



Citi Institute



AI in the Digital Economy:

From Experimentation to Global Deployment

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Key Takeaways

- 1 Nearly 60% of organizations surveyed by Citi remain in the exploration or pilot phase, with only 40% reaching production or scaling. The challenge now is enterprise wide deployment.
- 2 North America leads AI adoption, with more than three-quarters of firms in the production or scaling phase. By contrast, Asia Pacific remains focused on capability-building and experimentation, while Europe is somewhere in between.
- 3 Business model transformation is now the leading investment objective, ahead of KPI improvement. Our expert interviewees consistently argued that AI's biggest opportunity lies in redesigning business models.
- 4 More than half of organizations in the production or scaling phase report transformational value creation of more than 15%.
- 5 Organizations at the scaling stage are far more likely to work on investment horizons of less than 12 months. As adoption matures, AI shifts from a long-term innovation to a core business capability.
- 6 Task automation remains the most common deployment use case across all spending levels. But higher-spending firms are investing in autonomous agents capable of managing more complex workflows.
- 7 Survey evidence and interviews suggest success will depend less on just access to AI models and more on proprietary data, and expertise.

77%

Proportion of North American firms in production or scaling

Source: Citi Commercial Bank survey

60%

Percentage of production and scaling organizations that report transformational value creation (15%+ impact)

Source: Citi Commercial Bank survey

90%

Proportion of respondents who expect AGI to have a material impact within 10 years

Source: Citi Commercial Bank survey



Thierry Jenar

Global Head of Digital,
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Foreword: AI's Coming of Age

Artificial Intelligence (AI) is entering a new phase.

Over recent years, discussions about AI have tended to focus on prediction and automation and the resultant impact on the global workforce.

Now, as agentic AI comes to the fore, AI can increasingly act, coordinate workflows and make decisions. AI agents now effectively operate as digital colleagues alongside human teams.

The question now though is how quickly organizations can move from experimentation to enterprise-wide adoption with respect to AI.

This Citi Institute report — which includes a proprietary survey of firms at the cutting edge of technology and interviews with several practitioners — suggests we are at an important juncture.

While over a quarter of organizations remain in the exploration stage, a large share of respondents is already piloting agentic AI solutions, and almost as many have moved into production deployment.

That said, an important reality is revealed: the path to maturity is not a straight one and regional differences are appearing.

The Citi survey suggests that now — keeping in mind that development everywhere is rapid — North America leads in deployment and scaling, while Europe has established a strong production footprint. Across Asia Pacific and other regions including Latin America, many organizations remain focused on testing use cases, building governance frameworks, and developing their capabilities. The global race is on. And it's all about execution.

History shows that transformative technologies don't generate value just because they exist. Agentic AI is likely no different. The greatest opportunities will come not necessarily to those who simply adopt first, but to those who learn fastest and scale most successfully. And humans must continue to answer questions on what they actually want AI to do.

For business leaders, the implications are profound. Agentic AI has the potential to reshape the very nature of work. It could enhance productivity, accelerate innovation, and unlock entirely new business models that us mere mortals haven't — or couldn't — think of. At the same time, it raises critical questions around governance, accountability, risk management, jobs for humans and trust.

As this report highlights, organizations are already beginning to navigate these opportunities and challenges. Their experiences provide an early view of where adoption is gaining momentum, where barriers remain, and what may define the next phase of AI-driven transformation.

We believe the organizations that succeed in the years ahead will be those that view agentic AI not as a standalone technology initiative, but as a tool that can help reimagine the future fabric of an enterprise. The journey is well and truly underway, even if the destination is somewhat unclear. Now the question is who can scale AI quickest and most effectively.

AI and the Next Phase of the Digital Economy

It's bigger than electricity, the internet and the steam engine.

Ok, so the jury might be out on that.

But what is clear is that Artificial intelligence (AI) is quickly becoming one of the primary drivers of economic transformation globally. Across industries, AI is reshaping how firms create value, interact with customers, organize their work and develop new products.

What distinguishes the current massive AI adoption from previous digital innovation waves is not just the sophistication of the technology, but the speed at which it is already rushing through the global economy. AI is now a general-purpose technology with applications across virtually every sector. Experts from various fields agree that AI is set to be the productivity engine of the coming decade.^{1,2,3}

[Citi Research's Heath Terry said in a recent note](#) that enterprise AI adoption is driving elevated infrastructure intensity with global AI capex projected to scale from \$1.0T in 2026 to \$3.8T by 2030.

PwC projects that AI could boost global economic output by up to 15 percentage points by 2035, provided organizations establish trust, governance and deploy AI responsibly.⁴ These forecasts are increasingly supported by academic work that characterizes AI as capable of altering production, accelerating innovation and creating entirely new markets.¹

The impact of AI is particularly significant in the digital economy, where value creation often depends on quality data and software. McKinsey estimates that generative AI could generate between \$2.6 trillion and \$4.4 trillion in annual economic value across multiple business functions, with the greatest benefits concentrated in customer operations, marketing and sales, software engineering, and research and development.⁵

Importantly, much of this value arises not from replacing workers, but from augmenting human capabilities and enhancing decision-making. AI allows organisations to process information faster, generate insights more effectively and execute knowledge-intensive work at lower cost, enabling faster innovation and reducing barriers to entry.^{5,6}

Nowhere are these opportunities more visible than in the start-up ecosystem. Historically, major technological shifts have created opportunities for new entrants to challenge incumbents by using emerging technologies before established firms fully adapt. AI appears to be creating similar conditions today. Through cloud infrastructure, open-source models and AI-as-a-service platforms, sophisticated capabilities are increasingly available to firms with more limited resources. Recent research suggests that AI is lowering some of the traditional constraints on entrepreneurship by reducing the cost of experimentation, product development and knowledge work, perhaps allowing start-ups to compete more effectively with larger organizations.^{7,8}

Early evidence from both academic studies and industry surveys indicates that AI adoption can generate meaningful productivity gains, particularly in knowledge-intensive activities that are central to many digital businesses.^{6,9}

At the same time, AI is reshaping the nature of competition itself. Firms increasingly operate across interconnected digital ecosystems. PwC argues that the coming decade will see industries reorganised around customer needs rather than traditional sector classifications, creating new opportunities for firms that can combine technology, data and domain expertise in new ways.⁴ In this environment, start-ups are often better positioned than incumbents to experiment with emerging business models and develop innovative products and services. AI therefore acts not only as a productivity-enhancing technology but as a catalyst for economic reconfiguration and entrepreneurial discovery.

