NOVEMBER 2026

# FormFactor Sustainability Report 2026

Reporting on the Calendar Year 2025

FormFactor™

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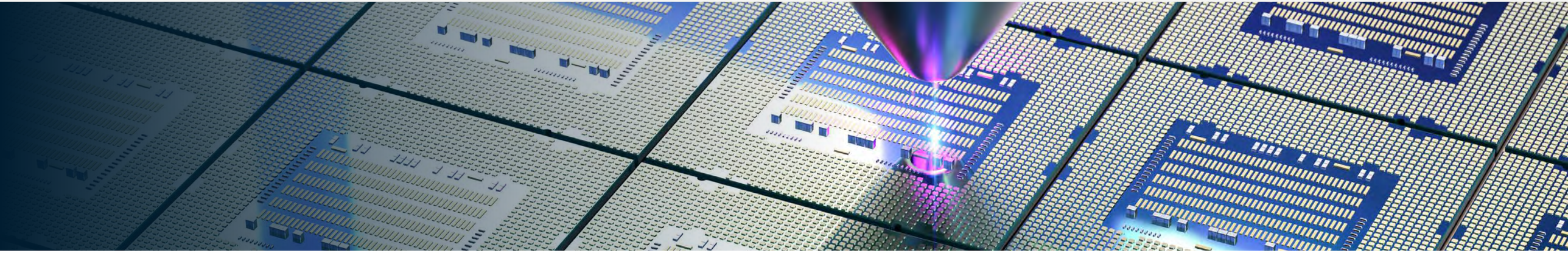
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# A Message from Our CEO



The semiconductor industry continues to push the boundaries of what is possible, and FormFactor plays a critical role in enabling that progress. Our test and measurement solutions help customers solve increasingly complex technology challenges, understand and validate device performance, and move with confidence from development into production.

As devices become more powerful and architectures more advanced, our customers are driving innovation in artificial intelligence, communications, automotive systems, cloud infrastructure, and other applications that shape modern life. The precision, quality, reliability, and technical expertise we provide are essential to their success as expectations for performance and efficiency continue to rise.

Sustainability is an important part of how we operate and create lasting value. The company integrates sustainability into how we manage our facilities, develop our people, engage suppliers, evaluate risks, serve customers, and prepare for the future. Although reporting requirements continue to evolve, the underlying principles are well established at FormFactor: accountability, operational excellence, long-term thinking, and continual improvement.

This first Sustainability Report gives us the opportunity to bring together and communicate work that has been underway at FormFactor for years. It reflects practices and progress throughout the company while improving governance, data management, accountability, and reporting. We are proud of the work represented here and recognize that we will continue to refine our approach as our business and stakeholder expectations evolve.

I am especially proud of our employees around the world. Their ingenuity, technical expertise, and dedication are fundamental to FormFactor's ability to solve complex problems, deliver for our customers, and position the company for continued success. Every day, they develop novel solutions, uphold high standards for quality and safety, improve how we work, support our communities, and build the talent and expertise that will carry FormFactor forward.

Thank you for your interest in FormFactor and for taking the time to learn more about our sustainability efforts and the work underway across our business.



**Mike Slessor**
Chief Executive Officer, FormFactor, Inc.

**FormFactor seeks to enable a more sustainable semiconductor industry** while operating a responsible, transparent, and compliant global business.

# SUSTAINABILITY HIGHLIGHTS

## ESTABLISHED SUSTAINABILITY GOVERNANCE STRUCTURE

Instituted an Executive Sustainability Committee in 2026 to direct sustainability strategy, risk management, regulatory readiness, and accountability

## INTRODUCED A 2030 GREENHOUSE GAS EMISSIONS REDUCTION GOAL

In 2026, set a goal to reduce absolute Scope 1 and Scope 2 greenhouse gas emissions by 25% between 2025 and 2030

## COMPLETED FORMFACTOR'S FIRST CLIMATE-RELATED RISK ASSESSMENT

Evaluated physical and transition climate risks and developed climate-related disclosures aligned with TCFD recommendations

## EXPANDED WASTEWATER INFRASTRUCTURE INVESTMENTS

Commissioned a new wastewater treatment system in Livermore, improving wastewater management and operational reliability

## IMPROVED GLOBAL SAFETY PERFORMANCE

Reduced recordable incidents by 60%, TRIR by 66%, and LTIR by 92% between 2023 and 2025, while the employee and contractor population increased by approximately 10%

## NAMED #1 GLOBAL SUPPLIER BY TECHINSIGHTS

Ranked the global #1 supplier in Test Subsystems and Focused Chip Making Equipment in the 2025 TechInsights customer satisfaction survey

## ACHIEVED ISO 9001 CERTIFICATION AT LIVERMORE

Demonstrated a commitment to quality by earning ISO 9001 certification for FormFactor's headquarters and Livermore manufacturing facility

## SURPASSED $150,000 IN STEM SCHOLARSHIP FUNDING

Awarded more than $150,000 in cumulative scholarships to students since the inception of the Doug Kopcso Memorial Scholarship Program



SECTION 1

# About FormFactor

# About FormFactor

FormFactor is a leading provider of test and measurement technologies for semiconductor devices. The semiconductor industry uses our products to characterize, validate, and evaluate integrated circuits and related technologies that power modern electronics.

We serve customers across a diverse range of applications, spanning artificial intelligence, high-performance computing, cloud infrastructure, communications, automotive electronics, industrial systems, and advanced research. Our portfolio of probes, probe cards, engineering systems, and related technologies accelerates innovation, increases manufacturing quality, and shortens the path from development to production.

With manufacturing, engineering, sales, and service locations across North America, Europe, and Asia, FormFactor works closely with customers throughout the semiconductor ecosystem.

### Industry Recognition

TechInsights ranked FormFactor the #1 global supplier in both Test Subsystems and Focused Chip Making Equipment in its 2025 semiconductor industry customer satisfaction survey. FormFactor has been recognized in the Test Subsystems category for 12 consecutive years. The company also received awards for customer service and assembly test equipment performance.




## FormFactor at a Glance

FormFactor delivers test and measurement technologies to the semiconductor industry.

**Probe Cards for Production**

115,000,000+
MEMS probes/year

**Probe Systems for Engineering**

10,000+
Labs worldwide

**FORM**

Since 1993

**$902M**

TTM Revenue*

**~2,100**

People

**Global Design, Manufacturing, and Service**

*As of July 29, 2026*

# Global Strength for Local Results

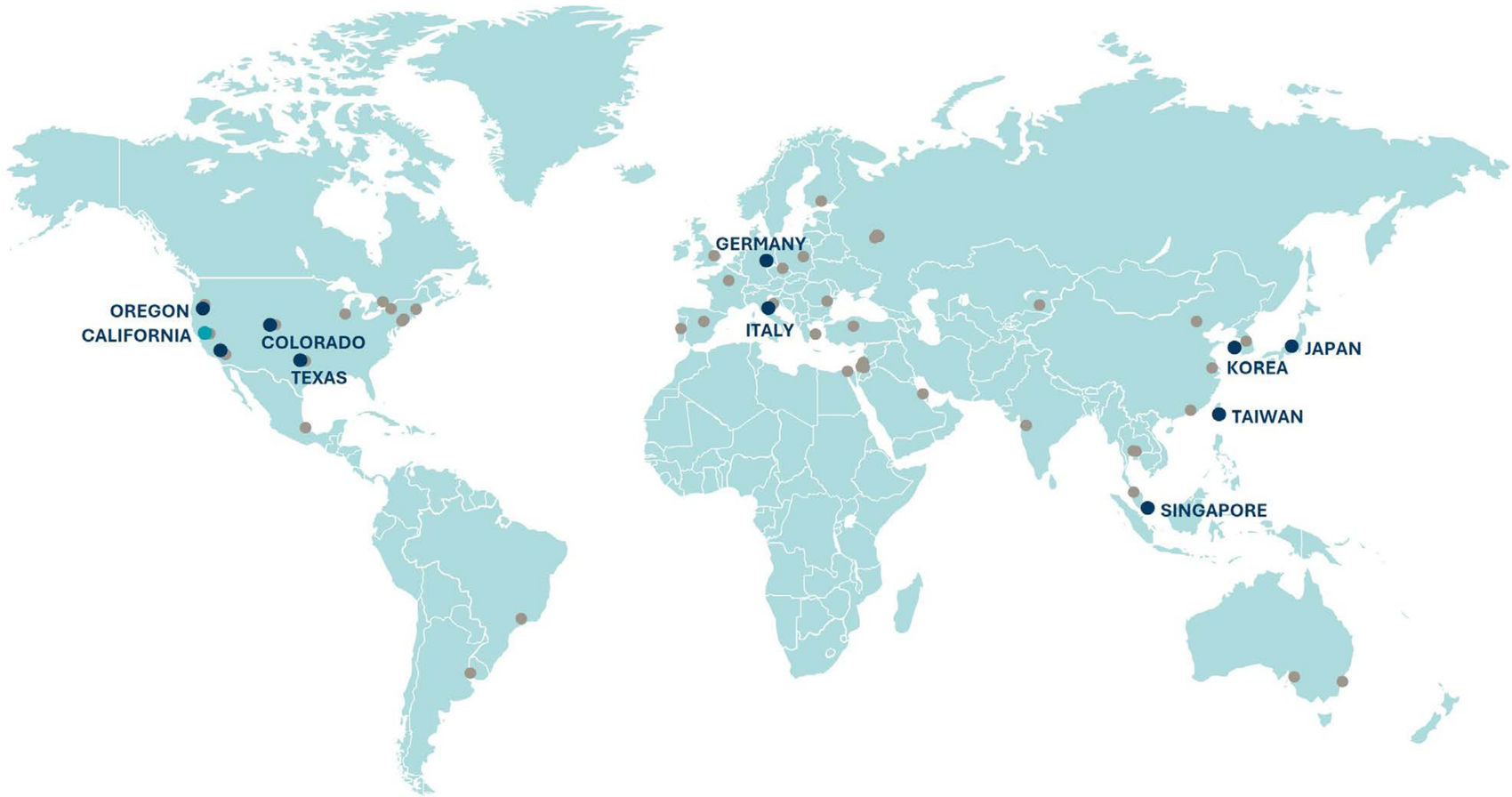
A global network of manufacturing, engineering, sales, and service locations enables close collaboration with customers across key semiconductor markets.

**12**
**DESIGN CENTERS**

**9**
**MANUFACTURING LOCATIONS**

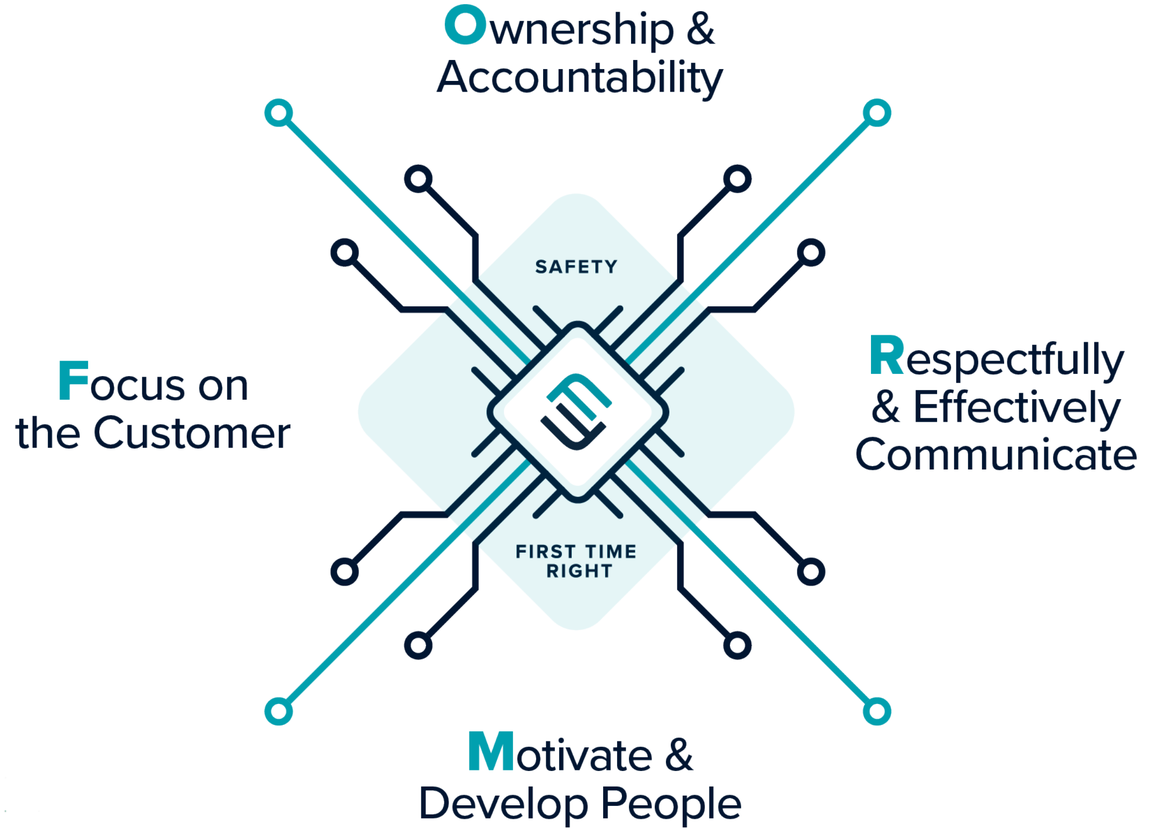
**4**
**DEMO CENTERS**

**Dozens of FormFactor and partner sales and service centers near our customers across the globe**



# FORM Values

Our FORM Values guide decision-making, collaboration, and accountability across FormFactor. They define our culture, influence how we work together, and provide a common foundation for serving customers, developing talent, and pursuing innovation.



