



'26 INVESTOR
DAY

Jane Fraser

Chair and Chief Executive Officer

Delivering higher, durable returns



Expect to be within this range for both 2027 and 2028

Expect to reach this range over the medium term

A bank for the decade ahead

STRATEGY AND GROWTH

- ✓ Focused our model on five interconnected businesses
- ✓ Invested in businesses to drive performance
- ✓ Reduced management layers to enable faster decision making
- ✓ Completed nearly all consumer divestitures; Mexico and Poland well advanced⁽¹⁾
- ✓ **Delivered record revenues and stronger returns**

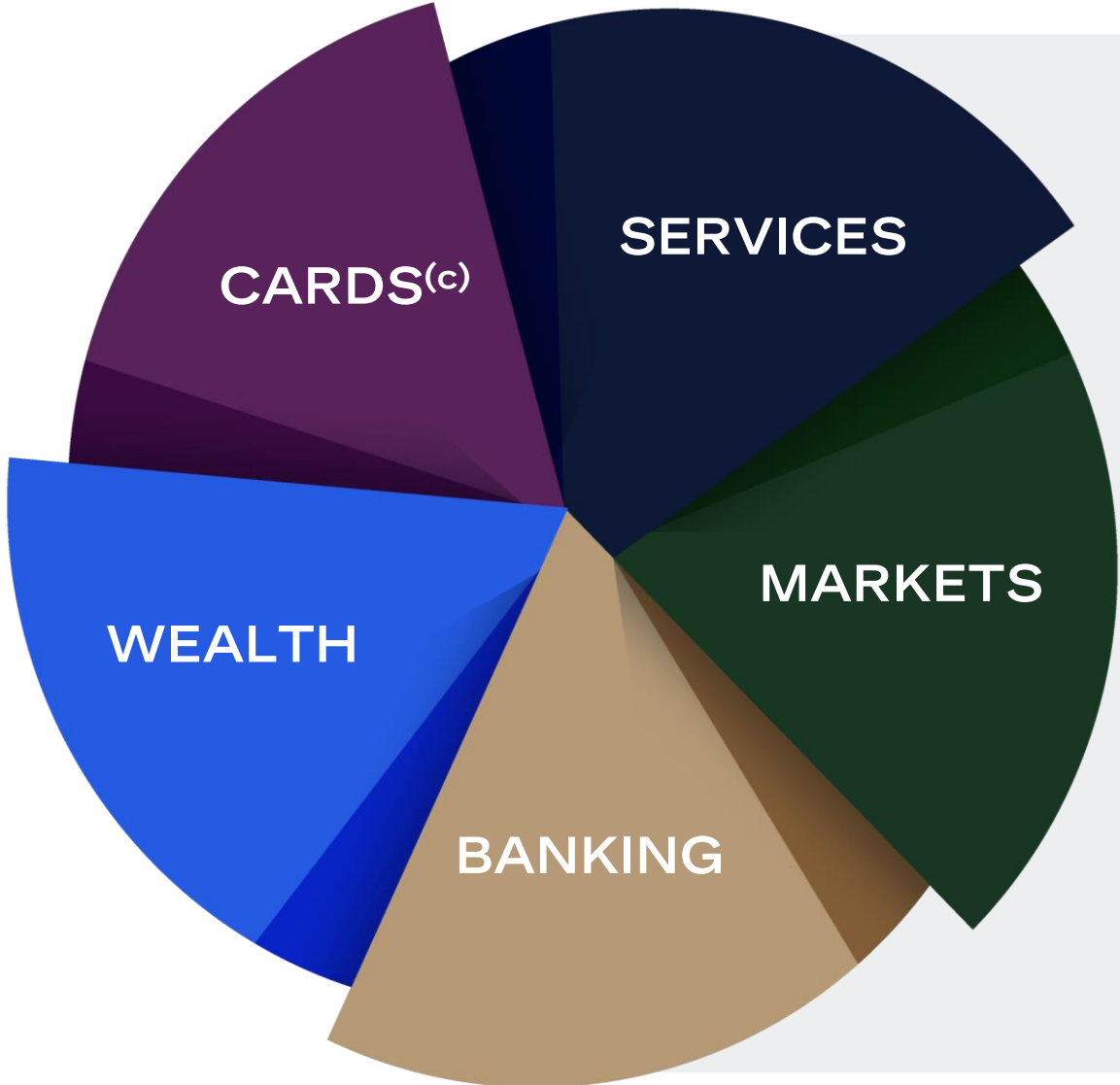
TRANSFORMATION

- ✓ Modernized infrastructure
- ✓ Meaningfully reduced risk profile
- ✓ Simpler data architecture
- ✓ More automated and preventative control environment
- ✓ **90% of work at or nearly at Citi's target state**

CULTURE AND TALENT

- ✓ Reset leadership team; operators running the bank
- ✓ Reset culture; drive and accountability are central
- ✓ Instilled more rigor and discipline
- ✓ Strengthened alignment with shareholders
- ✓ **Became a destination of choice for top talent**

