

# EXECUTIVE INSIGHTS

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# Generating referrals through FID

For financial advisors, being in a community bank or credit union offers a distinct advantage: the opportunity to gain highly valued clients and deepen community roots through close collaboration with their home institutions. The benefit is twofold when those institutions are partners of the Raymond James Financial Institutions Division (FID). Not only does this open the doors for seemingly endless referrals – it also allows clients to find everything they need in one place and from a single team.

## A WORLD OF DIFFERENCE

Cultivating close ties with local bankers has made a world of difference for advisors like Jacob Hovendick from ABT Wealth Management of Raymond James, a division of Adams Bank & Trust.

As a branch manager in Ogallala, Nebraska, Jacob – who is also a certified public accountant and CERTIFIED FINANCIAL PLANNER™ – has expanded his reach by building trust and rapport with both his bank team and their clients and prospects. The result? Increased referrals from both.

Jacob sees this collaboration as an opportunity to inform bank colleagues about his depth of service, helping them determine when a client could benefit from his expertise.

“If we have good relationships with our bankers, it leads to those introductions,” Jacob said. “If the bankers don’t trust us, then they’re not going to introduce us to their best clients or relationships.”

One of the keys to building those close relationships is to show initiative in reviewing clients' finances with the bank team to uncover specific needs and then work with bankers to help fill those gaps. This also allows you to determine which services to offer clients, as opposed to overwhelming them with an array of options.

Another tip? Lead with the bank – the name prospects know – as opposed to your investment firm, and tout the collaboration between you and the bankers on behalf of clients. Once you do get an introduction, make sure to stay in the loop with bankers and follow up on the potential relationship.

In addition, while it's more likely you'll have a direct referral pipeline and built-in trust working in an established financial institution, it's not a given. That's why it's essential to develop close ties with your colleagues, as Stephen Kruchten explained. And he would know – prior to serving as Central division director of Raymond James FID, Stephen held the role of program manager in a FID community bank.

“Most of our competitors didn't have bank partners sitting in the same office as the advisor,” Stephen said of his time as a program manager. “We made sure our clients did not have to leave the bank to find all of the relevant professionals needed because we came as a team. Our advisors did a great job assembling who was needed to make sure our clients had the subject matter experts to deliver the best financial plan. Members of the team consisted of property and casualty specialists, mortgage bankers, Trust experts and even business bankers when working with business owners. This value proposition set us apart while also building upon the trust and respect the partners had for each other. This naturally led to more bank referrals!”

Ultimately, relying on Raymond James for any services or resources that weren't available in-house at his community bank allowed Stephen and his team to retain more clients.

Stephen also made it a point to prioritize open lines of communication across the bank. His team even determined that advisors and bankers would have a certain number of joint meetings, either with prospects, new referrals or existing clients coming in for reviews. The more times the team could work together in front of clients, the better they represented the brand of the bank.

## DEVELOPING A DYNAMIC COLLABORATION

Echoing the value of building trust with colleagues is Manuel Garcia, a financial advisor and branch manager in Tampa, Florida, who operates from floridacentral Credit Union.

“Whenever we have new employees, on the second or third day, I go to that new employee class. I introduce myself.”

If Manuel happens to be unavailable, fellow advisor Jesse Burchill goes. “We get in front of them, we tell them what we do and why we do it,” Manuel said.

As for actually getting referrals, Manuel says it's simple: Just ask.

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“I found that I get introduced to bankers' parents who don't even live in our geographical area. But because of the way that we treat the banker, they want us to work with their parents.”

– MANUEL GARCIA, BRANCH MANAGER  
FLORIDACENTRAL CREDIT UNION

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“We ask for their referrals. We let them know that this is an important way for them to build that relationship with their members and help their members. And when we go to the credit union branches, we thank them for the referral.”

According to Jesse, it's crucial for the relationship between the credit union branches and employees to start from day one. The goal is to inform them about the specific services the advising team provides – including how those can ultimately benefit clients – so that they remain top of mind whenever a referral opportunity arises.

“We always work with them to find ways for them to leverage what we offer,” Jesse added. “Every now and then, I'll try to organize a day at the branch. If I'm going to be down in Port Charlotte, I ask them, ‘Fill up the day with all the referrals that you can.’”

