

RIISING AS ONE

Grab
ESG
REPORT
2025



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About This Report

Reporting Scope and Period

This ESG Report presents Grab's sustainability governance, strategy, commitments, and performance for the reporting period **1 January 2025 to 31 December 2025 ("2025")**, unless otherwise stated. This is Grab's sixth annual ESG Report since 2020.

Unless otherwise stated, the data and information in this report cover all entities and operations consolidated in Grab's financial reporting, including our Mobility, Deliveries, Financial Services, and Others segments.

The report is published annually and the reporting currency is US dollars, unless otherwise stated. Certain amounts and percentages may not sum due to rounding. Where applicable, prior-year figures have been restated to reflect improvements in methodology or data quality.

This report was published on 16 April 2026 on Grab's website at www.grab.com. No physical copies were printed.

Reporting Frameworks

This report has been approved by the Grab Board of Directors and prepared in accordance with the GRI Standards (GRI 1: Foundation 2021). There are currently no applicable GRI Sector Standards for our business. The "[Metrics and Indicators](#)" table serves as the GRI Content Index.

Our disclosures are also informed by IFRS S1 and IFRS S2 issued by the IFRS International Sustainability Standards Board (ISSB), building on established investor-focused frameworks including TCFD and SASB Standards.

External Assurance

Since our first annual ESG Report in 2020, Grab has obtained independent limited assurance for selected ESG disclosures.

For 2025, KPMG LLP has provided independent limited assurance on selected ESG data, in accordance with the International Standard on Assurance Engagements 3000 (ISAE 3000)—Assurance Engagements other than Audits or Reviews of Historical Financial Information. The Independent Limited Assurance Report ([here](#)) sets out the scope of data assured, the assurance standards applied, and the procedures performed.

Summary Report

For a summarised version of this report, please visit: <https://grab.to/ESGSummary2025>. This condensed version provides a high-level overview of Grab's sustainability strategy, key initiatives, and performance highlights for 2025.

Continuous Improvement and Feedback

We remain committed to strengthening our sustainability reporting practices, data systems, and transparency over time.

We welcome feedback from our stakeholders on this report and our sustainability performance. Please direct comments to sustainability@grab.com.

2025 Key ESG Highlights

Creating Safe and Sustainable Earning Opportunities



\$15.3 billion

earned by driver- and merchant-partners on the Grab platform, +19% YoY

76%

of 2W driver-partners earn across more than one service on the Grab platform, diversifying income streams



856,000

MSMEs onboarded as merchant-partners, expanding their market reach

1 in 4 MSMEs

use Merchant AI Assistant, achieving an average +15% uplift in GMV¹



99.9%

of all rides were completed without any reported safety incidents

Driving Financial Inclusion



\$3.2 billion

in loans disbursed, +47% YoY, expanding access to credit for underserved

100%

of active driver-partners are provided with insurance coverage for work-related personal accidents



Breaking Barriers for Equal Opportunity



>189,000

women and persons with disabilities (PWD) driver-partners earned an income on Grab in 2025, a 40% increase YoY

\$0.8 billion

economic output generated by Grab women driver-partners across Southeast Asia in 2025



Minimising Environmental Footprint

9% of total distance travelled on low-emission modes, up from 7% in 2024



10,142 tonnes

of single-use packaging waste reduced, reused or recycled

Impact Beyond Our Value Chain

17 environmental projects supported



• **>772,000 tCO₂e** avoided and removed through verified community, technology, and nature-based carbon credit projects

• **>210,000** trees planted

>3,600

school-going children and university scholars supported through GrabScholar



Building AI-Native Workforce

100% of Grab employees are trained to use enterprise AI tools

73%

of Grab full-time employees use AI tools on a weekly basis



¹ GMV refers to Gross Merchandise Value.

Group CEO's Letter: Rising as One

At Grab, we have always been defined by our mission. I am often asked what drives us. My answer is simple: **we succeed when Southeast Asia and our community succeed.** Today, we serve over 47 million Monthly Transacting Users—1 in 15 people in the region—but we are still only just scratching the surface of our potential to lift others up.

In 2024, we quantified our contribution at USD 18.8 billion in economic value². But scale alone is not success. As the world navigates an era of AI and shifting global tides, we must ensure technology acts as a bridge to inclusion, rather than a wall that shuts people out.

Human-Centric AI: Empowering Livelihoods

We believe technology's greatest value is its ability to dismantle invisible barriers and restore the dignity of work. This year, we turned complex AI into "superpowers" for our partners. Our **Merchant AI Assistant** helped **1 in 4** of our MSME partners—many of whom are first-time digital entrepreneurs—drive a 15% average increase in sales through AI-optimised marketing and operations.

For our driver-partners, "AI with Heart" means reducing the mental load of the road. Tools like **Ride Guide** use real-time data to help partners navigate more effectively, ensuring their time on the platform is respected and their effort is maximised. By integrating safety and productivity directly into our core technology, we are helping our partners build more resilient livelihoods while moving Southeast Asia forward together.

The Bridge to the Formal Economy

Our ecosystem approach is our most powerful tool for financial inclusion. By leveraging data from our mobility and delivery platforms, our digital banks and GrabFin provide "bridge capital" to those often overlooked by traditional systems. This year, our loan disbursements reached \$3.2 billion. **68% of driver-partner borrowers accessed formal credit for the first time** through our ecosystem. For many, this isn't just a loan—it's the first time they've been seen by the formal economy, allowing them to build a financial identity that will serve them for a lifetime. This financial identity creates a more stable, productive, and loyal partner base, which in turn reinforces the health of our entire marketplace.

Deepening Inclusion

For growth to be sustainable, inclusion must be built into our core business, not treated as an afterthought. In 2025, **more than 189,000 women and persons with disabilities (PWD)** driver-partners earned an income on Grab—a 40% increase year-on-year. We are also focused on ensuring that the digital world remains accessible to those it often overlooks. By solving for our visually impaired and elderly users through features like **Voice Assistant**, we are ensuring that everyone in our community can move through their world with independence and dignity. By lowering barriers for underrepresented groups, we are not only driving social impact but systematically expanding our partner supply and strengthening the resilience of our network.

Uplifting the Wider Circle

Our mission reaches beyond our app and into the families we serve. Through **GrabScholar**, we awarded over 3,600 annual bursaries and scholarships this year. By supporting the children of our partners and the wider communities around them, we are helping to ensure they have the opportunity to lead the Southeast Asia of tomorrow.

We are accelerating toward a low-carbon future, with low-emission vehicles (LEVs) now accounting for 9% of our total distance travelled. Through our in-app Green Programme, which channels contributions from Grab consumers, we have expanded from **5 to 17 projects** across the region, spanning technology, community, and nature-based solutions that support a broad ecosystem of partners—including smallholder farmers, non-profit organisations and local communities. We recognise that as we grow, our responsibility grows with us. We are working to ensure that our business success doesn't come at the cost of the environment, but rather fuels the transition to a greener Southeast Asia.

The Road Ahead

Our journey is guided by our "4H" values: **Heart, Hunger, Honour, and Humility**. We are proud of our progress, but we are far from finished. Transformation at this scale requires more than just one company; it requires the intersection of public mandate and private execution. There is still much work to be done to ensure that every person in Southeast Asia can participate in, and benefit from, the digital future.

Together with our stakeholders and partners, we will continue to stay close to the ground, solving real-world problems and ensuring that as Grab grows, Southeast Asia rises with us.



Anthony Tan
Group CEO, Co-Founder
and Chairman, Grab

² Economic impact studies were conducted in 2024 by independent research agencies across Southeast Asia's six largest economies: Indonesia and Singapore (Oxford Economics), Malaysia (EconWorks), the Philippines (University of Asia and the Pacific), Thailand (Thailand Development Research Institute), and Vietnam (Central Institute for Economic Management). The studies leveraged Grab's 2023 operational data alongside official national statistics and industry reports, focusing on 3 dimensions: (i) contribution to GDP (ii) earning opportunities supported across Grab and Grab's partners' supply chain and (iii) household income supported.

About Grab

Powering Southeast Asia's Digital Economy

Grab is a leading superapp serving consumers, driver-partners, and merchant-partners across Southeast Asia through mobility, deliveries, and financial services.



8 countries
>900 cities

47 million Monthly Transacting Users

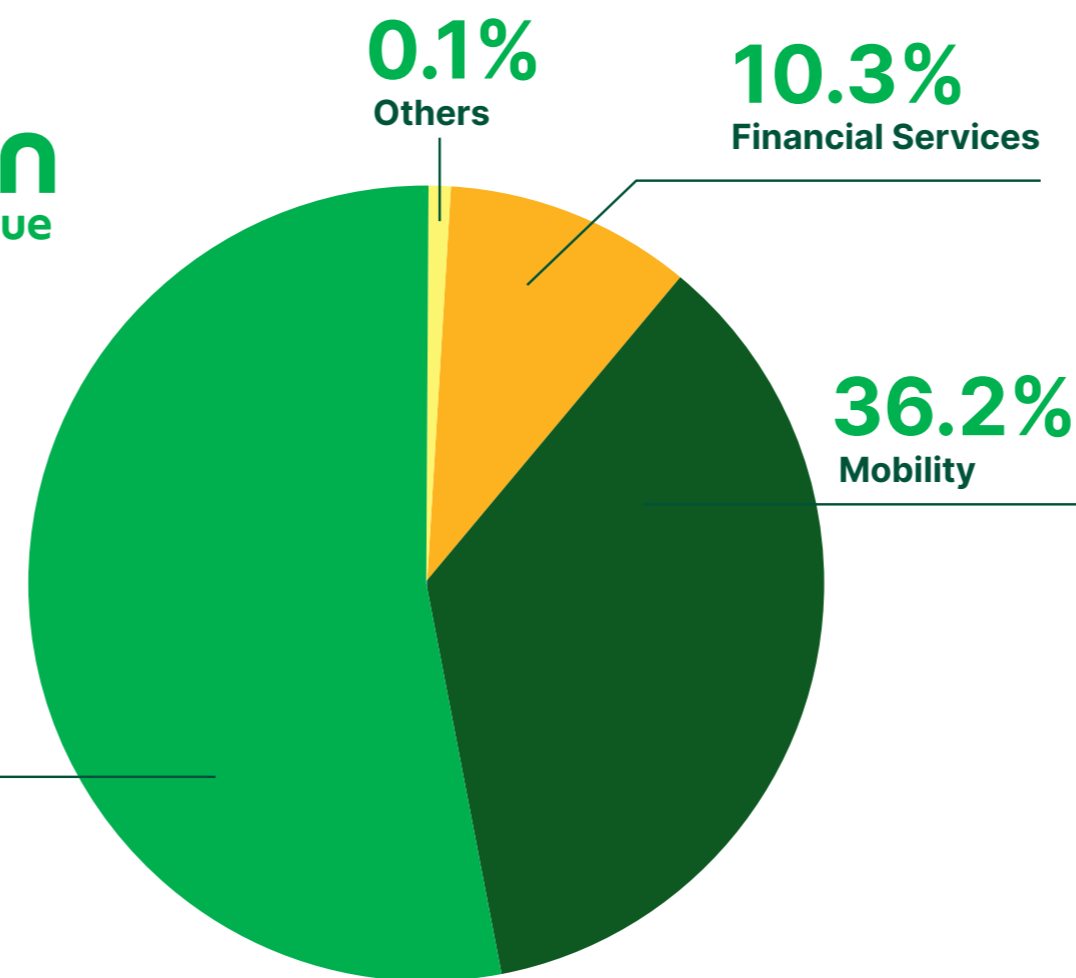
Diversified Platform Ecosystem

Our diversified business model enables resilient growth across multiple service verticals.

FY2025 Results

\$3.37 billion
Group Revenue

53.4%
Deliveries



Workforce & Innovation

Operating with a strong focus on digital innovation and responsible AI adoption across our organisation.

12,012 Full-Time Employees

1,242 Fixed-Term Contract Employees

3,956 Temporary Agency Workers



Key Brands Across Our Ecosystem

Mobility & Deliveries



Financial Services



Retail



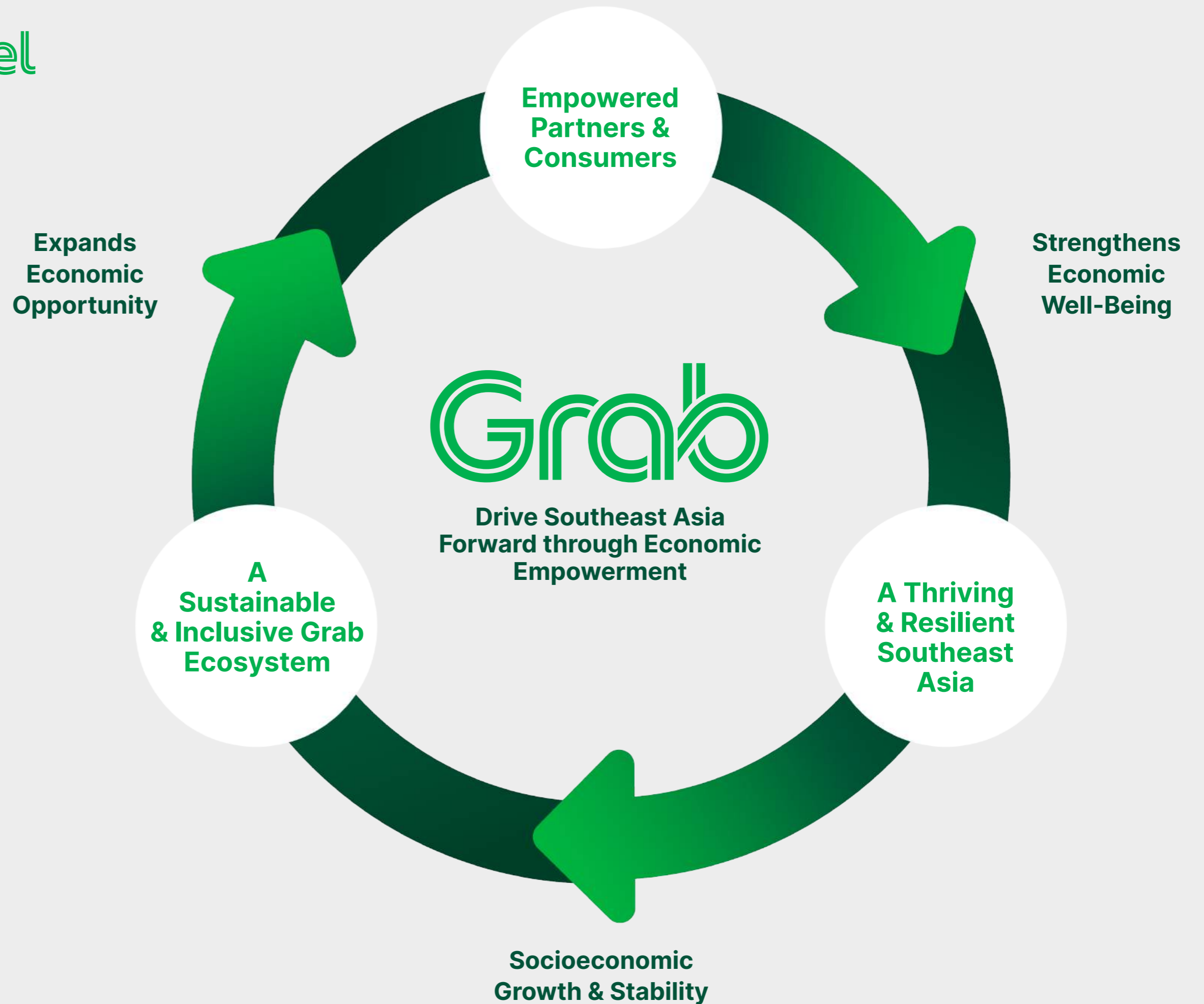
³ Grab holds less than 50% equity interest in PT Super Bank Indonesia.

Grab's ESG Strategy: An Economic Impact Flywheel

Grab's ESG strategy is embedded in our business model and anchored in our mission. We focus on strengthening partner welfare, advancing financial inclusion, building a safe and trusted platform, and reducing environmental impact across our ecosystem.

By enabling safer products, equitable access to livelihood opportunities, and responsible financial services, we strengthen Southeast Asia's resilience and long-term growth.

We believe business success and social progress go hand in hand—when Southeast Asia thrives, so does Grab.



2025 Awards and Accolades



Sustainability Ratings

- **MSCI:** Retained MSCI “AA” rating since 2022
- **Morningstar Sustainalytics:** ESG Risk Rating of 17.1; assessed as low risk⁴



ESG Memberships and Associations

- **United Nations Global Compact (UNGC) (Participant)** — United Nations
- **EP100 Energy Efficiency Initiative (Member)** — The Climate Group
- **Women’s Empowerment Principles (Signatory)** — UN Women & UN Global Compact
- **Net Zero Carbon Buildings Commitment (Signatory)** — World Green Building Council (WorldGBC)
- **PACT: No Plastics in Nature by 2030 (Pledger)** — World Wide Fund for Nature (WWF)



Corporate Excellence and Brand Leadership

Grab

- **Mobility 20 2025 (Fastest-Growing Mobility Brand in the World)** — Brand Finance
- **Southeast Asia Top 50 Brands** — Campaign Asia
- **Asia’s Best Ride-Hailing App** — World Travel Tech Awards

GXBank

- **Top Digital Banks in Asia** — The Banker
- **Virtual Bank of the Year (Malaysia)** — Asian Banking and Finance Retail Banking Awards
- **AI & Machine Learning Initiative of the Year (Malaysia)** — Asian Banking and Finance Retail Banking Awards
- **Best Gen AI Risk Management Initiative** — The Digital Banker Global Retail Banking Innovation Awards

- **Excellence in Digital Bank Growth** — Paynet’s Malaysian e-Payments Excellence Awards (MEEA) 2025
- **Most Innovative Debit Product and Fastest Growing Digibank** — Mastercard Malaysia Customer Forum

GXS Bank

- **Best Digital Lending Service (ASEAN)** — The Digital Banker Global Retail Banking Innovation Awards
- **Best Data Analytics Initiative** — The Digital Banker Global Retail Banking Innovation Awards

Jaya Grocer

- **Supermarket of the Year (Malaysia)** — Retail Asia Awards



People, Workplace, and Culture Excellence

Grab

- **Best Companies to Work for in Asia (Vietnam & Malaysia)** — HR Asia
- **One of Philippines’ Best Employers (3rd Consecutive Year)** — Philippine Daily Inquirer
- **Great Place to Work® Certification (Thailand & Indonesia)** — Great Place to Work

GXBank

- **Employer of the Year** — HR Excellence Awards (Malaysia)

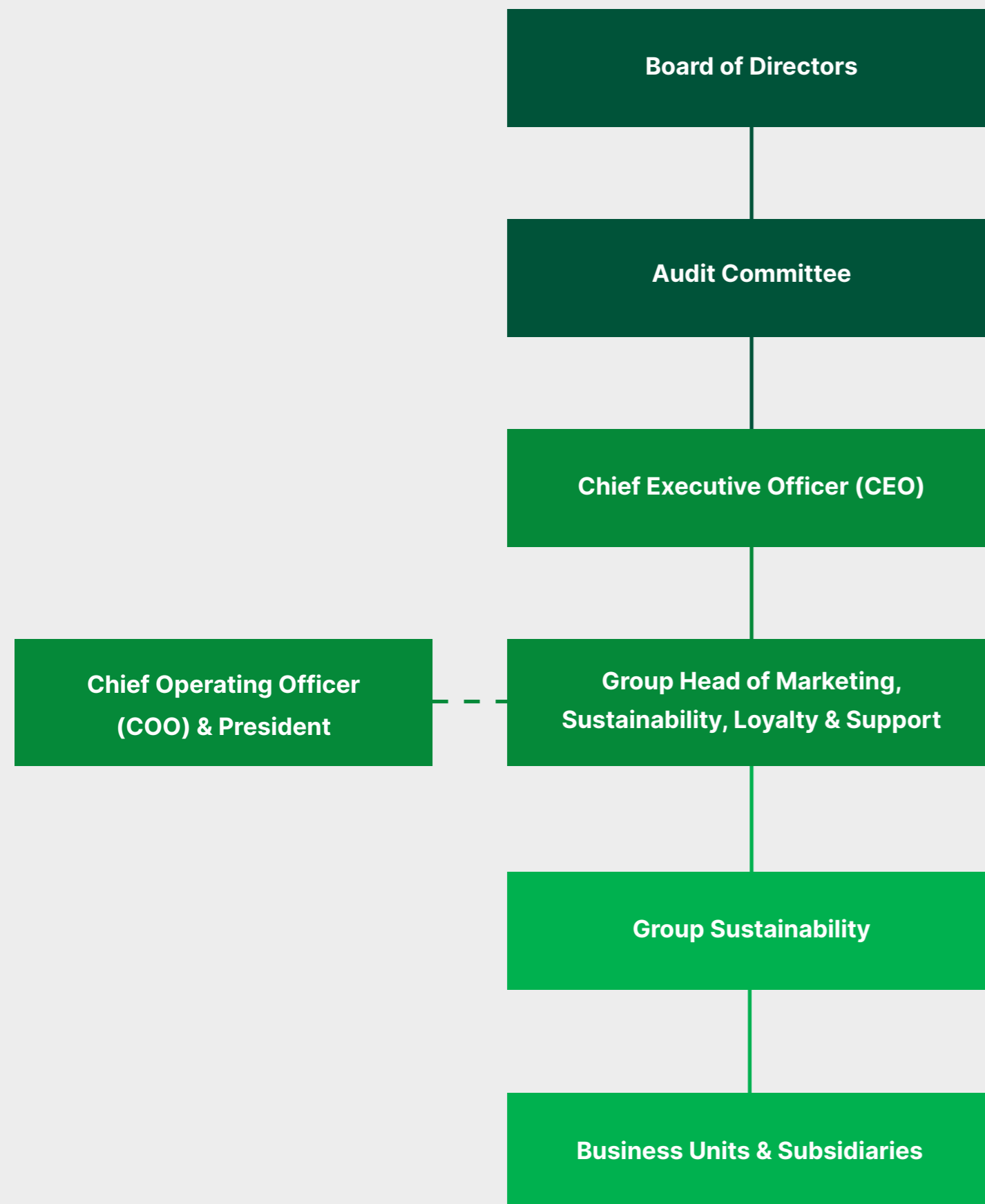
GXS Bank

- **HR Excellence Award Singapore - Best HR Team (Silver)**

⁴ As of October 2025, Grab received an ESG Risk Rating of 17.1 from Morningstar Sustainalytics and was assessed to be at low risk of experiencing material financial impacts from ESG factors. In no event the Grab ESG Report 2025 shall be construed as investment advice or expert opinion as defined by the applicable legislation.

ESG Governance

ESG Responsibilities and Oversight Structure



Governance Level	ESG Responsibility
Board of Directors	Provides oversight of material ESG topics and long-term sustainability strategy.
Audit Committee	Monitors ESG performance, material risks, and reporting cadence on behalf of the Board.
Executive Committee	The Executive Committee (EXCO), comprising C-suite leaders, integrates ESG considerations into business planning and strategic decision-making. The CEO has overall executive accountability for ESG performance.
Group Sustainability	Leads ESG strategy coordination and Group-level reporting across Grab's operating markets and subsidiaries. Responsibilities include data consolidation, target alignment, and cross-functional implementation. The function reports directly to the CEO, with a dotted reporting line to the COO/President.
Business Units & Subsidiaries	Implements ESG initiatives and reports performance within respective business units and entities. For regulated entities (e.g. GXS Bank and GX Bank), ESG governance and reporting are managed at the entity level in accordance with regulatory requirements, with alignment to Group-level strategy.

Board and Management Oversight

Effective ESG integration requires strategic oversight at the highest level of the organisation. Grab's Board of Directors provides oversight of material ESG topics to ensure alignment between sustainability priorities, long-term value creation, and our mission in Southeast Asia.

The Board reviews ESG strategy, key risks, and performance metrics on a regular basis. Management is responsible for implementing ESG initiatives across business functions, supported by a formal governance structure with clearly defined roles, responsibilities, and reporting cadence. This framework enables timely monitoring of performance and informed decision-making to advance Grab's ESG objectives.

The Board receives updates on material ESG topics according to the following reporting cadence:

Reported Quarterly

- Platform Safety
- Data Privacy and Cybersecurity
- Governance and Ethics

Reported Bi-Annually

- Socioeconomic Impact
- Partners' Welfare
- Greenhouse Gas Emissions
- Sustainable Packaging Solutions
- People and Culture

Reported Annually

- ESG Report and Programmes

Board Skills and Competencies

The Board comprises individuals with diverse professional backgrounds and complementary expertise to support effective oversight and long-term value creation.

As of 31 December 2025:

- 62.5% of Board members are independent
- Average Board tenure is 3.6 years
- 100% Board meeting attendance

Board competencies include:

- 2 directors with experience in sustainability and human capital management
- 3 directors with experience in government policy and regulatory affairs
- 4 directors with financial and accounting expertise

These capabilities are complemented by experience in global leadership, technology and digital innovation, and oversight of high-growth businesses. Together, this collective mix of competencies supports the Board's oversight of material ESG risks and opportunities alongside strategic and financial priorities.

Information on Grab's Board of Directors is available on Grab's [Investor Relations website](#).





Sustainable Partner Livelihoods

Our Approach:

1. Prioritising Partner Welfare
2. Driving Financial Inclusivity Across the Grab Ecosystem
3. Breaking Barriers for Equal Opportunity
4. Working with Local Regulators

1

Prioritising Partner Welfare: Providing Sustainable Livelihood Opportunities

Our ecosystem of mobility, deliveries, and financial services utilises technology to create a resilient marketplace, unlocking new demand and sustainable growth, ensuring our partners are not just participating in the digital economy, but thriving within it. From increasing demand, improving productivity, diversifying earning opportunities, to expanding access to financial inclusion, we empower our partners to build financial independence for themselves.

2025 Highlights

\$15.3 billion

in total partner earnings⁵, a 19% increase YoY

47 million

Monthly Transacting Users, a 14% increase YoY

Grab enables fair and sustainable earning opportunities for driver-partners

We are committed to ensuring our driver-partners achieve sustainable livelihoods through improved earning efficiency. By leveraging our integrated ecosystem, we maximise the value of every hour spent on the road.

+5.5% increase in average driver-partners' earnings per online hour (EPOH) YoY, reflecting improved earnings efficiency on the platform⁶

These outcomes were supported by a combination of ecosystem-wide measures:

- Productivity and Demand Optimisation
- Diversified Earnings for Income Resilience
- Cost Support and Operational Savings
- Insurance Coverage and Partner Support
- Enabling MSMEs to Grow in the Digital Economy
- Empowering Partners Through Skills Development
- Engaging Partner Communities and Building Long-Term Trust

⁵ Includes earnings by driver-partners and merchant-partners. 'Driver-partner earnings' is defined as the fare, bonuses, tips and fees, net of commission.

