CELEBRATING THE CULTURE OF RAYMOND JAMES AND ITS ADVISORS
Your partner in independence

While we work in an evolving industry with unpredictable markets and shifting client needs, there is one constant – Raymond James’ commitment to supporting your independence and success as a financial advisor.

We believe the key to independence isn’t running your own business all on your own – but running it on your own terms. The independent approach is designed to be all about your control to build the business you’ve always wanted using as much or as little of our support as you desire.

Our business is comprised of advisors like you who care about their clients, cherish their independence, are eager to grow their businesses, and comfortably comply with the industry’s rules. Like you, these advisors are passionate about what they do – and the impact they make on their clients’ lives. I am pleased to say that since the firm started keeping track in 1990, Raymond James, on a year-to-year basis, has retained 99% of the independent advisors who demonstrate these characteristics – characteristics that are the foundation of our success.

You have our full commitment to do all we can to help you build, manage and lead a successful practice your way, with:

• Integrated technology tools to keep you organized and connected
• Access to expert product specialists and resources
• Practice management resources at your fingertips
• The support of a full-service, self-clearing New York Stock Exchange firm

If you’re ready to begin or continue a more fulfilling future as an independent business owner, I encourage you to learn more about the advantages of affiliating with Raymond James.

Best Wishes,

SCOTT CURTIS
President, Raymond James Financial Services

Your office, your way

Full support to build your own business

As one of the nation’s largest full-service wealth management and investment banking firms not headquartered in New York, Raymond James is a company that values independence – not only for the company itself but also for the firm’s some 7,300 financial advisors. And nowhere is that value of independence more evident than the firm’s approach to affiliation, known as AdvisorChoice.

With you every step of the way

After all the thought and hard work that goes into the decision to partner with a new firm, the move itself may seem daunting. At Raymond James, however, you’ll find one of the largest, most experienced transition teams in the industry providing support. Transitioning advisors are
assigned two consultants to help smooth the move for both advisors and clients.

- Transition consultant – Home office liaison and point of contact for all things operational
- Transition technology consultant – Responsible for developing and implementing a customized technology plan

Along with these two consultants, the independent business consultant acts as a resource for questions, concerns and support during and after the transition. You’ll also have your own experienced marketing account manager who will serve as a convenient, single point of contact with the Raymond James Marketing department.

Through AdvisorChoice, an advisor can select from several affiliation options the one that best matches his or her professional goals and the way in which he or she serves clients. And since 69% of the firm’s revenues are derived from Private Client Group business – the opposite of most bank-owned firms in which entire brokerage divisions make up less than 10% of revenues – Raymond James is also committed to providing award-winning tools and support to help make its advisors successful.

“We knew decades ago that we had to build a quality firm advisors would want to partner with. They respect and appreciate the opportunity to take control of their practice and manage their clients without interference.”

– DENNIS ZANK  Chief Operating Officer
Raymond James has delivered 119 consecutive quarters of profitability. We credit much of this performance to the firm's client-first perspective and adherence to founding core values of professional integrity, advisor independence, and a conservative, long-term approach to investing.

Is it possible to build profitability on a historic loss of profit? In the case of Raymond James, the answer is yes. That's because the company was able to turn what was a loss at the time to a big win in demonstrating its dedication to customer service.

When a company says it is dedicated to putting client needs first – even above those of the firm itself – you need merely look at history to prove the validity of the claim. Case in point: When the Dow plunged 508 points on October 19, 1987 – also known as Black Monday – then CEO and current Chairman Emeritus Tom James refused to close the trading desks so clients wouldn’t be stuck in their positions. As a result, Raymond James sacrificed its own profitability in order to protect clients and preserve their assets.

Since 1987, Raymond James has delivered 119 consecutive quarters of profitability. The firm credits much of this performance to its client-first perspective and adherence to founding core values of professional integrity, advisor independence and a conservative, long-term approach to investing.

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Your independence should also come with rewarding compensation

At Raymond James, our fair and stable payout is a fundamental way we demonstrate our respect and value for the independent advisor – providing you the freedom to focus on the needs of your clients first.

Here, you’ll experience competitive payouts that are transparent and recognize your productivity. At Raymond James, our graduated compensation schedule is based on each branch’s total prior months’ trailing 12 production. As an independent advisor, you’ll receive a payout from 81% to 90% (varying according to this schedule). Ticket charges are $25 for all commissionable products, and administrative and program fees range from 2 to 22 basis points based on fee-based account type.

Regarding advisor affiliation fees, Raymond James takes a simplified approach by assessing only two fixed fees.* These include a technology fee ($300/month) to cover all advisor technology such as portfolio management, CRM, financial planning and advisor desktop applications, and an administrative fee ($350/month) including E&O, fidelity, bonding, OBA supervision and FINRA/SIPC assessments.

