

WELCOME AND AGENDA

INVESTOR DAY
NOVEMBER 11, 2013
NEW YORK STOCK EXCHANGE

Tracy Krumme

VP, Investor Relations



Note to Investors

Comments made during this meeting and in these materials may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements use words such as “seek,” “potential,” “expect,” “strive,” “continue,” “continuously,” “accelerate,” “anticipate,” “outlook,” “intend,” “plan,” “target,” “believe,” “estimate,” “forecast,” “pursue” and other similar expressions or future or conditional verbs such as “will,” “should,” “would” and “could.” They include statements as to NCR’s anticipated or expected results, growth and financial performance, including its outlook for the period from 2013 to 2016; projections of revenue, profit growth, operating growth and other financial items, including its expected NPOI, revenue and EPS growth, its projected free cash flow and adjusted free cash flow generation, its projected effective tax rate and cash tax rate, its anticipated software and recurring revenue growth, and its expectations regarding margin expansion, in each case for the period from 2013 through 2016 and beyond; continuous improvement and cost savings initiatives and the expected benefits of those initiatives; future business segment performance; expected benefits from the acquisition of Retalix Ltd., including with respect to cost synergy targets and the acquisition’s effect on the strength of its solutions portfolio; revenue and solution diversification and differentiation and the anticipated benefits thereof; strategies and intentions regarding its pension plans and the effects thereof, including with respect to “Phase III” of its pension strategy; expectations and beliefs regarding business, consumer and market trends and the growth of total, available and addressable markets; discussion of other strategic initiatives and related actions; and beliefs, expectations, intentions and strategies, among other things.

Forward-looking statements are based on management’s current beliefs, expectations and assumptions, and involve a number of known and unknown risks and uncertainties, many of which are out of NCR’s control. These forward-looking statements are not guarantees of future performance, and there are a number of factors, risks and uncertainties, including those detailed from time to time in NCR’s SEC reports, including those listed in Item 1a “Risk Factors” of its Annual Report on Form 10-K, that could cause actual outcomes and results to differ materially from the results contemplated by such forward-looking statements. These materials are dated November 11, 2013, and NCR does not undertake any obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

While NCR reports its results in accordance with generally accepted accounting principles (GAAP) in the United States, comments made during this conference call and the related presentation materials will include “non-GAAP” measures, including non-pension operating income (or NPOI), free cash flow (FCF), adjusted free cash flow, non-GAAP earnings per share, constant currency and Adjusted EBITDA. An explanation of these non-GAAP measures and a reconciliation of these non-GAAP measures to comparable GAAP measures are included in the portion of these presentation materials entitled “Supplementary Non-GAAP Materials” and are available on the Investor Relations page of NCR’s website at www.ncr.com. Descriptions of many of these non-GAAP measures are also included in NCR’s SEC reports.

These presentation materials and the associated remarks made during this meeting are integrally related and are intended to be presented and understood together.



2013 Investor Day Agenda

Time	Speaker & Topic	
12:40 p.m.	Bill Nuti	NCR Strategy
1:05 p.m.	Andy Heyman	Financial Services
1:40 p.m.	John Bruno	Retail
2:05 p.m.	Kim Eaton	Hospitality
2:30 p.m.	Bob Fishman	Financial Review & 3-Year Outlook
2:50 p.m.	BREAK	
3:00 p.m. - 4:00 p.m.	Q&A Panel	Bill Nuti, John Bruno, Bob Fishman, Peter Dorsman, Andy Heyman, Kim Eaton
4:00 p.m. - 5:00 p.m.	Management Meet and Greet & Solutions Demos	



STRATEGY

INVESTOR DAY
NOVEMBER 11, 2013
NEW YORK STOCK EXCHANGE

Bill Nuti

Chairman, Chief Executive Officer and President



Growth Initiatives



"The balanced orchestration between legacy and growth initiatives has led to a more thoughtful reinvention"



ERP Implementation	Business Unit to Functional Model	Industry Leading Serviceability All-in-one Terminal Released (70XRT)	Entertainment Initiative	Council Implementation	Deals Desk Implementation	Transoft Acquisition
2ST Released	World's First Dual Core POS Terminal Released (80xrt)	Continuous Improvement Org./SDP/Advantage	CRVE Implementation	Functional to Line of Business Model	Leadership Development and Emerging Leaders Program (Top 300)	ISG and Sales Alignment
					Line of Business Reporting	uGenius Acquisition
					Sale of Entertainment to Coinstar	

2005 Rebuilding our foundation Leadership & Culture Change Foundation for growth 2013

Run the Current Play - Learn the Company	Phase II Cost Reduction Move to Productivity	Management System Installation	NCR Employee Development University	In-source Manufacturing (Flextronics to NCR)	Customer Relationship Survey	Critical Accounts Program
Global Grading Program	Central Spend Cost Reductions	Services Consolidation		Lean Operations Network	Employee Engagement Survey / Social Contract	Finance Transformation

Manuf. Restructuring Dundee to Budapest

Teradata Spin-off

Puducherry, India Manufacturing Facility

Columbus, GA Manuf. Facility

Corporate HQ Move to GA

Manaus, Brazil R&D and Manuf.

Pension Strategy Phase I

Pension Strategy Phase II

Pension Strategy Phase III

Legacy Initiatives



Consistent Strategic & Operational Execution

“The results of the NCR Reinvention to date”

	FY '04*	FY'13 Guidance	HIGHLIGHTS
Revenue	\$4.6B	\$6.1B - \$6.2B**	Exceeded analyst expectations for 15 consecutive quarters
Gross Margin ⁽¹⁾	21.1%	28.6%	Gross margin has expanded 750 basis points from end of FY '04 – FY '13 guidance
NPOI ⁽¹⁾ % of Revenue	3.1%	11.5%	Reached all-time high NPOI margin of 12.3% in Q3 2013
Software ⁽²⁾ Revenue	~\$275M	\$725M - \$775M	In 2013, software is expected to account for ~12% of revenue, with anticipated Y/Y growth of 29% - 38%

* Excluding Teradata

** FY '13 Revenue Guidance as reported

Strong Track Record of Execution

2010 Investor Day

	2010 Investor Day	2013 Investor Day
	FY '10 – FY '13 Forecast	FY '13 Guidance
Revenue	6-8% CAGR	~9% CAGR
NPOI ⁽¹⁾	15-20% CAGR	22-23% CAGR
NPOI % of Revenue	9-10%	~11.5%
Non-GAAP EPS ⁽¹⁾	\$2.15-\$2.50	\$2.70 - \$2.80
NCR stock price	\$14.11 11/16/10	\$36.54 11/8/13

2012 Investor Day

	2012 Investor Day	2013 Investor Day
	FY '12 – FY '15 Forecast	Q3 '13 YTD vs. Q3 '12 YTD Progress Report
Revenue	7-9% CAGR	9%
NPOI ⁽¹⁾	15-20% CAGR	22%
NPOI % of Revenue	~13%	11.1%
Non-GAAP EPS ⁽¹⁾	15-20% CAGR	12%*
NCR stock price	\$22.38 5/15/12	\$36.54 11/8/13

SOURCE: COMPANY PUBLIC FILINGS

* Non-GAAP EPS below CAGR due to impact of interest expense related to pension funding



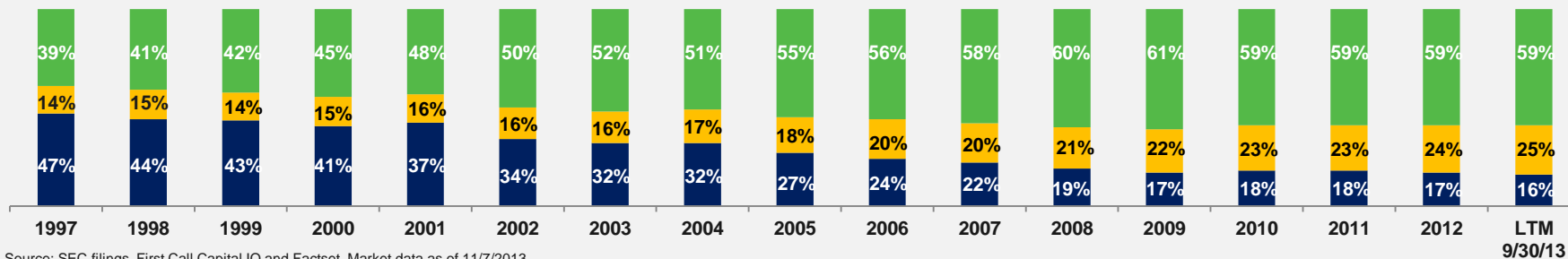
Our Strategy Drives a New Business Model

Doubling our software revenue in just eight years

IBM

REVENUE
MIX (%)

■ HARDWARE ■ SOFTWARE ■ SERVICES AND OTHER



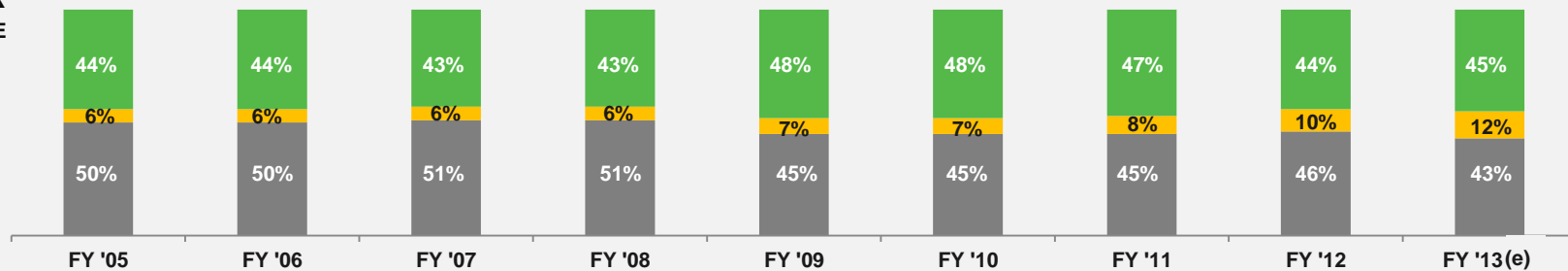
Source: SEC filings, First Call Capital IQ and Factset. Market data as of 11/7/2013.

- 2005 revenue includes revenue from Personal Computing Business
- Services and Other includes Global Financing and Other revenues

NCR

REVENUE
MIX (%)

■ HARDWARE ■ SOFTWARE⁽²⁾ ■ SERVICES



OUR VISION

Lead how the world **connects**,
interacts and **transacts** with business.

OUR MISSION

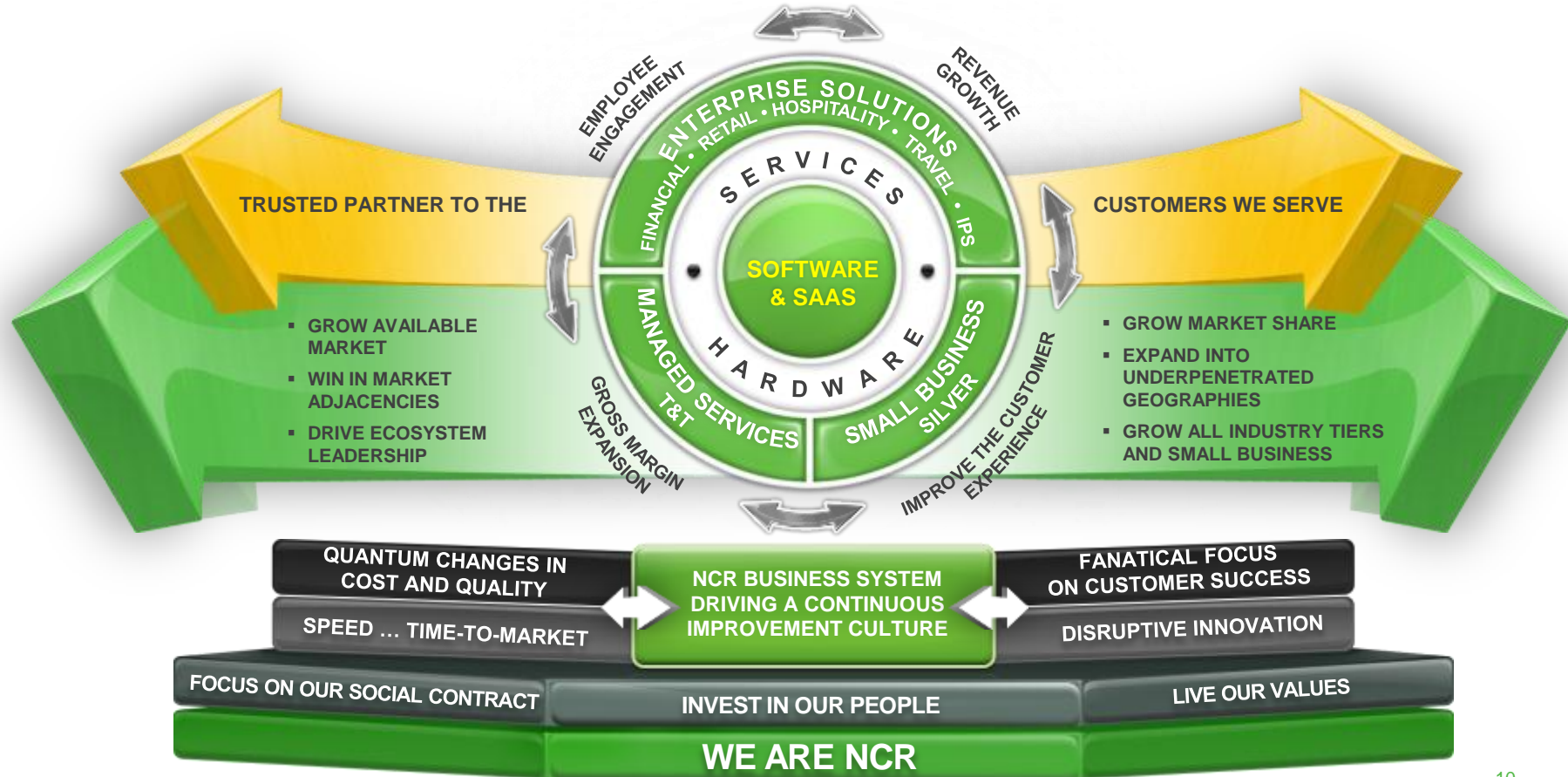
Partner with our customers to
enable the next generation of
productivity gains and **consumer**
experience innovation.

OUR PURPOSE

We **run the everyday** transactions
that make your life easier.

