

BULATS

Business Language Testing Service

English

Version: EN00

Standard Test

Sample Question Paper



UNIVERSITY of CAMBRIDGE
ESOL Examinations

English for Speakers of Other Languages

A Member of the Association of Language Testers in Europe (ALTE)

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Candidate Information

Candidate Name: Family name:

First name:

Candidate Number:

Examination Centre:

Date:

Test

About 110 minutes

Listening

About 50 minutes.

As you listen, write your answers in this Question Paper.

When the listening test finishes, you have 5 minutes to copy your answers onto your Answer Sheet.

**Reading and
Language Knowledge**

60 minutes.

Write your answers on your Answer Sheet.

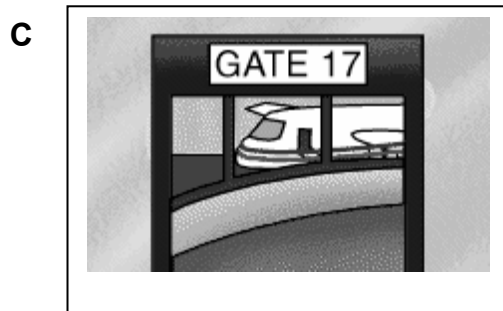
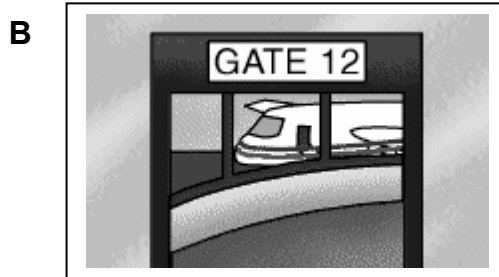
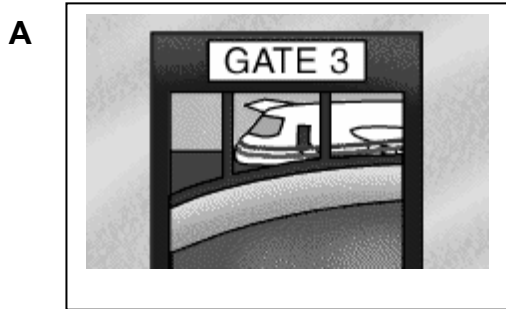
LISTENING

PART ONE

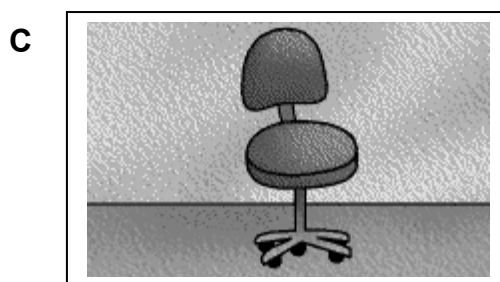
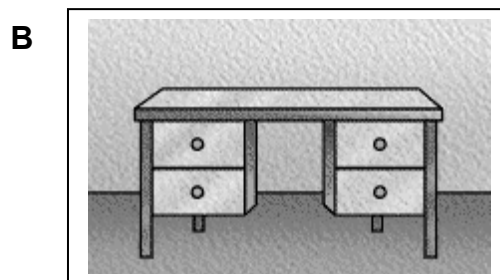
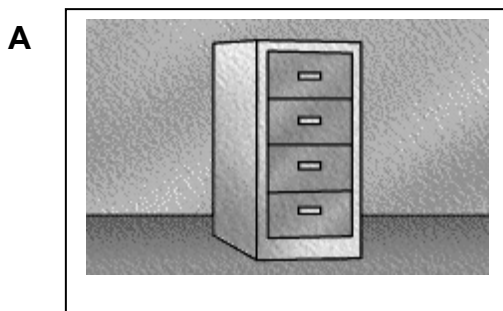
Questions 1 – 10

- You will hear 10 short recordings.
- For questions 1 – 10, circle **one** letter **A**, **B** or **C** for the correct answer.
- You will hear each recording **twice**.

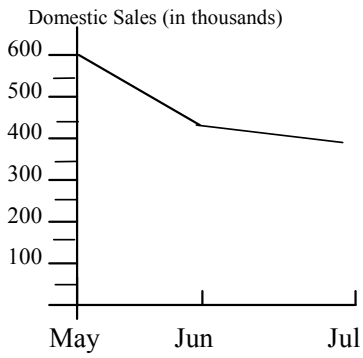
1 Which is the gate number for the flight to Bangkok?



