



BLACK BELT CERTIFICATION

I hereby certify that:

Armando Flores Delgado

*has completed a 120-hour training on advanced topics related to
Six Sigma and Lean Manufacturing at a Black Belt
level and has satisfactorily demonstrated proficiency in this body
of knowledge being approved in the final test.*

A stylized, handwritten signature in white ink, belonging to Prof. Dr. Marcelo Machado Fernandes.

Prof. Dr. Marcelo Machado Fernandes

*Lean Six Sigma Master Black Belt
ASQ Certified MBB – 65316044
Minitab Certified Trainer*



12/04/2025