



ONESPAWORLD

AT SEA. ON LAND.

– The Global Health and Wellness Company –

INVESTOR PRESENTATION | February 2024



DISCLOSURE & FORWARD-LOOKING STATEMENTS

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-K for the year ended December 31, 2022 and the Company’s most recent Quarterly Report on Form 10-Q for the quarter ended March 31, 2023. 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 Investor Presentation.



DISCLOSURE, CONTINUED

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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. These projections should not be relied upon as being necessarily indicative of future results. In 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 presented in the prospective financial information. 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 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 versus their nearest GAAP equivalents. For example, other companies may calculate non-GAAP financial measures differently or may use other 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 for the year ended December 31, 2022, as well as our earnings press releases reporting our financial results for the year ended December 31, 2022 and the quarter ended March 31, 2023, for further details on how we define these non-GAAP financial measures and for reconciliations of the non-GAAP financial measures to their nearest GAAP equivalents. We are not providing a quantitative reconciliation of forward-looking non-GAAP financial measures to the most directly comparable GAAP measure because we are unable to predict with reasonable certainty the ultimate outcome of certain significant items that are uncertain, depend on various factors and could be material to our results computed in accordance with GAAP.

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.

EXAMPLES OF WORLD CLASS
FACILITIES AT SEA, ON LAND





KEY INVESTMENT HIGHLIGHTS

- 90+% outsourced spa market share on cruise ships
- 20+ consecutive years of global passenger growth¹
- Robust infrastructure and global network
- Cruise capacity and occupancy is highly visible
- New services lead to higher spend
- ~90% after-tax free cash flow to Adj. EBITDA conversion

ONE SPA WORLD

AT SEA. ON LAND.

PREEMINENT LEADER



- 90+% outsourced spa market share on cruise ships
- Nearly 20x larger than nearest maritime competitor
- ~23M annual captive audience

FAVORABLE INDUSTRY DYNAMICS



- 20+ consecutive years of global passenger growth¹
- Strong population and demographic trends
- Emphasis on health, wellness and luxury lifestyles

DIFFICULT TO REPLICATE



- Robust infrastructure and global network
- Training and service model built over several decades
- Staggered contracts with cruise line partners

PREDICTABLE GROWTH



- Cruise capacity and occupancy is highly visible
- Published Cruise Ship order data
- Multi-year contracts include new ships during term

INNOVATION IN SERVICES & ENHANCED CAPABILITIES



- New services lead to higher spend
- Increased utilization from booking tools
- Expansion in offerings to appeal to a broader customer base

STRONG FCF & ASSET LIGHT



- ~90% after-tax free cash flow to Adj. EBITDA² conversion
- Asset light with minimal capex
- Cruise lines fund spa build-out and maintenance

1. Excludes COVID affected years of 2020-2022, CLIA expects 2023 to exceed 2019, with 2026 being 12% higher than 2019

2. Please see our most recent Form 10-K for the year ended December 31, 2022 for further details on how we define Adjusted EBITDA.



ONESPAWORLD, THE
PREEMINENT
GLOBAL HEALTH &
WELLNESS SERVICES
COMPANY

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ONESPAWORLD OVERVIEW

Exceptional Performance in 2024

- The fourth quarter concluded an outstanding year of financial and operational performance for our Company and continues to demonstrate the increasingly powerful impact of our strategies, innovation and scale across our complex business.
- The period also marked our fourth consecutive record quarter, giving us our best-ever performance in fiscal 2023, which saw a 45% increase in total revenues to a record \$794.0 million; a 258% increase in income from operations to a record \$54.2 million; and a 77% increase in adjusted EBITDA to a record \$24.9 million as compared to fiscal 2022
- The ongoing strength of our business and our asset light operating model, combined with the discipline with which we execute, has enabled us to deliver increasing free cash flow

HIGHLIGHTS	193 SHIPS	> 90% MARKET SHARE AT SEA ¹
	51 RESORTS	
	~20x NEXT LARGEST SEA COMPETITOR	~89% UNLEVERED AFTER-TAX FREE CASH FLOW CONVERSION ²

