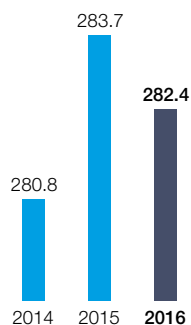


# 2016 Highlights<sup>1</sup>

To read about the key performance indicators we use to measure our strategic progress turn to page 30.

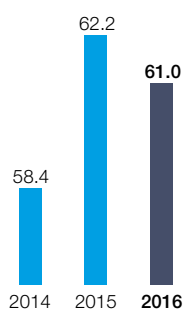
Total income (£m)

£282.4m



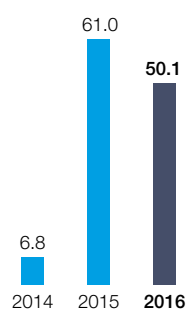
Adjusted<sup>2</sup> profit before tax (£m)

£61.0m



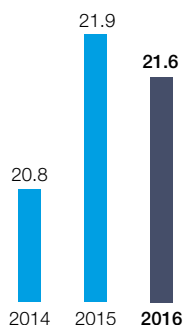
Statutory profit before tax (£m)

£50.1m



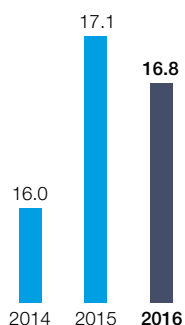
Adjusted<sup>2</sup> PBT margin (%)

21.6%



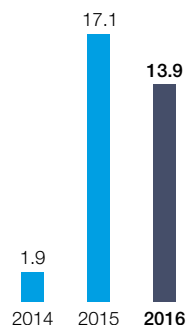
Adjusted<sup>2</sup> earnings per share – diluted<sup>3</sup> (p)

16.8p



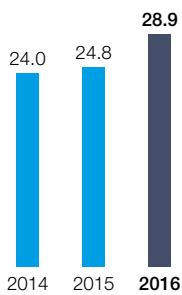
Earnings per share – diluted<sup>3</sup> (p)

13.9p

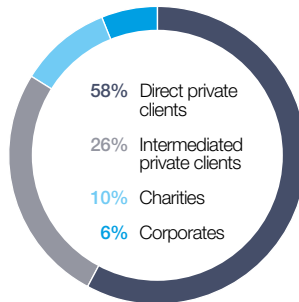


Discretionary funds (£bn)

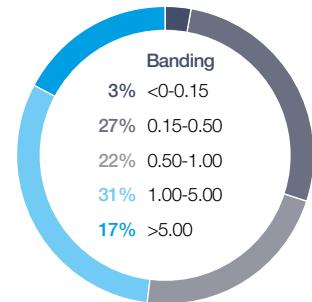
£28.9bn



Discretionary funds by client type

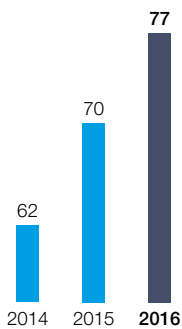


Discretionary funds by portfolio size (£m)



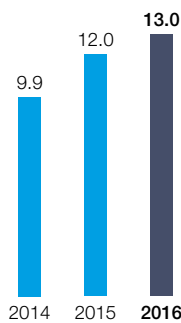
Dividend payout ratio (%)

77%



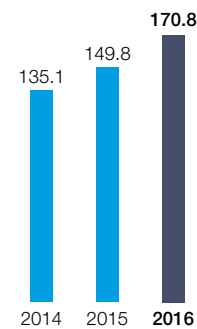
Full year dividend (p)

13.0p



Cash (£m)

£170.8m



1 Continuing operations.

2 These figures have been adjusted to exclude redundancy costs, FSCS levy rebate, onerous contracts, one-off migration costs, amortisation of client relationships and disposal of available-for-sale investment – see page 42.

3 See note 15.