

Capital Structure & Rating Advisory

Corporate Pulse 2026

Executive Summary



Risks & Priorities | Political situation is understandably a key concern while top priorities continue to remain FX and supplier diversification



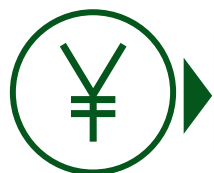
Liquidity & Working Capital | Most corporates believe that current liquidity is appropriate while seeing opportunities to improve their project return frameworks



Indebtedness & Capital Allocations | While preferring to keep current debt levels, corporates are prioritising growth or increased investments, and many would accept a credit rating downgrade for an appropriate investment opportunity



ESG Ratings & Sustainability | Corporates increasingly consider ESG narrative as material and most plan to maintain or increase their ESG ambitions and capex in 2026

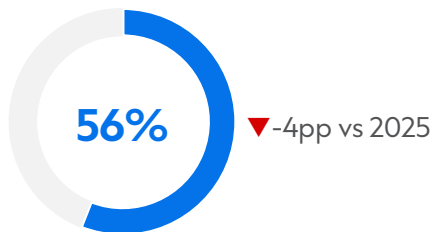


RMB Exposure | Many corporates continue to have meaningful Renminbi exposure, and many expect to maintain or even expand the current levels of Renminbi usage

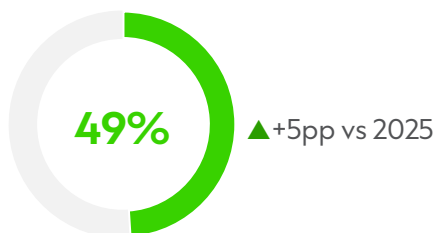
Risks & Priorities | Political situation is understandably a key concern while top priorities continue to remain FX and supplier diversification

