

Grab the Sustainable Growth

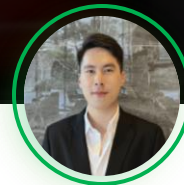
GrabSpark Case Competition 2024



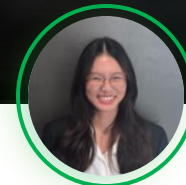
Jullawat



Sakchote



Tanat

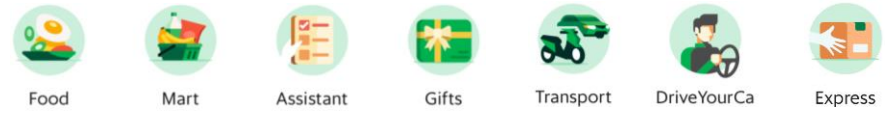


Thananant

To identify which areas Grab should focus on, Grab's competitive edge and opportunities in new markets must be analyzed.

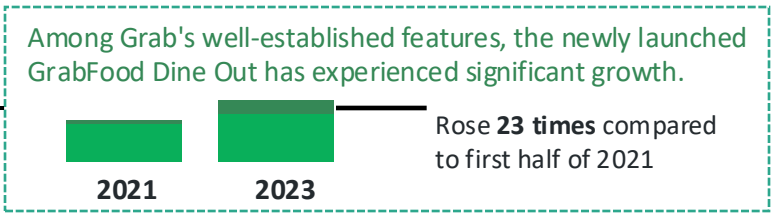


Grab's Competitive Landscape



	foodpanda	Robinhood	M LINEMAN	Grab
Ride hailing	✗	✗	✓	✓
Food Delivery	✓	✓	✓	✓
Express	✗	✗	✓	✓
Grocery	✗	✗	✓	✓
Drive Your Car	✗	✗	✗	✓
Assistant	✗	✗	✗	✓
Dine Out	✗	✗	✗	✓

Offering the widest range of services, Grab is a leading player in the food delivery and on-demand delivery markets.



Looking at markets with high growth potential that Grab has not explored...

Sector	Household Cleaning	Health & Wellness	E-Commerce
Criteria	 Household Cleaning 11.7% Moderate Several competitors in the market Strong	 Health & Wellness 29.1% Weak No super app has focused on this yet Strong	 E-Commerce 10.9% Strong Big players dominating the market Low

...There are opportunities for Grab to expand its services and diversify its customer base by tapping into new markets with strong potential:

- ✓ **Household Cleaning**
Leveraging Grab's extensive user base, mapping system, and advanced technology
- ✓ **Health & Wellness**
Leveraging existing "Pharmacies" feature under GrabMart with new service areas

Executive Summary



Goal

To Strengthen Grab's **market leadership position** and competitive advantage to achieve the next S-Curve growth



Key Questions

1

What are the **key strategic areas** that can drive sustainable growth for Grab Thailand in **the next 3-5 years?**

2

How can Grab **strengthen** customer loyalty, retention, and **LifeTime Value?**



Strategies

Plot the Map

Identify new or existing markets for Grab to explore and prioritize

GrabHome GrabHealth



Build the Journey

Develop a system to improve customer satisfaction and loyalty

GrabGPT
GrabQuest

IMPACT

35% Home Cleaning Market Share

9% E-Prescription Service Penetration

27% → 35%
Dine Out Conversion Rate

617 K (+5%)
Incremental GrabUnlimited Subscribers

12 B (+4.4%)
Incremental Revenue in Year 5
(Compared to Base Case)



Grab's Mission

"To drive Southeast Asia forward by creating economic empowerment for everyone."

Tap into the growing on-demand home service market by leveraging Grab's technological strengths and extensive user base

GrabHome



Housekeeper – Gardener – Handyman

- ✓ Flexible work opportunities
- ✓ Secure jobs that match with expertise

Apply > Verify Documents > Receive GrabKit

Begin Work! < 3-Day Training < (Apron + Supply Container)

Financial Support via GrabFinance

Offers financial support for high-cost equipment with **gradual repayment through commission deductions**

Laundry Shops

Partner with laundry shops in Bangkok to offer on-demand laundry services with **delivery and real-time tracking**

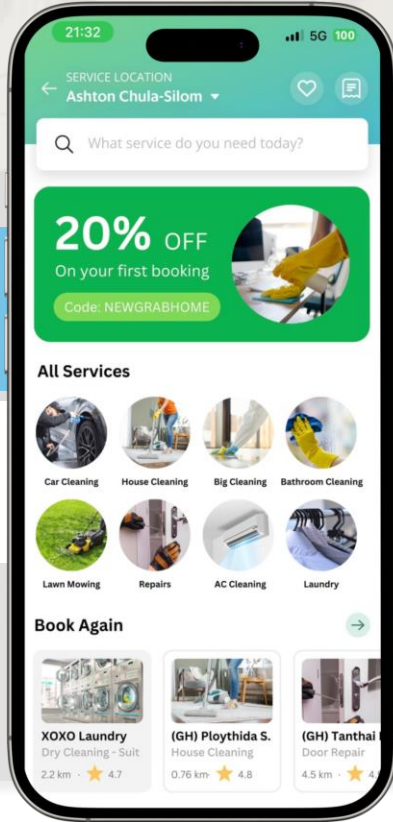
Key Benefits

Comprehensive Home Solutions

Enhanced Retention

Economic Empowerment

New Revenue Streams



Key Features

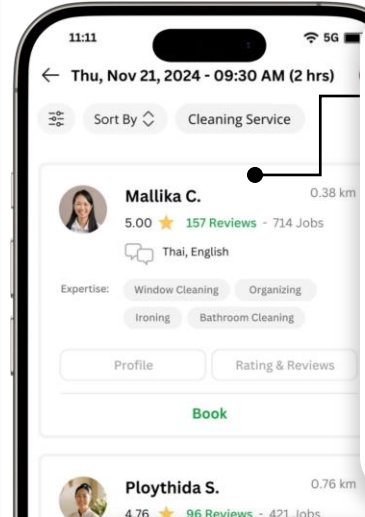
Verified Reviews and Specialized Service Areas



Customer Reviews: Customers can leave reviews and rate service providers

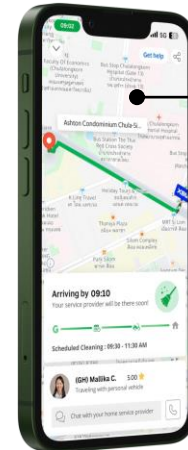


Service Provider Profiles: Service providers can showcase their specialized areas and expertise



Real-Time Tracking with GrabMap

With existing GrabMap technology, users can **track the location** of service providers and **estimate their arrival time**.



This gives Grab a **competitive edge** over other players in the home cleaning service market

Since Grab already has pharmacies under GrabMart, adding a telemedicine service will create an additional revenue stream



GrabHealth

Partner pharmacies with real-time telemedicine consultation available will be displayed with a tag.

Key Benefits

Leverage Existing Infrastructure

Grab has already established "Pharmacy" feature under GrabMart with a **strong base of pharmacy merchants**.

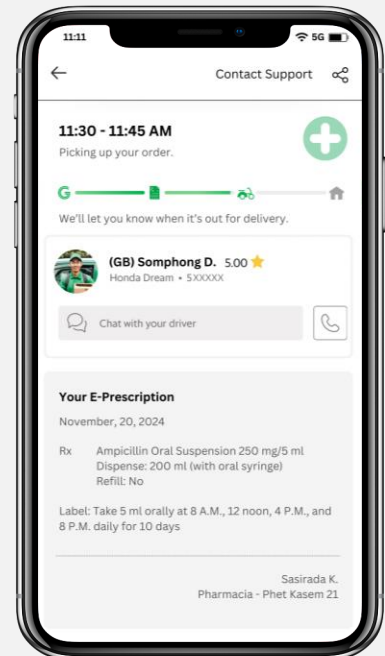
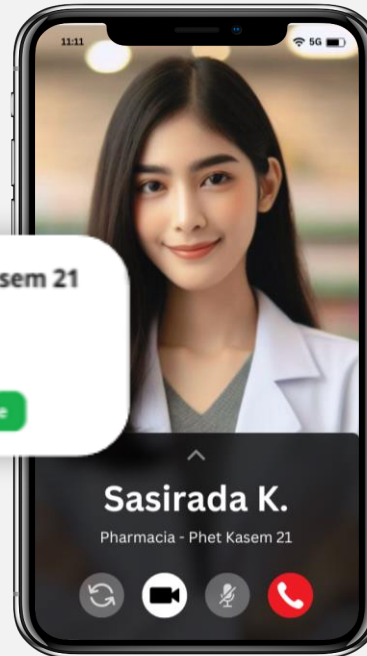
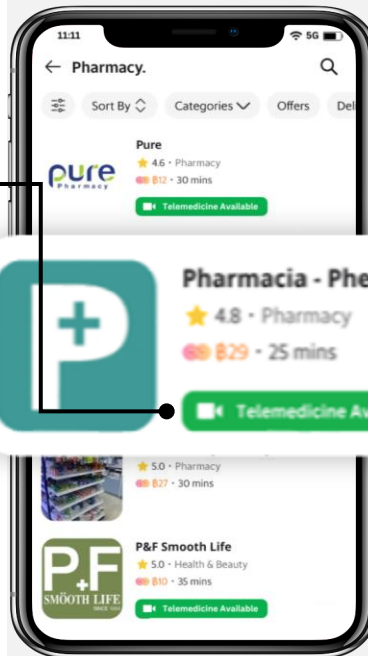
Drive Sales and Retention

Telemedicine service allows Grab to generate **additional revenue** beyond non-prescription pharmacy products.

Strengthen Market Position

Differentiate Grab as the first super app in Thailand to offer **telemedicine consultation service**.

Key Features



1

Browse

Explore nearby partner pharmacies that offer telemedicine service

2

Consult

Talk to a **certified pharmacist** to get a prescription

3

Deliver

Wait for the **delivery** and **access** historical prescription records

With historical and personalized prescription data, Grab will lead the market with solutions that enhance satisfaction, convenience, and retention.



Unlocking GrabFood Dine Out's potential as the future of dining through increased visibility, customer engagement, and strategic partnerships.

