



STRATEGIC PLAN

FY 2026 - 2030





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Letter from the Chairman



As we begin a new chapter at the Export-Import Bank of the United States, I am honored to share EXIM's Strategic Plan for Fiscal Years 2026–2030. This plan reflects our commitment to transparency, accountability, and delivering tangible outcomes for the American people.

This work is very personal to me, and I would not be serving in this role today, were it not for the stable, well-paying manufacturing jobs that once were abundantly available in America. After suffering the horrors of World War II and experiencing the economic scarcity and oppression that followed under Communism in southeast Europe, my family immigrated legally to America, starting over from scratch when my parents were both young. Without knowing a word of English, they took up the toughest of jobs, including my grandfather working varying shifts at a steel plant. It was thanks to their hard work, and strong working-class jobs, that I got to live the American dream.

That experience shapes how I view EXIM's mission every single day.

Across our nation, too many communities have been hollowed out by the closure or offshoring of factories and production facilities. Millions of Americans have lost steady manufacturing jobs over the past two decades, and with them, the sense of security that strong industry once provided. That reality is why the work we do matters so deeply. Under President Trump's leadership, EXIM is once again a frontline economic tool to revitalize American industry, strengthen our supply chains, and ensure American workers and exporters can compete around the world.

Because of this commitment, EXIM is putting American made equipment, technology, molecules, and services first—all to support American jobs. We are helping unleash an era of energy dominance where U.S. energy molecules and technologies reach every corner of the globe and fortifying our vital supply chains so Americans and our allies can depend on them for what they need when we need it most. Lastly and most importantly, we are helping small and medium-sized businesses—the backbone of our industrial base—compete and thrive.

As we look ahead, our purpose is clear. Together, we can help ensure that future generations of Americans live in times of freedom, economic security, and U.S.-led innovation. This Strategic Plan charts the course for achieving that vision.

John Jovanovic
President and Chairman
Export-Import Bank of the United States





Agency Overview

The Export-Import Bank of the United States traces its origins to 1934, when President Franklin D. Roosevelt established the agency by Executive Order to aid in financing and facilitate exports and imports during the Great Depression. Roosevelt envisioned EXIM as a tool to support U.S. employment and strengthen international trade relationships, ensuring American businesses could access the same financial facilities available to foreign competitors. In its early years, EXIM supported landmark projects such as the Burma Road, the Pan American Highway and post-World War II reconstruction in Europe, Asia and Africa, reflecting its foundational purpose of promoting economic stability and global engagement through trade.

Today, EXIM operates as an independent, self-sustaining federal agency under the Export-Import Bank Act of 1945 and provides financing solutions including loan guarantees, direct loans, working capital guarantees, and export credit insurance. Backed by the full faith and credit of the United States, EXIM assumes credit and country risks that the private sector is unable or unwilling to accept, leveling the playing field for U.S. exporters facing foreign government-backed competition. Guided by statutory mandates, EXIM prioritizes small businesses and sectors critical to national security and economic resilience, while advancing U.S. economic competitiveness, strengthening domestic supply chains, and promoting job creation across all 50 states.

Mission

Support American Jobs by Facilitating U.S. Exports and Imports.

Values



Integrity: We are honest, ethical, trustworthy, and united in purpose. We follow the rule of law and do the right thing, the right way, even when no one is watching.



Stewardship: We champion prosperity, opportunity, and excellence. We promote the wellbeing of our agency, our colleagues, our stakeholders, our country, and our world. We uphold public trust and confidence while protecting the taxpayer through careful and responsible performance.



Accountability: We are responsible and transparent. We take ownership, keep our commitments, and answer at all levels to each other, the U.S. Congress, and the American taxpayer for our actions.

