

John R. Houle  
Vice President

Mfg & Supply Chain Services  
and Lean Six Sigma

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April 2, 2009

Dr. Suat Akyol  
3M Germany

Suat,

I would like to express my sincere congratulations on your certification as a “Black Belt” for 3M Lean Six Sigma.

Your commitment, dedication, and hard work towards our common Lean Six Sigma goals are appreciated. The result of your projects clearly exhibits these attributes. You exemplify the leadership we expect from our certified Black Belts.

Again, please accept my congratulations.

Sincerely,

A handwritten signature in black ink that reads 'John'.

John Houle  
Vice President  
Mfg & Supply Chain Services and Lean Six Sigma