However, the relationship between AI and entrepreneurial growth is not entirely straightforward. While AI lowers many operational barriers, it may simultaneously reinforce other forms of market concentration. Developing frontier AI systems requires substantial investments in computing infrastructure, specialised talent and proprietary datasets, resources currently concentrated among a small number of large technology companies. Academic researchers have increasingly raised concerns that AI could mean economic value accrues disproportionately to organizations controlling critical digital assets and ecosystems.^{10,11}

The workforce implications of AI further underscores its importance. According to the World Economic Forum's *Future of Jobs Report 2025*, advances in AI and information-processing technologies are expected to be among the most transformative forces shaping labour markets through 2030. Demand for skills related to AI, data analytics, technological literacy and cybersecurity is expected to increase significantly, while many routine tasks become automated.¹² Rather than replacing human labour wholesale, AI is expected to increase the importance of creativity, analytical thinking, problem-solving and judgement. This creates significant opportunities for entrepreneurial firms that can combine human expertise with AI-driven capabilities.

Nonetheless, uncertainty remains regarding the timing and scale of AI's economy-wide benefits. Despite a surge in investment, measurable productivity gains have yet to fully emerge in aggregate economic statistics, reflecting a common feature of previous technological revolutions.¹³ Transformative technologies typically require complementary investments in organisational structures, skills, business processes and institutional frameworks before their full benefits become clear.^{1,10}

Views from the Frontline of AI Adoption

It's clear that AI's rapid deployment comes with significant implications for productivity, labour markets, innovation, market structure, and economic growth. Digital start-ups are fully involved in the global uptake.

But how exactly are they using AI? We turned to a group of experts — chosen to capture views from across the digital and fintech landscape — to find out.

In conversations with Citi Institute, they described how their organizations are trying to harness AI and what might come next.

The next section features edited highlights of these interviews, providing a timely snapshot from the cutting edge of the digital economy.

Mike Jones, Chief Technology Officer, Loveholidays

Mike Jones of Loveholidays, an online travel agent, argued that AI has moved beyond experimentation and is already delivering business impact at scale. Across the organization, he said, AI is being embedded into core operations.

He pointed out that AI now handles a significant share of digital and voice interactions, with accompanying cost reduction. The technology also supports agents through recommendations, summarisation, and complaint-resolution tools. In software development, AI-assisted coding has accelerated product development cycles, enabling faster deployment and quicker entry into new markets. Marketing and content creation have similarly been transformed, allowing the company to scale personalised content across tens of thousands of properties.

Jones emphasised that AI's value increasingly lies in its ability to personalise experiences, from website interactions to tailored recommendations.

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AI is no longer an experiment. It is becoming a core capability across the business, driving both efficiency and growth.

*Mike Jones, Chief Technology Officer,
Loveholidays*

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Beerud Sheth, Chief Executive Officer, Gupshup

Beerud Sheth of conversational AI platform Gupshup, says AI's greatest opportunity lies not in improving productivity but in transforming how businesses generate revenue.

He argues that AI is increasingly capable of automating entire workflows across customer acquisition, sales, onboarding, customer support, and collections, enabling companies to redesign business processes around intelligent agents.

A central theme of the discussion was that competitive advantage will come less from access to AI models and more from proprietary organisational context. As foundation models become increasingly commoditised, businesses will differentiate themselves through their unique data, workflows, policies, customer relationships, and institutional knowledge. In Sheth's view, these contextual assets will become the primary source of value creation in an AI-driven economy.

He also expects conversational interfaces and AI agents to become the dominant way that employees and customers interact with technology. While AI lowers barriers to innovation and product development, agility will determine success more than whether a company is an incumbent or a startup. Organizations that embrace experimentation and redesign themselves around AI-native operating models will be best positioned to thrive, he said.

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AGI can do everything except what it can't see and doesn't know. Context is the real moat.

*Beerud Sheth, Chief Executive Officer,
Gupshup*

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Antoine Moreau, Chief Information Officer, Regnology

Antoine Moreau of Regnology, a regulatory and financial reporting platform, argued that AI's greatest value in regulatory technology lies not in replacing human expertise but in improving processes, workflows, and integration. While AI is becoming an increasingly important capability, he believes the interpretation of complex regulations remains fundamentally dependent on human judgement.

Regnology is using AI and agentic workflows to integrate more closely with clients' operational processes, helping identify anomalies earlier, automate routine tasks, and streamline regulatory reporting workflows. Moreau stressed that lasting competitive advantage comes from combining AI capabilities with regulatory expertise and strong integration into customer systems, rather than from AI technology alone.

Internally, the company is investing in AI-assisted software development but remains cautious about claims of dramatic productivity improvements. He highlighted concerns around code quality, governance, and the challenges of reviewing large volumes of AI-generated output. Moreau also noted that the governance frameworks firms must operate within, including Europe's evolving AI regulation, add steps and complexity to the AI experimentation cycle. Looking ahead, he expects AI to become an important differentiator across the sector, particularly for firms that successfully embed it into customer workflows and deliver measurable operational value.

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The real opportunity is not replacing experts but reducing friction across the regulatory workflow.

*Antoine Moreau, Chief Information Officer,
Regnology*

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Sahil Sagar and Naveed Anwar, Citi Services

Sahil Sagar and Naveed Anwar argued that AI's long-term significance for financial services extends beyond operational efficiency. While current benefits are concentrated in productivity improvements and process automation, they say future value will likely come from enhanced decision-making, customer outcomes, risk management, and revenue generation.

The discussion highlighted several successful use cases already delivering results, particularly in intelligent document processing, where AI has significantly reduced processing times while maintaining high accuracy. However, they stressed that deploying customer-facing AI requires careful governance, trust-building, and operational readiness before organisations can confidently place such capabilities in front of clients.

