

NORCAL INSIDER

A LOOK INSIDE THE COMPANY AND CULTURE OF RAYMOND JAMES IN NORTHERN CALIFORNIA

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GETTING TO KNOW
FRANK MCALEER

Senior Vice President
Global Wealth Solutions
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AN INTERVIEW WITH
PEDRO SURIEL AND RENÉE BAKER

Strengthening the firm's
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To say that 2020 has been a year like no other would be an understatement. For many, working remotely started as a novelty and became a nuisance. Today, however, advisors are reporting that productivity hasn't suffered. We now have more time to serve clients, to develop new skills and to spend with family.

Things are getting done and, in some cases, better than ever. This makes for a strong argument against going back to frustrating daily commutes to complete work comfortably performed at home. These positive developments no doubt frighten the senior leadership at many firms. After all, there is a growing body of evidence that confirms our success isn't determined by status-symbol offices and, I would argue, the name that appears in larger font than our own on our business cards.

Clearly, the future doesn't look like it did last January and none of us are ready to go back to the same. At Raymond James, we aren't planning to. Just how far can we take this? How will advisors work and interact with our assistants and clients? How will our assistants work and how should our offices be redesigned as a result? Everything is on the table here.

One thing is certain, being a firm where advisors have the ability to move between traditional, independent and RIA affiliations positions Raymond James for anything your future might bring. Advisors are recognizing this. It could be why, in our complex alone, four advisors from other firms have joined us since this pandemic began.

Most would agree that expectations are rapidly changing for both advisors and clients. If you share my view that more of the same may not be the best solution, please take a moment to discover Raymond James. Your local manager (found on the back of this publication) would be pleased to make the confidential introduction.

Stay healthy and wash your hands!

NATHAN CLAKLEY, MBA

*Senior Vice President, Investments
Northern California Complex Manager*
nathan.clakley@raymondjames.com
925.952.5252



A story worth telling

When Bob James founded Raymond James in 1962, he did so based on a belief that clients deserved more than help with 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, methodical decision-making and remains focused on what matters most: your clients.

That approach has continually supported our growth as a preeminent financial firm serving clients across North America and overseas. Further, the company has expanded through the years to serve corporations, institutions and municipalities through significant capital markets, banking and asset management services. More than 58 years later, Raymond James has upheld a reputation of strength and stability through every kind of market environment. As Bob James first suspected, by putting the success of others first, the firm’s has followed close behind.



Our core values

CLIENT FIRST The firm takes care of clients and their financial well-being through a focus on people, not products.

CONSERVATISM Disciplined decision-making and a long-term approach to financial planning make us conservative, pragmatic and proud of the way we do business.

INTEGRITY A straightforward approach to doing business – along with a fundamental belief in doing what’s right – inspires us to work with integrity on a daily basis as we provide the highest caliber of service.

INDEPENDENCE As an independent firm made up of empowered individuals who make this company great, there is a spirit of independence in everything we do.

A history of strength and trust

- 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.
- 2016**
Raymond James acquires Deutsche Bank Wealth Management’s U.S. private client services unit and revives the storied Alex. Brown name.
- 2017**
Tom James becomes Chairman Emeritus, with Paul C. Reilly succeeding as Chairman.

A measureable difference – and more

For more than 58 years, the principles of financial planning have served as a cornerstone of Raymond James – and Wealth Planning carries on that tradition.

Frank McAleer can still hear the advisor on the other end of the phone telling him how much he appreciated the home-office resources – private banking, charitable giving, trust services – available to help him serve ultra-high-net-worth clients.

Then came the “but.”

“But every time, I have to go to all these departments myself, and it’s overwhelming.”

Now, Frank oversees the team that makes it easy.

The Wealth Planning team connects advisors and their clients with myriad resources: investment strategy, estate planning, private banking, charitable giving, insurance, business succession, legacy planning and more. Whether it’s advice for a financial planning topic, addressing longevity in retirement, tools for portfolio management or sophisticated consulting for high-net-worth clients, the Wealth Planning team is there.