Note: Ship count and resort count as of December 31, 2023.
1. Outsourced health and wellness market, as of December 31, 2023.
2. Unlevered After-Tax Free Cash Flow Conversion reflects 23 performance and is calculated as Adjusted EBITDA less Capital Expenditures and Provision for Income Taxes, divided by Adjusted EBITDA



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Q1 2024 AND FY24 GUIDANCE

Q1 2024

\$204m-
\$209m
Revenue

\$21.5m-
\$23.5m
Adjusted EBITDA¹

FY 2024

\$850m-\$870m
Revenue

GROWTH OF 8% AT MID-
POINT VERSUS FY 2023

\$90m-\$100m
Adjusted EBITDA¹

GROWTH OF 7% AT MID-
POINT VERSUS FY 2023

1. Please see our most recent Form 10-K for the year ended December 31, 2022 for further details on how we define Adjusted EBITDA.



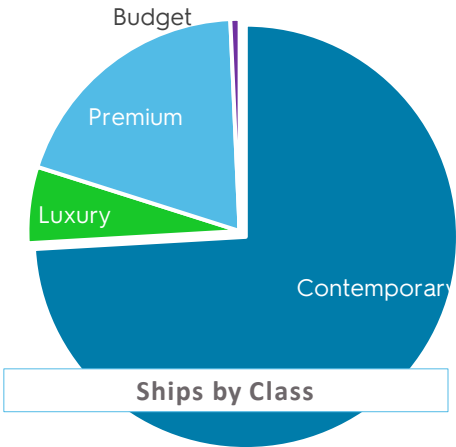
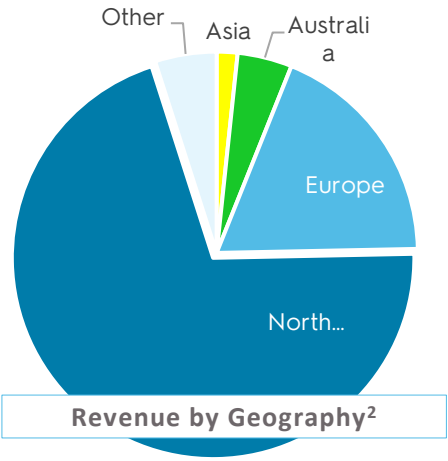
LONG-TERM
AGREEMENTS WITH
THE LARGEST
AND MOST REPUTABLE
CRUISE LINES

OneSpaWorld entered
into a new agreement
with Crystal Cruises Ltd
and Adora covering all
ships across their fleets.

ONESPAWORLD

AT SEA. ON LAND.

We Operate on All Global
Routes and Ship Classes¹



Source: Cruise Industry News.
1. Represents 2023.
2. Revenue at sea only.
3. As of 12/31/2023.

Long-Term C-Level Relationships Across
our Entire Fleet³

Cruise Line Banner	Relationship	Total Ships	OSW Ships
 Royal Caribbean International	30 Years	27	27
 Carnival	30 Years	26	26
 NORWEGIAN CRUISE LINE	24 Years	19	19
 PRINCESS CRUISES come back new	21 Years	15	15
 Celebrity X Cruises	22 Years	13	13
 Holland America	23 Years	11	11
 Costa	23 Years	10	10
 SILVERSEA	26 Years	10	10
 P&O CRUISES	19 Years	7	7
 WINDSTAR CRUISES	22 Years	6	6

