

FinTech in ASEAN 2025: Navigating the New Realities

Contents

Foreword	1
Executive summary	2
A measured market	3
FinTech funding trends	5
FinTechs in focus	13
FinTech exit trends	16
Reality bites back	18
It's time to be realistic	26
References	27

Foreword

Over the past decade, ASEAN's FinTech sector has evolved from a disruptive upstart to a maturing industry focused on sustainability and profitability. The region's fundamentals remain a draw to investors – a rising middle class with a vast underserved population, a thriving digital economy, and strong support from regulators.

Amidst increasing global volatility, the region's FinTech industry faces a new set of challenges.

While global FinTech funding rebounded by 13 per cent year-on-year (YoY) to US\$27.8 billion in 9M 2025, ASEAN's momentum has eased, falling to US\$835 million from US\$1.3 billion, underscoring a shift towards consolidation and disciplined capital deployment.

Despite the slowdown in deal activity, funding rounds have become larger, allocated to industry frontrunners with proven track records.

The headline numbers and underlying signals portray a shifting landscape. FinTech firms that embrace executional excellence with a clear path to profitability will continue to attract investor interest. But as AI advances, firms that are truly AI-native may well be the clear winners of the next decade.

Recent news of Timor-Leste's official accession to ASEAN, and the anticipated signing of the ASEAN Digital Economy Framework Agreement (DEFA) in 2026, provide much-needed optimism and new opportunities. As the first major regionwide digital economy agreement in the world, DEFA is set to usher in harmonised standards and guidelines, as well as improved infrastructure interoperability – something that players in the financial industry can look forward to.

As ASEAN's FinTech sector enters its second decade, we look forward to seeing the industry scale in a sustainable way, bringing innovative, inclusive solutions that will benefit the people of ASEAN.

Janet Young

Managing Director and Group Head,
Channels and Digitalisation,
Brand and Communications,
UOB



Wanyi Wong

FinTech Leader,
PwC Singapore



Holly Fang

President,
Singapore FinTech Association



Executive summary



ASEAN's funding winter continues, with some sunshine

Total investments in ASEAN FinTech declined for the fourth consecutive year. Number of deals in 9M 2025 fell 60 per cent YoY from 132 to 53 deals, while funding declined by 36 per cent to US\$835 million. However, the average deal size grew by 42 per cent to US\$21.4 million.



Late-stage FinTechs dominate

67 per cent of funding went to late-stage FinTechs, a YoY jump of 26 percentage points. The preference for late-stage FinTech deals indicates investors' preference for validated, stable and scalable business models.



Singapore strengthens regional lead

Singapore-based firms received a commanding 87 per cent of total funding—a marked improvement from 57 per cent in 9M 2024 and 65 per cent in 9M 2023, underscoring the city-state's role as ASEAN's financial capital and ideal headquarter location for firms.



Hot segments: Payments, Investment Tech and Alternative Lending

The Payments category dominated, fuelled by two US\$150 million deals, and tied with Investment Tech for 21 per cent each of deal count (11 deals). Alternative Lending ranked third with 10 deals.



Smart money wants smarter models

Investors are shifting from 'growth at all costs' to 'growth that lasts'. With a tighter funding environment and higher VC expectations, FinTechs need to focus on better governance, sustainable growth and product-market fit.

A measured market

Efficiency, the new equity



Introduction

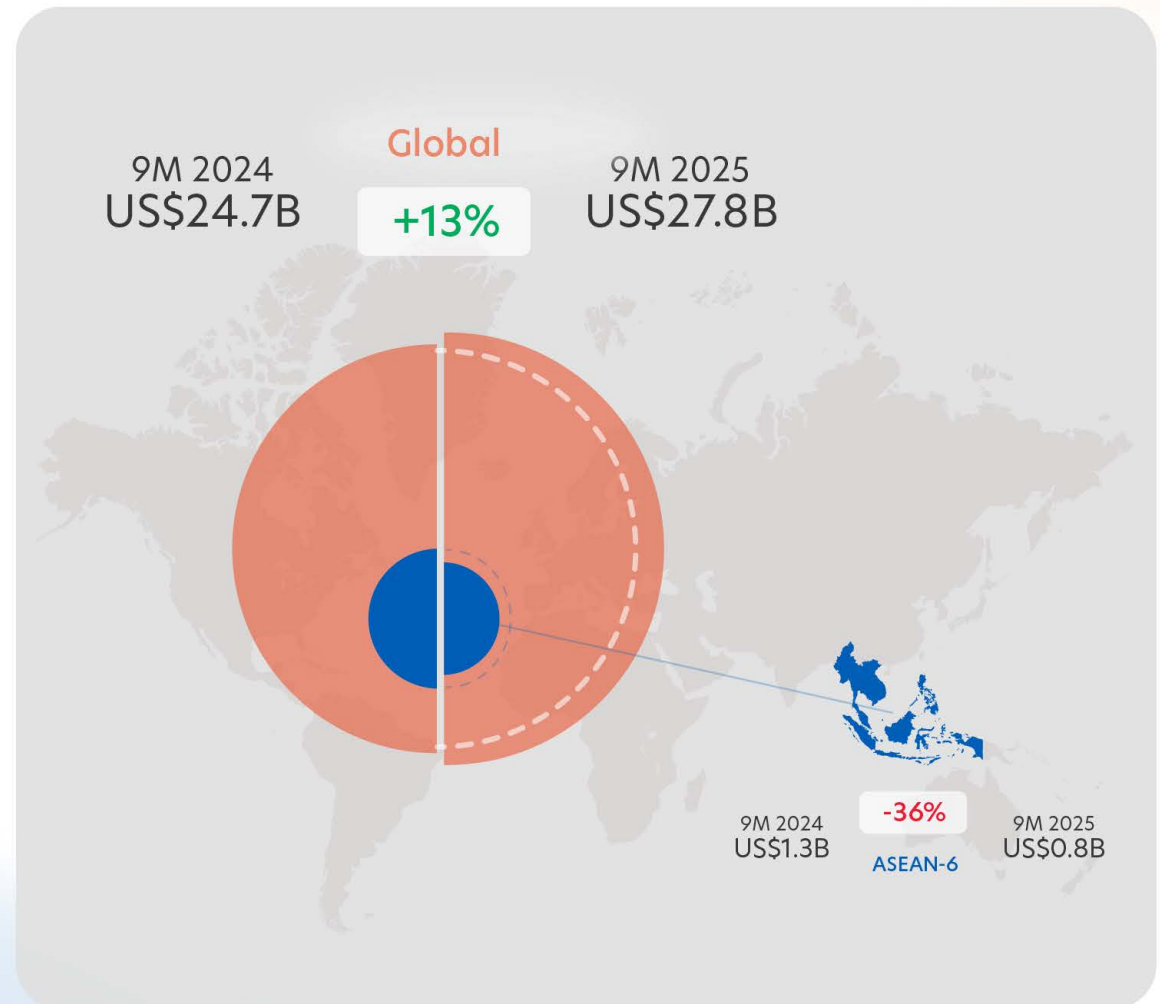
Since its US\$6.4B funding peak in 2021, total investments in ASEAN FinTech have declined for the fourth consecutive year. However, there are pockets of optimism and the sector is expected to regain strength in the long term.

In this chapter, we review FinTech investments in ASEAN's six biggest economies: Indonesia, Malaysia, the Philippines, Singapore, Thailand and Vietnam, otherwise known as ASEAN-6.

Our funding analysis does not include the remaining five ASEAN nations: Brunei Darussalam, Cambodia, Laos, Myanmar, and ASEAN's newest member, Timor-Leste.

Global recovery meets ASEAN realism

- Global FinTech funding¹ rebounded in 9M 2025, even as the composition of capital flows shifted across regions. The 13 per cent year-on-year increase to US\$27.8 billion – led by North America and Europe – signals renewed yet uneven investor confidence.
- On the contrary, ASEAN FinTechs saw funding fall by 36 per cent YoY to US\$835 million. Total funding has been on a downward trend since the funding boom of 2021/22. ASEAN has not seen the level of comeback as in the United States partly due to shallower equity and debt markets.



