

# 4 WAYS USAA LABS OUTPERFORMED ALL MEASURES IN 2018



The **value of Innovation** never shined brighter than in 2018, when USAA Labs achieved all metrics with fewer resources than ever before, laying the foundation for disruptive innovation across the enterprise.

## 1. MAINTAINED THE PACE OF INNOVATION

- 26 innovations (3 launches, 19 handoffs, 4 pilots)
- 1,172 employee innovation ideas
- \$1,876.6M value enabled\*

## 3. MET COMPLIANT REQUIREMENTS

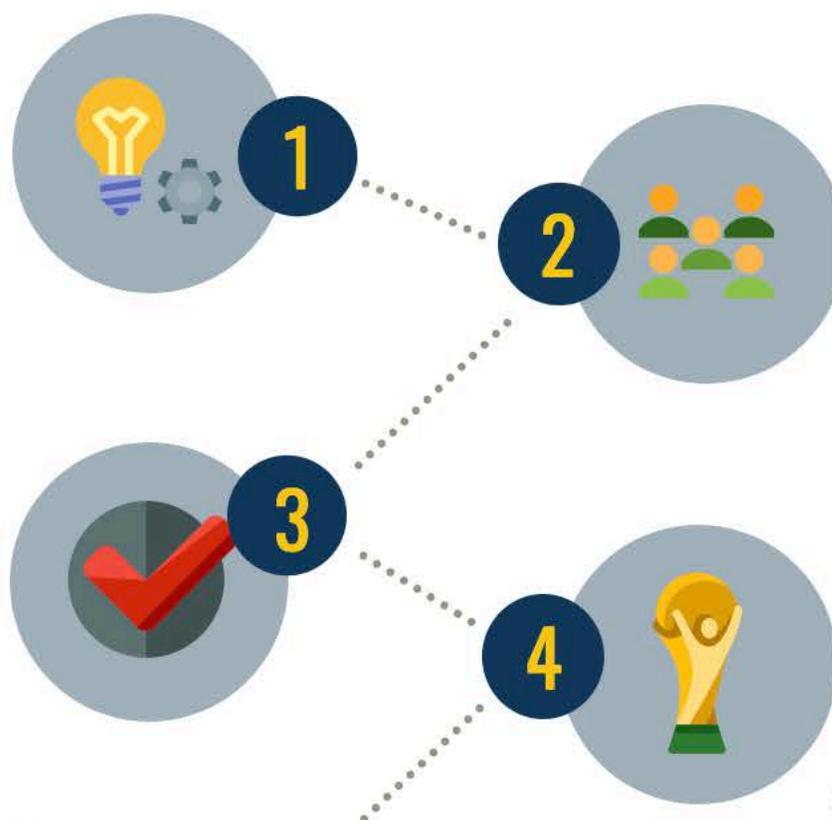
- Established NAAC process; 2 items approved
- Successful Fed audit; risks/controls & testing in place
- BCC focused; 4 RegTech efforts worked
- AWS environment tested by ESG/enterprise model
- Reallocated \$9M to close gap for availability & BCC

## 2. SUSTAINED A STRONG CULTURE OF INNOVATION

- Industry-leading Employee Innovation Program with 87% employee participation\*\*
- More than 6,000 new employees introduced to innovation
- 560 employees certified by IC2/UT
- 3x increase in sponsored programs/challenges
- 382 innovation events

## 4. ACHIEVED RECOGNITION

- 8 global awards and recognitions
- EFMA Accenture Innovation in Insurance Award
- BAI Global Innovation Award
- Innovation Leader Impact Award



\*Value enabled includes \$835.2M delivered and \$1,041.4M pipeline.

\*\*Based on McKinsey feedback and industry interactions.