The New-Normal of Dining Out

Off-Peak Filling

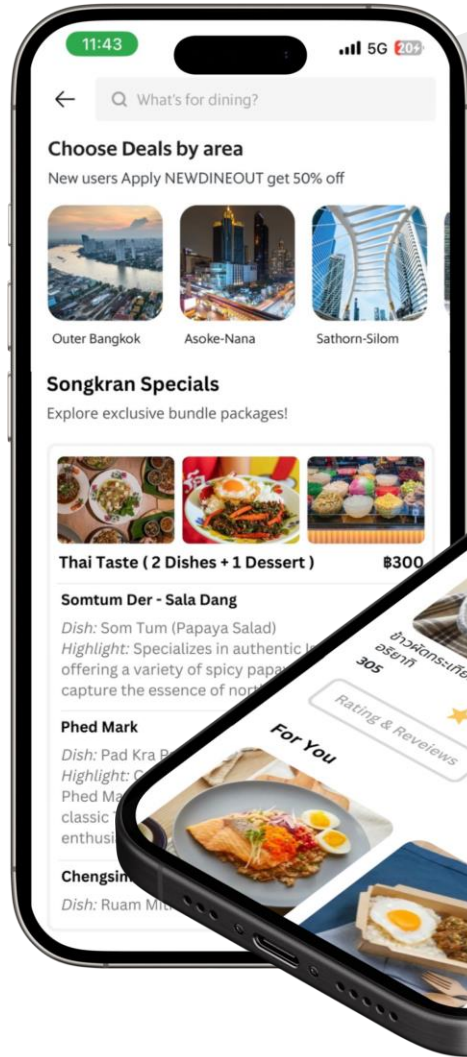
Provide **discount coupons** for dine-in customers during off-peak times, such as weekday afternoons to **attract diners** and **make better use of typically quiet hours**

- ✓ Increased Foot Traffic
- ✓ Optimized Resources
- ✓ Off-Peak revenue Growth

Collaborative Food Experiences

Partnering with **different restaurants** on Grab to create **experience packages**, such as a progressive dinner across appetizers, mains, and desserts at different venues, with **specialized and festive themes** to increase appeals.

- ✓ Restaurants Benefit from Shared Traffic
- ✓ Attracts Tourists and Niche Audience



GrabFood Dine Out Deals

Objective

Position Grab as the go-to platform not only for food delivery but also dining out.

Interactive Menu

Each menu item displays its **average rating** and **snippets of customer feedback** (e.g., "Highly recommended by 80% of diners" or "Perfect for spice lovers")

- ✓ Informed Choices --> Improved Trust
- ✓ Increased Customer Engagement
- ✓ Boosts Profitable Sales
- ✓ Enhanced Visibility of Signature Dishes



With the existing partnership between Grab and OpenAI, developing the GrabGPT Chatbot will elevate the customer experience to the next level.



As an AI assistant for personalized recommendations, GrabGPT Chatbot alongside expanding into other service segments addresses customers' everyday needs, making Grab the go-to app for urban living.

GrabGPT Chatbot



Chat/speak with generative AI for any needs, with automatic links to place orders



Equipped with image recognition ability



Accurate, personalized customer service

While OpenAI's ChatGPT relies on prompts and data from Google, GrabGPT leverages each user's historical records and Grab's data to create personalized response.

Key Benefits



Increased User Engagement



Seamless Problem Resolution



Increased Cross-Service Usage

GrabHome

Quickly connects users with service providers

GrabMart & GrabGifts

Suggests stores and items for quick and thoughtful shopping

GrabExpress & Assistant

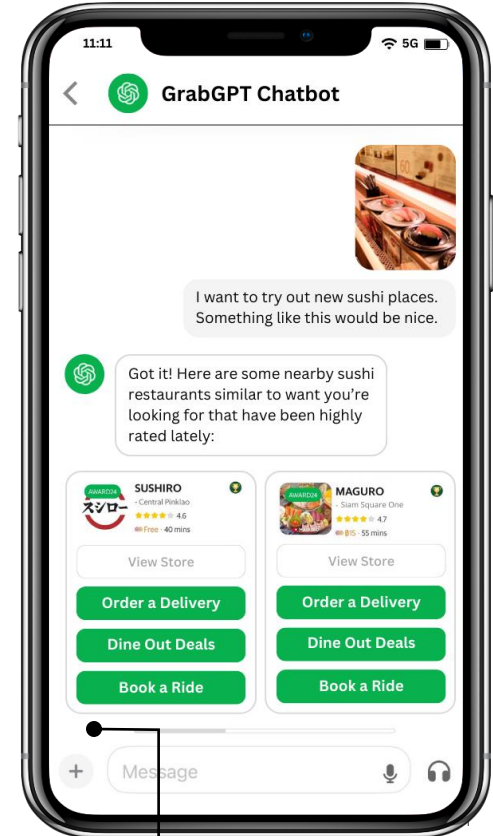
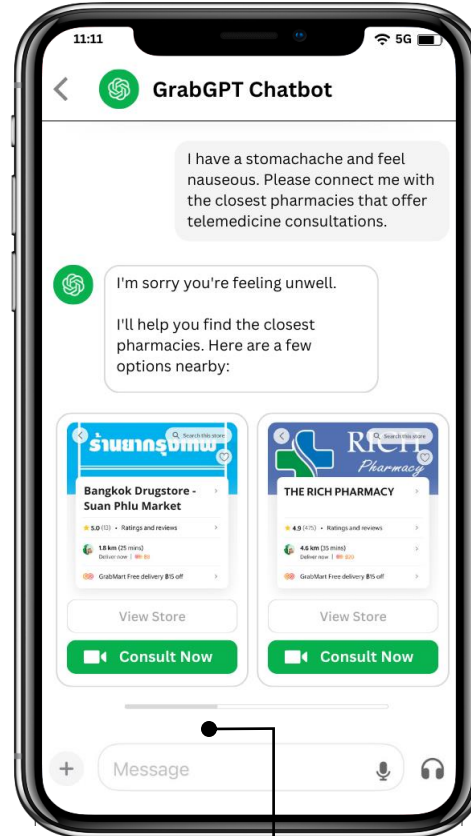
Helps set up delivery tasks effortlessly

GrabHealth

Provides easy access to consultation calls

GrabFood & Dine Out

Recommends trendy and personalized food choices

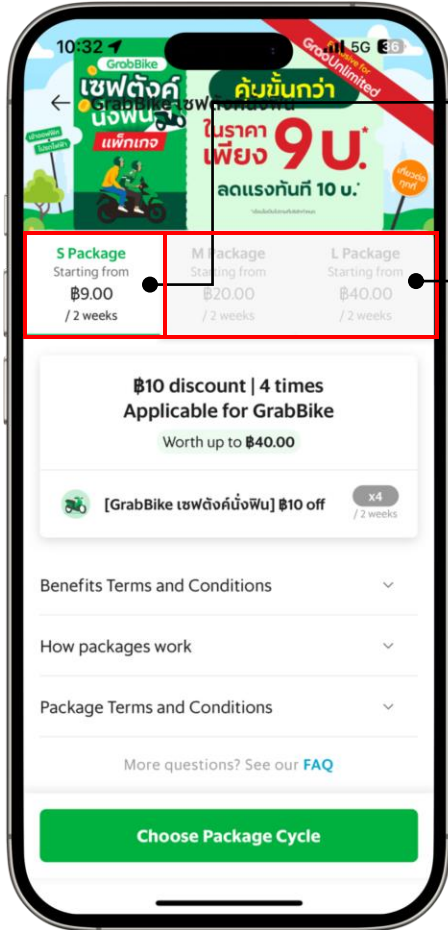


Sources: Grab Investor Relations

A gamified loyalty program where users earn points, climb ranks, and unlock exclusive rewards, fostering engagement and sustainability

GrabQuest

Key Features



Freemium GrabUnlimited Packages

Size S Packages are open for redemption by **all users**, allowing everyone to enjoy basic benefits **imminently**

Size M and L Packages are exclusively **unlocked** for GrabUnlimited subscribers, offering **premium rewards** and **larger perks** for those who subscribe

Why?
Non-premium users **cannot view** available packages, **limiting their awareness** of the premium rewards and perks

Discover the Green Marketplace

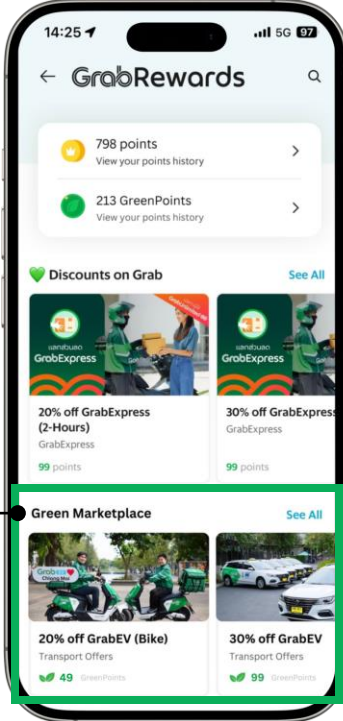
Redeem your **GreenPoints** for a variety of sustainable rewards ranging from **reusable packaging** to **green groceries**

Why?
As eco-consciousness grows by rewarding **greener usage**, it promotes **low-carbon alternatives**. 58% of Thai population prefer sustainable products and services thus they are **willing to pay 11.7% more on average**

How?
Customers will earn **Grab GreenPoints** by using **eco-friendly services** such as GrabEV cars and motorbikes

Key Benefits

- ✓ Boost GrabUnlimited Subscribers
- ✓ Support ESG Goals



Sources: Voice of the Consumer Survey 2024: Asia Pacific Thailand Snapshot



Boosting user engagement and loyalty with gamification across food, travel, and eco-friendly initiatives; creating a dynamic rewards

GrabQuest

By **fostering competition, achievement and progress**, it will enhance **user experiences**, motivate participation and drive **sustainable engagement** toward specific goals

Grab Greenpoints System

REFUSE PLASTIC CUTLERY

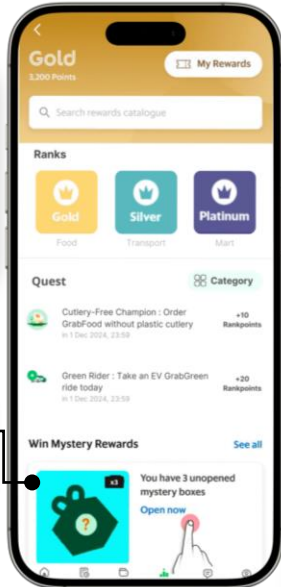
1 GREEN POINTS

EV GRABGREEN RIDE

10 GREEN POINTS

1.5x multiplier of eco-actions: accelerate leaderboard redeeming points for rewards does not impact rankings

Your overall rank unlocks exclusive prizes, including a coveted **monthly mystery box** filled with premium perks and surprises.



Tiered Ranking System

Users earn points across Grab services to climb through ranks: **Bronze, Silver, Gold, Platinum**, and the exclusive **Emerald Rank (Elite)**. Higher ranks unlock better rewards, with **Emerald** offering limited seats reserved for top achievers.



Category-Specific Ranks

Compete in **Food, Transport, and Mart** categories. Receive monthly vouchers based on your rank in each service category.



Quarterly Reset

Ranks are reset every **three months**, with each user dropping one tier to ensure fairness and continuous engagement.

