

A decorative background image at the top of the page features a series of colorful, 3D bar charts in shades of blue, pink, and yellow, arranged in a wave-like pattern across the width of the page.

We are pleased to present our fifth annual **FASB Investor Outreach Report**, which highlights our investor outreach activities for the year ended June 30, 2025. Our mission at the FASB is to establish and improve financial accounting and reporting standards to provide useful financial information to investors and other allocators of capital. Investors rely on the financial statements of companies as an important, unbiased source of information as they make investment decisions, and we recognize that they are uniquely positioned to provide input on what financial information is most useful to them.

Since our first report in 2021, the FASB has engaged in more than 2,100 investor interactions. Input from all stakeholders, especially investors, helped us complete or make substantial progress on technical agenda projects to come out of our 2021 agenda consultation. For example, we have issued final standards on digital assets and disaggregation of financial reporting information and voted to move ahead with final standards on accounting for and disclosure of software costs, accounting for government grants, derivatives scope refinements, hedge accounting improvements, and interim reporting, among others.

We are also progressing on our research agenda. The Board soon will begin discussions on stakeholder feedback from our 2024 Invitations to Comment (ITCs) on financial key performance indicators for business entities and accounting for and disclosure of intangibles. We continue to explore potential improvements to the statement of cash flows through two separate projects on our technical and research agendas.

Investor views will continue to help us ensure that we address the right priorities. In 2024, we embarked on a new agenda consultation project, which included discussions with approximately 200 stakeholders, almost a third of which were investors. Those discussions were summarized in our January 2025 Invitation to Comment. While the ITC comment deadline has concluded, we continue to seek feedback on upcoming priorities and potential solutions.

As part of our commitment to increasing investor engagement in our processes, we actively seek investor participation in our advisory groups. Our Investor Advisory Committee (IAC) last year welcomed Alex Barros and Clinton Chang as new members.

In short, investor input drives our work. We are always looking for engaged investors. If you are interested in providing feedback, we encourage you to contact Jeff Brickman at jmbrickman@fasb.org or Chandy Smith at ccsmith@fasb.org.

On behalf of the FASB, we thank you for your interest and participation in our process and look forward to working with you in the year ahead.

A handwritten signature in black ink, appearing to read "Richard R. Jones".

Richard R. Jones
Chair,
Financial Accounting Standards Board

A handwritten signature in black ink, appearing to read "Jackson M. Day".

Jackson M. Day
Technical Director,
Financial Accounting Standards Board

FASB Mission Statement

The mission of the FASB is to establish and improve standards of financial accounting and reporting that foster financial reporting by nongovernmental entities that provides decision-useful information to investors and other users of financial reports.

To fulfill our mission, we must understand how investors¹ use the information provided in financial statements as well as how we can enhance its usefulness. Investor views are critical to every stage of our standard-setting process, from identifying financial reporting issues to developing solutions and evaluating the effectiveness of new standards through our post-implementation review process. We also need to be able to communicate to all of our stakeholders how investors will use that information and when it will influence their capital allocation decisions in order to make a case for change. To those ends, we obtain feedback from investors by conducting FASB-initiated outreach throughout the life cycle of our projects.

We first launched our investor outreach program almost two decades ago. Since then we have engaged with thousands of investors and incorporated their thoughts and perspectives in the many accounting standards we have issued. The objective of our investor outreach program is to:

- Access relevant investor perspectives at the right time in the standard-setting process
- Make sure that a broad range of investor views is objectively presented to allow Board members to make informed decisions
- Document our process and findings to provide transparency about our due process.

It is important that we communicate investor feedback objectively and publicly, but gathering feedback is not simply a polling exercise. In other words, the FASB seeks to understand the reasons behind the feedback, including how investors would use the information under consideration.

We are always looking for engaged investors. Any investor interested in providing feedback should contact Jeff Brickman at jmbrickman@fasb.org or Chandy Smith at ccsmith@fasb.org.

Why is it important that we access relevant perspectives and represent a broad range of views?

