Q1 2020 EARNINGS CONFERENCE CALL

MICHAEL HAYFORD, PRESIDENT & CEO OWEN SULLIVAN, COO ANDRE FERNANDEZ, CFO

April 30, 2020



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 plans, goals, intentions, strategies, or financial outlook, and statements that do not relate to historical or current fact, are examples of forward-looking statements. Examples of forward-looking statements in this release include, without limitation, statements regarding NCR's plans to manage its 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; business continuity plans relating to the NCR Global Fulfillment Center in Mt. Juliet, Tennessee; the expected impact of the COVID-19 pandemic on NCR's Banking, Retail and Hospitality segments including the impact on our customers' businesses; expectations regarding our operating goals and actions to manage these goals; expectations regarding our cash reserve, liquidity, financial flexibility and impact of the COVID-19 pandemic on our employee base; expectations regarding our ability to capitalize on market opportunities upon a return to a normalized operating environment; expectations regarding long-term strategy and our ability to create stockholder value; NCR's financial outlook and that investors should no longer rely on NCR's previously issued 2020 guidance that has been withdrawn; expectations regarding our continued focus on our long-term fundamentals, including, but, not limited to, execution of NCR's recurring revenue strategy and accelerated growth including its transformation to an as-a-Service company; NCR's focus on strategic growth platforms; and NCR's expected areas of focus to drive growth and create long-term stockholder value. 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 those factors detailed from time to time in NCR's other SEC reports including guarterly reports on Form 10-Q and current reports on Form 8-K. These materials are dated April 30, 2020, 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 rate (non-GAAP); diluted earnings per share (non-GAAP); free cash flow; gross margin (non-GAAP); net debt; adjusted EBITDA; the ratio of net debt to 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 financial results, and are not a substitute for their comparable GAAP measures. Explanations of these non-GAAP measures, and reconciliations of these 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 "recurring revenue" means revenue for products and services under contract for which revenue is recognized over time and (ii) the term "CC" means constant currency.

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

COVID-19 UPDATE

- Q1 2020 impacted by COVID-19 and Global Fulfillment Center outage
- Expect COVID-19 to impact at least the remainder of 2020
- Build cash reserve to improve financial liquidity and flexibility
 - Taking steps to preserve cash
 - Issued \$400M senior unsecured notes due in 2025
- Seeking to address certain business impacts with cash spending cuts
 - Suspend stock buybacks, limit M&A, salary reductions, reduce capital projects and contractors, among others
 - Identified additional levers if necessary

Q1 2020 OVERVIEW

Managing through COVID-19 UNCERTAINTY

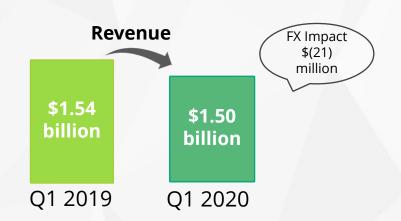
Overall Revenue down, but **REVENUE GROWTH** in Banking

RECURRING REVENUE up 7% CC

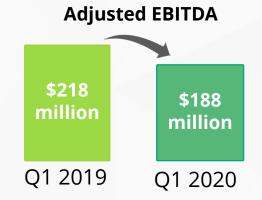
Solid Revenue Growth in SOFTWARE and SERVICES

STRONG LIQUIDITY Position

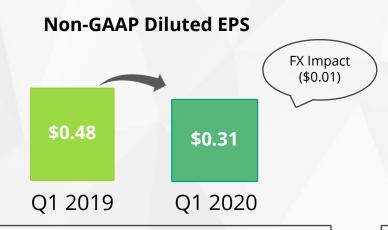
Q1 2020 FINANCIAL RESULTS



Revenue down 2% as reported and down 1% CC; COVID-19 & Nashville outage negatively impacted Q1 2020 by \$75 - \$80 million



Adjusted EBITDA down 14%; COVID-19 & Nashville outage negatively impacted Q1 2020 by \$20 - \$25 million



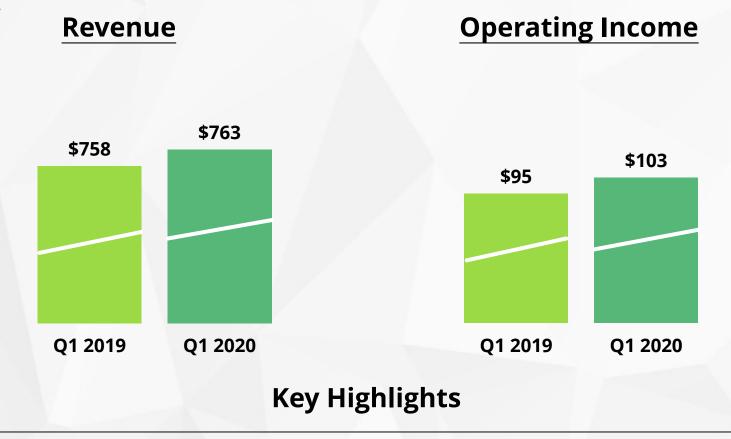
Non-GAAP EPS down due to decline in operating earnings partially offset by below the line improvements





