

We are built on the principles of **integrity** and **transparency**. By **being open** and being efficient in our **operations**, we demonstrate our commitment to corporate citizenship.



## **Global Citizenship Report 2010**



Last year, when I signed our commitment to the UN Global Compact – a set of ten principles on environment, labor, human rights and anti-corruption – I did it primarily to support our cause: promoting Responsible Finance.

We are a truly global bank and the Compact brings together signatories – large and small companies – from all over the world, all willing to be bound by the same inclusive principles of responsibility.

Banks are an integral part of every economy and every society. Our role is not merely to further people's material well-being – though that is vitally important. The value of banks runs deeper. Human rights and democracy reach their full potential only where there is economic inclusion for all. That in turn requires financial inclusion – access to basic financial products and services.

We approach financial inclusion through what we call Responsible Finance. This is the unifying idea on which we have rebuilt and reorganized our bank in the wake of the financial crisis. It has three key pillars of responsibility: to customers, the financial system, and to the broader community.

Before we enter into any transaction, we ask ourselves three questions: Is it in the best interest of our customer? Is it systemically responsible? And does this create economic value? The answer to each must be an overwhelming “yes.”



**VIKRAM PANDIT**  
Chief Executive Officer  
Citigroup Inc.

From innovative programs that have helped more than one million Americans in their efforts to avoid potential foreclosure (see page 10) to a new, disciplined approach to risk management, Responsible Finance is being ingrained throughout Citi's practices and culture, globally.

Responsible Finance is partly about the bottom line. No one wants to see another crisis. Also, our shareholders expect – and have every right to expect the company to be profitable and well-managed.

But it's also about our responsibilities to the communities we serve. It's a natural fit for us to put our money, talent, experience and products to work in communities where access to financial services is limited, and to strive to include more people in the financial system.

An inclusive society depends on disclosure, one of the conditions of the Global Compact to which we recommit. This, our 11<sup>th</sup> annual Global Citizenship Report provides the evidence that we are not only fulfilling our commitments but willing to talk about the considerable challenges we face in promoting Responsible Finance.

I look forward to your comments and feedback.

## ABOUT CITI

Citi works tirelessly to serve individuals, communities, institutions and nations. With 200 years of experience meeting the world's toughest challenges and seizing its greatest opportunities, we strive to create the best outcomes for our clients and customers with financial solutions that are simple, creative and responsible. An institution connecting over 1,000 cities, 160 countries and millions of people, we are your global bank; we are Citi.

2010 was a turning point for Citigroup. We achieved our primary goal of returning to profitability, posting positive net income in each quarter, a full-year profit of \$10.6 billion and a \$14.9 billion profit in the core businesses that will determine our company's future. The U.S. government sold its shares of common stock in our company – in the process earning the taxpayers a \$12.2 billion profit on their investment. We made more progress in reducing assets in Citi Holdings than anyone expected and ended the year with Holdings constituting less than 20% of our balance sheet. We attracted top talent, including new executives to run our U.S. Consumer Bank and Cards businesses. Most importantly, we continue to execute on our strategy that we believe will enable us not only to grow but to regain our company's place as the world's premier international bank.

In 2010, we were included in the Dow Jones Sustainability Indexes (DJSI World and DJSI North America) and the FTSE4Good Index for the ninth consecutive year. Our continued inclusion reflects our leadership in setting standards in sustainable growth and in achieving exceptional environmental, social and economic performance.

## CITIZENSHIP CHALLENGES AND ACHIEVEMENTS IN 2010

### CONSUMER PROTECTION AND SUPPORT

#### Challenges

- Rebuild public trust following the financial and economic crisis
- Continue to offer practical support to customers in financial distress

#### Achievements

- Citi Community Capital provided over \$2.94 billion in financing for affordable housing in the U.S., making Citi the top lender according to Affordable Housing Finance.

- At the end of 2010, Citi was assisting more than 1.5 million credit card holders manage their card debt through a variety of modification programs.
- From January 1, 2007 through December 31, 2010, Citi helped more than 1.1 million homeowners in their efforts to avoid potential foreclosure on mortgages totaling more than \$135 billion.

### MICROFINANCE

#### Challenges

- Expand commercial support for the microfinance industry to bring financial inclusion to scale
- Encourage transparency and risk management to foster responsible growth within the sector

#### Achievements

- Expanded Grameen America partnership in New York City, providing more than 3,000 microentrepreneurs with savings accounts
- Produced the third Microfinance Banana Skins Report, which looks at risks to the microfinance industry
- Continued support for the Client Protection Principles in Microfinance, Microfinance Information eXchange (MIX) and the World Bank's Consultative Group to Assist the Poor (CGAP)
- Partnership with OPIC has provided \$246 million in funding to 29 MFIs across 16 countries by the end of 2010. These have created microloans for more than 900,000 borrowers, 92% of whom are women.

### ENVIRONMENTAL SUSTAINABILITY

#### Challenges

- Energy Efficiency – Develop scalable financing solutions for energy efficiency retrofits and distributed generation in the built environment
- Employee Engagement – Create a green employee engagement program that effectively links Citi's environmental sustainability initiatives with our 260,000 employees in over 100 countries.

## Achievements

- \$50 Billion Climate Initiative – Committed \$5.67 billion in 2010 and a cumulative \$30 billion towards Citi's \$50B Climate Initiative, over half way to our goal. 2010 financing included a \$1.4 billion structured finance deal for Shepherds Flat, which will be the largest wind farm in the world.

## ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT

### Challenges

- Balancing energy needs with good environmental risk management
- Identifying all new bankers across Citi's numerous global offices and product groups in need of ESRM training

### Achievements

- Elected to Chair the Equator Principles Steering Committee and instrumental in proposing and managing the first-ever Strategic Review of the Principles
- Provided ESRM review on 536 transactions across the company and the world

## ENVIRONMENTAL FOOTPRINT & SUPPLIERS

### Challenge

In 2010, we established a new set of environmental goals to ensure we run our operations as efficiently as possible. By 2015 (2005 base) we aim to:

- Reduce absolute GHG emissions 25 percent
- Reduce waste to landfill by 40 percent
- Reduce water use by 20 percent
- Increase the percentage of Leadership in Energy and Environmental Design (LEED) certified space to 15 percent
- Improve the energy efficiency of our property portfolio by 20 percent
- Distribute newly created Supplier Principles to Citi vendors

## Achievements

- Reduced our GHG emissions by 6.4% from 2009 level
- Increased paperless statement adoption by 25 percent since 2009
- Increased the number of LEED-certified projects around the world to 185 in 9 countries
- Adopted water-cooled mainframe technology in our data centers
- Started more than 15 local Green Teams to work on sustainability efforts across the globe
- Communicated our Supplier Principles to over 3,000 Citi preferred suppliers

## OUR PEOPLE

### Challenge

- Continue to keep employees motivated and engaged, while attracting top talent as we come out of the economic downturn

### Achievements

- Supported 53 employee-led networks with 13,000 members, promoting diversity within our business
- 85% participation in staff survey with a 67% satisfaction score
- 36.2 training hours on average per employee
- 608,953 volunteer hours

## CITI FOUNDATION

### Challenge

- While total giving increased from 2009, limited resources restricted our ability to seize additional opportunities

### Achievements

- Rolled out new impact measurement system
- Rolled out new investment planning approach designed to support our "more than philanthropy" objectives
- Received US CRA Innovation award for Self-Employment Tax Initiative

Our approach to Citizenship is part of the unifying idea on which we have structured our bank in the wake of the financial crisis. We call this Responsible Finance. The purpose is to make sure our actions are in the interests of our clients, create economic value and are systemically responsible.



Citi focuses on putting the full force of our businesses, resources, products, philanthropy and people to work to improve the communities in which we do business and to protect the natural environment on which we all depend.

**“At Citi we have a unique opportunity to make a positive impact in the more than 1,000 communities we serve around the globe. Our commitment to Responsible Finance is embedded throughout the company. We put the strength of our business, products and people to work to help improve communities and the environment around the world.”**

**– PAMELA FLAHERTY**

Director of Corporate Citizenship;  
President and CEO of the Citi Foundation

### MANAGEMENT APPROACH & MATERIALS IMPACT

The Board of Directors’ Public Affairs Committee oversees our Citizenship priorities and performance. Our businesses implement Citi’s Citizenship commitments in their daily activities, with support from specialized teams for community development, human rights, diversity, the environment, financial education and government relations.

Citi’s business practices committees, at the corporate level and in each of its business units, review business activities, sales practices, products, potential conflicts of interest, complex transactions, suitability and other reputational concerns providing guidance to ensure that Citi’s business practices meet the highest standards of ethics, integrity and professional behavior. These committees, comprised of our most senior executives, focus on reputational risk while our businesses ensure that our policies are adhered to and emphasize our commitment to the principles of Responsible Finance and protecting the franchise.

Citi’s Environmental and Social Policy Review Committee (ESPRC), which includes senior managers and subject experts from across the organization, provides guidance on environmental and social sustainability.

### CITIZENSHIP PRIORITIES

Our priorities reflect the views of our stakeholders and the risks and opportunities of our business. We keep a constant watch on economic conditions and local and global concerns, largely by engaging with our stakeholders. At the same time, we maintain an unwavering commitment to these priorities:

- Treat customers fairly and support them in times of financial difficulty. This is embodied in our commitment to Responsible Finance.
- Provide access to financial services – and the necessary, related knowledge and support – for those who would otherwise be excluded from the economic mainstream. We are committed to financial inclusion.
- Lead the industry in developing and using standards to manage the environmental and social risks of our activities; and mitigate climate change – we are directing \$50 billion over 10 years to renewable energy and energy efficiency projects.
- Provide opportunity for our global and diverse talent base to succeed; and strive to recruit and retain diverse and engaged teams around the world.

We support our Citizenship priorities with our products and services, through lending and investing, and through philanthropic investments by the Citi Foundation.

### MEASURING PERFORMANCE

We measure our performance in each of our social and environmental priority areas and, as in previous years, continue to report data to provide comparisons and show trends over time. In 2010, we reviewed the way we report. Our analysis and stakeholder feedback showed that our current format is informative and helps stakeholders understand our performance.

## GOVERNANCE

### BOARD OF DIRECTORS

As required by the New York Stock Exchange (NYSE), at least two-thirds of the members of Citi's Board of Directors are independent directors.

At the end of 2010:

- 13 of 15 directors were independent
- Two directors were female, 13 male
- Five directors – including the Chairman and the Chief Executive Officer – were Asian, Black or Hispanic.

At the end of 2010, there were six standing board committees: Audit; Risk Management and Finance; Citi Holdings Oversight; Personnel and Compensation; Nomination and Governance; and Public Affairs.

A written charter for each committee outlines the mission, membership qualifications and duties for committee members.

The Public Affairs committee is responsible for assessing our policies and programs on significant public issues, and reviewing stakeholder relationships and issues that impact Citi's reputation. It also reviews political and charitable contributions, Citi's business practices (particularly as they relate to reputation), our environmental sustainability policies and programs, and our human rights policies.

See more at: [Corporate Governance](#).

### ANTI-MONEY LAUNDERING

Money laundering undermines confidence in the international financial system. Because of our size and geographical complexity, Citi has developed detailed anti-money laundering and Know Your Client (KYC) [policies and programs](#) for its businesses globally.

### EXECUTIVE COMPENSATION

Talent is the bedrock of our strategy, and we believe it is important to have the right people and management in place to execute our plans in our highly competitive industry. Citi is committed to responsible compensation practices that compensate employees fairly and competitively in line with long-term performance metrics while upholding the principles of risk management.

We strive to be at the forefront of best practices and have made a number of changes to our compensation policies to align compensation with the company's long-term performance.

Our approach to executive compensation is based on the following principles:

- Encourage long-term profitability through the principles of Responsible Finance. The structure of compensation should reduce risks to the franchise, meet regulatory requirements, and be aligned with company-wide goals and the furtherance of risk-adjusted stockholder returns.
- Enhance Citi franchise value. Compensation should align the long-term interests of management with stockholders by having management share both the upside opportunities and downside risk.
- Facilitate competitiveness. Compensation structure and amounts, including fixed compensation, should be competitive within the global financial services market.
- Reward performance over an appropriate period. Incentives should reward sustainable individual, business unit, and company performance as well as behavior that is consistent with Citi's culture and effective risk management practices.
- Promote meritocracy by recognizing employee contributions. Individual compensation decisions should be differentiated considerably based on financial and non-financial performance and reflect current or prospective contributions to the value of Citi.

## STAKEHOLDERS AND ENGAGEMENT

**"Citi should describe its process to identify and manage emerging issues, as well as identify some of the issues that are under consideration. This will demonstrate to stakeholders that their concerns are being heard by the company."**

**- CERES STAKEHOLDER PANEL**

### STAKEHOLDER GROUPS

Our key stakeholders are investors, employees, customers, suppliers, regulators, community leaders, non-governmental organizations (NGOs), elected officials, other financial institutions and the media.

### ENGAGEMENT

We engage regularly with both individual stakeholders and institutions to share information, listen to ideas and concerns, conduct open and transparent communication, and, where possible, refine our policies and practices. We conduct regular town hall meetings and annual surveys of employees, and hold frequent meetings and discussions with our external stakeholders.

In 2010, we held a climate policy briefing for 60 bankers, clients, and external stakeholders in London to discuss the outcome of the COP15 Copenhagen climate negotiations. The theme was climate policy impacts and opportunities for key industries.

We also had numerous meetings with various investors and NGOs to discuss environmental and human rights topics such as conflict minerals, labor practices in agricultural industries, biodiversity conservation, and ecosystem services.



Also in 2010, we conducted ten “Citi Dialogues” in U.S. cities with nonprofit leaders and community advocates. Through these frank and open sessions, we learned that neighborhood revitalization, financial education and asset building remain the priority needs in local communities, while small business and microfinance issues have gained in importance.

In addition, Citi and the Citi Foundation host forums where solutions to financial inclusion and capability building are discussed (see case study page 23).

While developing this report we sought feedback from Ceres, the network of investors, environmental organizations and other public interest groups working with companies and investors to address sustainability challenges.

Ceres convened an independent group of experts on environmental, social and governance issues representing a global range of stakeholders and constituencies. This group reviewed [Citi's 2009 Citizenship Report](#) and considered whether we were reporting on our most material citizenship issues. Their feedback was used in developing the complete report and continues to influence our thinking on citizenship strategy and disclosure in general. Some of the issues raised in the discussion, and Citi's response, are outlined in the table below.

