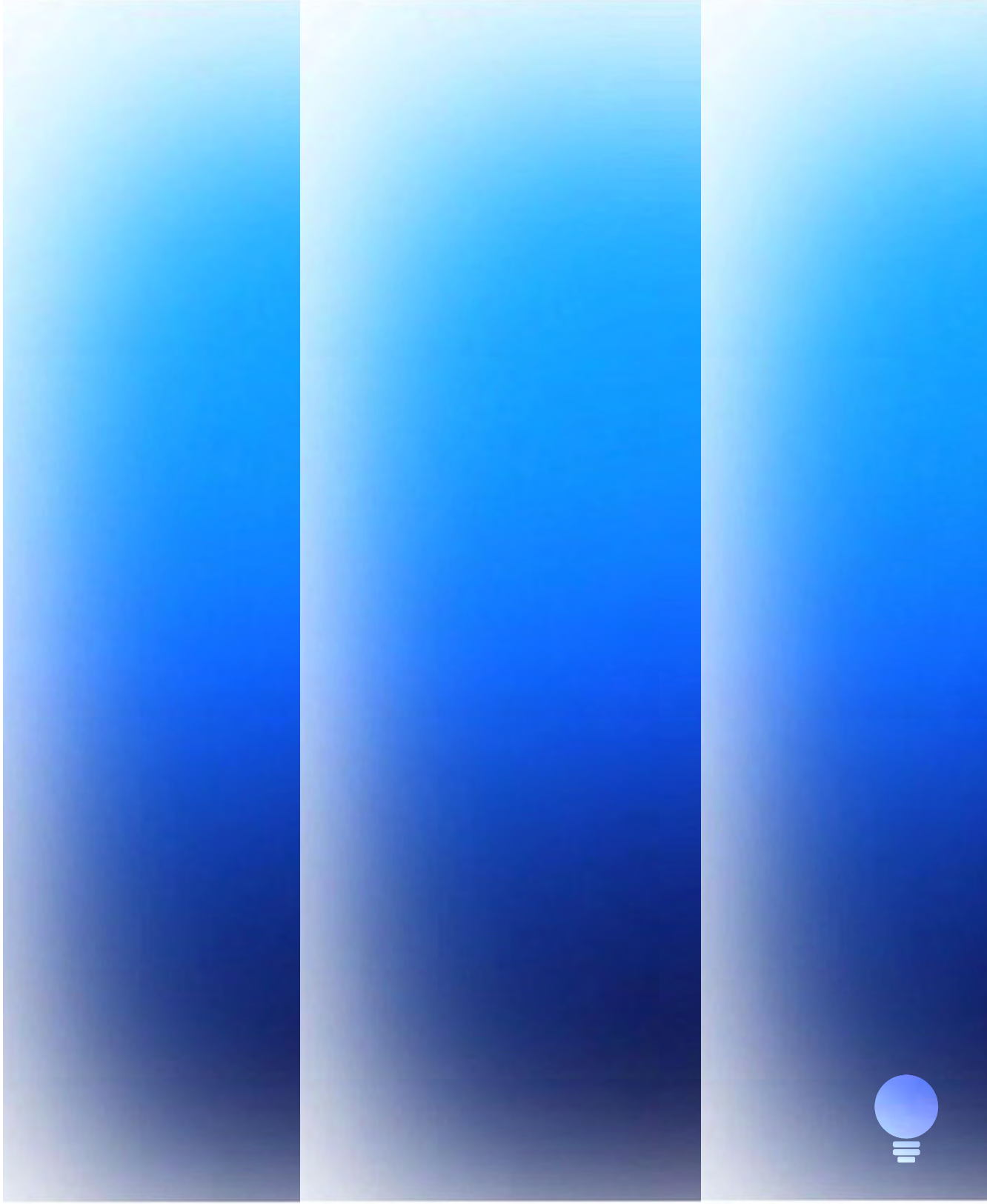


**TTMAG**

**2.0**

**2024**

**DECEMBER**



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# ABOUT.

