



This is to certify that

Thomas Seiler

by completing the qualifications,
is granted the Certified LeSS Practitioner designation

on 2023-04-23, and expiring on 2025-04-23

A handwritten signature in black ink, appearing to read "Craig Larman", written in a cursive style.

Craig Larman
Director



A handwritten signature in black ink, appearing to read "Bas Vodde", written in a cursive style.

Bas Vodde
Director