20+
YEARS AVERAGE
CRUISE LINE
RELATIONSHIP HISTORY

~97%
HISTORICAL CONTRACT
RENEWAL RATE

5
YEAR AVERAGE
CONTRACT LIFE



**CRUISE INDUSTRY HAS
REBOUNDED WITH
INCREASING
MOMENTUM, AND
2023 EXPECTED TO
ECLIPSE 2019 —**

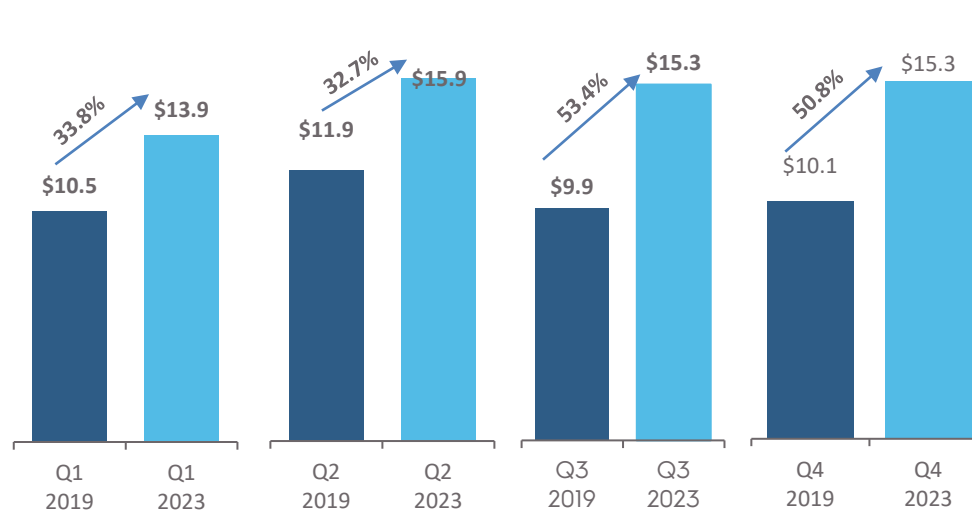
AS OF Q4 2023:

- Passenger Cruise Days (“PCD”s) are at 115%+ of Q4 2019 levels
- Bookings ~51% are above Q4 2019
- Onboard spend per PCD up ~19% in the 2023 vs. 2019

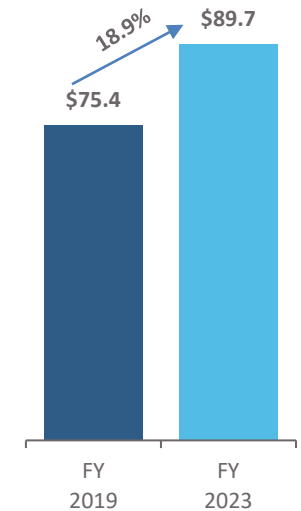
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PASSENGER BOOKINGS ¹ (\$B)



ON-BOARD SPEND / PCD ²



Norwegian Cruise Line Holdings— 2/27/2024

- “The strong momentum we saw in 2023 has continued into 2024, with an all-time high booked position and pricing buoyed by strong WAVE season demand. We continue to see healthy demand across all markets, brands and products.”
- “Our newbuild pipeline of five ships, represents a capacity growth of 28% from 2023 to 2028, which has historically led to outsized revenue and EBITDA growth.”
- “Onboard revenue continues to be a bright spot, with strength seen across the board.”

Royal Caribbean 2/1/2024

- “2023 was an exceptional year fueled by unmatched demand for our brands with net yields up 13.5% compared to 2019, more than 3.5 times our expectations in January.”
- “2024 is in the strongest book position in the company’s history from both a pricing and volume standpoint with capacity expected to grow 8.5% and 40% more pre-cruise revenue booked compared to 2023.”

Carnival Cruises – 12/23/2024

- “We now have nearly two-thirds of the business on the books for 2024 and at considerably higher prices.. Customer deposits and booking volumes, both important forward indicators, hit record levels for the third quarter.”
- “We are forecasting a capacity increase of about 5.5% in 2024 compared to 2023 with net yields expected to increase 8.5% in 2024 compared to 2023 driven by higher ticket prices, higher onboard spending and higher occupancy..”

Sources: Public filings for largest three U.S. cruise operators (NCLH; CCL; RCL).

