

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT

Pursuant to Section 13 or 15(d)
of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): February 9, 2021



NCR CORPORATION
(Exact name of registrant as specified in its charter)

Commission File Number 001-00395

Maryland
(State or other jurisdiction of
incorporation or organization)

31-0387920
(I.R.S. Employer
Identification No.)

864 Spring Street NW
Atlanta, GA 30308
(Address of principal executive offices and zip code)

Registrant's telephone number, including area code: (937) 445-1936

N/A
(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2 below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, par value \$0.01 per share	NCR	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter). Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 2.02. Results of Operations and Financial Condition.

On February 9, 2021, the Company issued a press release setting forth its fourth quarter and full year 2020 financial results. A copy of the press release is attached hereto as Exhibit 99.1 and hereby incorporated by reference.

Item 7.01. Regulation FD Disclosure.

On February 9, 2021, the Company will hold its previously announced conference call to discuss its fourth quarter and full year financial results. A copy of supplementary materials that will be referred to in the conference call, and which were posted to the Company's website, is attached hereto as Exhibit 99.2.

The information in this report (including Exhibits 99.1 and 99.2) is being furnished pursuant to Item 2.02 and Item 7.01 and shall not be deemed to be "filed" for purposes of Section 18 of the Securities Exchange Act of 1934 (the "Exchange Act"), or otherwise subject to the liabilities of that section, nor shall it be deemed to be incorporated by reference in any filing under the Securities Act of 1933 or the Exchange Act.

Item 9.01. Financial Statements and Exhibits.

(d) Exhibits:

The following exhibits are attached with this current report on Form 8-K:

<u>Exhibit No.</u>	<u>Description</u>
99.1	Press Release issued by the Company, dated February 9, 2021
99.2	Supplemental materials, dated February 9, 2021
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

NCR Corporation

By: /s/ Timothy C. Oliver
Timothy C. Oliver
Executive Vice President and Chief Financial Officer

Date: February 9, 2021



February 9, 2021

NCR Announces Fourth Quarter and Full Year 2020 Results

ATLANTA - NCR Corporation (NYSE: NCR) reported financial results today for the three months ended December 31, 2020. Fourth quarter, full year and other recent highlights include:

- **Full year cash flow from operations of \$641 million; Full year free cash flow of \$448 million**
- **Full year software and services revenue represents 72% of total revenue, up from 65% in 2019**
- **Fourth quarter recurring revenue up 6%; represents 54% of total revenue**
- **Fourth quarter cost actions achieve \$150 million in savings in 2021**
- **Announced proposed transaction with Cardtronics**

“Our fourth quarter results marked a solid finish to an unprecedented challenging year,” said Michael Hayford, President and Chief Executive Officer. “We achieved sequential operating performance improvement as we steadily adapted to conducting business in the current environment. We generated strong cash flow, increased recurring revenue and improved our cost structure. I am extremely proud of the NCR team as we continue to execute our strategy and expect to emerge from the pandemic a much stronger company. We enter 2021 with a strong financial position and are excited about the opportunity that the proposed transaction with Cardtronics is expected to bring. The proposed transaction accelerates our NCR-as-a-Service strategy and expands opportunities in payments, while further shifting NCR’s revenue mix to software, services and recurring revenue. We are positioning NCR to deliver increased value to customers and sustainable long-term value creation for stockholders.”

In this release, we use certain non-GAAP measures, including presenting certain measures on a constant currency basis. These non-GAAP measures include “free cash flow” and others with the words “non-GAAP,” or “constant currency” in their titles. These non-GAAP measures are listed, described and reconciled to their most directly comparable GAAP measures under the heading “Non-GAAP Financial Measures” later in this release.

Fourth Quarter 2020 Operating Results

Revenue

Fourth quarter revenue of \$1,631 million was down 14% year over year. Foreign currency fluctuations did not have an impact on the revenue comparison. The COVID-19 pandemic had a significant impact to revenue and the shift from selling perpetual software licenses to recurring revenue lowered revenue by \$32 million. The following table shows revenue for the fourth quarter:

\$ in millions	Q4 2020	Q4 2019	% Increase (Decrease)	% Increase (Decrease) Constant Currency
Banking	\$ 795	\$ 944	(16 %)	(16 %)
Retail	569	609	(7 %)	(8 %)
Hospitality	182	232	(22 %)	(21 %)
Other	85	101	(16 %)	(17 %)
Total Revenue	\$ 1,631	\$ 1,886	(14 %)	(14 %)
Software	\$ 483	\$ 533	(9 %)	(10 %)
Services	671	673	— %	(1 %)
Hardware	477	680	(30 %)	(30 %)
<i>ATM</i>	221	347	(36 %)	(37 %)
<i>SCO/POS</i>	256	333	(23 %)	(24 %)
Total Revenue	\$ 1,631	\$ 1,886	(14 %)	(14 %)
Software & Services %	71 %	64 %		
Recurring Revenue	\$ 874	\$ 825	6 %	6 %
Recurring Revenue %	54 %	44 %		

Banking revenue decreased 16% due to the continued impact of the COVID-19 pandemic driven by a 36% decline in ATM hardware revenue. An accelerated shift from selling perpetual software licenses to recurring revenue also impacted the year-over-year revenue comparison. Foreign currency fluctuations had no impact on the revenue comparison.

Retail revenue decreased 7% due to a decrease in self-checkout and point-of-sale revenue, partially offset by higher services revenue. Foreign currency fluctuations had a favorable impact of 1% on the revenue comparison.

Hospitality revenue decreased 22% driven primarily by a decline in hardware revenue. Foreign currency fluctuations had an unfavorable impact of 1% on the revenue comparison.

Gross Margin

Fourth quarter gross margin of \$328 million decreased from \$532 million in the prior year period. Gross margin rate was 20.1%, down from 28.2%. The decrease in gross margin was driven by excess inventory charges from the cost actions taken in the fourth quarter of 2020, as well as the reduction in revenue impacted by the COVID-19 pandemic and the shift to recurring revenue.

Fourth quarter gross margin (non-GAAP) of \$465 million decreased from \$541 million in the prior year period. Gross margin rate (non-GAAP) was 28.5%, down from 28.7%. The decrease in gross margin (non-GAAP) was driven by the reduction in revenue impacted by the COVID-19 pandemic and the shift to recurring revenue.

Operating Expenses

Fourth quarter operating expenses of \$391 million increased from \$350 million in the prior year period. The increase in operating expenses (GAAP) was driven by software impairment and cash charges from the cost actions taken in the fourth quarter of 2020, offset by a reduction from the net cost savings.

Fourth quarter operating expenses (non-GAAP) of \$313 million decreased from \$324 million in the prior year period. The decrease in operating expenses (non-GAAP) was primarily due to a reduction from the net cost savings.

Operating Income

Fourth quarter loss from operations of \$63 million decreased from income from operations of \$182 million in the prior year period. Fourth quarter operating income (non-GAAP) of \$152 million decreased from \$217 million in the prior year period. The decreases in operating income, both GAAP and non-GAAP, were driven by the impacts to gross margin and operating expenses described above.

Other Expense/Income

Fourth quarter other expense (GAAP) of \$83 million decreased from \$99 million in the prior year period. The pension mark-to-market adjustment was an expense of \$34 million in the fourth quarter of 2020, compared to expense of \$75 million in the prior year period. Fourth quarter other expense (non-GAAP) of \$49 million decreased from \$60 million. The decrease in other expense (non-GAAP) was due to decreases in employee benefit plan related expenses, as well as higher interest income.

Income Tax Expense/Benefit

Fourth quarter income tax benefit of \$20 million decreased from an income tax benefit of \$301 million in the prior year period. The fourth quarter effective income tax rate was 14%, compared to (363)% in the prior year period. The prior year period included the establishment of deferred tax assets from the transfer of certain intangible assets among our wholly-owned subsidiaries, as well as a valuation allowance release.

Fourth quarter income tax expense (non-GAAP) of \$21 million decreased from \$34 million in the prior year period. The fourth quarter effective income tax rate (non-GAAP) was 20%, compared to 22% in the prior year period. The decrease in income tax expense (non-GAAP) was primarily driven by lower income before income taxes.

Net Income from Continuing Operations Attributable to NCR

Fourth quarter net loss from continuing operations attributable to NCR of \$125 million decreased from net income from continuing operations attributable to NCR of \$384 million in the prior year period. The decrease was driven by impacts to gross margin and operating expenses described above.

Adjusted EBITDA

Fourth quarter adjusted EBITDA of \$258 million decreased from \$299 million in the prior year period. The decrease in Adjusted EBITDA was driven by impacts to gross margin and operating expenses described above.

Cash Flow

Fourth quarter cash provided by operating activities of \$146 million decreased from cash provided by operating activities of \$408 million in the prior year period. Fourth quarter free cash flow was \$149 million, compared to free cash flow of \$302 million in the prior year period. The decreases in cash provided by operating activities and free cash flow were both driven by lower operating earnings, partially offset by working capital improvements.

Full Year 2020 Operating Results

Full year 2020 revenue of \$6,207 million was down 10% year over year. Foreign currency fluctuations did not have an impact on the revenue comparison. The COVID-19 pandemic had a significant impact to revenue and the shift from selling perpetual software licenses to recurring revenue lowered revenue by \$100 million.

Full year net loss from continuing operations attributable to NCR of \$7 million decreased from net income from continuing operations attributable to NCR of \$614 million in the prior year period. Full year 2020 adjusted EBITDA of \$896 million decreased from \$1,058 million in the prior year period.

