Best Doctors® INSURANCE

37 Years SERVING SINCE 1989

Corporate Profile 2025-2026



Global Access • Medical Expertise • Service Excellence • Financial Strength

CEO'S STATEMENT

Fiscal Year 2025–2026



A year of momentum

At this time last year, I spoke about the progress we had made in strengthening Best Doctors Insurance. This year feels different. While financial discipline and operational excellence remain central to our success, what stands out most is the momentum we have created across the business.

The investments we have made over recent years in our products, technology, service capabilities and distribution partnerships are delivering tangible results. We enter this new fiscal year with confidence, stronger market engagement, improved financial performance and a real sense that Best Doctors Insurance is firmly on the move.

Today, we are publishing the FY2026 Financial Condition Report ("FCR") for Best Doctors Insurance Limited (BDIL), our principal insurance company. The report provides a detailed view of our capital position, governance framework, risk management practices, and demonstrates the financial strength that underpins everything we do.

The publication of the FCR remains an important milestone, providing transparency to our partners, regulators and policyholders, while reinforcing the solid foundations upon which we continue to build.

Performance with purpose

The **Best Doctors Insurance Group**, which consists of BDIL and all other operating entities within the BDI Group of companies, delivered a particularly strong year, combining steady growth with a very significant improvement in profitability.

Gross Written Premium reached **US$342.7 million,** an increase of **US$15.4 million** compared with the previous year.

More significantly, Group Net Income increased to **US$21.3 million** compared with **US$9.4 million** in the prior year, reflecting stronger operational performance across the business.

Within BDIL, Gross Written Premium reached **US$290.0 million** while Net Income increased to **US$19.2 million.**

Our capital position also strengthened considerably. BDIL's solvency coverage ratio increased to **348%** supported by available capital of **US$42.1 million.**

These results matter because they give us choices. They allow us to invest in service, technology, products and people, while continuing to deliver on our commitments to members around the world.

Group Gross Written Premium reached
US$342.7 million

Group Net Income increased to
US$21.3 million

BDIL Gross Written Premium reached
US$290.0 million

BDIL's solvency coverage ratio increased to
348%

Simplifying the Experience

Healthcare is often complex. Insurance can be as well. Our responsibility is to make both easier to navigate.

Throughout the year, we continued to simplify the way customers and distributors interact with our business by investing in digital tools, automation and more efficient processes.

The launch of our new PRO Portfolio was an important strategic step. More competitive, easier to position and simpler to sell. At the same time, we continued to accelerate digital adoption across the business with all quotes generated digitally, **90% adoption of digital claims reimbursement,** and more than **300,000 sessions** recorded across our web portal over the past 12 months.

Digital policy applications now account for **40% of submissions,** reflecting the growing preference for faster, more convenient self-service experiences and highlighting the continued momentum of our digital transformation journey.

These are not technology projects for their own sake. They are practical improvements designed to make doing business with Best Doctors Insurance easier.

Access matters

At its core, international health insurance is about access.

During the year, we strengthened our **Patient Navigation Services®** function and established our **Centers of Excellence and Your Best Access** strategy, reflecting our belief that international health insurance should do more than pay for healthcare. It should help members find the right care.

Together with **InterConsultation®, Elite Navigator, Concierge Services and Individual Case Management**, these capabilities help members access leading specialists, hospitals and treatment pathways across Latin America, North America and Europe. They also strengthen our ability to guide members through increasingly complex healthcare decisions with confidence.

This strategy is supported by deeper relationships with leading healthcare institutions, including **Mayo Clinic, Cleveland Clinic and Baptist Health**, helping improve access, coordination and outcomes while generating meaningful efficiencies.

Our Priorities for the Year Ahead

Growth

We will continue building on the growth momentum we have established. Our ambition remains to help more individuals, families and organizations gain access to high-quality healthcare solutions across the region.

Efficiency

We will continue improving efficiency across every part of the business. This is not about cost alone. It is about removing unnecessary burden, simplifying processes and making it easier for customers, distributors and colleagues to get things done.