1. Reflects Customer Deposits / Advance Ticket Sales for three largest U.S. cruise operators.

2. Reflects Onboard & Other Revenue per Passenger Cruise Day for the three largest U.S. cruise operators.



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

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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 expenses

Superior guest experience



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



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-to-end platform is difficult to replicate at scale

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COMPREHENSIVE
SERVICES
AND CURATED BRANDS
SOLD TO AN
ATTRACTIVE CAPTIVE
AUDIENCE

UNMATCHED SERVICE AND PRODUCT BREADTH ONBOARD
SPA & BEAUTY SERVICES
MEDI-SPA
FITNESS
HEALTH
NUTRITION
MIND-BODY
SPIRITUAL

Broad Offering of
Leading Brands

* ELEMIS	* Good Feet®
KÉRASTASE PARIS	L'ORÉAL PROFESSIONNEL PARIS
TECHNOGYM	* thermage®
BOTOX	coolsculpting®
* Dysport®	Restylane™

Cruise Passengers an
Attractive Demographic

\$114,000

AVERAGE INCOME

49

YEARS OLD

84%

MARRIED

69%

COLLEGE
EDUCATED

2.3

CRUISES EVERY
3 YEARS

REVENUE
MIX ¹

~82%

Services

~18%

Retail

~23M² Annual Captive Audience

~\$286³ Average Guest Spend

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 FY 2023.

2. Represents 2023.

3. Represents 2023.

ONE SPA WORLD

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GLOBAL CRUISE
OPERATIONS ARE
HIGHLY COMPLEX

Global Passenger Routes



In 2023, OneSpaWorld...

<div>VISITED</div> <div>1,316</div> <div>GLOBAL PORTS OF CALL</div>	<div>EMBARKED ON</div> <div>8,537</div> <div>VOYAGES</div>	<div>REQUIRED</div> <div>5,904</div> <div>STAFF TO FILL OPEN POSITIONS</div>
<div>MADE</div> <div>1,107</div> <div>MANAGEMENT VISITS TO SHIPS IN PORT</div>	<div>PLACED</div> <div>8,866</div> <div>PURCHASE ORDERS TO VENDORS</div>	<div>SENT STAFF ON MORE THAN</div> <div>10,500</div> <div>FLIGHTS GLOBALLY</div>

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Source: MarineTraffic.com.



