



# Certificate of INCA Membership

This is to certify that

.....  
is a member of INCA

Membership type .....

Membership period .....

A handwritten signature in black ink, appearing to read "M. Alcindor", is written over a horizontal dotted line.

Marcus Alcindor  
Chairman

The recognised trade association  
for the external wall insulation industry

T. 0330 124 6585  
[www.inca-ltd.org.uk](http://www.inca-ltd.org.uk)