## Welcome to the December 2024 Edition of TTMAG

As we close out the year and reflect on the rapid pace of technological innovation, we are excited to present this second edition of TTMAG, which continues our exploration of the cutting-edge advancements reshaping the world of tax technology. In this edition, we delve deeper into the transformative role of artificial intelligence, blockchain, and digital tools that are revolutionizing tax compliance, research, and strategy.

This issue features a compelling lineup of interviews with leading experts in the field, each offering unique insights into the future of tax technology. Johan Theunissen and Arnold de Bruin from Keeyns discuss the integration of AI and blockchain in tax compliance and reporting, outlining how these technologies are poised to reshape the way professionals manage tax data and transparency. Marcus Azevedo explores the future of AI-powered platforms like DataBoat, emphasizing how in-house tax professionals can leverage AI to enhance efficiency, optimize workflows, and make data-driven decisions. Additionally, Steef Huibregtse provides a thought-provoking look at the inspiration behind digital transformation and leadership, offering valuable lessons for those driving innovation within the tax sector.

In addition to these insightful interviews, we feature an article on TaxBright, a revolutionary AI solution that is transforming tax research and compliance. This tool is set to redefine how professionals access accurate, timely, and actionable insights, making it easier than ever to navigate the complexities of tax law.

As the landscape of tax technology continues to evolve, we are witnessing a seismic shift towards digital solutions that empower professionals to not only keep pace with change but to lead it. Whether it's through AI integration, blockchain applications, or innovative platforms like DataBoat and TaxBright, the tools discussed in this edition are setting the stage for a more efficient, transparent, and intelligent future in tax.

Join us on this journey as we uncover the latest developments and gain expert perspectives on the technologies that are shaping the future of taxation.



## Johan Theunissen and Arnold de Bruin

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Johan Theunissen (CIO) brings over 30 years of experience navigating complex IT-environments. As a seasoned Principal Consultant, he has collaborated with prominent organizations including BDO, Fortis Bank, Boskalis, Fontys University of Applied Sciences, Philips Electronics, Wolters Kluwer, and the City of Rotterdam.

Johan's journey with the Keeyns founders began two decades ago during the establishment of Taxperience, where they explored the idea of creating a tax collaboration platform. Their brainstorming sessions culminated in the founding of Keeyns in 2016, with Johan contributing as an external advisor. In 2024, Johan officially joined the Keeyns team as Chief Information Officer, bringing his wealth of expertise and vision to the role.

Arnold de Bruin (CFO) brings with him over 30 years of extensive experience in the financial advisory industry and an impressive 18-year tenure as an audit partner, where he consistently demonstrated exceptional leadership and strategic vision. Arnold's expertise includes operations management, business development, and technology integration.

## Keyns

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Keyns is a digital tax control framework and a collaboration platform where your tax team collaborates with your tax consultants. Use templates to easily build your own custom workflows and never miss a deadline for filing a tax return or the corresponding tax payment, anywhere in the world. Let our one-of-a-kind tax collaboration platform optimize, simplify and automate your tax preparations and tasks. Including specific tax returns, audits, projects and governance related topics.



## **Revolutionizing Tax Compliance: Johan Theunissen and Arnold de Bruin Discuss the Future of AI, Blockchain, and Digital Solutions at Keeyns**

### **What AI advancements do you foresee transforming tax compliance and reporting processes in the near term?**

At Keeyns we foresee AI advancements will revolutionize tax compliance and reporting by automating complex tasks such as data extraction, validation, and reconciliation from multiple sources, especially because our customers are integrating more and more applications, services and data sources. Machine learning algorithms can analyse historical tax filings to identify patterns, reduce errors, and flag potential compliance risks in real time. Natural Language Processing (NLP) is enhancing the interpretation of tax codes and regulations, simplifying compliance for businesses operating in multiple jurisdictions. For example: we have built a VAT-extractor that automatically extracts information from any VAT-form in multiple different countries. We also use NLP to summarize complex tax documents on-the-fly within our Keeyns-platform. And of course we use AI-tools within our software factory, so we can improve the speed and quality of our research, development and operations. Predictive analytics and AI-driven forecasting can provide businesses with accurate tax liability estimates or refunds, helping them optimize financial and cash planning and reduce the risk of tax fines. Furthermore, AI-powered chatbots and virtual assistants are improving user experience by offering instant support for tax-related queries and guiding our customers through filing processes. One area of AI that could be really exciting is Reinforcement Learning (RL), where an agent will find an optimal reward in a given tax-challenge. But that is for the distant future. In the near future, we will focus on advancing AI technology to enhance our 'Ask Keeyns' virtual assistant. With the current state of open-source LLMs and the ability to deploy private instances on a secure Keeyns Cloud, this technology has the potential to propel our tax collaboration capabilities forward and will enable our users to 'ask Keeyns' in natural, human language to find information, answer complex questions, gather relevant data for different group of stakeholders, and much more. Next to virtual assistants, we are also researching and developing Tax Workflow AI, to create workflows in our Keeyns Workflow Builder from scratch with a simple prompt.

