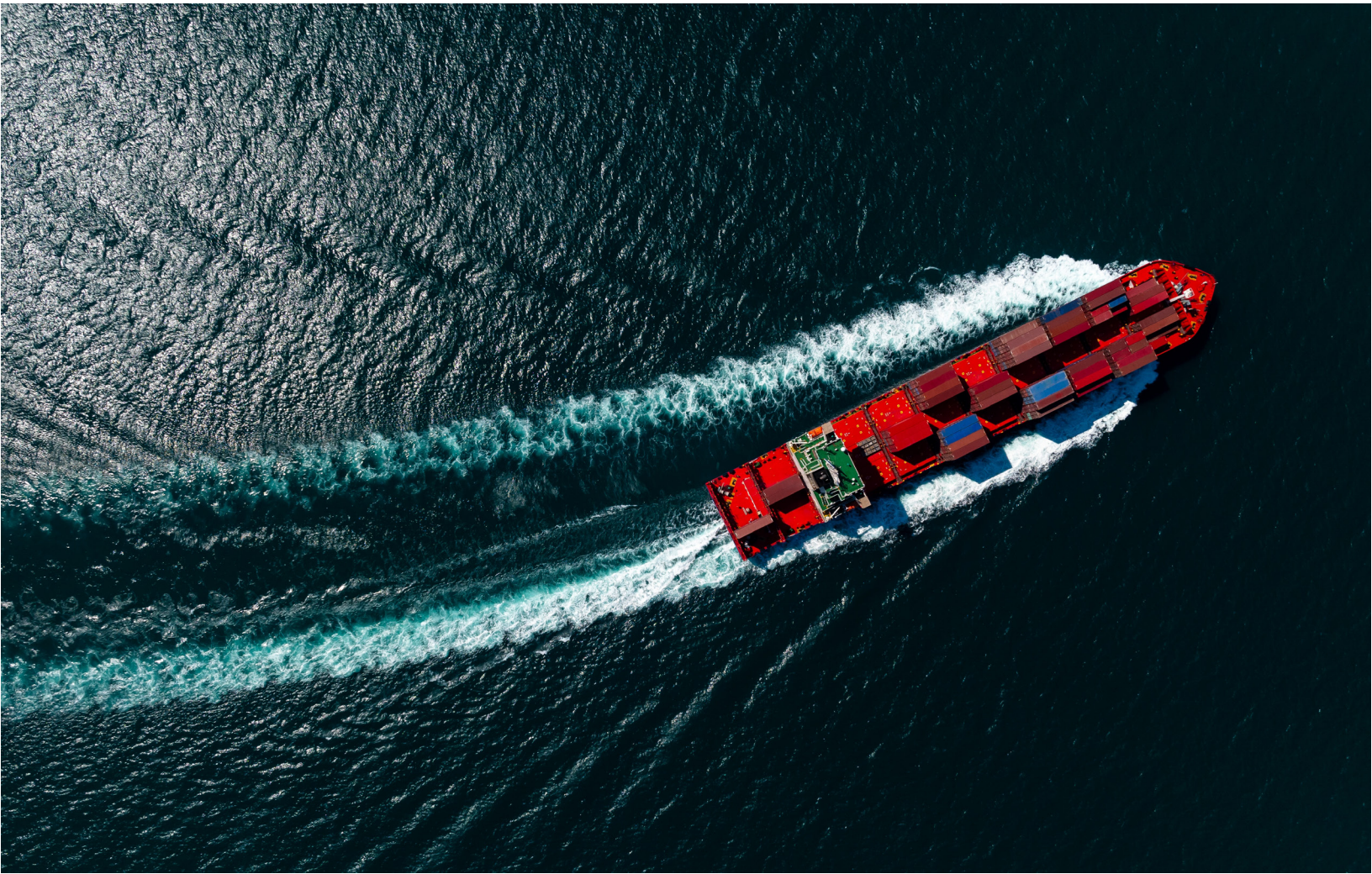




**FY 2025 ANNUAL  
PERFORMANCE REPORT  
FY 2027 ANNUAL  
PERFORMANCE PLAN**

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## 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 sustain 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 the export of U.S. goods and services.

# 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.



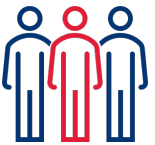
## Stewardship:

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 & 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.



More information on EXIM’s FY 2026 – 2030 Strategic Plan can be found at <https://www.exim.gov/leadership-governance/strategic-plans>.



# Strategic Goal 1: **SUPPORT AMERICAN JOBS**

Return EXIM 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.