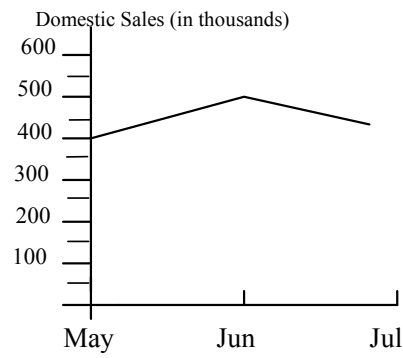
2 Which product will the company stop making?



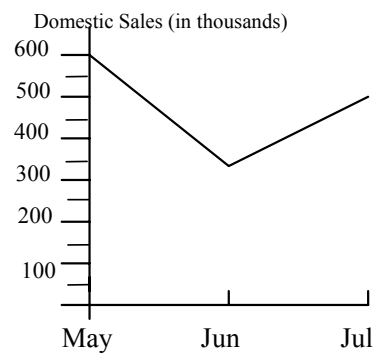
3 Which graph shows the correct figures?



A



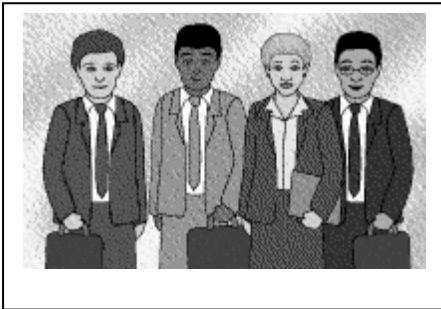
B



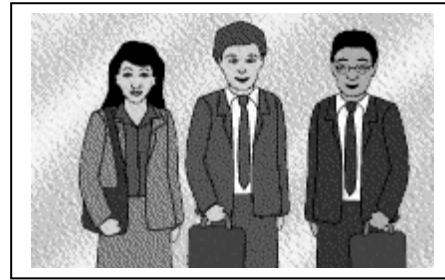
C

4 Which team is working on the project in Russia?

A



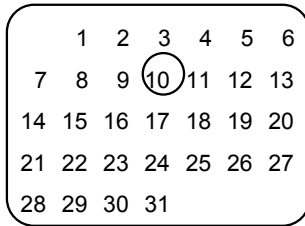
B



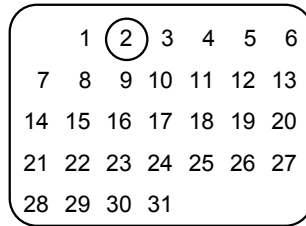
C



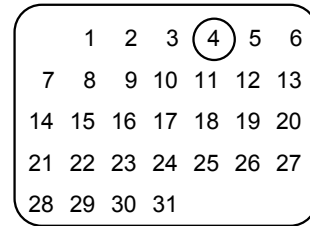
5 When will the new product be ready for testing?



A



B



C

6 Who is the sales assistant in the shop talking to?

- A** her boss
- B** another assistant
- C** a customer

7 What does Mike do at the training centre?

- A** He's a student.
- B** He's a receptionist.
- C** He's a teacher.

8 What does the announcer say about the train to Portsmouth?

- A** The train will leave at 10.37.
- B** The departure platform has been changed.
- C** Passengers will be unable to get food on the train.

9 What does the woman want her colleague to do?

- A** train new employees
- B** demonstrate a machine
- C** give a talk

10 Who is the man on the phone talking to?

- A** his boss
- B** a customer
- C** his assistant

PART TWO
Questions 11 – 22

- You will hear three conversations.
- Fill in the numbered spaces, using the information you hear.
- You will hear each conversation **once** only.

Conversation One
Questions 11 – 14

- Look at the form below.
- You will hear a man calling to place an order.

ORDER FORM	
CUSTOMER DETAILS	
Name: Ken (11)	
Company: Greenlight Communications 201 Hall Road, Manchester	
Tel: 0161 313988	Fax: (12)
ORDER DETAILS	
Item: (13)	Model: XT519
Quantity/Amount: (14)	

Conversation Two
Questions 15 – 18

- Look at the form below.
- You will hear a woman making a complaint.

