

# Corporate Impact Report Summary



# Creating Measurable Impact.

We are a company of bold, kind, connectors who care deeply about making a positive impact. I'm proud of the value we create for all of our stakeholders – our customers, employees, shareholders, and the communities where we work and live. Making a positive impact is more than just the right thing to do – it creates business opportunities, drives innovation, and builds lasting value.

Our Corporate Impact Strategy sets goals that quantify the impact we want to make by 2030. This impact will continue to multiply well beyond the next decade, having a positive ripple effect on generations to come.

I'm pleased to share the progress we've made to those goals in over the past year in this 2022 Corporate Impact Report Summary. This is our second full year of progress toward our strategy. And while there is much to celebrate, we also have challenges to overcome. Supply chain constraints and global economic uncertainty, combined with the reality that wide-scale change takes time, have led to uneven progress toward our goals. As an engineering company, we view it as an opportunity to learn and iterate as we continue to strive to meet these important objectives.

For example, our diversity, equity, inclusion, and belonging strategy focuses not on quick fixes but on deep, transformational solutions – and we recognize that those changes take time. Progress was never imagined to be linear: we are building an inclusive culture and the infrastructure needed to attract more top talent and a more diverse workforce for the future.

Part of our long-term approach to Changing the Faces of Engineering is advancing diversity in our industry's talent pipeline. We've invested in programs this year to bring high-quality STEM programs to underrepresented students, as well as in apprenticeship and internship programs in partnership with Austin Community College, AUTMHQ, and Code2College. We are committed to developing a future workforce that brings new perspectives, creative collaborations, and better solutions for global customers.

Equity and justice are part of our definition of sustainable success, which is why we emphasize the importance of Building an Equitable and Thriving Society, both at NI and in our community. I am proud of our efforts to maintain rewards equity for all employees in similar roles and levels, and of our focus on employee wellbeing across the company. And in our hometown of Austin, which is facing acute crises of homelessness and housing affordability, we're supporting Finding Home ATX's data-driven work to rehouse 3,000 people experiencing unsheltered homelessness.

Caring for our communities also extends to the environment, and NI's Engineering a Healthy Planet work centers around our climate neutrality goal we launched last year. In 2022, we made headway by maximizing the energy and resource efficiency of our facilities. In fact, we built or renovated more than 135,000 square feet of building space to LEED standards last year.

None of this would be possible without the many Nlers who live our values every day. I'm proud to work with them to deliver the best in test and measurement – always with an eye toward making a positive and lasting impact on society and our planet. As you review our highlights and data from 2022, I invite you to reflect on how we can work together to Engineer Ambitiously™ and build a better world.



**ERIC STARKLOFF**  
CEO

# 2022 Highlights



2022  
Newsweek, America's Most  
**TRUSTWORTHY**  
COMPANIES

2022  
Newsweek, America's Most  
**RESPONSIBLE**  
COMPANIES

2022  
Sustainalytics, ESG  
**TOP-RATED**  
COMPANY

**Changing the Faces  
of Engineering**

**85%**  
of employees feel  
a sense of belonging

**126,361**  
students served by NI-sponsored  
STEM education initiatives

**Building an Equitable  
and Thriving Society**

**\$560K**  
committed to affordable housing  
and homelessness initiatives



Launched global supplier  
diversity program

**4**  
Global Recharge Weeks for Nlers to  
take time off or nurture their wellbeing

**Engineering  
a Healthy Planet**

**53K**  
annual product shipments  
converted to sustainable packaging

**35%**  
of electricity  
sourced from renewables

**4**  
new or renovated facilities built  
to LEED/WELL standards

**78%** of employees are proud of NI's Corporate Impact Strategy

Founded: \_\_\_\_\_ 1976

NASDAQ Symbol: \_\_\_\_\_ NATI

customers worldwide **>35K**2022 revenue (up 13% YOY) **\$1.7B****7,000+**  
employees worldwide**40+**  
countries with NI operationsinvestment in R&D in 2022 **20%**

# Our Company and Corporate Impact

For more than 40 years, NI has developed automated test and automated measurement systems that help engineers solve our world's toughest challenges. From data and automation to research and validation, we provide tailored, software-connected solutions that accelerate our customers' productivity, innovation, and performance across the entire product development cycle.

## Our Core Values

Be Bold. Be Kind. Be Connectors.

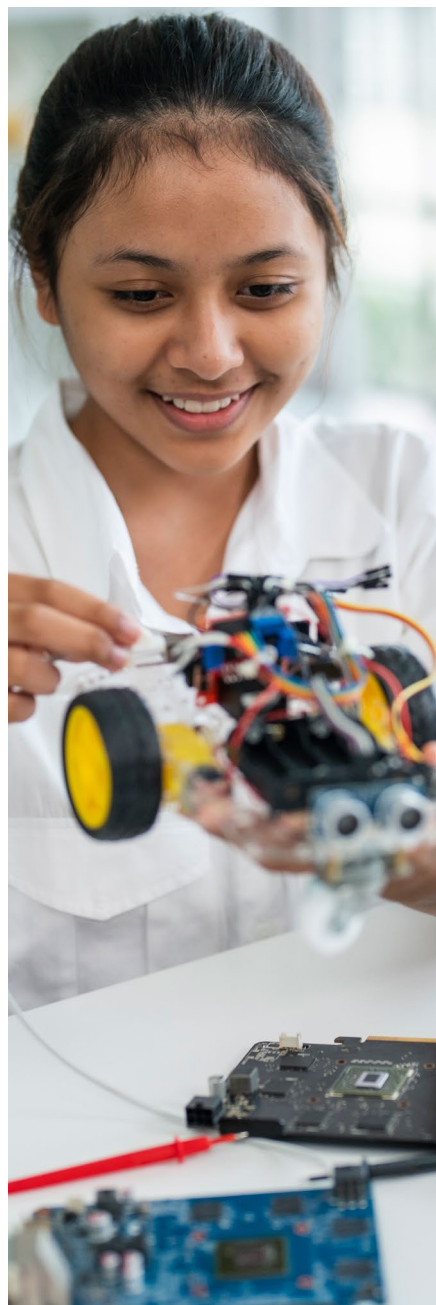
## Our Corporate Impact Strategy

Corporate Impact is NI's holistic approach to corporate citizenship—a combination of environmental, social, and governance (ESG) and corporate social responsibility (CSR).

Our 2030 Corporate Impact Strategy outlines how we will put our people, partners, and products to work to benefit society and our planet. It sets forth our vision of a more equitable, sustainable world, and sets 15 ambitious goals for 2030—organized around three impact pillars—to give us a concrete framework for bringing that vision to life. This strategy challenges us to think big as we work together to develop breakthrough solutions for a better world.

## Our Corporate Impact Pillars

Changing the Faces  
of EngineeringBuilding an Equitable  
and Thriving SocietyEngineering  
a Healthy Planet



# Changing the Faces of Engineering

We envision a world where the racial, ethnic, cultural, and gender representation of engineers matches that of society. We're working toward this vision by increasing the diversity of our own workforce and supporting aspiring engineers. We also strive to create a culture of belonging and inclusion in our industry, so people of all backgrounds feel confident pursuing careers in hardware or software engineering.