Regardless of your practice model, we’ll help you achieve new levels of success with a fair compensation package.

*Subscriptions are also available for real-time quotes at the advisor’s discretion starting at $125 + exchange fee.

Your business at Raymond James

We want you to be comfortable that you have all the information you need to make the best decision for you and your clients. Talk to your recruiter about a customized pro forma for your practice, where you can visualize how your business will look at Raymond James, or compare it to other firms you may be considering as part of your due diligence process.

Results-driven corporate access

Connecting corporations and investors through world-class research and services

As one of North America’s leading full-service investment firms, Raymond James brings strategic advice and planning to every stage of the business life cycle. With big company strength and small company agility, we provide you with a full array of capital markets services through specific divisions focused on investment banking, public finance, equity capital markets and fixed income capital markets.

No matter the area you’re working with, you’ll find a partner with deep expertise and broad reach who is dedicated to integrated execution and comprehensive solutions. Research is at our core, and face-to-face connections help us keep our finger on the pulse of investor sentiment, in fact, we continue to receive industry recognition.*

Top 10 provider of equity research for the U.S. based on the number of companies under coverage.

16 awards given to Raymond James analysts from StarMine in 2017 – ranking our firm third among all brokers in cumulative StarMine awards for the U.S. over the past three and five years.

Named 2016 Investment Bank of the Year by the Global M&A Network.

Top 10 underwriter of municipal bonds in the U.S.

*StarMine Ranking: StarMine U.S. Performance Summary, May 2017. StarMine objectively measures the performance of analysts based on the returns of their buy/sell recommendations and the accuracy of their earnings estimates. Global M&A Network Ranking: Global M&A Network and the Americas M&A Atlas Awards honor excellence from firms in North and South America for transactions valued below $1 billion. Thomson Reuters Ranking: In 2016, Raymond James was the nation’s seventh leading municipal underwriter and ranked among the top 10 in large issues over $100 million.
Everything you need + everything you want ... 

Your clients have unique, evolving needs. So we’ve built a structure that supports your ability to meet all of them with precision and flexibility. From an integrated technology platform to professional development tools, our services and resources were designed with one focus – you and your practice.

**SUPPORT**

**Independent business consultant**
Leverage the collective success your peers have enjoyed in creating their own practices. Drawing from each past experience, your consultant offers you a full range of services, from helping you select the right business model to securing office space, acquiring technology, payroll services and health insurance.

**Transition team**
As soon as you make the decision to affiliate, you’ll be paired with a trained, responsive transition team to support your every step – including on-site. A single point of contact, your hands-on team is your liaison, connecting you with the appropriate contacts across the firm. You’ll work closely with several expert transition and technology consultants as well as specialists in registrations, operations, marketing, compliance and advisory services.

**Marketing**
Two things you’ll find at Raymond James you won’t find at other firms – the freedom to create a unique brand for your practice and a team to help you build it. Our in-house team will take time to understand your business. And you’ll have your own account manager to help you every step of the way, including building your own marketing plan.

**Social media**
Incorporate social media into your practice with full, compliant access to social media tools including LinkedIn, Facebook and Twitter, and tools to measure engagement. You can create your own posts or pull from a library of up-to-date, compliance-approved content.

WHAT’S IN A BRAND?
The award-winning, full-service team of Raymond James Marketing can help you build your own brand with the help of in-house professionals.

Learn more @ raymondjamesmarketing.com
And then some.

While some might have us think the robo-advisor trend could make our profession obsolete, Raymond James feels nothing is further from the truth – the value of high-quality advice is a differentiator and will continue to be.

- **eSignature:** Secure online document-management service for easy electronic signing of nearly all Raymond James forms.

- **Intuitive client and account management:** The award-winning Client Center application combines all your client and account information in one place along with the functionality you need, including: trading, activity review, performance, client net worth, money movement, report generation and access to CRM and financial planning.

- **Robust client reporting:** A wide array of fully customizable client reports allow for presentation and review materials tailored to your clients’ needs. The ability to save your custom settings, schedule report generation and choose from a variety of delivery options will save time and make your office more efficient.

- **Complete mobile office:** Anything you can do at your desk you can do on your favorite Apple, Android or Microsoft tablet. You will have easy access to your email, calendar and contacts on all your mobile devices. In addition, on iPhones and iPads the Advisor Mobile app provides key practice, client and account information, including production data, client birthdays, holdings, activity, charts and reports. You can even dictate your notes on the go!

- **Goal Planning & Monitoring:** Powered by MoneyGuidePro, our dynamic financial planning software provides an interactive and engaging experience for clients. Recent enhancements include: insurance analyzer, Social Security maximizer as well as cost and inflation estimators for housing and healthcare.