COMPLAINT FORM	
Name: Mrs Hector	
Address: 31 (15), Rossington	
Tel: 01923 951975	
Date: 5 April	Date of Complaint (if different): (16)
Branch: (17)	
Reason for Complaint: Goods damaged due to bad (18)	
Action: Issue credit note	

Conversation Three
Questions 19 – 22

- *Look at the notes below.*
- *You will hear a woman calling about an order.*

Company: **(19)**

In: Leon, **(20)** Spain

They want: 300 of Model X42 by **(21)** at the latest.

 Despatch by **(22)** (they will pay).

PART THREE

Section One

Questions 23 – 27

- You will hear five people answer the question 'What do you like about your work?'
- As you listen, decide what each person likes most.
- Choose your answer from the list **A – I**, and write the correct letter in the space provided.
- You will hear the five pieces **once** only.

Example: I

- 23 Person 1
- 24 Person 2
- 25 Person 3
- 26 Person 4
- 27 Person 5

- | | |
|----------|-----------------------------|
| A | meeting lots of people |
| B | good salary |
| C | working on my own |
| D | variety |
| E | company has good reputation |
| F | good office canteen |
| G | developing useful skills |
| H | near home |
| I | foreign travel |

Section Two

Questions 28 – 32

- You will hear five people talking.
- As you listen, decide what each of them is talking about.
- Choose your answer from the list **A – I**, and write the correct letter in the space provided.
- You will hear the five pieces **once** only.

Example: I

- 28 Person 1
- 29 Person 2
- 30 Person 3
- 31 Person 4
- 32 Person 5

- | | |
|----------|-------------------------|
| A | a plan for a new office |
| B | a problem at work |
| C | a business meeting |
| D | a staff meeting |
| E | a conference |
| F | a job interview |
| G | a new colleague |
| H | safety precautions |
| I | a pay rise |

PART FOUR

Section One

Questions 33 – 38

- *You will hear a conversation between a university student, Sally, and a company representative, Dan, at a recruitment seminar. Sally is interested in working for Dan's company, Manson's plc.*
- *For questions 33 – 38, circle **one** letter **A**, **B** or **C** for the correct answer.*
- *You will hear the conversation **twice**.*

33 Sally finishes her studies

- A** in two weeks.
- B** in a month.
- C** in six weeks.

34 Sally would like to work in

- A** marketing.
- B** retailing.
- C** finance.

35 Manson's have divisions in

- A** Europe only.
- B** Europe and Hong Kong.
- C** Hong Kong only.

36 Manson's want employees who are

- A** academically clever.
- B** dynamic personalities.
- C** keen to learn.

37 In an employee's first year, Manson's offer training in

- A** management.
- B** sales techniques.
- C** market development.

38 Trainees are assessed every

- A** 3 months.
- B** 6 months.
- C** 12 months.

Section Two
Questions 39 – 44

- *You will hear a conversation between two employees of a 24-hour supermarket discussing some tenders they have received for a cleaning contract. Helen is a purchasing officer, and Tony is Head of Maintenance.*
- *For questions 39 – 44, circle **one** letter **A**, **B** or **C** for the correct answer.*
- *You will hear the conversation **twice**.*

- 39** What is the problem with their present contractors?
- A** They're not honest.
B They're not reliable.
C They're not suitably skilled.
- 40** Helen thinks that Bentons and Quickco
- A** offer very different deals.
B don't differ very much.
C have two main differences.
- 41** When do they want the new cleaners' contract to start?
- A** in August
B in September
C in December
- 42** Helen thinks a key factor in deciding who gets the contract is
- A** the speed of the cleaners.
B the number of cleaners.
C the cost of the cleaners.
- 43** Tony is keen for Quickco to get the contract because they
- A** have a good reputation.
B presented their tender well.
C offered a trial period.
- 44** How do they feel about their final decision?
- A** They are confident about it.
B They decide they need some references.
C They want to discuss some issues further.