Full year 2020 GAAP diluted EPS of \$(0.30) was down from \$3.71 in 2019. Full year diluted EPS (non-GAAP) of \$1.69 was down from \$2.81 in 2019.

Full year 2020 cash provided by operating activities was \$641 million and full year free cash flow was \$448 million.

Cost Actions

In the fourth quarter of 2020, as we continue to advance the Company's strategic initiatives, we implemented certain changes to drive sustained organizational efficiencies. As a result, we incurred pre-tax charges of \$202 million of which approximately \$155 million were non-cash charges related to excess inventory and software impairment charges. We also incurred approximately \$47 million in cash charges that are expected to drive \$150 million of savings in 2021.

Impact from COVID-19

We continue to navigate through the challenging times presented by COVID-19, with a sharp focus on safeguarding our employees and helping our customers. Despite the unprecedented environment, our teams are executing at a high level and we are advancing our strategy.

While it is difficult to project how disruptive and protracted the pandemic will be, we do expect it will negatively impact our business into 2021. We expect all of our segment results to be negatively impacted by the COVID-19 pandemic. We expect our hardware revenues to be most impacted while our recurring revenue streams are expected to be more resilient.

The COVID-19 pandemic is complex and rapidly evolving. The ultimate impact on our overall financial condition and operating results will depend on the currently unknowable duration and severity of the pandemic, as well as any additional governmental and public actions taken in response. We continue to evaluate the long-term impact that COVID-19 may have on our business model, which may result in additional charges in 2021. These charges may include both cash and non-cash items. There can be no assurance that the measures we have taken or will take will completely offset the negative impact of COVID-19.

2020 Fourth Quarter Earnings Conference Call

A conference call is scheduled for today at 4:30 p.m. Eastern Time to discuss the fourth quarter and full year 2020 results. Access to the conference call and accompanying slides, as well as a replay of the call, are available on NCR's web site at <http://investor.ncr.com>. Additionally, the live call can be accessed by dialing 888-820-9413 (United States/Canada Toll-free) or 786-460-7169 (International Toll) and entering the participant passcode 7622865.

More information on NCR's fourth quarter and full year earnings, including additional financial information and analysis, is available on NCR's Investor Relations website at <http://investor.ncr.com/>.

About NCR Corporation

NCR Corporation (NYSE: NCR) is a leading software- and services-led enterprise provider in the financial, retail and hospitality industries. NCR is headquartered in Atlanta, Ga., with 36,000 employees globally. NCR is a trademark of NCR Corporation in the United States and other countries.

Website: www.ncr.com

Twitter: @NCRCorporation

Facebook: www.facebook.com/ncrcorp

LinkedIn: <https://www.linkedin.com/company/ncr-corporation>

YouTube: www.youtube.com/user/ncrcorporation

News Media Contact

Scott Sykes

NCR Corporation

212.589.8428

scott.sykes@ncr.com

Investor Contact

Michael Nelson

NCR Corporation

678.808.6995

michael.nelson@ncr.com

Cautionary Statements

This release contains “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995 (the “Act”), including statements containing the words “expect,” “intend,” “plan,” “believe,” “will,” “should,” “would,” “could,” “may,” and words of similar meaning, as well as other words or expressions referencing future events, conditions or circumstances. We intend these forward-looking statements to be covered by the safe harbor provisions for forward-looking statements contained in the Act. Statements that describe or relate to NCR’s or Cardtronics’ plans, goals, intentions, strategies, or financial outlook (including NCR’s expectations in 2021 regarding its first quarter revenue, EBITDA margin and free cash flow, as well as general year over year improvements), and statements that do not relate to historical or current fact, are examples of forward-looking statements. Examples of forward-looking statements include, without limitation, statements regarding NCR’s and Cardtronics’ plans to manage their respective business through the novel strain of the coronavirus identified in late 2019 (“COVID-19”) pandemic and the health and safety of our customers and employees; the expected impact of the COVID-19 pandemic on NCR’s Banking, Retail and Hospitality segments including the impact on NCR’s customers’ businesses and their ability to pay; expectations regarding NCR’s or Cardtronics’ respective operating goals and actions to manage these goals; expectations regarding cost and revenue synergies; expectations regarding NCR’s or Cardtronics’ cash flow generation, cash reserve, liquidity, financial flexibility and impact of the COVID-19 pandemic on NCR’s and Cardtronics’ respective employee bases; expectations regarding NCR’s and Cardtronics’ respective abilities to capitalize on market opportunities; expectations regarding leveraging the debit network to monetize payment transactions; expectations regarding accretion; expectations regarding long-term strategy and our ability to create stockholder value; NCR’s or Cardtronics’ respective financial outlook; expectations regarding NCR’s continued focus on our long-term fundamentals, including, but, not limited to, NCR’s execution of its NCR-as-a-Service 80/60/20 strategy and return to growth; expected increased revenue and cash flow linearity; margin expansion; NCR’s expected areas of focus to drive growth and create long-term stockholder value; the effect of the announcement of the proposed transaction on the ability of Cardtronics to retain and hire key personnel and maintain relationships with customers, suppliers and others with whom Cardtronics does business, or on Cardtronics operating results and business generally; risks that the proposed transaction disrupts current plans and operations and the potential difficulties in employee retention as a result of the proposed transaction; the outcome of any legal proceedings related to the proposed transaction; the occurrence of any event, change or other circumstances that could give rise to the termination of the acquisition agreement; the ability of the parties to consummate the proposed transaction on a timely basis or at all; the satisfaction of the conditions precedent to consummation of the proposed transaction, including the ability to secure regulatory approvals on the terms expected, at all or in a timely manner; the ability of the Company to implement its plans, forecasts and other expectations with respect to its business after the completion of the proposed transaction and realize expected benefits; business disruption following the proposed transaction; and the potential benefits of an acquisition of Cardtronics. Forward-looking statements are not guarantees of future performance, and there are a number of important factors that could cause actual outcomes and results to differ materially from the results contemplated by such forward-looking statements, including those factors listed in Item 1A “Risk Factors” of NCR’s Annual Report on Form 10-K filed with the U. S. Securities and Exchange Commission (SEC) on February 28, 2020 and Cardtronics’ Annual Report on Form 10-K filed with the SEC on March 2, 2020, and those factors detailed from time to time in NCR’s and Cardtronics’ other SEC reports including quarterly reports on Form 10-Q and current reports on Form 8-K. In addition, there can be no assurance that a transaction with Cardtronics PLC will be agreed to or occur, and if agreed, the terms of any such transaction. 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, except as otherwise required by law.

Non-GAAP Financial Measures

Non-GAAP Financial Measures. While NCR reports its results in accordance with Generally Accepted Accounting Principles in the United States, or GAAP, in this release NCR also uses the non-GAAP measures listed and described below.

Non-GAAP Diluted Earnings Per Share (EPS), Gross Margin (non-GAAP), Gross Margin Rate (non-GAAP), Operating Expenses (non-GAAP), Operating Income (non-GAAP), Operating Margin Rate (non-GAAP), Other (Expense) (non-GAAP), Income Tax Expense (non-GAAP), Effective Income Tax Rate (non-GAAP), and Net Income from Continuing Operations Attributable to NCR (non-GAAP). NCR's non-GAAP diluted EPS, gross margin (non-GAAP), gross margin rate (non-GAAP), operating expenses (non-GAAP), operating income (non-GAAP), operating margin rate (non-GAAP), other (expense) (non-GAAP), income tax expense (non-GAAP), effective income tax rate (non-GAAP), and net income from continuing operations attributable to NCR (non-GAAP) are determined by excluding, as applicable, pension mark-to-market adjustments, pension settlements, pension curtailments and pension special termination benefits, as well as other special items, including amortization of acquisition related intangibles and transformation and restructuring activities, from NCR's GAAP earnings per share, gross margin, gross margin rate, expenses, income from operations, operating margin rate, other (expense), income tax expense, effective income tax rate and net income from continuing operations attributable to NCR, respectively. Due to the non-operational nature of these pension and other special items, NCR's management uses these non-GAAP measures to evaluate year-over-year operating performance. NCR also uses operating income (non-GAAP) and diluted EPS (non-GAAP), to manage and determine the effectiveness of its business managers and as a basis for incentive compensation. NCR believes these measures are useful for investors because they provide a more complete understanding of NCR's underlying operational performance, as well as consistency and comparability with NCR's past reports of financial results.

Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization (Adjusted EBITDA) NCR believes that Adjusted EBITDA (adjusted earnings before interest, taxes, depreciation and amortization) 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 net income from continuing operations attributable to NCR plus interest expense, net; plus income tax expense (benefit); plus depreciation and amortization; plus other income (expense); plus pension mark-to-market adjustments, pension settlements, pension curtailments and pension special termination benefits and other special items, including amortization of acquisition related intangibles.

Free Cash Flow. 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, discretionary pension contributions and pension settlements. NCR's management uses free cash flow to assess the financial performance of the Company and believes it is useful for investors because it relates the operating cash flow of the Company to the capital that is spent to continue and improve business operations. In particular, free cash flow indicates 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 does not represent the residual cash flow available for discretionary expenditures since there may be other nondiscretionary expenditures that are not deducted from the measure. Free cash flow does not have uniform definitions under GAAP and, therefore, NCR's definitions may differ from other companies' definitions of these measures.

Constant Currency. NCR presents certain financial measures, such as period-over-period revenue growth, on a constant currency basis, which excludes the effects of foreign currency translation by translating prior period results at current period monthly average exchange rates. Due to the overall variability of foreign exchange rates from period to period, NCR's management uses constant currency measures to evaluate period-over-period operating performance on a more consistent and comparable basis. NCR's management believes that presentation of financial measures without this result is more representative of the company's period-over-period operating performance and provides additional insight into historical and/or future performance, which may be helpful for investors.