## Progress to Goals

| OUR 2030 GOAL                                       |                                                                                                                                     | 2022 STATUS                                                                                                                                            |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Diverse Representation (Moonshot Goal) <sup>1</sup> | By 2030, 50% of our global workforce will be women, and our U.S. workforce will be 13% Black and 18% Latinx.                        | 32% of our global workforce is women, and our U.S. workforce is 2% Black and 11% Latinx.                                                               |
| Diverse Leadership (Moonshot Goal) <sup>1</sup>     | By 2030, 50% of our people managers globally will be women, and 40% of our U.S. people managers will be people of color.            | 30% of our people managers globally are women, and 23% of our U.S. people managers are people of color.                                                |
| Inclusion                                           | Each year through 2030, 87% of our employees will feel a sense of belonging at NI.                                                  | 85% of our employees feel a sense of belonging at NI.                                                                                                  |
| STEM Education                                      | Each year through 2030, we will advance STEM education initiatives serving underrepresented or economically disadvantaged students. | We gave \$3.3 million in monetary and product donations to STEM education initiatives serving underrepresented or economically disadvantaged students. |
| STEM Volunteering                                   | Before 2030, our employees will spend 25% of their total volunteer hours supporting STEM education initiatives.                     | Our employees spent 36% of their total volunteer hours supporting STEM education initiatives.                                                          |

<sup>1</sup> Moonshot Goal: Moonshot goals challenge our innovation. We set them based on what's needed for society rather than what's easily achievable.



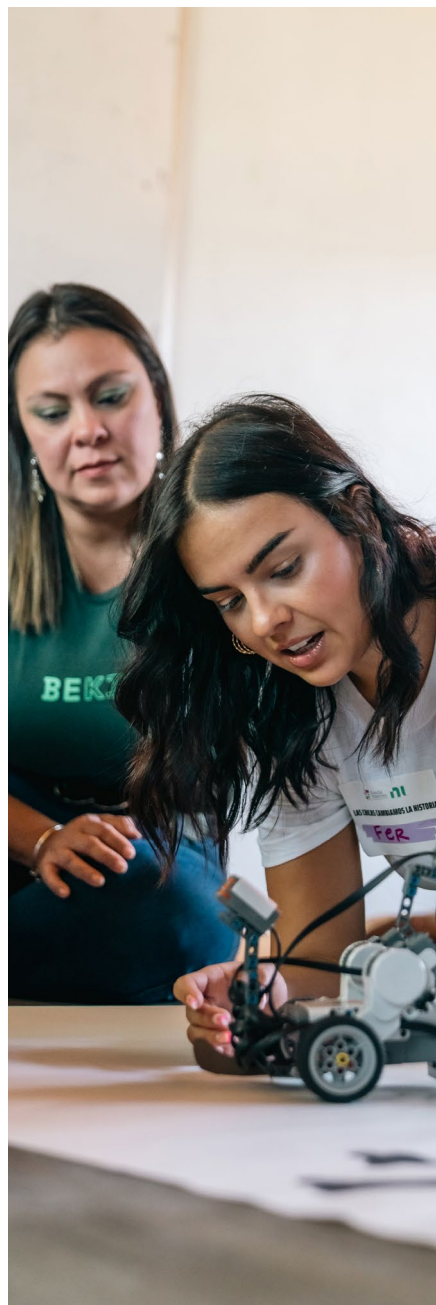
## Key 2022 Achievements

### Diverse Representation

- Improved retention rates among women employees globally and Black employees in the U.S. Turnover rates for both are below the U.S. average. We saw an increased attrition rate among Latinx employees, which we will address through tactics such as working with our Latinx inclusion resource group to understand any contributing factors.
- Formed an Inclusive Hiring Accelerator Team focused on strengthening inclusive hiring practices, sourcing talent from more diverse candidate pools, and building our employment brand globally. We formed new partnerships with Huston-Tillotson University (a Historically Black College and University (HBCU)), Southwestern University, and The University of Texas at San Antonio (a Hispanic-Serving Institution), which, along with our existing partnership with Prairie View A&M University (an HBCU) will allow us to reach more diverse talent throughout Central Texas.
- Welcomed 217 employees from 14 countries into Generation NI, which helps entry-level employees launch their technology careers. The program, which expanded to all NI business functions this year, starts with DEIB-focused university recruitment, and then provides a collaborative, structured onboarding and skill-development experience.
- Expanded our apprenticeship and internship programs for students from underserved communities, hiring 12 apprentices and interns through our NI Technical Scholars program at Austin Community College and through our partnerships with AUTM HQ and Code2College.

### Diverse Leadership

- Increased the diversity of NI's leadership development programs by expanding outreach and offering all programs virtually in all global time zones. Representation of women is now higher in NI's leadership development programs than in our workforce as a whole. For example, 43 percent of employees enrolled in NI's 2023 Self Leader program are women, compared to 34 percent in 2022.
- Experienced a sharp decrease in the number of women in senior engineering positions. We will analyze engagement, hiring and attrition data to understand any underlying factors and identify ways we can strengthen our culture and practices.
- Launched our new Advanced Business Leadership Experience in partnership with The University of Texas for 136 current and prospective director-level employees. This six-month program helps participants hone leadership skills and culminates in a capstone project presented to NI's executive leadership.



## Inclusion and Belonging

- Cultivated NI executives' inclusive leadership skills through assessments, one-on-one coaching, and mastermind groups.
- Discovered through our annual employee engagement survey that women employees had significantly higher overall engagement than men, and that, for the third consecutive year, Black/African American employees had the highest engagement scores of any ethnic group in the U.S. despite being the smallest group proportionally.
- Launched GlobeSmart, an interactive platform to help NI employees better understand and collaborate with colleagues from different cultures and backgrounds. More than 1,350 employees have completed sessions on topics such as unconscious bias and microinequities, cross-cultural communication, and working effectively across differences, and many teams have used GlobeSmart to strengthen communication, collaboration, and teamwork.
- Continued Leading Inclusion, a conversation series started in 2021 to engage all NI teams worldwide in discussions about psychological safety, belonging, and inclusion. Seventy-five percent of NI employees have participated, and those who had inclusive conversations with their managers scored nine points higher on NI's Belonging and Inclusion Index than those who did not. In the U.S., members of all ethnic groups (except Latinx) who had inclusive conversations had significantly higher Index scores than those who did not.
- Expanded inclusion resource groups (IRGs) globally, with new chapters in Costa Rica, Hungary, and India. More than 15 percent of NI employees belong to our seven IRGs, which unite members around shared backgrounds, experiences, and interests. Our U.S.-based IRGs are: Asian & Pacific Islander Network, Black Inclusion Network, Enable (diverse abilities), LatinX, Pride (LGBTQ+), Salute (veterans), and Women's Network.

## STEM Education and Volunteering

- Continued partnerships with nonprofits worldwide, using our monetary and product donations, business expertise, mentoring, and volunteering to increase access to STEM education and workforce development among underrepresented and economically disadvantaged populations.
- Expanded our longtime partnership with FIRST®, helping bring the global robotics competition's programs to students in Hungary. NI sponsors competition teams, donates NI roboRIO controllers for student robots, mentor teams, and sponsors the FIRST Mentor Network.
- Celebrated the first year of C.R.E.A.T.E., a program NI funded and jointly developed with Thinkery and Boys & Girls Clubs of the Austin Area. C.R.E.A.T.E. brought after-school engineering education and youth development programming to 546 Central Texas students in 2022.
- Completed the first year of the Women at Tech (WATCH) program, which we developed and funded with our longtime partners at the Agora Science Center in Debrecen, Hungary. Fifty tenth-grade students completed WATCH's STEM curriculum with mentoring from NI employees.
- Doubled participation in the Girls in Engineering and Technology (GET) program, with 110 students graduating from the program in 2022. NI cocreated GET with the Penang Science Cluster in 2021 to help female high-school students build engineering and technology skills.
- Hosted the 2022 NI Autonomous Robotics Competition in Penang, which was the culmination of an eight-month effort in which 25 NI volunteers mentored 13 teams of engineering undergraduate students (52 percent female) from eight universities as they built their robots.
- Partnered with the University Space Engineering Consortium in Japan on a workshop to help 50 students utilize LabVIEW test and measurement data to accelerate their rocket and satellite development projects.