SECTION 2

# Our Sustainability Approach

# FormFactor's Sustainability Framework

Advanced packaging, heterogeneous integration, co-packaged optics, and other next-generation semiconductor technologies are increasing manufacturing complexity throughout the industry. These trends influence how FormFactor develops products, serves customers, operates manufacturing facilities, and manages supply chains. They also increase the importance of resource efficiency, environmental stewardship, regulatory compliance, and ethical business conduct.

FormFactor organizes its sustainability program around three interconnected focus areas: Sustainable Operations, Responsible Business Practices, and Sustainable Technology.




## Advancing Sustainable Operations

We manage the environmental, health, safety, and operational impacts of our global operations through responsible use of energy and water, safe management of chemicals and waste streams, and a commitment to workplace safety. We invest in infrastructure, controls, and management systems to operate safely and reliably while preparing for future growth.

## Building Responsible Business Practices

We conduct business with integrity and accountability, grounded in strong governance and oversight, effective risk management, and respect for our employees, customers, suppliers, investors, and communities. These principles underpin compliance, risk management, trust, and long-term organizational effectiveness.

## Enabling Sustainable Technology for Our Customers

Our technologies enable the development and production of semiconductor devices used in a wide variety of applications. By increasing yield, accelerating product development, and reducing waste, our technologies can improve manufacturing efficiency across the value chain.

# Our Sustainability Journey

Sustainability has long been reflected in how FormFactor operates. Environmental, Health, and Safety (EHS) programs, responsible operations, and customer engagement play a vital role in managing environmental impacts, promoting safe workplaces, and meeting evolving business and regulatory requirements.

Growing customer inquiries and stakeholder interest in environmental and social issues have highlighted the need for stronger sustainability governance, reliable data, and greater consistency in reporting. In response, we are improving visibility into sustainability-related activities established across the company over many years while enhancing the systems and processes used for management and disclosure.

This report marks FormFactor's first consolidated sustainability disclosure and reflects ongoing investments in governance, data management, and reporting.



SECTION 3

# Sustainability in Action




# ADVANCING SUSTAINABLE OPERATIONS

The performance of our business is connected to the sustainability of our operations. Responsibly managing energy, water, materials, and workplace risk is integral to maintaining efficient facilities, safeguarding our employees, and meeting customer expectations.

# Climate and Energy

Energy use and greenhouse gas emissions are key considerations in FormFactor's manufacturing operations and broader value chain. The company evaluates opportunities to improve energy efficiency and reduce emissions while supporting operational needs.

## Greenhouse Gas Emissions Reduction Goal

In 2026, FormFactor set a goal to reduce absolute Scope 1 and Scope 2 greenhouse gas emissions by 25% between 2025 and 2030. The goal was developed with reference to the Science Based Targets initiative criteria and signals the company's commitment to managing emissions even as operations continue to grow.

FormFactor's emissions reduction strategy centers on process gas abatement, energy efficiency, and renewable or low-carbon electricity procurement. The company formed a cross-functional Greenhouse Gas Emissions Reduction Committee comprising representatives from Facilities, Operations, Engineering, EHS, and Sustainability to oversee emissions reduction project identification, feasibility evaluation, knowledge sharing across sites, and implementation planning.

**2030 Operational Emissions Reduction Goal**

Reduce absolute Scope 1 and Scope 2 greenhouse gas emissions by 25% between 2025 and 2030.

### Process Gas Abatement

Process gases used in semiconductor manufacturing are a significant source of FormFactor's Scope 1 emissions because these gases can have a global warming potential (GWP) substantially higher than carbon dioxide. Point-of-use abatement is therefore a key element of the company's emissions reduction strategy. FormFactor is installing abatement systems at Farmers Branch, which are expected to mitigate approximately 90% of emissions associated with its new manufacturing capability.

### Energy Efficiency

Energy-efficiency projects reduce electricity demand, operating costs, and associated Scope 2 emissions. The Greenhouse Gas Emissions Reduction Committee is evaluating energy-efficiency projects for facility equipment and production tools. For example, the committee is considering LED lighting conversion projects at multiple facilities to reduce electricity consumption, lower maintenance requirements, and decrease greenhouse gas emissions.

### Renewable and Low-Carbon Electricity

Renewable and low-carbon electricity could complement direct operational reductions. FormFactor has prior experience with renewable electricity procurement in European operations, including at Thiendorf, which returned to 100% renewable electricity in 2025. FormFactor is evaluating renewable energy certificates and green-power options for manufacturing locations, using criteria such as cost, availability, flexibility, and environmental integrity of available options.

## Expanding Capacity Responsibly

FormFactor acquired an existing facility in Farmers Branch, Texas, with a history of semiconductor-related operations to grow production capacity. This acquisition accelerated manufacturing readiness while also reusing existing industrial infrastructure instead of developing a new greenfield manufacturing site.

The company is implementing environmental and operational upgrades during the facility transition, including emissions abatement technology, wastewater infrastructure improvements, facility modernization projects, and other investments to meet manufacturing and environmental objectives.

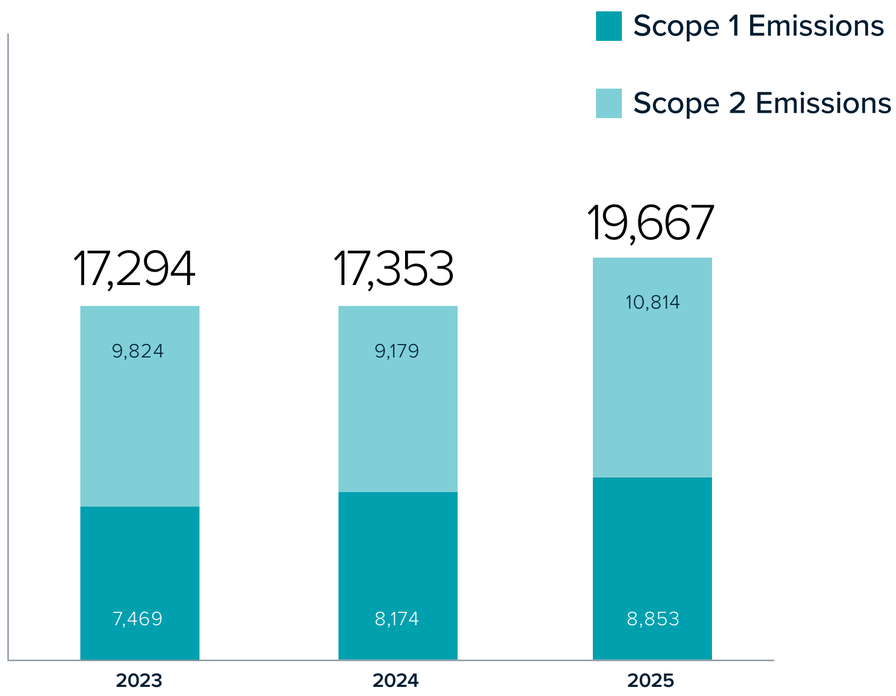


# Scopes 1 & 2: Greenhouse Gas Emissions

FormFactor's greenhouse gas emissions are generated from a combination of manufacturing operations, facility energy consumption, and business activities across its global footprint. Scope 1 emissions consist of emissions from fuels, process gases, and refrigerant losses. Scope 2 emissions arise from electricity used in manufacturing facilities, cleanrooms, laboratories, service locations, and offices.

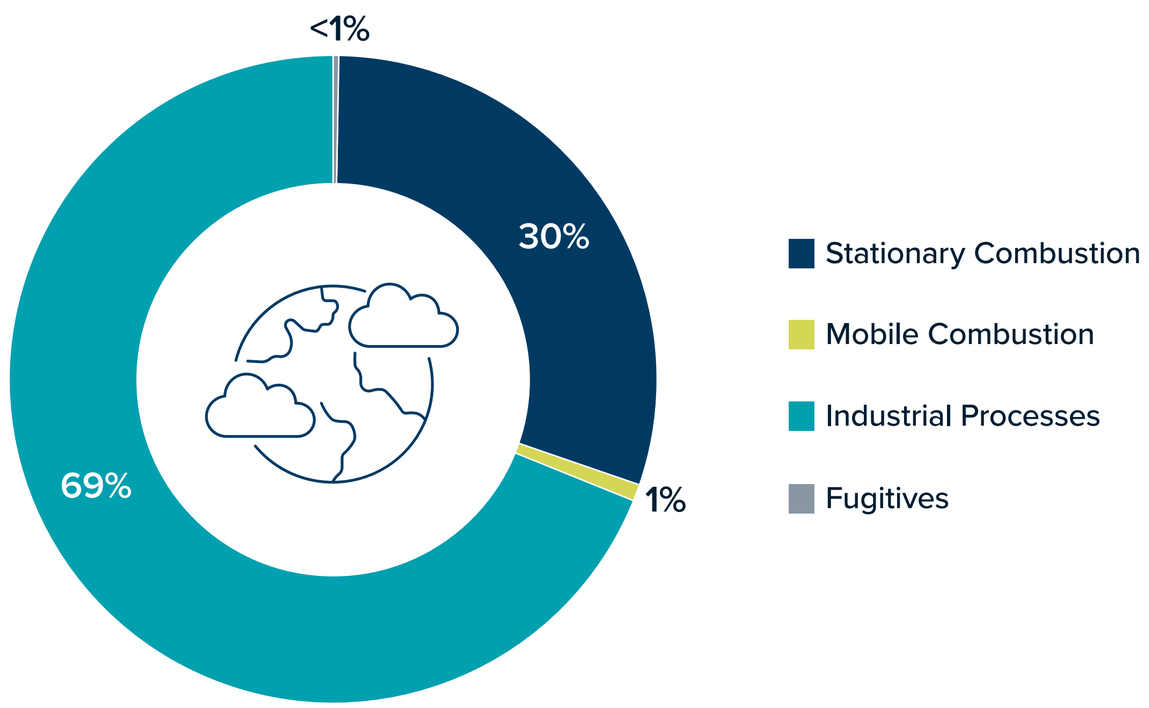
Mitigation strategies, investment priorities, and long-term reduction strategies are based on an understanding of emissions distribution across sources. To provide a consistent foundation for these activities, FormFactor has formalized its greenhouse gas reporting through development of an inventory management plan, standardized methodologies, assigned responsibilities, and preparation for assurance.

## Scope 1 and Scope 2 Emissions Trend




*Year-over-year changes in Scope 1 and Scope 2 emissions represent both operational activity and changes in FormFactor's manufacturing footprint.*

## 2025 Scope 1 Emissions by Source

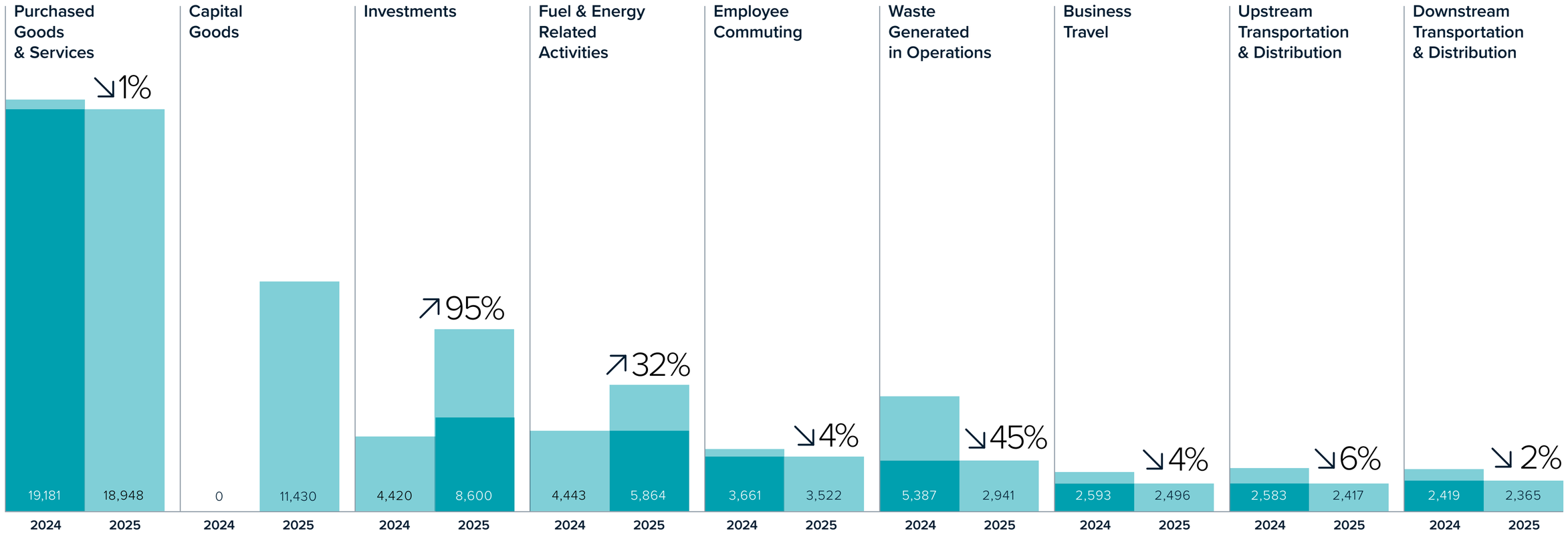



*Process-related emissions and stationary fuel combustion accounted for the majority of Scope 1 emissions in 2025, while mobile combustion and fugitive emissions represented a relatively small share.*

# Scope 3: Greenhouse Gas Emissions

Scope 3 emissions consist of indirect emissions across FormFactor's value chain not owned or controlled by the company. FormFactor completed its second annual Scope 3 greenhouse gas inventory for the reporting year 2025. The assessment identifies major value-chain sources and lends insight into emissions outside direct operations. Purchased goods and services, capital goods, investments, and fuel- and energy-related activities are the largest contributors to FormFactor's Scope 3 emissions footprint. Additional emissions result from transportation and distribution, waste management, business travel, and employee commuting. Capital goods emissions associated with the Farmers Branch acquisition drove much of the increase in Scope 3 emissions from 2024 to 2025. Such investments can produce one-time increases that do not reflect changes in ongoing operations.

