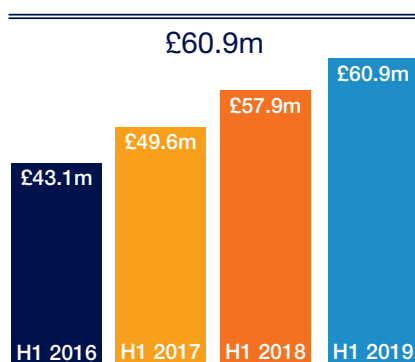


Financial review

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

Revenue (£m)

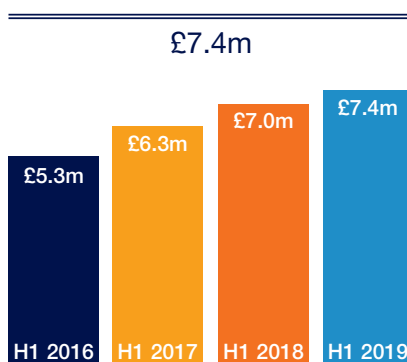


Total income from all revenue streams.

Strategy/objective

Shareholder value and financial performance.

Adjusted profit before tax

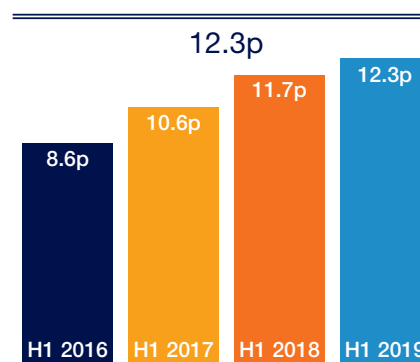


Profit before tax, adjusted to add back £0.2m of acquisition costs in H1 2019.

Strategy/objective

Shareholder value and financial performance.

Adjusted earnings per share

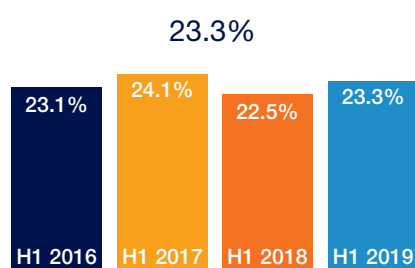


Total comprehensive income attributable to equity holders of the Company, adjusted to add back non-recurring costs of £0.2m in H1 2019, divided by the weighted average number of ordinary shares.

Strategy/objective

Shareholder value and financial performance.

Gross profit margin

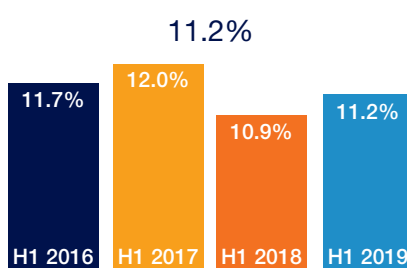


Gross profit generated as a proportion of revenue.

Strategy/objective

Managing gross margins.

Underlying overheads % of revenue

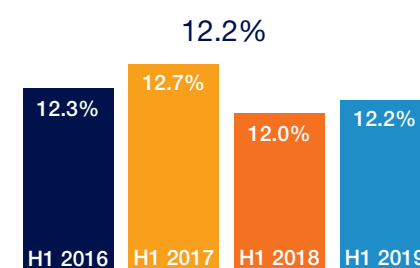


Group's administrative expenses as a proportion of revenue, adjusted to add back £0.2m of acquisition costs in H1 2019.

Strategy/objective

Operating efficiency.

Adjusted profit before tax margin

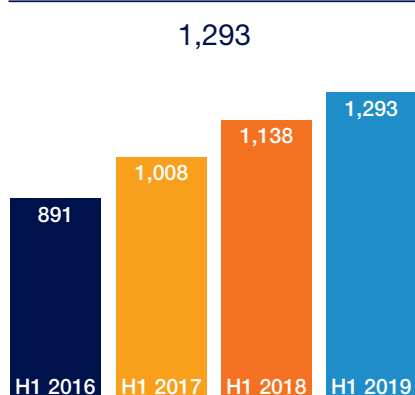


Profit before tax as a proportion of revenue, adjusted to add back £0.2m of acquisition costs in H1 2019.

Strategy/objective

Shareholder value and financial performance.

Adviser numbers

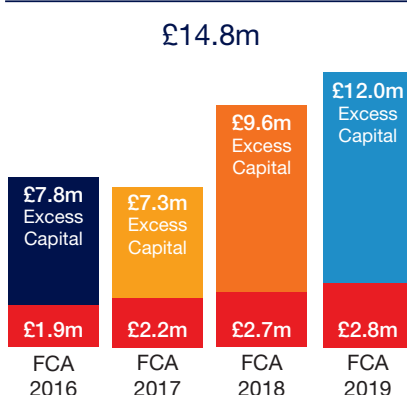


The average number of advisers over the last six months at 30.06.19 was 1,242 (30.06.18: 1,103).

Strategy/objective

Increasing the scale of operations.

Capital adequacy (£m)

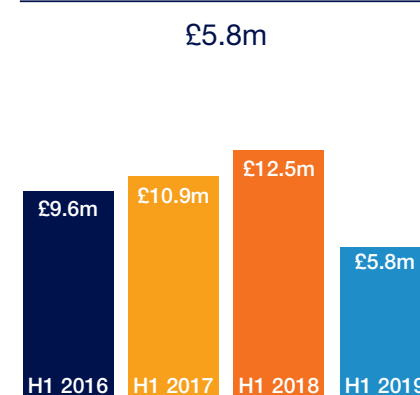


Excess capital requirements over amounts required by the Financial Conduct Authority (FCA).

Strategy/objective

Financial stability.

Unrestricted cash balances



Bank balances available for use in operations. Excludes £5.5m held in escrow ahead of completion of acquisition of First Mortgage Direct Limited post period end.

Strategy/objective

Financial stability.