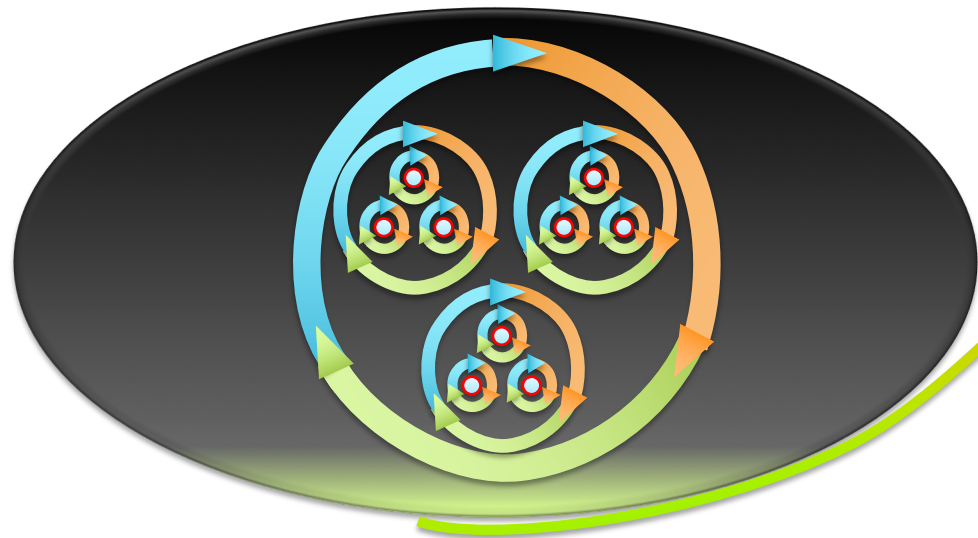


XSCALE Alliance certifies that on 28 August 2018

Francis Liu



completed all requirements necessary
to become a

Coach and Trainer
of
XSCALE Business Agility

XSCALE Alliance is a global ecosystem promoting the principles of Agile Organization. XSCALE Business Agility is a practice pattern language that empowers self-directing portfolios of self-managing streams of self-organizing teams. XBA de-scales power hierarchies and breaks through market 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.