



Optimizing your tax function: How to best manage your people, processes and AI/technology

2025 KPMG EMA Tax Summit

Okura hotel, Amsterdam

—

24 June 2025

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Session structure

Introduction

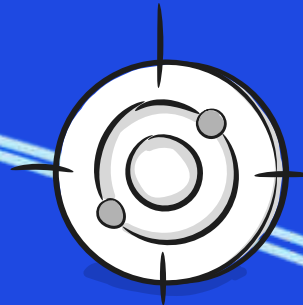
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What will 2030 look like?



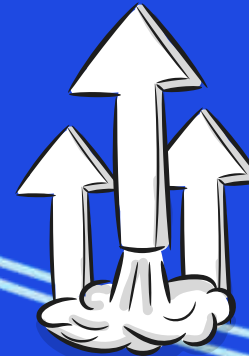
2

Areas ripe for transformation

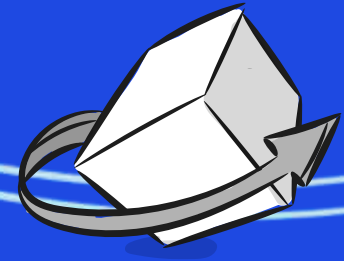


3

How do you get started?



Q&A



Today's presenters



Jay Ayrton
EMA Head
of Tax Reimagined
KPMG UK



Susie Cooke
Global Head
of Tax Transformation
KPMG International



Stuart Tait
Business Technology
Lead for Tax Reimagined
KPMG UK



Traci Horwitz
Head of Global Tax
Operations & Strategy
eBay



Neil Wooby
Tax Governance Director
The LEGO Group

How will this impact
your Tax Function?
(5-word limit)



What will 2030 look like?

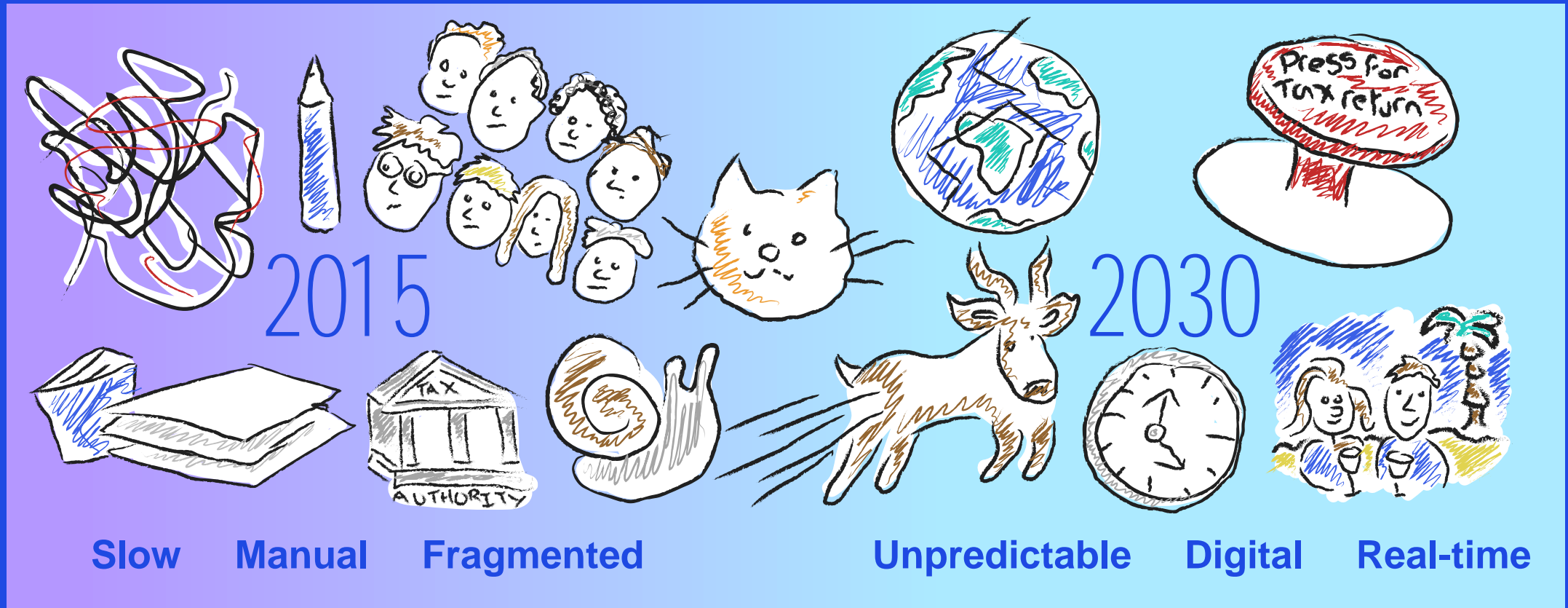


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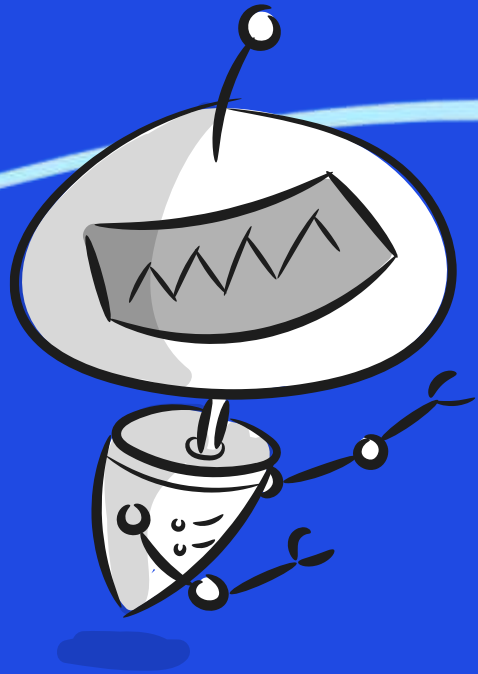
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Tax & compliance past and future