Notes

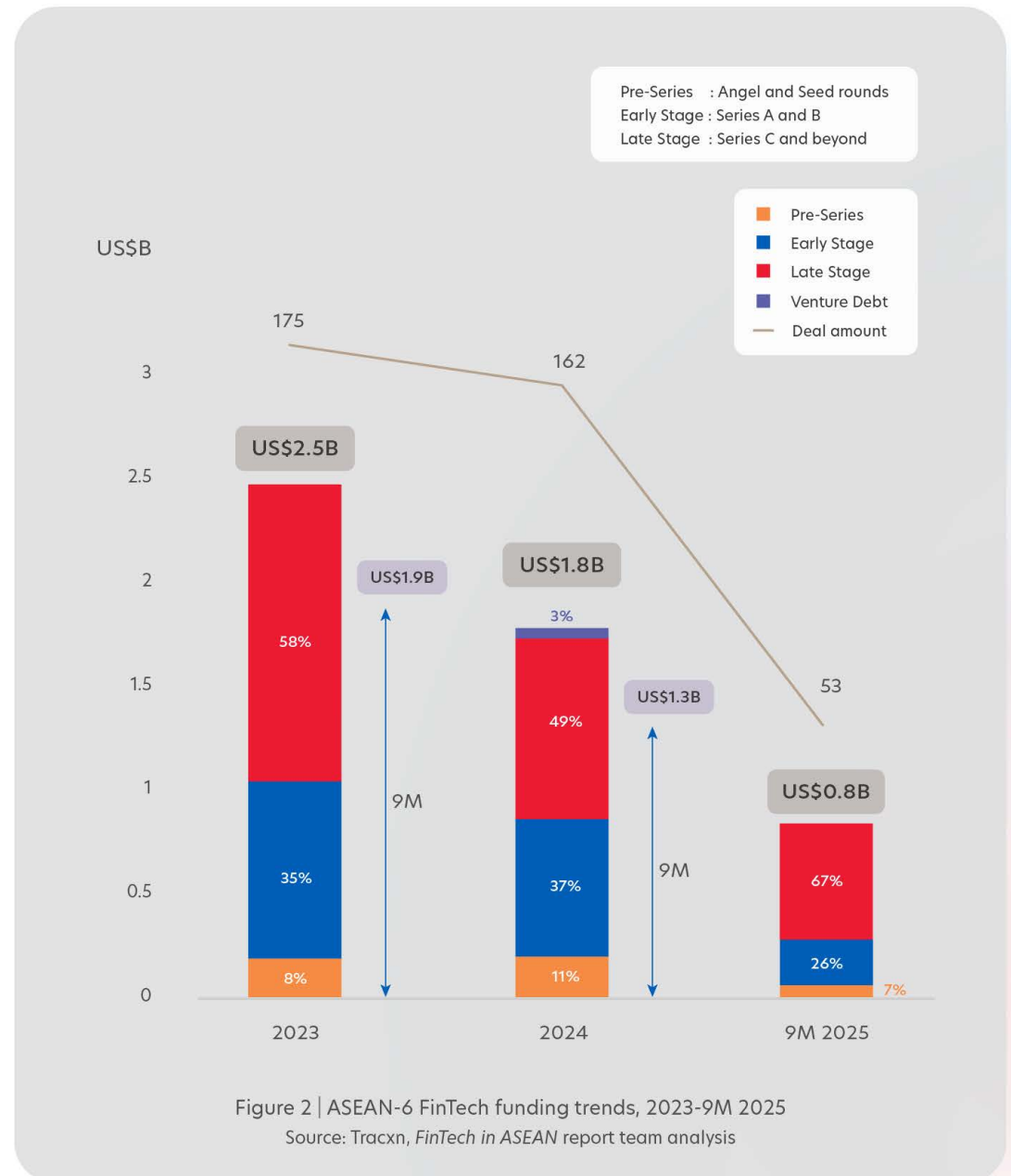
- The source for the funding data in this report is based on the data platform Tracxn as at 30 September 2025, accessed on 2 October 2025, and an analysis thereafter by the FinTech in ASEAN report team. See further comments under Footnotes¹.
- Due to rounding, numbers presented throughout this report may not add up precisely to 100 per cent.

Figure 1 | Global FinTech funding trends, 9M 2024² vs 9M 2025

Source: Tracxn, FinTech in ASEAN report team analysis

Fewer handshakes as investors chase quality and eschew risk

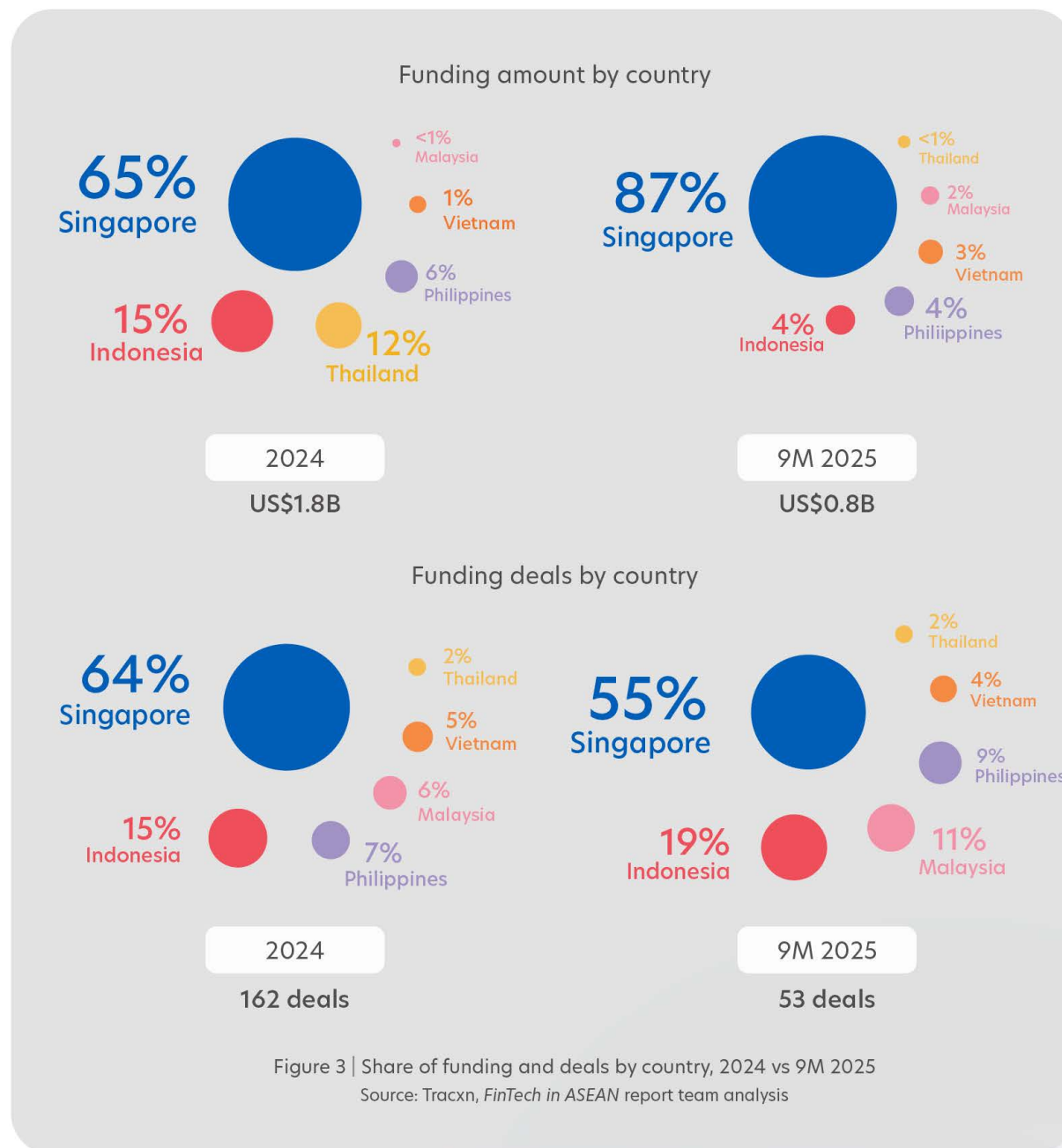
- The number of deals in 9M 2025 fell by 60 per cent YoY to 53 deals – the lowest in 10 years, while funding amount dropped by 36 per cent.
- While pre-series and early-stage deal activity remained fairly resilient, a greater share of total funding has shifted towards late-stage rounds, reflecting investors' preference for validated business models, clear monetisation strategies, and demonstrated scalability.
- The average late-stage deal size rose 40 per cent to US\$112 million from US\$80 million in 9M 2024, while for pre-series and early-stage, the average deal sizes decreased slightly to US\$3.1 million and US\$14.6 million respectively.





Where the money went: Singapore as safe harbour

- FinTech firms headquartered in Singapore captured 87 per cent of ASEAN FinTech funding in 9M 2025, up from 65 per cent in 2024.
- All six late-stage deals came from Singapore-based FinTechs.
- Singapore has firmly entrenched its position as the region's FinTech capital and innovation hub. Its stable regulatory environment and access to institutional capital have made it the preferred launchpad for regional and global players alike.
- Trailing in second position by funding amount are Indonesia and the Philippines (4 per cent each). The former is facing a sharp decline from 15 per cent in 2024, along with Thailand, which fell by almost 12 percentage points to the bottom rung with one deal worth US\$2.4 million this year.





Indonesia: Spooked investors turn to Seed

- By deal count, Indonesia continues to be one of ASEAN's more active FinTech ecosystems. However, the country's total funding has contracted sharply from a high of US\$1.8 billion in 2022 to a mere US\$33.4 million this year, with eight in 10 deals going to Seed startups.
- There were no late-stage deals.
- Recent high-profile fraud cases in Indonesia's startup scene, like Investree, have resulted in investors having a crisis of confidence, pulling back because of perceived weak corporate governance and a lack of transparency.
- As a result, regulators have tried to close the gaps on oversight, and tightened regulations in a bid to suppress the funding fallout, such as through the OJK Regulation No. 40/2024 on Information Technology-Based Joint Funding Services. Whether it is a case of too little, too late, remains to be seen.

