

Voya Financial

Third Quarter 2018 Investor Presentation

October 31, 2018

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, such as those relating to Federal taxation, state insurance regulations and NAIC regulations and guidelines, (x) changes in the policies of governments and/or regulatory authorities, and (xi) our ability to successfully manage the separation of Venerable, including the transaction services, on the expected timeline and economic terms. Factors that may cause actual results to differ from those in any forward-looking statement also include those described under “Risk Factors” and “Management’s Discussion and Analysis of Results of Operations and Financial Condition – Trends and Uncertainties” in our Annual Report on Form 10-K for the year ended December 31, 2017 as filed with the Securities and Exchange Commission (“SEC”) on February 23, 2018, and our Quarterly Report on Form 10-Q for the three months ended September 30, 2018, to be filed with the SEC on or before November 9, 2018.

This presentation and the remarks made orally contain certain non-GAAP financial measures. Non-GAAP measures include Adjusted Operating Earnings, Adjusted Operating Return on Capital, Adjusted Operating Margin, and Adjusted debt-to-capital ratio. Information regarding these and other non-GAAP financial measures, including reconciliations to the most directly comparable GAAP financial measures, is provided in our quarterly earnings press releases and in our quarterly investor supplements, all of which are available at the Investor Relations section of Voya Financial’s website at investors.voya.com.

1. Key Themes and Strategic Priorities

- Rod Martin, Chairman and Chief Executive Officer

2. Business Segment Performance and Financial Highlights

- Mike Smith, Chief Financial Officer

Key Themes

Delivering on Strong Earnings Growth

- ❑ Normalized 3Q'18 adjusted operating earnings of \$1.34 per share is within target range¹
- ❑ Pre-tax adjusted operating earnings grew 17% year-over-year¹
- ❑ Retirement achieved another quarter of record earnings

Continued Momentum Across Businesses

- ❑ Retirement full-service recurring deposits grew 10% TTM year-over-year
- ❑ Investment Management sourced net flows positive for 11th consecutive quarter, driven by institutional flows
- ❑ Employee Benefits' loss ratios for Stop Loss returned to target range

Capital Position is Strong

- ❑ Excess capital of \$813 million as of 9/30/18²
- ❑ \$325 million senior debt pay-down in early 4Q'18, funded by a preferred equity issuance
- ❑ Repurchased \$250 million shares in 3Q'18
 - ❑ Plan to repurchase an additional \$250 million in 4Q'18
- ❑ New \$500 million share repurchase authorization

1. Normalized for DAC unlocking and prepayment fees and alternative income above long-term expectations.
2. Pro-forma for 4Q'18 debt pay-down.

Strategic Review Decision Results in Additional Shareholder Value

Individual Life, while retained, will be closed for new business

Strategic Rationale

- ❑ Focused on higher-growth, higher-return, capital-light businesses
- ❑ Strategic review identified near term initiatives that will drive improved earnings and returns
- ❑ Strong track record of managing in-force blocks
- ❑ Retains future optionality to accelerate monetization of parts of the in-force block

Improved Economics and Strong Cash Flow

- ❑ Improves free cash flow generation
 - ❑ Individual Life delivering \$1+ billion in 5-6 years
 - ❑ Individual Life free cash flow conversion increases to 70-80%
 - ❑ No capital strain from new Individual Life sales
- ❑ Diversification benefit retained

Continued Recognition of Strong Culture



Named a Great Place to Work® by the Great Place to Work Institute

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM 

Named to the Dow Jones Sustainability Index



Recognized as one of the World's Best Employers by Forbes

VOYA FINANCIAL | We make a difference.
2018 Employee Giving Campaign

Record employee participation and contributions in 2018 campaign

Agenda

1. Key Themes and Strategic Priorities

- Rod Martin, Chairman and Chief Executive Officer

2. Business Segment Performance and Financial Highlights

- Mike Smith, Chief Financial Officer

Third Quarter 2018 Results – Financial Highlights

After-tax Adjusted Operating Earnings¹ (Normalized)

\$1.34 per diluted share

Excludes:

3Q'18

- | | |
|--|----------|
| □ Deferred acquisition costs and value of business acquired (“DAC/VOBA”) and other intangibles unlocking | \$(0.70) |
| □ Prepayment fees and alternative income above long-term expectations | \$0.20 |

After-tax Adjusted Operating Earnings¹ (Reported) \$0.84

Net Income Available to Common Shareholders²

\$142 million

Includes:

