



TAX MANAGEMENT SERVICES

Ready for takeoff

Lift your tax function to the next level

kpmg.com/be/tax



All is Tax, but Tax is not all

Contents

All is Tax, but Tax is not all

Introducing your tax compliance to the digital age

Foundation of the paperless office

Enormous opportunities

Tax Process Management

Tax Process Improvement

Tax Function Effectiveness

Enterprise Resource Planning

Local Compliance Services - Corporate Tax

Our Added Value

Our Corporate Tax Compliance Support

Our Corporate Tax Compliance Tools

e-Questionnaire

CTR Workbook

e-Fox

Local Compliance Services - VAT

Our Added Value

Our VAT Tools

VAT Return automation

Global Compliance Outsourcing

Our Added Value

Our Global Tax Compliance Tools

KPMG LINK 360

Tax Reporting Cube

Recapture Tool

Other Tools

KPMG VAT Cash Optimization Tool (VAT)

VIES Validation Tool (VAT)

KPMG Central (Compliance)

Company Car Benefit Calculator (CTR)

Performing in a globalized world

We live in a complex world. Globalization, ever-changing tax laws and accounting standards, or increasing demands from the tax authorities all pose different challenges, which are not always easy to overcome. The digitalization of the tax environment poses all new challenges on its own, with data from different sources piling up without any coordination, in the worst case scenario being completely incompatible with your ERP systems.

All too often, tax and finance teams are spending their time on tackling these issues, instead of focusing on their core business and provide real added value to the business. Faced with these issues, one might even neglect the opportunities digitalization presents, ignoring for example the immense value of properly maintained and organized data.

Rather than facing these problems in-house, our multidisciplinary team can help your business tackle these problems in a cost-efficient way. We can provide your enterprise with our excellent Corporate Tax and VAT compliance services, or coordinate your compliance on a group level. Our extensive ERP experience allows us to maximize the possibilities of your ERP system.

Letting your compliance process be organized by our multidisciplinary team of specialists increases productivity throughout the process and greatly improves quality and risk controls, without requiring any serious capital investments to get you going. We can even manage your tax process, evaluate your existing compliance processes and recommend optimization if possible.

The KPMG Tax Management Services Team possesses a variety of tools designed to counter a wide range of tax technology problems, which can be of an immense value to your enterprise. Our team can help you through your local and global compliance requirements, avoiding any pitfalls through the usage of our tax tools and multidisciplinary experience. In the digital age, having the appropriate tool for the right process can make all the difference.

Terminal 1				
Time	Flight	Aisle	Destination	Gate Status
23:05	AF 185	D	Paris	34
	AZ 2689			
23:15	QF 3525	J	London/LHR	17
	LX 139	D	Zurich	21
23:20	BR 2896	K	Taipei	Est 00:30
	HX 763	K	Phuket	505
23:25	TK 071	D	Istanbul	46
	VS 201	E	London/LHR	36
23:30	LH 731	F	Munich	35
	TP 7621			
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00	CX 103	B,C	Brisbane	71
	JL 7907		Cairns	
23:40	AA 6120	B,C	Los Angeles	4
40	HX 767	K	Bangkok	524
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00	CX 749		Johannesburg	Cancelled
00	CX 101	B,C	Sydney	70
00	CX 251	B,C	London/LHR	1
00	QF 3861	B,C	Rome	25
00	CX 271	B,C	Amsterdam	48
00	CX 289	B,C	Frankfurt	66
00	AY 070	E	Helsinki	30
00:30	AA 6118	B,C	San Francisco	3
00:30	AA 6124	B,C	Vancouver	49
			New York/JFK	

Tax filings are evolving from a paper process to an entirely digitized process

Introducing your tax compliance to the digital age

Foundation of the paperless office

Tax filings are evolving from a paper process to an entirely digitized process, “the paperless office” becomes reality. Payment data needs to be traced through your ERP system, commission payments require the forms 281.50-filing, and multiple tax figures from your group are being consolidated digitally. All this is data, but not all data is structured data, nor can it be efficiently processed. Nevertheless, the focus of the tax filing process is moving steadily towards data processing.

