



This certificate acknowledges that

Thorsten Lemke

has completed the certification requirements to become a

CMMI Associate

with all rights, privileges, and honors.

A handwritten signature in black ink, reading "Daniel Torrens".

Daniel Torrens
COO, CMMI Institute

A handwritten signature in black ink, reading "Kirk Botula".

Kirk Botula
CEO, CMMI Institute

June 12, 2017

Date

VALIDITY PERIOD: June 12, 2017- June 11, 2020

CERTIFICATION NUMBER: 17827765