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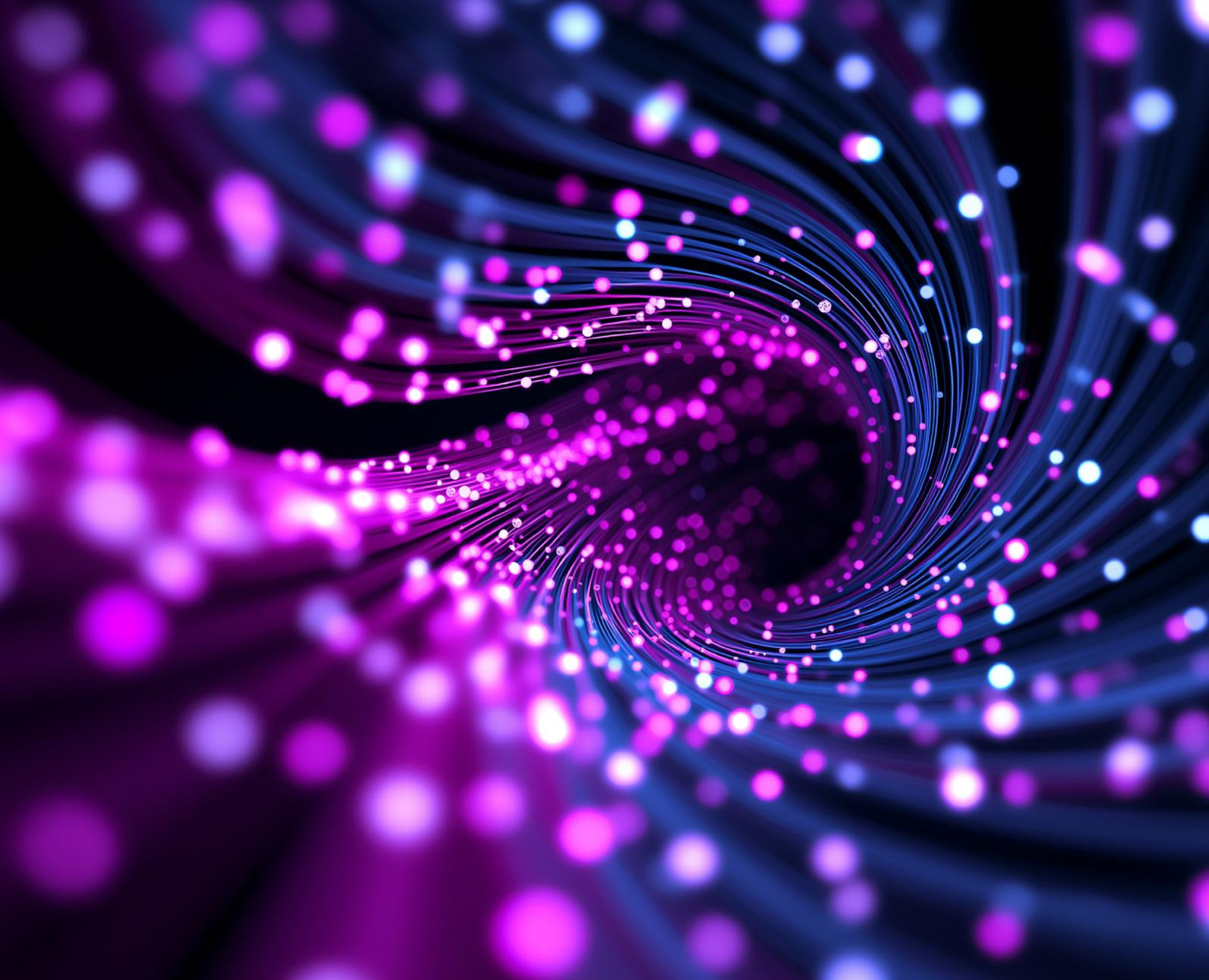
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*Whitepaper*

# CCH Tagetik Unified Platform, powered by Expert AI

Unified Platform supports digital transformation  
in the automotive industry

Learning from use cases: Staged evolution of performance  
Management from vehicle model P&L and consolidation to ESG



# Executive summary

The automotive industry is experiencing a once-in-a-century transformation. Beyond technological innovations such as electrification, autonomous driving, connected vehicles, and SDVs (Software Defined Vehicles), the business environment is becoming increasingly complex with geopolitical risks, fluctuations in material prices, CO2 emission regulations, and strengthened ESG disclosure requirements.

