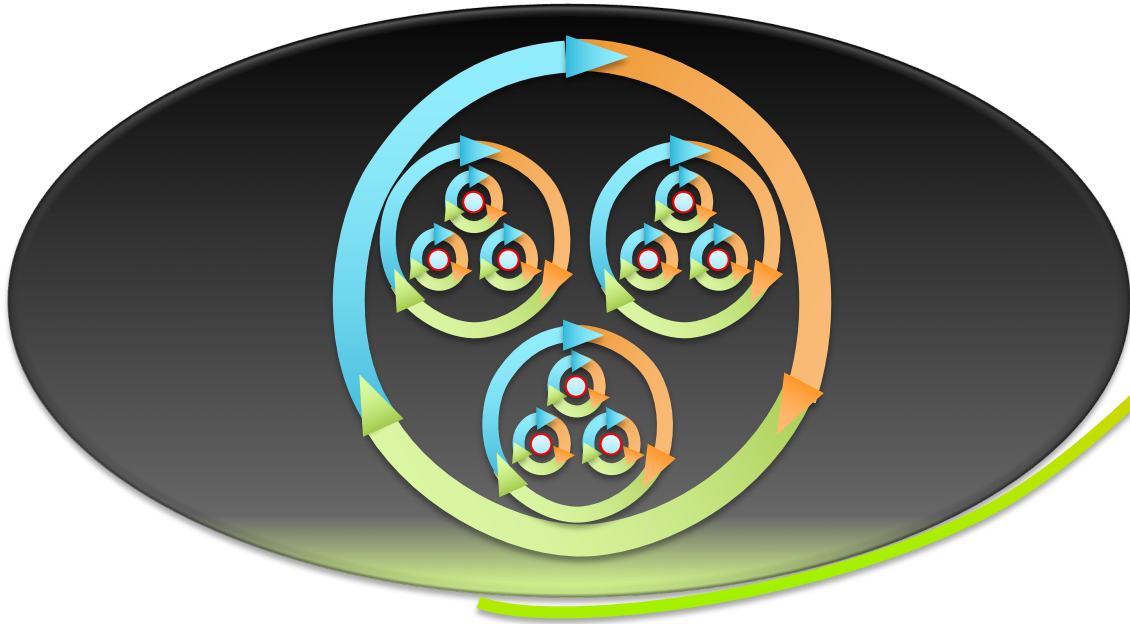


XSCALE Alliance certifies that on **March 8, 2023**

Patrick Ulrich



completed all requirements necessary
to become a
Practitioner
of
XSCALE Business Agility

XSCALE Alliance is a global ecosystem promoting the principles of Enterprise Agility. XSCALE Business Agility is a practice=pattern language that empowers self-directing portfolios of self-managing streams of self-organizing teams. XBA descales power hierarchies and breaks through bottlenecks in order to accelerate the flow of learning and embrace, generate and leverage disruptive change.

authorized by Peter Merel, CEO, XSCALE Alliance

Peter Merel.