## CERES REVIEW

### Stakeholder feedback

### Citi's response

Citi should clarify that Responsible Finance is the lens by which every deal is evaluated.	Vikram Pandit's letter on pg. 1 states the three Responsible Finance questions that must be answered before entering into any transaction.
Discuss the links that Citi is forging between U.S. and global microfinance markets.	On pg. 20, we discuss a partnership with Grameen America to develop savings products for underserved communities in the United States.
Provide more details on Citi's efforts to strengthen local institutions.	Page 23 describes the Citi Network Strengthening Program, a partnership aimed at building resilience in local microfinance communities.
Describe process to identify and manage emerging issues.	Citi meets with a variety of external stakeholders, including investors and NGOs, and these engagements are detailed on pg. 6. Management of these issues is described in several parts of the Responsible Finance section starting on pg. 9.
Contribute to the methodology needed at the sectoral level to enable banks to understand and respond to human rights issues.	Citi will engage in 2011 with human rights stakeholders and our peers to understand how banks can operationalize the “Protect, Respect and Remedy” framework and Guiding Principles put forward by the UN Special Representative on Business and Human Rights.
Citi's enhanced due diligence for Mountaintop Removal (MTR) mining clients is not sufficient, and Citi should consider a policy that prohibits financing to this sector.	Citi adopted an environmental diligence process for clients engaged in MTR in 2009, and we report on our implementation of this policy annually in the Citizenship Report. Regarding a ban on financing to the sector, we believe that an approach of engagement versus divestment is the best way to promote good practices across industries.
Citi should expand Scope 3 carbon emissions to cover all sectors.	Citi reports on Scope 3 CO <sub>2</sub> emissions from power plants that we project finance, based on GHG Protocol methodology. Power plant emissions can be calculated with a small number of inputs: MW, heat rate, and fuel type. Other sectors, however, require significantly more data and inputs to estimate the CO <sub>2</sub> emissions, and thus at this time are not practical for Citi to cover.



## ETHICS AND HUMAN RIGHTS

### ETHICS

The Citi Code of Conduct, updated in 2009, outlines the laws, rules, regulations and Citi policies that govern our activities. It sets company-wide standards of ethics and business behavior. The Citi Board of Directors reviews and approves the Code each year. It is available in 25 languages [here](#).

Employees attest to the Citi Code of Conduct on joining the company and periodically complete Code of Conduct training. We introduced new training for all employees in February 2010.

A [Code of Ethics for Financial Professionals](#) supplements the Code of Conduct. It applies to all Finance Professionals and Administrative Staff in a finance role, including Controllers, Financial Planning & Analysis, Treasury, Tax, Strategy and M&A, Investor Relations and the Regional/Product teams.

Citi encourages employees to communicate their concerns openly, and we prohibit retaliatory actions against anyone who, in good faith, raises concerns or questions about ethics, discrimination or harassment, or reports suspected violations of laws, regulations or policies. We operate a toll-free global hotline available 24 hours a day, seven days a week in multiple languages for employees to raise ethical concerns. Information on how to raise a concern can be found [here](#).

Complaints can be made anonymously to the extent permitted by applicable laws and regulations, and all contacts and investigations are treated as confidentially as possible.

### HUMAN RIGHTS

We support the preservation of human rights around the world and are guided by fundamental principles such as those described in the [United Nations Universal Declaration of Human Rights](#) and the [International Labor Organization \(ILO\) Core Conventions](#). We reflect these principles in our policies and our conduct toward employees, suppliers, customers and the countries where we do business. Citi's Statement on Human Rights is available [here](#).

Our Environmental and Social Risk Management (ESRM) Policy states that ESRM-covered transactions in emerging markets should comply with the International Finance Corporation's Performance Standards on Social and Environmental Sustainability, covering issues such as the involuntary resettlement of affected people, harmful child labor and forced labor, and public consultation with affected communities.

We participated in several consultations hosted by the UN Special Representative on Business and Human Rights, John Ruggie. We support the "Protect, Respect and Remedy" framework that he developed and the U.N. Human Rights Council welcomed in 2008. This framework is based on countries having a duty to protect human rights, companies having a responsibility to respect human rights, and access to remedy for people whose human rights have been violated. We continue to follow Ruggie's work and participate in it through our leadership of the Equator Principles Association.

### PUBLIC POLICY

Citi advocates public policies that value our customers and employees while furthering Citi's efforts to benefit society and the environment through Responsible Finance. We believe these policies help everyone operate as responsible members of society and benefit the communities we serve. For example, in 2010 Citi:

- Supported efforts to reform the financial system, strengthen regulations, and better protect consumers.
- Launched a series of initiatives designed to relieve some of the pressure homeowners and credit card customers are experiencing. From January 1, 2007 through December 31, 2010, Citi has helped more than 1.1 million homeowners in their efforts to avoid potential foreclosure on mortgages totaling more than \$135 billion. Additionally, as of December 31, 2010, Citi was assisting more than 1.5 million credit card holders to manage their card debt through a variety of modification programs.
- Increased our commitment to small businesses, expanding our resources and ability to serve this crucial market. In 2010 Citi provided \$6 billion in credit to small- and mid-sized businesses, up significantly from 2009.
- Invested \$200 million in the Communities at Work Fund to help fuel small business lending in low-wealth and low-income U.S. communities.

Before we enter into any transaction, we ask ourselves three questions: Is it in the best interest of our customer? Is it systemically responsible? And does this create economic value? In every instance, the answer to all three must be yes.



This is the basis of what we call Responsible Finance – the unifying idea on which we have rebuilt and reorganized our bank in the wake of the financial crisis. It has three key pillars of responsibility: to our customers, the financial system and the broader community.

In this section we focus on our customers, their communities and the natural environment we all share.

### SERVING AND SUPPORTING CONSUMERS AND COMMUNITIES

**“Citi has always been a market leader in responsible practices on debit cards. Rather than charge customers a large fee for every debit card transaction that overdraws the account, Citi simply declines transactions at no charge when the customer lacks sufficient funds, or enrolls them in a lower cost overdraft option. We have long applauded Citi for this practice and have called on all banks to follow Citi’s lead.”\***

**– MICHAEL D. CALHOUN**  
President, Center for Responsible Lending

\*In July 2010, changes to Regulation E required all banks to follow Citi’s lead and decline ATM and debit point-of-sale transactions if the customer had insufficient funds.

### COMMUNITY DEVELOPMENT AT CITI

Citi maintains dedicated business units to invest in and support communities. In the U.S., Citi Community Development works in partnership with Citi Microfinance, Citi Community Capital, Citi Foundation, Citi’s retail businesses and many national and local community nonprofit partners to coordinate delivery of innovative products and services, targeted programs, and philanthropic funding. These collaborative efforts support financial inclusion and economic empowerment of low- and moderate-income (LMI) individuals, families and communities. Embedded across the U.S., the Community Development group also works with Citi’s businesses to provide assistance to distressed borrowers.

### THOUGHT LEADERSHIP IN FINANCIAL INCLUSION

Recent research indicates that approximately 25% of all U.S. households live in asset poverty without adequate financial resources to cover even three months of living expenses. This number rises to 35% for minority households. A lack of assets is of increasing concern because asset poverty not only contributes to economic instability, but can also hinder future aspirations, promote negative financial behaviors, and reinforce the ongoing cycle of poverty.

In September 2010, Citi and the Corporation for Enterprise Development (CFED) convened a group of civil rights organizations, including the National Urban League and National Council of La Raza, for a policy roundtable on bringing savings and other asset-building opportunities to LMI communities around the U.S. There was unanimous agreement about the need for an ongoing forum to build knowledge and work collectively to promote and amplify solutions.

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### SMALL BUSINESSES GET \$100 MILLION OF LOANS

Citi Community Capital provided \$199 million of capital through a combination of equity and loans to the **Communities at Work Fund** in 2010. By the end of 2010, the Fund had approved \$100 million in lending to small businesses in low-income U.S. communities.

The Fund provides financing through Community Development Financial Institutions (CDFIs) that lend to nonprofit and for-profit businesses underserved by traditional banks. The extra finance has benefitted CDFIs working in 39 states and Washington, D.C., helping them to advance sustainable economic development, stabilize and drive job creation and contribute to the economic recovery of community groups. CDFIs that have received loans include ACCION Texas, Cooperative Business Assistance Corporation, Self-Help Ventures Fund and New Mexico Community Loan Fund.

One borrower, Inspiration Corporation, is using the loan to develop a new 60-seat restaurant, catering, and job training facility in Chicago's East Garfield Park neighborhood. Inspiration Corporation has recruited 12 full-time employees to expand its services in addition to the 49 already on the payroll.

### PROMOTING AFFORDABLE HOMEOWNERSHIP IN THE U.S.

Since 2007, the financial crisis has affected hard-working Americans, plunging many homeowners into default and foreclosure. Losing homes in this way affects entire communities, not only the individuals involved. We work to prevent foreclosure by intervening early, providing support and advice and implementing programs to help homeowners in distress. In 2010, Citi Community Capital provided \$2.94 billion in financing for affordable housing in the U.S., making Citi the top lender according to *Affordable Housing Finance*.

### PRESERVING HOMEOWNERSHIP

Citi is committed to keeping individuals and families in their homes. The Citi Office of Homeownership Preservation (OHP) works with CitiMortgage to promote and preserve affordable homeownership in the U.S. In addition to providing sustainable, affordable mortgage loans, we work with Citi's loss mitigation units to alleviate the effects of the mortgage crisis on U.S. homeowners. The OHP works closely with community and nonprofit organizations in assisting Citi borrowers in distress to find appropriate long-term solutions.

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In 2010, the Citi OHP team participated in **142 direct borrower outreach events** in over **80 cities in 29 states** and **met with more than 8,400 borrowers**. The team conducted **29 capacity building train-the-trainer workshops for 827 housing counselors**.

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**From January 1, 2007 through December 31, 2010, Citi helped more than 1.1 million homeowners in their efforts to avoid potential foreclosure on mortgages totaling more than \$135 billion.**

## AFFORDABLE MORTGAGES

CitiMortgage (CMI) closed \$334.8 billion in affordable mortgages by the end of 2010, over \$134 billion in excess of its goal for the three-year period from 2007.

Citi has designed a variety of outreach programs and services that help borrowers at risk of default obtain guidance and assistance before they become delinquent. We provide modifications and work-out arrangements and offer the services of our expert staff to borrowers and nonprofit counseling organizations.

### Specific initiatives implemented in 2010 include:

The Citi Foreclosure Alternatives Program, a pilot initiative in six states that allows distressed CMI borrowers to avoid foreclosure and remain in their homes for up to six months by agreeing to sign over their property deeds to CMI at the end of that period. During the program, Citi provides relocation counseling by trained professionals and will cover certain monthly property expenses if the borrower can no longer afford them.

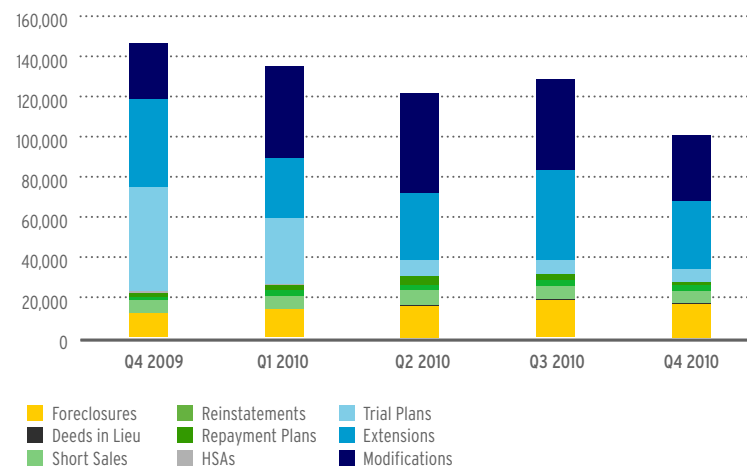
A three-month foreclosure suspension for eligible mortgage within 25 miles of the areas most seriously affected by the Gulf oil spill.

Participation in 2MP, the second-lien program which is part of the U.S. government's Home Affordable Modification (HAM) Program.

Participation in the Administration's Home Affordable Foreclosure Alternatives (HAFA) program.

Citi has consistently been ranked as a top performer with respect to its Home Affordable Modification (HAM) program implementation, process execution, and efficacy of modification as measured by success rates in public Treasury reports.

## LOSS MITIGATION ACTIONS - TOTAL CITI SERVICED LOANS



## REGULATORY RESPONSIBILITIES

Citi Community Development devotes considerable resources to meeting and exceeding Citi's regulatory responsibilities. Citi has received the highest possible Community Reinvestment Act (CRA) rating for each of our five registered banks in the U.S. Citi's fair lending policy and standards comply with the both letter and the spirit of fair lending laws. We have received the highest ratings on all fair lending regulator exams and reviews since 2007.

## SUPPORTING CREDIT CARD HOLDERS

Citi has instituted a variety of long-term and short-term modification programs to assist card holders with financial difficulties. These programs include modifying the original loan terms, reducing interest rates, extending the remaining loan duration and/or waiving a portion of the remaining principal balance. As of December 31, 2010, Citi was assisting more than 1.5 million credit card holders to manage their card debt through a variety of such modification programs. We prefer to help people avoid delinquency and provide support, such as financial calculators and money management advice available on [www.usecreditwisely.com](http://www.usecreditwisely.com).

Our Citi Forward® credit card rewards responsible cardholders by shifting to a lower interest rate if borrowers stay within credit and payment limits for three consecutive months.

### OVERDRAFTS

Citibank accounts for debit card and ATM transactions in real time, and we only authorize those transactions if there are funds available. As a result, Citibank does not, and has never, authorized overdrafts at ATMs or through debit point-of-sale transactions if the customer has insufficient funds.

This empowers our customers to make informed decisions about when and what they can spend. Citibank also provides numerous ways for customers to keep track of their balances, with e-mail alerts and mobile access to balances.

### MEASURING CUSTOMER SATISFACTION

We use “Net Promoter Scores” (NPS) as our global metric to measure customer loyalty. NPS measures satisfaction and “advocacy” – willingness to recommend us to others. Citi’s North America Retail Banking improved its NPS by 11 percentage points in 2010.

#### MEASURING SATISFACTION IN CHINA

In China, we measure customer satisfaction and loyalty each year. We use this data to track our progress and work to enhance our client-centric philosophy. In 2010, we registered record-high customer satisfaction scores. 89% customers are satisfied or very satisfied with our service and product, and 88% customers are willing to continue and recommend Citibank to their friends and relatives.

2010 results indicate a substantial improvement compared to 2009 scores in the following areas:

- Customer loyalty metric improved by 7%
- Overall satisfaction improved by 5%
- Likelihood to continue as a customer improved by 2%
- Problem incidence rate reduced by 3%

## ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT

We use our comprehensive Environmental and Social Risk Management (ESRM) Policy to screen transactions, help our bankers advise clients, and promote environmentally and socially sound ways of doing business.

### ESRM POLICY

Established in 2003 and updated periodically, Citi’s ESRM Policy is built on the framework of managing risk first and foremost on the ground at the project level. The Policy applies to a broad range of financial products in various sectors that meet certain financial thresholds<sup>1</sup> and have a known use of proceeds tied to a specific physical project or asset.