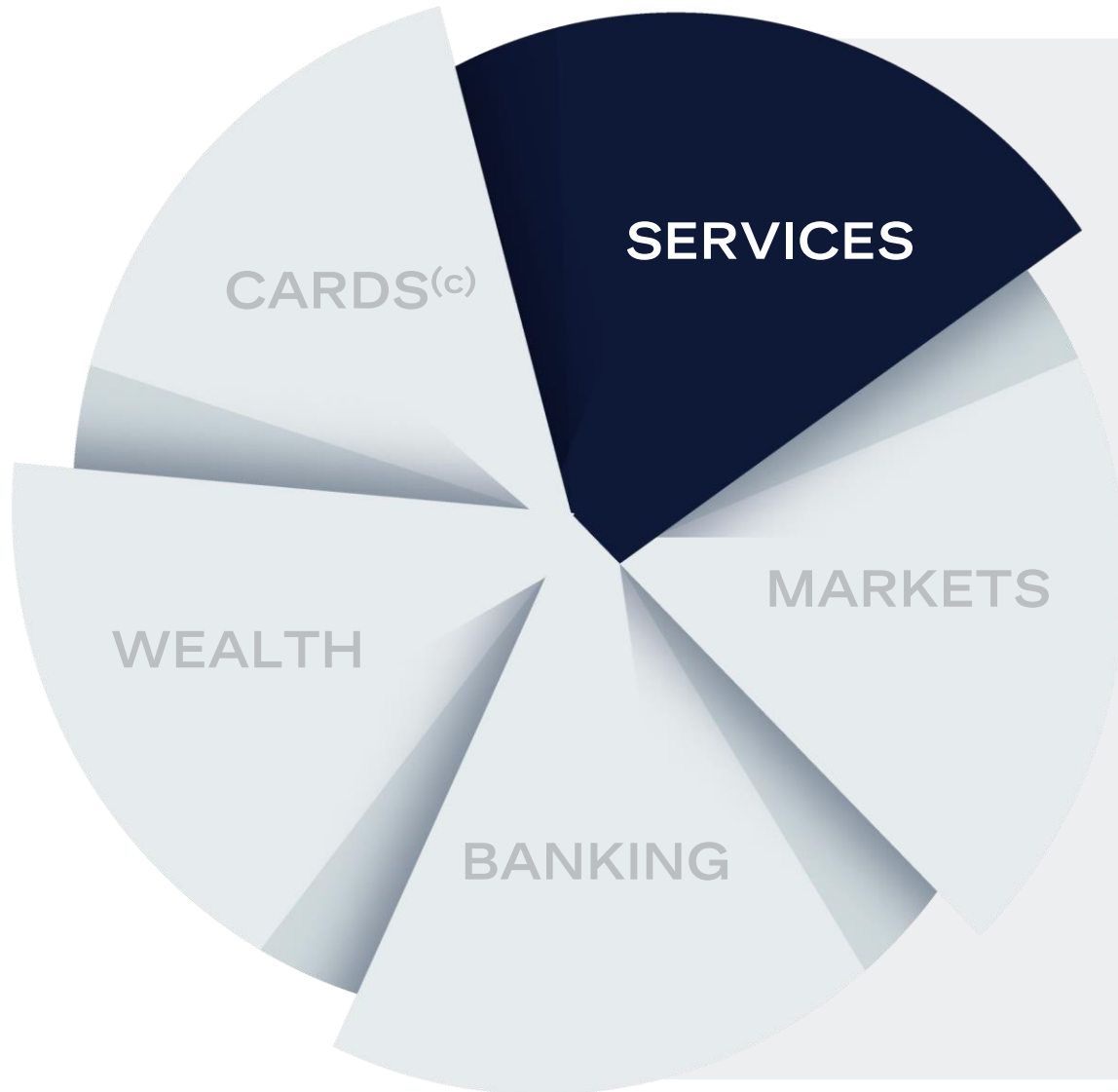
Resilient model delivering durable results



2025 PERFORMANCE

- Delivered record revenues of \$86.4 billion, ex-notable item⁽¹⁾
- Continued to drive positive operating leverage for second year in a row
- Improved returns by nearly *200bps*, ex-notable items^(1,2)
- Returned \$17.6 billion of capital to common shareholders

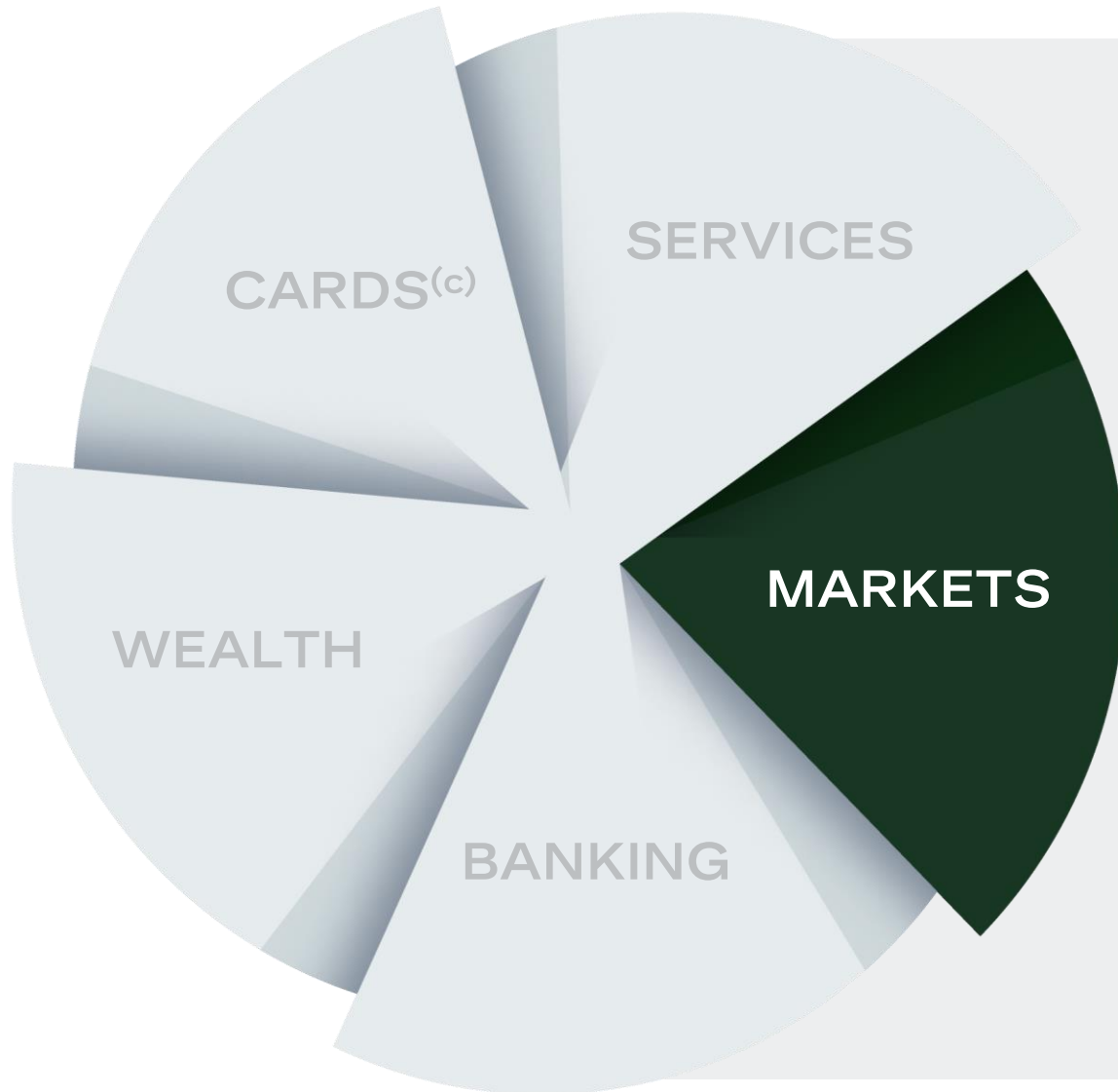
Footnotes begin on Slide 17.



