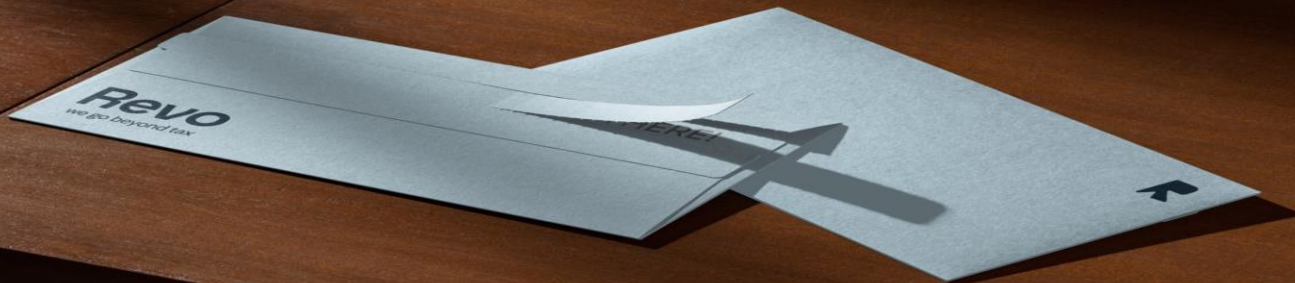


Revo



Tax is about to get a whole lot more interesting.

Introducing Revo - the operating layer for tax.

PRE-LAUNCH | APRIL 2026 | WEBSITE LIVE APRIL 23

Hanne & Jop

Founders, Revo

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Revo. Tax, Connected.

Revo

Hey there.

Jop said: "Let's make a one-pager." Hanne said: "You can't explain what we're building in one page." She was right. So here are 11. Because if you're going to understand Revo, you deserve the full picture.

If you're reading this, you're one of the first people to hear about Revo. That means something to us, genuinely.

We're Hanne and Jop. She's the creative one who sees the big picture of how tax should work inside a business — and occasionally gets carried away with ideas. He's the pragmatic one who builds systems and gently brings her back to the essence. We're direct with each other. Sometimes too direct. But that honesty is what makes us good partners, and it's exactly how we want to work with clients too.

Now, we know what people say: 'It sounds complex. You're not advisory, not a vendor, not an integrator so what ARE you?' Fair point. This letter is our answer. Plain language, no consultant-speak, no 47-slide deck. Just two founders telling you what they're building and why.

We should also tell you: we're both a little crazy. Hanne just became a mum to a baby girl. Jop is in the middle of planning his wedding. And somewhere between the night feeds and the seating charts, we decided this was the moment to jump into the unknown and build something from scratch.

Because we're doers. When we see something that needs to exist, 'no' is not really in our vocabulary. A lot of late nights went into this. It's not a job, it's something we genuinely believe in.

Oh, and one more thing: we think tax is cool. Seriously. Not in a pocket-protector way, in a 'this-is-the-moment-to-rebuild-it-into-something-bigger-and-better' way. The world of tax is changing faster than ever, and we want to be part of proving that it can be exciting, modern, and genuinely fun to work on.

Grab a coffee. Here we go.

Hanne & Jop
Founders, Revo



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So, why did we start Revo?

Honestly? Frustration.

After years inside tax transformation: local, global, everything in between, we kept watching the same movie. Different clients, different countries, same ending.

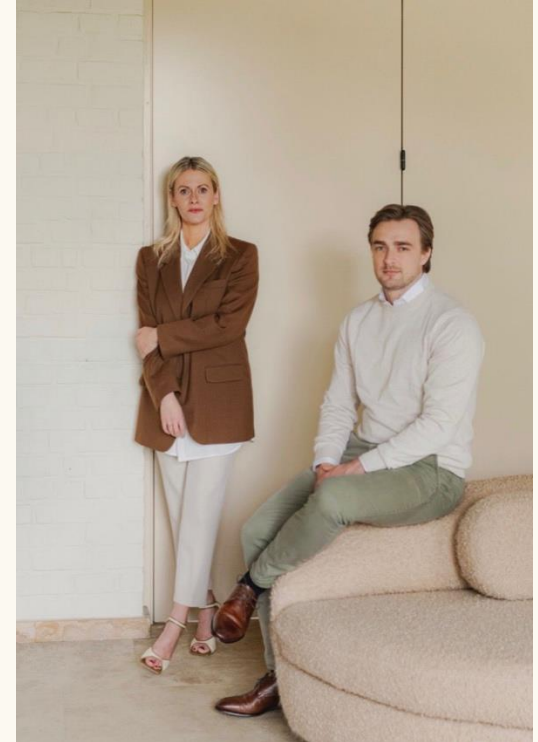
Brilliant tax advisors on one side. Strong IT teams on the other. Capable vendors in the room. Everyone doing their job. But nobody connecting the whole picture.