“We pull together all the resources – some internal, some external – to best service the needs of the high-net-worth and Private Wealth client,” said Frank, the senior vice president of Wealth Planning. “And that can be a number of items. Every case is different.”

Convenience is not the only advantage of working with the Wealth Planning team. Advisors who utilize the team also consistently increase assets under management, uncover net new assets, strengthen relationships and connect with subsequent generations to promote wealth consolidation and client retention.

One stop, so many benefits.

SUPPORTING ADVISORS AND HNW CLIENTS

Wealth Planning is part of Global Wealth Solutions. The team is divided into four geographic regions, each with five or six dedicated consultants.



FRANK MCALEER,
CFP®, CIMA®
*Senior Vice President
of Wealth Planning,
Global Wealth Solutions
Raymond James*

Financial planning consultants assist with any planning topic, such as Social Security, Medicare, estate planning, goal creation and risk tolerance. Portfolio consultants deliver comprehensive portfolio analysis and customized recommendations. Wealth strategists are credentialed attorneys and estate- and tax-planning strategists who provide targeted advice and analysis. Goal Planning & Monitoring (GPM) analysts specialize in the firm’s comprehensive planning software.

For clients with between \$5 million and \$25 million in investable assets, wealth consultants give advisors a single, knowledgeable contact – a quarterback, so to speak, if quarterbacks came with CERTIFIED FINANCIAL PLANNER™ professional credentials – for providing holistic financial and longevity planning. Wealth consultants utilize a customized discovery process to facilitate personalized advice and analysis.

For families with \$25 million or more in investable assets, dedicated Private Wealth teams – one in the East and one in the West – support advisors in providing comprehensive, high-touch consulting around sophisticated planning needs.

Advisors can consider these specialized consultants an extension of their practices, with Frank even suggesting advisors could include their wealth consultant’s professional bio among the team bios on their websites.



SUPPORT FOR THE ULTRA-HIGH-NET-WORTH

Though not part of Wealth Planning, the firm’s Private Institutional Client (PIC) Desk also helps advisors serve ultra-high-net-worth clients – individuals or entities with more than \$50 million in total assets – through unique private-market investment opportunities and customized trading or lending solutions.

ONE-STOP SUPPORT

Another opportunity for advisors working with high-net-worth clients is the By Invitation Only (BIO) program. Wealth consultants can arrange for advisors and their clients to visit the firm's international headquarters in St. Petersburg, Florida, and create a customized itinerary to meet with purposefully chosen firm leaders. Frank's team is in the process of giving the BIO program a refresh, including enhanced awareness and increased numbers of home-office representatives who can address clients with at least \$2.5 million in investable assets.

In fiscal 2019, the Wealth Planning team handled 1,050 cases, which identified an average of \$21.79 million in outside assets. The team facilitated 374 BIO visits, identifying an average of \$22.88 million in outside assets.

Certainly, those numbers speak to the opportunity for net new assets and increased AUM. To Frank, however, a partnership with the Wealth Planning team is also an opportunity to address the larger issues advisors face today.

Increasingly, high-net-worth clients are looking for comprehensive advice and service. By connecting advisors and their clients with a variety of resources and services, the Wealth Planning team helps position advisors as the trusted professionals at the center of their clients' financial lives. That promotes not only consolidation of wealth, but also retention by demonstrating to a client's family how an advisor adds value beyond investment management.

"These are the resources that help you cement relationships with the entire family, because you do so much more than manage money," Frank said. "People need private banking, trust services, family governance.

"They want one-stop relationships."

That's just what Wealth Planning delivers.

“These are the resources that help you cement relationships with the entire family, because you do so much more than manage money. ... [Clients] want one-stop relationships.”