- **Account aggregation:** Your clients can enroll external assets and liabilities from more than 9,000 institutions and enable automated daily updates. They have access to the consolidated information in the client portal, and the external account data will also be available to you in client reporting and financial planning.

- **Client Vault:** As part of their portal, your clients will have the ability to upload and store important documents such as wills, POAs and trust agreements. This shared storage space is a convenient and secure means to collaborate with your clients. You can easily upload reports and documents for their review.

- **Connected Advisor:** Our new digital advice platform connects existing advisor-centric technology with collaborative and client-facing digital tools, putting the advisor-client relationship at its center while focusing on greater automation, increased sophistication of offerings, and more collaboration between advisors and their clients.

- **Portfolio management:** Customizable product proposals, powerful research, model management and robust trading features like rebalancing, security swaps and trade to target enable you to create a scalable and repeatable portfolio management process.

- **And more, including:** eSignature capabilities that simplify the client’s experience, powerful practice management dashboards and reports to help you run your business, and access to Thomson ONE with real-time quotes via optional subscription.

Take a Tech Tour today @ raymondjamestechtour.com
You’ll find many chances to grow your knowledge at Raymond James. Whether through large-scale opportunities, such as our annual conference, or tailored courses geared toward practice or investment management strategies, you can take advantage of programs that focus on:

- **Practice management**
  Aids in creating and maintaining a successful practice through improving your services and processes, as well as business planning and marketing.

- **Investment management**
  Technical and centered on investment process topics.

- **Wealth management**
  Addresses client segment needs or specific planning strategies and is designed to improve your subject matter expertise. These programs are all a part of the Raymond James Institute of Finance. Many programs qualify for CFP®/PACE, COE/COPA, IMCA/CIMA® and state insurance continuing education credits.

- **New advisor training**
  The Raymond James Advisor Mastery Program is a comprehensive educational program designed specifically for advisors new to the industry.

- **Branch support and professionals**
  Recognizing the value that these critical roles play for you and in your clients’ lives, we’ve designed educational programs for these professionals.

As a financial planning firm with a bank, not vice versa, Raymond James has capped revenue that can be gained by our bank – a notable difference within our industry. While you won’t find a bank driving our financial planning firm, you will find cash and lending solutions to provide to your clients, including securities-based lines of credit and mortgages that won’t disrupt your clients’ investment strategy.

Additionally, you will receive compensation on referrals for securities-based lines of credit and corporate loans, which is just one more differentiator that comes with being part of our firm.*

*Advisors are compensated 25 basis points (one-time) for loan referrals based on total funded loan amount at closing, subject to local license requirements.
ELEVATE National Conference
An annual gathering to elevate performance and business

To help independent advisors thrive in today’s investment business world, Raymond James Financial Services provides the annual national conference – ELEVATE – where advisors connect with peers and firm leaders, expand their knowledge and explore new ideas.

At ELEVATE, creativity is always key, and advisors have the opportunity to share ideas with peers and benefit from myriad presentations by industry partners and various departments across the firm. Sessions, panels, TED Talks and more shed light on everything from technology to professional development to compliance, supervision, interest rate sensitivity and variable annuities.

Additionally, newly transitioned advisors were on hand to answer inquiries by those hoping to gain insight into our culture through prospective advisor sessions and “mini” versions of the home office visits held at our international headquarters in St. Petersburg, Florida. President Scott Curtis and CEO Paul Reilly carried on the tradition of answering candid questions from advisors during our annual Town Hall.

“We were able to connect with our peers and learn from some of the best minds in the business.”
– JOE TAYLOR  Senior Investment Advisor and Managing Director of The Avenue Wealth Management Group

To learn about this past national conference and everything ELEVATE has to offer, please visit rjelevate.com.

Wealth solutions Insights from a collaborative team

We provide access to Raymond James’ best thinking around key wealth management topics, experienced specialists and integrated technology solutions for your practice. Addressing the complexities of wealth management requires a team of experts and customized advice. Meet your clients’ and prospects’ planning needs by working with regionally focused wealth management case consultants and national strategists to receive targeted advice and analysis across four core areas of wealth management: portfolio management and planning, risk management, cash management and lending, and estate and charitable planning.

Additionally, as a Raymond James advisor, you will have the ability to invite your high-net-worth clients, prospects and referral sources to our international headquarters to experience thought-provoking meetings with firmwide specialists and senior management. This unique opportunity unfolds with a customized agenda and face-to-face interaction to increase investor knowledge and confidence. You’ll be able to share our storied culture and collective insights targeted to each guest’s objectives while positioning yourself as a highly valuable wealth manager.
Investment management simplified

Your single source for managed accounts and fee-based platforms

Raymond James Asset Management Services (AMS) offers you and your clients a variety of institutional-grade platforms, strategies and hands-on support. Our more than 300 associates do the legwork so you don’t have to, from institutional-quality investment management to creating and providing customized investment strategies for your clients.

