



Corporate Governance Guidelines

VERSION DATE	Amended on October 19, 2022
ISSUING ORGANIZATION	Board of Directors

These corporate governance standards established by the Board of Directors (the “**Board**”) of National Instruments Corporation (the “**Company**”) are intended to provide a structure within which directors and management can pursue the Company’s objectives for the benefit of its stockholders. To that end, the Board adopted the following Corporate Governance Guidelines.

I. FUNCTIONS OF THE BOARD OF DIRECTORS

1.1 To Monitor the Effectiveness of the Governance Practices under which the Board Operates:

1.1.1 The Nomination and Governance Committee of the Board (the “**N&G Committee**”) shall periodically review and evaluate the effectiveness of the governance practices under which the Board operates and recommend changes to such practices to the Board as needed.

1.1.2 The Board maintains, and the Audit Committee works together with management to encourage and monitor compliance with, a Code of Ethics for directors, officers, and employees that shall address conflicts of interest, compliance with laws, other matters required by applicable laws and regulations and other matters determined by the Board. The Code of Ethics currently in effect shall be reviewed by the full Board from time to time.

1.2 To Monitor and Manage Potential Conflicts of Interests of Management and Board Members:

1.2.1 The non-employee directors shall comply with the Conflicts of Interest Policy for non-employee directors and the NI Code of Ethics. Any waiver of the Conflicts of Interest policy for Directors or Executive Officers (defined below) may be made only by the Audit Committee. Any such waiver shall be promptly reported to the Board and shall be disclosed to stockholders as required by applicable laws and regulations.

1.2.2 As required by the applicable Conflicts of Interest Policy and the NI Code of Ethics, all members of the Board must inform the Audit Committee of the Board or the full Board of transactions between them (directly or indirectly) and the Company or any related parties. The Audit Committee of the Board shall review and approve all related party transactions for which audit committee approval is required by applicable law or the rules of the Nasdaq Stock Market (“**Nasdaq**”).

1.3 To Review Management Succession Planning:

The Board plans for succession to the position of Chief Executive Officer as well as other senior management positions. The Board encourages the Company’s management to bring senior managers with high potential into Board meetings to provide insight into items being discussed. The Board reviews the development programs of senior managers with high potential

and meets from time to time with groups of senior managers to exchange information and foster development of future Company leadership.

1.4 To Evaluate the Chief Executive Officer:

The Board of Directors shall be responsible for the evaluation of the Company's Chief Executive Officer.

1.5 To Review Management Performance and Compensation:

1.5.1 The Compensation Committee annually reviews and approves the compensation, including equity compensation, for the Company's executive officers ("**Executive Officers**") as defined in Rule 16a-1(f) under the Securities Exchange Act of 1934, as amended, other than the Chief Executive Officer. The Compensation Committee annually reviews and recommends the compensation, including equity compensation, for the Chief Executive Officer to the Board and such compensation is approved by the independent members of the Board. The Compensation Committee will obtain the Board's assessment of the Chief Executive Officer's performance. The Compensation Committee will use the Board's evaluation in its deliberations when considering its recommendation of the compensation of the Chief Executive Officer.

1.5.2 The Compensation Committee evaluates the compensation plans, standards and programs for the Executive Officers and other employees to ensure they are appropriate, competitive and properly reflect the Company's objectives and performance.

II. BOARD STRUCTURE AND COMPOSITION

2.1 Selection and Evaluation of Board Candidates:

2.1.1 The Board should have a majority of directors who meet the criteria for independence established by applicable law, including the Sarbanes-Oxley Act of 2002 and the rules and regulations of the Securities and Exchange Commission (the "**SEC**") and Nasdaq.

2.1.2 The N&G Committee periodically reviews and recommends the size of the Board to the full Board. It is currently the view of the Board that six to nine directors is the appropriate size for the Board of Directors. Changes in the number of Directors shall be approved by the full Board.

2.1.3 The N&G Committee will recommend to the Board nominees for membership on the Board, including the slate of director nominees to be proposed by the Board to the Company's stockholders for election or any director nominees to be elected or appointed by the Board to fill interim director vacancies on the Board. The N&G Committee develops guidelines for director qualifications for nominees to the Board.

2.1.4 The N&G Committee will annually oversee the review and evaluation of the Board's performance and effectiveness.

2.2 Voting for Directors:

2.2.1 Any nominee for director in an uncontested election (i.e., an election where the only nominees are those recommended by the Board) who receives a greater number of votes "withheld" from his or her election than votes "for" such election shall promptly tender his or her resignation following certification of the shareholder vote.