Looking further ahead, they identified agentic AI as a potentially transformative force for banking. Autonomous agents could continuously optimize financial decisions on behalf of customers, reshaping relationships between banks and clients and reducing the importance of traditional bundled banking models. At the same time, such capabilities may introduce new governance, regulatory, and systemic risks, including faster-moving market events and new challenges around agent-to-agent interactions.

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The biggest opportunity is not automating today's banking model but reimagining how financial services are delivered.

Citi Services

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Marwan Forzley, Chief Executive Officer, Veem

Marwan Forzley of payments specialist Veem, described AI as a transformative technology whose greatest potential lies in simplifying customer experiences and redesigning workflows rather than fully replacing human decision-making. While AI is delivering meaningful productivity gains through the automation of routine tasks, he said its most significant commercial impact will come from customer-facing applications built around natural language interaction.

At Veem, AI powers both internal operations and customer services, including conversational payment tools that allow users to complete complex financial processes through simple instructions. These capabilities have expanded accessibility, bolstered multilingual interactions, and reduced friction for customers. However, Forzley emphasised that simplifying the user experience often requires greater complexity behind the scenes, particularly in areas such as compliance, risk management, fraud prevention, and security.

Forzley stressed the importance of maintaining human oversight. While AI can automate large portions of back-office and operational workflows, he said, trusted human review remains essential in financial decisions and regulatory obligations. Ultimately, he argued that the organizations that gain the most value from AI will be those that redesign processes around its capabilities rather than merely layering AI onto existing systems.

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AI's greatest impact will not be replacing people but transforming how work gets done.

*Marwan Forzley,
Chief Executive Officer, Veem*

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Junyoung Lee, President, Enterprise Solutions Division, Yanolja

Junyoung Lee of AI driven hotel and travel platform Yanolja, said that the challenge facing organizations today is no longer whether to adopt AI, but how to apply it to meaningful business problems. Although AI capabilities continue to advance rapidly, many companies still struggle to identify where the technology can create the most value, he said.

He said Yanolja had pursued a dual-track strategy, using AI both to improve internal productivity and to enhance customer-facing products and services. This builds on years of experience deploying AI solutions, including pricing optimisation systems developed long before the emergence of generative AI. More recently, AI has become deeply embedded across the business, supporting employees, accelerating software development, and enabling new forms of innovation.

However, widespread adoption has also created challenges around governance and coordination. As employees increasingly build their own AI tools and applications, organisations must balance innovation with consistency and oversight. Lee also highlighted the growing role of AI in software engineering, where automated coding tools are accelerating development while leaving humans responsible for defining objectives, exercising judgement, and validating outcomes.

Despite rapid technological change, he said the key to success remains unchanged: organisations must focus on solving real business problems rather than deploying AI for its own sake.

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AI adoption is no longer the challenge.
Finding the right problems to solve is.

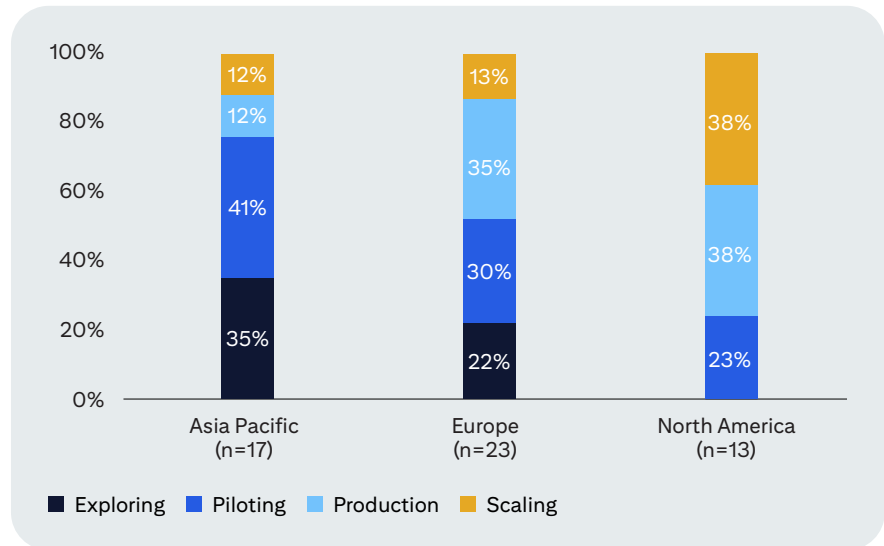
*Junyoung Lee, President,
Enterprise Solutions Division, Yanolja*

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Our Survey Says:

Citi conducted a proprietary survey of clients to glean further insights on attitudes towards adoption and how companies are using AI. We asked a series of questions of our respondents. Some of the results are presented below with analysis of some of the key findings.

Figure 1. A regional maturity gap emerges
What best describes your organization's current state of AI adoption?



Based on the survey data depicted in figure 1, a clear regional maturity gap exists.

In short, North America appears furthest along the adoption curve, with the majority of organizations already in Production (38%) or Scaling (38%). By contrast, Asia Pacific remains concentrated in the earlier stages, while Europe sits in the middle, showing a more balanced distribution across the adoption journey.

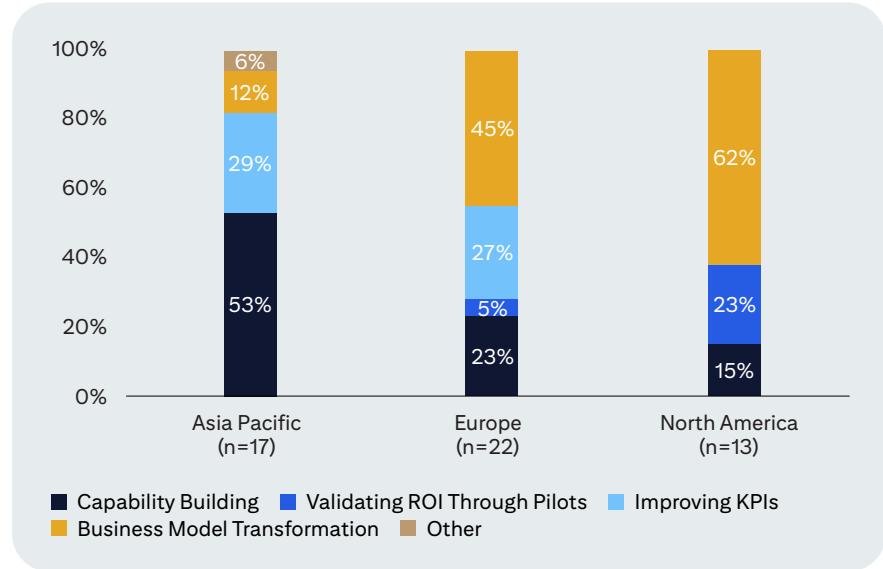
The market overall remains in a transitional phase. Nearly 60% of organizations are still exploring or piloting agentic AI, while just over 40% have already reached the production or scaling stage. This suggests agentic AI adoption is advancing rapidly but has not yet reached enterprise-wide maturity for most organizations.

