



Investor Presentation

May 2026



Forward-Looking Statements; Non-GAAP Financial Measures

This presentation contains forward-looking statements within the meaning of the U.S. Securities Exchange Act of 1934 and the Securities Act of 1933. The forward-looking statements include statements concerning, among other things, our future business model and strategies, our financial model and structure, market and market share growth, industry trends, customer demand and growth opportunities. In some instances, you can identify these statements by forward-looking words, such as "may," "might," "will," "could," "should," "expect," "plan," "anticipate," "believe," "estimate," "predict," "intend" and "continue," the negative or plural of these words and other comparable terminology. The target financial model described in this presentation is intended to aid in the evaluation of long-term potential, and is not guidance or a statement of forecasted performance in a specific future period. The forward-looking statements are only predictions based on our current expectations and our projections about future events. All information and forward-looking statements included in this presentation and the related discussions are based upon information available to us as of May 28, 2026. You should not place undue reliance on these forward-looking statements. These forward-looking statements are subject to known and unknown risks, uncertainties and other factors that may cause our actual results, levels of activity, performance or achievements to differ materially from those expressed or implied by these statements, including risks related to technology and market trends; the benefits of acquisitions and investments, including acquisition of manufacturing facility; the interpretation and impacts of changes in export controls and other trade barriers; our success in executing our business strategies and other risks discussed in the section titled "Risk Factors" and elsewhere in our Annual Report on Form 10-K for the year ended December 27, 2025 and in our other filings with the U.S. Securities and Exchange Commission copies of which may be obtained by visiting the Investor Relations section of our website at <http://investors.formfactor.com> or at www.sec.gov.

This presentation and related discussions contain non-GAAP measures relating to our financial performance. These measures may be different from non-GAAP financial measures used by other companies. The presentation of this financial information is not intended to be considered in isolation of, or as a substitute for, financial information prepared and presented in accordance with generally accepted accounting principles. You can find the reconciliation of non-GAAP financial measures to the most directly comparable U.S. GAAP measures in the Supplemental Information contained in this presentation.

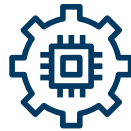
FormFactor At a Glance

TTM Revenue*

\$840M



Advanced Probe Cards
for Chip Production



115,000,000+
MEMS PROBES/YEAR

Engineering Systems



10,000+
INSTALLED PROBERS

Global Manufacturing, Design
and Customer Service Presence



~ **2,100**
PEOPLE



Recognized by
Industry Leaders**

SK hynix

TSMC

Micron

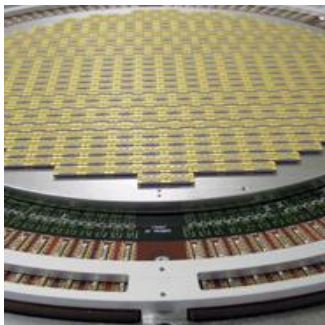
Intel

Samsung

*As of 04/29/26

** Customers that have accounted for >10% of revenue for one or more quarters since Q3 FY20

Compelling Investment Thesis



Market leader in large and growing semiconductor test and measurement sector



Benefits from powerful secular trends:

- Exponential growth in semiconductor content, increased AI and data center spending
- Adoption of advanced packaging to counter slowdown in Moore's Law



Technology leadership enables customers' most critical roadmap advancements, from R&D through Production



Profitable financial model with earnings growth and strong cash flow

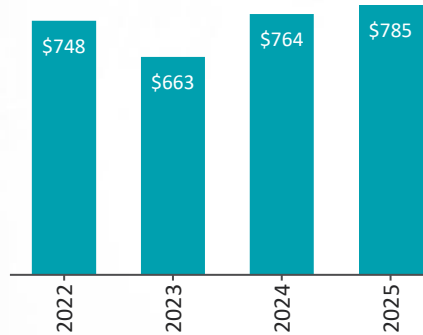


Active execution of acquisition strategy increases scale and diversification

Proven Track Record

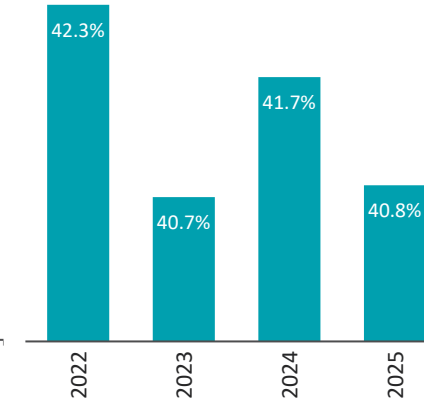
Revenue

\$ IN MILLIONS



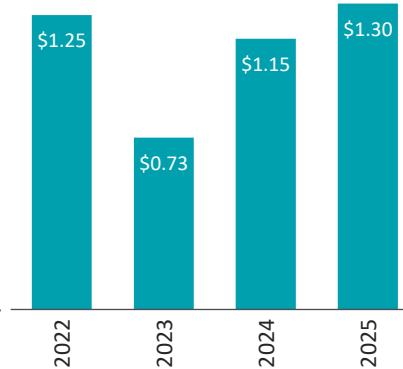
Expanding Market Share Leadership

Non-GAAP Gross Margin



Benefits From Scale and Operational Execution

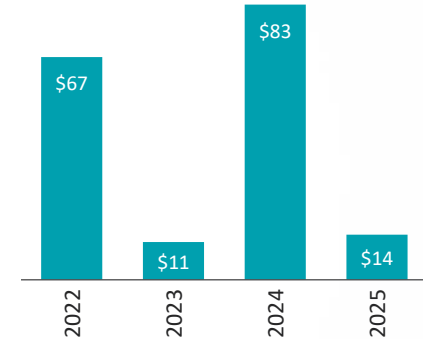
Non-GAAP EPS*



Significant Operating Leverage

Free Cash Flow

\$ IN MILLIONS



Cash Generative Business Model

See Supplemental Information for reconciliations of non-GAAP financial measures to the most directly comparable GAAP financial measures.

*All references to EPS are on a diluted basis.

Sources: Historical information, company SEC filings and press releases.

