

FORMFACTOR INC  
Form DEF 14A  
April 06, 2016

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549  
SCHEDULE 14A

Proxy Statement Pursuant to Section 14(a) of  
the Securities Exchange Act of 1934 (Amendment No.        )

Filed by the Registrant   
Filed by a Party other than the Registrant   
Check the appropriate box:

- Preliminary Proxy Statement
- Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))
- Definitive Proxy Statement
- Definitive Additional Materials
- Soliciting Material under §240.14a-12

FormFactor, Inc.  
(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of Filing Fee (Check the appropriate box):

- No fee required.
- Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.
  - (1) Title of each class of securities to which transaction applies:
  - (2) Aggregate number of securities to which transaction applies:
  - (3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined):
  - (4) Proposed maximum aggregate value of transaction:
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- Fee paid previously with preliminary materials.  
Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.
- (1) Amount Previously Paid:
  - (2) Form, Schedule or Registration Statement No.:
  - (3) Filing Party:
  - (4) Date Filed:

7005 Southfront Road  
Livermore, California 94551

May 20, 2016, 3:00 p.m., Pacific Daylight Time

2016 ANNUAL MEETING OF STOCKHOLDERS

To Our Stockholders:

You are cordially invited to attend the 2016 Annual Meeting of Stockholders of FormFactor, Inc., which will be held at our principal executive offices located at 7005 Southfront Road, Livermore, California 94551, on Friday, May 20, 2016 at 3:00 p.m., Pacific Daylight Time.

The agenda for the Annual Meeting is described in detail in the attached Notice of Annual Meeting of Stockholders and the attached Proxy Statement. We urge you to carefully review the attached proxy materials. These proxy materials were first sent on or about April 6, 2016 to stockholders entitled to vote at the Annual Meeting.

Your vote is important. Whether or not you are able to attend the Annual Meeting in person, we urge you to vote your shares through the Internet in accordance with the instructions in the Notice of Internet Availability of Proxy Materials that you received in the mail, or by signing, dating, and returning a proxy card at your earliest convenience.

We thank you for your continued support. We look forward to seeing you at our 2016 Annual Meeting of Stockholders.

With best regards,  
Michael D. Slessor  
Chief Executive Officer

Livermore, California  
April 6, 2016

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7005 Southfront Road  
Livermore, California 94551

NOTICE OF 2016 ANNUAL MEETING OF STOCKHOLDERS

To Be Held Friday, May 20, 2016

At 3:00 p.m., Pacific Daylight Time

To Our Stockholders:

NOTICE IS HEREBY GIVEN that the 2016 Annual Meeting of Stockholders of FormFactor, Inc. will be held at our principal executive offices located at 7005 Southfront Road, Livermore, California 94551, on Friday, May 20, 2016, at 3:00 p.m., Pacific Daylight Time, for the following purposes:

Election of three Class I directors to our Board of Directors, each to serve on our Board of Directors for a term of 1. three years or until his or her successor has been elected and qualified or until his or her earlier death, resignation or removal. The director nominees are:

Lothar Maier,

Kelley Steven-Waiss, and

Michael W. Zellner;

2. Advisory approval of the company's executive compensation;

3. Ratification of the selection of KPMG LLP as FormFactor's independent registered public accounting firm for fiscal year 2016; and

4. Action upon such other matters as may properly come before the Annual Meeting or any adjournment or postponement thereof.

The foregoing items of business are more fully described in the Proxy Statement for the 2016 Annual Meeting of Stockholders accompanying this Notice.

The record date for determining those stockholders of our company who will be entitled to notice of, and to vote at, the Annual Meeting, and at any adjournment or postponement thereof, is March 23, 2016. A list of those stockholders entitled to vote at the Annual Meeting will be available for inspection by any of our stockholders for any purpose germane to the Annual Meeting during regular business hours at FormFactor's principal executive offices for ten days prior to the Annual Meeting.

Your vote is important. Whether or not you are able to attend the Annual Meeting in person, we urge you to vote your shares through the Internet in accordance with the instructions in the Notice of Internet Availability of Proxy Materials that you received in the mail, or by signing, dating, and returning a proxy card at your earliest convenience.

On behalf of our Board of Directors, thank you for your participation in our 2016 Annual Meeting of Stockholders.

BY ORDER OF THE BOARD OF DIRECTORS

Jason Cohen  
Secretary

Livermore, California  
April 6, 2016

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## INTERNET AVAILABILITY

We are taking advantage of the Securities and Exchange Commission rules that allow companies to furnish proxy materials to their stockholders through the Internet. This Proxy Statement and our 2015 Annual Report on Form 10-K are available at <http://www.viewproxy.com/formfactor/2016>. We believe these rules allow us to provide you with the information you need while lowering the costs of delivery and reducing the environmental impact of the Annual Meeting. On or about April 6, 2016, we mailed to stockholders on the record date a Notice Regarding the Availability of Proxy Materials (the "Notice"). If you received a Notice by mail, you will not receive a printed copy of the proxy materials, unless you specifically request one. Instead, the Notice instructs you on how to access and review all of the important information contained in this Proxy Statement and in our 2015 Annual Report on Form 10-K (which we posted on the Internet on the same date), as well as how to submit your proxy over the Internet. If you received the Notice and would still like to receive a printed copy of our proxy materials, you may request a printed copy of the proxy materials by following the instructions on the Notice.

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The information in the Report of the Audit Committee and the Report of the Compensation Committee contained in this Proxy Statement shall not be deemed to be incorporated by reference into any filing under the Securities Act of 1933, as amended, or under the Securities Exchange Act of 1934, as amended, except to the extent that we specifically incorporate this information by reference into such filings. In addition, this information shall not otherwise be deemed to be "soliciting material" or to be filed under those Acts.

Please note that information on FormFactor's website is not incorporated by reference in this Proxy Statement.

7005 Southfront Road  
Livermore, California 94551

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PROXY STATEMENT  
FOR THE  
2016 ANNUAL MEETING OF STOCKHOLDERS

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GENERAL INFORMATION

QUESTIONS AND ANSWERS REGARDING PROXY MATERIALS

Q: Why am I receiving FormFactor's proxy materials?

A: Our Board of Directors has made FormFactor's proxy materials available to you on the Internet on or about April 6, 2016 or, upon your request, has delivered a printed set of the proxy materials to you by mail in connection with the solicitation of proxies by our Board for our 2016 Annual Meeting of Stockholders. FormFactor's proxy materials are available on the Internet at <http://www.viewproxy.com/formfactor/2016>. We will hold the Annual Meeting at our principal executive offices located at 7005 Southfront Road, Livermore, California 94551, on Friday, May 20, 2016, at 3:00 p.m., Pacific Daylight Savings Time.

Q: What is included in the proxy materials?

A: The proxy materials include our company's Notice of Annual Meeting of Stockholders, Proxy Statement and the 2015 Annual Report on Form 10-K, which includes our audited consolidated financial statements. If you requested a printed set of the proxy materials by mail, the proxy materials also included a proxy card for the Annual Meeting.

Q: Why did I receive a notice in the mail regarding the Internet availability of the proxy materials?

A: We mailed a Notice of Internet Availability of Proxy Materials to our stockholders of record and beneficial owners of our common stock on or about April 6, 2016 to notify you that you can access the proxy materials over the Internet. Instructions for accessing the proxy materials through the Internet are set forth in the Notice of Internet Availability of Proxy Materials. As we did last year for our 2015 Annual Meeting of Stockholders, we sent the Notice instead of mailing a printed set of the proxy materials in accordance with the "Notice and Access" rules adopted by the U.S. Securities and Exchange Commission. If you wish to receive a printed set of the proxy materials, please follow the instructions set forth on the Notice of Internet Availability of Proxy Materials.

Q: How can I get electronic access to the proxy materials?

A: The Notice of Internet Availability of Proxy Materials contains instructions on how to review our company's proxy materials on the Internet and instruct us to send future proxy materials to you by e-mail. Your election to receive future proxy materials by e-mail will remain in effect until you terminate it in writing.



Q: What is "householding" and how does it affect me?

A: The proxy rules of the U.S. Securities and Exchange Commission permit companies and intermediaries, such as brokers and banks, to satisfy proxy statement delivery requirements for two or more stockholders sharing an address by delivering one proxy statement to those stockholders. This procedure, known as "householding," reduces the amount of duplicate information that stockholders receive and lowers our printing and mailing costs.

Only one Notice of Internet Availability of Proxy Materials may have been delivered to your address if multiple stockholders share that address unless if we have received contrary instructions from you. Stockholders who wish to opt out of this procedure and receive separate copies of the Notice of Internet Availability of Proxy Materials in the future, or stockholders who are receiving multiple copies and would like to receive only one copy, should contact their bank, broker or other nominee or us at the address, e-mail address or phone number below.

We will promptly send a separate copy of the Notice of Internet Availability of Proxy Materials for the 2016 Annual Meeting if you send your request by mail to our Corporate Secretary at FormFactor, Inc., 7005 Southfront Road, Livermore, California 94551, by e-mail at [corporatesecretary@formfactor.com](mailto:corporatesecretary@formfactor.com) or by phone at (925) 290-4000.

#### QUESTIONS AND ANSWERS REGARDING THE ANNUAL MEETING

Q: Where will the Annual Meeting be held?

A: We will hold the Annual Meeting at our principal executive offices located at 7005 Southfront Road, Livermore, California 94551, on Friday, May 20, 2016, at 3:00 p.m., Pacific Daylight Savings Time.

From San Francisco, California, take I-80 East, merge onto I-580 East, take N. Greenville Road/Altamont Pass Road exit, turn right off the ramp onto Southfront Road and turn left into the company's principal executive offices. From San Jose, California, take I-880 North, merge onto Mission Boulevard/CA-262 East, merge onto I-680 North, merge onto I-580 East, take N. Greenville Road/Altamont Pass Road exit, turn right off the ramp onto Southfront Road and turn left into the company's principal executive offices.

Q: What specific proposals will be considered and acted upon at FormFactor's 2016 Annual Meeting?

A: The specific proposals to be considered and acted upon at the Annual Meeting are:

Proposal No. 1—Election of three Class I directors to our Board of Directors, each to serve on our Board for a term of three years or until his or her successor has been elected and qualified or until his or her earlier death, resignation or removal. The director nominees are: Lothar Maier, Kelley Steven-Waiss and Michael W. Zellner;

Proposal No. 2—Advisory approval of the company's executive compensation; and

Proposal No. 3—Ratification of the selection of KPMG LLP as our independent registered public accounting firm for fiscal year 2016.

We will also consider any other matters that are properly presented for a vote at the Annual Meeting. As of April 6, 2016, we are not aware of any other matters to be submitted for consideration at the Annual Meeting. If any other matters are properly brought before the meeting, the persons named in the enclosed proxy card or voting instruction form will vote the shares they represent using their best judgment.

Q: What do I need to bring with me to attend the Annual Meeting?

A: If you are a stockholder of record of shares of our common stock, please bring photo identification with you. If you are a beneficial owner of shares of our common stock held in "street name," please bring photo identification and the "legal proxy," which is described below under the question "If I am a beneficial owner of shares held in 'street name,' how do I vote?", or other evidence of stock ownership (e.g., most recent account statement) with you. If you do not provide photo identification or if applicable, evidence of stock ownership, you will not be admitted to the Annual Meeting.

#### QUESTIONS AND ANSWERS REGARDING VOTING AND ANY PROXY SOLICITATION

Q: Who can vote at the Annual Meeting?

A: Only stockholders of record of our common stock at the close of business on March 23, 2016, which is the record date, are entitled to notice of, and to vote at, the Annual Meeting. If you own shares of FormFactor common stock as of the



record date, then you can vote at the Annual Meeting. At the close of business on the record date, we had 58,912,756 shares of our common stock outstanding and entitled to vote, which were held by 202 stockholders of record.

Q: How many votes am I entitled per share of common stock?

A: Holders of our common stock are entitled to one vote for each share held as of the record date.

Q: What is the difference between holding FormFactor shares as a stockholder of record and a beneficial owner?

Most of our stockholders hold their shares of our common stock as a beneficial owner through a broker, bank or other nominee in "street name" rather than directly in their own name. As summarized below, there are some important distinctions between shares held of record and those owned beneficially in "street name."

**Stockholder of Record:** If your shares of our common stock are registered directly in your name with our transfer agent, Computershare Trust Company, N.A., you are considered the stockholder of record with respect to those shares, and we delivered the Notice of Internet Availability of Proxy Materials directly to you. As the stockholder of record, you have the right to vote your shares in person or by proxy at the Annual Meeting.

**Beneficial Owner:** If your shares of our common stock are held in an account with a broker, bank or other nominee, you are considered the beneficial owner of those shares held in "street name," and the broker, bank or other nominee holding your shares on your behalf delivered the Notice of Internet Availability of Proxy Materials to you. The nominee holding your shares is considered the stockholder of record for purposes of voting at the Annual Meeting. As the beneficial owner, you have the right to direct your broker, bank or other nominee how to vote your shares being held by them.

Q: If I am a stockholder of record of FormFactor shares, how do I vote?

**Voting by Internet.** You can vote through the Internet by following the instructions provided in the Notice of Internet Availability of Proxy Materials that you received. Go to <http://www.viewproxy.com/formfactor/2016>, follow the instructions on the screen to log in, make your selections as instructed and vote.

**Voting by Mail.** You can vote by mail by requesting a printed set of the proxy materials, which will contain a proxy card, and then completing, dating, signing and returning the proxy card in the postage-paid envelope (to which no postage need be affixed if mailed in the United States) accompanying the proxy card.

**Voting in Person.** If you plan to attend the Annual Meeting and vote in person, we will give you a proxy card at the Annual Meeting. Even if you plan to attend the Annual Meeting, we encourage you also to vote by Internet or mail as described above so that your vote will be counted if you later decide not to attend the Annual Meeting.

Q: If I am a beneficial owner of shares held in "street name," how do I vote?

A: **Voting by Internet.** You can vote over the internet by following the voting instruction card provided to you by your broker, bank, trustee, or nominee.

**Voting by Mail.** You can vote by mail by requesting a printed set of the proxy materials, which will contain a voting instruction form, and by completing, dating, signing and returning the voting instruction form in the postage-paid envelope (to which no postage need be affixed if mailed in the United States) accompanying the voting instruction form.

**Voting in Person.** If you plan to attend the Annual Meeting and vote in person, you must obtain a "legal proxy" giving you the right to vote the shares at the Annual Meeting from the broker, bank or other nominee that holds your shares. Even if you plan to attend the Annual Meeting, we recommend that you also vote by Internet or mail as described above so that your vote will be counted if you later decide not to attend the Annual Meeting.

Q: What if I submit a proxy but I do not give specific voting instructions?

**Stockholder of Record:** If you are a stockholder of record of shares of our common stock, and if you indicate when voting through the Internet that you wish to vote as recommended by our Board of Directors, or if you sign and return a proxy without giving specific voting instructions, then the proxy holders designated by our Board, who are officers of our company, will vote your shares FOR the Class I nominees for director, FOR advisory approval of the company's executive compensation, and FOR the ratification of the selection of KPMG LLP as our independent registered public accounting firm for fiscal year 2016, all as recommended by our Board of Directors and as presented in this Proxy Statement.



