NCR Ecosystem

NCR Corporation
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Phone: (937) 445-1936; www.ncr.com

Outside Relationships

Regulators

Key Subjects of General Business Regulation

- Data Protection (including Data Retention and Deletion) *European General Data Protection Regulation and California Consumer Privacy Act*
- Environmental Protection *Manufacturing Practices Regulations; Air and Water Emissions and Dischargers Regulation and Permits; and Superfund Cleanup Liability for Polluted Sites*
- Foreign Corrupt Practices and Anti-Bribery Laws *(Anti-Corruption Regulation)*
- Digital Banking Regulation (Federal Financial Institutions Examinations Counsel Examinations
- Bank Secrecy Act *(Anti-Money Laundering Regulation)*

Capital

- Public Debt Holders
- Hedge Counterparties
- Commercial Banks (*Credit Facility:* JPMorgan Chase as Lead Bank; *Acquisition Financing:* Bank of America)

Suppliers

Supply Categories

- Micro-Processors
- Manufactured Assemblies
- Operating Systems
- Commercial Software
- Central Components
- Contract Manufacturing Services

Banking Customers

- Multi-National Banks
- National Banks
- Local Credit Unions
- ATM Operators

Banking Suppliers

- AM PM USA *Hardware Sales*
- Massy Technologies *IT Services*
- ToshibaTec *Retail Hardware Sales*
- OMAO Group *ATM Hardware Sales*
- Printec Group *ATM and POS Hardware Sales*
- Bank-Tec South *ATM and Banking Hardware Sales*
- Diebold Nixdorf *ATM Hardware Sales*

Customers

Business Regulation

Sale of Banking Hardware and Software Solutions

NCR Banking Products, Services and Subscription-Based Software Sales

Sale of Banking Hardware and Software Solutions

Bond Financing

Foreign Currency and Interest Rate Derivatives

Working Capital and Cardtronics Acquisition Financing

NCR Corporation (a Maryland Company)

Debt Structure

Debt ($3.27 B @ 12/31/2020) | **Credit Ratings (Senior Unsecured Debt): BB- (S&P), B2 (Moody's), BB- (Fitch)**

- Senior Secured Credit Facility (Consisting of (a) $733M Term Loan Facility at 2.65% weighted average and (b) $1.1B, Five-Year Revolving Credit Facility at 2.40% weighted average)
- Trade Receivables Securitization Facility
- Pending Cardtronics plc Financing (Incremental Term Loan A and B Facilities ($1.7B), Bridge Facility ($1B), and Revolver ($1.1B))
- 2025 Senior Notes ($400 Million @ 8.125%)
- 2027 Senior Notes $550 Million @ 5.75%)
- 2028 Senior Notes ($650 Million @ 5%)
- 2029 Senior Notes ($500 Million @ 6.125%)
- 2029 Senior Notes ($1.2 Billion @ 5.125%)
- 2030 Senior Notes ($450 Million @ 5.25%)

Equity Structure

Equity

- *Share Repurchase Program* — *Authorized:* $500M; *Expiration:* None; *Balance:* $153M
- *Series A Convertible Preferred Stock* — *Authorized:* 3M Shares; *Issued:* 275,867 Shares
- *Preferred Stock* — *Authorized:*500M Shares; *Issued:* None
- *Common Stock* — *Authorized:* 500M Shares; *Issued:* 130.1M Shares; *Record Holders:* 76,161

Governance

Board of Directors

- Frank R. Martire *Executive Chairman*
- Michael Hayford
- Mark W. Begor *Independent Lead Director, CHR, DGC*
- Gregory R. Blank *A, R*
- Catherine L. Burke *DGC, R*
- Georgette D. Kiser *DGC, R (Chair)*
- Matthew Thompson *A, CHR (Chair),*
- Deborah A. Farrington *A, DGC (Chair), R*
- Kirk T. Larsen *A (Chair), CHR*
- Martin Mucci *A, R*

Committees: A (Audit), CHR (Compensation and Human Resources), DGC (Directors and Governance), R (Risk)

