

## Learning and Development at Applied Materials

**Program Philosophy and Principles:** Applied Materials uses a holistic development philosophy based on the 70/20/10 model: 70% on-the-job learning, 20% social/collaborative, and 10% formal training.

### Learning & Development Guiding Principles

1. All assessment and development occurs in the context of current and future role requirements.
2. Comprehensive development involves a focus on developing skills and knowledge, growing the capability to handle increasing work complexity, and cultivating the right temperament.

We promote comprehensive employee learning and development, which includes a focus on advancing technical skills as well as improving general professional and business acumen capabilities to address work complexity. To enable the dual goals of building technical depth while increasing professional breadth, Applied uses a federated model where the business units and functions provide technical and job-specific training tied to their disciplines, while general professional, management, and leadership training are provided at the corporate level. All training is coordinated centrally and aligned with common objectives through **Applied Global University (AGU)**.



We look to provide training and development that includes the latest practices and technologies. In addition to instructor-led and web-based training, we offer other state-of-the-art training modalities such as AI-based simulations and AR/VR learning capabilities.

**Employee Development:** Our PATHWAY platform helps each of our employees plot a customized course of learning to help build the professional skills they want and need to help reach Applied's overall goals. We've added a focus on future skills, identifying competencies that will be required in the next phase of the digital age and offering coursework to achieve those needs. PATHWAY also offers flexible elective courses, enabling our people to explore additional professional skills based on personal interest and recommendations from managers.

The integrated PATHWAY platform allows employees to browse and select courses related to their job role, their development plan, and skill topics critical to the company, and provides role-based recommendations for self-directed learning. To meet their requirement of completing 40 learning hours in each fiscal year, employees may supplement required and elective coursework with university-level coursework, professional accreditation or continuing-education workshops, or personal study of research papers.

**Manager Development:** Our required manager development curriculum equips our people for each stage of their management progression, aligned to our core principle that challenges and requirements faced by managers vary in complexity as they move up the management chain. For example, our First-Time Manager development includes a series of facilitated workshops and guided implementations covering both general and company-specific knowledge and skills. Workshop topics include strategies to build effective relationships and high-performance teams; coaching techniques and HR systems and processes; and techniques for managing subordinates, facilitating decision-making, managing conflict,

and influencing up and across the organization. In addition to the enterprise-wide core curriculum, targeted programs support regional or business-specific development needs.

**Executive Leadership Development:** To scale our leadership and team, we are applying a powerful, research-based, role-relevant, and globally applicable framework and tools that serve as the foundation for our leadership pipeline development decisions and practices (assessment, selection, placement, development plans, and coaching). This strategy places priority on situational leadership and inclusive leadership as core components of executive development plans. Key metrics are associated with the framework, including a diverse leadership team and pipeline of future leaders, percentage of executive leadership successors with development plans, and percentage of executive leadership roles with more than one ready-now successor.

To expose our senior leaders (Managing Directors, VPs) to key strategic and execution opportunities and challenges and position them to make faster and better business decisions, we have established the Applied Leadership Group (ALG), which meets on a regular quarterly cadence, providing opportunities for learning and development.

View our [latest Sustainability Report and Annex](#) for progress and data related to our Learning and Development program.