Recognized Industry Leader



2014 • 2015 • 2016

2017 • 2018 • 2019

2020 • 2021 • 2022

2023 • 2024



FormFactor Named #1 Global Supplier in Test Subsystems and Focused Chip Making Equipment

LIVERMORE, Calif., May 27, 2025 (GLOBE NEWSWIRE) – FormFactor, Inc. (NASDAQ: FORM), a leading semiconductor test and measurement supplier, has been named the #1 global supplier in both the Test Subsystems and Focused Chip Making Equipment categories in TechInsights' 2025 global semiconductor industry customer satisfaction survey. The company earned five-star ratings in multiple categories, including:

Global #1 – Test Subsystems

Global #1 – Focused Suppliers of Chip Making Equipment

Global Semiconductor Supplier Award – Top 10 Customer Service (Focused Suppliers of Chip Making Equipment)

Global Semiconductor Supplier Award – Assembly Test Equipment

Each year, TechInsights surveys semiconductor manufacturers worldwide to rate suppliers based on three key criteria: supplier performance, customer service, and product performance. This marks twelve consecutive years that FormFactor has been recognized in the Test Subsystems category, which includes probe cards, test sockets, and device interface boards.

"Customers consistently give FormFactor high rankings for quality and technology leadership," said G. Dan Hutcheson, Vice Chair, TechInsights. "In multiple categories, FormFactor continues to stand out as a Five Star supplier."

Trusted by leading semiconductor designers and foundries

FormFactor Receives SK hynix Best Partner Award



FormFactor Receives SK hynix Best Partner Award

LIVERMORE, Calif., Nov. 18, 2024 (GLOBE NEWSWIRE) -- FormFactor, Inc. (NASDAQ: FORM), a leading supplier of electrical test and measurement solutions for the semiconductor industry, announced today that it has been recognized as an outstanding partner by SK hynix, a global leader in DRAM and Flash memory manufacturing. The award honors FormFactor for its significant contributions to SK hynix's growth and competitive strength, driven by technological innovations in probe cards for advanced package test.

As a trusted supplier, FormFactor provides SK hynix with advanced wafer probe cards for high-bandwidth memory (HBM) testing, high-throughput one-touchdown DRAM testing, and engineering probe systems designed for extreme environments, all of which play a key role in supporting the development of next-generation semiconductor devices.

"We are honored to receive the SK hynix Best Partner Award," said FormFactor CEO Mike Slessor. "Our longstanding partnership with SK hynix is built on a shared commitment to advancing semiconductor technology. From labs to production fabs, we've collaborated to deliver high-speed, high-parallelism probe technologies that meet the highest standards of quality and reliability. This recognition reflects our dedication to driving mutual growth through innovation and exceptional performance. We look forward to further strengthening our partnership and supporting SK hynix's continued leadership in semiconductor technology."

Furthermore, partnerships like this propel technological advancements forward. By continuously collaborating on subsequent devices, including the latest high-bandwidth memory innovations such as HBM4, FormFactor continues to push the boundaries of what is possible in semiconductor testing. These collaborative efforts ensure that cutting-edge technology remains at the forefront, driving progress and fostering a cycle of continuous improvement.

The SK hynix awards are presented annually to a select group of suppliers who demonstrate exceptional performance and make meaningful contributions to SK hynix's development and manufacturing goals. FormFactor's recognition underscores its critical role in enhancing SK hynix's testing capabilities and driving innovation in the semiconductor industry.

FormFactor Recognized for Supplier Excellence in Advanced Semiconductor Test Solutions

How FormFactor Wins



FormFactor Occupies a Unique Place in Semiconductor Industry

Front-End: Wafer Fabrication Equipment



Industry: \$95 Billion

- 6% CAGR
- Highly cyclical, tied to capital spending
- Highly consolidated

Wafer Test & Measurement



Industry: \$2.75 Billion

Advanced Probe Cards: \$2.25B; Engineering Systems: \$0.5B

- 8% CAGR for Advanced Probe Cards, device-specific consumables
- 3% CAGR for Engineering Systems, driven by R&D budgets
- Demand driven by design releases on both new and existing nodes
- Moderate cyclical
- Consolidated industry

Back-End: Wafer Assembly and Final Test



Industry: \$3.5 Billion

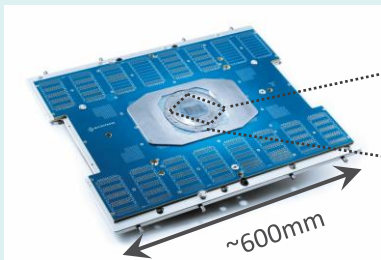
- 7% CAGR
- Highly cyclical, tied to capital spending
- Highly fragmented

Customers' shorter product cycles and faster times-to-market amplify secular growth in silicon devices

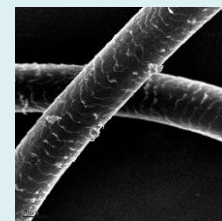
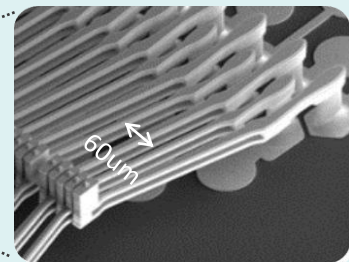
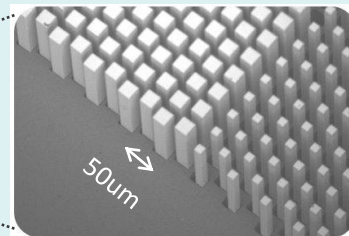
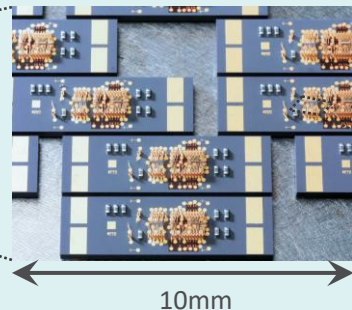
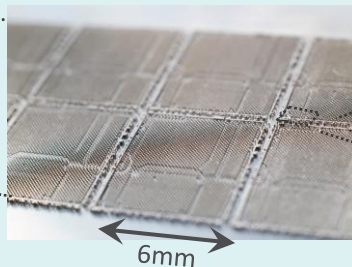
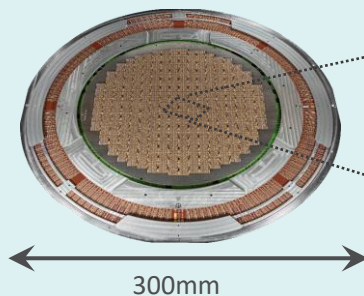
Sources: 2024 Data. All market size and growth rates are TechInsights estimates, except for Engineering Systems which are company estimates.

