

SUPERHUMANS

OF FINTECH

2025

FINTECH NATION



QAPITA

Foreword

Inspiration and aspiration — two very different words, yet rooted in the same foundation: the desire to achieve something more.

Fintech Nation as a grassroots community is committed to spotlighting stories that place Singapore at the forefront of innovation. Superhumans of Fintech™ was launched in 2024 with a simple mission: to showcase Singapore's fintech leaders and share their journeys in a real and unfiltered way.

This year marks our fifth anniversary – and in this special edition, we honor trailblazing Singapore fintech founders whose purpose-driven missions have left a lasting mark on our nation. And we're doing it in a way that has never been seen before.

As you flip through, you'll meet 13 Superhumans — we hope you enjoy reading their stories as much as we enjoyed capturing them. And we're confident that these narratives will inspire the next generation of Superhumans of Fintech.

Cheers,

Varun Mittal & Tawishi Singh

Fintech Nation

Foreword

When Fintech Nation approached us to collaborate on this year's edition of Superhumans of Fintech™, Team Qapita jumped at this opportunity.

At our core, Qapita's business is a bet on the start-up ecosystem. Our business enables and shares the journey of entrepreneurs, startup employees, their fundraising stories, their survival tales, cap tables, investment rounds and eventually, exits. This cycle unlocks the power of ownership and results in wealth creation. And oftentimes, this cycle repeats. This is the essence of the startup economy.

There is so much inspiration and so many takeaways from the anecdotes shared by Superhumans featured here. Many of the featured founders will also acknowledge the support and backing of many more Superhumans – their teams, partners and believers.

Thank you Fintech Nation for allowing us the privilege of supporting this initiative. (Thanks for adding the Qapita story to this privileged cohort of Singaporean Start-ups)

Enjoy reading,
Ravi Ravulaparthi
Qapita

Superhumans of Fintech 2025

Andrea Baronchelli	Aspire
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Asheesh Chanda	Kristal.AI
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Caecilia Chu	Youtrip
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Coenraad Jonker	Tymbank
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Dhruv Arora	Syfe
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Eric Barbier	Triple-A
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Lucy Liu

Airwallex

Michele Ferrario

StashAway

Rahul Banerjee

Bondblox

Ravi Ravulaparthi

Qapita

Richard Koh

MDAQ Global

Samuel Rhee

Endowus

Tianwei Liu

StraitsX

Andrea Baronchelli

Co-Founder & CEO | Aspire



Why do digital and conventional financial institutions still operate in silos instead of functioning together?



Aspire was born from the realization that a new generation of entrepreneurs was running fully digital businesses — managing marketing, sales, and payments entirely online — while the financial systems meant to support them remained slow, manual, and outdated. The growing disconnect between modern entrepreneurs and traditional banking highlighted the need for a bridge between the physical and digital worlds of finance. This insight inspired the creation of Aspire: a fast, connected, and fully digital Finance Operating System (Finance OS). Designed for the modern entrepreneur, Aspire unifies banking, payments, expense management, and credit into one seamless platform — empowering businesses to move faster, stay focused, and grow with confidence in a truly digital economy.



Most Young Businesses Start Fully Digital — From Marketing And Communication To Finance.



Traditional Banks Are Often Slow, Bureaucratic, And Hard To Access.



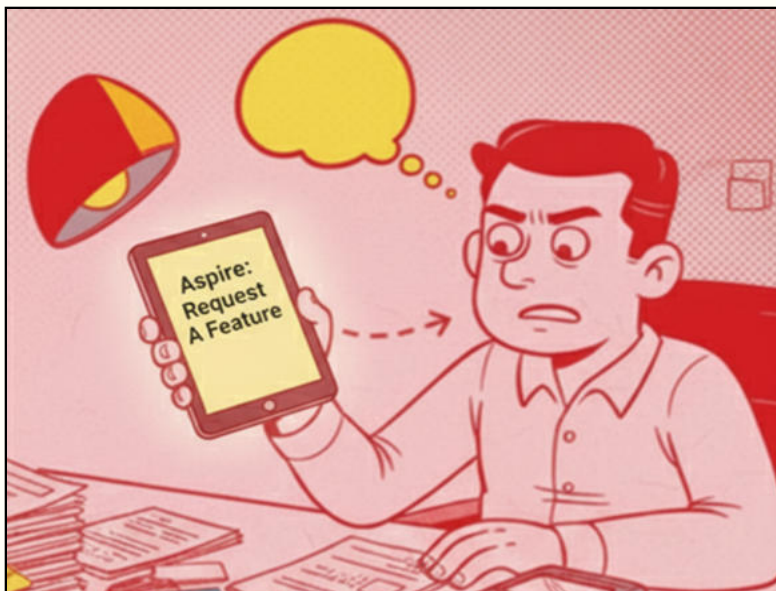
He Saw The Need To Bridge Digital Business With Physical Banking



Aspire Was Born To Provide A Full-Stack, All-In-One Finance OS For His Customers.



Today, Andrea Is Shaping The Next Generation Of Financial Services, Co-Creating Solutions That Help Digital-First SMEs Thrive.



Andrea Had Built A "Request A Feature" Section In Their App



Aspire Gathered Feedback In Real-Time, Listening Closely To Every Need And Concern.



The Team Collaborated, Planning The Next Steps To Turn Feedback Into Solutions.



Customer Needs Became The Heartbeat Of Their Work, Creating A Culture Of Co-Creation.



True Success Came From Building And Growing With The Businesses They Served.

“Banks Provide Services, But What Entrepreneurs Truly Need Is Seamless Connectivity”

Built by entrepreneurs for entrepreneurs, Aspire caters to businesses, of all scales whilst growing alongside them. By addressing real startup struggles—from banking to fundraising—and engaging closely through meetups, feedback sessions, mock interviews, and Founders’ Night—where they foster a supportive community that reflects his belief that Aspire thrives when entrepreneurs do.



Building **With**, Not Just For Customers

Having faced the hurdles of starting a business—from endless paperwork to hidden fees—Aspire’s founders were determined to drive change. Their mission went beyond disruption: to revolutionise banking with financial solutions tailored to businesses at every stage. By removing the friction of money, Aspire empowers companies to thrive, and make a positive impact on the world.



As Aspire grows, Andrea stays deeply committed to co-creating solutions with entrepreneurs—building tools that evolve with their needs. From helping digital-first businesses access financial services to designing a full-stack Finance OS, every step has been shaped by listening, learning, and iterating with users.

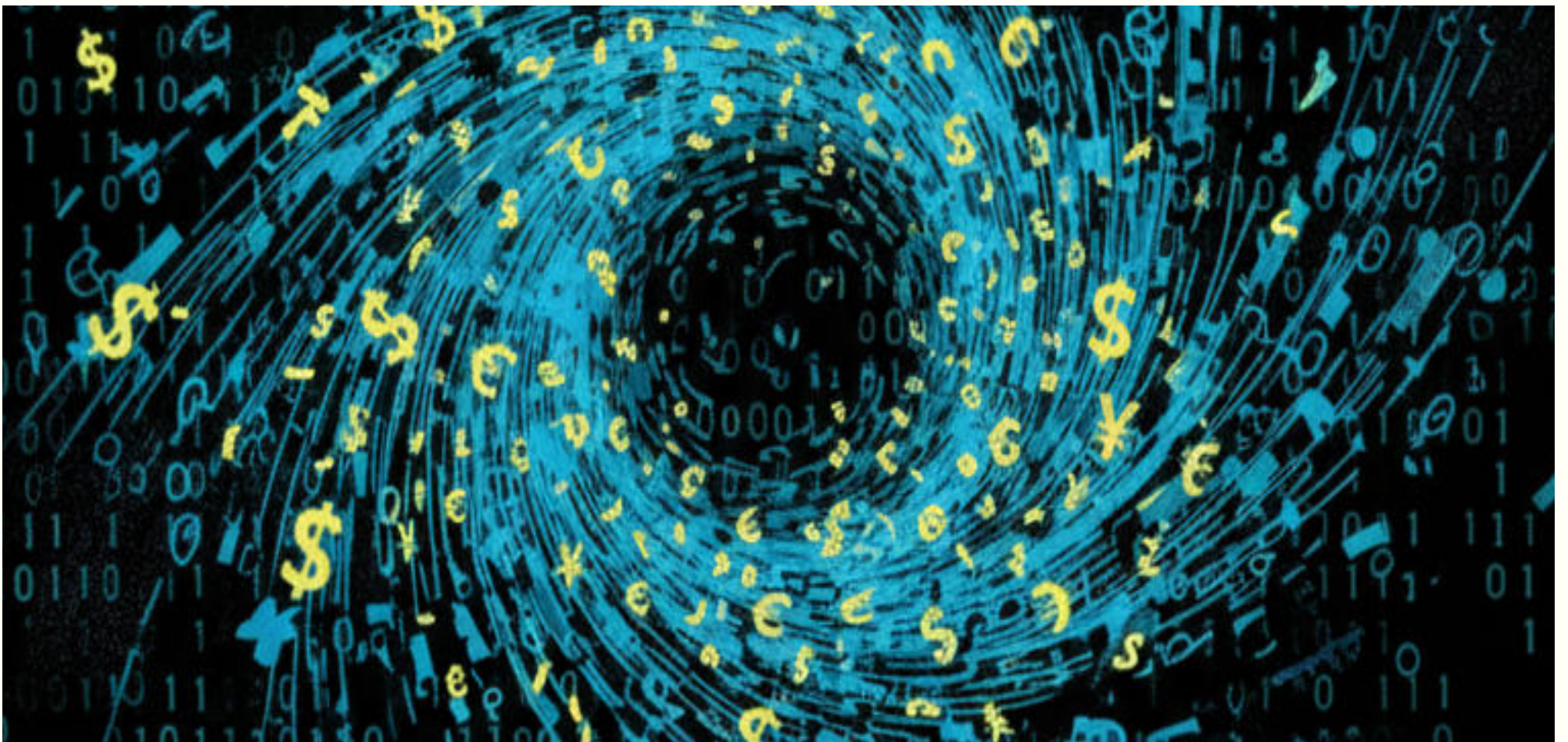
**“What Matters Most Is That We’re
Always Getting Better Than We Were
Yesterday...”**

Asheesh Chanda

Founder & CEO | Kristal.AI



Why should access to wealth creation be reserved for only the top one percent?



Asheesh spent over a decade in global banking — watching how wealth was manufactured, distributed, and protected. “The experience showed me how the manufacturing of wealth management really happens,” he recalls. But what struck him most wasn’t the precision — it was the exclusion. Inside banks, he saw both abundance and isolation, a system designed for the ultra-wealthy, where everyone outside the circle didn’t exist. That question — of access and fairness — began to follow him everywhere.

Asheesh Saw The Structure Of Wealth Unfold Like A Pyramid Broad At The Base, But With True Access Reserved For Only A Select Few.



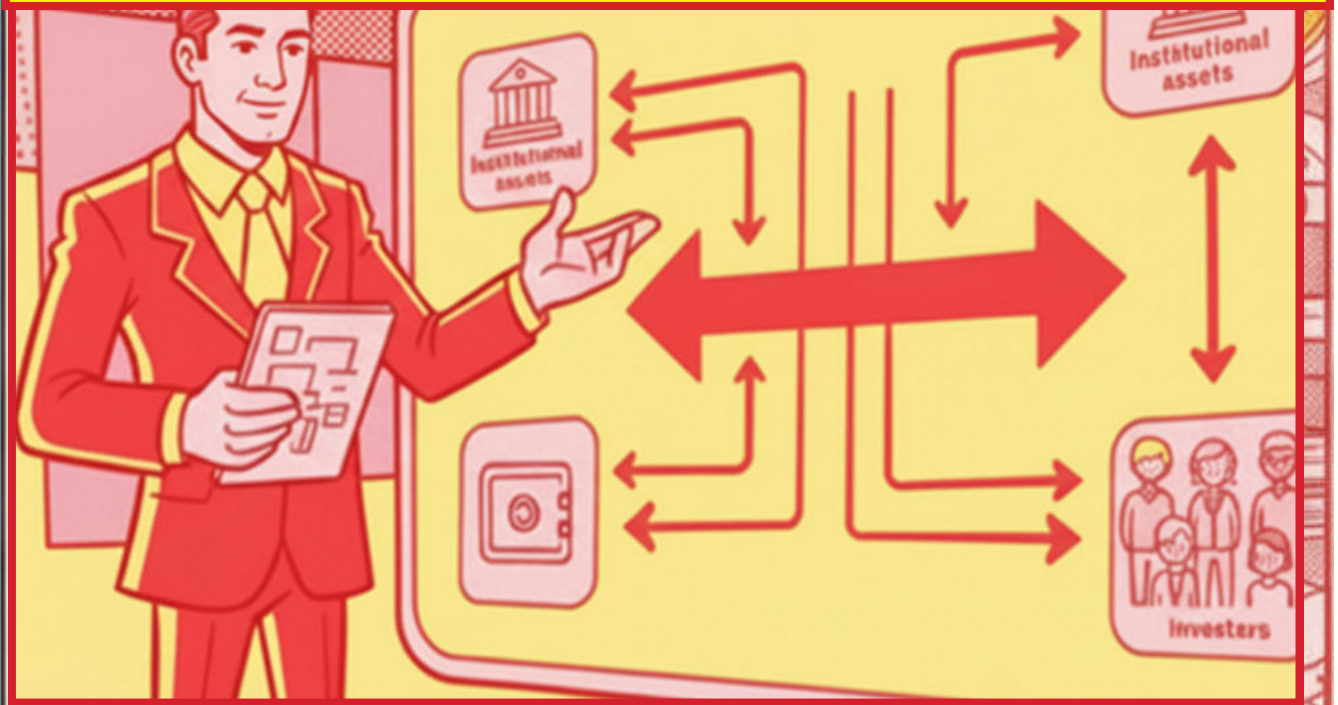
Both Sides Were Suffering, Investors Couldn't Access Opportunities, And Smaller Managers Couldn't Access Investors...



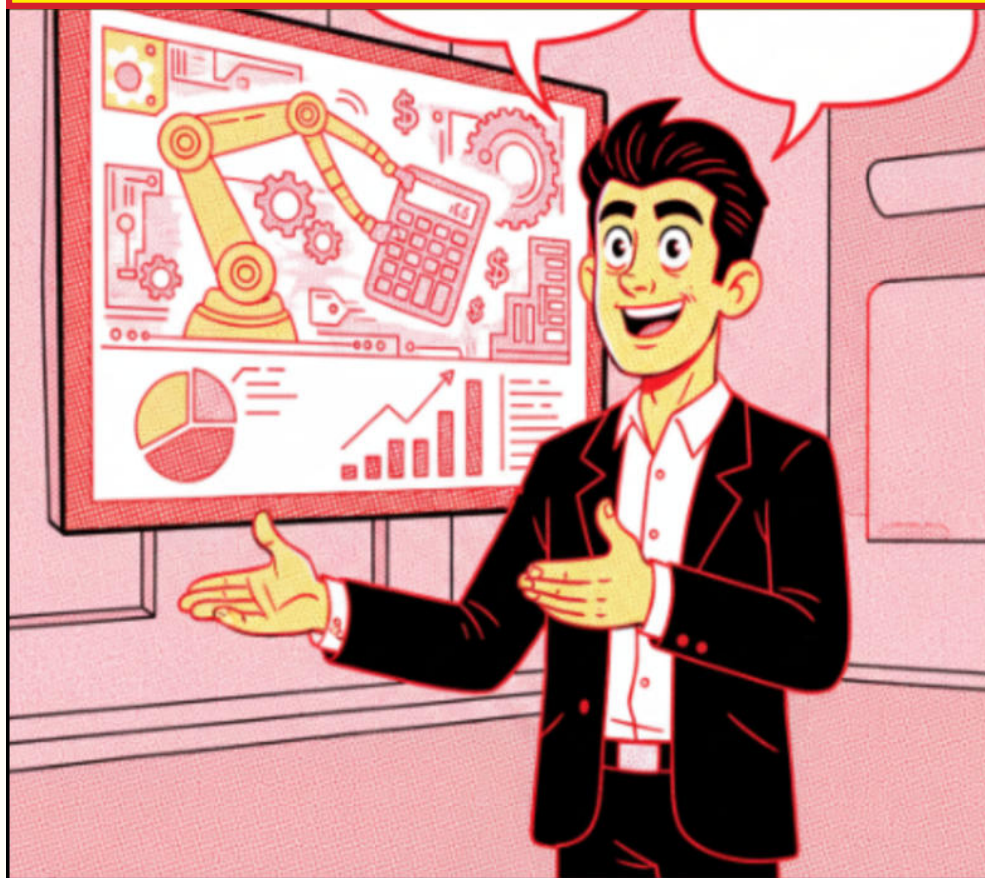
He Wondered , Why Is Access To Wealth Management Tools Not Available For One And All?'