Tax past and future

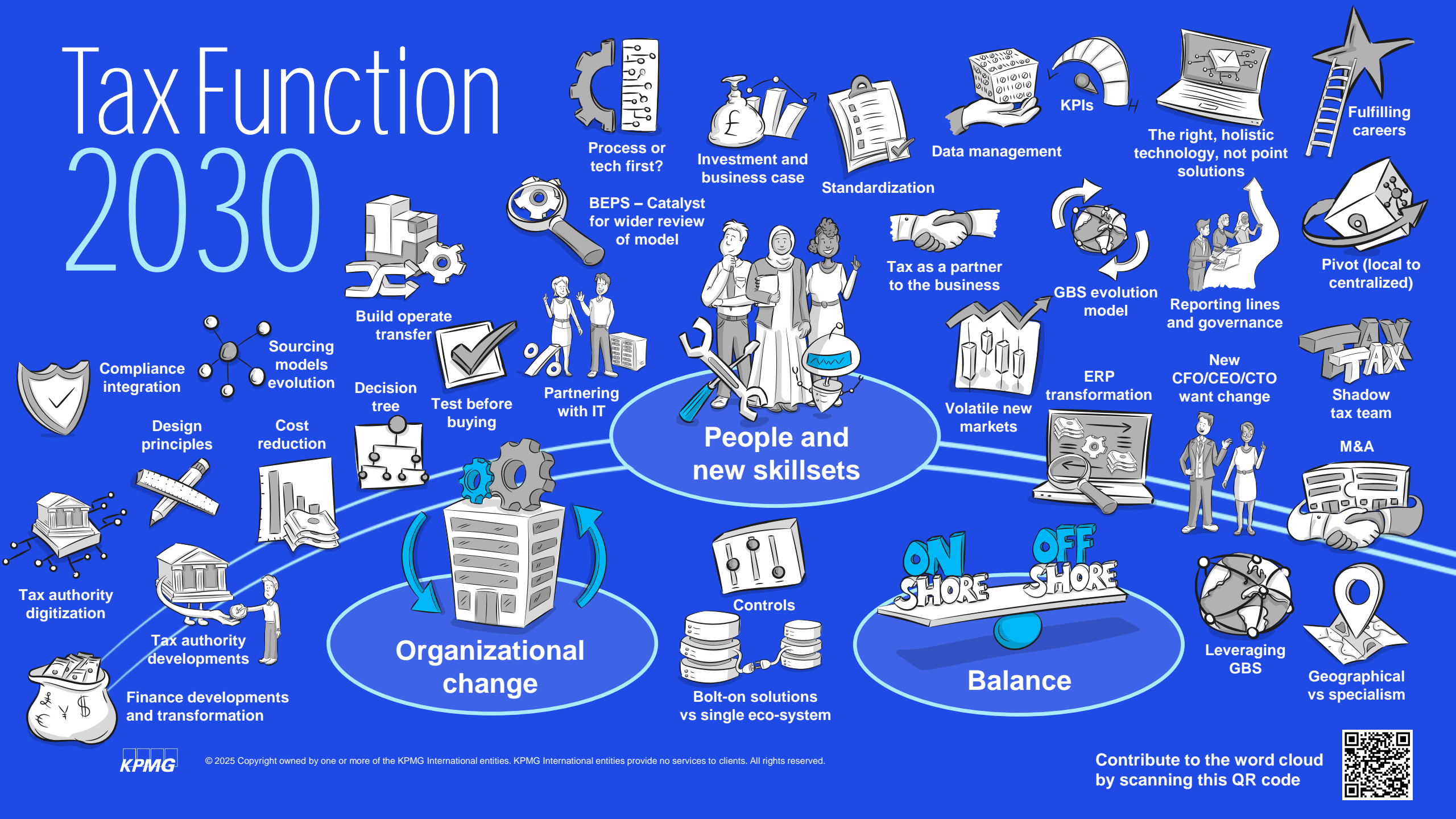


2015 Manual
Paper-based
Time-consuming

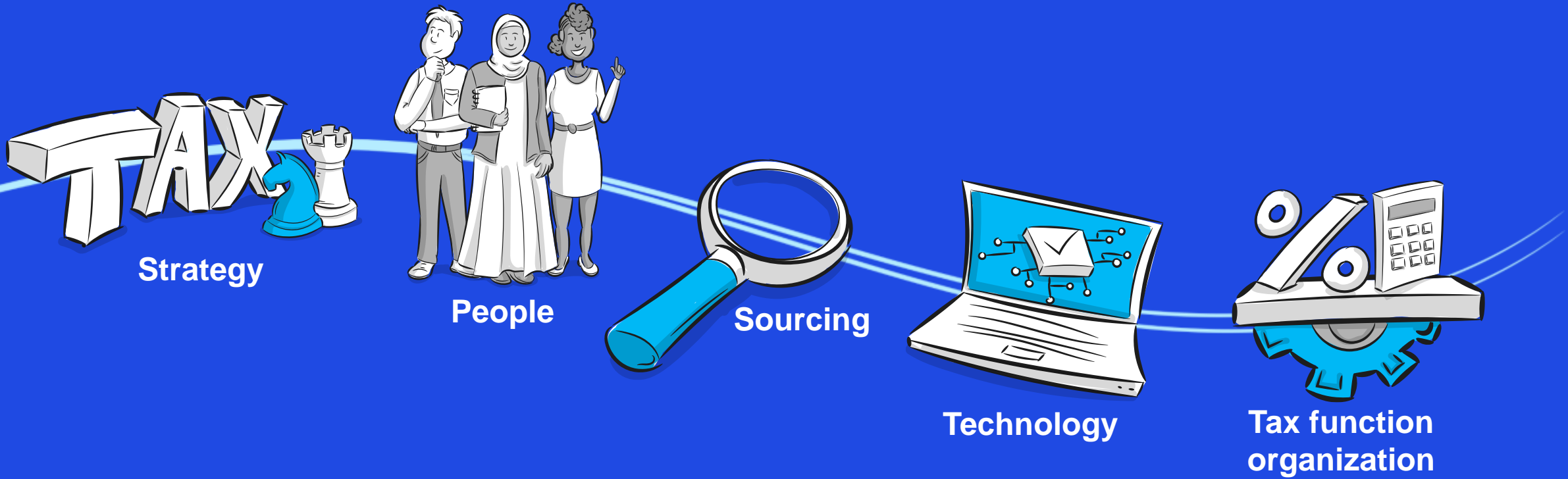


2030 Autonomous
Transparent
Predictive

Tax Function 2030



Benchmarks



Benchmarks



Strategy



People



Sourcing



Technology

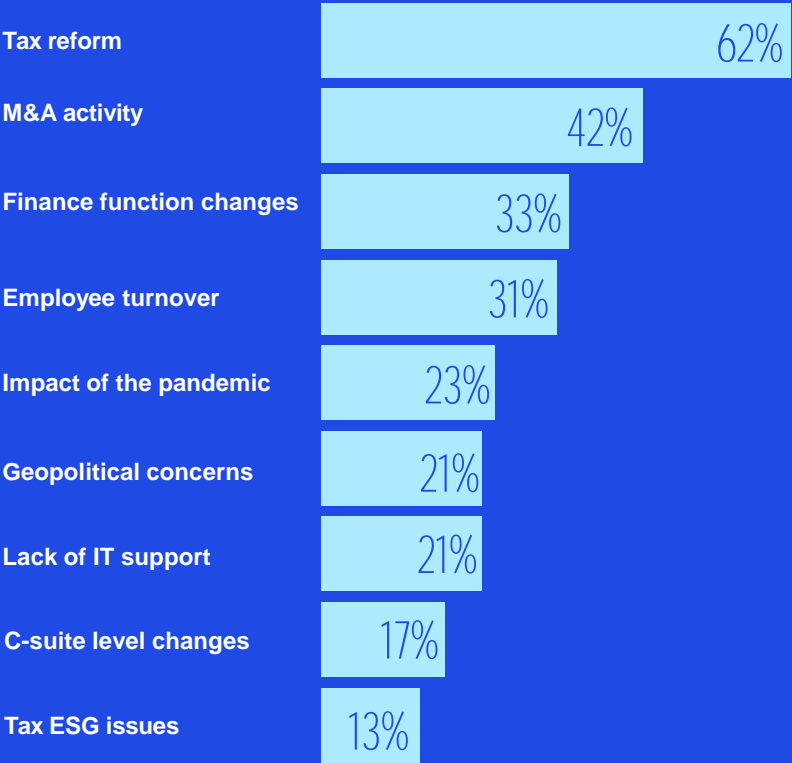