## Scope 3 Emission Trends by Category




*Purchased goods and services represented the largest Scope 3 emissions category in both reporting years.*

# Water Stewardship

FormFactor depends on water for certain manufacturing and facility operations. Managing water use and wastewater supports operational needs, regulatory compliance, and stewardship of local water resources.

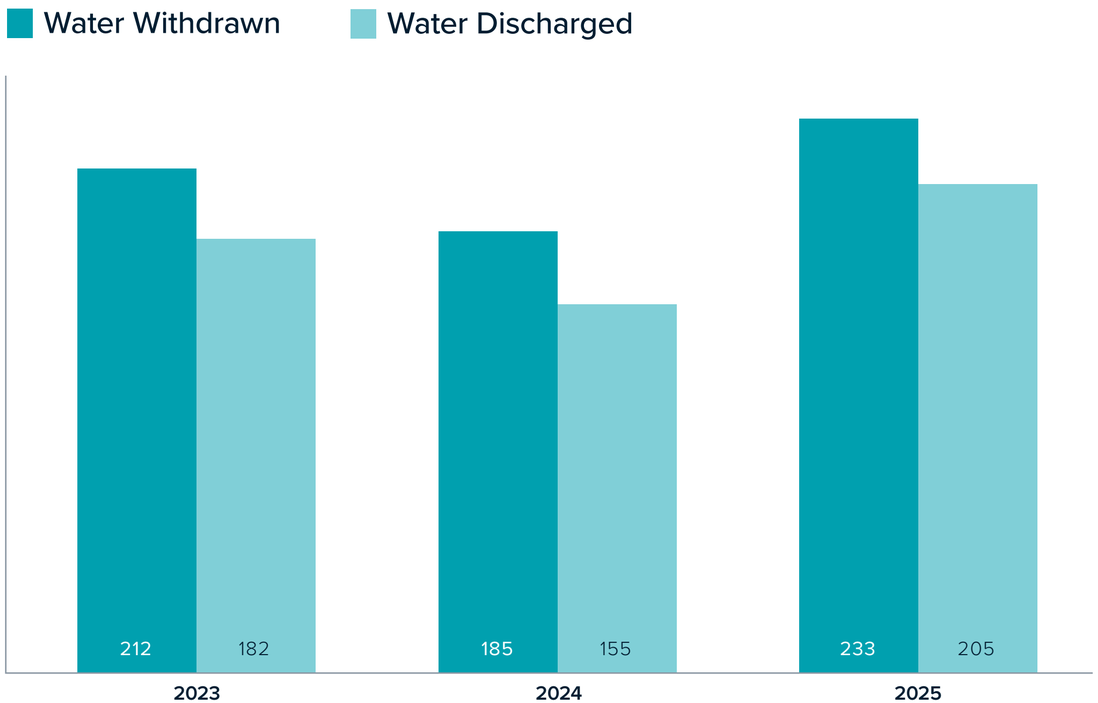
## Water Use and Consumption

Understanding water use is necessary for resource planning and environmental management. Water demand varies across locations based on manufacturing processes, facility infrastructure, local operating conditions, and production requirements. Water withdrawals and discharges increased in 2025 due to changes in operational activity and the addition of the Farmers Branch facility. Most of the withdrawn water was returned through treated or permitted discharge pathways, while manufacturing and facility operations consumed a smaller portion.

Water-related risks vary by geography. Factors such as water availability, competing demands, infrastructure constraints, watershed conditions, and regulations can influence long-term access to water resources. FormFactor evaluated facilities using the World Resources Institute Aqueduct Baseline Water Stress indicator to better understand local conditions and facilitate future planning. Approximately 26% of water withdrawals and 3% of water consumption in 2025 occurred in areas classified as High or Extremely High Baseline Water Stress, indicating that relatively little of the company's total water consumption occurred in these areas.

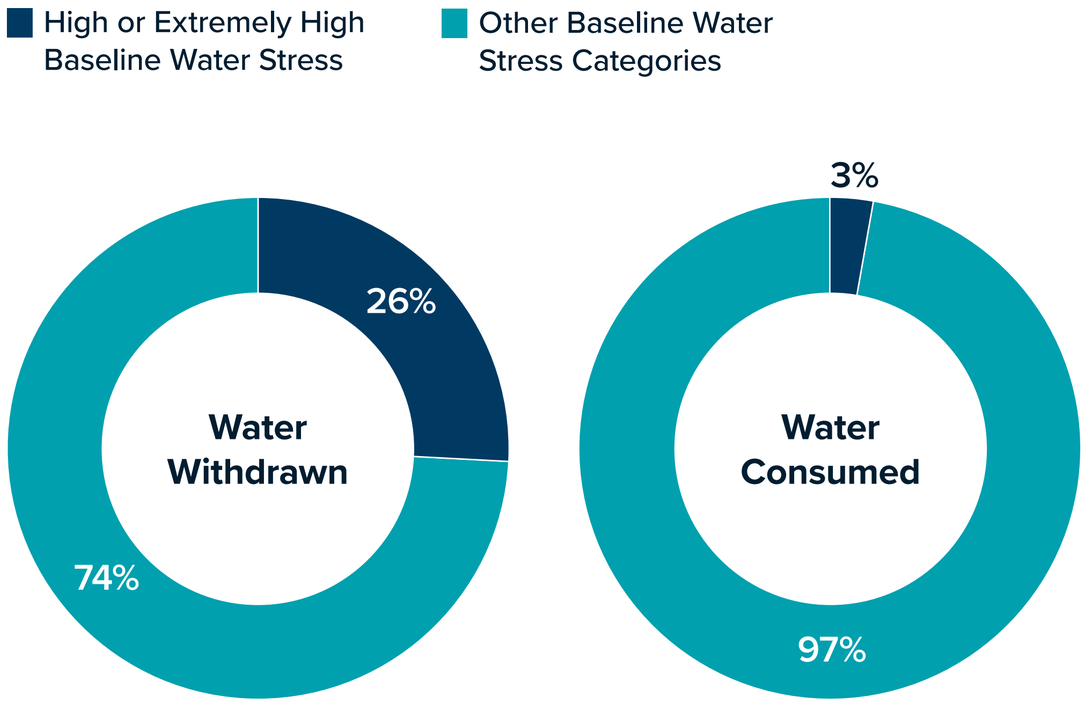
### Water Withdrawal and Discharge

*Thousand cubic meters (1,000 $m^3$)*




*Water withdrawals and discharges increased in 2025 following changes in operational activity and the addition of the Farmers Branch facility.*

### 2025 Water Use by Baseline Water Stress




*Approximately 26% of FormFactor's 2025 water withdrawals occurred in areas classified as High or Extremely High Baseline Water Stress, while only 3% of water consumption occurred in those regions.*

## Wastewater Management

Manufacturing operations can generate wastewater streams that require collection, treatment, and monitoring before discharge. FormFactor invests in wastewater treatment and collection infrastructure to maintain appropriate environmental controls and prepare for future operational needs. Recent initiatives include expanding treatment capacity, improving wastewater collection systems, and reducing waste streams requiring off-site treatment.

In 2025, FormFactor implemented an upgrade to the Livermore wastewater treatment system to neutralize acidic effluent, allowing treated water to meet publicly owned treatment works discharge requirements. The equipment upgrade reduced the volume of wastewater requiring off-site hazardous waste treatment and disposal and led to a reduction in the number of hazardous waste containers generated by operations. As production continued throughout the year, hazardous waste disposal costs declined by approximately 30%, demonstrating the operational benefits of the project.

FormFactor also made improvements to wastewater infrastructure at its Beaverton facility through construction of a replacement treatment system, with startup planned for 2026.

In addition to infrastructure investments, process improvements at several sites have reduced the volume of wastewater managed as hazardous waste. At Boulder, machine shop operations transitioned from oil-based lubricants to water-based alternatives during 2025. This change reduced reliance on hazardous waste treatment and disposal, allowed for management of applicable wastewater streams through existing wastewater treatment procedures, and lowered the environmental and operational risks associated with material spills or releases.

> “Upgrading our Livermore treatment system allowed treated water to meet local discharge requirements, reducing the volume sent off-site as hazardous waste.”



# Chemical Management

Manufacturing activities at FormFactor rely on a variety of chemical and process materials. Effective controls protect employees, support environmental compliance, and manage chemical-related risks.

## Operational Chemical Management

Manufacturing processes rely on a variety of chemicals and materials that require careful oversight throughout their lifecycle, from procurement and storage to use and disposal.

FormFactor evaluates potential hazards, storage requirements, engineering controls, and waste management obligations before introducing new chemicals into operations.

Site inventories document approved materials, with Safety Data Sheets (SDS) and hazard communication programs providing information on chemical hazards and control measures. Chemicals are subsequently managed according to their hazard classifications through labeling, storage protocols, inventory controls, employee training, and engineering safeguards to minimize potential exposure and environmental impacts.

FormFactor also follows established guidelines for managing hazardous waste generated through manufacturing operations. The company identifies, characterizes, stores, transports, and disposes of waste streams in accordance with applicable procedures and regulations for safe handling and environmentally responsible disposal.

## Product Compliance and Transparency

Chemical management at FormFactor also accounts for evaluation of materials incorporated into products and supplied components.

FormFactor's Restricted Material Compliance program manages product-related material regulatory requirements through supplier engagement, collection and review of material information, product compliance assessments, and monitoring of regulatory developments. These activities support responses to customer inquiries, product compliance evaluations, and transparency related to material content and regulatory requirements while giving insight into evolving requirements that may affect products and supplied components.

In addition to managing compliance obligations and emerging chemical risks, FormFactor seeks opportunities to reduce the use of hazardous substances where practical. In 2025, FormFactor's Boulder facility completed an inventory review of solder materials used in operations and identified remaining inventories of lead-containing solder. The site subsequently removed these materials from inventory and transitioned to procuring lead-free solder alternatives. This voluntary change reduced the use of hazardous substances in manufacturing operations and was consistent with broader product stewardship objectives.

## Chemical Lifecycle Controls

**1 — Review & Approval**
New chemical review and EHS approval

**2 — Inventory & Tracking**
Approved chemical lists and SDS management

**3 — Safe Use**
Training, PPE, engineering controls, hazard communication

**4 — Storage & Handling**
Hazard-class segregation, labeling, storage controls

**5 — Waste Management**
Characterization, storage, transport, and disposal

*Lifecycle controls link pre-use review with safe operations and compliant end-of-life management.*

# Health and Safety

Protecting employee health and safety is a priority at FormFactor. The company fosters workplace safety through hazard identification, risk assessment, employee engagement, training, and programs that encourage ownership.

