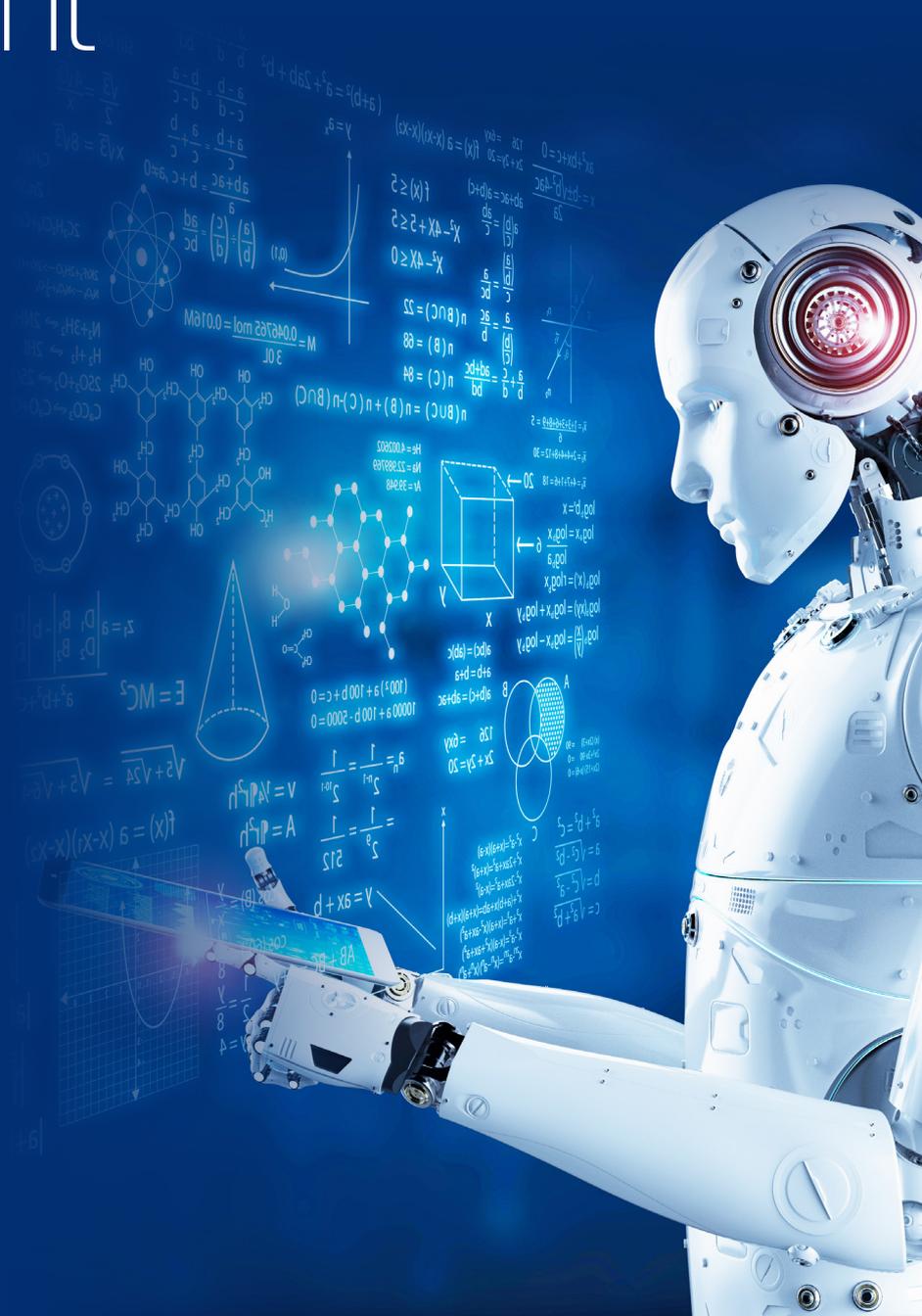




# Tax Function Assessment Report - Nigeria

May 2021

[home.kpmg/ng](http://home.kpmg/ng)



# Foreword

The world is changing rapidly, so is Taxation! Socio-economic, political, business, technology innovation and regulatory factors continue to impact the way regulators and taxpayers perform their tax responsibilities. For instance, the COVID-19 pandemic accelerated the deployment of technology solutions for the assessment and collection of taxes by some tax authorities.

From multi-jurisdictional efforts to tax the digital economy, to initiatives targeted at local tax systems, tax authorities are demanding more transparency from taxpayers. In line with this, tax authorities are constantly introducing rules and technologies that would enable them to obtain transaction data electronically from taxpayers, on a real time basis. In Nigeria, the FIRS recently issued a Public Notice conveying its intention to connect its Automated Tax Administration System (ATAS) to taxpayer's electronic transaction systems, especially Point-of-Sales and invoicing platforms.

For businesses, the evolving initiatives of the tax authorities mean that the operational and financial risks around tax would continue to be dynamic in nature. Therefore, business leaders need to constantly evaluate this risk and to proactively manage them. While this is not a direct responsibility for the C-suite, the C-suite should provide the right support to the Tax Function to perform this task, and to realise opportunities that would create value for the business.

At KPMG, we believe that the Tax Function that invests in the right mix of people, processes and technologies will be better prepared for the changing business and tax landscape. Therefore, the goal of this publication is to provide business and tax leaders with insights that would enable them to benchmark their Tax Function, and to provide guidance on what to consider when starting the transformation journey.

We would like to thank all the survey respondents for their invaluable time and insights. We look forward to your participation in our subsequent surveys.



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Partner & Head,  
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# Glossary of Terms

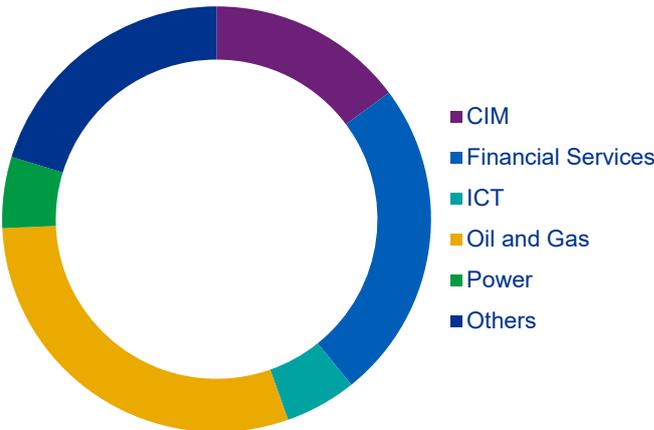
<b>Board</b>	Board of Directors
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Finance Officer
<b>CIM</b>	Consumer and Industrial Manufacturing
<b>C-Suite</b>	Executive-level Management
<b>ERP</b>	Enterprise Resource Planning
<b>FIRS</b>	Federal Inland Revenue Service
<b>FTE</b>	Full Time Employees
<b>KPI</b>	Key Performance Indicator
<b>ICT</b>	Information and Communication Technologies
<b>IT</b>	Information Technology
<b>Tax Event</b>	For example, a tax audit exercise or post transaction review

# About the Survey

The survey assesses the current state of the Tax Function focusing on thematic areas, such as tax governance and risk management, people and technology.

