



# Certificate of Appreciation

A grateful American Chamber of Commerce in Japan (ACCJ) presents this Certificate of Appreciation to

**Andreas Michael Kaiser**

**as a speaker for the  
"Avoiding and Solving Contractual  
Problems in International Construction  
Projects" program  
On May 22, 2017**

A handwritten signature in black ink, appearing to read 'C. J. LaFleur', written in a cursive style.

Christopher J. LaFleur  
President, ACCJ