



Etiqua's Media Clippings of August2026 **(1 – 31 August 2026)**



MALAYSIA'S CASE FOR CLIMATE INSURANCE

Floods are Malaysia's most frequent and damaging natural hazard, accounting for 85% of recorded natural disasters since 2000, according to the World Bank. This is being exacerbated by climate change, which is intensifying extreme weather, including heatwaves and sea-level rise, posing risks to infrastructure, food security and economic stability.

As these natural disasters grow more frequent, the insurance protection gap continues to widen. Bank Negara Malaysia reported in 2024 that the take-up for flood insurance remains low even in areas that flood repeatedly, and warned that rising climate risk could push premiums higher and make protection less affordable, with the government increasingly acting as the insurer of last resort.

"The 2021 floods made this gap very visible: around two-thirds of estimated losses, about RM4



"We seek a balance between affordability for customers and the long-term sustainability of the insurance pool. This involves considering multiple factors, including historical claims, exposure levels, loss trends, risk characteristics and reinsurance costs."

Kamaludin, Etika

billion, were uninsured," says K Ganesan Kolan De Velu, sustainability and emerging assurance leader at Deloitte Southeast Asia.

A Khazanah Research Institute (KRI) report, Rethinking Insurance in an Era of Climate Change, shows the same pattern more broadly: climate-related disasters are increasing across Malaysia, while a large share of the resulting losses falls outside the scope of insurance policies.

In practice, most of what insurers offer are climate-risk coverage extensions bolted onto existing policies rather than standalone product offerings.

"These include protection against floods and other natural catastrophe-related events under selected motor, property and commercial insurance offerings," says Etika group CEO Kamaludin Ahmad.

He frames the company's broader goal as strengthening customers' financial resilience against evolving environmental and societal risks, which again folds climate concerns into a wider resilience mandate instead of treating it as a separate category.

Nevertheless, Etika does offer



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THE EDGETM

MALAYSIA

KUALA LUMPUR (Aug 3): Malayan Banking Bhd (KL:MAYBANK) is acquiring the remaining 30.95% stake in Etiqa's holding company, Maybank Ageas Holdings Bhd, from Belgian insurer Ageas SA for RM4.83 billion, giving Malaysia's largest lender full ownership of its insurance and takaful business.

In a statement on Monday, Maybank said it had signed an implementation agreement with Ageas Insurance International NV to acquire the remaining stake in its 69.05%-owned subsidiary, Maybank Ageas.

Maybank Ageas is the holding company for Etiqa's operations in Malaysia and Singapore, offering life and general insurance as well as family and general takaful products through multiple distribution channels.

The RM4.83 billion price tag, adjusted for an RM800 million dividend to be paid by Maybank Ageas on the completion date, values the company at 1.98 times its book value and 15.3 times its earnings. Ageas will get RM248 million, while Maybank will receive RM552 million from the dividend.

The acquisition will be funded through a combination of internal funds and external financing, the bank said.

Maybank president and group chief executive officer Datuk Seri Khairussaleh Ramli said in a statement the acquisition marks the start of the next phase of the group's ROAR30 strategy by strengthening its investment in Etiqa — the world's fourth-largest takaful provider — to drive regional growth, and expand customer penetration regionally while delivering value to shareholders.

"This transaction represents an impor-

Maybank buys remaining stake in Etiqa's holding company from Belgian insurer Ageas for RM4.83 bil

BY SYAFIQAH SALIM
theedgemaalaysia.com

“

This transaction represents an important milestone for Maybank in charting its insurance and takaful business' next growth phase across Southeast Asia.”

— Maybank president and group CEO Datuk Seri Khairussaleh Ramli.

tant milestone for Maybank in charting its insurance and takaful business' next growth phase across Southeast Asia. We will also continue to invest in innovations

and leverage digital capabilities to improve productivity, reduce operating costs, and deliver better customer experience. New and existing customers will also have access to an expanded suite of solutions including enhanced product offerings. This is part of our strengthened commitment to improving accessibility and making insurance and takaful protection easier to be obtained by all consumers,” he said.

Full ownership of Maybank Ageas would support Maybank's long-term value creation strategy, said Khairussaleh. He also thanked Ageas for its contribution to building the Etiqa franchise over the past 25 years.

The acquisition is underpinned by four strategic objectives: strengthening Etiqa's position as Malaysia's national insurance and takaful champion through deeper customer penetration; accelerating regional expansion under its ROAR30 strategy; enhancing long-term earnings, return on equity and shareholder value; and improving capital management efficiency to support sustainable dividend payouts.

The proposed acquisition is subject to approval from Bank Negara Malaysia. Maybank said it has submitted the necessary application, together with the implementation agreement and the agreed form of the share sale and purchase agreement.

Maybank Investment Bank Bhd and Morgan Stanley Asia (Singapore) Pte Ltd are acting as financial adviser and international financial adviser, respectively, for the transaction.



