Investment Community Conference Call

Diebold Nixdorf

First Quarter 2021 Earnings

May 10, 2021



DieboldNixdorf.com

Use of non-GAAP Financial Information

To supplement our condensed consolidated financial statements presented in accordance with GAAP, the company considers certain financial measures that are not prepared in accordance with GAAP, including non-GAAP results, adjusted diluted earnings per share, free cash flow/(use), net debt, EBITDA, adjusted EBITDA, segment gross profit, return on invested capital (ROIC) and constant currency revenue. The company calculates constant currency by translating the prior year results at the current year exchange rate. The company uses these non-GAAP financial measures, in addition to GAAP financial measures, to evaluate our operating and financial performance and to compare such performance to that of prior periods and to the performance of our competitors. Also, the company uses these non-GAAP financial measures in making operational and financial decisions and in establishing operational goals. The company also believes providing these non-GAAP financial measures to investors, as a supplement to GAAP financial measures, helps investors evaluate our operating and financial performance and trends in our business, consistent with how management evaluates such performance and trends. The company also believes these non-GAAP financial measures may be useful to investors in comparing its performance to the performance of other companies, although its non-GAAP financial measures are specific to the company and the non-GAAP financial measures of other companies may not be calculated in the same manner. We provide EBITDA and Adjusted EBITDA because we believe that investors and securities analysts will find EBITDA and adjusted EBITDA to be useful measures for evaluating our operating performance and comparing our operating performance with that of similar companies that have different capital structures and for evaluating our ability to meet our future debt service, capital expenditures and working capital requirements. We are also providing EBITDA and adjusted EBITDA in light of our credit agreement and our outstanding senior secured and unsecured notes. For more information on non-GAAP Financial Measures, please refer to the “Supplemental Slides”.

Forward-looking Statements

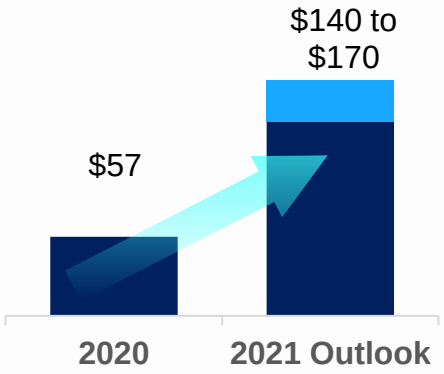
This document contains statements that are not historical information are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding potential impact of the ongoing coronavirus (COVID-19) pandemic, anticipated revenue, future liquidity and financial position.

Statements can generally be identified as forward looking because they include words such as "believes," "anticipates," "expects," "could," "should" or words of similar meaning. Statements that describe the company's future plans, objectives or goals are also forward-looking statements. Forward-looking statements are subject to assumptions, risks and uncertainties that may cause actual results to differ materially from those contemplated by such forward-looking statements. The factors that may affect the company's results include, among others: the ultimate impact of the ongoing COVID-19 pandemic on the company's business, results of operations, financial condition and liquidity; the ultimate impact of the appraisal proceedings initiated in connection with the implementation of the domination and profit and loss transfer agreement with Diebold Nixdorf AG and the merger squeeze-out; the company's ability to achieve benefits from its cost-reduction initiatives and other strategic initiatives, such as DN Now, including its planned restructuring actions, and its incremental cost savings actions, as well as its business process outsourcing initiative; the success of the company's new products, including its DN Series line; the company's ability to comply with the covenants contained in the agreements governing its debt; the ultimate outcome of the company's pricing, operating and tax strategies applied to former Diebold Nixdorf AG and the ultimate ability to realize cost reductions and synergies; changes in political, economic or other factors such as currency exchange rates, inflation rates, recessionary or expansive trends, taxes and regulations and laws affecting the worldwide business in each of the company's operations; the company's reliance on suppliers and any potential disruption to the company's global supply chain; the impact of market and economic conditions, including any additional deterioration and disruption in the financial and service markets, including the bankruptcies, restructurings or consolidations of financial institutions, which could reduce our customer base and/or adversely affect our customers' ability to make capital expenditures, as well as adversely impact the availability and cost of credit; interest rate and foreign currency exchange rate fluctuations, including the impact of possible currency devaluations in countries experiencing high inflation rates; the acceptance of the company's product and technology introductions in the marketplace; competitive pressures, including pricing pressures and technological developments; changes in the company's relationships with customers, suppliers, distributors and/or partners in its business ventures; the effect of legislative and regulatory actions in the United States and internationally and the company's ability to comply with government regulations; the impact of a security breach or operational failure on the company's business; the company's ability to successfully integrate other acquisitions into its operations; the company's success in divesting, reorganizing or exiting non-core and/or non-accretive businesses; the company's ability to maintain effective internal controls; changes in the company's intention to further repatriate cash and cash equivalents and short-term investments residing in international tax jurisdictions, which could negatively impact foreign and domestic taxes; unanticipated litigation, claims or assessments, as well as the outcome/impact of any current/pending litigation, claims or assessments; the investment performance of the company's pension plan assets, which could require the company to increase its pension contributions, and significant changes in healthcare costs, including those that may result from government action; the amount and timing of repurchases of the company's common shares, if any; and other factors included in the company's filings with the SEC, including its Annual Report on Form 10-K for the year ended December 31, 2020 and in other documents that the company files with the SEC. You should consider these factors carefully in evaluating forward-looking statements and are cautioned not to place undue reliance on such statements. The company assumes no obligation to update any forward-looking statements, which speak only to the date of this document.