2.2.2 The N&G Committee will promptly consider the tendered resignation and will recommend to the Board whether to accept the tendered resignation or to take some other action, such as rejecting the tendered resignation and addressing the apparent underlying causes of the "withheld" votes. In making this recommendation, the N&G Committee will consider all factors deemed relevant by its members including, without limitation, the underlying reasons why stockholders "withheld" votes for election from such director (if ascertainable), the length of service and qualifications of the director whose resignation has been tendered, the director's contributions to the Company, whether by accepting such resignation the Company will no longer be in compliance with any applicable law, rule, regulation or governing document (including, for example, the impact the director's resignation would have on the Company's compliance with the requirements of the SEC, Nasdaq and these Corporate Governance Guidelines), and whether or not accepting the resignation is in the best interests of the Company and its stockholders.

2.2.3 The Board will promptly act on the N&G Committee's recommendation no later than 90 days following its receipt of such recommendation. In considering the N&G Committee's recommendation, the Board will consider the factors considered by the N&G Committee and such additional information and factors the Board believes to be relevant. The Company will publicly disclose the Board's decision-making process and decision regarding whether to accept the director's resignation offer (or the reason(s) for rejecting the resignation offer, if applicable) in a Form 8-K furnished to the SEC.

2.2.4 Any director who tenders his or her resignation pursuant to this provision will not participate in the N&G Committee recommendation or Board consideration regarding whether or not to accept the tendered resignation. However, such director shall remain active and engaged in all other N&G Committee and Board activities, deliberations and decisions during this N&G Committee and Board process.

2.2.5 These Corporate Governance Guidelines will be posted on the Company's website.

2.3 Orientation of New Directors:

New directors should participate in an orientation process that includes presentations and materials regarding the Company's business and operations and meetings with key personnel.

2.4 Directors' Continuing Education:

The Board believes that ongoing education is important for maintaining a current and effective Board. Accordingly, the Board encourages directors to attend a formal director education program at least once during each term of such director's service.

2.5 Director Job Change:

A non-employee director shall tender his or her resignation at the next meeting of the N&G Committee in the event of a material change in job status from the status held at the time of his or her last election to the Board. The N&G Committee will review whether the new occupation, or retirement, of the non-employee director is consistent with the needs and composition of the Board at that time. The N&G Committee will recommend whether to accept such resignation or take any other action to the full Board based on the results of the review.

2.6 Other Board Seats:

Directors are encouraged to limit the number of public company boards on which they serve and shall not serve on more than a total of four public company boards without the prior

approval of the N&G Committee. Directors are expected to ensure they have adequate time and capacity to meet their responsibilities as a Director of the Company, notwithstanding other commitments. Directors should advise the Chairman of the Board, the Chief Executive Officer, the Chairman of the N&G Committee and the Chief Legal Officer in advance of accepting an invitation to serve on another public company board. No director may serve on the Audit Committee of more than a total of three public company boards.

2.7 Retirement Age:

The normal retirement policy for directors is that a director is not to stand for re-election after he or she attains age 74, but a director elected before age 74 may complete his or her term. Exceptions to this policy can be made with the unanimous approval of the Board with the director in question not participating in the Board's decision. The Board may make exceptions for any additional terms.

2.8 Selection of Chair and Chief Executive Officer; Lead Independent Director:

The Board selects the Chairman of the Board and the Chief Executive Officer according to what it determines is best for the Company at a given point in time. If the Chairman is not an independent director, the Board expects that it will create the position of lead independent director of the Board (the "Lead Independent Director") and appoint to such position an appropriately qualified director who meets the criteria for independence established by applicable law, including the rules and regulations of the SEC and Nasdaq, to fulfill such duties as may be set by the Board for the Lead Independent Director.

2.9 Resignation of Directors:

A director's notice of resignation should be provided in writing to the Company's Secretary (which position is currently held by the Chief Legal Officer) or to the Board, the Chairman of the Board, or the Chief Executive Officer, in each case with a copy to the Secretary. Any such resignation would generally be deemed effective once the notice is duly given and provided to the Company's Secretary (and, in the case of a resignation that is to be effective only upon acceptance or upon the occurrence of other conditions, such resignation would not be effective until such other time, when such resignation is accepted by the Board or when such other conditions are met).

III. BOARD OPERATIONS AND MEETINGS

3.1 Generally, members of the Board receive information in advance of meetings of the Board so they will have an opportunity to prepare for discussion of the items at the meeting. Information may include summaries, reports and other materials prepared by management and/or third parties.

3.2 At meetings of the Board, ample time should be scheduled to allow for discussion of important matters. Management presentations should be scheduled to permit sufficient Board meeting time to be available for discussion and comments.

3.3 Members of the Board are expected to prepare for and participate in all meetings of the Board and applicable meetings of committees of the Board. Each member of the Board is expected to ensure that other commitments do not materially interfere with the member's service as director. To facilitate participation, directors may attend in person, via telephone conference or via video-conference.

3.4 The Board's practice is to have a separate meeting time scheduled for the independent directors at least on a quarterly basis.

