



Company Overview
Barclays Americas Select London Conference

May 2022

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This presentation and the related call includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward looking statements reflect the current expectations of Diversey Holdings, Ltd. and its subsidiaries (the "Company") and projections with respect to, among other things, its financial condition, results of operations, plans, objectives, future performance, business, strategy, guidance, long term margins and other financial goals and value creation algorithms. These statements may be preceded by, followed by, include or otherwise be identified by the words "anticipate," "estimate," "expect," "project," "plan," "potential," "predict," "intend," "believe," "may," "might," "will," "would," "should", "can have," "could," "continue," "contemplate," "target," "likely" and the negatives thereof and other words and terms of similar meaning. Forward-looking statements include all statements that are not historical facts. Forward-looking statements are based on information available at the time those statements are made and/or management's good faith beliefs and assumptions as of that time with respect to future events. There is no assurance that any forward-looking statements will materialize. Such forward-looking statements involve unknown risks and uncertainties and other important factors that may cause performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. You are cautioned not to place undue reliance on forward-looking statements, which reflect expectations only as of the date of this presentation. Statements in this presentation speak only as of the date they were made, and the Company undertakes no obligation to update or review any forward-looking statement, whether as a result of new information, future events or otherwise, except as otherwise required by law.

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This presentation includes information concerning economic conditions, the Company's industry, the Company's markets and the Company's competitive position that is based on a variety of sources, including information from independent industry analysts and publications, as well as the Company's own estimates and research. The Company's estimates are derived from publicly available information released by third party sources, as well as data from its internal research, and are based on such data and the Company's knowledge of its industry, which the Company believes to be reasonable. The independent industry publications used in this presentation were not prepared on the Company's behalf. This information involves many assumptions and limitations, and you are cautioned not to give undue weight to these estimates. The Company has not independently verified the accuracy or completeness of the data contained in these industry publications and other publicly available information. Accordingly, the Company makes no representations as to the accuracy or completeness of that data nor does it undertake to update such data after the date of this presentation.

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This presentation contains financial measures, including Adjusted EBITDA and EBITDA, which are not recognized under generally accepted accounting principles in the United States ("GAAP"). The Company believes that non-GAAP financial information, when taken collectively, may be helpful to investors because it provides consistency and comparability with past financial performance and assists in comparisons with other companies, some of which use similar non-GAAP financial information to supplement their GAAP results. The non-GAAP financial information is presented for supplemental informational purposes only, and should not be considered a substitute for financial information presented in accordance with GAAP and may be different from similarly-titled non-GAAP measures used by other companies. Adjusted EBITDA and EBITDA have limitations as analytical tools, and you should not consider these measures either in isolation or as a substitute for other methods of analyzing the results as reported under GAAP. For a reconciliation of historical non-GAAP financial measures to the most closely comparable GAAP measures, see the appendix in previously filed SEC documents.

Market Leader in Hygiene, Infection Prevention, and Cleaning Solutions

Diversey At-a-Glance

95+
Years of History

\$2.6Bn
2021 Revenue

15%+
Adj. EBITDA Margin ⁽¹⁾

~8,700
Employees

~\$46Bn
Market Opportunity

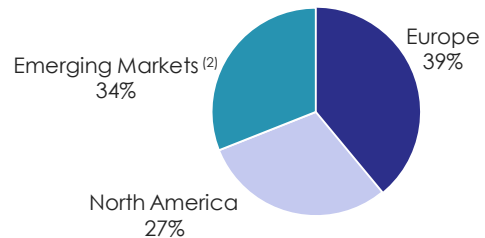
#1 or #2
Market Positions

80+
Countries Served

1,400+
Patents

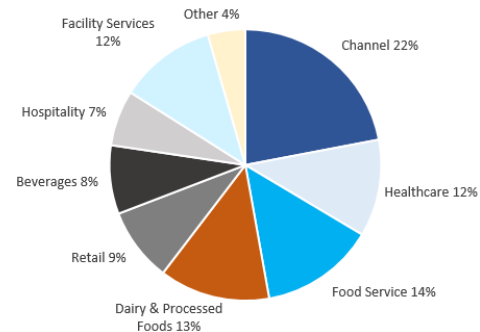
Global, Diversified, and Balanced Business Model

Revenue by Geography ⁽²⁾



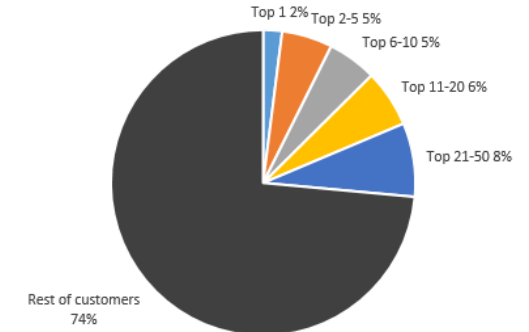
Market Leading Scale in All Regions

Revenue by End Market ⁽³⁾



Diverse End Market Presence

Revenue by Customer ⁽³⁾



85,000+ Global Customers



Notes:

1. Based on year end 2021 values.
2. Based on 2021 revenues. Emerging markets includes Eastern Europe
3. Based on 2021 revenues, Facility Service includes BSC and Education end markets

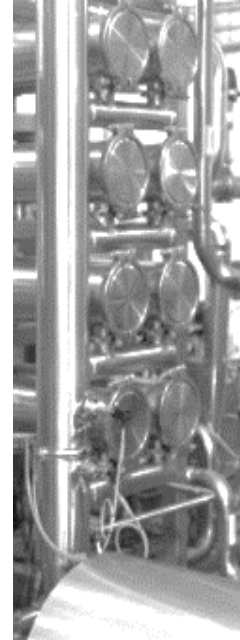
We Serve Our Customers Across Two Business Segments



Institutional

\$1,918MM (73% of 2021 Revenue)

- Kitchen & Mechanical Warewash Chemicals and Machines
- Dosing & Dispensing Equipment
- Floor & Building Care Chemicals
- Infection Prevention: Hard Surface & Personal Care
- Floor Care Machines
- Fabric Care
- Food Safety and Audit



Food & Beverage

\$701MM (27% of 2021 Revenue)

- Cleaning Products
- Water Treatment
- Engineering & Equipment Solutions
- Knowledge-Based Services
- Training

End Markets



Healthcare



Food Service



Retail and Grocery



Education



Hospitality



Building Service Contractors



Alcoholic Beverage



Non-Alcoholic Beverage



Dairy



Pharma



Agriculture



Processed Food

End Markets

The Diversify Value Creation Algorithm

Compelling Value Creation Algorithm

Market Growth + Above-Market Share Gains (>3%)

+

Accretive M&A (>2%)

+

Long-Term Targeted Adjusted EBITDA Margin Expansion to 20%

+

Significant Deleveraging Opportunities

+

Target Strong Free Cash Flow Conversion

=

Powerful Model for Shareholder Value Creation

Value Creation Thesis Intact to Deliver Long Term Double Digit Earnings Growth

