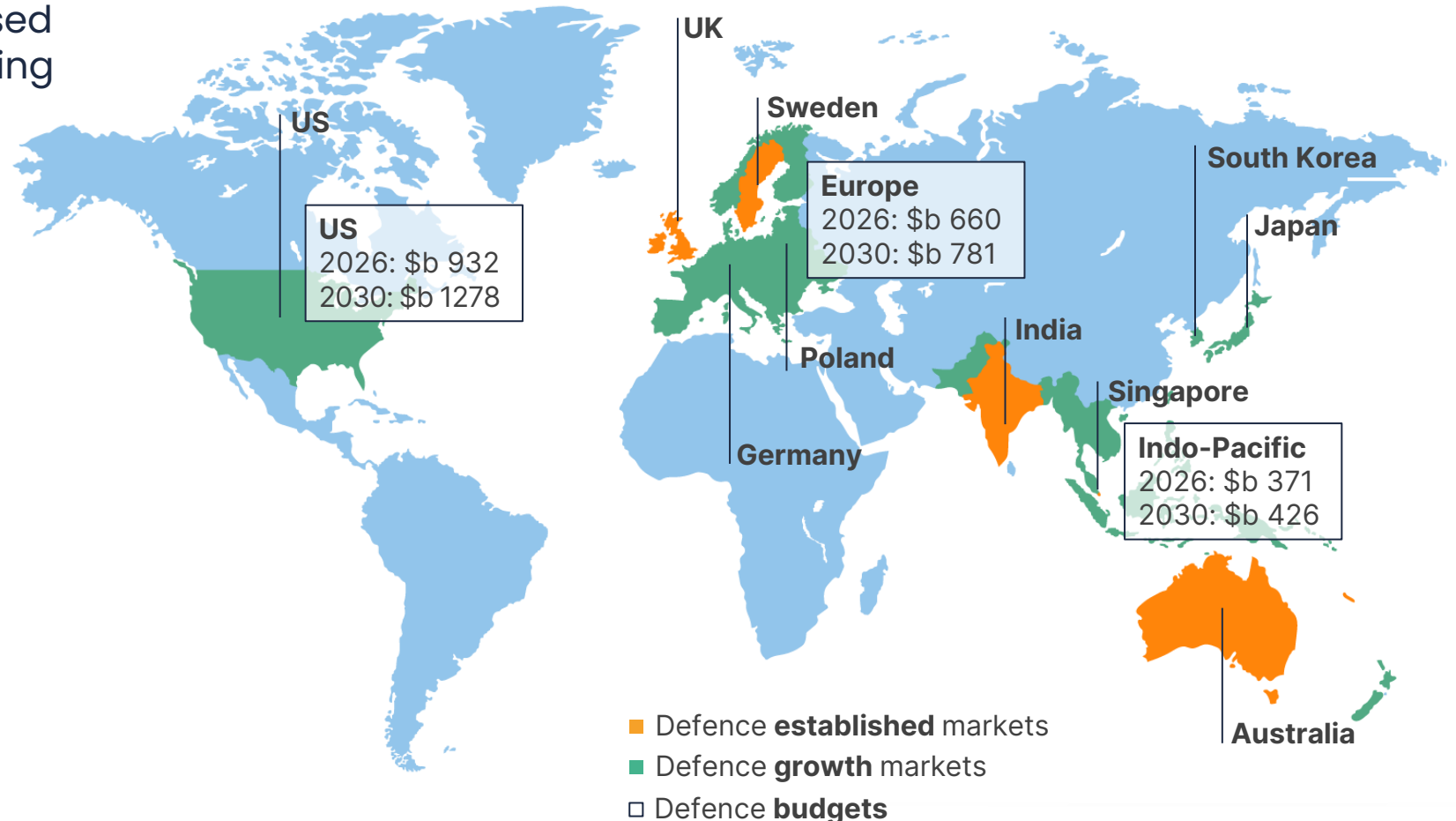
People & capabilities



# Growing to meet current and future defence needs globally

Strongly positioned for increased blue economy defence spending

- Continued delivery in our home markets – UK, Sweden, Australia, Singapore and India
- Accelerating growth through new markets – Poland, South Korea, Japan and Middle East
- Further growth expected across US, Indo-Pacific region and Continental Europe (NATO)
- Enabled by our operational excellence and scaled through regional service capability



# Investing to scale our global footprint

## Investment

Investment in facilities and growth

## Digital transformation

Digital transformation system, data and process improvements

## Innovation

Innovation in regional technical clusters

## Supply chain

Supply chain agile multi-national growth

## Core capabilities

Core capabilities embedded in centres of excellence

We will grow our production capacity





# Investing in US to accelerate future growth

## US is a key pillar of our growth strategy

### US Defence market – significant opportunity

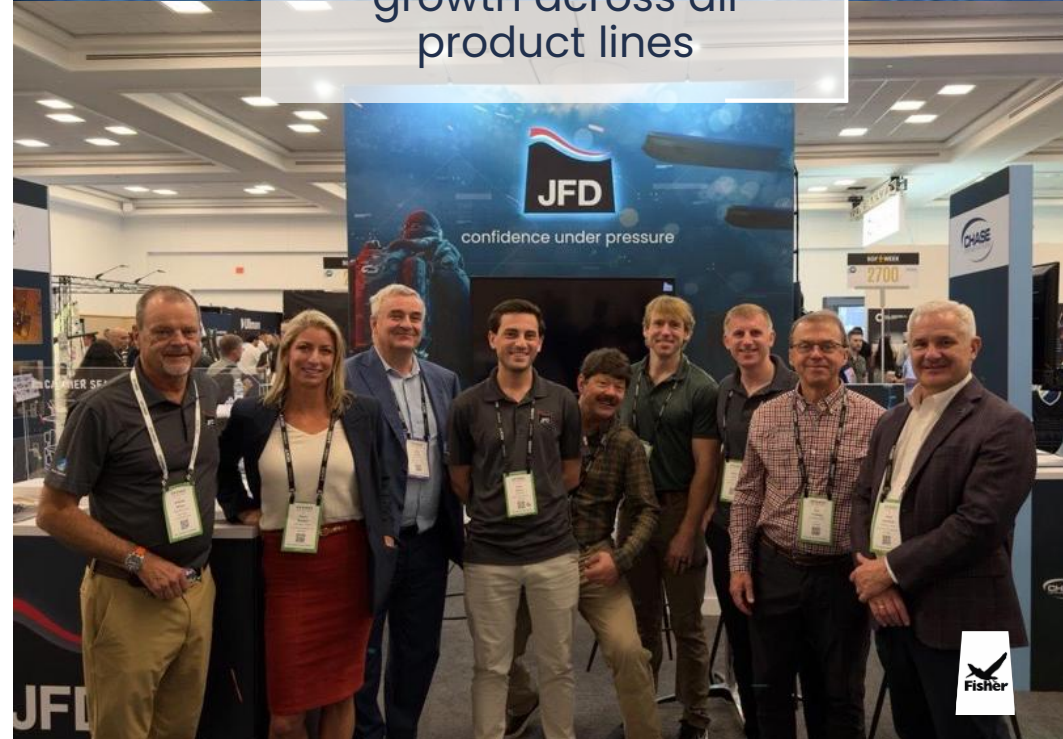
- World's largest defence market, with sustained long-term growth forecasts
- US defence spending exceeds the combined budgets of the next ten nations
- Limited indigenous capabilities in submarine rescue, advanced rebreathers and tactical delivery vehicles

### Set up and success to date

- Building local presence, capability and assembly capacity to support future growth at scale
- Early traction achieved across three product lines, validating our market entry strategy
- Completed Special Security Agreement (July 2025)
- Foreign Comparative Testing contract complete



Anticipated material growth across all product lines



An underwater scene featuring a diver's helmet and equipment. The helmet is metallic and has several lenses and sensors. The background is a deep blue ocean with some bubbles and a rope hanging down. A white arrow points from the left towards the helmet.

