

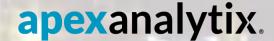
(7/23/25)

COST's 56<sup>th</sup> Annual Meeting September 16-19, 2025 Memphis, TN

A big thanks to our Sponsors

























Please note that all attendees are welcome to attend any session except Audit Sessions. Those sessions, as always, are open only to COST industry members.

	TUESDAY, SEPTEMBER 16 <sup>th</sup>
12:00 – 7:00 PM	Registration
1:30 – 4:00 PM	Legislative/Government Relations Meeting We invite you to participate in a robust discussion of significant 50-state corporate tax legislation and issues we saw this year and anticipate in the next legislative cycle. With pertinent insights from states' shifting political and fiscal landscapes and potential impacts of factors such as federal tax and trade policy changes on state taxes and revenues, this is a great session for those interested in state tax policy and legislation. COST's advocacy staff and chairs of COST's Legislative and Policy Committees will also highlight COST's advocacy, policy, and other resources available to COST members and partners.  Speakers:
	Susan Courson-Smith, Pfizer
	Jamie Laiewski, Charter Communication
	Co-Chairs, COST Legislative Committee
	Kelli Murphy, Ford Motor Company
	Chair, COST Policy Committee
	The second secon
	COST Advocacy Staff:
	Aziza Farooki
	Karl Frieden
	Leonore Heavey
	Mark Holmes  Parative the days
	Doug Lindholm  Drive Nation
	Priya Nair
	Fred Nicely Pat Reynolds
	Marilyn Wethekam
4:00 – 5:30 PM	COST Board of Directors Meeting
5:30 – 5:45 PM	STRI Board Meeting
5:45 – 7:00 PM	Welcome Reception
	WEDNESDAY, SEPTEMBER 17 <sup>th</sup>
7:30 AM – 5:10 PM	Registration
7:30 – 8:30 AM	Continental Breakfast & Networking
8:30 – 9:00 AM	Welcome & Opening Remarks -
	COST's 56th Annual Meeting of the Membership: Election of COST Directors
	Announcement of the 2025 COST Paul Frankel Excellence in State Taxation Award to Hollis (Holly) Hyans
	Mollie Miller, Fresenius Medical Care North America, COST Chair
	Pat Reynolds, COST
	Charles Drury, COST

9:00 – 10:00 AM	next. Much of the focus will be on pending pive	One Hour! ring you up to speed on the most significant SALT otal court decisions, audit issues that may not an nd planning. The speakers will also provide their	nd revenue agencies push for regulatory
	Moderator: Patrick Reynolds, COST  Speakers: Jeff Friedman, Eversheds Sutherland (US)* Alysse McLoughlin, Jones Walker*		
10:00 – 10:15 AM	Alexis Morrison-Howe, Deloitte*  Refreshment Break & Networking		The second second second
10:15 – 11:05	A Discussion of the US Federal and State Ta Bill Act (OBBBA, H.R. 1) – and The Impact on Panelists will discuss the current US federal a state response to federal tax and fiscal change administrative impacts, the discussion will co	Ex Legislative Landscape and Executive Orders State and Local Taxation Indicate tax legislative landscape, including curr Les. Sharing perspectives on recent tax developm Lever business taxes, credits & incentives, the tax Let include the hot state topics of the last year e.g.	rent state fiscal conditions and the potential ents with a focus on the state tax and impact of tariffs, state jurisdiction under PL
11:05 – 11:50 AM	Presentation to Hollis (Holly) Hyans - Retire State Taxation Award	ed [Consult <mark>ant at Corteva Agriscience] of the A</mark>	Annual COST/ Paul Frankel Excellence in
11:50 AM – 12:50 PM	Lunch Announcement of COST Officers and Direct	ors for 2025/2026	Section 1997 Television of the
12:50 - 1:40 PM	Collaboration Between Groups within a Tax Department Tax Department professionals representing different disciplines (income, sales/use, property tax, etc.) must work together to avoid conflicting and inconsistent positions. This session will highlight situations when the disciplines may intersect and conflict	Combined Reporting: Emerging Challenges and Strategic Considerations As more states implement or refine their combined reporting regimes, multistate and multinational businesses are encountering increasingly complex—and often statespecific—challenges. This session will examine the unique issues that arise under	Sales Tax Sourcing of Services This session explores the evolving landscape of sourcing sales from selling taxable services. The speakers will discuss recent legislative and judicial developments that are reshaping how service providers determine where sales are taxed and will include a discussion of
	(nexus, sourcing, property classification,	combined reporting, including the treatment	the pros and cons of multiple point of use

