



FY 2018 – 2022 EXIM Strategic Plan

EXIM Bank Overview

The Export-Import Bank of the United States (“EXIM”, “EXIM Bank”, or “the Bank”) is the official export credit agency of the United States. EXIM is an independent and self-financing Executive Branch agency that provides competitive export trade credit to overseas purchasers of U.S. exports to promote and support American jobs and grow the economy.

EXIM supports the Administration’s approach of linking economic security with national security. EXIM Bank can assist the U.S. in leveling the global playing field for American business when they compete against foreign companies who receive the support of their national export trade credit agencies. EXIM also supports the U.S. economy by filling in trade financing gaps when private sector lenders are unable or unwilling to provide financing necessary to U.S. exporters competing in under-developed regions of the world.

In addition to EXIM’s mission to enable U.S. exports, the Bank has also aided the American taxpayer through the reduction of U.S. debt. As a self-financing Agency, the Bank has managed its operational costs and financing risks to provide more than \$14.6 billion for the U.S. Treasury since 2000. During this period, EXIM supported an estimated \$392 billion of U.S. exports and over 2.5 million jobs.

EXIM also contributes to U.S. economic growth through the support of thousands of small- and medium- enterprises (SMEs) around the country. In FY 2017, more than 90 percent of EXIM’s transactions supported small businesses, and EXIM’s trade credit support is critical to SMEs that have found niches in competitive U.S. markets and need financing support to take their American-made products overseas due to a lack of private sector financing options. EXIM financing is also assists both U.S. entrepreneurs who have aspirations of selling their products globally and well-established U.S. businesses that are ready to take on the risk of selling products in emerging and frontier markets, but cannot secure export financing without EXIM’s assistance.

EXIM is committed to play an important role in the U.S. government’s efforts to support American jobs, maintain the vitality of critical industry sectors in the U.S., and thwart the movement of manufacturing production overseas.

2018 – 2022 Goals

1. Return the Bank to full operational capacity and regain the long-term confidence of large U.S. exporters to increase American manufacturing production in the years ahead;
2. Quadruple the number of U.S. small and medium sized enterprises (SMEs) supported by EXIM; and
3. Prepare EXIM for the dynamic business evolution of export trade credit
 - a. Develop the talent and capabilities needed inside EXIM;
 - b. Transform the business culture of EXIM to strength critical skills sets, results-orientation, and continuous improvement;
 - c. Adapt to data-centric work processes and new technologies; and

- d. Focus on the delivery of a great customer experience.

THE PLAN

GOAL 1: RETURN THE BANK TO FULL OPERATIONAL CAPACITY AND REGAIN THE LONG-TERM CONFIDENCE OF LARGE U.S. EXPORTERS TO INCREASE AMERICAN MANUFACTURING PRODUCTION IN THE YEARS AHEAD

Large U.S. exporters require some level of certainty for strategic planning purposes. In today's global market, the location of production capacity and supply chains impact both the cost and financing of products. Flexible trade credit financing is important for exporters seeking growth in the developing and intermediate market economies around the globe.

STRATEGIES

1. Provide export credit support to large U.S. manufacturers, especially in strategic sectors.
2. Restore confidence of Exim's viability among US exporters to maintain production capacity and jobs in the US.
3. Engage with exporters as a partner and knowledgeable industry insider.
4. Target global regions based on an industry expertise organizational model.
5. Improve processes and efficiency among members of the banking teams.
6. Improve and simplify the Transaction Review Committee (TRC) process.
7. Increase operational effectiveness across banking functions.
8. Provide more opportunities to employees who bring the best ideas and perform at the highest level—regardless of seniority.
9. In alignment with EXIM's Charter, continue to promote risk-sharing through private partnerships with reinsurers and lenders; leverage the \$1 billion reinsurance transaction for the EXIM aircraft portfolio into additional risk sharing opportunities in order to manage and reduce overall risk to the American taxpayer and increase private sector involvement in EXIM transactions.
10. Create new and leverage current partnerships with other ECAs and private businesses to provide a larger portfolio of opportunity for U.S. exporters.
11. Partner with other governmental agencies as appropriate to increase opportunities and efficiency of product delivery.
12. Identify and track jobs associated with the largest U.S. exporters and their supply chains.