Agentic AI adoption, at least based on our survey results, exhibits marked geographic variation. North American organizations are leading the transition from experimentation to scaled deployment, with more than three quarters already operating agentic AI in production environments or scaling across the enterprise. Europe demonstrates more steady progress, with adoption spread across all stages of maturity. Asia Pacific remains comparatively early in its journey, with most organizations focused on exploration and pilot programmes.

Overall, the results suggest that while agentic AI has moved beyond the conceptual stage, enterprise-wide scaling remains the exception rather than the norm.

Figure 2. Distinct camps emerge

Which statement best describes the primary business outcome driving your organization's agentic AI investments?



Organizations are beginning to split into two distinct camps in their agentic AI strategies according to Citi's survey. Overall, Business Model Transformation (34%) is the most common primary investment objective, closely followed by Capability Building (32%), suggesting that while many firms have moved beyond experimentation, a similarly large group remains focused on developing foundational capabilities and organizational readiness. Meanwhile, 25% are deploying agentic AI to improve specific business KPIs, and relatively few organizations (7%) are still primarily focused on validating ROI through pilots.

The findings seem to confirm a market transitioning from exploration to execution, with the important caveat that the pace of that transition varies significantly by region.

North America: Leading the charge

- Nearly two-thirds (62%) cite Business Model Transformation as their primary objective.
- Organizations appear to be moving aggressively toward enterprise-wide deployment and operating model change rather than focusing on isolated use cases.
- The relatively high share focused on ROI validation (23%) suggests continued pressure to demonstrate commercial value alongside ambitious scaling efforts.

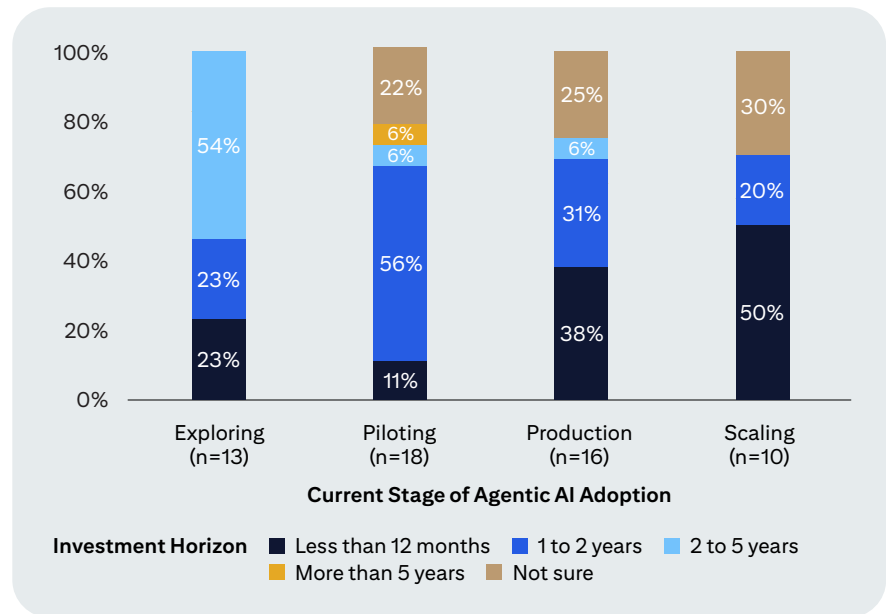
The regional differences highlighted by the survey results suggest that agentic AI adoption is no longer following a single global trajectory. North America and Europe are increasingly focused on transformation at scale, while Asia Pacific remains concentrated on capability development.

Selected proprietary survey results

Figure 3. AI Adoption Maturity and Investment Timeframes

What best describes your organization's current stage of agentic AI adoption?

What is your organization's typical investment horizon for significant AI investments?



Organizations' investment horizons for agentic AI evolve significantly as they move along the adoption curve. Firms in the Exploring stage are most likely to take a longer-term view, with over half (54%) planning investments over 2-5 years, reflecting a strategic focus on building future capabilities.

As organizations progress to Piloting, investment timelines become more execution-focused, with a majority (56%) targeting a 1-2-year horizon as they test use cases and assess commercial value.

More advanced adopters demonstrate the shortest investment cycles. Among organizations in Production and Scaling, 38% and 50% respectively report horizons of less than 12 months, suggesting that agentic AI is being treated as an operational technology investment rather than a long-term innovation initiative.