This white paper presents challenges in performance management within the automotive industry and demonstrates solution approaches leveraging CCH Tagetik through five specific use cases, clarifying their effectiveness.

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## Chapter 1

# Introduction:

# Transformation required in performance management for the automotive industry

Environmental changes surrounding the automotive industry.

Due to these environmental changes, automotive manufacturers face qualitatively different challenges in performance management compared to the past.

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## 1 Structural changes in the automotive industry

The automotive industry faces structural changes on both the demand and supply sides.

On the demand side, global vehicle sales have peaked, marking the end of the era where “if you build it, they will buy.” Vehicles are evolving from mere means of transportation to “mobility” that includes software and services, with shifts from ownership to sharing. In addition to vehicle sales, new revenue streams such as subscription and service businesses are expanding.

On the supply side, protectionist policies are shaking the foundations of production location strategies. In product composition, the proportion of software development and production is rapidly increasing, with battery manufacturers and semiconductor manufacturers gaining greater presence. Rising development costs due to engineer shortages and increased corporate maintenance costs due to strengthened environmental and safety regulations are also pressuring management.

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## 2 Impact on performance management

These structural changes are fundamentally transforming the nature of performance management.

In response to tariff fluctuations and rapid market environment changes, there is an increasing need to proactively understand financial impacts through multiple scenarios. The shift from product sales to software and service businesses requires adaptation to new revenue models involving initial investment and subscription recovery in some cases. To secure revenue without volume growth, profitability analysis by vehicle model and grade, and withdrawal decisions from unprofitable models are essential. Furthermore, environmental and ESG investments require investment decisions that consider not only financial perspectives but also human resource allocation.

### 3 Required transformation in performance management

Under such circumstances, the automotive industry requires the following transformations.



#### **Eliminating information silos through an integrated data platform**

When areas such as vehicle model P&L, global consolidation, tax, and GHG emissions are managed separately with fragmented data, companies cannot respond effectively. An environment is needed that can manage diverse revenue streams and complex cost structures in a unified manner, and analyze financial performance and GHG emissions on the same platform.



#### **Strengthening forecasting and simulation capabilities**

Companies require the ability to rapidly simulate multiple scenarios, such as “switching production locations in case of tariff increases,” “investment recovery if EV market penetration falls below expectations,” and “initial investment recovery period under subscription models.”



#### **Achieving real-time management**

Reactive management based on monthly closing is too slow. Companies need to collect data from locations in each country on a daily or weekly basis and maintain constant visibility of vehicle model P&L across the entire global organization in real-time.



#### **Addressing industry-specific management requirements**

Companies must address industry-specific requirements, including vehicle model revenue management that encompasses subscription and service revenues, integration of management and statutory consolidation, compliance with global minimum tax, and integrated GHG management across Scope 1/2/3.

To realize these transformations, an integrated performance management platform is essential. In the next chapter, we will introduce the features of CCH Tagetik and its use cases in the automotive industry as a solution that meets these requirements.



## Chapter 2

# What is CCH Tagetik:

## Overview of the integrated performance management platform

CCH Tagetik is a global performance management infrastructure that integrates financial and non-financial information on one platform, connecting management, business operations, and frontline operations through data.