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“Promoting our process – explaining how our bankers and advisors can team up together on behalf of the client – that’s what has generated so many referrals.”

– STEPHEN KRUCHTEN, VICE PRESIDENT  
CENTRAL DIVISION DIRECTOR, FID

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Their efforts – in combination with the robust resources of Raymond James FID – have paid off time and again, noted Manuel, who has had numerous clients in the process of buying a home turn to him for their needs instead of an external company. Working with local institutions and with home office professionals, his clients have done everything from set up necessary insurance to attain trust services.

#### WOWING CLIENTS AND COLLEAGUES ALIKE

Making the most of their relationship with FID management and proximity to the home office, Manuel and his team have taken advantage of By Invitation Only (BIO) visits. And it was a BIO visit that made all the difference for one of Manuel’s clients recently.

“We were up against Merrill and Wells Fargo. And I invited my client to the home office, and they were blown away by everything that we had, including the fact that we had department heads sit down with them.”

Recognizing the power of these home office trips, Manuel’s team has modified BIO visits to accommodate colleagues, inviting them to the home office or, alternatively, hosting home office professionals at their credit union to lead informative presentations.

#### FOSTERING FAMILIARITY FROM FAR AWAY

For Manuel and his team, fostering close relationships with both colleagues and potential clients was a top priority throughout the turmoil of COVID-19.

“I used a lot of prepared, compliance-approved pieces from Raymond James Marketing to help clients stay focused on the long term and remind them that the volatility we see is just a bump in the road,” Jesse said. “Since those pieces look like they are coming from us, they also serve as reassurance that we’ll get through this together.”

Jacob affirms that the technological capabilities of Raymond James were particularly vital in 2020, when his colleagues were able to seamlessly complete the first round of Paycheck Protection Program loans through offerings like eSignature.

“Good communication is about trying to stay in front of people,” Jacob said. “The technology we have access to allows us to do that at a high level.”

The firm’s Goal Planning & Monitoring (GPM) is also among Jacob’s go-to tools. “It’s ideal for clients who want to go from wealth accumulation to retirement planning and income generation. GPM is really powerful because it allows them to see all of the varying puzzle pieces.”

#### CONTEMPLATING NEW HORIZONS

Looking ahead, Jesse expects technology to become increasingly pertinent in financial services. Johanny Pressley, the team’s registered sales assistant and advisor in training, noted how their account onboarding process now includes an email inviting clients to enroll in Client Access, which offers clients secure access to their accounts from any smartphone or tablet.

Manuel also anticipates more investors will opt for the do-it-yourself route through services like Robinhood. Ultimately, however, he’s confident the value of advisors will remain uncontested.

“No matter what investments individuals are trying to execute, we can provide a greater depth of expertise. We have the tools, products and entire resources of Raymond James behind us. We just have to help investors see that.”

## Cooking up profits

To inspire his team to generate referrals, Manuel often hosts inventive competitions – typically with complimentary meals as the big reward: “In the summer, we had a contest in which the losing branch got ice cream sandwiches and the winning one got lunch. For another contest, I hosted the winning branch at my home for a barbecue.”

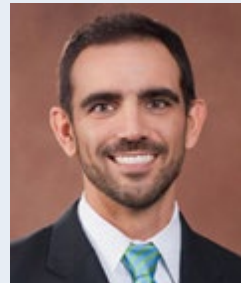
Most recently, the team participated in a March mayhem competition among different branches. Here’s how it worked: Getting the name of a referral equaled two points; touching base with a referral through a phone call or an in-person discussion merited four points; scheduling a meeting to discuss financial planning services with a referral resulted in five points. At the end of the month, the branch with the most points was awarded a delicious, hearty lunch.

## Top tips to spark success



“Treat people how you want to be treated. That’s allowed me to get introduced to more bankers and even to offer my services to their parents.”

– JACOB HOVENDICK  
*Branch manager*



“The resources you need are out there – it’s up to you to reach out and grab them. The more you do that, the better impression you’ll make on clients and the more inspired they’ll be to make referrals.”