3Q'18

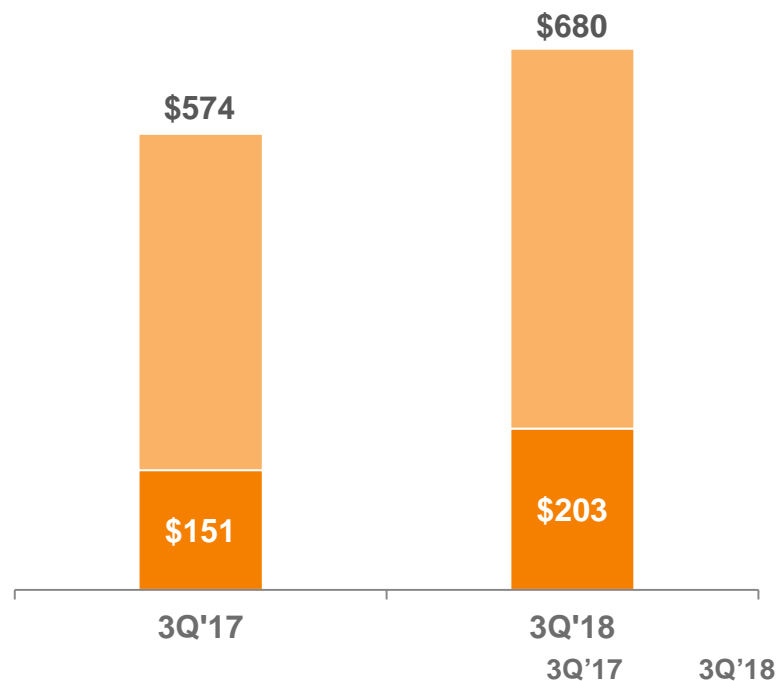
- | | |
|--|-----------|
| □ Adjusted operating earnings | \$139 M |
| □ Includes annual review of actuarial assumptions & models | \$(121) M |
| □ Net realized gains and other | \$3 M |

- Adjusted Operating Earnings as presented is a non-GAAP measure. Information regarding this non-GAAP financial measure, and a reconciliation to most comparable U.S. GAAP measure, is provided in the “Reconciliations” section of the Quarterly Investor Supplement. For 2018, the adjusted operating effective tax rate is based on the actual income tax expense for the current period related to Income (loss) from continuing operations, adjusted for estimated taxes on non-operating items and non-operating tax impacts, such as those related to restructuring, changes in a tax valuation allowance and changes to tax law, including the Tax Cuts and Jobs Act.
- Presented on an after-tax, post-DAC basis.

Retirement – Leading Franchise Driving Long-Term Growth and Improving Returns

Adjusted Operating Earnings (\$ millions)¹

■ Current Quarter ■ TTM



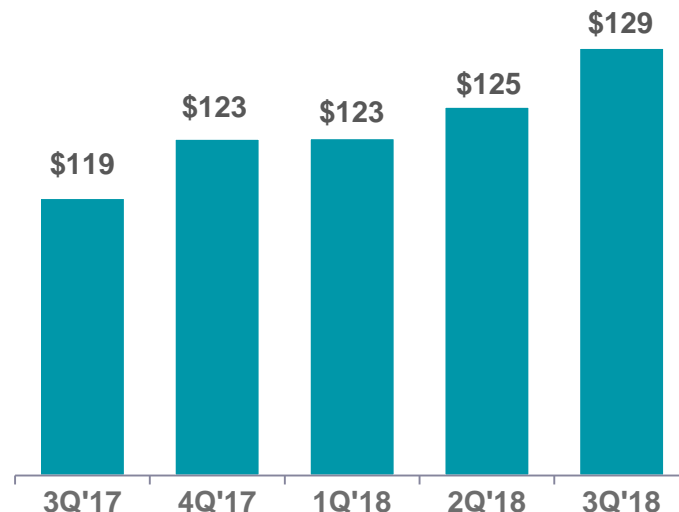
Includes prepayment and alternative income above/(below) expectations² of:

TTM

Adjusted Operating ROC, TTM⁴

	3Q'17	3Q'18
	\$3 M	\$27 M
TTM	\$17 M	\$46 M
Adjusted Operating ROC, TTM ⁴	9.9%	13.4%

Full Service Client Assets (\$ billions)



Full Service (\$ millions)

	3Q'17	4Q'17	1Q'18	2Q'18	3Q'18
Recurring Deposits TTM	\$8,328	\$8,476	\$8,633	\$8,927	\$9,164
Net Flows ³	924	(27)	47	127	99

Client Assets (\$ billions)

	3Q'17	4Q'17	1Q'18	2Q'18	3Q'18
Total Client Assets	410	432	417	421	435

1. Excludes DAC unlocking and 2016 Lehman Bankruptcy/LIHTC Loss (net of DAC). Adjusted Operating Earnings as presented is a non-GAAP measure. Information regarding this non-GAAP financial measure, and a reconciliation to most comparable U.S. GAAP measure, is provided in the "Reconciliations" section of the Quarterly Investor Supplement.