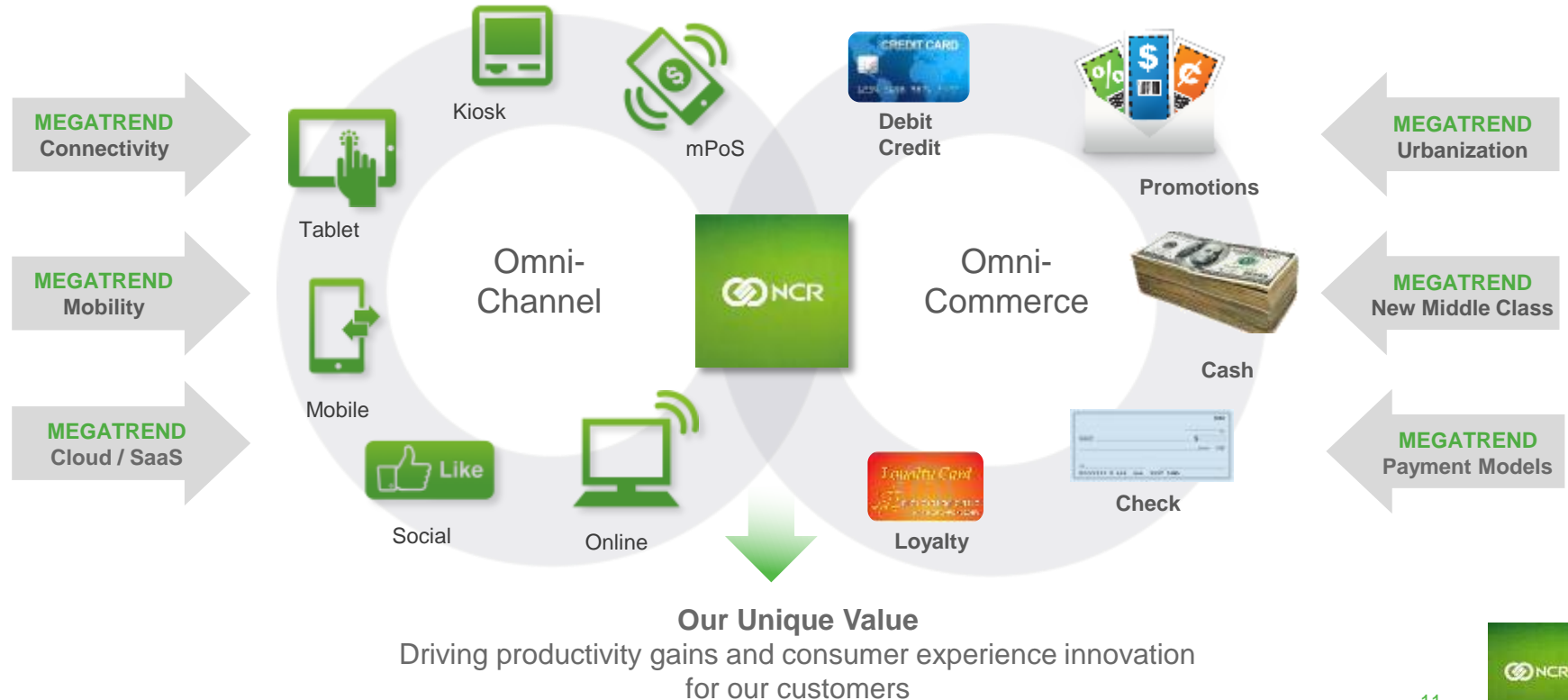


Our Business Strategy *Global leader in consumer transaction technologies*

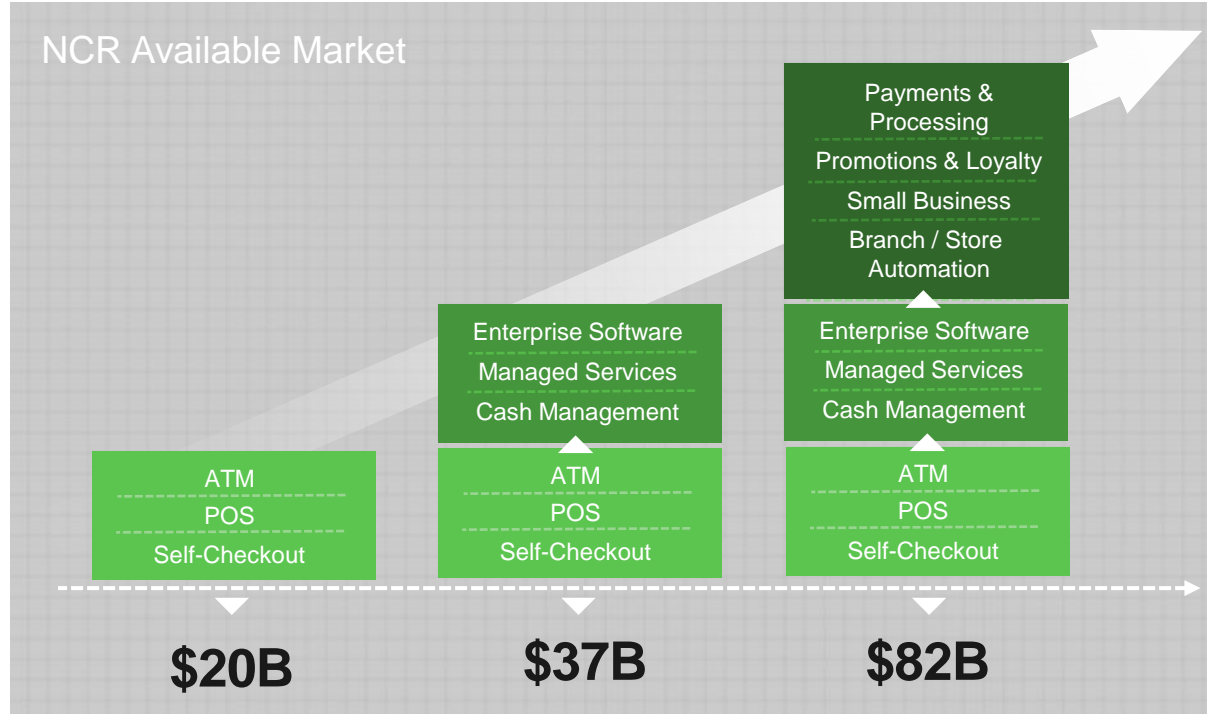


Opportunity: Integrating Omni-Channel and Omni-Commerce

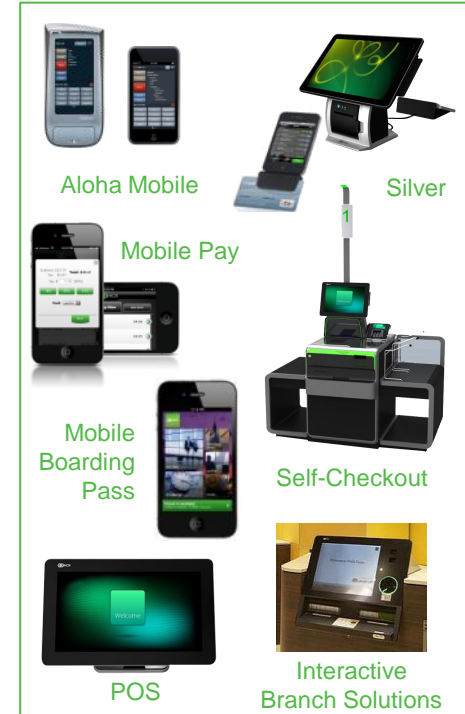
'Next Normal': Evolution of connect, interact and transact



Growing our Available Market



SOURCE: CAPITAL IQ as of 12/21/12; NCR ANALYSIS



Clear Vision for Future State Business Model

Well positioned for long-term and sustainable growth

	FY 2016
Revenue	\$7.3 - \$7.7 billion
Gross Margin Rate ⁽¹⁾ Expansion	~300 basis points from FY '13
Expense as % of Revenue	~17%
NPOI ⁽¹⁾ as % of Revenue	14% -15%
Software ⁽²⁾ Revenue	\$1.2 - \$1.3 billion or 16% - 17% of revenue
Recurring ⁽³⁾ Revenue	~37%

Today's Themes

2013 Investor Day

- The *new* NCR...hardware-enabled & software-driven
- Geographic, Industry and Revenue diversity
- Innovation...Cloud, Mobile, Big Data and Branch
- Continuous Improvement / productivity remains center stage
- Successfully navigating legacy issues and growth initiatives



Today's Agenda

Financial



Andy Heyman

SVP and GM,
Financial Services

Retail



John Bruno

EVP, Corporate
Development & CTO

Hospitality



Kim Eaton

SVP and GM,
Hospitality

Finance



Bob Fishman

SVP, CFO and Chief
Accounting Officer

Q&A



Our Objectives for Today

- Provide a deeper understanding of our strategy, markets, solutions and financial outcomes
- Educate you about NCR's expanding global market opportunities
- Communicate our 2014 – 2016 business plan model, free cash flow and capital structure goals
- Answer key questions on your mind

Footnotes

- (1) This is a non-GAAP measure. An explanation of non-GAAP measures and a reconciliation of GAAP to non-GAAP measures are included in the non-GAAP supplementary materials and/or on the investor relations page of NCR's website.
- (2) Software includes software, software as a service (SaaS) and software maintenance, but excludes professional services associated with software delivery.
- (3) Recurring revenue is the sum of SaaS, hardware maintenance and software maintenance revenue.

FINANCIAL SERVICES

INVESTOR DAY
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Andy Heyman
SVP, Financial Services



Agenda



**NCR State of
Business**



**Key Industry
Trends**



**Retail Banking
Transformation**



**Strategy &
Execution**

THE Global Financial Services Technology Leader

625K

ATMs globally powered
by NCR APTRA software



Global leader in ATMs
and Multi-Vendor ATM
software

\$1T+

Cash dispensed annually
from NCR ATMs



Globally diversified
business, supporting the
growth of cash usage

55M

Checks deposited annually
through NCR Mobile
Passport software



FinTech leader in multi-
channel software

118

Global service reach in
118 countries



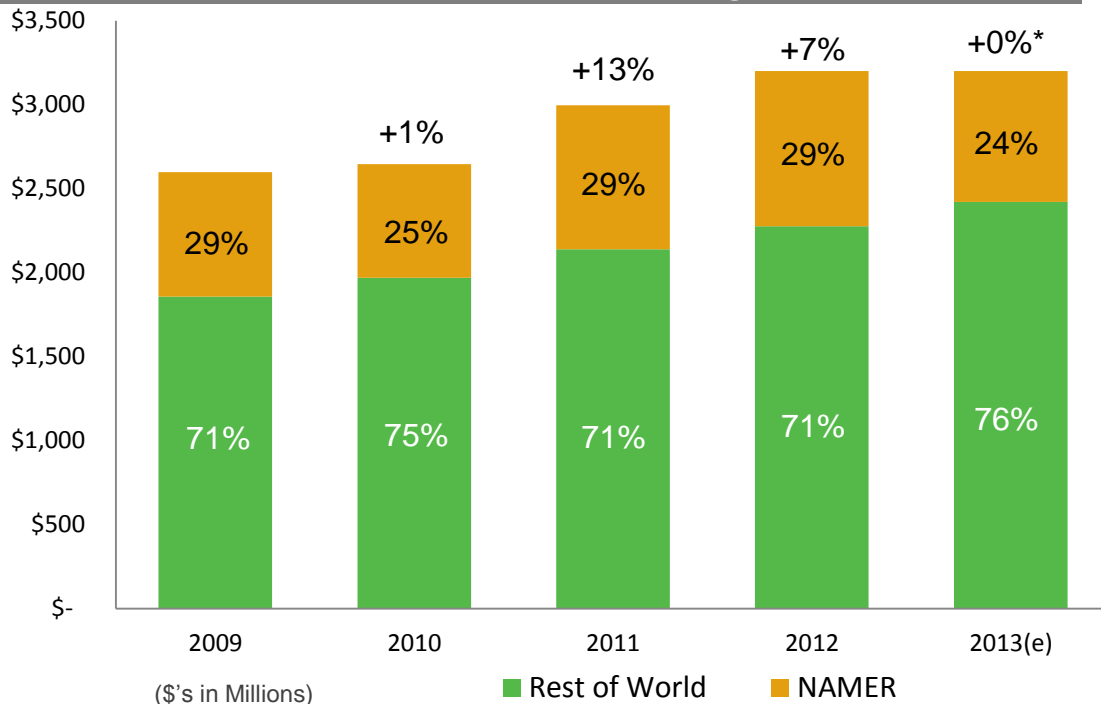
High availability and
managed services
leader globally

Source: RBR, NCR

State of Business

- Rest of world steadily growing
- NAMER business declined in 2013 vs. 2012
- SW/PS mix as % of revenue estimated to improve by 60 bps in 2013 vs. 2012
- Backlog gross margin expansion estimated to grow by 300 bps in 2013 vs. 2012
- OI margin expanded by 60 bps through Q3 2013 YTD

2009 – 2013 Revenue Progression



* 2013(e) in constant currency



Financial Services Landscape

Driver	Characteristic
Our customers	<ul style="list-style-type: none">• Regulation and compliance increase costs and limit fee income• Customer relationships are crucial• Branch infrastructure expected to change• Interest rate expansion represents potential revenue tailwind
Our customers' customers	<ul style="list-style-type: none">• Expecting service where, when, and how they want• Consumer loyalty is low• Branches remain relevant
Our customers' capabilities	<ul style="list-style-type: none">• Accelerate mobile usage• Faster time to market for offers• Leverage self-service success to transform branches

**FINTech companies have the opportunity to help
banks accelerate change**

Geographic Impact of Trends

	TRENDS	DEVELOPING MARKETS										DEVELOPED MARKETS			
		CHINA	INDIA	AFRICA	SEA	MEA	CLA	RUSSIA	BRAZIL	S. AFRICA	EE w/o RU	NAMER	SPA	JAPAN	W EUROPE
	'14 GDP Growth (IMF)	7.7%	6.3%	5.9%	5.7%	3.7%	3.4%	3.3%	3.2%	2.9%	2.8%	2.6%	2.1%	1.2%	0.9%
BANKING TRENDS	Branch Transformation														
	Security														
	Compliance														
CONSUMER TRENDS	Consumer Trust														
	Cash Growth														
	Check Relevance														
	Alternative Payments														
	Alternative Banking / Financial Inclusion														
TECHNOLOGY TRENDS	Big Data														
	Social Media/Omni-Channel														

Source: Forrester Research, Gartner, IMF, RBR, NCR Research



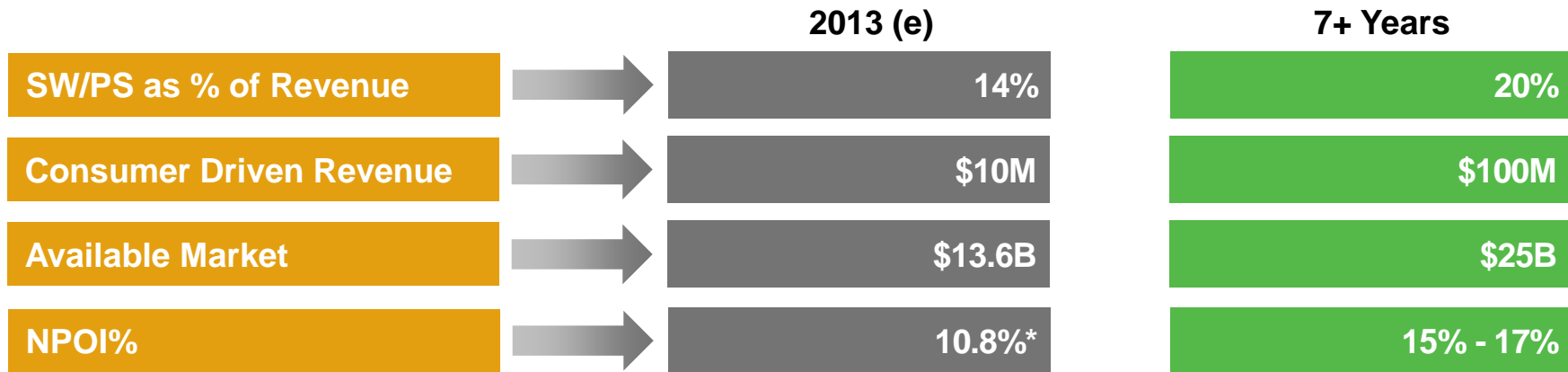
Relevance of trends in a region

Key Drivers Transforming NCR Business

Global Retail Banking Network - 2013			
Deployment Category	Touch Points	Revenue Per Touch Point	Market Size (\$ B)
Traditional Branches	950,000	\$ 125,000	\$ 11.9
Off Premise ATMs	475,000	\$ 19,000	\$ 0.9
Transformed Branches	25,000	\$ 250,000	\$ 0.6
Virtual Branches	10,000	\$ 200,000	\$ 0.2
Available Market Size			\$ 13.6

Global Retail Banking Network - 7+ Years			
Deployment Category	Touch Points	Revenue Per Touch Point	Market Size (\$ B)
Traditional Branches	630,000	\$ 102,134	\$ 6.4
Off Premise ATMs	356,250	\$ 15,524	\$ 0.6
Transformed Branches	535,000	\$ 226,096	\$ 12.1
Virtual Branches	325,000	\$ 180,876	\$ 5.9
Available Market Size			\$ 25.0

Source: RBR, UK Telegraph Finance, ameinfo.com, Australian Bankers Assoc.
NCR Estimates



* Q3 2013 YTD actual results

Financial Industry Eco System Rankings & Spend

Financial Industry Technology Spend \$200B

Overall Ranking	FinTech 100 Ranking	Company	2012 FS Revenue (\$ B)
1		IBM	\$28.2
2		Hewlett-Packard	\$13.2
3		Dell, Inc.	\$7.5
4		Microsoft	\$5.8
5		Fujitsu	\$5.7
6		Accenture	\$5.6
7		Cisco Systems, Inc.	\$5.5
8		Oracle Corporation	\$5.2
9	1	FIS	\$5.1
10		Intel	\$4.8
11	2	TCS	\$4.8
12		EMC	\$4.6
13		Hitachi	\$4.5
14	3	Fiserv, Inc.	\$4.5
15		NTT DATA Corporation	\$4.5
16		Thomson Reuters	\$3.6
17	4	NCR Corporation	\$3.2
18	5	Cognizant Technology	\$3.0
19		CSC	\$3.0
20	6	Diebold, Incorporated	\$2.7



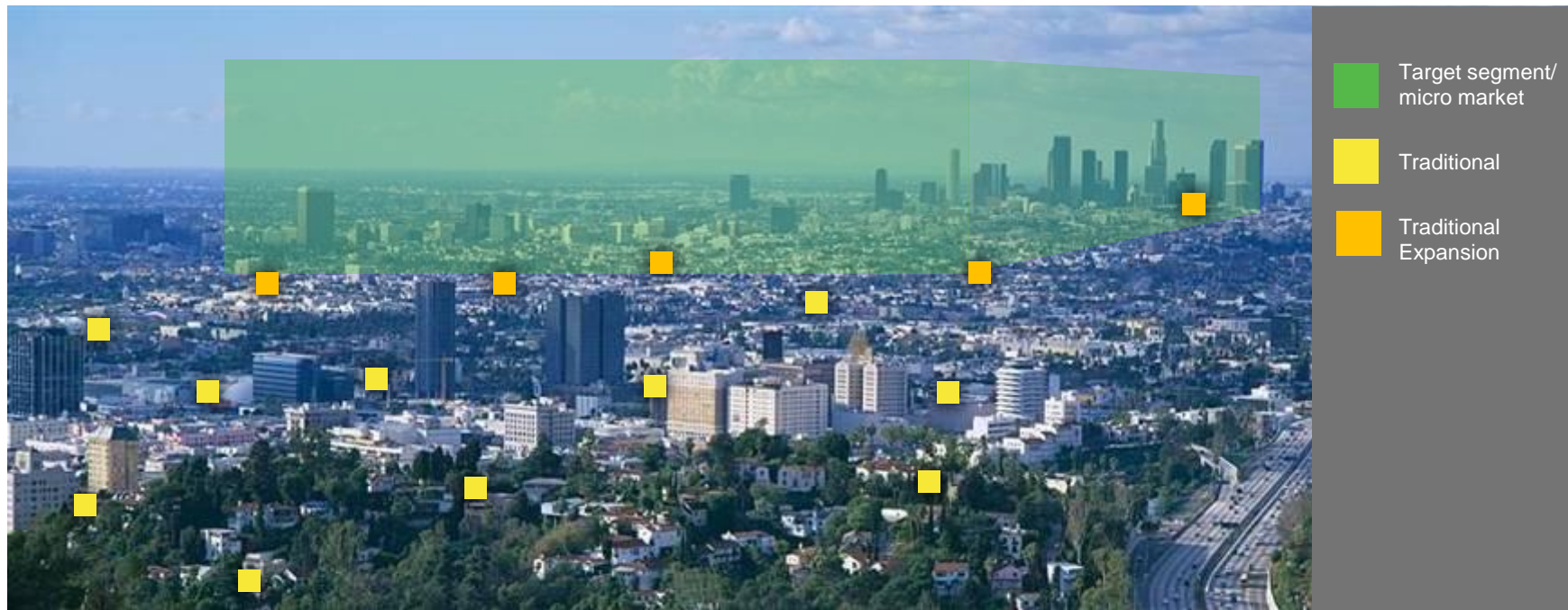
Source: RBR, CEB, Gartner, IMF
GDP Data, NCR Estimates,
American Banker

The Economics of a Traditional Network



Existing Branch Estate
10 "Traditional Format" Branches

The Economics of a Traditional Network



Expanded Branch Estate
15 "Traditional Format" Branches

Traditional Network Growth Model

	Existing Network	Traditional Network Expansion
	Existing 10 Branches	15 Branches
• Credit balance & Loan balance revenue	\$16M	\$24M
• Service & product based fee income	\$2.7M	\$4.1M
• Lending fee income	\$0.5M	\$0.9M
Total Revenue	\$19.2M	\$29M
• Interest Expense	\$4.8M	\$7.2M
• Staffing	\$4.0M	\$6.0M
• Overheads	\$4.1M	\$6.2M
Total Expense	\$12.9M	\$19.4M
• Pre Tax Operating Income (PTOI)	\$6.3M	\$9.6M
• PTOI as % of Total Revenue	33%	33%

Source: NCR. Represents a hypothetical model.



The Economics of a New Retail Network



NCR Transformed Estate

25 'Profitable' Branch formats compared to Traditional Branches

NCR Technology Enables Profitable Growth

	Traditional Network Expansion	NCR Network Expansion
	15 Branches	25 Branches
• Credit balance & Loan balance revenue	\$24M	\$27.7M
• Service & product based fee income	\$4.1M	\$4.8M
• Lending fee income	\$0.9M	\$1.3M
Total Revenue	\$29M	\$33.8M
• Interest Expense	\$7.2M	\$6.2M
• Staffing	\$6.0M	\$4.1M
• Overheads	\$6.2M	\$6.9M
Total Expense	\$19.4M	\$17.2M
• Pre Tax Operating Income (PTOI)	\$9.6M	\$16.6M
• PTOI as % of Total Revenue	33%	49%

Source: NCR. Represents a hypothetical model.