# Building an Equitable and Thriving Society

We envision a thriving society with fewer racial, gender, and economic inequities and greater wellbeing and prosperity for all. Our work starts within NI, by cultivating an equitable and thriving workplace. We're also advancing diversity within our own supply chain, which we believe has an economic ripple effect throughout communities. And, by changing the faces of engineering, we'll increase access to higher-paying technology jobs.

## Progress to Goals

|                         | OUR 2030 GOAL                                                                                                                                          | 2022 STATUS                                                                                                             |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Rewards Equity          | Before 2030, we will achieve substantial equity in total rewards for all employees in similar roles and levels with comparable performance and impact. | Our ratios of base salary are 99% for women to men globally and 100% for people of color to white employees in the U.S. |
| Employee Wellbeing      | Each year through 2030, we will advance programs and initiatives that improve our employees' wellbeing.                                                | 49% of global employees are engaged in the NI Thrive wellbeing program.                                                 |
| Employee Engagement     | Before 2030, 92% of our employees will be highly engaged.                                                                                              | 77% of employees are highly engaged.                                                                                    |
| Supplier Diversity      | By 2030, 16% of our suppliers will be small or diverse businesses.                                                                                     | 10% of our suppliers are small or diverse businesses.                                                                   |
| Opportunity Initiatives | Each year through 2030, we will support equity and economic opportunity initiatives through monetary and product donations and volunteering.           | Gave \$909,000 in monetary and product donations to equity or economic opportunity initiatives.                         |



## Key 2022 Achievements

### Rewards Equity

- Achieved gender pay equity, with women at NI earning 99% of what men earn globally in both 2022 and 2021. For engineering roles globally, we improved pay equity between women and men, going from a ratio of 97% in 2021 to 99% in 2022.
- Achieved pay equity goals for Black and Latinx NI employees in the U.S. In 2021 and 2022, both groups earned 100% or more of what white employees in the U.S. earned.

### Employee Wellbeing

- Exceeded our 2022 goals for our NI Thrive wellbeing platform, with 49% of global employees engaged. The platform, which we launched globally in October 2021, provides behavior change programs and employee social engagement for all pillars of our wellbeing strategy: Community, emotional, physical, financial, and purpose.
- Supported employees' mental and emotional wellbeing by adding two new mental health benefits for U.S. employees—BetterHelp and NeuroFlow (employees outside of the U.S. can access our employee assistance program). We also hosted regular mental health webinars and our second annual Mental Health Town Hall, at which a mental health provider provided tips and NI executives shared their personal stories.
- Scheduled four NI Recharge Weeks: Full workweeks when every NI employee globally was encouraged to mentally recharge by taking time off or working quietly without meetings.
- Won the 2022 Moving the Needle Award from the Austin Mayor's Health & Fitness Council recognizing NI Thrive's impact; we also received a gold certification from the organization for our comprehensive health initiatives.

### Employee Engagement

- Continued to listen to employees through regular surveys, focus groups and town halls. Our 2022 employee engagement survey identified these priorities, which we will focus on in 2023: Career development, wellbeing, recognizing employees based on our values, sense of belonging, and being rewarded based on performance.
- Invested in infrastructure, technology, and training to support our Workplace for Everyone hybrid work environment. Employees are empowered to work with their teams to find the combination of remote and on-site work that best fits their role and needs.
- Launched NI Grow learning platform in response to 2021 survey feedback showing that career development is a top priority for Nliers and a key driver of employee engagement and retention. NI Grow uses machine learning to deliver content personalized to each employee's needs.
- Introduced three new options for internal career mobility at NI: permanent roles; short-term rotations that enable employees to gain experience in a different role; and "gigs" that enable employees to take on a short-term project with another team to cultivate new skills.

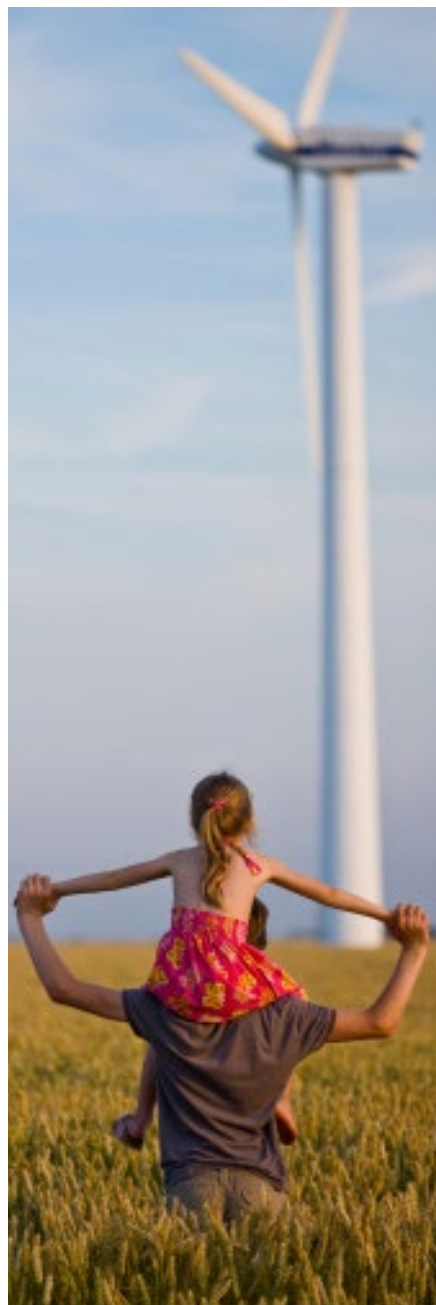
## Supplier Diversity

- Launched a new NI Supplier Diversity Program to more effectively recruit and deepen relationships with small and diverse businesses. We updated and published revisions to the NI Supplier Handbook to address diversity and created an online self-certification form to validate more than 1,100 of NI's existing small and diverse suppliers.
- Joined the National Minority Supplier Development Council (NMSDC) to leverage access to more than 15,000+ Minority Business Enterprises (MBEs). As an exhibitor at NMSDC's annual conference, we connected with more than 1,900 MBEs and held one-on-one meetings with potential suppliers.

## Opportunity Initiatives

- Created NI Restart, a program that accelerates our company's hiring process for Ukrainian refugees and provides customized benefits and housing support.
- Addressed the homelessness and affordable housing crises in Austin, Texas, through a \$500,000 grant toward Finding Home ATX, a data-driven initiative to house 3,000 people experiencing unsheltered homelessness. Also, we hosted a panel with NI CEO Eric Starkloff and Austin Mayor Steve Adler to educate Nlers about Central Texas-area initiatives and volunteer opportunities to address unsheltered homelessness.
- Awarded a \$25,000 grant to and volunteered with our longtime partner Foundation Communities, which provides affordable housing and on-site services. Also, we sponsored Austin Habitat for Humanity's Build for Unity campaign, hosted a panel-raising ceremony with Mayor Adler at NI, and 161 employees spent 932 hours building homes.