Top 3 Priorities for Treasury Teams

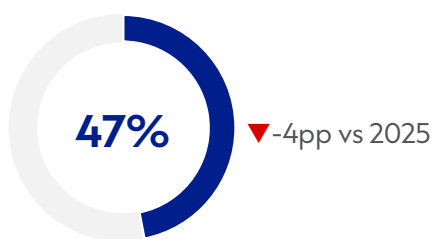
#1 FX Risk Management



#2 Working Capital

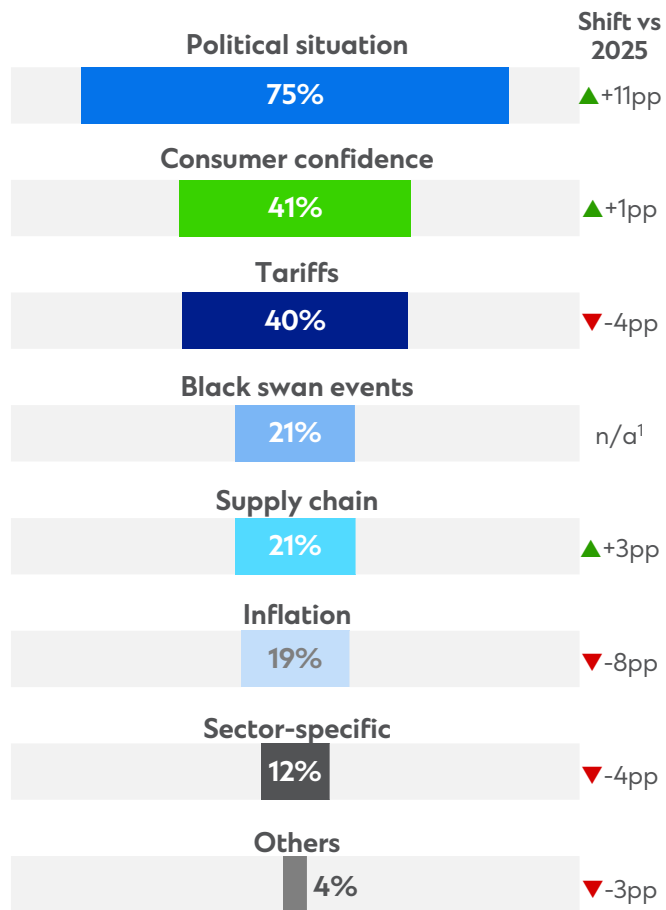


#3 Interest Rate Risk



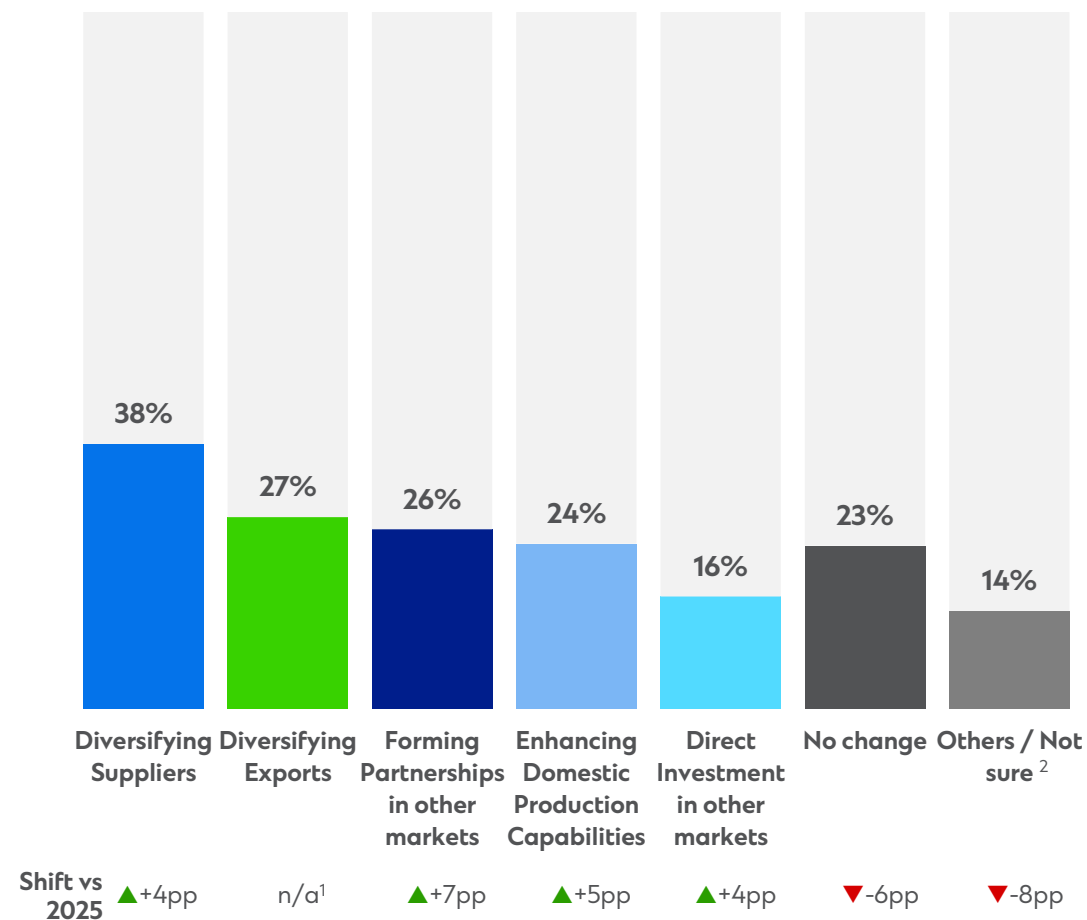
n = 352

Key risks of concern



n = 363

Mitigating trade and tariff risks

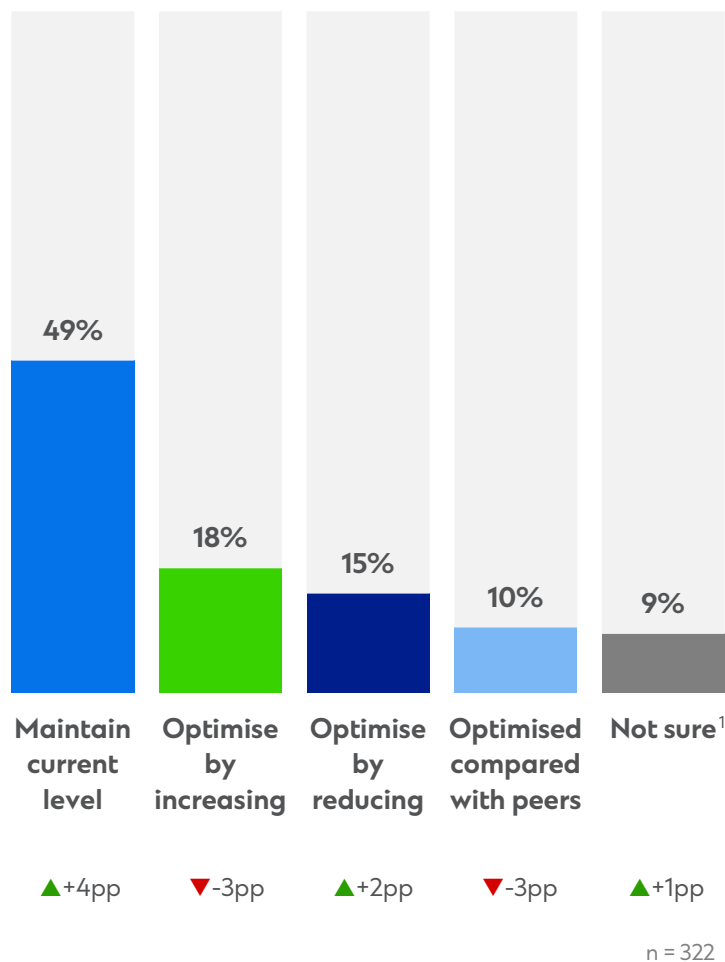


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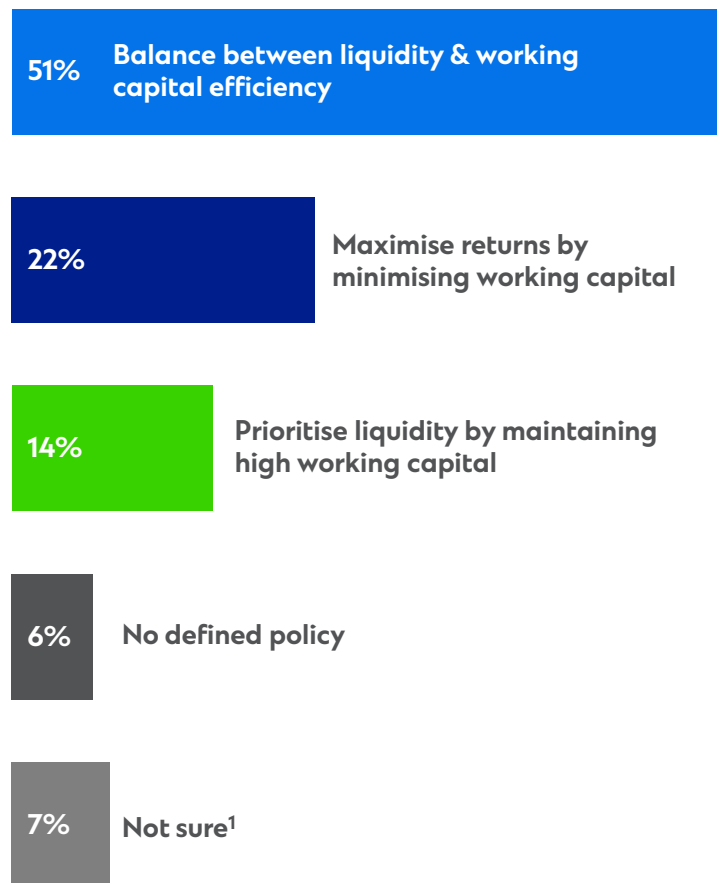


Liquidity & Working Capital | Most corporates believe that current liquidity is appropriate while seeing opportunities to improve their project return frameworks

