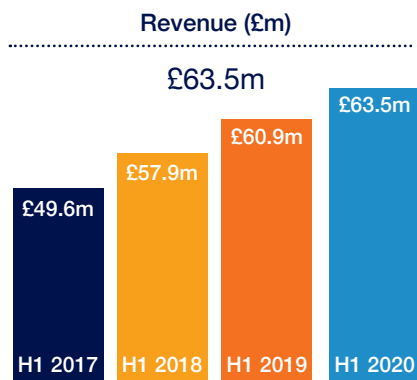


## Financial review

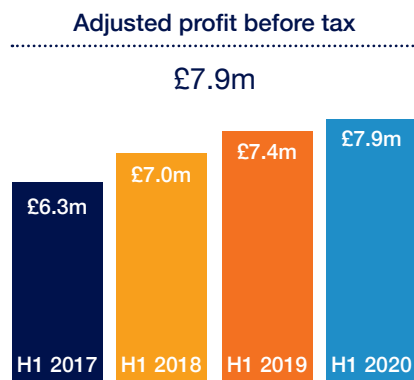
We measure the development, performance and position of our business against a number of key indicators:



Total income from all revenue streams.

Strategy/objective

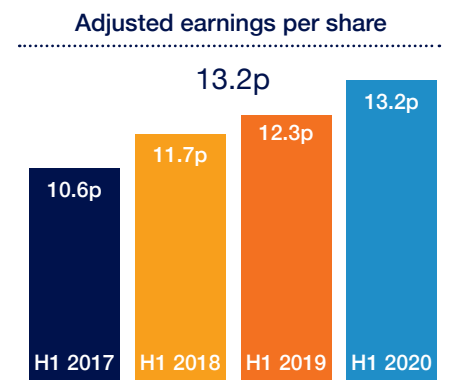
Shareholder value and financial performance.



Profit before exceptional items<sup>2</sup> and tax.

Strategy/objective

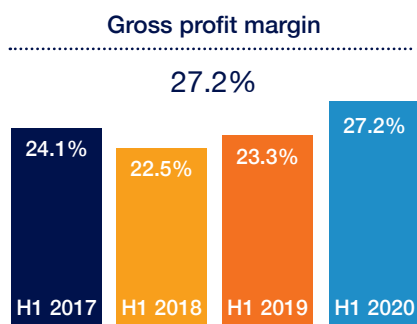
Shareholder value and financial performance.



Total comprehensive income attributable to equity holders of the Company, adjusted for exceptional items<sup>2</sup>, divided by total number of ordinary shares.

Strategy/objective

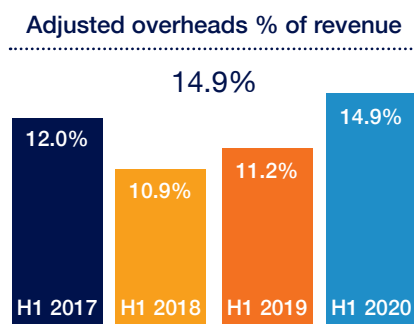
Shareholder value and financial performance.



Gross profit generated as a proportion of revenue.

Strategy/objective

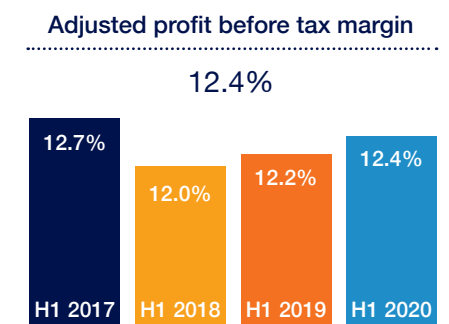
Managing gross margins.



Group's administrative expenses<sup>1</sup> as a proportion of revenue.

Strategy/objective

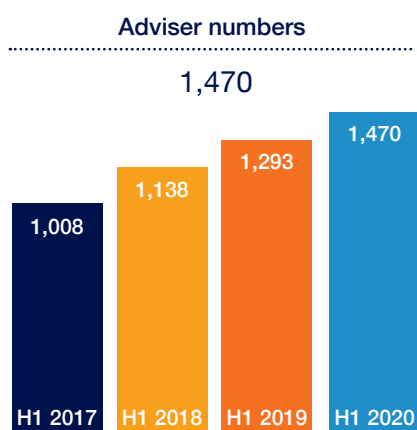
Operating efficiency.



Group's adjusted profit before tax<sup>2</sup> as a proportion of revenue.

Strategy/objective

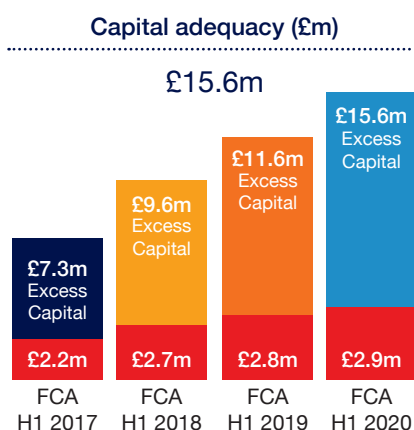
Shareholder value and financial performance.



The average number of active advisers<sup>3</sup> for H1 2020 was 1,396. At 30.06.20, there were 101 advisers on furlough.

Strategy/objective

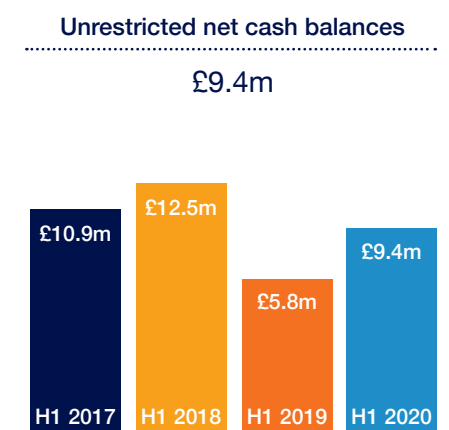
Increasing the scale of operations.



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

Strategy/objective

Financial stability.



Bank balances at 30 June available for use in operations<sup>4</sup>.

Strategy/objective

Financial stability.

<sup>1</sup> Adjusted for £0.2m amortisation of acquired intangibles and £0.4m of additional non-cash operating expenses relating to the put and call option agreement to acquire the remaining 20% of First Mortgage in H1 2020 and one off costs associated with the acquisition of First Mortgage of £0.2m in H1 2019.

<sup>2</sup> Adjusted for items in note (1) above, the loan write off and loan provision totalling £1.7m and £0.5m of Government grant income in H1 2020, resulting in a £1.8m net adjustment in H1 2020.

<sup>3</sup> An active adviser is an adviser who is not on furlough and is therefore able to write business.

<sup>4</sup> Excludes £5.5m held in escrow at 30 June 2019 ahead of completion of acquisition of First Mortgage post period end, and £12m NatWest Revolving Credit Facility drawn down in March 2020.