
**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): November 15, 2010

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.)

**3097 Satellite Boulevard
Duluth, Georgia 30096**
(Address of principal executive offices and zip code)

Registrant's telephone number, including area code: (937) 445-5000

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))
-

Item 7.01 Regulation FD Disclosure.

Members of the executive team of NCR Corporation (the "Company") today will make presentations to attendees of the Company's 2010 Analyst Day regarding, among other things, the Company's business strategy, lines of business and long-term outlook. A copy of materials to be used in conjunction with the presentations is included as Exhibit 99.1 hereto. The presentation materials and a live audio webcast also will be made available through the Investor Relations page of the Company website (www.ncr.com).

On November 15, 2010, the Company issued a press release regarding its 2010 Analyst Day. A copy of the press release is included as Exhibit 99.2 hereto.

The information contained in this Current Report on Form 8-K, including Exhibit 99.1 and 99.2, is furnished pursuant to Item 7.01 of Form 8-K and shall not be deemed to be "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that section, nor shall it be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Securities Exchange Act of 1934, as amended, except as shall be expressly stated by specific reference in such filing.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits:

The following exhibit is attached with this current report on Form 8-K:

<u>Exhibit No.</u>	<u>Description</u>
99.1	Presentation Materials of the Company, dated November 16, 2010
99.2	Press release of the Company, dated November 15, 2010

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 thereunto duly authorized.

NCR CORPORATION

Date: November 16, 2010

By: _____ /s/ Robert Fishman
Robert Fishman
Senior Vice President and Chief Financial Officer

Index to Exhibits

Exhibit No.

Description

99.1	Presentation Materials of the Company, dated November 16, 2010
99.2	Press release of the Company, dated November 15, 2010



Gavin Bell
VP, Investor Relations



Analyst Day
November 16, 2010
New York Stock Exchange



Note to Investors

- ▶ Comments made during this event and in the related presentation materials may include forward-looking statements under the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on current expectations and assumptions, and are subject to a number of risks and uncertainties that could cause actual results to vary materially. These risks and uncertainties are detailed from time to time in NCR's SEC reports, including, but not limited to, Forms 10-Q, 10-K, 8-K and NCR's annual report to shareholders. Statements made during this event and in the related presentation materials are made only as of the date of this event, and NCR does not undertake any obligation to publicly update or revise any such statements, whether as a result of new information, future events or otherwise.
- ▶ While NCR reports its results in accordance with generally accepted accounting principles in the United States, or GAAP, in an effort to provide additional useful information regarding NCR's financial results, certain materials presented during this event will include non-GAAP measures. NCR's management evaluates NCR's results excluding certain items, such as pension expense, to assess the company's financial performance, and believes this information is useful for investors because it provides a more complete understanding of NCR's underlying operational performance, as well as consistency and comparability with past reports of financial results. In addition, management uses earnings per share excluding these items to manage and determine effectiveness of its business managers and as a basis for incentive compensation. The non-GAAP measures presented during this event should not be considered as substitutes for, or superior to, results determined in accordance with GAAP. A reconciliation of these non-GAAP measures to comparable GAAP measures and other related information is included in the portion of these presentation materials entitled "Non-GAAP Supplementary Materials" and is available on the Investor Relations page of NCR's website at www.ncr.com. Descriptions of many of these non-GAAP measures, including free cash flow, also are included in NCR's SEC reports.
- ▶ These charts and the associated remarks are integrally related and are intended to be presented and understood together.

Agenda

➤ **NCR Business Strategy**

Bill Nuti – Chairman & CEO

➤ **ISG Overview**

LoB Presentations

John Bruno – EVP - ISG

Michael O’Laughlin – GM, Financial Services

Mike Webster – GM, Retail & Hospitality

Chris Askew – GM, NCR Services

Intermission

LoB Presentations

Justin Hotard – GM, Entertainment

Jeff Kao – GM, Healthcare

John Bruno – Travel & Gaming

➤ **Operations Strategy**

Peter Dorsman – SVP, Operations

➤ **NCR Financial Overview**

Bob Fishman – CFO

➤ **Audience Q&A**

Bill Nuti – Chairman & CEO



Bill Nuti
Chairman, CEO & President



NCR Business Strategy

NCR Analyst Day
November 16, 2010
New York Stock Exchange

Companies that **adopt a clear strategic posture and that invest in becoming more aware, resilient and flexible** will be able to outperform those that simply stay in their bunkers, hoping the world will return to "normal."

-McKinsey Quarterly, May 2009



NCR is Strong, Growing and an Exciting Company

Key Take Aways

- NCR is well positioned
- Transformation has gone better than expected
- Our outlook is balanced
- The market is coming toward us

Today, a consumer connects, interacts and transacts with a variety of technology, much of it from NCR

Did you know:
NCR enables over 245M transactions a day globally

Revenue Growth



Gross Margin Expansion



Improving the customer experience



Over the Past 40 Years, Technology has been used to Streamline the “Back Office” to Increase Productivity

1970

Manually process:

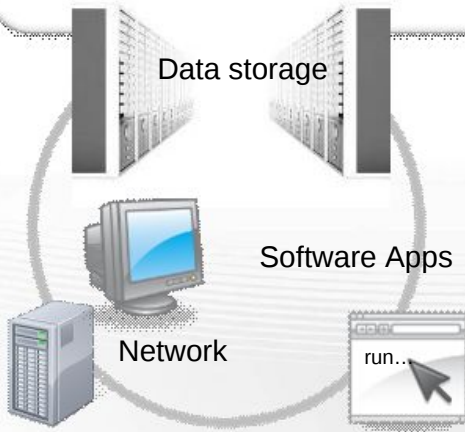
- Reports
- Accounting
- Inventory
- Payroll

Today

Software processes:

- ERP implemented broadly
- Data mining mature
- High speed networks in place
- Storage/Virtualization

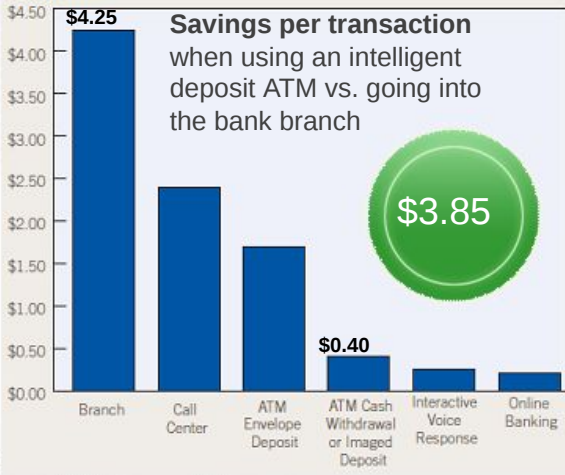
Achieved many of the **productivity gains** in this space.



The Next Generation of Productivity Gains

...are in the "Front Office"

Figure 1: Estimated average bank transaction costs, by technology⁹



\$2.86

Savings per transaction when checking in at a kiosk vs. an agent



Savings for each tax return filed electronically

\$2.15



Source: ITIF
APRIL 2010 • DANIEL CASTRO,
ROBERT ATKINSON and STEPHEN EZELL

Self-Service has been Evolving for Decades...

Three Forces of Change: Productivity, Technology and The Consumer



1888

Automatic dialing allows people to place calls themselves

First soda vending machine replaces soda shop drugstores

1920



1953

Hard to find pin boys are replaced with pinspotting machines

By 1962, automatic elevators had replaced 4000 operators in NYC

1962



First self-service gas station opens in Omaha, Nebraska

1958



1916

Piggly Wiggly opens first self-service grocery store



The Growth of Self-Service Business Models is Accelerating



Financial



Retail



Hospitality



Entertainment



Travel



Healthcare



The Rapidly-Changing Consumer



Time Starved



Less Loyal



Digitally Enabled

88% of retailers measuring multichannel customer profitability say...

these shoppers are more profitable than single channel shoppers.

RSR Research, July 2010



Mobile Applications

Self-service is one of the key characteristics of digital natives, and with advances in communication technologies and a variety of end-user devices to access information, **self-service enables the "pull" of information anywhere, anytime, anyplace on any device.**

Gartner Industry Research
13 September 2007
2012: The Store of the Digital Native



Social Networking

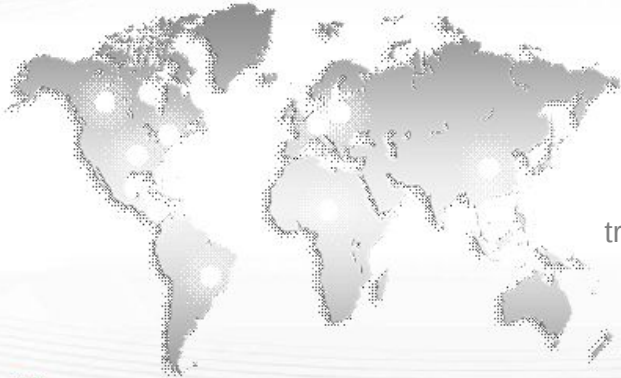


Self-Services Delivers Higher Productivity and Delights the Consumer

2010

In 2010, self-service kiosk transactions in North America are expected to total **\$740 billion** and will likely reach **\$1.1 trillion** by 2014.

Source: IHL Research, North American Kiosk Study, 2010



Over **1.8 million ATMs** are in operation in virtually every country

Source: ITIF
APRIL 2010 • DANIEL CASTRO, ROBERT ATKINSON and STEPHEN EZELL

40%

Self checkout reduces wait time by 40%



50

billion global ATM transactions annually



Source: RBR 2010 Global ATM Report

2 out of 3

U.S. consumers would prefer to use a kiosk at quick-service

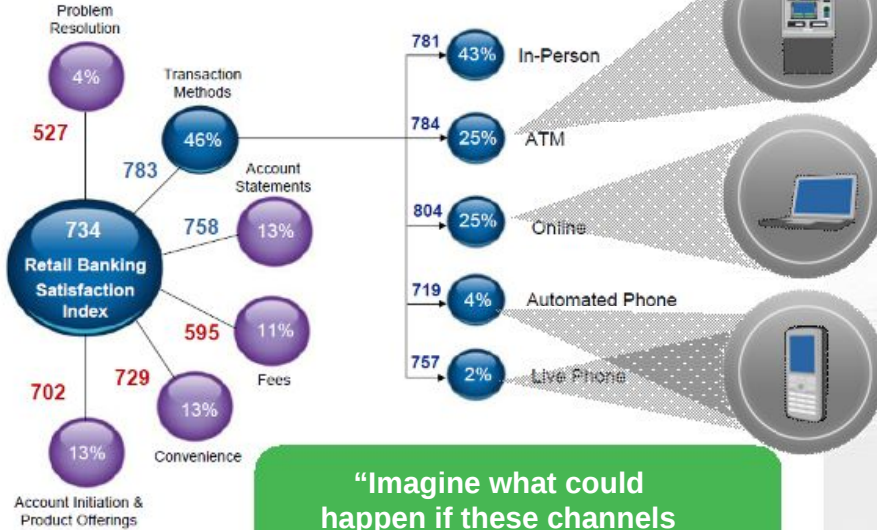


This Phenomenon Comes Together in All Industries



46% of people say transaction methods are the single most important element in customer satisfaction

J. D. Power and Associates 2009 Retail Banking Index Model



“Imagine what could happen if these channels were converged”

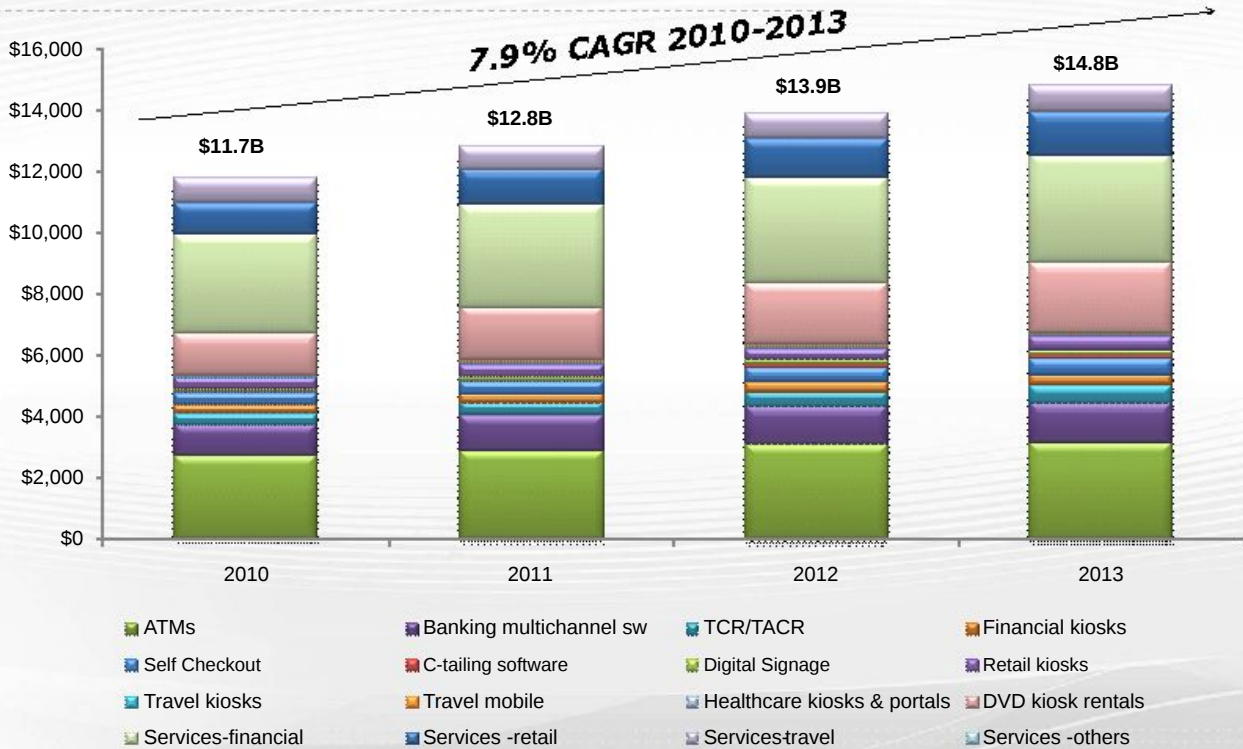


Self-Service is a Growth Market

"Our strategy is to expand our available market"



NCR Addressable Market 2010 - 2013



But There are Broader Market Trends we will Leverage



It is estimated that by 2011, more than **500 million mobile devices will have integrated near-field communications**, making mobile communications an even more integral part of how businesses connect and interact with their customers.

-ABI Research

10 million unbanked in the US alone

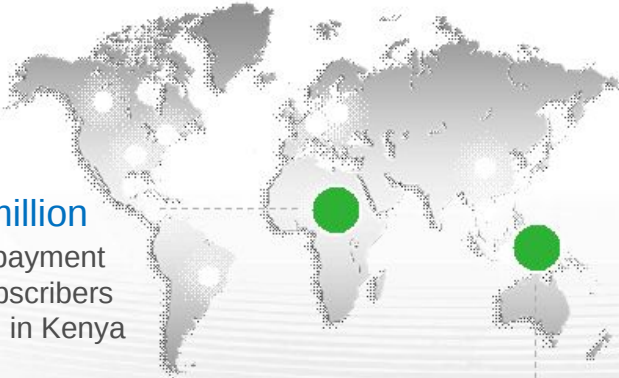
40% of the Global population lives on less than \$2.50/day

Source: World Bank



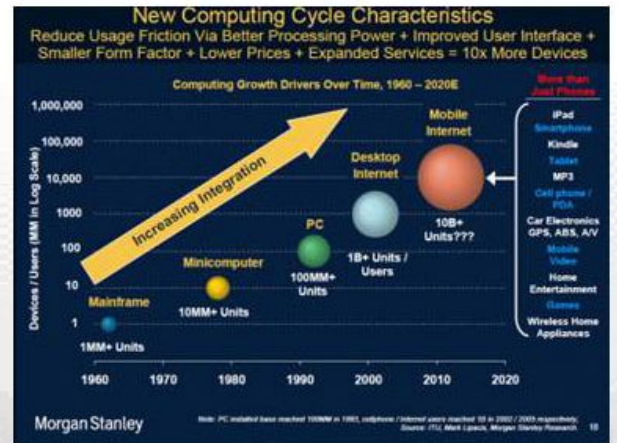
10X more mobile internet devices than desktop computers are expected

6 million m-payment subscribers in Kenya

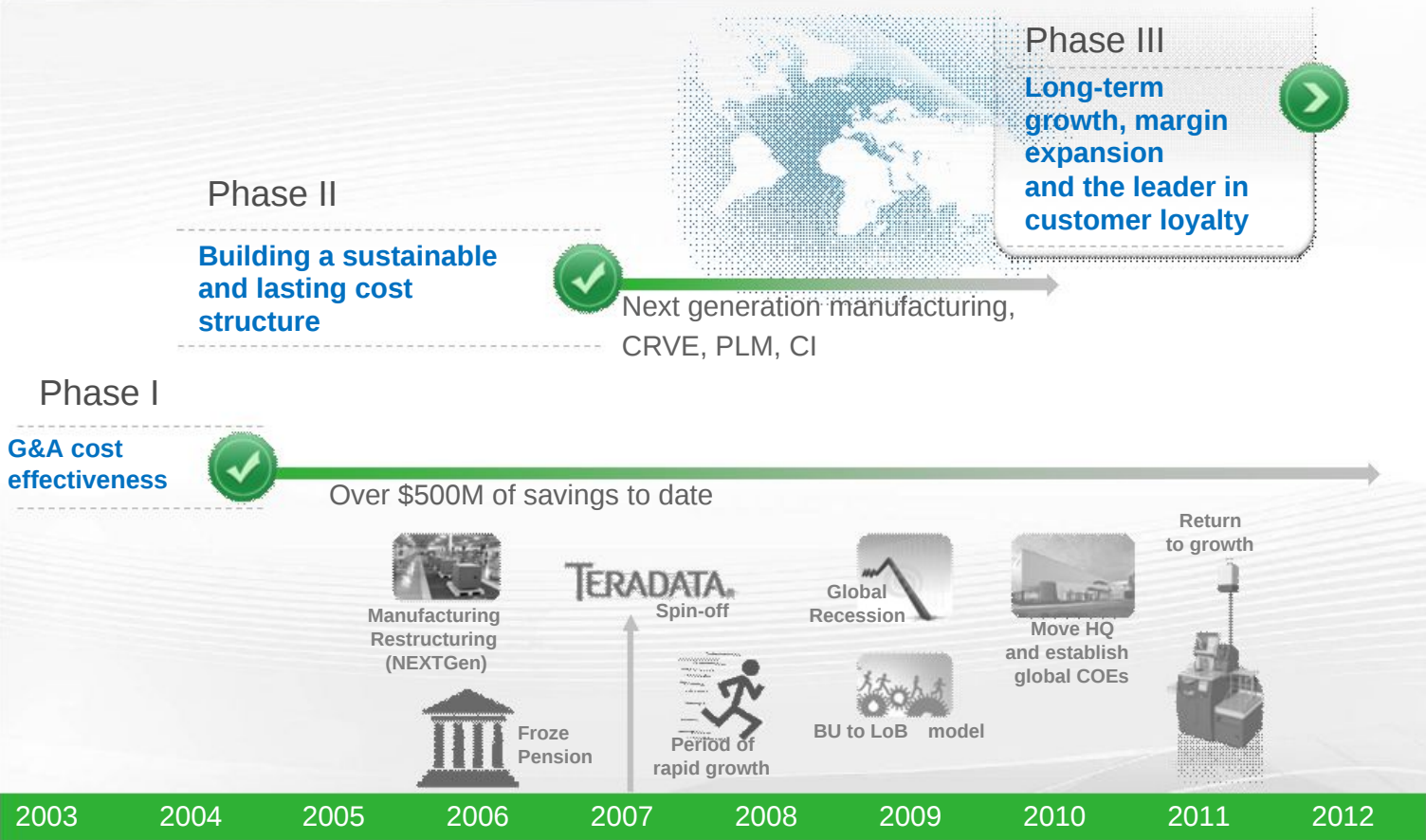


7.2 million m-payment subscribers in Philippines

Source: ITIF
APRIL 2010 • DANIEL CASTRO, ROBERT ATKINSON and STEPHEN EZELL



Our Multi-phase Transformation Towards Sustainable Revenue Growth and Improved Margins