### **Can you elaborate on how blockchain technology, such as your concept of 'TaxChain', could streamline tax data sharing and transparency?**

Within our organisation we use a "radar" to keep track of new and evolving IT-technologies in the market. The blockchain technology holds the potential to revolutionize tax data sharing by offering a secure, immutable ledger that guarantees the authenticity and accuracy of tax-related records. We value that. It would enable real-time data sharing between taxpayers, businesses, and tax authorities, reducing delays and the need for manual interventions.



Smart contracts embedded within the blockchain could automate tax calculations, withholding, and remittances based on predefined rules, ensuring compliance without human error. The transparency inherent in blockchain would build trust by allowing stakeholders to verify transactions while maintaining privacy through cryptographic techniques. But we also see some challenges, like the high implementation costs and technical expertise required for blockchain adoption and the regulatory uncertainty and lack of standardized blockchain frameworks may hinder widespread adoption. We have also observed resistance from current and future customers who are wary of transparency, citing concerns about data privacy or potential competitive disadvantages. Weighing all the pros and cons, we have decided to keep this technology confined to the research phase within our company.

### **In what ways can tools like AI-powered assistants and automated prompts enhance efficiency in tax workflows?**

AI-powered assistants and automated prompts can enhance tax workflow efficiency by automating repetitive tasks such as data entry, document classification, reconciliation, etc. These tools or features in a bigger platform like Keeyns, can quickly identify errors or inconsistencies in tax filings, enabling faster corrections and reducing the risk of penalties.

AI assistants can provide real-time guidance on tax regulations, helping users navigate complex compliance requirements with ease. We use a roadmap within Keeyns, to help us focus on which feature is best used in which phase: Phase 1 is the “old world”. People do the tax jobs. Phase two is people working in tax with assistance of AI, so people are still in the lead. This will be the predominant modus for the coming few years. Phase 3 is AI and people. AI is in the lead and humans only orchestrate and correct the AI-assistants. Phase 4 is a tax world with only AI's working in it. This still seems a sort of utopia but could become a reality in the long run.

Automated prompts can proactively

remind taxpayers of deadlines, missing documents, or potential deductions, ensuring timely and accurate submissions. By streamlining these processes, these tools and features help free up resources for higher-value strategic activities, such as tax strategy and financial analysis.

### **What are your team's biggest challenges when adopting digital solutions in tax, and how do you address change management during this transition?**

One of the biggest challenges in adopting digital solutions in tax is resistance to change, often stemming from a lack of familiarity, trust in new technologies or the overwhelming number of applications and services and their ever-increasing number of features. (Studies indicate that a significant portion of features in software applications are underutilized. For instance, a 2019 report by Pendo found that 80% of features in the average software product are rarely or never used).

People may also struggle with integrating digital tools into legacy systems and adapting workflows to align with automation. To address these challenges, effective change management involves providing comprehensive training and clear communication on the benefits and functionality of in our case the Keeyns platform. Engaging stakeholders early and incorporating their feedback ensures smoother transitions and boosts buy-in. Regular monitoring and support during the implementation phase help to resolve issues promptly, fostering confidence and long-term adoption of digital tax solutions like the platform we build. Reality is that we still see a lot of “old world” methods used, like physical dossiers, complex Microsoft Excel files and cluttered file systems. And yes, new technologies like the ones we develop will definitely help, but “garbage in is garbage out”. That is why we invest heavily in structured onboarding of our clients. And AI can play a significant role in that.