# 05 Financials

• Heather Nisbet – Finance & Commercial Director (Defence)

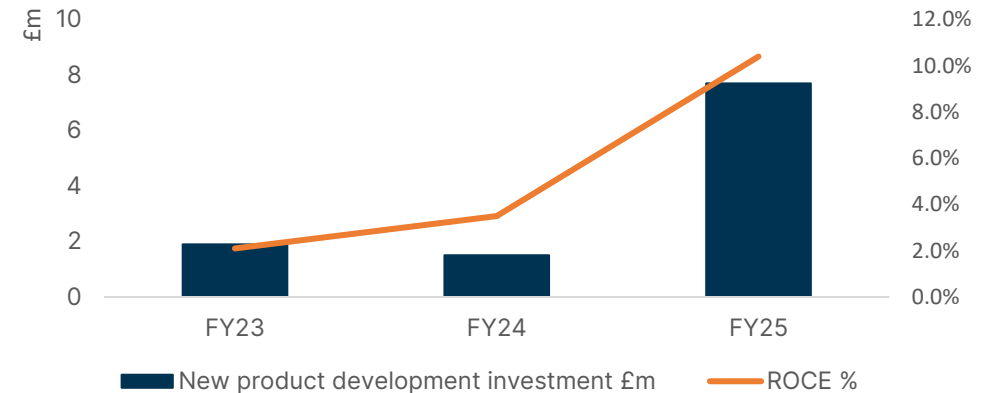
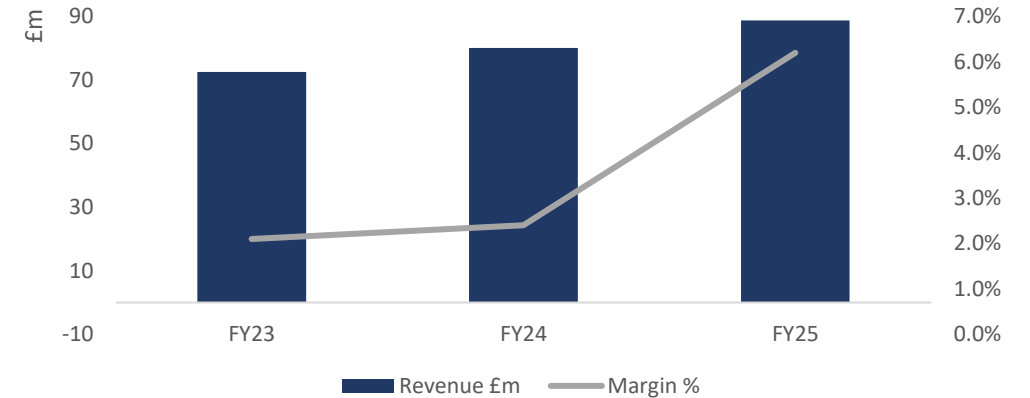
# Financial turning point for Defence

Turnaround improves business performance, driving future growth

01. Increased revenue (11% CAGR) and profitability (91% CAGR)

02. Disciplined and increased spend on innovation, people and capex for sustainable growth

03. Good cash and working capital management

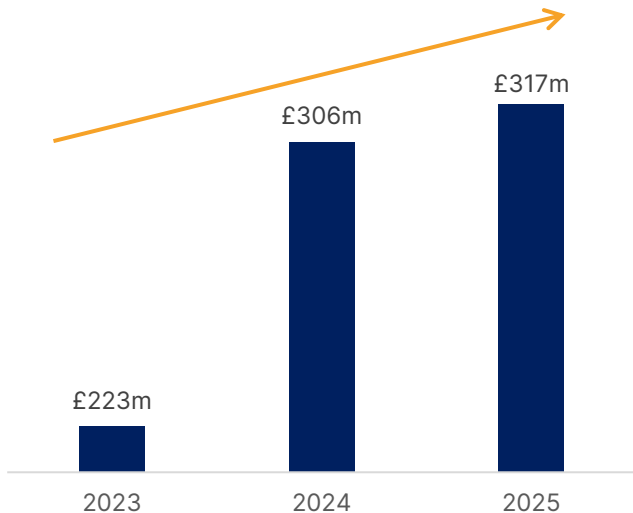


2 years of turnaround – **improved** business performance, providing a platform for growth

# Growing order book and long-term visibility of pipeline

Orderbook increased **+42%**  
2025 vs 2023

**£317m order book**  
(25% OEM & 75% Service)



c. £50m  
programmes  
awarded



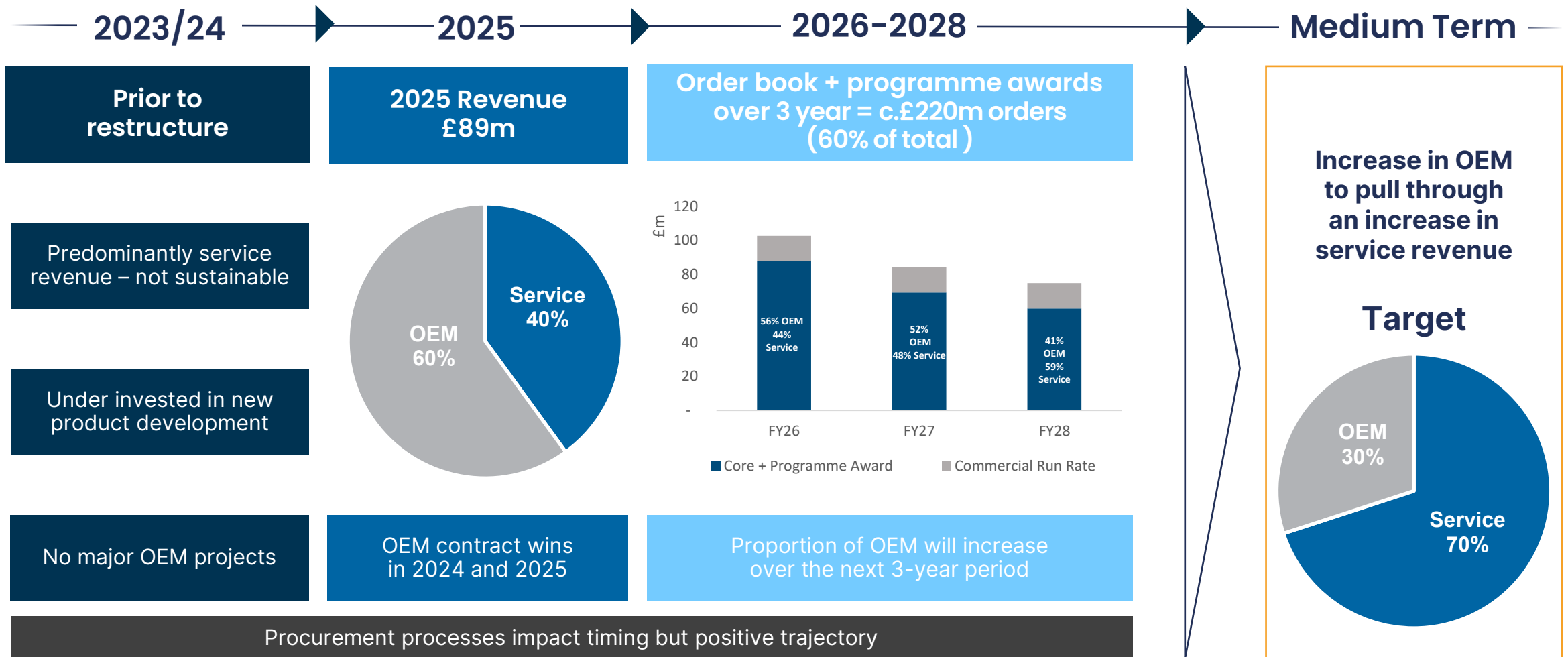
c. £15m p/a  
Commercial  
Diving run rate  
revenue



Strong order  
intake driving  
visibility of  
medium to long  
term pipeline

Orders and awards secured

# Enabling sustainable growth – medium term target 70% service & 30% OEM revenue



Predominantly service revenue – not sustainable

Under invested in new product development

No major OEM projects

OEM contract wins in 2024 and 2025

Proportion of OEM will increase over the next 3-year period

**Increase in OEM to pull through an increase in service revenue**

**Target**

OEM 30%

Service 70%

# Momentum to grow margin

6.2% (FY25) – growing underlying operating profit margin to greater than 10% is our ambition