Section Three
Questions 45 – 50

- *You will hear a personnel manager interviewing an applicant for a job.*
- *For questions 45 – 50, circle **one** letter **A**, **B** or **C** for the correct answer.*
- *You will hear the interview **twice**.*

- 45** In his current job, David has to
- A** see if certain work has been finished.
 - B** assemble parts of a machine.
 - C** help people progress in their careers.
- 46** Most of the time, David works in
- A** the Sales Department.
 - B** the main office block.
 - C** the production area.
- 47** What improvement does David say computers have made?
- A** Problems are dealt with immediately.
 - B** Production staff have less to do.
 - C** More detailed information is available.
- 48** In David's opinion, the most common problem is
- A** human error.
 - B** machine breakdown.
 - C** missing parts.
- 49** David feels he is suitable for the new job because it requires
- A** working with similar products.
 - B** problem-solving skills.
 - C** a knowledge of computers.
- 50** David regards himself as
- A** a natural leader.
 - B** a good team member.
 - C** a sensitive person.

That is the end of the Listening Section. You now have 5 minutes to copy your answers onto your Answer Sheet.

READING and LANGUAGE KNOWLEDGE

PART ONE

Section One

Questions 51 – 57

- Look at the following messages and notices.
- For questions 51 – 57, mark **one** letter **A**, **B** or **C** on your Answer Sheet.

Example:

STORE CONTENTS IN A COOL PLACE OUT OF DIRECT SUNLIGHT

- A** The contents should be kept at a constant temperature.
B The contents are sensitive to heat and light.
C The contents must be kept frozen.

0	A	B	C
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

51

See enclosed brochure for details and levels of compensation.

- A** You should write to us for details about compensation.
B Details about compensation are given in a separate document.
C You will find more information on compensation on the next page.

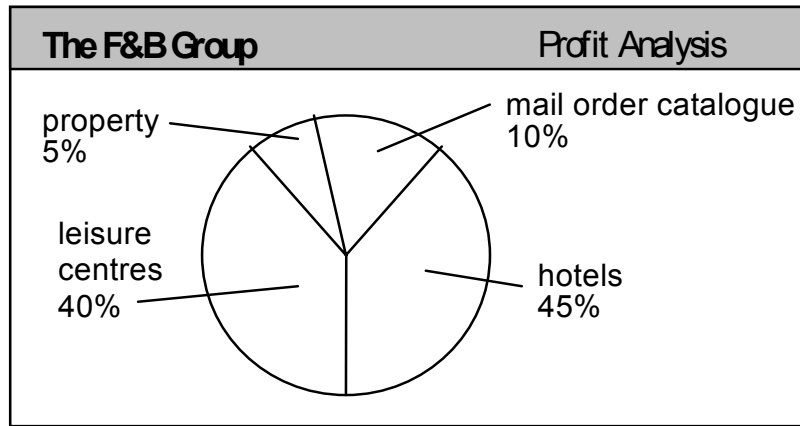
52

Here are details of the marketing seminar I told you about. I shan't be able to go myself that day. Let me know if you think it's worthwhile sending someone else from this division.

Paul

- A** Paul doesn't want to send anyone to the seminar.
B Paul wants you to represent your division at the seminar.
C Paul wants your opinion about whether someone should go to the seminar.

53



- A F&B makes most of its profit out of leisure centres and property.
- B F&B relies on leisure centres and hotels for the greater part of its profit.
- C F&B's biggest profit-makers are its mail order catalogue and leisure centres.

54

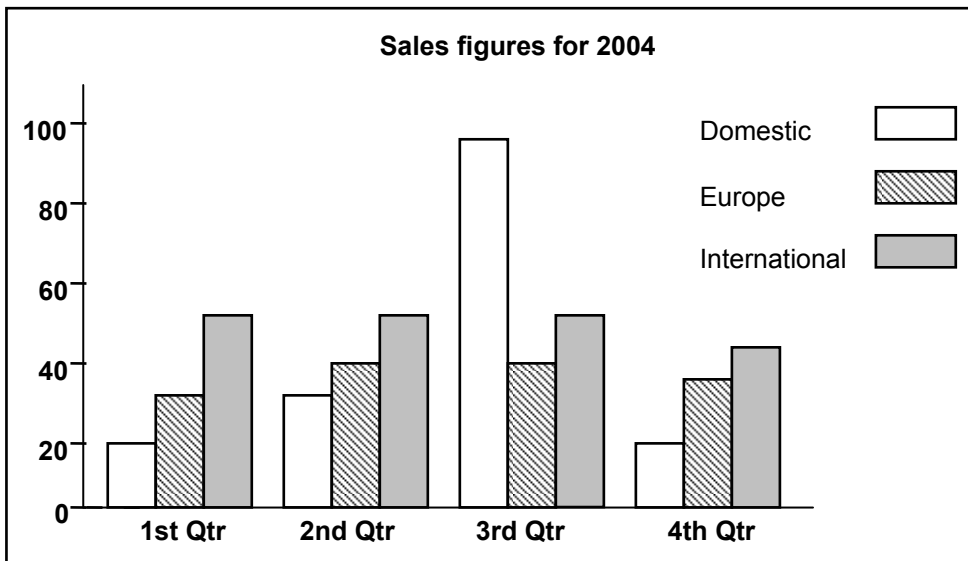
Inter-Office Memo
From: Philip Jones
To: Mike Williams
Subject: Finance meeting, Friday 8 June