For transactions in emerging markets, the Policy requires adherence to the [International Finance Corporation \(IFC\) Performance Standards](#) and [IFC Environmental, Health and Safety \(EHS\) guidelines](#), which provide pollution prevention, safety and best-practice guidance to 63 specific sectors.

Incorporated into the ESRM Policy are a number of Citi-specific sector standards, including:

- [Sustainable Forestry Sector Standard](#)
- Nuclear-Related Transactions Sector Standard
- [Mountaintop Removal Mining Environmental Diligence Process](#)
- [Carbon Principles](#) (for US coal-fired power plants)

The ESRM Policy also gives guidance on additional assessment and mitigation requirements for transactions in “Areas of High Caution and Special Focus” which include critical habitat and areas of high conservation value, significant cultural and heritage value, indigenous peoples, and large-scale resettlement.

Citi’s ESRM Policy prohibits financing of transactions involving forced labor, harmful child labor and illegal logging.

<sup>1</sup> The threshold is \$5 million for a Citi equity investment, \$10 million for project finance transactions, and \$50 million for corporate loans, acquisition finance, and debt and equity placements or underwritings.

## ESRM POLICY RESPONSIBILITY

The ESRM Unit is responsible for review, advice and consultation on new transactions, as well as internal training, communications, policy implementation, tracking and reporting. Supporting the unit are “ESRM Champions” located in each region.

Citi’s Environmental and Social Policy Review Committee (ESPRC) provides guidance on ESRM issues. The Director of Corporate Citizenship and the Vice Chairman of Global Banking co-chair the committee. Members are senior managers from Citi business units.

## ENSURING COMPLIANCE WITH THE ESRM POLICY

We have developed a thorough, multi-step process for ensuring compliance with our ESRM policy. First, Citi bankers and risk managers around the world identify transactions subject to the ESRM Policy, via appropriate trigger points found in Citi’s credit risk policies and procedures. Once the transaction is identified, the ESRM team reviews it and determines which risk category it falls into, using these criteria (as defined by the IFC):

- A – expected to have significant adverse social and/or environmental impacts that are diverse, irreversible or unprecedented
- B – expected to have limited adverse environmental and/or social impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures
- C – expected to have minimal or no adverse impacts

The ESRM team then advises what the ESRM process requirements would be if the transaction were to proceed. If Citi is mandated on the transaction, the team works closely with relevant bankers and our clients to properly identify risks, and mitigate and manage impacts. After the transaction closes, the portfolio banker is responsible for monitoring compliance with the ESRM Policy over the life of the loan, working with the ESRM unit.

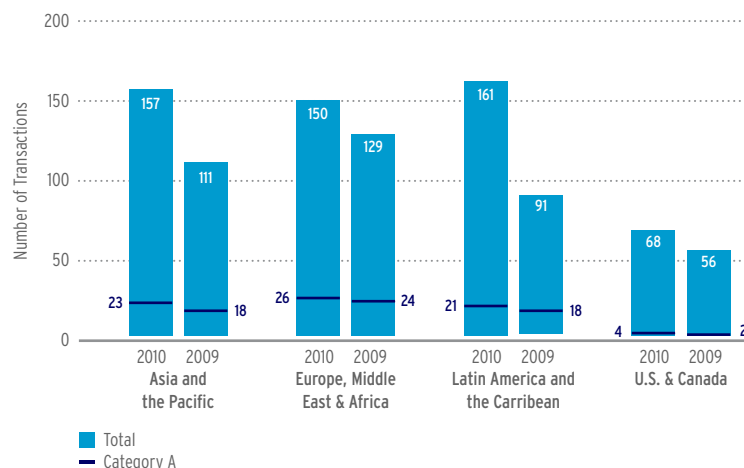
## TRANSACTIONS RECEIVING ESRM REVIEW

by Product Type	2010		2009	
	Total	A	Total	A
Project Finance	33	15	17	4
Project Finance Advisories	14	9	34	11
Corporate or Govt Loan	276	28	192	19
Debt & Equity Underwriting	69	16	43	14
Private Bank Transactions	36	0	n/a*	0
Forestry Annual Review	22	0	20	0
Equity	17	0	6	2
Acquisition Finance	14	1	5	1
Other (e.g. letters of credit, derivatives, etc.)	55	5	70	11
Total	536	74	387	62

\*not previously tracked as a separate product type

by Sector	2010	
	Total	A
Infrastructure & Transportation	100	8
Metals & Mining	96	29
Oil, Gas & Petrochem	86	16
Power (including 32 renewables projects)	80	16
Manufacturing and Industrials	47	2
Other	47	1
Forestry, Pulp and Paper	34	1
Agribusiness (including palm oil)	24	1
Telecom	22	0
Total	536	74

## TRANSACTIONS RECEIVING ESRM REVIEW BY REGION



## TRAINING

With Citi's global presence, ESRM Policy training is an important part of preparing our bankers and risk managers around the world to take the first steps in implementing our policy. We use both online and in-person training methods to fully familiarize employees with the ESRM policy and procedures. More than 4,000 employees have received this training since the ESRM policy was developed in 2003, including approximately 242 trained Citi employees in 2010.

## IMPROVING STANDARDS THROUGH CLIENT ENGAGEMENT

Following several years of engagement with a mining client in an emerging market facing challenging environmental and social issues, Citi participated in a due diligence tour of several of the company's operational sites in August 2010, along with other lenders. Following this site visit, Citi worked with the company to develop an Action Plan to address their challenges and conform to internationally accepted social and environmental standards and management practices. This included an assessment of the impacts of the company's operations on indigenous peoples.

The ESRM Unit also established the conditions for Citi's continued support, to which the company agreed. These included:

- A comprehensive review and update of its Environmental Health Safety and Social (EHSS) policies, procedures and practices, to conform with IFC Performance Standards
- Independent, expert advice on EHSS policies and Standard Operating Procedures
- Appointment of globally-recognized EHSS staff and increase in staff capacity to handle these issues at the corporate level
- Auditing of policy implementation with annual reporting to the board.

## ADVISING AN ENERGY COMPANY ON HOW TO WORK IN SENSITIVE AREAS

As part of Citi's equity investment in an oil and gas exploration company with assets in the Amazon, we required the company to hire an independent consultant to advise on the risks specific to the region, particularly the potential impact on indigenous people and biodiversity.

The consultant helped develop an environmental and social management system to mitigate and manage risks in line with international standards and national laws.

Citi later advised the company on a capital markets transaction. ESRM advised them on disclosure language, describing how the company had established internationally acceptable environmental and social policies and practices.



## GOOD PRACTICE AND MARKET LEADERSHIP

In 2010, Citi was elected Chair of the Equator Principles Financial Institutions Steering Committee. The Equator Principles (EPs) now comprise more than 70 global financial institutions from all regions of the world, and have become the gold standard for managing the environmental and social risks in project finance. Citi was among the founders of the Principles in 2003.

Citi has led the Equator Principles Association's participation in the International Finance Corporation Performance Standards update. In addition, Citi was instrumental in proposing and managing the first-ever Strategic Review of the Principles, designed to produce a multi-year strategic vision to ensure the EPs continue to be viewed as the gold standard.

**"In 2010, Citi has been pleased to work with our Equator Principles Association peers, as Chair of the Steering Committee. Over the past seven years, the financial sector's landscape has changed considerably, while society's attention and focus on environmental and social issues has increased. The EP Strategic Review process will help set the stage for positive evolution of the EPs moving forward."**

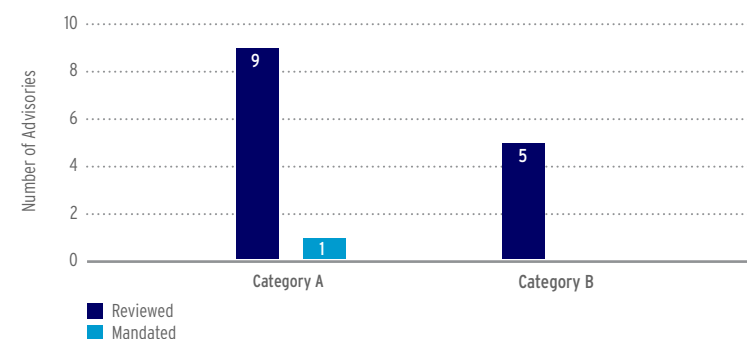
— SHAWN MILLER

Citi's Managing Director of Environmental and Social Risk

## 2010 EP-COVERED PROJECT FINANCE DEALS

Category	Reviewed	Funded	Total Project Costs of Funded Projects (\$bns)
A	15	2	\$14.0
B	17	5	\$4.4
C	1	0	\$0.0
Total	33	7	\$18.4

## 2010 EP-COVERED PROJECT FINANCE ADVISORIES



## 2010 FUNDED PROJECT FINANCE DEALS BY SECTOR

	A	B	Total
Power	1	1	2
Oil and gas	1	1	2
Mining and metals	1	0	1
Infrastructure	0	2	2
Total	3	4	7

## MANAGING RISKS IN OIL SANDS

Canada's oil sands contain one of the largest known reserves of recoverable oil in the world, but exploration and production bring significant environmental and social risks.

Extraction of oil from the sandy mix is energy- and water-intensive. Furthermore, it is challenging to manage the waste generated as well as the potentially harmful impacts on forests and indigenous people.

Working with other banks and key stakeholders, Citi is exploring how to manage the sector's risks. In 2010, we took part in an information session in Toronto that brought together representatives from banks, energy companies, regulators, NGOs and First Nations. The topic was also discussed at the Equator Principles Annual Meeting in Washington D.C.

Citi has hired a specialist consultant to help assess risks, analyze the regulatory framework and identify concerns that could bring about changes in the law. This will help us in our review of future oil sands transactions.

## 2010 CARBON EMISSIONS FROM PROJECT FINANCINGS IN THE POWER SECTOR

Citi reports annually on the aggregate lifetime carbon dioxide emission from thermal power plants (new builds and expansions) that it finances through project finance. Project-specific emissions are calculated for both a 30- and 60-year plant lifetime and are derived from the plant's capacity and heat rate, the carbon content of the fuel and projected capacity utilization. We report the percent of lifetime emissions equivalent to the percent of total project costs financed by Citi. In 2010, Citi funded two project finance deals in the power sector, which were both wind deals.

	30 year plant life	60 year plant life
2010	0	0
2009	8.7 mmtCO <sub>2</sub>	17.4 mmtCO <sub>2</sub>

## HUMAN RIGHTS REPROTING

In 2010, Citi closed 13 transactions where our Human Rights Statement was relevant or invoked. Many human rights issues are incorporated into our existing ESRM Policy, via the IFC Performance Standards and the Equator Principles. The IFC Performance Standards invoke, and are consistent with, relevant International Labour Organization Core Labor Standards and Conventions. The ESRM team identified these transactions with human rights risks during the initial due diligence phase and ensured, prior to close, that these risks were being properly mitigated and managed by our Clients. Of the 13 transactions, the following table represents the number of times a specific human rights issue was identified and managed – the total adds up to more than 13 because one transaction may have more than one human right risk.

Number of Closed Transactions where Citi's Human Rights Statement was invoked or relevant	Labor risks	Security Risks	Indigenous Peoples	Resettlement
Total	1	3	7	5

## Transactions Subject to the Mountaintop Removal (MTR) Mining Environmental Due Diligence Process

In 2009, Citi implemented a robust MTR Environmental Due Diligence Process that has been fully incorporated into our credit risk policies and procedures. The Diligence Process is triggered when engaging any client that uses MTR as an extraction method. To read more about Citi's MTR Environmental Due Diligence Process, see [here](#).

2010 Transactions Subject to the MTR Process	4
Transactions approved and closed	3
Transactions that did not proceed	1

## TACKLING CLIMATE CHANGE

Tackling climate change requires coordinated action by government, business and the public. We support the regulation of carbon emissions. One important element is creating a low-carbon economy and seeking opportunities to finance low-carbon investments.

Our role in mitigating climate change starts with reductions in direct greenhouse gas (GHG) emissions from our own operations. We also support initiatives and standards that promote a lower-carbon economy.

We collaborate with NGOs and research organizations such as the Pew Center on Global Climate Change, Natural Resources Defense Council (NRDC), Ceres, Renewable Energy and International Law (REIL) policy network and the Clinton Climate Initiative.

We support our clients in their efforts to mitigate greenhouse gases. For example:

- We provide financing and investments that help our clients to develop projects, technologies and services to reduce emissions.
- We develop innovative clean energy financing structures to help clients access new sources of capital.
- We conduct research on climate change and convey the findings to our clients.

We pursue climate change activities through teams in Citi's business units. For example, we have a global alternative energy finance group and a municipal securities renewable energy team. An energy-efficiency group, established in July 2009, is working to understand and unlock the market for energy-efficiency and building retrofits.

In 2010, we created an internal Climate Council, which is comprised of senior bankers and line managers and chaired by Alberto Verme, the regional CEO for our Europe, Middle East and Africa (EMEA) region. The purpose of the EMEA Climate Council is to build Citi's climate change strategy across the EMEA region, assess government policies on climate change, and identify related business opportunities at the regional level. The Council has engaged with external thought leaders on steps we can take internally and with our clients to establish best practices in the climate change space.

### \$50 BILLION CLIMATE CHANGE INITIATIVE

We are confident that we will achieve our goal, announced in 2007, to direct \$50 billion over 10 years to activities that mitigate climate change. These activities include internal projects such as retrofitting existing or constructing new Citi facilities, and business initiatives such as financing alternative energy, investing in clean technology and researching carbon reduction strategies on behalf of our clients. We have directed \$29.96 billion so far.

### CARBON DISCLOSURE PROJECT (CDP)

Citi has responded to the CDP since it began in 2003. Our response is available [here](#).

### TRACKING OUR CONTRIBUTION

#### CUMULATIVE TOTAL DIRECTED TO \$50 BILLION TARGETS

	May 2007 base	2007	2008	2009	2010	To date
Total (billions)	\$9.40	\$5.49	\$4.29	\$5.11	\$5.67	\$29.96

*The Banker* magazine named Citi 'Most Innovative Bank in Climate Change' for the second successive year, in 2010.

### EXAMPLES OF FUNDED PROJECTS

#### Bringing solar power to California campuses

In 2010, Citi helped finance five photovoltaic systems across four campuses in the Los Angeles Community College District (LACCD), reducing the cost of electricity by up to 15%.

The financing was made possible by an innovative leasing structure using federal tax incentives designed to support the building of solar power systems. Continued savings will enable the LACCD to buy more solar systems in the future.

#### Innovative financing boosts renewables

While U.S. government tax breaks for renewables help drive the market, innovative financing arrangements based on those incentives provide an additional and essential boost.