Cost Management

We remain focused on managing healthcare costs responsibly. The future of our industry depends upon balancing affordability, sustainability and access to world-class care. We believe that can be achieved through innovation, provider partnerships, healthcare navigation and operational excellence.

What Makes the difference

However, the most important factor behind our success is not technology, products or financial performance.

It is our people.

Every day, our employees, distributors, providers and business partners help members navigate some of the most important moments of their lives. Their commitment, professionalism and care are what make this organization special.
I am particularly proud that, for the second consecutive year, Best Doctors Insurance has been recognized as a Best Place to Work. Awards are not the objective, but they are a powerful reflection of the culture our teams have built together.

To our employees, distribution partners, providers and customers, thank you for the trust you place in us.

The foundations are strong. The momentum is real. And I am excited about what comes next.

Sheldon Kenton

Chief Executive Officer
Best Doctors Insurance Limited

INDEX

1. Our company
2. Our service commitment
3. Our healthcare network
4. Our products
5. Our member and distributor experience
6. Our people and culture
7. Our members' stories
8. Our communication channels
9. Let us know how we can help

Our company

Best Doctors Insurance combines international reach, local market expertise, and long-standing industry relationships to serve members, distributors, corporate clients, and healthcare providers across the Americas.

Our footprint

Best Doctors Insurance operates through six regional offices, combining local market knowledge with the resources and capabilities of an international organization. Supported by more than **323 employees** and an extensive distribution network of over **9,450 partners**, this regional footprint provides the scale needed to sustain growth, strengthen service capabilities, and create long-term value for all stakeholders.

6
Regional Offices

323
Employees

9,450+
Distribution partners



- **Miami**
  United States
- **Guayaquil**
  Ecuador
- **Toronto**
  Canada
- **Guatemala City**
  Guatemala
- **Mexico City**
  Mexico

Quito - Ecuador

Reopening our Quito office

expands our presence in Ecuador and brings us closer to the people and partners we serve.







Our financial performance

Our results reflect disciplined growth and the continued confidence of our members, distributors, and corporate clients

April 2025- March 2026

Group Net Income	USD $21.3 M
Gross written premium	USD $342.7M
Claims paid	USD $165M
Renewal rate	93%
Companies insured	500
Corporate employees insured	13,500+

PERFORMANCE

Our reinsurance **partner**

RGA Partnership

Best Doctors Insurance has maintained a strategic reinsurance relationship with **Reinsurance Group of America (RGA)** since 2016. The partnership provides access to RGA's global expertise and resources in health underwriting, product development, claims, and risk management.

Focused on the life and health industry, RGA operates in more than 26 countries and serves clients across more than 80 markets worldwide.

*RGA reinsures all entities except Canada. BDIL, BAM, and BDMEX are covered under a 95% quota share agreement and excess of loss treaty, while PPGA is reinsured only under an excess of loss treaty.

