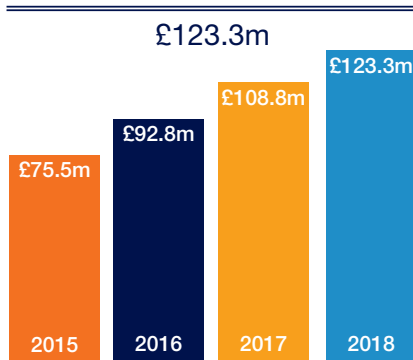


Financial review

We measure the development, performance and position of our business against a number of key indicators:

Revenue (£m)

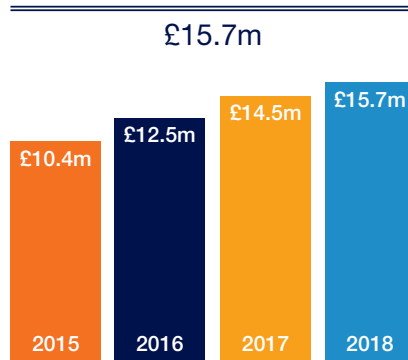


Total income from all revenue streams.

Strategy/objective

Shareholder value and financial performance.

Profit before tax

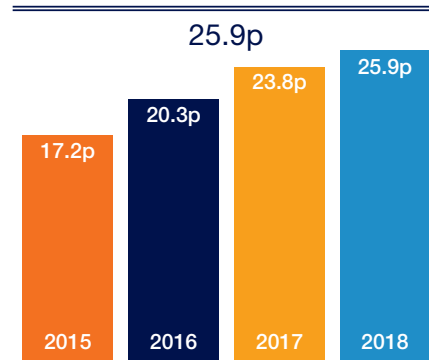


Profit before exceptional items and tax (only exceptional item was in 2016).

Strategy/objective

Shareholder value and financial performance.

Adjusted earnings per share

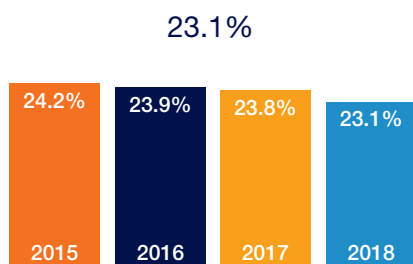


Total comprehensive income attributable to equity holders of the Company, adjusted to deduct exceptional gain in 2016, divided by the weighted average number of ordinary shares.

Strategy/objective

Shareholder value and financial performance.

Gross profit margin

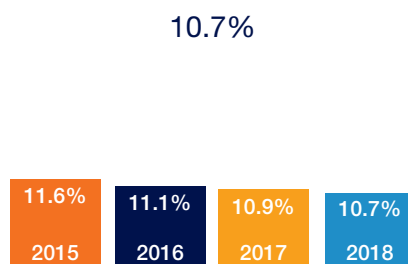


Gross profit generated as a proportion of revenue.

Strategy/objective

Managing gross margins.

Overheads % of revenue

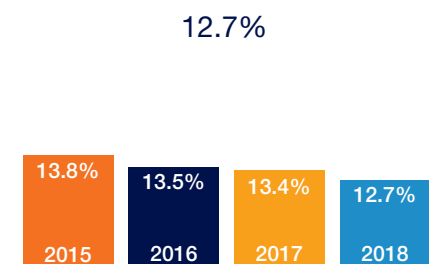


Group's adjusted administrative expenses as a proportion of revenue.

Strategy/objective

Operating efficiency.

Profit before tax margin

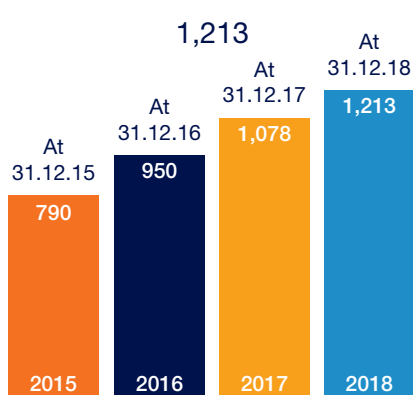


Profit before exceptional gain and tax, as a proportion of revenue.

Strategy/objective

Shareholder value and financial performance.

Adviser numbers

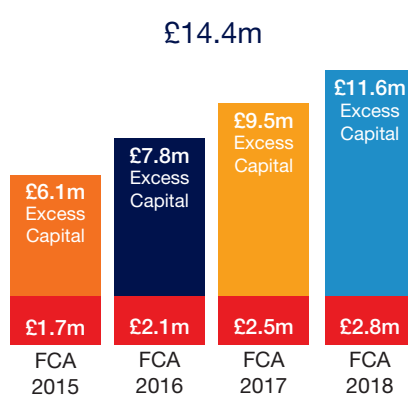


The average number of advisers in 2018 was 1,130 (2017: 1,008).

Strategy/objective

Increasing the scale of operations.

Capital adequacy (£m)

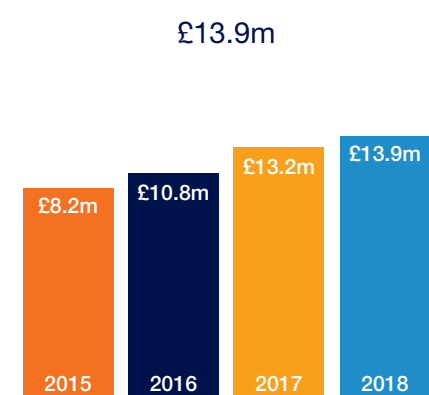


Excess capital requirements over amounts required by the Financial Conduct Authority (FCA).

Strategy/objective

Financial stability.

Unrestricted cash balances



Bank balances available for use in operations.

Strategy/objective

Financial stability.