

## 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, the capability to handle increasing work complexity, and cultivating the right temperament.

Applied promotes comprehensive employee learning and development, which includes a focus on advancing technical skills as well as improving general business acumen to address increasing 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. We apply these technologies to help develop our new products, train our manufacturing and field support employees, collaborate and transcend distance with AR technologies to enable remote experts to support customers in real time regardless of physical location.

**Employee Development:** The purpose of our PATHWAY program is to drive Applied's business forward through creating a culture centered around skill-building by supporting employees in fine-tuning skills they currently have and building capacity with future skills. The PATHWAY program recognizes the necessity of continuous learning and skill development as an essential component of the growth and success of the employee and the company.

The integrated PATHWAY platform allows employees to create a personalized learning journey by browsing and selecting courses mapped to skills that are related to their job role, development plan, and skill topics critical to the company, and provides role-based recommendations for self-directed learning. Each fiscal year employees are provided the opportunity to complete the required 40 hours of learning and in 2021 we added a feature to the PATHWAY platform to increase employee engagement and motivation with skill-building. In addition to employees taking courses through our extensive course catalog, employees may supplement required and elective coursework with university-level coursework, professional accreditation or continuing- education workshops, or reading research papers. Annual virtual learning summits are held each year with a combination of learning challenges and keynote speakers from internal and external experts. During 2021, 15,762 employees accessed and participated in skill-building through the PATHWAY program.

**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 everything

from strategies to build effective relationships and high-performance teams, to coaching techniques, to HR systems, and processes and facilitating decision-making. 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 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 to key strategic and execution opportunities and position them to make better business decisions, we have established the Applied Leadership Group (ALG), which meets quarterly. This group enables opportunities for learning and development, including areas of strategic thinking, tools and techniques to support business growth, and communication and networking.

### **Technical Talent Development**

Applied provides ongoing opportunities for our technical talent to further develop their knowledge and skills, plus feed their interest areas. This is accomplished through:

- Technical course development hosted by Appliedx
- Product training hosted by the company business units
- Deep-dive technical reviews and webinars facilitated by internal and external experts
- Attending conferences and presenting papers

As the company's longest-standing engineering and technology learning and development event, the ET Conference is designed specifically for our engineering community with a focus on innovation, connecting people to solve high value problems with differentiated solutions, collaboration, networking, and celebrating accomplishments.

Regional conferences around the globe are held, including Asia, Europe/Israel, India and Silicon Valley. These regional conferences enable greater participation and are tailored to each. All RFT Global employees are invited to attend.

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