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August 2026 Etika Mentions – Malaysia



Date	Headline	Media Outlet	URL Link
31/08/2026	Malaysia's case for climate insurance	The Edge (Print Edition)	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Print/202608/20260831/news-1535202-20260831-2325-1788128045518.pdf
21/08/2026	An EV Was Charging. The House Burned Down. Is Yours Actually Covered?	iMoney.my	https://www.imoney.my/articles/ev-fire-home-insurance-malaysia
21/08/2026	An EV Was Charging. The House Burned Down. Is Yours Actually Covered?	Newswav	https://newswav.com/article/an-ev-was-charging-the-house-burned-down-is-yours-actually-covered-A2608_WATmNd
18/08/2026	The MAE Tiger Is On The Move, And There's A Reason It's Everywhere	RinggitPlus	https://ringgitplus.com/en/blog/sponsored/the-mae-tiger-is-on-the-move-and-theres-a-reason-its-everywhere.html
18/08/2026	The MAE Tiger Is On The Move, And There's A Reason It's Everywhere	Newswav	https://newswav.com/article/the-mae-tiger-is-on-the-move-and-theres-a-reason-its-everywhere-A2608_6h0Co5
18/08/2026	Plot Twist! 'Harimau' Yang Korang Asyik Nampak Lately Ni Rupanya Bukan Saja-Saja Muncul! Ada Sesuatu 'BESAR' Bakal Terjadi!	Newswav	https://newswav.com/article/plot-twist-harimau-yang-korang-asyik-nampak-lately-ni-rupanya-bukan-saja-sa-A2608_Ug5mal
18/08/2026	小老虎出没! 你的生活搭子来啦! 这只小老虎不止会打卡! 还带来RM80回馈!	Leesharing	https://www.leesharing.com/maybank-mae-0826/

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Date	Headline	Media Outlet	URL Link
18/08/2026	'Harimau' Muncul Di Tengah Kota Di Beberapa Negara, Apa Sebenarnya Yang Berlaku	Siakap Keli (Blog)	https://siakapkelimyl.com/articles/harimau-muncul-di-tengah-kota-di-beberapa-negara-apa-sebenarnya-yang-berlaku
18/08/2026	'Harimau' Muncul Di Tengah Kota Di Beberapa Negara, Apa Sebenarnya Yang Berlaku	Newswav	https://newswav.com/article/harimau-muncul-di-tengah-kota-di-beberapa-negara-apa-sebenarnya-yang-berlaku-A2608_DCrH3F
18/08/2026	Cute Tigers Have Been Spotted All Over The Globe; Here's What They Mean!	Lowyat.NET	https://www.lowyat.net/2026/401822/cute-tigers-have-been-spotted-all-over-the-globe-heres-what-they-mean/
18/08/2026	Plot Twist! 'Harimau' Yang Korang Asyik Nampak Lately Ni Rupanya Bukan Saja-Saja Muncul! Ada Sesuatu 'BESAR' Bakal Terjadi!	Oh Sempit	https://ohsempit.com/index.php/twist-harimau-korang-asyik-nampak-lately-rupanya-bukan-muncul-sesuatu-besar-bakal-terjadi?id=324499
18/08/2026	最近你有没有看到这只可爱的老虎？它到底想要做什么？	Moretify - 更精彩的新闻	https://www.moretify.com/%e6%9c%80%E8%bf%91%E6%9c%89%E6%b2%a1%E6%9c%89%E7%9c%8b%E5%88%b0%E8%bf%99%E5%8f%aa%E5%8f%af%E7%88%b1%E7%9a%84%E8%0%81%E8%99%8e%ef%bc%9f%E5%ae%83%E5%88%b0%E5%ba%95%E6%83%b3%E5%81%9a%E4%bb%80%E4%b9%88/
18/08/2026	最近你有没有看到这只可爱的老虎？它到底想要做什么？	Newswav	https://newswav.com/article/%E6%9C%80%E8%BF%91%E4%BD%A0%E6%9C%89%E6%B2%A1%E6%9C%89%E7%9C%8B%E5%88%B0%E8%BF%99%E5%8F%AA%E5%8F%AF%E7%88%B1%E7%9A%84%E8%80%81%E8%99%8E%E5%AE%83%E5%88%B0%E5%BA%95%E6%83%B3%E8%A6%81%E5%81%9A%E4%BB%80%E4%B9%88-A2608_NmsPTq
05/08/2026	Vet Lab Fees Could Rise For The First Time Since 1983	RinggitPlus	https://ringgitplus.com/en/blog/household-budgeting/vet-lab-fees-could-rise-for-the-first-time-since-1983.html

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05/08/2026	Vet Lab Fees Could Rise For The First Time Since 1983	Newswav	https://newswav.com/article/vet-lab-fees-could-rise-for-the-first-time-since-1983-A2608_PIKFq
31/08/2026	Maybank berdepan separuh kedua 2026 mencabar	Utusan Malaysia (Print Edition)	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Print/202608/20260831/news-1535773-20260831-2325-1788141759202.pdf
31/08/2026	Maybank poised to maintain healthy dividend payouts	The Star Online	https://www.thestar.com.my/business/business-news/2026/08/31/maybank-poised-to-maintain-healthy-dividend-payouts
31/08/2026	Maybank poised to maintain healthy dividend payouts	The Star (Print Edition)	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Print/202608/20260831/news-1535401-20260831-2325-1788133346886.pdf
31/08/2026	Maybank berdepan separuh kedua 2026 mencabar	Utusan Malaysia	https://www.utusan.com.my/nasional/2026/08/maybank-berdepan-separuh-kedua-2026-mencabar/
31/08/2026	Maybank berdepan separuh kedua 2026 mencabar	Newswav	https://newswav.com/article/maybank-berdepan-separuh-kedua-2026-mencabar-A2608_OqEV3s
29/08/2026	CIMB rules out Maybank-style insurance push; CIMB rules out following Maybank	New Straits Times	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Print/202608/20260829/news-1534222-20260829-2325-1787964154187.pdf