	etc.) and how such conflicts can be avoided or managed.  Speakers: Tracey Grant-Castleman, Crowe* Branko J. Marusic, Jr., BDO* Archana Warner, Constellation Energy Corporation	of partnership interests, the inclusion or exclusion of entities in the combined group, and the nuanced rules governing intercompany transactions. Panelists will also explore the utilization of tax attributes such as net operating losses, capital losses and credits, highlighting how these may be limited, shared, or decoupled under different state regimes.  Speakers: Lynn Gandhi, Foley Lardner* Marc Simonetti, State Tax Law* TBD, Blank Rome*	(MPU) sourcing. The session will provide practical guidance on avoiding audit risks, including the different documentation requirements imposed by the states.  Moderator: Fred Nicely, COST  Speakers: David Ebersole, Baker & Hostetler* Trisha Fortune, Ryan* Jordan Goodman, Kilpatrick Townsend * Stockton
1:45 – 2:35 PM	Report from the Front Lines: Northeast States Chamber Roundtable Discussion on Business Taxes – 2025 Recap & 2026 Predictions  Tax policy professionals from key state business associations will prognosticate significant tax policy issues in the northeast states' upcoming legislative sessions (States Covered: Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont)  Moderator: Leonore Heavey, COST  Facilitators: TBD	Al  Moderator: Robert Tuinstra, Corteva Agriscience  Speakers: TBD	Bundling and The True Object Test As sellers continue to increase service offerings interlaced with sales of tangible personal property or digital goods, determining what taxable in a bundle is getting more complicated. This session will analyze the tax issues that arise with these mixed transactions, and the methods available to simplify reporting and to achieve greater tax certainty. This session will also discuss recent developments across states in applying the True Object test.  Speakers: Jennifer Karpchuk, Holland & Knight* Melissa Myers, BDO* Masha Yevzelman, Fredrickson & Byron*
2:35 – 2:50 PM	Refreshment Break & Networking	*CONTRACTOR OF THE PARTY OF THE	
2:50 – 3:40 PM	Report from the Front Lines: Western States Chamber Roundtable Discussion on Business Taxes – 2025 Recap & 2026 Predictions Tax policy professionals from key state business associations will address significant tax policy issues in these states.	State Tax Litigation – Identifying and Removing Internal Hurdles to Success Apart from the technical merits of a state tax issue being litigated, numerous internal hurdles await. These hurdles include evidence gathering, witness identification and preparation, managing expectations,	Hot Topics and Recent Developments in Accounting for State Taxes Panelists will discuss the latest developments in ASC 740 (Accounting for Income Taxes), ASC 450 (Accounting for Contingencies, and ASU 2023-09, Topic 740 (Improvements to Income Tax

	States Covered: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Kansas, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington & Wyoming)  Moderators: Mark Holmes, COST Marilyn Wethekam, COST  Speakers: Becky Dutro, Nevada Taxpayers Association Robert Gutierrez, California Tax Foundation Miguel Legarreta, Associated Taxpayers of Idaho	internal and external costs, and publicity. In addition to identifying such hurdles, this session will offer practical suggestions on how these hurdles can be overcome.  Speakers: Margaret Wilson, Wilson Law Group* TBD, Akerman* TBD, Baker & McKenzie*	Disclosures). Emphasis will be placed on the interaction between a company and its external accountants in addressing difficult state tax accounting issues and the role of subjectivity and judgment in managing these issues.  Speakers: TBD, Grant Thornton Advisors* TBD, RSM* TBD, Crowe*
3:40-5:25 PM	Audit Session – ALL TAX TYPES (COST Indus COST audit session during which participants	try Members Only) share recent audit and litigation experiences in ansas, Florida, Georgia, Louisiana, Maryland, M	
5:30 – 7:00 PM	Reception	The state of the s	THE RESERVE TO SERVE THE PARTY OF THE PARTY
7:10 PM	located at 52 S 2 <sup>nd</sup> Street, Memphis, TN 38103 professional network! Please stop by the Regown way.)	er COST members for dinner at Charlie Vergos' . Don't miss this opportunity to mingle with fell istration Desk to let us know you will be there or JRSDAY, SEPTEMBER 18 <sup>th</sup>	ow tax professionals and expand your
6:30 AM - 5:25 PM	Registration	The second second second	The state of the s
6:45 – 7:30 AM	Early Morning Walk with Judy Slotnik (COST	's Membership Coordinator) and Other Early ndees. The group will leave from the hotel lobby	
6:45 – 8:00 AM	Breakfast & Networking		
7:00 – 8:00 AM	Get the latest ethics developments relevant to morning. Tax professionals and government a others may not be. The speakers will discuss b	Professional Challenges Facing State Tax Proposition State Tax Pro	serve as your "wake up" for Tuesday cal issues daily. Some issues are obvious, a thoughtful and effective manner. ( <i>PLEASE</i>