“NCR enters the next phase of our transformation poised to deliver **profitable growth, margin expansion and an unparalleled customer experience**”



We start with the end in mind

6-8% CAGR in revenue and 15-20% NPOI CAGR - 2010 through 2013

- Capable and proven in building **best-in-class cost structure**; disruptive gains in productivity / efficiency are key features
- **Accelerating** global adoption of self-service solutions and business models
- Leadership in **converged channel innovation** becomes reality
- **Expanding** addressable market
- Excellent global balance, innovation and **exceptional talent**
- **We're organized efficiently** and have successfully completed major change programs

NCR Vision and Mission

Vision

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

Mission

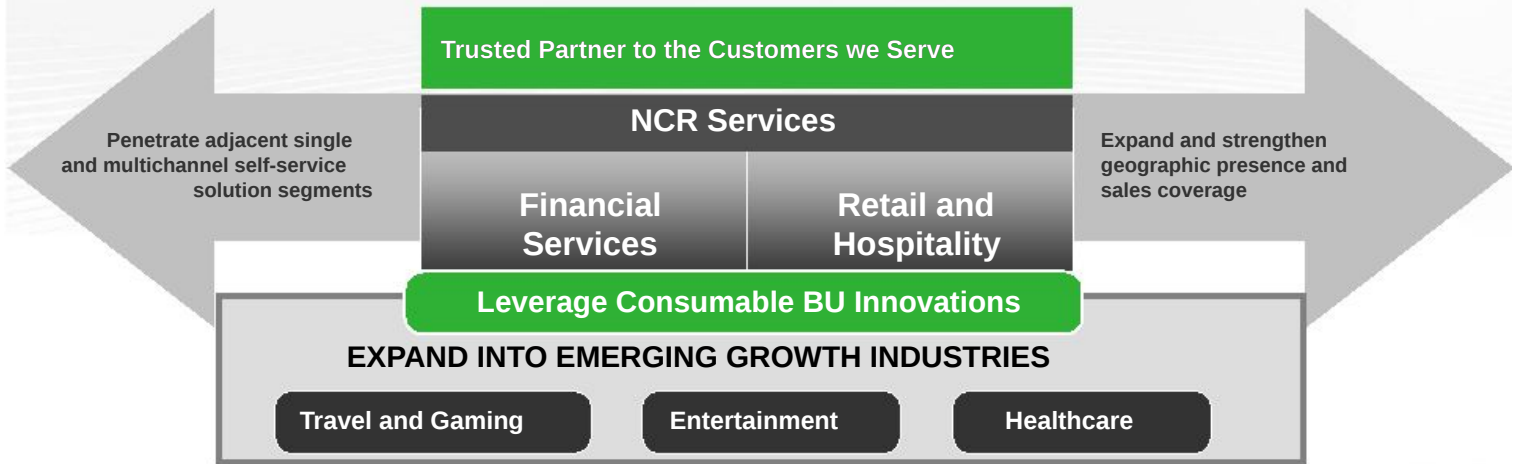
Provide our customers with the
next generation of productivity
gains and **customer experience**
innovation through our deep
knowledge of the changing global
consumer and technology.



NCR Confidential

From Vision to Execution: Our Strategy

"Leveraging what is core to NCR"



NCR BUSINESS SYSTEM DRIVING A CONTINUOUS IMPROVEMENT CULTURE

Highest Productivity – Most Efficient and Effective – Best Quality

Design to win | PLM | Lean | Six Sigma | CRVE

Invest in a world-class organization to be the most knowledgeable, well trained, and have a strong sense of corporate responsibility

Innovation is the Foundation of our Strategy

NCR Management Priorities Driving our Global Strategy

Revenue Growth



- Focus is on profitable, sustainable revenue **growth**
- All industries play a role; **growing software and services** are our top priorities
- Entertainment will contribute **significantly** in medium term



Gross Margin Expansion

- Our strategy leads us to **25%+ gross margins** over the medium term
- We're **aligned on execution**...CI, CRVE, PLM, Quality, Innovation, Mix...
- Services will continue to lead the way; **software mix will kick in**

Improving the Customer Experience

- Engagement in the **customer loyalty** survey process
- Focus on customer advocacy programs, i.e., **CAP**
- Changing the way we engage the customer, i.e., **CE2C**
- Making the **customer our culture** – listening to our customers preserves the health of our business



3-Year View for NCR

As we View it Today

Core Self-Service Industries

- Leading Financial Solutions provider
- Leading Retail Solutions provider
- Leader in Hospitality, Travel, Gaming and Healthcare and Public Sector Solutions
- Converged channel leadership
- Leader in Managed Services; 50% recurring revenue stream
- Sustainable, industry-leading cost structure
- Continued significant cash flow generation

Entertainment Operator Model

- #1 or #2 market share leader in DVD Kiosk Market (US & Intl)
- Physical DVD rental and sell-through; digital download leadership "Automated Retail"
- Market leader in multi-channel distribution of digital entertainment media
- High growth; significant EBITDA; positive cash flow
- Brand leadership

Pension Business

- Under-funded pension position reduced
- Volatility and risk of current pension asset allocation significantly reduced
- Good progress towards pension independence



John Bruno
Executive Vice President



At your service every day and around the world

ISG Overview

Analyst Day
November 16, 2010
New York Stock Exchange

Technology alone is rarely the key to unlocking economic value:
Companies create real wealth when they **combine technology**
with new ways of doing business.

Source: MckinseyQuarterly.com
DECEMBER 2007 • JAMES M. MANYIKA, ROGER P. ROBERTS, AND KARA L. SPRAGUE

Tomorrow Will Require a New Way of Doing Business



Digitally-empowered consumer

It is estimated that by 2011 more than **500 million** mobile devices will have integrated near-field communications

-ABI Research

Businesses are adapting

Customers are evolving differently in developed and emerging markets

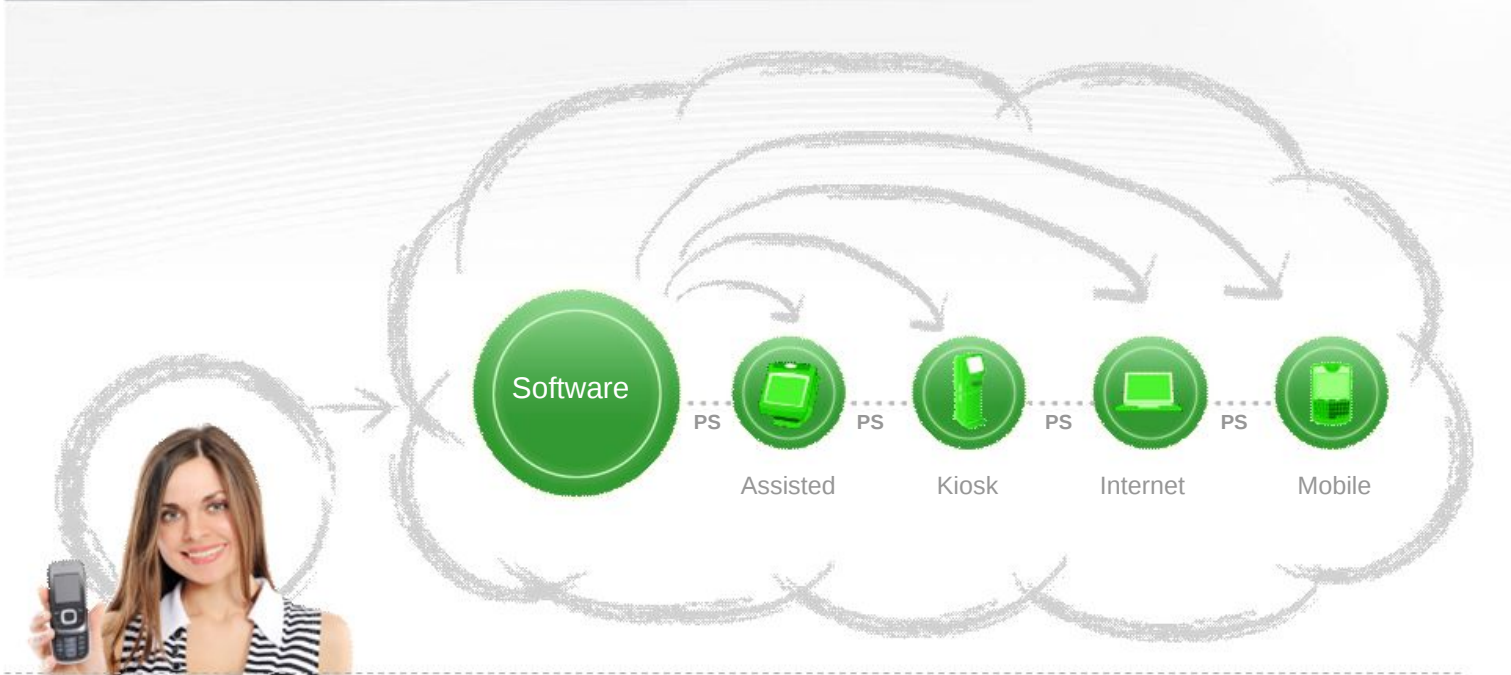
Hardware enabled and software-driven business models are emerging

Consumer demand is changing globally

Industry segments are converging



Stateless Environment: Software-driven Business Model



assisted-service → self-service → **personalized self-service**

seamless transition across **all** channels

Business Model Innovation

B2B

B2C

C2B

Adapting to consumer preference and presence

Presence

Preference



Organization and Process Innovation

Technology and Services Innovation

Design and Consumer Experience Innovation



NCR Phase 2: ISG Initiatives

2008

2009

2010

2011

Last Analyst Day

Vertically Integrated Functional BU Model

Decentralized R&D

Separate Engineering and Manufacturing Centers

Lack of Enterprise-wide:
 •PLM
 •Offer integration
 •Marketing

1 Consolidated R&D:

- Hardware
- Software
- NCR Labs
- Consumer Experience & Design

2 Line of Business Model

- Focused strategy
- Industry aligned
- Cross-functional leadership

3 Centers of Excellence for Innovation

- North America
- Europe
- Asia

4 Integrated Customer and Professional Services

Customer Care Centers

- North America
- Europe
- Asia

5 Go-to-Market Model

- Developed markets
- Emerging markets



NCR Leadership



Bill Nuti
Chairman and CEO

Finance

Sales

Legal

Industry
Solutions
Group

Operations

Human
Resources

Consumables

Lines of Business

NCR Services

Research and
Development

Business and
Decision Support

Financial
Services

Travel and
Gaming

Customer
Services

Hardware
Engineering

Corporate
Development

Retail and
Hospitality

Healthcare

Professional
Services

Software
Engineering

Customer Assurance
Program

Entertainment

Design and
Consumer
Experience

Development and
Realization Services

NCR Leadership



Bill Nuti
Chairman and CEO

Finance

Sales

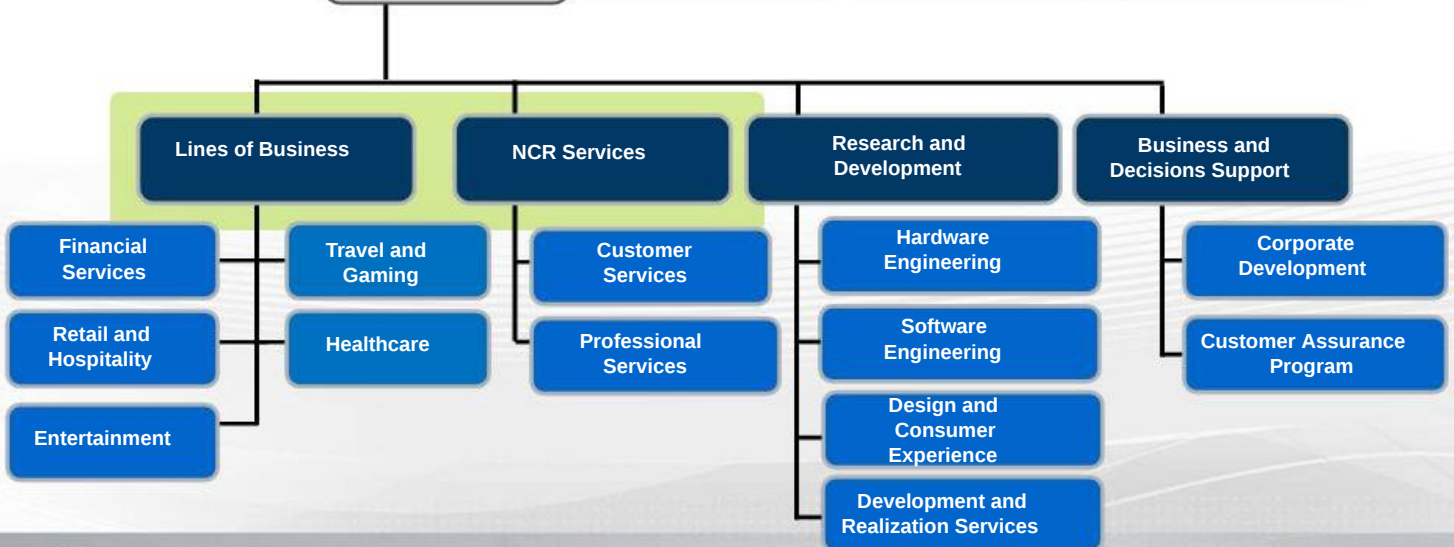
Legal

Industry
Solutions
Group

Operations

Human
Resources

Consumables





Michael O'Laughlin
VP and GM

NCR's Financial line of business is the market leader in innovation and self-service solutions globally

Did you know?

NCR helps **~600 consumers** interact with their financial institution every second globally

Source: Based on NCR internal analysis and data



#1 in banking ATMs for 24 consecutive years

#1 supplier of multivendor ATM middleware applications as recognized by RBR

Source: Global ATM Market and Forecasts to 2015 published by Retail Banking Research (RBR) and NCR internal analysis

Retail and Hospitality Leadership



Mike Webster
VP and GM

NCR's Retail and Hospitality line of business leads the industry in self-service transactions, and depth of solution portfolio

Did you know?

~180M transactions are processed a day using NCR POS technology and another ~12.5M using self checkout

Source: Based on NCR internal analysis and data



#1 in retail self checkout for seven consecutive years

Source: Based on NCR internal analysis and data



#2 in retail point-of-sale

Source: Retail Banking Research, May 2010

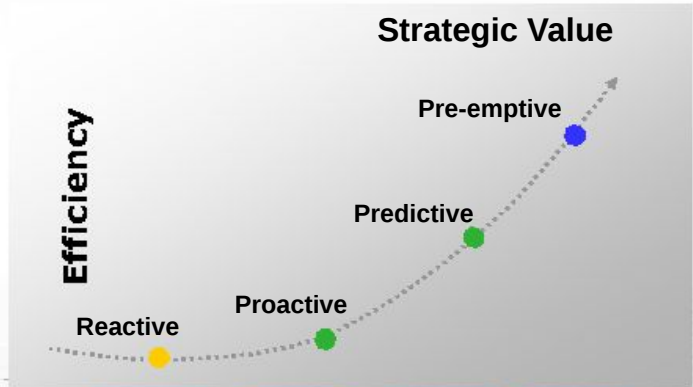
NCR Services Leadership



Chris Askew
SVP

NCR's Services business is unmatched in global reach and capabilities and well positioned to be a sustainable profitable growth engine for the company

13,000 NCR Service professionals and proactive technologies



Gartner.

Top 10 Support Provider

Deploy

Support

Manage

Innovate

IAOP

Top 20 Global Outsourcer

EXCALIBUR AWARDS '10

Excilibur Award for Predictive Services-TAG

THE ASIAN BANKER

HDFC Tech Implementation Award- Asian Banker



NCR Entertainment Leadership



Justin Hotard
VP and GM

NCR's Entertainment continues to grow physical DVD distribution while building out strategy for digital download

Did you know?

NCR DVD kiosks rent on average **136K movies** per day in the US and growing

Source: Based on NCR internal analysis and data



Entertainment

#2 DVD kiosk operator in the U.S.

Source: Based on NCR internal analysis and data

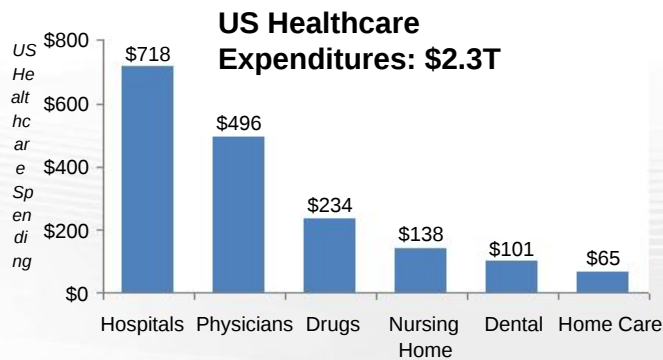


Jeff Kao
VP and GM

NCR's Healthcare business is well positioned for anticipated customer demands for automation and self-service

Primary need for self-service technology remains in the physician space
1.1B patient check ins at doctors offices per year

Source: Health, United States, 2007
(US Dept. of Health and Human Services)



Source: National Health Expenditure Data, US Department of Health & Human Services



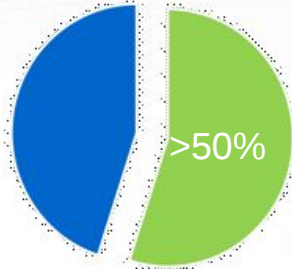
#1 in U.S. hospital patient self-check in for three consecutive years

Source: Based on NCR internal analysis and data



Theresa Heinz
VP and GM

NCR Travel well positioned for global expansion



Did you know?

More than **50%** of passengers worldwide want more self-service options

According to the 2009 IATA CATS (Corporate Air Travel Survey)

80% share in U.S.

Mobile is the next evolution of self-service for travel



Did you know?