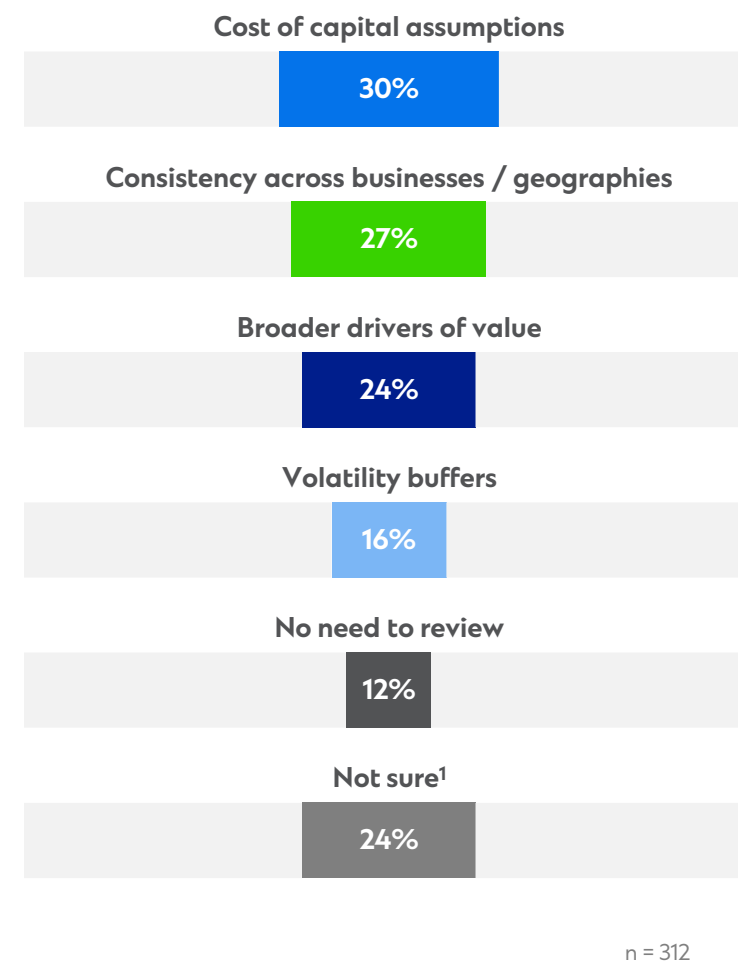
2026 Liquidity Management Plans



Working Capital Management

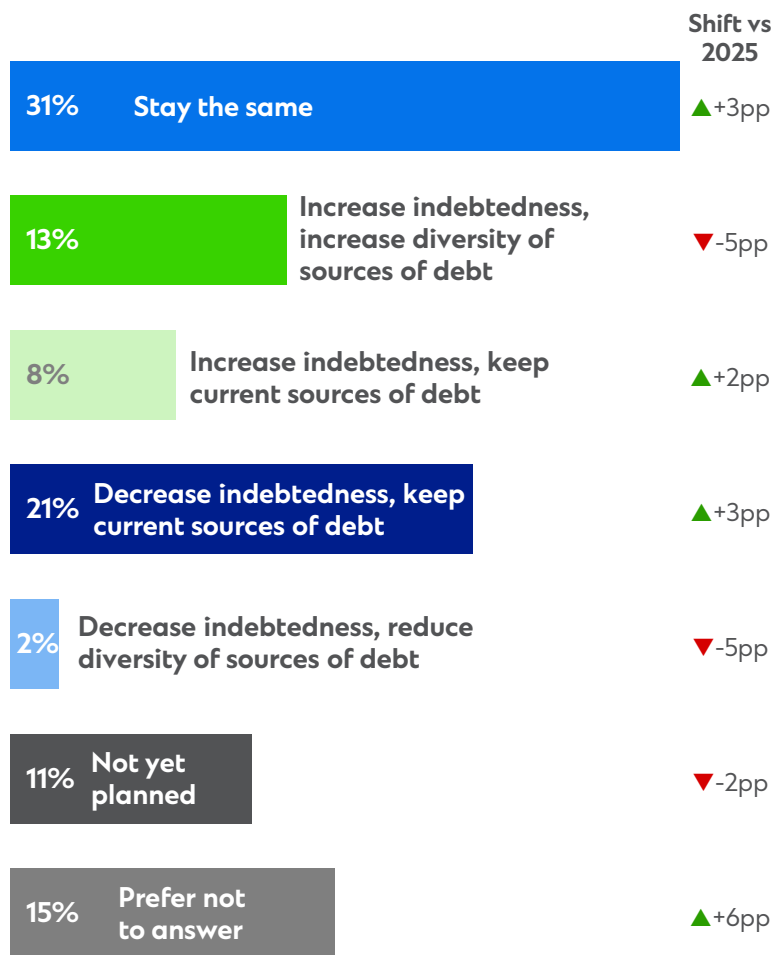


Project Return aspects needing attention



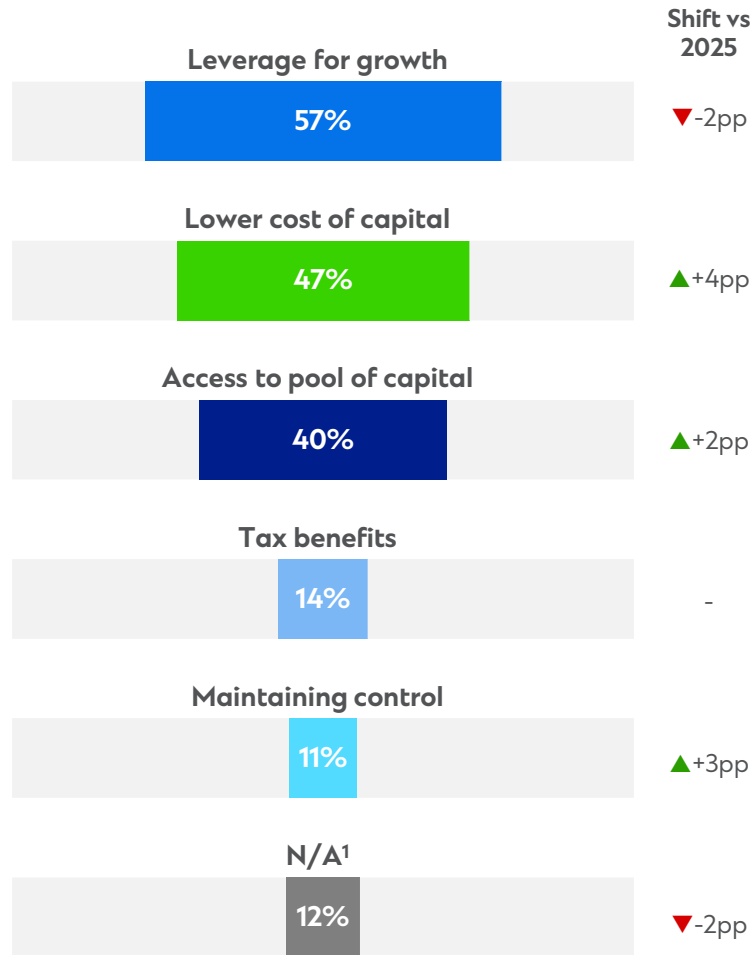
Indebtedness | While preferring to keep current debt levels, corporates are prioritising growth with proceeds or surpluses