# Engineering a Healthy Planet

We envision a world where all entities use their unique strengths, working together to protect and repair ecosystems and stabilize our climate by mitigating rising temperatures. We're doing our part by reducing the environmental impact of our operations and products so that we can reduce our footprint and help our customers do so, as well. And we're empowering innovators to build new technologies that protect and regenerate Earth's ecosystems.

|                    | OUR 2030 GOAL                                                                                                                                                 | 2022 STATUS                                                                                                       |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Climate Neutrality | By 2030, we will become a climate-neutral company with an ongoing commitment to protecting biodiversity each year.                                            | Scope 1 and 2 emissions decreased 5% YOY and we sourced 35% of our electricity from renewables.                   |
| Zero Waste         | By 2030, we will achieve Zero Waste at NI-owned buildings and reduce waste at leased facilities.                                                              | 73% of total nonhazardous solid waste was diverted from landfill at NI-owned buildings globally.                  |
| Green Building     | Each year through 2030, we will design 100% of NI's new buildings or remodels to LEED and WELL standards.                                                     | 100% of new buildings and remodels were designed to LEED and WELL standards.                                      |
| Circular Design    | Each year through 2030, we will make circular design improvements in our product design, manufacturing, and packaging.                                        | Converted 53,500 annual shipments to more sustainable packaging configurations.                                   |
| Green Technology   | Each year through 2030, we will discount or donate NI products to organizations developing green technology and will volunteer for environmental initiatives. | Gave \$250,000 in monetary donations, product donations, and volunteer time benefiting environmental initiatives. |

## Key 2022 Achievements

### Climate

- Reduced Scope 1 and 2 emissions by 5% from 2021 to 2022 and sourced 35% of our electricity from renewables (a slight decrease from 2021). This includes solar installations in Penang and Debrecen.
- Received our first Bandera Azul Ecológica award in the Climate Change category. This prestigious award recognizes NI Costa Rica for its efforts to mitigate and adapt to climate change.

### Zero Waste

- Conducted waste audits at our largest facilities—Austin, Texas; Debrecen, Hungary; and Penang, Malaysia—to analyze the composition of our waste streams and identify opportunities for diversion. We used the findings to drive improvements such as increased paper recycling in Debrecen and a pallet-reuse program in Penang.
- Increased our Austin, Texas, campus's waste diversion rate by 50% year-over-year by restructuring the way we collect materials. We have exceeded 80% diversion in both Debrecen and Penang.

### Green Building

- Opened our 60,000-square-foot supply chain distribution hub in Penang, Malaysia, which was built to LEED and WELL standards and led to a partnership with green power producer NEFIN for future installation of rooftop solar systems on our buildings.
- Began renovation of our Austin, Texas, headquarters and opened new offices in Seoul, Korea and Taipei, Taiwan, with all projects built to LEED and WELL standards.
- Installed high-efficiency LED lighting at our Austin, Texas, headquarters. The project will have the same climate impact as removing 202 cars from the road annually.



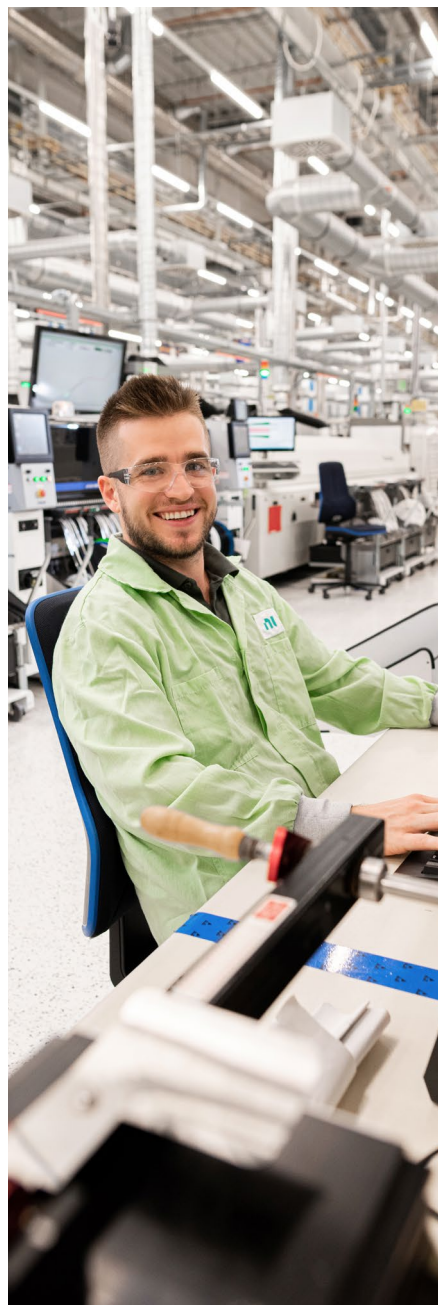
## Circular Design

- Implemented a 100% reclaimed/recyclable 4/6-slot chassis-cushioning system that replaces nonrecyclable polyurethane cushions.
- Designed a packaging solution that protects shipments of PXI Express devices, our product with the second-highest volume of shipments, with Korrvu® (a recyclable elastometric film and corrugate solution that saves space while providing excellent protection). This solution, which we'll implement in February 2023, replaces polyethylene and polyurethane foams in approximately 50,000 shipments annually.
- Created and staffed a research and development initiative to develop a power monitoring and reporting framework to increase our products' power efficiency. We identified this as a top priority through our 2021 lifecycle analysis of our PXI systems, which showed power consumption is by far the biggest driver of total carbon footprint.
- Continued to evaluate opportunities for using more sustainable and recyclable materials in our products.

## Green Technology & Volunteering

- Finalized a partnership with the Ocean & Climate Innovation Accelerator (OCIA), a consortium founded by Analog Devices, Inc. (ADI) and the Woods Hole Oceanographic Institute (WHOI) to advance knowledge of the ocean's critical role in global health. NI's grant of \$1 million over four years (starting in 2023) will enable innovators to create technologies that collect data from and improve understanding of the ocean and its role in climate evolution.
- Volunteered regularly for environmental initiatives, including a beach cleanup in Taiwan, electronics recycling drive in Shanghai, and an Earth Day event in Austin, at which employees upcycled old NI T-shirts into dog toys for local nonprofits.





# Responsible Business

Our commitment to doing the right thing stems from our 100-Year Plan, a framework that keeps us focused on long-term stability in the market. This plan helps us balance short-term business decisions with our long-term goals. These include creating consistent value for our stakeholders (employees, customers, shareholders, and communities) and driving positive, lasting benefits for our society and our planet—for the next century and beyond.

## Key 2022 Achievements

- Updated NI's Code of Ethics as well as our Business Gifts and Entertainment Policy and Conflict of Interest Policy.
- Trained all NI employees on our Code of Ethics, with subjects including conflicts of interest; bribery and other improper payments; workplace harassment; fair competition; accurate books and records; insider trading; protecting company assets; and environmental, health and safety.
- Partnered with a third party, EcoVadis, to track the social and environmental performance of key suppliers. The assessment scores each supplier's sustainability management system in the areas of Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. We will use the results to develop improvement programs.
- Updated our 2022 NI Supplier Handbook to include urgent environmental, social and governance topics.
- Continued alignment to the ISO 27001 Information Security Framework as well as ISO 20001 Service Management Systems, which allow us to support internal and external security demand.
- Standardized our security and data privacy protections across all new acquisitions.
- Strengthened our privacy program by enhancing our data protection agreement with vendors and adding a cookie consent form to our site.