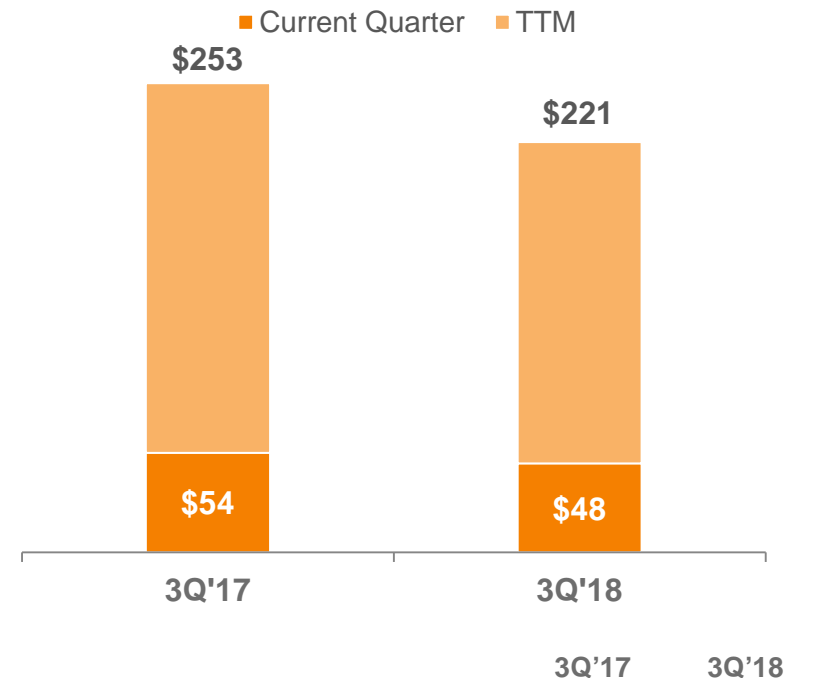
2. Prepayment and alternative income above/(below) expectations are pre-tax and pre-DAC.

3. Excludes Retail Wealth Management and other Assets.

4. Return on Capital presented on an unlevered basis.

Investment Management – Continued Strong Performance Across Multiple Investment Platforms and Distribution Channels

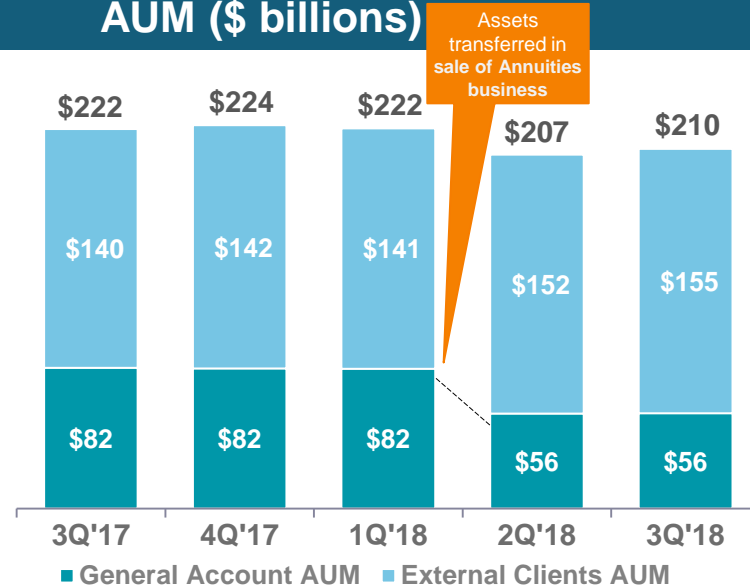
Adjusted Operating Earnings (\$ millions)¹



Includes prepayment and alternative income above/(below) expectations² of:

	3Q'17	3Q'18
TTM	\$38 M	\$10 M
Adjusted Operating Margin, TTM	34.3%	31.3%
excl. investment capital, TTM	28.8%	28.0%

AUM (\$ billions)



Net Flows (\$ billions)

	3Q'17	4Q'17	1Q'18	2Q'18	3Q'18
Institutional	\$1.7	\$0.5	\$0.0	\$1.3	\$1.4
Retail ³	0.7	(0.2)	(0.5)	(0.5)	(0.3)
Total Net Flows (Excluding Divested Annuities Business)	\$2.5	\$0.3	\$(0.5)	\$0.7	\$1.1
Divested Annuities Business ⁴	(0.9)	(1.4)	(0.7)	(0.6)	(0.6)
Total Net Flows	\$1.5	\$(1.1)	\$(1.2)	\$0.1	\$0.5

1. Excludes DAC unlocking and 2016 Lehman Bankruptcy/LIHTC Loss (net of DAC). Adjusted Operating Earnings as presented is a non-GAAP measure. Information regarding this non-GAAP financial measure, and a reconciliation to most comparable U.S. GAAP measure, is provided in the "Reconciliations" section of the Quarterly Investor Supplement.

