



Pursuing a Full Customer Experience

December 2011

IIS Annual Executive Conference

Kristi Matus
USAA Executive Vice President
and Chief Financial Officer

Who We Are

Diversified Fortune 100 financial services company

Insurance, banking, investments, retirement, advice

Serve military personnel and their families

Founded in 1922 by a group of Army officers



Our Mission

To facilitate the financial security of its members, associates, and their families through provision of a full range of highly competitive financial products and services; in so doing, USAA seeks to be the provider of choice for the military community.



KNOW OUR MEMBERS



INTEGRATED SOLUTIONS



MEMBER EXPERIENCE



USAA by the Numbers Mid-year 2011



8.4 MILLION members

\$157.4 BILLION assets owned and managed, up 13%

91 PERCENT satisfaction with service representatives

98 PERCENT customer retention

\$19 BILLION in net worth, up 7%

AA+

Aaa

A++

Member Focused

Customer Advocacy (Insurance)

Forrester Research, March 2011

#1



Customer Experience (Insurer, Credit Card, Bank)

Forrester Research, January 2011

#1

Customer Loyalty (Banking, Auto & Homeowner)

Satmetrix Net Promoter, February 2011

#1



Most Innovative (Insurance)

InformationWeek, September 2010

#1



Customer Service Champion

JD Power & Associates, February 2011

10 Years High Customer Satisfaction

JD Power & Associates, February 2011



"I love USAA so much. They must inject all of their phone reps with happiness and competence before every shift."

Standing Strong



		Industry 6/30/11	USAA 6/30/11
P&C	Combined Ratio	110.1%	101.8%
	Direct Written Premium (% Growth)	2.7%	7.6%
	Operating Expense Ratio	41.6%	23.3%
LIFE	Statutory Expense Ratio	13.8%	8.3%
	Statutory Operating Margin	6.0%	11.9%
BANK	Return on Assets	0.86%	1.17%
	Return on Equity	7.65%	13.63%
	Credit Card Net Charge-off Ratio	6.03%	2.98%

Balanced Growth

“Serve more members and deepen their relationships with us while maintaining member satisfaction, employee engagement and financial strength.”



Bastrop Fires 2011



Innovating for Efficiency



USAA Deposit@Mobile™



414 million
inbound transactions

members choose
their channel

87%
self-service

Integrated Solutions, Quality Experience

Members wanted

- Simple and easy
- Advice from trusted partner
- Great value
- How “I” want to do business

USAA delivered

- End-to-end solutions
- Innovative technology
- Engaging, integrated experience



TM



TM

Member-focused Capabilities

- Member-centric competitive measures of success
- Infrastructure to assess impact of underwriting and pricing change on individual members
- Change in member demand associated with new product features



**USAA is the current leader in customer delight
in the banking sector.** *Forbes Oct. 2011*

Responding to Regulatory Demands

Managing Changes with Members in Mind

- Payday readiness in debt ceiling crisis
- Member-driven changes to debit card product
- Simplified mortgage operations
- Proactive stress testing of operational risks



We Know What It Means To Serve



Focus on mission and core values

Commitment to exceptional service

Emphasis on maintaining balance

**Delivering the best value to
our members**





We know what it means to serve.®

INSURANCE • BANKING • INVESTMENTS • RETIREMENT • ADVICE