



# Safe Harbor Warning

During the course of this presentation, we may make projections or other forward-looking statements regarding future events or the future financial performance of the company. We wish to caution you that such statements are just predictions and that actual events or results may differ materially. We refer you to the documents the company files regularly with the Securities and Exchange Commission, specifically the company's most recent Form 10-K and Form 10-Q. These documents contain and identify important factors that could cause the actual results to differ materially from those contained in our projections or forward-looking statements.

## Non-GAAP Information

In this presentation, we have included certain non-GAAP financial results with respect to some or all of the following items: revenue, gross margin, research and development and other operating expenses and operating income. Our non-GAAP results exclude, as applicable, the impact of stock-based compensation, amortization of acquisition-related intangibles, and acquisition-related transaction costs and restructuring charges. In each of our quarterly earnings press releases since March 31, 2006, we have included a reconciliation of our GAAP results to our non-GAAP results for the applicable periods and such press releases are available on our website at [investor.ni.com](http://investor.ni.com). For periods prior to March 31, 2005, our non-GAAP results are the same as our GAAP results.

# Long-Term Track Record of Growth

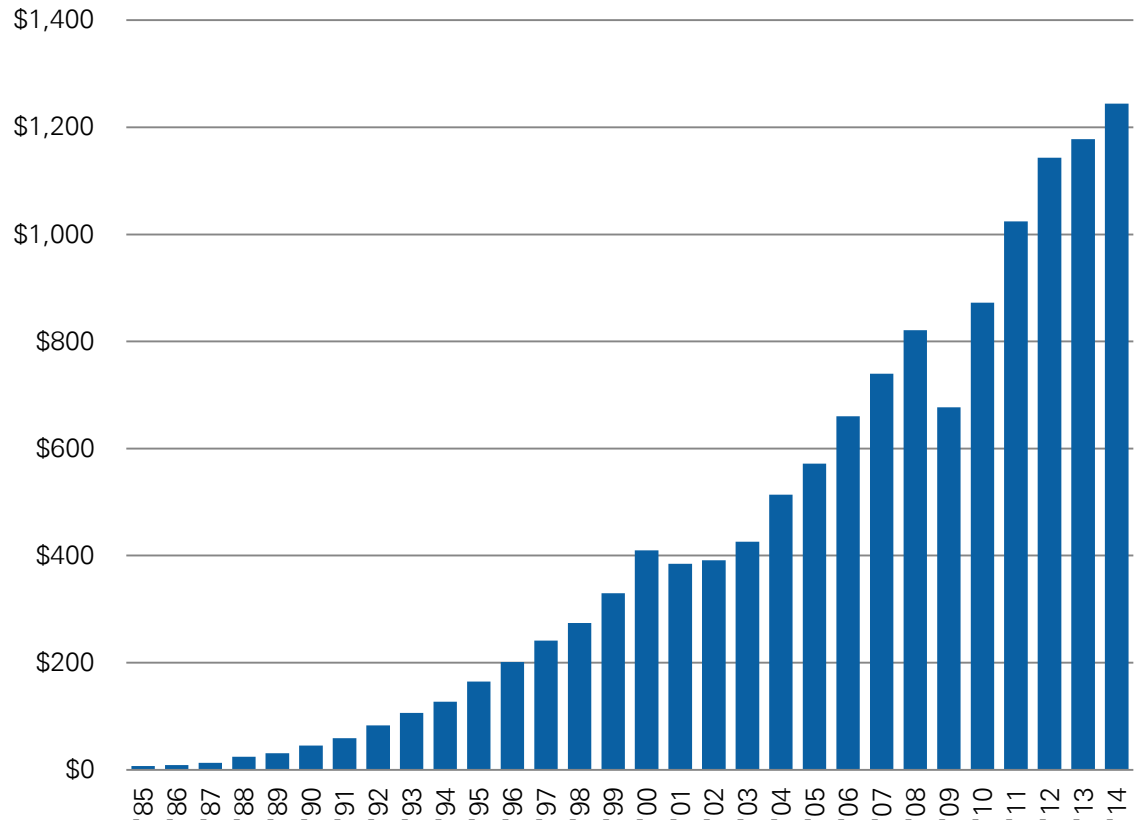
**Revenue:** \$1.24 billion in 2014

**Global Operations:** Approximately 7,200 employees; operations in almost 50 countries

**Broad customer base:** More than 35,000 companies served annually

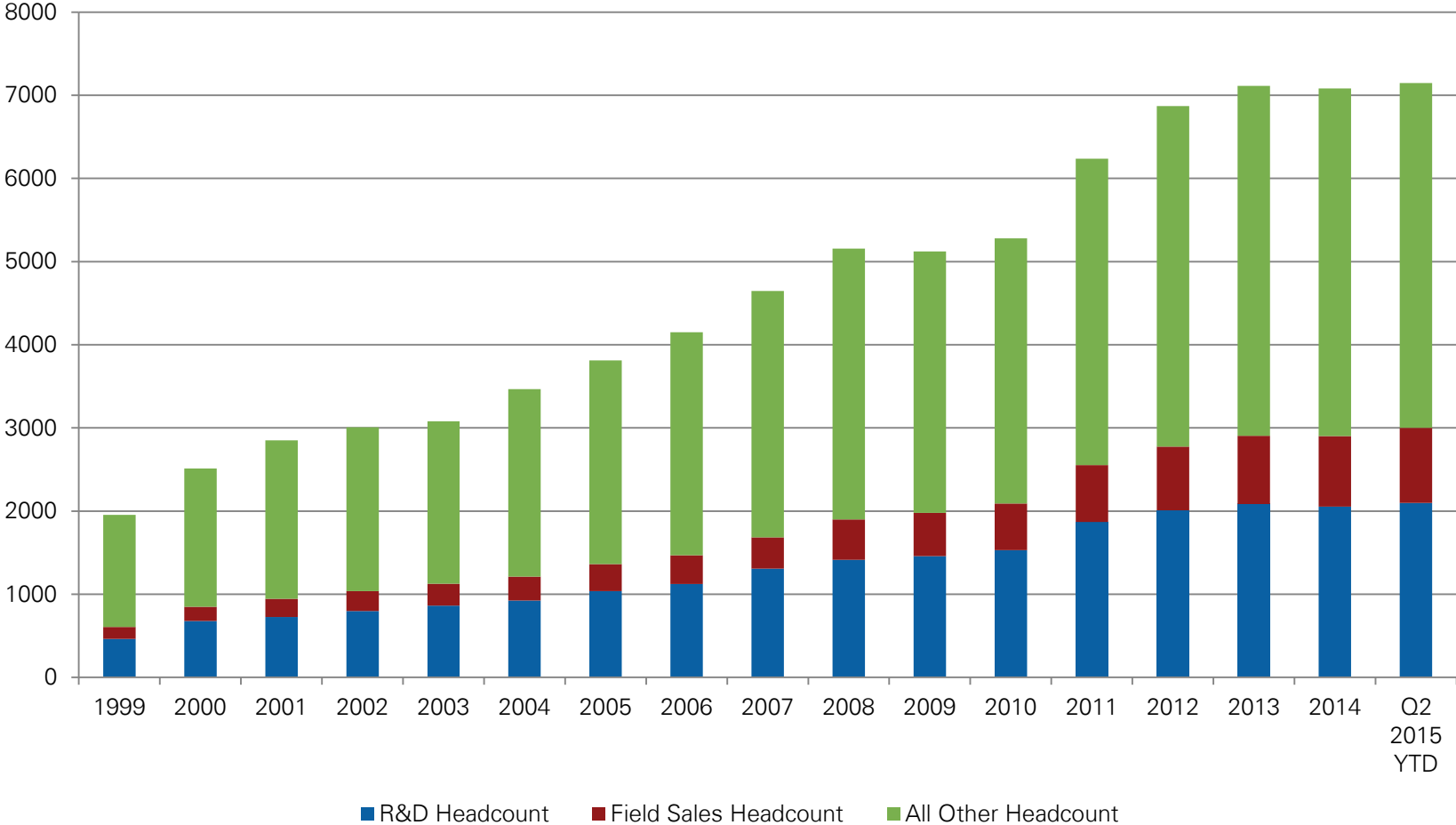
**Diversity:** No industry >15% of revenue