Equity and credit analysts and individual investors may place a very different emphasis on certain types of information. In addition, information that influences sectors in different ways may affect the importance investors place on changes to that information. For example, information about leases is likely to impact retail and restaurant companies much more than companies that primarily operate online. Depending on what type of investor we speak with, we may get very different answers and advice about the information that is most useful to them. That is why it is essential for us to proactively solicit a variety of investor perspectives, understand the background of the individuals providing that perspective, and approach the conversations objectively as active listeners. As investors rarely share a single view on any given issue, this approach provides important context for the Board to be able to weigh all input and information appropriately.

¹The term investor as used in this report refers to investors and other allocators of capital and those that directly support their efforts. This report does not reflect interactions with other financial statement users, such as academics and regulators, or those who, while potentially making numerous investment decisions, are included within other stakeholder categories such as preparers and practitioners.



The FASB staff strives to access a broad spectrum of investor perspectives in an unbiased, objective manner. The investor community is a diverse group that includes investment firms of different sizes (including individual investors), uses different investment strategies, and has different areas of expertise. The FASB staff seeks to access this diverse group of investors and expand the range of investors that provide feedback to the FASB. In many cases, this involves speaking with investors that are new to the FASB, which requires that the FASB commit sufficient time and resources to (1) understand an investor's background and unique perspective and (2) help the investor understand the standard-setting process.

We speak with a wide range of investors, some of whom have significant technical accounting experience and others that do not have any familiarity with accounting beyond being financial statement users. We believe both have equal value as they are representative of the broader investment community that use the financial statements to make investment allocation decisions.

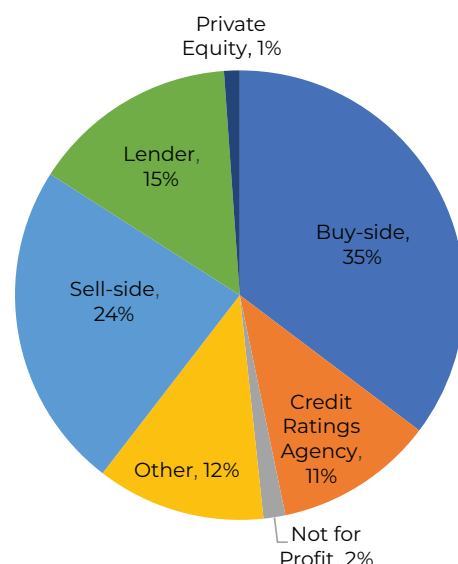
Seeking Diverse Investor Perspectives

In our efforts to seek a wide range of investor perspectives, the FASB staff engaged in more than 400 investor interactions over the year ended June 30, 2025. Substantially all of those interactions were the result of FASB-initiated outreach aimed at soliciting a wide range of investor perspectives.

We routinely talk to investors with a variety of backgrounds including but not limited to the following:

- Buy-side portfolio managers (PMs) and analysts from long-only asset managers and long/short hedge funds
- Sell-side analysts (sector specialists)
- Accounting analysts (both buy-side and sell-side)
- Credit rating agency analysts and managers
- Lenders
- Other capital providers (e.g., venture capital/private equity).

WHAT KIND OF INVESTORS DID WE ENGAGE WITH?



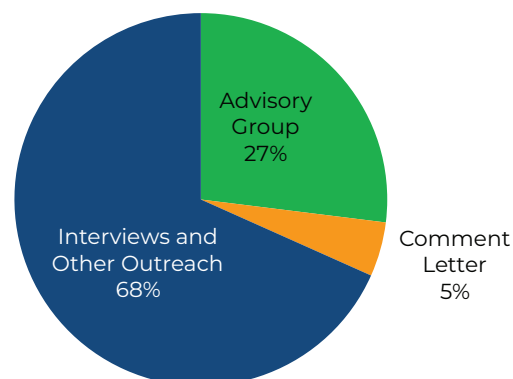
Why does the FASB consider it important to seek views from investors who are not directly involved in making buy/sell decisions (such as buy-side analysts/investors/portfolio managers)? The buy-side often outsources some analytical work to the sell-side, especially as it relates to complex accounting and tax matters. In addition, sell-side sector analysts typically follow a smaller group of companies than those on the buy-side, so they are often doing extensive analytical work on behalf of their clients and may have more detailed financial models and familiarity with the companies they cover. Depending on the structure of an asset manager, the individuals making the ultimate portfolio allocation decisions may not be the same as those that read the quarterly financial statements. All types of investors participate in the capital markets in meaningful but often disparate ways, and we believe that understanding these differences is essential not only to knowing how to solicit input from different types of investors, but to add the context necessary to understand their views.