# 2022 ESG Metrics

We launched our 2030 Corporate Impact Strategy in February 2021 and use 2020 as our baseline for measuring progress toward our goals. We are proud of the infrastructure we've built over the last two years to effect long-term change.

Our progress has been the strongest in the areas where our scope is relatively narrow, our infrastructure is more mature, and/or we have more direct control over our outcomes. These include STEM education, pay equity, wellbeing, waste diversion, green building and packaging. For example, we used our packaging testing infrastructure to eliminate foams from several of our highest-volume shipments. And our pay equity progress is the outcome of a multiyear initiative to analyze and adjust our compensation structures.

Macroeconomic and societal trends created headwinds in some areas including our employee engagement and diversity metrics. These remained relatively flat, as expected. And while we decreased our Scope 1 and 2 greenhouse gas emissions by 5 percent in 2022—the first year of our new climate neutrality goal—reaching our 2030 target will require more aggressive action. We are committed to identifying and addressing the factors affecting these trends so we can accelerate our progress. Additionally, in 2023 we are launching steering committees that will provide additional oversight and support to the business owners of our Impact goals.

[Read our full 2022 Corporate Impact Update](#)

## Goals Scorecard

This Goals Scorecard shares our annual progress toward our 2030 goals, which we set in 2021. We are committed to reporting our progress annually. For each goal, we publish the metrics that directly measure the goal or commitment, and for some goals we also include complementary data relevant to our material issues. We provide year-over-year comparisons wherever possible.

Our goals were informed by our materiality assessment, the UN's Sustainable Development Goals, and internal data. Following global best practices, we complement this report with our 2022 GRI Index, 2022 SASB Table, and 2022 TCFD Disclosure.

## Changing The Faces of Engineering

### Diverse Representation

| BY 2030, 50% OF OUR GLOBAL WORKFORCE WILL BE WOMEN, AND OUR U.S. WORKFORCE WILL BE 13% BLACK <sup>1</sup> AND 18% LATINX. <sup>2</sup> | 2020  | 2021 | 2022 |
|----------------------------------------------------------------------------------------------------------------------------------------|-------|------|------|
| Women employees (as percentage of global workforce)                                                                                    | 32%   | 32%  | 32%  |
| Black employees (as percentage of U.S. workforce)                                                                                      | 2%    | 2%   | 2%   |
| Latinx employees (as percentage of U.S. workforce)                                                                                     | 10%   | 10%  | 11%  |
| People of color <sup>3</sup> (as percentage of U.S. workforce)                                                                         | 27%   | 27%  | 28%  |
| Women employees in engineering positions (as percentage of global engineering positions) <sup>4</sup>                                  | 14%   | 14%  | 16%  |
| Black employees in engineering positions (as percentage of U.S. engineering positions)                                                 | 1%    | 1%   | 1%   |
| Latinx employees in engineering positions (as percentage of U.S. engineering positions)                                                | 8%    | 9%   | 10%  |
| People of color in engineering positions (as percentage of U.S. engineering positions)                                                 | 25.5% | 27%  | 27%  |

This goal focuses specifically on increasing Black and Latinx representation because these groups are the most underrepresented in NI's workforce when compared to U.S. demographics.

<sup>1</sup> Defined by the U.S. Census Bureau as Black/African American.

<sup>2</sup> Defined by the U.S. Census Bureau as Hispanic/Latino.

<sup>3</sup> Defined by the U.S. Census Bureau as anyone outside of the single-race, non-Hispanic white population.

<sup>4</sup> Engineering positions include 37 different technical roles spanning hardware, software, and services.

## Diverse Leadership

| BY 2030, 50% OF OUR PEOPLE MANAGERS GLOBALLY WILL BE WOMEN, AND 40% OF OUR U.S. PEOPLE MANAGERS WILL BE PEOPLE OF COLOR. | 2020 | 2021 | 2022  |
|--------------------------------------------------------------------------------------------------------------------------|------|------|-------|
| Women people managers<br>(as percentage of global people managers) <sup>1</sup>                                          | 30%  | 30%  | 30%   |
| People of color people (nonwhite) people managers<br>(as percentage of U.S. people managers)                             | 22%  | 23%  | 23.5% |
| Black people managers<br>(as percentage of U.S. people managers)                                                         | 1%   | 1.5% | 2%    |
| Latinx people managers<br>(as percentage of U.S. people managers)                                                        | 8%   | 9%   | 8%    |
| Women in senior engineering positions<br>(as percentage of global senior engineering positions) <sup>2</sup>             | 9%   | 9.5% | 10%   |
| People of color (nonwhite) in senior engineering positions<br>(as percentage of U.S. senior engineering positions)       | 23%  | 23%  | 23%   |
| Black employees in senior engineering positions<br>(as percentage of U.S. senior engineering positions)                  | 1%   | 1%   | 1%    |
| Latinx employees in senior engineering positions<br>(as percentage of U.S. senior engineering positions)                 | 7%   | 8%   | 8%    |

<sup>1</sup> Managers classified as manager level 2 with direct reports and above.

<sup>2</sup> Senior engineering positions classified as individual contributor level 4 and above; includes technical roles spanning hardware, software, and services.

## Inclusion

| EACH YEAR THROUGH 2030, 87% OF OUR EMPLOYEES WILL FEEL A SENSE OF BELONGING AT NI. | 2020 | 2021 | 2022 |
|------------------------------------------------------------------------------------|------|------|------|
| Total employees, NI Belonging and Inclusion Index score <sup>1</sup>               | 84%  | 85%  | 85%  |
| Women employees, NI Belonging and Inclusion Index score (global)                   | 83%  | 85%  | 84%  |
| People of color, NI Belonging and Inclusion index score (U.S.)                     | 87%  | 84%  | 84%  |
| Black employees, NI Belonging and Inclusion Index score (U.S.)                     | 84%  | 81%  | 81%  |
| Latinx employees, NI Belonging and Inclusion score (U.S.)                          | 86%  | 86%  | 84%  |

<sup>1</sup> The NI Belonging and Inclusion Index is an aggregate of inclusion-related questions from NI's annual employee engagement survey.

## STEM Education

| EACH YEAR THROUGH 2030, WE WILL ADVANCE STEM EDUCATION INITIATIVES SERVING UNDERREPRESENTED OR ECONOMICALLY DISADVANTAGED STUDENTS.                      | 2020        | 2021        | 2022 RESPONSE |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|---------------|
| Total value of monetary and product donations to STEM education initiatives serving underrepresented or economically disadvantaged students <sup>1</sup> | \$2,768,833 | \$3,190,673 | \$3,334,002   |
| Total employee volunteer hours logged in support of STEM education initiatives serving underrepresented or economically disadvantaged students           | 220         | 3,121       | 2,173         |
| Number of students served by STEM education initiatives funded by NI                                                                                     | 83,654      | 134,862     | 126,361       |
| % of NI's U.S. interns that are female                                                                                                                   | 11%         | 26%         | 33%           |
| % of NI's U.S. interns that are people of color                                                                                                          | 42%         | 58%         | 56%           |
| % of NI's U.S. interns that are Black                                                                                                                    | 5%          | 10%         | 5%            |
| % of NI's U.S. interns that are Latinx                                                                                                                   | 16%         | 10%         | 16%           |

<sup>1</sup> Donations are granted through the annual giving pledge and the NI Fund. Donations that benefit STEM education initiatives and equity and economic opportunity initiatives are counted toward the totals for both of these categories. However, each donation is counted only once toward our overall 2+1 Giving Pledge total. Product donation totals are calculated using the retail value of products.