⁶ 'Merchant-partner earnings' is defined as the total order bill, including taxes charged by the restaurant/merchant net of commission, Grab advertising spend and promotion costs.

⁶ Driver-partner earnings may vary across markets and periods due to factors such as demand seasonality, external conditions (e.g. weather events, traffic disruptions and fuel price fluctuations), and driver-partner operating patterns and platform participation (e.g. time of day, hours driven).



Productivity & Demand Optimisation

Productivity Tools & AI Insights

AI Driver Companion

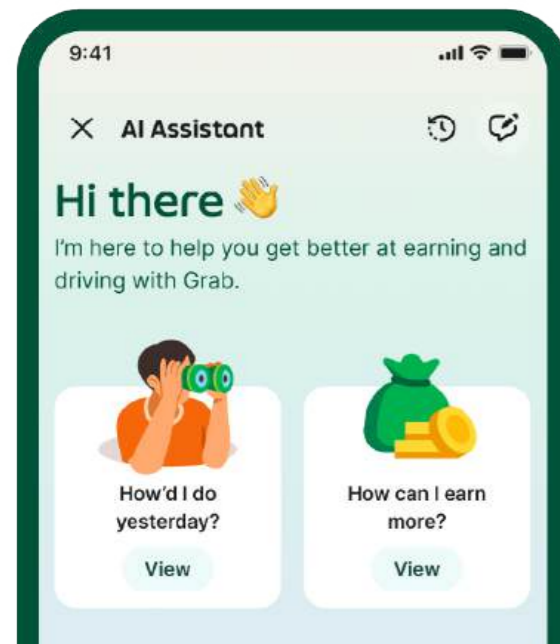
A personalised in-app support feature that guides drivers towards improving earnings efficiency.

Ride Guide

Predicted real-time demand to offer personalised repositioning guidance, reducing idle time.

GrabFood Locker

Streamlining pickup and drop-off to improve delivery turnover.



Higher-Value Earning Opportunities

Advance Booking & Premium Rides

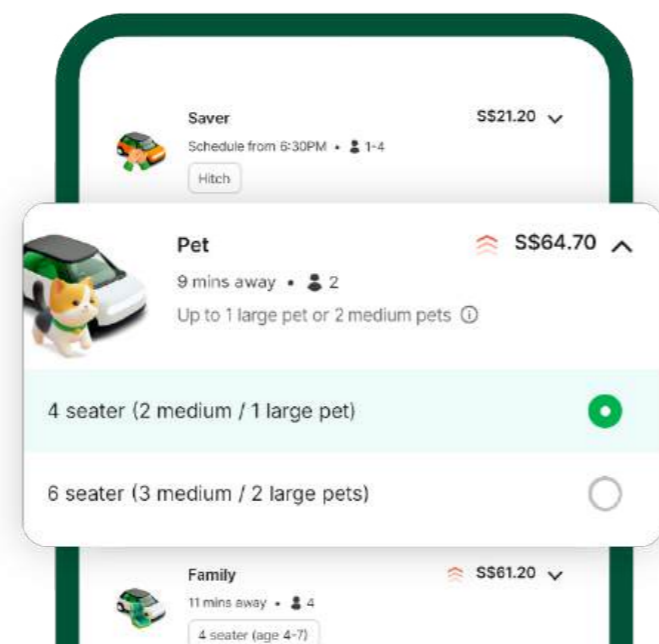
Unlocking higher fares through time-sensitive and luxury traveller services.

Niche Mobility Verticals

Specialised services such as GrabPets, GrabFamily, and GrabAssist allow partners to serve diversified, high-value consumer needs.

High-Value Deliveries

We have introduced features like Priority, Islandwide Delivery, and Large Orders, allowing delivery-partners to benefit from more lucrative order types.



Affordability Services to Drive Consumer Demand

GrabFood Saver

Batched or longer waiting time delivery options that have led to a **1.8X higher average order frequency** among Saver users⁷.

GrabCar Saver

A lower-fare ride option by matching passengers with nearby driver-partners who may have slightly longer estimated arrival times.

GrabUnlimited

Driving repeat usage, with subscribers transacting **3.7X more frequently** than non-subscribers.

Demand Optimisation Features & Algorithms

Smart Batching & Back-to-Back Jobs

Enhancing efficiency by grouping orders and reducing travel distance between jobs.

GrabMaps & ETA Accuracy

Proprietary navigation tools that provide shorter, more efficient routes, and more precise arrival estimates.

Diversified Earnings for Income Resilience

The Grab ecosystem is designed to provide multiple revenue streams, reducing partner dependency on a single service type. This diversification is key to earnings resilience:

76%

Multi-Service Adoption: 76% of 2-wheel (2W) driver-partners now actively earn across more than one service on the Grab platform (e.g. combining Food, Mart, Express, and/or Mobility)

⁷ Based on data from the fourth quarter of 2025.

More Services, More Earning Opportunities

When Đậu Hải Duyên joined Grab in 2019, he had one simple hope: to ease the pressure of monthly expenses and give his children a chance at university. His fixed income was not enough to cover a housing loan and rising education costs, and the financial strain weighed heavily on him.

As a two-wheeler driver-partner, he quickly realised that opportunity did not come from doing just one thing. It came from staying flexible.

During the morning rush, he **transported commuters on GrabBike**. At lunch and dinner, he **delivered meals and groceries through GrabFood and GrabMart**. In between, he **accepted parcel deliveries on GrabExpress**. By switching between services throughout the day, he kept himself busy and reduced idle time.

The result was not just higher earnings, but more stable earnings.

Over time, that stability changed everything. Hải Duyên paid off his mortgage in full and supported both of his children through university.

“ I stopped waiting for opportunities and started creating them by providing the multiple services that Grab offers. Seeing my children in university and knowing our home is truly ours is a pride I can't describe—it's a future I once thought was out of reach. ”

Đậu Hải Duyên
Grab delivery-partner
Vietnam



Cost Support and Operational Savings

We actively work to lower the barrier to entry and the cost of doing business for our partners:

- GrabBenefits**
 A comprehensive rewards programme that provides subsidies and cost savings on essential operational expenses, including targeted fuel and EV charging support, vehicle maintenance packages, and mobile connectivity plans.
- EV Rental**
 The **GrabRental EV programme in Indonesia and Thailand** has reported significant reductions in energy and maintenance costs for driver-partners, with some driver-partners reporting savings of up to 50% in operational costs compared to internal combustion engine (ICE) vehicles in those markets.
- Performance Recognition**
 Targeted festive bonuses, such as the **Bonus Hari Raya (BHR)** in Indonesia, recognise selected driver-partners based on exceptional service quality and high productivity.

Insurance Coverage and Partner Support

We prioritise the welfare, safety, and resilience of our driver-partners through comprehensive insurance coverage, strengthened social protections, and structured emergency response mechanisms.

Insurance and Social Protection

- Regional**
 100% of driver-partners are covered by work-related accident insurance across all operating markets.
- Singapore**
 In alignment with Singapore's Platform Workers Act, we integrated Work Injury Compensation Act (WICA) coverage and medical leave provisions. As a member of the Platform Workers Trilateral Group, Grab collaborates with the government and unions on sector-wide welfare and regulatory matters.
- The Philippines**
 Grab and MOVE IT became the first moto-taxi platform to collaborate with the Philippine government, through the Home Development Mutual Fund (HDMF), to subsidise Pag-IBIG Fund contributions for top-performing rider- and driver-partners, enabling access to housing loans and government-backed savings programmes.
- Indonesia**
 Under the Grab for Indonesia programme, Grab allocated Rp100 billion (~US\$5.9 million) to fund BPJS Ketenagakerjaan contributions, annual holiday bonuses, and skills development via GrabAcademy, strengthening worker welfare in the platform economy.

Driver Safety & Emergency Response

Beyond financial protections, we prioritise the physical safety and operational security of our partners through structured safety systems and crisis response capabilities that complement our 24/7 in-app safety features.

- The Philippines**
 Grab activated its Emergency Response Unit (ERU) during major incidents, working closely with emergency services to support partners and passengers during natural disasters and extreme weather events, including multiple typhoons in 2025.
- Indonesia**
 During periods of civil unrest in 2025, we deployed the Grab Emergency Response and Crisis Engagement Programme (GERCEP), providing medical and psychological support, operational assistance, and real-time high-risk area alerts to driver-partners via the app.

Enabling MSMEs to Grow in the Digital Economy

We are committed to being the partner of choice for MSMEs, helping them expand beyond their physical storefronts by connecting them to demand, digital tools, and financial solutions—all within one integrated platform.

856,000

Micro, small, and medium businesses (MSMEs) onboarded onto the Grab platform in 2025, +44% yoy

Harnessing Ecosystem Synergies

Beyond providing access to the digital economy, Grab supports merchant-partners with a comprehensive suite of solutions that strengthen growth and resilience.

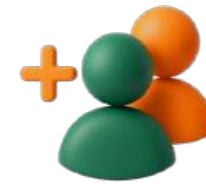
47%

of total MSMEs leverage two or more merchant solutions provided by Grab's ecosystem to drive growth⁸

We leverage our integrated platform to accelerate growth and resilience for merchant-partners through several strategic levers:

1. Market Access & Omnichannel Growth

Boost omnichannel demand and earning opportunities:



Online

Features like Group Orders and Large Orders encourage larger average order sizes by streamlining collective ordering, while GrabMore allows consumers to add on items from merchants along a partner's route for an ongoing order.



Offline

Dine Out Deals encourage customers to visit physical stores, while Reservations allow users to book tables directly through the Grab app, digitising the in-store experience.

Marketing channels and tools to increase discoverability:

GrabAds Marketing Manager

A self-serve tool that enables MSMEs to run high-impact campaigns with ease.

Sales insights

Provide data-driven growth strategies to help merchants optimise their offerings and inventory.

Curated selection programmes

Initiatives like '5-Star Eats' highlight top-rated, highly trusted restaurants backed by real reviews with an in-app badge, while 'Discover' provides an in-app local discovery experience with photos, videos, and guides created by Grab and its users.

⁸ MSMEs refer to micro, small and medium enterprises, mapped to Grab's internal merchant segments (mid-market and long-tail). Solutions refer to Grab's marketing, financial and omnichannel tools.

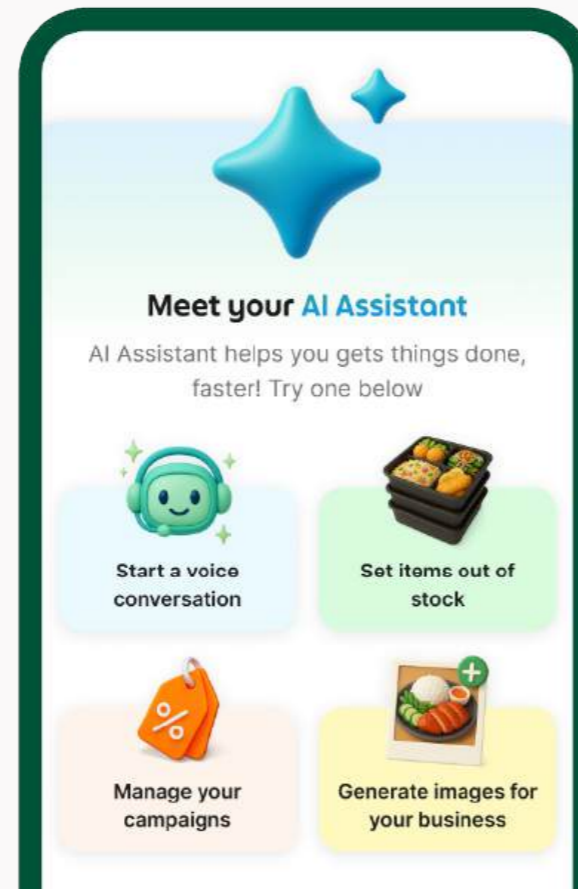
2. Operational Excellence & Digital Enablement

Merchant AI Assistant (MAI)

1 in 4 MSMEs utilised the MAI and experienced an **average 15% increase in GMV** via AI-optimised marketing, menu management, and operational improvements⁹.

Integrated Payments Solution

A seamless suite including POS integration, in-store card and QR code acceptance, **PayLater** instalments, and **next-day settlement** to improve merchant cash flow and consumer checkout speed.



3. Financial Access & Risk Protection

Merchant Cash Advance

Providing quick access to working capital for business expansion or inventory restocking.

Specialised MSME Insurance

Bespoke protection through products like **Grab Business Cover** (available in Thailand), which covers fire, floods, and business interruption to ensure long-term resilience.

⁹ Utilisation rate as at December 2025. GMV uplift estimated using a Difference-in-Differences (DiD) analysis comparing engaged merchants (Aug–Oct 2025) with a matched control group.

From Family Recipe to Citywide Recognition

Mylene Estrella’s love for baking began in her grandmother’s neighbourhood bakeshop, where she learned the family’s 50-year-old ensaymada recipe. In 2011, Mylene and her daughter-turned-partner, Dien transformed this cherished tradition into a premium gifting concept, founding **Mylene’s Ensaymada and Banana Cake**.

While the recipe was rooted in tradition, scaling the business required a digital leap. By partnering with Grab, they expanded beyond their local storefront to reach customers across Manila. Over time, the bakeshop earned Grab’s **5-Star Eats badge**, a recognition awarded to top-rated merchants based on customer reviews. The pair also leveraged Grab’s **Marketing Manager** tools to reach new customers and secured a **Grab business loan** to support expansion.

Today, what began as a small family passion has grown into a thriving enterprise with **17 stores across Manila**. Through Grab’s ecosystem of tools and services, the pair have been able to scale the business while preserving the family recipe that started it all.



“Our ensaymada was inspired by our family traditions, and Grab gave us the platform to turn that family treasure into a recognised brand. Through their marketing tools and financial support, we’ve been able to scale with confidence, proving that even a traditional business can find a massive future online.”

Mylene Estrella

Grab merchant-partner and owner of Mylene’s Ensaymada and Banana Cake The Philippines

Empowering Partners Through Skills Development

Through **GrabAcademy**, we equip **driver-partners and merchant-partners, particularly MSMEs** with lifelong learning and upskilling opportunities—delivered both online and offline—to strengthen their economic resilience and pursue their goals.

In 2025, **more than 1.5 million driver-partners completed at least one GrabAcademy course.**

Our partners have diverse aspirations. Some rely on Grab as their primary livelihood and focus on enhancing service performance. Others are in employment transitions, while some use Grab as a flexible income source alongside other pursuits. To support these different needs, GrabAcademy is structured around three core pillars:

1. Platform Skills	2. Personal & Professional Development	3. Career Mobility
<p>For driver-partners: Focuses on enhancing platform proficiency, road safety, and customer service excellence, including courses such as English language training.</p> <p>For merchant-partners: Covers digital tools and GrabMerchant app functionalities to improve operational efficiency, customer engagement, and sales performance.</p>	<p>Builds foundational digital and financial literacy skills, including digital content creation, scam awareness, and fraud prevention, as well as budgeting and savings management, self-defence, and vehicle maintenance.</p>	<p>Creates pathways to new opportunities through vocational certifications, access to higher education, and specialised training programmes, including the Autonomous Vehicle (AV) Safety Operators programme launched in Singapore in 2025.</p>

From Driver-Partner to AV Pioneer

When Sarah Binte Ahmad joined Grab, she was looking for flexible work that allowed her to care for her four children. Driving gave her that balance—but when the transport landscape began to evolve, she chose to evolve with it.

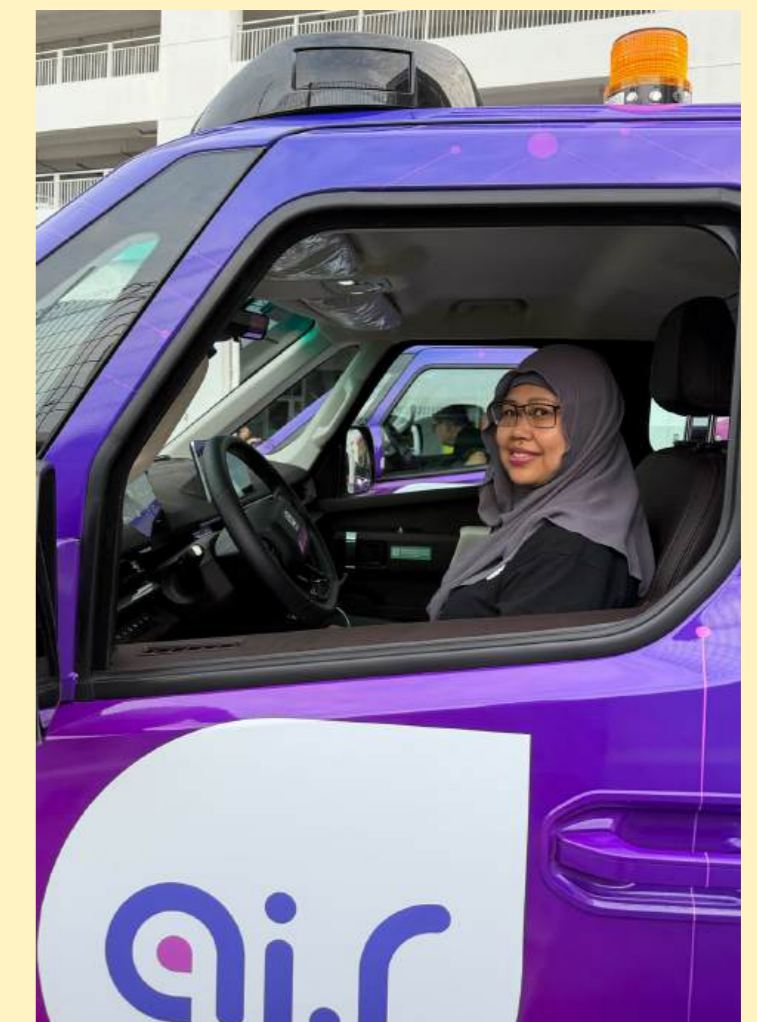
In 2025, Sarah enrolled in Grab's Autonomous Vehicle (AV) Safety Operators programme in Singapore. Through specialised training, she transitioned from traditional driving into a new role supporting Grab's fleet of 11 autonomous vehicles.

Today, she is Grab's first woman AV Safety Operator, part of a pioneering group of more than 20 former driver-partners who have stepped into these specialised safety roles.

Rather than being sidelined by technological change, Sarah became part of it—building new skills, new confidence, and a new career pathway within the mobility ecosystem.

“ I’m proud to know I’m not just a driver anymore, but a pioneer in technology that could change our cities. It’s given me a new kind of confidence—not just in my skills, but in the future I am building for my family as we drive the future of tech together. ”

Sarah Binte Ahmad
AV Safety Operator
Singapore



Engaging Partner Communities and Building Long-Term Trust

We view partner engagement as a core risk management and governance priority. We actively listen, engage, and respond to concerns to address issues early, mitigate risks, and ensure our policies reflect partner realities.

Focus Area	Initiatives	What This Means
Collaborative Approach to Policies and Product Development	User Insights & Research	We leverage focus groups, quantitative research, and internal data to design solutions grounded in real user needs. New features are piloted before scaling to validate impact and refine implementation. In 2025, to develop our AI Voice Assistant for visually impaired users in Singapore, we collected over 90,000 voice samples from Grabbers and members of the public to train the model for localised accents. Members of the Singapore Association for the Visually Handicapped (SAVH) also participated in focus groups and product testing, ensuring the feature was designed to address real accessibility needs.
	Pilot Testing & Iterative Rollouts	
	Proactive Training & Communication	We equip partners with timely guidance on new features and policy updates through GrabAcademy and multi-channel communications (e.g. Grab Driver and Grab Merchant App, email, messaging apps, and social media). Where new capabilities are required, we also provide targeted hands-on training. In preparation of the December 2025 launch of GrabAssist in Malaysia, a service supporting passengers with physical disabilities and the elderly, nearly 100 driver-partners were trained by certified care providers, with support from the Malaysia Federation of the Deaf (MFD) and the Malaysian Association of E-Hailing Drivers with Physical Disabilities (PPEOFM).
Continuous Feedback Mechanisms	Open Dialogues & Community Sessions	Informal gatherings, merchant roadshows, and workshops create space for direct engagement and regular feedback between partners and Grab employees, such as 'Kopdar' (Indonesia) and 'Teh Tarik' sessions (Malaysia).
	Grab Partner Centres	On-ground centres provide hands-on operational and technical support for driver- and merchant-partners regionally.
	GrabSupport	Multi-channel support across the Help Centre, hotline, chat, and social media to provide timely issue resolution.
	Performance & Satisfaction Trackers	Regular surveys measure sentiment and experience, including Net Promoter Score (NPS) and Driver Satisfaction Score (DSS), to inform platform improvements.
Immersion for On-Ground Truths	Regular Market Visits	Board members, leadership teams, and employees engage directly with partners and users through regular on-the-ground visits.
	New Joiner Learning Experience	New employees participate in immersion experiences during onboarding to build a first-hand understanding of partner realities.

2

Driving Financial Inclusivity Across the Grab Ecosystem

Grab advances financial inclusion across Southeast Asia through Grab Financial Group—comprising GrabFin, OVO and digital banks, GXS Bank and GXBank. By leveraging alternative data not typically visible to traditional institutions, we design tailored solutions for partners and consumers with irregular earnings or limited credit histories.

Our approach goes beyond access to capital: **we support credit building, reduce reliance on informal lenders, and strengthen long-term financial resilience of underserved communities** by providing affordable and responsible financial products. As at year-end 2025, Grab's net loan portfolio stood at USD 1.2 billion, exceeding our USD 1 billion target and reflecting sustained scale within our ecosystem.

2025 Highlights

\$3.2 billion

in loans disbursed (+47% YoY),
expanding access to credit for the underserved

1 in 3 active driver-partners
has a loan with Grab

68% of driver-partner borrowers accessed
formal credit for the first time¹⁰



¹⁰ Source: Ipsos and Grab (2025), Impact Assessment of Grab's Lending Products for Driver-Partners. This figure refers to individuals who are "Unserved" (without a bank account; World Bank) or "No File" (with a bank account but no credit products, defined here as mortgage, credit card or personal loan, broadly aligned with Experian's definition). All survey-based findings in the "Driving Financial Inclusivity Across the Grab Ecosystem" section are derived from this study unless otherwise stated.

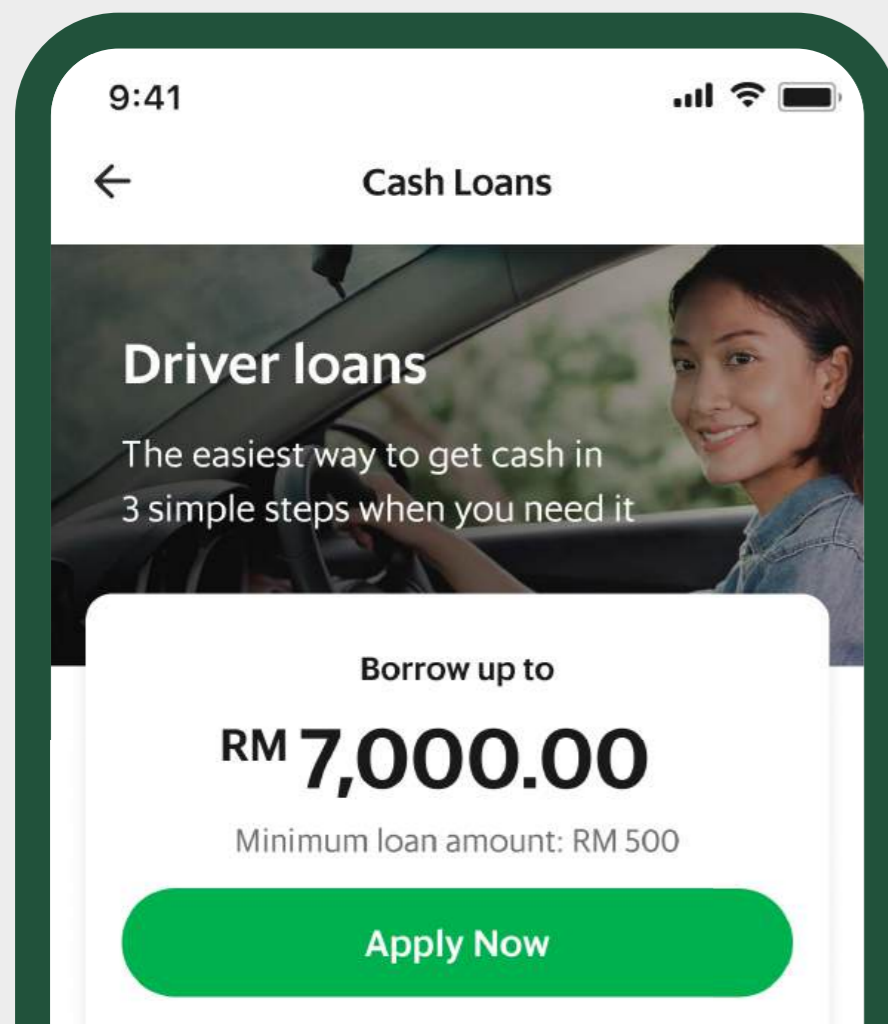
Expanding Responsible Credit for Driver-Partners

GrabFin provides flexible, earnings-linked credit products embedded within the driver app, including:

- Cash loans for urgent needs (e.g. medical expenses, vehicle repairs)
- PayLater options for fuel and daily essentials
- Data-driven borrowing limits based on platform earnings
- Automatic repayments proportionate to daily earnings

3 out of 4 driver-partners who borrowed from GrabFin cited automatic wallet deductions as one of the reasons, reflecting the value of seamless, earnings-linked repayment.

These design features help prevent short-term liquidity constraints from escalating into financial crises, while reducing repayment friction and default risk.



Advancing Financial Inclusion

By offering earnings-linked credit with structured, bite-sized repayments, Grab expands access to financing for underserved driver-partners, reducing reliance on informal lenders and high-cost credit.

In a 2025 study of Grab driver-partners who took a loan through Grab¹¹:

1 in 2

did so to avoid taking loans from unlicensed payday lenders

1 in 5

attempted to apply for a loan from a traditional bank but were rejected¹²

Improved Resilience and Economic Stability

Beyond access, responsible credit delivers tangible outcomes:

Majority of driver-partners agree that taking a loan through Grab improved their quality of life, with **60%** strongly agreeing¹³

2 in 3 driver-partner borrowers report greater economic resilience, feeling better prepared to handle unexpected expenses or major financial shocks¹⁴

Partner Protection and Hardship Assistance

Driver-partners may be exposed to external shocks beyond their control, including natural disasters and medical emergencies. Such events can disrupt earnings continuity and affect their ability to meet financial obligations.

As part of our responsible financing framework, Grab implements targeted relief measures during crises to provide timely support and appropriate financial flexibility. In addition to structured programmes, we may extend assistance on a case-by-case basis, such as adjusted repayment arrangements, taking into account individual partner circumstances.

