

# INVESTED IN THE OHIO RIVER VALLEY

A LOOK INSIDE THE COMPANY AND CULTURE OF  
RAYMOND JAMES IN THE OHIO RIVER VALLEY

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## SPOTLIGHT

Meet Ohio River Valley's new  
complex manager, Bryant Shurn.

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## TECH CORNER

Stay in touch with clients without  
being glued to your desk.

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## A firm built with and for advisors

Dear fellow Ohio River Valley advisor,

Raymond James has always been a different kind of financial services firm – one that puts people before profits and doing what’s right above doing what’s easy.

Guided by our principles of independence and putting clients first, our firm prioritizes the advisor-client relationship. We believe that relationships that start with you should stay with you, meaning your clients are yours, not ours. We also believe that you know what’s best for your business, so you should be able to run it as you see fit – without worrying about sales quotas, product pushes or other interference.

Our innovative approach to affiliation, AdvisorChoice®, offers a wide spectrum of affiliation options, each with a unique combination of independence and support to build your practice on your terms. You can even create your own brand with the assistance of our full-service, in-house marketing agency professionals.

Whatever affiliation model you choose, you’ll have full access to our expansive, ever-evolving resources designed to help you grow your business and meet your most complex client needs,

from asset management to investment banking to charitable giving. Each year we invest over \$865 million in our cutting-edge technology platform, built by and for advisors to help you stay connected to your clients and run your practice efficiently.

Finally, prudent management and sound business principles have positioned the firm to weather challenging market conditions and emerge even stronger than before. Take a look inside to discover the advantages of life at Raymond James.

Sincerely,

**DIANE L. MORGAN, CLU®, WMS™**

*Complex Manager, Ohio River Valley  
Senior Vice President,  
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# A different kind of financial services firm

When Bob James founded Raymond James in 1962, he did so based on the belief that clients deserved more than help with their investment decisions – they needed advice that considered their entire financial picture. As a result, Raymond James has always been a different kind of firm – one that embraces long-term planning and methodical decision-making, and remains focused on what matters most: your clients.

That approach has supported our steady growth as a preeminent financial firm serving advisors and their clients on an international scale. Further, the company has expanded through the years to serve corporations, institutions and municipalities through significant capital markets, banking and asset management services. Six decades later, Raymond James continues to uphold its reputation for strength and stability through every kind of market environment.

## Our core values

### WE PUT **CLIENTS FIRST**.

If we do what's right for our clients, the firm will do well and we'll all benefit.

### WE ACT WITH **INTEGRITY**.

We put others above self and what's right above what's easy. We believe doing well and doing good aren't mutually exclusive.

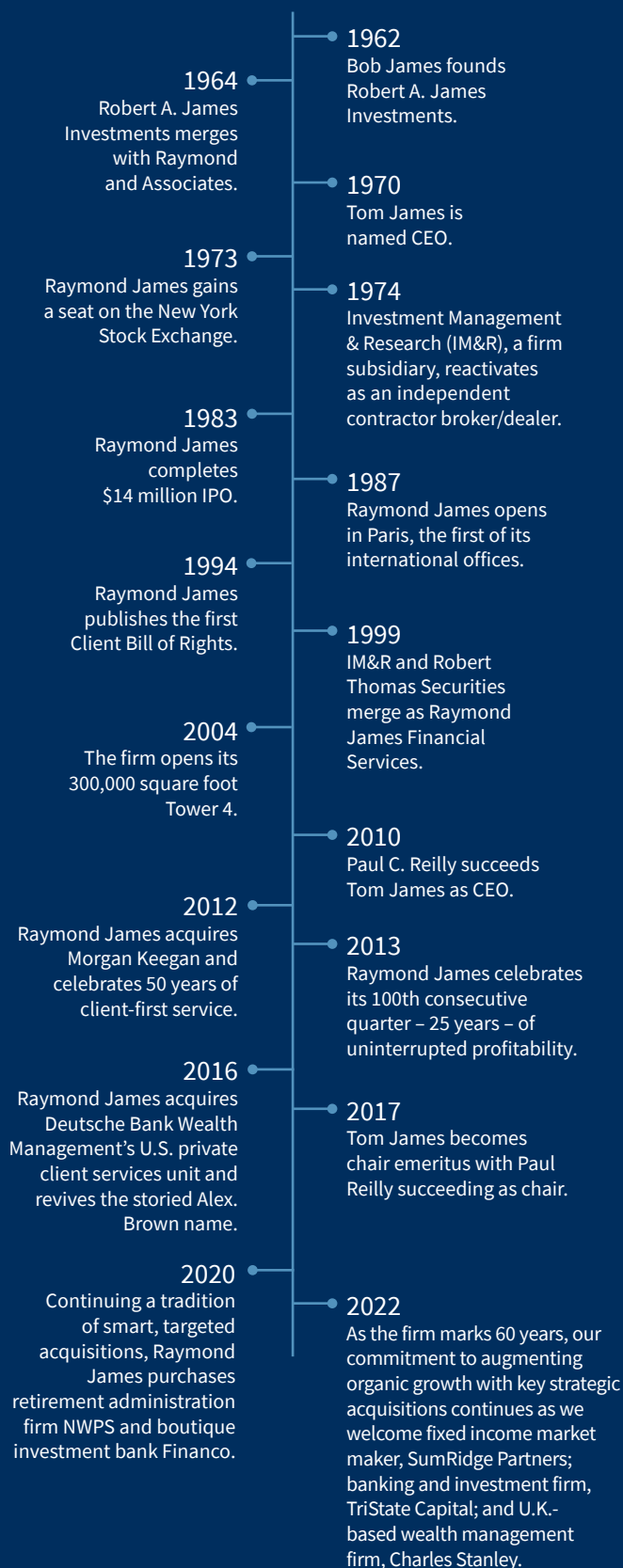
### WE THINK **LONG TERM**.

