

Voya Financial

Fourth Quarter 2014 Investor Presentation

February 11, 2015

RETIREMENT | INVESTMENTS | INSURANCE



Forward-Looking and Other Cautionary Statements

This presentation and the remarks made orally contain forward-looking statements. Forward-looking statements include statements relating to future developments in our business or expectations for our future financial performance and any statement not involving a historical fact. Forward-looking statements use words such as “anticipate,” “believe,” “estimate,” “expect,” “intend,” “plan,” and other words and terms of similar meaning in connection with a discussion of future operating or financial performance. Actual results, performance or events may differ materially from those projected in any forward-looking statement due to, among other things, (i) general economic conditions, particularly economic conditions in our core markets, (ii) performance of financial markets, including emerging markets, (iii) the frequency and severity of insured loss events, (iv) mortality and morbidity levels, (v) persistency and lapse levels, (vi) interest rates, (vii) currency exchange rates, (viii) general competitive factors, (ix) changes in laws and regulations and (x) changes in the policies of governments and/or regulatory authorities. Factors that may cause actual results to differ from those in any forward-looking statement also include those described in “Risk Factors,” “Management’s Discussion and Analysis of Results of Operations and Financial Condition—Trends and Uncertainties” and “Business—Closed Blocks—Closed Block Variable Annuity” in our Annual Report on Form 10-K for the year ended December 31, 2013 as filed with the Securities and Exchange Commission on March 10, 2014, and in our quarterly reports on Form 10-Q for the three months ended March 31, 2014, June 30, 2014, and September 30, 2014 as filed with the Securities and Exchange Commission on May 12, 2014, August 7, 2014, and November 5, 2014.

This presentation and the remarks made orally contain certain non-GAAP financial measures. Information regarding these non-GAAP financial measures, including reconciliations to the most directly comparable GAAP financial measures, is provided in the press release issued on February 11, 2015 and Voya Financial’s Quarterly Investor Supplement for the three months ended December 31, 2014, which are available at the Investor Relations section of Voya Financial’s website at investors.voya.com.

This presentation and the remarks made orally include certain statutory financial results of our insurance company subsidiaries for the quarter ended December 31, 2014. These results are still being finalized, and are therefore preliminary and subject to change.

Agenda

1. Key Highlights

- Rod Martin, Chairman and Chief Executive Officer

2. Executing Our Return on Equity (ROE) / Return on Capital (ROC) Improvement Plan

- Alain Karaoglan, Chief Operating Officer

3. Business Operating and Balance Sheet Metrics

- Ewout Steenbergen, Chief Financial Officer

Key Developments

Achievement of 2016 ROE Target

2014 Full Year Ongoing Business Adjusted Operating ROE of 12.1% marks the early achievement of our original 2016 goal of 12-13%

New ROE Target

13-14% Ongoing Business Adjusted Operating run-rate¹ ROE for full year 2018

Invest for ROE, Free Cash Flow, & Growth

Invest an incremental \$300-\$350 million between 2015 and 2018 to develop next generation customer experiences and solutions; ultimately these will drive ROE expansion, increase free cash flow, and further accelerate earnings growth

Share Repurchases

New \$750 million share repurchase authorization until December 31, 2015; \$789 million repurchased in 2014, including \$175 million repurchased in ING Group's November 2014 secondary offering

ING Group stake reduction

ING Group's November 2014 secondary offering further reduced its ownership stake to approximately 19%

Rebranding Progress

Brand awareness among customers, distributors, and employees off to a strong start

1. Excludes expenses associated with investments in new ROE expansion plan

Fourth Quarter and Full Year 2014 Financial Highlights

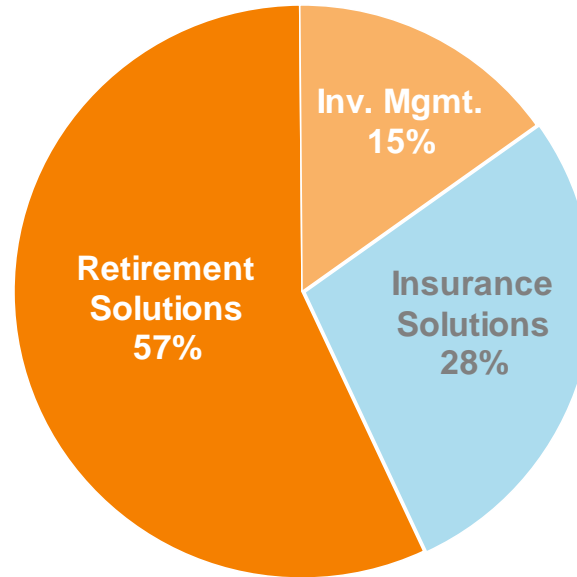
	Fourth Quarter 2014	Full Year 2014
After-tax Operating Earnings¹	\$245 million or \$0.99 per diluted share \$239 million or \$0.97 per diluted share excl. DAC and other intangibles unlocking	\$800 million or \$3.14 per diluted share \$814 million or \$3.19 per diluted share excl. DAC and other intangibles unlocking
Net Income Available to Common Shareholders¹	\$1.4 billion driven by strong Ongoing Business operating earnings, tax valuation allowance release, pension actuarial update, Individual Life reinsurance transaction, and CBVA results	\$2.3 billion driven by strong Ongoing Business operating earnings, tax valuation allowance release, pension actuarial update, and CBVA results
Ongoing Business Adjusted Operating Earnings (pre-tax)	\$393 million	\$1,378 million
Ongoing Business FY'14 Adjusted Operating Return on Equity	12.1%, up from 11.2% for 3Q'14 TTM	
Closed Block Variable Annuity Performance	Protected regulatory and rating agency capital from market movements GMIB enhancement offer completed; approximately 13% take up rate; new offer planned	

1. Voya Financial assumes a 35% tax rate on items described as "after-tax." The 35% tax rate does not reflect actual tax expenses or benefits, including the benefit from recognizing certain deferred tax assets. Net income available to common shareholders reflects the actual effective tax rate

Premier Franchise with Diverse Earnings

**FY'14 Ongoing Business Adjusted Operating Earnings Before Income Taxes¹:
\$1,378 million**

**72% from Retirement
Solutions and
Investment Management**



Investment Management
Prominent multi-asset, multi-channel active asset manager for institutions and individuals

Retirement Solutions

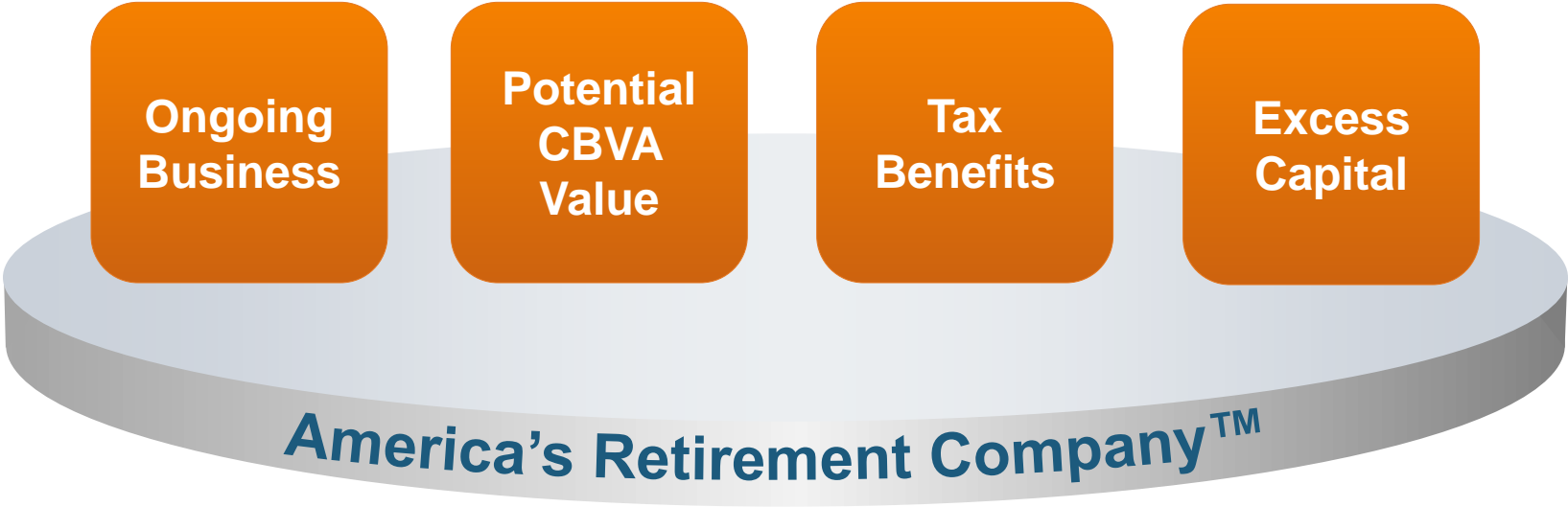
Leading provider of full service and administrative retirement products and services for organizations across all markets as well as individuals

Insurance Solutions
Top-tier provider of life insurance for individuals and comprehensive employee benefits for businesses

13 million customers²
225,000 points of distribution²
with total AUM and AUA of \$524 billion³

1. Ongoing Business reflects Retirement, Annuities, Investment Management, Individual Life, and Employee Benefits segments; adjustments are to exclude DAC/VOBA and other intangibles unlocking and the gain on a reinsurance recapture
2. As of December 31, 2014
3. As of December 31, 2014; includes Closed Blocks

Key Sources of Value



Agenda

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- Rod Martin, Chairman and Chief Executive Officer