## Strategic Objectives

### 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.

### Boost Small Business Participation

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

### Enhance Digital Customer Experience

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

### Lead America’s Export Strategy

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

## Summary of Progress

In FY 2025, EXIM advanced transactions that supported U.S. jobs and strengthened the nation’s export competitiveness. Over the fiscal year, EXIM issued \$8.74 billion in total authorizations, including \$1.69 billion in small business authorizations, reflecting continued demand for financing that enables American businesses of all sizes to compete globally.

On July 11, 2025, the Board approved five transactions totaling more than \$1.4 billion, including three approvals for Turkish Airlines covering Boeing aircraft and spare propulsion equipment, along-side renewals of Financial Institution Buyer Credit insurance policies enabling Trafigura to purchase U.S. energy products— together expected to support thousands of jobs nationwide. Earlier in the year, EXIM approved final commitments exceeding \$339 million to support aircraft exports to Silk Way West Airlines and authorized an \$11 million MMIA loan for IperionX Technology LLC to expand titanium processing capacity in Virginia, reinforcing U.S. manufacturing and export capability.

EXIM also spotlighted exporter success stories at its Annual Conference in Washington, DC on April 29–30, 2025, honoring twelve customers as Exporters of the Year and naming J. Maxime Roy, Inc. as Broker of the Year for sustained service to small businesses. These recognitions underscore EXIM’s role in expanding first time and repeat participation and strengthening the exporter ecosystem.

## Performance Goals

Objective	Metric	FY25 Actual	FY25 Target	FY26 Target	FY27 Target
Expand Financing Capacity	Value of all authorizations	\$8.74 billion	\$10.3 billion	\$9.3 billion	\$15.0 billion
	Number of all authorizations	1,332	N/A	1,350	1,420
Boost Small Business Participation	Value of small business authorizations	\$1.69 billion	\$3.1 billion	\$1.8 billion	\$2.0 billion
	Number of small business authorizations	1,168	N/A	1,180	1,250
	Number of outreach and educational events for small and medium-sized enterprises	675	745	500	550
Enhance Digital Customer Experience	Percentage of customers who report satisfaction with EXIM’s digital platform	N/A	N/A	**	**
Lead America’s Export Strategy	Number of White House and interagency press conferences and engagements	N/A	N/A	**	**
	Percentage of customers who view EXIM as more competitive than other ECAs <sup>1</sup>	16.4%	N/A	**	**

\*\* Baseline year; target to be established once sufficient data is available.

<sup>1</sup> This measure is a lagging indicator and reports prior year outcomes. For this metric only, FY 2025 reporting reflects FY 2024 results due to the annual cadence of the Competitiveness Report Survey (Charter §8A(a)(1)). The survey covers exporters and lenders engaged in medium and long term transactions and does not represent short term customers.





# THINK BIG SHOP SMALL

## Implementation Strategies

By FY 2027, EXIM will fully embed a modern, customer-focused approach that returns the agency to its founding mission of supporting American jobs through the export of U.S. goods and services. The agency will advance the rollout of a unified digital portal for external customers, transforming how exporters access financing and interact with EXIM. This portal will integrate all products and services, streamline application and compliance processes, and provide a seamless, intuitive experience for customers. Policy updates will clarify requirements and reduce administrative burdens, while specialized staff will be onboarded and trained to accelerate underwriting and provide expert guidance throughout the transaction lifecycle. EXIM will intensify outreach to small businesses, ensuring both first-time and repeat participants can access solutions tailored to their needs. The agency will also enhance digital customer experience by modernizing external-facing systems, automating compliance checks, and refreshing EXIM.gov to connect stakeholders with timely answers. Strategic engagement with federal and international partners will be deepened, positioning EXIM as a leader in advancing national export priorities and shaping policy through thought leadership and interagency collaboration. These efforts will be reinforced by annual conferences and ongoing stakeholder engagement, fostering a culture of continuous improvement and accountability as EXIM builds momentum toward its long-term vision.

## Key Milestones

1. Modernize EXIM to Deliver for American Workers:  
Launch a unified digital portal and streamline processes to reduce timelines and ensure U.S. exporters can compete and win.
2. Drive Export Growth and Expand Small Business Participation:  
Increase authorizations and transaction volume while expanding access for small businesses across priority sectors.
3. Advance American Competitiveness Globally:  
Shape G7 and OECD engagement and strengthen EXIM's Competitiveness Report to ensure U.S. exporters are not disadvantaged and have the necessary tools to succeed.

A large offshore oil rig is shown against a blue sky with light clouds. The rig is a complex structure of steel beams and platforms, with several cranes extending from it. The sun is low on the horizon, creating a warm glow.