– JESSE BURCHILL  
*Financial advisor*



“If you’re starting out, find yourself a good mentor and use the resources your firm offers, particularly the educational tools.”

– JOHANNY PRESSLEY  
*Registered sales assistant  
and advisor in training*



“Never look at a small account as just a small account. Whatever amount it is, that’s a lot of money for the individual who has worked hard for it. One of my largest clients started out as a \$25,000 account. That client now has a \$6 million account.”

“Be honest, especially when you’re working with individuals in the credit union. Show them how you’re helping their customers.”

– MANUEL GARCIA  
*Branch manager*

# Coaching success stories

Countless advisors have amplified their success through our exclusive FID coaching programs. Here are some of their stories.

At Raymond James, we see our advisors' success as our own. It's in that spirit that we offer a wide array of group and one-on-one coaching opportunities, including programs through our Advisor Inclusion Networks. Whether you want to boost referrals, refine your wealth management offerings or create an unforgettable service experience, our coaches can help.

But don't just take our word for it. Hear from advisors who've taken their businesses to new heights by making the most of coaching.

## SEGMENT, STREAMLINE, REFINE

As the COVID-19 pandemic forced the world to work from home in 2020, Fraley Turnipseed – financial advisor and president of Pentas Wealth Management in Moultrie, Georgia – sought out opportunities to streamline her business and enhance her client service. That's when she decided to join the Refining Your Client Experience Playbook program.

"We were able to streamline our practice by really segmenting our book of business," said Fraley, a 22-year veteran of the financial industry who holds an MBA in finance, the Accredited Investment Fiduciary® designation and a spot on the 2020 Forbes Top Women Wealth Advisors list.

This segmentation included establishing exclusive client tiers based on a number of factors. For instance, clients placed in the higher tiers were more likely to bring in new assets and consist of long-term relationships rooted in intergenerational planning.

Segmenting her book of business has allowed Fraley to prioritize her time accordingly since, as she put it, "you can't spend the same amount of time with everybody." She even hired a new advisor to serve clients in the lower tiers, allowing her to focus more on her top tier clients.

Fraley made another game-changing discovery through segmentation – clients in the lower tiers actually prefer meeting over Zoom or on the phone.



“We’ll only be having phone meetings with everyone in the lower two tiers going forward. And there’s been no pushback at all,” Fraley said. “We’ve actually received more referrals from them because they’ve explained to their friends and family that we can help them from anywhere. This ability to be remote has been a huge benefit and led to a very large increase in referrals.

“All of that has been the result of the coaching and the segmenting, and deciding who we could service and to what degree.”

Fraley added that she relied on the lessons learned in her coaching program to strategically build her book of business.

“I’ve been able to say to parents and grandparents in our top-tier client group, ‘I’d be happy to review or reallocate your daughter’s or son’s 401(k).’ They might not be clients now, but they could be one day. That’s allowed me to expand our existing relationships to those four generations – grandparents, parents, grandkids and great-grandkids. And I wouldn’t have been able to do that without the help of coaching.”

Another key component of Fraley’s arsenal? The use of Raymond James tools like Vault and eSignature to securely share important documents and “really fine-tune the specifics with clients we never meet in person,” she said. Touchpoint Management, a companion application to RJ CRM, has proved particularly valuable for Fraley.

“We use Touchpoint Management a ton, and it makes life so much easier when you have too many households. I’ve arranged my clients based on their tiers using the tools our coaches gave us. For example, I know my top tiers are going to get four touchpoints and five phone call reviews each year. That’s made it so much easier to streamline my scheduling process.”

### DEFEATING THE ENEMY OF EXECUTION

Reflecting on the past year, Fraley credits her coaching experience for the surge of success she and her team have experienced.

“Coaching enabled us to find the right business model for our practice and determine our segmentation. This helped create more capacity and allowed us to expand our team. And

despite transferring some clients to our new advisor, I was able to grow my assets by over 75% and increase my trailing 12-month production by over 35%, which is all the result of applying best practices from our coaching program.”

Fraley also credits coaching for shifting her focus from perfection to progress, allowing her to rev up her productivity.

