

ONESPAWORLD

AT SEA. ON LAND

– The Global Health and Wellness Company –

INVESTOR PRESENTATION | JUNE 2021



DISCLOSURE & FORWARD LOOKING STATEMENTS

OneSpaWorld Holdings Limited has filed a registration statement on Form S-3 (File No. 333-239628) (including the prospectus and prospectus supplement that form a part of such registration statement, the "Registration Statement") with the U.S. Securities and Exchange Commission (the "SEC") for the offering to which this presentation (the "Investor Presentation") relates. References in this presentation to the "Company," "we," "us," "OSW" and "our" refer to OneSpaWorld Holdings Limited and its consolidated subsidiaries. Before you invest, you should read the prospectus supplement and the other documents we have filed and will file with the SEC for more complete information about us, the selling shareholders and this offering. You may obtain copies of such documents (and the final prospectus supplement, when available) for free by visiting EDGAR on the SEC website at www.sec.gov.

This Investor Presentation shall not constitute an offer to sell or the solicitation of an offer to buy, nor shall there be any sale of these securities in any state or other jurisdiction in which such an offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such state or other jurisdiction.

Forward-Looking Statements

This Investor Presentation includes "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended and the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995. The expectations, estimates, and projections of the Company may differ from its actual results and consequently, you should not rely on these forward-looking statements as predictions of future events. Words such as "expect," "estimate," "project," "budget," "forecast," "anticipate," "intend," "plan," "may," "might," "project," "possible," "would," "will," "could," "should," "believe," "predict," "potential," "continue," or the negative or other variations thereof and similar expressions are intended to identify such forward-looking statements. These forward-looking statements include, without limitation, expectations with respect to future performance of the Company, including projected financial information (which is not audited or reviewed by the Company's auditors), and the future plans, operations and opportunities for the Company and other statements that are not historical facts. These statements are based on the current expectations and beliefs of the Company's management concerning future developments and their potential effects on us taking into account information currently available to us and are not predictions of actual performance. There can be no assurances that future developments affecting us will be those that we have anticipated. These forward-looking statements involve significant risks and uncertainties that could cause the actual results to differ materially from the expected results. Factors that may cause such differences include, but are not limited to: the demand for the Company's services together with the possibility that the Company may be adversely affected by other economic, business, and/or competitive factors or changes in the business environment in which the Company operates; changes in consumer preferences or the market for the Company's services; changes in applicable laws or regulations; the availability of competition for opportunities for expansion of the Company's business; difficulties of managing growth profitably; the loss of one or more members of the Company's management team; and other risks and uncertainties described or incorporated by reference in the Registration Statement and the Company's reports (including all amendments to those reports) filed from time to time with the SEC, including the Company's most recent Annual Report on Form 10-KA for the year ended December 31, 2020 and the Company's most recent Quarterly Report on Form 10-Q for the quarter ended March 31, 2021.. The Company cautions that the foregoing list of factors is not exclusive. You should not place undue reliance upon any forward-looking statements, which speak only as of the date made. Should one or more of these risks or uncertainties materialize, they could cause our actual results to differ materially from the forward-looking statements. The Company does not undertake or accept any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements to reflect any change in its expectations or any change in events, conditions, or circumstances on which any such statement is based or otherwise, except as required by law. These forward-looking statements should not be relied upon as representing the Company's assessments as of any date subsequent to the date of this communication.





