



CEO's Statement

Fiscal Year 2024-2025



"This past year has been nothing short of remarkable"

Our results for the fiscal year ending March 31, 2025, reflect the strength of our business, the resilience of our model, and—above all—the dedication of our people and partners.

We're publishing our FY2025 Financial Condition Report (FCR) for Best Doctors Insurance Limited ("BDIL") our main insurance company, which provides an in-depth look at BDIL's financial position, risk management, and governance, representing a powerful endorsement of our business.

Financial Highlights

- Growth
- Strength
- Stability

The BDI Group, which consists of BDIL and all other operating entities within the BDI Group of companies, closed the year with a Gross Written Premium of **US\$327.3 million**, a healthy increase, reflecting the confidence placed in us by thousands of clients and brokers.

Our Net Income reached **US\$9.4 million**, a **12%** uplift on the prior year, thanks to tighter execution and continued growth in high-quality segments.

Most notably, the Solvency Ratio surged to 224%, underlining just how far we've come in terms of financial strength and stability. BDIL's liquidity is equally strong, with Liquid Assets now at US\$112 million, up 14%, giving us the flexibility to act quickly and with confidence. US GAAP technical reserves, the backbone of any good insurer, now stand at US\$175 million.

These are more than just numbers. They represent our ability to keep promises, to pay claims, and to grow securely and sustainably.

Supporting this performance is our robust risk management framework, which is fully integrated into our operations. It helps us anticipate challenges, maintain discipline, and protect our solvency—making Best Doctors a more secure and credible partner for brokers, clients, and regulators alike.

GVP Gross Written Premium Us\$ 327.3M

Technical Reserves us\$ 175M

Net Income US\$ 9.4 M
Change:12%YoY

BDL Solvency Ratio

224 %

Liquid Assets US\$ 112 M
Change:14% YoY

Beyond Financials

Efficiency through Digital Transformation

Of course, financial performance is only part of the story. What really sets Best Doctors apart is our relentless focus on service and experience—especially in an industry where expectations continue to rise fast.

We made significant progress this year through our Digital Transformation roadmap. Claims turn-around time improved by 18%, with more than 28,000 claims processed via our Al-assisted "Fast Track" system, and a 104% increase in claims submitted through our digital portals.

Beyond claims, we modernized both the Member and Distributor Portals, rolled out digital signature integration, and introduced an Al-assisted underwriting engine that's cutting turnaround times dramatically—all while maintaining accuracy and consistency.

Finally, as we continue transforming our operations, we are also strengthening the partnerships that matter most. This year, we placed renewed emphasis on building deeper, more collaborative relationships with top healthcare providers, ensuring

access to high-quality care while unlocking new efficiencies in case management, billing, and service delivery.

These changes weren't just about technology or contracts. They were about giving our customers and partners faster tools, more visibility, and smoother processes – across the board.

We're making processes

faster, more accurate, and easier to navigate.

18% faster claims turnaround

6 er

fast claim turnaro

104%

rise in claims

submitted

via portal





As we look to the future, our strategy remains focused on three priorities—all of which are built around growth, value, and experience:

Growth

because we believe our mission is to serve more people. We are committed to expanding our customer base across Latin America and beyond, helping more families gain access to quality healthcare when they need it most.

Efficiency

because the best experience is often the simplest one. We are eliminating unnecessary steps, empowering self-service where it makes sense, and using data to focus resources where they deliver the most impact.

Cost Management

because profitability must come from being smarter, not just pricing higher. We owe it to our customers and partners to be focused on providing high quality care at the best possible price as this is key to the long-term sustainability of not only our company and its products, but also our industry. We will continue to invest in tools and analytics that give us real-time oversight and the ability to act quickly—keeping the business healthy and competitive.

Above all

our guiding principle remains our customers, partners, and colleagues' experience. Everything we do must make it easier, faster, and more rewarding to do business with us.

At the core of the delivery of these priorities is data—the foundation that powers everything from smarter underwriting to more personalized service. By leveraging advanced analytics and AI technologies, we predict trends, understand customer needs, and tailor our services accordingly. This approach ensures we stay ahead in the market, making informed and innovative decisions that enhance our offerings and drive continuous improvement.



