



Certificate of membership

This is to certify that

SHAPIRO SHAIK DEFRIES AND ASSOCIATES T/A SSSA

COMPANY REGISTRATION NO. 2007/014398/07
COUNCIL REGISTRATION NO. 0009394/04

is a member of the

ASSOCIATION OF DEBT RECOVERY AGENTS (NPC)

MEMBERSHIP CATEGORY: PRINCIPAL 701 – 1000 REGISTERED COLLECTORS

*and is committed to the Code of Ethics
as laid down by the Association*

PRESIDENT

626

MEMBERSHIP NUMBER

SECRETARY

25 SEPTEMBER 2019

EXPIRY DATE