



GOLDFORUM

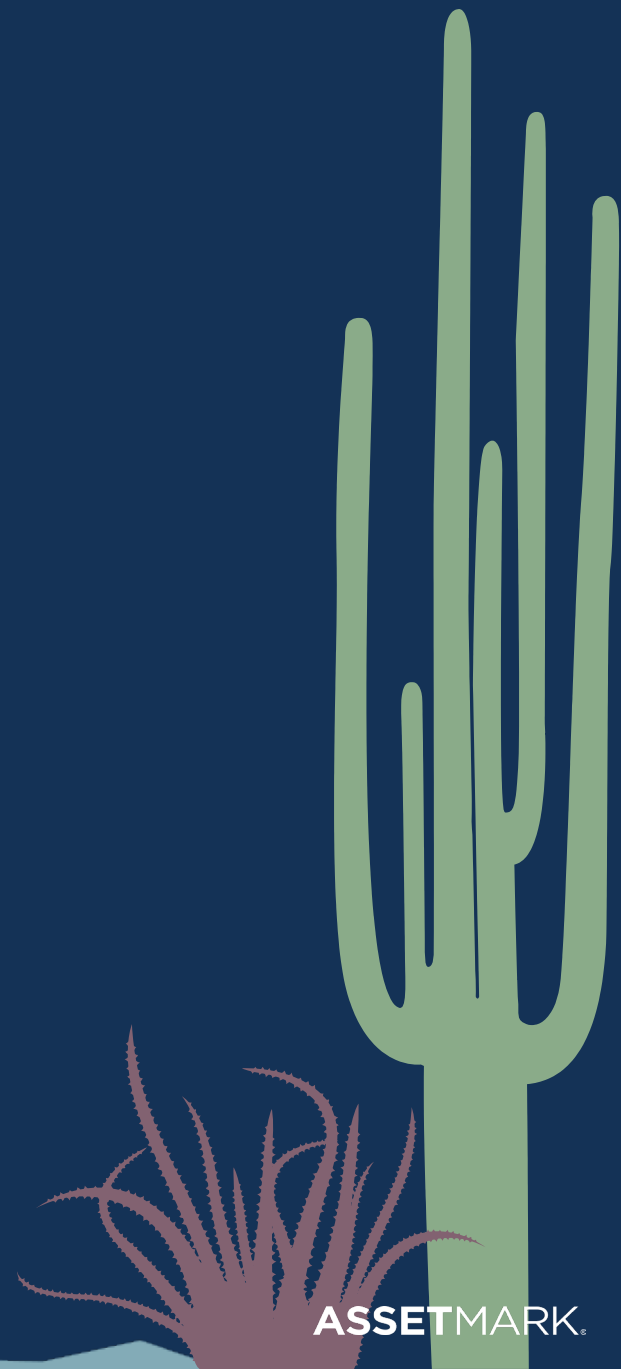
LIMITLESS



Roundtable discussions

Melissa Intezar & Rachel Rauch

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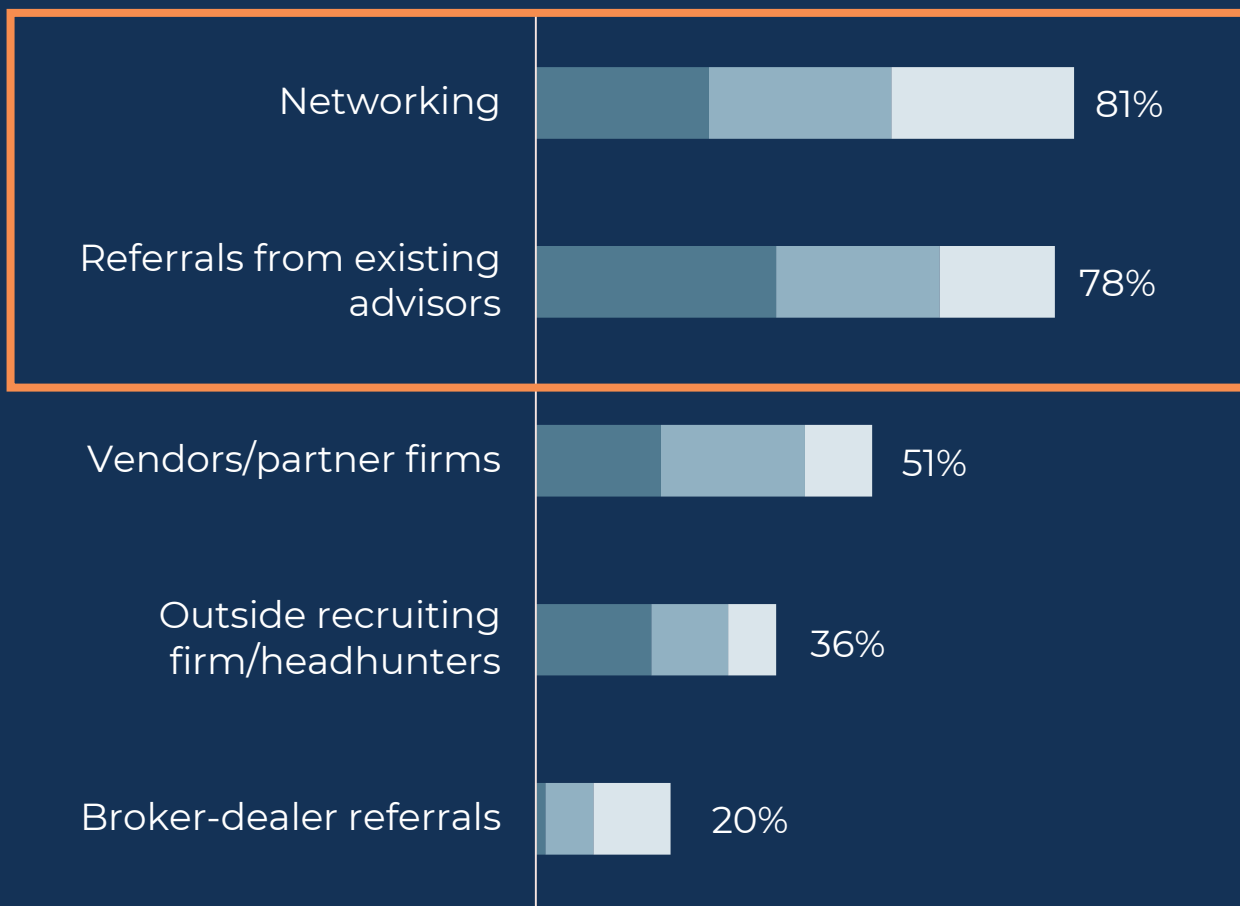
ASSETMARK[®]

Planning and growth strategies



RECRUITING

■ Ranked #1 ■ Ranked #2 ■ Ranked #3



On average, firms are targeting a 17% increase in their number of advisors via recruiting in 2021.

All Enterprises
n=62

11



Enterprises with <40 Advisors
n=37

3



Enterprises with 40+ Advisors
n=25

22



Culture-building through recruitment and onboarding practices



90% of professionals have researched company culture during interview process



67% of employees feel they have been misled about company culture during onboarding