**Culture:** Ranked among top 25 companies to work for worldwide by the Great Places to Work Institute

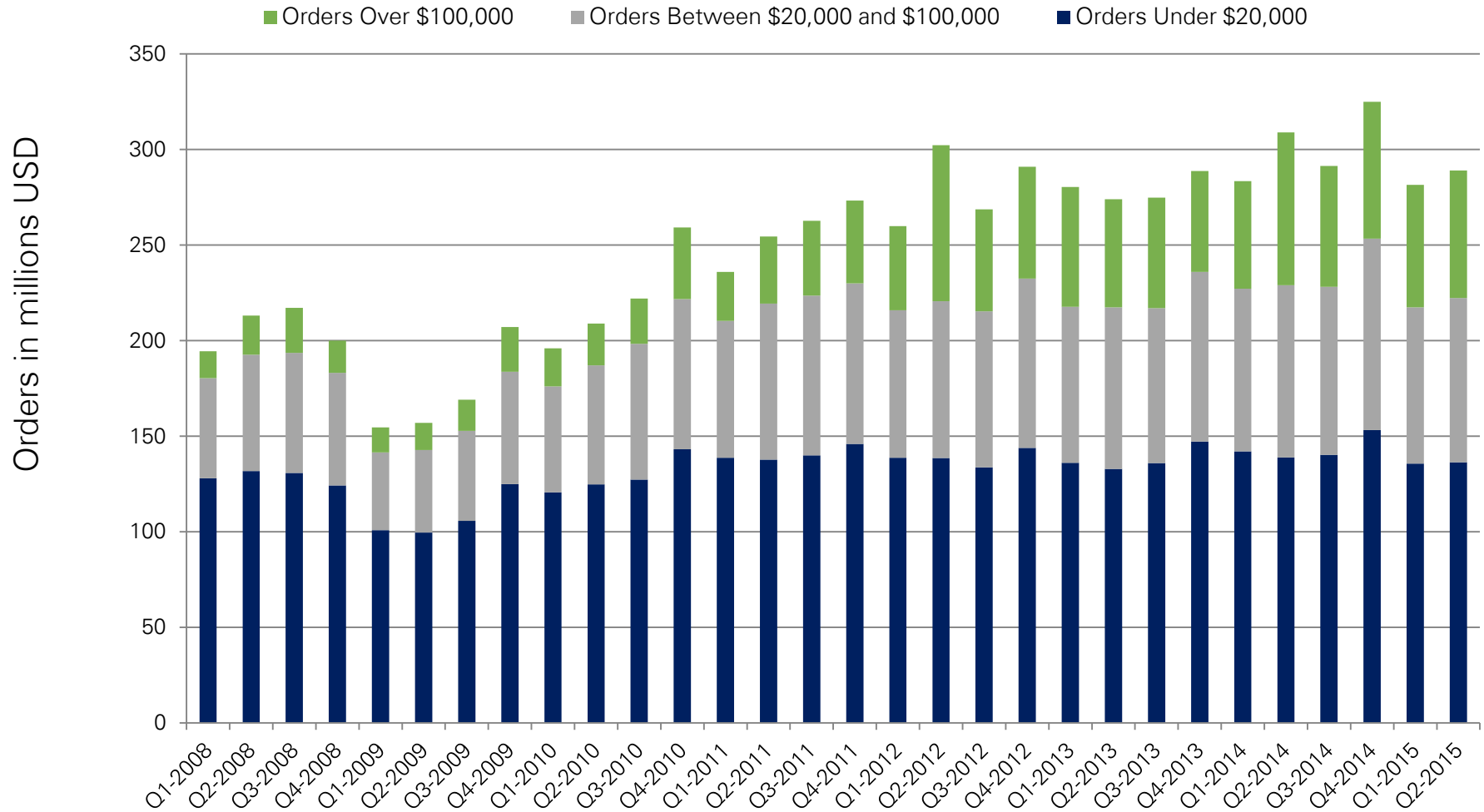


# Leveraging Our Investments

## Worldwide Headcount



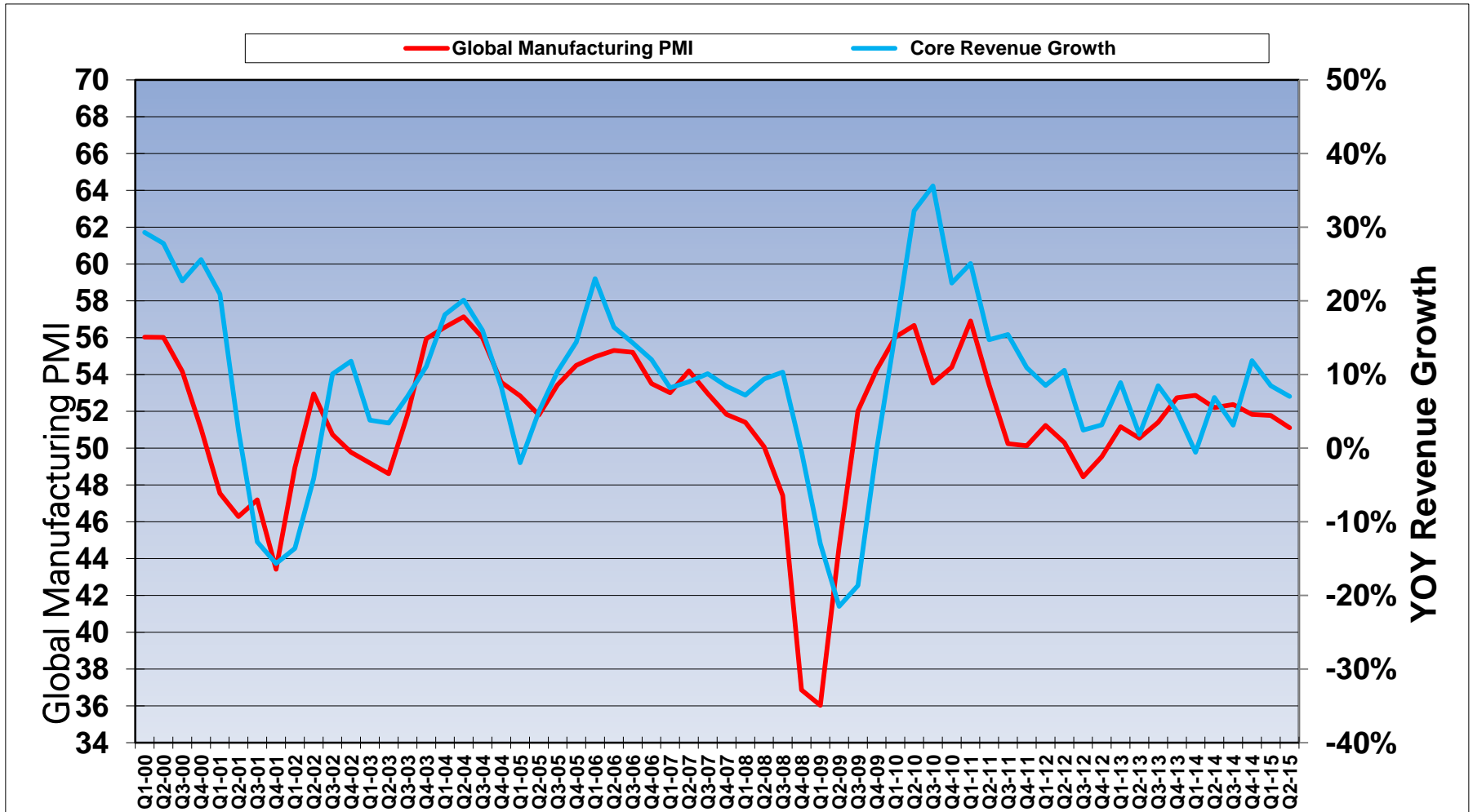
# Worldwide Order Mix



# NI Growth Vs the Global PMI

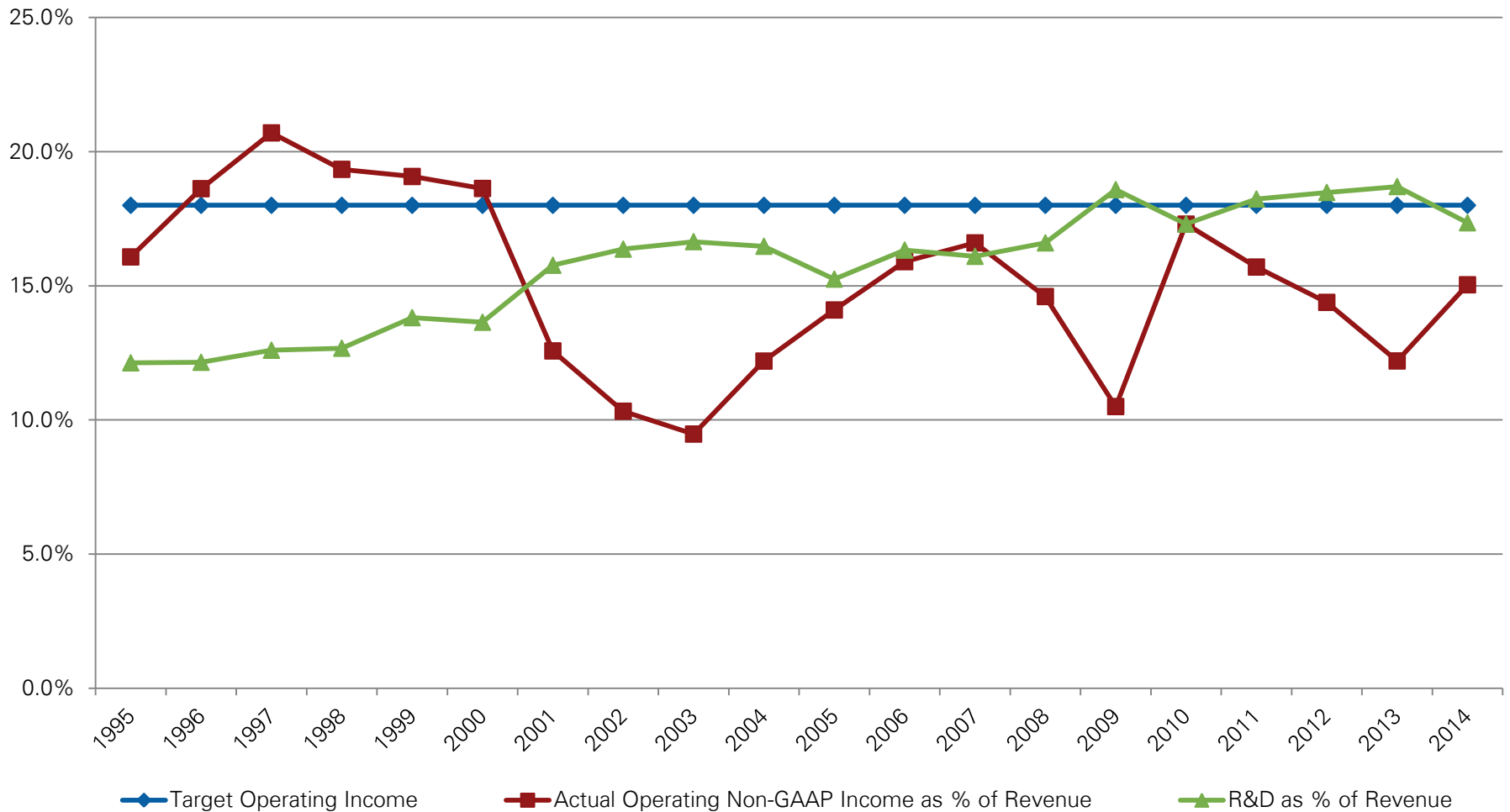