Currently sub-scale,  
volume flow-through



Opportunity for  
premium pricing



Customer excellence

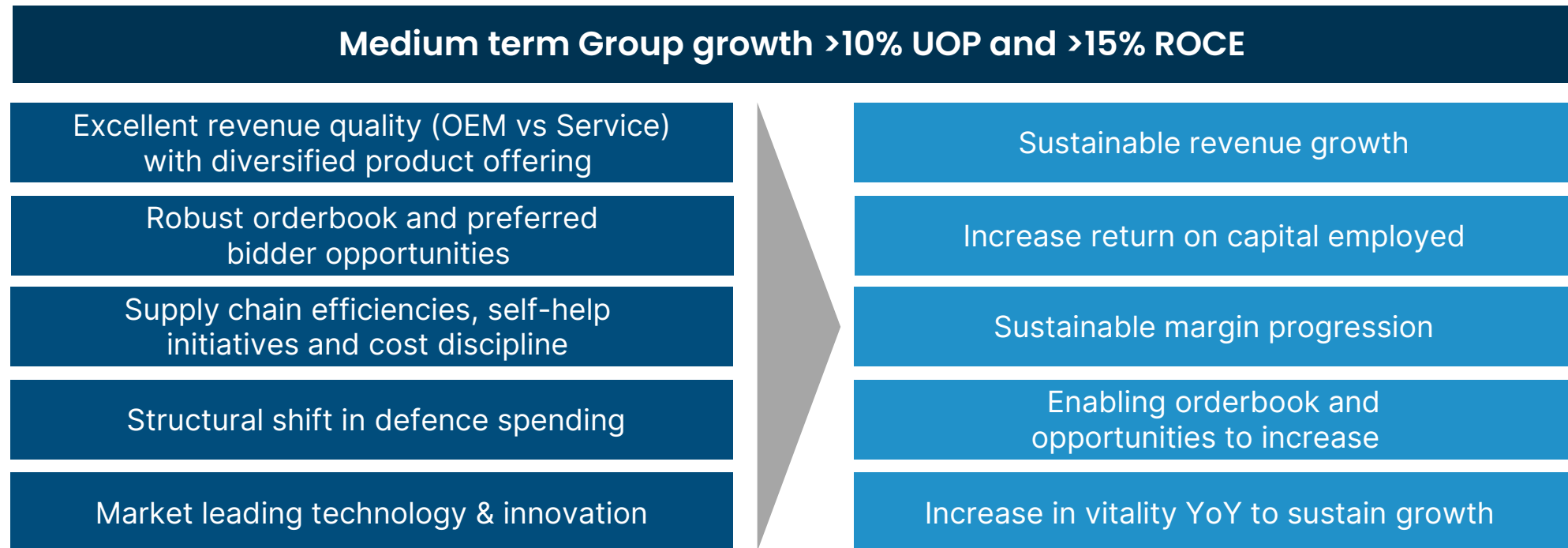


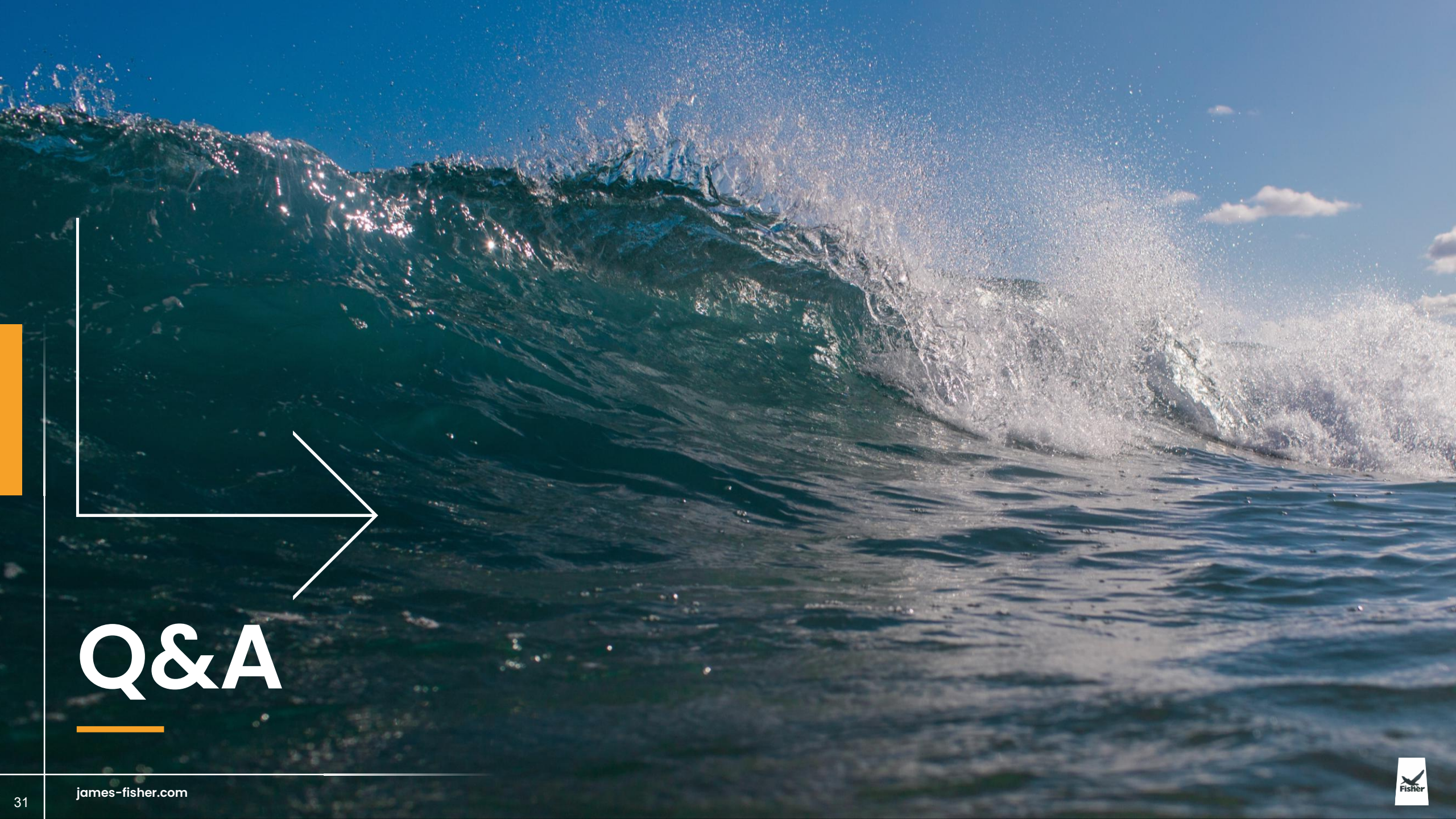
Selective expansion



Disciplined investment in capability and product development

# Turning point to create long-term value





# Q&A

A worker in a red uniform and cap is working on a machine. The worker is wearing a black cap, a light blue surgical mask, and a red long-sleeved shirt with reflective silver stripes. He is focused on adjusting a black component of a large industrial machine. The machine has various metal parts, including several vertical rods with circular bases. The background is a clean, industrial setting with white walls and overhead lighting.

# 06. People & innovation & technology showcase

Richard Devlin

# Applying our people strategy to strengthen Defence delivery and growth

## Talent



- Restructured the Defence Senior Leadership Team
- Military expertise in key roles
- Strengthened function expertise in safety, quality, commercial and operations

## Growth



- Focus on workforce planning and forecasting in support of growth
- Development of skills pipeline linked to future growth
- Focus on early and late careers development