The “Playbook” for Retail Bank Transformation

Key Performance Metrics

NPS + Profit per square foot = Market Share

Sales and Service

- Interactive Banker
- Interactive Expert
- Digital Expert



Transaction Automation

- Intelligent Deposit
- TCR
- Mobile Deposit



Customer Experience

- Interactive Teller
- Mobile Cash Withdrawal

NCR – Consumer Experience Banking (CxB) Software



[illegible]

75+ APTRA™
Interactive Teller
Customers

Launch of APTRA™ Interactive Banking

**We have built industry
mindshare and leadership**



Interactive Teller has been installed in over 30 states, provinces and countries

2013 – Execution of our Branch Transformation Vision

75+ APTRA™ Interactive Teller customers

APTRA™ Interactive Banking

We have built industry mindshare and leadership



We are transforming retail banking through Consumer Experience and Industrial Design to impact banking processes

2013 – Execution of our Branch Transformation Vision

75+ APTRA™ Interactive Teller
customers

APTRA™ Interactive
Banking

We have built industry
mindshare and
leadership



*A New Era of Branch Wars
at Nation's Big Banks*

*"[APTRA Interactive Teller
is] a multimillion-dollar
project but a fairly quick
payback for us," said Robin
Walker, Salin's executive vice
president in charge of
administration and retail banking.
– Indianapolis Business Journal,
June 20*

The Boston Globe

"Automated Teller Machines Add, Well, Tellers"

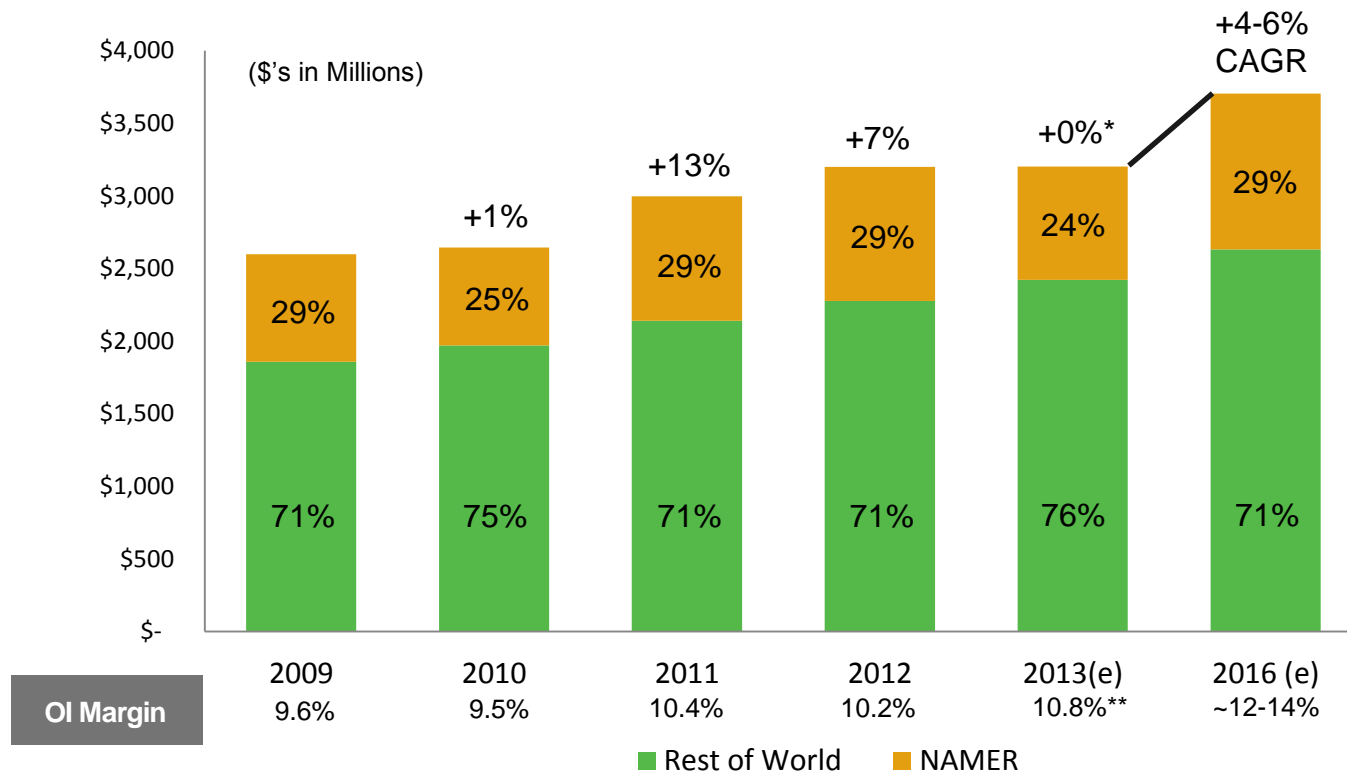
*ATMs do a few things very well, like accept deposits and dispense cash. It
turns out these marvelous machines can do much more when human tellers
are involved in the transaction. The new interactive teller technology from
NCR does just that. – NBC News, July 31*



Los Angeles Times

*Bank of America rolls out ATMs
with links to real tellers*

Financial Services Revenue Guidance



OI Margin= Operating income as a percent of revenue

* 2013(e) in constant currency

**Q3 2013 YTD actual results

Key Takeaways

Global funnel has grown over 20% to \$5.1B since the end of 2012

	2013 (e)	2016 (e)
Available market size	\$13.6B	\$20B
SW/PS as a % of revenue	14%	17%
Operating margin	10.8%*	12% - 14%

Upside exists through acceleration of retail network transformation

*Q3 2013 YTD actual results



RETAIL

INVESTOR DAY
NOVEMBER 11, 2013
NEW YORK STOCK EXCHANGE

John Bruno

EVP, Corporate Development & CTO



Agenda



Who We Are



Market
Opportunity



Retail
Strategy & Solutions



Growth
Opportunity

Who We Are

Global Leadership

GARTNER
CRM VENDOR
LANDSCAPE

#1 Multi-channel
Customer Analytics



**Food & Drug
Mass Merchandise**

GARTNER
SERVICES
REPORT

#1 Market Share IT
Services



**Petrol Convenience
Retail**

RBR ranks NCR

#1 Self-checkout

Shipments & Install base
(70% global & 79% U.S. ship share)



**Department
Specialty Retail**

Source: Market Share IT Services, March 2013
RBR: Global Self-Checkout 2013

Industry Leaders Choose NCR Retail

Serve 24 of the World's Top 30 Retailers

Food & Drug
Mass
Merchandise



Petrol
Convenience
Retail



Department,
Specialty
Retail



Retail Market Opportunity

Addressable Market

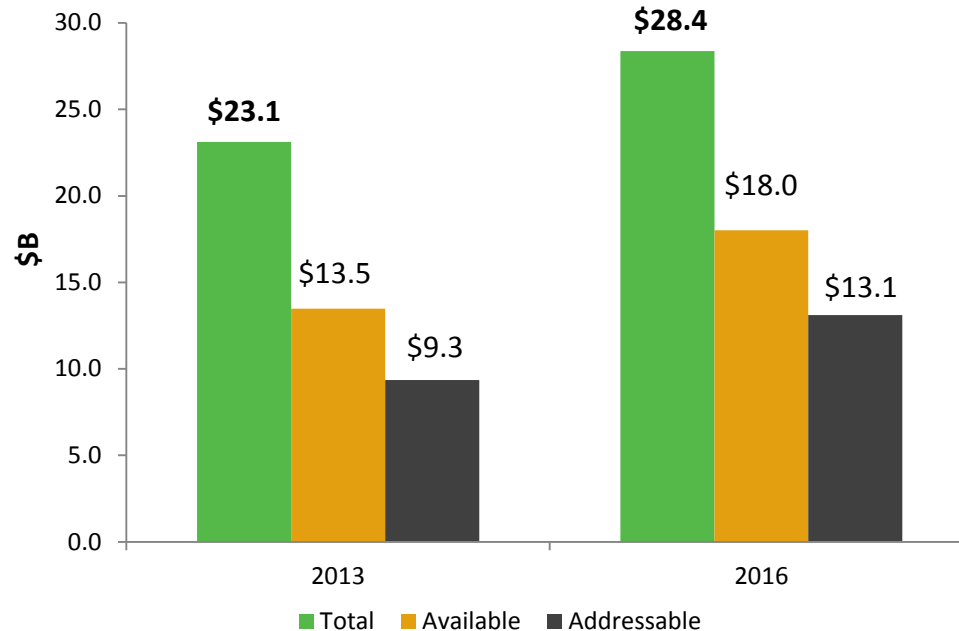
Expands with
Retailx +\$3B

Greatest Opportunities for Growth

- Software/SaaS
- Geographic Expansion
- Channel Expansion

2013-2016 Expected CAGR

Total: 5.2% Available: 7.5% Addressable: 8.8%



Source: IDC, RBR,
Gartner, and Internal
Analysis

Market Expansion

Opportunities for Growth

NAMER	2013-2016 Expected CAGR
Addressable	7.6%

Department Specialty Retail
Self Checkout
Managed Services
NCR Silver

CLA/Brazil	2013-2016 Expected CAGR
Addressable	16%

Food & Drug, Mass Merchandise
Managed Services

EMEA	2013-2016 Expected CAGR
Addressable	12.5%

Department Specialty Retail
Petrol Convenience Retail
Self Checkout
Managed Services

Japan	2013-2016 Expected CAGR
Addressable	3.3%

Department Specialty Retail

APAC	2013-2016 Expected CAGR
Addressable	11.5%

Food & Drug, Mass Merchandise
Petrol Convenience Retail
Channel

Source: IDC, RBR, Gartner, and Internal Analysis

Strategy Execution

Critical Drivers of Growth

Global
Expansion



High Value
Professional and
Managed Services

Software / SaaS
Growth



Market Factors Informing Our Strategy



Mobile

Digitally empowered
Buy anywhere, get anywhere

50% of **Millennials** use mobile devices to research products and reviews

55% of **conversions** (store visit, phone call or purchase) are **triggered within 1 hour**



Cloud Explosion

Provides flexible models
Improves time to market

90% of all the growth in the **IT market** will be driven by **cloud, mobile, social and Big Data** from 2013-2020

Retail SaaS growing over **30%** by 2017

Source: Google & Nielson; Mobile Search Moments, 3/2013.

IDC predicts 2013 will be dominated by Mobile and Cloud 11/30/2102;

IT Candor: 2012, Retail SaaS growth

Strategic Themes

The New NCR Retail

POWER
OF ONE



CUSTOMER
SUCCESS

SOLUTION-
LED
SERVICES



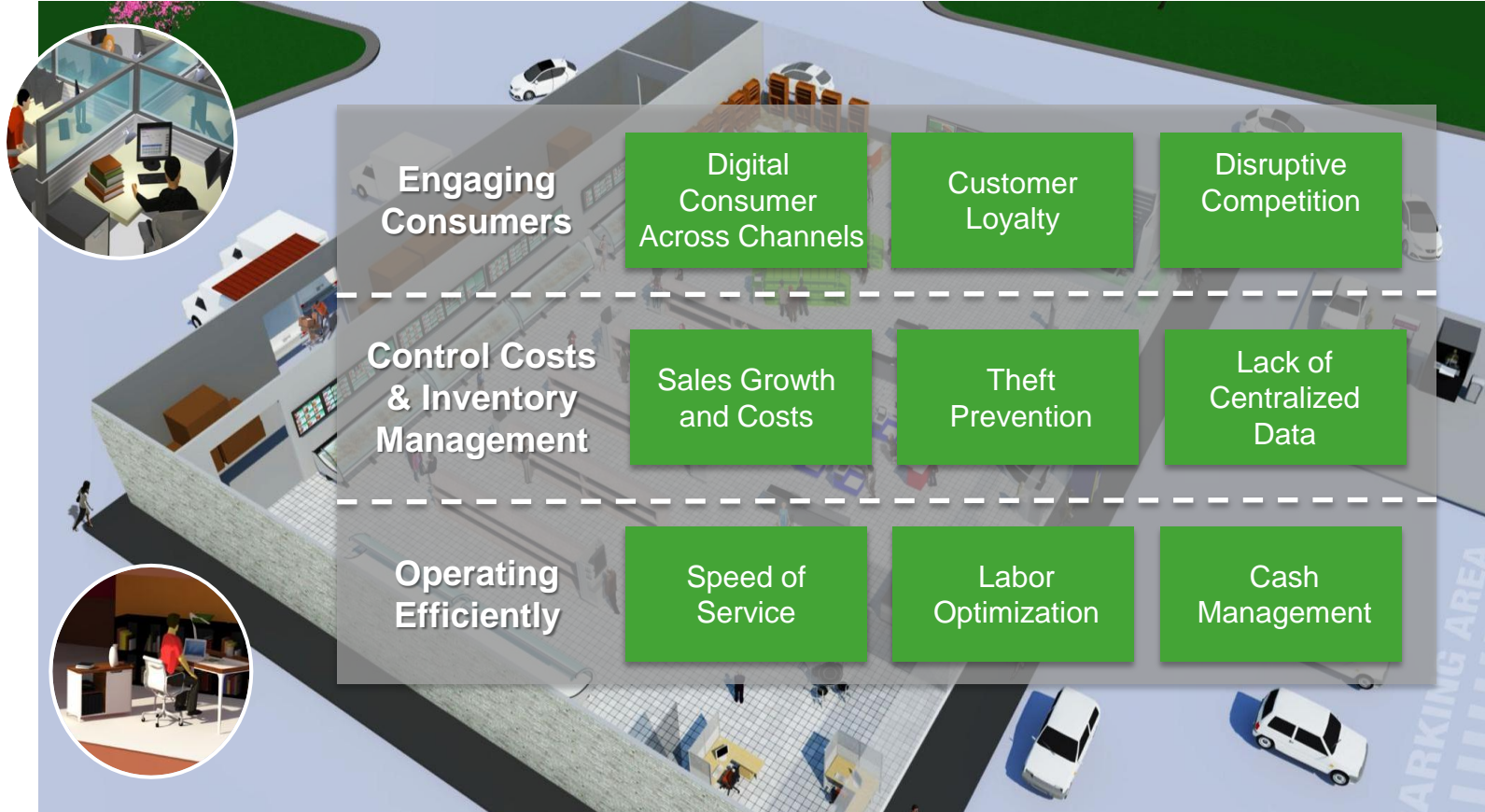
Retail Strategy

Revenue growth and margin expansion

- Software and SaaS
- Professional Services
- Managed Services



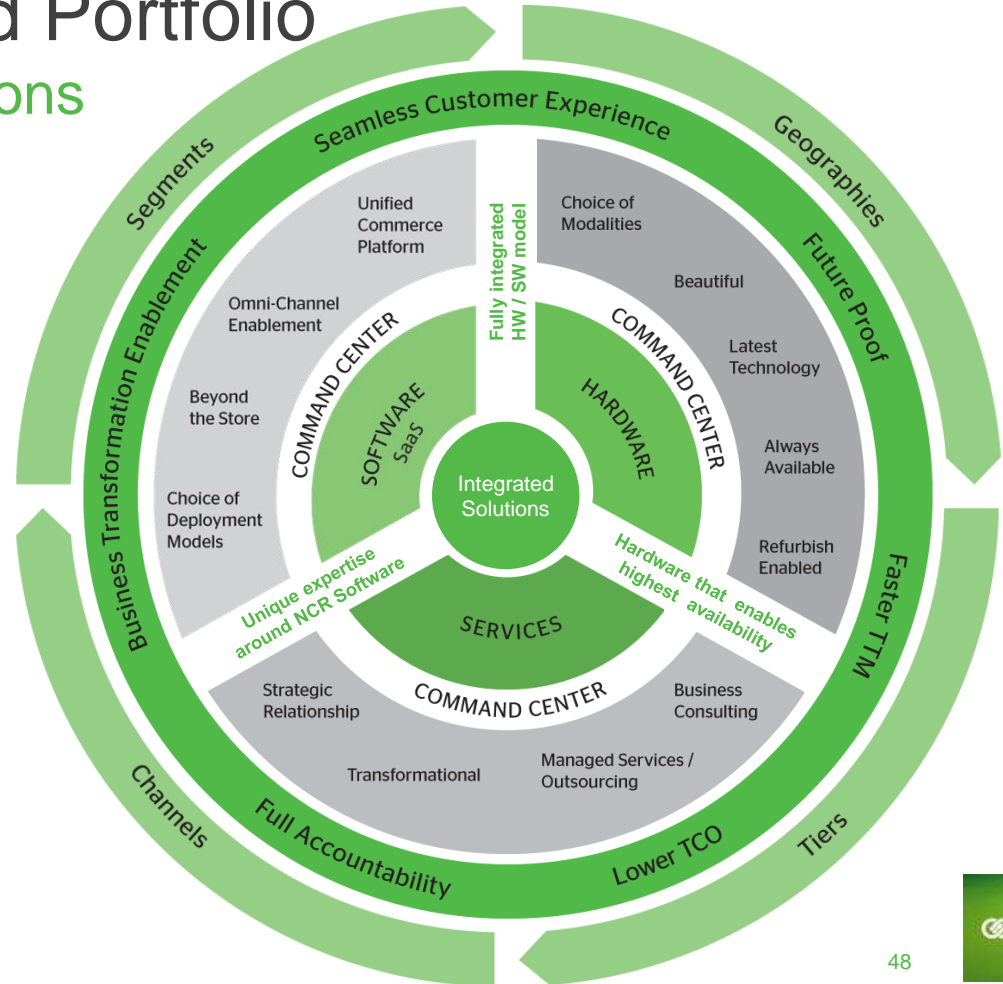
Retailer Challenges



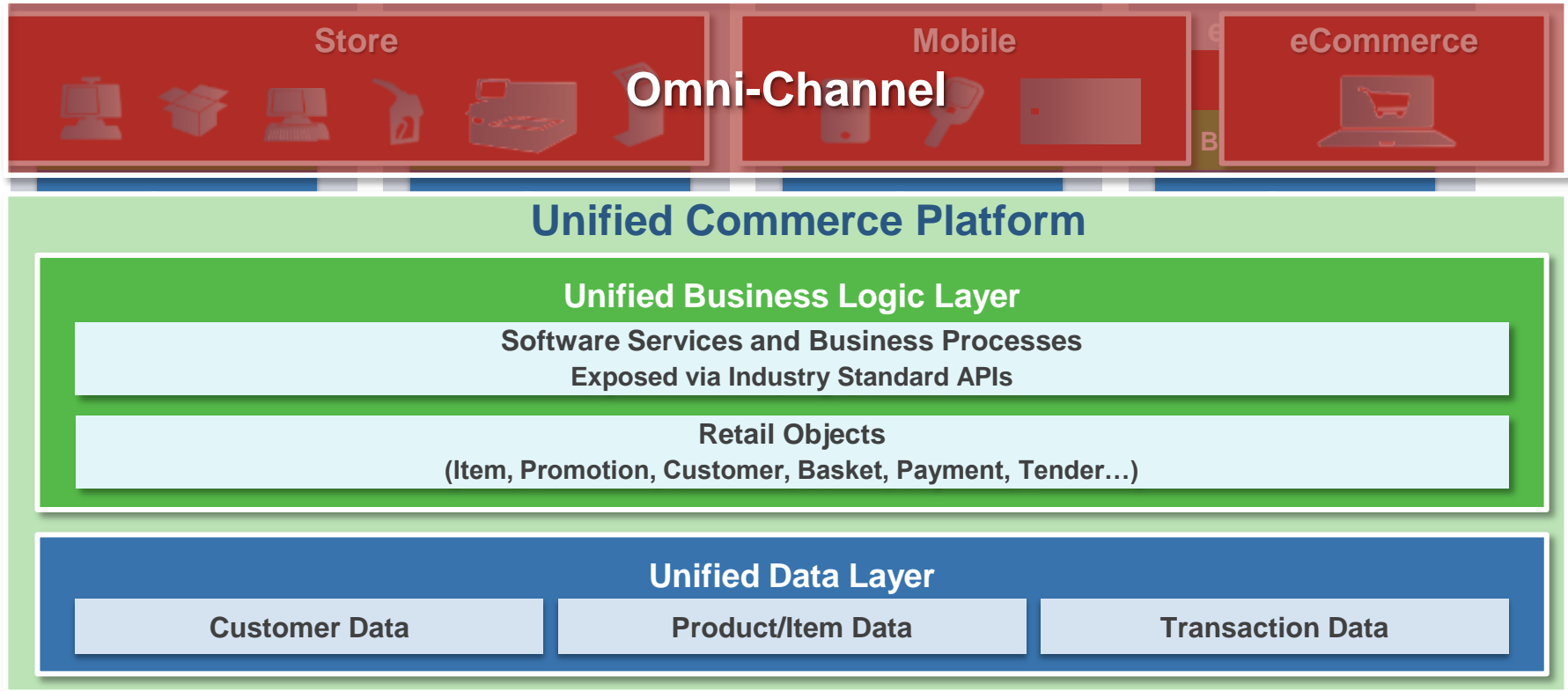
Integrated End-to-End Portfolio

Delivering Integrated Solutions

The most comprehensive value proposition in the retail market



From Isolated Point Solutions to Unified Commerce Platform



Integrated, Seamless Omni-Channel Experience

We make it easier for retailers to engage and influence customers in new ways across channels and touch points