2. Executing Our Return on Equity (ROE) / Return on Capital (ROC) Improvement Plan

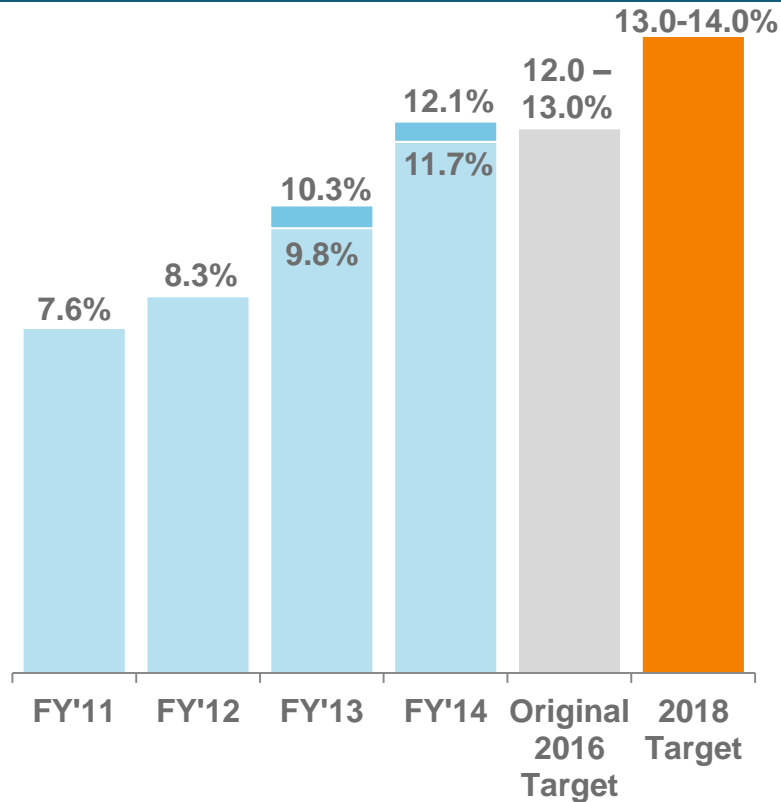
- Alain Karaoglan, Chief Operating Officer

3. Business Operating and Balance Sheet Metrics

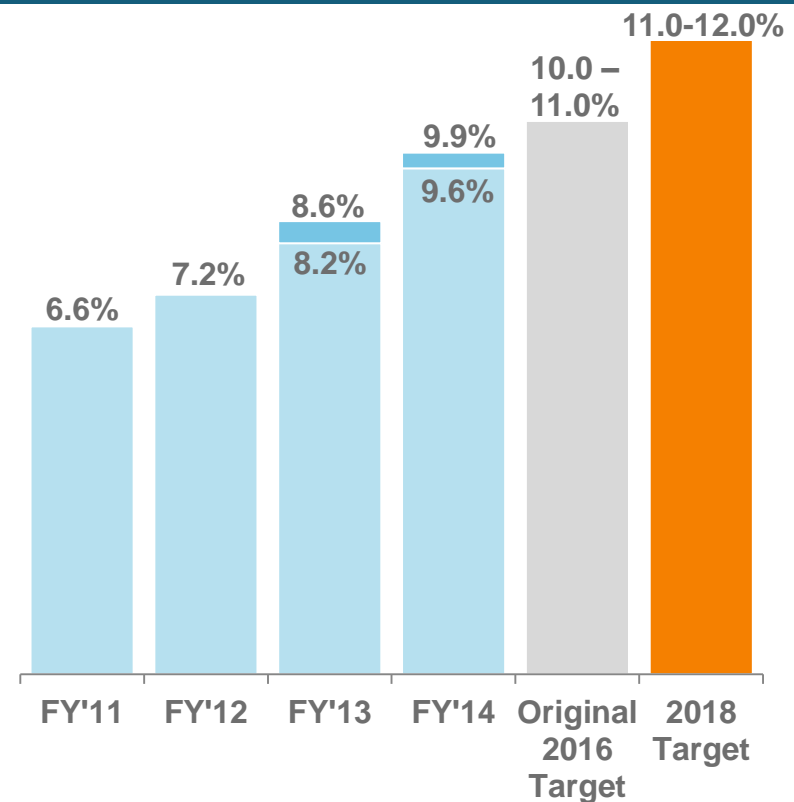
- Ewout Steenbergen, Chief Financial Officer

Achieved 2016 Ongoing Business Adjusted Operating Return on Equity Target

Ongoing Business¹ Adjusted Operating ROE²



Ongoing Business¹ Adjusted Operating ROC³

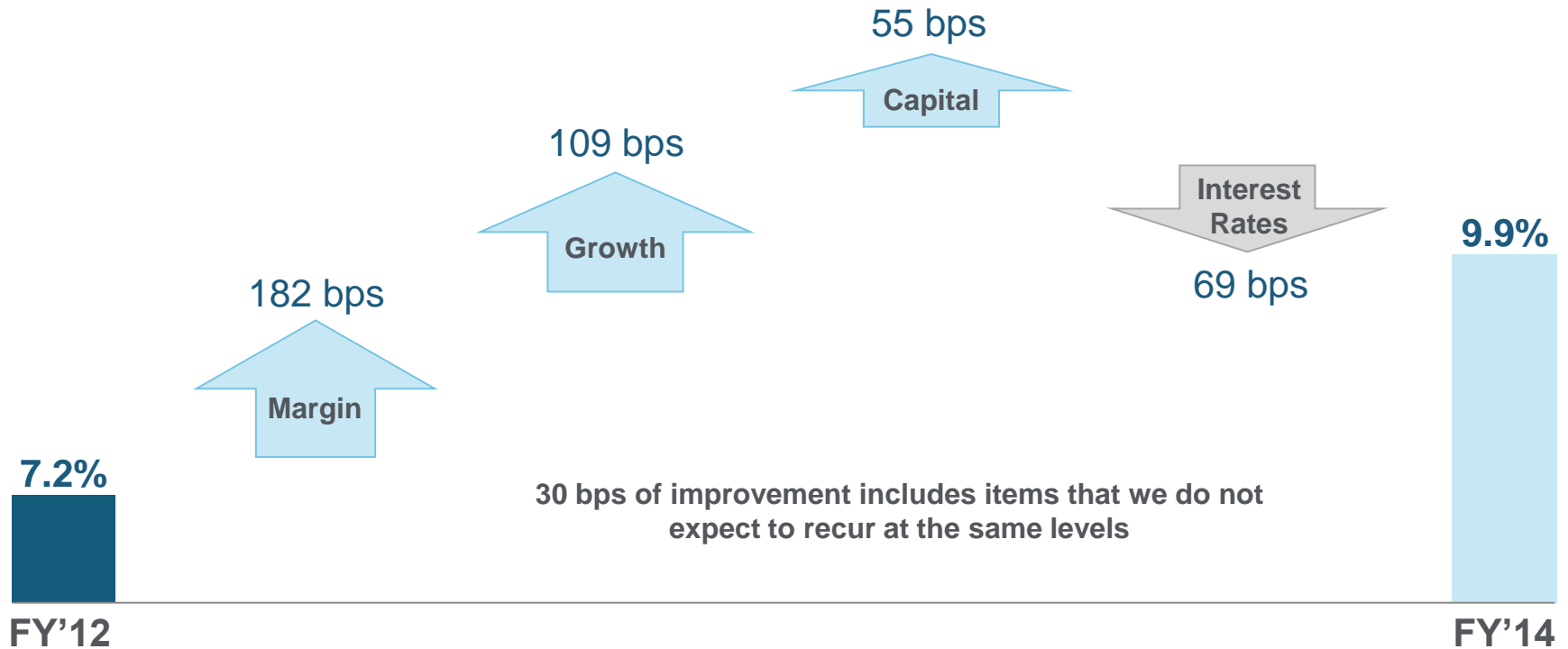


■ Items we do not expect to recur at the same levels

- Ongoing Business includes Retirement, Annuities, Investment Management, Individual Life, and Employee Benefits segments
- Ongoing Business adjusted operating earnings is calculated using the operating earnings (loss) before income taxes for the Ongoing Business, excluding DAC/VOBA unlocking, the impact of portfolio restructuring in 2012, the gain associated with a Lehman Brothers bankruptcy settlement in 2013, the loss recognized as a result of marking low income housing tax credit partnerships to the sales price associated with their disposition in 2013, and the gain on a reinsurance recapture in 2014. Ongoing Business adjusted operating ROE is then calculated by dividing the after-tax adjusted operating earnings (loss) (using a pro forma effective tax rate of 35% and applying a pro forma allocation of interest expense) by the average capital allocated to the Ongoing Business reflecting an allocation of pro forma debt. Assumes debt-to-capital ratio of 25% for all periods presented, a weighted average pre-tax interest rate of 5.5% for all periods prior to the third quarter of 2013, during which the Company completed its recapitalization initiatives, and the actual weighted average pre-tax interest rate for all periods starting with the third quarter of 2013
- We calculate Ongoing Business adjusted operating return on capital by dividing Ongoing Business adjusted operating earnings before interest and after income taxes (using a pro forma effective tax rate of 35%) by average capital allocated to the Ongoing Business

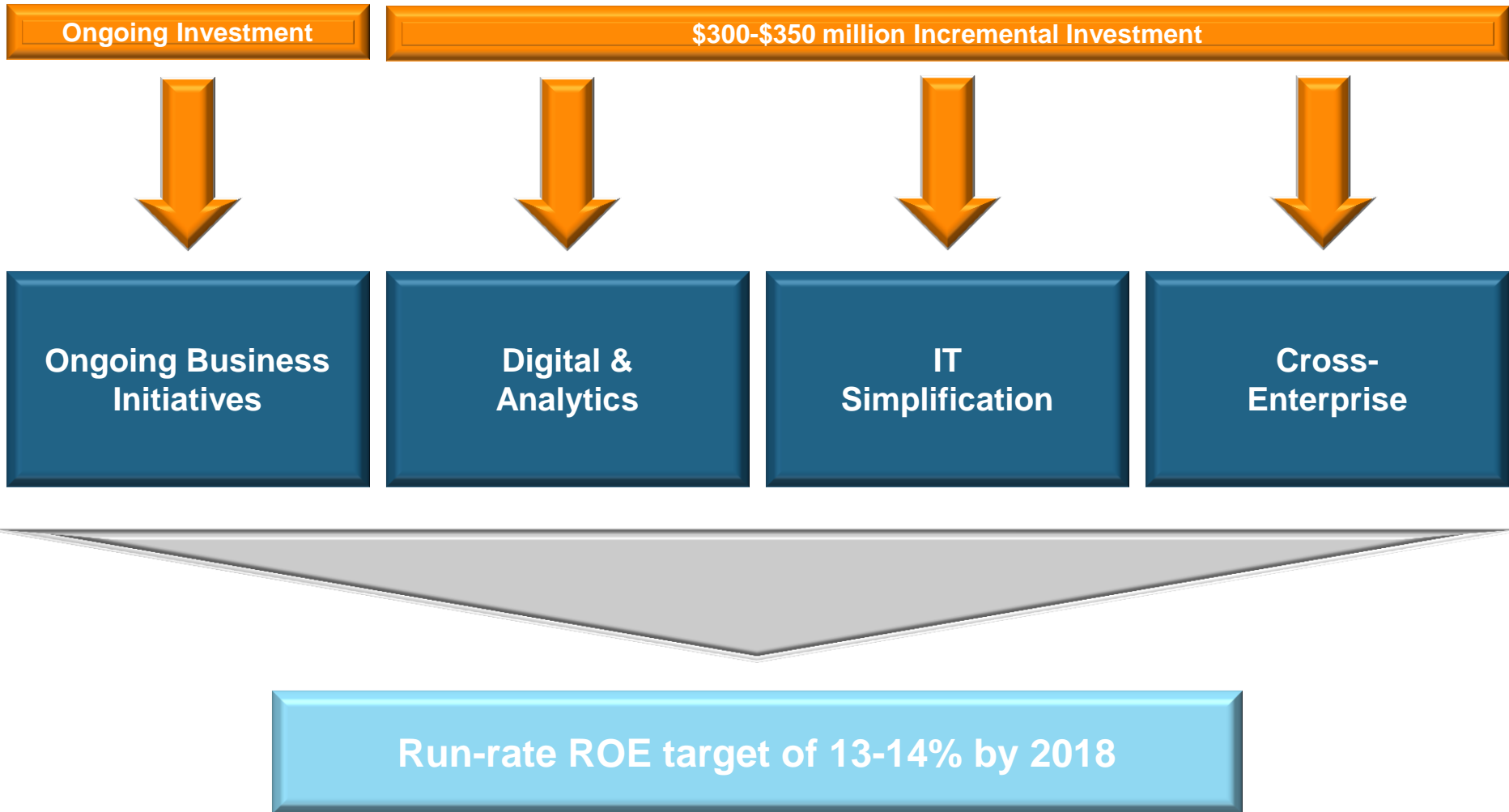
ROC Improvement Driven by Margin, Growth, and Capital Initiatives