NCR's definitions and calculations 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. These non-GAAP measures are reconciled to their most directly comparable GAAP measures in the tables below.

Use of Certain Terms

Recurring revenue includes all revenue streams from contracts where there is a predictable revenue pattern that will occur at regular intervals with a relatively high degree of certainty. This includes hardware and software maintenance revenue, cloud revenue, payment processing revenue, and certain professional services arrangements, as well as term-based software license arrangements that include customer termination rights.

Reconciliation of Gross Margin (GAAP) to Gross Margin (Non-GAAP)

\$ in millions	Q4 2020		Q4 2019	
Gross Margin (GAAP)	\$	328	\$	532
Transformation and restructuring costs		131		2
Acquisition-related amortization of intangibles		6		7
Gross Margin (Non-GAAP)	\$	465	\$	541

Reconciliation of Gross Margin Rate (GAAP) to Gross Margin Rate (Non-GAAP)

	Q4 2020		Q4 2019	
Gross Margin Rate (GAAP)		20.1 %		28.2 %
Transformation and restructuring costs		8.0 %		0.1 %
Acquisition-related amortization of intangibles		0.4 %		0.4 %
Gross Margin Rate (Non-GAAP)		28.5 %		28.7 %

Reconciliation of Operating Expenses (GAAP) to Operating Expenses (Non-GAAP)

\$ in millions	Q4 2020		Q4 2019	
Operating Expenses (GAAP)	\$	391	\$	350
Transformation and restructuring costs		(64)		(9)
Acquisition-related amortization of intangibles		(13)		(15)
Acquisition-related costs		(1)		(2)
Operating Expenses (Non-GAAP)	\$	313	\$	324

Reconciliation of Income from Operations (GAAP) to Operating Income (Non-GAAP)

\$ in millions	Q4 2020		Q4 2019	
Income (Loss) from Operations (GAAP)	\$	(63)	\$	182
Transformation and restructuring costs		195		11
Acquisition-related amortization of intangibles		19		22
Acquisition-related costs		1		2
Operating Income (Non-GAAP)	\$	152	\$	217

Reconciliation of Other (Expense) (GAAP) to Other (Expense) (Non-GAAP)

\$ in millions	Q4 2020		Q4 2019	
Other Income (Expense) (GAAP)	\$	(83)	\$	(99)
Transformation and restructuring costs		7		—
Acquisition-related cost		(7)		—
Debt Refinancing		—		1
Internal reorganization and IP transfer		—		(37)
Pension mark-to-market adjustments		34		75
Other Income (Expense) (Non-GAAP)	\$	(49)	\$	(60)

Reconciliation of Income Tax (Benefit) Expense (GAAP) to Income Tax Expense (Non-GAAP)

\$ in millions	Q4 2020		Q4 2019	
Income Tax (Benefit) Expense (GAAP)	\$	(20)	\$	(301)
Transformation and restructuring costs		37		3
Acquisition-related amortization of intangibles		4		5
Pension mark-to-market adjustments		5		9
Debt refinancing		—		1
Valuation allowance release & other tax adjustments		(5)		53
Internal reorganization & IP transfer		—		264
Income Tax Expense (Non-GAAP)	\$	21	\$	34

Reconciliation of Net Income from Continuing Operations Attributable to NCR (GAAP) to Earnings Before Interest, Depreciation, Taxes and Amortization (Adjusted EBITDA)

\$ in millions	Q4 2020		Q4 2019		FY 2020		FY 2019	
Net Income (Loss) from Continuing Operations Attributable to NCR (GAAP)	\$	(125)	\$	384	\$	(7)	\$	614
Transformation and restructuring costs		202		11		234		58
Acquisition-related amortization of intangibles		19		22		81		86
Acquisition-related costs		(6)		2		(6)		3
Pension mark-to-market adjustments		34		75		34		75
Depreciation and amortization (excluding acquisition-related amortization of intangibles)		74		59		275		232
Loss on debt extinguishment		—		—		20		—
Interest expense		51		54		218		197
Interest income		(3)		(1)		(8)		(4)
Internal reorganization & IP transfer		—		(37)		—		(37)
Income tax expense (benefit)		(20)		(301)		(53)		(273)
Stock-based compensation expense		32		31		108		107
Adjusted EBITDA (Non-GAAP)	\$	258	\$	299	\$	896	\$	1,058

Reconciliation of Diluted Earnings Per Share from Continuing Operations (GAAP) to Non-GAAP Diluted Earnings Per Share from Continuing Operations (Non-GAAP)

	Q4 2020		Q4 2019		FY 2020		FY 2019	
Diluted Earnings Per Share (GAAP) ⁽¹⁾	\$	(1.06)	\$	2.67	\$	(0.30)	\$	3.71
Transformation and restructuring costs		1.17		0.06		1.33		0.29
Acquisition-related amortization of intangibles		0.11		0.12		0.45		0.45
Acquisition-related costs		(0.04)		0.01		(0.04)		0.03
Pension mark-to-market adjustments		0.20		0.46		0.20		0.44
Debt refinancing		—		—		0.10		0.03
Valuation allowance release & other tax adjustments		0.04		(0.37)		(0.30)		(0.52)
Internal reorganization & IP transfer		—		(2.09)		—		(2.00)
Diluted Earnings Per Share (Non-GAAP) ⁽¹⁾	\$	0.59	\$	0.85	\$	1.69	\$	2.81

⁽¹⁾ Non-GAAP diluted EPS is determined using the conversion of the Series A Convertible Preferred Stock into common stock in the calculation of weighted average diluted shares outstanding. GAAP EPS is determined using the most dilutive measure, either including the impact of dividends or deemed dividends on the Company's Series A Convertible Preferred Stock in the calculation of net income or loss

available to common stockholders or including the impact of the conversion of the Series A Convertible Preferred Stock into common stock in the calculation of the weighted average diluted shares outstanding. Therefore, GAAP diluted EPS and non-GAAP diluted EPS may not mathematically reconcile.

Reconciliation of Net Cash Provided by Operating Activities (GAAP) to Free Cash Flow (Non-GAAP)

\$ in millions	Q4 2020	Q4 2019	FY 2020	FY 2019
Net cash provided by (used in) operating activities	\$ 146	\$ 408	\$ 641	\$ 634
Total capital expenditures	(63)	(109)	(263)	(329)
Net cash provided by (used in) discontinued operations	(4)	3	—	(24)
Discretionary pension contributions	70	—	70	—
Free cash flow	\$ 149	\$ 302	\$ 448	\$ 281

Reconciliation of Revenue Growth % (GAAP) to Revenue Growth Constant Currency % (Non-GAAP)

	Three months ended December 31, 2020		
	Revenue Growth % (GAAP)	Favorable (unfavorable) FX impact	Revenue Growth Constant Currency % (Non-GAAP)
Banking	(16)%	—%	(16)%
Retail	(7)%	1%	(8)%
Hospitality	(22)%	(1)%	(21)%
Other	(16)%	1%	(17)%
Total Revenue	(14)%	—%	(14)%

	Three months ended December 31, 2020		
	Revenue Growth % (GAAP)	Favorable (unfavorable) FX impact	Revenue Growth Adjusted Constant Currency % (Non-GAAP)
Software	(9)%	1%	(10)%
Services	—%	1%	(1)%
Hardware	(30)%	—%	(30)%
ATM	(36)%	1%	(37)%
SCO/POS	(23)%	1%	(24)%
Total Revenue	(14)%	—%	(14)%

	Three months ended December 31, 2020		
	Revenue Growth % (GAAP)	Favorable (unfavorable) FX impact	Revenue Growth Adjusted Constant Currency % (Non-GAAP)
Recurring Revenue	6%	—%	6%

	For the Periods Ended December 31			
	Three Months		Twelve Months	
	2020	2019	2020	2019
Revenue				
Product	\$ 529	\$ 766	\$ 2,005	\$ 2,681
Service	1,102	1,120	4,202	4,234
Total Revenue	1,631	1,886	6,207	6,915
Cost of products	479	599	1,733	2,146
Cost of services	824	755	2,950	2,848
Total gross margin	328	532	1,524	1,921
<i>% of Revenue</i>	<i>20.1 %</i>	<i>28.2 %</i>	<i>24.6 %</i>	<i>27.8 %</i>
Selling, general and administrative expenses	326	276	1,069	1,051
Research and development expenses	65	74	234	259
Income (loss) from operations	(63)	182	221	611
<i>% of Revenue</i>	<i>(3.9)%</i>	<i>9.7 %</i>	<i>3.6 %</i>	<i>8.8 %</i>
Loss on extinguishment of debt	—	—	(20)	—
Interest expense	(51)	(54)	(218)	(197)
Other expense, net	(32)	(45)	(42)	(73)
Total other expense, net	(83)	(99)	(280)	(270)
Income (loss) from continuing operations before income taxes	(146)	83	(59)	341
<i>% of Revenue</i>	<i>(9.0)%</i>	<i>4.4 %</i>	<i>(1.0)%</i>	<i>4.9 %</i>
Income tax expense (benefit)	(20)	(301)	(53)	(273)
Income (loss) from continuing operations	(126)	384	(6)	614
Loss from discontinued operations, net of tax	(72)	(35)	(72)	(50)
Net income (loss)	(198)	349	(78)	564
Net income (loss) attributable to noncontrolling interests	(1)	—	1	—
Net income (loss) attributable to NCR	\$ (197)	\$ 349	\$ (79)	\$ 564
Amounts attributable to NCR common stockholders:				
Income (loss) from continuing operations	\$ (125)	\$ 384	\$ (7)	\$ 614
Dividends on convertible preferred stock	(12)	(6)	(31)	(110)
Income (loss) from continuing operations attributable to NCR common stockholders	(137)	378	(38)	504
Loss from discontinued operations, net of tax	(72)	(35)	(72)	(50)
Net income (loss) attributable to NCR common stockholders	\$ (209)	\$ 343	\$ (110)	\$ 454
Income (loss) per share attributable to NCR common stockholders:				
Income (loss) per common share from continuing operations				
Basic	\$ (1.06)	\$ 2.96	\$ (0.30)	\$ 4.13
Diluted ⁽¹⁾	\$ (1.06)	\$ 2.67	\$ (0.30)	\$ 3.71
Net income (loss) per common share				
Basic	\$ (1.62)	\$ 2.69	\$ (0.86)	\$ 3.72
Diluted ⁽¹⁾	\$ (1.62)	\$ 2.43	\$ (0.86)	\$ 3.36
Weighted average common shares outstanding				
Basic	129.0	127.6	128.4	122.1
Diluted ⁽¹⁾	129.0	143.9	128.4	145.2

