Grab

ESG REPORT 2024
Building an ecosystem for all

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Group CEO's Letter

At Grab, we are focused on creating meaningful impact—for our users and partners, and for the broader community we serve.

In 2024, we partnered with leading research agencies to better understand our economic contribution. According to these studies, **Grab's mobility and delivery services generated over USD 18.8 billion in economic value across the six largest economies in Southeast Asia—equivalent to 0.5% of their combined GDP[1]**.

We are humbled by these findings. They remind us of the responsibility we carry, and the potential we can unlock when people, technology, and shared purpose come together.

Scaling Impact Through an Ecosystem Approach

At the heart of our impact is our ecosystem approach—where insights and capabilities from one part of our platform enable and strengthen the others.

This has been especially critical in our efforts to drive financial inclusion. Many of our partners face barriers to accessing traditional banking services. By leveraging insights into their earnings and work patterns, our digibanks—**GXBank in Malaysia, GXS Bank in Singapore, Superbank[2] in Indonesia**—and our fintech platform, **GrabFin**, are helping to bridge this gap. Indeed, we are supporting **one in three active driver-partners** with affordable, bite-sized loans, giving them the financial flexibility to repair vehicles, meet daily needs, or invest in their livelihoods. For many, this is also their first step towards **building a credit history, opening doors to new financial opportunities**.

Our ecosystem approach is also reflected in **Jaya Grocer**. Since our acquisition in 2022, we have **extended the supermarket chain's reach digitally with GrabMart**. In addition, we have boosted demand by strengthening its **loyalty programme through GrabRewards**, and provided **exclusive benefits to GXBank cardholders**. And as consumer demand for grocery deliveries grew, so did **earning opportunities for our delivery-partners**—creating a flywheel effect where each service fuels growth for the others, amplifying value for our users and partners.

Enabling Inclusive Growth

As we scale, we have also made it a priority to ensure that the progress is inclusive. Our inclusive measures have **not only delivered social impact, but also driven business outcomes**. For example, in addressing systemic barriers to becoming drivers, we have unlocked untapped driver supply.

Across Southeast Asia, women's participation in the workforce remains about 20 percentage points lower than men's[3]. In response, we launched initiatives like the **Grab Women Drivers' Programme**, offering specialised onboarding, training, and support communities to help women confidently access flexible earning opportunities. We also developed enhanced safety features tailored to their needs, such as enabling them to be more frequently matched with women passengers.

We have also made progress in supporting our Partners With Disabilities (PWDs). In 2021, we set a goal to double the number of active PWDs by 2025, and we're proud to have achieved this goal a year ahead of schedule. Today, **5,140 PWDs earn through Grab[4]**, and we continue to work with non-governmental organisations (NGOs) to welcome more PWDs onto our platform.

By 2030, we aim to empower **300,000 women and PWD driver-partners to earn through Grab**.

Building for the Future

At the same time, to ensure that we deliver lasting impact, we know we must keep evolving. We are harnessing the latest technologies to ensure sustainable business growth.

Embracing AI, we have developed solutions like **AI Driver Companion and AI Merchant Assistant**, which provide personalised insights and recommendations to help our partners operate more efficiently and boost their earnings.

We are also investing in greener mobility. Today, Grab operates the **largest ride-hailing electric vehicle (EV) fleets in both Thailand and Indonesia, with over 10,000 EVs in each market**. These vehicles reduce emissions while helping our partners better manage their operational costs.

We have made it easier for our users to participate in environmental efforts too. Through our 'Green Programme' feature, users have helped **plant over 1.2 million trees[5] across GrabForGood Forests** and nature conservation areas in the region since 2021.

> **We have made great strides in Building an Ecosystem for All—one that uses technology to unlock new possibilities, supports those who need it most, and grows sustainably alongside the communities we serve.**

But we know this is just the beginning. Together with our stakeholders and partners, we will continue to unlock opportunities and create thriving communities.
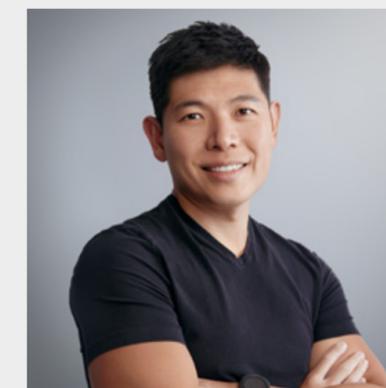
Anthony Tan
Group CEO, Co-Founder and Chairman, Grab

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[1] 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.
[2] Grab holds a 30.84% equity interest in PT Super Bank Indonesia.

[3] Based on World Bank data in TheGlobalEconomy.com, 2023, Female labor force participation - Country rankings.
[4] Has at least one completed ride within the year on Grab. We have sought and received limited assurance by KPMG LLP in 2023 and 2024 on our active Partners With Disabilities.
[5] The trees have been or are in progress of being planted in phases across Southeast Asia.

2024 Key ESG Highlights

Creating Sustainable Earning Opportunities

$12.8 billion

earned by driver- and merchant-partners on the Grab platform[6], up 16% YoY

>99%
of driver-partners meet or exceed the local hourly minimum wage[7]

~600,000
micro, small and medium businesses (MSMEs) were onboarded as merchant-partners in 2024, expanding their market reach and earning opportunities

Breaking Barriers for Equal Opportunity

135,000
Partners With Disabilities (PWDs) and women driver-partners earned an income through Grab in 2024[10] —and we're now setting a target to reach 300,000 by 2030

5,140
active PWDs[15]—achieved the target to double our 2021 baseline one year early

Driving Financial Inclusivity

$2.2 billion
in loans disbursed[11], up 46% YoY —providing access to credit for the underserved

100%
of driver-partners are provided with insurance coverage for work-related accidents

Enhancing Platform Safety

99.9%
of all rides occurred without a safety incident[8]

1 in 2
women driver-partners[9] has opted into the Women Passengers Preferred feature since it was launched to prioritise women-to-women matching

Enabling Transition to Low-Emission Transport

7%
of distance travelled (km) was on low or zero-emission modes of transport for mobility and delivery orders[12], up from 6.3% YoY

>10,000
EVs each in both Indonesia and Thailand[13], making Grab the largest EV ride-hailing fleet in those countries

4.7% & 1.5%
carbon emissions intensity reduction (per km) for mobility and deliveries respectively[14]

Empowering Beyond Value Chain Impact

>600,000
trees planted[16] in 2024, bringing our total to >1.2M since 2021

>936,000
tonnes of CO$_2$e avoided through nature-based carbon credits—equal to removing ~200,000 petrol cars from the road for an entire year[17]

>8,385
tonnes of waste reduced or recycled[18]

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

7 Comparing driver-partners' earnings per transit hour, averaged over a month, after deducting estimated operating expenses such as fuel costs, to the local minimum wage guidance. Includes only driver-partners who drive at least 10 transit hours per month.

8 Refers to all reported safety incidents caused by driver-partners or passengers while on trip across our mobility and delivery businesses. We have sought and received limited assurance for the total reported safety incident rate (31.8 incidents per million rides) from KPMG LLP.

9 Data as at December 2024, and considers driver-partners that have at least one completed ride within the year on Grab.

10 Defined as those who have at least one completed job within the year.

11 Includes loans disbursed by GrabFin, GXS Bank and GXBank.

12 Includes electric and hybrid vehicles, cyclists and walkers.

13 Grab has over 10,000 active EVs each on mobility and deliveries in Indonesia and Thailand. This includes EVs from Grab's owned rental fleet, partner-operated rental fleets, and driver-owned vehicles.

14 Emissions intensity is calculated based on the Scope 3 Category 11 emissions generated over the total distance travelled while in-transit, and compared to FY2023.

15 Has at least one completed ride within the year on Grab. We have sought and received limited assurance by KPMG LLP in 2023 and 2024 on our active Partners With Disabilities.

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

17 Based on estimates from the US Environmental Protection Agency's Greenhouse Gas Equivalencies Calculator.

18 Includes estimated waste reduced or diverted from landfill through Grab cutlery opt-out toggle and waste recycling and reduction initiatives, such as reverse vending machines and refillable bottle initiative, explained in detail in page 64.

About the Grab Ecosystem

Coverage

8 countries, >800 cities

- Myanmar
- Vietnam
- Thailand
- Philippines
- Cambodia
- Malaysia
- Singapore
- Indonesia

41.3M Monthly Transacting Users

Group Revenue

$2,797M

- **37.4%** Mobility
- **9.1%** Financial Services
- **0.1%** Others
- **53.4%** Deliveries
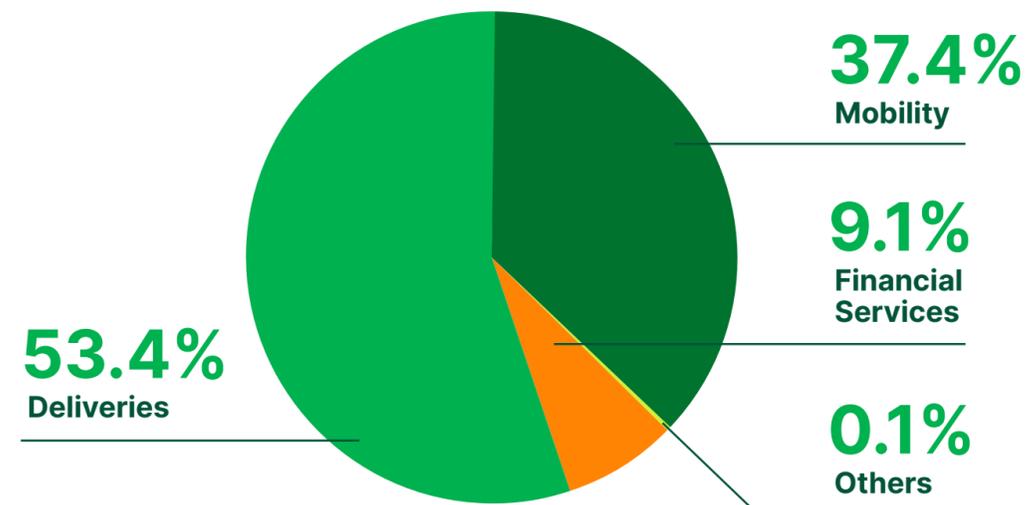
Workforce[19]

11,267 Full-Time Employees

1,299 Fixed-Term Contract Employees

3,795 Temporary Agency Workers

[19] Includes all entities and operations consolidated in Grab's financial reporting, including Jaya Grocer and our digital banking ventures.

Grab's Ecosystem Journey

2011-2017

Driving Adoption of Mobility Across Southeast Asia

- Launched mobility business in **Malaysia**
- Commenced operations in **Singapore, the Philippines, Thailand, Indonesia, Vietnam, Cambodia and Myanmar** with **GrabTaxi**, enabling licensed taxi driver-partners to drive with Grab
- Launched **GrabCar**, a private car ride-hailing service
- Launched **GrabBike**, a motorcycle ride-hailing offering
- Launched **GrabShare** and **GrabHitch**, carpooling options for users

2018-2021

Entering into Deliveries, Financial Services, and Ads

- Completed the **acquisition of Uber's business in Southeast Asia** through an all-share deal
- Launched **GrabFood**, a food ordering and delivery service
- Launched **GrabFin**, lending and receivables factoring for driver- and merchant-partners, micro, small and medium-sized businesses and consumers
- Launched **GrabMart**, a goods ordering and delivery booking service
- Launched **GrabAds**, our advertising business
- Launched **GrabForGood**, Grab's social impact programme and announced **GrabForGood Fund**
- Launched **GrabPay**, our digital payments solution and **PayLater** on selected e-commerce sites
- Launched **GrabRewards**, our loyalty platform
- Launched **payment processing and merchant acquiring services**

2022-2024

Building an Ecosystem for All

- Acquired a majority equity interest in **Jaya Grocer**, a mass-premium supermarket chain in Malaysia
- Launched **GrabUnlimited**, Grab's paid membership programme
- Launched our digital banking joint venture **GXS Bank in Singapore and GXBank in Malaysia**
- Launched **GrabMaps**, a mapping and location-based service, as an enterprise service
- Launched **Superbank** in Indonesia[20]
- Acquired **Chope**, a restaurant reservation platform
- Acquired **MOVE IT**, a motorcycle-hailing application based in the Philippines
- Acquired **Nham24**, a food delivery platform in Cambodia

[20] Grab holds a 30.84% equity interest in PT Super Bank Indonesia.

Grab's ESG Strategy: An Impact Flywheel

Grab's ESG strategy is integrated into our business model and aligned with our mission to drive Southeast Asia forward through economic empowerment. Our approach focuses on creating a flywheel of lasting positive impact that is anchored on a sustainable Grab ecosystem, where our partners, consumers, and the broader community all benefit.

Empowered Partners and Consumers

Improves quality of life for the wider Southeast Asian community

Provides earning opportunities, safer and more reliable products

Grab
Drive Southeast Asia forward through economic empowerment for everyone

A Thriving Southeast Asia

A Sustainable Grab Ecosystem

Promotes socioeconomic growth and resilience
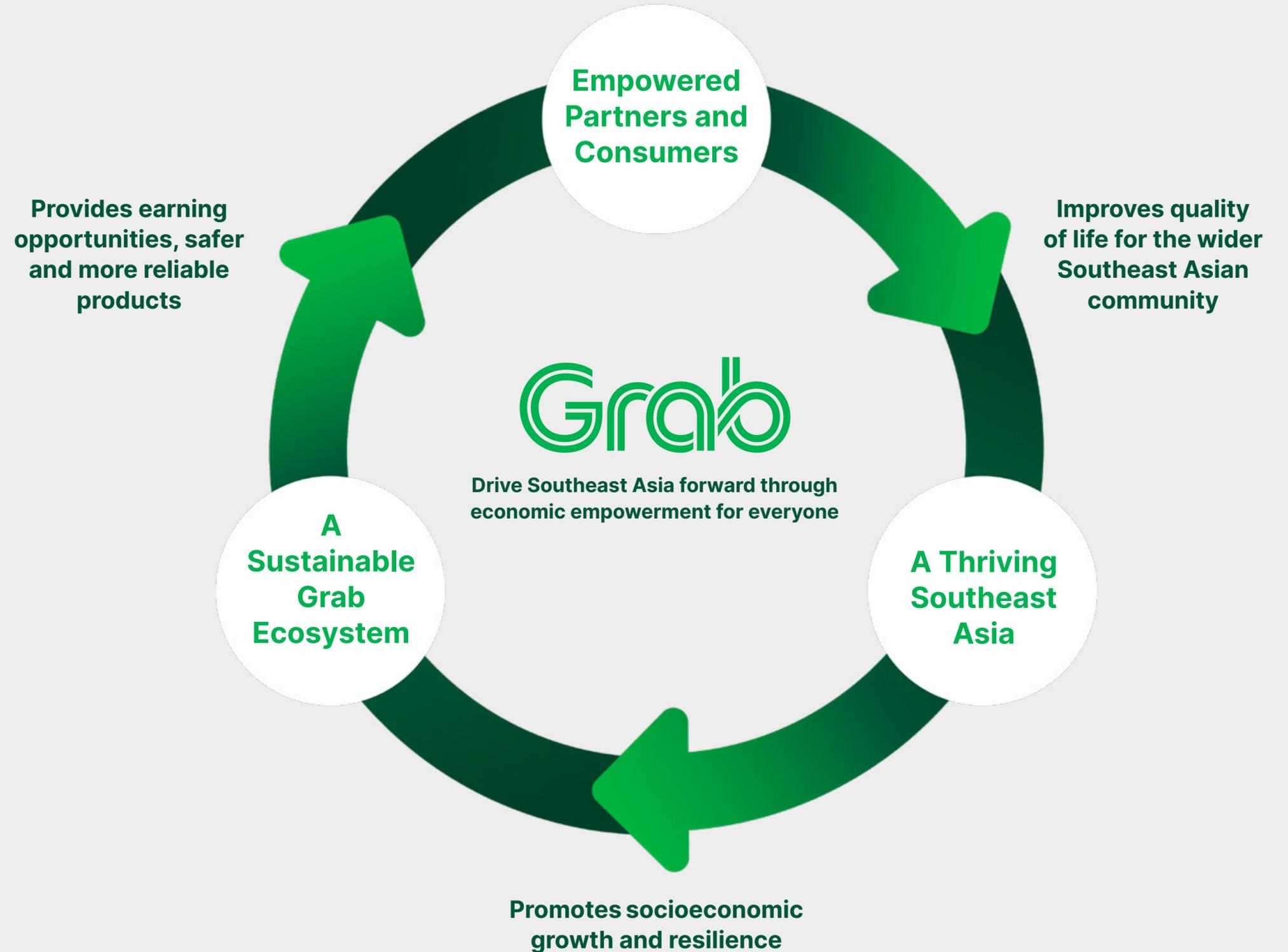
Awards and Accolades

- Retained MSCI "AA" rating since 2022
- TIME World's Best Companies of 2024
- Fortune 2024 Change the World (#2)
- "Best companies to work for" in HR Asia Awards—Grab Thailand
- Excellence Award for Operational Safety (Point-to-Point Operator), and the Star Award for Safety & Security (Individual/ Group) at the 2024 Public Transport Safety and Security Awards (PTSSA) hosted by Land Transport Authority (LTA) Singapore
- Red Dot Design Award 2024 for design excellence—Karta Cam 2
- NSMark (Gold) accreditation, recognising our commitment to supporting Singapore's National Service and Total Defence
- First Technology Company to Receive Certificate of Determination of Business Competition Compliance programme from KPPU RI–Grab Indonesia
- Featured on Fortune's Fintech Innovators list—Fourth in the Payments category
- AMCHAM Corporate Social Impact Award—GrabThailand
- Cybersecurity Awards 2024—'Enterprise (MNC-end user)' category

Memberships and Associations

- 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 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

ESG Governance

ESG Responsibilities and Commitment

Maintaining a robust governance structure helps to ensure that Grab stays focused on its ESG goals, and that ESG risks and opportunities are well-managed. The Board of Directors and Management play a critical role in fostering sustainable practices and integrating ESG into business strategy for long-term value creation. **In 2024, we established the country and subsidiary ESG management structure to strengthen Group-level integration.**

Board of Directors

Audit Committee

Chief Executive Officer (CEO)

Chief Operating Officer (COO) - - - **Group Head of Marketing and Sustainability**

- **Business Operations**
- **Product, Design & Technology**
- **People Operations, Legal & Finance**
- **Risk & Compliance**

Group Sustainability

Country and Subsidiary Project Management Office

Board of Directors

Maintain oversight for sustainability with key metrics across all material topics. The Audit Committee is designated as the oversight body for ESG on behalf of the Board, as highlighted in the Audit Committee Charter since 2023. The Audit Committee monitors quarterly and bi-annual progress against the ESG targets. A presentation on ESG is also made to the full Board annually.

Management

Provide management guidance on issues relating to our material ESG topics. An internal governance process was established for regular reporting cadence to Department Heads, Functional Heads and Executive Committee (EXCO) to enable transparency, accountability and proactive action towards advancing ESG goals. Our EXCO, which comprises C-Suites, are responsible for integrating ESG considerations into Grab's strategy and business plans, driving the strategy, and allocating adequate resources, as they are held accountable for ESG performance.

Group Sustainability and Business Units

The ESG function, which is driven by the Group Sustainability team at Grab, reports directly to the Chief Executive Officer (CEO), and a dotted reporting line to the Chief Operating Officer (COO). This enables strategic alignment between business units to effectively execute ESG matters. The Group Sustainability team manages and coordinates the implementation of our ESG strategy and programmes across the region, with cross-functional working teams, including the oversight process for material topics by leadership and the Board of Directors. **In 2024, we established a Country and Subsidiary Project Management Office to strengthen the business integration.**

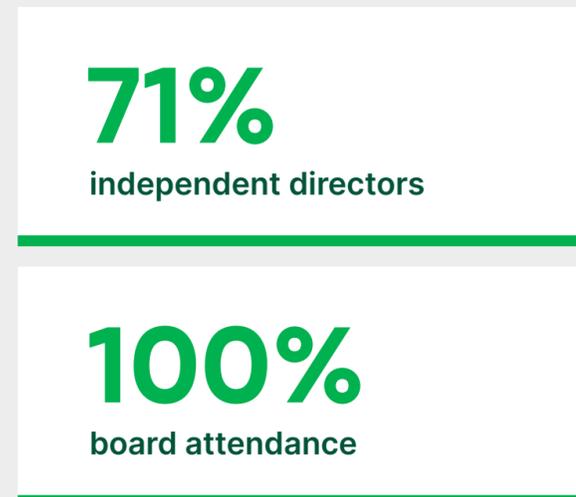# Board of Directors and Management's ESG Oversight on Material Topics

ESG integration and shared accountability among the business units are fundamental in developing effective sustainability practices. A formal structure that indicates clear roles and responsibilities, with a regular reporting cadence, has been set up to track performance and enable Management to take actions that advance Grab's ESG goals.

Material Topics	Reporting Cadence		
	Quarterly	Bi-annually	Annually
Platform Safety	●		
Data Privacy and Cybersecurity	●		
Governance and Ethics	●		
Socioeconomic Impact		●	
Partners' Welfare		●	
Greenhouse Gas Emissions		●	
Sustainable Packaging Solutions		●	
People and Culture		●	
ESG Report & Programmes			●

Board Diversity and Expertise

Grab's Board of Directors, who are tasked towards driving our business and mission for long-term success, consists of individuals with a diverse set of backgrounds, experiences and skills.

Chairperson
Anthony Tan
Chief Executive Officer and Co-Founder of Grab
C N

Director
Ong Chin Yin
Chief People Officer of Grab

Independent Directors

Dara Khosrowshahi
Chief Executive Officer of Uber

Ng Shin Ein
Co-Founder of Gryphus Capital Management
A C

John Rogers
Chief Financial Officer of Smith+Nephew
A

Daniel Yun
Chief People Officer of Kakao Bank
A

David Loh
Executive Director and Joint Chairman of Centurion Corp Ltd
C N

A Audit Committee   C Compensation Committee   N Nominating Committee   ○ Committee Chairperson

71%
independent directors

100%
board attendance

Skill and Expertise:

2	Financial expertise
4	Global company leadership
2	Sustainability and human capital management
3	Goverment, policy and regulatory experience
4	Consumer and digital experience
5	Innovation, technology, and high-growth experience

Sustainable Partner Livelihoods

Our Commitment

Grab is committed to enabling everyday entrepreneurs to build sustainable livelihoods by creating earning opportunities that drive both social and economic empowerment.

Our Approach

1 Prioritising Partner Welfare
2 Driving Financial Inclusivity
3 Breaking Barriers for Equal Opportunity
4 Working with Local Regulators

1

Prioritising Partner Welfare

The welfare of our driver- and merchant-partners are a priority for Grab, especially ensuring that they continue to have sustainable earning opportunities and uplifting their socioeconomic status.

$12.8 billion

In total partner earnings[21], a 16% increase YoY

>99%

of driver-partners meet or exceed the local hourly minimum wage[22]

Increasing Demand and Improving Productivity to Boost Earning Opportunities

We are attracting more users to the platform by catering to a diverse range of consumers, offering both affordable options and high-value services to meet different needs. Combined with efficiency improvements, we can boost earning opportunities for our partners.

16%

growth in Group Monthly Transacting Users

>4.5 billion

transactions happened on the Grab platform in 2024

[21] Includes earnings by driver-partners and merchant-partners. 'Driver-partner earnings' is defined as the fare, bonuses, tips and fees, net of commission. '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.
[22] Comparing driver-partners' earnings per transit hour, averaged over a month, after deducting estimated operating expenses such as fuel costs, to the local minimum wage guidance. Includes only driver-partners who drive at least 10 transit hours per month.

Driving Affordability to Reach More Consumers

In 2024, we continued to drive affordability to reach a wider pool of consumers and drive demand for our partners' services, improving features so that choosing affordable options is a seamless experience.

SAVER — Saver Options
Expanding Reach with Budget-Friendly Choices

Our **Saver** offerings provide lower-cost rides and deliveries with trade-offs in wait time. In some markets, we also offer **GrabFood for One**—a curated selection of budget-friendly options on GrabFood.