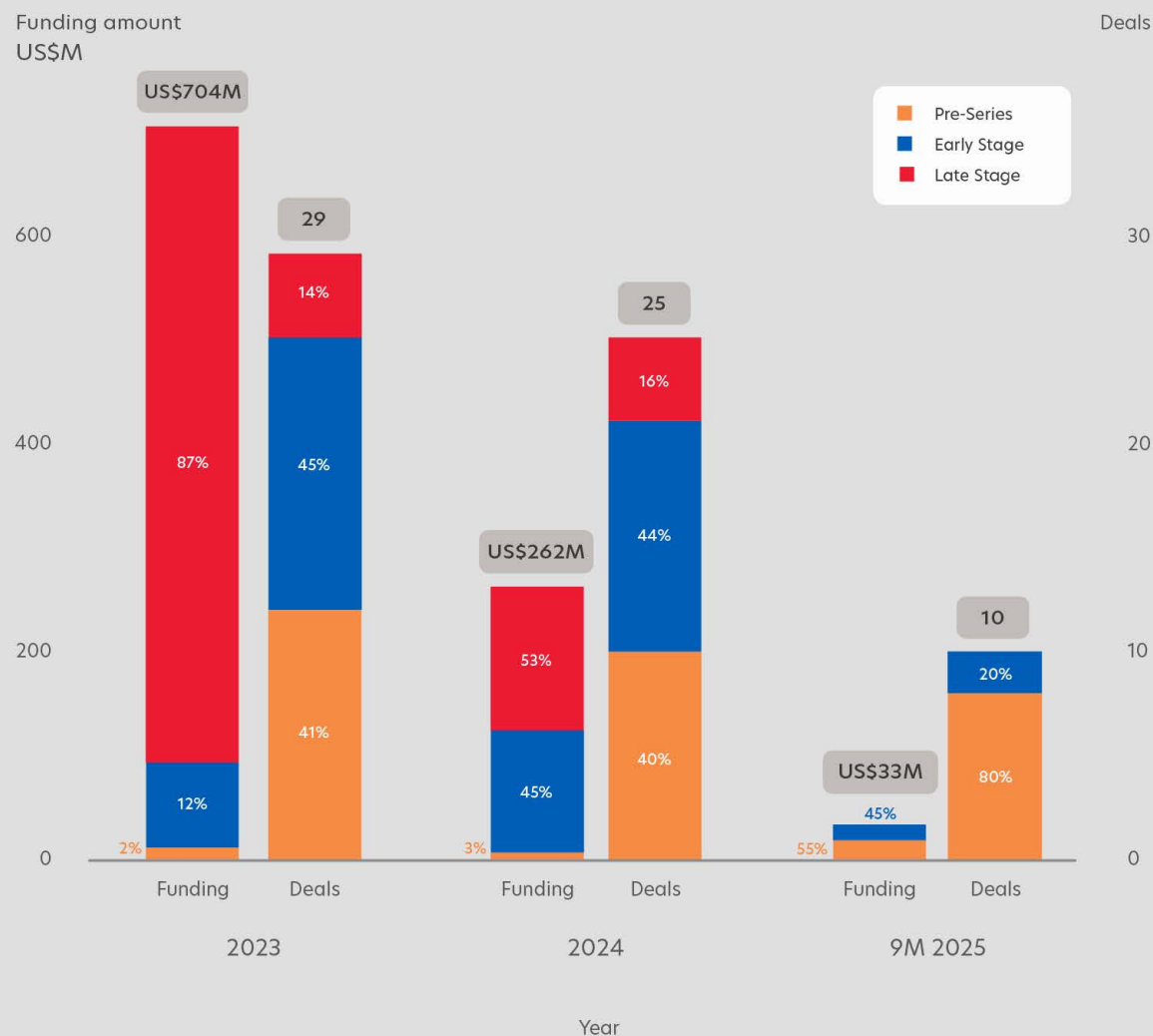


Figure 4 | Funding trends in Indonesia by company stage, 2023–9M 2025

Source: Tracxn, FinTech in ASEAN report team analysis

Top performing sectors

By funding amount

- The Payments category (US\$346 million) reemerged as the top-funded FinTech category in 9M 2025, driven by ASEAN's accelerating shift towards interoperable QR frameworks, cross-border transactions, and real-time settlement networks.
- InsurTech (US\$151 million), driven by a US\$147 million investment in Bolttech, took second place and grew slightly from US\$144 million in 2024.
- Blockchain-related deals (US\$95 million, down from US\$304 million in FY2024), fell as capital rotated into more regulated segments. This coincides with a broader shift in the category: from speculative token-driven models to infrastructure and utility use cases that support cross-border payments, for example. However, the space stood strong and tied with Investment Tech in the top three by funding amount.

