

March 2026

KGT Newsletter

KGT Q1 2026 Insights

Editorial



[from left to right: Derya Gökçeer, Kaan Bahşi, Ramesh Muni, Ferry Geertman, Lucia Nezvalova and Richard Cornelisse]

The year 2026 started at full speed for the KGT team. In the first weeks of the year, we supported several large taxpayers in preparing for the **Polish e-invoicing go-live deadline of 1 February 2026**. These projects required intensive collaboration, accelerated implementation timelines, and a strong focus on ensuring both compliance and operational continuity. We are proud of the dedication shown by our teams and clients in successfully reaching this important milestone.

Over the past few months, we have also been working hard on the relaunch of **KGT's Global Indirect Tax Management (GITM) platform**. The platform has been significantly enhanced to provide valuable insights for tax professionals navigating the rapidly evolving indirect tax landscape. Visitors can now access Country Updates, KGT videos, and Best Practices designed to support organizations in managing indirect tax processes and compliance requirements more effectively.

This period also marks an important moment for our team as we officially welcome **Angela Koekkoek**, Vice President of Sales Operations, and **Maja Ciarkowska**, founder of MC Consulting and official partner of KGT, to our global network. Their extensive experience in tax, technology, and international client engagement further strengthens KGT's ability to support multinational organizations in navigating complex tax and SAP environments.

In this edition's **Team Expertise Spotlight**, we feature Derya Gokceer (CCO, PMO & Global Account Management), who shares more about his role within KGT.

Finally, we share some behind-the-scenes photos from our participation in the **SYNC event**, the annual event organized by VNSG (Association of Dutch-speaking SAP Users) and SAP, where we had the opportunity to connect with SAP users and partners.

We hope you enjoy this edition.

The KGT Leadership Team

Poland KSeF Go-Live:

Client Success Stories from the February 2026 Rollout

Poland introduced mandatory e-invoicing through the KSeF platform on 1 February 2026 for a first group of taxpayers.

Several multinational organizations trusted KGT to guide them through this transition. Despite complex SAP environments, tight timelines and operational challenges, these organizations successfully went live with compliant e-invoicing solutions.

The following case highlights how KGT helped a client achieve KSeF compliance while maintaining operational stability and business efficiency.

Turning Extreme Invoice Complexity into KSeF Compliance

Challenge

An international logistics provider faced significant challenges in meeting KSeF requirements for a specific group of customers. For a subset of customers, their outgoing invoices contained extremely high numbers of line items — in some cases reaching up to 3,000 line items per invoice.

The client relied on a custom-developed extraction program within SAP. However, the sheer volume of line items caused serious performance and runtime issues during invoice extraction. As a result, not only these complex invoices failed to process correctly, but other invoices within the same processing run were also affected. This created operational disruption and increased the risk of non-compliance with Poland's KSeF requirements.





KGT's Solution

KGT performed a detailed technical and functional analysis of the invoice extraction process, evaluating multiple solution paths with a strong focus on performance, stability, and control integrity.

KGT designed a targeted solution specifically for invoices with extreme line-item volumes. This approach:

- Isolated high-volume invoices from the standard extraction flow
- Significantly improved system performance without introducing new control risks
- Preserved the integrity of the existing tax and audit framework
- Introduced a parallel extraction program that can be used as a backup process

In parallel, the client optimized its SAP class program to further enhance efficiency and reduce processing time.

Results

- Performance bottlenecks resolved during invoice extraction
- Stable processing of invoices with very high line-item volumes
- Full validation of the solution for production use
- Remaining performance considerations limited to a clearly defined and controlled scenario

Impact

- Reliable KSeF compliance even for invoices with extreme data complexity
- Improved system performance and operational stability
- Reduced risk of processing delays affecting other invoices
- Scalable architecture ready for future growth and increasing data volumes

This case demonstrates how KGT combines **deep SAP expertise with pragmatic tax technology design** to deliver robust, SAP-integrated e-invoicing solutions for even the most demanding business scenarios.



Why This Matters

Digital tax regulations increasingly rely on structured reporting and government platforms such as Poland's KSeF system. However, successful implementation requires more than technical compliance.

Organizations must ensure that regulatory changes do not disrupt operational processes, SAP performance, or finance workflows.