**Beneficial Owner:** If you are a beneficial owner of shares of our common stock held in "street name" and do not present the broker, bank or other nominee that holds your shares with specific voting instructions, then the nominee may generally vote your shares on "routine" proposals but cannot vote on your behalf for "non-routine" proposals under the rules of various securities exchanges. If you do not provide specific voting instructions to the nominee that holds your shares with respect to a non-routine proposal, the nominee will not have the authority to vote your shares on that proposal. When a broker indicates on a proxy that it does not have authority to vote shares on a particular proposal, the missing votes are referred to as "broker non-votes."

**Q:** Which ballot measures are considered "routine" or "non-routine"?

The ratification of the appointment of KPMG LLP as our independent registered public accounting firm for fiscal 2016 (Proposal No. 3) is a matter considered routine under applicable rules. A broker or other nominee may generally vote on routine matters, and therefore no broker non-votes are expected to exist in connection with A: Proposal No. 3. The election of directors (Proposal No. 1) and the advisory approval of the company's executive compensation (Proposal No. 2) are matters considered non-routine under applicable rules. A bank, broker or other nominee cannot vote without instructions on non-routine matters, and therefore there may be broker non-votes on Proposal Nos. 1 and 2.

**Q:** What is the quorum requirement for the Annual Meeting?

A quorum is required for our stockholders to conduct business at the Annual Meeting. A majority of the outstanding shares of our common stock entitled to vote on the record date must be present in person or represented by proxy at the Annual Meeting in order to hold the meeting and conduct business. We will count your shares for A: purposes of determining whether there is a quorum if you are present in person at the Annual Meeting, if you have voted through the Internet, if you have voted by properly submitting a proxy card, or if the nominee holding your shares submits a proxy card. We will also count broker non-votes for the purpose of determining if there is a quorum.

**Q:** What is the voting requirement to approve each of the proposals?

For Proposal No. 1, the three Class I directors will be elected by a plurality of the votes cast by the holders of A: shares of our common stock entitled to vote who are present in person or represented by proxy at the Annual Meeting. You may not cumulate votes in the election of directors.

Approval of Proposal No. 2 requires the affirmative vote of a majority of the votes cast by the holders of shares of our common stock entitled to vote that are present in person or represented by proxy at the Annual Meeting.

Approval of Proposal No. 3 requires the affirmative vote of a majority of the votes cast by the holders of shares of our common stock entitled to vote that are present in person or represented by proxy at the Annual Meeting.

The effectiveness of any of the proposals is not conditioned upon the approval by our stockholders of any other proposal by our stockholders.

**Q:** How are abstentions treated?

A: Abstentions are counted for the purposes of determining whether a quorum is present at the Annual Meeting.

A: Abstentions will not be counted either in favor of or against any of the proposals.

**Q:** Can I change my vote or revoke my proxy after I have voted?

You may change your vote or revoke your proxy at any time before the final vote at the Annual Meeting. You may vote again on a later date (a) through the Internet (only your latest Internet proxy submitted prior to the Annual Meeting will be counted), (b) by signing and returning a new proxy card with a later date if you are a stockholder of A: record, or (c) by attending the Annual Meeting and voting in person if you are a stockholder of record or if you are a beneficial owner and have obtained a proxy from the nominee holding your shares giving you the right to vote your shares. Your attendance at the Annual Meeting will not automatically revoke your proxy unless you vote again at the Annual Meeting or specifically request in writing that your prior proxy be revoked.

**Q:** What happens if there are insufficient votes in favor of the proposals?

In the event that sufficient votes in favor of the proposals are not received by the date of the Annual Meeting, the A: proxy holders, who are officers of our company, may propose one or more adjournments of the Annual Meeting to permit further solicitations of proxies. Any such adjournment would require the affirmative vote of holders of the majority of the shares of common stock present in person or represented by proxy at the Annual Meeting.



Q: What happens if additional matters are presented at the Annual Meeting?

Other than Proposal Nos. 1, 2, and 3, we are not aware of any other matters to be presented for a vote at the Annual Meeting. If you grant a proxy, the proxy holders, who are officers of our company, will have the authority in their A: discretion to vote your shares on any other matters that are properly presented for a vote at the Annual Meeting. If for any reason any of the Class I nominees are not available as a candidate for director, the proxy holders will vote your proxy for such other candidate or candidates as may be recommended by our Board of Directors.

Q: Is my vote confidential?

Proxy instructions, ballots and voting tabulations that identify individual stockholders are handled in a manner that protects your voting privacy. Your vote will not be disclosed either within our company or to third parties, except A: (a) as necessary to meet applicable legal requirements, (b) to allow for the tabulation and certification of votes, and (c) to facilitate a successful proxy solicitation. If stockholders provide written comments on their proxy cards, we may forward the proxy card(s) to our company's Corporate Secretary.

Q: Who is paying for the cost of this proxy solicitation?

We will pay the entire cost for soliciting proxies to be voted at the Annual Meeting. We will pay brokers, banks and other nominees representing beneficial owners of shares of our common stock held in "street name" certain fees associated with delivering the Notice of Internet Availability of Proxy Materials, delivering printed proxy materials A: by mail to beneficial owners who request them and obtaining beneficial owners' voting instructions. In addition, our directors, officers and employees may also solicit proxies on our behalf by mail, telephone or in person. We will not pay any compensation to our directors, officers and employees for their proxy solicitation efforts, but we may reimburse them for reasonable out-of-pocket expenses in connection with any solicitation.

#### QUESTIONS AND ANSWERS REGARDING THE VOTING RECOMMENDATIONS OF FORMFACTOR'S BOARD OF DIRECTORS AND VOTING RESULTS

Q: What are the voting recommendations of our Board of Directors?

Our Board of Directors recommends a vote FOR each of Proposal Nos. 1, 2, and 3. Specifically, our Board A: recommends a vote:

FOR the election of Lothar Maier, Kelley Steven-Waiss and Michael W. Zellner to our Board of Directors as Class I directors;

FOR the advisory approval of the company's executive compensation; and

FOR the ratification of the selection of KPMG LLP as our independent registered public accounting firm for fiscal year 2016.

Q: Where can I find the voting results of the Annual Meeting?

We intend to announce the voting results at the Annual Meeting and to report the results on a Form 8-K that we file A: with the U.S. Securities and Exchange Commission.

## PROPOSAL NO. 1

## ELECTION OF CLASS I DIRECTORS

The first proposal is to elect three Class I directors to our Board of Directors. The Class I nominees are Lothar Maier, Kelley Steven-Waiss and Michael W. Zellner, who are all current directors of FormFactor. These nominees have been duly nominated by our Board of Directors, and have agreed to stand for election. The proxy holders intend to vote all proxies received for Messrs. Maier and Zellner and Ms. Steven-Waiss, unless otherwise instructed. Proxies may not be voted for more than three directors. Stockholders may not cumulate votes in the election of directors. In the event any nominee is unable or declines to serve as a director at the time of the Annual Meeting, the proxies may be voted for a nominee designated by our Board of Directors to fill the vacancy. As of the date of this Proxy Statement, our Board of Directors is not aware that any nominee is unable or will decline to serve as a director of our company.

Our Board of Directors recommends a vote FOR the election to our Board of Directors of Lothar Maier, Kelley Steven-Waiss and Michael W. Zellner as Class I directors.

## Board of Directors

Our Board of Directors currently consists of seven members and is divided into three classes, which we have designated as Classes I, II and III. Each director is elected for a three-year term of office, with one class of directors being elected at each annual meeting of stockholders. The Class I directors will be elected at this year's Annual Meeting, the Class II directors will be elected at our 2017 Annual Meeting of Stockholders and the Class III directors will be elected at our 2018 Annual Meeting of Stockholders. Each director holds office until his or her successor is duly elected and qualified or until his or her earlier death, resignation or removal.

Information regarding our Class I and other current directors as of the record date of this Proxy Statement, including their names and positions with our company is set forth below.

| Name of Director            | Age | Class | Position with FormFactor             | Director Since |
|-----------------------------|-----|-------|--------------------------------------|----------------|
| Richard DeLateur(1)         | 58  | III   | Director                             | May 2011       |
| Lothar Maier(2)(3)          | 61  | I     | Director                             | November 2006  |
| Edward Rogas, Jr.(1)(2)(3)  | 75  | III   | Director                             | October 2010   |
| Michael D. Slessor          | 46  | II    | Director and Chief Executive Officer | October 2013   |
| Kelley Steven-Waiss(1)(2)   | 46  | I     | Director                             | August 2015    |
| Thomas St. Dennis           | 62  | II    | Director and Chairman                | September 2010 |
| Michael W. Zellner(1)(2)(3) | 60  | I     | Director                             | April 2011     |

(1)Current member of the Governance Committee.

(2)Current member of the Compensation Committee.

(3)Current member of the Audit Committee.

Richard DeLateur has served as a Director since May 2011, and as our Lead Independent Director since May 2014. Mr. DeLateur served as Chief Financial Officer of FormFactor, Inc. from May 2010 to May 16, 2011. Consequently, as of the date of the 2016 Annual Meeting of Stockholders, it will have been more than five years from the date that Mr. DeLateur held any employment relationship with the company. Mr. DeLateur is a 20-year veteran of Intel's finance team, where he held various positions, including the role of Vice President and Group Controller of Worldwide Technology and Manufacturing. Mr. DeLateur more recently served as Chief Financial Officer at the private companies Fluidigm Corporation and Topsis Corporation. Mr. DeLateur had also served as a Director at Numonyx Corp., a leading manufacturer of Flash memory, which is now part of Micron Technology, Inc. Mr. DeLateur was awarded his Chartered Financial Analyst (CFA) certification in 1999.

Lothar Maier has served as a Director since November 2006. Mr. Maier has served as the Chief Executive Officer and a member of the board of directors of Linear Technology Corporation (Nasdaq: LLTC), a supplier of high performance analog integrated circuits since January 2005. Prior to that, Mr. Maier served as Linear Technology's Chief Operating Officer from April 1999 to December 2004. Before joining Linear Technology, Mr. Maier held various management positions at Cypress Semiconductor Corporation, a provider of high-performance, mixed-signal,



programmable solutions, from 1983 to 1999,

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reaching the level of Senior Vice President and Executive Vice President of Worldwide Operations. Mr. Maier holds a B.S. in chemical engineering from the University of California at Berkeley.

Edward Rogas, Jr. has served as a Director since October 2010. Mr. Rogas served as a Director of Vitesse Semiconductor Corporation until April 2015, Vignani Technologies Pvt Ltd until February 2014 and Photon Dynamics, Inc., from May 2006 to October 2008. Mr. Rogas held management positions at Teradyne, Inc. for over 29 years, including serving as a Senior Vice President from 2000 through 2005. Mr. Rogas holds an M.B.A. degree from Harvard Business School and a B.S. from the United States Naval Academy.

Michael D. Slessor has served as a Director since October 2013. Dr. Slessor became our Chief Executive Officer on December 28, 2014. Dr. Slessor served as our President from October 2013 to December 27, 2014, and as Senior Vice President and General Manager, MicroProbe Product Group from October 2012 to October 2013. Before joining FormFactor, Dr. Slessor was President and Chief Executive Officer of MicroProbe from July 2008 through the October 2012 closing of FormFactor's acquisition of MicroProbe. Prior to joining MicroProbe, he held various management, product-marketing, and applications-engineering positions in the semiconductor industry, primarily with KLA-Tencor. Dr. Slessor received his Ph.D. in Aeronautics and Physics from the California Institute of Technology and his B.A.Sc. in Engineering Physics from the University of British Columbia.

Kelley Steven-Waiss has served as a Director since August 2015. Since April 2016, Ms. Steven-Waiss has served as the Chief Human Resources Officer of HERE Global B.V. Ms. Steven-Waiss served as the Executive Vice President and Chief Human Resources Officer of Extreme Networks, Inc., a software and services-led networking solutions company from March 2014 to March 2016. Prior to that, Ms. Steven-Waiss served as the Vice President of Worldwide Human Resources for Integrated Device Technology, Inc., a provider of mixed-signal semiconductor solutions from 2009-2012, and prior to that, as the VP of Worldwide Human Resources for PMC-Sierra, Inc., a provider of semiconductor and systems solutions. Ms. Steven-Waiss also serves on the board of directors of ALearn, a Silicon Valley based educational non-profit. She holds an M.A. in human resources and organization development from the University of San Francisco and a B.A. in journalism from the University of Arizona.

Thomas St. Dennis has served as a Director since September 2010, when he joined our company, and as Executive Chairman of the Board of Directors since October 23, 2013, and became Chairman of the Board of Directors in February 2016. Mr. St. Dennis served as our Chief Executive Officer from September 2010 through December 27, 2014. Mr. St. Dennis also has served as a director on the Board of Axcelis Technologies, Inc. since May 2015. Mr. St. Dennis previously held various positions at Applied Materials, Inc. from 1992 to 1999 and again from 2005 to 2009. His last position at Applied Materials, Inc. was Senior Vice President and General Manager of the Silicon Systems Group. He also served at Novellus Systems, Inc. as Executive Vice President of Sales and Marketing from 2003 to 2005. From 1999 to 2003 Mr. St. Dennis was President and CEO of Wind River Systems, Inc. Mr. St. Dennis currently also sits on the Board of Mattson Technology, Inc. Mr. St. Dennis holds a B.S. in Physics and a M.S. in Physics, both from UCLA.

Michael W. Zellner has served as a Director since April 2011. Mr. Zellner served as Vice President and Chief Financial Officer of Cyan, Inc. (NYSE: CYNI) from March 2013 through March 2014. He was Vice President, Finance and Chief Financial Officer of PMC-Sierra, Inc. (Nasdaq: PMCS) from March 2007 to November 2012. Prior to joining PMC-Sierra, Mr. Zellner was Senior Vice President of Finance and Administration and Chief Financial Officer at Wind River Systems, Inc., a device software solutions provider to the electronics industry. Mr. Zellner attended the Stanford Executive Program at the Stanford Graduate School of Business as well as the MBA and BBA accounting program at Florida Atlantic University.

#### Qualification to Serve as Director

The Board of Directors, in consultation with the Governance Committee, has determined that each of the directors and nominees are qualified to serve as a director of the company. The reasons for these determinations are as follows: Mr. DeLateur provides extensive leadership experience and knowledge of our company due to his previous service as a senior and principal financial officer in a variety of companies. Mr. DeLateur has considerable semiconductor industry experience, both with respect to semiconductor chip manufacturers, who are our customers, and semiconductor equipment suppliers.

Mr. Maier provides significant semiconductor industry and leadership experience as the chief executive officer and a member of the board of directors of Linear Technology Corporation, a supplier of high performance analog integrated circuits, which is a publicly traded company. Mr. Maier also has considerable experience in semiconductor chip manufacturing. Mr. Maier also provides expertise in financial accounting and reporting for publicly held companies. Mr. Rogas provides significant board-level experience within the semiconductor industry, as well as executive and operational experience with semiconductor test equipment companies.