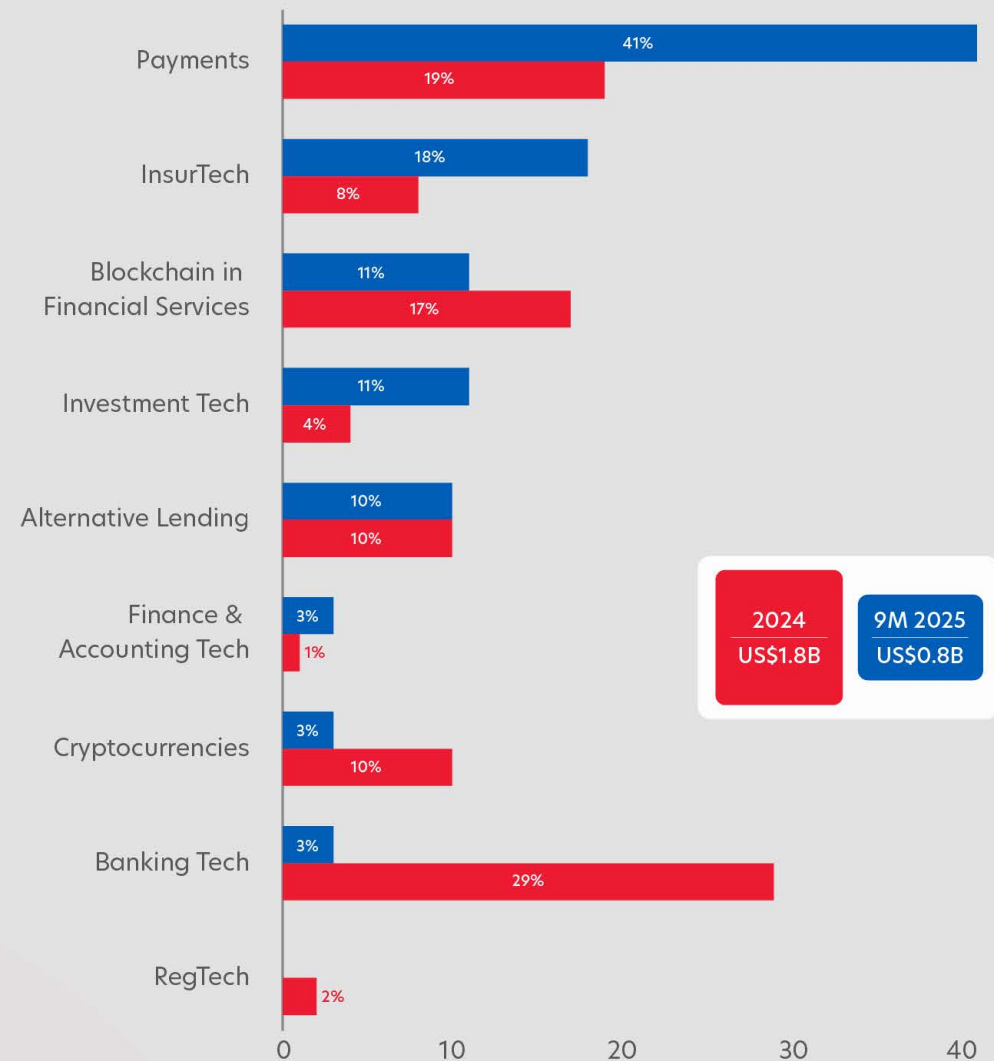


Figure 5 | Funding spread (%) by FinTech categories, 2024 vs 9M 2025

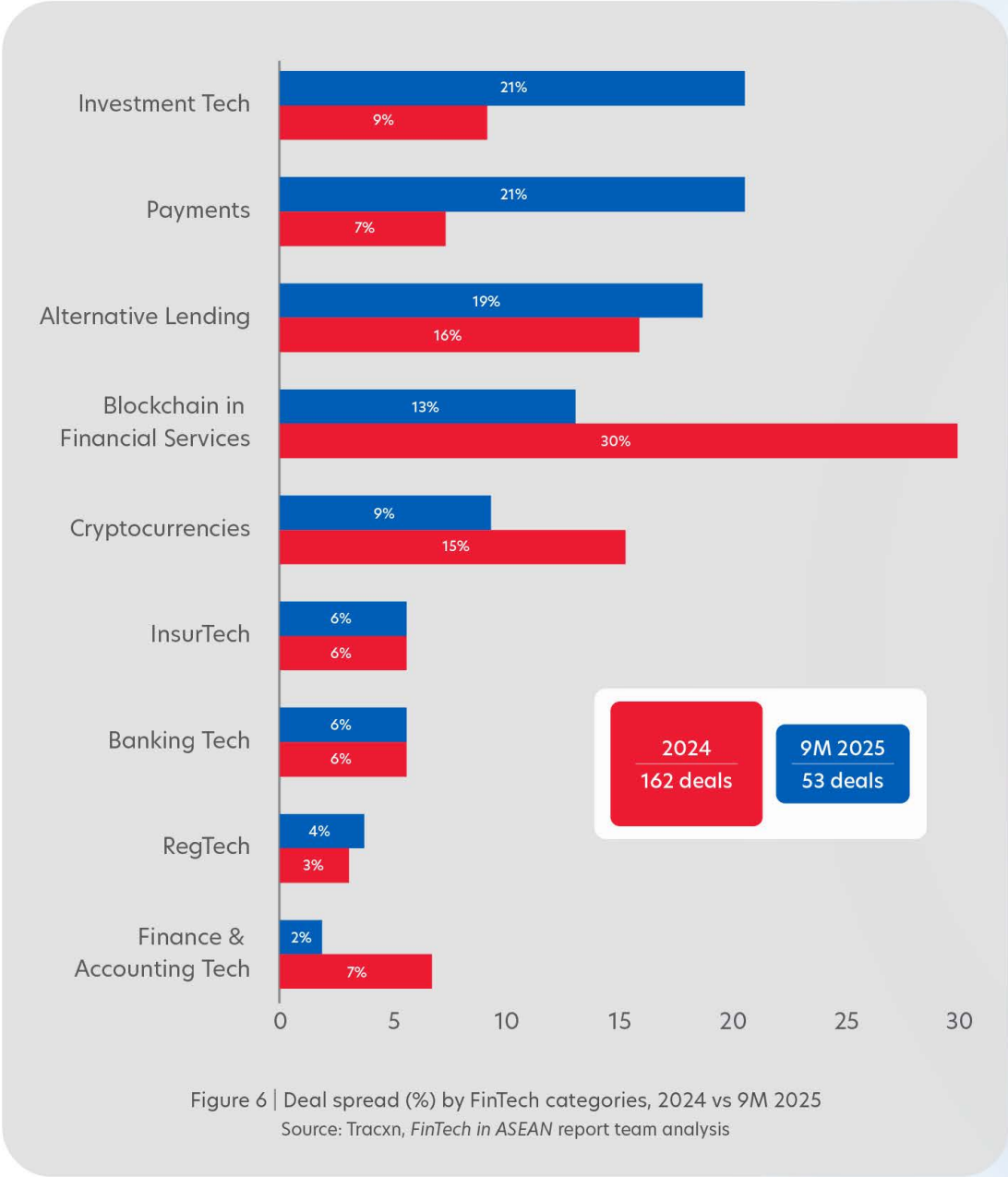
Source: Tracxn, FinTech in ASEAN report team analysis

Top performing sectors

By deal count

- Investment Tech tied with Payments as the category with the most deals, securing 11 deals each.
- Investment Tech has seen a renaissance in funding amount from 2023 to 9M 2025, being the only sector to have increased in funding amount for the past three years.
- Alternative Lending scored the third-highest number of deals (10 deals).

In Indonesia, Alternative Lending remains the most backed FinTech sector for the past three years, capturing the highest share of deals from 2023 to 9M 2025.



Top performing sectors

By country

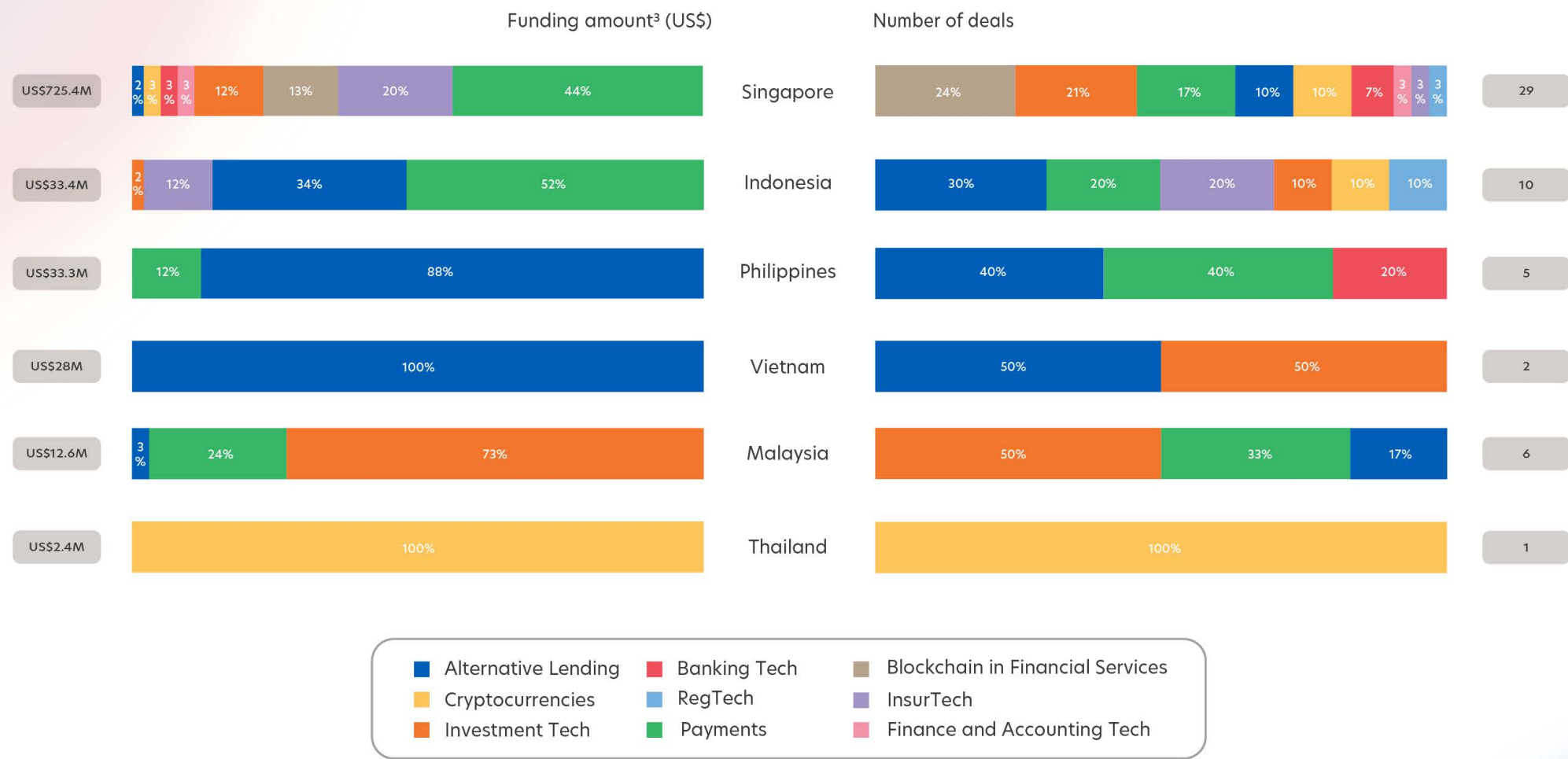


Figure 7 | FinTech category split by country, 9M 2025
Source: Tracxn, FinTech in ASEAN report team analysis

Top 10 most funded: Investors back heavyweights

- The top five deals (10 per cent of total deals) contributed more than two-thirds of the total funding in 9M 2025.
- Global payments player Airwallex⁴, which moved its HQ to Singapore in 2023, is only the second ASEAN FinTech to reach Series F, receiving over US\$1.2B in total funding (the first was Voyager Innovations in 2022).
- Thunes and Sygnum—the latter also made 2024's top 10 list—are Southeast Asia's latest FinTech unicorns.
- Investors in 2025 are backing firms with infrastructure-heavy, scalable B2B models especially in cross-border payments, recognising the existing gaps and growth opportunities in this space.

9M 2025

Company	Category	Funding stage	Round name	Funding amount US\$ (M)
 Airwallex ⁴	Payments	Late Stage	Series F	150
 Thunes	Payments	Late Stage	Series D	150
 Bolttech	InsurTech	Late Stage	Series C	147
 Sygnum	Blockchain in Financial Services	Late Stage	Series C	58
 Syfe	Investment Tech	Late Stage	Series C	53
 Salmon	Alternative Lending	Early Stage	Series A	28
 TechCoop	Alternative Lending	Early Stage	Series A	28
 Sleek	Finance & Accounting Tech	Early Stage	Series B	23
 GRVT	Blockchain in Financial Services	Early Stage	Series A	19
 Finmo	Payments	Early Stage	Series A	19
Median funding amount: US\$41M				

Table 1 | Top 10 FinTech funding rounds in ASEAN-6, 9M 2025

2024

Company	Category	Funding stage	Round name	Funding amount US\$ (M)
 Tyme Group	Banking Tech	Late Stage	Series D	250
 Ascend Money	Payments	Late Stage	Series D	195
 ANEXT Bank	Banking Tech	Late Stage	Series D	148
 Superbank	Banking Tech	Late Stage	Series C	73
 Partior	Blockchain in Financial Services	Early Stage	Series B	60
 Nium	Payments	Late Stage	Series E	50
 SDAX	Cryptocurrencies	Early Stage	Series B	50
 Qoala	InsurTech	Late Stage	Series C	47
 Sygnum	Blockchain in Financial Services	Early Stage	Series B	40
 WadzPay	Cryptocurrencies	Late Stage	Series C	37
Median funding amount: US\$55M				

Table 2 | Top 10 FinTech funding rounds in ASEAN-6, 2024

Funding amounts have been rounded to the nearest whole number

Source: Tracxn, FinTech in ASEAN report team analysis



Scaling global finance with resilience and innovation

Last raise: US\$150 million⁴ (Series F) • May 2025

“

The fundraising environment for FinTechs is different today than it was four years ago. Our focus has always been to build the business for the long-term and let the investing community focus on the valuation. If we do our job correctly, the value will materialise. At a time when many in the FinTech community are still having a hard time raising money, we were able to secure an up-round.

