

GROUP — EXECUTIVE BRIEFING

# Portfolio Performance Briefing

Five houses, one quarter — where the group's growth actually came from

| DOCUMENT   | PREPARED     | OWNER          | PAGES | STATUS              |
|------------|--------------|----------------|-------|---------------------|
| PPB-27-061 | October 2027 | Group Strategy | 6     | Illustrative sample |

# The read

Group growth is concentrated in one house and one channel. Four houses are flat or declining and the aggregate hides it. The concentration is not itself a problem; not knowing it is, because the investment plan is currently spread evenly.

|                                                               |                                                    |                                                  |                                                                  |
|---------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------|
| <div>+7.2%</div> <div>Group revenue, quarter on quarter</div> | <div>81%</div> <div>Of growth from one house</div> | <div>4</div> <div>Houses flat or declining</div> | <div>0</div> <div>Investment weighted to the growing house</div> |
|---------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------|

THE DATA SUPPORTS

- 01 Concentration of growth in one house and one channel.
- 02 Two houses declining on comparable terms.
- 03 Channel effects that hold across houses.

IT DOES NOT SUPPORT

- 01 A category-level explanation.
- 02 Currency as a material driver this quarter.



Where the work is done.

THE HOUSE · MCLEUKER HOUSE SET

SO WHAT

An aggregate that hides four flat houses is not a portfolio view. Reading them separately is what makes the investment question answerable at all.

# By house

| QUARTER ON QUARTER |         |                                      |           |
|--------------------|---------|--------------------------------------|-----------|
| HOUSE              | REVENUE | CONTRIBUTION TO GROWTHCHANNEL DRIVER | READ      |
| House A            | +31%    | 81%Retail partnerships               | GROWING   |
| House B            | +2%     | 9%None isolated                      | FLAT      |
| House C            | +1%     | 6%None isolated                      | FLAT      |
| House D            | -3%     | -4%Wholesale contraction             | DECLINING |
| House E            | -6%     | -8%Wholesale contraction             | DECLINING |
| Group              | +7.2%   | 100%                                 |           |



Where it is reported and averaged.

THE GROUP · MCLEUKER HOUSE SET

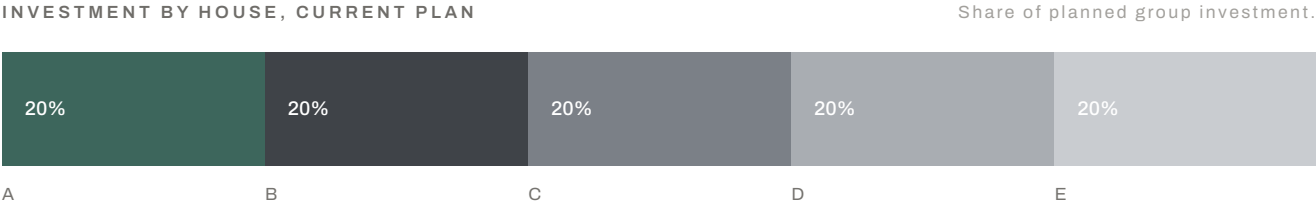
**SO WHAT** Two houses are declining for the same reason and it is a channel reason, not a brand one. That makes it a group decision rather than two separate house problems.



*Five houses, one obligation, and an aggregate that hides four of them.*

MCLEUKER HOUSE SET

# Where investment goes



THE MISMATCH

|                              |                                                                                 |
|------------------------------|---------------------------------------------------------------------------------|
| House A                      | 81% of growth, 20% of investment                                                |
| Houses D and E               | Declining on a shared channel cause, 40% of investment                          |
| What even allocation assumes | That the houses face the same problem                                           |
| What the data shows          | They do not                                                                     |
| Not assessed                 | Whether House A's growth is capacity-constrained — required before reallocating |



Where it is assessed, as one.

THE OBLIGATION · MCLEUKER HOUSE SET

**SO WHAT** Even allocation is a decision not to have a view. The data now supports having one, and the first question is whether the growing house can absorb more.

# Decisions

DECISIONS ARISING FROM THIS BRIEFING

| DECISION                                                   | OWNER                    | BY     | IF IT IS NOT TAKEN                                            |
|------------------------------------------------------------|--------------------------|--------|---------------------------------------------------------------|
| Read house performance separately in group reporting       | Group Strategy Director  | 31 Oct | The aggregate keeps hiding four houses                        |
| Establish whether House A's growth is capacity-constrained | Group Strategy Director  | 30 Nov | Reallocation is decided without knowing if it can be absorbed |
| Treat the wholesale contraction as one group issue         | Chief Commercial Officer | 30 Nov | Two houses solve the same problem twice                       |
| Re-weight the investment plan against the read             | Chief Executive          | 31 Dec | Even allocation continues by default                          |

SOURCES AND BASIS

Revenue by house — group management reporting, quarter as stated.  
Channel attribution — group channel reporting, same period.  
Investment plan — the current approved plan.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the Portfolio Performance Briefing template, produced to show its structure, exhibit inventory and register. The figures in it are illustrative and are not market intelligence. A real run of this template researches and cites its figures with an as-of year for each, or marks them as modelled and states the basis — the rule the template itself carries.