Asheesh Decided If Someone Like Him With Financial Understanding And Technology Exposure, Doesn't Step Up To Solve This, Then Who Will?



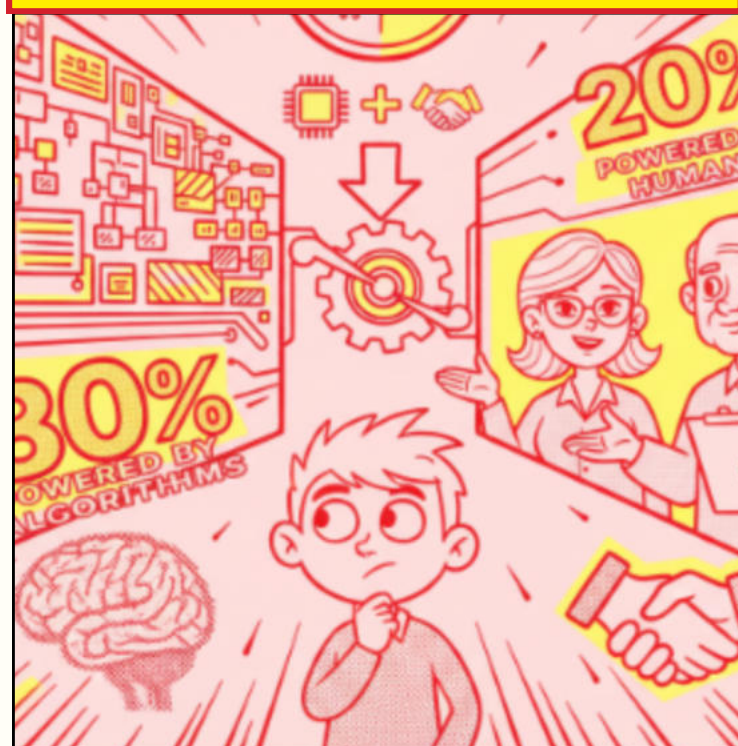
At First, Asheesh Passionately Advocated For Automation As The Sole Future Of Financial Advising



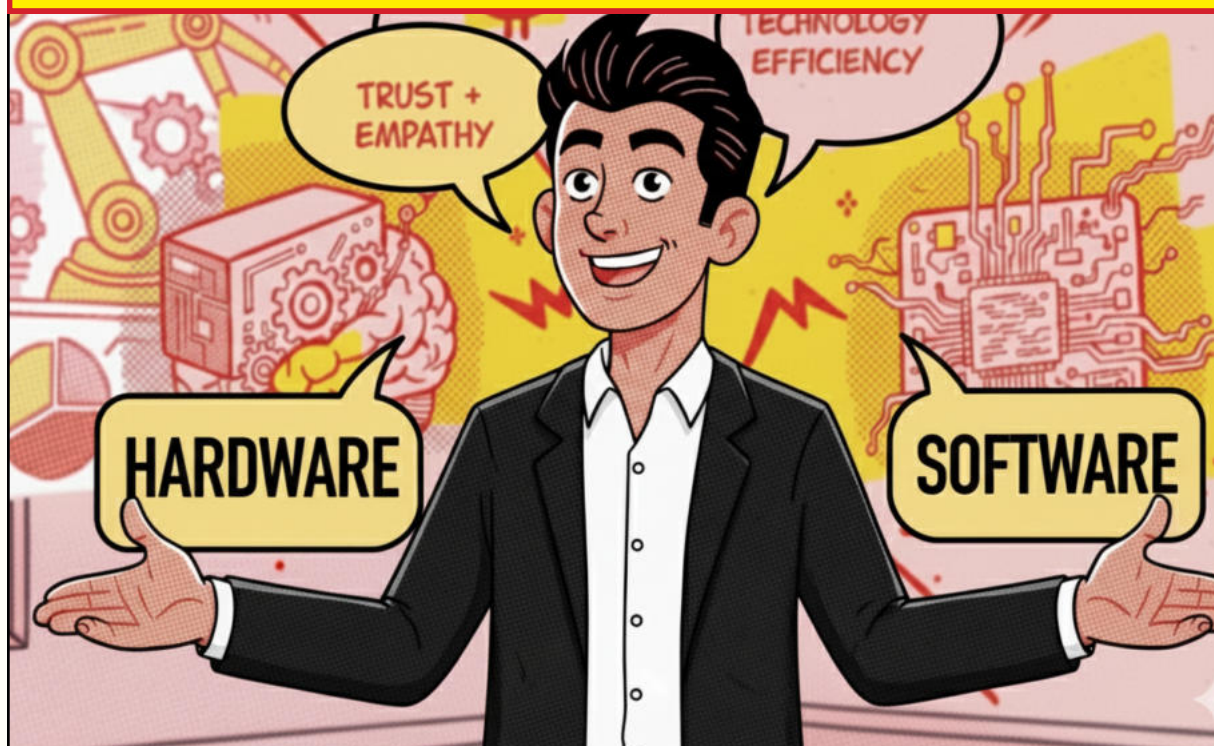
He Realised Clients Sought Human Assurance For Their Life Savings



He Wondered How Both Could Bridge This Gap



Asheesh's Solution : Human Hardware, Algorithm Software- Both Essential For Financial Intelligence



Don't Leave The **Why** Unanswered

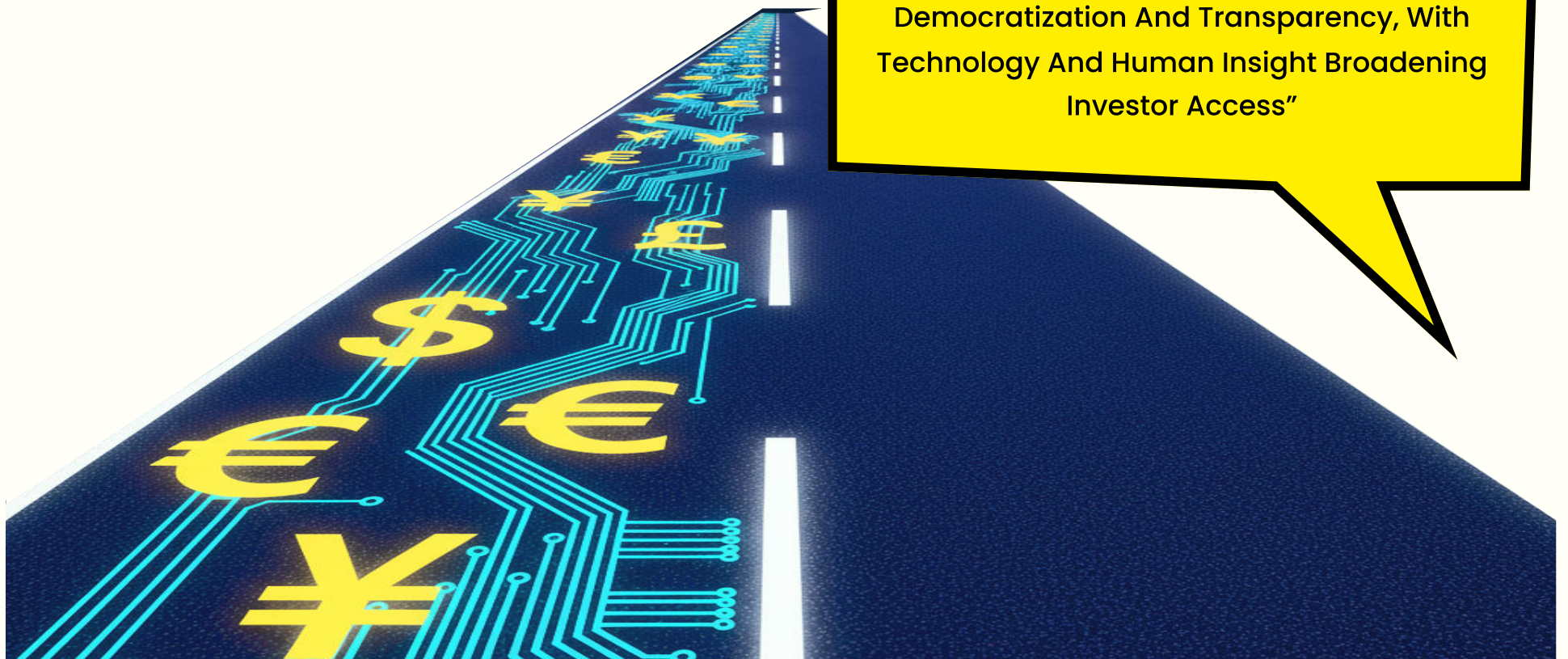
"I never thought I could access this fund before", said a client. Asheesh knew then he was onto something larger than business.

"That was the moment I realised we weren't just building a product. We were giving people access to hope."

The mission became clear—democratise investment access for the world's next generation of investors.

In a world obsessed with billion-dollar valuations, Asheesh's journey is a reminder that the most powerful disruption begins not with ambition, but with empathy. In his words, "When you find your 'why,' and pair it with perseverance — that's when the world starts to change."

"After A Decade Of Effort, I Finally See Wealth Management Evolving Towards Democratization And Transparency, With Technology And Human Insight Broadening Investor Access"



“There was no GPT back then,”

Asheesh hadn't written a line of code in nearly 15 years. But in 2015, he opened his laptop again. “There was no GPT back then,” he laughs. “Just a few tutorials, some forums, and a lot of late nights.” What began as a series of trading experiments evolved into the first version of a wealth-matching platform — a bridge between investors and asset managers built on intelligent algorithms. A small, determined team soon formed around this vision, combining deep financial expertise with the agility of tech innovation.



Caecilia Chu

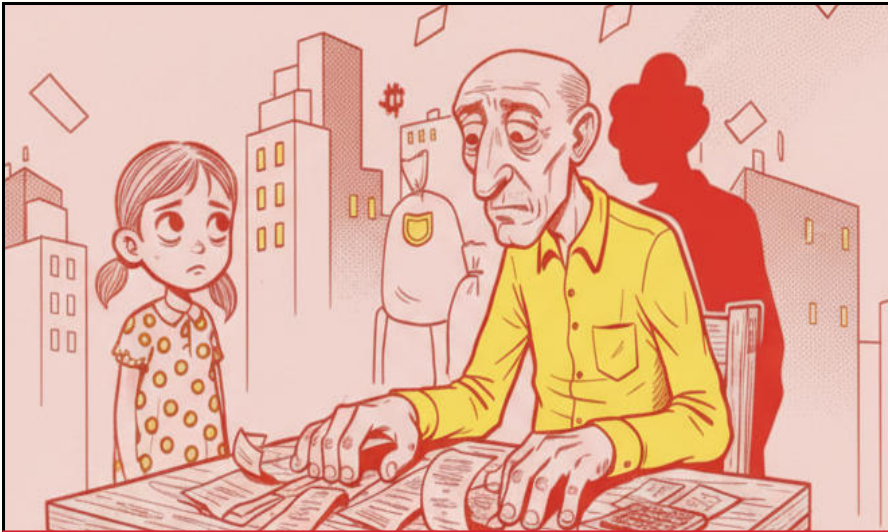
Co-Founder and CEO | YouTrip



What if financial freedom didn't depend on how much you already had?



YouTrip was born from Caecilia's conviction that financial products should be fair to everyone, not just those who already have wealth. Growing up in a modest household, she saw firsthand how people with the least ended up paying the most, and that quiet unfairness stayed with her. She rediscovered her purpose through honest conversations with users, uncovering hidden behaviours and unmet needs that shaped YouTrip's products and services. Cecilia chose to double down on building transparent, accessible, cross-border financial tools for ordinary people and businesses. Her mission is simple: create a world where financial freedom isn't determined by privilege, but by possibility.



Caecilia Grew Up Watching Her Dad Stretch Every Dollar As If Their Lives Depended On It.



Every Price Tag, Every Bill Carried Weight — Her Family Felt The Pinch Of Every Purchase.



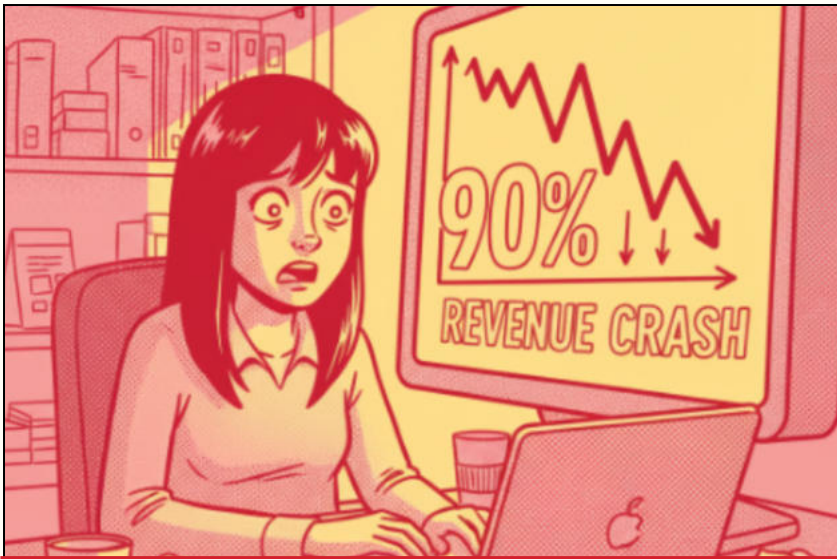
The World Seemed Set Against Them : The Less You Have, The More You Pay.



She Learned To Face The Traps And Push Back Against The Rules Designed To Take The Most.



Now, She Build Solutions That Are Fair — For Families Like Hers, For People Who Need It Most.



COVID Hit. Caecilia's 15-Month-Old Business Lost Almost Everything Overnight.



She Remembered Why She Started To Help Anyone Access The Best Financial Services—And She Refused To Give Up.



She Then Noticed Some Customers Were Regularly Maxing Out Their Transaction Limits—When No One Was Traveling.



She Took The Time To Understand These Power Users And Listen To Their Stories.



That Insight Led Caecilia Her To Pivot From B2C To B2B—A Major Shift For The Company.



Diversifying The Offerings Is How YouTrip Evolved Into An All-Weather Business.

“Ideas Have No Seniority... Best Ideas Can Come From Anywhere...”

At YouTrip, Caecilia emphasizes that innovation can come from anyone—whether they are new to the team or deeply experienced, young or mature. She believes she doesn't necessarily need to hire from a bank or a fintech—though she remains open to it—but instead looks for people who can view problems from a fresh perspective. Caecilia wants her team to approach challenges without pre-assumed answers, rather than saying, “XYZ Bank does it this way, so we should follow.” By removing hierarchical barriers around ideas, she nurtures a culture of creativity and ensures diverse perspectives are heard.



