



**FormFactor, Inc.**  
**Corporate Governance Guidelines**

1. **Introduction.** The Board of Directors (the “**Board**”) of FormFactor, Inc. (the “**Company**”) has established the following Corporate Governance Guidelines (the “**Guidelines**”) to assist the Board in the exercise of its responsibilities and to serve the interests of the Company and its stockholders in a manner that is consistent with the Board’s fiduciary duties and which, along with the Company’s Certificate of Incorporation, By-laws and the charters of the Board committees, provide the Company’s framework for governance. The Board shall periodically review these guidelines and reserves the right to amend or modify them from time to time as the Board deems necessary or appropriate.
  
2. **Role of the Board.**
  - a. **Management Oversight.** Stockholders elect the Board to oversee management and to promote that stockholder long-term interests are served. The Board oversees business affairs and integrity, works with management to determine the Company’s mission and long-term strategy, performs the annual evaluation of the Chief Executive Officer (“**CEO**”), oversees CEO and other senior executive succession planning and oversees the Company’s internal controls over financial reporting and external audit.
  
  - b. **Risk Oversight.** The Board oversees risk management at the Company. The Board executes its oversight responsibility directly and through its committees, who regularly report back to the Board. For information on specific areas of risk oversight, each committee has a charter describing its specific responsibilities which can be found on our website at <https://formfactorinc.gcs-web.com/corporate-governance>.
  
3. **Composition of the Board.**
  - a. **Size of the Board.** The authorized number of directors shall be fixed from time to time by resolution of the Board.
  
  - b. **Mix of Inside and Outside Directors.** At least a majority of the Board will be comprised of directors meeting the independence requirements of the Nasdaq Global Market (“**Nasdaq**”), at a minimum. The Board will make an affirmative determination at least annually as to the independence of each director based on the recommendations of the Governance and Nominating Committee. In addition, each member of the Company’s Audit Committee, Compensation Committee and Governance and Nominating Committee shall be an independent director.

- c. **Board Definition of Independence for Outside Directors.** The Company defines “**Independent Directors**” pursuant to the applicable rules of the U.S. Securities and Exchange Commission (the “**SEC**”) and Nasdaq (the “**Independence Rules**”), and such definition in this policy shall change as and when the definitions in such Independence Rules change.
- d. **Term Limits.** There is currently no limitation on the number of terms a director may serve. While term limits could promote a diversity of viewpoints available to the Board, they hold the disadvantage of causing the loss of contribution of directors who have developed, over a period of time, deep insight into the Company and its needs and operations.
- e. **Limit on Other Board Service.** No director shall serve as (i) a member of the board of directors of more than four public companies, including the Company’s Board, or (ii) a member of more than two public companies, including the Company’s Board, if the director is also an executive officer of a public company. Each director must notify the Chair of the Board and the Chair of the Governance and Nominating Committee (with copies to the CEO and Corporate Secretary) prior to accepting any invitation to serve on the Board of another Company, public or private, if he or she wishes to serve on a board in a manner inconsistent with these guidelines, in order for the Company to confirm the absence of any actual or potential conflict of interest. The Governance and Nominating Committee may pre-approve a director’s service in an additional director position if it concludes that the director will remain an active and effective member of the Board.
- f. **Retirement Policy.** The Company does not have a mandatory retirement age for directors.
- g. **Separation of the Positions of Chair and CEO.** The Board’s current policy is that the positions of Chair (or Executive Chair) of the Board and CEO are to be held by separate persons. In addition to his or her duties as Chair, if the Chair is an independent director as defined in Section 3.c of the Guidelines, the Chair shall act as the lead independent director, responsible for coordinating the activities of the other independent directors. If the Chair is not an independent director, the Board shall appoint an independent director as lead independent director, who shall be responsible for coordinating the activities of the other independent directors.