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

**Unleash an era of energy dominance** where 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.

### Strategic Objectives

#### Unleash American Energy Molecules

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

#### 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.

### Summary of Progress

In FY 2025, EXIM delivered strategic energy results across the globe. On January 14, 2025, EXIM signed a \$527 million loan agreement with the Government of Guyana for a gas-to-energy project that will double Guyana's installed electric capacity and deploy American equipment and services from more than a dozen U.S. companies; the project later received Deal of the Year recognition at EXIM's Annual Conference. In September 2025, EXIM approved \$99 million to support Bahamas LNG Partners in purchasing U.S. LNG, complementing a June 26, 2025, approval for GE Vernova aeroderivative turbines and pipelines—actions that expand American energy molecules and technology into regional markets.

**“Under President Trump’s leadership, EXIM is working to ensure U.S. energy molecules and technologies reach every corner of the globe.”**

**- Chairman Jovanovic**

## Performance Goals

Objective	Metric	FY25 Actual	FY25 Target	FY26 Target	FY27 Target
Unleash American Energy Molecules	Value of U.S. produced oil, gas, and energy commodity authorizations	\$459.9 million	N/A	\$3 billion	\$4 billion
	Number of U.S. produced oil, gas, and energy commodity authorizations	3	N/A	6	8
	Number of countries receiving American energy molecules through EXIM deals	2	N/A	6	8
Deliver U.S. Energy Solutions	Value of American energy technology and expertise authorizations	\$530.6 million	N/A	\$500 million	\$675 million
	Number of American energy technology and expertise authorizations	7	N/A	1	2
	Number of countries receiving American energy technology and expertise through EXIM deals	14	N/A	1	2

## Implementation Strategies

By FY 2027, EXIM will unleash the full potential of American energy exports by supporting transactions that deliver U.S. energy molecules, technology, and expertise to global markets. The agency will prioritize deals that facilitate the distribution of natural gas, LNG, and advanced power generation equipment to countries seeking to enhance their energy security and economic resilience. Through close collaboration with U.S. energy producers, engineering firms, and technology providers, EXIM will tailor financial products to meet the needs of complex infrastructure projects and ensure American innovation is at the forefront of global energy transformation. Modernized digital interfacing for clients will streamline the application process for energy transactions, making it easier for exporters to access support and complete deals efficiently. EXIM will also focus on building relationships with foreign governments and utilities, positioning American energy as a reliable and responsible solution for international partners. The agency will address infrastructure bottlenecks, support the deployment of advanced technologies, and promote the adoption of U.S. standards abroad. Ongoing engagement with stakeholders and interagency partners will help identify new opportunities, reinforce EXIM's leadership, and ensure that U.S. energy solutions remain competitive and in demand worldwide.

## Key Milestones

1. Scale U.S. Energy Exports Through Strategic Project Approvals:  
Approve and advance flagship EXIM-backed transactions—including LNG, refined products, and civilian nuclear—to expand global demand for U.S. energy molecules and American industry.
2. Deploy U.S. Energy Technologies Through Strategic Partnerships:  
Execute government and utility-level agreements that expand exports of U.S. energy infrastructure while securing alignment with U.S. supply chains and standards.
3. Unlock Pipeline Execution and Broaden Export Participation:  
Resolve key bottlenecks to bring priority projects to financial close while expanding participation of U.S. small and mid-sized energy exporters.



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

Fortify our vital supply chains so Americans and our allies can depend on them for what they need when we 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.

### Strategic Objectives

#### 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.

#### 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

### Summary of Progress

In FY 2025, EXIM fortified critical supply chains and advanced resilient sourcing. On January 8, 2025, the Board approved the Supply Chain Resiliency Initiative (SCRI)—a new financing tool to reshore and secure critical industries to protect Americans and ensure our nation always has access to essential goods when they are needed most. EXIM complemented SCRI with Make More in America (MMIA) authorizations that bolster domestic capacity: IperionX (titanium, \$11M) in March and Empire State Mines (zinc, \$16M) in June expanded U.S. critical mineral processing and equipment, enhancing industrial resilience.

Building on these efforts, EXIM expanded its international partnerships to cultivate future export opportunities and deepen commercial ties with trusted markets. The agency signed a \$200 million MOU with Banco de la República Oriental del Uruguay (BROU) in Uruguay on January 16, 2025, and an MOU with the Nigerian Export-Import Bank (NEXIM) in Nigeria on January 17, 2025, which opened channels for U.S. exports across clean energy, critical minerals, agriculture, and infrastructure in priority regions.