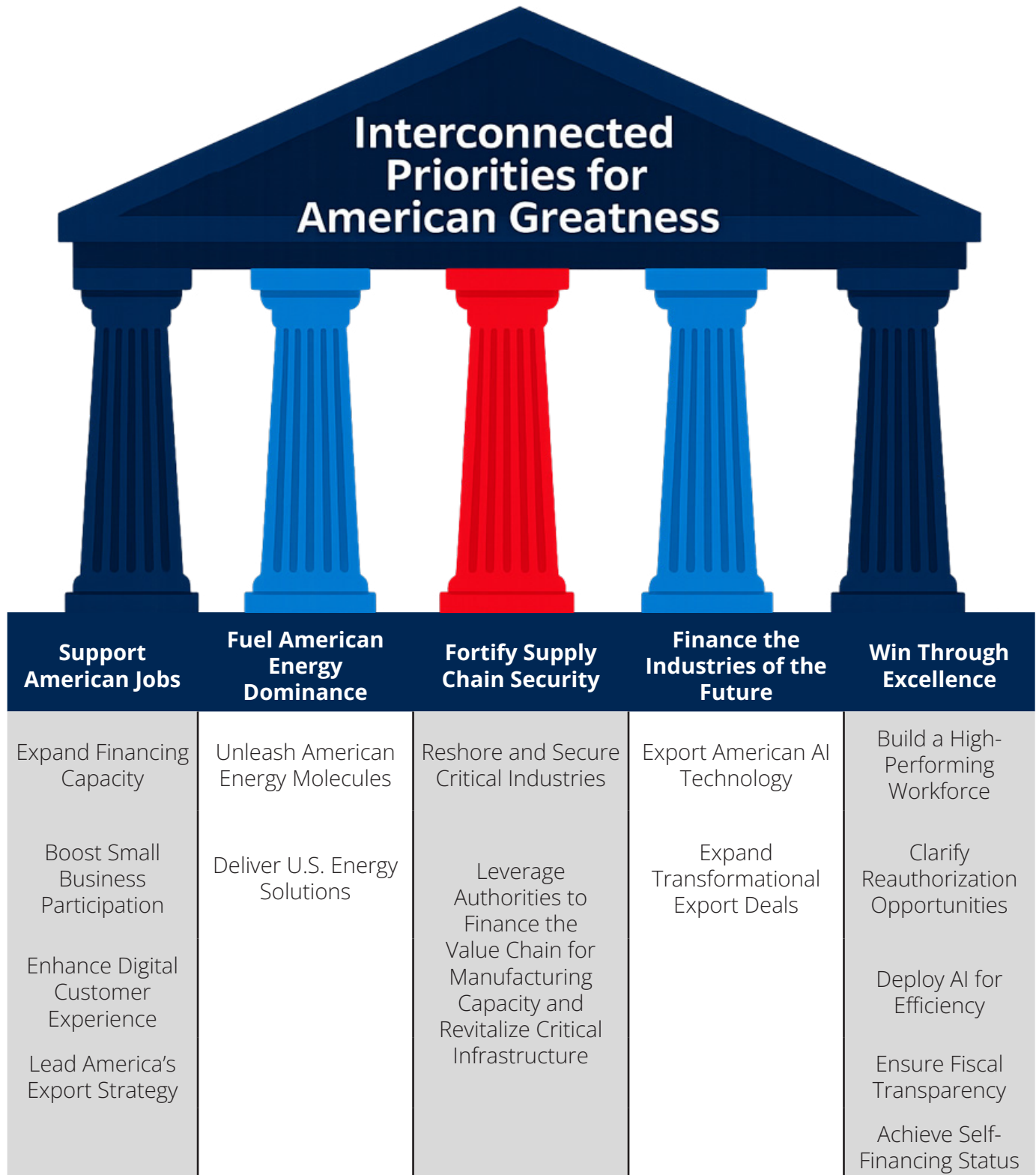


Leadership: We empower, inspire, and motivate each other to innovate and lead so we grow and shape the future success of our workplace and our mission. We promote a collaborative and productive work environment, and we recognize a job well done.



FY 2026 - 2030 Strategic Goals and Objectives

These priorities are not separate initiatives—they are interconnected pillars of a comprehensive strategy to revitalize American industry, secure our supply chains, and ensure our economy delivers for hardworking Americans. Together, they represent the essence of President Trump’s economic policy and EXIM’s renewed mission.





Strategic Goal 1: **SUPPORT AMERICAN JOBS**

EXIM is returning to its founding mission of putting American made equipment, technology, molecules, and services first—all to support American jobs. Every day, we work to support the same American workers, at companies large and small, who forged the tools and equipment that won two world wars and built the modern world. Under President Trump's leadership, EXIM is once again a frontline economic tool to revitalize America's economy and a future defined by U.S. led innovation.

Why It Matters

For decades, American workers have been left behind— manufacturing jobs have been sent overseas while foreign competitors benefited from subsidies, currency manipulation, and lax regulations that put American exporters at a disadvantage.

Under President Trump's leadership, EXIM is returning to its core mission: putting American equipment, technology, molecules, and services first and ensuring American exporters can compete and win in every market around the world. EXIM financing levels the playing field against predatory foreign credit, making sure that, when countries make major purchasing decisions, they choose to buy American.

Every EXIM-backed deal supports American jobs—manufacturing workers, supply chains, and small businesses throughout the country. American workers built the foundations of a free world and EXIM ensures they have the financing support to ensure future generations of Americans live in the times of freedom, economic security, and U.S. led innovation.



Strategic Objective 1.1: Expand Financing Capacity

Return EXIM to its founding mission by increasing financing capacity to empower U.S. businesses to compete globally and drive job creation at home.

EXIM was founded on the principle of empowering American businesses—both large and small—to succeed in a fair global marketplace. Under President Trump's leadership, American businesses are more prepared than ever to compete globally. Yet, historically, lengthy application processing times and burdensome requirements have limited EXIM's ability to meet demand.

To address this challenge, EXIM will streamline processes and modernize internal policies to shorten the time from application to approval, enabling faster deal execution and improved responsiveness. Application processing will be re-imagined with a first-round review during origination to accelerate responses and clarify material requests, followed by assigning a dedicated loan officer to each accepted application to ensure potential clients are no longer left waiting for months or years. At the same time, the agency will recruit specialized staff to speed underwriting and provide expert guidance to loan officers. Technology upgrades, improved data access, and AI-driven tools will further enhance efficiency, accuracy, and productivity. These efforts will be supported by collaboration with other federal agencies to align export strategies and share data where needed.

Progress will be measured by transaction volume, authorization dollars, application processing time, exporter engagement, and customer satisfaction. External factors such as regulatory changes, evolving compliance standards, budget constraints, global economic conditions, and foreign government subsidies may influence EXIM's ability to achieve this objective. The agency will monitor these factors closely and adjust implementation strategies as needed.

This objective is led by the Office of Board Authorized Finance and the Office of Policy Analysis and International Relations with support from the Office of Small Business, the Office of Global Business Development, the China and Transformational Exports Program, the Office of the General Council, the Office of Communications and External Affairs, the Office of the Chief Information Officer, and the Office of the Chief Risk Officer.