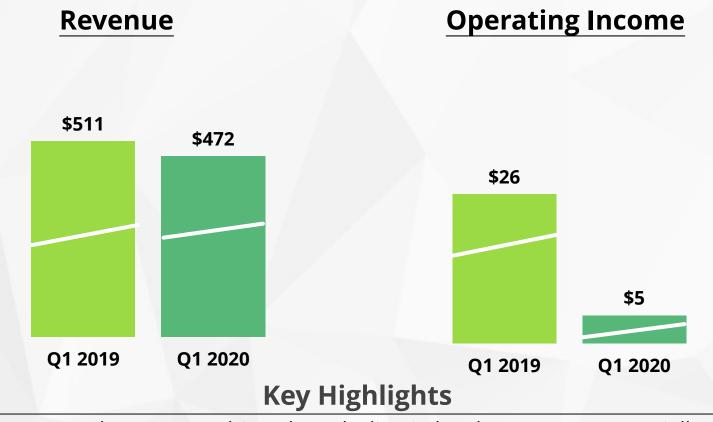
Free cash flow up due to working capital improvements

BANKING



- Revenue up 3% CC due to growth in software and services partially offset by a 5% CC decrease in ATM revenue. The ATM revenue decline was mainly the result of COVID-19 border closures and logistical delays.
- Operating Income up driven by a favorable mix of revenue.

RETAIL



- Revenue down 7% CC driven by a decline in hardware revenue partially offset by growth in software and services revenue. The decline in hardware due to large customer rollout in PY as well as delays from the COVID-19 pandemic and the Nashville outage.
- Operating Income down driven by a decline in volume, investment in services and planned expenses mainly from Zynstra acquisition in 2019.

HOSPITALITY



- Revenue down 12% CC mainly driven by lower hardware. This decline was largely attributable to the Nashville outage and the COVID-19 pandemic.
- Operating Income down driven by the reduction in revenue and higher operating expenses, mainly from prior acquisitions and higher AR reserves.

SUPPLEMENTAL REVENUE

•		* 1		
Ψ.	ın	mil	liai	20
Ψ	1111	111111	IIUI	IО

	Q1 2020	Q1 2019	% Change	% Change CC
Software	\$474	\$467	1%	3%
Services	\$636	\$585	9%	10%
Hardware	\$393	\$484	(19%)	(18%)
ATM	\$218	\$236	(8%)	(5%)
SCO/POS	\$175	\$248	(29%)	(29%)
Total Revenue	\$1,503	\$1,536	(2%)	(1%)
Recurring Revenue	\$802	\$759	6%	7%
Recurring Revenue %	53%	49%		

Key Highlights

- Software growth driven by an increase in software license, cloud and payments revenue
- Services growth driven by an increase in hardware maintenance and managed services offerings
- Hardware decline driven by a impact from the Nashville outage and COVID-19 delays
- Recurring Revenue growth driven by increase in hardware maintenance, cloud and professional services

FREE CASH FLOW, NET DEBT & EBITDA

Free Cash Flow	Q1 2020	Q1 2019
Cash provided by Operating Activities	\$61	(\$16)
Total capital expenditures	(\$79)	(\$65)
Cash used in Discontinued Operations	\$3	(\$6)
Free Cash Flow	(\$15)	(\$87)

Net Debt & EBITDA	Q1 2020	Q4 2019	Q1 2019
Debt	\$4,385	\$3,559	\$3,211
Cash	(\$1,214)	(\$509)	(\$414)
Net Debt	\$3,171	\$3,050	\$2,797
Adjusted EBITDA LTM	\$1,028	\$1,058	\$958
Net Debt / Adjusted EBITDA	3.1x	2.9x	2.9x

PROACTIVE STEPS TO MANAGE THROUGH COVID-19 PANDEMIC

- Expect COVID-19 to impact at least 2020 performance
- Building a cash reserve
- Increased financial flexibility
- Stay strong and build for future
- Helping our customers manage through the pandemic
- Long-term strategy remains intact

