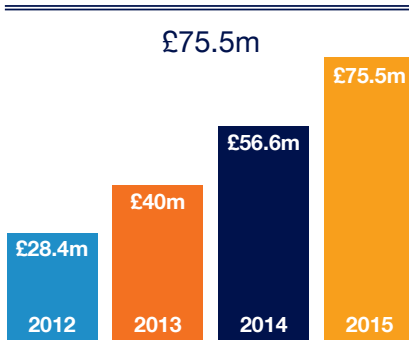


We measure the development, performance and position of our business against a number of key indicators.

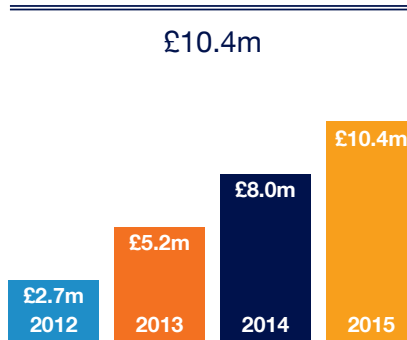
Revenue (£m)



Total income from all revenue streams

Strategy/objective
Shareholder value and financial performance

Adjusted profit before tax

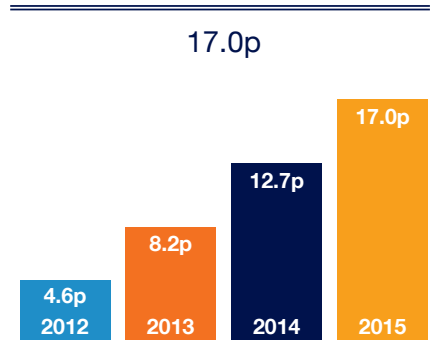


Profit before tax adjusted to add back exceptional or non-recurring items (none in 2015)

Strategy/objective
Shareholder value and financial performance

Adjusted earnings per share

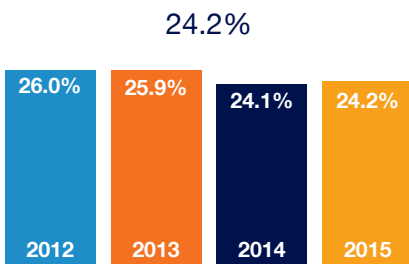
Based on 50.5m shares to allow comparison



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

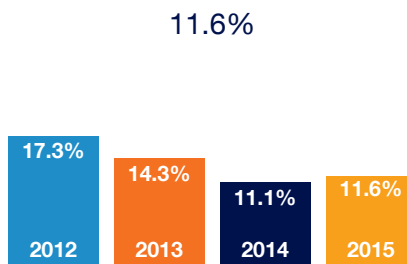
Gross profit margin



Gross profit generated as a proportion of revenue

Strategy/objective
Managing gross margins

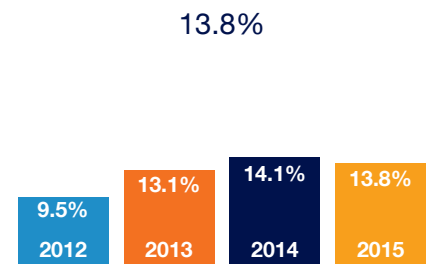
Overheads % of revenue



Group's adjusted administrative expenses as a proportion of revenue

Strategy/objective
Operating efficiency

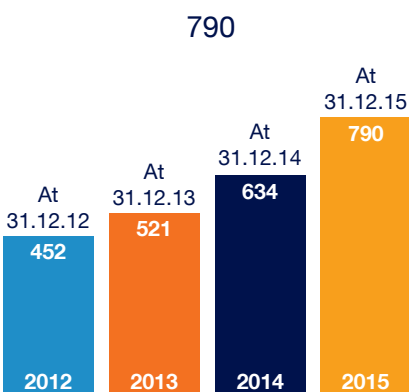
Adjusted profit before tax margin



Adjusted profit before tax as a proportion of revenue

Strategy/objective
Shareholder value and financial performance

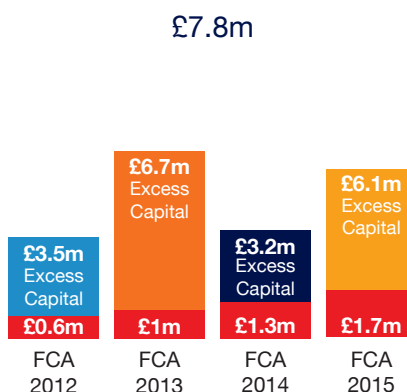
Adviser numbers



The average number of advisers over LTM at 30.06.15 was 638 (30.06.14: 529)

Strategy/objective
Increasing the scale of operations

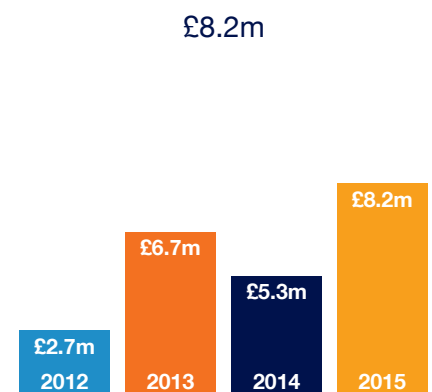
Capital adequacy (£m)



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