#### Experience of Estonian Dairy Epiim cooperative E Piim - growth, cooperative position strengthening in the market

25.10.2018



# Structure of milk cooperatives in Baltics

#### Milk collecting cooperatives

• Many intepended cooperatives in all Baltic countries

#### Added value cooperatives

• Only few cooperatives own the factories, brands and have market access to high value market and emerging markets.



# Added value cooperatives-only way to quarantee the sustainability of members.

- Easy to say but difficult to react the target.
- In all developt and democratic countries (from New Zealand to Norway) the added value milk cooperatives controlling 60-95% of markets.
- Added value cooperatives only not existing in authoritarian states.
- ....In which countries we are living!?



# No way back only forward

- We need to learn from our expirences.
- The bad expirences are sometime the best ones-bad expirences are the fertilizer for the future.
- We need to do the right thing right way.
- To win the LOTO we need figer out all 6 number-to lose we just not figer out one of the six.
- To win the war we need to lose sometime the battle.



# Preconditions to build succesfull cooperative dairy factory

- Combine the common competence of existing coops.
- Combine the amount of milk.
- To have the markets
- To have the brands
- To build the most efficent and flexible factory in region.
- To have waterproof businessplan.
- To have knowledged and expierence management
- To have global network.



## **Estonian and Latvian Dairy Sector**

- Dairy is priority sector of Estonian and Latvian agriculture. In Estonia with strategic target to increase the yearly milk production to 1 million MT.
- Dairy farming is well developped: large effective farms, very productive cows (milk yield per cow 2nd in EU after Denmark), Estonia is located in preferable milk production area.
- Dairy farming structure and size are very competiteve- 88% of Estonian cows stay in Farms which are bigger than 100 cows in farm.
- Raw milk production grows 2-3% in year.



## Main players in our area

	Raw milk intake MT/day	Product portfolio	Markets
Valio		2 factories: fresh milk products,	<b>-</b>
Valio	600 MT milk	cheese	Estonian market, export
Ste Eniim	280 MT milk	2 factories: cheese, powders,	
E-Piim	+350MT whey	butter	Export, Estonian market
Farmi Farmi	220 MT milk	1 factory: fresh milk products	Estonian market
TERE		2 factories: fresh milk products,	
Tere	180 MT milk	SMP	Estonian market
Saaremaa	150 MT milk	1 factory: cheese, butter	Estonian market, export
Estover estover	150 MT milk	1 factory: cheese, butter	Estonian market

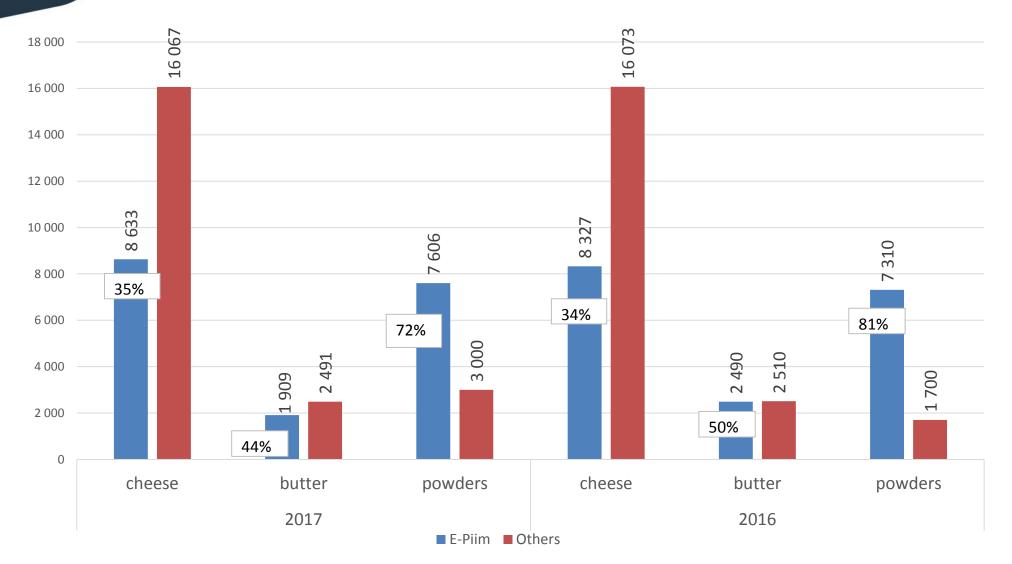


# DAIRY COOPERATIVE E-PIIM

- Dairy cooperative E-Piim as it is today was founded in 1997 by the result of merger of Järva-Jaani dairy cooperative, Põltsamaa dairy cooperative and Haimre dairy cooperative. The history of dairy plants date back to 1910 and 1911.
- Today apprx 150 members.
- 95 000 MT milk a year, 120 000 MT liquid raw material in total.
- Cheese factory in Põltsamaa, powder-butter factory in Järva-Jaani and processed cheese factory in Türi.
- Apprx 250 employees in group.
- Turnover 50 M EUR, 75% out of that is export.
- Equity 14 M EUR.
- E-Piim is the member of Estonian Chamber of Agriculture and Commerce and the member of Eucolait.



## **PRODUCTION MT/YEAR**





#### **NEW DAIRY FACTORY**





# Main target to build the new coopertaive based factory.

- To increase and strengthen the competitiveness of the cooperative dairy industry in the region and to take leading roll in region.
- To join the Estonian and Latvian cooperatives becouse all the farmers will have direct benefit of that merge.
- To quarantee for members farmers the highest milk price in region.
- To increase the negotiation power of cooperatives with supermarkets(markets) and government and other institutions.



# New factory milkprice compare to today factories

- Only from efficency we earn 4 cent /per 1 kg milk more money.
- Additionaly we will benefit of more flexible product porfolio.
- We have accest to all the amrkets in the world becouse of our investor Interfood B.V.
- EU-Japan trade agreement decrease the custom tariff for cheese from 29,8% to 0%.
- We have strong access to Japan market



# Government subsidy for new dairy factory

- The subsidy for new factory is main action of governemnt programme of restructuring Estonian dairy sector and building export oriented dairy factory.
- There is one subsidy on this purpose for one big project.
- In February 2017 took place governemnt tender for 15M subsidy for building new dairy factory in Estonia.
- Two projects applied for subsidy.
- PRIA announced E-Piim the winner of the subsidy on 29.06.2017.
- Tender consists of two phases and after announcing winner E-Piim has to present additional documents during 18 months (29.12.2018)
- 2019-2021 subsidy payments up to 20 parts.