Strategic Objective 1.2: Boost Small Business Participation

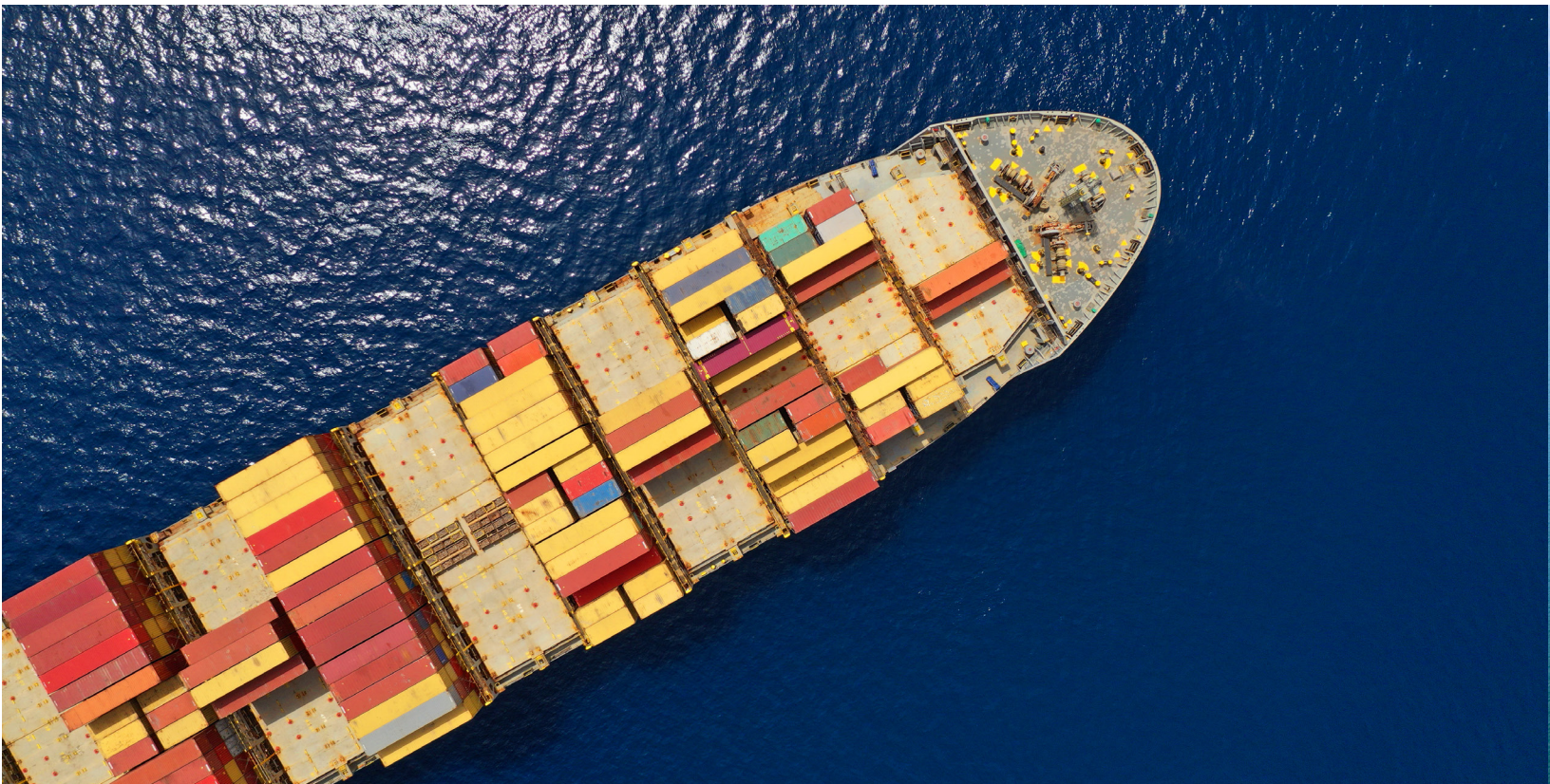
Expand both first-time and repeat small business participation by improving access to EXIM solutions and fostering long-term relationships.

Small businesses are a critical part of EXIM's mission and play a key role in strengthening U.S. jobs and economic growth. This objective focuses on expanding both first-time and repeat participation by improving access to EXIM solutions and fostering long-term relationships that help businesses grow.

EXIM will achieve this by increasing outreach through webinars, digital campaigns, in-person networking, and community engagement to reach new small businesses across the nation. Staff will continue to develop innovative ways to ensure businesses understand how and where to access financing. At the same time, EXIM will explore new products and enhance existing offerings to better meet the needs of small businesses, supporting them from initial financing through repeat transactions. By building lasting relationships, EXIM will scale its services as customers expand their operations, ensuring continued support throughout their growth journey.

Progress will be measured by first-time participation rates, repeat participation rates, product utilization, number of transactions, and the total value of small business authorizations. External factors such as budget limits, economic conditions, global trade dynamics, supply chain disruptions, and access to complementary financing from private lenders may affect EXIM's ability to achieve this objective. The agency monitors these factors closely and adjusts strategies as needed to maintain progress.

This objective is led by the Office of Small Business with support from the Office of Board Authorized Finance and the China and Transformational Exports Program.



Strategic Objective 1.3: Enhance Digital Customer Experience

Enhance external-facing systems to deliver a seamless customer experience and improve service delivery.

EXIM recognizes that a seamless digital experience is essential for serving U.S. exporters efficiently and effectively. Historically, external-facing systems have presented administrative burdens and fragmented access points, making it harder for customers to complete applications and obtain support. This objective focuses on enhancing EXIM's digital platforms to deliver a unified, intuitive, and responsive customer experience.

To achieve this, EXIM will modernize and simplify application and compliance processes, reducing administrative burden and accelerating processing times. Key initiatives include delivering a single front-end for all customer products, enabling single sign-on and a one-stop shop for customers. The agency will automate compliance checks, retire outdated systems, and implement improvements to the Loan Management System (ELMS), all of which are designed to streamline workflows and improve efficiency.

Additionally, EXIM will refresh its public-facing website, EXIM.gov, to better connect stakeholders with answers and solutions, ensuring that exporters experience faster and more intuitive interactions with EXIM systems.

Progress will be measured by application completion rates, application processing times, and customer satisfaction. External factors such as evolving technology standards, budget limits, cybersecurity risks, and customer adoption rates may influence the pace and effectiveness of these enhancements. EXIM will monitor these factors closely and adapt strategies as needed to maintain a secure, accessible, and high-performing digital environment.

This objective is led by the Office of the Chief Information Officer and the Office of Small Business with support from the Office of Board Authorized Finance and the Office of Communications and External Affairs.



Strategic Objective 1.4: Lead America's Export Strategy

Lead America's export strategy by positioning EXIM as a trusted leader and key partner in advancing national priorities.

EXIM is committed to serving as the nation's foremost authority on export finance, advancing U.S. economic priorities and supporting American businesses in global markets. This objective focuses on positioning EXIM as the first choice for export finance expertise among policymakers, federal agencies, and industry stakeholders, and strengthening its influence in shaping national export policy.