Portfolio Strategy and Evolution

- Beautification
- Hardware Platforming
- Availability Service Model



SILVER



POS



SELF CHECKOUT

Anatomy of a Sale

Supermarket Example

Average Supermarket Store (12 lanes)	2010 Product-Led Sale	2013 and Beyond Solution-Led Sale**
Hardware		
- POS (8)	\$67,400	\$118,400
- Self Checkout (4)		
- Peripherals		
Software	\$5,300	\$32,515
Installation	\$2,400	\$4,000
Professional Services/Systems Integration	\$2,000	\$25,400
Total	\$78,700	\$180,315
Annual Avg. Services Revenue Per Store*		
Hardware Maintenance	\$8,300	\$13,300
Software Maintenance	\$900	\$4,733
SaaS	----	\$1,000
Total Avg. Annual Recurring Revenue Per Store*	\$9,200	\$19,003

*Complete POS, SCO lane configuration, average, based on attachment across all stores.

** Modelled view of solution includes POS (4) and SCO (8) lanes , SW, and Payments. Does not include customization, development, freight and start up, etc.



Retalix Integration Update

Global Leadership Position in Software and Services

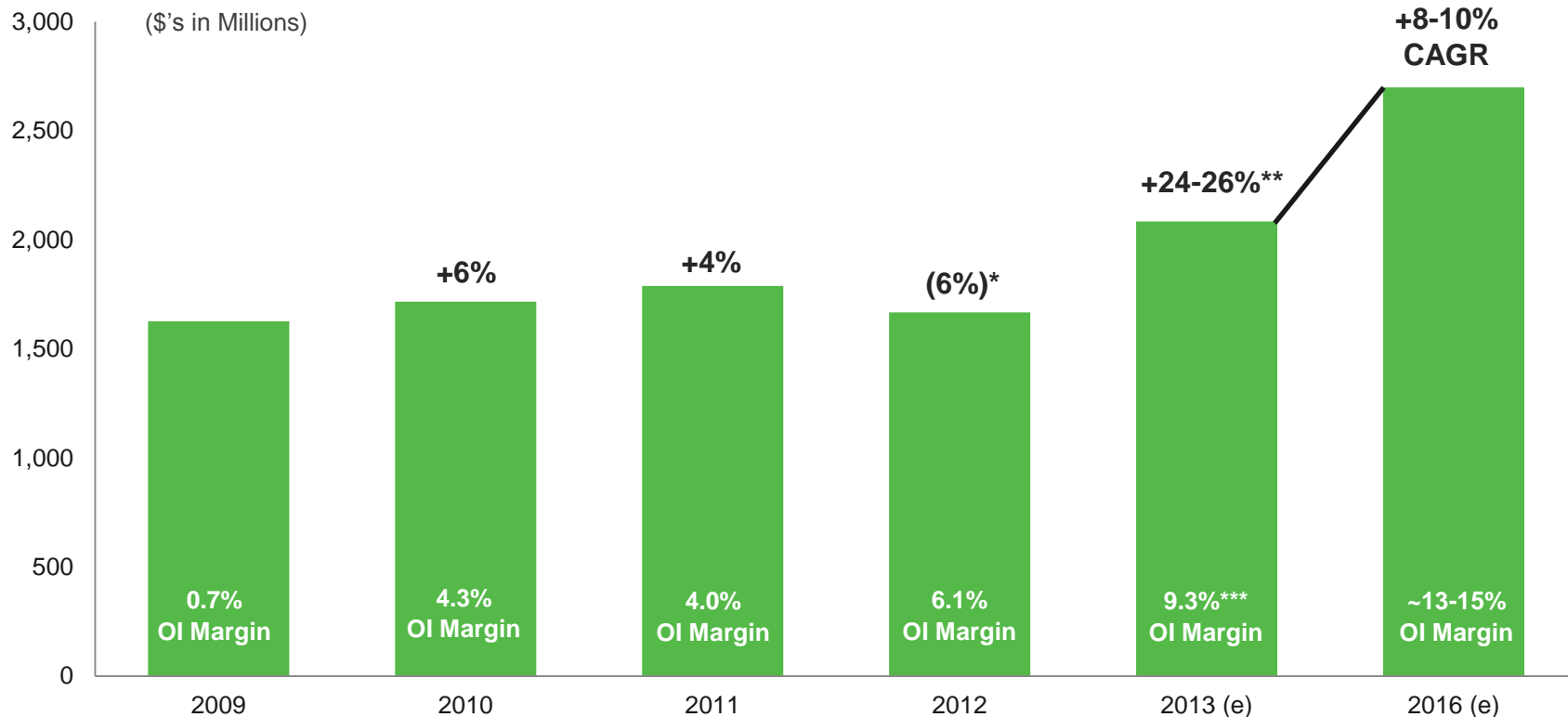
VALUE CREATION

Highlights

- Demonstrated leadership in OMNI-CHANNEL and INNOVATION
- Improved Revenue mix – SW/Services
- Integration underway; expected to complete in Q4 2014
- Q3 YTD revenue growth exceeding expectations
- Exceeding integration synergy plans and reduced cost to achieve for 2013
- Market and customers continue to be very enthusiastic, demonstrated commitment
- On track to achieve retention goals



Retail Revenue Guidance



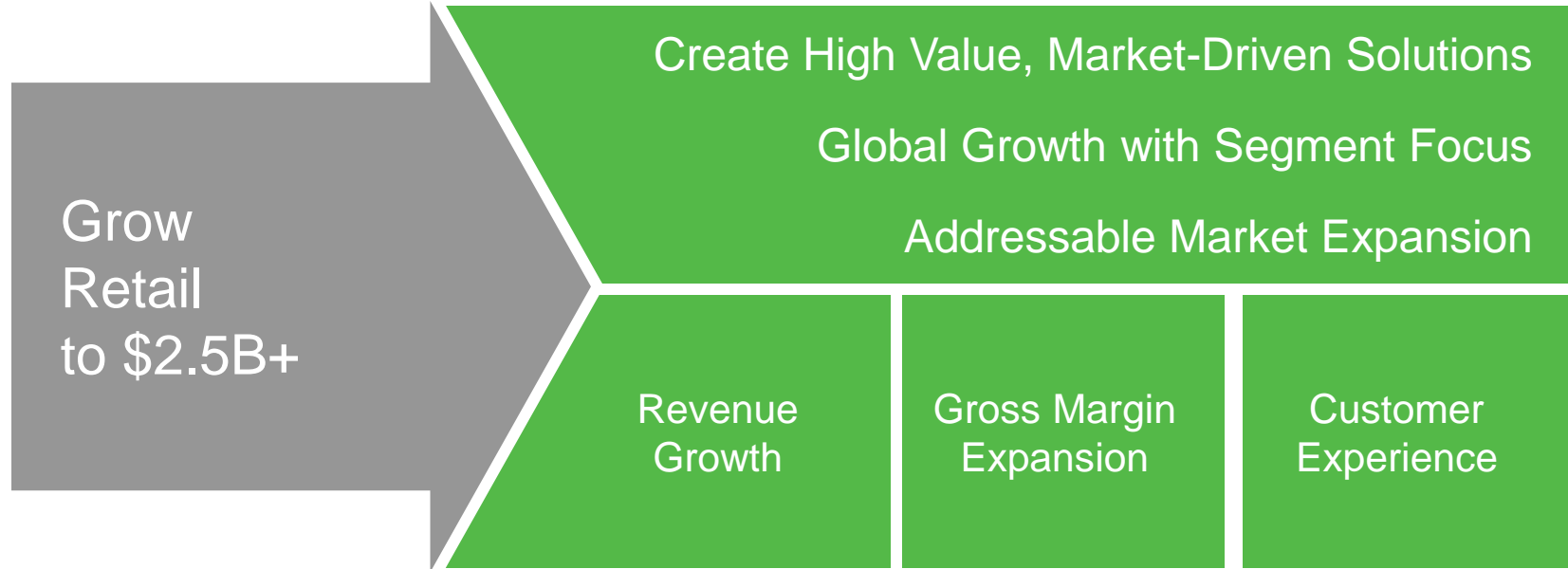
OI Margin= Operating income as a percent of revenue

*Excluding shift of customer accounts from Retail to Hospitality, growth would have been 3%

** 2013 (e) in constant currency

***Q3 2013 YTD actual results

Key Takeaways



HOSPITALITY

INVESTOR DAY

NOVEMBER 11, 2013

NEW YORK STOCK EXCHANGE

Kim Eaton

SVP & GM, Hospitality



Agenda



Who We Are



Market
Opportunity



Our Solution
Vision



Strategy &
Execution

NCR Hospitality



Fast Casual



Quick Service



Table Service



Theaters



Sports Venues

- #1 global provider of restaurant technology solutions
- Over 140,000 active installations in 75 countries
- Approximately 125,000 SaaS apps implemented and growing 20+% y/y
- Customers include:
 - 7 of the 10 fastest growing restaurant chains
 - 6 of top 10 theater circuits
 - 50% of major stadiums/arenas in the US

Industry Leaders Choose NCR Hospitality



Hospitality Market Opportunity

Expanding Available and Addressable Markets

Greatest Opportunities for Growth

International expansion

	2013	2016
Available	\$1.4B	\$3.5B
Addressable	\$0.6B	\$2.5B

SMB

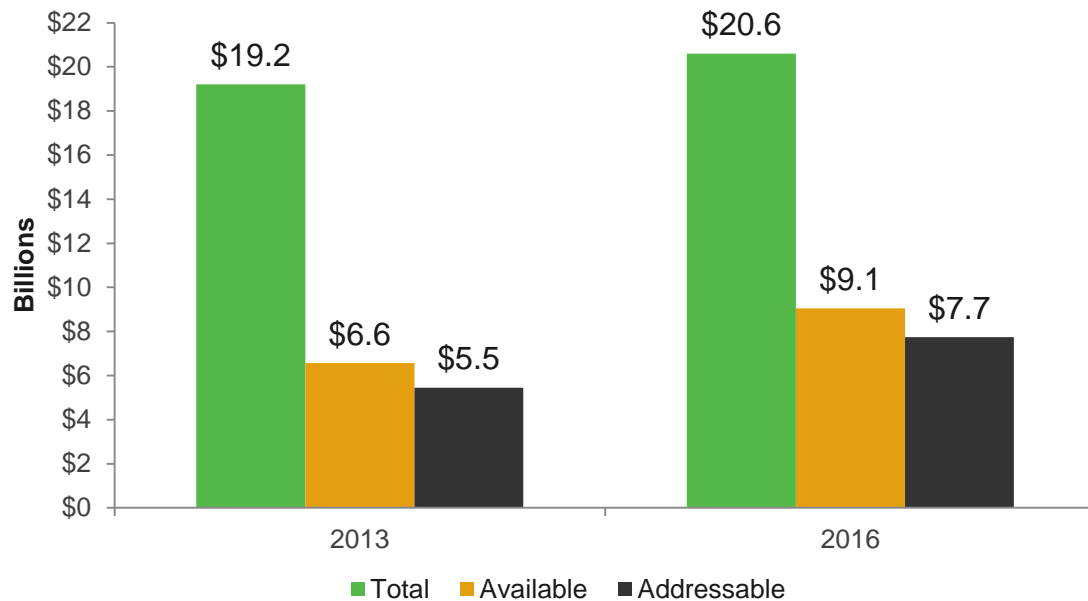
SaaS

2013-2016 Expected CAGR

Total: 2.3%

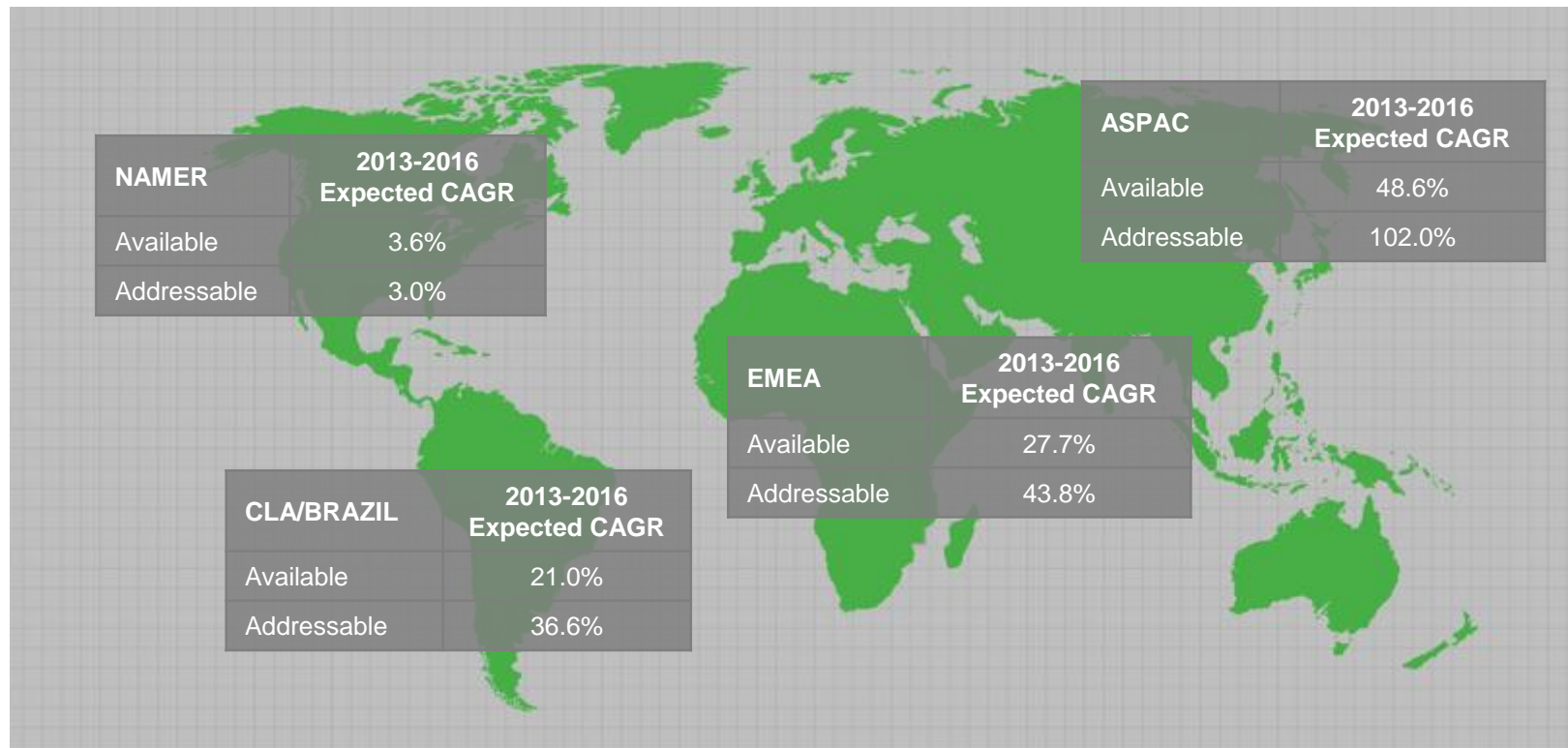
Available: 11.3%

Addressable: 12.4%



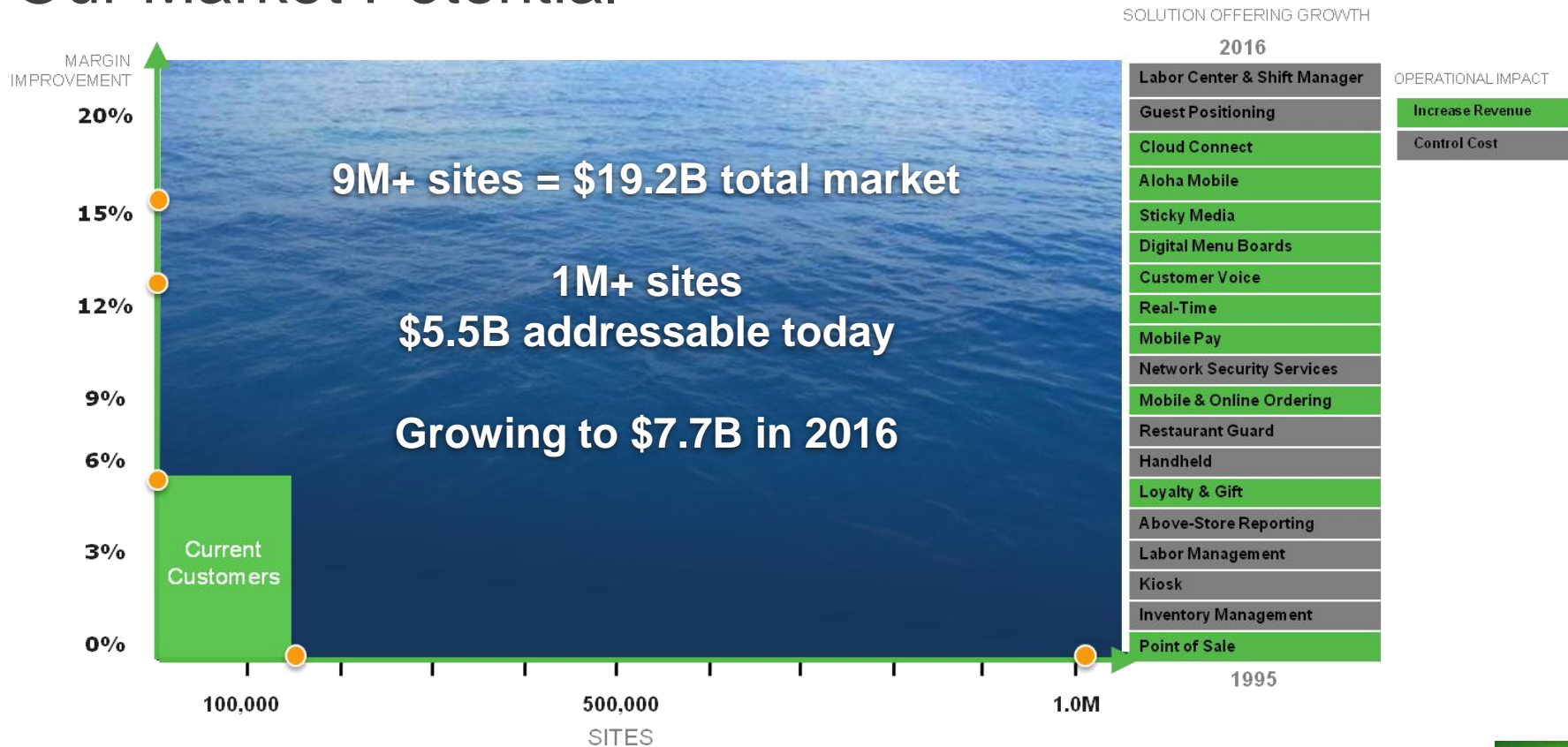
Source: Euromonitor, Technomic, Internal Analysis

