

THE POWER OF RAYMOND JAMES
Individual Solutions for Independent Advisors



RAYMOND JAMES®



**Promoting
independence
and integrity.**

Whenever I talk to an advisor about Raymond James, I come away with a new sense of enthusiasm about our firm's commitment to advisor independence and excellence. And it's clear to me that our culture, management philosophy and dedication to both our advisors and their clients have been invaluable in enabling us to remain on solid ground despite the economy's many twists and turns.

We have always sought to provide an environment in which advisors are free to offer guidance based on their personal understanding of their clients' specific needs – and possess the resources required to meet those needs. Equally important, we have sought to maintain a culture of integrity, commitment to client service and stability.

At the same time, as the financial services industry continues to evolve, we are more dedicated to independence than ever ... yours as an advisor and ours as a firm. Our commitment to service and stability has been an integral part of our culture since the firm was established in 1962 – and is evident in everything that we do.

Nowhere is that more true than in AdvisorChoiceSM, an innovative approach to broker/dealer affiliation that enables you to match your practice and your professional goals to an appropriate business model. While each model is designed for a particular type of practice, all deliver unparalleled support to our advisors – our partners in success.

For more than 45 years, Raymond James has provided advisors the resources they need the most: the tools to build strong practices and the independence to make their own decisions – just the combination they need to drive their own success and make a meaningful difference in their clients' lives.

I invite you to learn more about our firm. And I'm confident that, once you do, you will share my enthusiasm about the power of Raymond James.

A handwritten signature in blue ink that reads "Chet Helck". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Chet Helck
Chief Operating Officer
Raymond James Financial

The Raymond James Difference

From its inception, Raymond James has been dedicated to helping advisors like you meet the full range of their clients' needs.

Financial advisors frequently tell us that they have made the move to Raymond James because of our dedication to putting the interests of clients first combined with our commitment to conservative management principles and measured growth. We foster a culture that enables advisors to offer their clients objective recommendations and personalized guidance – as well as the outstanding personal support that Raymond James delivers.

We believe that our longstanding commitment to putting the needs of clients first, combined with our emphasis on high ethical standards and conservative management, distinguishes us from other financial services firms.



Fundamental Principles

Raymond James is committed to excellence, service and integrity. That commitment begins with our dedication to our advisors. We never forget that you are our client. Because we respect your value and honor your expertise, you have full freedom to do what is in the best interest of your clients. And, you own your book of business.

We trust you to determine the best course of action for your clients and your practice.

THE KEYS TO OUR CULTURE



CLIENT-FOCUSED
Your clients are just as important to us as they are to you. That's why Raymond James advisors own their own books,* and that's why we support your long-term success by ensuring you have the tools, resources and support to serve them exceptionally well. Our dedication to your clients – whether individuals, families or businesses – is the cornerstone of our mutual success.

ADVISOR-CENTRIC
At Raymond James, we believe our success in attracting and retaining some of the industry's most professional financial advisors comes from our commitment to treating them as our clients. Whether you conduct your business as a traditional transactional broker, as a comprehensive financial planner or an institutional-style asset manager, we provide the resources you need to thrive. Our distinctive approach helps support your client relationships and helps you attain new levels of success.

SOUND PROCESSES
From its inception, Raymond James has been focused on developing the sound processes on which intelligent financial and business plans are built. We are committed to attracting and retaining advisors who share our dedication to disciplined processes and building strong relationships with their clients.

PLATFORM OF CHOICE
By providing a broad platform of investments – from a comprehensive array of mutual funds to a variety of alternative investments, from insurance to asset management services – Raymond James makes sure you have the choices you need to serve your clients.
Not only do you choose the solutions, products and services you offer your clients, you choose the structure of your relationship with us – as a traditional employee, an independent employee, an independent contractor or independent RIA. And regardless of the structure you choose, you own your own book.

COMPREHENSIVE SUPPORT
Starting with senior management and flowing through all of Raymond James is our dedication to caring, competent and empathetic assistance.
We deliver superior research from an award-winning equity research team and selected third-party providers. Our technology platform is comprehensive, flexible and easy to use. Our experienced team of marketing specialists can help you brand your practice and set you apart.

*Certain qualifications apply.

The Strength of Raymond James

With approximately 5,000 advisors serving more than 1.6 million individual and institutional accounts, the Raymond James Private Client Group has been, and will remain, the core of our firm.

Raymond James' continuing excellence is reflected in the consistent recognition we receive from our industry, our peers and the media – including StarMine, *The Wall Street Journal's* "Best on the Street" survey and *Forbes*. For the most recent accolades we've received, please visit advisorchoice.com.

It's Your Practice. You Decide How to Run It.

Raymond James offers financial advisors a complete range of affiliation and payout options. You have the flexibility to build your practice your way.