### Overall platform configuration

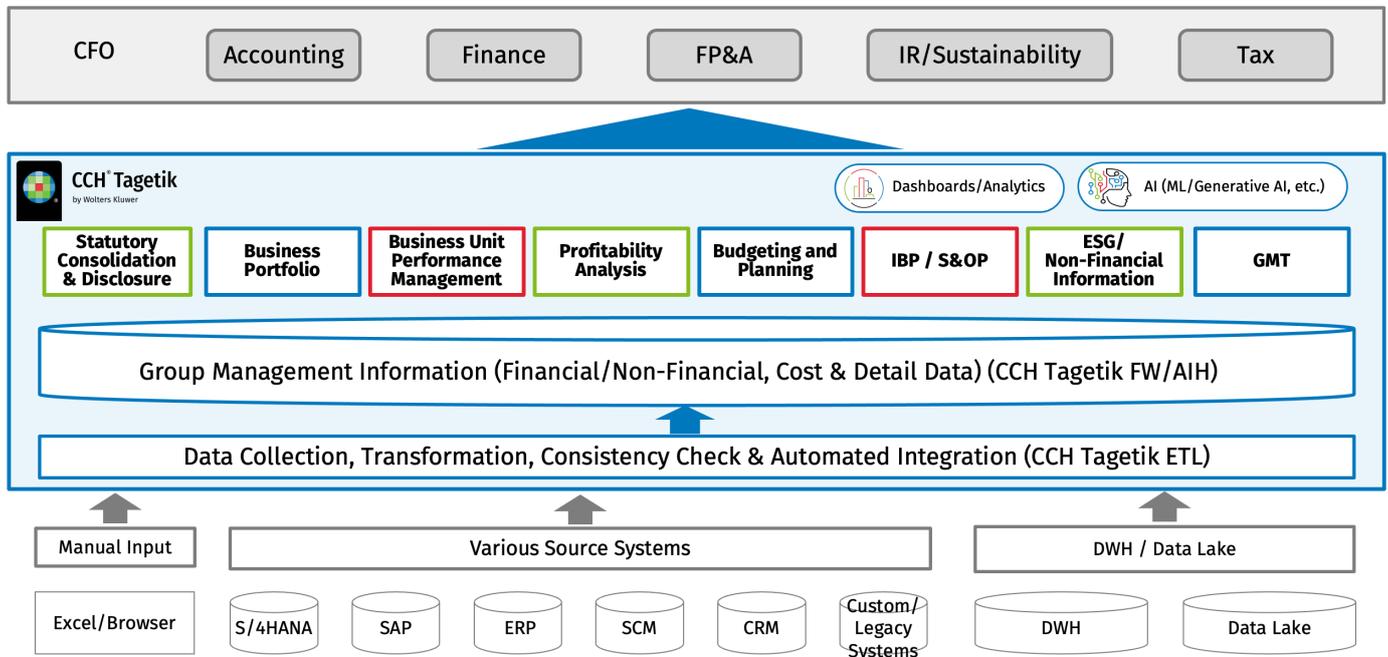


Figure 1: CCH Tagetik Unified Platform for integrated performance management

## Key Features

CCH Tagetik is a global performance management infrastructure that integrates financial and non-financial information on one platform, connecting management, business operations, and frontline operations through data.



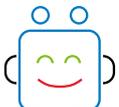
### Integration

- Unified management from management accounting to consolidated accounting, tax, and ESG on the same platform
- Unified management of financial and non-financial data, achieving a Single Source of Truth



### Scalability

- Phased implementation possible from required areas
- Flexible architecture that can be expanded while leveraging existing systems



### Powered by Expert AI

**Ask AI:** Natural language data search and analysis using “Generative AI.” Gain instant insights just by asking questions

**Intelligent Disclosure:** Automation of disclosure narrative document and Internal management documents creation and AI-based quality checks. Streamline the creation of footnote information and disclosure documents with Microsoft Copilot.