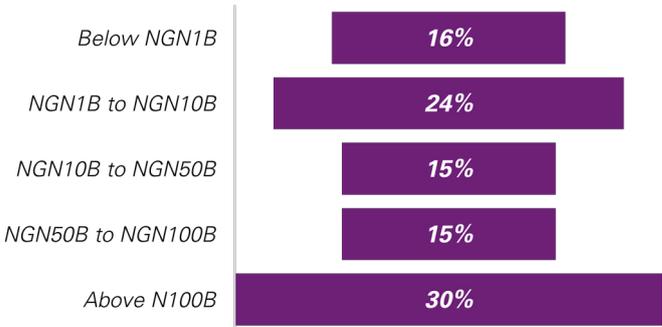
The survey was completed by CFOs, Tax Leaders and Head of Compliance from 76 companies

### Industry mix:



*\* Others\* include: e-commerce, Agriculture, Hospitality, Healthcare and Aviation*

### Revenue distribution:



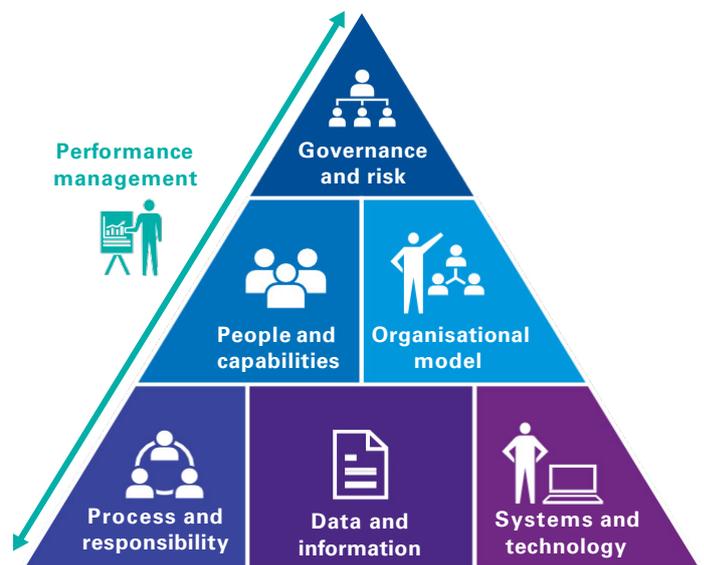
### Operating status



# Executive Summary

A research conducted by KPMG International showed that an effective and highly valued Tax Function manages tax risk and compliance and identifies opportunities to add value to the business through core tax management skills and proactive collaboration with all parts of the business. This is the hallmark of a future-ready Tax Function.

Typically, the evaluation of a future-ready Tax Function is done from the lens of technology maturity or transformation. However, a future ready Tax Function relies on the successful interplay of seven components as shown in the diagram below.



Source: KPMG International

While technology and the related components of data and information are important in view of emerging trends, the Tax Function also needs the right organisational model, an overarching governance and risk framework, and motivated people with the right skills to ensure that technology achieves the desired result. In essence, any strategy aimed at transforming the Tax Function should consider all the components of the operating model for it to be effective and successful.



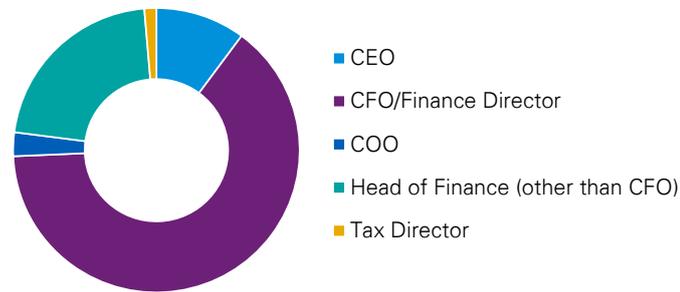
The summary of findings from the survey with regards to the current state of each component of the operating model are as follows:

**Governance and Risk**



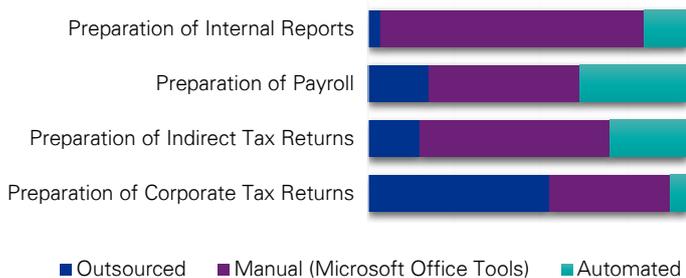
Some of the companies surveyed do not have a documented tax strategy or overarching tax policy that covers tax risks. The tax policy and strategy documents are the primary guides for tax risk identification and management by the organisation. It is important that both documents are developed, approved and reviewed periodically by the Board.

**Organisational Model:**



Generally, Tax Functions are centralised within the Finance Function and report to the CFO. However, about one in ten Tax Leaders report directly to the CEO. While the current structure may be optimal for some companies, for others, the Tax Function would have limited capacity to create value beyond regular compliance.

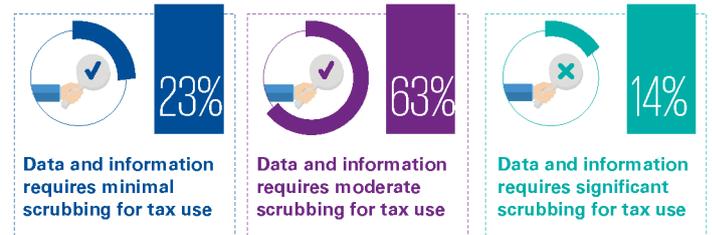
**Process and responsibility:**



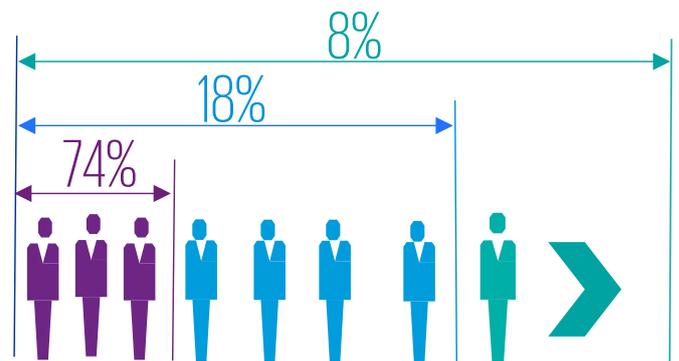
As seen above, most of the responsibilities of the Tax Function are performed manually. This would limit the ability of the Tax Function to focus on strategic and value adding opportunities for the business.