- Traditional Employee** : Build your business in a branch office setting. Enjoy the synergy and support of working with other financial professionals.
- Independent Employee** : Run your own business. Get health insurance for yourself, your family and your staff. Let Raymond James handle major administrative tasks.
- Independent Contractor** : Be the boss. Manage your business your way. Enjoy the retirement, tax and succession planning benefits of business ownership.
- Independent RIA** : Operate your own fee-only firm as a portfolio manager or consultant employing Raymond James' strong clearing and custodial services.

ADVISOR BILL OF RIGHTS

AT RAYMOND JAMES, WE TRUST YOU TO DETERMINE THE BEST COURSE OF ACTION FOR YOUR BUSINESS. WE TRUST YOU TO CREATE INVESTMENT PLANS THAT WILL MEET YOUR CLIENTS' FINANCIAL GOALS. OUR STRONG COMMITMENT TO PROFESSIONALS LIKE YOU LED TO THE CREATION OF THE FIRM'S 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 any retail client, while respecting existing Raymond James advisor-client relationships.
- | You have access to world-class resources within a regional firm environment 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 subsidiary of an independent, 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, product pushes or ticket charges designed to influence your decisions.
- | You're entitled to enthusiastic support from associates throughout the Raymond James family.
- | You will be fairly compensated, and can expect a consistent pay schedule without haircuts on insurance and annuities or holdbacks on dealer allowances.

THE RAYMOND JAMES PLEDGE

We, the associates of Raymond James, commit our energies, intellect and knowledge to attaining the financial objectives of our clients by providing the highest possible level of service and delivering superior investment alternatives. We believe that putting the financial well-being of our clients first ultimately serves the best interests of our shareholders, our communities and ourselves. Remaining responsive to the needs of our clients in a financial environment characterized by constant change is our continuing challenge.

State-of-the-art technology focused on the needs of advisors and their clients.

Technology

In-depth Support

Our commitment to your success includes providing innovative technological support. Each year we spend more than \$100 million developing IT solutions designed to serve our financial advisors. And with more than 900 IT professionals dedicated to putting your needs first, you can be sure we're serious. In fact, Raymond James was voted one of the "Best 100 Places to Work in IT" by *Computerworld* in 2007, 2008 and 2009. We're proud of this recognition. And we're proud that it ultimately supports the systems that support you.

There When You Need It

As a financial advisor, you know that technology is critical to your success. In a world where trading takes microseconds, leading-edge information systems make a real difference to your business. That's why Raymond James delivers responsive technology and strong support that help you thrive in a competitive marketplace.

The Raymond James Financial Planning Group is always available to answer any technical, software or financial planning questions you may have. In addition, Raymond James advisors have access to our powerful Financial Planning Suite, a set of full-scale financial planning tools that includes the SunGard PlanningStation and the Financial Planning Library – Forefield and the Ibbotson Asset Allocation Library.

Our SunGard software is a valuable asset for advisors who want to present their clients with a clear analysis of their retirement planning options. From Monte Carlo simulations to asset allocation modeling and more, the strength of SunGard lies in its integration with back-office systems. It's never been easier to present customized retirement planning scenarios that hold real meaning for your clients.

SunGard's integration with the Raymond James back office login significantly reduces the time advisors and their staffs spend on data entry. This powerful tool also has the flexibility to quickly generate simple, single-issue reports as well as documents covering multiple issues and comprehensive financial plans.

Strong portfolio management software makes rebalancing and bulk trading easy, leaving you with more time to focus on what's most important – your clients. And, of course, you can always count on quick and efficient order execution.

Web-enabled Client Access

Our Investor Access system lets you extend the advantages of our technology to your clients. They will appreciate real-time account information available through this secure, intuitive system. They'll benefit from full access to cost-basis information, unrealized gains/losses, quote data, research, economic and market commentary, and other important resources.

Research

Because we understand the important role reliable, timely information plays in your clients' investment and financial plans, Raymond James has developed one of the industry's most diversified internal research capabilities.

Equity Research

Our Equity Research team has consistently led the industry, providing insightful, timely and comprehensive information for advisors across the nation and around the world. With nearly 100 industry analysts and associates, Raymond James fields one of the larger research organizations in the brokerage industry (among the top 15 of all U.S. brokerage firms, according to Thomson Financial).

We cover nearly 1,000 companies in eight industry groups, seeking attractive niches within broader industries. The overall performance of our *Analysts' Best Picks* (an annual release initiated in 1996, detailing our analysts' best stock picks for the coming year) has significantly outperformed the S&P 500 by an average of 27% per year over the last 10 years.

In addition to research on specific companies and industries, Raymond James provides timely and insightful commentary on general market and economic conditions through chief investment strategist Jeffrey Saut and chief economist Dr. Scott Brown. These nationally known experts often appear on CNBC and Bloomberg TV and are frequently quoted in publications such as *The Wall Street Journal*, *The New York Times* and *Barron's*.