Engaging Investors Requires Commitment and Resourcefulness

Because investor input is critical to the standard-setting process, we must go beyond our traditional processes of publishing Exposure Drafts and receiving and synthesizing comment letter responses to effectively educate stakeholders and obtain their views on financial reporting matters. Typically, investors do not actively follow accounting standard-setting activities or submit comment letters.

Therefore, we proactively seek feedback from investors by conducting FASB-initiated outreach throughout the life cycle of our projects. Large multi-year projects may involve more extensive outreach on a variety of issues occurring during key stages and may include several different types of outreach methods such as direct investor interviews, advisory group meetings, establishing working groups, and public roundtables. More targeted standard-setting activities, such as agenda decisions and Emerging Issues Task Force (EITF) projects, are more likely to result in narrower one-time investor outreach. Extensive outreach over the life cycle of a project may involve contacting investors during agenda setting, prior to issuing a proposal or a final standard, and after a standard has been implemented to see if it met its objectives.

HOW DID WE HEAR FROM INVESTORS?



The FASB staff engages investors in many ways beyond the typical comment letter process.

Overcoming Practical Considerations to Obtain Valuable Investor Feedback

There are several practical considerations to obtaining the information that we need from investors, including:

- Investors are focused on capital allocation decisions and related responsibilities and generally have limited time available to devote to providing feedback on accounting standard-setting issues.
- Investors do not typically follow accounting standard-setting activities closely.
- Many investment firms do not allow public attribution of a view expressed during outreach or discussions with outside organizations, and often there may not be a singular view of information utility within an investment firm. This contributes to why the traditional comment letter response feedback mechanism may not be an effective way of obtaining investor feedback and why we seek alternative ways of engagement.
- Investors are more interested in the financial reporting outcomes of accounting standards as opposed to the details of the standards themselves.
- The extensive due process built into the development of FASB standards means the average timeline of a FASB project may be longer than an investor's typical horizon for an investment or strategy.

To address those practical considerations, the FASB spends significant time building awareness with investors about standard-setting activities to ensure their interactions with us are efficient. In addition, we do not publicly attribute the information they provide to us; rather, we share the results of our outreach with investors on an anonymous basis in our discussions at public meetings and in our publicly available documents.

WHO WE ARE

We are fortunate to have members of the Board and staff who have spent a portion of their careers as investment professionals. We also have highly committed investment professionals on our advisory groups and committees who provide input from and/or access to those within their organizations.

Board Members with Investor Backgrounds

While all FASB members are keenly focused on our mission, the FAF Trustees select Board members with different backgrounds and experiences to facilitate the highest quality standard setting. Currently, two FASB members bring extensive professional investor backgrounds to the Board.



Fred L. Cannon joined the Board on July 1, 2021, and his term concludes June 30, 2026, at which point he will be eligible for reappointment to a second term. Fred has almost 40 years of experience in diverse roles with a strong focus on research,

equity strategy, investor relations, and corporate communications. He began his career with Bank of America Corporation before joining Golden State Bancorp as executive vice president and director of investor relations and corporate communications in 1998. He joined Keefe, Bruyette & Woods Inc. in 2003 as vice president, was then promoted to senior vice president and managing director, and later to director of research and chief equity strategist.



Dr. Joyce Joseph joined the Board on July 1, 2023. Her term concludes on June 30, 2028, at which point she will be eligible for reappointment to a second term. She spent nearly two decades leading research and analysis on current and emerging

financial accounting and reporting matters as a managing director at S&P Global Ratings before founding Capital Accounting Advisory and Research, LLC. She began her career at KPMG LLP auditing financial institutions. She holds a Doctor of Business Administration from Rutgers University, an MBA from The Wharton School of the University of Pennsylvania, and a Bachelor of Business Administration from Pace University.

Investor Liaisons

Our two Senior Investor Liaisons are dedicated to fulfilling the objectives of our investor outreach program. Their institutional knowledge and backgrounds as professional investors help to facilitate effective discussions with investors, including knowing who to contact, when to contact them, and how to position a request to successfully engage investors in a way to achieve input that is useful to the standard-setting process.



