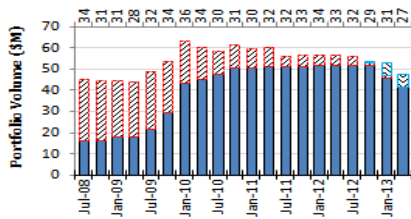


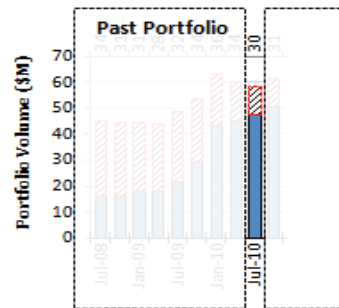
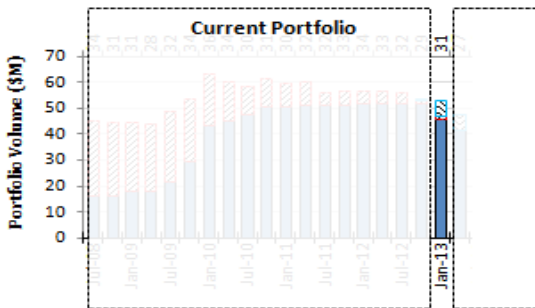
## ANNEX B: A USER'S GUIDE TO CHARTS



### Portfolio Funding Chart

The portfolio funding chart reports portfolio volume over time and into the future based on closed, current and pipeline projects' reported start and end dates. The chart shows a picture of where the portfolio is today and simultaneously allows comparison with portfolio volumes and count in the past; and where the portfolio is headed into the future.

**Using the chart:** envision a card with a slit to view the bar for the current quarter (below Jan, 2013 or 2013Q1). The portfolio has 31 projects, noted along the top x-axis. The current active portfolio has a volume of \$45M (filled-blue bar) and a pipeline (shaded light-blue border) volume of near \$8M.

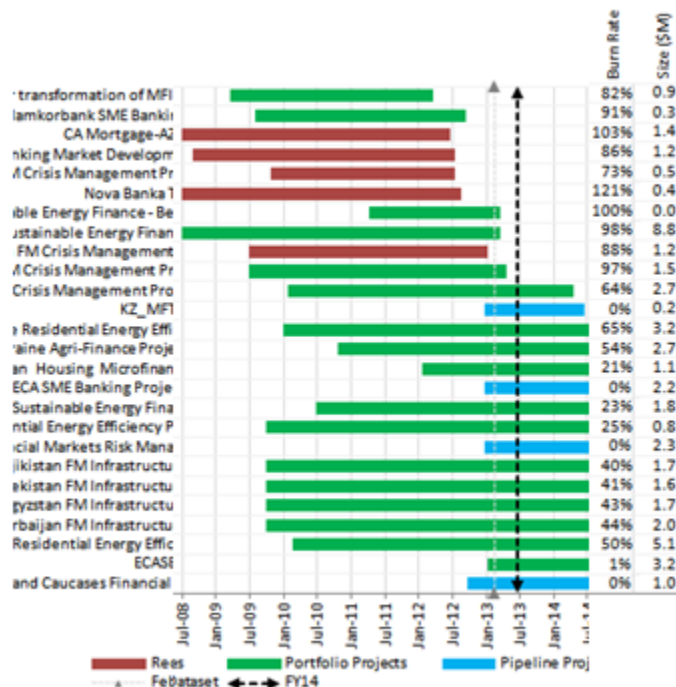


How does this portfolio compare with the past? Envision moving the slit card to the left. Here, to July, 2010 or 2010Q3. At this time the portfolio had 30 active projects and a total active volume of \$59M. Of course, since July 2010, projects have closed. Comparing July 2010 to today, \$11M of that

portfolio volume has closed (shaded red border). But \$49M of the then-active portfolio remains active today. Sliding the card to the right would show the portfolio composition as current projects close and pipeline projects come online. Removing the card shows the trend of the current active portfolio over time.

The chart is based on project start and end dates, therefore trends are estimates since projects frequently stay active past listed end dates; and pipeline projects may change in volume and timeline.

### Portfolio Longevity Chart



The portfolio longevity chart lists each project within the specified portfolio (by business line or graphically for overall region).

Each project bar is entered according to project start date and end date to provide an overall view of the portfolio maturity and composition.