Management Team

- Frank R. Martire *Executive Chairman*
- Michael Hayford *President & CEO*
- Owen Sullivan *Chief Operating Officer*
- Tim Oliver *EVP and Chief Financial Officer*
- Jim Bedore *EVP, General Counsel and Secretary*
- Dan Campbell *EVP, NCR Global Sales*
- Mithu Bhargava *SVP and GM, Global Professional Services*
- Patrice Graves *SVP and Chief Human Resources Officer*
- Adrian Button *EVP, Product and Service Operations*
- Frank Hauck *President and GM, Global Banking*
- Dirk Izzo *President and GM, NCR Hospitality*
- William (Bill) T. Vancuren *SVP and Chief Information Officer*
- Tim Vanderham *SVP and Chief Technology Officer*
- David Wilkinson *President and GM, Global Retail*
- Marija Zivanovic-Smith *SVP, Corporate Marketing, Communications & External Affairs*
- Debra Bronder *Cardtronics Integration*

Corporate Structure

Human Resources
- People
- Recruiting Strategy
- Compensation and Benefits
- HR Information Systems
- Talent Acquisition
- Talent Development
- Culture
- Diversity, Equity, and Inclusion
- Employee Engagement
- Transformation
- Change Management

Operations
- Global Sales
- Channel and Sales Operations
- Sales Organization
- Digital Enablement
- Channel Transformation
- Omni-Channel Platform
- Software Engineering and Innovation
- Business Services Platform Integrations
- Product Development
- Hardware Production Operations
- Industry Solutions Management
- Information Technology Services
- Software Development
- Software Engineering and Innovation

Communications
- Corporate Marketing
- Field Marketing
- External Affairs
- Corporate Communications
- Media Relations

Finance and Accounting
- Financial Stewardship
- Accounting & Controllership
- Tax
- FP&A
- Compliance
- Financial Reporting
- Internal Audit
- Balance Sheet Management
- Treasury/Cash Management
- Risk Management/Insurance
- Investor Community
- Investor Relations
- Business Partnering
- Accounting Organization

Legal
- Legal Function
- Corporate Governance
- Securities Compliance
- Secretarial Matters
- Litigation Management
- Legal Organization
- Corporate Development
- Mergers & Acquisitions
- Integrations
- Partnerships
- IP Monetization

Operations

Banking
$3.098B (50% of Revenue)

Provides solutions to customers in the financial services industry that power their digital transformation through software, services, and hardware (including ATM-as-a-service, interactive teller machines (ITM), and recycling, multi-function and cash dispense ATMs) to deliver differentiated experiences for their customers and improve efficiency for the financial institution

Products & Services

- **Banking Services**
  - Digital Transformation Consultancy Services for Financial Institutions
- **Digital Banking** (Anytime, Anywhere Convenience)
  - Implementation of Digital First Platforms (Banking Channel Services, Transaction Processing, Imaging, and Branch Services)
  - NCR D3 *API-driven, highly customizable Digital Banking Platform for large banks*
  - NCR DI *Configurable SaaS Platform for community banks and credit unions*
- **Branch Transformation**
  - Remote Assistance
  - Interactive Banker
  - Multi-Function ATMs
- **ATM & Self-Service**
  - Media Handling 2.0
  - Endpoint Security
  - SelfServ 80 Series ATMs ®
  - Cash Dispense ATM
  - Advanced ATM Software
  - Intelligent Deposit & Recycling ATMs
- **Transaction & Channel Partners**
  - NCR Channel Services *Unifies Transactions Across Channels*
  - NCR Transaction Processing *Unified transaction management system for various payment channels (ATM, POS, Tap, and others)*
  - Remote Deposit Capture *Mobile Check Deposit Platform*
- **ATM-as-a-Service**
  - *Streamlined, single-vendor solution that helps banks run their end-to-end ATM channel*
  - *Pending Cardtronics Plc Acquisition* — *Cardtronics, the world's largest non-bank ATM operator, processes payment transactions; its debit network enables cash transactions at its 285,000 ATMs in 10 countries* (Deal accelerates NCR's as-a-service strategy, expands its payments platform, and helps connect retail and bank customers)
- **Professional Services for Banks**
  - Branch Transformation
  - Experience Design
  - Bank Intelligence & Analytics
  - Channel Optimization
  - Deployment & Implementation
  - Technology Optimization