Jeff Brickman joined the FASB in 2008. He previously served as a senior equity research analyst for UBS Securities where he covered a wide range of companies in the technology sector. He was responsible for all aspects of analyst coverage

including initiating and generating investment recommendations, communicating to his sales force/traders, and interacting daily with his client base. Earlier in his career, he covered wireless telecommunication equipment and services and worked in venture capital.



Chandy Smith joined the FASB in 2006. She previously served as a buy-side analyst and was responsible for making investment recommendations and decisions for the consumer and business services sectors for a minority and women-owned institutional asset

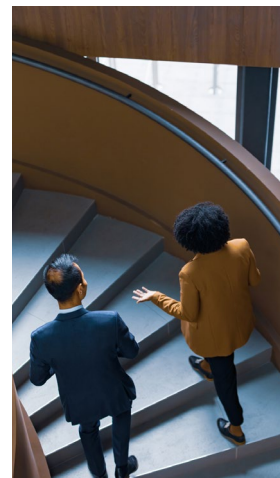
management firm based in New York City with \$6 billion in assets under management. Prior to that, she was a sell-side analyst covering the business services sector at various firms including Merrill Lynch and CIBC World Markets.

Investor Advisory Committee

The FASB established the Investor Advisory Committee (IAC, formerly the ITAC) in 2007. **The IAC is unique in that it is an advisory committee comprising a single stakeholder group—it is made up entirely of investors and is dedicated to obtaining their input.** The FASB Senior Investor Liaisons serve as IAC co-chairs.

The IAC works closely with the FASB to ensure that investor perspectives are effectively communicated to the FASB on a timely basis in connection with the development of financial accounting and reporting standards. The principal responsibilities of the IAC are to serve as a resource to the FASB and its staff by:

- Providing focused input relating to (1) broad projects on the FASB's agenda and (2) emerging trends, including those arising from the implementation of new standards and potential areas for improvement from the investor perspective.
- Assisting the FASB and its staff with outreach activities to investors on major new standards and other existing guidance, current and proposed projects, and longer-term issues. IAC members are encouraged to communicate with the investor community both to educate other investors on the roles of the FASB and the IAC and to encourage the investor community to communicate with the FASB on financial reporting matters.
- Advising on other matters for which the FASB may seek guidance, including the [January 2025 Agenda Consultation Invitation to Comment](#) (ITC).



The IAC currently consists of 12 members who demonstrate (1) a keen interest in and knowledge of financial accounting and reporting matters, (2) a commitment to improving financial reporting for investors, and (3) the ability to provide input on a wide variety of financial reporting matters. The group typically meets at least twice a year. These meetings serve as an important touchpoint for the Board and staff to hear about emerging issues and trends related to financial reporting. Each meeting also offers an opportunity for IAC members to publicly (and privately) communicate feedback to the Board.

New members appointed to the IAC during the year ended June 30, 2025, included:

Alex Barros, Executive Vice President & Portfolio Manager, Nippon Life Global Investors Americas

Alex is the Equity Team Head, Executive Vice President & Portfolio Manager at Nippon Life Global Investors Americas, Inc. where he conducts fundamental equity research with an emphasis on financial statement analysis and discounted cash flow-based valuations. He specializes in large cap equities with expertise across a broad range of sectors including industrials, materials, and technology. Prior to joining Nippon Life Global Investors Americas in 2006, he was an associate analyst at Deutsche Bank Securities. Alex received his BA and MIA from Columbia University.

Clinton Chang, Vice President, Morgan Stanley

Clinton is a Vice President at Morgan Stanley in the Global Valuation, Accounting & Tax Policy Research practice. He publishes reports on accounting, tax, and valuation topics for institutional investors and serves as a resource for Morgan Stanley analysts, providing guidance on modeling and technical accounting questions. Prior to joining Morgan Stanley, Clinton held various positions at Crossroads Investments, Wolfe Research, Ernst & Young, and Deloitte. Clinton received his BS in Computer Engineering & Computer Science and his MS in Business Taxation from the University of Southern California and received his MBA from Columbia Business School. He also is a Certified Public Accountant and holds the Chartered Financial Analyst designation.