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Dr. Slessor provides significant experience in the semiconductor equipment industry, including within semiconductor equipment manufacturing and semiconductor test. Dr. Slessor also provides leadership and operational expertise to the company having served as President and Chief Executive Officer of MicroProbe.

Ms. Steven-Waiss has significant leadership experience including from her previous roles as Executive Vice President and Chief Human Resources Officer of Extreme Networks, Inc., and as Vice President of Worldwide Human Resources for Integrated Device Technology, Inc. and PMC-Sierra.

Mr. St. Dennis provides extensive semiconductor industry and leadership experience as the past CEO of the Company, as well as having served as Senior Vice President and General Manager of the Silicon Systems Group at Applied Materials and as the President and CEO of Wind River Systems, Inc.

Mr. Zellner has significant financial management experience, including serving as the CFO of publicly-traded companies and being responsible for managing capital expenditure, corporate infrastructure, and ensuring financial integrity of results as regulated by the SEC.

#### Board Leadership Structure

Our Corporate Governance Guidelines state our general policy that the positions of Chairperson (or Executive Chairperson) of the Board and Chief Executive Officer are to be held by separate persons. However, our Board believes that it is the best interest of the Company's shareholders for the Board to use its discretion as to whether the CEO and Chairman roles should be separate or combined; with the Board making a determination based upon the totality of the then-current circumstances. Currently, the roles of Chief Executive Officer and Chairman are separate. Michael Slessor was appointed CEO commencing in fiscal 2015, and Thomas St. Dennis, who stepped aside as CEO at the end of the fiscal 2014, became the Executive Chairman and subsequently the non-executive Chairman. The Board believes that having Mr. Slessor as the CEO and Mr. St. Dennis as Chairman is the appropriate leadership structure for our company at this time because it clarifies the individual roles and responsibilities of Mr. Slessor and Mr. St. Dennis. Because Mr. St. Dennis is not an independent director, our Board has appointed a Lead Independent Director to ensure effective, independent oversight of the company's performance, and that of senior management, including with regard to any directors having an executive role.

#### Board's Role in Risk Oversight

FormFactor operates within the semiconductor equipment industry. We sell custom products to chip manufacturers operating within the broader semiconductor industry. Our business necessarily involves many operational and market-driven risks. A list of risk factors associated with our business can be found in our Annual Report on Form 10-K for our fiscal year ended December 26, 2015, as filed with the SEC and in the Annual Report to Stockholders which accompanies this Proxy Statement. Our Board of Directors exercises its risk oversight function both directly and indirectly. At its regularly scheduled meetings, the Board receives reports from the Chief Executive Officer, the Chief Financial Officer, and other individuals who have primary responsibility for other operational aspects of the company, such as manufacturing, research and development, and sales and marketing. The Board reviews and approves the company's annual operating plan.

The Board exercises its risk oversight function through the three Board Committees. As prescribed in its charter, the Audit Committee oversees the company's accounting and financial reporting processes and audits of the company's financial statements, including oversight of the company's systems of internal controls and disclosure controls and procedures, compliance with legal and regulatory requirements, internal audit function and the appointment, compensation and evaluation of the company's independent auditors. The Audit Committee reports regularly to the Board and to the independent directors regarding matters for which the committee has responsibility and for any other issues that the committee believes should be brought to the attention of the Board.

As prescribed in its charter, the Compensation Committee oversees the company's compensation and benefits plans, policies and programs, determines the compensation of our executive officers and administers our equity compensation plans. The Compensation Committee confers with the Audit Committee regarding the risks arising from our company's employee compensation program.

As prescribed in its charter, the Governance Committee oversees the company's corporate governance practices and assesses the Board's composition and performance.

Corporate Governance Guidelines

The company monitors developments in the area of corporate governance and routinely reviews its processes and procedures in light of such developments. Accordingly, the company reviews federal laws affecting corporate governance, such as the Sarbanes-Oxley Act of 2002 and the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, as well as

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various rules promulgated by the SEC and the NASDAQ Stock Market. The company believes that it has procedures and practices in place which are designed to enhance and protect the interests of its stockholders.

The Board of Directors has approved Corporate Governance Guidelines for the company. The Corporate Governance Guidelines, which can be found on the company's website at [www.formfactor.com](http://www.formfactor.com), address the following matters:

- The size of the Board of Directors;
- Frequency of meetings of the Board of Directors;
- Committees of the Board of Directors;
- The requirement that the Board of Directors be comprised of a majority of independent directors;
- The requirement that the Audit and Compensation Committees of the Board of Directors be comprised entirely of independent directors;
- Guidelines for determining director independence;
- A director nominee receiving a greater number of votes "withheld" than vote "for" in an uncontested election of directors;
- Limits on the number of other public company boards on which directors may serve;
- Executive sessions of the Board of Directors wherein non-management directors meet as a group without the presence of management directors;
- Conflicts of interests;
- The requirement that the performance of the Chief Executive Officer be evaluated annually and reviewed by the non-management directors;
- Change in position or responsibility in a director's principal occupation;
- Stock holding requirements for directors and for executive officers;
- Review of the performance of individual directors; and
- Other matters uniquely germane to the work and responsibilities of the Board of Directors.

#### Director Education

Pursuant to the company's Corporate Governance Guidelines, the Board of Directors is provided with, and encouraged to participate in, continuing education.

#### Codes of Ethics

In addition to the Corporate Governance Guidelines, the Board of Directors has adopted a Statement of Corporate Code of Business Conduct that applies to our directors, officers and employees, and a Statement of Financial Code of Ethics that applies to our Chief Executive Officer, Chief Financial Officer and the employees in our finance department. Our directors, officers and employees are also subject to our Statement of Policy Regarding Insider Trading and our Statement of Policy Regarding Related Person Transactions. We provide periodic training to our employees regarding our codes and various company policies. In addition, we have adopted a Statement of Policy Regarding Reporting Corporate Code Violations (Complaints, Concerns and Whistleblowers) that is designed to ensure that all of our directors, officers and employees observe high standards of personal and business ethics consistent with the Code of Business Conduct, the Code of Ethics and our other company policies, and to provide for our directors, officers, employees and others to report violations or suspected violations of our company policies without fear of harassment, retaliation or adverse employment consequences. Our policies and governance guidelines are posted on our website at [www.formfactor.com](http://www.formfactor.com).

#### Stock Ownership Guidelines

In an effort to more closely align the company's non-management directors' and executives' financial interests with those of our stockholders, the Board of Directors has established stock ownership guidelines for non-management directors and executive officers. Our Corporate Governance Guidelines state that (i) each non-employee director should hold at least the greater of (a) 5,000 shares or (b) shares equal in value to three times (3x) the annual cash retainer for service as a director; (ii) the chief executive officer shall hold at least the greater of (a) 10,000 shares or (b) shares equal in value to three times (3x) the chief executive officer's annual base salary; and (iii) each "executive officer" (other than the chief executive officer) should



hold at least the greater of (a) 10,000 shares or (b) shares equal in value to two times (2x) the executive officer's annual base salary. Shares counted for this purpose include shares owned by the director or executive officer, shares owned jointly with, or separately by, spouse and/or minor children, including shares held in trusts, and vested, unreleased restricted stock units. Beginning April 2011, then-current members of the Board and executive officers were given five years to meet these ownership guidelines. Persons joining the Board or becoming executive officers after April 2011 have five years, from the time they become Board members or executive officers, as applicable, to meet the ownership guidelines. In the event the requisite number of shares is increased by the Board, Board members and executive officers, as applicable, will have three years from the time of the increase to acquire any additional shares needed to meet such revised guidelines.

As of December 26, 2015, all of our non-employee directors have met these stock ownership guideline or are still within the phase-in period.

#### Independence of Directors

Our Board of Directors has determined that each of our directors is independent, other than Mr. St. Dennis, our Chairman and Dr. Slessor, our CEO. In particular, this independence determination includes our newest director Ms. Steven-Waiss, who does not have any family relationships with any director, executive officer, or person nominated or chosen by the Company to become a director or executive officer of the Company and is also not a party to any transaction required to be disclosed pursuant to Item 404(a) of Regulation S-K. We define "independent directors" pursuant to the rules of the U.S. Securities and Exchange Commission, or the SEC, and the NASDAQ Stock Market. To be considered independent, a director cannot be an officer or employee of our company or its subsidiaries, and cannot have a relationship with our company or its subsidiaries that, in the opinion of our Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director. In making the "independence" determination, our Board considered all relevant facts and circumstances, including the director's commercial, industrial, banking, consulting, legal, accounting, charitable and familial relationships. Our Board consults with our company's legal counsel to ensure that its determinations are consistent with all relevant laws, rules and regulations regarding the definition of "independent director," including applicable securities laws and the rules of the SEC and NASDAQ Stock Market.

Mr. DeLateur, served as our chief financial officer from May 2010 to May 16, 2011. As of the date of the 2016 annual meeting, it will have been more than five years since he ceased serving as an officer or had any other relationship (other than in his capacity as a director) with the company.

#### Board Meetings

We set the dates and times of our Board of Directors and Board committee meetings in advance of each fiscal year. During fiscal year 2015, our Board of Directors held six (6) meetings, including telephone conference meetings. During fiscal year 2015, each of the directors attended at least 75% of the meetings of the Board of Directors and each committee on which he or she served during the year. For the member of the Board of Directors that did not serve on the Board of Directors for the entire fiscal year 2015, such director attended at least 75% of the meetings of the Board of Directors and each committee on which she served during that portion of the year during which the such director was a member of the Board of Directors.

The independent and non-executive members of our Board of Directors meet regularly in executive sessions outside of the presence of management. The independent and non-executive members met regularly prior to, and/or after, regularly scheduled meetings of the Board of Directors during fiscal year 2015. The independent and non-executive members also conducted telephonic meetings and/or updates during fiscal year 2015.

#### Committees of the Board of Directors

Our Board of Directors has established three standing committees: (1) the Audit Committee, (2) the Compensation Committee, and (3) the Governance Committee. Members of each of the standing committees are set forth in the table above under "Board of Directors." Each committee has adopted a charter, which it reviews and assesses at least annually. Our Board of Directors has approved the charters of its committees. A copy of the charter of each active committee is posted on our company's website at [www.formfactor.com](http://www.formfactor.com). As stated below, the Board does not have a



separate nominating committee in light of its relatively small size, and nominations to our Board of Directors are determined by the independent members of the Board.

Audit Committee. The Audit Committee oversees our company's accounting and financial reporting processes and the audits of our financial statements, including oversight of our systems of internal controls and disclosure controls and procedures, compliance with legal and regulatory requirements, our internal audit function and the selection, compensation and evaluation of our independent registered public accounting firm.

**Audit Committee Membership.** The members of our Audit Committee are Messrs. Maier, Rogas, and Zellner, with Mr. Zellner serving as the chairperson.

Our Board of Directors has determined that each member of the Audit Committee is independent within the meaning of the rules of the Securities and Exchange Commission and the NASDAQ Stock Market, and is able to read and understand fundamental financial statements as contemplated by such rules. Our Board of Directors has also determined that both Messrs. Zellner and Maier are audit committee financial experts within the meaning of the rules of the Securities and Exchange Commission and that each is financially sophisticated within the meaning of the rules of the NASDAQ Stock Market.

The Audit Committee met eight (8) times, including four (4) telephone conference meetings, during fiscal year 2015.

**Compensation Committee.** The Compensation Committee oversees our company's compensation and benefit plans, policies and programs, determines the compensation of our named executive officers and administers our equity plans. In addition, our Compensation Committee makes recommendations to the Board regarding appropriate compensation of our non-employee directors. For more information about the role of our Compensation Committee and our independent compensation consultant in determining executive compensation, see "Compensation Discussion and Analysis."

**Compensation Committee Membership.** The members of our Compensation Committee are Messrs. Maier, Rogas, Zellner and Ms. Steven-Waiss, with Mr. Rogas serving as the chairperson. Ms. Steven-Waiss joined the Compensation Committee in August 2015.

Our Board of Directors has determined that each member of the Compensation Committee is independent within the meaning of the rules of the NASDAQ Stock Market. The Compensation Committee met five (5) times, including telephone conference meetings, during fiscal year 2015.

**Governance Committee.** The Governance Committee oversees our company's corporate governance practices and assesses the composition and performance of our Board and our Board committees.

**Governance Committee Membership.** The members of our Governance Committee are: Messrs. DeLateur, Rogas and Zellner and Ms. Steven-Waiss, with Mr. DeLateur serving as the chairperson.

Our Board of Directors has determined that each member of the Governance Committee is independent within the meaning of the rules of the NASDAQ Stock Market. The Governance Committee met four (4) times during fiscal year 2015.

#### Director Compensation

The form and amount of compensation paid to our non-executive directors for serving on our Board and its committees is designed to be competitive in light of industry practices and the obligations imposed by such service. In order to align the long-term interests of our directors with those of our stockholders, a portion of director compensation is provided in equity-based compensation. The value of total annualized compensation of our non-executive directors is targeted to be at approximately the median of our peer group of companies, which is described below under the "Compensation Discussion and Analysis" section in this Proxy Statement. The Compensation Committee reviewed the overall competitiveness of the compensation for our independent Board of Directors in 2015 based on the approved peer companies. Radford, an Aon Hewitt Company, completed an independent assessment to inform the Board's decision to make no changes to cash compensation for 2015. The Compensation Committee recommended, and the Board approved, reductions starting in fiscal 2016 to the initial, on-boarding grant for new directors as well as the annual, follow-on grant, based on the updated market information and the increase in the company's share price. In addition, the form of grant was modified to better align with the market and governance trends for Board compensation including the use of restricted stock units for both types of grants.

**2015 Director Compensation Table.** The following table presents the compensation earned or paid to our non-executive directors for fiscal year 2015, as further described below the table. Compensation paid to Dr. Slessor and Mr. Dennis for fiscal year 2015 is described under the "Compensation Discussion and Analysis" and "Executive Compensation and Related Information" sections below in this Proxy Statement.

| Name | Fees Earned or<br>Paid in Cash (\$) | Option<br>Awards | Stock<br>Awards | Total<br>(\$) |
|------|-------------------------------------|------------------|-----------------|---------------|
|------|-------------------------------------|------------------|-----------------|---------------|

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|                     |        | (\$)(2)(3) | (\$)(1)(2)(3) |         |
|---------------------|--------|------------|---------------|---------|
| Richard DeLateur    | 70,000 | —          | 84,890        | 154,890 |
| Lothar Maier        | 63,500 | —          | 84,890        | 148,390 |
| Edward Rogas, Jr.   | 76,000 | —          | 84,890        | 160,890 |
| Kelley Steven-Waiss | 14,375 | 17,842     | 62,361        | 94,578  |
| Michael W. Zellner  | 79,500 | —          | 84,890        | 164,390 |

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The stock awards are restricted stock units that we awarded to our non-executive directors under our Equity Incentive Plan as described below under "Equity Compensation". The vested portion of any award of restricted stock units will settle in shares of our common stock on the earlier of: (i) the date on which the award is fully vested, or (ii) the date that the director's engagement with our company terminates (or, if the applicable date is not a market trading day during an open trading window under our company's Statement of Policy regarding Insider Trading, thereafter on the first market trading day during an open trading window under our company's policy, but no later than March 15th of the year following the scheduled settlement date or otherwise as determined under Section 409A of the Internal Revenue Code of 1986, as amended).