Tax requirements got stuck between advice and system, between regulation and day-to-day, between the project plan and what actually happens Monday morning.

The gap was never a lack of expertise. It was a lack of connection.

- Advice alone does not show how tax should work inside the business
- Software alone does not solve the data, process and ownership around it
- Implementation alone does not create the operating model after go-live
- No single partner was connecting tax, business, technology and delivery end to end

So we built Revo. Not to replace expertise-but to connect it.





OK but what actually IS Revo?

Fair question. Here's the simplest version:

Revo is the operating layer for tax.

We sit between advisory, technology and implementation, in the space where regulatory requirements need to become real decisions across processes, data, systems, controls, governance and people.

We're not a legal tax advisor. (We don't sign off on legal correctness.)

We're not a software vendor. (We don't sell tools.)

We're not a system integrator. (We don't do the coding.)

But here's what we are:

We are pragmatic tax practitioners. We've spent years working across global tax, indirect, direct, cross-border, digital. We know how tax works in the real world. We bring that tax background together with data expertise, process insight, system and tool understanding, knowledge of the market, and a sharp eye on where things are heading. We're advisors on the totality, the people who see the full picture and make the pieces work together.

Our core belief: tax should become a business-managed capability, not something left at the edge of the organisation, but something built into how the business operates.

Connection is at the heart of everything we do. Between tax domains; indirect, direct, transfer pricing, customs. Between tax and the business, procurement, finance, supply chain, customer care, legal, IT. Between strategy and execution. Between the people and partners needed to make change work. That's what Tax, Connected really means.

Revo. Tax, Connected.



"OK but I still don't fully get it."

We hear you. And honestly? That's fair. Tax is shifting into a completely different operating reality, more digital, more real-time, more embedded in business decisions than ever before. It's logical that what's needed to make it work also looks different. Less known. New. But not complicated, just different. Here it is in the simplest way we can say it:

When your tax advisor tells you what the rules are- but nobody translates that into what your ERP should actually do...

When your IT team builds a system- but nobody told them which data points are tax-sensitive...

When a project goes live- but nobody designed how tax should work after go-live...

That's the gap. That's where we sit. That's Revo.

We connect the tax answer to the business reality. We make the regulation work inside the system. We turn the project plan in to something that holds on day two, day thirty, and day three hundred.

Still complex? Maybe. But now you know what we mean.

What we work on, and why these three layers

We kept asking ourselves: where does tax actually break down? Not in theory, in real organisations, in real projects. The answer was always the same three places: in the day-to-day work (operations), in how systems handle tax (technology), and in how organisations deal with change (transformation). Fix one without the others, and it doesn't hold. That's why we built Revo around all three. And that's just the start because the real power comes when these layers connect tax to the rest of the business.

1

Operational Tax Management

How tax works on a Monday morning

- Process design — including cross-function handoffs
- SOPs and working instructions
- Ownership and RACI models across tax and business
- Tax control frameworks
- Knowledge capture and documentation
- Reconciliation and control support
- Cross-domain tax alignment (indirect, direct, TP, customs)
- Operational readiness assessments

2

Tax Technology & Digitization

Making systems actually do what tax needs

- eInvoicing and eReporting readiness
- ERP tax design and configuration input
- Tax data mapping and data dictionaries
- Tool and vendor selection support
- Integration architecture recommendations
- Functional and non-functional requirements
- Test strategy and UAT support
- Go-live support and stabilisation

3

Tax Transformation & Change

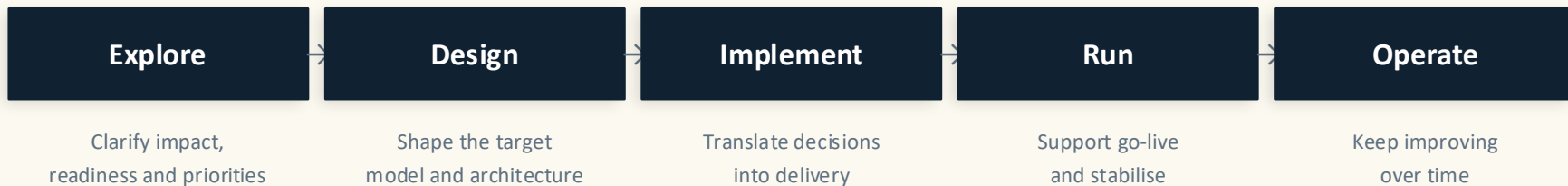
When the whole thing needs to move

- Impact and readiness assessments
- Target operating model design
- Transformation roadmaps and planning
- PMO and coordination support
- Governance and control design
- Stakeholder alignment and enablement
- Post-go-live review and improvement
- Retained and managed support