Incompatible file formats, inconsistent reporting standards or even manual input are all factors which contribute to data errors and ineffective databases. Without a proactive, data-driven approach guided by Tax Management Services experts, things can get messy. Lost, incomplete or incorrect data can contribute to a tedious tax return, taking more time to process than even a full paper return. Without automation, the localization and correction of these errors requires very tedious and time-consuming manual labor.

Enormous opportunities

At the same time, all this data provides enormous opportunities which are often neglected. The tax return is often a recurring process, requiring the same actions on a monthly or yearly basis. The gathering, processing and the output of data is therefore often ideally suited for automation. Data can also serve as a universal language, breaking barriers and forming bridges between different tax jurisdictions.

A prepared tax and finance team with adequate tools can be extremely productive, generating efficient and accurate tax returns. Properly maintained databases provide your enterprise with a wealth of information, and can be applied to perform different case studies, revealing opportunities to increase productivity and allowing new strategies to be tested.

The KPMG Tax Management Services team provides your enterprise with a panoply of experience, services and tax tools, both pre-made and specifically tailored to your specific tax situation. We make sure your tax and finance team is prepared to tackle any data issue.

Tax Process Management

Tax Process Improvement

KPMG Tax Management Services can assist your tax and finance team to increase the efficiency of your tax return process, preparing them for the digital era. This allows your tax and finance team to take on more tasks and to maintain focus on added value controls, whilst still feeling more comfortable with their tax compliance processes.

The Tax Management Services team can provide a quick scan or in-depth analysis of your tax return process or other tax obligations, and support your enterprise by providing specific and made-to-order software solutions and/or advice. Our experts make use of the standardized Business Process Modeling Notation (BPMN) methodology to provide you with easy-to-grasp process modeling tools and flowcharts. Our Tax Management Services Team can also advise you on defining and implementing compliance processes, e.g. in connection with the establishment of a tax department within a shared service center.

Our tax technology team spots automation opportunities through interactive workshops or brainstorming sessions, and introduces the standardization of processes wherever possible. We help you reduce compliance costs and risks, and make a smooth compliance process a reality.

Tax Function Effectiveness

Our mission does not stop at the tax return filing. KPMG Tax Management Services continually supports clients in building up their tax (compliance) function, and helps them reach the next maturity level of tax compliance. We strive to identify saving and tax optimization opportunities as soon as possible, for example by analysis of the Effective Tax Rate.

Our services include support during the decision making process, in order to contribute to the preparation of a solid business case. We help you consider different tax models, and guide you through the (often highly complex) different economic and regulatory environments. Finally, our tax team strives to maintain a good relationship with the tax authorities, and makes sure risks and costs of compliance are as minimal as possible.

Enterprise Resource Planning

ERP systems are necessary to administer your company resources, but are often dreaded for their complexity and lack of transparency. These systems have not been designed primarily with VAT / tax in mind, and the data provided by the system can be overwhelming. All too often, enterprises are confronted with more manual work, resulting in a higher cost of compliance and a lower degree of accurate results.

Nevertheless, many ERP systems provide advanced possibilities for VAT / tax calculation. It is usually possible to trace the full VAT / tax return process, from order entry to invoice payment, within the data provided by your ERP system. Moreover, the ERP system contains historic VAT / tax data and change logs, providing your enterprise with extremely solid foundations for your VAT / tax return.

Our multidisciplinary team builds bridges between your VAT, tax or finance teams and IT specialists, in order to maximize the possibilities of your ERP system. Our team helps to reduce risks and costs of VAT / tax compliance substantially, implementing and improving the VAT, tax and Intrastat functionalities of your ERP system.

The faster an ERP tax specialist is involved, the more efficient your data can be streamlined and the greater your chances of submitting correct VAT and tax returns.