# New factory general information

- New factory is greenfield project, running 24/7 365 days a year.
- Processing 1000 MT of raw milk and 85 MT of whey concentrate in a day.
- Production: 33 000 MT different types of cheese, 26 000 MT whey based powders and more than 10 000 MT products of milkfat in a year.
- The size of the factory is 23 000 m<sup>2</sup>
- The territory of the factory apprx 14 ha
- Budget 106 M EUR
- More than 100 additional jobs



#### New factory - most competitive in region

- In Estonia and Latvia there is 20 dairy factories with processing capacity 50-300 MT milk/day. These factories are not effective: 100MT milk=100 employees. Low processing volumes don't allow to invest in to automatization as low volumes don't cover high investemnts. Dead circle.
- It is very complicated or impossible to fulfill high quality requirements and special zoning in old buildings. That leads to exporting goods in lowest price segment.
- New bigger capacity and efficient factory based on new technology will certainly bring copmetetive advantage in region.
- Strategic partnership between E-Piim and Interfood is modern structure for smaller cooperatives for increasing competitiveness. E-Piim could be big trough partnership with multinational companies like Interfood, Marubeni, Mondelez, Barry-Callebaut.



## Product portfolio

#### Main products

- Cheese (Gouda, Edam, Cheddar, Tilsit, Oltermanni) 32 000 tons/year
- Whey based powders 26 000 tons/year

#### **Optional products**

Skim Milk Powder (SMP), Whey Powder (WP), instant WPC 80, concentrated WPC 35 and, Dry Salted Gouda



## Markets and volumes

- Cheese:
- Baltic and Finnish retail market 10 000 tons/year.
- Asian and Japanise market 10 000 tons/year.
- EU market 10 000 tons/year.
- Whey powders- Japan/Asia/EU
- Butter and milkfat products EU/Japan/Asia/Russia



### Participants

- Estonian and Latvian dairy cooperatives
- Strategic investor
- Commercial banks
- European investment bank



# Budget and financing

- Budget 106 M EUR
- EU subsidy 15 M EUR
- Investor > 15 M EUR
- Banks <76 M EUR

Production equipment	66 M EUR
Building&indirects	31 M EUR
Other equipmement	9 M EUR



# Financing

- ING bank 56M EUR
- EIB 26M EUR
- Luminor 15M subsidy bridge+working capital

	Q1	Q2		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
'000 EUR	2018	2018		2018	2018	2019	2019	2019	2019	2020	2020	2020	2020	2021
Investment	230	) :	296	3 138	1 622	920	25 372	7 485	12 875	36 602	2 7 008	7 851	315	7 295
Subsidy	C	)	0	0	0	0	4 064	594	1 136	1 996	5 786	0	1 423	0



### **Timeline and current activities**

- Tenders for technology are finished
- Paide municipality issued Building Permit
- Agreement with AS Enefit Green for steam supply is fixed.
- Electricity supply contract is fixed.
- Tender for Building take place in September
- Pre-agreements with banks are in place.
- Contracts for milk delivery with farmers are in proccess.
- The total investment amount and percent of the share are fixed with investor