Probe Cards are the Design-Specific Interface that Connects the ATE to the Wafer

F&L

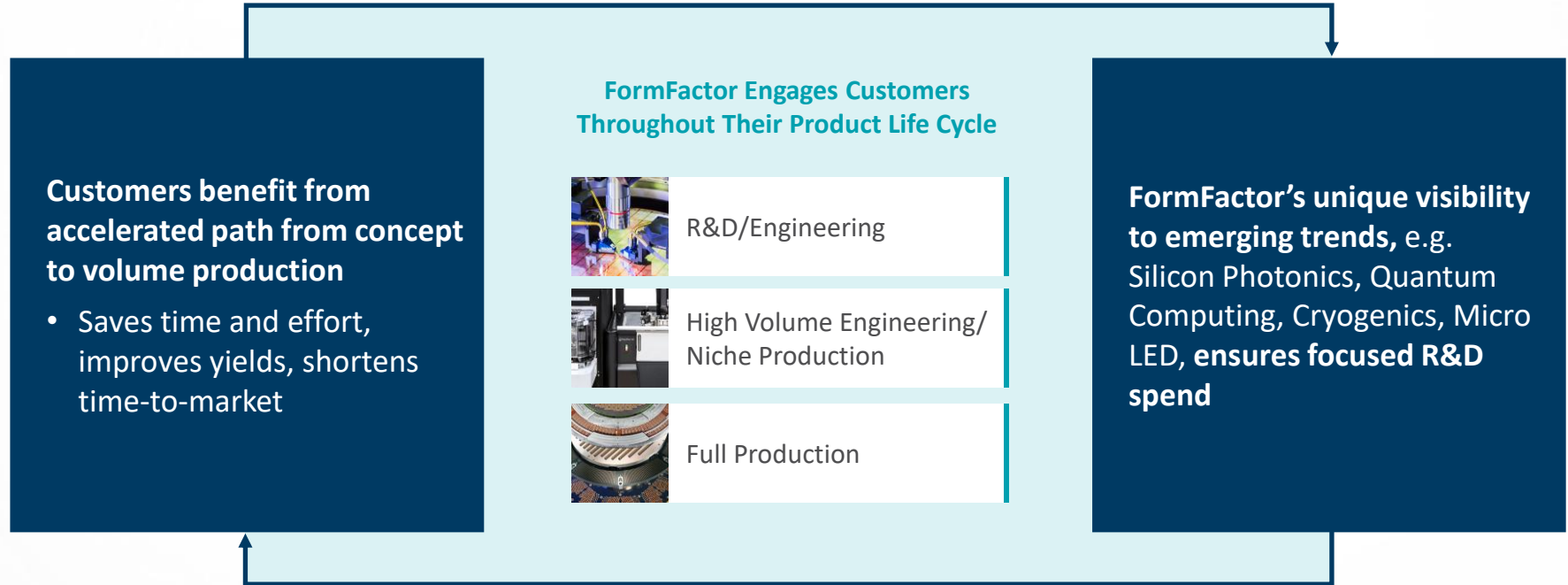


DRAM



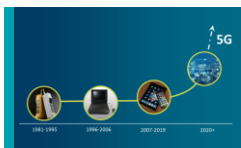
A hair (!)

Customers Value, FormFactor Benefits From “Lab to Fab” Capabilities



FormFactor Benefits from Two Industry Dynamics

Secular Growth in the Semiconductor Industry



Exponential Growth in Semiconductor Use



Increased Infrastructure and Enterprise Spending

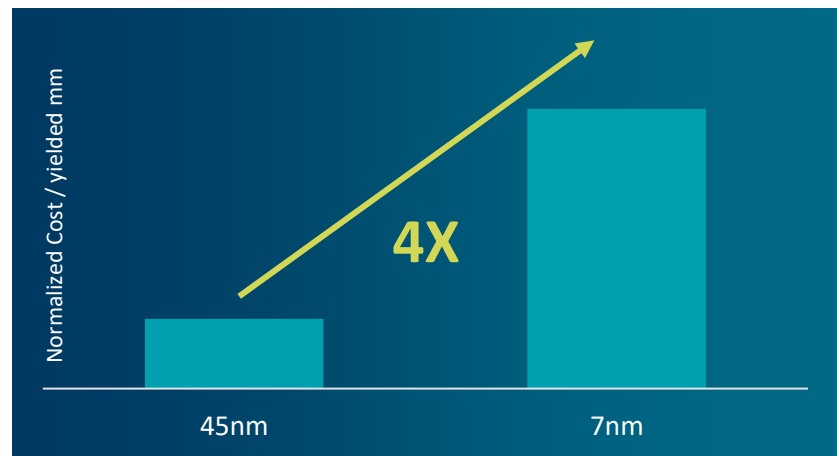


5G Applications in Mobility and Automotive



Build out of artificial intelligence infrastructure

Slowing of Moore's Law: Node shrinks no longer provide cost reduction



Source: Su (AMD), IEDM 2017.