To achieve this, EXIM will deepen strategic engagement with key federal partners—including the Department of Commerce, Department of State, Department of the Treasury, U.S. Trade Representative, and the White House—ensuring its expertise informs conversations on American exporting. The agency will provide thought leadership through policy development, data-driven insights, and active participation in interagency initiatives, reinforcing its reputation as a trusted advisor and key partner. EXIM's annual conference serves as a premier forum for convening policymakers, industry leaders, and exporters to discuss challenges and opportunities in global trade. EXIM will further elevate its leadership by hosting the G7 Export Credit Agencies annual conference, strengthening international collaboration and showcasing U.S. priorities on the world stage. By amplifying its visibility and influence, EXIM will help shape U.S. export policy and initiatives, ensuring that its expertise is leveraged to advance national priorities and support American exporters.

Progress will be measured by the frequency and impact of EXIM's participation in federal export discussions, the number of strategic partnerships established, feedback and engagement from conference participants and partner agencies, and the recognition of EXIM's leadership by stakeholders. Key milestones will include successful hosting of the annual EXIM conference and international forums such as the G7 Export Credit Agencies meeting. External factors such as changes in federal priorities, global trade dynamics, evolving stakeholder needs, and international developments, including shifting priorities among G7 partners, are monitored closely and will shape the context in which EXIM advances its leadership and mission.

This objective is led by the Office of the President and Chairman with support from the Office of Policy Analysis and International Relations, the Office of Congressional and Intergovernmental Affairs, the Office of Global Business Development, and the Office of Communications and External Affairs.





Strategic Goal 2: **FUEL AMERICAN ENERGY DOMINANCE**

EXIM is unleashing an era of energy dominance in which U.S. energy molecules and technologies reach every corner of the globe. Global prosperity goes hand in hand with energy abundance, and EXIM is delivering American energy leadership to the world. This will help strengthen energy security and enhance economic alliances.

Why It Matters

In 2025, Chairman Jovanovic joined the U.S. Presidential Delegation to the historic inauguration of Bolivian President Rodrigo Paz, and the biggest security issue encountered was a massive fuel shortage—people lining up with canisters just to get small amounts of gasoline. This experience underscores why EXIM’s mission matters; energy security is not just a policy issue; it affects people’s ability to live, work, and thrive.

Energy abundance is the foundation of prosperity. There has never been a period of sustained global growth without it, and EXIM ensures that American energy companies are positioned to meet that demand.

By supporting U.S. exporters in critical energy markets, EXIM helps facilitate the export of energy molecules, pipelines, power generation equipment, and other essential infrastructure—projects that drive both economic growth and energy security. At the same time, EXIM ensures that countries around the world have access to American technology, products, and expertise, strengthening global energy security while giving U.S. workers and businesses a competitive advantage.

Under President Trump’s leadership, energy dominance is not pursued in isolation. It supports the revitalization of manufacturing, strengthens supply chains, and reinforces global stability. By prioritizing American exporters, EXIM supports job creation, bolsters U.S. industry, and ensures that American energy leadership translates into prosperity and security worldwide. Every exporter supported represents a step toward a stronger industrial base, a more competitive workforce, and a world that looks to American solutions first.

Strategic Objective 2.1: Unleash American Energy Molecules

Foster global stability and prosperity by making American energy accessible to the countries in need, while supporting jobs and reinforcing U.S. industry at home.

EXIM recognizes that access to reliable, affordable energy is foundational to global stability and prosperity. Many countries face persistent energy insecurity, which limits economic growth and social development. By leveraging America's competitive advantages in resource production to fuel the global economy, EXIM can help alleviate energy poverty, strengthen international partnerships, and make the U.S. a partner of choice.

To achieve this objective, EXIM will prioritize transactions that facilitate the distribution of American energy molecules such as natural gas, refined products, and renewables to international markets where they are most needed. The agency will work closely with U.S. energy producers and exporters to identify and support deals that address critical energy shortages abroad, while also promoting American energy as a reliable and responsible choice for global partners. Outreach will focus on unleashing America's natural resources and building relationships with foreign governments and utilities to ensure American energy is positioned as a solution to their energy challenges.

Progress will be measured by the number and value of transactions that result in American energy reaching new or underserved markets and the strengthening of U.S. industrial capacity. External factors such as global energy prices, geopolitical developments, regulatory environments, and competition from other energy-exporting nations may impact outcomes. EXIM will monitor these factors and adapt its approach to maximize the positive impact on both global stability and the U.S. economy.

This objective is led by the Office of Board Authorized Finance with support from the Office of Small Business, the Office of Global Business Development, and the China and Transformational Exports Program.



Strategic Objective 2.2: Deliver U.S. Energy Solutions

Support the export and financing of energy infrastructure, including pipelines, power generation equipment, and advanced technologies, using American-made products and expertise.

The global demand for modern energy infrastructure is rapidly increasing as countries seek to upgrade their power generation, transmission, and distribution systems. EXIM sees a strategic opportunity to support the export and financing of U.S.-made energy infrastructure—including pipelines, power generation equipment, and advanced technologies—leveraging American expertise to address these needs and drive industrial growth at home.

To achieve this, EXIM will actively promote and finance the export of American-made energy infrastructure and technology, working with U.S. manufacturers, engineering firms, and technology providers to identify high-impact projects. The agency will tailor its financial products to meet the needs of complex infrastructure deals, facilitate partnerships between U.S. suppliers and international buyers, and showcase the advantages of American innovation in energy systems. Special emphasis will be placed on supporting advanced and emerging technologies that can set new standards for efficiency, reliability, and sustainability.

Success will be measured by the number and value of infrastructure projects supported, the adoption of U.S. technology in international energy markets, and the resulting growth in U.S. manufacturing and export sectors. External factors such as shifts in global infrastructure investment, technological advancements, regulatory changes, and international competition will be closely tracked. EXIM will remain agile, adjusting its strategies to ensure American energy solutions remain competitive and in demand worldwide.

This objective is led by the Office of Board Authorized Finance with support from the Office of Small Business and the China and Transformational Exports Program.



Strategic Goal 3: **FORTIFY SUPPLY CHAIN SECURITY**



EXIM is fortifying vital supply chains so Americans and our allies can depend on them for what they need when they need it most. President Trump’s commitment to reshoring and securing critical industries means EXIM will finance the value chain for manufacturing capacity and revitalize critical infrastructure that protects Americans and makes the world safer. Strong supply chains rely on a healthy base of small- and medium-sized businesses— a key area of focus for EXIM.