⁽¹⁾ Diluted EPS is determined using the most dilutive measure, either including the impact of the dividends and deemed dividends on NCR's Series A Convertible Preferred Shares in the calculation of net income or loss per common share from continuing operations and net income or loss per common share or including the impact of the conversion of such preferred stock into common stock in the calculation of the weighted average diluted shares outstanding.

NCR CORPORATION
REVENUE AND OPERATING INCOME SUMMARY
(Unaudited)
(in millions)

Schedule B

	For the Periods Ended December 31							
	Three Months				Twelve Months			
	2020	2019	% Change	% Change Constant Currency	2020	2019	% Change	% Change Constant Currency
Revenue by segment								
Banking	\$ 795	\$ 944	(16)%	(16)%	\$ 3,098	\$ 3,512	(12)%	(11)%
Retail	569	609	(7)%	(8)%	2,080	2,217	(6)%	(6)%
Hospitality	182	232	(22)%	(21)%	684	843	(19)%	(18)%
Other	85	101	(16)%	(17)%	345	343	1 %	1 %
Total Revenue	\$ 1,631	\$ 1,886	(14)%	(14)%	\$ 6,207	\$ 6,915	(10)%	(10)%
Operating income by segment								
Banking	\$ 87	\$ 144			\$ 381	\$ 514		
Banking operating income margin %	10.9 %	15.3 %			12.3 %	14.6 %		
Retail	49	42			116	144		
Retail operating income margin %	8.6 %	6.9 %			5.6 %	6.5 %		
Hospitality	9	17			7	56		
Hospitality operating income margin %	4.9 %	7.3 %			1.0 %	6.6 %		
Other	7	14			26	44		
All Other operating income margin %	8.2 %	13.9 %			7.5 %	12.8 %		
Subtotal-segment operating income	\$ 152	\$ 217			\$ 530	\$ 758		
Total Revenue operating income margin %	9.3 %	11.5 %			8.5 %	11.0 %		
Other adjustments ⁽¹⁾	215	35			309	147		
Total income (loss) from operations	\$ (63)	\$ 182			\$ 221	\$ 611		

⁽¹⁾ The following table presents the other adjustments for NCR:

In millions	For the Periods Ended December 31					
	Three Months			Twelve Months		
	2020	2019	2018	2020	2019	2018
Transformation and restructuring costs	\$ 195	\$ 11	\$ 58	\$ 227	\$ 58	\$ 58
Acquisition-related amortization of intangible assets	19	22	86	81	86	86
Acquisition-related costs	1	2	3	1	3	3
Total other adjustments	\$ 215	\$ 35	\$ 147	\$ 309	\$ 147	\$ 147

NCR CORPORATION
CONSOLIDATED BALANCE SHEETS
(Unaudited)
(in millions, except per share amounts)

Schedule C

	December 31, 2020	September 30, 2020	December 31, 2019
Assets			
Current assets			
Cash and cash equivalents	\$ 338	\$ 1,605	\$ 509
Accounts receivable, net of allowances of \$51, \$55, and \$44 as of December 31, 2020, September 30, 2020 and December 31, 2019, respectively	1,117	1,248	1,490
Inventories	601	748	784
Other current assets	422	396	361
Total current assets	2,478	3,997	3,144
Property, plant and equipment, net	373	384	413
Goodwill	2,837	2,828	2,832
Intangibles, net	532	547	607
Operating lease assets	344	347	391
Prepaid pension cost	199	193	178
Deferred income taxes	965	871	821
Other assets	686	661	601
Total assets	\$ 8,414	\$ 9,828	\$ 8,987
Liabilities and stockholders' equity			
Current liabilities			
Short-term borrowings	\$ 8	\$ 222	\$ 282
Accounts payable	632	676	840
Payroll and benefits liabilities	268	289	308
Contract liabilities	507	512	502
Other current liabilities	673	579	606
Total current liabilities	2,088	2,278	2,538
Long-term debt	3,270	4,266	3,277
Pension and indemnity plan liabilities	851	875	858
Postretirement and postemployment benefits liabilities	120	119	111
Income tax accruals	102	94	92
Operating lease liabilities	325	336	369
Other liabilities	334	253	240
Total liabilities	7,090	8,221	7,485
Series A convertible preferred stock; par value \$0.01 per share, 3.0 shares authorized, 0.3 issued and outstanding as of December 31, 2020 and 0.4 issued and outstanding as of September 30, 2020, and December 31, 2019, respectively; redemption amount and liquidation preference of \$276 as of December 31, 2020, \$411 as of September 30, 2020 and \$399 as of December 31, 2019	273	408	395
Stockholders' equity			
NCR stockholders' equity:			
Preferred stock; par value \$0.01 per share, 100.0 shares authorized, no shares issued and outstanding as of December 31, 2020, September 30, 2020 and December 31, 2019, respectively	—	—	—
Common stock; par value \$0.01 per share, 500.0 shares authorized, 129.1, 128.5 and 127.7 shares issued and outstanding as of December 31, 2020, September 30, 2020 and December 31, 2019, respectively	1	1	1
Paid-in capital	368	332	312
Retained earnings	950	1,159	1,060
Accumulated other comprehensive loss	(271)	(297)	(269)
Total NCR stockholders' equity	1,048	1,195	1,104
Noncontrolling interests in subsidiaries	3	4	3
Total stockholders' equity	1,051	1,199	1,107
Total liabilities and stockholders' equity	\$ 8,414	\$ 9,828	\$ 8,987



NCR CORPORATION
CONSOLIDATED STATEMENTS OF CASH FLOWS
(Unaudited)
(in millions)

Schedule D

	For the Periods Ended December 31			
	Three Months		Twelve Months	
	2020	2019 As Revised ⁽¹⁾	2020	2019 As Revised ⁽¹⁾
Operating activities				
Net income (loss)	\$ (198)	\$ 349	\$ (78)	\$ 564
Adjustments to reconcile net income (loss) to net cash provided by operating activities:				
Loss from discontinued operations	72	35	72	50
Loss on debt extinguishment	—	—	20	—
Depreciation and amortization	95	84	364	333
Stock-based compensation expense	32	31	108	107
Deferred income taxes	(69)	(320)	(115)	(355)
Impairment of other assets	42	2	46	2
Gain (loss) on disposal of property, plant and equipment	1	—	(1)	(6)
Bargain purchase gain from acquisition	(7)	—	(7)	—
Changes in assets and liabilities:				
Receivables	154	10	420	(144)
Inventories	140	83	168	5
Current payables and accrued expenses	(101)	48	(295)	(20)
Contract liabilities	(4)	(6)	2	31
Employee benefit plans	(60)	72	(51)	59
Other assets and liabilities	49	20	(12)	8
Net cash provided by operating activities	146	408	641	634
Investing activities				
Expenditures for property, plant and equipment	(8)	(38)	(31)	(91)
Proceeds from sale of property, plant and equipment	—	—	7	11
Additions to capitalized software	(55)	(71)	(232)	(238)
Business acquisitions, net of cash acquired	—	(117)	(25)	(203)
Purchases of short-term investments	(6)	—	(20)	—
Proceeds from sales of short-term investments	7	—	27	—
Other investing activities, net	—	4	(3)	9
Net cash used in investing activities	(62)	(222)	(277)	(512)
Financing activities				
Short term borrowings, net	—	(4)	—	—
Payments on term credit facilities	(5)	(2)	(12)	(761)
Borrowings on term credit facilities	—	400	4	750
Payments on revolving credit facilities	(1,282)	(1,137)	(1,998)	(3,216)
Borrowings on revolving credit facilities	75	1,076	1,535	3,535
Payments of senior unsecured notes	—	(400)	(1,315)	(900)
Proceeds from issuance of senior unsecured notes	—	—	1,500	1,000
Debt issuance costs	—	(4)	(21)	(32)
Repurchase of Series A preferred shares	(144)	—	(144)	—
Cash paid for Series A preferred shares dividends	(3)	—	(9)	(302)
Repurchases of common stock	—	—	(41)	(96)
Proceeds from employee stock plans	5	4	17	16
Tax withholding payments on behalf of employees	(1)	—	(28)	(29)
Purchase of non-controlling interest	—	(3)	—	(3)
Net change in client funds obligations	18	(13)	12	(15)
Principal payments for finance lease obligations	(4)	(4)	(13)	(4)
Other financing activities	—	(3)	(1)	(4)
Net cash provided by (used in) financing activities	(1,341)	(90)	(514)	(61)
Cash flows from discontinued operations				
Net cash provided by (used in) discontinued operations	(4)	3	—	(24)
Effect of exchange rate changes on cash, cash equivalents and restricted cash	9	1	(7)	(6)
Increase (decrease) in cash, cash equivalents, and restricted cash	(1,252)	100	(157)	31
Cash, cash equivalents and restricted cash at beginning of period	1,658	463	563	532
Cash, cash equivalents, and restricted cash at end of period	\$ 406	\$ 563	\$ 406	\$ 563

⁽¹⁾ Certain amounts have been revised for the three and twelve months ended December 31, 2019 to correct for errors related to the business activities of JetPay Corporation, a wholly-owned subsidiary, which will be more fully described in our upcoming Form 10-K filing.



