

**BUILT TO LEAD**

**Creating long-term value for clients through innovation and exceptional service delivery**



Turning benefits administration complexity into better outcomes at enterprise scale



Alight is the only integrated benefits provider operating at true enterprise scale with capabilities and expertise to manage full complexity of employer needs.

<b>80+</b> Years of service delivery experience	<b>30M+</b> People served annually	<b>~180M</b> Participant interactions annually	<b>\$1.7T</b> in assets under administration, making us the <b>third largest administrator in the wealth space</b>
<b>\$2B+</b> 2025 annual revenue	<b>~25%</b> 2025 Adj. EBITDA margin	<b>\$600M+</b> In liquidity entering 2026	<b>~\$250M</b> 2025 Cash flow

Unique visibility into real-world behaviors across health, wealth, leaves and HR decisions – creating broad and deeply contextual dataset.

Infrastructure enables outcomes – combining transaction processing, data, and engagement into a single, unified platform.

Scaled platform allows Alight to deploy AI as force multiplier, making AI useful where it matters most to help clients navigate complexity and drive a better employee experience.



Data advantage, scale and financial strength position us to execute for clients and reinvest in our capabilities to better service our stakeholders



Investing in market-leading solutions, client experience and long-term growth

Commitment to service delivery excellence for clients, underpinned by operational and commercial rigor, grounded on 3 operating principles

- 1** Deliver service and operational excellence
- 2** Innovate products that create real value and actionable insights
- 3** Build relationships that result in enduring, trusted partnerships



Alight is the only company of our size and scale with singular focus on benefits administration and every dollar we invest strengthens this mission → Deploying +\$100M across client and participant experience and operational effectiveness.



**We have clear near-term priorities to enable better client outcomes, deliver more seamless experience for their employees and long-term growth**

- Modernizing the participant and client experience
- Deploying AI-driven capabilities to improve decision-making and automation
- Strengthening our data infrastructure to create a unified foundation that powers insights across every interaction

**As we progress, here is what clients can expect**

- **Faster** service that drives excellence in every interaction
- **A simpler**, more intuitive experience for your employees
- **Smarter**, more personalized support across health, wealth, and leave administration
- **Consistent**, high-quality service across every interaction
- **Accountable** and proactive partnership from our team

**Highly experienced leadership team – driving our vision and enhancing value**



**Rohit Verma**  
CEO & Board Member

30+ years of finance, strategy and business operations expertise in services companies

**Prior experience**

President/CEO – Crawford & Company  
South Region Executive – Zurich North America  
Management consultant – McKinsey



**Allison Bassiouni**  
Chief Delivery Officer

27+ years of global strategic operations experience

**Prior experience**

Various leadership roles at Alight – EVP, Customer Experience & Delivery; SVP, Health Delivery and VP, Benefits Delivery



**Naveen Baweja**  
Chief Technology Officer

25+ years of innovation and digital transformation experience

**Prior experience**

VP, Digital and Technology, Disney Consumer Products – The Walt Disney Company  
VP, Analytics – CNA Insurance  
SVP & Head, Corporate Strategy – Canara HSBC Life Insurance  
Various senior roles – McKinsey & Company



**Steve Rush**  
Chief Commercial Officer

30+ years of benefits administration, HR outsourcing, and commercial leadership

**Prior experience**

25+ years at Alight (incl. HRO Sales Leader & Head of Global BD for HR services at Hewitt Associates)  
SVP & Head of Americas – HCL Software



**Donna Dorsey**  
CHRO

30+ years of human resources, talent development and legal expertise

**Prior experience**

Various leadership roles at International: EVP, People & Culture, VP of Human Resources for Business Operations, Global Product Development – Navistar Financial Corporation  
Recognized advocate for equity, mentoring, and culture-building  
Board of directors for Root Inc.



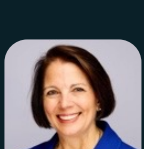
**Martin Felli**  
Chief Legal Officer & Corporate Secretary

30+ years of legal expertise in regulatory, compliance, governance, intellectual property and general corporate matters

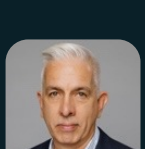
**Prior experience**

EVP, chief legal and chief administrative officer – Blue Yonder  
General Counsel & Corporate Secretary – Ecotality  
Various senior legal positions across Clear Channel Outdoor and HBO

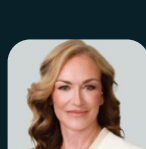
**C-Suite strengthened by key leaders across critical areas of our business**



**Karen Frost**  
SVP, Health and Navigation Solution Leader



**Kevin Curry**  
SVP, Leaves Solution Leader



**Kerry Sain**  
SVP, Head of Relationship Management



**Amit Mantrow**  
SVP, Delivery Transformation



**Sloba Dusanic**  
SVP, Head of Data and AI Innovation