



CERTIFICATE OF ATTENDANCE

This document certifies that

Abdesslam Benjelloun

successfully participated in a Management 3.0

FOUNDATION WORKSHOP

Event Date: 16 - 17 September 2025

Location: Paris, France

Facilitated by:

A handwritten signature in black ink that reads 'Simoni'.

Livia Cassini Simoni
Management 3.0 - Company License
Licensed since 30 September 2022

A handwritten signature in black ink that reads 'J. Appelo'.

Jurgen Appelo
Founder

This certificate may be required as proof of participation. Certificate number 2509216594