## STEM Volunteering

| BEFORE 2030, OUR EMPLOYEES WILL SPEND 25% OF THEIR TOTAL VOLUNTEER HOURS SUPPORTING STEM EDUCATION INITIATIVES. | 2020  | 2021 | 2022 |
|-----------------------------------------------------------------------------------------------------------------|-------|------|------|
| Percentage of total NI employee volunteer hours spent supporting STEM education initiatives <sup>1</sup>        | 12.5% | 51%  | 36%  |

<sup>1</sup> Volunteer hours were curtailed starting in 2020 due to the COVID-19 pandemic, but totals increased as new STEM education partners were onboarded, virtual opportunities emerged, and lockdowns and gathering restrictions eased.

# Building an Equitable and Thriving Society

## Rewards Equity

| BEFORE 2030, WE WILL ACHIEVE SUBSTANTIAL EQUITY IN TOTAL REWARDS <sup>1</sup> FOR ALL EMPLOYEES IN SIMILAR ROLES AND LEVELS WITH COMPARABLE PERFORMANCE AND IMPACT. | 2020 | 2021   | 2022 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------|------|
| Total rewards ratio, women to men (global) <sup>2</sup>                                                                                                             | 99%  | 99%    | 99%  |
| Total rewards ratio, people of color to white (U.S.)                                                                                                                | 102% | 101%   | 100% |
| Total rewards ratio, Black employees to white (U.S.)                                                                                                                | 98%  | 100%   | 101% |
| Total rewards ratio, Latinx employees to white (U.S.)                                                                                                               | 101% | 101%   | 101% |
| Ratio of standard entry-level wage to local living wage, NI Hungary                                                                                                 | 115% | 134%   | 108% |
| Ratio of standard entry-level wage to local living wage, NI Malaysia <sup>3</sup>                                                                                   | 136% | 136.5% | 106% |

<sup>1</sup> Total rewards are composed of base salary, variable pay, and benefits.

<sup>2</sup> Salary data only; we will report on total rewards, including bonuses and stock, in future years.

<sup>3</sup> Based on the average of the living wage range for Malaysia detailed at [wageindicator.org](https://www.wageindicator.org).

## Employee Wellbeing

| EACH YEAR THROUGH 2030, WE WILL ADVANCE PROGRAMS AND INITIATIVES THAT IMPROVE OUR EMPLOYEES' WELLBEING. | 2020               | 2021 | 2022 |
|---------------------------------------------------------------------------------------------------------|--------------------|------|------|
| Percentage of employees engaged in the NI Thrive wellbeing program. <sup>1</sup>                        | No data until 2021 | 55%  | 49%  |
| Total recordable injury rate (U.S, Hungary, and Malaysia)                                               | 0.1%               | 0.2% | 0.3% |

<sup>1</sup> The 2021 statistic is U.S. only; 2022 is global. The NI Thrive program launched in the U.S. in October 2020 and expanded globally in October 2021.

## Employee Engagement

| BEFORE 2030, 92% OF OUR EMPLOYEES WILL BE HIGHLY ENGAGED. <sup>1</sup> | 2020 | 2021 | 2022 |
|------------------------------------------------------------------------|------|------|------|
| Total employees considered highly engaged                              | 80%  | 77%  | 77%  |
| Women employees considered highly engaged (global)                     | 82%  | 80%  | 79%  |
| People of color (nonwhite) considered highly engaged (U.S.)            | 82%  | 81%  | 77%  |
| Black employees considered highly engaged (U.S.)                       | 88%  | 86%  | 84%  |
| Latinx employees considered highly engaged (U.S.)                      | 85%  | 78%  | 78%  |
| Voluntary attrition rate of all employees (global) <sup>2</sup>        | 7%   | 13%  | 13%  |
| Voluntary attrition rate of women employees (global)                   | 6%   | 13%  | 12%  |
| Voluntary attrition rate of people of color (U.S.)                     | 6%   | 12%  | 15%  |
| Voluntary attrition rate of Black employees (U.S.)                     | 2%   | 18%  | 8%   |
| Voluntary attrition rate of Latinx employees (U.S.)                    | 6%   | 10%  | 15%  |

<sup>1</sup> All engagement levels are as measured by NI's annual employee engagement survey.

<sup>2</sup> Mercer calculates high-tech attrition rate to be 20% in the U.S. per <http://lefronic.com/blog/employee-turnover-statistics/>.

## Supplier Diversity

| BY 2030, 16% OF OUR SUPPLIERS WILL BE SMALL OR DIVERSE BUSINESSES. <sup>1</sup> | 2020 | 2021  | 2022 |
|---------------------------------------------------------------------------------|------|-------|------|
| Percentage of total global suppliers that are small or diverse businesses       | 12%  | 10.5% | 10%  |

<sup>1</sup> Diverse businesses are defined as those owned by women, people of color, ethnic minorities, veterans, LGBTQ+ individuals, or people with disabilities. Based on total spend.

## Opportunity Initiatives

| EACH YEAR THROUGH 2030, WE WILL SUPPORT EQUITY AND ECONOMIC OPPORTUNITY INITIATIVES THROUGH MONETARY AND PRODUCT DONATIONS AND VOLUNTEERING. | 2020        | 2021      | 2022      |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------|-----------|
| Total value of monetary and product donations to equity or economic opportunity initiatives <sup>1</sup>                                     | \$2,047,076 | \$552,701 | \$908,902 |

<sup>1</sup> The 2020 figure includes a one-time donation to global COVID-19 relief efforts. Donations are granted through the annual giving pledge and the NI Fund. Donations that benefit STEM education initiatives and equity and economic opportunity initiatives are counted toward the totals for both of these categories. However, each donation is counted only once toward our overall 2+1 Giving Pledge total. Product donation totals are calculated using the retail value of products.

# Engineering a Healthy Planet

## Climate

| BY 2030, WE WILL BECOME A CLIMATE-NEUTRAL COMPANY WITH AN ONGOING COMMITMENT TO PROTECTING BIODIVERSITY EACH YEAR. <sup>1</sup>                                      | 2020                                                                         | 2021                                                                         | 2022                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| Percentage of total electricity use coming from renewable sources <sup>2</sup>                                                                                       | 36%                                                                          | 35.5%                                                                        | 35%                                                                          |
| Greenhouse gas (GHG) emissions <sup>1</sup> intensity<br>(Scope 1-3 emissions/\$1 million revenue)                                                                   | 28 MTCO2e<br>(metric tons carbon dioxide equivalent)<br>/\$1 million revenue | 26 MTCO2e<br>(metric tons carbon dioxide equivalent)<br>/\$1 million revenue | 19 MTCO2e<br>(metric tons carbon dioxide equivalent)<br>/\$1 million revenue |
| Scope 1 (emissions from direct combustion of energy sources like natural gas) and Scope 2 market-based emissions (associated with electricity use)                   | 16,062 MTCO2e                                                                | 16,719 MTCO2e                                                                | 15,910 MTCO2e                                                                |
| Scope 3 GHG emissions (purchased goods and services, employee commuting, business travel, product distribution, packaging, solid waste, and T&D losses) <sup>3</sup> | 224,250 MTCO2e                                                               | 255,843 MTCO2e                                                               | 186,461 MTCO2e                                                               |
| Total energy use (electricity)                                                                                                                                       | 40,929,131 kWh                                                               | 42,543,038 kWh                                                               | 44,354,479 kWh                                                               |
| Total energy intensity (electricity)                                                                                                                                 | 31,802 kWh<br>/\$1 million revenue                                           | 28,917 kWh<br>/\$1 million revenue                                           | 26,768 kWh<br>/\$1 million revenue                                           |
| Total water use                                                                                                                                                      | 40,285,782 gallons                                                           | 26,816,128 gallons                                                           | 34,080,493 gallons                                                           |
| Total water use intensity                                                                                                                                            | 31,302 gallons<br>/\$1 million revenue                                       | 18,246 gallons<br>/\$1 million revenue                                       | 20,578 gallons<br>/\$1 million revenue                                       |

<sup>1</sup> Includes NI top 17 sites, which employ 85% of employees and badged contractors.