DISCLOSURE, CONTINUED

Use of Projections

This Investor Presentation contains financial forecasts, including with respect to estimated revenues, net income, Adjusted Net Income, EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Unlevered After-Tax Free Cash Flow, Levered After-Tax Free Cash Flow and Unlevered After-Tax Free Cash Flow Conversion. OSW's independent auditors did not audit, review, compile, or perform any procedures with respect to the projections for the purpose of their inclusion in this Investor Presentation, and accordingly, did not express an opinion or provide any other form of assurance with respect thereto for the purpose of this Investor Presentation, certain of the above-mentioned estimated information has been repeated (subject to the qualifications presented herein), for purposes of providing comparisons with historical data. The assumptions and estimates underlying the prospective financial information are inherently uncertain and are subject to a wide variety of significant business, economic and competitive risks and uncertainties that could cause actual results to differ materially from those contained in the prospective financial information. Accordingly, there can be no assurance that the prospective results are indicative of the future performance of OSW or that actual results will not differ materially from those presentation. Inclusion of the prospective financial information in this Investor Presentation in this Investor Presentation in this Investor Presentation in this Investor Presented in the prospective financial information. Accordingly, there can be no assurance that the prospective results are indicative of the future performance of OSW or that actual results will not differ materially from those presentation. Inclusion of the prospective financial information in this Investor Presentation should not be regarded as a representation by any person that the results contained in the prospective financial information in the prospective financial information in the prospective financial information will be achieved.

Use of Non-GAAP Financial Measures

In addition to financial information prepared in accordance with generally accepted accounting principles in the United States ("GAAP"), this Investor Presentation includes certain non-GAAP financial measures, such as EBITDA, Adjusted EBITDA, Adjusted Net Income, Unlevered After-Tax Free Cash Flow, Levered After-Tax Free Cash Flow and Unlevered After-Tax Free Cash Flow Conversion, which may not be directly comparable to similarly titled measures of other companies. OSW believes that the presentation of non-GAAP measures provides information that is useful to investors as it indicates more clearly the ability of OSW to meet capital expenditure and working capital requirements and provides an additional tool for investors to use in evaluating ongoing operating results and trends. These non-GAAP financial measures are in addition to, and not a substitute for or superior to, measures of financial performance prepared in accordance with GAAP. There are certain limitations related to the use of these non-GAAP financial measures to evaluate their performance, all of which could reduce the usefulness of our non-GAAP financial measures to evaluate their performance, all of which could reduce the usefulness of our non-GAAP financial measures as tools for comparisons with other companies. Please see our most recent Form 10-K/A for the year ended December 31, 2020 for further details on how we define these non-GAAP financial measures.

Industry and Market Data

In this Investor Presentation, OSW relies on and refers to information and statistics regarding market shares in the sectors in which it competes and other industry data. OSW obtained this information and statistics from third-party sources believed to be reliable, including reports by market research firms. OSW has supplemented this information where necessary with information from discussions with its customers and its own internal estimates, taking into account publicly available information about other industry participants and its management's best view as to information that is not publicly available. OSW has not independently verified the accuracy or completeness of any such third-party information.