In 2025, following severe flooding in the Philippines caused by Super Typhoon Ragasa, Grab introduced the following support measures:

- Temporary microloan repayment moratoriums for eligible driver-partners in heavily affected areas.
- Calamity assistance grants for driver-partners whose vehicles were damaged by flooding.
- Medical and hospitalisation coverage, in partnership with Cocolife, for emergency room treatment and hospital expenses related to the typhoon.

These measures are designed to cushion significant earnings disruption, prevent over-indebtedness, and reduce the risk of financial distress arising from force majeure events.

¹¹ Ipsos, Grab (2025) Impact Assessment of Grab's Lending Products for Driver-Partners.

¹² Among those rejected, 40% cited insufficient or poor credit history as the primary reason. "Insufficient or poor credit history" includes reasons reported by respondents such as insufficient income or credit limit, lack of collateral or credit information, or existing debt levels deemed too high.

¹³ Quality of life is self-reported and defined as increased ability to meet essential household needs.

¹⁴ Economic resilience is self-reported and refers to respondents' perceived ability to manage unexpected expenses or major financial shocks (e.g. home repairs, medical bills or vehicle breakdowns).

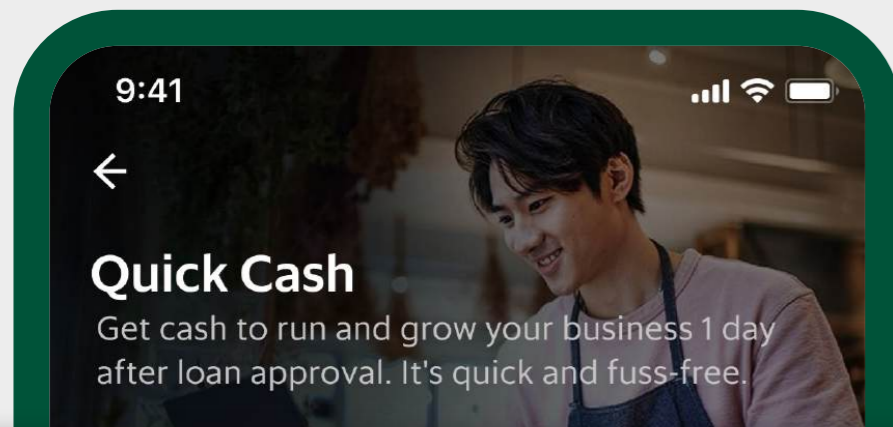
Fuelling MSME Growth Through Merchant Lending

MSMEs across Southeast Asia often face constrained access to formal credit due to limited collateral and documentation requirements. Timely working capital is essential to sustain daily operations and pursue growth opportunities. Over 90% of merchant borrowers are MSMEs. By providing access to working capital, these loans support inventory purchases, operational continuity, and business expansion, strengthening economic resilience.

GrabFin Merchant Cash Advance for merchant-partners is:

- **Pre-Approved, Data-Driven Lending:** We use transaction history to offer pre-approved loans, eliminating the need for complex paperwork or traditional credit checks.
- **A Fully Digital Experience:** Merchants can access funds with a few taps in the Grab Merchant app. Approval is instant, providing the agility needed to manage cash flow or seize growth opportunities.
- **Earnings-Linked Repayment:** Deductions are automatically structured around daily sales, ensuring repayments remain proportionate to earnings and manageable for the business.

In 2025, GXS launched GXS Flexiloan Biz whilst GXBank launched the GXBank Biz Flexiloan, providing MSMEs in Singapore and Malaysia respectively with flexible access to cash when they need to; instant approval within credit limit, with no fees and collateral needed. Grab merchant-partners get further rewards and benefits. Currently, **Grab's MSMEs represent more than 70% of GXBank's Biz Flexiloan customers.**



You can apply for up to

฿100,000

Minimum loan amount: ฿10,000

Apply Now

This offer is based on your Grab earnings.



Expanding Inclusion Through Digital Banking



Our regulatory-licensed digital banks, GXS Bank in Singapore and GXBank in Malaysia, extend financial inclusion beyond Grab partners to gig workers, sole proprietors and early jobbers, who are often underserved by traditional institutions.

Key structural barriers include:

- Traditional banking models are designed for fixed-income earners, leaving those with variable earnings, underserved.
- Minimum balance requirements and salary-linked benefits limit the ability to grow savings.
- Inflexible loan structures do not align with irregular cash flows, making debt harder to manage.
- Minimum earnings thresholds restrict access to credit cards and traditional bank financing.
- Limited opportunities to build credit history may inhibit many out of the formal financial system.
- High interest rates and compounding fees increase the risk of debt stress and reliance on unlicensed lenders.

Unique features tailored to support underserved communities:

Savings & Deposits

- **No minimum balance requirements**, allowing customers to save without worrying about fall-below fees.
- **Daily interest crediting**, helping them maximise savings without having to lock in funds.
- **Behavioural nudges** such as savings challenges are embedded in our banking app to help customers develop better saving habits.

FlexiLoans with Daily Interest Calculation

- **Proprietary ecosystem scorecard**, integrating alternative data points from Grab and our digital bank to provide prudent, responsible lending to customers without traditional credit records.
- **No early settlement fees**

GXS FlexiCard

- **Low-limit** credit card
- **No minimum income** requirement
- **Flat late fee** structure

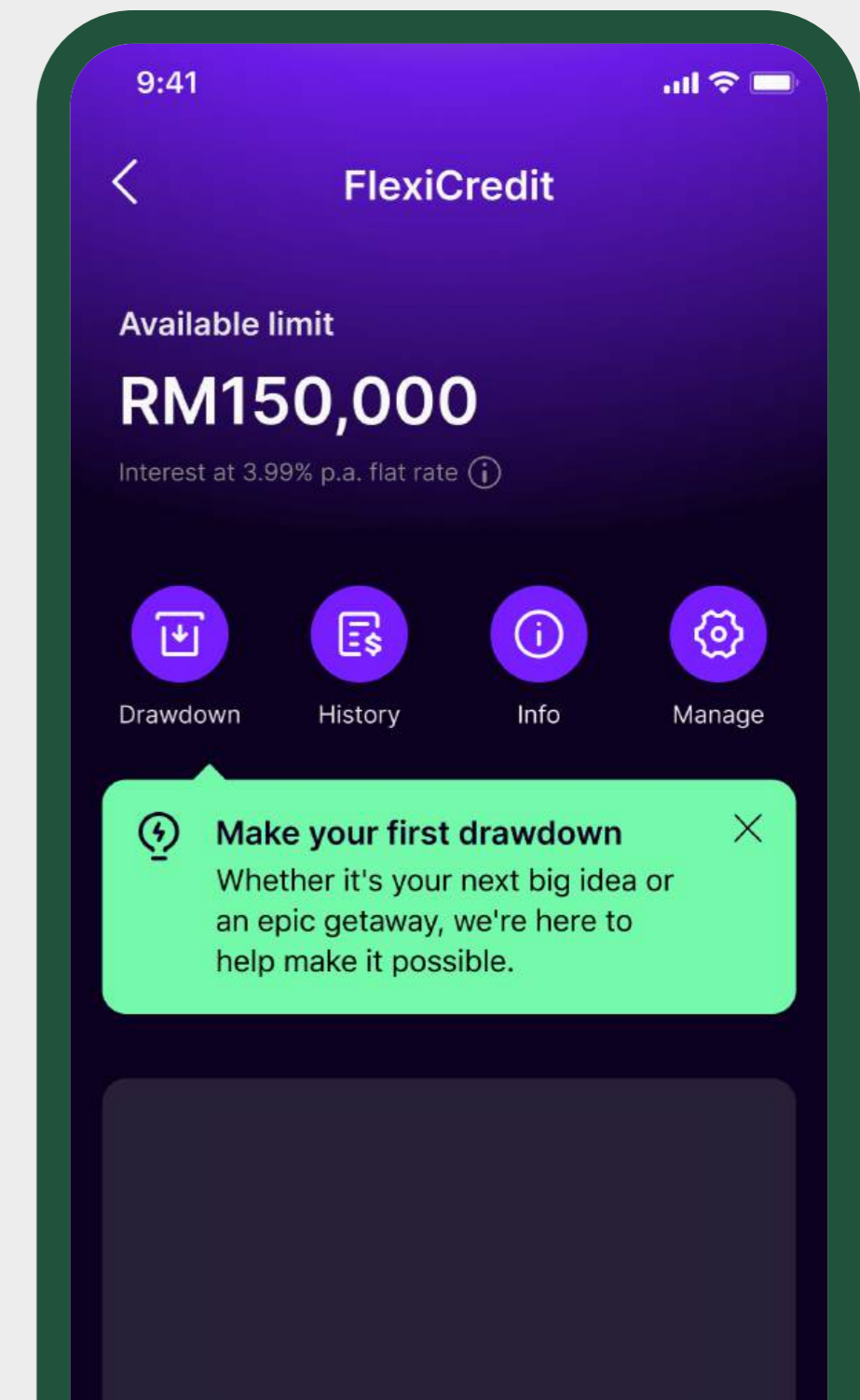
GXBank Card

- **Fee waived** for the first withdrawal monthly from any ATM in Malaysia.
- **Zero hidden fees** on overseas spending
- **1% cashback** for in-store spending overseas

GXBank Bonus Pocket

- Flexible savings with **daily and bonus interest**
- **No strict lock-ins**, can withdraw money for emergencies
- **Bonus interest** rewarded when customers complete their tenure

These products help customers build formal credit histories and better manage volatile earnings streams. Additionally, the GXBank app has become a primary resource for financial literacy education, with nearly **75% of customers reporting improved knowledge** after engaging with the bank's content.



Strengthening Financial Protection Through GrabInsure

GrabInsure designs insurance solutions tailored to the realities of gig work and MSMEs, providing protection against unforeseen events that may disrupt earnings or financial stability.

Partner Protection	
Work-related Protection	100% of active driver-partners regionally are covered by work-related personal accident insurance¹⁵. This baseline protection provides financial support in the event of accidents occurring while on the job.
24/7 Personal Accident Coverage	In the Philippines, Partner Cover was refreshed in 2025 to provide extended protection beyond working hours by providing 24/7 worldwide personal accident coverage for drivers and delivery partners aged 18 to 64. Coverage includes: <ul style="list-style-type: none"> • Medical expense benefits • Death and disability benefits • Daily hospital income due to accidental injury
Earnings Protection	Launched in Singapore in 2025, Driver Earnings Protection provides earnings support when drivers are unable to earn due to circumstances beyond their control. Covered scenarios comprise: <ul style="list-style-type: none"> • Passenger cancellations within stipulated conditions • Passenger vomit incidents resulting in temporary inability to continue driving • Bereavement leave benefit in the event of death of an immediate family member
Flexible Micro-Premium E-Hailing Insurance	Grab offers “pay-as-you-drive” insurance models that align premium payments with actual working days. In Malaysia and Thailand, Grab Daily E-Hailing Insurance provides vehicle and third-party liability coverage in line with regulatory requirements, allowing partners to pay only for the days they drive rather than committing to annual or monthly lump-sum premiums. This structure reduces upfront financial burden and improves affordability by providing flexibility for driver-partners.
Specialised MSME Insurance	Grab Business Cover , available to merchant-partners in Thailand, protects stores and restaurants against fire, flood and business interruption, helping safeguard assets and maintain operational continuity.

In addition to driver-partner protection, GrabInsure also offers digital protection solutions for consumers across our ecosystem.

Consumer Protection	
Passenger Ride Protection	Ride Cover provides additional peace of mind for passengers by offering protection against significant ride delays and complimentary Personal Accident Insurance coverage, on top of Grab’s existing coverage.
Digital Fraud Protection	Launched in Singapore in 2025, Scam Insurance is designed to protect consumers’ payment cards, e-wallets, and bank accounts against covered online scam incidents, as well as eligible online purchases of goods and services. Coverage includes: <ul style="list-style-type: none"> • Money transfer scams • Account takeover • Unauthorised transactions • Cyberbullying-related financial loss • Online shopping fraud

¹⁵ Applies across Indonesia, Malaysia, Singapore, Thailand, the Philippines and Vietnam. In Cambodia and Myanmar, driver-partners receive equivalent financial protection through goodwill compensation arrangements.

3

Breaking Barriers for Equal Opportunity

By proactively creating pathways for women and persons with disabilities to participate in the economy, we broaden labour force participation and unlock incremental driver-partner supply. This enhances marketplace balance, supports demand fulfilment, expands consumer choice, and reinforces sustainable platform growth across Southeast Asia.

We have set a target to enable 300,000 women and partners with disabilities (PWD) driver-partners to earn an income on Grab by 2030.

2025 Highlights

>189,000

women and persons with disabilities (PWD) driver-partners earned an income on Grab in 2025¹⁶, a 40% increase YoY

\$0.8B

economic output generated by Grab women driver-partners across Southeast Asia¹⁷



¹⁶ Defined as individuals who completed at least one job within the year and provided a valid government-issued ID indicating gender or disability status.
¹⁷ Source: Study conducted by Kantar, United Nations Global Compact Network Singapore and Grab (2025), Driving Economic Inclusion for Southeast Asia's Women through Ride-Hailing and Delivery. All survey-based findings in the "Breaking Barriers for Equal Opportunity" section are derived from this study unless otherwise stated.

Grab Women Drivers' Programme

In Southeast Asia, women's labour force participation is on average 20 percentage points lower than men's¹⁸, constrained by caregiving responsibilities, safety concerns, and cultural perceptions around driving roles. Reflecting these realities, **59%** of women cite flexibility as their primary reason for joining Grab.

Launched regionally in 2024, the Grab Women Drivers' Programme addresses these structural barriers through three integrated pillars: Safety, Onboarding and Training, and Community, expanding access to flexible earning opportunities while strengthening women's confidence, capabilities, and support networks.

In a study conducted among Grab driver-partners in 2025²⁰, we observed clear social and economic impact outcomes:

Reducing Barriers to Economic Participation

22% of women driver-partners surveyed had no active form of income prior to joining, a rate 2.4X higher than men.

Improved Overall Well-being

80% of women driver-partners report that their quality of life improved after joining Grab²¹.

Building Financial Independence

89% of women driver-partners report an increased in self-confidence, in their ability to earn and support themselves after driving on Grab.

Together, these findings demonstrate how targeted platform design and support structures can expand workforce participation, strengthen economic resilience, and uplift women across the region.

Pillar	Initiative	What We Did
Safety for Women	Women Preference Features	GrabCar (Women) Mobility Option - passenger-facing feature In Thailand, this mobility option enables women passengers to request rides exclusively with women driver-partners, providing greater choice and reassurance for women passengers.
	Anti-harassment guidebook via GrabAcademy	Rolled out region-wide to equip driver-partners with practical guidance on recognising, preventing and responding to inappropriate behaviour.
	Karta Dashcam	Provided and installed over 500 of Grab's latest proprietary dashcams to women driver-partners on a complimentary basis during the pilot phase. The device features 24/7 internal and external recording, an integrated SOS emergency button, and real-time incident risk alerts, strengthening in-vehicle deterrence, documentation, and emergency response capabilities.

182,911 women driver-partners earned an income on Grab in 2025¹⁹

¹⁸ Based on World Bank data (2025), Labour force participation rate, total (% of total population ages 15-64).

¹⁹ Data has been externally assured by KPMG (limited assurance).

²⁰ United Nations Global Compact Network Singapore (UNGCNS), Kantar and Grab (2025). Driving Economic Inclusion for Southeast Asia's Women through Ride-Hailing and Delivery. All survey-based findings in the "Breaking Barriers for Equal Opportunities" section are derived from this study unless otherwise stated.

²¹ Quality of life is defined as increased household spending on healthcare, education, home repairs, better meals and essentials, as self-reported by women driver-partner respondents.

Grab Women Drivers' Programme

Pillar	Initiative	What We Did
Specialised Onboarding & Training	Non-profit organisation partnerships	<p>Partnered with various organisations such as Vietnam Women’s Union (LHPN), Single Moms Indonesia, and Fatayat NU to engage and refer underemployed women.</p> <p>In Indonesia, we partnered with BSI Maslahat to launch the Productive Zakat Distribution Optimization programme in December 2025, providing vehicle rental subsidies, deposits, equipment, and training to enable women and persons with disabilities to join the platform and earn a livelihood.</p>
	Tailored upskilling courses	<p>Courses are conducted periodically and cover topics such as financial literacy, self-defence, vehicle maintenance, and road safety, equipping participants with practical skills and greater confidence on the road.</p> <p>In the Philippines, we partnered with the Technical Education and Skills Development Authority (TESDA) to deliver a Basic Automobile and Motorcycle Troubleshooting course for women driver-partners.</p> <div data-bbox="2612 739 3185 990" data-label="Image"> </div> <p data-bbox="2612 1001 3185 1024"><i>Self-defence and safety training for women driver-partners in Malaysia.</i></p>
Women Community Support	Online community groups	<p>Online community groups provide a safe space for women driver-partners to connect, access relevant information, and support one another.</p>
	Offline engagements	<p>Appreciation events, skills workshops, and well-being initiatives such as pottery workshops, breast cancer awareness events with health screenings and iftar gatherings.</p> <div data-bbox="796 1335 1369 1590" data-label="Image"> </div> <p data-bbox="796 1605 1369 1647"><i>On-site mammograms at Grab Driver Centre available exclusively for women driver-partners in Singapore.</i></p> <div data-bbox="1409 1335 1949 1590" data-label="Image"> </div> <p data-bbox="1409 1605 1949 1628"><i>Grab 'Sisters' Community Event in Hue, Vietnam.</i></p>

Women Supporting Women

When Saidah Anwar joined Grab in 2016 as a **single mother of three**, women driver-partners were rare in her community in Tangerang Selatan, Indonesia. As the sole breadwinner, she understood the pressures many women faced, especially those without strong family support.

What began as her own journey towards financial independence soon became something bigger. Seeing how driving gave her flexibility and stability, Saidah started encouraging other women, particularly single mothers, to consider joining Grab. By 2019, she was actively building a local support network for women drivers, helping them navigate onboarding and offering guidance drawn from her own experience.

To date, Saidah has **personally referred more than 300 women** to the platform. Beyond referrals, she provides mentorship and peer support, giving many the confidence to take their first step towards earning independently.

Her story shows how economic opportunity can multiply through community. When one woman gains stability, she often helps others do the same.

“Grab provided a vital lifeline when I had no traditional family support to lean on. I am proud to now serve as a bridge for other single mothers, giving them the confidence to drive and the network to succeed.

By referring other women, I’m not just sharing an earning opportunity. I’m helping them build a future with dignity and peace of mind. ”

Saidah Anwar
Grab driver-partner
Indonesia

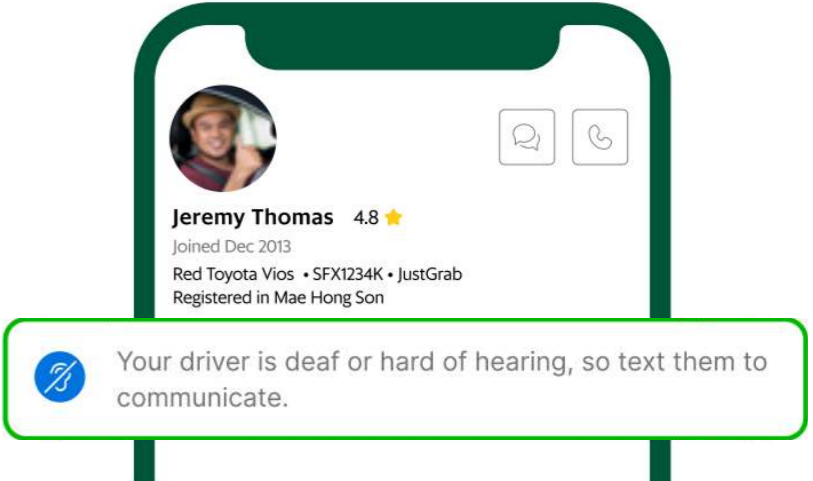


GrabAccess for Persons with Disabilities

Similar to women, persons with disabilities (PWD) face disproportionate barriers to workforce participation across Southeast Asia. Through the GrabAccess programme, we provide targeted support across three focus areas: Accessibility Technology & Tools, Inclusive Support, and Inclusion and Belonging for PWD driver-partners to earn with dignity and independence.

6,207

persons with disabilities (PWD) driver-partners earned an income on Grab in 2025

Focus Area	Initiative	What We Did
Accessibility Technology & Tools	In-app Technology	<p>PWD identifier and GrabChat notifications Informs passengers when their driver-partner has a disability and provides guidance on respectful interaction.</p> <p>Smart radius adjustments In Singapore, our app algorithm automatically assigns closer deliveries for wheelchair-bound driver-partners while monitoring and safeguarding their earnings impact.</p> 
	Offline tools	<p>In-vehicle communication aids Communication flip cards have been introduced across multiple markets to support interactions with deaf driver-partners.</p>
Inclusive Support	Free onboarding gear	<p>Provided onboarding gear such as driver jackets and delivery bags in Indonesia and Singapore to reduce upfront costs.</p>
	Tailored commission structures	<p>Implemented special commission structures in Thailand, Malaysia, Singapore, Vietnam, and Cambodia for driver-partners officially recognised as PWD by local regulatory bodies.</p>
	Subsidised licensing	<p>In Malaysia, Grab subsidises the full cost of the Public Service Vehicle (PSV) license for PWD, a mandatory e-hailing license.</p>
Inclusion and Belonging for PWD	Non-profit organisation partnerships	<p>Partnered with disability organisations across Indonesia and Malaysia to expand outreach and inclusive onboarding, including Gerkatin and Himpunan Wanita Disabilitas Indonesia in Indonesia; the Malaysia Federation of the Deaf (MFD) and the Malaysia Association of Physically Disabled E-Hailing Drivers (PPEOFM) in Malaysia.</p>
	Targeted outreach and recognition events	<p>PWD driver-partner engagement and appreciation events are held across markets, including #BreakTheSilence, which has been hosted annually in Malaysia since 2018 to recognise contributions and provide a safe platform for dialogue and feedback.</p>

Deaf Driver-Partner Turned Bakery Supervisor at Jaya Grocer

When Joey Kow joined Grab as a driver-partner in 2016, she was looking for a reliable way to support herself. As a deaf partner, she also became an active member of the Rakan Representasi Committee (RRC), contributing feedback to help strengthen inclusivity for the Deaf community.

Beyond driving, Joey brought years of professional experience as a trained baker. Through **opportunities within Grab's wider ecosystem**, she transitioned into a role at Jaya Grocer, where she now serves as a Bakery Supervisor. Her journey reflects how the Grab ecosystem can create pathways beyond the platform.

While Joey continues to drive occasionally, she now leads a bakery team of 16 staff and demonstrates that expanded earning opportunities are shaped by **capability and self-determination**.










“Grab gave me the first opportunity to earn a sustainable livelihood. Through Jaya Grocer, I have been able to continue my passion for baking and grow into a leadership role. I am grateful for the doors that have opened for me.”

Joey Kow
Jaya Grocer Bakery Supervisor & Grab driver-partner
Malaysia









4 Working with Local Regulators

Grab partners with governments across Southeast Asia to advance national priorities and strengthen economic resilience. By working closely with public sector partners, we contribute to inclusive growth; from enhancing social protection and accelerating tourism recovery to driving digital transformation, improving workforce readiness, and advancing road safety. Our engagement with regulators and public agencies is anchored on five key pillars:

Key Pillar	Initiatives in 2025
<p>Social Protection</p>	<ul style="list-style-type: none">  Grab and MOVE IT became the first moto-taxi platform to collaborate with the Philippine government, through the Home Development Mutual Fund (HDMF), to strengthen social protection for platform workers by subsidising Pag-IBIG Fund monthly contributions for top-performing rider- and driver-partners, enabling access to affordable housing loans, short-term financing, and savings programmes.  Under the Grab for Indonesia programme, Grab allocated Rp100 billion (~US\$5.9 million) to fund BPJS Ketenagakerjaan work insurance contributions, annual holiday bonuses, and skills development via Grab Academy for driver-partners. The initiative, which prioritises high-performing driver-partners, aims to strengthen social protection and supports Indonesia's efforts to enhance worker welfare in the platform economy.  Grab partnered with the National Private Hire Vehicles Association (NPHVA) to implement a S\$0.50 increase in minimum fares for driver-partners on most fixed-fare services, fully funded by Grab and without impacting passenger fares. The adjustment strengthens earnings for short-distance trips and supports driver-partner welfare and financial resilience.
<p>Tourism Development</p>	<ul style="list-style-type: none">  We signed a five-year MoU with the Tourism Development Support Fund under the Ministry of Culture, Sports, and Tourism to support national tourism promotion. At the city level, we collaborate with Ho Chi Minh City, Hai Phong, and Da Nang on smart tourism services, destination marketing and digital transformation initiatives leveraging Grab's ecosystem.  In support of Visit Malaysia 2026 (VM2026), we partner Tourism Malaysia (Ministry of Tourism, Arts, and Culture) on national campaign activation and gastro-tourism promotion.  We collaborate with the Singapore Tourism Board (STB) on joint visitor campaigns and the Singapore MICE Advantage Programme (SMAP), offering transport privileges for business-event delegates.  Under a strategic MoU with the Tourism Authority of Thailand (TAT), we deliver joint campaigns such as "Travel Thailand with Grab", support tourism data exchange and sustainable tourism promotion, and participate in the "Amazing Thailand Grand Tourism Year 2025" public-private taskforce. Through Digital Economy Promotion Agency and GrabAcademy, we provided tourism-focused service and safety training for driver-partners.  As the Department of Tourism's digital tourism partner, we promote destinations and MSMEs through Grab's platform, including GrabFood's Dine Out feature and GrabCar Travel Guide features, with a focus on gastronomy tourism and improved inter-city connectivity.  We maintain a long-standing co-branding partnership with the Ministry of Tourism and Creative Economy (Kemenparekraf) to amplify the "Wonderful Indonesia" campaign. In 2025, we continued joint marketing efforts, supported the Clean Tourism Movement (Gerakan Wisata Bersih)

Working with Local Regulators

Key Pillar	Initiatives in 2025
<p>Digitalisation & AI Enablement</p>	<p>Digital Inclusion</p> <ul style="list-style-type: none">  Under IMDA's Digital for Life (DfL) programme, Grab serves as the primary digital platform partner for Singapore's transport sector, delivering monthly senior-focused app literacy workshops, participating in the DfL Festival roadshow, and distributing step-by-step starter kits.  Partnered with the Federal Agricultural Marketing Authority (FAMA) to digitalise nearly 300 vendors across more than 30 local markets on GrabMart and GrabFood in 2025. The partnership strengthens market access and income opportunities for local agrifood merchants, complemented by a Pasar Incubator Project and GrabMasterclass training to support vendor upskilling and growth. <p>AI Enablement</p> <ul style="list-style-type: none">  Grab launched its Artificial Intelligence Centre of Excellence (AI COE) with support from Digital Industry Singapore (DISG) to advance AI innovation, create high-value jobs, provide accessibility and productivity solutions (e.g. Voice Assistant) and contribute to smart nation infrastructure (e.g. IoT-enabled traffic and flood intelligence).  Through Kota Masa Depan (Future Cities), in partnership with the Ministry of MSMEs, Ministry of Trade, Ministry of Tourism, the Coordinating Ministry of Economic Affairs, and local governments, Grab supports MSME digitalisation across 16 cities (including Sukabumi, Pontianak, and Kudus in 2025), impacting over 200,000 MSMEs with digital tools and Merchant AI Assistant enablement.
<p>Upskilling & Workforce Development</p>	<ul style="list-style-type: none">  Grab Vietnam signed a three-year MoU with the Vietnam National Union of Students (under the Ho Chi Minh Communist Youth Union) to equip students and young people with digital transformation skills aligned with the National Digital Transformation Programme. The partnership delivers digital skills workshops, career orientation sessions, industry exposure at Grab, technology access initiatives, and youth engagement activities, supporting workforce readiness for Vietnam's digital economy.
<p>Road Safety & Public Security</p>	<ul style="list-style-type: none">  Grab and MOVE IT partnered with the Philippine National Police (PNP) to strengthen road safety and public security. The collaboration includes joint training, coordinated communications, and awareness initiatives to equip driver-partners with the knowledge and best practices needed to promote safer roads for themselves, passengers, and the wider community.