There are **195M** passengers checking in on NCR solutions

Source: Based on NCR internal analysis and data



Five of the top six U.S. airlines use NCR self-check-in

Source: Based on passengers as reported by IATA and NCR analysis

NCR leadership



Bill Nuti
Chairman and CEO

Finance

Sales

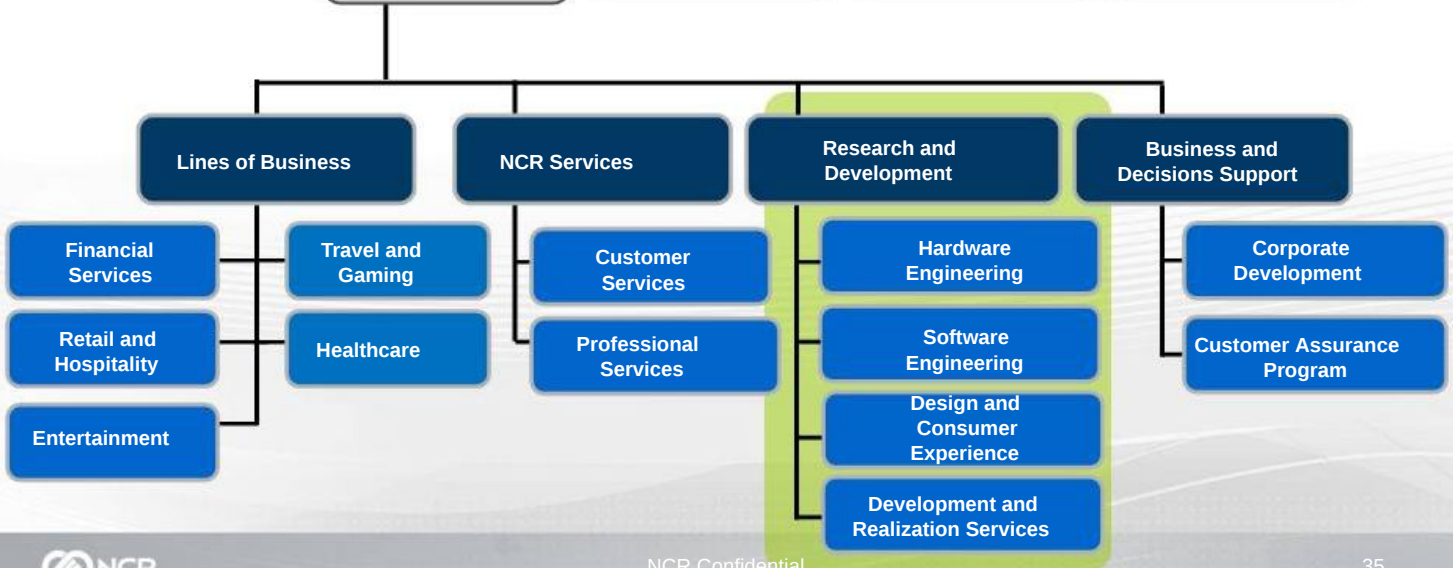
Legal

Industry
Solutions
Group

Operations

Human
Resources

Consumables



In market and relevant to the consumers we serve (developed and emerging)

Hardware Engineering



>45% staff outside of U.S.

Cross-industry scalable platforms:

- Common reuse
- Industrial-class
- High-quality
- Low-cost

Software Engineering



>60% staff outside of U.S.

Cross-industry scalable platforms:

- Component reuse
- Enterprise-class
- Standards based
- Open architecture

Design and Consumer Experience

✓ People

- How people interact with machines



✓ Environments

- Physical and virtual space conditions influence behavior



✓ Technology

- Existing and emerging tools



Cross-industry scalable hardware platforms for an emerging world

Financial Services



Retail and Hospitality



Healthcare



Entertainment



Travel and Gaming



Cross-industry Scalable Software Platforms for an Emerging World

Digital Download



APTRA™ Consumer Passport REL 1.0.0

Online and Mobile Bill Pay



Software as a Service (SaaS)



Proactive Travel Management



Digital Signage

NCR APTRA™ Mobile Banking

CRM Integration

e-Commerce



POS and Loyalty Software



Online



Text



Mobile Web



Mobile App



eMarketing

NCR holds nearly
2,400
patents globally



...and nearly 1,500
patent applications
pending globally



NCR has several patent licensing programs:

- Two-Sided Thermal technology (2ST™)
- e-Commerce
- Electronic shelf labels
- Electronic signature capture

2ST™
TECHNOLOGY



NCR has licensed approximately 80 companies
under its e-Commerce relevant patents

NCR is at Your Service Every Day Around the World

Unique Value Proposition

Highly available, secure, converged channel
Cross-industry solutions for the consumer-driven enterprise

Touching more consumers

Industry-leading platform portfolio

Mission-critical hardware and enterprise-class software
Architected to integrate and scale

Serving more industries

Unmatched global services capabilities

NCR Services ensure customer success
Deliver on our partnership promise

In more countries



Unique
Consumer
Insight

With more solutions





Michael O'Laughlin
GM, Financial Services



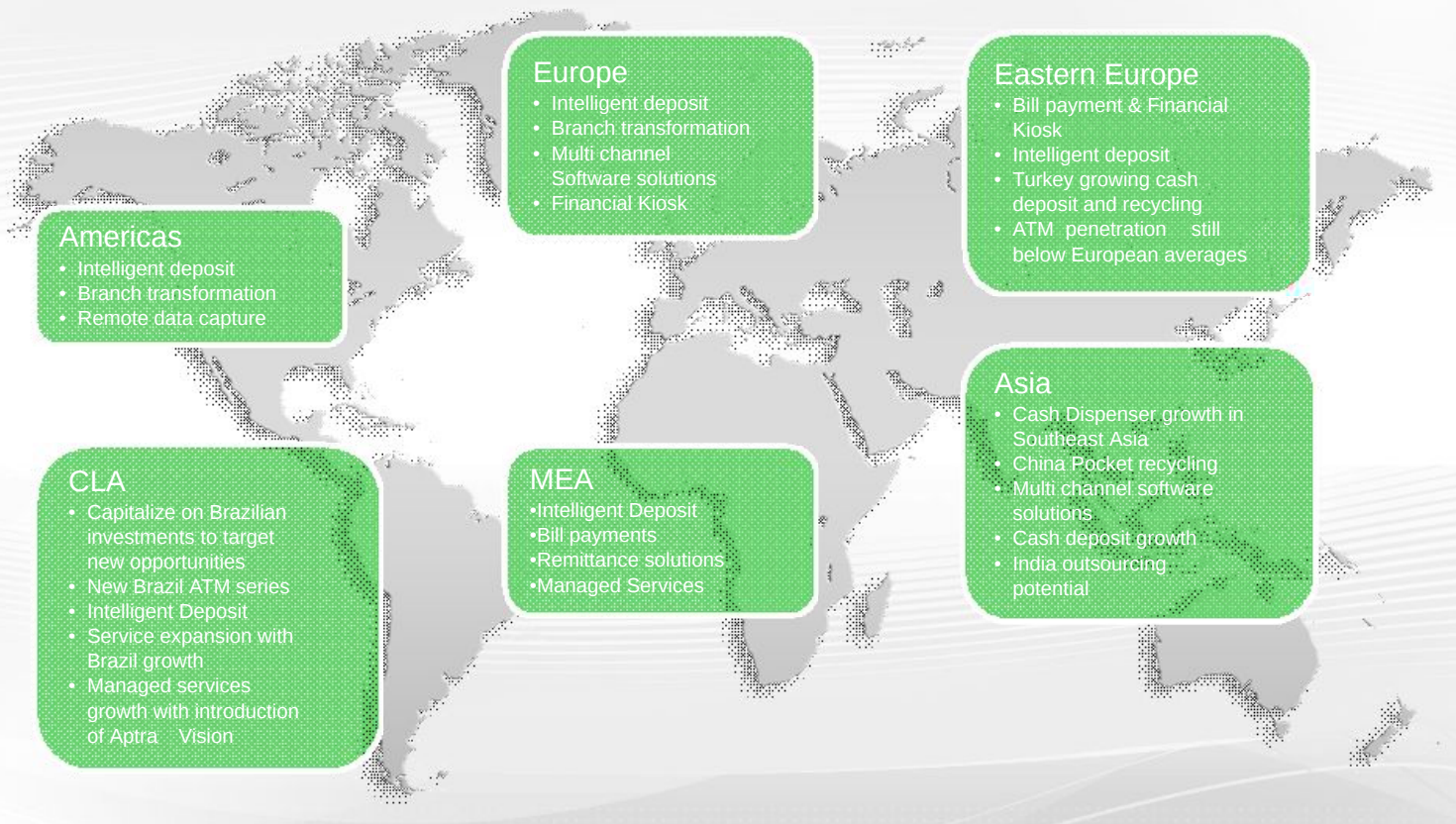
At your service every day and around the world

Financial Services Strategy

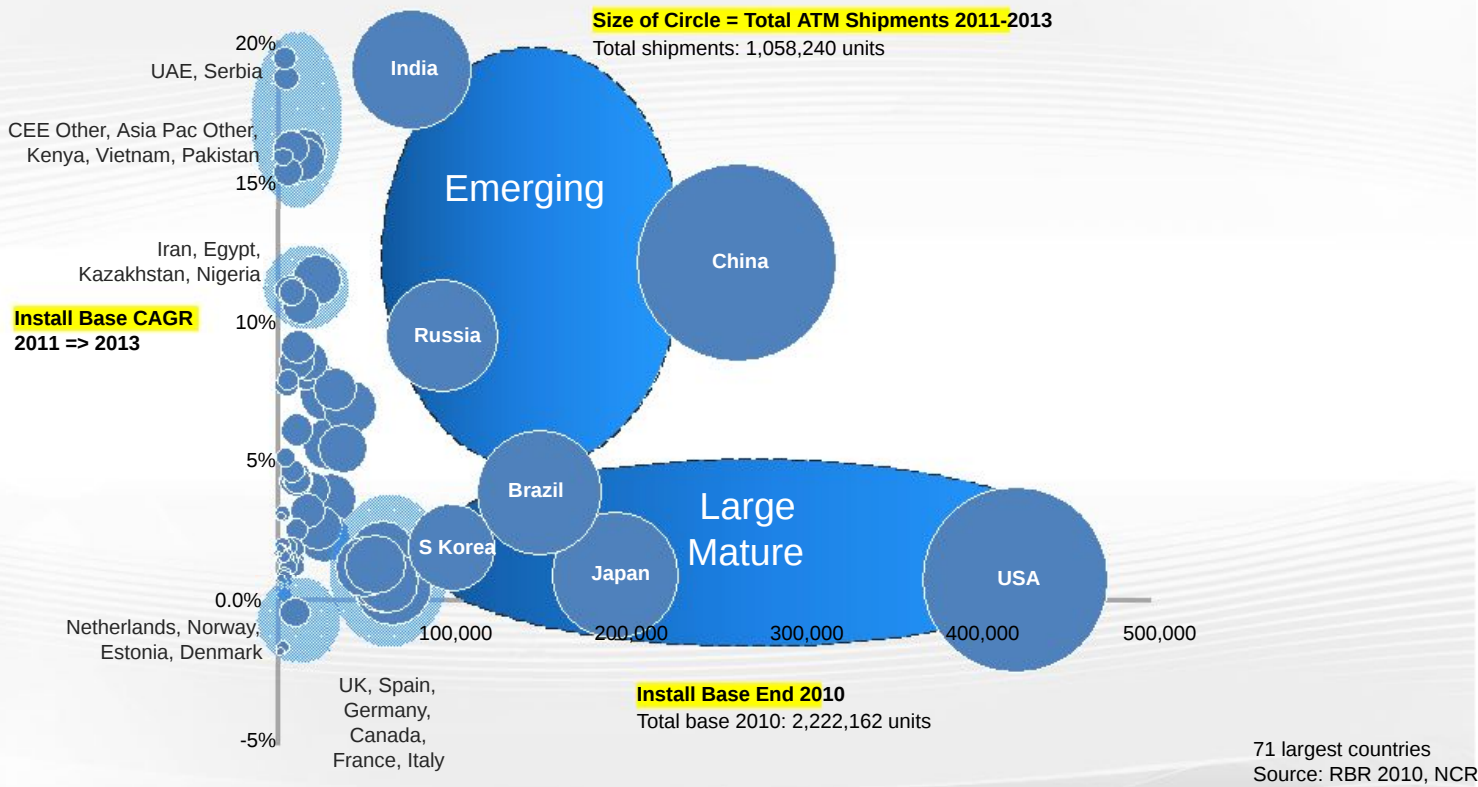
Analyst Day
November 16, 2010
New York Stock Exchange



Macro Trends create opportunity for NCR

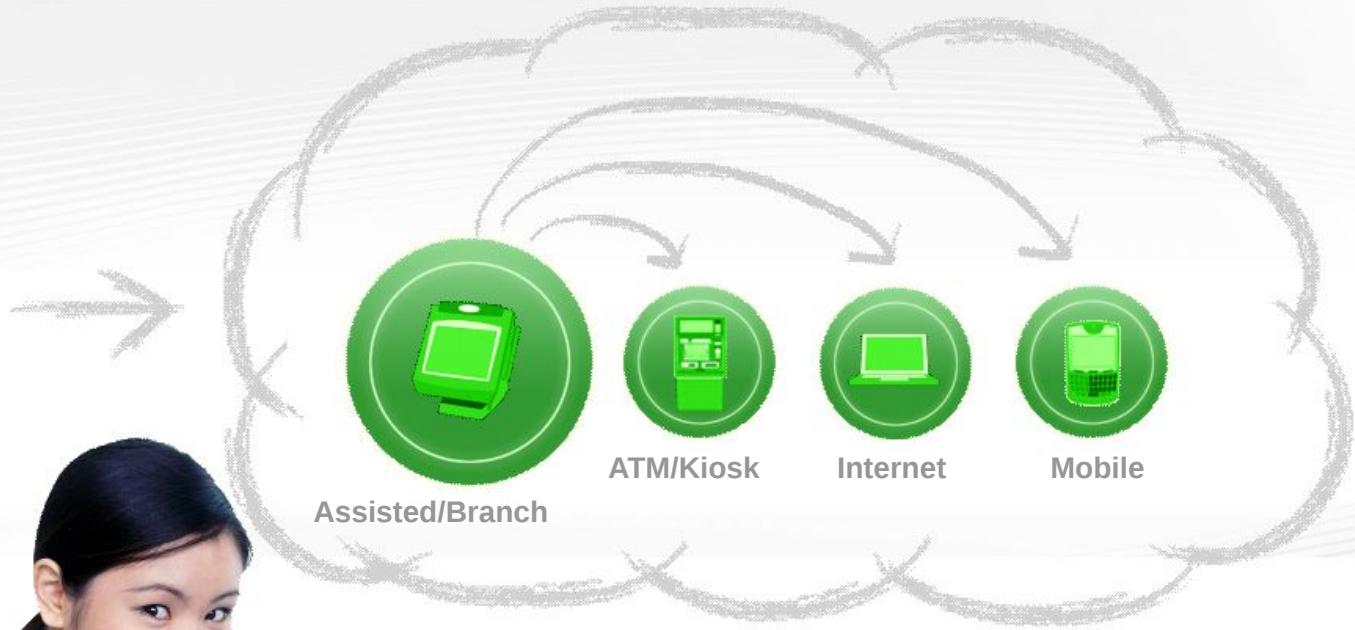


Markets that will “move the needle”



71 largest countries
Source: RBR 2010, NCR

Strategy: Optimizing a Seamless Customer Experience



Cx-banking

seamless transition across **all** channels

- ✓ Drive lower cost
- ✓ Increase dialogue
- ✓ Increase response

Innovation Drives Leadership

BBVA



APTRA Vision



Contactless Card



Scalable Deposit Module



Remote Data Capture

Product Platform Strategy

NCR SelfServ 20 Series

22 25 26 28



NCR SelfServ 30 Series

31 32 34 34 36 38



Emerging Market Platform

22e 42 Brazil



TCR



Coming Soon



Financial Software Strategy

Channel Applications



APTRA AANDC
APTRA Activate
Gasper



APTRA
Cash Connect



APTRA Online
Banking



APTRA Mobile
Banking



Payment
Solutions

Cross Channel Applications

- APTRA Vision
- APTRA Scheduler
- APTRA E-Marketing
- NCR APTRA Passport
- Bill Payment

Deployment & Licensing Models

- Licensed/On-Premise
- Hosted/SaaS
- Transaction Based Pricing

Common Platform Components & Technology

Service Led Approach to Solutions



Optimize self-service channel and improve customer satisfaction

Efficient and proactive management system

Optimized cash management system

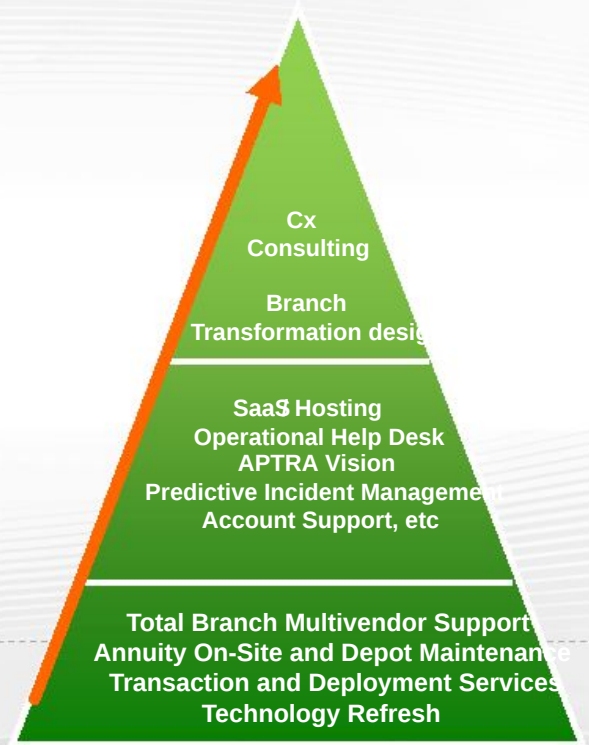
Best-in-class operational model

More customer-facing resources

Consultative Resources for branch and process transformation



NCR Services enables seamless, successful consumer interactions every time

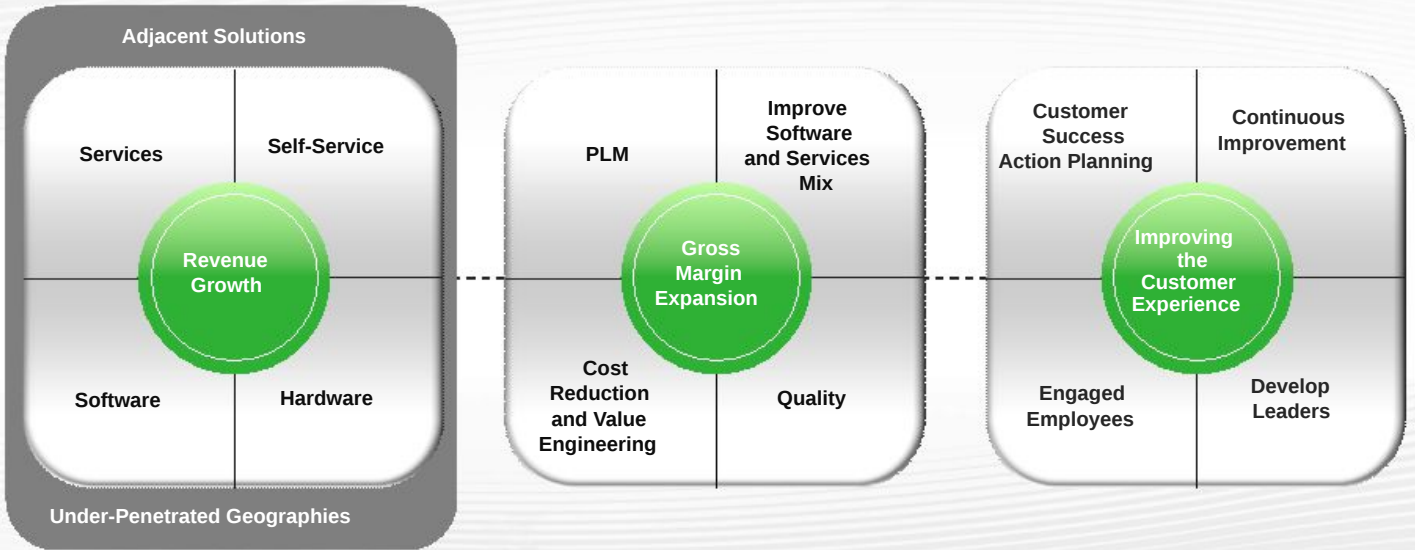


Global Leadership

- Global leader in ATM's for the 24th year
- Only self service company in the top 5 of the FinTech (global technology and service providers to the Financial industry) Top 100
- Global leader in Intelligent deposit
- ATM Multivendor Middleware and Applications
- Leader in Multivendor Teller Cash Recycler applications
- Microsoft Gold certified partner