Cross-Service Quest

These challenges are designed to **drive engagement across multiple Grab services**, encouraging users to explore various offers

Mart & Dine 🛒 + 🍴

Order from **GrabMart** and **Dine out** at a Grab-partnered restaurant

Eco Combo 🚗 + 🍔

Place a **GrabFood** order and complete your trip with a **GrabEV** car ride

Key Benefits

Encourage Cross-Service usage

Sustain Engagement

Increase Spending and AOV



Sources: MastercardService

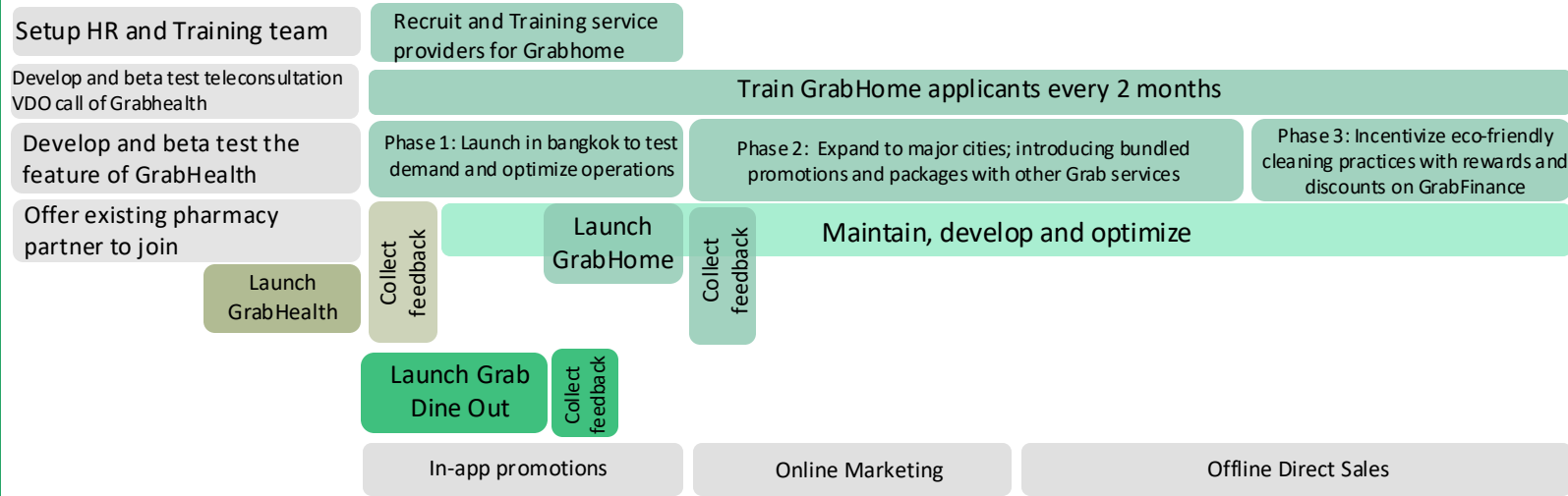
Implementation Plan & Impact



2025 H1 2025 H2 2026 H1 2026 H2 2027 H1 2027 H2 2028 H1 2028 H2 2029 H1 2029 H2

KPIs in 5 years:

Plot the Map

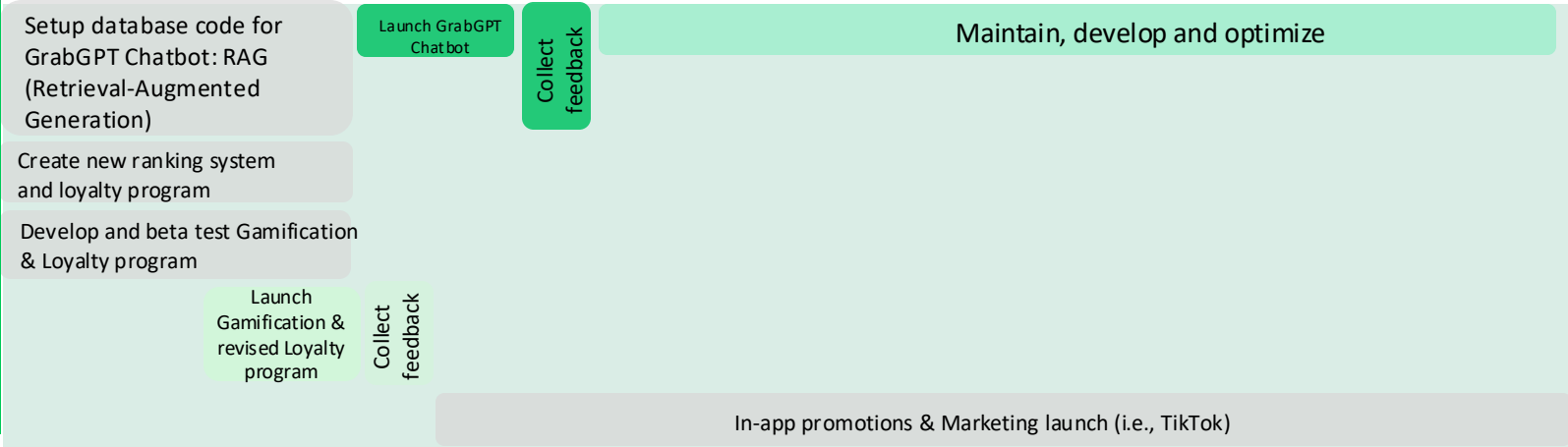


GrabHome:
2 M completed orders

GrabHealth:
2 B Total Revenue

GrabFood Dine Out:
50% Increase in AOV

Build the Journey



GrabQuest:
9.5 M Incremental in transaction

Home Cleaning Market Share
35%

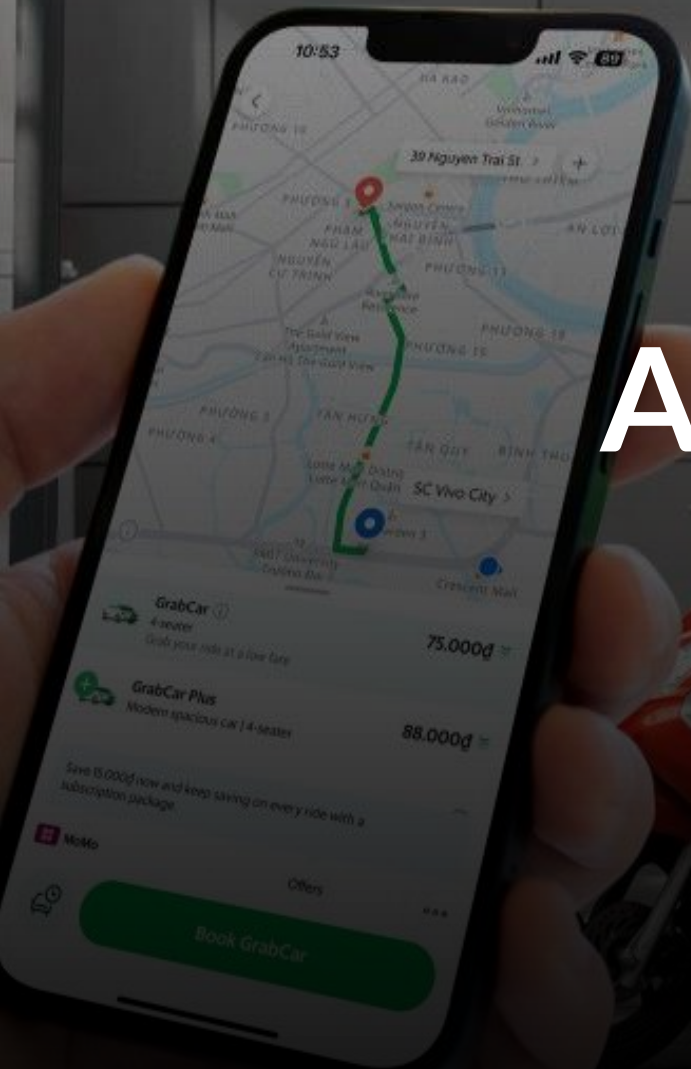
9% E-Prescription Service

27% → 35% GrabFood Dine Out Deals Conversion rate

617K Increase in GrabUnlimited subscription



12 B (+4.4%) Incremental Revenue in Year 5 (compared to base case)



APPENDIX



Household cleaners market in Thailand is expected to show an annual growth rate (CAGR 2024-2029) of 11.67%

[Market Insights](#) > [eCommerce](#) > [Household Essentials](#) > [Home & Laundry Care](#)

Household Cleaners - Thailand

Thailand

HIGHLIGHTS

MARKET DEFINITION

IN-SCOPE / OUT-OF-SCOPE

MARKET STRUCTURE

REPORTS

METHODOLOGY

- Revenue in the Household Cleaners Market is projected to reach US\$261.00m in 2024.
- Revenue is expected to show an annual growth rate (CAGR 2024-2029) of 11.67%, resulting in a projected market volume of US\$453.20m by 2029.
- With a projected market volume of US\$3,405.00m in 2024, most revenue is generated in the United States.
- In the Household Cleaners Market, the number of users is expected to amount to 2.5m users by 2029.
- User penetration will be 3.3% in 2024 and is expected to hit 4.0% by 2029.
- The average revenue per user (ARPU) is expected to amount to US\$141.60.

Sources: Statista

Case Study: Seekster, a provider of various home services, attributes 90% of its work to home cleaning services.



Seekster - แม่บ้าน ช่างแอร์ และ บริการอื่นๆ — True Digital ลงทุน Seekster เปิดตัว “โฮม เซอร์วิส” บริการแม่บ้าน ล้างแอร์ และติดตั้งอุปกรณ์อัจฉริยะ

“เราเปิดบริการมา 7 ปี แล้ว มีผู้ใช้บริการแล้วกว่า 700,000 งาน คิดเป็นมูลค่า 300 ล้านบาท ทำให้เรามีลูกค้าทั้งคอนซูเมอร์และองค์กรในสัดส่วนเท่ากัน เรามีผู้ใช้บริการ 300-500 งานต่อวัน ซึ่ง 90% คืองานแม่บ้าน นอกจากนี้ เรายังให้บริการแพลตฟอร์มกับลูกค้าที่สนใจด้วย”

Translation:

We have been in operation for 7 years, completing over 700,000 tasks valued at 300 million Baht. Our customer base is evenly split between individual consumers and organizations. We handle 300–500 tasks daily, with 90% focused on home cleaning services.

Sources: Seekster (2022)

Lawn and garden market in Thailand is expected to show an annual growth rate (CAGR 2024-2029) of 6.34%

[Market Insights](#) > [eCommerce](#) > [DIY & Hardware Store](#)

Lawn & Garden - Thailand

Thailand

[HIGHLIGHTS](#)

[MARKET DEFINITION](#)

[IN-SCOPE / OUT-OF-SCOPE](#)

[MARKET STRUCTURE](#)

[REPORTS](#)

[METHODOLOGY](#)

- Revenue in the Lawn & Garden Market is projected to reach US\$159.90m in 2024.
- Revenue is expected to show an annual growth rate (CAGR 2024-2029) of 6.34%, resulting in a projected market volume of US\$217.40m by 2029.
- With a projected market volume of US\$52,060.00m in 2024, most revenue is generated in the United States.
- In the Lawn & Garden Market, the number of users is expected to amount to 2.1m users by 2029.
- User penetration will be 2.7% in 2024 and is expected to hit 3.4% by 2029.
- The average revenue per user (ARPU) is expected to amount to US\$106.80.

