



AI FOR TAX
CENTER OF EXCELLENCE

END-TO-END DESIGN ON TAX TECHNOLOGY SOLUTIONS

May 15, 2025

Speakers:



Niraj Hutheesing - Founder and CEO of Cygnet.One

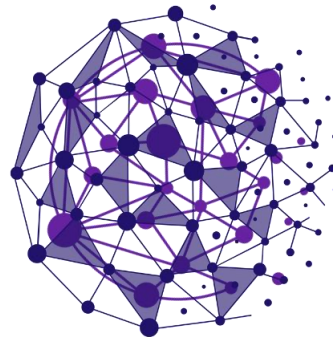


Steef Huibregtse - Founder and CEO of e-Bright

AI for Tax – Center of Excellence

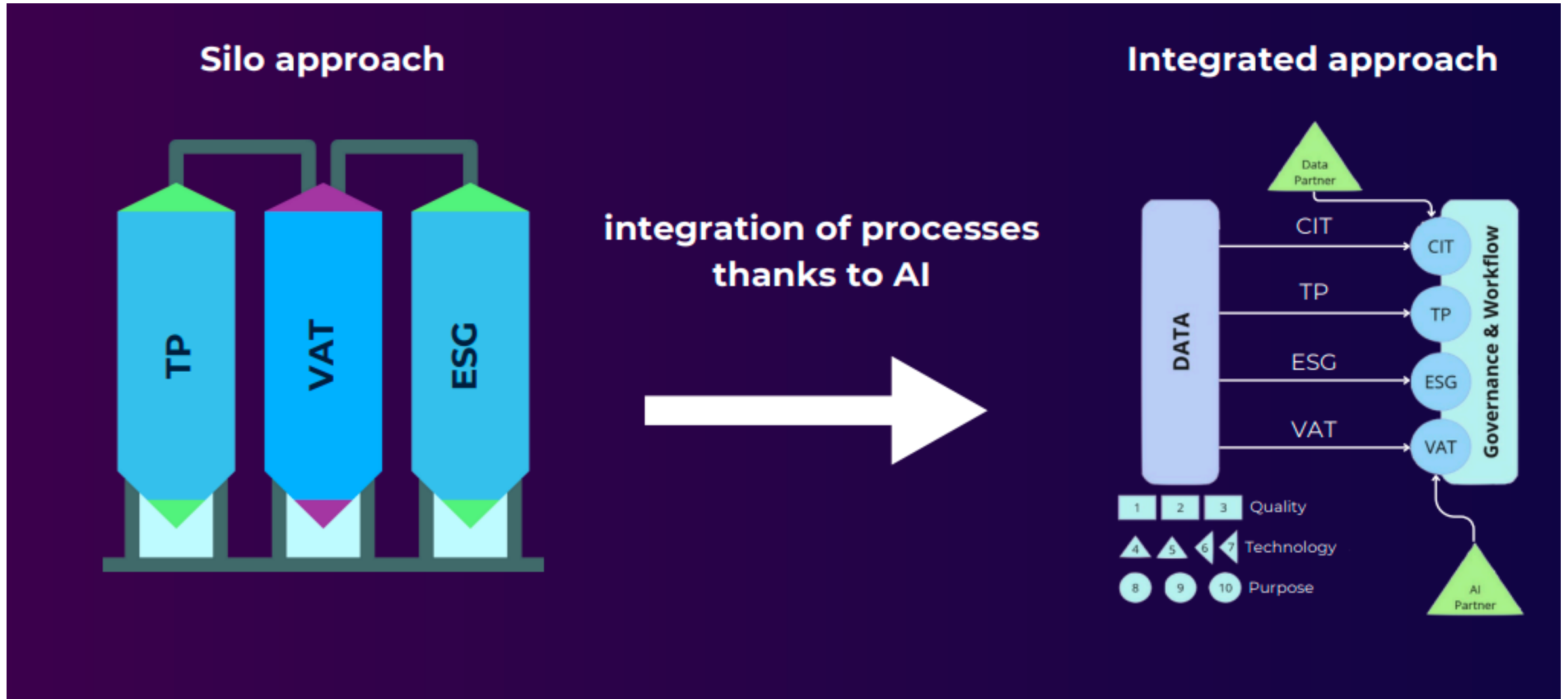
Mission:

AI for Tax CoE is an independent foundation which drives the agenda for multinationals as well as tax authorities to simplify tax workflows worldwide by using AI tooling in end-to-end integrated tax technology (software) solutions.



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Why End-to-End integration is required?



Strategic Framing – Getting the Board on Board

Key Drivers:

Why the board needs to lead

- Digital transformation is permanent — who owns time-sensitive tax data?
- Tax governance now requires public accountability in many jurisdictions.
- CIOs lack full visibility — tax cannot sit solely in the IT domain.
- Tax accountability must shift from back-office to board-level ownership.

Board-Level Implications:

Modern Tax Governance Demands

- A board of advisors that can respond to tax tech initiatives
- Transparent governance frameworks that define who represents the taxpayer.
- Rethinking legacy structures — tax is no longer just a legal or accounting concern.
- Ensuring risk isn't filtered out before it reaches the boardroom.