Financial LOB Strategy





Mike Webster
GM, Retail and Hospitality



At your service every day and around the world

Retail and Hospitality Strategy

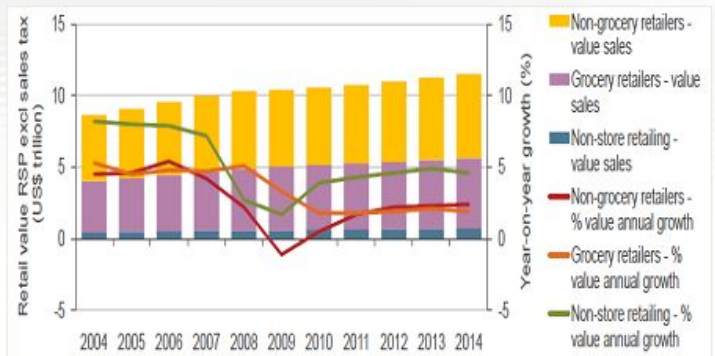
Analyst Day
November 16, 2010
New York Stock Exchange



Business Climate

Consumers

- Global confidence increasing
- Buying to need and trading down
- Social media and mobile enabled
- Cross channel customers are significantly more profitable



Retailers

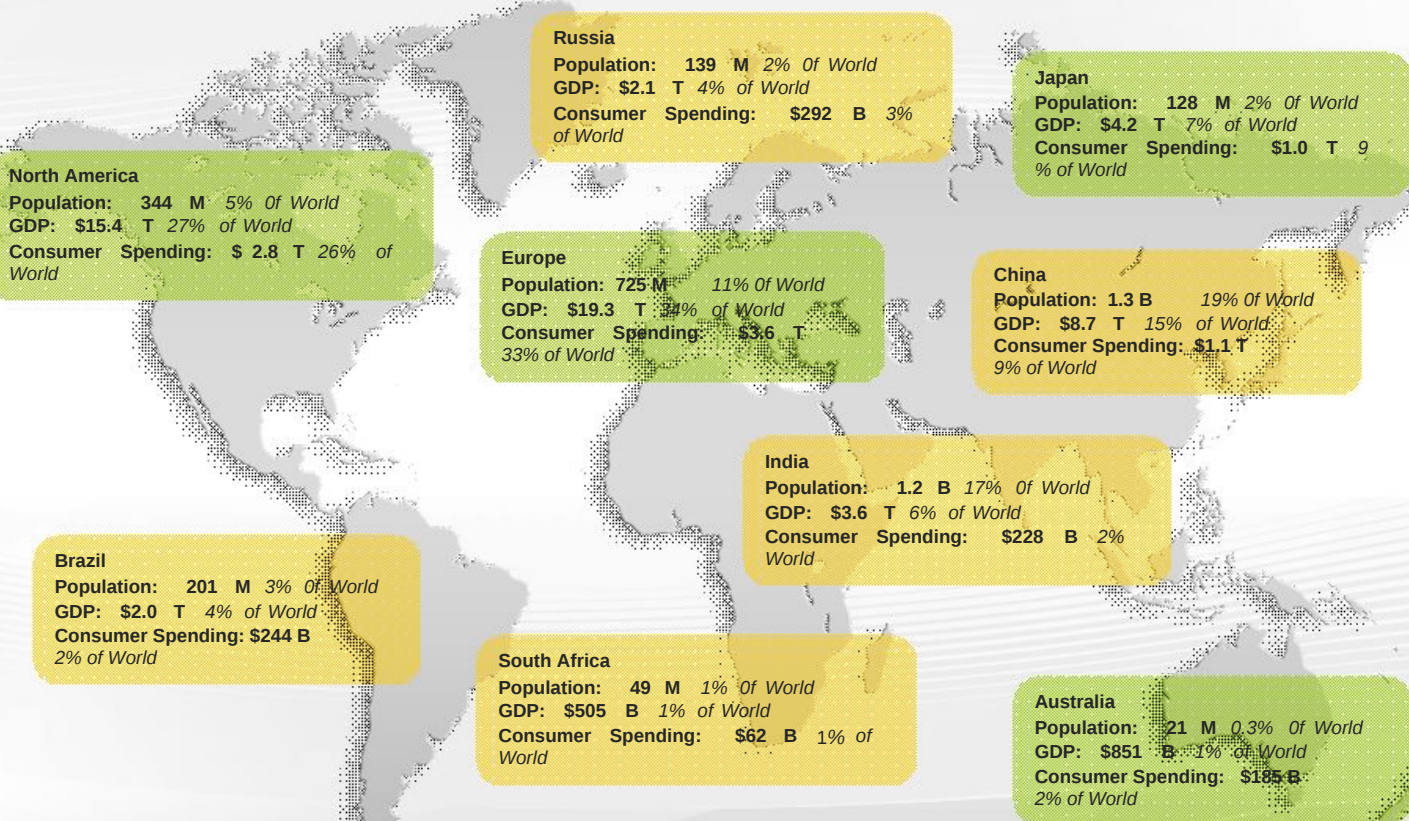
- Mass merchants have rebounded faster than food retailers
- Asia, Eastern Europe lead spend focus for global retailers
- Smaller store formats planned for urban, rural
- Merged channel focused
- Regulatory changes impact consumer credit, hiring/healthcare and internet sales



	Winners		Laggards	
Segments*	Non-store retail	+12.1%	Foodservice	+2.8%
Selective segments rebound as consumers address pent up demands. Favorable 2009 comparisons also in play.	Consumer		Building Materials & Hardware	+2.7%
	Electronics	+7.3%	Health & Personal Care	+2.4%
	Apparel	+5.7%	Department Stores	+5%
			Supermarkets	+1.3%
		Leisure	+1.5%	
		Furniture	+1.7%	
Geographies**	China	+16.6%	France	+6%
Excepting China, emerging markets growth slows, with Russia as exception. Mature retail markets were challenged.	Brazil	+4.1%	Canada	+2%
	India	+4.0%	Germany	0%
	Australia	+2.2%	USA	-6%
			Japan	-1.1%
			Italy	-1.8%
		UK	-3.2%	
		Spain	-4.8%	
		Mexico	-6.1%	
		Russia	-7.9%	

* Kantar Retail US June 2010 Industry Sales Growth: % change year-to-year seasonally adjusted
 ** Kantar Retail: Inflation-adjusted consumer spending growth in 2009

Market Indicators: Developed and Emerging



Source: CIA Factbook, Euromonitor International, Gartner Research

Market Analysis



Total Retail Store Automation Market

\$21.5B

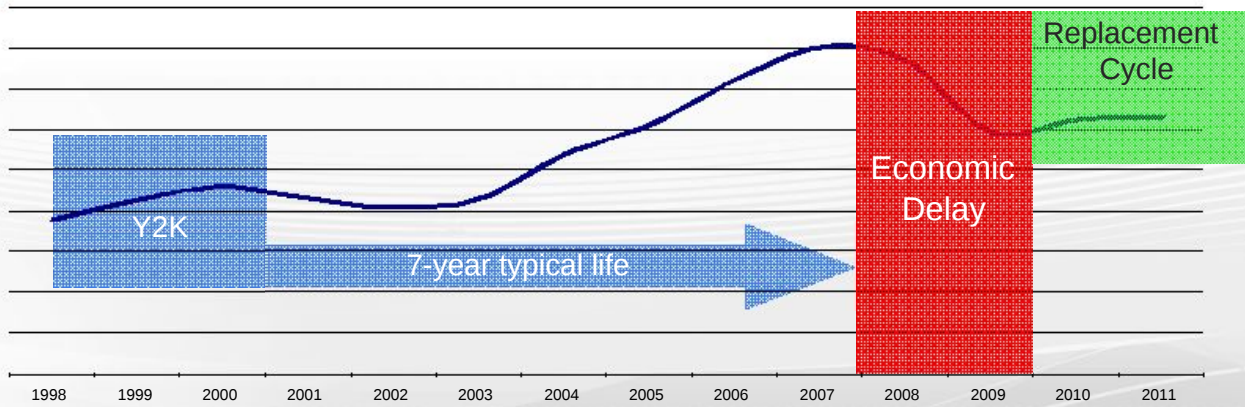
- Highly fragmented
- Growing concentration in Tier I/II
- Multiple channels of distribution

NCR Share

8.0%



POS Shipments



Self Checkout Penetration



NAMER
~ 2.8%

Australia
~ 1.5%

Europe
~ 1.0%

Japan
~ .4%

Total Market View of Self Checkout as a % of installed base of POS based on market and internal NCR data.

Enabling the c-tailing journey



Self checkout



POS Terminals and Peripherals



POS Scanners



POS and Loyalty Software



ATMs and Service Centers



Kiosk and Digital Signage Solutions



Entertainment Solutions



eMarketing



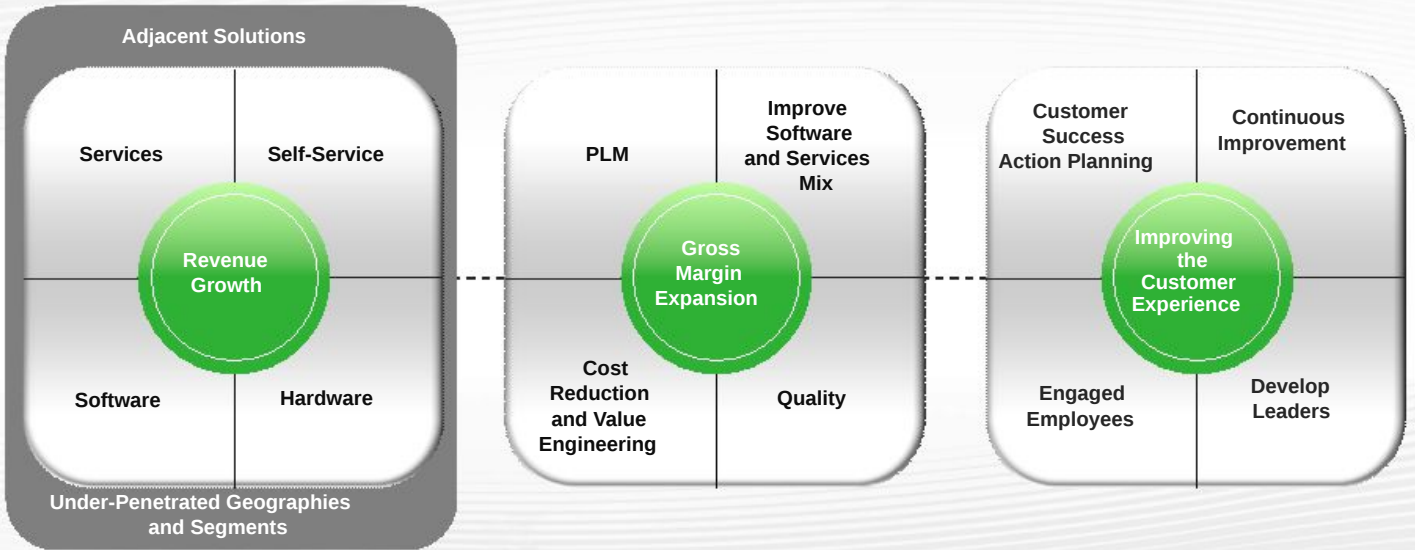
Human Factors Engineering



Retail Services

Celebrating 126 years of retail experience and innovation!

Retail & Hospitality Strategy





Chris Askew
SVP Services



At your service every day and around the world

Customer Services Strategy

NCR Analyst Day
November 16, 2010
New York Stock Exchange



NCR Services well placed to capitalize on Growth

Focused on Revenue growth through Managed Services, Multi-Vendor & Total Premise

Customer Trends / Challenges...

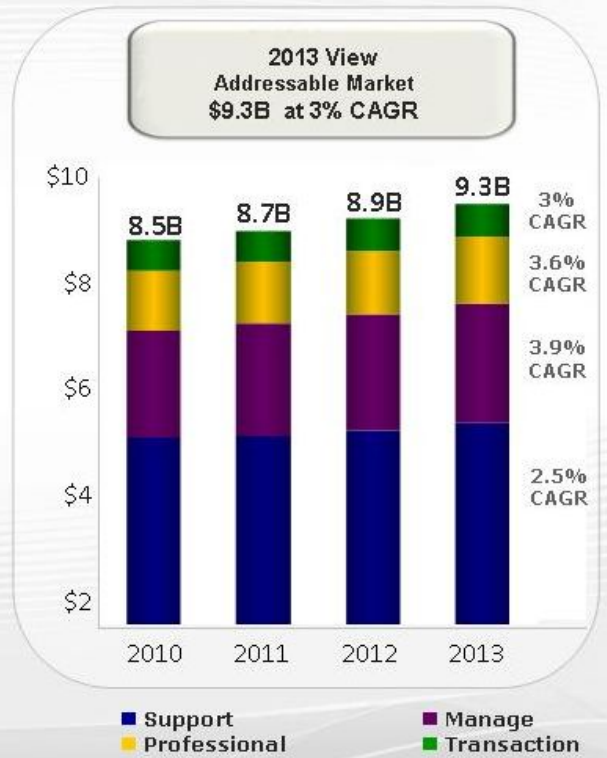
- Differentiating via customer experience
- Increase availability, Reduce Failed Interactions
- Funding alternative / converging channels

The NCR Advantage...

- Multi-factor: Industry, Channel, Vendor
- Global reach: 13,000 NCR certified professionals
- Global consistency – Tools, Processes
- Innovative end-to-end portfolio

With Innovation validated....

- Gartner** Top 10 Support Provider
- IAOP** Top 20 Global Outsourcer
- EXCALIBUR AWARDS 10** Excilibur Award for Predictive Services–TAG
- THE ASIAN BANKER** HDFC Tech Implementation Award–Asian Banker

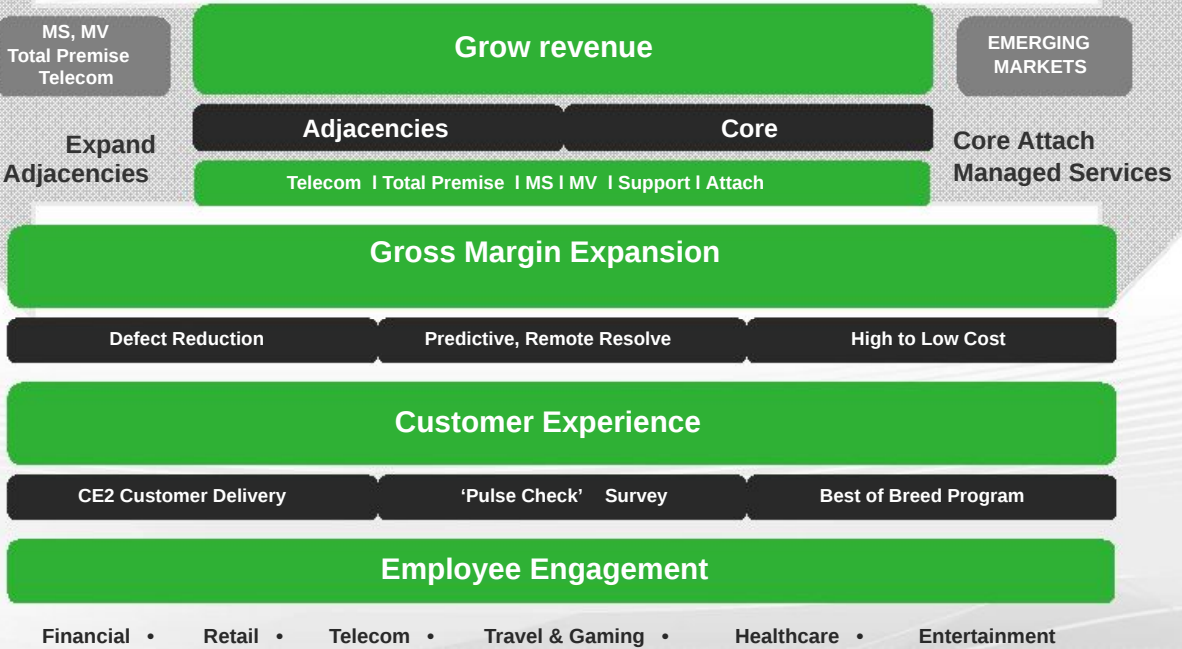


* source: Gartner market data, RBR, IDC, NCR Market Research

NCR Services Strategy

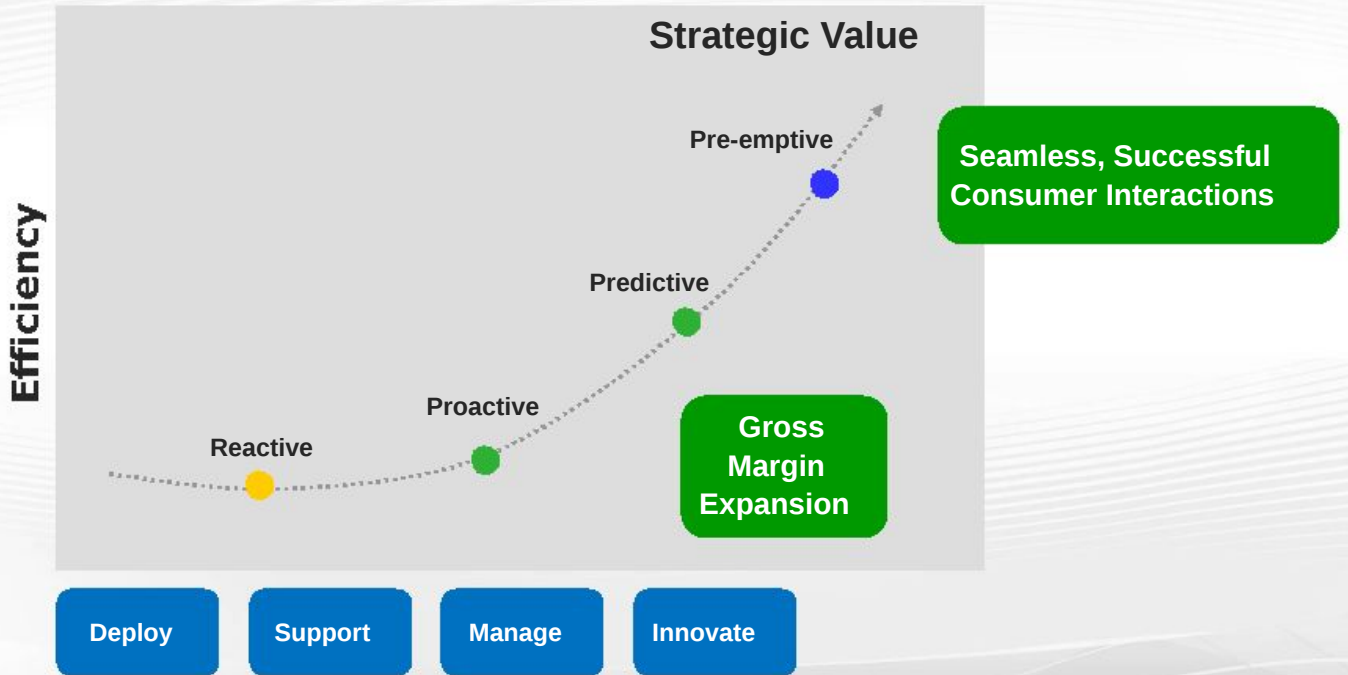
Growth in Revenue, Gross Margin, Customer Delight & our People

1 in Customer Delight & Service Quality



Delivering higher value services...more efficiently

➤ Transitioning from break-fix provider to strategic business partner



Gartner, Inc.