- None of this would be possible without the collaboration of our employees, partners and providers. Every policy sold,
- every claim supported, every renewal secured—it all starts with them. Their trust in our brand, their commitment to our
- clients, and their feedback are what drive us forward.
- To our partners and colleagues across the region: thank you for being a part of this journey. Together, we are building something powerful—and we are just getting started.

3

+ Al-assisted

claims



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Our capital strength, geographic reach, industry expertise and professionalism are supported by a worldwide reinsurance partnership with Reinsurance Group of America (RGA), the third largest reinsurer in this sector worldwide, which is focused exclusively on the life and health industry.

Committed to delivering service excellence, Best Doctors, provides a wide range of international health insurance plans for the globally mobile population, including expatriates, high-net-worth individuals and families, small-to-medium size companies, large corporations, and government institutions.



Best Doctors* Insurance celebrates 36 years of experience in the Latin American, Caribbean, and Canadian markets. As part of The Primary Group, an investment holding company dedicated to insurance and financial distribution activities, Best Doctors Insurance leverages its collective experience to provide a solid foundation for delivering tailored, reliable, and innovative healthcare solutions to our clients.

Best Doctors Insurance is the tradename of Best Doctors Insurance Holding Limited and its affiliates, which administer international medical insurance products. These products are underwritten by Best Doctors Insurance Limited, an insurance company licensed and regulated by the Bermuda Monetary Authority, Best Doctors Medicina Prepagada (in Ecuador), or third party insurance companies who have a relationship with Best Doctors Insurance.

At Best Doctors Insurance, our purpose is to provide access to the best healthcare solutions, with

excellence in Service for a better life



With a vision of promoting

well-being and ensuring access to top-tier healthcare

we leverage our global reach to give our customers access to a wealth of healthcare knowledge, resources and a comprehensive range of medical facilities, treatments, and specialists across borders. This integration empowers individuals and families to navigate the complexities of healthcare seamlessly, granting them peace of mind and a truly global healthcare experience.



303 employees



6 offices



+9,000 distribution partners



Our "Think Global, Act Local" philosophy

Cares for the medical needs of thousands of members spread across the Americas and served from our 6 offices.

Offices strategically located, across the continent

Miami, United States of America Toronto, Canada Mexico City, Mexico Guatemala City, Guatemala Hamilton, Bermuda Guayaquil, Ecuador

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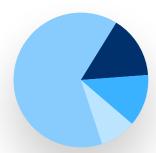




April 2024 - March 2025



\$327M gross written premium*



142,544 claims paid





500+
companies
insured



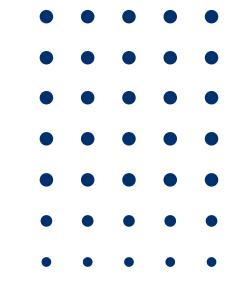
14,000 corporate employees insured

Best results

The GWP and number of members reflect policies administered by BDI and underwritten by BDIL, Best Doctors Medicina Prepagada, and third-party insurers



Jur Insurance Company



Best Doctors Insurance Limited

is a non-resident Class 3B insurer in Bermuda that insures members around the world. We are subject to the Bermuda Monetary Authority (BMA) capital and solvency requirements, demonstrating our strong financial position and providing clients and partners with important safety.

Additional assurances offered by our Bermuda domicile include:

• The BMA is one of the strongest and most respected offshore regulators, providing regulatory frameworks consistent with international best practices. It is one of only two non-EU jurisdictions to have been found fully equivalent to the Solvency II* Directive, which is held up as the gold standard of insurance regulation worldwide.

- BMA is committed to providing open, transparent regulatory frameworks and requirements, which are consistent with international best practice, and to applying and enforcing these requirements sensibly and consistently in a firm but fair manner.
- The BMA is a member of the International Organization of Securities Commissions (IOSCO), a member of the Group of International Finance Centre Supervisors, and the International Association of Insurance Supervisors (IAIS).
- Since 2009, Bermuda has been one of the first offshore jurisdictions included on the OECD's whitelist of compliant, transparent countries

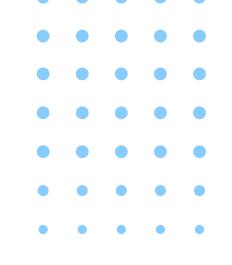


Aug Reinsurance Partner

We have strong strategic

relationships with a number of prominent global reinsurers to ensure long-term stability and ultimate security for our policyholders.