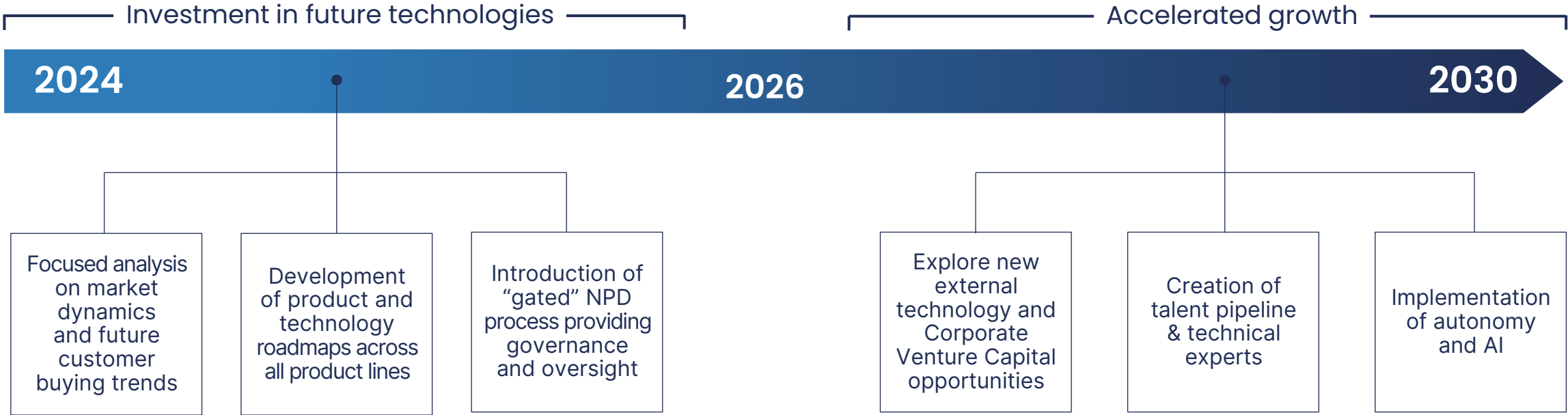
## One James Fisher



- Wellbeing, flexibility and engagement initiatives launched
- Stronger workforce connection and retention
- Targeted talent attraction campaigns focused on James Fisher employee value proposition

# Robust new product development programme

Sustaining and enabling our growth trajectory



# Investing in technology for future growth

Mission-led design from operational requirement	Safety-critical engineering & certification assurance	Extreme environment validation & qualification	Human system performance integration	Modular, interoperable, configurable systems	Through-life operational support assurance
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Strong pipeline of **upcoming** new products to be launched

Innovation is a core differentiator and driver





# Submarine Escape & Rescue

James Richards – Head of Submarine Rescue

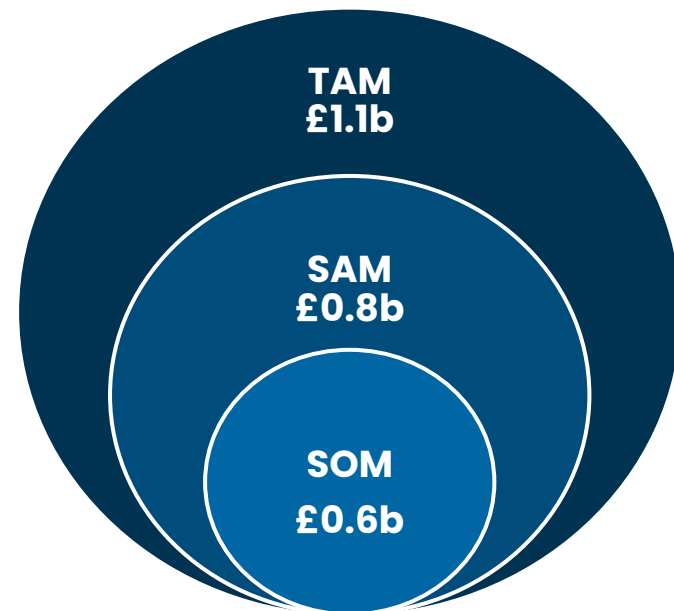
# Exercise Pacific Reach



# Submarine Escape and Rescue – market leader

World leader of Submarine Escape & Rescue services and products

Market size – Cumulative 5YR 2026–2031<sup>1</sup>



TAM – Total Addressable Market  
SAM – Serviceable Addressable Market  
SOM – Serviceable Obtainable Market

## Market Drivers

- 01.**  
Aggressive & congested underwater battlespace
- 02.**  
Increasing demand for new, inter-operable capabilities
- 03.**  
Existing systems ageing

## Market position

- #1** Global provider of submarine rescue services
- 61%** of world's rescue vehicles manufactured
- NATO Endorsed**  
Operational, Technical & Training Authority
- 40+** Years – proven operational experience
- Leading**  
Biomedical technology – monitoring casualties in real time
- c.30** Navies supported worldwide

## Competitors



# Submarine Escape & Rescue

The global market leader, delivering services and products which set the standard for safety and drive innovation for the future.

## What we do

### Assured services & products

- Rapid response
- Long term service contracts
- Flyaway and / or ship based



## Core capabilities

### Proven lifecycle partner

- Design, build, maintain, operate, train
- Operational, Technical & Training Authority
- Full range of commercial options (GOGO – COCO)



## Market differentiators

### Best in class with global presence

- We are the only “One Stop Shop”
- Scalable and interoperable
- Operational and pan-product line knowledge share



## How we will grow faster than underlying market

### Apply experience to stay ahead

- Customer Intimacy
- New customers
- Intelligence led innovation



Business model – OEM product sales, aftersales support / obsolescence management, recurring retention service fee, additional revenue through mandated offshore training deployments

# 4th Gen Submarine Rescue System



## Customer requirement – feature of service

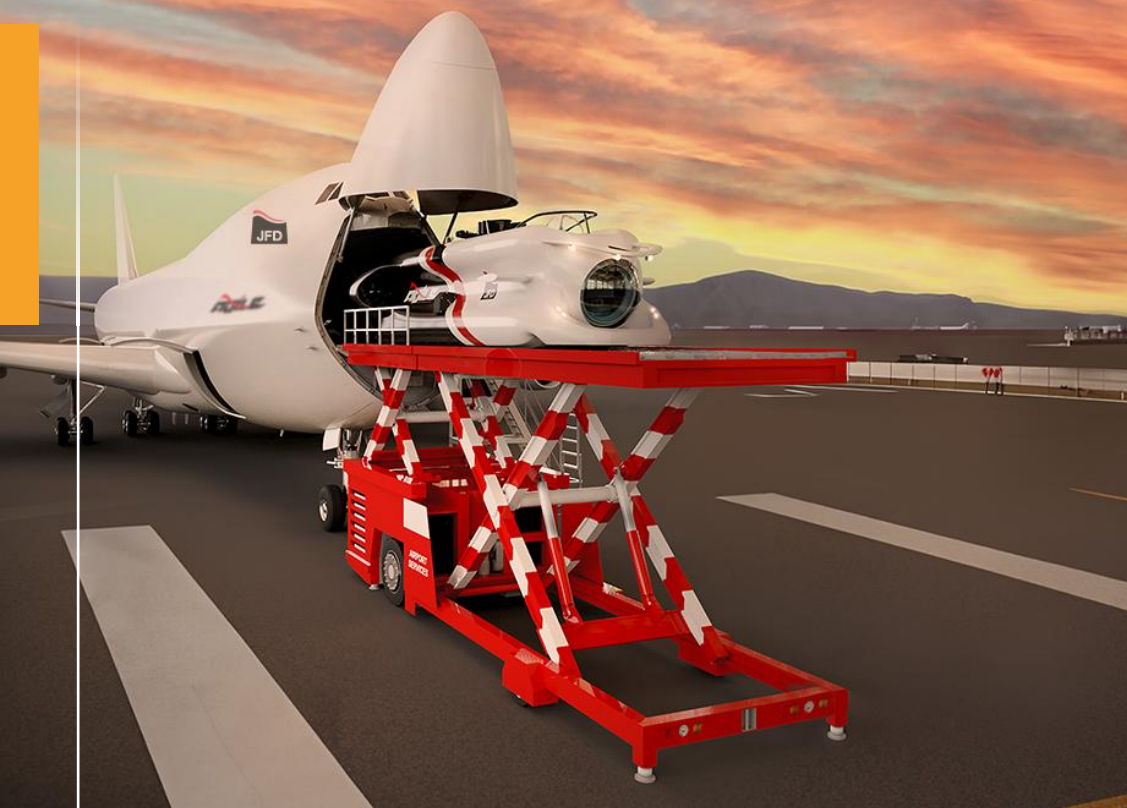
- No delays, no compromise, rescue ready
- Inter-operable
- Transport via commercial aircraft