Service Innovation...Redefining the Customer Experience

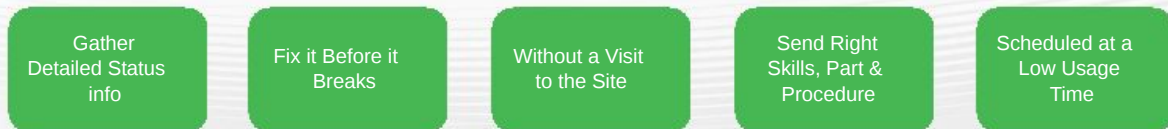
Current Model



Frequency of Occurrence and Resolution Time

➤ Imagine a world where...Predictive drives new levels of availability

The New Service Model



Our Reality today....

The NCR Services Advantage: The Multi-Factor

No other competitor offers the portfolio, services intelligence, and innovation to provide a seamless consumer experience across all channels

Global Capabilities	Managed Services	Services Innovation
<p>13k Badged, Certified Professionals</p> <p>Support</p> <ul style="list-style-type: none">• 2M Points-of-Service• 12M Incidents / Year <p>Global Multi-vendor</p> <ul style="list-style-type: none">• 200+ OEM brands• Thousands of Products <p>Global Coverage</p> <ul style="list-style-type: none">• 13 Managed Service Centers• 90+ Countries	<p>Service Management</p> <p>Multi-vendor Maintenance</p> <p>Remote Monitoring</p> <p>Incident Management</p> <p>Consumer Help Desk</p> <p>Technical Help Desk</p> <p>Media Replenishment</p> <p>Currency Management</p> <p>SaaS/Hosting</p> <p>eCommerce Solutions</p>	<p>Interactive Insight SM</p> <ul style="list-style-type: none">• Improve product quality• Drive service delivery• Optimize estates <p>Real-time data monitoring</p> <p>Dynamic transaction analytics</p> <p>Predictive Services</p>

Global Processes and Tools Enable Consistency

Summary

- **Profitable growth engine** for NCR
- Leverage solid foundation to **scale into Emerging Markets**
- **Eliminate defects** across services value chain for **GM expansion**
- **Transform consumer experience** with **Predictive Service Innovation**



Justin Hotard
VP & GM Entertainment



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Entertainment

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Entertainment Market Trends

US rental market shifting in favor of Self Service

- Rapid Transition from Bricks and Mortar to Kiosk
- Continued shift to Mail and Digital

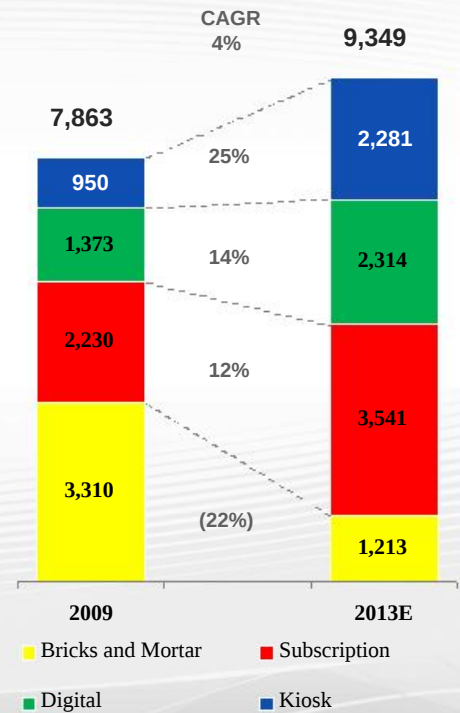
Kiosk market continues to grow rapidly

- Market potential for up to 100K kiosks
- \$2B-\$3B market for Kiosks over next 3-5 years

Multiple opportunities exist

- US Video Sell Through - \$10B
- US Video Games - \$30B
- Global Media Market - \$300B

US Rental Market Forecast (in \$m)



Source: Adams Media, AMR, PWC, Internal Analysis

How we are executing our business

➤ Revenue Growth

- Focus remains on US and Canada near term
- New Offers – Sell Through, By Mail, Digital
- Density– Fewer larger partners / fewer markets



➤ Improving the Customer Experience

- Improved copy depth due to studio agreements
- New interaction points – Online, Social, and Mobile
- Joint promotion activity with retail partners

DUANEreade™

GRISTEDES



➤ Operational Excellence

- Lean distribution operations
- Optimized allocation of movies to align supply and demand



Studio & Content Strategy Update



- Direct Relationship with a Day and Date rental test starting November 30 and a 28-day window on other titles



- Direct Relationship with a Day and Date rental test in Q1 '11 and a 28-day window on other rentals

Other Studios

- Sourcing day and date content test agreements and ongoing negotiations for long term agreements

-
- Planning a multi-channel day and date test in December with movies not available at other kiosk and subscription channels
 - Expanding Blu-Ray rollout in Q4 in select markets

Enabling the Digital Endpoint

Targeted Digital Offers to Consumers at the point of decision



SMS and Email Marketing Campaigns



Online and Mobile Reservations **mobiqa**



Digital Delivery via Flash Memory (future)



Platform leverages NCR core technologies and supported by NCR managed services

Targeted Marketing to Increase Revenue per Customer

Automated Retail Kiosk

- Rental
- Sell Through

Pickup selected content at the store, in the kiosks

At home

- Rent Online
- Purchase Online
- Direct to Home



2013E US Market for Video Consumption (Purchase and Rental) - \$18.7B

At Stores

- Digital Media Filling Station
- Automated Retail

On the go

- Rentals and Purchases
- Portable Digital Viewing

"Once I buy, I'm enabled"

The NCR Advantage

➤ Market Opportunity

- Continue to see large market opportunity in US over next 3-5 years with little risk of digital disruption near term
- Ability to lead the transition to self-service in the global market for media consumption

➤ Expansion

- Up to 10K end points in 2010 with continued build-out in 2011
- License to use Blockbuster brand in the kiosk channel in US and Canada

➤ Financials

- EBITDA break-even in Q4 2010 with a goal of \$25M-\$35M positive EBITDA in 2011
- \$1B+ revenue opportunity



Jeff Kao
GM Healthcare



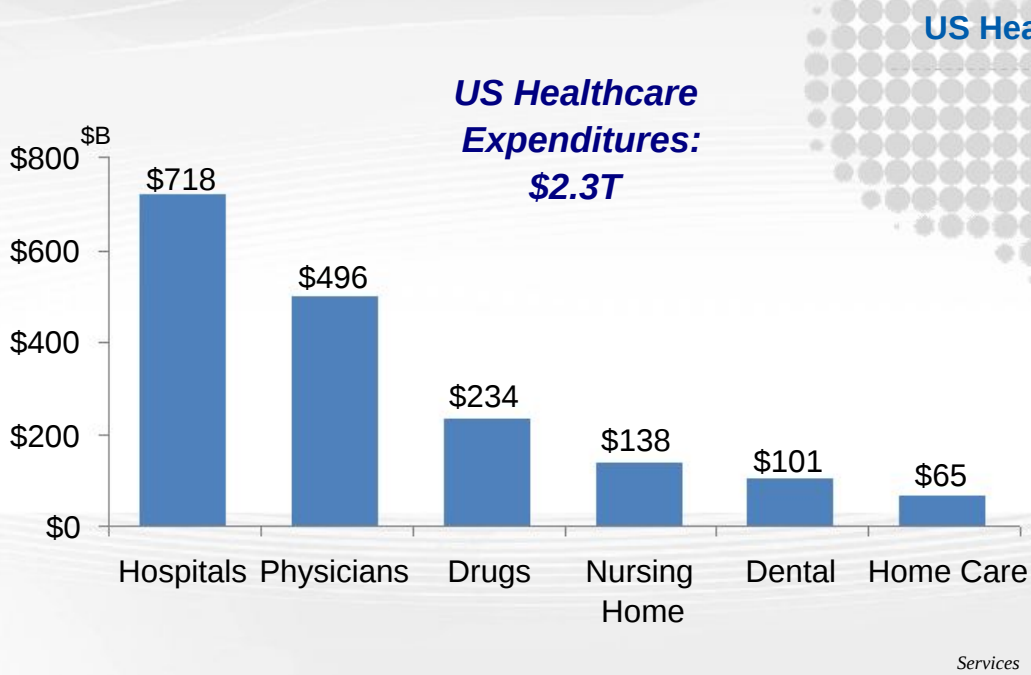
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Healthcare Strategy

Analyst Day
November 16, 2010
New York Stock Exchange



US Healthcare Market

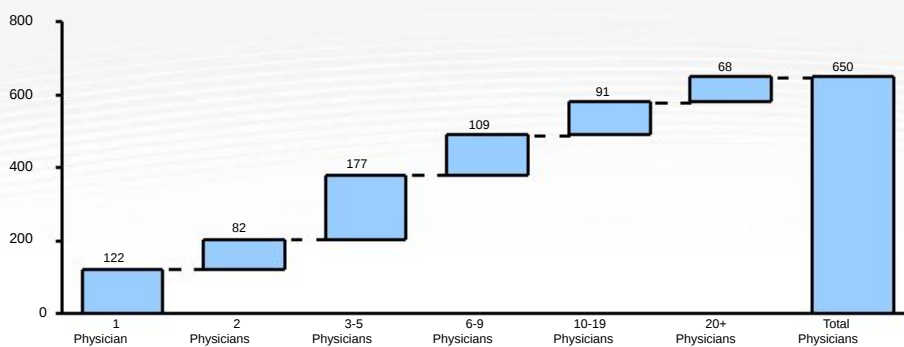


Source: National Health Expenditure Data, US Department of Health & Human Services



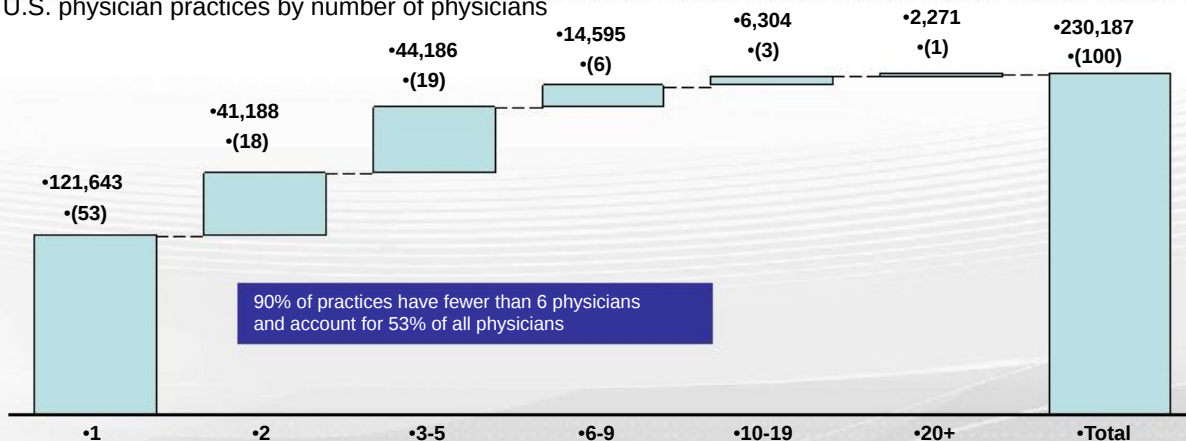
The Market is Highly Fragmented with Over 200,000 Physicians Offices

Physicians by practice size (K)



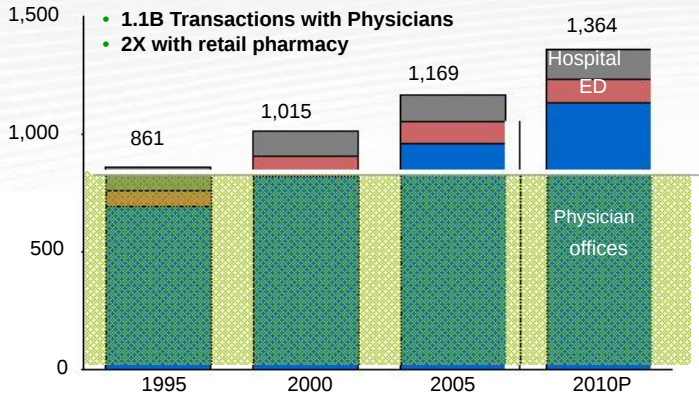
Source: SK&A, National Physicians Report, 2008

- Number of U.S. physician practices by number of physicians
- Percent

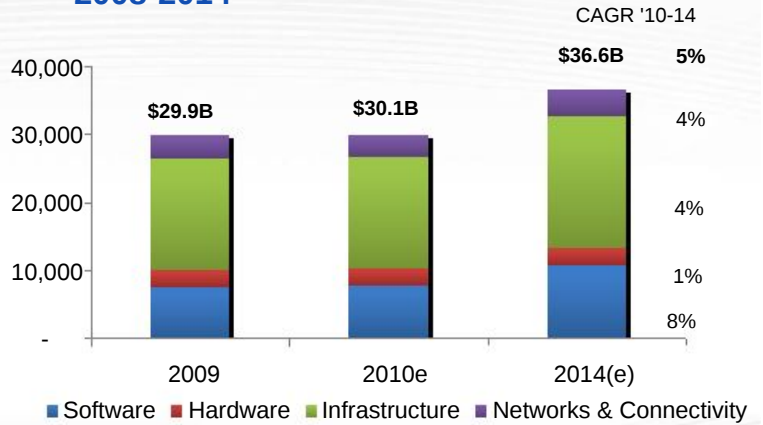


Current Environment

High Transaction



Healthcare Provider IT Spending, 2008-2014



Source: Gartner, Forecast: Enterprise IT Spending by Vertical Industry Market Worldwide, 3Q 2010



Health Reform

- ~34M uninsured entering system in '14
- All preventive measures covered
- Estimated 200M additional transactions per year
- Expansion of Medicaid
- Penalties for employers and citizens with no coverage

Self-Service Needed in Healthcare...

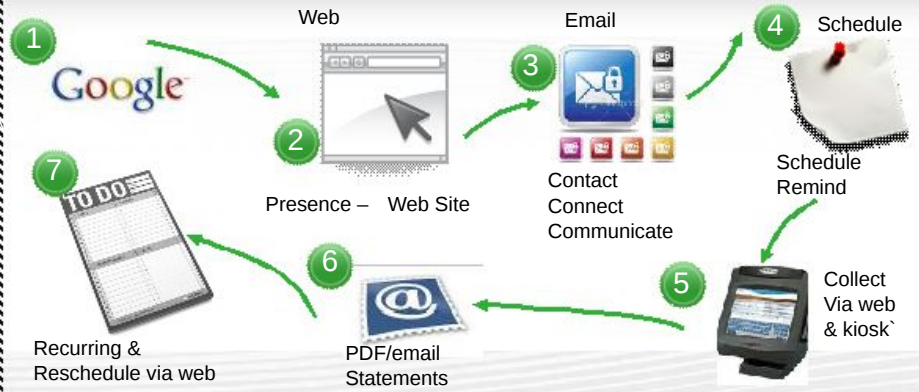
Physicians: 1.1B Transactions with little or no web/email/internet interactions
Hospitals: Largest revenue expenditure ... highly variable/complex transaction sets

Present State: Phone/Mail



- Access
- Availability
- Confirmation
- Eligibility
- Follow-up

- Statements
- Billing
- Results
- Insurance
- Personal Information



Desired State: Internet/Mobile/Kiosk

Why Physicians Should be Interested

1 Physician x 35 patients

Per day



\$100 / Visit X 200 Days



Healthcare is Seasonal



Workflow management

Drives linearity



- ✓ Incremental Revenue
- ✓ Operational Efficiency
- ✓ Improved productivity

~ \$700K Billings
Per Physician / Yr

Break even
\$75K investment

~.5%

3 Visits / Dr / Month
(20 Physician practice)

\$700K Incr Rev
\$75K investment

5%

\$625K Incr Profit / Office
(20 Physician practice)

Why NCR is Well Positioned

Before



After



Design & Maintain Physician Web Sites



Hosted Data Center w/ 24 X 7 Disaster Recover w/ HIPAA Compliance

On-Line Scheduling & Appointment Request



Schedule An Appointment: Annual Physical

Select an appointment time:

Mon, Aug 30	Tue, Aug 31	Wed, Sep 1	Thu, Sep 2
Morning 7 available	Available	Morning 7 available	Morning 7 available
Afternoon 12 available	Afternoon 12 available	Afternoon 12 available	Afternoon 12 available
Evening 21 available	Evening 21 available	Evening 21 available	Evening 21 available

E-Forms
Medical History,
Insurance, HIPAA,
Medical Necessity Forms



Payment Collection & Cancellation Payment



Reminder, Alerts, & Automatically Schedule Recurring Appointments

Conclusion ...

- **Huge marketplace that is in dire need of self service automation solutions**
- **Help physicians develop capabilities available in all other markets (web, email, scheduling, payment collections)**
- **Enable optimization of patient and office/physician demographics and scheduling**
- **Physician markets ... traditional challenged by cap ex and require a software as a service (SaaS) model**
- **NCR focused on a develop/test/grow strategy**



John Bruno
Executive Vice President



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Travel and Gaming Strategy

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New York Stock Exchange



Travel Suppliers



- Revenues from corporate travel in 2010\11 expected to meet pre-recession (2008) levels
- 2010\11 is a recovery year for airlines
- Airline and car rental consolidations represent an opportunity
- Airlines continue to increase their reliance on ancillary revenues (seats, meals, luggage)
- Airports are becoming the primary deployer of common use kiosks
- Hotel occupancy\rates seeing some recovery

Gaming Operators

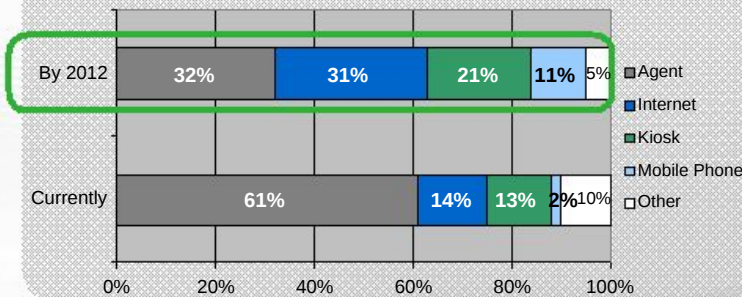
Las Vegas gaming still lagging (destination); Macau/Native American casinos still strong

More than 50% of passengers worldwide want more self-service options

According to the 2009 IATA CATS (Corporate Air Travel Survey)



Passenger use of Check-in



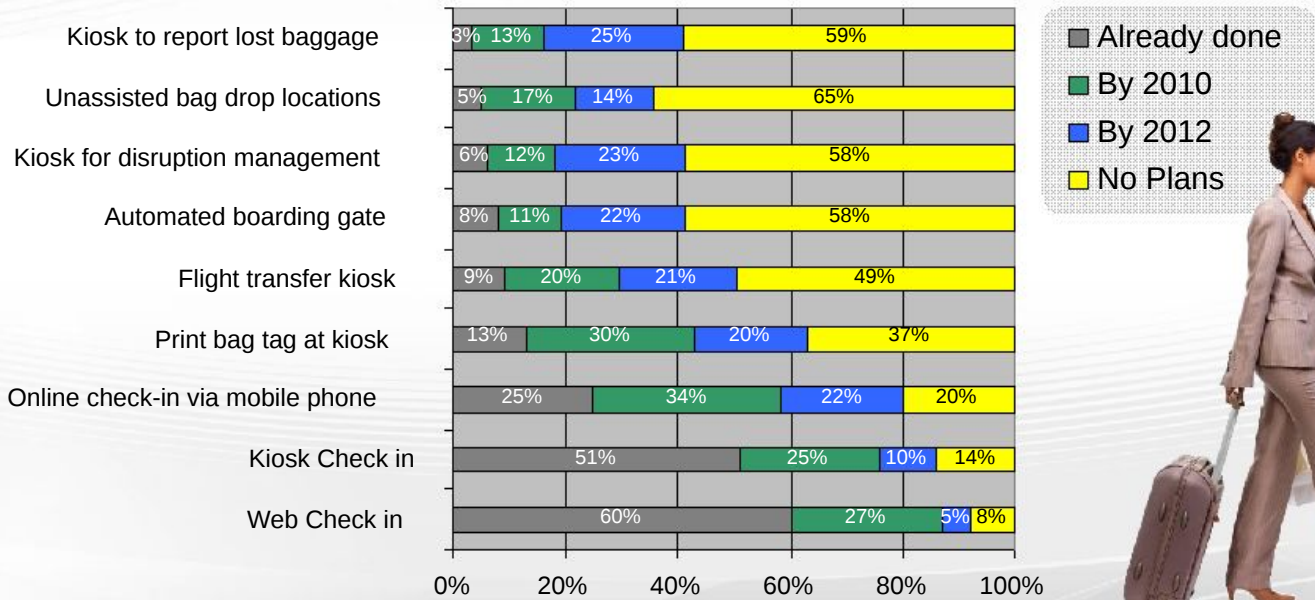
Source: Airline Business 2009 Information Technology Survey