Rethinking Tax Technology: From Compliance Cost to Strategic Catalyst



Strategic reframing

- Compliance cost → Business enabler
- Obligation → Insight & risk filter

Tax accountability now requires visibility, velocity, and verifiability

- AI shortens the gap between data and decisions
- Tech enables tax to be heard in the boardroom — Not just filed

Governance & Board Accountability: Who Owns the Tax Data?

- CIO owns systems, not insights
- CFO owns numbers, not sources
- Head of Tax understands the law, not all touchpoints
- AI bridges the gap

No single owner. AI enables multi-role visibility → pushes risk insights to the board before it's too late.

Role of AI in VAT/e-Invoicing Transformation

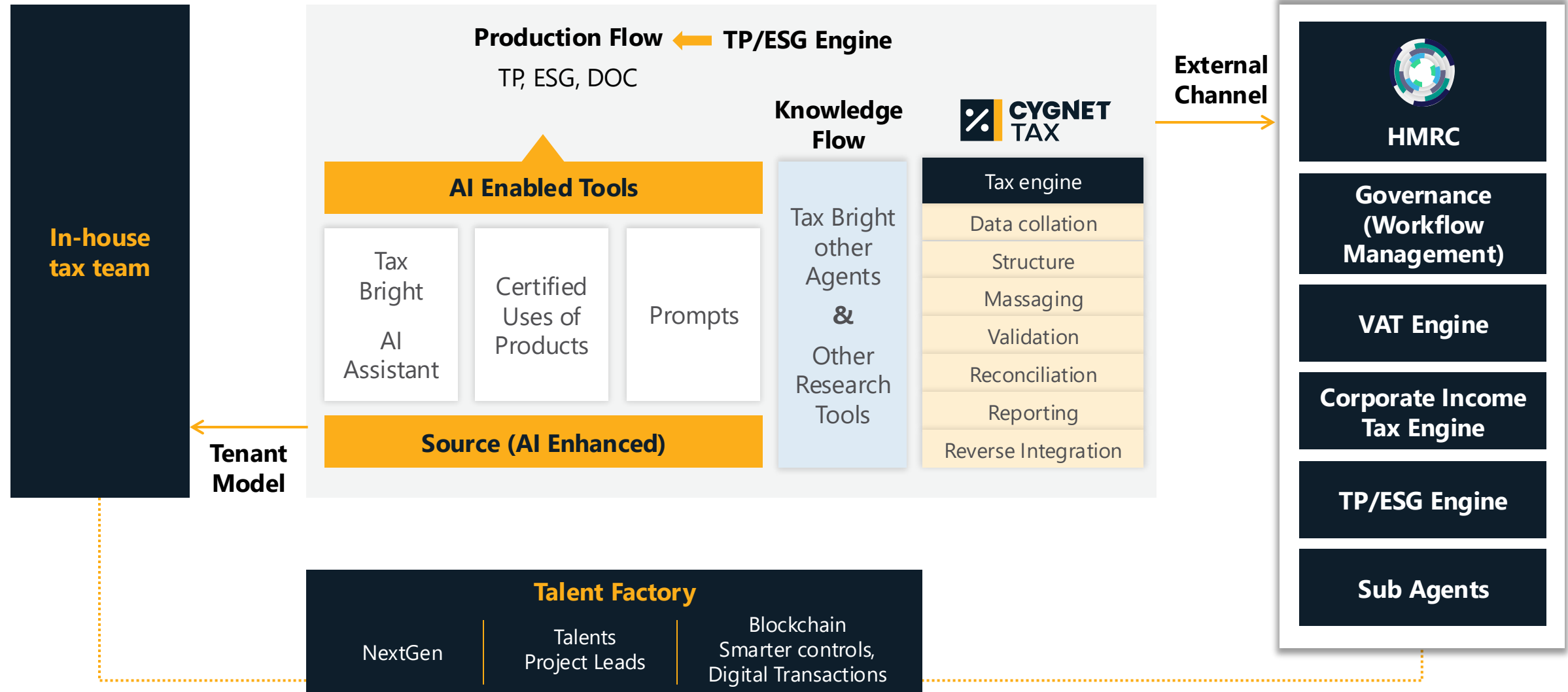
AI Enables:

- Real-time VAT validation
- e-Invoice parsing & risk scoring
- Pattern recognition (duplicate claims, timing gaps)
- Board-ready insights from fragmented systems`

Tied to growing UK & EU mandates for digital reporting and cross-functional board oversight.

Building a New Rome – Tax Vision 2025

Rome wasn't built in a day, But it had a plan



The Changing Roles of CFOs

CFOs who cling to old models will be replaced by those who can transform businesses, monetize the digital economy, and shape the future.

1

The CFO as a Catalyst for Change

CFOs are at the forefront of driving organizational transformation. Their role now includes identifying market trends, spearheading digital strategies, and evolving outdated business models to uncover new sources of revenue.

4

Moving Past Automation to AI Economics

CFOs are at the forefront of driving organizational transformation. Their role now includes identifying market trends, spearheading digital strategies, and evolving outdated business models to uncover new sources of revenue.