Matthieu Guibert

Director, Corporate Development and Investor Relations, Airwallex



From bootstrapped beginnings to billion-dollar valuation

Airwallex started in 2015 with a focus on how to make global money movement cheap, fast, and far-reaching. Early rounds were tough, with small investments that barely kept the company afloat. The breakthrough came with product-market fit and relentless execution, leading to larger funding rounds and rapid scaling. In May 2025, Airwallex announced a US\$300 million Series F at a US\$6.2 billion valuation, bringing total funding to US\$1.2 billion. Despite a tougher global fundraising climate, Airwallex's strong growth, high product attachment rates, and expanding revenue base kept investor confidence high.



Product evolution and global expansion

From global money movement and FX products, the company expanded into payments acquiring, spend management, and a unified software layer for finance teams. Their platform now enables businesses to open global accounts instantly, manage money in and out, and integrate with leading accounting and e-commerce platforms. Global expansion was slow due to regulatory licensing, but they stuck to building proprietary infrastructure. COVID-19 was a growth catalyst—the e-commerce boom aligned perfectly with Airwallex's digital-native customer base. Today, Airwallex operates from its Singapore headquarters, with 26 offices worldwide and aggressive expansion into new markets like Canada, Mexico, Brazil, France, Japan, Malaysia, Indonesia, and Vietnam.



Technology and regulatory strategy

Airwallex is betting big on AI, integrating it across customer experience, engineering, and go-to-market functions. The company is releasing an AI-powered copilot to run finance operations and positioning itself for the future of agentic finance. All compliance and onboarding processes are managed in-house. Airwallex holds over 60 financial licenses globally, navigating complex regulatory landscapes through a 'buy or build' strategy—the former useful in markets with limited license availability.

As Airwallex approaches profitability, the focus remains on scaling globally and serving upper SMEs with unified financial solutions.

investbanq

Using AI to build hyper-personalised wealth solutions, at scale

Last raise: US\$3 million (Seed) • June 2025

Founded in 2022, Investbanq emerged with a clear mission: to digitise wealth management for financial institutions and family offices. Its AI-powered operating system delivers an end-to-end solution—client onboarding, portfolio management, trading integrations, and reporting—within a single subscription-based platform.

“

We're witnessing the greatest wealth migration over the next 20 years, as more than US\$100 trillion will migrate to digital natives. This presents a completely different paradigm of how people want to consume wealth.

Olzhas Zhiyenkul
CEO and Co-Founder, Investbanq



Navigating a tough funding climate

Launching at a time fraught with inflationary pressures and geopolitical uncertainty with Russia's invasion of Ukraine, Investbanq faced a tough fundraising environment. While its seed round closed quickly thanks to strong angel backing for its experienced team, subsequent rounds were 'battles'. Southeast Asia's venture liquidity tightened, and FinTech valuations saw steep corrections. Despite this, Investbanq managed to secure capital, scaling down ambitions when necessary and prioritising operational resilience.



Lessons from the journey

Investbanq has developed an enterprise-grade system on a very lean budget, and the technology is resulting in satisfied clients. The company's approach reflects a founder mindset shaped by adversity: keep margins high, control burn, and aim for profitability sooner. Capital discipline is paramount in volatile markets.



Market expansion and potential exits

Headquartered in Singapore for regulatory clarity and efficiency, Investbanq is planning to expand to Indonesia, the Philippines, and Cambodia—markets underserved by traditional wealth tech. The longer-term roadmap includes strategic acquisition opportunities within 2-3 years or a potential IPO in 6-7 years, contingent on hitting growth metrics.

Investbanq's story is not just about technology—it's about resilience, adaptability, and the ability to thrive when capital is scarce. This startup is proving that disciplined growth can be a competitive advantage.



From late entrant to 'AI-native' bank

Last raise: US\$28 million⁵ (Series A) • June 2025

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We have experienced strong investor momentum that supports and believes our conviction in the Southeast Asian growth story. Both on the equity side and debt side, we've been able to build up a solid shareholder base.

Pavel Fedorov
Co-founder and Director, Salmon

Salmon entered the Philippines' FinTech scene in 2022 as a relative latecomer. Despite this, the company has managed to find its footing, thanks to relentless execution by the founding team and a willingness to tackle daily challenges head-on—from product-market fit to risk management and regulatory alignment.



Funding journey: Innovation in a tight market

The company has built a robust cap table featuring global names like the International Finance Corporation, Abu Dhabi's sovereign wealth fund, and blue-chip US investors. Early on, Salmon secured a US\$20 million facility from US credit funds, then broke new ground as the first Southeast Asian tech firm to issue Nordic bonds (a form of Eurobonds)—raising a US\$150 million facility and drawing US\$110 million to date. This innovative approach to debt and equity funding gave Salmon the scale to grow, even as regional debt markets remained shallow.



Strategic leap: Acquiring a banking license

Salmon's acquisition of the Rural Bank of Santa Rosa was a deliberate shortcut to a full banking license, mirroring moves by other FinTechs in the region. This enabled Salmon to launch disruptive products, such as an 8.88 per cent time deposit—one of the highest rates in the Philippines—while keeping costs low. The bank has now been rebranded as Salmon Bank.



AI-native banking and regional ambitions

Salmon positions itself as an 'AI-native bank', with artificial intelligence driving risk management, customer service, and product development. Most client-facing solutions are built in-house by its engineering team. While the Philippines remains the core market, Salmon is actively exploring expansion opportunities across Southeast Asia.

FinTech exit trends

For a more holistic view of the FinTech landscape, this year's edition explores a decade of exit trends shaping the industry.

Acquisitions

A total of 195 ASEAN FinTech startups have been acquired since 2016, mostly through trade sales.

Acquisitions have broadly increased over the past decade, reaching a peak of 37 in 2022—the same year when borders reopened and FinTechs celebrated a record-breaking fundraising year. However, in 9M 2025, acquisitions have fallen to just 13 deals.

Initial Public Offering (IPO)

While IPOs are more well known among the masses, they comprise only 6 per cent of all exit types in ASEAN over the last decade, with 12 companies completing an initial public offering. Nine firms (three quarters) entered the public markets in the past five years.

Local or global?

All five Singapore-based firms chose and managed to list in the US stock market (NASDAQ and NYSE). The remaining seven firms chose to list on their local stock markets (e.g. Indonesia Stock Exchange, Ho Chi Minh Stock Exchange).