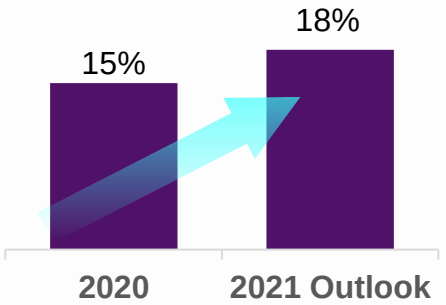
DBD Investment Thesis Drives 2021 Outlook

Transforming the Business Model to Generate Strong Free Cash Flow[1] and ROIC[1]

Free Cash Flow[1]

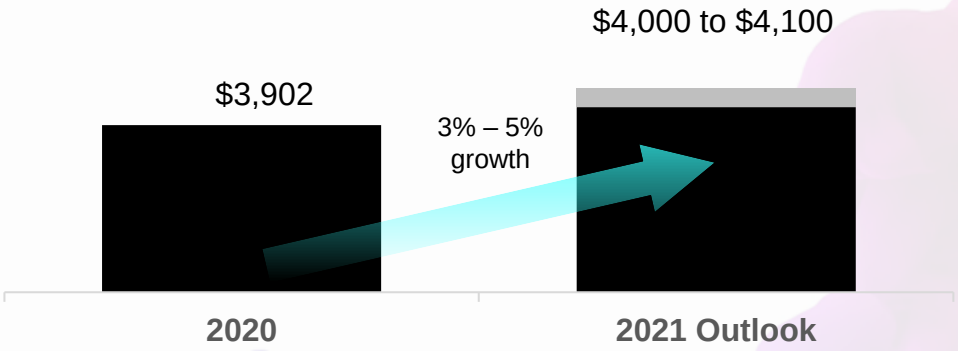


Return on Invested Capital[1]



Leveraging Our Competitive Differentiation for Growth

Revenue



1) Non-GAAP metric; all dollars in millions

Q1-2021 Progress Report



Leveraging Competitive Differentiation for Growth

- Retail strength led by self-checkout
- Banking share gains led by DN Series™ ATM
- Increasing customer interest in IoT and machine learning benefits of DN AllConnect℠ Data Engine
- Building momentum and making investments in growth areas
  - ✓ DN Vynamic™ Software
  - ✓ Managed Services

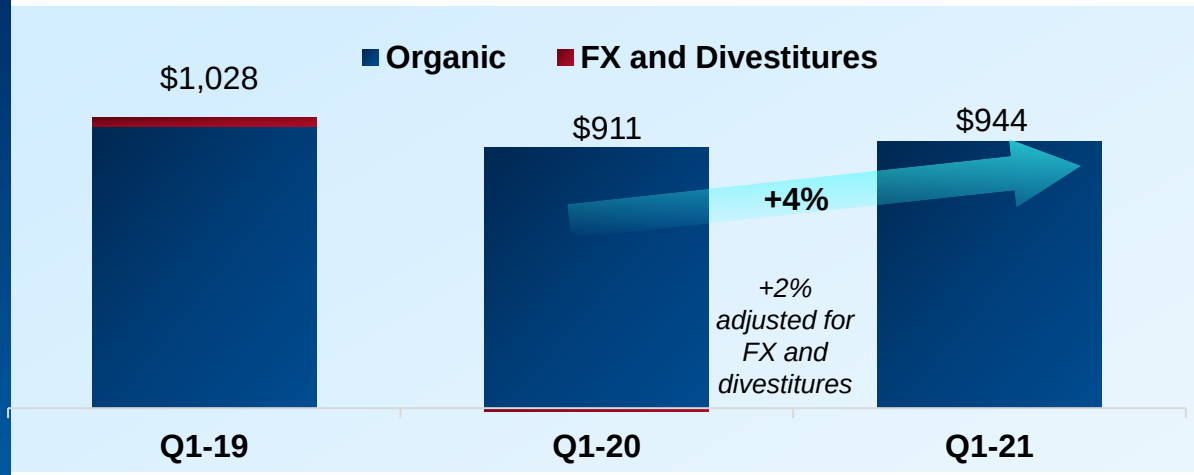
Q1-21 Results

- Revenue growth
  +4% YoY to $944M
- Operating Profit[1] growth
  +25% YoY to $79M
- Adj. EBITDA[1] growth
  +12% YoY to $100M