Our services furthermore include:

- Implementation, upgrade or change of your ERP system
- Workshops to identify the different automation options for the company's ERP system
- (Quick) VAT / tax ERP health check: how is your ERP system performing?
- In-depth analysis of the root cause of specific problems identified
- Support in VAT / tax software selection (balanced scorecard methodology)
- VAT / tax ERP system user training and manuals
- Impact analysis of the VAT and tax technology element in business model decisions
- Improve data extraction in order to establish a more efficient compliance process

KPMG Tax Management
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clients in building up their tax
(compliance) function, and helps
them reach the next maturity
level of tax compliance.



Local Compliance Services - Corporate Tax

Our Added Value

Our Tax Management Team offers specialist support to companies in the field of corporate tax compliance. In addition to the preparation of (electronic) documents and filings, this support includes providing advice to companies looking to improve the efficiency of their compliance processes.

We have established this practice with the aim of helping clients comply with an extensive set of requirements towards their stakeholders – formalities which include a fiscal component. For example, a company has to carry out the following tasks every year:

- Submit a corporate tax return
- Submit individual fiscal forms 281.50
- Make advance payments if applicable
- Submit annual accounts

Our team can help you meet compliance requirements within set deadlines.

Avoid the impact of not meeting compliance requirements

Failure to satisfy local compliance requirements may entail significant consequences for your company:

- Reversal of the burden of proof if the corporate tax return is not submitted or is submitted late
- Secret commissions are subject to a considerable separate taxation if the company submits individual forms late or fails to submit them
- Administrative penalties and tax increases
- Increased tax liability due to insufficient advance payments
- Late payment interest
- Directors' liability
- Inefficiencies in terms of tax cash management





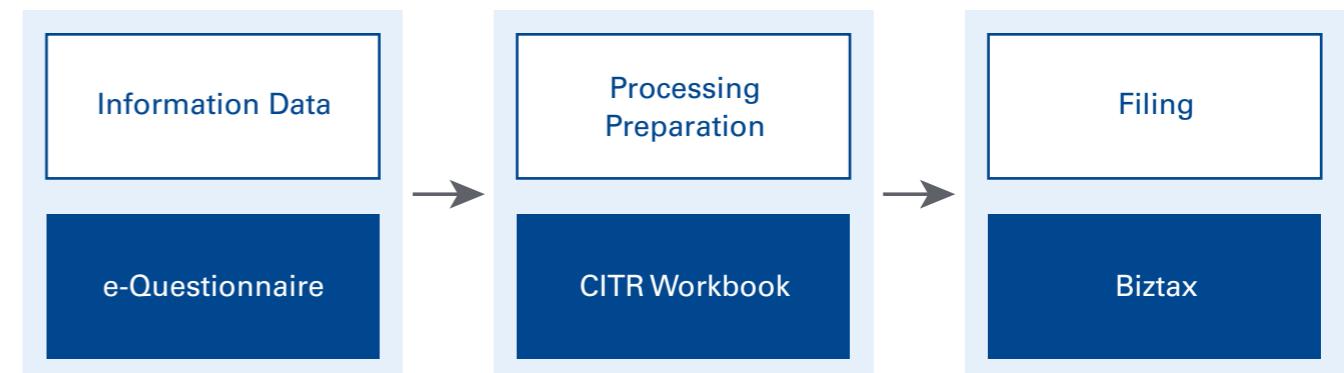
Our Corporate Tax Compliance Support

KPMG's Tax Management Services Team offers high-quality and efficient tax compliance support by means of:

- An end to end electronic (paperless) corporate tax return preparation process
- An online e-Questionnaire for the collection of the information required in order to prepare the corporate tax return
- Automated conversion of balance sheet and profit and loss accounts into annexes for the corporate tax return
- Automated translation of corporate tax return files (English - Dutch - French)
- Automatic processing of forms 281.50 for electronic filing (e-Fox)
- Electronic filing of the corporate tax return and individual forms
- Central control of processes and monitoring tools
- Calculation templates for disallowed expenses (CTR Workbook), optimization of advance payments

You decide what level of support you need. The Tax Management Services Team can assist with a complete preparation of compliance formalities through the use of our different tools, or just perform a review of the corporate tax return prepared by the client.