#### 4. **Impact of Certain Changes.**

- a. **Directors Who Change Their Present Job Responsibility.** Each director shall notify the Chair of the Board and the Chair of the Governance and Nominating Committee (with copies to the CEO and Corporate Secretary) upon a significant change in position (including retirement) or responsibility in his or her principal occupation or employer. Each independent director shall also promptly inform the Chair of the Board and the Chair of the Governance and Nominating Committee

(with copies to the CEO and to Corporate Secretary) of any change in circumstance that may cause his or her status to change as an independent director of the Company. The Governance and Nominating Committee shall review the circumstances to determine whether continued Board membership is appropriate and make a recommendation to the Board on the continued appropriateness of Board or committee membership, as appropriate. If the Board concludes that a director's continued Board or committee membership is not appropriate due to the change in the director's position or responsibility, the director shall promptly tender his or her resignation to the Board.

- b. Former Executive Officer's Board Membership.** When a CEO or any other employee director resigns from such position of employment, he or she should offer to resign from the Board at the same time. Whether or not the individual continues to serve on the Board is a matter for Board discussion.
- c. Director or Chair Emeritus.** The Board may, by resolution adopted by a majority of the full Board, appoint a director or former director who has served the Company with distinction as a director emeritus or chair emeritus. Such appointment shall in each case be for a term expiring at the next annual meeting of stockholders but shall be subject to renewal, by the same vote, at the meeting of the Board immediately following the annual meeting. A director emeritus or chair emeritus shall not be considered a member of the Board and shall not have a vote on matters before the Board or its Committees, but shall be a consultant to the Board and, in such capacity, shall be invited to attend all meetings of the Board and such meetings of the committees of the Board as the Chair of the Board shall determine to be appropriate. For his or her services, a director emeritus or chair emeritus shall be entitled to receive the same compensation for meetings actually attended as members of the Board if he or she so desires but shall not be entitled to receive any annual or other periodic fee or retainer paid to members of the Board.

## **5. New Directors.**

- a. Board Membership Criteria.** The Governance and Nominating Committee shall review with the Board at least annually the appropriateness of the current structure of the Board and the appropriate skills and characteristics required of Board members in light of the current composition, challenges and needs of the Board and the Company. The Governance and Nominating Committee shall evaluate each individual in the context of the Board as a whole. Factors considered by the Board in its review and considered by the Governance and Nominating Committee in conjunction with its assessment of director candidates shall include: demonstrated outstanding achievement in the prospective Board member's personal career; qualifications for Board membership (including meeting a specific determination as to the independence of each candidate) based on the criteria approved by the Board, if any (taking into account the enhanced independence, financial literacy and financial expertise standards that may be required under law or the rules of Nasdaq

and the SEC for audit committee and compensation committee membership purposes); breadth of experience, including financial and public company experience; character, professional ethics and integrity; business acumen; soundness of judgment; ability to make independent, analytical inquiries; diversity of gender, age, race or ethnicity, sexual orientation, geographic location, viewpoints, and experience, taking into account the overall diversity of the Board; and willingness to devote adequate time to Board membership.

**b. Selection of New Director Candidates.** In accordance with its charter, the Governance and Nominating Committee nominates directors for appointment or election to the Board. The Governance and Nominating Committee is responsible for identifying and evaluating nominees for appointment to the Board, including for the proposed slate of director nominees submitted for election at the Company's annual meeting of stockholders. If the Board has appointed a director either to fill a vacancy or to fill a new position on the Board in accordance with the bylaws of the Company, then such director shall stand for election at the following annual meeting of stockholders (or, if proxy materials for such meeting have already been distributed, at the next succeeding annual meeting). The Governance and Nominating Committee will evaluate any new candidates recommended for nomination as a director, whether identified through the Committee's own search processes, or proposed by a stockholder in accordance with the nomination provisions in the Company's bylaws.

**6. Conduct of Board Meetings.** Meetings of the Board of Directors shall be presided over by the Chair of the Board, or in such person's absence, first by the lead independent director if that person is not the Chair, and then by the CEO, or in such person's absence, by a chair chosen at the meeting. The conduct of meetings of the Board will be governed as follows:

**a. Selection of Agenda Items for Board Meetings.** The Chair of the Board, in consultation with the CEO, will establish the agenda for each Board meeting and distribute it in advance to the Board. Each Board member shall be free to suggest the inclusion of items on the agenda, request the presence of or a report by any member of the Company's management, and at any Board meeting raise subjects that are not on the agenda for that meeting.