(1) The amounts shown reflect the aggregate grant date fair value of all awards granted in fiscal year 2015 for financial statement reporting purposes in accordance with Financial Accounting Standards Board Topic No. ASC 718, (2) Compensation - Stock Compensation. Assumptions used in the calculation of these amounts are described in Note 11 - Stock-based Compensation to our company's consolidated financial statements in our Annual Report on Form 10-K for the fiscal year ended December 26, 2015.

(3) A summary of options and restricted stock units outstanding as of December 26, 2015 for each of our non-executive directors is as follows:

| Name                 | Stock Options Outstanding (#) | Restricted Stock Units Outstanding (#) |
|----------------------|-------------------------------|--|
| Richard DeLateur (1) | 196,570                       | 10,000                                 |
| Lothar Maier         | —                             | 10,000                                 |
| Edward Rogas, Jr.    | 6,000                         | 10,000                                 |
| Kelley Steven-Waiss  | 6,000                         | 9,000                                  |
| Michael W. Zellner   | 6,000                         | 10,000                                 |

(1) The 'Stock Options Outstanding' as reported for Mr. DeLateur includes 190,570 shares related to options granted during Mr. DeLateur's tenure ending May 16, 2011 as the company's Chief Financial Officer.

Cash Compensation. Cash compensation for our non-executive directors during fiscal 2015 is set forth in the following table:

| Compensation Element               | Fiscal Year 2015 Cash Compensation   |
|------------------------------------|--|
| Director Annual Retainer           | \$45,000   |
| Chairperson Annual Retainer        | \$25,000 for Board chairperson<br>\$22,000 for Audit Committee chairperson<br>\$15,000 for Compensation Committee chairperson<br>\$10,000 for all other committee chairpersons |
| Lead Independent Director Retainer | \$15,000   |
| Committee Member Retainer          | \$11,000 for Audit Committee member<br>\$7,500 for Compensation Committee member<br>\$5,000 for all other committee members  |

Equity Compensation. In fiscal 2015, immediately following the annual stockholders meeting, each continuing non-executive director automatically received a restricted stock unit award of 10,000 shares of common stock vesting monthly over a one year period. Upon joining the Board, Ms. Steven-Waiss received a restricted stock unit award of 9,000 shares of common stock vesting monthly over a one year period, and an option to purchase 6,000 shares, which

vest monthly over a three year period. For fiscal 2016, following the annual stockholders meeting, continuing directors will receive a restricted stock unit

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award of 9,000 shares of common stock, vesting monthly over one year, and any newly appointed director will receive a restricted stock unit award of 11,000 shares of common stock, vesting monthly over three years.

#### Compensation Committee Interlocks and Insider Participation

Non-executive directors may elect to receive a restricted stock award or restricted stock unit under our Equity Incentive Plan in lieu of payment of a portion or all of his or her annual retainer based on the fair market value of our common stock on the date the annual retainer would otherwise be paid. As of the date of this Proxy Statement, none of our directors have made such an election.

Other. We reimburse all of our directors for travel, director continuing education programs and other business expenses incurred in connection with their services as a member of our company's Board and Board committees, and extend coverage to them under our company's travel accident and directors' and officers' indemnity insurance policies. None of the members of our Compensation Committee has at any time since our incorporation been one of our officers or employees. None of our named executive officers serves or in the past has served as a member of the board of directors or compensation committee of any entity that has one or more of its executive officers serving on our Board of Directors or our Compensation Committee.

#### Consideration of Director Nominees

Nominations to our Board of Directors are determined by the independent members of the Board. The Board does not have a separate nominating committee in light of its relatively small size. The Board generally identifies nominees based upon recommendations by our directors and management. In addition, our Board also considers recommendations properly submitted by our stockholders. The Board of Directors may retain recruiting professionals to assist in the identification and evaluation of candidates for director nominees, and the company has, in the past, paid a third party to assist us in a director search process.

In selecting director nominees, our Board of Directors considers candidates based on the need to satisfy the applicable rules and regulations of the SEC and the rules of the NASDAQ Stock Market, including the requirements for independent directors and an audit committee financial expert. Our Board also evaluates candidates by assessing a number of factors, including demonstrated outstanding achievement in the prospective board member's personal career, breadth of experience, soundness of judgment, ability to make independent, analytical inquiries, diversity of viewpoints and experience, and willingness to devote adequate time. The Board of Directors uses the same standards to evaluate nominees proposed by our directors and management and will use the same standards to evaluate nominees, if any, proposed by stockholders, but has no formal policy with respect to consideration of candidates recommended by stockholders.

Stockholders can recommend qualified candidates for our Board of Directors by writing to our Corporate Secretary at FormFactor, Inc., 7005 Southfront Road, Livermore, California 94551.

After evaluating Messrs. Maier and Zellner and Ms. Steven-Waiss, our Board of Directors approved the nomination of these three current directors for election as Class I members to our Board.

#### Corporate Codes and Policies

We have adopted a Statement of Corporate Code of Business Conduct (Code of Business Conduct) that applies to our directors, officers and employees, and a Statement of Financial Code of Ethics (Code of Ethics) that applies to our Chief Executive Officer, Chief Financial Officer and the employees in our finance department. Our directors, officers and employees are also subject to our Statement of Policy Regarding Insider Trading, and our Statement of Policy Regarding Related Person Transactions. We provide periodic training to our employees regarding our codes and various company policies, which all employees are required to complete. In addition, we have adopted a Statement of Policy Regarding Corporate Code Violations (Complaints, Concerns and Whistleblowers) that is designed to ensure that all of our directors, officers and employees observe high standards of personal and business ethics consistent with the Code of Business Conduct, the Code of Ethics and our other company policies, and to provide for our directors, officers and employees to report violations or suspected violations of our company policies without fear of harassment, retaliation or adverse employment consequences. In addition, we have adopted Corporate Governance Guidelines, which identify various corporate policies and practices we have implemented. Our policies and governance guidelines are posted on our website at [www.formfactor.com](http://www.formfactor.com).

Stockholder Communications with our Board

Our stockholders may communicate with our Board of Directors, or any of our individual directors, by submitting correspondence by mail to our Corporate Secretary at FormFactor, Inc., 7005 Southfront Road, Livermore, California 94551, or

by e-mail at [corporatesecretary@formfactor.com](mailto:corporatesecretary@formfactor.com). Our Corporate Secretary or his designee will review such correspondence and provide such correspondence and/or summaries thereof, as appropriate, to our Board of Directors. Our company's acceptance and forwarding of communications to our Board does not imply that the company's directors owe or assume any fiduciary duties to persons submitting the communications. Our Corporate Secretary or his designee will handle correspondence relating to accounting, internal controls or auditing matters in accordance with our Statement of Policy Regarding Corporate Code Violations (Complaints, Concerns and Whistleblowers), which Statement is available on our company's website at [www.formfactor.com](http://www.formfactor.com). Our Governance Committee will periodically review our process for stockholders to communicate with our Board of Directors to ensure effective communications.

#### Board Attendance at Annual Meetings

We encourage the members of our Board of Directors to attend our annual meeting of stockholders, either in person or telephonically. We do not have a formal policy regarding attendance of annual meetings by the members of our Board. We may consider in the future whether our company should adopt a more formal policy regarding director attendance at annual meetings. All of our directors serving at the time of our 2015 Annual Meeting of Stockholders attended that annual meeting either in person or telephonically.



PROPOSAL NO. 2

ADVISORY APPROVAL OF THE COMPANY'S EXECUTIVE COMPENSATION

Pursuant to Section 14A of the Securities Exchange Act of 1934, we are requesting your advisory approval of the compensation of our named executive officers as disclosed in the Compensation Discussion and Analysis, the compensation tables, and the narrative discussion set forth below in this Proxy Statement. This non-binding advisory vote is commonly referred to as a "say on pay" vote. At our 2011 Annual Meeting of Stockholders, our stockholders indicated their preference to hold this non-binding advisory vote annually. The next non-binding advisory vote on executive compensation will occur at our 2017 Annual Meeting of Stockholders.

In fiscal year 2015, the Compensation Committee continued to use the 50<sup>th</sup> percentile or median of the peer group as a benchmark to make pay decisions considering salary and overall pay. By approaching pay in this manner, executives in general will only receive above market pay if warranted by performance under our cash incentive plan or our performance equity plan. In 2015, we continued a compensation practice we started in fiscal year 2012 by granting performance-based RSU's for executives which are tied to company performance over a 24-month period. Consistent with our broader growth objectives while conserving cash, our 2015 executive compensation program was designed to meet the following objectives:

1. Reducing cash compensation to the extent possible, by avoiding cash-consuming practices such as tax gross-ups, generous severance and retirement packages or guaranteed bonuses;
2. Setting aggressive targets for cash incentive compensation to encourage performance;  
Emphasizing equity compensation to align the interests of our named executive officers with those of our
3. stockholders and incentivize them to work toward our turnaround, including granting performance-based restricted stock unit awards; and
4. Emphasizing executive compensation governance policies that are aligned with the interest of our shareholders including change in control benefits that are double-trigger (i.e., require termination of employment as well as a change in control) and that are within reasonable limits, a stock ownership policy, clawback provisions, and anti-hedging/pledging provisions.

We encourage you to carefully review the "Compensation Discussion and Analysis" set forth below in this Proxy Statement for additional details on FormFactor's executive compensation, including FormFactor's compensation philosophy and objectives, as well as the processes our Compensation Committee used to determine the structure and amounts of the compensation of our named executive officers in fiscal year 2015.

We are asking you to indicate your support for the compensation of our named executive officers as described in this Proxy Statement. This vote is not intended to address any specific item of compensation, but rather the overall compensation of our named executive officers and the philosophy, policies and practices described in this Proxy Statement. Accordingly, we are asking you to vote "FOR" the approval, on an advisory basis, of the following resolution at the Annual Meeting:

"RESOLVED, that the compensation paid to FormFactor, Inc.'s named executive officers, as disclosed pursuant to the Securities and Exchange Commission's compensation disclosure rules, including the Compensation Discussion and Analysis, the compensation tables and the narrative discussion set forth in the Proxy Statement, is hereby approved." While the results of this advisory approval are not binding, the Compensation Committee will consider the outcome of the vote in deciding whether to take any action as a result of the vote and when making future compensation decisions for named executive officers.

**OUR BOARD OF DIRECTORS RECOMMENDS THAT YOU VOTE "FOR" THE APPROVAL OF THE COMPENSATION OF OUR NAMED EXECUTIVE OFFICERS AS DISCLOSED IN THIS PROXY STATEMENT.**

PROPOSAL NO. 3  
 RATIFICATION OF SELECTION OF  
 INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM  
 FOR  
 FISCAL YEAR 2016

The third proposal is to ratify the selection of KPMG LLP ("KPMG") as FormFactor's independent registered public accounting firm for fiscal year 2016. The Audit Committee of our Board of Directors has appointed KPMG as the independent registered public accounting firm to perform the audit of our financial statements for fiscal year 2016, and our stockholders are being asked to ratify such selection. Representatives of KPMG are expected to be present at the Annual Meeting, will have the opportunity to make a statement at the Annual Meeting if they desire to do so and are expected to be available to respond to appropriate questions.

Ratification by our stockholders of the selection of KPMG as our independent registered public accounting firm is not required by applicable law, our certificate of incorporation, our bylaws or otherwise. However, our Board of Directors is submitting the selection of KPMG to our stockholders for ratification as a matter of good corporate practice. If our stockholders fail to ratify this selection, our Audit Committee will reconsider whether to retain that firm. Even if the selection is ratified, our Audit Committee in its discretion may direct the selection of a different independent registered public accounting firm at any time during the year if it determines that such a change would be in the best interests of our company and stockholders.

Our Board of Directors recommends a vote FOR the ratification of the selection of KPMG LLP as our independent registered public accounting firm for fiscal year 2016.

Principal Auditor Fees and Services

Our Board of Directors is recommending a vote for ratification of the selection of KPMG as the Company's independent registered accounting firm for fiscal year 2016. The following is a summary of fees for professional services rendered to our company by KPMG, our independent registered public accountant, related to fiscal year 2015 and 2014:

|                    | 2015        | 2014      |
|--------------------|-------------|-----------|
| Audit Fees         | \$995,000   | \$937,000 |
| Audit-Related Fees | 125,000     | —         |
| Tax Fees           | —           | 25,000    |
| All Other Fees     | —           | —         |
| Total              | \$1,120,000 | \$962,000 |

**Audit Fees.** Audit Fees consist of fees billed for professional services rendered for the audit of our annual consolidated financial statements for fiscal years 2015 and 2014, the audit of the effectiveness of our internal control over financial reporting, and the review of our consolidated financial statements included in our Form 10-Q quarterly reports for fiscal years 2015 and 2014. Audit fees also include services that are normally provided by the independent registered public accounting firm in connection with statutory and regulatory filings or engagements for those fiscal years.

**Audit-Related Fees.** Audit-Related Fees consist of fees billed for assurance and related services that are traditionally performed by the independent registered public accountant and are not reported under "Audit Fees." For fiscal year 2015, such fees were for services in connection with due diligence relating to a possible acquisition that was subsequently not pursued by the company.

**Tax Fees.** Tax Fees consist of fees billed for professional services for tax compliance, tax preparation, tax advice and tax planning. These services consist of assistance regarding federal, state and international tax compliance, assistance with the preparation of various tax returns, research and design tax study and international compliance. We did not incur any such fees for fiscal 2015.

**All Other Fees.** All Other Fees consist of fees for products and services other than the services reported above. For fiscal year 2015 and 2014, respectively, we did not incur any such fees.



**Pre-Approval of Audit and Non-Audit Services of Auditor**

Our Audit Committee's policy is to pre-approve all audit and permissible non-audit services provided by our independent registered public accounting firm. These services may include audit services, audit-related services, tax services and other services. Pre-approval is generally provided for up to one year and any pre-approval is detailed as to the particular service or category of services and is generally subject to a specific budget. Our independent registered public accounting firm and management are required to periodically report to our Audit Committee regarding the extent of services provided by our independent registered public accounting firm in accordance with this pre-approval, and the fees for the services performed to date. Our Audit Committee may also pre-approve particular services on a case-by-case basis. All of the services described above with respect to Audit Fees, Audit-Related Fees and Tax Fees for fiscal 2015 and 2014 were pre-approved by our Audit Committee pursuant to its pre-approval policy.

SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT  
AND RELATED STOCKHOLDER MATTERS

Beneficial Ownership of our Securities

The following table presents information regarding the beneficial ownership of our common stock as of March 23, 2016 for:

- each person or entity known by us to own beneficially more than 5% of our common stock;
- each of our directors;
- each of our named executive officers; and
- all of our directors and named executive officers as a group.

The percentage of beneficial ownership for the following table is based on 58,912,756 shares of our common stock outstanding as of March 23, 2016. Beneficial ownership is determined under the rules and regulations of the Securities and Exchange Commission and does not necessarily indicate beneficial ownership for any other purpose. Under these rules, beneficial ownership includes those shares of common stock over which the stockholder has sole or shared voting or investment power. It also includes shares of common stock that the stockholder has a right to acquire within 60 days of March 23, 2016 through the exercise of any option, unit or other right. The percentage ownership of the outstanding common stock, however, is based on the assumption, expressly required by the rules and regulations of the Securities and Exchange Commission, that only the person or entity whose ownership is being reported has exercised options, units or other rights into shares of our common stock.

To our knowledge, except under community property laws or as otherwise noted, the persons named in the table below have sole voting and sole investment power with respect to all equity beneficially owned. Unless otherwise indicated, each director, named officer and 5% stockholder listed below maintains a mailing address of c/o FormFactor, Inc., 7005 Southfront Road, Livermore, California 94551.

| Beneficial Owner  | Number of Shares<br>Beneficially<br>Owned | Percentage of<br>Shares<br>Beneficially<br>Owned |   |
|---|---|--|---|
| PRIMECAP Management Company (1)   | 8,222,918                                 | 13.96  | % |
| Vanguard Horizon Funds—Vanguard Capital Opportunity Fund (2)                | 5,809,700                                 | 9.86   | % |
| The Vanguard Group, Inc. (3)  | 4,074,161                                 | 6.92   | % |
| Dimensional Fund Advisors LP (4)  | 3,844,567                                 | 6.53   | % |
| BlackRock, Inc. (5)   | 3,282,916                                 | 5.57   | % |
| AllianceBernstein L.P. (6)  | 3,264,342                                 | 5.54   | % |
| Thomas St. Dennis (7)   | 668,120                                   | 1.12   | % |
| Michael D. Slessor (8)  | 343,566                                   | *  |   |
| Michael M. Ludwig (9)   | 291,437                                   | *  |   |
| Richard DeLateur (10)   | 228,570                                   | *  |   |
| Lothar Maier (11)   | 60,000                                    | *  |   |
| Edward Rogas, Jr. (12)  | 56,000                                    | *  |   |
| Michael W. Zellner (13)   | 54,000                                    | *  |   |
| Kelley Steven-Waiss (14)  | 3,750                                     | *  |   |
| Stuart Merkadeau (15)   | 78,629                                    | *  |   |
| All current directors and executive officers as a group (8 persons)<br>(16) | 1,705,443                                 | 2.84   | % |

\*Represents beneficial ownership of less than 1%.

(1) As reported in Amendment No. 11 to Schedule 13G/A of PRIMECAP Management Company reflecting beneficial ownership as of December 31, 2015, which was filed on February 12, 2016 with the Securities and Exchange



Commission. The address of PRIMECAP Management Company is 225 South Lake Avenue, #400, Pasadena, California 91101.

(2) As reported in Amendment No. 11 to Schedule 13G/A of Vanguard Horizon Funds-Vanguard Capital Opportunity Fund reflecting beneficial ownership as of December 31, 2015, which was filed on February 9, 2016 with the Securities and Exchange Commission. The address of Vanguard Horizon Funds-Vanguard Capital Opportunity Fund is 100 Vanguard Boulevard, Malvern, Pennsylvania 19355.

(3) As reported in Amendment No. 4 to Schedule 13G/A of The Vanguard Group, Inc. reflecting beneficial ownership as of December 31, 2015, which was filed on February 10, 2016 with the Securities and Exchange Commission. The address of The Vanguard Group, Inc. is 100 Vanguard Boulevard, Malvern, Pennsylvania, 19355.

(4) As reported in Amendment No. 2 to Schedule 13G/A of Dimensional Fund Advisors LP reflecting beneficial ownership as of December 31, 2015, which was filed on February 9, 2016 with the Securities and Exchange Commission. The address of Dimensional Fund Advisors LP is Building One, 6300 Bee Cave Road, Austin, Texas, 78746.

(5) As reported in Amendment No. 6 to Schedule 13G/A of BlackRock, Inc. reflecting beneficial ownership as of December 31, 2015, which was filed on January 26, 2016 with the Securities and Exchange Commission. The address of BlackRock, Inc. is 55 East, 52nd Street, New York, New York 10055.

(6) As reported in Schedule 13G of AllianceBernstein L.P. reflecting beneficial ownership as of December 31, 2015, which was filed on February 16, 2016 with the Securities and Exchange Commission. The address of AllianceBernstein L.P. is 1345 Avenue of the Americas, New York NY 01015.

(7) Represents 28,120 shares held directly by Mr. St. Dennis, 600,000 shares issuable upon exercise of options, and 40,000 units convertible to common stock, all of which shares and units will be vested within 60 days of March 23, 2016.

(8) Represents 197,733 shares held directly by Dr. Slessor, 112,500 shares issuable upon exercise of options, and 33,333 units convertible to common stock, all of which shares and units will be vested within 60 days of March 23, 2016.

(9) Represents 146,437 shares held directly by Mr. Ludwig, 115,000 shares issuable upon exercise of options, and 30,000 units convertible to common stock, all of which shares and units will be vested within 60 days of March 23, 2016.

(10) Represents 22,000 shares held directly by Mr. DeLateur, 196,570 shares issuable upon exercise of options, and 10,000 units convertible to common stock, all of which shares and units will be vested within 60 days of March 23, 2016.

(11) Represents 12,000 shares held by the Maier Family Revocable Trust, 38,000 shares held directly by Mr. Maier and 10,000 units convertible to common stock, all of which shares and units will be vested within 60 days of March 23, 2016.

(12) Represents 40,000 shares held directly by Mr. Rogas, 6,000 shares issuable upon exercise of options, and 10,000 units convertible to common stock, all of which shares and units will be vested within 60 days of March 23, 2016.

(13) Represents 38,000 shares held directly by Mr. Zellner, 6,000 shares issuable upon exercise of options, and 10,000 units convertible to common stock, all of which shares and units will be vested within 60 days of March 23, 2016.

(14) Represents 1,500 shares issuable upon exercise of options by Ms. Steven-Waiss, and 2,250 units convertible to common stock, all of which shares and units will be vested within 60 days of March 23, 2016.

(15) Based on information known to the company as of his departure from the company on June 1, 2015.

(16) Represents 522,290 shares held directly or in a revocable trust by the company's directors and named executive officers as a group, 1,037,570 shares issuable upon exercise of options, and 145,583 units convertible into common stock, all of which shares and units will be vested and exercisable within 60 days of March 23, 2016.

#### Equity Compensation Plans

The following table sets forth certain information, as of December 26, 2015, concerning securities authorized for issuance under all equity compensation plans of our company:

| Plan Category  | Number of Securities to be issued upon exercise of outstanding options, warrants and rights | Weighted-average exercise price of outstanding options, warrants and rights | Number of securities remaining available for future issuance under equity compensation plans (excluding securities reflected in column (a)) |     |
|--|---|---|---|-----|
|  | (a)   | (b)   | (3)   | (4) |
| Equity Compensation plans approved by our stockholders(1)  | 4,898,333   | (2) \$ 9.40   | 7,778,823   |     |
| Equity compensation plans not approved by our stockholders | —   | —   | —   |     |
| Total  | 4,898,333   | \$ 9.40   | 7,778,823   |     |



(1) Includes our Equity Incentive Plan and the Employee Stock Purchase Plan.

Represents 2,320,195 shares subject to outstanding options, 1,998,144 shares subject to outstanding time-based restricted stock units, and 579,994 shares subject to unearned performance-based restricted stock units. The

(2) unearned performance-based restricted stock units reflect the "Target" number of units that can be earned based on the award metric. Actual units earned may vary from 0% - 125% of the "Target" number. Excludes securities that may be issued under our Employee Stock Purchase Plan.

(3) Excludes outstanding restricted stock units, both "time" and "performance" based awards, which do not have an exercise price.

Represents, as of December 26, 2015, 5,753,791 shares of our common stock reserved for future issuance under our Equity Incentive Plan and 2,025,032 shares of our common stock reserved for future issuance under our

(4) Employee Stock Purchase Plan. Securities available for future issuance under the Equity Incentive Plan reflects unearned performance-based restricted stock unit awards based on the metric "Target" level. Securities available for issuance will be adjusted accordingly based on the actual units earned.

## REPORT OF THE AUDIT COMMITTEE

The Audit Committee oversees FormFactor's accounting and financial reporting processes on behalf of our Board of Directors. FormFactor's management has primary responsibility for the preparation and integrity of our company's consolidated financial statements, for implementing systems of internal control over financial reporting and for other financial reporting-related functions. The company's independent registered public accounting firm for fiscal 2015, KPMG LLP, is responsible for performing an independent audit of FormFactor's consolidated financial statements, expressing an opinion, based upon its audit, as to the conformity of such financial statements with generally accepted accounting principles in the United States and attesting to the effectiveness of FormFactor's internal control over financial reporting.

In discharging its oversight responsibility, the Audit Committee has reviewed and discussed, with our management and KPMG LLP, the audited consolidated financial statements of FormFactor as of and for the year ended December 26, 2015, including a discussion of the quality of FormFactor's financial reporting and internal control over financial reporting, as well as the selection, application and disclosure of critical accounting policies. In addition, the Audit Committee has reviewed and discussed the reports of FormFactor's internal audit function and the performance of the internal audit function during fiscal year 2015.

The Audit Committee has discussed with KPMG LLP, with and without the company's management present, the matters required to be discussed by Public Company Accounting Oversight Board Auditing Standard No. 16 "Communications with Audit Committees" including the judgment of KPMG LLP as to the quality of our company's financial reporting, effectiveness of internal control over financial reporting and such other matters as are required to be discussed with the Audit Committee under generally accepted auditing standards.

The Audit Committee has received and reviewed the written disclosures and the letter from KPMG LLP required by the applicable requirements of the Public Company Accounting Oversight Board regarding the independent accountant's communications with the audit committee concerning independence, and has discussed with KPMG LLP the independent accountant's independence.

Based on the above-mentioned reviews and discussions, the Audit Committee has recommended to our Board of Directors that FormFactor's consolidated financial statements as of and for the year ended December 26, 2015 be included in the company's Annual Report on Form 10-K for the year ended December 26, 2015.

Submitted by the Audit Committee

Michael W. Zellner, Chairperson

Lothar Maier

Edward Rogas, Jr.

## COMPENSATION DISCUSSION AND ANALYSIS

### Introduction

This compensation discussion and analysis describes FormFactor's compensation program for its named executive officers. FormFactor's named executive officers for fiscal year 2015 ("fiscal 2015") were Michael D. Slessor, our Chief Executive Officer or CEO, Michael Ludwig, our Chief Financial Officer or CFO, Thomas St. Dennis, our Executive Chairman, and Stuart Merkadeau, our former Senior Vice President, General Counsel.

### Executive Summary

#### Compensation Governance

**Independence.** The Compensation Committee is comprised solely of independent directors. Additionally, the Compensation Committee's independent compensation consultant is retained directly by the Compensation Committee and performs no other services for our company's management. No work performed by our independent compensation consultant in fiscal 2015 raised a conflict of interest as assessed by the Committee.

**Stock Ownership Guidelines.** We have adopted stock ownership guidelines for our chief executive officer of at least the greater of (a) 10,000 shares or (b) shares equal in value to three times (3x) the chief executive officer's annual base salary, and for our other named executive officers of at least the greater of (a) 10,000 shares or (b) shares equal in value to two times (2x) the executive officer's annual base salary.

**Performance Based Compensation.** Payment of bonuses to our named executive officers and vesting of a portion of their equity compensation depends on the financial performance of the company.

**Double-Trigger Change in Control Provision.** The change in control and severance agreements provided to certain senior executives including the NEOs, have "double-trigger" provisions and the level of severance is within or below standard levels. We do not provide any tax gross ups to our named Executive Officers in the event of a change in control.

**No Hedging or Pledging.** Our insider trading policy generally prohibits hedging of company stock or pledging company stock as collateral of any loan.

**Clawback Policy.** The Compensation Committee has adopted a clawback policy directed to incentive-based cash compensation based on the applicable sections of the Dodd-Frank Wall Street Reform and Consumer Protection Act.

**Prohibition of Repricings.** Our Equity Incentive Plan prohibits stock option and stock appreciation rights, or SARs, repricings without the approval of stockholders, and we are seeking approval of a prohibition directed to the cashing out of SARs under the plan.

**Limited Perquisites.** We did not pay special benefits or perquisites to our named executive officers in fiscal 2015.

**Risk Analysis.** Compensation programs are structured to avoid inappropriate risk taking by our executives, and all employees, by having the appropriate pay philosophy, peer group and market positioning to support reasonable business objectives. As a result, the Compensation Committee and its independent consultant have concluded that the risks arising from our company's employee compensation program are reasonable, in the best interest of our stockholders, and not likely to have a material adverse effect on our company.

**Executive Compensation Philosophy.** The Compensation Committee of our Board of Directors oversees our company's executive compensation program and ensures that our named executive officers are compensated in a manner consistent with our business strategy, competitive market practice, sound corporate governance principles and stockholder interests. The core of our executive compensation philosophy is to pay-for-performance.

Stockholder support for "Say on Pay" was 95.66% approval at the 2015 Annual Meeting. The Compensation Committee has determined that it will continue to apply the same philosophy and guiding principles to its fiscal 2016 executive compensation program. The Compensation Committee will continue to consider stockholder concerns and feedback in the future. See also "Fiscal 2016 Compensation Approach", below, for a description of additional employee compensation principles.

**Elements of Executive Compensation.** Our compensation focuses on total direct compensation, which consists of three primary components: (i) base salary, (ii) annual cash incentives and (iii) long-term equity incentives. We target

our total direct

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compensation percentiles at the 50<sup>th</sup> percentile or median to ensure the overall package is competitive. We provide base salaries that are, generally at market-competitive levels so that we can attract and retain superior executives and managers in an extremely competitive environment for qualified talent. We consider a number of factors when setting pay including the level and form of pay provided in the market and at our peer companies. The Compensation Committee takes a holistic view on setting pay to ensure the overall program is meeting the company's objectives and to provide the Compensation Committee and our Chief Executive Officer with the necessary flexibility to structure individual compensation packages that are within market standards. In addition, we provide our executive officers a variety of benefits that are generally available to all employees.