### Timeline and current activities

E-Piim	ootmine AS Dairy Plant									GENERAL TIME SCHE	DULE								File	name and revi	sion: EPM Scheo	ule 20180613	general update
ID	Fask Name	Duration	Start	Finish	2017 Jun Jul	Aug Sep Oct	Nov Dec Ja	an Feb Mar Apr	Mav Jun	2018 Jul Aug Sep	Oct Nov Dec	Jan Feb	Mar Apr May	2019 v Jun Jul Au	a Sep Oct I	Nov Dec J	an Feb Mar	Apr May	2020 Jun Jul Aug	Sep Oct	Nov Dec	Jan F	eb Mar /
1	FINANCING	65 days?	Fri 22.12.17	Thu 22.03.18				<b>• 0%</b>										1. 1.					
2	Investment in place	0 days?	Fri 22.12.17	Fri 22.12.17	T - T -		<b>→ 2</b>				·								í — ¬ —	T - T -			- <u>-</u> <u>-</u> <u>-</u>
3	Bank loan in place	0 days?	Thu 22.03.18	Thu 22.03.18				\$ 22.03	3	- <u></u>	·					T				i i i			I
4	PRIA		Thu 29.06.17	Tue 02.04.19									0%			+							
5	1st stage approval of PRIA	0 days		Thu 29.06.17	♦ 29.0	6																	
6	Deadline for submitting the documents for 2nd stage approval	0 days		Fri 28.12.18	+							♦ 28.12				T							
7	Documents to be submitted and reserve period	76 days		Tue 02.04.19									• 0%										
8	Total Budget + reserve period 0,5 month	16 days		Tue 08.01.19	+			- + - + - + -							- +								- +
9	Documents to be submitted		Tue 18.12.18	Tue 18.12.18	$\top - \neg -$	-I L - T -					Т— Т — Т <b>—</b>	18.12	— — — — — —		- T - JI					$\Gamma - T -$	7	T	
10	Tender Documents of all procurements	0 days		Tµe 18.12.18	TTTT						II I I I I 🕨	18.12				IICII							
11	Tenders of all procurements	0 days		Tue 18.12.18								18.12											
12	Justification of the award decision based on Tend. Doc.	0 days		Tue 18.12.18							I I I I 🕨	18.12											
13	Publication Notices	0 days		Tue 18.12.18						_ L	🕨	18.12											
14	Building Permit	0 days		Tue 18.12.18	+						· · · · · · · · •	18.12				T							
15	Detailed Design	0 days		Tue 18.12.18								18.12								+ -			
16	Evidence that land belongs to EPM		Tue 18.12.18	Tue 18.12.18	+							18.12			- +	I				+ -			_ +
17	2nd stage approval of PRIA		Wed 09.01.19										0%			I							
	LAND ACQUISITION IN PAIDE	196 days?		Mon 30.04.18		*			99%														
19	State owned land	131 days?		Mon 30.04.18					99%							I							
20	Including the land plots into selling list	20 days?		Mon 27.11.17	ILL		100%																
21	Privatization process of state owned land by Land Board	50 days?		Mon 05.02.18				100%															
22	Joining the land plots in Land Register	40 days		Mon 30.04.18					4100%	_ L												i i	
23	Land plot in EPM possession and combined. LATEST		Mon 30.04.18	Mon 30.04.18	+ - + -				30.04											+ -			
24	Detail Planning (DP)		Mon 31.07.17	Thu 22.03.18	+	•		1009 V 1009	°_'														- +
25	Sketch of the planning, incl. utilities	50 days		Fri 06.10.17		100																	
26 27	Getting requirements from technical utilities	20 days		Mon 02.10.17	<u> </u>	1009			_''_	_ ! ! ! !		''	!			'	!!			<u>!                                    </u>			
27	Notice of publicizing of the sketch	0 days		Fri 29.09.17		ti <u> </u>				_ ! ! !		<u> </u>			_ !! _ !! _ !!	L	!!			<u> </u>			_ ! _ !
28	Publicizing the sketch	22 days		Mon 13.11.17			100%									L							
29	IF REQUIRED - Notice of public discussion		Mon 13.11.17	Mon 13.11.17	$\perp = \perp =$		▲ 13,11			_ L _ J	.					L							$- \perp - \perp$
30	IF REQUIRED - Public discussion	0 days		Tue 14.11.17	+ - + -		- 14.11	-+-+		_ + _ +	+-+-		+-		- +	+				+ - + -		+	- +
31	Design of DP, co-operartion with touched persons		Wed 15.11.17	Fri 17.11.17	+ - + -	_	100%	_ + _ + _ + _		_ + _ +					- +					+ - + -		+	- +
32	Approval of DP in authorities	21 days		Mon 18.12.17	+ - + -	-i+-	1009	-+-+-	-i i- l	- + - +		-  i i			- +	+				+ - + -	-ii - i	- <u> </u>	- +
33	Acceptance of DP in Paide Municip. Council	0 days		Thu 21.12.17	+		1	12 + - +				_  _  _;_  _;			_ +	'				+ -		+	- +
34 35	Notice of publicizing of DP	0 days		Fri 22.12.17												+							
35	Publicizing the DP IF DISPUTES - Notice of public discussion of DP		Mon 08.01.18	Wed 07.02.18		_'		07.02	_'	_ ! ! !	.' ! !	_  ' '	!			+	!!	!	''	<u></u>			
36			Wed 07.02.18	Wed 07.02.18				13.02		_ L _ L					_ ! _ ] !	+							
37	IF DISPUTES - Public discussion of DP Information about results of public discussion of DP	0 days	Tue 13.02.18 Wed 14.03.18	Tue 13.02.18 Wed 14.03.18				14.03		_ L _ J _ J			느 느 나 ㅡ 나 ㅡ			+				L _ L _			
					+ - + -	- +-+		-+-+		- + - +			<b>↓</b> _ ↓ _		- +	+				$\vdash - + -$	- - -	+	- +
39 40	Approval of County Governor (IF NO DISPUTES) Validation of DP (IF NO DISPUTES)	5 days	Fri 16.03.18 Thu 22.03.18	Thu 22.03.18 Thu 22.03.18	+ - + -	- +-+		-+-+-		- + - +	+-+-		+ <mark> </mark> - + -		- +	+			+	+ - + -	-  -	+	- +
40	Studies and surveys		Mon 23.10.17	Mon 18.12.17	+ - + -	-  <del> </del> - + - <u>-</u>		v - + - + - + - + - + - + - + - + - + -	′⊣+−⊢ŀ	- + - +	+-+-	-	+ <b> </b> - + -		- +	+			+	+ - + -	-11 - 1	+	- +
41	Geotechnical study. Paide		Mon 23.10.17 Mon 23.10.17	Mon 18.12.17	т — т —		1009				и — — т — т —	-  i i			- <u>-</u> - <u>-</u> - <u>-</u> -	+				с – т –		+	- <u>-</u> - <u>-</u>
43	Study of Radon, Paida	20 days		Fri 24.11.17	$\dot{\tau} = \dot{\tau} =$	-iii	100%				<u></u>	-  i i			- <del>-</del>	+				$\dot{r} = \dot{r} =$	-ii		$-\dot{r}\dot{n}$
40	LITILITIES	761 days		Tue 01.09.20	÷						· <u>·</u> -					+				18%			
44	UTILITIES Elektrilevi Joining agreement 5+5 MW	660 days		Mon 13.04.20	÷		<u></u>		- <u></u>	_ ! ! '	.' ! !	' '	!_	' ' !	''.	' +		27%					
46	Joining agreement 5+5 MW	20 days		Mon 30.10.17		_! ! 🏧	100%	<u></u>		_ ! _ !!		!!			_ ! _ !!		!!		!!	<u></u>			
47	Joining with Elektrilevi 5+5 MW	640 days		Mon 13.04.20	+ - + -	_		_ + _ + _ + _		_	.  + _ + _		+ -+-			$ \vdash - +$		25%		$\vdash - \perp -$		+	- +
49	Enefit Green, Steam 20MW 16barg, electr. 1,7MW 10kV		Mon 01.01.18	Tue 01.09.20	+ - + -	-  +-		-+-+-		_ + _ +			+-		_ +					+ + -	-  -	+	- +
49	Agreement of cooperation		Mon 01.01.18	Fri 29.06.18	+ - + -	-  +-					+-+-		+ <mark> </mark> - + -		- +	+	- +		+	F - + -	-  -	+	- +
50	Composing the concept		Mon 02.07.18	Fri 31.08.18	+	-1	+ + + +	-+-+				-	+ <mark> </mark> - + -		- +	+				+ -	-11 - 1	+	- +
51	EPC procurement		Mon 03.09.18	Fri 04.01.19	т — т —			- T - T - T -						i i-		+			rii	$\Gamma = T =$		+ - +	$-\dot{-}$
52	Sales contract negotiations and signing		Mon 03.09.18	Tue 05.03.19	$\dot{\tau} = \dot{\tau} =$			- ÷ - ÷ - ÷ -								;+			. – – – – – – – – – – – – – – – – – – –	$\dot{r} = \dot{r} =$	-ii - ·		$-\dot{\tau}\dot{\eta}$
53	Investment decision and signing EPC contract		Wed 06.03.19	Mon 25.03.19	+ - + -								<b>*</b>			+							
54	Design works of EPC contract	130 days		Mon 23.09.19	+ - + -							-  !!		! ! !_		!+				<u></u>			
55	Construction works of EPC contract		Tue 24.09.19	Tue 01.09.20	<u>+</u> _ <u>-</u>		-!!+ -					- !!	<u> </u>	·				_ ! L		<u>⊢</u>			
56	Availability of steam in full capacity and quality	0 days		Tue 01.09.20	+ - + -	-  -+-	+ + -	-+-+-	- +- -	-+-+	+-+-	-	I— — H — + —	+	- + 1-	+		-   +		01.09	-  -	+	- +
57	Preliminary data from production technology		Mon 30.04.18	Mon 30.04.18	+ - + -	-  -+-	+	-+-+-	30.04	-+-+	+-+-		+ - + -	+	- +	+	- +			+ - + -	-  -	+	- + - +
58	Final data from production technology		Mon 13.08.18		+ - + -	-  -+-		-+-+-+-		- + - + - 13.08 -	+-+-		+ <mark> </mark> - + -		- +	+	- +			+ - + -	-  -	+	- +
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### Timeline and current situation