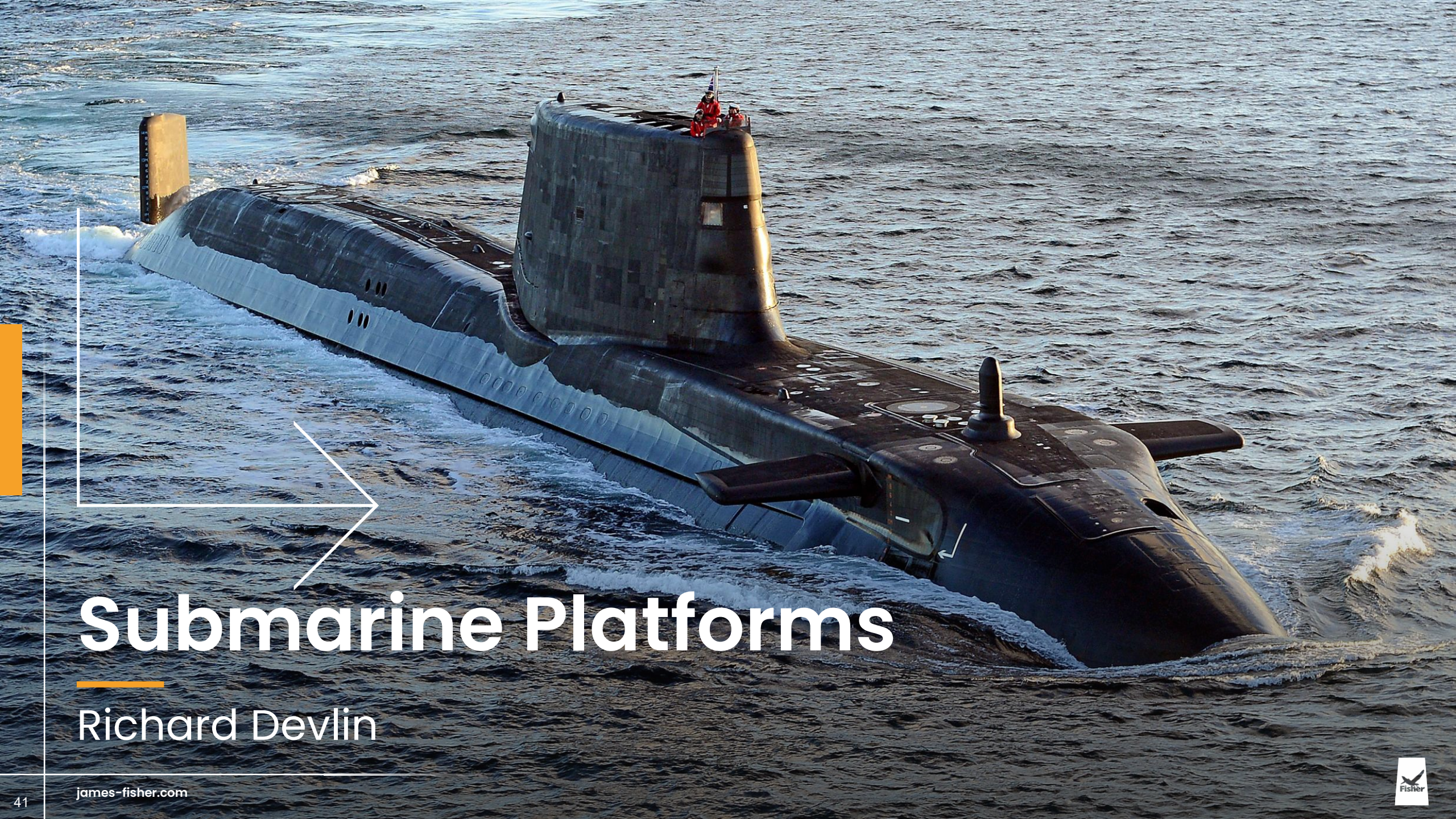
## Market differentiators

- Experience informing design
- Fully modular, containerised system = flexibility
- Global reach and readiness infrastructure
- Systems of systems

## How we scale

- Maintain position as global authority
- Win sovereign and multinational programmes
- Leverage global rescue club





# Submarine Platforms

Richard Devlin

# Submarine Platforms – market challenger

JFD is a trusted provider of specialist capabilities, sub-systems and in-service support solutions for military submarines

## Market Drivers

- 01. Global fleet expansion:** 50+ submarine builds by 2030, with sustained long term growth
- 02. Ageing fleet:** widespread obsolescence in existing global fleet driving demand for through life upgrades and in-service support
- 03. Supply base evolution:** submarine OEMs increasing supply chain competition and diversification

## Market position

### Proven

Provider of dual-use technology to enable life subsea

### Trusted

Product on four classes of submarines internationally

### Predictable

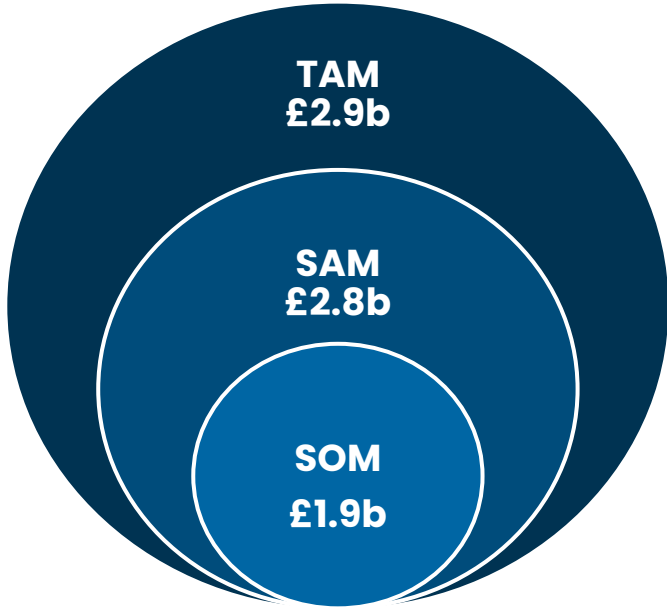
Long term aftermarket

## Competitors



# Submarine fleet landscape

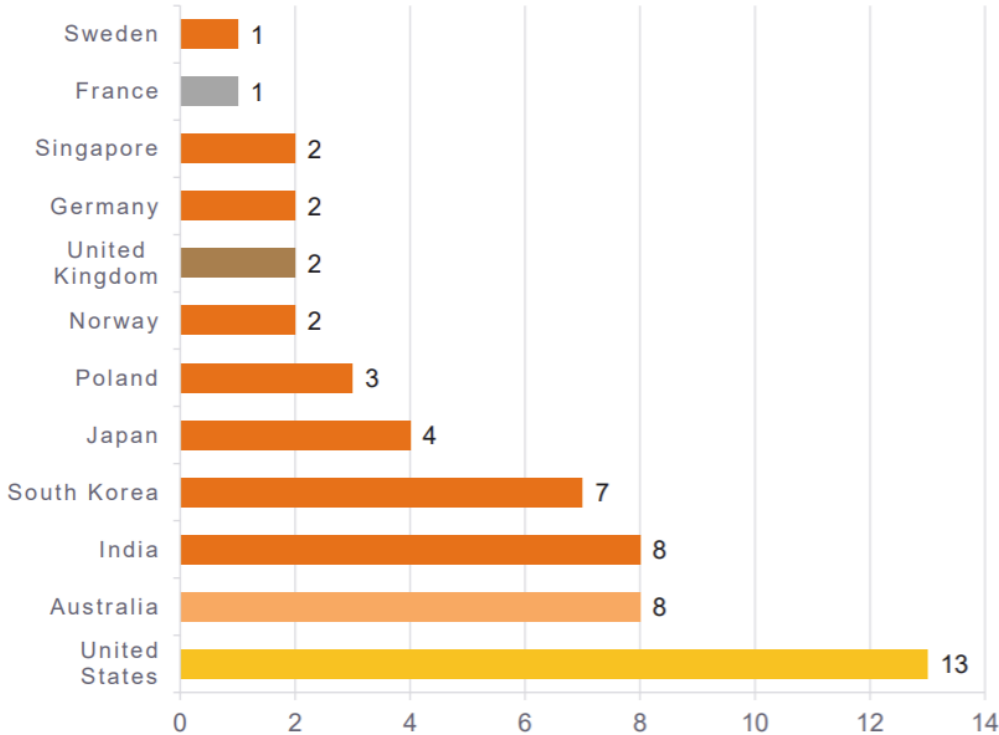
Market size – Cumulative 5YR 2026–2031<sup>1</sup>



Three technology areas will drive growth

TAM – Total Addressable Market  
 SAM – Serviceable Addressable Market  
 SOM – Serviceable Obtainable Market

Total submarine procurement forecast, by units (2026–2031), selected 12 countries<sup>1</sup>