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28/08/2026	CIMB Group rules out following Maybank into insurance ownership	News KLSE Screener	https://www.klsecreeper.com/v2/news/view/1782937/CIMB_Group_rules_out_following_Maybank_into_insurance_ownership
28/08/2026	CIMB Group rules out following Maybank into insurance ownership	New Straits Times	https://www.nst.com.my/business/corporate/2026/08/1520729/cimb-group-rules-out-following-maybank-insurance-ownership
28/08/2026	Maybank faces critical FY26 second-half test to prove ROE weakness is cyclical	News KLSE Screener	https://www.klsecreeper.com/v2/news/view/1782615/maybank-faces-critical-fy26-second-half-test-to-prove-roe-weakness-is-cyclical
28/08/2026	Maybank faces critical FY26 second-half test to prove ROE weakness is cyclical	New Straits Times	https://www.nst.com.my/business/corporate/2026/08/1520513/maybank-faces-critical-fy26-second-half-test-prove-roe-weakness
28/08/2026	Malayan Banking - Good Sequential Rebound, Now For 2H; Still BUY	i3 Investor	https://klse.i3investor.com/web/blog/detail/rhbinvest/2026-08-28-story-h502370686-Malayan_Banking_Good_Sequential_Rebound_Now_For_2H_Still_BUY
28/08/2026	MAYBANK (HOLD; TP: RM11.10)	i3 Investor	https://klse.i3investor.com/web/blog/detail/hleresearch/2026-08-28-story-h502369947-MAYBANK_HOLD_TP_RM11_10
24/08/2026	Decoding BNM's New "MediAsas" Medical Framework	iMoney.my	https://www.imoney.my/articles/decoding-bnm-mediasas-medical-framework



Date	Headline	Media Outlet	URL Link
24/08/2026	Decoding BNM's New "MediAsas" Medical Framework	Newswav	https://newswav.com/article/decoding-bnm-s-new-mediastas-medical-framework-A2608_yaxUbS
19/08/2026	Scrap 'Uncompetitive' MediAsas, It's Not A Game-Changer: Tanjong Karang MP	CodeBlue	https://codeblue.galencentre.org/2026/08/scrap-uncompetitive-mediastas-its-not-a-game-changer-tanjong-karang-mp/
12/08/2026	BNM's MediAsas Aimed At Uninsured Malaysians Lists 35 Exclusions, Including Pre-Existing Conditions	The Rakyat Post	https://www.therakyatpost.com/news/2026/08/12/bnms-mediastas-aimed-at-uninsured-malaysians-lists-35-exclusions-including-pre-existing-conditions/
11/08/2026	MediAsas Doesn't Cover Pre-Existing Conditions, Seven Years Before 'No Look-Back': BNM FAQ	CodeBlue	https://codeblue.galencentre.org/2026/08/mediastas-doesnt-cover-pre-existing-conditions-seven-years-before-no-look-back-bnm-faq/
03/08/2026	MediAsas保障成关键MediAsas coverage is the key.	Nanyang Siang Pau (Print Edition)	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Print/202608/20260803/news-1513356-20260803-2325-1785712344721.pdf
03/08/2026	医药保险还能继续供? MediAsas保障成关键	News KLS Screener	https://www.klsescreeener.com/v2/news/view/1766381/%E5%8C%BB%E8%BD%AF%E4%BF%9D%E9%99%A9%E8%BF%98%E8%83%BD%E7%BB%A7%E7%BB%AD%E4%B%E%9B-mediastas%E4%BF%9D%E9%9A%9C%E6%88%90%E5%85%B3%E9%94%AE
03/08/2026	医药保险还能继续供? MediAsas保障成关键	Nanyang Siang Pau / 南洋商报	https://www.enanyang.my/news/20260803/Finance/1334815

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22/08/2026	Tale of two transactions seeking greater control	The Star (Print Edition)	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Print/202608/20260822/news-1529304-20260822-2325-1787355765357.pdf
18/08/2026	Brokers Digest: Local Equities - Malayan Banking Bhd, Fraser & Neave Holdings Bhd, Hartalega Holdings Bhd, Sunway Construction Group Bhd	The Edge Malaysia	https://theedgemalaysia.com/node/814222
18/08/2026	Brokers Digest: Local Equities - Malayan Banking Bhd, Fraser & Neave Holdings Bhd, Hartalega Holdings Bhd, Sunway Construction Group Bhd	News KLSE Screener	https://www.klsescreener.com/v2/news/view/1775837/brokers-digest-local-equities-malayan-banking-bhd-fraser-neave-holdings-bhd-hartalega-holdings-bhd-sunway-construction-group-bhd
12/08/2026	Insurance ownership not seen as trend for banks	The Star Online	https://www.thestar.com.my/business/business-news/2026/08/12/insurance-ownership-not-seen-as-trend-for-banks
11/08/2026	Banks' insurance-related deals reflect specific strategic objectives'	Borneo Post-Sarawak (Print Edition)	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Print/202608/20260811/news-1519924-20260811-2325-1786400544083.pdf
11/08/2026	专家：整合可扩展客户群Experts: Integration Can Expand Customer Base	Nanyang Siang Pau (Print Edition)	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Print/202608/20260811/news-1520061-20260811-2325-1786404156368.pdf
11/08/2026	Different banks different objectives	New Sarawak Tribune	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Print/202608/20260811/news-1519905-20260811-2325-1786399345024.pdf