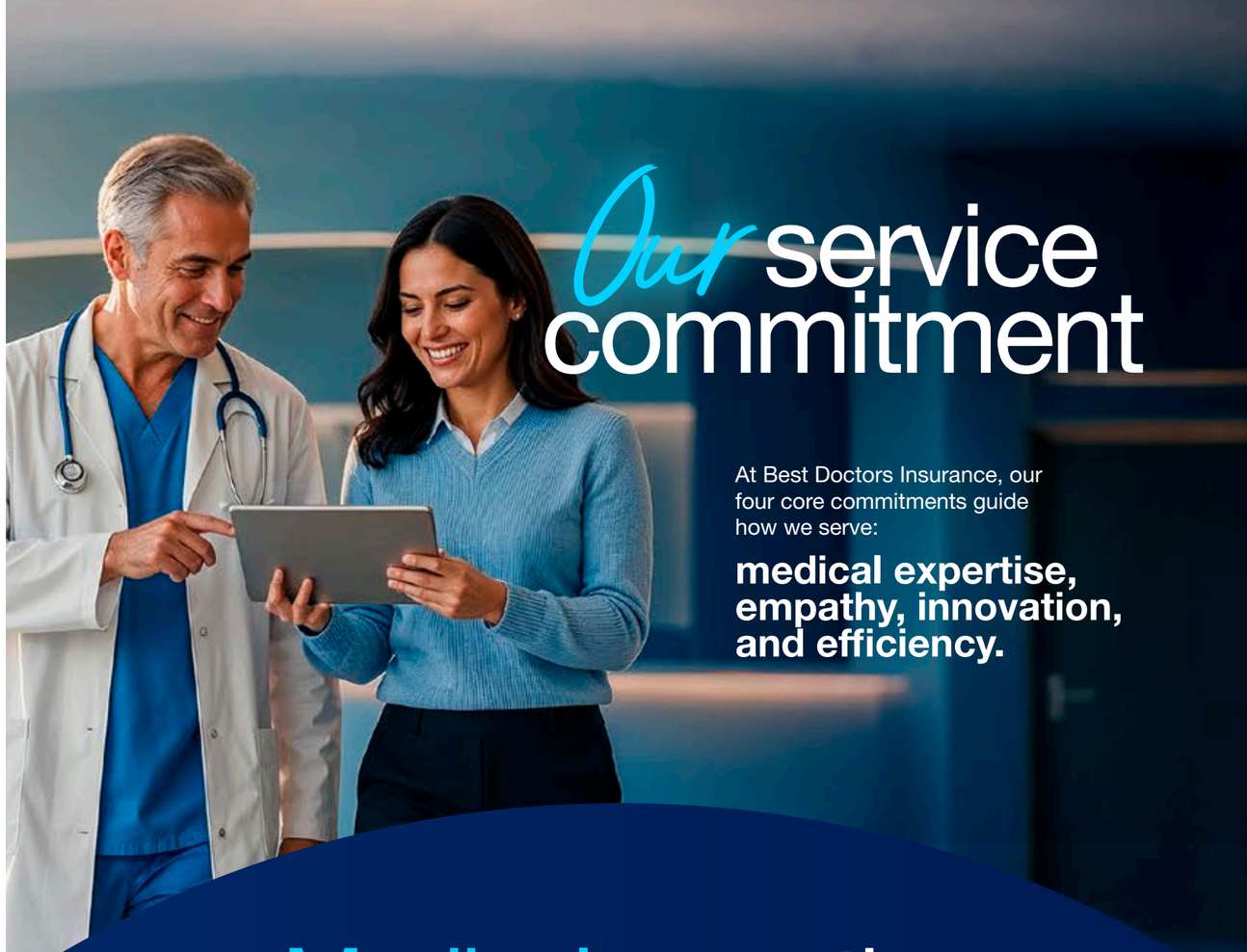
***See RGA website**

Partnership Highlights

- **Quota Share Agreement:** 95%
- **Market Capitalization:** As of December 2025* US$13.3 Billion
- **Global Operations:** 26+ Countries
- **Markets Served:** 80+ Countries

Financial Strength Ratings

S&P Ratings	A.M. Best Company	Moody's Investors Service
AA-	A+	A1



Our service commitment

At Best Doctors Insurance, our four core commitments guide how we serve:

medical expertise, empathy, innovation, and efficiency.

Medical expertise

Our global medical team brings together **36 physicians across multiple specialties,** providing the clinical knowledge and experience needed to support members throughout their healthcare journey.

Working collaboratively with **Patient Navigation Services** and our global network of **5,500+ leading hospitals worldwide**, our physicians provide clinical guidance that helps members make informed decisions, navigate complex medical situations, and access appropriate care with greater confidence.

- Physicians on staff **36**
- Top hospitals worldwide **5,500+**



> **80% of our employees** have been with the company for more than five years



Empathy

Healthcare is personal. Our teams respond with care and understanding, supported by the experience of our people: **80% of our employees have been with the company for more than five years,** bringing continuity, knowledge, and a deep understanding of our members' needs to every interaction.

Innovation

We invest in **digital solutions, artificial intelligence, automation, and process improvements** that simplify policy management, speed service delivery, and make information and support easier to access.

These capabilities help us continuously improve the experience for members and distributors and deliver smarter, more connected healthcare solutions.