**Intelligent Analytics with Ask AI and Excel 365 Add-in:** Access CCH Tagetik data directly from Microsoft Excel 365 and perform ad-hoc analysis. Advanced analysis delivered in a familiar Excel environment

#### Automation and Anomaly Detection:

- **AI Automapping:** Accelerate data collection and ensure governance by automating the mapping of imported data into CCH Tagetik data models, with direct matches or best-match suggestions for review
- **AI Anomaly Detection:** Statistical segregation of data outliers to ensure data integrity before use in modeling or calculations

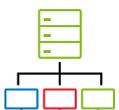
**AI-Powered Data Governance and Predictive Intelligence:** Improve decision-making accuracy through:

- **Predictive Intelligence:** Enhanced forecast accuracy, speed, and transparency with explainability features that provide actionable insights
- **AI Driver-Based Analysis:** Detect and identify key business drivers behind your data to accelerate data exploration, profitability analysis, variance analysis, and reporting



### Global support

- Multi-currency, multi-language, and multi-accounting standards support
- Compliance with various national regulations (IFRS, US GAAP/multi-GAAP, CSRD, Pillar Two, etc.)



### System integration

- Seamless integration with various ERPs including SAP S/4HANA - and over 300+ source systems
- Comprehensive interfaces (DB integration, file integration, API, etc.)

## Chapter 3

# Phased implementation approach: From vehicle model P&L to enterprise- wide optimization

CCH Tagetik is a platform that enables flexible implementation approaches. Depending on the urgency and priority of your company's management issues and investment plans, you can deploy multiple areas simultaneously or expand gradually from specific areas.

### Recommended implementation roadmap

Phase	Target Area	Key Functions	Expected Benefits
<u>Phase 1</u> <ul style="list-style-type: none"><li>• Management Accounting</li><li>• Cumulative P&amp;L</li></ul>	<ul style="list-style-type: none"><li>• Vehicle model consolidated P&amp;L analysis</li><li>• Budget vs. actual management</li><li>• Cost and human resource management</li></ul>	<ul style="list-style-type: none"><li>• Multi-dimensional analysis (vehicle model × region × grade, etc.)</li><li>• Group company data collection workflow</li><li>• ERP integration</li><li>• Personnel management</li></ul>	<ul style="list-style-type: none"><li>• Product portfolio optimization</li><li>• Real-time grasp of group-wide performance</li><li>• Strengthened subsidiary governance</li><li>• Optimized human resource allocation</li><li>• Operational efficiency (Excel elimination)</li></ul>
<u>Phase 2</u> <ul style="list-style-type: none"><li>• Management Consolidation</li><li>• Statutory Consolidation</li><li>• Disclosure</li></ul>	<ul style="list-style-type: none"><li>• Management consolidation (for management decisions)</li><li>• Statutory consolidation (IFRS/ Japan GAAP)</li><li>• Single entity support</li><li>• Disclosure document creation</li><li>• Audit trail management</li></ul>	<ul style="list-style-type: none"><li>• Automatic consolidation package generation</li><li>• Complete audit trail retention</li><li>• Drill-down to detail level</li></ul>	<ul style="list-style-type: none"><li>• Consistency between management and statutory</li><li>• Significant reduction in closing period</li><li>• Improved disclosure quality</li><li>• Enhanced data reliability and assurance support</li><li>• Complete traceability of all figures</li><li>• Reduced audit workload and improved quality</li></ul>

Phase	Target Area	Key Functions	Expected Benefits
<p><u>Phase 3</u></p> <ul style="list-style-type: none"> <li>Global Tax</li> </ul>	<ul style="list-style-type: none"> <li>BEPS Pillar Two compliance</li> <li>Country-by-Country Report (CbCR)</li> <li>Tax simulation</li> <li>Tax Provision &amp; Reporting</li> <li>Operational Transfer Pricing</li> </ul>	<ul style="list-style-type: none"> <li>GloBE rule-compliant calculation</li> <li>Consolidated data utilization</li> <li>Investment scenario analysis</li> <li>Automatic tax report generation</li> <li>Automatic provision &amp; deferred tax calculations</li> <li>Automate transfer pricing and align with consolidation</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened tax compliance</li> <li>Reduced tax risk</li> <li>Optimized tax strategy</li> <li>Tax impact assessment for investment decisions</li> </ul>
<p><u>Phase 4</u></p> <ul style="list-style-type: none"> <li>ESG Integration</li> <li>ESG Planning</li> <li>Profitability Optimization and Planning</li> </ul>	<ul style="list-style-type: none"> <li>GHG emissions management (Scope1/2/3)</li> <li>ESG disclosure (TCFD/ISSB/CSRD) Financial and non-financial data integration</li> </ul>	<ul style="list-style-type: none"> <li>Multiple disclosure standards support</li> <li>Automatic GHG calculation Integrated analysis with financial data</li> <li>Existing system integration (ERP/energy management, etc.)</li> <li>ESG scenario planning and target setting</li> <li>Driver-based profitability modeling and what-if analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio optimization through financial/non-financial integration</li> <li>ESG element integration into investment decisions</li> <li>Financial/non-financial integrated reporting</li> <li>ESG data reliability and third-party assurance</li> <li>Improved ESG rating</li> <li>Enhanced corporate value</li> <li>Data-driven ESG target management</li> <li>Optimized product mix and profitability through scenario planning</li> </ul>

