We at Santander Bank can highly and unconditionally recommend the aaa-Learning company as providers of outstanding training measures.

Because Investment Banking has been facing cut-throat market pressure, we needed to intensify and expand the skills of our negotiating team. Our training partners at aaa-Learning developed and delivered an Advanced Negotiation seminar which exceeded our expectations due to:

- The participant-oriented concept
- The practice-oriented contents
- The high transfer and sustainability effect.

To ensure that the training exactly met our needs, aaa-Learning carried out in-depth discussions with us to analyze our situation. Prior to the training they sent each participant a comprehensive questionnaire to discover the individual background, knowledge and requirements of each participant. Each participant also took part in a 360° Feedback process designed to give insight into his strengths and development areas in negotiation situations.

Because of the focus on simulations, role plays and case studies, the training contents were extremely practice-oriented. The input was derived from the learnings the participants gained from their practice. Participants were encouraged to exchange experiences and Best Practice from their daily work. Both trainers, Stefanie Flecke and Barbara Young-Maags, have extensive training experience in the banking field, both in Europe and internationally, which gave them a deeper insight into our situation and increased credibility with the participants.

Following the training each participant received a DVD recording of his negotiation situations together with a personalized review of his strengths and tips to optimize his negotiating skills in future. This anchored the goals which each participant set for himself at the end of the training and serves as a permanent reminder of the training input.

For the above reasons we will not only continue to work with an a-Learning but also recommend their service to other potential clients looking for outstanding training measures.

Sao Paulo, May 22th, 2009

Pedro Mendonça da Silva Recursos Humanos

Pedro Mendança da Silva Human Resources Training and Development