These offerings have proven effective in expanding access and driving partner demand. For example:

- **Saver rides** contributed to **26% of mobility transactions**[23]
- **Saver ride users** have a **1.5X higher average order frequency**[23]
- **Saver deliveries** on **GrabFood and GrabMart** consistently grew across 2024
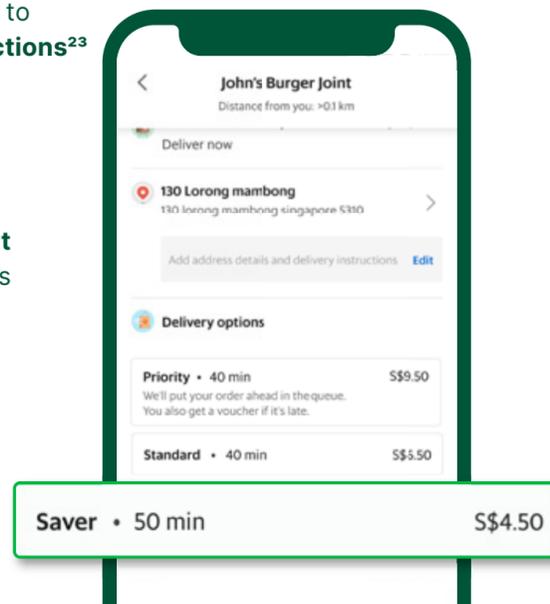
Group Order — Group Orders
Making Collective Ordering More Affordable

We've improved our **Group Order** feature to make it easier for families, friends, and teams to order together while sharing delivery costs, including:

- Flexible payment options (individual split, single payer)
- Real-time tracking and QR code invites
- Group discounts and order deadlines

These enhancements have led to **steady month-on-month growth** in Group Order users and helped attract **new users** to the platform.
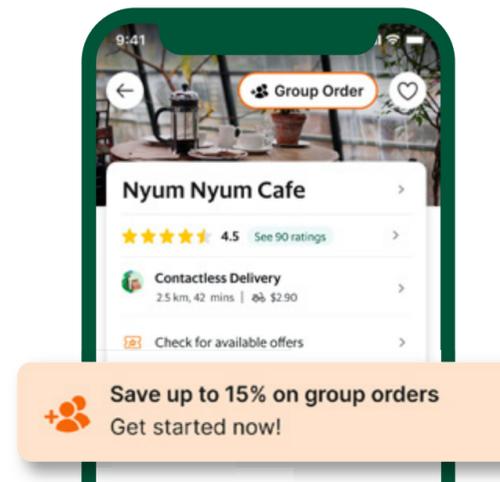
GrabUnlimited
Unlocking Savings, Driving Loyalty

GrabUnlimited is a membership designed to unlock savings across the Grab ecosystem for our consumers. It was launched in **Cambodia** in 2024 and now available in **seven countries**[24]. We also expanded access to **cash-preferred users in Indonesia, Malaysia, Thailand, and Vietnam**[25].

Key benefits include:
- Discounts on delivery and rides in selected countries
- High-frequency savings for regular users

GrabUnlimited subscribers are:
- **3.7X more frequent in usage**[26]
- **2X higher in retention**[27]

By embedding affordability across our ecosystem, we're making Grab more accessible to everyday consumers—while sustaining growth and earnings for our partners.

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[23] Based on data from the fourth quarter of 2024.
[24] GrabUnlimited was previously already available in Indonesia, Malaysia, the Philippines, Singapore, Thailand and Vietnam.
[25] Excluding Hanoi.
[26] Data as of Q4 2024, compared to non-subscribers in the same quarter.
[27] 6-month retention uplift for GU subscribers (compared to non-subscribers) as of December 2024.

Providing High-Value Services That Meet the Diversified Needs of Consumers

Grab continues to outserve consumers by offering high-value, tailored services that enhance convenience, reliability, and personalisation. These differentiated offerings strengthen consumer loyalty, expand our market reach, and drive sustainable demand for our partners' services.

Advance Booking
For Time-Sensitive Rides

Designed for pre-planned travel such as airport transfers and business meetings, **Advance Booking** lets users schedule rides up to 7 days in advance[28]. Features like upfront fare transparency, in-app driver communication, and a 15-minute punctuality guarantee deliver peace of mind and a premium, reliable experience.
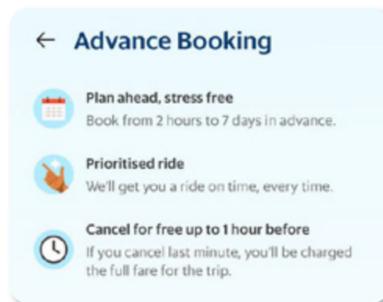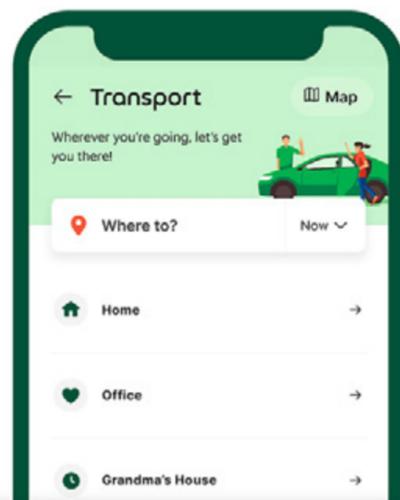
Premium Rides
Elevating the Everyday Journey

For those seeking an elevated travel experience, **Premium Rides** offer high-end vehicles, experienced drivers, and enhanced in-car amenities —ideal for business engagements or special occasions.

Priority Deliveries
Speed When It Matters Most

Priority Delivery speeds up food orders by placing these orders ahead in the queue. If the promise to find a driver is not met, consumers are compensated with GrabFood vouchers—making this a popular option for those who value fast, reliable service.

Grab for Family
Tapping Into Everyday Networks

Grab for Family lets users connect up to 9 members under one profile, enabling **shared payments and real-time ride monitoring**. This boosts convenience and safety while allowing Grab to serve entire households and tap into new usage occasions across family networks.

Traveller Services
Seamless Across Borders

Tourists in Southeast Asia have a high demand for Grab's services, and we provide a seamless, multilingual experience tailored to their needs:

- The **traveller homepage** allows overseas users to explore cities before arrival, make Advance Bookings, and follow airport pickup guides.
- The app supports multiple languages (e.g. Chinese, Korean, Japanese), and includes **translated GrabChat messages and GrabFood menus** which may be in local languages.
- Integrated payments with **Alipay and KakaoPay** simplify the checkout process for Chinese and Korean travellers.
- Grab is embedded in popular apps like **WeChat, Ctrip, Alipay and KakaoT**, allowing tourists to book and pay for Grab rides directly through their preferred superapps.
- **Travel Pass**, launched across 7 countries, offers bundled savings on rides and meals for year-end travellers.

[28] As of January 2025, the Advance Booking feature allows users to schedule rides up to 90 days in advance.

Ecosystem Spotlight

Ecosystem-Driven Growth:
How Jaya Grocer and GXBank Are Powering GrabMart and Partner Earning Opportunities


Since its acquisition in 2022, Jaya Grocer has **expanded its presence on GrabMart from just one store to over 50**. Across the same period, **total transactions on GrabMart in Malaysia have grown by 77%**, and this surge in demand translates into more delivery opportunities for our partners. Today, Jaya Grocer is the top-performing merchant on GrabMart in Malaysia and provides consumers with a wide variety of groceries available for delivery. Strategic ecosystem integration further amplifies this growth:

- The **Jaya Grocer Membership**, an integrated loyalty programme embedded in the Grab app that rewards consumers with GrabRewards points, has seen strong adoption with **50% of its customers** actively using the membership..

- Additionally, **GXBank Debit Cardholders enjoy exclusive benefits** at Jaya Grocer, earning double GrabRewards points compared to other cards, which encourages more transactions and spending within our ecosystem.

This ecosystem effect drives higher retention, which results in even greater demand:

- **15% increase in average orders per user**
- **24% higher return rate** the following month for both online and offline shoppers, compared to offline-only

By connecting our services, we are not only making shopping more rewarding for consumers **but also unlocking more earning opportunities for our delivery-partners**—strengthening the Grab ecosystem as a whole.
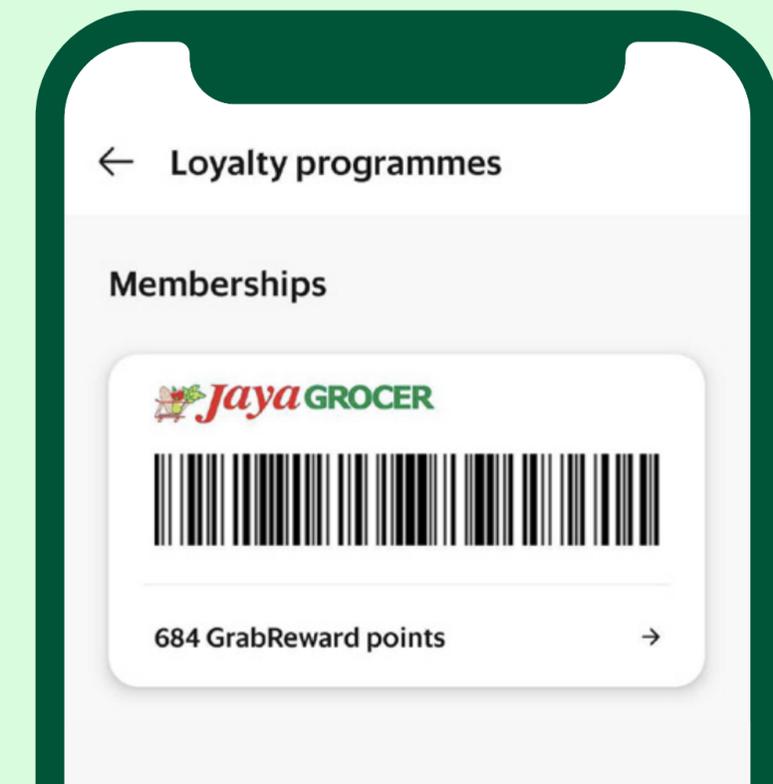
Improving Partner Productivity for End-to-End Efficiency

Grab also focused on driving the productivity of our partners so that they can complete more orders and boost their earnings with less time or costs. This also ensures that we can maintain reliability while managing the increased demand resulting from our other efforts.

The Delivery Journey

Delivery order is placed

Group Order & Saver Delivery
Encourage batching of multiple orders, enhancing delivery efficiency while offering consumers cost savings.

Smart Batching Mechanism
Identifies suitable nearby orders that can be grouped for more efficient fulfilment.

Enhanced ETA Accuracy
Uses real-time signals, including weather conditions and batching awareness, to provide consumers with more precise delivery time estimates and manage expectations.

Merchant-partner prepares the order

Integration with POS
Allows us to have real-time data on preparation time and how busy the merchant-partners are.

Delivery-partner is allocated

Smart Matching Algorithms
Automatically allocate the most optimal delivery-partner for each order, ensuring efficiency, including batching.

Back-to-Back Job Allocation
Assign consecutive deliveries where possible to minimise idle time and maximise earnings.

Predictive Analytics for Just-in-Time Pickups
Optimise dispatching so delivery-partners arrive precisely when an order is ready, reducing wait times at stores.

Dynamic Order Swaps
Allow real-time order reassignment to improve pickup efficiency and streamline operations across the network.

Delivery-partner picks up the order

High-Definition Indoor Maps
Help delivery-partners efficiently navigate malls to locate stores faster.

Automated Arrival Detection
Bluetooth beacons detect when a delivery-partner reaches the store, sending real-time updates to the app which utilises machine learning to better estimate food prep time at the merchant-partner and reduce wait times.

Delivery-partner drops off the order

Intelligent Routing
The orders and sequence of batched orders are routed intelligently based on factors such as traffic and weather.

Improving Partner Productivity for End-to-End Efficiency

Grab also focused on driving the productivity of our partners so that they can complete more orders and boost their earnings with less time or costs. This also ensures that we can maintain reliability while managing the increased demand resulting from our other efforts.

The Mobility Journey

Book a ride
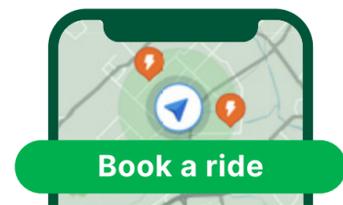
Ride is booked and driver-partner allocated

Auto-Adaptive Matching
Dynamically adjusts driver search radius based on real-time conditions, and reassigns rides to closer drivers for faster pickups.

GrabShare
Lets consumers share rides for lower fares, with smart pooling that minimises detours and increases driver efficiency.

Driver-partner heads to pickup point

GrabMaps
Our proprietary mapping platform recommends shorter, more efficient routes and provides more accurate ETAs—boosting reliability and user experience.

Driver-partner picks consumer up

Waiting Fee
In some countries, a fee is applied if passengers aren't at the pickup point within a grace period—encouraging punctuality and reducing driver idle time.

Driver-partner drops consumer off

Back-to-Back Jobs
Allocates consecutive rides to reduce idle time and maximise driver earnings.

AI Spotlight

Enhancing Driver-Partner Productivity with Ride Guidance

At Grab, we continuously harness technology to empower our driver-partners, helping them boost efficiency. In 2024, we launched an AI-powered ride guidance tool that predicts real-time ride demand across Southeast Asia.

By analysing historical trends and live data—such as time of day, weather, and local events—the ride guidance feature offers personalised, real-time repositioning guidance, helping driver-partners move to or remain in areas with higher demand and fewer available drivers. This reduces idle time, increases trip opportunities, and ultimately improves productivity.

In short: Driver-partners are spending more time earning, less time waiting.

These real-time insights not only help partners make smarter on-road decisions, but also enhance the reliability of our ride-hailing service for consumers.

Supporting Business Growth for Merchant-Partners

Digital inclusion is central to our mission of driving economic empowerment. We're focused on enabling all types of businesses—especially micro, small, and medium businesses (MSMEs)—to grow in the digital economy. We equip them with tools, technology, and insights to reach more consumers and scale both online and offline.

~600,000

micro, small and medium businesses (MSMEs) onboarded onto GrabFood and GrabMart in 2024

67%

of GrabFood and GrabMart's gross merchandise value is contributed by micro, small and medium businesses

Empowering MSMEs with Autonomy to Drive Growth by Providing Self-Serve Tools

By providing accessible, self-serve tools, Grab is removing barriers to growth, allowing MSMEs to develop digital marketing capabilities, improve operational efficiency, and ultimately thrive in an increasingly digital-first economy.

Marketing Manager
Helping MSMEs Drive More Sales with Confidence

Marketing Manager is a self-serve platform that helps MSME merchant-partners run ads, promotions, and spotlight campaigns with ease—no marketing experience is required. Merchant-partners can create or join campaigns and track real-time sales performance, making it simple to continue or pause campaigns based on results.

- In **2024**, Marketing Manager was **expanded to Indonesia and Thailand**, making it **available region-wide** for all MSMEs.
- **Over 1 in 3 active merchant-partners** used Marketing Manager in 2024, up from **1 in 4 in 2023**.
- The **cost-per-order pricing model** allows merchant-partners to only pay for ads that result in completed orders—minimising risk and improving budget control.
- **New features** launched in 2024 include **Dine Out Deals**, encouraging in-store dining and boosting merchant discoverability.
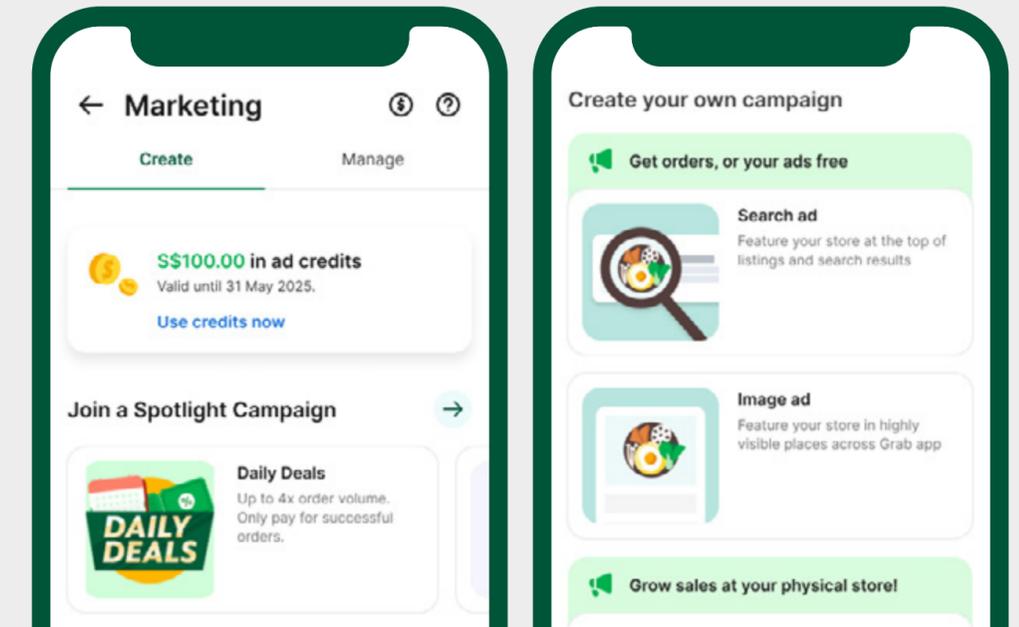
Enabling Data-Driven Decisions with Business Insights

GrabMerchant App

Provides **daily, weekly, and monthly performance summaries** at the store level to help merchants monitor and manage their operations.

GrabMerchant Portal

Offers **advanced insights** for those managing multiple outlets, enabling analysis of both overall trends and store-specific performance.

Customer Funnel Insights

Introduced in 2024 to help merchants understand the customer journey, identify drop-off points, and **optimise for higher conversions**.

AI Spotlight

AI Merchant Assistant:
AI-Powered Support for Merchant-Partners

In 2024, Grab launched the **AI Merchant Assistant**, an AI-powered chatbot that is integrated into the GrabMerchant app. This assistant provides personalised recommendations, answers business-related questions, and assists with tasks such as setting up marketing campaigns or adding AI-generated photos and descriptions to menus.

By extending the benefits of AI to merchant-partners, Grab is providing a customised yet scalable experience to support their growth. The AI-powered assistant acts as a copilot, offering quick solutions to improve store appeal that merchants can review and publish in seconds. This technology ensures that MSME merchant-partners have the tools they need to efficiently manage their businesses while maximising their growth potential.

One of them is **Yani Sardini**, a stay-at-home mum in Jakarta who runs a small gado-gado business from her home. Like many small business owners, Yani juggles multiple responsibilities—managing her household while trying to grow her income through her food stall.

When she started using the AI Merchant Assistant, Yani was surprised by how helpful and easy it was to engage with. The AI Assistant analysed customer trends and recommended that she expand her menu with premium options, like shrimp and beef gado-gado. At first, Yani hesitated—she didn't know how to cook those dishes. But the Assistant guided her step by step, even offering plating tips and packaging suggestions—like using containers with holes to keep fried items crispy.

Thanks to these insights and hands-on support, Yani launched Gado Gado Udang and Gado Gado Daging—two new menu items that were co-created with help from AI.

> I really enjoyed being able to 'discuss' with the AI Merchant Assistant on how I can improve my business. It's like chatting with someone during my free time—no need to make appointments or leave the house. This is my first time using AI, and it's amazing what it can do.

Yani Sardini
Grab merchant-partner
Indonesia

Stories like Yani's reflect the potential of AI to empower MSMEs—providing scalable, accessible, and personalised support to help small businesses grow in ways that feel simple, not overwhelming.

Integrating Online and Offline Experiences

Driving sales for merchant-partners means improving customer reach, engagement, and loyalty—both online and in-store. Beyond bringing millions of businesses online, Grab is now extending our tech capabilities to help their brick-and-mortar businesses increase footfall and digitise operations.

Dine Out: Going Beyond Deliveries

Drive Reach and Sales
Our platform helps businesses tap into Grab's vast consumer base, enhancing their discoverability and connecting them with more customers to grow revenue.

Power Engagement
Grab provides tools to help merchant-partners engage customers seamlessly across online and offline channels, enabling personalised interactions that build stronger relationships.

Combine Insights Across Channels
By combining on-platform and in-store data, we offer a comprehensive view of customer behaviours and preferences. This enables precise targeting, ROI measurement, and attribution, even for offline users—delivering unique and holistic insights.

Discoverability

Grab gives our merchant-partners **greater visibility** and helps them attract more customers, including through ecosystem players such as food review website HungryGoWhere.

Dine Out Deals

Dine Out Deals further encourage customers to visit the merchant-partner by offering meal savings, helping to **drive foot traffic and earnings for merchant-partners.**

Reservations

Customers can make reservations for their preferred restaurant directly on the Grab app[29].

[29] This feature is available in Indonesia, Thailand and Singapore.

Upskilling Our Partners For Economic Resilience

At Grab, we believe that continuous learning is key to unlocking better opportunities. Through **GrabAcademy**, our in-app learning platform, and **collaborations with governments and organisations**, we equip our driver-partners with the skills to succeed—both on and beyond Grab.

>1.3 million

driver-partners took a course on GrabAcademy in 2024

Helping Driver-Partners Succeed on Our Platform

Our driver-partners' success allows them to improve their earnings and directly contributes to a thriving platform. We equip them with essential skills, safety training, and business know-how to enhance their earnings, service quality, and long-term financial stability. Some examples include:

Road Safety and Emergency Response

We provide hands-on defensive driving courses, first aid training in collaboration with partners like the Philippine Red Cross and practical skills training to support partners in riding safely and professionally.

Vehicle Maintenance for Earning Continuity

In Vietnam, Grab partnered with Honda Vietnam to provide safety and vehicle inspection training to keep vehicles roadworthy, avoiding costly breakdowns and protecting their income.

Harassment Prevention

Our anti-harassment guide, which we rolled out region-wide, educates partners on recognising and preventing inappropriate behaviour, reinforcing a respectful environment.

Professionalism and Customer Engagement

We offer communication training to improve passenger interactions and resolve disputes professionally. In Thailand, partners can take Chinese and English language courses to better serve travellers.

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Preparing Driver-Partners for Opportunities Beyond Grab

Grab recognises that many of our partners aspire to develop skills that can open doors beyond the platform. We provide upskilling opportunities that help them become more financially independent, digitally literate, and equipped for broader earning prospects.

Digital Literacy for a Tech-Enabled Future

As digital transactions become the norm, we equip partners with essential skills to manage online banking, digital payments, and cyber safety. Our Digital Literacy Certification Programme with Microsoft covers key topics like online communication and content creation. We also partner with governments and digital safety organisations—such as the Securities Commission Malaysia—to conduct scam awareness workshops, protecting partners from fraud.

Financial Literacy for Long-Term Stability

We provide courses which cover budgeting, savings, and investment planning, enabling them to manage earnings wisely. In Singapore, we collaborate with Ngee Ann Polytechnic to provide financial planning, retirement, and investment courses.

Equipping Merchant-Partners with Skills to Grow their Businesses

We offer training designed to help our merchant-partners run more efficient, profitable, and resilient businesses. Training is delivered both online through GrabAcademy, launched in 2021 for merchant-partners, and offline through partnerships with industry experts and local organisations. Areas in which we provide training for our merchant-partners include:

Optimising Operations for Efficiency

We help merchant-partners streamline processes, maximise earnings, and fully utilise the GrabMerchant app for order and inventory management. In Indonesia, we partnered with Dewan Masjid Indonesia to support MSMEs in the masjid community with digital and financial training.

Strengthening Food Safety Standards

Continuous education on hygiene best practices, food preparation, and local health compliance ensures that merchant-partners maintain high safety standards.

Driving Sales with Marketing & Business Insights

Our training on branding, marketing strategies, and data-driven decision-making helps merchant-partners attract and retain customers. In the Philippines, we conducted roadshows to provide hands-on support for using Grab's self-service marketing and insights tools.

Unlocking Growth with AI & Industry Expertise

We collaborate with industry leaders to help MSMEs scale. In Singapore, our SkillsFuture Queen Bee Masterclass with CapitaLand, BCG, Microsoft, and Raffles Hotel introduced merchant-partners to AI-driven business solutions. We also ran a business expansion webinar with CapitaLand and the Singapore Business Federation and provided 1:1 skills advisory for workforce planning.