SUPPLEMENTARY MATERIALS



Q1 2020 GAAP RESULTS

	Q1 2020	Q1 2019	% Change As Reported
Revenue	\$1,503	\$1,536	(2%)
Gross Margin	397	411	(3)%
Gross Margin Rate	26.4%	26.8%	
Operating Expenses	320	311	3%
% of Revenue	21.3%	20.2%	
Operating Income	77	100	(23)%
% of Revenue	5.1%	6.5%	
Interest and other expense	(52)	(53)	2%
Income Tax Expense (Benefit)	1	9	(89%)
Effective Income Tax Rate	4.0%	19.1%	
Net Income from Continuing Operations (attributable to NCR)	\$23	\$37	(38%)
Diluted EPS	\$0.13	\$0.20	(35)%

Q1 2020 OPERATIONAL RESULTS

	Q1 2020	Q1 2019	% Change As Reported	% Change Constant Currency
Revenue	\$1,503	\$1,536	(2%)	(1%)
Gross Margin (non-GAAP)	404	425	(5)%	(3)%
Gross Margin Rate (non-GAAP)	26.9%	27.7%	(80 bps)	(60 bps)
Operating Expenses (non-GAAP)	300	278	8%	9%
% of Revenue	20.0%	18.1%	190bps	180bps
Operating Income (non-GAAP)	104	147	(29%)	(26%)
% of Revenue	6.9%	9.6%	(270)bps	(240)bps
Interest and other expense (non-GAAP)	(52)	(53)	2%	1%
Income Tax Expense (non-GAAP)	7	20	(65)%	(63)%
Effective Income Tax Rate (non-GAAP)	13.5%	21.3%		
Net Income (Loss) From Continuing Operations (attributable to NCR) (non-GAAP)	44	73	(40)%	(35)%
Diluted EPS (non-GAAP)	\$0.31	\$0.48	(35%)	(34%)

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), and net income (non-GAAP), operating expenses (non-GAAP) and income tax expense (non-GAAP) are determined by excluding pension mark-to-market adjustments, pension settlements, pension curtailments and pension special termination benefits and other special items, including amortization of acquisition related intangibles, from 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-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 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 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.

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 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 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 these results 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.

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 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. 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.

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 measures frequently used by investors and credit rating agencies. The Net Debt to Adjusted EBITDA ratio is calculated by dividing Net Debt by trailing twelvementh 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.

\$ in millions

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

	Q1 2020 LTM	Q1 2019 LTM	Q4 2019 LTM	Q1 2020	Q1 2019
Net (Loss) Income from Continuing Operations Attributable to NCR (GAAP)	\$ 600	\$ (54)	\$ 614	\$ 23	\$ 37
Pension Mark-to-Market Adjustments	75	(45)	75	_	_
Transformation & Restructuring Costs	37	233	58	5	26
Acquisition-Related Amortization of Intangibles	87	83	86	22	21
Acquisition-Related Costs	3	6	3	_	_
Long-lived and Intangible Asset Impairment Charges	_	183	_	_	_
Internal reorganization & IP Transfer	(37)	_	(37)	_	_
Interest Expense	202	172	197	50	45
Interest Income	(4)	(5)	(4)	(1)	(1)
Depreciation and Amortization	237	237	232	63	58
Income Taxes	(281)	75	(273)	1	9
Stock Compensation Expense	109	73	107	25	23
Adjusted EBITDA (non-GAAP)	\$ 1,028	\$ 958	\$ 1,058	\$ 188	\$ 218

Q1 2020

	Q1 QTD 2020 GAAP	Transformation & Restructuring Costs	Acquisition- related amortization of intangibles	Q1 QTD 2020 nor GAAP
Product revenue	\$474	\$—	\$—	\$474
Service revenue	1,029	_	_	1,029
Total revenue	1,503	_	_	1,503
Cost of products	391	_	(3)	388
Cost of services	715	_	(4)	711
Gross margin	397	_	7	404
Gross margin rate	26.4%	—%	0.5%	26.9%
Selling, general and administrative expenses	255	(5)	(15)	235
Research and development expenses	65	_	_	65
Total operating expenses	320	(5)	(15)	300
Total operating expense as a % of revenue	21.3%	(0.3)%	(1.0)%	20.0%
Income from operations	77	5	22	104
Income from operations as a % of revenue	5.1%	0.3%	1.5%	6.9%
Interest and Other (expense) income, net	(52)	_	_	(52)
Income from continuing operations before income taxes	25	5	22	52
Income tax (benefit) expense	1	1	5	7
Effective income tax rate	4.0%	—%	—%	13.5%
Income from continuing operations	24	4	17	45
Net income (loss) attributable to noncontrolling interests	1	_	_	1
Income from continuing operations (attributable to NCR)	\$23	\$4	\$17	\$44
Diluted earnings per share	\$0.13	\$0.03	\$0.12	\$0.31
Diluted shares outstanding	130.5			143.7

Q1 2020

	Q1 QTD 2020 GAAP	Q1 QTD 2020 non-GAAP
Income from continuing operations attributable to NCR common stockholders:		
Income from continuing operations (attributable to NCR)	\$23	\$44
Dividends on convertible preferred shares	(6)	_
Income from continuing operations attributable to NCR common stockholders	\$17	\$44
Weighted average outstanding shares:	\	
Weighted average diluted shares outstanding	130.5	130.5
Weighted as-if converted preferred shares	_	13.2
Total shares used in diluted earnings per share	130.5	143.7
Diluted earnings per share ⁽¹⁾	\$0.13	\$0.31

⁽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.