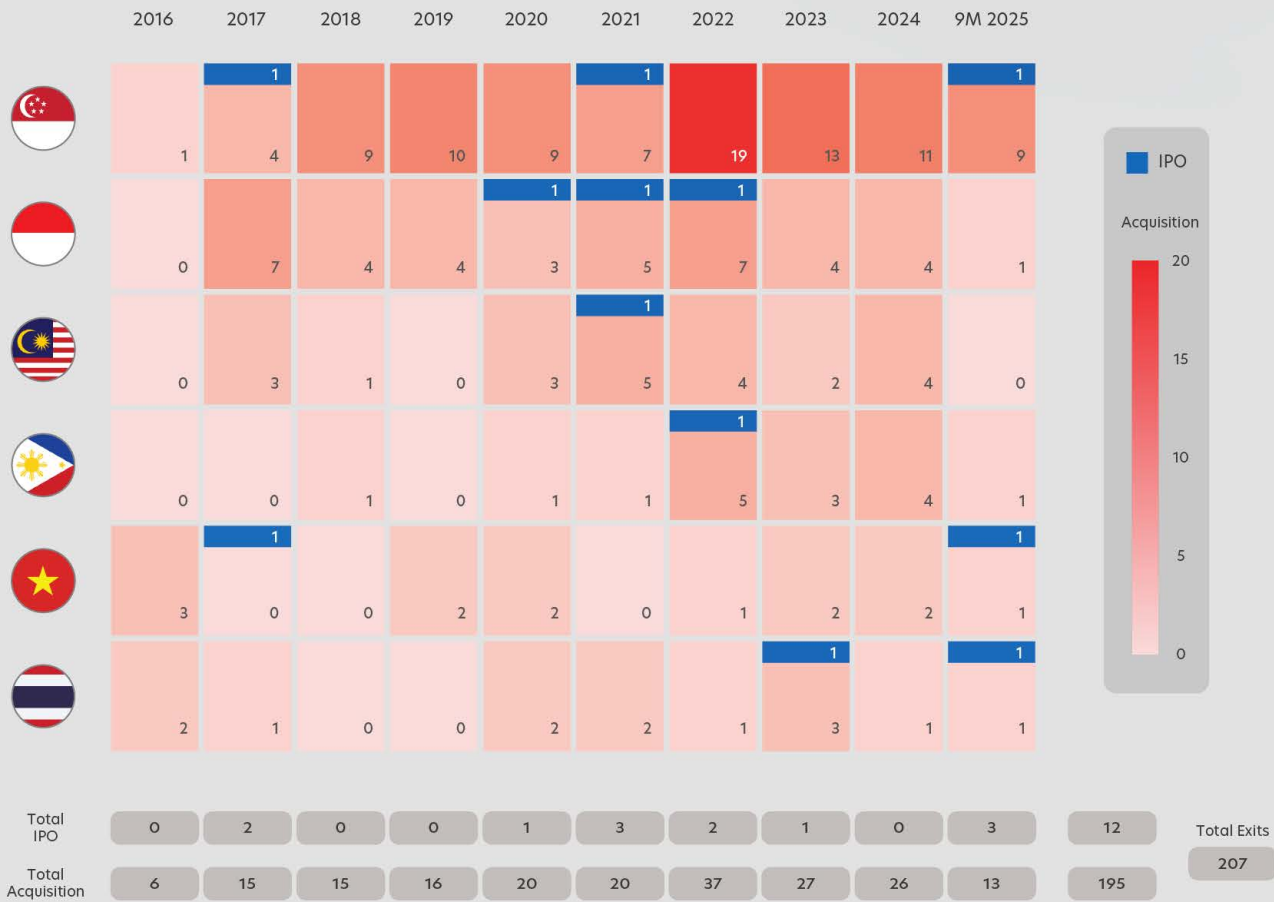
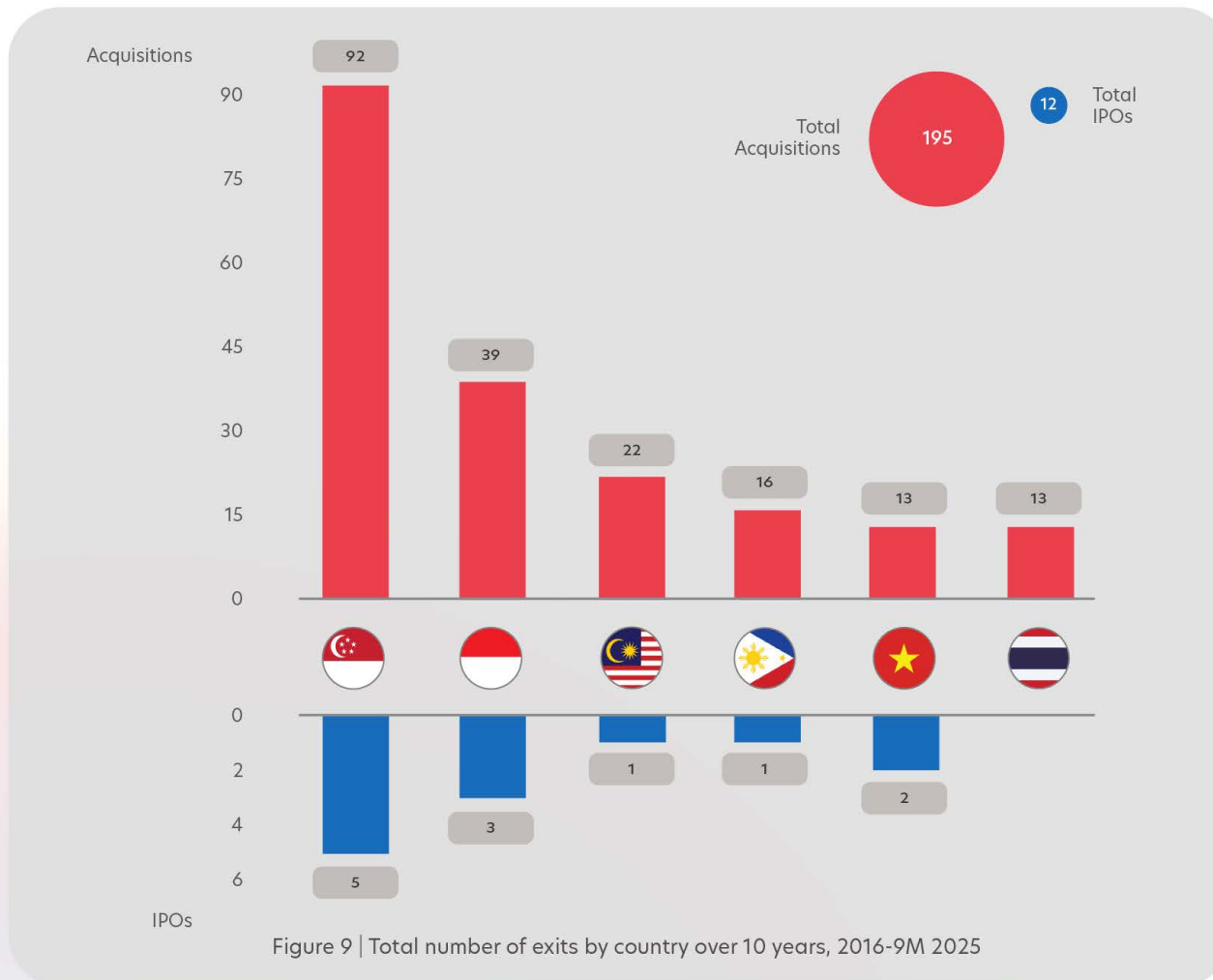


Figure 8 | Heat map of exits by country over 10 years, 2016-9M 2025
Sources for exit data: Acquisitions (Tracxn), IPOs (Preqin and news sources - Straits Times, Yahoo Finance)

FinTech exit trends

Exit capital

As the country with the most FinTechs, it is no surprise that Singapore contributed close to half (49 per cent) of the total exits, with Indonesia in second spot.

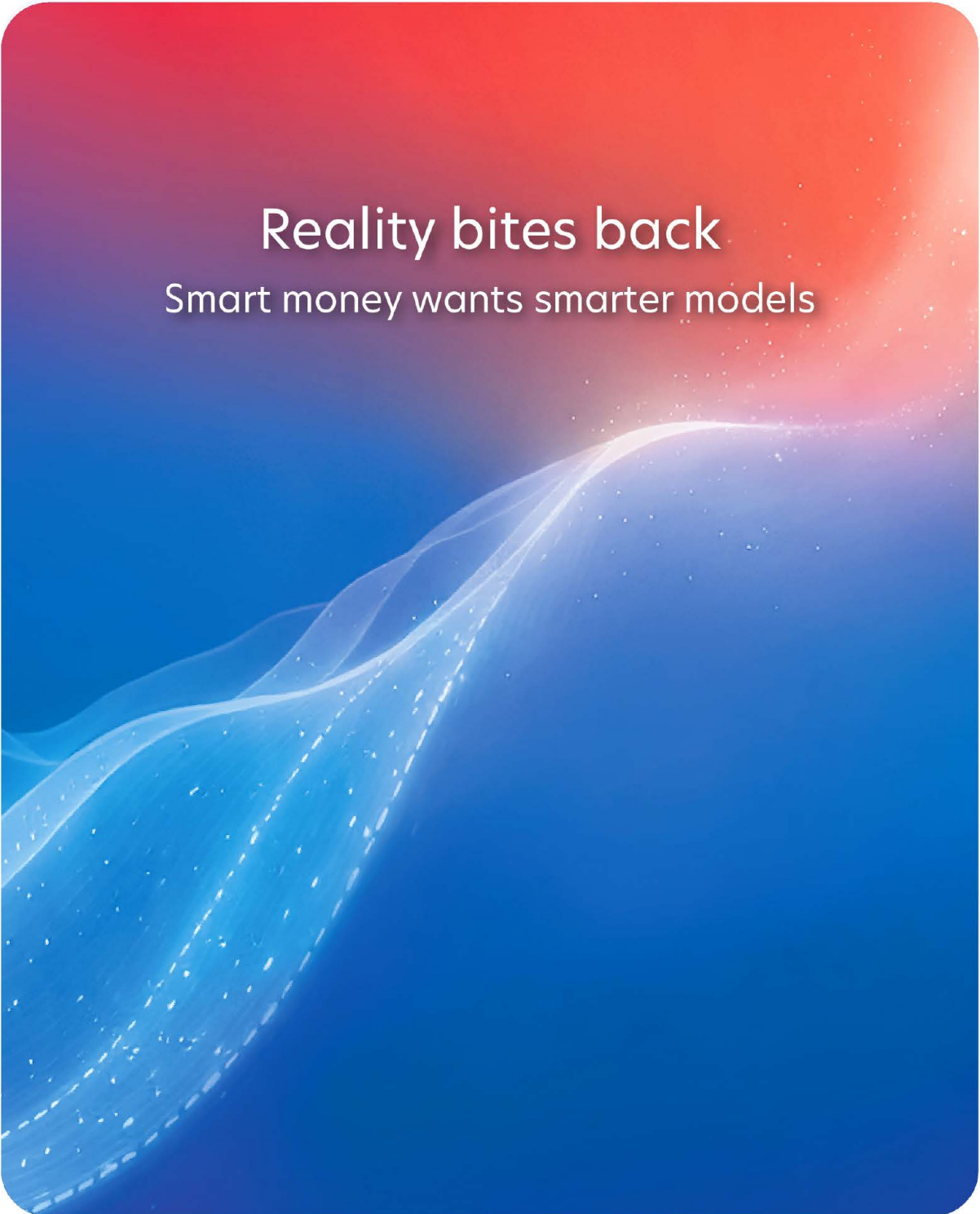


Exit timeline

Based on the 10-year data, on average, it takes an ASEAN FinTech:

- 8 years to exit via an acquisition
- 10 years to exit via an IPO





Reality bites back

Smart money wants smarter models

The years of abundant capital have given way to a period of recalibration.

Yet within this transition lies ASEAN's next wave of innovation - which requires founders to stay focused and resolute.

We spoke with several investors and FinTech firms to get their thoughts on the current fundraising and operating environment. This section aims to unpack some of the new realities discussed.