“Perfection is the enemy of execution, and it’s better done than perfect,” she said. “I struggle with execution because I want it to be perfect. But I’ve realized there are tasks I can delegate to our support staff.”

As for other advisors who may be considering coaching, Fraley encourages them to weigh their options. But ultimately, she believes the commitment is worth the outcome – and she’s achieved the results to prove it.

### ASK BETTER QUESTIONS, GET BETTER ANSWERS

Like Fraley, financial advisor and Chartered Retirement Planning Counselor<sup>SM</sup> Sam Vande Weerd and his team at Main Street Advisory Group in Pella, Iowa, have leveled up their business with the guidance of Raymond James coaching, particularly through the personalized team coaching program Elite Practice Intelligence Coaching (EPIC) and the Enriching Your Wealth Management Offering group coaching program.

Sam, who joined the financial services industry almost 20 years ago, explained that coaching has helped him establish processes to deepen his relationships with high-net-worth clients and prospects. Processes that have helped create capacity and grow his business.

“Having processes can actually allow for more freedom,” he said. “As our team has grown, we’ve been able to hire a few junior advisors, allowing us to focus in on those high-net-worth clients.”

As for the greatest change he’s implemented through coaching, Sam said it’s been to redefine the questions he poses to high-net-worth clients.

“Ask better questions and you’ll get better answers,” he added.

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### REAPING PROVEN BENEFITS ONCE AGAIN

Sam and his team are no strangers to the benefits of coaching, having completed their first program a year after joining Raymond James in 2013.

“That first experience was very helpful in establishing our roles and procedures,” Sam said. “This second round of coaching has just taken us to the next level as we look to grow our book and attract higher-net-worth clients.”

A former sports coach, Sam understands the value of seeking out strategies that will help him continuously improve, which is why he’s a staunch supporter of ongoing coaching.

“I believe there are always ways to get better. And I think, even if things are going well, it’s good to periodically have someone with a third-party set of eyes look at how you’re doing things, ask you the tough questions and allow you to really work on your business so that you can make changes – even if they’re just tweaks – to update and improve the experience for your clients and your team.”

Aside from getting an unbiased review of his business and insight into best practices, Sam appreciates how Raymond James coaches leave the decision-making up to each advisor.

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“This second round of coaching has just taken us to the next level as we look to grow our book and attract higher-net-worth clients.”

– SAM VANDE WEERD, FINANCIAL ADVISOR  
MAIN STREET ADVISORY GROUP

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“The coaches know where I should go or what the best practice is, but they present it to me in a way that allows me to still control that decision, discuss it with my team and implement it in a way that I think is best.”

Speaking of his team, Sam has made it a point to keep them involved in his personalized coaching process, sharing weekly emails he receives from his coaches with his entire staff and highlighting the lessons he’s learned in their annual business planning meetings.

Sam also encourages his team to capitalize on the culture of sharing at Raymond James by attending national and regional conferences.



“I really believe in order to get better, you have to continually be in front of people who are a step ahead of you,” he said. “Being in a small town, it’s good to go to a national or regional meeting and find other advisors or associates who have done something that we haven’t, or who’ve done it differently, and try to learn from them.”

It’s this sense of ambition and camaraderie that helps fuel Sam’s motivation.

“I love that when you go to meetings, the best advisors are always willing to sit down and let you pick their brains and share ideas. Yes, we all compete in the world, so to speak, but it doesn’t feel like that.

“It feels like everyone wants everyone to succeed.”

### BAKE YOUR OWN CAKE

When it comes to FID advisors, Sam emphasizes the importance of taking success into your own hands even if you work for a bank or credit union.

“I think that’s where many bank advisors fail,” he said. “They tend to sit and wait for the bank to bring them clients. But the bank advisors I’ve met who’ve succeeded at a high level are the ones who treat it like it’s their own business, even if the bank owns the assets.

“They go out and try to develop relationships and bring in clients, and they look at what the bank brings to them as frosting on the cake. But they make sure to bake their own cake.”

### CRUSHING GROWTH GOALS

For Forest Busby, financial advisor and vice president of Woodforest Wealth Strategies, the benefits of coaching can be summed up in two words: sustained growth.

