

3 Management Report

3.1 Financial Year 2025

SERV approved 588 new insurance applications in the 2025 financial year. The volume of policies increased significantly compared to the previous year. The biggest export transactions covered by SERV were in the UK, Poland, the US, and Türkiye.

Premium income
in CHF million

136.6

New commitment
in CHF billion

2.3

SERV issued new insurance policies worth CHF 2.303 billion for Swiss exporters in the 2025 financial year. At 79 per cent, the proportion of SMEs among SERV customers is in line with the previous year.

Amounting to CHF 2.303 billion, the new commitment was much greater than in the previous year (CHF 1.765 billion). The Eastern Europe & Central Asia region accounted for the largest proportion, followed by Western Europe and the Middle East & North Africa. SERV's largest new commitment was for the financing of an energy-from-waste facility in the UK. Other countries with new commitments exceeding CHF 100 million were Türkiye (various sectors), the US (renewable energies), the United Arab Emirates (machines), and Angola (electrification and water infrastructure).

As usual, the commitment figures were heavily influenced by individual major projects. As in the previous year, SERV supported various infrastructure projects in the railway and energy sectors during the 2025 financial year. SERV frequently supports the financing of major projects through buyer credit insurance.

Premium income amounted to CHF 136.6 million – our third-highest-ever figure. Insurance income of CHF 100.8 million for the 2025 financial year includes interest income from debt rescheduling agreements of a mere CHF 3.6 million. Loss expenses finished just below the long-term average, at CHF 55.0 million.



“We turned five major infrastructure projects into reality in 2025, providing 47 Swiss subcontractors with new business opportunities.”

Lars Ponterlitschek
Chief Insurance Officer

Main acquisition focus areas: Pathfinding Strategy and regional banking initiative

SERV again focused its acquisition efforts on two areas in 2025: the continuation of the Pathfinding Strategy, and implementation of the regional banking initiative, which sees SERV work consistently to spread awareness of its offer to regional banks and familiarise the corporate client advisors at these banks with its specific products.

In collaboration with the State Secretariat for Economic Affairs SECO, Switzerland Global Enterprise (S-GE), Swissmem, Swissrail and suisse.ing, SERV forms part of “Team Switzerland Infrastructure”, which markets Swiss industry expertise for international infrastructure projects in buyers’ markets as well as the attractive financing opportunities enabled by SERV cover.

In the year under review, SECO proposed that overall responsibility for the mandate on major infrastructure projects, which was initiated in 2019 by the federal government, be transferred to SERV from 2026 following the successful introductory phase to date. Well-established collaboration with the relevant federal agencies, associations, and S-GE will continue accordingly.

SERV welcomed 43 new direct customers as a result of its acquisition efforts. Furthermore, five insured infrastructure projects involving EPC companies provided 47 Swiss subcontractors with new business opportunities.

Applications and new exposure

The number of approved applications is at a stable, albeit below-average level.

SERV approved 588 new applications in 2025, of which 415 were insurance policies (IP) and 173 insurance commitments in principle (ICP). The number of 588 applications is slightly above the prior-year level, but remains below figures achieved before then.

In addition to IPs, new exposure comprises ICPs for export contracts yet to be signed. New exposure increased by 58 per cent to CHF 4.315 billion, fuelled by major projects. As ever, the volumes of insured transactions ranged widely. The amounts were between CHF 16 800 for supplier credit insurance and CHF 441.6 million as part of buyer credit insurance. As usual, SERV mainly insured transactions for Swiss SMEs.

The most popular products are counter guarantees and supplier credit insurance.

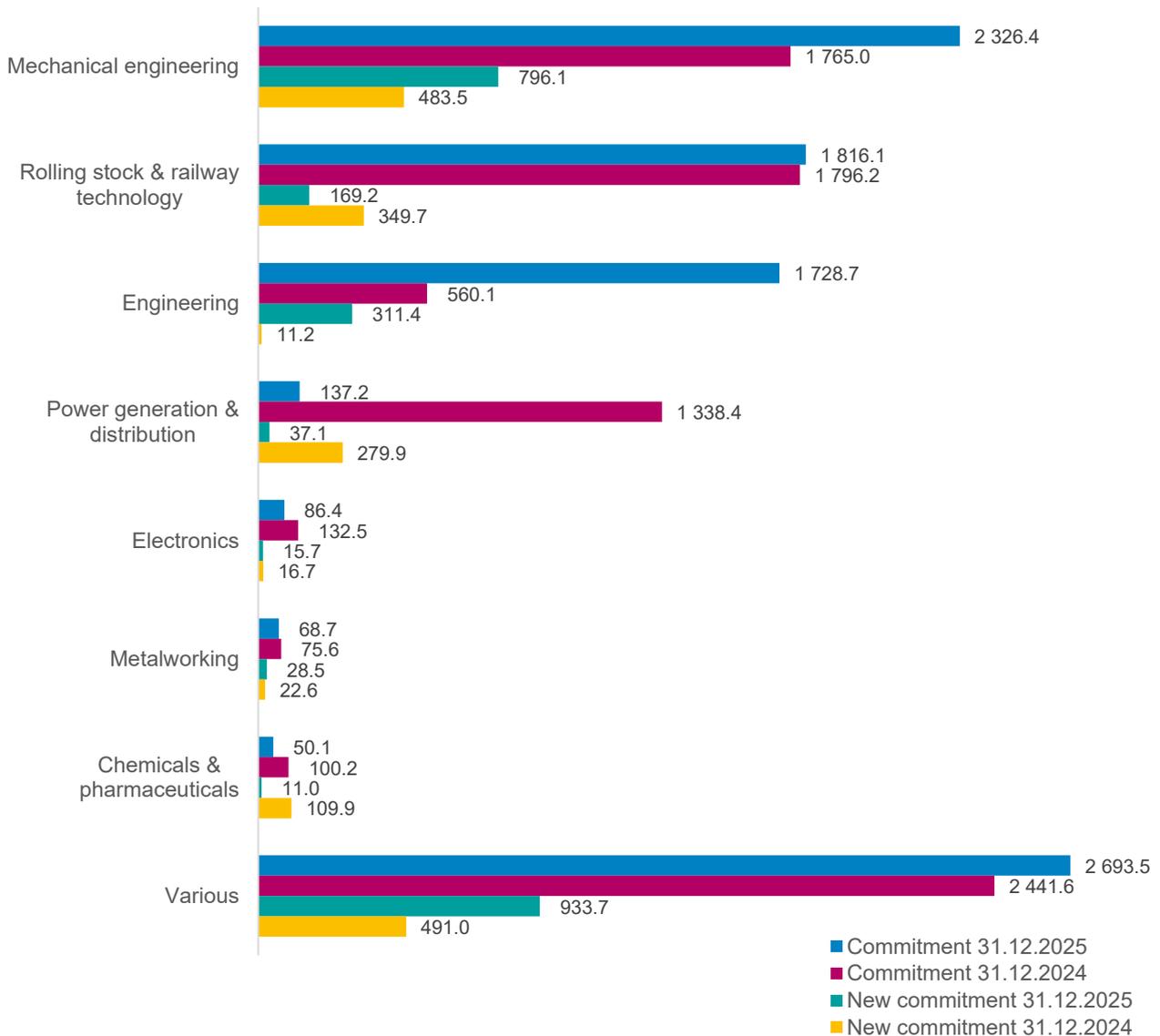
The volume of newly issued ICPs rebounded from the low level of the previous year, doubling to CHF 2.012 billion. The most popular products are traditionally counter guarantees and supplier credit insurance, which account for 84 per cent in numerical terms. 82 per cent of the new exposure related to credit transactions with terms of more than two years.