Expected Debt Issuance over next 12 months



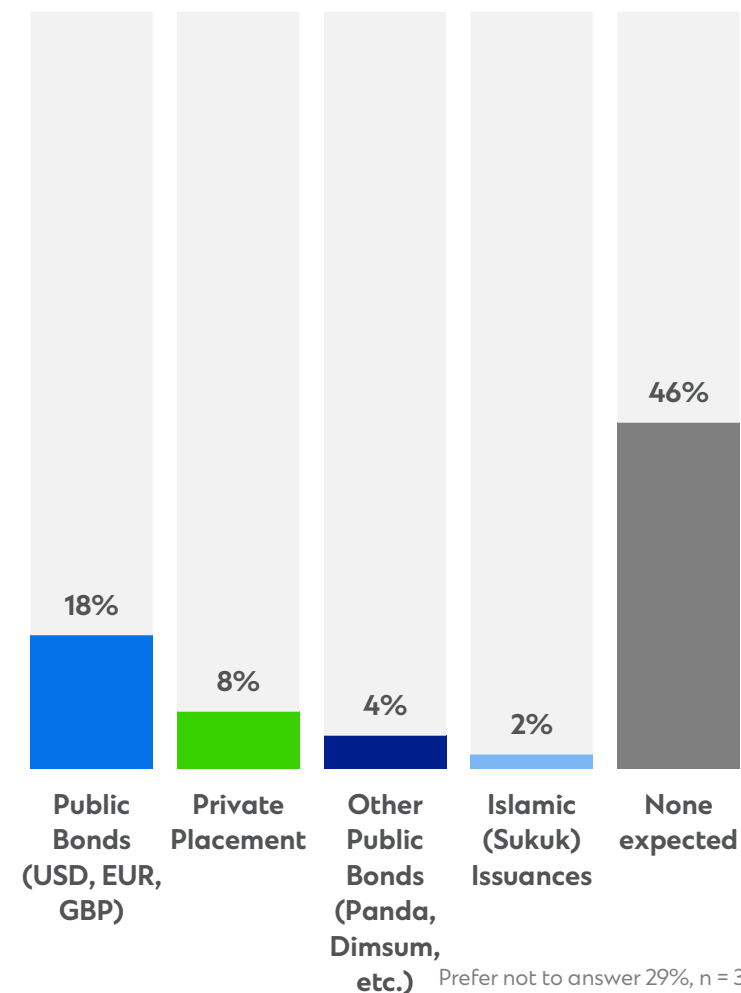
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Main Usage of Debt Proceeds