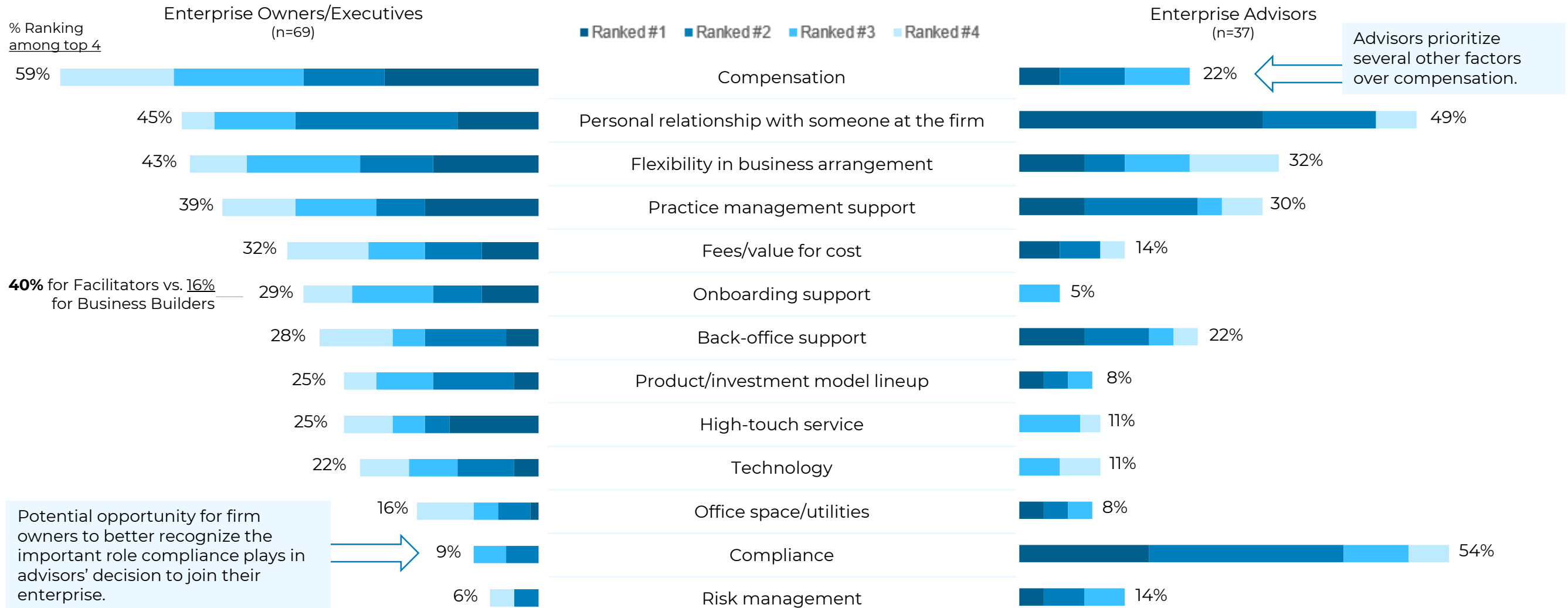


73% of professionals have left a job because of poor cultural fit

HOW DO YOU SHOWCASE VALUE?



Factors that Most Influence Advisors' Decisions to Join Their Enterprise



Percentages shown in **bold** are statistically higher than underlined percentages at the 95% confidence level.

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Maintaining Client Relationships while transitioning to associate advisor

50%

of all advisors plan to retire within 14 years



45%

of these plan to transition to an internal advisor

How to share staff effectively in a multi-advisor firm



**Employees who use their strengths daily are
6x more likely to be engaged at their jobs**

Role specialization is often made possible through a shared staff model

Creating a consistent client experience across multi-advisor firms



83%

of consumers are loyal to companies with consistency across departments

IMPORTANT INFORMATION

This is for informational purposes only, is not a solicitation, and should not be considered investment, legal, or tax advice. The information has been drawn from sources believed to be reliable, but its accuracy is not guaranteed, and is subject to change.

Investing involves risk, including the possible loss of principal. Past performance does not guarantee future results.

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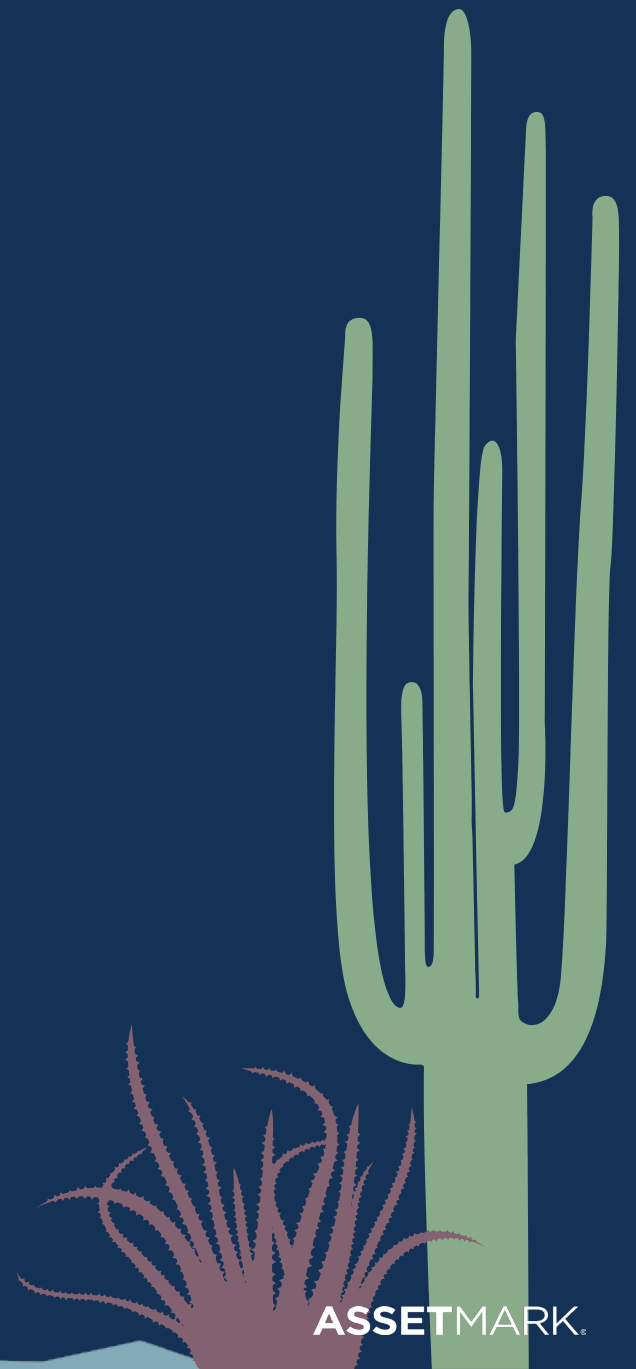
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APPENDIX