Tax function
organization

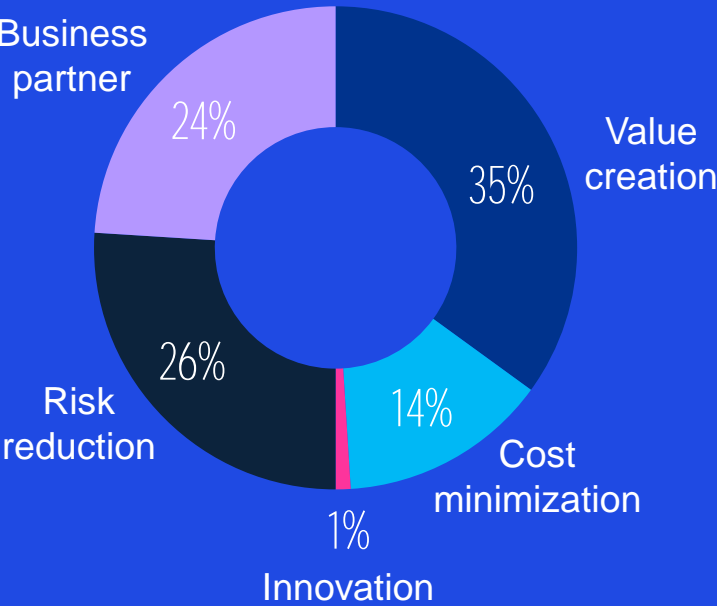


Rated improved use
of tax data to inform
business strategy and
planning as extremely
important in the future

Key disruptors impacting the tax function



Which themes aligns with your tax function's primary strategy?