2. Prepayment and alternative income above/(below) expectations are pre-tax and pre-DAC.

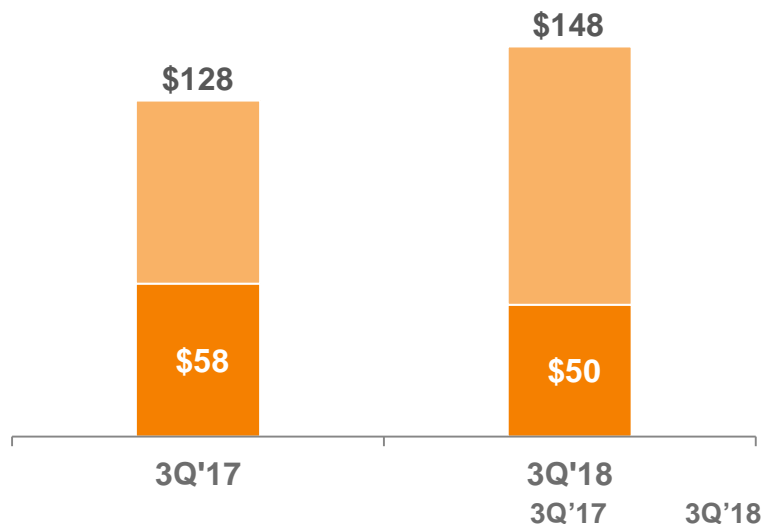
3. Includes \$76 million and \$857 million of net inflows from sub-advisor replacements in 3Q 2018 and 3Q 2017, respectively.

4. Outflows associated with the variable annuity business divested to Venerable in June 2018.

Employee Benefits – High Returns and Capital Generation Business

Adjusted Operating Earnings (\$ millions)¹

■ Current Quarter ■ TTM



Includes prepayment and alternative income above/(below) expectations² of:

■ TTM

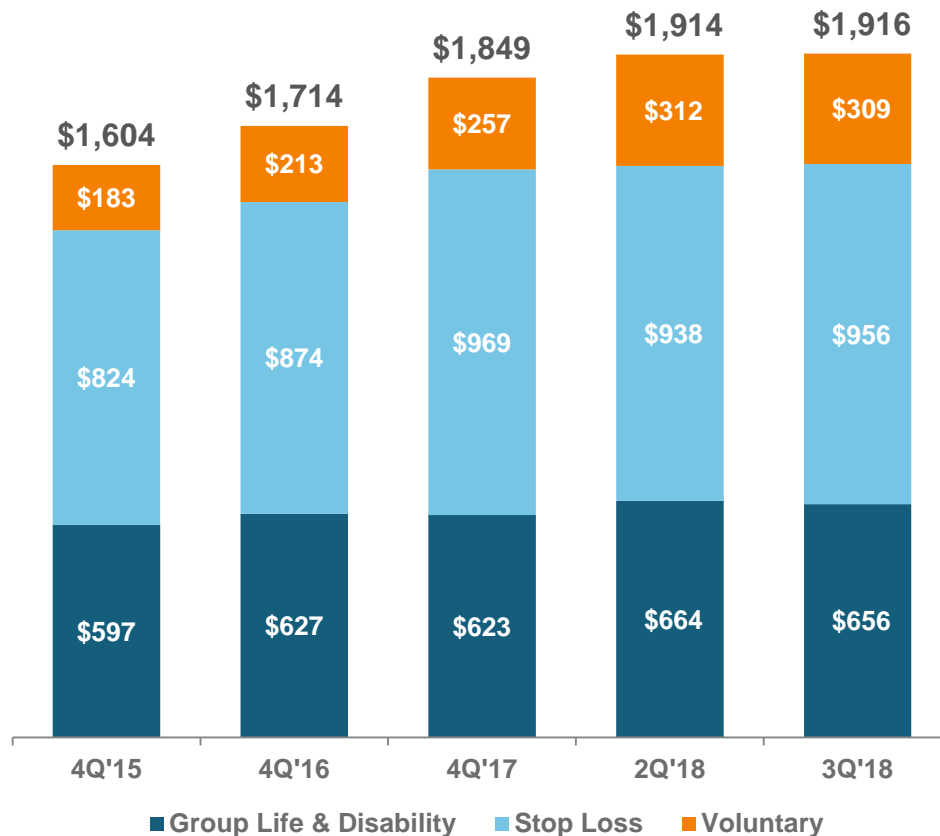
	3Q'17	3Q'18
\$1 M		\$2M
\$4 M		\$5 M

Adjusted Operating ROC, TTM ³	24.3%	26.9%
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Loss Ratios

■ Group Life	74.4%	78.6%
■ Stop Loss	80.6%	77.0%
■ Total Aggregate Loss Ratio, TTM ⁴	74.2%	73.1%

Annualized In-Force Premiums (\$ millions)



■ Group Life & Disability ■ Stop Loss ■ Voluntary

1. Excludes DAC unlocking and 2016 Lehman Bankruptcy/LIHTC Loss (net of DAC). Adjusted Operating Earnings as presented is a non-GAAP measure. Information regarding this non-GAAP financial measure, and a reconciliation to most comparable U.S. GAAP measure, is provided in the "Reconciliations" section of the Quarterly Investor Supplement.