Q1 2019

	Q1 QTD 2019 GAAP	Transformation & Restructuring Costs	Acquisition- related amortization of intangibles	Q1 QTD 2019 non-GAAP
Product revenue	\$539	\$—	\$—	\$539
Service revenue	997	_	_	997
Total revenue	1,536	_	_	1,536
Cost of products	453	(3)	(3)	447
Cost of services	672	(5)	(3)	664
Gross margin	411	8	6	425
Gross margin rate	26.8%	0.5%	0.4%	27.7%
Selling, general and administrative expenses	252	(15)	(15)	222
Research and development expenses	59	(3)	_	56
Total expenses	311	(18)	(15)	278
Total expense as a % of revenue	20.2%	(1.1)%	(1.0)%	18.1%
Income from operations	100	26	21	147
Income from operations as a % of revenue	6.5%	1.7%	1.4%	9.6%
Interest and Other (expense) income, net	(53)	_	_	(53)
Income from continuing operations before income taxes	47	26	21	94
Income tax expense	9	6	5	20
Effective income tax rate	19.1%			21.3%
Income from continuing operations	38	20	16	74
Net income attributable to noncontrolling interests	1	–	_	1
Income from continuing operations (attributable to NCR)	\$37	\$20	\$16	\$73
Diluted (loss) earnings per share	\$0.20	\$0.13	\$0.11	\$0.48
Diluted shares outstanding	122.2			151.4

Q1 2019

Q1 QTD 2019 GAAP	Q1 QTD 2019 non-GAAP
\$37	\$73
(13)	_
\$24	\$73
122.2	122.2
_	29.2
122.2	151.4
\$0.20	\$0.48
	\$37 (13) \$24 122.2 — 122.2

⁽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.

Q1 2020

	Q1 2020	Q1 2019
	Operating Income	Operating Income
Banking	\$103	\$95
Retail	5	26
Hospitality	(9)	16
Other	5	10
Total Operating Income (non-GAAP)	104	147
Less:		
Transformation and restructuring costs	5	26
Acquisition-related amortization of intangibles	22	21
Total Operating Income (GAAP)	\$77	\$100

Q1 2020

	Q1 2020			
	Revenue Growth % Reported	Favorable (unfavorable) FX impact	Constant Currency Revenue Growth % (non-GAAP)	
Banking	1%	(2%)	3%	
Retail	(8%)	(1%)	(7%)	
Hospitality	(12%)	- %	(12%)	
Other	34%	- %	34%	
Total Revenue	(2%)	(1%)	(1%)	

Q1 2020

	Q1 2020			
	Revenue Growth % Reported	Favorable (unfavorable) FX impact	Constant Currency Revenue Growth % (non-GAAP)	
Software	1%	(2%)	3%	
Services	9%	(1%)	10%	
Hardware	(19%)	(1%)	(18%)	
ATM	(8%)	(3%)	(5%)	
SCO/POS	(29%)	— %	(29%)	
Total Revenue	(2)%	(1%)	(1%)	
Recurring Revenue	6%	(1%)	7%	

Q1 2020

Q1 20	020 Operational Results	% Change As Reported	Favorable (unfavorable) FX impact	% Change Constant Currency
Revenue		(2%)	(1%)	(1%)
Gross Margin (non-GAAP)		(5%)	(2%)	(3%)
Gross Margin Rate (non-GAAP)		(80 bps)	(20 bps)	(60 bps)
Operating Expenses (non-GAAP)		8%	(1%)	9%
% of Revenue		190 bps	10 bps	180 bps
Operating Income (non-GAAP)		(29%)	(3%)	(26%)
% of Revenue		(270)bps	(30)bps	(240)bps
Interest and other expense (non-GAAP	?)	2%	1%	1%
Income Tax Expense (non-GAAP)		(65%)	(2%)	(63%)
Net Income (Loss) From Continuing O	perations (attributable to NCR) (non-GAAP)	(40%)	(5%)	(35%)
Diluted EPS (non-GAAP)		(35%)	(1%)	(34%)

THANK YOU