Our group-wide strategic reinsurance partnership with RGA, supported by their global team of health underwriting, product development, and claims experts, dates to 2016. It provides Best Doctors Insurance with access to RGA's deep resources, increased underwriting flexibility and advanced risk management tools, further enhancing our overall competitiveness.



It reinsures BDI's portfolio through a

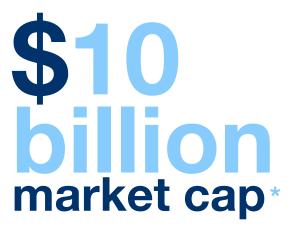






RGA* is the only global reinsurer focused exclusively on the life and health industry and is the largest reinsurer in this sector worldwide.

As of December 2024*, the group has a



Ratings of S&P

A.M. Best Company Moody's Investors Service







RGA serves clients from operations in more than 26 countries around the world, delivering reinsurance expert solutions in individual life, individual living benefits, individual health, group, financial solutions, facultative underwriting and product development

* See RGA website: Financial Strength | RGA



Our Regional Insurance Cartine Contract Contrac

- partner with

flagship regional and local insurance and financial institutions which enable Best Doctors Insurance to offer our products and services compliantly across the globe, provide enhanced market penetration and increase our financial stability as well as risk diversification. They also encourage innovation and customization of our products to meet specific market requirements.

Mexico



Seguros Atlas is a well-established insurer in Mexico since 1941, providing coverage for medical expenses, hospitalization, and other health-related services. Best Doctors Insurance underwrites Seguros Atlas international private medical insurance policies while Seguros Atlas leverages its strong tradition and market penetration to issue and distribute the cobranded products and services.

Guatemala



≓ Bam

Seguros Agromercantil Guatemala (BAM) is in the market since 1926 offering a range of insurance products, including health, life insurance, property and auto. Best Doctors Insurance underwrites BAM's international private medical insurance policies while BAM leverages its strong tradition and market penetration to issue and distribute the cobranded products and services.

Canada



Lloyd's, the world's leading insurance marketplace, provides tailored insurance and reinsurance solutions for a variety of Canadian risks, including property catastrophe, professional liability, accident and health. Best Doctors® Canada Insurance Services are underwritten by Lloyd's of London.



Medical Providers **Partners**

Additionally, we follow a rigorous provider selection process to build strategic partnerships with leading healthcare organizations that specialize on specific types of treatments. These partnerships allow our members to maximize their policy benefits and receive the best healthcare from accredited hospitals and specialists, maintaining a consistent standard of care worldwide.



Enhanced access to top U.S. healthcare with comprehensive coverage and cost efficiency

Our long-standing partnership with UnitedHealthcare combines their extensive experience and network across the United States with Best Doctors Insurance's international expertise and global reach, delivering unparalleled value and ensuring competitive pricing through a robust network. Together, we provide a comprehensive, high-quality, and accessible healthcare experience that meets the needs of our members.

This partnership ensures our members seeking care in the U.S. have enhanced access to comprehensive care and over one million providers that include top-tier healthcare facilities and specialists. UnitedHealthcare also offers customer service support, billing, coding, and case management with dedicated representatives and easy access to our members' health information.



Stronger partnership, superior customer benefits

Clínica Universidad de Navarra, located in Pamplona and Madrid. is an internationally recognized academic hospital. The alliance between Best Doctors Insurance and Clínica de Navarra enables the delivery of efficient, high-quality care. We prioritize each patient's individual needs, addressing not only technical aspects but also offering comprehensive care that emphasizes human experience. This partnership ensures that Best Doctors Insurance's members have access to the highest level of medical resources.



Expanding access to comprehensive, high-quality care

Baptist Health, the largest healthcare organization in South Florida, has partnered with Best Doctors Insurance to enhance our network of world-class providers. With over 4,000 top-tier physicians across all specialties, supported by 12 hospitals and more than 200 outpatient facilities, this collaboration offers an unparalleled range of options and a holistic approach to care tailored to each patient's unique needs.