AT TARGET, SUSTAIN GROWTH

- Market-leading, irreplicable model
- Innovate and invest to retain leadership position
- Continue building next-gen platforms
- Deepen client relationships, expand into more high-growth segments

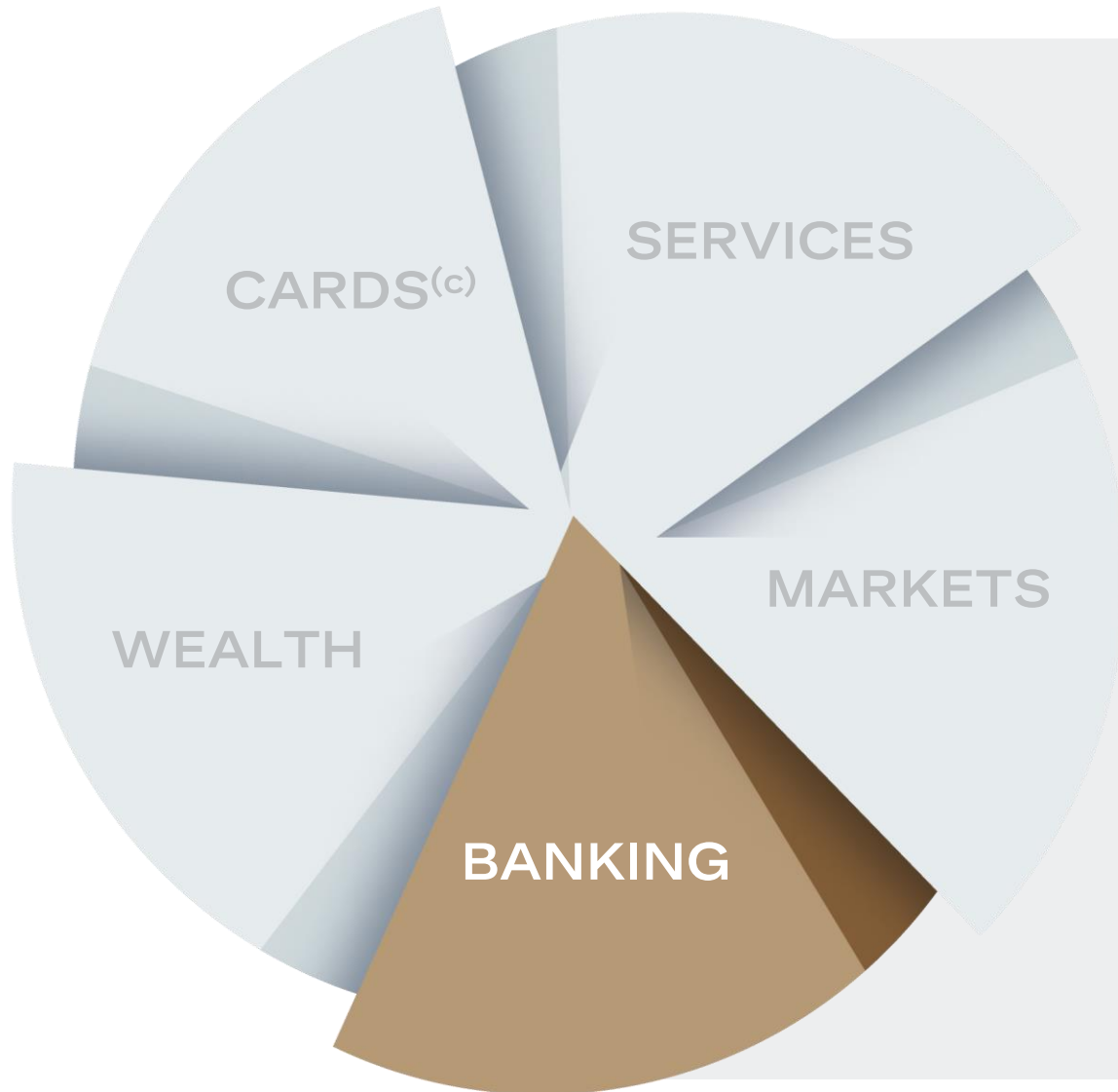
TTS: #1 Globally with Large Corporates⁽¹⁾
#3 Issuer Services⁽²⁾
#4 Investor Services⁽³⁾



NEAR TARGET, WITH FURTHER UPSIDE

- Delivering stable, high-quality earnings
- Build on Fixed Income leadership, differentiated corporate client franchise
- Build Prime to take share in Equities
- Invest in platform and client capabilities