Airline Top Kiosk Priorities for Investment



90% of airlines rate “passenger processing and services” as the highest priority

Implementation of Self-Service Functionality



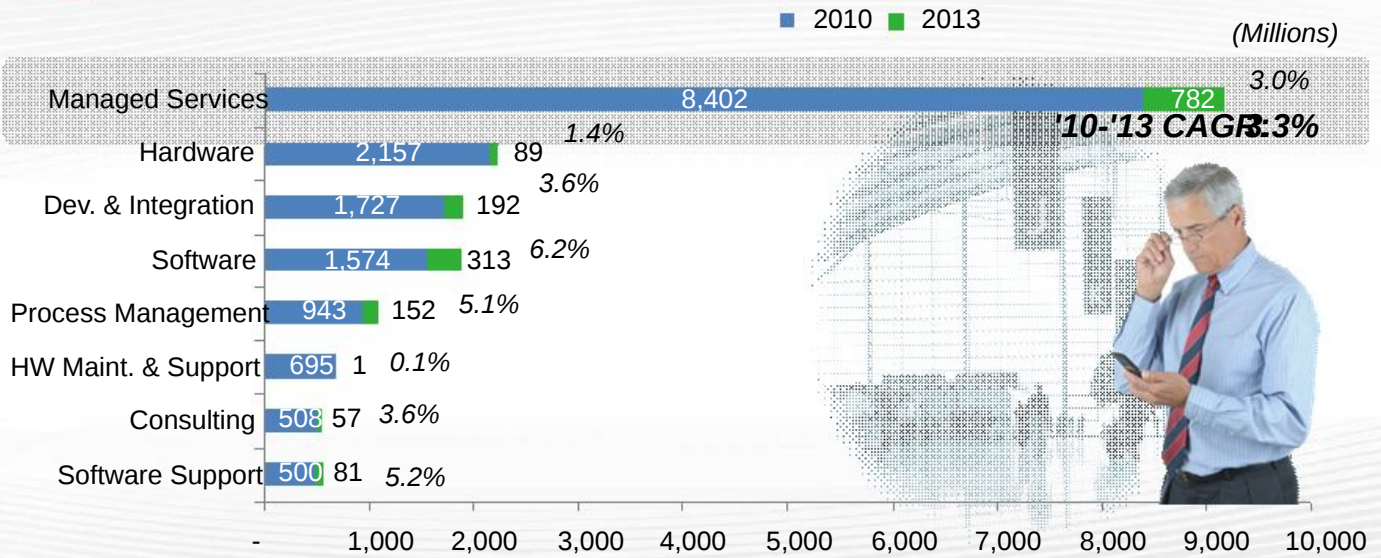
Source: Airline Business 2009 Information Technology Survey



\$16B Air Industry Top Priorities for Investment



2010 Gartner Air Industry IT Spend Forecast



Today's separate and disparate systems

Rental



Hotel



Air



Stateless Environment: Software-driven Business Model

Tomorrow's integrated service provider model



Enables personalized self-service



Assisted



Kiosk



Internet



Mobile

Travel Leverages Total NCR Capabilities

Managed Services

- Hosting, field services, help desk, passenger workflow operations, security, improving the customer experience
- Total premise service



**\$1.2 B
(est.)**

Expansion of CoreAdj. Solutions

- Domestic refresh
- International expansion
- Hosted software options
- Subscription commercial models



**\$600 M
(Kiosk check-in only)**

Game-Changing Converged Channel Travel Management Platform



Market Creation

What makes NCR unique?

Ability to offer total premise OEM support

Global coverage of CEs

Currently service kiosks, ATMs and POS in airports and hotels

Triple Play – web, mobile and kiosk applications

Leverage overall industry knowledge & solutions portfolio

Independent technology partner with a focus on self-service – Trusted Partner

Connectivity to back end supplier host systems

Ability to provide web, kiosk and now mobile solutions

Nobody in the travel supply chain looks at the entire trip – during the time of journey



Peter Dorsman
SVP, Operations



At your service every day and around the world

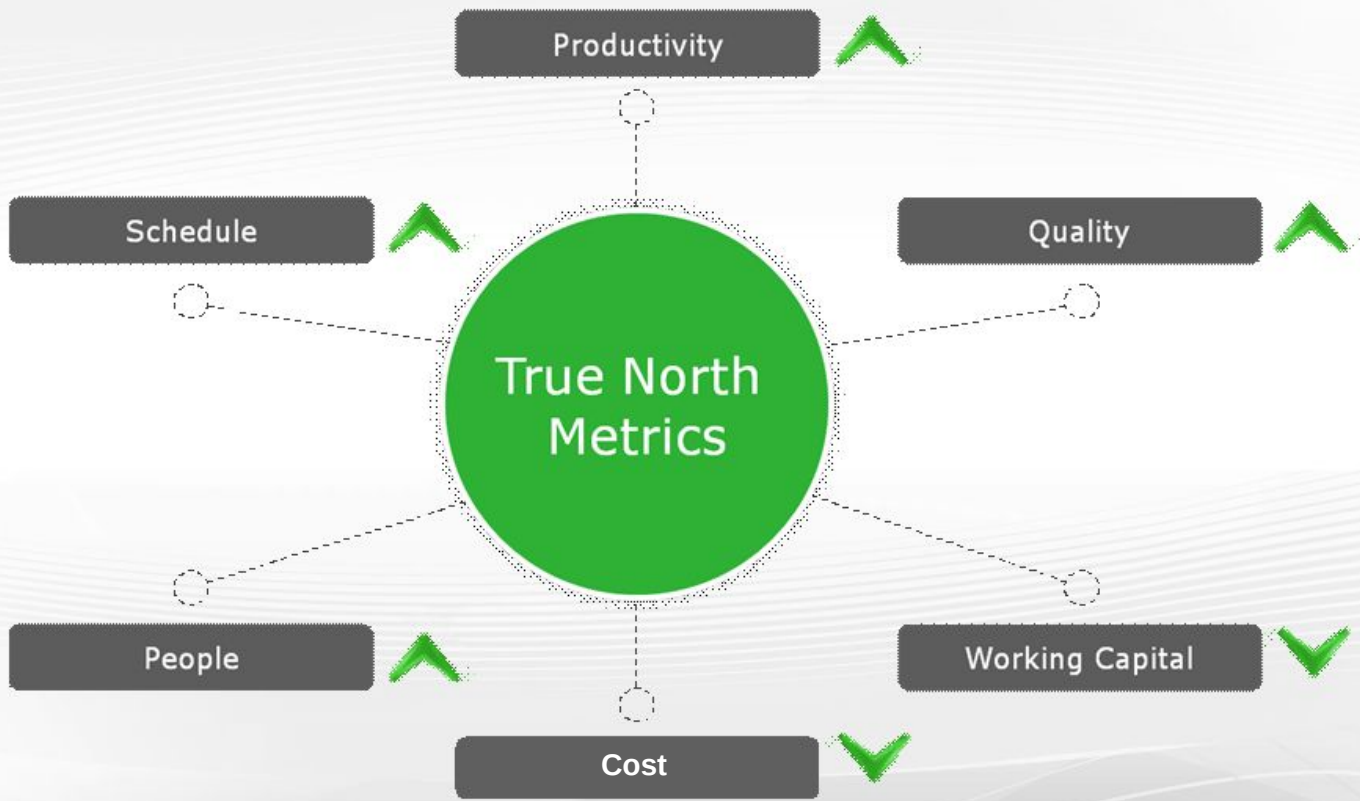
Operations Strategy

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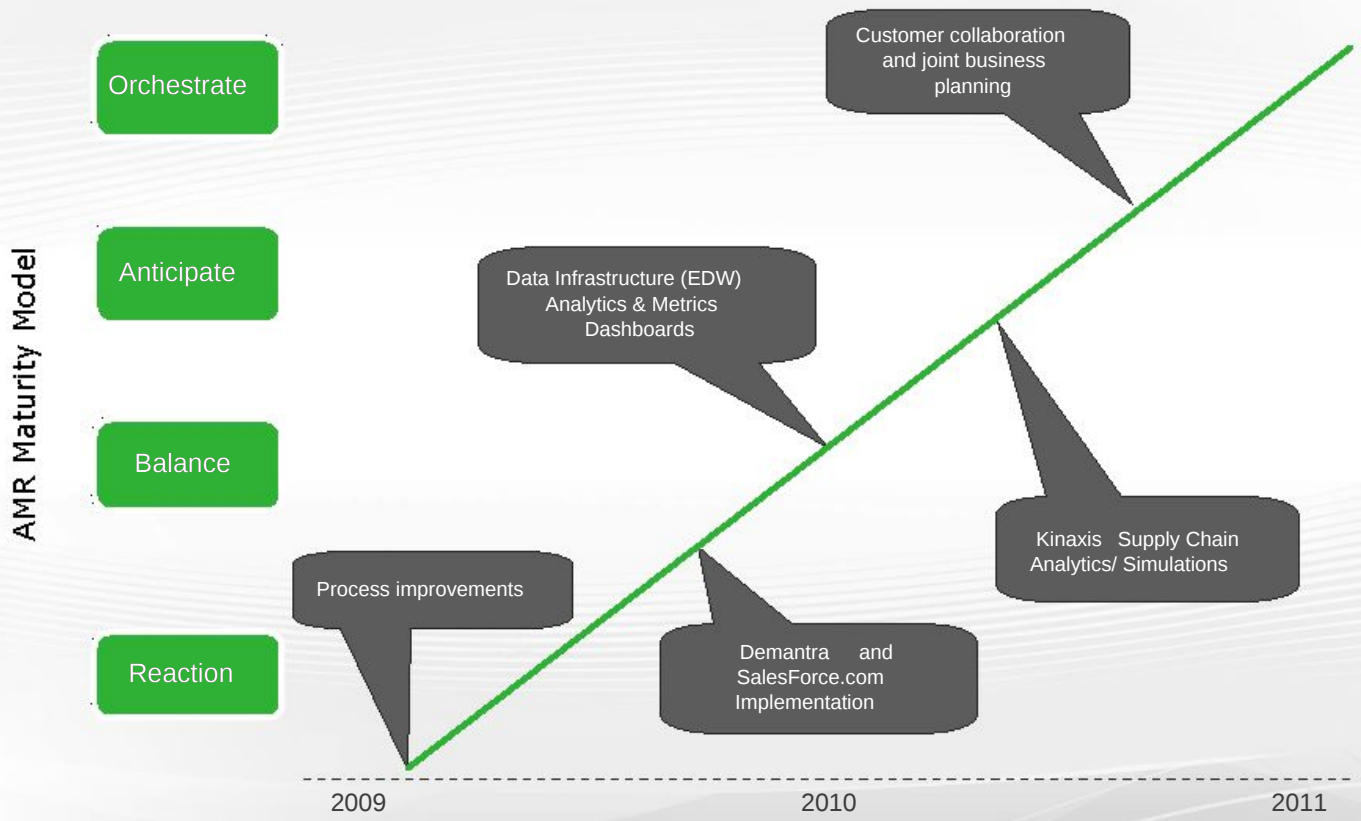


Organization Model





Sales & Operations Planning Journey



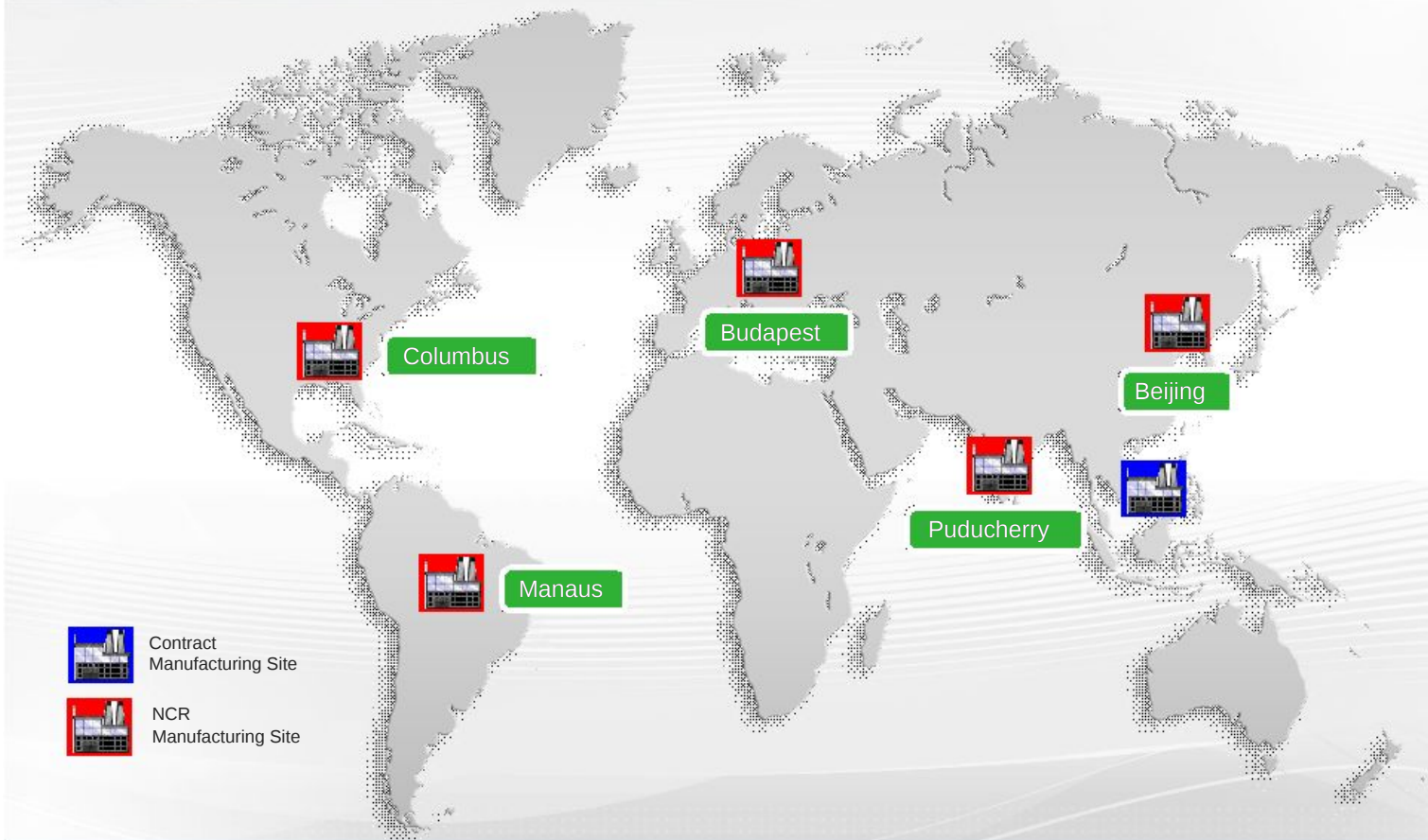


- PLM / New Product Introduction
- Global / Local Suppliers

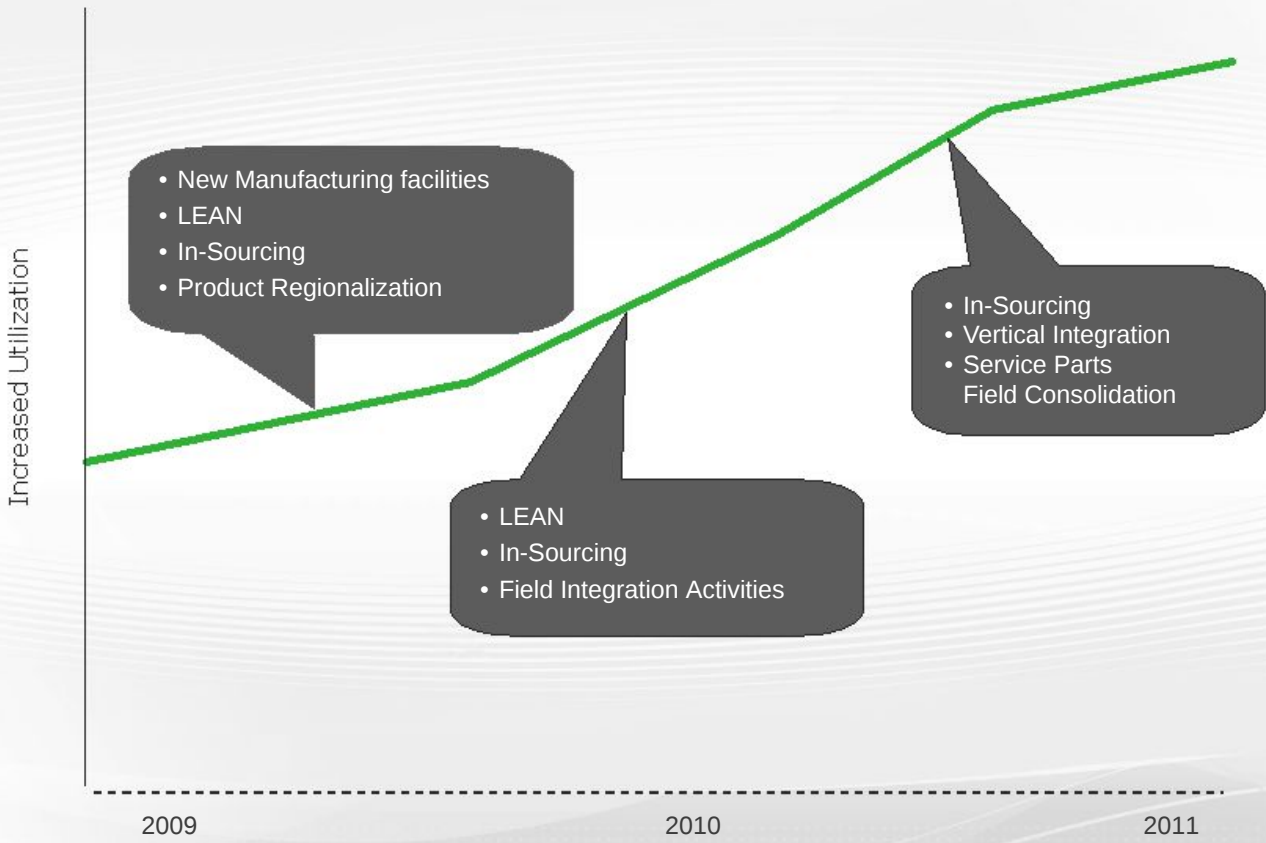
- Supplier Performance
(Assessments and PPM reductions)

- Value Engineering
- Supplier Managed Inventory (SMI)