A premier institution in Latin America ioins our network

We have welcomed Hospital Sírio-Libanês, one of Brazil's most esteemed medical institutions. to our Provider Network. This collaboration merges local expertise with global standards of care, ensuring our members receive exceptional healthcare services, whether they are local or international patients seeking optimal outcomes.



Pioneering healthcare solutions with leading experts

We have formed a direct partnership with Hospital Israelita Albert Einstein, one of Brazil's most prestigious medical centers. This alliance reinforces our commitment to providing members access to innovative care and world-class medical professionals, ensuring a superior healthcare experience.



Expert healthcare excellence added to our network

Mayo Clinic, recognized as the largest integrated, not-for-profit medical group practice in the world, exemplifies excellence in healthcare. With more top rankings than any other hospital in the nation, we are thrilled to offer our members the extraordinary benefits of this collaboration with Mayo Clinic.



Expanded access to pharmacies and reduced prescription costs

Our partnership with CVS Caremar™ grants members access to over 65,000 pharmacies across the U.S. This collaboration not only lowers prescription costs but also offers the convenience of in-store pick-up or delivery within the U.S. at no additional charge.

Cleveland Clinic

to world-class

Direct access specialists in the U.S.

Members now have direct access to the multispecialty, board-certified experts at Cleveland Clinic. This enhancement to our Provider Network elevates our healthcare offerings, allowing members access to connect with leading specialists renowned for their clinical excellence.



Best Doctors Insurance offers

some of the most comprehensive international private medical insurance plans in the world.

We provide inpatient and outpatient care globally, through a network of premier medical providers in the U.S. and across the rest of the world. Our products have been carefully designed to attend to the specific needs of our members and their families at anytime, anywhere with four great differentiators:

Best-in-Class Network

Access to the most advanced treatments and technologies is available in select medical centers around the world.

Policy **Portability**

Customers may keep their coverage when they move to other countries, as long as policy conditions are met.

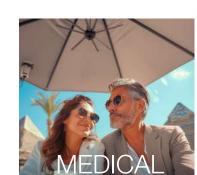
Individual

Case Management

Customized program to coordinate, supervise and manage complex or long-term medical conditions.

Guaranteed Lifetime Renewal

We offer the peace of mind that comes with guaranteed lifetime renewal, as long as policy conditions are met.



Our most complete plan with a range of exceptional benefits, featuring a VIP-level of coverage and service worldwide.



A flexible plan with access to world-class benefits and free choice of providers anywhere in the world.



Regional plan with comprehensive coverage and a robust provider network.



With an excellent level of benefits, it allows members to access a wide network of hospitals and providers.



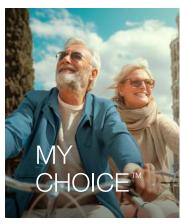
An affordable plan with full benefits and two options for global coverage: Worldwide and International.



Accessible option for essential coverage through a wide provider network with two options for global coverage: Worldwide and International.



Maximum coverage in case of major catastrophic events.



A customizable plan with different coverage modules.

Exclusively for





One of our best-selling plans, Global Care, now tailored for Brazil residents who look for a wide network of hospitals in the U.S. and free choice of providers in Brazil and the rest of the world.



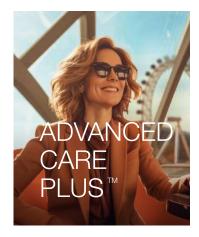
One of our best-selling plans, Global Care, now tailored for Brazil residents who look for affordable access to the best providers in Brazil and free choice of providers in Latin America



One of our best-selling plans, Global Care, now tailored for Brazil residents who look for affordable access to the best providers in Brazil, a wide network of hospitals in the U.S., and free choice of providers in the rest of the world.



Exclusively for Chile



Designed for Chilean citizens with excellent medical benefits that fit their needs.



This plan provides members in Chile with great solutions for major impact illnesses and access to the best hospitals in the U.S.



Accessible plan for members in Chile with affordable solutions and access to a generous provider network in the U.S.



Comprehensive Medical Coverage

From routine check-ups to specialist visits and hospital stays, our plan ensures that your employees have access to quality healthcare when they need it most.



Prescription Drug Coverage

Prescription medications can be a significant expense for individuals. Our plan covers a broad range of medications, making them more affordable and accessible for your team.