Liquidity products are particularly important for SMEs. That includes working capital insurance and counter guarantees. The number of working capital insurance policies issued rose from 42 to 45 in 2025. The number of counter guarantees issued fell from 174 to 158.

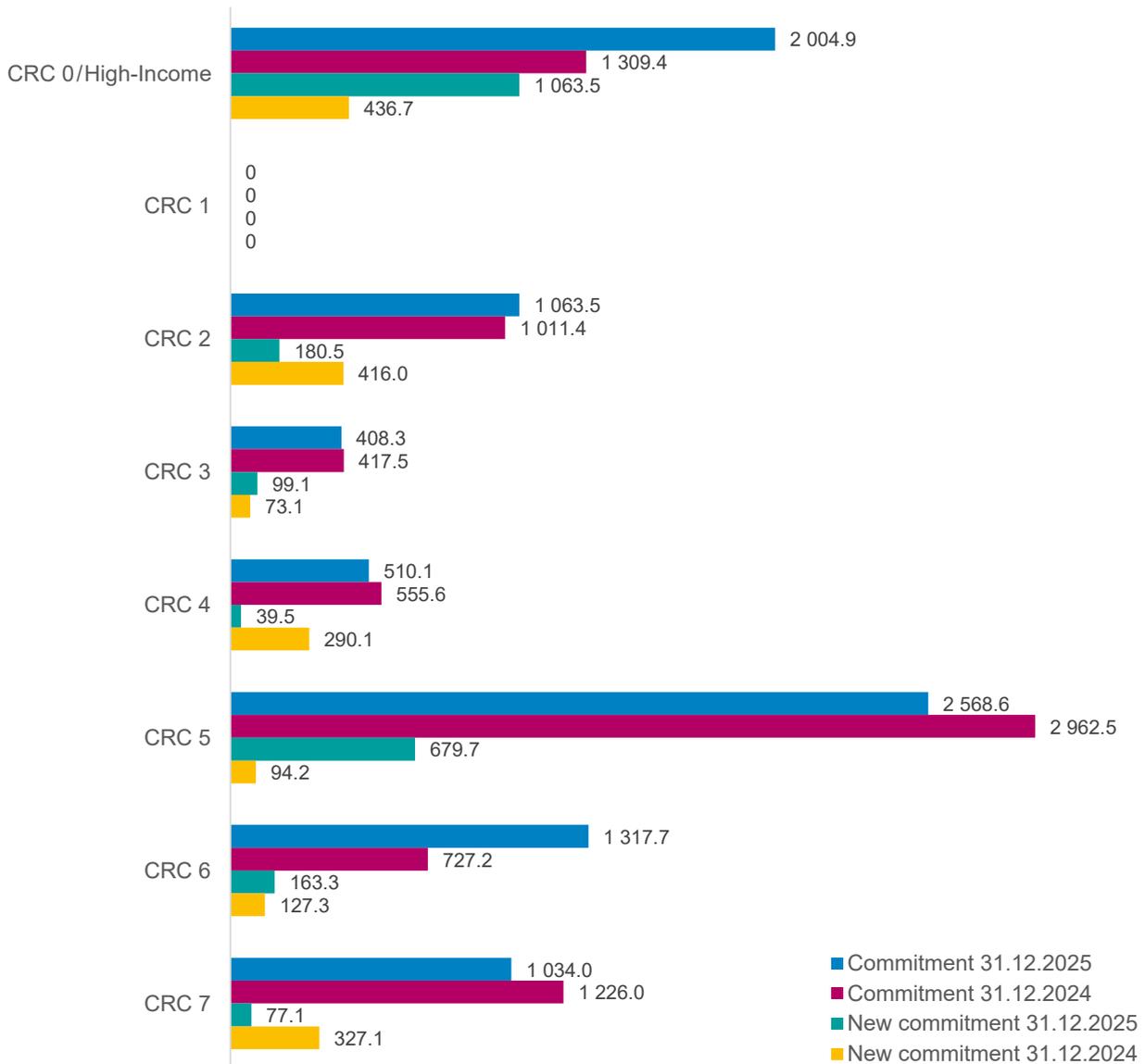
Overview of commitment & new commitment (total)
in CHF million, as at 31 December 2025



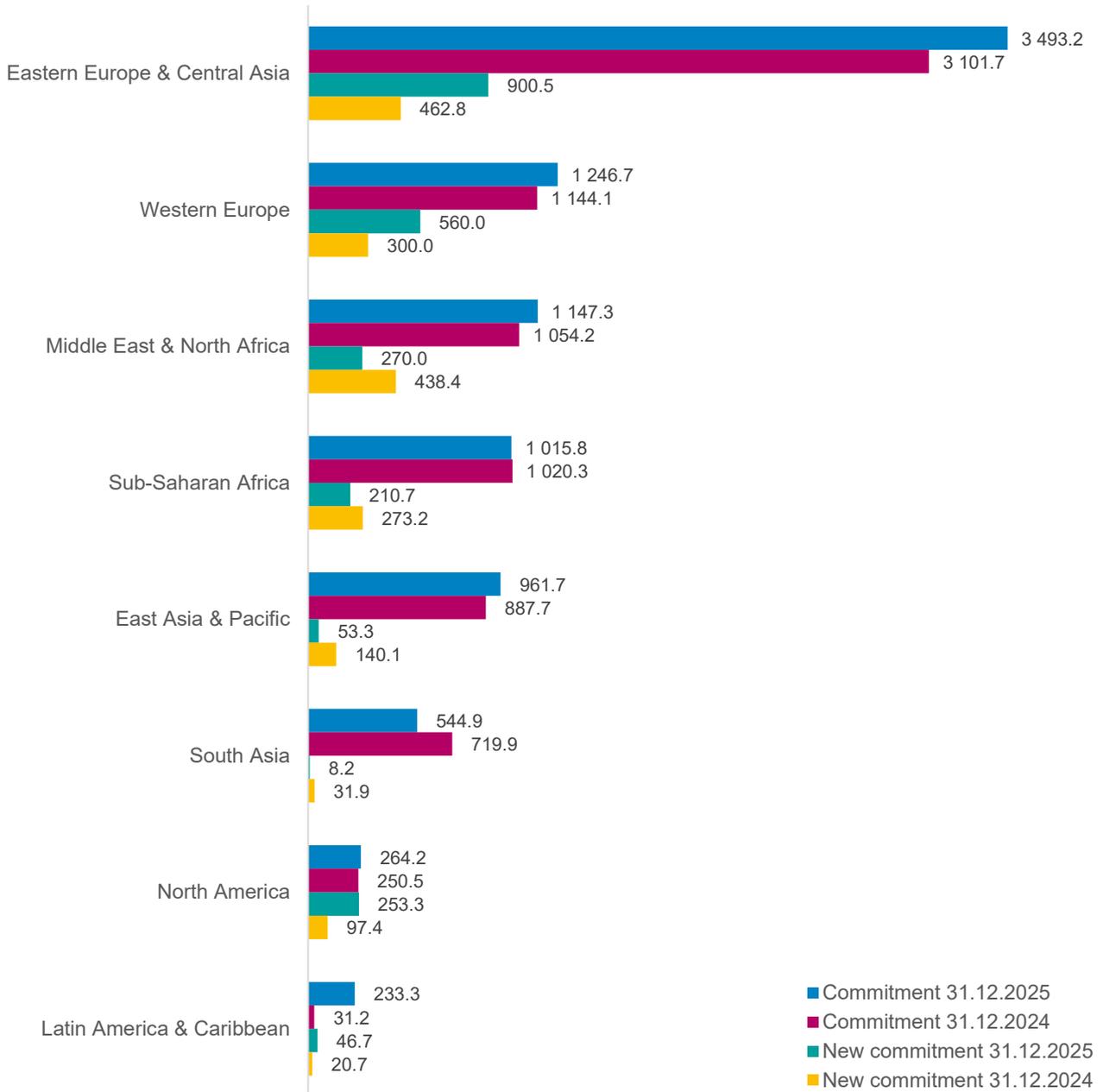
Commitment & new commitment by exporter's industry
in CHF million, as at 31 December 2025