- base salary targeted at approximately the 50<sup>th</sup> percentile of our peer companies;
- semi-annual performance-based cash incentives that will only be awarded if we achieve the pre-determined financial goals as approved by the Compensation Committee; and

- long-term, performance-based equity incentive awards that are issued in the form of time-vested RSUs for retention and to reinforce our ownership culture, as well as performance-contingent RSUs to reinforce long-term performance and delivering value for our shareholders over time. Long-term incentives make up a larger portion of total direct compensation therefore awards levels are typically set to approximate the 50<sup>th</sup> percentile to ensure the overall pay program is competitive.

**Fiscal 2015 Performance and Impact on Executive Compensation.** During fiscal 2015, revenues increased by \$13.8 million or 5% to \$282.4 million from \$268.5 million in 2014. Our net loss decreased by \$17.7 million or 92% to \$(1.5) million from \$(19.2) million in 2014. Our gross profit margins and operating profit margins also improved in fiscal 2015 as a result of our increasing revenues and ongoing initiatives to reduce manufacturing overhead costs, lower production material costs and reduce operating expenses. Overall, we experienced an improvement in our financial and operational performance during fiscal 2015, as compared to fiscal 2014 as our business continued to gain momentum through strong demand from our customers and continued improvements in our execution.

Our cash, cash equivalents and marketable securities and restricted cash totaled \$188.0 million as of December 26, 2015, as compared to \$164.3 million at December 27, 2014. The increase in our cash, cash equivalents and marketable securities was primarily due to higher revenues and improved operating results net of investments in working capital to grow revenues. We generated cash after stock repurchases of \$23.8 million in fiscal 2015 as compared to \$12.7 million for fiscal 2014. Based on the Company's performance, the named executive officers earned bonuses, which were directly tied to pre-set objective goals of Company performance for each quarter of fiscal 2015. Because the achievement of our financial goals were below the target level, each eligible named executive officer received a below-target cash bonus under the applicable bonus plan. Our Actual Total Direct Cash compensation (base salary and annual cash incentives) for our CEO was between the 50<sup>th</sup> and 75<sup>th</sup> percentile of our peer group. All other named executive officers were at approximately the 50<sup>th</sup> percentile of our peer group for fiscal 2015, based upon the Company's financial performance.

#### Compensation Framework

##### Compensation Objectives

We are committed to a compensation philosophy that is market-competitive and ensures that our named executive officers and other employees share in our company's success. Our executive compensation plans, policies and programs are designed to achieve three primary objectives:

- Attract, retain and motivate highly skilled individuals based upon their contribution to the success of our company, and that of our stockholders;

- Drive outstanding achievement of business objectives and reinforce our company's strong pay-for-performance culture; and

- Align our named executive officers' interests with the long-term interests of our shareholders with a focus on performance that drives value creation for our stockholders.

##### Target Pay Position/Mix of Pay

Our compensation program is comprised of a combination of base salary, semi-annual variable pay-for-performance cash incentive payments, and long-term equity grants. Each of these components is discussed in greater detail below under "Compensation Decisions". We have a target for setting base salary to ensure the program is competitive to

attract and retain executives that can drive performance at the company. We use the 50<sup>th</sup> percentile as a market reference point when compared to our peer companies as provided by our independent consultant. We have shifted our focus to total direct compensation, to factor in all aspects of pay including salary, cash incentives, time and performance based long-term incentives to ensure the program, in aggregate is competitive. The Compensation Committee does not have a specific formula that is used between the elements

of pay, applying the necessary business judgment required to balance the needs of management in leading the business with those of our shareholders to drive near term and long term performance. Our strategy has been to examine peer group compensation practices, and with an understanding of those practices, create an appropriately leveraged, variable compensation program for our named executive officers. The Compensation Committee believes this approach best supports the pay-for-performance culture, and in turn, the creation of stockholder value over time. Our emphasis on variable, or at-risk, compensation ensures that our named executive officers, subject to retention needs, receive target or above-target compensation only to the extent that our company's performance goals have been achieved or exceeded.

Our compensation philosophy in 2015 continues to have a focus on pay for performance. We closely align the compensation paid to our named executive officers with achievement of both near- and long-term financial goals. In fiscal 2015, we structured our compensation mix such that approximately 80% of the target compensation paid to our CEO, and 50% for our CFO, was in the form of performance based pay which is in the form of variable cash bonuses tied to company performance, stock options which only have value if we increase the value of the company, and performance-contingent equity awards tied to company performance. The Compensation Committee views both stock options as performance based since they align our executives with value created for our shareholders in addition to requiring the executive to perform in his current role to be eligible to vest in the award.

#### Compensation Benchmarking

The Compensation Committee examines the compensation practices of a peer group of companies, supplemented by various survey data, to assess the competitiveness of all elements of our executive officer compensation programs. In January 2015, the Compensation Committee, with the assistance of its independent compensation consultant, Radford, an Aon Hewitt Company, completed its annual review of our peer group. Based on the Compensation Committee's review and advice of Radford, our peer group for fiscal 2015 consisted of 20 companies for purposes of determining the competitiveness of our named executive officer compensation in fiscal 2015. The Compensation Committee maintained the general framework for selecting peer companies after considering the practices of outside investors and several governance groups.

#### 2015 Peer Group

| Global Industry Classification Standard Code                | Trailing 12-Months Revenue Range | Market Capitalization Range   |
|---|----------------------------------|-------------------------------|
| Semiconductor—45301020 and Semiconductor equipment—45301010 | \$125 million - \$650 million    | \$150 million - \$1.6 billion |
| Advanced Energy Industries                                  | Emcore                           | Photronics                    |
| Applied Micro Circuits                                      | Entropic                         | Rudolph Technologies          |
| Axcelis Technologies  | Integrated Silicon Solutions     | Sigma Designs                 |
| Brooks Automation   | IXYS Corporation                 | Ultra Clean Holdings          |
| Cabot Microelectronics                                      | Mattson Technology*              | Ultratech*                    |
| Cascade Microelectronics*                                   | Nanometrics                      | Xcerra                        |
| COHU  | Pericom Semiconductor            |                               |

#### \*Peer Group updates for 2015

In selecting the specific companies, the committee considered the objective criteria, whether the company was considered a peer by ISS, as well as if the company considered FormFactor a peer. For the 2015 peer group, FormFactor's revenue was at the 55<sup>th</sup> percentile against the peer group with the market capitalization falling at the 63<sup>rd</sup> percentile at the time that the group was approved.

#### Compensation Decisions

The Compensation Committee retains all rights to determine all matters of executive compensation and benefits, but has delegated, to our Chief Executive Officer and the company's Human Resources department, the responsibility of issuing equity grants to new hires based on a pre-approved schedule and grant guideline. The independent compensation consultant hired by the Compensation Committee, Radford, is retained directly by the Compensation

Committee and currently serves as its independent compensation consultant. Radford works directly with the Compensation Committee, and not on behalf of our company's management, to provide advice and recommendations on competitive market practices and specific compensation decisions. In 2015, Radford did not provide our company's management with any services. The company subscribes to

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Radford's technology survey to gain access to data needed for benchmarking across the company. The Compensation Committee determined that their retention of Radford did not raise a conflict of interest.

#### Compensation Components

##### Fiscal 2015 CEO Transition Arrangements.

Mr. Slessor was appointed CEO to start fiscal 2015. As a result, as described below, his salary increased to reflect this promotion and his target bonus was increased to 100% of salary consistent with our practices for CEO compensation. Also, he received promotional equity grants as further described below.

Upon Mr. Slessor's appointment as CEO, Mr. St. Dennis agreed to become our Executive Chairman. Mr. St. Dennis' base salary in this role was initially \$350,000, reflecting that he would provide continuing advisory support for an undetermined transition period. During the fiscal year, as his role involved less of a day-to-day role, his compensation was reduced accordingly. Therefore, the compensation amounts for Mr. St. Dennis for fiscal 2015 reflect a combination of his different roles during the year. Mr. St. Dennis earned a bonus of \$69,606 under our executive bonus program in the first half of fiscal 2015 based on the targets in the executive bonus plan that were previously determined by the Compensation Committee, and milestone achievements determined by the Compensation Committee in 2015. His equity grant of 10,000 RSUs was determined primarily based on the amount given to non-executive directors because his role was anticipated to ultimately transition away from an executive position. For fiscal 2016, it is expected that he will be compensated as a non-executive director.

##### Base Salary

Base salaries are designed to provide market-competitive, fixed compensation, which allows us to attract and retain the highly skilled executive officers required to drive business results and stockholder value.

The Compensation Committee typically reviews base salary rates for our named executive officers annually at the second quarter meeting and at other meetings, when an executive is considered for promotion. Salary rates and any annual adjustments are determined by the Committee based on a number of factors, including level of responsibility, expertise, and experience of the individual, internal equity, individual and company performance, competitive conditions in the industry, and salary norms for individuals in comparable positions at comparable companies. The executive compensation policy is to be competitive with the market, which we have defined as being at the 50<sup>th</sup> percentile of our peer group. During fiscal 2015 the actual base salary provided to our named executive officers fell between the 25<sup>th</sup> and 50<sup>th</sup> percentiles of the peer group. For a specific incumbent the actual base salary level may be above or below a specific level depending on a number of factors particularly experience, performance and the Company's cash flow considerations. The Committee also considers recommendations made by our Chief Executive Officer regarding salary rate adjustments for his direct reports. Discussions regarding the compensation of each named executive officer, including our Chief Executive Officer, are held outside of his presence. Mr. Slessor's base salary increased to \$450,000 (from \$350,000) for fiscal 2015 to reflect his promotion to Chief Executive Officer. The base salaries for Messrs. Ludwig and Merkadeau remained unchanged at \$300,000 and \$290,000, respectively.

##### Bonus

We provide a semi-annual bonus opportunity through our company's Employee Incentive Plan which awards cash bonuses to our named executive officers and other employees based upon the achievement of quarterly corporate and, in some cases, individual performance objectives. For fiscal 2015, the Employee Incentive Plan and bonuses for the named executive officers depended (solely) upon meeting pre-defined financial metric objectives defined in relation to operating income. If the company did not achieve the financial performance goals, the actual total cash compensation would be below the 50<sup>th</sup> percentile, and if the company's exceeded goals, there was an opportunity to be rewarded above the 50<sup>th</sup> percentile. This approach is aligned with the company's pay for performance philosophy. For 2015, the company achieved varying levels of performance in each quarter as illustrated below. Based on this performance, the actual bonus awards were below the target which the Compensation Committee believed was an appropriate alignment with performance. The following table shows the level of achievement against our financial goals for each quarter:

| Financial Metric | Q1          | Q2          | Q3          | Q4          |   |
|------------------|-------------|-------------|-------------|-------------|---|
|                  | Achievement | Achievement | Achievement | Achievement |   |
| Operating Income | 79.7        | % 90.9      | % 52.2      | % 78.8      | % |



## Equity

Our Equity Incentive Plan authorizes the award of stock options, restricted stock and market performance based restricted stock units to our named executive officers. Equity awards to our officers are made at the discretion of the Compensation Committee in accordance with the Equity Incentive Plan and our company's equity grant guidelines. Compensation tied to the performance of our company's common stock is used to reward performance and contributions to our company, as well as for retention purposes.

The Compensation Committee believes that equity compensation is a very important component of our pay-for-performance compensation philosophy, and is an effective way to align compensation for named executive officers over a multi-year period directly with the interests of our company's stockholders by motivating and rewarding creation and preservation of stockholder value. Equity awards to our named executive officers are generally made on an annual basis, along with the annual equity awards made to other employees of our company. All annual grants are historically approved at a regularly scheduled meeting of the Compensation Committee under our guidelines for equity awards and issued during an open trading window under our company's insider trading policy. The Compensation Committee also considers and grants equity awards for special situations, such as promotions, from time to time.

### Fiscal 2015 Equity Awards

In fiscal 2015, the Compensation Committee chose to continue issuing the annual equity awards in the form of restricted stock units to named executive officers and to high performing/high impact employees. Restricted stock units were awarded because their value is directly impacted by all stock price changes and therefore tied directly to shareholder value. Restricted stock unit awards are also potentially less dilutive to shareholders than stock option equity awards. Additionally, awards of market performance-based restricted stock units were given to our named executive officers in fiscal 2015, constituting the majority of their annual equity awards. These performance-based restricted stock unit awards also reward company performance against industry standards.

The fiscal 2015 annual equity grants delivered to our named executive officers represented grant values between the 50<sup>th</sup> and 75<sup>th</sup> percentile of our fiscal 2015 peer group. Subject to the officer's continued service with our company, the time-based restricted stock unit awards will vest annually over a period of three years. The performance-based restricted stock unit awards will vest following the end of the performance period, depending on how much of the units are earned, as certified by the Compensation Committee, based on the company's Total Shareholder Return (TSR) for the period from April 1, 2015 through March 31, 2017 relative to the TSR of the companies identified as being part of the S&P Semiconductors Select Industry Index as of April 1, 2015.

The individual amounts for the fiscal 2015 annual equity awards to Messrs. Slessor and Ludwig are set forth in the table below (excluding Mr. Merkadeau because prior to the grant of annual equity awards, he notified the Company that he would be resigning as Senior Vice President and General Counsel in June 2015):

| Named Executive Officer | 2015 Annual                                       | 2015 Annual   |
|-------------------------|---|---|
|                         | Time-Based<br>Restricted Stock<br>Unit Awards (#) | Market-Based<br>Restricted Stock<br>Unit Awards (#) |
| Michael D. Slessor      | 20,000  | 40,000  |
| Michael Ludwig          | 30,000  | 45,000  |

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Market-based restricted stock unit awards reflect the "Target" number of units that can be earned. Actual units (1) earned may vary from 0% - 125% of the "Target" number based upon relative Total Shareholder Return (TSR) as described above.

In addition to the annual grants described above, in connection with his promotion to Chief Executive Officer, Mr. Slessor received a stock option to purchase 450,000 shares in February 2015, which will vest annually over four years.

The Compensation Committee believed that a stock option was appropriate for a newly appointed CEO because a significant objective for that position should be long-term stockholder growth, and the stock option will have only have value if our stockholders also realize value.

See the table entitled "Grants of Plan-Based Awards in Fiscal Year 2015" under "Executive Compensation and Related Information" in this Proxy Statement for additional information regarding these equity awards to our named executive officers in fiscal 2015.

#### Stock Ownership Guidelines

We have stock ownership guidelines for our executive officers, which are set forth in our company's Governance Guidelines. Our Corporate Governance Guidelines state that (i) the chief executive officer of the company shall hold at least the greater of (a) 10,000 shares or (b) shares equal in value to three times (3x) the chief executive officer's annual base salary; and (ii) each "executive officer" other than the chief executive officer of the company (as determined by the Board) should hold at least the greater of (a) 10,000 shares or (b) shares equal in value to two times (2x) the executive officer's annual base salary. Shares counted for this purpose shall include shares owned by the executive officer, shares owned jointly with, or separately by spouse and/or minor children, including shares held in trusts, and vested, unreleased restricted stock units. Beginning April 2011, executive officers will have five (5) years to meet these ownership guidelines. New executive officers have five (5) years from the time they become executive officers to meet the ownership guidelines. In the event the requisite number of shares is increased by the Board, executive officers will have the later of three years from the time of the increase to acquire any additional shares needed to meet such revised guidelines.