Sources: Statista

Repair and installation services market in Thailand is expected to show an annual growth rate (CAGR 2024-2029) of 1.45%

[Market Insights](#) > [Industry](#) > [Manufacturing](#) > [Industrial Products & Services](#)

Repair & Installation Services - Thailand

Thailand

[HIGHLIGHTS](#)

[MARKET DEFINITION](#)

[IN-SCOPE / OUT-OF-SCOPE](#)

[MARKET STRUCTURE](#)

[REPORTS](#)

[METHODOLOGY](#)

- Value added in the Repair & Installation Services market is projected to amount to US\$1.2bn in 2024. A compound annual growth rate of 1.45% is expected (CAGR 2024–2029).

Laundry care market in Thailand is expected to show an annual growth rate (CAGR 2024-2029) of 2.25%

[Market Insights](#) > [Consumer](#) > [Home & Laundry Care](#)

Laundry Care - Thailand

Thailand

HIGHLIGHTS

MARKET DEFINITION

IN-SCOPE / OUT-OF-SCOPE

MARKET STRUCTURE

REPORTS

METHODOLOGY

- In Thailand, the revenue in the Laundry Care market is projected to reach US\$1.70bn by 2024.
- The market is anticipated to grow at an annual rate of 2.25% (CAGR 2024-2029).
- In comparison to other countries globally, in the United States leads with the highest revenue of US\$15,840m in 2024.
- When considering the total population, the per person revenue in Thailand amounts to US\$23.62 in 2024.
- Thailand's laundry care market is experiencing a shift towards eco-friendly and natural detergent products.

Health and wellness market in Thailand is expected to show an annual growth rate (CAGR 2024-2029) of 29.1%



Share



Dublin, Aug. 13, 2024 (GLOBE NEWSWIRE) -- The "Thailand Telehealth Market Size, Share & Trends Analysis Report By Service Type, By Delivery Mode (Web-based, Cloud-based, On-premise), By Application, By Type, By End-use, And Segment Forecasts, 2024 - 2030" report has been added to **ResearchAndMarkets.com's** offering.

The Thailand telehealth market size is anticipated to reach USD 9.51 billion by 2030, expanding at a CAGR of 29.1%

E-Commerce market in Thailand is expected to show an annual growth rate (CAGR 2024-2029) of 10.89%

Market Insights > eCommerce

eCommerce - Thailand

Thailand

HIGHLIGHTS

MARKET DEFINITION

IN-SCOPE / OUT-OF-SCOPE

MARKET STRUCTURE

REPORTS

METHODOLOGY

- Revenue in the eCommerce Market is projected to reach US\$19.28bn in 2024.
- Revenue is expected to show an annual growth rate (CAGR 2024-2029) of 10.89%, resulting in a projected market volume of US\$32.32bn by 2029.
- With a projected market volume of US\$1,469.00bn in 2024, most revenue is generated in China.
- In the eCommerce Market, the number of users is expected to amount to 22.4m users by 2029.
- User penetration will be 28.9% in 2024 and is expected to hit 36.0% by 2029.
- The average revenue per user (ARPU) is expected to amount to US\$1,183.00.

Sources: Statista

6 เทรนด์มาแรง ในธุรกิจเดลิเวอรี่



1 เทรนด์ออมนิคอมเมิร์ชมาแรง



2 การสั่งอาหารแบบกลุ่ม ครองใจหนุ่มสาวออฟฟิศ



3 แอปพลิเคชันสั่งอาหาร กลายเป็นช่องทางสำคัญในการค้นหา



4 เรตติ้งและรีวิว มีอิทธิพลต่อการลองร้านใหม่

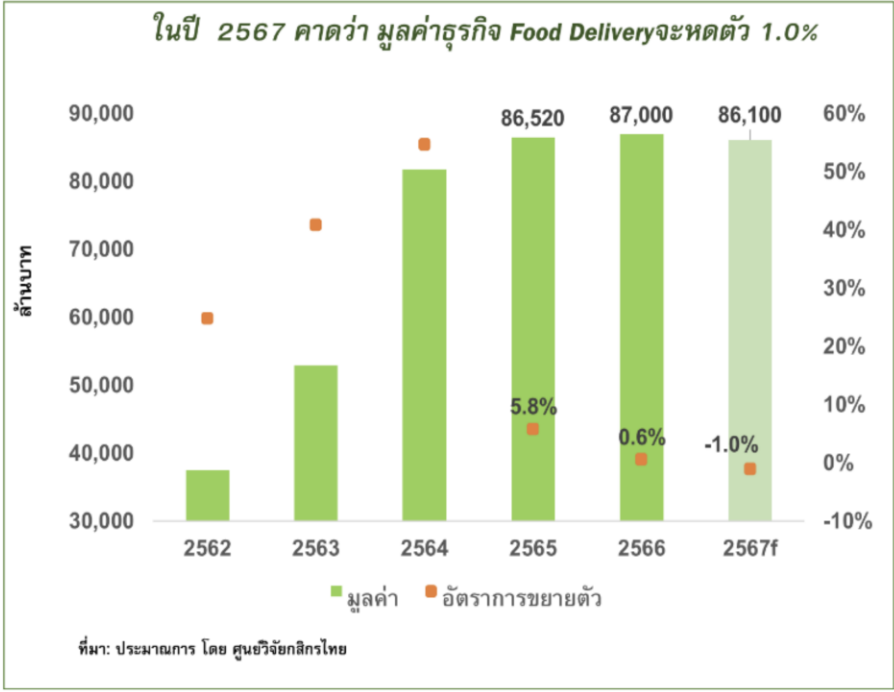


5 แพ็กเกจสมาชิก ได้รับความนิยมและเติบโตต่อเนื่อง



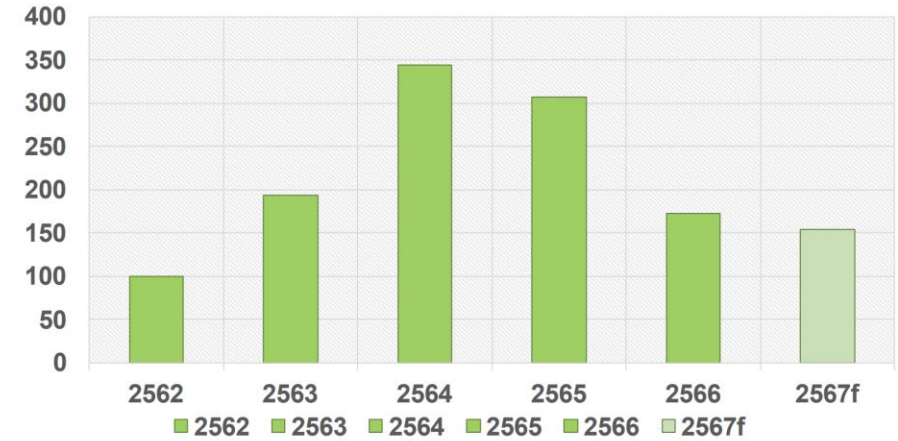
6 ผู้บริโภคยุคใหม่ใส่ใจรักษ์โลก

ในปี 2567 คาดว่า มูลค่าธุรกิจ Food Delivery จะหดตัว 1.0%



กลุ่มลูกค้าใหม่สมัครใช้บริการมีทิศทางที่ลดลง ทำให้การเพิ่มปริมาณการสั่งในช่วงข้างหน้าจะมีข้อจำกัดของการเติบโต

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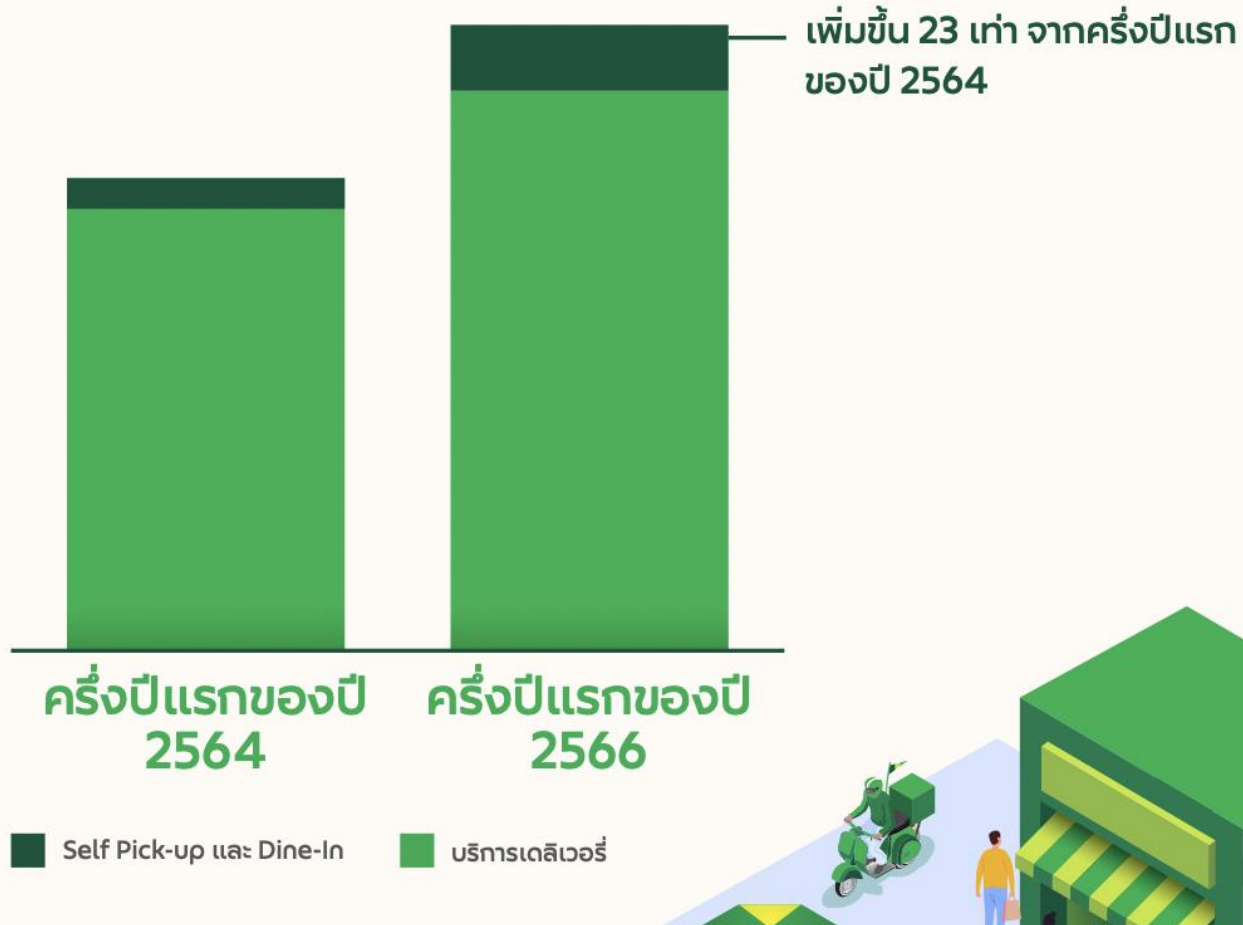