– FRANK MCALEER, CFP®, CIMA®

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COMPLEX KUDOS A LOOK AT RECENT PROFESSIONAL AND PERSONAL MILESTONES FOR THE NORCAL FAMILY

HAPPY ANNIVERSARY

5 Years

Shannon Bennett, Financial Advisor, San Rafael

John Delahaye, Financial Advisor, Walnut Creek

Patricia Ramirez, Financial Advisor, Walnut Creek

WELCOME ABOARD

Roseville

Craig Weis, Branch Manager and Financial Advisor

Jennifer Goldsby, Senior Client Service Associate

San Rafael

Mike Ariyoshi, Financial Advisor

San Jose

Elizabeth Davalos, Financial Advisor

Kate Davalos, Financial Advisor

Colin Brown, Registered Client Service Associate

KUDOS

Supporting Our Community

Working with our corporate offices, we were proud to donate \$50,000 to the UCSF Health Foundation in October as part of our commitment to the communities in which we live and work, especially during the COVID-19 pandemic.

CONGRATULATIONS

Fifteen NorCal advisors achieved club level for 2021 with six attaining our highest club, Chairman's Council, two making President's Club, and seven reaching Leaders Club.

Raymond James & Associates established a seventh Northern California location with the opening of our Roseville branch in May 2020.



Dennis Szczesuil, commercial real estate banker in San Francisco, and his wife, Dana, welcomed baby boy Henry Declan on August 19, 2020.

Michelle Kelley, registered client service associate in San Francisco, passed her Series 7 and Series 66.

Abu Farukh and **Misty Farukh** of Golden Gate Wealth Management in San Francisco posted the most productive month in all of Raymond James & Associates for September 2020.

Secure office technology with or without the office

When offices around the world emptied in response to COVID-19, Raymond James' secure digital tools helped advisors maintain their businesses and client relationships during those critical early days. Advisor Mobile is one such asset that helped bridge the gap, allowing advisors to maintain the level of service their clients have come to expect. Even before the worldwide economic disruption, Advisor Mobile had been an avenue to elevate the relationship between clients and their advisors with secure, responsive communication and features created with advisor input.

Technology for advisors

The Raymond James Advisor Mobile app offers seamless access to key client, market and business data, putting the resources and information you rely on most at your fingertips.

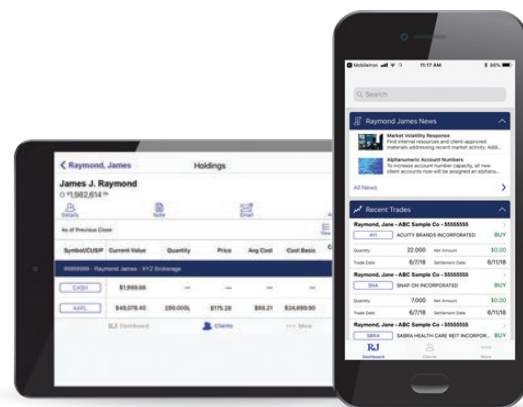
- **KEY CLIENT INFO:** Quickly access client and account information including account balances, holdings, performance, recent trades and even upcoming birthdays.
- **CRM INTEGRATION:** Our CRM integration allows you to seamlessly track email conversations, view/add notes and assign tasks to teammates back in the office.
- **DICTATE NOTES:** Voice recognition is built into the Advisor Mobile app to capture information from the conversations you have with clients and stores seamlessly in CRM.
- **RUN AND VIEW REPORTS:** Run and view customizable client reports and report packages on the go with your mobile device – and print them with Apple AirPrint.
- **ADVISOR TEXTING:** You have the option to text message your clients directly from Advisor Mobile. Fully compliant with industry regulations, Advisor Texting automatically saves all incoming and outgoing messages. Clients receive texts as they would any SMS message.

MOBILE EMAIL AND CALENDAR: You can use a personal mobile device to receive and send Raymond James email, access work contacts, view and modify your work calendar and more. We use a third-party system to protect data on mobile devices, so there is no need to log in to the Raymond James network separately – with one easy setup, you are always connected.

ESIGNATURE: This efficient and secure mobile-friendly application obtains electronic signatures for eligible Raymond James forms. E-delivery of new account paperwork allows you to open new account relationships quickly and securely without the need to fax, print or mail a single document.