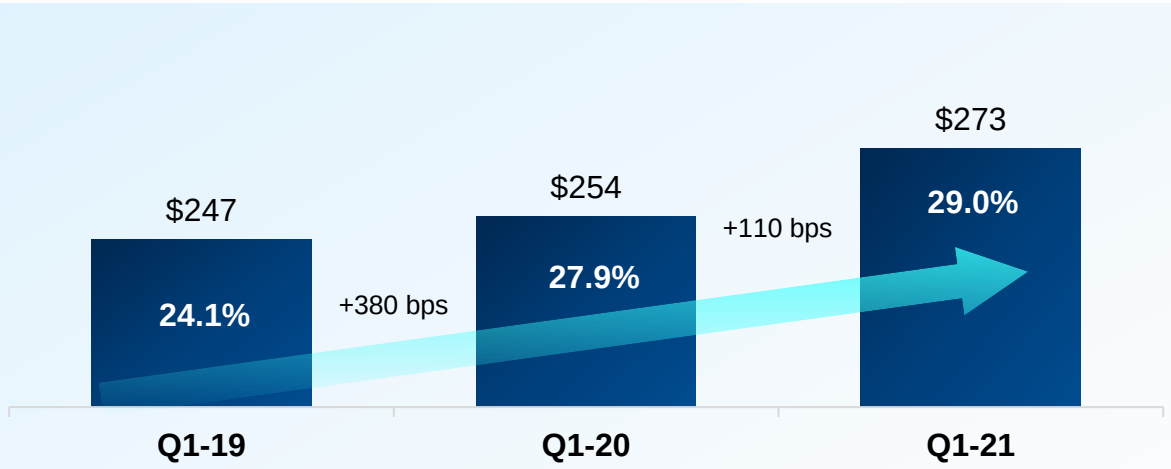
1) Non-GAAP metric

Financial Highlights of Q1-2021

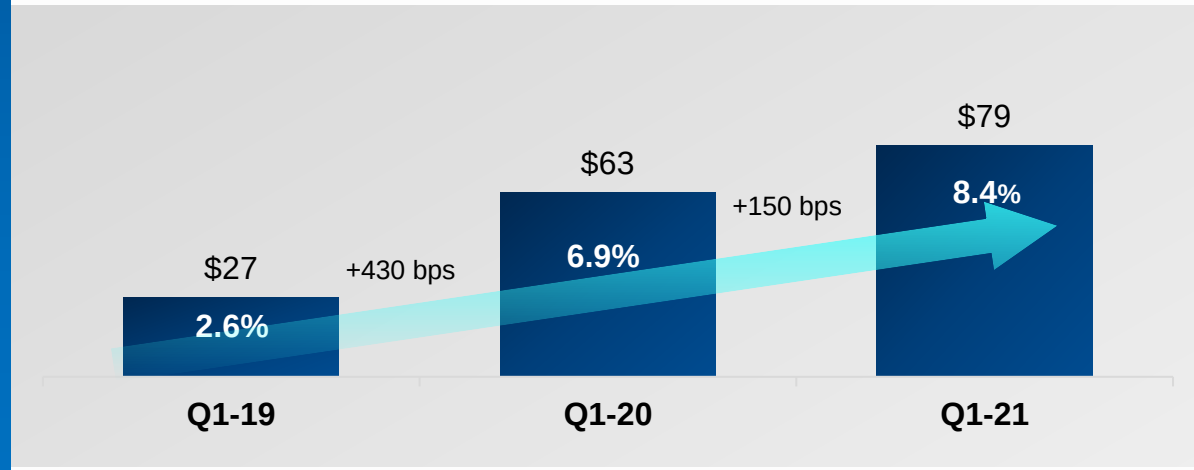
Total Revenue ($M)



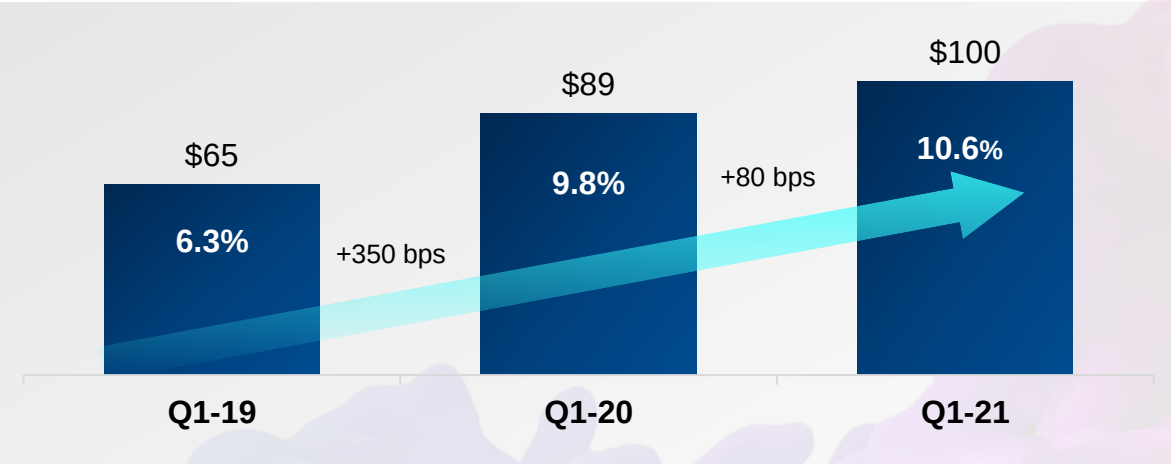
Gross Profit[1] ($M) & Margin



Operating Profit[1] ($M) & Margin



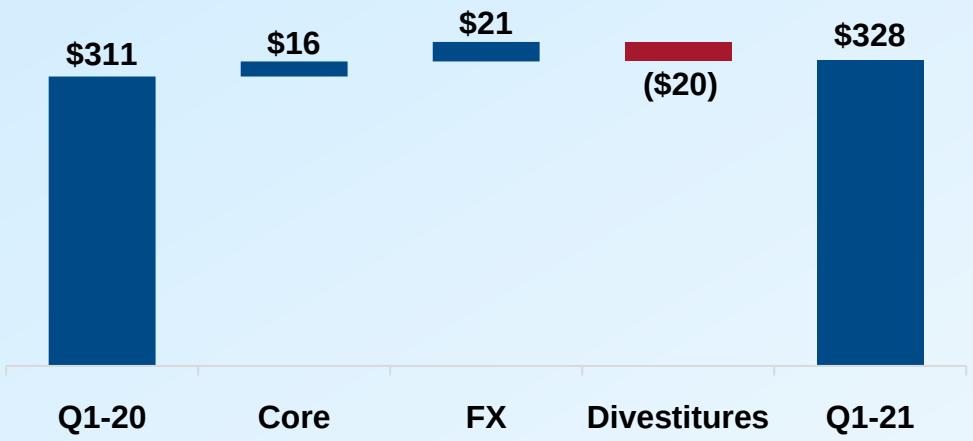
Adj. EBITDA[1] ($M) & Margin[1]



1) Non-GAAP metric

Eurasia Banking Highlights

Revenue ($M)



- Revenue increased 6% as reported and 5% adjusted for currency & divestitures
- YoY growth driven by higher Product volume

Gross Profit[1] ($M) & Margin



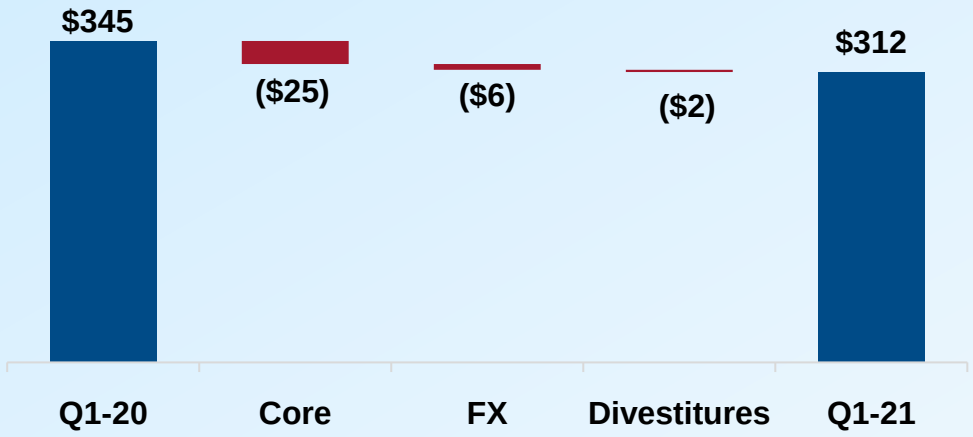
- Higher Services & Software margins from DN Now; lower Products margin due to mix

1) Non-GAAP metric

Note: Differences may occur due to rounding.