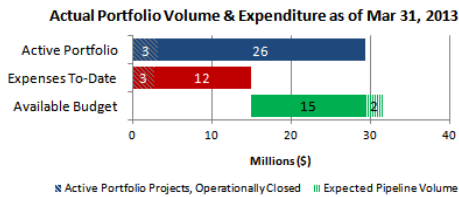
Red shows recently closed projects (PCRs approved within the last 6 months); Green is a current, active project; and Blue, projected longevity for pipeline projects.

Each entry also provides the project's to-date burn rate % (total cumulative spend over total project size); and the total size

The thick-dotted arrow line reports the end of the current fiscal (here, end FY13); and the light-gray arrow line shows the dataset date being reported (here, end-Feb, 2013).

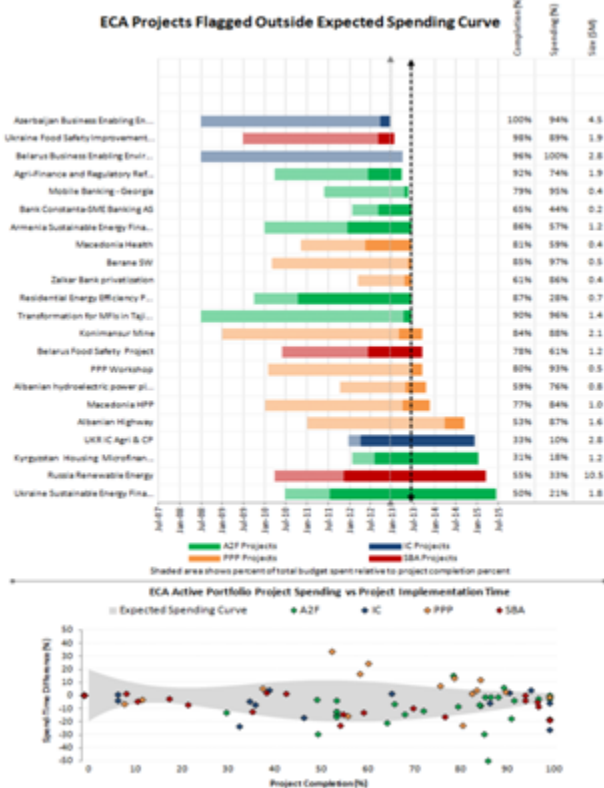
**Using the chart:** The chart shows at a glance the current portfolio's maturity and when pipeline projects are expected to come online; and those exiting the active portfolio. Active projects delinquent in filing PCRs can be seen to expect closing in the past. Burn rates and project size highlight projects that may stand out and that may require budget adjustments, extensions or raise other portfolio flags.

## Portfolio Expenditures



Portfolio expenditures chart shows portfolio volume, expenses to date and the remaining balance—funding available for further expenditure. Shaded areas on left show spent volumes moving out of the portfolio; shaded green area on the right, pipeline volumes expected to move in.

## Spending Fish Flag Report



The chart flags projects (by business line) for under/over spending with respect to its implementation timeline. It assumes projects have a linear spend (ie, a project 365 days long start to end, at 25% implementation, will have spent 25% of budget; at 50% duration, 50% spent, etc).

Each project bar shows the project's start/end date timeline; however, a portion of the bar is shaded according to the percentage of total project spend against project size (burn rate).

**Using the chart:** The “Fish” chart assumes an idealized spending range, plotting project implementation time percent (x-axis) against project burn rate (y-axis).

The idealized range (gray ‘fish’ area) assumes a wider range during early stages—projects may be slow to start; or launch with large expenses. By 15% implementation timeline, projects are expected to have reliable spending/budgeting, so the gray band narrows, a narrower band expects projects to have a solid budget grasp by this time, else be flagged: Projects flagged for low spending should ‘get started’; and those over spending should reassess if budgets are appropriate.

During implementation, wider ranges are expected due to different spending patterns or operational delays. However,

as projects near completion, the idealized range narrows, targeting neither over nor under spending by completion: a project 100% implemented should have spent 100% budget, so the gray ‘fish’ becomes increasingly strict to flag projects outside a +/- 3% range.

The chart shows all projects by business line in the active portfolio. Those projects that fall outside the fish area are flagged and listed above. The Gantt chart's columns on the far-right include a “flag severity”. Those with a “(!)” are flagged, that is, those projects outside the gray shaded area. The +, ++, +++ and -, --, --- denote the degree of over- and under-spend, respectively.