VIDEO CONFERENCING: Robust mobile capabilities enable you to connect with clients easily by video conference through Zoom.

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 their most important documents and using the comment feature to initiate conversations.



Advisor Mobile

Technology for clients

Clients can also rely on our robust mobile offerings to stay connected to their finances and your practice.

CLIENT ACCESS

Client Access gives your clients access to their accounts from any device. From the mobile app or an internet browser, clients can monitor goals and view statements and documents, among many options, including:

- **MOBILE CHECK DEPOSIT:** Conveniently deposit checks using the camera on a smartphone or tablet.
- **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 & MONITORING (GPM):** Clients can access their financial plan, review their goals, track progress for achieving those goals or even dream a little using the PlayZone®.



Client Access site



Mobile check deposit

Client Access app



An interview with Pedro Suriel and Renée Baker

Two leaders of diversity and inclusion share their thoughts on how to continue strengthening the firm's distinctive culture by providing a welcoming environment for everyone.





Pedro Suriel

*Vice President
Diversity & Inclusion*



Renée Baker

*Head of PCG Advisor Inclusion
Networks*

In 2019, Raymond James demonstrated its commitment to diversity and inclusion with two hires: Pedro Suriel, vice president of Diversity & Inclusion, and Renée Baker, head of PCG Advisor Inclusion Networks. The two have partnered together to continue innovating on this front. In Pedro's role, he works closely with business leaders to ensure that the firm's diversity strategy aligns with business objectives. While he mainly supports associates, Renée directly supports the firm's advisors by leading the PCG Advisor Inclusion Networks.

Pedro's background includes leadership roles at diversity and inclusion consulting firm Cook Ross, as well as 20 years with Accenture. Prior to her new role, Renée served as chief marketing officer of firm subsidiary Carillon Tower Advisers. She has extensive experience in the financial services industry, having previously worked for leading Wall Street firms in senior-level marketing roles. She was most recently at Aberdeen Standard Investments.

Q: Why is diversity and inclusion important to Raymond James?

Pedro: The vision of the firm is to be as unique as the people we serve. We need to be able to celebrate and engage these unique backgrounds and experiences, which allows us to be innovative and cultivates diversity of thought. And it helps us provide better service to our clients.

Renée: Through our diversity and inclusion efforts, our goal is to nurture an environment where everyone feels welcomed, respected and valued. Our collective efforts support all audiences of our business, including associates, advisors and clients – and is a natural extension of our culture.

Pedro: A basic principle of finance is to diversify to lower your risk. In order to leverage our associates' unique perspectives, we should be applying a similar principle to our human capital.

Q: Why should it be important to advisors?

Pedro: We're in the people business. To manage wealth, we have to build trust. We do that by understanding clients' backgrounds – their motivations and drivers. We have to get to know individuals and institutions. More women are responsible for managing wealth, as well as younger generations. What do they want to achieve? It's being able to develop cultural dexterity, an understanding of different cultures and different perspectives that allows us to figure out how to best engage.

Renée: Demographics in our country are changing, and clients' needs are as diverse as they are. When we are intentional about understanding the cultural norms and needs of our clients and advisors, it only makes us better.

Pedro: I've been in this space for a while. We're all trying to solve for the same thing. How do we partner up to ensure we're working together to solve for the same thing and bringing those different perspectives into the conversation? What have we done that allows us to really drive innovation and allows us to understand our clients' needs to be able to put our clients' interests first? Do clients feel a sense of connection? At the end of the day, we're working to solve for the client.

Q: The Women's Symposium celebrated its 25th anniversary in 2019, so the push for diversity and inclusion isn't entirely new at Raymond James. How have our efforts evolved over the past few years?

Renée: Remarkably, we have been celebrating the Women's Symposium for 25 years. In the last few years, the firm has broadened its focus on diversity and inclusion from both a corporate and business perspective. There has been an evolution of the firm's associate and advisor inclusion networks, including providing corporate leadership supporting all three of our Advisor Inclusion Networks: Women Financial Advisors Network, Black Financial Advisors Network and Pride Financial Advisors Network.