## Performance Goals

Objective	Metric	FY25 Actual	FY25 Target	FY26 Target	FY27 Target
Reshore and Secure Critical Industries	Value of authorizations that secure critical minerals or rare earth elements	-	N/A	\$1.5 billion	\$2.5 billion
	Number of authorizations that secure critical minerals or rare earth elements	-	N/A	5	7
Leverage Authorities to Finance the Value Chain for Manufacturing Capacity and Revitalize Critical Infrastructure	Value of SCRI authorizations	-	N/A	\$200 million	\$500 million
	Value of MMIA authorizations	\$89.5 million	N/A	\$2 billion	\$2.7 billion

## Implementation Strategies

By FY 2027, EXIM will intensify its commitment to strengthening critical supply chains, ensuring that Americans and allied nations have reliable access to essential goods and materials. The agency will operationalize the Supply Chain Resiliency Initiative, financing international projects with long-term off-take contracts that provide U.S. companies access to critical minerals and components from trusted partners. The Make More in America program will be expanded, supporting domestic manufacturing capacity and reshoring key industries to reduce dependence on vulnerable or adversarial suppliers. Central to these efforts is the recognition that small- and medium-sized businesses form the backbone of resilient supply chains and American industrial capacity. EXIM will prioritize outreach and tailored financing solutions for small businesses, enabling them to participate more fully as suppliers, innovators, and exporters within strategic sectors. EXIM will embed supply chain risk considerations into its underwriting practices, proactively seeking out deals that reinforce American manufacturing and industrial resilience. Specialized staff will be onboarded to support underwriting for critical minerals, advanced manufacturing, and transportation assets, while new frameworks for commercial diplomacy will open channels for U.S. exports in priority regions. The agency will coordinate closely with federal agencies and industry stakeholders to align strategies, share data, and maximize impact, ensuring that supply chain security—powered by the strength and diversity of America’s small businesses—remains a cornerstone of U.S. economic and national security policy.



## Key Milestones

1. Establish Strategic Stockpile Infrastructure:  
Design, capitalize, and launch a U.S. critical minerals stockpile to strengthen supply chain resilience and ensure American industry has what it needs when it needs it.
2. Accelerate Critical Minerals and Manufacturing Investments:  
Advance MMIA and SCRI transactions to expand domestic production capacity and secure international offtake, while building a robust pipeline of priority deals.
3. Formalize Strategic Supply Chain Partnerships:  
Establish agreements with priority countries to support U.S.-aligned sourcing, financing, and procurement of critical minerals and strengthen allied supply chains.





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

Unlock 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, we will unleash 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.

### Strategic Objectives

#### 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.

#### Expand Transformational Export Deals

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

### Summary of Progress

In FY 2025, EXIM accelerated financing in transformative technologies. On January 30, 2025, EXIM’s China Competition Committee (C3) met to address U.S. competitiveness in the face of PRC industrial policies and introduced stakeholders to the newly approved SCRI, reinforcing the agency’s toolkit for securing critical inputs into future industries. At the Annual Conference, EXIM announced Amaero Advanced Materials & Manufacturing as CTEP Deal of the Year, reflecting the Board’s \$23.5 million loan approved in January to expand refractory alloy and critical mineral processing in McDonald, TN—material building blocks for additive manufacturing, aerospace, and medical applications.

EXIM also backed advanced infrastructure and mobility outside the United States. On August 21, 2025, the Board approved nearly \$514 million across two transactions: a \$66 million guarantee to build a national data center in Côte d’Ivoire (U.S. small business exporter Cybastion Institute of Technology) and \$448 million to Kazakhstan Temir Zholy (KTZ) for locomotive kits from Wabtec—supporting technology leadership and skilled manufacturing jobs in multiple states.

## Performance Goals

Objective	Metric	FY25 Actual	FY25 Target	FY26 Target	FY27 Target
Export American AI Technology	Value of AI technology authorizations	\$2.2 million	N/A	\$5 million	\$100 million
	Number of AI technology authorizations	2	N/A	5	15
	Number of countries where US AI technology is exported	16	N/A	20	30
Expand Transformational Export Deals	Values of authorizations in the ten Transformational Export Areas <sup>2</sup>	\$512.2 million	N/A	\$750 million	\$1 billion
	Number of authorizations in the ten Transformational areas	50	N/A	60	75

<sup>2</sup> The ten Transformational Export Areas include artificial intelligence, biotechnology, biomedical sciences, wireless communications equipment, quantum computing, renewable energy, energy efficiency, and energy storage, semiconductor and semiconductor machinery manufacturing, emerging financial technologies, water treatment and sanitation, and high-performance computing.