# NI Growth Vs the Global PMI



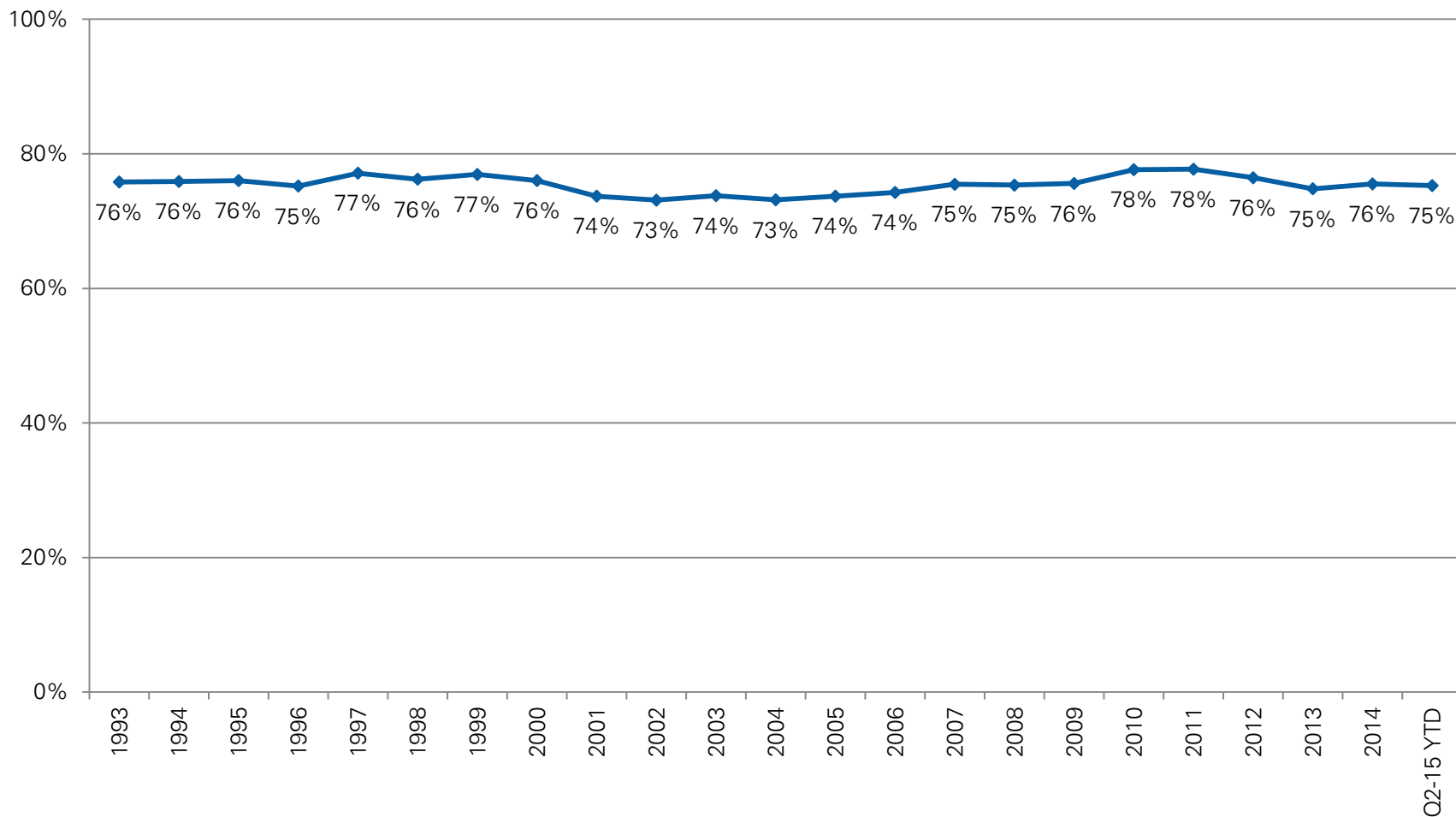
\* Core Revenue Growth: Revenue growth excluding the effect of our current largest customer and the impact of foreign currency exchange, see reconciliation at [NI.com/investors](http://NI.com/investors)

# Optimizing Our Operating Model





# Preserving our Non-GAAP\* Gross Margins



# 2015 Operating Leverage Scenarios

Revenue Growth	0% Growth	5% Growth	10% Growth	15% Growth
Leverage*	100%	60%	55%	50%
Est Expense Growth*	0%	2%–4%	5%–6%	7%–8%

\* This represents NI Managements current planning, as of August 6, 2013, given each revenue growth scenario.

# 2015 Strategic Goals

## Drive Organic Revenue Growth

- Leverage our strategic investments in R&D and field sales
- Broaden and deepen our customer relationships
- Gain market share

## Deliver Strong Profitability

- Preserve our strong gross margins
- Drive efficiency of resources
  - Optimize operating expenses