Exponential Growth in Silicon Devices Will Be Accelerated by AI



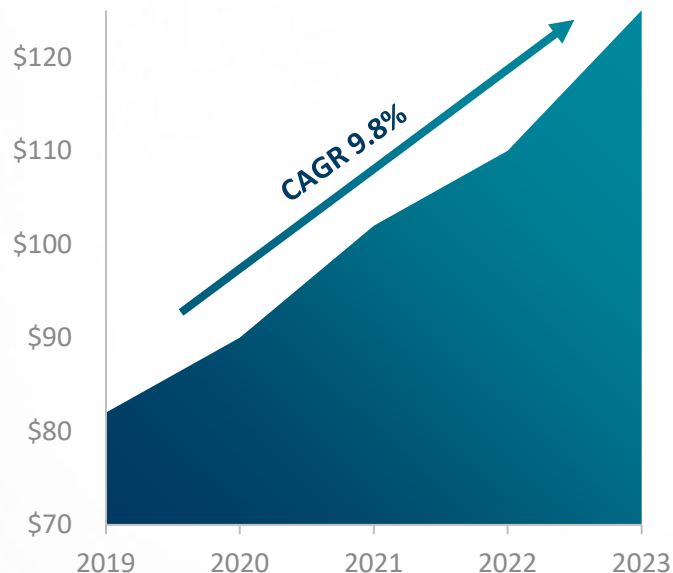
Key Factors for AI Success

- Test complexity
- Test intensity
- Dependable supplier
- Customer intimacy

Infrastructure Spending and 5G Adoption Are Spurring Semiconductor and Probe Card Use

Data Center Capital Spending Forecast¹

IN BILLIONS



Source:

1. Omdia

2. Cisco "Annual Internet Report"

3. Lear Corporation, IHS Automotive for industry production.

5G Will Drive Increased Content in Mobility and Automotive Applications



Mobility²

10% ▶

Connected
Devices
2018-2023
CAGR

≈30B

Connected devices by 2023

	M2M	Smartphones	TVs	Other (tablets, PCs, etc.)
	50%	23%	11%	16%



Automotive³

Trends Driving Semiconductor Content and Sensor Growth

Autonomous

≈ \$50B

2035 Market Size

Electrification

≈ \$44B

2027 Market Size

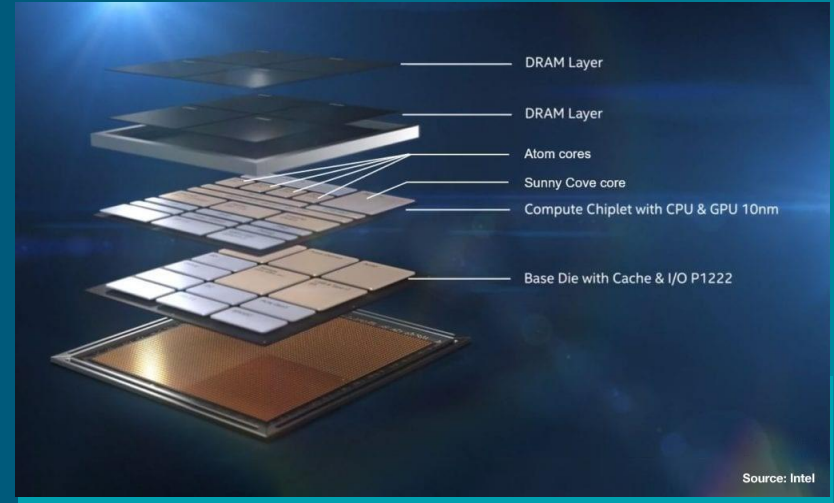
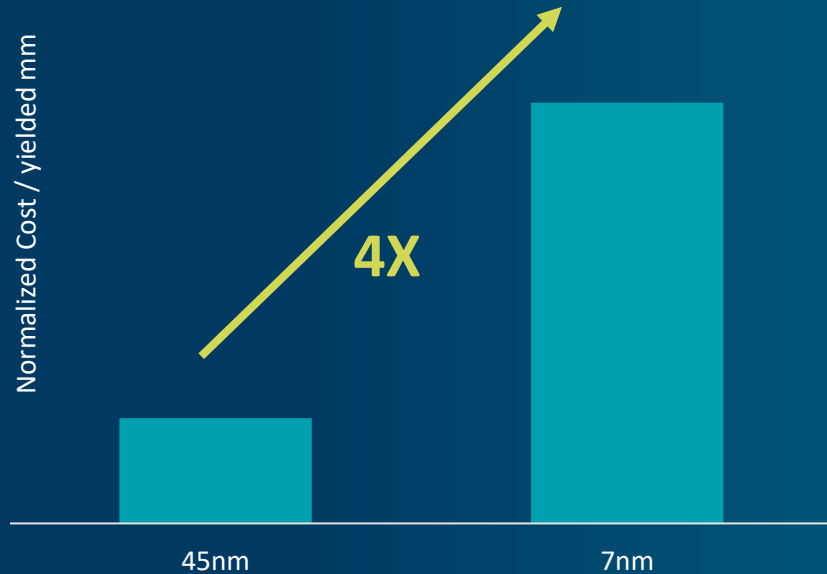
Connectivity

≈ \$9B

2027 Market Size

Advanced Packaging Addresses Scaling Challenges As Moore's Law Slows

Node shrinks no longer provide cost reduction

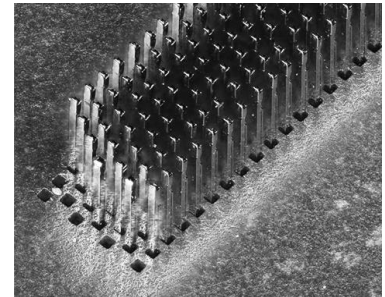
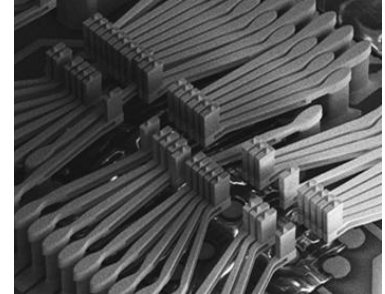
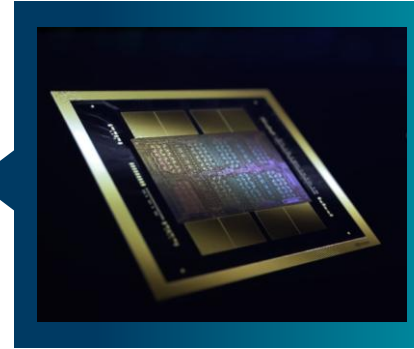


Source: Su (AMD), IEDM 2017.

Note: Cost per yielded mm² for a 250 mm² die.