## Implementation Strategies

By FY 2027, EXIM will unlock capital for industries that will define the next era of American innovation and competitiveness. The agency will prioritize financing for projects in artificial intelligence, advanced mobility, and critical minerals, ensuring that U.S. companies have the resources to lead in these transformative sectors. By leveraging the Supply Chain Resiliency Initiative and the American AI Exports Program, EXIM will support the export of cutting-edge technologies and the development of infrastructure that positions the United States as a global leader. The agency will collaborate with stakeholders to identify high-impact opportunities and streamline processes for emerging technology deals, offering flexible content policies and competitive financing terms to crowd in private capital and advance commercially viable projects. EXIM will coordinate with federal partners and industry to ensure alignment with national priorities, while benchmarking its risk appetite and program delivery against other export credit agencies. These efforts will help U.S. companies compete and win in the race to shape the industries of the future, while also fostering the adoption of U.S. technologies in international markets.

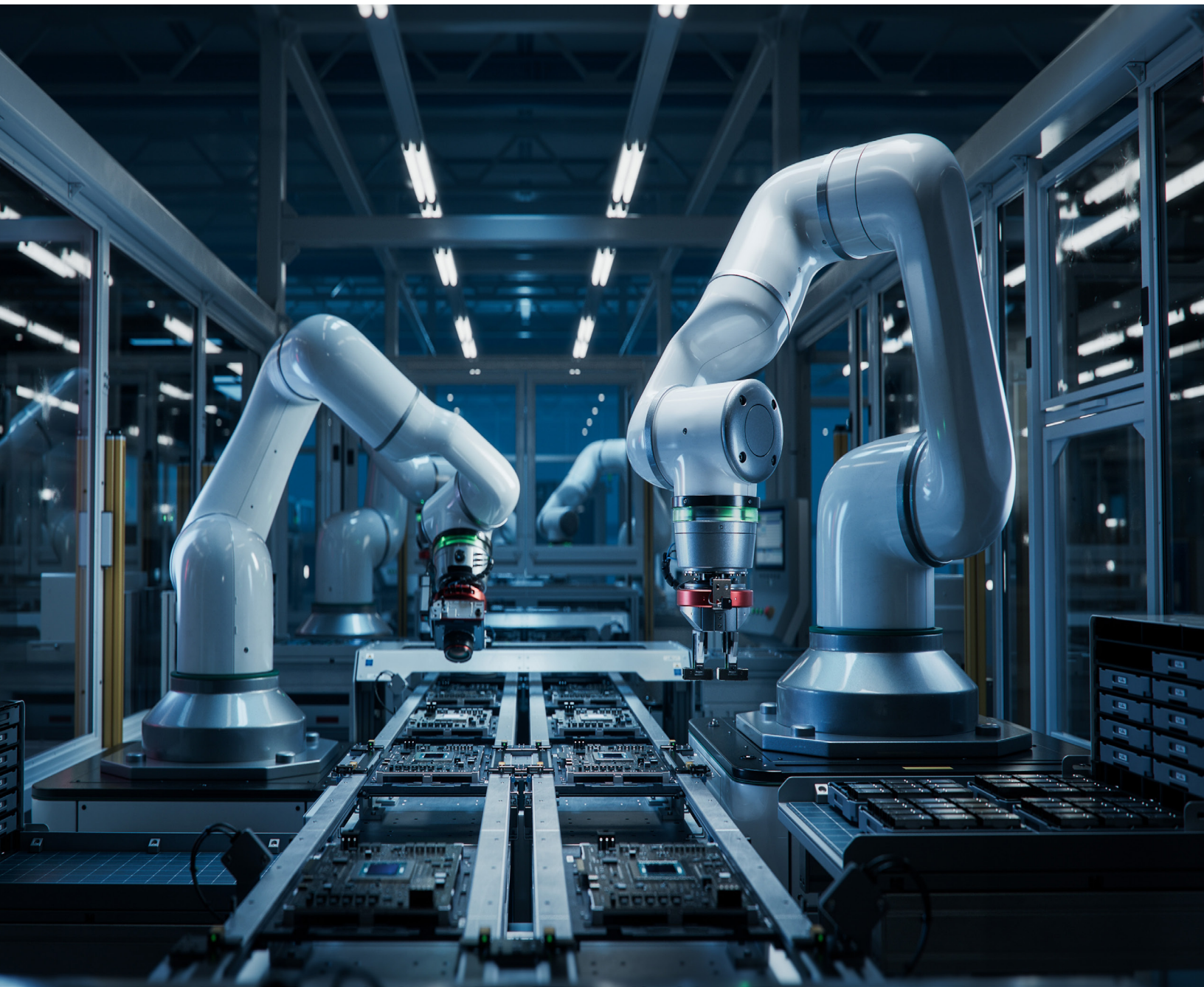


## Key Milestones

1. Scale Financing in Strategic Technologies:  
Increase support for sectors such as artificial intelligence, semiconductors, advanced communications, and critical minerals.
2. Advance High-Impact Export Transactions:  
Deliver financing for flagship projects in frontier industries to position U.S. companies to compete globally.
3. Ensure U.S. Technological Leadership:  
Deploy innovative financing and partnerships to accelerate commercialization and global adoption of American technologies.

**“Supporting the President’s AI export program is about ensuring the future is defined by US led innovation and American strength.”**

**- Chairman Jovanovic**



## Strategic Goal 5: **WIN THROUGH EXCELLENCE**



Winning through excellence means EXIM operates as a merit based, high performing export credit agency. We streamline operations with secure, AI enabled systems, enforce accountability, and maintain fiscal transparency all while ensuring durable self-financing. This is how EXIM wins: by delivering faster, smarter financing that helps American businesses close deals, expand globally, and create jobs at home. When we perform with excellence, **our customers succeed and American workers reap the benefits.**

### Strategic Objectives

#### Build a High-Performing Workforce

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

#### Clarify Reauthorization Opportunities

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

#### Deploy AI for Efficiency

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

#### Ensure Fiscal Transparency

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

