

**CERTIFICATE OF LEAN SIX SIGMA BLACK BELT -  
PROJECT COMPLETION AND CERTIFICATION**



Optness Institute does hereby acknowledge

**Pascal Kleijer**

Has successfully demonstrated the ability to implement the Lean Six Sigma methodology in a real business environment in accordance with the Optness Institute guidelines for Lean Six Sigma Black Belt certification.

Hereby we acknowledge that the candidate has got this certification with the understanding of root causes and producing a set of measures for improvement in the field of Card Schemes and front office organization improvement at Worldline.

November 27th, 2022

**Optness Institute**

20230120001

A handwritten signature in blue ink, appearing to read "Antonio De Nes".

Antonio De Nes  
CEO & Head of Knowledge Center