Why It Matters

Strong supply chain security is a necessary condition for economic security. EXIM’s mission is to ensure that Americans and companies, large and small, have reliable access to the goods essential to our economy and national strength. This is foundational to everything the Bank is working to accomplish. President Trump’s commitment to reshoring and securing critical industries means EXIM will finance the value chain for manufacturing capacity and revitalize the critical infrastructure that protects Americans. By backing strategic projects, EXIM helps the nation reclaim control over vital supply chains and ensures that Americans always have access to essential goods when they are needed most.

This includes supporting the domestic production of critical minerals, expanding U.S. pharmaceutical manufacturing, and backing the reshoring of semiconductor fabrication and advanced manufacturing. When EXIM finances a transaction, it is not just supporting an export—it is strengthening U.S. supply chains, safeguarding American jobs, and demonstrating that free enterprise with strategic purpose can outperform state-directed systems.

EXIM is also partnering with trusted allies to build resilient, secure supply chains outside of foreign influence. From critical minerals development to rare earth processing across allied and friendly nations, EXIM is ensuring that the United States and its partners have dependable access to the materials that power modern economies and national defense.

These efforts rely on small and medium-sized suppliers that form the foundation of American industrial capacity. EXIM provides small businesses with the financing support to compete and thrive as critical links in this chain.



Strategic Objective 3.1: Reshore and Secure Critical Industries

Advance U.S. economic security by strengthening supply chain security and ensuring that Americans and companies both large and small have reliable access to the goods essential to our economy and national strength.

Global supply chains face mounting geopolitical risks and competitive pressures. Recent disruptions have exposed vulnerabilities in sourcing essential goods and materials, making it imperative for the United States and its allies to secure reliable access and reduce dependence on adversarial suppliers. This evolving landscape demands a proactive approach to fortifying supply chain resilience and safeguarding economic security.

To achieve this, EXIM will prioritize financing for projects that reinforce supply chain security in sectors where China is a direct competitor. Through the China and Transformational Exports Program (CTEP), the agency will target strategic markets, deploy competitive financing strategies, and support transactions from origination through board consideration. Collaboration with federal partners and industry will help define strategic regions and markets, update internal policies, and expand the scope of eligible U.S. industries. EXIM will focus on winning deals where a Chinese bid is present, supporting projects that diversify supply sources and encourage reshoring, ultimately reducing vulnerabilities and strengthening the U.S. industrial base.

Progress toward this objective will be measured by the number and value of authorizations in strategic sectors, the volume of deals won against Chinese bids, and cumulative activity under CTEP. External factors such as global market dynamics, regulatory changes, and international competition are continuously assessed to inform and adapt strategy.

This objective is led by the China and Transformational Exports Program with support from the Office of Global Business Development, the Office of Policy Analysis and International Relations, the Office of Board Authorized Finance, and the Office of Small Business.



Strategic Objective 3.2: Leverage Authorities to Finance the Value Chain for Manufacturing Capacity and Revitalize Critical Infrastructure

Leverage our full set of authorities, including SCRI and MMIA, to support American businesses, strengthen manufacturing capacity, and revitalize critical infrastructure.

EXIM's commitment to supporting American businesses and jobs is rooted in the belief that having the capacity to produce more of what the United States needs domestically serves the country's national security. U.S. businesses require reliable access to critical minerals that are vital for manufacturing transformational technologies such as energy storage, semiconductors, and advanced manufacturing. Recent global trade disruptions have highlighted the urgent need for a coordinated approach to safeguarding essential inputs and reducing dependence on fragile or adversarial supply sources.

To address this challenge, EXIM will operationalize the Supply Chain Resiliency Initiative (SCRI), financing international projects with signed long-term "off-take" contracts that provide U.S. companies access to critical minerals from partner countries. The agency will foster a proactive culture of seeking out deals that protect and reinforce American manufacturing, building synergies with existing agency investments, projects supported by other government institutions, and—most importantly—private-sector investment. A renewed emphasis will be placed on strengthening domestic manufacturing capacity through targeted export support and financing under the Make More in America (MMIA) domestic finance initiative. Coordination with federal agencies and industry partners will align efforts and maximize impact, while building strong relationships with domestic and allied suppliers to support U.S. jobs and reinforce supply chains vital to America's long-term economic and national security.

Progress will be measured by the number of significant SCRI and MMIA transactions authorized, the volume of critical minerals diverted to the U.S. industrial base, and the expansion of deals in strategic supply chain sectors. External factors such as global competition and regulatory shifts are continuously evaluated to guide strategic adjustments.

This objective is led by the China and Transformational Exports Program, the Office of Global Business Development, and the Office of Board Authorized Finance with support from the Office of Small Business, the Office of the General Counsel, and the Office of Policy Analysis and International Relations.





Strategic Goal 4: **FINANCE THE** **INDUSTRIES OF** **THE FUTURE**

EXIM is unlocking capital flows to finance the industries of the future— from artificial intelligence to advanced mobility. President Trump’s vision for American innovation and competitiveness drives EXIM’s mission to ensure U.S. companies lead in the technologies that will define the decades ahead. Through initiatives like the American AI Exports Program, EXIM is unleashing America’s financing power to help U.S. companies compete and win in the race to shape the next generation of technology that will define the 21st century and beyond.

Why It Matters

President Trump’s vision of American innovation and competitiveness drives EXIM’s mission to ensure U.S. companies dominate the technologies that will define the 21st century and beyond.

Under President Trump’s leadership, EXIM is a leading tool to support the development of frontier technologies. Through initiatives like the American AI Exports Program, the agency is deploying its full suite of financing tools to accelerate the export of a U.S.-led AI bundle: infrastructure, hardware, and software solutions. EXIM is backing critical minerals projects that provide the raw materials for batteries, semiconductors, and defense systems, and the agency is supporting advanced mobility and next-generation telecommunications.