Thoughtful, Bold And Borderless

YouTrip exists to make money simple, fair, and borderless, building for everyday people. By leveraging smart technology, intuitive design, and multi-currency accessibility, her team provides everyone—regardless of background—with the best product at the best price. YouTrip focuses on cross-border, multi-currency transactions, solving a deeply practical and culturally relevant problem that resonates with both consumers and businesses.

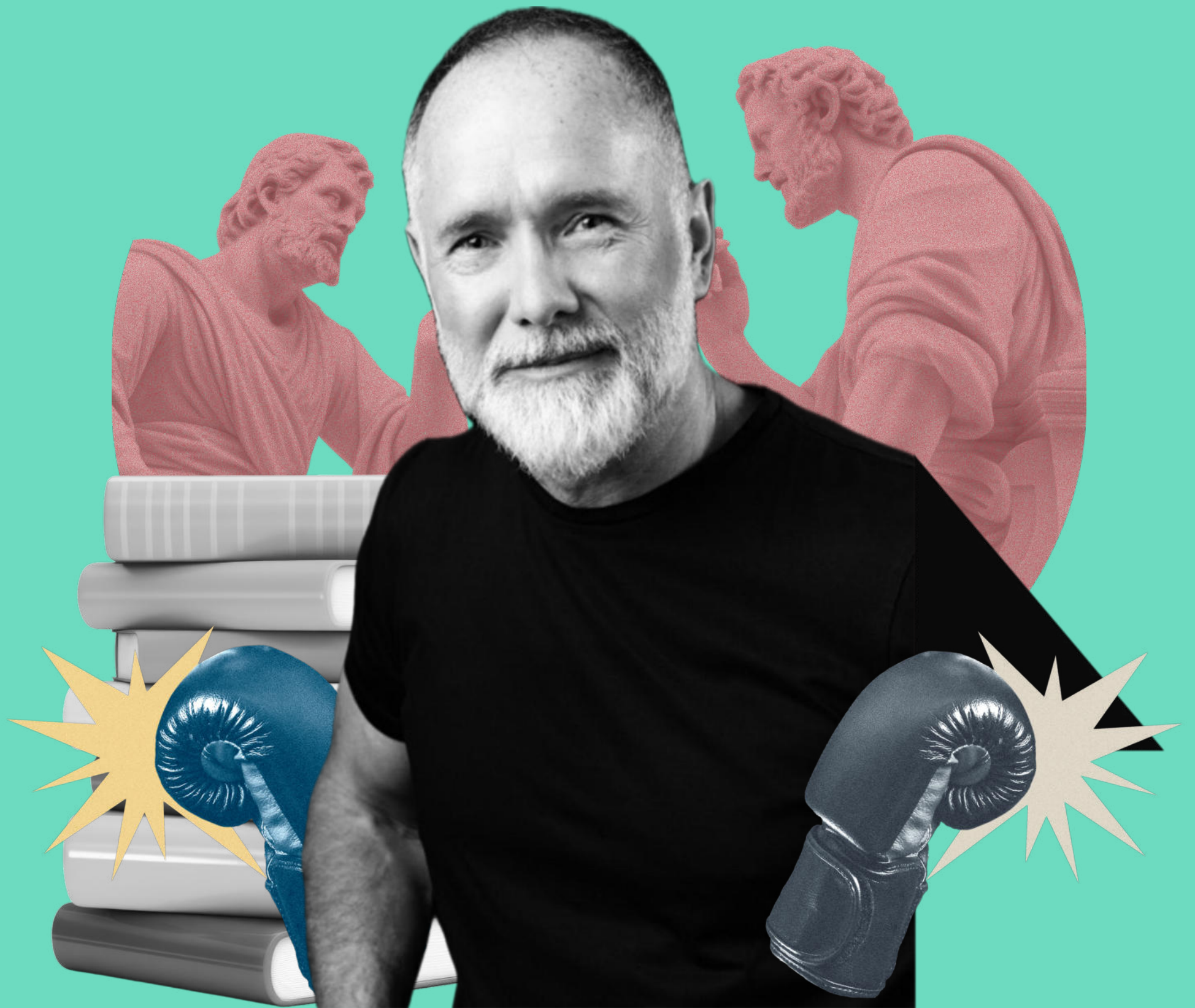


Cecilia believes success comes from being thoughtful—listening closely to users and pivoting when their needs reveal new opportunities—and bold, experimenting quickly to solve them at scale. This drives YouTrip’s evolution into an all-weather business, where creativity, inclusivity, and disciplined execution empower people to spend, travel, and live without boundaries.

**“Our Product Is Built For
Everyday People”**

Coenraad Jonker

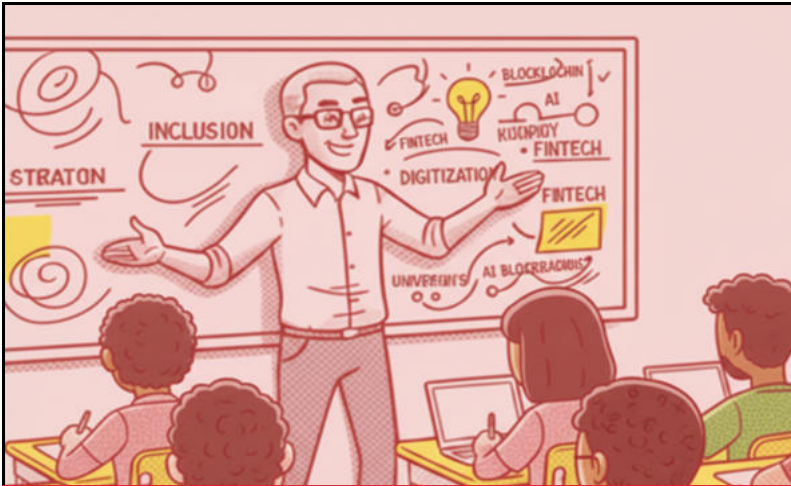
Founder & CEO | Tyme Group



Why can't financial institutions see people clearly enough to serve them fairly?



Tyme was born from Coen's frustration with traditional systems that overlook the people who need them most. Despite a successful legal career, he saw that democracy and economic progress hadn't changed life for those on the margins — their potential remained invisible, and so did their access to opportunity. Influenced by thinkers and philosophers he recognised a structural problem: when society can't see people's assets or context, it can't give them the capital or products they need to move forward. Tyme exists to solve this by reimagining how people are understood and served, using digitisation, operating-model innovation, and deeply embedded, hyper-local finance to make individuals "legible" to the economy. At its core, Tyme expands opportunity at scale, building a global yet context-aware platform that gives people the tools, capital, and confidence to participate fully in the system.



Coen Loved Being A Professor — Teaching Students About Finance, Inclusion, And The Power Of Digitisation.



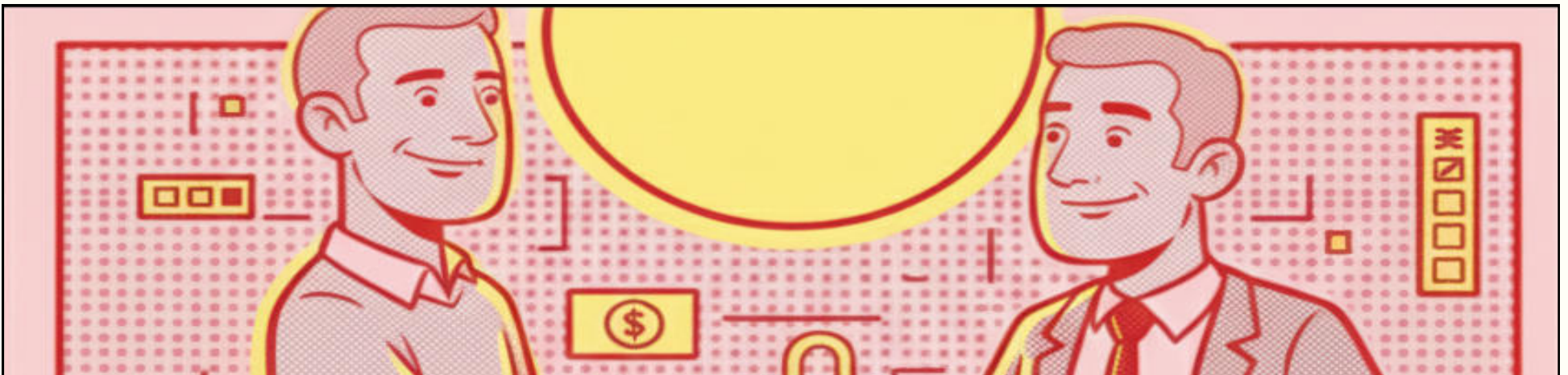
One Day, A Student Challenged Him: "Why Just Teach Us? Why Not Go Out There And Actually Change Things?"



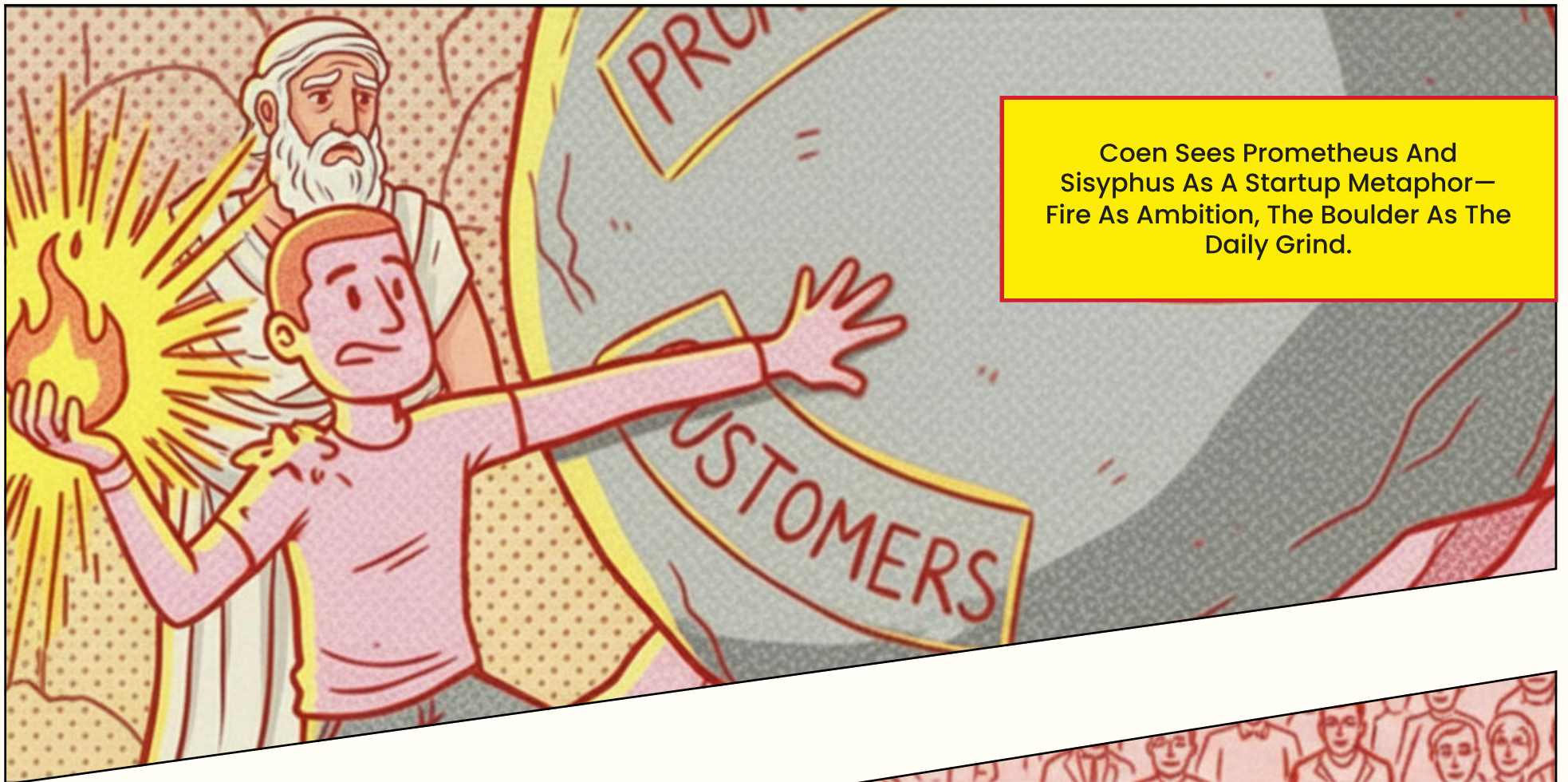
Coen Tried To Drive Change Inside A Big Bank, But Progress Was Painfully Slow — Every Step Was Incremental.



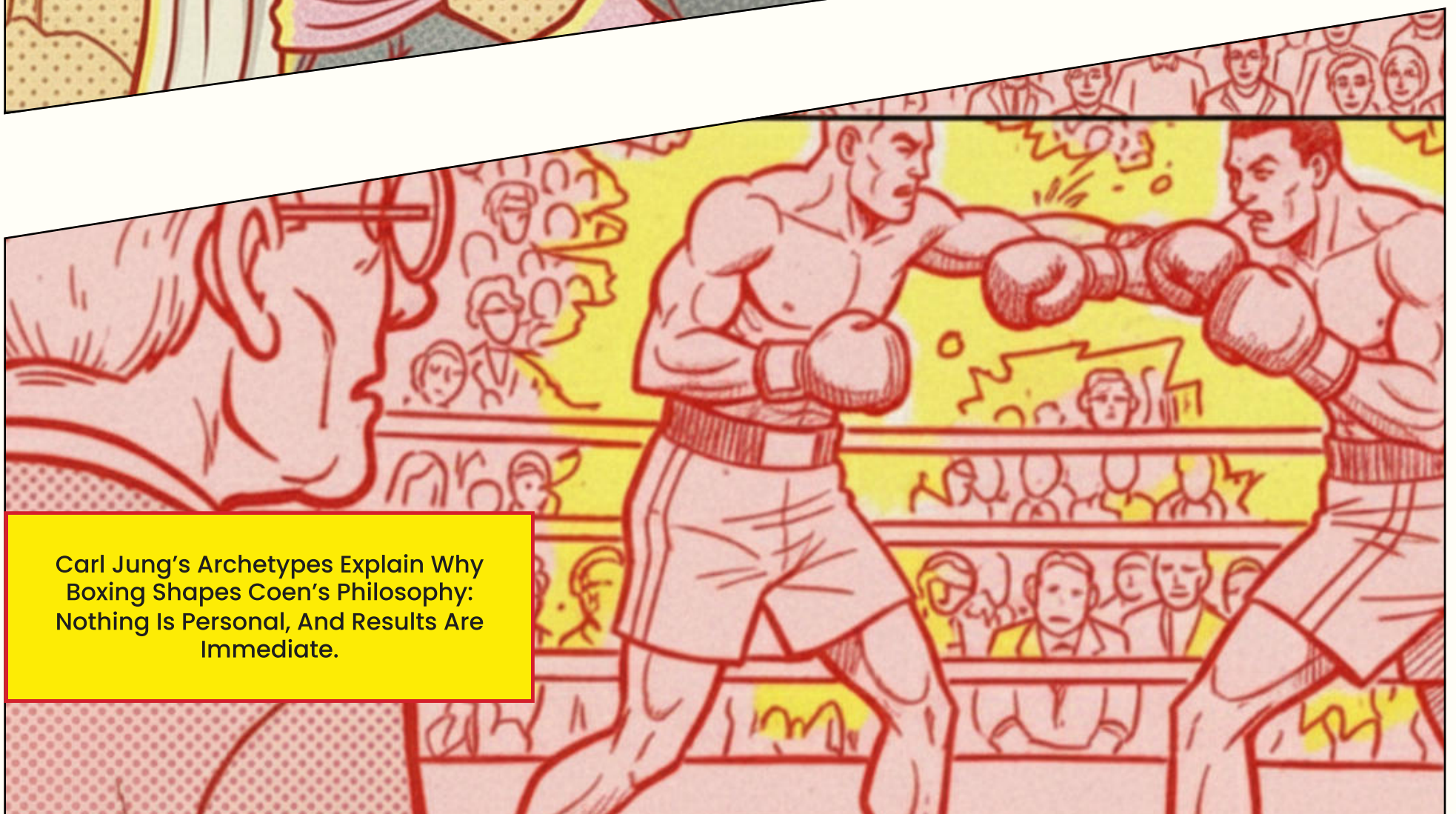
So He Asked Himself: Why Not Build Something Of My Own? Something That Could Create Impact Faster, And At Scale?



