

ULTRA CLEAN HOLDINGS, INC.
a Delaware corporation (the “**Company**”)

Corporate Governance Guidelines
Amended as of October 16, 2025

1. Composition of the Board and Board Membership Criteria

The Nominating, Sustainability and Corporate Governance Committee (“NSG Committee”) shall establish membership criteria for the Board of Directors of the Company (the “**Board**”), which shall include the criteria set forth in these Corporate Governance Guidelines, and shall recommend to the Board individuals for membership on the Board. In making its recommendations, the NSG Committee shall:

- review candidates’ qualifications for membership on the Board (including consideration of the independence, skills, experience, background and diverse perspectives of the candidate) based on the Nasdaq rules and the criteria established by the NSG Committee;
- in evaluating current directors for re-nomination to the Board or reappointment to a committee of the Board, assess the performance of such director;
- as often as necessary or advisable (as determined by the NSG Committee), review the composition of the Board and each committee of the Board in light of the current challenges and needs of the Board, the Company and each such committee of the Board, and determine whether it may be appropriate to add or remove individuals after considering issues of judgment, diversity, age, skill, background and experience;
- consider rotation of committee members and committee Chairperson; and
- consider any other factors that are set forth in these Corporate Governance Guidelines or are deemed appropriate by the NSG Committee or the Board.

2. Director Qualifications

Independence

A majority of the Board shall be comprised of directors meeting the independence requirements of the Nasdaq rules at a minimum. The Board shall make an affirmative determination at least annually as to the independence of each director.

Term Limits

It is the policy of the Board to avoid term limits which have the disadvantage of discontinuing the availability and contributions of directors who have developed experience with, and insight into, the Company and its needs over a period of time.

Retirement Age

It is the policy of the Board to avoid a mandatory retirement age for directors which would have the disadvantage of discontinuing the availability and contributions of directors who are otherwise capable and valuable members of the Board.

Simultaneous Service on Other Company Boards

It is the policy of the Board that every executive officer and director must notify the Board prior to accepting any invitation to serve on the corporate board of another company or with a government or an advisory group of another company. The NSG Committee shall evaluate the appropriateness of such executive officer's or director's service on such other board or government or advisory group vis-a-vis such person's circumstances and responsibilities to the Company. The NSG Committee shall make a recommendation to the Board as to any action to be taken with respect to continued Board membership and/or approving such person's service on such other board or government or advisory group.

A non-employee director may not serve on more than five public company boards, including the Company's Board, and a non-employee director who is also an executive officer of another public company may not serve on more than two public company boards, including the Company's Board.

Changes in Primary Employment

It is the policy of the Board that every director, including the Chief Executive Officer ("**CEO**") and any other inside directors, must notify the Board or the NSG Committee of his or her retirement, any change in employer and any other significant change in professional roles and responsibilities, Board qualifications or professional status (each, a "**Status Change**").

Each executive officer of the Company who serves on the Board shall offer to submit a resignation to the Board at the time such officer ceases to be an executive officer of the Company.

A non-employee director who has a Status Change does not necessarily have to leave the Board. Upon being notified of any Status Change, the NSG Committee shall evaluate the appropriateness of continued Board membership of such director under their new circumstances and make a recommendation to the Board as to any action to be taken with respect to continued Board membership. The affected director shall act in accordance with the NSG Committee's recommendation and the Board's determination, including offering to submit their resignation to the Board.

Conflicts of Interest

If an actual or potential conflict of interest develops because of a change in the business of the Company or any subsidiary of Company, or in a director's

circumstances (for example, significant and ongoing competition between the Company and a business with which the director is affiliated), the director should report the matter immediately to the Board and the Audit Committee for evaluation and appropriate resolution.

If a director has a personal interest in a matter before the Board, the director shall disclose the interest to the Board and the Audit Committee, shall recuse himself or herself from participation in the related discussion and shall abstain from voting on the matter.

Stock Ownership

The Board believes that directors and Section 16 officers should hold meaningful equity ownership positions in the Company. The Company has adopted the following director share ownership guidelines: (i) each director should hold at least a number of the shares of the Company's common stock valued at three (3) times the annual base salary, with three years from February 11, 2020 or the date such director joined the Board (whichever is later) to accumulate such number of shares of common stock, (ii) each Section 16 officer should hold at least a number of the shares of the Company's common stock valued at the annual base salary, with three years from January 1, 2024 or the date such Section 16 officer was appointed (whichever is later) to accumulate such number of shares of common stock, and (iii) once such number has been accumulated, such director and officer must maintain ownership of at least such number of Company shares.

3. Director Responsibilities

The Board acts as the ultimate decision-making body of the Company and advises and oversees management, who are responsible for the day-to-day operations and management of the Company. In fulfilling these roles, each director must act in what he or she reasonably believes to be in the best interests of the Company and must exercise his or her business judgment. Directors are also encouraged to attend the Company's annual meeting with shareholders.