As of December 26, 2015, each of the named executive officers was in compliance within the stated timeframe.

#### Clawback Policy

In March 2011, we adopted a clawback policy which requires that in the event our company is required to prepare an accounting restatement due to material noncompliance with any financial reporting requirement under the securities laws, the Compensation Committee will seek to recover from any current or former executive officer any incentive-based cash compensation for the three year period preceding the date on which an accounting restatement is required, based on erroneous data, in excess of what would have been paid to the executive officer under the accounting restatement.

#### Change of Control Benefits

Our change of control severance agreements with our executive officers and certain of our other officers are described in this Proxy Statement under "Executive Compensation and Related Information-Change of Control, Severance, Separation and Indemnification Agreements." The Compensation Committee believes that these agreements protect the interests of our stockholders by providing a framework for avoiding the distraction and loss of key management personnel that may occur in connection with rumored or actual fundamental corporate changes. The uncertainty about future status of employment among management that can arise in the face of a potential change of control could result in the untimely departure or distraction of key officers. Change of control agreements provide support to officers to remain with our company despite uncertainties while a change of control is under consideration or pending and the Compensation Committee believes that the potential benefits under these agreements are reasonable and generally comparable to competitive agreements offered by our peer companies to their senior executives, although the Compensation Committee is currently evaluating our change of control severance agreements and other severance agreements in the effort to ensure that their terms are close enough to market levels in order to best serve the purposes of these agreements. Benefits are "double-trigger" - that is, they are provided to the executive only in the event that the executive is terminated, or the executive involuntarily experiences material changes in terms of employment, following a change of control. The agreements do not include a gross up for excise tax under Internal Revenue Code section 280G.

Under our Employee Incentive Plan, which provides for performance bonuses to our executive officers, if a change in control of our company occurs, all bonus awards will be deemed to have been earned at 100% of the bonus target percentage for the current plan measurement period (and for the subsequent consecutive measurement periods if they fall within the same fiscal year) and will be paid to the participants at that time.

Under our Equity Incentive Plan, if a change in control occurs, performance based equity awards will be deemed earned at the greater of target or actual results immediately prior to the change in control and, unless the awards are replaced, they will be settled immediately prior to the change in control.

#### Other Benefits and Perquisites

Our named executive officers participate in various employee benefit plans, including health, dental and vision care plans, life insurance and our company's 401(k) and stock purchase plans. These benefit plans are the same plans offered to our other employees.

Tax Considerations

Section 162(m) of the Internal Revenue Code of 1986, as amended, establishes a limitation on the deductibility of compensation payable in any particular tax year to our Chief Executive Officer and the three other most highly compensated

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officers of our company excluding our Chief Financial Officer. Section 162(m) of the Code generally provides that publicly-held companies cannot deduct compensation paid to its top officers to the extent that such compensation exceeds \$1 million per officer. Compensation that is "performance-based" compensation within the meaning of the Code is exempted from the \$1 million deduction limit.

While the Compensation Committee attempts to maximize the deductibility of compensation paid to our named executive officers, the Committee retains the discretion and flexibility necessary to provide total compensation in line with competitive practice, our compensation philosophy and the interests of our stockholders. Accordingly, from time to time, the Compensation Committee may approve, and our company may pay, compensation to our named executive officers that is not fully deductible under Section 162(m).

Our change of control severance agreements discussed below in the "Executive Compensation and Related Information-Change of Control, Severance, Separation and Indemnification Agreements" section of this Proxy Statement are designed to comply with the requirements of Section 409A of the Internal Revenue Code.

#### Fiscal 2016 Compensation Approach

For fiscal year 2016, we have not materially changed our approach to executive compensation:

• **Market Median**—we will continue to pay consistent with the market median of our peers if warranted by performance.

• **In particular:**

base salary will be targeted at approximately the median of our peer companies; and

total direct compensation (base salary, annual cash incentives and long term equity incentives) will be targeted at the median of our peers, assuming achievement at plan. Higher levels of total direct compensation may be achieved should company performance exceed plan. Likewise, lower levels of total direct compensation may be earned should the company's performance does not meet the plan.

• **Base Salaries**—The Compensation Committee does not expect to make material adjustments to the annual base salaries for the named executive officers in fiscal 2016 from those set forth above.

• **Variable Cash Incentive Awards**—Achievement of variable cash incentive awards for fiscal 2016 for named executive officers will be measured solely on the basis of the achievement of pre-established financial goals.

• **Long-Term, Equity-Based Incentive Awards**—The Committee intends that a portion of equity grants will be subject to one or more multi-year performance conditions.

REPORT OF THE COMPENSATION COMMITTEE

The Compensation Committee reviewed and discussed the "Compensation Discussion and Analysis" contained in this Proxy Statement with our company's management. Based on this review and discussions, the Compensation Committee has recommended to FormFactor's Board of Directors that the "Compensation Discussion and Analysis" be included in this Proxy Statement.

Submitted by the Compensation Committee

Edward Rogas, Jr., Chairperson

Lothar Maier

Kelley Steven-Waiss

Michael W. Zellner



## EXECUTIVE COMPENSATION AND RELATED INFORMATION

## Summary Compensation

The following table presents information regarding the compensation paid during fiscal years 2015, 2014 and 2013 to our President and Chief Executive Officer, our Chief Financial Officer, our Chairman (who served as Executive Chairman during fiscal 2015) and our former Senior Vice President, General Counsel and Secretary who were our only executive officers during fiscal year 2015.

| Named Executive Officer and Principal Position                                       | Year | Salary (\$) | Bonus (\$) | Stock Awards (\$)(2) | Option Awards (\$)(2) | Non-Equity Incentive Plan Compensation (\$)(3) | All Other Compensation (\$)(4) | Total (\$) |
|--|------|-------------|------------|----------------------|-----------------------|--|--------------------------------|------------|
| Michael D. Slessor, President and Chief Executive Officer (1)                        | 2015 | 448,846     | —          | 578,280              | (5) 1,702,485         | (6) 341,621                                    | 3,948                          | 3,075,180  |
|  | 2014 | 350,000     | 85,320     | 832,695              | —                     | 179,608  | 3,900                          | 1,451,523  |
|  | 2013 | 300,000     | —          | 587,655              | —                     | 57,836   | 3,825                          | 949,316    |
| Michael M. Ludwig, Senior Vice President, Chief Financial Officer                    | 2015 | 300,000     | —          | 719,108              | (5) —                 | 137,016  | 2,626                          | 1,158,750  |
|  | 2014 | 300,000     | —          | 647,205              | —                     | 127,683  | 3,900                          | 1,078,788  |
|  | 2013 | 282,692     | —          | 587,655              | —                     | —  | 3,825                          | 874,172    |
| Thomas St. Dennis, Chairman  | 2015 | 237,077     | —          | 91,390               | —                     | 69,606   | —                              | 398,073    |
|  | 2014 | 464,912     | —          | 1,050,440            | —                     | 334,462  | —                              | 1,849,814  |
|  | 2013 | 441,969     | —          | 1,143,540            | —                     | —  | —                              | 1,585,509  |
| Stuart L. Merkadeau, Former Senior Vice President, General Counsel and Secretary (7) | 2015 | 168,535     | —          | —                    | —                     | —  | 3,830                          | 172,365    |
|  | 2014 | 290,000     | —          | 306,470              | —                     | 123,427  | 3,900                          | 723,797    |
|  | 2013 | 273,269     | —          | 216,475              | —                     | —  | 3,825                          | 493,569    |

(1) Dr. Slessor was appointed Chief Executive Officer of the Company effective December 28, 2014.

The dollar amounts shown are based on the fair value of the award as of the grant date. The fair value of our fiscal 2015 time-based stock awards was based on the closing fair market value of our common stock as reported on the NASDAQ Global Market on the grant date. The fair value of our market-based stock awards was derived under a

(2) Monte Carlo simulation model. The fair value of our fiscal 2015 option awards was calculated using the Black-Scholes option pricing model. Assumptions used in the calculation of these amounts are described in Note 11, Stock-Based Compensation, to our company's consolidated financial statements in our Annual Report on Form 10-K for the fiscal year ended December 26, 2015.

(3) Represents amounts earned for performance in the applicable year under our company's Employee Incentive Plan, which is described under "Compensation Discussion and Analysis" in this Proxy Statement.

(4) The amounts in this column represent matching contributions under our company 401(k) Plan.

(5) The dollar amount shown includes time-based and market-based restricted stock unit awards. The market-based restricted stock unit award grant date valuation of \$395,500 and \$444,938 for Michael D. Slessor and Michael M. Ludwig, respectively, is derived from certain market performance criteria which is based on the Company's Total

Shareholder Return (TSR) for the period from April 1, 2015 to March 31, 2017 relative to the TSR of the companies identified as being part of the S&P Semiconductor Select Industry Index. The payout range for the market-based restricted stock unit award is 0% to 125% with the grant date valuation representing the maximum achievement of 125%. The actual value based on performance may be below the level presented in the chart. The fair value of our stock option award granted to Dr. Slessor exclude the impact of estimated forfeitures.

- (6) Assumptions used in the calculation of these amounts are described in Note 11-Stock-Based Compensation to our company's consolidated financial statements in our Annual Report on Form 10-K for the fiscal year ended December 26, 2015.

(7) Mr. Merkadeau resigned as Senior Vice President and General Counsel in June 2015 and consequently his salary is pro-rated for 2015.

#### Grants of Plan-Based Awards in Fiscal Year 2015

The following table presents information regarding stock options and restricted stock units granted during fiscal year 2015 to our named executive officers. These equity awards were granted under our Equity Incentive Plan. The vest schedule for the awards is set forth below in the table "Outstanding Equity Awards at Fiscal Year Ended December 26, 2015." There can be no assurance that the Grant Date Fair Value of Stock Awards will ever be realized. The following table also presents information in the "Non-Equity Incentive Plan Awards" columns regarding potential awards under our Employee Incentive Plan for fiscal year 2015. All awards presented in the table below are further described under "Compensation Discussion and Analysis-Compensation Components" in this Proxy Statement.

| Name               | Estimated Future Payouts Under Non-Equity Incentive Plan Awards (1) |             |               | Estimated Future Payouts Under Equity Incentive Plan Awards |                 |              | Grant Date for Stock and Option Awards (2) | All Other Stock Awards: Number of Shares of Stock or Units | All Other Option Awards: Number of Securities Underlying Options (2) | Exercise or Base Price of Option Awards (\$/sh) | Grant Date Fair Value of Stock and Option Awards (\$ (3) |
|--------------------|---|-------------|---------------|---|-----------------|--------------|--|--|--|---|--|
|                    | Threshold 25% (\$)  | Target (\$) | Max 125% (\$) | Threshold 50% (#)   | Target 100% (#) | Max 125% (#) |  |  |  |   |  |
| Michael D. Slessor | 112,500   | 450,000     | 562,500       | 20,000  | 40,000          | 50,000       | 2/9/2015                                   | —  | 450,000  | 8.44  | 1,702,485  |
|                    |   |             |               |   |                 |              | 5/28/2015                                  | —  | —  | —   | 395,500  |
|                    |   |             |               |   |                 |              | 5/28/2015                                  | 20,000   | —  | —   | 182,780  |
| Michael M. Ludwig  | 45,000  | 180,000     | 225,000       | 22,500  | 45,000          | 56,250       | 5/28/2015                                  | —  | —  | —   | 444,938  |
|                    |   |             |               | —   | —               | —            | 5/28/2015                                  | 30,000   | —  | —   | 274,170  |
| Thomas St. Dennis  | —   | —           | —             | —   | —               | —            | 5/28/2015                                  | 10,000   | —  | —   | 91,390   |

(1) The threshold calculations for fiscal year 2015 assume that our company met only the minimum corporate performance under our Employee Incentive Plan.

(2) The awards granted were approved by our Compensation Committee of the Board of Directors.

The fair value of our time-based stock awards was based on the closing fair market value of our common stock as reported on the NASDAQ Global Market on the grant date. The fair value of our market-based stock awards was derived under a Monte Carlo simulation model while the fair value of our time-based option awards was calculated using the Black-Scholes option pricing model. The market-based restricted stock unit award grant date valuation of \$395,500 and \$444,938 for Michael D. Slessor and Michael M. Ludwig, respectively, is derived from certain

(3) market performance criteria which is based on the Company's Total Shareholder Return (TSR) for the period from April 1, 2015 to March 31, 2017 relative to the TSR of the companies identified as being part of the S&P Semiconductor Select Industry Index. The payout range for the market-based restricted stock unit award is 0% to 125% with the grant date valuation representing the maximum achievement of 125%. Where grant date fair value of awards are not based on an actual determined number of shares of stock or units, such number of shares or stock or units is not provided.

The fair value of our stock option award granted to Dr. Slessor exclude the impact of estimated forfeitures.

Assumptions used in the calculation of these amounts are described in Note 11-Stock-Based Compensation to our company's consolidated financial statements in our Annual Report on Form 10-K for the fiscal year ended December 26, 2015. Our company's use of the stock-based valuation model should not be interpreted as a prediction as to the actual value that may be realized on the award. The actual values of the award may be significantly different.



## Outstanding Equity Awards at Fiscal Year Ended December 26, 2015

The following table presents information regarding outstanding equity awards held by our named executive officers at December 26, 2015.

| Name               | Option Awards (1)   |   |                            |                            | Stock Awards  |   |  |  |  |
|--------------------|---|---|----------------------------|----------------------------|---|---|--|--|--|
|                    | Number of Securities Underlying Unexercised Options Exercisable (#) | Number of Securities Underlying Unexercised Options Unexercisable (#) | Option Exercise Price (\$) | Option Expiration Date (1) | Number of Shares or Units of Stock That Have Not Vested (#) | Market Value of Shares or Units of Stock That Have Not Vested (\$ (2) | Equity Incentive Plan Awards: Number of Unearned Shares, Other Rights That Have Not Vested (#) | Equity Incentive Plan Awards: Market or Payout Value of Unearned Shares, Other Rights That Have Not Vested (\$ (2) |  |
| Michael D. Slessor | —   | —   | —                          | —                          | 15,000  | (3) 136,650   | 25,000   | (7) 227,750  |  |
|                    | —   | —   | —                          | —                          | 36,667  | (4) 334,036   | 100,000  | (8) 911,000  |  |
|                    | —   | —   | —                          | —                          | 20,000  | (5) 182,200   | 50,000   | (9) 455,500  |  |
|                    | —   | 450,000   | (6) 8.44                   | 2/9/2022                   | 450,000   | (6) 301,500   | —  | —  |  |
| Michael M. Ludwig  | 40,000  | —   | 10.30                      | 11/10/2017                 | 15,000  | (3) 136,650   | 75,000   | (8) 683,250  |  |
|                    | 75,000  | —   | 10.37                      | 4/29/2018                  | (11) 30,000   | (4) 273,300   | 56,250   | (9) 512,438  |  |
|                    | —   | —   | —                          | —                          | 30,000  | (5) 273,300   | —  | —  |  |
| Thomas St. Dennis  | 450,000   | —   | 7.52                       | 9/13/2017                  | (10) 20,000   | (3) 182,000   | 137,500  | (8) 1,252,625  |  |
|                    | 15,000  | —   | 10.37                      | 4/29/2018                  | (11) 40,000   | (4) 364,400   | —  | —  |  |
|                    | —   | —   | —                          | —                          | 10,000  | (5) 91,100  | —  | —  |  |

(1) Except otherwise indicated, option is fully is vested. Vesting information is based on the original grant. Above table excludes Mr. Merkadeau because his awards expired before December 26, 2015.