Figure 2: Phased Implementation Approach

With a phased implementation approach, regardless of which phase you choose to start from, you can ultimately build the same unified platform. The scalability of CCH Tagetik allows you to select the optimal implementation strategy for your situation.



## **Use case collection:**

Five scenarios learning from practice



# Use Case 1

# Visualization of vehicle model and grade-level revenue management

## Target area

Management accounting (Phase 1)

## Typical challenges

Automotive manufacturers face the following challenges in revenue management.

- **Lack of profitability transparency**
  - Unclear profitability by grade and option
  - Difficulty in managing cumulative P&L, making vehicle model ROI assessment challenging
  - Difficulty in determining which products and specifications generate profit
  - Time-consuming decision-making for product strategy
- **Difficulty in optimizing resource allocation**
  - Challenging to prioritize development projects
  - Unable to make decisions based on financial impact
  - Cannot optimize allocation due to lack of visibility into investment recovery status
- **Inefficiency in data collection and analysis**
  - Manual collection and aggregation
  - Time-consuming consistency verification
  - Unable to conduct timely analysis
  - Cannot perform multi-dimensional analysis or simulations

## CCH Tagetik solution approach

- **Implementation scope**
  - Budget vs. actual management
  - Vehicle model and grade-level P&L analysis
  - Cost and prime cost management
  - Profitability and revenue-expense management
- **Key implementation functions**
  1. Data model design
    - Product hierarchy: Brand → Model → Grade → Option
    - Organizational hierarchy: Headquarters → Region → Sales Company → Location
    - Data structure enabling multi-dimensional analysis
  2. ERP integration
    - Automatic integration of sales data and cost data
    - Automation of data consistency checks
    - Real-time or daily data updates
  3. Workflow
    - Budget and forecast data input from each department
    - Staged approval flow
    - Version management (initial budget, revised budget, forecast, etc.)
  4. Reports and dashboards
    - Vehicle model P&L reports
    - Grade-level and option-level revenue analysis
    - Budget vs. actual variance analysis (waterfall charts, etc.)
    - Management dashboard (KPI visualization)

## Expected benefits

- **Operational Efficiency**
  - Significant efficiency improvement in data collection and aggregation tasks
  - Reduced report creation time
  - Elimination of Excel-based processes
- **Enhanced Management Decision-Making**
  - Optimize product strategy through grade-level profitability visualization
  - Enable regional and channel-specific strategy formulation through multi-dimensional analysis
  - Achieve rapid decision-making through real-time data analysis
- **Shift to Strategic Work**
  - Focus on analytical and planning work through automation of routine tasks
  - Enable evaluation of multiple scenarios through simulation capabilities

# Use Case 2

# Building a global performance management platform

## Target area

Consolidated accounting (phase 2)

## Typical challenges

Automotive manufacturers with global operations face the following challenges.