TARGETED OUTCOMES

- Respond to market demand with financing in targeted EXIM Bank sectors:
 - Transportation

- Energy and Mining
- Power
- Infrastructure
- Technology
- Industrial
- Identify and grow the number of U.S. businesses supported by the medium- and long-term (MLT) financings of EXIM, directly and indirectly, by 20% each year beginning in FY 2019.
- Identify the U.S. jobs of the large U.S. exporter and their supply chains in FY 2018.

GOAL 2: QUADRUPLE THE NUMBER OF U.S. SMALL AND MEDIUM ENTERPRISE (SME) EXPORTERS

EXIM will focus on the growth of its SME customer base. Driving SME growth will directly benefit small businesses in the U.S. and support a broader reach across industrial America. The U.S. will benefit from the growth of SMEs who have unserved needs for trade finance and provide an important presence for job growth in communities across America. Numerous studies point out that the majority of U.S. job growth occurs among SMEs. At the same time, exports remain a much lower percentage of SME revenues in the U.S. than in other countries because of the relative size and attractiveness of the U.S. market.

STRATEGIES

1. Improve EXIM's ability to support the needs of SME exporters more effectively and efficiently.
2. Offer simpler and more understandable trade credit solutions to SMEs.
3. Revamp outreach efforts to revolve around digital engagement and increase involvement of intermediaries in SME engagement and transactions.
4. Offer a simpler and better customer experience.

TARGETED OUTCOMES

- Grow the number of SMEs supported by EXIM in FY 2022 by 400% from FY 2017 baseline.
- Retain 95% of EXIM SME customers with ongoing trade credit needs every year if they are unable to transition to private-sector financing in alignment with their business plans.
- Increase the number of new customers by 50% each year in FY 2019 and through FY 2022.
- Grow intermediaries by 10% in FY 2018 and 25% annually in FY 2019 and through FY 2022.
 - Brokers
 - Lenders

- Associations and other partners

GOAL 3: PREPARE EXIM FOR THE DYNAMIC BUSINESS EVOLUTION OF EXPORT TRADE CREDIT

EXIM's employees are responsible for the historical and future success of the Bank. During the recent two-and-a-half years without a functioning board, Bank employees have maintained their dedication to the mission of the Bank as well as their high standards of integrity and analytical abilities. However, the morale of the staff has diminished and management's attention has been diverted outward at the expense of building the culture and skills of the team.

Culture change is a big hurdle at any organization, and the biggest challenge for EXIM is making a transition to a more nimble and customer centric environment. Management is committed to developing the talents and skills of the team that are needed to compete in a world that has changed dramatically.

STRATEGIES

1. Build core competencies in critical skill areas such as analytics, underwriting, and project management.
2. Formulate a culture of doing, open dialogue and continuous improvement.
3. Broaden and deepen employee experiences and skills.
4. Increase rigor around performance management at the agency and individual levels.
5. Focus efforts on achievement of results and objective outcomes.
6. Improve employee experience and regain agency pride.
7. Cultivate a positive work environment based on honest communication.

TARGETED OUTCOMES

- Increase the number of critical-skill employees as a percentage of total employees.
- Increase the consistency of employee performance reviews and feedback by ensuring managers set 'SMART' [Specific, Measurable, Achievable, Realistic, Time bound] goals and using standardized guidance to perform reviews.
- Ensure every senior manager has at least two performance goals that are tied to accomplishment of the Bank's strategic goals.
- Increase EXIM's Federal Employee Viewpoint Survey Employee Engagement index score to 70% in 2018 and over 80% by 2022.

EXIM is committed to play an important role in the U.S. government's efforts to support American jobs, maintain the vitality of critical industry sectors in the U.S., and thwart the movement of manufacturing production overseas.