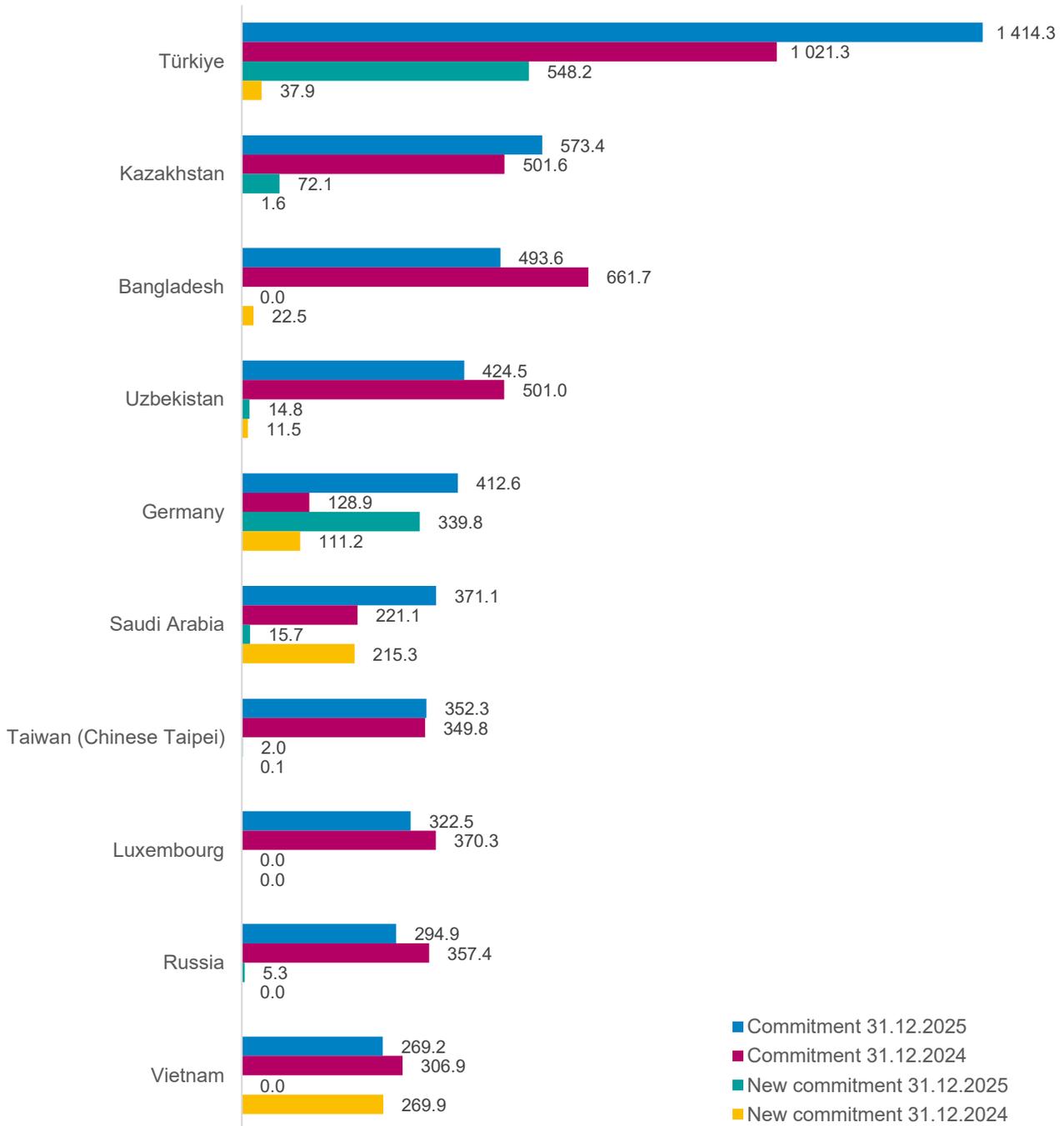
Commitment & new commitment by OECD country risk category (CRC)
in CHF million, as at 31 December 2025



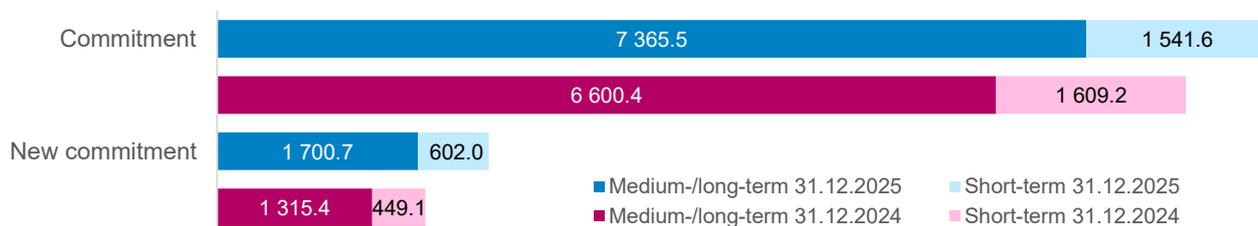
Commitment & new commitment by region
in CHF million, as at 31 December 2025



Commitment & new commitment by country
in CHF million, as at 31 December 2025



Commitment & new commitment by duration of credit period
in CHF million, as at 31 December 2025



Exposure & commitment portfolio

SERV's exposure was CHF 11.393 billion as at 31 December 2025, which was CHF 1.528 billion higher than on the previous year's balance sheet date. The commitment on the balance sheet date was CHF 8.907 billion, which was CHF 697.4 million more than on the same date the previous year. The ICP portfolio increased by CHF 831.1 million year on year to CHF 2.486 billion.

Exposure and commitment increased.

As in previous years, SERV's highest exposure by country was to Türkiye, at CHF 1.829 billion. Saudi Arabia moved up to second place in the country list by exposure.

Exposure in Russia fell further through risk reductions in existing transactions. Since the introduction of the sanctions adopted in 2022, SERV has not been allowed to insure any new projects in the country. The remaining commitment amounts to CHF 294.9 million, a reduction in risk of CHF 62.4 million compared to the previous year.

Losses and claims

Losses in 2025

+24

In the year under review, SERV recorded 24 new losses, for which it made indemnity payments totalling CHF 35.1 million. Most of these losses were small. There were also two medium-sized losses in the US as well as one in the United Arab Emirates. Total indemnity payments in 2025 came to CHF 121.7 million, of which CHF 86.6 million related to indemnification from prior-year losses.

In the year under review, some losses were averted through prompt, active pre-loss management involving measures such as restructuring due dates and extending cover.

