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 firm 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 Firmwide, Raymond James has less than 1% regrettable advisor attrition.

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,

JODI PERRY
President
Independent Contractors Division,
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 8,000 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.

“Your associates and resources are focused on supporting the growth and success of advisors, treating them as our clients, and helping them deliver better experiences and outcomes for their clients.”

– SCOTT CURTIS  President, PCG
Raymond James has delivered 127 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.

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 127 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.

### BY THE NUMBERS

Approximately 8,000 financial advisors
Over 3,100 locations (United States, Canada and abroad)
More than 2x required total capital ratio
Approximately $838 billion in total client assets
BBB+, positive outlook credit rating (S&P)

**2019 TOTAL REVENUE BY PRIMARY SEGMENTS**

- Private Client Group: 69%
- Capital Markets: 14%
- Raymond James Bank: 11%
- Asset Management: 9%

Total revenue shows fiscal year data ending 9/30/2019.

*As of 09/30/2019. Past performance is not indicative of future results. The information provided is for informational purposes only and is not a solicitation to buy or sell Raymond James Financial stock. The S&P 500 is an unmanaged index of 500 widely held stocks. Investors cannot invest directly in an index. The analysis does not include transaction costs, which would reduce an investor’s return. A credit rating of a security is not a recommendation to buy, sell or hold the security and may be subject to review, revision, suspension, reduction or withdrawal at any time by the assigning rating agency.*
Based on StarMine methodology, the StarMine Analyst Awards from Refinitiv objectively measure the performance of analysts based on the returns of their buy/sell recommendations and the accuracy of their earnings estimates. The 2019 stock picking awards for the United States are based on the 2018 calendar-year performance of recommendations. The 2019 awards for estimating performance are based on quarterly periods that reported between April 1, 2018, and March 31, 2019. Only analyst performance on companies that are based in the United States is included in the awards calculations.

According to The M&A Advisor, the M&A Advisor Turnaround Awards represent the best of the distressed investing and reorganization industry in 2015. From lower middle market to multibillion-dollar deals, The M&A Advisor recognizes the leading restructurings, distressed M&A transactions, firms and individuals that represent the highest levels of performance. Nominations were judged by an independent jury of industry experts.

The rankings may not be representative of any one client’s experience, are not an endorsement, and are not indicative of an advisor’s future performance. Neither Raymond James nor any of its Financial Advisors paid a fee in exchange for these awards/ratings. Raymond James is not affiliated with StarMine, Thomson Reuters or M&A Advisor.

---

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.*

9 awards given to Raymond James analysts from Refinitiv’s StarMine Analyst Awards in 2019 – ranking our firm in the top 10 in the U.S. over the past five-year period for total awards won.¹

Named 2016 Investment Bank of the Year by The M&A Advisor.²

Top 10 underwriter of municipal bonds in the U.S. ³

Private client banking Quick and cost-effective access to capital

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.

¹ Based on StarMine methodology, the StarMine Analyst Awards from Refinitiv objectively measure the performance of analysts based on the returns of their buy/sell recommendations and the accuracy of their earnings estimates. The 2019 stock picking awards for the United States are based on the 2018 calendar-year performance of recommendations. The 2019 awards for estimating performance are based on quarterly periods that reported between April 1, 2018, and March 31, 2019. Only analyst performance on companies that are based in the United States is included in the awards calculations.

² According to The M&A Advisor, the M&A Advisor Turnaround Awards represent the best of the distressed investing and reorganization industry in 2015. From lower middle market to multibillion-dollar deals, The M&A Advisor recognizes the leading restructurings, distressed M&A transactions, firms and individuals that represent the highest levels of performance. Nominations were judged by an independent jury of industry experts.

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 10,000 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.
Onward and upward

Professional development is key

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.

- **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.

---

**ELEVATE National Conference**

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, advisors have the opportunity to share ideas with peers and benefit from 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 are available 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.

**To learn about this conference, please visit rjelevate.com.**

President Scott Curtis and CEO Paul Reilly carried on the tradition of answering candid questions from advisors during our annual Town Hall.
**Wealth Planning**  A powerful ally for your business and clients

We provide the planning resources and expertise you need to serve your clients how you see fit, all in one place. Whether you seek to help them plan for a longer-than-expected retirement, to address sophisticated investment objectives or to earn the trust of prospects, our regionally-focused team of planners, case consultants, and specialists provides a strong and knowledgeable foundation for your success.

The Financial Planning team provides holistic support for comprehensive needs and is your starting place when seeking answers on everything from Social Security and Medicare to education and estate planning. Beyond the support of a knowledgeable team, you’ll also find the capabilities and technology to reinforce your value to clients and help you foster lasting relationships. We’ve also vetted select service providers to help you plan for your clients’ longevity and help ease the challenges that come with living longer in retirement.