### → **System fragmentation**

- Management consolidation and statutory consolidation operate on separate systems, making data consistency verification labor-intensive
- Different systems used by region, making enterprise-wide standardization difficult
- Lack of unified data standards

### → **Inefficiency in closing operations**

- Extended period required for financial closing
- Time-consuming data collection from subsidiaries
- Enormous workload required for audit response

### → **Group governance challenges**

- Difficulty in optimal allocation across the entire group
- Inadequate risk management framework

## CCH Tagetik solution approach

### → **Implementation scope**

- Management consolidation (for management decisions)
- Statutory consolidation (for statutory disclosure)
- Group reporting

### → **Key implementation functions**

#### 1. Global unified platform

- Same platform used across all regions and subsidiaries
- Unified master data management
- Multi-currency, multi-language, and multiple accounting standards support

#### 2. Integration of management and statutory consolidation on same platform

- Ensure data consistency through common database utilization
- Clarify differences between management and financial accounting

#### 3. Automation of management/financial accounting reconciliation and efficient subsidiary data collection

- ETL integration from subsidiary systems
- Direct input via web forms
- Visualization and control of consolidation closing process
- Standard validation checks
- Data consistency checks
- Required field checks
- Anomaly detection

#### 4. Audit trail establishment

- Detailed data retention allowing drill-down to all journal entries
- Automatic recording of change history
- Automatic generation of audit reports

#### 5. Analysis efficiency

- Detail drill-down in prior year and budget vs. actual analysis
- User report creation and analysis function provision
- Data exploration and ad-hoc analysis leveraging AI

## Expected benefits

### → **Streamlined closing operations**

- Significant reduction in closing period
- Reduced data collection time from subsidiaries
- Automation of consolidation entries

### → **Improved data quality**

- Ensure consistency between management and statutory consolidation
- Enhanced data transparency
- Improved audit response quality

### → **Strengthened group governance**

- Real-time visibility of group-wide business performance
- Strengthened subsidiary performance management framework
- Enhanced risk management

# Use Case 3

# Streamlining international tax compliance

## Target area

International tax (phase 3)

## Typical challenges

Automotive manufacturers with global operations face the following challenges in international tax matters.

### → **Global minimum tax (Pillar Two) compliance**

- Implementation began in 2024, making compliance urgent
- Difficulty implementing complex calculation logic
- Unable to assess impact amounts due to lack of simulation capabilities

### → **Burden of multi-country tax compliance**

- Need to address different tax requirements in each country
- Complex preparation of CbCR (Country-by-Country Reporting)
- Need to prepare GloBE Information Return(GIR)

### → **Tax strategy optimization**

- Difficulty optimizing tax across the entire group
- Time-consuming investment decisions due to inability to simulate
- Unable to quantitatively assess tax risks

## CCH Tagetik solution approach

### → **Implementation scope**

- Global Minimum Tax (Pillar Two) calculation
- CbCR and GIR creation
- Tax simulation

### **Key implementation functions**

#### → 1. Pillar two calculation engine

- Calculations compliant with GloBE (Global Anti-Base Erosion) rules
- Effective tax rate calculation for each country
- Automatic top-up tax calculation
- IIR (Income Inclusion Rule) and UTPR (Undertaxed Profits Rule) support

#### 2. Integration with consolidation data

- Utilize statutory consolidation data as base data
- Automation of tax adjustments
- Support for multi-tier consolidation structures

#### 3. Simulation functions

- Tax impact analysis by investment destination and scale
- Organizational restructuring simulation
- Tax strategy optimization through what-if analysis

#### 4. Reporting

- BEPS Pillar Two information disclosure reports
- Automatic generation of Country-by-Country Reports

## Expected benefits

### → **Strengthened compliance**

- Early achievement of BEPS Pillar Two compliance
- Reliable compliance with tax requirements in each country
- Reduction of tax risks

### → **Operational efficiency**

- Automation of tax calculations
- Streamlined CbCR preparation
- Reduced burden of audit and regulatory response

### → **Support for strategic decision-making**

- Immediate assessment of tax impacts during investment decisions
- Optimization of group tax strategy
- Advanced tax planning

# Use Case 4

# GHG emissions management and ESG integration platform

## Target area

ESG and sustainability (phase 4)

## Typical challenges

In response to increasing environmental regulations and ESG disclosure requirements, automotive manufacturers need to address the following challenges.