Corporate Tax Return Preparation



**End to end
electronic (paperless)
corporate tax return
preparation process**

Our Corporate Tax Compliance Tools

e-Questionnaire

General Info

Efficiency is key when it comes to information gathering. Classically, information is gathered during long periods of consultation (mostly via email) at the beginning of the tax return process. This is usually followed by a constant stream of messages during the process in order to obtain additional information.

A smooth and thorough collection of information at the start of the tax return operation ensures that less information is needed during the rest of the process, thus contributing to a faster tax return filing. This is why we have developed the e-Questionnaire, an online questionnaire which allows us to efficiently gather information.

Using an understandable list of 30 concise questions, more than 90% of the necessary information can be gathered. Only relevant questions need to be completed, and files can be added to the questions whenever necessary. Sporting checklists and a clear interface, the e-Questionnaire allows for a fast and transparent information gathering process, which in turn ensures less trouble down the road of the corporate tax return process.

Benefits

- Efficient information gathering tool
- Average time to complete is about 2,5 hours
- Transparent and user-friendly
- Helpdesk and regular updates included
- Available in multiple languages

CTR Workbook

General Info

The CTR Workbook allows for efficient processing of all relevant information to a format suitable for electronic filing through BIZTAX. It provides you with an interactive overview of the tax return, and merges both annexes and tax return with advanced calculations. This tax tool also includes calculation templates for the different annexes and a standard template of the non-deductible expenses.

The CTR Workbook increases efficiency and standardization, where possible, without denying our corporate tax team the necessary discretion for a tailored and personal approach of your tax return. This guarantees a steady increase in productivity, whilst still allowing our team to seize opportunities and to provide you with the best suited tax advice possible. In order to comply with the latest tax regulations, the tool is regularly updated by our experienced corporate tax team and IT experts.

The combination of the technology included in the CTR Workbook and the thorough experience of our corporate tax team results in an efficient and professional tax return, saving time and increasing productivity throughout the process.

Benefits

- Efficient processing of information
- Available in multiple languages
- Regularly updated in order to comply with the latest tax regulations
- Output in PDF, smooth transition into BIZTAX
- Easy calculation of corporate tax return annexes

The CTR Workbook allows for efficient processing of all relevant information to a format suitable for electronic filing through BIZTAX.

Efficiency is key when it comes to information gathering.



Local Compliance Services - VAT



e-Fox

General Info

Every year, individual statements 281.50 should be drawn up for commission payments, brokerage and other fees, rebates not mentioned on the underlying sales invoice, remunerations and benefits in kind that constitute business income for the beneficiaries and services rendered by foreign enterprises (even if an invoice is available).

These income statements should be filed electronically through 'Belcotax on web'. Should the individual statements not be drawn up, or not be filed by the foreseen date, tax authorities may impose the secret commission tax on the non-reported amount.

The electronic filing of these statements can pose several challenges for the tax team. A specific accreditation with the social authorities is required, and the statements have to be filed in a specific computer data format, XML.

In most of the cases, by far the greatest challenge proves to be the processing of the raw data from different sources into one, Belcotax-proof data file. The merging of different files, thorough error checks and the ultimate conversion into the XML format can each pose different (and mostly very time consuming) problems.

e-Fox is proprietary software designed by KPMG to provide an efficient solution to these problems. Our e-Fox software includes both fully automated error checks and conversion. Combined with our professional's extensive experience, e-Fox proves to be an invaluable asset when processing your data.

Benefits

- Fully automated form 281.50 filing
- Extremely fast operating time and high capacity
- Thorough error checks
- Conversion into the appropriate format
- Provided XLS template for data upload
- Feedback on pdf

Our Added Value

VAT and other indirect taxes are playing an increasingly large role in the total income of many countries worldwide. This results in greater tax authority focus on proper VAT handling and reporting. Given that VAT is calculated on transactional values, the price of incorrect handling or reporting can be substantial where companies fail to comply with relevant regulations or requirements.

Many companies rely on their ERP system for minimizing financial exposure in connection with VAT reporting. Unfortunately ERP systems, mainly in standard configuration but also customized ones (although usually to a lesser extent), are not always sufficiently capable of dealing with the indirect tax implications of the companies' specific business setup or the corresponding VAT reporting requirements.