Indemnity payments in CHF million

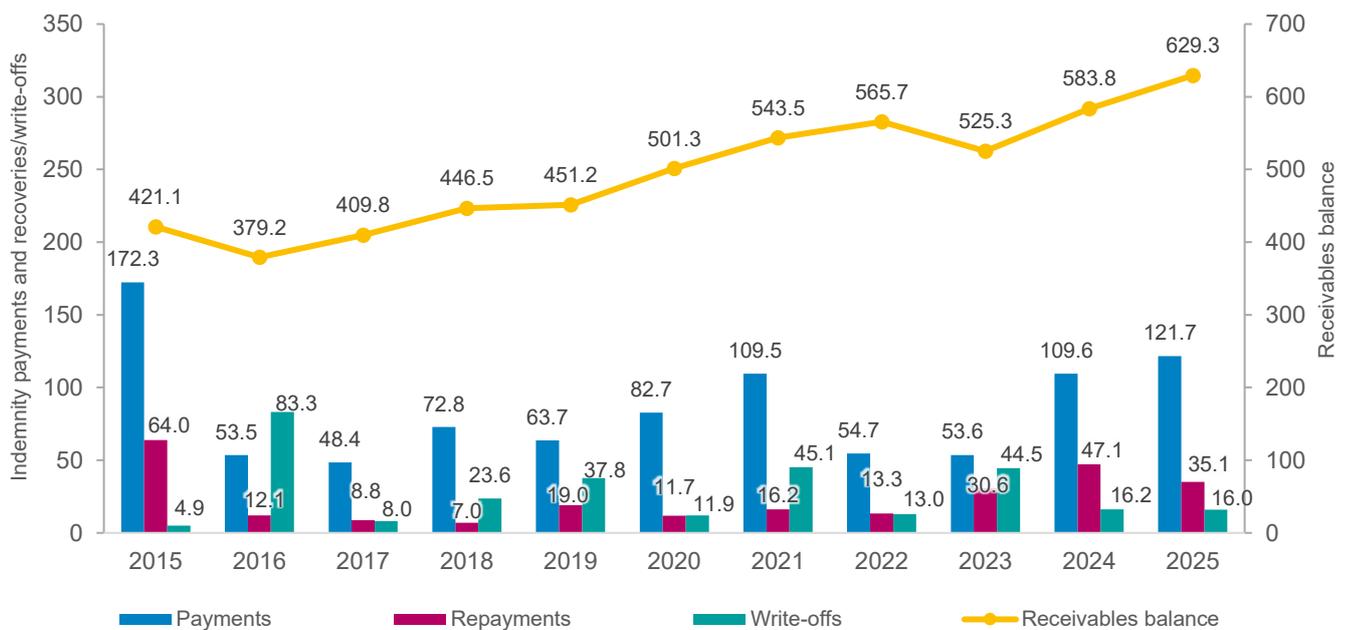
121.7

Recent years featured crises that continue to affect the claims burden. SERV has set aside a normal volume of financial reserves to cover these, as a wave of losses from the new crisis regions has not yet materialised.

In 2025, 232 losses were processed in a total of 42 countries. Recovery depends greatly on the country and on the debtor's willingness or ability to pay, and is often a challenging, protracted process. Initiation of legal action in the debtor country concerned does, however, give rise to some successes. Support from political actors such as embassies can also have a very positive effect on recovery in individual cases. The largest recoveries in the year under review came from India (CHF 2.5 million) and Bangladesh (CHF 2.0 million).

Overview of losses and claims

in CHF million, as at 31 December 2025



Restructuring and debt rescheduling

Agreement in November 2020 on the Common Framework for Debt Treatments beyond the Debt Service Suspension Initiative (DSSI).

The G20, the countries of the Paris Club and other creditor countries agreed on the Common Framework for Debt Treatments beyond the Debt Service Suspension Initiative (DSSI) in November 2020. The objective of this framework is to find a solution for countries that require support beyond that of the DSSI to overcome their liquidity problems or whose national debt is unsustainable.

Debt treatments under the Common Framework were agreed for Chad, Zambia, Ghana, and Ethiopia. The debt situations in Zambia, Ghana, and Ethiopia have implications for SERV and Switzerland. Bilateral talks with the debtor countries on the debt rescheduling arrangements were intensified in 2025.

The Paris Club is an international forum for the debt rescheduling of debtor countries.

In 2025, Cuba's creditors reached a new, revised debt rescheduling agreement with the Cuban government, with an initial payment made.

All other countries listed in the table "Credit balances from debt rescheduling agreements" (p. 57) with which debt rescheduling agreements were concluded in the Paris Club were able to meet their payment obligations in the year under review.

3.2 Risk Management and Cover Policy

SERV operates an effective and systematic risk management system that forms an integral part of its business and management processes.

Risk management and risk appetite

Risk management at SERV ensures long-term risk-bearing capacity and economic viability.

SERV operates comprehensive, organisation-wide risk management to ensure and continually develop an adequate internal control system (ICS) and risk management system. This enables an annual step-by-step assessment of risks – including top risks, emerging risks and concentration risks. Scenario and sensitivity analyses are also carried out. The Board of Directors addresses the issue of organisation-wide risk management at least twice a year.

Effective controls within the internal control system help to minimise material risks. These are complemented by a compliance management system (CMS) and supported by continual risk-appetite monitoring and management.

The risk-bearing capital is determined by taking into account all assets at risk of loss.

Our BCM allows us to continually improve our ability to handle crises.

Based on current market developments and, in particular, the business forecasts of its major clients, SERV ensures sustainable risk-bearing capacity by regularly reviewing its free capacity in terms of risk-bearing capital (RBC) and utilisation of the framework of obligation.

To increase resilience, SERV continued developing its business continuity management system (BCM) in 2024 and 2025. This ensures that our organisation can still operate effectively in the event of crises or disruptions (such as cyberattacks, natural disasters and technical outages), and maintain critical functions – not to mention restore its business processes as quickly as possible thereafter.

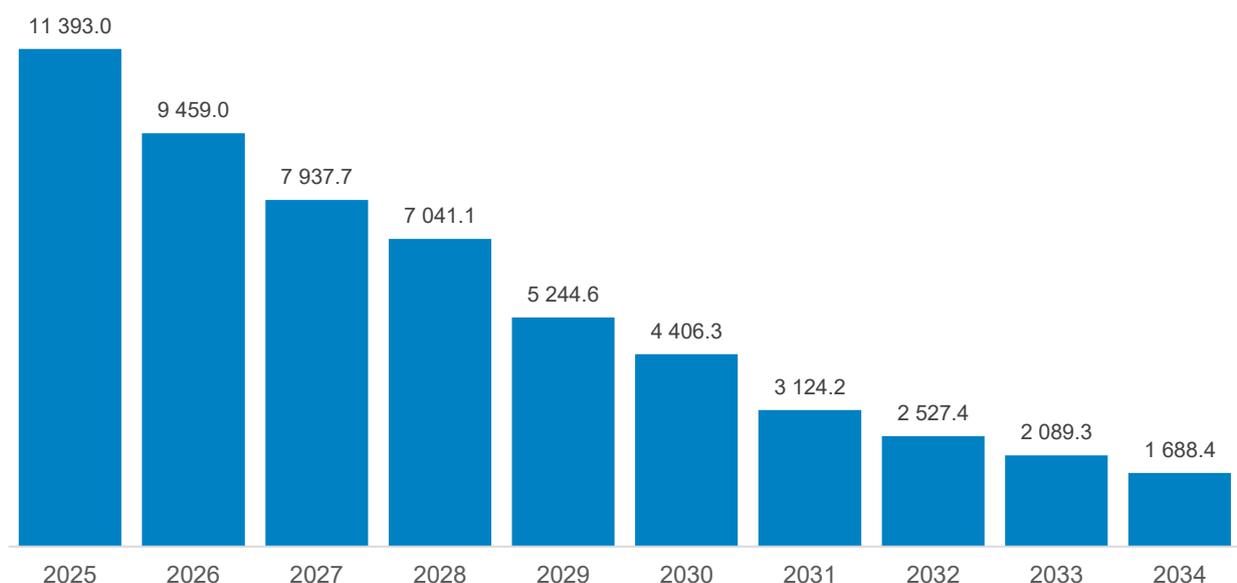
Insurance obligation

The framework of obligation set out by the Federal Council amounts to CHF 14 billion, of which 81.4 per cent had been utilised as at 31 December 2025.