Our Group Corporate Solutions

We offer corporate health insurance plans that adjust to your organization's that adjust to your organization's specific needs. No matter where your employees are in the world, they can focus on their work with confidence, knowing they have a reliable partner who is looking after their health.



Mental Health Support

We understand the importance of mental well-being. Our plan includes coverage for mental health services, including counseling and therapy sessions, ensuring that your employees have the support they need



Wellness Programs

A healthy team is a productive team. Our plan includes wellness programs, such as gym memberships, health screenings, and preventive care, encouraging your employees to take charge of their health and well-being.





We take immense pride in having an expert medical team at our members' disposal. Equipped with the largest number, 22 physicians on our staff worldwide.

Our medical team offers a wealth of experience within a diverse range of specialties, allowing us to handle a broad spectrum of medical conditions with precision and proficiency. They are certified to establish peer-to-peer contact with doctors around the world and are accredited in Case Management, Leadership, Billing and Coding, Risk Management and Auditing.

Backed by the latest advancements in medical technology and diagnostic tools and more than 30 years of medical experience, our team consistently provides accurate diagnoses across all specialties, delivered with personalized attention, compassionate care, and a seamless healthcare experience.

Efficiency

We know that quick and efficient responses are crucial when our and our loved one's health is at stake. Our dedicated service team is known for offering the fastest response times available. From addressing inquiries and concerns to guiding clients through the claims process, our team goes above and beyond to provide attentive and personalized support at every stage.

We also recognize the importance of swift pre-certification of

committed to delivering the fastest response time for pre-certification, ensuring that our clients receive the necessary coverage approvals in a timely manner.

With an unwavering focus on customer satisfaction and service excellence, we strive to deliver a seamless, hassle-free experience, as demonstrated by our exceptional 2024-2025 results. Issuance of Letter of Guarantee in 24 to 48 hours for elective or programmed procedures; 3 hours in case of emergency

With 22 physicians on staff - the largest global team

Service

We place our clients at the heart of everything we do, prioritizing their well-being and peace of mind every step of the way. We participate in some of the most memorable, sometimes challenging, moments of our members' lives.

That's why our services are governed by four commitments: medical expertise, efficiency, empathy and innovation.

Commitment

More than
+24,000

Letters of Benefit
& Verification of
Benefits issued

Telephone response time in less than 20 seconds

Letter of Guarantee (emergency) 24/48 hours Letter of Guarantee 204,194 claims processed

between 7 and 10 days for a total of

\$176M





We understand the impact that putting patients at the center of care and showing genuine concern for their well-being can have in creating a positive and healing experience for our members and their families.

80% of our employees have been with the company for over 5 years.

While Caring is one of our core company values, our customer-facing teams are specially trained to put themselves in the patient's and their families' shoes, recognize their emotions and needs, and respond with genuine care and concern. The focus is on building a strong connection with the patient, creating a positive and supportive environment, and addressing their concerns effectively.



Harnessing the power of cutting-edge technology and streamlined processes, we drive cost ef ciency and operational excellence. Our predictive models, powered by advanced analytics, allow us to anticipate needs and deliver tailored solutions.

Seamlessly connecting with partners via Application Programming Interface (APIs) and supported by a world-class operations team, we achieve unmatched service excellence with top Key Performance indicators (KPIs) and rapid turnaround times. All this is underpinned by state-of-the-art security measures to ensure the highest level of customer data protection.



Re-designed Member and Agents Portals

Mobile app optimization

Enhanced user experience



Al-supported functions to assist with Underwriting, Claims, New Business Applications, and much more



SMART product designed to improve flexibility and provide our members with more options to fit their lifestyle



Added value services & Tools

Additionally to the delivery

of our four service commitments, we are constantly on the lookout for Added Value Services & Tools to enhance and simplify our members' experience as well as complement their medical coverage. These services go beyond traditional health insurance and demonstrate our commitment to support our customers' health and wellbeing.



InterConsultation® and Second Medical Opinion

Exclusive patented service that offers a second medical opinion to members regarding their diagnosis from a panel of even for conditions not covered under the policy over 53,000 renowned specialists around the world



Coordination for the purchase and delivery of high-cost or specialized prescription medications not available in the member's country of residence.