Uplifting Communities Beyond Our Ecosystem

Empowering broader communities where our partners live and work is critical to their long-term welfare. When we uplift their communities, it promotes socioeconomic growth and resilience, allowing the Southeast Asia community to move forward collectively.

Investing in Education to Promote Socioeconomic Mobility

Education is one of the most powerful levers for socioeconomic mobility. That is why **GrabScholar**, enabled by the **GrabForGood Fund**, was launched in 2022—to support the next generation of changemakers in **business, tech, and sustainability**.

In 2024, we expanded **GrabScholar** to **Malaysia**, adding to existing programmes in **Indonesia and the Philippines**. We now support **over 1,700 students annually**, including Grab driver- and merchant-partners, their direct family members, and members of the public.

We work with established NGOs such as **Yayasan Tunku Abdul Rahman and GoBarakah** in Malaysia, **BagoSphere** in the Philippines and **Yayasan Benih Baik** in Indonesia to identify and support students.

The programme offers:

Full-ride, merit-based university scholarships providing:

- Full tuition fee coverage
- Monthly living allowances
- Access to learning and development programmes with partner organisations in Malaysia and Indonesia

Needs-based bursaries for students from underserved backgrounds, providing:

- One-time financial assistance to eligible primary and secondary students
- Support for purchasing essential items such as books and school supplies

Supporting Families, Building Futures

For Loreen Alexa Parantar, a 19-year-old accountancy student at the University of San Jose-Recoletos in the Philippines, education has always been important—not just for herself, but for her family's future.

Loreen is the daughter of a GrabCar driver-partner and a proud GrabScholar. Her interest in accountancy was inspired by her mother, who worked as an accountant and was someone Loreen deeply admired. "Every business has an accountant," she says. "And I believe that having that skill will help me one day, especially if I open my own art business."

Her path hasn't been easy. In seventh grade, Loreen's mother was diagnosed with cancer and had to be hospitalised. Juggling school, caring for her mother, and managing the emotional stress of the situation was difficult, but she stayed committed to her studies.

"My father was a big help during that time," she shares. "Because of his flexible schedule with Grab, he could bring me to school and still take care of my mom." That flexibility made a big difference for their family, allowing them to stay strong through challenging times.

Receiving the GrabScholar award gave Loreen both financial support and encouragement. It eased the burden of tuition fees and reinforced her motivation to keep moving forward.

> **Being a GrabScholar didn't just help with school expenses—it reminded me that I'm not alone, and that people believe in what I can achieve.**

Loreen Alexa Parantar
GrabScholar and daughter of a Grab driver-partner
The Philippines

GrabScholar is part of Grab's commitment to supporting the wider community around our partners—helping not just driver-partners thrive, but their families too.

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Strengthening Community Resilience Through Disaster Relief

Southeast Asia is vulnerable to natural disasters and extreme weather events such as typhoons and flooding that disrupt lives and livelihoods. In times of crisis, we **mobilise our platform, resources, and partnerships to provide timely disaster relief**, supporting both Grab partners and the wider public. In total, **more than US$540,000 went towards disaster relief efforts** as we:

Empowered Users to Contribute Through Technology

We use in-app features like **GrabPay** and **GrabRewards** to seamlessly channel user donations during crises—turning everyday transactions into impactful contributions at scale.

- In Malaysia, users contributed over **RM1 million** to support **MERCY Malaysia's** relief operations, which were matched by Grab.

Activating Strategic Partnerships for Greater Impact

We partnered with NGOs and worked with corporate partners to scale relief efforts.

- In the Philippines, we worked with the **Philippine Red Cross** and food partners to distribute hygiene kits and emergency aid to typhoon-hit areas.

- In Indonesia, Grab collaborated with **BenihBaik.com** to deliver emergency food packages to partners affected by flooding in Demak and Grobogan.

- In Malaysia, we partnered with **Mastercard**, which contributed 1% of the GrabFood order value for orders amounting to RM30 and above.

Engaging Partner Communities and Building Long-Term Trust

At Grab, proactive stakeholder engagement is central to building trust and improving user experiences. By actively gathering user feedback, we identify opportunities for improvement and address challenges early, helping to mitigate unintended impacts. Our three-pronged approach is as follows:

Collaborative Approach to Policies and Product Development

User Insights & Research

We leverage **focus groups, quantitative studies, and internal Grab data** to design solutions that address real user needs.

- For example, the Grab Women Drivers' Programme (2024) was developed based on insights from a region-wide study with existing and non-drivers alike, identifying key barriers to entry for women in ride-hailing.

Pilot Testing & Iterative Rollouts

Before scaling, we test policies and features through small-scale pilots to refine them based on user feedback.

- In 2023, we piloted a new fare structure in Singapore to ensure fair compensation for higher-effort pickups. After refinements, 98% of driver-partners saw a neutral to positive earnings impact before full adoption. As we scaled in 2024, we tested in each market to tailor the model to local conditions which led to improvement in driver-partner productivity (e.g. increase in trips per online hour).

Proactive Training and Communication

We provide structured training and clear communications to ensure partners can navigate platform adjustments with confidence:

- **GrabAcademy**

  Offers training on new features (e.g. Advance Booking, Quiet Ride) and regulatory changes (e.g. Platform Workers' Act in Singapore), helping driver-partners maximise their earnings and experience on Grab.

- **Multi-Channel Communication**

  We ensure that important updates reach partners through the Grab Driver and GrabMerchant apps, email, social media, and messaging apps.

Continuous Feedback Mechanisms

We foster open dialogues and real-time engagement platforms to ensure that partners and users have the opportunity to provide feedback and receive updates.

Open Dialogues & Community Sessions

- **Informal Gatherings**

  Regular **driver-partner meetups with Grab employees**, such as 'Kopdar' (Indonesia) and 'Teh Tarik' sessions (Malaysia), facilitate open discussions and feedback.

- **Grab Merchant Roadshows & Workshops**

  Offer **insights, training, and updates** to help merchant-partners grow their businesses.

- **Grab Partner Centres**

  Provide hands-on support for driver- and merchant-partners.

- **Partner Engagement Events**

  Recognising and celebrating partners' contributions through: Grab Anniversary Celebrations, World Disability Day, and International Women's Day as well as festive occasions.

Engaging Partner Communities and Building Long-Term Trust

Continuous Feedback Mechanisms

GrabSupport

Available **across multiple channels** (App Help Centre, hotline, chat and social media), with dedicated support teams actively monitoring and responding to queries.

Performance & Satisfaction Trackers

We conduct **regular studies in all markets** (on a monthly or quarterly basis) to measure sentiment and progress.

- **Net Promoter Score (NPS)**
  Measures consumer and merchant-partner satisfaction.
- **Driver Satisfaction Score (DSS)**
  Tracks driver-partner sentiment and experience to drive platform improvements.

Immersions for On-Ground Truths

We believe in **experiencing our users' realities firsthand** to better understand their challenges and improve our platform:

Regular Market Visits

Our Board of Directors, Leadership teams, and employees engage with users and partners through regular on-the-ground immersions.

New Joiner Learning Experience

Full-time Grab employees are invited to participate in immersion experiences during onboarding.

We recognise that the user experience isn't always perfect, but we are committed to active listening, learning, and improving—adapting to the needs of our partners and users with every step. By working closely with our stakeholders and embracing feedback, we strive to create thoughtful, practical solutions that benefit everyone in our ecosystem.

2

Driving Financial Inclusivity

At Grab, we believe financial inclusion is a key enabler of economic empowerment. Many of our driver-partners and merchant-partners—particularly micro, small, and medium businesses (MSMEs)—face challenges accessing credit and essential financial services due to limited formal financial histories. Traditional financial institutions often deem them 'invisible' due to a lack of conventional credit records, limiting their ability to grow their businesses or manage cash flow effectively.

To bridge this gap, we leverage our platform's vast ecosystem and data insights to democratise access to financial services for our partners. This enables us to extend tailored financial solutions—through **cash loans, PayLater options, and insurance**—that empower our partners to achieve greater financial stability and long-term security.

$2.2 billion

in loan disbursals[30], an increase of 46% YoY, providing access to credit for the underserved
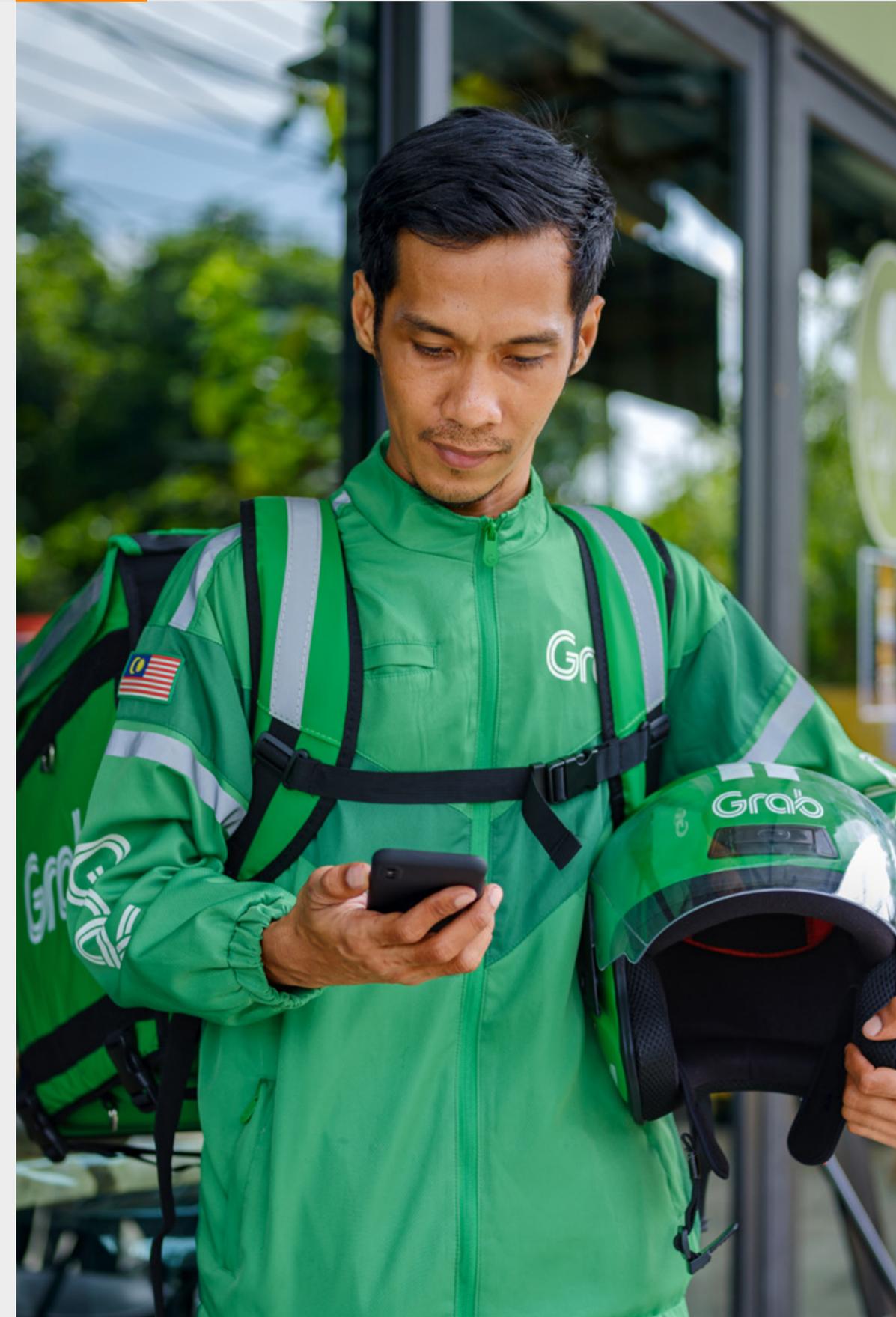
1 in 3

active driver-partners has a loan with Grab[31]

100%

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

[30] Includes loans disbursed by GrabFin, GXS Bank and GXBank.
[31] Data as of December 2024.

Flexible Cash Access and Credit Growth Opportunities for Driver-Partners

For many driver-partners, Grab is more than just a source of income—it is a gateway to accessing credit. Unexpected expenses, vehicle maintenance, or temporary income shortfalls can create financial strain, especially for those without savings or access to formal credit. **Grab's cash loan programme, which is available regionally, is designed to be a responsible and accessible financial solution**, ensuring that driver-partners can meet their financial needs without resorting to high-interest or unlicensed lenders. These cash loans, which can be as low as US$10, are built around a deep understanding of driver-partners' income flows and financial behaviour:

Data-Driven Borrowing Limits
We assess past earnings, driving history, and overall activity on our platform to determine responsible borrowing limits using hundreds of data points, ensuring that partners do not take on more debt than they can reasonably repay.

Earnings-Based Repayment Model
Instead of fixed monthly repayments, loans are repaid through small, automatic deductions from daily earnings, making repayment manageable, seamless and convenient.

Enhanced Accessibility
We have lowered the minimum loan amount, making cash loans more accessible to driver-partners who need only a small sum to manage immediate expenses. Additionally, the application process, requiring minimal documentation and integrating approvals within the Grab platform, ensures a seamless, hassle-free experience.

Grab's lending ecosystem does more than provide immediate financial relief—it helps driver-partners **build long-term financial security.**

Credit Building
Successful loan repayment strengthens creditworthiness, allowing us to provide driver-partners with access to larger loans, longer tenures and enhanced terms as we factor in their repayment behaviours.

Reducing Dependency on Predatory Lenders
By providing a safer and competitive option, Grab helps partners avoid high-interest moneylenders and unregulated credit sources.

Empowering Partners for the Future
Over time, access to responsible credit enables driver-partners to upgrade vehicles, invest in personal financial security, and improve their overall livelihoods.

Beyond cash loans, we also offer **PayLater options** for essential expenses like **household needs and fuel**, giving driver-partners a **flexible way to manage costs without any added fees**. Simple to apply and easy to use, repayments are **automatically deducted from their earnings**, making it a hassle-free and affordable solution.
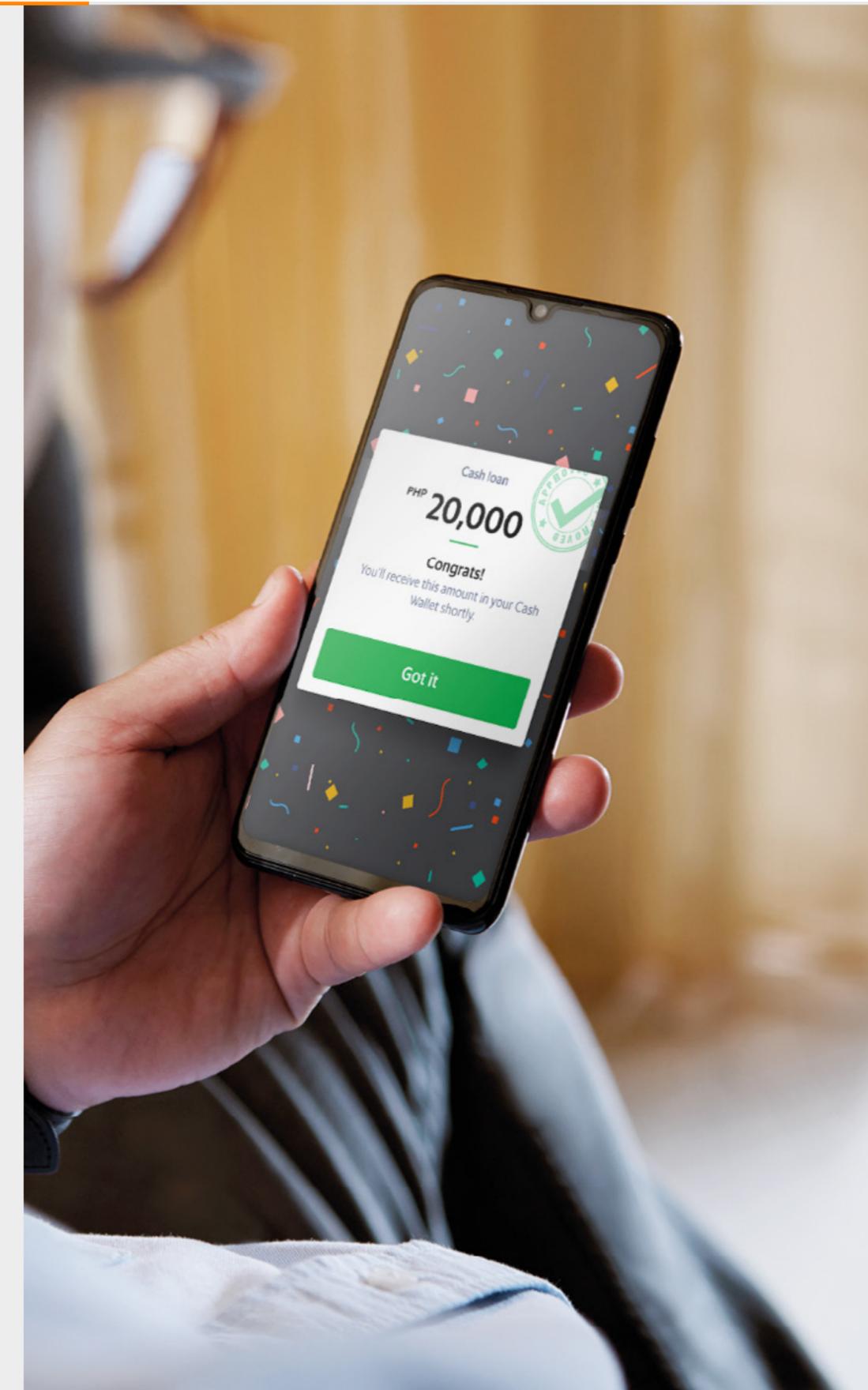
Fast and Accessible Financing for MSME Cash Flow

For micro, small, and medium businesses (MSMEs), access to timely financing can mean the difference between survival and growth. Many MSMEs in Southeast Asia struggle with cash flow constraints, unpredictable expenses, and limited access to credit due to a lack of formal financial records. Traditional banks often require extensive documentation, collateral, and lengthy approval processes—barriers that prevent small business owners from getting the funds they need when they need them.

Grab's merchant cash loan programme is designed with MSMEs in mind, ensuring that our merchant-partners can quickly and easily access financing to sustain and expand their businesses. Having this financing option is crucial to MSME merchant-partners, as they make up **more than 90% of Grab's loans to merchant-partners**[32], with the number of **unique MSME borrowers growing by almost 2 times from 2023.**

Instant Access to Pre-Approved Loans

Merchant-partners on Grab's platform receive pre-approved loan offers based on their transaction history, eliminating the need for lengthy applications or credit checks. This means they can tap into financing immediately when needed, providing crucial flexibility for managing cash flow and seizing growth opportunities.

Seamless, Fully Digital Process

Unlike traditional loans that require paperwork and long wait times, Grab's merchant loans are available with just a few taps within the Grab app. Loan disbursement is fast and efficient, allowing businesses to access funds when they need them most.

Repayment Flexibility

Deductions are structured around earnings, ensuring that payments remain manageable.
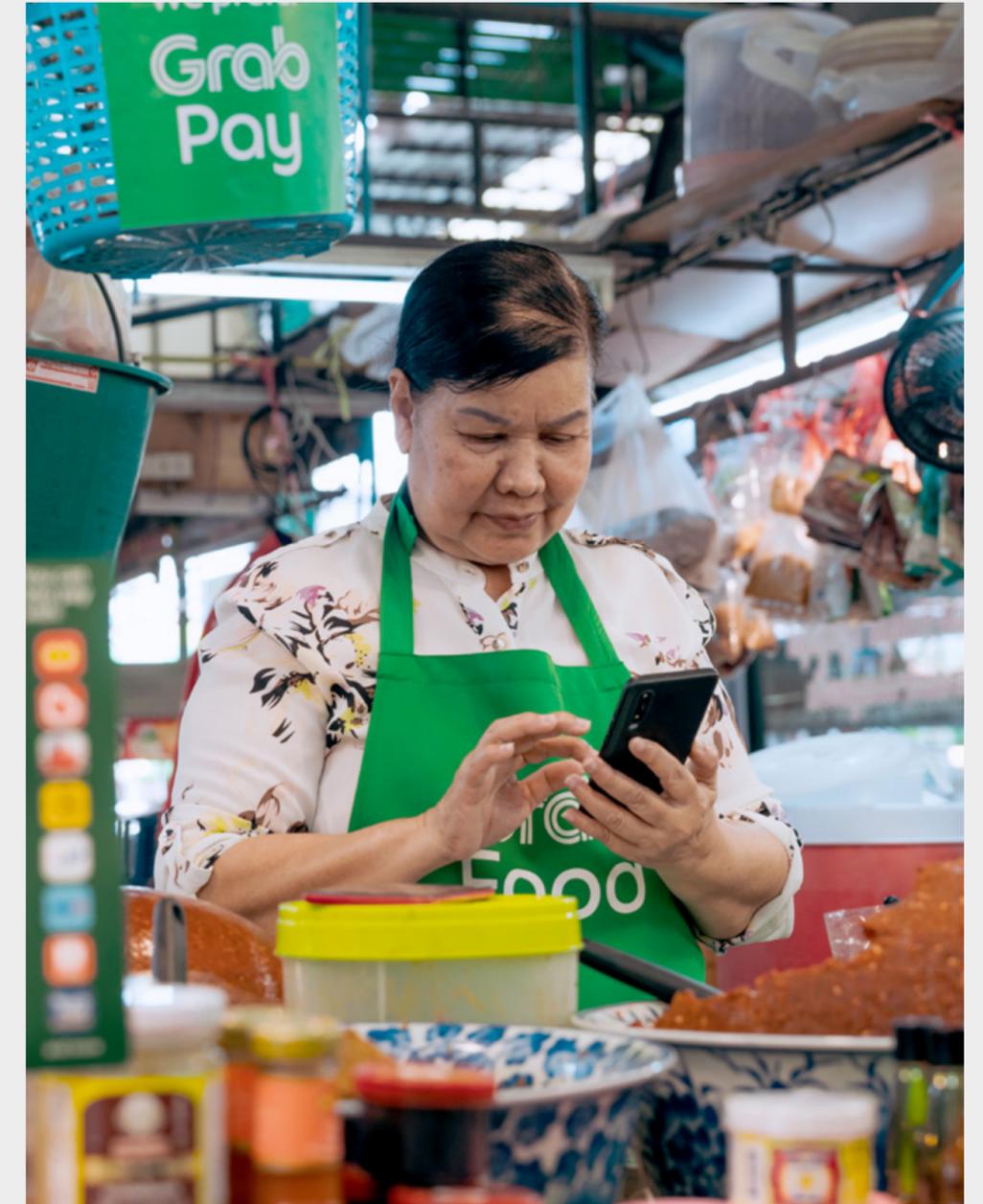
Access to fast and hassle-free cash flow allows Grab to support our MSME merchant-partners by:

Providing Working Capital

For daily operations, such as purchasing inventory, restocking supplies, or covering short-term expenses.

Enabling Business Expansion

Allowing merchants to invest in new equipment, marketing, or increased production capacity.

[32] Data as of December 2024.

Serving More with Financial Support:
How Thanh Xuân Chicken Rice Grew with Grab's Merchant Loan

For over three years, Thanh Xuân Chicken Rice had been serving up its signature chicken rice from a humble kitchen. But behind the steady orders was a bigger dream: to grow the business, welcome more customers, and build something lasting for the future.

Like many small businesses, they had faced challenges getting access to the right financing. They'd taken small loans before, but the amounts and terms weren't enough to support real expansion. So when the opportunity came to secure a larger loan through GrabFin, Grab's financial services arm, they took a leap.

What stood out was the comparatively low interest rate—more favourable than anything they'd seen—and how easy it was to apply. Pre-approved based on their history with Grab, they avoided the paperwork and long waits that come with traditional loans.

With a loan of over **400 million VND**, they invested in **new kitchen equipment and upgraded their store setup**, allowing them to serve more customers, more efficiently—all while maintaining the same quality their regulars love.

Before: Thanh Xuân Chicken Rice operating from a humble kitchen.

After: Thanh Xuân Chicken Rice took a loan from Grab and upgraded their store setup.