The Federal Council sets out a framework of obligation that defines the maximum scope of SERV's insurance obligations, which currently amounts to CHF 14 billion, of which 81.4 per cent had been utilised at the end of 2025. An application to increase the framework of obligation was submitted to SECO at the end of the year.

The Board of Directors (BoD) is also obliged to ensure, by informing SECO at an early stage, that the Federal Council is able to issue instructions in the case of transactions of particular significance. In 2025, six transactions underwent the process of identifying politically sensitive transactions that may be of particular significance.

Expiry of SERV insurance obligation in CHF million



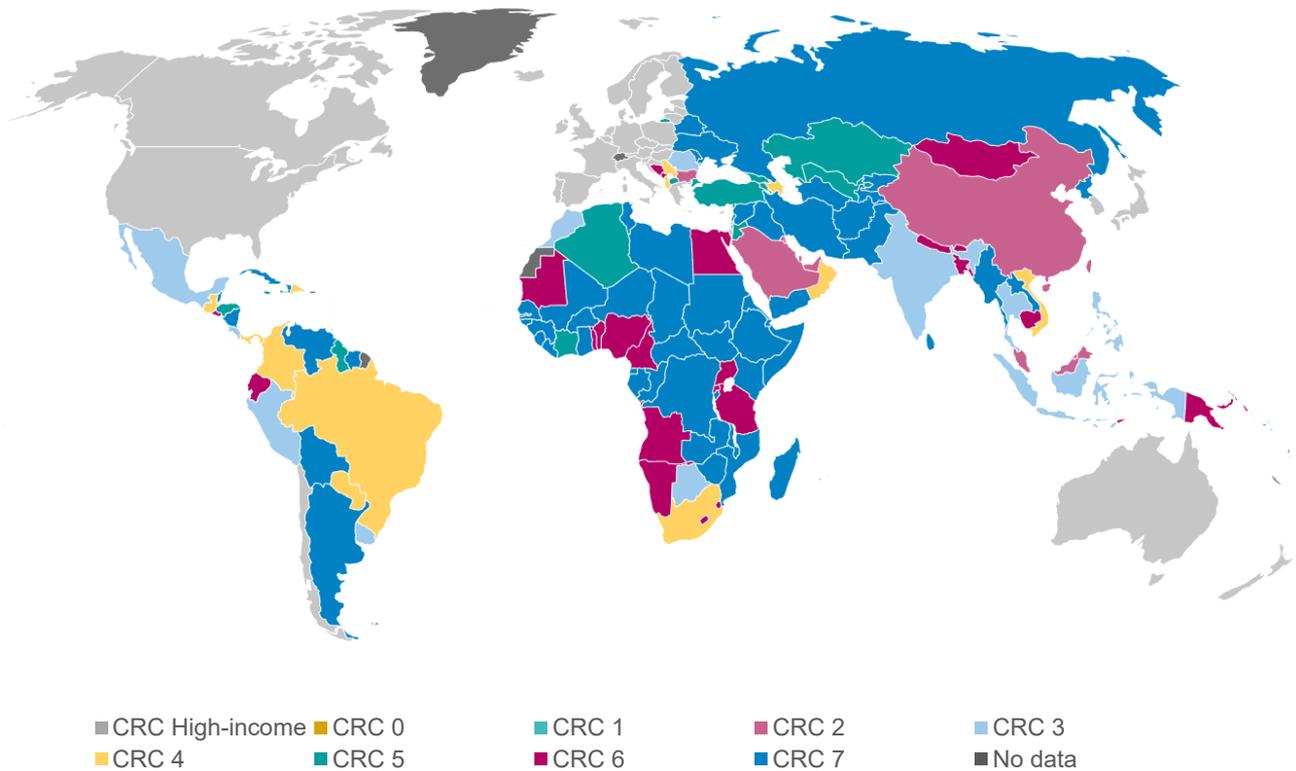
Cover policy

The cover policy provides information about the different SERV insurance options by country, risk subject category, and term.

SERV's cover policy sets out the general cover principles per risk subject category (state, banks or private companies) for each country. It serves as the most important tool for risk management in the insurance business. To determine the cover policy, a country's economic, financial and political conditions are analysed. The provisions of the OECD and any changes to the requirements contained in the legal mandate, such as sanctions, are also taken into account. In addition to its own analyses, SERV relies on external sources such as the assessments of recognised rating agencies and the OECD's country risk categorisation (CRC). The CRC classifications are regularly reviewed by the OECD Country Risk Experts Group. SERV is part of this group.

OECD country risk categories

As at 31 December 2025



The current cover policy for countries and banks can be found at www.serv-ch.com/cover-policy.



International environment

With new reinsurance partners, SERV provides Swiss exporters with additional opportunities in challenging markets.

SERV cultivated and further strengthened its bilateral relations in the year under review. In addition to the annual, close dialogue with the other two DACH countries of Germany and Austria, SERV initiated new collaborations. It signed reinsurance agreements with the export credit agencies (ECAs) of Saudi Arabia and Israel as well as a declaration of intent on working closer with Türkiye's ECA.

The Berne Union (BU) permits regular dialogue with ECAs worldwide and with private export credit agencies. A further two general meetings of the BU took place in the year under review. The title themes were resilience and adaptability, with a view to meeting the challenges of a fast-changing global environment.

OECD members failed to reach a consensus on possible restrictions related to fossil fuels.

The year was dominated within the OECD by negotiations on possible restrictions and greater transparency in relation to fossil fuel projects. After OECD members failed to reach a consensus, various countries including Switzerland pledged to disclose their transactions in the energy sector on a yearly, standardised basis from now on. These transactions are now detailed in the annex of the annual Export Finance for Future Coalition (E3F) Transparency Report. SERV participates in this reporting, which was published for the first time in November 2025.

SERV's strategy and development

On 29 October, the Federal Council decided to initiate a partial revision of the SERV Act.

On 29 October 2025, the Federal Council decided to initiate a partial revision of the SERV Act (SERVG), thereby starting a process aimed at the targeted further development of SERV. By amending the legislation, the Federal Council wants to ensure that SERV can continue to meet the needs of Swiss exporters effectively in the future and help to open up new markets and generally contribute to the international competitiveness of the Swiss export industry. It will relieve exporters of even more administrative red tape and provide them with easier and quicker access to SERV's insurance solutions. Furthermore, SERV will be able to launch new products that are better adapted to the changing needs of the export economy. Insurance solutions that facilitate and reduce the cost of financing smaller export transactions are becoming ever more important, not least for SMEs. SERV is working closely with SECO on the legislative changes, for which SECO has overall responsibility. Consultation on the bill is due to take place in 2026.

One of the aims of the partial revision is to provide greater flexibility with regard to product adaptation.

The SERV Board of Directors (BoD) revised the organisation's strategic goals for 2027, while also addressing climate issues. SERV wishes to create medium- and long-term incentives for green projects in order to gradually attract new customers. In doing so, SERV supports Switzerland's goal of net zero by 2050. However, this target will not be achieved by phasing out fossil fuels completely, but as part of an overall strategy on cutting emissions. You can find out more about SERV's sustainability efforts at www.serv-ch.com/sustainability.