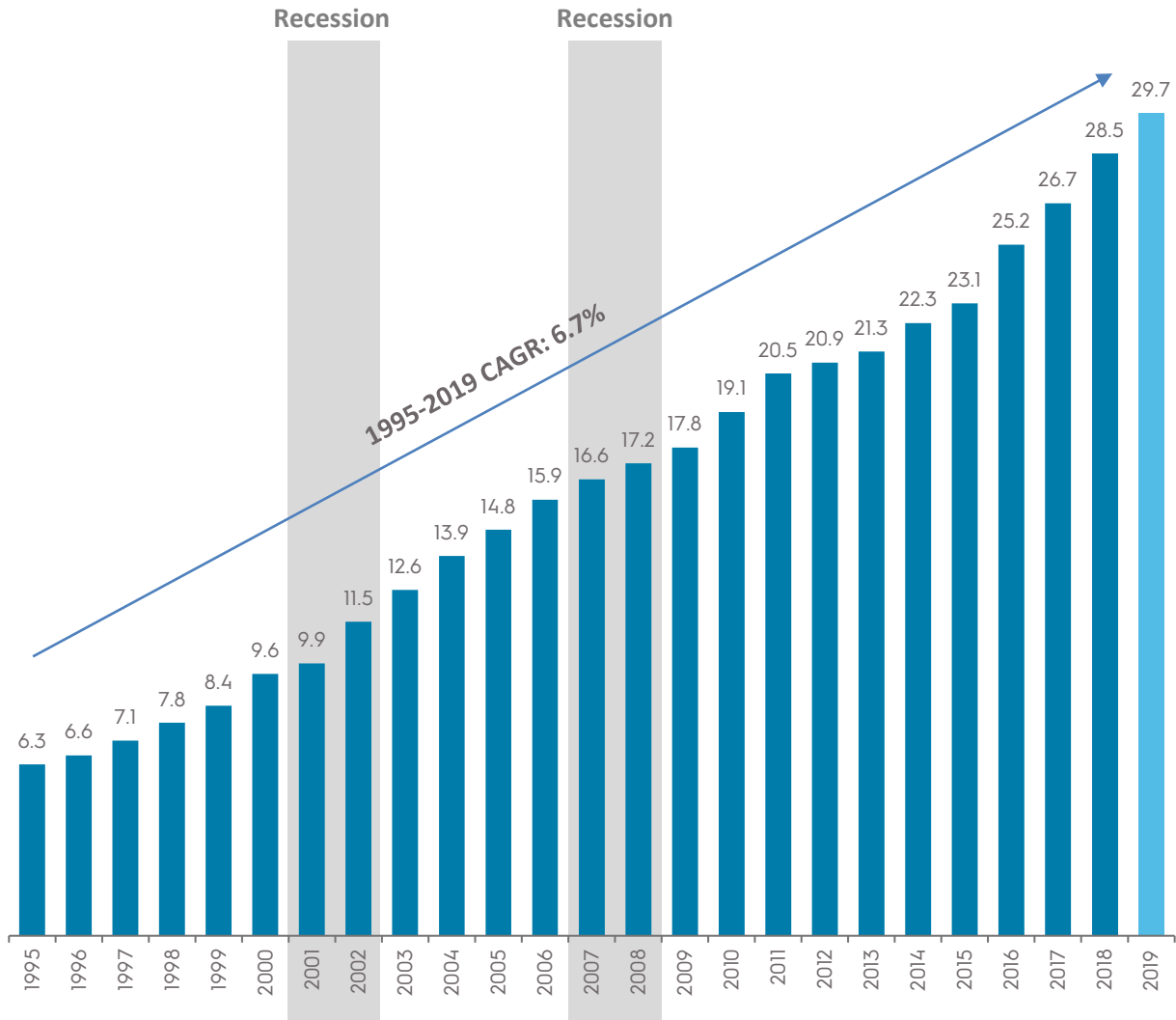
**MORE THAN 20
CONSECUTIVE YEARS
OF GLOBAL PASSENGER
GROWTH**

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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GLOBAL CRUISE SHIP PASSENGERS (M)



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.



UNIQUELY VISIBLE AND PREDICTABLE GROWTH

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Growth Strategy Built on the Following Key Drivers:

1

Capture Highly Visible New Ship Growth with Current Cruise Line Partners

Cruise capacity growth is highly visible and predictable with published global orderbooks reflecting 5+ years of growth

OneSpaWorld's ~5-year, fleet-wide contracts entitle it to operate on new ships launched during the contract term

2

Continue Launching Higher Value Services and Products

Expand higher-ticket medi-spa services to all appropriate ships within our fleet

Introduce exciting products and services, including IV therapy and immunity protocols and facial toning services and have begun the rollout of Cryo-body services, as well as introducing new Cryo and LED facial services, as part of the new Elemis Biotec2.0 offering.

Curated indigenous services specific to global geographies and precise demographics

Continued R&D to always promote retail offerings specific to our environment

3

Focus on Enhancing Health and Wellness Center Productivity

Increase pre-booking and pre-payment capture rate as pre-booked appointments yield ~30% more revenue than services booked onboard

Expand targeted marketing and promotion initiatives

Utilize technology to increase utilization and enhance service mix

Extend retail beyond the ship

4

Expand Market Share By Adding New Potential Cruise Line Partners

Room to continue to grow 90%+ market share in the outsourced maritime health and wellness market as evidenced by recent new contract wins with Crystal Cruises and Adora Cruises

5

Enhance our Capital Structure and strengthen our already durable balance sheet

Fully repaid our 2nd Lien Term Loan and reduced debt outstanding on our 1st Lien Term Loan while simplifying capital structure with a warrant exchange and repurchased common shares outstanding