I am free at 10.00 on Friday, but only for about an hour. Could we have the finance meeting in the afternoon, if possible? There's a lot to discuss. I'm free from 2 o'clock. If we can begin then, it would give us the whole afternoon.

Philip Jones wants to

- A cancel the finance meeting on Friday.
- B reschedule the finance meeting for 2 o'clock.
- C make the meeting on Friday morning shorter.

55



- A International sales remained fairly constant throughout the year.
- B Sales within Europe increased in the fourth quarter.
- C Domestic sales collapsed in the second quarter of the year.

56

Storage Units - from £100 each

SAPELE or TEAK melamine wood effect finish.
Also black ash, light oak or white - add 10% to price.
For grey add 17% to price.

- A** You pay more for teak units than for white ones.
- B** You pay the same for grey or black ash units.
- C** You pay less for white units than you do for grey.

57

Spirotech Company Results		
Sales Target	Sales This Year	Sales Last Year
7,000	7,200	6,700

- A** This year's sales figures were not as good as last year's.
- B** Last year's sales figures did not reach the sales target.
- C** This year's sales failed to reach the sales target.

PART ONE

Section Two

Questions 58 – 63

- Choose the word or phrase which best completes each sentence.
- For questions 58 – 63, mark **one** letter **A**, **B**, **C** or **D** on your Answer Sheet.

58 My job frequently involves having to work intense pressure.

- A below
- B under
- C beneath
- D underneath

59 This type of decision has to be made at board

- A layer
- B rank
- C grade
- D level

60 The Managing Director is now urgently to appoint a Head of Operations.

- A seeking
- B pursuing
- C searching
- D hunting

61 The company has decided to a share option scheme, starting next year.

- A introduce
- B innovate
- C confer
- D embark

62 Lack of orders has meant that a number of employees have been laid

- A down
- B on
- C up
- D off

63 The company has good industrial and disputes are rare.

- A workings
- B affairs
- C terms
- D relations

PART ONE

Section Three Questions 64 – 69

- Read the article below about women who run their own business and answer questions 64 – 69 on the opposite page.
- For questions 64 – 69, mark **one** letter **A**, **B** or **C** on your Answer Sheet.

WOMEN RUNNING THEIR OWN BUSINESS

According to recent research, a third of new companies set up in Britain are run by women. Typical examples are Lisa Simons, who started up her own highly successful clothing shops in London with a loan of £15,000 from her bank, and Kate Rogers, who set up *Cellar Cafés* five years ago and sold out to a major restaurant chain this month, at a profit of £3 million.

There are many other examples. *Surprise*, a mail order company selling unusual gifts, had a turnover of £4 million last year. The company was started by Claire Fuller five years ago in a garage, but later moved into premises in the centre of Coventry. Similarly, Nina Taylor started her company, *NC Books*, in an old warehouse in Bristol. A lawyer by training, she had no previous experience of the retail trade but believes that this worked to her advantage. 'Having no knowledge of the book trade,' she says, 'allowed me to bring fresh ideas into the business.'

Young women are also running successful businesses, like Maria Fellows and Christine Craig, both still in their early twenties. Together they set up *Denlow Recruitment Agency* in an office in Liverpool less than two years ago; the firm now has six offices and a staff of 38. Another young woman, American-born Amy Bailey, could not find any good coffee shops in England so she set up *Coffee Choice Company* in 1994. Two years ago a large American group bought the company, although Amy continues to play a leading part in the business.