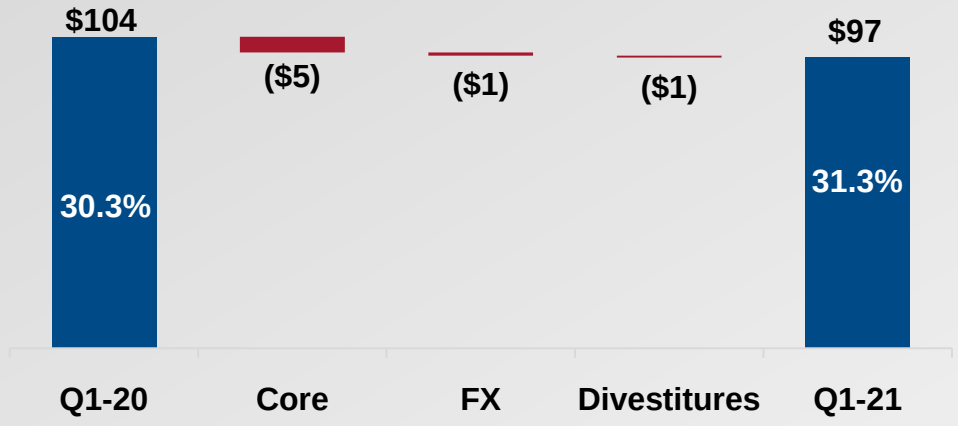
Americas Banking Highlights

Revenue ($M)



- Revenue declined 10% as reported and 7% adjusted for currency & divestitures
- Lower Product volumes partially offset by growth in US National accounts and Software

Gross Profit[1] ($M) & Margin



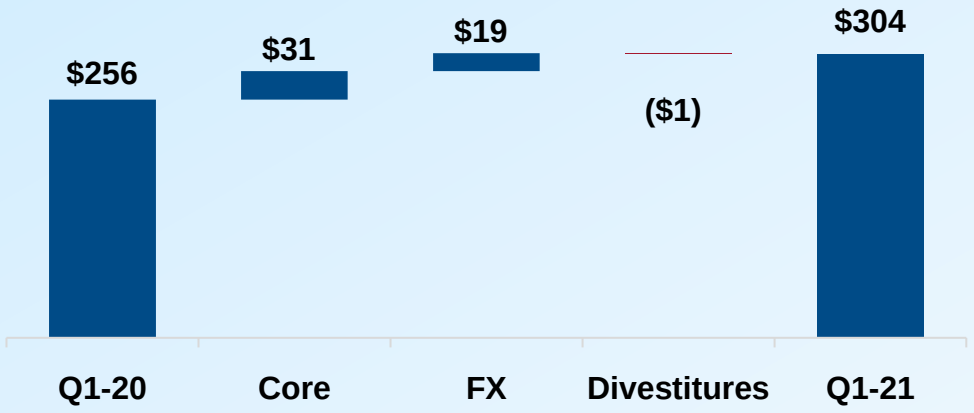
- Lower gross profit driven primarily by a revenue decline in Products and Services
- Margin expansion primarily driven by high margin Software revenue and DN Now initiatives

1) Non-GAAP metric

Note: Differences may occur due to rounding.

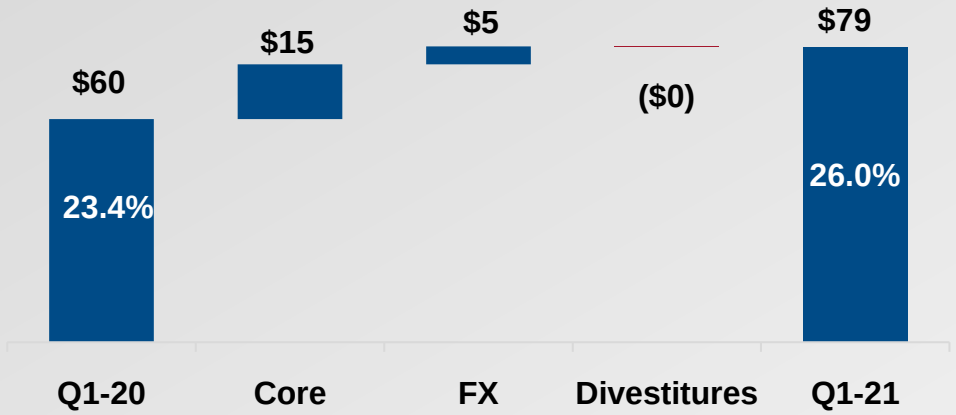
Retail Highlights

Revenue ($M)



- Revenue increased 19% as reported and 11% adjusted for currency & divestitures
- Growth from higher SCO and POS volumes and Software

Gross Profit[1] ($M) & Margin



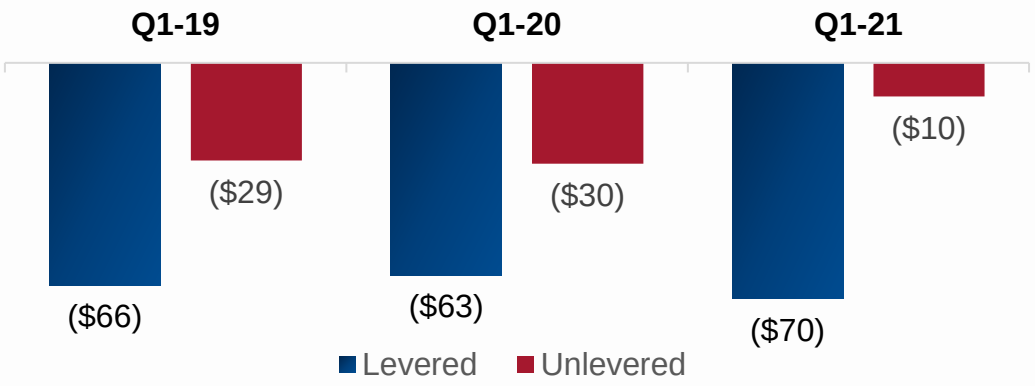
- Profit and margin improvement across all business lines due to revenue growth and DN Now achievements

1) Non-GAAP metric

Note: Differences may occur due to rounding.

