Scaling Across Borders: Inside the One Tax CM and Payoneer Knowledge-Sharing Session

Industry session brings business owners and finance leaders together to rethink the tax and payment groundwork behind international growth.

Singapore, Singapore Aug 4, 2026 (Issuewire.com**)** - **One Tax CM** and **Payoneer** recently co-hosted an exclusive knowledge-sharing session designed to equip growing businesses with practical strategies for scaling confidently across borders. The event brought together business owners, finance leaders and entrepreneurs to explore how effective tax planning and seamless global payment solutions can support sustainable growth.

Held on 14 July at a private members' club in Duxton Hill, the session, "Cross-Border Payments and Tax Structures: What Fast-Growing Companies Are Rethinking for Global Growth," brought the two firms together to address two areas that decide how smoothly a company can expand: tax compliance and global financial operations.

The Challenges of Expanding Across Borders

Expanding into new markets brings a set of challenges that many growing companies underestimate. Here are some of the main ones:

- **Increasing tax and compliance obligations -** As a business scales, its tax and compliance duties grow with it, and keeping up becomes harder once more than one country is involved. Each new market can bring its own registrations, filings and deadlines, and missing any of them carries a cost.

- **Managing cross-border transactions -** Money arriving in different currencies, paying overseas suppliers and the cost of moving funds between them all take careful handling. Setting up a company in Singapore is quick, but a bank can take weeks to open an account, and until then a new company may be unable to receive or make payments.

- **Staying compliant while pursuing growth -** A business has to stay compliant in every market it touches, and the rules are rarely the same from one country to the next. Moving fast without keeping track of local requirements is how gaps appear, and those gaps are far harder to fix after the fact.
- **Balancing operational efficiency with regulatory requirements -** Companies want to move quickly and operate efficiently, but they also have to meet the regulations of each market they enter. Push too hard on growth and compliance slips; focus only on compliance and expansion slows. Getting both right at once is the real challenge.

Getting the Tax Structure Right from the Start

At the session, One Tax CM focused on a message it returns to often: the groundwork for tax needs to be laid early, not bolted on once a company has already grown. The firm walked through four points in particular:

- **Establishing the right tax structure early -** It is far cheaper to decide early how a group is set up, where its profits sit and how it is taxed than to change it later. The structure you choose at the start shapes everything that follows, so it is worth getting right before the business grows.
- **Common tax pitfalls for SMEs and growing companies -** Many businesses fall into the same traps: leaving tax planning until the year-end, picking a structure that fits the home market but not the countries they later expand into, and missing filing deadlines in new markets simply because no one knew they applied.

- **Tax planning strategies that support expansion -** The right planning helps a business grow rather than holding it back. A structure built with growth in mind makes it easier to add entities, enter new markets and manage tax across the region without repeated and costly reorganisation.

- **Compliance considerations for regional and international growth -** For companies growing beyond Singapore, compliance has to be handled in every market from day one, not left as a problem to fix later. The rules differ from country to country, and planning for them early avoids surprises.

The session featured Lancaster Lee, Managing Director of One Tax CM. Lancaster began his career with the Inland Revenue Authority of Singapore and co-founded One Tax CM in 2018. He is a council member of the Chartered Secretarial Institute of Singapore, sits on the SME Technical Tax Committee of the Singapore Chartered Tax Practitioners, and trains at the Tax Academy of Singapore.

"Every entrepreneur dreams of seeing their business grow. What many don't realise is that growth also makes everything more complicated, especially taxes. At One Tax CM, we're not here to make tax

sound exciting; we're here to make it understandable and to help businesses avoid unnecessary surprises. Together with Payoneer, we hope to give business owners the confidence to expand knowing both their tax strategy and global payment systems are built to support that journey," **said Lee.**

"What we see across the region is that payments infrastructure works best when it's built into the growth strategy from the outset, not bolted on after a company has already expanded into a new market. The businesses that move fastest are the ones that can quote in local currency and start transacting more quickly, without needing a local entity or banking relationship in place first. That head start compounds: the time saved early on is time a business can spend winning customers, rather than chasing cash flow," said **Nagesh Devata, SVP APAC at Payoneer**.

Building the Financial Infrastructure to Operate Globally

Payoneer showed how the right financial infrastructure can make global operations far simpler. With a secure global platform, a company can receive funds from customers abroad, pay suppliers in their own currencies and hold several currencies in one place, without setting up separate bank accounts in each market. Having this in place from the start removes much of the friction that usually slows early international growth.

Payoneer's perspective was shared by Karen Tan and Natalie Fong, both from its GTM APAC team. The main session opened at 8pm, followed by a question-and-answer segment and networking.

A Partner for Every Stage of Growth

The session reflects how One Tax CM sees its role:

- **A trusted tax advisory partner -** The firm works as a long-term partner, not a one-off service, so clients can plan with confidence.
- **Helping businesses grow with confidence -** It treats tax and compliance as the groundwork for growth, not just paperwork to get through.
- **Practical, business-focused solutions -** Advice is built around what each company is actually trying to do, at whatever stage it is at.
- **Support at every stage of growth -** From a first filing to expansion across the region, the help matches what a business needs at each point.
- **Technical expertise with commercial understanding -** It pairs deep tax knowledge with a clear grasp of how businesses run, so advice is useful in practice, not just correct.

About One Tax CM

One Tax CM is a Singapore corporate services firm providing company incorporation, corporate secretarial services, accounting and bookkeeping, tax advisory and filing, registered address services and work pass applications. It works with startups, SMEs, established companies and international businesses setting up or scaling in Singapore. For more information, visit onetaxcm.com.

About Payoneer

Payoneer is the financial platform for cross-border business and global payments. Payoneer empowers millions of businesses with the financial tools and services they need to grow and transact globally with confidence. Payoneer makes it easier for businesses, particularly in emerging markets, to connect to the global economy, pay and get paid across borders, manage their funds across multiple currencies, and grow their businesses.

Payoneer Singapore Private Limited is licensed by the Monetary Authority of Singapore as a Major Payments Institution, providing payment services. **Media Contact**

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