Probe Cards are Critical to Advanced Packaging

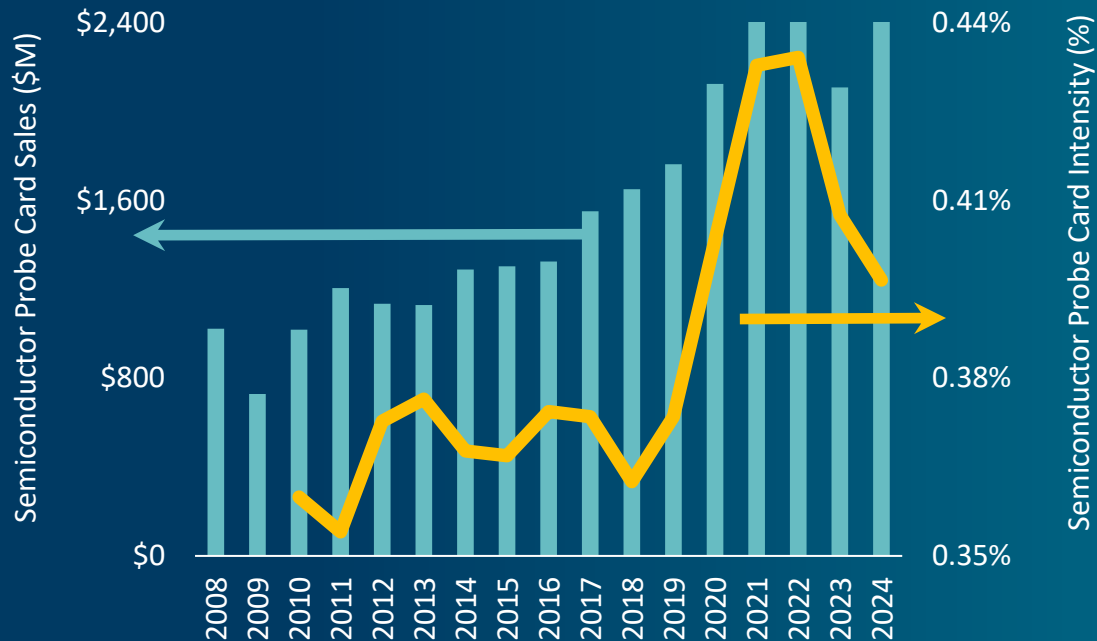
TEST INTENSITY		Cost of the Advanced Packaging Solution	
		Low	High
Semiconductor Die Yield	Low	Some	LOTS! 
	High	Little	Some



Test intensity, and therefore probe card demand, increases as advanced packaging becomes widespread

Probe is Moving Into the Spotlight

Investment in probe has been outpacing overall industry growth in recent years



- Over the past 16 years, investment in probe cards (along with many other types of equipment & consumables) has tripled
- Driven by overall semiconductor growth
- Also driven by increased test intensity to avoid assembling bad chips/chiplets
- Especially important with advanced packaging
- Intensity up ~10% to 0.4%

Data Source: "The Probe Card Report 2024"; TechInsights, December 2024

Intensity = Semi Probe Card Sales normalized by total Semi Sales, 3-year Moving Average

Poised for Above-Market Growth in Engineering Systems

5%+ CAGR**

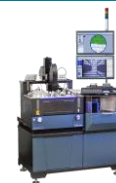
FormFactor

- Largest Installed Base
- Autonomous Measurement Solutions Leader
- Broadest Portfolio

3% CAGR*

Engineering Systems Market

200 mm
Automated



300 mm
Automated

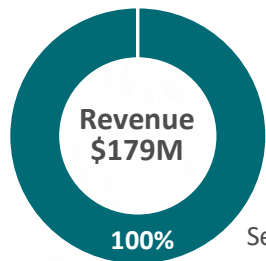


Technology Leadership and Worldwide Infrastructure Lead to Customer Intimacy and Early Involvement

Source: *2023 TechInsights estimates.

**Company estimates.

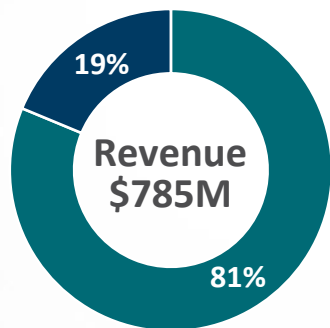
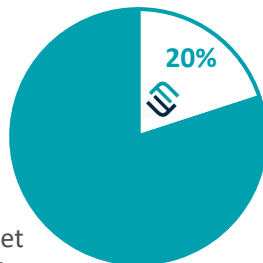
FormFactor's Target Model



2012

\$0.9B

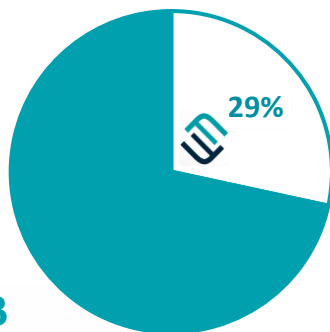
Served available market
Advanced Probe Cards



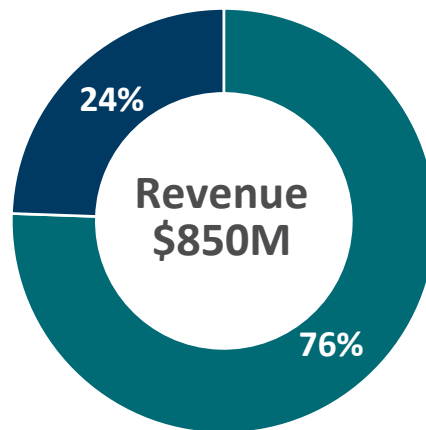
2025

\$2.75B

Served available market Advanced
Probe Cards & Engineering Systems



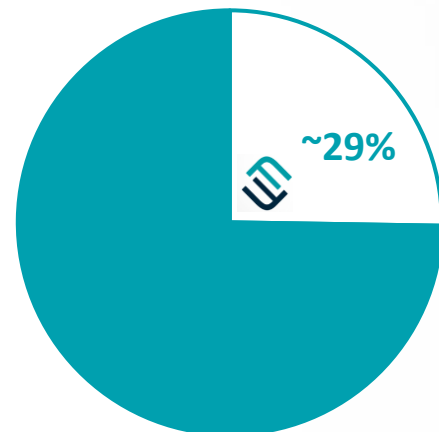
Target Model



Revenue
\$850M

\$3B*

Served available market Advanced
Probe Cards & Engineering Systems



■ Probe Cards

■ Engineering Systems

Unique Capabilities Position FormFactor for Faster Growth in Advanced Probe Cards