## Safety Performance

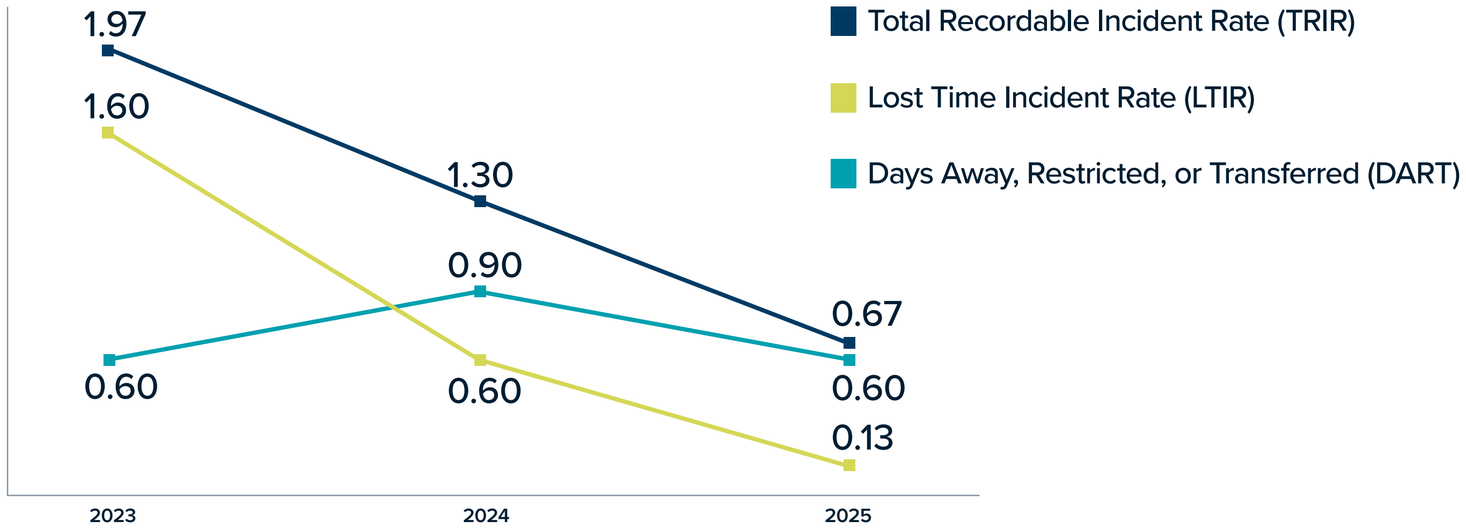
From 2023 through 2025, FormFactor recorded substantial improvements across key safety measures. Recordable incidents declined from 35 to 14 while the Total Recordable Incident Rate (TRIR) decreased from 1.97 to 0.67. Lost Time Incident Rate (LTIR) declined from 1.60 to 0.13. These positive trends occurred at the same time as the reported population of full-time employees and contractors increased. FormFactor recorded no fatalities during the three-year period.

**66% Reduction in TRIR**

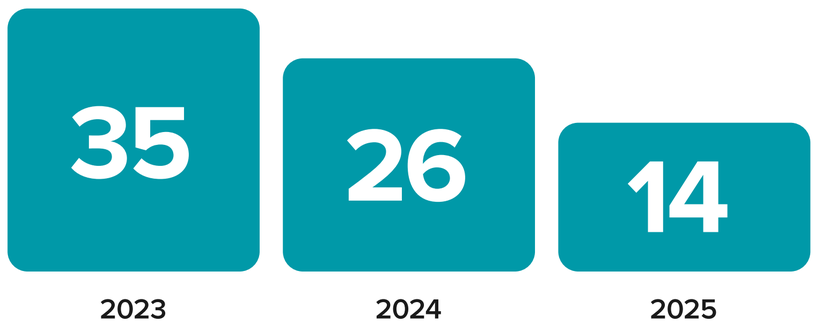
FormFactor's Total Recordable Incident Rate declined by 66% between 2023 and 2025, while the reported employee and contractor population increased by approximately 10%.

## Safety Performance Trends

**Incident Rate** (per 200,000 hours worked)




### Number of Recordable Incidents




*Safety performance improved between 2023 and 2025, with recordable incidents, TRIR, and LTIR all declining substantially. Days Away, Restricted, or Transferred Rate (DART) returned to its 2023 level following a temporary increase in 2024. Safety metrics include full-time employees and contractors working under FormFactor's operational control.*

# Hazard Identification and Risk Assessment

FormFactor's EHS program emphasizes detecting and mitigating workplace hazards before incidents occur. Risk assessments, workplace observations, employee reporting, and corrective action procedures identify potential risks and determine appropriate controls. During 2025, FormFactor expanded several initiatives to increase employee participation in workplace safety and improve hazard identification.

## Themed Gemba Walks

Structured workplace observations direct attention to specific risk categories and encourage leaders and employees to identify hazards, housekeeping concerns, unsafe conditions, and areas for improvement. Gemba walks provide dedicated time to observe work directly, discuss concerns with employees, and take preventive action before incidents occur.

## Ergonomic Assessments

Ergonomic evaluations complement workplace observations by considering musculoskeletal risk factors associated with workstations, tools, equipment, and job tasks. Face-to-face assessments can surface opportunities for workstation adjustments, equipment improvements, and other corrective measures before discomfort develops into more serious injuries. Proactive evaluations and employee-requested assessments enable the company to respond to concerns early and reduce exposure to ergonomic hazards.

## Pre-Task Assessments

Pre-task safety assessments require employee evaluation of job-specific hazards and implementation of appropriate controls before performing routine and non-routine work. Employees must verify that work can be completed safely before a task begins.

## Safety Culture and Engagement

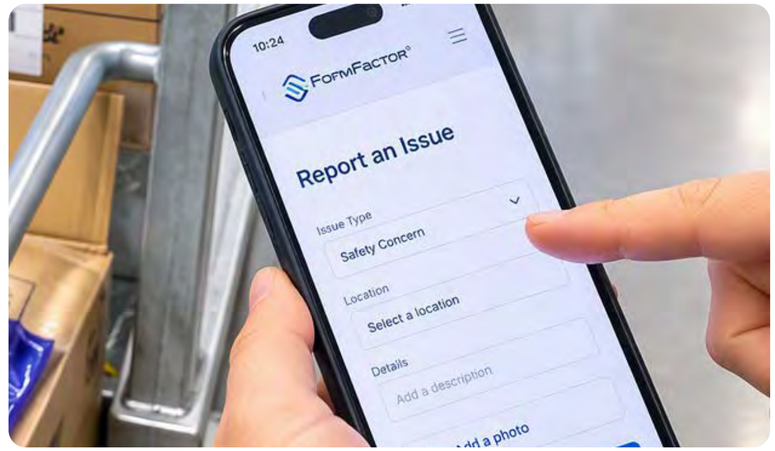
Workplace safety depends on participation at all levels of the organization. FormFactor encourages employees to take an active role in identifying hazards, reporting concerns, and preventing incidents before they occur.

Programs such as *See Something, Say Something, Do Something* promote early intervention by increasing employee reporting and awareness of workplace hazards. QR codes displayed on employee badges and throughout FormFactor's facilities allow employees to submit reports directly from their personal devices, enabling timely investigation, corrective actions, and continual improvement through the company's digital EHS management system.

The 200% Accountability initiative emphasizes the expectation that employees take responsibility for the safety and quality of their own work while also helping coworkers identify hazards, resolve quality concerns, and follow safe work practices.

Employees receive EHS training appropriate to their job responsibilities, covering workplace hazards, safe work procedures, emergency preparedness, and other safety-related topics. EHS training completion rates exceeded 95% during 2025, demonstrating broad employee participation in safety training programs.

EHS management systems facilitate reporting, observations, and trend analysis. Increased use of digital EHS tools has improved consistency in safety information management and corrective action tracking across the organization.




## Safety Beyond Manufacturing

FormFactor's safety programs apply across manufacturing, office, and service locations. In 2025, FormFactor's Singapore site successfully completed workplace safety and environmental reviews conducted by Singapore's Ministry of Manpower and National Environment Agency, demonstrating successful implementation of applicable safety and environmental standards at a non-manufacturing site.



# BUILDING RESPONSIBLE BUSINESS PRACTICES

Responsible business practices guide how FormFactor is governed and how the company engages with employees, suppliers, customers, and communities.

# Governance and Ethics

Governance provides clear lines of accountability, oversight, and authority across FormFactor. It helps translate company values and strategic objectives into business actions and day-to-day operations.

### Governance

The Board of Directors, executive leadership, and management teams across the organization share sustainability oversight responsibilities.

The Board of Directors oversees significant business risks and opportunities as part of its broader governance responsibilities, including sustainability-related matters. The Governance and Nominating Committee has specific oversight responsibilities for ESG matters, including sustainability performance, corporate social responsibility, human capital management, and cybersecurity risks. The Committee receives regular updates from management and reports periodically to the Board.

FormFactor's executive leadership is responsible for implementing company policies, managing risks, and advancing strategic objectives. Company leaders incorporate sustainability, operational excellence, compliance, and risk-related factors into business planning and company operations.

In 2026, FormFactor instituted an Executive Sustainability Committee, bringing together leaders from across the organization to review greenhouse gas management, climate disclosures, product compliance, responsible sourcing, emerging regulations, customer sustainability matters, and sustainability reporting in the context of business strategy and operational priorities.

## Ethics and Compliance

FormFactor seeks to conduct business in a manner that reflects its values and commitments. Policies, management systems, training, and reporting mechanisms equip employees to understand expectations, make informed decisions, and uphold applicable legal, regulatory, and ethical standards. These include the Code of Business Conduct, the Quality, Environmental, Health, and Safety Policy, and other company policies that guide ethical and compliant business conduct.

### Code of Business Conduct

FormFactor's Code of Business Conduct is the foundation for ethical decision-making and responsible business conduct across the organization. The Code applies to employees, officers, directors, and business partners and includes topics covering regulatory compliance, conflicts of interest, protection of company assets, confidentiality, and fair competition. FormFactor also endorses the Responsible Business Alliance Code of Conduct and aligns with customers and partners through its Statement on Responsible Business Alliance Code of Conduct.

> "FormFactor's Code of Business Conduct is the foundation for ethical decision-making and responsible business conduct across the organization."

## FormFactor's Sustainability Leadership

**Board of Directors**

Provides oversight of significant business risks, opportunities, and sustainability-related matters

**Executive Leadership**

Sets strategic direction and integrates sustainability, compliance, and business resilience considerations into business planning

**Executive Sustainability Committee**

Coordinates sustainability initiatives, emerging requirements, disclosures, and cross-functional implementation

**Functional Leadership & Subject Matter Experts**

Contributes technical expertise and implements programs across EHS, Quality, Operations, Supply Chain, and Sustainability

**Site Leaders & Operational Teams**

Executes programs, implements operational controls, and provides site-level feedback and performance insights

*Board oversight, executive leadership, and site-level ownership provide accountability for sustainability-related priorities and activities across the organization.*

## Anti-Bribery and Anti-Corruption

FormFactor's Global Anti-Bribery and Anti-Corruption Policy outlines expectations for compliance with applicable anti-corruption laws, including the U.S. Foreign Corrupt Practices Act (FCPA) and other applicable anti-corruption regulations in jurisdictions where FormFactor does business. The policy prohibits offering, providing, soliciting, or accepting anything of value in exchange for an improper business advantage and applies to employees, directors, officers, and third parties acting on behalf of the company.

## Human Rights and Responsible Employment Practices

FormFactor demonstrates commitment to upholding human rights principles through company policies addressing anti-discrimination, anti-harassment, anti-slavery and human trafficking, workplace safety, and responsible employment. FormFactor communicates expectations regarding labor and ethical conduct both internally and to its supply chain through the Supplier Handbook and Supplier Ethics Statement. These policies provide a basis for employment and supply chain activities that are consistent with customer expectations and industry frameworks.

## Raising Concerns and Non-Retaliation

FormFactor encourages employees and other stakeholders to raise concerns regarding ethics, compliance, workplace conduct, legal matters, or potential violations of company policies. Multiple reporting channels are available, among them the company's Raising Concerns Helpline.

FormFactor prohibits retaliation against individuals who report concerns in good faith or participate in investigations. The company provides protection against retaliation through policies addressing business conduct, workplace respect, non-discrimination, and human rights.

# Key Policies and Programs for Responsible Business Conduct

Policies, reporting channels, management systems, and industry standards support responsible business conduct.

### Business Ethics
Code of Business Conduct; Fair Business Practices Policy

### Anti-Corruption
Global Anti-Bribery and Anti-Corruption Policy

### Industry Alignment
Responsible Business Alliance (RBA) Code of Conduct and Assessments

### EHS & Quality
Quality and EHS Policy; Quality Management System; Environmental Management System

### Reporting & Accountability
Raising Concerns Helpline; Non-Retaliation Commitment

### Information Security & Privacy
Information Security Program; IT Information Security Policy; IT Data Security Policy; Privacy Program

### Human Rights & Labor
Anti-Slavery and Human Trafficking Policy; Anti-Discrimination Policy; Anti-Harassment Policy; Equal Employment Opportunity Policy

## Information Security, Cybersecurity, and Data Privacy

FormFactor prioritizes the protection of corporate and customer assets, intellectual property, and personally identifiable information. Information security governance, policies, and controls safeguard systems, protect company and customer data, and reduce cybersecurity risks.

The company's cybersecurity program encompasses access management, data protection, security monitoring, incident response, vulnerability management, and periodic security assessments such as tabletop exercises and penetration testing. FormFactor applies the principle of least privilege to system access and is advancing a zero-trust security strategy that requires explicit authorization for access to data and digital resources.

FormFactor's privacy program addresses applicable privacy regulations, including the California Consumer Privacy Act and the European Union General Data Protection Regulation.

Cybersecurity training, recurring phishing simulations, and education related to data protection and cyber threats build employee awareness of cybersecurity risks and responsibilities.

### CMMC Level 2 Certification

In 2025, FormFactor achieved Final CMMC Level 2 status confirming implementation of cybersecurity requirements for the assessed information system.

## Business Management System

FormFactor's Business Management System provides a framework for management, operational, and support activities across its manufacturing facilities and other company locations. The system is designed to conform to the ISO 9001 and ISO 14001 standards and integrates quality, environmental, and business management practices through common methods for managing risks and evaluating performance.

