



## Reference Letter

We confirm that Mr. Daniil Levin, born on July 14<sup>th</sup>, 1993, from Switzerland, was employed by our company from February 1<sup>st</sup>, 2020, until March 31<sup>st</sup>, 2022.

Mr. Daniil Levin was employed in a full-time agreement as EMEA Sourcing Subcategory Leader for Electronics & Metals, where he held the following responsibilities:

- Knowledge of supply markets, price trends, forecasting supplier capacity
- Supplier search, selection and development (non-technical, non-process)
- Development of supplier strategy
- Analysis of supplier portfolio
- Materials, vendors risk assessment and mitigation
- Commercial negotiation
- Supplier contracting
- Point of contact for escalations in case of issues with assigned suppliers

Special duties Mr. Daniil Levin performed in his role:

- Review and optimization of contract templates
- Support of new product introduction projects

We would especially like to point out Daniil's special strengths:

- Global mindset
- Innovative and agile thinking
- Effective communication
- Focused on results

Special trainings completed:

- Lean Six Sigma Green Belt on October 1<sup>st</sup>, 2020

Mr. Levin quickly became acquainted with his position due to his fast and independent learning style.

Mr. Daniil Levin has a very well-grounded expertise and the experience to fulfill the tasks mentioned above. He showed a deep understanding of procedures and contexts in his assigned area of responsibility. We were highly satisfied with the commitment he showed to assigned tasks. Mr. Daniil Levin had a deep knowledge of products and markets.

Mr. Daniil Levin had a good customer and service orientation. He coped well with pressure and demonstrated willingness to learn. His working style was goal-oriented, independent and efficient. He was very reliable, flexible and precise.

Mr. Daniil Levin worked well in teams and shared a good spirit. He was willing to support others and showed a high level of tolerance and acceptance to the diverse team members. Mr. Daniil Levin could deal well with conflicts. He was persuasive and had good negotiation skills. He was appreciated in equal measure by management, superiors and colleagues due to his professional competence and expertise.

Mr. Daniil Levin is fluent in English, French and Russian.

Mr. Levin has decided to leave our company on his own wish. We would like to take this opportunity to thank Daniil for the cooperation and wish him the best for his professional and private future.

Langenthal, March 31<sup>st</sup>, 2022  
3M EMEA GmbH

Norbert Syben  
Manager Procurement

Anna Dubaniewicz  
HR Operations Partner