Efficiency

Operational excellence is essential to delivering a better experience for members and distributors. Through streamlined processes, coordinated provider networks, responsive service teams, and efficient claims management, we work to reduce administrative complexity and facilitate timely access to care.

For distributors, efficiency also means practical tools that make it easier to quote, manage, and support their business.



30,000+
Monthly agent portal sessions



10,700+
Monthly In$taQuote quotations



70%+
New business conversion rate

Our healthcare network

Exceptional healthcare requires more than insurance coverage. Our network connects members with leading healthcare institutions, specialized programs, and personalized guidance to help them find the right care for their needs.

Our healthcare **partners**

Our relationships with leading healthcare institutions strengthen our provider network, support care coordination, and expand access to high-quality healthcare across the Americas and Spain. These alliances also foster clinical collaboration, knowledge sharing, and continuous improvement in healthcare delivery.

United Healthcare

Our long-standing partnership with UnitedHealthcare combines its extensive U.S. network with Best Doctors Insurance's international expertise, providing members with high-quality care, competitive pricing, and access to over one million providers, including top-tier facilities and specialists. UnitedHealthcare also provides dedicated support for customer service, billing, coding, and case management.

MAYO CLINIC

Mayo Clinic, recognized as the world's largest integrated, not-for-profit medical group practice, 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.

Cleveland Clinic

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 to connect with leading specialists renowned for their clinical excellence.

Baptist Health South Florida

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.

CVS caremark®

Our partnership with CVS Caremark® 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 pickup or delivery within the U.S. at no additional charge.

SJD Sant Joan de Déu Barcelona · Children's Hospital

SJD Barcelona Children's Hospital is one of Europe's leading institutions in pediatric and maternal care. Based in the Catalan capital, the hospital is recognized for excellence in treating complex pediatric diseases, high-risk pregnancies, and cutting-edge procedures.

Clínica Universidad de Navarra

Located in Pamplona and Madrid, Clínica Universidad de Navarra is internationally recognized for clinical excellence, research, and patient-centered care. Our partnership provides members with access to one of Europe's leading academic medical institutions.

Clínica Universidad de los Andes

Located in Las Condes, Santiago, Chile, Clínica Universidad de los Andes is a high-complexity medical center that forms part of the university campus of the same name. Recognized for its commitment to hospital excellence, interdisciplinary collaboration, and the education of healthcare professionals, the institution maintains a strong focus on service quality, prioritizing the patient experience and care centered on individual needs.

MédicaSur® Excelencia médica, calidez humana

Ranked as the No. 1 hospital in the country, Médica Sur is recognized as the first hospital outside the United States to join the Mayo Clinic Care Network, a collaboration that enhances access to leading medical expertise, innovation and clinical collaboration. As part of our Centers of Excellence program, our members can rely on a trusted destination for patient-centered care, advanced therapies, and state-of-the-art facilities across key specialties, including oncology, cardiology, neurology, neurosurgery, and organ transplantation.

EINSTEIN Hospital Israelita

Internationally recognized for its clinical leadership, innovation, and patient-centered approach, Einstein Hospital Israelita is one of Latin America's most prestigious healthcare organizations, offering our members access to advanced technologies, smart healthcare solutions, and award-winning clinical expertise.

A.C.Camargo Cancer Center

A.C. Camargo Cancer Center is widely recognized as one of the most advanced oncology hospitals in Latin America and a leading reference center for cancer care, research, and innovative therapies.
As a featured provider within our Centers of Excellence program, the hospital provides members with access to multidisciplinary oncology teams and personalized, integrated treatment plans throughout every stage of the patient's journey.



Patient Navigation Services

Serious diagnoses and complex treatments often require more than medical care—they require expert guidance.

Patient Navigation Services provides personalized support throughout the healthcare journey, helping members identify appropriate providers, coordinate appointments, understand treatment options, and manage the administrative and logistical aspects of care.

Members may also access **InterConsultation®** and complimentary virtual second medical opinions through leading healthcare institutions for selected specialties, providing additional clinical insight when evaluating diagnoses and treatment plans.

