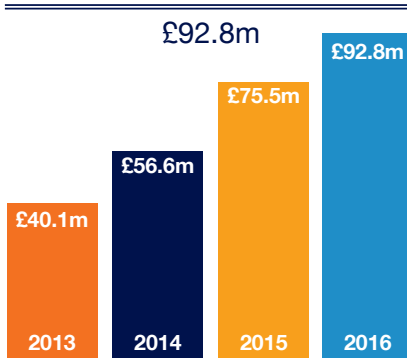


We measure the development, performance and position of our business against a number of key indicators.

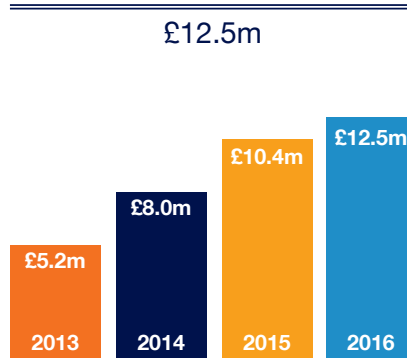
### Revenue (£m)



Total income from all revenue streams

Strategy/objective  
Shareholder value and financial performance

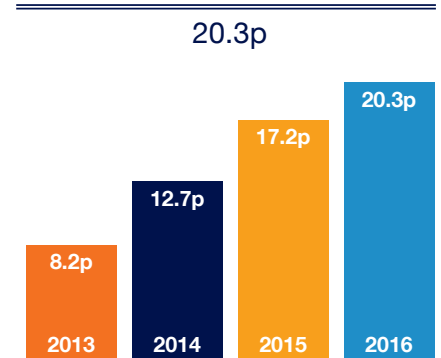
### Profit before tax



Profit before exceptional items and tax adjusted to add back non-recurring items (none in 2015)

Strategy/objective  
Shareholder value and financial performance

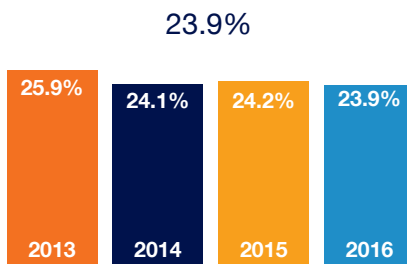
### Adjusted earnings per share



Total comprehensive income, attributable to equity holders of the Company, adjusted to add back non-recurring costs, divided by the number of ordinary shares. Based on 50.5m shares to allow comparison in 2013 and 2014.

Strategy/objective  
Shareholder value and financial performance

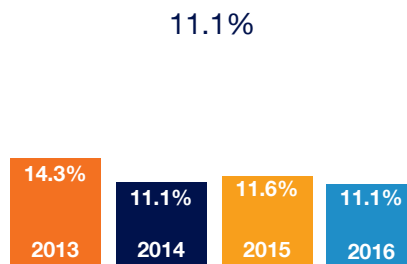
### Gross profit margin



Gross profit generated as a proportion of revenue

Strategy/objective  
Managing gross margins

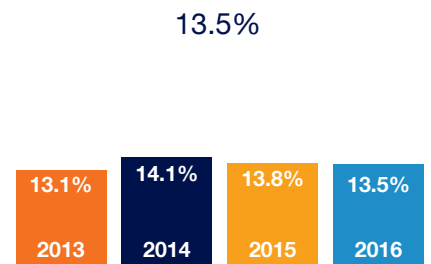
### Overheads % of revenue



Group's adjusted administrative expenses as a proportion of revenue

Strategy/objective  
Operating efficiency

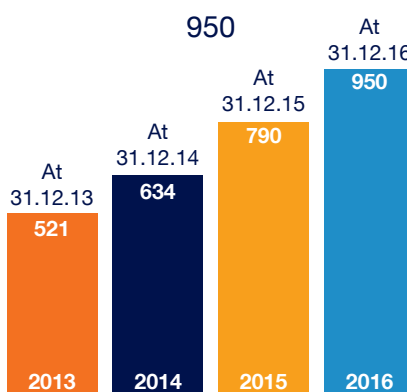
### Profit before tax margin



Profit before exceptional gain and tax, adjusted to add back non-recurring items in 2014, as a proportion of revenue

Strategy/objective  
Shareholder value and financial performance

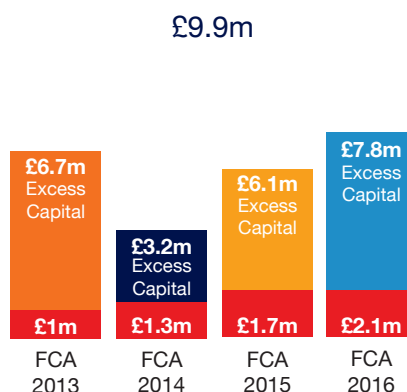
### Adviser numbers



The average number of advisers in 2016 was 888 (2015: 720)

Strategy/objective  
Increasing the scale of operations

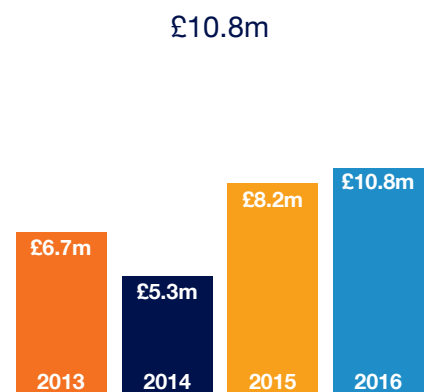
### Capital adequacy (£m)



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