Date	Headline	Media Outlet	URL Link
11/08/2026	小股东选股应看股息回酬 shareholders should choose stocks based on dividend yield.	China Press (Print Edition)	https://ops.allasianews.com:8443/imageRepo/AAAN_Library/Print/202608/20260811/news-1520174-20260811-2325-1786405345551.pdf
10/08/2026	"银行跨界保险非必要 小股东选股应先看股息"	China Press / 中国报	https://www.chinapress.com.my/20260810/%E9%93%B6%E8%A1%8C%E8%B7%A8%E7%95%8C%E4%B9%A9%E9%99%A9%E9%9D%9E%E5%B8%82%A1%E4%B8%9C%E9%80%B8%E8%A1%E5%B8%82%A1%E6%81%AF/
10/08/2026	银行跨界保险非必要 小股东选股应先看股息	News KLSE Screener	https://www.klsecreeper.com/v2/news/view/1771203/%E9%93%B6%E8%A1%8C%E8%B7%A8%E7%95%8C%E4%B9%A9%E9%99%A9%E9%9D%9E%E5%B8%82%A1%E4%B8%9C%E9%80%B8%E8%A1%E5%B8%82%A1%E6%81%AF/
10/08/2026	银行跨界保险非必要 小股东选股应先看股息	China Press / 中国报	https://www.chinapress.com.my/20260810/%E9%93%B6%E8%A1%8C%E8%B7%A8%E7%95%8C%E4%B9%A9%E9%99%A9%E9%9D%9E%E5%B8%82%A1%E4%B8%9C%E9%80%B8%E8%A1%E5%B8%82%A1%E6%81%AF/
10/08/2026	银行掀保险并购潮 联昌:非全面控股	Nanyang Siang Pau / 南洋商报	https://www.enanyang.my/news/20260810/Finance/1343806
10/08/2026	银行掀保险并购潮 联昌:非全面控股	News KLSE Screener	https://www.klsecreeper.com/v2/news/view/1770911/%E9%93%B6%E8%A1%8C%E8%B7%A8%E7%95%8C%E4%B9%A9%E9%99%A9%E9%9D%9E%E5%B8%82%A1%E4%B8%9C%E9%80%B8%E8%A1%E5%B8%82%A1%E6%81%AF/
10/08/2026	CIMB Securities: No one-size-fits-all approach to banks' insurance deals	News KLSE Screener	https://www.klsecreeper.com/v2/news/view/1770833/cimb-securities-no-one-size-fits-all-approach-to-banks-insurance-deals

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Date	Headline	Media Outlet	URL Link
03/08/2026	Maybank buys remaining Ageas stake for RM4.83bil [WATCH]	New Straits Times	https://www.nst.com.my/business/corporate/2026/08/1503229/maybank-buys-remaining-ageas-stake-rm483bil-watch
03/08/2026	Maybank buys remaining Ageas stake for RM4.83bil	New Straits Times	https://www.nst.com.my/business/corporate/2026/08/1503229/maybank-buys-remaining-ageas-stake-rm483bil
03/08/2026	Maybank buys remaining Ageas stake for RM4.83bil [WATCH]	News KLSE Screener	https://www.klsecreeper.com/v2/news/view/1766731/maybank-buys-remaining-ageas-stake-for-rm4-83bil-watch
03/08/2026	Maybank to acquire Ageas' stake in Etika for RM4.83bil	The Star Online	https://www.thestar.com.my/business/business-news/2026/08/03/maybank-to-acquire-ageas039-stake-in-etika-for-rm483bil
03/08/2026	Maybank to acquire Ageas' stake in Etika for RM4.83bil	News KLSE Screener	https://www.klsecreeper.com/v2/news/view/1766727/Maybank_to_acquire_Ageas_stake_in_Etika_for_RM4_83bil
03/08/2026	Maybank said to be near buying Ageas stake in Etika	Free Malaysia Today	https://www.freemalaysiatoday.com/category/business/2026/08/03/maybank-said-to-be-near-buying-ageas-stake-in-etika
03/08/2026	Maybank said to be near buying Ageas stake in Etika	MSN Malaysia	https://www.msn.com/en-my/money/economy/maybank-said-to-be-near-buying-ageas-stake-in-etika/ar-AA29hJPZ

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19/08/2026	MIFC perkukuh jaringan kewangan Islam global	Utusan Malaysia	https://www.utusan.com.my/terkini/2026/08/mifc-perkukuh-jaringan-kewangan-islam-global/
19/08/2026	MIFC perkukuh jaringan kewangan Islam global	Newswav	https://newswav.com/article/mifc-perkukuh-jaringan-kewangan-islam-global-A2608_Sl3cdl
12/08/2026	Percepat Bayaran Faedah Anggota Maut Renjatan Elektrik - Kanta 744-Malam	TV1	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Broadcast/202608/20260812/TV1M1944-20260812-03.mp4
12/08/2026	Ziarah Keluarga Anggota PDRM Maut Renjatan Elektrik - Kanta 744-Malam	TV1	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Broadcast/202608/20260812/TV1M1944-20260812-04.mp4
05/08/2026	UMPSA santuni waris staf menerusi penyerahan manfaat kematian takaful	University Malaysia Pahang	https://news.ump.edu.my/genera/umpsa-santuni-waris-staf-menerusi-penyserahan-manfaat-kematian-takaful
03/08/2026	Kemangkatan Paduka Ayahanda Sultan Haji Ahmad Shah satu kehilangan besar buat UMP	University Malaysia Pahang	https://news.ump.edu.my/index.php/bil-32-mei-2019
03/08/2026	Sultan Ahmad Shah's demise a huge loss to UMP	University Malaysia Pahang	https://news.ump.edu.my/index.php/vol-32-may-2019