GLOBAL TRENDS TO DRIVE SECTOR GROWTH

Multiple long-term mega trends underlie a compelling outlook

Growth and expansion of onboard health and wellness centers

MULTIPLE MEGA TRENDS DRIVE POSITIVE OUTLOOK

AGING GLOBAL POPULATIONS



PERSISTENT HEALTH & WELLNESS TRENDS



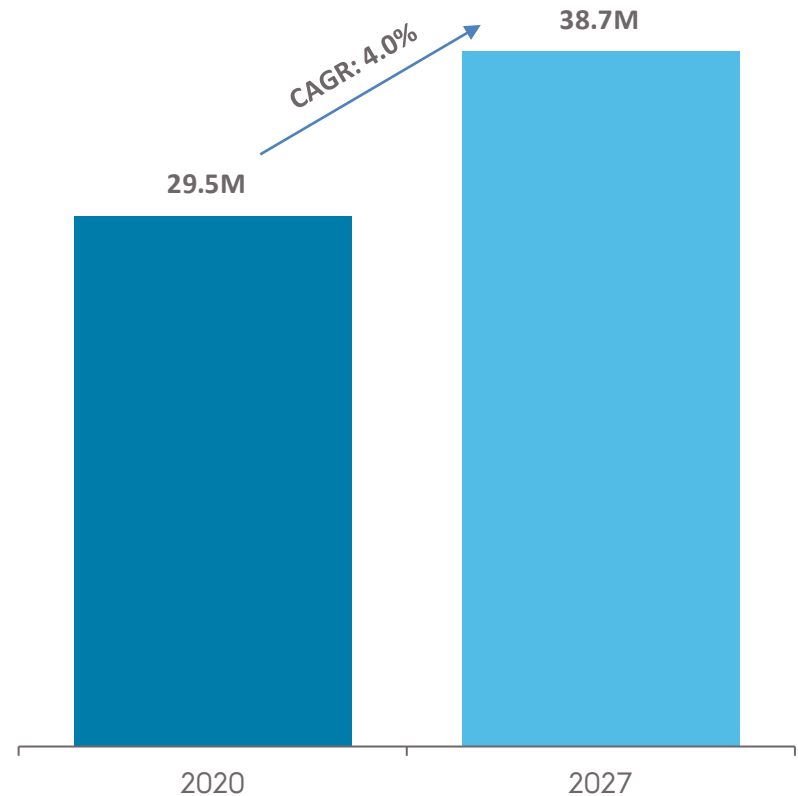
MILLENNIALS AND GEN Z AROUND THE WORLD SEEKING LUXURY EXPERIENCES



LONG-TERM EXPANSION IN ASIA

ROBUST CAPACITY GROWTH IN CRUISING ACROSS GEOGRAPHIES

Global Cruise Capacity Growth: 2020 – 2027



Sources: Cruise Industry News.