## Marcus Azevedo

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With over 15 years of experience in IT, Marcus Azevedo has successfully combined technical expertise and business acumen to lead teams and projects worldwide. Specializing in data and software development, Marcus has designed scalable and efficient solutions, helping businesses bridge the gap between complex technical challenges and strategic opportunities. As the founder of three successful tech companies—DataOps House and Shelf Supervisor in Amsterdam, and FlyDev in Brazil—Marcus has focused on leveraging data, AI, and robotics to empower businesses. From optimizing processes and inventory management to simplifying drone development, his ventures continue to drive innovation and deliver impactful solutions on a global scale.

## Exploring the Power of AI for In-House Tax Professionals: Marcus Azevedo on the Future of DataBoat and AI Integration

### What is the future of enterprise AI for in-house tax professionals?

The future of enterprise AI for in-house tax professionals is about making their work smarter, faster, and more focused on what truly matters. When dealing with the complexities of international tax, transfer pricing, and valuation, AI can take over the heavy lifting—analyzing vast amounts of data, interpreting regulations across multiple jurisdictions, and identifying risks and opportunities—all in a fraction of the time it takes today.

Imagine being able to focus less on compliance paperwork and more on creating strategies that optimize value chains or uncover opportunities for your business. AI can spot patterns, flag risks, and even suggest proactive solutions, allowing tax professionals to make better decisions without being bogged down by manual tasks. For example, instead of just ensuring compliance in a specific country, AI can help you analyze global options and recommend strategies tailored to your company's needs.

By centralizing data and pairing it with AI, tax professionals can shift from reacting to problems to leading with insights. It's not just about keeping up with regulations anymore—it's about transforming the way we think, plan, and act in a rapidly changing global tax landscape. This is how the future of AI empowers professionals to create real value, every day.

### **Can you provide an example of a use case where DataBoat was utilized for collecting data?**

DataBoat, a data platform powered by AI and including features like BoatGPT, can play a transformative role in connecting tax and ESG efforts seamlessly.

Take Vels Transport, a transportation company focused on sustainability. Using DataBoat as their centralized data platform, they could track ESG metrics like carbon emissions, fuel efficiency, and energy consumption. But what truly set their approach apart was how BoatGPT and AI within DataBoat helped them uncover deeper insights and opportunities. By integrating ESG data with financial and tax information, the platform identified potential tax credits tied to green initiatives and ensured compliance with evolving environmental regulations. Employees without coding skills but with extensive business knowledge can just ask their questions to the data, and receive an answer in seconds.

For instance, when Vels Transport improved their fleet's fuel efficiency, BoatGPT helped analyze and cross-reference this data against global tax policies, quickly surfacing regions where they qualified for green tax incentives. What might have taken days or weeks to uncover manually was delivered in moments, allowing their team to act faster and more strategically.

This integration of AI not only simplified complex data analysis but also made connections that might have been overlooked, turning sustainability efforts into tangible financial advantages. By using DataBoat and BoatGPT, Vels Transport was able to bridge ESG and tax planning in ways that saved time, optimized resources, and delivered real business value. It's a perfect example of how AI can supercharge outcomes, enabling smarter decisions that align compliance, sustainability, and profitability.

### **How integrated and active is your DataBoat application with other platforms?**

Thanks to our experience at multinationals and banks, we build state-of-the-art connectors. These connections, which are part of our success, enable us to integrate with any platform. On premise or cloud, API or Excel, modern monolith, DataBoat connects fast and reliably.

DataBoat is designed to integrate seamlessly with virtually any platform, empowering data engineers and data scientists to transform raw data into actionable insights in just a few clicks. By removing the traditional bottlenecks of data processing and analysis, it delivers unparalleled cost savings and efficiency for companies. Traditionally, building a central data lake involves pulling data from multiple sources, cleaning and modeling it, and then experimenting with machine learning models to extract value. This process can take months—or even years—depending on the volume of data, the availability of skilled resources, and the capabilities of your team.

