Alight, Inc.
Supplemental Information

May 2026

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Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements include, but are not limited to, prospective financial information and statements regarding our future business plans, initiatives and financial results. In some cases, these forward-looking statements can be identified by the use of words such as “outlook,” “believes,” “expects,” “potential,” “continues,” “may,” “will,” “would,” “should,” “could,” “seeks,” “projects,” “predicts,” “intends,” “plans,” “estimates,” “anticipates” or the negative version of these words or other comparable words. Such forward-looking statements are subject to various risks and uncertainties, including those described under the section entitled “Risk Factors” of Alight’s Annual Report on Form 10-K, filed with the Securities and Exchange Commission (the “SEC”) on February 24, 2026, as such factors may be updated from time to time in Alight’s filings with the SEC, which are, or will be, accessible on the SEC’s website at www.sec.gov. Accordingly, there are or will be important factors that could cause actual outcomes or results to differ materially from those indicated in these statements, and Alight’s actual results may differ materially from the projections included herein. Forward-looking statements, including the projections included herein, speak only as of the date on which they were made or prepared and not as of the date of this presentation. These factors should not be construed as exhaustive and should be considered along with other factors noted in Alight’s filings with the SEC. Alight undertakes no obligation to publicly update or review any forward-looking statement, including the projections included herein, whether as a result of new information, future developments or otherwise, except as required by law.

Key Business Plan Assumptions

	FY'26	Midterm
Revenue[1,2,3]	• Recurring: $1.9bn – $2bn • Project: $150mm – $160mm • Health / Wealth / Leaves Mix: ~63% / ~30% / ~7%	• Recurring: ~$1.8bn • Project: ~$145mm – ~$160mm • Health / Wealth / Leaves Mix: ~64% / ~29% / ~7%
Adj. Gross Profit[4]	• $730mm – $770mm	• ~35% – ~37% margin
Adj. EBITDA	• $410mm – $430mm	• ~20% – ~21% margin
Capex	• $110mm – $130mm	• ~4% – ~6% of revenue
TRA	• $136mm – $156mm	• No payment
Other Items	• ($15mm) – ($20mm) outflow[5]	• ~($10mm) – ~($40mm) outflow

- Expected 2026 adj. EBITDA (down 500bps YoY) reflects a combination of planned investments in sales, account management and user experience alongside expected revenue headwinds
- Revenue troughs in 2027 before modest recovery beginning in 2028; reflects lagged impact of improving Net Commercial Activity
  - Net Commercial Activity assumptions: ($40mm) – ($50mm) in FY'26, ~($10mm) – ~$20mm in the Midterm[6,7,8]
  - Improving Net Commercial Activity is expected as a result of improvements across service delivery, product, and client engagement; recent renewal outcomes show signs of stabilization in client retention, even as FY'26 and Midterm revenue is impacted by losses resulting from historical activity
- Delivery improvement, tech/UX investment, and cost initiatives are projected to drive modest margin expansion over the projection period
  - Automation and AI-enabled workflows projected to reduce cost-to-serve and support scalability
  - Client pilots have resulted in better engagement with 97% positive feedback on GenAI conversation assistant interactions, 40-second decrease in call handling time leveraging Agent Assist, 2.5% faster participant support from improved AI-based simulation training

Note: 1. 14% – 20% of revenue from new ARR bookings is included in the first year, with the full amount included thereafter; 2. Across FY'23 – FY'25, Health, Wealth and/or Leaves customers using 1 solution, 2 solutions and all 3 solutions comprised approximately 40%, 45% and 15% of Alight's total revenue for that period, respectively; 3. Full-year revenue retention, including the in-year impact from new bookings, was ~97% – ~99% in FY'24 and FY'25; of the existing book, ~1% of revenue was lost due to pricing and ~5% – ~6% due to client losses; 4. ~10% of Salary and Benefits, ~40% of Vendor and OCOS, and ~75% of Technology Cost of Sales approximated as fixed (with the remainder assumed to be variable); 5. Net Working Capital expected to be a source of cash in FY'26; 6. Total ARR retained as a percentage of book under contract for Health, Wealth, and Leaves in FY'25 was ~92%, ~88%, and ~89%, respectively; 7. ARR loss due to price as a percentage of ARR up for renewal in FY'25 was ~4%; 8. Renewal retention rates, defined as total ARR retained assuming the same services and participant counts, were ~80% and ~78% for H1'25 and H1'26, respectively; H1'26 renewal retention rate calculated off of a smaller base up for renewal in 2026

Non-GAAP financial measures and other information

Included in this presentation are certain non-GAAP financial measures, such as Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Gross Profit and Adjusted Gross Profit Margin, designed to complement the financial information presented in accordance with U.S. GAAP because management believes such measures are useful to investors. These non-GAAP financial measures should be considered only as supplemental to, and not superior to, financial measures provided in accordance with GAAP.

Because GAAP financial measures on a forward-looking basis are not accessible, and reconciling information is not available without unreasonable effort, we have not provided reconciliations for forward-looking non-GAAP measures. For the same reasons, we are unable to address the probable significance of the unavailable information, which could be material to future results.

ARR bookings is an operational metric that represents management's estimate of new long-term agreements closed in the period referenced. Our ARR bookings metric does not reflect potential future events such as unexpected client volume fluctuations, early contract terminations or early contract renewals. This metric may differ from similar terms used by other companies and therefore comparability may be limited.