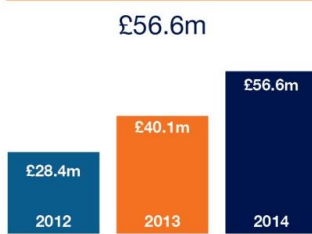


Revenue (£m)

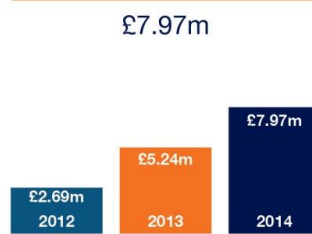


Total income from all revenue streams

Strategy/objective

Shareholder value and financial performance

Adjusted Profit Before Tax



Profit before tax adjusted to add back exceptional or non-recurring items

Strategy/objective

Shareholder value and financial performance

Adjusted earnings per share
Based on 50.5m shares to allow comparison



Total comprehensive income, attributable to equity holders of the Company, adjusted to add back non-recurring costs, divided by the number of ordinary shares

Strategy/objective

Shareholder value and financial performance

Gross Profit margin

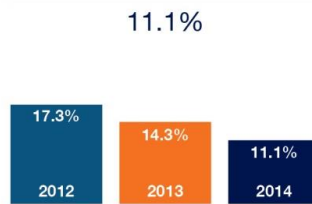


Gross profit generated as a proportion of revenue

Strategy/objective

Managing gross margins

Overheads % of Revenue



Group's adjusted administrative expenses as a proportion of revenue

Strategy/objective

Operating efficiency

Adjusted Profit Before Tax margin



Adjusted Profit before tax as a proportion of revenue

Strategy/objective

Shareholder value and financial performance

Adviser numbers



The average number of advisers in 2014 was 581 (2013: 489)

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