In late 2010, Citigroup completed the funding of the largest wind-energy project in the world, tailoring a guarantee provided by the U.S. Department of Energy to make the investment more attractive to a wider variety of investors.

Citi acted as joint lead book-runner and joint lead arranger on the \$1.4 billion package, which financed the Shepherds Flat Wind Project in Oregon, U.S. When completed in 2012, the project is expected to produce enough renewable energy to power more than 200,000 California households, avoiding over 1 million tons of carbon dioxide, and creating hundreds of jobs in the community.

#### Supporting China's wind energy industry

In 2010, Citi was a joint arranger for the initial public offering on the Hong Kong Stock Exchange of China's second biggest maker of wind turbines, Xinjiang Goldwind Science & Technology Co.

Before the offering, Citi confirmed \$1.2 billion in anchor orders, creating strong early momentum for the company. The top 15 orders were either solely or jointly generated by Citi, contributing to 72% of the total demand.

### CARBON PRINCIPLES

The Carbon Principles provide a consistent approach for banks and their U.S. power clients to evaluate and address carbon risks in the financing of electric power projects. In 2010, Citi participated in one bond transaction subject to the Carbon Principles

1 transaction, bond deal, Cat B

### CONTEXT

With more than 70,000 employees, Citi Latin America has advanced to a prominent position in the region since we launched operations in Panama in 1904. Citi now has the broadest presence of any financial institution in Latin America, with operations in 23 countries, serving more than 26 million retail accounts. Over the past three years, Citi has made investments to reach more than 625,000 unbanked and underserved people in the region and to encourage economic growth through microfinance and financial capability. In addition to these efforts, we also support community development and environmental sustainability initiatives.

### ACTIONS 2010

#### MICROFINANCE AND FINANCIAL CAPABILITY

Citi Foundation was a master sponsor and helped define the agenda of the first Latin American Financial Education Congress organized by Federación Latinoamericana de Bancos (FELABAN) and Federação Brasileira de Bancos (FEBRABAN). The congress, held in Sao Paulo, Brazil, provided an inclusive forum to share best practices among public, private and civil society to establish priorities for the advancement of financial education in Latin America.

In addition, we partner with organizations such as Acción Internacional and its 'Diálogo de Gestiones' program developed to supply business management information to micro-entrepreneurs; and Microfinance Opportunities, a group that provides financial education trainings for microfinance institutions in Nicaragua, Paraguay and Uruguay.

#### DISASTER RELIEF

Citi has had a presence in Haiti since 1971 and is the only bank providing its clients with an electronic banking platform. When an earthquake struck Haiti in January 2010, Citi and the Citi Foundation responded. Working with the American Red Cross, we set up a site where Citi employees could donate to the general relief effort, raising more than \$280,000 in addition to the \$2 million that Citi and the Citi Foundation donated. Of that amount, \$1 million went to recapitalize the



microfinance industry in Haiti, working with Fonkoze, FINCA Haiti and SOGESOL. Citi also partnered with Soros Economic Development Fund to launch a professional training program to create 1,400 new full time jobs for Haitians with apparel company CODEVI.

#### ENVIRONMENTAL SUSTAINABILITY

In April 2009, Citi Brazil signed onto the Ministry of Environment's Green Protocol, a set of principles created to help guide sustainable development in the country. In order to meet the demands of the Green Protocol, we launched a Sustainable Leaders Program in 2010. We have seven employee leaders with the following working groups: social and environmental risk, client relations, communications, eco-efficiency, training and diversity, financial education and supply chain. The Sustainability Leaders are responsible for defining their priority areas, structuring an action plan, implementing programs, and raising awareness.

Citi's Santa Fe Building in Mexico City is the most energy efficient of Citi's 12,500 facilities worldwide according to the building's ENERGY STAR rating. It is one of nine facilities in Latin America to score highly in the U.S. Environmental Protection Agency's ENERGY STAR energy efficiency rating for buildings.

Access to savings, loans and other financial services – and a good understanding of how they work – enables economic empowerment which helps create vibrant communities. We promote greater access and financial capability building through our work at Citi Microfinance and the Citi Foundation.



### CITI MICROFINANCE

Established in 2005, **Citi Microfinance** works across Citi's businesses and regions to provide products and services for microfinance institutions (MFIs), networks and investors that lend to the underserved. The program serves more than 100 MFIs in more than 40 countries around the world and has helped make microfinance an integral part of the financial infrastructure. We support the commercial development of MFIs through:

- Innovation, financing and product development with partners
- Local currency funding and transaction services
- Corporate finance and capital markets solutions
- Credit, savings, insurance and remittance products
- Encouraging transparency and proper risk management within the industry.

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Under a successful partnership launched in 2006, Citi and the Overseas Private Investment Corporation (OPIC) have provided more than \$246 million in funding to 29 MFIs across 16 countries. The MFIs have created microloans for more than 900,000 borrowers, 92% of whom are women.

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### THOUGHT LEADERSHIP

Until now, most microfinance industry dialogue has been focused on expansion and growth, but recent events have demonstrated that more effort must be put toward ensuring the quality of financial products – not just loan volume.

Citi, in collaboration with our partners, is working with microfinance organizations including India's national microfinance networks, the Alliance for Financial Inclusion and the Consultative Group to Assist the Poor (CGAP), to advance dialogue between stakeholders, expand credit bureaus and promote transparency.

Citi supports microfinance industry initiatives that spread knowledge and expertise. For the third year, we worked closely with the Center for the Study of Financial Innovation (CSFI) on its **2010 Banana Skins** study of the risks facing the microfinance industry. The main lessons to emerge from the study were the need to develop and institutionalize risk management skills in MFIs and to defend the reputation of microfinance in response to critics.

We sponsored the 5th annual MicroRate survey of Microfinance Investment Vehicles (MIVs), specialized funds that invest in, or lend to, microfinance



institutions. It found that MIV assets grew by 22% in 2009 to reach more than \$6 billion, but demand for funds had been depressed by the availability of public funding.

We work to build sector standards and improve transparency through partnerships and initiatives such as the [Client Protection Principles in Microfinance](#). We are a global sponsor of the [Microfinance Information eXchange](#) which provides data services, analysis, research and business information on MFIs. Citi also sits on the board of the Consultative Group to Assist the Poor (CGAP), an independent policy and research center housed at the World Bank dedicated to advancing financial access for the world's poor.

**“The microfinance sector is experiencing huge challenges as it achieves significant growth and transformation. With increased financial inclusion, clients begin to have wider choices in accessing credit. Combined with increased competition, there are greater expectations for the sector to strengthen business practices, client protection, regulatory oversight, and financial education.”**

— BOB ANNIBALE  
Global Director, Citi Microfinance

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### BUILDING SCALABLE SAVINGS THROUGH PARTNERSHIP

Citi Microfinance and Citi's retail banking businesses are developing savings products for underserved communities in the U.S.

Partnering with Grameen America, which provides small loans to women micro-entrepreneurs in New York, Citibank has opened more than 3,000 new savings accounts for Grameen's members. For many, this is their first bank account.

This Citi savings account was highlighted by the [Federal Deposit Insurance Corporation](#) (FDIC) as a best-practice example of its type.

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### EXPANDING LENDING IN LATIN AMERICA

In April of 2009, U.S. President Barack Obama announced the creation of MIGROF, a new lending facility for microfinance institutions in Latin America and the Caribbean in response to the reduction in their lending capacity due to the global credit crisis. Citi and subsidiary Banamex were core investors in the launch of MIGROF in 2010, in partnership with the Inter-American Development Bank's Multilateral Investment Fund (FOMIN), the Inter-American Investment Corporation (IIC), and the Corporacion Andina de Fomento (CAF), and three other private investors.

Citi's initial investment amounted to \$2 million, and Citi is playing a major role in the corporate governance of the new lending facility. The new facility offers medium- and long-term financing both in local currency and in U.S. dollars, targeting 35 percent of the total financing to be provided in local currencies.

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## THE CITI FOUNDATION

The Citi Foundation supports the economic empowerment and financial inclusion of low- and moderate-income people in communities where Citi operates. We work collaboratively with a range of partners to design and test financial inclusion innovations with potential to achieve scale. We also seek to support leadership and knowledge building activities. We put the strength of our business, resources, products and people to work to help improve communities. We describe this as a “More-than-Philanthropy approach”, which includes support for collaborative problem solving, program development and skill-based volunteering.

In 2010, we launched a new results-oriented measurement system that improves the way we assess the impacts of the programs we fund. Every investment is carefully tracked at the mid- and end-points to identify ways we can ensure success and work with our partners to understand what works and why.



Despite using the method for less than a year, it has already helped us define more clearly the results we seek from our investments, and led to the updating of our investment guidelines, which are:

**Financial Capability and Asset Building** – Increases in the number of low-to-moderate income adults and/or youth who adopt positive financial behaviors and accumulate and preserve financial assets.

**Microfinance** – Increases in the supply of financial products that improve and accelerate the financial inclusion of low-to-moderate income individuals.

**Enterprise Development** – Increases in the number of micro or small enterprises that provide new income generation and/or employment opportunities for low-to-moderate income individuals.

**College Success** (in the U.S.) – Increases in the number of low-to-moderate income secondary school students who are meeting the academic, financial and social milestones to enroll in and complete postsecondary education.

**Youth Education and Livelihoods** (outside the U.S.) – Increases in the number of low-income youth, ages 13-25, who demonstrate the skills needed to complete secondary school, become employed in a living wage job, start their own income-generating business or obtain postsecondary education or training.

**Neighborhood Revitalization** (in the U.S.) – Increases in the number of small businesses, affordable housing units or community facilities that contribute to the economic and/or environmental sustainability of low-to-moderate income communities.

In each of our core priorities we strive to partner with organizations that demonstrate a commitment to sustainability and incorporate sound environmental practices in their programs.

## FOUNDATION FOCUS

2011 Focus Areas	International	United States	Grand Total	Focus Area % of Total Giving
Financial Capability & Asset Building	\$9,547,000	\$10,389,000	\$19,936,000	29%
College Success	0	\$14,639,000	\$14,639,000	22%
Enterprise Development	\$7,891,000	\$3,846,000	\$11,737,000	17%
Neighborhood Revitalization	0	\$8,863,000	\$8,863,000	13%
Youth Education & Livelihoods	\$5,018,000	0	\$5,018,000	7%
Microfinance*	\$3,599,000	\$615,000	\$4,214,000	6%
Other	\$1,912,000	\$1,632,000	\$3,544,000	5%
Grand Total	\$27,967,000	\$39,984,000	\$67,951,000	0
	41%	59%	100%	100%

\* From 2009 to 2010, we changed the way we coded grants in our microfinance portfolio so that we are tracking activities that relate solely to the supply of financial services, and support for microenterprise-related training and technical assistance programs are now reported as Enterprise Development. As a result, the percentage of giving reported in the enterprise development category reflects a significant increase.

## FINANCIAL CAPABILITY AND ASSET BUILDING

In 2004, Citi was the first global bank to announce a 10-year commitment to meet the growing financial education needs of the communities we serve. Although we completed our \$200 million commitment in 2010, well ahead of schedule, our work is not done.

We learned that the most effective financial capability programs not only build financial knowledge and skills, but also provide ongoing coaching and access to appropriate financial products and services to motivate positive changes in financial behaviors that help low-to-moderate income individuals better manage their resources and build and preserve financial assets. As a result we are continuing our commitment to programs that go beyond only teaching consumers what they should do, and actively work with them to put their knowledge into action.

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### SUPPORTING LOW-INCOME FAMILIES IN THE DEVELOPING WORLD

Since 2002, the Citi Foundation has been the primary funder of Microfinance Opportunities' Global Financial Education Program, the first-large-scale program aimed at building the financial management skills of families living just above or below the poverty line.

The program consists of a nine-module financial education curriculum and training for organizations to deliver it. To date, the Global Financial Education Program has provided training to 21,000 trainers reaching more than 547,000 individuals in 59 countries.

In 2010, with Citi Foundation's support, Microfinance Opportunities formed a strategic alliance with REDCAMIF, a Central American network of microfinance networks comprised of nearly 100 financial institutions. Microfinance Opportunities helped REDCAMIF develop a strategic plan and conducted workshops to build the capacity of REDCAMIF networks in six countries to deliver financial education so that the more than 400,000 clients they serve make informed financial decisions and adopt financial practices that will lead to improved financial outcomes.

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### IMPROVING UNDERSTANDING OF CHINESE CONSUMERS

Despite a rise in income and assets, 43% of Chinese urban families are without long-term wealth planning strategies.

This was the main finding of the first survey of the Tsinghua-Citi Financial Education Hub. Established in 2008 with a \$1.2 million grant from the Citi Foundation, the Hub's mission is to improve the understanding of financial behavior among Chinese consumers.

The Hub's first survey covered 5,000 middle and low-income urban households and looked at their financial behavior, planning and education needs. The results were presented at a series of meetings with officials and opinion formers.

With continued funding from Citi Foundation the Hub's second survey of urban households, started in 2010, will focus on the current knowledge, use and understanding of the risks and opportunities of financial products, how the households acquire financial information and what they need to manage their assets.

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### EXPANDING FINANCIAL CAPABILITY OF THE UNDERSERVED IN THE U.S.

The Financial Capability Innovation Fund is managed by the Center for Financial Services Innovation with lead funding from the Citi Foundation. It supports new strategies for building the financial capability of low-income and underserved consumers throughout the U.S.

The fund is providing financial and technical assistance to five innovative nonprofits to develop cutting-edge solutions that increase the financial stability of low-income consumers by leveraging technology, applying behavioral economics concepts and more closely linking education to access to financial products. It will also help catalyze change across the financial capability field by directing practitioners toward resources and methods that achieve improved financial outcomes for low-income consumers. The following organizations were selected from among 250 applicants through a highly competitive process:

- **Consumer Credit Counseling Service of Delaware Valley (Philadelphia, PA)** will test whether social commitments and text alerts can help consumers reduce debt.
  - **Co-opportunity (Hartford, CT)** will leverage technology via a new online platform to enhance the effectiveness and scale of its volunteer budget coaching program.
  - **Filene Research Institute (Madison, WI)** will test whether rewarding consistent timely loan payments with interest rate reductions leads to better payment behavior.
  - **Mission Asset Fund (San Francisco, CA)** will franchise its Cestas Populares program, a peer loan coupled with product-specific peer-led education, to help immigrants build credit and manage credit wisely.
  - **Grow Brooklyn and Piggymojito (Brooklyn, NY)** will leverage technology, peer support and automation to help low-income savers turn virtual 'impulse saving' into real cash in their accounts.
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### MICROFINANCE

People need safe and reliable ways to engage in the local economy and conduct basic financial transactions. Research has shown that households with access to fairly priced and appropriate financial products are more likely to save on a regular basis and use credit products to accelerate asset building.

