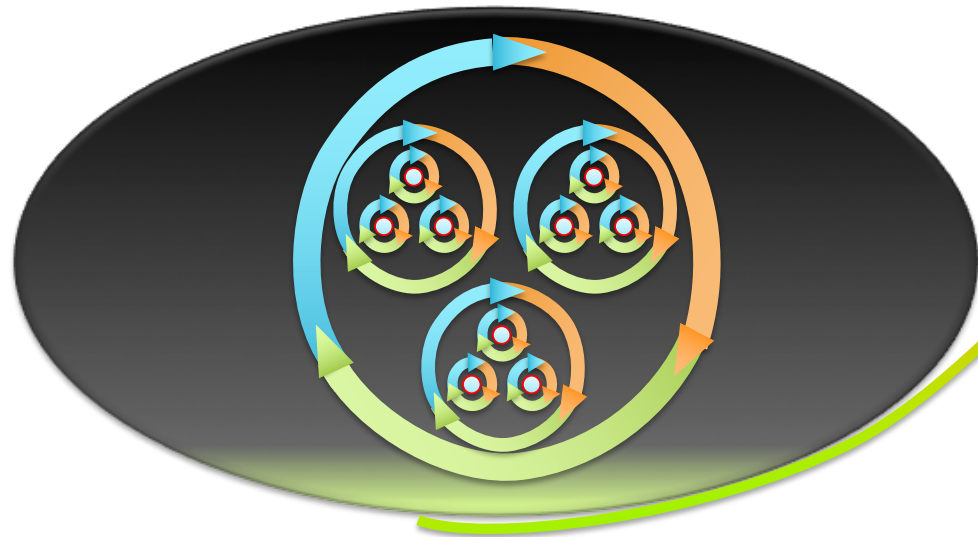


XSCALE Alliance certifies that on 1 February 2018

**Masa K. Maeda, Ph.D.**



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, CTO, XSCALE Alliance

*Peter Merel.*