



“We didn’t want to have to choose between investment in technology innovation and operational savings. With KPMG’s help, we were able to do both.”

— François Chadwick,  
VP, Finance,  
Tax & Accounting  
Uber Technologies, Inc.

# Uber rethinks the rules of the road. Again.

## KPMG’s flexible, listen-to-design approach extends a legacy of tax technology innovation.

Relentless disruption is embedded in the DNA of Uber Technologies, Inc. Since 2008, the mobility, delivery and freight solutions company has created categories, challenged old ways of doing things, and reset the bar for on-demand convenience in every segment it touches. As it expands into new geographic markets and innovative services, Uber invests heavily in proprietary technology to scale and sustain the business. The company’s global Tax function is no exception. Today, KPMG helps Uber streamline work streams for tax data collection, analysis and reporting, so core resources and strategy remain focused on its crown jewels: a continuous stream of tax technology innovation that delivers value to the enterprise.

## Let’s take a sneak peek.

### Business challenge

The worldwide business impact of COVID-19 in early 2020 surfaced seemingly irreconcilable priorities: How to maintain commitments to investment in tax technology that support Uber’s long-term growth, with shorter-term demands for rigorous cost management to protect liquidity. True to its “make-the-impossible-happen” history, Uber chose both.

### KPMG’s flexible listen-to-design approach

Working with KPMG’s Tax Reimagined team, Uber was able to reconcile competing objectives: The company’s core competency of tax technology innovation remains protected, its mission affirmed. Complementary KPMG strengths in tax data compilation, analytics and reporting – configured to Uber’s requirements – act as digital force-multipliers and deliver cost efficiencies.

## Results



### Improved compliance effectiveness, using advanced data and analytics

Uber has bolstered its compliance effectiveness platform, leveraging its own tax insight with KPMG data management and statutory reporting, to gain additional global oversight.



### Managed services relationship, to deliver operational efficiencies

A managed services model gives Uber access to KPMG’s substantial investments in data & analytics, process automation and global delivery; provides cost predictability; and embeds roadmap-to-the-future provisioning as tools evolve.



### Global Tax operations as strategic value-lever

Uber Tax has strengthened its value-creation role within the enterprise and to the C-suite: A cost-aware steward of enterprise capital, balancing efficiency with selective tax technology investments that will power the company’s growth.



“Uber wants a Tax technology advisor that will keep up with them in vision and daring, innovating alongside them as their business evolves.”

— Brett Weaver  
Uber Global Lead  
KPMG Tax

## Let's dive deeper.

### Supercharging a center of technology excellence

Uber had already made powerful advances toward operational efficiency and compliance effectiveness, designing and deploying end-to-end process automation tools that link Tax reports to Uber's financial statements and enterprise ERP system. The company has effectively curated a center of tax technology excellence, of which it is justifiably proud.

### Listen, learn, design

To take the company forward, Uber wanted a one-source partner that could: 1) amplify its own technology achievements; 2) demonstrate fluency in advanced data, analytics and reporting; and 3) balance global tax perspective with experience in helping companies navigate the nuances of regional compliance execution.



#### Compliance and statutory reporting: global standards, local execution

As a US based multinational, Uber operates in an intricate compliance environment, with a wide range of reporting requirements. KPMG combined automation tools, quality controls, regional delivery centers, and deep Tax domain knowledge to help Uber meet a demanding annual calendar of tax filings.



#### Transforming with data and analytics

Automated processes supplied by KPMG harvest Uber tax data from all over the world, then use Uber-approved governance standards to aggregate, standardize, warehouse and reconcile to relevant accounting frameworks. Internal systems users still engage with the Uber technology platforms and dashboards they are used to; with enriched content powered by behind-the-scenes KPMG functionality.



#### Managed services, regional delivery

Uber's core Global Tax team is supported by a network of regional KPMG delivery centers, which supply supplementary process infrastructure, analytics and cloud tools, talent, and specialized tax skillsets. A managed services model provides Uber with access to significant KPMG Tax investments in data, processes, technology and expertise.

### Delivering value today, and for the Uber of tomorrow

While the immediate benefit of the Uber-KPMG relationship is a Tax operations model optimized for efficiency and compliance effectiveness today, the parallel focus is value for the Uber of tomorrow.

KPMG works with Uber in that future focused spirit. Its Tax Reimagined framework is dynamic – premised on continuous investments in a global infrastructure network, built to incorporate lessons learned all over the world, and designed to evolve as the frontiers of tax technology and operational practice change. ■



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