

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

Ref. ESK/MD 23:001
Date: 1st of January 2023

ICIEC TAKAFUL System Project

Dear Mr. KAISSI,

السلام عليكم ورحمة الله وبركاته

Thank you very much for your letter dated the 27th of December 2022. We would like to wish you & our colleagues at ICIEC a very happy and prosperous new year.

We are grateful for the continuous cooperation and support our ICIEC brothers and sisters have extended to this important project, we would like to assure you that the ESKADENIA team is also dedicated to the success of the project and will spare no efforts to achieve a speedy ITS project Go-Live date.

The combined teams of ICIEC & ESKADENIA have, in the past months since we met in Jordan, been working diligently on closing all remaining UAT activities. We achieved the UAT closure of all Systems except the Credit Insurance & Business Channels. The closure of these remaining systems has proven to be difficult and time consuming for a number of reasons including the circumstances we faced as a result of the pandemic and also due to reasons at both ICIEC & ESKADENIA.

The joint work in the past few months focused on the UAT of the Commercial Production of the Credit Insurance and the 2022 Change Request. We achieved the UAT of 53% of the Commercial Production and the full development of the 2022 Change Request. The progress in the Credit Insurance UAT is certainly an unsatisfactory achievement for both companies as our plan and objective was to achieve a total closure of the whole Credit Insurance and Business Channels UAT by last September.

There were many reasons for this disappointing result caused by various factors such as working remotely originally due to the impact of the Covid pandemic. There were other reasons such as working part time and having too many participants in the sessions that caused a certain level of distractions and lack of focus on the main objective. The slow pace of the systems' entry by the ICIEC Business Users to process the transactions resulted in a much longer time than anticipated. There also were extensive discussions regarding additional functionalities and enhancements beyond the agreed signed scope that caused further delays. The ESKADENIA and ICIEC teams have for the past months, performed training refreshment sessions although the Training Phase was concluded long time ago. We also had some unexpected systems issues that our team had to take time to correct and start again on the Business Sessions.

One of the most important factors of uncertainty going forward is the insistence of the Business Users on including new functionalities and features before going live in spite of the three considerable Change Requests we mutually agreed on in 2020, 2021 and 2022. Any go live plan should in our opinion be based on the assumption that any new additional requirements will be done after going live.

Closer engagement by having ESKADENIA resources onsite working with the ICIEC Business and IT teams will definitely facilitate to close the UAT sooner than working remotely. It is our opinion however that we need a core team of our ICIEC brothers and sisters to be fully dedicated to the UAT tasks and work on fulltime basis with our onsite resources if we are to conclude this task within a month as you rightly request.

The teams have in the past months planned to work 12 hours a week and, in many instances, they could not even manage to put these hours due to many reasons from both sides. We believe however that more than two ESKADENIA resources need to be onsite to achieve this target.

This brings us to the subject that we mentioned in our previous letters and discussed in our last meeting in Amman which has to do with Onsite and Offsite man days included in the agreement. The number of contracted man days in the original agreement has been exhausted mainly due to the effect of the COVID Pandemic which forced both sides to work remotely in the past three years.

The agreement included 915 Offsite Man Days and 800 Onsite Man Days and these estimates were made on the assumption that the project will be closed within a year and on the assumption that no changes will be requested. We have in effect put at least 3007 Offsite Man Days and 150 Onsite Man Days, excluding the Change Requests' Man Days, until the 22nd of December 2022. Many of the Offsite Man Days were used for activities that were planned Onsite but could not be done onsite due to the unfortunate COVID travel restrictions in the past years.

It is obvious that we still need additional Man Days going forward and that a few hundreds of yet more Man Days are required to close this project. We really look forward to your kind support and understanding to reach a resolution of this matter to close this chapter in a fair and just manner. We are also sure that none of our ICIEC brothers and sisters accept that one of their most important technology partners should take a big loss in this project due to largely unexpected circumstances and outside of their control.

We assure you that the success of this project is extremely important and strategic to ESKADENIA Software and we are prepared, as always, to put the needed efforts to go live as soon as possible and certainly In Sha'a Allah before the middle of 2023.

Yours sincerely,



Nael Salah
Managing Director