

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

Ref. ESK/MD 23:030
Date: 28th of Nov 2023

Subject: Status of the ESKADENIA Software Systems Implementation Project at ICIEC

السلام عليكم ورحمة الله وبركاته

Dear Mr. KAISSI,

The ESKADENIA team has many views, comments and disagreement on the content provided to your good self in your last letter. I would like however to choose through this letter to be positive and try to give a maybe last chance of rescuing this project. ICIEC and ESKADENIA have been working on the project for almost five years and in spite of all challenges faced during COVID & the restricted teams face to face communications that resulted in misunderstandings and differences of opinions, we strongly believe that we are in the final stage of delivery and success is only a few steps away.

It is very clear that we have two challenges in this project; the first is the lack of Going Live urgency of the ICIEC project teams and the second is the acceptance of one remaining system namely the "Credit Insurance System" which is withheld due to a difference in opinion on the Scope.

The issue with the scope, is that almost every time the ICIEC teams look at this system, they request new enhancements, changes, something they have missed to include in the original scope and very often completely new ideas. We agree that certain new required points will contribute to improving the system but the drawback is that repeated software development leads to additional need for software stability efforts. This process for additional new requirements is then repeated again and again.

ICIEC recently requested ESKADENIA to provide a Project Delivery Plan and we mentioned that such can only be valid when ICIEC agrees on the final scope of the Credit System. We provided a few weeks ago a Delivery Plan, that included all needed remaining activities to go live on the first of January based on going live with the current scope which is considerable. Again, that was dismissed or brushed aside.

ESKADENIA cannot guarantee a valid Project Delivery Plan unless ICIEC agrees on the **final scope** otherwise this project will have continuous delays and will be a failure and will end up in a legal dispute. This will result in a lose-lose situation for both ICIEC and ESKADENIA whatever the legal outcome is.

It is therefore that we request ICIEC to provide a **final and very clear list of the remaining Credit System points**, clarification of where each point came from and if it is really a show stopper to go live. We both have to agree that this will be absolutely the final list with your personal commitment that no additional requests, enhancements, changes or missed requirements will be needed before we go live.

This is the last attempt at saving the project and if ICIEC choses to go for arbitration or courts, we are sure that ESKADENIA has more than enough to legally prove that it has not caused such outcome.

With our best regards,



Nael Salah
Managing Director
ESKADENIA Software