Driven By That Conviction, Coen Eventually Met The Partner Who Would Help Him Bring Tyme To Life.



Coen Sees Prometheus And Sisyphus As A Startup Metaphor— Fire As Ambition, The Boulder As The Daily Grind.



Carl Jung's Archetypes Explain Why Boxing Shapes Coen's Philosophy: Nothing Is Personal, And Results Are Immediate.

“We're Willing To Laugh At Ourselves”

Coen builds a culture where people feel safe to take risks, experiment, and grow. The team take their work seriously, but not themselves. With humility, respect, and a sense of adventure, Tyme fosters intuitive risk-taking and mastery. Greatness comes from the care and attention people bring to every task, creating an environment where innovation thrives and potential is unlocked

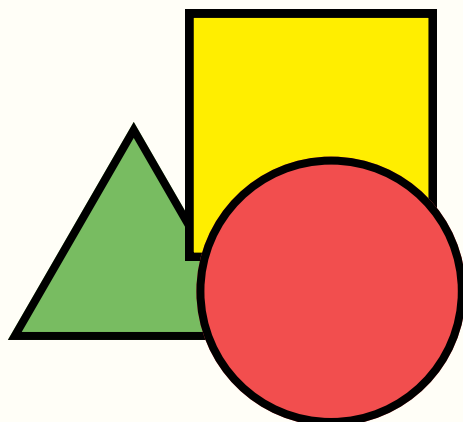


Reshaping & Unravelling Systems For People

Tyme exists to make the invisible visible. Despite democracy and progress, structural barriers kept people's potential hidden. Inspired by philosophers and visionary thinkers, Coen imagined a different approach—combining digitisation, innovative business models, and hyper-local, context-driven solutions to make people legible to the financial system. But Tyme isn't just about systems—it's about how people interact with them.

Coen believes success comes from being contrarian—seeing opportunities others don't—and being right—testing and acting on those beliefs effectively. This drives Tyme's bold, context-driven approach, where creative courage and disciplined execution combine to serve people meaningfully while moving fast.

**“Give Agency And Power To
More And More People”**



Dhruv Arora

Founder & CEO | Syfe



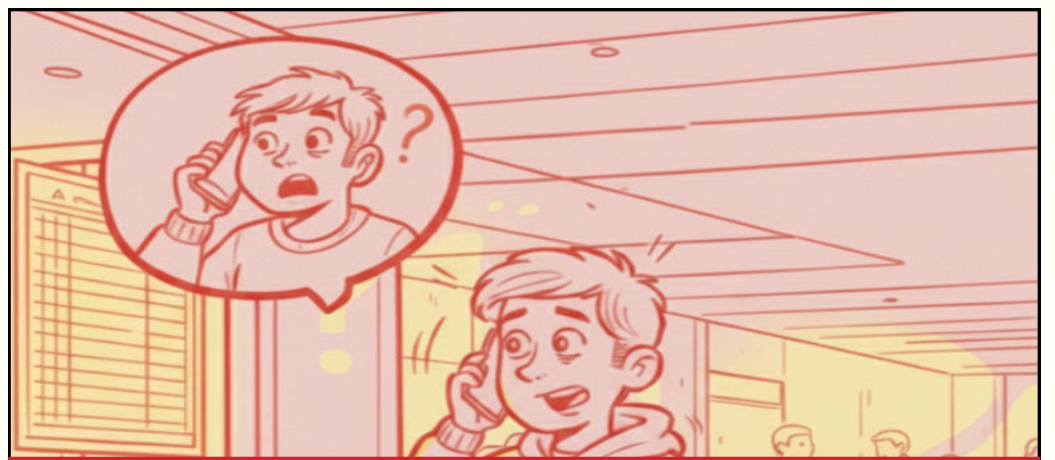
Why does building wealth still feel out of reach in a world where technology makes everything else easier?



Dhruv's journey to founding Syfe began with a simple but powerful question: "Can't I make money work for everyone?" While working in Hong Kong, he noticed that despite technological progress, wealth management remained overly complex, expensive, and intimidating — accessible only to the financially savvy or the wealthy. Everyday professionals lacked the tools, knowledge, and confidence to grow their money effectively. This gap between financial institutions and real people sparked Dhruv's mission to create a smarter, simpler way to invest. That vision became Syfe — A digital wealth management platform designed to be a partner in wealth management rather than a barrier.



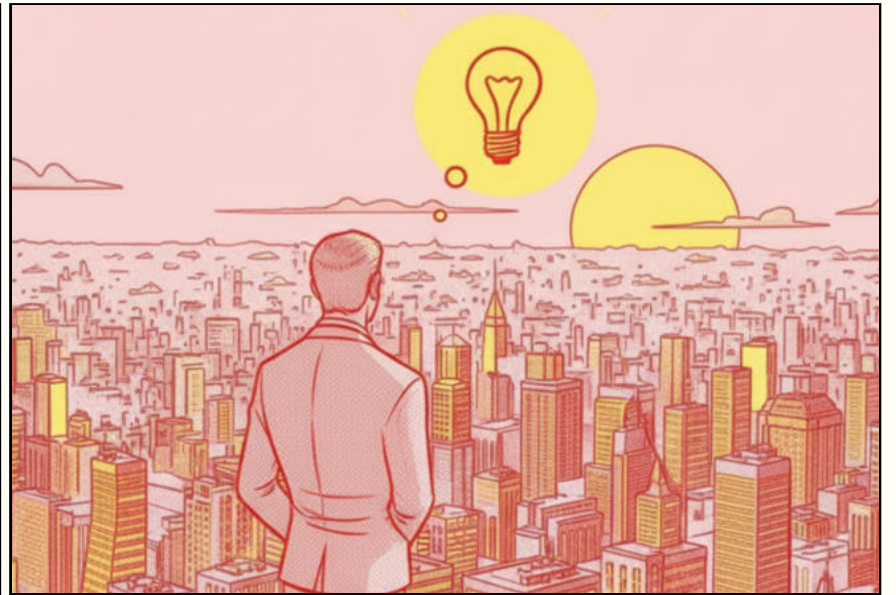
Working In Hong Kong, Dhruv Was Puzzled By How Complex Investing Felt For Most People.



He Was Set To Pursue A MBA, But A Startup Offer Changed His Path—He Took A Fraction Of His Former Salary For A 'real-World MBA' At A High-Growth Environment



The Startup's Success Proved That Certain Trade-Offs Are Worth Making.



After Getting A Taste Of The Startup Journey, Dhruv Decided To Start Syfe.....



Syfe Brings Together Dhruv's Love Of Numbers, His Experience As An Investment Banker, And His Startup Journey To Make Investing Simple And Accessible For Everyone.



A Taxi Driver Once Credited Syfe For Helping Him Save And Invest Wisely.



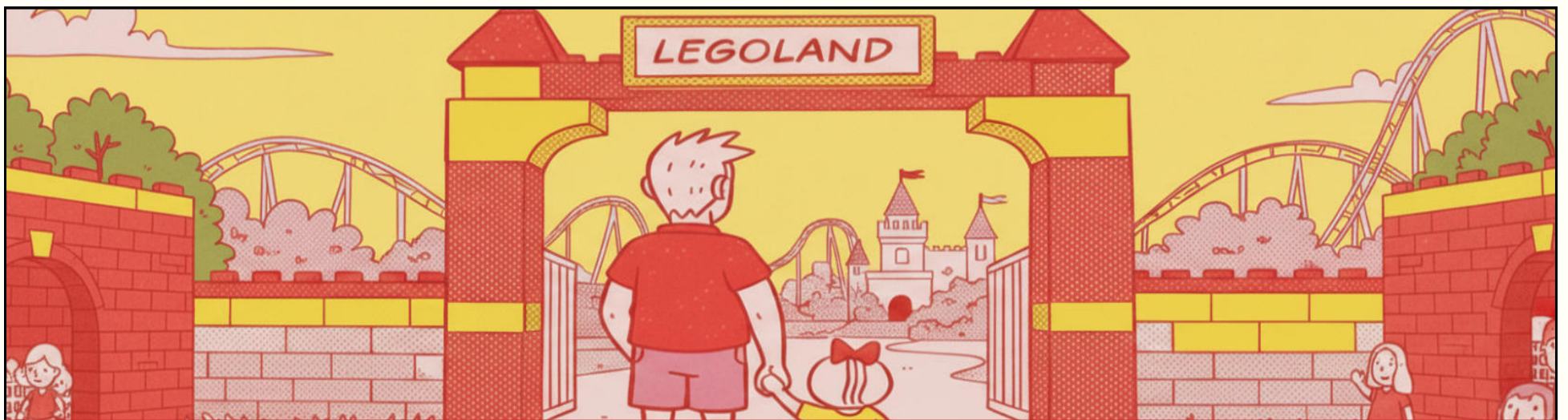
He Mentioned His Dream Was To Take His Daughter To Disneyland...



To Fulfill That Dream , He Was Learning How To Invest Through Syfe's Platform And Save Some Money



He Finally Saved Up Enough To Buy The Tickets...



His Dream Came True: A Magical Trip To Legoland With His Daughter.

“Hunger, Humility And Hustle”

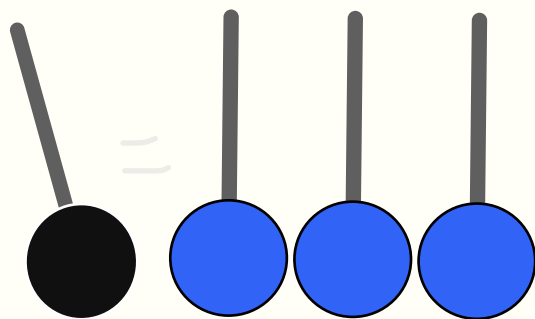
Dhruv’s leadership philosophy is grounded in what he calls the three H’s — **Hunger, Humility, and Hustle**. These values form the backbone of Syfe’s culture, shaping how the team hires, grows, and works together. He believes true success comes from individuals who embody at least two of these traits — an insatiable drive to grow, the humility to learn, and the relentless grit to make things happen.



Building Wealth, **One Investor** At A Time

Dhruv's journey with Syfe reflects more than just technology—it's about human impact. "Just because we're digital doesn't mean no one's home," he says. Syfe is 98% digital, but the 2% human touch matters, especially when markets are volatile or investors need guidance. Syfe positions itself as a true partner for wealth building—offering access, advice, and affordability—where its differentiation lies in a blend of execution.

Over time, transparency and simplicity have empowered people to take control of their wealth—even those who never invested before. Nearly half of Syfe's first-time investors are women, showing how new investors are embracing opportunities. Access, advice, and affordability for customers, all delivered through Syfe's differentiation built on a blend of innovation and execution.



"Momentum Is Our Only Moat"

Eric Barbier

Founder & CEO | Triple-A



Why should borders stand in the way of paying and getting paid globally — in local and digital currencies?



Back then, cross-border payments were messy — moving money across countries meant juggling hundreds of banking partners, pre-funding multiple accounts, and constantly worrying about currency and counterparty risks. Transactions could fail if even one account ran dry, and delays were common when banks shut down. The inefficiency was clear: people and businesses needed faster, safer, always-on access to U.S. dollars. That's when stablecoins caught Eric's attention — not as a trend, but as a real solution to broken global payment systems.

On Friday Nights, It's Usually Movie Nights For The Engineers.



One Evening, Eric Notices That The Engineers Are Unusually Quiet.



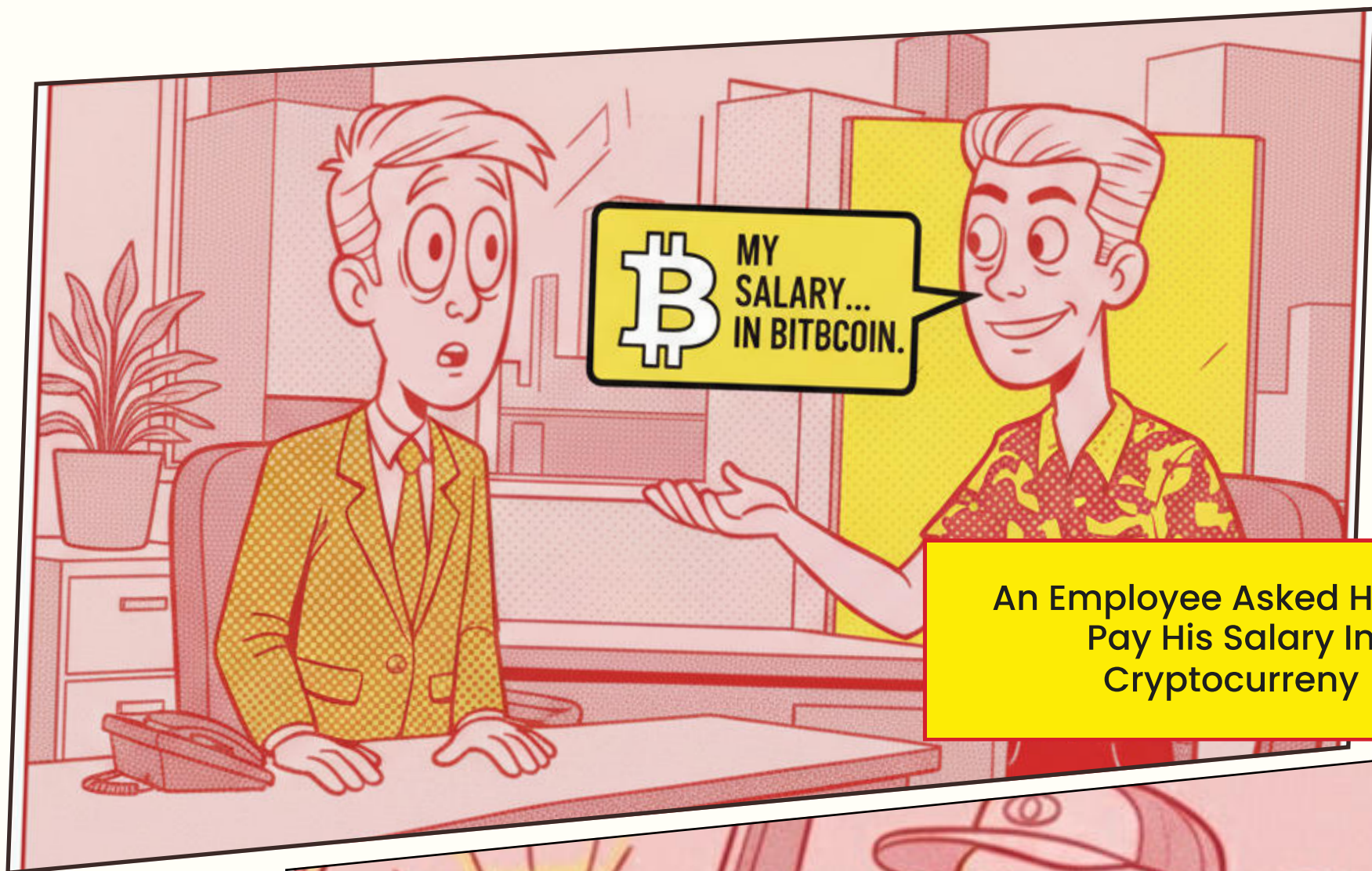
Instead Of Watching A Film, They're Sitting Together, Quietly Mining Crypto



Morbidly Curious, Eric Joins Them And Discovers What Crypto Really Is.