Telemedicine

A safe and easy way for members to receive medical care via a live video conference at any time from the comfort of their home, without deductible.



Elite Navigator

A personal physician advocate that helps our members understand diagnostic tests and medical checkup results, and who also provides support to empower them to have more effective conversations with their own treating physicians.



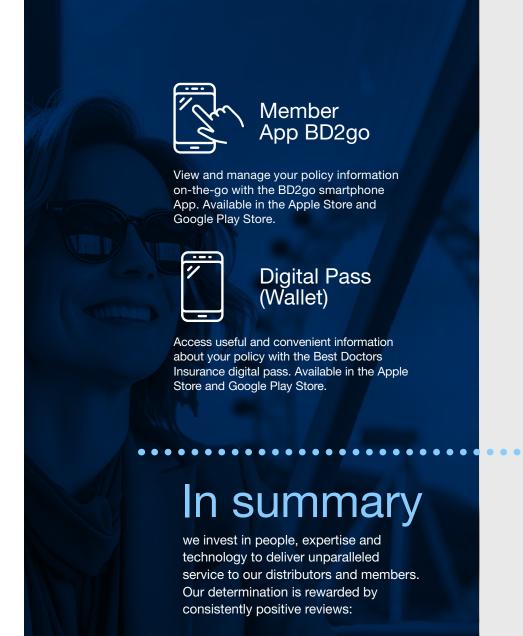
Best Doctors Concierge

Coordination of medical appointments, hospital admissions, travel arrangements, accommodation and transportation when treatment takes place outside the member's country of residence.



Individual Case Management

Customized program to coordinate, supervise, and manage complex or long-term medical conditions.





Member Portal

Access all the information you need in our secure Member Portal with a few simple



LiveChat

Real-time communication with a Best Doctors Insurance representative to get your questions answered; available from 9:00 am - 6:00 pm EST.



Patient Services Messaging

Personalized guidance for your medical needs with our Patient Services Messaging tool available from 9:00 am to 6:00 pm
EST: WhatsApp: +1 786.447.7079.

92%
member satisfaction

97%
distributor satisfaction



New D Card

You can now use your new ID card to access Your Best Life,

anywhere



We offer additional services as part of our commitment to deliver medical excellence

Access to CVS Caremark™

Complete and simple pharmacy services in the US: easy refills, fill new prescriptions, pharmacy locator, specialty medications, plus support just for you.

Medical Elite[™] Maternity Network

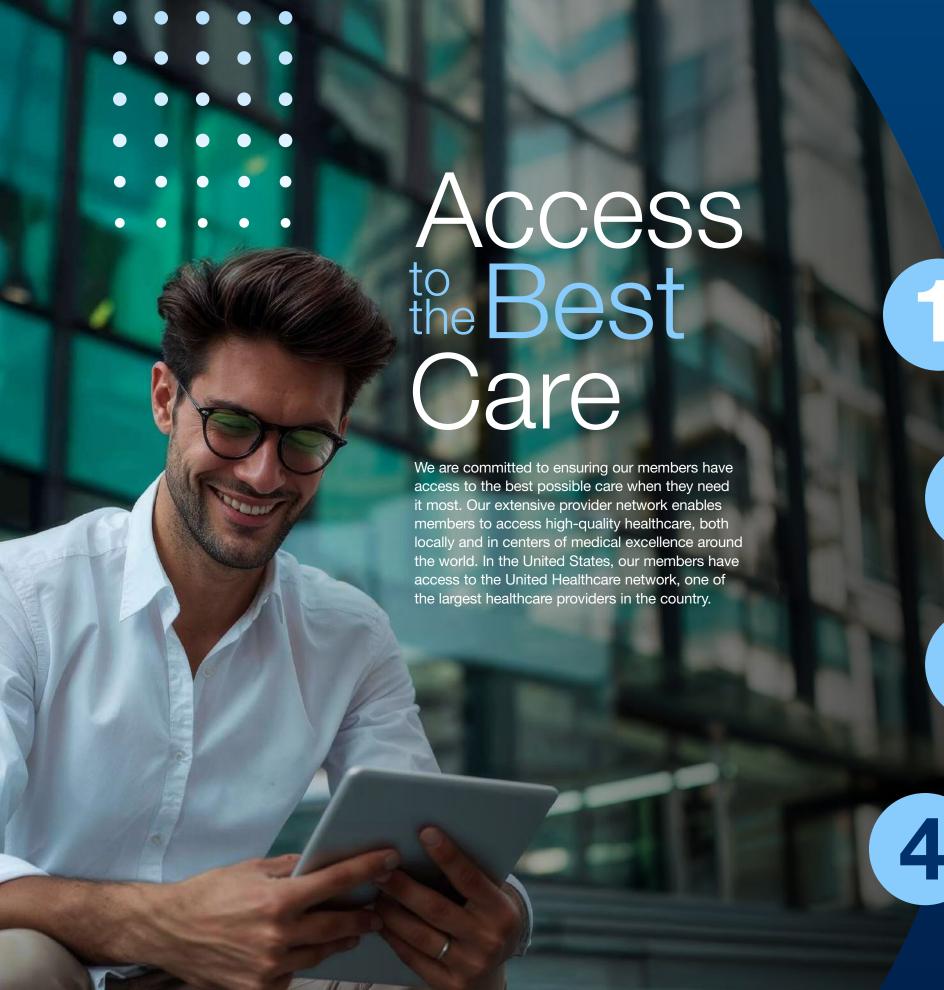
Exclusive hospital network for members of the BDI Medical Elite™ plan, with 100% coverage for normal deliveries.

