



CERTIFICATE

SAP Global Certification

We hereby confirm that

Elizabeth Bastien

is certified as

**SAP Certified Application Associate - SAP SuccessFactors Employee Central
Q3/2016**

(C_THR81_1608)

Certified on: 2017-01-04 00:00:00.0

Walldorf, 09.01.2017

Michael Kleinemeier

Member of the Global Managing Board of SAP SE

Global Service & Support