Q4 2020 EARNING CONFERENCE CAL

MICHAEL HAYFORD, PRESIDENT & CEO
OWEN SULLIVAN, COO
TIM OLIVER, CFO

February 9, 2021



NOTES TO INVESTORS

FORWARD-LOOKING STATEMENTS. Comments made during this conference call and in these materials contain “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995 (the “Act”), including statements containing the words “expect,” “intend,” “plan,” “believe,” “will,” “should,” “would,” “could,” “may,” and words of similar meaning, as well as other words or expressions referencing future events, conditions or circumstances. We intend these forward-looking statements to be covered by the safe harbor provisions for forward-looking statements contained in the Act. Statements that describe or relate to NCR’s and Cardtronics’ plans, goals, intentions, strategies, or financial outlook (including NCR’s expectations in 2021 regarding its first quarter revenue, EBITDA margin and free cash flow, as well as general year over year improvements), and statements that do not relate to historical or current facts, are examples of forward-looking statements. Examples of forward-looking statements include, without limitation, statements regarding NCR’s and Cardtronics’ plans to manage their respective business through the novel strain of the coronavirus identified in late 2019 (“COVID-19”) pandemic and the health and safety of our customers and employees; the expected impact of the COVID-19 pandemic on NCR’s Banking, Retail and Hospitality segments including the impact on NCR’s customers’ businesses and their ability to pay; expectations regarding NCR’s or Cardtronics’ respective operating goals and actions to manage these goals; expectations regarding cost and revenue synergies; expectations regarding NCR’s or Cardtronics’ cash flow generation, cash reserve, liquidity, financial flexibility and impact of the COVID-19 pandemic on NCR’s and Cardtronics’ respective employee bases; expectations regarding NCR’s and Cardtronics’ respective abilities to capture market opportunities; expectations regarding leveraging the debit network to monetize payment transactions; expectations regarding accretion; expectations regarding long-term strategy and our ability to create stockholder value; NCR’s or Cardtronics’ respective financial outlook; expectations regarding NCR’s continued focus on our long-term fundamentals, including, but not limited to, NCR’s execution of its NCR-as-a-Service 80/60/20 strategy and return to growth; expected increased revenue and cash flow linearity; margin expansion; expected areas of focus to drive growth and create long-term stockholder value; the effect of the announcement of the proposed transaction on the ability of Cardtronics to retain and hire key personnel and maintain relationships with customers, suppliers and others with whom Cardtronics does business, or on Cardtronics operating results and business generally; risks that the proposed transaction disrupts Cardtronics’ plans and operations and the potential difficulties in employee retention as a result of the proposed transaction; the outcome of any proceedings related to the proposed transaction; the occurrence of any event, change or other circumstances that could give rise to termination of the acquisition agreement; the ability of the parties to consummate the proposed transaction on a timely basis or at the satisfaction of the conditions precedent to consummation of the proposed transaction, including the ability to secure regulatory approval on the terms expected, at all or in a timely manner; the ability of the Company to implement its plans, forecasts and other expectations with respect to its business after the completion of the proposed transaction and realize expected benefits; business disruption following the proposed transaction; and the potential benefits of an acquisition of Cardtronics. Forward-looking statements are not guarantees of performance, and there are a number of important factors that could cause actual outcomes and results to differ materially from the results contemplated by such forward-looking statements, including those factors listed in Item 1A “Risk Factors” of NCR’s Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission (SEC) on February 28, 2020 and Cardtronics’ Annual Report on Form 10-K filed with the SEC on March 2, 2020, and those factors detailed from time to time in NCR’s and Cardtronics’ other SEC reports including quarterly reports on Form 10-Q and current reports on Form 8-K. In addition, there can be no assurance that a transaction with Cardtronics PLC will be agreed to, occur, and if agreed, the terms of any such transaction. These materials are dated February 9, 2021, 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, except as otherwise required by law.

NOTES TO INVESTORS

NON-GAAP MEASURES. While NCR reports its results in accordance with generally accepted accounting principles in the United States (GAAP), comments made during this conference call and in these materials will include or make reference to certain "non-GAAP" measures, including: selected measures, such as period-over-period revenue growth, expressed on a constant currency (CC) basis; gross margin (non-GAAP); diluted earnings per share (non-GAAP); free cash flow; gross margin (non-GAAP); net debt; adjusted EBITDA; the ratio of net adjusted EBITDA; operating income (non-GAAP); interest and other expense (non-GAAP); income tax expense (non-GAAP); effective income tax rate (non-GAAP); and net income (non-GAAP). These measures are included to provide additional useful information regarding NCR's results, and are not a substitute for their comparable GAAP measures. Explanations of these non-GAAP measures, and reconciliations of non-GAAP measures to their directly comparable GAAP measures, are included in the accompanying "Supplementary 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.

USE OF CERTAIN TERMS. As used in these materials:

- (i) the term "CC" means constant currency, and;
- (ii) the term "recurring revenue" includes all revenue streams from contracts where there is a predictable revenue pattern that repeats at regular intervals with a relatively high degree of certainty. This includes hardware and software maintenance revenue, cloud payment processing revenue, and certain professional services arrangements, as well as term-based software license arrangements that include customer termination rights.

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

OVERVIEW

FREE CASH FLOW of \$149M in Q4 and \$448M FY 2020

Adjusted EBITDA margin rate **EXPANSION** Q/Q to 15.8%

Completed \$150M of **COST REDUCTIONS**

RECURRING REVENUE up 6% Y/Y in Q4

Announced proposed transaction with **CARDTRONICS**

STRATEGIC UPDATE

- Successful progress on 80/60/20 goals
- Banking – Digital banking momentum and accelerating shift to recurring software revenue
- Retail - Gaining traction on NCR Emerald™ and self-checkout solutions
- Hospitality - Momentum in Aloha™ Essentials continues
- Accelerating NCR-as-a-Service transformation
- Continue to invest in strategic platforms
 - Digital front-end for Digital Banking
 - Digital online ordering for Retail



fresh

Q4 2020 FINANCIAL RESULTS

\$ in millions, except for EPS

Revenue



Revenue down 14% y/y due to COVID-19 and shift to recurring; Up 3% q/q

Adjusted EBITDA



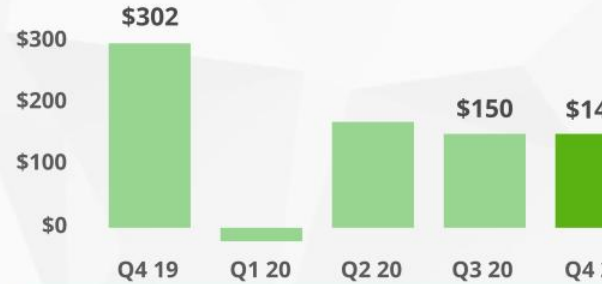
Adjusted EBITDA down 14% y/y due to COVID-19 and shift to recurring; Up 4% q/q