In addition the VAT return process is often based on large quantities of highly diverse data originating from different modules constituting a company's ERP system, or even from multiple distinct ERP (sub)systems used throughout various business units. It soon becomes clear that the process of preparing VAT returns is not a mere matter of "running an ERP report".

In their attempts to tackle the challenges described above, VAT reporting teams may need to resort to different kinds of manual and time-consuming manipulations of "raw" ERP reports, and they may need to carry out manual corrections before VAT returns can be submitted.

If handled properly, the manual procedures will thus allow minimizing or even eliminating the company's exposure to VAT related risks. However, manual procedures may also come with substantial downsides, e.g. structural mistakes may not surface in manual procedures that are based on sampling. And they can put a serious strain on scarce in-house resources (the more time spent on manual procedures, the less time likely spent on other value adding tasks).

KPMG Tax Management Services has tools available which aim at relieving your in-house resources from unnecessary manual procedures and at increased efficiency, a higher degree of accuracy in the VAT returns and thus reduced exposure to financial risks in that respect.



Our VAT Tools

VAT Return Automation

General Info

As mentioned, collection of the information required for the preparation of VAT returns is known to sometimes claim considerable amounts of time. Processing this information in order to make it suitable for VAT reporting purposes is yet another element which is typically time-consuming and burdensome, without necessarily adding value.

In order to ensure that your resources can focus as much as possible on performing added value tasks in the VAT return process, such as sufficient transactional reviews and performing essential reconciliations, KPMG Tax Management Services is pleased to be able to offer access to a reputable and purpose-specific tool allowing automated production and filing of periodic VAT returns, Intrastat declarations and EC sales listings.

The aforementioned tool has a high degree of compatibility with standard reports produced by a wide range of ERP systems, and it allows processing the reports in the most time-effective manner. Moreover, the tool also offers a number of interesting bonus features, such as maintaining audit trails and performing standardized mathematical and logical VAT return checks.

This will allow you to shift your company's valuable resources towards non-automatable or other value adding tasks, and where required the output files generated by the tool can also be an ideal basis for in-depth VAT review by our Tax Management Services Team.

Purpose-specific tool allowing automated production and filing of periodic VAT returns, Intrastat declarations and EC sales listings.

Benefits

- Built on object-oriented Java Enterprise Edition technology
- Patented end-to-end solution, managing the entire indirect tax lifecycle
- Compatibility with different ERP systems for VAT, Intrastat, ESL and EPL returns
- Upload possible in several formats: .txt, .csv, .xlsx
- Standardized process reduces the margin for errors
- Full data trail



A large, detailed photograph of an airplane engine, showing its metallic components, cooling fins, and the circular intake duct. The engine is set against a bright, slightly overexposed background.

Global Compliance Outsourcing

Our Added Value

KPMG Tax Management Services assists (international) groups with a large number of entities in different countries to manage their tax formalities. Within the framework of Global Compliance Outsourcing, compliance formalities (such as preparation of corporate income tax returns, accounting assistance, and preparation of annual board or shareholder documents) can be outsourced in different countries in an efficient way, taking into account risk management considerations.

KPMG Tax and Legal Advisers is part of an international network and has excellent technology tools that provide the client with any necessary or useful information and enable accurate round-the-clock monitoring. Our local compliance team works together with other compliance teams around the globe to provide you with a coordinated yet locally distinct compliance service.

Benefits

- Central management of complex multi-jurisdictional compliance engagements.
- Core team situated in Belgium for feedback at country and regional/global level.
- Flexible, qualitative and efficient global compliance assistance.
- Collaboration model and processes tailored to the specific needs and requirements of the client.
- State of the art technology providing status updates at a glance.
- Thorough understanding of a changing and challenging international business and regulatory environment.

KPMG Tax Management Services can assist (international) groups with a large number of entities in different countries to manage their tax formalities.