E-Piim 1	Footmine AS Dairy Plant									GENERA	L TIME SCHEDULE											File name a	nd revision: EPM Sche	dule 20180613 general update
ID	Fask Name	Duration	Start	Finish	2017	San Ort New Dea	lan I.E.	ab Mar Ann	Mar. In	2018		New Dee	Inn Enh	Mar Ann	2019	Aug Sec.	Oct New Dec	lan Est	h Mar An	e Maria Itum	2020	Aug Can		Inn Enh Max I
59	Paide Vesi	0 dave	Wed 08.07.20	Wed 08.07.20																	08.0	wng iceb		
60	Water connection shall be ready and working		Wed 08.07.20		$\dot{\tau} = \dot{\tau} = -\dot{\tau} = -$		- I ÷	- ÷ - ÷ -	-iH - i-	$-\dot{r}$ $-\dot{r}$	i i - i	- ÷ - ÷ -		i i		÷ - ÷	; — —; — — ;— -	- +; -	i i-	· – – – – –			÷	
61	Sewage connection shall be ready and working		Wed 08.07.20		<u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u><u></u></u>		+		-18 - 1-		; ;- ·			i i		<u> </u>	; — — ;— — ;— -	- +; -	<u>i</u> i-	· - i i -	₩ 08.0		÷	
62	Telia, telecommunication		Wed 08.07.20		+				내는 눈눈				'	'는 는 섬 -			'' <u>_</u> _	- +; -			♦ 08.0	7	+	
63	Telecommunication connection shall be ready and working	0 days	Wed 08.07.20	Wed 08.07.20					-'									- +	! !		▶ 08.0			
64	PROCUREMENT OF PRODUCTION TECHNOLOGY	112 days					99%	- +				- + - + -			- +	+							+	
65	Preparation of Tender Documents		Mon 07.08.17	Mon 18.09.17	+ - +			- +		- + - +		-+-+-			- +	+ - +				_ + _ + _			+	
66 67	Announcement in EPM homepage, newspaper and e-tender system	0 days			+ - +		-  -  -  ÷	- +				- + - + -			- +	+		_ +			- 4	·	+	
67 68	Preparation of the tenders Review of Tenders	39 days 5 days		Fri 10.11.17	+												,, <del>_</del> -	- +					+	
69	Negotiations with Tenderers	31 days					100%		-1									- +; -	: :		· -{			
70	Submitting of final Tenders	3 days			+ - +		100%		-1					( <u> (</u> -			!! !	- +; -	! !-		· + – –	!!	+	
71	Review of final Tenders	3 days					100%		-14					·				- +	! !		- +	' <u>-</u> -		
72	Contract awards / signing the contract	0 days	Tue 09.01.18	3 Tue 09.01.18	+		09.01	-+	- <u>  + - ⊢</u>			-+-+-	- <u> </u>		- +	+ - +	· — — · — — — — -	- +					+	
	ENGINEERING OF PRODUCTION TECHNOLOGY		Wed 10.01.18		+ - +							-+-+-	40%		- +					- + - + -	1		+	
74	Project preparation		Wed 10.01.18		+			100%				- + - + -			- +			_ [ _ ] _					+	
75 76	Milestone 1 - delivery of engineering information, preliminary		Wed 24.01.18		+ - +		╧╧╧╢		<u></u>									_ +	! !				+	
76	Client's review	19 days 10 days	Wed 21.03.18		+ - + - +		4H – ÷	- +										- +	! !		·		+	
78	Milestone 2 - delivery of engineering information, preliminary Process Engineering	10 days 65 days			+ - + !		-+1+ - ÷				<u> </u>			는 _ 뭐 -			!!!	- + - + -	! !-				+	
79	Final Hole- and Foundation Plans	30 days			+			_ + +	-1	-			!	·!		<u>-</u> - <u>+</u>	!!	- +! -	! !		· +!	! !	+!-	
90	Utilities capacity and guality fixed	0 days		8 Mon 02.07.18	+ - +!			-+-+-	-! + ! - ! +	02.07		- + - + -	!	·	- +		!! <u> </u>	- +	! !-			! <del> </del> -	+	
81 82 83 84	GEA	110 days	Tue 31.07.18	Mon 31.12.18	+ - +		++++	-+-+-	-1+1+4			-+-+-	- 0%		- +	+ - +		- +		- + - + -		+-	+	+-+
82	Engineering	100 days		8 Mon 17.12.18	+ - +		+	- + - + -	-1+1+4	- + - 🛣			0%		- +	+ - +		- +		-+-+-		I+-	+	+-+
83	Client's review	10 days			T - T I - I								0%										T	
84	Design freeze	0 days											\$ 31.12											
85 86	RELCO		Wed 15.08.18		<u></u>				-!!-		15:08	• 0%		! !		<u></u>	!! <u> </u>	- +! -	! !_			! <u> </u>	<u></u>	
86 87	Delivery of Engineering, part 3 (Milestone 3) Delivery of Engineering, part 4 (Milestone 4)	0 days 0 days	Wed 15.08.18 Thu 01.11.18						-4-4		15,08	- + 01.11 -				L _ L	//	- +			·			
88	PROCUREMENT OF DESIGN	85 days			<u>_</u>	_ L _ L _ J	1009	<u>_</u> _⊥	_		!! ! !	_ <b>* •</b> •••• -		<u> </u>		L		- +	! !_			L _	<u> </u>	
89	Preparation of Tender Documents	23 days			+		- 1+ - T	_ + _ + _	-1+11+			-+-+-		·   +	- +	$\vdash - +$		- +			- +	<del> </del> -	+	
90	Preparation of the tenders	22 days			+ - +		-++-+	-+-+-	-1+1 +4	- + - +		-+-+-		+ -	- +	+ - +		- +	! !-	-+-+-		+-	+	