Raymond James' nationally recognized analysts are frequent contributors to leading industry publications and media sources.

Bloomberg
TELEVISION



FORTUNE



THE WALL STREET JOURNAL

Since 1996, a total of 143 stocks have been recommended through the *Analysts' Best Picks* list. Of this total, 92 advanced and 51 declined within the recommended holding period. The holding period for each year's list is approximately 55 weeks, from the inception date to 12/31 of the following year. An investor would incur commissions (and interest charges if transacted in a margin account) to transact these recommendations. The results presented should not and cannot be viewed as an indicator of future performance. Individual results will vary and transaction costs related to investing in these stocks will affect overall performance. There is no assurance that the list will achieve the results expected and investors may incur profits or losses. The S&P 500 is an unmanaged index of 500 widely held stocks. Investors cannot invest directly in an index. A complete list of all *Analysts' Best Picks* since 1996 is available upon request.

The Wall Street Journal does not endorse, sponsor or approve the investment programs of Raymond James.

Seventeen analysts have been named a total of 66 times in The Wall Street Journal's "Best of the Street" survey.

The Wall Street Journal does not endorse, sponsor or approve the investment programs of Raymond James. Past performance is not indicative of future results. The data provided above is for informational purposes only and is not a solicitation to buy or sell Raymond James Financial stock.

Mutual Fund Research

We support our advisors with forward-looking mutual fund research. Raymond James has the distinction of being among the first firms in the nation to publish mutual fund research reports recommending individual funds to investors.

You won't need to rely on ratings that analyze what a fund has done in the past; with our strong mutual fund research capabilities, you'll have access to research reports that not only include Raymond James' recommendations for the fund, but also feature performance data, top holdings, general data and hypothetical illustrations to make this information come alive. And then you'll go a step beyond your competition, providing reports that review the fund's objectives and management style and offer the analyst's conclusion about future performance overall.

Closed-end Fund Research

Closed-end fund research provides information and recommendations on more than 600 available closed-end funds.

Advisors at Raymond James receive closed-end fund quarterly performance reports that provide updated performance statistics, portfolio breakdowns, asset allocations and more. The closed-end fund Research Literature Line offers Morningstar Principia reports, article reprints, client-approved marketing pieces and monthly commentaries.

BY INVITATION ONLY

The top priorities of everyone at Raymond James – from senior management to every associate – is to enable our advisors to better serve their clients and to help both advisors and clients to succeed. That's why we offer each of our financial advisors the opportunity to invite qualifying clients or prospects to our home office – through our "By Invitation Only" (BIO) program – where they will meet with whomever they and their guests select.

To qualify, clients and prospects – whether individuals, couples, trustees or business owners – must control at least \$1.5 million of investable assets. In addition, selected referral sources may also qualify for these visits.

Raymond James absorbs most of the costs for all decision-makers as well as travel costs for one financial advisor.

Although these visits are designed to introduce guests to the resources and products that Raymond James provides, they also offer a sense of our culture and the award-winning service for which our firm is known.

Raymond James has sponsored the BIO program for more than 15 years. Hundreds of prospects, existing clients and referral sources have visited our international headquarters in St. Petersburg, Florida, to learn more about who we are and what we do. As a result, many prospects have become clients, many existing clients have invested additional assets and many referral sources have sent our advisors new business.

In the past, we have found that roughly 80% to 85% of BIO visits have resulted in new business for our advisors.



The Raymond James asset management programs offer a distinctive approach to risk-return assessments, a focus on manager selection and thorough due diligence to help your clients invest with confidence.

Asset Management

Managed Accounts

The managed money programs offered through the Raymond James Asset Management Group are founded on institutional-quality investment management principles, including forward-looking risk and return assumptions and advanced manager research techniques. These principles extend from our separately managed and unified managed account programs to our mutual fund and ETF wrap programs, providing a single integrated platform for all your managed account business.

We don't believe there should be any bias among your clients' money management options. That's why, at Raymond James, you can aggregate fees from various separately managed accounts, allowing you to offer competitive pricing to your clients regardless of which money managers you prefer. We offer extensive educational training, dedicated sales support and proposals that can be customized with a wide range of helpful exhibits.

Fee-based Non-managed Alternatives

At Raymond James, we have devoted considerable time and resources to developing an extensive array of fee-based account solutions for financial advisors. We continue to fill niches in this highly specialized field on an ongoing basis.

With the ability to choose any combination of fee-based account platforms from our many investment options, you can rest assured that whatever your clients' needs may be, you will be able to accommodate them. At Raymond James, you can structure fee-based solutions using professional third-party managers, manage client assets on your own or utilize the strength of various asset allocation providers available through Raymond James.

Mutual Funds

In addition to a broad range of fee-based investment options, Raymond James offers one of the largest selections of mutual-fund families available from a single source. With more than 6,500 open-end mutual funds, our research analysts give special attention to assessing individual mutual funds for our advisors and their specific client needs. This includes responding to due diligence questions, providing general sales and marketing support, and coordinating field trips to marketing companies.

