

Key Performance Indicators (KPIs) and Alternative Performance Measures

We continually review our KPIs to ensure alignment with our strategy. This year we have added first trades to provide an indicator of new customer acquisition. We show how each of our KPIs link to our stakeholder groups.

Total revenue

£1,075.9m

FY25	£1,075.9m
FY24	£987.3m
FY23	£1,022.6m

Total revenue represents net revenue from products and services and interest on client money.



Adjusted profit before tax margin

49.8%¹

FY25	49.8%
FY24	46.2%
FY23	48.0%

Our profitability measure indicates the extent to which we are able to convert our revenue into profit, as we maximise value for shareholders while investing in growth and resilience. It is presented on an adjusted basis. A reconciliation of adjusted profit before tax to statutory profit before tax can be found on page 177.

1 On a statutory basis, profit before tax margin was 46.4%.



Net own funds generated from operations

£427.8m

FY25	£427.8m
FY24	£350.1m
FY23	£350.9m

Our balance sheet metric measures the cash we generate. It indicates our ability to keep meeting our financial obligations as they fall due, including broker margin requirements and dividend payments.



Stakeholders key



Investors



Customers



Communities



People



Regulators



Suppliers

Employee engagement score

+1 eNPS

(scale of -100 to +100; against Financial Services industry benchmark of +29)

In FY25 we invested in an agile, AI-powered employee engagement tool which allows us to more frequently take a 'pulse' check on employee engagement. While we recognise that our score is performing below the industry benchmark, during the year we carried out two surveys and our score increased by +10 eNPS during this time. Because of a change in methodology we are not able to provide a comparison score to previous years' engagement scores. For reference, prior year employee engagement scores were as follows: FY24: 82%; FY23: 87%; FY22: 86%.



Active customers ('000)

820.0

FY25 Reported	820.0	Organic 362.8
FY24 Reported	346.2	
FY23 Reported	358.5	

The number of active customers is the most relevant metric for assessing penetration of our target market. Active customers increased 137% year driven by the acquisition of Freetrade. Excluding the acquisition of Freetrade, active customers increased 5% on the prior year reflecting more favourable market conditions and good initial progress implementing our strategy.



First trades ('000)

88.4

FY25 Reported	88.4	Organic 83.0
FY24 Reported	69.9	
FY23 Reported	72.6	

First trades refers to a new customer funding their account and placing a trade for the first time. This metric provides an indication of new customer acquisition which is the primary driver of growth in active customers. First trades increased 26% in FY25 and 19% excluding the acquisition of Freetrade.



Gender diversity

35%

FY25	35%
FY24	35%
FY23	35%

Our gender diversity metric represents the percentage of females employed across the Group. Our goal is to increase this over time, and we have a strategy in place to achieve this goal. This year we have sharpened the focus of our D&I strategy to be more commercially focused and ensure we are reflecting our target audiences fully through our people. It also aims to ensure thorough and fair recognition and progression of our colleagues, regardless of their personal background.