3.5 The Board is to have an executive session with the Chief Executive Officer at least twice per year.

IV. BOARD INTERACTION

4.1 Board Access to Management:

Members of the Board shall have access to the Company's management for the purpose of obtaining information regarding the Company's activities and business and to enable them to fulfill their duties as directors. Any substantive discussions regarding the Company's activities and business between a member of the Board and a member of Company management (other than the Chief Legal Officer) shall be conducted with the knowledge of the Chief Executive Officer. Furthermore, the Board encourages management to, from time to time, bring managers into meetings of the Board who: (a) can provide additional insight into the items being discussed, and/or (b) are managers with future potential for the purpose of exposure to the Board. Members of the Board should ensure that interactions with management or other employees of the Company do not result in the inappropriate disclosure of confidential information and are not unduly distracting or disruptive to the Company's business or operations.

4.2 Board Interaction with Other Parties:

The Board believes that management speaks for the Company. Individual members of the Board may, from time to time, meet or otherwise communicate with (i) external stockholders (not including the Company's current directors or current employees) with the prior knowledge and at the request of the Chief Executive Officer and Secretary and otherwise in compliance with the Stockholder Engagement Policy and (ii) other constituencies involved with the Company with the prior knowledge of the Chief Executive Officer and Secretary, and in most instances, at the request of the Chief Executive Officer and Secretary. Members of the Board should refer all inquiries or requests for information from external stockholders and other constituencies to the Chief Executive Officer and Secretary.

V. COMMITTEES

5.1 The Board has at least the following three standing committees: an Audit Committee, a Compensation Committee and a N&G Committee.

5.2 All of the members of the Audit, Compensation and N&G Committees will meet the criteria for independence established by applicable law, including the rules and regulations of the SEC and Nasdaq. The members of these committees will also meet any other membership criteria specified in the respective charters of such committees.

5.3 Each Committee Chairman reports to the full Board on the activities of his or her Committee.

5.4 Directors who are not committee members may attend committee meetings by invitation or at the permission of the Committee Chairman.

5.5 Requests by members of the Board for information from committees or committee members shall be directed to and coordinated through the Committee Chairman of such committee.

5.6 Assignment and Rotation of Committee Members:

5.6.1 The N&G Committee after consultation with the Chairman recommends to the Board the members of the committees and their respective Chairs taking into account their particular experience and knowledge and the preferences of individual Board members. The Board designates the committees' Chairs and the members of the committees.

5.6.2 While rotating committee members should be considered periodically, the Board does not believe rotation should be mandated as a policy since there are significant benefits attributable to continuity, experience gained in service on particular committees, and utilizing most effectively the individual talents of Board members.

5.6.3 Each of the Audit, Compensation and N&G Committees has its own charter. Such charters set forth the standards and responsibilities of the respective committees in addition to the qualifications for membership on such committees.

5.6.4 The Chair of each committee of the Board will, in consultation with appropriate committee members and members of management, and in accordance with the committee's charter, determine the frequency and length of committee meetings and develop the committee's agenda.

5.6.5 The Board and each committee of the Board shall have the authority to obtain advice, reports or opinions from internal and external counsel and expert advisers and shall have the power to hire independent legal, financial and other advisers as they may deem necessary.

5.6.6 The Board may, from time to time, form new committees as it deems appropriate. The Board may, to the fullest extent permitted by law, delegate any of its functions and responsibilities to a committee of the Board.

VI. DIRECTOR COMPENSATION

6.1 The N&G Committee will review and recommend to the Board for its approval the cash and equity compensation for members of the Board in accordance with the N&G Committee's charter.

6.2 There is a strong expectation that members of the Board refrain from accepting compensation from third parties in relation to their service as members of the Board. Any such compensation arrangements shall be promptly disclosed to the Chairman of the Board and such disclosure should occur prior to entering into any such arrangements to the extent possible to enable appropriate discussions to occur.

VII. CONFIDENTIALITY

The proceedings and deliberations of the Board and its committees, as well as deliberations and discussions between and among members of the board, with management, or with employees of the Company are confidential. Consistent with their fiduciary and other legal duties to the Company, directors shall protect and hold as confidential all such proceedings, deliberations and discussions, and any other confidential information learned during the course

of service on the Board regarding the Company, including after a Board member's board service has ceased, unless disclosure is expressly authorized or legally required. In keeping with their confidentiality obligations, directors are to avoid the improper use of any such confidential information. Accordingly, directors shall only use such information for the benefit of the Company, and not for personal benefit or the benefit of other persons or entities, and directors shall not disclose confidential information to any other person or entity, either during or after his or her service as a director of the Company, except as expressly authorized or legally required.

VIII. AMENDMENT

These corporate governance standards may be amended from time to time by the Board and any exceptions or waivers of these standards shall be approved by the Board.