Market Expansion



Source: Euromonitor, Technomic, Internal Analysis

Our Market Potential



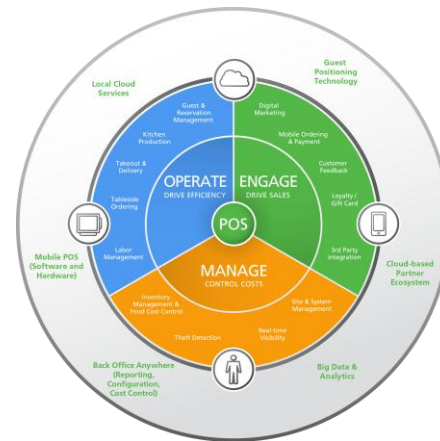
Source: NCR internal data and customer feedback



Restaurant Challenges



The Hospitality Evolution



Category	1999 – 2005	2006 - 2012	2013 and Beyond
Focus Area	Store Front End	Store Operations & Marketing	Customer Revenue Growth
Offering	POS-driven	Solution-driven	SaaS-driven
Architecture	Local	Enterprise	Mobile/Cloud
Available Market	\$2 billion	\$5 billion	\$7+ billion
Addressable Market	\$1 billion	\$3 billion	\$6+ billion
Hardware Maintenance, Software Maintenance, Support & SaaS	\$565	\$1,200	\$1,900+

The Value We Create*

	Average Restaurant	NCR Improvements	Results
Guests	100,000/year	+2,000/year	102,000
Spend	\$10/guest	+\$1/guest	\$11/guest
Total Sales	\$1M	\$122,000	\$1,122,000
Food Cost	30% \$300,000	-2% (\$22,440)	28% \$314,160
Labor Cost	30% \$300,000	-2% (\$22,440)	28% \$314,160
IT Cost	2% \$20,000	-0.50% (\$5,610)	1.5% \$16,830
OH Cost	33% \$330,000	0% (\$0)	33% \$330,000
Profit	5% \$50,000	4.5% \$56,590	9.5% \$106,590

* Hypothetical results of investment in NCR Hospitality solutions by restaurant with \$1M in annual revenues. Based on NCR internal data and customer feedback.



Anatomy of a Sale

SMB Example

Avg. One-Time New Site Revenue	2010	2013+
Hardware (3.5 terminals per site) Peripherals POS Software Interactive Printer Solutions Programming, training and installation	\$14,000	\$15,500
Annual Avg. Recurring Revenue Per Site	2010	2013+
Hardware Maintenance	\$300	\$850*
Software Maintenance	\$200	
Help Desk Services	\$500	
SaaS-based Solutions	\$200	\$750
Merchant Processing	\$100	\$200
Total	\$1,300	\$1,800

*Hardware Maintenance, Software Maintenance and Help Desk included in one cohesive offering priced for the market vs. sold individually - increased attach rates by 20%



Strategy Execution

Critical Drivers of Growth

Global Expansion

- Localized POS and SaaS solutions
- Sales and channel partner coverage



SMB

- Lower-tier solutions
- Sales coverage

SaaS Acceleration

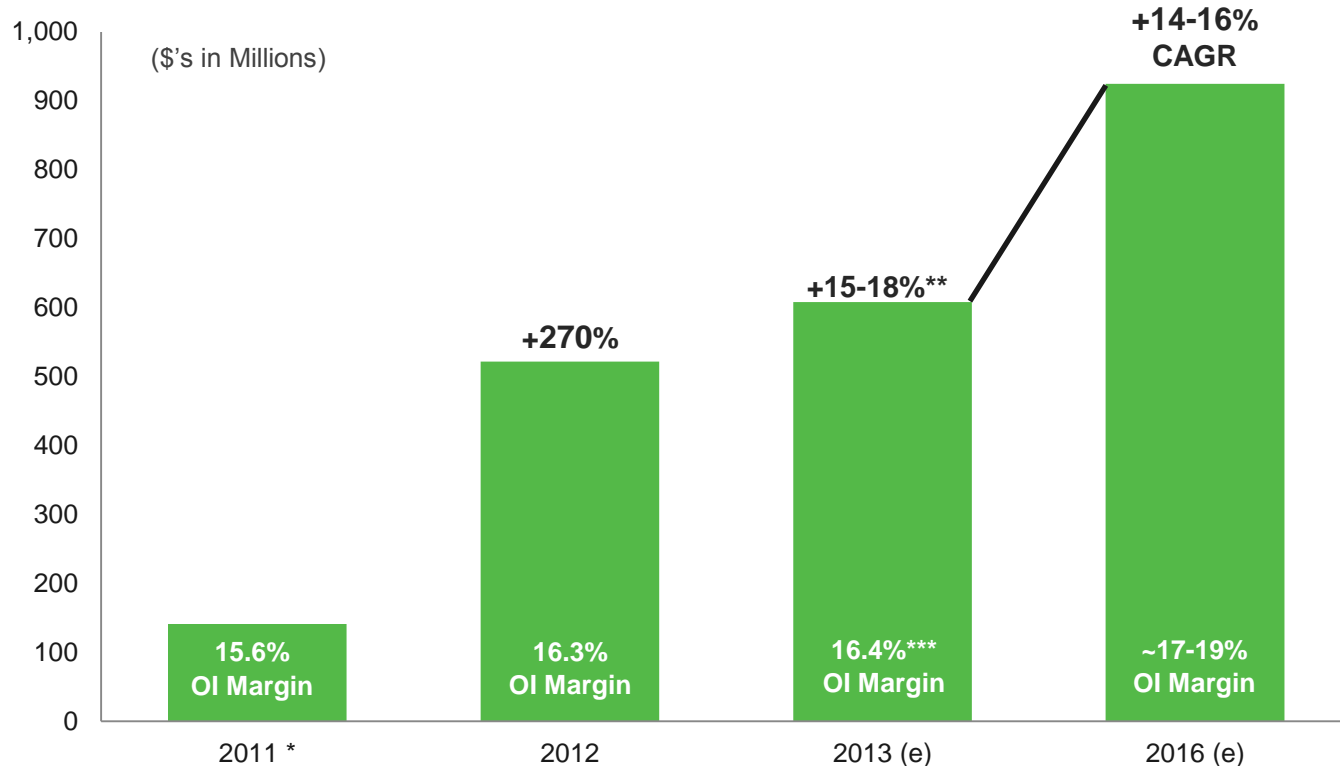
- Solution innovation & mobility
- SaaS sales specialists



Hospitality Revenue Guidance

Estimated Revenue Growth (2013-2016)

- International - 25 - 30%+
- SMB - 18 – 22%
- SaaS - 22 – 30%



OI Margin= Operating income as a percent of revenue

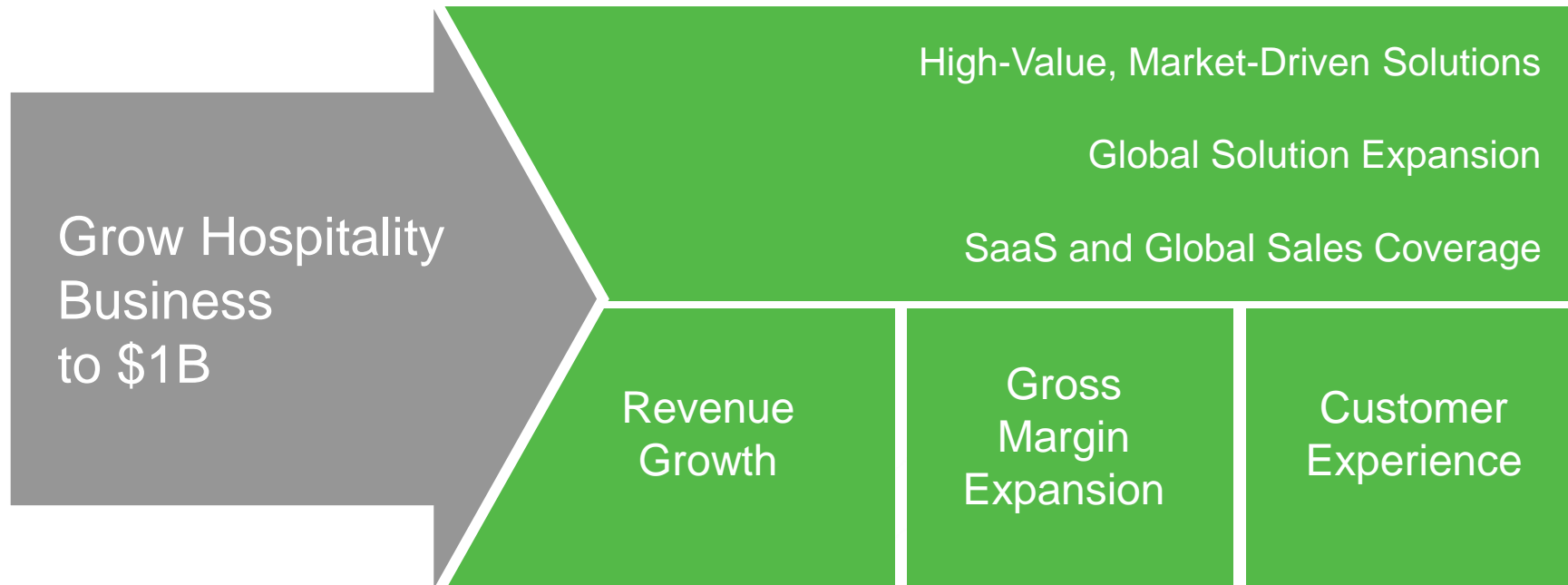
* Actual results from acquisition date, August 24, 2011 to December 31, 2011

** 2013 (e) in constant currency

*** Q3 2013 YTD actual results



Key Takeaways



FINANCIAL STRATEGY

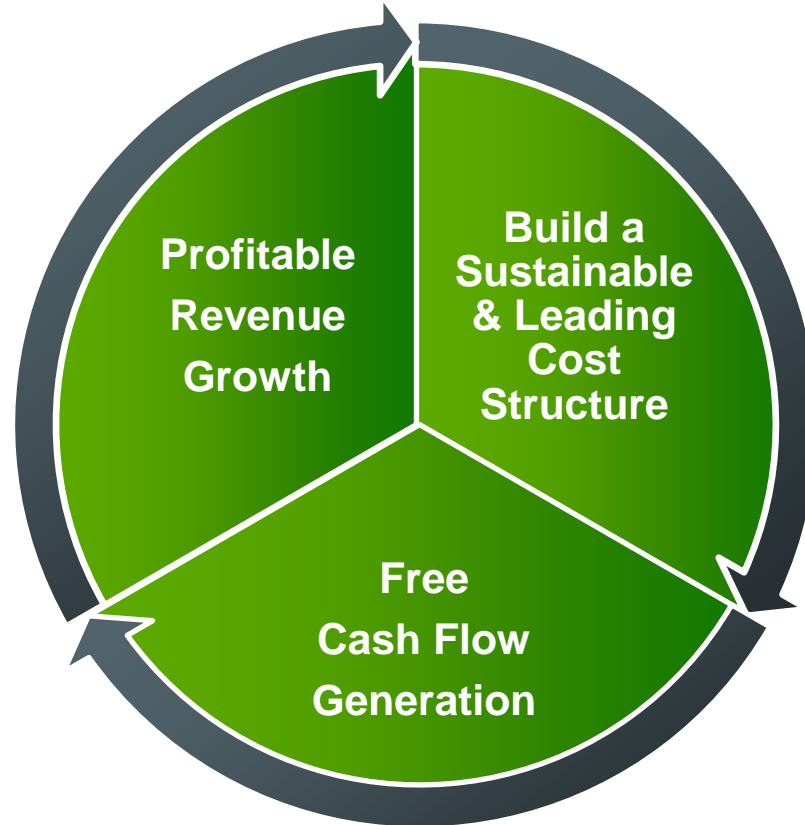
INVESTOR DAY
NOVEMBER 11, 2013
NEW YORK STOCK EXCHANGE

Bob Fishman

Chief Financial Officer



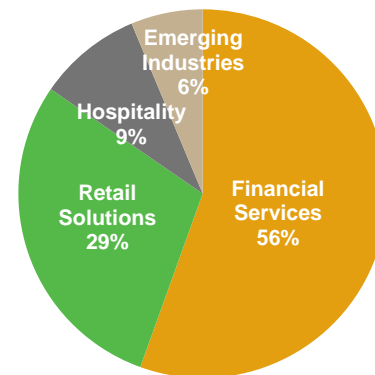
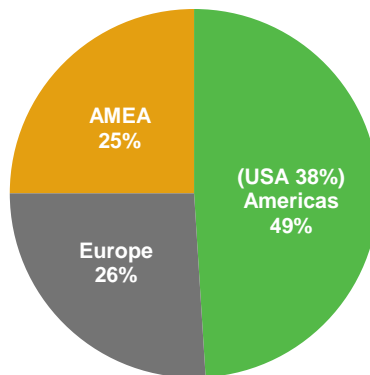
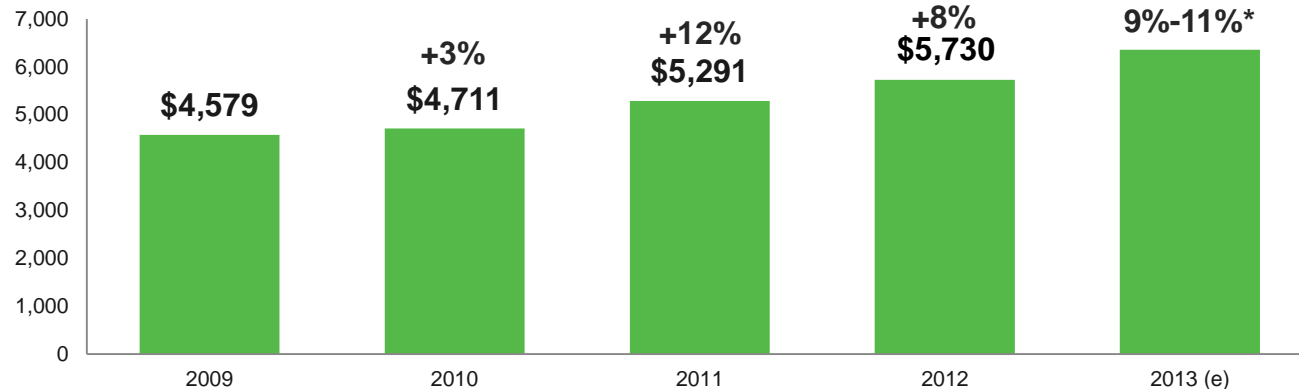
Creating Shareholder Value – Going Forward



Revenue Profile – Balanced Global Growth

Revenue
Growth

Revenue
Diversity
(2012)



(\$'s in Millions);
*2013(e) in constant currency

Revenue and Gross Margin⁽¹⁾ by Products and Services

Strong revenue growth. Gross margin expanded in products and services as a result of higher volume, improved mix and cost reductions.

Revenue Growth	2009	2010	2011	2012	Q3 2013 YTD
Products	\$2,208	\$2,301	\$2,592	\$2,854	6%
Services	\$2,371	\$2,410	\$2,699	\$2,876	12%
Total	\$4,579	\$4,711	\$5,291	\$5,730	9%
Gross Margin % ⁽¹⁾	2009	2010	2011	2012	Q3 2013 YTD
Products	21.2%	22.3%	23.0%	25.0%	26.6%
Services	22.8%	24.6%	26.8%	28.6%	29.9%
Total	22.0%	23.5%	24.9%	26.8%	28.3%

(\$'s in Millions)



Revenue and Operating Income (OI) by Segment

Revenue growth and segment operating margin improvement led by higher volume, improved mix and cost reductions.