Free Cash Flow, Leverage and Debt Maturities

Levered & Unlevered Free Cash Flow[1]



- Free cash use of $70M included $27M higher cash interest payments year-over-year due to timing
- Leverage ratio[2] maintained at 4.4x with net debt[3] of $2,022M and TTM adjusted EBITDA[3] of $464M
- Total liquidity of $573M includes cash and short-term investments of $260M

Debt Maturities[4]

- No material maturities until November 2023

Facilities	Balances as of March 31, 2021 ($M)	Interest Rate Index & Margin[4]	Maturity & Termination Dates
Revolving Credit	$30	LIBOR +4.25%	$39M in 2022 $330M in 2023
Term Loan B US$	$389	LIBOR +2.75%	November 2023
Term Loan B €	$397	EURIBOR +3.00%	November 2023
US$ Senior Unsecured Notes due 2024	$400	8.50%	April 2024
US$ Senior Secured Notes due 2025	$700	9.38%	July 2025
€ Senior Secured Notes due 2025	$410	9.00%	July 2025

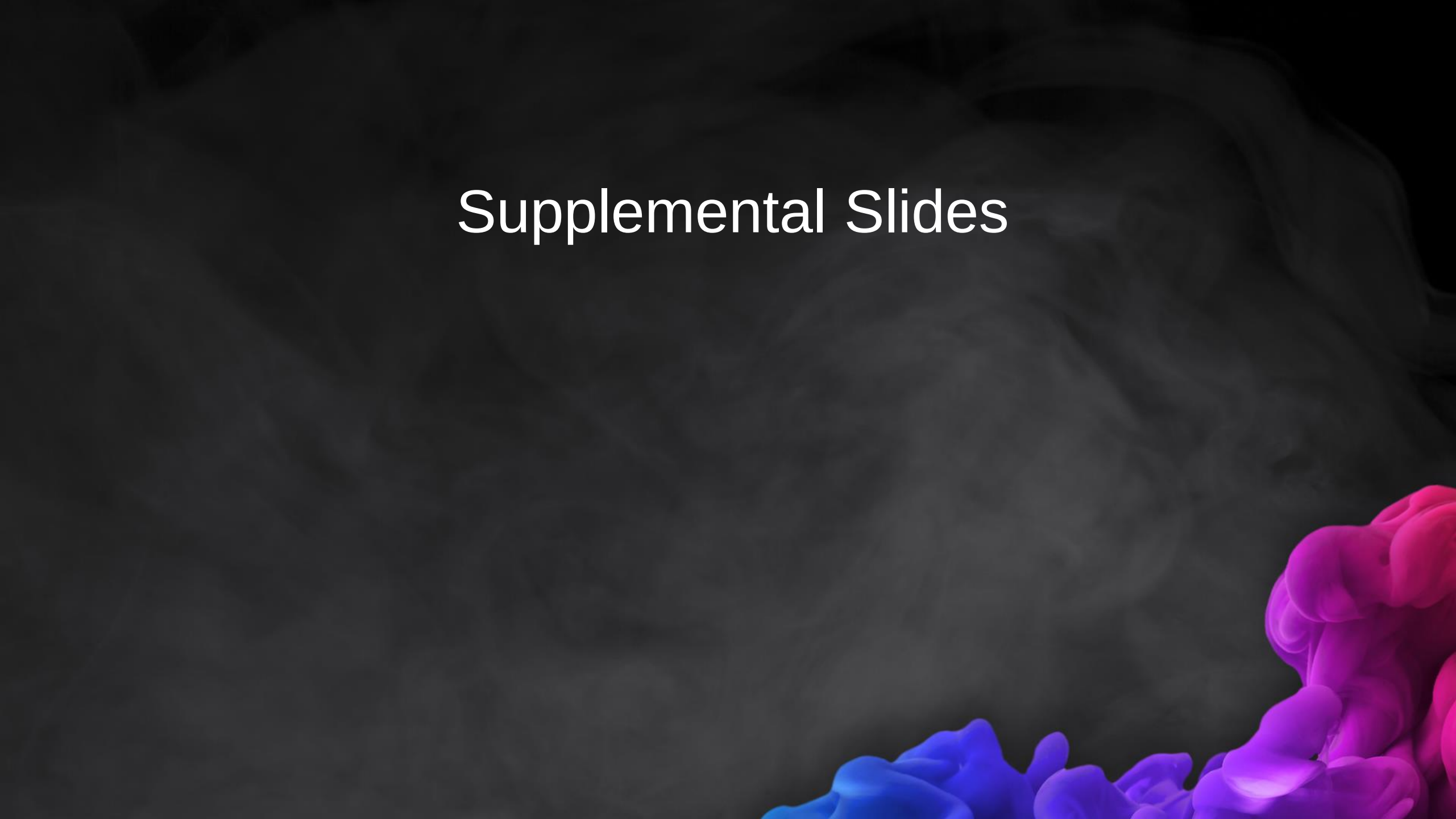
1) Non-GAAP metric
2) Leverage ratio is defined as net debt to trailing 12-month calculated adjusted EBITDA. Ending cash balance excludes $3.7M of cash in assets held for sale, which was not realized as of March 31, 2021.
3) Net debt and liquidity as of March 31,2021. Net debt is a non-GAAP financial measure defined as notes payable plus long-term debt less cash, cash equivalents, short-term investments, and cash expected to be realized from assets held for sale. Total liquidity includes cash plus available borrowing under the revolving credit facility less letters of credit.
4) LIBOR and EURIBOR rates are subject to certain floors.