Our Global Tax Compliance Tools

KPMG LINK 360

General Info

KPMG LINK 360 is a web-based online workspace that helps businesses monitor and control compliance requirements and obligations. A 360 degree view delivers visibility and provides an efficient way to exchange information amongst internal teams or third-party providers in real time, wherever they are in the world.

This tax tool enables the cost-effective fulfillment and follow-up of compliance obligations and allows for easy time management and risk planning throughout the firm, or even throughout different teams across the globe.

KPMG LINK 360 provides a secure, structured environment to collaborate, manage processes, gather and retrieve information – and delivers the transparency and business information you require. And because it is hosted by KPMG, it puts minimal demands on your own IT resources and infrastructure.

Benefits

- A single, global workplace with 24/7 access to information
- Global risk management through transparent process controls and deadline reporting
- Easy access to management information through standardized process reporting
- Efficient tracking and follow-up of processes, allowing for a reduction of operational risk
- Comprehensive, consistent reporting throughout the group
- Increase in local productivity through efficient use of system resources
- Easily configurable to correspond to the needs of the client



Tax Reporting Cube

General Info

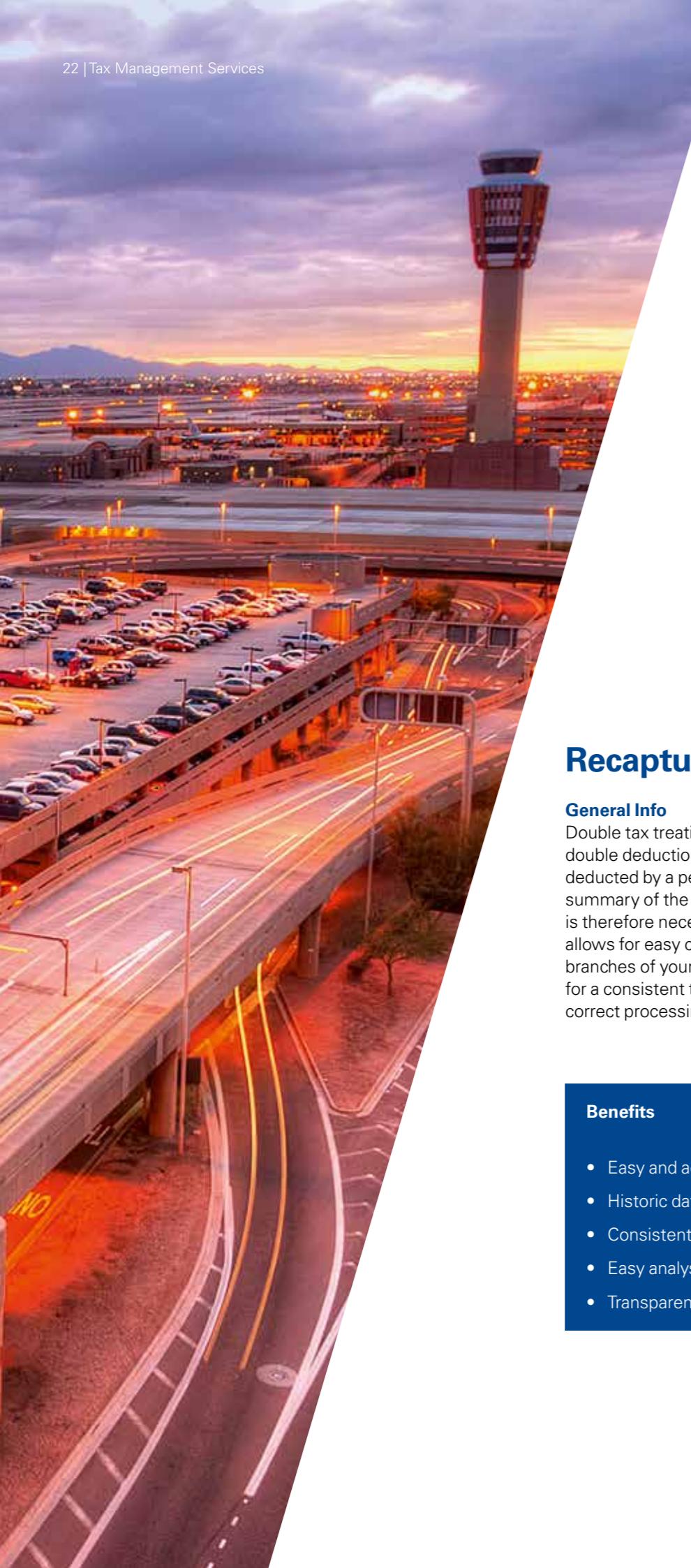
KPMG's Tax Reporting Cube is a fully in-house developed tool that assists enterprises to create an efficient and reliable group tax reporting system. The Tax Reporting Cube targets specific difficulties which usually accompany the group reporting process, such as the consolidation of different local tax reporting processes, the maintenance of a consistent tax framework and the consistency of one-sided accounting journals.