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Etiqa Mentions – Malaysia



Date	Headline	Media Outlet	URL Link
19/08/2026	MIFC perkukuh jaringan kewangan Islam global	Utusan Malaysia	https://www.utusan.com.my/terkini/2026/08/mifc-perkukuh-jaringan-kewangan-islam-global/
19/08/2026	MIFC perkukuh jaringan kewangan Islam global	Newswav	https://newswav.com/article/mifc-perkukuh-jaringan-kewangan-islam-global-A2608_Sl3cdl
12/08/2026	Percepat Bayaran Faedah Anggota Maut Renjatan Elektrik - Kanta 744-Malam	TV1	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Broadcast/202608/20260812/TV1M1944-20260812-03.mp4
12/08/2026	Ziarah Keluarga Anggota PDRM Maut Renjatan Elektrik - Kanta 744-Malam	TV1	https://ops.allasianews.com:8443/imageRepo/AAN_Library/Broadcast/202608/20260812/TV1M1944-20260812-04.mp4
05/08/2026	UMPSA santuni waris staf menerusi penyerahan manfaat kematian takaful	University Malaysia Pahang	https://news.ump.edu.my/genera/umpsa-santuni-waris-staf-menerusi-penyserahan-manfaat-kematian-takaful
03/08/2026	Kemangkatan Paduka Ayahanda Sultan Haji Ahmad Shah satu kehilangan besar buat UMP	University Malaysia Pahang	https://news.ump.edu.my/index.php/bil-32-mei-2019
03/08/2026	Sultan Ahmad Shah's demise a huge loss to UMP	University Malaysia Pahang	https://news.ump.edu.my/index.php/vol-32-may-2019



insurance
ASIA

Over half of Singaporeans lack financial readiness

Only 21% have held detailed family discussions on future care finances and legacy planning.

Only 49% of [Singaporeans](#) feel prepared for the next decade, despite 76% having already taken steps to improve their financial wellbeing, health and future readiness.

Nearly half, or 47%, said a lack of money was their biggest barrier to being prepared for life, ahead of lack of knowledge at 20%, lack of time at 16% and lack of motivation at 15%, according to [Etiqua](#) Insurance Singapore's Life Preparedness Survey 2026.

The survey, conducted by Kantar in May 2026 amongst 1,017 Singapore citizens and permanent residents aged 18 and above, found that financial security remains the strongest measure of being prepared, with 68% identifying it as the most important factor.

The survey found that 68% were willing to take further action to improve their preparedness.

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The logo for Insurance Asia, featuring the word "insurance" in a white serif font above the word "ASIA" in a smaller, white sans-serif font, all contained within a red rectangular background.

insurance
ASIA

Etiqua names Claudia Soh as CEO

She was previously the Chief Financial Officer.

Etiqua Insurance Singapore has appointed Claudia Soh as its CEO, effective 14 Aug 2026.

Soh, who has been acting CEO over the past six months, was previously the chief financial officer of the group and has over 20 years of experience with extensive expertise across finance, strategic planning, risk management, mergers and acquisitions, investor relations and auditing.

During her tenure at Etiqua, Soh has helped build on the company's strong momentum by supporting its growth agenda while advancing new initiatives. Her collaborative leadership approach and focus on long-term value creation have contributed to strengthening Etiqua's capabilities for the future. She has also been an advocate for transforming the finance function from a traditional support role into a strategic business partner that helps create stronger outcomes for customers, employees and stakeholders.

Her career spans both the public and private sectors, including experience at the Monetary Authority of Singapore (MAS) and senior leadership roles within the insurance industry.

August 2026 Etiqua Mentions – Singapore



Date	Headline	Media Outlet	URL Link
26/08/2026	Only 49% of Singaporeans Feel Prepared for the Next Decade	theSun	https://thesun.my/media-outreach/2026/08/26/482855/only-49-of-singaporeans-feel-prepared-for-the-next-decade/
26/08/2026	Only 49% of Singaporeans Feel Prepared for the Next Decade	Woah! MY Media Network	https://www.woah.my/media-outreach/?release_id=482855
26/08/2026	Only 49% of Singaporeans Feel Prepared for the Next Decade	DagangNews	https://www.dagangnews.com/index.php/article/english/only-49-singaporeans-feel-prepared-next-decade-73431
26/08/2026	Only 49% of Singaporeans Feel Prepared for the Next Decade	Sin Chew Daily - Happy Sunday / 星洲日报 快乐星期天	https://www.sinchew.com.my/news/20260826/mysinchew/7790195
26/08/2026	Only 49% of Singaporeans Feel Prepared for the Next Decade	Malay Mail	https://www.malaymail.com/news/money/mediaoutreach/2026/08/26/only-49-of-singaporeans-feel-prepared-for-the-next-decade/482855
26/08/2026	Only 49% of Singaporeans Feel Prepared for the Next Decade	Newswav	https://newswav.com/article/only-49-of-singaporeans-feel-prepared-for-the-next-decade-A2608_CY7eN0
31/08/2026	Singapore life insurance sales rise 21% as only half feel future-ready	Insurance Business ASIA	https://www.insurancebusinessmag.com/asia/news/life-insurance/singapore-life-insurance-sales-rise-21-as-only-half-feel-futureready-588005.aspx

