

6th Group Indirect Tax Exchange

Indirect Tax Strategies and Experiences from In-House Practitioners

GUDRUN MATTKE
VAT Controller, BASF

GILES PARSONS
Director, European Tax, Indirect Tax and Customs, Caterpillar

STEFANIE DREHER
EMEA VAT Manager, UPS

PAUL NEWTON
Head of Indirect Tax, Standard Chartered Bank

ALEXANDER KENNEDY
VAT Manager, General Dynamics

PROFESSOR DR. JOACHIM ENGLISHCH
Institute of Tax Law, University of Munster

PAULA REGALES
VAT Manager EMEA, DuPont

GONCALO RODELO
Indirect Tax Advisor, Vodafone

SAMANTHA MATUTE
Head of Indirect Tax Operations, GlaxoSmithKline

MEHRDAD TALAIFAR
Senior Director, Strategic Relations, EMEA - Thomson Reuters

WIM BOEKEL
European VAT Manager, Cargill

CLAUDE SEYNHAEVE
Group Indirect Tax Manager, Bekaert

PATRICK VETTENBURG
Tax Lawyer, Loyens & Loeff

SUE WILTON
European Indirect Tax Manager, SC Johnson

MERITXELL YUS GUIJARRO
Partner, Cuatrecasas, Gonçalves Pereira

JANE TJIN A LIEN & WERNER ENGELEN
VAT Managers, HP

Sponsored by:

March 7-8, 2013, Amsterdam

Featuring *Case Studies* from In-House VAT and Indirect Tax Directors from Multinational Enterprises

Standard Chartered Bank Indirect Tax Strategy and Organisation of Indirect Tax Departments

Caterpillar Indirect Tax within Global Tax Governance and GRC: including Shared Services and Risk

VAT Payroll and Invoicing Strategies: a Practical Discussion

UPS Transport, Logistics and Challenges

Cargill Getting in Control of the Supply Chain from Contract to Invoice

GlaxoSmithKline Managing Indirect Tax Operations (internally and externally in a global environment)"

Thomson Reuters ERP and Data Issues in Group VAT

HP Warranty and Reverse Logistics

BASF, Philips and Vodafone VAT in a Shared Service Centre: Best Practices and Managing Risk

General Dynamics Intra-EU Supplies of Services

Bekaert Tax Control Frameworks

Cuatrecasas, Gonçalves Pereira Legal Risks and Recent Spanish Cases

University of Munster VAT in Reorganisations

SC Johnson Indirect Tax within an End to End Supply Chain

DuPont KPI Metrics for Successful Group VAT

Loyens & Loeff 2013 VAT Case Law Update – *How the Outcomes of Current Cases will Impact Future Planning*



THOMSON REUTERS

CUATRECASAS,
GONÇALVES PEREIRA



Day 1 March 7, 2013

08.30 Registration and Coffee

09.00 Chairman's Opening Address

Mehrdad Talaifar, Senior Director, Strategic Relations,
EMEA - Thomson Reuters

09.15 Indirect Tax Strategy and Organisation of Indirect Tax Departments

- Strategy. What is the vision, where do we plan to be in 3 years
- Policy, what is an Indirect Tax and how do we manage the risk
- The organisation of Indirect Tax resource across the business, how to use the limited resources you have
- The offshore service centre and Indirect Taxes
- Development and retention of staff

Paul Newton, Head of Indirect Tax, **Standard Chartered Bank**

10.00 - Managing Indirect Tax Operations (Internally and Externally in a Global Environment)

Sandra Matute, Head of Indirect Tax Operations,
GlaxoSmithKline

10.50 - Morning Coffee and Networking

11.20 - Transport, Logistics VAT Issues and Challenges

- Transport VAT rules
- Impact of Use and enjoyment
- Billing challenges
- Pitfalls AP reporting
- Storage/warehousing

Stefanie Dreher, EMEA VAT Manager, **UPS**

12.10 - VAT Payroll and Invoicing Strategies: a Practical Discussion

- Adoption of e-invoicing in business
- New proposals of the EU Commission for invoicing in 2013
- Implementing a global and compliant e-Invoicing solution
- Managing the compliance on this solution
- Internal controls

Panel Discussion

13.00 Luncheon

14.10 - Getting in Control of the Supply Chain from Contract to Invoice

- Automated VAT Derivation
- TCFs for enabling to take business responsibility
- ROI on TCFs and Horizontal Monitoring
- VAT within TESCM

Wim Boekel, European VAT Manager, **Cargill**

Group VAT Compliance Management Standardization

15.00 - ERP and Data Issues in Group VAT

- SAP challenges in VAT management
- ERP migrations during M&A
- Impact of VAT Package on service/contract/invoicing
- Various invoicing arrangements, e.g. central billing, central invoice handling/payment, re-directing invoices, customer cost allocation
- Building an ROI on Technology for Indirect Tax Compliance

Kid Misso, Manager Indirect Tax - **Thomson Reuters**

16.00 - Afternoon Coffee and Networking

16.30 - Indirect Tax within Global Tax Governance and Risk Control Frameworks

- Direct Tax governance and risk management and the Indirect Tax process
- Communicating Indirect Tax risks
- Enterprise culture and tax risk policy
- Multi-tier risk management, governance and appropriate controls
- Accountability and Responsibility: the RACI framework
- Identifying Process ownership
- Enforcing and encouraging risk management processes
- ERP Systems and system change
- Shared Services, centralisation and the insourcing/outsourcing decision