This goal is about ensuring that American innovation has the financing it needs to compete and win in strategic global markets. When EXIM backs an AI company’s export, when it finances a rare earth processing facility, when it supports advanced manufacturing equipment sales abroad, the agency is ensuring that American technology sets the global standard.

Strategic Objective 4.1: Export American AI Technology

Advance U.S. innovation and technological standards in artificial intelligence by supporting the export of U.S.-developed AI infrastructure, hardware, and software.

Artificial intelligence is reshaping the global economy, and America's leadership in this field is critical to our future prosperity and security. Rapid advancements in AI present new opportunities for U.S. exporters, but fierce international competition and evolving regulatory environments demand a bold, strategic approach. EXIM is committed to ensuring that American innovation reaches international markets and sets the global standard.

To achieve this, EXIM will increase authorizations across the AI value chain including infrastructure, advanced hardware, and software solutions while streamlining processes to accelerate high-impact transactions. The agency will work closely with the Department of Commerce and other federal partners to support the American AI Exports Program, providing market insights, coordinating outreach, and amplifying interagency efforts that help U.S. companies compete and win in strategic markets. By backing U.S.-developed infrastructure, hardware, and software, EXIM will help American companies compete and win in the race to shape the next generation of technology.

Progress will be measured by authorizations in emerging technology sectors, the number and value of AI-related deals, participation across Transformational Export Areas, and the adoption of U.S. AI technologies abroad. External factors including global competition, technological change, regulatory environments, and shifting market demands may affect progress. EXIM will remain agile, adapting its approach to ensure American AI leadership on the world stage.

This objective is led by the China and Transformational Exports Program and the Office of Board Authorized Finance with support from the Office of Small Business and the Office of Policy Analysis and International Relations.



Strategic Objective 4.2: Expand Transformational Export Deals

Promote American leadership in frontier technologies through direct exports and transactions in ten Transformational Export Areas.

U.S. exporters in advanced and emerging technology sectors often face barriers to market entry, including foreign government support for competitors, complex procurement environments, and the need for flexible financing solutions. To restore and maintain U.S. leadership in critical industries, EXIM must ensure that American companies can compete effectively in the ten Transformational Export Areas (TEAs) identified as priorities for U.S. economic and national security. This objective is about unleashing American ingenuity and driving global standards in frontier technologies.

To achieve this, EXIM will support the direct export and financing of U.S. goods and services in the ten TEAs, which include biotechnology, wireless communications, semiconductors, and more. Additionally, EXIM will support TEAs transactions via the Make More in America (MMIA) domestic finance initiative and inputs into the TEAs via the Supply Chain Resiliency Initiative (SCRI). Leveraging the China and Transformational Exports Program (CTEP), the agency will offer flexible content policies and competitive financing terms, while also utilizing its existing authorities, credit tools, and risk-management capabilities to crowd in private capital and advance commercially viable projects aligned with U.S. strategic priorities. Through close coordination with federal partners and industry stakeholders, EXIM will identify high-impact opportunities and facilitate U.S. participation in global supply chains. Additionally, the agency will benchmark its risk appetite and program delivery against other export credit agencies to ensure U.S. exporters have access to the resources needed to expand their businesses, especially in markets where foreign competition is strong.

Progress will be measured by the number and value of export-tied, MMIA, and/or SCRI transactions in the TEAs, the variety of sectors and markets reached, and the extent to which CTEP flexibilities are utilized to support U.S. competitiveness. External factors such as international competition, evolving standards, regulatory environments, and global market shifts may influence results. EXIM will monitor these dynamics and adapt its strategy to keep America at the forefront of the industries of the future.

This objective is led by the China and Transformational Exports Program, the Office of Global Business Development, and the Office of Board Authorized Finance with support from the Office of Small Business and the Office of Policy Analysis and International Relations.





Strategic Goal 5: **WIN THROUGH EXCELLENCE**

EXIM is driving operational excellence across the agency by embedding best-in-class practices, disciplined stewardship, and a high-performing workforce at every level. By streamlining processes, leveraging digital innovation, and upholding the highest standards of transparency and accountability, EXIM delivers results with speed, integrity, and fiscal responsibility. When we perform with excellence, EXIM wins—our customers succeed and American workers reap the benefits.

Why It Matters

EXIM's internal excellence is the necessary condition for delivering on our external priorities— putting American workers first, advancing energy dominance, fortifying supply chain security, and financing the industries of the future. Under President Trump's leadership, the Bank is a frontline economic tool. When EXIM executes with clarity, speed, and discipline, American exporters win more deals, supply chains strengthen, and communities see results more quickly.

The President's Management Agenda directs agencies to foster a merit-based federal workforce, ensure accountability, consolidate and standardize systems, eliminate duplicative data collection and websites, and leverage secure, digital-first technologies, including artificial intelligence, to cut waste and deliver better service. EXIM is embedding these directives into daily operations to reduce cycle times, safeguard taxpayer value, and align execution with America-first priorities.

Excellence also means transparent stewardship and sustainable economics. By maintaining fiscal transparency and driving toward self-financing status, EXIM strengthens confidence with Congress and the public, demonstrates disciplined performance, and shows that a budget-neutral export credit agency can deliver measurable results for American workers while protecting the taxpayer.



Strategic Objective 5.1: Build a High-Performing Workforce

Foster a culture of excellence by attracting, developing, and retaining top talent through strategic hiring, collaboration, and professional development.

EXIM's mission requires a workforce that can anticipate shifting demand, close skills gaps in priority functions, and lead change across the enterprise. Evolving market conditions, new policy mandates, and rapid technological change create pressure to plan capability needs proactively, develop leaders at every level, and sustain a culture that enables collaboration and retention. This is both an execution and foresight challenge: ensuring the right people, skills, and behaviors are in place before new mandates and complex transactions arrive.

To achieve this, EXIM will establish a robust workforce planning capability that forecasts mission critical roles and emerging skill requirements, integrates findings into staffing and budget cycles, and drives timely actions such as targeted hiring, reskilling, and rotational assignments. To uphold federal standards for accountability and transparency in hiring, EXIM will utilize a Strategic Hiring Committee to strengthen governance and consistency in workforce decisions. The agency will build a leadership pipeline through competency-based development, succession planning for supervisory and executive positions, and agency-wide mentoring and coaching to strengthen internal promotion readiness.