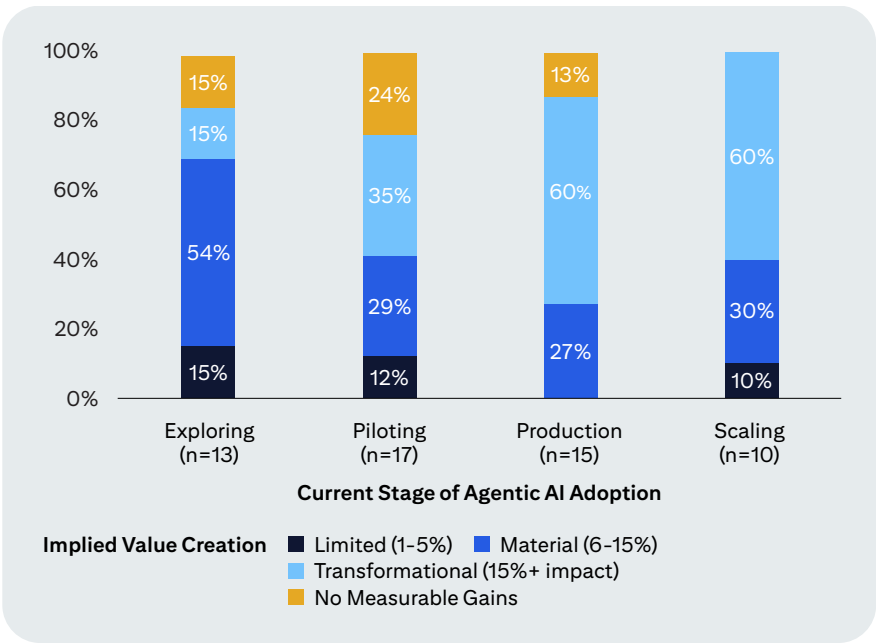
Overall, the findings indicate a shift from long-term strategic planning toward shorter, value-driven investment cycles as organizations get more comfortable with agentic AI. Perhaps unsurprisingly, more mature adopters appear more confident in their ability to deploy, scale and realize returns from AI investments within standard business planning horizons.



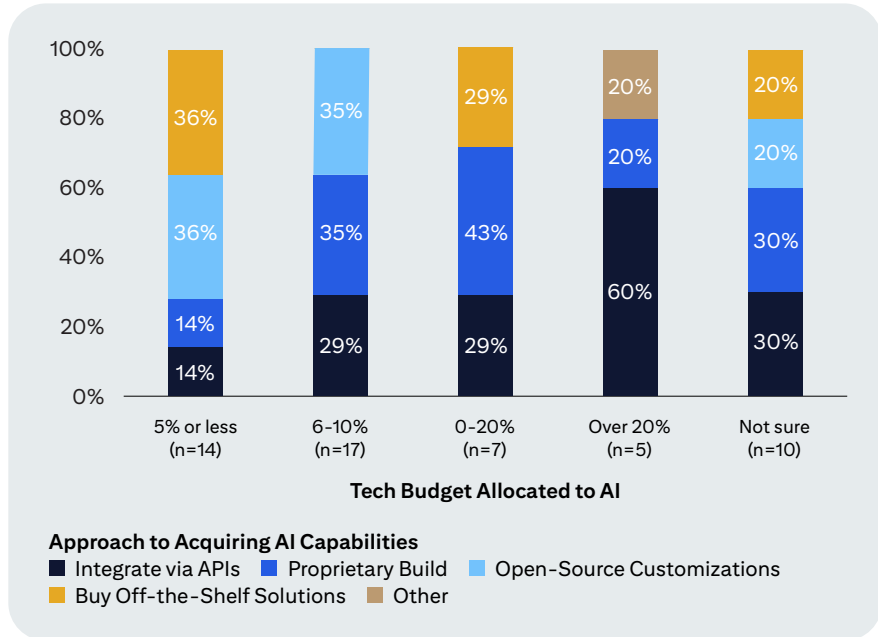
Figure 4. Agentic AI Adoption vs Implied Value Creation

What best describes your organization's current stage of agentic AI adoption?

What level of implied value creation (through cost reduction, employee productivity or revenue growth) would you attribute to being AI driven?



While organizations in the exploratory stage primarily report moderate performance improvements, those that move into production and enterprise-wide deployment appear to be more likely to achieve transformational impact. The results suggest that the challenge for many organizations is not proving that agentic AI can create value, but successfully progressing from pilot environments into operational deployment, where the largest gains appear to be realized. Put differently, value creation appears strongly correlated with adoption maturity, with transformational outcomes becoming the norm rather than the exception once agentic AI is embedded into core business processes.

Figure 5. Approach to Acquiring AI Capability vs Tech Spend

Organizations allocating a smaller share of technology budgets to AI seem to favor off-the-shelf solutions and open-source customization, while those making larger AI investments increasingly pursue more tailored approaches.

At lower levels of AI spending (5% or less of technology budgets), organizations are most likely to rely on open-source models (36%) or off-the-shelf solutions (36%), reflecting a focus on cost-effective experimentation and rapid deployment. By contrast, among organizations allocating 10-20% of technology budgets to AI, proprietary builds (43%) become the dominant strategy, suggesting that larger investments are often directed toward creating differentiated capabilities.

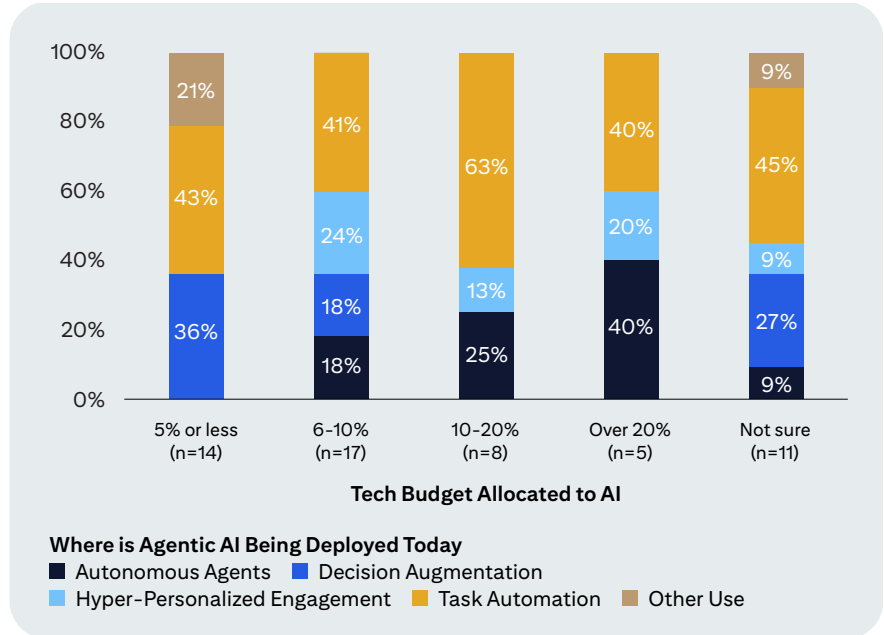
The strongest shift occurs among the highest AI investors. Of organizations allocating more than 20% of technology budgets to advanced AI, 60% primarily acquire capabilities through API integration, while relatively few rely on proprietary models or commercial software. This may indicate that leading adopters increasingly view access to frontier models through APIs as a faster and more scalable route to innovation than building models from scratch.