Q: What opportunities do you see for attracting women to the industry?

Renée: There are several opportunities. First, make the firm more supportive and welcoming for women. The culture is an important component. Second, educate women about the opportunities the financial industry provides. Also, it is helpful to highlight women role models within the organization, including sharing the successes and realities of other women in the industry. How can you be it if you can't see it, right? Visibility is key.

Q: Are there opportunities to further develop the firm's current diversity initiatives?

Pedro: There are always opportunities. It's about being able to share lessons learned. As a firm, there are things we need to do better, that's part of it. But the fact that we've held a Women's Symposium annually for 25 years ... we need to be shouting that from the rooftop. There are a lot of great things happening. We just need to get comfortable sharing it.



Women Financial Advisors Network **Black** Financial Advisors Network **Pride** Financial Advisors Network

Our business is people – all people.

We've invested in our Advisor Inclusion Networks to help advisors like you not just reach your potential, but exceed it.

Learn more at rjadvisorinclusion.com

“I learned to accept our differences with an open heart. To learn from each other by making some changes and adjustments in our behavior – to give, take, forgive and love more.”

– RENÉE BAKER

Here are some things the NorCal Complex learned in 2020:

Yes, you can still be late to work even if it's 5 feet from where you sleep!

I've learned that it is very dangerous to work so close to the kitchen!

Working at home has made me appreciate my coworkers more. They are all doing their best and trying to get the job done. Everyone has stepped up to the plate and made it work.

I learned that it is possible to get even fatter.

I learned to accept our differences with an open heart. To learn from each other by making some changes and adjustments in our behavior – to give, take, forgive and love more.

I have realized that our building and office space doesn't define our business. Most of us are working just as hard, if not better, being home.

I have learned that when I retire, I need to find something to do because sitting around the house all day every day ain't gonna cut it.

While I enjoy all this quality time, I have learned that I didn't appreciate teachers and school as much as I should. Good lord, those people deserve medals! I will never again take teachers for granted.

I miss my work family. I care very much for the people I work with.

First, I have learned that I know nothing. At least that is what my wife always tells me. Second, I have learned that she is always right – even when she's not.

The dog doesn't understand why I'm home all the time, but he's definitely loving being my shadow.

Eating lunch with your family every day is absolutely priceless.

Exercise and friendships are just as important as food and shelter.

I've learned that my backyard is an oasis.

I've learned that my scheduled "check in" calls with clients are even more important now.

I have learned to feel more gratitude for the little things most of us took for granted before the virus.

I thrive on routine and when one is disrupted I need to be patient while I work to find a new path.

I learned that we have to leave room in our lives for the unexpected delights.

I learned how efficient our team is and how quickly we were able to set up shop in our homes. I am so impressed at how we rallied as a team and group/office to get things done.

I was never one of those people who felt I could work from home, but I have learned it's possible and has its own unique benefits.

Learning something new every day is so important – for combatting boredom, for keeping ourselves relevant, for keeping our brains young – and it's worth sharing that knowledge each night (or day) with the folks with whom we break bread.

Our firm has provided us great tools and resources that have made a lot of this possible. I embrace this wave of tech for the future of our business. It has been eye-opening to see how DocuSign, Zoom and Vault have really been key in getting our jobs done. Working through a pandemic is not something I ever thought would be a reality and yet here we are.

I thought I would comment on how smooth our transition to Raymond James went during the quarantine. My daughter and partner, Kate, and I were hesitant because of the virus but just decided to go ahead on May 28. And we are glad we did! The support from the Raymond James transition team was phenomenal. We worked in office for the first few weeks, calling all our clients and getting those packets out. And after we started working from home the support was still there. I have to give a special shout out to Jay Oglesby, our offsite team member who is still making himself available to us even though he was only committed for a short period of time. Cindy, Denise and Chris have made the trek to the office as often as needed. And with our clients quarantined, it was easy to catch them at home. They were all pretty chatty after being locked down for so long!



