This is to certify that on Sun 21 Feb 2016

Klaas Joris Schut

demonstrated an intermediate understanding of how to maximize return on investment, optimize the total cost of ownership of products and systems, and the drivers for delivering value, while working as part of a self-organizing, cross-functional team within the Scrum framework.

In recognition of this, Scrum.org is pleased to provide this certification.

PSPO II — **Professional Scrum Product Owner II**

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Ken Schwaber