> We're grateful for the loan from Grab. It gave us the support we needed to grow, without the stress. We're proud of how far we've come—and excited for what's next.

Thanh Xuân Chicken Rice
Grab merchant-partner
Vietnam

Being part of the Grab platform not only gives them a stable stream of orders—our merchant lending programme is also helping MSMEs like Thanh Xuân turn everyday ambition into real opportunity.

Ecosystem Spotlight

GxS GXBank

Expanding Financial Inclusion Through Digital Banking

While GrabFin provides financing solutions within the Grab ecosystem for our partners, our digital banks—GXS Bank in Singapore and GXBank in Malaysia allow us to go beyond Grab's platform and scale our impact with financial products that GrabFin is unable to offer. We are also able to serve a wider underserved population that traditional banks often overlook. Recognising that customers from underserved segments have unique needs but share similar financial pain points, we leverage insights from our ecosystem to design banking solutions that are simple, accessible, and built to remove common barriers to entry.

Four in five GXS Bank customers and two in three GXBank customers come from underserved segments, including:

Gig workers and micro-entrepreneurs, such as our Grab driver- and delivery-partners, who may face difficulties qualifying for traditional loans due to irregular income and insufficient credit history.

Sole proprietors, such as our MSME merchant-partners, who need fast, flexible financing to manage cash flow and business growth but often struggle to secure loans from traditional banks.

Early jobbers and young professionals, many of whom do not meet minimum income requirements for traditional banking products, limiting their ability to build a credit history.

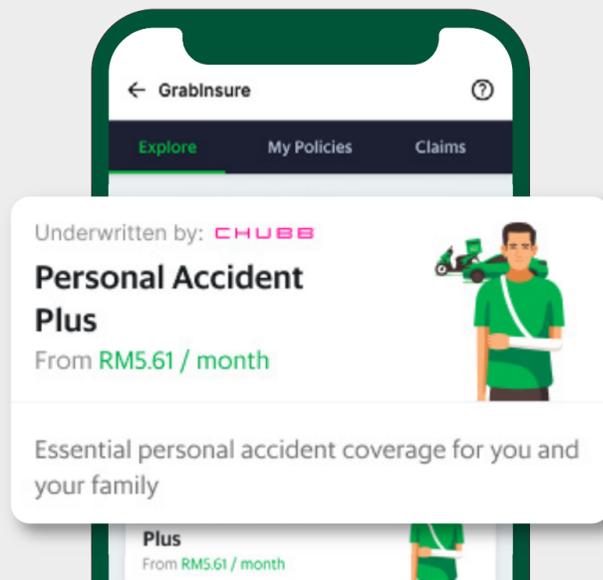| Product	Challenges underserved communities face with traditional banking	Unique features tailored to support underserved communities
Deposit & Savings Products to Encourage Financial Growth	Traditional banks have minimum balance requirements and terms that underserved communities are typically unable to benefit from. For example, as they do not have a fixed monthly salary, this may make it difficult for them to tap into better interest rates that come with the crediting of salaries. Their irregular income, which may lead to fluctuating cash flows, may make it hard for them to save up and prevent them from maximising interest rates, which are typically calculated based on monthly average balances.	• **No minimum balance requirements,** allowing customers to save at their own pace. • **Daily interest crediting**, helping them maximise savings without long-term lock-ins. • **Behavioural nudges** such as savings challenges are embedded in our banking app to help customers develop better saving habits.
FlexiLoans with Daily Interest Calculation	As traditional banks and lending institutions typically calculate interest on a fixed monthly basis, traditional loans may be impractical for the underserved communities. This structure offers no savings for early repayment and does not align with the irregular cash flows that the underserved communities may experience, making it harder for borrowers to manage debt efficiently. Without flexible options, many are either excluded from formal credit or forced into high-cost alternatives.	• **Daily interest calculation model** continues to reward early repayment, ensuring customers pay only for the credit they use. • **Proprietary ecosystem scorecard**, integrating alternative data points from Grab and our digibank partners to provide prudent, responsible lending to customers without traditional credit records. • Launched in 2023, GXS FlexiLoan has shown that these underserved segments tapped on the flexible repayments to save on interest, with more than **80% of them having made one early repayment** on their GXS FlexiLoan. • **In 2024, we expanded our loan offerings to GXBank in Malaysia with FlexiCredit.**
GXS FlexiCard to Build Credit Scores	For early jobbers and gig workers, accessing a credit card—and the opportunity to build a credit bureau score—is often challenging. Traditional banks require a minimum income threshold, automatically excluding those with variable earnings or informal work arrangements. Even for those who qualify, high interest rates and compounding late fees can quickly lead to mounting debt, making credit more of a burden than a stepping stone. Without a way to establish a credit history safely, many remain locked out of the formal financial system.	In 2024, we launched the **GXS FlexiCard**, a **low-limit credit card** designed specifically to help early jobbers and gig workers **establish a credit bureau score**. • **No minimum income requirement**, making it accessible to those excluded from traditional credit. • **Flat $15 late fee instead of compounding interest**, preventing runaway debt accumulation.

In 2024, PT Super Bank Indonesia, in which we have a 30.84% equity interest, was publicly launched as a digital bank in Indonesia.

Improving Financial Protection Through GrabInsure

Many of our partners are underinsured or face challenges in accessing affordable and flexible insurance coverage. Without adequate protection, unexpected incidents such as accidents, vehicle damage, or income loss due to medical leave can significantly impact their financial well-being.

Through **GrabInsure**, we are committed to **bridging the insurance gap** by offering **innovative, accessible, and affordable insurance solutions tailored to the unique needs of our ecosystem**. By integrating insurance seamlessly into the Grab platform, we help ensure that our partners can protect themselves and their families while securing their livelihoods.

We co-create insurance policies with industry players, designing our insurance solutions based on a deep understanding of the pain points that driver-partners face when it comes to getting insured.

Challenges Faced by Driver-Partners	GrabInsure Solutions
Earnings Protection Without proper insurance, driver-partners risk financial instability due to income loss from accidents or medical leave.	**100% of Grab's driver-partners have personal accident insurance for work-related accidents.** • In Singapore, we have increased the coverage of personal accident insurance and provide income loss replacement under the Work Injury Compensation Act (WICA).
Limited Access to Affordable and Flexible Insurance Options Traditional insurance plans are often expensive and rigid, requiring fixed monthly or annual payments that may not align with the varying income of driver-partners. Many also struggle to find insurance products tailored to their needs or face difficulties accessing them through traditional channels.	We design our insurance plans with **affordability, flexibility, and accessibility** in mind, ensuring they meet the unique needs of our driver-partners. Our plans allow drivers to **customise their coverage** and choose payment frequencies that suit them. By integrating insurance directly into the **Grab Driver app**, we eliminate the need for complex paperwork or reliance on third-party agents, making protection **seamless, hassle-free, and readily available**. • In Malaysia and Thailand, we provide the **Grab Daily E-Hailing Insurance**, a flexible motor insurance solution tailored for private-hire vehicle (PHV) drivers, allowing part-time driver-partners to **pay for coverage only on the days they drive**. This eliminates the financial burden of costly annual e-hailing insurance, making protection **more accessible and cost-effective** for those who drive occasionally. • In the Philippines, we have launched **FlexiProtect**, a **customisable and affordable insurance plan** designed for driver-partners in the Philippines, allowing them to **choose only the coverage they need**. This flexibility ensures they are not paying for unnecessary coverage while maintaining essential protection. Additionally, **seamless online payment options** eliminate the need for in-person transactions, making insurance **more accessible, convenient, and transparent**. • In Indonesia, we have seamlessly integrated **BPJS TK, the national social security programme**, into the Grab Driver app, allowing driver-partners to **easily enrol and manage their coverage**. With **flexible payment options** (monthly or daily), they can contribute at a pace that fits their financial situation.
Lack of Financial Literacy Many driver-partners struggle to navigate the complexities of insurance, including understanding coverage options, pricing, and policy requirements.	We simplify the insurance process by providing **transparent, easy-to-understand options and streamlined claims submission.** • In Malaysia, we rolled out **Auto Marketplace, a one-stop auto insurance platform** that allows driver-partners to **compare plans, understand coverage, and choose the best option** based on their needs. • In 2024, we **enhanced the insurance claims submission regionally** by introducing a **single online form** that automatically directs claims to the correct insurer. This eliminates confusion over multiple policies and plans, and reduces the administrative burden, ensuring **faster and smoother** claim resolution.
Lack of Responsive, Innovative Insurance Solutions Traditional insurers often take time to introduce new insurance solutions that cater to the evolving needs of gig workers.	In 2024, Grab **secured its own insurance license in Singapore**, which will allow us to develop and introduce innovative insurance products faster, especially those that meet the unique needs of our partners.

By leveraging **our ecosystem, technology, and insights**, we continue to drive financial inclusion and resilience for our partners. Our insurance solutions are not just add-ons—they are carefully designed to address real challenges and empower our partners with the protection they need to navigate financial shocks confidently.

Underwritten by: CHUBB
Personal Accident Plus
From RM5.61 / month
Essential personal accident coverage for you and your family
Plus
From RM5.61 / month

3

Breaking Barriers for Equal Opportunity

Grab has economically empowered millions by offering accessible and flexible earning opportunities through platform-enabled gig work. This model complements the formal economy and creates vital income opportunities for underemployed and marginalised groups, including women and persons with disabilities.

To support these communities and improve the inclusivity of platform-enabled gig work, Grab has actively worked to understand their unique challenges. We have conducted region-wide studies and developed targeted programmes to address these challenges. By doing so, we empower underrepresented groups to participate in and benefit from income opportunities through Grab. Committed to this and encouraged by the impact we have seen, Grab has set a target to continue improving inclusivity and equitability.

>135,000

women and Partners With Disabilities (PWDs) earned an income through Grab in 2024[33]

Target: 300,000 by 2030

women and Partners With Disabilities earning an income annually[34] through Grab

[33] Defined as those who have at least one completed job within the year.
[34] At least one completed order within the year.

Women

Across the markets where we operate, women's labour force participation is, on average, 20 percentage points lower than men's[35]. According to the United Nations Women, this is because women are less likely to work for income or actively seek work driven by legal restrictions and caregiving duties at home[36]. These structural barriers limit women's access to income-generating opportunities, particularly in traditional employment.

To better understand how we can address these challenges and provide women with flexible earning opportunities, we conducted a regionwide study in 2023 with women—both drivers and non-drivers—which surfaced key barriers to participation in platform work. These included **low self-confidence, safety concerns, and cultural perceptions** around women in driving roles.

In response, we launched the **Grab Women Drivers' Programme** across six key markets in phases[37], beginning with **International Women's Day 2024**.

>130,000

women driver-partners earned an income on the Grab platform in 2024[38]

[35] Based on World Bank data in TheGlobalEconomy.com, 2023, Female labor force participation - Country rankings.
[36] United Nations Women, 2024, Facts and figures: Economic empowerment.
[37] Indonesia, Malaysia, Philippines, Singapore, Thailand and Vietnam.
[38] Defined as those who have at least one completed job within the year.

Grab Women Drivers' Programme

Challenges

- **Higher safety vulnerability**
- **Lack of self-confidence**
- **Cultural perceptions**

Safety

Women Passengers Preferred Feature

Launched in March 2024 to allow women driver-partners to increase the likelihood of matching with women passengers.

As of December 2024, more than **1 in 2 women driver-partners[39] has toggled on** their preference. For those who toggled on, **women-to-women matching increased by 1.35 times.**
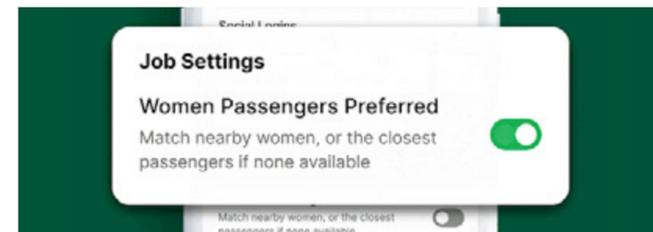
Anti-Harassment Guidebook

Grab rolled out a region-wide anti-harassment guidebook to equip women driver-partners with the knowledge and skills to understand and manage situations that may lead to harassment.

Safety Features for All, Across Every Ride and Delivery

Grab has numerous safety features to keep all driver-partners and passengers safe, before, during and after the journey. See page 48 for more details.

Specialised Onboarding & Training

Strategic Partnerships with Non-Governmental Organisations (NGOs)

Grab has partnered with NGOs such as Single Moms Indonesia, PEKKA, WomanPreneur Community, DP3AKB, and Dinas PPAPP in Indonesia to intentionally reach out to women seeking income opportunities. Through dedicated onboarding events, we were able to ensure a more seamless onboarding to Grab so that they have access to a flexible income.

Grab Indonesia has also secured a $50,000 grant partnership from the Vantage Foundation, aimed at supporting the Women Drivers' Programme in Jakarta, Bandung, Semarang, Yogyakarta, Makassar, and Bali.

Customised Training

We designed training modules to empower women driver-partners and help them be more comfortable on the job.

- **Vehicle Maintenance**

  In the Philippines, for example, we ran the Basic Automobile & Motorcycle Troubleshooting course in partnership with the Technical Education and Skills Development Authority (TESDA), as our region-wide studies showed that vehicle maintenance was an area of concern for our women-partners.

- **Self-Defence**

  We organised and conducted self-defence training[40] to equip our women driver-partners with practical skills and a greater peace of mind. In Malaysia, for example, we teamed up with SheFights, a ladies-only gym to provide the training.

- **Road Safety and Crime Prevention**

  In the Philippines, we also partnered with Metropolitan Manila Development Authority (MMDA), CEMEX (cement company), and Highway Patrol Group (HPG) to provide additional road safety training and conducted a Crime Prevention Awareness Seminar in collaboration with the Philippine National Police (PNP).

Co-Pilot

In Singapore, we expanded the existing initiative where new women driver-partners can opt-in to be paired with experienced Grab women driver-partners to be guided on the onboarding process and the ins and outs of driving with Grab. This includes helping new driver-partners to be familiarised with the Grab driver-app, sharing tips on navigating tricky situations while on the road and capturing peak demand.

Community

Community Groups

We set up online women-only communities to **connect women driver-partners** with each other, **disseminate information** specific to them and provide them with a **safe space to share feedback and lend support** including:

- 🇸🇬 Grab Women Partners Telegram group
- 🇲🇾 Rakan Wanita #SisBoleh Facebook group
- 🇮🇩 Wiramudi Facebook group
- 🇵🇭 4W Women Community Viber group
- 🇻🇳 Cộng đồng Nữ Đối tác Grab Toàn quốc (Trang chính thức) Facebook group

Events

Grab hosts women-specific gatherings across the region to provide our women driver-partners a safe space to gather, celebrate one another and build up their community. They are also given opportunities to engage directly with Grab. Some examples include:

- "Grab Super SHERO", where we held a self-defence class, training on personal safety, as well as a personality and mental health session in Thailand.
- "Babae Ako, Babiyahe Ako" in the Philippines, a partner appreciation event where outstanding women driver-partners were recognised.
- "Forum Apresiasi Mitra", a partner appreciation forum and women-only "Kopdar" sessions, which facilitates informal chats, in Indonesia.

[39] Has at least one completed ride within the year on Grab.
[40] Conducted in Thailand, Vietnam and Malaysia.

36

A Mother's Drive Knows No Age

At 56, Yusni Hafsah Hutasuhut is not only a GrabCar driver-partner in Indonesia—she's the head of her household, a mother of six, and a woman who chose courage over circumstance.

Her journey with Grab began in 2017, three years after her husband became bedridden due to a neuromuscular disability. With the family relying on his severance pay and their future uncertain, Yusni made the brave decision to become a GrabBike partner—despite having never worked outside the home before. "We had to survive," she recalls. "I had to be strong for my children."

In 2023, Yusni transitioned to GrabCar. Using her earnings, she has been able to send two of her children to university, while her other children have completed vocational school or are still studying in junior high. With every ride she takes, her children move one step closer to a better future.

Yusni has also found a sense of belonging through Grab's women-focused community programmes like Fordim, Gestur, and Kopdar, which connect and support women driver-partners across Indonesia. Safety tools like the Women Passengers Preferred feature give her confidence to work night shifts, knowing she can prioritise picking up women passengers.

> " I used to be a housewife. Now, I'm a Grab driver, a provider, and a role model to my children—because Grab gave women like me an opportunity. "

Yusni Hafsah Hutasuhut
GrabCar driver-partner
Indonesia

Her story is one of resilience and quiet determination—and a powerful reminder of how access to flexible, safe, and supportive earning opportunities can empower women to take charge of their lives, for themselves and their families.

Partners With Disabilities

In Southeast Asia, persons with disabilities face disproportionately high rates of unemployment and economic inactivity[41]. Grab is uniquely positioned to economically and socially empower Partners With Disabilities (PWDs) and in 2021, we committed to **doubling the number of active PWDs on our platform by 2025—we have achieved and surpassed this a year ahead of time.**

For many of our PWDs, platform-enabled gig work is not just supplementary—it is their primary or sole source of income due to its lower barriers of accessibility. We work closely with **local governments and NGOs** to expand outreach and create more inclusive pathways into platform work. By embedding inclusivity into our ecosystem design, Grab is helping reshape what meaningful economic participation can look like for PWDs across Southeast Asia.

>2X
PWDs since 2021,
achieving our target **one year early**

5,140
active PWDs on Grab[42]

Meeting the World from the Seat of a Partner With Disability

At 37, Lai Zhen Sheng lives with scoliosis and chronic lung disease—conditions that require him to use a BiPAP machine (a machine which pushes air into the user's lungs to help keep their airways open and facilitate breathing) every night to help him breathe while he sleeps. "Without it, I can't sleep properly. It's been part of my life for over ten years," he shares.

Although he holds a degree in business and economics, past jobs in insurance and sales became too physically demanding. The stress and constant movement often triggered lung infections, affecting both his health and well-being.

In 2017, Zhen Sheng joined Grab as a driver-partner, seeking a way to earn an income without compromising his health. With Grab's flexible working hours, he's able to manage his condition, avoid overexertion, and still support his daily needs—including medical expenses and household commitments.

One unexpected joy has been the connection with passengers. "Because of my condition, I can't travel much—but through Grab, I get to meet people from all walks of life. It feels like the world comes to me," he says.

> **" With Grab, I finally found work that supports both my health and my livelihood. "**
>
> **Lai Zhen Sheng**
> Grab Driver-Partner With Disability
> Malaysia

Zhen Sheng's story is a reminder of how flexibility and inclusive opportunities can make all the difference—helping partners earn with dignity while prioritising their well-being.
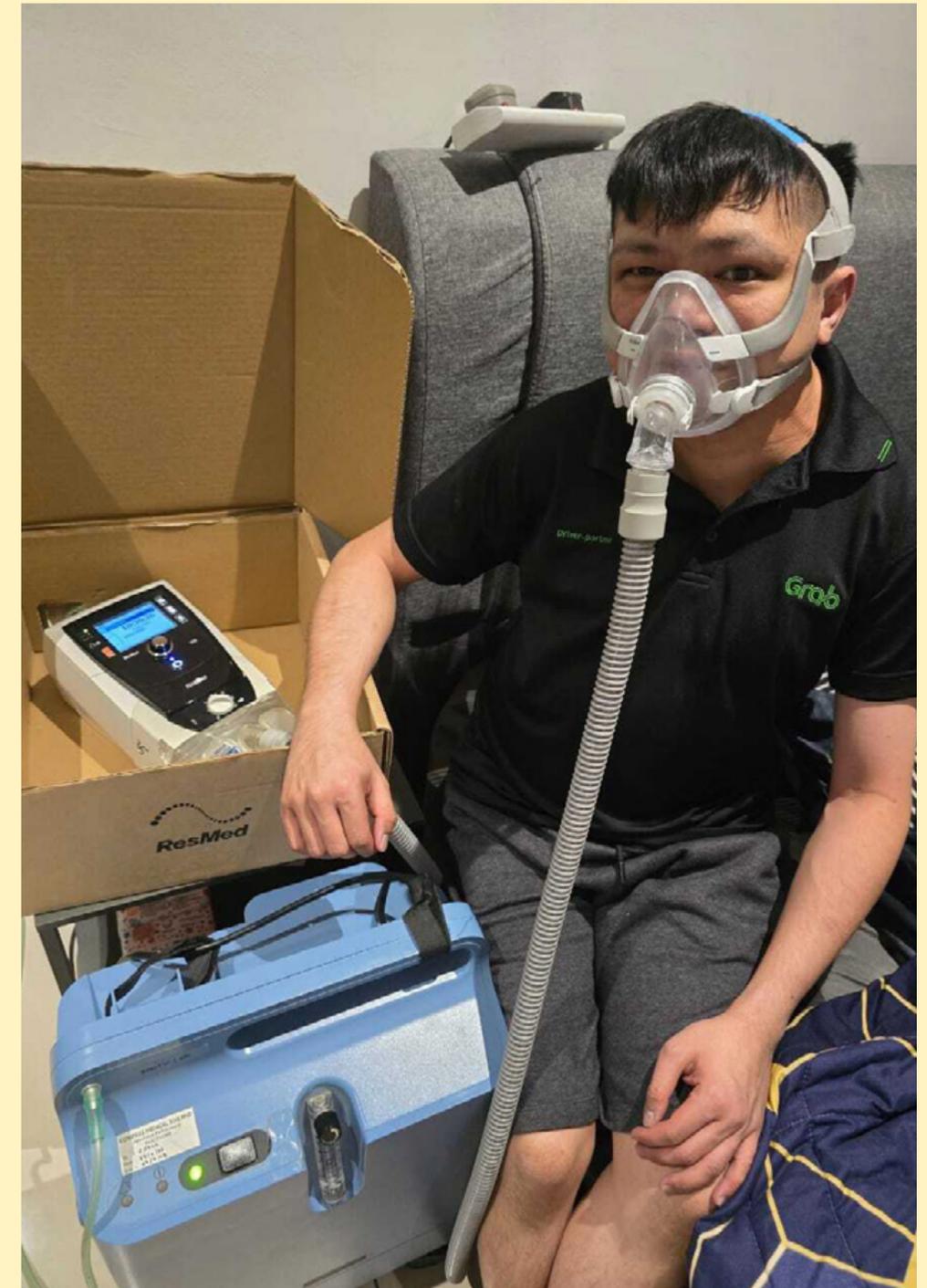
GrabAccess Programme for Partners With Disabilities

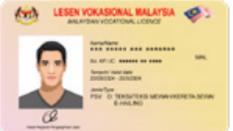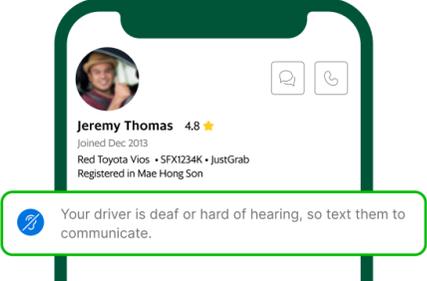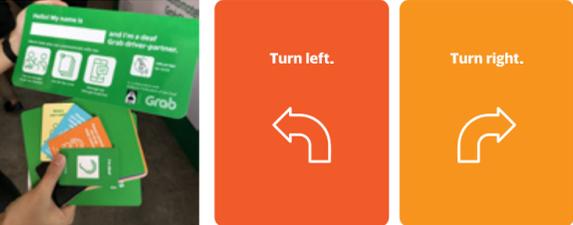| Pillars	Initiatives[43]
Custom Benefits	**Free Onboarding Gear** Helps lower the barrier of entry for PWDs to join the Grab platform in Indonesia and Singapore[44]. **Tailored Commission for PWDs** Special commission structures—such as those implemented in Thailand, Malaysia, Singapore, Vietnam, and Cambodia—are designed for driver-partners officially recognised as PWDs by local regulatory bodies. **Subsidising Licensing** In Malaysia, Grab subsidises the full cost of the Public Service Vehicle (PSV) license for PWDs, a mandatory e-hailing license.
Accessibility Tools	**PWD Identifier and GrabChat Notifications** This helps to inform passengers that their driver-partners have a disability, and how they might interact with the Partner With Disability. Jeremy Thomas 4.8 ⭐ Joined Dec 2013 Red Toyota Vios • SFX1234K • JustGrab Registered in Mae Hong Son Your driver is deaf or hard of hearing, so text them to communicate. **Radius Adjustments** For partners who are wheelchair-bound in Singapore, we automatically opt in this feature and assign deliveries which are closer, while monitoring this to ensure it does not negatively impact their earnings. **In-Car Communication Materials** First launched in Malaysia to help passengers communicate with deaf driver-partners, these flip cards are also available in Singapore and will be introduced in other countries. Turn left. Turn right.
Community Building	**Partnerships** Grab collaborates with local governments and NGOs to reach and support more PWDs, including: • Gerkatin • Himpunan Wanita Disabilitas Indonesia • Malaysia Federation of the Deaf • Persatuan Pemandu E-Hailing OKU Fizikal Malaysia (PPEOFM) • The Singapore Association for the Deaf (SADeaf) **Events** Grab hosts events for our PWDs, to celebrate them, support them, and strengthen their community. • **Supporting onboarding** In Indonesia, we ran a roadshow in Bandung and Yogyakarta, partnering with experienced PWDs to support onboarding. We also participated in Pesta Inklusif, Konekin's annual job fair for PWD communities, to share earning opportunities. • **Celebrating PWDs** Since 2018, Grab has hosted #BreakTheSilence in Malaysia to provide recognition and a safe space to share and provide feedback to Grab.