Non-GAAP Diluted EPS



Non-GAAP EPS down due to decline in operating earnings

Free Cash Flow



Driving more linear free cash flow production

BANKING

Revenue

\$ in millions



Operating Income



Key Metrics

Digital Banking Revenue



FY 20 up 4% vs FY 19

Digital Banking Registered Users



Up 12% year over year

Recurring Revenue



Up 8% year over year

Digital banking and shift to recurring revenue gaining traction

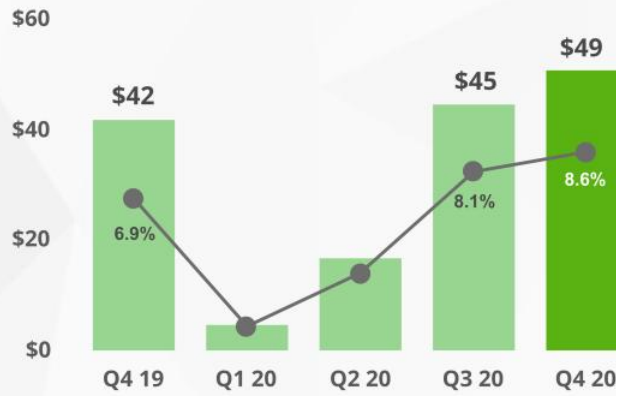
RETAIL

\$ in millions, except platform lanes

Revenue



Operating Income



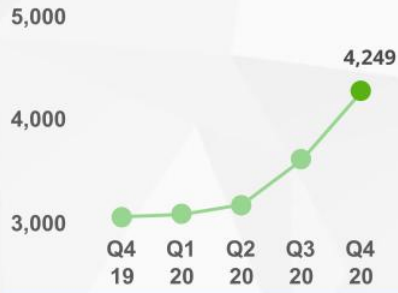
Key Metrics

SCO Revenue



Down 11% year over year

Platform Lanes



Up 40% year over year

Recurring Revenue



Up 11% year over year

Momentum in recurring revenue growth

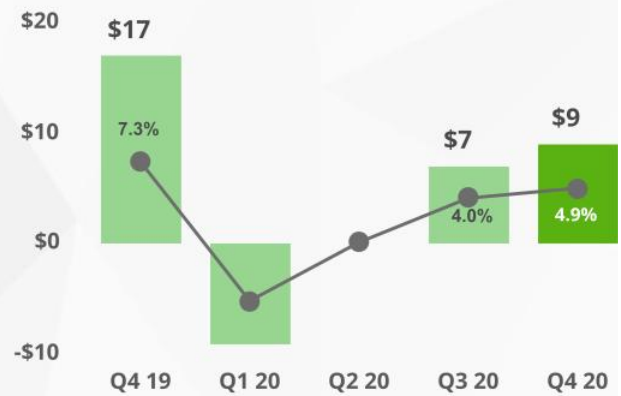
HOSPITALITY

\$ in millions, except Aloha Essential Sites

Revenue

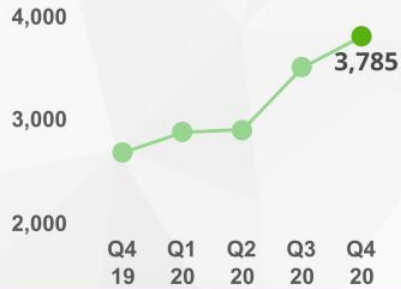


Operating Income



Key Metrics

Aloha Essential Sites



Up 42% year over year

Recurring Revenue



Down 5% year over year

Conversion to Aloha Essentials & improved profitability despite COVID-19

SUPPLEMENTAL REVENUE

\$ in millions

	Q4 2020	Q3 2020	Q4 2019	Q4 20 v Q3 20	Q4 20 Q4 19
Software	\$483	\$468	\$533	3%	(9%)
Services	\$671	\$655	\$673	2%	—%
Hardware	\$477	\$466	\$680	2%	(30%)
<i>ATM</i>	\$221	\$219	\$347	1%	(36%)
<i>SCO/POS</i>	\$256	\$247	\$333	4%	(23%)
Total Revenue	\$1,631	\$1,589	\$1,886	3%	(14%)
Software & Services %	71%	71%	64%		
Recurring Revenue	\$874	\$848	\$825	3%	6%
Recurring Revenue %	54%	53%	44%		

Key Highlights

- Sequential improvement across software, services and hardware revenue
- Positive mix shift to software, services and recurring revenue
- Year-over-year declines largely driven by COVID-19 and shift to recurring revenue

FY SUPPLEMENTAL REVENUE

\$ in millions

	FY 2020	FY 2019	FY 20 v FY 19
Software	\$1,885	\$2,008	(6%)
Services	\$2,567	\$2,520	2%
Hardware	\$1,755	\$2,387	(26%)
<i>ATM</i>	\$891	\$1,263	(29%)
<i>SCO/POS</i>	\$864	\$1,124	(23%)
Total Revenue	\$6,207	\$6,915	(10%)
Software & Services %	72%	65%	
Recurring Revenue	\$3,338	\$3,182	5%
Recurring Revenue %	54%	46%	

Key Highlights

- Positive mix shift to software, services and recurring revenue
- Year-over-year declines largely driven by COVID-19 and shift to recurring revenue

FREE CASH FLOW, NET DEBT & EBITDA

\$ in millions

Free Cash Flow	Q4 2020	Q4 2019	FY 2020	FY 2019
Cash provided by Operating Activities	\$146	\$408	\$641	\$634
Total capital expenditures	(\$63)	(\$109)	(\$263)	(\$329)
Cash used in discontinued ops	(\$4)	\$3	\$—	(\$24)
Discretionary pension contributions	\$70	\$—	\$70	\$—
Free Cash Flow	\$149	\$302	\$448	\$281

Net Debt & EBITDA	Q4 2020	Q3 2020	Q4 2019
Debt	\$3,278	\$4,488	\$3,559
Cash	(\$338)	(\$1,605)	(\$509)
Net Debt	\$2,940	\$2,883	\$3,050
Adjusted EBITDA LTM	\$896	\$937	\$1,058
Net Debt / Adjusted EBITDA	3.3x	3.1x	2.9x

COST ACTIONS & IMPACTS

COST ACTIONS	IMPACTS
<ul style="list-style-type: none">• Temporary COVID cost actions replaced with permanent reductions• Total cost actions of \$150M• Turning attention to integration of Cardtronics and synergies	<ul style="list-style-type: none">• Recorded charge of approximately \$200M in Q4<ul style="list-style-type: none">◦ ~\$150 non cash◦ ~\$50 cash• Includes severance, excess inventory and software impairments• Several legacy issues addressed and settled

**IMPROVED COST STRUCTURE
TO DRIVE MARGIN EXPANSION**

OUTLOOK



Q1 2021

- Revenue - Up 2% to 3% year over year
 - Adjusted EBITDA Margin - Expands approx. 250 bps year over year to roughly 15%
 - Free Cash Flow - Modest improvement from Q1 2020 to approx. breakeven
-

LOOKING FORWARD

- Pleased with 2020 execution
 - Accelerate NCR as-a-Service 80/60/20 Strategy
 - Return to growth
 - Building momentum for 2021 execution
 - Increased revenue and cash flow linearity
 - Cost takeout and positive operating leverage drive margin expansion
 - Set the stage to hit the ground running...Cardtronics
-

NCR + CARDTRONICS

Accelerates NCR-as-a-Service strategy

Expands payments opportunity

Enhances NCR's **scale and cash flow** generation

Advances NCR's 80/60/20 targets

Accretive to non-GAAP EPS in the full first year ...
approx. **20-25% per share**

Strategically consistent ... accretive



SUPPLEMENTARY MATERIALS

Q4 & FY 2020 GAAP RESULTS

\$ in millions, except per share amounts

	Q4 2020	Q4 2019	% Change As Reported	FY 2020	FY 2019	% Change As Reported
Revenue	\$1,631	\$1,886	(14)%	\$6,207	\$6,915	(10)%
Gross Margin	328	532	(38)%	1,524	1,921	(21)%
Gross Margin Rate	20.1%	28.2%		24.6%	27.8%	
Operating Expenses	391	350	12%	1,303	1,310	(1)%
% of Revenue	24.0%	18.6%		21.0%	18.9%	
Operating Income	(63)	182	(135)%	221	611	(64)%
% of Revenue	(3.9)%	9.7%		3.6%	8.8%	
Interest and other expense	(83)	(99)	(16)%	(280)	(270)	4%
Income Tax Expense (Benefit)	(20)	(301)	(93)%	(53)	(273)	(81)%
Effective Income Tax Rate	13.7%	(362.7)%		89.8%	(80.1)%	
Net Income from Continuing Operations (attributable to NCR)	(\$125)	\$384	(133)%	(\$7)	\$614	(101)%
Diluted EPS	(\$1.06)	\$2.67	(140)%	(\$0.30)	\$3.71	(108)%

Q4 & FY 2020 OPERATIONAL RESULTS

\$ in millions, except per share amounts

	Q4 2020	Q4 2019	% Change As Reported	% Change Constant Currency	FY 2020	FY 2019	% Change As Reported	% Change Constant Currency
Revenue	\$1,631	\$1,886	(14%)	(14%)	\$6,207	\$6,915	(10%)	(10%)
Gross Margin (non-GAAP)	465	541	(14)%	(14)%	1,696	1,966	(14)%	(14)%
Gross Margin Rate (non-GAAP)	28.5%	28.7%	(20 bps)	— bps	27.3%	28.4%	(110) bps	(90) bps
Operating Expenses (non-GAAP)	\$313	\$324	(3%)	(4%)	\$1,166	\$1,208	(3%)	(3%)
% of Revenue	19.2%	17.2%	200 bps	210 bps	18.8%	17.5%	130 bps	140 bps
Operating Income (non-GAAP)	\$152	\$217	(30%)	(30%)	\$530	\$758	(30%)	(29%)
% of Revenue	9.3%	11.5%	(220) bps	(200) bps	8.5%	11.0%	(250) bps	(230) bps
Interest and other expense (non-GAAP)	(\$49)	(\$60)	(18%)	(16%)	(\$226)	(\$225)	—%	—%
Income Tax Expense (non-GAAP)	21	34	(38)%	(36)%	61	110	(45)%	(43)%
Effective Income Tax Rate (non-GAAP)	20.4%	21.7%			20.1%	20.6%		
Net Income (Loss) From Continuing Operations (attributable to NCR) (non-GAAP)	\$83	\$123	(33)%	(35)%	\$242	\$423	(43)%	(43)%
Diluted EPS (non-GAAP)	\$0.59	\$0.85	(31%)	(31%)	\$1.69	\$2.81	(40%)	(39%)

NON-GAAP MEASURES

While NCR reports its results in accordance with generally accepted accounting principles (GAAP) in the United States, comments made during this conference call and in these materials will include non-GAAP measures. These measures are included to provide additional useful information regarding NCR's financial results, and are not a substitute for their comparable GAAP measures.