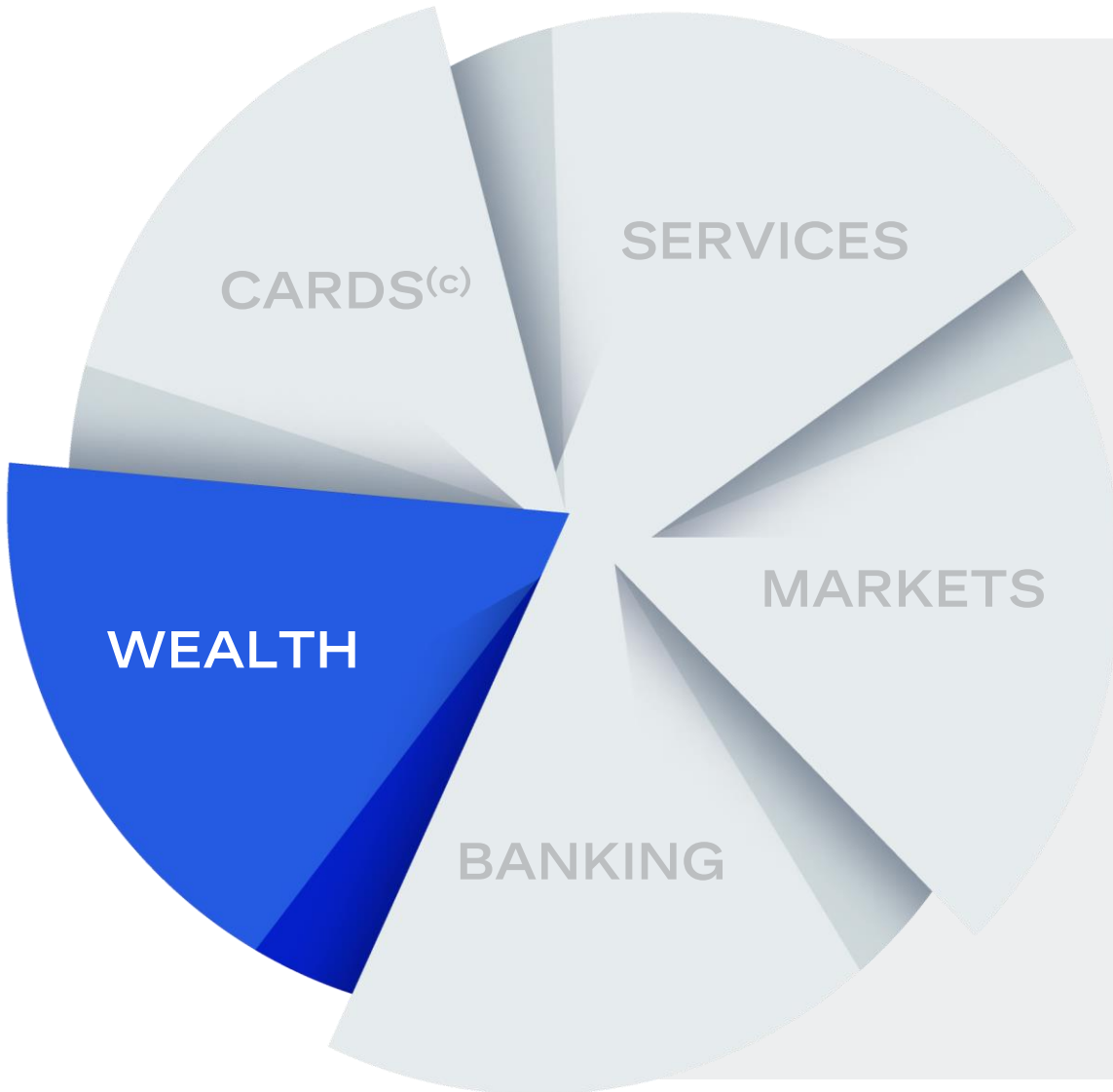
Fixed Income: #2⁽¹⁾
Equities: #6 (tied)⁽¹⁾



DRIVE TO PEER-LEVEL RETURNS

- Become a top-tier Investment Banking franchise
- Leverage Corporate Bank, at the heart of client relationships
- Lean into Commercial Bank as acquisition engine, with emphasis on North America growth
- Continue operating with focus and discipline to deliver more high-value business