**Data and information:**

The data required for tax purposes is usually obtained from a central source. However, it requires different levels of scrubbing for tax use.



**People and Capabilities:**



About seventy-four (74%) of companies that responded to the Survey have less than four FTEs in the Tax Function. Furthermore, 50% of the companies that recorded over N100billion in revenues have less than 4 FTEs in the Tax Function.

Considering the growing expectations from and responsibilities of Tax Functions, business and tax leaders would need to evaluate their organisational model (i.e., whether to hire more personnel, co-sourcing or outsource), in addition to automation of some current processes.

**Systems and Technology:**



One of the key accelerators for investment in technology for the Tax Function is the level of technology maturity of the Tax Authority

# Inside the Tax Function

# Governance and Risk Management

The concept of 'tax morality' has become an important feature of tax discussions globally, with stakeholders calling on companies to be more transparent and socially responsible in their policies and approaches to taxation.

In many jurisdictions, tax authorities have revised the penalties for non-compliance and introduced jail terms for key management personnel of defaulting organisations. In Nigeria for example, the penalties for non-filing of relevant tax returns have been increased by recent legislative amendments.

In view of the increased financial and reputational costs of non-compliance, companies need to consider the Board's governance over tax affairs as part of overall corporate governance and risk management strategy. As a primary requirement, companies should have a tax policy and/or tax strategy document which is approved by the Board and constantly reviewed to ensure that it is line with current realities.

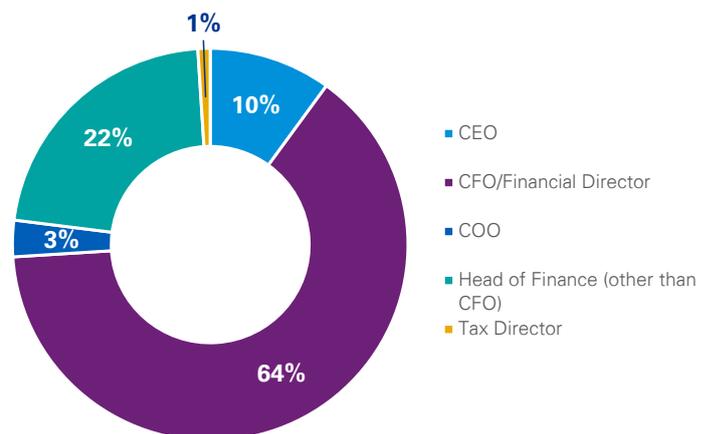
Furthermore, the Board may mandate the tax leader to provide regular updates on management of tax risk and any potential opportunities identified. This would also set the KPI agenda for the Tax Function.

## Board involvement in tax affairs

How frequently is tax discussed by the Board?



The above responses cut across industries equally. Further, in some of the companies, the tax leader reports directly to the C-suite:

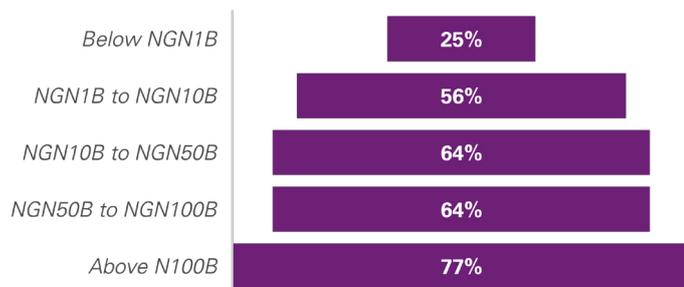


### Tax Strategy and Risk Management

Does the company have a tax strategy or tax policy document approved by the Board?



Analysing this further, there appears to be a positive correlation between the level of revenue and the existence of a tax policy/strategy document. For instance, only twenty-five percent (25%) of companies that earned less than N1 billion had a tax strategy/policy document in place.



The Oil and Gas sector has the highest compliance rate in this regards with 86% of respondents, followed by Financial Services (67%), CIM (64%), ICT (50%), Power (25%) and Others (20%).



7% -Tax risks is evaluated regularly and when a tax event occurs

39% -Tax risks is evaluated regularly

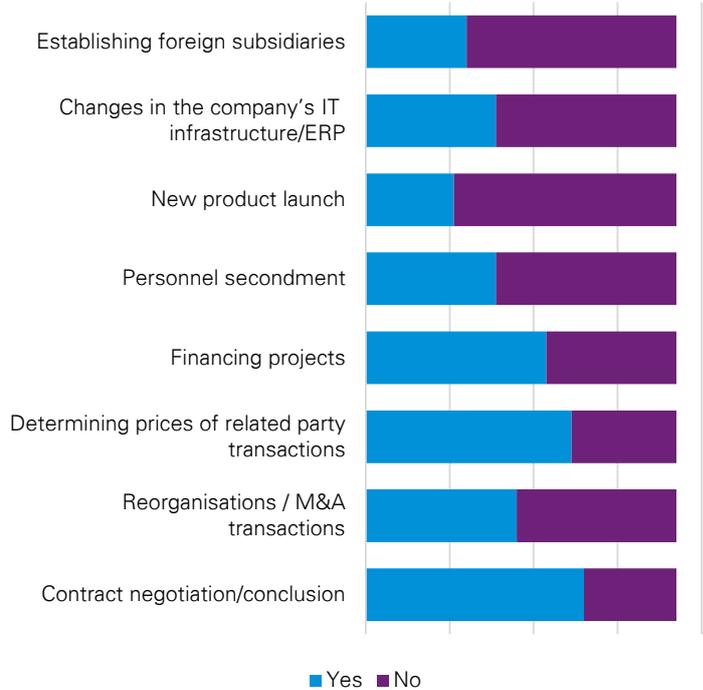
54% -Tax risks are only evaluated when a tax event occurs



### Consultations with the Tax Function

Seventy three percent (73%) of respondents stated that the Tax Function has real-time information on transactions performed across the business.

Furthermore, the respondents confirmed that the Tax Function is often consulted by other areas of the business when executing significant transactions as indicated below:



## Key Considerations

The Board should have visibility over the tax affairs of the Company at all times. The tax governance philosophy of the Company should:

- Derive from the overall business strategy
- Communicate a tax risk policy aligned with the company's overall business risk policy
- Be unambiguous, agreed and supported by the Board
- Clearly outline the company's policy on tax planning and related processes and controls.

By having such a strategy in place:

- Investors will be assured that tax is managed consistently in support of business strategy and appetite for risk
- Regulators and tax authorities will be assured that tax is managed ethically, with robust processes and controls
- Boards, audit committees and senior management will be assured that the business is not overpaying tax and is meeting its legal obligations.

# Organisational Model

The organisational model considers how the Tax Function is setup to do what it does. The survey results show that the Tax Function is mostly centralised within the Finance Function, thus, the structure of the Tax Function would align or be integrated with that of the Finance Function

However, in view of the dynamic operating and regulatory environment, companies (especially multinational companies) are actively re-evaluating their tax operating models as part of their risk management strategies. For instance, some multinational companies are adopting the hybrid/co-sourcing models to manage compliance in various jurisdictions/subsidiaries, instead of using centralized offshore teams.

