

CERTIFICATE OF ATTENDANCE

This document certifies that

Klaas Chielens

successfully participated in a Management 3.0

FOUNDATION WORKSHOP

Event Date: 7 - 8 December 2023

Location: Brussels, Belgium



Facilitated by:

A handwritten signature in blue ink, appearing to read 'Annelies De Meyere'.

Annelies De Meyere
Management 3.0 - Facilitator
Licensed since 1 December 2015

A handwritten signature in blue ink, appearing to read 'Jurgen Appelo'.

Jurgen Appelo
Founder

This certificate may be required as proof of participation. Certificate number 2312171447