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Research also examined three enterprise business models



In 2016 AssetMark conducted research among OSJs that identified three enterprise business models: see definitions below. In the 2021 study RIAs were added; a few changes in profile of the business models emerged in 2021 *identified in blue*.

	Traditional	Facilitator	Business Builder
Advisor affiliation	Most are contractors	Most are contractors	Mix of employees, partners, contractors
Advisor branding	Most advisors use their own brand	Advisors tend to have choice between their own or the enterprise brand	Mix of advisors using their own brand and the enterprise brand <i>85% are required to use the enterprise brand.</i>
Recruiting approach	Focused on quantity	Blend between quantity and quality	Very selective; cultural fit is paramount <i>Appears true for about half of Business Builders in 2021 study</i>
Advisor payout	High	High	Moderate
Services provided <i>Services available are very similar across business models in 2021</i>	Primarily compliance in addition to BD offerings	Additional support/services compared to traditional	Range of services provided by the enterprise with emphasis on common workflow
Advisor standardization	Low	Low	Medium to High
Technology	Advisors rely on BD and self-sourcing	Enterprise may provide some technology in addition to the BD	Enterprise offers technology—in combination with BD offering—to take onus off the advisor
Number of respondent firms	7	25	30

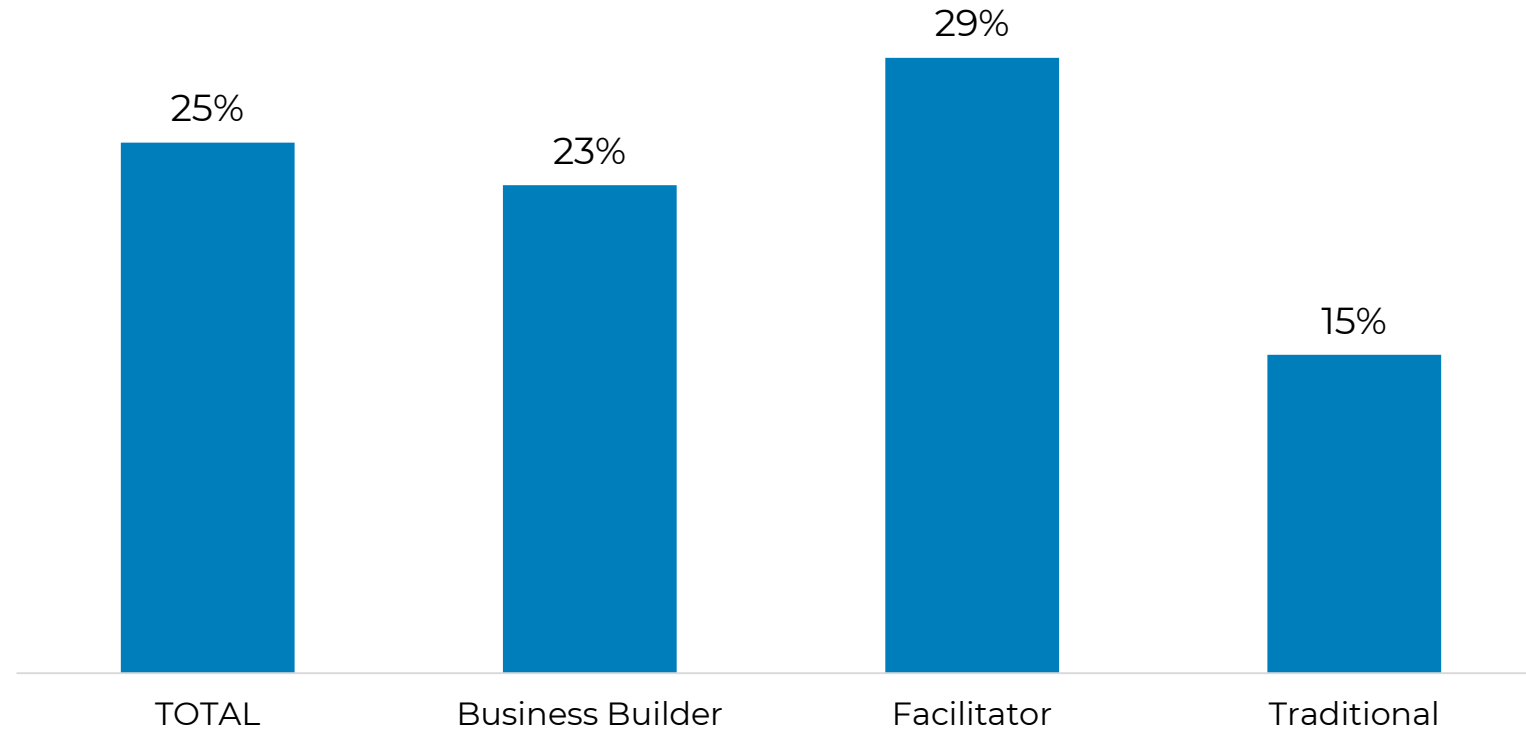
Enterprise Growth Rates



Average Enterprise Annual Revenue Growth, Past 3 Years

Range: 5%-75%

n=62

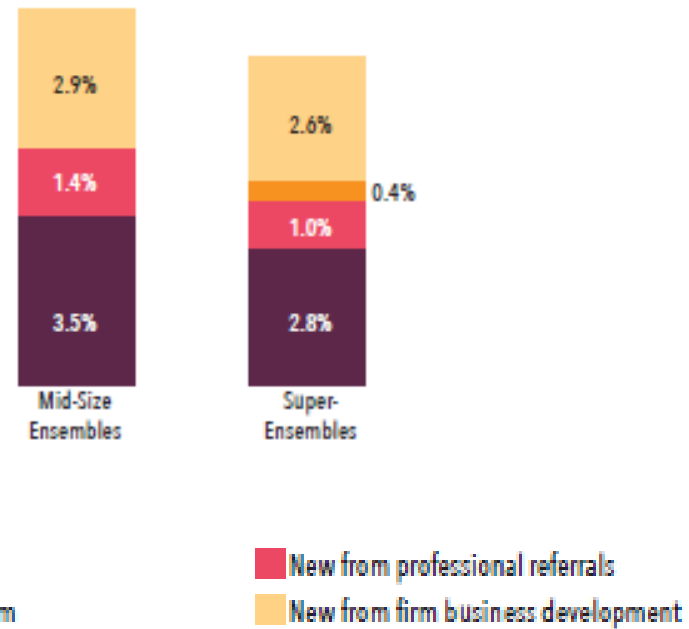


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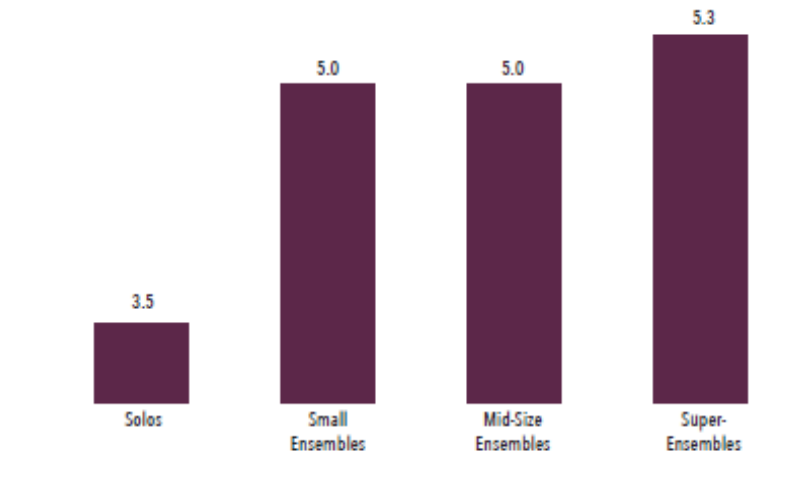
Sources of organic growth



Growth Type



Referral Rate (per 100 clients)



Firm Value and Services Overview

At Sequoia Wealth Management we have an established strategic partner system powerfully rooted to help develop a process for your team to grow with resources and support through practice management, technology, mentoring, succession and acquisition planning.