The other members in IAC are:

Members	Position	Company
John DeVita	Principal and Portfolio Manager	Altrinsic Global Advisors
Ronald Graziano	Director of Accounting Research	LSV Asset Management
John Helfst	Managing Director	1919 Investment Counsel
Heather McPherson	Associate Portfolio Manager	T. Rowe Price
Catherine Meador	Managing Director	Keefe, Bruyette & Woods
Dennis Neveling	Managing Director and Analyst, Global Consumer Staples	Lazard Asset Management
Minesh Patel	Senior Director and Sector Lead— US Leveraged Finance	S&P Global Ratings
David Pizzimenti	Senior Equity Analyst	Pioneer Investments
John Puchalla	Associate Managing Director	Moody's Investors Service
Brad Rexroad	Principal	Assay Research

The following table summarizes the topics discussed by the IAC during the year ended June 30, 2025, and includes links to meeting summaries:

Meeting Date	Topics
May 22, 2025	• Emerging Issues and Trends • Agenda Consultation • Leases Post-Implementation Review • Share Settleable Instruments
November 7, 2024	• Business Combinations • Company Spending • Lending • Deposits • Insurance and Reinsurance • Financial Key Performance Indicators (KPIs) for Business Entities • Disclosures by Geography and Product Information

Do you know someone who would be a great addition to the IAC or another one of our advisory groups? Please let us know! Contact Jeff Brickman at jmbrickman@fasb.org or Chandy Smith at ccsmith@fasb.org.

Investors on Other Advisory Bodies

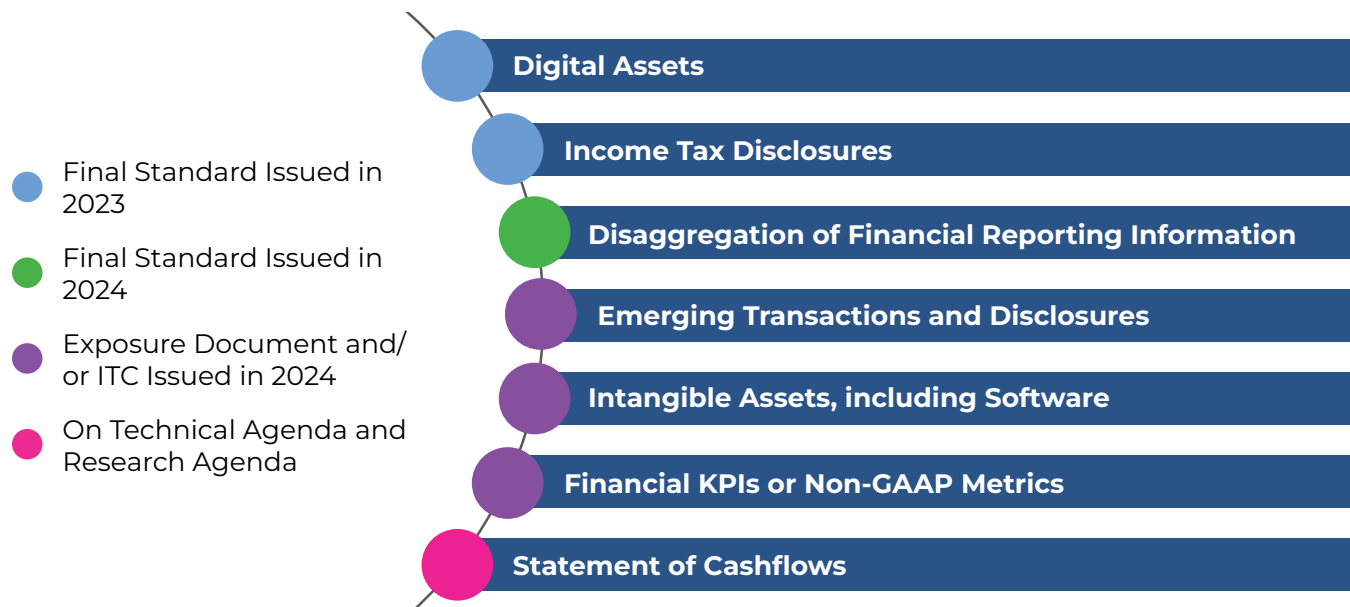
Other FASB advisory bodies include the Financial Accounting Standards Advisory Council (FASAC), the EITF, the Not-for-Profit Advisory Committee (NAC), the Private Company Council (PCC), and the Public Markets Advisory Committee (PMAC).