Ongoing Business Adjusted Operating ROC¹



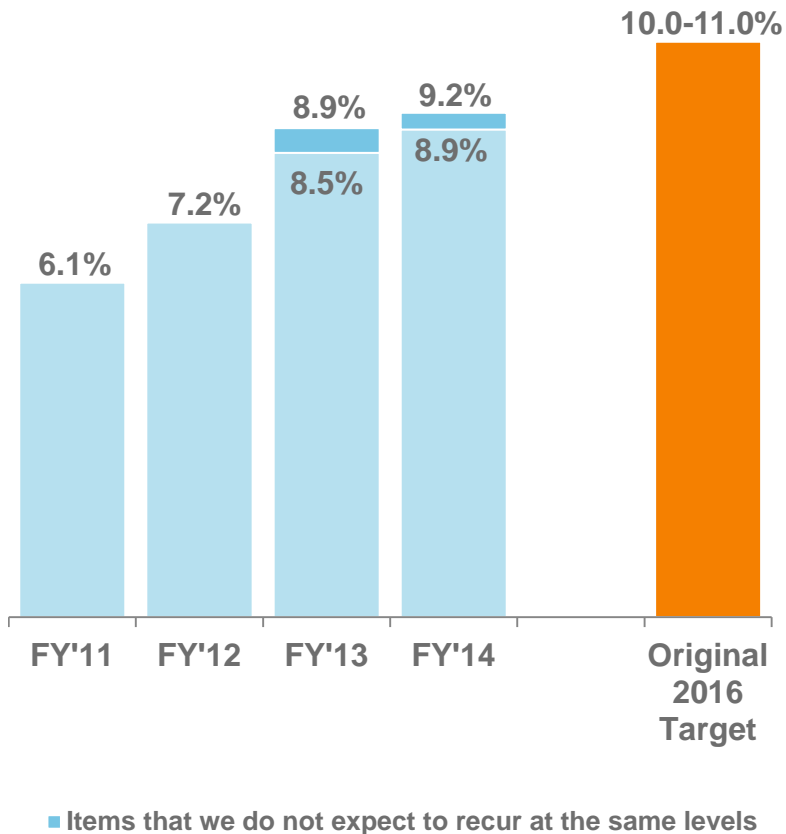
1. Ongoing Business includes Retirement, Annuities, Investment Management, Individual Life, and Employee Benefits segments; we calculate Ongoing Business adjusted operating return on capital by dividing Ongoing Business adjusted operating earnings before interest and after income taxes (using a pro forma effective tax rate of 35%) by average capital allocated to the Ongoing Business

Setting a Plan to Deliver on a 2018 Target of 13-14% ROE



Retirement – Leading Franchise Driving Long-Term Growth and Returns

Adjusted Operating ROC



2015 Priorities

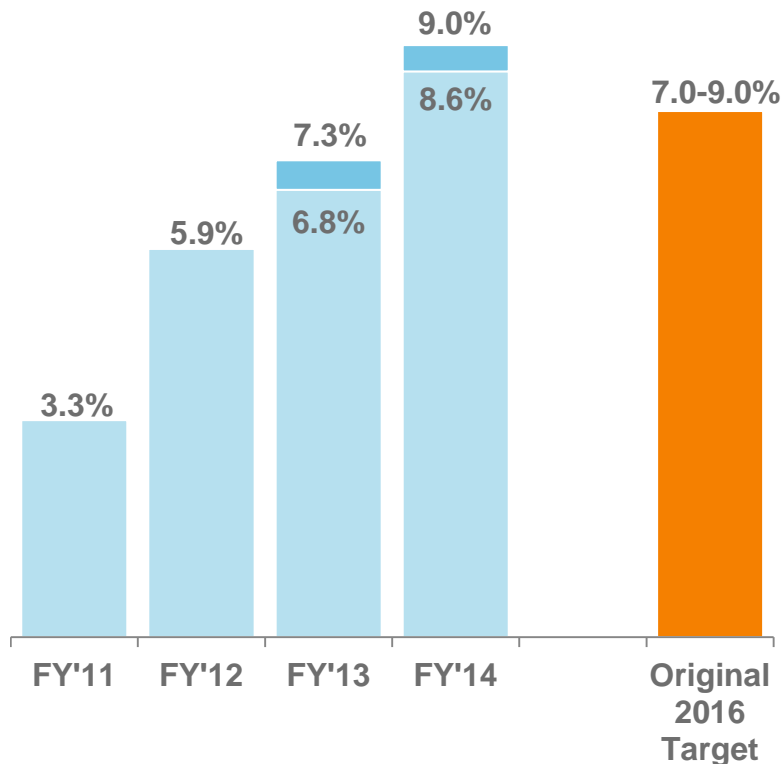
- Expand distribution footprint
- Develop key product and technology capabilities
- Increase participant engagement through further rollout of Retirement Readiness offerings
- Strengthen market position in the Tax-Exempt Markets with a particular focus on the Education segment

Examples of Execution

- ✓ Increasing effectiveness of sales force: conversion to Salesforce.com in Corporate Markets / Distribution of personalized practice builder models in Tax-Exempt Markets
- ✓ Onboarding of two large Tax-Exempt Market plans in 4Q'14
- ✓ 91% of re-priced cases retained in 4Q'14 while achieving aggregate targeted IRRs

Annuities – Selective Growth While Running Off Less Profitable Business

Adjusted Operating ROC



■ Items that we do not expect to recur at the same levels

2015 Priorities

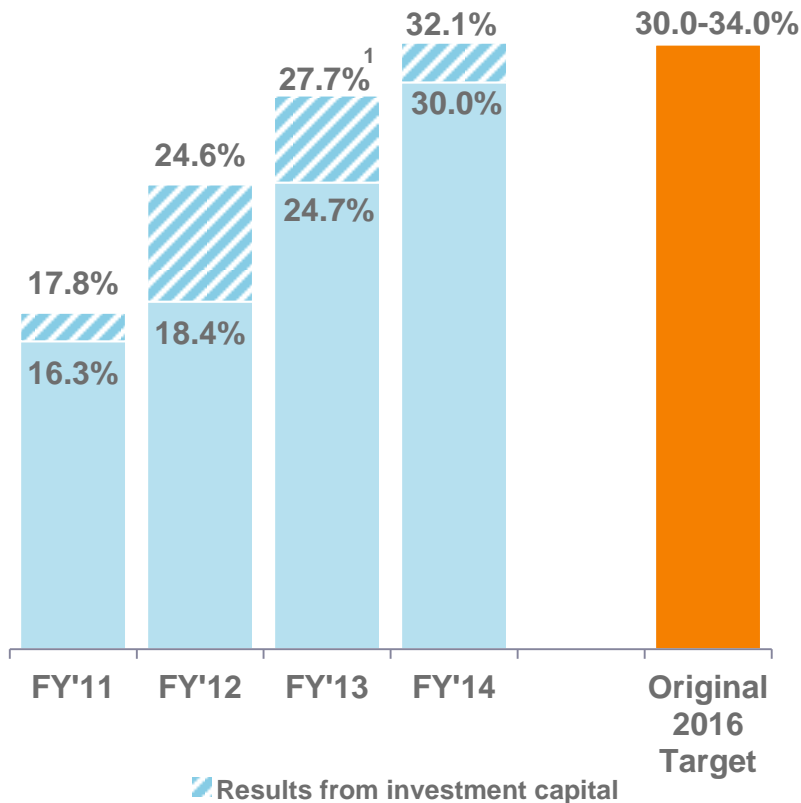
- ❑ Introduce new products to meet evolving client retirement needs and risk profiles
- ❑ Expand wholesale strategy that broadens distribution into new institutions, such as broker/dealers, banks, and other insurance companies
- ❑ Improve infrastructure to streamline new business process and improve end-customer experience

Examples of Execution

- ✓ Broadening distribution through closely aligned partnerships
- ✓ Development of a new structured annuity product, PotentialPLUS, successfully launched in January
- ✓ Excellent first year results from strategic alliance with Allstate, both in terms of engagement levels and sales

Investment Management – Scalable Platform Leveraging Strong Investment Performance

Operating Margin



2015 Priorities

- ▣ Continued strong investment performance
- ▣ Continued expansion of third-party business and improved institutional and retail distribution
- ▣ Growth of proprietary share of AUM
- ▣ Robust product extension leveraging investment capabilities