	Speakers: Christopher Grissom, Bradley Arant Boult Cur Janette Lohman, Thompson Coburn* Glenn McCoy, Ryan*		
8:10 – 9:00 AM	Standing and Retroactivity in State Tax Litigation: Access, Authority, and Constitutional Limits This session will examine two critical and often intersecting issues in state tax litigation: who has the right to sue, and how far back the state can reach. Panelists will explore the evolving doctrine of associational standing, analyzing when trade groups, nonprofits, and other associations may litigate on behalf of their members, and how courts balance access to justice with judicial efficiency and standing limitations. The session will also delve into the constitutional and statutory limits of retroactive taxation, with a focus on due process concerns and key cases such as United States v. Carlton and Dot Foods. Discussion will include how states craft retroactive tax measures, the legal challenges they face, and the broader fiscal and fairness implications for both taxpayers and governments.	Deference and the State Tax Implications of Loper Bright The Supreme Court's 2024 Loper Bright decision may change the deference historically afforded state tax regulations, rulings, and state tax agency interpretations and administrative practice. Learn how taxpayers might use Loper Bright to their advantage in state tax matters. Also learn about potential traps inherent in relying on Loper Bright in dealing with state tax agencies.  Moderator: Doug Lindholm, COST  Speakers: David Shipley, Stevens & Lee* TBD, Skadden, Arps, Slate, Meagher & Flom* TBD, Blank Rome*	Let's Improve Sales Tax Administration and Keep Business Input Out of the Sales Tax Base State legislators are increasingly interested in expanding their consumption tax base to compensate for reducing taxes on CIT and PIT income. Not an SSUTA state? There are still practices that can improve sales tax administration. The speakers will cover those practices and dive deeper on B2B exemptions, i.e., preventing pyramiding, and other issues from legislators swapping tax burdens from one tax to another.  Moderator: Karl Frieden, COST  Speakers: Aaron C. Johnson, Ballard Spahr* TBD, KPMG* TBD, EY*
	Speakers: Michael Hilkin, McDermott Will & Emery* David Hughes, Kilpatrick Townsend & Stockton* TBD, Greenberg Traurig*		
9:05 – 9:55 AM	Federal Preemption and Limitations on State and Local Taxation This session will delve into how the Supremacy Clause of the U.S. Constitution may limit a state or local jurisdiction from imposing tax. The concepts of express and implied preemption will be addressed together with practical examples of how a	Dispositions of Pass-Through Interests: Planning, Pitfalls, and Emerging Issues This session will explore key tax considerations in planning for the disposition of interests in pass-through entities, highlighting both opportunities and common pitfalls. Speakers will also provide updates on recent developments affecting pass-	How To Deal with States' Attempts to Dress Up Old Laws to Fit New Tech and Transactions with Transactional Taxes States constantly look for new ways to interpret old laws and apply that to new technology. The speakers will discuss historical concepts that are strong arguments and should not be overlooked

	taxpayer may use preemption to avoid state taxation.	through taxation, including Multistate Tax Commission (MTC) initiatives and how states	when analyzing whether a new or old tax law is being applied correctly by the
	Speakers:	are responding to the Supreme Court's decision in <i>Moore v. United States</i> .	states.
2	Katie Friel, Entergy Services Eric Tresh, Eversheds Sutherland (US)* TBD, Baker & McKenzie* TBD, Reed Smith*	Speakers: Bruce Ely, Bradley Arant Boult Cummings* R. Gregory Roberts, Roberts Law Group* TBD, Dentons*	Speakers: Scott Peterson, Avalara* Diane Yetter, YETTER* TBD, Alston & Bird*
9:55 – 10:10 AM	Refreshment Break & Networking		
10:10 – 11:00 AM	Alternative Apportionment: When the Standard Formula Falls Short  As states increasingly adopt market-based sourcing and specialized apportionment formulas, taxpayers face growing challenges from inconsistent rules, limited data, and revenue characterization issues. These problems often lead to distorted apportionment results that fail to reflect instate business activity. In such cases, alternative apportionment becomes a necessary—and often complex—solution. This session will explore when alternative methods are warranted, the procedural hurdles in seeking relief, and how states vary in evaluating these requests.  Moderator:  Marilyn Wethekam, COST  Speakers: Steve Jasper, Bass Berry & Sims* TBD, Baker Tilly* TBD, Greenberg Traurig	State Credits and Incentives Update This session will include a timely update on the significant changes recently adopted by many states in the rules governing state R&D and economic development credits. Also to be discussed will be the state tax treatment of the sale of transferable federal and state credits and the purchase and use of transferrable credits to satisfy a state tax liability.  Speakers: TBD, Deloitte* TBD, DuCharme McMillan & Associates* TBD, Forvis Mazars*	Digital Products It's been an MTC project for over 3 years, and the SSUTA has recently agreed to enter the fray. This session will highlight the issues in this area of sales taxation on digital products. This will include how some states' exemptions for resale and manufacturing don't mingle well in our current tax environment with digital products.  Moderator: Karl Frieden, COST  Speakers: Steve Kranz, McDermott Will & Emery* Leah Robinson, Mayer Brown* TBD, Andersen
11:05 – 11:55 AM	tax agencies and state legislators)—for an in- Moderated by a COST industry member, the p	r SALT Organizations - in the SALT policy landscape—representing stat depth discussion on current challenges and futu anelists will include senior representatives from ational Conference of State Legislatures (NCSL),	re directions in state and local tax issues. the Multistate Tax Commission (MTC),
	Moderator:		