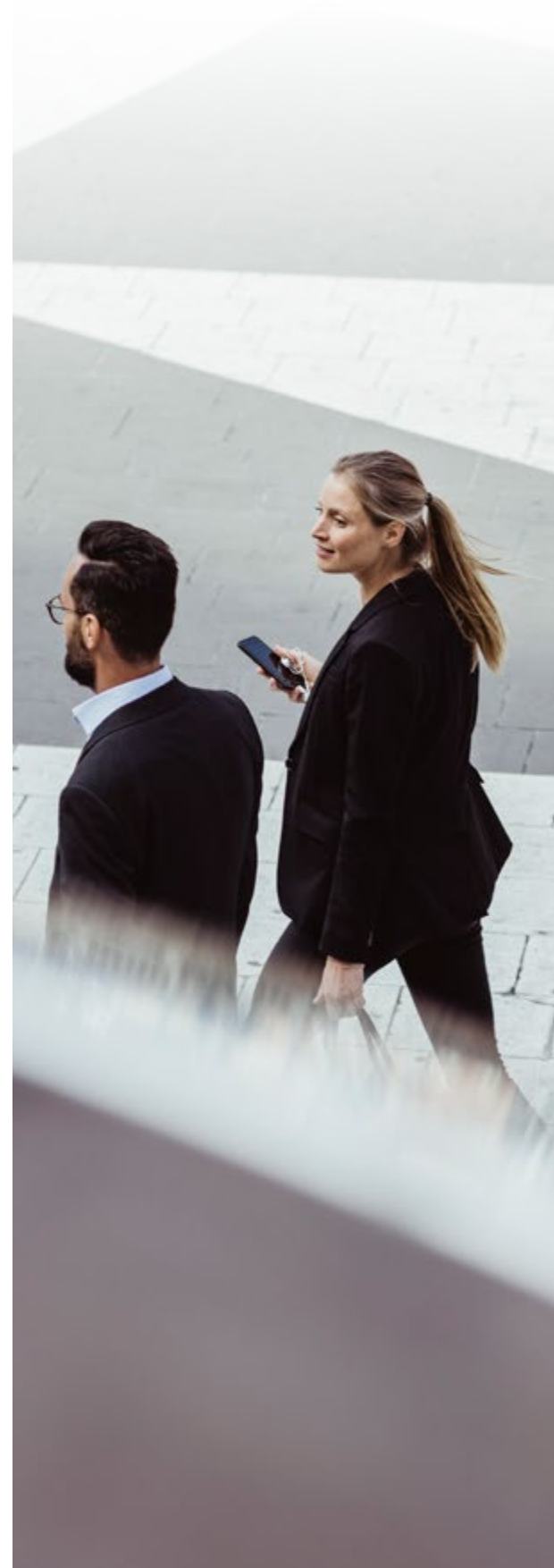
“I’m very big on growth,” said Forest, who opened his financial advisory practice in 2006 after a 15-year career in the chemical industry. “When you’re first starting off, it’s easier to hit the bigger numbers. But as you grow your business, the year-to-year growth numbers tend to trail off.

“I’ve been able to maintain my revenue growth at about 35% year over year, and my assets under management have grown approximately the same.”

Coaching hasn’t just validated Forest’s approach to growth, which includes a focus on multigenerational wealth as well as on health and wellness. Coaching has also allowed him to maximize his capacity by, like Fraley, strategically tiering his clients.

“The tiering is not necessarily based on assets under management,” he said. “One of the things I was coached on was that some of my best client advocates may not have the most assets with me. But they’re good clients, I

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enjoy working with them, and they tell other people about me. That's been very productive in terms of continuing to grow my business."

In addition, Forest has complemented the lessons he's learned by turning to RJnet for materials on best advisor practices, model business templates and even Reg BI implementation.

### NOT ALL BUSINESS IS GOOD BUSINESS

Even with his sights set on growth, Forest recognizes that not all business is good business. And he admits coaching has empowered him to push back against decisions he doesn't find beneficial.

"You have to keep in mind the metrics you need to meet in order to run a successful business. Having a coach who I can bounce that off of and say, 'This is what I'm being asked to do. It doesn't make sense to me; it doesn't match any of the books that I've read. What do you think?' has been a really valuable resource."