Global Manufacturing Network

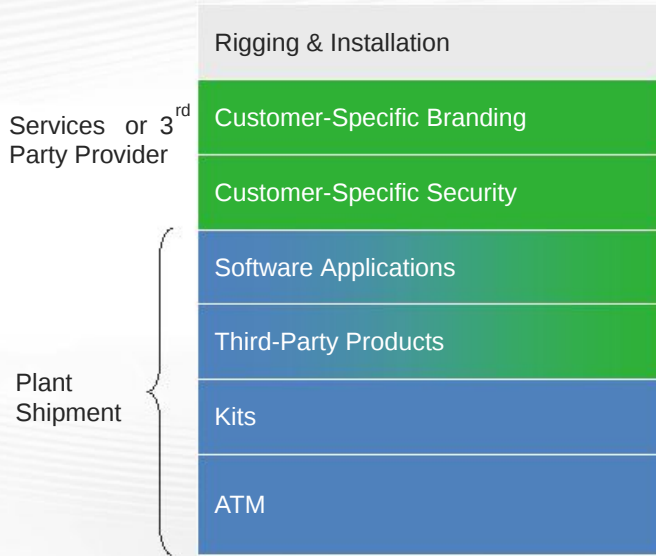


Plant Utilization "Journey"

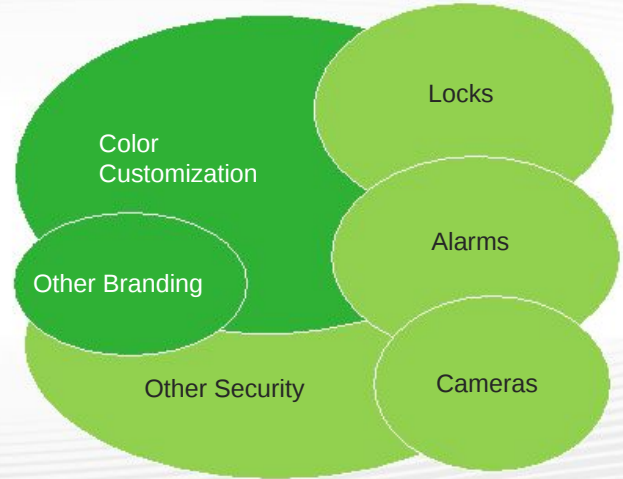


Field Integration Enabling Increased Utilization

Complete Customer Solution



Local Staging



Deliver complete customer solution to increase customer satisfaction, improve Gross Margin, reduce customer delivery lead time, improve quality, reduce field finished goods

NCR Manufacturing Facilities

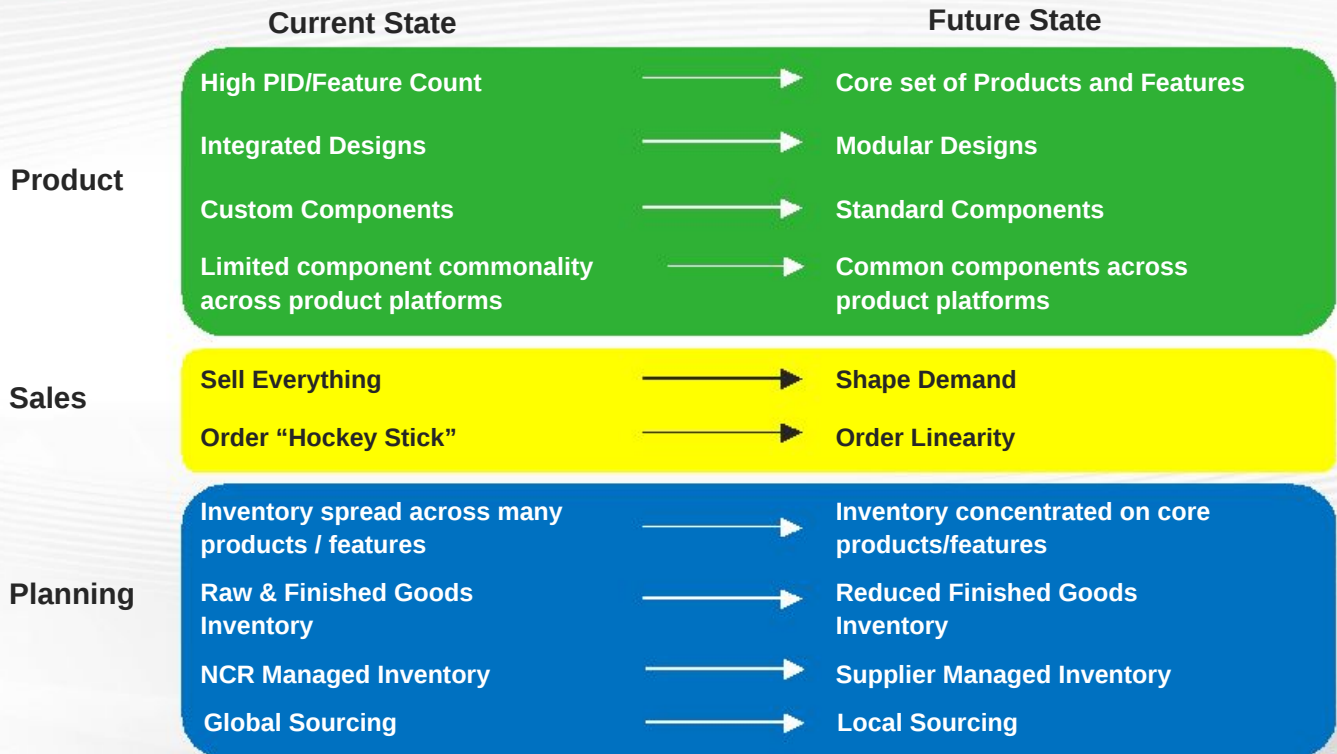


Assemble to Order (ATO) Model



ATO Vision

Ship an Assembled-to-Order (ATO) Core Product at industry best lead-times



Service Parts and Logistics Operations



CUSTOMERS

Global Operations Development Program

NCR Leadership Development Program

Global Operations True North Metrics



Schedule



Cost and Working Capital



People and Productivity



Quality

Supply Chain Competencies

Georgia University System Partnership

Peer Best Practice Sharing

Industry Partnerships

Experiential Learning/Stretch Assignments



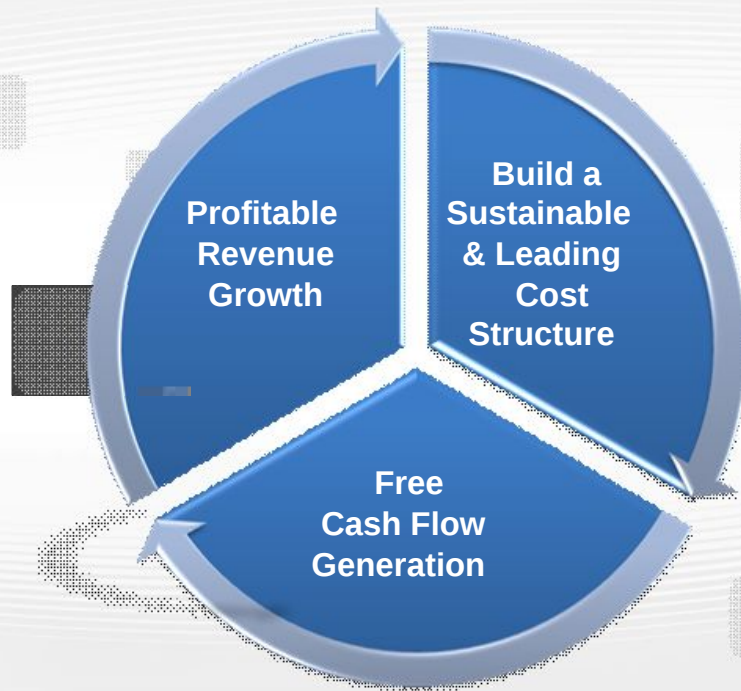
Bob Fishman
Chief Financial Officer



Financial Strategy

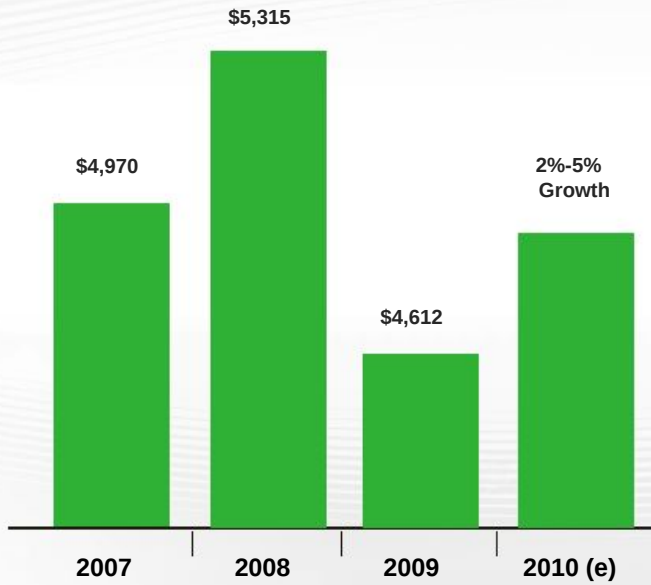
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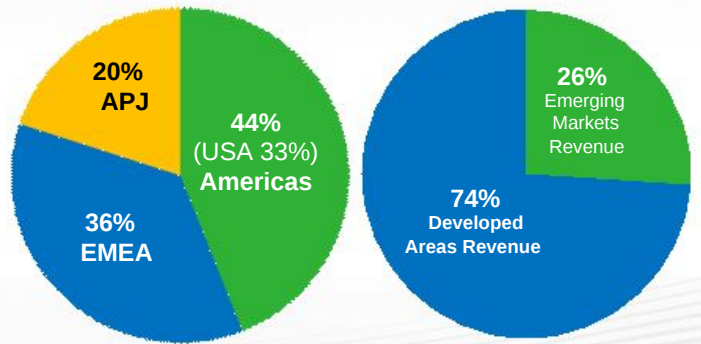
NCR Revenue Trends

Return to Growth in 2010



(\$'s in Millions)

Geographic Diversity (2010 Q3 YTD)



Revenue and Gross Margin by Geography

Revenue growth led by EMEA. Gross margin improvement led by the Americas.

Revenue	2008	2009	2010 Q3 YTD
Americas	\$2,269	\$2,022	\$1,514
EMEA	\$2,066	\$1,649	\$1,213
APJ	\$980	\$941	\$686
Total	\$5,315	\$4,612	\$3,413

GM% (1)	2008	2009	2010 Q3 YTD
Americas	19.3%	19.1%	21.9%
EMEA	26.9%	24.3%	23.2%
APJ	24.2%	22.0%	21.9%
Total	23.1%	21.6%	22.4%

(\$'s in Millions)

(1) See reconciliation of GAAP to non-GAAP measures in the non-GAAP supplementary materials and/or on the investor relations page of NCR's website.

Revenue and Gross Margin by Product and Service

Strong revenue growth in Products. Continued margin expansion in Services. GM in Products will continue to improve with higher volume and cost reductions.

Revenue	2008	2009	2010 Q3 YTD
Products	\$2,861	\$2,234	\$1,655
Services	\$2,454	\$2,378	\$1,758
Total	\$5,315	\$4,612	\$3,413

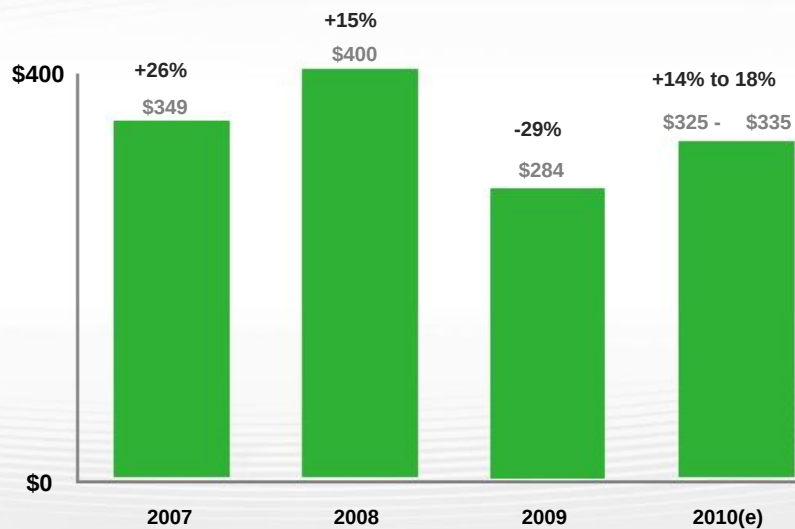
GM% ⁽¹⁾	2008	2009	2010 Q3 YTD
Products	26.6%	20.3%	20.7%
Services	19.2%	22.8%	23.9%
Total	23.1%	21.6%	22.4%

(\$'s in Millions)

(1) See reconciliation of GAAP to non-GAAP measures in the non-GAAP supplementary materials and/or on the investor relations page of NCR's website.

NPOI: Return to Growth

NPOI: Non-Pension Operating Income ⁽¹⁾



(\$'s in Millions)

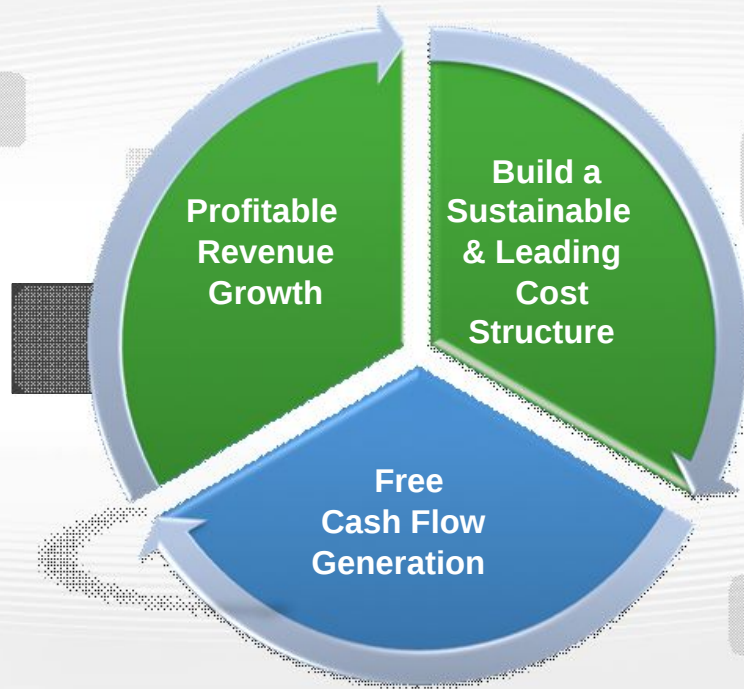
⁽¹⁾ See reconciliation of GAAP to non-GAAP measures in the non-GAAP supplementary materials and/or on the investor relations page of NCR's website.

Return to Non-Pension EPS Growth

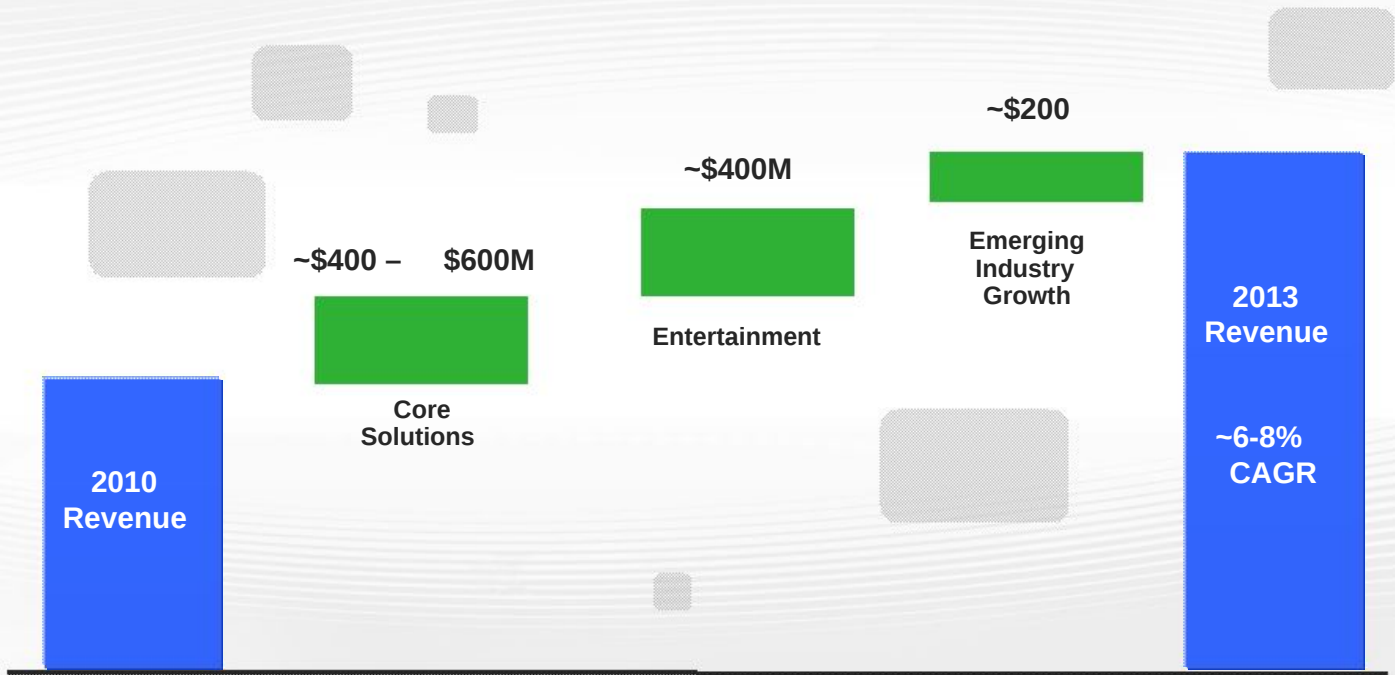
EPS: Excluding Pension and Special Items ⁽¹⁾



⁽¹⁾ See reconciliation of GAAP to non-GAAP measures in the non-GAAP supplementary materials and/or on the investor relations page of NCR's website.



Evidence For a New Way of Thinking



Reducing our Cost Structure

> Key Initiatives

- ▶ Cost reduction and value engineering
- ▶ Product lifecycle management
- ▶ Design for serviceability, manufacturability, cost
- ▶ Continuous Improvement – Cost of Quality
- ▶ Improving labor productivity

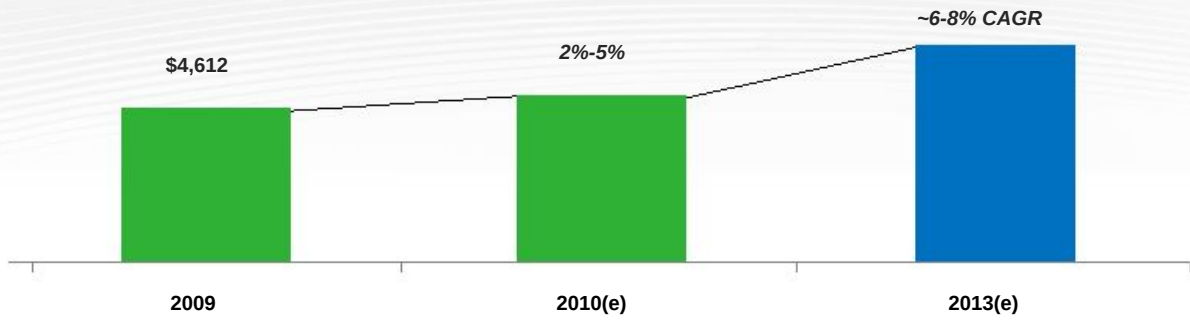


\$200 million to \$300 million savings for the period 2011-2013 (50% reinvested)

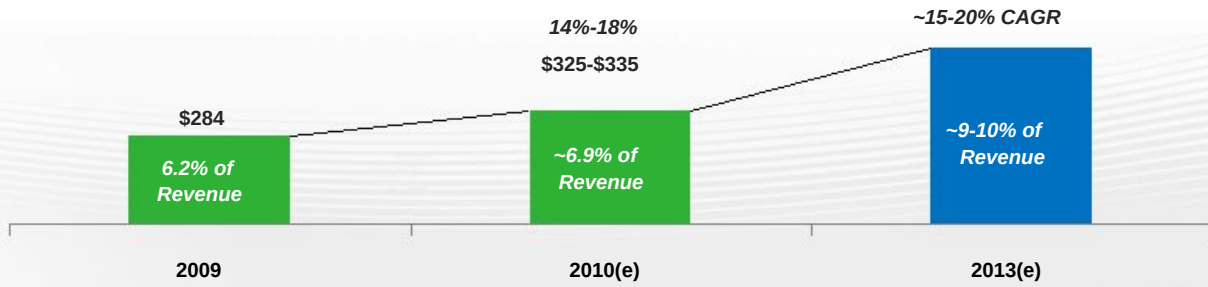
Revenue & NPOI Growth

Revenue

(\$'s in Millions)



NPOI ⁽¹⁾



⁽¹⁾ See reconciliation of GAAP to non-GAAP measures in the non-GAAP supplementary materials and/or on the investor relations page of NCR's website.