91	Negotiations of the design agreement	10 days	Tue 02.01.18	Mon 15.01.18	+ - +	+	100%	°−+−+−	-1+ - +	-+-+		-+-+-		· +	- +	+ - +	-	- + - + -		-+-+-	- +	+-	+	
92	Signing the design agreement	0 days		8 Mon 15.01.18	+ - +		15.0	n-+-+-		- + - +		-+-+-			- +	+		- +	-	- + - + -			+	+-+
	DESIGN OF BUILDING	480 days															₹ 27%				11		T = 7 =	
94 95	Preliminary (Building permit) design	65 days			<u></u>				100%	_ ! !.	''	_ ! !	'	· <u>' !-</u> -		<u></u>	<u>    _   _ </u> _	_ +' -	' '_	!! _		' !	<u></u>	
95 96	Design review by all participants (incl. technology) Corrected Preliminary Design phase	10 days 10 days				_ L _ L			100%		'			L	!!!		!!	_ +! -	! !_				<u></u>	
95	Uploading the PD to Building Register in web	0 days					- <u>-</u> <u>-</u> <u>-</u>		14.05		!! ! !	$-\perp$ $-\perp$ $-$		L _ L _				- +	! !_		- +	L _	L	
98	Cooperation approving of PD at officials and utilities	20 days			+	+	+	-+-+-	14.06	25%		-+-+-		·   +- <b> </b>	- +	$\vdash - +$		- +	_			L _	+	
99	Building Permit procedure in Municipality	20 days		Mon 09.07.18	+ - +		+	-+-+-		25%		-+-+-		·   + -	- +	+ - +		- +	-	- + - + -	- +	+-	+	
100	Building permit issued	0 days			+ - +		-   +	- + - + -		09.07		-+-+-			- +	+ - +	1   ⊢ -	- + - + -		- + - + -			+	+-+
100 101 102	Detailed design	100 days			T = T = - - :						30%										1		<u> </u>	
102	Detailed design of Production Technology foundations	35 days						_ <u> </u>				⊾ <u> </u>		브리미리		L _ I						!_ <u> </u>		
103	Design review by Client / Corrections by designer	10 days 200 days				_ L _ L	_		_'			<u> </u>				<u></u>	<u> </u>	_ +	' '			<u> </u>	<u></u>	
104	Working drawings during construction period PROC. OF HIGH-BAY WAREHOUSE and LOGISTICS (D-B), ANNULLED				+	_ L _ L _ <mark></mark>			-!		! !+ !		- !- <b>*</b>	'				_ +	! !			! <u> </u>	+	
105	Proc. or high-bar waterouse and Logismos (D-b), annouled Preparation of Tender Documents	15 days			+			<u></u>	-!		!!+	-+-+-	!		- +	$\vdash - +$	! — _! <u> </u>	- +	! !_		- +	! <b>⊢</b> -	+	
107	Preparation of the tenders	39 days			+ - +	+ - + <b>-</b>	- 100%+	- + - + -	-  -  -	- + - +	+ -	-+-+-		·   +	- +	+ - +	⊢ -	- + + -		-+-+-	- +	+-	+	
108	Review of Tenders	5 days		Wed 10.01.18	+ - +		100%		-! - <b> </b> -  +	- + - +	+	-+-+-		+ -	- +	+ - +	⊢ -	- + - + -		-+-+-		I+-	+	
109	Negotiations with Tenderers	5 days			+ - +		1009		_' <b> </b>		!!†	_ + _ + _				<u>+ - +</u>				_ + _ + -	1		+	
110	Submitting of final Tenders	30 days						100%													1 = =		IIIII	
111	Review of final Tenders	5 days			<u></u>			07.03	_!	_ ! !	!!			<u></u>		<u>L _ L</u>	<u> </u>	_ +! _				<u>_</u>	<u></u>	
112	Contract awards / signing the contract PROC. OF STAINLESS STEEL TANKS		Wed 07.03.18 Mon 14.05.18		4 <u> </u>		_	♦. 01.08			- 229/		!	<u></u>		<u></u>	!!	_ +	!		· + – –	! <u> </u>	+	
113	PHOC. OF STAINLESS STEEL TANKS Preparation of Tender Documents		Mon 14.05.18 Mon 14.05.18		+		+	- + - + -		<u>6</u> %, ⊢ − − + `		-+-+-	!		- +	<u>+ - +</u>	! — _! <u> </u>	- + - + -	! !-			! <u>⊢</u> -	+	+ - + +
115	Preparation of the tenders	23 days			+	$-\vdash-\perp-\dashv-\dashv-$	+	- + - + -			— —l — — l <del>+</del> i	-+-+-	-  - -	·   +	- +	$\vdash - +$	⊢ -	- +			· + – –	+-	+	
116	Review of Tenders		Wed 04.07.18		+ - +		-  +	-+-+-	-ı  -	- +	1+ 1	-+-+-		·   + -	- +	+ - +	— −   − − ⊢ −	- + - + -		-+-+-	- +	+-	+	+
	Negotiations with Tenderers	10 days	Wed 11.07.18	3 Tue 24.07.18	+ - +		+	- + - + -	-ı  +	— + 🏧 🕷		-+-+-		+ -	- +	+ - +	— —   — —   — -		-	-+-+-	1	I+-	+	
118	Submitting of final Tenders		Wed 25.07.18		<u></u>																1		<u> </u>	
119			Wed 01.08.18				_ L _ I		4 1		0%   _			<u>   </u> _		<u>L _ L _ </u>	!!!					<u>                                   </u>	1 - 1 - 1 -	
120	Contract awards / signing the contract	0 days	Tue 07.08.18	3 Tue 07.08.18					1	∎ I I¶	<b>07.0</b> β Ι			I I							11			