These alternate models enable the Tax Function to outsource compliance and other low value tasks and allow them focus on creating value for the business, especially in the face of limited personnel. Also, these alternate models can result in direct cost savings for the organisation.

## Key Considerations

Business and tax leaders need to evaluate and select the operating model that aligns the tax strategy, risk and business needs of the organisation. Also, a detailed cost benefit analysis of each model would be necessary when developing the business case for this.

# Process and Responsibility

Tax processes, responsibilities and controls have to align to the documented tax strategy and tax policy of the organisation. Consequently, as the tax strategy and tax risks of the organisation evolves, processes need to be reviewed and enhanced accordingly. This would enable proper identification and management of risk, and it would improve overall efficiency.

While traditional process improvement techniques like the Six Sigma Tool are still used to identify and eliminate inefficiencies, an increasing number of process improvement initiatives are intrinsically linked to the application of technology.

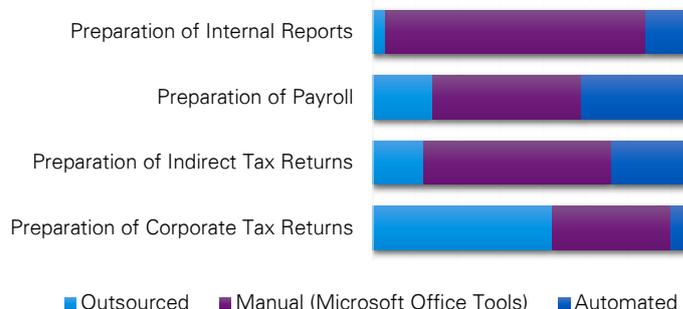
**“ Back office roles have always been challenged to do more with less, and tax is no different. Today, we see many tax departments working to automate repetitive processes and outsource standard compliance activities in order to focus more on the value-add aspects of the tax function. When done right, their tax professionals can concentrate on interpretation and analysis, decision making and strategy, leveraging their deepest skills and adding more value to the business.”**

**Sean Bloodwell**  
**Head of Global Compliance Management Services**  
**KPMG International**

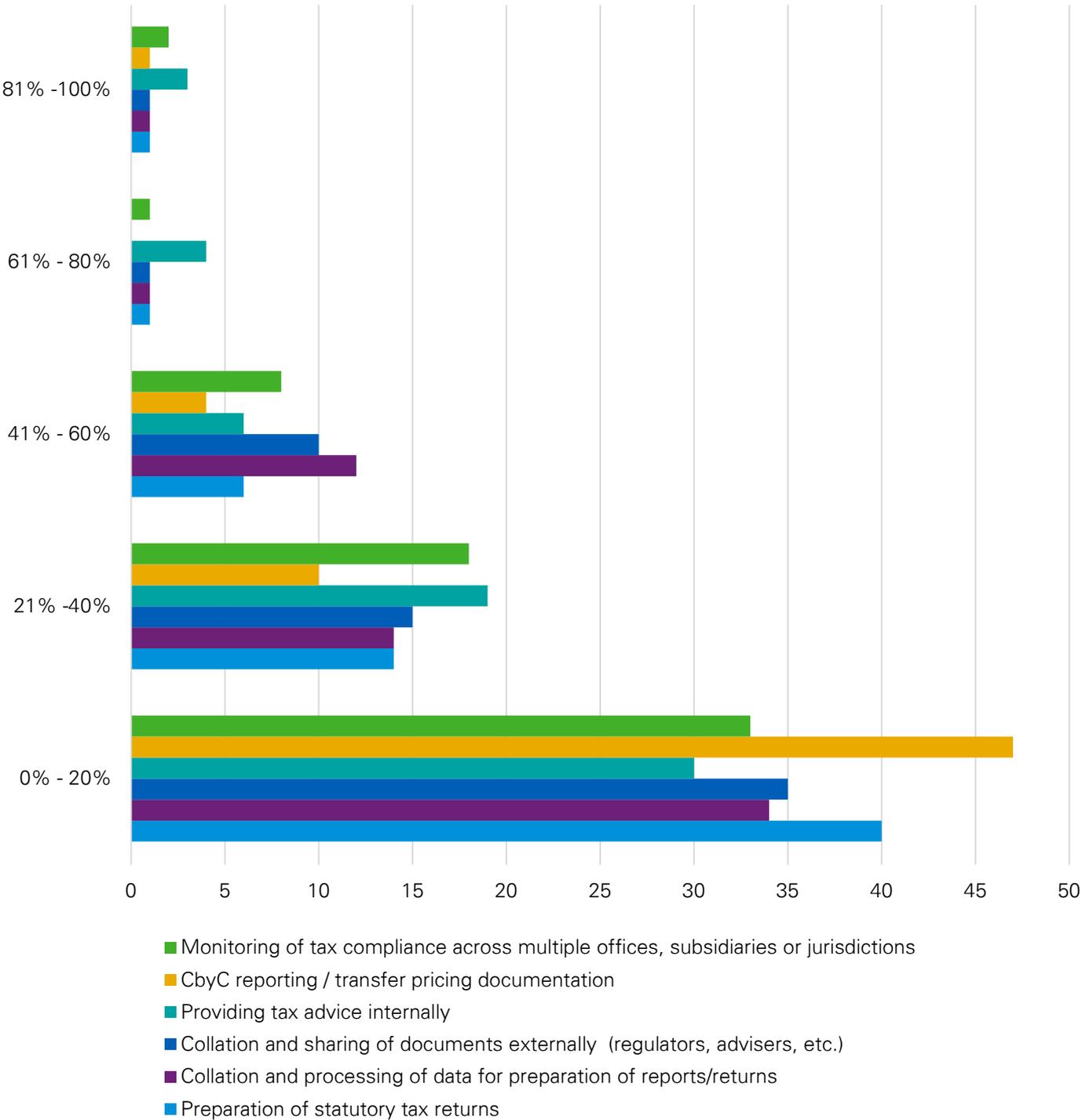
## Execution of primary responsibilities

The results of the survey show that most companies outsource the preparation of corporate income tax, and about one-third of the respondents have automated their payroll.

The other core tasks are manually performed by the Tax Function using Microsoft Office Tools.



Averagely, personnel in the Tax Function spend fairly equal amount of available time on each identified task monthly. However, some respondents spend more time on routine tasks such as sensitisation of transaction data received for tax purposes, providing tax advise to the business and monitoring compliance across multiple offices, subsidiaries or jurisdictions.