This is why the Citi Foundation refocused its efforts this year to support microfinance institutions and other nonprofit organizations that are expanding the supply of new asset building financial products and services. Our investments also aim to identify innovations that help microfinance institutions to achieve scale and financial sustainability, and provide products that allow consumers to strengthen their financial standing while increasing environmental sustainability.

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#### INCREASING MICROFINANCE CAPACITY THROUGH COLLABORATION

2010 was the final year of a three-year, \$11 million grant to the Small Enterprise Education and Promotion (SEEP) network to build the infrastructure critical to increasing the capacity and scale of microfinance globally.

The Citi Network Strengthening Program (NSP), a collaboration among the SEEP Network, 12 regional and national microfinance networks and Citi employees throughout Asia Pacific, EMEA and the Americas, has helped build resilience within the microfinance community that has allowed the sector to weather rapidly changing economic conditions and enable growth.

During this three-year program, participating networks have worked to create thriving microfinance industries in key countries by promoting the adoption of product innovations, introducing new management and organizational development processes and fostering dialogue with key stakeholders. These efforts have led to an eight percent increase in network membership and helped to contribute to members' ability to expand their client base by 19 percent (growing to approximately 53 million microfinance clients worldwide) and increase loan portfolios by more than \$3.8 billion.

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### ENTERPRISE DEVELOPMENT

Micro and small enterprises are powerful engines of economic growth and jobs. The Citi Foundation supports these enterprises by investing in organizations to build their institutional capacity and increase their access to capital.

The enterprises must also tackle issues such as environmental sustainability, changing standards, and shifting regulatory environments. We are particularly interested in activities that support green enterprise development generating economic, environmental and social benefits.

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#### BUILDING THE SECTOR INFRASTRUCTURE TO SUPPORT SMALL AND GROWING BUSINESSES

Small businesses are an important contributor to economic development worldwide. Through job creation and income enhancement, small businesses play a catalytic role in helping communities lift themselves out of poverty.

The Citi Foundation is a founding member and funder of the Aspen Network of Development Entrepreneurs (ANDE). ANDE was formed through a collaboration of leading companies to support and build the infrastructure necessary to attract investment capital while providing valuable technical assistance services to small businesses.

To date, ANDE has 103 members operating in 150 developing countries and has provided services including investment manager training, impact evaluation design, and capacity development funding.

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### COLLEGE SUCCESS (IN THE U.S.)

A college degree is critical to breaking inter-generational cycles of poverty, increasing young people's earning power and helping them contribute to the economy. But in the United States, less than 10% of students from low-income families graduate from college by their mid-20s.

We aim to dramatically increase the number of first-generation students – and those from low-to moderate-income families – who obtain a degree.

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### BUILDING COLLEGE ASPIRATIONS BY REMOVING FINANCIAL BARRIERS

In 2010, the Citi Foundation, the Corporation for Enterprise Development (CFED), the United Negro College Fund (UNCF) and Knowledge is Power (KIPP) collaborated to develop the Partnership for College Completion (PCC), a path-breaking investment to link savings, financial education, scholarships and academic counseling to reinvent college success while bringing countless families into the financial mainstream.

The pilot program will serve an estimated 2,500 low-income and minority students in Chicago, New York City, Houston, Washington, D.C. and the San Francisco Bay Area.

To help PCC raise college aspirations and remove the financial barriers to college completion, Citi Microfinance has designed a savings product and platform that will deliver banking access to students, with the potential to bring this collaborative initiative to a level of scale and sustainability that could not be realized through philanthropic support alone.

In addition, with the support of Citi Community Development in the U.S., Citi employees volunteer by providing financial education and mentoring to students, parents and KIPP school leaders in the pilot markets.

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### YOUTH EDUCATION AND LIVELIHOODS (OUTSIDE THE U.S.)

We support educational and training opportunities that lead to improved employment prospects, increasing young people's ability to contribute to the economy.

In countries where completing secondary school is the critical milestone, we focus on efforts to help students develop the knowledge, skills and attitudes to earn a living wage, start their own business or pursue further education and training. In countries where obtaining a degree is critical, we focus on increasing the number of low-income students who enroll in and complete post-secondary education.

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### INVESTING IN YOUNG ENTREPRENEURS IN AFRICA

The Citi Foundation has partnered with Junior Achievement World-wide (JA) – a partnership between the business community, educators and volunteers – for more than three decades to build young people's entrepreneurial skills through real-world business experience.

In 2010, we invested in JA to build its capacity to hone young Africans' entrepreneurial skills through business experiences. This grant funds the redesign of JA's Company Program, which reached almost 30,000 African youth in 2009. The program provides some of the 54 million young people in sub-Saharan Africa with training, skills and access to opportunities to get jobs or start their own businesses. Over the next five years, the modified program will be offered to 1.5 million out-of-school youth, providing them with training, skills and access to opportunities to get jobs or start their own businesses.

With additional support from Citi volunteers, JA will create and strengthen partnerships with organizations serving young people. It will address real market opportunities and broker relationships with microfinance organizations to help young people achieve business success.

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### NEIGHBORHOOD REVITALIZATION (IN THE U.S.)

The Citi Foundation is committed to maintaining economically vibrant communities in the U.S. We do this by increasing the flow of capital to low- and moderate-income communities in order to develop or preserve affordable housing, small businesses and community facilities.

To achieve our results in this area we seek to build the capacity of community development organizations and financial institutions.

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### CREATING A SHARED VISION FOR NEIGHBORHOOD REVITALIZATION

Citi Foundation and Habitat for Humanity International (Habitat) have collaborated since 2000 to support the development of affordable homes for low-income families across the U.S. But communities need more than homes. In 2010, we provided seed funding to Habitat to pilot the Neighborhood Revitalization Initiative (NRI), a model of comprehensive neighborhood reform being applied in low-income neighborhoods in major U.S. cities. Habitat affiliates identify local community needs and convene community residents, nonprofits, businesses and local governments to create and implement a shared vision of neighborhood revitalization.

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### CONTEXT

Citi has been in Asia Pacific for over a century and has 50,000 employees across 19 markets. We opened our first Asian office in 1902 in Shanghai, earlier than any other western bank. Today, we provide more services in more markets for more clients than any other financial institution in the region. Citi Asia Pacific's citizenship strategy supports Citi's commitment to Responsible Finance and focuses on promoting financial inclusion, economic empowerment and environmental sustainability.

### ACTIONS IN 2010

#### FINANCIAL INCLUSION

The Citi At-Risk Women Financial Literacy Program trained nearly 500 women in Bangkok, Thailand who are either low-wage earners or in high risk/high pay occupations such as nightlife workers. The program is run in partnership with the Kenan Institute Asia, the Bureau of Women and Child Welfare Protection under Thailand's Ministry of Social Development and Human Security, and the Social Service and Community Development Centre. Post-program surveys indicate that 97% are still saving after one year, and 79% continue to use household budgets.

In Hong Kong, Citi Hong Kong and the Tung Wah Group of Hospitals have developed the first asset-building program to help alleviate poverty in some of the city's poorest districts. The Hope Development Accounts program provides low-income families with specially designed Citibank savings accounts (no minimum deposit or service charges), a two-year matched savings program, financial education, occupational skills training, and mentoring. Over 70 Citi employees have volunteered their time as trainers and mentors, and Citi is represented on the Steering Committee. In 2010, the program was expanded to reach 130 individuals, mainly disadvantaged women and youth. Research has shown that 95% of the participants have developed a regular savings habit, and 50% have secured employment.

In Sri Lanka, the Citi Foundation was the lead sponsor of the third Asia Microfinance Forum in Colombo, which brought together 450 microfinance



practitioners, policymakers, investors, academics and advocates from 50 countries. The Forum was organized by the Banking With The Poor Network and the Foundation for Development Cooperation, and focused on the central role of microfinance in achieving financial inclusion in Asia. In addition to funding and logistical support, Citi executives contributed to the discussions as speakers and moderators.

#### ENVIRONMENTAL SUSTAINABILITY

In China, the Sichuan Sustainable Bamboo Enterprise Program was set up by Citi China and INBAR (the International Network for Bamboo and Rattan) following the 2008 Sichuan earthquake to help rebuild livelihoods. The program is the first of its kind and is designed to create employment opportunities for rural communities in Sichuan Province in China through the development and growth of the local bamboo industry. Fast-growing bamboo is used in a range of products from flooring to clothing. Moreover, bamboo construction materials are more environmentally sustainable and earthquake resistant.

In the past two years, the program has trained over 1,300 bamboo farmers in sustainable management practices, helped establish two bamboo processing centers, and built a bamboo training center. The success of the Citi-funded program attracted co-funding by the European Commission, and an additional two-year grant was awarded by the Citi Foundation in 2010 to expand the program.



We value our people. We provide a safe and stimulating workplace while offering our employees opportunities to learn and improve their personal and professional skills. We know that a diverse workforce that reflects our global client base will contribute to our success.



### DIVERSITY

Citi promotes a work environment where diversity is embraced, where people are promoted on their merits, and where colleagues treat each other with respect and dignity. Around the world we are committed to being a company where the best people want to work, where opportunities to develop are widely available, and where employees are encouraged to fulfill their professional and personal goals.

Our diversity strategy focuses on four areas: management accountability, attracting talent, workforce development and work environment.

We develop diversity plans across our businesses, and our board of directors reviews progress against these plans annually. The Human Resources Diversity Operating Committee, composed of senior Diversity and Human Resources leaders from core businesses, functions, operations and technology and regions, implements the strategy and aligns policy and practices. Diversity Councils for the products, functions and regions are an important vehicle for driving diversity objectives.

Several core programs support and foster Citi's diversity strategy and progress against its overall goals. Women4citi is a corporate-wide diversity effort to attract and develop top talent at Citi; it helps Citi

women connect with mentors and career opportunities across our businesses, and fosters the ongoing development of women leaders from recruitment to senior management.

In 2009 we launched the Women Leading Citi Program, it is designed to promote and accelerate the advancement of women in senior management positions. Through the program, women broaden and enhance leadership skills, support individual development and identify networking opportunities with the guidance and support, among others, of a senior advocate.

**"Diversity is a business imperative for Citi. We recognize the extraordinary opportunity we have around the world to be a leader in fostering Diversity policy and practices and making a difference for our employees, clients, business partners and communities."**

**— ANA DUARTE MCCARTHY**  
Chief Diversity Officer



In 2010 Diversity Week was celebrated in Europe, Middle East, Africa and in Latin America and Mexico with a total of 63 countries participating. The strong set of programs, across compelling themes and innovative presentations contributed to the overwhelming participation by employees.

Citi's employee network program provides members with an opportunity to share common experiences and build awareness of diverse cultures and communities. The program supports our goal of becoming an employer of choice. Employee networks are employee-initiated and -led groups, organized according to affinity and open to all employees. These networks focus on cross-business networking opportunities and support employee growth and development.

In 2010, we celebrated Diversity Week in Europe, the Middle East, Africa and Latin America with a total of in 63 countries participating and hosting 275 different events, including structured debates, training workshops, and cultural presentations on art, dress, and food.

To learn more about Diversity at Citi, please read our [Diversity Annual Report 2010](#).

ENGAGEMENT AND TRAINING

LISTENING TO OUR EMPLOYEES

We gather employee feedback in many ways, including periodic "pulse surveys" and our annual employee opinion survey, the Voice of the Employee (VOE). The web-based VOE survey is confidential and available in 30 different languages in over 100 countries. The survey is comprised of 37 items that span many topic areas including, but not limited to: rewards/ recognition, work-life balance, innovation, partnership and client focus.

Employee survey feedback helps us to measure the most important elements of the work environment and key management practices predictive of high performance and employee engagement. It also provides a clear and focused basis for action planning and the ability to monitor trends over time.

We carried out the most recent VOE survey in September 2010, and 85 percent of employees responded. Citi continues to make progress as evidenced by the increased number of employees reporting satisfaction and willingness to recommend Citi as a great place to work. The results also confirmed our strong commitment to integrity, teamwork and diversity, with questions on these topics receiving high scores on our survey.

Index	2010	2009	2008
Response Rate	85%	85%	84%
Satisfied	67%	64%	63%
Neutral	20%	20%	22%
Dissatisfied	13%	16%	15%

TRAINING

Training our employees is an investment in our future. Programs are tailored to meet the specific needs of each business unit and offered as in-person and virtual venue options. Leadership, management and professional development programs give employees the skills they need to succeed in their roles, grow with the company, and reach their potential as leaders.

In 2010, we remained focused on developing leaders at Citi. We launched a new global leadership core curriculum for our employees to develop key skills, values and behaviors needed to succeed at critical times in their careers. The training is adapted for different levels of experience, from first-time managers to strategic leaders. In 2010, approximately 7,000 employees participated in Citi's leadership programs.

### GLOBAL TRAINING STATS FOR 2010

Region	Population	Web Based Trainings	Instructor-Led Trainings	Total Trainings Completed	Total # of Hours Delivered	Avg Hours / Employee
Asia/Pacific	72,384	368,825	392,909	761,734	3,991,247	55.1
EMEA	42,985	408,977	112,730	521,707	1,054,886	24.5
LATAM	85,173	716,602	313,665	1,030,267	2,901,644	34.1
North America	125,282	1,633,749	462,516	2,096,265	3,840,476	30.7
Total	325,824	3,128,153	1,281,820	4,409,973	11,788,252	36.2

### PERFORMANCE EVALUATION

Strong employee management is a critical component of our overall employment strategy. All employees are required to have annual performance evaluations.

In measuring employee performance, managers provide comprehensive feedback to clarify employee expectations, facilitate growth, and inform pay and promotion decisions. Our performance management guiding principles are to:

- Drive a culture of meritocracy, differentiating on performance
- Manage performance against challenging business goals
- Evaluate employees on how business goals were achieved, not just end results
- Promote a culture of strong risk management
- Provide balanced feedback and direction regarding strengths and areas for development.

### UNIONS AND COLLECTIVE BARGAINING

Citi's Statement on Human Rights supports the freedom of association for employees and the right to organize and bargain collectively, as expressed in the International Labor Organization's Core Conventions. Employees have formed or joined trade unions and work councils in some of Citi's operations around the world.

### FLEXIBLE WORKING

Through our flexible work programs, all employees may request a flexible work schedule, such as remote work, compressed work week or flexible start and stop times, via our online system, for consideration by their manager and HR representative.

Our web portal provides managers and employees with information about their options and gives managers the tools they need to implement the program. The web portal hosts online training courses, designed to assist employees and managers operate in a flexible work environment, and supports our continued commitment to transforming our corporate culture. The information is available in 16 languages, with 12,000 employees formally registered with flexible work schedules.

Supporting employees responsibilities outside of work is also important. Our helpline for employees in Canada, Puerto Rico and the U.S. provides information, resources and customized referrals on parenting and child care, adoption, education, care for the elderly, wellness and the law. We offer child care and elderly care services to more than 81,000 employees in Europe and the U.S.

