DFSS BLACK BELT CERTIFICATION

MF Operational Excellence

DEFINE

MEASURE

ANALYZE

DESIGN

VERIFY

I hereby certify that:

Kaleem Arif

*has successfully completed the **DFSS Black Belt** Certification Program (80 hours: 20 hours of theoretical training and 60 hours of practical application) and successfully passed the Final Certification Examination, demonstrating advanced mastery and ability to design and optimize robust products, services, and processes.*

Prof. Dr. Marcelo Machado Fernandes
Lean Six Sigma Master Black Belt
ASQ Certified MBB – 65316044
Minitab Certified Trainer

04/11/2026