KGT combines tax digitalization and indirect tax expertise, SAP technical capabilities, and practical business process knowledge to ensure that organizations remain compliant while maintaining operational efficiency.

These Poland KSeF cases demonstrate how the right implementation strategy can transform complex regulatory requirements into stable, scalable, and business-friendly solutions.



Interested in more Poland KSeF Implementation Insights?

Download the other detailed case studies to learn how KGT helped clients overcome complex SAP, compliance, and operational challenges while ensuring a stable go-live for the February 2026 rollout:

<https://kgtapplications.com/business-cases>

Regulatory Updates

1 April 2026: Next phase of mandatory B2B e-invoicing in Poland

Following the introduction on 1 February 2026 for large taxpayers, the next phase is now approaching. From 1 April 2026, mandatory B2B e-invoicing via KSeF will apply to all other taxpayers in Poland.

This phase brings e-invoicing into daily operations for most businesses. Success will depend on ERP readiness, well-designed processes, high-quality data, and robust VAT controls.

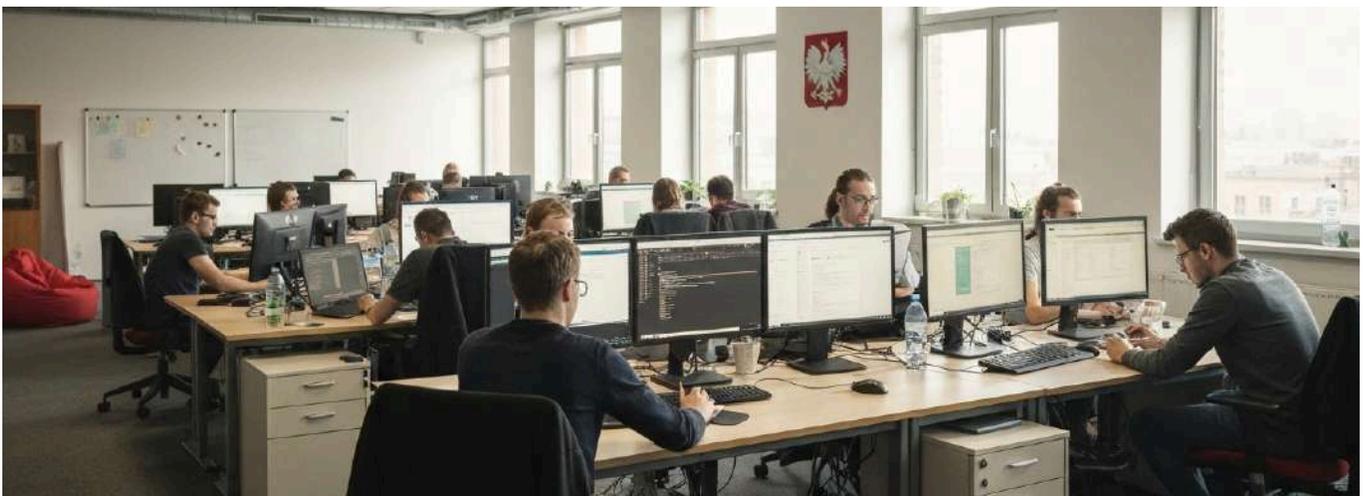
For organizations running SAP, this is not just a compliance change. It requires:

- Correct system configuration and KSeF integration
- Robust invoice validation and error handling
- High-quality master data
- Strong VAT controls embedded in the process
- Mandatory storage of KSeF identification numbers in accounting records
- Alignment of reported data (e.g. JPK) with KSeF submitted invoices

Early preparation is key to avoid disruption and compliance risks.

Interested in further updates on developments in Poland?

Explore updates here: <https://globalindirecttaxmanagement.com/country-updates/poland>





France Launches Pilot Program for E-Invoicing and E-Reporting Ahead of September 2026 Mandate

The French tax authorities (DGFiP), together with AIFE (the state's financial information systems), launched a national pilot program on 24 February 2026 to support the upcoming B2B e-invoicing and B2C e-reporting mandate, which will become mandatory on 1 September 2026.