Source: 2024 KPMG Global Tax Function Benchmarking Survey



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Benchmarks



Strategy



People



Sourcing

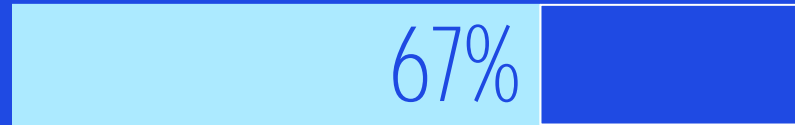


Technology



Tax function
organization

Increase in the use of SSCs



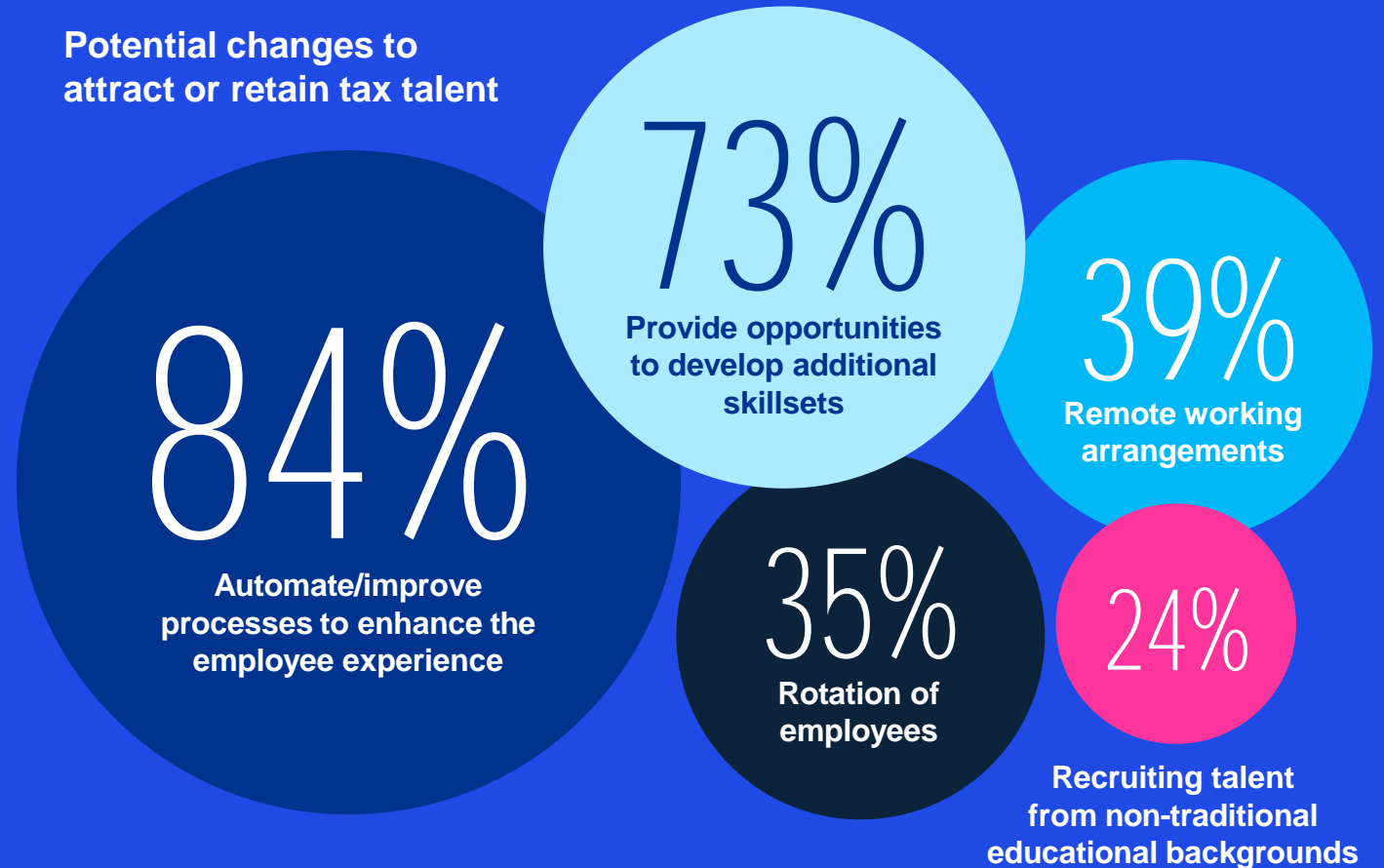
Increase in HQ country Headcount



Strategic thinking is the most important skill



Potential changes to
attract or retain tax talent



Source: 2024 KPMG Global Tax Function Benchmarking Survey



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Benchmarks



Strategy



People



Sourcing

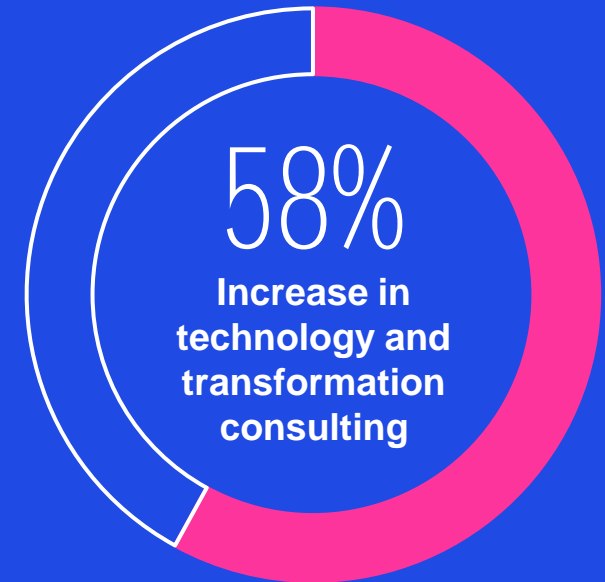
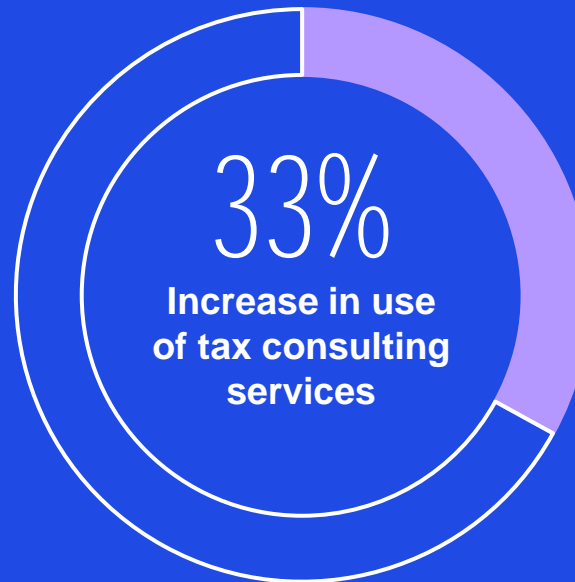
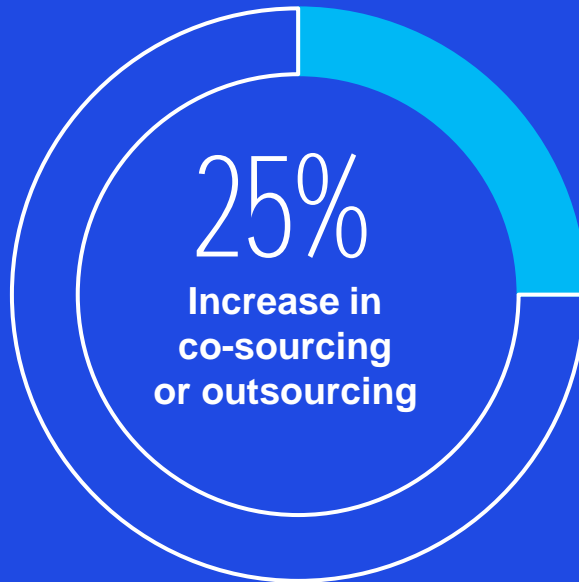


Technology



Tax function
organization

In the next five years, what will your use of tax service providers look like?



Source: 2024 KPMG Global Tax Function Benchmarking Survey



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Benchmarks



Strategy



People



Sourcing



Technology



Tax function
organization

Increase in data
transformation software
(Alteryx, etc.)

27%

Increase in Robotic
Process Automation tools

37%

Increase in analytic tools
(Power BI, Tableau, Qlik,
etc.)