August 2026 Etiqua Mentions – Singapore



Date	Headline	Media Outlet	URL Link
14/08/2026	Etiqua Insurance Singapore appoints Claudia Soh as chief executive officer to lead next chapter of growth	theSun	https://thesun.my/business/corporate-news/etiqua-insurance-singapore-appoints-claudia-soh-as-chief-executive-officer-to-lead-next-chapter-of-growth/
14/08/2026	Etiqua Insurance Singapore Appoints Claudia Soh as Chief Executive Officer to Lead Next Chapter of Growth	DagangNews	https://www.dagangnews.com/article/english/etiqua-insurance-singapore-appoints-claudia-soh-chief-executive-officer-lead-next-chapter-growth-72944
14/08/2026	Etiqua Insurance Singapore Appoints Claudia Soh as Chief Executive Officer to Lead Next Chapter of Growth	Woah! MY Media Network	https://www.woah.my/media-outreach/?release_id=480587
14/08/2026	Etiqua Insurance Singapore Appoints Claudia Soh as Chief Executive Officer to Lead Next Chapter of Growth	Malay Mail	https://www.malaymail.com/news/money/mediaoutreach/2026/08/14/etiqua-insurance-singapore-appoints-claudia-soh-as-chief-executive-officer-to-lead-next-chapter-of-growth/480587
14/08/2026	Etiqua Insurance Singapore Appoints Claudia Soh as Chief Executive Officer to Lead Next Chapter of Growth	Newswav	https://newswav.com/article/etiqua-insurance-singapore-appoints-claudia-soh-as-chief-executive-officer-t-A2608_ylmsZK
20/08/2026	Etiqua Insurance Singapore appoints Claudia Soh as CEO to lead next growth phase	Newsflash Asia	https://www.newsflashasia.com/etiqua-insurance-singapore-appoints-claudia-soh-as-ceo-to-lead-next-growth-phase/
19/08/2026	Singapore:Etiqua officially appoints Claudia Soh as CEO	Asia Insurance Review	https://www.asiainsurancereview.com/News/View-NewsLetter-Article/id/96597/type/eDaily/Singapore-Etiqua-officially-appoints-Claudia-Soh-as-CEO

August 2026 Etiqua Mentions – Singapore



Date	Headline	Media Outlet	URL Link
06/08/20...	Singapore: Etiqua launches endowment plan amidst volatility fears	asiaadviser snetwork	https://www.asiaadvisersnetwork.com/Article/aid/96442/Singapore-Etiqua-launches-endowment-plan-amidst-volatility-fears
04/08/20...	Etiqua Insurance Singapore Launches Enrich Index Income that Combines Index-Linked Growth Potential with Capital Protection at Maturity	Malay Mail	https://www.malaymail.com/amp/news/money/mediaoutreach/2026/08/04/etiqua-insurance-singapore-launches-enrich-index-income-that-combines-index-linked-growth-potential-with-capital-protection-at-maturity/479369
04/08/20...	Etiqua Insurance Singapore Launches Enrich Index Income that Combines Index-Linked Growth Potential with Capital Protection at Maturity	theSun	https://thesun.my/business/corporate-news/etiqua-insurance-singapore-launches-enrich-index-income-that-combines-index-linked-growth-potential-with-capital-protection-at-maturity/
04/08/20...	Etiqua Insurance Singapore Launches Enrich Index Income that Combines Index-Linked Growth Potential with Capital Protection at Maturity	Woah! MY Media Network	https://www.woah.my/media-outreach/?release_id=479369
04/08/20...	Etiqua Insurance Singapore Launches Enrich Index Income that Combines Index-Linked Growth Potential with Capital Protection at Maturity	DagangNews	https://www.dagangnews.com/article/english/etiqua-insurance-singapore-launches-enrich-index-income-combines-index-linked-growth-potential-capital-protection-maturity-72470
04/08/20...	Etiqua Insurance Singapore Launches Enrich Index Income that Combines Index-Linked Growth Potential with Capital Protection at Maturity	Malay Mail	https://www.malaymail.com/news/money/mediaoutreach/2026/08/04/etiqua-insurance-singapore-launches-enrich-index-income-that-combines-index-linked-growth-potential-with-capital-protection-at-maturity/479369
04/08/20...	Etiqua Insurance Singapore Launches Enrich Index Income that Combines Index-Linked Growth Potential with Capital Protection at Maturity	Malaysia World News	https://www.malaysiaworldnews.com/etiqua-insurance-singapore-launches-enrich-index-income-that-combines-index-linked-growth-potential-with-capital-protection-at-maturity/