Overall, the findings point to a progression in AI acquisition strategies: organizations with modest AI budgets often buy or adapt existing solutions, while those making larger investments increasingly favor customized approaches that can deliver greater flexibility, scalability, and competitive differentiation.

Figure 6. Tech Spend vs Where is AI Being Deployed

What percentage of your organization's technology budget is allocated to advanced AI (e.g., generative AI, agentic AI)

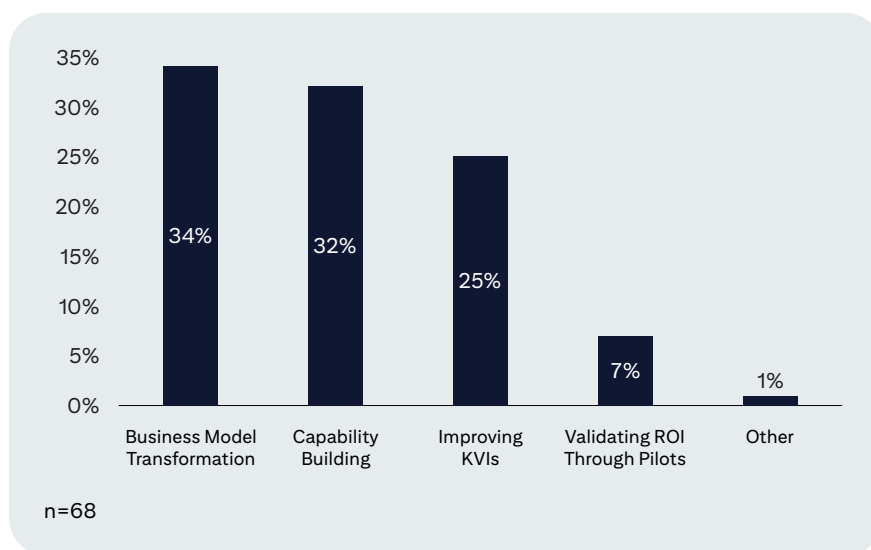
Where is agentic AI primarily being deployed today?



The data suggests that task automation remains the dominant AI deployment use case regardless of spending level, but organizations with larger AI budgets are increasingly expanding into more advanced applications such as autonomous agents.

Overall, the findings indicate that organizations typically begin their AI journeys by automating repetitive tasks and augmenting decision-making. However, as investment levels increase, attention shifts toward more sophisticated use cases, particularly autonomous agents, reflecting growing confidence in AI's ability to execute increasingly complex workflows with limited human intervention.

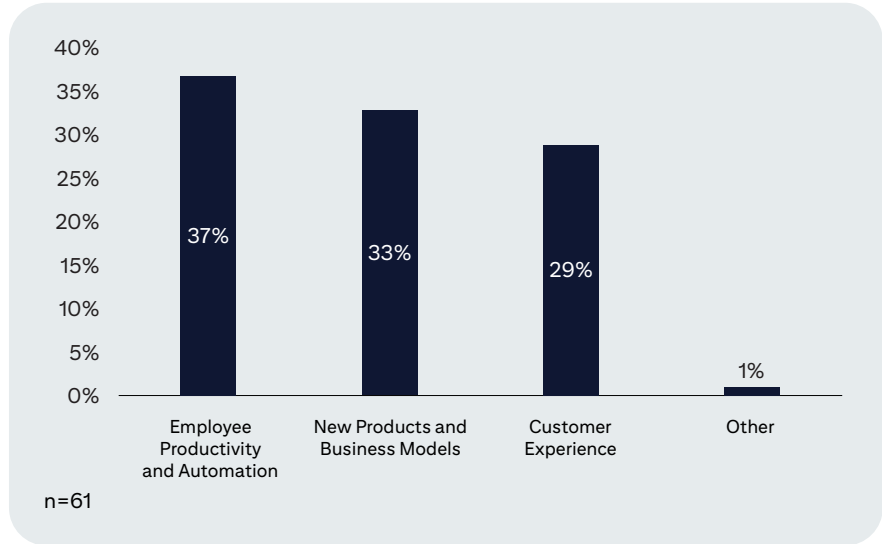
Figure 7. Which statement best describes the primary business outcome driving your organization's agentic AI investments?



Organizations' agentic AI investments are being driven primarily by business model transformation and capability building, highlighting a focus on long-term strategic advantage rather than short-term experimentation.

The largest share of respondents (34%) report that their primary objective is business model transformation, using AI to reshape processes, products, and revenue models. A further 32% are focused on capability building, reflecting continued investment in developing foundational skills and organizational readiness.

Figure 8. Over the next 3–5 years, where do you see the greatest value creation from agentic AI?



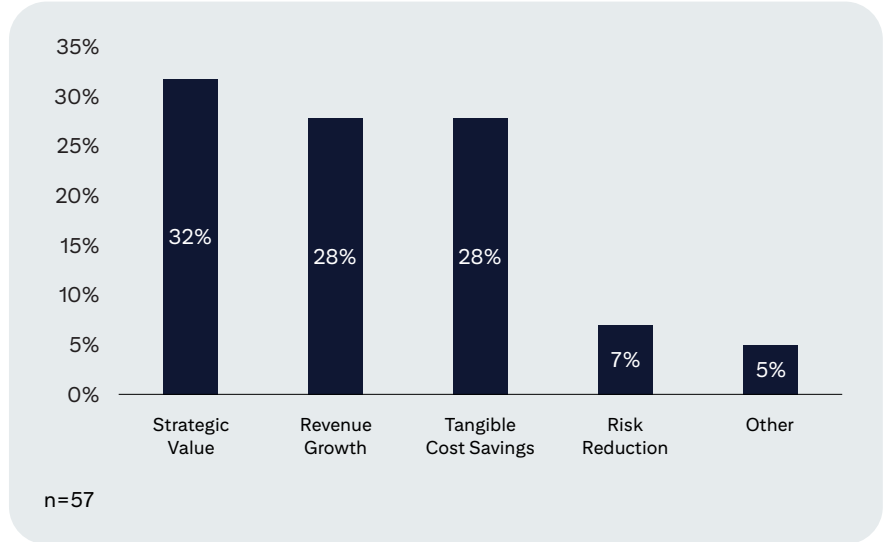
The findings shown in fig 8 show more than one-third of respondents believe the greatest value will come from automating complex tasks and augmenting employee capabilities, while a similarly large share expect AI to enable new products, services, and revenue opportunities.