Our strong support for flexible work strategies has earned us recognition from *Working Mother Magazine* as one of the 100 Best Companies for the past 19 years. As the demand for greater work flexibility increases, Citi is able to attract talent with a broad range of opportunities.

### HEALTH, SAFETY AND WELLNESS

Our employees are mainly office-based and face relatively few direct occupational health and safety risks. Our focus is to support our employees to lead healthier, more productive lives.

Each region develops programs that meet the specific needs of their employees, including on-site medical and fitness facilities. We provide business travel health assistance for employees globally.

Our health promotion and wellness programs encourage employees to live healthy lives. In some regions, incentives are provided for employees who follow healthy behaviors, such as working with a health coach, quitting smoking or taking an online health risk assessment. Additionally, we offer a wide range of health risk reduction programs including flu shots, smoking cessation, nutrition counseling, mammography, cholesterol screenings and oral and skin cancer screenings.

### CITI VOLUNTEERS

An important part of our Citizenship strategy is volunteering in communities where Citi has a presence. Citi employees actively leverage their professional skills and experience by donating their time directly to nonprofits and non-governmental organizations supported by the Citi Foundation.

Supporting employees as they volunteer to make a difference in their communities builds stronger teams, fosters company loyalty and has a positive impact on the communities in which we work. We offer traditional and skill-based volunteering opportunities that exercise the enthusiasm and professional expertise of our employees.

Volunteerism at Citi gets its strength from many employee-led organizations within the company. These groups, which include Employee Networks, business-specific outreach committees and Volunteer Councils, assume leadership for implementing volunteer engagement in the local community.

Volunteer Councils are designed to supplement the well-established Community Development and Public Affairs teams. Our 25 global Volunteer Councils are key partners in driving employee volunteer participation. Since its inception in late 2009, the council model has seen great success

as employees have consistently shown enthusiasm for getting involved in various volunteer opportunities.

Other volunteer opportunities for employees include:

- **Volunteer Day.** We encourage employees to take a paid day off work each calendar year to volunteer for an eligible organization of their choice.
- **Volunteer Management System.** Employees can find and register online for volunteer opportunities in their area and track their volunteer hours.

In 2010, our employees gave 608,953 volunteer hours. This number represents a significant increase over 2009 and reflects enhanced efforts to capture this data.

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#### CITI RECOGNIZED FOR EMPLOYEE ENGAGEMENT

Citi Handlowy in Poland won the “Large Company” category and will be the Polish national entry in the European Commission’s 2011: Year of Volunteering awards. Citi Handlowy is being recognized for employee engagement in financial education programs, for which Citi employees have volunteered a total of 9,000 times, clocking in over 54,800 hours in 720 projects over the past five years.

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#### CITI EMPLOYEES SUPPORT U.S VETERANS

Citi’s Veterans Initiative is designed for Citi employees to support military veterans and their families in communities across the U.S. More than 440 Citi employees in over 12 cities engaged in volunteer and fundraising activities in 2010 to help veterans transition into the workforce. Volunteers assisted with résumé writing and networking techniques and participated in mentoring programs.

Citi has also worked with Wall Street Warfighters Foundation, Intrepid Fallen Heroes Fund, Fisher House Foundation, Iraq and Afghanistan Veterans of America, Wounded Warrior Project, and the U.S. Department of Veteran Affairs to support their programs and initiatives.

In addition, employees organize volunteer events at local VA Medical Centers and hold fundraisers to benefit veterans’ organizations across the country.

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### GLOBAL COMMUNITY DAY

Citi's Global Community Day (GCD) took place on October 23, 2010. More than 45,000 Citi Volunteers and their families, in more than 1,000 cities across more than 80 countries, gave their time to help their local communities. Citi Volunteers worked on a variety of projects, including literacy, financial education, housing, environmental protection, nutrition and healthcare.

Our strong spirit of volunteerism was reflected in Asia Pacific having the highest participation rate of any region during Citi's fifth Global Community Day on October 23. A total of 21,648 employees, family members, friends and clients took part in over 300 activities.

Global Community Day saw:

- 453,328 lives impacted
- 20,632 meals served
- 63,262 pounds of food donated
- 32,763 plants and trees planted
- 12,394 people receive financial education.

Here are some examples:

#### **Brazil**

More than 1,200 volunteers renovated child care centers, collected trash along lakes and rivers, landscaped public areas and organized a dance party at a home for the elderly.

#### **Czech Republic**

Citi volunteers dedicated 1,200 hours to various nonprofit organizations. Volunteers lectured on financial education at a Junior Achievement seminar for high school students in Prague, while colleagues and their families visited a special needs school and a home for senior citizens.

#### **Korea**

Over 2,800 Citi employees and family members volunteered for 63 activities under the theme "Green Citi, Clean City" to support environmental conservation and clean-up initiatives.

#### **Mexico**

More than 2,000 volunteers at Banamex joined together to collect mobile phones, batteries and plastic bottles for recycling. Banamex employees also collected provisions for food banks and beautified city parks.

#### **Singapore**

More than 5,000 Citi employees, family members and friends volunteered in various activities to benefit 17 voluntary welfare organizations, including a 2-kilometer "Walk for Rice" campaign that raised 70,000 bowls of rice for needy families.

#### **South Africa**

Volunteers painted and built houses for the Habitat for Humanity/Citi Build project. Others donated food, computers and school supplies, and fixed up school.

#### **Venezuela**

Volunteers provided a full day of educational and environmental awareness activities, as well as games and recreation, for at-risk children and teens at Rincon Infantil San Edmundo.

#### **United States**

##### *California*

890 volunteers participated in 25 events including a Habitat for Humanity revitalization project to build two homes. In addition, employees cleaned up a zoo, ran financial education seminars, organized various walks to raise funds, and packed food at a food bank.

##### *New York City*

CEO Vikram Pandit launched a new skill-based volunteer initiative that partners Citibank employees with the New York City Small Business Solutions Center aimed at strengthening the capacity of small business owners.

### CONTEXT

In Europe, the Middle East and Africa (EMEA), Citi has more than 38,000 employees, does business in 61 countries and has a presence in 55. Individual, corporate and government clients throughout EMEA use Citi's global network, local relationships and full range of solutions, products and services. Community and business needs differ, sometimes dramatically, according to locality. This is why we supplement our regional citizenship approach with country-specific activities. We focus on promoting financial inclusion and building capability, and working with young people, the disadvantaged and unbanked communities.

### ACTIONS IN 2010

#### MICROFINANCE AND ENTERPRISE DEVELOPMENT

In 2010, Citi sponsored the Middle East and Africa Microcredit Summit in Kenya. Attended by delegates from 85 African and Middle Eastern countries, the summit served as a platform to share best practices and extend the impacts of microfinance to new countries in Africa.

Citi sponsored the Sukuma Afrika competition for young entrepreneurs aged 18-35 years, recognizing outstanding commercial initiatives and projects that support the U.N. Millennium Development Goals in Africa.

#### FINANCIAL CAPABILITY AND ASSET BUILDING PARTNERSHIPS

We work with Junior Achievement (JA) – the world's largest organization dedicated to educating students about work readiness, entrepreneurship and financial literacy – in 34 countries across the region. In 2010 we extended our work to Turkey and Northern Ireland. Citi focuses on key JA programs such as Banks in Action and Company Program that serve deserving young people.

Citi together with the U.S. Department of State led a Mobile Money Policy conference in Nairobi that brought together regulators, mobile network operators and NGOs from 10 key countries in Africa to discuss initiatives to promote financial inclusion in Africa.



In the U.K., we work with Fair Finance, a social enterprise supporting fair lending and financial services for disadvantaged communities in east London.

#### ENVIRONMENTAL SUSTAINABILITY

Citi and the Citi Foundation's partnership with WWF in Russia supports microenterprises and helps preserve the unique biodiversity of the Altai Mountains in Siberia – home to endangered species such as the snow leopard. The program provides microgrants to local people to start their own businesses in tourism and improve livestock quality. Also in the UK, The London Borough of Lewisham won the 'Innovation in social enterprise and inclusion' award at the 2010 Financial World Innovation Awards for the Citi Prepaid cards solution for disadvantaged young people leaving their care. In addition, Citi won a U.K. Government Business Award – Local Government Supplier of the Year Award for this solution.

#### DISASTER RELIEF

Following the devastating floods in Pakistan late last year, Citi mobilized its employees, friends and alumni to raise money and volunteer. We raised more than \$425,000 which was used to deliver immediate humanitarian relief as well as long-term rehabilitation programs to restart local economies by assisting flood affected micro-entrepreneurs.

We are committed to improving the environmental efficiency of our operations.

## ENVIRONMENTAL PERFORMANCE

We measure our total environmental footprint – energy use, fuel consumption, water use and waste (generated, recycled and electronic) – and analyze the data to optimize performance.

Our reporting includes over 12,000 facilities globally, from skyscrapers to data centers to ATM kiosks. Almost all of Citi's greenhouse gas (GHG) emissions are indirect (Scope 2), from electricity we purchase and use in our facilities.

In 2010, we achieved energy efficiency improvements resulting in a 6.4 percent reduction from 2009 levels. We are on track to achieve our 2011 emissions reduction goal to reduce absolute GHG emissions by 10 percent from 2005 levels.

- Reduce absolute GHG emissions by 25 percent
- Reduce waste to landfill by 40 percent
- Reduce water use by 20 percent
- Increase percentage of Leadership in Energy and Environmental Design (LEED) certified space to 15 percent
- Improve portfolio energy efficiency by 20 percent

We will do this primarily by continuing our progress towards improving our operational and energy efficiency, investing in energy efficient projects, constructing green buildings, and optimizing our technology.

### CITI'S APPROACH TO REDUCING GHG EMISSIONS

We focus our efforts to reduce our GHG emissions by minimizing the amount of energy we consume. For the remainder, Citi purchases a portion from renewable resources.



In 2010, we purchased a total of 223 GWH of green electricity in seven countries. In the U.S. we are ranked 21st in the EPA's Green Power Partnership among Fortune 500 companies for 2010, reporting 5 percent of our U.S. electricity coming from renewable energy.

### GREEN BUILDINGS

We remain committed to the U.S. Green Building Council's LEED standards for all new facilities and renovation projects, and to benchmark energy performance in all possible facilities using U.S. Environmental Protection Agency's (EPA) ENERGY STAR Portfolio Manager.

In addition to LEED certification for 185 projects across nine countries, more than 60 Citi-managed buildings in the U.S. have earned the ENERGY STAR label. We extended these performance benchmarking tools to an additional 4,500+ facilities globally. Many facilities outside the U.S. (where certification is not available) demonstrated similar superior energy performance.

Working with the Clinton Climate Initiative (CCI) and energy services companies, we have launched a program to reduce energy use in our facilities.



**The U.S. Environmental Protection Agency named Citigroup a 2011 ENERGY STAR® Partner of the Year for its efforts in 2010, honoring our contribution to protecting the environment through energy efficiency.**

## DATA CENTERS

Our data centers – buildings that house computer servers, data storage and network infrastructure – are our factory floor. They account for less than two percent of our real estate but more than 20 percent of our energy consumption. Energy is primarily used to power and cool the IT equipment. Technology Infrastructure is fundamental to the delivery of products and services to Citi's customers globally.

We work to reduce the amount of energy our equipment uses, as well as to design buildings that cool more efficiently. In 2010, we reduced our data center footprint from 27 facilities to 22 by continuing to consolidate legacy sites into newer, more energy efficient buildings.

In 2010, Citi became the first company in the world to re-introduce water rather than air-cooled mainframe computers. Water is more effective than air as a coolant, resulting in water-cooled mainframes using 14% less energy than their air-cooled counterparts.

A highly efficient data storage system called "thin provisioning" was implemented in 2010, in both new and retro-fitted environments. This has improved the net efficiency of the affected storage space while saving energy and using less floor space. Thin provisioning has helped us improve the efficiency of all of our data storage combined from 39% in early 2009 to 61% in the third quarter of 2010.

## THE ONE MEGAWATT CHALLENGE

In 2010, Citi launched the One Megawatt Challenge. By changing the traditional server access connectivity to the network switches, we reduced the need for copper wiring by as much as 80 percent. Fewer cables running under the raised floor allows air used to cool the equipment to flow more freely, further reducing energy consumption and costs. As Citi data centers use tens of megawatts of power for servers, mainframes, storage and network, this approach will save at least one megawatt of power by the third quarter of 2011.

## SUSTAINABLE TECHNOLOGY

Citi's Sustainable IT program addresses opportunities in power reduction, paper and travel substitution, sustainable supply chain, employee education and engagement.

Established in 2008, our Desktop Standardization Initiative (DSI) has successfully upgraded 95 percent of targeted desktops to a standardized, energy efficient desktop. The DSI program is conservatively forecast to reduce Citi's global carbon footprint by three percent once fully completed. This reduction will be achieved through policies requiring ENERGY STAR compliance for all hardware and the global deployment of PC power management. DSI also includes optimization of the back-end infrastructure, resulting in increased energy efficiencies and a less complex technical environment.

Citi continues aggressive technology virtualization efforts across all platforms, in addition to standardizing processes and hardware and removing inefficient servers and equipment. Today, approximately 30 percent of our distributed server environment is virtualized.

Citi launched eDelivery worldwide in 2010, a paperless communication platform which delivers traditional paper and phone communications to customers through low-cost, interactive, digital channels. Customers can now receive secure electronic statements, confirmations, disclosures, applications via email, Short Message Service (SMS) on their mobile phones or on the internet. eDelivery offers 24-hour access to banking without the carbon footprint of a brick and mortar branch. Across all lines of business at Citi, paperless statement adoption has increased by 25 percent since 2009.



## Citi ranked #2 in *Computerworld's* Top Green IT Organizations 2010

### PROJECT GREEN FEATURED IN ENVIRONMENTAL BEST PRACTICE STUDY

Citi Cards' Project Green initiative was featured as a best practice in the National Environmental Education Foundation's February 2010 study, "The Business Case for Environmental and Sustainability Employee Education." The study focused on our successes in educating employees and customers on the value of environmentally sustainable practices and highlighted our efforts to penetrate e-statements globally. The case study featured Citi alongside a number of global companies, and noted our goal of reducing absolute emissions by 10 percent by 2011.

## Bank Technology News named Citi "America's Greenest Bank"

### ENGAGING EMPLOYEES

Citi employees have formed local Green Teams in many markets to work together on sustainability efforts for our businesses and our communities. Currently, there are more than 15 local Green Teams across the globe. In 2011, we will develop a program for Green Team development and expansion.

Our "Lighten Your Load" campaign, launched in 2009, continues to educate employees on the carbon cost of data storage. Maintaining electronic storage boxes for unnecessary duplicate electronic files consumes electricity. The campaign offers simple steps, in 11 languages, to reduce the need for storage.