# Submarine Platforms

Expanding our role in specialist submarine systems and through-life support across three core areas: ocean interfaces, atmosphere management & submarine escape & rescue

## What we do

Mission-critical submarine systems & support

Trusted partner to submarine builders internationally

Hardware and recurring in-service revenue



## Core capabilities

### 3 core pillars of expertise:

**Ocean interface:** diver and vehicle deployment and recovery

**Atmosphere management:** onboard safety-critical environment monitoring systems

**Escape & rescue:** provision of equipment that enables escape or rescue



## Market differentiators

Proven technology that enables life in subsea environments

Experts in decompression management

World leaders in Escape and Rescue



## How we will grow faster than underlying market

Develop deployable solutions across new build and through-life upgrade programmes

**Expand OEM footprint:** Deepen existing APAC partnerships and grow new relationships, especially in the US

**Proven dual-use technology**  
Cross-pollinate industry adopted life support technology into the submarine market



Business model – OEM product sales, aftersales support / obsolescence management



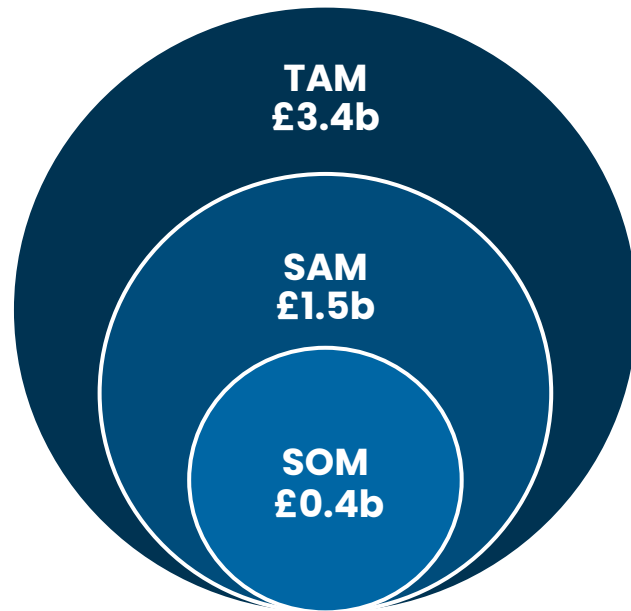
# Commercial Diving

Andrew Laing – Commercial Diving Director

# Commercial diving – market leader

A global leader in commercial diving products and services, delivering safe, trusted and innovative solutions

Market size – Cumulative 5YR 2026–2031<sup>1</sup>



Commercial diving to gain market share and grow faster than underlying market

TAM – Total Addressable Market  
 SAM – Serviceable Addressable Market  
 SOM – Serviceable Obtainable Market

## Market Drivers

01. Global energy security
02. Alternative supply markets – Africa, South America and APAC
03. 52% of offshore infrastructure is over 20 years old
04. DSV supply pressures due to increased demand for services

## Market position

### Global leader

in design and manufacture of diving and hyperbaric equipment

**#1** provider of diver helium gas recovery and purification systems

**40+** years delivering technology to improve diver safety

**Only** CE-marked, EN-approved compact bailout saturation rebreather set

**c.70%** of global DSV fleet embedded with proprietary hardware

## Competitors

**DRASS**<sup>®</sup>

 Unique Group

# Commercial diving technology

Delivering safe, innovative technology that operates in the harshest environment on earth

## What we do

### End-to-end technology partner

- Complete saturation diving systems
- Digital communication and gas analysis
- Environmental conditioning and monitoring
- COBRA emergency bailout system



## Core capabilities

### Designed for the harshest environments

- Designs approved to meet the highest industry standards
- Full in-house testing capabilities
- Global team supporting in-service products



## Market differentiators

### Trusted OEM partner to our customers

- Market leader in diver safety technology
- Equipment installed on more than 70% of the global DSV fleet
- Extensive proprietary technology portfolio



## How we will grow faster than underlying market

### Global technology leader

- Leverage common technology across our product portfolio
- Focused new product development roadmap
- Deliberately enter new markets through our One James Fisher locations



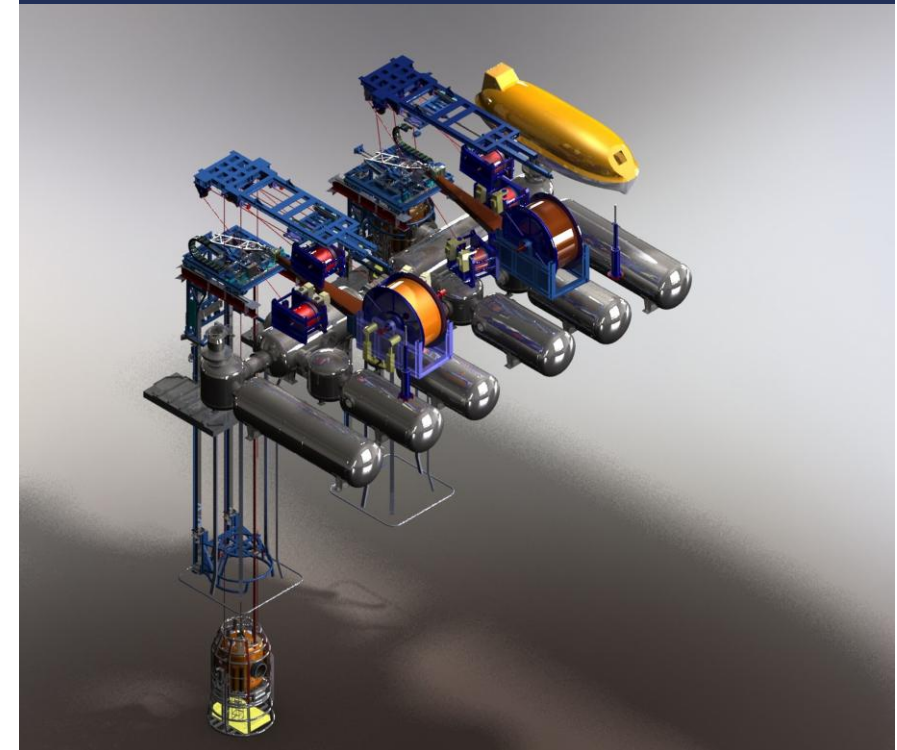
Business model – turnkey solutions, OEM equipment & consumables, service & training

# Field proven DSV solutions

Diving Support Vessel (DSV) – TechnipFMC Deep Explorer

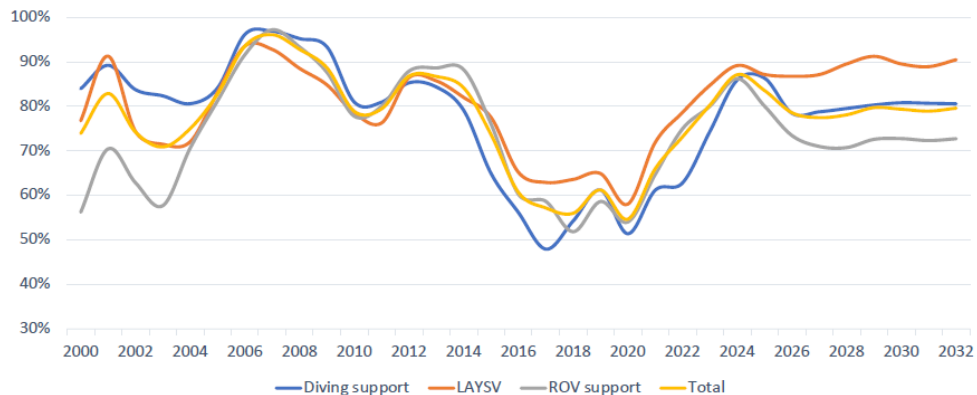


JFD – 24 Man DNV Classed Saturation System

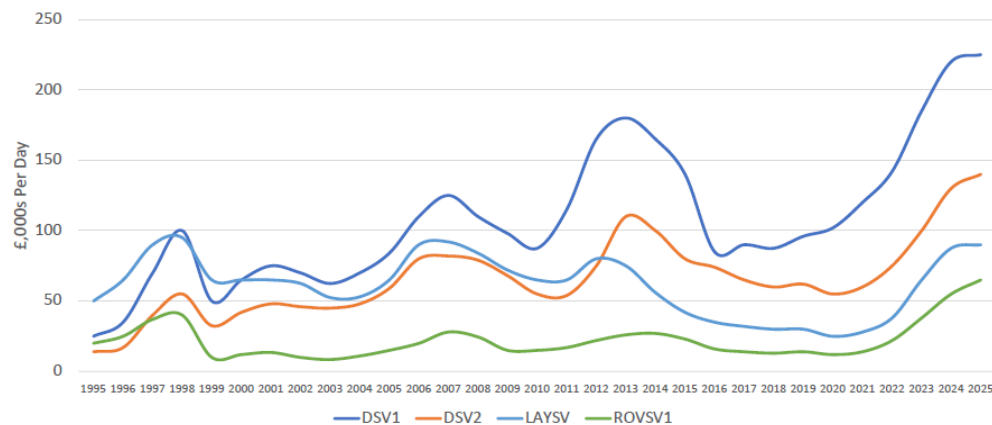


# DSV opportunities – we are ready to deliver

DSV utilisation forecast > 80% beyond 2030  
Global vessel net utilisation to 2032