Services **include**

- Provider identification and selection
- Appointment coordination
- Treatment planning support
- Administrative guidance
- International care coordination
- Medical logistics assistance
- InterConsultation® coordination
- Complimentary virtual second medical opinions for selected specialties
- Ongoing support throughout the healthcare journey

Centers of Excellence

The Centers of Excellence program brings together best-in-class healthcare providers and renowned institutions committed to delivering exceptional care for high-complexity cases. By combining dedicated care coordination with concierge-style assistance, the program not only provides access to valuable benefits but also elevates the overall healthcare journey of our members.

Participating institutions are internationally recognized for their clinical expertise, advanced treatment capabilities and consistent delivery of outstanding patient outcomes.

The Centers of **Excellence Advantage***

- Access to **centers of reference** in key international hubs
- **Highly specialized care** for complex medical conditions
- **Multidisciplinary expertise** for challenging diagnoses
- **Cutting-edge treatment options**
- **Seamless, personalized support** from start to finish
- **Deductible waiver of up to US$5,000** on eligible plans and conditions*

*Consult the applicable Terms and Conditions.



Your Best Access

Connects members with selected regional providers, helping simplify coordination and provide quality care closer to home while reducing the need for international travel.

Available across **Mexico, Ecuador, Venezuela, and Brazil**, the program supports faster access to treatment, reduced administrative burden, and coordinated care, including direct payment arrangements with select providers.

Deductible waiver of up to US$5,000 on eligible plans and procedures*

*Consult the applicable Terms and Conditions.

Pharmacy & Medication Support

Through our partnership with **CVS Caremark®**, members have access to a network of **65,000+ pharmacies across the United States**, along with support for prescription coordination, specialty medications, and medication delivery where available.

Our products

Beyond our newest PRO Portfolio, Best Doctors Insurance offers a comprehensive range of international health insurance plans designed to meet different healthcare needs, levels of coverage, life stages, and budgets. Product availability and benefits vary by market.

Key benefits available across our portfolio include

International Access
International coverage • Access to leading medical institutions and physicians

Inpatient Care
Hospitalization • Surgery • Intensive care • Organ transplant • Oncology treatment

Preventive & Maternity Care
Preventive check-ups • Maternity care and complications

Outpatient Care
Physician and specialist visits • Prescription medication • Rehabilitation

Specialized Care
Specialized therapies • Palliative care • Coverage for congenital and hereditary conditions*

Travel & Emergency
Emergency care • Air and ground ambulance • Repatriation of mortal remains

Standard Portfolio

Medical Elite™, Premier Plus™, Premier Care™, Global Care™, Medical Care™, Medical Select™, Ultimate Care™ and My Choice™, together with market-specific solutions available in selected countries.

PRO PORTFOLIO

The Pro Portfolio brings together five solutions with clearer product differentiation, enhanced benefits, and a simpler selection process, while maintaining the clinical expertise, service standards, and international healthcare access that define Best Doctors Insurance.



Medical Elite PRO
The highest level of international health insurance, maximum flexibility, and access to premium healthcare worldwide.

PremierPlus PRO
Comprehensive international coverage with enhanced benefits and long-term protection.

Global Care PRO
Balanced international coverage that combines comprehensive protection with exceptional value.

Medical Care PRO
Essential international health insurance with strong core benefits and cost-effective protection.

Medical Select PRO
A smart health plan designed to give peace of mind and accompany our members through the different stages of life.

*Coverage, benefits, eligibility and services are subject to the terms and conditions of each policy and may vary by plan and country.

Our corporate solutions

We offer corporate health insurance solutions that adapt to organizations' specific needs, helping professionals access quality healthcare wherever they are.

1

Comprehensive medical coverage

From routine check-ups and specialist visits to hospital care, employees have access to healthcare for a broad range of medical needs.

2

Prescription drug coverage

A broad range of prescription medications helps make essential treatments more affordable and accessible.

3

Mental health support

Counseling and therapy services help support employees' mental and emotional well-being.