The voluntary pilot allows businesses and accredited platforms (Plateformes Agréées – PA) to connect with the Portail Public de Facturation (PPF) network and test the full e-invoicing lifecycle using real transactional data. Participants can simulate invoice transmission, lifecycle management, and e-reporting processes in a controlled environment. Importantly, companies acting in good faith will not be penalized for mistakes during the pilot, and the data used will not be used by the tax authorities.

As of launch, 139 platforms have validated their administrative files, 106 have received definitive approval, and around 60,000 businesses have already joined the pilot.

The pilot phase will run throughout 2026, allowing businesses, service providers, and regulators to test interoperability and ensure readiness before the mandate takes effect.

Read the full article for detailed insights on the French pilot program, timelines, and key milestones leading up to September 2026:

<https://globalindirecttaxmanagement.com/country-updates/france/france-launches-pilot-program-for-e-invoicing-and-e-reporting-ahead-of-september-2026-mandate>



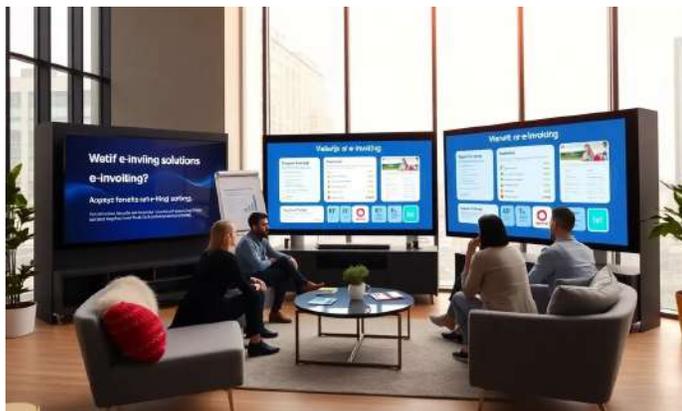


North Macedonia to implement mandatory B2B e-invoicing with the e-Faktura project by 1 October 2026

The Public Revenue Office plans to implement e-invoicing in phases, with a likely go-live date set for October 1, 2026. These e-invoicing requirements will apply to all taxpayers, regardless of their residency status.

SAP Document and Reporting Compliance (SAP DRC) does not offer an e-invoicing solution for North Macedonia; however, SAP has partner companies that can fulfill this need. As an SAP Build partner, KGT specializes in developing SAP add-ons for e-invoicing. Our services are trusted by reputable multinational companies throughout Europe and beyond.

If you need to meet these reporting requirements and are interested in an SAP solution, please let us know. We will schedule a demo and answer any questions you may have.



Sweden Explores Mandatory E-Invoicing and Digital VAT Reporting Under EU ViDA

Sweden has launched an official inquiry into the introduction of mandatory e-invoicing and digital VAT reporting, aligning its tax framework with the European Union's VAT in the Digital Age (ViDA) initiative.

The inquiry will assess the legal changes needed to introduce mandatory e-invoicing, particularly for domestic B2B transactions, and evaluate how the Swedish Tax Agency can use transaction-level data to improve VAT compliance and reduce fraud.

The investigation is expected to lead to legislative proposals by 30 November 2027, allowing Sweden to prepare for the EU's ViDA implementation deadline of 1 July 2030.

For businesses operating in Sweden, the potential reforms could mean adapting invoicing and tax reporting processes to comply with future digital reporting requirements.

Read the full country update here:

<https://globalindirecttaxmanagement.com/country-updates/sweden/sweden-initiates-inquiry-on-mandatory-e-invoicing-and-digital-vat-reporting-under-eu-vida-framework>



Singapore is accelerating its move toward digital tax compliance

The Singapore government has announced a phased introduction of InvoiceNow for e-invoicing and e-reporting between 2028 and 2031.

InvoiceNow is Singapore's Peppol-based network for exchanging structured electronic invoices.

This marks another step toward real-time tax reporting, a trend we are increasingly seeing worldwide.

Curious about the timeline and implications?

Learn more:

<https://globalindirecttaxmanagement.com/country-updates/singapore/singapore-announces-phased-introduction-of-invoicenow-for-e-invoicing-and-e-reporting-a-2028-2031-timeline>



South Africa's VAT digital future is taking shape

The South African Revenue Service (SARS) is preparing a major shift in VAT compliance. Mandatory e-invoicing and e-reporting are expected by 2028, supported by a Peppol-based interoperable framework.