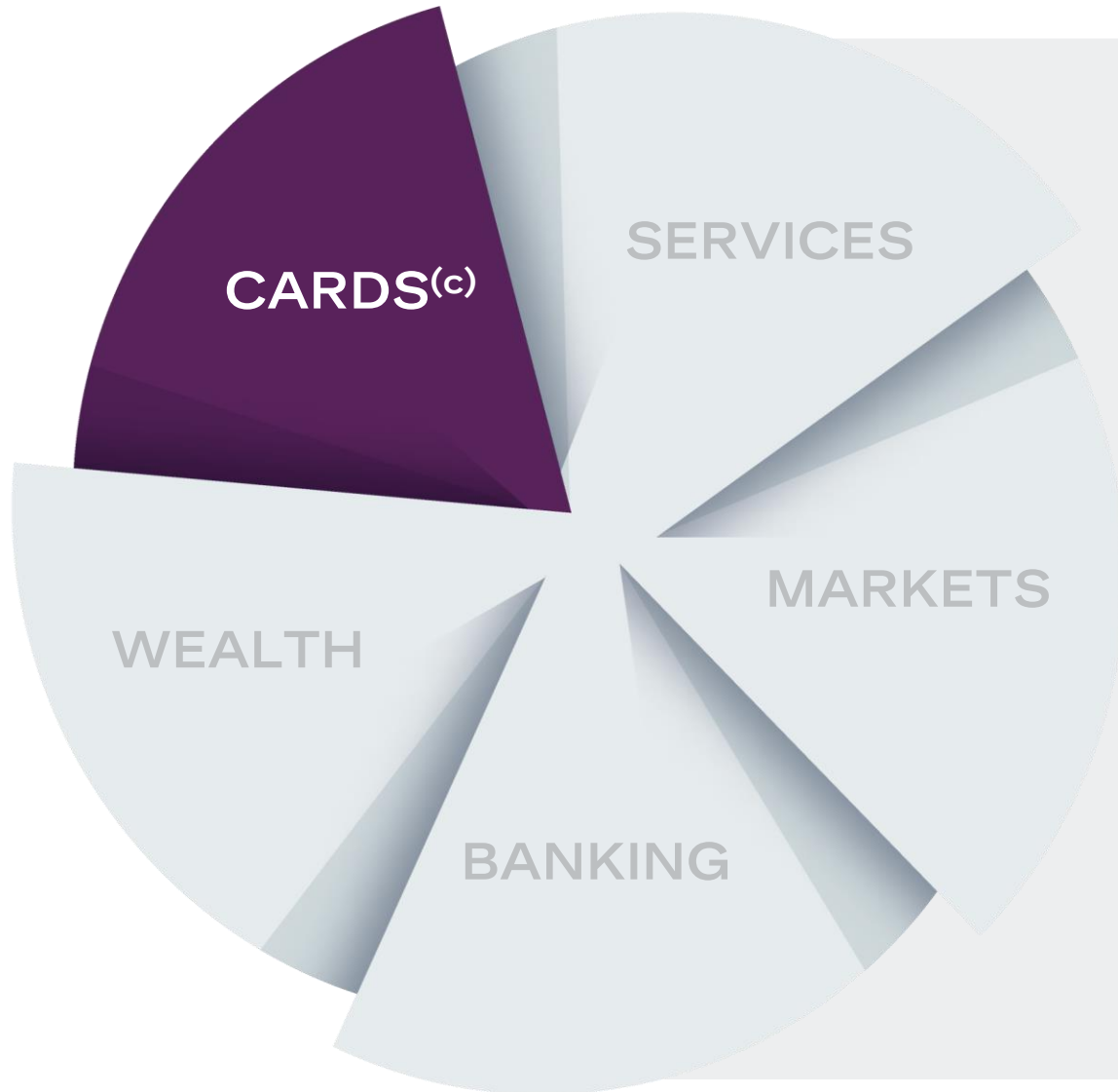
#5 IB Rank, 70bps wallet share gains since 2022⁽¹⁾



CONTINUE PATH TO TARGET

- Capture \$5 trillion in held-away assets, including \$3 trillion in U.S. Retail and Citigold^(1,2)
- Invest in advisor productivity, data and AI
- Strengthen Retail Bank for profitability, managing totality of U.S. consumer deposits
- Build deeper funding base, higher fee income

#1 Family Office Private Bank⁽³⁾
25% of Global Billionaires⁽⁴⁾
~650K Wealth clients⁽⁵⁾



NEAR TARGET, INVEST TO GROW

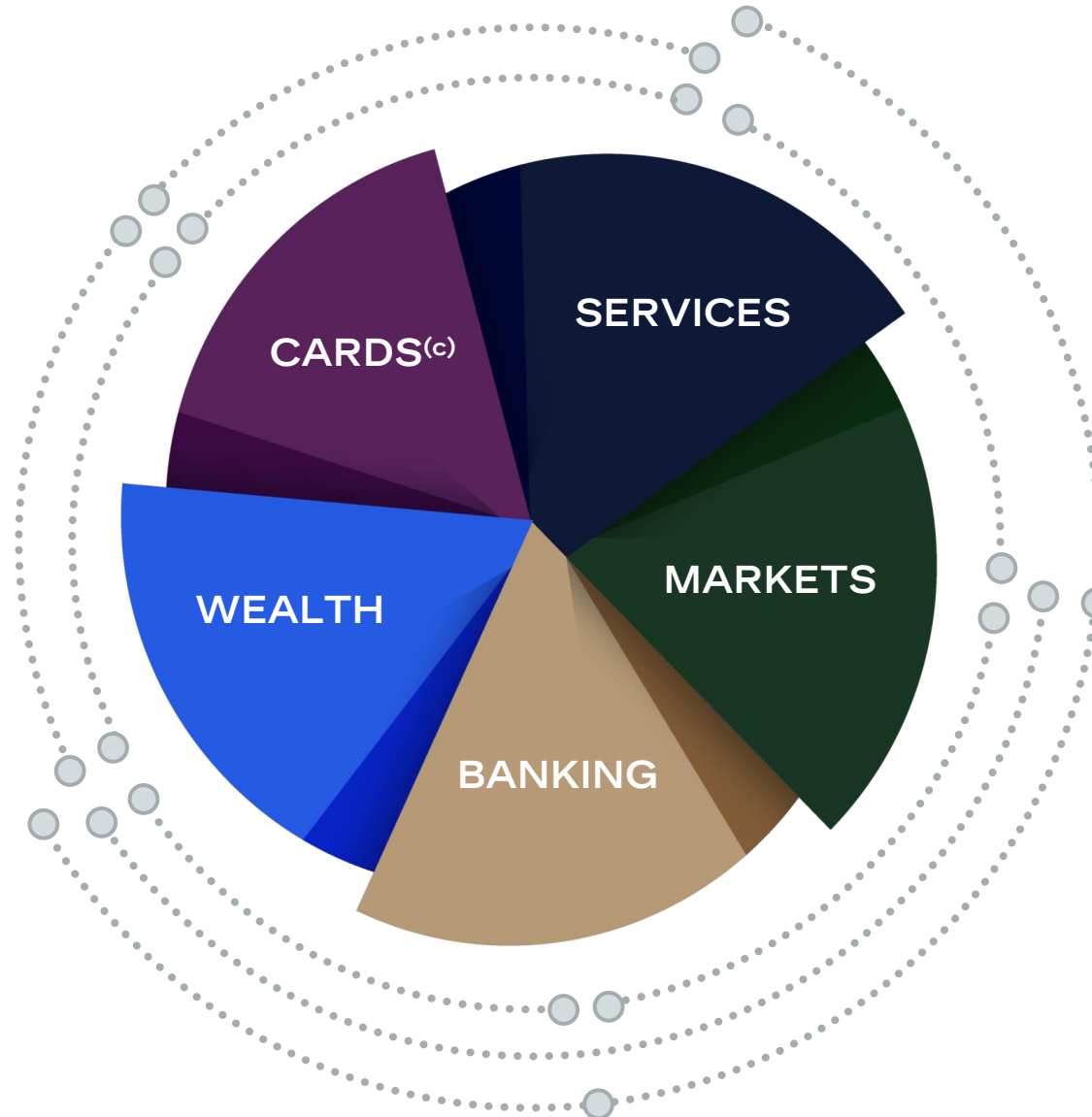
- Core, high-returning business
- Grow General Purpose cards through marketing, partnerships, innovations
- Optimize Private Label portfolio
- Continue investing in AI end-to-end, from acquisition, underwriting, servicing, and engagement