Examples of Execution

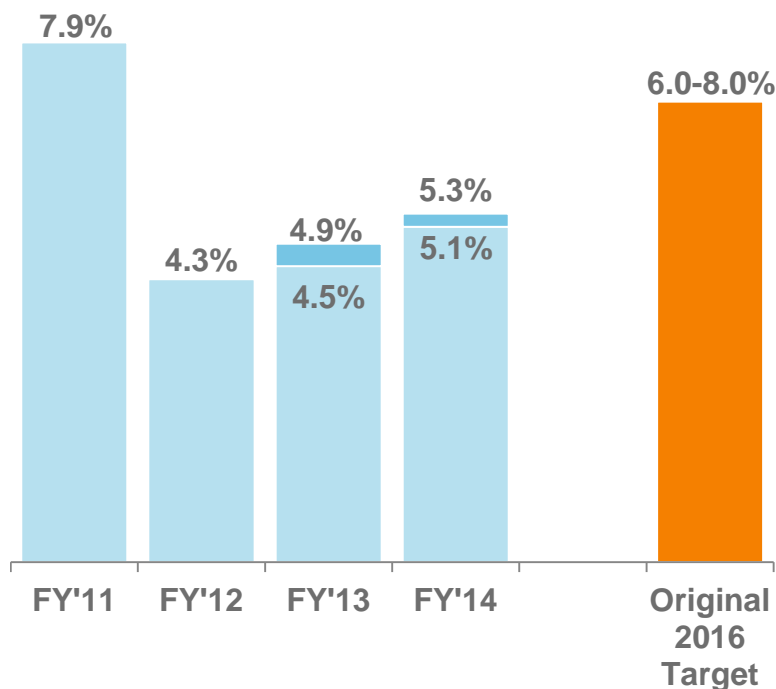
- ✓ 92% and 97% of fixed income assets; 53% and 59% of equity assets; and 99% and 98% of MASS assets outperformed benchmark or peer median returns as of 4Q'14 on a 3-year and 5-year basis, respectively²
- ✓ Strong performance fees associated with alternative and structured investments
- ✓ Solid net cash flow associated with fixed income strategies including multi-sector bonds and senior loans

1. Excludes gain from Lehman Recovery

2. Metrics presented measure each investment product based on (i) rank above the median of its peer category within Morningstar (mutual funds) or eVestment (institutional composites) for unconstrained and fully-active investment products; or (ii) outperformance against its benchmark index for "index-like", rules-based, risk-constrained, or client-specific investment products

Individual Life – Repositioning Toward Aligned Distribution Model

Adjusted Operating ROC



■ Items that we do not expect to recur at the same levels

2015 Priorities

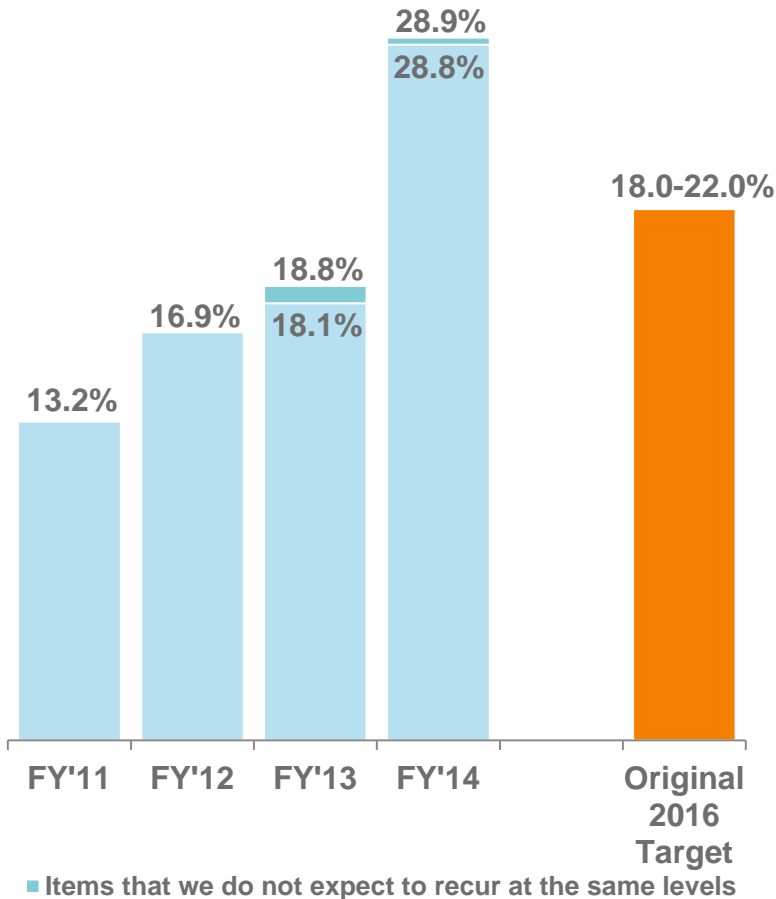
- Launch of Aligned Distribution strategy
- Grow sales of indexed life products
- Continue to seek in-force solutions
- Manage non-guaranteed elements of in-force contracts

Examples of Execution

- ✓ Reinsurance transaction with RGA expected to improve ROC by approximately 70 bps for Individual Life and approximately 35 bps for Voya's Ongoing Business
- ✓ FY'14 indexed sales accounted for 52% of the total sales for the year, up from 28% of total sales in FY'13

Employee Benefits – High Return on Profitable Growth

Adjusted Operating ROC



2015 Priorities

- ❑ Expand target market focus to include mid-sized employers
- ❑ Leverage breadth of product portfolio to drive package solutions
- ❑ Sales training and elimination of manual pricing adjustments to continue to strengthen effectiveness
- ❑ Organizational alignment to support profitable growth

Examples of Execution

- ✓ Began piloting new proposal package process for Accident / Critical Illness to help drive increased sales, increase retention, and build scale
- ✓ Continued to target private exchanges and key distribution partners to drive profitable growth and retention of profitable business

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3. Business Operating and Balance Sheet Metrics

Ewout Steenbergen, Chief Financial Officer

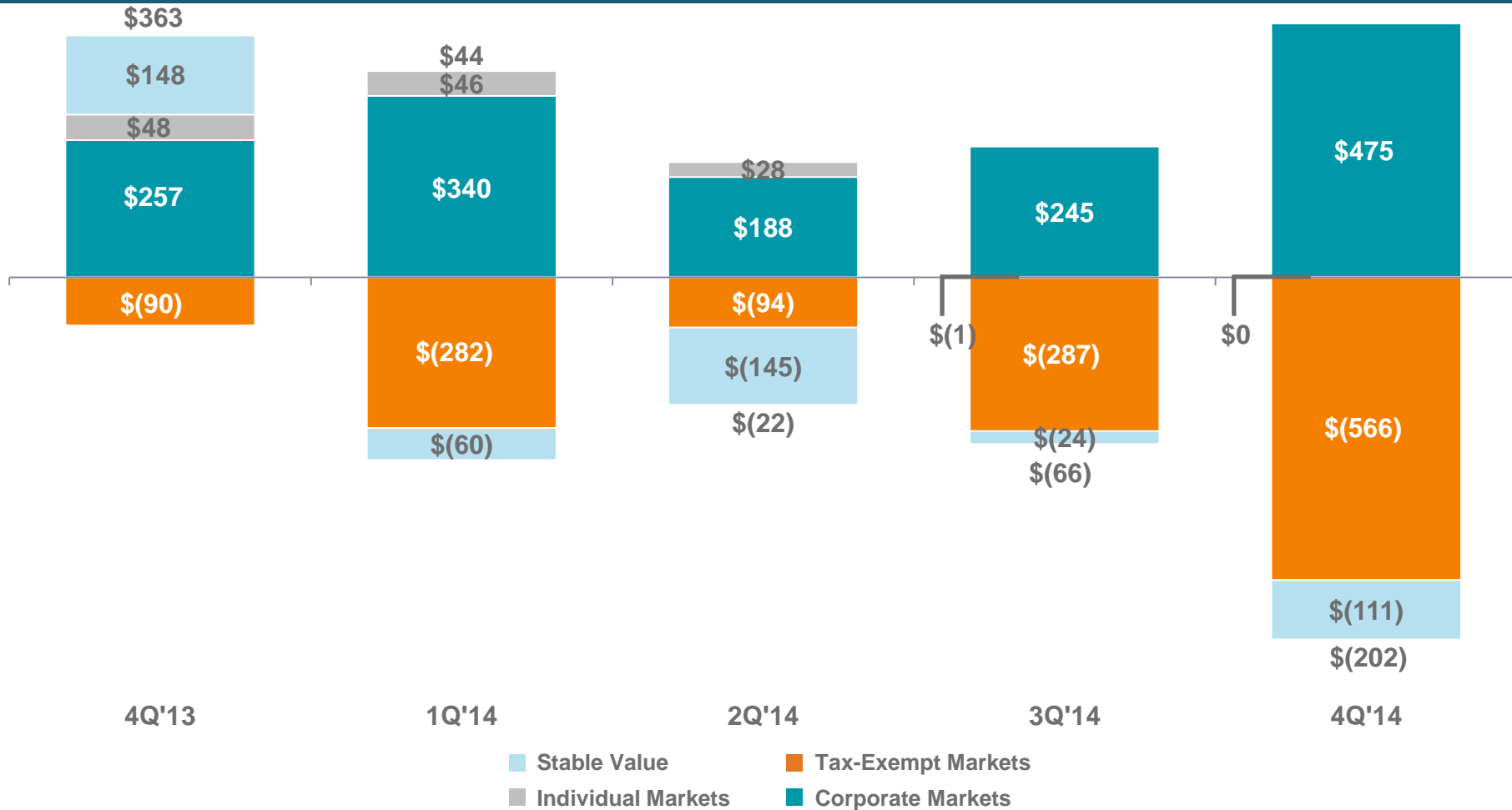
4Q'14 Business Segment Drivers

4Q'14 relative to 3Q'14	
<i>Retirement</i>	Higher prepayment income partially offset by lower alternative income; higher fee income
<i>Annuities</i>	Higher prepayment income and favorable mortality
<i>Investment Management</i>	Higher performance fees offset by higher operating expenses; lower investment capital results from changes in value of certain private equity investments
<i>Individual Life</i>	Higher prepayment income partially offset by lower alternative income; favorable mortality driven by lower severity
<i>Employee Benefits</i>	Loss ratio for Stop Loss continued to be favorable
<i>Other</i>	Tax valuation allowance release; pension plans re-measurement and Individual Life reinsurance transaction