#### 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.

## Summary of Progress

In FY 2025, EXIM advanced its commitment to operational excellence and transparency through a series of impactful achievements. The agency successfully deployed AI-enabled tools across core business functions, streamlining workflows, enhancing data management, and empowering staff to deliver faster, more accurate service to exporters. EXIM continued to demonstrate disciplined financial stewardship, generating substantial revenue from fees and program income, and maintaining its trajectory toward self-financing status. Quarterly Performance Reviews (QPRs) were hosted throughout the year, providing leadership and staff with timely insights into progress against strategic objectives, fostering a culture of accountability and continuous improvement. The Annual Conference on April 29–30 convened leaders from government, industry, and finance to spotlight American energy, national and economic security, and domestic manufacturing, while also integrating one-on-one consultations and public recognitions (Exporters of the Year; Broker of the Year) to celebrate customer success and reinforce stakeholder engagement. These accomplishments collectively strengthened EXIM’s reputation for transparency, innovation, and fiscal responsibility, positioning the agency for continued success in advancing U.S. competitiveness.

**“ President Trump has put forward a clear vision for revitalizing America’s economy, and EXIM is working to deliver on it....I’m proud of what this team accomplished in 2025. Time is our biggest enemy and every day we come to work with a sense of urgency to support American workers, manufacturers, and our nation’s economic security.”**

**- Chairman Jovanovic**

## Performance Goals

Objective	Metric	FY25 Actual	FY25 Target	FY26 Target	FY27 Target
Build a High-Performing Workforce	Percentage of offices that conduct workforce and succession planning	25%	65%	50%	75%
	Percentage of positive responses on culture-related engagement metrics (e.g. trust, communication)	N/A	N/A	**	**
	Number of unfilled mission-essential positions	74	N/A	56	28
	Percentage of leadership positions (GS-14 - SLs) enrolled in Treasury Executive Institute	N/A	N/A	**	**
Clarify Reauthorization Opportunities	Secure White House approval for legislative proposal and transmit to Congress	No	N/A	Yes	N/A <sup>3</sup>

\*\* Baseline year; target to be established once sufficient data is available.

<sup>3</sup>This measure is a time bound legislative action tied to EXIM’s current authorization, which expires on December 31, 2026, pursuant to the Export-Import Bank Extension (P.L.116-94, Div. I, Title IV).

Deploy AI for Efficiency	Percentage of staff utilizing AI tools on a monthly basis	82%	N/A	**	**
	Human labor hour equivalent of AI assistance	N/A	N/A	**	**
Ensure Fiscal Transparency	Percentage of congressionally mandated reports published on time	N/A	N/A	100%	100%
	Annual financial audit result	Unmodified	Unmodified	Unmodified	Unmodified
Achieve Self-Financing Status	Self-financing status	No	Yes	Yes	Yes
	Value of negative subsidy receipts remitted to the U.S. Treasury	-	\$120.8 million	\$297.9 million	\$182.6 million

\*\* Baseline year; target to be established once sufficient data is available.