This software allows the group tax team to efficiently monitor and control the reporting process, by auto-processing changes to trial balances and providing a central body of data. The database can be updated by both the local and the group tax teams and provides advanced workflow, access rights and management functionality to avoid any data discrepancies. The resulting input is then automatically consolidated, allowing ad-hoc reports based on real-time data to be generated at the push of a button.

The produced datasets can also be used to calculate useful forecasting, planning and "what if"-scenarios, with advanced features to run different scenarios and produce reports for easy comparison. Furthermore, the Tax Reporting Cube introduces a dedicated journal schedule, including balancing accounts and consolidated disclosure reports in order to ensure a central oversight of the journal status.

Benefits

- Create an efficient and reliable (group) tax reporting process
- Flexible tax provision framework for multiple jurisdictional taxes
- Flexible trial balance import routines
- Tracking of key tax performance indicators
- Configurable reports and scenario functionality
- Calculation of individual entity and/or group tax journal
- Interaction with Tax Pack Distribution Centre (website for maintenance of tax reports across a global group)
- Full audit trail



Other Tools

Recapture Tool

General Info

Double tax treaties usually include provisions against the double deduction of losses, which had previously been deducted by a permanent establishment. A comprehensive summary of the (previous) foreign branch losses of your group is therefore necessary. The recapture tool is a tax tool which allows for easy calculation of the losses made by the foreign branches of your group throughout the years. This tool allows for a consistent treatment of branch results and ensures the correct processing of previous sustained losses.

Benefits

- Easy and accessible interface
- Historic data trail of branch losses
- Consistent tax reporting process of branch results
- Easy analysis of current branch losses status
- Transparent risk management processing

KPMG VAT Cash Optimization Tool

Considering VAT/GST can be one of the biggest cash flows in the enterprise, it is critical to have an adequate forecasting tool to measure its impact. The KPMG VAT Cash Optimization Tool measures the cash impact of VAT or GST across the business, from the cash flow of individual entities down to cash flow generated by specific supplies. This allows companies to develop different cash models, releasing cash at every opportunity to help manage their enterprises.

VIES VAT Validation Tool

The EU Commission's VAT Information Exchange System (VIES) allows companies to check their customers' or suppliers' VAT information. Our Validation Tool assists companies by performing multiple validations at once, drastically reducing the time spent on the validation of large amounts of VAT numbers. The KPMG Validation tool improves VAT control, enables more accurate ESL reporting and mitigates risks in a most efficient way.

KPMG Collaboration Tool

To facilitate the interchange of documents and to maintain oversight during engagements, KPMG offers the online collaboration platform KPMG Central as a service to clients. The use of this sharepoint-based web service allows us to share engagement information, knowledge, and deliverables in a protected online environment, adding a structured dimension to our engagements. By combining these features with a friendly user interface, KPMG Central enhances team cooperation across teams and borders.

Company Car Calculator

The Company Car Calculator allows you to calculate and monitor the tax and VAT implications related to your car fleet.

And more...

Performing in a globalized world

KPMG Tax Management Services offers you a set of cutting edge methodologies and tools, which are user-friendly and will certainly help to gain a better understanding of your tax positions and your internal compliance processes. Please feel free to contact us for further information.

kpmg.com/be/tax

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