


PRESIDENT


EXECUTIVE SECRETARY

THIS CERTIFIES THAT

**Norberto Rivera
of
NYCR Industries Corp**

IS A FULL MEMBER OF

ALLIED FINANCE ADJUSTERS CONFERENCE, INC.

IN GOOD STANDING THOUGH

December 31st, 2024

WITH ALL RIGHTS AND PRIVILEGES PERTAINING THEREOF.

ALLIED
FINANCE ADJUSTERS
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2024 CERTIFICATE OF MEMBERSHIP