**b. Board Materials Made Available in Advance.** Advance distribution of materials conserves Board meeting time and allows discussion time to be focused on questions that members of the Board have about the material. Accordingly, there will be distributed or otherwise made available in advance of each meeting of the Board appropriate written material relating to substantive agenda items. Each director is expected to review the materials prior to the Board meeting. Sensitive subject matters may be discussed at the meeting without written materials being distributed in advance of the meeting.

- c. Participation at and Preparation for Board Meetings.** Directors are expected to be active and engaged in discharging their duties and to keep themselves informed about the business and operations of the Company. Directors are expected to attend all Board meetings and the meetings of the committees on which they serve (unless exceptional circumstances justify their absence) and to prepare themselves for these meetings.
  - d. Regular Attendance of Non-Directors at Board Meetings.** The Board welcomes the regular attendance at each Board meeting (for the regular or open session, but not for the executive or closed session) of non-Board members who are in senior management or advisory positions at the Company.
7. **Ethical Compliance Standard.** The Board expects its directors, as well as officers and employees, to act ethically. Directors are expected to adhere to the Company’s Code of Business Conduct.
8. **Access to Employees, Independent Advisors and Board Presentations.** The Board has complete access to contact and meet with any Company employee. Notwithstanding this, Board members should use their judgment to be sure that contact with management is not distracting to the operation of the Company and that such contact be coordinated, to the extent reasonably practicable, with the CEO, Chair of the Board or Corporate Secretary.

The Board encourages management to schedule senior manager level (and above) employees to present at Board meetings when such employees can provide additional insight into the items being discussed because of personal involvement in these areas and are persons that management believes should be given exposure to the Board.

The Board and its committees may retain at Company expense such outside legal, accounting and other advisors as the Board or its committees may deem necessary or appropriate in order to carry out its functions and responsibilities. The Company will provide funding, as determined by the Board or any committee, to compensate such advisors.

9. **Executive Sessions of Independent Directors.** The independent directors of the Board should meet separately as a group as part of each regular Board meeting. The format of these meetings may include a discussion with the CEO on each occasion.
10. **Board Compensation and Review.** The form and amount of fees paid to independent directors for serving on the Board and its committees should be competitive in light of industry practices and the obligations imposed by such service. In order to align the long-term interests of the directors with those of stockholders, a portion of director compensation should be provided in equity-based compensation (which shall be held consistent with any then-applicable Company stock ownership guidelines).

Employee directors will not be paid for Board membership in addition to their regular employee compensation. Changes in Board compensation, if any, should come at the recommendation of the Compensation Committee, but with discussion and concurrence by the full Board.

## **11. Performance Evaluations.**

- a. Assessing the Board's Performance.** The Governance and Nominating Committee is responsible for evaluating, at least annually, the performance of the Board and the Board's committees, and overseeing the Board and committee performance evaluation process. The Governance and Nominating Committee shall administer, and report to the Board as to the results of a self-evaluation on an annual basis, which shall cover the Board, each standing committee and the individual performance of each director.
- b. Formal Evaluation of the CEO.** The independent directors, in alignment with the Company's review process for employees, will perform an annual evaluation of the CEO and will present its findings to the independent directors of the Board. The results will then be communicated to the CEO.
- c. Succession Planning and Management Development.** The CEO shall review succession planning and management development with the Board on a regular basis.

## **12. Committees of the Board.** The committee structure of the Board shall consist at least of an Audit Committee, a Compensation Committee, and a Governance and Nominating Committee. The Board may from time to time, establish or maintain additional committees, as it deems appropriate and in the best interests of the Company.