<sup>2</sup> 2020 number corrected from previous reports.

<sup>3</sup> Numbers restated from previous reports to include Scope 3 Category 1: Purchased goods and services.

## Zero Waste

| BY 2030, WE WILL ACHIEVE ZERO WASTE AT NI-OWNED BUILDINGS AND REDUCE WASTE AT LEASED FACILITIES. | 2020                                   | 2021                                   | 2022                                  |
|--------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|---------------------------------------|
| Percentage of total waste diverted from landfill at NI-owned buildings globally                  | 73%                                    | 67%                                    | 73%                                   |
| Total solid nonhazardous waste diverted on average per employee at NI-owned buildings            | 0.13 metric tons (275 pounds)/employee | 0.11 metric tons (252 pounds)/employee | 0.2 metric tons (448 pounds)/employee |
| Total solid nonhazardous waste generated at NI-owned buildings globally                          | 767 metric tons                        | 821 metric tons                        | 1,286 metric tons                     |
| Total hazardous waste generated at NI-owned buildings globally; 100% is disposed of properly     | 259 metric tons                        | 160 metric tons                        | 145 metric tons                       |

## Green Building

| EACH YEAR THROUGH 2030, WE WILL DESIGN 100% OF NI'S NEW BUILDINGS OR REMODELS TO LEED AND WELL STANDARDS. | 2020               | 2021                | 2022                |
|-----------------------------------------------------------------------------------------------------------|--------------------|---------------------|---------------------|
| Total percentage of new building space and major renovations following LEED and WELL standards            | 100%               | 97%                 | 100%                |
| Total square feet of building space built or renovated                                                    | 56,524 square feet | 113,542 square feet | 135,442 square feet |

## Circular Design

| EACH YEAR THROUGH 2030, WE WILL MAKE CIRCULAR DESIGN IMPROVEMENTS IN OUR PRODUCT DESIGN, MANUFACTURING, AND PACKAGING.                                  | 2020                                         | 2021                                         | 2022                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------|----------------------------------------------|
| Percentage of primary product materials sourced from recycled content                                                                                   | 5-40% scrap material used for die-cast parts | 5-40% scrap material used for die-cast parts | 5-40% scrap material used for die-cast parts |
| Percentage of product sold that is recyclable <sup>1</sup>                                                                                              | 62%                                          | 92%                                          | 93%                                          |
| Percentage of primary packaging sourced from recycled-input materials                                                                                   | 35% average                                  | 35% average                                  | 35% average                                  |
| Percentage of product packaging that is curbside-recyclable <sup>2</sup>                                                                                | 98-99%                                       | 98-99%                                       | 98-99%                                       |
| End-of-life products recovered through NI take-back and recycling programs (Waste Electrical and Electronic Equipment, or WEEE, take-back) <sup>3</sup> | 8,293 kg                                     | 8125 kg                                      | 13,160 kg                                    |

<sup>1</sup> Increase from 2020 to 2021 was the result of new calculation methods.

<sup>2</sup> A material is recyclable if it is accepted by a majority of municipalities.

<sup>3</sup> Most customers use their own recycling vendors.

## Green Technology

| EACH YEAR THROUGH 2030, WE WILL DISCOUNT OR DONATE NI PRODUCTS TO ORGANIZATIONS DEVELOPING GREEN TECHNOLOGY AND WILL VOLUNTEER FOR ENVIRONMENTAL INITIATIVES. |                     |                     |           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|-----------|
|                                                                                                                                                               | 2020                | 2021                | 2022      |
| Total value of all monetary donations, product donations, and volunteer time benefiting environmental initiatives                                             | Unable to Determine | Unable to Determine | \$250,000 |

## 2+1 Giving Pledge

| BY 2030, WE'LL GIVE 2 PERCENT OF OUR ANNUAL PRETAX PROFITS TO CHARITABLE CAUSES IN THE FORM OF MONETARY AND PRODUCT DONATIONS OR DISCOUNTS. AND EACH YEAR, NIERS WILL SPEND 1 PERCENT OF THEIR WORK HOURS VOLUNTEERING IN THEIR COMMUNITIES. |             |             |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|
|                                                                                                                                                                                                                                              | 2020        | 2021        | 2022        |
| Percentage of annual pretax profits given to charitable causes in the form of monetary and product donations <sup>1</sup> or discounts                                                                                                       | 4%          | 3%          | 3%          |
| Total combined monetary and product donations (annual, pretax)                                                                                                                                                                               | \$8,713,365 | \$8,474,826 | \$9,386,438 |
| Percentage of employees' work hours spent volunteering <sup>2</sup>                                                                                                                                                                          | 0.01%       | 0.04%       | 0.11%       |
| Total employee volunteer hours                                                                                                                                                                                                               | 1,760       | 6,122       | 15,275      |
| Value of total employee volunteer hours <sup>3</sup>                                                                                                                                                                                         | \$97,669    | \$183,660   | \$591,693   |
| Percentage of employees who feel proud of NI's Corporate Impact Strategy <sup>4</sup>                                                                                                                                                        | N/A         | 78%         | 78%         |

<sup>1</sup> Product donation totals are calculated using the retail value of products.

<sup>2</sup> Calculation uses scheduled hours for full-time and part-time employees and interns in 2022. It does not include contingent and nonworkers, as their volunteer hours are not captured.

<sup>3</sup> Based on local average salary and assumed working hours of 2,080 per employee.

<sup>4</sup> As measured by NI's pulse survey.



# Be Bold. Be Kind. Be Connectors.

We're creative problem solvers shaping the future for ourselves, our customers, our communities, and our planet. But we can't tackle these big issues alone. We value different perspectives and seek new collaborators who share our values and passion for making an impact. We invite you to connect with us to share feedback and ideas for engineering hope.