Additional Items	
<i>All segments</i>	Payroll taxes and other annual expenses tend to be highest in the first quarter; income on alternatives is usually lower in the first quarter; operating earnings tax rate of 32% in 2015
<i>Retirement</i>	2015 recordkeeping fees quarterly run-rate of approximately \$45 million
<i>Investment Management</i>	Performance fees and investment capital results tend to be lowest in the first quarter; on average investment capital adds 200-250 basis points per year to the operating margin
<i>Employee Benefits</i>	Group Life loss ratio tends to be highest in the first quarter
<i>CB Institutional Spread Products</i>	Expected operating earnings of \$5 - \$10 million for 2015

Retirement Net Flows Better Than Expected in 4Q'14

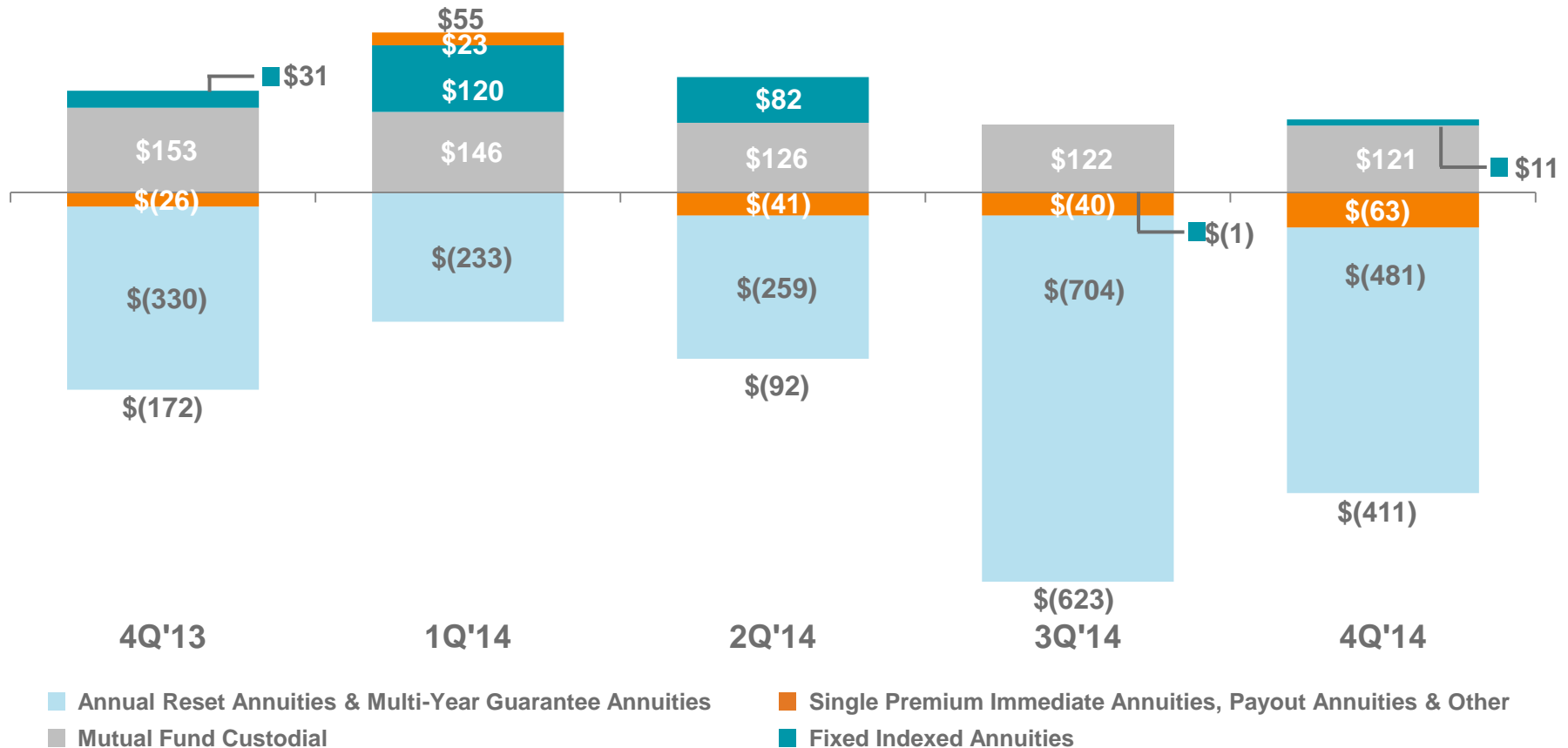
Retirement Net Flows¹ (\$ million)



1. Excludes recordkeeping

Annuities Focused on Growing Fixed Indexed and Mutual Fund Custodial, and Running Off Less Profitable Business

Annuities Net Flows¹ (\$ million)

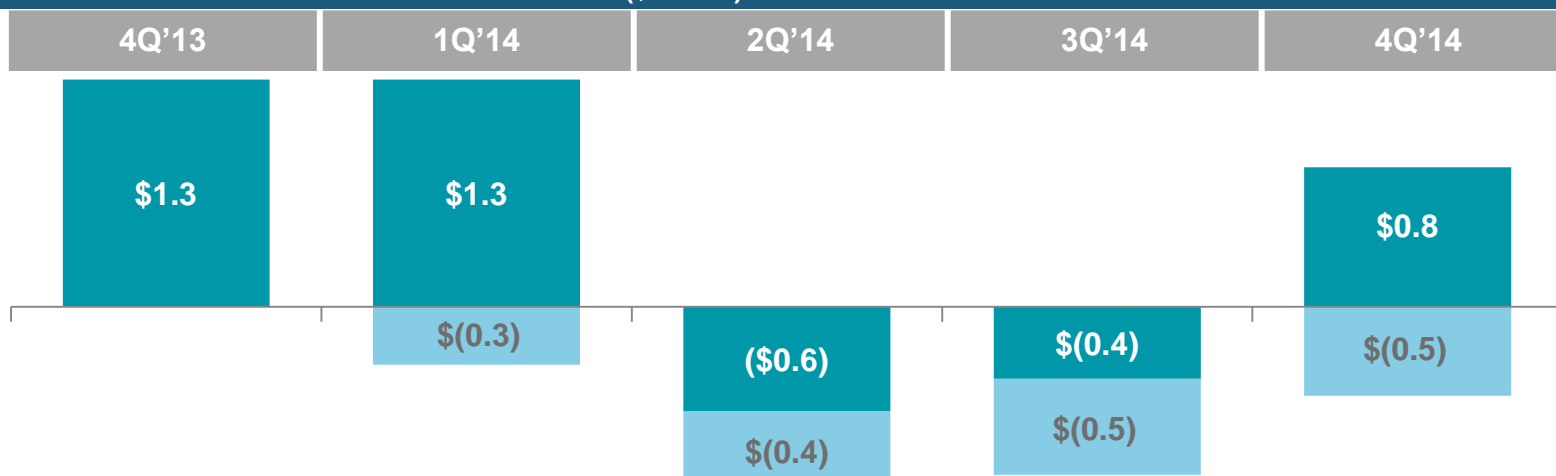


1. Annual reset (AR) / Multi-year guarantee annuities (MYGA) are in run-off

Investment Management Aided by Positive Investment Management Sourced Flows and Sub-Advisor Replacements in 4Q'14

Investment Management Third-Party Net Flows¹

(\$ billion)



	4Q'13	1Q'14	2Q'14	3Q'14	4Q'14
Sub-Advisor Replacements	\$0.0	\$4.7	\$0.0	\$2.1	\$0.8
Investment Management VA Net Flows	\$(0.7)	\$(0.8)	\$(0.9)	\$(1.0)	\$(1.2) ²
Total	\$0.6	\$4.9	\$(1.9)	\$0.2	\$(0.2)

■ Investment Management Sourced

■ Affiliate Sourced

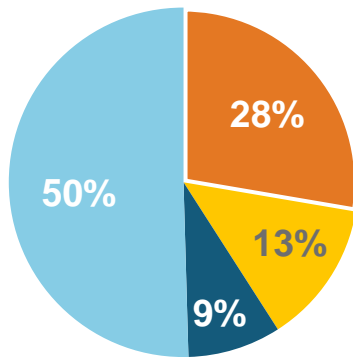
1. Excludes General Account

2. Total Closed Block Variable Annuity net flows were \$(1.8) billion in 4Q'14, of that \$(1.2) billion were managed by Investment Management

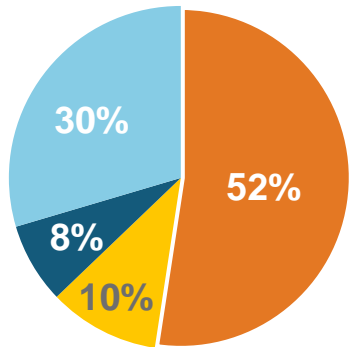
Individual Life Results Positively Impacted by Favorable Net Mortality

Individual Life Sales¹ (\$ million)