- a. Assignment of Committee Members.** The Governance and Nominating Committee is responsible for evaluating and making recommendations to the Board concerning the appointment of directors to Board committees and the selection of Board committee chairs. This evaluation is performed in consultation with the Chair of the Board and the CEO, and with consideration of the desires of individual Board members.
- b. Frequency of Committee Meetings.** The Compensation Committee and Governance and Nominating Committee shall meet at least four times during the Company's fiscal year and more frequently if and as the respective Committee determines appropriate. The Audit Committee shall hold such regular or special meetings as its members or the chair shall deem necessary or appropriate, and in all events meet at least once each quarter. The Audit Committee shall meet at least once each quarter with the independent auditors without the presence of management to discuss internal controls, the fullness and accuracy of the Company's financial statements and any other matters that the Audit Committee or

the independent auditors believe should be addressed privately with the Audit Committee. The Audit Committee members, or the Chair of the Audit Committee on behalf of all of the Audit Committee members, shall communicate with management and the independent auditors at least once per quarter in connection with their review of the Company's financial statements.

- c. **Committee Charter.** Each Committee, unless otherwise directed by the Board, shall adopt a charter which shall be subject to periodic review by the Committee and the Board.

**13. Director Education and Orientation.** The Governance and Nominating Committee with the support of management is responsible for new director orientation programs and for director continuing education programs. New Board members shall participate in an orientation program that includes written materials, meetings with key management personnel and, as appropriate, visits to Company facilities. The program, which shall be updated and revised as appropriate, shall be designed to familiarize new directors with the Company's businesses, strategies and challenges and to assist new directors in developing and maintaining skills necessary or appropriate for the performance of their responsibilities. Directors are also encouraged to participate in continuing educational programs in order to maintain the necessary level of expertise to perform their responsibilities. The Company shall pay a pro-rata share of tuition and expenses associated with attending such programs. The proportion to be shared by the Company shall be based on the number of other public company boards on which the director serves.

**14. Board Interaction with Outside Parties.** The Board believes that management speaks for the Company and that as a general matter independent directors should not communicate on behalf of the Company with stockholders, customers or other constituencies except at the request of and in coordination with management. The Company's directors should not accept any gift of value, which indicates intent to influence improperly the normal business relationship between the Company and any supplier, customer or competitor.

**15. Stock Ownership Guidelines.** Each non-employee member of the Board should hold at least the greater of (a) 5,000 shares or (b) shares equal in value to three times the annual cash retainer for service as a director. The CEO of the company shall hold at least the greater of (a) 10,000 shares or (b) shares equal in value to three times the CEO's annual base salary. Each "executive officer" other than the Chief Executive Officer of the Company (as determined by the Board) should hold at least the greater of (a) 10,000 shares or (b) shares equal in value to two times the executive officer's annual base salary. Shares counted for this purpose shall include shares owned by the director or executive officer, shares owned jointly with, or separately by spouse or minor children, including shares held in trusts, and vested restricted stock units.

New Board members will have five years from the time they join the Board, and new executive officers will have five years from the time they become executive officers, to meet the stock ownership guidelines. In the event the requisite number of shares is increased by the Board, existing Board members and executive officers, as applicable, will have the later of three years from the time of the increase or five years from the time they joined the Board or the time they were appointed as an executive officer, respectively, to acquire any additional shares needed to meet such revised guidelines.

**16. Policy on Rights Plans.** The Board shall seek and obtain stockholder approval before adopting any stockholders “rights plan” (which for this purpose shall mean any arrangement pursuant to which, directly or indirectly, common stock or preferred stock purchase rights may be distributed to stockholders that provide all stockholders, other than persons who meet certain criteria specified in the arrangement, the right to purchase the common stock or preferred stock at less than the prevailing market price of the common stock or preferred stock); provided, however, that this policy may be revised or repealed without prior public notice and the Board may thereafter determine to act on its own to adopt such a plan if, under the circumstances, the Board, including a majority of its independent members, in its exercise of its fiduciary responsibilities, deems it to be in the best interests of the Company’s stockholders to adopt such a plan without the delay in adoption that would come from the time reasonably anticipated to be necessary to seek stockholder approval. If the Board adopts a rights plan without prior stockholder approval, the Board will submit the rights plan to an advisory vote by the Company’s stockholders within 12 months from the date the Board adopts the plan. If the Company’s stockholders fail to approve the plan, the Board may elect to terminate, retain or modify the plan in its exercise of its fiduciary responsibilities.