In partnering with Sequoia, you will have a comprehensive financial platform available so you can provide the best financial offering and experience for your clients while also being part of the largest independent broker dealer and a hybrid RIA to act as a fiduciary for your clients.

Advisor Support and Team

- **Transition Support:** We, in conjunction with B/D, provide onsite training and other personal assistance measures to help the advisor prepare to transition clients from their former broker/dealer to B/D. We help negotiate a transition allowance and provide resources for your transition.
- **Collaborative Work Environment:** Our advisors enjoy being in an atmosphere of like-minded professionals, where they can share ideas and strategies.
- **Problem Resolutions Assistance:** Assist in obtaining resolutions for problems which may arise in areas such as compliance, operations, trading, etc. Due to our positive standing with B/D response is swift.
- **Joint Work for Competitive Cases:** We collaborate with CFPs, CFAs, Attorneys and MBAs that can provide a background of knowledge and expertise for competitive cases.

Business Marketing Support and Events

- **Access to Marketing Support:** We provide access to customizable marketing material development, marketing partnerships and a library of pieces advisors can put their name on.
- **Client Appreciation, Seminar and Educational Event Assistance:** We provide assistance to help our advisors plan their own events or piggy-back on events.
- **Fully Developed Practice Management Model for Business Growth:** Our practice management model provides over a 100+ resources, materials, guides, and webinars to help our advisors grow their firm.
- **Community Branding:** Well-respected and community recognized brand.
- **Increased access to Broker Dealer and Partner resources:** We have built a significant network of experienced, knowledgeable wholesalers and regional consultants who advocate for our firm and who provide investment and economic insights on a consistent basis.

Importance of relationships/culture and independence are evident in many articulations of enterprise value propositions



“How do you articulate the value proposition of your enterprise/RIA when recruiting advisors?”

Business Builder Facilitator Traditional

“A partnered independence platform that serves successful advisors across the United States. Our partners reclaim their focus, grow their practices, and help more families by tapping into institutional-level platforms and resources and a community of like-minded entrepreneurial advisors.”

“We are committed to always do right by our advisors and the clients they service by providing stability, support and value through our strong community. In partnering with [firm], we will provide you with multifaceted expertise across all financial planning services, long term sustainability, non-captive model with a foundational focus on a client first attitude. Being a part of our team, means having access to business building tools that can offer you a distinct competitive advantage.”

“Our business is built around one simple idea of helping fee-based financial service entrepreneurs focus, grow and be successful in their business. We pride ourselves on delivering advisor education programs, business solutions, lead generation systems and more to set your practice on the growth trajectory. Our team culture creates a work life balance environment and allows us to work together, motivate each other and grow together. Our advisors may be independent, but they are never alone. We are there every step of the way to help with all business needs to make sure you can focus on your single biggest priority - your clients.”

“You can run your own practice without being all by yourself. It is great to own something but not be on the hook for everything.”

“We are relationship based with a young vibrant group focused on making sure clients are taken care of and advisors have a succession plan within our group. We fit best in the space that advisors want to be a part of a great environment.”

“The [firm] value proposition is independence, flexibility, and control. [Firm] is multi-custodian with flexible affiliation options to help Advisors with leads, admin support, employee benefits, office space, and/or just a fun culture for independents who desire higher payouts and lower fees.”

“In the independent advisor world, advisors typically get to keep 75% to 95% of their revenue. [Firm] is on the more generous side, offering payouts of up to 96%. We can operate a profitable firm while still offering competitive economics and high-quality services. By putting more of our profit back into the business and back into our advisors' pockets, we invest in our primary stakeholder, the advisor, who is the reason our business exists in the first place.”

“We help financial advisors manage the complexities of running a successful business by providing them with access to a turnkey office, collaborative work environment, and high payouts.”

“Advisors have freedom to run their own portfolios. No pre-prescribed RIA models that they have to follow. We have a full compliance department focused on helping our advisors be compliant with as much freedom of management as possible.”

“Independence to select custodian that is best for clients, we handle compliance.”

“Each of our advisors has his or her own value proposition.”