Competitors

- Temenos AG
- Fiserv, Inc.
- Infosys Ltd.
- Q2 Holdings
- ACI Worldwide
- Alkami Technology
- Fidelity National Information Services
- **ATM Providers**
  - Diebold Nixdorf
  - Euronet Worldwide
  - Hyosung TNS

Retail
$2.080B (32% of Revenue)

Provides software-defined solutions, from digital to connect and integrate retail operations to payments, inventory management, fraud and loss prevention, and consumer loyalty and engagement (includes API point-of-sale (POS) retail software platforms and applications, hardware terminals, self-service kiosks (including self-checkout (SCO), bar-code scanners, and payment processing solutions)

Products & Services

- **Store Transformation**
  - NCR Fastlane SelfServ Checkout *Innovative, Self-Service Checkout System*
  - Cloud-Enabled POS Systems
- **Fueling Stations**
  - NCR Optic *Innovative, Self-Service Checkout System*
- **Retail Management**
  - POS Software Solutions
  - POS Hardware Solutions
  - Mobile Tools for Sales Associated
  - Reporting & Analytics
  - Store System Visualization
  - Inventory Management
- **Software Defined Store**
  - NCR SDS by Zynstra — Virtualization solution offerings that connects hardware systems in retail operations to an Intelligent Edge peripheral machine

Competitors

- Flooid
- Revel Systems
- Toshiba Tec
- GK Software SE
- Square Inc
- Upserve, Inc
- Oracle
- Toast, Inc

Hospitality
$684M (11% of Revenue)

Provides technology solutions to customers in the hospitality industry, including table-service, quick-service, and restaurants of all sizes to improve operational efficiency, increase customer satisfaction, streamline order and transaction processing, and reduce operating costs

Products & Services

- **POS Systems**
  - NCR Aloha *Enterprise POS System for Traditional Restaurants (Contactless Payments and Digital Ordering Options)*
  - NCR Silver *Simple, Tablet-Based POS System Designed for Small Businesses*
- **Back Office**
  - Purchase Optimization
  - Predictive Analytics and Insights
  - Payroll Management
  - Employee Schedule
  - Legal Compliance
- **Cloud-Based Software Applications**
  - Point-of-Sale
  - Consumer Engagement
  - Payment Processing
  - Kitchen Production
  - Restaurant Management
- **Professional Consulting Services**
  - Line and Queue Management
  - Restaurant Intelligence & Analytics
  - Frictionless Dining Experience
  - Strategic Advisory
  - Technology Deployment & Implementation Services
  - Hardware and Software Maintenance Services
  - Managed Services
- **Hardware Products**
  - POS Terminals
  - Order and Payment Kiosks
  - Printers
  - Barcode Scanners
  - Peripherals

Competitors

- Aptos, Inc
- PAR Technology
- Diebold Nixdorf
- Lightspeed

Telecommunications & Technology
(aka Global Professional Services) $345M (6% of Revenue)

Provides maintenance, managed, and professional services (via remote management and monitoring services solutions) to improve operational efficiency, network availability and end-user experience for customers (and certain end users on behalf of select manufacturers) in the telecommunications and technology industry; also resells third party networking products

Products and Services

- **Network Technology Expertise**
  - POS Terminals
  - Order and Payment Kiosks
  - Printers
  - Barcode Scanners
  - Peripherals
- **Telecom Storefront Solutions**
  - Digital Signage
  - Self-Serv Kiosks *Airline Check-In, Movie Theater Kiosks, etc.*
  - Barcode Scanners
  - Peripherals
- **Professional Services**
  - Business Consulting *(Regarding Digital Transformation)*
  - Solution Implementation
  - Optimization Services

Competitors

- Fujitsu Limited
- SAP
- HP Inc

Retail POS Systems Sales

NCR Retail Products, Services, and Subscription-Based Software Sales

Hospitality POS Systems Sales

NCR Hospitality Products and Services Sales

Retail Customers
- Department and Specialty Stores
- Grocery Stores
- Drug Stores
- Mass Merchandise and Wholesale
- Convenience and Fuel Retail Stores