Platform: Safe & Trusted Platform

Our Approach:

1. Enhancing Platform Safety
2. Strengthening Cybersecurity
3. Protecting Data Privacy
4. Responsible AI Governance
5. Enabling Inclusivity & Accessibility

1 Enhancing Platform Safety

Safety is our top priority at Grab. We are committed to safeguarding driver-partners, consumers, and broader road users across Southeast Asia. Through technology, data-driven interventions, and continuous improvement, we aim to raise safety standards not only on our platform, but across the communities we serve.

2025 Highlights

99.9% of all rides were completed without any reported safety incidents²²

10% year-on-year reduction in incidents per million rides

90% of surveyed driver-partners perceived Grab to be safer than other gig platforms²³

Strengthening Road Safety Across Our Platform

According to the World Health Organization, road traffic injuries remain a leading cause of death and injury in Southeast Asia²⁴. Two-wheel vehicles (2W), which are widely used for mobility and deliveries across the region, face higher accident risks than four-wheel vehicles (4W) due to greater exposure and manoeuvrability in dense urban environments.

In 2025, total mobility ride volumes increased on the platform, with growth in 2W mobility rides outpacing 4W. As a result, we observed a higher absolute number of minor and moderate 2W road incidents. However, when measured on a per-ride basis, our overall mobility safety incident rate remained low and was 3.6X lower than Singapore Land Transport Authority (LTA) Quality of Service benchmark²⁵. This reflects continued investment in driver-partner education, in-app safeguards, behavioural interventions, and data-driven risk detection.

In addition, we enhanced the transparency and completeness of our platform safety reporting by introducing a new category, **Crimes (Non-Sexual)**, which was not previously disclosed. With this addition, our safety incident classification framework now comprehensively covers all concluded on-trip safety incidents involving driver-partners and passengers across our mobility and delivery services.

Please refer to the [Metrics and Indicators table](#) in the Appendix for the full set of Safety metrics.



²² Refers to all reported safety incidents regardless of contributing factors while on trip across our mobility and delivery businesses. We have sought and received limited assurance for the total reported safety incident rate from KPMG LLP.

²³ Source: United Nations Global Compact Singapore, Kantar and Grab (2025), "How Ride-Hailing and Delivery is Unlocking Economic Empowerment for Southeast Asia's Women." Based on survey responses from total participating men and women driver-partners.

²⁴ World Health Organization (2024), *WHO South-East Asia Regional Status Report on Road Safety: Towards Safer and Sustainable Mobility*.

²⁵ Based on Grab's mobility road safety incident rate per million rides in 2025, compared against Singapore Land Transport Authority (LTA) Quality of Service benchmark, which is published on a per 100,000 rides basis. Figures have been normalised for comparability. Singapore is used as a reference given its established regulatory framework and comparatively low road safety outcomes; comparable public taxi safety benchmarks are not consistently available across our other market.

Spotlight

Scaling Safety Standards Across MOVE IT

MOVE IT, our two-wheel mobility service in the Philippines, embeds safety from onboarding through to daily operations.

Under its *Pasado Bago Pasada* programme, every rider undergoes **structured onboarding, specialised riding skills assessments** (including pillion or passenger-carrying competency), and regular retraining. Beyond technical riding competency, MOVE IT partnered with Ateneo de Manila University's Bulatao Center to develop a first-of-its-kind **behavioural assessment tool**. This tool evaluates how riders respond under stress or sudden pressure—a critical factor in real-world road safety conditions.

In 2025, **Grab extended its in-app safety technology capabilities to the MOVE IT platform**, strengthening road safety risk detection and prevention:

- **Overspeeding alerts** to discourage unsafe riding behaviour
- **Fatigue nudges** to prompt rest breaks
- **Live trip monitoring** for enhanced oversight
- **AudioProtect**, a background audio recording feature designed to support rider and passenger safety

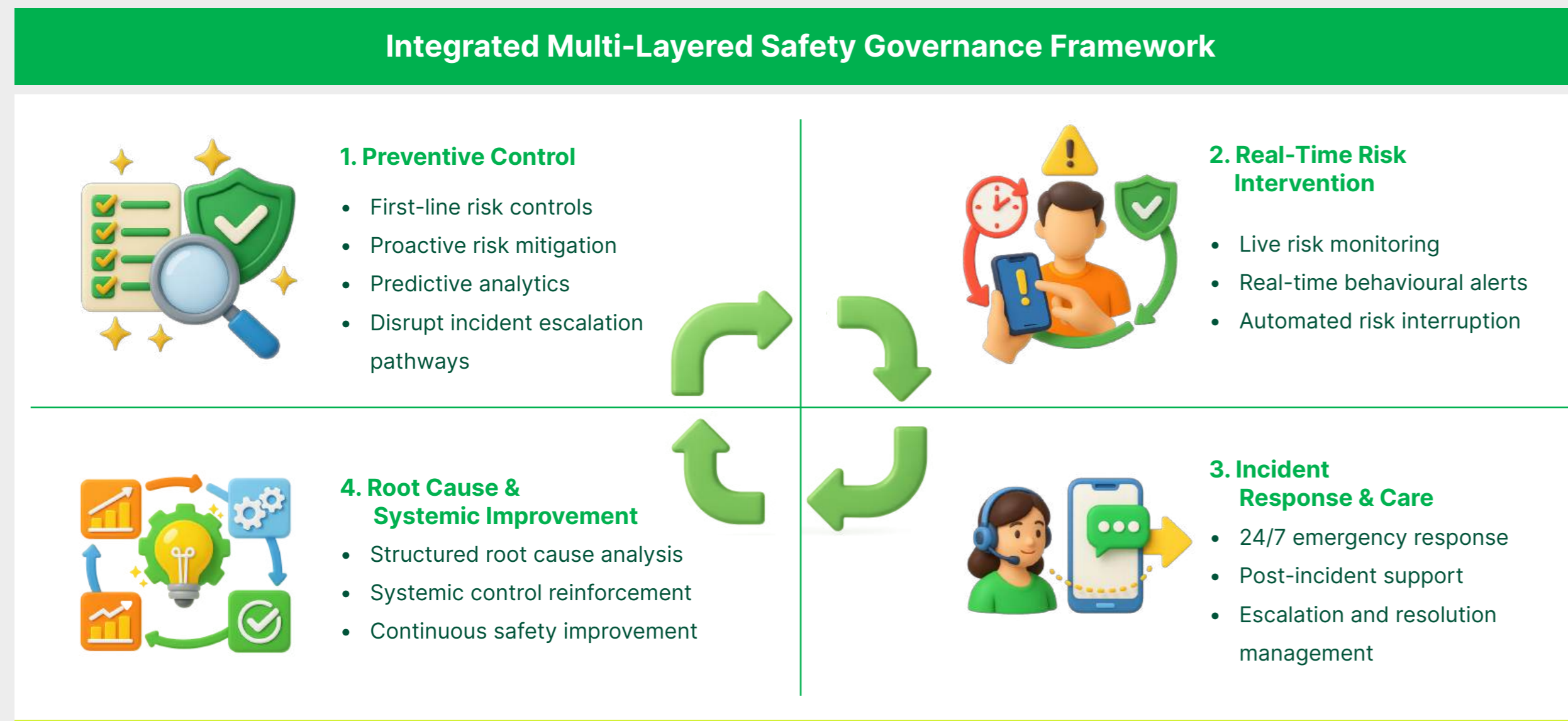
Together, these measures enhance both behavioural and technology-driven safeguards, reinforcing higher safety standards for two-wheel mobility.



Integrated Safety Risk Management System

Our safety outcomes are underpinned by a structured, end-to-end safety management system that integrates prevention, real-time intervention, and continuous improvement.

We operate an integrated, multi-layered safety risk management framework designed to manage risk across the full lifecycle, from prevention and real-time intervention to response and systemic improvement. This defence-in-depth model combines technology, human oversight, and structured governance to deter, detect, respond to, and learn from safety risks across our platform.



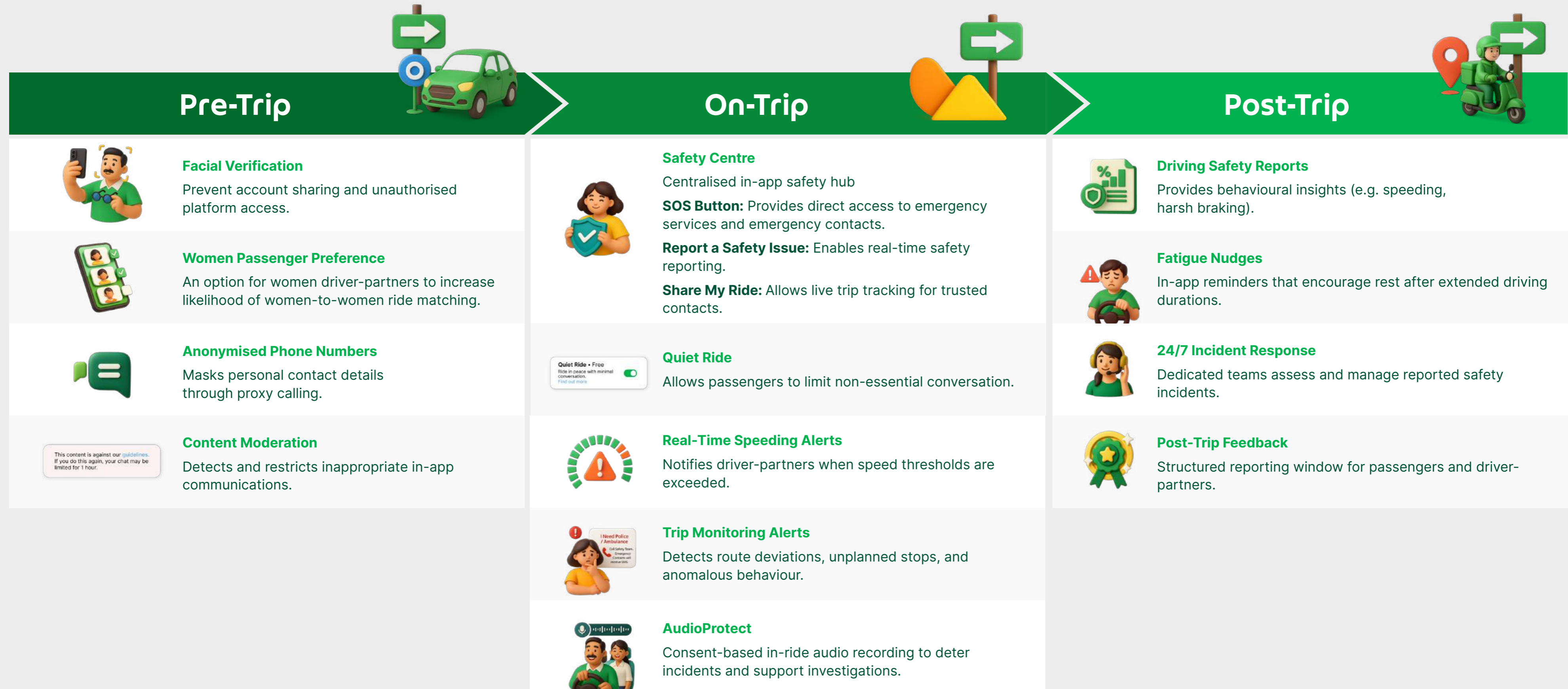
Safety Incident Management System

Grab maintains a structured **Safety Incident Management System (SIMS)** to ensure all safety incidents are logged, assessed, managed and reviewed in a consistent and accountable manner.

Component	Description
Reporting Channels	Multiple in-app and offline reporting channels are available for users and driver-partners. Automated detection systems proactively flag high-risk signals.
Triage and Escalation Protocols	Incidents are classified based on severity, with defined escalation thresholds and response timelines.
24/7 Incident Response	A dedicated Incident Response Team (IRT) operates round-the-clock to triage, escalate, and manage safety cases.
Case Management and Documentation	All substantiated safety incidents are logged in formal case management systems with documented actions and retained audit trails.
Investigation and Enforcement	Dedicated local Safety teams conduct investigations and implement enforcement actions in accordance with platform policies and Codes of Conduct.
Root Cause Review and Corrective Action	Structured post-incident reviews identify patterns and systemic risks, informing control enhancements and preventive measures.
Safety Governance and Oversight	Safety incident trends and key metrics are reported monthly to the Executive Committee (EXCO) and quarterly to the Audit Committee, which reviews on behalf of the Board to ensure accountability and continuous improvement.

End-to-End Safety Controls Across the User Journey

Safety controls are embedded across the user journey—before, during, and after each trip. These measures combine technology, user choice, monitoring systems, and post-incident review to mitigate risk and strengthen platform safety outcomes.



Spotlight

AudioProtect: AI-Enabled In-Ride Safety

Launched in 2023, **AudioProtect** strengthens in-ride safety by deterring misconduct and enabling faster, more reliable dispute resolution.

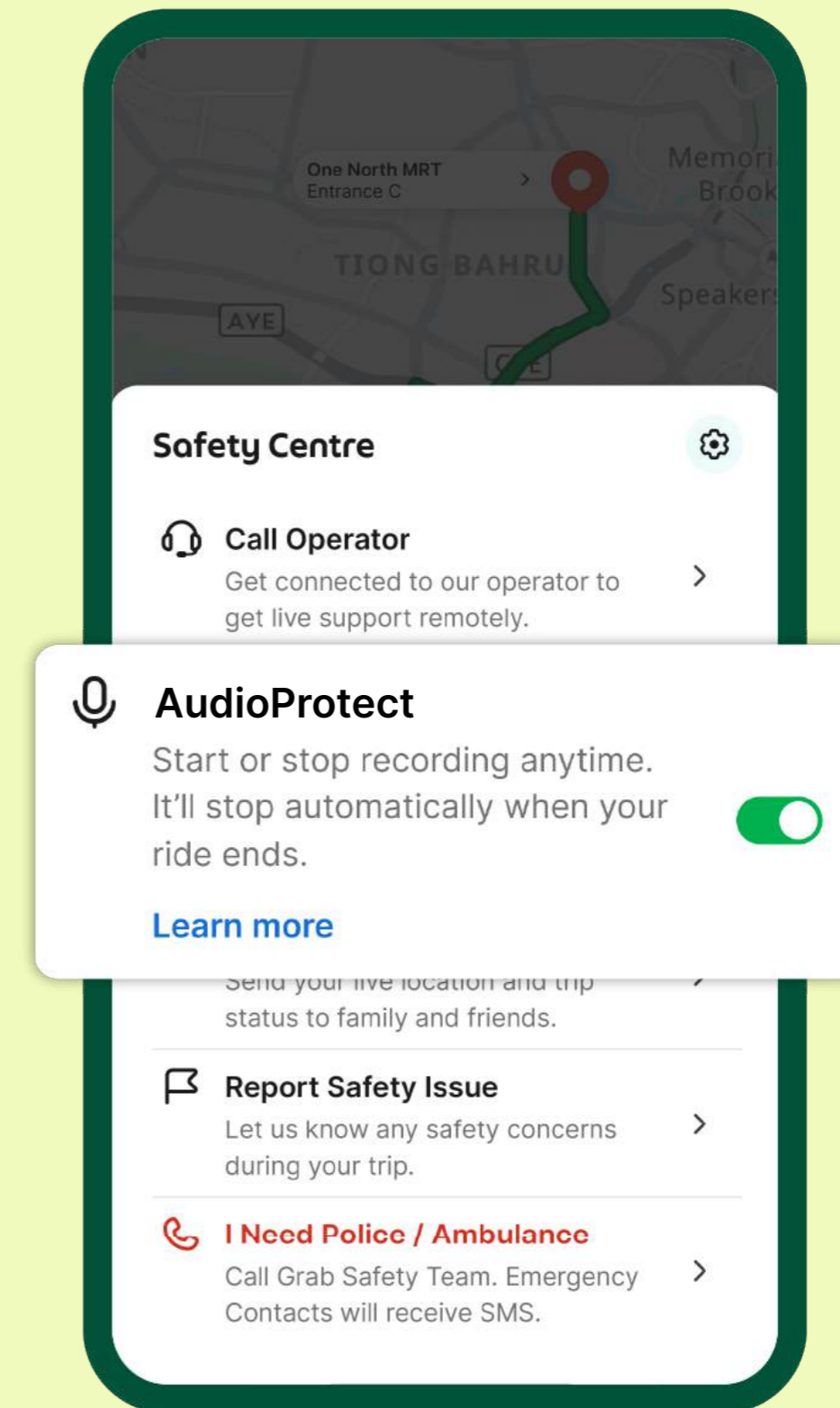
With user consent, audio is recorded during rides via both the driver-partner's and passenger's devices. Recordings are encrypted and stored locally for up to 10 days, and are automatically deleted unless a safety report is submitted. Access is strictly restricted—neither the driver-partner, passenger, nor Grab can retrieve recordings unless a formal investigation is initiated.

When a report is filed, AI-powered auto-transcription accelerates case reviews, supporting more efficient investigations.

2025 Impact

- Rides with AudioProtect enabled recorded **16% fewer in-person safety incidents** compared to rides without the feature enabled.
- **7.3% reduction** in reported night-time (10pm–6am) in-person safety incidents in Malaysia²⁶.

²⁶ Based on internal data (August–December 2025).



2

Strengthening Cybersecurity

Grab recognises the increasing complexity and evolving nature of cybersecurity risks. Protecting our networks, systems, and data is critical to maintaining trust. Our comprehensive cybersecurity programme is designed to identify, assess, manage, mitigate, and respond to cyber risks and threats.



Grab hosted the Indonesia Privacy and Security Summit with ISACA Indonesia, attended by representatives from BSSN, OJK, Bank Indonesia, and the Ministry of Communication and Digital.

Holistic Cybersecurity Strategy

Our cybersecurity risk management is integrated into Grab's broader enterprise risk management (ERM) framework. It aligns with industry-recognised frameworks, including those established by the National Institute of Standards and Technology (NIST) and the International Organization for Standardization (ISO 27001).

To proactively manage cyber risks, we implement a multi-faceted approach that includes:

Cybersecurity Policies and Risk Management

These ensure adherence to regulatory requirements and best practices, while identifying and mitigating our key cybersecurity risks.

External Third-Party Assessments

Independent assessors conduct penetration tests and audits of our systems, identifying vulnerabilities and recommending improvements to strengthen our controls.

Cyber Incident Detection and Response

We deploy continuous monitoring and alerting mechanisms to detect and respond swiftly to cybersecurity threats.

Threat Intelligence and Collaboration

We actively monitor and receive cybersecurity threat intelligence from government agencies, industry groups, and cybersecurity associations, enabling timely responses to emerging threats and vulnerabilities.

Offensive Security Assessments

We conduct regular security assessments to test our defences and continuously enhance our security controls in response to evolving threats.

Vendor Security Assessments

We assess third-party vendors to ensure they meet our stringent cybersecurity standards and comply with regulatory requirements, safeguarding sensitive data across our ecosystem.

Cybersecurity Tabletop Exercise (TTX)

We conducted a cross-functional tabletop exercise simulating a sophisticated ransomware and data exfiltration scenario. This exercise validated our executive crisis management protocols and reinforced our ability to maintain business continuity and data stewardship in the face of evolving global threats.

Cybersecurity Awareness Initiatives

We promote awareness through gamification challenges, phishing simulation exercises, periodic newsletters, annual refresher training, and onboarding sessions.

Cybersecurity Governance and Oversight of Risks

Level	Roles and Responsibilities
Board Oversight	<p>Our Board of Directors oversees the management of cybersecurity risks, with support from the Audit Committee. The Audit Committee typically receives quarterly briefings from management on:</p> <ul style="list-style-type: none"> Cybersecurity and information security posture Key cybersecurity risks Status of risk mitigation initiatives
Executive Management	<p>The Chief Financial Officer, Chief Technology Officer, Head of Cybersecurity, and General Counsel are responsible for assessing and managing material cybersecurity risks and incidents. They meet regularly to review cybersecurity performance, assess risks, and monitor ongoing initiatives.</p>
Cybersecurity team	<p>Our dedicated cybersecurity team is responsible for:</p> <ul style="list-style-type: none"> Developing and maintaining cybersecurity policies and frameworks, including clearly defined roles and responsibilities. Monitoring the evolving threat landscape, regulatory developments and emerging risks, and communicating relevant updates to business and functional units. Supporting and overseeing the implementation of cybersecurity risk management practices across the organisation. Providing targeted guidance and training on cybersecurity and risk management. Sharing relevant cybersecurity risk information with the ERM team to support enterprise-wide risk assessments.
All Employees	<p>Cybersecurity is everyone's responsibility at Grab. Employees undergo mandatory annual training on cyber risks and are encouraged to remain vigilant against emerging threats.</p>

Cultivating Cybersecurity Awareness and Resilience

We organise various engaging initiatives to foster cybersecurity awareness and ensure employees remain vigilant and prepared for potential threats.

Regular Phishing Simulations

Training employees to identify and report suspicious emails, voice messages on non-approved communication channels, and malicious QR codes.

Proactive Red Team Exercises

A dedicated internal security team simulates real-world cyberattacks to test and strengthen Grab's defences.

Cyber Gamification Campaigns

Interactive campaigns that promote self-learning and cybersecurity awareness.

CyberAwareness Roadshow

Employee engagement events featuring knowledge-sharing sessions, including participation from government agencies such as Badan Siber dan Sandi Negara, Indonesia's national cybersecurity authority.

Certifications and Impact

ISO 27001:2022

Information Security Management System for selected entities in Singapore and Indonesia

PCI DSS

(Payment Card Industry Data Security Standard) Certifications for four entities

Zero

material cybersecurity breaches identified in 2025

External Collaboration and Community Engagements on Cybersecurity

We also collaborate with external cybersecurity experts and government agencies to enhance platform resilience and contribute to broader digital safety initiatives:

Bug Bounty Programme

An annual programme that invites external security researchers to identify vulnerabilities in Grab's platform.

Senior Digital Literacy Workshops

In partnership with the Infocomm Media Development Authority (IMDA) Singapore, we conducted three workshops during the year to equip senior citizens with knowledge on using digital tools safely, recognising common scams and practising good cyber hygiene.

Indonesia Privacy and Security Summit 2025

Hosted in collaboration with the ISACA Indonesia Chapter, this summit brought together 400 participants from the government and finance sectors, reinforcing our industry leadership in privacy and cybersecurity.

3 Protecting Data Privacy

We recognise the trust that our employees, consumers and partners place in us to store, handle, and protect their personal data. We embed privacy and data protection into our products and features, supported by robust frameworks, programmes and governance structures.

Tenets of Data Privacy Framework

Our data privacy framework is guided by the following principles:

Data Collection and Processing	Protection and Safe Custody of Personal Data	Retaining Personal Data for No Longer Than Necessary	Transparency	Responsible Third-Party Sharing
We collect and process personal data on the basis of valid legal grounds, including consent, contractual necessity, legal obligations, and where applicable, legitimate interests.	We provide and maintain reasonable security measures to protect personal data, including physical, administrative, and technical access controls.	We cease retaining personal data, through anonymisation, disposal, or other appropriate means, when there is no longer a legal or business need to do so.	We provide users with clear information on how we collect, use, process, and disclose personal data. Our Privacy Notice is publicly available on our websites, along with the contact information for our Privacy Office.	Where personal data needs to be shared, we do so responsibly, by partnering exclusively with entities that meet our robust technical and contractual safeguards, ensuring accountability across our entire value chain.

Data Privacy Governance and Oversight of Risks

Level	Roles and Responsibilities
Board Oversight	Our Board of Directors oversees the management of data privacy risks, with support from the Audit Committee. The Audit Committee typically receives quarterly briefings from management on privacy risks, regulatory compliance, and related risk management matters.
Executive Management	Our Head of Privacy Office reports directly to the General Counsel, reinforcing strong legal oversight of privacy matters.
Privacy Office	Our dedicated Privacy Office is responsible for: <ul style="list-style-type: none"> • Developing and maintaining privacy policies and procedures to ensure compliance with evolving data protection laws and regulations. • Monitoring and assessing data privacy risks, including reviewing new features or systems for potential privacy impacts. • Providing guidance and training to employees on proper handling of personal data and privacy best practices. • Responding to data subject requests and incidents, including breaches, coordinating remediation, and reporting as required.
All Employees	Data privacy training is mandatory for all employees and contract workers, with annual refresher training to equip them to handle personal data responsibly.

Data Protection Programme

Grab upholds high standards of data protection and continuously strengthens its practices to align with evolving regulations and industry best practices:

Regular Audits and Assessments

Our Internal Audit and Risk Assurance teams, along with regulatory auditors, evaluate our privacy and security controls.

Incident Response and Compliance

We maintain structured protocols for addressing data privacy incidents and ensuring compliance with applicable regulations in the markets in which we operate.

Third-Party Risk Management

We conduct rigorous privacy and security assessments of our partners and vendors and mandate strict data protection agreements to ensure they handle data with the same level of care that we apply internally.

Engagement in Voluntary Privacy Initiatives

We actively participate in voluntary privacy initiatives, including industry working groups, regulatory sandbox programmes, and privacy certification schemes, to strengthen our practices and stay ahead of emerging privacy developments.

Certifications and Impact

First

Superapp to secure and renew the Data Protection Trustmark (DPTM) certification from the Infocomm Media Development Authority of Singapore.



Zero

Substantiated complaints²⁷ received from regulators or third parties related to breaches of customer privacy that were significant in scale and impact.

