



European Cluster Excellence Initiative Bronze Label Certificate:

NOR023201403C140558

Arena Smart Grid Services Cluster

was benchmarked according to a benchmarking approach developed and performed by the "European Secretariat for Cluster Analysis" of VDI/VDE Innovation + Technik GmbH (www.cluster-analysis.org). By participating in this benchmarking the cluster organization has expressed its interest in striving for cluster excellence and is awarded with the European Cluster Management Excellence label in BRONZE. The benchmarking took place on March 5th, 2014. The certificate expires on March 5th, 2016.

A handwritten signature in black ink, appearing to read "Thomas Lämmer-Gamp".

Thomas Lämmer-Gamp, Director

European Secretariat for Cluster Analysis, Berlin

A handwritten signature in black ink, appearing to read "Helmut Kergel".

Helmut Kergel, Director

European Secretariat for Cluster Analysis, Berlin