That Silent Night Sparks Eric's Curiosity, Inspiring Him To Explore And Understand An Entirely New World.



An Employee Asked Him To
Pay His Salary In
Cryptocurrency

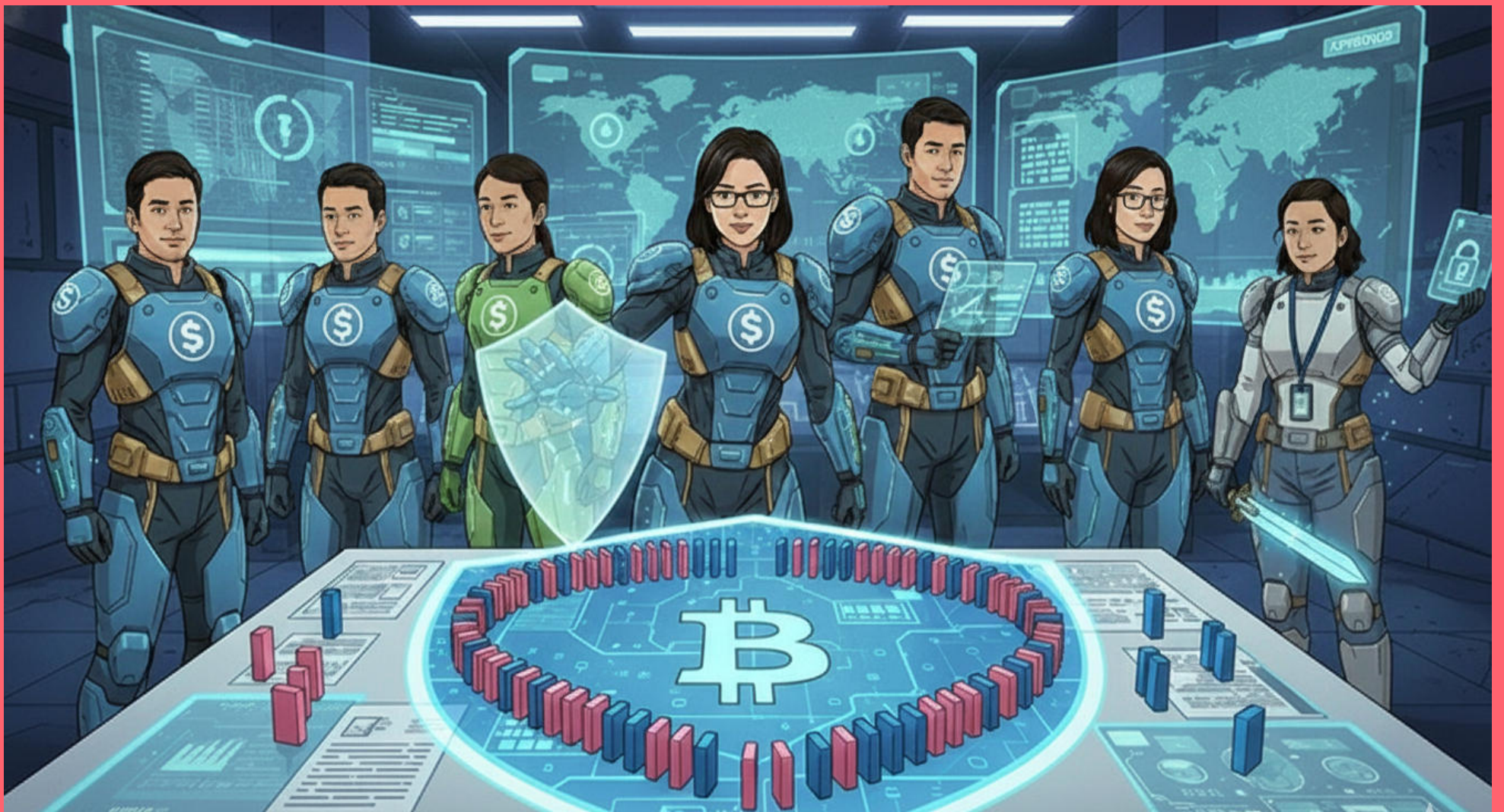
An Overseas Friend Paid
A Taxi Driver In
Cryptocurrency After
Encountering A Payment
Issue



.....These Events Convinced Eric That Crypto Is Both
Capable And Universally Scalable, With Vast Potential.

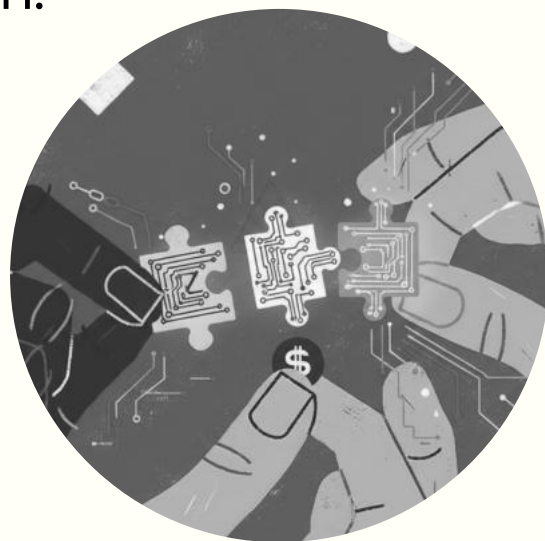
“Compliance Is A Core Part Of The Business...It Cannot Be Outsourced...”

For Eric, Compliance Isn't Just A Box To Tick — It's A Core Part Of The Business. Every Customer Onboarded Must Go Through A Process That Protects Both The Company And Its Mission. It's Not Something That Can Be Separated Or Outsourced. Just Like The Product, Compliance Must Be Deeply Integrated Into The Business.



Impact Matters More Than Hype

Looking back on his journey through three ventures, Eric's approach has always been grounded in solving real problems and understanding every aspect of his business. He feels entrepreneurship is in his blood. For Eric, the most exciting thing is having an intuition that he can solve a problem when he sees one. From the era of dot com to now stablecoins, he has consistently backed curiosity with execution.

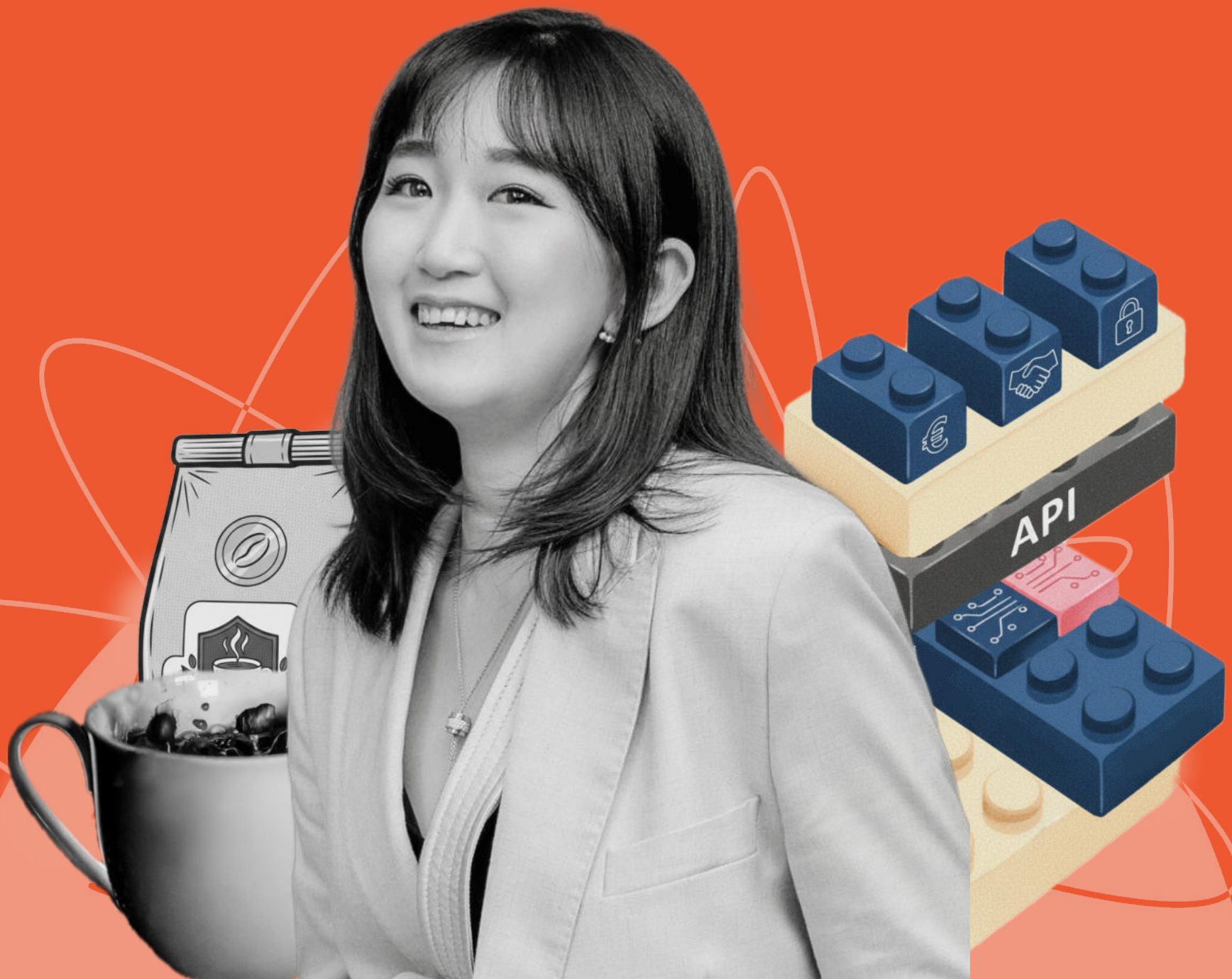


For him, being a founder isn't chasing trends—it's about moving fast, learning from users, and building solutions that matter. Guided by a customer-first, sales-led mindset, Eric and his team adapt their products to meet real needs anchored by a commitment to compliance, trust, and customer-first innovation ensures that Triple-A.io grows responsibly while empowering real-world impact.

"Everything Is In The Details"

Lucy Liu

Co-Founder & President | Airwallex



Why make cross-border payments for international vendors complex, when they can be seamless?



In 2015, international payments were slow, fragmented, and costly. Lucy and her team experienced this firsthand while trying to pay overseas suppliers efficiently. The business struggled with hidden fees, delays, and outdated banking processes. What should have been a simple transfer became a maze of inefficiency. Their attempt to solve this problem for themselves soon grew into a larger mission: empowering businesses of all sizes to move money seamlessly across borders, free from the limits of existing financial systems.

Lucy Saw Her Two Friends, Café Founders, Struggling To Pay Overseas Vendors, Frustrated By Slow, Costly, And Complex Cross-Border Payments



She Realized This Is A Bigger Problem



They Decided To Make Cross-Border Payments Simpler For Businesses Everywhere.



One Of Their First Clients- A Tuition Center Was Still Managing Payments Via Fax Machines



The Team Decided To Change This With APIs That Integrate With Existing Payment Systems



The Tuition Centre Ended Up Saving Time And Effort As Manual Processes Were Replaced With Seamless And Cost-Effective Solutions



The Team Believed Airwallex Could Make Payments Simple – A True 'Lego Of Payments' That Has Since Grown Beyond Payments To Support End-To-End Financial Operations And Shape The Future Of Banking

“From garage band to orchestra.”

Everyone Is Empowered To Think Like A Founder — To Take Ownership, Build With Intent, And Act As The CEO Of Their Own Product. This Startup Mindset Keeps Innovation Alive, Ensuring That As The Company Scales, Its People Continue To Move With The Same Curiosity And Drive That Started It All.



No Business Too Small, No Vision Too Big

Today, the company powers global payments through modular, “Lego-like” systems designed to make cross-border transactions simple, fast, and transparent. What began as a small effort to fix inefficiencies in international payments evolved into a platform empowering thousands of businesses — from solo founders to global enterprises — to grow without boundaries.



Lucy reflects, “We started by solving one problem. But we ended up building something that helps businesses everywhere connect and thrive.”

The company’s mission remains rooted in that same belief: technology should work for everyone.

“Whether You’re A Café Owner Or A Unicorn, We Want To Make It Easier For You To Grow, Wherever You Are In The World.”

Michele Ferrario

Co-Founder & CEO | StashAway



Why can't investing be simple, effortless, and cost-effective for everyone?



StashAway was born from a frustration with how traditional financial institutions made little effort to help people manage their money effectively. Too much cash sitting idle, investments that were confusing or out of reach, and advice designed to charge higher fees, rather than helping people grow their wealth. The founders saw an opportunity to rethink the entire process—building a platform that makes smart investing accessible, automated, and personalized. Guided by three pillars—simplicity, cost-effectiveness, and intelligence—StashAway empowers people to invest confidently and take control of their financial journey, without the complexity, high fees, or barriers of traditional wealth management.



Days Of Coffee And Countless Notes — Michele Searched For Someone Who Shared His Vision.



After 5 Days Of Coffee Chats, He Finally Convinced His First Co-Founder To Join The Journey.



Together, They Met A Potential Third Co-Founder To Align On Their Shared Vision.



After A 3.5-Hour Coffee Chat Filled With Debates The Founding Trio Was Complete.



With Their Team Formed, The Three Co-Founders Got To Work — And Soon, The Company Was Born.



The StashAway Team Was Working To Obtain A License That Required Persistent Advocacy



They Approached The Regulator With A Clear Explanation Of The Situation, Presenting The Ideas Thoughtfully



They Clearly Explained The Key Nuances In Wealth Tech



The Regulator Spent Time Learning About The Situation And Then Decided To Re-Examine Wealth-Tech Licensing Requirements

The Team's Persistence Paid Off — After Many Discussions, They Finally Secured The License Needed To Launch StashAway



“I Think It's Important To Keep The Rudder Steady”

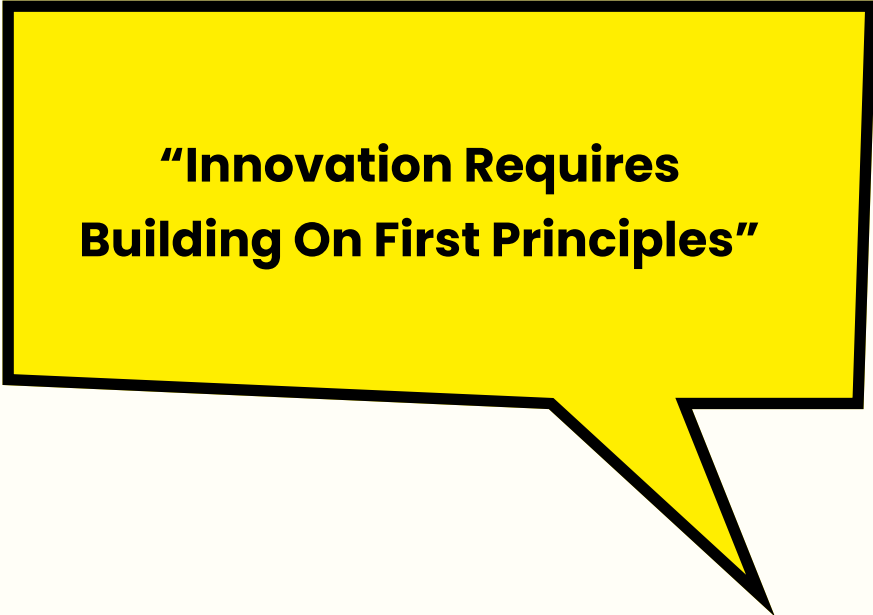
True motivation comes from the people you work with. For Michele, resilience during tough times isn't fueled by profit or ambition alone, but by the relationships, trust, and energy shared within his team. For him, stability in leadership comes from trusting and enjoying working with the team —drawing energy from collaboration and shared purpose to stay grounded through challenges and uncertainty.