Outlook for 2021

	2020A	2021E
Total Revenue	$3.9B	$4.0 - $4.1B 3% to 5% YoY growth
Adjusted EBITDA[1]	$453M	$480 – $500M 6% to 10% YoY growth
Free cash flow[1]	$57M	$140 – $170M ~150% to ~200% YoY growth
ROIC[1]	~15%	~18%

1) Non-GAAP metrics

Supplemental Slides



Q1 2021 Profit & Loss Statement
Reconciliation of GAAP to non-GAAP ($Millions)

	2021 (GAAP)	% of Net Sales	Restructuring and DN Now transformation expenses	Amortization of Wincor Nixdorf purchase accounting intangible assets (non-cash)	Legal / deal expense	Other non-routine income / expense	2021 (non-GAAP)	% of Net Sales
Services	482.4	51.1%	-	-	-	-	482.4	51.1%
Products	345.8	36.6%	-	-	-	-	345.8	36.6%
Software	115.7	12.3%	-	-	-	-	115.7	12.3%
Total Revenue	943.9	100.0%	-	-	-	-	943.9	100.0%
Services	142.3	29.5%	0.1	-	-	(1.7)	140.7	29.2%
Products	74.6	21.6%	0.4	-	-	0.1	75.1	21.7%
Software	56.3	48.7%	-	-	-	1.3	57.6	49.8%
Total Gross Profit	273.2	28.9%	0.5	-	-	(0.3)	273.4	29.0%
Operating Expenses								
Selling, G & A	203.0		(22.3)	(19.9)	(0.6)	-	160.2	
R , D & E	34.5		(0.3)	-	-	(0.0)	34.2	
(Gain)/Loss on Assets	(0.5)		-	-	0.5	-	(0.0)	
Total Operating Expense	237.0	**25.1%**	(22.6)	(19.9)	(0.1)	(0.0)	194.4	**20.6%**
Total Operating Profit (loss)	36.2	3.8%	23.1	19.9	0.1	(0.3)	79.0	8.4%

Note: Differences may occur due to rounding.

Q1 2020 Profit & Loss Statement

Reconciliation of GAAP to non-GAAP ($Millions)

	2020 (GAAP)	% of Net Sales	Restructuring and DN Now transformation expenses	Amortization of Wincor Nixdorf purchase accounting intangible assets (non-cash)	Legal / deal expense	Divestitures and fixed asset sale	Costs related to previously divested business in Germany	Inventory charge/gain	Loss making contract related to discontinued offering	Other non-routine inc/exp	2020 (non-GAAP)	% of Net Sales
Services	503.8	55.3%	-	-	-	-	-	-	-	-	503.8	55.3%
Products	300.5	33.0%	-	-	-	-	-	-	-	-	300.5	33.0%
Software	106.4	11.7%	-	-	-	-	-	-	-	-	106.4	11.7%
Total Revenue	910.7	100.0%	-	-	-	-	-	-	-	-	910.7	100.0%
Services	117.9	23.4%	0.6	-	-	-	-	3.8	12.0	1.9	136.2	27.0%
Products	64.2	21.4%	-	1.5	-	-	4.8	(0.1)	-	0.8	71.3	23.7%
Software	44.7	42.0%	0.2	1.7	-	-	-	-	-	-	46.6	43.8%
Total Gross Profit	226.8	24.9%	0.9	3.2	-	-	4.8	3.7	12.0	2.7	254.1	27.9%
Operating Expenses												
Selling, G & A	222.1		(39.2)	(18.2)	(2.4)	-	-	-	-	(2.1)	160.2	
R , D & E	32.5		(1.5)	-	-	-	-	-	-	-	31.0	
(Gain)/Loss on Assets	(1.8)		-	-	-	1.7	-	-	-	-	(0.0)	
Impairment of Assets	-		-	-	-	-	-	-	-	-	-	
Total Operating Expense	252.9	**27.8%**	(40.8)	(18.2)	(2.4)	1.7	-	-	-	(2.1)	191.1	**21.0%**
Total Operating Profit (loss)	(26.0)	-2.9%	41.6	21.4	2.4	(1.7)	4.8	3.7	12.0	4.8	63.0	6.9%

Note: Differences may occur due to rounding.

Gross Profit and Operating Expense Reconciliation

Reconciliation of GAAP to non-GAAP ($Millions)

Gross Profit – Segment View

	Q1-19	Q1-20	Q1-21
Revenue (GAAP)	**$1,028**	**$911**	**$944**
Total Gross Profit (GAAP)	**$246**	**$227**	**$273**
Americas Banking	82	104	97
Eurasia Banking	109	90	97
Retail	56	60	79
Total Restructuring and DN Now Transformation Expense	2	1	0
Total Non-Routine Expense	0	26	(0)
Total Restructuring, DN Now Transformation & Non-Routine Expense	1	27	0
Total Gross Profit (Non- GAAP)	**$247**	**$254**	**$273**
Total Gross Margin (Non- GAAP)	**24.1%**	**27.9%**	**29.0%**

Operating Expense

	Q1-19	Q1-20	Q1-21
Revenue (GAAP)	**$1,028**	**$911**	**$944**
Total Operating Expense (GAAP)	**$271**	**$253**	**$237**
Total Restructuring and DN Now Transformation Expense	(14)	(41)	(23)
Total Non-Routine Expense	(37)	(21)	(20)
Total Restructuring, DN Now Transformation & Non-Routine Expense	(50)	(62)	(43)
Total Operating Expense (non-GAAP)	**$220**	**$191**	**$194**
Non-GAAP Operating Expense as a % of GAAP Revenue	21.4%	21.0%	20.6%
Operating Profit (non-GAAP)	**$27**	**$63**	**$79**
Non-GAAP Operating Profit Margin	2.6%	6.9%	8.4%

Note: Differences may occur due to rounding.