[43] Not all initiatives are available across the region and may be specific to countries.
[44] Only applicable for PMA+ Partners (Personal Mobility Aid) in Singapore.

4

Working with Local Regulators

The regulatory landscape for gig work in Southeast Asia is evolving, reflecting the region's diverse economic structures, labour markets, and policy priorities. As a platform that connects millions of partners with earning opportunities, we recognise the importance of working closely with governments to help shape fair and sustainable policies that support all stakeholders—gig workers, regulators, businesses, and consumers.

Our approach is rooted in collaboration. We **actively engage with policymakers to co-develop solutions that address key regulatory concerns while preserving the core value propositions of gig work: flexibility and accessibility**. Many of our driver-partners value the autonomy that comes with this model, and we advocate for policies that preserve their ability to choose when and how they work while ensuring they have access to adequate work protections.

Given the diversity across Southeast Asian markets, a **one-size-fits-all approach is not viable—regulatory approaches need to be tailored to local contexts**. We engage in open dialogue with governments, participate in industry discussions, and support pilots that explore different policy models. By collaborating with stakeholders, we hope to contribute to a regulatory environment that balances the interests of all parties, ensuring that gig work remains a viable and inclusive source of livelihood in the region.

Our approach and commitment towards creating a sustainable gig economy are guided by a set of principles:

Preserve Flexibility

We commit to preserving our partners' ability to choose when to work and how much to work based on their preferences.

Sustainable Earnings

We pledge to foster a marketplace where our partners can earn competitively based on their effort and the local conditions.

Insurance Protection

We provide driver-partners with work-related accident insurance coverage to ensure partners are protected while they are in-transit.

Fair Work Conditions

We prioritise our partners' safety through in-app safety features and ensure the timely payout of their earnings.

Savings

We encourage our partners to participate in national savings schemes and financial literacy courses.

Professional Development and Career Transition

We facilitate our partners' access to upskilling opportunities and their professional development.

Working with Local Regulators

Key Areas of Engagement	Key Initiatives Across the Region

Collaborating with Governments to Strengthen Gig Worker Protections

Since 2022, Grab has collaborated with **BPJS, the Indonesian Social Security Administering Body**, to assist partners in registering for **BPJS Self Employed Social Security programmes**, covering work accident insurance (JKK) and death insurance (JKM).

Grab renewed its partnership with **PERKESO (Malaysia's Social Security Organization)** to continue supporting platform workers under the **Self-Employed Social Security Scheme (SKSPS)**. Grab subsidises 10% of the self-contribution amount for all active driver- and delivery-partners, helping them access social security protection, including accident coverage and medical benefits. Our contributions have supported over **180,000 partners**. This initiative reflects our ongoing commitment to improving financial security for gig workers while adapting to evolving policies and industry conditions.

Grab partnered with the **Home Development Mutual Fund (Pag-IBIG Fund)** to help GrabExpress delivery-partners register for its programmes and understand the benefits available to them. Through this initiative, partners gain access to **provident savings schemes and affordable housing financing**, supporting their long-term financial security and stability.

Grab continued its **multi-agency social protection programme** in partnership with **SSS, PhilHealth, and Pag-IBIG**, ensuring driver- and delivery-partners can **easily access social security, health insurance, and housing benefits,** which first started in 2022. These services remain available during Grab driver-partner events and onsite at the Grab Partner Center in Marikina, and expanded to Pampanga in 2024, reinforcing our commitment to partner welfare and financial security.

In **2023**, Grab, together with the **National Delivery Champions Association (NDCA)** and the **National Private Hire Vehicles Association (NPHVA)**, signed a **three-year Memorandum of Understanding (MoU)** to facilitate structured dialogues and enhance understanding of platform work. Through this partnership, Grab and the associations collaborate to advance platform workers' interests in **representation, Central Provident Fund (CPF) contributions, and work injury compensation**, while also providing **training opportunities** to support their long-term career development. In 2024, continued discussions focused on the passage and implementation of the **Platform Workers Act 2024**, which introduces new protections for platform workers in Singapore, aligning with the key focus areas of the tripartite partnership.

Grab signed a **Memorandum of Understanding (MoU)** with the **Department of Labor Protection and Welfare, the Department of Employment, and the Thailand Institute of Occupational Safety and Health** to enhance the livelihoods of digital platform workers. This collaboration focuses on **expanding benefits for platform workers, creating income opportunities for the unemployed and elderly, and raising safety standards across the industry**. By working together, we aim to foster a more inclusive and sustainable platform economy in Thailand.

Grab partnered with the **Ministry of Public Works and Transport (MPWT)** to conduct **traffic law and driver's license test training** for **three-wheel (3W) driver-partners**. Through a series of **10 training sessions**, this initiative aimed to make Grab the first platform with **100% of 3W driver-partners licensed**.

Working with Local Regulators

Key Areas of Engagement	Key Initiatives Across the Region
Upholding Safety	Grab and MOVE IT partnered with the **Philippine National Police (PNP)** to strengthen road safety and security. This collaboration included **training sessions, joint communications, and awareness initiatives** aimed at equipping driver-partners with the knowledge and best practices to ensure safer roads for both themselves and the communities they serve. Grab launched the **Safe Ride | Safe Road** campaign in collaboration with key government agencies, including the **Bangkok Metropolitan Administration (BMA)**, to support the government's road safety agenda. The initiative focuses on **promoting safe driving among driver-partners, enhancing passenger safety, and ensuring a secure homecoming for travellers, especially during peak seasons.** Through this effort, Grab aims to foster greater confidence in road safety and contribute to a safer travel experience in Thailand.
Promoting Tourism	Grab actively collaborates with the government to support Thailand's tourism sector. As part of this effort, we established a **public-private tourism task force** to contribute to the **Grand Tourism Year 2025** programme. Grab also worked with the **Tourism Authority of Thailand (TAT)** to **showcase Thailand's hidden gems**, expanding ride-hailing services to **four new provinces—Ranong, Satun, Trat, and Amnat Charoen**—to improve accessibility to lesser-known destinations. We also supported **cultural and global events**, helping drive tourism growth while celebrating Thailand's rich heritage and diverse attractions.
Encouraging Upskilling	From **2021 to 2024**, Grab partnered with the **Directorate of Vocational Education and Training (DVET) under the Ministry of Labour, Invalids, and Social Affairs (MOLISA)** to promote **upskilling** for Grab's driver-partners. This initiative focused on developing **standardised training materials** across six key topics, delivering **online training sessions**, and creating **video content** to equip driver-partners with practical skills. A **communication campaign** was also launched to raise awareness of the importance of upskilling.

Working with Local Regulators

Key Areas of Engagement	Examples across the region
Uplifting MSMEs	🇮🇩 In 2021, Grab launched the **Kota Masa Depan (Future Cities) programme**, which is focused on **MSME empowerment, especially in outercities**. Grab collaborated with the **Ministry of Cooperative SME (currently renamed as Ministry of MSME), Ministry of Trade, Ministry of Tourism, Coordinating Ministry of Economic Affairs** and various Provincial and City Governments & business associations. Since its launch, the programme has reached 15 cities across Indonesia, expanding to Labuan Bajo, Garut, Padang and Sukabumi in 2024. The programme has impacted more than 26,000 MSMEs through digitalisation, creating better business stability and wider impact to the society. 🇲🇾 In collaboration with **KUSKOP** (Ministry of Entrepreneur and Co-operative Development), Grab launched a **pilot project** to support merchant-partners in obtaining **Halal certification**. As part of this initiative, we conducted a **Halal Masterclass** and facilitated access to **KUSKOP's Halal grant**, helping eligible Grab merchant-partners navigate the certification process and expand their business opportunities in the Halal market. 🇻🇳 From **2021 to 2024**, Grab partnered with the **Ministry of Agriculture and Rural Development, the Ministry of Planning and Investment, and the Vietnam Cooperative Alliance** to drive **digitalisation for agriculture SMEs**. This initiative helped **agricultural cooperatives and small businesses** transition to digital platforms, expanding their customer reach and encouraging the adoption of **digital payments** to boost economic activity. More than 1,000 agricultural cooperatives were trained in digital skills, using e-commerce and marketing solutions.

Key Areas of Engagement	Examples across the region	
Supporting Government Priorities	🇮🇩 Grab participated in the pilot phase of the **Makan Bergizi Gratis (Free Nutritious Meal) programme**, a key national initiative led by the President to support students' health and well-being. As part of this, we helped deliver nutritious meals to over 1,500 students across seven elementary schools in Kulon Progo, Gombong, and Langowan, working with nine local MSMEs merchant-partners to provide the healthier meals. The initiative also created meaningful economic opportunities for our MSME merchant-partners, who experienced a tenfold increase in earnings through their participation. This underscores how such programmes can drive both social impact and economic empowerment within local communities. 🇵🇭 In **2023**, Grab signed a **Memorandum of Agreement (MoA) with the Bacolod City Government Center (BCGC)** to enhance the tracking and management of city government vehicles. By leveraging Grab's platform, the city government can **automate expense liquidation** for fuel and other costs, ensuring a **digital record** of vehicle movements and transactions. The Grab application also provides **analytics and reporting tools**, enabling authorities to track vehicle usage, identify users, and monitor locations in real time. This partnership continues to support **greater transparency, efficiency, and accountability** in government fleet management in 2024.	🇸🇬 As part of the **Infocomm Media Development Authority's (IMDA) Digital for Life (DfL) programme**, Grab has been recognised as a **corporate partner and the primary digital platform in Singapore's transport sector**. IMDA will guide the public, including senior citizens, on how to use Grab's app and services in support of the nation's vision for a **tech-driven Smart Nation**. To further enhance accessibility, Grab has developed a **starter kit** with a **step-by-step guide** to help elderly users navigate the transport booking process with ease. 🇹🇭 In partnership with the **Digital Economy Promotion Agency (DEPA)** and the **Ministry of Labor**, Grab continued the **"Grab Seniors"** project for a second year under the theme **"Creative Aging: Keeping Up with the AI Era."** This initiative aims to equip retired Thais with **digital and AI skills**, helping them adapt to technology for both daily life and new career opportunities. In addition to digital empowerment, the program also focuses on **holistic well-being**, supporting seniors' **physical, mental, and emotional health** while fostering a sense of self-worth as Thailand prepares for an aging society.

Safe and Trusted Platform

Our Commitment

Grab is committed to providing a safe, secure, and trustworthy platform that everyone in our ecosystem can rely on. Upholding strong safety, data privacy, and cybersecurity standards is fundamental to fostering a healthy and thriving marketplace.

Our Approach

1 Enhancing Platform Safety
2 Strengthening Cybersecurity
3 Protecting Data Privacy

1

Enhancing Platform Safety

As a platform that facilitates millions of rides and deliveries daily, safety is not just a priority—it is essential to our business. A strong safety record builds user trust, supports driver-partner livelihoods, and ensures seamless and reliable mobility and delivery services. At Grab, we have always upheld high safety standards to protect all our users. While no platform can eliminate risks entirely, **99.9% of all rides on Grab are completed without any safety incidents**, including road accidents, behavioural incidents such as harassment and misconduct, and criminal activities.

99.9%
of all rides on the Grab platform are completed without any safety incidents[45]

>4X
safer transport rides, compared to Singapore's QOS[46]

24.5%
reduction in reported in-person incidents YoY[47]

[45] Refers to all reported safety incidents caused by driver-partners or passengers while on trip across our mobility and delivery businesses. We have sought and received limited assurance for the total reported safety incident rate (31.8 incidents per million rides) from KPMG LLP.

[46] Refers to mobility rides on the Grab platform across the region. The Singapore's Land Transport Authority's (LTA) Quality of Service (QoS) measures how well transport companies providing point to point transport services manage service quality, including safety indicators, and is used as a benchmark for the region as not all countries have a published or defined set of standards, and because Singapore has high safety standards for its taxi and ride-hailing industry.

[47] The total number of in-person incidents in 2024 compared to that in 2023.

Setting a High Standard for Road Safety in the Region

According to the World Health Organization, traffic incidents are a leading cause of injuries and fatalities in Southeast Asia. Two-wheel vehicles, widely used for commuting and deliveries in the region, face higher accident rates than four-wheel vehicles due to their greater exposure and manoeuvrability in dense urban traffic[48]. Despite this, Grab's commitment to safety has made a measurable impact—our transport rides are more than **4X safer** on a per-million-ride basis compared to Singapore's Land Transport Authority (LTA) Quality of Service (QOS) benchmark.

Using Tech to Build Trust and Improve In-Person Safety

Safety risks can also arise during in-person interactions between passengers and driver-partners. To help address these, we've introduced additional technology solutions to support a safer ride experience for all users.

One such tool is **AudioProtect**, launched in 2023 to enhance the handling of in-person safety incidents and reduce disputes. When enabled, the feature records audio during rides using both the driver-partner's and passenger's devices. These recordings are encrypted, stored locally for up to ten days, and automatically deleted unless a safety report is submitted. Neither the driver-partner, the passenger, nor Grab can access the recordings unless an investigation is initiated.

AI-powered auto-transcription of these recordings has also enabled quicker investigations. This has supported a regional expansion of AudioProtect in 2024, with the **number of covered rides increasing 2.4 times[49]**, and a **24.5% reduction in reported in-person safety incidents**.

The value of AudioProtect became particularly clear in a case from the Philippines. A viral social media post alleged inappropriate behaviour and sexual harassment by a driver-partner, potentially damaging his livelihood and reputation. With AudioProtect enabled on the ride, our safety team was able to quickly verify that no abnormal sounds were recorded during the trip, contradicting key aspects of the passenger's account. This allowed us to resolve the matter swiftly, exonerating the driver-partner and reinforcing our commitment to a fair and fact-based safety process.

By combining strong safety processes with advanced tools like AudioProtect, we are helping to improve both road and in-person safety on the Grab platform—safeguarding trust for all who use our services.

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48 World Health Organization, 2024, WHO South-East Asia Regional status report on road safety: Towards safer and sustainable mobility.
49 The number of rides covered by AudioProtect in December 2024, compared against that in January 2024.
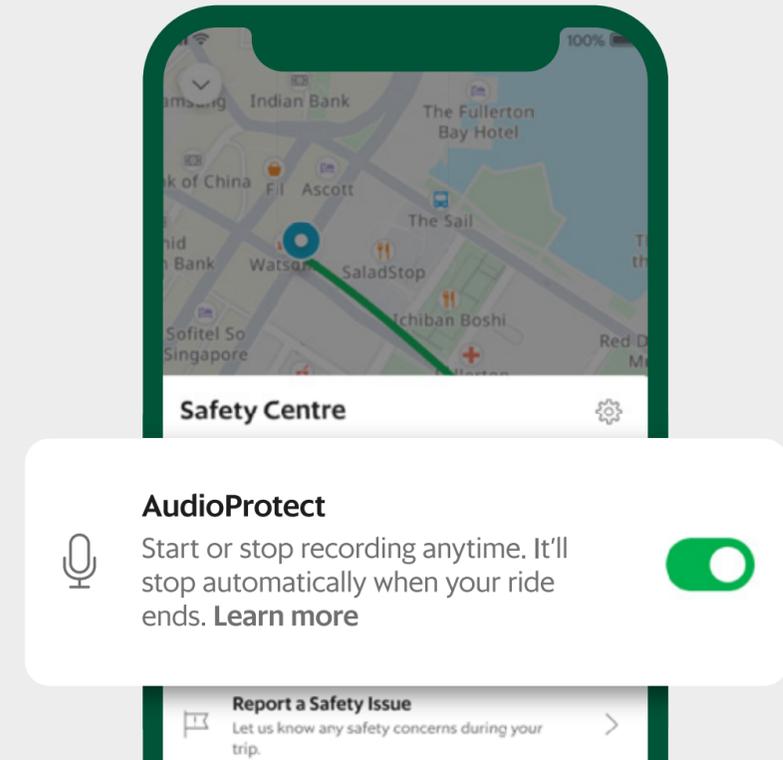
Holistic Safety Management System for a Secure Platform

Safety is fundamental to our platform, and we take a holistic, end-to-end approach to safeguarding our users and partners at every stage of the journey—before, during, and after a trip. We proactively assess safety risks across all aspects of our platform, implement preventive measures to mitigate incidents, and track key safety indicators to enhance the effectiveness of our initiatives.

Pre-trip

Safety measures are in place before a ride or delivery begins.

Facial Verification

Applicable for both driver-partners and passengers using real-time selfies. This is mandatory for driver-partners at login, and ensures that only registered driver-partners can accept bookings via the Grab app and allows us to identify users who may be sharing or renting accounts.

Women Passenger Preferred Feature

Allows women driver-partners to opt in to match with more women passengers.

Anonymised Phone Number

Grab uses number-masking technology in most markets to protect the privacy of our driver-partners and consumers when a call is made and encourages the use of in-app chat and VOIP calls.

Content Moderation

To encourage respectful two-way communication on GrabChat, we leverage AI to proactively detect and block inappropriate messages.

This content is against our guidelines. If you do this again, your chat may be limited for 1 hour.

Quiet Ride

Passengers can opt in for a conversation-free ride, reducing the risk of harassment.

Quiet Ride • Free
Ride in peace with minimal conversation.
Find out more

Safety Centre

- **Share My Ride**
  Users can share their ride with any contact, allowing live tracking of the trip, driver details, and estimated arrival time.

- **SOS Button**
  Provides instant access to emergency services (such as police or ambulance) and alerts pre-saved emergency contacts when activated.

- **Report a Safety Issue**
  Passengers can report concerns or incidents directly through the app to improve ride safety and experience.

Real-Time Speeding Alerts on Grab Navigation

Displays real-time speed limits, turning red when breached. If a driver exceeds 25km/h over the limit, a red glow around the screen reinforces the alert.

Trip Monitoring Alerts

Grab uses multiple signals such as trip GPS, traffic, and map intelligence data to detect unplanned stops. If a potential safety risk is identified, we reach out to users to check on their well-being.

AudioProtect

AudioProtect enables in-ride audio recording to deter safety incidents and aid dispute resolution, with user consent.

On-trip

Grab provides real-time tools to help users reach their destination safely.

I Need Police / Ambulance
Call Grab Safety Team.
Emergency Contacts will receive SMS.

Post-trip

We ensure there is a continuous feedback loop to improve the safety standard of our platform.
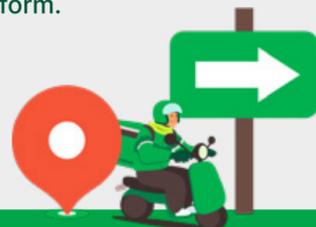
Driving Safety Reports

Drivers receive in-app safety reports with detailed insights on unsafe events, including instances of hard braking, sharp cornering, or speeding, along with location-specific feedback.

Fatigue Nudges

Drivers receive reminders to take breaks after extended driving hours to help prevent fatigue and promote safer journeys.

24/7 Incident Response Team

Our dedicated team handles safety incident reports around the clock, escalating cases based on severity and providing timely assistance and support.

Post-Trip Feedback Channel

Passengers and driver-partners can rate trips and provide feedback for up to 10 days[50] after completion, helping to identify areas for improvement and enhance the ride experience.

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[50] 7 days for mobility rides and 10 days for deliveries.

ESG Report 2024

Protecting More Vulnerable Users

In 2024, we deepened our commitment to making safety **more equitable and inclusive**, with a focus on protecting more vulnerable users—particularly women. To empower more women to overcome barriers and access earning opportunities as driver-partners, we introduced the **Women Passengers Preferred** feature in March 2024. When opted in, this feature increases the likelihood of matching women driver-partners with women passengers, enhancing both safety and confidence on our platform.

We also expanded **Grab for Family** to the region in 2024[51] after first launching it in December 2023. This feature provides an added layer of safety by enabling users to manage and monitor rides for their loved ones, such as elderly family members and other vulnerable individuals. With this feature, primary account holders can set up profiles for family members, receive real-time ride updates, and ensure fares are seamlessly paid. This added visibility and control helps families stay connected and reassured while also promoting safer travel for those who may need extra support during their journeys.

1 in 2
women driver-partners has opted into the Women Passengers Preferred feature since it was launched

1.35X
higher women-to-women matching for those who turn on the Women Passengers Preferred feature

13%
increase in online hours for women driver-partners who turn on the Women Passengers Preferred feature

[51] As of December 2024, Grab for Family is available in Indonesia, Malaysia, the Philippines, Singapore, Thailand, and Vietnam.

48

2

Strengthening Cybersecurity

As a leading technology platform, Grab recognises the increasing complexity and evolving nature of cybersecurity threats. Protecting our networks, systems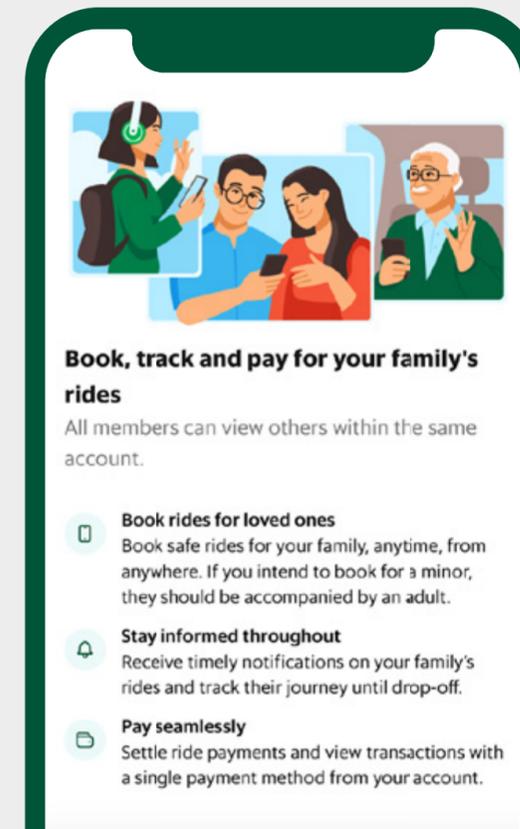, and data is critical to maintaining trust with our users, partners, and employees. Our comprehensive cybersecurity programme is designed to **identify, assess, manage, mitigate, and respond** to cyber threats, ensuring the resilience of our platform.

Holistic Cybersecurity Strategy

Our cybersecurity strategy is **integrated into Grab's enterprise risk management programme and 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:

Cyber Security Policies and Risk Management
These ensure adherence to cyber regulatory requirements and best practices as well as to identify and mitigate our top cyber security risks.

Cyber Security Awareness Initiatives
We utilise gamification challenges, phishing simulation exercises, periodic newsletters, along with annual refresher training and onboarding sessions.

Vendor Security Assessments
This is to ensure that all third-party vendors meet our stringent cybersecurity standards and comply with regulatory requirements to safeguard sensitive data.

External Third-Party Assessors
They conduct independent penetration tests and audits on our systems, identifying vulnerabilities and recommending improvements to our controls.

Cyber Incident Detection and Response
We focus on identifying and responding to cyber threats through continuous monitoring and alerting mechanisms.

