



*Human Resources  
Europe*

Johnathan Farn  
Farn Williams  
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Dear Jonathan,

It is with pleasure that I respond to your request for a reference for all the work that you have been doing for Cargill over the last 8 years.

Farn Williams have been particularly successful with Cargill where we have struggled to find suitable candidates for roles in Africa and Eastern Europe and it is to your credit that most of these candidates are still in our employ and many of them have gone on to larger roles. You are always able to locate the candidates in those arenas that most other Search Firms don't seem to be aware of and I believe that this is because of your excellent networking abilities.

In the last year we have also been working with you for roles outside of our traditional developing country arenas and you have been successful at locating both interesting and unique individuals and again you have stretched your networks to bring us in a broader range of people.

Your planning and follow-up is very good and you always keep us informed of progress and check back with us on a regular basis to ensure that we are still moving in the right direction.

We can certainly recommend you to future clients and would be happy to provide them with any verbal references if so desired.

Yours sincerely

Margaret J. Studer  
**VP Human Resources Europe**