Guided by an EXIM-wide cultural assessment, leaders will prioritize interventions that improve retention, cross-functional collaboration, and engagement using pulse checks and action plans to address high impact issues. These efforts will be supported by modern learning pathways and performance systems that reinforce accountability, growth, and shared standards of excellence.

Progress will be measured by workforce gap analyses and forecasts, execution of hiring or upskilling actions against identified needs, participation in formal development programs, internal promotion rates for leadership roles, and post-program retention. External factors such as changes in federal workforce policies, labor market competition, and evolving skill requirements may impact EXIM's ability to attract and retain top talent. The agency monitors these trends and adapts its strategies to maintain a high-performing workforce.

This objective is led by the Office of Human Capital and the Office of the President and Chairman with support from all business units.



Strategic Objective 5.2: Clarify Reauthorization Opportunities

Advance stakeholder understanding of EXIM reauthorization and opportunities that prioritize U.S. strategic interests.

EXIM's effectiveness depends on clear, timely reauthorization and stakeholder understanding of its mission and strategic value to U.S. businesses and interests. The challenge is to ensure that Congress, federal partners, and the public are well-informed about the implications of reauthorization and the opportunities it creates for advancing U.S. strategic interests, while maintaining transparency and accountability.

EXIM will work with the administration to prepare a legislative proposal for reauthorization. EXIM will share its proposal with Members of Congress and their staff on its Committees of jurisdiction. We will share information on how the changes we are proposing could make EXIM a more effective and powerful institution that serves the American people. As Congress develops its own proposals, EXIM stands ready to provide technical assistance on the draft language as well as testimony before Congressional Committees.

Progress will be measured against achievement of key milestones, including submission of proposal to Congress, and introduction and advancement of legislative text through Congress. EXIM's goal is to be fully responsive to Congressional requests for technical assistance and testimony. External factors such as competing priorities on the Congressional schedule could impact success. EXIM continuously monitors these factors to adapt its strategies and maintain alignment with national priorities.

This objective is led by the Office of Congressional & Intergovernmental Affairs and the Office of the President and Chairman with support from with support from all business units.



Strategic Objective 5.3: Deploy AI for Efficiency

Implement AI-enabled systems and tools to enhance data management and operational efficiency.

EXIM's commitment to operational excellence is rooted in the belief that advanced technologies can fundamentally transform how the agency serves American exporters and manages its internal processes. Artificial intelligence (AI) is rapidly reshaping the landscape of data management and automation, offering new opportunities to streamline workflows, improve accuracy, and empower staff to focus on high-value activities. By deploying AI-enabled systems and tools, EXIM will accelerate the transition to a digital-first environment, where routine tasks are automated, data is more accessible and reliable, and employees are equipped with the resources needed to deliver faster, smarter financing.

To achieve this, EXIM will integrate AI capabilities across core business functions, providing staff and contractors with intelligent agents and digital assistants that support daily operations. The agency will foster a culture of innovation through the establishment of an AI Community of Interest, encouraging collaboration and continuous learning as new tools and practices are adopted. Piloting and scaling AI solutions for data management, customer service, and operational workflows will ensure that technology investments are aligned with mission needs and security requirements.

As EXIM modernizes, it will partner with its technology partners and rapidly leverage AI-enabled features to enhance service delivery and operational resilience, while prioritizing the migration of agency data and systems to cloud-based models where they can more rapidly take advantage of a burgeoning AI ecosystem.

Progress toward this objective will be measured by the extent to which AI tools are adopted and utilized across the enterprise, data quality, operational efficiency, administrative cycle times, staff engagement and proficiency with AI, and customer and employee satisfaction. External factors such as evolving technology standards, cybersecurity risks, regulatory requirements, and staff adoption rates may impact the pace and effectiveness of AI deployment. EXIM will monitor these factors closely and adapt its strategies to ensure the secure, responsible, and effective use of AI.

This objective is led by the Office of the Chief Information Officer with support from all business units.



Strategic Objective 5.4: Ensure Fiscal Transparency

Ensure EXIM programs are fiscally responsible, performance-driven, and transparent to the public and Congress.

EXIM stands at the forefront of public stewardship, committed to earning the trust of the American people through disciplined financial management and open communication. In a rapidly changing environment, where expectations for government accountability and clarity have never been higher, the agency faces the challenge of not only safeguarding taxpayer resources but also making its impact visible and understandable to every citizen. This objective is about more than compliance; it is about setting the gold standard for fiscal responsibility, measurable results, and genuine transparency that empowers Americans to see how EXIM delivers for the nation.

To meet this challenge, EXIM will double down on fiscal responsibility by maintaining robust internal controls and subjecting its financial statements to rigorous, independent audits each year. Our programs will be managed with precision, leveraging the Strategic Plan, Annual Performance Plan (APP), Annual Performance Report (APR), and Quarterly Performance Reviews (QPR) to set ambitious goals and track progress. Transparency will be elevated through timely publication of all congressionally mandated reports including the Competitiveness Report, Annual Management and Financial Report, and Annual Performance Plan and Report and more in clear, accessible language. Every report will be crafted so that any American, regardless of background, can understand how EXIM is driving results and protecting public resources.

Progress will be measured by the strength of internal controls, audit outcomes, and the accessibility and completeness of public reports. External factors such as evolving federal standards, new statutory requirements, shifting oversight priorities, and data availability may influence our path, but EXIM will remain agile and proactive, adapting strategies to uphold the highest standards of fiscal transparency and accountability. With these efforts, EXIM will continue to set the pace for excellence in public service.

This objective is led by the Office of the Chief Financial Officer with support from the Office of the General Counsel, the Office of Communications and External Affairs, the Office of Congressional and Intergovernmental Affairs, and the Office of the Chief Risk Officer.