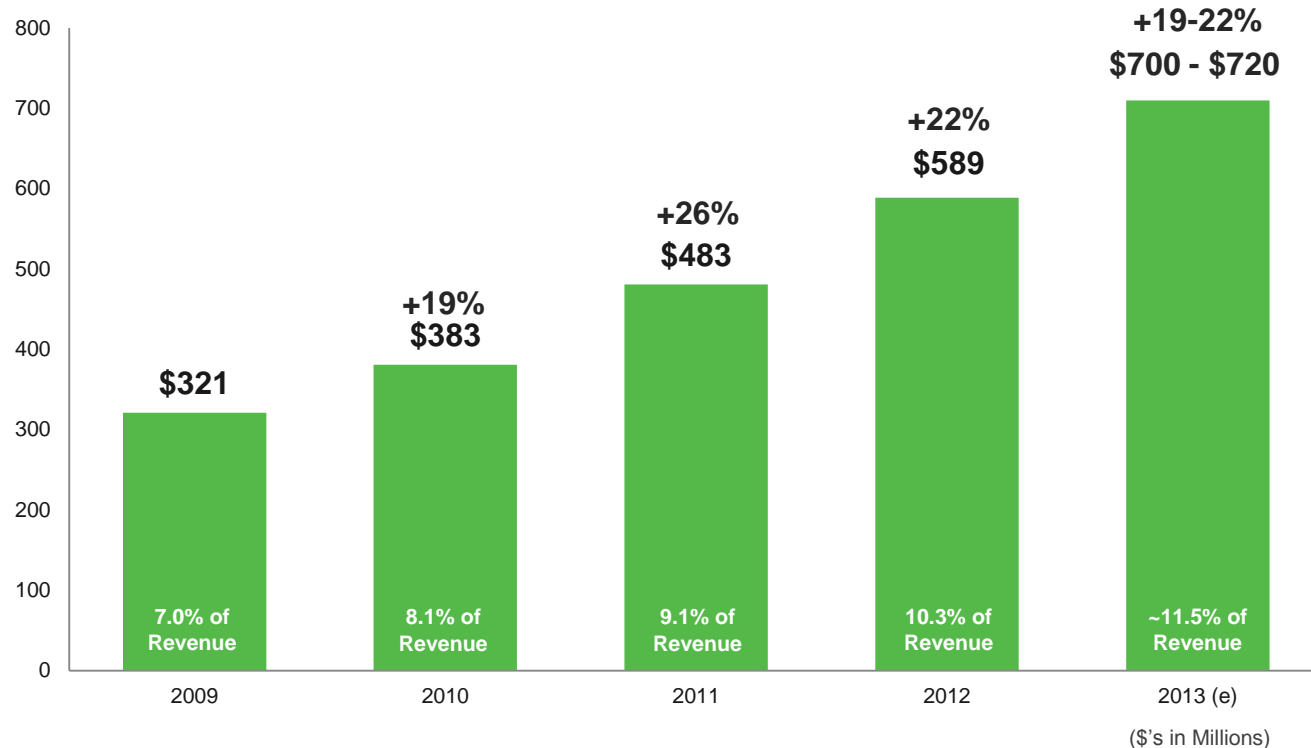
Revenue	2009	2010	2011	2012	2013(e)*
Financial Services	\$2,614	\$2,645	\$2,999	\$3,201	Roughly Flat
Retail Solutions	\$1,627	\$1,717	\$1,778	\$1,667	+24% to 26%
Hospitality	\$-	\$-	\$141**	\$522	+15% to 18%
Emerging Industries	\$338	\$349	\$373	\$340	+3% to 5%
Revenue	\$4,579	\$4,711	\$5,291	\$5,730	+9% to 11%

Segment OI% ⁽¹⁾	2009	2010	2011	2012	Q3 2013 YTD
Financial Services	9.6%	9.5%	10.4%	10.2%	10.8%
Retail Solutions	0.7%	4.3%	4.0%	6.1%	9.3%
Hospitality	-	-	15.6%**	16.3%	16.4%
Emerging Industries	16.9%	17.2%	20.6%	22.1%	15.3%
Total Segment OI%	7.0%	8.1%	9.1%	10.3%	11.1%

(\$'s in Millions; *2013(e) in constant currency); ** Actual results from August 24, 2011, date of acquisition of Radiant Systems, Inc. through December 31, 2011

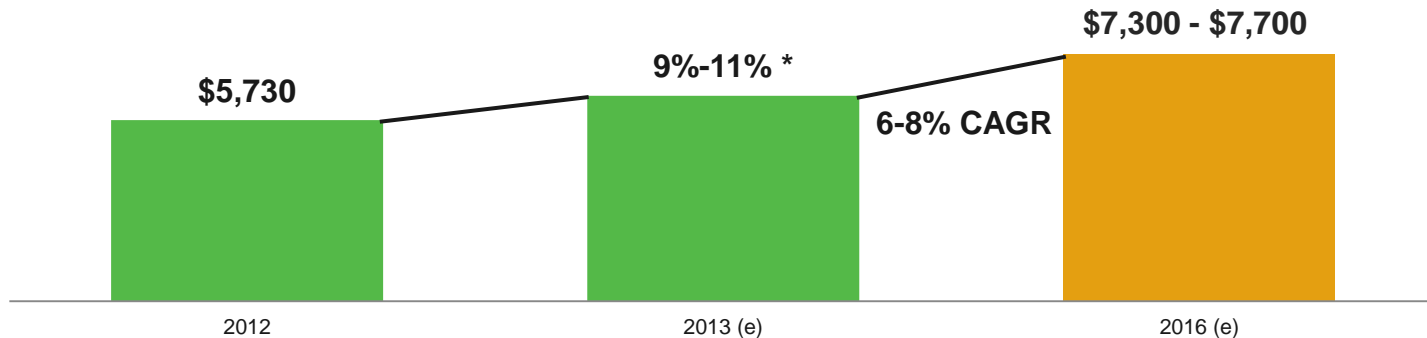
NPOI: Consistently Strong Growth

NPOI:
Non-Pension
Operating
Income ⁽¹⁾

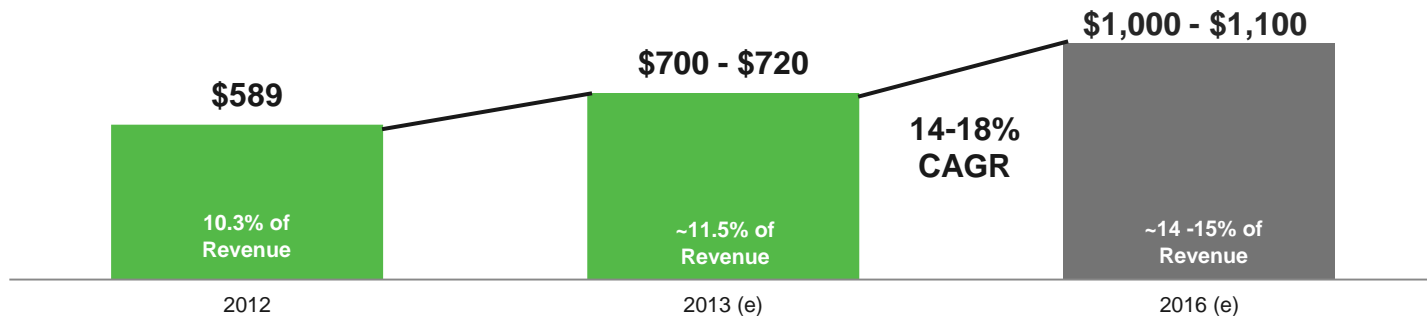


Revenue and NPOI Growth

Revenue

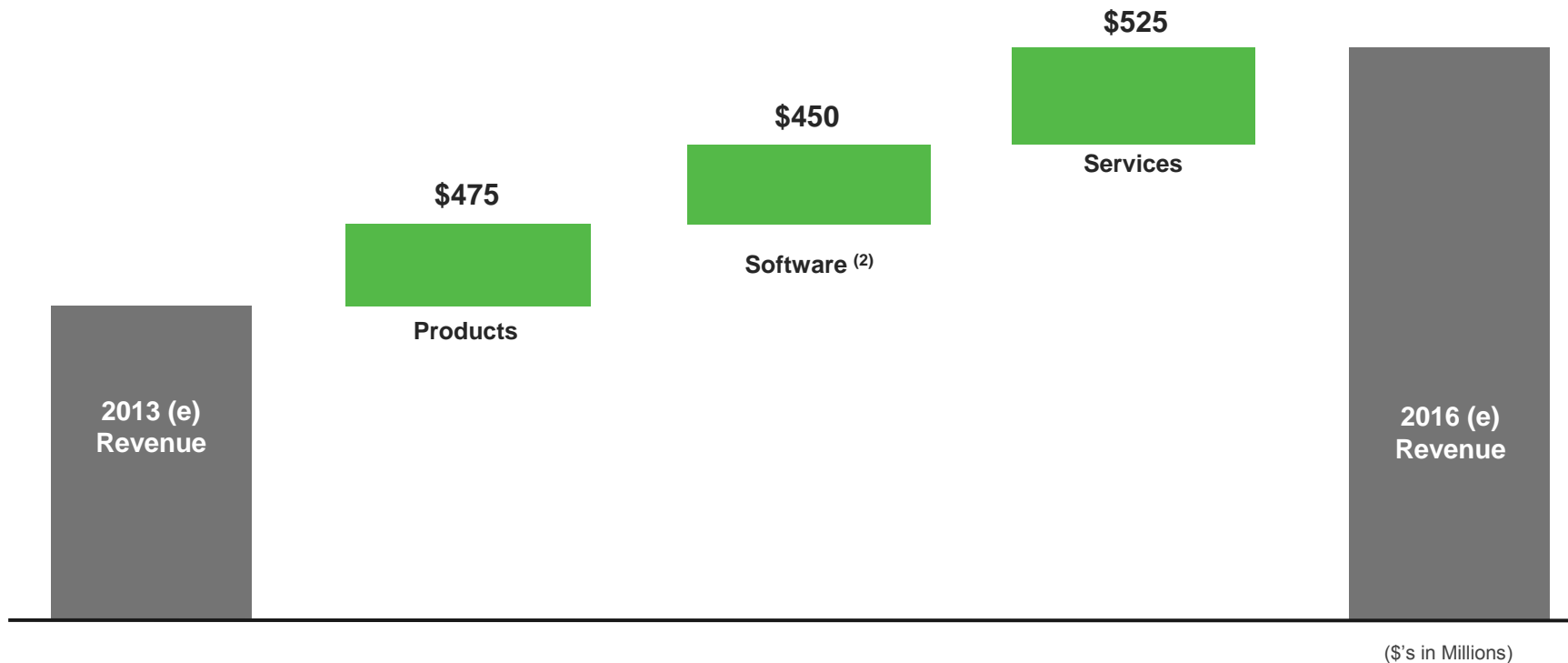


NPOI ⁽¹⁾



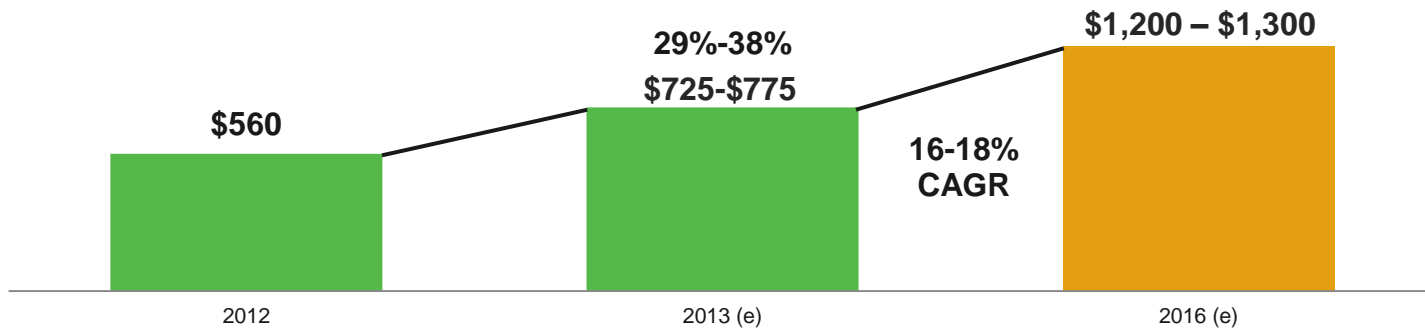
(\$'s in Millions); *2013(e) in constant currency, which includes 2% unfavorable foreign currency fluctuations

Revenue Growth and Higher Margin Opportunity

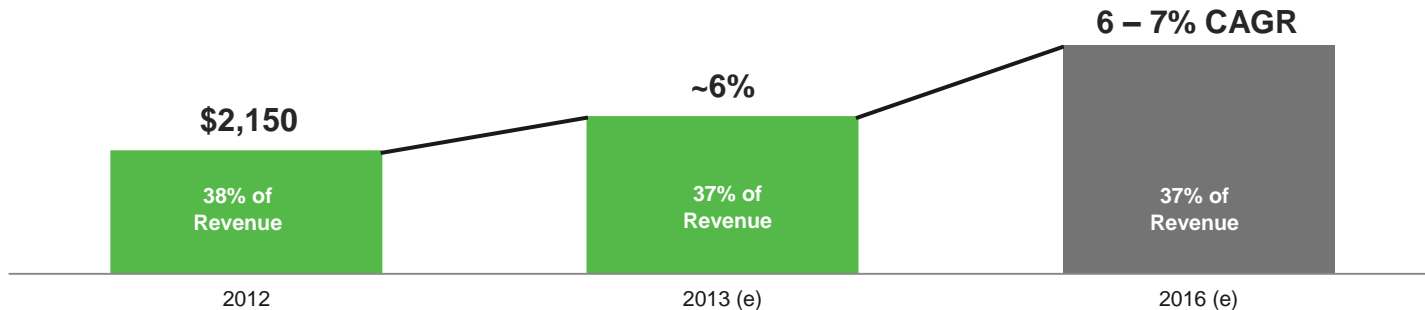


Software and Recurring Revenue Growth

Software⁽²⁾



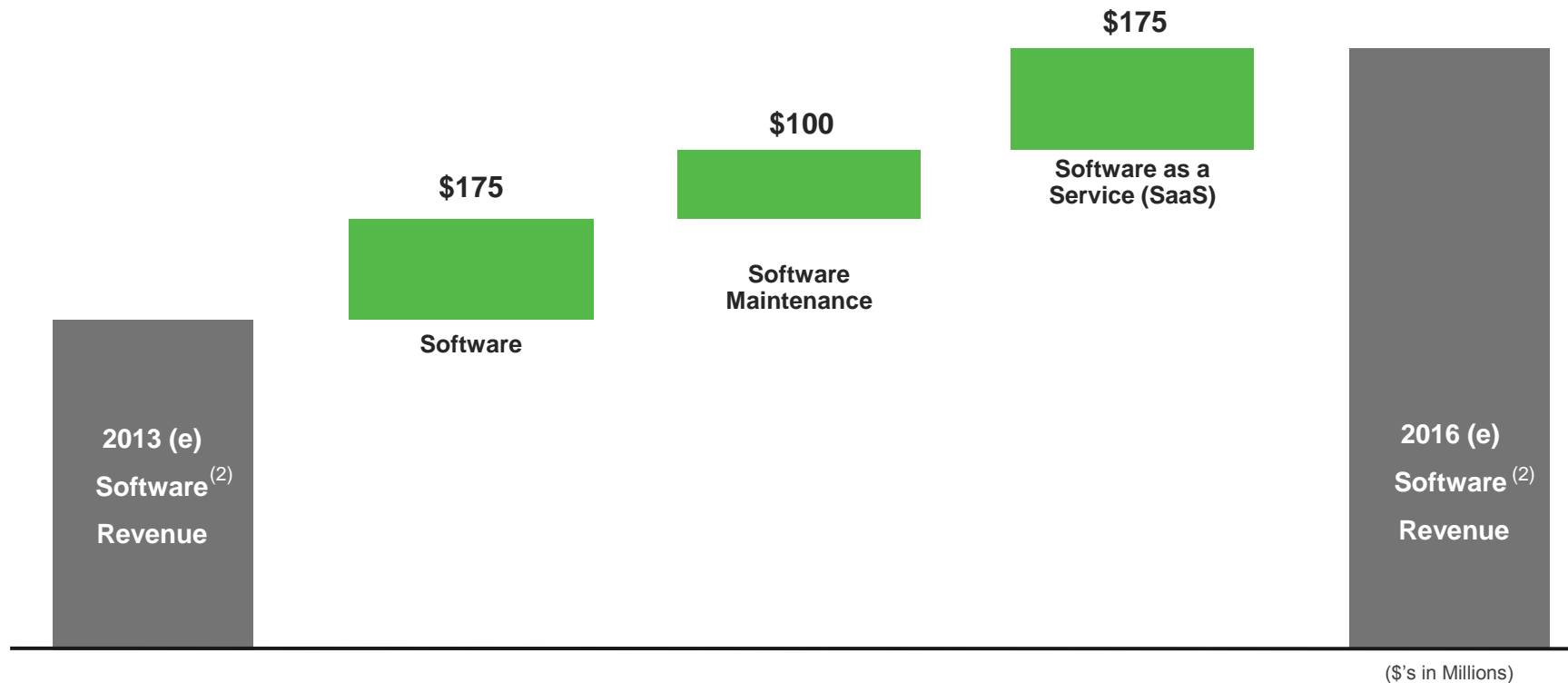
Recurring Revenue⁽³⁾



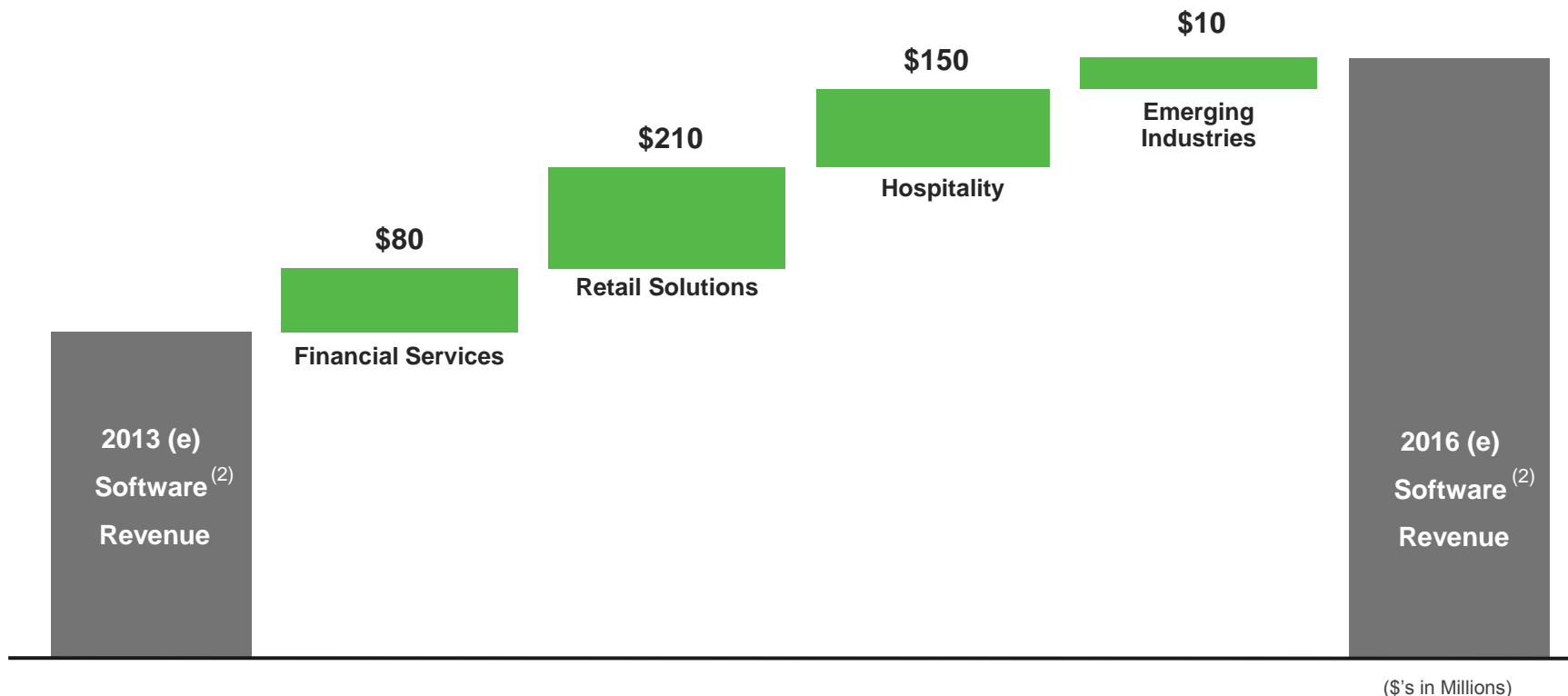
(\$'s in Millions)