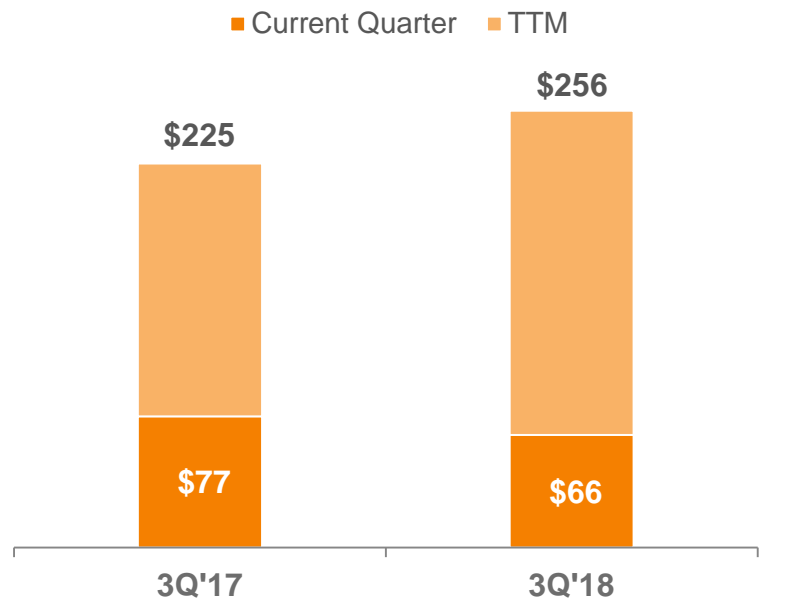
2. Prepayment and alternative income above/(below) expectations are pre-tax and pre-DAC.

3. Return on Capital presented on an unlevered basis.

4. Includes Stop Loss, Group Life, and Voluntary.

Individual Life – Disciplined Management of In-Force Block

Adjusted Operating Earnings (\$ millions)¹



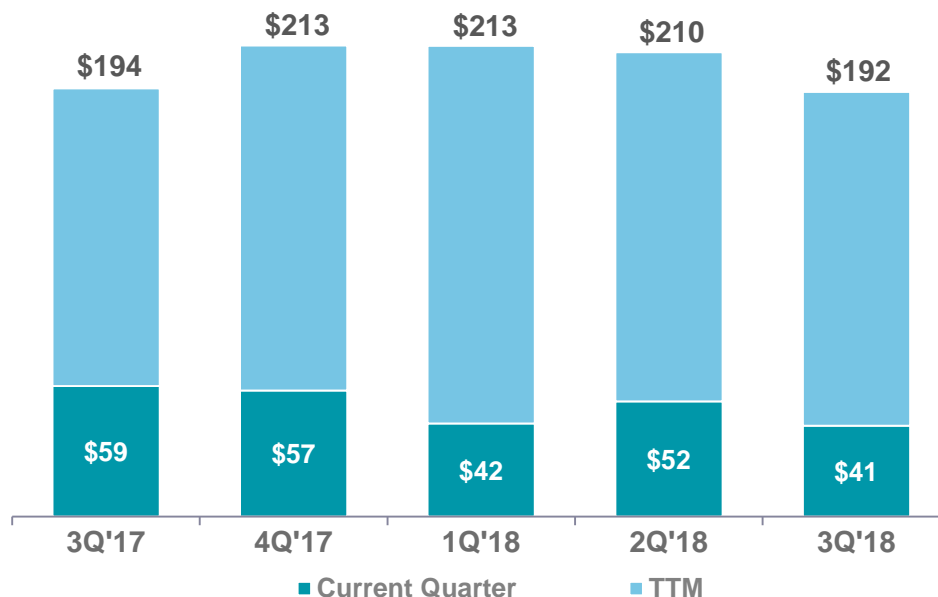
Includes prepayment and alternative income above/(below) expectations² of:

TTM

Adjusted Operating ROC, TTM³

	3Q'17	3Q'18
Includes prepayment and alternative income above/(below) expectations ² of:	\$1 M	\$10 M
TTM	\$6 M	\$20 M
Adjusted Operating ROC, TTM ³	9.5%	9.8%

Net Underwriting Gain (\$ millions)



Strategic Review Decision

- Improves free cash flow generation
- Creates additional cost savings opportunities
- Retains earnings and capital diversification benefit

1. Excludes DAC unlocking and 2016 Lehman Bankruptcy/LIHTC Loss (net of DAC). Adjusted Operating Earnings as presented is a non-GAAP measure. Information regarding this non-GAAP financial measure, and a reconciliation to most comparable U.S. GAAP measure, is provided in the "Reconciliations" section of the Quarterly Investor Supplement.