2013 Sales

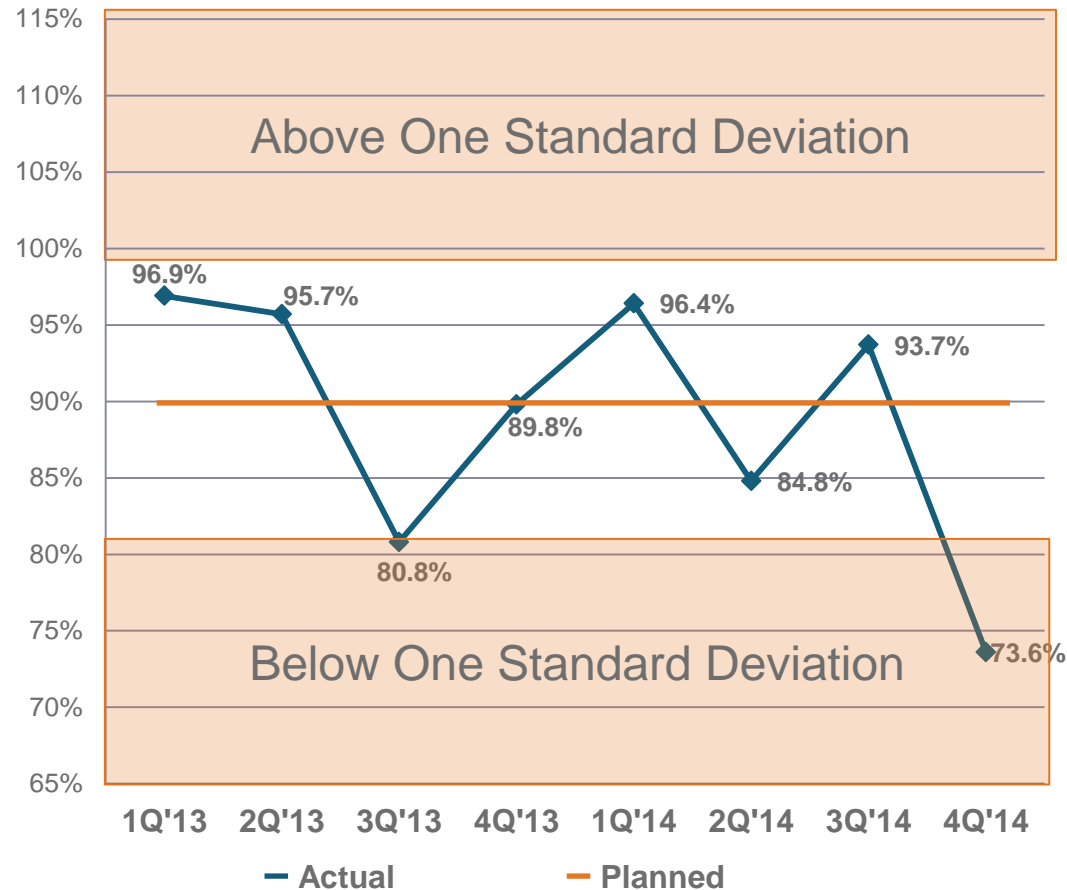


2014 Sales



■ Indexed ■ Other UL ■ VUL ■ Term

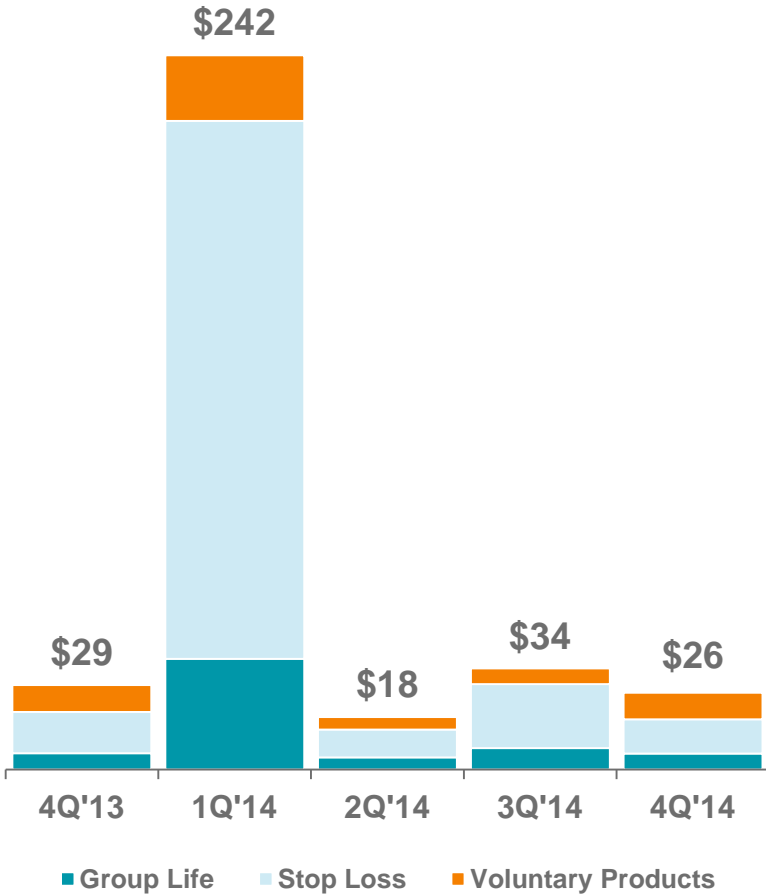
Actual-to-Expected Mortality



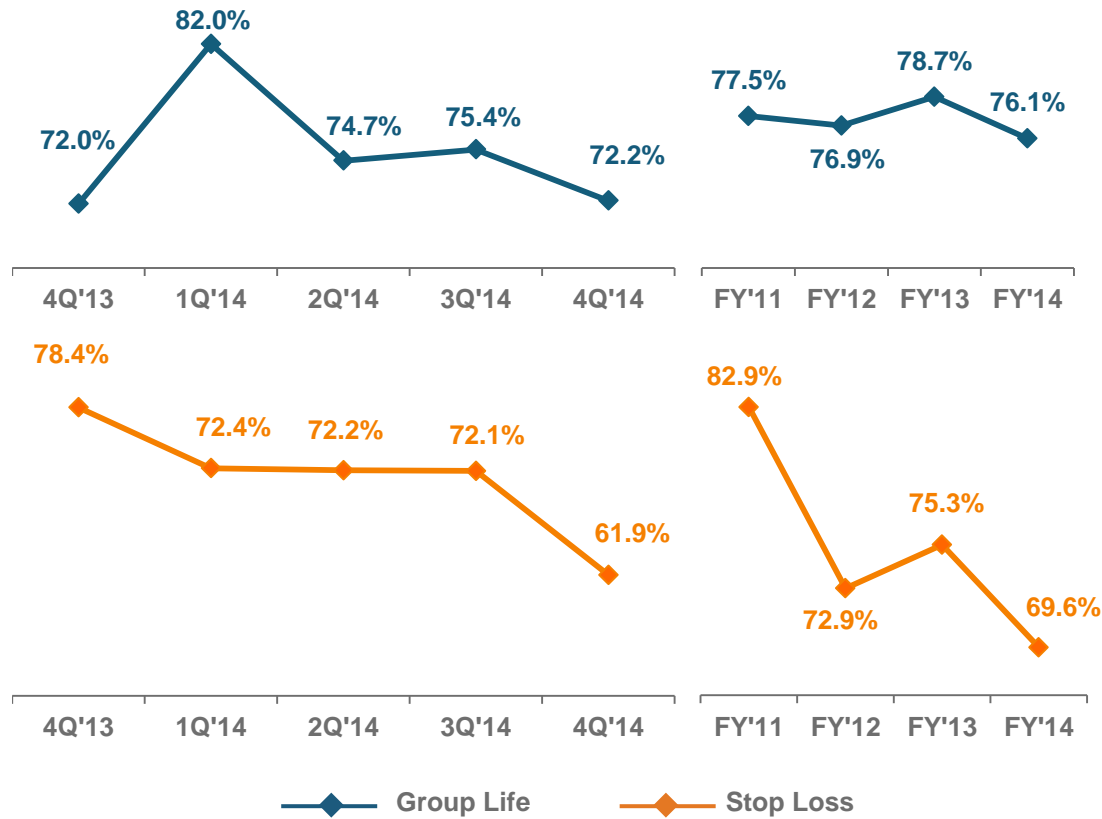
1. Refer to the 4Q'14 Quarterly Investor Supplement for sales figures by product

Employee Benefits Loss Ratios for Group Life and Stop Loss Remained Favorable

Sales¹ (\$ million)



Loss Ratios (%)

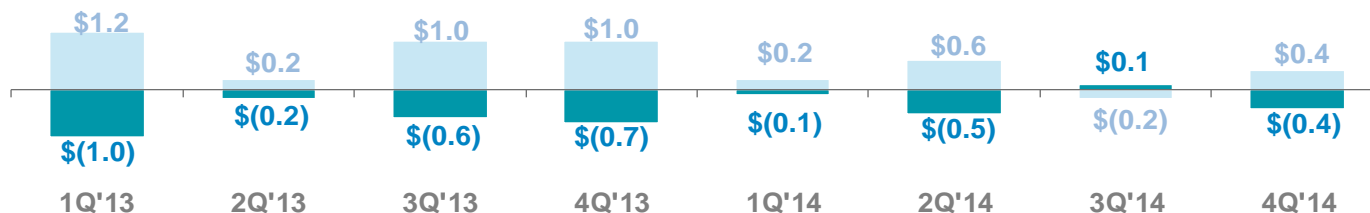


1. Refer to the 4Q'14 Quarterly Investor Supplement for sales figures by product

Active Hedge Program in Closed Block Variable Annuity

Change in Statutory Reserves Relative to Hedge (\$ billion)

- Equity impacts (increase) decrease in stat reserve liability
- Equity impacts increase (decrease) in hedge assets



Net Impact (\$ billion)

\$0.2	\$0.0	\$0.4	\$0.3	\$0.1	\$0.1	\$(0.1)	\$0.0
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4Q'14 Results