Sources: Kasikorn Research Center, LINE MAN Wongnai

GrabFood Self Pick-Up and Dine-In has grown 23 times from 2021 to 2023



อัตราการเติบโตของยอดสั่งซื้อต่อปี¹



Sources: assets.grab

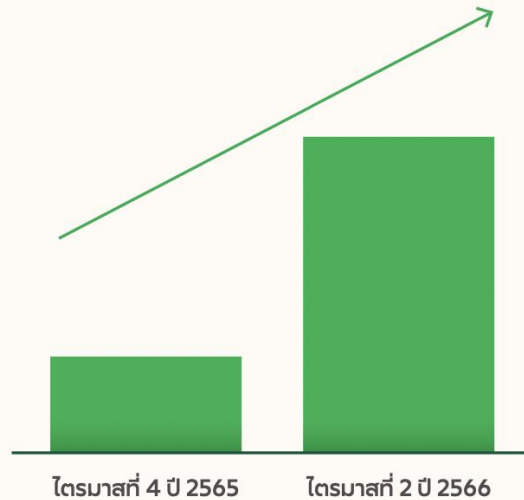
Grab users opted for self pick-up 140% more in 2023 compared to 2022, and 95% use Grab to discover new restaurants.



ผู้บริโภคไม่ได้ใช้แอป Grab เพื่อสั่งเดลิเวอรีเพียงอย่างเดียวอีกต่อไป

เพิ่มขึ้น +140%¹

ผู้บริโภคเริ่มหันมาใช้บริการ Self Pick-up มากขึ้น



จำนวนยอดสั่งซื้อจากบริการ Self Pick-up ทั้งหมด

95%
ยังใช้แอป Grab เพื่อค้นหาร้านอาหาร และร้านค้าใหม่ๆ²

ที่มา:

- ข้อมูลภายในจาก Grab ประเทศไทย ระหว่างไตรมาสที่ 4 ประจำปี 2565 ถึงไตรมาสที่ 2 ประจำปี 2566
- แบบสอบถามของ Grab ในเดือนสิงหาคมปี 2566 โดยมีผู้ตอบแบบสอบถามเป็นผู้ใช้งาน Grab ในประเทศไทยจำนวน 1,104 คน

	Progressive Dining	Bangkoknian Favorites	Festive Deals	Influencers' Picks	User-Generated Lists
Detail	A curated dining journey across multiple restaurants	Exclusive deals and bundles featuring Bangkok's iconic and trending restaurants	Seasonal dining promotions and festive bundles for holidays and celebrations	Recommendations and special offers on restaurants endorsed by influencers	Customizable dining bundles created by users, allowing them to share with friends and post online
Target Group	Food enthusiasts, couples, and groups of friends	Locals and tourists looking for authentic experience	Family, couples, and groups of friends	Gen Z and millennials who follow influencers	Social foodies, groups, and community-driven users
Example	2 Meals & 1 Dessert, 1 Drink & 1 Dessert	Tiktok-featured Bundles, Michelin Guide Bundles	Valentine's Dinner Package, Songkran Specials	Food Influencers' Picks	"Samyan Night Out" "Thonglor Playlist"

Grab and OpenAI announce strategic collaboration, first of its kind in Southeast Asia

May 30, 2024



Companies to partner to design and deliver enhanced experiences for Grab users, partners and employees using state-of-the-art AI capabilities

Singapore, May 30, 2024 – Grab, a leading superapp in Southeast Asia, and OpenAI today announced they will collaborate to build and deploy advanced AI solutions that enrich the Grab experience for users, partners, and employees.

This collaboration, the first of its kind for OpenAI in the region, uniquely combines the development of AI tools for Grab users and partners with an initial pilot deployment of ChatGPT Enterprise for Grab employees.

Grab will access OpenAI's technical and strategic expertise to partner on solutions tailored to the specific needs of users in Southeast Asia, focused initially on three key areas:

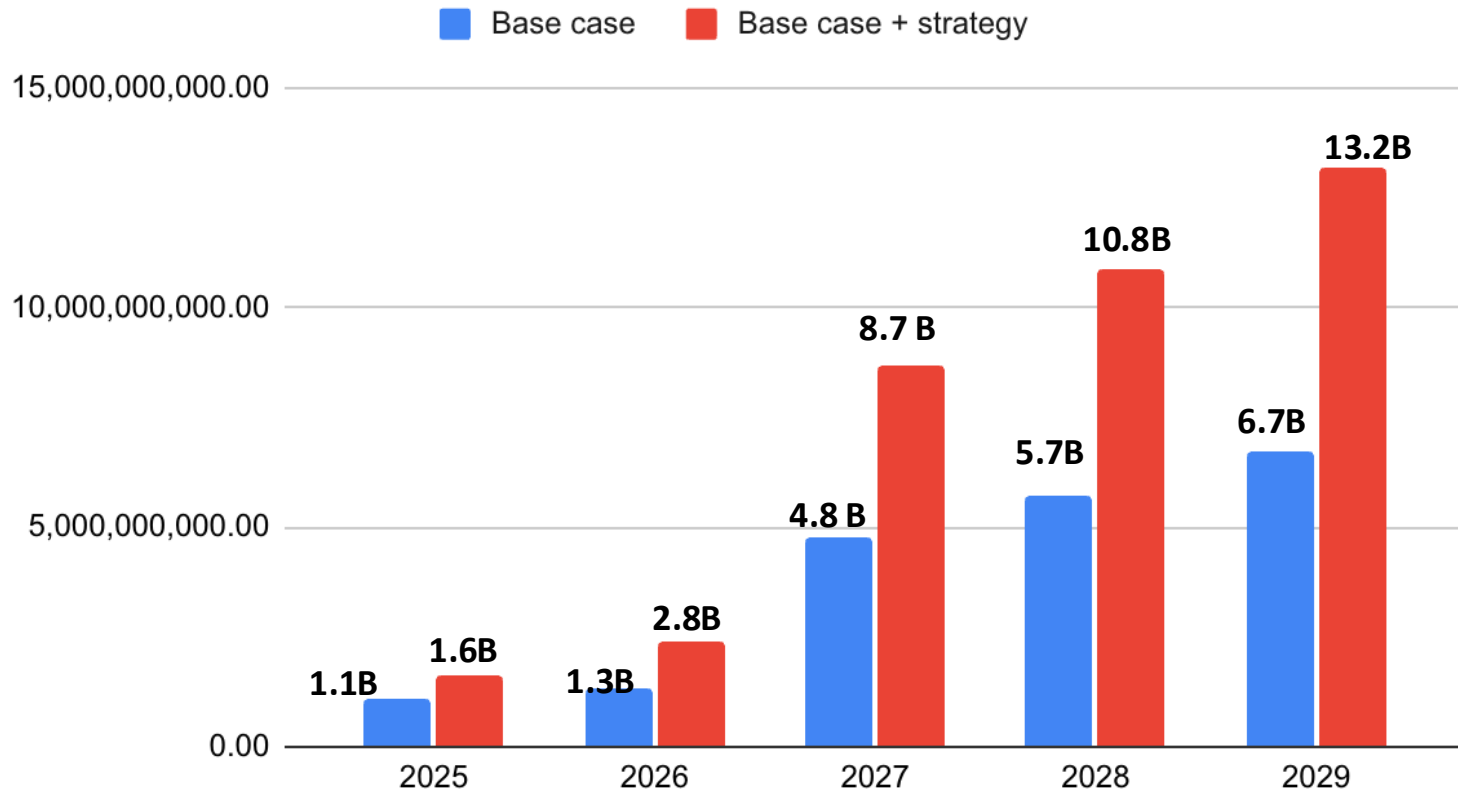
- **Accessibility:** Grab will leverage the use of state-of-the-art text and voice capabilities to make Grab's services more accessible to all users, particularly the visually impaired or elderly who may otherwise find it challenging to navigate the on-screen app interface.
- **Customer support:** Grab will explore using AI technology to build customer support chatbots that can better understand user problems and help resolve them faster.
- **Mapping:** Grab will seek to leverage OpenAI's vision capabilities to enhance its map-making efforts through greater automation and higher quality data extraction from visual images. This means GrabMaps can be updated even faster, delivering a better experience to consumers and driver-partners.