2

The CFO as a Catalyst for Change

Today's CFOs operate in a world shaped by digital platforms, data ecosystems, and co-created value. Success now hinges on monetizing data, pricing APIs, and leveraging network effects — not just managing expenses.

5

New Competencies for Finance Teams

CFOs are at the forefront of driving organizational transformation. Their role now includes identifying market trends, spearheading digital strategies, and evolving outdated business models to uncover new sources of revenue.

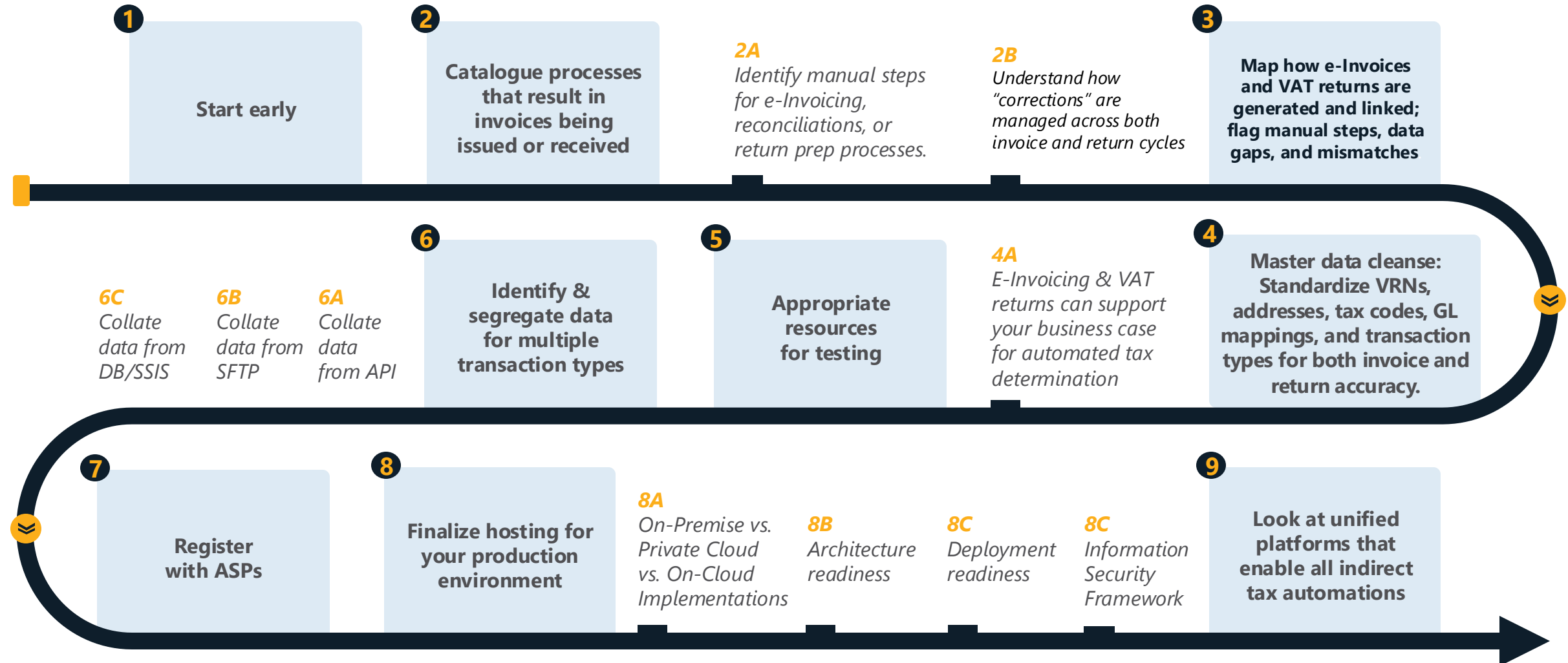
3

Redefining Risk as a Strategic Lever

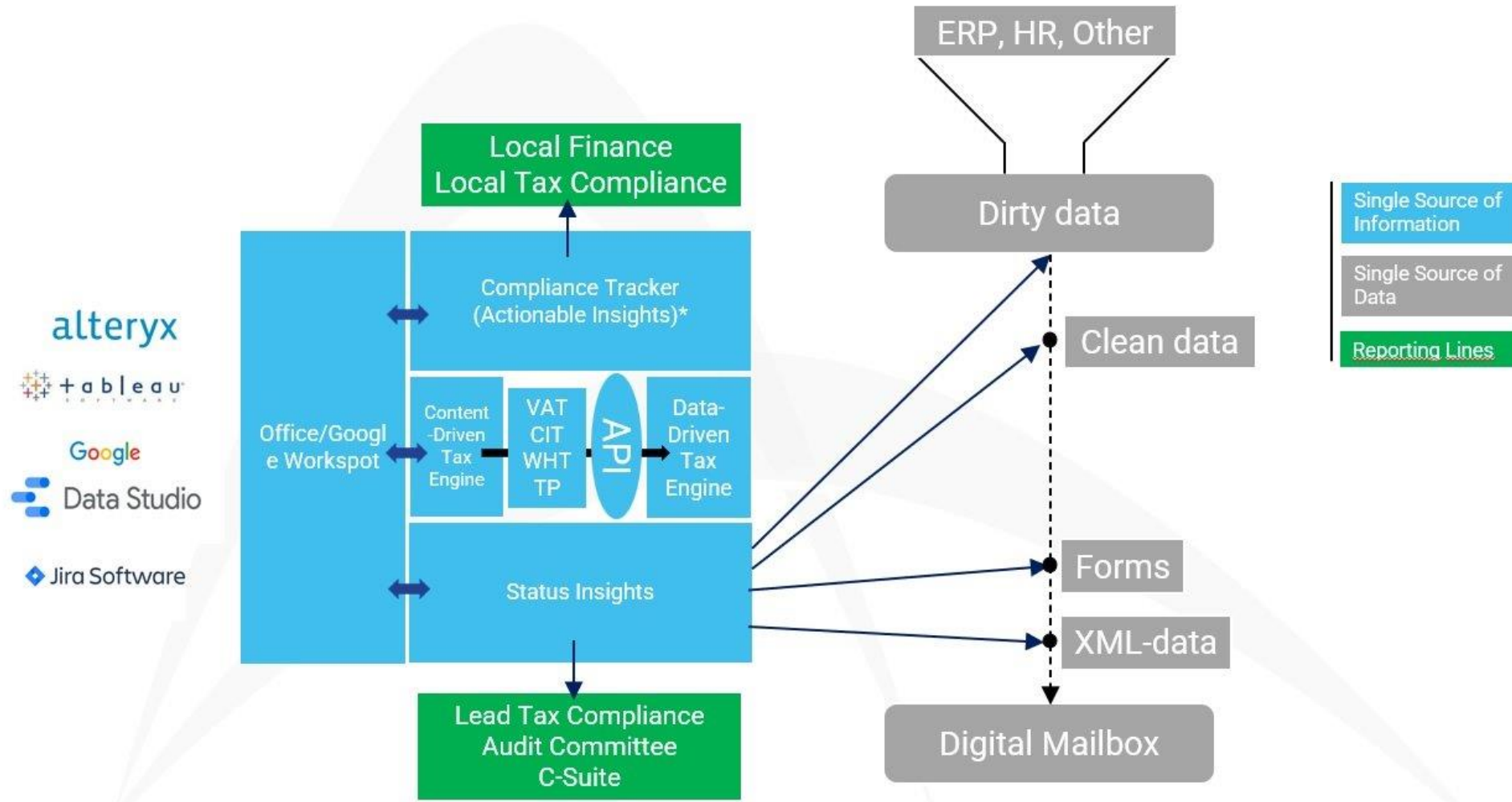
Risk isn't just to be minimized — it's a source of growth. Forward-looking CFOs design models that embrace volatility, using market shifts to drive opportunity and competitive edge.

Planning the transformation

Step by step guide to a successful Indirect Tax implementation



2 Types of Dashboards: Actionable vs Status Insights



*Confirmation of filing completed

Dashboards and Digital Nerve Centers






Feature	Linear Dashboards	AI-Enabled Dashboards
Data Processing	Static; processes predefined data sets	Dynamic; handles complex data sets in real-time
Interactivity	Low; primarily for viewing and basic interactions	High; interactive features allowing deeper data exploration
Predictive Analysis	None; focused on presenting historical or current data	Strong; forecasts trends and outcomes using data patterns
Customization	Limited; often template-based with restricted customization options	Extensive; can be tailored to specific user requirements and scenarios
User Engagement	Generally passive; users receive information as-is	Active; users can query, manipulate, and interact with data for deeper insights
Integration	Limited; works primarily with structured data from specific sources	Robust; integrates with various data types and sources, enhancing data richness
Decision Making	Based on past and present data; can be time-lagged	Real-time; aids in immediate, informed decision making based on current data and predictions
Automation	Minimal; requires manual setup and querying	High; automates data analysis, alerts, and reporting
Learning & Adaptation	Static; doesn't adapt or learn from new data	Continuous learning; evolves with new data, improving insights and accuracy over time
Operational Profiles	Base Case: 80% RPA, 19% Integrated Push, 1% AI-Enabled	Aspiration Case: 40% RPA, 40% Integrated Push, 20% AI-Enabled