How your dedicated, regional AMS team can help

Provide access to resources, including:
- Competitive study of your current business
- Pre-approved marketing materials
- Professional development opportunities with continuing education credits
- Outside manager program to establish or maintain accounts with off-platform money managers

Build client relationships through:
- Informational meetings with AMS experts. These “fireside chats,” held in an informal setting, can help you establish new business relationships or introduce current clients to managed accounts.
- Institutional-quality investment management. Founded on institutional-quality investment management principles, strategies include forward-looking asset allocation portfolios* and advanced manager research techniques.
- Customized client proposals. Easy-to-digest, attractive proposals incorporate your logo and branding, and innovative investment policy questionnaires and statements are available to serve as your guide to appropriate asset allocation and manager choices.

Institutional Consulting Services

The ICS team supports institutions in the delivery of all aspects of investment consulting – from strategy development and investment research to reporting and oversight. These investment professionals assist in the management of investment processes, as well as the implementation of appropriate investment strategies customized for nonprofits, foundations, endowments, corporations, family offices and insurance companies.

Institutional-quality programs

Managed strategies
- Raymond James Consulting Services (RJCS): Separately managed accounts with rigorous due diligence in selecting and retaining managers.
- Dual-contract outside manager program (OSM): We can consider making your predecessor separately managed account available through this asset-based, wrap-fee program if certain managers aren’t available within RJCS.
- Boutique investment managers: Access to specialized managers that may not be available at your current firm.
- Multiple discipline accounts: Manager-driven allocations and separately managed account selection.
- Freedom portfolios: Fee-based, professional asset management on a fully discretionary basis. Conservative to aggressive and specialized portfolios feature investment options including UMA (mutual funds and separately managed accounts), mutual funds, exchange-traded funds (ETFs) and hybrid (blend of mutual fund and ETFs).

Fee-based advisory
- Ambassador accounts: Offering an alternative to per-trade transaction charges, there is no limit on how often trades may be made under this fee-based advisory program. Financial advisors have access to client-approved quarterly performance reports, which include gain/losses of investments, portfolio
- Advisory Consulting: Exclusively dedicated to supporting Raymond James financial advisors who manage client investments directly through the Ambassador platform, Advisory Consulting’s team draws on insights of top producers, industry resources and research areas across the firm to provide comprehensive, institutional-quality portfolio evaluation services designed to help build stronger, smarter solutions.

Since inception, Advisory Consulting has collaborated with many accomplished advisors firmwide to develop a unique approach to portfolio review. Drawing on the insights of top producers, AMS experts and research areas across the firm, this team of investment analysts and consultants provides comprehensive, institutional-quality portfolio evaluation services designed to help you build stronger, smarter solutions.
It’s time to plan for yourself the same way you plan for your clients

“What are your long-term goals?” It’s something you ask your clients every day. Now, it’s time you ask yourself.

Wherever you are in your career and whatever your vision for the future, you’ll find everything you need to plan for your next step right here at Raymond James with our Succession Planning & Acquisitions group.

FOR THE RETIRING ADVISOR

As an independent advisor at Raymond James, you enjoy the distinct advantage of extensive back office support, which leads to yet another distinct advantage – the ability to leverage a team of experts to help you create a succession strategy designed to protect your assets and build your legacy when you’re ready to retire.

Creating the plan that will help retire and pass along your business on your terms is vital – and not simply for you. You have your family, your staff and your clients to consider. With you and them in mind, we assembled a team of expert consultants, qualified to help you effectively monetize the equity in the business you’ve built and develop a thoughtful succession plan to ensure your business will continue under the care of an advisor you’ve hand-picked.

FOR THE SUCCESSOR ADVISOR

If you and your business are still in growth mode, the opportunity to acquire the business of a retiring advisor could be an ideal way to gain momentum – and build on the legacy of a peer whose professional style and personal values you share.

To help you pursue growth in the way that makes sense for you and your business, Raymond James offers assistance in teaming with retiring advisors, building a smooth transition plan and financing the acquisition of a practice.
“I don’t have to be tied to my desk?”

We call it the lightbulb moment. It’s when an advisor visits Raymond James and realizes just how much they can do with our support – like take business with them using a suite of mobile technology tools designed to offer powerful resources and in-depth views from virtually anywhere.

Ready for your lightbulb moment?
FIND IT AT ADVISORCHOICE.COM

Advisor Technology

- FULLY INTEGRATED TECHNOLOGY PLATFORM
- ANYTIME MOBILE ACCESS
- INTUITIVE REPORTING AND PLANNING TOOLS
- ADVISOR-DRIVEN ENHANCEMENTS

RAYMOND JAMES
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