TODAY'S ONESPAWORLD PRESENTERS



Leonard Fluxman Executive Chairman & Chief Executive Officer

30+ Years with OSW



Stephen Lazarus

Chief Operating Officer & Chief Financial Officer

18+ Years with OSW



ONESPAWORLD

AT SEA. ON LAND



THE PROPOSED COMMON STOCK OFFERING

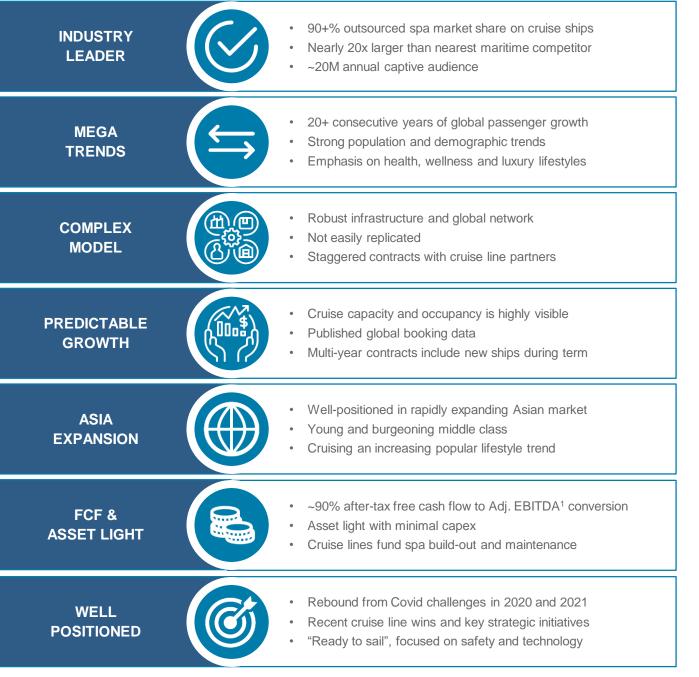
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ISSUER:	OneSpaWorld Holdings Limited ("OSW" or the "Company")
TICKER / EXCHANGE:	OSW / NASDAQ
SECURITY:	Registered common shares
OFFERING SIZE:	\$80 million
COMPOSITION:	100% secondary
OVERALLOTMENT OPTION:	15% by Selling Shareholders
SELLING SHAREHOLDERS:	Steiner Leisure Limited and certain directors
USE OF PROCEEDS:	NA
EXPECTED PRICING DATE:	June 23, 2021
LOCKUP:	60 days post-offering for the Company, Steiner Leisure Limited, directors and executive officers
BOOKRUNNERS:	Stifel and William Blair



KEY INVESTMENT HIGHLIGHTS

ONESPAWORLD



1. Please see our most recent Form 10-K/A for the year ended December 31, 2020 for further details on how we define Adjusted EBITDA.



ELEVATED SPA SAFETY, CUSTOMER EXPERIENCE AND PROFITABILITY VIA COLLABORATION & TECHNOLOGY

In addition, OneSpaWorld maintaining a strong cash and liquidity position was a top priority in 2020 and remains a key focus during 2021

ONESPAWORLD AT SEA. ON LAND.

We Are Ready to Return to Sailing!







Return to Service Safely, #1 Priority

- Institute protection and sanitization culture
 and standards
- Align staffing with return dates and load factors, stress test for ship board readiness
- Implement technology enhancements and conversion to paperless environment
- Create digital content and engagement for new service requirements
- Ensure adequate product inventory with return to service

Partner Collaboration

- Engage cruise lines on initiatives to drive onboard revenue
- Accelerate pre-bookings, leverage digital solutions and identify cost savings

Maintaining Adequate Liquidity to Ensure Strong Operations

- Liquidity of \$65.7M at March 2021, covering next 12 months without significant voyages
- Evaluate new costs and potential offset strategies
- Continue to tightly manage expense structure and maintain strong cash position



INCREASING OPTIMISM & MOMENTUM FOR RETURN TO SAILING IN 2021

Cruise lines are expected to recover more quickly than other travel segments, with 2023E EBITDA as % of 2019 EBITDA at ~120%, ahead of theme parks, lodging ccorps and REITs, timeshares, gaming destinations and airlines

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Safety & Recovery

- The CDC's Conditional Sailing Order in place through October 2021
- Color-coding system to classify ship status
 - Upgrades between color levels reduced to 14 day period
- · Key safety procedures
 - Training of crew and port personnel
 - Routine onboard screening and testing
 - Daily reporting of Covid testing and cases
- Sufficient healthcare capacity on ships
- Designated areas for isolation and quarantine
- Vessels that sail with 98% of crew and 95% of passengers being vaccinated have significantly fewer requirements

Re-Opening in Process

- The CDC approved eight ships for simulated cruises, two ships for restricted revenue cruises, and port agreements for 22 vessels
- Congress Passed the Alaska Tourism Restoration Act to preserve the Alaska Cruise Season
- Sailing in Caribbean and European markets to restart ahead of the U.S. during Summer 2021
- OSW expects 42 vessels to be sailing by the end of July and between 75 and 90 vessels to be sailing by yearend
- OSW has already placed over 500 staff members on board
- OSW conducted a survey of 2,800 onboard staff members and 93% said they plan to return to work and 97% said they will get vaccinated for Covid-19