#3 U.S. Card Issuer⁽¹⁾
Serving over 70 million customers

Distinguishing value to clients

DELIVERY

- Unified client coverage teams
- A single Client Relationship Management platform
- Cross-business forums to align priorities
- Enterprise-wide account planning
- Structured referral model
- Incentives to promote total client revenue capture



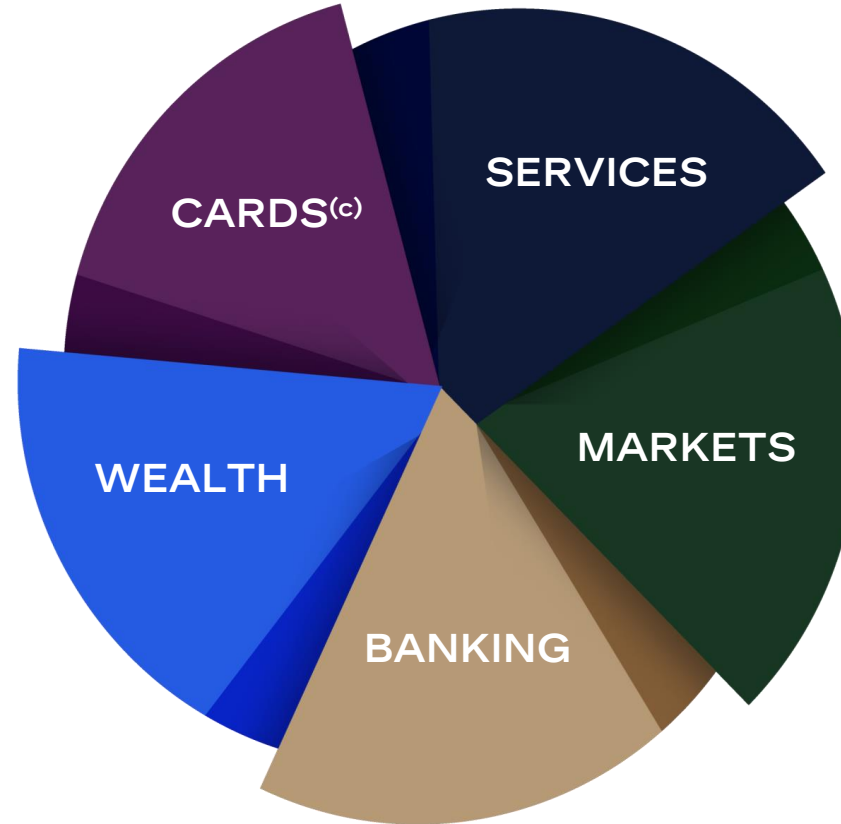
SYNERGIES

- Primary and secondary capital markets activities
- Liquidity management, hedging and issuer services for Banking clients
- FX component of Services products
- Capital markets solutions for Wealth clients, wealth management for Banking clients
- Card relationships for Wealth clients