There are many reasons why women want to run their own business. One is that they are increasingly confident that they are capable of doing this. Another is that many no longer want to work for companies which fail to offer satisfying careers. 'Women's businesses are often more successful than those run by men,' says Denise Johnson, of the National Business Bank, 'because women are good at looking ahead and seeing what will be best for a business – they find it very satisfying.'

- 64** One-third of new British businesses
- A** consist of chain companies.
 - B** are owned or managed by women.
 - C** operate within the food sector.
- 65** What does the second paragraph tell us about the company called *Surprise*?
- A** The company delivers its products by post.
 - B** The company has made a profit every year.
 - C** The company operates from a garage.
- 66** What did Nina Taylor think helped her when she started her business?
- A** having a good knowledge of the law
 - B** being the owner of a warehouse
 - C** knowing nothing about the book trade
- 67** What shows that *Denlow Recruitment Agency* has been a success?
- A** It has been in business for more than two years.
 - B** It has recruited 25 new employees.
 - C** It has opened several new offices.
- 68** *Coffee Choice Company* was established
- A** to fill a gap in the market.
 - B** despite strong competition.
 - C** with finance from the US.
- 69** According to the final paragraph women want to run their own business because they
- A** enjoy learning new skills.
 - B** like making plans for the future.
 - C** prefer working for small companies.

PART ONE

**Section Four
Questions 70 – 74**

- For questions **70 – 74**, read the text below and think of the word which best fits each space.
- Write only **one** word in each space on your Answer Sheet.

Example:

He is very interested **(0)** computers.

Answer:

0	in	<input type="text"/>	<input type="text"/>
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Maria's Beauty Boutiques

Maria Wilson is the now famous Managing Director of Beauty Boutique International plc, one of **(70)** world's leading beauty product chains. The daughter of Spanish immigrants, she **(71)** born and educated in Britain.

She opened her first Beauty Boutique in 1976 and it was **(72)** popular that she opened five more shops in 3 years. **(73)** then business has developed at an amazing rate, and the chain of Beauty Boutiques **(74)** now expanding all over the world.

READING and LANGUAGE KNOWLEDGE

Part Two

PART TWO

Section One

Questions 75 – 81

- Read the sentences below and the job advertisements on the opposite page.
- Which job does each sentence **75 – 81** refer to?
- For each sentence, mark **one** letter **A, B, C** or **D** on your Answer Sheet.

Example:

0 You need to be able to speak two or more foreign languages.

Answer:

0	A	B	C	D
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

75 You need to have experience of working with newspapers, TV or radio.

76 You have to be able to use a computer efficiently.

77 The job will involve providing senior staff with data.

78 You should have successful sales experience with leading companies.

79 You need to be able to get the best out of people who work for you.

80 Your earnings will depend on how much you sell.

81 You need to show you are suitable for early promotion.

A

Financial Analyst

£20-£25,000 + benefits

As a young and enthusiastic finalist/newly qualified accountant, you should demonstrate the potential to progress quickly within the company and to develop an excellent understanding of the commercial needs of the business. With an analytical approach and strong communication skills, you will provide support on purchase price variances, prepare financial reports for the European Head Office and undertake ad hoc projects.

B

Executive Director

The Women's Environment Network (WEN) is looking for a highly motivated, inspiring woman to lead one of Britain's most successful environmental campaigning and information organisations.

Experience required includes management and organisational skills, media, writing and editing experience and a knowledge of the environment and/or women's movement. You will need to run campaigns and motivate a team of about 30 volunteers and paid staff.

C

Wanted:

EXPERIENCED INTERNATIONAL SALESPERSON

representing leading travel company to companies and multinationals in the UK. Applicants are expected to be able to display word-processing skills and familiarity with database software. Basic salary, excellent commission and company car. We have a full-scale London office.

D

***Office Equipment
Sales Staff***

**◆ *New Business* ◆
*Salespeople***

Required by successful office equipment supplier to develop business in Europe. Must have proven ability to sell at senior levels in top companies. The successful applicant will be fluent in at least two foreign languages.

PART TWO

Section Two
Questions 82 – 86

- Read this letter about buying a computer.
- Choose the best word to fill each space from the words below.
- For each question 82 – 86, mark **one** letter **A, B, C** or **D** on your Answer Sheet.

Example:

He wants you to **(0)** him the reason.