Operating Income (non-GAAP), Diluted EPS (non-GAAP), Gross Margin (non-GAAP), Gross Margin Rate (non-GAAP), Interest and Other expense (non-GAAP), Effective Income Tax Rate (non-GAAP), Net Income (non-GAAP), Operating Expenses (non-GAAP), and Income Tax Expense (non-GAAP). NCR's operating income (non-GAAP), diluted earnings per share (non-GAAP), gross margin (non-GAAP), gross margin rate (non-GAAP), interest and other expense (non-GAAP), effective income tax rate (non-GAAP), net income (non-GAAP), operating expenses (non-GAAP) and income tax expense (non-GAAP) are determined by excluding mark-to-market adjustments, pension settlements, pension curtailments and pension special termination benefits, and special items, including amortization of acquisition related intangibles as well as transformation and restructuring charges. NCR's GAAP income (loss) from operations, earnings per share, gross margin, gross margin rate, interest and other expense, effective income tax rate, net income, operating expenses and income tax expense, respectively. Due to the non-operating nature of these pension and other special items, NCR's management uses these non-GAAP measures to evaluate year-over-year operating performance. NCR also uses operating income (non-GAAP) and non-GAAP diluted EPS, to manage and determine the effectiveness of its business managers and as a basis for incentive compensation. NCR believes these measures are useful to investors because they provide a more complete understanding of NCR's underlying operational performance, as well as consistency and comparability with NCR's past reports of financial results.

Free Cash Flow. NCR defines free cash flow as net cash provided by/used in operating activities and cash flow provided by discontinued operations less capital expenditures for property, plant and equipment, additions to capitalized software, discretionary pension contributions and pension settlements. NCR's management uses free cash flow to assess the financial performance of the Company and believes it is useful for investors because it relates the operating cash flow of the Company to the capital that is spent to continue and improve business operations. In particular, free cash flow indicates the amount of cash generated after capital expenditures which can be used for, among other things, investment in the Company's operating businesses, strategic acquisitions, strengthening the Company's balance sheet, repurchase of Company stock and repayment of the Company's debt obligations. Free cash flow does not represent the residual cash flow available for discretionary expenditures since there may be other nondiscretionary expenditures that are not deducted from the measure. Free cash flow does not have a uniform definition under GAAP and, therefore, NCR's definition may differ from other companies' definition of this measure.

NON-GAAP MEASURES

Constant Currency. NCR presents certain financial measures, such as period-over-period revenue growth, on a constant currency basis, which excludes the effects of foreign currency translation by translating prior period results at current period month average exchange rates. Due to the overall variability of foreign exchange rates from period to period, NCR's management uses constant currency measures to evaluate period-over-period operating performance on a more consistent and comparable basis. NCR's management believes that presentation of financial measures without these adjustments is more representative of the company's period-over-period operating performance, and provides additional insight into historical and/or future performance, which can be helpful for investors.

Net Debt and Adjusted EBITDA. NCR believes that Net Debt provides useful information to investors because NCR's management reviews Net Debt as part of its management of overall liquidity, financial flexibility, capital structure and leverage. In addition, certain debt rating agencies, creditors and credit analysts monitor NCR's Net Debt as part of their assessments of NCR's business. NCR determines Net Debt based on its total debt less cash and cash equivalents, with total debt being defined as total short-term borrowings plus total long-term debt.

NCR believes that Adjusted EBITDA (adjusted earnings before interest, taxes, depreciation and amortization) 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 investment activities. NCR determines Adjusted EBITDA for a given period based on its GAAP net income from continuing operations attributable to NCR, plus interest expense, net; plus income tax expense (benefit); plus depreciation and amortization; plus other income (expense) including pension mark-to-market adjustments, pension settlements, pension curtailments and pension special termination benefits; plus other special items, including amortization of acquisition related intangibles as well as transformation and restructuring charges.

NCR believes that its ratio of Net Debt to Adjusted EBITDA provides useful information to investors because it is an indicator of the company's ability to meet its future financial obligations. In addition, the Net Debt to Adjusted EBITDA ratio is a measure frequently used by investors and credit rating agencies. The Net Debt to Adjusted EBITDA ratio is calculated by dividing Net Debt by twelve-month Adjusted EBITDA.

NON-GAAP MEASURES

NCR management's definitions and calculations 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. These non-GAAP measures are reconciled to their corresponding GAAP measures in the following slides and elsewhere in these materials. These reconciliations and other information regarding these non-GAAP measures are also available on the Investor Relations page of NCR's website at www.ncr.com.

GAAP TO NON-GAAP RECONCILIATION

\$ in millions

Net Income from Continuing Operations (GAAP) to Adjusted EBITDA (non-GAAP)

	Q4 2020 LTM	Q3 2020 LTM	Q4 2019 LTM	Q4 2020
Net (Loss) Income from Continuing Operations Attributable to NCR (GAAP)	\$ (7)	\$ 502	\$ 614	\$ (125)
Pension Mark-to-Market Adjustments	34	75	75	34
Transformation & Restructuring Costs	234	43	58	202
Acquisition-Related Amortization of Intangibles	81	84	86	19
Acquisition-Related Costs	(6)	2	3	(6)
Internal reorganization & IP Transfer	—	(37)	(37)	—
Loss on Debt Extinguishment	20	20	—	—
Interest Expense	218	221	197	51
Interest Income	(8)	(6)	(4)	(3)
Depreciation and Amortization	275	260	232	74
Income Taxes	(53)	(334)	(273)	(20)
Stock Compensation Expense	108	107	107	32
Adjusted EBITDA (non-GAAP)	\$ 896	\$ 937	\$ 1,058	\$ 258

GAAP TO NON-GAAP RECONCILIATION

Q4 2020

\$ in millions, except per share amounts

	Q4 QTD 2020 GAAP	Transformation Costs	Acquisition- related amortization of intangibles	Acquisition- related costs	VA Release	Pension Mark-to- Market	Q4 QTD non-GAAP
Product revenue	\$529	\$—	\$—	\$—	\$—	\$—	\$529
Service revenue	1,102	—	—	—	—	—	1,102
Total revenue	1,631	—	—	—	—	—	1,631
Cost of products	479	(45)	(2)	—	—	—	432
Cost of services	824	(86)	(4)	—	—	—	734
Gross margin	328	131	6	—	—	—	465
<i>Gross margin rate</i>	20.1%	8.0%	0.4%	—%	—%	—%	28.5%
Selling, general and administrative expenses	326	(56)	(13)	(1)	—	—	256
Research and development expenses	65	(8)	—	—	—	—	57
Total operating expenses	391	(64)	(13)	(1)	—	—	313
<i>Total operating expense as a % of revenue</i>	24.0%	(3.9)%	(0.8)%	(0.1)%	—%	—%	19.1%
Income from operations	(63)	195	19	1	—	—	152
<i>Income from operations as a % of revenue</i>	(3.9)%	12.0%	1.1%	0.1%	—%	—%	9.3%
Interest and Other (expense) income, net	(83)	7	—	(7)	—	34	(49)
Income from continuing operations before income taxes	(146)	202	19	(6)	—	34	103
Income tax (benefit) expense	(20)	37	4	—	(5)	5	21
<i>Effective income tax rate</i>	13.7%						20.4%
Income from continuing operations	(126)	165	15	(6)	5	29	81
Net income (loss) attributable to noncontrolling interests	(1)	—	—	—	—	—	(1)
Income from continuing operations (attributable to NCR)	(\$125)	\$165	\$15	(\$6)	\$5	\$29	\$80
Diluted earnings per share	(\$1.06)	\$1.17	\$0.11	(\$0.04)	\$0.04	\$0.20	\$0.42
Diluted shares outstanding	129.0						141.0

GAAP TO NON-GAAP RECONCILIATION

Q4 2020

\$ in millions, except per share amounts

	Q4 QTD 2020 GAAP	Q4 QTD 2020 non- GAAP
<i>Income from continuing operations attributable to NCR common stockholders:</i>		
Income from continuing operations (attributable to NCR)	\$(125)	\$83
Dividends on convertible preferred shares	(12)	—
Income from continuing operations attributable to NCR common stockholders	(\$137)	\$83
<i>Weighted average outstanding shares:</i>		
Weighted average diluted shares outstanding	129.0	132.0
Weighted as-if converted preferred shares	—	9.6
Total shares used in diluted earnings per share	129.0	141.6
Diluted earnings per share ⁽¹⁾	(\$1.06)	\$0.59

⁽¹⁾ GAAP EPS is determined using the most dilutive measure, either including the impact of the dividends or deemed dividends on NCR's Series A Convertible Preferred Shares in the calculation of net income or loss available to common stockholders or including the impact of the conversion of such preferred stock into common stock in the calculation of the weighted average diluted shares outstanding. Non-GAAP EPS is always determined using the as-if converted preferred shares and shares that would be issued for stock compensation awards. Therefore, GAAP diluted EPS and non-GAAP diluted EPS may be calculated using different methods, and may not mathematically reconcile.

GAAP TO NON-GAAP RECONCILIATION

Q4 2019

\$ in millions, except per share amounts

	Q4 QTD 2019 GAAP	Q4 QTD 2019 non-GAAP
<i>Income from continuing operations attributable to NCR common stockholders:</i>		
Income from continuing operations (attributable to NCR)	\$384	\$123
Dividends on convertible preferred shares	\$—	\$—
Income from continuing operations attributable to NCR common stockholders	\$384	\$123
<i>Weighted average outstanding shares:</i>		
Weighted average diluted shares outstanding	130.7	130.7
Weighted as-if converted preferred shares	13.2	13.2
Total shares used in diluted earnings per share	143.9	143.9
Diluted earnings per share ⁽¹⁾	\$2.67	\$0.85

⁽¹⁾ GAAP EPS is determined using the most dilutive measure, either including the impact of the dividends or deemed dividends on NCR's Series A Convertible Preferred Shares in the calculation of net income or loss available to common stockholders or including the impact of the conversion of such preferred stock into common stock in the calculation of the weighted average diluted shares outstanding. Non-GAAP EPS is always determined using the as-if converted preferred shares and shares that would be issued for stock compensation awards. Therefore, GAAP diluted EPS and non-GAAP diluted EPS may be calculated using different methods, and may not mathematically reconcile.