Participation at and Preparation for Board Meetings

The Company expects directors to be active and engaged in discharging their duties and to keep themselves informed of the business and operations of the Company. Directors are expected to attend all Board meetings and the meetings of the committees on which they serve and to prepare themselves for these meetings.

In order for the Board to exercise fully its oversight functions, management provides the Board with access to information regarding the Company and the markets in which the Company operates. This information comes from a variety of sources, including management reports, security analysts' reports, information regarding peer performance, interaction with senior management at Board meetings and visits to Company facilities. Any written materials that would assist directors in preparing for a Board or committee meeting shall be distributed, to the extent possible, to the directors in advance of the meeting and directors are expected to review such materials prior to the meeting.

Company Performance and Corporate Strategy

The Board reviews the Company's financial performance on a regular basis at Board meetings and through periodic updates. These reviews include the views of management as well as those of investors and securities analysts when available.

It is the policy of the Board that it shall conduct a review and approve the Company's long-term strategy and assess its strategic, competitive and financial performance.

4. Board Agenda

The Chairperson of the Board, in conjunction with the CEO (if the CEO is not the Chairperson of the Board) and the Lead Director (as defined below), if any, shall determine the frequency and length of Board meetings and shall set the agenda for each Board meeting. Board members are encouraged to suggest the inclusion of additional items on an agenda, and any director may request that an item be placed on an agenda.

5. Board Size

The Board may have up to the number of members set forth in the bylaws of the Company. Although the Board considers its present size to be appropriate, it may consider expanding its size to accommodate an outstanding candidate or candidates or reducing its size if the Board determines that a smaller Board would be more appropriate. The NSG Committee shall review the size of the Board and recommend any proposed changes to the Board as often as necessary or advisable (as determined by the NSG Committee).

6. Chairperson of the Board and CEO

The Board believes it is important to retain its flexibility to allocate the responsibilities of the offices of the Chairperson and the CEO in any way that is in the best interests of the Company at a given point in time, including combining or separating the roles of Chairperson and CEO. The Board may make a determination as to the appropriateness of its current policies in connection with the recruitment and succession of the Chairperson of the Board and/or the CEO.

The Chairperson of the Board shall be designated by the Board, based on the recommendation of the NSG Committee. The NSG Committee shall oversee the process for selecting the Chairperson of the Board.

7. Lead Director

The NSG Committee may periodically consider recommending to the Board whether or not to designate an independent member of the Board as the Company's lead independent director (the "**Lead Director**"). As part of this process, the NSG Committee shall consider and recommend the defined role for any such Lead Director. If the NSG Committee determines to recommend to the Board having a Lead Director, the NSG Committee shall also recommend to the Board a candidate for the Lead Director position.

The Board, based on the recommendation of the NSG Committee, may designate an independent member of the Board as Lead Director of the Board, with such responsibilities and functions as the Board determines appropriate, after consideration of the recommendation of the NSG Committee.

8. Board Committees

The Board shall have at all times an Audit Committee, a Compensation and People Committee and a NSG Committee, each of which shall operate pursuant to its own written charter. Committee charters shall, among other things, set forth the purpose, goals and responsibilities of the particular committee, the procedures for committee member appointment and removal and committee structure and operations, as well as requirements for reporting to the Board.

Only independent directors meeting the independence requirements of the Nasdaq rules and, for audit committee members, Rule 10A-3 of the Securities Exchange Act of 1934 and any related rules promulgated by the Securities and Exchange Commission, may serve on these three committees. The NSG Committee shall establish membership criteria for each committee of the Board and shall recommend directors for appointment to committees of the Board, including the Chairperson of each such committee of the Board. The Board may, from time to time, establish or maintain additional committees as it deems appropriate and in the best interests of the Company.

In making its recommendations for committee appointments, the NSG Committee shall:

- review candidates' qualifications for membership on the committee of the Board (including a determination as to the independence of the candidate) based on the criteria established by the NSG Committee;
- in evaluating current directors for reappointment to a committee of the Board, assess the performance of such director; and
- as often as necessary or advisable (as determined by the NSG Committee), review the composition of each committee of the Board in light of the current challenges and needs of the Board, the Company and each such committee of the Board, and determine whether it may be appropriate to add or remove individuals after considering issues of judgment, skill, background and experience.

While the rotation of committee members at certain set intervals may be considered periodically, rotation is not required because the Board believes there are significant benefits attributable to continuity and experience gained by service on a particular committee overtime.

9. Board Member Access to Management and Independent Advisors

The Board and each committee of the Board has the authority to retain independent legal, financial, accounting or other advisors as it determines necessary to carry out its duties, without conferring with or obtaining the approval of management or, in the case of a committee, the full Board. The Board shall have access to any officer or employee of the Company or the Company's outside counsel, independent auditors or external parties, and may request that any such person or parties meet with any members of, or advisers to, the Board and the Board may otherwise seek information from any of the foregoing. Any meetings or contacts that a director wishes to initiate may be arranged through the CEO or the Secretary or directly by the Board in appropriate circumstances.