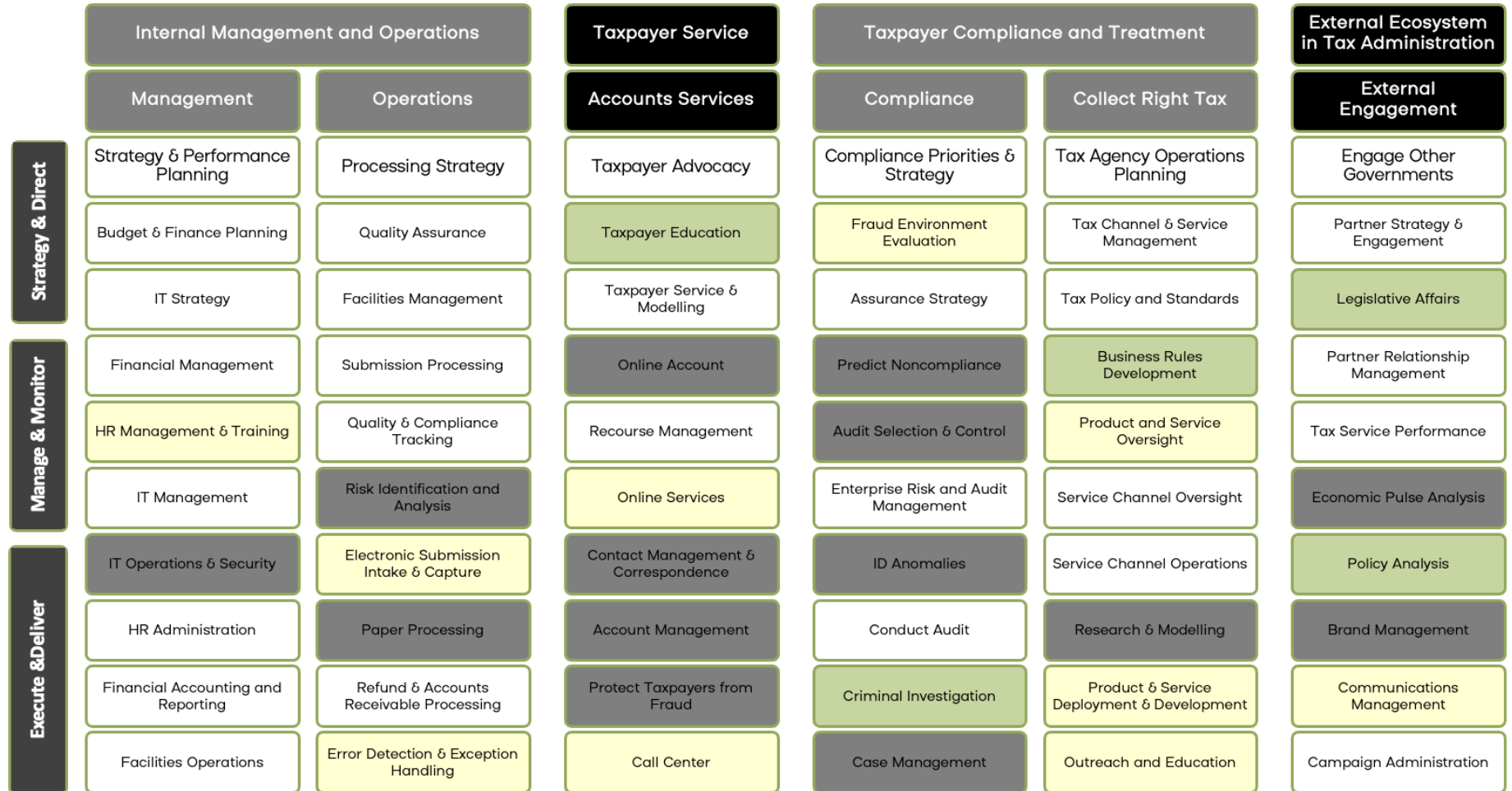
Diagram of AI Use Cases Relative to Tax

Administration Function and Functional Domain

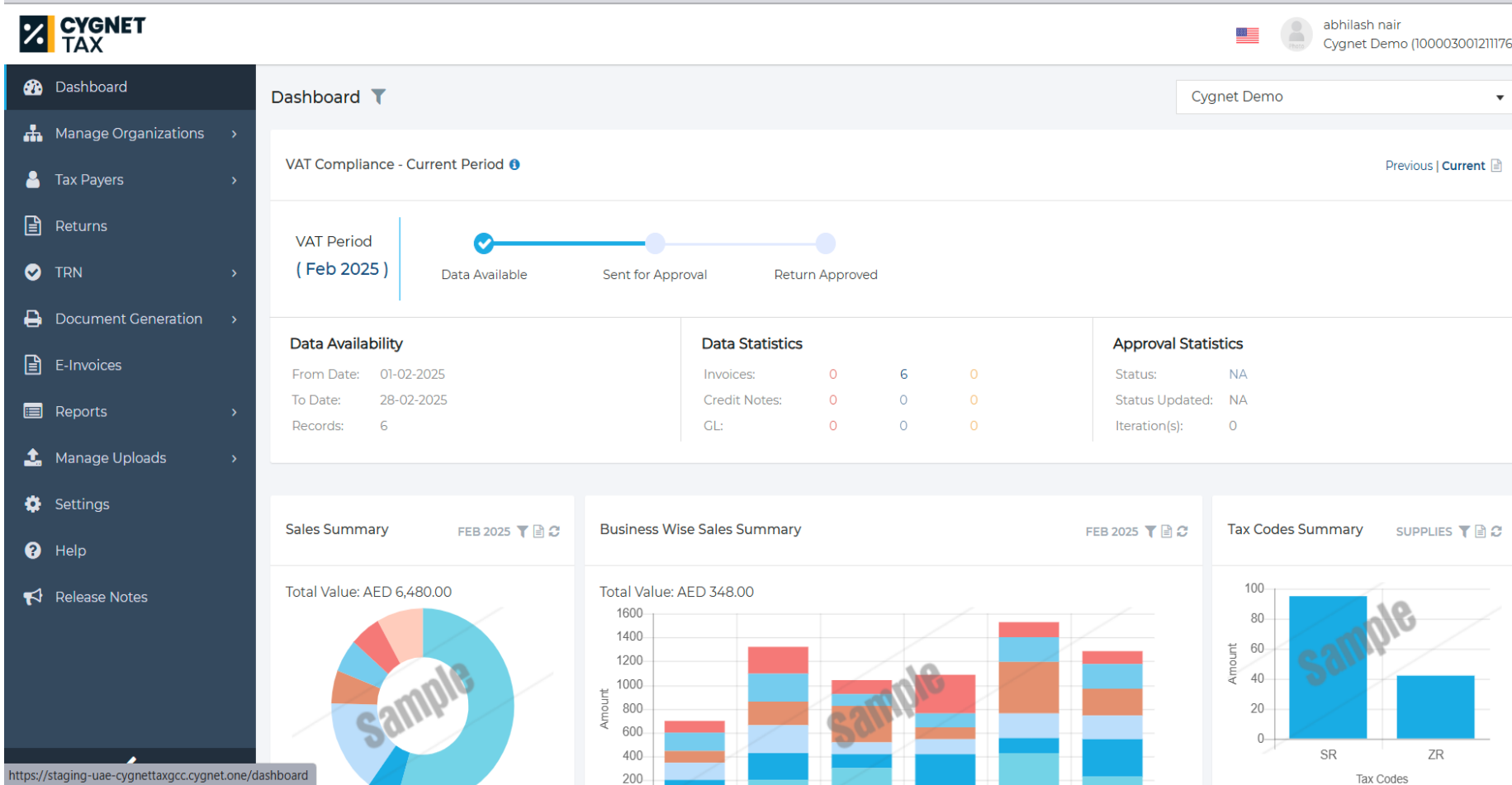
Already in Production or Under Consideration by Member Countries Across the Tax Enterprise