The members with investor backgrounds that participated during the year ended June 30, 2025, and their affiliations during the time they served on these groups, are as follows:

Body	Member	Position	Company
EITF	Jack Ciesielski	President	R.G. Associates
EITF	David Gonzales	Vice President, Senior Accounting Analyst	Moody's Investors Services
EITF	Jeremy Perler	Managing Partner	Schilit Forensics
FASAC	Ashley Baum	Managing Director, Head of Special Opportunities	Teacher Retirement System of Texas
FASAC	Todd Castagno	Head of Global Valuation, Accounting & Tax Research	Morgan Stanley
FASAC	Tim Codrington	Managing Director of Research, Equity Division	Fidelity Investments
FASAC	Yoni Engelhart	Managing Partner	Schilit Forensics
FASAC	Vasundhara Govil	Managing Director	Keefe, Bruyette & Woods
FASAC	Eric Johnson	Executive Vice President and Chief Investment Officer	CNO Financial Group, Inc.
FASAC	Shripad Joshi	Managing Director – Accounting Officer	S&P Global Ratings
FASAC	Greg Ketron	Investor Relations and Treasury	Invesco Ltd.
FASAC	Jill Lehman	Executive Director, Head of Forensic Research	CFRA
FASAC	Saul Martinez	Head of US Financials	HSBC
NAC	Robert Dobbins	Managing Director	S&P Global Ratings
NAC	Mai-Anh Fox	Chief Financial Officer	The Ford Foundation
NAC	Andrea Kantor	Managing Director, Not-for-Profit	Webster Bank
NAC	Sheryl Madden	Deputy CFO and Controller	The Kresge Foundation
NAC	Diane Manning	Northeast Industry Lead, Not-for-Profit and Higher Education	Capital One
NAC	JR Miller	Executive Vice President, CFO	Leukemia & Lymphoma Society
PCC	David Hoagland	Executive Credit Officer	U.S. Bank
PCC	Robert Messer	Senior Executive Vice President and CFO/CRO	American National Bank of Texas
PCC	David Pesce	Head of Surety	Munich Re Specialty Insurance
PMAC	Jessica Doran	Chief Financial Officer	Pzena Investment Management
PMAC	Jared Goodman	Senior Portfolio Manager	Colorado Public Employees Retirement Association
PMAC	Shubho Ghosh	Managing Director	Opti Capital Management
PMAC	Mark Hamel	Principal	Assay Research
PMAC	Steven Yang	Fundamental Analyst	Graham Capital Management

LOOKING AHEAD: CAPITALIZING ON INVESTOR ENGAGEMENT

We are pleased to have made significant progress this year in the areas that investors told us were their highest priorities during the 2021 agenda consultation process, and we look forward to continuing to execute on these priorities in the months ahead.



In the second half of 2025, the FASB will share the results of our 2025 agenda consultation and continue our outreach to stakeholders. Many investors have expressed support for the actions taken following the 2021 agenda consultation and are encouraged to see those standard-setting initiatives beginning to appear in financial statements as implementation progresses. As always, we strongly encourage you to review and comment on our proposals—sharing your views on how they can be improved and whether they are likely to result in standards that provide more useful information to investors. In addition to the agenda consultation efforts, we remain committed to ongoing engagement with investors and other stakeholders and are prepared to act on suggestions that help enhance the usefulness of financial statements for investment decision-making.

We are grateful for your continued willingness to share your perspectives—it is essential to our ability to develop accounting standards that meet investor needs. We remain committed to making it as easy and efficient as possible for you to provide feedback, whether virtually, in person, or through our [online investor feedback form](#). We also welcome your suggestions on how we can further improve that process. On behalf of the FASB Board and staff, thank you for your thoughtful and valuable input over the past year. We welcome your continued engagement as we work to address the evolving needs of our stakeholders now and in the years ahead.