### Timeline and current situation

E-Piim To	tmine AS Dairy Plant											GE	NERAL TIME SCH	EDULE												File name	and revision: EPM So	hedule 20180613	general update
ID T	k Name	Duration	Start	Finish	201 xy Jun	17 Jul Aug	Sep Oct	Nov Dec	Jan Feb	Mar	Apr May	2018 Jun Jul	Aug Sep	Oct Nov	Dec Ja	an Feb	Mar	Apr May	2019 Jun Jul Au	g Sep Oct Nov	Dec Ja	n Feb	Mar Apr	May Jun	2020 Jul	Aug Sep	Oct Nov I	Dec Jan	Feb Mar /
121	ROC. OF ICE WATER AND COOLING PLANT (D-B)	58 days	wed 30.05.18									(II)	17%		7 - 11 -														
122	Preparation of Tender Documents	10 days	wed 30.05.18								!	100%									+ -				1 :	/			
123	Preparation of the tenders		wed 13.06.18	Fri 13.07.18	- + - +					- +		0	196		+			1 - +		- +	+ -			+ -	T!		+		- +
124	Review of Tenders		Mon 16.07.18	Fri 20.07.18	- + - +				+ -	- + +		· /   - † 🛣	0%		<u>+</u>		+	- +		- +	+ -	1		+ -	T!	+-	+		- +
125	Negotiations with Tenderers	10 days	Mon 23.07.18	Fri 03.08.18	-+		+	+	+ -	- +			<b>55</b> ,0% -	- + - + -	+	-  -	+	- +		- +				- + -			+	+	- +
126	Submitting of final Tenders	5 days	Mon 06.08.18	Fri 10.08.18	- + - +		F - t		+ -	- +			120%	- + - + -	+		+	- +		- +	+ -		+	+ -	7 1		+ 1 -	+	- +
127	Review of final Tenders / Negotiations	5 days	Mon 13.08.18	Fri 17.08.18	- ï - ï	i — — <sub>I</sub> — —					i — — — — —		0%		Τ		- <u>-</u> - ï				+ -	;,	<del>_</del>				T		- <u>-</u> - <u>-</u>
128	Contract awards / signing the contract	0 days	s Fri 17.08.18	Fri 17.08.18									17.08				i				+ -	:		:			T		
129	ROC. OF COMPRESSED AIR PLANT	55 days	s Fri 08.06.18	Thu 23.08.18									<b>9%</b>				i				+ -								
130	Preparation of Tender Documents	7 days	rs Fri 08.06.18	Mon 18.06.18								0%													T				
131	Preparation of the tenders	23 days	s Tue 19.06.18	Thu 19.07.18	- +				+ -				0%	- + - + -	+		- ! +	- +		- +	+ -			+ -			+		- +
132	Review of Tenders	5 days	s Fri 20.07.18	Thu 26.07.18	- + - +	!		+	+ -	- +			50%	- + - + -	+		-   +	- +		- +		1		+ -		+-	+	+	- +
133	Negotiations with Tenderers	10 days	s Fri 27.07.18	Thu 09.08.18	-+		+	+	+ -	- +			20% ·	- + - + -	+	-  -	+	-+		- +				+-			+	+	- +
134	Submitting of final Tenders	5 days		Thu 16.08.18	- + - +		+		+ -	- +			- 2090	- + - + -	+	-   -	+	- +		- +	+ -		+	+-		+-	+	+	- +
135	Review of final Tenders / Negotiations	5 days	s Fri 17.08.18	Thu 23.08.18	- T - T	(	г - т	η — —		- T – T	i — —ı — —	- r -	0%		Τ		r		י דו – דו – ר	- T – ¬ – –	+ -				11		T	T	- T - J
136	Contract awards / signing the contract	0 days		Thu 23.08.18	- <u>-</u> - <u>-</u>						í — — — — —	- <u></u>	7 23.08	- r - † - r -			- <u>-</u> - ï		<u>-</u>		+ -	;			1		T		– <u>– – – I</u>
137	ROC. OF WATER TREATMENT PLANT	59 days	s Tue 12.06.18	Fri 31.08.18			<u>_</u>		- <u> </u> -		;;	·	<b>0%</b>				- <u>-</u> - i		<u>-</u>		+ -		i <i>i_</i>		1	<u>-</u>		·	1
138	Preparation of Tender Documents	6 days											- + <b>F</b> = -		÷ − −  −	:-  -					+ -				モニ		~		
139	Preparation of the tenders	23 days	s Wed 20.06.18	Fri 20.07.18								·	0%	-!+	+	!-   -	_! !				+ -				1 !		±		
140	Review of Tenders		Mon 23.07.18	Fri 27.07.18	- + - +			+		- +	!		<b>6</b> ,0%	-:+ - + -	+	!-  -	-   +	- +		- +				+ -	1!	+-	+		- +
141	Negotiations with Tenderers	15 days	Mon 30.07.18	Fri 17.08.18	- + - +		$\vdash - +$	+	-   + -	- + +	+	· ⊢ ⊢ ⊢ −	Tana 0% -	- + - + -	+	-  -	+	- +		- +	+ -	- +	— —  — — <del> </del>	+ -	1	+ -	+	+-	- + +
142	Submitting of final Tenders		Mon 20.08.18	Fri 24.08.18	- + - +		+	+	-   + -	- + +	1 — —I — —		+ +	- + - + -	+		-   +	- +		- +	+ -		-+	+ -	1 1	+-	+	+	- +
143	Review of final Tenders / Negotiations	5 days	Mon 27.08.18	Fri 31.08.18	- $  -$		г – т – –	т — — — -	- <u>-</u> - <u>-</u> -	- T — T	ı — —ı — —		T T T 50%		T		- I I	- T	<u> ר - ר</u>	- <sub>T</sub> – <sub>¬</sub> – <sub>-</sub> – -	+ -			T -	1		T		- <sub>T</sub> - <sub>¬</sub>
144	Contract awards / signing the contract	0 days		Fri 31.08.18				-;,			i — — — — —		31.	08   T			ï		i		+ -	;		; -	1		ī — — — — — —	·	
145	ROC. OF WASTEWATER TREATMENT PLANT (D-B)	59 days	s Tue 12.06.18	Fri 31.08.18	$-\frac{1}{1}-\frac{1}{1}$						·	· _ <b>_</b>	<b>0%</b>				- <u>-</u>				+ -	;'			1	<u>-</u>		·	1
146	Preparation of Tender Documents	6 days		Tue 19.06.18								0%	<u> </u>			;-   -					+ -				モニコ			·	$= \hat{\gamma} = -\hat{\gamma}$
147	Preparation of the tenders		wed 20.06.18	Fri 20.07.18							!	· · · · · · · · · · · · · · · · · · ·	0% T -	- :+	÷ -   -  -										1 :				
148	Review of Tenders		Mon 23.07.18	Fri 27.07.18	- + - +			+!	-   + -	- +	!		<b>2</b> 0%	- :+ - + -	+	!-   -	- ! +	- +		- +	+ -			+ -	1!	+-	+	· +	- +!
149	Negotiations with Tenderers		Mon 30.07.18	Fri 17.08.18	- + - +		+	+	-   + -	- + +	+		0%	- + - + -	+ -   -  -	-  -	-   +	- +		- +	- H - H -	- +	— —  — — <del> </del>	+ -	1	+ -	+	· +	- +
150	Submitting of final Tenders		s Mon 20.08.18	Fri 24.08.18	- + - +		$\vdash - +$	+	+ -	- + +			+ + 10%	- + - + -	+	-  -	+	- +		- +	+ -		+	+ -	+	+-	+	+	- +
151	Review of final Tenders / Negotiations		Mon 27.08.18	Fri 31.08.18	- <sub>T</sub> - <sub>T</sub>		г – т – –	т — – – т	- <u>-</u> - <sub>T</sub> -	- T — T	ı — —ı — —		T T 30%		T		- I F	- T	¬ – – – – – – –		+ -		і — — I — — Г	т -			T - 71-		- T - J