Demonstrating our dedication to advisors

Home office visits allow advisors to see the full measure of Raymond James' commitment to them and their clients.

WHAT TO EXPECT FROM YOUR HOV

IN-PERSON HOV

When you step foot inside the Raymond James international headquarters, you'll see what we mean when we say we put clients first. And you'll see how we do it – by supporting advisors.

We'll start your in-person HOV by arranging your travel accommodations to St. Petersburg, Florida, for a behind-the-curtain tour tailored to match your specific needs and interests. Once here, you'll be introduced to the areas you

most want to explore. You'll also meet with executive leaders to talk about growing your business, and you'll do it all discreetly and confidentially.

VIRTUAL HOV

Our virtual HOVs offer the same personalized and enriching experience from the comfort of your office or home. Additionally, you'll have the option to customize your agenda even more, allowing your HOV to span half days, multiple days or a full day.

What you'll experience



OUR CULTURE

Our advisor-centric, client-first culture is the No. 1 reason advisors join our firm – and why they stay.



FREEDOM

From AdvisorChoice to our suite of fee-based programs, we give you the freedom and support to build your business as you see fit.



PARTNERSHIP

Here, you'll never be just a number, but a top priority and a true partner.

Who you'll hear from



RAYMOND JAMES TRUST

Through our wide-ranging personal and charitable trust offerings, you can deliver truly holistic service while deepening client relationships.



WEALTH SOLUTIONS

Our professionals cater to the planning and wealth management needs of high-net-worth clients – always working as your partner, never your competition.



MARKETING

Our award-winning, in-house marketing agency can help you craft your personal brand and access turnkey materials to connect with clients like never before.



ASSET MANAGEMENT SERVICES

Our AMS team offers a wide range of fee-based portfolios designed to help you create a solution for any investor need.



BANK AND LENDING

Raymond James offers sophisticated bank and lending solutions to help you meet your clients' distinct needs.



EQUITY RESEARCH

We have approximately 60 analysts in the U.S. and Canada covering more than 1,000 companies in nine industries.



SUCCESSION PLANNING

Whether you're preparing to retire or seeking to grow by acquiring another practice or book of business, our Succession Planning team is here to help.



TECHNOLOGY

Raymond James invests an annual average of \$340+ million into developing and streamlining a suite of technology tools created in direct collaboration with advisors.



PRACTICE MANAGEMENT

PCG Education & Practice Management gives you full access to the resources and support you need to streamline and expand your business.

Who you'll meet



OUR EXECUTIVE TEAM

Dedicated to helping advisors grow their businesses, our senior leaders make themselves accessible to you – eager to listen and offer feedback.



PRODUCT AND SERVICE AREA EXPERTS

Our subject matter experts take the time to learn about you, your practice and business goals to identify how we can best fulfill your specific objectives.



THE TRANSITIONS TEAM

Our Transitions team – one of the largest in the industry – provides one-on-one guidance and holistic support that lasts far beyond your transition.

Raymond James At A Glance

Raymond James has delivered **131 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 **8,200** financial advisors
- ▶ Approximately **\$930 billion** in total client assets
- ▶ More than **2x** required total capital ratio
- ▶ **BBB+**, **stable outlook credit rating** (S&P)

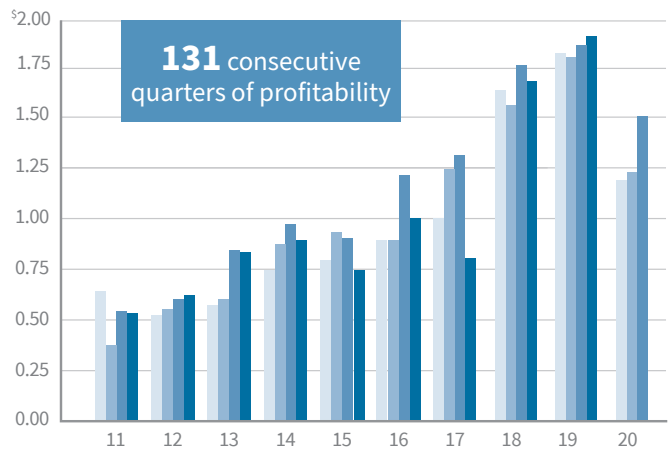
DID YOU KNOW?

