



**UNIVERSAL MUSIC GROUP
INTERNATIONAL**

VICTOR ANTIPPAS

PRESIDENT NORDIC, CENTRAL & EASTERN EUROPE,
SOUTH AFRICA, SUB-SAHARAN AFRICA AND INDIA

Mr Jonathan Farn
Executive Director
Farn Williams International Search
16-25 Bastwick Street
London, EC1V, 3PS

12th May, 2011

Dear Jonathan,

It is with pleasure that I respond to your request for a reference for all the work you have been doing for Universal Music Group International.

I have successfully employed the services of Farn Williams to execute and deliver searches for a number of senior roles such as Managing Directors as well as Finance Directors and New Business Development Executives for our operating companies in Belgium, Denmark, Finland, Norway, Sweden, Czechia & Slovakia, Greece, Hungary, Romania and Russia, South Africa, sub-Saharan Africa and India, some of Universal Music's operations in the Nordic, Central & Eastern Europe, South Africa, sub-Saharan Africa and India Region that are highly strategic in terms of new growth and great potential for new areas of revenues.

I found that in these markets having an Executive Search partner that you can trust, who is flexible and responsive even on relatively short - notice, makes all the difference. Farn Williams were not only able to provide accurate and relevant shortlists on time and to brief, they also rapidly delivered crucial market intelligence reviews of the competition and related Broadcast Media sectors in mission critical markets. I found I was able to get exactly what I wanted, a shortlist of the best local talent who also demonstrated an international company culture and mindset.

Farn Williams have a very good understanding of the Music & Entertainment sector and have been able to identify which companies are doing well, which not so well, and to gain an inside understanding of their organisation charts and within these, which people would be willing to make a change. Moreover I greatly value the quick response and easy contact. Farn Williams are prepared to provide assistance beyond the scope of their activities if necessary, and their excellent networking in all territories is put at a client's disposal without limitations.

I would have no hesitation in recommending Jonathan Farn and Farn Williams for any mid - to senior level Finance, Sales, Operations and General Management hires in the Entertainment Sector, and for their integrity, market knowledge, delivery and professionalism.

Yours sincerely,

Vico Antippas