Momentum & Optimism

 Many large cruise line partners have reported 2022 bookings and pricing ahead of record 2019 levels

• NCLH CEO

- "I'm am pleased to continue our Great Cruise Comeback with plans already announced for 23 of our 28 ships across our three brands beginning in July 2021 and phasing in through early 2022"
- Royal Caribbean President
 - "We literally sold 25% of our load factor within a couple of weeks... there's a lot of demand, we think, building up globally for vacations and cruises"
- Carnival CEO
 - "Ideally we would like to be able to have the fleet fully going by end 2021 / early 2022... that's our aspiration"



ONESPAWORLD, THE PREEMINENT GLOBAL HEALTH & WELLNESS SERVICES COMPANY UNDISPUTED LEADER IN A HIGHLY ATTRACTIVE INDUSTRY

GLOBAL MEGA TRENDS DRIVING ROBUST SECTOR GROWTH

COMPLEX BUSINESS MODEL NOT EASILY REPLICATED

HIGHLY VISIBLE, UNIQUELY PREDICTABLE GROWTH

EARLY INNINGS OF GROWTH IN ASIA

EXCEPTIONAL AFTER-TAX FREE CASH FLOW CONVERSION





Note: Ship count and resort count as of March 31, 2021.

1. Outsourced health and wellness market, as of 2020 forecast.

2. Company believes, due to the impact of COVID-19 on our operations in 2020, current year data is not meaningful, as such financial data is as of fiscal 2019 FY.

3. Unlevered After-Tax Free Cash Flow Conversion reflects 2019 and 2018 performance, prior to the impact of COVID-19 and is calculated as Adjusted EBITDA less Capital Expenditures and Provision for Income Taxes, divided by Adjusted EBITDA.

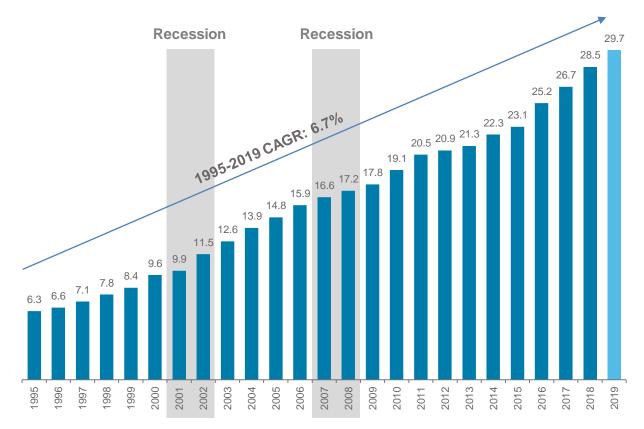


GLOBAL CRUISE SHIP PASSENGERS (M)

MORE THAN 20 CONSECUTIVE YEARS OF GLOBAL PASSENGER GROWTH

The global cruise industry has proven resilient through recessions with passenger counts growing consistently for more than 20 years, until March 2020, with the Covid-19 pandemic having an unprecedented impact on the industry

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Sources: CLIA, Cruise Industry News, Management.

Note: CLIA changed methodology for calculating passenger volume as of 2009, therefore consistent data for non-CLIA member cruise lines is unavailable prior to 2009. All passenger figures prior to 2009 are extrapolated by indexing CLIA-reported statistics to 2009 total of 17.8M.