ISO 27701:2019

Privacy Information Management System for selected entities in Indonesia



²⁷ Defined as those made by third-parties or regulators concerning the unauthorised collection, processing and/or disclosure of personal data resulting in (a) a reporting to the relevant regulator was made by Grab, or the regulator has decided to commence an investigation on Grab due to escalation from an affected individual(s), and (b) sanctions are levied upon us (financial penalty, jail terms, Cease and Desist Order or halt to our business activity); or resulted in a voluntary undertaking by Grab.

4

Responsible AI Governance

Embedding AI Ethics within a Strong Governance Framework

Artificial Intelligence (AI) has been integral to Grab's operations for over a decade. To date, we have built and deployed more than 1,000 AI and machine learning models powering critical platform functions, including ride-matching, fraud detection, and customer support automation. These capabilities enhance operational efficiency while improving user experience.

With the rapid advancement of Generative AI enabling unprecedented speed, scale, and capability, we have further strengthened our AI governance structures to ensure responsible and ethical deployment across our platform. Our AI governance framework is closely aligned with existing enterprise risk, cybersecurity, data privacy, and compliance functions.

AI Ethics Principles

Aligned with Grab's core values and informed by guidance from governments, industry leaders, and international organisations, our AI Ethics Principles provide the foundation for responsible innovation and high standards of ethical AI use.



Promote Social Benefits

Design AI solutions that take into account the social and economic needs of stakeholders.



Practise Accountability

Implement checks and balances, enable manual intervention, and ensure systems align with their intended design and values.



Uphold Human-Centricity

Commit to the evolving needs of users in the design and deployment of AI systems, and value their input for continual improvement.



Uphold Privacy and Security

Incorporate privacy and data security principles at every stage of AI systems development and usage.



Prioritise Safety and Reliability

Ensure optimal system performance to minimise unintended outcomes and enhance security for all stakeholders.



Maintain Transparency

Provide clarity on how AI algorithms operate and the factors that influence their outcomes.



Fairness and Inclusion

Produce AI outputs that do not disadvantage or harm any stakeholder groups and promote wider inclusion.

AI Governance Task Force

We established an AI Governance Task Force comprising an interdisciplinary team of experts to provide centralised oversight of AI-related risks and ensure that governance measures remain comprehensive, proportionate, and adaptable to evolving technological developments.

AI Governance Task Force			
Public Affairs	Data Gov Office	Cyber Security	
Unaccountability & Ethical Concerns	Misinformation & Unreliable Outputs	Cybersecurity Vulnerabilities & Threats	
Lack of clear responsibility and ethical oversight in AI systems.	AI can produce incorrect, misleading or inconsistent results.	Theft, unauthorised access & manipulation of network or security architecture.	
Tech Legal Counsel		Privacy Office	
IP Infringement & Legal Liabilities		Misinformation & Unreliable Outputs	
Use of AI-generated content can lead to IP disputes and legal liabilities.		AI's massive data processing capability increases the risk of violations in cases of unauthorised usage or access.	

AI Risk Framework

We developed an AI Risk Framework that provides a structured and practical approach to identifying, assessing, and mitigating AI-related risks. The framework includes:

- Clear definitions of AI risk categories relevant to Grab
- Standardised evaluation criteria across tools and use cases
- Structured review workflows to ensure consistent risk assessment

This enables employees to systematically evaluate AI risks throughout the development and deployment lifecycle.

Safeguards Across the AI Development Lifecycle

As our AI capabilities expand, our governance framework evolves in tandem. We have embedded governance controls directly into the AI development lifecycle to enable proactive risk identification, adaptive oversight and responsible innovation. Our goal is to ensure AI remains safe, ethical, and trustworthy across our platform.

We have implemented safeguards at each stage of the product development lifecycle to support responsible AI deployment:

Enhanced LLM Controls

Employees can implement guardrails within AI products to manage high-risk conversation topics, ensuring that user and partner interactions with large language model (LLM) features remain within defined safety boundaries.

Early-Stage Risk Assessment

The AI Governance Task Force is integrated into the earliest phases of product development to provide timely feedback on potential risks and recommend safe-by-design practices, enabling teams to address issues proactively.

Pre-Production Review and Controls

Prior to launch, AI applications undergo formal review by the AI Governance Task Force. Applications presenting elevated risks are assessed for additional controls and vetted to minimise unintended consequences before deployment.

Centralised AI Tool Access

We launched a unified platform that provides employees with a secure, centralised entry point to access only pre-approved and vetted AI tools, reducing shadow AI risks and enhancing oversight.

Organisation-Wide Awareness and Accountability

We promote responsible AI use through interactive workshops, targeted training, and gamified learning initiatives, reinforcing accountability across the organisation.

5

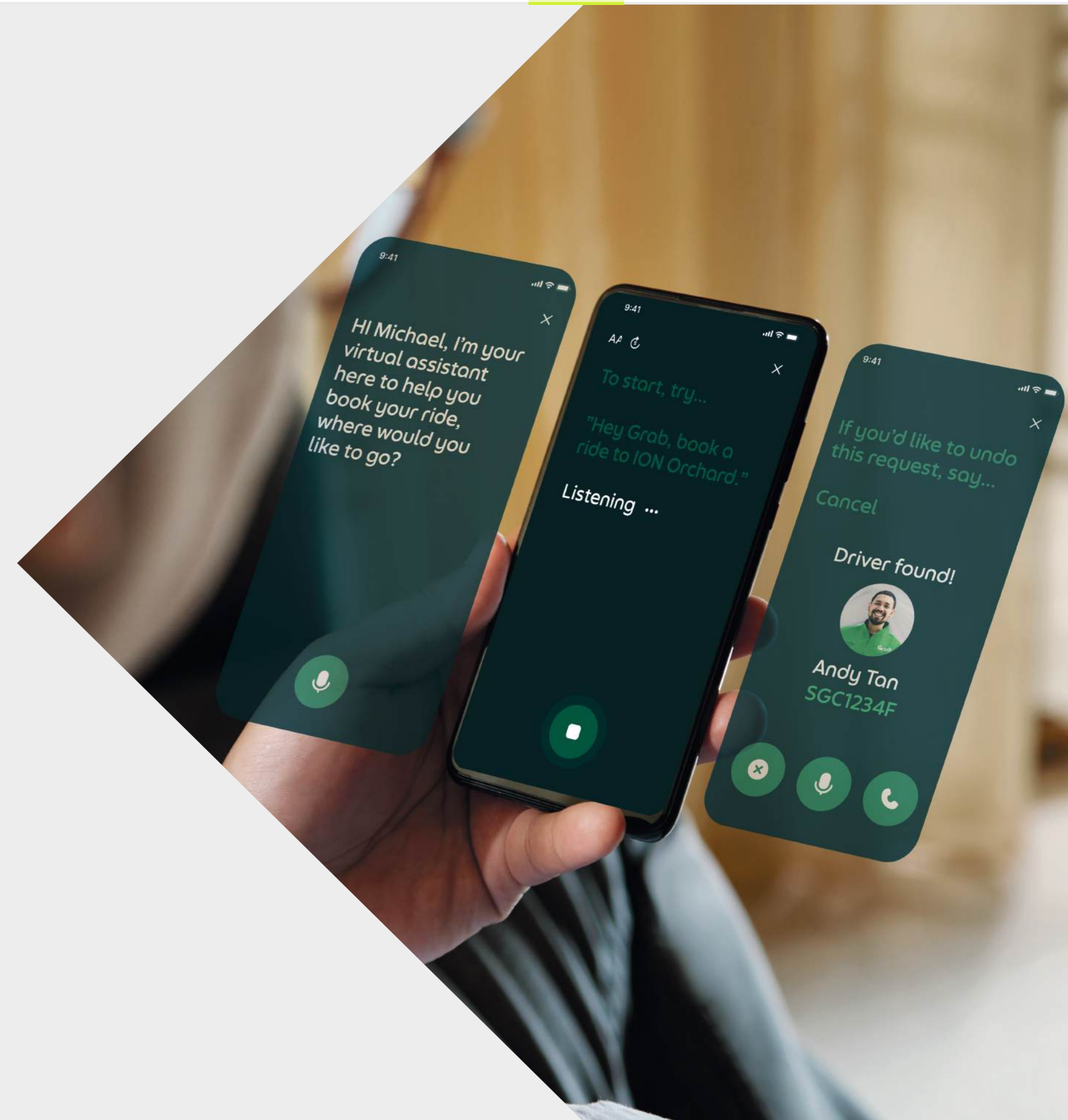
Enabling Platform Inclusivity and Accessibility

One of Grab's priorities is to make our technology and services accessible and inclusive, particularly for underserved communities, including persons with disabilities, senior citizens, and individuals less familiar with digital interfaces.

AI Voice Assistant

In 2025, we launched Grab's AI Voice Assistant in Singapore to provide a more inclusive way to book rides, enabling users to simply speak their intent rather than navigate multiple on-screen elements. While the Grab app is intuitive for most, visually impaired users who rely on screen readers may face challenges navigating interactive features such as pop-ups and notifications. Voice Assistant addresses this by making ride booking as natural as a conversation through a hands-free, voice-led experience.

To improve localisation and accuracy, we trained our speech recognition models on more than **90,000 donated voice samples from users and Grab employees** in Singapore. Members of the **Singapore Association for the Visually Handicapped (SAVH)** also participated in focus groups and product testing, ensuring the feature was designed around real user needs.



GrabAssist Expansion

Following its earlier availability in Singapore and Thailand, **GrabAssist was launched in Malaysia in 2025**. The dedicated service supports passengers who require additional mobility and accessibility assistance, including **persons with disabilities (PWD), senior citizens, and users of personal mobility aids**, enabling them to travel more independently and confidently. It provides more accessible and reliable transport options for journeys to and from homes, care centres, and hospitals.

Prior to launch, **nearly 100 driver-partners were trained** by certified care service providers. The training equips them to safely handle mobility devices such as wheelchairs and walkers, and to provide professional, empathetic assistance. Driver-partners are also equipped with GrabAssist kits, including in-car communication flip cards, to facilitate clearer communication with passengers.

The launch was implemented in collaboration with non-governmental organisations, including the **Malaysian Federation of the Deaf (MFD)** and **Persatuan Pemandu e-Hailing OKU Fizikal Malaysia (PPEOFM)**, strengthening community partnerships while addressing an underserved mobility segment.





Planet: Resilient & Low Carbon Environment

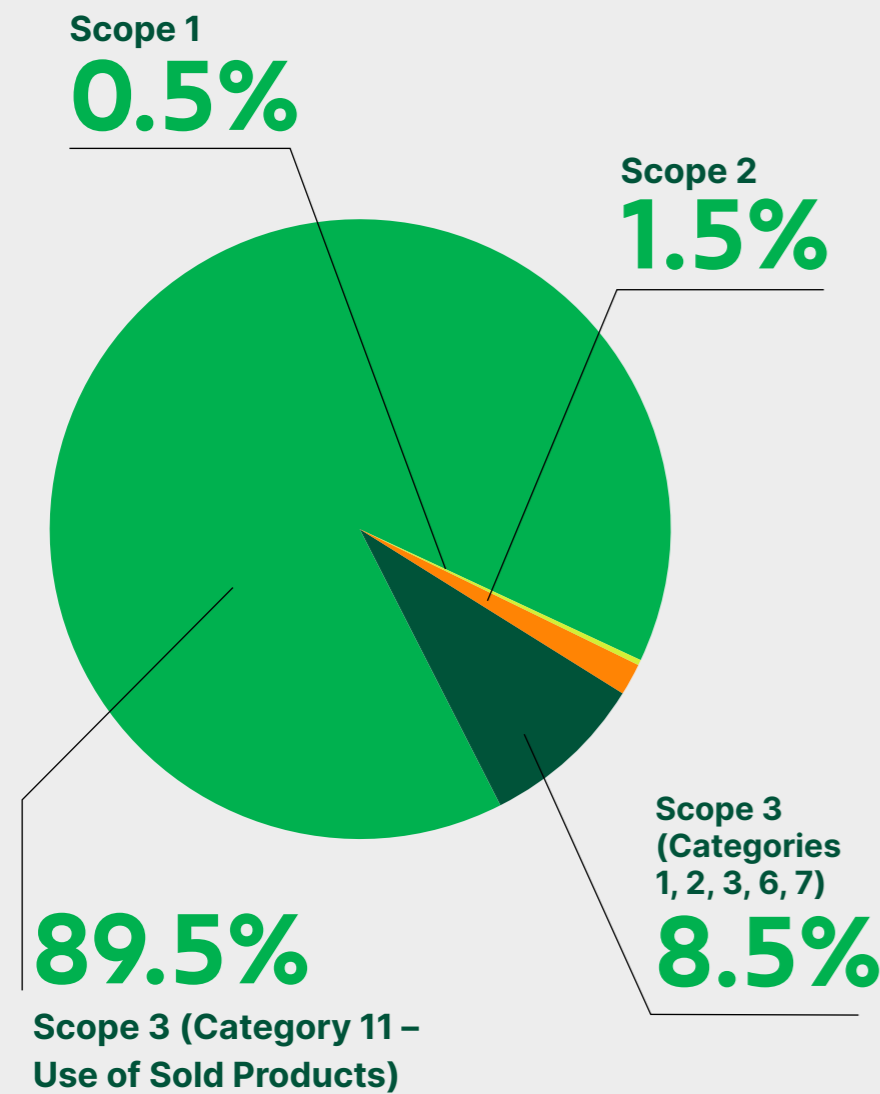
Our Approach:

1. Mitigating Greenhouse Gas Emissions
2. Minimising Air Pollution
3. Managing Water Use Responsibly
4. Advancing Sustainable Packaging Solutions

1 Mitigating Greenhouse Gas Emissions

As a triple bottom line company, Grab takes an emissions-reduction-first and inclusive approach toward achieving **carbon neutrality by 2040**. As most of our emissions arise from vehicles on our platform (Scope 3, Category 11), our strategy prioritises fleet transition and operational efficiency across Southeast Asia.

Climate action builds long-term resilience for the cities, partners, and communities that grow alongside us. As we decarbonise our ecosystem, we strengthen the long-term resilience that underpins sustainable growth.



2025 Greenhouse Gas Inventory

Scope 3 Category 11 remains the largest contributor to total emissions, reflecting downstream emissions from vehicles operating on our platform. This emissions profile reflects the asset-light nature of our platform and informs our decarbonisation strategy and the key focus levers outlined below.

In 2025, the organisational boundary was expanded to include our digital banking entities, **GXS Bank and GXBank**. Scope 3 Category 15 (Financed Emissions) is not included in 2025 reporting as currently available accounting methodologies are not applicable to our financial services business model. We continue to monitor the development of relevant standards and will adapt our approach as methodologies mature.

Please refer to the [Metrics and Indicators](#) table in the Appendix for the full Greenhouse Gas Inventory, Methodology and Scope Boundaries

We execute our decarbonisation strategy through four strategic levers.

Lever 1: Transitioning to a Multi-Modal Low-Carbon Mobility Ecosystem

We believe this transition must be just and inclusive for Southeast Asia to succeed together. By working with regulators, ecosystem partners, driver-partners, and consumers, we are building long-term economically viable pathways that ensure decarbonisation creates a win-win-win for the environment, driver-partners, and the business. **In Thailand, EV adoption on the Grab platform is 7X higher than the national EV rate²⁸**, demonstrating how structured platform interventions can meaningfully accelerate low-carbon transition pathways when environmental progress is economically viable.

9% of total distance travelled was on low emission modes of transport, up from 7% in 2024²⁹

3.7% & 1.4% carbon emissions intensity reduction (per km) for mobility and deliveries, respectively

>211,000 carbon emissions (tCO₂e) reduced through low- or zero-emission modes of transport

²⁸ Registered 2W and 4W BEVs as a share of total registered vehicles, excluding heavy commercial vehicles, buses and industrial trucks. Source: Department of Land Transport Thailand (2025) Vehicle Registration Statistics: Accumulative Data accessed 31 Dec 2025.

²⁹ Refers to usage of electric and hybrid vehicles, as well as cyclists and walkers for mobility and delivery services.

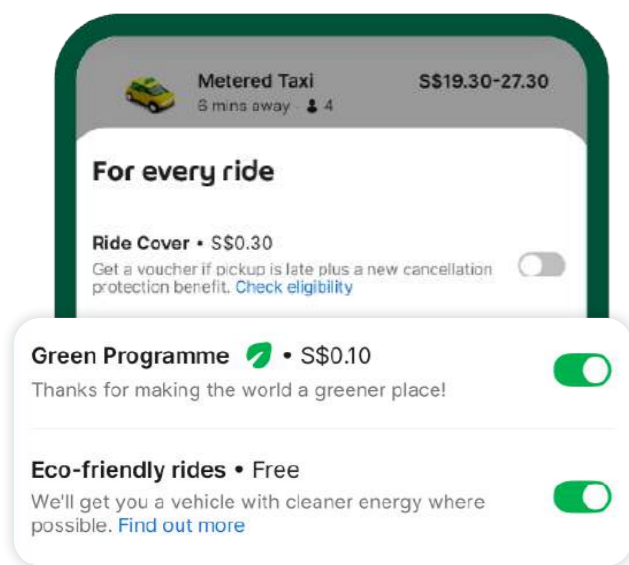
Accelerating Electric Vehicles and Infrastructure

EV adoption across Southeast Asia remains constrained by infrastructure gaps, two-wheeler battery standardisation challenges, and total cost of ownership barriers. To address these barriers, we focus on three pillars:

Empowering Consumer Demand

We empower passengers to actively choose lower-emission vehicles, directly supporting the demand for EV services. In 2025, we scaled adoption through two key app features:

- **EV-Only Verticals:** A dedicated mobility option that enables consumers to exclusively select electric vehicles (available in 7 markets).
- **Eco-Friendly Ride Toggle:** A feature that prioritises the allocation of either EV or hybrid vehicles for the ride (currently available in Singapore and Thailand).



Our in-app Eco-Friendly Ride Toggle

Lowering EV Ownership Costs Through Ecosystem Partnership

We lower the total cost of ownership (TCO) for driver-partners by securing regional OEM partnerships that provide preferential access to vehicles and financing.

- **BYD:** Operationalised in January 2025, this partnership drives regional EV adoption for both fleet partners and individual drivers through dedicated EV allocations and more accessible financing terms.
- **GAC Aion:** Signed in December 2025 to deploy an initial 20,000 EVs across Singapore, Malaysia, Indonesia, the Philippines, Vietnam, and Thailand, further diversifying the models our driver-partners can choose from.










Partnering to Strengthen Infrastructure

We work with energy providers and OEMs to scale battery swapping infrastructure and charging network access (e.g. Charge+) regionally, reducing range anxiety, operational downtime and providing preferential rates for our driver-partners.



Market-Level EV Deployment Progress

EV adoption requires tailored solutions aligned to local infrastructure readiness, regulatory environments and driver-partner economics. The table below summarises our market-specific initiatives in 2025.

Market	Vehicle Access	Infrastructure	Market	Vehicle Access	Infrastructure
Indonesia 	<ul style="list-style-type: none"> GrabElectric, Grab's rental arm in Indonesia, maintains a 100% EV commitment for its two-wheeler (2W) fleet and expanded its four-wheeler (4W) EV footprint. 2W: >11,000 EVs nationwide in partnership with Electrum, Smoot Motor, Kymco, Viar and Alva. 4W: >3,000 EVs, primarily BYD, Aion and Maxus, serving higher-value ride segments including GrabCar Executive, Premium and Plus. 	<ul style="list-style-type: none"> Supported demand for over 1,500 battery swap stations (SWAP Energy/Electrum) and secured preferential charging rates with Charge+ and Voltron. 	Singapore 	<ul style="list-style-type: none"> Launched GrabCab, a 100% low-emission vehicle (LEV) fleet, and added over 300 EVs (BYD and Aion models) to the GrabRental fleet. 	<ul style="list-style-type: none"> Secured exclusive charging rates for driver-partners with SP Group, Charge+, Shell and Volt.
Thailand 	<ul style="list-style-type: none"> Inclusive Financing "Drive-to-Own" Model In partnership with SUSCO Mobility, we offer performance-based financing that enables driver-partners to achieve full EV ownership within five years, lowering entry barriers beyond traditional credit-based lending. Fleet Expansion and Geographic Coverage <ul style="list-style-type: none"> - 2W: Launched a EV Drive-to-Own programme (transitioning from rental-only models offered in 2024). - 4W: Expanded coverage to 14 cities, including Chonburi, Rayong and Hua Hin. EV Taxi Partnerships <ul style="list-style-type: none"> - Collaborated with major cooperatives, including Chor Pattana and Siam Taxi Cooperative, to support the transition of traditional taxi fleets to EVs. 	<ul style="list-style-type: none"> Collaborated with Sharge and Spark EV Charging Networks to provide driver-partners with preferential charging rates. 	Vietnam 	<ul style="list-style-type: none"> Partnered with local OEMs including Selex Motors and Dat Bike (2W), and BYD (4W), to provide preferential access to EVs for driver-partners. 	<ul style="list-style-type: none"> Obtained discounted charging rates with Charge+ and E-Boost to lower operating costs and support EV infrastructure utilisation.
			Malaysia 	<ul style="list-style-type: none"> Launched a GrabRental EV airport fleet in July 2025, supporting EV adoption in high demand travel areas. 	<ul style="list-style-type: none"> Partnered with Yinson GreenTech, Sime Motors and Power-Up Tech to provide integrated preferential rates across vehicle leasing, charging and maintenance.
			Philippines 	<ul style="list-style-type: none"> Launched GrabTaxi Electric, a fully electric service in partnership with seven operators across Manila, Cebu, Baguio and Greater Manila. Expanded private-hire EV rental offerings in premium ride segments. 	

Turning EV Access into EV Ownership

Ek Raktaprachita first experienced the benefits of driving an electric vehicle (EV) in 2022 through Grab's EV rental programme. While he quickly recognised the lower fuel and maintenance costs, full ownership remained out of reach due to high upfront costs and down-payment requirements.

In 2024, Ek joined the Grab "Drive to Own" programme, launched in partnership with Susco, a leading Thai energy and mobility solutions provider. The programme is designed to lower financial barriers to EV ownership for driver-partners by providing financing for upfront payments with manageable daily instalments that include insurance, enabling drivers to transition from short-term rental to long-term ownership.

By moving from rental to ownership, Ek claimed to have **reduced his operating costs by 50%**. The savings now support his three children's education, while the vehicle also serves his family's daily needs beyond work.

For Ek, the transition reflects more than cost efficiency. Through Grab's programme and partnerships, what began as access to a rental vehicle has evolved into a pathway toward financial stability and long-term asset ownership through sustainable mobility.

“Owning an EV never seemed possible until the programme removed the barrier of a down-payment. I now see the daily instalments as an investment in my future, and driving an EV has allowed me to save for my children's future.”

Ek Raktaprachita

Grab EV driver-partner
Thailand



Enabling Inclusive, Zero-Emission Mobility

We optimise our fleet mix by matching short-distance demand with human-powered and other low-carbon mobility modes, lowering carbon intensity in dense urban environments and supporting inclusive livelihoods.



42% of all delivery orders were completed by walkers, cyclists, and personal mobility aid users



10% of delivery orders were completed by cyclists



Launched GrabCyclo in September 2025, digitising the traditional tricycle taxi

Spotlight

Preserving Livelihoods and Cultural Heritage Through Zero-Emission Mobility

Hue, a UNESCO World Heritage city and Vietnam's former imperial capital, is known for its historic landmarks and traditional cyclo rides that carry visitors through its scenic streets.

In September 2025, Grab launched GrabCyclo, integrating the city's iconic human-powered tricycle taxis into the Grab app. The initiative makes it easier for visitors to book cyclos at key heritage sites while preserving the traditional experience that defines Hue.

Beyond improving convenience, GrabCyclo ensures that the transition towards digital, zero-emission mobility remains inclusive, expanding access to tourism demand and supporting more stable income opportunities for traditional cyclo drivers.



Advancing Urban Embodied AI & Autonomous Tech

We view next-generation mobility technologies as potential long-term levers contributing towards emissions reduction. Through strategic partnerships, ecosystem investments, and pilot deployments, we are evaluating solutions that can improve asset utilisation, reduce idle time and congestion, and enhance energy efficiency across urban transport networks.

Driverless Vehicles for Mobility

- **Ai.R Trial (Singapore)**

Partnered with WeRide to launch the Ai.R (Autonomously Intelligent Ride) trial in Punggol District. A fleet of 11 autonomous vehicles, including a Robobus, are on public roads. Public service launch is expected in 2026.

- **Corporate Shuttle (Singapore)**

Collaborated with Autonomous A2Z to pilot an autonomous electric shuttle bus at our headquarters, facilitating employee commutes between the office and the One-North MRT station.

Autonomous Ecosystem Investment

- In 2025, we invested in the broader ecosystem to accelerate scalable autonomous solutions, including equity investments in key partners like WeRide, Vay, May Mobility, Infermove, and Momena.



Lever 2: Driving Operational Efficiency Through Technology

Efficiency is central to our decarbonisation strategy. By reducing unnecessary travel distance and improving fleet utilisation, we lower greenhouse gas emissions while enhancing driver-partner earnings.

Through AI and machine learning, we optimise routing, allocation, and batching to ensure every kilometre travelled is as productive as possible.

2025 Highlights

50% reduction in average pick-up distance through allocation optimisation

15.8% reduction in delivery distance per order through batching efficiency

44% of delivery orders batched in 2025, up 10% year-on-year

Tech-Enabled Demand Optimisation

We enable consumers to choose more efficient options that lower per-trip emissions while enhancing service choice and cost efficiency.

In-App Features	How It Improves Operational Efficiency and Reduces Emissions
Grab More	Allows consumers to add orders from nearby merchants, which are then fulfilled by a nearby driver-partner heading in the same direction.
Group Order	Consolidates multiple individual orders into a single delivery from the same merchant.
Saver Deliveries	Prioritises route efficiency over delivery speed by grouping compatible orders.
GrabShare	Enables passengers travelling in the same direction to share rides, reducing vehicle kilometres travelled and congestion.

Intelligent Fleet Optimisation

Advanced Routing and Dynamic Order Batching operate in the back end to assign multiple pick-ups and deliveries to a single driver-partner in the most efficient sequence. This reduces travel distance, lowers emissions intensity, and maintains service reliability.

Lever 3: Powering Grab Operations with Renewable Energy

While our Scope 2 emissions (electricity usage) make up a small fraction of our total footprint at 1.5%, we are committed to leading by example in our corporate operations.

2025 Highlights

100% renewable electricity coverage for all corporate offices and premises through the purchase of Renewable Energy Certificates (RECs) since 2021

92% of RECs were sourced within the Southeast Asia region

We procure high-quality, internationally recognised Renewable Energy Certificates (RECs), including **TIGRs, I-RECs, GECs,** and **EU AIB-compliant** Guarantees of Origin (GOs). We prioritise procuring RECs from the same markets where electricity is consumed, aligning with market-based accounting best practices and supporting the development of local renewable energy markets, with the aim of sourcing the majority of our RECs from the country of operation wherever feasible.