(2) Market value was determined by multiplying the closing fair market value for a share of our company's common stock as of December 24, 2015, which was our company's last business day of fiscal year 2015, of \$9.11, by the number of unvested and unearned units.

(3) 33.33% of the stock units vest each May 6 commencing May 6, 2014.

(4) 33.33% of the stock units vest each May 5 commencing May 5, 2015.

(5) 33.33% of the stock units vest each May 28 commencing May 28, 2016.

(6) 25% of the options vest each February 9 commencing February 9, 2016.

(7) These units reflect a probable "Threshold" achievement based on the award metric and expired unvested in March 2016 due to non-achievement of performance conditions.

(8) These units reflect a probable "Maximum" achievement based on the Company's Total Shareholder Return (TSR) for the period from April 1, 2014 to March 31, 2016 relative to the TSR of the companies identified as being part of the S&P Semiconductor Select Industry Index. The payout range for the market-based restricted stock unit

award is 0% to 125% with the grant date valuation representing the maximum achievement of 125%. 100% of the earned units will vest on the certification date in 2016.

These units reflect a probable "Maximum" achievement based on the Company's Total Shareholder Return (TSR) for the period from April 1, 2015 to March 31, 2017 relative to the TSR of the companies identified as being part (9) of the S&P Semiconductor Select Industry Index. The payout range for the market-based restricted stock unit award is 0% to 125% with the grant date valuation representing the maximum achievement of 125%. 100% of the earned units will vest on the certification date in 2017.

(10) Options were fully vested as September 13, 2014.

(11) Options were fully vested as of April 29, 2015.

## Option Exercises and Stock Vested at Fiscal Year Ended December 26, 2015

The following table presents information concerning the exercise of options during fiscal year 2015 by our named executive officers, and the vesting of stock units held by them during fiscal year 2015 (with the reported value based on the market price on the applicable date):

| Name                | Option Awards                             |                                 | Stock Awards                             |                                |
|---------------------|---|---------------------------------|--|--------------------------------|
|                     | Number of Shares Acquired on Exercise (#) | Value Realized on Exercise (\$) | Number of Shares Acquired on Vesting (#) | Value Realized on Vesting (\$) |
| Michael D. Slessor  | —   | —                               | 128,331                                  | 1,105,679                      |
| Michael M. Ludwig   | —   | —                               | 136,806                                  | 1,194,292                      |
| Thomas St. Dennis   | —   | —                               | 272,161                                  | 2,388,787                      |
| Stuart L. Merkadeau | —   | —                               | 61,173                                   | 536,989                        |

## Change of Control, Severance, Separation and Indemnification Agreements

**Change of Control, Severance Agreements.** We have entered into change of control severance agreements with each of our named executive officers and certain other officers. Each change of control severance agreement provides for the officer to receive the following severance benefits upon a qualifying termination of employment within one year following a change of control of our company, subject to the officer signing a release of claims in favor of our company:

lump sum cash severance payment equal to one year's annual base salary and the greater of (a) the annual target bonus or (b) the annual target bonus multiplied by the average rate of annual bonus relative to target paid to officers covered by similar change of control severance agreements for the two most recently completed fiscal years (subject to the participating officer's compliance with a confidentiality agreement and an agreement not to solicit employees of our company for one year after termination);

continuation of health benefits for one year (subject to the participating officer's compliance with a confidentiality agreement and an agreement not to solicit employees of our company for one year after termination); and

fully accelerated vesting of all equity awards, and unexercised stock options may be exercised for up to 18 months following a qualifying termination of employment but not to exceed the expiration date of such options.

Terminations of employment that entitle the officer to receive severance benefits under the change of control severance agreement consist of either termination by our company without "cause" or by resignation of the officer for "good reason" within 90 days of an event constituting "good reason" if in each case within one year following a "change of control". The change of control severance agreements provide the following definitions:

"change of control" means the first to occur of any of the following events:

- the consummation of a merger or consolidation of our company with any other corporation, other than a merger or consolidation which would result in the voting securities of our company outstanding immediately prior thereto
- (i) continuing to represent (either by remaining outstanding or by being converted into or exchanged for voting securities of the surviving entity) more than 60% of the total voting power represented by the voting securities of our company or such surviving entity outstanding immediately after such merger or consolidation;
  - (A) any approval by our stockholders of a plan of complete liquidation of our company, other than as a result of insolvency or (B) the consummation of the sale or disposition (or the last in a series of sales or dispositions) by our company of all or substantially all of our company's assets, other than a sale or disposition to a wholly-owned
- (ii) direct or indirect subsidiary of our company and other than a sale or disposition which would result in the voting securities of our company outstanding immediately prior thereto continuing to represent (by being converted into or exchanged for voting securities of the entity to which such sale or disposition was made) more than 60% of the total voting power represented by the voting securities of the entity to which such sale or disposition was made after such sale or disposition; or
- (iii) any "person" (as defined in Sections 13(d) and 14(d) of the Securities Exchange Act of 1934) becoming the "beneficial owner" (as defined in Rule 13d-3 under the Securities Exchange Act of 1934), directly or indirectly, of

securities of our company representing 40% or more of the total voting power represented by our company's then outstanding voting securities; or



(iv) during any period of two consecutive years after the effective date of the change of control severance agreement, the incumbent directors cease for any reason to constitute a majority of our Board of Directors.

“cause” means the occurrence of any of the following:

- any act of personal dishonesty taken by the employee in connection with his or her responsibilities as an employee
- (i) which is intended to result in substantial personal enrichment of the employee and is reasonably likely to result in material harm to our company;
- (ii) the employee's conviction of a felony;
- (iii) a willful act by the employee which constitutes misconduct and is materially injurious to our company; or continued willful violations by the employee of the employee's obligations to our company after the employee has
- (iv) received a written demand for performance from our company which describes the basis for our company's belief that the employee has not substantially performed his or her duties.

“good reason” means the occurrence of any of the following:

- without the employee's express written consent, a material reduction of the employee's duties, position or
- (i) responsibilities relative to the employee's duties, position or responsibilities in effect immediately prior to the change of control;
- (ii) a reduction by our company of the employee's base salary or bonus opportunity as in effect immediately prior to such reduction;
- a material reduction by our company in the kind or level of employee benefits to which the employee is entitled
- (iii) immediately prior to such reduction with the result that the employee's overall benefits package is materially reduced;
- without the employee's express written consent, the relocation of the employee to a facility or a location more than
- (iv) five miles from his or her current facility and the new location is more than 50 miles from the employee's current residence; or
- (v) the failure of our company to obtain the assumption of the change of control severance agreement by a successor.

The change of control severance agreements provide that if payments to an officer are subject to the excise tax imposed by Section 280G of the Internal Revenue Code, the severance benefits will be reduced only to the extent that such reduction would increase the benefits received by the officer on an after-tax basis. The change of control severance agreements do not alter the at-will employment of the officers who have entered into them.

In addition to the benefits under the change of control severance agreements, our current stock option agreements under our stock option plans for our officers, including our Equity Incentive Plan, provide that in the event the officer's employment is terminated without cause within 12 months following a change in control, the officer will receive credit for an additional 12 months of service for purposes of calculating the number of shares of our common stock that are vested under such option.

Under our Employee Incentive Plan, which provides for performance bonuses to our officers, if a change in control of our company occurs, all bonus awards will be deemed to have been earned at 100% of the bonus target percentage for the current plan measurement period (and for the subsequent consecutive measurement periods if they fall within the same fiscal year) and will be paid to the officer participants at that time.

The following table presents information regarding change of control payment and benefit estimates for our named executive officers who were subject to the change in control agreement at fiscal year end. We prepared the table assuming that both a change of control occurred and the employment of our current named executive officers was terminated without cause or by resignation of the officer for good reason on December 24, 2015, which was our company's last business day of fiscal year 2015. For restricted stock unit awards, the intrinsic value is based upon the December 24, 2015 closing price for our company common stock of \$9.11 and for stock options, the value is based on such \$9.11 minus the exercise price of the applicable stock option. The various amounts listed are estimates only. The actual amounts to be paid can only be determined at the time of such change of control and such officer's separation from our company.

|   | Michael D.<br>Slessor | Michael M.<br>Ludwig |
|---|-----------------------|----------------------|
| Base salary (\$)                          | 450,000               | 300,000              |
| Short-term incentive compensation (\$)    | 450,000               | 180,000              |
| Stock options \$(1)                       | 75,375                | —                    |
| Stock awards \$(1)                        | 2,019,386             | 1,878,938            |
| Health benefits (\$)                      | 19,601                | 19,503               |
| Sub-Total (\$)                            | 3,014,362             | 2,378,441            |
| 280G Reduction in Severance Benefits (\$) | —                     | —                    |
| Total (\$)                                | 3,014,362             | 2,378,441            |

(1) Stock awards include time-based option and restricted stock unit awards and market (TSR) based restricted stock unit awards. The change of control payouts for the market (TSR) based restricted stock unit awards granted on May 5, 2014 and May 28, 2015 were calculated based on 125% of the "Target" level of the award metric.

(2) Mr. Merkadeau resigned as Senior Vice President and General Counsel in June 2015 and therefore has not been included in the above table.

Indemnification Agreements. We have entered into indemnification agreements with each of our current and former directors, current and former executive officers and certain other officers. These agreements require us to indemnify these individuals to the fullest extent permitted under Delaware law against liabilities that may arise by reason of their service to our company, and to advance expenses incurred as a result of any proceeding against them as to which they could be indemnified. These indemnification agreements are in addition to the indemnity provisions in our company's certificate of incorporation and bylaws. We also intend to enter into indemnification agreements with our future directors and executive officers.

#### CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS

Our Board of Directors recognizes that transactions between our company and persons or entities that may be deemed related persons can present potential or actual conflicts of interest and create the appearance of impropriety.

Accordingly, our Board has delegated authority for the review and approval of all related person transactions to the Governance Committee. Pursuant to that authority, the Governance Committee has adopted the Statement of Policy Regarding Related Person Transactions to provide procedures for reviewing, approving and ratifying any transaction involving our company or any of its subsidiaries in which a 5% or greater stockholder, director, executive officer or members of their immediate family have or will have a material interest as determined by our Governance Committee. This policy is intended to supplement, and not to supersede, our company's other policies that may be applicable to or involve transactions with related persons, such as the company's Statement of Corporate Code of Business Conduct. This policy is posted on our company's website at [www.formfactor.com](http://www.formfactor.com).

Other than the compensation arrangements for directors and executive officers described above, we have not been a party to any transaction or series of similar transactions in which the amount involved exceeded or will exceed \$120,000 and in which any current director, executive officer, holder of more than 5% of our common stock or entities affiliated with them had or will have a material interest.

#### PROPOSALS FOR THE 2017 ANNUAL MEETING OF STOCKHOLDERS

Requirements for Stockholder Proposals to be Considered for Inclusion in Our Proxy Materials. Our stockholders may submit proposals on matters appropriate for stockholder action at our annual meetings of stockholders, including director nominations, in accordance with Rule 14a-8 promulgated under the Securities Exchange Act of 1934, as amended. For such proposals to be included in our proxy materials relating to our 2017 Annual Meeting of Stockholders, all applicable requirements of Rule 14a-8 must be satisfied, the information required by Rule 14a-8 and our bylaws must be timely submitted to us and such proposals must be received by us no later than December 6, 2016. Such proposals should be delivered or mailed to the attention of our Corporate Secretary at our principal executive

offices at FormFactor, Inc., 7005 Southfront Road, Livermore, California 94551, and we also encourage you to send a copy via e-mail to [corporatesecretary@formfactor.com](mailto:corporatesecretary@formfactor.com).

Requirements for Stockholder Proposals to be Brought Before Our Annual Meeting. Our bylaws provide that, except in the case of proposals made in accordance with Rule 14a-8, the stockholder must have given timely notice thereof in writing to the Corporate Secretary not less than 75 nor more than 105 days prior to the anniversary of the date of the immediately

preceding annual meeting of stockholders. To be timely for the 2017 Annual Meeting of Stockholders, a stockholder's notice must be received by us between and including February 4, 2017 and March 6, 2017. Such proposals should be delivered or mailed to the attention of our Corporate Secretary at our principal executive offices at FormFactor, Inc., 7005 Southfront Road, Livermore, California 94551, and we also encourage you to send a copy via e-mail to corporatesecretary@formfactor.com. In no event will the public announcement of an adjournment or a postponement of our annual meeting of stockholders commence a new time period for the giving of a stockholder's notice as provided above. A stockholder's notice to the Corporate Secretary must for each matter the stockholder proposes to bring before the annual meeting set forth the information required by our bylaws and applicable law.

#### SECTION 16(a) BENEFICIAL OWNERSHIP REPORTING COMPLIANCE

Section 16(a) of the Securities Exchange Act of 1934 requires our directors and executive officers, and persons who own more than 10% of our common stock to file reports of ownership and reports of changes in ownership with the Securities and Exchange Commission. These persons are required by the rules and regulations of the Securities and Exchange Commission to furnish us with copies of all Section 16(a) forms that they file.

Based solely on our review of the copies of the Form 3, 4 and 5, and amendments to these forms, provided to us and the written representations from our directors and executive officers and persons who own more than 10% of our common stock, during the year ended December 31, 2015, all Section 16(a) filing requirements applicable to our officers, directors and greater than 10% beneficial owners were complied with, except that one Form 4 for Mr. Slessor was filed late in May 2015 reporting the determination by the Committee of the amount earned for a performance-based RSU, and one Form 4 for Mr. Maier was filed one day late for reporting the grant of his annual equity award.

#### OTHER BUSINESS

Our Board of Directors does not presently intend to bring any other business before the Annual Meeting, and, so far as is known to the Board, no matters are to be brought before the Annual Meeting except as specified in the accompanying Notice of Annual Meeting of Stockholders. As to any business that may properly come before the Annual Meeting, however, it is intended that the proxies will be voted in respect thereof in accordance with the judgment of the designated proxy holder.

Whether or not you are able to attend this year's Annual Meeting in person, we urge you to vote your shares through the Internet in accordance with the instructions in the Notice of Internet Availability of Proxy Materials that you received in the mail, or by signing, dating, and returning a proxy card at your earliest convenience.

#### BY ORDER OF THE BOARD OF DIRECTORS

Jason Cohen  
Secretary

Livermore, California  
April 6, 2016