Customer-facing applications also remain a major focus, reflecting expectations that agentic AI will enhance personalization, responsiveness, and overall customer experience.

Overall, the results indicate that organizations in general view agentic AI as more than a productivity tool.



Figure 9. What is the single most important metric your organization uses to evaluate AI success?



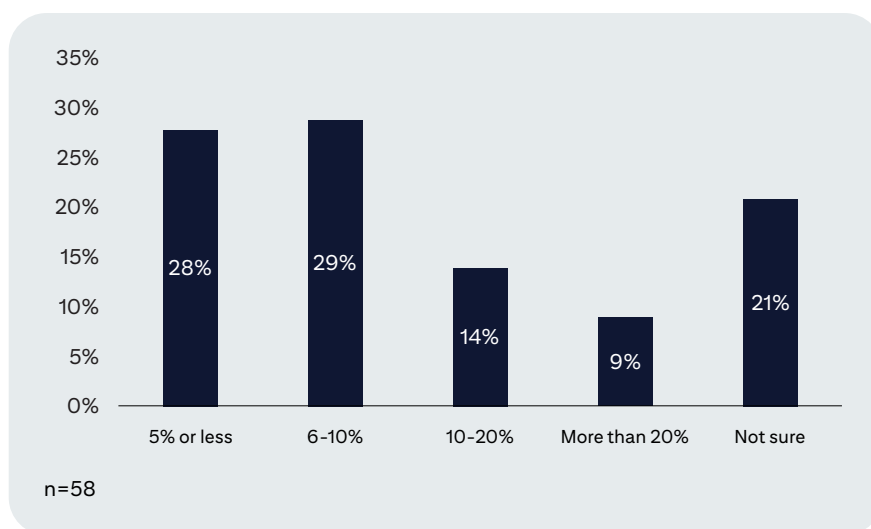
Organizations are using a mix of financial and strategic metrics to evaluate AI success, with strategic value emerging as the most widely cited measure.

Nearly one-third of respondents (32%) identify strategic value as their primary success metric, including factors such as innovation, competitive positioning, and market impact. Financial outcomes are also prominent, with revenue growth (28%) and tangible cost savings (28%) tied as the second most important measures.

By contrast, relatively few organizations prioritize risk reduction (7%) as their primary metric, while only 5% cite other measures.

Overall, the results suggest that organizations are evaluating AI on more than just immediate financial returns. While revenue generation and cost efficiencies remain critical, many leaders increasingly view AI as a strategic capability that can drive long-term competitive advantage and business transformation.

Figure 10. What percentage of your organization's technology budget is allocated to advanced AI (e.g., generative AI, agentic AI)?



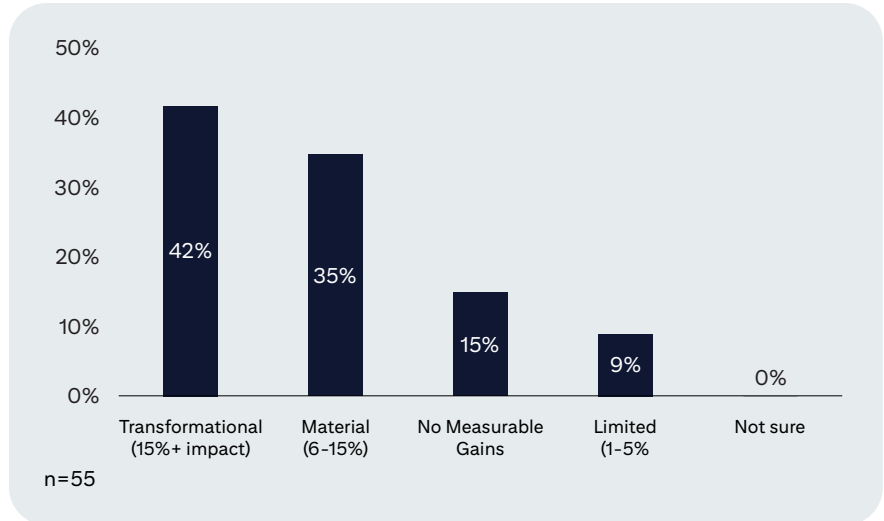
Investment in advanced AI is becoming a meaningful component of enterprise technology budgets, although spending levels remain concentrated at the lower end of the spectrum according to the Citi survey. Nearly three in five organizations allocate 10% or less of their technology budgets to advanced AI, with 29% spending 6-10% and 28% spending 5% or less.

A smaller but significant group is investing more aggressively, with 14% allocating 10-20% of technology budgets to AI and 9% dedicating more than 20%. These organizations are likely positioning AI as a core strategic priority rather than an emerging technology initiative.

Notably, 21% of respondents are unsure of the share of technology spending dedicated to AI, suggesting that AI budgets remain embedded within broader technology and business investment programs in many organizations.

Overall, the findings indicate that while most organizations are still allocating a relatively modest share of technology budgets to AI, a growing minority are making substantial investments, reflecting increasing confidence in AI's strategic importance and long-term business value.

Figure 11. What level of implied value creation (through cost reduction, employee productivity or revenue growth) would you attribute to being AI driven?