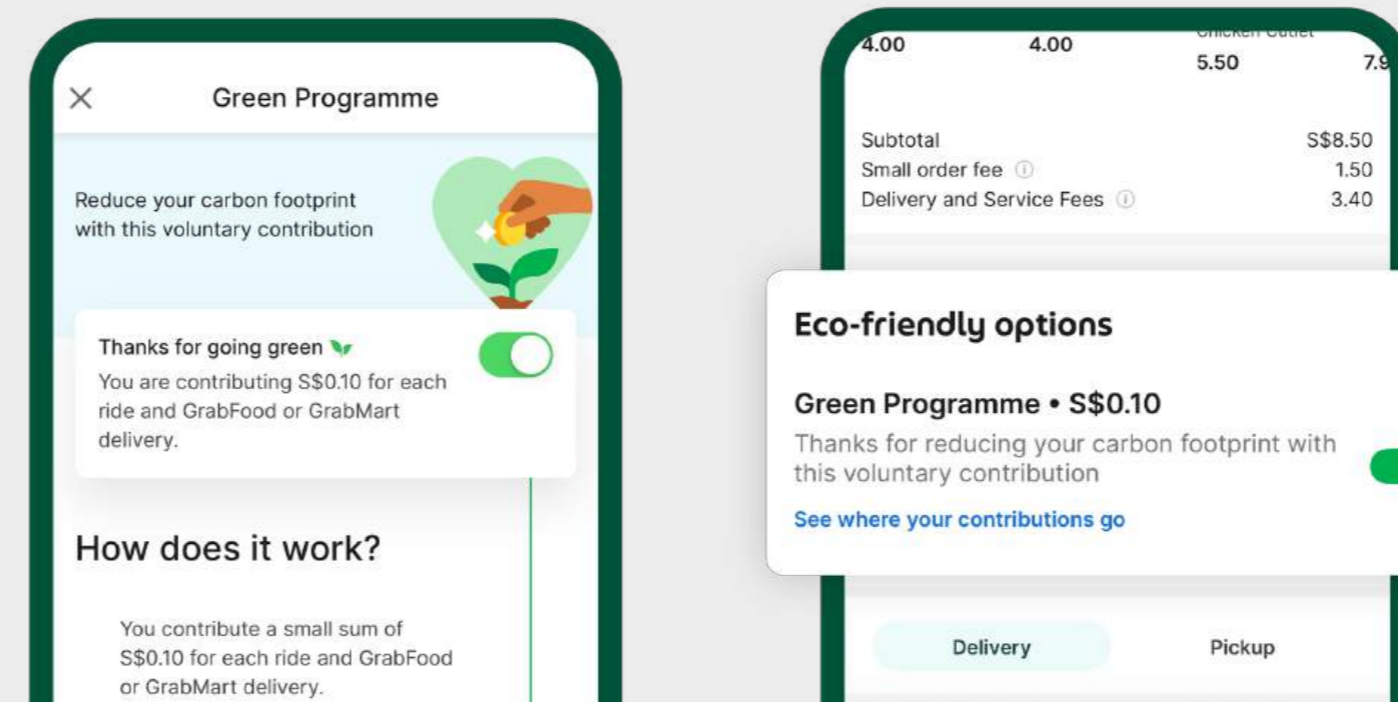
Our REC portfolio supports a diverse mix of renewable energy sources, including solar, wind, and geothermal projects, contributing to the decarbonisation of regional electricity grids.

³⁰ Based on estimates from the [US Environmental Protection Agency's Greenhouse Gas Equivalencies Calculator](#).

³¹ The trees have been or are in progress of being planted in phases across Southeast Asia.

Lever 4: Empowering Consumer Action for Beyond Value Chain Impact

We leverage our digital platform to enable voluntary consumer participation in environmental initiatives across Southeast Asia. A voluntary opt-in toggle integrated within mobility and delivery journeys empowers consumers to contribute a small and fractionalised amount—typically less than US\$0.10 per order, towards credible and verified projects across three pillars: **Community, Technology, and Nature-based Solutions**.



In 2025, we refreshed the Green Programme, expanding supported projects across Southeast Asia from 5 to 17, broadening the range of climate and nature initiatives accessible through the Grab app.

2025 Highlights

>772,000 tonnes of CO₂e avoided and removed through verified carbon credit projects in 2025 (equivalent to approximately 180,000 cars taken off the road for a year³⁰), and >2 million tonnes since 2021

>210,000 trees planted across Southeast Asia, 1.4 million cumulatively since 2021³¹

Beyond Value Chain Impact from Green Programme

Through the Green Programme, voluntary consumer contributions are channelled to credible environmental initiatives across three pillars:

Community

We support projects that combine verified emissions reductions with measurable social co-benefits.

- **IBEKA Rural Electrification (Indonesia)**

Rehabilitation of the Ciganas micro-hydropower plant, delivering renewable electricity to indigenous communities surrounding Gunung Halimun Salak National Park and strengthening local economic resilience.

- **Improved Cookstoves (Vietnam)**

Installation of over 210,000 energy-efficient cookstoves across 9 provinces: Tuyen Quang, Ha Giang, Lao Cai, Lai Chau, Dien Bien, Bac Ninh, Quang Ninh, Lang Son, and Nam Dinh, reducing indoor air pollution, fuelwood consumption, and emissions.

- **Energy Efficiency Programme (Vietnam)**

Replacement of nearly 6 million incandescent bulbs with energy-efficient LEDs, reducing household energy use and verified carbon emissions.

- **Hydrologic Clean Water Filter (Cambodia)**

Distribution of ceramic water filters that eliminate the need for water boiling, reducing biomass fuel use and associated emissions while improving public health outcomes.

Technology

We support engineered and process-based climate solutions that reduce or remove emissions, including carbon removal approaches that deliver durable, long-term storage, particularly in hard-to-abate sectors.

- **A-Gas ODS Destruction (Singapore)**

Destruction of legacy refrigerants from decommissioned cooling systems, preventing release of high global warming potential gases. Utilises United Nations-approved technology with 99.9999% verified destruction efficiency.

- **CarbonCure CO₂ Mineralisation (Singapore)**

Permanent mineralisation of captured CO₂ in concrete utilised for construction, reducing lifecycle emissions while not compromising strength.

- **Biochar Carbon Removal (Thailand & Indonesia)**

Conversion of agricultural residues through pyrolysis to produce biochar, preventing open-field burning, reducing seasonal haze, and enabling long-term carbon storage in soils.

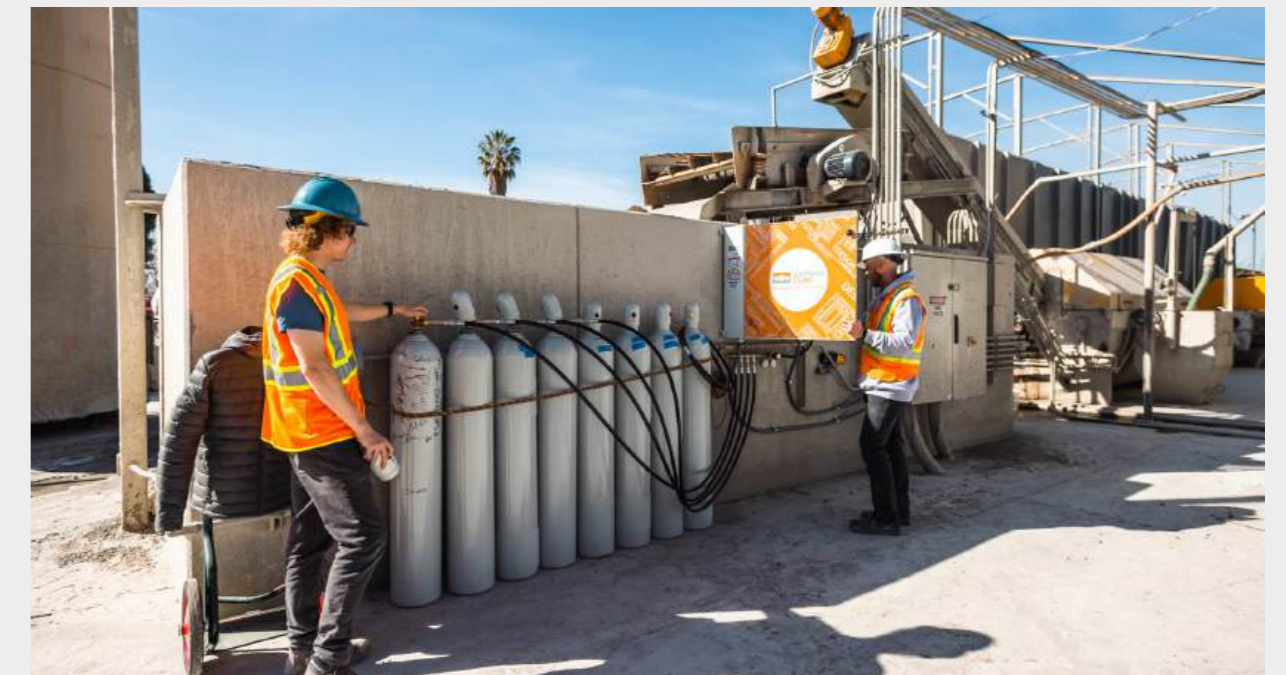
- **Biochar Life (Chiang Mai, Thailand):** Supporting smallholder farmers to convert longan tree pruning into biochar to improve soil health and reduce PM2.5 emissions

- **Wongphai Bamboo Biochar (Prachinburi, Thailand):** Partnering with Planboo to process bamboo waste, preventing burning and creating economic opportunities for local communities, including women-led production teams.

- **Biochar Life (Indonesia):** Collaborating with farmers in Soppeng, Sulawesi and Medan, North Sumatra to turn agricultural waste into soil enhancers, improving crop yield, and air quality.



Hydrologic, a social enterprise, provides water filters to households in rural Cambodia to reduce public consumption of contaminated water and eliminate the need for boiling, reducing biomass fuel use.



CarbonCure technology injects captured CO₂ into fresh concrete to permanently mineralise it, reducing carbon footprint without sacrificing strength. Image courtesy of CarbonCure Technologies.

Nature-Based Solutions

These projects work towards nature-based solutions that conserve, restore, and enhance ecosystems, recognising their role in climate mitigation, biodiversity protection, and long-term resilience.

- **Katingan Mentaya (Indonesia)**

Protection and restoration of 149,800 hectares of peat swamp forest in Central Kalimantan, safeguarding one of the world's largest remaining peat ecosystems and its biodiversity.

- **Keo Seima Wildlife Sanctuary (Cambodia)**

Conservation of 167,000 hectares of forest habitat supporting over 80 globally threatened species and indigenous community livelihoods.

- **Kuamut Rainforest Conservation (Malaysia)**

Protection of 83,000 hectares of rainforest in Sabah, avoiding deforestation-related emissions while conserving critical wildlife habitat.

- **Seagrass Nursery at St John's Island (Singapore)**

3-year study to establish Singapore's first large-scale seagrass nursery in partnership with WWF-Singapore and the National University of Singapore, Tropical Marine Science Institute (NUSTMSI) to support scalable restoration efforts.

- **Mangrove Conservation in Rajang (Malaysia)**

Rehabilitation of mangrove ecosystems along the Rajang-Belawai-Paloh Delta to enhance carbon storage, protect biodiversity, including the endangered Irrawaddy dolphin, and strengthen coastal community resilience, in collaboration with WWF-Malaysia.

GrabForGood Forest: Tree planting initiatives³²

The GrabForGood Forests initiatives across Southeast Asia support biodiversity restoration, ecosystem resilience, and local livelihoods through reforestation and afforestation partnerships.

- **Indonesia**

In partnership with EcoMatcher and Trees4Trees (Yayasan Bumi Hijau Lestari), coastal mangroves were planted in Pati and Cilacap to reduce erosion and protect fishing livelihoods. In Bandung, native species such as Champaca and Albizia were planted to enhance soil quality and water retention.

- **Thailand**

In collaboration with EcoMatcher and Conserve National Forest (CNF), reforestation was conducted on government-protected land in Krabi Province, restoring biodiversity through native species including agarwood, Moulmein cedar, and Thai rosewood.

- **Vietnam**

In partnership with the Sống Foundation and local Departments of Agriculture and Environment, tree planting expanded to the Tan Giang-Thuan Nam protection forests (Khanh Hoa) and Phu Ninh Reservoir (Da Nang), strengthening forest cover, groundwater protection and soil stability.

- **Philippines**

Launched in 2025, mangrove enrichment began in La Union under a Ridge-to-Reef (R2R) strategy in partnership with the Dulao Fishpond and Fishpen Producer's Cooperative, FEED, and EcoMatcher, enhancing coastal resilience and supporting local livelihoods.



Mangroves in Pati, Indonesia, grown through the GrabForGood Forest initiative since 2021.



An elephant in the protected Kuamut Rainforest Conservation Project, Sabah, Malaysia.

³² The projects listed represent current and material reforestation initiatives. Smaller, one-off projects undertaken prior to 2022 are not included in this summary.

Rooting for the Future Through Community and Tech Action

In the coastal village of Dulao in La Union, Philippines, mangroves are more than trees. They protect homes from rising tides and sustain the livelihoods of local fishing families.

For Delilah Lacaude, head of the Dulao Fishpond and Fishpen Producer's Cooperative, caring for the coastline is a generational responsibility. She continues the work her mother began, nurturing seedlings that shield both homes and livelihoods from climate risk.

While the community's commitment never faltered, expanding restoration efforts required support beyond what they could provide on their own. Through Grab's Green Programme, support from Grab and its consumers has helped the community grow their efforts with greater confidence. What began as a local initiative has expanded into a five-hectare mangrove enrichment site, now nurturing thousands of seedlings.

The growing mangroves not only strengthen coastal resilience, but also safeguards the fishing livelihoods that families depend on. It is a reminder that when communities are supported, their impact can extend far beyond their shoreline.

“ My mother planted the first seedlings here to keep our family safe. Today, thanks to the support from Grab and its users, that small dream is growing into a forest of 80,000 mangroves. This initiative has given our community the resources to protect our home and build a resilient future for our children. ”

Delilah Lacaude

Head, Dulao Fishpond and Fishpen Producer's Cooperative
The Philippines



Our Approach to the Voluntary Carbon Market

Reducing emissions across our value chain remains our priority. Through the Green Programme, we enable voluntary consumer contributions that are directed to independently implemented climate and nature projects beyond our value chain. Grab does not claim ownership of project outcomes, and any carbon credits supported through the programme are not used to offset Grab's reported emissions.

We recognise ongoing challenges in the voluntary carbon market. In the absence of a globally harmonised framework, we apply strict due diligence and periodically review project integrity in light of evolving market standards, drawing on independent carbon rating agencies and credible platforms. As a steward of voluntary contributions, we support projects with demonstrable environmental and social benefits while promoting transparency and accountability.

2

Minimising Air Pollution

Air pollution remains a major environmental health risk in Southeast Asia's urban centres, where road transport emissions contribute to PM2.5, NOx, and SOx exposure linked to respiratory and cardiovascular diseases. Aligned with our decarbonisation strategy, we are committed to accelerating the transition to lower-emission transport, including electric and hybrid vehicles, to reduce both greenhouse gas and air pollutant emissions from our platform.

By supporting cleaner mobility, we contribute to healthier cities across Southeast Asia, recognising that clean air benefits everyone who lives and works in the communities we operate in.

Pollutant	Intensity (g/km)
Nitrogen Oxides (NOx)	0.10889
Sulphur Oxides (SOx)	0.00047
Particulate Matters (PM2.5)	0.00231

Please refer to the [Metrics and Indicators](#) table in the Appendix for the full details on air pollution.



3

Managing Water Use Responsibly

While our core business is not water-intensive, we recognise that climate change is rapidly intensifying regional water volatility, making responsible water withdrawal a vital part of our commitment to the communities where we operate.

In 2025, **our total water withdrawal was 507,644 m³**, with the vast majority (**92.6%**) occurring in low water-stressed regions, ensuring minimal impact on local water resources. The remaining 7.4% was distributed across areas with varying degrees of water stress (from low-medium to extremely high).

Our water footprint includes our corporate and operational offices, including Driver Centres, and Jaya Grocer retail outlets. We continue to monitor and manage water withdrawal, especially in regions that may face increasing water stress.

Please refer to the [Metrics and Indicators](#) table in the Appendix for the full details on water withdrawal.



4

Advancing Sustainable Packaging Solutions

As we drive Southeast Asia forward, we recognise that the convenience of the on-demand economy also brings environmental responsibilities, including packaging waste. For our region to thrive, environmental sustainability and economic growth must progress together. We are committed to achieving **Zero Packaging Waste in Nature by 2040**. In a region where waste management systems vary across markets and municipalities, progress requires collective action across our ecosystem of consumers, merchant-partners, infrastructure players, and communities.

10,142

tonnes of single-use waste reduced, reused, or recycled³³

Roadmap

2025

2030

2040



Phase 1	Phase 2
<p>Reduce waste & move away from single-use plastics</p> <p>30% of plastic packaging is diverted by 2030</p>	<p>Implement circular economy</p> <p>Zero Packaging Waste in Nature by 2040</p>

Key Focus Areas		
<p>Reduce waste</p> <ul style="list-style-type: none"> • Overpackaging • Unnecessary consumption of items (e.g. sauce sachets, napkins, cutlery) <p>Replace single-use plastics with compostables</p>	<p>Develop reverse logistics mechanisms to:</p> <ul style="list-style-type: none"> • Increase adoption of Reusable and Recyclable packaging • Enable waste collection for responsible end-of-life treatment 	<p>Drive circularity at scale (Reduce, Reuse, Composting) and Recycling</p>

³³ Waste figures are estimated based on cutlery opt-out, materials collected for recycling and reusable container usage. Single-use bottle avoidance is calculated using the [Singapore NEA Packaging Benchmark Database](#); weights may vary by design and material, and figures are approximate.

Reduce, Replace, Reuse and Recycle

Guided by a reduction-first mindset, we leverage our technology, scale, and partnerships to accelerate the transition toward a circular economy. Our approach is anchored on four pillars: **Reduce, Replace, Reuse, and Recycle**, that aim to support both environmental stewardship and long-term community resilience.

Pilots and initiatives vary across markets, reflecting differing regulatory and infrastructure landscapes. We continue to test, learn, and refine our approaches, with the aim of identifying scalable solutions that can create shared value for merchant-partners, consumers, and the environment over the long term.

Waste Hierarchy Category	Initiative	Description and Impact (2025)
Reduce	Cutlery Opt-Out	Single-use plastic cutlery is set as opt-out by default regionally on GrabFood to reduce unnecessary consumption. In 2025, 1.1 billion cutlery sets were prevented, avoiding an estimated 10,000 tonnes of plastic waste . Since its introduction in 2021, over 5 billion cutlery sets have been prevented.
	“No Plastic Bag” Initiative	Single-use plastic shopping bags were fully phased out across all 58 Jaya Grocer outlets in Malaysia for both in-store purchases and deliveries.
Replace	Sustainable Packaging Playbook for Merchants	Developed with World Resources Institute (WRI) Indonesia and Bestari Sustainability to educate and support MSME merchants in transitioning towards compostable or recyclable alternatives from environmentally harmful packaging such as polystyrene foam. A pilot programme and focus group discussions were launched with 44 MSME merchants and eco-friendly packaging providers across Indonesia.
Reuse	Milk on Tap	Partnered with Farm Fresh to provide refill stations in six Jaya Grocer outlets to encourage reusable bottle use. More than 270,000 litres were refilled in 2025, avoiding an estimated 9.4 tonnes of single-use carton packaging.
	Home Cleaning Refill Stations	Collaborated with Bio-Home to provide refill stations for their eco dishwashing liquid and detergents introduced in three Jaya Grocer outlets. Over 3,000 litres dispensed in 2025, avoiding an estimated 0.24 tonnes of single-use plastic packaging (detergent bottles).
Recycle	Reverse Vending Machines	Partnered with KLEAN, F&N, Malaysian Research Accelerator for Technology & Innovation (MRANTI), and recycler Asasrama to deploy 20 AI-powered Reverse Vending Machines across Klang Valley, Malaysia, to collect PET bottles, aluminium cans, and single-use polypropylene (PP) food packaging. Users are incentivised through GrabRewards points. In 2025, 133 tonnes of waste was collected for recycling.

Sustainable Food Supply and Waste Reduction

Jaya Grocer Cage-Free Eggs

Jaya Grocer is committed to strengthening responsible sourcing practices across its supply chain. In 2025, Jaya Grocer introduced its house-brand cage-free eggs, "JS Eggs", now available across all outlets in Malaysia. JS Eggs meet recognised animal welfare standards and offer full traceability from farm to shelf, supporting more ethical and transparent sourcing practices.

Grab and Starbucks FoodShare Programme

Grab driver-partners have collected and delivered an estimated 70 tonnes of food items, from more than 290 Starbucks stores. Through the Starbucks FoodShare Programme, unsold food is carefully packed and donated to non-profit organisations via the Philippine FoodBank Foundation, contributing to food waste reduction and community support.





People & Culture: Empowered & Inclusive Workforce

Our Approach

1. Cultivating a Mission-Driven Culture
2. Building an AI-Native Workforce, With Heart
3. Attracting and Retaining Future-Ready Talent
4. Ensuring Employee Well-Being and Safety

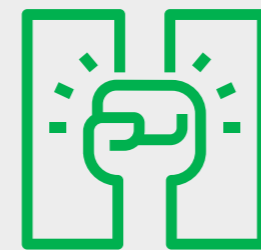
1 Cultivating a Mission-Driven Culture

As a mission-driven organisation focused on advancing Southeast Asia's digital economy, our people strategy is anchored in our 4H values—**Heart, Hunger, Honour, and Humility**—which guide how we innovate, make decisions, and treat one another. These values shape our approach to responsible AI adoption, inclusive leadership and fair employment practices, ensuring that growth and technological advancement remain grounded in accountability and human impact.



Heart

We are #1 advocates for our users and communities.



Hunger

We are visionary disruptors and builders.



Honour

We are accountability partners for each other.



Humility

We are owners of our mistakes, learning, and growth.

Our human capital management approach focuses on three priorities:

1. Attracting, developing, and retaining future-ready talent
2. Embedding ethical, fair, and inclusive employment practices
3. Equipping every employee to thrive in an AI-enabled future

In 2025, Grab recorded an **employee engagement score of 81%**, a three-percentage-point year-on-year increase, reflecting a strong culture of commitment and trust where employees can continue to do their best work.

Our Workforce

12,012 full-time employees

1,242 fixed-term contract employees

3,956 temporary agency workers

2

Building an AI-Native Workforce, With Heart

At Grab, we view AI not only as a driver of innovation, but as a force multiplier for inclusive growth and social impact. As AI reshapes industries and societies, we are committed to preparing our workforce to evolve alongside it and harness its potential with accountability and purpose. Guided by our **“AI-First with Heart”** philosophy, we integrate AI capabilities into our workforce strategy, performance systems, and continuous learning programmes.

Following our 2024 Generative AI Sprint, during which we paused business-as-usual operations for nine weeks to upskill every employee, we transitioned in 2025 from awareness-building to institutionalising **AI as a core organisational capability**.

2025 Highlights

100% of Grab employees have access to, and are trained to use, enterprise AI tools

73% of total Grab full-time employees use AI tools on a weekly basis³⁴

What “AI-First with Heart” Means in Practice

Level up AI fluency across the organisation

- Integrated **AI application into role expectations**, with outcomes of AI use considered in performance evaluations.
- **Mandatory training** for new employees to establish a shared foundation and understand responsible use guidelines.
- **Tailored workshops and knowledge sharing** that help employees stay up-to-date on new developments and use AI effectively.

Accelerate AI experimentation and application within functions

- Deployed **AI/Agentic development tools** that allow employees across all departments to rapidly build and test software prototypes, significantly shortening development cycles.
- **Scaled internal AI training programmes**, equipping both tech and non-tech employees to build software prototypes and integrate AI into their daily roles.
- Hosted **company-wide summits** to share AI best practices and successful real-world applications across different business units.

Translate AI use into tangible business impact

- **Production-grade AI tools** enabling real-world deployment beyond sandbox environments.
- Piloted **AI agents** that enable employees to automate workflows and handle routine administrative tasks, aimed at increasing long-term operational efficiency.



Our Chief Financial Officer, Peter Oey, sharing insights on driving innovation across Finance functions at our AI hackathon.

By democratising AI access and capability development, Grab employees are able to redirect time towards higher-order problem-solving, creativity, and ecosystem innovation.

This internal capability has translated into ecosystem-facing solutions such as the **Merchant AI Assistant** and **AI Driver Companion**, enabling our partners to participate meaningfully in the AI-enabled economy.

³⁴ Data as of 1 July - 31 Dec 2025.

Continuous Learning & Development

Beyond strengthening AI capabilities, Grab provides employees with diverse opportunities for continuous learning and skills development to support long-term career growth and organisational resilience.

Enabling Focused Growth and High Performance

We implemented a shared competency framework that clarifies expectations across roles and seniority. It ensures that every employee has a clear map of the competencies required to drive impact and grow at Grab.

We focused learning interventions on three levels of critical skills designed to sharpen our competitive edge:

Skill pillars	2025 Focus	Example of Initiatives
Core Skills	Building a baseline of agility across the company, with an emphasis on AI literacy, driving velocity, and seamless cross-team collaboration.	<ul style="list-style-type: none"> Innovation workshops Programmes for managers: <ul style="list-style-type: none"> - Apply data insights to improve workflows - Improve cross-team decision-making
Leadership Competencies	Equipping leaders at all levels to build high-performing teams and lead effectively through complexity and change.	<ul style="list-style-type: none"> Programmes for managers: <ul style="list-style-type: none"> - Manager coaching programmes - New manager essentials programmes Programmes for senior leaders: <ul style="list-style-type: none"> - Executive coaching - Leading effectively through complexity and change - Executive Communications and Influence
Functional Skills	Building deep, role-specific mastery to ensure technical excellence in a rapidly evolving market.	<ul style="list-style-type: none"> Technical training programmes Support for participation in industry conferences and professional development forums

Personalised Development Support Powered by AI

We have enabled personalised on-demand feedback and learning through two AI-powered tools:

- AI Skills Coach**
 Our internal performance AI coach analyses performance feedback against Grab's competency framework to suggest skill focus areas and personalised learning paths.
- Grab Grow**
 Employees are supported to explore stretch opportunities to build skills, including cross-functional projects, mentorships, and new roles via this internal talent marketplace.

3

Attracting and Retaining Future-Ready Talent

To remain competitive in a rapidly evolving digital economy, we are committed to attracting, developing, and retaining talent through fair employment practices, meaningful career opportunities, and an inclusive workplace culture.