We celebrated the fourth year of our global "Wireless Drop-Off" in 2010. The campaign allows employees to donate old cell phones and mobile devices for recycling and raises awareness about the correct disposal of electronic waste.

In 2010, employees in 539 Citi buildings in 65 countries and 233 cities joined "Earth Hour," a campaign to turn off the lights for one hour. The effort raises employee consciousness regarding energy usage and increases Citi's participation in global efforts to reduce electricity dependence.

Citi's dining programs source food locally for staff dining, whenever possible, resulting in less packaging, fewer days of refrigeration and transportation reductions. Local sites pursue additional sustainability initiatives and customize their contributions. For instance, the dining program in New York recycled 8,000 gallons of cooking oil to be used in the production of biodiesel fuel.

Our "Sustainability Expos" bring together thousands of employees with operations staff, business sustainability specialists, vendors, local government and NGOs. The expos feature displays on sustainable building materials and products, and are intended to educate employees about their facility, how they can contribute, and what they can do in their personal lives to minimize their environmental impact. In 2010, expos were held in facilities in Asia, Europe, Latin America and North America.

CITI'S ENVIRONMENTAL FOOTPRINT

PORTFOLIO						
	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	2010 Full Year
RSF <sup>1</sup>	85,696,202	86,525,074	91,137,792	89,225,487	82,624,644	78,774,467
Seats	391,601	398,349	441,710	447,658	413,411	391,576
ABSOLUTE INDICATORS <sup>2</sup>						
Electricity (GwH)	2,153	2,311	2,466	2,472	2,271	2,107
District Heating (Steam & Chilled Water)	87	86	91	66	77	77
Energy Purchased (GwH) – Scope 2	2,240	2,398	2,557	2,538	2,348	2,184
Natural Gas (GwH)	179	164	170	157	168	162
Fuel Oil (GwH)	53	56	55	52	70	51
Energy Consumed (GwH) – Scope 1	232	220	225	208	238	213
Total Energy (GwH)	2,472	2,618	2,782	2,746	2,586	2,397
Recycled Office Paper (Metric Tons )	18,987	21,733	21,569	23,341	22,798	23,173
Refuse and Other (Metric Tons)	72,235	73,391	75,378	68,768	58,471	51,565
Total Waste (Metric Tons )	91,222	95,125	96,947	92,108	81,268	74,738
Total Water Consumption (m <sup>3</sup> )	7,416,846	7,628,728	7,638,217	8,321,962	7,091,790	6,404,675
CO <sub>2</sub> e EMISSIONS						
Direct CO <sub>2</sub> e (GHG Scope 1)	46,182	44,215	44,922	41,696	48,374	42,451
Indirect CO <sub>2</sub> e (GHG Scope 2)	1,157,965	1,239,574	1,325,926	1,329,268	1,217,713	1,140,896
Total CO <sub>2</sub> e (Metric Tons)	1,204,148	1,283,789	1,370,848	1,370,964	1,266,087	1,183,347
Green Power Offsets (CO <sub>2</sub> e)	5,953	25,904	30,223	57,084	47,309	42,084
Net CO <sub>2</sub> e (Metric Tons)	1,198,195	1,257,884	1,340,625	1,313,880	1,218,778	1,141,263
RELATIVE INDICATORS						
Total Energy Consumed						
KwH / RSF	28.85	30.26	30.53	30.78	31.30	30.43
KwH / Seat	6,313	6,572	6,299	6,135	6,255	6,122
Net CO <sub>2</sub> e						
Metric Tons / RSF	0.0140	0.0145	0.0147	0.0147	0.0148	0.0145
Metric Tons / Seat	3.06	3.16	3.04	2.94	2.95	2.91

<sup>1</sup> "RSF" is rentable square footage. This value is a 12-month average of the total owned/leased portfolio, excluding sublet space in which utilities are consumed by non-Citi tenants.

<sup>2</sup> All absolute indicators and CO<sub>2</sub>e emissions are rounded to whole number values.

<sup>3</sup> Data in this table will differ from prior years' reports due to accuracy improvements in historical consumption data, as well as the recalculation of all emissions using the most up-to-date eGRID (United States) and WRI (non-US) GHG conversion factors for purchased electricity.

## CITI REALTY SERVICES LEED ACCREDITATION

Number of staff accredited by end of year

	2008	2009	2010
LEED Commercial Interiors	25	41	42
LEED Existing Buildings	9	7	6
LEED New Construction	4	4	5
Total	38	52	53

## LEED PROJECTS BY BUILDING TYPE

LEED Projects	2007	2008	2009	2010	Projected for 2011
Data Centers	0	3	3	0	0
Office Buildings	1	8	11	3	21
Operations Centers	2	0	3	2	7
Branches	0	64	75	10	21
Total	3	75	92	15	49
Cumulative Total	3	78	170	185	234

## LEED CERTIFICATION BY REGION AND LEVEL ACHIEVED

Region	Certified	Silver	Gold	Platinum	Total
Asia pacific	3	1	6	0	10
EMEA	0	0	2	1	3
North America	151	9	12	0	172
Total	154	10	20	1	185

## OPERATIONAL ENVIRONMENTAL GOALS AND RESULTS

Indicator	2005 (baseline)	2006	2007	2008	2009	2010 goal	2010 actual	2011 goal
Absolute CO <sub>2</sub> e emissions (metric tons)	1,198,195	5.0%	11.9%	9.7%	1.7%	-5%	-4.8%	-10%
Green energy procurement*	9,704 MWh 2 countries	40,988 MWh 3 countries	60,154 MWh 5 countries	132,175 MWh 6 countries	125,899 MWh 7 countries	125,000 MWh 7 countries	233,357 MWh 7 countries	250,000 MWh 7 countries
Data center consolidation	51	42	37	32	27	24	22	

\*Citi does not count 100% of green energy purchases towards carbon offsets. Only certified energy purchases meeting strict standards based upon GHG Protocol are calculated as an emissions offset

## OPERATIONAL ENVIRONMENTAL GOALS AND PERFORMANCE

### 2009 Goals

Complete ENERGY STAR benchmarking of 1,500 branches and expand major buildings portfolio to over 100 sites
Achieve ENERGY STAR Certification in at least 20 new sites and re-certify all 2008 recipient facilities
Expand LEED training program to assist employees in earning LEED Accreditation

### 2009 Actuals

1,600 branches benchmarked in ENERGY STAR, over 100 major buildings benchmarked
All eleven 2008 ENERGY STAR facilities recertified and 43 new facilities certified in 2009, totaling 54 certified facilities
LEED training organized and available in all regions – resulting in 35% increase in number of LEED Accredited staff members

### 2010 Goals

Expand ENERGY STAR benchmarking to over 6,000 facilities globally
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### 2010 Performance against goals

Completed benchmarking of over 4,500 facilities globally, earned energy star label for 64 US facilities to date, achieving a 7.3% reduction in energy consumption across entire portfolio
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### 2011 Goals

Achieve 10% reduction in absolute levels of GHG emissions globally from 2005 base year
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### 2015 Goals

Achieve a 25% reduction in absolute GHG emissions from 2005 base year (building upon current 2011 goal of 10%)
Achieve a 40% reduction in waste stream to landfill from a 2005 base year
Achieve a 20% reduction in water usage from a 2005 base year
15% of global real estate portfolio will be LEED certified
Improve portfolio energy efficiency 20% from 2005 base year as measured in ENERGY STAR's Portfolio Manager

## SUPPLIER MANAGEMENT AND DIVERSITY

In 2010, we had more than 14,000 approved suppliers globally, in more than 100 countries. We purchase a wide variety of technology, workforce and business services, as well as office and facilities services.

### PROMOTING SUSTAINABLE SUPPLY CHAINS

We continue to integrate ethical, social and environmental factors into our global procurement practices, and promote them among our suppliers. In early 2010, we released our [Statement of Supplier Principles](#). We circulated the Principles to approximately 3,000 of our core, approved suppliers and to all new suppliers to develop codes of best practice to improve their performance.

### SUSTAINABLE PURCHASING

Citi has developed a supplier rating system to assess our global facilities supplier base of nearly 18,000 vendors to track the materials, recycled content, reusability and recyclability of the products we purchase, along with the overall sustainability of our vendors' business models. This system will be used to select products based on environmental performance, leading to reduced energy use and landfill waste, while providing incentive for our vendors to make sustainable improvements to their products and operations.

### SUPPLIER DIVERSITY

It is important to work with a wide range of professional, diverse suppliers and consultants in the communities we serve. In 2010, we increased our efforts to improve supplier diversity. Procurement Services works with internal stakeholders and external partners to create mutually beneficial relationships. Our strategy is to build capacity within our diverse supplier base.

Spending with diverse suppliers is tracked and reported quarterly by category.

We are developing ways to increase the number of diverse suppliers and ensure that each continues to build capacity and maintain a competitive advantage as a small business.

Citi Australia is committed to supporting supplier diversity and is a member of the Australian Indigenous Minority Supplier Council (AIMSC). AIMSC provides a direct business-to-business purchasing link between corporate Australia and Indigenous-owned businesses. As a founding member of AIMSC, Citi Australia has signed a charter and committed to a minimum spend.

In 2010, this target was exceeded and Citi Australia is committed to continuous improvement in 2011 to increase our spend with indigenous owned suppliers. In recognition of Citi Australia's efforts in supporting indigenous suppliers, our Head of Operations and Technology and Head of Procurement were presented with Supplier Diversity Champion accolades at the inaugural AIMSC conference in 2010.

We appreciate your interest in Citi and hope that this report has provided you with relevant and useful information about our strategy, programs and initiatives. As we work to improve both our Citizenship performance and communications, we invite you to contact us with any comments or questions.



### ABOUT THIS REPORT

This report covers the reporting period January 2010 to December 2010. We report on an annual basis and our last report was published in April 2010.

#### FORWARD LOOKING STATEMENTS

Certain statements in this documents are “forward-looking statements” within the meaning of the rules and regulations of the U.S. Securities and Exchange Commission. These statements are based on management’s current expectations and are subject to uncertainty and changes in circumstances. Actual results may differ materially from those included in these statements due to a variety of factors, including but not limited to precautionary statements included in this document. More information about these factors and other factors that may affect Citigroup’s future results is contained in Citigroup’s filings with the U.S. Securities and Exchange Commission including, without limitation, the “Risk Factors” section of Citigroup’s 2010 Form 10-K. Precautionary statements included in such filings should be read in conjunction with this document.

### CONTACT INFORMATION

For more information on the Citizenship initiatives described in this report, please visit Citi’s website or contact:

#### **Tyler Daluz**

Corporate and Sustainability Communications, at:  
citizenship@citi.com  
Citigroup Inc.  
399 Park Avenue  
New York, NY 10022

## U.N. GLOBAL COMPACT TABLE

Principle	Information in report
<b>HUMAN RIGHTS</b>	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	<a href="#">Ethics and Human Rights</a> (p8)
Principle 2: Make sure that they are not complicit in human rights abuses.	<a href="#">Ethics and Human Rights</a> (p8) <a href="#">Environmental and Social Risk Management</a> (p12)
<b>LABOR STANDARDS</b>	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	<a href="#">Unions and Collective Bargaining</a> (p30)
Principle 4: The elimination of all forms of forced and compulsory labor;	<a href="#">Ethics and Human Rights</a> (p8)
Principle 5: The effective abolition of child labor; and	<a href="#">Ethics and Human Rights</a> (p8)
Principle 6: The elimination of discrimination in respect of employment and occupation.	<a href="#">Diversity</a> (p28)
<b>ENVIRONMENT</b>	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	<a href="#">Environmental and Social Risk Management</a> (p12) <a href="#">Tackling Climate Change</a> (p17)
Principle 8: Undertake initiatives to promote greater environmental responsibility; and	<a href="#">Environmental and Social Risk Management</a> (p12) <a href="#">Tackling Climate Change</a> (p17) <a href="#">Operations</a> (p34)
Principle 9: Encourage the development and diffusion of environmentally friendly technologies.	<a href="#">Tackling Climate Change</a> (p17) <a href="#">Operations</a> (p34)
<b>ANTI-CORRUPTION</b>	
Principle 10: Businesses should work against all forms of corruption, including extortion and bribery.	<a href="#">Governance</a> (p5)

	Type	GRI guideline	Inclusion	Location
<b>STRATEGY AND ANALYSIS</b>				
1.1	Core	Statement from the most senior decision maker of the organization about the relevance of sustainability to the organization and its strategy.	Yes	<a href="#">CEO Statement</a> (p1) <a href="#">Our Approach</a> (p4)
1.2	Core	Description of key impacts, risks and opportunities.	Yes	<a href="#">Our Approach</a> (p4)
<b>PROFILE</b>				
2.1	Core	Name of reporting organization.	Yes	<a href="#">Introduction</a> (p2)
2.2	Core	Primary brands, products and or services.	Yes	<a href="#">2010 Annual Report</a>
2.3	Core	Operational structure of the organization including main divisions, operating companies, subsidiaries and joint ventures.	Yes	<a href="#">2010 Annual Report</a>
2.4	Core	Location of organization's headquarters.	Yes	<a href="#">2010 Annual Report</a>



	Type	GRI guideline	Inclusion	Location
2.5	Core	Number of countries where organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Yes	<a href="#">About Citi</a> (p2)
2.6	Core	Nature of ownership and legal form.	Yes	<a href="#">2010 Annual Report</a>
2.7		Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries).	Yes	<a href="#">2010 Annual Report</a>
2.8		Scale of the reporting organization including: <ul style="list-style-type: none"> <li>• Number of employees</li> <li>• Net sales</li> <li>• Total capitalization broken down in terms of debt and equity; and</li> <li>• Quantity of products or services provided</li> </ul>	Yes	<a href="#">2010 Annual Report</a>
2.9		Significant changes during the reporting period regarding size, structure or ownership, including: <ul style="list-style-type: none"> <li>• Location of, or changes in operations, including facility operations, closings, and expansions; and</li> <li>• Changes in the share capital structure and other capital formation, maintenance, and alteration operations.</li> </ul>	Yes	<a href="#">2010 Annual Report</a> <a href="#">About Citi</a> (p2)
2.10		Awards received in the reporting period.	Yes	<a href="#">Global Diversity Report 2009 Operations</a> (p34)
REPORT PARAMETERS				
3.1		Reporting period for information provided.	Yes	<a href="#">About This Report</a> (p41)
3.2		Date of most recent previous report.	Yes	<a href="#">About This Report</a> (p41)
3.3		Reporting cycle.	Yes	<a href="#">About This Report</a> (p41)
3.4		Contact point for questions regarding the report or its contents.	Yes	<a href="#">Contact</a> (p 41)
Report Scope and Boundary				
3.5		Process for defining report content, including: <ul style="list-style-type: none"> <li>• Determining materiality.</li> <li>• Prioritising topics within the report; and</li> <li>• Identifying stakeholders the organization expects to use the report.</li> </ul>	Yes	<a href="#">Our Approach</a> (p4) <a href="#">Stakeholders and Engagement</a> (p6)
3.6		Boundary of the report.	Yes	<a href="#">About This Report</a> (p41)
3.7		State any specific limitations on the scope or boundary of the report.	Not applicable	
3.8		Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Yes	<a href="#">2010 Annual Report</a>
3.9		Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report.	Yes	<a href="#">Operations</a> (p34) <a href="#">Performance</a> (p34)
3.10		Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	Yes	<a href="#">Performance</a> (p34)
3.11		Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report.	Not applicable	