Revenue Variance for FX, Divestitures and Related Actions

Reconciliation of GAAP to non-GAAP ($Millions)

Segment View

$Millions	Q1-21	Q1-20	Variance F/(U)	Variance %
Eurasia Banking Revenue (GAAP)	**327.8**	**310.5**	**17.3**	**5.6%**
FX Impact	-	20.9		
Divestitures and Related Actions	-	(19.7)		
Eurasia Banking Adjusted Revenue (Non-GAAP)	**327.8**	**311.7**	**16.1**	**5.2%**
Americas Banking Revenue (GAAP)	**311.7**	**344.7**	**(33.0)**	**-9.6%**
FX Impact	-	(6.0)		
Divestitures and Related Actions	-	(2.4)		
Americas Banking Adjusted Revenue (Non-GAAP)	**311.7**	**336.3**	**(24.6)**	**-7.3%**
Retail Revenue (GAAP)	**304.4**	**255.5**	**48.9**	**19.1%**
FX Impact	-	19.1		
Divestitures and Related Actions	-	(0.9)		
Retail Adjusted Revenue (Non-GAAP)	**304.4**	**273.7**	**30.7**	**11.2%**

Business Line

$Millions	Q1-21	Q1-20	Variance F/(U)	Variance %
Services Revenue (GAAP)	**482.4**	**503.8**	**(21.4)**	**-4.2%**
FX Impact	-	17.7		
Divestitures and Related Actions	-	(18.3)		
Services Adj. Revenue (Non-GAAP)	**482.4**	**503.2**	**(20.8)**	**-4.1%**
Products Revenue (GAAP)	**345.8**	**300.5**	**45.3**	**15.1%**
FX Impact	-	11.4		
Divestitures and Related Actions	-	(1.4)		
Products Adj. Revenue (Non-GAAP)	**345.8**	**310.5**	**35.3**	**11.4%**
Software Revenue (GAAP)	**115.7**	**106.4**	**9.3**	**8.7%**
FX Impact	-	4.9		
Divestitures and Related Actions	-	(3.3)		
Software Adj. Revenue (Non-GAAP)	**115.7**	**108.0**	**7.7**	**7.1%**
Total Revenue (GAAP)	**943.9**	**910.7**	**33.2**	**3.6%**
FX Impact	-	34.0		3.7%
Divestitures and Related Actions	-	(23.0)		-2.5%
Total Adjusted Revenue	**943.9**	**921.7**	**22.2**	**2.4%**

Note: Differences may occur due to rounding.

Non-GAAP Gross Profit Variance for FX, Divestitures & Related Actions
($Millions)

Segment View

$Millions	Q1-21	Q1-20	Variance F/(U)	Variance %
Eurasia Banking Gross Profit (Non-GAAP)	**96.7**	**89.8**	**6.9**	**7.7%**
FX Impact	-	7.6		
Divestitures and Related Actions	-	0.2		
Eurasia Banking Adjusted Gross Profit (Non-GAAP)	**96.7**	**97.6**	**(0.9)**	**-0.9%**
Americas Banking Gross Profit (Non-GAAP)	**97.5**	**104.4**	**(6.9)**	**-6.6%**
FX Impact	-	(1.1)		
Divestitures and Related Actions	-	(0.6)		
Americas Banking Adjusted Gross Profit (Non-GAAP)	**97.5**	**102.7**	**(5.2)**	**-5.1%**
Retail Gross Profit (Non-GAAP)	**79.2**	**59.9**	**19.3**	**32.2%**
FX Impact	-	4.8		
Divestitures and Related Actions	-	(0.2)		
Retail Adjusted Gross Profit (Non-GAAP)	**79.2**	**64.5**	**14.7**	**22.8%**

Business Line

$Millions	Q1-21	Q1-20	Variance F/(U)	Variance %
Services Gross Profit (Non-GAAP)	**140.7**	**136.2**	**4.5**	**3.3%**
FX Impact	-	3.9		
Divestitures and Related Actions	-	1.2		
Services Adj. Gross Profit (Non-GAAP)	**140.7**	**141.3**	**(0.6)**	**-0.4%**
Products Gross Profit (Non-GAAP)	**75.1**	**71.2**	**3.9**	**5.5%**
FX Impact	-	4.6		
Divestitures and Related Actions	-	(1.0)		
Products Adj. Gross Profit (Non-GAAP)	**75.1**	**74.8**	**0.3**	**0.4%**
Software Gross Profit (Non-GAAP)	**57.6**	**46.7**	**10.9**	**23.3%**
FX Impact	-	2.8		
Divestitures and Related Actions	-	(0.8)		
Software Adj. Gross Profit (Non-GAAP)	**57.6**	**48.7**	**8.9**	**18.3%**
Total Gross Profit (Non-GAAP)	**273.4**	**254.1**	**19.3**	**7.6%**
FX Impact	-	11.3		
Divestitures and Related Actions	-	(0.6)		
Total Adjusted Gross Profit	**273.4**	**264.8**	**8.6**	**3.2%**

Note: Differences may occur due to rounding.

Adjusted EBITDA
Reconciliation of GAAP to non-GAAP ($Millions)

Adjusted EBITDA

	Q1-19	Q1-20	Q1-21
GAAP Revenue	**$1,028**	**$911**	**$944**
GAAP Net Income	**($132)**	**($93)**	**($8)**
Income tax (benefit) expense	$60	$20	$1
Interest income	($3)	($1)	($2)
Interest expense	$51	$48	$49
Depreciation & amortization[1]	$53	$49	$40
EBITDA	**$30**	**$23**	**$80**
Share-based compensation	$9	$4	$3
Foreign exchange (gain) loss, net	($3)	($0)	($6)
Miscellaneous (income) expense, net	$1	$1	$1
Equity in (earnings) loss of unconsolidated subsidiaries, net	$0	$0	$1
Restructuring and DN Now Transformation Expense[2]	$15	$36	$21
Non-routine expense, net[3]	$12	$26	($0)
Adjusted EBITDA	**$65**	**$89**	**$100**
Adjusted EBITDA % GAAP revenue	6.3%	9.8%	10.6%

Trailing 12-month Adjusted EBITDA Reconciliation

	Q1-21
GAAP Revenue	**$3,935**
GAAP Net Income	**($182)**
Income tax (benefit) expense	($20)
Interest income	($7)
Interest expense	$293
Depreciation & amortization[1]	$171
EBITDA	**$255**
Share-based compensation	$15
Foreign exchange (gain) loss, net	$9
Miscellaneous (income) expense, net	($7)
Equity in (earnings) loss of unconsolidated subsidiaries, net	$0
Restructuring and DN Now Transformation Expense[2]	$152
Non-routine expense, net[3]	$40
Adjusted EBITDA	**$464**
Adjusted EBITDA % GAAP revenue	11.8%

With respect to the company's adjusted EBITDA outlook for 2021, it is not providing a reconciliation to the most directly comparable GAAP financial measure because it is unable to predict with reasonable certainty those items that may affect such measures calculated and presented in accordance with GAAP without unreasonable effort. These measures primarily exclude the future impact of restructuring actions and net non-routine items. These reconciling items are uncertain, depend on various factors and could significantly impact, either individually or in the aggregate, net income calculated and presented in accordance with GAAP. Please see "Use of Non-GAAP Financial Information" for additional information regarding our use of non-GAAP financial measures.