152	Contract awards / signing the contract	0 days		Fri 31.08.18	- <u>-</u> - <u>-</u>	·		-;,		- <u>-</u>	i — —ı — —		31.	08	T		- <u>-</u> - ï		-, , ,- ·		+ -	;,			1		ī — ¬ — ¬ -	·	I
153	NGINEERING OF STAINLESS TANKS	35 days	? Wed 15.08.18	Tue 02.10.18	- <del>-</del> - <del>-</del>		<del>_</del>		- <u> -</u> - <u>-</u> -	- <del>-</del>	i — — i — —						- <u>-</u>				+ -	<u>;</u> j	<del>_</del> <del>_</del>		1	<u>-</u>	T = -i = -i	·	- ÷i L
154	Detailed design and engineering of tanks	25 days		Tue 18.09.18			<u> </u>	<u></u>	-   ÷ -		<u> </u>			0%	÷	;-  -	- <u>`</u>				+ -	::'			ポニート	<u>-</u>	$\hat{\gamma} = -\hat{\gamma} = -\hat{\gamma}$	·	- + 1
155	Client's review		wed 19.09.18	Tue 02.10.18										0%	÷ -   -  -	!-  -									1:				
	NGINEERING OF ICE WATER AND COOLING PLANT		s Wed 22.08.18	Thu 04.10.18	- + +				-   + -	- +			+-+		+	!-   -		- +		- +	+ -			+ -	1!	+-	+		- +!
157	Detailed design and engineering of ice water and cooling plant		wed 22.08.18	Thu 20.09.18	- + - +	!	⊢ − + − −	+	-   + -	- + +			+ -+		+	-  -	-   +	- +		- +			— —  — — <del> </del>	+ -	1!	+-	+	+	- +
158	Client's review	10 days		Thu 04.10.18	- + - +		+	+	-   + -	- + - +			+	<u>≈</u> _0‰ + -	+	-  -	+	- +		- +	+ -		-+	+ -	+	+ -	+	+	- + - +
159	ROC. OF LABORATORY EQUIPMENT	58 days	s Tue 02.10.18	Thu 20.12.18	- + - +		+		+ -	- +			+	-+	- <b>0%</b>		-   +	- +		- +	+ -		-	+ -	1 1		+	+	- +
160	Preparation of Tender Documents	10 days	s Tue 02.10.18	Mon 15.10.18	- T - T	<u> </u>	г – т – –	η — — <sub>I</sub> — -	-   r -	- T - 7	i — —ı — —	- r -   - r -	$\gamma = \gamma = \gamma$	0%	T		r	— т — -	<u> ר</u>	- T – ¬ – – I – -	+ -				1	<sub>F</sub> -	T = 7 = -1-	·	- T - ר
161	Preparation of the tenders	23 days			- <u>-</u> - <u>-</u>				-		i — — — —		-1 $-1$ $-1$	- it <del>* ;;</del> .	0%		- <u>-</u> - i				+ -	;,			1	<u>-</u>	T	·	- <u>-</u> []
162	Review of Tenders	5 days		Thu 22.11.18			<u>_</u>	-; <u>'</u>			;;			- 🕂 - 🕆 🔹	0%		- <u></u> -		<u>-</u>		+ -	:'			1	<u>-</u>			1
163	Negotiations with Tenderers	10 days	s Fri 23.11.18	Thu 06.12.18							·'			- :+	× 0%	:- -					+ -				1:		~		
164	Submitting of final Tenders	5 days		Thu 13.12.18	- + - +			→l	-   + -	- +			+	- :+ - + -	+ 🚾 🛷 –	!-  -		- +		- +	+ -	!		+ -	1!		+		- +!
165	Review of final Tenders / Negotiations	5 days			- + - +	!	+	+!	-   + -	- + +	!		+	-!+ - + -	+ 20%		-   +	- +		- +	+ -			+ -	1!	+-	+	+	- +
166	Contract awards / signing the contract	0 days			- + - +		$\vdash - +$	+	-   + -	- + +	+		+	- + - + -	+ - 20.1	12	+	- +		- +	- H – † -		-+	+ -	1	+ -	+	+	- + +
	ROC. OF OWNER SUPERVISION	53 days			- + - +		+	+	+ -	- +			+ $   -$				-   +	- +		- +	+ -		-+	+ -	+		+		- +
168	Preparation of Tender Documents	5 days		Mon 08.10.18	- T - T	<u> </u>	г — т — -	η — — ι — ·	-   r -	- T - T	i — — — — —	- r -   - r -	$\neg - \neg - \neg$	- i <b>x</b> ,0% i -	Τ		r	- T	ר – – – ה י	- T – ¬ – – I – -		ıı	i i i		1	r -	T =	·	- T - ¬
169	Preparation of the tenders	23 days			- <u>-</u> - <u>-</u>					- ;; — -;	i — — — — —			09	67		ï				+ -	;			1		ī — — — — —		1
170	Review of Tenders	5 days					<u> </u>	<u> </u>	-   ÷ -	- ÷	;		$\dot{-}$	- († – († 📥)	0%	;-  -	-; /_				+ -	;'			モート	<u>-</u>	$\dot{\gamma} = -\dot{\gamma} = -\dot{\gamma}$	·	$-\dot{\gamma} = -\dot{\gamma}$
171	Negotiations with Tenderers	10 days									·'			- (†		:-   -					+ -				1 = -1				
172	Submitting of final Tenders	5 days												-:+		!   -					+ -	!			1!		+	·	
173	Review of final Tenders / Negotiations	5 days			- + - +	!	⊢ – + – –	+!	+ -	- +	!		+	-!+ - + -	+ 📩 😽 –		-   +	- +		- +	+ -			+ -	1	+ -	+		- +
174	Contract awards / signing the contract	0 days		Thu 13.12.18	- + - +		$\vdash - +$	+	-   + -	- + +	+		+	- + - + -	+ 13,12		+	- +		- +	+ -		— —  — — <del> </del>	+ -	1	+ -	+	+	- +
	ROCUREMENT OF CONSTRUCTION WORKS	85 days		Mon 17.12.18	- + - +		-+	+	+ -	- + +	+ — — I — —		+	- + - + -	+ - 0%		-   +	- +		- +	+ -		-+	+ -	+	+-	+	+	- +
176	Preparation of Tender Documents	30 days			- T - T		Г – Т – –	т — — т	-  -  - <sub>T</sub> -	- T - T	ı — —ı — —				T		- I T	- <sub>T</sub>		- <sub>T</sub> - <sub>¬</sub> i	+ -	- <sub>–</sub> – –	<del> </del>	т -	1i		T		– <sub>T</sub> – <sub>¬</sub> ]
177	Preparation of the tenders	30 days			$-\dot{\eta} - \dot{\eta}$	1 — —i — —		т — —i — -	-   ÷ -	- i - i	r – – i – –	- c H i -	$\gamma = \gamma = \gamma$	A	wi	<u>  -</u>   -	- i i-		а — — і— — іт ·	- r	+ -	i	i – – j– – j-		$f_{1} = -i$	<u>i</u>	r	·	L
178	Review of Tenders		s Tue 13.11.18					-ii						-; 🕂 🛣	0%		-; ;-				- ; + -	;;			f()		+	·	- + 1
179	Negotiations with Tenderers		s Tue 20.11.18									- 는 는 는 는	+		0%	[-] -					- : + -	!!			+()		+		
180	Submitting of final Tenders		s Tue 04.12.18			!	<u> </u>		-		!!			-!!	3.0%	!- !				- +	- ! + -	!			$+\!$		눈		
181	Review of final Tenders / Negotiations		s Tue 11.12.18		- + - +		$\vdash - +$	+	-   + -	- +	+		+		+ 😹 🔤 –	-  -	-   +	- +		- +	+ -		<del> </del>	+ -	+ 1	+ -	+		- +
182	Contract awards / signing the contract		Mon 17.12.18		- + - +		$\vdash - +$	+	-   + -	- + +	+		+	-   + -	+	2 -	<u> </u>	- +	-+	- +	+ -		-+	+ -	+	-+-	+	· +	- + +
106	comment analysis aligning the contrast	o days	- mon 17.12.10		$-$ + $ \rightarrow$		$\vdash - +$	+	- I + -	- +			+		+			- +		- +		- →I	— — I— — ↓	+ -	+11	+ -	+	+	- + 1