Intuitive Mutual Fund Networking and Operations

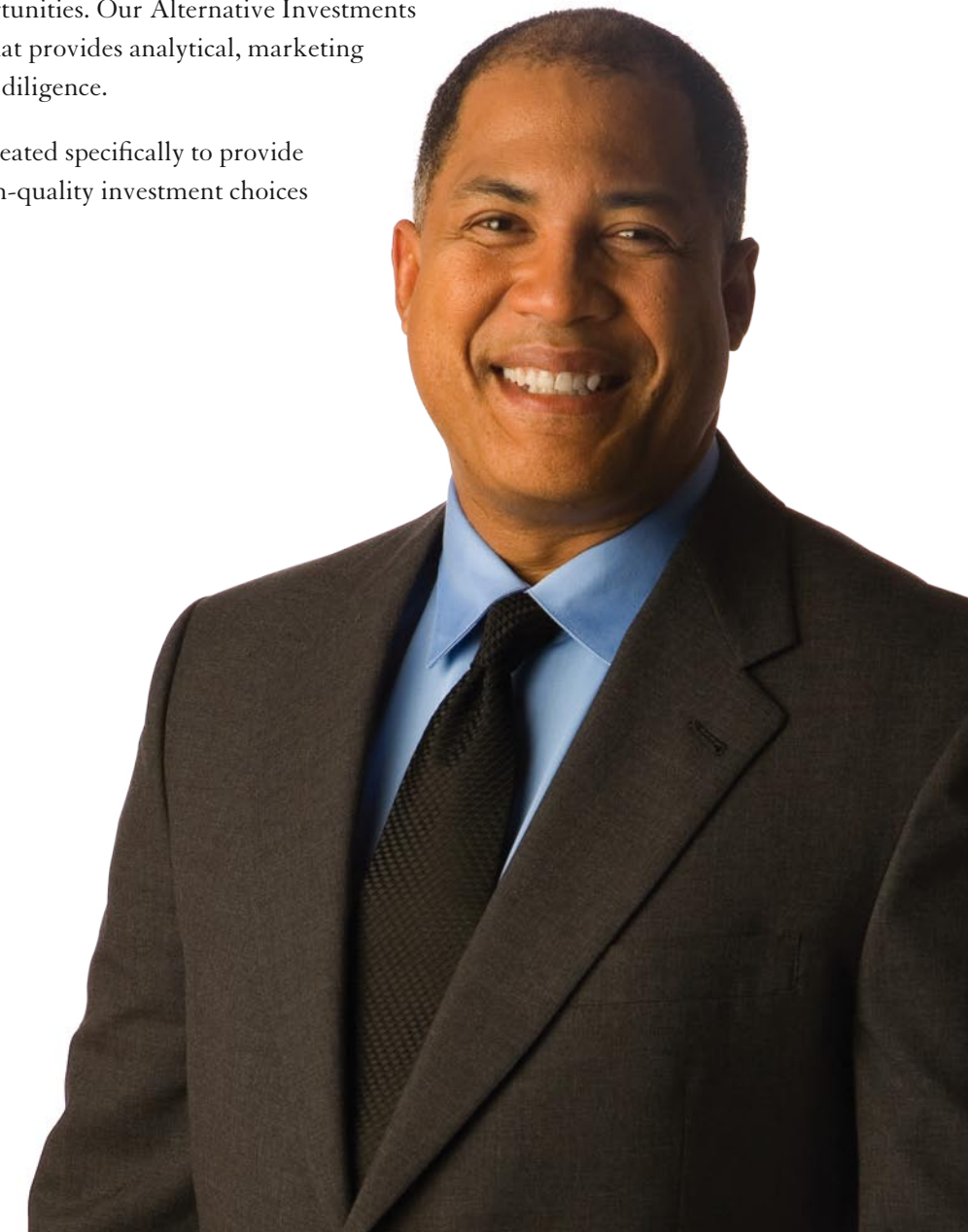
We connect electronically with more than 200 of the largest families of funds, enabling you to provide your clients consolidated monthly statements and tax reporting. Our easy-to-use order-entry system allows you to place trades for both load and no-load funds as well as to set up periodic investments and withdrawals. Plus, you'll also have ample marketing and sales materials as well as fact sheets from fund companies featuring timely market information.

Specialty Services

Alternative Investments

To serve the often-more-complex financial needs of high-net-worth investors, Raymond James researches and selects non-traditional investment products, including exchange funds, private equity, venture capital, hedge funds, managed futures, equipment leasing, real estate, oil and gas, and sector-specific opportunities. Our Alternative Investments Group consists of a team of professionals that provides analytical, marketing and sales support along with thorough due diligence.

The Alternative Investments Group was created specifically to provide you and your clients a broader array of high-quality investment choices in varied market conditions.