Role of the AI that is either in-use or under-consideration; reported by FTA 3.0 member countries assigned to Project D

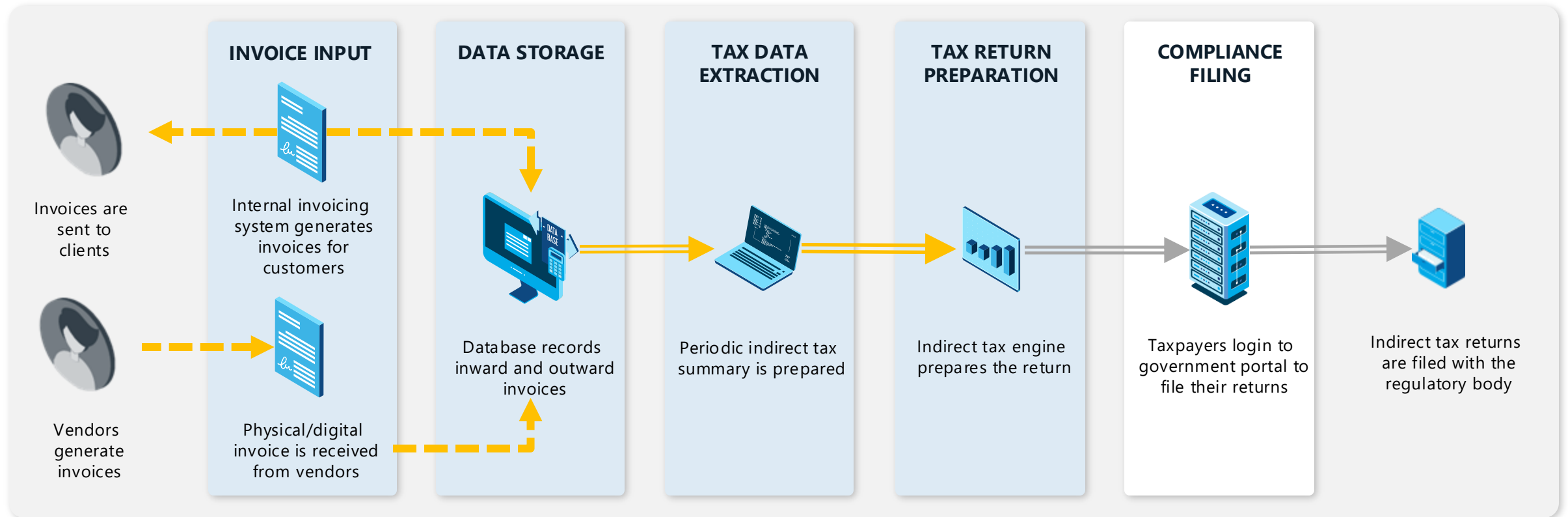
-  Content Creation / Generative AI
-  Translation, Summarization & Q&A Support
-  Other Machine Learning (e.g. prediction, classification)