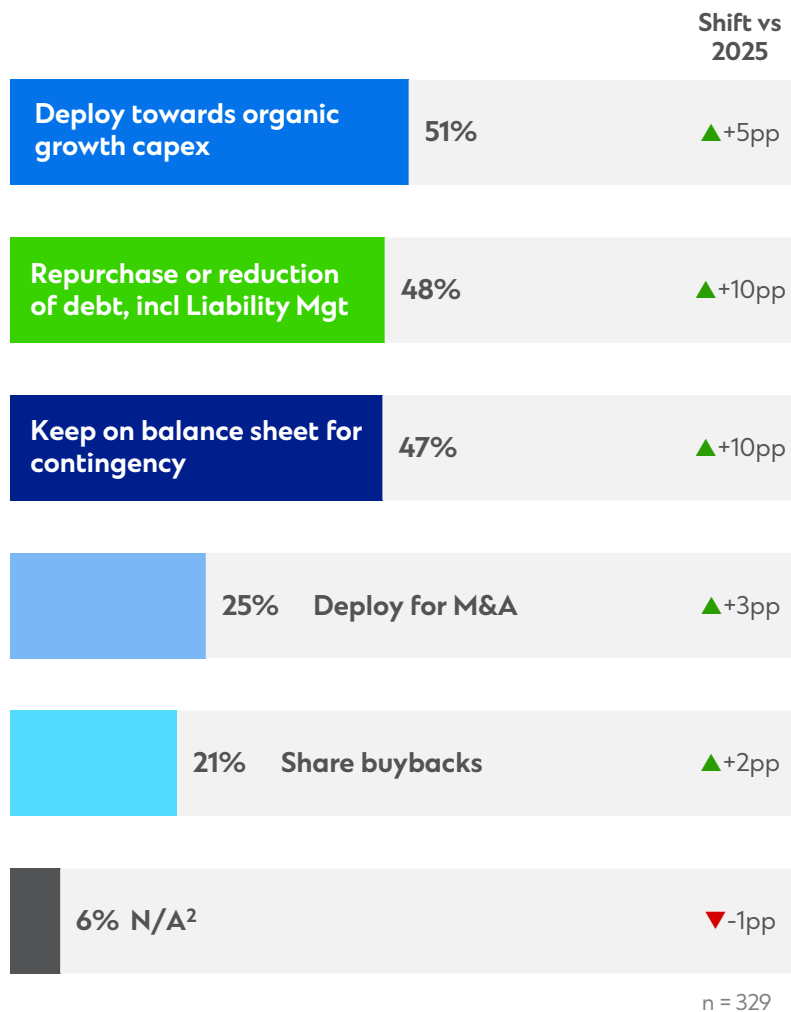
n = 321

Capital market issuances over next 12 months

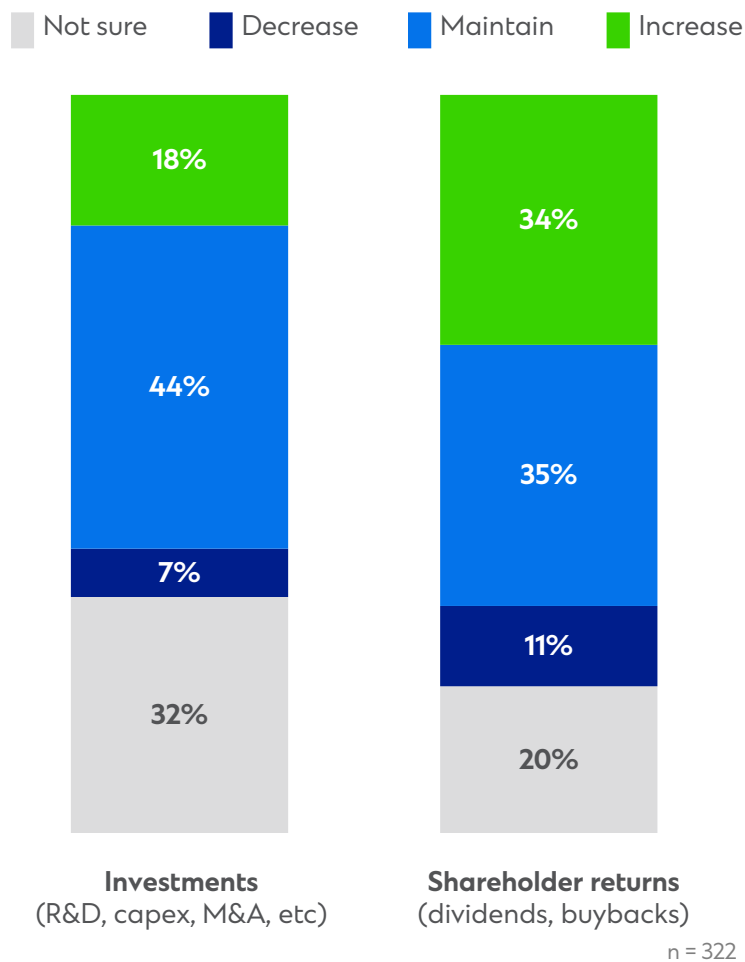


Capital Allocation | Growth ambitions are reflected in corporates' plans to increase investments, and many would accept a credit rating downgrade for an appropriate investment opportunity

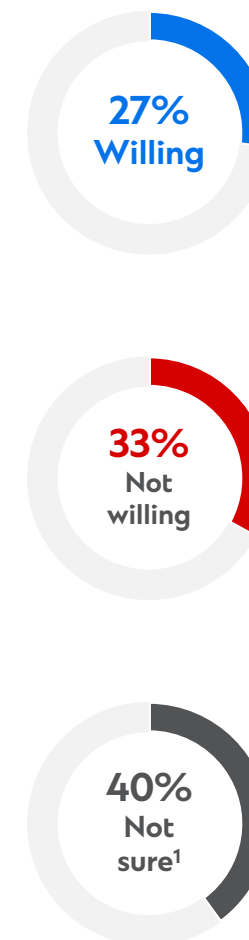
Main Usage of Surplus Cash



Capital Allocation changes in 2026

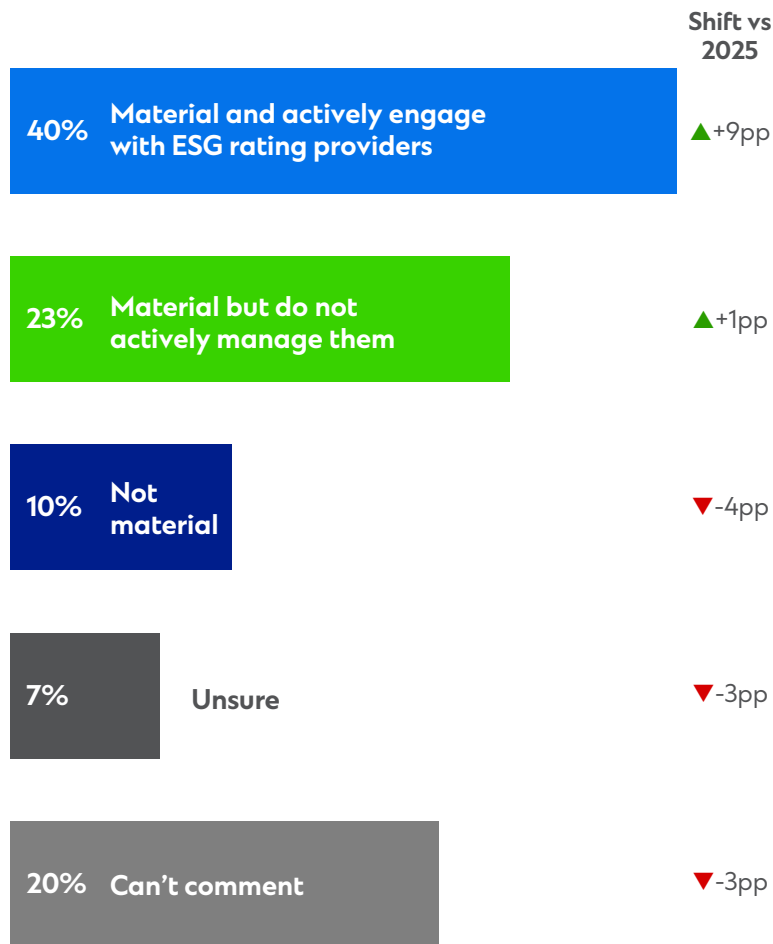


Rating Downgrade Willingness for M&A



ESG Ratings & Sustainability | Corporates increasingly consider ESG ratings (or narrative) as material and most plan to maintain or increase their ESG ambitions and capex in 2026

