



6 October 2003

To whom it may concern

### **Re The Language Trainer Award 2003**

During the 1980's and early 1990's, we became conscious that our way of doing business with overseas customers and suppliers would have to change to continue to be competitive. Part of this was the realisation that communications in local languages were taking on a larger significance.

We have addressed this by employing a proportion of bi-lingual staff. To supplement this, we sent various members of staff out to language training classes. This gave spasmodic results and success generally correlated to self-interest levels.

During 1995 CMD Language Services came to our attention and since then we have developed a very effective in-house language training capability at several of our sites in the area.

CMD currently run multi-level courses, in French, Spanish and German, to employees from a range of departments but other languages like Italian and Japanese have also been offered in the past.

These courses have proved very popular with our employees and have enabled them to improve their spoken language skills and by doing so their international performance in our markets overseas.

In addition to increased business performance employees have had the opportunity to enjoy the benefits of external accreditation with some excellent results gained in reputable business language examinations.

There is no doubt that CMD language training has contributed to AGCO's performance in international markets.

A handwritten signature in black ink, appearing to read "Tony Holden", written in a cursive style.

**Tony Holden**  
**Human Resources Manager**