Funding is scarcer – and competition sharper

ASEAN's FinTech funding has entered a leaner phase. With fewer investors and fewer rounds being raised, founders now compete on proof of performance, not pitch decks. Meanwhile, competition for investor dollars is heating up from markets like the Middle East and India.

To persist in the current constrained FinTech investment landscape, firms must articulate a differentiated value proposition supported by proprietary technology, regulatory moats, or strategic integrations.

With capital drying up, FinTechs are also rethinking how they should fund their operations – via debt, equity or a combination of both. Some have explored more novel ways, like digital bank Salmon's Nordic bond fund, which seeks to raise US\$150 million over three years. For smaller startups, incubator programmes can also be useful in injecting funds.

To foster more innovation through early-stage startups amid a funding slump, one investor opined that government support—for example, through a fund matching scheme—would give young companies a chance to become the next unicorn.

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Keep pushing and don't give up. Businesses born in winter are more resilient.

Olzhas Zhiyenkul
CEO and Co-founder, Investbanq



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Treat the capital in a responsible manner. Timing and availability of capital impacts what you want to do as a business.

Vicknesh R Pillay
Founding Partner, TNB Aura



“

If you have the right business that has strong economic fundamentals, the right team, the right product and if you're able to scale this, the opportunity is all there for your business to be funded.

Pavel Fedorov
Co-founder and Director, Salmon



Valuations have returned to reality

The funding slowdown has brought about a long-awaited valuation correction. Between 2020 and 2023, abundant liquidity inflated valuations globally, and ASEAN was not immune. That era has passed.

The sharp contraction has amplified the need for credibility. Valuations grounded in actual cash flow and performance metrics are essential for restoring trust and ensuring fairer exits.

Investors highlighted challenges in achieving significant returns when companies raise too much without being able to scale or to turn a profit. One investor opined that funds above US\$80 million struggle to make money.

Investors advise FinTech companies to be realistic about valuation expectations and to avoid extrapolating from other markets, especially in the current capital environment. Treat capital responsibly, do thorough research on business models and unit economics, and focus on sustainability.

“

Be conscious of doing the right case studies and business models – look at the models with good economics. Don't be an artist, don't copy, but innovate. Evaluate which products are better for your region.

Vicknesh R Pillay
Founding Partner, TNB Aura



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Be realistic on valuation expectations. 2020 to 2023 was a weird time. Don't apply irrelevant, global valuation multiples to regional markets.

Bryan Wee
Vice President, Apis Partners



“

Founders need to be conscious of their funding decisions. Raising at inflated valuations will present challenges for future funding rounds.

Allen Chng
Vice President, Insignia Ventures Partners



AI poised to drive the next FinTech boom

Artificial intelligence is emerging as the next catalyst for ASEAN's FinTech evolution – not through sweeping disruption, but through practical, targeted integration.

Across the region, FinTechs are using AI to strengthen decision-making, automate operations, and reduce friction in finance. From smarter credit scoring to proactive fraud detection and faster reconciliation, AI is quietly enhancing speed, scalability, personalisation and accuracy of financial operations.

Unlike Western markets where firms build their own AI models, ASEAN's FinTechs are mostly applying AI as an enabling layer – embedding intelligence into products and workflows to drive efficiency. This pragmatic approach reflects various priorities, including balancing innovation with cost discipline, regulatory compliance, and measurable business impact.

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AI is enabling wealth management to become far more personalised at scale. Our AI studio, for example, develops advisor co-pilots for portfolio construction and analyst co-pilots that assist in generating research - enhancing decision-making and client engagement.

Olzhas Zhiyenkul
CEO and Co-founder, Investbanq



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In Southeast Asia, AI is better placed as an enabling technology - using AI to enhance decision-making or automate tasks - rather than building costly proprietary LLMs like in other parts of the world.

Bryan Wee
Vice President, Apis Partners



Longer journeys before the exit

Data over the past decade show that ASEAN FinTech companies take between 8–10 years to exit. The most common way to exit is through acquisitions or trade sales.

Investors we spoke with emphasised the importance of considering exit strategies from the moment of investment. Exits typically take longer than expected, and participating parties may have to contend with fragmented oversight, regulatory ambiguity, and foreign investment limitations in certain markets. For example, some financial licences can be 'sensitive' and delays in getting regulatory approval may be expected.

For smaller funds, the secondary market has opened up, enabling shares in early-stage FinTechs to exchange hands and injecting some liquidity into the market. Meanwhile, FinTechs at Series C and beyond typically exit through trade sales.

One thing to look out for is how AI is disrupting the traditional startup lifecycle, as the speed to scale can compress exit timelines. Hence, startups are advised to focus on developing solid business use cases that can prove their viability in a shorter timeframe.

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For all funds, at all stages, you need to build in proactiveness (to exit). If you want someone to buy, understand the nuances of culture, hierarchy, decision-making, and how the government works.

Jeffrey Paine

Co-founder and Managing Partner, Golden Gate Ventures



“

Finding the right exit is not a one-time conversation. It's a repeated check-in from the first investment and conversation towards a full acquisition.

Allen Chng

Vice President, Insignia Ventures Partners



AI as an enabler for trust and transformation

At the operational level, firms like Airwallex are already using AI to rewire finance functions – moving from task-level automation to AI-powered workflows. There is clear belief that the next leap will involve autonomous finance operations, where systems anticipate and act with minimal human intervention.

Regulators share this shift, noting AI's potential in enhancing oversight and compliance. The Monetary Authority of Singapore (MAS), for instance, has highlighted how generative AI could transform the way financial institutions monitor risks, detect anomalies, and prepare regulatory reports, increasing efficiency without compromising accountability.

As AI moves from pilot projects to core infrastructure, it is redefining the future of financial operations. It will not replace FinTech innovation but refine it – enabling a new generation of leaner, smarter, and more responsive players to lead the region's next growth cycle.

“

We're layering on AI to run finance operations – starting with co-pilots that help manage workflows and moving towards a future where AI can run the entire finance function.

Matthieu Guibert
Director, Corporate Development
and Investor Relations, Airwallex



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Generative AI has far-reaching potential on many fronts – from improving customer service to enhancing compliance effectiveness. It also opens opportunities to transform financial institutions' risk management, operational efficiency and innovation capacity through responsible, well-governed roll-outs of use cases.

Kenneth Gay
Chief FinTech Officer, Monetary Authority Singapore



Business for sale

With muted investor activity, here are some tips for FinTechs looking to exit.



Align with VC portfolios, add your own twist

For early-stage, less established FinTechs, investors suggest building and matching the FinTech to the VCs' portfolio companies, while refining the product offering, for example through proprietary technology or strategic integrations.



Differentiate to dominate

For more established FinTechs with large customer bases, VCs suggest building with unique differentiating models like licensing and customer engagement. Firms must prove sustainable business models, provide quantifiable traction through robust KPIs, and demonstrate validated product-market fit.



Be exit ready

Not all founders are in a rush to exit, but FinTechs must work actively to be 'exit ready' by achieving profitability, maintaining a disciplined approach to deploying capital, and getting the necessary licenses to grow and operate in various jurisdictions.



License to scale

Once licenses are acquired, firms can consider strategic sales to large entities like embedded finance players or digital banks that want to expand their operations. Establishing strategic partnerships with incumbent financial institutions can also help with market positioning and priming for a viable exit.



Move fast and break even

Some investors expect FinTechs to break even after only two funding rounds. Aspiring FinTechs should be mentally prepared and demonstrate resilience, maintaining high growth margins and managing burn rate efficiently, rather than relying on continuous funding.

Investors to play a more active role

The funding slowdown has transformed investor engagement across the regional FinTech landscape. The exuberance of 2021/22 – when capital was abundant and valuations inflated – has given way to a more prudent phase.

There is growing investor emphasis on accountability, profitability and operational performance. With limited new inflows and pressure to show results to LPs, especially as certain FinTechs near their 10-year vintage, investors are actively driving stronger governance and clearer paths to exit.

Part of this shift reflects lessons from recent market turbulence. High-profile lapses and fraud scandals – such as at eFishery, TaniHub and Investree – have prompted investors to place a greater emphasis on due diligence and board-level accountability.

Some foreign investors have also scaled back exposure to the region, redirecting funds towards markets such as India and the Middle East where risks appear more predictable and returns are potentially higher.

A recent governance framework launched by five Southeast Asian venture capital associations, known as the Maturation Map, highlights how private-capital investors are also increasingly expected to shape governance standards, enforce rigorous due diligence, and strengthen operational discipline across their portfolio companies.

As capital becomes more discerning, investors are evolving from financiers to long-term partners, embedding governance, compliance and strategic oversight into the fabric of ASEAN's FinTech ecosystem.

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As a growth equity investor, every single investment needs to count. That's why we take a hands-on approach to help entrepreneurs build enduring companies.

Bryan Wee
Vice President, Apis Partners



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The ability to execute with precision and consistency is what turns strategy into success. Operational excellence is the hallmark of enduring companies.

Pavel Vyhnaek
Operating Partner, Peak XV



Concluding thoughts: It's time to be realistic

The coming decade will test ASEAN's FinTechs on their ability to sustain innovation under disciplined growth. Capital remains available as a limited resource, reserved for those who demonstrate strategic clarity, governance strength and long-term resilience.

For FinTechs, the new realities underscore the importance of integrity in the financial ecosystem. The fallout from negative events on funding and investor trust is substantial, and impacts not just direct parties but the whole industry.