### → **Inefficiency in GHG emissions calculation**

- GHG emissions from operations calculated using Excel
- Time-consuming data collection from each business location
- Difficulty ensuring data accuracy and consistency

### → **Responding to disclosure requirements**

- Need to comply with multiple disclosure standards such as TCFD, ISSB, CSRD, SSB, etc.
- Catching up with different disclosure requirements for each standard and applying them to the company
- Time-consuming third-party verification response

### → **Insufficient utilization for management**

- GHG emissions and financial data are fragmented
- Difficulty measuring the effectiveness of reduction initiatives
- Unable to leverage ESG information for management decision-making

## CCH Tagetik solution approach

### → **Implementation scope**

- ESG disclosure document creation (TCFD, ISSB, CSRD, etc.)
- GHG emissions calculation (Scope1/2/3)
- Sustainability report creation
- ESG goal setting, planning, KPI management, and progress analysis

### **Key implementation functions**

#### → 1. Data collection platform development

- Web form input from each business location
- Automatic integration with energy management systems
- Workflow-based approval process
- Evidence (invoices, etc.) attachment and management function

#### 2. GHG emissions calculation engine

- Automatic calculation of Scope1/2/3
- Automatic application of emission factors
- Calculation by vehicle model, location, and factory/line
- Emissions trend analysis

#### 3. Data quality management

- Anomaly detection function
- Data consistency checks
- Change history management
- Third-party assurance-ready reports

#### 4. Integration with financial data

- Calculation of emissions per revenue (intensity metrics)
- ROI analysis of reduction initiatives
- Correlation analysis between ESG and financial performance

#### 5. Automatic disclosure report generation

- TCFD-compliant reports
- ISSB-compliant reports
- CSRD-compliant reports
- CDP questionnaire response support

## Expected benefits

### → **Operational efficiency**

- Streamlined data collection and calculation tasks
- Elimination of Excel-based processes
- Improved efficiency in disclosure document preparation

### → **Improved data quality**

- Accurate data management based on evidence
- Smooth response to third-party verification
- Ensured data transparency and traceability

### → **Contribution to management decision-making**

- Clarify priorities for reduction initiatives through GHG emissions visualization
- Evaluate ROI of reduction initiatives through integration with financial data
- Efficiently comply with multiple disclosure standards
- Contribute to improved ESG ratings

# Use Case 5

# Complete transition to data-driven management

## Target area

Integrated performance management platform (phase 1-4 integration)

## Value of the unified platform

This use case demonstrates the final state of completing the integrated performance management platform through phased implementation from Phase 1 to Phase 4.

## Benefits of integration

### → **Benefits of data integration**

- Unified management of financial and non-financial data
- Establishment of Single Source of Truth
- Automatic assurance of data consistency
- Enable cross-functional analysis

### → **Operational efficiency benefits**

- Unified data input (elimination of duplicate entry)
- Automation of report generation
- Elimination of inter-departmental data coordination needs
- Significant reduction in routine tasks

### → **Enhanced management decision-making**

- Real-time visibility of business performance
- Multi-dimensional analysis (financial × non-financial, vehicle model × region × ESG, etc.)
- AI-powered forecasting and simulation
- Decision-making support through scenario analysis

## Unified Platform application examples

### → **New vehicle model investment decision-making**

- Integrated analysis of vehicle model P&L data + GHG emissions data + tax impacts
- Simulation by investment scenario
- Simultaneous evaluation of financial returns and ESG effects
- Rapid and comprehensive investment decisions

### → **Regional strategy optimization**

- Integrated analysis of regional profitability + local regulations + market trends
- Optimal allocation of product portfolio
- Resource allocation decision-making

### → **Sustainability strategy formulation**

- Integrated analysis of GHG reduction targets + financial impact + technology investment
- Prioritization of reduction initiatives
- Roadmap development toward 2030/2050 targets

## Chapter 5

# Conclusion:

## Toward next-generation performance management infrastructure

This white paper has presented challenges in performance management within the automotive industry and five use cases leveraging CCH Tagetik. From these use cases, several important insights can be drawn.