Importance of ESG Ratings to business



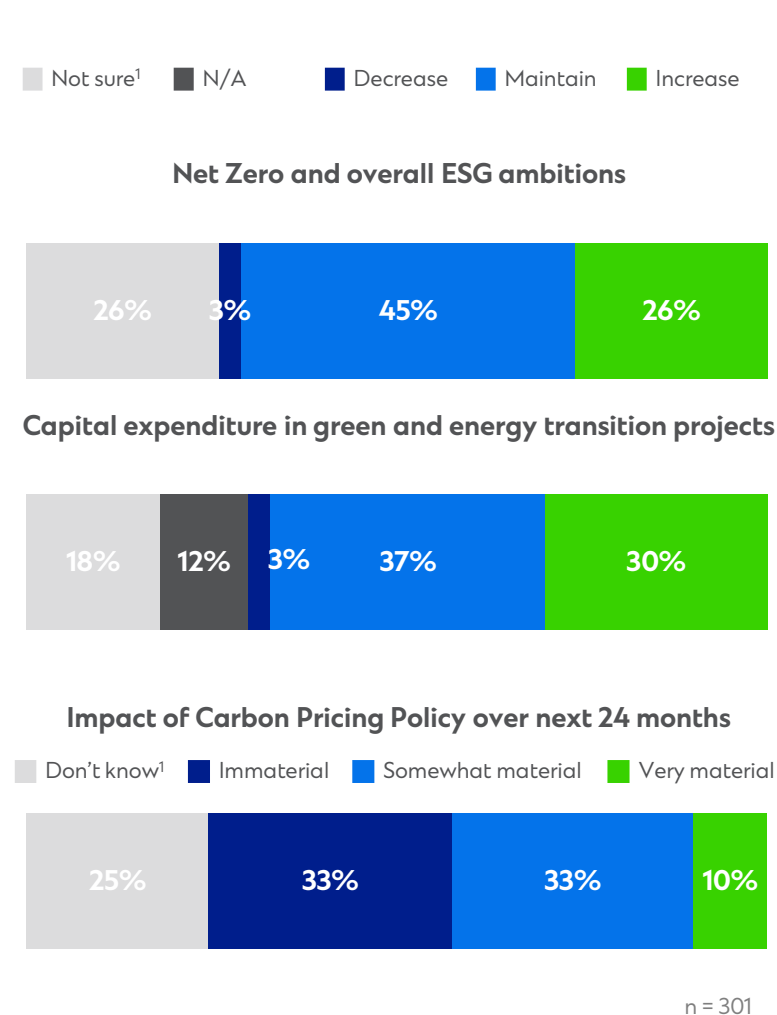
n = 302

Sustainability strategy



n = 302

Sustainability-related changes in 2026

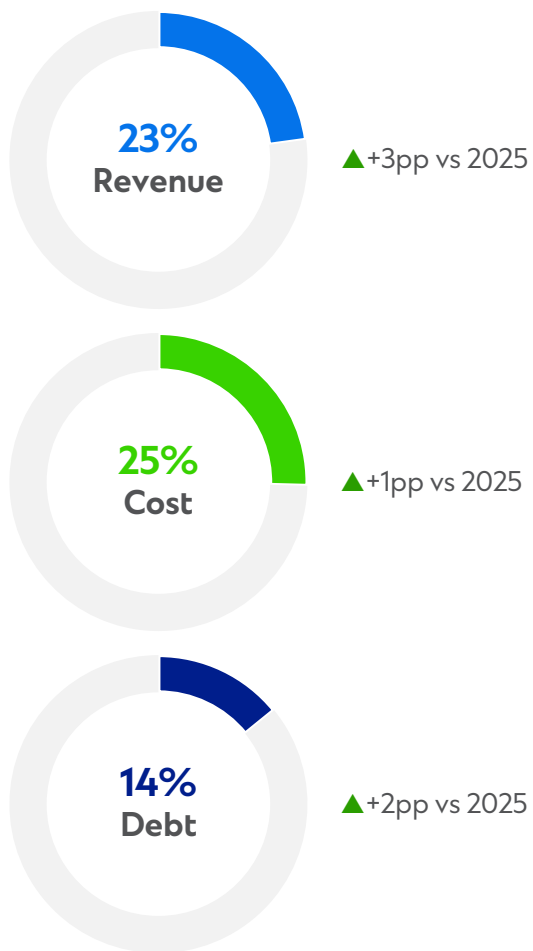


n = 301



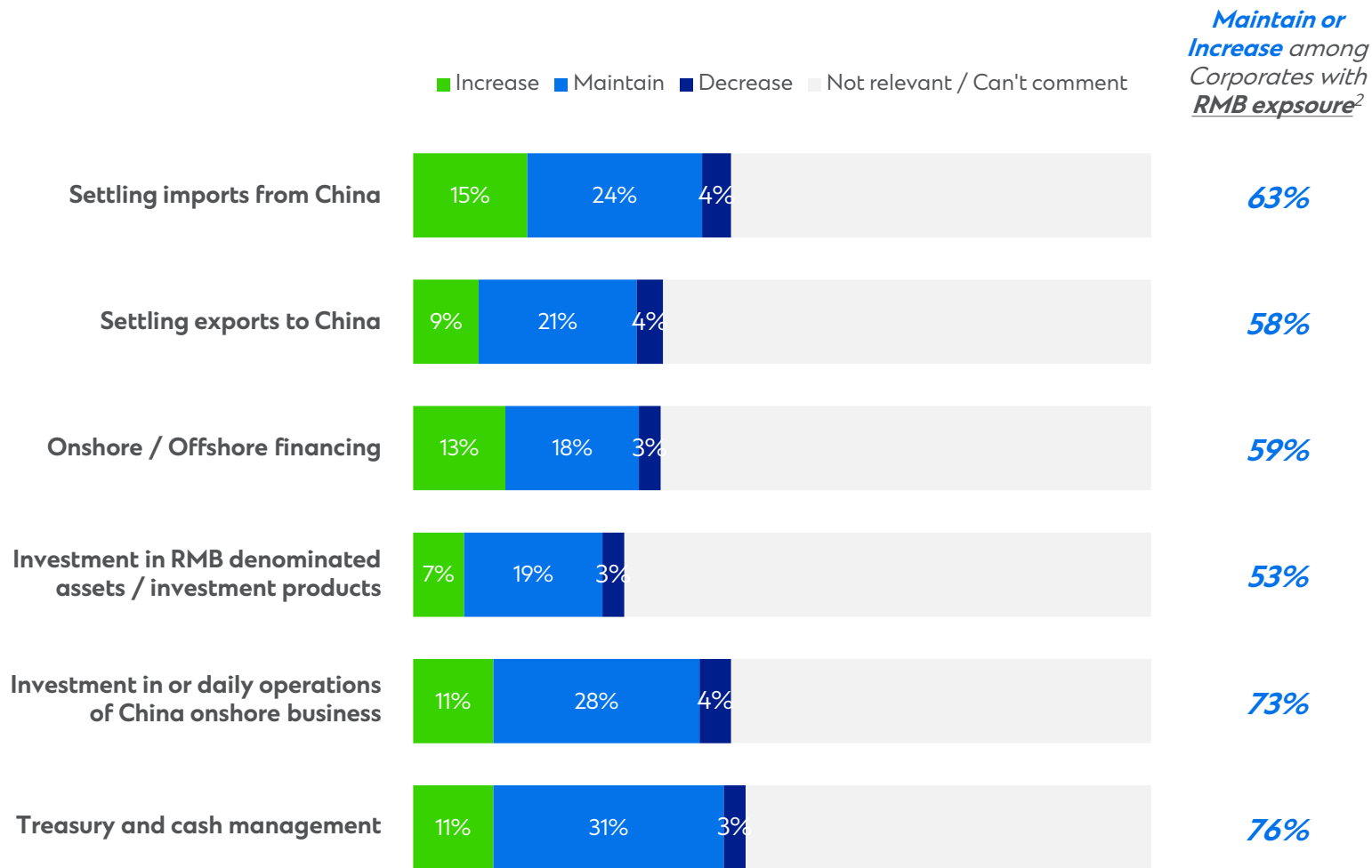
RMB Exposure | Many corporates continue to have meaningful Renminbi exposure, and many expect to maintain or even expand the current levels of Renminbi usage

