

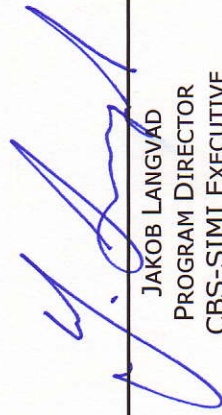
IN RECOGNITION OF THE SUCCESSFUL COMPLETION OF THE  
PROGRAM REQUIREMENTS, CBS-SIMI EXECUTIVE HEREBY AWARDS

**RUBEN KOPP PEDERSEN**

A CERTIFICATE OF PARTICIPATION IN

***Negotiating Partnerships***

COPENHAGEN, DENMARK, MARCH 8, 2012



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JAKOB LANGVAD  
PROGRAM DIRECTOR  
CBS-SIMI EXECUTIVE



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KELD JENSEN  
CEO & CHAIRMAN  
CENTER OF NEGOTIATIONS, CBS