Threat Intelligence and Collaboration
We actively monitor and receive cybersecurity threat intelligence from government agencies, industry groups, and cybersecurity associations, enabling us to respond quickly to new threats and vulnerabilities.

Offensive Security Assessments
We conduct cybersecurity assessments and regularly evaluate our security controls to adapt to evolving threats.

Cybersecurity Governance and Oversight

We have a structured governance framework to ensure strong oversight of cybersecurity risks:

Level	Roles and Responsibilities
Board Oversight	The **Audit Committee** oversees cybersecurity risk management and receives **quarterly briefings** from management on Grab's cybersecurity posture, top risks, and risk reduction initiatives.
Executive Management	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 cybersecurity projects.
All Employees	Cybersecurity is **everyone's responsibility** at Grab. Employees undergo **mandatory annual training** on cyber risks and are encouraged to stay vigilant against threats.

Cultivating Cybersecurity Awareness and Resilience

We foster cybersecurity awareness across our organisation through a variety of engaging initiatives. Additionally, we utilise red team exercises to ensure our employees remain vigilant and prepared for potential threats.

Regular Phishing Simulations

To train employees to identify and report suspicious emails.

Cyber Gamification Campaigns

Promotes self-learning and awareness.

Capture the Flag

An internal programme where employees navigate through various challenges that test their knowledge and skills in a friendly and competitive environment.

Proactive Red Team Exercises

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

Enhancing Cybersecurity Through External Collaboration and Community Engagement

Beyond internal efforts, we engage with external cybersecurity experts to test and enhance our platform's resilience, as well as collaborate with the Infocomm Media Development Authority (IMDA) on community initiatives:

Bug Bounty Programme

We run an annual programme where external security researchers can participate in identifying security vulnerabilities in Grab's platform.

Community Upskilling

Together with IMDA, we created a public guide that can be found at community centres throughout Singapore. This guide aims to educate the public on effectively using the Grab app and ensuring their accounts remain secure.

SG Digital For Life Roadshow

We took part in the Digital For Life roadshow organised by IMDA, where we provided important insights on security and anti-scam strategies, helping the public protect their digital footprint.

Our commitment to cybersecurity has enabled us to maintain high levels of resilience with ongoing improvements to strengthen our security measures. These efforts ensure Grab adopts a **proactive, transparent, and robust** approach to cybersecurity, thereby bolstering user trust and safeguarding our platform.

3

Protecting Data Privacy

We recognise the trust our employees, consumers, and partners place in us to store, handle, and protect their personal data. That's why we embed privacy and data protection into every product and feature—from conceptualisation and design to its entire lifecycle—ensuring security and compliance at every step.

Our **Data Privacy Framework** is based on these four tenets:

Data Collection and Processing	Protection and Safe Custody of Personal Data
We are committed to collecting and processing all personal data on a valid legal basis, including consent, contractual necessity, legal obligations and legitimate interests where applicable.	We seek to provide and implement reasonable security arrangements to protect personal data. This includes implementing physical, administrative and technical access controls to personal data.

Retaining Personal Data for No Longer Than Necessary	Transparency
We endeavour to cease the retention of personal data through anonymisation, disposal or other suitable means when there is no longer a legal or business need for us to retain the personal data.	We aim to provide users with clear information on how we collect, use, process, and disclose personal data. Our Privacy Notice is publicly available on our websites, as is the contact information to reach out to our Privacy Office.

Our **privacy governance structure** ensures strong accountability and oversight:

Leadership and Reporting

Our **Head of Privacy Office** reports directly to the General Counsel, reinforcing legal oversight of privacy matters.

Board Oversight

The **Audit Committee** oversees privacy risks, compliance, and other related areas of risk management to ensure strategic alignment and effective risk mitigation.

Employee Training and Awareness

Data Privacy training is **mandatory for all employees and contract workers**, **with an annual refresher**, equipping them with the knowledge to handle personal data responsibly.

We maintain a robust data protection programme that includes:

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 have structured protocols for addressing data privacy incidents, ensuring compliance with applicable regulations in the markets we operate in.

Engagement in Voluntary Privacy Initiatives

We actively participate in voluntary privacy initiatives, including industry working groups, regulatory sandbox programmes, and privacy certification programmes, to enhance our data protection practices and stay ahead of emerging privacy trends.

Through these measures, Grab upholds high standards of data protection, continuously improving our practices to align with evolving regulations and industry best practices. In 2024, we received **zero substantiated complaints**[52] from regulators or third parties related to breaches of consumer privacy that were significant in scale and impact.

[52] 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.

AI Spotlight

Embedding AI Ethics and Principles within a Strong Governance Framework

Artificial Intelligence (AI) has been integral to Grab's operations for over a decade, with more than 1,000 AI and machine learning models built and deployed, powering critical platform functions, including **ride-matching, fraud detection, and customer support automation**, enhancing platform efficiency and user experience. With the rise of **Generative AI** enabling greater speed and scale than ever before, we have **proactively strengthened our AI Governance structures** to ensure responsible and ethical deployment across our platform

AI Ethics Principles
Aligning our approach with Grab's core values and drawing insights from governments, industry leaders, and international organisations, the AI Ethics Principles serve as the foundation to uphold and maintain social responsibility and high standards of ethical AI use.

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

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

Maintain Transparency
Provide clarity on how AI algorithms operate and the factors that influence their outcome.

Prioritise Safety and Reliability
Ensure optimal system performance to minimise unintended outcomes and increase security for all stakeholders.

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

Uphold Human-Centricity
Commit 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 in every step of AI systems development and usage.

To operationalise these principles, we:

- **Developed an AI Risk Framework** that provides a systematic and practical approach to identifying, assessing, and mitigating AI-related risks, many of which were already **closely aligned with existing risk functions** at Grab, given that AI is not new to Grab.

- **Implemented Pre-Production Safeguards**, a set of controls designed to **assess AI risks before launching new AI-integrated features**. Any AI applications with potential risks are flagged by the AI Task Force, reviewed for necessary risk controls, and vetted to ensure a successful and responsible launch while minimising unintended consequences.

- **Embedded responsible AI governance across the organisation** by driving AI awareness and accountability through interactive workshops and gamified quizzes.

- **Set up an AI Governance Task Force**, comprising an **interdisciplinary team of experts**, spanning integrity, data governance, cybersecurity, legal, data privacy, and public affairs. These teams contribute their expertise to that AI-related risks are effectively managed through a comprehensive and adaptable oversight approach.

AI Taskforce		
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.

As Grab's AI capabilities expand, our governance structures and efforts will scale accordingly. Our vision is to embed governance rules directly within the AI development lifecycle, enabling real-time AI governance that dynamically adapts to emerging risks and ensuring that AI continues to be a **safe, ethical, and reliable enabler of innovation** at Grab.

A Lasting Planet

Our Commitment

Recognising that the consequences of climate change have an outsized impact on our partners' livelihoods and well-being, we are committed to our platform being Carbon Neutral and Zero Packaging Waste by 2040. We manage our environmental impact so that future generations of Southeast Asians, including our partners and their communities, can enjoy a higher quality of life.

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 has taken an emissions reduction-first and inclusive approach toward carbon neutrality by 2040. **Our approach to decarbonisation emphasises inclusive, scalable, and economically viable solutions that create a win-win-win scenario for the environment, our business, and our diverse network of driver-partners across Southeast Asia.**

0.5%
Scope 1

1.9%
Scope 2

7.9%
Scope 3
Cat 1, 2, 3, 6, 7

89.8%
Scope 3
Cat 11
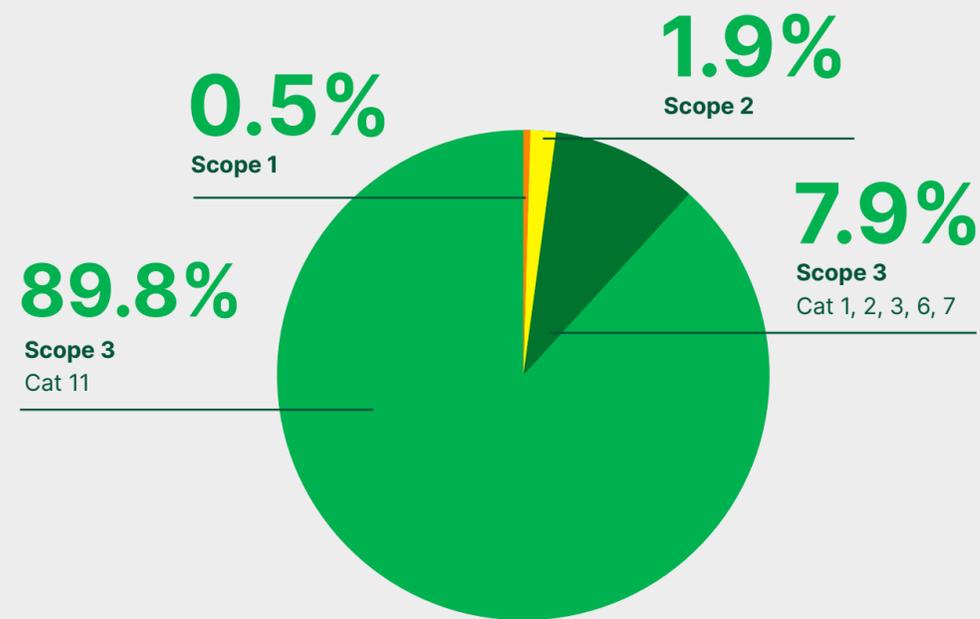
Please refer to the Metrics and Indicators table in the Appendix for the full Greenhouse Gas Inventory.

[53] Emissions reduced 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.

Lever 1: Enabling Driver-Partners' Transition to Low or Zero-Emission Transport

4.7%
YoY reduction in carbon emissions intensity per km (mobility)

1.5%
YoY reduction in carbon emissions intensity per km (deliveries)

7%
of total distance travelled (km) are on low or zero-emission modes of transport, up from 6.3% in 2023

128,000
carbon emissions (tCO$_2$e) reduced through low or zero-emission modes of transport[53]

Electric vehicle (EV) adoption in Southeast Asia is still in its early stages, with countries progressing at varying speeds in policy development, infrastructure expansion, and energy grid transition. As Southeast Asia's leading platform for on-demand mobility and deliveries, Grab serves as a unique test bed for greener mobility solutions, leveraging our high reach, real-time data, and technology to identify scalable and economically viable pathways for low-carbon road transport.

In 2024, we continued to reduce the carbon emissions intensity of Scope 3 Category 11 (vehicle emissions from Grab's mobility and delivery services), which accounts for almost 90% of our total emissions. **Grab currently operates the largest on-ground EV ride-hailing fleet in both Indonesia and Thailand, with over 10,000 EVs deployed in each market.**

Accelerating EV Adoption through Strategic Partnerships with Ecosystem Players

To drive a more inclusive transition to low-carbon mobility, Grab partners with key EV ecosystem players to leverage our data, technology, and extensive driver-partner network. As a testbed for innovation, we enable the trial, development, and scaling of EV solutions that can be adapted and expanded across the region.

Developing Market Viability for EVs

Regional
In December 2024, we signed a regional partnership with BYD to provide our driver-partners across Southeast Asia with access to up to 50,000 4W electric vehicles (EVs). This collaboration aims to lower the financial barriers associated with EV adoption by offering competitive rates and extended battery warranties.

Four-wheelers (4W) in Thailand

- **"Drive-to-Own EV" model**
  Grab, in partnership with SUSCO, a leading EV financing provider, has introduced a financing programme that offers loans based on driver-partners' performance history on our platform. The lease spans five years with no down payment required, after which the driver-partner fully owns the electric vehicle.

- **"End-to-End EV Rental" model**
  Grab has partnered with Whale EV and AGEWAY to expand its electric taxi rental offerings, deploying over 400 EVs (Aion and MG vehicles). This rental model covers major operating costs, including insurance and maintenance services.

- **Serving Airport Demand with EVs**
  EVs play a critical role in serving airport demand while helping our driver-partners to reduce range anxiety due to predictable routes and availability of charging stations near airport hubs.

Two-wheelers (2W)

- **"End-to-end EV Rental" model**
  Similar to the 4W rental model, Grab partnered with STROM EV to launch two new EV bike models based on insights from Grab delivery-partners. The programme has since expanded to 10 cities, including Phuket, Chiang Mai, Surat Thani, and Hatyai.

Four-wheelers (4W) in Indonesia
Initiated the progressive addition of 1,000 units of BYD M6 rental vehicles as part of GrabCar Premium and GrabCar Plus services available in Jakarta, expanding consumer access to EV-based ride-hailing options.

Two-wheelers (2W)
GrabElectric rental business has an on-the-road fleet of 10,000 EVs from 5 EV manufacturers (Viar, Kymco, Electrum, Kilats and Smoot by Swap Energi).

In the Philippines, we explored opportunities with BYD Cars Philippines and conducted a month-long pilot feasibility study allowing Grab driver-partners to test BYD Dolphin EVs.

Supporting the Development of EV Infrastructure

In Indonesia, GrabElectric rental fleet drives demand for SWAP Energi battery swap stations (BSS). In 2024, the battery swap stations increased from 1,200 to 1,500 across eight cities.

Grab's EV driver-partners receive exclusive charging benefits through partnerships with Sharge and Spark EV, which operate over 600 charging stations nationwide. These benefits include special charging rates and vouchers to support cost-efficient EV adoption.

In Singapore, we partnered with leading EV charging providers—SP Group, Charge+, CDG ENGIE, ChargEco, Shell, and Volt—to provide exclusive charging discounts for Grab EV driver-partners.

These discounts help lower operational costs, making the transition to low-emission vehicles more financially viable and accessible.

Greener Rides, Greater Savings

Two years ago, Tanawut Pongsorn made the switch from a petrol bike to an electric motorcycle through Grab's EV rental programme—a decision driven by rising fuel and maintenance costs. As the head of his household, supporting his wife and two children while managing tuition fees and a mortgage, every dollar mattered.

Since switching, **he's saved over 50% on operational costs**. "Fuel prices used to stress me out," Tanawut shares. "Now, I can focus on earning and saving more for my family."

Grab's EV rental package includes maintenance, insurance, and flexible contract options, making the transition affordable and worry-free. Convenient battery swapping stations and home charging options help him plan his day efficiently, while Grab's emergency backup vehicle service gives him peace of mind.

His customers also enjoy the quiet ride—especially during his night shifts, when he can deliver food without disturbing the neighbourhood.

" **Switching to Grab's EV helped me save more and worry less. It's better for the environment—and for my family.** "

Tanawut Pongsorn
GrabFood delivery-partner,
Thailand

Grab's EV programme is making it easier for driver-partners like Tanawut to transition to cleaner, more cost-efficient transport—one ride at a time.

Empowering Consumers with Greener Choices to Drive Demand for EV Adoption

To support the development of a sustainable EV ecosystem in Southeast Asia, Grab also supports shaping and driving demand to encourage more driver-partners to adopt EVs on the road, which will inherently enable the rest of the ecosystem.

Eco-Friendly Rides Preference Feature

Since 2022, Grab has offered an Eco-Friendly Rides toggle, first launched in Singapore and later expanded to Thailand. This feature allows consumers to **prioritise booking an EV or hybrid vehicle** at no additional cost.

>17 million rides

opted in for "Eco-Friendly" rides in Thailand and Singapore

EV-only Service Type

For select areas and routes with sufficient EV density and infrastructure, consumers can specifically choose an **EV-only ride** for a fully electric transport experience.

~600,000 rides

fulfilled by a "GrabBike Electric" or "GrabCar Electric" fleet, available in 4 key cities in Indonesia (Jakarta, Bali, Bandung and Surabaya)

Enabling Other Zero-Emission Modes of Transport

In more densely populated cities, we can achieve zero-emission deliveries by tapping on walkers, cyclists and partners using personal mobility aids (PMAs), who cover the shorter distances.

40%

of all delivery orders were completed by walkers, cyclists and partners using PMAs in Singapore

5%

of all delivery orders were completed by cyclists in the Philippines

Lever 2: Powering Grab Operations with Renewable Energy

As an asset-light platform, Scope 2 emissions account for just 1.9% of our total greenhouse gas footprint. Since 2021, Grab has remained committed to **powering all corporate offices, including those of key subsidiaries[54], with 100%** renewable energy through the purchase of Renewable Energy Certificates (RECs).

In 2024, we continue to uphold this commitment while actively supporting the transition to lower-carbon local grids and the expansion of renewable energy infrastructure in the countries where we operate.

100%

renewable energy since 2021 powering all corporate offices[55]

92%

of Renewable Energy Certificates were sourced within Southeast Asia

Renewable Energy Mix

86%
Solar

5%
Wind

9%
Geothermal
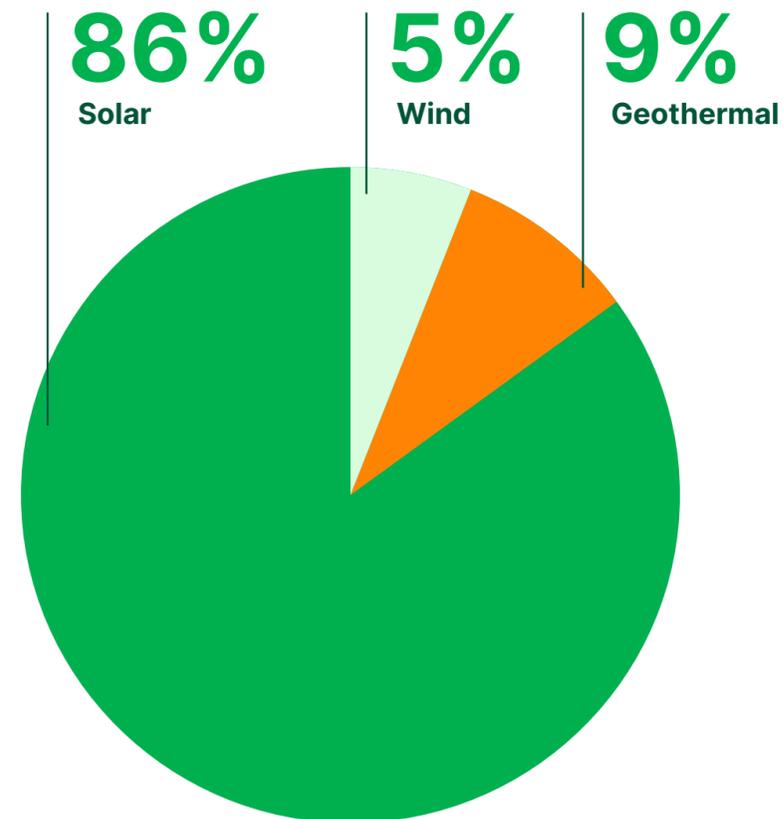
All RECs procured adhere to internationally recognised standards such as I-REC and APX TIGR, ensuring transparency and credibility.

[54] We do not consolidate the emissions of our digital banks which are not under our operational control. In addition, we have yet to consolidate the operations of Nham24, a food delivery platform in Cambodia, which we acquired in December 2024.

Lever 3: Integrating Sustainable Business and Tech Practices

Efficiency is the key emissions reduction lever in which Grab has the greatest influence. Our platform optimises order and job allocation through artificial intelligence (AI) and advanced machine-learning algorithms to minimise idle time and reduce travel distances. These enhancements not only improve service quality and lower operational costs for driver-partners but also contribute to reduced greenhouse gas (GHG) emissions from vehicles.

While many of these optimisations occur in the back-end systems, Grab also introduced consumer-facing features that encourage more sustainable choices.

62,000
tonnes CO_2e[55] reduced through batched deliveries and GrabShare

~40%
of all delivery orders were batched

50%
reduction in the average travel distance (km) for the driver-partner to reach the pickup point **(allocation efficiency)**

15.3%
reduction in the average travel distance (km) between merchant-partners and consumers for batched orders **(batching efficiency)**

Consumer-Facing Features

Group Order
A feature that allows multiple people to add items to a single order from the same restaurant or merchant.

Saver Deliveries
A cost-effective delivery option where orders are grouped and assigned to driver-partners in a way that prioritises efficiency over speed.

GrabShare
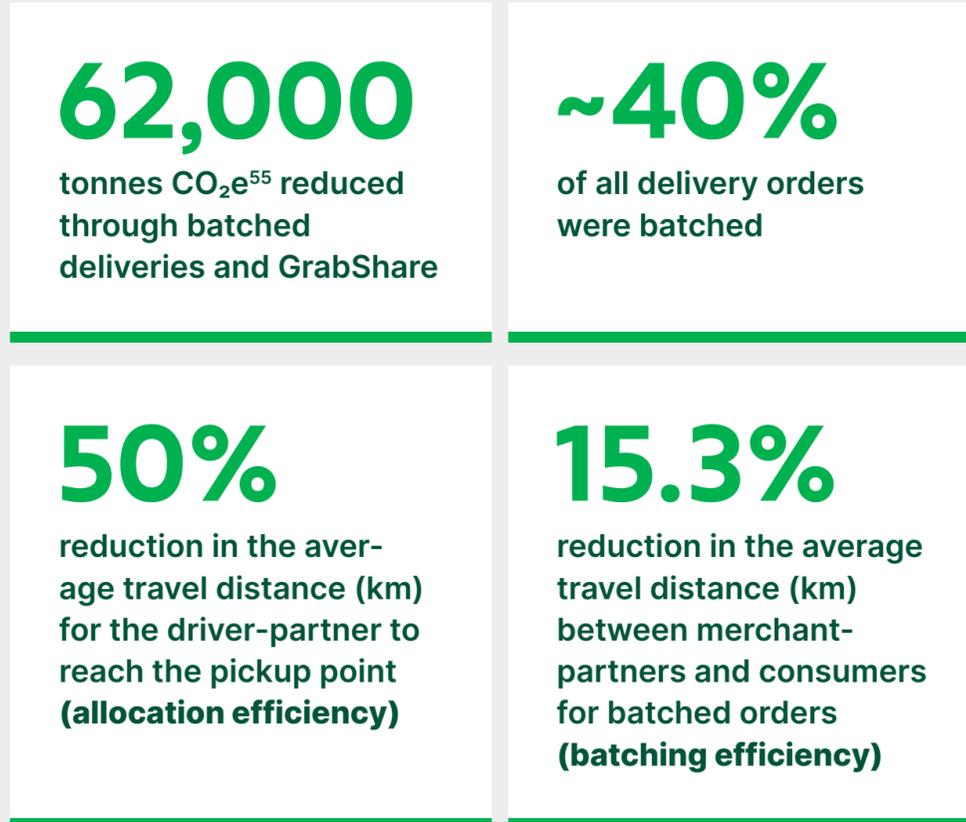Grab's carpooling service allows multiple passengers travelling in the same direction to share a ride. By pooling trips, GrabShare helps reduce the number of vehicles on the road, leading to lower emissions, less congestion, and more affordable fares for consumers while reducing carbon emissions.

Back-End Machine-Learning Algorithms

Optimised Routing and Order Batching
A single driver-partner is assigned to pick up and deliver multiple orders in the most efficient sequence and reduce travel distance while balancing consumer wait time.

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[55] For GrabFood, GrabMart and GrabExpress. Emissions reduction from deliveries batching is estimated based on the reduction in total distance traveled when orders are grouped together. This consists of: (1) Savings from allocation to pickup, calculated as the direct distance to arrival multiplied by (number of orders - 1); and (2) Savings from pickup to drop-off, calculated as the difference between the total estimated unbatched

Lever 4: Empowering Consumer Action for Beyond Value Chain Impact

Beyond our operational carbon reduction efforts, Grab leverages its platform and technology to educate consumers about climate change and empower them to take action. Since 2021, we have introduced a Green Programme toggle[56], allowing consumers to contribute a fractional cost towards carbon credits based on the emissions from their rides or deliveries. These contributions—typically less than US$0.10 per order—are directed towards carbon avoidance and removal projects in Southeast Asia.

Tree Planting and Reforestation

Contributions have been channelled towards planting **>1.2 million trees** across **Southeast Asia** since 2021, supporting reforestation, biodiversity restoration, and local community livelihoods.

- **>600,000 trees** to be planted from **2024 consumer contributions** alone.

All trees are planted in 'GrabForGood Forests' in collaboration with local NGOs and communities.