While 2028 may seem far away, experience shows that ERP, tax, and process changes take time.

Read the full article here:

<https://globalindirecttaxmanagement.com/country-updates/south-africa/south-africa-vat-digital-reporting-e-invoicing-the-road-to-2028>



Hungary Outlines Vision for ViDA Implementation

Hungary is moving forward with preparations for the EU's VAT in the Digital Age (ViDA) initiative, aiming to further strengthen its digital tax reporting framework.

Under the proposed approach, mandatory e-invoicing will apply to both domestic and cross-border transactions. In addition, buyers will be required to report invoice data within five days of receipt, allowing the tax authority to compare supplier and buyer data and improve VAT compliance.

Invoices will need to comply with the EN 16931 EU standard, and secure transmission channels will replace traditional methods such as email. Hungary also plans to introduce a "5-corner" invoicing model, where invoices are first transmitted to the tax authority before reaching the buyer.

Read the full article about Hungary's ViDA implementation plans:

<https://globalindirecttaxmanagement.com/country-updates/hungary/hungarys-perspective-on-vida-implementation>

GITM Re-launch



We are pleased to announce the re-launch of KGT's Global Indirect Tax Management (GITM) website:

<https://globalindirecttaxmanagement.com/>

This platform has been significantly enhanced by providing valuable insights, including Country Updates, KGT videos, and Best Practices related to indirect tax management.

The Best Practices section offers concise thought leadership on practical and strategic approaches to improving indirect tax processes - covering governance models, automation, SAP optimization, and data-driven controls that support sustainable compliance and operational excellence.

With this renewed platform, we aim to provide a central knowledge hub that supports organizations in keeping informed about global indirect tax developments and helps drive continuous improvement in tax processes and compliance frameworks.

We invite you to explore the platform and discover how it can support your organization's indirect tax strategy. We welcome your feedback and look forward to continuing to share insights and best practices with you.

New Addition and Partnership Strengthen KGT's European Presence

KGT Welcomes Angela Koekkoek and Maja Ciarkowska

KGT is pleased to announce two additions to its international network: Angela Koekkoek as Vice President of Sales Operations and MC Consulting, led by Maja Ciarkowska, as an official KGT partner in Poland.

Based in the Netherlands, Angela Koekkoek brings more than 20 years of experience in taxation, gained at both Big Four firms and in industry. In her role at KGT, she works with global teams and partners to support multinational organizations in developing their VAT/GST and tax technology strategies, particularly where indirect tax, SAP, and digital tax reporting intersect.

KGT also welcomes MC Consulting as an official partner. The firm is led by Maja Ciarkowska, an experienced indirect tax and tax technology specialist based in Poland. With more than two decades of experience in VAT, accounting, and SAP environments, her work focuses on SAP VAT data analysis, pre-audit reviews, e-invoicing, SAF-T reporting, and the optimization of tax and accounting processes in SAP.

With these additions, KGT continues to strengthen its European presence and expand its international network in supporting organizations with SAP-based tax technology and compliance.

KGT warmly welcomes Angela Koekkoek and Maja Ciarkowska and looks forward to working together.



Team Expertise Spotlight

Interview with Derya Gökçeer

Chief Communications Officer, PMO & Global Account Management

At KGT, collaboration between our clients and technical experts is at the heart of everything we do. In this edition of our newsletter, we speak with Derya Gökçeer, Chief Communications Officer and responsible for our Project Management Office (PMO) and Global Account Management. Based in Istanbul, Turkey, Derya has been with KGT for nearly five years and brings extensive experience from his previous role as a project manager and consultant at a Big Four firm in Turkey. Today, he plays a key role in connecting our SAP Tax consultants, project managers, and ABAP developers with clients worldwide.

Can you tell us about your role at KGT and your main responsibilities?

Derya: As Chief Communications Officer, I am responsible for ensuring clear and effective communication across our organization and with our clients. In addition, I oversee the Project Management Office (PMO) and Global Account Management. This means I work closely with our project managers, SAP Tax consultants, SAP DRC experts and ABAP developers to ensure that our clients receive the best possible solutions and support. My role is essentially to connect strategy, execution, and client expectations.



You have been with KGT for almost five years. How has your journey within the company evolved?