## Key Considerations

- The number of tasks and processes currently being performed manually, and the limited personnel in the Tax Function provides a compelling case for automation or outsourcing of low value compliance activities.
- A detailed workload and process assessment may be required to ensure that responsibilities are properly assigned within the Tax Function.
- Also, the workload assessment would provide basis for evaluating the optimal delivery model for the Tax Function, i.e., whether to continue to centralise, co-source or outsource fully.
- Responsibilities should be allocated to the available resource(s) on a 'best-fit' principle so as to properly manage the people component of the operating model.

# Data and Information

The role and expectation of the Tax Function has expanded beyond traditional compliance management to include strategic business support.

The Tax Function receives significant information and data from all areas of the business and can transform the data into valuable business insights. However, the quality of the insights produced is directly proportional to the quality of the data received. The features of quality data include accuracy, completeness, consistency, recency availability and security.

Therefore, data and information received by the Tax Function should be assessed for these qualities before it is used for analysis. Also, the availability of quality data would eliminate or reduce the significant time spent by the Tax Function cleaning or processing data for tax returns preparation.

In addition to quality of data, the Tax Function should have the capability to analyse and process the data to generate useful insights. This will simplify and accelerate the process of identify tax risk and opportunities. Therefore, the Tax Function would need to acquire skills in business and Big data analytics.

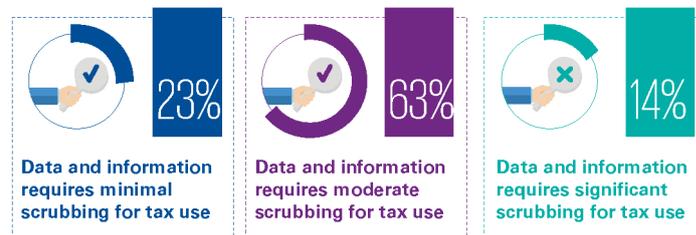
### Location of data for tax purposes

The data required for tax purposes is usually obtained from a central source.

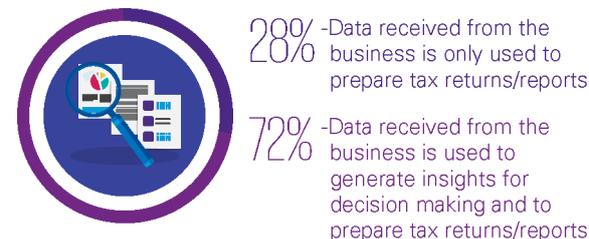


### Quality of data received for tax purposes

More often than not, data generated from the ERP requires moderate to significant scrubbing before it can be used for tax purposes.



### Use of data generated for tax



## Key Considerations

- With automation, companies can eliminate the manual collation and processing/cleansing of data/information received.
- While many ERPs are enabled to provide the data required for preparation of tax returns, few of them have built-in data analytics capabilities. Therefore, the Tax Function should consider the acquisition of data analytics tools and skills to support predictive, diagnostic and prescriptive analytics.
- In view of the FIRS' plan to implement technology for real time transaction data collection, tax leaders, in conjunction with their IT team, should perform a review of the tax rules and codes in the ERP and financial systems to ensure quality of the data being extracted by the FIRS.

# People and Capabilities

People are central to the success of any transformation initiative. The Tax Function needs to have the right people to implement the governance, data, technology, organisational model, process and evaluation strategy. Therefore, tax leaders need to take ownership of the people agenda for the Tax Function.

Despite the high unemployment rate in Nigeria, tax talent is in limited supply. Therefore, to attract and retain the right talent, the tax leader should develop an effective talent management strategy. The strategy would include the provision of attractive career growth plans, effective training opportunities, and an effective and objective evaluation system.

The evaluation metrics should align with the expectation of the Board from the Tax Function and can be used to evaluate the contributions of the Tax Function to the business.

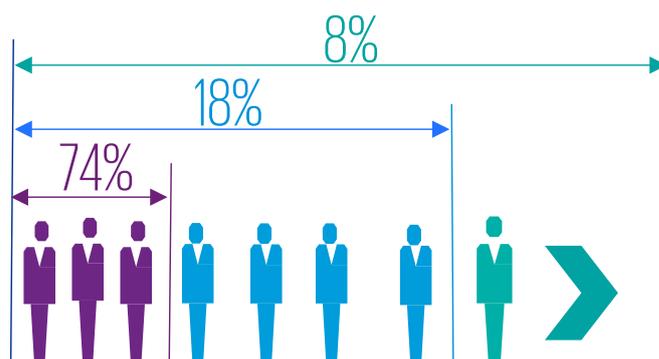
Furthermore, the Tax Function of the future would require multiple new skills including; communication, negotiation, data analytics and technology, tax technical and economic analysis. Therefore, the option before the Tax leader is to either equip or acquire the required talent.

**“There is no one-size-fits-all in terms of resourcing. Each organization is different. But what we are seeing more and more, is that tax departments are building out their own IT capabilities, whether by equipping tax professionals with technology skills or by teaching technology professionals tax knowledge. Departments may benefit from a combination of both these approaches.”**

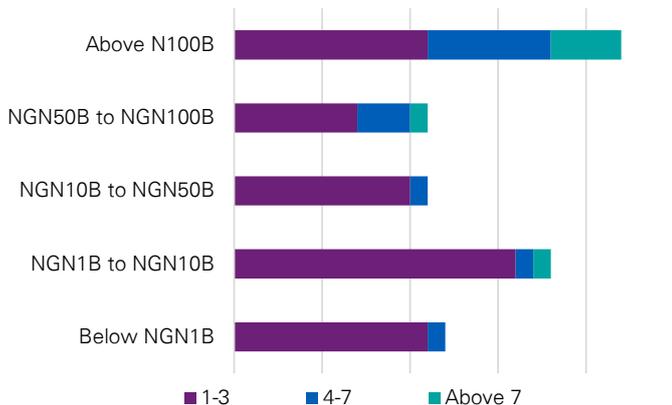
**Scott Weisbecker -  
Global Head of Tax Transformation  
KPMG International**

## Average number of FTEs in the Tax Function

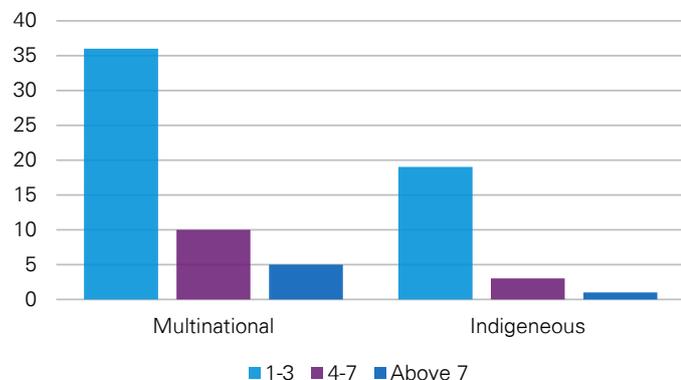
*Average headcount*



Average headcount by revenues



Average headcount by revenues



Qualification / skill set of personnel in Tax Function



Evaluating the performance of the Tax Function

The common KPIs applied in evaluating Tax Functions are listed below:

**Ranked according to score**

- 91% Tax compliance deadlines are met
- 87% Accuracy of returns and avoidance of penalties
- 78% Tax risks are managed appropriately
- 67% Tax savings achieved
- 62% Results of tax audits are as expected
- 58% Taxes of personnel are effectively managed
- 46% Effective tax rate is as expected
- 41% Satisfaction rating by other Functions in the business
- 38% Tax Function stays within expenditure budget

Key Considerations

- The headcount analyses shown above may indicate that personnel in the Tax Function are fully utilized. Therefore, it may be important to conduct a detailed workload assessment in order to determine the task allocation and where reallocations may be required.
- Furthermore, the analysis provides a compelling basis to reevaluate the current organisational model of the Tax Function with a view to establishing the right sourcing model.
- The evaluation matrix for the Tax Function should emphasise other value related KPIs, like tax savings achieved or new opportunities identified for the business.

