



Bringing Chemistry to Life

PDM Consulting BV
Kruisdonk 64a
6222 PH Maastricht

Concerning: Certificate of Project Completion

September 2016

TO WHOM IT MAY CONCERN

Hereby, in the name of Tessenderlo Chemie Ham, I, Iris Vande Walle state that PDM Consulting B.V. (further to be called PDM) supported, to our expectations, successfully the implementation of part of the Operational Excellence project.

To optimize the organisation and its processes, in 2014 an operational excellence program was initiated at TCH.

PDM supported the identification of processes and the roll out of part of this program. Therefore PDM executed:

- AS IS and TO BE workshops to set up the future processes
- Set up of mission, vision and strategy of maintenance
- Assistance in draw up of planning, resources estimation and templates
- Implementation of those processes, incl. IT tools, instructions and manuals
- Training and guidance on the shop floor
- Set up and implementation of a management control and reporting system (meeting TOR's and audits, KPI's, factory meeting calendar)

The result was a collection of clear and structured reports/flows/instructions to support the plant with current and future development.

I gladly recommend PDM based upon their professional support and their operational efficiency and flexibility.

We wish PDM success with their further projects.

Sincerely,

Iris Vande Walle
Plant Manager Tessenderlo Chemie Ham