DSV day rates continue to climb due to supply pressure  
Subsea vessel day-rates



## DSV market commercial growth potential

### High DSV utilisation and rising day rates support our growth strategy

Ready for the next DSV build cycle – delivery through common technologies, digital innovation and operational efficiency

Capability to deliver turnkey or as a technology partner with our trusted proprietary technology

Globally positioned to own the life-extension market with scalable upgrade solutions and technical capability





# Q&A



# Military Diving

Peter Laughton – Head of Military Diving

# Military Diving – market leader

Enabling mission success in the harshest environments through availability, exceptionally safe, trusted and innovative products

## Market Drivers

- 01.** Increasing geopolitical instability and conflict driving sustained global defence spending
- 02.** Customers wanting to go deeper and stay submerged longer
- 03.** Recapitalisation of military diving equipment toward modular, multi-mission and technology-enabled life support systems

## Market position

**+1,800**

Military rebreathers sold worldwide

**Outstanding**

safety record and reputation for quality and reliability

**40+**

years expertise in delivering integrated dive support contracts

**20+**

years of providing rebreathers, chambers and support to UK and Australia

**Significant**

global growth opportunity

## Competitors

**AVON**  
PROTECTION

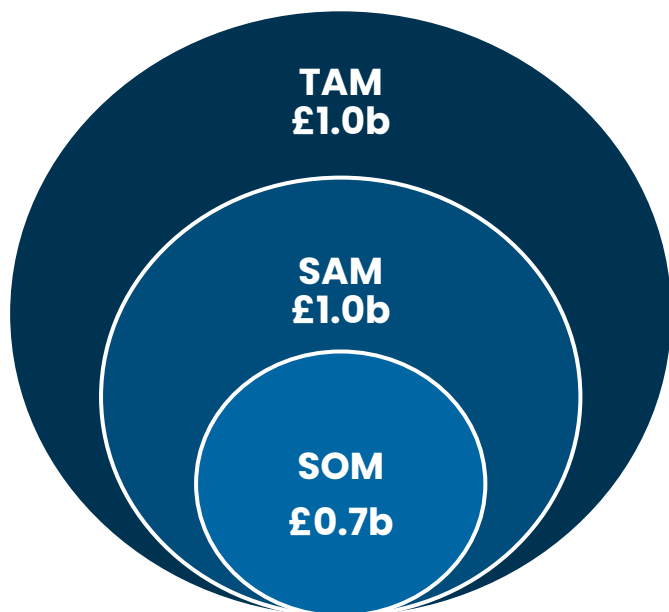
**JCCR**  
VERSATILE REBREATHERS

**Dräger**



# Forecast market for diving systems(2026-2031)

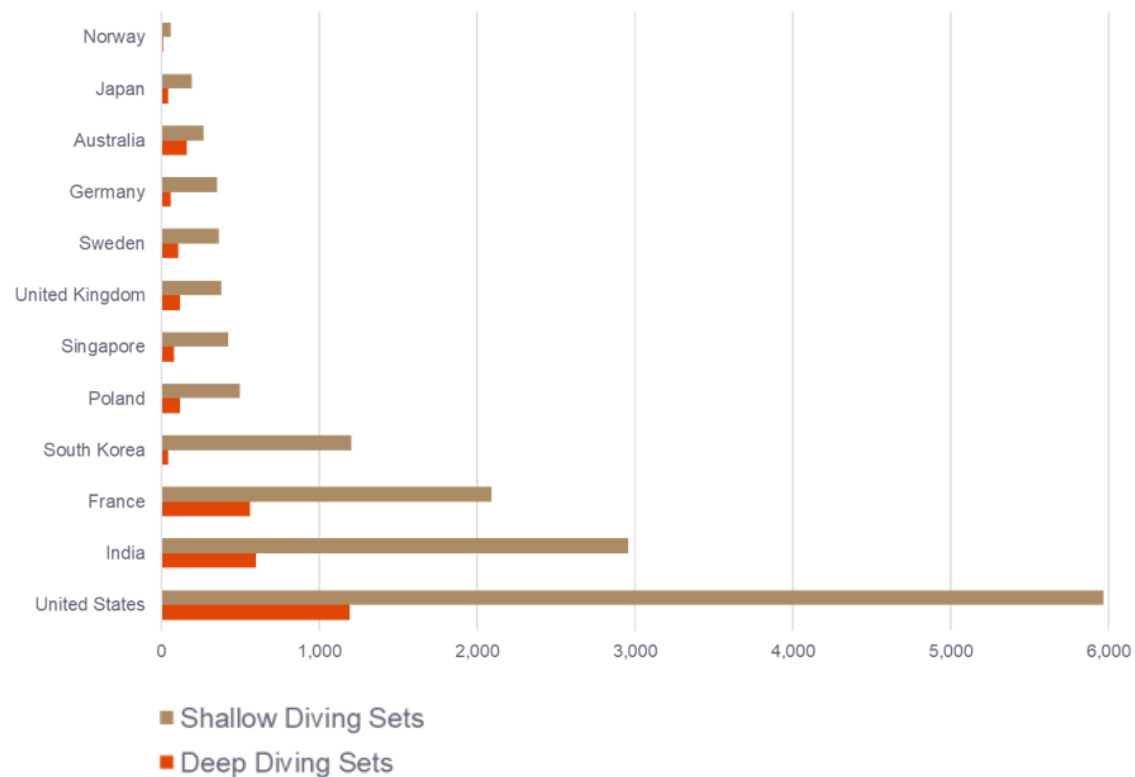
Market size - Cumulative 5YR 2026-2031<sup>1</sup>



Military diving to grow through in service support, training offering and new product (SMR)

TAM - Total Addressable Market  
 SAM - Serviceable Addressable Market  
 SOM - Serviceable Obtainable Market

Forecast market demand - diving system units 2026-2031, selected 12 countries<sup>1</sup>



# Military Diving

Deliver safe and reliable mission critical diving equipment, services and training

## What we do

### Global OEM, Service and Training Provider for military divers

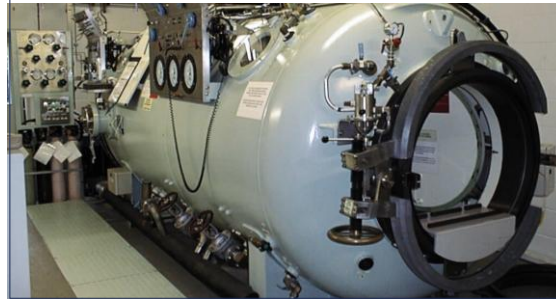
- Shallow and deep-water rebreathers and diving chambers
- Repairs, maintenance and servicing
- Military diver training



## Core capabilities

### Solutions for full spectrum military diving against multiple target sets

- Design, build, maintain, operate and train
- In-service support to mine clearance and combat divers



## Market differentiators

### High quality, assured delivery and availability

- Exceptionally safe cutting-edge military diving capability
- Highest levels of availability
- Scalable in-country service provision



## How we will grow faster than underlying market

### SMR new product launch – 3+ bids in process in the short term

- Secure growth in Indo-Pacific, USA and Europe
- Increase global military diver training and chambers pipeline



Business model – OEM product sales, aftersales support / obsolescence management, recurring retention service fee