For clients with substantial wealth, Wealth Consulting provides elevated services and capabilities curated to address their complex and wide-ranging considerations. As a Raymond James advisor, you will have the ability to give these high-net-worth prospects, clients and referral sources a firsthand introduction to our international headquarters for a day of thought-provoking meetings and firm-wide specialists and senior management. The By Invitation Only program allows you to highlight yourself as a highly valuable wealth manager as you share our storied culture along with collective insights targeted to each guest’s objectives.

**Institutional Fiduciary Solutions**

Full-service investment management support for retirement plan, institutional and non-profit clients

The Institutional Fiduciary Solutions (IFS) group is a specialized team of professionals dedicated to supporting advisors in implementing a fiduciary process through a broad range of investment solutions and support services, both ERISA and non-ERISA. The team’s disciplined process adheres to well-established fiduciary standards and is backed by our firm’s philosophy of conservative management. Using established resources from across the firm, IFS creates comprehensive investment solutions, including 3(21) and 3(38), from strategy development and investment research to reporting and oversight.

---

**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.
Investment management simplified

Your single source for managed accounts and fee-based platforms

Asset Management Services (AMS) offers you and your clients a variety of institutional-quality platforms, strategies and hands-on support. Our more than 400 associates do the legwork so you don’t have to, from investment management to creating and providing customized investment strategies for your clients.

How your dedicated AMS regional consultants can help

Provide access to resources:
- Competitive study of your current business
- Pre-approved marketing materials
- Professional development opportunities with continuing education credits

Build client relationships through:
- Informational meetings with AMS experts: Informal “fireside chats” can help you establish new business relationships or introduce current clients to managed accounts.
- Investment management: 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-quality programs

Managed strategies
- Freedom portfolios: Professional asset management on a fully discretionary basis is available through fee-based asset-allocation portfolios designed to align with a wide array of investment objectives, from conservative to growth. Specialty models address targeted needs such as income generation, ESG investing or investing exclusively in U.S. securities. Mutual funds and exchange-traded funds are utilized, sometimes in combination, while separately managed accounts (SMAs) are combined in Unified Managed Account portfolios. Account minimums accommodate nearly any client, from those just beginning to save to those seeking customized strategies.
- Raymond James Consulting Services (RJCS): Separately managed accounts are evaluated and approved through a rigorous manager research and due diligence process.
- Boutique investment managers: AMS is nimble enough to maintain relationships with select managers not widely available outside of Raymond James.
- 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.
- Multiple discipline accounts: AMS offers a selection of manager-driven allocations of separately managed accounts.

Fee-based advisory
- Ambassador accounts: These accounts offer you the flexibility to build fee-based portfolios in working with your clients.
- Advisory Consulting: Exclusively dedicated to supporting advisors who manage client investments directly through the Passport and Ambassador platforms, the Advisory Consulting team collaborates with accomplished advisors firm-wide to develop a unique approach to portfolio review. This team of investment analysts and consultants provides multifaceted support: comprehensive portfolio evaluation to help you build stronger solutions, implementation of proprietary Portfolio Management technology tools, and educational opportunities such as the Institute of Investment Management Consulting.
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 access to extensive support and resources, 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.
1962
Bob James founds Robert A. James Investments.

1964
Robert A. James Investments merges with Raymond and Associates.

1970
Tom James is named CEO.

1973
Raymond James takes a seat on the New York Stock Exchange.

1974
IM&R (later, Raymond James Financial Services) reactivates as a broker/dealer.

1983
Raymond James completes $14 million IPO.

1987
Raymond James opens in Paris, the first of its international offices.

1994
Raymond James publishes the first Client Bill of Rights.

1999
Raymond James subsidiaries IM&R and Robert Thomas Securities merge.

2004
300,000-square-foot Tower 4 at the Raymond James Financial Center is completed.

2010
Paul C. Reilly succeeds Tom James as CEO.

2012
Raymond James acquires Morgan Keegan and celebrates 50 years of client-first service.

2017
Tom James becomes Chairman Emeritus, with Paul C. Reilly succeeding as Chairman.
THE RAYMOND JAMES
Financial Advisor
Bill of Rights

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.
“You’ll help me build a brand that’s really mine?”

We call it the lightbulb moment. It’s when an advisor gets a firsthand look at the distinct brands our full-service, in-house marketing agency has created for their peers – and starts to imagine building one of their own.

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

Advisor Marketing

• FULL-SERVICE, IN-HOUSE MARKETING AGENCY
• CUSTOM ADVISOR BRAND CONSULTING AND CREATION
• MARKETING PLANS, COMPLIANT CREATIVE SERVICES
• DIGITAL, SOCIAL AND CONTENT MARKETING SUPPORT

RAYMOND JAMES
866.753.5823

© 2019 Raymond James Financial Services, Inc., member FINRA/SIPC. Raymond James® is a registered trademark of Raymond James Financial, Inc. ICDR-05421119 JPR 12/19