Software Revenue Growth by Type



Software Revenue Growth by Segment



Managing for Margin

- Increasing productivity
- Reducing our cost structure
- Simplifying our processes
- Giving time back to sales
- Improving the customer experience

\$200 million to \$300 million expected savings for the period 2014-2016 (50% reinvested)

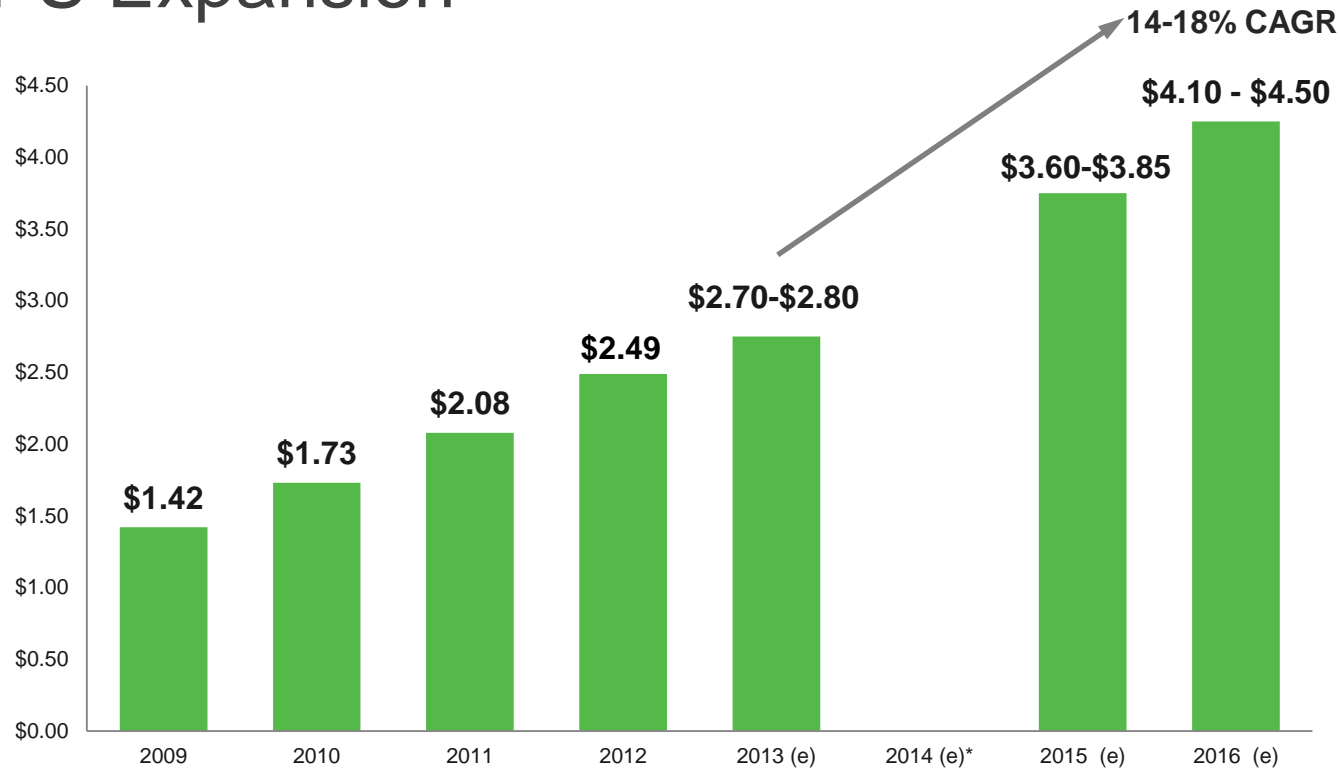
Key Initiatives:

- Cost reduction and value engineering
- Product lifecycle management
- Solution complexity reduction program
- Quote to Cash and Source to Pay process improvements
- Hardware/Software Fulfillment
- Design for serviceability, manufacturability and cost



Continued EPS Expansion

EPS:
Excluding
Pension and
Special Items ⁽¹⁾



* Guidance to be provided during the Q4 2013 earnings call

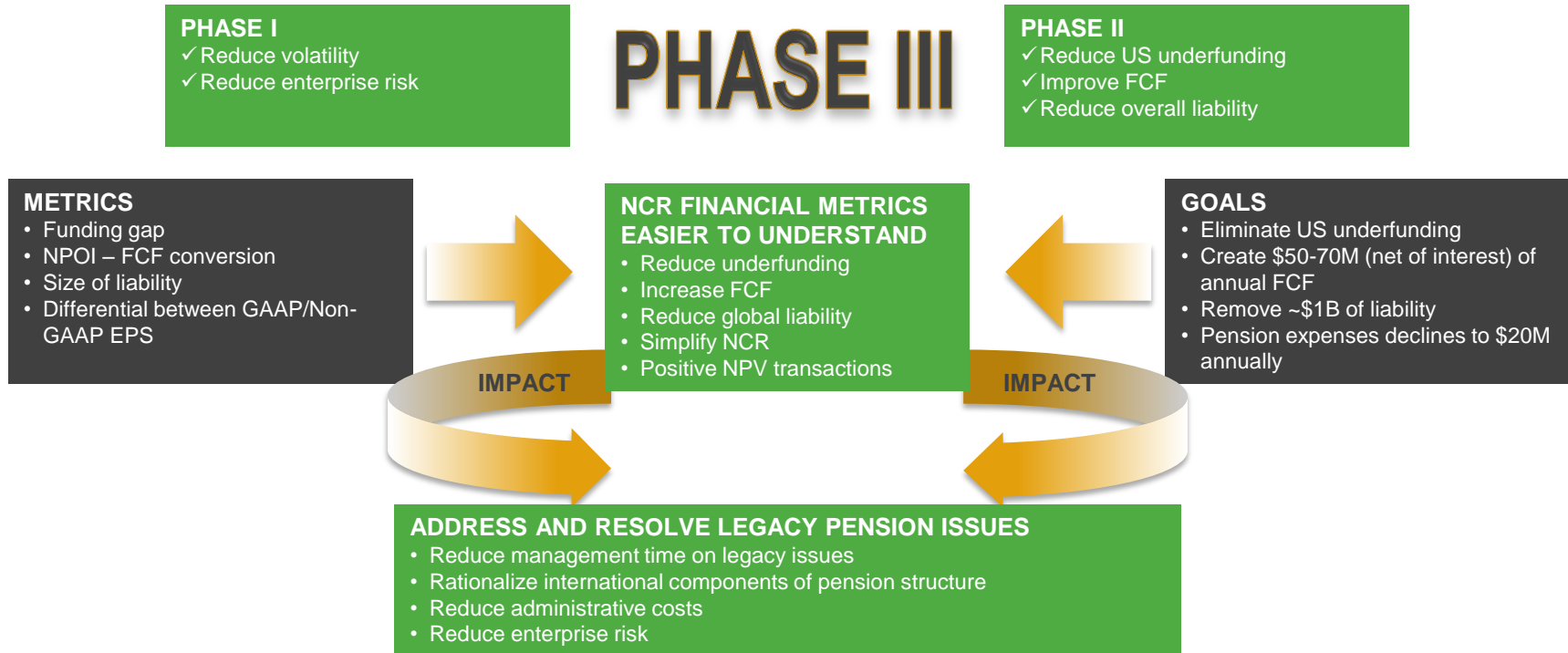


Forecast Revenue Growth and OI Margin Expansion by Segment

Segment	Revenue '13 – '16 CAGR	2016(e) OI%*
Financial Services	CAGR 4-6%	12-14%
Retail Solutions	CAGR 8-10%	13-15%
Hospitality	CAGR 14-16%	17-19%
Emerging Industries	CAGR 10-13%	16-18%

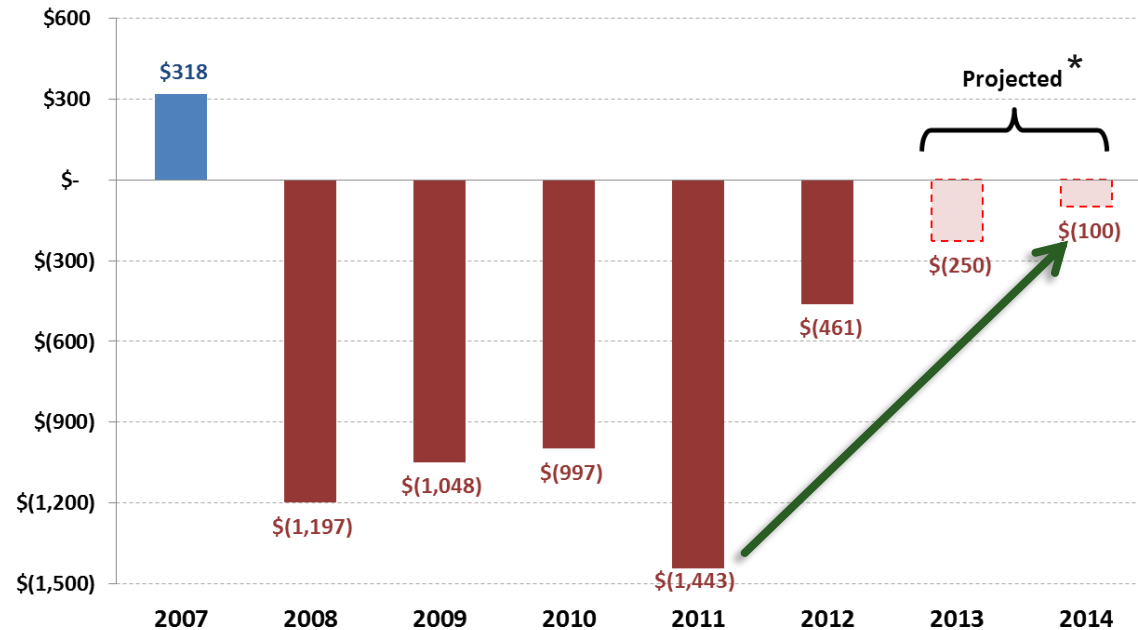
* Estimated Segment OI (segment operating income excluding pension and special items) as a percentage of revenue by segment

Strategic Trajectory of Pension Transformation



Pension Funding Gap Progression

NCR PENSION NET FUNDED STATUS (\$ MILLIONS)



* Assumes US prefunds and no material change to international plan structure

Pension Strategy Impacts

	2010	2011	2012	2013 **	2014(e) **
PENSION FUNDING GAP	\$997M	\$1.443B	\$461M	\$250M	\$100M
PENSION EXPENSE (BENEFIT)	\$59M	\$582M	(\$224M)	\$26M*	\$20M*
PENSION LIABILITY	\$5.5B	\$6.2B	\$5.7B	\$5.1B	\$4.5B
% OF ASSETS IN FIXED INCOME	~40%	~60%	~75%	~85%	80%-90%
IMPACT ON FREE CASH FLOW ⁽¹⁾	(\$105M)	(\$125M)	(\$152M)	(\$87M)	(\$50-\$75M)

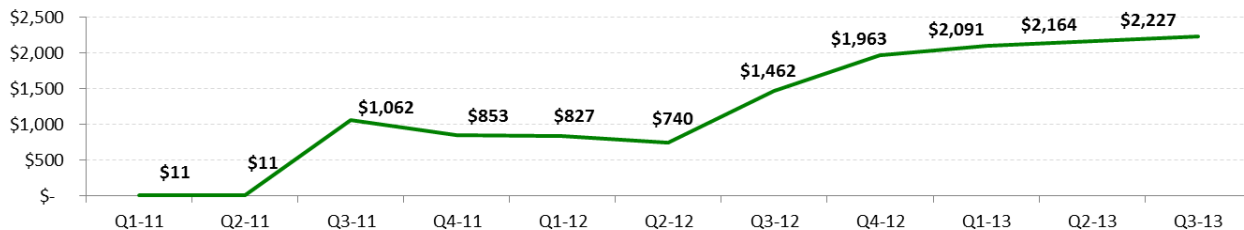
* Excludes the impact of the actuarial mark-to-market adjustments that will be determined in the fourth quarter

** Assumes US prefunds and no material change to international plan structure

Using NCR's Balance Sheet More Effectively

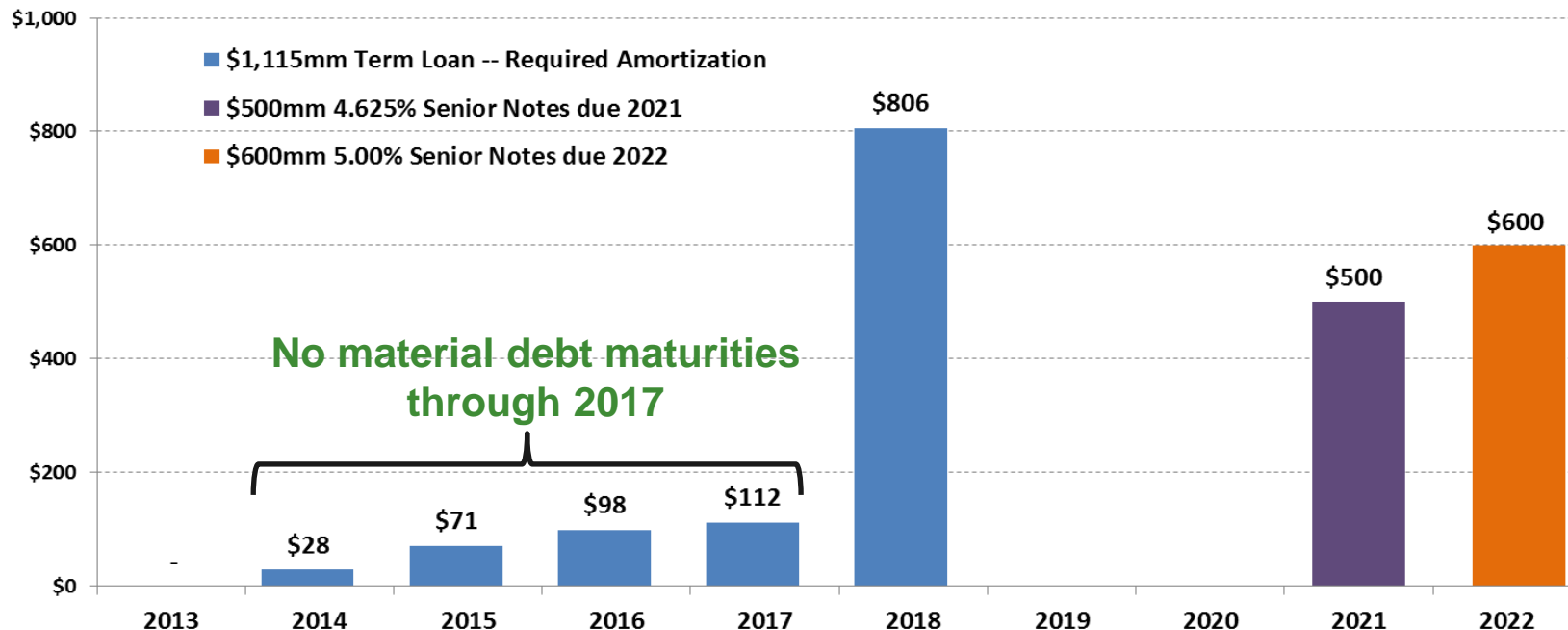
NCR EXTERNAL DEBT (\$ MILLIONS)

	2011				2012				2013		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Radiant Transaction											
Credit Facility											
Term Loan	\$ -	\$ -	\$ 700	\$ 700	\$ 700	\$ 700	\$ 850	\$ 850	\$ 832	\$ 815	\$ 1,115
Revolving Credit	-	-	350	140	115	25	-	-	145	230	-
4.625% Notes due 2021	-	-	-	-	-	-	-	500	500	500	500
5.00% Notes due 2022	-	-	-	-	-	-	600	600	600	600	600
Other Debt	11	11	12	13	12	15	12	13	14	19	12
Balance Sheet Debt	<u>\$ 11</u>	<u>\$ 11</u>	<u>\$ 1,062</u>	<u>\$ 853</u>	<u>\$ 827</u>	<u>\$ 740</u>	<u>\$ 1,462</u>	<u>\$ 1,963</u>	<u>\$ 2,091</u>	<u>\$ 2,164</u>	<u>\$ 2,227</u>
Pension Phase II											
Retalix Transaction											



NCR Debt Maturities

NCR DEBT MATURITY SCHEDULE (\$ MILLIONS)



Note: Does not include activity under NCR's corporate revolving credit facility and certain immaterial capital lease maturities

NCR Capital Structure

(\$'s Millions except as indicated)

	Amount Outstanding (Sept. 30, 2013)	% of Total Capitalization	Maturity	Interest Rate
Term Loan A	\$ 1,115	12.6%	Jul-18	LIBOR + 1.75% ¹
Revolving Credit (\$850 mm)	-	<u>0.0%</u>	Jul-18	1.75% ¹
Total Senior Secured Debt	\$ 1,115	12.6%		
Senior Notes Due 2021	500	5.7%	Feb-21	4.625%
Senior Notes Due 2022	600	6.8%	Jul-22	5.00%
Other Debt	<u>12</u>	<u>0.1%</u>	various	various
Total Debt	\$ 2,227	25.3%		
Equity Market Capitalization	<u>6,589</u>	<u>74.7%</u>	-	-
Total NCR Capitalization	\$ 8,816	100.0%		

1. NCR Credit Facility interest rate is subject to a leverage-based pricing grid. Interest rate shown is as of the end of Q3 2013. As of September 30, 2013, approximately half of the Term Loan balance is subject to a floating-to-fixed interest rate swap which effectively converts the variable rate interest payments due on the Term Loan to a fixed rate of approximately 3%.

