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# Artificial Intelligence

## Enterprise Technology Leadership Keynote – Day 1 Citi Global TMT Conference Takeaways

**CITI'S TAKE**

We hosted Tim Ryan, Citi's Head of Technology and Business Enablement, for a keynote session on September 8, 2026, at our Global TMT Conference in NYC, moderated by Heath Terry. The discussion offered a ground-level view of how large financial institutions are operationalizing AI at scale, spanning infrastructure modernization, workforce transformation, and the emerging shift from efficiency to revenue generation. Key takeaways below.

Heath Terry[AC]

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**AI driving measurable outcomes, with the narrative shifting toward growth.** Enterprise AI adoption at scale is increasingly producing demonstrable productivity outcomes, significant compression in software development lifecycle timelines, process redesign across compliance-heavy workflows such as KYC, reconciliations, and credit underwriting, and meaningful recapture of engineering capacity. Importantly, AI-freed capacity (e.g. 100K engineer-hours per week) is being redeployed into revenue-generating and client-facing applications rather than absorbed purely as cost reduction, reflecting a broader maturation of the enterprise AI value proposition.

**Modernization as the foundation for AI scale.** Legacy application retirement and platform simplification remain prerequisite investments for enterprises seeking to scale AI effectively. Retiring legacy applications, a process that leading institutions have compressed from months to days, frees capital, lowers operational risk, and creates the clean infrastructure layer that AI deployment requires. Cloud-enabled risk management platforms, modern data repositories for regulatory reporting, and digital client-facing interfaces represent the categories attracting the most meaningful near-term investment. Buyers are increasingly selecting platforms based on multi-year growth trajectory rather than marginal near-term performance advantages.

**Model-agnostic and security-first on build vs. buy.** Enterprise technology buyers are adopting a model-agnostic posture, working across multiple frontier and open-source AI providers to preserve optionality, minimize lock-in, and access the lowest cost-per-task model at any given time. For external software purchases, the evaluation framework centers on scalability, security standards, performance, and differentiation, with a bias toward in-house build where genuine competitive differentiation is achievable. Security is consistently cited as a prerequisite rather than a secondary consideration. Enterprises continue to favor hybrid on-

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premises/public cloud architectures, with allocation decisions driven by economics, data sovereignty requirements, and client latency needs.