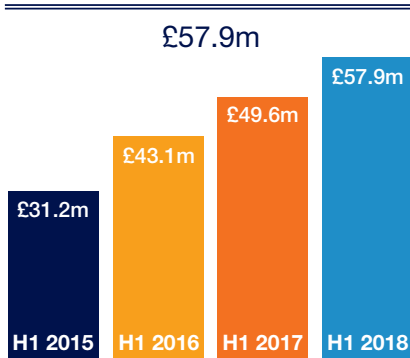


# Key performance Indicators

## How we performed

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

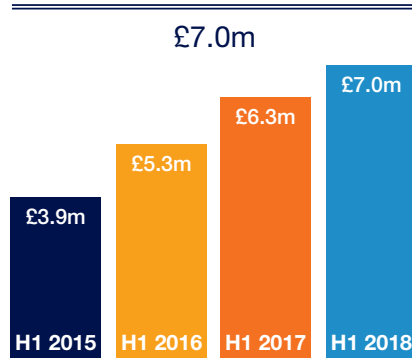
### Revenue (£m)



Total income from all revenue streams.

Strategy/objective  
Shareholder value and financial performance.

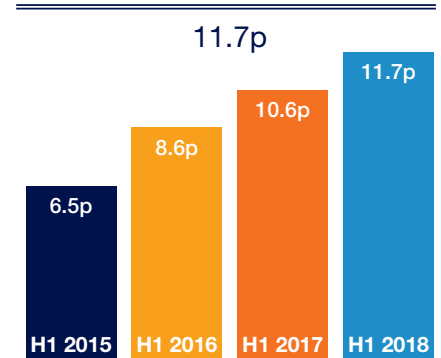
### Profit before tax



Profit before tax

Strategy/objective  
Shareholder value and financial performance.

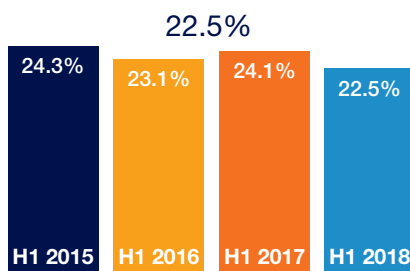
### Earnings per share



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

Strategy/objective  
Shareholder value and financial performance.

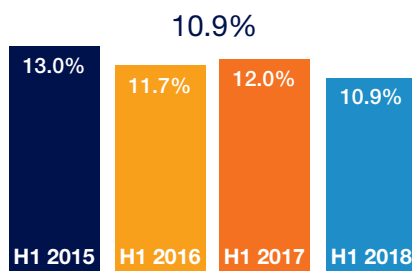
### Gross profit margin



Gross profit generated as a proportion of revenue.

Strategy/objective  
Managing gross margins.

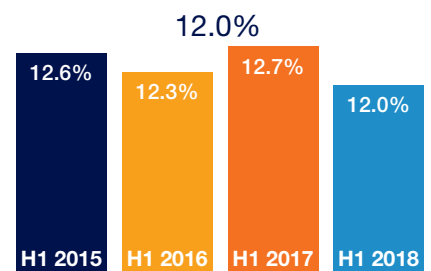
### Overheads % of revenue



Group's administrative expenses as a proportion of revenue.

Strategy/objective  
Operating efficiency.

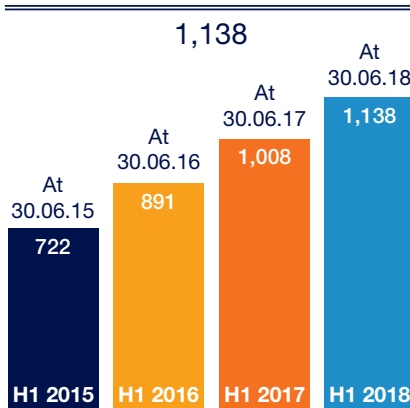
### Profit before tax margin



Profit before tax as a proportion of revenue.

Strategy/objective  
Shareholder value and financial performance.

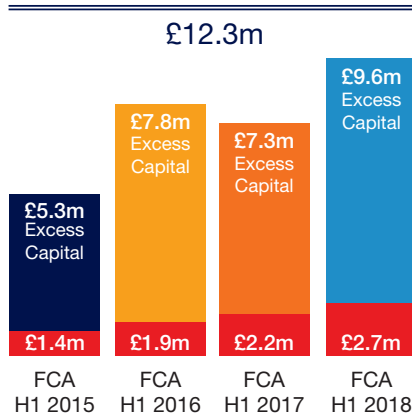
### Adviser numbers



The average number of advisers over the last six months at 30.06.18 was 1,103 (30.06.17:974).

Strategy/objective  
Increasing the scale of operations.

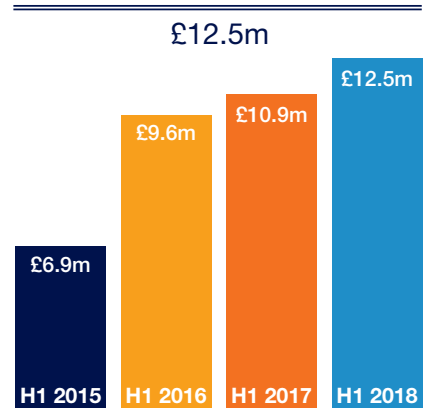
### Capital adequacy (£m)



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.