2. Prepayment and alternative income above/(below) expectations are pre-tax and pre-DAC.

3. Return on Capital presented on an unlevered basis.

Adjusted Operating EPS Considerations

3Q'18 Financial Results

Reported 3Q'18 Adjusted Operating EPS ¹	\$0.84
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Includes:

- | | |
|---|----------|
| ▪ DAC/VOBA and other intangibles unlocking | \$(0.70) |
| ▪ Prepayment fees and alternative income above long-term expectations | \$0.20 |

4Q'18 Considerations²

Potential Beneficial Items:

- | | |
|---------------------|-------------|
| ▪ Share repurchases | In progress |
|---------------------|-------------|

Potential Offsetting Items:

- | | |
|----------------------------------|--------|
| ▪ Higher administrative expenses | \$0.05 |
|----------------------------------|--------|

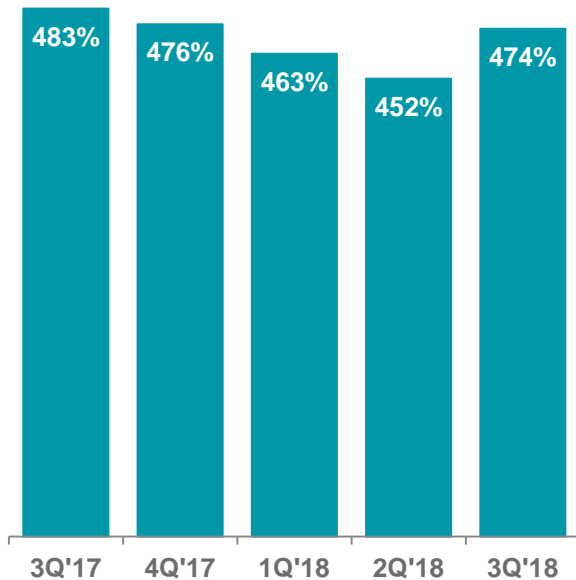
1. Adjusted operating EPS as presented is a non-GAAP measure. Information regarding this non-GAAP financial measure, and a reconciliation to most comparable U.S. GAAP measure, is provided in the "Reconciliations" section of the Quarterly Investor Supplement.

2. List of considerations not intended to be exhaustive. Does not factor items such as business growth, equity market and interest rate movements. The impact of share repurchases will be dependent on market conditions.

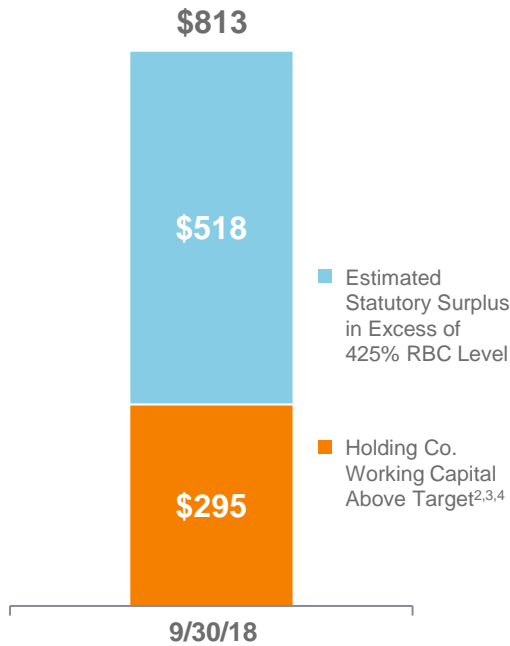
Capital Position is Strong

Estimated Combined RBC Ratio¹

Target: **425%**

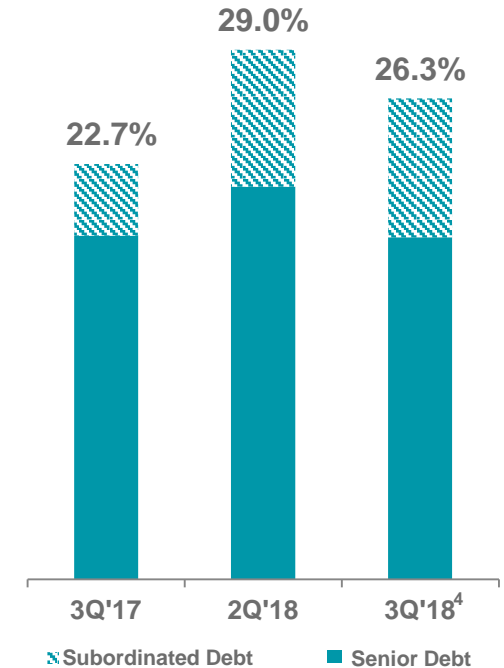


Excess Capital (\$ millions)⁴



Debt-to-Capital Ratio⁵

Target: **30%**



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

2. Target of 12-month holding company liquidity represents \$200 million; holding company liquidity includes cash, cash equivalents, and short-term investments; holding company is defined as Voya Financial Inc. and Voya Holdings Inc.