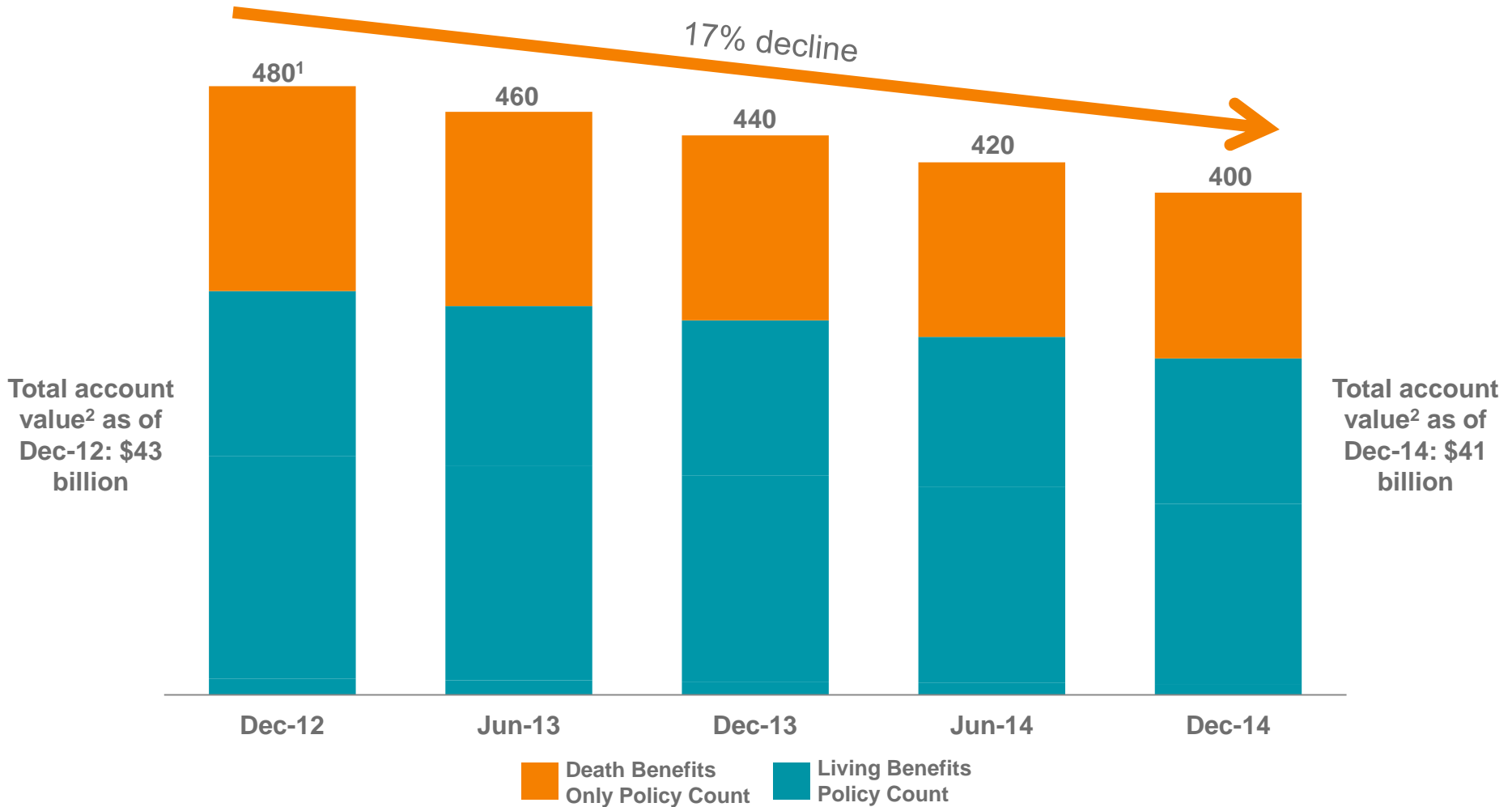
- Estimated available resources of \$5.0 billion
- Living Benefit NAR of \$3.7 billion
- Net Flows of \$(1.8) billion, annualized 16.6% of beginning of period assets (including the impact of the GMIB enhancement offer)

Preliminary Impact to Regulatory Capital and Earnings^{1,2} (\$ million)

Net Impact (increase / (decrease))	Equity Market (S&P 500)						Interest Rates	
	-25%	-15%	-5%	5%	15%	25%	-1%	1%
Regulatory Capital	0	0	0	100	200	300	150	(50)
U.S. GAAP Earnings Before Income Taxes	750	450	100	(200)	(550)	(750)	(450)	250

- These sensitivities illustrate the estimated impact of the indicated shocks beginning on the first market trading day following December 31, 2014, and give effect to dynamic rebalancing over the course of the shock event. This reflects the hedging we had in place at the close of business on December 31, 2014 in light of our determination of risk tolerance and available collateral at that time, which may change from time to time. The estimates of equity market shocks reflect a shock to all equity markets, domestic and global, of the same magnitude
- Actual results will differ due to issues such as basis risk, variance in market volatility versus what is assumed, combined effects of interest rates and equities, rebalancing of hedges in the future, or the effects of time and other variations from assumptions. Additionally, estimated sensitivities vary over time as the market and closed book of business evolve or if assumptions or methodologies that affect sensitivities are refined

CBVA Policy Count Decline Reflects Continued Run-off



1. All policy count figures in thousands
 2. Total account value is accumulation phase only

Sizeable TVA Release and Significant NPV of Projected Tax Savings

Income Statement and Balance Sheet Metrics

- ❑ TVA release of \$1.85 billion for FY'14
- ❑ TVA of \$783 million related to Federal NOLs as of 12/31/14
- ❑ 2015 Ongoing Business operating tax rate of 32%

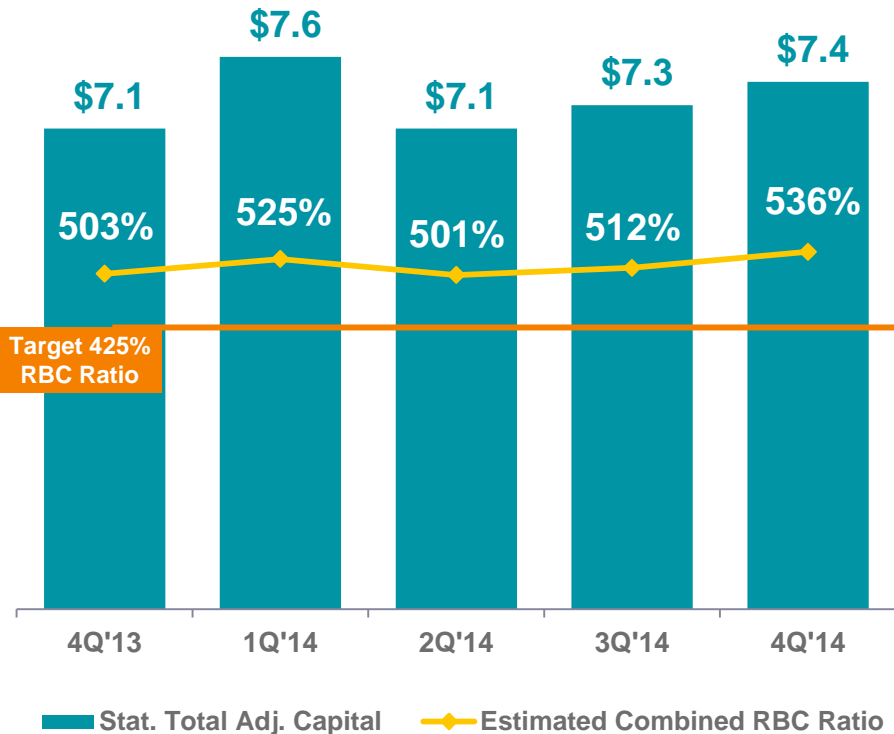
NPV Analysis (\$ million)

Value of Tax Assets ^{1,2,3}			Value of DRD ⁵	
	Nominal DTA Value as of 12/31/14	NPV ⁴	Years	NPV ⁶
Federal Operating Loss Carry Forwards	\$1,034	\$374	5	\$265
Life Subgroup Deferred Losses	1,879	1,196	10	\$430
Non-Life Subgroup Deferred Losses	133	35	15	\$532
Total	\$3,046	\$1,605	20	\$596

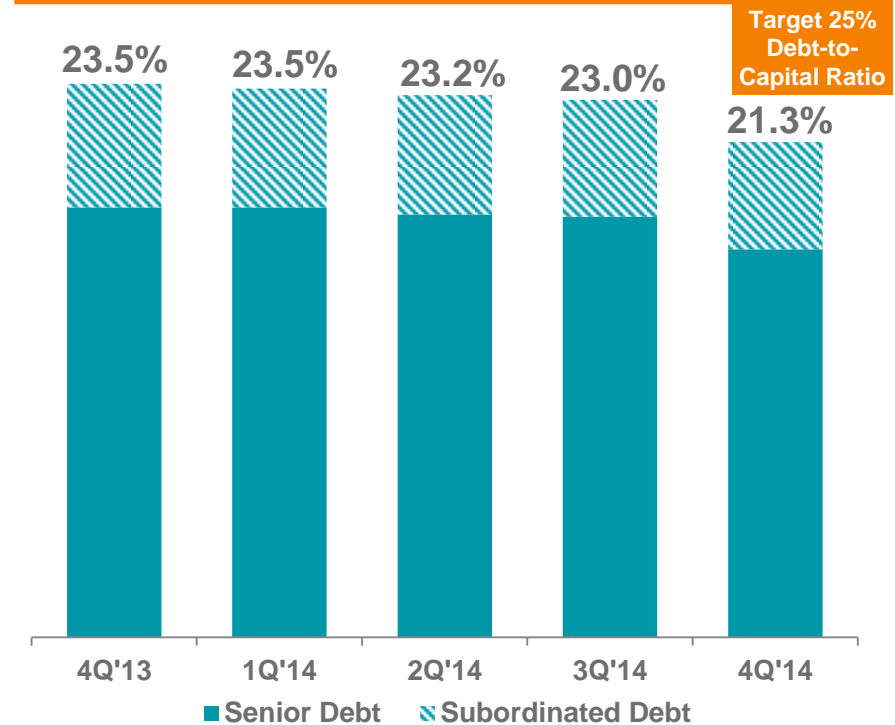
1. The section 382 limitation is not projected to impact the calculation
2. The amount shown for the operating loss carry forwards is gross before a TVA of \$783 million
3. Assumes income levels consistent with company forecasts
4. Discounted at 10% and assumes that the DRD stays in place
5. The value of the DRD is computed assuming 2/3 of a total DRD deduction which represents the CBVA portion of approximately \$100 million after-tax per year
6. Discounted at 10%

Estimated Combined RBC Ratio¹ Strengthened and Leverage Ratio Better Than Target

Statutory Total Adjusted Capital (\$ billion) and Estimated Combined RBC Ratio¹



Debt to Total Capital Ratio ex. Minority Interest and AOCI²

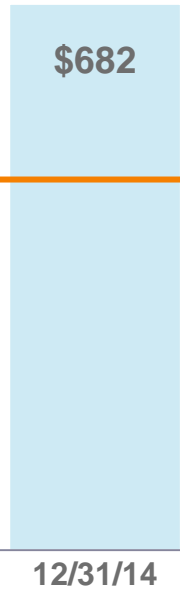


1. Estimated combined RBC ratio primarily for our four principal U.S. insurance subsidiaries

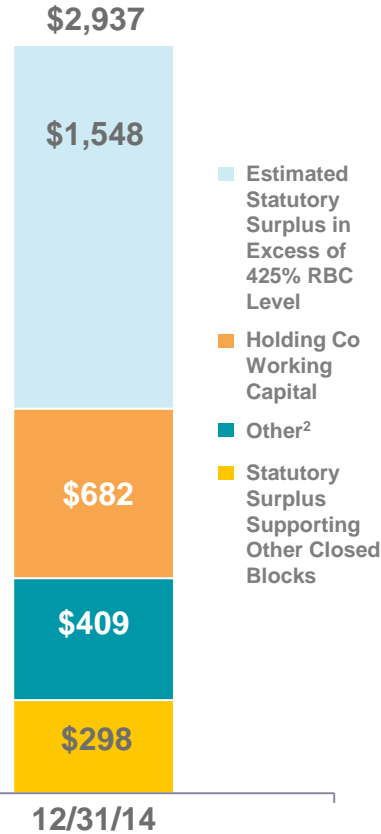
2. Ratio is based on U.S. GAAP capital (adjusted to exclude minority interest and AOCI) and ignores the 100% and 25% equity treatment afforded to subordinated debt by S&P and Moody's, respectively