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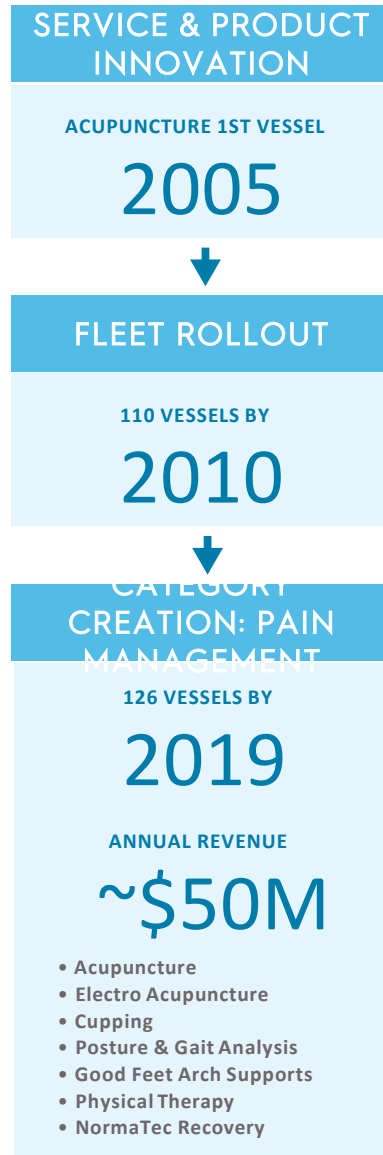
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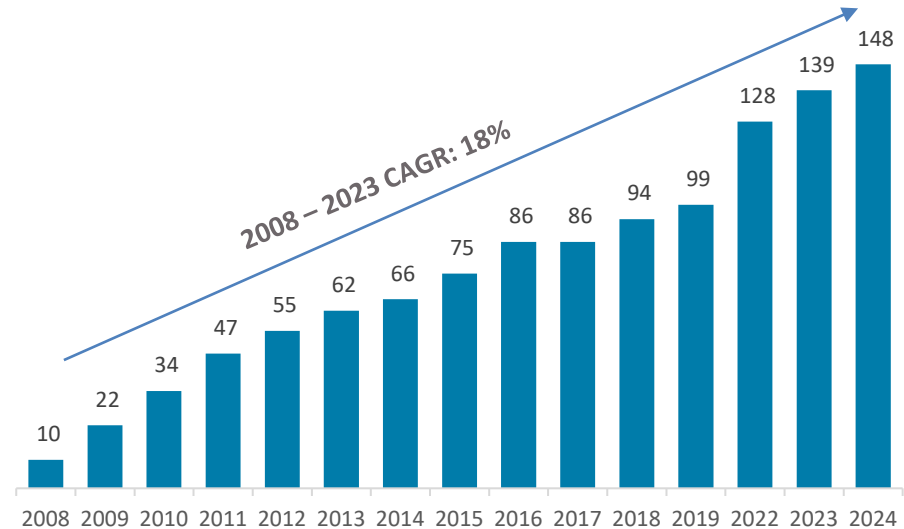
Introduction of High-Value Services Drives Revenue Growth Across Existing Footprint

EXCLUSIVE & HIGHLY ATTRACTIVE GLOBAL CHANNEL FOR HIGH MARGIN SPA SERVICES

As of Decemembr 31st, OSW has rolled out Medi-Spa to 139 vessels.



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	Botox Dysport	~\$500
Skin Tightening	thermage	~\$2,800
Fillers	Restylane Juvederm	~\$1,200
Bamboo Massage		~\$160
Acupuncture		~\$150

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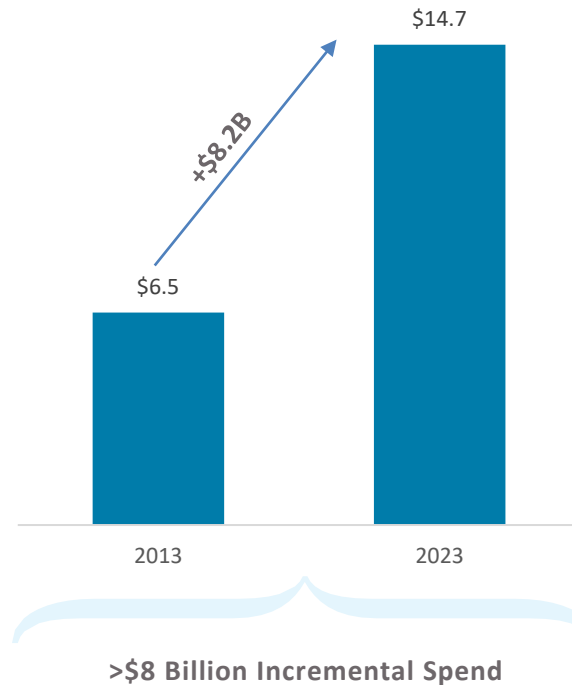
CRUISE LINES ARE INCREASINGLY ALIGNED WITH US TO DRIVE ONBOARD REVENUE

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

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Onboard Spend ¹



"...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

Source: SEC Filings, Independent Consultant Studies, Wall Street Research

1. Based on the three largest cruise operators.

Historical Collaboration

ISOLATED SHORE-SIDE ENGAGEMENT	Health & Wellness Center Branding & Design
	Signage & Limited Marketing