Note: Alternative investments involve specific risks that may be greater than those associated with traditional investments and may be offered only to clients who meet specific suitability requirements, including minimum-net-worth tests.

In a fee-based account, clients pay a quarterly fee, based on the level of assets in the account, for the services of a financial advisor as part of an advisory relationship. In deciding to pay a fee rather than commissions, clients should understand that the fee may be higher than a commission alternative during periods of lower trading activity. Clients should periodically reevaluate whether the use of an asset-based fee continues to be appropriate in servicing their needs. These additional considerations, as well as the fee schedule, are listed more fully in the Client Agreement and in the firm's Form ADV Part II, which can be obtained through our home office.

A comprehensive array of investment opportunities.

Banking and Trust Services

Bank Products

When you affiliate with Raymond James, you'll be able to offer banking and trust services. It's an important competitive advantage when you consider the rapid changes occurring in today's financial markets.

Raymond James Bank makes it possible for advisors to offer clients banking services including first mortgages, home equity lines of credit, money market accounts, CDs, Internet banking and a variety of consumer loans.

You'll discover that Raymond James Bank, member FDIC, provides an added measure of flexibility most banks can't offer. For example, our bank can create a customized CD that comes due whenever your clients desire.

Trust Services

Raymond James Trust Companies offer a variety of personal and charitable trust services to deepen your client relationships, including revocable living trusts, testamentary trusts, charitable trusts, private foundations, irrevocable trusts, life insurance trusts and marital trusts.

The Raymond James Charitable Endowment Fund

Administered by Raymond James Trust N.A., the Raymond James Charitable Endowment Fund is a national donor-advised fund that will make a real difference in the way you conduct business. Without up-front costs or significant ongoing expense, your clients can have virtually the same power as private foundations.

Pooled Income Funds

These funds allow your clients to make donations to the Raymond James Charitable Endowment Fund (or the charity of their choice). Donors receive a partial income tax deduction while they retain a lifetime income stream – all without up-front legal expense.

Cash Management

Your clients will appreciate having full choice when it comes to cash management. When you affiliate with Raymond James, you will have access to taxable and tax-exempt alternatives featuring highly competitive rates of return, daily sweeps to and from brokerage accounts, check writing, and more.

Our Capital Access cash management program offers your clients:

- | A Visa® Platinum debit card,
- | Unlimited free check writing,
- | Extensive rewards program offering an impressive selection of travel and dining opportunities, merchandise, events, and more,
- | The ability to combine debit and credit card points,
- | A world-class client service team, available 24/7,
- | Cash back at point of sale,
- | Online access to account activity,
- | Detailed monthly and annual summary statements,
- | Surcharge-free ATM withdrawals, and
- | No minimum for opening or maintaining an account.

Beneficiary and Retirement Services

Direct Transfer to Beneficiaries

An alternative to probate, our Direct Transfer to Beneficiaries program can really make a difference for your clients' heirs in their times of need. The portion of an estate that's held in an investment account can completely avoid the tribulations of the probate process, making it possible for clients to pass assets to their heirs in a timely and cost-efficient manner.

Financial and Retirement Services

Advisors who affiliate with Raymond James have the backing of our Retirement Consulting team for support on all types of retirement plans. They're a phone call away when you need management and due diligence of relationships with virtually all providers of packaged retirement products and services, including mutual fund, insurance, trust and pension administration companies.

The Financial and Retirement Services team is also available to join you on conference calls with prospective or existing clients.

Raymond James acts as the custodian for traditional or Roth IRAs, SEP and SIMPLE IRA plans, and qualified pension and profit sharing plans. We also provide prototype documents for SEP, profit sharing, money purchase and 401(k) plans.



Raymond James Financial Services and Raymond James & Associates, Inc., are affiliated with Raymond James Bank, a federally chartered savings bank. Unless otherwise specified, products purchased from or held at Raymond James & Associates are not insured by the FDIC or any government agency, are not deposits or other obligations of Raymond James Bank, are not guaranteed by Raymond James Bank, and are subject to investment risks, including possible loss of the principal invested. Products, terms and conditions subject to change. Subject to standard credit criteria.

Insurance and Annuity Products

You can easily add to the services you provide with an impressive variety of nearly 30 insurance carriers. We offer a broad array of non-proprietary variable-rate, fixed-rate and indexed annuities, as well as long-term care coverage and life and disability insurance. No-load annuities are also available to fee-only advisors.

Insurance sales are supported by a trained staff of nearly 50 professional associates as well as by a variety of online marketing tools. We also provide monthly annuity values on consolidated client statements as well as licensing and appointment processing. We'll even help track your continuing education.

Look for immediate commission payment upon submission of annuity business, strong point-of-sale assistance for life insurance, and diligent review of carriers and products.