The Business Management System clearly assigns responsibility throughout the organization to drive accountability across functions. The system also standardizes reviews, audits, corrective actions, and evaluations across the organization to identify improvement opportunities and promote consistency across FormFactor's operations.

## ISO Standard Certifications

ISO certifications provide external validation of quality and environmental management systems at key FormFactor locations.

| FACILITY | ISO STANDARD CERTIFICATIONS |
|---|---|
| **Beaverton** | ISO 9001, ISO 14001 |
| **Livermore** | ISO 9001 |
| **Thiendorf** | ISO 9001, ISO 14001 |

# Risk Management and Resilience

FormFactor's risk management processes identify, assess, and manage risks that could affect business operations, employees, customers, suppliers, or facilities. These activities support resilience by informing preparedness, mitigation, and response planning.

## Enterprise Risk Management

The company conducts an annual enterprise risk assessment to support Board oversight of significant business risks and opportunities. Executive and senior leaders identify, evaluate, and prioritize risks from an established risk universe based on potential impact, likelihood, and the effectiveness of existing mitigation measures.

Timing of the assessment aligns with strategic and operating plan development so that business planning and resource allocation decisions reflect potential risks. Executive leadership and the Board of Directors review results, with priority risks linked to management actions and oversight. Risks evaluated through this process include business continuity, cybersecurity, supply chain, regulatory, sustainability, operational, and other risk areas affecting FormFactor's operations.

## Internal Audit and Operational Assurance

FormFactor's internal audit function provides independent assurance over financial, operational, compliance, and information technology risks. The enterprise risk assessment process informs annual audit priorities for approval by the Board's Audit Committee.

Operational and site-level audits evaluate the effectiveness of business processes, management systems, internal controls, and other elements relevant to business continuity and operational resilience.

Internal Audit communicates findings and recommendations to executive leadership and the Audit Committee and tracks corrective actions through completion to drive accountability and continual improvement.

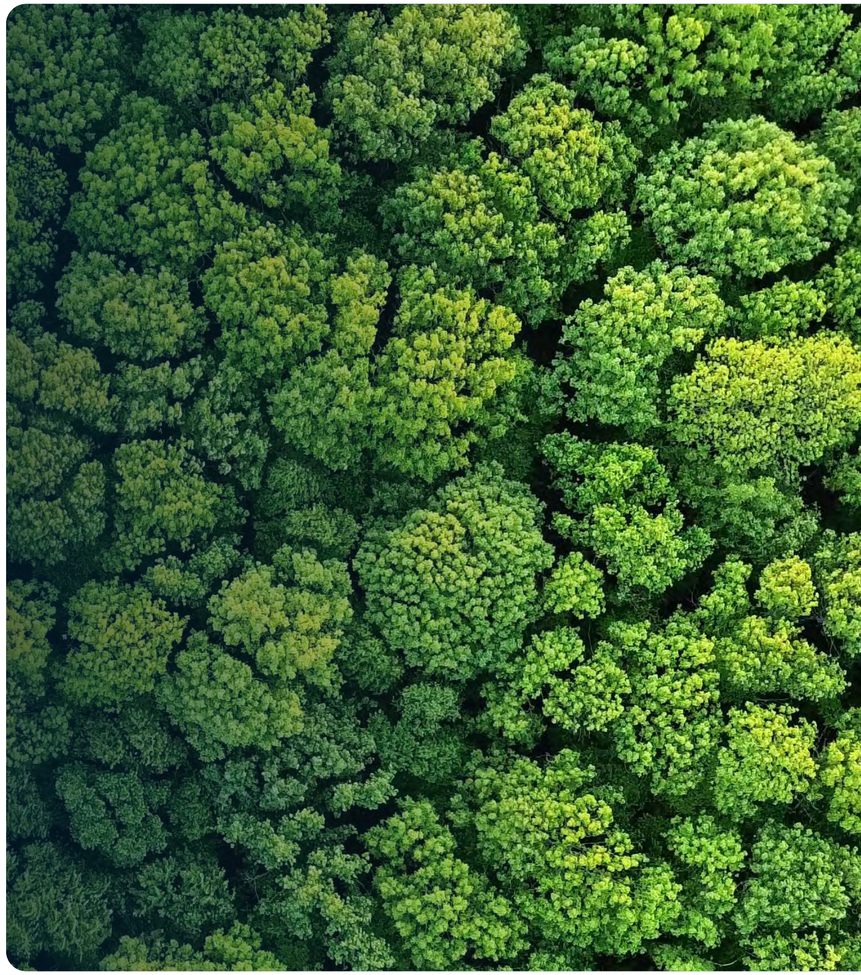
## Business Continuity

Business continuity planning focuses on maintaining critical operations and recovering from disruptions. Site-level business continuity plans define roles, communication protocols, response procedures, recovery actions, and activation criteria to support effective incident response and operational recovery.

These plans consider scenarios such as natural disasters, infrastructure failures, utility interruptions, cybersecurity incidents, workforce impacts, and supplier-related disruptions. Periodic reviews and updates keep plans current. In 2025, FormFactor refined employee response expectations for various incident scenarios and updated Incident Command classifications, enabling earlier intervention and reducing potential impacts.

## Climate-Related Risks and Opportunities

FormFactor evaluates climate-related risks and opportunities using climate scenarios developed by the Network for Greening the Financial System (NGFS). The assessment evaluates potential physical and transition-related risks as well as technology and market developments that may create future business opportunities across short-, medium-, and long-term time horizons.



The assessment identified three primary categories of climate-related risks and opportunities relevant to FormFactor and its long-term business resilience: physical risks associated with facility operations and infrastructure, transition risks associated with evolving regulations and stakeholder expectations, and potential growth areas linked to technologies that enable lower-carbon and more energy-efficient computing applications.

# Climate-Related Risks, Opportunities, and Strategies

Climate-related risks and opportunities are evaluated during risk assessments, business continuity planning, and facility investment decisions.

## Climate-Related Physical Risks

Physical risks include extreme weather events and climate-related power reliability that could affect manufacturing, infrastructure, supply chains, workforce safety, and operating costs. FormFactor evaluates these risks through business continuity planning, site-level risk assessments, and environmental management systems.

## Climate-Related Transition Risks

Transition risks include evolving climate regulations and changing customer expectations. FormFactor monitors regulatory developments and evaluates how these changes may affect reporting requirements, capital investments, and supply chain expectations.

## Climate-Related Opportunities

The assessment identified potential growth opportunities associated with technologies that improve computing efficiency and performance. FormFactor's test and measurement solutions support applications such as quantum technologies, superconducting systems, co-packaged optics, and other next-generation computing architectures. As demand for higher performance and more energy-efficient computing increases, advances in semiconductor technology may create growth opportunities in markets served by FormFactor.

> "Understanding how changing conditions may affect the business helps support long-term resilience."

| | KEY RISKS & OPPORTUNITIES | POTENTIAL BUSINESS IMPACTS | MANAGEMENT RESPONSE |
|---|---|---|---|
| **Physical Risks** | • Extreme weather<br>• Climate-related power disruptions | • Facility damage<br>• Production interruptions<br>• Increased operating costs<br>• Workforce impacts, construction delays | • Business continuity planning<br>• Facility resilience planning<br>• Emergency preparedness<br>• Infrastructure investments<br>• Site-level risk assessments |
| **Transition Risks** | • Climate regulations<br>• Stakeholder expectations | • Increased compliance costs<br>• Reporting obligations<br>• Capital investments<br>• Reputational impacts | • Regulatory monitoring<br>• Climate risk assessments<br>• Sustainability governance<br>• Greenhouse gas inventory management<br>• Disclosure readiness |
| **Technology & Market Opportunities** | • Energy-efficient computing<br>• Quantum technologies<br>• Superconducting systems<br>• Co-packaged optics | • New customer demand<br>• Market growth<br>• Competitive differentiation | • Investment in semiconductor test and measurement technologies responsive to customer needs |

# Responsible Supply Chain

FormFactor relies on a global network of suppliers to deliver materials, components, equipment, and services for product development, manufacturing, and meeting customer commitments. Because supplier performance influences production, quality, and regulatory compliance, responsible supply chain management is an integral part of operational planning and business continuity.

## Supplier Expectations and Standards

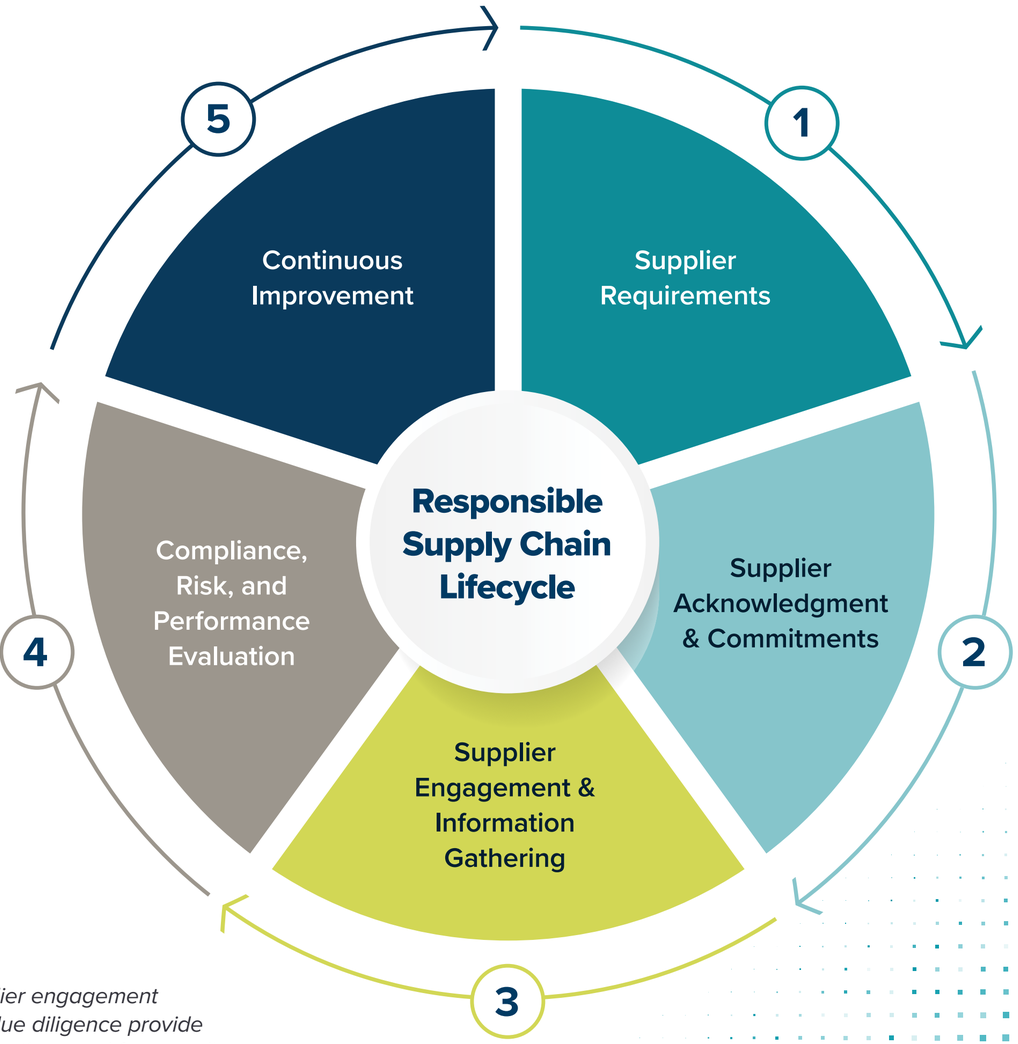
FormFactor communicates supplier expectations through policies, supplier programs, and contractual requirements. Suppliers must conduct business in a manner consistent with FormFactor's standards on ethics, labor, environmental stewardship, and legal compliance, which are outlined in documents such as the Supplier Ethics Statement, Supplier Handbook, Statement of Policy Regarding Conflict Minerals, and Anti-Slavery and Human Trafficking Policy. Together, these resources provide guidance on responsible business conduct, quality expectations, and supplier responsibilities.

FormFactor also incorporates elements of the Responsible Business Alliance (RBA) Code of Conduct into its responsible sourcing program and communicates relevant RBA principles to suppliers.

## Supplier Risk, Compliance, and Due Diligence

Supplier performance, material availability, transportation networks, and regulatory developments can influence FormFactor's operations, product compliance, and customer commitments. Cross-functional collaboration among Supply Chain, Operations, Quality, EHS, Legal, and Sustainability teams identifies supplier-related risks and evaluates emerging requirements.

Supplier engagement is a key part of FormFactor's product compliance and responsible sourcing. Through supplier communications, supplier requests, and ongoing engagement, FormFactor gathers data for conflict minerals reporting, restricted material assessments, customer sustainability questionnaires, environmental disclosures, and other compliance obligations.




*Supplier engagement and due diligence provide information used for compliance, customer reporting, and supply chain risk management.*

# Workforce Development and Employee Experience

FormFactor's success reflects the expertise, creativity, and engagement of its employees. Attracting, developing, and retaining skilled talent is critical to innovation and the company's continued growth.