Public affairs

SERV engages in regular dialogue with interested business and industry associations, and with NGOs.

Since its foundation, SERV has engaged in regular dialogue with interested business and industry associations and with civil society organisations (NGOs). The Federal Council also expects SERV to maintain this commitment in line with its strategic objectives. Based on this mandate and the additional strategic decision to increase SERV's public visibility, SERV continued its dialogue with stakeholders. These include associations and partner organisations such as Switzerland Global Enterprise (S-GE), as well as banks, insurance companies, NGOs, trade unions, parliament, and the federal administration, including Swiss representations abroad.



“The new customer portal is the start of a new chapter in digital collaboration – towards an even closer modern and forward-looking partnership.”

Heribert Knittlmayer
Chief Operating Officer

Digital transformation

The new SERV customer portal simplifies the process of submitting applications and gives greater transparency to ongoing projects.

The new SERV customer portal makes it even easier for exporters and financial institutions to work together.

In 2025, efforts to drive the digital transformation across the organisation focused on replacing the existing application portal with the new SERV customer portal. A basic version of the new customer portal was rolled out at the beginning of December. It provides a one-stop shop for all application processes, such as new insurance applications, change requests for existing insurance business, and indemnification requests.

Besides increasing efficiency, the new SERV customer portal offers a more modern visual and functional user experience. During the course of its development, several customer interviews and workshops were carried out in order to orient the portal as closely as possible to customer requirements. According to initial, spontaneous feedback from customers since the rollout, the new SERV customer portal offers greater transparency and user-friendliness. In the years ahead, SERV will maintain its customer-focused development approach and gradually expand the new customer portal.

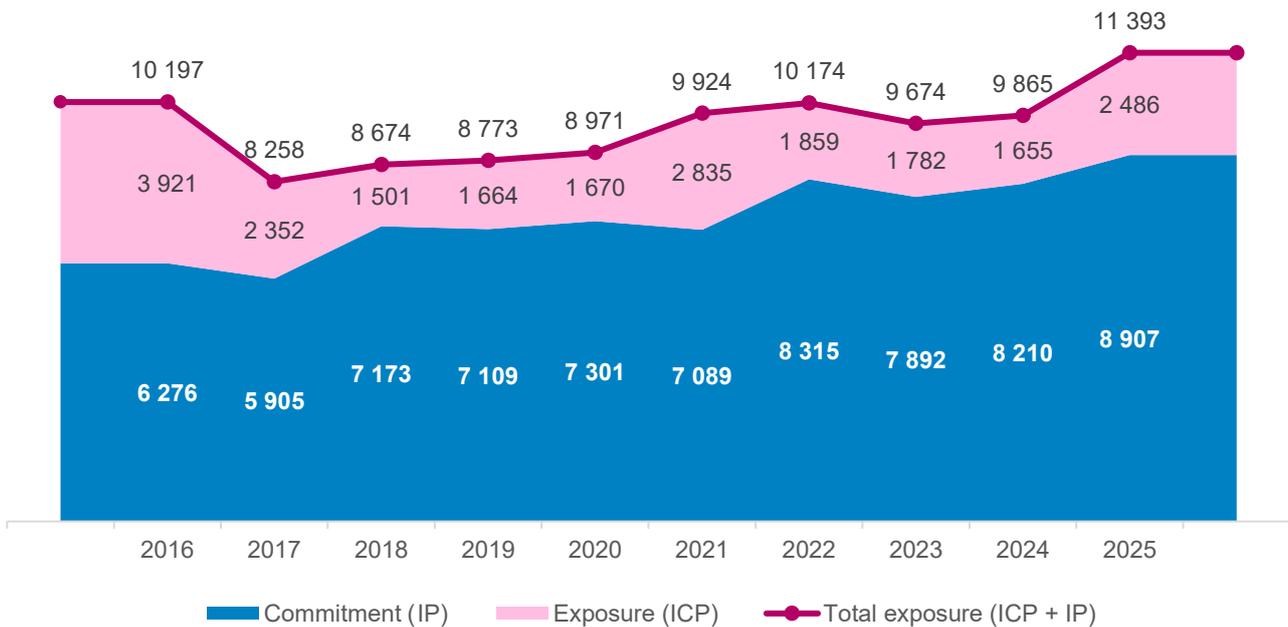
3.3 Multi-year Comparison

SERV’s business operations are closely linked to the economic situation of the Swiss export industry, which is why the business volume and cash flow from SERV’s business operations are subject to fluctuations.

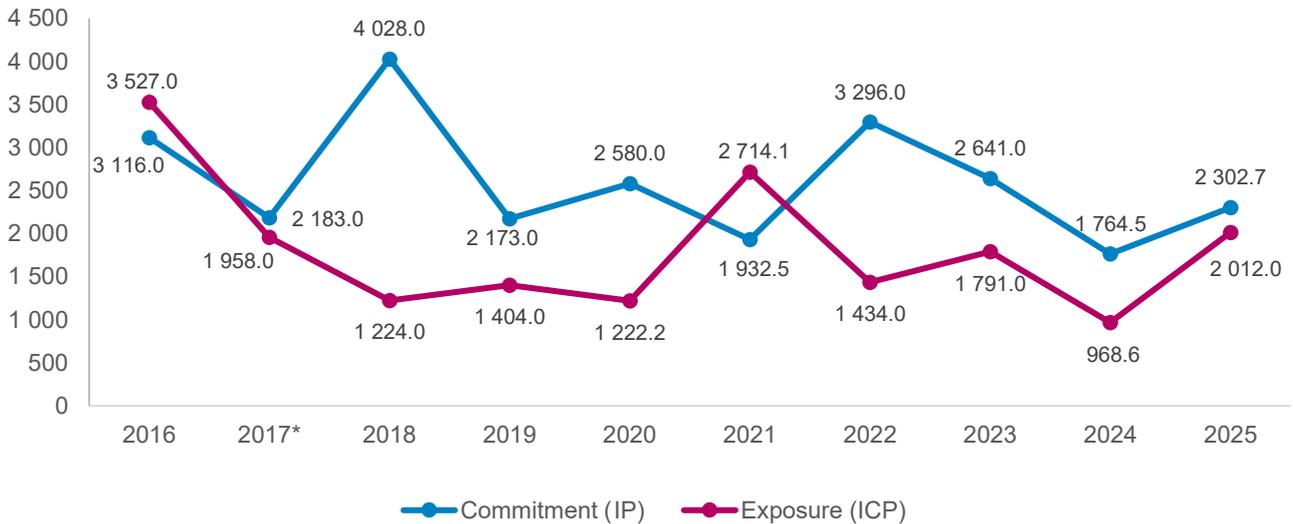
As a public export credit agency that supplements private insurance products by insuring non-marketable risks, SERV’s business volume and cash flow from operations are subject to strong fluctuations. Demand for SERV insurance depends on the economic situation of the Swiss export industry, as well as on the countries in which these export transactions take place and what payment and credit terms the contracting parties agree on.

The exposure portfolio shows the total of all risks insured by SERV from insurance policies (IPs) and insurance commitments in principle (ICPs) at the end of a given financial year.