### Effectiveness of phased approach

- No need to implement everything at once
- Maximize ROI by starting with high-impact areas and gradually expanding
- Ability to proceed while confirming results at each phase



### Value of Unified platform

- Ensure data consistency through unified management of financial and non-financial data
- Gain new insights through cross-functional analysis
- Realization of data-driven management



### Addressing automotive industry-specific challenges

- Advanced vehicle model revenue management (detailed P&L analysis, cumulative P&L and ROI management)
- Streamlined global consolidation management
- Automated international tax compliance (Pillar Two, etc.)
- Integrated ESG/GHG management



### Enhanced management decision-making through AI

- Natural language analysis through Ask AI
- Predictive analysis and simulation
- Quality improvement through anomaly detection

## Why CCH Tagetik is chosen

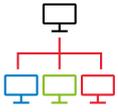
CCH Tagetik has been implemented by more than 2,000 companies worldwide and has extensive implementation experience in the automotive industry.



Figure 3: Over 2,000 customers globally

As this track record demonstrates, CCH Tagetik functions not merely as a performance management tool, but as a partner supporting strategic corporate transformation. Compared to other CPM solutions, it offers the following strengths.





### Scalability

- Phased implementation possible
- Coexistence with existing systems
- Flexible architecture anticipating future expansion



### Global support

- Multi-currency, multi-language, and multi-accounting standards
- Compliance with various national regulations (IFRS, CSRD, Pillar Two, etc.)
- Capability to build a globally unified platform



### AI utilization

- Natural language analysis through generative AI "Ask AI"
- Predictive analysis and simulation functions
- Continuous functional enhancements

## Next steps

Many companies first organize current challenges and priorities when implementing CCH Tagetik. We would appreciate hearing about the challenges your company faces and the expected results. Drawing on past implementation cases and industry best practices, we will propose the optimal approach for your company.



#### Step 1: Current challenge assessment

- What are the most urgent and important challenges?
- Which areas should you start with?
- What are the expected results?



#### Step 2: Solution understanding

- CCH Tagetik feature introduction
- Demonstration
- Introduction of other company cases



#### Step 3: Implementation plan development

- Determination of phasing
- Investment plan development
- Promotion structure consideration



#### Step 4: PoC (proof of concept) implementation

- Small-scale pilot
- Results verification
- Full-scale implementation decision

## Finally

For the automotive industry to achieve sustainable growth, an agile performance management system capable of responding immediately to a rapidly changing market is essential.

CCH Tagetik supports next-generation corporate management as an unified platform that resolves the complexity of global management and seamlessly connects finance and operations, as well as non-financial information such as ESG and GHG emissions.

We hope that the five use cases presented in this white paper will serve as a reference for your company's performance management transformation.

## Contact us

Please feel free to contact us to discuss how CCH Tagetik can contribute to your company's management challenges.

## How to contact us

Website [www.wolterskluwer.com/ja-jp/solutions/cch-tagetik](http://www.wolterskluwer.com/ja-jp/solutions/cch-tagetik)

LinkedIn [www.linkedin.com/company/tagetik-japan](http://www.linkedin.com/company/tagetik-japan)



## We can provide:

Explanation of solution approaches for industry-specific challenges

Customized solution proposals based on your current challenges

Phased implementation planning

Product demonstrations with live system walkthrough

Case studies from similar companies

Proof of Concept (PoC) implementation support

## About Wolters Kluwer

Wolters Kluwer (EURONEXT: WKL) is a global leader in information, software solutions and services for professionals in healthcare; tax and accounting; financial and corporate compliance; legal and regulatory; corporate performance and ESG. We help our customers make critical decisions every day by providing expert solutions that combine deep domain knowledge with technology and services.

Wolters Kluwer reported 2024 annual revenues of €5.9 billion. The group serves customers in over 180 countries, maintains operations in over 40 countries, and employs approximately 21,600 people worldwide. The company is headquartered in Alphen aan den Rijn, the Netherlands.

For more information, visit [www.wolterskluwer.com](http://www.wolterskluwer.com), follow us on [LinkedIn](#), [Facebook](#), [YouTube](#) and [Instagram](#).

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