Current exposure to RMB¹



n = 311

Anticipated change in RMB in next 3 years



n = 304



Sources: Standard Chartered analysis
 Notes: (1) >10% exposure; 27-28% did not comment | (2) >10% exposure for Revenue, Cost or Debt

Sector-specific Analysis

Risks & Priorities



Key Risks																	
Political																	
Con. Conf ¹																	
Tariffs																	

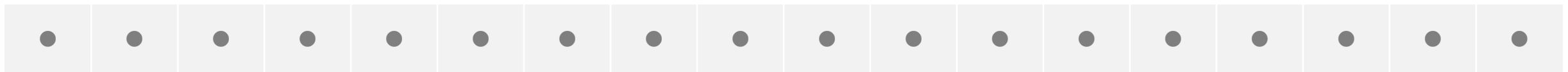
Top 3 Priorities for Treasury Teams																	
FX																	
WC ²																	
Rates																	
Cash Mgt ³																	
Maturities ⁴																	
Cap. Alloc ⁵																	
Credit Story																	
Commodity																	



Liquidity & Working Capital

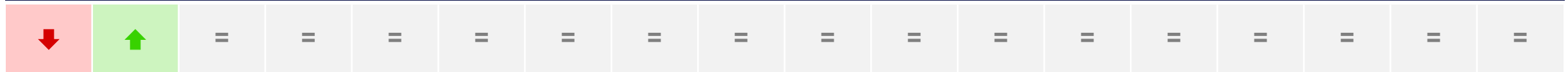


2026 Liquidity Management Plans



● Stay the same

Working Capital Management



= Balance liquidity & WC ↓ Minimise WC for returns ↑ Maintain high WC for liquidity

Project Return aspects needing attention

Cap. cost ¹	■					■	■								■		■	■
Consistency ²		■						■							■	■		
Value drivers ³											■						■	
Volatility ⁴	■																	



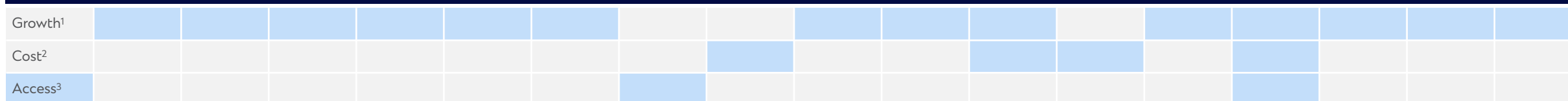
Debt & Capital Allocation



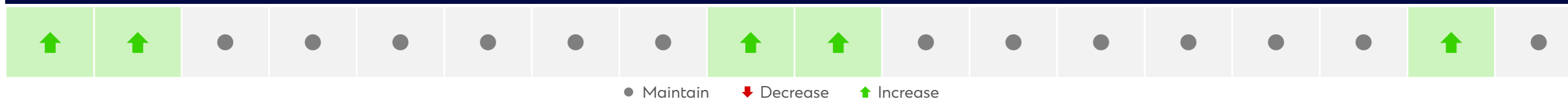
Expected Debt Issuance over next 12 months



Main Usage of Debt Proceeds



Capital Allocation towards Investments in 2026



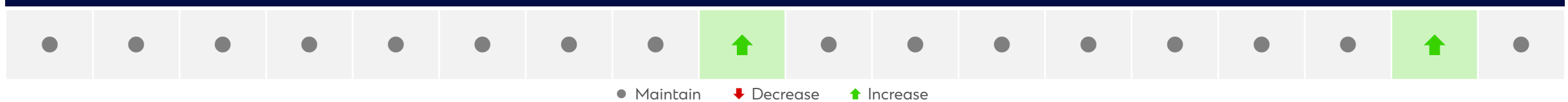
ESG Ratings & Sustainability



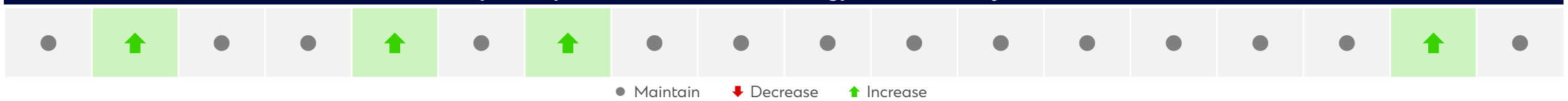
Management of Sustainability Strategy

	Auto	Air	BizS	CapG	Chem	CRE	FMCG	M&M	Matr	NFR	O&G	Phar	Hrdw	IT	Tele	Logs	Util	Others	
Leader	■			■	■		■			■				■	■	■	■	■	
Fast follow								■							■				
Keep up											■	■		■					
Mandatory		■				■			■										■