We act responsibly, taking a conservative approach that translates into a strong, stable firm for clients, advisors, associates and shareholders.

### WE VALUE **INDEPENDENCE**.

We respect autonomy, celebrate individuality and welcome diverse perspectives, while encouraging collaboration and innovation.

## A history of strength and trust



## SPOTLIGHT

### Meet Ohio River Valley's New Complex Manager

### Bryant Shurn



#### **BRYANT SHURN**

*Complex Manager, Ohio River Valley*  
*bryant.shurn@raymondjames.com*  
*T 513.287.6792*

Bryant Shurn grew up with Wall Street in his sights – literally. Finance’s most storied thoroughfare was just across the river from his hometown in northern New Jersey, and Bryant knew early on that it would be his calling. “I’ve always been fascinated by markets, by the people on the Street, by how it can impact the global economies.”

Three weeks into his new role with Raymond James in the Ohio River Valley, Bryant sat down to discuss what it’s been like to join the firm and how he hopes to help advisors flourish.

Since launching his career, Bryant has worn nearly every hat the financial services field has to offer. He’s been in customer service and compliance. He’s worked in sales. He served as a market executive with Merrill Lynch, offering guidance and removing barriers to help financial advisors achieve their goals.

His thirst for challenge spurred him toward each new role, while a sense of perspective kept him steady throughout.

“In my early days as an advisor – 2007 and 2008 – it was a very uncertain time,” he shared. “Maintaining a long-term perspective while making tactical short-term decisions was a balancing act. But it taught me resilience and that remaining focused on the bigger picture was the key to success.”

That big-picture outlook has served him well over the ensuing years and, more recently, in a critical role with Bank of America, where as an enterprise president on the banking side, he says he was tasked with growing the company’s banking presence in Wisconsin.

“What I think is so valuable here is that the firm really believes advisors are the captains of their own ships. It’s impressive. When you empower people to think about ways to improve and then give them the tools and the resources to act on it, the value is enormous. It speaks volumes about why advisors don’t leave the firm. They’re here because they’re allowed to flourish.”

– BRYANT SHURN

“When I say ‘tasked,’ there were zero Bank of America branches in the state of Wisconsin. My job was to sit down and map out strategy – get all our leaders and team members in place. I won’t be there to see the culmination, but I was part of breaking ground that I truly believe will benefit people in the state – clients, advisors, employees. Careers are going to develop and flourish.”

Flourish is another term that comes up frequently when you talk to Bryant. He’s pursued it for himself, and it’s something he wants to see for every advisor he supports.

When the opportunity to join Raymond James presented itself, Bryant was in the thick of his work in Wisconsin – work he believed in and wouldn’t leave lightly. “I told every leader I met with, ‘I don’t want the status quo opportunity. I can stay where I am and thrive. If I make the jump, I want to be making a difference, doing something valuable.’ And what I really appreciated is that they said OK, you want to make a difference, here’s an opportunity to do that. That really stuck out to me,” he said. “They’re listening. They’re not just checking a box, trying to put someone somewhere. I even, very respectfully, turned down a couple of the other open positions. I love that they listened.”

He hopes to help advisors operate with that same spirit of self-determination.

### ENGINES FOR GROWTH

One of the things Bryant says he found most compelling about Raymond James is how the firm approaches expansion.