A highly resilient bank

OPERATIONAL

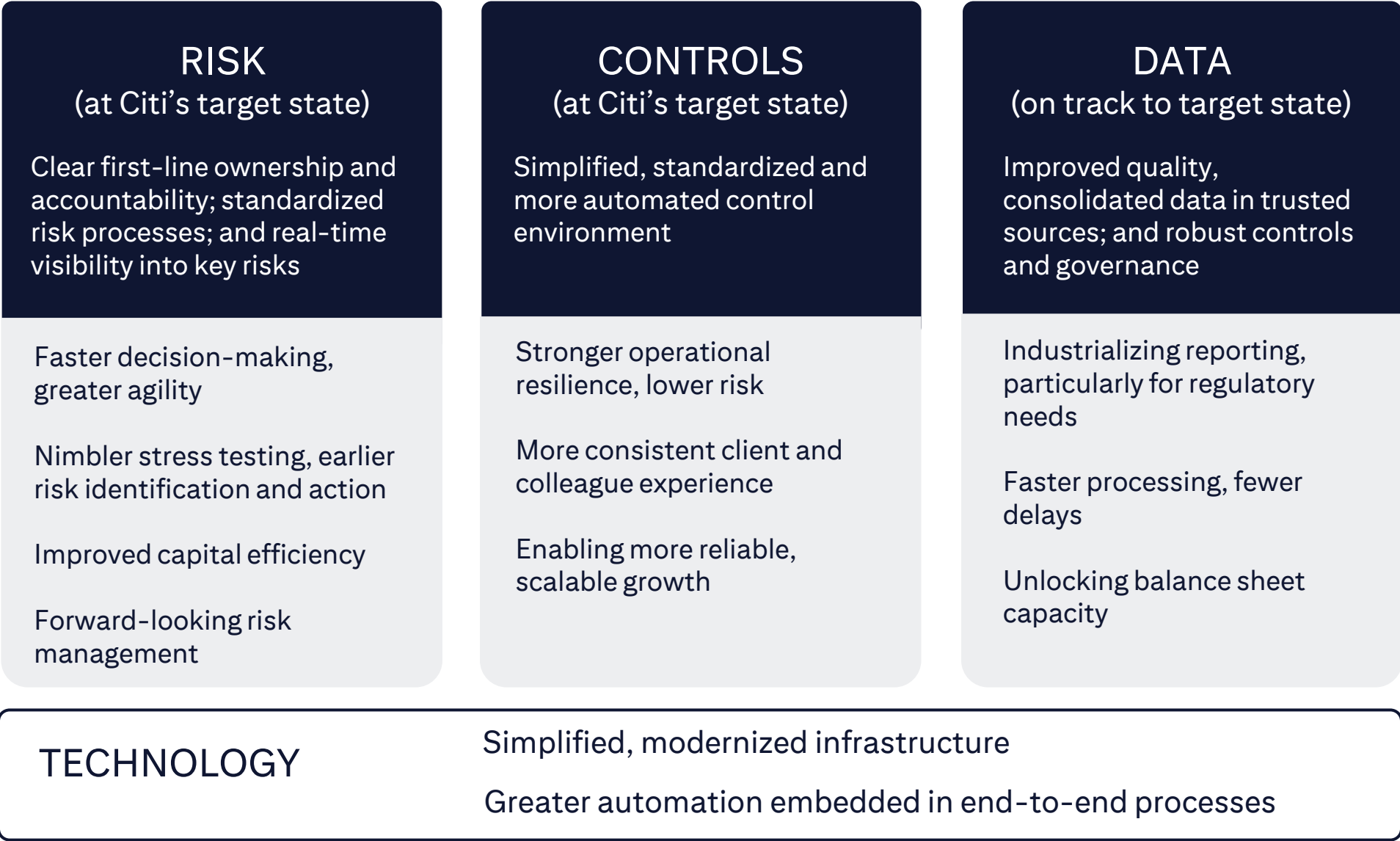
- Proven continuity through conflict and disruption
- Supporting clients as supply chains reconfigure
- Flight to quality in times of stress
- On-the-ground presence that differentiates us globally
 - Unique insights and experience
 - Ingenuity in addressing client challenges



FINANCIAL

- Well-capitalized and well-reserved
- Durable balance sheet with strong liquidity
- Disciplined risk management
- High-quality client base
 - ~80% of wholesale exposure investment grade
 - 85% of U.S. card portfolio prime

Transform to compete



AI: Strategic, scaled, responsible deployment

Business strategy
and revenue
growth

Building a hyper-personalized, proactive, always-on client experience at a lower cost to serve

AI-powered virtual wealth advisors

Enabling agentic commerce capabilities for identifying and completing purchases

Productivity
and process
transformation

Reimagining our most complex processes to drive efficiencies and reduce risk

Transforming KYC processes to accelerate client onboarding

4x increase in wholesale credit underwriting processing

Defensive
capabilities

Protecting our firm and our clients

Cutting-edge, AI-powered cyber and fraud capabilities

Strengthening AML investigations and sanctions compliance

Talent and
workforce
evolution

Enabling our people to work differently, unlocking potential at scale

180,000 employees in *85⁽¹⁾* countries with access to proprietary tools

AI-assisted code reviews freeing *~100,000* hours of capacity weekly

Delivering higher, durable returns



Business investments to drive performance

Footnotes begin on Slide 17.

A consistent vision for Citi

Be the *preeminent* banking partner for institutions with *cross-border* needs, a global leader in *wealth* management and a valued *personal bank* in our home market

Certain statements in this presentation are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, including statements made orally by Citi’s management. Such statements may be identified by words such as believe, expect, anticipate, intend, estimate, may increase, may fluctuate, target, outlook, guidance and illustrative, and similar expressions or future or conditional verbs such as will, should, would and could. These statements are based on management's current expectations and are subject to uncertainty and changes in circumstances. These statements are not guarantees of future results or occurrences. Actual results and capital and other financial condition may differ materially from those included in these statements due to a variety of factors. These factors include, among others: (i) macroeconomic, geopolitical and other challenges and uncertainties, including impacts related to the conflict in the Middle East and resulting disruptions to energy and other commodities markets and supply chains; elevated inflation, slowing economic growth and increases in unemployment rates; changes in U.S. laws or policies; and changes in interest rates and monetary policies; (ii) the execution and efficacy of Citi’s initiatives to achieve its simplification, transformation and enhanced firm and business performance priorities; and (iii) the precautionary statements included in this presentation. These factors also consist of those contained in Citigroup's filings with the U.S. Securities and Exchange Commission, including without limitation the “Risk Factors” section of Citigroup’s 2025 Form 10-K. Any forward-looking statements made by or on behalf of Citigroup speak only as to the date they are made, and Citi does not undertake to update forward-looking statements to reflect the impact of circumstances or events that arise after the date the forward-looking statements were made.