Giles Parsons, Director, Europe, Indirect Tax and Customs, **Caterpillar**

VAT Strategies in a Shared Service Centre Environment

17.20 - VAT in a Shared Service Centre: Best Practices and Managing Risk

- Centralising VAT within a shared service centre
- Implementation plan: steps taken, challenges to expect and managing the rollout
- Learning curve
- Which VAT functions to keep local and which to centralise
- Integrating with Direct Tax processes

Goncalo Rodelo, Indirect Tax Advisor, **Vodafone**

18.10 - Interactive Discussion on Shared Services for Indirect Taxes

Henk Wildeboer, VP/Head VAT/GST, **Philips**
Gudrun Mattke, VAT Controller, **BASF**

Closing Remarks from the Chair and End of Day One

Day 2, March 8, 2013

08.30 Registration and Coffee

09.00 Chairman's Opening Address

Mehrdad Talaifar, Senior Director, Strategic Relations,
EMEA - Thomson Reuters

Tax Control Frameworks

09.15 - **Tax Control Frameworks: Reach your Objectives and Minimise Tax Risk**

- The role of the Tax function in the end-to-end Indirect Tax compliance process in a global environment
 - Managing the Indirect Tax process in ERP systems
 - Systems and process controls
 - TCFs for enabling to take business responsibility
 - ROI on TCFs and Horizontal Monitoring
 - Indirect Tax organization and roles
 - Metrics and KPI's
- Claude Seynhaeve**, Group Indirect Tax Manager, **Bekaert**

KPIs for Successful VAT

10.00 - **KPI Metrics for Successful Group VAT**

- Payment and recovery of import VAT KPIs
 - VAT exemption KPIs
 - Benchmarking strategies
 - Measuring success and rating failure
- Paula Regales**, VAT Manager EMEA, **DuPont**

10.50 - Morning Coffee and Networking

11.20 - **Warranty and Reverse Logistics - Points of Discussion / to get Clarification**

Jane Tjin A Lien, VAT Manager, **HP**
Werner Engelen, VAT Manager, **HP**

Supplies of Services

12.10 - **Intra EU Supplies of Services - The B2B Principle Makes Life Simple - or Does it?"**

- The basic principle B2B vs B2C
- Exceptions B2B
- Exceptions B2C
- One Stop Shop Current vs new from 2015
- B2B in the world of large, multi-national organisations with centralised and de-centralised structures

Alexander Kennedy, VAT Manager, **General Dynamics**

13.00 Luncheon

14.10 - **VAT in Reorganisations**

- Creation of Holdings
- Taxable share Deal
- Transfer of a Going Concern

Professor Dr. Joachim Englisch, Institute of Tax Law,
University of Munster

15.00 - **Indirect Tax within an End to End Supply Chain**

- Selecting your supplier: VAT and Customs considerations and potential issues
- The importance of good communication and clear documented cross border processes
- The challenges and pitfalls of cross border transactions: what you need to know, clear planning to mitigate risks, requirements, compliance and documentation issues
- Everything else you need to deal with before you even get to the billing part
- Configuring ERP systems to automatically determine VAT and VAT rates and get the billing right

Sue Wilton, European Indirect Tax Manager, **SC Johnson**

15.50 - Afternoon Coffee and Networking

Indirect Tax, Case Law and Legal Issues/Risks

16.20 - **Indirect Tax Risks from Recent Case Law**

- Types of risks - operational/structural, transactional, tax audits, regulatory environment
- Responsibilities for Indirect Tax
- Risk management guiding principles - amounts involved, impact to business, company's reputation, impact to staff
- *Case Study from Spain*

Meritxell Yus Guijarro, Partner, **Cuatrecasas, Gonçalves Pereira**

17.10 - **2013 VAT Case Law Update & EU Legislation Developments- How the Outcome of Current Cases and New Legislation will Impact Practice**

- Recent relevant EU case law and the influence on practice.
- The EU proposal on VAT and Vouchers:
- The mini one-stop-shop for IT services: the forerunner for a wider one-stop-shop?

Patrick Vettenburg, Tax Lawyer, **Loyens & Loeff**

18.00 Closing Remarks from the Chair and End of Forum

If you have any questions about this event,
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WHY YOU SHOULD ATTEND

Successful Indirect tax management has the potential to significantly reduce costs and inefficiencies, having a substantial bottom-line impact. The difficult regulatory environment and business environment has led to the goal for multinationals to transform their billing, purchasing, customs and VAT compliance processes. Standardisation, automation and efficiency are the new objectives.

With respect to the VAT Package and Invoicing Directive, there have been numerous problems with implementation of the former and preparation for the latter. Companies are beginning to construct tax control frameworks in order to demonstrate quality self-assessments to tax authorities, and indirect tax plays a central role in this.

There are many different strategies to choose from to determine the correct compliance management business model for your enterprise. Whether to centralise or decentralise, use a tax control framework, and how to apply lessons learned is of critical importance. Tax technology and automation holds a vital role in this process, and it is important to correctly fit technology with your compliance and reporting processes. Centralisation and technology trends are also driving companies towards adopting VAT compliance programmes. In addition, major changes to indirect tax regimes in non-EU countries such as Brazil are having a major impact on global business.

Utilise this sixth edition event to benchmark how leading multinationals are implementing new indirect tax initiatives in their operations. Hear their perspectives on VAT risk, compliance and VAT automation, in an informal interactive environment. Attend this event to learn from their experiences, compare approaches and take away concrete strategies that you can use to improve indirect tax strategy in your enterprise.

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