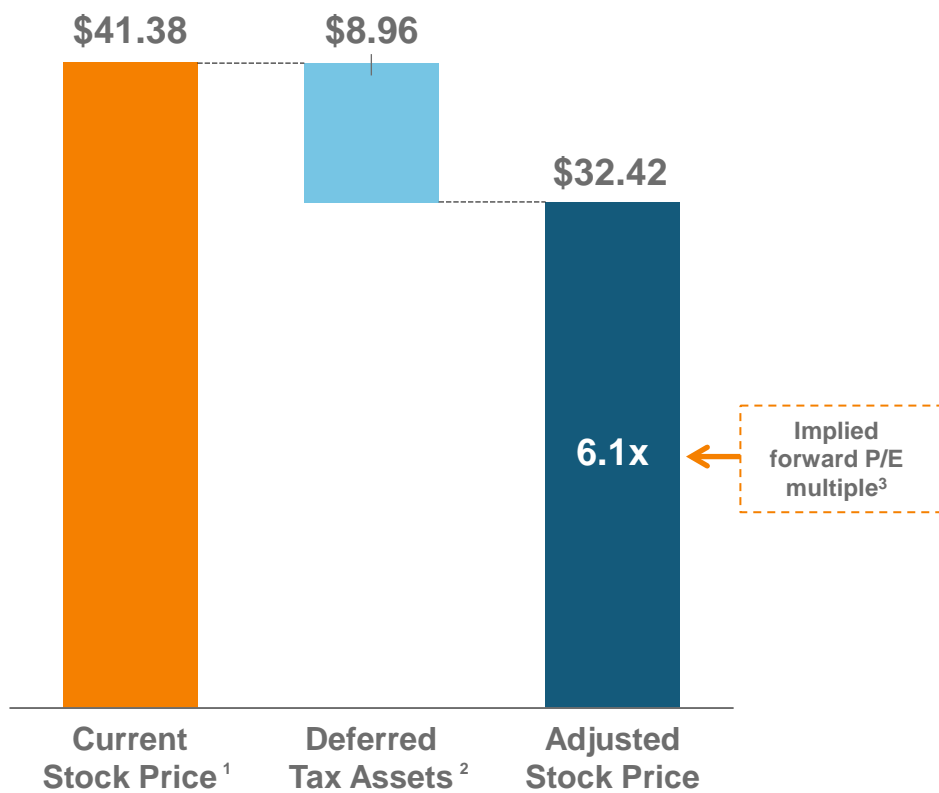
3. Includes \$10 million of loans to subsidiaries considered short-term investments.

4. Pro-forma for 4Q'18 debt pay-down.

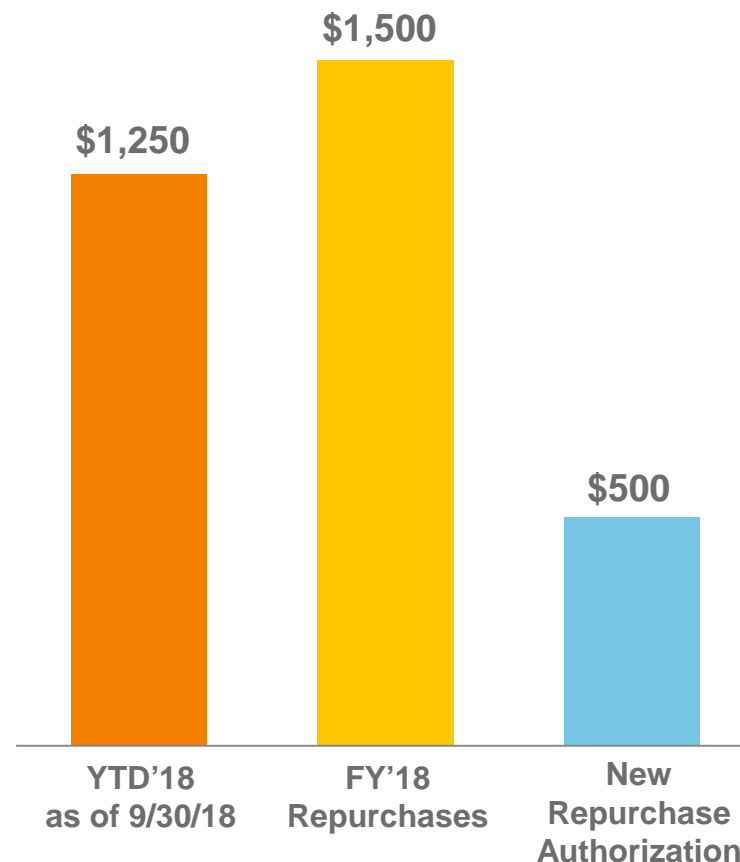
5. Ratio is based on U.S. GAAP capital (adjusted to exclude minority interest and AOCI) and includes 25% equity treatment afforded to subordinated debt and 100% equity treatment afforded to preferred stock.