	Mollie Miller, Fresenius Medical Care North A	merica	
	Speakers: TBD		
11:55 AM – 1:20 PM	Lunch & Networking Announcement of COST Officers and Direc	tors for 2025/2026	
1:20 – 2:10 PM	Property Taxes There is nothing more important to keep property tax valuation issues under control. This session has great speakers to provide you with the latest and greatest with property tax issues in the U.S, and the pros and cons of recent state property tax limitations focused on the households and not business properties.  Speakers: Kieran Jennings, Siegel Jennings* TBD, Baker Donelson* TBD, Ryan*	State Tax Pitfalls in Mergers and Acquisitions: Risks, Remedies, and Post- Deal Challenges Mergers and acquisitions present numerous state tax challenges that can significantly impact deal value and create ongoing liabilities after the transaction closes. This session will explore common pitfalls, including exposure to sales and use taxes, state income tax issues, nexus considerations, transfer taxes, and successor liability risks. Panelists will discuss strategies for thorough tax due diligence, navigating varying state rules, and structuring transactions to minimize unexpected burdens. The discussion will also cover post-closing matters such as audit risks, compliance obligations, and dispute resolution, providing attendees with practical insights to identify, assess, and mitigate state tax risks both before and after the deal.	Sales and Use Tax Challenges Arising from Tariffs  Tariffs can create unexpected sales and use tax challenges, particularly around whether tariffs are included in the taxable cost of goods. This session will explore key issues for importers, manufacturers, and resellers, including tariff-inclusive pricing, sourcing rules, shifting supply chains, and potential tax exposure.  Panelists will also address refund strategies amid ongoing litigation.  Speakers: Brad Danton, PwC* Naftali Dembitzer, DLA Piper* TBD, Eversheds Sutherland (US)*
TE :		Bill Backstrom, Jones Walker* Mike Carchia, Capital One David Pope, DLA Piper* TBD, Alson & Bird*	
2:15 – 3:0 PM	Report from the Front Lines: Midwest States Chamber Roundtable Discussion on Business Taxes – 2025 Recap & 2026 Predictions Tax policy professionals from key state business associations will prognosticate on significant tax policy issues in the Midwest states' upcoming legislative sessions,	Deep Dive into Cost of Performance and Market Based Sourcing: Methods of Multistate Analysis, Planning and Tax Accounts  This session will provide a deep and advanced analysis of the impact of recent court decisions on COP and MBS and planning methods, strategies and ways to manage	Sales Tax Potpourri This session will address the ever- changing landscape of sales tax covering a wide ranging, all-encompassing discussion of updates and changes that you need to be aware of.
	states upcoming tegistative sessions,	methods, strategies and ways to manage compliance and positions in the various	Speakers: Brett Carter, Carter Shelton*