Derya: Over the past five years, I have seen KGT grow significantly in terms of both capabilities and global reach. My role has evolved alongside this growth. Initially, the focus was primarily on strengthening communication and project coordination, but over time my responsibilities expanded to include PMO leadership and Global Account Management. It has been very rewarding to contribute to KGT's development and to help build strong relationships with our clients and teams worldwide.

You are in daily contact with many different teams. What does that collaboration look like in practice?

Derya: Collaboration at KGT is very dynamic. On a daily basis, I coordinate with consultants, developers, and project managers to align on project progress, client requirements, and solution delivery. We ensure that technical expertise and business needs come together effectively. This close interaction allows us to respond quickly to challenges and deliver high-quality SAP tax solutions that truly support our clients' operations.

How does your role contribute to the success of client projects?

Derya: My focus is on maintaining transparency, alignment, and efficiency throughout the project lifecycle. By ensuring clear communication between our teams and clients, we can anticipate potential issues early and provide proactive solutions. Through strong project governance and account management, we help clients achieve compliance, optimize tax processes, and improve operational performance.

KGT supports clients with a wide range of SAP tax solutions. What challenges do clients typically face today?

Derya: Many organizations face increasing regulatory complexity, especially with evolving e-invoicing requirements, SAF-T reporting, and real-time compliance obligations. At the same time, they want to streamline and automate their tax processes within SAP environments.

In addition, clients often have specific business requirements or local needs that require tailored developments. Standard solutions do not always fully cover these scenarios, which means custom enhancements or client-specific functionalities must be designed and implemented. This is where our close collaboration between project managers, consultants, and ABAP developers becomes essential.

Our role is to help clients navigate this complexity by providing scalable, reliable, and future-proof solutions — combining standardized best practices with flexible, client-specific developments when needed.



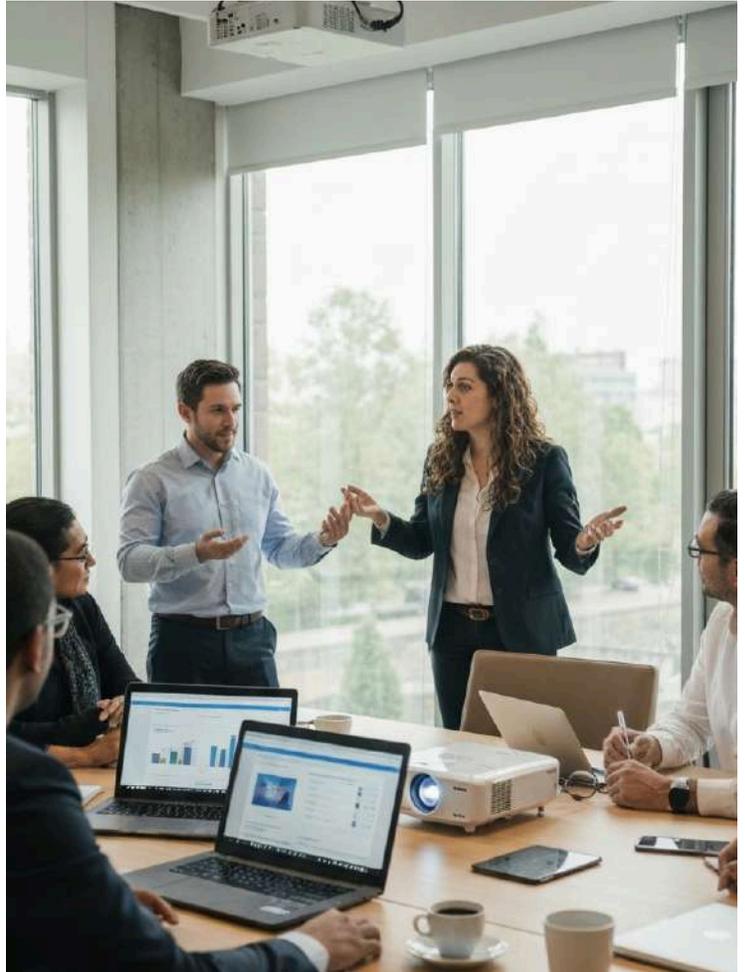
How does KGT ensure high-quality delivery across global projects?