Convenience Clinics

Our network of convenience clinics in the U.S. provides access to treatment for minor procedures. Staffed by nurse practitioners and physicians, they offer flexible hours, no appointment required, and not subject to deductible on BDI policies.

Doctors and Labs at Home

Home visits are available to BDI members in certain territories. providing fast and safe access to the best medical providers.





People

We are committed to fostering a culture of Service Excellence and results by investing in our people and simplifying our organizational structure. Through enhanced training programs and a new Learning Management Tool, we prioritize continuous development and learning. Our initiatives to attract, retain, and recognize talent include clear succession plans and a revamped Employee Recognition Program.

Additionally, our expanded facilities in Guayaquil, Ecuador, reflect our dedication to supporting our growing team and driving long-term success.





Communication Channels

At Best Doctors Insurance, we prioritize seamless communication with our distributors and customers through a variety of channels tailored to meet your needs. Our newsletter delivers the latest updates and insights directly to your inbox, while WhatsApp ensures instant, personalized support. Engaging content is shared across our vibrant social media platforms, complemented by a comprehensive website for in-depth information. For distributors and members, our dedicated portals provide exclusive tools and resources, fostering efficiency and connection. Together, these channels reflect our commitment to accessibility, transparency, and exceptional service for our valued clients and partners.

Website



MatsAbo

KIT Newsletter



Social Media

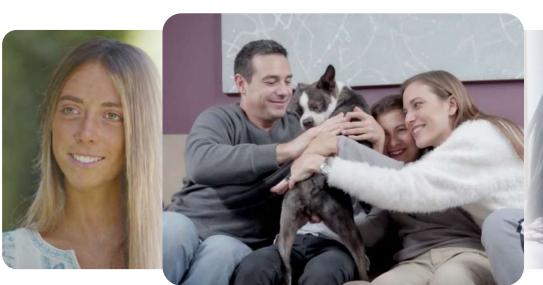




The Voice of the

Scan the code or click on it to access the testimonials portal.

We deeply value our clients' stories. We understand that peace of mind and security are essential to enjoying life, and we're proud to offer products and services that protect what matters most to you. Over the years, we've had the privilege of being part of significant moments in our policyholders' lives. Now, we want to share some of these life stories with you, filled with lessons and resilience. We invite you to explore the testimonials on our website, where our clients share their experiences and how our Best Doctors has given them the peace of mind they need.





Let us Know How

We Can Help



1.305.269.2521

US Toll Free

1.866.902.7775

Toll Free Number from Canada

1.855.667.4028

Toll Free Number from Chile

56.225.95.2882

Toll Free Number from Madrid

34.900.839.034

Toll Free Number from Mexico

+52.554.169.7210

WhatsApp Chat

305.240.9030

Best Doctors Mexico

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