44%

Source: 2024 KPMG Global Tax Function Benchmarking Survey



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Benchmarks



Strategy



People



Sourcing

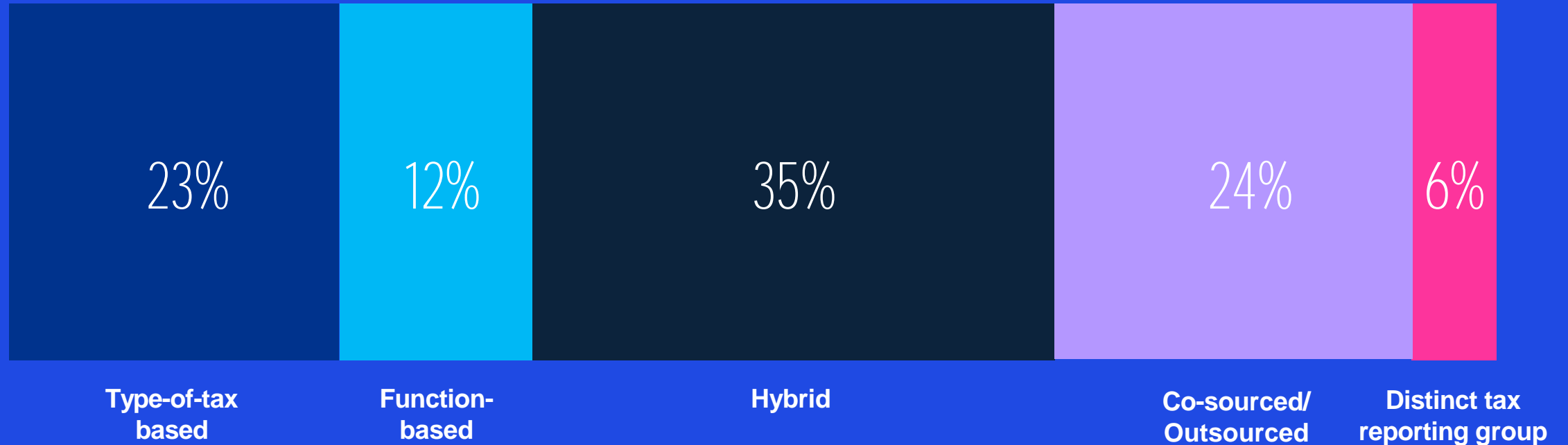


Technology



Tax function
organization

Optimal tax function organizational design



Source: 2024 KPMG Global Tax Function Benchmarking Survey



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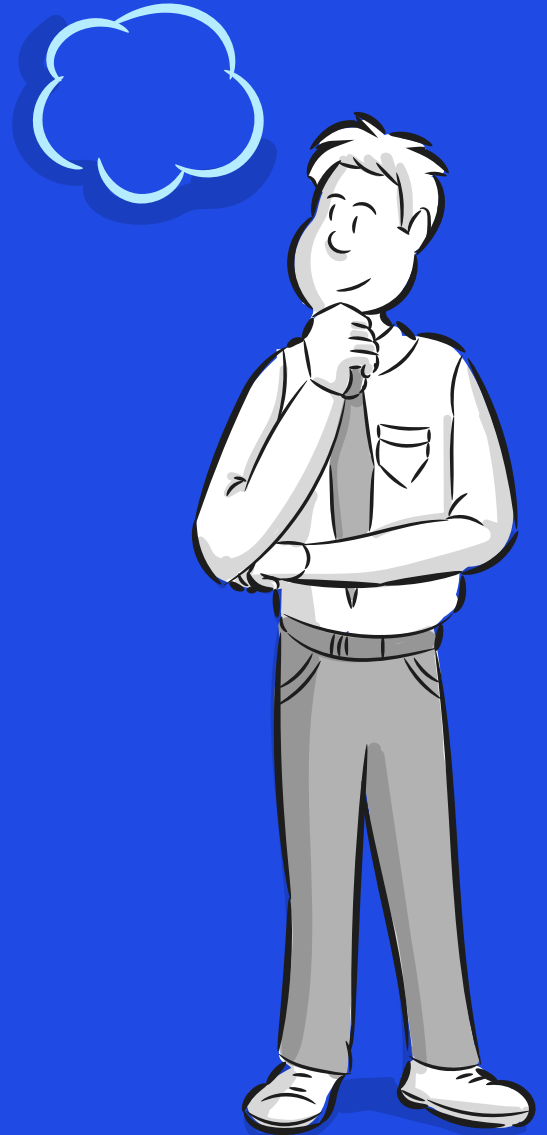
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Polling question

Which aspect of your Tax function will be impacted the most in 2030?

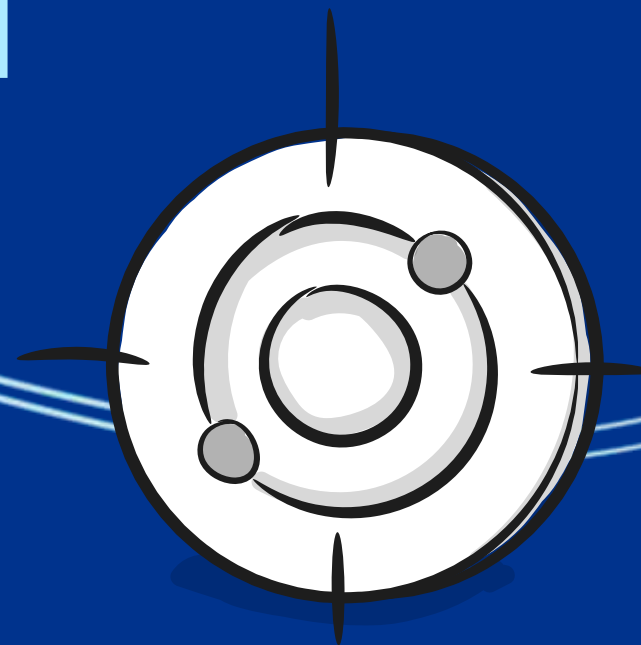
- Structure/makeup of your team
- Use of Gen AI to drive value
- Compliance sourcing model
- Level of tax controversy



How will this impact
your Tax Function?
(5-word limit)



Areas ripe for transformation

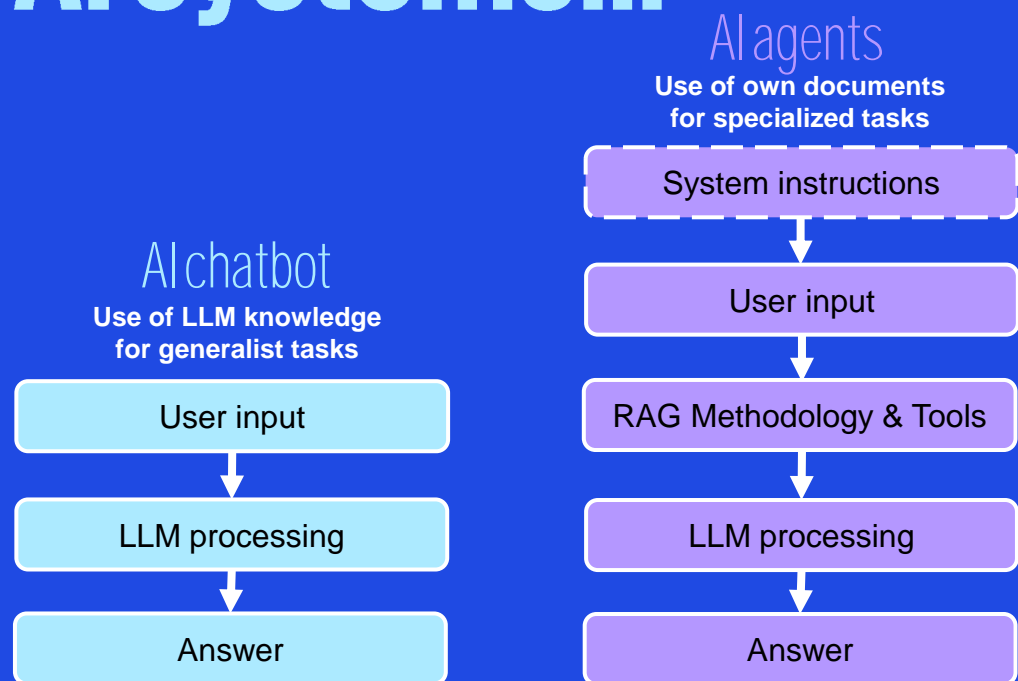


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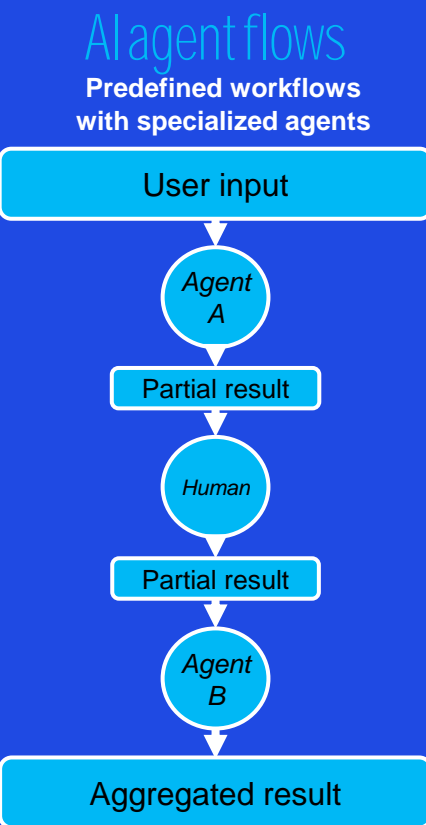
The evolution of AI systems...