Moreover, the complexity of cloud infrastructure and the need for advanced cloud skills add another layer of challenge before you can even start monetizing your data. With DataBoat, this entire process is simplified and accelerated. From pulling and centralizing data to modeling and deriving predictions or answers to complex questions, everything can be done in minutes or hours—not months.

Our platform handles these traditionally labor-intensive tasks with precision and speed, offering a fixed, transparent cost from day one. Whether you're connecting to an ERP, CRM, financial systems, or external APIs, DataBoat integrates with any data source. Once connected, it automates and industrializes workflows, preparing your data for exploration, modeling, and predictive analysis—all within our user-friendly workflow management system.



This means your company can start exploring and leveraging its data in ways that were previously unimaginable. DataBoat eliminates barriers, reduces time-to-value, and ensures you're ready to make data-driven decisions without the overhead of lengthy development cycles or the need for extensive cloud expertise. It's your all-in-one solution for connecting, modeling, and generating insights from your data—seamlessly integrated and ready to deliver results.

### **How can DataBoat users optimize the use of ChatGPT AI embedded within the platform for tax-relevant data and intelligence?**

DataBoat makes it easy for tax and finance teams to handle their data and get real answers to complex tax questions. With BoatGPT, users can ask questions directly—like why there's a variance in tax filings or what regions might offer better tax benefits—and get instant insights based on their own data. The best part? All of this happens securely in their private cloud, with no risk of data leaks since BoatGPT works with metadata, not the data itself.

Tax is complicated—different company structures, global operations, and ever-changing rules make it a challenge. DataBoat simplifies this by centralizing all your data, automating workflows, and letting teams collaborate more effectively. BoatGPT takes it a step further by using AI to help with things like identifying tax-saving opportunities, catching compliance risks, and making tax reporting faster and easier.

For example, you can uncover opportunities to optimize tax efficiency, flag potential risks, or gain strategic insights—all shaped by the way your data is structured and organized. With DataBoat, teams can move past time-consuming manual processes and focus on making informed, impactful decisions quickly and confidently, all while leveraging the unique setup of their business.

**I think leaders who can explain what they do to the public domain and to the next generation, probably that's the ones I admire the most, because then you know whatever role they play and how so-called important they are doesn't matter.**



### **Steef Huibregtse**

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Steef Huibregtse is a visionary CEO, accomplished author and an Influential expert in international tax policy and digital transformation. With a career spanning decades, he has consistently shaped the future of global tax policy and business transformation. Steef's journey began with partner roles at top accounting firms, where he specialized in transfer pricing and international tax. Later, he founded TPA Global, a leading advisory firm, and e-Bright, a platform dedicated to empowering tax professionals through innovative digital solutions.

As an advocate for digitalization in tax and finance, Steef has pioneered transformative approaches, particularly in integrating tax processes with cutting-edge IT solutions. His work emphasizes sustainability, ESG-focused financing, and equitable economic practices, aligning with the OECD's BEPS framework and the latest advancements in digital tax transformation.

## Leading the Way: Insights on Inspiration and Digital Transformation with Steef Huibregtse

**In this second edition of the TT MAG, Steef shares his unique perspective on the transformative power of digital solutions in the tax industry. In this interview, he delves into the inspiration behind his leadership, the evolving role of technology, and how businesses can stay ahead in a rapidly changing landscape:**

The whole world of tax is about understanding the business model—such as the business model of Zara. It involves knowing what they do in the procurement department, the design department, the logistics department, and how they sell their products. What tax is these days, especially in the digital era, involves the data points that represent this business model in a fairly accurate way. This is essentially a digital data twin of the business model, comprised of the data points relevant for tax.

So, you have that entire pool of data reflecting this model. If you can read data, I can read data. I can see where the data comes from and identify, through the data label, where in the business model it fits. I can be given a data set, and then I know what type of company it is and what type of business model they run. It's about understanding that relationship. The intersection between tax and technology is nothing more than picking subsets of that data, formatting them, or placing them into a data file and sharing them with the tax authorities.

The biggest challenge faced by corporates and advisory firms is that they place specialists into silos—such as a VAT silo, a Corporate Income Tax silo, etc.—without considering the underlying data set. Whether I am using the data for direct tax (corporate income tax and transfer pricing), indirect tax (GST, VAT),

or specialized taxes like digital tax or environmental tax (e.g., Plastic Tax), it all comes down to the same data set.