Strategic Objective 5.5: Achieve Self-Financing Status

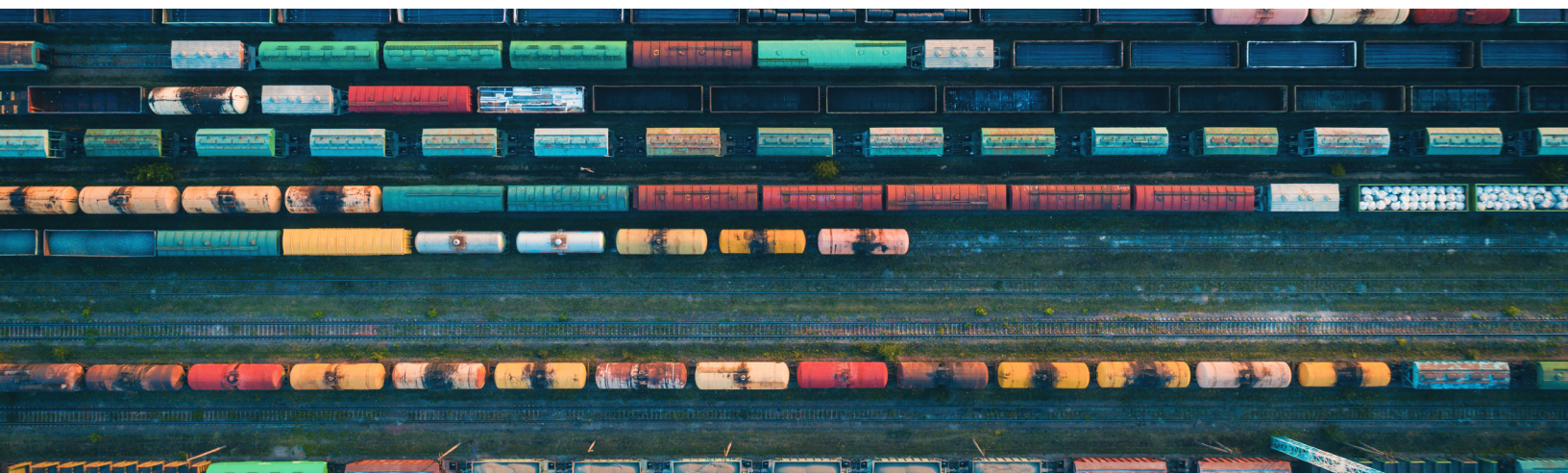
Achieve self-financing status by generating sufficient revenue to cover operating costs, reinforcing EXIM's role as a budget-neutral federal asset.

Unlike other government agencies, EXIM's Charter requires the agency to actively pursue transactions that generate returns from fees, interest, and other sources to the best of its ability. To achieve self-financing status, EXIM must offset administrative and program funds appropriated by Congress with revenues generated from its transactions. Achieving self-financing status is essential to maintaining public trust and demonstrating that EXIM delivers measurable results for American workers while protecting taxpayer resources.

To achieve this objective, EXIM will focus on generating sufficient revenue from its credit programs to fully cover operating costs while ensuring that the agency minimizes losses on its transactions. The agency will strengthen credit risk assessment and management throughout the deal cycle, ensuring all transactions are appropriately reserved against expected losses by diligently executing its rigorous underwriting and portfolio monitoring practices that balance risk and opportunity to safeguard taxpayer dollars. Where possible, the agency will refine fee structures and leverage technology to improve operational efficiency and revenue collection. Collaboration across business units will ensure that every aspect of the deal lifecycle, from origination through repayment, supports the goal of sustainable self-financing.

Progress will be measured by revenue from fees, interest, and other program income, administrative and program costs, the ratio of offsetting collections to appropriations, the net amount returned to the U.S. Treasury, and the default rate. External factors such as global economic conditions, shifts in demand for export credit, changes in federal appropriations, and evolving risk environments may influence EXIM's ability to achieve or sustain self-financing. The agency will monitor these factors closely and adapt strategies as needed to ensure EXIM remains a reliable, budget-neutral asset for the nation.

This objective is led by the Office of Board Authorized Finance and the Office of Small Business with support from the Office of the Chief Financial Officer, the Office of the General Counsel, the Office of the Chief Risk Officer, the China and Transformational Exports Program, and the Office of Policy Analysis and International Relations.





About this Document

EXIM's FY 2026-2030 Strategic Plan is produced in compliance with the requirements of the Government Performance and Results Act of 1993 (GPRA) and the GPRA Modernization Act of 2010. This document is a publication of the Export-Import Bank of the United States and is maintained by the Office of the Chief Financial Officer. As a work of the United States government, unless otherwise indicated, all elements of this document are in the public domain in the United States.

This Plan was developed in accordance with the Office of Management and Budget's (OMB) five guiding principles for agency strategic and performance planning. These principles emphasize: (1) alignment with the President and Administration's top policy priorities, including support for the President's Management Agenda; (2) a focus on the priorities and goals of agency leadership; (3) outcome-oriented goals and objectives that drive measurable results; (4) the use of data and evidence to inform decision-making; and (5) concise, plain language and a streamlined format that prioritizes clarity and accessibility.

Consultation with External Stakeholders

To develop EXIM's Strategic Plan, the Office of the Chief Financial Officer conducted a rigorous environmental scan that integrated both internal analyses and external stakeholder engagement. Internally, the scan drew on numerous sources including staff surveys, workforce assessments, risk profiles, financial data, the agency's Charter, audit reports and findings, executive orders, and industry trends to identify key factors influencing the agency's priorities and mission. Externally, EXIM solicited qualitative and quantitative feedback from stakeholders through Congressionally- and Charter-mandated surveys, as well as focus groups and third-party surveys of export credit practitioners. The feedback and data gathered through these avenues were synthesized and used to guide planning sessions with senior leaders, who refined strategic priorities, clarified desired outcomes, and developed strategies to achieve the agency's objectives. This approach ensured that EXIM's Strategic Plan reflects both the needs and experiences of those it serves and the broader environment in which it operates.

Annual Updates

The EXIM FY 2026–2030 Strategic Plan is subject to annual review and may be updated to reflect changes in agency priorities, statutory requirements, or stakeholder feedback. The most current version, as well as additional congressionally required reports, is available at www.exim.gov/reports.