Investment Banking Services

Raymond James maintains a full-service Investment Banking Department that is national in scope, offering public and private offerings of equity and debt as well as merger and acquisition services. Our M&A expertise covers the full scope of services, including buy- and sell-side representation, advisory services, valuations, financial restructurings for distressed companies, and takeover defense.

As a Raymond James advisor or independent investment advisor, you can earn a fee of up to 20% of the net banking fees charged when your referral results in a successful transaction. Investment Banking represents another resource that you can bring to your relationships, and can result in a substantial increase in liquidity for your retail clients, along with many other income-enhancing benefits.

Executive Services

Cashless Stock Option Program

When company employees wish to exercise their stock options with no personal outlay of cash, you can step in to help. Our cashless stock option program makes it possible for Raymond James to temporarily finance the acquisition of the securities, without high fees or a complicated loan-approval process.

Concentrated Equity Positions

Similarly, we can help your clients monetize and/or diversify concentrated stock positions they may hold – helping them to control risk and, if needed, enhance liquidity.

Rule 144 and 145 Stock Program

This program makes it easy for you to arrange loans to company principals against restricted stock. As long as they meet margin loan standards, your clients can borrow funds using their cash management accounts as collateral, with no service fees and a very competitive interest rate. Better still, there's no daunting loan committee process, and the program is quite flexible, allowing your clients to establish their own repayment schedules.

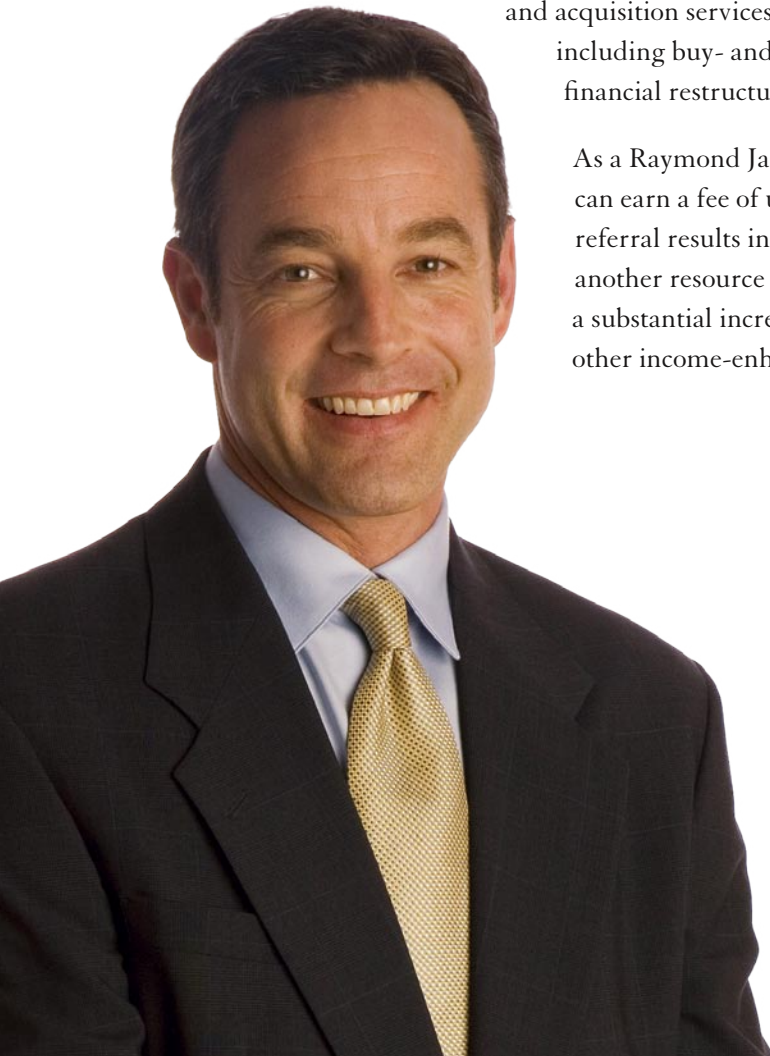
Special Services for Affluent Investors

Raymond James helps advisors compete effectively for high-net-worth clients. This affluent audience responds particularly well to our support of the advisor-client relationship, and advisors find our support tools and research valuable as they enter or expand their presence in this market.

Our Wealth Solutions team can be an extension of your practice, working with you behind the scenes – or more visibly – to provide case management support that is unrivaled in the industry.

Wealth Solutions coordinates the firm's "By Invitation Only" visits that bring your best clients to our international headquarters in Florida to meet with our experts and interact with management.

**Meeting the needs
of corporate
executives – and
their companies.**



Borrowing on margin and using securities as collateral may involve a high degree of risk and may not be appropriate for all investors. Market conditions can magnify any potential for loss. If the market turns against the investor, he or she may be required to deposit additional securities and/or cash in the account. The securities in the account may be sold to meet the margin call, and the firm can sell the investor's securities without contacting them. The interest rates charged are determined by the amount borrowed.