## Implementation Strategies

By FY 2027, EXIM will drive operational excellence by embedding best-in-class practices, disciplined stewardship, and a high-performing workforce at every level of the agency. The agency will streamline operations through the integration of secure, AI-enabled systems, automating routine tasks and enhancing data management to empower staff and improve service delivery. Workforce planning will be strengthened, with targeted hiring, reskilling, and leadership development programs ensuring the right skills and behaviors are in place to meet evolving mission needs. Working with the Administration, EXIM will prepare a legislative proposal for reauthorization for Members of Congress, articulating what changes could make EXIM a more effective agency. We will support this effort with technical assistance and testimony before Congressional Committees. Fiscal transparency will be elevated through robust internal controls, timely publication of reports, and rigorous audits, while the pursuit of self-financing status will guide efforts to optimize revenue generation and risk management. A culture of accountability, innovation, and continuous improvement will be reinforced through ongoing engagement with stakeholders, transparent communication, and the celebration of operational achievements, positioning EXIM as a reliable, trusted, and high-performing asset for the nation.

## Key Milestones

1. Revitalize EXIM to Deliver Faster, Better Outcomes:  
Streamline organizational structure, modernize processes, and reduce transaction timelines to operate with speed, efficiency, and a bias for execution.
2. Build a High-Performing, Mission-Aligned Workforce:  
Strengthen leadership, close workforce gaps, and align talent to deliver on EXIM's priorities of jobs, energy, and supply chain security.
3. Operate with Financial Discipline and Institutional Strength:  
Maintain clean audits, achieve self-sustaining operations, advance reauthorization, and ensure EXIM remains a reliable, accountable partner.

# FY 2025 - 2027 PERFORMANCE GOALS

Goal	Metric <sup>4</sup>	FY25 Actual	FY25 Target	FY26 Target	FY27 Target
Support American Jobs	Value of all authorizations	\$8.74 billion	\$10.3 billion	\$9.3 billion	\$15.0 billion
	Number of all authorizations	1,332	N/A	1,350	1,420
	Value of small business authorizations	\$1.69 billion	\$3.1 billion	\$1.8 billion	\$2.0 billion
	Number of small business authorizations	1,168	N/A	1,180	1,250
	Number of outreach and educational events for small- and medium-sized enterprises	675	745	500	550
	Percentage of customers who report satisfaction with EXIM's digital platforms	N/A	N/A	**	**
	Number of White House and interagency press conferences and engagements	N/A	N/A	**	**
	Percentage of customers who view EXIM as more competitive than other ECAs	16.4%	N/A	**	**
Fuel American Energy Dominance	Value of U.S. produced oil, gas, and energy commodity authorizations	\$459.9 million	N/A	\$3 billion	\$4 billion
	Number of U.S. produced oil, gas, and energy commodity authorizations	3	N/A	6	8
	Number of countries receiving American energy molecules through EXIM deals	2	N/A	6	8
	Value of American energy technology and expertise authorizations	\$530.6 million	N/A	\$500 million	\$675 million
	Number of American energy technology and expertise authorizations	7	N/A	1	2
	Number of countries receiving American energy technology and expertise through EXIM deals	14	N/A	1	2
Fortify Supply Chain Security	Value of authorizations that secure critical minerals or rare earth elements	-	N/A	\$1.5 billion	\$2.5 billion
	Number of authorizations that secure critical minerals or rare earth elements	-	N/A	5	7
	Value of SCRI authorizations	-	N/A	\$200 billion	\$500 billion
	Value of MMIA authorizations	\$89.5 million	N/A	\$2 million	\$2.7 million

Goal	Metric	FY25 Actual	FY25 Target	FY26 Target	FY27 Target
Finance Industries of the Future	Value of AI technology authorizations	\$2.2 million	N/A	\$5 million	\$100 million
	Number of AI technology authorizations	2	N/A	5	15
	Number of countries where US AI technology is exported	16	N/A	20	30
	Value of authorizations in the ten Transformational Export Areas	\$512.2 million	N/A	\$750 million	\$1 billion
	Number of authorizations in the ten Transformational Export Areas	50	N/A	60	75
Win Through Excellence	Percentage of offices that conduct workforce and succession planning	25%	65%	50%	75%
	Percentage of positive responses on culture-related engagement metrics	N/A	N/A	**	**
	Number of unfilled mission-essential positions	74	N/A	56	28
	Percentage of leadership positions (GS -14 – SLs) enrolled in Treasury Executive Institute	N/A	N/A	**	**
	Secure White House approval for legislative proposal and transmit to Congress	No	N/A	Yes	N/A
	Percentage of staff utilizing AI tools on a monthly basis	82%	N/A	**	**
	Human labor hour equivalent of AI assistance	N/A	N/A	**	**
	Percentage of congressionally mandated reports published on time	N/A	N/A	100%	100%
	Annual financial audit result	Unmodified	Unmodified	Unmodified	Unmodified
	Self-financing status	No	Yes	Yes	Yes
Value of negative subsidy receipts remitted to the U.S. Treasury -		\$120.8 million	\$297.9 million	\$182.6 million	

\*\* Baseline year; target to be established once sufficient data is available.