Derya: Quality comes from expertise, structure, and communication. Our teams follow well-defined methodologies, and our PMO ensures consistent project governance. At the same time, we maintain close relationships with our clients through Global Account Management. This combination allows us to deliver consistent results across regions while adapting to local requirements.

In addition, KGT has SAP-certified consultants, which is one of the formal requirements for being an official SAP partner for PE services and an SAP Build partner. Achieving and maintaining this status requires strict compliance with SAP's quality and certification standards. By continuously investing in certified expertise and structured delivery processes, we ensure that our clients benefit from validated knowledge, reliable implementations, and solutions that align fully with SAP best practices.

What makes KGT's approach unique in your view?

Derya: What truly sets KGT apart is the strong connection between our people and our clients. We combine deep SAP tax expertise with a collaborative mindset. Our consultants, experts, developers, and project managers work as one team, focused on creating value for our clients rather than simply delivering a technical solution.



Looking ahead, what are your priorities for the future?

Derya: My focus is on maintaining transparency, alignment, and efficiency throughout the project lifecycle. By ensuring clear communication between our teams and clients, we can anticipate potential issues early and provide proactive solutions. Through strong project governance and account management, we help clients achieve compliance, optimize tax processes, and improve operational performance.

Behind the Scenes at KGT

A small glimpse behind the scenes at KGT shaped by conversations, curiosity, and teamwork.



KGT at SYNC 2026 – VNSG & SAP Annual Event

KGT participated in SYNC 2026, the annual event organized by the VNSG and SAP, which took place on 12 March in Nieuwegein, The Netherlands. SYNC is about connection: between people, knowledge and the future of SAP.

The event brought together SAP users, partners, and experts from across the Netherlands. SYNC 2026 once again proved to be a valuable opportunity to connect with the SAP community, share expertise, and discuss the growing importance of integrating tax, technology, and compliance in SAP.

KGT looks forward to continuing these conversations with organizations navigating the next wave of digital tax transformation.

Interested in more event updates? Follow KGT on LinkedIn.

About Us

At KGT, we specialize in helping clients navigate the complexities of taxation and SAP. Our strong relationships with clients, employees, and partners establish us as a leading boutique consultancy firm dedicated to providing comprehensive support throughout your tax lifecycle within SAP. We ensure you have the resources you need to succeed.

As a consultancy firm focused on SAP and Tax, KGT is proud to be an SAP Build Partner, with a designated namespace 'KGT' granted by SAP. We deliver global tax solutions for organizations utilizing SAP systems. As a recognized SAP partner for PE Services, KGT is uniquely positioned to configure SAP's Document Reporting and Compliance (DRC) solutions. KGT can be found on the SAP finder:

<https://partnerfinder.sap.com/profile/0001925409>

With SAP DRC, businesses can effectively:

- Configure and generate e-invoices and e-documents
- Analyze submissions
- Electronically submit statutory reports, including those related to indirect taxes like value-added tax (VAT)

Backed by a team of SAP-certified consultants, KGT is adept at configuring SAP DRC to meet your tax and statutory reporting requirements.

Innovative Tax Solutions

KGT is not only a long-standing official SAP Build Partner, but we also specialize in developing SAP add-ons for:

- VAT reporting
- EC listing
- e-Invoicing
- SAF-T reporting

Our solutions support comprehensive tax control frameworks, featuring capabilities such as Intrastat reporting, VAT number validation, and VAT data analytics. Our services are trusted by reputable multinational companies across Europe and beyond.

Comprehensive Support

When your SAP VAT determination logic needs rectification, KGT is committed to providing thorough end-to-end solutions to address and remediate any underlying issues. As an expert SAP tax consultancy, we offer best-practice recommendations and implement agreed-upon solutions directly within SAP.

Our Global Reach

KGT extends its presence across a diverse range of countries, including Bulgaria, India, the Netherlands, Malaysia, Poland, Singapore, Spain, Slovakia, Turkey, and the United Arab Emirates. This global network underscores our commitment to international excellence, ensuring we are well-equipped to meet the varied needs of our clients across multiple markets.

Supported Languages

English | Turkish | Dutch | Slovak | Hindi | Polish | German

Partner with KGT to navigate the complexities of taxation and SAP, and gain the insights you need to drive your business forward.



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