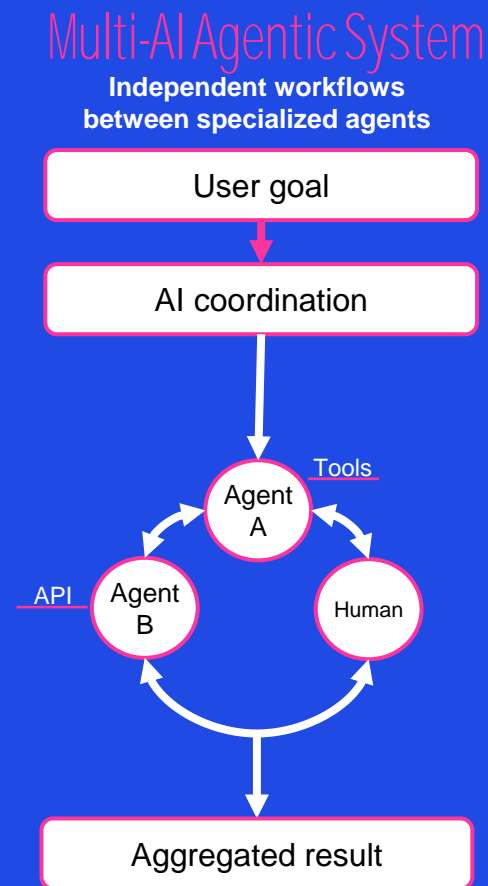
Use Cases

Emails, translations, Excel help, project plans, brainstorming,...

Knowledge bots (e.g. Pillar 2 or eInvoicing), tax return data extraction, contract analysis, Learning bots, ...



Customs tariff classification, VAT tax determination, Policy checker, Tax assessment notices and appeals...



End-to-end processes, e.g. Tax accounting, tax return preparation, ...

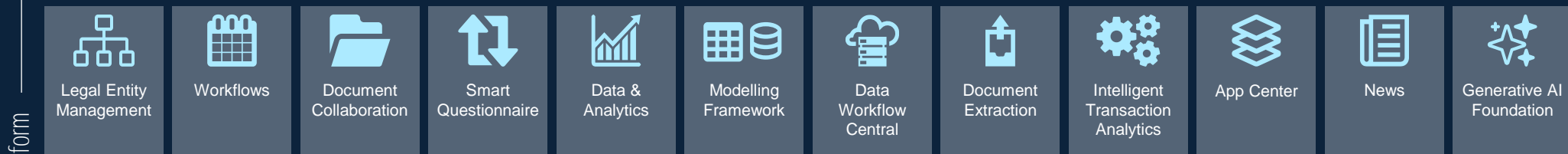
KPMG Digital Gateway GenAI today

next 12 to 18 months



Digital Gateway KPMG's integrated technology platform

Digital Gateway Platform



Data Ecosystem



BEPS

Indirect Tax

Direct Tax

Tax Reporting

KPMG BEPS 2.0 Automation
Technology (KBAT)
Third party solutions

KPMG Indirect Tax Insights
Third party solutions

KPMG Income Tax Insights
Third party solutions

KPMG Income Tax Insights
Third party solutions



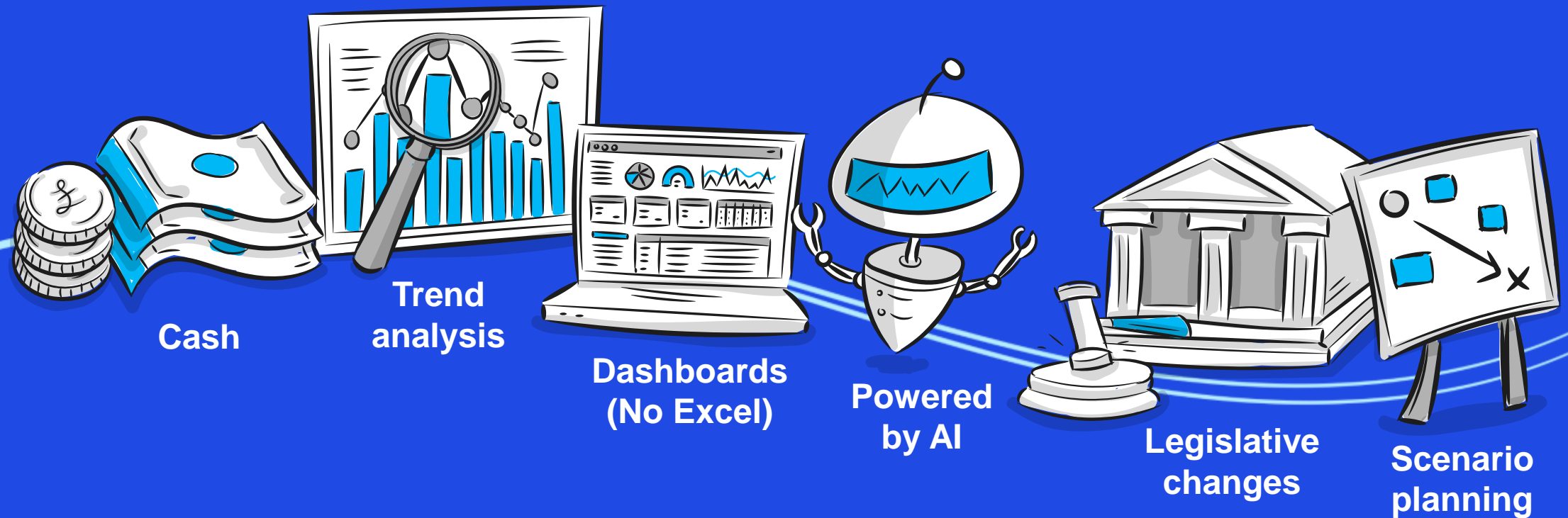
Areas ripe for transformation



How will this impact
your Tax Function?
(5-word limit)



