

March 26, 2026

**Dear shareholders,**

2025 was a year of significant challenges for Quálitas, during which we reaffirmed the strength of our business model, our discipline, and our execution capabilities. As a result, we achieved record results across multiple fronts and were able to navigate the effects of the regulatory change related to VAT on claims, maintaining net income practically in line with the previous year.

Net income for the year amounted to \$5,095 million pesos, 0.5% below that recorded in 2024, reflecting our ability to absorb the impact of the already mentioned regulatory change, with an ROE above 20%, in line with our long-term objectives. Excluding this regulatory change, net income would have reached \$6,778 million pesos, representing growth of more than 32% compared to 2024.

Service excellence continued to be the cornerstone of our actions and one of the main enablers of this performance. During the year, written premiums grew 9.4% compared to 2024, with strong performance in the individual segment. We closed the year with more than 6 million insured units, with 335 thousand additional units versus the previous year, reaffirming the strength of our commercial model and the trust of our agents and policyholders.

In summary, we protected profitability, drove growth, and strengthened our leadership, remaining industry leaders for the nineteenth consecutive year and advancing decisively in our long-term strategy. The new Revenue Law for 2026 closes a chapter of financial uncertainty that threatened both the sector and Quálitas, finally providing financial clarity in this regard.

Growth during the year also required a comprehensive strengthening of the organization. In this context, we added more than 1,200 new employees to support business expansion and strengthen our operational and service capabilities.

Of particular importance, and with the goal of strengthening corporate governance, we executed our succession plan to carry out an orderly transition in the CEO position, taking a firm step in our institutionalization process. The Corporate Practices Committee and the Board approved the separation of the roles of Chairman of the Board and Chief Executive Officer starting in 2026, a key step to consolidate our organizational structure and provide certainty for the years ahead.

Regarding our technical indicators, the loss ratio and combined ratio stood at 65.7% and 94.1%, respectively; on a normalized basis, excluding VAT impacts, these indicators were 62.2% and 90.6%, with the former 3.8 percentage points below the previous year, and the latter below our target range of 92% to 94%.

Financial income amounted to \$5,110 million pesos in 2025, with an annual investment return of 8.7%. As of year-end 2025, 86.5% of the investment portfolio was allocated to fixed income, with a total duration of 2.3 years.

During 2025, we continued to make consistent progress in our corporate development plan, achieving key milestones aligned with our three-pillar strategy, which we have executed with discipline in recent years.

Our international business began operations in Colombia, starting with strong momentum and closing the year with more than 1,200 agents, 9,500 insured units, and the opening of 15 offices. Thus, Quálitas Colombia joins our portfolio of international subsidiaries as an important additional long-term growth driver.

In terms of service, our call center handled more than 3 million calls and reduced the average response time from 6 to 5 seconds, achieving a customer satisfaction level of 95%, higher than the previous year.

We also launched the “Yo me encargo” campaign, an initiative focused on strengthening a culture of service, empathy, and responsibility among each and every Quálitas employee in their daily work.

In sustainability, we continued to advance with a clear short-, medium-, and long-term vision to responsibly manage our impacts in response to technological evolution, macroeconomic challenges, transport decarbonization, and growing expectations regarding transparency and human rights. In this context, we also strengthened our environmental and social indicators to establish concrete goals aligned with the Sustainable Development Goals, reinforcing our commitment to the United Nations Global Pact.

In light of the results of 2025 and looking ahead to 2026, I have full confidence in our ability to continue driving sustainable and profitable growth, firmly believing in our capacity to keep generating value for shareholders and all our stakeholders.

Finally, I would like to thank the entire organization for their valuable contribution to the results achieved in 2025, as well as the trust placed in us by our agents, business partners, clients, and board members.

**Sincerely,**

**José Antonio Correa Etchegaray**  
**Chairman of Quálitas Controladora, S.A.B. de C.V. Board of Directors**