Attractive Valuation with Share Repurchases on Track for 2018

Implied Voya Valuation (\$ per share)



Share Repurchases (\$ millions)



1. Price as of 10/29/18.

2. Present value of deferred tax assets and AMT receivables as disclosed in 4Q'17 Voya Financial Analyst Presentation; Shares outstanding per 3Q'18 Investor Supplement.

3. FY'19 consensus per FactSet, as of 10/29/18.

Helping Americans Get Ready to Retire Better

- 1 Delivering on Strong Earnings Growth
- 2 Continued Momentum Across Businesses
- 3 Capital Position is Strong



Appendix

Growth Initiatives in 3Q'18

	2018 Growth Metrics	2018 Results
Retirement	<ul style="list-style-type: none"> Small/Mid Corporate: Deposits +5% to +10% 	<ul style="list-style-type: none"> 3Q'18: -6% y-o-y YTD'18: -8% y-o-y
	<ul style="list-style-type: none"> Tax-exempt: Deposits 0% to +5% 	<ul style="list-style-type: none"> 3Q'18: -16% y-o-y YTD'18: -13% y-o-y
Investment Management	<ul style="list-style-type: none"> Institutional: Sales -5% to 0% 	<ul style="list-style-type: none"> 3Q'18: -26% y-o-y YTD'18: -23% y-o-y
	<ul style="list-style-type: none"> Retail Intermediary: Sales 0% to +5% 	<ul style="list-style-type: none"> 3Q'18: 0% y-o-y YTD'18: 11% y-o-y
	<ul style="list-style-type: none"> Affiliate Sourced: Sales 0% to +5% 	<ul style="list-style-type: none"> 3Q'18: -16% y-o-y YTD'18: -9% y-o-y
Employee Benefits	<ul style="list-style-type: none"> In-force premiums: 0% to +5% 	<ul style="list-style-type: none"> 3Q'18: +2% y-o-y YTD'18: +2% y-o-y

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 see lowest recurring deposits 	<ul style="list-style-type: none"> Corporate Markets typically see highest transfer / single deposits Withdrawals also tend to increase Recurring deposits in Corporate Markets tend to be lower
Investment Management				<ul style="list-style-type: none"> Performance fees 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 	
Individual Life	<ul style="list-style-type: none"> Net underwriting income tends to be highest in 1Q and 4Q 			<ul style="list-style-type: none"> Indexed Universal Life sales tend to be highest Net underwriting income tends to be highest in 1Q and 4Q
All Segments	<ul style="list-style-type: none"> Payroll taxes and long-term incentive awards tend to be highest and steadily decline over remaining quarters Other annual expenses are concentrated in 1Q 			

Analyst Modeling Considerations

<i>Prepayment Income and Alternative Income</i>	<ul style="list-style-type: none"> Long-term prepayment income expectation in 2018 (pre-tax, pre-DAC): \$8 million for Retirement; \$3 million for Individual Life Approximately 9% annual long-term expected returns (pre-tax, pre-DAC) for alternative income 	
<i>Retirement</i>	<ul style="list-style-type: none"> Full-service net flows in 2H'18 expected to be in-line with 2H'17 Overall net outflows in 2H'18 of approximately \$(600)-(800) million Large recordkeeping plan termination of approximately \$40 billion of plan assets expected in 4Q'18; annualized, pre-tax operating earnings impact of low, single-digit millions 	
<i>Investment Management</i>	<ul style="list-style-type: none"> Reduction in pre-tax, annualized earnings on assets transferred of approximately \$35 million from sale of CBVA and Annuities 2018 performance fees expected to return to normalized levels (approximately \$10 million earnings impact relative to 2017) Pre-tax operating margin target of low 30's by 2020 	
<i>Employee Benefits</i>	<ul style="list-style-type: none"> Stop Loss and Group Life loss ratios underwritten to an annual range of 77-80% Total aggregate loss ratio on a trailing twelve month basis underwritten to an annual range of 71-74% 	
<i>Individual Life</i>	<ul style="list-style-type: none"> Expected annual combined net underwriting income and intangibles amortization of \$185 million +/- \$20 million for 2018 based on normal mortality; seasonally higher in 1Q and 4Q 	
<i>Corporate</i>	<ul style="list-style-type: none"> Estimated \$(55)-(65) million operating loss in 4Q'18 Preferred stock dividends expected to be declared and paid semi-annually, most likely in 1Q and 3Q 	
<i>Tax Rate</i>	<ul style="list-style-type: none"> 16%-19% effective tax rate on adjusted operating earnings for 2018 	
<i>Warrants</i>	<ul style="list-style-type: none"> Warrants representing 26 million of underlying Voya shares are outstanding, which can be exercised at \$48.75 strike price and will expire 5/7/2023 	
	Warrants Sensitivity	
	<i>Average Share Price</i>	<i>Additional Shares Factoring into EPS (in millions)</i>
	\$50.00	0.7
	55.00	3.0
60.00	4.9	
65.00	6.5	

Note: Green font denotes change from 2Q'18.



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