Objective	Priorities	What we provide
Fair and Competitive Employment for Top Talent	Market-competitive and fair compensation	<ul style="list-style-type: none"> Annual compensation reviews Equity incentives and Employee Stock Purchase Plan
	Strategic talent development	<p>We grow and retain top talent through the following levers that translate individual performance into organisational resilience:</p> <ul style="list-style-type: none"> Timely performance & development feedback: Regular performance conversations and 360-degree feedback ensures that employees receive timely and actionable feedback to pivot and grow in stride with business velocity Internal mobility: By prioritising internal candidates for open positions, we enable experienced talent to move to high-growth areas of the business rapidly. Succession planning: We proactively identify and prepare high-potential talent for critical leadership roles and succession continuity.
Upholding Fair and Ethical Labour Practices	Zero tolerance for workplace violations	<ul style="list-style-type: none"> Code of Business Conduct and Ethics with clear protections for employees Strict policies prohibiting forced labour, discrimination, and unfair treatment
	Whistleblowing & grievance mechanisms	<ul style="list-style-type: none"> Whistleblowing Policy supported by an independent third-party managed reporting portal and hotline, accessible to employees and members of the public Dedicated investigation team with findings escalated to a Remediation Council for adjudication and appropriate corrective actions
Creating a Respectful and Inclusive Workplace	Creating an understanding of a safe and respectful workplace	<ul style="list-style-type: none"> Safe and Respectful Workplace Policy Mandatory annual training for full-time employees
	Fostering belonging	<p>Employee-led inclusion communities</p> <ul style="list-style-type: none"> Mental Health at Grab Parents at Grab Women at Grab Pride at Grab Workplace Accessibility at Grab

4

Ensuring Employee Well-Being and Safety

Employee Well-Being and Benefits

We take a holistic approach to employee well-being, recognising that physical health, mental resilience, flexibility, and financial security are essential to sustained performance and long-term workforce stability.

Focus Area	Key Benefits and Initiatives
Physical & Mental Health & Wellness	<ul style="list-style-type: none"> Comprehensive medical and insurance coverage for employees and dependents. Annual health screenings and wellness programmes. Grabber Assistance Programme (GAP): a confidential, 24/7 employee assistance service providing emotional and well-being support.
Support to Balance Personal & Professional Commitments	<ul style="list-style-type: none"> FlexWork Policy allowing flexible work arrangements (e.g. flexible hours, part-time arrangements), subject to business requirements. Fully paid leave for major life events, including birthdays, maternity, family care and bereavement. Love-All, Serve-All (LASA) Day—one day of paid leave to support public service or volunteer work.
Recognition & Rewards	<ul style="list-style-type: none"> GrabFlex Programme: A flexible benefits plan that empowers employees to choose the support most relevant to their stage of life and personal priorities—whether for family travel, health and wellness activities, or personal development and lifelong learning. Employee Stock Purchase Plan (ESPP), enabling employees to purchase Grab shares at a discount. Grabversary Long Service Awards recognising 5- and 10-year milestones, with additional leave entitlements.

Occupational Health and Safety (OHS)

We embed safety-first principles into our workplace culture to ensure employees can work with confidence, security, and peace of mind. In 2025, Grab Singapore kickstarted the process of attaining BizSAFE Level 3 certification under Singapore's Workplace Safety and Health framework, overseen by the Ministry of Manpower. This reflects our commitment to structured workplace risk assessment and the systematic implementation of risk control measures.

2025 Highlight

ZERO work-related employee fatalities

Safety Pillar	Approach and Measures
Occupational Health & Safety (OHS) Policy	Comprehensive OHS policy establishing a structured and proactive approach to preventing occupational injuries and illnesses across our workplaces.
Real-time Monitoring & Alerts	Continuous monitoring of natural disasters, severe weather events, security incidents and other emerging risks across all Grab premises, as well as employees travelling on business globally, to enable timely response and mitigation.
Safety & Security SOPs	Clear standard operating procedures to support employees before, during, and after safety or security incidents, ensuring timely intervention and coordinated recovery.
Crisis Management & Mitigation	Regular drills, training exercises and contingency planning to strengthen preparedness, minimise operational disruption, and safeguard employee well-being during emergencies.



Public & Community: Empowering Communities Beyond Our Platform

Our Approach:

1. Community Relief & Crisis Response
2. Expanding Access to Education

1

Community Relief & Crisis Response

Southeast Asia remains vulnerable to climate-related disasters, flooding, typhoons, and localised conflicts.

Grab plays a coordinated role in relief and recovery efforts, partnering with non-profit organisations, local authorities, and corporate partners to ensure that resources reach affected communities efficiently and at scale.

In 2025, **over US\$500,000** was deployed across the region to support community resilience and recovery efforts.



Our Community Relief Model

Strategic Lever	2025 Implementation Across Markets
<p>Disaster and Crisis Financial Support</p>	<ul style="list-style-type: none"> • Donated nearly US\$250,000 to support communities at the border provinces of Thailand and Cambodia, including restoration of schools and healthcare facilities, and provision of essential aid to vulnerable women and children. • Provided cash contributions, meals and in-kind support (including boats, essential goods, and relief packages) to support recovery efforts in Vietnam, the Philippines, Thailand, and Malaysia following multiple typhoons and floods in 2025.
<p>Platform-Enabled Assistance</p>	<p>Enabled in-app donations via GrabPay and GrabRewards, allowing users to contribute directly to verified relief efforts.</p> <ul style="list-style-type: none"> • In the Philippines the GrabBayanihan programme allows Grab consumers to convert GrabRewards points into donation vouchers supporting partners such as McDonald's Kindness Kitchen and World Vision, scaling food relief and community assistance.
<p>Festive and Community Giving</p>	<p>Engaged over 1,000 driver- and merchant-partners across the region in festive-period charitable initiatives supporting underprivileged communities:</p> <ul style="list-style-type: none"> • Indonesia: Partner Kindness Collaboration (KOLAK) during Ramadan mobilised 760 driver-partners to distribute over 11,000 complimentary takjil across 25 cities, with merchant-partners contributing food and beverages. • Malaysia: #GrabBersamaMalaysia Chinese New Year initiative engaged over 100 driver- and delivery-partners to distribute festive essentials to more than 300 beneficiaries across charity homes, nursing centres, and organisations supporting persons with disabilities. • Singapore: Collaborated with the Malay Youth Literary Association on the Ramadan on Wheels initiative, supporting over 800 low-income families.

2

Expanding Access to Education

Education remains one of the most powerful and proven pathways to long-term socioeconomic mobility. Recognising this, Grab launched **GrabScholar** in 2022 through the **GrabForGood Fund**—Grab’s endowment fund established to drive long-term socioeconomic mobility and improve quality of life across the region.

GrabScholar expands access to education for students from underserved backgrounds, helping to reduce financial barriers that may otherwise limit academic progression. The programme includes Grab driver- and merchant-partners and their immediate family members, as well as members of the public, reflecting our commitment to supporting both our ecosystem and the broader communities in which we operate.

The programme provides:

- **Bursaries** for underprivileged school-going children to purchase essential education items such as books and school supplies
- **Full-ride merit scholarships**, covering full tuition fees, monthly living allowances, and access to structured learning and development programmes with partner organisations

These scholarships support the development of future leaders in fields critical to the region’s growth, including business, science, technology, and sustainability.

GrabScholar was initially launched in select markets and has progressively expanded its geographic reach. In 2025, the programme extended to Vietnam and Thailand, bringing its presence to **five countries across Southeast Asia**. Since its inception in 2022, GrabScholar has supported **8,238** recipients across the region.

Grab partners with established non-governmental organisations, including those with strong university networks, to ensure transparent selection processes, rigorous eligibility assessments, and targeted outreach to students with demonstrated financial need and strong academic potential.

2025 Highlights

117 university students received full-ride GrabScholar scholarships

3,486 school-going children from underprivileged backgrounds received GrabScholar bursaries



Enabling Potential Beyond Limits

Born with a physical disability that limits mobility in his right arm, Aldo Triawan Saputra has never allowed his condition to define his ambitions. Driven by a belief that education can uplift communities, he is pursuing a degree in Mathematics Education at Universitas Islam Negeri Syekh Wasil Kediri as a 2025 GrabScholar recipient.

Even before university, Aldo founded a free mathematics tutoring programme for local children—demonstrating both leadership and a commitment to giving back. As the son of a GrabFood merchant-partner, managing a family stall while supporting a parent with health challenges, Aldo balanced academic aspirations with daily operational responsibilities.

Through GrabScholar's full-ride support, Aldo is now able to focus fully on his studies and his goal of becoming an educator. His journey reflects how targeted educational access can unlock potential, strengthen family resilience and advance long-term socioeconomic mobility within our partner ecosystem.

“ With my mother as a Grab merchant-partner and the support of GrabScholar, I can pursue my dream of becoming a teacher. I want to prove that physical limitations do not define a person's potential. ”

Aldo Triawan Saputra
2025 GrabScholar Recipient
Indonesia





Appendix

Alignment to TCFD Recommendations / IFRS ISSB S2 Disclosure: Climate-Related Risk and Opportunities

In 2024, Grab conducted a scenario planning analysis to identify climate-related risks and opportunities across its eight markets, considering multiple time horizons (2030, 2040, and 2050) under both 1.5°C and 3°C warming pathways, using FY2023 as the baseline. As an asset-light business, certain risks, particularly those influenced by external factors such as regulatory developments, ecosystem readiness, and the pace of the energy transition, were not fully quantifiable at the time due to data and modelling limitations. **In 2025, Grab strengthened its climate risk assessment by improving data collection processes, systems, and financial modelling for selected priority risks**, enabling more robust linkage to financial impacts where data availability allowed. We continue to refine assumptions and methodologies to progressively enhance the completeness and decision-usefulness of our climate-related disclosures.

Risk Factors	Type	Sub-Type	Elaboration
Mandates and/or regulations around ICE vehicles	Transition Risk	Policy and Legal	Regulations or mandates to phase out internal combustion engine (ICE) vehicles may lead to increased costs and compliance challenges in the mobility and deliveries business.
Increased prices of fuel and energy	Transition Risk	Policy and Legal	Rising fuel and electricity costs from carbon pricing and value chain shifts could increase fares to provide for sustainable livelihood opportunities.
Extreme weather events such as floods, tropical cyclones and wildfires	Physical Risk	Acute	More frequent extreme weather events and rising sea levels could disrupt services, pose safety risks, damage infrastructure, increase insurance costs, and impact the livelihoods of our driver- and merchant-partners
Rising sea levels	Physical Risk	Chronic	
Changing customer behaviour and shifts in consumer preferences	Transition Risk	Market and Reputation	Growing awareness of climate change is driving demand for low-carbon mobility and sustainable packaging. Failure to adapt may reduce consumer demand and impact market relevance.

Opportunities	Type	Elaboration
Improve transport efficiency	Resource Efficiency	Optimising routing, fleet utilisation, and driver behaviour can reduce fuel consumption, lower emissions, and improve cost efficiency across Grab's mobility and delivery services.
Transition ICE vehicles to low-emission vehicles	Product and Services	Accelerating the adoption of electric and hybrid vehicles can reduce carbon emissions, align with regulatory shifts, and enhance driver-partner earnings as and when the Total Cost of Ownership (TCO) for EVs and hybrids reaches cost parity or surpasses petrol vehicles.
Diversify business by participating in green solutions	Product and Services / Markets	Expanding into the AV or EV ecosystem may create new business revenue streams.
Use of renewable energy	Energy Source	Integrating solar, wind, or other renewable sources as well as implementing more efficient technologies and water conservation measures in offices and premises can reduce operational costs.
Reduced energy and water consumption	Resource Efficiency	


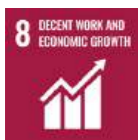




Our Approach to Materiality

We identify and prioritise material ESG topics using a double materiality approach, assessing both financial materiality, which considers how ESG risks and opportunities affect our enterprise value and business performance, and impact materiality, which evaluates how our operations affect people, the environment and the broader economy.

Our materiality assessment informs strategic decision-making, risk management and capital allocation, ensuring that we focus on ESG issues that are most significant to our stakeholders (within and beyond our value chain) and most relevant to long-term value creation.

Material Topic	Why It Matters and Our Approach
Socioeconomic Impact	We provide access to livelihood opportunities for driver-partners, enable growth for merchant-partners and expand access to financial services across Southeast Asia. Strengthening economic participation supports local development while enhancing platform sustainability and long-term growth.
Partners' Welfare	We support partners in earning sustainably, building skills and strengthening community networks. Prioritising partner welfare enhances service quality, platform resilience and long-term ecosystem stability.
Platform Safety	We invest in safety features, policies and education to reduce incidents and build trust. A safe platform protects users and partners while reinforcing operational integrity and brand confidence.
Data Privacy and Cybersecurity	We uphold responsible data governance and strengthen cybersecurity controls to mitigate data breaches and misuse. Safeguarding information is critical to maintaining trust, regulatory compliance and business continuity.
Greenhouse Gas Emissions	We work to reduce emissions from rides and deliveries as part of our climate strategy. Managing carbon intensity supports regulatory preparedness, cost efficiency and long-term environmental sustainability.
Sustainable Packaging Solutions	We promote lower-impact packaging and deploy technology-enabled features to reduce waste generated through our food delivery platform, contributing to circular economy efforts and waste reduction goals.
People and Culture	We foster an inclusive, high-performing workplace that attracts and retains talent, drives innovation and embeds our 4H values into everyday operations.

Alignment to United Nations Sustainable Development Goals

SDG	SDG Target	Grab's Material ESG Topic	Grab's efforts and programmes
 <p>Goal 5: Achieve gender equality and empower all women and girls</p>	5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.	Platform Safety	Grab has in place a series of preventive measures against sexual harassment and assault. We track rates of such incidents and look at ways to reduce these. More information can be found on page 83 of the Metrics and Indicators table.
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	Socioeconomic Impact	In 2024, Grab launched the Women Drivers' Programme to tackle the key barriers to participation in platform work that women face. 182,911 women driver-partners earned an income on Grab in 2025. More information can be found on page 25-28.
 <p>Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.	Socioeconomic Impact	Core to our businesses is providing empowerment for everyday microentrepreneurs in three areas - economic, social and financial. We actively seek to create sustainable earning opportunities for them, including increasing demand and improving productivity to boost earning opportunities as well as supporting business growth for merchant-partners. More information can be found on page 11-17.
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	Socioeconomic Impact	In 2025, our driver- and merchant-partners earned \$15.3 billion on the Grab platform. This included >189,000 Partners With Disabilities (PWD) and women driver-partners. More information can be found on page 11-30.
	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	Socioeconomic Impact	Through the offerings of GrabFin and digital banking ventures, we are widening access for financial services for all in Southeast Asia, especially the unbanked, underbanked, and underserved.
 <p>Goal 10: Reduce inequality within and among countries</p>	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	Socioeconomic Impact	In 2025, >189,000 persons with disabilities (PWD) and Women driver-partners earned an income through Grab—we have set a target to reach 300,000 by 2030. More information can be found on page 25-30.
 <p>Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable</p>	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.	Platform Safety	Grab's comprehensive safety management framework encourages safe journeys for all who take part in our mobility and deliveries businesses. We have introduced numerous initiatives to reduce road accidents, tracking and reporting on rates. This includes sexual harassment and sexual assault rates. More information can be found on page 34-38 and 82-83.
 <p>Goal 12: Ensure sustainable consumption and production patterns</p>	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	Sustainable Packaging Solutions	As one of the largest delivery platforms in Southeast Asia, Grab seeks solutions for the food packaging waste generated on our platform. We have set a Zero Waste to Nature by 2040 goal. More information can be found on page 61-63.
 <p>Goal 13: Take urgent action to combat climate change and its impacts</p>	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	Greenhouse Gas Emissions	Grab has set a carbon neutral by 2040 goal, and is taking a series of measures to help us meet that goal because we believe that Southeast Asia and its inhabitants will be disproportionately impacted by climate change. Our carbon reduction levers include helping our partners to transition to low-emission vehicles, using renewable energy for Grab's premises, and sustainable business and technological practices such as batching of orders and sharing of rides. More information can be found on page 48-58.
	13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	Greenhouse Gas Emissions	Through our Green Programme and in-app carbon offset feature, Grab aims to educate our consumers about climate change and how they can do their part. More information can be found on page 55-58.

Stakeholder Engagement

Stakeholder	Engagement mechanisms	Priority concerns
Consumers	<ul style="list-style-type: none"> In-app communication, emails Net promotion score surveys 	<ul style="list-style-type: none"> Safety, reliability and experience of services Protection of data and privacy
Driver-partners	<ul style="list-style-type: none"> In-app communication, emails In-person events such as town halls, driver-partner associations meetings and other special events Partner satisfaction surveys and focus group discussions 	<ul style="list-style-type: none"> Earnings, benefits, welfare, training
Employees	<ul style="list-style-type: none"> Performance appraisals and compensation reviews Employee engagement survey Internal employee communications and updates Townhalls e.g. All Hands 	<ul style="list-style-type: none"> Compensation and other employee benefits Career development and training Organisational updates Financial and sustainability performance of the company
Investors	<ul style="list-style-type: none"> Quarterly financial results announcements Annual general meetings Investor conferences and meetings 	<ul style="list-style-type: none"> Financial and sustainability performance of the company Transparency of disclosures
Merchant-partners	<ul style="list-style-type: none"> Via account managers In-app communication, emails Webinars and conferences Partner satisfaction surveys and focus group discussions 	<ul style="list-style-type: none"> Earnings, growth and sales Ability to self-serve Reliable fulfilment of orders
Non-Governmental Organisations (NGOs)	<ul style="list-style-type: none"> Consultation engagements for insights and feedback Collaboration to co-develop programmes 	<ul style="list-style-type: none"> Environmental, social and economic impact Accessibility of marginalised community
Regulators and Government	<ul style="list-style-type: none"> Industry consulting representations Programmers, discussions, and collaborations with governments and regulators 	<ul style="list-style-type: none"> Environmental, social and economic compliance Regulatory compliance practices Labour practices Health and safety performance Data regulation Industry issues such as digitalisation

Metrics and Indicators

Company Overview

Performance Indicator	2025	2024	2023	Framework
Organisation name	Grab Holdings Limited			GRI 2-1
Location of headquarters	We are dual-headquartered in Singapore and Indonesia. Our corporate headquarters in Singapore is located in 3 Media Close, #01-03/06, Singapore 138498, and our corporate headquarters in Indonesia is located at South Quarter Tower C, Mezzanine and 7th Floor, Jl. R.A. Kartini Kav. 8, Cilandak Barat, Cilandak, Jakarta Selatan, DKI Jakarta 12430, Indonesia.			
Countries of Operations	Cambodia, Indonesia, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam			
Activities, value chain and other business relationships	<p>Grab is a leading superapp in Southeast Asia that enables high-frequency hyperlocal consumer services, such as mobility, deliveries and digital financial services for millions of Southeast Asians. More information on our business can be found in the Form 20-F. More information on how our business creates a multiplier effect of positive impact can be found on pg 7 Grab's ESG Strategy: An Economic Impact Flywheel. More information on our offerings can be found on pg 6—About Grab.</p>			GRI 2-6
Total Revenue (in millions) ⁶¹	\$3,370	\$2,797	\$2,359	GRI 2-6 IFRS S1 and S2 - Strategy
Indonesia	\$715	\$643	\$605	
Malaysia	\$1,039	\$816	\$673	
Philippines	\$316	\$265	\$200	
Singapore	\$727	\$578	\$480	
Thailand	\$288	\$252	\$205	
Vietnam	\$255	\$228	\$185	
Rest of Southeast Asia	\$30	\$15	\$11	
Deliveries	\$1,800	\$1,493	\$1,310	
Mobility	\$1,219	\$1,047	\$871	
Financial services	\$347	\$253	\$177	
Others	\$4	\$4	\$1	
Key stakeholders	Consumers, driver- and merchant-partners, employees, investors, non-governmental organisations, regulators, governments, and the general public.			GRI 2-29
Sustainability memberships or associations	<p>Participant of the United Nations Global Compact Network In support of the Women's Empowerment Principles, established by the UN Women and UN Global Compact Office Member of EP100, part of the energy efficiency initiative led by the Climate Group Signatory to Net Zero Carbon Buildings Commitment, part of the Advancing Net Zero programme by the World Green Building Council Pledged to support the vision of No Plastics in Nature by 2030 by PACT (No Plastics in Nature), a WWF initiative</p>			GRI 2-28

Governance and Policies

Performance Indicator	2025	2024	2023	Framework
Corporate Governance				
Governance structure	Corporate Governance Guidelines			GRI 2-9 IFRS S1 and S2 - Governance
Board Committees and Charters	Board Committee Composition Audit Committee Charter Compensation Committee Charter Nominating Committee Charter			GRI 2-9 GRI 2-10 IFRS S1 and S2 - Governance
Governance body composition	Board of Directors Composition Management Composition			GRI 2-9 GRI 2-11 GRI 2-12 IFRS S1 and S2 - Governance
Total number of Board Directors	8	7	6	GRI 2-9
Independent Directors	63%	71%	67%	GRI 2-9
Board average tenure	3.6 years	4.1 years	4.7 years	
Average board meeting attendance	100%	100%	100%	
Board Expertise				
Financial expertise	4/8	2/7	3/6	GRI 2-9 GRI 2-10
Global company leadership	7/8	4/7	4/6	
Sustainability and human capital management	2/8	2/7	1/6	
Government policy and regulatory experience	3/8	3/7	3/6	
Consumer and digital experience	8/8	4/7	4/6	
Innovation, technology and high-growth experience	8/8	5/7	5/6	
Compensation of Directors and Executive Officers	In 2025, we paid an aggregate of \$7 million in cash compensation and benefits in kind to our directors and executive officers as a group.			GRI 2-19 GRI 2-20 GRI 2-21

Governance and Policies

Performance Indicator	2025	2024	2023	Framework
Business Integrity				
Human Rights Commitment	Grab is in full compliance with all applicable labour laws and regulations in the countries we operate in and upholds human rights principles to ensure that slavery and human trafficking are not taking place within our directly employed workforce.			GRI 2-23
Codes of Conduct and Policies	Code of Business Conduct and Ethics Code of Conduct: Supplier Code of Conduct: Consumer Code of Conduct: Driver/Delivery-Partner Code of Conduct: Merchant-Partner			
Whistle-blowing	<p>We have engaged an independent third party to maintain our whistleblowing portal and hotline. Alternatively, an email can be sent to: whistleblowing@grab.com.</p> <p>These are open to all employees and members of the public. Complaints are reviewed by the team in charge of whistleblowing investigations and if warranted, investigated. Once investigations are complete, a report is submitted to a Remediation Council for adjudication on appropriate steps to be taken.</p>			GRI 2-26
Mandatory training for all full-time employees and fixed-term contract employees	<p>Anti-monetary laundering Compliance: covering policies on anti-bribery and corruption, gifts, entertainment, meals & drinks (GEM), whistleblowing, conflicts of interests, donations Cyber security Data privacy Insider trading</p>			GRI 2-24 GRI 205-2 GRI 403-5
Percentage of employees that completed mandatory training	95.7%	97.2%	99.8%	GRI 2-24
Significant (amounting to >\$1 million) monetary fines paid out or non-monetary sanctions for non-compliance with applicable laws and regulations	0	0	0	GRI 2-27
Fines or penalties related to environment or ecology amounting to >\$10,000	0	0	0	
ESG Risk Management				
Oversight and management of ESG risks, issues and impact	<p>Grab's Management reviews and approves our environmental, social and governance metrics and indicators across material ESG topics, at least quarterly for topics which are of moderate to high risk, and bi-yearly for other ESG metrics. This allows them to manage the issues, including climate risk, and integrate ESG considerations into Grab's strategy and business plans.</p> <p>The Audit Committee is responsible for reviewing the Company's compliance with ESG obligations and standards, will consider and discuss key aspects of the Company's annual ESG report, and will review on a bi-annual basis with management the ESG initiatives and goals that the Company proposes to adopt and the Company's progress relating to such initiatives and goals.</p> <p>This process was officially ratified by the Board of Directors in 2023 and the Audit Committee Charter was updated to reflect that one of the purposes of the Committee is to provide oversight with respect to Grab's compliance with ESG obligations and standards, including applicable disclosures, and guidance with respect to Grab's ESG related</p>			GRI 2-12 GRI 2-13 GRI 2-14 GRI 2-16 GRI 2-18 GRI 2-22 IFRS S1 and S2 - Strategy IFRS S1 and S2 - Risk Management
Climate-related risks and issues oversight	<p>At the Management level, CEO Anthony Tan and President & COO Alex Hungate have oversight on climate-related topics, and are updated at least bi-yearly.</p> <p>At the Board of Directors level, the Audit Committee provides oversight of ESG matters, including climate-related topics.</p>			GRI 2-12 IFRS S1 and S2 - Strategy IFRS S1 and S2 - Risk Management

Partner Livelihoods

Performance Indicator	2025	2024	2023	Framework
Partner earnings	\$15.3 billion	>\$12.8 billion	>\$11.0 billion	
Number of women driver-partners earning an income on Grab platform ³⁵	182,911	129,463	92,033	IFRS S1 - Metrics and targets
Number of partners with disabilities earning on Grab platform	6,207	5,140	>3,000	
Unique number of partners who have completed courses on GrabAcademy	>1.5 million	>1.3 million	>1.2 million	

Platform: Safe & Trusted Platform

Platform Safety

Performance Indicator	2025	2024	2023	Framework
Overall Reported Safety Incidents ³⁶				
Rides and deliveries that occurred without incident	99.9%	99.9%	99.9%	IFRS S1 - Metrics and targets
Overall safety incidents reported (per million rides)	28.7	31.8	31.3	
Breakdown of Concluded Safety Incidents by Category				
Road accidents ³⁷				
Road accidents ³⁸ (per million rides)	1.145	0.902	0.825	IFRS S1 - Metrics and targets
Minor accidents (per million rides)	1.0752	0.8405	0.7690	
Moderate accidents (per million rides)	0.0590	0.0497	0.0508	
Serious accidents (per million rides)	0.0047	0.0051	0.0029	
Critical accidents (per million rides)	0.0008	0.0003	0.0004	
Fatal accidents (per million rides)	0.0049	0.0068	0.0021	
Mobility accidents (per 100,000 rides) <i>Based on LTA's QoS requirement Benchmark = <0.5</i>	0.14	0.10	0.08	
Delivery accidents (per million rides)	0.800	0.828	0.819	

³⁵ Refers to total women driver-partners with at least 1 completed booking within 2025 and has presented at least 1 valid Government ID showcasing gender. We have sought and received limited assurance for the total number of women-driver partners (182,911) from KPMG LLP.

³⁶ Refers to all reported safety incidents across our mobility and delivery businesses. We have sought and received limited assurance for the total reported safety incident rate (28.7 incidents per million rides) from KPMG LLP.

³⁷ Data for 2024 has been restated to cover the full year.

³⁸ Accident caused by the driver-partner or passenger that occurs on-trip resulting in physical injury to the driver-partner, passenger and/or a third party. Includes all accidents that result in minor, moderate, serious, critical or fatal injuries. We have sought and received limited assurance for the number of road accidents with injury per million rides from KPMG LLP for 2025.