### Timeline and current situation

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Та	sk Name	Duration	Start	Finish	May Ju	2017 Jul	Aug	Sep Oct	Nov	Dec Ja	an Feb	Mar	Apr M	1av Jun	2018 Jul	Aug	Sep Oct	Nov 1	Dec J	Jan Feb Ma	Apr	May Ju	2019 un Jul	Aug	Sep C	Oct N	lov Dec	Jan	Feb Mar	Apr	May Jun	2020 Jul A	ug Sep	Oct	Nov De	Jan	Feb
	CONSTRUCTION WORKS OF THE BUILDING		Wed 03.04.19	Fri 17.07.2	- +	- + -	-1	-+		-i i-	+ -	+ - +			- + -	+ 1		- + - +			- 🖬	+ + -			+	1_		+ - +			+ -			- +	- i i -		- + -
	Preparation works	10 days	Wed 03.04.19	Tue 16.04.19	9 T			Г – Т -		-1  -	- T -	Т-Т	r — — I -		- <sub>-</sub> -			— т — т			- 1 <b>1</b> -0	%			$\top - \neg$			- +		-	<u>-</u> -		r -	- T	7		- T -
t	Earth works under the building area	40 days	Wed 17.04.19	Tue 11.06.19	9 1			r - r ·			- T -	T = T			- r -	$\neg - \neg$		- r - r			- r 🏞	<del></del>	=_0%	- r -	$\Gamma = \neg$			- <u>†</u> - ¬	<sub>I</sub>			1		- T	– – ר		- T -
t	Piling and foundations of building area	80 days	Wed 01.05.19	Tue 20.08.19	9							ī — ī	·		- <u>-</u> -						9	)			0%			- +;			; -	1					
T	Framework, floor, sublevels, walls and roof of powder plant tower	173 days	Wed 10.07.19	Fri 06.03.20	0							<u> </u>			- <u>-</u> -	<u> </u>					- <u>-</u> - ·		9								n		- <u> </u>				
	Framework, floor, sublevels, walls and roof of cheese and wet area building	100 days	Wed 21.08.19						1	1	- <u>-</u> _	1 1		- <u>- </u>	- <u>-</u> _		! 	- <u>-</u> - <u>-</u>			- <u>-</u>	 I I	:	1	1 1			0%		<u> </u>	1	1	ī	1			- <u>-</u> _
	Framework, floor, walls and roof of warehouse part		Wed 21.08.19	Tue 07.01.20				I I I			- T -	ТПТ						- T - T						1 4				0%			- T			T			- T -
	External assambling area for Relco	15 days		Fri 27.12.1								T = T						- T - T			— i — ·				Τ - Π			0%						T T			
	Office building	90 days	Mon 23.12.19	Fri 24.04.20				C I I I				III									_ i				ΠΞD						0% <u> </u>			1			
	Earthworks of roads, loading and parking areas; temporary roads		Wed 17.04.19	Fri 15.11.19					1			1			1			1 1																1			1
Γ	Site pavements	60 days			-		1			·													:		ī — []			T				0%			1 1		1
Г	Installation of building around the tanks, alcovens	50 days	Wed 13.11.19	Tue 21.01.20	20							T													$T = \Gamma$		-		<u> </u>			T = -:-					
I	NSTALLATION OF STAINLESS STEEL TANKS	119 days		Mon 09.03.20	0							T					!-			-		T — ¬ -			T - 📻		_		0	6.		T!-					
	SST Installation	40 days	Wed 25.09.19	Tue 19.11.19	9			F - F -		-   -	- + -	+ - +				+	-	+		-		+			+ - 1		0%			-				- +			- + -
	SST Insulation	44 days	Wed 08.01.20	Mon 09.03.20	10 T			$\Gamma - \Gamma$			- <sub>T</sub> –	Т-Т	— _  ·		- <sub>-</sub> -			— — — T		-	- F	T — 7 -			$\top - \neg$					5 IT - I	- <del>-</del> -		- — F -	- T	ר – ר – ר		- T -
	NSTALLATION OF ICE WATER AND COOLING PLANT	65 days		Tue 07.07.2				r - r ·			- T -	Τ-Τ	( — — I -		- r -	T I		- r - r			- r - ·	т — ¬ :		- r -	Γ								r -	- T	– ו– ר		- T -
	CIW Installation of equipment (cooling equipment room and outside area)	65 days		Tue 07.07.20				Г — Г ·			- T -	TTT			- T -	Π — Π		- i - i			- i	T = T -		- F -	T = T							40%	<u> </u>	- T	1		- T -
	CIW Installation of cooling pipelines and fans		Wed 08.04.20	Tue 07.07.20											1										1 1			- T				40%					1
I	NSTALLATION OF COMPRESSED AIR PLANT	45 days	Wed 06.05.20	Tue 07.07.2	0										- ~ -										1 1							- 0%					
	CAP Installation	45 days	Wed 06.05.20	Tue 07.07.20	0						+ -	+				+		+				+			+						<b>*</b>	40%					
E	PC OF WASTEWATER TREATMENT PLANT		Mon 03.06.19	Fri 29.11.1	9						+ -	+				+	!-	+		-					+		• 0%	1 - 7		-							
	Construction and installation of WW treatment plant	130 days		Fri 29.11.19	9 +			+-		-   -	- + -	+ - +				+	-	- + - +				+			+		0%	- +		-	+ -			- +			- + -
E	PC OF WATER TREATMENT PLANT	60 days	Wed 22.04.20	Tue 14.07.20	0			F - t -		-   -	- + -	+ - +				+	-	- + - +		-		+			+			- + - +			+ _	- 0%		- +	1   -		- + -
	Installation of water treatment plant	60 days		Tue 14.07.20		ï -		i -	:	-,  -		Τ - Τ	i — — i -			-ii		— i — i			- ; ·				Π - Π			- <b>-</b>		-					<u> </u>		- T -
h	nstallation of Production Technology, Wet & Cheese	469 days	Tue 09.04.19	Mon 25.01.2	1	: -			- <u>-</u> ; <u>-</u> -			ī — ī	i — — i -		- <u>-</u> -			- i i			- :- <b>-</b>											+					
	Notice to Proceed with Phase 2	0 days	Tue 09.04.19						:			ī ī									<b>1</b> 00	.04										+					Ξī
	Building ready for installation, Wet & Cheese	0 days	Mon 09.03.20									1 1			- ~ -	'							:					- + ^	<b>'</b> \$ 0	9.03		T = -;-	16				11
	Completion of Installation (Milestone 3)	0 days	Tue 08.09.20	Tue 08.09.20	20						+ -	+ - +					!-	- + - +					!			!-		- +;					<b>S</b> (	08.09			11
	Completion Date. Signing of TOC (Milestone 4)	0 days	Mon 25.01.21	Mon 25.01.2	21			+-		-!  -	+ -	+				+	!-	- + - +		-		+	!		+	!-		- +		-	+ -			- +			\$ 25.
l	nstallation of Production Technology, Powder	469 days	Tue 09.04.19	Mon 25.01.2	21 - +	- + -		+-		-   -	- + -	+ - +			- + -	+	-	- + - +		-		+			+						+ _			- +			
	Notice to Proceed with Phase 2	0 days	Tue 09.04.19	Tue 09.04.19	9 - +			- + -		-   -	- + -	+ - +				+	-	- + - +		-	- 🔨 📷	.04			+						+ -			- +	1   -		5 + -
	External assembling area available	0 days	Tue 07.01.20	Tue 07.01.20	x - 1			C T T			- T -	Τ - Τ			- r -			- r - r				т — ¬ -		- r -	Γ			\$ 07.0			- T -	רוד ד ר		- r	– ו– ר		17-
t	Installation Complete (Milestone 5)	0 days	Tue 08.09.20	Tue 08.09.20	0 1				<u>i</u>			ī — ī	i — — -			-i I		- ; ;							Π — Π			- <u>†</u> - ¬			ï -			08.09	7		1
t	Completion Date. Singing of TOC (Milestone 6)	0 days	Mon 25.01.21	Mon 25.01.2				<u>_</u> _	:						- <u>-</u> -								;					- +							i -		\$ 25.0