Steering Vision And People, Fuelling Innovation

Being first isn't just about speed—it's about vision and setting a standard others aspire to. But being first is only the start; the real challenge lies in perfecting the idea, refining every detail, and crafting an experience others can't easily replicate. Innovation doesn't happen in isolation—it grows from observing, talking to people, and connecting insights. All StashAway's innovations rest on three pillars: simplicity, cost-effectiveness and intelligence of the solution.

For Michele, leadership is about building a space where innovation can flourish. People are the true source of motivation, and a strong leader keeps the rudder steady, guiding the team through uncertainty while encouraging them to explore, experiment, and take ownership. True success grows from originality, careful attention to detail, and steadfast perseverance.



**“Innovation Requires
Building On First Principles”**

Rahul Banerjee

Founder & CEO | BondbloX



Why Can't Ordinary People Invest In Bonds As Easily As They Buy Anything Else?



As a global head raising billions in capital for companies, Rahul realised that the system was unfair to individuals. The very tools that built economies were inaccessible to everyday people. His purpose became clear: to restore access and fairness in finance, giving everyone the same chance to grow their savings safely. "I could raise billions for corporations, but as an individual, I couldn't buy a single bond without paying 5% more to my banker. That didn't make sense to me.

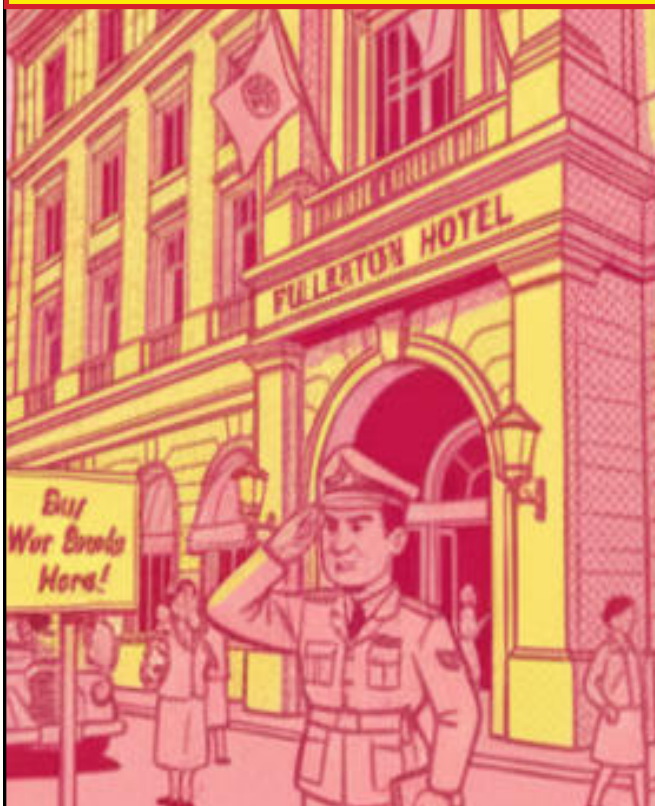
Rahul's Journey Began With His Father — A Man Who Believed In The Promise Of Bonds.



The Time When You Could Only Buy Bonds Physically- During The War, Countries Relied On Ordinary People To Finance Their Future.



Post Offices Were Quite Often Places Where Individuals Could Go To Buy Bonds.



His Father's Collection Sparked A Lifelong Fascination With Tangible Bonds.

Now, Rahul- Seeing The Invisible Barriers Blocking People From Bonds And Set Out To Remove Them.



BondbloX



With Blockchain At Its Core, Bondblox Was Created To Make Bond Trading Accessible



The Transparency Of Bond Prices Took Incumbents By Surprise.



The Response Proved They Were Onto Something. Rahul Kept Going.

With Bondblox, Rahul Hadn't Just Digitized Bonds , He Had Made It Mainstream



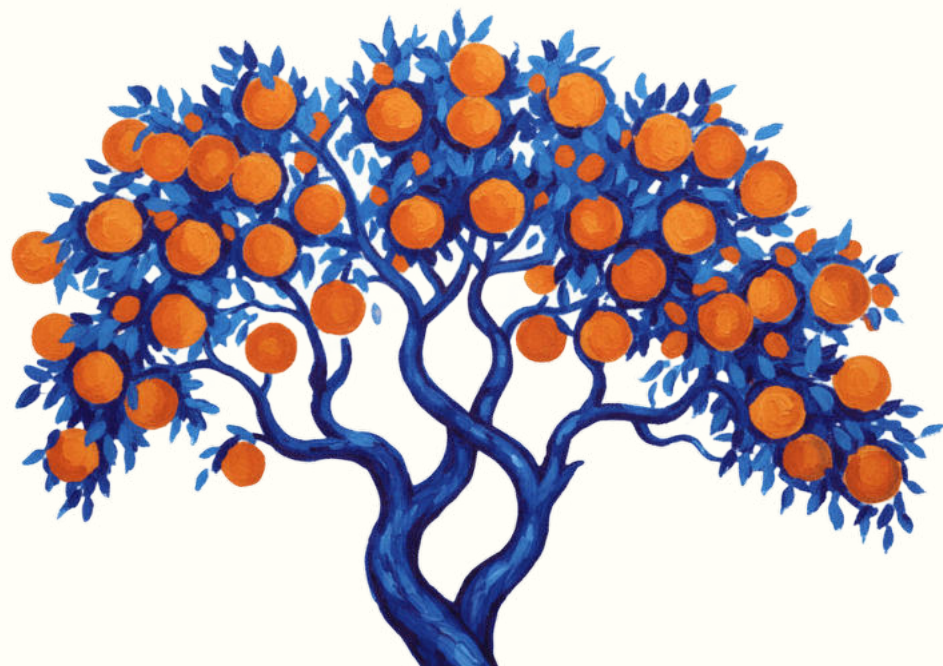
“You Can’t Fake Values. You Sit Next To The Same People For Ten Years — If You’re Not Honest, It’ll Show.”

He Jokes that at first startups are like Napoleon's third army - only the very young and the very old join at the beginning . Talent To him, is more important than anything else.



The Dream

My dream is simple — through BondbloX, I want more people to understand and buy bonds. Today, almost 90% of those with over five million dollars invest in bonds, yet among those with less than two million, almost no one does. Imagine if even a fraction of the world's eight billion people — a billion households — could safely invest their savings in bonds and earn steady returns of four to five percent. **That would be transformative.**



It's not about BondbloX doing it alone; it's about sparking a shift in mindset. The power to save and grow wealth shouldn't belong only to the wealthy. That's why we host talks, write newsletters, and make finance approachable because financial literacy is the biggest barrier. If people don't know what a bond is, they can't take part in the opportunity.

**And When People Ask About The
Minimum Investment, I Smile —
This Was Always Meant To Be For
Everyone.**

Ravi Ravulaparthi

CEO & Co-Founder | Qapita



Why can't we unlock the true power of ownership in the private markets at Scale?



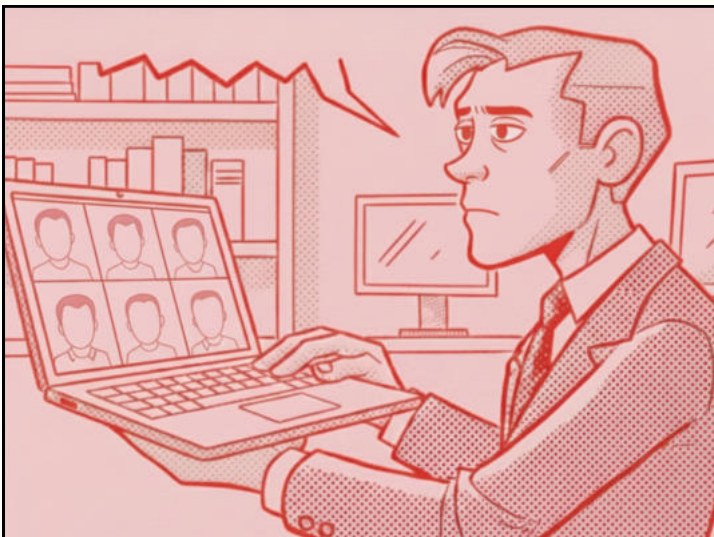
After years as an investment banker in private markets, Ravi realised that every growing economy needed innovation, entrepreneurship, technology, and human capital. Immense value was created through equity owned by Founders, Investors, and Employees. However, ownership and transfer in the private markets were poorly understood, not frictionless and not managed by systems. Ravi and his co-founders set out to build a trusted platform to simplify recording, managing, reporting and transfer of ownership. Most progressive enterprises recognise that ownership is crucial for alignment and that it drives exponential returns. Qapita was conceptualised to seed, build, harness, and unlock the power of ownership. In essence, they set out to build an operating system for managing ownership in the innovation economy.



Born In The Pandemic, Qapita's First Customer Meetings, Investor Pitches And Hiring Discussions Were On Zoom



Travel In Hazmat Suits, Quarantined Across Borders Was The Only Way To Keep The Mission Alive



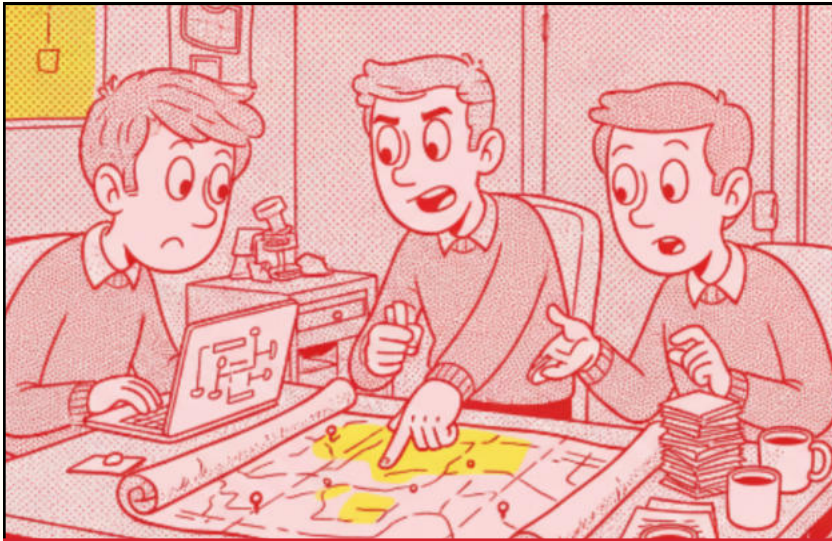
The Founders Pitched To Angel Investors And VCs During The Pandemic..



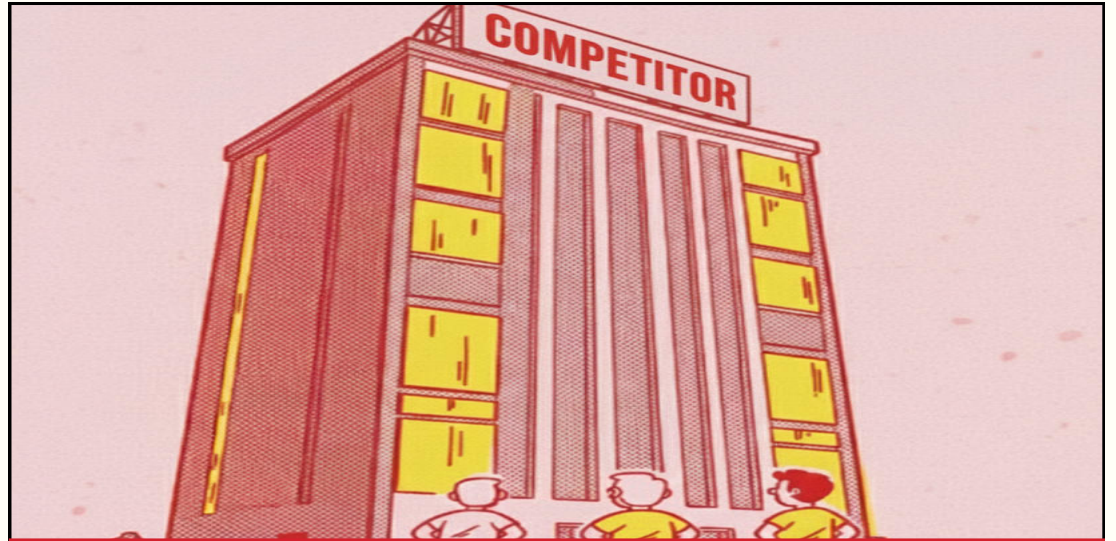
One VC Reverted With A Term Sheet In 96 Hours, And Many Reputed Angels Joined The Round..



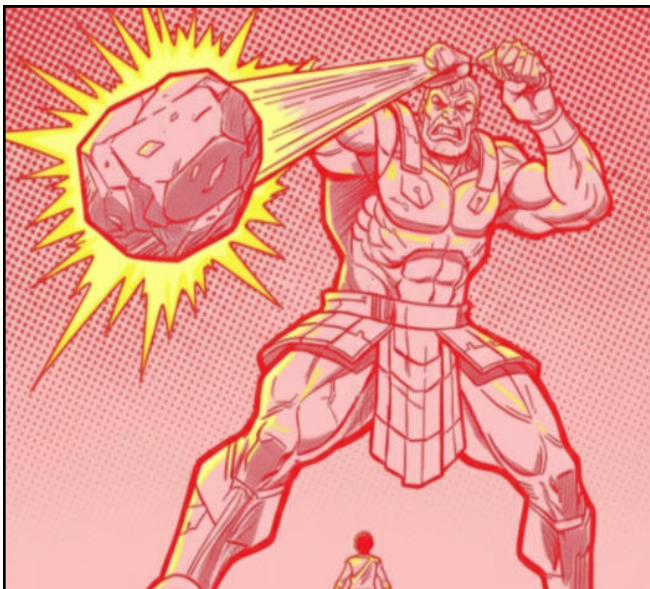
With The Seed Round Done, The Trio Celebrated Assuming That They Had An Open Canvas To Build A Private Markets Platform In Southeast Asia And India.



The Team Thought They Were Building In A Quiet Corner Of The World—With No Competition



They Were Wrong-The Global Giants Entered The Market Before The Launch Of The Platform



They Were The Underdog - David Vs Goliath All Over Again



They Had To Build A World Class Product Fast, With Excellent Customer Service



...That Singular Focus Made All The Difference



With New Partnerships Forged Along The Way, Qapita Is Looking To Create Global Impact. Unlocking The Power Of Ownership In Growing Economies In Asia And In The US.

“Make The People Who Believe In You Look Brilliant”

At Qapita, Ravi fosters a culture built on core values of transparency, learning, demanding excellence, caring for people, tackling complex problems, producing work one can be proud of, and taking full responsibility. The entire team works with these values in mind and roots for each other's success. This approach creates deep loyalty, minimal leadership attrition, and a team that stays, returns, compounds and contributes meaningfully across borders. Ravi espouses the principle of “making the people who believe in you look brilliant”, and that includes family, friends, colleagues, investors, customers, partners i.e. all stakeholders at work — and in life!