## Workforce Development

FormFactor provides employees with resources that build technical and leadership skills, expand their responsibilities, and grow their careers. The company's commitment to Motivate & Develop People, one of its FORM Values, underscores the connection between employee growth and business success.

Employees can expand their knowledge and expertise through career planning assistance, development discussions, and learning opportunities. Annual and mid-year reviews allow employees and managers to discuss accomplishments, align priorities, and set professional goals. The company encourages employees to pursue learning, set individual objectives, and take an active role in their professional growth.

Workforce development also includes technical, quality, safety, and compliance training aligned with job responsibilities. New employees receive training related to workplace safety, environmental requirements, ethical conduct, information security, quality expectations, and company policies. Additional training may cover risk assessment, ergonomics, chemical safety, hazardous waste awareness, electrical safety, lockout/tagout, laser safety, and other job-specific topics.

### Career Development Series: Own Your Journey

In 2025, FormFactor hosted its "Own Your Journey" Career Development Series, featuring employee and leadership panel discussions on career growth, mentoring, development planning, and skill building. Participants were encouraged to explore development opportunities, seek mentorship, pursue stretch assignments, and engage in ongoing career conversations with managers.

## Employee Experience and Inclusion

FormFactor believes that innovation, collaboration, and strong teams benefit from diverse perspectives and inclusive workplaces. The company maintains policies and programs to foster an environment where employees feel respected, valued, and empowered.

Employee feedback provides insight into workplace experience and organizational priorities. In 2025, approximately 73% of FormFactor's global workforce participated in the Employee Experience Survey. Survey insights led to improvements in goal setting, expanded communication opportunities through Fireside Chats and All-Hands Meetings, and the relaunch of Employee Resource Groups.

Employee Resource Groups provide opportunities for networking, learning, mentoring, and professional development across FormFactor. Pride Alliance promotes awareness, allyship, and belonging for LGBTQ2S+ employees and allies, while WIN Together supports women through leadership, networking, and professional development.

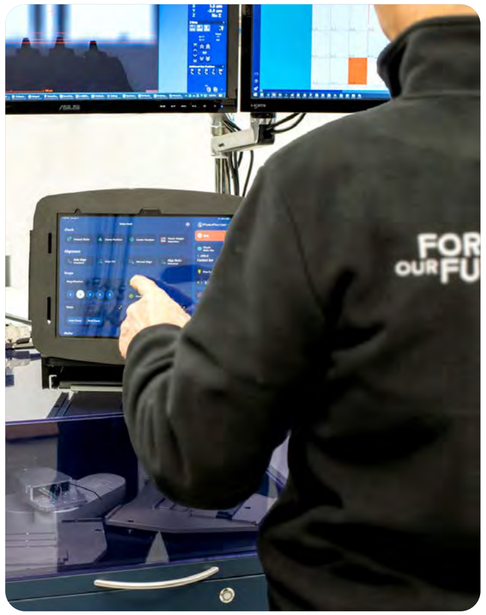
In 2025, Pride Alliance sponsored educational webinars, an Ally Day Fireside Chat, and Pride Month awareness activities concentrated on allyship and inclusion. WIN Together offered networking, leadership development discussions, mentoring opportunities, and a company-wide book club. Employee Resource Groups also participated in FormFactor's Leadership Conference, facilitating discussions on career growth, inclusion, and employee engagement. Open to all employees, these groups create opportunities to connect with colleagues, share experiences, and build community across the organization.

FormFactor is committed to creating a workplace that treats employees with dignity and respect. Policies governing non-discrimination, anti-harassment, ethical conduct, diversity and inclusion, and equal opportunity communicate expectations for workplace behavior and employment practices. Employment-related decisions are based on qualifications, demonstrated skills, and business needs.

## Employee Well-Being

FormFactor provides employees with a range of health, wellness, and financial benefits, among them employee assistance resources, leave and accommodation, retirement savings, and stock purchase options. Together with development opportunities and other professional resources, these offerings foster an environment where employees can learn, contribute, grow, and succeed.







# Community Engagement

FormFactor invests in communities through employee volunteerism, charitable giving, educational partnerships, scholarships, and STEM outreach.

## Supporting Local Communities

Across FormFactor's global operations, employees volunteer their time, skills, and resources to organizations addressing food insecurity, education, youth development, homelessness, environmental stewardship, and other community needs. Employees often organize efforts locally to serve causes that are important within their communities. Initiatives during 2025 featured donation campaigns, service projects, and fundraising events.

## Building the Next Generation of STEM Talent

FormFactor also develops future talent through educational outreach, internships, mentoring, and the annual Doug Kopcso Memorial Scholarship Program. In 2025, FormFactor awarded three $5,000 scholarships to students pursuing aviation maintenance science, biology health science, and computer science. The program honors Doug Kopcso's legacy of technical innovation and mentorship while investing in the educational goals of FormFactor employees' families.

Employees also participate in workforce development through mentoring, professional engagement, and events that connect students and early-career professionals with opportunities in science, engineering, and technology. Through these interactions, students and early-career professionals gain industry insight and exposure to semiconductor careers.

In 2025, FormFactor hosted more than 30 high school students from the Dublin Partners in Education Program at its Livermore facility, providing firsthand exposure to semiconductor technology, engineering careers, and electronics manufacturing through facility tours, employee-led demonstrations, and a STEM career panel.

### Doug Kopcso Memorial Scholarship Program

Since its inception, the program has granted more than $150,000 in scholarships to dependents of FormFactor employees pursuing STEM-related fields.

### Dresden Team Challenge

Sixteen employees from FormFactor's Dresden site participated in the 2025 REWE Team Challenge, a 5-kilometer community run that attracted thousands of participants. The event promoted employee well-being and team building, included a charitable aspect benefiting regional organizations, and provided an opportunity for colleagues to connect outside of day-to-day work.

### Community Engagement Across FormFactor's Global Operations

Employee-driven community engagement aligns with local priorities across North America, Europe, and Asia.

| REGION | CHARITABLE ORGANIZATIONS |
|---|---|
| **North America** | Open Heart Kitchen, Shepherd's Pantry, Oregon Food Bank, Savio House, Toys for Tots, Humane Society, Children's Hospital Colorado |
| **Asia** | Red Cross, House of Life, Reborn Project, GreenSquare, Share At Door Step, Project Dignity |
| **Europe** | Christmas in a Shoebox campaign, Kinderheim Walda e.V. Children's Home, various local charitable organizations |

## Livermore Finance Team Volunteer Day at Open Heart Kitchen

The Livermore Finance Team held its second annual Volunteer Day at Open Heart Kitchen, a local food bank serving the Livermore, California community. During a single afternoon of volunteer service, employees sorted and packed:

**900 LB**
of recovered produce

**800 LB**
of lemons

**500 LB**
of canned goods

**300 LB**
of oranges

**80 LB**
of baked goods



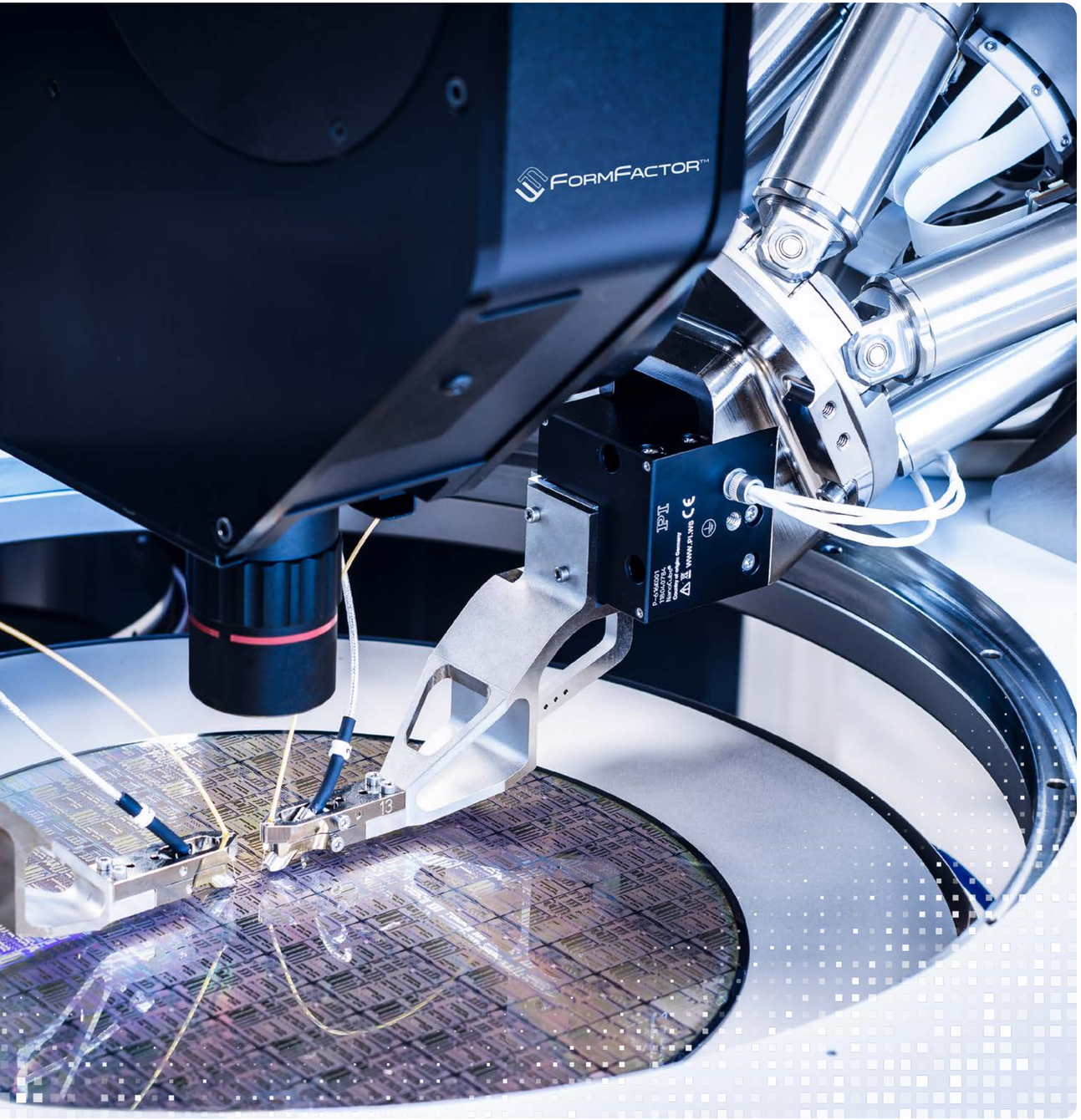

The food, sorted and packed by employees, directly benefited approximately 240 local families who received it the following day.

Employees from Carlsbad also volunteered at the San Diego Food Bank, supporting local food distribution efforts in Southern California.

## Singapore Employees Support Textile Reuse and Recycling

FormFactor's Singapore office partnered with GreenSquare to host a textile recycling project that encouraged employees to donate pre-loved clothing as part of a Reduce, Reuse, Recycle initiative. Collected items are responsibly reused or recycled, diverting materials from disposal while promoting more sustainable consumption. The event combined employee engagement with environmental stewardship and demonstrates FormFactor employees' support of sustainability within local communities.






# ENABLING SUSTAINABLE TECHNOLOGY FOR OUR CUSTOMERS

FormFactor sits at a critical point in the semiconductor value chain where engineering insights translate into production outcomes. Our test and measurement technologies help customers validate designs, optimize process control, and prepare for high-volume production.

# Engineering Efficiency into Every Wafer

Accurate and repeatable measurements reveal device behavior and process variation earlier in the development and manufacturing lifecycle. These insights increase yield, accelerate production ramp-up, and improve performance. Through our role in the semiconductor value chain, FormFactor enables both semiconductor innovation and more sustainable manufacturing outcomes. Better measurement leads to better decisions, and better decisions drive more efficient manufacturing. The relationship between engineering excellence and resource efficiency is central to our role in sustainable semiconductor manufacturing.

> “Better measurement leads to better decisions, and better decisions drive more efficient manufacturing.”

## Resource Efficiency Through Higher Yield

Yield is one of the most important performance metrics in semiconductor manufacturing because it measures effectiveness of resource use throughout the production process. Every improvement in yield produces more usable devices and creates more value from the same manufacturing inputs.

Semiconductor fabrication is a resource-intensive industrial process. Each wafer depends on substantial investments in energy, ultra-pure water, materials, and specialty chemicals. Once processing begins, those resources are committed regardless of how many devices ultimately meet manufacturing standards.

With more functional devices produced from each wafer, manufacturers can meet production targets with fewer wafer starts and less scrap. As semiconductor technologies become more advanced and manufacturing complexity increases, even modest changes in yield can have a meaningful impact on both production outcomes and resource intensity.

## Precision Engineering Drives Yield Performance

Achieving higher yield involves a clear understanding of process variation and the factors that influence performance. FormFactor’s technologies deliver accurate, repeatable measurements customers need to evaluate performance through development, qualification, and production.

With deeper process insight, engineering teams can identify issues earlier, better understand the factors influencing performance, and make adjustments with greater confidence. These capabilities sharpen engineering judgment, boost first-pass success rates, and create more consistent production outcomes.