CRUISE LINE VESSEL UPDATE

- We expect ~160 cruise vessels back in service over next 24 months
- Our cruise line partners have 31 new vessels scheduled into service now through 2023
- · Contract opportunities with 6 of the 30 vessels sold by larger cruise lines during Covid



GLOBAL TRENDS TO DRIVE SECTOR GROWTH

Multiple long-term mega trends underlie a compelling outlook

Growth and expansion of onboard health and wellness centers

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MULTIPLE MEGA TRENDS DRIVE POSITIVE OUTLOOK

AGING GLOBAL

POPULATIONS

PERSISTENT HEALTH &

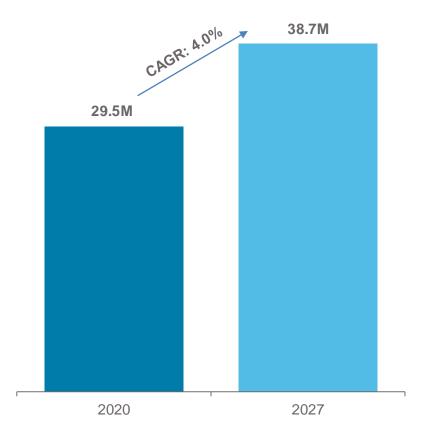
WELLNESS TRENDS

MILLENNIALS AROUND

THE WORLD SEEKING LUXURY EXPERIENCES

LONG-TERM EXPANSION IN ASIA ROBUST CAPACITY GROWTH IN CRUISING ACROSS GEOGRAPHIES

Global Cruise Capacity Growth: 2020 – 2027



Sources: Cruise Industry News.

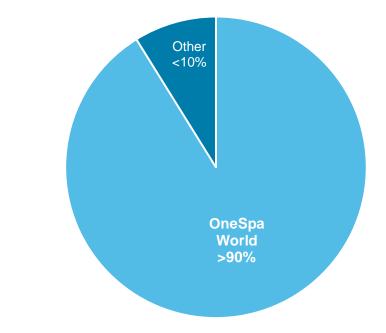


ONESPAWORLD, A "CATEGORY OF ONE"

OneSpaWorld is the undisputed leader in maritime health and wellness services with 90+% market share and unmatched global capabilities

ONESPAWORLD

Outsourced Spa Cruise Market Share



UNDISPUTED GLOBAL LEADER FOR MORE THAN 50 YEARS

~20x GREATER THAN NEAREST MARITIME COMPETITOR

CONTRACTS WITH ALMOST EVERY MAJOR CRUISE LINE

ABILITY TO REACH A CAPTIVE MASS AND LUXURY AUDIENCE GLOBALLY

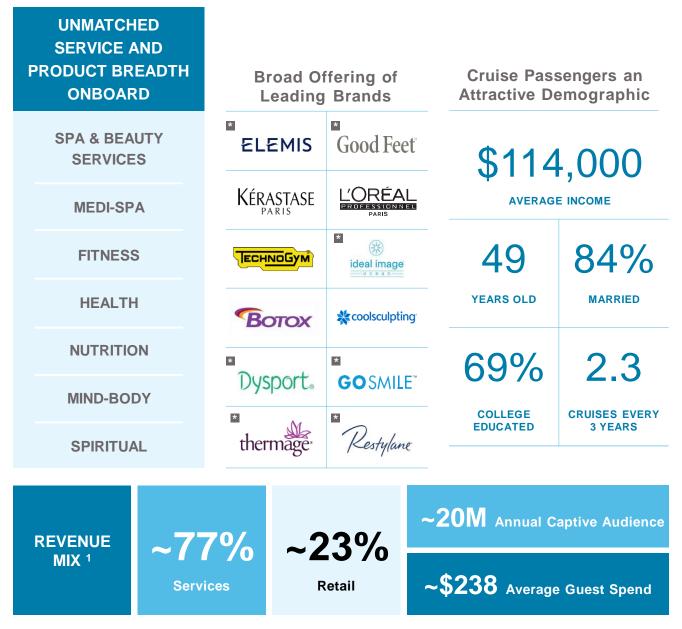
GLOBAL PARTNER TO THE MOST PRESTIGIOUS WELLNESS BRANDS

Note: Market Share by Daily Passenger Capacity as of 01/08/20. Based on addressable market of outsourced health and wellness providers. Source: Cruise Industry News 2017-2018 Annual Report. Assumes Celebrity Full Year



COMPREHENSIVE SERVICES AND CURATED BRANDS SOLD TO AN ATTRACTIVE CAPTIVE AUDIENCE

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Sources: CLIA, Cruise Industry News.

