

# Certificate

This is to certify that

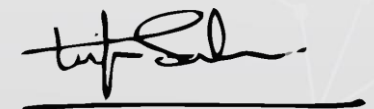
*Subhash Shanmuka P*

has successfully completed the  
CII Certification requirements and is recognized as  
**CII Certified Operational Excellence Practitioner**



Certificate Unique Code: CII-IQ/2022/AUG/09

Certificate Issued on: 22<sup>nd</sup> August 2022



**Vipin Sahni**  
Executive Director  
CII Institute of Quality