1) Deferred financing fees have been removed from depreciation and amortization.
2) Excludes accelerated ERP depreciation, included in depreciation and amortization.
3) Net non-routine expenses excludes the amortization of Wincor Nixdorf intangible assets, which are included in depreciation and amortization.

Note: Differences may occur due to rounding.

Free Cash Flow
Reconciliation of GAAP to non-GAAP ($Millions)

Free Cash Flow Reconciliation

	Q1-19	Q1-20	Q1-21
Net cash provided (used) by operating activities (GAAP measure)	($57)	($78)	($65)
Excluding the impact of changes in cash of assets held for sale and the use of cash for M&A activities	12	23	(1)
Excluding the use of cash for the settlement of foreign exchange derivative instruments	(1)	3	4
Excluding the termination of certain interest rate swaps due to debt refinancing	0	0	0
Proceeds from the surrender of company-owned life insurance policies	0	0	0
Capital expenditures	(15)	(5)	(2)
Capitalized software development	(6)	(5)	(6)
Free cash flow (use) (non-GAAP measure)	**($66)**	**($63)**	**($70)**
Add Back: Cash interest	(37)	(33)	(60)
Unlevered Free cash flow (use) (non-GAAP measure)	**($29)**	**($30)**	**($10)**

Trailing 12-month Free Cash Flow Reconciliation

	Q1-20	Q4-20	Q1-21
Net cash provided (used) by operating activities (GAAP measure)	$115	$18	$31
Excluding the impact of changes in cash of assets held for sale and the use of cash for M&A activities	25	25	1
Excluding the use of cash for the settlement of foreign exchange derivative instruments	12	32	33
Excluding the termination of certain interest rate swaps due to debt refinancing	0	10	10
Proceeds from the surrender of company-owned life insurance policies	0	16	16
Capital expenditures	(34)	(27)	(24)
Capitalized software development	(22)	(17)	(18)
Free cash flow (use) (non-GAAP measure)	**$96**	**$57**	**$50**
Add Back: Cash interest	(172)	(138)	(165)
Unlevered Free cash flow (use) (non-GAAP measure)	**$269**	**$195**	**$215**

Free cash flow is a non-GAAP financial measure defined as net cash provided by operating activities from continuing operations less capital expenditures, less cash used for capitalized software development, and excluding the impact of changes in cash of assets held for sale and the use of cash for M&A activities, and excluding the use of cash for the settlement of foreign exchange derivative instruments, and excluding the use of cash for the termination of certain interest rate swaps due to the debt refinancing completed in Q3 2020, and including the proceeds from the surrender of company-owned life insurance policies. Unlevered free cash flow adds back cash interest to non-GAAP free cash flow.

With respect to the company's non-GAAP free cash flow outlook for 2021, it is not providing a reconciliation to the most directly comparable GAAP financial measure because it is unable to predict with reasonable certainty those items that may affect such measure calculated and presented in accordance with GAAP without unreasonable effort. This measure primarily excludes the future impact of changes in cash of assets held for sale, cash used for M&A activities and the settlement of foreign exchange derivative instruments. These reconciling items are uncertain, depend on various factors and could significantly impact, either individually or in the aggregate, net cash provided (used) by operating activities calculated and presented in accordance with GAAP. Please see "Use of Non-GAAP Financial Information" for additional information regarding our use of non-GAAP financial measures.

Return on Invested Capital and Net Debt
($Millions)

Return on Invested Capital (ROIC)

	2018	2019	2020	TTM Q1 2021
Revenue	$4,579	$4,409	$3,902	$3,936
GAAP operating profit (loss)	(326)	(27)	24	86
Non-GAAP adjustments [1]	488	295	331	285
Non-GAAP operating profit [1]	162	268	355	372
Effective tax rate of 30%	49	80	107	111
Net operating profit after Tax (NOPAT)[1]:	$114	$188	$249	$260
Cash and short-term investments[2]	(499)	(388)	(364)	(260)
Debt	2,240	2,141	2,346	2,282
Leases	224	172	154	148
Pension and other post-retirement liabilities	277	265	222	204
Redeemable noncontrolling interest	130	21	19	-
Equity	(123)	(506)	(832)	(840)
Total Invested Capital	$2,249	$1,705	$1,545	$1,534
Average invested capital		$1,977	$1,673	$1,639
Return on Invested Capital (ROIC) [1]		**9%**	**15%**	**16%**

Net Debt

$ Millions	3/31/20	3/31/21
Cash, cash equivalents, restricted cash and short term investments (GAAP Measure)	$526	$256
Cash included in assets held for sale	23	4
Debt instruments	(2,457)	(2,282)
Net debt (non-GAAP measure)	**($1,908)**	**($2,022)**

Return on invested capital (ROIC) is a non-GAAP financial measure defined as adjusted net operating profit after tax (NOPAT) utilizing a 30% estimated effective tax rate divided by average invested capital for the period. Invested capital consists of net debt, leases, pension and other post-retirement liabilities and equity.

With respect to the company's non-GAAP outlook for ROIC in 2021, it is not providing a reconciliation to the most directly comparable GAAP financial measure because it is unable to predict with reasonable certainty those items that may affect such measure calculated and presented in accordance with GAAP without unreasonable effort. These measures primarily exclude the future impact of restructuring actions and net non-routine items. These reconciling items are uncertain, depend on various factors and could significantly impact, either individually or in the aggregate, net income calculated and presented in accordance with GAAP. Please see "Use of Non-GAAP Financial Information" for additional information regarding our use of non-GAAP financial measures.

Cash included in assets held for sale for the three months ending March 31, 2020 excludes approximately $9.5 million of cash that was greater than the expected net proceeds on the disposition of one of the assets.

1) Non-GAAP metric
2) Includes cash included in assets held for sale