Sources: Grab Investor Relations



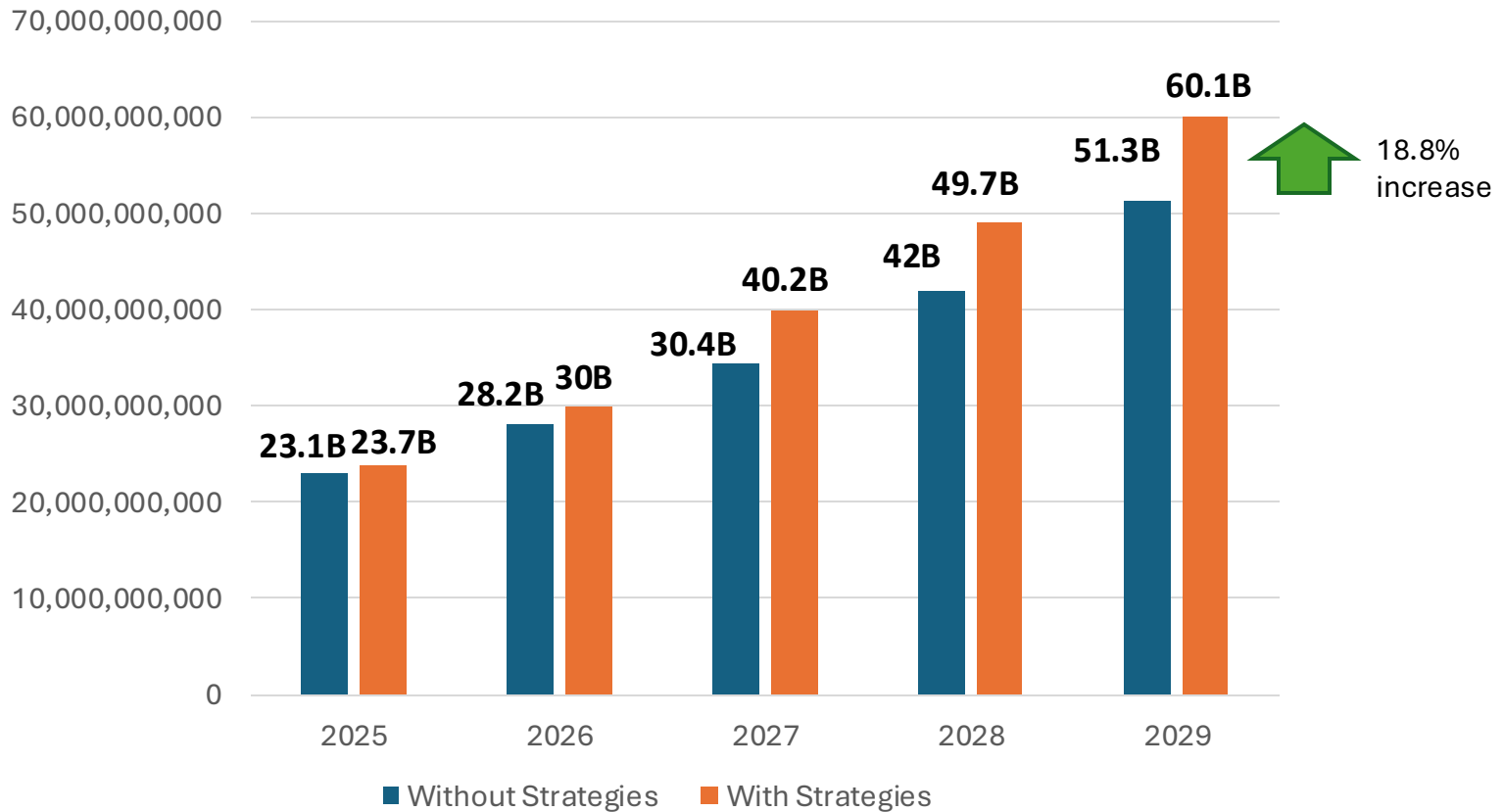
Sources: BBDO Bangkok research

Grab dine out revenue



Sources: assets.grab, Team analysis

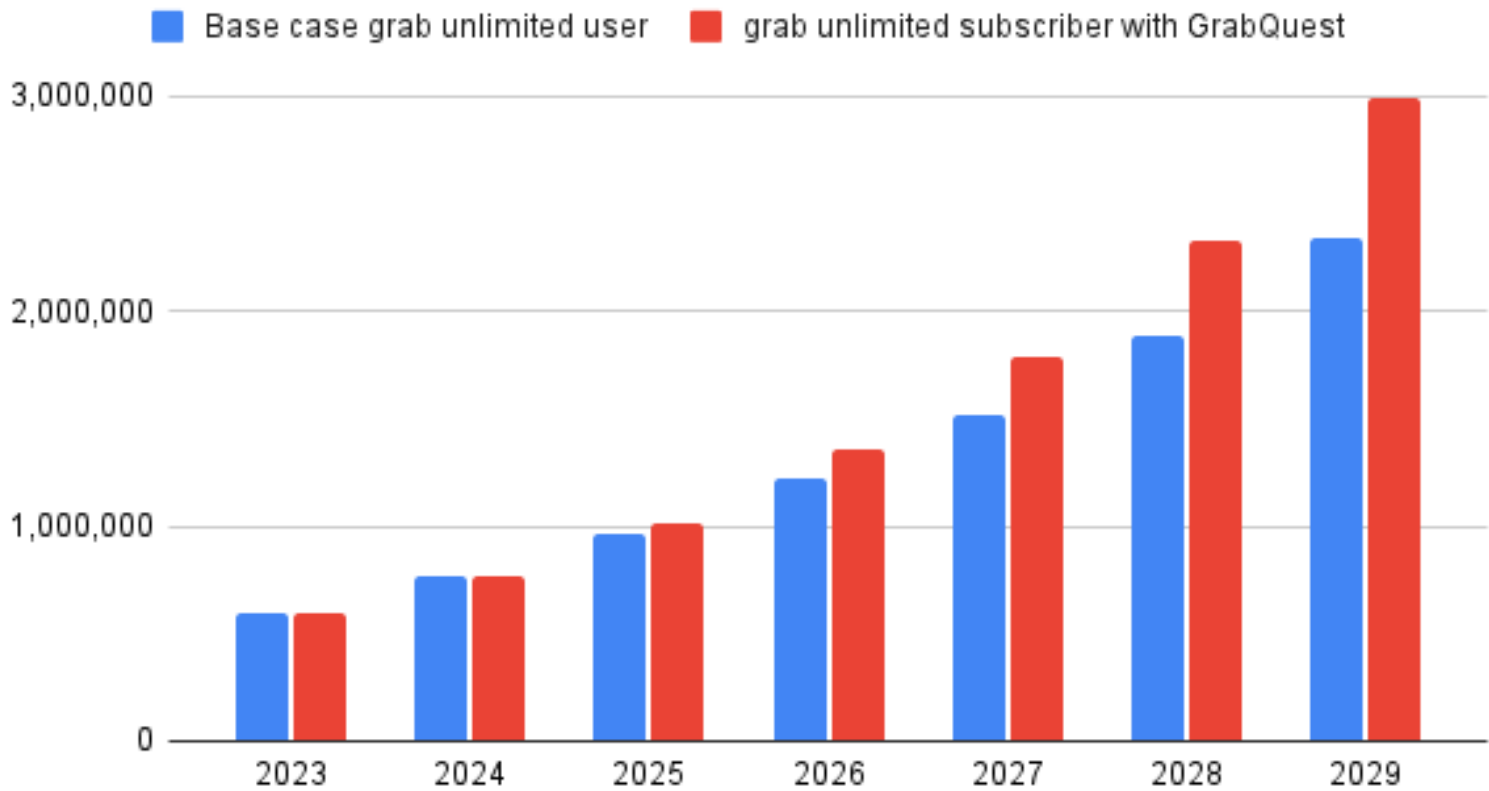
Incremental Revenue with 3 strategies




Sources: assets.grab, Team analysis



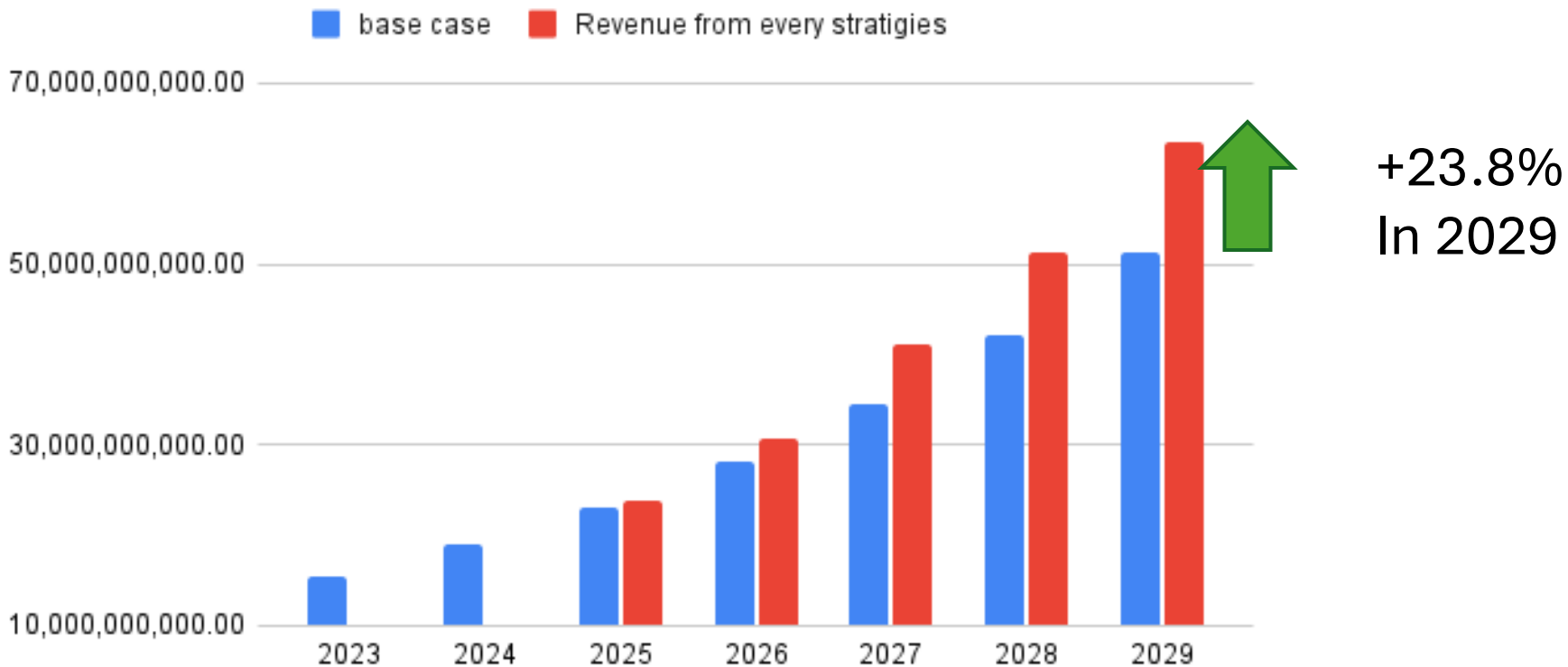
Number of grab unlimited user



 +28%
In 2029

Sources: Grab, Team Analysis

Revenue from every strategy combined



Sources: Grab, Team Analysis

Average order value		weight
AOV for delivery	200	50.61%
AOV for ride hailing	135.512	36.80%
Other AOV (Mart ,Express)	200	12.59%
Weighted average AOV	176.268416	

Grab transaction revenue in 2023	15,485,990,916.00
AOV	176.268416
Total transaction in 2023	87,854,598.50

Base case	2023	2024	2025	2026	2027	2028	2029	
Number of monthly grab users in Thailand	6,000,000	6,960,000	8,073,600	9,365,376	10,863,836	12,602,050	14,618,378	* 16% growth
Grab unlimited conversion	10%	11%	12%	13%	14%	15%	16%	assume 1% growth
Number of grab unlimited subscriber	600,000	765,600	968,832	1,217,499	1,520,937	1,890,307	2,338,940	
Trasaction per grab unlimited user (2.1 times of regular)	27.7	27.7	27.7	27.7	27.7	27.7	27.7	
Total transaction from grab unlimited user	16,621,140	21,208,575	26,838,488	33,727,033	42,132,847	52,365,110	64,793,096	
Number of regular grab user	5,400,000	6,194,400	7,104,768	8,147,877	9,342,899	10,711,742	12,279,437	
Trasaction per regular unlimited user	13.19	13.19	13.19	13.19	13.19	13.19	13.19	
Total transaction from grab regular user	71,233,458	81,712,691	93,721,703	107,481,753	123,245,743	141,302,678	161,982,740	
Number of transaction	87,854,599	102,921,266	120,560,190	141,208,785	165,378,590	193,667,787	226,775,836	
AOV	176.27	183.76	191.57	199.71	208.20	217.05	226.27	4.25% growth
Total revenue	15,485,990,916	18,912,793,767	23,095,669,385	28,200,993,626	34,431,666,384	42,035,112,213	51,313,030,018	