Note: Asterisk indicates brand is exclusive to OneSpaWorld at sea. OSW has exclusive distribution rights to Thermage onboard vessels from non-Chinese cruise lines. 1. For fiscal year 2019. The Company believes, due to the impact of COVID-19 on our operations in 2020, current year data is not meaningful. As such, financial data is as of fiscal year 2019.



LONG-TERM AGREEMENTS WITH THE LARGEST AND MOST REPUTABLE CRUISE LINES

OneSpaWorld recent new long-term contract wins:

- Celebrity Cruises
- Crystal Cruises
- Oceania Cruises
- Regent Seven Seas

ONESPAWORLD

Virgin Voyages

We Operate on All Global Routes and Ship Classes¹





Long-Term C-Level Relationships Across our Entire Fleet³

Cruise Line Banner	Relationship	Total Ship	s OSW Ships
RoyalCaribbean	28 Years	24	24
Carnival	28 Years	23	23
	22 Years	17	17
PRINCESS CRUISES	19 Years	15	15
Costa	21 Years	11	11
Celebrity	20 Years	11	11
Holland America	21 Years	10	10
& SILVERSEA	24 Years	7	7
P&O CRUISES	17 Years	6	6
WINDSTAR CRUISES	20 Years	6	6
20+	~94	1%	5
YEARS AVERAGI CRUISE LINE RELATIONSHIP HISTORY	E HISTOR CONTR RENEWA	ACT	YEAR AVERAGE CONTRACT LIFE

Source: Cruise Industry News.

Represents 2019. The Company believes, due to the impact of COVID-19 on our operations in 2020, current year data is not meaningful. As such, financial data is as of fiscal year 2019.
 Revenue at sea only.
 PRIVILEGED, PROPRIETY AND CONFIDENTIAL 14

3. As of 12/31/2020.



REVENUE SHARING CONTRACTS OFFER COMPELLING VALUE FOR ONESPAWORLD & CRUISE LINES

Revenue sharing aligns incentives and affirms cruise lines as our economic partners, not fixed-rent landlords

Onboard Health & Wellness Products and Services

ONESPAWORLD

RESPONSIBILITY

Recruit, train and manage worldwide onboard staff

Offer comprehensive and innovative services

Curate exclusive selection of health and wellness products

BENEFITS

Asset light

Access to large captive audience

Exclusive provider

CRUISE LINES

RESPONSIBILITY

Fund multi-million dollar buildout

Dependably fill ships with captive audience

Market our onboard services

BENEFITS

Maximized revenue yield

No operating expense

Superior guest experience





GLOBAL CRUISE OPERATIONS ARE HIGHLY COMPLEX

Global Passenger Routes





ONESPAWORLD

Source: MarineTraffic.com.



ONESPAWORLD HAS THE ONLY PLATFORM WITH PROCESSES AND INFRASTRUCTURE NECESSARY TO MANAGE THE COMPLEXITY OF SERVING THE GLOBAL CRUISE MARKET

Our sophisticated and comprehensive end-toend platform difficult to replicate at scale



End-to-End Logistics Capabilities

BACK-END PLATFORM & KNOW-HOW

Global recruiting, training and human logistics

Product supply chain facility

Design expertise

Global maritime law compliance

FRONT-END PLATFORM & KNOW-HOW

Yield and revenue management

Exceptional pre through post-cruise experience

Exclusive relationships with leading global brands

Timely trend identification and innovation of health & wellness products and services