And there is still much more to look forward to as a region.

A recent report on startup funding in Southeast Asia⁶ highlights that FinTech continues to lead in both deal volume and deal value across all other verticals such as health tech and e-commerce in 1H 2025, signaling that it remains a core area of interest to investors.

The upcoming ASEAN Digital Economy Framework Agreement (DEFA) paves the way towards better interoperability and inclusion, unified standards and regulations. AI that's embedded as a core enabling technology will open new frontiers – reshaping how FinTechs manage risk, engage customers, and create value.

Despite some dark clouds, ASEAN's FinTech story is far from over – its evolution will shape the region's economic narrative for years to come.

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There is a tremendous opportunity for people with bright ideas and determination to make a difference. Funding is secondary - it will come. But have the faith. Push yourself towards it, because fundamentally you have a rapidly emerging middle class that is severely underserved. It's a world-class scale and a world-class opportunity. So go for it and have faith in yourself.



Pavel Fedorov
Co-founder and Director, Salmon

Interviewee profiles



Bryan Wee
Vice President



The Apis Group ("Apis") is an ESGI-native private equity firm that supports growth-stage financial services and technology businesses globally by providing them with catalytic growth equity capital. Collectively Apis, through its team of 40+ professionals with deep industry expertise, manages or advises on total AUM of c.US\$2.1 billion.



Jeffrey Paine
Co-founder and
Managing Partner



Golden Gate Ventures (GGV) is a Singapore-based early-stage venture capital firm, founded in 2011, that empowers audacious founders across three continents. They combine Silicon Valley experience with deep Southeast Asian startup-ecosystem roots to fund more than 90 companies while nurturing vibrant ecosystems.



Allen Chng
Vice President



Insignia Ventures Partners is a Southeast Asia early-to-growth stage venture capital firm partnering with unstoppable founders to build great companies. Since 2017, our portfolio companies include Carro, Ajaib, GoTo (IDX: GOTO), Appier (TSE: 4180), and many other technology market leaders.



Pavel Vyhnaek
Operating Partner



Peak XV Partners is a leading venture capital firm investing across India, SEA and beyond. Over the last 19 years, Peak XV has grown to manage approximately US\$9 billion in capital across 13 funds and invested in over 400 companies. The portfolio has seen 31+ IPOs till date.



Vicknesh R Pillay
Founding Partner



At TNB Aura, we are investing in and helping to build the future of Southeast Asia. As a thesis-led, high-conviction venture capital firm, we use data-driven methodologies to identify and invest US\$2-10 million into select companies that are primed for the future and ready to change the very face of their categories.



Matthieu Guibert
Director,
Corporate Development
and Investor Relations



Airwallex is building the future of global banking. As the global leader in business banking innovation, we provide trusted solutions to manage everything from global payments, business accounts, corporate cards and spend management to embedded financial services.



Olzhas Zhiyenkul
CEO and Co-founder



Investbanq is an AI-powered wealth operating system for family offices, asset managers, and banks, helping traditional institutions evolve into next-generation WealthTech players and serve affluent millennials and digital natives across emerging Asia and MENA.



Pavel Fedorov
Co-founder and Director



Founded in 2022, Salmon is a fast-growing FinTech building modern financial services for Southeast Asia, with the Philippines as its first market. The company develops credit, savings, and deposit products powered by in-house technology and AI, making banking simple, accessible, and rewarding for millions of Filipinos.

A measured market

- ¹ The term 'funding' in this section includes all disclosed funding rounds categorised as 'pre-series', 'early stage rounds', 'late stage rounds', 'private equity' and 'venture debt' provided on data platform Tracxn under its FinTech practice area. It does not include companies solely funded by grants, conventional debt, mergers and acquisitions, initial coin offerings (ICOs) and post-initial public offerings (IPOs). Possible differences in numbers between our analysis and other reports using Tracxn's data could be due to custom data cleansing, recategorisation and analysis.
- ² Values for 9M 2024 differ from Figure 2 in last year's report *FinTech in ASEAN 2024: A Decade of Innovation* for the following reasons: (a) last year's report on global funding included companies funded by grants, conventional debt, mergers and acquisitions, initial coin offerings (ICOs) and post-initial public offerings (IPOs); (b) data on data platform Tracxn is continually updated to reflect up-to-date developments in the companies.
- ³ The categories of deals with undisclosed amounts are not represented under 'Funding amount'.
- ⁴ Airwallex's additional US\$150 million funding from secondary share transfers were not included in our funding tabulations.
- ⁵ For Salmon's profile story under 'FinTech in Focus', we did not include its debt financing via Nordic funds in the funding count under 'Last raise'.
- ⁶ Kickstart Ventures & DealStreet Asia. (2025). *Southeast Asia startup funding report: H1-2025*.

Taxonomy and definitions

Categories	Tracxn classification	Focus
Alternative Lending	Alternative Lending	Online lending platforms (including balance sheet lenders, marketplaces, P2P lenders as well as lead generators) and companies that enable online lending.
	Crowdfunding	Online platforms where people, organisations raise money from the masses, for various projects and causes.
	Embedded Lending	Companies providing solutions that help non-financial companies integrate lending services or technologies in their offerings.
Banking Tech	Banking Tech	Companies which provide Tech solutions primarily for banking industry including software, innovative hardware, and Tech-enabled services. Also includes internet first banks.
Blockchain in Financial Services	Decentralised Finance	Decentralised Finance is a financial system that operates without financial intermediaries using Blockchain Technology.
	Non-Fungible Tokens	Companies developing technologies to create and offer uniquely identifiable digital assets such as video, digital art, digital collectibles, etc. using Blockchain technology.
Cryptocurrencies	Cryptocurrencies	All companies that provide bitcoin and other digital currency products and services.
Finance and Accounting Tech	Finance and Accounting Tech	Tools or software for automating functions of finance and accounting department of an organization.

Categories	Tracxn classification	Focus
InsurTech	Insurance IT	Companies which provide software products and data solutions primarily for the insurance industry.
	Internet First Insurance Platforms	Companies which provide tech platforms to consumers for purchasing and managing their insurance
	Employer Insurance	Companies which provide employers with solutions for managing employee insurance benefits.
Investment Tech	Investment Tech	Companies offering platforms for retail and institutional investors to research and invest in multiple financial assets. Also includes companies offering solutions to financial institutions providing investment related services.
	RoboAdvisors	Companies that provide automated investment and advisory services with little or minimal human intervention. Also includes companies that provide white label robo advisory platforms/software.
Payments	Digital Remittance	Companies providing cross-border money transfer solutions and services to consumers and enterprises.
	Forex Tech	Companies which provide tech solutions, including internet-first platforms and software for forex market which includes currency exchange and currency investments.
	Payments	Companies which participate in traditional web based and offline payment cycle. Also includes companies which provide alternative mode of payment, companies which support the payment companies in terms of security, analytics, platform etc.
RegTech	RegTech	Companies offering a range of tech products primarily for financial institutions and regulators for efficient implementation and monitoring of financial regulations.

FinTech solutions are grouped by categories based on Tracxn's taxonomy for the FinTech practice area.

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Assistant Vice President

PwC Singapore

Wanyi Wong
Partner, FinTech Leader

Yung Han Oei
Senior Manager,
Digital Assets & Payments

Elijah Lee
Senior Associate,
Digital Assets & Payments

Sam Lee
Senior Associate,
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Singapore FinTech Association

Holly Fang
President

Samantha Soong
Program Lead,
Subcommittees and Working Groups

Swati Sodhani
Program Lead,
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UOB Tech Ecosystem information, insights and events:

<https://www.uobgroup.com/techecosystem/index.page>

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About



UOB is a leading bank in Asia. Operating through its head office in Singapore and banking subsidiaries in China, Indonesia, Malaysia, Thailand and Vietnam, UOB has a global network of more than 470 branches and offices in 19 markets in Asia Pacific, Europe and North America. Since its incorporation in 1935, UOB has grown organically and through a series of strategic acquisitions. Today, UOB is rated among the world's top banks: Aa1 by Moody's Investors Service and AA- by both S&P Global Ratings and Fitch Ratings.

For nine decades, UOB has adopted a customer-centric approach to create long-term value by staying relevant through its enterprising spirit and doing right by its customers. UOB is focused on building the future of ASEAN – for the people and businesses within, and connecting with, ASEAN.

The Bank connects businesses to opportunities in the region with its unparalleled regional footprint and leverages data and insights to innovate and create personalised banking experiences and solutions catering to each customer's unique needs and evolving preferences. UOB is also committed to help businesses forge a sustainable future, by fostering social inclusiveness, creating positive environmental impact and pursuing economic progress. UOB believes in being a responsible financial services provider and is steadfast in its support of art, social development of children and education, doing right by its communities and stakeholders.

Find out more at www.uobgroup.com



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The SFA is a cross-industry non-profit organisation. Its purpose is to support the development of the FinTech industry in Singapore and facilitate collaboration among the participants and stakeholders. The SFA is a member-based organisation with over 600+ members. It represents the full range of stakeholders in the FinTech industry, from early-stage innovative companies to large financial players and service providers.

To further its purpose, the SFA also partners with institutions and associations from Singapore and globally to cooperate on initiatives relating to the FinTech industry. Well-connected globally, the SFA has signed over 70 international Memorandum of Understanding (MoU) to lay the network for its members and ecosystem.

For more information visit <https://singaporefintech.org/>

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