Forest has also turned to his coaches to build his brand and refine his professional presence, mentioning how one of them encouraged him to ditch the polo shirts and go back to the button-downs and ties he favored when he first joined the industry.

### AS SUCCESSFUL AS CAN BE

Along with the coaching opportunities Forest has pursued on his own, he credits his involvement with the firm's Black Financial Advisors Network for helping him uncover additional business enhancement offerings.

"I've been involved with affinity programs everywhere I've gone, at least for the last 30 years. And most of them I find a little suspect. But with the Black Financial Advisors Network, everything I've come across appears to be fairly consistent. There are no financial drivers to push you in a certain direction. As a result of that, I trust their coaching opportunities."

And whether through the Black Financial Advisors Network or Raymond James, Forest places his trust in the people leading the programs.

"You've got accomplished professionals who understand what they're coaching you on," he said. "They're not trying to look for your weaknesses. They're trying to tell you how to enhance your strengths."

While Forest admits that the coaching programs "require a little bit of additional work," he believes the results are "worth it."

"You're working with qualified professionals who have achieved what you're trying to achieve," he shared. "They don't have any ulterior motives. Their major objective is to make sure that you're as successful as you can be."

# Tech corner



Seeking new ways to connect with clients? Client Access is here to help.

Did you know that more than **60% of high-net-worth clients** use Client Access? That's because our sophisticated but straightforward technology tool is designed to enrich your clients' experience with advisors while streamlining their finances. Account Aggregation through Client Access enhances your clients' understanding of their finances by connecting their bank, credit, brokerage and other accounts in one place: a convenient summary screen.

So much more than a tool for viewing brokerage and retirement account summaries, the Client Access site and mobile app enable clients to:



View their portfolio information, updated continuously throughout the day



Access cost basis information and recent transactions by account, and view upcoming activity, such as dividend payments



Dive into the award-winning equity research of Raymond James and other relevant news about their investments



View statements, trade confirmations and tax reporting documents online



Download account activity to Quicken® and assist with importing tax data into TurboTax® for filing taxes

In addition, clients can use our platform to pay bills, transfer funds, take shareholder actions, go paperless and more – **all from virtually anywhere.**

But Client Access doesn't just benefit clients. An invaluable tool for advisors and program managers alike, Client Access allows you to better cater to your clientele, establish a more regular communication cadence and expand your capacity through its time-saving capabilities.

# A powerful partnership for banks and credit unions

We recently caught up with Tim Killgoar, senior vice president and national director of the Raymond James Financial Institutions Division, to cover the latest trends and areas of opportunity for community banks and credit unions. Here's what he had to say.



**Tim Killgoar**  
*Senior Vice President  
and National Director, FID*

When it comes to community banks and credit unions focused on delivering customized wealth, investment and estate planning to their best clients, scale is the game. And to that end, Raymond James presents a world of opportunity.

Committed to establishing powerful partnerships with financial institutions through our Financial Institutions Division (FID), Raymond James offers FID banks and credit unions open access to our sophisticated tools, integrated platform, specialist teams and more to help them grow. Some even choose to leverage the renowned Raymond James brand to enhance their own.

Ultimately, banks want to upgrade their technology, streamline their services, minimize administrative tasks and deliver a high-touch client experience that sets them apart from the competition. But as Tim Killgoar explained, that's not as straightforward as it might seem.

## THE AGE OF INTEGRATION

According to Tim, many banks and credit unions are seeking to expand their reach by consolidating offerings. Commonly referred to as trust/brokerage integration, the idea is for an institution to combine their brokerage, trust and RIA services into a cohesive and consistent wealth management experience that can be branded as a unique value proposition for their clients.

"I think the nirvana solution would be for a client of XYZ bank who has their fiduciary accounts under the bank's trust departments, and who has a financial advisor on the broker/dealer side of the business, to be able to see a unified view of their relationship and be serviced in this way by the bank," said Tim.

Today, that experience is disjointed at best, and often combative between trust departments and financial advisors trying to act in their clients' best interests. In addition, most broker/dealers prefer to avoid the complexities of integrating trust offerings – which include additional principal and accounting requirements – by instead focusing on what they do best: delivering true brokerage and advisory services.