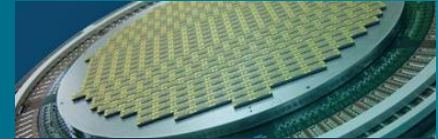
7%+ CAGR**

FormFactor

- Proprietary Technologies
- Strong Customer Relationships
- Productive R&D Spend

5% CAGR*

Advanced Probe Card Market



Memory



High Frequency (RF)



Logic

\$2.6 Billion Advanced Probe Card Market In 2027

Source: *Yole 2024 Probe Card Market Report

**Company estimates.

Growth to \$850M Target Model Revenue, Delivers \$2.00 Non-GAAP EPS

	2025 Actuals	Target Model
Revenue	\$785M	\$850M
Non-GAAP Gross Margin	40.8%	47.0%
Non-GAAP Operating Margin	13.4%	22.0%
Non-GAAP Effective Tax Rate	17.2%	17.0%
Non-GAAP Diluted Earnings Per Share	\$1.30	\$2.00
Free Cash Flow	\$14M	\$160M

See Supplemental Information below for reconciliations of non-GAAP financial measures to the most directly comparable GAAP financial measures.
Sources: Historical information, company SEC filings and press releases.

Drivers of Shareholder Value Creation

Revenue Growth

- Underlying growth in semiconductor applications
- Participation in Advanced Packaging and 5G mega trends
- Diversification of customers

Operating Leverage

- Gross Margin expansion
- Disciplined operating structure
- Robust Operating Cash Flow and Free Cash Flow
- Profitable growth

Capital Allocation

Focused reinvestment

- R&D
- Capacity expansion
- Fund organic growth

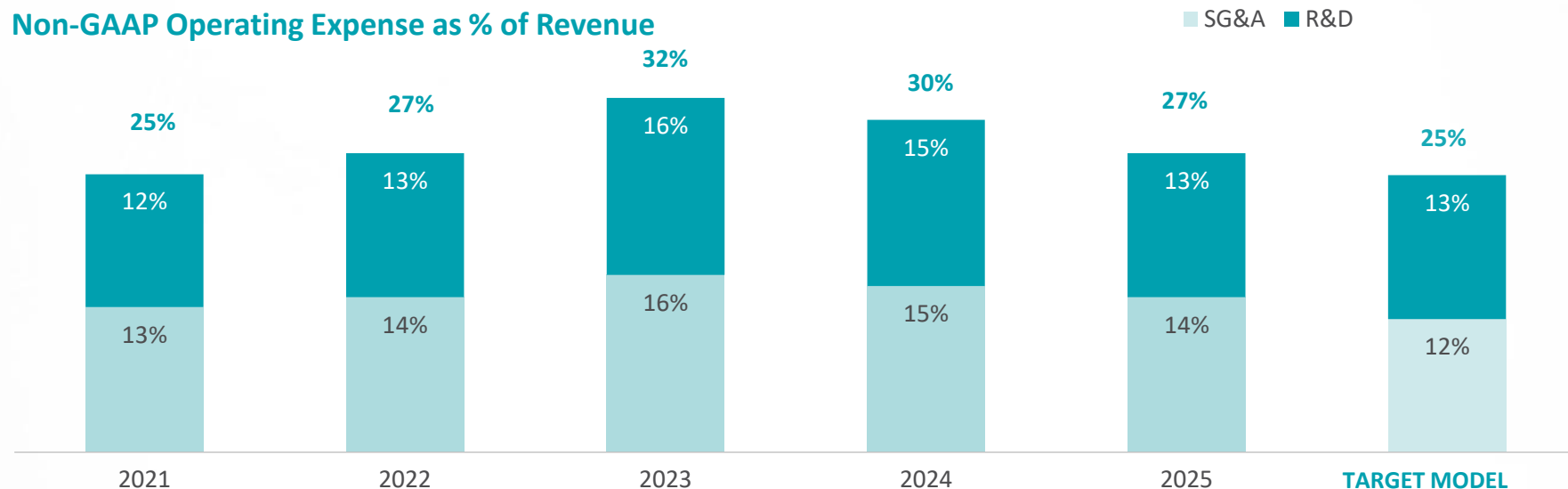
M&A

- Increase SAM
- Acquire attractive technologies
- Patient, deliberate approach
 - Complementary to organic growth
 - Diversifies revenue stream
 - Accretive to earnings

Stock buyback to offset dilution from stock-based compensation

Scale Enhances Margins, Finances Differentiating R&D

Non-GAAP Operating Expense as % of Revenue



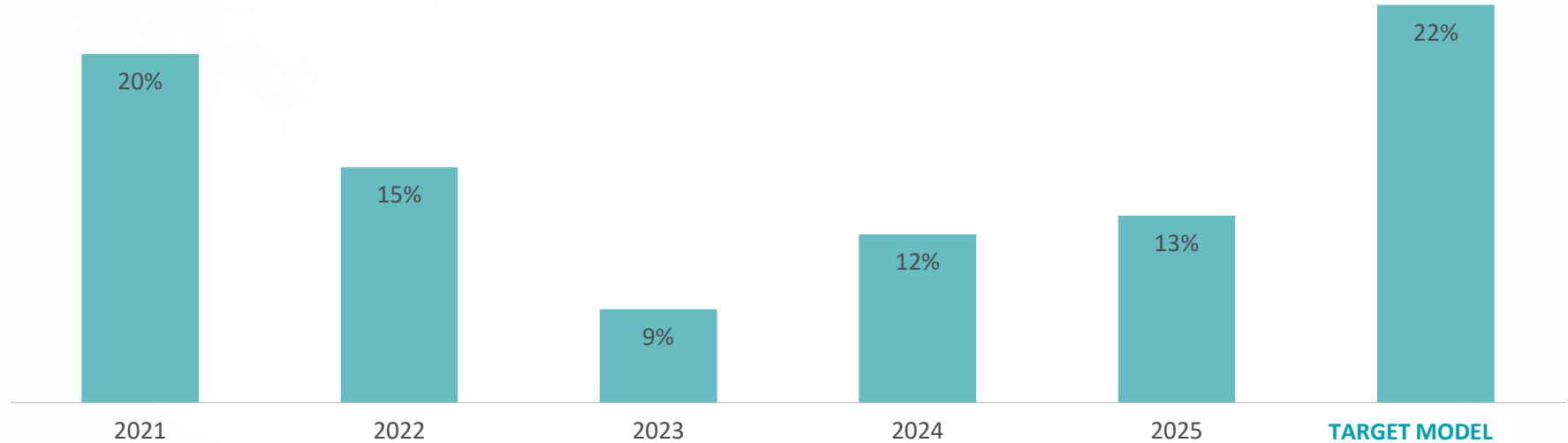
**Capitalize on scale to leverage our operating expense infrastructure.
Continued significant R&D investment creates new organic growth opportunities.**