4

Wellness programs

Health screenings, preventive care, and gym memberships encourage professionals to take an active role in their health and well-being.

Our member and distributor experience

We combine digital innovation with personalized support to make every interaction with Best Doctors Insurance simpler, more convenient, and more connected for members and distributors.

Digital experience

Our digital ecosystem provides members and distributors with convenient access to information, services, and tools that simplify everyday interactions with Best Doctors Insurance.

Website



Discover everything Best Doctors Insurance has to offer in one place—from our healthcare solutions and services to useful resources and information. Members and distributors can also access their dedicated portals for personalized information, tools, and services specific to their needs.

Come visit us at **bestdoctorsinsurance.com**

- **Member Portal**
  Manage policy information, access documents, and submit service requests online.
- **Distributor Portal**
  Access tools and information to manage business and support clients.
- **BD2GO Mobile App**
  Convenient mobile access to policy information and BDI services.
- **Digital ID Card**
  Easy access to member identification directly from a mobile wallet.
- **In$taQuote**
  Digital quoting tool that simplifies the sales process.
- **In$taPay**
  A convenient digital payment solution.
- **In$taService**
  Digital access to service requests and support.
- **Patient Services Messaging**
  Direct messaging support for patient service needs.
- **Online claims and pre-authorizations**
  Digital submission and management of claims and authorization requests.

Personalized member services

Every healthcare journey is different.

Our dedicated teams provide personalized support to simplify access to care and coordinate services based on each member's individual needs.

- Elite Navigator
- Individual Case Management
- Telemedicine
- Doctors & Labs at Home (where available)
- Convenience Clinics (United States)

Our people and culture

Our people bring together diverse expertise, perspectives, and experience to deliver on our commitment to members, distributors, healthcare providers, and partners.

1 Leadership

Our leadership team brings experience across healthcare, insurance, finance, technology, and customer experience, guiding BDI with a focus on sustainable growth, financial discipline, innovation, and service.



Yolanda Alter: Chief People Officer, **Luciano Garrido:** Chief Revenue Officer, **Karinna Damo:** Chief Marketing Officer, **Sheldon Kenton:** Chief Executive Officer, **Mauricio Jofre:** Chief Operating Officer, **Karla Maltes:** Chief Financial Officer, **Roque Arduengo:** Chief Transformation Officer, **Luis Velandia:** Chief Information Officer, **Jag Sodhi:** Chief Risk Officer and Chief Actuary, **Jonathan Prokup:** Chief Legal Officer



2 Our culture

We foster a collaborative and inclusive environment where employees are encouraged to learn, innovate, take ownership, and continuously improve how we serve our customers and partners.



3 Great Place to Work®

Our commitment to our people has earned BDI Great Place to Work® recognition for the second consecutive year, reflecting a culture built on trust, respect, collaboration, and opportunities for professional growth.



Our values

Our values define how we work, make decisions, and serve our customers and partners.

1

Integrity

We always do the right thing, acting with honesty, transparency, and ethics.

2

Collaboration

We believe in teamwork and building strong connections.

3

Innovation

We reimagine possibilities and bring fresh ideas to life.

4

Customer Focus

We deliver standout service and genuinely care for our clients.

5

Accountability

We take ownership of our work and follow through on our commitments.

6

Resilience

We adapt to change with positivity, learn from challenges, and turn setbacks into opportunities for growth.

7

Excellence

We continuously strive for quality and improvement in everything we do.

8

Inclusive Thinking

We value diverse voices and foster a sense of belonging across our multicultural teams.

Our members' stories

Behind every policy

is a person, a family, and a healthcare journey. Our members' experiences reflect the importance of having access to expert guidance, quality care, and support when it matters most.

Scan the code to access the testimonials portal









Our communication channels

We connect

with members and distributors through multiple channels designed to provide timely information, useful resources, and convenient access to support.

- WhatsApp
- Live Chat
- Email
- Social Media
- KIT Newsletter

connect

Let us know how we can help

U.S. collect call
1.305.269.2521

U.S. 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

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Best Doctors® INSURANCE

37 Years
SERVING SINCE 1989

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