“The commitment to growth and the way it’s pursued really made Raymond James stand out to me. It’s about growth on multiple levels – on the firmwide level, the macro level, but also on a micro level. Being in smaller markets and developing them is right there alongside the more global growth. It all makes the engine go.”

And Bryant knows a bit about perfecting engines.

“I build remote control cars. My dad was an electrician, and I grew up around his business. From a very early age, I was able to take these small electric cars apart and put them back together. Now I have an entire room. My wife enjoys reading, I enjoy going into that room and ripping these cars apart and putting them back together, trying to make them go faster and faster. I have one that can go 85 mph; it’s faster than one of my wife’s cars.”



## Complex Happenings

The Ohio River Valley Complex hosted a premier client event with Larry Adam, chief investment officer of Raymond James Financial, at the Kenwood Country Club.





# TechCorner

## Tech that connects

Stay in touch with clients without being glued to your desk

As a Raymond James advisor, you have access to a suite of secure digital tools that are designed to help you maintain your business and client relationships. Advisor Mobile helps ensure every advisor can offer the level of service their clients have come to expect – no matter where you are.

### AN APP FOR ADVISORS, BY ADVISORS

Raymond James Advisor Mobile was built with the input of advisors to keep the advisor-client relationship at the forefront. The app offers seamless access to key client, market and business data, putting the resources and information you rely on most at your fingertips, whether you're in your office or on the go.

Advisor Mobile enables you to:

- Quickly access client and account information, including account balances, holdings, performance, recent trades and even upcoming birthdays.
- Seamlessly track email conversations, view and add notes and assign tasks to teammates.
- Dictate notes from the conversations you have with clients and store them in CRM with the app's voice recognition feature.
- Run and view customizable client reports and report packages from anywhere with your mobile device and print them with Apple AirPrint. You can also securely email reports to clients from Advisor Mobile with smart data-masking capabilities.
- Text your clients directly from Advisor Mobile, which is fully compliant with industry regulations. Clients receive texts as they would any SMS message, and all incoming and outgoing messages are automatically saved.

### MORE MOBILE CAPABILITIES

Additional tech tools Raymond James advisors can access from anywhere include:

- **Mobile email and calendar:** Use a personal mobile device to send and receive Raymond James email, access work contacts, view and modify your work calendar and more. We use a separate system to protect data on mobile devices, so there's no need to log in to the Raymond James network again – with one easy setup, you're always connected.
- **eSignature:** This efficient and secure mobile-friendly

application obtains electronic signatures for eligible Raymond James forms. E-delivery of new account paperwork enables you open new account relationships quickly and securely without the need to fax, print or mail a single document.

- **Video conferencing:** Connect with clients easily and from anywhere through Zoom's mobile capabilities.
- **Vault:** Vault allows quick, easy and secure storage for a variety of file types. You and your clients can use this collaboration tool to build stronger relationships by organizing important documents and using the comment feature to initiate conversations.

### MOBILE ACCESS FOR CLIENTS

We know your clients also appreciate accessibility, which is why we provide them with robust, flexible digital tools as well. Our user-friendly apps and mobile-optimized sites allow clients to take advantage of complimentary, secure access to their Raymond James accounts from wherever they are.

Client Access connects your clients to their accounts from any device so they can monitor goals, view statements and documents and more, including:

- **Mobile check deposit:** Conveniently deposit checks using a smartphone or tablet camera.
- **Secure file sharing:** You and your clients can easily share documents securely, take notes and view updates to the document in real time.
- **Paperless delivery:** Important documents such as statements can be sent via e-delivery to guard against identify theft and reduce paper waste.
- **Funds transfer:** Clients can easily move funds between Raymond James brokerage accounts or send funds to and from accounts at other financial institutions.
- **Bill pay:** Clients with certain account types can securely manage their bills from anywhere.
- **Goal-planning software:** Clients can access their financial plans, review their goals and track their progress.

The Raymond James platform enables advisors to stay in touch with clients and help them pursue their financial goals anytime, from anywhere. That's [#TechThatConnects](#).

# Succession planning is about more than your retirement

It's about nurturing your most important asset – your practice.

**Rob Goff**, *Vice President, Succession & Acquisition Planning*

Succession planning isn't just retirement planning. It's also growth, continuity and risk planning – all of which play an important role in the value of your business. And, just as you tell your clients every day, what you achieve tomorrow depends on what steps you take today.

The Raymond James Succession & Acquisition Planning team has guided many advisors in the creation and implementation of their succession plans, catastrophic plans and team structures. Based on that experience, we offer the following points to ponder.