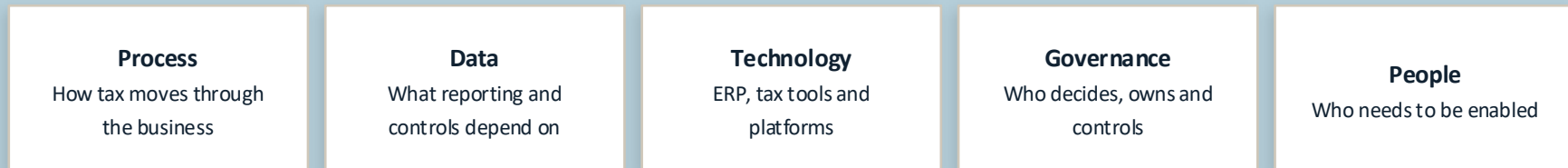
How we work (and why it matters)

Tax transformation doesn't move in a straight line. Things shift. People move at different speeds. Data issues show up late. System constraints appear when you least expect them.

Our model keeps two things connected:



What has to stay connected throughout



We work across tax domains (indirect, direct, transfer pricing, customs, withholding tax) and business functions (finance, IT, procurement, supply chain, operations). Because that's how tax actually works in real life.

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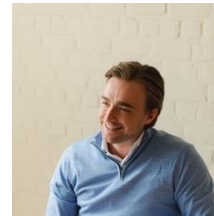
The humans behind Revo



Hanne Van De Weyer
Tax Regulatory & Operations
Tax Process Architect

The creative one. Sees the bigger picture of how tax needs to work inside a business. Tends to soften things, connects people, and cares deeply about getting it right. Sticks to the basics in the kitchen- but has a talent for getting her feet under any table.

"I build the model. Jop builds the system. Then we argue about which one matters more. (It's the model.)"



Jop Dominicus
ERP, Compliance &
Tax Technology

The pragmatic one. Knows how tax lives inside systems. Direct, sometimes too direct but always honest. Loves his sports. Also an excellent cook, ask him about BBQ and meat and you'll lose an hour.

"I build the system. Hanne builds the model. Then we argue about which one matters more. (It's obviously the system.)"

Opposites in many ways. Equals in what matters. One cooks, the other eats. Years of working together built the trust, the shorthand, and the honesty that makes Revo possible. This is not a new partnership, it's a continued journey in the direction we both believe in.

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Who is this for?

Multinationals and organisations with many moving parts: multiple entities, countries, ERPs, shared services, cross-border complexity. Especially when digitization, ERP migration, M&A or operating model changes are on the table.

But we also think along with smaller companies that may have one specific challenge on their mind, an eInvoicing mandate, a system migration, a process issue, an AI strategy question. We are flexible. What matters is not your size — it's whether the challenge is real and you're ready to do something about it.

Two ways to start:

The visionary path : "We want to rethink how tax works." Start with a Revo Scan, design the target model, build the roadmap.

The pragmatic path : "We have a specific problem right now." A tax tool setup, an eInvoicing mandate, a post-go-live fix. We do it the Revo way: structured, connected, documented. Both paths build the same foundation.

Built for partners too

Tax technology vendors, system integrators and advisory firms who need someone who speaks both tax and technology — let's talk.

And AI? It's the horizon.

AI will change tax. We're not leading with it and we're not pushing it. But we're building the foundation it needs: clean data, clear processes, connected systems, defined ownership. We don't build AI tools, we build the groundwork that makes AI work, then partner with the right technology providers. When you're ready, the foundation is there. And if that's not today? Everything we build is valuable on its own.

What's next?

Our website goes live on **April 23**. In the meantime, follow along on LinkedIn, we'll be sharing our thinking on where tax is going, what's broken, and what connected tax can look like. Curious? Stay close.

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So... why Revo?

Every startup needs a name. Ours took longer than we'd like to admit. There were spreadsheets. There were late-night debates. There was at least one moment where Jop suggested something Hanne vetoed on the spot. (We'll never tell you what it was.)

Then someone said Revo. And it just... clicked.

But what does it stand for? Depends who you ask:

Revolution — *because tax is ready for one*

Evolution — *because it's not about blowing things up, it's about making them better*

Revolt against boring tax — *because someone had to say it*

Revenue optimized — *because that's what connected tax actually delivers*

Reconnect voices — *because tax, finance, IT and operations need to talk*

Revamp the outlook — *because tax doesn't have to look the way it always has*

Rebuild vocations — *because tax talent deserves a better setup*

Rev it up — *because... well... startup energy*

All of the above, honestly.

But mostly: it just felt right. Short. Direct. A bit bold. Like us.

Revo

Think of Revo when
the tax answer
alone is no longer
enough.

And the real challenge is making tax work across the
business, systems, data and change.

*Because tax is cool. This is the time to rebuild it into something bigger
and better. And we're just getting started.*

Hanne & Jop | Founders, Revo | info@revoconsult.com | revoconsult.com

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