PREDICTABLE NEW SHIP ORDERBOOK

OneSpaWorld is the undisputed leader in maritime health and wellness services with 90+% market share and unmatched global capabilities

Public Global Cruise Orderbook Outlines **Future New Ships**

49.0

2023

New Ships

< 2.500

30.3

2024

Orderbook in Ships and Berths (000s)

Each Block is a Ship on Order

55.5

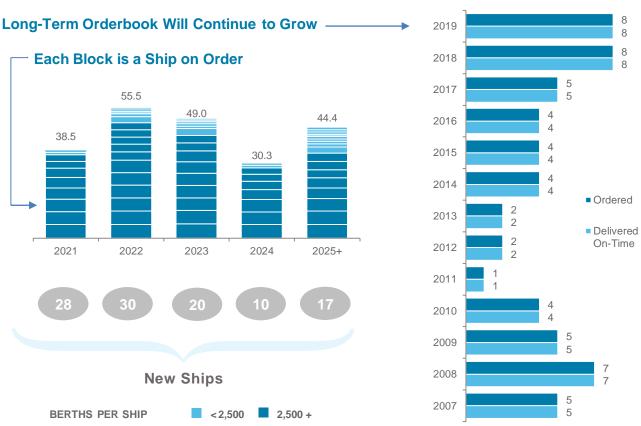
2022

38.5

2021

History of On-Time Cruise Ship Builds

2,500+ Berth Ships Delivered On-Time as of 2-Year Forward Orderbook



ALL RECENT NEW SHIPS LARGER THAN 2,500 BERTHS **DELIVERED ON-TIME BETWEEN 2007 AND 2019**

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Source: Cruise Industry News March 2021 Orderbook.

BERTHS PER SHIP

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EXCLUSIVE & HIGHLY ATTRACTIVE GLOBAL CHANNEL FOR HIGH MARGIN SPA SERVICES

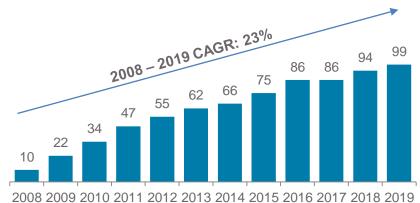
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Introduction of High-Value Services Drives Revenue Growth Across Existing Footprint



- Good Feet Arch Supports
- Physical Therapy
- NormaTec Recovery

OneSpaWorld Medi-Spa Rollout: Vessel Count by Year



Average Spend Up To 10x-plus Traditional Services

SERVICE	BRANDS	AVG. SPEND
Cryolipolysis	* coolsculpting	~\$2,500
Injectables	Borox Dysport.	~\$500
Skin Tightening	thermäge	~\$2,800
Fillers	Restylane 🔃 uvéderm	~\$1,200
Bamboo Massage		~\$160
Acupuncture		~\$150

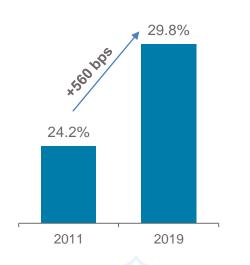


CRUISE LINES ARE INCREASINGLY ALIGNED WITH US TO DRIVE ONBOARD REVENUE

Cruise lines focus more and more on onboard spend and increasingly collaborate with OneSpaWorld to grow revenue

ONESPAWORLD

Onboard Spend as a % of Cruise Operator Revenue¹



>\$2 Billion Incremental Spend

"...Cruise lines have turned their attention to onboard revenues to drive top line growth... New ships are now being designed with onboard revenue in mind."