*Raymond James
Marketing combines
industry experience
with agency results ...
a combination you
can count on to build
your practice and
ensure your success.*

Superior Support

At Raymond James, we believe our continued success is a direct outgrowth of our focus on service – to advisors and to their clients. Meeting the needs of our financial advisors is the only way our firm can prosper. Exceeding your expectations is the only way we can thrive.

Operations

Raymond James employs more than 600 home office associates focused on delivering world-class operational support. Whether you are opening an account, transferring assets, wiring funds or have a question about a corporate action, Raymond James makes sure you have easy access to the appropriate human being – not a call center.

Your In-house Advertising Agency

At Raymond James, our advisor-oriented culture translates into marketing support that is unparalleled in the industry. Our team of creative professionals is highly skilled in accommodating the nuanced needs of financial advisors. Whether you're in need of advertising, public relations, strategy or analysis, Raymond James Marketing will develop materials that fit your style, reflect your standards and connect with your target audience.

Raymond James Marketing can set you apart from the competition and help drive the growth of your practice. And because the marketing group is a service center – not a profit center – whether you're seeking copy for a newspaper column, TV or radio promotion, an updated logo, a customized website, or a full-blown marketing plan, we can deliver it for less.

Your byline can appear on compliance-approved prospecting letters and colorful newsletters. We even offer a 32-page magazine written specifically for your more affluent clients.

Finally, the firm's national branding initiative raises awareness and drives demand with ad campaigns for television and print along with naming rights to the Raymond James Stadium, home of the Tampa Bay Buccaneers.

Professional Development

In today's complex environment, successful advisors must be ready to address their clients' continuing analytical, technical and advisory needs whenever they arise. As investment products, services, strategies, solutions and laws evolve, Raymond James can help make sure you're up to date on the changes that affect you and your clients.

Among other tools, Raymond James offers a comprehensive online resource dedicated to sharing effective strategies for practice management and professional development.

Continuing Education

The Institute of Finance is just one of the resources that Raymond James provides to help you keep your skills sharp and your knowledge current. Take advantage of courses offered in a variety of disciplines such as financial and retirement planning, insurance, trust services, and asset management. In addition, your support team may be eligible to participate in a program designed to help them develop professionally while serving clients more effectively.

National and Regional Conferences

Raymond James holds annual conferences for financial advisors. Held both regionally and nationally, these conferences serve as educational opportunities and networking events. They also provide the chance to earn FINRA, CFP®, CPA and a portion of state insurance-licensing CE credits as you hone your skills.

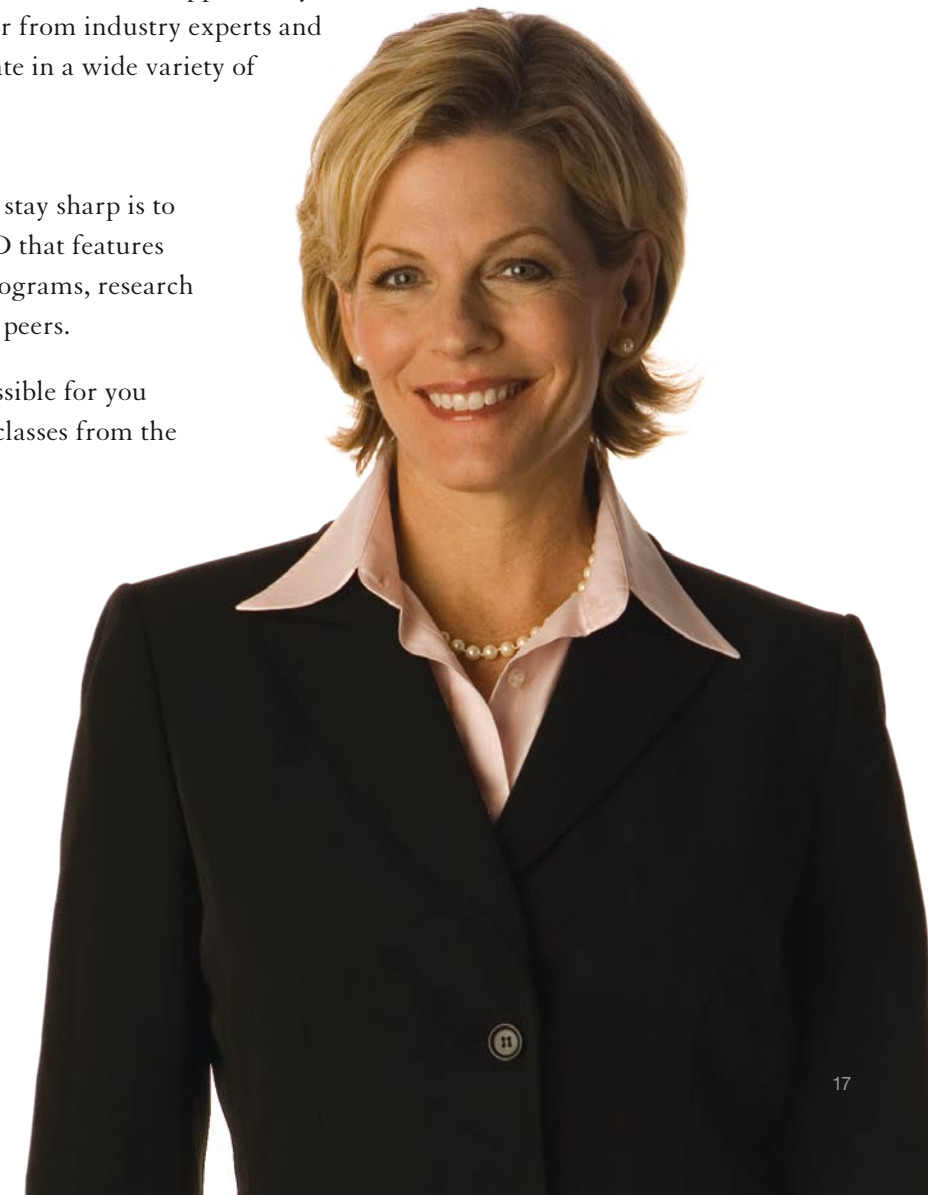
Raymond James also offers an annual Women's Symposium. This three-day education forum held each year in the Tampa Bay area is sponsored by the Raymond James Network for Women Advisors and offers the firm's women advisors the opportunity to share ideas and experiences with each other, hear from industry experts and senior Raymond James leadership, and participate in a wide variety of interactive breakout sessions.