So, if you start rethinking tax in the digital space, organizing this digital twin efficiently and having the right tools to extract the data to feed into these four categories of taxes can save multinationals between 50% and 75% of their costs and time spent on tax, simply by reorganizing their data. This is the essence of what we are looking at.

As humans, we have access to this data set through two main methods: pushing the data to the user or providing the user with AI-enabled tools to pull the data from a cloud environment, whether it is structured or unstructured. This is where enterprise AI tools come into play, enabling you to upload all the data to the cloud and apply enterprise AI tools, such as Snowflake and Databricks, to extract it and provide users with a tailored set of applications.

So, they can reconfigure the data to become valuable information, to optimize the use of that data for tax compliance—so, filling in forms for tax risk management. That's basically whenever you file something with the taxman. Then, the taxman probably has a different view, and you need to manage the differences in expectations.

The last usage of the data is for analytical purposes. For example, if I pay my VAT on the last minute of the day, I can pay it within the rules of the law. If I reclaim the VAT on invoices from my suppliers at the earliest moment, I can claim it back from the tax authorities. Then, suddenly, I'm doing analytics with the data. That means I get to pay the VAT later.

There are a lot of AI-enabled tools that pick up the data and can do the analysis on your behalf. It obviously needs to be trained, and it needs to be wired to the relevant data. So, you obviously understand that if you are still in the traditional tax scene and you're chewing on 18-month-old data, no one's going to take you seriously. The CFO is not going to give you money to do anything spectacular; they basically put you in the basement—no care, no budget, basement.

If you have access and can mobilize access to real-time data, suddenly you become a co-pilot. A support to the management board—how to structure deals, how to structure transactions, how to optimize cash flow. Suddenly, you are on the same level as the board.

This is also a little bit of a game, I think. Heads of tax, future heads of tax, need to learn that the more they rely on old data, the less relevant they are. The more they can mobilize real-time data and use AI tools to free up brainpower in the tax department, the better. AI tools eliminate a lot of the scrambling current tax departments are doing to get good-quality data.

There's not a lot of good-quality data suitable for tax because tax wants all those data points of the whole business model in real-time. For most companies, that's too much to ask because such a system doesn't really exist in many companies. But if you can achieve that, then you get the best of both worlds. And, at a cost of 25 to 50 percent of the original tax department, your impact is a factor 10 higher, meaning you're on the same floor as the board instead of in the basement.

The development of AI tools has just started about a year ago, so there are a lot of single AI applications. Now, the big game in the next few years will be integrating the AI into all of your work processes. Basically, that's what we have—50 use cases. Each year, we select five at TPA, and we try to make them AI-enabled. I believe that's also what a lot of

tax departments are doing, but you need to have a plan to make that all happen and create an end-to-end, integrated, and connected solution that fits on your screen.

**Over your 30 years of experience in digital transformation, there must have been many valuable lessons learned. Were there any company initiatives or projects that didn't work out as planned? What challenges did you face, and how did those experiences shape your approach to innovation and leadership?**

I'm not a believer in making everything myself, but I'm a believer we should know what's out in the market and come up with the best configuration for the client, where we also are not the salesman of other one's software. So, if we can resolve, we can come up with a solution using the exact IT configuration the client already has, we will do so. That means you do help with digital transformation at reasonable cost for clients, because you can share best practices across multinationals, and you don't need to buy new software to implement what we teach you.

**Throughout your career, were there moments when you chose to take unconventional paths, going against prevailing market trends or industry norms? Were there specific instances where you adopted an out-of-the-box approach, and how did those decisions impact your projects or leadership journey?**

Well, that is my tragedy of my life. So, one example, I created what I called a Communication Protocol, how a certain work process works, taxpayers would do, and then the tax authorities would look at it and assess the quality. So, by calling it a Communication Protocol, everyone thought it was there to bridge the differences in data analytics between taxpayers and tax authorities.

So, I created nine steps to do such an analysis, and I handed them over to the head of transparency at the Ministry of Finance in Holland, took it to the OECD, and now it's in the OECD guidelines, which is the gold standard for anyone doing transparency worldwide.