## Accelerating the Path from Development to Production

Choices made throughout the path from concept to production influence how quickly emerging technologies achieve production readiness. Our Lab-to-Fab approach shortens learning cycles and connects insights gained during development directly to downstream production.

Earlier validation and faster feedback allow engineering teams to identify issues sooner and refine processes more effectively. By shortening the path from development to production, customers can reach target yield more quickly.

## Scaling Resource Efficiency Across the Value Chain

While FormFactor is committed to reducing our own environmental footprint, a significant opportunity for sustainability impact lies in the role our technologies play across the semiconductor value chain.

Because semiconductor manufacturers use FormFactor technologies throughout development and production, improvements in measurement accuracy and yield can affect manufacturing outcomes across multiple technology generations and end markets.

The growing demand for semiconductors emphasizes the importance of development and manufacturing efficiency. By enabling more efficient manufacturing and resource utilization, FormFactor’s solutions can extend these benefits beyond our own operations.

SECTION 4

# About This Report

## Forward-Looking Statements

This report contains forward-looking statements within the meaning of applicable securities laws. Forward-looking statements include statements regarding FormFactor's sustainability strategy and program development; greenhouse gas emissions reduction goals and related initiatives; water and wastewater infrastructure investments; expected operational or environmental benefits; climate-related risks and opportunities; cybersecurity and information security strategy; workforce development; regulatory readiness efforts; infrastructure investments; supply chain programs; the role of FormFactor's technologies in supporting customer yield, production efficiency, resource efficiency, and more sustainable semiconductor manufacturing; reporting capabilities; and other future plans, priorities, objectives, expectations, strategies, initiatives, and outcomes.

Forward-looking statements are based on information available to FormFactor as of the date of this report and on current expectations, estimates, forecasts, goals, plans, and assumptions. These statements may be identified by words such as "anticipate," "believe," "continue to," "could," "designed to," "expect," "goal," "intend," "may," "objective," "plan," "should," "target," "will," "would," and similar expressions. Forward-looking statements are subject to known and unknown risks, uncertainties, assumptions, and other factors that may cause actual results to differ materially from those expressed or implied by such statements.

Factors that could cause actual results to differ include, among others, changes in business, economic, industry, market, customer, technology, and regulatory conditions; changes in semiconductor demand, customer requirements, or product development timelines; the availability, performance, cost, timing, and effectiveness of emissions reduction technologies, energy efficiency projects, renewable or low-carbon electricity options, wastewater infrastructure, and other operational initiatives; the availability and quality of data, methodologies, estimates, controls, assurance processes, and supplier-provided information; evolving sustainability, climate, product compliance, trade, cybersecurity, privacy, reporting, and disclosure requirements; supply chain constraints, supplier performance, and third-party actions; operational growth, manufacturing footprint changes, facility utilization, capital investment priorities, and resource availability; climate-related risks, including extreme weather, water availability, energy reliability, regulatory changes, and stakeholder expectations; cybersecurity threats and the effectiveness of security controls; workforce availability, engagement, retention, and development; and other risks described in FormFactor's filings with the U.S. Securities and Exchange Commission, including the company's Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. Forward-looking statements speak only as of the date of this report, and FormFactor undertakes no obligation to update such statements except as required by law.

## Reporting Approach

This report describes the company's approach to managing environmental, social, and governance topics relevant to its business and stakeholders.

The report was informed by the Sustainability Accounting Standards Board (SASB) Semiconductor Industry Standard and references selected disclosures from the Global Reporting Initiative (GRI) Standards. The report also incorporates selected elements of the Task Force on Climate-related Financial Disclosures (TCFD) recommendations related to climate governance, strategy, risk management, and climate-related targets and metrics.

FormFactor provides supplemental SASB, GRI, and TCFD indices at the end of this report to assist readers in locating relevant disclosures.

## Stakeholder Engagement and Topic Selection

FormFactor receives sustainability-related input from customers, employees, shareholders, suppliers, industry organizations, regulators, and local communities. These perspectives contribute to the company's understanding of emerging risks, opportunities, and sustainability priorities. Stakeholder input, business priorities, operational considerations, regulations, risk assessments, and industry reporting standards informed the selection of topics addressed in this report.

## Scope and Reporting Boundaries

The report covers the period from January 1, 2025, through December 31, 2025, unless otherwise noted. Environmental and social data represent FormFactor's global operations and include manufacturing, engineering, service, and administrative facilities under the company's operational control.

FormFactor reports environmental and social data derived from internal business systems, utility records, supplier-provided information, and other supporting documentation on a calendar-year basis.

FormFactor calculates greenhouse gas emissions in accordance with the GHG Protocol, using established greenhouse gas calculation methodologies and internal review processes documented in FormFactor's Greenhouse Gas Inventory Management Plan.

SECTION 5

# Appendices

# 2025 Sustainability Performance Metrics

Unless otherwise noted, data reflect FormFactor operations within the reporting boundary for the applicable reporting year. Changes in facilities, data availability, or calculation methods may affect year-over-year comparability.

| GREENHOUSE GAS EMISSIONS[1] | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Scope 1 Emissions[2]** | mt $CO_2e$ | 7,469 | 8,174 | 8,853 |
| **Scope 1 Emissions By Source** | | | | |
| Stationary Combustion | mt $CO_2e$ | 2,754 | 2,622 | 2,688 |
| Mobile Combustion | mt $CO_2e$ | 56 | 73 | 57 |
| Industrial Processes | mt $CO_2e$ | 4,644 | 5,476 | 6,093 |
| Fugitives | mt $CO_2e$ | 16 | 3 | 15 |
| **Scope 1 and 2 Emissions Intensity[3,4]** | mt $CO_2e$ / $1000 Revenue | 0.026 | 0.023 | 0.025 |
| **Scope 1 and 2 Emissions[3]** | mt $CO_2e$ | 17,294 | 17,353 | 19,667 |
| **Scope 1 and 2 Emissions By Region** | | | | |
| North America | mt $CO_2e$ | 14,702 | 15,156 | 17,879 |
| Asia | mt $CO_2e$ | 1,455 | 1,334 | 1,439 |
| Europe | mt $CO_2e$ | 1,136 | 863 | 349 |

**GREENHOUSE GAS EMISSIONS NOTES**

1 Greenhouse gas emissions were converted to carbon dioxide equivalent ($CO_2e$) using IPCC Fifth Assessment Report (AR5) global warming potential values, supplemented by additional GWP values from the 2019 Refinement to the 2006 IPCC Guidelines for National GHG Inventories and California Air Resources Board (CARB) references, as appropriate to the emission source.

2 Greenhouse gas emissions were calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Calculation methodologies and emissions factors were primarily based on the U.S. EPA Greenhouse Gas Reporting Program (GHGRP) and the 2019 Refinement to the 2006 IPCC Guidelines for National GHG Inventories, supplemented by other authoritative sources where applicable.

3 Combined Scope 1 and Scope 2 metrics are calculated using market-based Scope 2 emissions.

4 Environmental intensity metrics are calculated using annual net revenue reported in FormFactor's Annual Report on Form 10-K for the applicable reporting year. Revenue is expressed in thousands of U.S. dollars.

| GREENHOUSE GAS EMISSIONS[1] | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Scope 1 and 2 Emissions By Type** | | | | |
| $CO_2$ | mt $CO_2e$ | 12,592 | 11,836 | 13,513 |
| $CH_4$ | mt $CO_2e$ | 19 | 17 | 20 |
| $N_2O$ | mt $CO_2e$ | 24 | 21 | 26 |
| HFCs | mt $CO_2e$ | 16 | 3 | 15 |
| PFCs | mt $CO_2e$ | 3,457 | 4,164 | 5,195 |
| $SF_6$ | mt $CO_2e$ | 981 | 981 | 736 |
| Other Fluorinated Compounds | mt $CO_2e$ | 206 | 331 | 162 |
| **Biogenic $CO_2$ From Renewable Fuels** | mt $CO_2e$ | 0 | 5 | 9 |
| **Scope 2 Emissions (Location-Based)[5]** | mt $CO_2e$ | 11,101 | 10,359 | 12,265 |
| **Scope 2 Emissions (Market-Based)[5]** | mt $CO_2e$ | 9,824 | 9,179 | 10,814 |
| **Scope 3 Emissions[6]** | mt $CO_2e$ | No Data | 44,688 | 58,583 |
| Category 1 Emissions (Purchased Goods and Services) | mt $CO_2e$ | No Data | 19,181 | 18,948 |
| Category 2 Emissions (Capital Goods) | mt $CO_2e$ | No Data | 0 | 11,430 |
| Category 3 Emissions (Fuel- and Energy-Related Activities) | mt $CO_2e$ | No Data | 4,443 | 5,864 |
| Category 4 Emissions (Upstream Transportation and Distribution) | mt $CO_2e$ | No Data | 2,583 | 2,417 |
| Category 5 Emissions (Waste Generated in Operations) | mt $CO_2e$ | No Data | 5,387 | 2,941 |
| Category 6 Emissions (Business Travel) | mt $CO_2e$ | No Data | 2,593 | 2,496 |
| Category 7 Emissions (Employee Commuting) | mt $CO_2e$ | No Data | 3,661 | 3,522 |
| Category 9 Emissions (Downstream Transportation and Distribution) | mt $CO_2e$ | No Data | 2,419 | 2,365 |
| Category 15 Emissions (Investments) | mt $CO_2e$ | No Data | 4,420 | 8,600 |

**GREENHOUSE GAS EMISSIONS NOTES**

5 Scope 2 emissions are reported using both location-based and market-based methodologies in accordance with the GHG Protocol Scope 2 Guidance. Market-based emissions were calculated using supplier-specific emission factors where available, followed by residual mix factors or other applicable grid emission factors, as appropriate.

6 Scope 3 emissions were calculated in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard and GHG Protocol Scope 3 Calculation Guidance.

| ENERGY CONSUMPTION | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Total Energy Consumption** | GJ | 202,300 | 205,808 | 227,179 |
| **Energy Intensity[4]** | GJ / $1000 Revenue | 0.31 | 0.27 | 0.29 |
| **Electricity Consumption** | MWh | 41,215 | 42,885 | 47,915 |
| Self-Generated Electricity | % | 0 | 0 | 0 |
| Grid Electricity as a Percentage of Total Energy Consumed | % | 73.4 | 75.0 | 75.9 |
| Renewable Electricity[7] | % | 0 | 0 | 1.5 |
| Non-Renewable Electricity | % | 100 | 100 | 98.5 |
| **Fuel Consumption** | MWh | 14,964 | 14,284 | 15,190 |
| Renewable Fuel Consumption | % | 0 | 0.3 | 0.5 |
| Nonrenewable Fuel Consumption | % | 100 | 99.7 | 99.5 |
| **Renewable Energy as a Percentage of Total Energy Consumed** | % | 0 | 0.1 | 1.3 |

| WATER USE | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Total Water Withdrawn** | ML | 212 | 185 | 233 |
| **Total Water Discharged** | ML | 182 | 155 | 205 |
| **Total Water Consumed[8]** | ML | 29 | 30 | 27 |
| **% Water Withdrawn in High or Extremely High Stress Areas[9]** | % | 3 | 3 | 26 |
| **% Water Consumed in High or Extremely High Stress Areas[9]** | % | 4 | 3 | 3 |

**ENERGY CONSUMPTION NOTES**

4 Environmental intensity metrics are calculated using annual net revenue reported in FormFactor's Annual Report on Form 10-K for the applicable reporting year. Revenue is expressed in thousands of U.S. dollars.

7 Renewable electricity represents electricity purchased through renewable electricity products, contractual instruments, and other qualifying market-based procurement mechanisms.

**WATER USE NOTES**

8 Water consumption is based on direct measurements where available. Otherwise, water consumption is calculated as water withdrawn minus water discharged, adjusted for other known transfers where applicable. 1 megaliter (ML) = 1,000 cubic meters.

9 Water-stress classifications are based on the World Resources Institute (WRI) Aqueduct Water Risk Atlas. High water-stress areas include locations classified as High or Extremely High Baseline Water Stress.

| WASTE | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Hazardous Waste Generated[10] | mt | 1,185 | 943 | 912 |
| Hazardous Waste Recycled[11] | % | 7 | 4 | 11 |

| HEALTH & SAFETY | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Recordable Incidents[12] | Number | 35 | 26 | 14 |
| Total Recordable Incident Rate (TRIR)[12,13] | Per 200,000 hours worked | 1.97 | 1.30 | 0.67 |
| Lost Time Incident Rate (LTIR)[12,13] | Per 200,000 hours worked | 1.60 | 0.60 | 0.13 |
| Days Away, Restricted, or Transferred (DART) Rate[12,13] | Per 200,000 hours worked | 0.60 | 0.90 | 0.60 |
| Fatalities | Number | 0 | 0 | 0 |

**WASTE NOTES**

10 Hazardous waste classifications are based on applicable local regulatory requirements and may vary by jurisdiction. Reported hazardous waste includes dilute waste streams treated on site or transported off site for treatment and disposal.

11 The recycling rate represents hazardous waste sent for recycling, reclamation, or recovery divided by total hazardous waste generated.

**HEALTH & SAFETY NOTES**

12 Safety metrics include employees and supervised contractors. The worker population used for safety reporting was 2,088 in 2023, 2,207 in 2024, and 2,291 in 2025.

