

Siegwerk Druckfarben AG & Co. KGaA, Alfred-Keller-Str. 55, 53721 Siegburg

Herrn
Olivier Jean-Marie Eduard Franck
Rhöndorfer Straße 23

53604 Bad Honnef

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AG & Co. KGaA**
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Human Resources
Anna Bühler

Letter of Recommendation

Dear Sir / Madam,

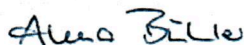
On behalf of Siegwerk Druckfarben AG & Co. KGaA, we herewith confirm that Mister Olivier Franck, born in Ekeren, Belgium on April 6th 1971, has been working for us from October 1st, 2017 until May 31st, 2018 in the capacity of Global SCM Network Optimization Sourcing and OTC Lead.

Olivier understood fast the financial aspect of our Business. Olivier's background in Purchasing/Procurement and Controlling made the difference in analyzing the business alternatives and "what-if" scenarios: raw material cost evaluation, logistic scenarios and Total Cost of Ownership (including import duties) were correctly considered.

But more than anything else, Olivier supported all stakeholders of a project: he was a team member of – to understand the strategic key levers of the business case. He coached effectively the functional head to improve their way to communicate and to promote their project. Olivier delivered strategic studies in Global PU Foot Print, Make or Buy or Toll Policy, SCM Network Optimization at regional level and Cost Controlling Reporting.

Due to global reorganizations within the company, it was decided to cancel the position of Mister Olivier Franck. As this cancellation of his position is in no way related to his abilities and performance, we would like to thank Mister Olivier Franck for his valued contributions and especially his strategic insight and wish him all the best for his future challenges.

Sincerely,



i. V.

Anna Bühler
Head of HR Business Partner Germany



Stefano Picasso
Head of Global Operations and Supply Chain

Siegwerk Druckfarben AG & Co.
KGaA, vertreten durch die persönlich
haftende Gesellschafterin:
Siegwerk Management AG, diese
vertreten durch den Vorstand:

Herbert Forker (Vors.)
Dr. Jan Breitkopf
Ralf Hildenbrand
Dr. Oliver Wittmann
Alfred Keller (Aufsichtsratsvors.)

Sitz der Gesellschaft:
Siegburg

Amtsgericht Siegburg
HRB 11500

UST-ID DE813489164

Deutsche Bank AG, Siegburg
BLZ 370 700 60 · Konto 3 015 005
BIC DEUTDE33
IBAN DE61 3707 0060 0301 5005 00

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BIC COBADE33
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