**What qualities do you most admire in a leader, and how have these influenced your perspective or approach to your work?**

I think leaders who can explain what they do to the public domain and to the next generation, probably that's the one I admire the most, because then you know whatever role they play and how so-called important they are doesn't matter.

So, I developed a concept I apply sometimes, if you as a company cannot explain to your kids, small kids preferably, what you're doing and how that improves the world, then what are you doing? So, it's really the question of a kid or a small kid in particular, with that nature, if you can't answer that, then I think you're lost in space, you lost your purpose in life, you just are just a puppet on a string in a big corporate environment, and that's an easy way, because it's typical, demanding roles in corporate state just swallow you alive, but keeping your own identity and your own purpose and your own simple story that you can even explain to kids, little kids, what you're doing, is a challenge for most leaders.



## **TaxBright:** Revolutionizing Tax Research and Compliance for Professionals

Navigating the complexities of tax regulations and staying updated with ever-changing legislation is a difficult task for tax professionals. In today's environment, having access to accurate, timely, and easily digestible information is more essential than ever. We present you TaxBright, an advanced AI solution developed by LEXGEN under the innovative e-Bright platform. TaxBright is designed to transform the tax technology space by integrating artificial intelligence with the specific needs of tax professionals, offering reliable, relevant, and actionable insights.

### **A Smarter AI for Smarter Tax Decisions**

At its core, TaxBright is an AI-powered tool crafted to address the unique challenges faced by tax professionals. Unlike generic AI systems, TaxBright is tailored to manage the complexities of value chain analysis, valuation, and transfer pricing with remarkable precision. By leveraging machine learning algorithms and natural language processing, TaxBright is more than just an AI assistant—it's

an intelligent guide that speaks the language of tax, valuation, and transfer pricing professionals. The tool provides well-reasoned, practical responses designed to support informed decision-making.

### **Advanced Capabilities for Comprehensive Support**

What sets this tool apart is its seamless integration of cutting-edge technology with a rich knowledge base. Powered by machine learning, the tool continuously evolves by learning from each interaction, adapting to new data and regulatory changes. Its natural language processing capabilities allow it to simplify complex value chain, valuation, and transfer pricing topics, delivering explanations that are easy to understand and actionable for professionals.

TaxBright is built upon e-Bright's comprehensive content library, enhanced by a range of curated external resources. This dual approach ensures that the AI has a solid foundation of knowledge, while remaining agile enough to stay updated with the latest tax regulations and trends. For instance, the database

of transfer pricing court cases will be continuously updated with recent rulings, keeping users on the cutting edge of tax law.

### **Customizable Research Filters for Greater Precision**

A standout feature is its customizable search filters. Users can tailor their searches to focus on specific categories, significantly reducing the time spent sifting through irrelevant information. This targeted search functionality allows professionals to spend more time analyzing data and making decisions, rather than wading through large volumes of content.

## Transparency with Cited Answers

In a field where accuracy and credibility are paramount, TaxBright takes a unique approach by offering cited answers. Each response is accompanied by numbered references, pointing directly to the original source of the information. This transparency allows professionals to verify and cross-check the data, ensuring that their decisions are grounded in reliable, trustworthy sources. Users can easily trace answers back to their origins, giving them the confidence to act on the insights provided.

## Conclusion: Embracing the Future with TaxBright

Tax professionals in the fields of tax, valuation, and transfer pricing are increasingly in need of innovative tools that bring clarity and efficiency to their work. TaxBright meets these needs by offering an AI-driven resource tailored to professionals, with the speed and accessibility of ChatGPT and the added benefit of valid, credible sources. This tool has the potential to cut research time by as much as 50%, freeing up professionals to focus on higher-level tasks.

By combining advanced machine learning capabilities with a robust knowledge base, customizable search filters, and transparent, cited answers, TaxBright provides an intuitive entry point into the world of AI and tax research. Since many professionals are already familiar with tools like ChatGPT, adopting TaxBright will be a seamless transition.

Learn more [here](#).

# THANKS

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2024

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## **Publisher**

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