Reaching the nirvana solution Tim mentioned requires a combination of clear business strategy, technology capabilities and a desire to break decades-old norms in the banking industry. It also demands a solution to the challenge of branding multiple silos.

There is good news, however.

Raymond James has the expertise and resources to streamline the trust/brokerage integration, including those needed to address potential personnel and organizational changes.

“We have helped organizations in a variety of ways,” said Tim. “From facilitating strategic dialogue related to consolidating disparate trust, RIA and brokerage operations, to fully outsourcing the administrative portions of an organization's trust department.

“We understand there's no one-size-fits-all approach, so we make it a point to design tailored solutions rooted in each bank's specific needs and objectives.”

Tim believes the depth of resources in the Raymond James platform also allows banks to better serve their high-net-worth clientele, whether they're in the trust department or on the brokerage platform. In addition, banks and credit unions without a trust operation can close potential service gaps by relying on Raymond James Trust.

“In cases where a bank has committed to exploring a combination of trust and brokerage with Raymond James, we have found creative ways to leverage our resources and technology to help them better serve their clientele through an integrated wealth platform,” Tim added.

Along with an improved client experience for bank and credit union clients, these efforts have resulted in cost savings for the institutions. And regardless of their needs, institutions that have affiliated with Raymond James have received attentive transition guidance to make the process as convenient as possible.

“We try to offer as much of Raymond James' resources to our FID partner banks and credit unions as we can, whether that's through our Private Client Group, Fixed Income, Investment Banking or beyond,” affirmed Tim. “If a bank thinks about wealth management broadly – encompassing trust, RIA and brokerage – we have a lot to offer, including resources they may not even be aware of.”

These far-reaching offerings are especially valuable in serving affluent clients, giving banks the opportunity to distinguish themselves from competitors by leveraging the depth of full-service capabilities – most notably those of Investment Banking – available at the firm.

One bank that joined forces with Raymond James in 2015 experienced the power of these capabilities firsthand.

“This bank had a legacy trust department and worked with Raymond James to segment its book of business and develop a service matrix that ensured its most important households received the right level of support,” Tim said.

As part of this collaboration, the bank repatriated significant agency assets from its trust department to the Raymond James broker/dealer side. The numbers spoke for themselves – the bank grew from approximately \$300 million in assets to over a billion in just three years.

“They would attribute that growth to the resources available at Raymond James,” Tim said, “which strengthened their ability to hire people who were truly growth-oriented and committed to gathering assets and deepening relationships with bank customers.”

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## THE ENDURING RESULTS OF CONSISTENT GROWTH

“When we talk to banks, there is always a healthy debate between margin and growth in relation to their trust and brokerage businesses,” said Tim. “We have also found that banks that segment their client books in both their trust and brokerage departments achieve outsized growth.

“If clients are assigned to the proper channel, and the appropriate resources are assigned to support those clients, banks can more readily optimize their business for growth and margin opportunity.”

In terms of providing a better client experience, Tim assured that the service and technology capabilities at Raymond James – both for staff who serve clients and for the clients themselves – represent a solid upgrade relative to the legacy experience of bank trust departments.

It’s these benefits that recently compelled Midland States Bank in Illinois to transition a bank-owned RIA to FID, leveraging the firm’s comprehensive technology tools to keep up with increasing client demands and expectations.

First National Bank of Omaha is in the process of transitioning approximately \$3 billion in agency assets to Raymond James from its trust department, leveraging the entire breadth of the Raymond James platform to achieve an enhanced client experience.

The transition has allowed clients to receive increasingly high-touch, specialized service while maintaining their investments with the same bank. The only difference is their statements now come from Raymond James, white-labeled with their investment program name and brand.

Similarly, the advisors at First National Bank of Omaha have remained employees of the bank. They simply had to attain the necessary licenses to affiliate with FID.

## CHASING NIRVANA

Looking ahead, Tim is confident that financial institutions will continue relying on Raymond James and FID to achieve the strategic growth they seek.

“Raymond James Trust has a clear road map and funding commitment to deliver something closer to that nirvana experience for advisors, helping integrate trust accounts in conjunction with brokerage.