- Wall Street Research, July 2017

Historical Collaboration



Targeted Marketing & Passenger Databases

SHORE-SIDE

UNIFIED

ONBOARD

AND

Enhanced Website Visibility & Design

Dynamic Pricing and Price Increases

Operational Sail Support (Onboard Training)

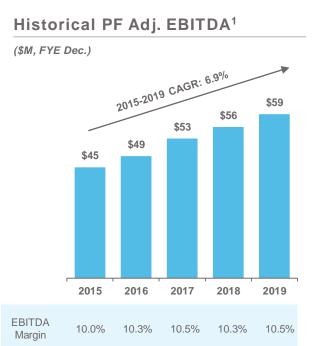
Source: SEC Filings, Independent Consultant Studies, Wall Street Research 1. Based on three largest cruise operators.



STRONG, VISIBLE AND CONSISTENT REVENUE & ADJUSTED EBITDA GROWTH WITH EXCEPTIONAL FREE CASH FLOW CONVERSION

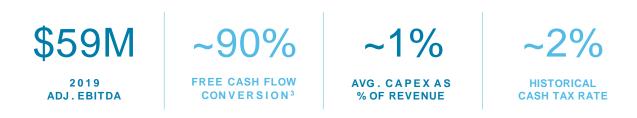
Historical Revenue





Exceptional Unlevered After-Tax Free Cash Flow Conversion²

(\$M, FYE Dec.)





1. 2015A-18A EBITDA adjusted for public company costs of \$2.9mm.

2. Unlevered After-Tax Free Cash Flow calculated as (Adjusted EBITDA - Avg. of 2015-20 Capex - Cash Taxes).

3. Unlevered After-Tax Free Cash Flow Conversion calculated as (Adjusted EBITDA less Avg. of 2015-20 Capex less Cash Taxes) / Adjusted EBITDA.



ASSET LIGHT BUSINESS MODEL & SUPERIOR LEVEL OF AFTER-TAX FREE CASH FLOW

Exceptional Unlevered After-Tax Free Cash Flow Conversion Before Covid-19¹

MINIMAL NEW HEALTH & WELLNESS CENTER CAPEX

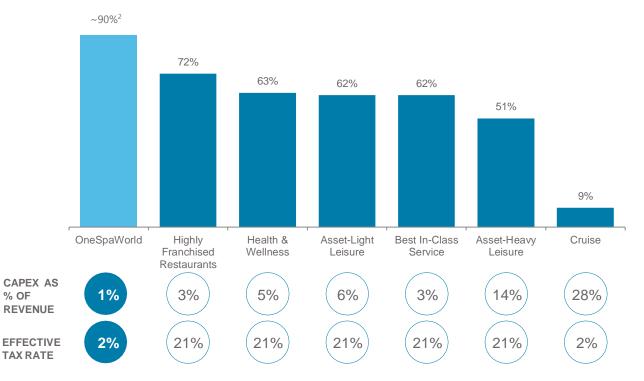
Cruise lines fund nearly all maritime health and wellness center buildout costs

ASSET LIGHT MODEL

OneSpaWorld does not own any of its maritime health and wellness centers – all major maintenance requirements funded by cruise lines

EFFECTIVE TAX RATE: ~2%

Significant majority of income earned in international waters



Source: SEC filings, Wall Street research.



Note: Highly Franchised Restaurants includes YUM, QSR, DNKN, DPZ and PZZA. Health & Wellness includes WTW, LULU, EYE, NKE and PLNT. Asset Light Leisure includes MAR, HLT, IHG, H, AC-FR and CHH. Best-in-Class Service includes BFAM, CTAS, ROL, ECL and SITE. Asset-Heavy Leisure includes MTN, SIX, PLYA, MGM, LVS and BEL. Cruise includes CCL, RCL and NCLH. 1. Adjusted Unlevered After-Tax FCF Conversion calculated as (Adjusted EBITDA less Estimated Unlevered Cash Taxes less Capex) / Adjusted EBITDA. Average conversion shown by sector. 2. OneSpaWorld Adjusted Unlevered After-Tax Free Cash Flow Conversion calculated as (2019 Adjusted EBITDA less Avg. of 2015-20 Capex less Cash Taxes) / Actual 2019 Adjusted EBITDA.



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