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THIS CORPORATE IMPACT REPORT DOCUMENT CONTAINS CERTAIN FORWARD-LOOKING STATEMENTS OF NI, INCLUDING STATEMENTS ABOUT OUR 2030 STRATEGY AND CORPORATE IMPACT INITIATIVES, OUR 2030 GOALS AND OUR PLANS/EFFORTS TO ATTAIN THEM. THESE STATEMENTS ARE SUBJECT TO A NUMBER OF RISKS AND UNCERTAINTIES, AND ACTUAL RESULTS MAY DIFFER MATERIALLY FROM ANY FUTURE RESULTS EXPRESSED OR IMPLIED BY THE FORWARD-LOOKING STATEMENTS. RISKS AND UNCERTAINTIES INCLUDE WITHOUT LIMITATION: OUR ABILITY TO MEET OUR 2030 STRATEGY, CORPORATE IMPACT INITIATIVES AND GOALS, INCLUDING THE GOALS RELATING TO DIVERSE REPRESENTATION AND CLIMATE INITIATIVES; THE GLOBAL SHORTAGE OF KEY COMPONENTS; EFFECT OF THE GLOBAL ECONOMIC AND GEOPOLITICAL CONDITIONS; OUR INTERNATIONAL OPERATIONS AND FOREIGN ECONOMIES; ADVERSE PUBLIC HEALTH MATTERS, INCLUDING EPIDEMICS AND PANDEMICS SUCH AS THE COVID-19 PANDEMIC; OUR ABILITY TO EFFECTIVELY MANAGE OUR PARTNERS AND DISTRIBUTION CHANNELS; INTERRUPTIONS IN OUR TECHNOLOGY SYSTEMS OR CYBER-ATTACKS ON OUR SYSTEMS; THE DEPENDENCY OF OUR PRODUCT REVENUE ON CERTAIN INDUSTRIES AND THE RISK OF CONTRACTIONS IN SUCH INDUSTRIES; CONCENTRATION OF CREDIT RISK AND UNCERTAIN CONDITIONS IN THE GLOBAL FINANCIAL MARKETS; OUR ABILITY TO COMPETE IN MARKETS THAT ARE HIGHLY COMPETITIVE; OUR ABILITY TO RELEASE SUCCESSFUL NEW PRODUCTS OR ACHIEVE EXPECTED RETURNS; THE RISK THAT OUR MANUFACTURING CAPACITY AND A SUBSTANTIAL MAJORITY OF OUR WAREHOUSING AND DISTRIBUTION CAPACITY ARE LOCATED OUTSIDE OF THE U.S.; OUR DEPENDENCE ON KEY SUPPLIERS AND DISTRIBUTORS; LONGER DELIVERY LEAD TIMES FROM OUR SUPPLIERS; RISK OF PRODUCT LIABILITY CLAIMS; DEPENDENCE ON OUR PROPRIETARY RIGHTS AND RISKS OF INTELLECTUAL PROPERTY LITIGATION; THE CONTINUED SERVICE OF KEY MANAGEMENT, TECHNICAL PERSONNEL AND OPERATIONAL EMPLOYEES; OUR ABILITY TO COMPLY WITH ENVIRONMENTAL LAWS AND ASSOCIATED COSTS; OUR ABILITY TO MAINTAIN OUR WEBSITE; THE RISKS OF BUGS, VULNERABILITIES, ERRORS OR DESIGN FLAWS IN OUR PRODUCTS; OUR RESTRUCTURING ACTIVITIES; OUR EXPOSURE TO LARGE ORDERS; OUR SHIFT TO MORE SYSTEM ORDERS; OUR ABILITY TO EFFECTIVELY MANAGE OUR OPERATING EXPENSES AND MEET BUDGET; FLUCTUATIONS IN OUR FINANCIAL RESULTS DUE TO FACTORS OUTSIDE OF OUR CONTROL; OUR OUTSTANDING DEBT; THE INTEREST RATE RISK ASSOCIATED WITH OUR VARIABLE RATE INDEBTEDNESS; SEASONAL VARIATION IN OUR REVENUES; OUR ABILITY TO COMPLY WITH LAWS AND REGULATIONS; CHANGES IN TAX RATES AND EXPOSURE TO ADDITIONAL TAX LIABILITIES; OUR ABILITY TO MAKE CERTAIN ACQUISITIONS OR DISPOSITIONS, INTEGRATE THE COMPANIES WE ACQUIRE OR SEPARATE THE COMPANIES WE SOLD AND/OR ENTER INTO STRATEGIC RELATIONSHIPS; RISKS RELATED TO CURRENCY FLUCTUATIONS; PROVISIONS IN CHARTER DOCUMENTS AND DELAWARE LAW THAT DELAY OR PREVENT OUR ACQUISITION; THE TIMING, RECEIPT AND TERMS AND CONDITIONS OF ANY REQUIRED GOVERNMENTAL AND REGULATORY APPROVALS OF THE PROPOSED TRANSACTION WITH EMERSON THAT COULD CAUSE THE PARTIES TO TERMINATE THE MERGER AGREEMENT ENTERED INTO IN CONNECTION WITH THE PROPOSED TRANSACTION; THE OCCURRENCE OF ANY EVENT, CHANGE OR OTHER CIRCUMSTANCES THAT COULD GIVE RISE TO THE TERMINATION OF THE MERGER AGREEMENT; THE RISK THAT THE PARTIES TO THE MERGER AGREEMENT MAY NOT BE ABLE TO SATISFY THE CONDITIONS TO THE PROPOSED TRANSACTION WITH EMERSON IN A TIMELY MANNER OR AT ALL; RISKS RELATED TO DISRUPTION OF MANAGEMENT TIME FROM ONGOING BUSINESS OPERATIONS DUE TO THE PROPOSED TRANSACTION WITH EMERSON; THE RISK THAT ANY ANNOUNCEMENTS RELATING TO THE PROPOSED TRANSACTION WITH EMERSON COULD HAVE ADVERSE EFFECTS ON THE MARKET PRICE OF OUR COMMON STOCK; THE RISK OF ANY UNEXPECTED COSTS OR EXPENSES RESULTING FROM THE PROPOSED TRANSACTION WITH EMERSON; THE RISK OF ANY LITIGATION RELATING TO THE PROPOSED TRANSACTION WITH EMERSON; THE RISK THAT THE PROPOSED TRANSACTION WITH EMERSON AND ITS ANNOUNCEMENT COULD HAVE AN ADVERSE EFFECT ON THE ABILITY OF THE COMPANY TO RETAIN CUSTOMERS AND RETAIN AND HIRE KEY PERSONNEL AND MAINTAIN RELATIONSHIPS WITH CUSTOMERS, SUPPLIERS, EMPLOYEES, STOCKHOLDERS AND OTHER BUSINESS RELATIONSHIPS AND ON ITS OPERATING RESULTS AND BUSINESS GENERALLY; AND THE RISK THE PENDING PROPOSED TRANSACTION WITH EMERSON COULD DISTRACT MANAGEMENT OF THE COMPANY. NI DIRECTS READERS TO ITS FORM 10-K FOR THE YEAR ENDED DECEMBER 31, 2022, AND THE OTHER DOCUMENTS IT FILES WITH THE SEC FOR OTHER RISKS ASSOCIATED WITH THE COMPANY'S FUTURE PERFORMANCE. THESE DOCUMENTS CONTAIN AND IDENTIFY IMPORTANT FACTORS THAT COULD CAUSE OUR ACTUAL RESULTS TO DIFFER MATERIALLY FROM THOSE CONTAINED IN OUR FORWARD-LOOKING STATEMENTS. YOU SHOULD NOT PLACE UNDUE RELIANCE ON ANY OF THESE FORWARD-LOOKING STATEMENTS. ANY FORWARD-LOOKING STATEMENT SPEAKS ONLY AS OF THE DATE ON WHICH IT IS MADE, AND WE DISCLAIM ANY INTENTION OR OBLIGATION TO UPDATE OR REVISE ANY FORWARD-LOOKING STATEMENTS, WHETHER AS A RESULT OF NEW INFORMATION, FUTURE EVENTS OR OTHERWISE. 206200