August 2026

Etika Mentions – Singapore



Date	Headline	Media Outlet	URL Link
03/08/20...	When love meets the bill: The cost of loving a pet in Singapore	Yahoo! Malaysia News	https://malaysia.news.yahoo.com/love-meets-bill-cost-loving-21000909.html
03/08/20...	When love meets the bill: The cost of loving a pet in Singapore	Asia News Network	https://asianews.network/when-love-meets-the-bill-the-cost-of-loving-a-pet-in-singapore/
03/08/20...	When love meets the bill: The cost of loving a pet in Singapore	Nestia	https://news.nestia.com/detail/When-love-meets-the-bill%3A-The-cost-of-loving-a-pet-in-Singapore/14137756
03/08/20...	When love meets the bill: The cost of loving a pet in Singapore	Yahoo! Singapore	https://sg.news.yahoo.com/love-meets-bill-cost-loving-21000909.html
03/08/20...	When love meets the bill: The cost of loving a pet in Singapore	The Straits Times	https://www.straitstimes.com/singapore/when-love-meets-the-bill-the-cost-of-loving-a-pet-in-singapore
04/08/20...	Bukan Sekadar Tren, Dokter Hewan 24 Jam Makin Dicari di Singapura	sumatrakini.com	https://www.sumatrakini.com/read/bukan-sekadar-tren-dokter-hewan-24-jam-makin-dicari-di-singapura
04/08/20...	Mengapa Dokter Hewan 24 Jam Semakin Dicari di Singapura?	Halopacitan.com	https://halopacitan.com/read/mengapa-dokter-hewan-24-jam-semakin-dicari-di-singapura

August 2026 Etiqa Mentions – Singapore



Date	Headline	Media Outlet	URL Link
28/08/2026	Allianz Motor Protect Car Insurance Review Singapore (2026)	MoneySmart Blog	https://blog.moneysmart.sg/car-insurance/allianz-car-insurance-review/
07/08/2026	Car insurance: Income vs Direct Asia vs FWD vs Etiqa Singapore 2026	SHOPBACK	https://www.shopback.sg/blog/finance/sg-car-insurance-income-vs-directasia-vs-fwd-vs-etiqua-2026
07/08/2026	Home insurance: FWD vs Income vs Tiq vs AIG Singapore 2026	SHOPBACK	https://www.shopback.sg/blog/finance/sg-home-insurance-fwd-vs-income-vs-tiq-vs-aig-2026
21/08/2026	NATAS Fair 2026: Lion Dances, Flying Acrobats, and the Booths Worth Hunting Down at Singapore's Biggest Travel Fair	Little Big Red Dot	https://littlebigreddot.com/natas-fair-2026-lion-dance-acrobats-hidden-gem-booths/
06/08/20...	组屋接连失火引关注 住家保险需求近年持续增长	Channel 8 / 8 频道	https://www.8world.com/singapore/home-insurance-demand-3240566

31 August 2026, Indopremier Maybank Indonesia Acquires 51% Stake in Etiqa Indonesia as Part of Financial Conglomerate Formation



INDOPREMIER

Bentuk Konglomerasi Keuangan, Maybank (BNII) Caplok 51 Persen Saham Etiqa Indonesia

Monday, August 31, 2026 20:49 WIB

IDXC hannel - PT Bank Maybank Indonesia Tbk mengambil alih 51 persen saham PT Asuransi Etiqa International Indonesia (AEII) dari Etiqa International Holdings Sdn Bhd.

Dalam transaksi tersebut, Maybank Indonesia membeli sebanyak 191.250.000 saham kelas A dan 790.138.247 saham kelas B AEII dengan nilai Rp21,59 miliar.

Berdasarkan keterbukaan informasi BEI, Senin (31/8/2026), transaksi dilakukan untuk memenuhi ketentuan Peraturan Otoritas Jasa Keuangan (OJK) Nomor 30 Tahun 2024 tentang Konglomerasi Keuangan dan Perusahaan Induk Konglomerasi Keuangan.

Pengambilalihan saham PT AEII juga menjadi bagian dari pembentukan Konglomerasi Keuangan Maybank Group. Dalam struktur tersebut, Maybank Indonesia akan berperan sebagai Perusahaan Induk Konglomerasi Keuangan Operasional, sedangkan AEII menjadi salah satu anggota Konglomerasi Keuangan.

Dengan rampungnya transaksi, Maybank Indonesia akan secara langsung memiliki 51 persen saham PT AEII sekaligus menjadi Pemegang Saham Pengendali perusahaan asuransi tersebut.

OJK sebelumnya telah memberikan persetujuan kepada Maybank Indonesia untuk memiliki 51 persen saham PT AEII .

Persetujuan tersebut tertuang dalam Surat OJK Nomor S-114/PB.33/2026 tertanggal 18 Mei 2026 mengenai persetujuan atas rencana kegiatan penyertaan modal oleh Maybank Indonesia.

Selain itu, OJK juga telah menerbitkan Keputusan Dewan Komisiner OJK Nomor KEP-414/PD.02/2026 pada 13 Agustus 2026 mengenai hasil penilaian kemampuan dan kepatutan Maybank Indonesia sebagai calon pengendali yang merupakan pemegang saham PT Asuransi Etiqa International Indonesia.

Transaksi ini juga telah memperoleh persetujuan dari pemegang saham Maybank Indonesia maupun pemegang saham PT AEII .