## SUCCESSION PLANNING IS GROWTH PLANNING

In a growing practice, advisors are often constrained by the number of hours in a day. This limitation, however, can be mitigated by recruiting another advisor or combining forces with another established practice – and it's a decision that can be significantly shaped by your succession goals.

There are three succession strategies to consider:

- A long-term succession, which can take from five to 10 years
- A merger, which can take from three to five years
- An outright sale with a limited transition period, generally under three years

Setting yourself up for long-term succession can benefit your clients as well as your practice, as it enables continued growth

and increasing the value of your book of business. It also can provide an up-and-comer with support and guidance as they grow into their role and develop their own book.

A less-experienced partner can help you continue to build your client base, keeping your less-intensive client relationships in-house while providing you with the time to personally serve your more demanding clients' needs. This enables you to stay growth-focused at a career stage when many established advisors are less interested in pursuing new business.

In time, your partner will be able to take on the responsibilities of your core clients while developing the next generation of talent.

## SUCCESSION PLANNING IS CONTINUITY PLANNING

Your clients are going to ask.

In conversations about lifelong financial planning, it makes sense your clients will ask about their lifelong financial planner. Having a succession plan in place lets you speak to this topic with confidence, which will in turn inspire confidence in your clients.

A solid continuity plan helps keep your book intact when you decide to sell – meaning it will have more value. Clients may be more likely to stick with your successor if they've already gotten comfortable with their counsel, which can impact your post-succession earnings.





### SUCCESSION PLANNING IS RISK PLANNING

You may be years away from retirement, but we don't always get to choose when we leave. We encourage every advisor to have a catastrophic plan in place to protect the interests of their clients and their loved ones.

Because of rigid regulatory limitations on beneficiary payments derived from a book of business without a prior agreement in place, it's critical you have a catastrophic plan ready. This will give you peace of mind, and you can always change your plans as your practice matures.

### SUCCESSION PLANNING IS BUSINESS PLANNING

Don't let the perfect plan of tomorrow get in the way of a good plan today – it's as true for your financial well-being as it is for your clients'. And like your clients, each stage of your career has different opportunities and challenges that can benefit from a plan.

Make sure you're taking the steps necessary to ensure you receive fair value for your book of business while protecting your clients' interest. If you're a Raymond James advisor, I encourage you to reach out to Succession & Acquisition Planning to explore some of the possibilities – we provide our services at no cost.

If you're not a Raymond James advisor, you can learn more about our Succession & Acquisition Planning offerings at [raymondjames.com/advisor-opportunities](https://raymondjames.com/advisor-opportunities).

### TURNKEY AND CUSTOM SUPPORT

The Succession & Acquisition Planning team offers expertise in four core areas:

- Consulting on succession and acquisition strategies
- Catastrophic planning
- Team planning (sharing revenue versus sharing ownership)
- Exit strategy (valuation assistance and guidance on sharing succession plans with clients, as well as help with operational and regulatory aspects)

# Raymond James at a glance

Raymond James has delivered **147 consecutive quarters of profitability**. We credit much of this performance to the firm's client-first perspective and adherence to its founding core values of **professional integrity, advisor independence and a conservative, long-term approach to investing**.

## BY THE NUMBERS

- ▶ Approximately **8,800** financial advisors
- ▶ Approximately **\$1.57 trillion** in total client assets
- ▶ More than **2x** required total capital ratio
- ▶ Stable outlook credit ratings of **A-**, **A-** and **A3** from Fitch, S&P and Moody's

## DID YOU KNOW?

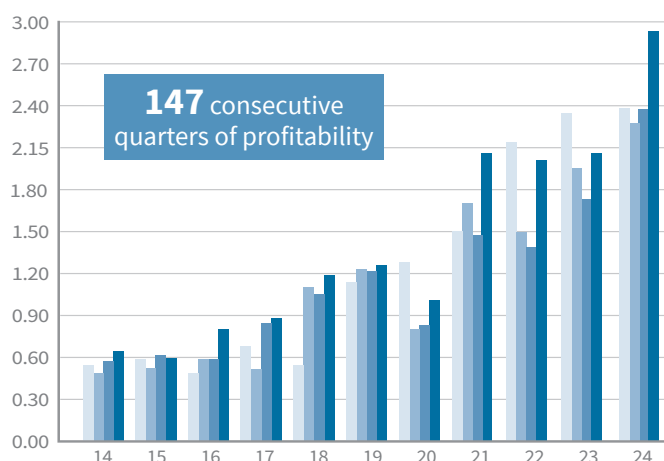
Continuing its tradition of giving back, Raymond James and its associates donated to charitable organizations in 2023, including **\$6.9 million** to the United Way.