Executive officers and other members of senior management are expected to be present at Board meetings at the invitation of the Board. The Board encourages senior management to make presentations and to invite to Board meetings managers and other employees who can provide additional insight into the items being discussed. The Board also encourages senior management to include in Board meetings individuals that the senior management believes may become prospective leaders of the Company.

10. Director Compensation

The Compensation and People Committee shall review and approve compensation (including stock option grants and other equity-based compensation) for the Company's directors. In so reviewing and approving director compensation, the Compensation and People Committee shall:

- identify corporate goals and objectives relevant to director compensation;
- evaluate the performance of the Board in light of such goals and objectives and set director compensation based on such evaluation and such other factors as the Compensation and People Committee deems appropriate and in the best interests of the Company (including the cost to the Company of such compensation);
- determine any long-term incentive component of director compensation based on the awards given to directors in prior years, the Company's performance, stockholder return and the value of similar incentive awards relative to such targets at comparable companies and such other factors as the Compensation and People Committee deems appropriate and in the best interests of the Company (including the cost to the Company of such compensation); and
- evaluate the possibility that directors' independence may be compromised for Board or committee purposes if director compensation exceeds customary levels or if the Company makes substantial charitable contributions to an organization with which a director is affiliated.

Notwithstanding any of the foregoing, director compensation may instead be approved by the Board or the NSG Committee to the extent the Compensation and People Committee deems necessary or advisable to comply with Securities and Exchange Commission rules and regulations or the Nasdaq rules.

Charitable Contributions

Proposed charitable contributions or pledges of charitable contributions, by the Company within any given fiscal year in an aggregate amount of \$10,000 or more, to an entity for which a director or a member of his or her immediate family serves as a director, officer, employee or member of such entity's fund-raising organization or committee, shall be subject to prior review and approval by the NSG Committee.

The NSG Committee shall be provided on an annual basis with a report from management of the charitable contributions or pledges made by the Company during the fiscal year in an amount of \$10,000 or more, to an entity for which a director or executive officer, or a member of his or her immediate family, serves as a director, officer, employee or member of such entity's fund-raising organization or committee.

11. Director Continuing Education

All directors will be offered the opportunity, and are encouraged, to participate in continuing education programs with any reasonable associated expenses to be reimbursed by the Company.

12. Management Evaluation, Succession and Compensation

The Compensation and People Committee shall evaluate the performance of the Company's executive officers and other senior management of the Company and shall present its findings to the Board. The Board shall review the Compensation and People Committee's report in order to ensure that management's performance is satisfactory and that management is providing the best leadership for the Company in the long- and short-term.

The Compensation and People Committee shall, in consultation with the Company's CEO, review and report to the Board on the Company's management succession planning, including succession planning in the event of the incapacitation, retirement or removal of the CEO, and recommendations and evaluations of potential successors, along with a review of any development plans recommended for such individuals. The CEO shall provide to the Compensation and People Committee, on an ongoing basis, his or her recommendation as to a successor in the event of an unexpected emergency.

The Compensation and People Committee shall review and approve for each of the Company's Section 16 officers his or her (i) annual base salary level, (ii) annual incentive compensation, (iii) long-term incentive compensation, (iv) employment, severance and change-in-control agreements, if any, and (v) any other compensation, ongoing perquisites or special benefit items. The Compensation and People Committee shall maintain and administer the Company's incentive-compensation recoupment policy in compliance with SEC and Nasdaq requirements.

13. Related Party Transaction Policy

At least annually, the Board shall review the Company's Related Party Transaction Policy, and make changes as deemed appropriate or as required by law. The NSG Committee of the Board shall review and consider, and if appropriate, approve proposed related party transactions, as set forth in the Related Party Transaction Policy and in accordance with its charter.

14. Annual Performance Evaluation

The Board, led by the NSG Committee, shall establish and conduct an annual self-evaluation to determine whether it and its committees are functioning effectively. The collective evaluation shall be presented by the Chairperson of the NSG Committee to the full Board for discussion. This process shall also include annual self-assessments by each Board committee, relying on a review process similar to that used by the Board.

15. Cybersecurity Risk Oversight

The Audit Committee shall have the primary responsibility for overseeing the Company's cybersecurity programs, including regularly reviewing the Company's cybersecurity strategy and major cyber risks and receiving updates on significant cybersecurity incidents and the Company's response.

16. Sustainability Oversight

The NSG Committee shall have the primary responsibility for overseeing the Company's sustainability and related governance matters, including periodically receiving and reviewing reports on the Company's sustainability strategies, activities and policies.