Type	GRI guideline	Inclusion	Location
GRI Content Index			
3.12	Table identifying the location of the Standard disclosures in the report.	Yes	GRI Index (p42)
Assurance			
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider.	Yes	Stakeholders and Engagement (p6)
GOVERNANCE, COMMITMENTS AND ENGAGEMENT			
Governance			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Yes	Our Approach (p4) Governance (p5)
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and if so, their function within the organization's management and the reasons for this arrangement).	Yes	2010 Annual Report
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Yes	Governance (p5)
4.4	Mechanisms for stakeholders and employees to provide recommendations or direction to the highest governance body.	Yes	2010 Annual Report
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements) and the organization's performance (including social & environmental performance).	Yes	2010 Annual Report
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Yes	2010 Annual Report
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics.	Yes	2010 Annual Report
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental and social performance, and the status of their implementation.	Yes	Ethics and Human Rights (p8)
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Yes	Our Approach (p4)
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Yes	Corporate Governance Guidelines
Commitments to external initiatives			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Yes	Environmental and Social Risk Management (p12) Tackling Climate Change (p17)

	Type	GRI guideline	Inclusion	Location
4.12		Externally developed economic, environmental, and social charters, principles or other initiatives to which the organization subscribes or endorses.	Yes	Various, including <a href="#">CEO letter</a> (p1) <a href="#">Human Rights</a> (p8) and <a href="#">Environment &amp; Social Risk Management</a> (p12)
4.13		Members in associations and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> <li>• Has positions in governance bodies</li> <li>• Participates in projects or committees</li> <li>• Provides substantive funding beyond routine membership dues; or</li> <li>• Views membership as strategic</li> </ul>	Yes	Various including <a href="#">Global Diversity Annual Report 2009</a> and <a href="#">Environment &amp; Social Risk Management</a> (p12)
Stakeholder engagement				
4.14		List of stakeholder groups engaged by the organization E.g. communities, civil society, customers, shareholders and providers of capital, suppliers and employees, other workers and their trade unions.	Yes	<a href="#">Stakeholders and Engagement</a> (p6)
4.15		Basis for identification and selection of stakeholders with whom to engage. Includes process for defining stakeholder groups and for determining the groups with which to engage.	Yes	<a href="#">Stakeholders and Engagement</a> (p6)
4.16		Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. E.g. surveys, focus groups, community panels, corporate advisory panels, written communication, management/union structures and other vehicles. Say whether any engagement was undertaken specifically as part of the report preparation process.	Yes	<a href="#">Stakeholders and Engagement</a> (p6)
4.17		Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Yes	<a href="#">Stakeholders and Engagement</a> (p6)
PERFORMANCE: ECONOMIC				
Disclosure on Management approach				
		Provide a concise disclosure on the Management Approach items outlined below with reference to the following economic aspects; economic performance, market presence and indirect economic impacts	Yes	<a href="#">Governance</a> (p5)
Economic Performance indicators				
Aspect: Economic Performance				
EC1	Core	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Yes	<a href="#">Governance</a> (p5) and <a href="#">Ensuring Access for All</a> (p20)
EC2	Core	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Yes	<a href="#">Environmental and Social Risk Management</a> (p12) <a href="#">Tackling Climate Change</a> (p17)
EC3	Core	Coverage of the organization's defined benefit plan obligations.	Yes	<a href="#">2010 Annual Report</a> , page 9
EC4	Core	Significant financial assistance received from government.	Not applicable	

Type		GRI guideline	Inclusion	Location
Aspect: Market presence				
EC5	Additional	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Not reported	
EC6	Core	Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation.	Not reported	
EC7	Core	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	Not reported	
Aspect: Indirect economic impacts				
EC8	Core		Yes	Ensuring Access for All (p20) Financial Capability and Asset Building (p22)
EC9	Additional		Yes	Ensuring Access for All (p20) Financial Capability and Asset Building (p22)
PERFORMANCE: ENVIRONMENTAL				
Disclosure on Management approach				
		Provide a concise disclosure on the management approach items outlined below with reference to the following environmental aspects: materials, energy, water, biodiversity, emissions, effluents and waste, products and services, compliance, transport and overall...?	Yes	Operations (p34)
Environmental Performance indicators				
Aspect: Materials				
EN1	Core	Materials used by weight or volume.	Yes	Performance (p34)
EN2	Core	Percentage of materials used that are recycled input materials.	Yes	Performance (p34)
Aspect: Energy				
EN3	Core	Direct energy consumption by primary energy source.	Yes	Performance (p34)
EN4	Core	Indirect energy consumption by primary source.	Yes	Performance (p34)
EN5	Additional	Energy saved due to conservation and efficiency improvements.	Yes	Performance (p34)
EN6	Additional	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Yes	Operations (p34)
EN7	Additional	Initiatives to reduce indirect energy consumption and reductions achieved.	Yes	Operations (p34)
Aspect: Water				
EN8	Core	Total water withdrawal by source.	Yes	Performance (p34)
EN9	Additional	Water sources significantly affected by withdrawal of water.	Not applicable	

	Type	GRI guideline	Inclusion	Location
EN10	Additional	Percentage and total water volume of water recycled and reused.	Not reported	
Aspect: Biodiversity				
EN11	Core	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity outside protected areas.	Not reported	
EN12	Core	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not reported	
EN13	Additional	Habitats protected or restored.	Not applicable	
EN14	Additional	Strategies, current actions and future plans for managing impacts on biodiversity.	Not applicable	
EN15	Additional	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not applicable	
Aspect: Emissions, effluents and waste				
EN16	Core	Total direct and indirect greenhouse gas emissions by weight.	Yes	Performance (p34)
EN17	Core	Other relevant indirect greenhouse gas emissions by weight.	Yes	Performance (p34)
EN18	Additional	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Yes	Operations (p34)
EN19	Core	Emissions of ozone-depleting substances by weight.	Not applicable	
EN20	Core	NOx, SOx, and other significant air emissions by type and weight.	Not reported	
EN21	Core	Total water discharged by quality and destination.	Not reported	
EN22	Core	Total weight of waste by type and disposal method.	Yes	Performance (p34)
EN23	Core	Total number and volume of significant spills.	Not reported	
EN24	Additional	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not applicable	
EN25	Additional	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected but the reporting organization's discharges of water and runoff.	Not applicable	
Aspect: Products and services				
EN26	Core	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Yes	Operations (p34) Environmental and Social Risk Management (p12)
EN27	Core	Percentage of products sold and their packaging materials that are reclaimed by category.	Not applicable	

Type		GRI guideline	Inclusion	Location
Aspect: Compliance				
EN28	Core	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Not reported	
EN29	Additional	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Yes	Operations (p34)
Aspect: Overall				
EN30	Additional	Total environmental protection expenditures and investments by type.	Yes	Operations (p34) and Tackling Change Solutions (p17)
PERFORMANCE: LABOUR PRACTICES AND DECENT WORK				
Disclosure on management approach				
		Provide a concise disclosure on the management approach items outlined below with reference to the following labour aspects; employment, labour/management relations, occupational health and safety, training and education and diversity and equal opportunity.	Yes	Valuing Our People (p28)
Labour Practices and Decent Work Performance Indicators				
Aspect: Employment				
LA1	Core	Total workforce by employment type, employment contract and region.	Not reported	
LA2	Core	Total number and rate of employee turnover by age group, gender and region.	Not reported	
LA3	Additional	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not reported	
Aspect: Labour/management relations				
LA4	Core	Percentage of employees covered by collective bargaining agreements.	Not reported	
LA5	Core	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	Not reported	
Aspect: Occupational health and safety				
LA6	Additional	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes.	Not applicable	
LA7	Core	Rates of injury, occupational diseases, lost days, absenteeism, and number of work related fatalities by region.	Not reported	
LA8	Core	Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases.	Not reported	
LA9	Additional	Health and safety topics covered in formal agreements with trade unions.	Not applicable	

Type		GRI guideline	Inclusion	Location
Aspect: Training and education				
LA10	Core	Average hours of training per year per employee by employee category.	Yes	Performance (p34)
LA11	Additional	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing their careers.	Yes	Valuing Our People (p28)
LA12	Additional	Percentage of employees receiving regular performance and career development reviews.	Yes	Valuing Our People (p28)
Aspect: Diversity and equal opportunity				
LA13	Core	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity.	Yes	Global Diversity Report 2010 and Governance (p5)
LA14	Core	Ratio of basic salary of men to women by employee category.	Not reported	
PERFORMANCE: HUMAN RIGHTS				
Disclosure on management approach				
		Provide a concise disclosure on the management approach items outlined below with reference to the following human rights; investment and procurement practices, non-discrimination, freedom of association and collective bargaining, abolition of child labour, prevention of forced and compulsory labour, complaints and grievance practices, security practices and indigenous rights.	Yes	Ethics and Human rights (p8) Valuing Our People (p28)
Human rights indicators				
Aspect: Investment and procurement activities				
HR1	Core	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Yes	Performance (p34)
HR2	Core	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Not reported	
HR3	Additional	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees that are trained.	Not reported	
Aspect: Non- discrimination				
HR4	Core	Total number of incidents of discrimination and actions taken.	Not reported	
Aspect: Freedom of Association and Collective bargaining				
HR5	Core	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Not applicable	
Aspect: Child Labour				
HR6	Core	Operations identified as having a significant risk for incidents of child labour, and measures taken to contribute to the elimination of forced or compulsory labour.	Not applicable	



Type		GRI guideline	Inclusion	Location
Aspect: Forced and compulsory labour				
HR7	Core	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour.	Not applicable	
Aspect: Security practices				
HR8	Additional	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not reported	
Aspect: Indigenous rights				
HR9	Additional	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not applicable	
PERFORMANCE: SOCIETY				
Disclosure on management approach				
		Provide a concise disclosure on the management approach items outlined below with reference to the following society aspects; community, corruption, public policy, anti-competitive behaviour and compliance	Yes	Various, including <b>Ethics and Human Rights</b> (p8) and <b>Public Policy making</b> (p8)
Society performance indicators				
Aspect: Community				
S01	Core	Nature, scope and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.	Yes	<b>Serving and Supporting Consumers and Communities</b> (p9)
Aspect: Corruption				
S02	Core	Percentage and total number of business units analysed for risks related to corruption.	Yes	<b>Ethics and Human Rights</b> (p8)
S03	Core	Percentage of employees trained in organization's anti-corruption policies and procedures.	Yes	<b>Ethics and Human Rights</b> (p8)
S04	Core	Actions taken in response to incidents of corruption.	Not reported	
Aspect: Public policy				
S05	Core	Public policy positions and participation in public policy development and lobbying.	Yes	<b>Public Policy making</b> (p8)
S06	Additional	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country.	Not reported	
Aspect: Anti-competitive behaviour				
S07	Additional	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes.	Not reported	

Type		GRI guideline	Inclusion	Location
Aspect: Compliance				
S08	Core	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Not reported	
PERFORMANCE: PRODUCT RESPONSIBILITY				
Disclosure on management approach				
		Provide a concise disclosure on the management approach items outlined below with reference to the following society aspects; customer health and safety, product and service labelling, marketing communications, customer privacy and compliance	Yes	Serving and Supporting Consumers and Communities (p9)
Product responsibility Performance indicators				
Aspect: Customer Health and safety				
PR1	Core	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Not applicable	
PR1	Additional	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and service during their life cycle, by type of outcomes.	Not applicable	
PR3	Core	Type of product and service information required by procedures, and percentage of significant products and service subject to such information requirements.	Not reported	
PR4	Additional	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	Not reported	
PR5	Additional	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Yes	Measuring Customer Satisfaction (p12)
Aspect: Marketing communications				
PR6	Core	Programmes for adherence to laws, standards and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship.	Not reported	
PR7	Additional	Total number of incidents of non-compliance with regulations and voluntary codes of concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Not reported	
Aspect: Customer privacy				
PR8	Additional	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Not reported	
Aspect: Compliance				
PR9	Core	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Not reported	

Type		GRI guideline	Inclusion	Location
FINANCIAL SERVICES SECTOR				
Financial Services Sector: Specific Disclosure on Management Approach				
FS1	Core	Policies with specific environmental and social components applied to business lines	Yes	Serving and Supporting Consumers and Communities (p9) and Microfinance (p20)
FS2	Core	Procedures for assessing and screening environmental and social risks in business lines	Yes	Environmental and Social Risk Management (p12)
FS3	Core	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions	Yes	Environmental and Social Risk Management (p12)
FS4	Core	Processes for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	Yes	Environmental and Social Risk Management (p12)
FS5	Core	Interactions with clients/investors/business partners regarding environmental and social risks and opportunities	Yes	Environmental and Social Risk Management (p12) Tackling Climate Change (p17) Stakeholders and Engagement (p6)
Financial Services Sector: Product and Service Impact Indicators				
Aspect: Product Portfolio				
FS6	Core	Percentage of the portfolio for business lines by specific region, size and by sector	Not reported	
FS7	Core	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	Not reported	
FS8	Core	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	Yes	Tackling Climate Change (p17) and Performance (p34)
Aspect: Audit				
FS9	Core	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures	Yes	Environmental and Social Risk Management (p12)
Aspect: Active Ownership				
FS10	Core	Percentage and number of companies held in the institutions portfolio with which the reporting organization has interacted on environmental or social issues	Not applicable	
FS11	Core	Percentage of assets subject to positive and negative social and environmental screening	Not applicable	
FS12	Core	Voting policies) applied to environmental or social issues for shares over which the reporting organization holds the right to vote shares or advises on voting	Not applicable	

Type		GRI guideline	Inclusion	Location
Aspect: Community				
FS13	Core	Access points in low-populated or economically disadvantaged areas	Yes	Serving and Supporting Consumers and Communities (p9)
FS14	Core	Initiatives to improve access to financial services for disadvantaged people	Yes	Serving and Supporting Consumers and Communities (p9) and Microfinance (p18)
Aspect: Product and Service Labeling				
FS15	Core	Policies for the fair design and sale of financial products and services	Yes	Serving and Supporting Consumers and Communities (p9)
FS16	Core	Initiatives to enhance financial literacy by type and beneficiary	Yes	Citizenship in Asia Pacific (p27) and Citizenship in Europe, Africa and the Middle East (p33)