The firm also celebrated **13 years** of Raymond James Cares Month. More than **3,300 associates** volunteered over **8,300 hours** benefiting **269 charitable organizations** across **120 communities**.

Raymond James was the first in the nation to publish its Client Bill of Rights, setting the standard for the industry.

## STRENGTH AND STABILITY<sup>1</sup>

Earnings Per Share (Basic)

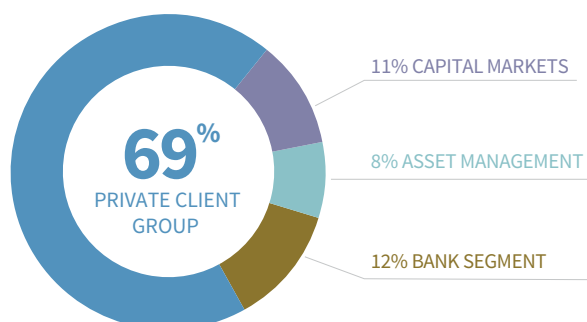


<sup>1</sup>During our fiscal fourth quarter of 2021, the Board of Directors approved a 3-for-2 stock split, effected in the form of a 50% stock dividend, paid on September 21, 2021. All share and per share information has been retroactively adjusted to reflect this stock split.

## A DIVERSIFIED SET OF BUSINESSES<sup>2</sup>

Total net revenues of \$12.82 billion

Total net revenue for fiscal year ending Sept. 30, 2024



<sup>2</sup>Pie chart is intended to show relative contribution of each of the firm's four core business segments. The chart does not include intersegment eliminations or the "Other" segment. "Other" includes the firm's private equity investments, interest income on certain corporate cash balances, as well as certain corporate overhead costs of Raymond James Financial including the interest cost on our public debt, losses on extinguishment of debt and certain acquisition-related expenses.

As of 9/30/2024. Past performance is not an indication of future results. The information provided is for informational purposes only and is not a solicitation to buy or sell Raymond James Financial stock. A credit rating of a security is not a recommendation to buy, sell or hold securities and may be subject to review, revisions, suspension, reduction or withdrawal at any time by the assigning rating agency. Raymond James Bank is an affiliate of Raymond James & Associates, Inc., and Raymond James Financial Services, Inc. © 2024 Raymond James & Associates, Inc., member New York Stock Exchange/SIPC. © 2024 Raymond James Financial Services, Inc., member FINRA/SIPC. Investment products are: not deposits, not FDIC/NCUA insured, not insured by any government agency, not bank guaranteed, subject to risk and may lose value. 24-BDMKT-6697 JPR 10/24

# THE RAYMOND JAMES Financial Advisor Bill of Rights

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You own your client base, including the right to sell it.\*

You develop and operate your practice with our assistance, not constraints.

You're free to work with your clients, without regard to account size or asset levels, while respecting existing Raymond James advisor-client relationships.

You have access to world-class resources and personalized attention from a firm that puts the focus on you.

You can count on our financial strength to support your business, even when the marketplace is challenging.

You benefit from the stability of our firm, a public company traded on the New York Stock Exchange.

You are never influenced to do anything that's not in your clients' best interests – no sales quotas, account size restrictions or product pushes designed to influence decisions.

You're entitled to enthusiastic support from associates throughout the Raymond James organization.

You will be fairly compensated, and can expect a consistent pay schedule with straightforward, transparent commission architecture and no holdbacks on dealer allowances.

\*Certain qualifications apply.



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# A DIFFERENT KIND OF FINANCIAL SERVICES FIRM

Unlike firms that may see your clients as theirs, we believe relationships that started with you should stay with you, and we'll provide you the support you need to keep them growing. You can also count on our transition team – one of the largest in the industry – and our other experienced professionals to help you build the business you envision.



Get to know the people of  
Raymond James in The Ohio River Valley.

If you'd like to learn more about the advisor-centric culture at Raymond James, we invite  
you to reach out for a confidential conversation.

## CINCINNATI BRANCH

201 E. 5th Street, Suite 2500  
Cincinnati, OH 45202

## KENWOOD BRANCH

8044 Montgomery Road, Suite 710  
Cincinnati, OH 45236

## DAYTON BRANCH

7887 Washington Village Drive, Suite 100  
Centerville, OH 45459

## HUNTINGTON BRANCH

750 4th Ave., Fl 1  
Huntington, WV 25701

## PARKERSBURG BRANCH

813 Grand Central Ave.  
Vienna, WV 26105

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