	viewed through the prism of this year's accomplishments and setbacks.  (States Covered: Illinois, Indiana, Iowa, Kentucky, Louisiana, Michigan, Minnesota, Missouri, Ohio, Oklahoma & Wisconsin)  Moderator: Fred Nicely, COST  Speakers: Liz Baumgartner, Ohio Chamber of Commerce Brian Cook, Minnesota Chamber of Commerce Randy Gross, Michigan Chamber of Commerce Ramiro Hernandez, Illinois Chamber of Commerce Tax Institute Ray McCarty, Associated Industries of Missouri Maurice Scholten, Taxpayers' Federation of	states. We will discuss the range of possible positions in a variety of common fact patterns, the advantages and disadvantages of sourcing methods and ideas to minimize risk and achieve the best reasonable tax results. This session will also address the level of certainty in the law as it relates to tax accounts and reserves.  Speakers: Andres Vallejo, Vallejo, Antolin, Agarwal & Kanter* TBD, Akerman* TBD, Pillsbury Winthrop Shaw Pittman*	Carolynn Kranz, Industry Sales Tax Solutions* Larry Mellon, Vertex* Matt Morris, Best Buy
	Illinois Hunter Traynor, Nebraska Chamber of		
	Commerce & Industry	THE RESIDENCE OF THE PARTY OF T	
3:05 – 3:20 PM	Refreshment Break & Networking		Old by being
3:20 – 5:05 PM	(States covered in this session: Alaska, Arizor	stry Members-Only) s share recent audit and litigation experiences invo na, California, Colorado, Hawaii, Idaho, Illinois, Ind w Mexico, North Dakota, Ohio, Oregon, South Dak	diana, <mark>Iowa, Kansas, Kentucky, Mi</mark> chigan,
5:30 – 7:30 PM		rvice and product providers host our Annual Meet d of the Vendor Fair there will be several drawings n us for a lot of fun!!	_

FRIDAY, SEPTEMBER 1	19 <sup>™</sup>
Registration	
Continental Breakfast & Networking	
tax perspective. The administrators will provide insights on what ha	s discussing the latest news, developments, and outlook from a state appened in their states during 2025 and what is planned for 2026 and ovide an opportunity to ask those important questions we all seem to
Refreshment Break, Networking, and Hotel Check Out	
Report from the Front Lines: Southeast States Chamber Roundtable Discussion on Business Taxes Including Texas – 2025 Recap & 2026 Predictions  Tax policy professionals from key state business associations will prognosticate significant tax policy issues in the southeast states' upcoming legislative sessions, viewed through the prism of this year's accomplishments and setbacks. (States Covered: Alabama, Arkansas, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia and Puerto Rico Audits.)  Moderators: Mark Holmes, COST Fred Nicely, COST Patrick Reynolds, COST  Speakers: Charles Aull, Kentucky Chamber of Commerce Helen Brantley, Texas Taxpayers and Research Association Derek Easley, Business and Industry Political Education Committee – Mississippi RJ Gibson, Tennessee Chamber of Commerce and Industry	One Big Beautiful Bill Act (OBBBA) and its Impact on State Corporate Income Taxes On July 4, President Trump signed into law the OBBBA, the largest federal tax reform legislation since the TCJA. The panelists will take a deep dive into the key OBBBA CIT provisions and discuss conformity and non-conformity issues relating to the state CIT. The session will cover significant changes in GILTI, accelerated depreciation of equipment, expensing of domestic R and D expenditures, loosening interest deduction limitations, and expensing of factories. The panelists will also analyze the large OBBBA cuts in aid to state governments and possible state tax responses.  Moderator: Karl Frieden, COST  Speakers: Jess Morgan, EY* Jamie Yesnowitz, Grant Thornton Advisors* TBD, Pillsbury Winthrop Shaw Pittman*
	Registration  Continental Breakfast & Networking  Tax Administrators Roundtable This roundtable discussion will feature key state tax administrators tax perspective. The administrators will provide insights on what he beyond. Moderated by an experienced advisor, this session will prohave, either confidentially or face-to-face.  Moderator: Jim Eads, Ryan*  Panelists: TBD  Refreshment Break, Networking, and Hotel Check Out  Report from the Front Lines: Southeast States Chamber Roundtable Discussion on Business Taxes Including Texas – 2025 Recap & 2026 Predictions Tax policy professionals from key state business associations will prognosticate significant tax policy issues in the southeast states' upcoming legislative sessions, viewed through the prism of this year's accomplishments and setbacks. (States Covered: Alabama, Arkansas, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia and Puerto Rico Audits.)  Moderators: Mark Holmes, COST Fred Nicely, COST Patrick Reynolds, COST  Speakers: Charles Aull, Kentucky Chamber of Commerce Helen Brantley, Texas Taxpayers and Research Association Derek Easley, Business and Industry Political Education Committee – Mississippi

12:20 PM	COST audit session during which participants share recent audit and litigation experiences involving all types of state and local taxes.  (States covered in this session: Connecticut, Delaware, District of Columbia, Maine, Massachusetts, New Hampshire, New Jersey, New
	York, North Carolina, Rhode Island, Tennessee, Texas, Vermont, West Virginia)
	Moderators:
	Facilitators:
12:20 PM	Annual Meeting Adjourns



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