Dashboards & Digital Nerve Centers



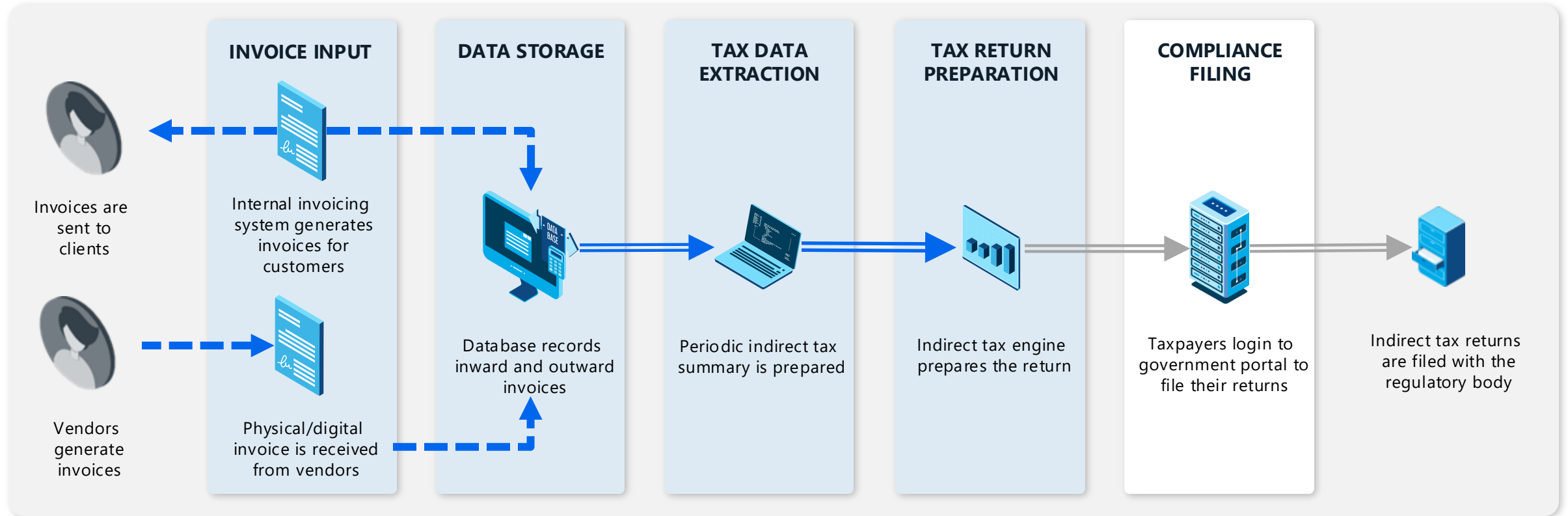
Before Digital Transformation



KEY:



After Digital Transformation



KEY:



The Three ViDA* Pillars

The Three ViDA pillars may be summarized as below

ViDA

Digital Reporting Requirements (DRR)

- Real-time digital reporting for intra-Community transactions
- Based on the European e-invoicing standard **EN 16931**.

Platform Economy

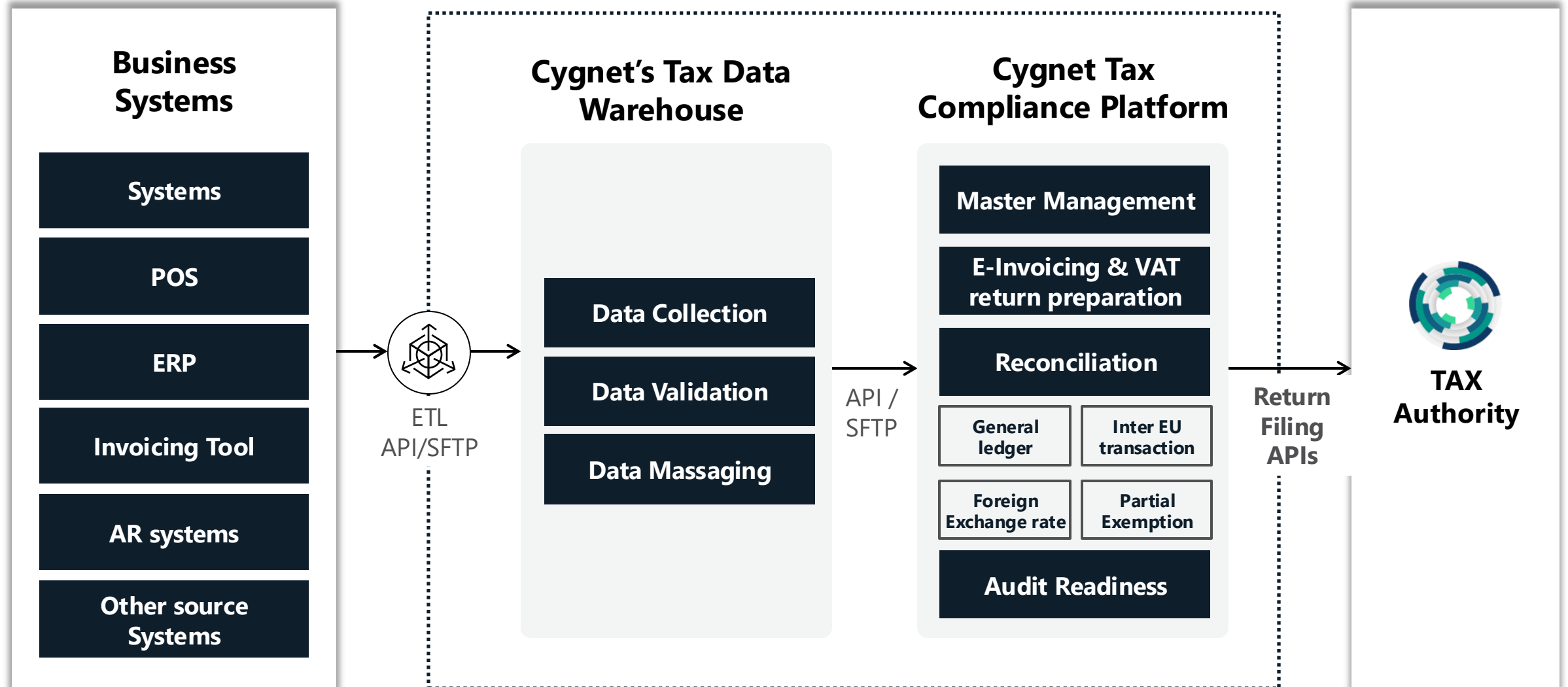
- Platforms facilitators will become responsible for collecting and remitting VAT
- Introduction of deemed supplier regime