Continuing its tradition of giving back, Raymond James and its associates donated **\$42 million** to charitable organizations in 2019, including **\$6.2 million** to the United Way and its partner agencies.

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

STRENGTH AND STABILITY

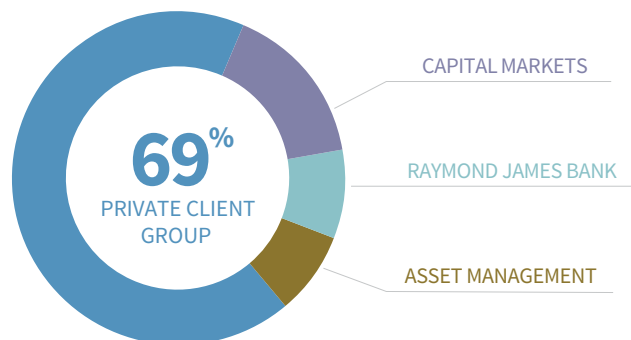
Diluted quarterly earnings per share



A DIVERSIFIED SET OF BUSINESSES*

Total \$7.9 billion

Total net revenue shows fiscal year data ending Sept. 30, 2020



* Charts are intended to show relative contribution of each of the firm’s four core business segments. Dollar amounts do not add to total net revenues due to “Other” segment and intersegment eliminations not being depicted. Other includes the firm’s private equity activities, as well as certain corporate overhead costs of Raymond James Financial including the interest cost on our public debt.

As of 09/30/2020. 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. © 2020 Raymond James & Associates, Inc., member New York Stock Exchange/SIPC. © 2020 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.



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.

IT'S STILL ALL ABOUT THE ADVISORS

58 years after our founding, Raymond James remains as committed to our Private Client Group as ever. After all, our advisors are still the most vibrant, the most vocal and, to put it plainly, the most valuable part of our firm.

Find out more about how invested we are in Northern California – and in advisors like you.

If you'd like to learn more about Raymond James and get a better feel for the unique atmosphere we've created here in Northern California, we invite you to reach out.

We look forward to hearing from you.

NORCALRJ.COM

MODESTO

MATTHEW LATTIG

Branch Manager, Modesto
First Vice President, Investments
832 12th Street, Suite 601
Modesto, CA 95354
T 209.579.1287

SAN FRANCISCO

BILL HUBBARD

Branch Manager, San Francisco
Senior Vice President, Investments
575 Market Street, Suite 3900
San Francisco, CA 94105
T 415.538.5701

ROSEVILLE

CRAIG WEIS

Branch Manager, Roseville
Senior Vice President, Investments
3741 Douglas Blvd., Suite 300
Roseville, CA 95661
T 916.945.3790

SAN JOSE

CHRIS WENG

Branch Manager, Silicon Valley
Senior Vice President, Investments
150 Almaden Blvd., Suite 1375
San Jose, CA 95113
T 408.279.1724

SAN RAFAEL

COURTNEY IRWIN

Branch Manager, San Rafael
Vice President, Investments
4000 Civic Center Drive, Suite 500
San Rafael, CA 94903
T 415.870.2475

WALNUT CREEK

NATHAN CLAKLEY

Northern California Complex Manager
Senior Vice President, Investments
2999 Oak Road, Suite 1030
Walnut Creek, CA 94597
T 925.952.5252

SANTA ROSA

NATHAN CLAKLEY

Northern California Complex Manager
Senior Vice President, Investments
3558 Round Barn Blvd., Suite 201
Santa Rosa, CA 95403
T 707.757.2150

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