# Systems and Technology

A technology enabled Tax Function can leverage insights and process solutions to deliver value to the business.

The adoption of technology in the Tax Function should be targeted at specific needs. But the process of transforming the Tax Function technologically should be done incrementally. It requires careful planning and many iterative steps to arrive at the desired state.

Despite the obvious benefits of technology adoption, getting investment for tax technology solutions can be a challenge. Investment in technology solutions (including tax technology) requires a persuasive business case. One accelerator of investment in tax technology is the level technology maturity of the tax authorities. The more advanced the tax authority, the more compelling the business case for investment in tax technology.

This means that the drive by the FIRS and some State Tax Authorities to automate tax administration in Nigeria should provide a compelling business case for investment in tax technology by companies.

Above all, any technology transformation requires the concurrent implementation of a training and change management programme for users of the solution, to ensure its success.

### Tax technology strategy

42%

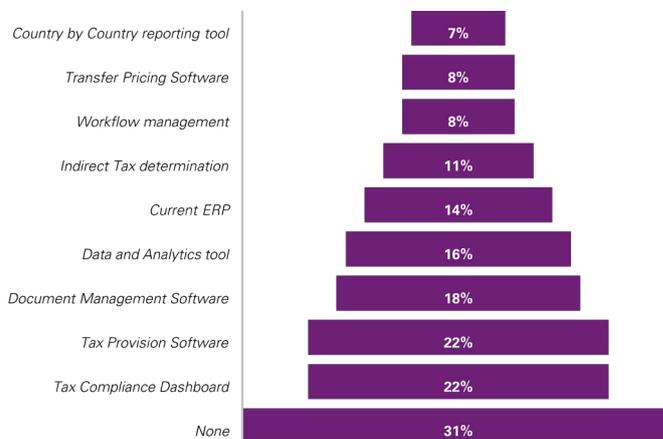
Of the respondents say their company does not have a documented tax technology strategy



58%

Of the respondents say their company has a documented tax technology strategy

### Tax technology tools used by Tax Function



75% of companies that earn less than N1Billion do not use any tax technology tool, while 25% of companies that earn above N100Billion do not use any tax technology tool.

### How does technology adoption in the Tax Function compare to the adoption in other Functions of the businesses?

Almost half of the respondents still think that the Tax Function is treated like the poor little cousin.



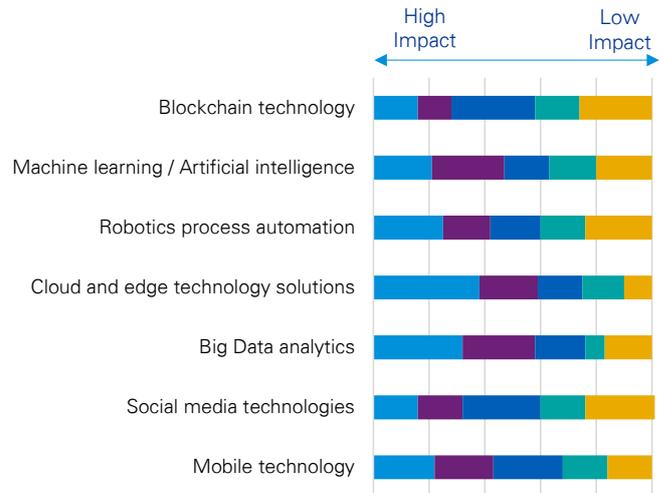
### Limitations against investment in tax technology



## Key Considerations

- The tax strategy and tax policy documents should include the adoption of technology for efficiency and for the identification and management of opportunities and risks
- When building the business case for investment in tax technology, it may be important to align the impact of the technology with the organization's overall objectives. These objectives could include improved risk identification and management, efficiency gains, realisation of tax savings and responding to technology developments made by the tax authorities.
- Considering the disparate adoption of technology across the business, the Tax Function would have to collaborate with other functions to leverage their use of technology whilst seeking to drive its own technology initiatives.

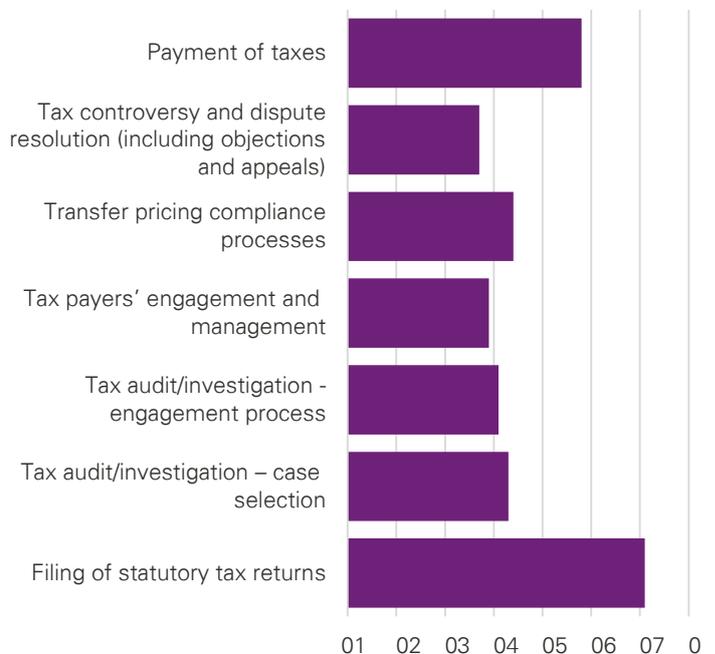
### Impact of existing and emerging technologies on the Tax Function



The results from the survey show that cloud/edge technology solutions and Big Data technologies would have the most impact on the Tax Function in the near Future. Blockchain and social media technologies technologies would have the least impact.

### Tax technology for tax administration

Most of the respondents prioritised the filing of statutory returns and payment of taxes as areas where the tax authorities should accelerate the application of technology



# Next Steps

# Next Steps

Every company is unique. Every tax function is too. A bespoke KPMGTax Reimagined workshop gives you the opportunity to imagine the model that works for you then brings it to life.