Development of exposure portfolio
in CHF million, as at 31 December 2025



Development of new business
in CHF million, as at 31 December 2025

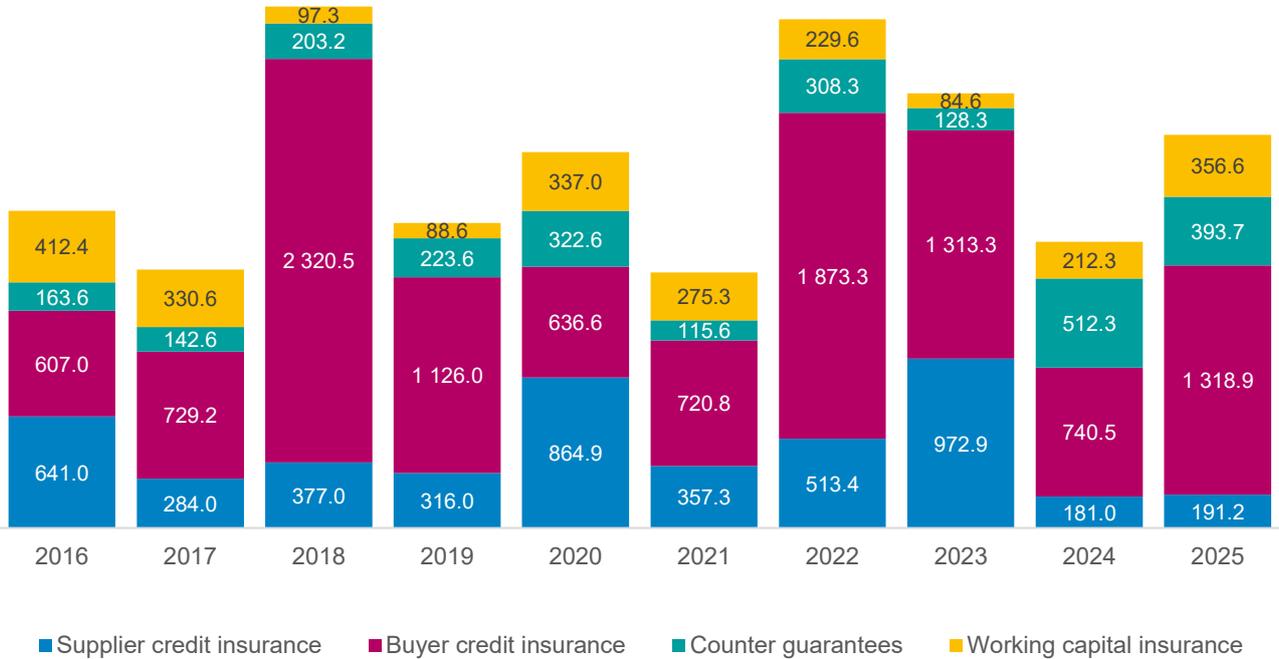


* Adjustment to calculation method for exposure portfolio

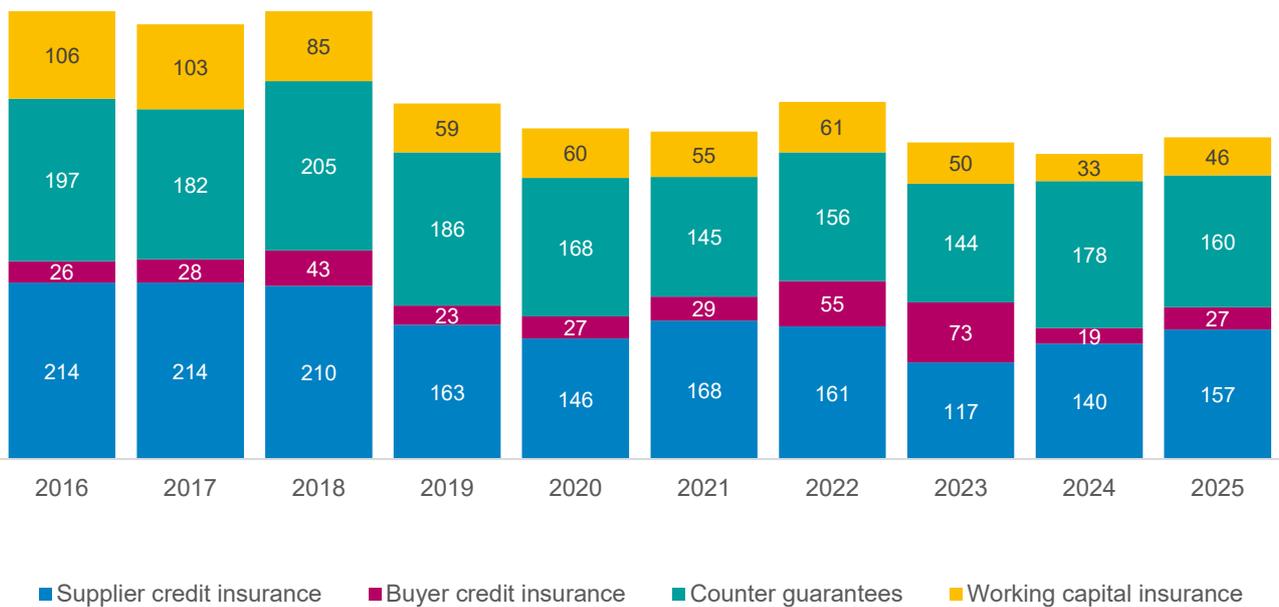
The development of new business is a calculation of the sum of all newly insured risks within one year, divided up into IPs and ICPs. Both figures are highly volatile. Years with a high volume of new business for ICPs typically alternate with years in which the volume of new business for IPs (new commitment) is high.

If new commitments are differentiated by main products, we see that the number and volume of new commitments per product tend to be inversely proportional. For example, only a few buyer credit insurances account for a high volume of the insurances that SERV provides within a year, whereas the volume of working capital insurance and counter guarantees is spread over many different export transactions.

Development of main products – new commitment
in CHF million, as at 31 December 2025

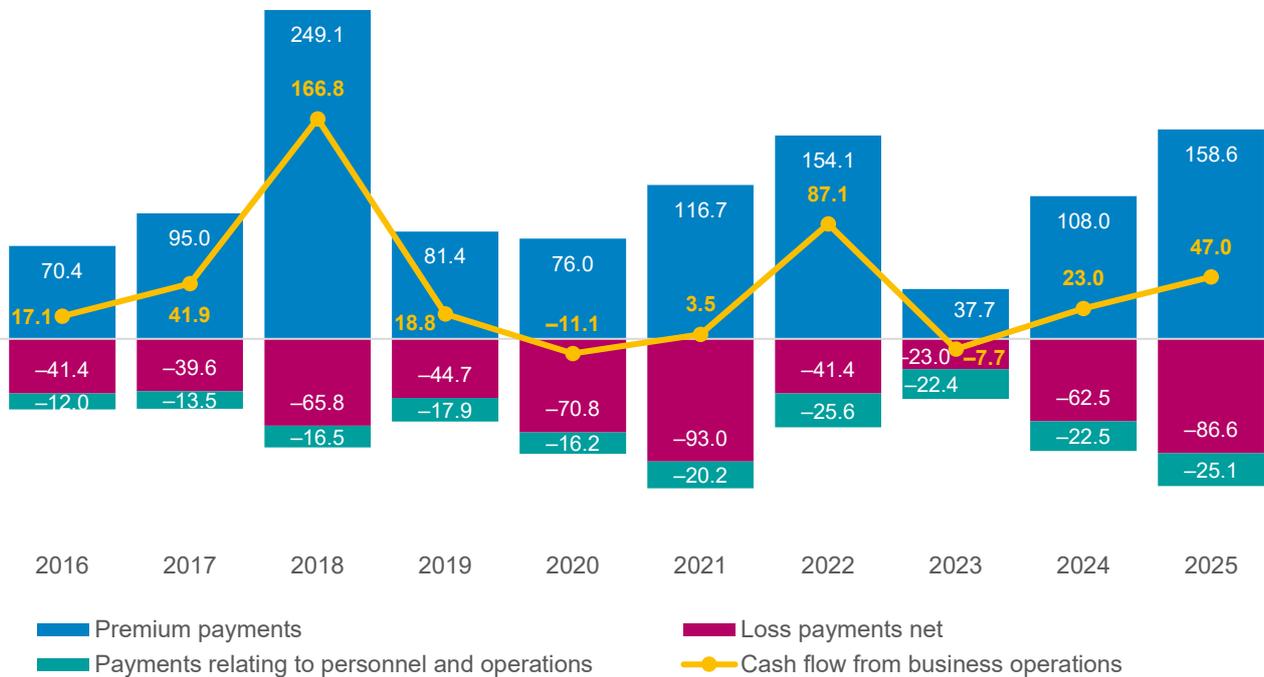


Development of main products
Number of policies and guarantees, as at 31 December 2025