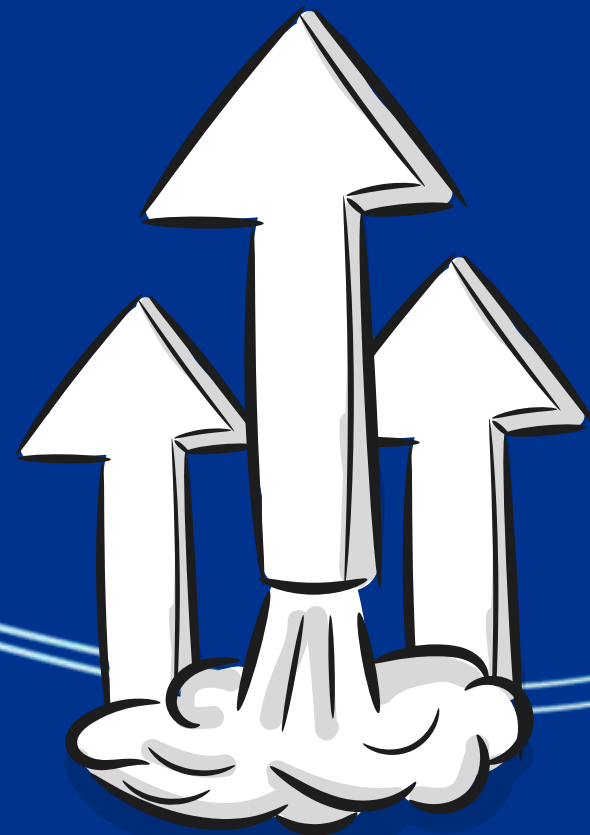
Pivot to value generation



How will this impact
your Tax Function?
(5-word limit)



How do you get started

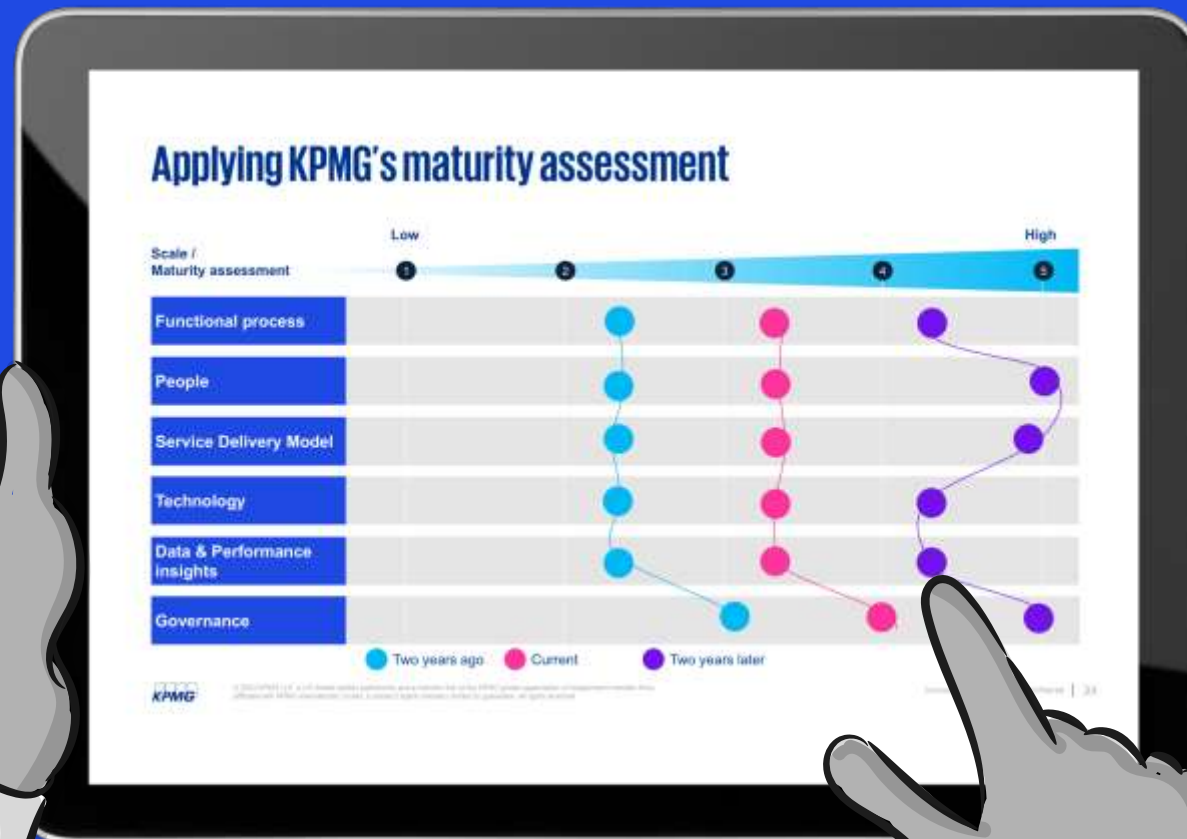


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Discovery workshops



Three-hour workshop

Session	Objectives	Reference used	Duration
Starting workshop	Introduce participants, introduce ideas, discuss objectives and how to help		5 mins
Flag of intent	<p>Share discussion on personal goals, providing peer feedback</p> <ul style="list-style-type: none"> Exercise: 'What is a step of you regarding the current state and future designed of your business' 		15 mins
Business plan	<p>Write discussion around identified specific opportunities or their key factors as a strategy or plan-specific goals</p> <ul style="list-style-type: none"> To provide detailed scenarios that allow you to think about the design process (additional specific ideas) 		40 mins
Get the President & Future Board	<p>Offer an overview about workshop, to facilitate and enhance discussion and to set an order of priority. To share values and the following processes. Issues are discussed as a team discussion</p> <ul style="list-style-type: none"> The design: Support of the CEO (Chairman/Secretary, Treasurer, Performance/Target) of the Board, functional areas and departments Discussion around case (CEO's) experience those ideas (provide in terms of values) Transcription of written discussion, outline, design scenario Specific challenges and opportunities 		40 mins
Break			10 mins
What I want I achieve	Discussion around personal goals, discussion around key		20 mins
Finalisation	Finalisation discussion on workshop steps of opportunity and agreement possibilities. To introduce final points		10 mins
Closing workshop and next steps	Discussion around next steps or identified actions to agree on next steps		10 mins