Footnotes

Global

- a. 2026, near-term and medium-term Return on Tangible Common Equity (RoTCE) targets are forward-looking non-GAAP financial measures and subject to macro and market conditions. Citi defines the near-term period as 2027-2028 and expects to be within the near-term RoTCE range for both 2027 and 2028. Citi defines the medium-term period as 2029-2031 and expects to reach the medium-term RoTCE range over the medium term. From time to time, management may discuss forward-looking non-GAAP financial measures, such as forward-looking estimates or targets for revenue, expenses and RoTCE. We are unable to provide a reconciliation of forward-looking non-GAAP financial measures to their most directly comparable GAAP financial measures because we are unable to provide, without unreasonable effort, a meaningful or accurate calculation or estimation of amounts that would be necessary for the reconciliation due to the complexity and inherent difficulty in forecasting and quantifying future amounts or when they may occur. Such unavailable information could be significant for future results.
- b. Near-term results ex-notable item is a forward-looking non-GAAP financial measure, is subject to macro and market conditions and refers to the anticipated financial impacts to Citi's results related to the deconsolidation of Banamex, which are expected to include the cumulative translation adjustment (CTA) loss attributable to Banamex and its consolidated subsidiaries, transaction related costs, and other operating expenses recognized upon deconsolidation. From time to time, management may discuss forward-looking non-GAAP financial measures, such as forward-looking estimates or targets for revenue, expenses and RoTCE. We are unable to provide a reconciliation of forward-looking non-GAAP financial measures to their most directly comparable GAAP financial measures because we are unable to provide, without unreasonable effort, a meaningful or accurate calculation or estimation of amounts that would be necessary for the reconciliation due to the complexity and inherent difficulty in forecasting and quantifying future amounts or when they may occur. Such unavailable information could be significant for future results.
- c. "Cards" refers to U.S. Consumer Cards.

Slide 3

1. Represents consumer banking businesses and certain other businesses in All Other – Legacy Franchises that Citi has exited or is exiting across 14 markets in Asia, Europe, the Middle East and Mexico as part of Citi's strategic refresh.

Slide 4

1. Results "ex-notable item(s)" is a non-GAAP financial measure and exclude (i) the loss on sale in 4Q25 of \$1.2 billion (\$1.1 billion after-tax), recognized as a reduction of Other Revenue related to the "held for sale" accounting treatment of Citi's plan to sell AO Citibank; and (ii) the 3Q25 impact of the goodwill impairment of approximately \$726 million in operating expenses (approximately \$714 million after-tax) related to Citi's agreement to sell a 25% equity stake in Banamex. For a reconciliation to reported results, please refer to Citi's Form 8-K furnished with the U.S. Securities and Exchange Commission on April 3, 2026.
2. Return on Tangible Common Equity (RoTCE) is a non-GAAP financial measure. RoTCE represents annualized net income available to common shareholders as a percentage of average TCE. For a reconciliation to reported results, please refer to Citi's Form 8-K furnished with the U.S. Securities and Exchange Commission on April 3, 2026.

Slide 5

1. Source: Coalition Greenwich Global Competitor Benchmarking Analytics for FY25. Results are based upon Citi's internal product taxonomy, Citi's internal revenues, and Large Corporate & FI Client Segment. Market share is calculated using Citi-internal revenues and Coalition Greenwich's Industry Revenue Pools for Large Corporate & FI Client Segment. Peer Group in industry ranking includes BAC, BARC, BNPP, DB, HSBC, JPM, MUFG, SG, SCB, USB and WFC.
2. Source: Coalition Greenwich Global Competitor Benchmarking Analytics for FY25. Results are based upon Citi's internal product taxonomy and Citi's internal revenues. Market share is calculated using Citi-internal revenues and Coalition Greenwich's Industry Revenue Pools. Peer Group in industry ranking includes BBH, BNPP, BNY, CACEIS, Computershare, DB, HSBC, JPM, NT, RBC, SCB, SG, STT, UMB Bank, USB, Wilmington Trust and WSFS.
3. Source: Coalition Greenwich Global Competitor Benchmarking Analytics for FY25. Results are based upon Citi's internal product taxonomy and Citi's internal revenues. Market share is calculated using Citi-internal revenues and Coalition Greenwich's Industry Revenue Pools. Peer Group in industry ranking includes BBH, BNPP, BNY, CACEIS, DB, HSBC, JPM, NT, RBC, SCB, SG, and STT.

Footnotes (cont.)

Slide 6

1. Source: Coalition Greenwich Competitor Benchmarking Analytics for FY25. Results are based upon Citi's internal product taxonomy and Citi's internal revenues post exclusions for non-comparable items. Market share is rounded and calculated using Citi internal revenues and Coalition Greenwich's Industry Revenue Pools. Peer Group in industry ranking includes BAC, BARC, BNPP, DB, GS, HSBC, JPM, MS, SG, UBS and WFC.

Slide 7

1. Source: Based on external Dealogic data as of March 31, 2026. Represents the change in Investment Banking wallet share (in basis points) in 2025 compared to 2022. Share gains rounded to the nearest 5 basis points.

Slide 8

1. \$5T Off-Ups Opportunity refers to the estimated total market size or potential revenue/asset generation from Wealth clients or transactions not currently serviced by or conducted through Global Citi Wealth existing platforms, products, or services. Estimated total market size derived from 3rd party sources (Source: Equifax IXI), internal Citi data, client self-disclosed data and internal estimates. Data is subject to further changes, including changes in methodology.
2. \$3T Off-Ups Opportunity refers to the estimated total market size or potential revenue/asset generation from clients or transactions not currently serviced by or conducted through U.S. Retail Bank and U.S. Citigold platforms, products, or services. Estimated total market size derived from 3rd party sources (Source: Equifax IXI), internal Citi data, client self-disclosed data and internal estimates. Data is subject to further changes, including possible changes in methodology.
3. Source: The Banker 2025. Awarded distinction as "Best Private Bank for Family Offices 2025" by PWM (Professional Wealth Management).
4. Client penetration among global billionaires is based on Citi's figures using Forbes estimate of total billionaire population.
5. ~650K Wealth relationships across Citi Private Bank, Citigold (U.S. and International) and Wealth at Work. The total client amount for the Wealth business segment is ~6.2 million, consisting of ~3.5 million U.S. Retail Banking clients, ~2.0 million International & Retail Cards clients and ~650K Wealth relationships.

Slide 9

1. Source: Based on period end loans as of December 31, 2025 from Transunion. Includes General Purpose and Private Label Credit Cards.

Slide 13

1. Represents both countries and jurisdictions.