Unlocking Ownership To Create The Largest Distributed Wealth Creation In Every Innovation Economy

The story of Qapita continues to unfold as Ravi and his team expand their mission globally and make every owner count in the private markets in Southeast Asia, India and the US. With a culture that thrives on learning, trust, transparency and team spirit, Qapita continues to attract the best partners and the best talent. Ravi believes that equity ownership (including employee equity) in innovative companies will result in the largest distributed wealth creation in every growing economy.

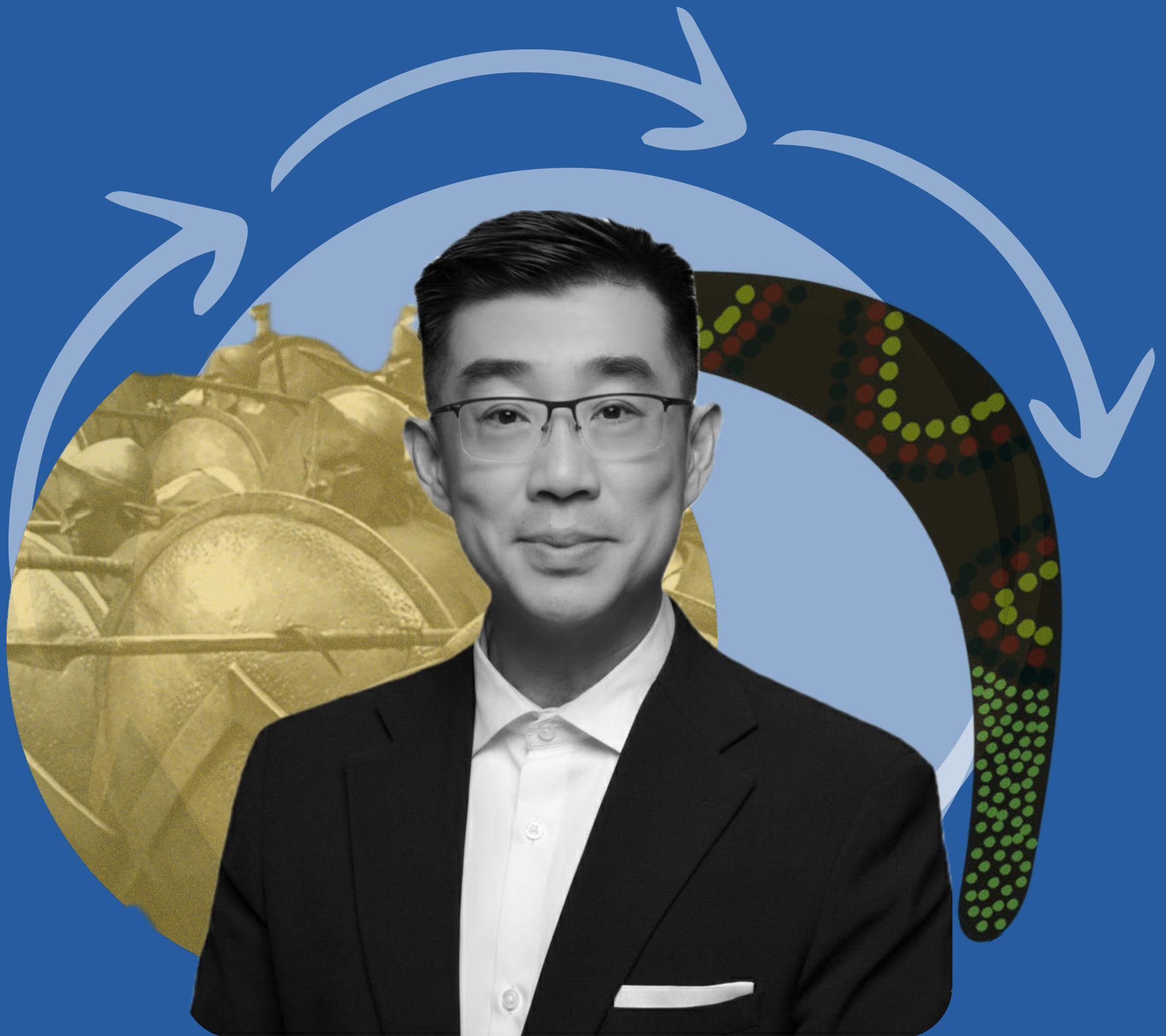
Qapita will play a meaningful role in enabling that with its stated mission. Every product milestone, new market entry, new customer, new startup, new Founder, employee owner, big or small, counts. The journey that began in quarantine during the pandemic is now a blueprint for resilience, growth, impact and lasting change.

"One Unified Platform. All Equity Matters"



Richard Koh

Founder & Chairman | M-DAQ Global



Why is currency certainty and clarity not better managed for global markets?



Richard saw traditional banking as slow, cumbersome, and opaque — a system that limited both growth and financial inclusion. He founded M-DAQ to bridge that gap, building a platform that simplifies global transactions, reduces inefficiencies, and enables real-time, low-cost payments. By making financial systems fairer and more accessible, M-DAQ empowers businesses to scale and opens modern financial infrastructure to underserved markets — unlocking opportunity in the digital economy.



A Friend Calls Richard From A Cruise – “Hey, Send Me Your Pitch Deck! I Might Meet A Top E-Commerce Founder!”



Richard Freezes. “Pitch Deck? I Don’t Even Have An E-Commerce Solution Yet!”



He And Three Teammates Built The Idea From Scratch In 108 Hours Over Chinese New Year In 2015.



With No Idea If It’ll Actually Work, Richard Sends The Freshly Made Pitch Deck To His Friend On The Cruise.



After A Whirlwind Of Handshakes And Pitches, The Friend Returns With Game-Changing News — An Investor Ready To Back Them All The Way To Series C!



During A Challenging Phase In The Company's Early Days, Richard Had To Share Difficult News With His Team.



Expecting A Quiet, Empty Office One Morning...



...Richard Was Surprised To See His Employees Still At Work, Committed Despite The Uncertainty.

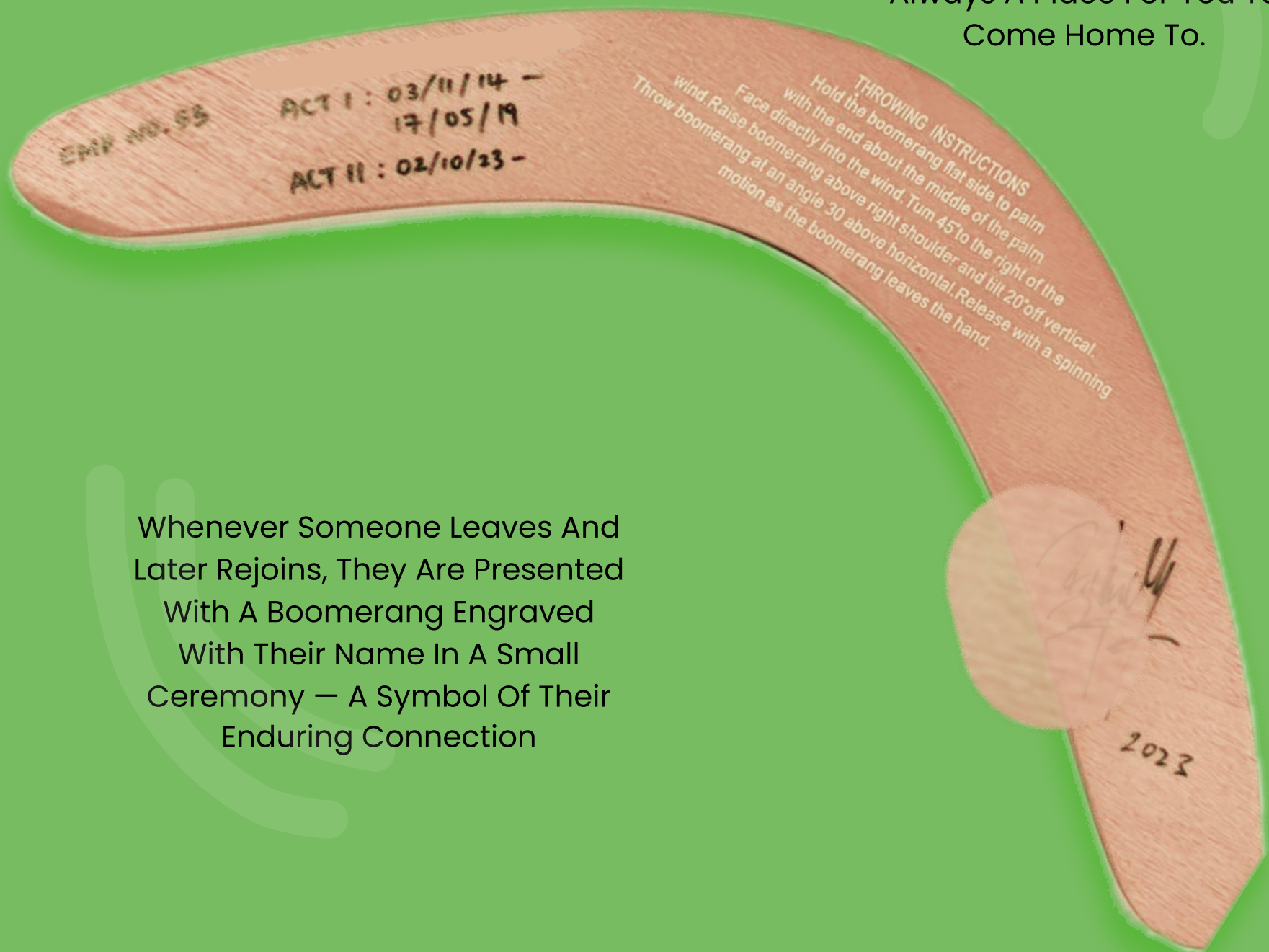


Through His Thoughtful Leadership And The Trust He Had Built, The Team Navigated The Company Through One Of Its Toughest Periods.

Boomerang Culture

At M-DAQ, Loyalty Runs So Deep That Employees Who Leave Often Return — A True 'boomerang' Culture. This Lighthearted Tradition Carries A Deeper Meaning: Their Employee Number Is Retained Indefinitely, Allowing Them To Reuse It When They Come Back.

Once You're Part Of The M-DAQ Family, There's Always A Place For You To Come Home To.

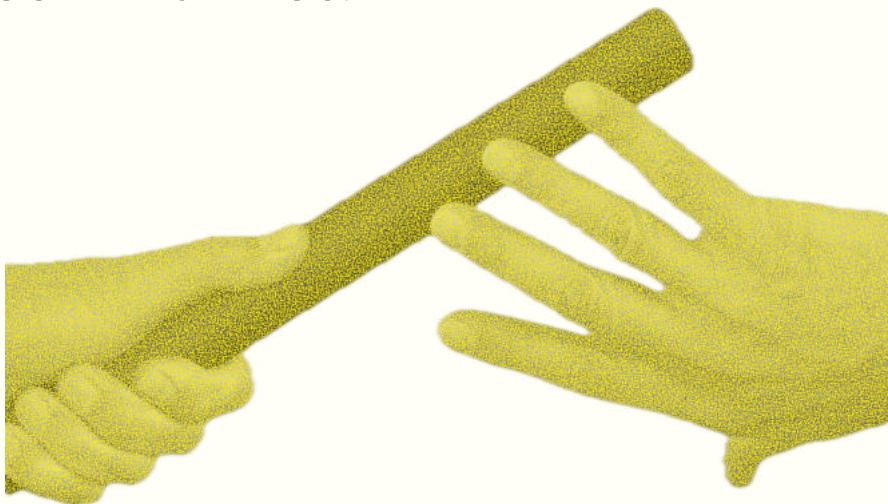


Whenever Someone Leaves And Later Rejoins, They Are Presented With A Boomerang Engraved With Their Name In A Small Ceremony — A Symbol Of Their Enduring Connection

The Flywheel Effect Of Giving Back

Richard's journey has always been guided by a simple yet powerful belief — that success means little unless it's shared. He often says, "I encourage the recycling of capital — always give back; it creates a flywheel effect." For him, a real exit isn't just about liquidity; it's about what happens next — how that capital can flow back into the ecosystem to support new founders, ideas, and communities.

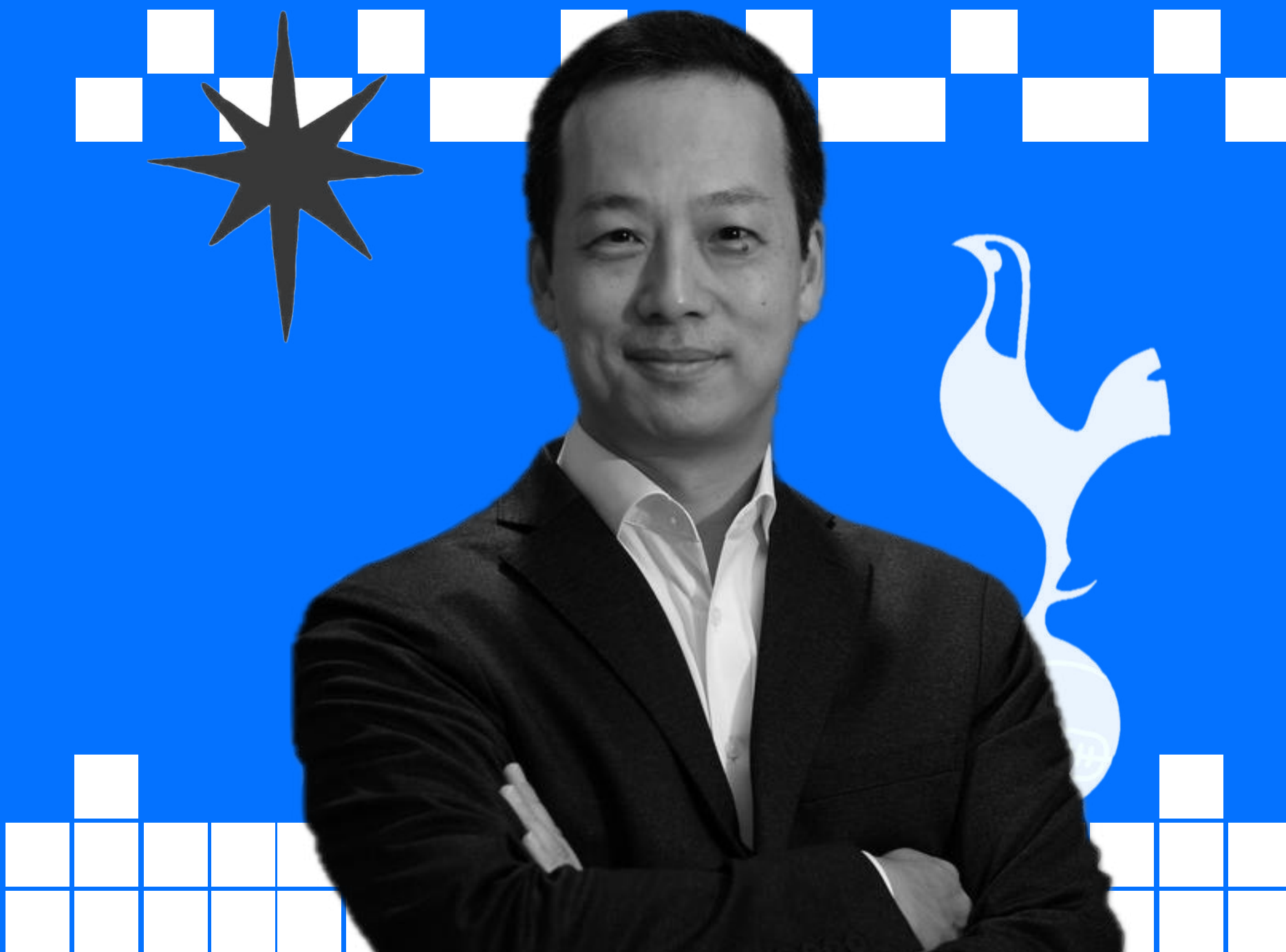
Richard leads with care and reciprocity, believing that when employees are supported, they'll take care of customers — and value will follow. In tough times, the senior leadership is first to take ownership to ensure the employees are cared for. His integrity and empathy have earned him lasting respect and built not just companies, but communities where success and opportunity circulate.