Robust Capital Position

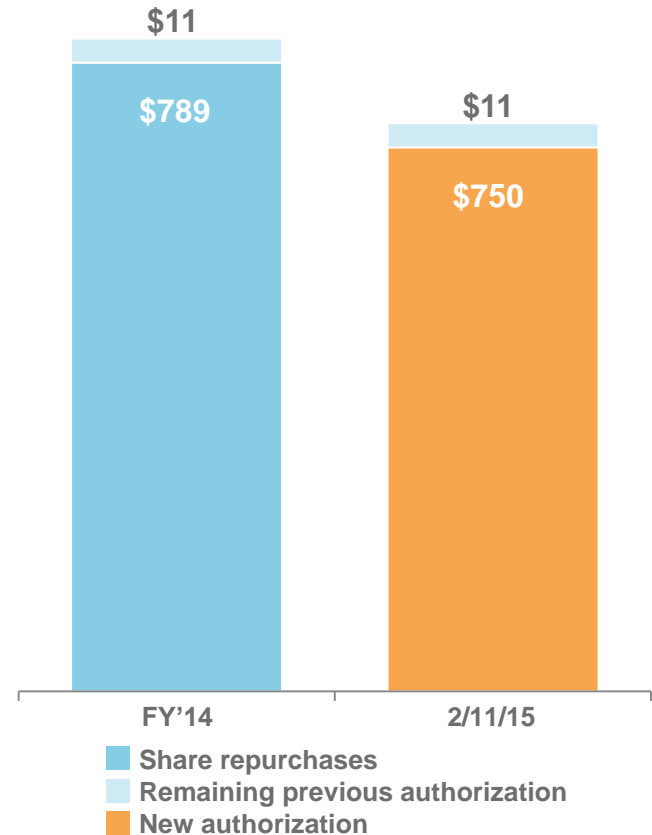
Holding Company Liquidity¹ (\$ million)



Corporate & Closed Blocks GAAP Capital ex. DTA (\$ million)



Share Buybacks (\$ million)



■ Share repurchases
■ Remaining previous authorization
■ New authorization

1. Target of 24-month holding company liquidity represents \$450 million; holding company liquidity includes cash and cash equivalents
 2. Primarily reflects certain corporate assets and liabilities, such as certain deferred tax assets and liabilities for unfunded pension plans

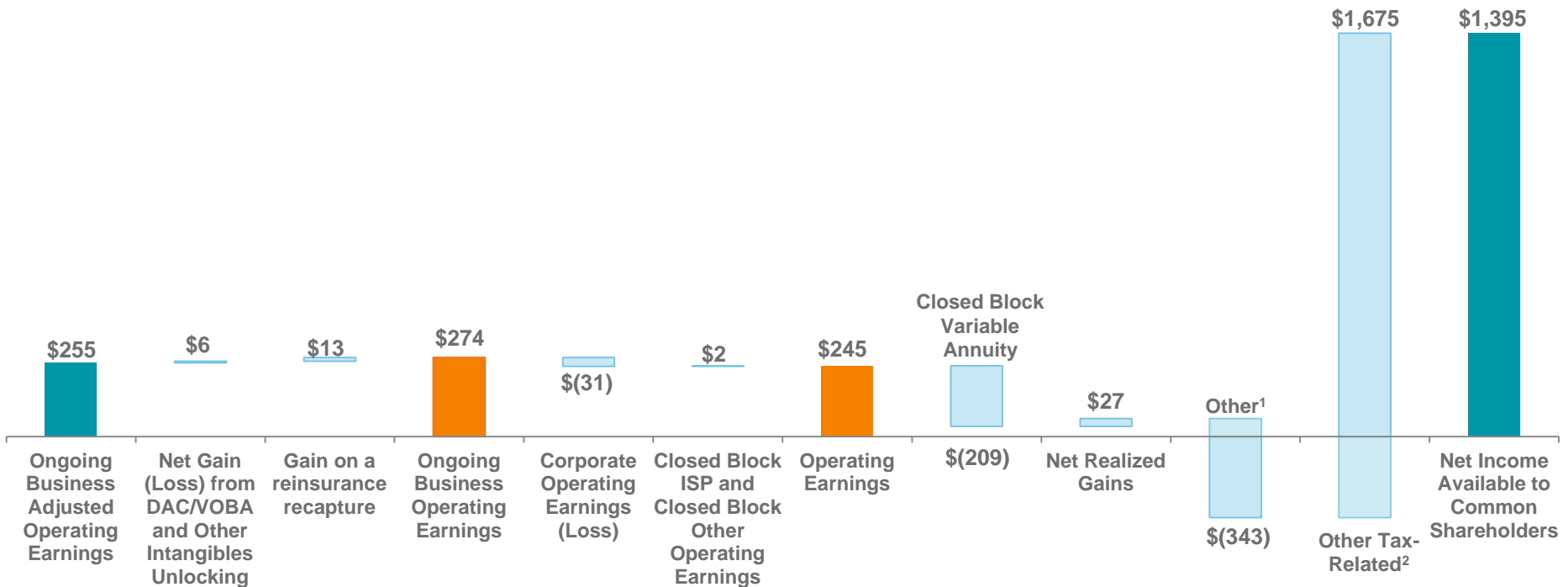
- 1 Premier Franchise with Leading Positions in Attractive Markets**
- 2 Experienced Management Team With a Track Record of Execution**
- 3 Potential for Further Significant ROE Improvement, Free Cash Flow Generation, and Earnings Growth**



Appendix

Reconciliation of 4Q'14 Ongoing Business Adjusted Operating Earnings to Net Income

(\$ million; all figures are after-tax)



1. Other, after-tax consists of immediate recognition of net actuarial gains (losses) related to pension and other postretirement benefit obligations and gains (losses) from plan amendments and curtailments; net guaranteed benefit hedging gains (losses) and related charges and adjustments; income (loss) from business exited; certain expenses and deal incentives related to the divestment of Voya Financial by ING Group; expenses associated with the rebranding of Voya Financial from ING U.S.; and restructuring expenses (severance, lease write-offs, etc.).
2. Other Tax-related is the difference between the actual tax rate for the quarter and the pro forma effective tax rate of 35% used to calculate operating earnings. The difference is primarily driven by changes in tax valuation allowances

Diversified Drivers of Operating Revenues

Net Underwriting Gain (Loss) and Other Revenue

Primarily consists of difference between premiums or fees charged for insurance risks and incurred benefits

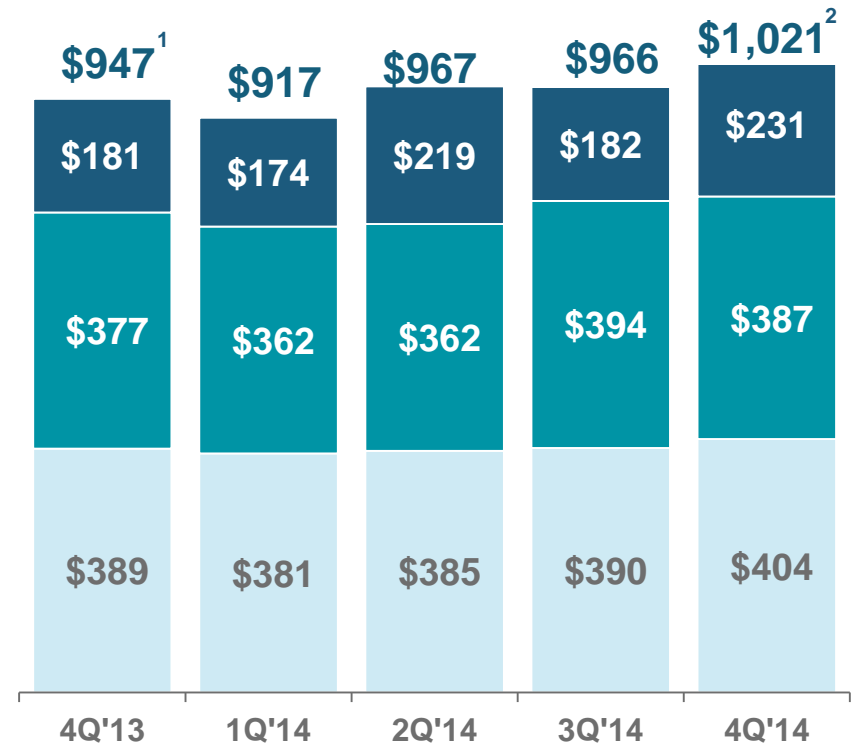
Investment Spread and Other Investment Income

Primarily consists of spread between yield and credited interest and investment income on capital supporting the business

Fee Based Margin

Primarily consists of fees on AUM and AUA

Ongoing Business Sources of Revenues (\$ millions)



1. Excludes the net gain from the Lehman bankruptcy settlement and the loss recognized as a result of marking low income housing tax credits partnerships to the sales price associated with their disposition in 3Q'13 and 4Q'13

2. Excludes gain on a reinsurance recapture

Seasonality of Financial Items

	1Q	2Q	3Q	4Q
Retirement	<ul style="list-style-type: none"> Corporate Markets tends to have the highest recurring deposits Withdrawals also tend to increase 		<ul style="list-style-type: none"> Education Tax-Exempt Markets typically sees lowest recurring deposits 	<ul style="list-style-type: none"> Corporate Markets typically sees highest transfer / single deposits Withdrawals also tend to increase Recurring deposits in Corporate Markets may be lower
Investment Management	<ul style="list-style-type: none"> Performance fees tend to be lowest Investment capital results tend to be lowest 			<ul style="list-style-type: none"> Performance fees tend to be highest
Individual Life				<ul style="list-style-type: none"> Universal Life sales tend to be highest
Employee Benefits	<ul style="list-style-type: none"> Group Life loss ratio tends to be highest Sales tend to be the highest 		<ul style="list-style-type: none"> Sales tend to be second highest 	
All Segments	<ul style="list-style-type: none"> Payroll taxes tend to be highest Other annual expenses are concentrated Income on alternatives is usually lower 			

Note: Annuities does not have any segment-specific seasonal financial items



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