See Supplemental Information below for reconciliations of non-GAAP financial measures to the most directly comparable GAAP financial measures.

Sources: Historical information, company SEC filings and press releases.

Driving Operating Leverage Through Scale

Non-GAAP Operating Margin



Disciplined spending and increasing scale will continue to enhance profitability

See Supplemental Information below for reconciliations of non-GAAP financial measures to the most directly comparable GAAP financial measures.
Sources: Historical information, company SEC filings and press releases.

Capital Expenditures to Support Organic Growth

	2021	2022	2023	2024	2025**	Target CapEx Model*
CapEx	\$67M	\$65M	\$56M	\$38M	\$104M	\$30M - \$35M
Revenue	\$770M	\$748M	\$663M	\$764M	\$785M	\$850M
CapEx as % of Revenue	8.6%	8.7%	8.4%	5.0%	13.2%	3.5%-4.0%



New Livermore Manufacturing Center



Highly Automated Manufacturing



Factory Expansions – acquired Farmers Branch, Texas, manufacturing facility

Acquisition Strategy Adds Scale and Diversification

Established process focused on extending long-term industry leadership

- Acquisition priorities
 - Market leader in growing market
 - Compelling technical capabilities
 - Accretive
 - Focus on tuck-ins as well as larger scale companies
- Leveraging FormFactor's key capabilities and infrastructure to achieve synergies

Opportunistic tuck-in acquisitions aligned with our long-term strategy and M&A principles

- Provide critical enabling technologies reinforcing FormFactor's leadership
- Create potential opportunity to increase served available market

Proven track record of identifying and integrating accretive acquisitions



Year: 2012

Amount: \$117M



Year: 2016

Amount: \$352M

Acquisition of Advantest's probe card assets

Year: 2020

Amount: \$35M



Year: 2020

Amount: \$15M

Acquisition of JanisULT dilution refrigerator product line

Year: 2022

Amount: \$3.4M



Year: 2025

Highly Resilient Business Model

Enabled by Flexible Cost Structure

- 100% of employees with variable pay component
- Flexible staffing model

Strong and Healthy Balance Sheet

- Supported by strong free cash flows
- Added new \$150 million dollars revolving credit facility in July '25
- History of successfully managing debt



Recent Results (non-GAAP)

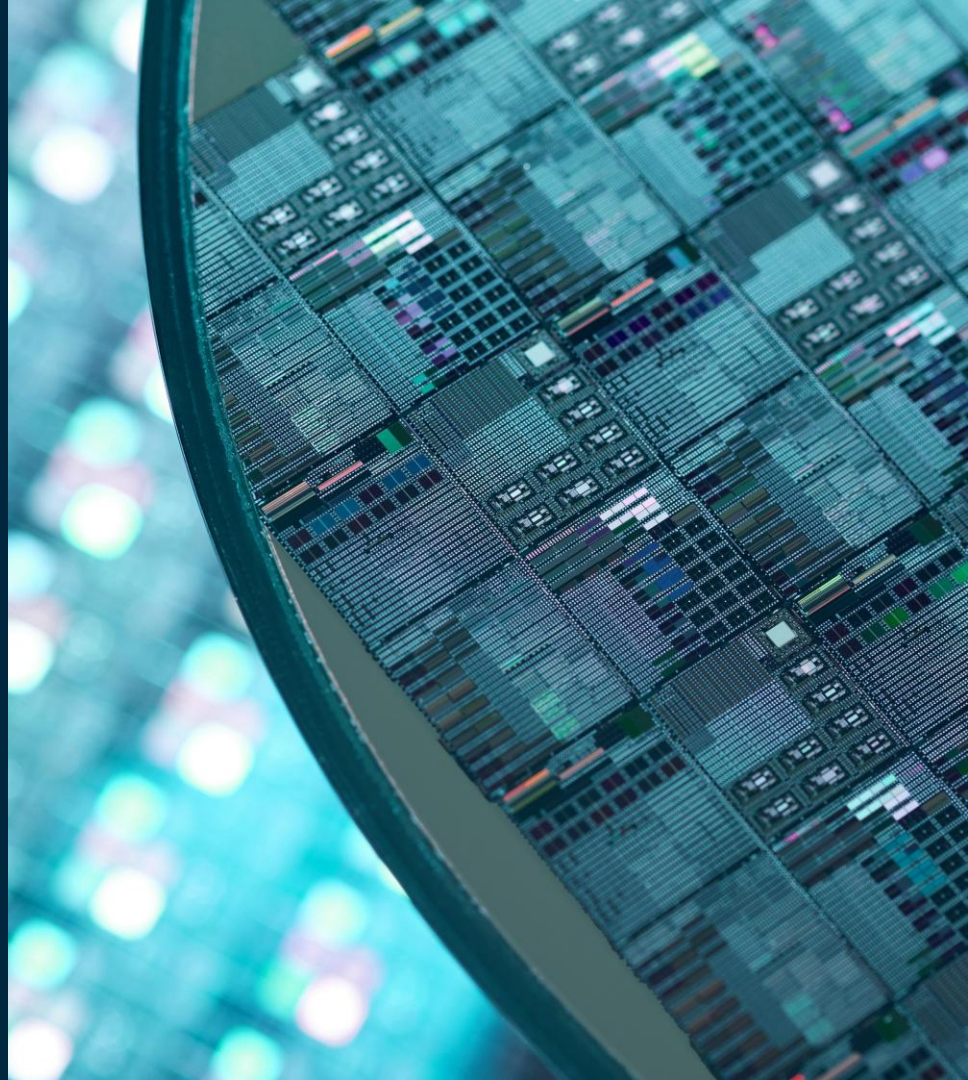
	Revenue	Gross Margin	Diluted EPS	Free Cash Flow
Q4'25 ACTUAL	\$215.2M	43.9%	\$0.46	\$34.7M
Q1'26 ACTUAL	\$226.1M	49.0%	\$0.56	\$30.7M
Q2'26 OUTLOOK	\$240M +/- \$5M	49.5% +/- 1.5%	\$0.61 +/- \$0.04	