**"Take Care Of Your
Employees First"**

Samuel Rhee

Co-founder & Chairman | Endowus



Why can't managing your wealth be clear, guided, and built to last?



Endowus was founded to make wealth management simpler, more transparent, and genuinely accessible for everyone. Drawing on years of experience at global financial institutions, Sam, and his co-founder Greg, recognized a major problem. traditional advisors are often misaligned with clients' best interests, resulting in high costs, limited access to quality advice, and investment products that don't truly serve individuals or families. Determined to change this, Endowus introduced a conflict-free, independent wealth advisory model—common in developed markets but rare in Asia—combining digital efficiency with personalized human guidance.



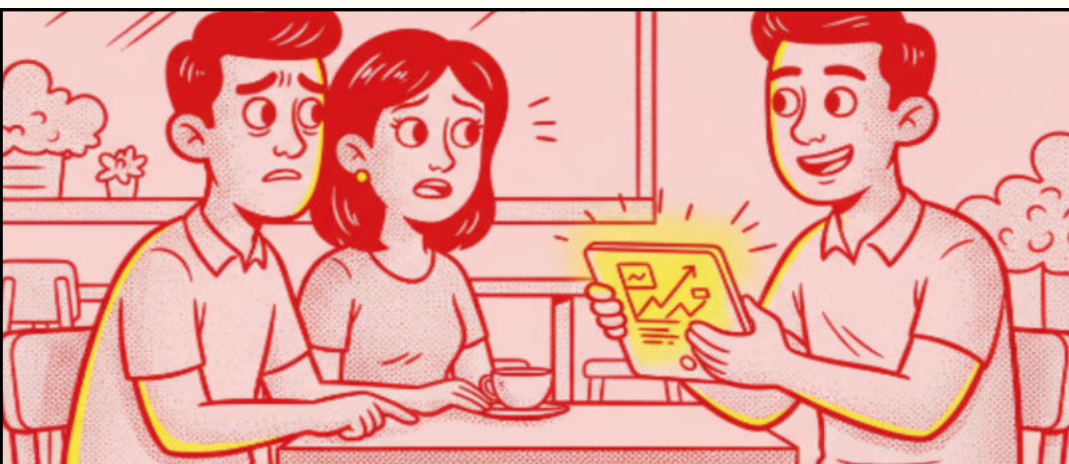
Planning For Retirement Is Overwhelming And Complex....



Endowus Steps In As A Trusted Advisor — Guiding Their Client With Clarity And Care



Turning Complex Data Into A Clear Plan He Shares A Roadmap Connecting CPF, SRS, And Long-Term Wealth Goals



Across Singapore, Endowus Helps Countless Families Find Confidence In Their Financial Journey



Because Every Singaporean's Journey Is Unique — And Education Is At The Heart Of Empowerment



A Few Years Into The Journey, The Macro Downturn Caused The Team To Face Pressure From Investors To Cut Costs And Lay Off People



To Save The Team From Large Layoffs, Sam And The Endowus Leadership Took A Pay Cut.



The Team Stood United As Sam Pushed Ahead To Secure The Company's Future



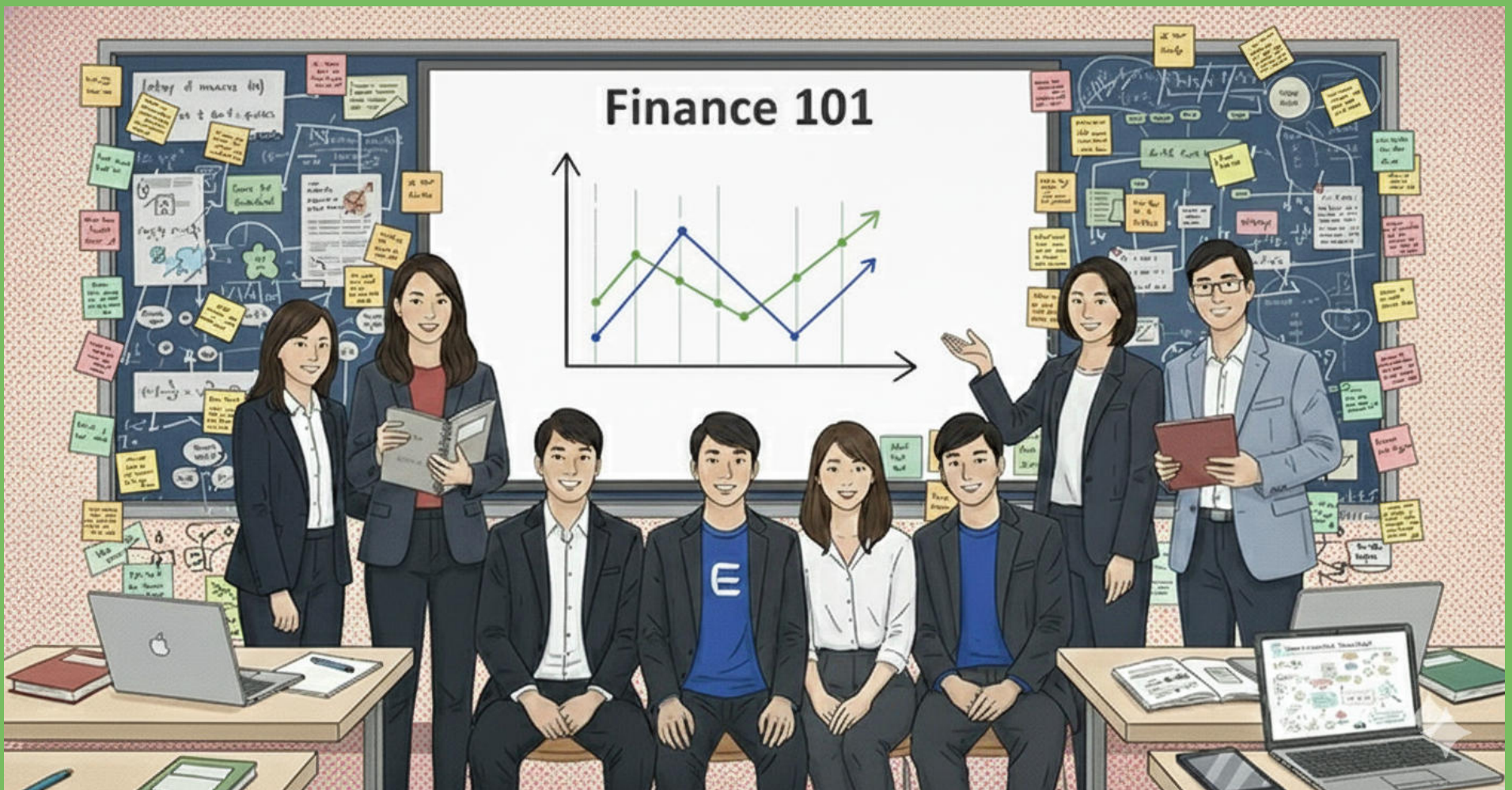
To Honor The Team's Support, He Granted Them With More ESOPs — Rewarding Commitment, Values, And Their Willingness To Sacrifice



A True Sense Of Ownership Grew — Everyone Felt Personally Invested In The Mission, To Do What Was Right For Clients

“The Whole Reason That We Exist Is To Achieve Better Outcomes For Our Clients”

Financial literacy is key to smart investing, therefore, Endowus initially had spent two years educating clients through content before launching, which built trust and set expectations. The Informed clients made better decisions, stayed engaged longer, and achieved stronger outcomes. By prioritising education, Endowus empowers clients to navigate wealth management confidently, through knowledge and sustained engagement and growth.



Empower **With Knowledge,** Not Just Tools

Sam leveraged deep institutional experience to tackle misalignment and high costs in wealth management, building a conflict-free, holistic platform that combines 100% human insight with 100% machine efficiency. Understanding that clients' needs are not binary, they offer flexible, personalized solutions. Years of educating clients through CPF, SRS, and innovative advisory services have fostered long-term trust.

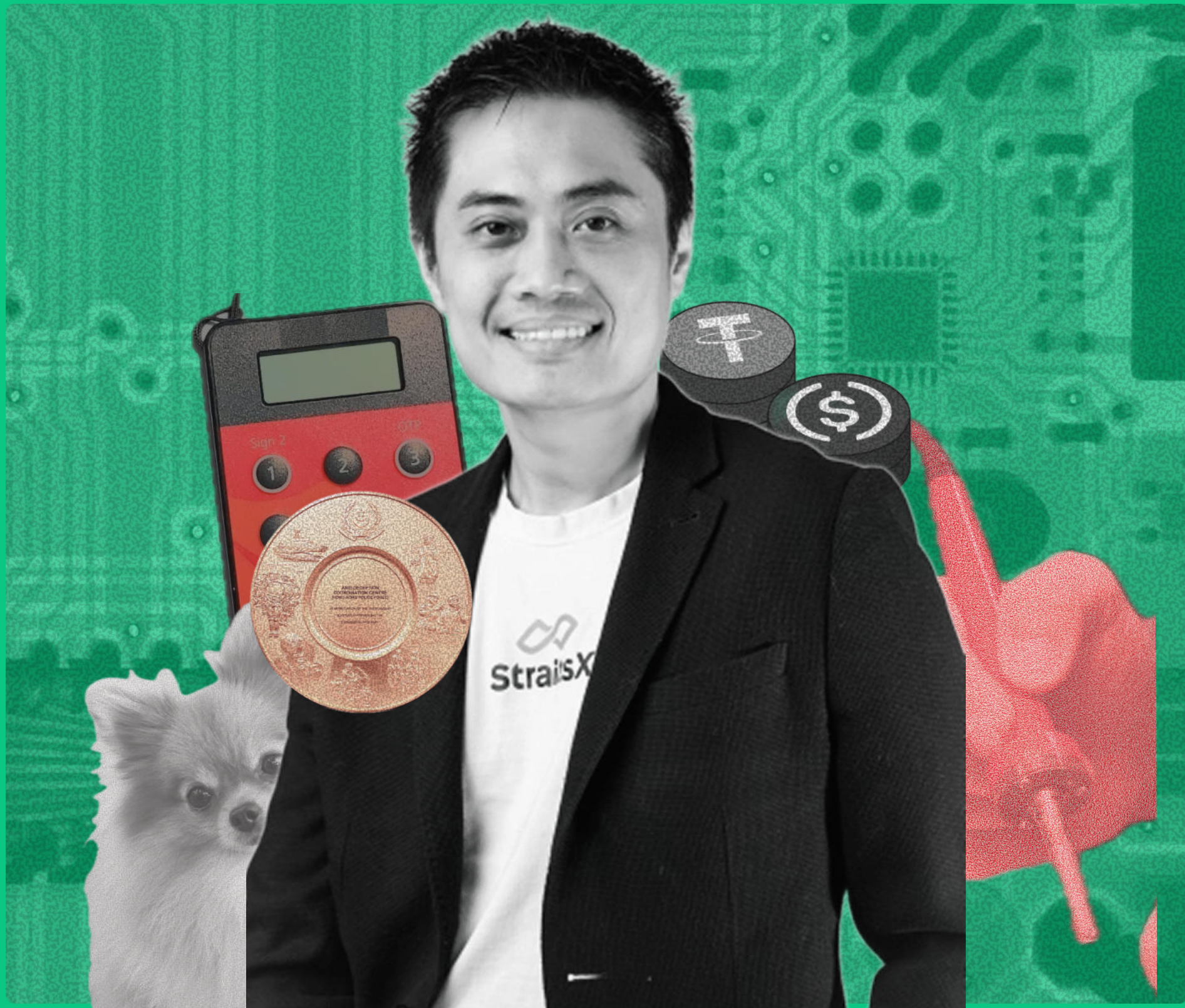


Endowus's culture of servant leadership actively empowers employees at every level, fostering ownership, continuous growth, and personal development. This approach has cultivated a loyal, trusting client base and a highly committed workforce, all united by a shared purpose: to guide individuals and families to achieve meaningful financial outcomes.

"It's All About Alignment"

Tianwei Liu

Co-Founder & CEO | StraitsX



Why should moving money around be such a hassle when it can just flow smoothly?



The idea for StraitsX didn't come from a business plan but from practical frustration. Tianwei experienced the difficulty of reconciling payments while helping friends buy Amazon Kindles, revealing how slow, costly, and fragmented cross-border payment systems were. StraitsX was created to simplify payments, streamline reconciliation, and provide a modern, compliant infrastructure for fast, secure, and transparent transactions. What began as a solution for everyday frustrations has grown into a platform bridging traditional finance and digital assets, making payments smarter, faster, and accessible across the region.

Tianwei Returned From Silicon Valley To Singapore



In A Small Apartment, They Hand-Soldered OTP Tokens And Set Out To Solve The Problem With His Friends And His Dog, Nom Nom



At A Conference, Tianwei Sketched His Idea On A Crumpled Tissue For A Representative From The Regulator



That Napkin Sketch Became Xfers' First Pilot With The Regulator



Their Persistence Paid Off. Xfers Became The First Company In Singapore To Earn The PSOA License — M01.

One Day, Police Showed Up At The Door.....



A Fraud Case Had Traced Back To Tianwei.



It Turned Out To Be A Misunderstanding....



That Experience Made Him Realize He Had A Social Responsibility — And The Ability To Proactively Address It.



He Then Started Working With Singapore Police To Educate Counterparts And Build Tools To Mitigate Financial Crime

“We don't just build what the customers ask for, we build what the customers don't even think about.”



Knowing Your Product **Inside Out**

Despite building a fintech empire from scratch, Tianwei never left the front lines. From soldering OTP tokens by hand to crawling through bank portals to automate payments, he lived every step of the journey. So deeply involved was he that the team eventually banned him from pushing code, yet he still codes on weekends, driven by curiosity and passion.

“Execution beats ideas—every time. You take a whole village to make something real.” He Says

From humble apartments to transforming the payments landscape, his hands-on ethos proves that true leadership is not about stepping back—it’s about rolling up your sleeves and shaping every detail of the world you want to see.



“You Can’t Lead From A Corner. To Shape The Future, You Must Be In The Trenches, Feeling Every Line Of Code, Every Payment, Every Impact.”

About Fintech Nation

Fintech Nation is a mission-driven, not-for-profit initiative committed to strengthening fintech ecosystem across Southeast Asia. It champions ecosystem growth through capability building, research, and talent recognition that drives meaningful change. FinTech Nation stands as both a movement and an institution, uniting stakeholders who believe that purpose and progress can coexist.



About Qapita

Qapita is building a private markets platform for all ownership matters. Its equity management platform supports 2700 companies, with 500k+ stakeholders owning \$32B+ of employee equity. Qapita is expanding its product offering to liquidity and fund solutions; and also expanding from Asia to the US.



Acknowledgements

Superhumans of Fintech™ 2025 edition would not have been possible without the generosity, time, and openness of the founders who shared their stories with us.

To every Superhuman featured in this coffee table book - thank you for allowing us a glimpse into your journeys, your purpose, and the passion that drives your mission. Your candour and authenticity are what make this book truly meaningful and refreshing.

The visual design of this book is a result of meticulous design, incorporating a blend of original photos and AI-generated graphics. Thank you to Prahlad Jaya and Sanskriti Mathur at Qapita for their dedication and creative vision in bringing these stories to life.

Innovation is never a solo act, and we would like to take this moment to extend our gratitude to our supporters at MAS. Your belief in collaboration and your commitment to progress fostered an ecosystem where founders and ideas can flourish.



QAPITA