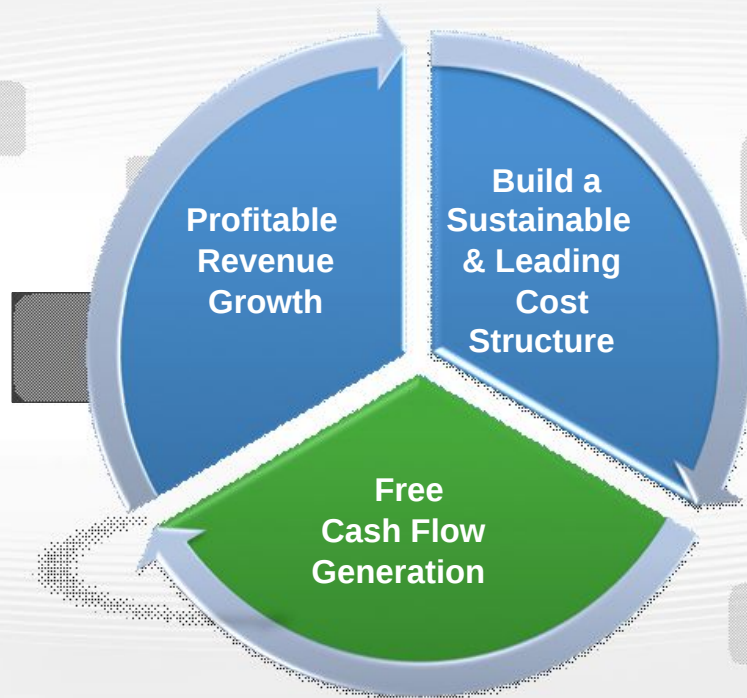
Continued EPS Expansion

EPS: Excluding Pension and Special Items ⁽¹⁾



⁽¹⁾ See reconciliation of GAAP to non-GAAP measures in the non-GAAP supplementary materials and/or on the investor relations page of NCR's website.

Creating Shareholder Value



Strong Balance Sheet

(\$ in Millions)

9/30/10

Cash balance \$ 360

Debt balance \$ 10

Net cash position \$ 350

Free Cash Flow of \$100M+ in Q4, 2010



> Near-term Objectives

- > Return on Invested Capital
- > Financial Flexibility
- > Working Capital Improvement
- > Share Repurchases

> Long-term Objectives

- > Substantial Free Cash Flow Generation

Working Capital Metrics – AR and Inventory

	2008				2009				2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4(e)
Key Working Capital Metrics												
Accounts Receivable	\$1,048	\$991	\$943	\$913	\$855	\$856	\$844	\$896	\$884	\$879	\$957	\$911
DSO (External)	80	67	62	58	76	69	67	60	77	67	71	
Inventory Balance	\$752	\$735	\$711	\$692	\$697	\$691	\$708	\$686	\$720	\$729	\$815	\$760
Inventory Turns (Rolling 4 Qtr Average)	5.4	5.6	5.8	5.7	5.7	5.6	5.3	5.4	5.3	5.3	5.2	

(\$'s in Millions)

NCR Pension Strategy

- NCR's legacy pension assets and liabilities are large relative to current market capitalization.
- Reduce risk and volatility by re-allocating our domestic pension portfolio to fixed-income securities by year-end 2012.
- Target 60% fixed income by YE 2010, 80% by YE 2011 and 100% by YE 2012.
- Work with trustee boards of international pension plans to make similar changes where possible.
- Fund the pension plan according to regulatory requirements (i.e., do not pre-fund).
- Recently passed U.S. funding relief legislation provides significant additional flexibility in the next few years.

NCR Pension Update

Pension Metrics & Funded Status

(\$'s in Millions)

	Asset Return	Discount rate	Funded Status
	<u>12/31/09</u>	<u>12/31/09</u>	<u>12/31/09</u>
US Plans	28%	5.75%	(\$822)
International Plans	13%	4.9%	(226)
Global	22%	5.4%	(\$1,048)

- The (\$226m) net funded status of international plans comprised of underfunded plans of (\$470m), and overfunded plans of \$244m
- The overfunded plans are a result of local funding methodologies that use more conservative actuarial assumptions than GAAP

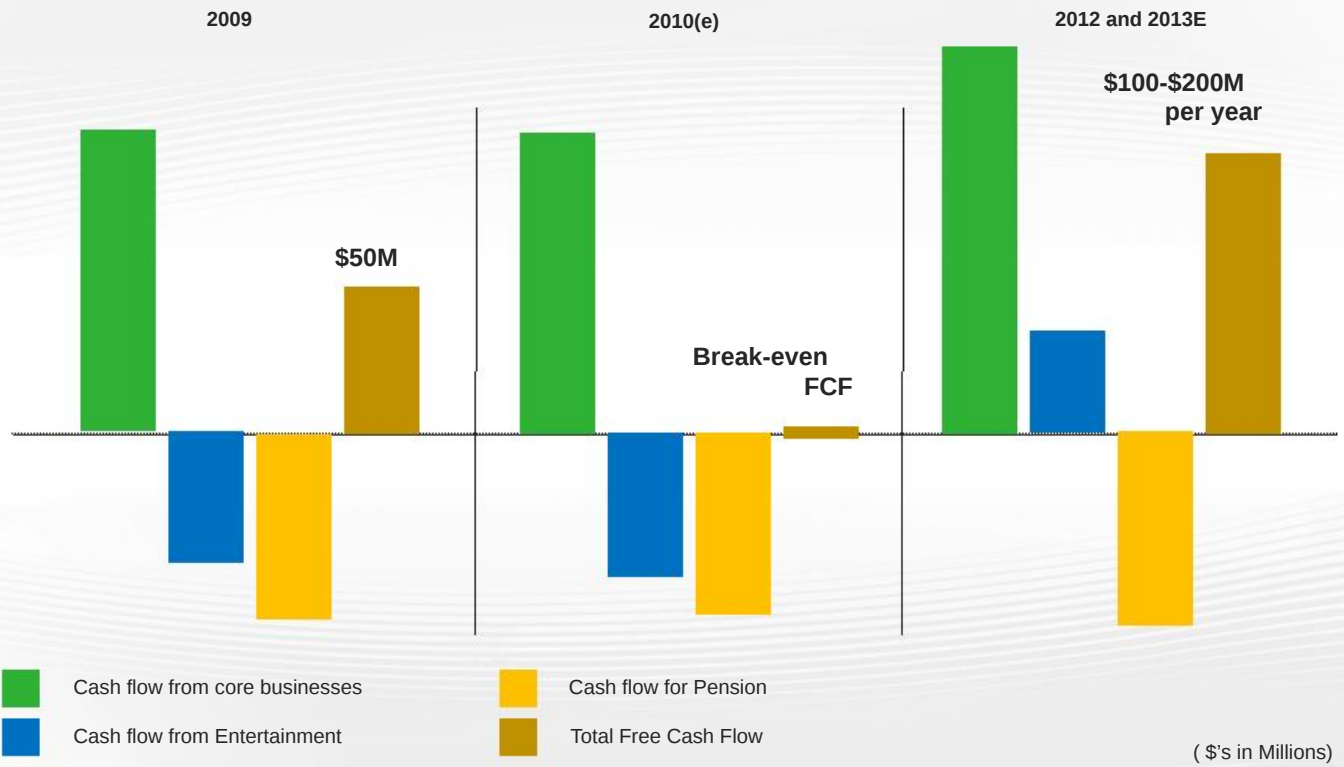
Cash Funding for Pension Plans

(\$'s in Millions)

	<u>2008</u>	<u>2009</u>	<u>2010E</u>	<u>2011E</u>	<u>2012E</u>	<u>2013E</u>
US Qualified Plan	\$0	\$0	\$0	\$0	\$75	\$110
US Non-qualified Plan	9	9	10	10	10	10
International Plans	74	74	100	115	115	115
Total	\$83	\$83	\$110	\$125	\$200	\$235

- The estimated funding requirement for the US qualified plan includes the impact of the new funding relief legislation
- The funding of international plans is expected to decline significantly after 2013 reaching an annual amount of \$10-\$20 million (excluding the funding of future service cost) by 2015 as some of the underfunded plans reach fully funded status
- Due to pension plan closures, service cost is expected to decline to a level of about \$10m per year
- All future funding estimates are approximations based on expected asset returns, discount rates and local requirements

Free Cash Flow Generation ⁽¹⁾



⁽¹⁾ See reconciliation of GAAP to non-GAAP measures in the non-GAAP supplementary materials and/or on the investor relations page of NCR's website.

NCR Value Equation ⁽¹⁾

Core Business *

- Strong NPOI, EBITDAP ⁽²⁾ and Operational EPS growing by 12-15% CAGR to 2013
- NPOI of \$358M-\$368M in 2010
- EBITDAP of \$483M-\$493M in 2010
- Operational EPS of \$1.57 to \$1.65 in 2010
- FCF of approx. \$200M in 2010

* Excludes Entertainment and Pension

Entertainment

- Bulk of investing complete by 2010 y/e – \$85M investment, \$33M NPOI loss and approx. negative \$0.15 Operational EPS in 2010
- Targeting \$25M-\$35M of EBITDA in 2011 growing to approx. \$100M by 2013
- FCF growing from (\$90M) in 2010 to \$40-50M by 2013
- Potential EBITDA multiple of 10X or \$250 - \$350M valuation benefit

Pension + Other B/S Items

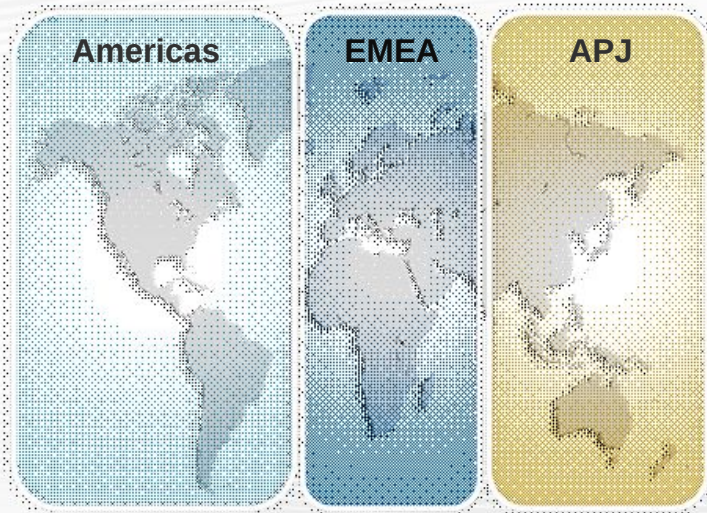
- Less after tax underfunded position of ~\$750M at 12/31/09
- Less after tax present value of future service cost (not included in liability above) of ~\$90M at 12/31/09
- Less after tax present value of post retirement obligation of ~\$80M at 12/31/09
- Plus net cash of ~\$436M at 12/31/09

⁽¹⁾ See reconciliation of GAAP to non-GAAP measures in the non-GAAP supplementary materials and/or on the investor relations page of NCR's website.

⁽²⁾ EBITDAP is calculated as GAAP income (loss) from operations plus pension expense, plus depreciation/amortization and plus/minus special items.

Reporting Structure Changes for 2011

Current Reporting Structure



2011 Reporting Structure *	Est. 2010 Revenue '10 – '13 CAGR	2010 Est. OI% **
Financial	~\$2.6B CAGR ~3-5%	~18%
Retail & Hospitality	~\$1.7B CAGR ~3-5%	~12%
Entertainment	~\$0.1B CAGR ~65%	~37%
Other Emerging Industries	~\$0.4B CAGR ~15%	~25%

* Each Industry includes NCR Services

** Estimated OI % of revenue is controllable operating income and excludes pension expense, non-operational items and corporate allocations of approx \$425M per year.

Key Takeaways

- Very good year in 2010 - return to growth and significant profitability improvement.
- Solid revenue growth expected over next three years, especially in emerging markets.
- Cost reduction initiatives provide additional support to NPOI growth outlook.
- Free Cash Flow generation will improve as Entertainment business turns into a positive contributor and core businesses drive additional cash flow.
- Execute on pension strategy and continue to manage the balance sheet for flexibility and liquidity, continued focus on working capital.
- Cash generated to be used for organic growth, M&A opportunities and share repurchases.
- New line of business reporting will provide additional insight into our businesses.





Bob Fishman
Chief Financial Officer



Supplementary Non-GAAP Materials

Analyst Day
November 16, 2010
New York Stock Exchange



Non-GAAP Measures

- While NCR reports its results in accordance with generally accepted accounting principles in the United States, or GAAP, in an effort to provide additional useful information regarding NCR's financial results, certain materials presented during this event will include the non-GAAP information discussed below. This non-GAAP information should not be considered as a substitute for, or superior to, results determined in accordance with GAAP.
- Due to the significant change in its pension expense from year to year and the non-operational nature of pension expense, NCR uses non-GAAP measures, such as Non-Pension Operating Income (NPOI), to evaluate year-over-year operating performance. Also, certain special items may be segregated from NCR's GAAP results from time-to-time to reflect the on-going Earnings Per Share (Operational EPS) performance of the company. NCR also uses these non-GAAP measures to manage and determine the effectiveness of its business management and as a basis for incentive compensation. NCR determines NPOI for a given period based on its GAAP income (loss) from operations excluding pension expense and special items.
- Free Cash Flow (FCF) does not have a uniform definition under GAAP and therefore, NCR's definition may differ from other companies' definitions of this measure. NCR defines Free Cash Flow as net cash provided by/used in operating activities and cash flow provided by/used in discontinued operations related to the Fox River environmental matter less capital expenditures for property, plant and equipment, and additions to capitalized software. 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, investments 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 non-discretionary expenditures that are not deducted from the measure.
- NCR utilizes EBITDAP (Earnings before Interest, Taxes, Depreciation, Amortization, Pension Expense and Special Items), for its Core Business (which excludes Entertainment), given the significance of its pension expense. NCR believes EBITDAP 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 EBITDAP for a given period based on its GAAP income (loss) from operations plus pension expense plus depreciation/amortization plus/minus special items.
- The reconciliations of non-GAAP measures to comparable GAAP measures and other related information on the following slides are also available on the Investor Relations page of NCR's website at www.ncr.com.

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

	2007	2008	2009	2010E	2010E Core	2010E Entertainment
Income from Continuing Operations (GAAP)	219	322	97	92-102	125-135	(33)
Pension expense	38	25	159	215	215	-
Impairment of assets related to an Equity Investment	-	-	22	-	-	-
Global headquarters relocation	-	-	6	18	18	-
Organizational realignment charges	76	69	-	-	-	-
Gain on sale of manufacturing facility in Canada	-	(16)	-	-	-	-
TD Spin	16	-	-	-	-	-
Non-Pension Operating Income (non-GAAP)	349	400	284	325-335	358-368	(33)

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

	2007	2008	2009	2010E	2010E Core	2010E Entertainment
Diluted Earnings Per Share from Continuing Operations (GAAP)	0.99	1.49	0.36	0.65-0.73	0.80-0.88	(0.15)
Pension expense	(0.22)	(0.23)	(0.68)	(0.94)	(0.94)	-
Impairment of assets related to an Equity Investment	-	-	(0.19)	-	-	-
Global Headquarters relocation	-	-	(0.02)	(0.07)	(0.07)	-
Japanese subsidiary valuation reserve	-	-	-	0.24	0.24	-
Litigation charge	-	-	(0.02)	-	-	-
Organizational realignment charges	(0.31)	(0.32)	-	-	-	-
Gain on sale of manufacturing facility in Canada	-	0.08	-	-	-	-
Tax Adjustment	(0.05)	-	-	-	-	-
TD Spin	(0.07)	-	-	-	-	-
Diluted Earning Per Share from Continuing Operations (non-GAAP)	1.64	1.96	1.27	1.42-1.50	1.57-1.65	(0.15)

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

	2009	2010E	2010E Core*	2010E Entertainment
Cash provided by (used in) Operating Activities (GAAP)	252	205	220	(15)
Cash provided by (used in) Discontinued Operations	(29)	10	10	-
Net capital expenditures	(173)	(215)	(140)	(75)
Free Cash Flow (non-GAAP)	50	-	90	(90)

* Includes \$110 million of cash funding for pension plans.

Gross Margin as a % of Revenue (GAAP) to Gross Margin as a % of Revenue Excluding Special Items.

Income (Loss) from Operations (GAAP) to Earnings Before Interest, Taxes, Depreciation, Amortization, Pension Expense and Special Items (EBITDAP) (Non-GAAP)

Gross Margin as a % of Revenue (GAAP) to Gross Margin as a % of Revenue Excluding Special Items	2008	2009	Q3 YTD 2010
Gross Margin as a % of Revenue (GAAP)	22.3%	19.1%	19.9%
Pension expense	0.2%	2.0%	2.5%
Organizational realignment	0.6%	0.0%	0.0%
Impairment of assets related to Equity Investment	0.0%	0.5%	0.0%
Gross Margin as a % of Revenue Excluding Special Items	23.1%	21.6%	22.4%

Income (Loss) from Operations (GAAP) to Earnings Before Interest, Taxes, Depreciation, Amortization, Pension Expense and Special Items (EBITDAP) (non-GAAP)

2010E Core Business

Income from Continuing Operations (GAAP)	125-135
Pension Expense	215
Depreciation & Amortization	125
Global headquarters relocation	18
EBITDAP	483-493



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NEWS RELEASE

November 15, 2010

NCR to Host Analyst Day

DULUTH, Georgia – As previously announced, NCR Corporation (NYSE: NCR) will host its 2010 analyst day event tomorrow, November 16, 2010, from 1:00 p.m. – 4:30 p.m., EST, at the New York Stock Exchange. Members of NCR's executive team will make presentations regarding the company's business strategy, lines of business and long-term outlook.

The presentation materials and a live audio webcast will be available on the NCR investor relations home page, <http://investor.ncr.com>. A replay of the webcast also will be available on the NCR investor relations home page following the event.

About NCR Corporation

NCR Corporation (NYSE: NCR) is a global technology company leading how the world connects, interacts and transacts with business. NCR's assisted- and self-service solutions and comprehensive support services address the needs of retail, financial, travel, healthcare, hospitality, entertainment, gaming and public sector organizations in more than 100 countries. NCR (www.ncr.com) is headquartered in Duluth, Georgia.

NCR is a trademark of NCR Corporation in the United States and other countries.

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