Performance Indicator	2025	2024	2023	Framework
Crimes (Sexual)				
Sexual harassment incidents (per million rides)	0.355	0.357	0.358	
Sexual assault incidents ³⁹ (per million rides)	0.113	0.136	0.123	
Crimes (Sexual)				
Crime against Person (per million rides)	0.127	0.180	0.209	
Crime against Property/Financial	0.136	0.118	0.116	

Data updates and adjustments: We refined 1 contributing factor classification for 2024 and 2025 to improve data accuracy and incident management.

Data Privacy and Cybersecurity

Performance Indicator	2025	2024	2023	Framework
Data Privacy and Cybersecurity				
Terms and Policies	Privacy Notice Form 20-F Item 16K Cybersecurity			IFRS S1 - Risk management
Substantiated complaints ⁴⁰ concerning breaches of customer privacy and losses of customer data <i>Goal: 0 material breaches</i>	0	0	0	GRI 418-1 IFRS S1 - Risk management
Material cybersecurity risks identified <i>Goal: 0 material breaches</i>	0	0	0	
Certifications	Data Protection Trustmark (DPTM) Certification in Singapore ISO 27001 certification for Grab Indonesia 4 Payment Card Industry Data Security Standards (PCI DSS) ⁴¹ re-certifications across Grab entities			
Number of employees dedicated to data privacy and cybersecurity	>85	>90	>90	IFRS S1 - Risk management
Percentage of employees who have completed data privacy training	95.6%	97.1%	99.8%	
Percentage of employees who have completed cybersecurity training	96.0%	97.0%	99.8%	

³⁹ Unlawful physical acts that are of a sexual nature. This includes attempted or actual penetration or touching or kissing any sexual body part. We also include sexual misconduct to encompass non-verbal and non-physical behaviour used to obtain sexual gratification against another's will or at the expense of another, which the aggressor or victim could be either consumer, driver or merchant.

⁴⁰ Defined as those made by third-parties or regulators concerning the unauthorised collection, processing and/or disclosure of personal data resulting in (a) a reporting to the relevant regulator was made by Grab, or the regulator has decided to commence an investigation on Grab due to escalation from an affected individual(s), and (b) sanctions are levied upon us (financial penalty, jail terms, Cease and Desist Order or halt to our business activity); or resulted in a voluntary undertaking by Grab.

⁴¹ PCI DSS is the global data security standard adopted by payment card brands for all entities that process, store or transmit cardholder data and/or sensitive authentication data.

Performance Indicator	2025	2024	2023	Framework
Data Privacy and Cybersecurity				
Cybersecurity programme	<p>Grab's cybersecurity programme is reviewed and updated on an annual basis, taking into consideration internationally recognised cybersecurity frameworks such as the National Institute of Standards and Technology Cybersecurity Framework and ISO 27001 standard for information security management systems.</p> <p>Our Cybersecurity Team also continuously reviews the changing landscape of cyber threats and invests in our cybersecurity vulnerability management, monitoring, detection and response capabilities. We are subject to internal and external audits periodically to verify the effectiveness of our security measures, and our approach is also in compliance with applicable cybersecurity laws and sector-specific requirements imposed by regulators.</p>			IFRS S1 - Risk management
Data privacy framework	<p>Our approach to data privacy is underpinned by our "Privacy by Design" framework. We embed privacy and data protection into every new product or feature from the conceptualisation and design phase, through its entire lifecycle.</p> <p>Our Data Privacy Framework is based on these four tenets:</p> <ol style="list-style-type: none"> 1. Data collection and processing on a valid legal basis 2. Protection and safe custody of personal data 3. Retaining personal data for no longer than necessary 4. Transparency 5. Responsible third-party sharing <p>Our Privacy Office regularly reviews the global regulatory landscape and best practices to maintain robust data privacy control, while our Internal Audit and Risk Assurance teams, as well as independent assessors, provide evaluations and assurance on the effectiveness of these control measures.</p>			

Planet

Greenhouse Gas (GHG) emissions are reported using the operational control approach. Emissions include entities and operations over which the Group has operational control and exclude entities where the Group does not have operational control.

Performance Indicator	2025	2024	2023	Framework
Greenhouse Gas Emissions (tonnes CO2e) ⁴² Goal: Carbon Neutral by 2040				
Total Greenhouse Gas (GHG) Emissions (location-based)	3,296,096	2,716,594	2,467,840	IFRS S2 - Metrics and targets
Total Greenhouse Gas (GHG) Emissions (market-based)	3,289,984	2,711,531	2,462,299	
Emissions intensity (per dollar revenue)	0.00098	0.00097	0.00104	GRI 305-4 IFRS S2 - Metrics and targets
Scope 1 Direct GHG emissions	16,003	12,577	25,824	GRI 305-1 IFRS S2 - Metrics and targets
Scope 2 (Location-based) Indirect GHG emissions from purchased electricity	55,568	57,820	59,090	GRI 305-2 IFRS S2 - Metrics and targets
Scope 2 (Market-based) Indirect GHG emissions from purchased electricity	49,456	52,757	53,549	

⁴² Refers to total Greenhouse Gas Emissions (Scope 1, 2 and 3). We have sought and received limited assurance for the total Greenhouse Gas emissions (3,296,096 and 3,289,984 tonnes CO2e for location-based and market-based respectively) from KPMG LLP.

Performance Indicator	2025	2024	2023	Framework
Greenhouse Gas Emissions (tonnes CO2e) Goal: Carbon Neutral by 2040				
Scope 3 Other indirect GHG emissions	3,224,525	2,646,197	2,382,927	GRI 305-3 IFRS S2 - Metrics and targets
Category 1 and 2: Purchased goods and services, and Capital Goods	239,362	180,010	214,845	
Category 3: Fuel- and energy-related activities	19,426	19,150	18,954	
Category 6: Business travel	6,428	6,099	2,992	
Category 7: Employee commute	15,516	8,545	8,829	
Category 11: Use of sold products	2,943,793	2,432,393 ⁴³	2,137,306	
Mobility emissions intensity per km	Reduced 3.7% YoY	Reduced 4.7% YoY	Reduced 2.1% YoY	GRI 305-4 IFRS S2 - Metrics and targets
Deliveries emissions intensity per km	Reduced 1.4% YoY	Reduced 1.5% YoY	Reduced 8.2% YoY	
Total GHG Emission reduction (tonnes CO2e)				
Lever 1: Transitioning to low-emission vehicles ⁴⁴	211,223	128,000	71,000	GRI 305-5 IFRS S2 - Metrics and targets
Lever 2: Renewable energy for Grab's premises	6,112	5,100	5,500	
Lever 3: Sustainable business and technological practices (efficiency optimisation efforts such as batching and sharing)	74,000	62,000	27,000	
Environmental impact beyond value chain				
Carbon credits ⁴⁵	772,631	936,597	349,986	
Number of trees planted	>212,000	>600,000	>280,000	

⁴³ 2024 Scope 3 Category 11 emissions have been updated following improvements to underlying data classification to enhance accounting accuracy. The revision resulted in a 0.48% decrease and is not considered material. The 2024 data had previously been subject to assurance; this update does not change the overall conclusions. Prior year figures have not been restated and remain as previously reported.

⁴⁴ Total emissions reductions are calculated based on the petrol-vehicle alternative for the distance travelled using: (1) zero emission modes of transport (e.g. walking or cycling) and (2) covered by Grab's low emission rental vehicles, including EVs and hybrid vehicles.

⁴⁵ Each carbon credit is generated for 1 tonne of greenhouse gas reduced, avoided or removed through carbon removal projects. Carbon credits purchased are not deducted from our reported greenhouse gas (GHG) inventory. 184,121 carbon credits stated are subject to forward purchase agreements due to limited near-term supply, with issuance and retirement expected by 2027.

Performance Indicator	2025	2024	2023	Framework	
Energy Consumption					
Total Energy Consumed (MWh) <i>Goal: 100% renewable energy by 2030 for all electricity used in premises occupied and under our direct control</i>	90,722	92,857	90,496	GRI 302-1 IFRS S2 - Metrics and targets	
Percentage of renewable energy ⁴⁶	12.6%	10.7%	11.2%		
Percentage of grid electricity	87.4%	89.3%	88.8%		
Air Pollutant Emissions					
Nitrogen Oxides (NOx)	0.10889	0.09877	-	GRI 305-7 IFRS S2 - Metrics and targets	
Sulphur Oxides (SOx)	0.00047	0.00047 ⁴⁷	-		
Particulate Matters (PM2.5)	0.00231	0.00210	-		
Water Withdrawal					
Total Water Withdrawn ⁴⁸ (m ³)	507,644	541,486	-	GRI 303-5	
Water use in water-stressed areas					
Extremely high	1%	1%	-		
High	3%	3%	-		
Medium-high	2%	2%	-		
Low-medium	1%	1%	-		
Low	93%	93%	-		
Water use intensity					
Total water per floor area (m ³ /m ²)	1.11	1.28	-		
Total water per employee (m ³ /employee)	29.50	36.44	-		
Total water per revenue (m ³ /\$mil revenue)	151	194	-		
Waste <i>Goal: Zero Packaging Waste in Nature by 2040</i>					
Sets of cutlery saved from the default opt-out toggle (in millions)	1,113	929	817	GRI 306-1 GRI 306-2 GRI 306-3 IFRS S2 - Metrics and targets	

⁴⁶ 100% of the offices operated by Grab and its subsidiaries are fully powered by renewable energy through Renewable Energy Certificates.

⁴⁷ As part of ongoing improvements to our environmental data automation and quality-assurance processes, we identified a calculation adjustment affecting previously reported SOx emissions. These figures have been updated accordingly. The correction does not impact any operational or strategic decisions.

⁴⁸ From 2025, water data is reported as "withdrawal"; the underlying data and methodology remain unchanged from 2024. Data is primarily based on utility invoices; where unavailable, standardised estimation methods are applied.

Greenhouse Gas Emissions Methodology

Standards and approach

Greenhouse gas (GHG) emissions are prepared in accordance with the *GHG Protocol Corporate Accounting and Reporting Standard*. Emissions are reported in metric tonnes of carbon dioxide equivalent (tCO₂e), including CO₂, CH₄, N₂O and other relevant greenhouse gases.

Grab adopts an **operational control approach** to define organisational boundaries. This includes emissions from entities where Grab has the authority to introduce and implement operating policies. Certain emissions sources are excluded where operational control is not present or data is not available, such as co-working spaces and sublet tenant operations.

Scope of emissions

Scope 1 (Direct emissions)

Emissions from sources owned or controlled by Grab, including fuel consumption (where applicable) and refrigerant leakage.

Scope 2 (Energy indirect emissions)

Emissions from purchased electricity and cooling for offices and operational facilities. Reported using both **location-based** and **market-based** methods.

Scope 3 (Other indirect emissions)

Includes emissions from selected categories of value chain activities, based on relevance and data availability, such as purchased goods and services, business travel, employee commuting and use of sold products.

Methodology overview

A combination of **activity-based, distance-based and spend-based methods** is applied, depending on data availability and relevance. Where primary data is not available, **estimates and proxies** are used to improve coverage of reporting.

Scope 2 emissions are calculated using both:

- **Location-based method**, using grid emission factors; and
- **Market-based method**, reflecting the impact of renewable energy procurement, including unbundled Renewable Energy Certificates (RECs).

Emission factors

Emission factors are sourced from internationally recognised databases, including:

- UK Government GHG Conversion Factors (DEFRA)
- International Energy Agency (IEA)
- Intergovernmental Panel on Climate Change (IPCC)
- Supply Chain Greenhouse Gas Emission Factors (USEEIO / CSDI)

Where necessary, proxy emission factors are applied based on the best available data.

Data limitations and estimates

In certain cases, emissions are estimated using reasonable assumptions or proxy data where primary data is unavailable or incomplete. Grab continues to improve data quality and coverage over time.

Financed Emissions: Grab does not currently disclose GHG Scope 3, Category 15 as established and decision-useful accounting methodologies are not yet available for our financial services business model.

Our affiliated digital banks (GXS, GX Bank and Superbank) and fintech arm (GrabFin and OVO) focus on financial inclusion through products such as microloans, small-ticket consumer lending, and specialised insurance solutions. Existing standards, including those developed by the Partnership for Carbon Accounting Financials (PCAF) for financial institutions, do not yet provide specific or applicable methodologies for these product types, nor for certain treasury and investment activities undertaken by our financial services entities.

We continue to monitor the development of relevant GHG accounting standards and intend to adopt appropriate frameworks for financed emissions reporting as methodologies mature and become applicable to our business model.

Further information

Detailed methodologies, data sources, assumptions and calculation approaches are provided in the [Basis of Preparation](#), which forms part of the external assurance scope.

Air Pollution

Air pollutant emissions for the 2025 ESG Report were calculated based on the [EMEP/EEA air pollutant emission inventory guidebook 2023 – Update 2025](#) (Part 1.A.3.b.i–iv: Road Transport). This represents an update from the 2019 version of the guidebook, which was used for the 2022 reporting period. The updated emission factors reflect the latest scientific data and methodologies for road transport-related air pollutant calculations.

People and Culture (Employees)

Our employment practices are guided by internationally recognised human rights standards, including the International Labour Organization (ILO) Core Conventions and the UN Guiding Principles on Business and Human Rights, and apply consistently across all employment types.

Performance Indicator	2025	2024	2023	Framework
Group workforce data				
Total employees	17,210	16,361	15,989	GRI 2-7
Full-time employees	12,012	11,267	10,604	
General and administrative	1,375	1,425	1,323	
Sales and marketing	785	853	786	
Operations, support and supermarket retail	6,888	6,055	5,661	
Research and development	2,964	2,934	2,834	
Fixed-term contract employees	1,242	1,299	1,401	
Temporary agency employees	3,956	3,795	3,984	GRI 2-30
Employees represented by labour union	0	0	0	

People and Culture (Employees)

Performance Indicator	2025		2024		2023		Framework
Group workforce data							
Workforce diversity for Grab employees ⁴⁹ by category	Women	Men	Women	Men	Women	Men	GRI 2-7
Overall	44%	56%	44%	56%	44%	56%	
Employees in leadership positions ⁵⁰	37%	63%	37%	63%	36%	64%	GRI 405-1
Age <30	0%		0%		1%		
Age >30-50	92%		91%		91%		
Age > 50	8%		9%		9%		
Employees in Technical position ⁵¹	25%	75%	25%	76%	24%	76%	
Age <30	29%		32%		36%		
Age >30-50	70%		67%		64%		
Age > 50	1%		1%		1%		
All other employees ⁵²	54%	46%	55%	45%	53%	47%	
Age <30	24%		27%		33%		
Age >30-50	74%		72%		66%		
Age > 50	1%		1%		1%		

⁴⁹ Excludes employees from Jaya Grocer, Digital Banks, Everrise, and Infermove as well as temporary agency workers.

⁵⁰ Grab's employee grading starts from G1 and extends to G10. Leadership roles are G7 and above.

⁵¹ Technical staff are those who work in the technology end of the business, and are determined based on the employee's finance category, which is based on the cost centre, product, vertical and location. These figures include leadership.

⁵² Employees who are not technical staff. Includes non-technical leadership.

Performance Indicator	2025		2024		2023		Framework
Group workforce data							
Gender diversity for Grab employees ⁵³ by country	Women	Men	Women	Men	Women	Men	GRI 405-1
Cambodia	48%	52%	56%	44%	53%	48%	
China	32%	68%	31%	69%	31%	69%	
India	20%	80%	23%	77%	18%	82%	
Indonesia	37%	63%	38%	62%	38%	62%	
Malaysia	52%	48%	51%	49%	53%	47%	
Myanmar	-	-	58%	42%	59%	41%	
Philippines	59%	41%	58%	42%	59%	41%	
Romania	43%	57%	42%	58%	40%	60%	
Singapore	40%	60%	40%	60%	39%	61%	
Thailand	63%	37%	64%	36%	63%	37%	
Vietnam	52%	48%	56%	44%	61%	39%	
Gender wage parity for Grab full-time employees ⁵⁴							
Overall	0.98		0.98		0.98		GRI 405-2
Employees in Leadership positions	1.00		1.02		1.03		
Employees in Technical positions	0.97		0.98		0.97		
All other employees	0.99		0.98		0.98		
Talent attraction, development, and retention							
Performance appraisal	We conduct multi-dimensional 360-degree feedback at least annually for all full-time employees.						GRI 404-3
Engagement score from employee survey	81%		78%		79%		
Employee health, safety and well-being							
Work-related employee fatalities	0		0		0		GRI 403-9
Employee lost-time injury ⁵⁵ frequency rate (per million hours worked)	3.86		4.17		0		

⁵³ Gender wage parity refers to the ratio of earnings between women and men in comparable roles. For example, a parity ratio of 0.98 means that, on average, a woman earns 98 cents for every dollar earned by a man in a similar role.

Excludes employees from Jaya Grocer, Digital Banks, Everrise, and Infermove as well as temporary agency workers. Only includes locations with more than 20 employees.

⁵⁴ Excludes employees from Jaya Grocer, Digital Banks, Everrise, and Infermove as well as temporary agency workers.

⁵⁵ Accidents that result in employees taking medical leave.

Cautionary Note Regarding Forward-Looking Statements

This report includes statements that express our opinions, expectations, beliefs, plans, objectives, assumptions or projections regarding future events or future results of operations or financial condition and therefore are, or may be deemed to be, “forward-looking statements.” These forward-looking statements are made under the “safe harbor” provisions of the U.S. Private Securities Litigation Reform Act of 1995. These forward-looking statements can generally be identified by the use of forward-looking terminology, including the terms “believe,” “estimate,” “anticipate,” “expect,” “seek,” “project,” “intend,” “plan,” “may,” “will” or “should” or, in each case, their negative or other variations or comparable terminology. These forward-looking statements include all matters that are not historical facts. They appear in a number of places throughout this annual report and include statements regarding our intentions, beliefs or current expectations concerning, among other things, our results of operations, financial condition, liquidity, prospects, growth, strategies, future market conditions or economic performance and developments in the capital and credit markets, expected future financial performance, the markets in which we operate, and the macroeconomic, political and regulatory environment. Such forward-looking statements are based on currently available information and management’s current expectations, beliefs and forecasts concerning future events impacting us. Factors that may impact such forward-looking statements include:

- The regulatory environment and changes in laws, regulations or policies in the jurisdictions in which we operate;
- Our ability to successfully compete in highly competitive industries and markets;
- Our ability to reduce incentives paid to driver-partners, merchant-partners and consumers;
- Our ability to continue to adjust our offerings to meet market demand, attract users to our platform and grow our ecosystem;
- Political instability in the jurisdictions in which we operate;

- Breaches of laws or regulations in the operation and management of our current and future businesses and assets;
- The overall economic environment and general market and economic conditions in the jurisdictions in which we operate and the global economic condition;
- Our ability to execute our strategies, manage growth and maintain our corporate culture as we grow;
- Our anticipated investments in new products and offerings, and the effect of these investments on our results of operations;
- Changes in the need for capital and the availability of financing and capital to fund these needs;
- Anticipated technology trends and developments and our ability to address those trends and developments with our products and offerings;
- The safety, affordability, convenience and breadth of our platform and offerings;
- Changes in interest rates or rates of inflation;
- Exchange rate fluctuations;
- Man-made or natural disasters, including war, acts of international or domestic terrorism, civil disturbances, occurrences of catastrophic events and acts of God such as floods, earthquakes, wildfires, typhoons and health epidemics, pandemics or disease outbreaks that may directly or indirectly affect our business or assets;
- The loss of key personnel and the inability to replace such personnel on a timely basis or on acceptable terms;
- Legal, regulatory and other proceedings;
- Our ability to maintain the listing of our securities on NASDAQ; and
- The results of any future financing efforts.

The forward-looking statements contained in this annual report are based on our current expectations and beliefs concerning future developments and their potential effects on us. There can be no assurance that future developments affecting us will be those that we have anticipated. These forward-looking statements involve a number of risks, uncertainties (some of which are beyond our control) or other assumptions that may cause actual results or performance to be materially different from those expressed or implied by these forward-looking statements. These risks and uncertainties include, but are not limited to, those factors described under [Grab's Form 20-F for FY 2025](#) “Item 3. Key Information—D. Risk Factors.” Should one or more of these risks or uncertainties materialize, or should any of the assumptions prove incorrect, actual results may vary in material respects from those projected in these forward-looking statements. We do not undertake any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as may be required under applicable securities laws. In light of these risks and uncertainties, you should keep in mind that any event described in a forward-looking statement made in this annual report or elsewhere might not occur.

Conventions and Glossary of Terms

In this ESG report, unless the context otherwise requires, the “Company,” “Grab” and references to “we,” “us,” or similar references should be understood to be references to Grab Holdings Limited and its subsidiaries and consolidated affiliated entities.

Certain amounts and percentages that appear in this annual report may not sum due to rounding.

Unless otherwise stated or unless the context otherwise requires, in this annual report:

“**AI**” means artificial intelligence;

“**Digital Banking JV**” means GXS Bank Pte. Ltd., a private limited company incorporated under the laws of Singapore, which is the joint venture entity with one of our subsidiaries and a subsidiary of Singapore Telecommunications Limited (“Singtel”) as its shareholders and is the entity operating GXS Bank in Singapore, and the entity which together with a consortium of partners operates GXBank in Malaysia;

“**driver-partner**” refers to an independent third-party contractor who provides mobility and/or deliveries services on our platform;

“**Everrise**” refers to Eastern Grocer Sdn. Bhd., a premium supermarket chain that operates predominately in East Malaysia, in which we have a majority economic interest;

“**GrabBike**” refers to our ride-hailing booking service, which enables driver-partners to accept bookings for private hire motorcycle rides through our driver-partner application;

“**GrabCar**” refers to our ride-hailing booking service, which enables private hire driver-partners to accept bookings through our driver-partner application, and includes various localised offerings including premium cars (GrabCar Premium), cars equipped to transport persons with mobility needs (GrabAssist), cars equipped with child seats (GrabFamily), and luxury vans for airport or business travelers (GrabExec);

“**GrabCoins**” means our loyalty platform, which was previously branded as “GrabRewards”, providing consumers that use services offered through our platform with a large catalog of points redemption options, including offers from both popular merchant-partners and us;

“**GrabExpress**” means our package delivery booking service, which enables driver-partners to accept bookings for package delivery services through our driver-partner application;

“**GrabFood**” means our food ordering and delivery booking service, which enables merchant-partners to accept bookings for prepared meals from consumers (with options for on-demand deliveries, scheduled deliveries and pickup orders) through our merchant-partner application and it also enables driver-partners to accept bookings for prepared meal delivery services through our driver-partner application;

“**GrabForGood Fund**” means our endowment fund co-funded by Grab, our co-founders and external donors that aims to introduce and support programs that empower Southeast Asian communities to improve socioeconomic mobility and quality of life;

“**GrabHitch**” refers to our carpooling booking service, which enables drivers other than our driver-partners, who sign up through our platform, to accept bookings for carpool rides through our platform;

“**GrabKios**” refers to the services offered through our platform in Indonesia, which allow GrabKios agents to act as distributors or resellers of digital goods including mobile airtime credits, bill payment services and e-commerce purchasing services;

“**GrabMart**” and “**GrabSupermarket**” means our goods ordering and delivery booking services, which enables merchant-partners to accept bookings for goods from consumers (with options for on-demand deliveries, scheduled deliveries and pickup orders) through our merchant-partner application, and it also enables driver-partners to accept bookings for goods delivery services through our driver-partner application;

“**GrabMerchant**” refers to the platform that we provide which equips merchant-partners with tools to grow their business;

Conventions and Glossary of Terms

“GMV” means gross merchandise value, representing the sum of the total dollar value of transactions from Grab’s products and services, including any applicable taxes, tips, tolls, surcharges and fees, over the period of measurement. GMV includes (i) sales made through offline stores reported under the deliveries segment; and (ii) revenues made from products and services provided to driver-partners, merchant-partners and other customers to support their businesses, such as GrabAds and GrabRentals, reported under the deliveries and/or mobility segment, as applicable. Mobility GMV is an operating metric representing the GMV of our mobility segment. Deliveries GMV is an operating metric representing the GMV of our deliveries segment. On-Demand GMV is an operating metric defined as the sum of mobility GMV and deliveries GMV;

“GrabPay” means our digital payments solution, which allows consumers to make online and offline electronic payments using their mobile wallet and also allows our driver- and merchant-partners to receive digital payments for their services;

“GrabRentals” refers to our offering which facilitates vehicle rental for our driver-partners at competitive rates through our rental fleet or third-party rental services, to allow driver-partners with limited vehicle access to offer services on our platform;

“GrabUnlimited” refers to our paid loyalty programme where users pay a fee to enjoy subscriber benefits and deals across our various services such as food, parcel deliveries and mobility;

“GXBank” refers to GX Bank Berhad, the digital bank that our Digital Banking JV operates in Malaysia and that has commenced the foundational phase of banking operations for the public since November 2023;

“GXS Bank” refers to the digital bank that our Digital Banking JV operates in Singapore and that has commenced restricted business activities for the public since September 2022;

“Jaya Grocer” refers to Jaya Grocer Holdings Sdn. Bhd., a mass-premium supermarket chain in Malaysia, in which we have a majority economic interest;

“JustGrab” refers to our ride-hailing booking service, which enables driver-partners to accept bookings for private hire car rides or taxi rides, in both cases with upfront non-metered pricing;

“loan portfolio” means the total of current and non-current loan receivables in the financial services segment, net of expected credit loss allowances;

“merchant-partner” refers to online and offline merchants, restaurants and food stalls, convenience stores or retail shops or shops that sell products or services on our platform;

“MTUs” means monthly transacting users, defined as the monthly number of unique users who transact via Grab’s apps, where transact means to have successfully paid for or utilized any of Grab’s products or services (including lending and offline Jaya Grocer transactions where users record their Jaya Grocer loyalty points on the Grab app). MTUs over a quarterly or annual period are calculated based on the average of the MTUs for each month in the relevant period; and

“OVO” refers to PT Visionet Internasional, a subsidiary of PT Bumi Cakrawala Perkasa, one of our subsidiaries, and a digital platform service located in Indonesia that offers payments, customer incentives in the form of loyalty points and financial services;

“PayLater” refers to the buy-now-pay-later products offered through our platform that enables receivables factoring or digital lending service (in certain markets) and allow our driver- and merchant-partners to offer their consumers the option to pay for goods and services either in one bill at the end of the month or such other predetermined period or on an instalment basis;

“ride-hailing” means prearranged and on-demand transportation service for compensation in which drivers and passengers connect via digital applications or platforms;

“Southeast Asia” refers to Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam, unless otherwise noted;

“superapp” means an integrated mobile application of many applications that aims to provide a one-stop marketplace platform with multiple offerings delivered via a single technology platform and third-party integrations;

“Superbank” refers to PT Super Bank Indonesia Tbk in which we have less than 50% equity interest; and

“U.S. Dollars” and **“\$”** mean United States dollars, the legal currency of the United States.



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