Indonesia

In partnership with EcoMatcher and Trees4Trees, an initiative of Yayasan Bumi Hijau Lestari, a non-profit foundation:

- **Pati and Cilicap**

  Planting coastal mangroves to prevent erosion, protect fishing communities' livelihoods, and conserve biodiversity.

- **Bandung**

  This initiative focuses on improving soil quality, enhancing water retention, and restoring degraded land by planting native species such as Champaca and Albizia trees.

Thailand

Collaboration with EcoMatcher and Conserve National Forest (CNF) to reforest government-protected land in Koh Lanta district, Krabi province. This initiative focuses on restoring biodiversity by planting native tree species such as agarwood, Moulmein cedar, and Thai rosewood.

Vietnam

In collaboration with the Department of Agriculture and Rural Development of Ninh Thuận and Song Foundation, contributions were channelled to restoring three forests in Ninh Thuận, Vietnam's driest province. Through tree planting and seed bombing, this initiative aims to combat drought, protect natural resources, support local farming communities and improve biodiversity. The supported sites include:

- Nui Chua National Park:
  A UNESCO-certified biosphere reserve

- Thuan Nam Forest

- Protected forests near Tan Giang Lake

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[56] Previously known as Carbon Offset Toggle

Forest Conservation through Verified Carbon Credit Projects

We select carbon credit projects that are certified under the Verified Carbon Standard (VCS) and Climate, Community & Biodiversity (CCB) Standards to ensure they deliver real, measurable, and lasting environmental impact. These projects prevent the deforestation of at-risk primary forests, preserving critical carbon sinks and biodiversity hotspots.

>936,000 tonnes of verified GHG emissions avoided in 2024 through high-quality carbon credit projects in **Indonesia and Cambodia.**

- This is equivalent to removing ~200,000 petrol cars from the road for an entire year[57].

Key Projects Supported:

Katingan Mentaya Project, Central Kalimantan, Indonesia

Restores natural forests and conserves peatland habitats, preventing the estimated release of 7.5 million tonnes of CO_2 emissions annually.

Keo Seima Wildlife Sanctuary, Mondulkiri Province, Cambodia

Protects an area home to 85 globally threatened species and supports local indigenous communities.
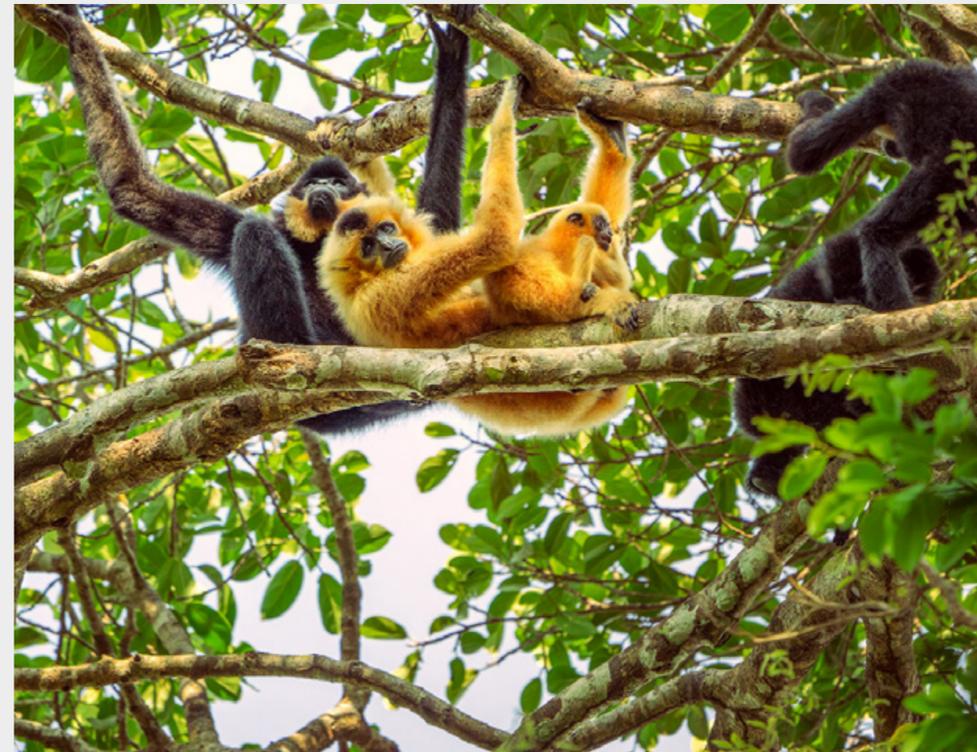
©Filip Agoo/Everland

Our Approach to the Voluntary Carbon Market

At Grab, carbon reduction remains our top priority in our decarbonisation efforts. However, we also recognise the role of high-quality carbon credits in driving long-term environmental benefits. Through our Green Programme feature, we enable consumers to contribute voluntarily to verified carbon credit projects, fostering awareness, transparency, and meaningful impact.

While there is currently no universally aligned standard for the voluntary carbon market, we acknowledge that carbon credits are legitimate financial instruments for environmental progress. We uphold strict due diligence and reference the best available data from top carbon rating agencies and state-backed voluntary carbon market exchanges in Southeast Asia to ensure the credibility of selected projects.

We believe the industry must continue engaging in constructive discussions to improve transparency, integrity, and accountability in the carbon market. As part of this commitment, Grab will continue to set a high bar for project selection, ensuring that supported initiatives deliver real environmental and social impact while contributing to a lower-carbon future.

[57] Based on estimates from the US Environmental Protection Agency's Greenhouse Gas Equivalencies Calculator.

2

Minimising Air Pollution

In Southeast Asia's densely populated cities, vehicle emissions, particularly from combustion engines such as motorbikes and diesel-powered cars, are a major contributor to air pollution. Prolonged exposure to air pollutants such as Nitrogen Oxide (NOx), Sulphur Oxides (SOx) and Particulate Matter (PM2.5) has been linked to respiratory illnesses, cardiovascular disease, and lung cancer. These health risks disproportionately affect socially and economically disadvantaged communities, who often face higher exposure due to their living and working conditions—the very communities Grab aims to uplift.

Aligned with our decarbonisation strategy, our transition to lower-emission modes of transport—including electric and hybrid vehicles—has contributed to reductions in both carbon and air pollutant emissions. This reinforces the environmental and public health value of the shift, and reflects our broader commitment to building a more sustainable road transport ecosystem across the region.

Air Pollutants inventory (grams per km)		
Nitrogen Oxide (NOx)	**Sulphur Oxides (SOx)**	**Particulate Matter (PM2.5)**
0.09877	0.00023	0.00210

Please refer to the Metrics and Indicators table in the Appendix for the full details on air pollution.

3

Managing Water Use Responsibly

Water is a vital shared resource, and responsible consumption is essential to preserving it for communities and ecosystems alike. While Grab's operations are not water-intensive by nature, we recognise the importance of monitoring and managing water use—especially in regions that may face increasing water stress due to climate change or urbanisation.

In 2024, our total water consumption was **541,486 m³**, with the vast majority (93%) occurring in low water-stressed regions, ensuring minimal impact on local water resources. The remaining 7% was distributed across areas with varying degrees of water stress (from low-medium to extremely high).

This consumption accounts for all our offices and operational premises, including Grab Driver Centres and Jaya Grocer retail outlets. We are committed to responsible water management by monitoring our usage and improving efficiency.

Please refer to the Metrics and Indicators table in the Appendix for the full details on water consumption and supplied water.

4

Advancing Sustainable Packaging Solutions

Food packaging waste is a major challenge in food delivery, and Grab is committed to achieving **Zero Packaging Waste in Nature by 2040**. However, waste management remains a critical issue in Southeast Asia, where 70% of waste goes uncollected or is illegally dumped. Limited collection and waste management infrastructure, a lack of commercially viable plastic alternatives, mixed materials that are unrecyclable and overpackaging further exacerbate the problem.

To address this, Grab leverages technology and ecosystem scale, and serves as a test bed for strategic partnerships to drive reduction-first behavioural shifts and accelerate circular and sustainable packaging solutions.

8,385
tonnes of waste reduced or recycled

384,519
pieces of recyclables collected

Roadmap

2025   **2030**   **2040**

Phase 1

Reduce waste & move away from single-use plastics

30% of plastic packaging is diverted by 2030

Phase 2

Implement circular economy

Zero Packaging Waste in Nature by 2040

Key Focus Areas

Reduce waste
- Overpackaging
- Unnecessary consumption of items (e.g. sauce sachets, napkins, cutleries)

Replace single-use plastics with compostables

Develop reverse logistics mechanisms to:
- Increase adoption of **Reusable** and **Recyclable** packaging
- Enable waste collection for responsible end-of-life treatment

Drive circularity at scale (Reduce, Reuse, Composition) and Recycling

Driving Waste Reduction at Scale

The 'Cutlery Opt-Out' feature has been implemented across all markets since 2019. By default, consumers are automatically opted out of cutlery unless otherwise preferred, significantly reducing unnecessary single-use plastic waste.

>4 billion

cutlery sets saved since 2019

929 million

cutlery sets avoided in 2024, preventing an estimated 8,363 tonnes of waste generated

Improving Circularity Through Strategic Partnerships and Leveraging Ecosystem

Grab collaborates with innovative partners to develop collection and recycling solutions that incentivise consumer participation and strengthen waste recovery systems.

Malaysia **Grab x Klean** Plastic Food Packaging Reverse Vending Machines	Grab partnered with **KLEAN, F&N, Malaysian Research Accelerator for Technology & Innovation (MRANTI) and Asasrama** to deploy **18 AI-driven Reverse Vending Machines (RVMs) in Klang Valley, Malaysia.** These RVMs were trained to identify and accept food packaging waste (e.g. containers, lids), on top of the usual PET bottles and cans that are commonly collected by recyclers. This ensures that only recyclables are properly collected and sorted at the point of collection. Recycled materials are then collected and processed into PP and PET flakes for new products, such as apparel and plastic furniture. Users receive Grab and Jaya Grocer vouchers as rewards.	**9,898kg of plastic waste diverted**
Indonesia **Grab x Coca Cola's** "Recycle Me" Doorstep Pickup programme	In partnership with **Waste4Change, Yayasan Mahija Parahita Nusantara, PT Amandina Bumi Nusantara, and Benih Baik,** Grab enables consumers in Indonesia to conveniently recycle **used PET bottles** through **GrabExpress Recycle's doorstep pickup service.** Collected bottles are sent to Amandina Bumi Nusantara for processing into new Coca-Cola bottles, while users receive OVO cash rewards. In 2024, the programme expanded to Bali, Bandung, Cilegon, and Cirebon.	**2,409kg of plastic waste recycled**
Indonesia **Grab x PlasticPay** Reverse Vending Machines	In partnership with **PlasticPay,** Grab launched **RVMs for PET bottle recycling** across four locations in Indonesia, offering **OVO cash incentives** to encourage recycling.	**2,373kg of plastic waste recycled**
Malaysia **Jaya Grocer x Farm Fresh** Refillable Milk-on-Tap	To reduce the wastage of single-use paper cartons, **Jaya Grocer expanded the Farm Fresh refillable milk bottle tap initiative,** now available in five outlets nationwide.	**>7,000kg of single-use paper cartons reduced** as a result of over 220,000 litres of milk being sold in refillable glass bottles

Other Ethical and Sustainable Practices

Reducing Food Waste
Grab and Starbucks Donate Unsold Food

Grab supports the reduction of food waste as a partner of the Starbucks FoodShare Programme, where unsold food is carefully packed to be donated to non-profit organisations through the Philippine FoodBank Foundation. Grab driver-partners are connected to the participating Starbucks stores to pick up these food donations and deliver them to the beneficiaries.

- Since the programme launched in 2022, Grab driver-partners have helped to pick up more than 2 million food items across 260 partner stores.

Ethical and Sustainable Sourcing
Jaya Grocer Supports Cage-Free Eggs

In 2024, Jaya Grocer committed to working closely with suppliers within its supply chain to promote ethical and sustainable sourcing. An example of this commitment is the goal to achieve a 100% cage-free egg assortment by 2035.

- All Jaya Grocer outlets across Malaysia currently offer at least one brand of cage-free eggs, allowing consumers to make informed choices and drive demand for ethically sourced products.

People and Culture

Our Commitment

Grab is committed to providing an environment where a diverse team of individuals who are guided by our mission of driving Southeast Asia forward can thrive. Our strong employee culture is anchored on our 4H values: Heart, Hunger, Honour, and Humility.

Our Approach

1 Cultivating a Mission and Values-Driven Culture
2 Fostering a Thriving Workforce
3 Empowering Growth Through Learning and Development
4 Caring for Our Employees' Well-Being and Safety

1

Cultivating a Mission and Values-Driven Culture

At Grab, our culture is the foundation of how we work, collaborate, and drive impact. Anchored in our **4H values— Heart, Hunger, Honour, and Humility**—our culture unites us in our mission to drive Southeast Asia forward. A strong corporate culture fosters innovation, resilience, and accountability, ensuring that our teams are empowered to serve our communities with purpose and create lasting, positive change across our ecosystem.

Heart
We are #1 advocates for our users and communities.
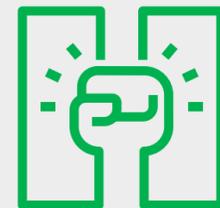
Hunger
We are visionary disruptors and builders.

Honour
We are accountability partners for each other.

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

2

Fostering a Thriving Workforce

A thriving workforce is built on strong human capital management, ensuring employees are supported, engaged, and empowered to grow. By investing in career development, fair and ethical employment practices, and employee well-being, we create an environment where people can do their best work and drive meaningful impact across Southeast Asia.

We actively track employee engagement to ensure a positive work experience. **In 2024, Grab recorded a 78% engagement score[58], 5% higher than the industry benchmark.**

11,267
full-time employees

1,299
fixed-term contract employees

3,795
temporary agency workers

[58] Engagement score is a measure of how positive people feel about their work. Data based on the 2024 Grabber Engagement Survey, which was sent out to full-time employees and had a participation rate of 81%.

Attracting, Developing, and Retaining Top Talent

We are committed to hiring, developing, and retaining the best talent based on skills and experience while ensuring inclusive and accessible hiring and performance management practices by providing:

Market-Competitive Compensation
Includes a stock programme that reinforces long-term commitment and shared success.

Career Growth & Leadership Development
Personalised clear career pathways, individual and leadership programmes, coaching opportunities and **360-degree feedback** for annual performance appraisals.

Internal Mobility and Learning Opportunities at Scale
We launched **Grab Grow, our internal talent marketplace** in 2024, offering various opportunities for new roles, projects, mentorships, and learning programmes.

Upholding Fair and Ethical Labour Practices

We are committed to hiring, developing, and retaining the best talent based on skills and experience while ensuring inclusive and accessible hiring and performance management practices by providing:

Market-competitive compensation, which includes a stock programme that reinforces long-term commitment and shared success.

Career growth & leadership development, such as personalised clear career pathways, individual and leadership programmes, coaching opportunities and **360-degree feedback** for annual performance appraisals.

Internal mobility and learning opportunities at scale as we launched **Grab Grow, our internal talent marketplace** in 2024, offering various opportunities for new roles, projects, mentorships, and learning programmes.

Creating a Respectful and Inclusive Workplace

We believe that diverse teams bring a wide range of experiences and perspectives, enabling us to better represent our users in driving user-centric innovation. For example, women make up 44% of our workforce and 37% of leadership positions. 54 nationalities are also represented across Grab.

Please refer to the Metrics and Indicators table in the Appendix for more details on our diverse workforce.

Grab is committed and takes deliberate steps to build a workplace that is inclusive, and free from discrimination and harassment.

Mandatory Training on Building a Safe and Respectful Workplace
All full-time employees are required to complete training and pass a test annually to ensure a common understanding of expected behaviour from employees as well as the policies and processes in place.

Employee-Led Inclusion Communities
Play a vital role in fostering belonging among employees by providing peer support, advocacy and driving engagement. In 2024, we introduced a new community—Mental Health at Grab. This joins our four existing communities: Parents at Grab, Women at Grab, Pride at Grab, and Workplace Accessibility at Grab.

3

Empowering Growth Through Learning and Development

At Grab, we recognise that a highly skilled, adaptable and productive workforce is essential for driving innovation and competitive edge. Our commitment to continuous learning is a strategic imperative, designed to ensure Grab can rapidly adapt to evolving market demands and technological advancements while empowering our employees to achieve their full potential.

We are building a skills-based organisation, prioritising the development of capabilities that directly support our strategic objectives. This approach ensures we enhance organisational agility, increase innovation, strengthen employee motivation and empower their growth.

Through a combination of development programmes and personalised learning offerings such as 1-1 coaching and stretch projects, we focus on developing three key skill areas:

Adaptive Skills

Cultivating user centricity, critical thinking, tech fluency, and collaboration skills required to thrive at Grab. This is supported by initiatives such as problem-solving and ideation workshops and the Generative/AI Sprint, which facilitates rapid skill acquisition in emerging technologies, enabling our teams to navigate change and drive disruptive innovation that serves our users.

Leadership Skills

Developing the ability to guide, inspire, and drive collective impact at all levels. We provide immersive leadership programmes for team managers (e.g. manager coaching programmes, new manager essentials programmes) and senior leaders (e.g. executive coaching, leading innovation) to cultivate leaders who can shape Grab's future and lead through transformation.

Functional Skills

Deepening domain expertise to ensure our workforce remains at the forefront of their respective fields. Programmes targeted for functional excellence include technical training and support for participation in industry conferences.

By strategically investing in skills development, we are building a workforce that is not only highly capable but also deeply motivated, ensuring Grab's continued success in a rapidly evolving landscape.

AI Spotlight

The Generative/AI Sprint—A Company-Wide Movement to Accelerate AI Innovation

As AI rapidly transforms industries, Grab recognised that staying ahead of this shift requires more than just awareness —it demands action. To ensure our leaders and employees could effectively leverage Generative/AI (G/AI) to innovate how they work and deliver transformative solutions for our users and business, Grab **made AI upskilling a company-wide priority** in 2024.

From July to August 2024, employees across every function and level of the company were deeply engaged in G/AI learning, experimentation and exploration. The sprint was designed to drive the following outcomes:

Improve Tech Fluency and Internal Productivity

Tech and Non-Tech teams were engaged in separate learning tracks to equip them with the right set of knowledge and skills to integrate AI in their daily flow of work. Investing at least 3-4 hours weekly, employees built proficiency from beginners to practitioners in G/AI development through a series of hands-on learning led by AI experts and internal champions, AI clinics and mentorship, structured experimentation and gamified activities to deepen practice.

Accelerate Development of Key AI Initiatives in Tech

Tech teams received dedicated leadership support and coaching to execute high-impact AI initiatives and drive rapid experimentation, reducing the time to innovation and impact.

Identify Key AI Opportunities for Corporate Functions

To ensure that Grab's business leaders are able to lead from the front in an AI-first world, this group was engaged through learning and discovery workshops to explore AI use cases, tooling solutions and industry applications. These functions are now equipped to integrate AI in their longer-term business strategy, with a roadmap of key AI opportunities to execute beyond the Sprint.

~5,000
G/AI apps built for experimentation during the G/AI sprint

25pp
increase in employees who agreed that they were able to use G/AI technologies and tools in their work[59]

22pp
increase in employees who agreed that their teams proactively use and experiment with AI[59]

[59] Comparing results from surveys sent out to employees pre- and post-sprint.

4

Caring for Our Employees' Well-Being and Safety

We recognise that employee well-being is fundamental to engagement, productivity, and retention. Our benefits support employees holistically, focusing on flexibility, inclusivity, and local relevance.

Health and Wellness

Comprehensive medical coverage for employees and dependents, including annual health screening, well-being wellness programmes, and recreational activities.

Work-Life Balance

Fully paid leave for major life events, such as birthdays, marriage, parenting, family care, adoption, and bereavement.

FlexWork Policy

Employees can apply for flexible work arrangements (e.g. flexible hours, part-time, etc) to better balance work and personal commitments subject to work exigencies.

GrabFlex Programme

A flexible benefits plan that allows employees to customise their benefits based on their needs and preferences.

Mental Health Support

Grabber Assistance Programme (GAP)—a confidential, 24/7 workplace service offering emotional and well-being support.

Recognition & Rewards

Multiple recognition programmes, including Grabversary+, which celebrates long-serving employees.

Financial & Long-Term Alignment

Equity Stock Purchase Plan (ESPP), enabling employees to purchase Grab stock at a discount, reinforcing long-term commitment.

By embedding safety-first principles into our workplace culture, Grab ensures that all employees can work with confidence, security, and peace of mind, enabling them to focus on delivering impact while staying protected. In 2024, we recorded **zero work-related employee fatalities.**

Our Approach to Workplace Safety:

Comprehensive Occupational Health and Safety (OHS) Policy

Ensures a structured and proactive approach to workplace safety to prevent occupational injuries and illnesses.

Real-Time Monitoring & Alerts

Continuous tracking of natural disasters, severe weather events, security events and potential risks across all Grab premises to enable swift response.

Standard Operating Procedures (SOPs) for Safety and Security Incidents

Clear protocols to support at-risk employees before, during, and after both safety and security incidents, ensuring timely intervention and recovery.

Crisis Management and Mitigation Plans

Regular drills, training, exercises, and contingency planning to equip employees with the knowledge and resources to handle emergencies.

Appendix

About this Report

Our ESG report communicates Grab's sustainability philosophy, approach and performance for the reporting period from 1 January 2024 to 31 December 2024 ("2024"), unless otherwise stated.

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 in US dollars unless otherwise stated.

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

External Verification

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

Please click here for the 2024 independent limited assurance report for scope of data assured by KPMG LLP, in accordance with International Standard on Assurance Engagements 3000 Assurance Engagements other than Audits or Reviews of Historical Financial Information (ISAE 3000).

Reporting Frameworks

Grab has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024, using the GRI 1: Foundation 2021. There are no applicable GRI Sector standards. The following "metrics and indicators" table serves as the GRI Content Index.

Our voluntary reporting is also informed by the sustainability standards, IFRS S1 and S2, set out by the International Sustainability Standards Boards (ISSB), which builds on the work of market-led investor-focused reporting initiatives, including the Climate Disclosure Standards Board (CDSB), the Task Force for Climate-related Financial Disclosures (TCFD), the Value Reporting Foundation's Integrated Reporting Framework and industry-based Sustainability Accounting Standards Board (SASB) Standards, as well as the World Economic Forum's Stakeholder Capitalism Metrics.

Forward-Looking Statements

This report contains forward-looking statements. All statements other than statements of historical fact contained in this report, including but not limited to, statements about Grab's goals, targets, projections, outlooks, beliefs, expectations, strategy, plans, objectives of management for future operations of Grab, and growth opportunities, are forward-looking statements. Some of these forward-looking statements can be identified by the use of forward-looking words, including "anticipate," "expect," "suggest," "plan," "believe," "intend," "estimate," "target," "project," "should," "could," "would," "may," "will," "forecast" or other similar expressions. Forward-looking statements are based upon estimates and forecasts and reflect the views, assumptions, expectations, and opinions of Grab, which involve inherent risks and uncertainties, and therefore should not be relied upon as being necessarily indicative of future results. A number of factors, including macro-economic, industry, business, regulatory and other risks, could cause actual results to differ materially from those contained in any forward-looking statement, including but not limited to: Grab's ability to grow at the desired rate or scale and its ability to manage its growth; its ability to further develop its business, including new products and services; its ability to attract and retain partners and consumers; its ability to compete effectively in the intensely competitive and constantly changing market; its ability to continue to raise sufficient capital; its ability to reduce net losses and the use of partner and consumer incentives, and to achieve profitability; potential impact of the complex legal and regulatory environment on its business; its ability to protect and maintain its brand and reputation; general economic, social and political conditions; currency exchange fluctuations and inflation; expected growth of markets in which Grab operates or may operate; and its ability to defend any legal or governmental proceedings instituted against it. In addition to the foregoing factors, you should also carefully consider the other risks and uncertainties described under "Item 3. Key Information – D. Risk Factors" and in other sections of Grab's annual report on Form 20-F for the year ended December 31, 2024, as well as in other documents filed by Grab from time to time with the U.S. Securities and Exchange Commission (the "SEC").