Q1'26 and Q2'26 Themes:

- Q1'26 record revenue with gross margin, and earnings per share exceeded the high end of our outlook range.
- Q2'26 outlook range reflects strong demand in DRAM driven by HBM, and continued growth in Foundry & Logic probe-card revenue, driven primarily by incremental strength in data-center CPU applications.



Supplemental Information



Q1 2026 GAAP to Non-GAAP Reconciliation

	GAAP	Adjustments				Non-GAAP
	Three Months Ended March 28, 2026	Stock-based Compensation	Amortization of Intangibles and Acquisition Fair Value Adjustments	Restructuring	Acquisition Related Costs and Other	Three Months Ended March 28, 2026
Revenues	\$ 226,144	\$ —	\$ —	\$ —	\$ —	\$ 226,144
Cost of revenues	139,350	(1,782)	(659)	(21,498)	—	115,411
Gross profit	86,794	1,782	659	21,498	—	110,733
Operating expenses:						
Research and development	30,780	(2,404)	—	(1,374)	—	27,002
Sales and marketing	17,953	(1,875)	—	(511)	—	15,567
General and administrative	14,339	(1,942)	—	62	(96)	12,363
Factory start-up costs	7,074	—	—	—	—	7,074
Total operating expenses	70,146	(6,221)	—	(1,823)	(96)	62,006
Operating profit	16,648	8,003	659	23,321	96	48,727
Interest income, net	2,174	—	—	—	—	2,174
Other income, net	441	—	—	—	(76)	365
Income before income taxes and equity investment	19,263	8,003	659	23,321	20	51,266
Provision for income taxes	396	1,969	162	5,738	5	8,270
Income from equity investment	1,517	—	—	—	—	1,517
Net income	\$ 20,384	\$ 6,034	\$ 497	\$ 17,583	\$ 15	\$ 44,513
Net income per share:						
Basic	\$ 0.26	\$ 0.08	\$ 0.01	\$ 0.23	\$ —	\$ 0.57
Diluted	\$ 0.26	\$ 0.08	\$ 0.01	\$ 0.22	\$ —	\$ 0.56
Weighted-average number of shares:						
Basic	77,825	77,825	77,825	77,825	77,825	77,825
Diluted	79,415	79,415	79,415	79,415	79,415	79,415

Free Cash Flow Reconciliation

Free Cash Flow Trend (in thousands)

	2019	2020	2021	2022	2023	2024	2025	Q1'26
Net cash provided by operating activities	\$ 121,048	\$ 169,256	\$ 139,364	\$ 131,786	\$ 64,602	\$ 117,534	\$ 115,398	\$ 44,961
Add: Cash paid for interest	1,405	867	643	535	422	391	362	85
Add: Cash paid for acquisition related expenses	213	509	209	—	2,407	3,317	1,472	876
Capital expenditures	(20,847)	(55,865)	(66,496)	(65,254)	(56,027)	(38,436)	(103,658)	(15,192)
Free cash flow	\$ 101,819	\$ 114,767	\$ 73,720	\$ 67,067	\$ 11,404	\$ 82,806	\$ 13,574	\$ 30,730

About Non-GAAP Financial Measures

We believe that the presentation of non-GAAP earnings per fully-diluted share, free cash flow and other non-GAAP measures in this presentation provides supplemental information that is important to understanding financial and business trends and other factors relating to our financial condition and results of operations. These non-GAAP measures are among the primary indicators used by management as a basis for planning and forecasting future periods, and by management and our board of directors to determine whether our operating performance has met certain targets and thresholds. Management uses non-GAAP operating income (loss), non-GAAP earnings per fully-diluted share and other non-GAAP measures when evaluating operating performance because it believes that the exclusion of the items indicated herein, for which the amounts or timing may vary significantly depending upon our activities and other factors, facilitates comparability of our operating performance from period to period. We use free cash flow to conduct and evaluate our business as an additional way of viewing our liquidity that, when viewed with our GAAP results, provides a more complete understanding of factors and trends affecting our cash flows. Many investors also prefer to track free cash flow, as opposed to only GAAP earnings. Free cash flow has limitations due to the fact that it does not represent the residual cash flow available for discretionary expenditures, and therefore it is important to view free cash flow as a complement to our entire consolidated statements of cash flows. We have chosen to provide non-GAAP information to investors so they can analyze our operating results closer to the way that management does, and use this information in their assessment of our business and the valuation of our company. We compute non-GAAP operating income (loss) and non-GAAP fully-diluted earnings per share by adjusting GAAP operating income (loss) and GAAP earnings per fully-diluted share to remove the impact of certain items and the tax effect of those adjustments. These and other non-GAAP measures are not in accordance with, or an alternative to, GAAP and may be materially different from other non-GAAP measures, including similarly titled non-GAAP measures used by other companies. The presentation of this additional information should not be considered in isolation from, as a substitute for, or superior to, operating income (loss) or earnings per fully-diluted share and other measures prepared in accordance with GAAP. Non-GAAP financial measures have limitations in that they do not reflect certain items that may have a material impact upon our reported financial results. We may expect to continue to incur expenses of a nature similar to these non-GAAP adjustments, and exclusion of these items should not be construed as an inference that these costs are unusual, infrequent or non-recurring.

For more information on non-GAAP measures and adjustments, please see the Supplemental Information in this presentation and available at <http://investors.formfactor.com> for reconciliations of non-GAAP financial measures to the most directly comparable GAAP financial measures.