Our rapid diagnostics and wealth of benchmarking data can take you from dreaming of the possible to the foundations of a tangible business case in less time than you think.

Continue the conversation by contacting us. Together, let's prepare to meet the future of tax.



### Investing in transformation

Across the KPMG organization, we are investing US\$5 billion over five years in technology, people and innovation to accelerate the digital transformation of KPMG firms and our clients, with more than US\$1 billion being invested in tax & legal technology specifically through that period.



# Tax Reimagined





# Tax Reimagined

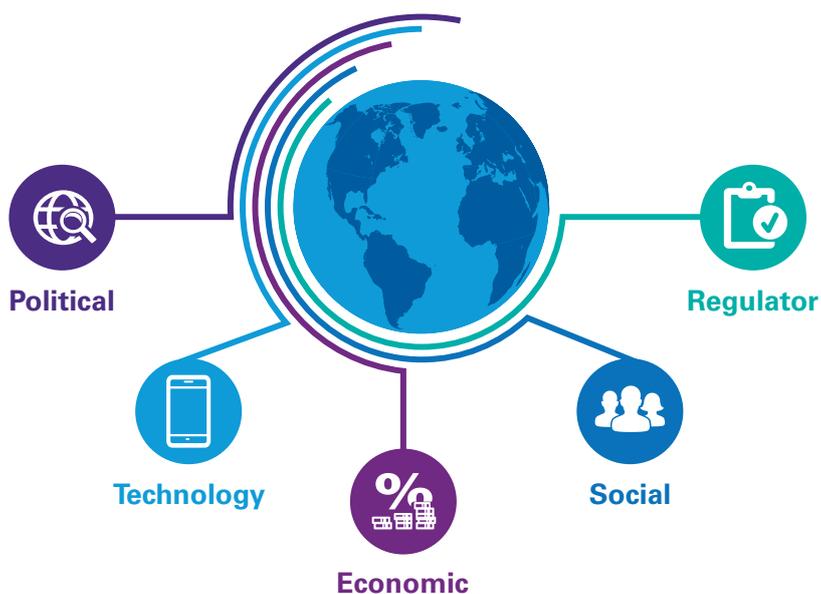
**Tax is changing. We're changing Tax.**

**There is no shortage of challenges and opportunities facing today's tax functions. Carrying on as in the past is not a viable option. You need to be ready to be compliant and ready for the changing digital future of tomorrow. Tax is your license to do business. Tax Reimagined is the discussion you need to have now.**

## The challenge

The volume and pace of change in the tax environment is unprecedented. Complex and uncertain times need different tools and skills to manage the business of tax. Yet, investment has lagged behind. Your workload has increased while your resources have diminished. You need to not only be compliant today but ready for the digital world of tomorrow. Meanwhile the business continues to demand tax support. What's the answer?

### Global trends disrupting the tax function



# The opportunity

At KPMG we have combined our technology, transformation and compliance capabilities under a new framework — Tax Reimagined. Deploying our solution architects and leveraging this framework, we can help you develop a strategy for your tax function and design a target operating model to help ensure execution; reduce costs, improve quality and unlock value from your tax and statutory function.

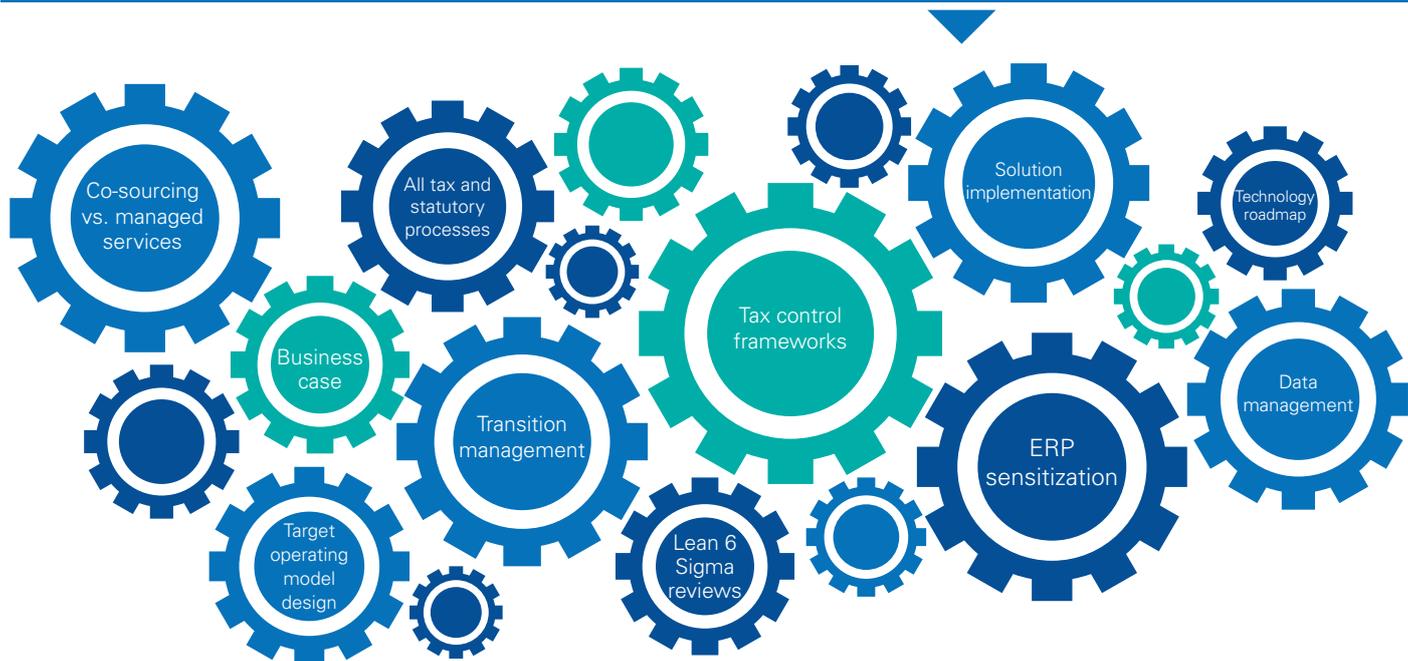
These days, tax makes headlines. This is the impetus to shift the conversation, to lay the foundation of an irresistible business case for investment in tax infrastructure. This takes the form of new tax operating models, technology tools and capabilities which are more adaptable and configurable to tax needs and flexible new ways of approaching sourcing. For example, large scale finance transformation projects and disruptors like emerging technologies means tax functions need new ways of working which, in turn, can also embed continuous improvement for sustainable change.

## KPMG’s approach to developing a target operating model



# Tax Reimagined in practice

KPMG’s Tax Reimagined solution architects collaborate with you to bring tax expertise, a deep understanding of technology and innovative operating model designs to work alongside you to reimagine your tax function. This will involve designing a target operating model that combines transformation, with the right blend of managed services and technology to help the gears of your business work together to accomplish your goals.