Adapun sumber dana yang digunakan untuk menyelesaikan transaksi berasal dari realokasi aset likuid atau High Quality Liquid Assets (HQLA) Maybank Indonesia ke dalam instrumen investasi berupa saham. (Desi Angriani)

August 2026 Etika Mentions – Indonesia



Date	Headline	Media Outlet	URL Link
31/08/2026	Emiten BNII Beli 51% Saham Etika Indonesia	Liputan6.com	https://www.liputan6.com/saham/read/8281618/emiten-bnii-beli-51-saham-etika-indonesia
31/08/2026	Bentuk Konglomerasi Keuangan, Maybank (BNII) Caplok 51 Persen Saham Etika Indonesia	Ipot News	https://www.ipotnews.com/ipotnews/newsDetail.php?di=Bentuk_Konglomerasi_Keuangan_Maybank_(BNII)_Caplok_51_Persen_Saham_Etika_Indonesia&news_id=237201&group_news=IPOTNEWS&tagging_subtype=STOCK&name&search=y_general&q=BNII,%20Ban%20Maybank%20Indonesia&20tik,%20AI,%20AI%20News&halaman=1
31/08/2026	Bentuk Konglomerasi Keuangan, Maybank (BNII) Caplok 51 Persen Saham Etika Indonesia	Indopremier	https://www.indopremier.com/module/newsDetail.php?di=Bentuk_Konglomerasi_Keuangan_Maybank_(BNII)_Caplok_51_Persen_Saham_Etika_Indonesia&news_id=237201&group_news=IPOTNEWS&tagging_subtype=STOCK&name&search=y_general&q=BNII,%20Ban%20Maybank%20Indonesia&20tik,%20AI,%20AI%20News&halaman=1
31/08/2026	Bentuk Konglomerasi Keuangan, Maybank (BNII) Caplok 51 Persen Saham Etika Indonesia	RCTI+	https://www.rctiplus.com/news/detail/ekonomi/5463132/bentuk-konglomerasi-keuangan-maybank-bnii-caplok-51-persen-saham-etika-indonesia
31/08/2026	Bentuk Konglomerasi Keuangan, Maybank (BNII) Caplok 51 Persen Saham Etika Indonesia	IDX Channel	https://www.idxchannel.com/market-news/bentuk-konglomerasi-keuangan-maybank-bnii-caplok-51-persen-saham-etika-indonesia
24/08/2026	Maybank Marathon 2026 Sukses Digelar, 14.100 Pelari dari 46 Negara Ramaikan Bali	RCTI+	https://www.rctiplus.com/news/detail/olahraga/5458139/maybank-marathon-2026-sukses-digelar-14-100-pelari-dari-46-negara-ramaikan-bali
24/08/2026	Maybank Marathon 2026 in Partnership with Visa Umumkan Para Juara, Tegaskan Konsistensi Ajang Lari Berstandar Dunia	Pasardana	https://pasardana.id/news/2026/8/24/maybank-marathon-2026-in-partnership-with-visa-umumkan-para-juara-tegaskan-konsistensi-ajang-lari-berstandar-dunia

August 2026 Etika Mentions – Indonesia



Date	Headline	Media Outlet	URL Link
23/08/2026	Maybank Marathon 2026 in Partnership with Visa Umumkan Para Juara, Tegaskan Konsistensi Ajang Lari Berstandar Dunia	Beranda - Portal JTV	https://portaljtv.com/news/maybank-marathon-2026-in-partnership-with-visa-umumkan-para-juara-tegaskan-konsistensi-ajang-lari-berstandar-dunia
23/08/2026	Maybank Marathon 2026 Umumkan Para Juara, Simak Daftar Lengkapnya	Katadata News	https://katadata.co.id/finansial/keuangan/6a8abb30af64b/maybank-marathon-2026-umumkan-para-juara-simak-daftar-lengkapnya
13/08/2026	Maybank Marathon 2026: Perkuat Bali Jadi Destinasi Sport Tourism Dunia	Kumparan	https://kumparan.com/kumpanasport/maybank-marathon-2026-perkuat-bali-jadi-destinasi-sport-tourism-dunia-27yg0belkl
13/08/2026	Maybank Marathon 2026 Siap Digelar, Perkuat Posisi Bali sebagai Destinasi Sport Tourism Kelas Dunia	Metrotvnews.com	https://www.metrotvnews.com/read/kewC9RL-maybank-marathon-2026-siap-digelar-perkuat-posisi-bali-sebagai-destinasi-sport-tourism-kelas-dunia
13/08/2026	Maybank Marathon 2026 Siap Digelar, Perkuat Posisi Bali sebagai Destinasi Sport Tourism Kelas Dunia	RCTI+	https://www.rctiplus.com/news/detail/ekonomi/5450705/maybank-marathon-2026-siap-digelar-perkuat-posisi-bali-sebagai-destinasi-sport-tourism-kelas-dunia
12/08/2026	Maybank Marathon 2026 Siap Digelar, Perkuat Bali sebagai Destinasi Sport Tourism Dunia	Warta Ekonomi	https://wartaekonomi.co.id/read628234/maybank-marathon-2026-siap-digelar-perkuat-bali-sebagai-destinasi-sport-tourism-dunia
11/08/2026	Daftar Perusahaan Asuransi Smartphone Terbaik di Indonesia	beritakini.co.id	https://beritakini.co.id/detail/683/daftar-perusahaan-asuransi-smartphone-terbaik-di-indonesia