# New product launch to drive growth – Stealth Multi-Role (SMR) military rebreather



## Customer requirement

- Stealthy, compact, streamlined, modular and adaptable
- Multi-mission capable – full spectrum operations
- Long endurance and depth >100m
- Rugged, reliable and safe with O<sub>2</sub> and CO<sub>2</sub> monitoring

## Differentiated offering

- Future-proof with open architecture and software upgrades
- Mechanical or electrically driven – 85% the same components
- Simplicity and exceptional ease of breathing
- Up to 12-hour mission duration and compatible with TDV

## How we will scale

- Product and aftermarket services
- Multi-year in-country contracts
- Integrate diver comms, telemetry, and biomedical monitoring



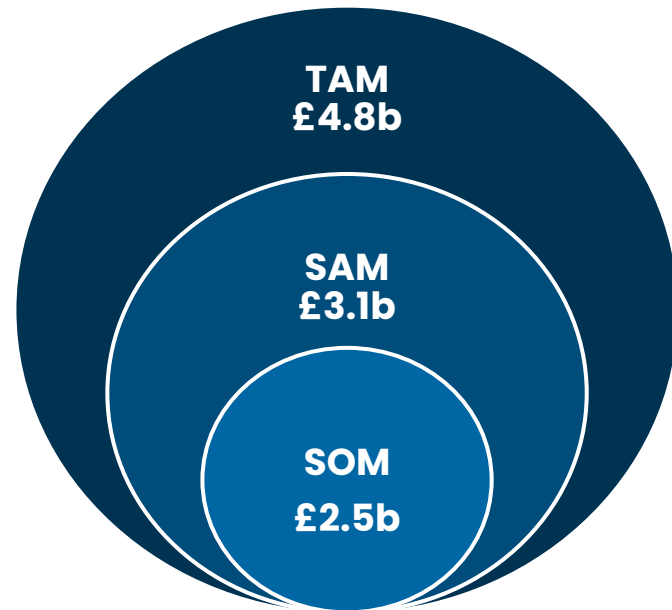
# Tactical Delivery Vehicles

Richard Devlin

# Tactical Delivery Vehicle (TDV) – market disruptor

Positioned as a market disruptor with a differentiated offering in the underwater battlespace

Market size – Cumulative 5YR 2026–2031<sup>1</sup>



TDV key growth driver through next generation carrier seal

TAM – Total Addressable Market  
SAM – Serviceable Addressable Market  
SOM – Serviceable Obtainable Market

## Market Drivers

01.

Structural increase in underwater battlespace budgets

02.

Naval forces to be one of the highest growth rates per annum (+24.8%)

03.

TDVs will play a key role in future Hybrid Navies

## Market position

**# 1 Global leader**

In the production of Hybrid TDV

**Proven**

The only productionised high-speed surface/subsurface craft on the market

**Secured**

In-service support contract in the world

**Significant**

Qualified growth opportunities globally

# Tactical Delivery Vehicles

Deliver world class solutions by combining cutting-edge technology with flexible commercial models

## What we do

### Clandestine insertion

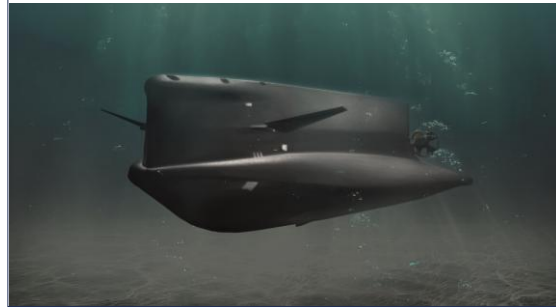
- Special operations and naval tactical mobility
- Covert and efficient maritime access
- Proven diver and payload delivery



## Core capabilities

### Rapid, covert insertion

- Long over-the-horizon insertion range
- Difficult to detect above or below water
- Rapid surface, semi-submerged and subsurface capability



## Market differentiators

### Platform flexibility

- Modular architectural design
- Commercial flexibility – standard sale to turnkey lease



## How we will grow faster than underlying market

### Next generation development

- Deliberate focus on spiral tech-upgrades
- Deliver a fully autonomous TDV capability into the market
- Build to print manufacturing model

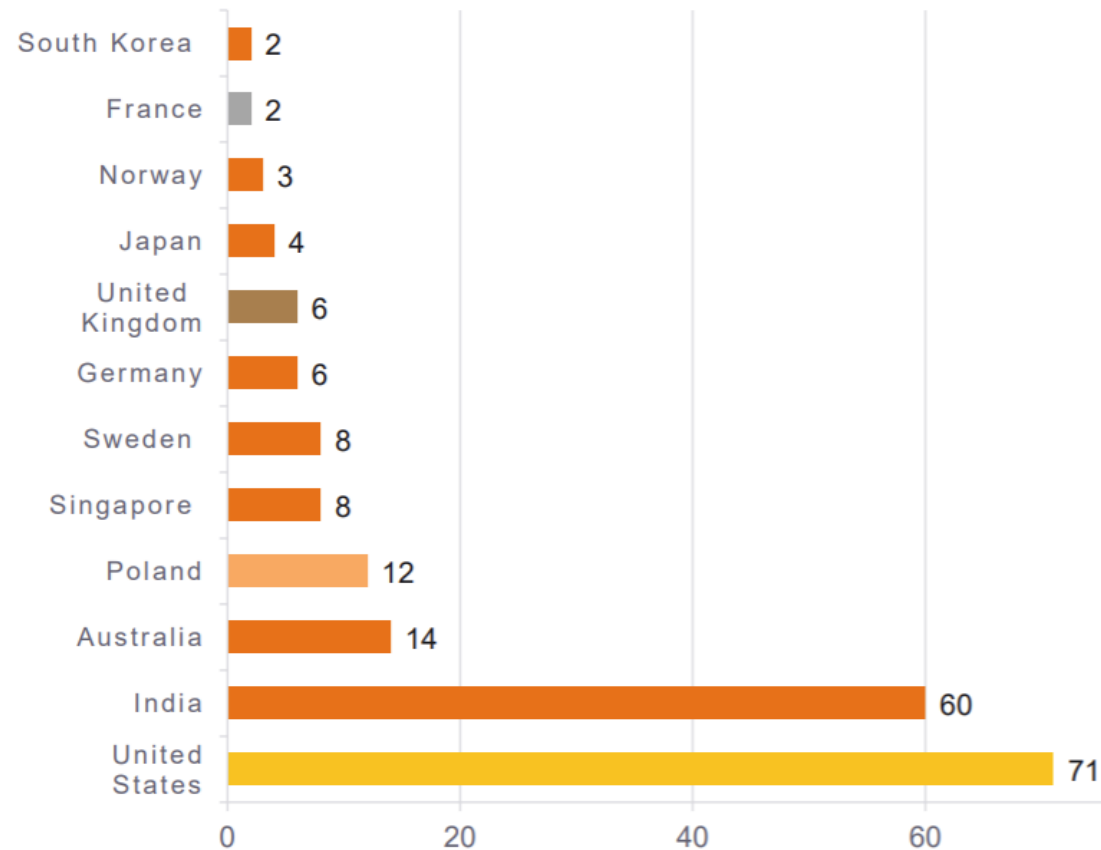


Business model – OEM product sales, aftersales support / obsolescence management, recurring retention service fee

# Market forecast



Total tactical delivery vehicle procurement forecast, by units (2026–2031), selected 12 countries <sup>1</sup>



1. Source: Janes Group UK Limited: 2026 market forecasts This content includes licensed data information supplied by Janes; Copyright © Janes , 2026. All rights reserved.



# 07 Summary

• Jean Vernet

# Well positioned to grow and scale

Supportive megatrends & markets: Our **One James Fisher** model



Aligned strategic markets

Submarine Escape and Rescue

Commercial Diving

Military Diving

Tactical Delivery Vehicles

Innovation & technology

People & capabilities

Fly by wire

Digitally enabled

Geographically deployed

Global production and service centres of excellence

# Defence & Energy converging

We are well equipped to take advantage of our existing Energy expertise converging with the Defence market to protect:

- Ports
- Cables
- Harbours
- Littoral infrastructure





# Q&A

Any remaining questions,  
please contact James Fisher  
Investor Relations;

[j.konrad@james-fisher.co.uk](mailto:j.konrad@james-fisher.co.uk)



**Thank You**