Single VAT Registration

- Single Vat registration across all EU countries to reduce vat compliances
- Introduction of "Import one stop shop" (IOSS)

Compliance first VAT Automation framework

Indirect Tax return automation solution



What Skills are Essential to Master

Strategic skills will dominate – Not technical ones

1 AI & Big Data: Identifying manual tax workflow that can be automated or made data-driven.

2 Systems Thinking: Map a weekly process, fix one friction point, design a scalable system

3 Analytical Thinking: Review your data, pick one metric, list 3 drivers of that metric

4 Tech Literacy: Set learning goals, dedicate time to master AI and tax technology

5 Empathy & Listening: Take active notes in convos, follow up intentionally in your next meeting

6 Motivation & Awareness: Track energy (not time), schedule tasks around focus windows

7 Lifelong Learning: Learn new skills, ask others how they solve problems, expand your network

Q&A

THANK YOU

e-Bright

Rivium Quadrant 90, Capelle a/d IJssel, 2909 LC, NL

+31 10 713 8598

welcome@e-bright.com

Appendix 1: We are on the map: *Globally*

THE GLOBAL TAX TECHNOLOGY COMMUNITY

CHEAT SHEET OCTOBER 2023

e-bright

EVENTS - OCTOBER/NOVEMBER 2023

18-Oct	Understanding Country-by-Country Reporting - TPA Global
09-Nov	Tax Technology and Blockchain Practical applications - e-Bright
23-Nov	DAC7 (Title TBD) - e-Bright

PEOPLE

ADVISORY

- TPA Global
- EY
- Deloitte
- PwC
- KPMG
- Accenture
- IBM
- Ryan
- Grant Thornton
- BDO
- Innovate Tax

TRAINING

- e-Bright
- WU Vienna
- Xyto Taxology
- TEI
- IBFD
- UAntwerp
- HIRING
- EtaxJobs
- Harvey John
- CBO Search
- Hays

COMMUNITIES & LINKEDIN

- GLOBAL TAX TECHNOLOGY COMMUNITY
- THSL
- Tax Group
- TIF Synergy
- The Tax Prism Magazine
- VATupdate
- #tacs

HYBRID

AI POWERED

- Thomson Reuters
- Avalara
- VATCalc
- eClear
- DataSnipper
- Armslength.ai

TECHNOLOGY AND PROCESSES

CHALLENGERS

- VATCalc
- Stripe Tax
- Taxdoo
- Fonoa
- Albidia
- TaxMarc
- SOVOS
- Loctax
- Tax Model
- TP Genie
- TP Tuned
- Bliska
- FourQ
- LCNLegal
- Digital Tax Technologies
- Ex Nihilo

ADD-ONS

- TaxMarc
- Deloitte ITL
- Ryan
- SOVOS
- DataSnipper
- Aeolus Compliance Tracker
- Onerax
- E-INVOICING & FINTECH
- Pagero
- Edicom
- SNI
- Thomson Reuters
- SOVOS
- Avalara
- Basware
- Tradeshift
- Comarch
- TriFinance
- Cygnat




TOOLS



- Alteryx
- Orbitax
- BlueDot
- Taxually
- Taxback
- Marosa
- SAS Viya
- Wolters Kluwer
- insightsoftware
- ESTABLISHED & GLOBAL/REGIONAL
- Thomson Reuters
- Vertex
- eClear
- TTI
- Cygnat
- Vertex
- Avalara
- SOVOS
- Meridian
- TP Catalyst






Source: <https://www.e-bright.com/>

Appendix 2: Global Roadmap for e-Invoicing

PEPPOL & Supported Countries			
Australia		New Zealand	
Belgium		Denmark	
Sweden		France	
Switzerland		Spain	
Japan		Austria	
Netherlands		Finland	
Iceland		Norway	
Germany			

Non PEPPOL & Supported Countries:	
India	
Kenya	
Saudi Arabia	

PEPPOL/ Tax Authority Supported Countries	
Malaysia	
Singapore	

COMING SOON	
Bahrain	
Italy	
Zambia	
UAE	
Oman	
Kazakhstan	