- 0** **A** speak **B** tell **C** say **D** talk

Answer:

0	A	B	C	D
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Dear Mr Whitehead

Re: Supply of XR6 Workstations

I have pleasure in confirming our ability to meet your requirements for the Silicon Graphics workstation. In view of your special needs, I suggest that you place your order for the agreed equipment as soon as possible. The **(82)** time for hardware for example is 6 weeks from receipt of order to **(83)** Thus, an order placed with us tomorrow will **(84)** delivery to your site by the week commencing Monday, 15th May. All orders must be accompanied by a **(85)** of 20% of the total amount shown on the attached **(86)**

Yours sincerely

Vincent Law
Sales Manager

- 82** **A** delivery **B** arrival **C** transport **D** postage
- 83** **A** institution **B** initiation **C** introduction **D** installation
- 84** **A** compel **B** ensure **C** promise **D** maintain
- 85** **A** portion **B** cost **C** deposit **D** discount
- 86** **A** cheque **B** quotation **C** charge **D** demand

PART TWO

Section Three
Questions 87 – 91

- For questions **87 – 91**, read the text below and think of the word which best fits each space.
- Write only **one** word in each space on your Answer Sheet.

Example:

He is very interested **(0)** computers.

Answer:

0	in	<input type="text"/>	<input type="text"/>
---	----	----------------------	----------------------

Millionaire who just loves cars

John Pajackowski is a tall, thin, fit 54-year-old who is worth an estimated £145 million thanks to his Car Trader magazines.

Back in **(87)** 1960s, John was working in America, selling British sports cars. It was hard work but **(88)** he was there, he saw a magazine with pictures of cars for sale. The magazine was regional and anyone **(89)** advertise their car in it for a relatively small fee. What impressed John most was that **(90)** single advertisement had a picture of the car, unlike normal newspaper adverts, which just provided a written description.

Returning to Britain, John put all of his savings into producing a magazine like the one he **(91)** seen in the States. He started in the London region but was soon producing similar magazines for twelve more regions and, by 1990, for three other countries as well.

PART TWO

Section Four Questions 92 – 97

- Choose the word or phrase which best completes each sentence.
- For questions 92 – 97, mark **one** letter **A**, **B**, **C** or **D** on your Answer Sheet.

92 The successful applicant will have a proven track in project management.

- A history
- B record
- C curriculum
- D performance

93 When replying, please the above reference number.

- A refer
- B reproduce
- C quote
- D allude

94 Like many companies, we were affected by the in the world economy.

- A downside
- B downturn
- C downgrade
- D downfall

- 95** Once further investment has been , the plans for growth can be carried out.
- A** secured
 - B** obliged
 - C** bound
 - D** forced
- 96** This approach will enable us to get the maximum benefit from of scale.
- A** savings
 - B** compensations
 - C** resources
 - D** economies
- 97** My boss promised to on board the suggestions I made at the meeting.
- A** take
 - B** let
 - C** hold
 - D** set

PART TWO

Section Five

Questions 98 – 103

- Read the article below about careers advice and answer questions 98 – 103 on the opposite page.
- For questions 98 – 103, mark **one** letter **A, B, C** or **D** on your Answer Sheet.

Keys to unlock path of career fulfilment

It used to be called vocational guidance. Then it became careers advice and counselling. Since the late 1920s there have been various tests to help guide bewildered and guileless school leavers into job categories suited to their interests and abilities. Hence extroverts have been advised, wisely, to go into sales and marketing, where they thrive on the variability, people-contact and air of optimism. Introverts, on the other hand, find the quiet work of accounts, stores and engineering, where they can work alone in a less people-orientated, frenetic atmosphere, more to their taste.

But good careers advisors need to look at other factors when giving advice. For example, careers counselling is flawed if it fails to allow for the possibility of people adapting to, and changing, their jobs once they are in them. Most organisations attempt through various explicit (induction, mentoring, training, appraisal) and implicit (reliance on observation) techniques to mould behaviour into an acceptable pattern. This means that attitudes and even aptitudes of employees may be changed over the first year of employment, sometimes, but not always, in the direction desired by the organisation. Thus what was a 'fit' may easily and quickly develop into a 'misfit' and vice versa.

