

Exhibit C: Delivery and Delivery Schedule

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1 Time Planning

1.1 General

Id	Requirement	Referring to
C:1.1.a	<p>I According to NT's official publication, the expected time plan for the Contract is:</p> <ul style="list-style-type: none"> 2021: Norske Tog announces competitive tender for the procurement of new long-distance trains 2021/2022 (year-end): Tender deadline 2023: Contract signing 2025: First train for testing in Norway 2026: First train in traffic (two trains phased in per month) 2026-2033: The new long-distance trains are put into traffic 	
C:1.1.b	<p>I The purpose of the Contractor's contract schedule, as delivered by the Contractor in Appendix C2 to this Exhibit, is to demonstrate all important and critical work to be carried out by the Contractor and Subcontractors, during the term of the contract, in three levels of details:</p> <ul style="list-style-type: none"> - Level 1: Milestone level - Level 2: Workpackage/activity level - Level 3: Detailed work level for daily follow-up 	Contract Condition 8
C:1.1.c	<p>K The Contractor shall make use of a software-based time planning system being able to export data files in Microsoft Project format.</p>	
C:1.1.d	<p>E The Contractor shall use an established (well documented and proven-in-use) process and tool for time scheduling.</p> <p><i>The tenderer shall present how they provide added value by submitting a process and tool description for time-scheduling in the tender and explain what experiences the tenderer has with this process by stating reference project where it has been used and how such experience will be put to use in this project.</i></p>	
C:1.1.e	<p>K The Contractor shall develop and maintain the Contractor's Contract Schedule throughout the Contract, as presented in Appendix C2 to this Exhibit.</p>	
C:1.1.f	<p>E The Contractor's Contract Schedule shall be well-structured, robust, realistic and have the shortest possible delivery time to PTO.</p> <p><i>Preliminary version of the Contractor's Contract Schedule including level 1 and 2 to be submitted with Tender in Appendix C2.</i></p>	Appendix C2

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Id	Requirement	Referring to
C:1.1.g	C Final version of the Contractor’s Contract Schedule shall be delivered and approved by NT 12 weeks from Effective Date.	

1.2 Contractor’s Contract Schedule, level 1

Id	Requirement	Referring to
C:1.2.a	C The Contractor’s contract schedule, Level 1, shall as a minimum contain: <ol style="list-style-type: none"> 1. All milestones as in Milestone Plan (Appendix C1) 2. All milestones that are essential for reaching PTO for the first Trainset. 5. Procurement ordering schedule including lead times, delivery schedule and actual dates of deliveries of long lead items and all critical items for the first Trainset. 6. Production start and finish dates for all Trainsets. 7. Production start and finish dates, including important assembly milestones on all coaches in the first Trainset. 8. Delivery milestones for Training documentation, training courses etc. 9. Assembly dates for long lead items, major items and critical items, hereof minimum on the bogies, propulsion system, entrance door system, HVAC, and seats, including testing and commissioning for these items, on the first Trainset 10. Dates for relevant NT approvals. 11. Dates for authority approvals. 	Appendix C1
C:1.2.b	C The number of Trainsets taken into Norway shall not exceed 4 per Month. The numbers of PTO's shall not exceed 1 per week.	

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1.3 Contractor's Contract Schedule, level 2

Id	Requirement	Referring to
C:1.3.a	<p>C The Contractors contract schedule, Level 2, shall as a minimum contain the following:</p> <ul style="list-style-type: none"> • Descriptions for all work packages/activities • Start and finish dates for all work packages/activities • Dependencies between work packages/activities and dependencies to milestones, i.e. predecessors and successors • Liquidated damages to be marked • Skill qualification for dedicated personnel • Manpower for dedicated personnel • Responsible for the workpackage/activity • Control activities (e.i NT approval, internal quality assurance) necessary to fulfil the work package/activity • Actual progress <p>For each relevant activity it shall be possible to identify underlying documentation down to work order level and shall include:</p> <ul style="list-style-type: none"> • Drawings, descriptions, calculations, etc. identified in the document plan • Subcontractor • Calculations 	

1.4 Contractor's Contract Schedule, level 3

Id	Requirement	Referring to
C:1.4.a	<p>C The Contractor's schedules, level 3, for the management of internal and sub contractor's work shall be submitted to NT on request. The activities included in these plans are to show a reference to the appurtenant activities in the Contractor's contract schedule.</p>	