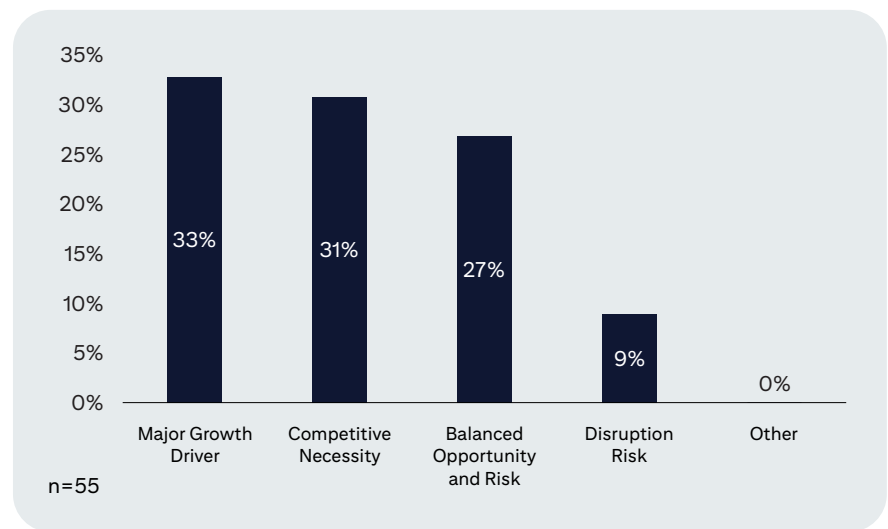
Reported value creation from AI is overwhelmingly positive, with more than three-quarters of organizations attributing material or transformational impact to their AI investments.

The largest share of respondents (42%) report transformational value creation, defined as a fundamental improvement in productivity, performance, or business outcomes.

Only 9% report limited value creation, while 15% report no measurable gains. Notably, no respondents selected “not sure,” suggesting organizations are increasingly able to at least assess the impact of their AI initiatives.

Overall, the findings indicate that AI is moving beyond experimentation and delivering tangible business value for many organizations, with over three-quarters reporting gains that extend well beyond small efficiency improvements.

Figure 12. How do you primarily view advanced AI over the next five years?



Organizations overwhelmingly seem to view advanced AI as a strategic opportunity rather than a threat. Nearly two-thirds of respondents see AI as either a Major Growth Driver (33%) or a Competitive Necessity (31%), highlighting the extent to which AI is becoming central to business strategy and future competitiveness.

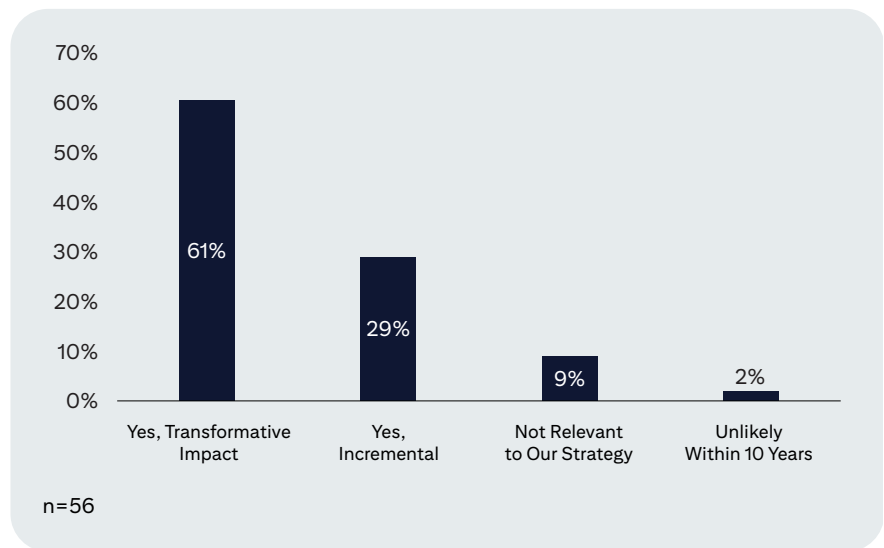
The largest share of respondents (33%) view advanced AI as a Major Growth Driver, reflecting expectations that AI will create new revenue opportunities, strengthen competitive advantage, and enable new products, services, and business models. This suggests that many organizations are moving beyond efficiency-focused use cases and increasingly see AI as a catalyst for long-term growth.

A further 31% regard AI as a Competitive Necessity, indicating that adoption is increasingly viewed as essential to maintaining market position. For these organizations, the risk lies not in adopting AI, but in falling behind competitors that do.

Meanwhile, 27% take a more balanced perspective, recognizing both the significant opportunities and the operational, regulatory, and governance challenges associated with AI deployment. Only 9% primarily view AI as a Disruption Risk.

Overall, the findings reveal broad optimism. Organizations largely expect advanced AI to shape competitive dynamics over the next five years, with most viewing it as either a key growth engine or a requirement for remaining competitive.

Figure 13. Do you believe Artificial General Intelligence (AGI) will materially impact your industry over the next 10 years?



Expectations for the long-term impact of AGI are overwhelmingly positive, with most organizations surveyed anticipating that it will materially reshape their industries over the coming decade.

A clear majority of respondents (61%) believe AGI will have a transformative impact, fundamentally changing business models, workforce structures, and competitive dynamics. A further 29% expect AGI to deliver incremental improvements, enhancing productivity and decision-making without fundamentally disrupting their sector.

Only 9% say AGI is not currently relevant to their strategy, while just 2% believe AGI is unlikely to have a material impact within the next ten years.

Overall, the results reveal strong conviction that increasingly capable AI systems will become a major force in shaping industry outcomes.

With 90% of respondents expecting either transformational or incremental impact, organizations appear to be planning for a future in which advanced AI plays a central role in competitiveness, growth, and innovation.

Endnotes

- ¹ Agrawal, A., Brynjolfsson, E., & Korinek, A. (eds.) (2025), *The Economics of Transformative AI*, University of Chicago Press/NBER.
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- ¹⁰ Tambe, P., Hitt, L., Rock, D. & Brynjolfsson, E. (2020), *Digital Capital and Superstar Firms*, NBER Working Paper No. 28285.
- ¹¹ Athey, S. & Scott Morton, F. (2025), *Artificial Intelligence, Competition, and Welfare*, in *The Economics of Transformative AI*.
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