“Plus, since Raymond James owns a trust company, we understand the language of the trust business, and we’re constantly seeking ways to leverage that resource to help our banks as well.”



# AMP: The secret tool of aspiring advisors

Since its founding in 2012, the Advisor Mastery Program (AMP) has helped transform exceptional candidates into successful financial advisors in just 24 months. Applying a holistic approach that incorporates distance learning, in-person curriculum, hands-on coaching and real-world mentoring, AMP is preparing a new generation of advisors to serve the next generation of clients.

“AMP is probably the best [training program] I’ve seen in the industry. It really allows people to understand both the role of an advisor and what Raymond James has to offer. There’s just not enough time in most advisors’ days to provide that much detail and information to new advisors.”

– *Sam Vande Weerd, Iowa*

“AMP developed confidence in me to be able to educate our lenders and personal bankers to make quality referrals to me.”

– *Nate Haberman, Oklahoma*

## The Raymond James Financial Institutions Division family is growing

We’re excited to welcome Guaranty Bank to the FID family to capitalize on the robust investment and wealth management services offered by Raymond James.



### GUARANTY BANK AND TRUST JOINED JULY 2021

Headquarters:	Belzoni, Mississippi
Program production:	\$746,057
Program assets:	\$169,529,998
Number of advisors:	3
Former broker/dealer:	LPL
Program manager:	Clayton Smith

# Raymond James at a glance

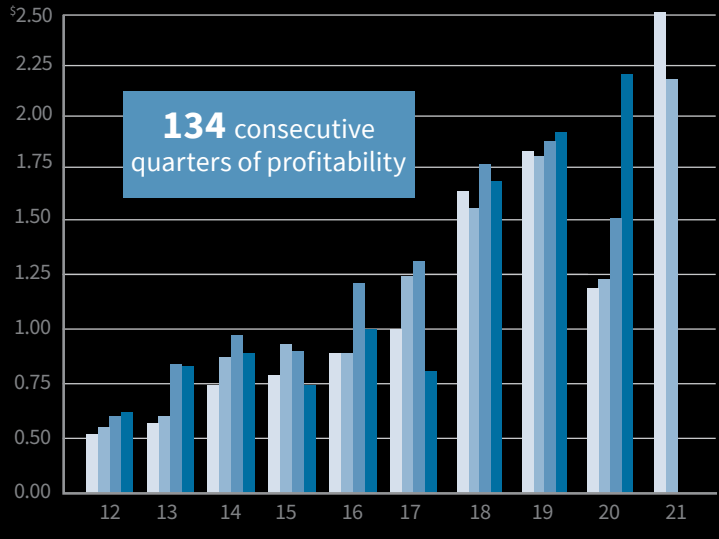
## BY THE NUMBERS

- ▶ Approximately **8,400** financial advisors
- ▶ Approximately **\$1.17 trillion** in total client assets
- ▶ More than **2x** required total capital ratio
- ▶ A-, **stable outlook credit rating** (S&P)

As of 6/30/2021. 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. © 2021 Raymond James & Associates, Inc., member New York Stock Exchange/SIPC. © 2021 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.

## STRENGTH AND STABILITY

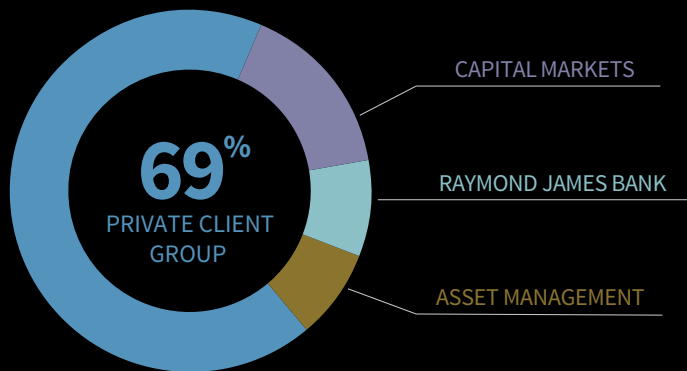
Diluted quarterly earnings per share



## 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.