Industry and Market Data

This report contains information, estimates and other statistical data derived from third party sources, including research, surveys or studies, some of which are preliminary drafts, conducted by third parties, information provided by customers and/or industry or general publications. Such information involves a number of assumptions and limitations and due to the nature of the techniques and methodologies used in market research, and as such neither Grab nor the third-party sources can guarantee the accuracy of such information. You are cautioned not to give undue weight on such estimates. Grab has not independently verified such third-party information, and makes no representation as to the accuracy of such third-party information.

Alignment to TCFD Recommendations[60] / IFRS S2 Climate-Related Disclosure: Climate-Related Risk and Opportunities

In 2024, Grab completed a Scenario Planning Analysis to identify and quantify key climate-related risks and opportunities to financial impact across its eight markets of operation. The analysis considered three time frames (2030, 2040, and 2050) and two climate pathways (a 1.5°C and a 3°C warming scenario by 2100), using FY2023 as the baseline.

As an asset-light business, some financial risks within Grab's value chain, particularly those highly dependent on external factors such as regulatory changes, ecosystem development, and energy transition, remain challenging to quantify. Grab continues to refine its assumptions to enhance decision-useful risk assessments.

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	

[60] As of July 2023, ISSB S2 has built upon and formalised TCFD's recommendations under the IFRS framework

Our Approach to Materiality

We identify and prioritise material ESG topics based on the principle of double materiality—considering both their impact on our business performance (financial materiality) and our impact on people, the environment, and the economy (impact materiality). This approach ensures that our ESG strategy addresses the most significant ESG risks and opportunities across our ecosystem, supports long-term value creation, and meets evolving stakeholder expectations.

Material Topic	Why It Matters and Our Approach
Socioeconomic Impact	We provide income opportunities for our driver-partners, enable business growth for our merchant-partners, and drive financial inclusivity for all our partners across Southeast Asia. This supports local economies and promotes socioeconomic mobility, fostering long-term growth for our platform.
Partners' Welfare	We prioritise our partners' welfare by helping them earn a sustainable livelihood, upskilling them, and empowering their communities. Our partners' success directly supports platform reliability and resilience.
Platform Safety	We invest in features that enhance platform safety, as it builds trust, protects lives, and boosts user and partner confidence in our services.
Data Privacy and Cybersecurity	We practise responsible data management and strengthen our cybersecurity measures to safeguard against misuse and breaches—fundamental to earning the trust of our users and partners, and meeting compliance standards.
Greenhouse Gas Emissions	We work to reduce greenhouse gas emissions, particularly those resulting from rides and deliveries, as part of our climate response and long-term commitment to sustainable operations.v
Sustainable Packaging Solutions	We advance sustainable packaging solutions and offer tech-enabled features that help minimise waste facilitated through our food delivery platform, supporting broader circular economy efforts.
People and Culture	We cultivate a strong, inclusive workplace culture that helps attract and retain talent, drive innovation, and live our 4H values.

Alignment to United Nations Sustainable Development Goals

SDG	SDG Target	Grab's Material ESG Topic	Grab's efforts and programmes
Goal 5: Achieve gender equality and empower all women and girls	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 45-48 and in 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. More than 130,000 women driver-partners earned an income on the Grab platform in 2024. More information can be found on page 34-37.
		People and Culture	We strive to create an inclusive environment and have a high gender wage parity of 0.98. More information can be found on page 87 in the Metrics and Indicators table.
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	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 12-20.
	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 2024, our driver- and merchant-partners earned over $12.8 billion on the Grab platform. This included 135,000 Partners With Disabilities (PWDs) and women driver-partners. More information can be found on page 12, 38 and 39.
	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 GrabFin and our digital banking ventures, we are widening access for financial services for all in Southeast Asia, especially the unbanked, underbanked, and underserved. More information can be found on page 28-33.
Goal 10: Reduce inequality within and among countries	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 2024, there were 5,140 Partners With Disabilities who actively earned an income through the Grab platform. More information can be found on page 38-39.
Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable	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 47.
Goal 12: Ensure sustainable consumption and production patterns	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 63-64.
Goal 13: Take urgent action to combat climate change and its impacts	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 53-61.
	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 eco-friendly rides toggle 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 57, 60 and 61.

Stakeholder Engagement

Stakeholder	Engagement mechanisms		Priority concerns	
Consumers	• In-app communication, emails		• Safety, reliability and experience of services	• Protection of data and privacy
Driver-partners	• 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	• Earnings, benefits, welfare, training	
Employees	• Performance appraisals and compensation reviews • Employee engagement survey	• Internal employee communications and updates	• Compensation and other employee benefits • Career development	• Organisational updates • Financial and sustainability performance of the company
Investors	• Quarterly financial results announcements • Annual general meetings	• Investor conferences and meetings	• Financial and sustainability performance of the company	• Transparency of disclosures
Merchant-partners	• Via account managers • In-app communication, emails	• Webinars and conferences • Partner satisfaction surveys and focus group discussions	• Earnings, growth and sales • Ability to self-serve	• Reliable fulfilment of orders
Non-Governmental Organisations (NGOs)	• Consultation engagements for insights and feedback	• Collaboration to co-develop programmes	• Environmental, social and economic impact	• Accessibility of marginalised community
Regulators and Government	• Collaboration to co-develop programmes		• 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	2024	2023	2022	Framework
Organisation name	Grab Holdings Limited			
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.			GRI 2-1
Countries of Operations	Cambodia, Indonesia, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam			
Activities, value chain and other business relationships	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 Impact Flywheel. More information on our offerings can be found on pg 5–6–About the Grab Ecosystem.			GRI 2-6
Total Revenue (in millions)[61]	$2,797	$2,359	$1,433	
Indonesia	$643	$605	$275	
Malaysia	$816	$673	$509	
Philippines	$265	$200	$125	
Singapore	$578	$480	$302	
Thailand	$252	$205	$109	GRI 2-6
Vietnam	$228	$185	$108	IFRS S1 and S2 - Strategy
Rest of Southeast Asia	$15	$11	$5	
Deliveries	$1,493	$1,310	$724	
Mobility	$1,047	$871	$643	
Financial services	$253	$177	$64	
Others	$4	$1	$2	
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	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			GRI 2-28

[61] Beginning with our First Quarter 2024 earnings release, we have begun to report results under four segments of Mobility, Deliveries, Financial Services and Others. These reporting changes reflect a change in how we plan to evaluate the performance of our businesses, and to enhance comparability to the reporting of our peers. As part of that initiative, Advertising contributions will be allocated to the Mobility, Deliveries, and Financial Services segments where such contributions can be attributed to the respective segments. The changes to the comparative revenue by segment are shown here, while legacy reporting for 2023 and years past can be found in Form 20-F, which has been filed to the SEC.

Governance

Performance Indicator	2024	2023	2022	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	7	6	6	GRI 2-9
Independent Directors	71%	61%	67%	
Board average tenure	4.1 years	4.7 years	-	GRI 2-9
Average board meeting attendance	100%	100%	-	
Board Expertise				
Financial expertise	2/7	3/6	3/6	
Global company leadership	4/7	4/6	4/6	
Sustainability and human capital management	2/7	1/6	1/6	GRI 2-9 GRI 2-10
Government policy and regulatory experience	3/7	3/6	3/6	
Consumer and digital experience	4/7	4/6	4/6	
Innovation, technology and high-growth experience	5/7	5/6	5/6	
Compensation of Directors and Executive Officers	In 2024, we paid an aggregate of $8 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

Performance Indicator	2024	2023	2022	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.			
Codes of Conduct	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			GRI 2-23
Whistle-blowing	We have engaged an independent third party to maintain our whistleblowing portal and hotline. Alternatively, an email can be sent to: whistleblowing@grab.com. 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.			GRI 2-26
Mandatory training for all full-time employees and fixed-term contract employees	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			GRI 2-24 GRI 205-2 GRI 403-5
Percentage of employees that completed mandatory training	97.2%	99.8%	100%	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	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. The Audit Committee is responsible for reviewing the Company's compliance with ESG obligations and standards, will review 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. 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 initiatives and goals.			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	At the Management level, CEO Anthony Tan and COO Alex Hungate have oversight on climate-related topics, and are updated at least bi-yearly. At the Board of Directors level, the Audit Committee provides oversight of ESG matters, including climate-related topics.			GRI 2-12 IFRS S1 and S2 - Strategy IFRS S1 and S2 - Risk Management

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Partner

Performance Indicator	2024	2023	2022	Framework
Partner earnings	>$12.8 billion	>$11.0 billion	>$10.6 billion	
Number of partners with disabilities Goal: >4,200 by 2025	5,140	>3,000	>2,100	IFRS S1 - Metrics and targets
Unique number of partners who have completed courses on GrabAcademy	>1.3 million	>1.2 million	>1 million	

Platform

Performance Indicator	2024	2023	2022	Framework
Overall Safety Incidents				
Rides and deliveries that occurred without incident[62]	99.9%	99.9%	99.9%	GRI 403-9 IFRS S1 - Metrics and targets
Overall safety incidents reported (per million rides)[63]	31.8	31.3	27.7	
Road accidents[64]				
Road accidents[65] (per million rides)	1.095	0.825	0.930	
Minor accidents (per million rides)	1.0277	0.7690	0.863	
Moderate accidents (per million rides)	0.0549	0.0508	0.0611	
Serious accidents (per million rides)	0.0054	0.0029	0.0019	
Critical accidents (per million rides)	0.0064	0.0025	0.0037	GRI 403-9 IFRS S1 - Metrics and targets
Mobility accidents (per 100,000 rides) Based on LTA's QoS requirement Benchmark = <0.5	0.12	0.08	0.09	
Delivery accidents (per million rides)	1.002	0.819	0.929	
Sexual harassment and sexual assault incidents[66]				
Sexual harassment incidents (per million rides)	0.353	0.358	0.262	
Sexual assault incidents[67] (per million rides)	0.138	0.123	0.128	

[62] Refers to all reported safety incidents caused by driver-partners or passengers while on trip across our mobility and delivery businesses. We have sought and received limited assurance for the total reported safety incident rate (31.8 incidents per million rides) from KPMG LLP.

[63] Refers to all reported safety incidents caused by driver-partners or passengers while on trip across our mobility and delivery businesses. We have sought and received limited assurance for the 2024 reported safety incident rate (31.8 incidents per million rides) from KPMG LLP.

[64] Data for 2024 covers 1 January 2024 to 15 September 2024. Data is currently unavailable from 16 September 2024, due to an internal system change. Full year results will be updated in the ESG Report 2025.

[65] 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 or critical injuries.

[66] Data for 2024 covers 1 January 2024 to 15 September 2024. Data is currently unavailable from 16 September 2024, due to an internal system change. Full year results will be updated in the ESG Report 2025.

[67] 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.

Platform

Performance Indicator	2024	2023	2022	Framework
Data Privacy and Cybersecurity				
Terms and Policies	Privacy Notice Form 20-F Item 16K Cybersecurity			IFRS S1 - Risk management
Substantiated complaints[68] concerning breaches of customer privacy and losses of customer data Goal: 0 material breaches	0	0	0	GRI 418-1 IFRS S1 - Risk management
Material cybersecurity risks identified Goal: 0 material breaches	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)[69] re-certifications across Grab entities			
Number of employees dedicated to data privacy and cybersecurity	>90	>90	-	
Percentage of employees who have completed data privacy training	97.1%	99.8%	100%	
Percentage of employees who have completed cybersecurity training	97.0%	99.8%	100%	
Cybersecurity programme	Grab's cybersecurity programme is reviewed and updated on an annual basis, taking into consideration internationally recognised cybersecurity frameworks such as National Institute of Standards and Technology Cybersecurity Framework and ISO 27001 standard for information security management systems. 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.			IFRS S1 - Risk management
Data privacy framework	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. Our Data Privacy Framework is based on these four tenets: • Data collection and processing on a valid legal basis • Protection and safe custody of personal data • Retaining personal data for no longer than necessary • Transparency 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.			

[68] 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

[69] 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.

Planet

Performance Indicator	2024	2023	2022	Framework
Greenhouse Gas Emissions (tonnes CO2e) **Goal: Carbon Neutral by 2040**				
Total Greenhouse Gas (GHG) Emissions (location-based)	2,728,369	2,467,840	2,044,242	IFRS S2 - Metrics and targets
Total Greenhouse Gas (GHG) Emissions (market-based)	2,723,306	2,462,299	2,039,501	IFRS S2 - Metrics and targets
Emissions intensity (per dollar revenue)	0.00097	0.00104	0.00142	GRI 305-4 IFRS S2 - Metrics and targets
Scope 1 Direct GHG emissions[70]	12,577	25,824	14,913	GRI 305-1 IFRS S2 - Metrics and targets
Scope 2 (Location-based) Indirect GHG emissions from purchased electricity	57,820	59,090	51,208	GRI 305-2 IFRS S2 - Metrics and targets
Scope 2 (Market-based) Indirect GHG emissions from purchased electricity	52,757	53,549	46,468	
Scope 3 Other indirect GHG emissions	2,657,972	2,382,927	1,978,121	GRI 305-3 IFRS S2 - Metrics and targets
Category 1 and 2: Purchased goods and services, and Capital Goods	180,010	214,845	155,576	
Category 3: Fuel- and energy-related activities	19,150	18,954	16,858	
Category 6: Business travel	6,099	2,992	4,788	
Category 7: Employee commute	8,545	8,829	7,414	
Category 11: Use of sold products	2,444,168	2,137,306	1,793,485	
Mobility emissions intensity per km	Reduced 4.7% YoY	Reduced 2.1% YoY	-	GRI 305-4 IFRS S2 - Metrics and targets
Deliveries emissions intensity per km	Reduced 1.5% YoY	Reduced 8.2% YoY	-	
Total GHG Emission reduction (tonnes CO2e)				
Lever 1: Transitioning to low-emission vehicles[71]	128,000	71,000	39,000	
Lever 2: Renewable energy for Grab's premises	5,100	5,500	4,700	
Lever 3: Sustainable business and technological practices (efficiency optimisation efforts such as batching and sharing)	62,000	27,000	9,000	GRI 305-5 IFRS S2 - Metrics and targets
Environmental impact beyond value chain				
Carbon credits[72]	936,597	349,986	29,352	
Number of trees planted	>600,000	>280,000	>200,000	

[70] The figure for 2023 has been restated due to a formulation error for part of the emissions, resulting in an overstatement. Rectification steps have been put in place to ensure proper data management. In 2024, we have begun to measure and report emissions for mobile combustion using an activity-based method, as compared to a spend-based method used previously.
[71] Emissions reduced 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.

[72] 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.

Planet

Performance Indicator	2024	2023	2022	Framework
Energy Consumption				
Total Energy Consumed (MWh) Goal: 100% renewable energy by 2030 for all electricity used in premises occupied and under our direct control	92,857	90,496	78,462	GRI 302-1 IFRS S2 - Metrics and targets
Percentage of renewable energy[73]	10.7%	11.2%	11.4%	
Percentage of grid electricity	89.3%	88.8%	88.6%	
Air Pollutant Emissions[74]				
Nitrogen Oxides (NOx)	0.0987	-	0.22809	GRI 305-7 IFRS S2 - Metrics and targets
Sulphur Oxides (SOx)	0.00023	-	0.00018	
Particulate Matters (PM2.5)	0.0021	-	0.00323	
Water Consumption and Supplied Water				
Total Water Consumed / Supplied Water (m³)	541,486	-	-	
Water use in water-stressed areas				
Extremely high	1%	-	-	
High	4%	-	-	
Medium-high	2%	-	-	
Low-medium	1%	-	-	GRI 303-5
Low	93%	-	-	
Water use intensity				
Total water per floor area (m³/m²)	1.28	-	-	
Total water per employee (m³/employee)	36.44	-	-	
Total water per revenue (m³/$mil revenue)	194	-	-	
Waste Goal: Zero Packaging Waste in Nature by 2040				
Sets of cutlery saved from the default opt-out toggle (in millions)	929	817	898	GRI 306-1 GRI 306-2 GRI 306-3 IFRS S2 - Metrics and targets

[73] 100% of the offices operated by Grab and its subsidiaries are fully powered by renewable energy through Renewable Energy Certificates. We do not consolidate the emissions of our digital banks which are not under our operational control. In addition, we have yet to consolidate the operations of Nham24, a food delivery platform in Cambodia, which we acquired in December 2024.
[74] In the 2022 data on air pollutant emissions, SOx data was incorrectly presented as PM2.5 and vice versa. We have corrected and restated the data here.

Environment Metrics Methodology and Emission Factors

Greenhouse Gas Inventory 2024

The greenhouse gas emissions reported are based on the reporting requirements of the WRI and WBCSD 'GHG Protocol Corporate Accounting and Reporting Standard'. All emissions data are reported in metric tonnes of carbon dioxide equivalent. These include: CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, or all.

Grab accounts for the emissions data under the operational control approach in which Grab has the control to introduce and implement operating policies. This also includes emissions of its subsidiaries (PT Visionet Internasional "OVO", Jaya Grocer Holdings Sdn. Bhd, Moca Technology and Service Corporation, We-Load Transcargo Corporation "Move It", and The Chope Group Pte Ltd.), where indicated in the scope of reporting. We do not consolidate the emissions of our digital banks which are not under our operational control. In addition, we have yet to consolidate the operations of Nham24, a food delivery platform in Cambodia, which we acquired in December 2024.

Scope 1

Stationary combustion
Conversion factors were referenced from the UK GHG Conversion factors 2024

Mobile combustion
Conversion factors were referenced from the UK GHG Conversion factors 2024

Fugitive emission
Conversion factors were referenced from the IPCC AR6

Scope 2

Scope 2 does not include premises in shared spaces (e.g. co-working spaces) due to inability to track consumption from spaces used by Grab's employees through an electricity meter. Scope 2 emissions are calculated using both location-based and market-based methods, according to guidance from GHG Protocol. Figures calculated using the market-based method include the reduction in emissions from the purchase of unbundled Renewable Energy Certificates.

The equivalent GHG emissions for electricity use are calculated based on the operating margin grid emission factors from the sources mentioned for each country: IEA (2024), Emission Factors

Scope 3

Purchased Goods and Services, Capital Goods
Supply chain emission factors are derived from the Supply Chain GHG Emission Factors for US Commodities and Industries, with reference to the global warming potential values for 100-year time horizon adapted from the IPCC Fifth Assessment Report

Fuel- and Energy-Related Activities
Conversion factors were referenced from the UK GHG Conversion factors 2021-2024, and IEA (2024), Emission Factors.

Business Travel - Air Travel
Conversion factors were referenced from the UK GHG Conversion factors 2024 and/or calculated based on the Supply Chain GHG Emission Factors for US Commodities and Industries, with reference to the global warming potential values for 100-year time horizon adapted from the IPCC Fifth Assessment Report

Business Travel - Hotel Stay
Conversion factors were referenced from the UK GHG Conversion factors 2024 where available, and/or calculated based on the Supply Chain GHG Emission Factors for US Commodities and Industries, with reference to the global warming potential values for 100-year time horizon adapted from the IPCC Fifth Assessment Report, 2014. Otherwise, they are taken from the Hotel Footprinting Tool, derived from the Cornell Hotel Sustainability Benchmarking Tool 2019 data set that uses annual data from international hotel companies and a standardised industry methodology.

Employee Commute
Conversion factors were referenced from the UK GHG Conversion factors 2024, and adjusted based on the respective countries' grid emission factors where relevant. Where train rides are the main mode of transportation used, conversion factors were derived from emissions of Singapore's mass rapid transit system as the most suitable proxy in the region, adjusted based on the respective countries' grid emission factors.

Use of Sold Products
Conversion factors for vehicles consuming petrol and diesel as fuel are referenced from the UK GHG Conversion factors 2024. For electric vehicles, conversion factors were calculated based on the operating margin grid conversion factors from sources mentioned for each country in Scope 2 and efficiency of the vehicles sourced mainly from EV database.

Air Pollution

Air pollutant emissions for the 2024 ESG Report were calculated based on the EMEP/EEA Air Pollutant Emission Inventory Guidebook 2023 (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.

Note on the UK GHG Conversion factors 2019-2022
Previously known as the Guidelines to Defra/DECC's GHG Conversion factors for Company reporting, which is recognised by GHG Protocol databases for calculation of carbon footprint. The conversion factors are updated yearly and are for use by UK and international organisations to report on annual greenhouse gas emissions.

People and Culture (Employees)

Performance Indicator	2024		2023		2022		Framework
Group workforce data							
Total employees	16,361		15,989		18,636		GRI 2-7
Full-time employees	11,267		10,604		11,934		
General and administrative	1,425		1,323		1,356		
Sales and marketing	853		786		885		
Operations, support and supermarket retail	6,055		5,661		6,364		
Research and development	2,934		2,834		3,329		
Fixed-term contract employees	1,299		1,401		1,268		
Temporary agency employees	3,795		3,984		5,434		
Employees represented by labour union	0		0		0		GRI 2-30
Workforce diversity for Grab employees[75] by category	Women	Men	Women	Men	Women	Men	GRI 2-7
Overall	44%	56%	44%	56%	43%	56%	
Employees in leadership positions[76]	37%	63%	36%	64%	34%	66%	GRI 405-1
Age <30	0%		0%		1%		
Age >30-50	91%		91%		91%		
Age> 50	9%		9%		8%		
Employees in Technical position[77]	25%	75%	24%	76%	25%	75%	
Age <30	32%		36%		42%		
Age >30-50	67%		64%		58%		
Age> 50	1%		1%		0%		
All other employees[78]	55%	45%	53%	47%	52%	47%	
Age <30	27%		33%		39%		
Age >30-50	72%		66%		60%		
Age> 50	1%		1%		1%		

[75] Excludes employees from acquisitions made in and after 2022, and the digital banking joint ventures, as well as temporary agency workers.
[76] Grab's employee grading starts from G1 and extends to G10. Leadership roles are G7 and above.

[77] 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.
[78] Employees who are not technical staff. Includes non-technical leadership.

Performance Indicator	2024		2023		2022		Framework
Group workforce data							
Gender diversity for Grab employees[79] by country	Women	Men	Women	Men	Women	Men	
Cambodia	56%	44%	53%	48%	54%	46%	
China	31%	69%	31%	69%	30%	70%	
India	23%	77%	18%	82%	17%	82%	
Indonesia	38%	62%	38%	62%	39%	61%	
Malaysia	51%	49%	53%	47%	50%	50%	GRI 405-1
Myanmar	58%	42%	59%	41%	56%	44%	
Philippines	58%	42%	59%	41%	59%	41%	
Romania	42%	58%	40%	60%	44%	56%	
Singapore	40%	60%	39%	61%	39%	61%	
Thailand	64%	36%	63%	37%	65%	35%	
Vietnam	56%	44%	61%	39%	60%	40%	
Gender wage parity for Grab full-time employees[80]							
Overall	0.98		0.98		0.98		
Employees in Leadership positions	1.02		1.03		1.01		GRI 405-2
Employees in Technical positions	0.98		0.97		0.97		
All other employees	0.98		0.98		0.97		
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	78%		79%		84%		
Employee health, safety and well-being							
Work-related employee fatalities	0		0		-		GRI 403-9
Employee lost-time injury[81] frequency rate (per million hours worked)	4.17		0		-		

[79] 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 acquisitions made in and after 2022, and the digital banking joint ventures, as well as temporary agency workers. Only includes locations with more than 20 employees.

[80] Excludes employees from acquisitions made in and after 2022 and the digital banking joint venture, as well as fixed-term contract employees and temporary agency workers.
[81] Accidents that result in employees taking medical leave.

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;

"**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;

"**GrabExpress**" means our package delivery booking service, which enables driver-partners to accept bookings for package delivery services 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);

"**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 pick-up 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 that aims to introduce and support programmes 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;

"**GrabKitchen**" means our centralised food preparation facilities, which are used by certain merchant-partners;

"**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 pick-up 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;

"**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;

"**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;

"**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;

"**GrabRewards**" means our loyalty platform providing consumers that use services offered through our platform with a large catalogue of points redemption options, including offers from both popular merchant-partners and us;

"**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;

"**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 utilised 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;

"**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; and

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

Grab

For more information or feedback,
please email sustainability@grab.com