Sources: Statista , Bangkok Post

Number of household(2025)	
Bangkok	3,887,162
Chonburi	1,166,723
Nonthaburi	767,060
Pathum	714,431
Songkla	592,585
Chiangmai	897,818
Samutprakarn	780,188
Khon kaen	690,603
Phuket	292,920
Total	9,789,490

Estimated number of household that hire maids(Country wide)	
Total registered maid (2025)	218,648.79
Household per registered maid	1
Total unregistered maid (2025)	218,648.79
Household per unregistered maid	10
Total household that hire maids	2,405,137
Total household in Thailand	29,058,051
Market penetration for household cleaners	8.28%

Sources: Official statistics registration systems ,ministry of labour

	2025	2026 (launch in Q3)	2027	2028	2029
Total adressable market (population)	3,887,161.86	4,042,648.33	9,789,489.86	10,181,069.45	10,588,312.23
market penetration	8.28%	8.46%	8.65%	8.85%	9.05%
Service available market	321,740.63	342,138.99	847,149.35	900,858.61	957,973.05
Grab market share	0%	20%	25%	30%	35%
Service obtainable market	0.00	68,427.80	211,787.34	270,257.58	335,290.57
Repeated hiring per year	0	3	6	6	6
Average cost per job	0	600	600	600	600
Total revenue	0.00	123,170,035.55	762,434,411.06	972,927,303.27	1,207,046,043.34

2025 market share		
Beneat	76,788	9.06%
Seekster	53751.92308	6.35%
Betaskee	115182.6923	13.60%
Others and offline maid	601,426.27	70.99%

2029 market share		
Grab	335,290.57	35.00%
Beneat	92,914.04	9.70%
Seekster	65,039.83	6.79%
Betaskee	139,371.06	14.55%
Others and offline maid	325,357.56	33.96%

Sources: team analysis

	2025 H1	2025 H2	2026 H1	2026 H2
Grab Home				
Feature development	7,200,000	7,200,000		
Set up Hr and Training Team			1,800,000	1,800,000
Recruit and Training service providers for Grabhome			600,000	600,000
Train GrabHome applicants every 2 months			50,000	150,000
Maintain, develop and optimize		600,000	4,500,000	4,500,000
Collect feedback				50,000
Promotion cost				3,000,000

	2027 H1	2027 H2	2028 H1	2028 H2	2029 H1	2029 H2
Grab Home						
Feature development						
Set up Hr and Training Team	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Recruit and Training service providers for Grabhome	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Train GrabHome applicants every 2 months	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Maintain, develop and optimize	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Collect feedback	50,000	50,000				
Promotion cost	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000

Sources: Official statistics registration systems

	2025	2026 (launch in Q3)	2027	2028	2029
Total revenue	0.00	123,170,035.55	762,434,411.06	972,927,303.27	1,207,046,043.34
GP(20%)	0	24,634,007	152,486,882	194,585,461	241,409,209
cost	15,000,000	17,050,000	31,900,000	31,800,000	31,800,000
Operating income	-15,000,000	7,584,007	120,586,882	162,785,461	209,609,209
ROI	380.69%				

Sources: Official statistics registration systems, Team Analysis

Market size (population)	
Chonburi	1,634,202
Nonthaburi	1,317,070
Pathum	1,234,858
Socngkla	1,431,216
Chiangmai	1,798,606
Samutprakarn	1,379,853
Khon kaen	1,634,202
Phuket	428,957
Bangkok	5,458,463
Total	16,317,427

Thailand expenditure on health (2021)	834,259,000,000.00
Thailand expenditure on medicine (2021)	50,127,300,000.00
percentage of medicine purchase expenditure	6.01%

Telemedicine market size	119,279,097,791.42
percentage of medicine purchase expenditure	6.01%
E-prescription market size	7,167,005,832.39

Sources: Official statistics registration systems, IHPP Thailand , Grand View Research

Expenditure on medicine	
Thailand total expenditure on medicine (2021)	50,127,300,000.00
Population in 2021	66,171,439
Spending / person (2021)	757.5367977

	2025 (Q3-4)	2026	2027	2028	2029
Total addressable market (population in chosen area)	5469379.926	16382761.98	16415527.5	16448358.56	16481255.27
User conversion	3%	5%	7%	9%	11%
Users	164081.3978	819138.0989	1149086.925	1480352.27	1812938.08
Average spending / user / year	903.3767219	944.0286744	986.5099648	1030.902913	1077.293544
Total revenue	74,113,657.63	773,289,853.65	1,133,585,702.0	1,526,099,467.7	1,953,066,489.87

Thailand e-prescription market	2025	2,026	2027	2,028	2029
Market size	7,167,005,832.39	9,252,604,530	11,945,112,448	15,421,140,170	19,908,691,959
Grab revenue revenue	74,113,657.63	773,289,853.65	1,133,585,702.0	1,526,099,467.7	1,953,066,489.87
Grab market penetration	1.03%	8.36%	9.49%	9.90%	9.81%

Sources: Official statistics registration systems

	2025 H1	2025 H2	2026 H1	2026 H2
Grab Health				
Develop and beta test teleconsultation VDO call of Grabhealth	3,600,000			
Develop and beta test the feature of GrabHealth	3,600,000			
Offer existing pharmacy partner to join (Incentive)	1,000,000	1,000,000	20,000,000	20,000,000
Collect feedback	50,000	50,000	50,000	50,000
Maintain, develop and optimize	4,500,000	4,500,000	4,500,000	4,500,000

	2027 H1	2027 H2	2028 H1	2028 H2	2029 H1	2029 H2
Grab Health						
Develop and beta test teleconsultation VDO call of Grabhealth						
Develop and beta test the feature of GrabHealth						
Offer existing pharmacy partner to join (Incentive)	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Collect feedback						
Maintain, develop and optimize	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000

Sources: Official statistics registration systems

	2025	2,026	2027	2,028	2029
Grab revenue revenue	74,113,657.63	773,289,853.65	1,133,585,702.0	1,526,099,467.7	1,953,066,489.87
GP (20%)	14822731.53	154657970.7	226717140.4	305219893.6	390613298
Cost	18,300,000	49,100,000	49,000,000	49,000,000	49,000,000
Operating income	-3,477,268.47	105,557,970.73	177,717,140.40	256,219,893.56	341,613,297.97
ROI	409.34%				

Sources: Official statistics registration systems, Team analysis

GrabFood Dine out: Method of Finance



Market size	
Foreigner (Bangkok)	25,793,185
Chonburi	1,634,202
Nonthaburi	1,317,070
Pathum	1,234,858
Socngkla	1,431,216
Chiangmai	1,798,606
Samutprakarn	1,379,853
Khon kaen	1,634,202
Phuket	428,957
Bangkok	5,458,463
Total Thai population	16,317,427

Base case	2025	2026	2027	2028	2029
Thai population(in chosen area)	5,458,463	5,469,380	16,976,651	17,010,604	17,044,626
Conversion	15%	18%	21%	24%	27%
Users	818,769.45	984,488.39	3,565,096.72	4,082,545.04	4,602,048.90
Repeated / year	6.00	6.00	6.00	6.00	6.00
AOV	200.00	209.00	218.41	228.23	238.50
Revenue	982,523,340.00	1,234,548,436.90	4,671,809,695.66	5,590,634,530.55	6,585,634,699.42
Tourists (Bangkok)	25,793,185	26,309,049	26,835,230	27,371,934	27,919,373
Conversion	1%	1%	1%	1%	1%
Users	257,931.85	263,090.49	268,352.30	273,719.34	279,193.73
Repeated / year	2.00	2.00	2.00	2.00	2.00
AOV	200.00	209.00	218.41	228.23	238.50
Revenue	103,172,740.00	109,971,823.57	117,218,966.74	124,943,696.65	133,177,486.26
Total revenue	1,085,696,080.00	1,344,520,260.46	4,789,028,662.40	5,715,578,227.20	6,718,812,185.68
Base case + dine out strategy					
	2025	2026	2027	2028	2029
Thai population(in chosen area)	5,458,463	5469379.926	16,976,651	17,010,604	17,044,626
Conversion	15%	20%	25%	30%	35%
Users	818,769	1,093,876	4,244,163	5,103,181	5,965,619
Repeated / year	6	6	6	6	6
AOV	300	313.5	327.6075	342.3498375	357.7555802
Revenue	1,473,785,010.00	2,057,580,728.16	8,342,517,313.69	10,482,439,744.76	12,805,400,804.43
Tourists (Bangkok)	25,793,185	26309048.7	26835229.67	27371934.27	27919372.95
Conversion	1%	2%	2%	2%	2%
Users	257932	526181	536705	547439	558387
Repeated / year	2	2	2	2	2
AOV	300	313.5	327.6075	342.3498375	357.7555802
Revenue	154,759,110.00	329915470.7	351,656,900.22	374,831,089.94	399,532,458.77
Total revenue	1,628,544,120.00	2,387,496,198.86	8,694,174,213.90	10,857,270,834.76	13,204,933,263.20
Incremental revenue	542,848,040.00	1,042,975,938.40	3,905,145,551.50	5,141,692,607.53	6,486,121,077.52
Incremental revenue (%)	50.00%	77.57%	81.54%	89.96%	96.54%

Sources: ministry of tourism and sport, Official statistics registration systems

GrabFood Dine out: Cost



	2025 H1	2025 H2	2026 H1	2026 H2
Grab Dine out				
Feature development	7,200,000	7,200,000	7,200,000	
Partnership team	3,000,000	3,000,000	3,000,000	6,000,000
Partnering with restuarants	900,000	900,000	1,500,000	1,500,000
Partnering with influencers			12,000,000	12,000,000
Marketing		6,000,000	6,000,000	12,000,000
Maintain, develop and optimize		4,500,000	4,500,000	6,000,000

	2027 H1	2027 H2	2028 H1	2028 H2	2029 H1	2029 H2
Grab Dine out						
Feature development						
Partnership team	6,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Partnering with restuarants	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Partnering with influencers	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000
Marketing	12,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000
Maintain, develop and optimize	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000

Sources: Grab, Team Analysis

	2025	2026	2027	2028	2029
Total revenue	1,628,544,120.00	2,387,496,198.86	8,694,174,213.90	10,857,270,834.73	13,204,933,263.20
GP(10%)	162,854,412	238,749,620	869,417,421	1,085,727,083	1,320,493,326
Cost	32,700,000	71,700,000	90,000,000	105,000,000	105,000,000
operating income	130,154,412	167,049,620	779,417,421	980,727,083	1,215,493,326
	809.31%				