Net Debt

(\$ Millions)	2011	2012	2013E
(a) Term Loan	(700)	(850)	(1,115)
(b) Revolver	(140)	-	-
(c) 8 Yr. Bonds	-	(500)	(500)
(d) 10 Yr. Bonds	-	(600)	(600)
(e) Other Debt	(13)	(13)	(41)
Total Debt (a + b + c + d + e)	(853)	(1,963)	(2,256)
Cash	398	1,069	650
(f) Excess Cash	98	769	350
Total Net Debt (a + b + c + d + e + f)	(755)	(1,194)	(1,906)
Net Debt / Adjusted EBITDA⁽¹⁾	1.3x	1.7x	2.3x

Free Cash Flow Bridge – Full Year



* Excludes discretionary pension contributions of \$180M in 2013 and \$600M in 2012 (\$'s in Millions)

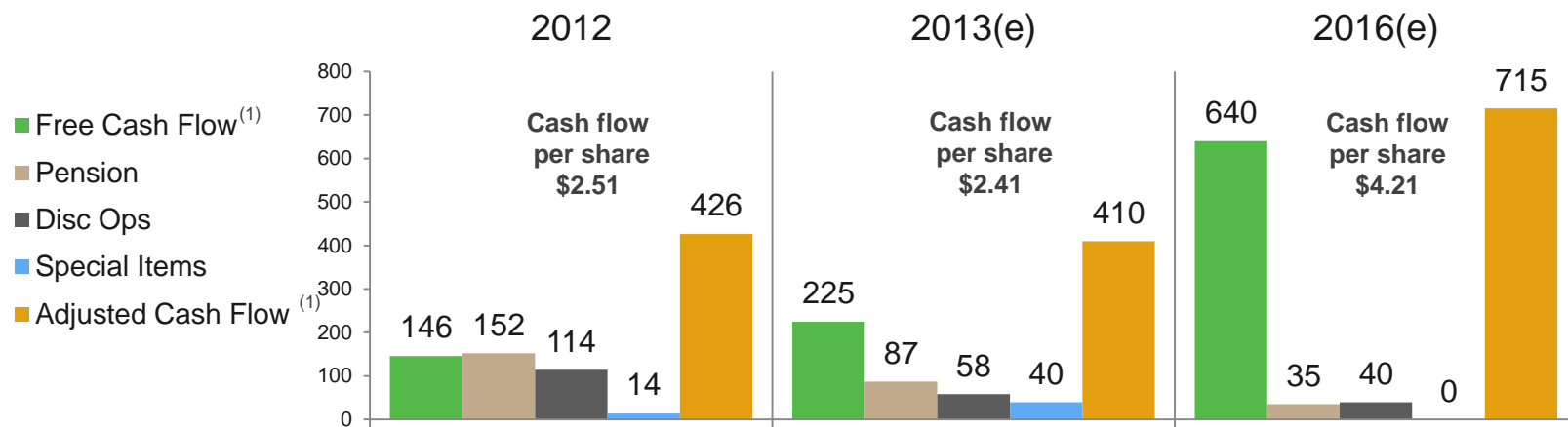
Core Working Capital Metrics

	2011				2012				2013		
Core Working Capital Metrics	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
(a) Accounts Receivable DRO (Internal) *	946	980	1,128	1,032	1,065	1,078	1,124	1,086	1,193	1,266	1,349
	53	53	52	49	59	57	58	53	59	63	69
(b) Inventory Balance Inventory Turns (rolling 4 qtr avg) *	793	810	850	774	802	798	826	797	847	825	842
	4.9	4.8	5.0	5.1	5.2	5.3	5.4	5.4	5.4	5.4	5.3
(c) Accounts Payable DPO (Internal) *	540	548	568	525	582	559	612	611	593	582	584
	52	50	50	47	50	51	51	51	52	50	51
(d) Cust. Dept. & Deferred Rev	424	396	419	418	503	470	477	455	558	543	508
Total (a + b – c – d)	775	846	991	863	782	847	861	817	889	966	1,099
% of Quarterly Sales *	73%	67%	73%	54%	63%	60%	60%	50%	63%	63%	71%
4 Qtr Avg as % of 4 Qtr Revenue *	17%	17%	17%	16%	16%	16%	15%	14%	15%	15%	15%

(\$ Millions); * Internal ratios exclude Retailix



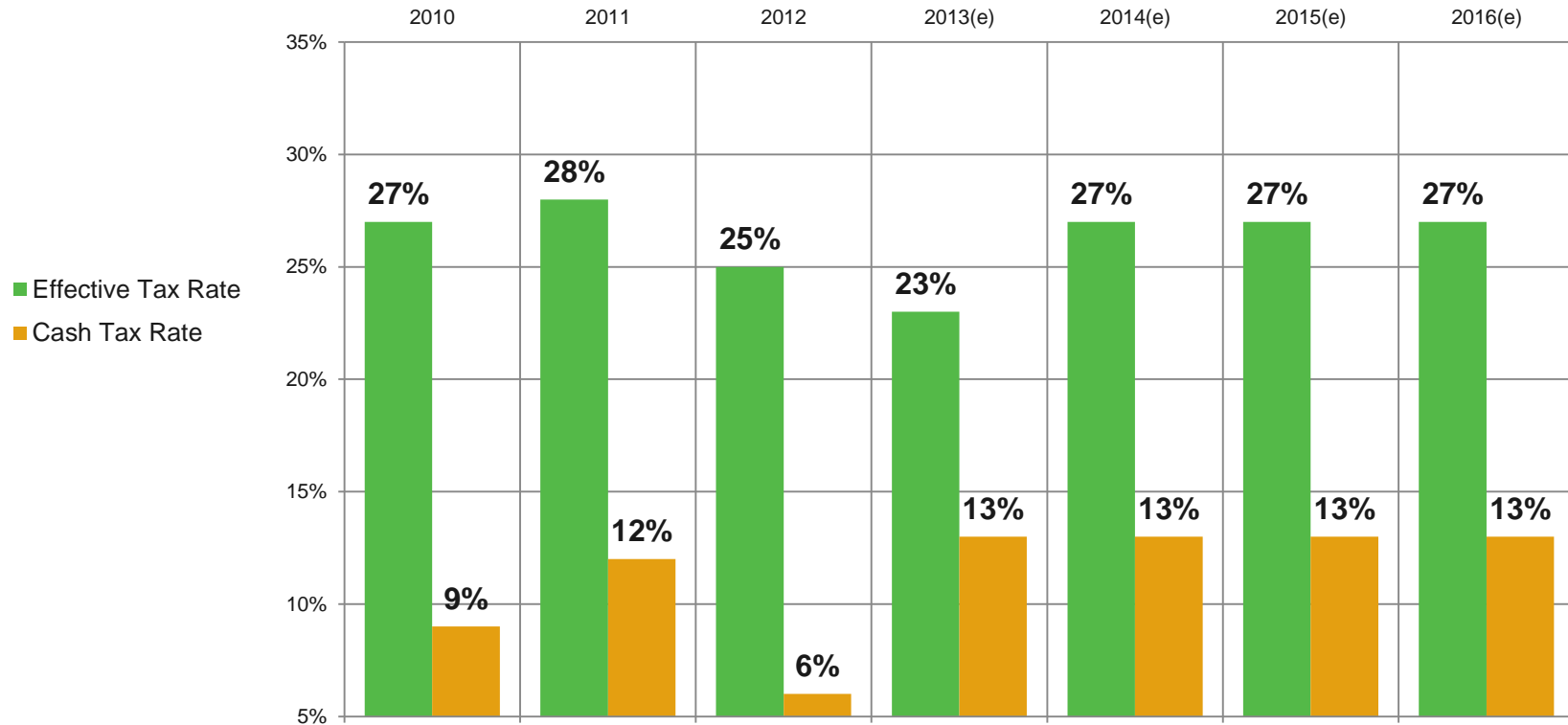
Free Cash Flow Generation



	2012	2013(e)	2016(e)
(A) Free Cash Flow ⁽¹⁾	146	225	640
(B) Pension	152	87 *	35 *
(C) Disc Ops	114	58	40
(D) Special Items	14	40	0
(A+B+C+D+E) Adjusted Cash Flow ⁽¹⁾	426	410	715

* Assumes US prefunds and no material change to international plan structure

Effective Tax Rate and Cash Tax Rate Analysis



Financial Policy

- Maintain strong liquidity
 - Currently ~\$700 million of unused revolver and \$460 million of cash
 - Extended revolver term to 5 years in July 2013
- Support NCR's growth strategy with disciplined approach to M&A and capital investments
 - Increasing investments in SaaS technology
 - Pursue opportunistic acquisitions in our lines of business and adjacencies
- Use strong, growing NPOI to reduce leverage over time
- Balanced capital structure approach
 - No expected dividend initiatives; will consider share buybacks as necessary to offset dilution
 - Maintain capital structure flexibility and maintain leverage at 2.0x to 3.0x EBITDA
- Manage down NCR legacy financial risks over the medium term

Key Takeaways

Growth and significant profitability improvement in 2013

Strong revenue growth expected over next three years, especially in software and services

Cost reduction initiatives provide additional support to NPOI growth outlook

Free Cash Flow generation expected to improve driven by higher margin revenue

Execute on Phase III of pension strategy

Continue to manage the balance sheet for flexibility and liquidity, continued focus on working capital

Cash generated to be used for organic growth and strategic opportunities

QUESTIONS?

Footnotes

- 1) This is a non-GAAP measure. An explanation of non-GAAP measures and the reconciliation of GAAP to non-GAAP measures are included in the supplementary non-GAAP materials in this presentation and/or on the investor relations page of NCR's website.
- 2) Software includes software, software as a service (SaaS) and software maintenance but excludes professional services associated with software delivery.
- 3) Recurring revenue is the sum of SaaS, hardware maintenance and software maintenance revenue.



SUPPLEMENTARY NON-GAAP MATERIALS

Non-GAAP Measures

While NCR reports its results in accordance with generally accepted accounting principles in the United States, or GAAP, certain materials presented during this event will include non-GAAP measures in an effort to provide additional useful information regarding NCR's financial results. NCR's management evaluates the company's results excluding certain items, such as pension expense, to assess the financial performance of the company and believes this information is useful for investors because it provides a more complete understanding of NCR's underlying operational performance, as well as consistency and comparability with NCR's past reports of financial results. In addition, management uses certain of these measures to manage and determine effectiveness of its business managers and as a basis for incentive compensation. NCR management's calculation of these non-GAAP measures may differ from similarly-titled measures reported by other companies and cannot, therefore, be compared with similarly-titled measures of other companies. These non-GAAP measures should not be considered as substitutes for or superior to results determined in accordance with GAAP. The reconciliations of non-GAAP measures to comparable GAAP measures and other related information on the following slides are also available on the Investor Relations page of NCR's website at www.ncr.com.



Non-GAAP Measures

NPOI and Non-GAAP EPS. The non-GAAP income from operations (i.e., non-pension operating income, or NPOI) and non-GAAP earnings per share included in these materials exclude the impact of pension expense and certain special items. Due to the significant change in its pension expense from year to year and the non-operational nature of pension expense and these special items, including amortization of acquisition related intangibles, NCR's management uses non-pension operating income and non-GAAP earnings per share to evaluate year-over-year operating performance. NCR may, in addition, segregate special items from its GAAP results from time to time to reflect the ongoing earnings per share performance of the company. NCR also uses non-pension operating income and non-GAAP earnings per share to manage and determine the effectiveness of its business managers and as a basis for incentive compensation. NCR determines non-pension operating income based on its GAAP income (loss) from operations excluding pension expense and special items.

Free Cash Flow and Adjusted Free Cash Flow. Free cash flow (or FCF) and adjusted free cash flow do not have uniform definitions under GAAP. NCR defines free cash flow as net cash provided by/used in operating activities and cash flow provided by/used in discontinued operations less capital expenditures for property, plant and equipment; additions to capitalized software; plus discretionary contributions to employee benefit plans. NCR defines adjusted free cash flow as free cash flow plus required pension contributions, cash provided by/used in discontinued operations, and cash flow impact of special items. NCR's management uses free cash flow and adjusted free cash flow to assess the financial performance of the company and believes they are useful for investors because they relate the operating cash flow of the company to the capital that is spent to continue and improve business operations. In particular, free cash flow and adjusted free cash flow indicate the amount of cash generated after capital expenditures which can be used for, among other things, investment in the company's existing businesses, strategic acquisitions, strengthening the company's balance sheet, repurchase of company stock and repayment of the company's debt obligations. Free cash flow and adjusted free cash flow do not represent the residual cash flow available for discretionary expenditures since there may be other nondiscretionary expenditures that are not deducted from the measure.

Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization (Adjusted EBITDA). NCR believes Adjusted EBITDA provides useful information to investors because it is an indicator of the strength and performance of the company's ongoing business operations, including its ability to fund discretionary spending such as capital expenditures, strategic acquisitions and other investments. NCR determines Adjusted EBITDA for a given period based on its GAAP income (loss) from continuing operations plus interest expense, net; plus income tax expense (benefit); plus depreciation and amortization; plus other income (expense); plus pension expense (benefit); and plus special items included in the definition of NPOI. NCR believes its ratio of net debt to Adjusted EBITDA provides useful information to its investors because it is an indicator of the Company's ability to meet its future financial obligations.

Constant Currency. NCR's period-over-period revenue growth on a constant currency basis excludes the effects of foreign currency translation. Due to the variability of foreign exchange rates from period to period, NCR's management uses revenue on a constant currency basis to evaluate period-over-period operating performance. Revenue growth on a constant currency basis is calculated by translating prior period revenue at current period monthly average exchange rates.

Income (Loss) from Operations (GAAP) to Non-Pension Operating Income (non-GAAP)

	2009	2010	2011	2012	2013 (e)	2016 (e)
Income (Loss) from Operations (GAAP)	\$348	\$298	\$(148)	\$748	\$546 - \$566	\$907 - \$1,007
Pension expense (benefit)	(55)	59	582	(224)	26	30
Impairment of assets related to an equity investment	22	-	-	-	-	-
Global headquarters relocation	6	18	-	-	-	-
Legal settlements and charges	-	8	-	-	-	-
Acquisition-related costs	-	-	37	23	46	-
Acquisition-related amortization of intangibles	-	-	12	38	65	63
Acquisition-related purchase price adjustments	-	-	-	-	15	-
OFAC and FCPA Investigations	-	-	-	4	2	-
Non-Pension Operating Income (non-GAAP)	\$321	\$383	\$483	\$589	\$700 - \$720	\$1,000 - \$1,100

(\$'s in Millions)



Diluted Earnings (Loss) Per Share from Continuing Operations (GAAP) to Diluted Earnings Per Share from Continuing Operations (non-GAAP)

	2009	2010	2011	2012	2013 (e)	2015 (e)	2016 (e)
Diluted Earnings Per Share from Continuing Operations (GAAP)	\$1.14	\$1.72	\$(0.61)	\$2.90	\$2.08 - \$2.18	\$3.25 - \$3.50	\$3.75 - \$4.15
Pension expense (benefit)	0.05	0.10	2.48	(0.72)	0.08	0.10	0.10
Impairment charge	0.19	0.05	-	0.05	-	-	-
Global Headquarters relocation	0.02	0.07	-	-	-	-	-
Japanese subsidiary valuation reserve	-	(0.24)	-	-	-	-	-
Legal settlements and charges	0.02	0.03	(0.01)	-	-	-	-
Acquisition-related costs	-	-	0.17	0.10	0.20	-	-
Acquisition-related amortization of intangibles	-	-	0.05	0.15	0.27	0.25	0.25
Acquisition-related purchase price adjustments	-	-	-	-	0.06	-	-
OFAC and FCPA Investigations	-	-	-	0.01	0.01	-	-
Diluted Earnings Per Share from Continuing Operations (non-GAAP)	\$1.42	\$1.73	\$2.08	\$2.49	\$2.70 - \$2.80	\$3.60 - \$3.85	\$4.10 - \$4.50

Cash Provided by (Used in) Operating Activities (GAAP) to Free Cash Flow (non-GAAP)

	2012	2013 (e)	2016 (e)
Cash provided by (used in) Operating Activities (GAAP)	\$(180)	\$329	\$995
Cash provided by (used in) discontinued operations	(114) *	(58)	(40)
Net capital expenditures	(160)	(226)	(315)
Pension discretionary contributions and settlements	600	180	-
Free Cash Flow (non-GAAP)	146	225	640
Cash provided by (used in) discontinued operations	114	58	40
Acquisition related costs	14	40	-
Pension contribution excluding discretionary contributions and settlements	152	87	35
Adjusted Free Cash Flow (non-GAAP)	\$426	\$410	\$715

* Cash provided by (used in) discontinued operations excludes cash provided by investing activities from discontinued operations of \$99 million.

(\$'s in Millions)

Gross Margin as a % of Revenue (GAAP) to Gross Margin as a % of Revenue Excluding Pension and Special Items (non-GAAP)

	2009	2010	2011	2012	Q3 2013 YTD	2013 (e)
Gross Margin as a % of Revenue (GAAP)	22.0%	22.9%	18.0%	28.7%	27.2%	27.4%
Pension expense (benefit)	(0.5%)	0.6%	6.8%	(2.2)%	0.3%	0.3%
Impairment of assets related to an equity investment	0.5%	-	-	-	-	-
Acquisition-related purchase price adjustments	-	-	-	-	0.3%	0.3%
Acquisition-related amortization of intangibles	-	-	0.1%	0.3%	0.5%	0.6%
Gross Margin as a % of Revenue Excluding Pension and Special Items (non-GAAP)	22.0%	23.5%	24.9%	26.8%	28.3%	28.6%

Income (loss) from Operations (GAAP) to Adjusted EBITDA (non-GAAP)

	2011	2012	2013 (e)
Income (loss) from Operations (GAAP)	\$(148)	\$748	\$556
Plus: Pension expense (benefit)	582	(224)	26
Plus: Special Items *	49	65	128
Non-Pension Operating Income (non-GAAP)	483	589	\$710
Plus: Depreciation and amortization **	116	128	125
Adjusted EBITDA (non-GAAP)	\$599	\$717	\$835

* Refer to the reconciliation of Income (loss) from Operations to Non-Pension Operating Income for itemized listing of special items.

** Depreciation and amortization excludes the acquisition-related amortization of intangibles included within Special Items.

(\$'s in Millions)