Other Ways to Learn

Another great way to develop your practice and stay sharp is to listen to *AudioFile*, a professionally produced CD that features monthly product announcements, marketing programs, research analyst interviews and success stories from your peers.

Finally, Raymond James e-learning makes it possible for you and your staff to participate in a broad array of classes from the comfort of your office.

*Exceeding your
expectations is the only
way we can thrive.*



Transitioning Your Practice

Whether you're looking to open a new office, establish an RIA or affiliate with an existing office, from the day you decide to affiliate with us, your dedicated transition management team is there for you – helping you to get your business up and running. Your transition consultant and technology consultant will assist you with the important details – from quickly and accurately processing account paperwork to setting your staff up with the appropriate technology to resume serving clients.

Your transition consultant is your liaison to the Raymond James home office departments. Your technology consultant is your primary point of contact for all technical questions that may arise during your transition. They will work with you and your team to ensure that every facet of your move is covered – from the day you make the decision until you are confident that you have completed a successful transition.

As you transition your practice, you are probably also considering ways to grow it – perhaps by acquiring another practice – as well as developing a succession plan. The Raymond James Practice Planning and Acquisitions (PPA) team can help.

PPA provides the individual attention and professional consulting to help you create a personalized written plan for growing and managing your practice as well as for developing an exit strategy. PPA can help you determine whether to sell internally or to an outside party, or whether to merge with another organization. The PPA team will help you position your practice, look for buyers and structure the terms of the agreement.



**A unique
combination of
independence
and support.**

The Power of Choice

For more than 45 years, we've done business differently – because we realize the value of relationships built on trust. As we continue to build on the strengths that led to our success through the years, we're confident that we will continue to provide the caliber of personal service and professional attention that you deserve and expect from Raymond James.

We believe that our core tenets of conservative management, prudent growth and client service have contributed to our strength and stability – and that they will continue to do so.

Similarly, our commitment to integrity – and our confidence in our advisors – has helped Raymond James become one of the nation's premier financial services firms. In our culture of independence, you are free to do what's right for your clients, working with them over the long term to create solutions to their financial challenges.

Our focus on providing individual solutions for independent advisors makes Raymond James different from others in the financial services industry. We are committed to giving you the autonomy you need to make the decisions that serve your clients' best interests. And, through our AdvisorChoice program, you are free to create a personal plan to build your business in the way that suits you best.

[The Right Platform. The Right Place.](#)

Selecting an investment firm with which to affiliate is one of the most important career decisions you will make. We encourage you to investigate your options thoroughly. We're confident that Raymond James delivers the flexibility, resources and platform you need and deserve. Our national strength, extensive resources and culture of independence present a valuable combination no other firm can claim.

If you are looking for a broker/dealer to be your partner – one that offers the resources you need to build a strong practice and provides the independence you deserve to make your own decisions – Raymond James is the right choice for you. Call us toll-free today at 866-905-6333 to find out which business model is right for you.

RAYMOND JAMES®

Individual solutions for independent advisors

International Headquarters: The Raymond James Financial Center
880 Carillon Parkway | St. Petersburg, FL 33716
727-567-1000 | Toll-Free: 800-248-8863 | raymondjames.com

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