Sources: Grab, Team Analysis

	2023	2024	2025	2026
Number of monthly grab users in Thailand	6,000,000	6,960,000	8,073,600	9,365,376
Grab unlimited conversion	10%	11%	12.50%	15%
Number of grab unlimited subscriber	600,000	765,600	1,009,200	1,357,980
Trasaction per grab unlimited user (2.1 times of regular)	27.7	27.7	27.7	27.7
Total transaction from grab unlimited user	16621140	21208575	27956758	37618613
Incremental grab unlimited user	0	0	40,368	140,481
Number of regular grab user	5,400,000	6,194,400	7,064,400	8,007,396
Trasaction per regular unlimited user	13.19	13.19	13.19	13.19
Total transaction from grab regular user	71,233,458	81,712,691	93,189,193	105,628,619
Number of transaction	87,854,599	102,921,266	121,145,951	143,247,232
AOV	176.27	183.76	191.57	199.71
Total revenue	15,485,990,916	18,912,793,767	23,207,883,326	28,608,094,584
Base Revenue		18,912,793,767	23,095,669,385	28,200,993,626
Incremental revenue from gamification program		0	112,213,941	407,100,958
% incremental revenue			0.49%	1.44%

Sources: Grab, Team Analysis

	2026	2027	2028	2029
Number of monthly grab users in Thailand	9,365,376	10,863,836	12,602,050	14,618,378
Grab unlimited conversion	15%	17%	19%	21%
Number of grab unlimited subscriber	1,357,980	1,792,533	2,331,379	2,996,767
Trasaction per grab unlimited user (2.1 times of regular)	27.7	27.7	27.7	27.7
Total transaction from grab unlimited user	37618613	49656570	64583636	83016154
Incremental grab unlimited user	140,481	271,596	441,072	657,827
Number of regular grab user	8,007,396	9,071,303	10,270,671	11,621,610
Trasaction per regular unlimited user	13.19	13.19	13.19	13.19
Total transaction from grab regular user	105,628,619	119,663,018	135,484,332	153,305,093
Number of transaction	143,247,232	169,319,588	200,067,968	236,321,247
AOV	199.71	208.20	217.05	226.27
Total revenue	28,608,094,584	35,252,178,365	43,424,255,407	53,472,889,700
Base Revenue	28,200,993,626	34,431,666,384	42,035,112,213	51,313,030,018
Incremental revenue from gamification program	407,100,958	820,511,981	1,389,143,193	2,159,859,682
% incremental revenue	1.44%	2.38%	3.30%	4.21%

Sources: Grab, Team Analysis

	2025 H1	2025 H2	2026 H1	2026 H2
Grab quest				
Create new ranking system and loyalty program	7,200,000	7,200,000		
Develop and beta test Gamification & Loyalty program	7,200,000	7,200,000		
Collect feedback			50,000	50,000
Maintain, develop and optimize			4,500,000	4,500,000
Reward program	10,000,000	10,000,000	10,000,000	10,000,000

	2027 H1	2027 H2	2028 H1	2028 H2	2029 H1	2029 H2
Grab quest						
Create new ranking system and loyalty program						
Develop and beta test Gamification & Loyalty program						
Collect feedback	50,000	50,000				
Maintain, develop and optimize	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Reward program	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000

Sources: Grab, Team Analysis

	2025	2026	2027	2028	2029
Incremental revenue from gamification program	112,213,941	407,100,958	820,511,981	1,389,143,193	2,159,859,682
Cost	48,800,000	29,100,000	49,100,000	49,000,000	49,000,000
Incremental income	63,413,941	378,000,958	771,411,981	1,340,143,193	2,110,859,682

Sources: Grab, Team Analysis

	2025 H1	2025 H2	2026 H1	2026 H2
Grab GPT				
Setup database code for GrabGPT Chatbot: RAG (Retrieval-Augmented Generation)	7,200,000	7,200,000		
Collect feedback				
Maintain, develop and optimize			43,866,000	52,639,200
Marketing Launch		3,000,000	3,000,000	6,000,000

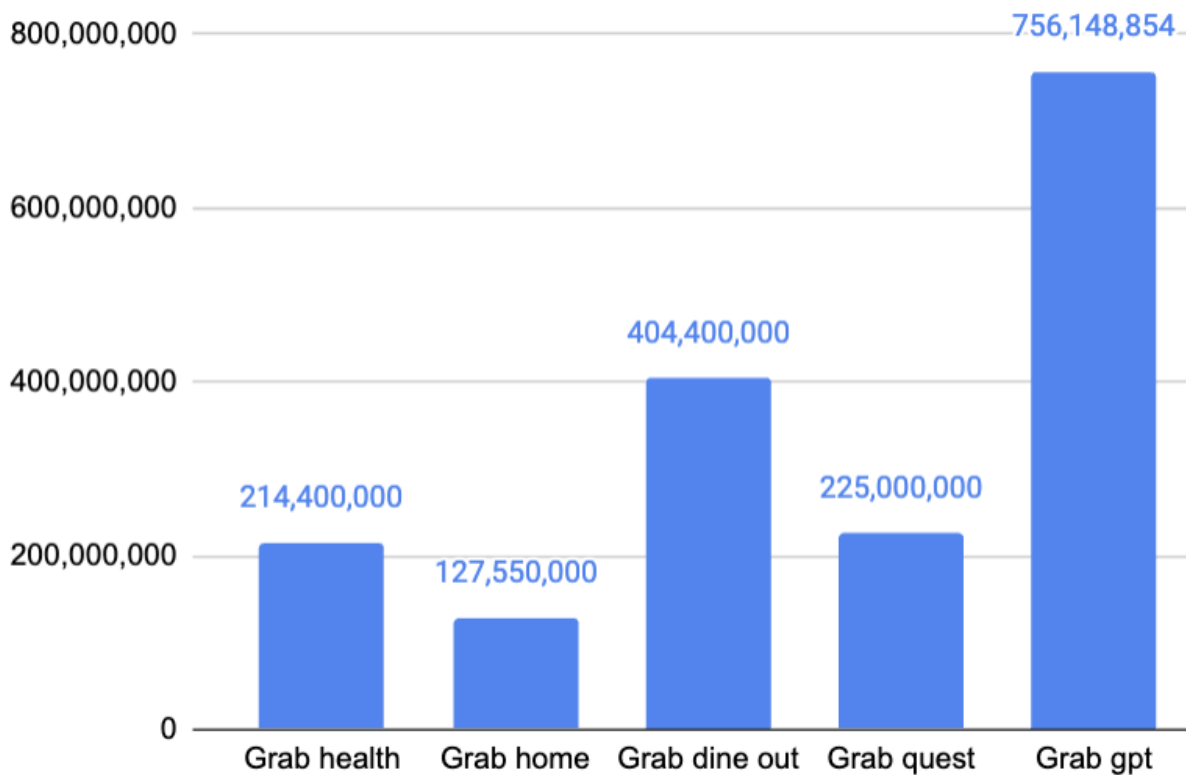
	2027 H1	2027 H2	2028 H1	2028 H2	2029 H1	2029 H2
Grab GPT						
Setup database code for GrabGPT Chatbot: RAG (Retrieval-Augmented Generation)						
Collect feedback						
Maintain, develop and optimize	63,167,040	75,800,448	90,960,538	109,152,645	130,983,174	157,179,809
Marketing Launch	6,000,000					

Sources: Grab, Team Analysis

Cost	2025	2026	2027	2028	2029	Total
Grab health	18,300,000	49,100,000	49,000,000	49,000,000	49,000,000	214,400,000
Grab home	15,000,000	17,050,000	31,900,000	31,800,000	31,800,000	127,550,000
Grab dine out	32,700,000	71,700,000	90,000,000	105,000,000	105,000,000	404,400,000
Grab quest	48,800,000	29,100,000	49,100,000	49,000,000	49,000,000	225,000,000
Grab gpt	17,400,000	105,505,200	144,967,488	200,113,183	288,162,983	756,148,854
Total	132,200,000	272,455,200	364,967,488	434,913,183	522,962,983	1,727,498,854
Total cost 5 years	1,727,498,854					

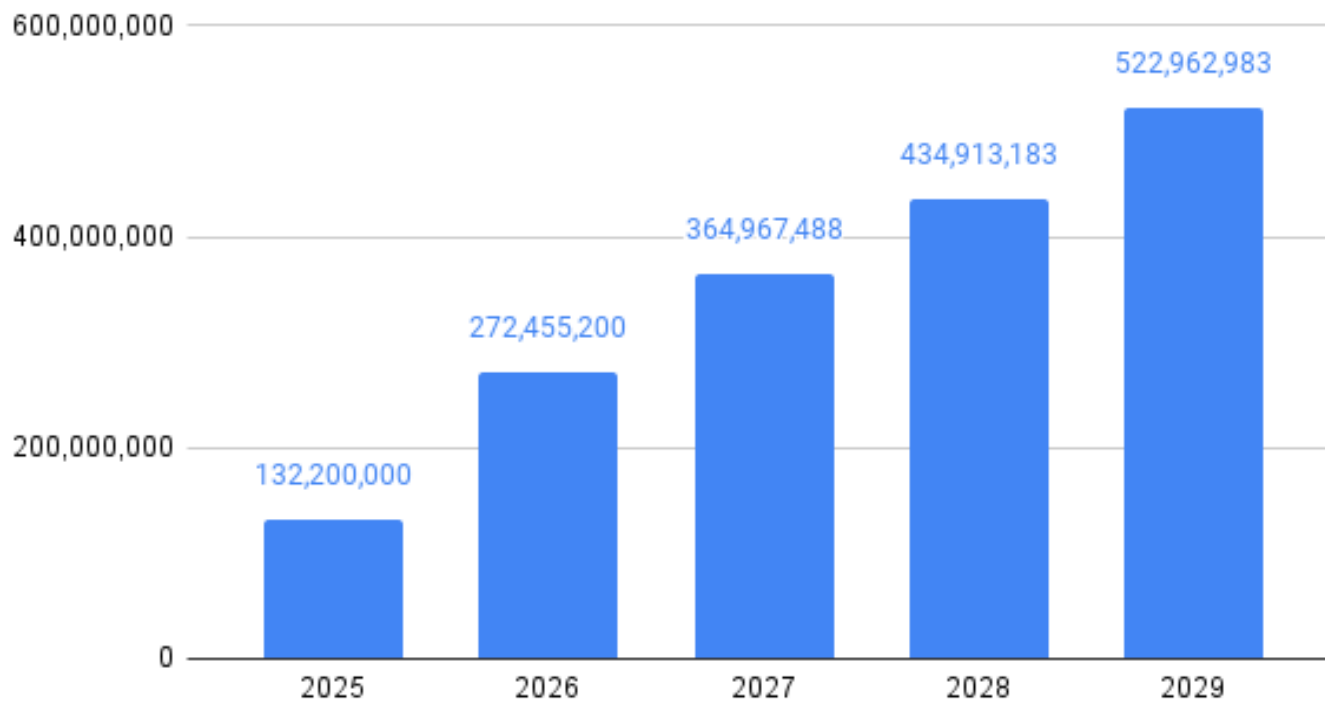
Sources: Grab, Team Analysis

Cost by strategy



Sources: Grab, Team Analysis

Cost by year



Sources: Grab, Team Analysis