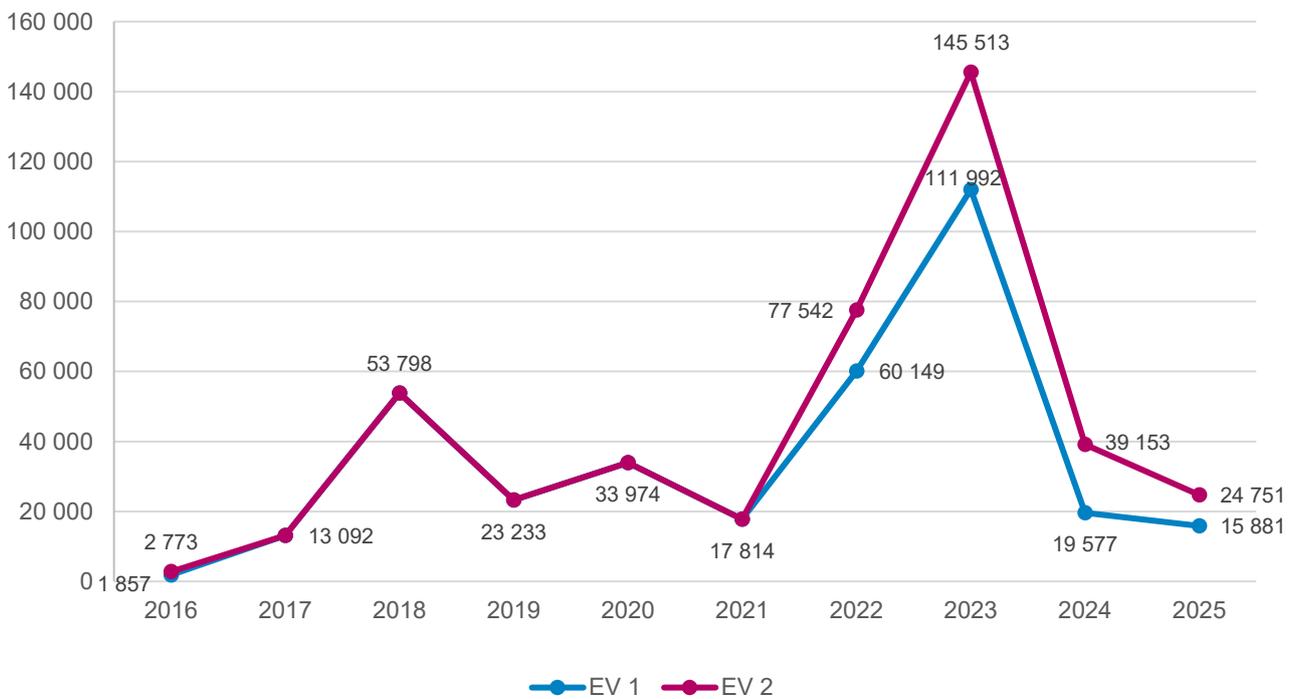
The cash flow from business operations shows whether premium payments are sufficient to finance indemnity payments and personnel and operating costs. The highly volatile nature of SERV's business is reflected in the fact that years in which premium payments are high and indemnity payments are low alternate with years in which premium payments are low and indemnity payments are high. Total cash flow over the last ten years has been clearly positive, i.e. payment receipts from premiums are adequate to finance payments for losses and operations.

Cash flow from business operations
in CHF million, as at 31 December 2025



SERV is required by law to operate in an economically viable manner, i.e. to offer its insurance services without subsidy. The SERV accounts relating to economic viability show definitively whether the premiums earned during the accounting year cover insurance (anticipated average annual loss) and operating costs (economic viability 1). Adding in investment income, which amounted to zero in the years up to and including 2021, gives the figure for economic viability 2. Economic viability 2 has been positive at all times since SERV was founded. As was the case last year, economic viability 2 was greater than economic viability 1. This is due to the interest income on SERV's capital, even though this interest income was lower than in the previous year.

Economic viability
in KCHF, as at 31 December 2025



3.4 In the Field

SERV supports and assists Swiss enterprises with everything from strategic direction to the final payment for the export transaction – as these practical examples show.

A pioneering wind farm project in Kosovo – powered by Swiss expertise

In order to combat climate change, countries need to move away from fossil fuels. This also applies to Kosovo. To make the country less dependent on coal, a wind farm is to be built near the village of Zatriq, in south-west Kosovo, which one day will guarantee energy for around 50 000 people.



Calik Enerji Swiss AG is the general contractor responsible for constructing the wind farm. Various Swiss companies are also involved as suppliers.

The wind farm is a pioneering project for Kosovo, where renewable energy currently still accounts for less than five per cent of the energy supply. But it is also a pioneering project for Calik Enerji Swiss, as it will be the first time that the company has built a renewable energy installation. This is new ground even for SERV, which is covering the transaction with buyer credit insurance. Zatriq wind farm is the first wind energy project supported by SERV.

Swiss expertise at the 2025 World Expo in Osaka

At the 2025 World Expo in Osaka, Swiss company NÜSSLI showcased its extensive experience of building exhibition pavilions. The Thurgau-based firm manufactured a total of five national pavilions – for Kuwait, Brazil, Austria, Uzbekistan, and Switzerland. These included some particularly sophisticated installations.



For example, the Kuwaiti pavilion boasted an impressive and technologically complex design that met Japan's stringent earthquake standards. NÜSSLI was responsible not only for planning and building the pavilion, but also for running and later dismantling it.

Swiss Export Risk Insurance SERV provided contract bond insurance and counter guarantees to support the Kuwait pavilion project, thus helping to provide the necessary financial stability and to showcase the quality of Swiss building on an international stage.

Swiss chocolate: a serene and successful export

The CD Group relies on the excellence of Swiss chocolate to conquer the international markets. From Le Locle, in the heart of the canton of Neuchâtel, this family-owned SME exports its emblematic Swiss products to numerous countries, supplying international duty free shops as well as wholesalers and local businesses.



Although its exports often involve limited quantities and short delivery times, this does not shield them from significant risks of non-payment. To secure its operations, the CD Group has been working closely with SERV for several years.

Thanks to supplier credit insurance, the company is able to cover its orders under beneficial conditions, including in emerging markets. This strategic partnership allows the CD Group to preserve its cash in hand and at the bank, and sell its Swiss chocolate products reliably around the world.

For further information on these practical examples and other success stories, visit www.serv-ch.com/success-stories.