Throughout this document, “we,” “KPMG,” “us” and “our” refer to the network of independent member firms operating under the KPMG name and affiliated with KPMG International or to one or more of these firms or to KPMG International. KPMG International provides no client services. No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm.

# Case study — a global pharmaceutical company

A global pharmaceutical company with a presence spanning over 95 countries needed help to develop a new tax operating model. The high cost of compliance and escalating regulatory challenge needed new thinking. The in-house compliance team was not well integrated into the finance function and the cost of investing in new tax technology infrastructure was considered too high.

Using our Tax Reimagined approach, we helped the client determine their optimum delivery model and provided the necessary challenge to build the business case for change.

Today the client operates cost-effective, globally standard tax compliance processes. We successfully transitioned their compliance team into the supportive environment of the KPMG Center of Excellence. Tax leadership benefits from rapid global visibility of risks and issues and new insights and value from its data. Together, we have future-proofed their compliance processes.

## Coverage



95+  
countries

## The challenges

- ➔ Escalating cost of tax compliance
- ➔ Technology investment cost prohibitive
- ➔ Increasing regulatory demands including transparency and direct access to tax data
- ➔ Talent attraction and retention under pressure
- ➔ Variability of processes and operating models
- ➔ Lack of standardization creating inefficiencies and risk
- ➔ Unable to leverage technology effectively



## Our approach

- Conducted a worldwide deep dive of compliance operating processes
- Worked in partnership to develop a business case for change
- Applied a Lean 6 Sigma methodology to standardize processes
- Devised a people strategy to optimize resources and define future skills
- Built a transformation business case with a clear return on investment
- Applied KPMG's well-established tax technology to automate processes and improve data quality
- Devised and implemented a new operating model enabled by KPMG's Center of Excellence



## Tax Reimagined

- 1 Significant reduction in the cost of compliance
- 2 Single dashboard to provide oversight of tax reporting across all countries
- 3 People transfer from company's statutory and tax teams to KPMG
- 4 Improved KPI reporting
- 5 High quality tax data that drives insights and business value
- 6 Future proofed for the digitalization of tax authorities and reporting
- 7 A leaner, more business focused retained compliance team
- 8 Single accountability for all compliance activities



# Digital Gateway



# KPMG Digital Gateway

An expansive global platform to help tackle today's tax, legal, mobility and business issues through technology

In today's complex tax and legal landscape, technology and innovation can be the difference between a tax department that is on the defensive, a department that is simply keeping pace and one that is proactively building a proud tax narrative inside and outside of the organization.

## KPMG can help

Powered by Microsoft Azure and built on the cloud, KPMG Digital Gateway is a single platform solution that gives you access to the full suite of KPMGTax & Legal technologies. KPMG Digital Gateway puts our investments in machine learning, data analytics, powerful visualizations and AI technologies in one place, all driven by the rich data you already have on hand. The platform combines the expertise of KPMG's global network of professionals, our alliances and our technology solutions to form one integrated platform that has been built to support tax and legal leaders, as well as asset managers, and the evolving needs of their departments. KPMG Digital Gateway brings you a wealth of tools to help you tackle regulatory change, turn data into value, streamline compliance and planning, while enabling effective collaboration across tax, legal and finance departments and beyond.

## Technology-driven solutions

The KPMG Digital Gateway is a cloud-based platform providing one-stop access to KPMG's suite of tax technologies and supporting services, industry news and current KPMGTax & Legal thought leadership, while connecting with expertise from across the global KPMG network of member firms.



## Digital Control Tower

Analytical views of the areas you care most about, summarized by Value, Compliance and Risk.



Data & Analytics

# Key features of KPMG Digital Gateway



**Collaboration and control**

KPMG Digital Gateway is a personalized entry point for you and your team members to access the suite of KPMG technologies and services you use, track progress and results and connect with the teams behind the solution. Here, you can also learn about additional solutions and services used by departments like yours in other organizations.



**Turn data into value**

With the ability to leverage all of your data across multiple solutions, you can gain powerful insights that help you tackle a range of business issues, all in one place.



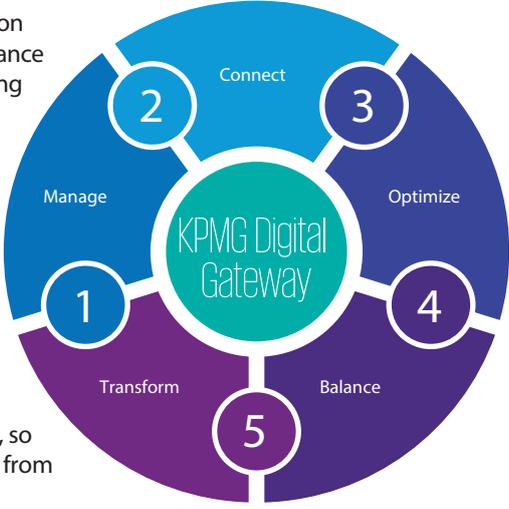
**Track news and updates**

The platform features an integrated news feed and jurisdictional tracker to help you keep pace with developments that impact your business.

# Potential benefits

Leveraging the KPMG Digital Gateway helps you to transform your business function for the modern demands you face.

- 1 Manage workflow and documentation across borders, ensuring the right balance of central and local delivery in reporting and enhancing collaboration
- 2 Communicate and operate efficiently & effectively on a global basis, across your teams and with the KPMG member firm teams that serve you
- 3 Optimize your business activities, technologies and data management, so you can spend more time benefiting from your data and less time collecting it



- 4 Balance the need to react with the opportunity for proactive insights, so you can track and respond to fast-moving regulatory changes scenario-planning for future needs
- 5 Transform your business function through adoption of modern technology solutions and data-driven business management techniques

**The investment in KPMG Digital Gateway**

KPMG International and its network of member firms is investing US\$5 billion over five years in technology, people and innovation to accelerate the digital transformation of KPMG firms and our clients, and more than US\$1 billion in tax & legal technology specifically in that period. Digital Gateway puts these investments at your fingertips.

[home.kpmg/digitalgateway](https://home.kpmg/digitalgateway)

**Preview the News Platform**

A key feature of the Digital Gateway Platform is its ability to collect, track and display relevant business developments around the world. You can explore this feature and gain a sense of the user experience of KPMG Digital Gateway through the online portal.

<https://digitalgateway.kpmgservices.tech/news>

# Resources

# Resources

For further information and resources, please explore the links below or visit [kpmg.com/tax](https://kpmg.com/tax). You might also consider attending an upcoming Tax Reimagined webcast designed to address issues related to the transformation of the Tax Function to tax leaders ([Link](#))

As always, please feel free to contact a KPMG professional to discuss these strategies and tools, or to speak about the tax issues you face today.



 [Click the documents to read more](#)

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