Hospitality Customers
- Table-Service Restaurants
- Quick Services Restaurants
- Fast Casual Restaurants
- Bars and Nightclubs
- Cafes and Bakeries

Retail Suppliers
- AM/PM Service *All-in-One POS Systems*
- CDW *POS Peripheral Accessories*
- CWI Retail Systems *POS Systems*
- Encore Bilisim Sistemleri *POS Hardware Solutions*
- Springfield Busines Systems *POS Systems*
- StrongPoint *Foreign POS Systems*
- Rapid POS *POS Systems*
- Total Retail Solutions of LA *POS Systems*

Hospitality Suppliers
- Bytes Managed Solutions *Software-Driven Solutions*
- Computer World *Digital Surveillance Systems*
- DSI Inc, dba. Retail Data Systems *POS Systems*
- DUMAC Business Systems *POS Software Solutions*
- Index Hospitalityy Systems *POS Systems*
- Retail Data Systems *POS Systems*
- NFS Hospitality Corp *POS Systems*
- Technologia de Negrocios *POS Systems*

Securities Regulation and Stock Exchange Listing Rules

Common Stock Repurchases

Equity Capital

Professional Services

Telecom and Technology Hardware Solution Sales

NCR Telecom and Technology Professional Sales

Global Professional and Digital Transformation Consulting Services

Outside Relationships

Customers

Telecom and Tech Customers

- **Products**
  - Government Agencies
  - Local and State Governments
- **Services**
  - Global Communication Service Providers
  - Network OEMs

Suppliers

Professional Services Firms
- PWC *Audit Services*
- ADT *Physical-Security Monitoring*
- Bank of America Securities *Financial Advisor - Cardtronics Deal*
- Red Hawk Fire & Security *Physical-Security Monitoring*
- Cook Security Group *Cybersecurity*
- Holland & Knight *Legal Services*

Telecom and Tech Suppliers
- Financial Technology Solutions International *State-of-the-Art Hardware Systems*
- Kolaly Technology *Multilingual Hardware and Software Solutions*
- Truno Retail Technology Solutions *POS Systems*

Capital

Significant Shareholders
- Series A Convertible Preferred Stock
- Blackstone Group *100%*
- Common Stock
- The Vanguard Group, Inc *9.08%*
- BlackRock Fund Advisors *7.69%*
- Wells Capital Management, Inc. *4.61%*
- River Rock Asset Management LLC *4.29%*
- SSgA Funds Management, Inc. *3.54%*
- Institutional Ownership: *94.34%*

Regulators

Securities Regulators
- US Securities and Exchange Commission (SEC) (Securities Law Disclosure and Financial Reporting Requirements; Anti-Corruption Recordkeeping Requirements)
- New York Stock Exchange (NYSE) (Listing, Maintenance, and Corporate Accountability Rules)

Key Company Data

Share Data
- Stock Exchange: NYSE
- Ticker Symbol: NCR
- Share Price: $48.01 *(as of 06/09/2021)*
- Loss Per Share: ($0.86) *FY2020:* ($0.79) *Trailing 12 Months*
- Forward Annual Dividend: None
- Market Capitalization: $6.205B

Resources
- Employees: 36,000
- Manufacturing Facilities: 235 *Spans 6M sq. ft. across 60 countries*
- Transacts Business in 180 Countries
- 1,250 US Patents *Additional Globally*

ESG Focus Areas
- Business Ethics and Integrity
- Data Protection and Security
- Diversity, Equity, and Inclusion
- Environmental Management
- People
- Product Innovation & Management
- Supplier Responsibility

Financial Highlights

Results of Operations
- Revenues:$6.21B
- Cost of Products: $1.73B
- Cost of Services: $2.95B
- Operating Income (EBITDA): $221M
- Net Operating Loss: (-$79M)

Financial Condition
- Total Assets: $8.414B
- Total Liabilities: $7.090B
- Long Term Debt: $3.270B
- Equity: $1.324B

Cash Flow
- Cash Flow from Investing: ($277M)
- Cash Flow from Operations: $641M
- Cash Flow from Financing: ($514M)

Key Financial Metrics
- Gross Margin: 24.6%
- *Product: 15.1%*
- *Service: 32.5%*

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