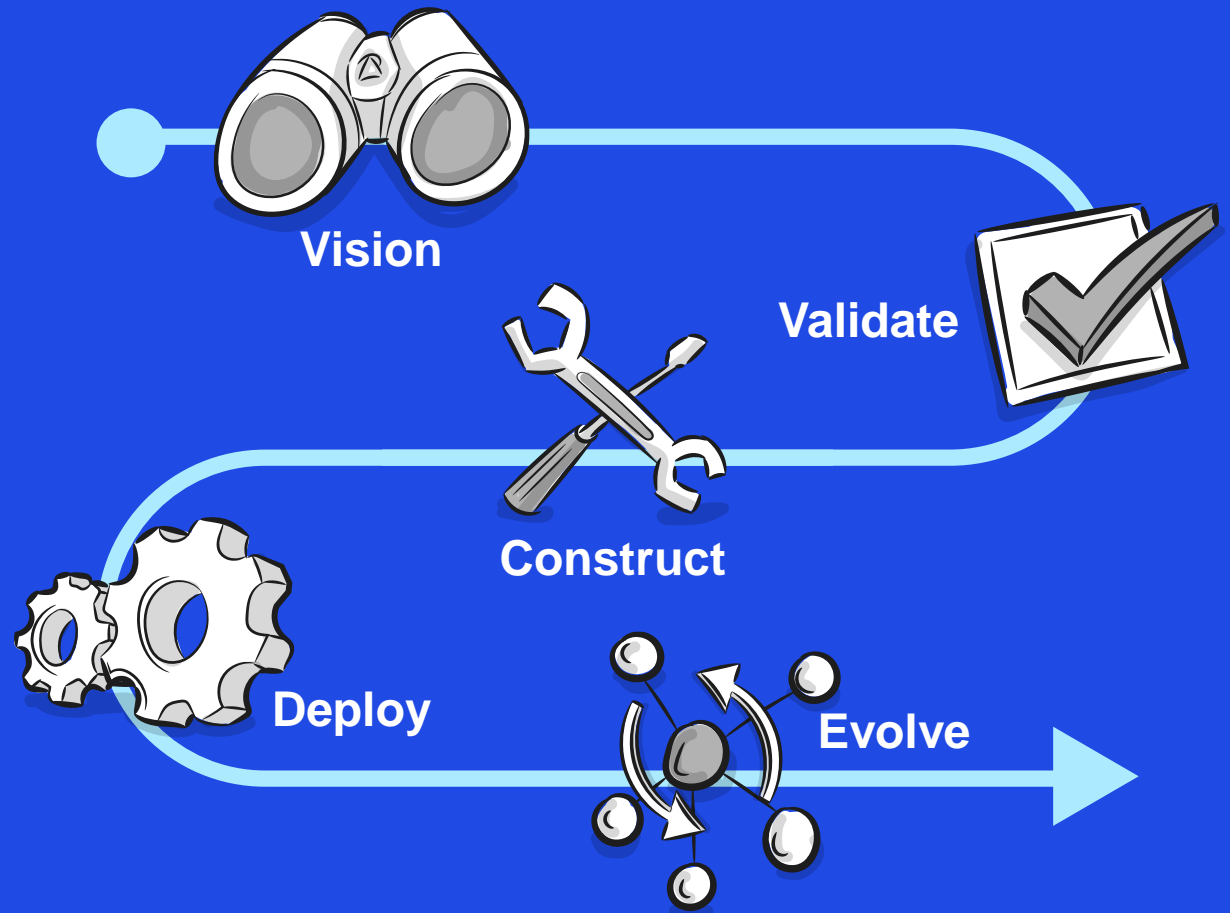







Tax Reimagined

KPMG approach & solutions



How will this impact
your Tax Function?
(5-word limit)







BEPS

**Volatile
new markets**

BEPS

**Tax authority
digization**



KPMG

Jay Ayrton Susie Cooke Stuart Tait

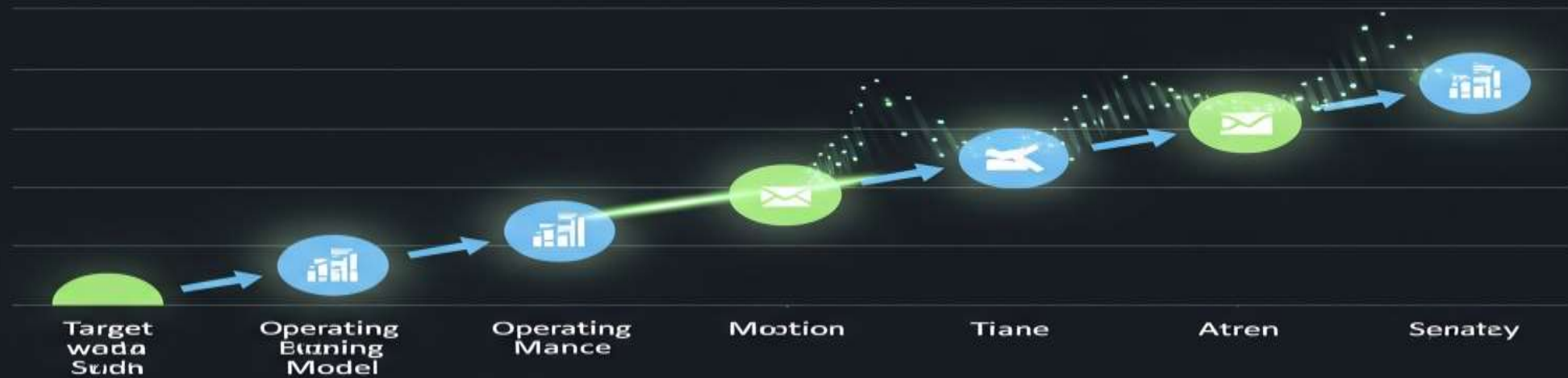




On Shore / Off Shore Balance



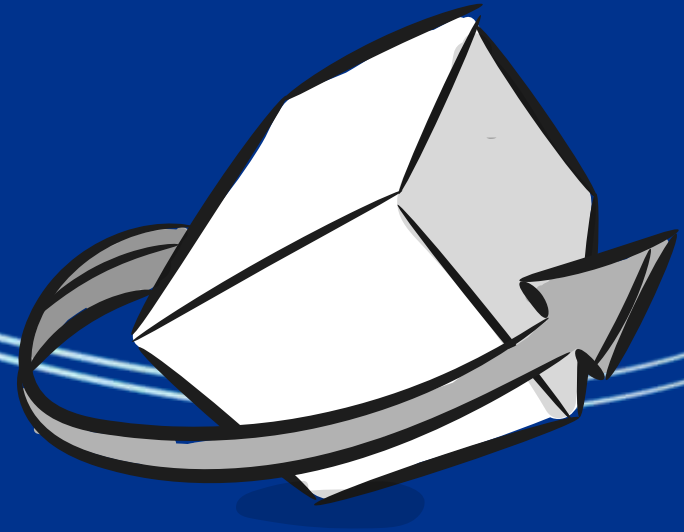
Target Operating Model



KPMG



Q&A



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