Individuals also change their jobs without leaving them. They rearrange furniture, use space and technology differently and personalise different aspects of the job. They can negotiate with colleagues, earn special privileges and use other means to improve their role and output. In this sense, very soon they are doing the job differently from their predecessors, and possibly from the way recommended by the company. However, both adaptation of personal work-style and attempts to change the way of doing the job are more likely to lead to a higher level of 'fit', because the changes are usually all attempts to increase 'fit'.

And jobs themselves change. Organisational restructuring, the development of new technology, changes in the market, and so on, all mean that jobs evolve fairly fast. Because of the speed of technological development, all jobs are in a state of flux. Job analysis is therefore becoming less relevant to careers advice. Counsellors' analysis has to focus instead on personal potential rather than current knowledge or skill. And the features of such analysis are potential speed and thoroughness in the acquisition of new knowledge and skills.

The areas that are probably most predictive of these are intelligence and personality. Intelligence is probably the best predictor of speed of learning. Often, intelligent people are curious and self-confident and hence happy to tackle new tasks. Intelligent people are better and quicker at analysing both logical and deductive and creative problems. Probably the most important personality dimensions are conscientiousness and neuroticism. Conscientious people soon get a good reputation which serves them in good stead. Coupled with ability, this trait is a sure-fire career winner. On the other hand, neuroticism is a deep and abiding handicap. It is not easy to 'cure' and can have a lasting effect on a career. Neurotics are unhappy and tend to be dissatisfied, stressed and complaining in all jobs they have. The consistency of their behaviour leads them to develop a poor reputation in the workplace which of course can be self-fulfilling.

Success in the job in 2020 can be assessed now. We have little idea what the world of work will be like, but advisors can do a reasonable job in assessing the potential of the individual within it because they know the predictors of success. And it is these predictors that counsellors need to attend to if they are to give the best advice.

- 98** What does the writer say about careers advice in the first paragraph?
- A** Those receiving it have sometimes disagreed with it.
 - B** It has favoured certain types of people over others.
 - C** Some of the standard advice given has been appropriate.
 - D** It has acquired a more appropriate title than it used to have.
- 99** What does the writer say about organisations in the second paragraph?
- A** They can turn suitable employees into unsuitable ones.
 - B** Many of them have a low opinion of careers advisors.
 - C** They are insensitive to the effect their methods have on employees.
 - D** Many are unclear about what to expect from employees.
- 100** The writer says that when individuals make changes to their jobs,
- A** they may not be aware that they are doing this.
 - B** they generally have the best of intentions.
 - C** they are often afraid of the consequences.
 - D** they frequently pretend they are not doing this.
- 101** The writer's main point in the fourth paragraph is that
- A** people have become less sure about which career would suit them.
 - B** people no longer want to stay in the same job for a long time.
 - C** the speed of change in the world of work has caused confusion.
 - D** careers advice can no longer focus on the nature of specific jobs.
- 102** The writer contrasts conscientious people with neurotic people with regard to
- A** the kind of advice they can be given.
 - B** their chances of finding employment.
 - C** the impression they give to colleagues.
 - D** their willingness to take advice from others.
- 103** What is the writer's general view on careers advice in the final paragraph?
- A** Predicting future developments in the job market has become its key ingredient.
 - B** Whether it is useful or not has become harder to assess.
 - C** Assessing what people are capable of in the future should be its focus.
 - D** It has become much less relevant in today's world of work.

PART TWO

**Section Six
Questions 104 – 110**

- *Your secretary has given you this letter to check.*
- *In some lines there is one wrong word.*
- *If there is a wrong word, write the correct word on your Answer Sheet.*
- *If there is no mistake, put a tick (✓) on your Answer Sheet.*

Example:

One of the items you ordered from our catalogue

0	✓
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is temporary out of stock.

00	temporarily
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	Dear Mr Rose
	It was a pleasure to meet you the other day. I was very grateful
104	that you were able to find some times in your busy schedule to visit us.
105	I thought it should be helpful if I put on paper some of the points we
106	agreed on at our meeting, and indicated some as action points.
107	We agreed which my company will act as your agent in northern
108	Europe. As your agent, we will operate on a commission basis. We will
109	charge you on the rate of 20% for sales up to €2 million. On sales above
110	such figure we will charge commission on a sliding scale up to a maximum rate of 25%.
	Yours sincerely
	John Smith

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