13 Recordable incidents, TRIR, LTIR, and DART are reported in accordance with U.S. Occupational Safety and Health Administration (OSHA) recordkeeping requirements.

| WORKFORCE | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Workforce Statistics[14]** | | | | |
| **Total Number of Employees** | Number | 2,079 | 2,160 | 2,137 |
| Full-Time Employees | % | 99.7 | 99.8 | 98.7 |
| Temporary Employees | % | 0.3 | 0.2 | 1.3 |
| **Workforce By Region** | | | | |
| North America | Number | 1,469 | 1,621 | 1,576 |
| Europe | Number | 219 | 225 | 238 |
| Asia | Number | 391 | 314 | 323 |
| **Gender Diversity** | | | | |
| Female | % | 30.7 | 30.3 | 30.0 |
| Male | % | 68.6 | 69.3 | 69.7 |
| Undisclosed | % | 0.7 | 0.3 | 0.3 |
| **Minority Status (U.S. Employees Only)** | | | | |
| Minority | % | 71.8 | 73.3 | 73.6 |
| Non-Minority | % | 28.2 | 26.7 | 26.4 |
| **Workforce Development** | | | | |
| Employees Receiving Regular Performance Reviews | % | 99.0 | 98.7 | 98.7 |

**WORKFORCE NOTES**

14 Workforce data represent active employee headcount as of the last day of the reporting year and include regular/full-time employees.

# Sustainability Accounting Standards Board

The Sustainability Accounting Standards Board (SASB) provides industry-specific sustainability disclosure standards for communicating sustainability information relevant to investors. FormFactor's disclosures were informed by the SASB Semiconductors Standard and are integrated throughout this report.

| TOPIC | METRIC | CODE | RESPONSE |
|---|---|---|---|
| **Greenhouse Gas Emissions** | (1) Gross global Scope 1 emissions and (2) amount of total emissions from perfluorinated compounds | TC-SC-110a.1 | Scopes 1 and 2: Greenhouse Gas Emissions (p. 15); Sustainability Performance Metrics (p. 38) |
| | Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets | TC-SC-110a.2 | Greenhouse Gas Emissions Reduction Goal (p. 14); Sustainability Performance Metrics (p. 38) |
| **Energy Management in Manufacturing** | (1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable | TC-SC-130a.1 | Sustainability Performance Metrics (p. 38) |
| **Water Management** | (1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress | TC-SC-140a.1 | Water Use and Consumption (p. 17); Sustainability Performance Metrics (p. 38) |
| **Waste Management** | (1) Amount of hazardous waste from manufacturing (2) percentage recycled | TC-SC-150a.1 | Sustainability Performance Metrics (p. 38) |
| **Workforce Health & Safety** | Description of efforts to assess, monitor, and reduce exposure of workforce to human health hazards | TC-SC-320a.1 | Health and Safety (p. 20) |
| **Materials Sourcing** | Description of the management of risks associated with the use of critical materials | TC-SC-440a.1 | 2026 Form 10-K, Risk Factors; Product Compliance and Transparency (p. 19) |

# Global Reporting Initiative

The Global Reporting Initiative (GRI) Standards provide a comprehensive framework for organizations to report their impacts on the economy, environment, and society. FormFactor's disclosures were informed by the GRI Standards and are integrated throughout this report.

| TOPIC | DISCLOSURE | REFERENCE | RESPONSE |
|---|---|---|---|
| **GRI 2: GENERAL DISCLOSURES** | **Organizational details** | 2-1 | 2026 Form 10-K, Business |
| | **Entities included in the organization's sustainability reporting** | 2-2 | Scope and Reporting Boundaries (p. 36);<br>2026 Form 10-K, List of Registrant's Subsidiaries |
| | **Reporting period, frequency and contact point** | 2-3 | This report covers the period from January 1 through December 31, 2025, and FormFactor intends to report sustainability information annually. This report was published in November 2026. |
| | **Restatements of information** | 2-4 | No restatements of previously reported sustainability information were made in 2025. |
| | **Activities, value chain and other business relationships** | 2-6 | About FormFactor (p. 6);<br>2026 Form 10-K, Business;<br>Responsible Supply Chain (p. 28) |
| | **Employees** | 2-7 | Sustainability Performance Metrics (p. 38) |
| | **Governance structure and composition** | 2-9 | Governance (p. 23);<br>2026 Proxy Statement, Board of Directors, Board Leadership Structure, Independence of Directors, Committees of the Board of Directors;<br>Corporate Governance Guidelines, Composition of the Board |

| TOPIC | DISCLOSURE | REFERENCE | RESPONSE |
|---|---|---|---|
| GRI 2: GENERAL DISCLOSURES | **Nomination and selection of the highest governance body** | 2-10 | 2026 Proxy Statement, Governance and Nominating Committee, Consideration of Director Nominees;<br>Corporate Governance Guidelines, New Directors |
| | **Chair of the highest governance body** | 2-11 | 2026 Proxy Statement, Board Leadership Structure<br>Corporate Governance Guidelines, Composition of the Board |
| | **Role of the highest governance body in overseeing the management of impacts** | 2-12 | Governance (p. 23);<br>2026 Proxy Statement, Board's Role in Risk Oversight, Stockholder Engagement |
| | **Delegation of responsibility for managing impacts** | 2-13 | Governance (p. 23) |
| | **Conflicts of interest** | 2-15 | 2026 Proxy Statement, Independence of Directors, Corporate Codes and Policies;<br>Corporate Governance Guidelines, Board Interaction with Outside Parties |
| | **Communication of critical concerns** | 2-16 | Code of Business Conduct;<br>Raising Concerns;<br>Audit Committee Charter |
| | **Collective knowledge of the highest governance body** | 2-17 | Governance (p. 23);<br>2026 Proxy Statement, Summary of Board Skills, Director Education;<br>Corporate Governance Guidelines, Director Education and Orientation |
| | **Evaluation of the performance of the highest governance body** | 2-18 | 2026 Proxy Statement, Board Assessment and Director Evaluation;<br>Corporate Governance Guidelines, Performance Evaluations |
| | **Remuneration policies** | 2-19 | 2026 Proxy Statement, Director Compensation, Executive Compensation |

| TOPIC | DISCLOSURE | REFERENCE | RESPONSE |
|---|---|---|---|
| GRI 2: GENERAL DISCLOSURES | **Process to determine remuneration** | 2-20 | 2026 Proxy Statement, Compensation Discussion and Analysis; Compensation Committee Charter |
| | **Annual total compensation ratio** | 2-21 | 2026 Proxy Statement, PEO Pay Ratio |
| | **Statement on sustainable development strategy** | 2-22 | A Message from Our CEO (p. 3) |
| | **Policy commitments** | 2-23 | Ethics and Compliance (p. 23); Responsible Supply Chain (p. 28) |
| | **Embedding policy commitments** | 2-24 | Ethics and Compliance (p. 23); Responsible Supply Chain (p. 28) |
| | **Processes to remediate negative impacts** | 2-25 | Hazard Identification and Risk Assessment (p. 21); Safety Culture and Engagement (p. 21); Raising Concerns and Non-Retaliation (p. 24); Business Management System (p. 25) |
| | **Mechanisms for seeking advice and raising concerns** | 2-26 | Raising Concerns and Non-Retaliation (p. 24) |
| | **Approach to stakeholder engagement** | 2-29 | Stakeholder Engagement and Topic Selection (p. 36) |

| TOPIC | DISCLOSURE | REFERENCE | RESPONSE |
|---|---|---|---|
| **GRI 102: CLIMATE CHANGE** | **GHG emissions reduction targets and progress** | 102-4 | Greenhouse Gas Emissions Reduction Goal (p. 14);<br>Sustainability Performance Metrics (p. 38);<br>Because 2025 serves as the target base year, progress against the target will be reported in future reporting periods. |
| | **Scope 1 GHG emissions** | 102-5 | Scopes 1 and 2: Greenhouse Gas Emissions (p. 15);<br>Scope and Reporting Boundaries (p. 36);<br>Sustainability Performance Metrics (p. 38) |
| | **Scope 2 GHG emissions** | 102-6 | Scopes 1 and 2: Greenhouse Gas Emissions (p. 15);<br>Scope and Reporting Boundaries (p. 36);<br>Sustainability Performance Metrics (p. 38) |
| | **Scope 3 GHG emissions** | 102-7 | Scope 3: Greenhouse Gas Emissions (p. 16);<br>Scope and Reporting Boundaries (p. 36);<br>Sustainability Performance Metrics (p. 38) |
| | **GHG emissions intensity** | 102-8 | Sustainability Performance Metrics (p. 38) |
| **GRI 103: ENERGY** | **Energy consumption and self-generation within the organization** | 103-2 | Sustainability Performance Metrics (p. 38) |
| | **Energy intensity** | 103-4 | Sustainability Performance Metrics (p. 38) |
| **GRI 201: ECONOMIC PERFORMANCE** | **Direct economic value generated and distributed** | 201-1 | 2026 Form 10-K, Consolidated Financial Statements |
| | **Financial implications and other risks and opportunities due to climate change** | 201-2 | Climate-Related Risks and Opportunities (p. 26) |

| TOPIC | DISCLOSURE | REFERENCE | RESPONSE |
|---|---|---|---|
| **GRI 201: ECONOMIC PERFORMANCE** | **Defined benefit plan obligations and other retirement plans** | 201-3 | 2026 Form 10-K, Note 16 Employee Benefit Plans |
| | **Financial assistance received from government** | 201-4 | 2026 Form 10-K, Government Assistance |
| **GRI 303: WATER AND EFFLUENTS** | **Interactions with water as a shared resource** | 303-1 | Water Use and Consumption (p. 17); Wastewater Management (p. 18) |
| | **Management of water discharge-related impacts** | 303-2 | Wastewater Management (p. 18) |
| | **Water withdrawal** | 303-3 | Water Use and Consumption (p. 17); Sustainability Performance Metrics (p. 38) |
| | **Water discharge** | 303-4 | Water Use and Consumption (p. 17); Sustainability Performance Metrics (p. 38) |
| | **Water consumption** | 303-5 | Water Use and Consumption (p. 17); Sustainability Performance Metrics (p. 38) |
| **GRI 306: WASTE** | **Waste generated** | 306-3 | Sustainability Performance Metrics (p. 38) |
| | **Waste diverted from disposal** | 306-4 | Sustainability Performance Metrics (p. 38) |

| TOPIC | DISCLOSURE | REFERENCE | RESPONSE |
|---|---|---|---|
| **GRI 403: OCCUPATIONAL HEALTH AND SAFETY** | **Hazard identification, risk assessment, and incident investigation** | 403-2 | Hazard Identification and Risk Assessment (p. 21) |
| | **Worker participation, consultation, and communication on occupational health and safety** | 403-4 | Safety Culture and Engagement (p. 21) |
| | **Worker training on occupational health and safety** | 403-5 | Operational Chemical Management (p. 19);<br>Safety Culture and Engagement (p. 21);<br>Workforce Development (p. 29) |
| | **Prevention and mitigation of occupational health and safety impacts directly linked by business relationships** | 403-7 | Responsible Supply Chain (p. 28) |
| | **Work-related injuries** | 403-9 | Safety Performance (p. 20);<br>Sustainability Performance Metrics (p. 38) |
| **GRI 404: TRAINING AND EDUCATION** | **Programs for upgrading employee skills and transition assistance programs** | 404-2 | Workforce Development (p. 29) |
| | **Percentage of employees receiving regular performance and career development reviews** | 404-3 | Sustainability Performance Metrics (p. 38) |
| **GRI 405: DIVERSITY AND EQUAL OPPORTUNITY** | **Diversity of governance bodies and employees** | 405-1 | Sustainability Performance Metrics (p. 38) |

# Task Force on Climate-Related Financial Disclosures

The Task Force on Climate-related Financial Disclosures (TCFD) provides a framework for communicating climate-related governance, strategy, risk management, and metrics and targets. FormFactor's climate-related disclosures are informed by the TCFD recommendations and are integrated throughout this report.

| PILLAR | RECOMMENDATION | RESPONSE |
|---|---|---|
| **Governance** | Disclose the organization's governance around climate-related risks and opportunities. | Governance (p. 23) |
| **Strategy** | Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material. | Climate-Related Risks and Opportunities (p. 26) |
| **Risk Management** | Disclose how the organization identifies, assesses, and manages climate-related risks. | Enterprise Risk Management (p. 26);<br>Internal Audit and Operational Assurance (p. 26) |
| **Metrics & Targets** | Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material. | Greenhouse Gas Emissions Reduction Goal (p. 14);<br>Scopes 1 and 2: Greenhouse Gas Emissions (p. 15);<br>Scope 3: Greenhouse Gas Emissions (p. 16);<br>Sustainability Performance Metrics (p. 38) |

FormFactor continues to develop the systems, governance, and reporting processes needed to support evolving business needs and disclosure expectations.

Key priorities include greenhouse gas reduction projects, wastewater infrastructure expansion, supplier due diligence enhancements, product compliance activities, and broader implementation of standardized management systems.

Together, these efforts will strengthen existing programs and position the company to respond to future business, regulatory, and stakeholder needs.

**Visit us at formfactor.com/company/sustainability to learn more.**