New Areas of Collaboration

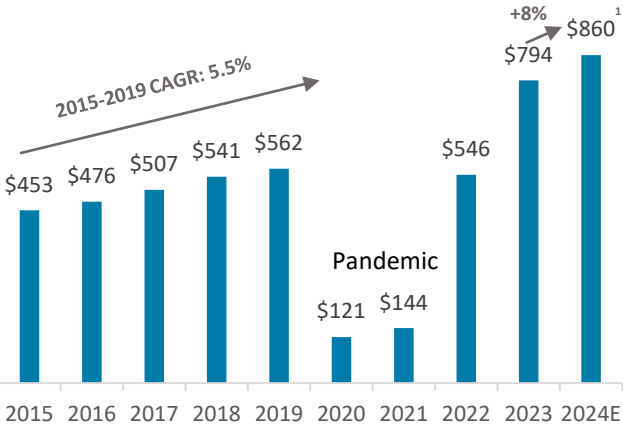
UNIFIED SHORE-SIDE AND ONBOARD COLLABORATION	Weekly Budgeting & KPI Review
	Targeted Marketing & Passenger Databases
	Enhanced Website Visibility & Design
	Dynamic Pricing and Price Increases
	Operational Sail Support (Onboard Training)



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

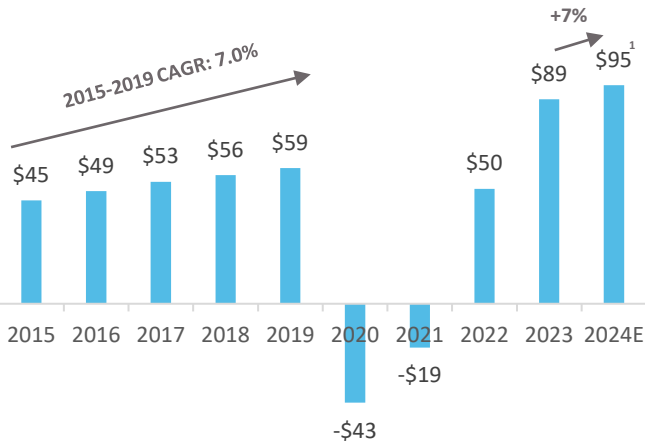
Historical Revenue

(\$M, FYE Dec.)



Historical PF Adj. EBITDA²

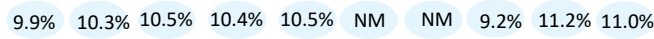
(\$M, FYE Dec.)



Ship Count



EBITDA Margin



Exceptional Unlevered After-Tax Free Cash Flow Conversion

(\$M, FYE Dec.)

\$89M

**2023
ADJ. EBITDA**

~89%

**FREE CASH FLOW
CONVERSION³**

1. Represents midpoint of latest guidance.
2. 2015A-18A EBITDA adjusted for public company costs of \$2.9mm.
3. Unlevered After-Tax Free Cash Flow Conversion reflects Fiscal Year 2023 performance and is calculated as Adjusted EBITDA less Capital Expenditures and Provision for Income Taxes, divided by Adjusted EBITDA.



PLANET
PEOPLE
INTEGRITY

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Sustainability and Social Responsibility

We strive to impart a positive impact on the environment and the lives of our employees, our guests, and the people and cultures of the communities we visit, where we operate, and where we call home. To achieve this, our strategic priorities include programs that promote responsible practices throughout our business, assure a respectful and equitable workplace, enhance our employees' personal and career development, strengthen our data privacy and cybersecurity, and support local communities and organizations. In so doing, we are effecting long-term sustainable growth of the Company and creating long-term value for our cruise line and destination resort partners and our shareholders.

Please visit our [OSW Website](https://onespaworld.com/our-world/corporate-social-awareness/) for more information:

<https://onespaworld.com/our-world/corporate-social-awareness/>



**ONESPAWORLD, THE
PREEMINENT GLOBAL
HEALTH AND 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

ENHANCED CAPABILITIES ADD TO SALES PRODUCTIVITY

EXCEPTIONAL AFTER-TAX FREE CASH FLOW CONVERSION

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THANK YOU
