

Mr. OUSSAMA AI KAISSI
Chief Executive Officer
The Islamic Corporation for the Insurance of Investment
& Export Credit (ICIEC)

Ref. ESK/MD 23:002
Date: 8th of January 2023

ICIEC TAKAFUL System Project

Dear Mr. KAISSI,

السلام عليكم ورحمة الله وبركاته

Thank you for your letter dated the 4th of January 2023 and I would like to reiterate the commitment of the ESKADENIA team to conclude the ICIEC Project in a positive manner.

Let us first state that the project is at the end of its milestones as ESKADENIA has delivered all contracted systems and have passed the Provisional Acceptance, concluded the Training Phase and have User Acceptance test of 9 out of the contracted 13 Systems. We do not however agree to, ICIEC interpretation of the Services Agreement and, the reasons for the systems' quality.

We agree that the Services Agreement is Turnkey. ESKADENIA as a contractor, has the responsibility for the delivery of the project from Design and Development to installation, training, User Testing and Going Live with the full cooperation of ICIEC. *A Turnkey Project does not however mean that the agreement is Fixed Price.*

We estimated the efforts required to do all the processes agreed in the Services Agreement and listed them as shown in page 24 with for example 70 Man Days for the UAT. ICIEC and ESKADENIA concluded the UAT of 9 Systems in the beginning of 2022 but still have not achieved the UAT of the Credit Insurance and Business Channels Systems. If we divide that 70 UAT contracted Man Days on the 13 contracted Systems we have around 5 Man Days of UAT per system. The UAT has however taken close to 700 Man Days and counting.

ESKADENIA is flexible with ICIEC as a valuable customer but it is unfair and unjust to continue with additional Man Days without compensation and this is really our main point. ICIEC is a leading Islamic Organization that is known for its fairness and we surely believe in what is stated in the Holy Qur'an {فأوفوا الكيل والميزان ولا تبخسوا الناس أشياءهم}.

I also believe that this was your personal opinion when we met in Jordan in May 22 when you stated that "ICIEC is higher than making a contractor continue with their work without just and fair compensation". also said that "You and I, will find a reasonable solution for the additional Man days".

Back to our Services Agreement and to the top of page 25 where the Agreement states that "Additional required Professional Services, including but not limited to, additional system customization, data migration, integration with third-party software, or extending user training will be charged at ...".

Our team has been developing the delivered Credit Insurance System for four years as the users keep asking for additional functions, features and enhancement and no software vendor can ensure a good system quality while the development continues in the manner we have seen in this project. ESKADENIA has also loss of opportunities as a huge team of our staff has been assigned to this project for the past 4 years, our current cost is also much higher than when we offered our services to ICIEC back in 2018.

Thus, the only way to control the quality of the systems is to freeze all new development requested by ICIEC Business Users until we go live. We believe that we should allow our teams in Jordan to focus on the quality assurance of the system until the middle of February when ESKADENIA will deliver an updated systems software at ICIEC and then continue the UAT process by asking ICIEC Business Users to work in parallel on the five areas of Commercial Production, Sovereign Production, Claims, Re-Insurance and Business Channels.

I would like to state again that ESKADENIA would like to find fair solutions. A software vendor is a long-term partner that will be involved in the support and further development of the delivered systems for a long time ahead. We assure you that ESKADENIA will always cooperate with ICIEC when it is fair and just for both parties.

Yours sincerely,

Nael Salah
Managing Director