Net Zero and ESG Ambitions in 2026



Capital Expenditure in Green and Energy Transition Projects in 2026



RMB



Current Exposure to RMB¹

Revenue



Cost

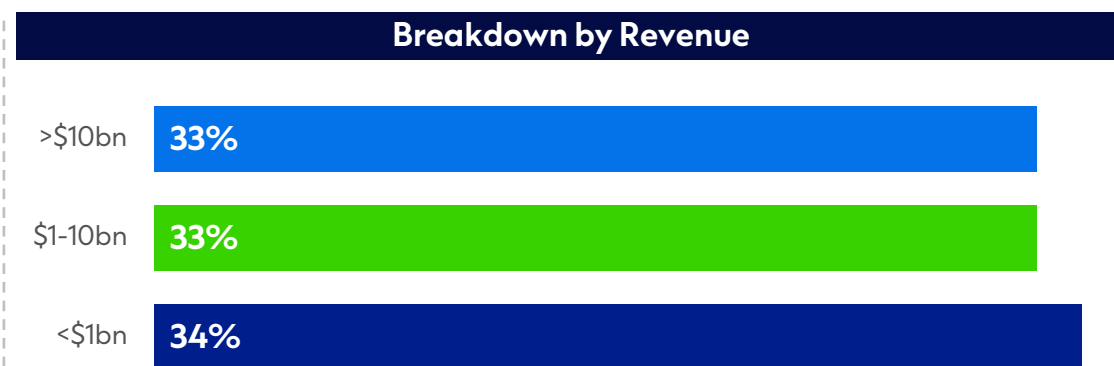
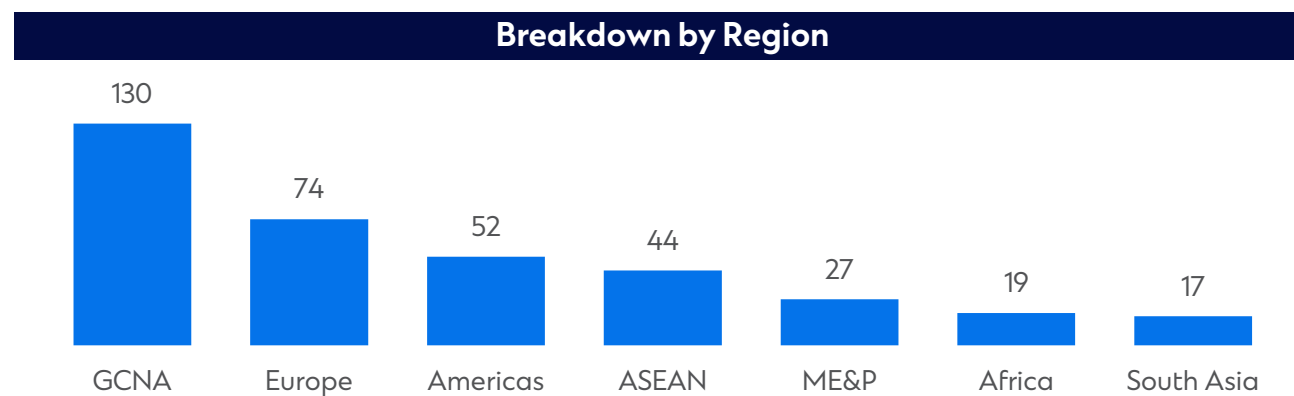
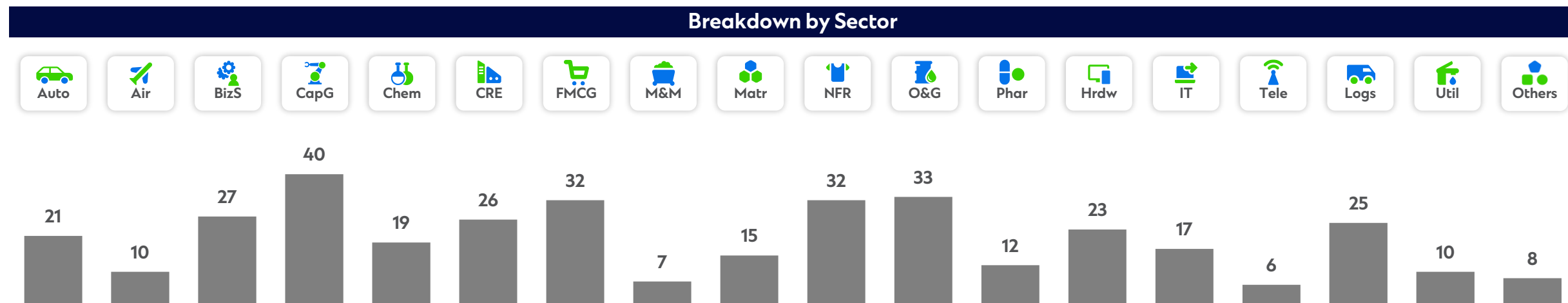


Debt






















Appendix

Survey Respondents Profile | 363 responses globally across 296 clients and 19 sectors



Sector Classifications

 Auto	Autos	Auto Parts and Equip	 Air	Aviation	Airlines
 BizS	Business Services	Commercial Printing, Restaurants, Diversified Support, Environmental and Facilities, Security and Alarm, Human Resource and Employment, Research and Consulting Services	 CapG	Capital Goods	Aerospace and Defense, Building Products, Electrical Components and Equip., Heavy Electrical Equip., Industrial Conglomerates, Agricultural and Farm Machinery, Construction Machinery and Heavy Trucks, Industrial Machinery
 Chem	Chemicals	Commodity Chemicals, Diversified Chemicals, Fertilizers and Agricultural Chemicals, Industrial Gases, Specialty Chemicals	 CRE	Commercial Real Estate	Homebuilding, Diversified Real Estate Activities, Real Estate Operating Companies, REITs (Diversified, Hotel and resort, Health Care, Industrial, Residential, Office, Retail, Specialized)
 FMCG	FMCG	Brewers, Distillers and Vintners, Soft Drinks, Packaged Foods and Meats, Household Products, Personal Products, Tobacco	 M&M	Metals & Mining	Aluminum, Copper, Diversified Metals and Mining, Steel, Gold
 Matr	Materials	Construction Materials, Metal and Glass Containers, Paper Packaging, Forest Products, Paper Products	 Mdia	Media	Interactive Media and Services, Movies and Entertainment, Leisure Products, Advertising, Broadcasting, Cable and Satellite, Publishing, Education Services
 MedD	Medical Devices	Health Care Equip., Health Care Supplies, Life Sciences Tools and Services	 NFR	Non-Food Retail	Healthcare Supplies, Hotel, Resorts and Cruise Lines, Department, General Merchandise and Specialty Stores, Footwear, Apparel, Accessories and Luxury Goods, Retails (Apparel, Automotive, Electronics, Home, Internet and Direct Marketing...)
 O&G	Oil & Gas	Oil and Gas Equip. and Services, Exploration and Production, Refining and Marketing, Storage and Transportation, Coal and Consumable Fuels, Integrated Oil and Gas	 Phar	Pharma	Pharmaceuticals, Biotechnology
 Hrdw	Tech: Hardware	Communications Equip., Electronic Components, Electronic Equip. and Instruments, Electronic Manufacturing Services, Consumer Electronics, Semiconductor Equip., Semiconductors, Technology Hardware, Storage and Peripherals	 IT	Software & Services	Technology Distributors, Data Processing and Outsourced Services, Internet Services and Infrastructure, IT Consulting and Other Services, Interactive Media and Services, Application Software, Systems Software, Alternative Carriers
 Tele	Telecommunications	Integrated Telecommunication Services, Wireless Telecommunication Services	 Logs	Transport & Logistics	Air Freight and Logistics, Marine, Railroads, Trucking, Airport Services, Highways and Rail tracks
 Util	Utilities	Electric Utilities, Multi-Utilities, Gas Utilities, Water Utilities, Independent Power Producers and Energy Traders			

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