

A Message from our President & CEO

Dear Shareholders,

It is my privilege, as the newly appointed President & CEO of RF Capital, to provide your *2024 Report to Shareholders*.

When I became Chief Operating Officer of Richardson Wealth in January 2024, I was inspired by a well-designed strategy for growth. The plan was clear and achievable, laying out the framework for the momentum we needed to be a serious contender in the Canadian marketplace. With years of experience in the wealth management industry, I have a fundamental belief that the independent space presents a viable – and attractive – alternative for Canadian investors who are, or will be, seeking a differentiated offering. Moreover, my conviction that advisors and their teams working at large investment dealers are beginning to seek a new path to grow and thrive for their clients' success means we have real opportunity here. These factors helped drive my decision to accept the COO position. Simply said, the three-pillar growth strategy aligned with my core beliefs in this industry. One year later, and now as President & CEO, it continues to be the right strategy.

Three Pillar Growth Strategy

Last year was about execution. My full attention centred around leading the work needed to double down on advisory team support – also known as **pillar one** of our strategy. My goal was two-fold: to make it easier for our teams to work here so they can provide superior client advice and service and to enable our teams in growing more valuable practices. To make it easier to work here, we are diligently focused on creating middle-office excellence, which is delivered through our own Advisor Service Centre and Fidelity Clearing Canada ULC. Despite our best efforts, we are not there yet. We have prioritized and mobilized around our mission to resolve issues with pace. In that regard, we are making steady progress and celebrating wins as they occur. To grow more valuable practices, we enhanced existing platforms and brought in a suite of business intelligence tools, giving advisors critical data and insights.

Pillar two, continuing to drive recruitment, is also a significant part of our growth strategy. We welcomed some exceptional teams here in 2024 managing \$1.8 billion in AUA, and we continued to grow our pipeline to over \$31 billion. With heightened emphasis in 2025 on a “by invitation only” mindset, and along with some refinement to our discovery and our onboarding processes, we are confident in our ability to execute on pillar two in 2025.

In 2024, the focus was to drive hard on pillar one and pillar two. In 2025, that will continue to be the case. Our ability to execute on the third pillar, acquiring or partnering with like-minded firms, depends on several factors including the availability of targets, the targets' price expectations, our share price, and our access to other forms of capital. We will continue to seek out opportunities to work with parties that align with our strategy and in ways that generate shareholder value.

Our focused three-pillar strategy:

- | | | |
|---------------------------------------|--|--|
| 1. | 2. | 3. |
| Double down on advisor support | Supercharge advisor recruitment | Acquire or partner with like-minded firms |

Executive Searches

Last fall, we conducted a search for a new RF Capital CFO and a Richardson Wealth National Sales leader. In November, we filled the CFO position. Francis Baillargeon brings experience including with investment banks focused on the investment and wealth management industries. I met him when he worked at TD Bank in Corporate Development and quickly developed a deep respect for his expertise and perspectives. Most recently, he spent four years as CFO for scale-up FLO EV Charging, one of Canada's leading clean technology companies. I am delighted to have him as part of my Executive Committee. The search for our National Sales leader continues.



Francis Baillargeon
Chief Financial Officer

Looking Forward to 2025

My overarching goal in 2024 was, and will continue to be in 2025, to ensure our advisory teams feel valued and respected and that they have the products, services, and tools needed to provide superior client advice and service. With our corporate teams, advisory teams, and the Executive Committee aligned, I am confident we are on track to become the best independent choice in Canada. As I said in a recent firm-wide communication, there is no such thing as a perfect destination. It's the journey we are focused on and in the process, we will see a steady flow of progress in 2025.

I'm excited to lead the next leg of this journey.

Dave Kelly

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