GAAP TO NON-GAAP RECONCILIATION

FY 2020

\$ in millions, except per share amounts

	FY 2020 GAAP	Transformation Costs	Acquisition-related amortization of intangibles	Acquisition-related costs	Debt Refinancing	VA Release	Pension mark-to-market
Product revenue	\$2,005	\$—	\$—	\$—	\$—	\$—	\$—
Service revenue	4,202	—	—	—	—	—	—
Total revenue	6,207	—	—	—	—	—	—
Cost of products	1,733	(58)	(9)	—	—	—	—
Cost of services	2,950	(92)	(13)	—	—	—	—
Gross margin	1,524	150	22	—	—	—	—
<i>Gross margin rate</i>	24.6%	2.4%	0.3%	—%	—%	—%	—%
Selling, general and administrative expenses	1,069	(66)	(59)	(1)	—	—	—
Research and development expenses	234	(11)	—	—	—	—	—
Total operating expenses	1,303	(77)	(59)	(1)	—	—	—
<i>Total operating expense as a % of revenue</i>	21.0%	(1.2)%	(1.0)%	—%	—%	—%	—%
Income from operations	221	227	81	1	—	—	—
<i>Income from operations as a % of revenue</i>	3.6%	3.7%	1.2%	—%	—%	—%	—%
Interest and Other (expense) income, net	(280)	7	—	(7)	20	—	34
Income from continuing operations before income taxes	(59)	234	81	(6)	20	—	34
Income tax (benefit) expense	(53)	44	17	—	5	43	5
<i>Effective income tax rate</i>	89.8%						
Income from continuing operations	(6)	190	64	(6)	15	(43)	29
Net income (loss) attributable to noncontrolling interests	1	—	—	—	—	—	—
Income from continuing operations (attributable to NCR)	(\$7)	\$190	\$64	(\$6)	\$15	(\$43)	\$29
Diluted earnings per share	(\$0.30)	\$1.33	\$0.45	(\$0.04)	\$0.10	(\$0.30)	\$0.20
Diluted shares outstanding	128.4						

GAAP TO NON-GAAP RECONCILIATION

FY 2020

\$ in millions, except per share amounts

	FY 2020 GAAP	FY 2020 non-GAAP
<i>Income from continuing operations attributable to NCR common stockholders:</i>		
Income from continuing operations (attributable to NCR)	\$(7)	\$242
Dividends on convertible preferred shares	(31)	—
Income from continuing operations attributable to NCR common stockholders	(\$38)	\$242
<i>Weighted average outstanding shares:</i>		
Weighted average diluted shares outstanding	128.4	130.4
Weighted as-if converted preferred shares	—	12.5
Total shares used in diluted earnings per share	128.4	142.9
Diluted earnings per share ⁽¹⁾	(\$0.30)	\$1.69

⁽¹⁾ GAAP EPS is determined using the most dilutive measure, either including the impact of the dividends or deemed dividends on NCR's Series A Convertible Preferred Shares in the calculation of net income or loss available to common stockholders or including the impact of the conversion of such preferred stock into common stock in the calculation of the weighted average diluted shares outstanding. Non-GAAP EPS is always determined using the as-if converted preferred shares and shares that would be issued for stock compensation awards. Therefore, GAAP diluted EPS and non-GAAP diluted EPS may be calculated using different methods, and may not mathematically reconcile.

GAAP TO NON-GAAP RECONCILIATION

FY 2019

\$ in millions, except per share amounts

	FY 2019 GAAP	Transformation & Restructuring Costs	Acquisition- related amortization of intangibles	Acquisition- related costs	Debt Refinancing	VA Release & Other	Int Reorg & IP Transfer	Pension mark-to- market adjustment
Product revenue	\$2,681	\$—	\$—	\$—	\$—	\$—	\$—	\$—
Service revenue	4,234	—	—	—	—	—	—	—
Total revenue	6,915	—	—	—	—	—	—	—
Cost of products	2,146	(12)	(10)	—	—	—	—	—
Cost of services	2,848	(9)	(14)	—	—	—	—	—
Gross margin	1,921	21	24	—	—	—	—	—
<i>Gross margin rate</i>	<i>27.8%</i>	<i>0.3%</i>	<i>0.3%</i>	<i>—%</i>	<i>—%</i>	<i>—%</i>	<i>—%</i>	<i>—%</i>
Selling, general and administrative expenses	1,051	(31)	(62)	(3)	—	—	—	—
Research and development expenses	259	(6)	—	—	—	—	—	—
Total expenses	1,310	(37)	(62)	(3)	—	—	—	—
<i>Total expense as a % of revenue</i>	<i>18.9%</i>	<i>(0.5)%</i>	<i>(0.9)%</i>	<i>—%</i>	<i>—%</i>	<i>—%</i>	<i>—%</i>	<i>—%</i>
Income from operations	611	58	86	3	—	—	—	—
Income from operations as a % of revenue	8.8%	0.9%	1.3%	—%	—%	—%	—%	—%
Interest and Other (expense) income, net	(270)	—	—	—	7	—	(37)	75
Income from continuing operations before income taxes	341	58	86	3	7	—	(37)	75
Income tax expense	(273)	14	18	(2)	2	78	264	9
<i>Effective income tax rate</i>	<i>(80.1)%</i>							
Income from continuing operations	614	44	68	5	5	(78)	(301)	66
Net income attributable to noncontrolling interests	—	—	—	—	—	—	—	—
Income from continuing operations (attributable to NCR)	\$614	\$44	\$68	\$5	\$5	(\$78)	(\$301)	\$66
Diluted (loss) earnings per share	\$3.71	\$0.29	\$0.45	\$0.03	\$0.03	(\$0.52)	(\$2.00)	\$0.44
Diluted shares outstanding	145.2							

GAAP TO NON-GAAP RECONCILIATION

FY 2019

\$ in millions, except per share amounts

	FY 2019 GAAP	FY 2019 non-GAAP
<i>Income from continuing operations attributable to NCR common stockholders:</i>		
Income from continuing operations (attributable to NCR)	\$614	\$423
Dividends on convertible preferred shares	(\$76)	\$—
Income from continuing operations attributable to NCR common stockholders	\$538	\$423
<i>Weighted average outstanding shares:</i>		
Weighted average diluted shares outstanding	125.7	125.7
Weighted as-if converted preferred shares	19.5	24.9
Total shares used in diluted earnings per share	145.2	150.6
Diluted earnings per share ⁽¹⁾	\$3.71	\$2.81

⁽¹⁾ GAAP EPS is determined using the most dilutive measure, either including the impact of the dividends or deemed dividends on NCR's Series A Convertible Preferred Shares in the calculation of net income or loss available to common stockholders or including the impact of the conversion of such preferred stock into common stock in the calculation of the weighted average diluted shares outstanding. Non-GAAP EPS is always determined using the as-if converted preferred shares and shares that would be issued for stock compensation awards. Therefore, GAAP diluted EPS and non-GAAP diluted EPS may be calculated using different methods, and may not mathematically reconcile.

GAAP TO NON-GAAP RECONCILIATION

\$ in millions

	Q4 2020	Q3 2020	Q4 2019
	Operating Income	Operating Income	Operating In
Banking	\$87	\$99	\$144
Retail	49	45	42
Hospitality	9	7	17
Other	7	7	14
Total Operating Income (non-GAAP)	152	158	217
Less:			
Transformation and restructuring costs	195	19	11
Acquisition-related amortization of intangibles	19	21	22
Acquisition-related costs	1	—	2
Total Operating Income (GAAP)	(\$63)	\$118	\$182

GAAP TO NON-GAAP RECONCILIATION

Q4 2020

Q4 2020 Operational Results	% Change As Reported	Favorable (unfavorable) FX impact	% of Continuing Operations
Revenue	(14%)	—%	(14%)
Gross Margin (non-GAAP)	(14%)	—%	(14%)
Gross Margin Rate (non-GAAP)	(20 bps)	(20 bps)	—
Operating Expenses (non-GAAP)	(3%)	1%	(2%)
% of Revenue	200 bps	(10) bps	27%
Operating Income (non-GAAP)	(30%)	—%	(30%)
% of Revenue	(220 bps)	(20 bps)	(20%)
Interest and other expense (non-GAAP)	(18%)	(2%)	(16%)
Income Tax Expense (non-GAAP)	(38%)	(2%)	(36%)
Net Income (Loss) From Continuing Operations (attributable to NCR) (non-GAAP)	(33%)	2%	(31%)
Diluted EPS (non-GAAP)	(31%)	—%	(31%)

GAAP TO NON-GAAP RECONCILIATION

FY 2020

FY 2020 Operational Results	% Change As Reported	Favorable (unfavorable) FX impact	% of Continuing Operations
Revenue	(10%)	—%	(
Gross Margin (non-GAAP)	(14%)	(1%)	(
Gross Margin Rate (non-GAAP)	(110 bps)	(20 bps)	(9
Operating Expenses (non-GAAP)	(3%)	—%	
% of Revenue	130 bps	(10 bps)	14
Operating Income (non-GAAP)	(30%)	(2%)	(
% of Revenue	(250 bps)	(20 bps)	(23
Interest and other expense (non-GAAP)	—%	—%	
Income Tax Expense (non-GAAP)	(45%)	(2%)	(
Net Income (Loss) From Continuing Operations (attributable to NCR) (non-GAAP)	(43%)	(2%)	(
Diluted EPS (non-GAAP)	(40%)	(1%)	(

THANK YOU