<sup>4</sup> With the publication of this APP, EXIM is retiring the following performance measures: the percentage of positive responses on the FEVS Employee Engagement Index, the number of qualified leads sourced through financial partners in sub-Saharan Africa, and the number of outreach events with interagency stakeholders, financial institutions, and strategic partners of Global Business Development.

# FISCAL YEAR 2025 MAJOR MANAGEMENT CHALLENGES

The Office of Inspector General (OIG) for the Export-Import Bank of the United States identifies the major management and performance challenges facing EXIM each year. The report provides Congress, EXIM's leaders, and the American taxpayers with OIG's independent assessment of the most significant challenges facing the agency.

In FY 2025, OIG reissued the four management challenges that were identified in FY 2024. The OIG was unable to fully assess EXIM's organizational culture or measure progress in addressing previously identified challenges due to transitions in senior leadership, including the onboarding of senate confirmed Chairman, John Jovanovic. Additionally, the Office of Personnel Management (OPM) deferred the Federal Employee Viewpoint Survey (FEVs) process to align with the priorities of the new administration, resulting in a lack of available data for OIG's assessment.

The table below describes the four top management challenges identified by OIG in FY 2025 as well as EXIM's planned corrective actions and the respective timeline for implementation. The entire "Fiscal Year 2025 Major Management Challenges" report can be accessed at <https://eximoig.oversight.gov/>.

## FY 2025 Major Management Challenges

Title	Major Management Challenges
Managing Agency Operations	Managing Agency Operations: OIG identifies ongoing operational risks stemming from vacancies in mission-essential roles, the effects of government-wide staffing programs, and gaps in internal controls. It also notes progress in certain control areas but underscores the need to stabilize leadership and technical capacity (e.g., engineers for environmental and technical reviews).
Improving Organizational Culture	Improving Organizational Culture: OIG reports persistent morale and culture concerns since 2021 and notes that comprehensive assessment was constrained in FY25 due to deferred FEVS administration and leadership transition timing.
Advancing U.S. Economic and Strategic Interests	Advancing U.S. Economic and Strategic Interests: OIG highlights competitiveness challenges, including the characterization of EXIM as an "ECA of last resort," declines in overall and small-business authorizations in FY2024, and ambitious FY2025 authorization projections to be validated in early FY26.
Addressing Portfolio Risk	Addressing Portfolio Risk: OIG continues to find weaknesses in risk practices, including undocumented impairment assessments for aircraft collateral and questioned costs from not sharing exposure-fee reductions proportionally on a large direct-loan transaction.

## Planned Corrective Actions & Timeline

The agency is addressing its Major Management Challenges through the strategic objectives, implementation strategies, and performance goals established in the Strategic Plan and Annual Performance Plan. Corrective actions are fully embedded within these existing frameworks, with responsibility for execution assigned to the designated lead offices identified in the Strategic Plan. Progress across all challenges will be monitored through established performance management and governance processes and assessed against the timelines, milestones, and annual performance targets defined in the APP.

## ABOUT THIS DOCUMENT

EXIM's joint FY 2025 Annual Performance Report (APR) and FY 2027 Annual Performance Plan (APP) 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.

## SUPPORTING RESOURCES

Resources supporting the agency's projects, programs, and activities are outlined in EXIM's FY 2027 Congressional Budget Justification (CBJ) accessible here: <https://www.exim.gov/leadership-governance/congressional-government-stakeholders/facts-about-exim/budget-justifications>.

## LOW PRIORITY PROGRAM ACTIVITIES

The President's Budget identifies lower-priority program activities, where applicable, as required under the GPRA Modernization Act of 2010, 31 U.S.C. 1115(b)(10). The public can access the volume at: <https://www.whitehouse.gov/omb/budget/>.

## DATA VALIDATION AND VERIFICATION

Data in this APR and APP are sourced from EXIM's transactional systems and board minutes, reconciled to audited financial statements where applicable. Performance measures are reviewed quarterly; validation includes crosschecks against congressionally mandated report publications. Where year-end audits are pending, values are presented as 'asof' and subject to final audit.



