# LPL Investor \& Analyst Dav 

November 8, 2017

# Welcome \& Agenda MATT AUDETTE 

Chief Financial Officer

## Meeting Agenda

9:00 a.m. Matt Audette
Welcome \& Agenda

| 9:10 a.m. Dan Arnold | Strategy \& Core Business Growth |
| :--- | :--- |
| Followed by Q\&A |  |

9:50 a.m. Break
10:00 a.m. Andy Kalbaugh Advisor Panel
10:30 a.m. Break

| 10:40 a.m. |  |
| :--- | :--- |
| Tom Gooley |  |

Advisor Experience: Capabilities, Technology, \& Service Followed by Q\&A

11:40 a.m. Break

| 11:50 a.m. | Matt Audette |
| :--- | :--- |
| 12:25 p.m. | Matt Audette |

Operating Leverage \& Shareholder Value Followed by Q\&A

Closing Remarks

12:30 p.m. Lunch Available

## Notice to Investors: Safe Harbor

Statements in this presentation regarding LPL Financial Holdings Inc.'s (together with its subsidiaries, the Company") future financial and operating results, outlook, growth, prospects, business strategies, future market position, future operating environment, and goals, including forecasts and statements relating to the Company's future expenses, revenues, asset levels, capital plans, usage levels of advisory services and platforms, future enhancements to the retail investor experience, including related technology, and success in recruiting and onboarding advisors from the broker/dealer network of National Planning Holdings, Inc. ("NPH"), as well as any other statements that are not related to present facts or current conditions or that are not purely historical, constitute forward-looking statements. These forward-looking statements are based on the Company's historical performance and its plans, estimates, and expectations as of November 8, 2017. The words "anticipates", "believes", "expects", "may", "plans", "will", and similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words. Forward-looking statements are not guarantees that the future results, plans, intentions, or expectations expressed or implied by the Company will be achieved. Matters subject to forward-looking statements involve known and unknown risks and uncertainties, including economic, legislative, regulatory, competitive, and other factors, which may cause actual financial or operating results, levels of activity, or the timing of events, to be materially different than those expressed or implied by forward-looking statements. Important factors that could cause or contribute to such differences include: changes in general economic and financial market conditions, including retail investor sentiment; fluctuations in the value of advisory and brokerage assets; fluctuations in levels of net new assets and the related impact on revenue; fluctuations in the number of retail investors served by the Company; effects of competition in the financial services industry and the success of the Company in attracting and retaining financial advisors and institutions; changes in the number of the Company's financial advisors and institutions, and their ability to market effectively financial products and services; whether retail investors served by newly-recruited advisors choose to open brokerage and/or advisory accounts and/or move their respective assets to a new account at the Company; changes in interest rates and fees payable by banks participating in the Company's cash sweep program, including the Company's success in negotiating agreements with current or additional counterparties; the Company's strategy in managing cash sweep program fees; changes in the growth and profitability of the Company's fee-based business; the effect of current, pending and future legislation, regulation and regulatory actions, including the U.S. Department of Labor's final rule ("DOL Rule") and disciplinary actions imposed by federal and state securities regulators and self-regulatory organizations; the costs of settling and remediating issues related to pending or future regulatory matters or legal proceedings; execution of the Company's capital management plans, including its compliance with the terms of its existing credit agreement and the indenture governing its senior notes; the price, the availability of shares, and trading volumes of the Company's common stock, which will affect the timing and size of any future share repurchases by the Company; changes made to the Company's offerings and services in response to the current, pending and future legislation, regulation and regulatory actions, including the DOL Rule, and the effect that such changes may have on the Company's gross profit streams and costs; execution of the Company's plans and its success in realizing the expense savings and service improvements and efficiencies expected to result from its initiatives and programs, particularly its expense plans and technological initiatives; the Company's success in negotiating and developing commercial arrangements with third-party services providers; the performance of third-party service providers to which business processes are transitioned; the Company's ability to control operating risks, information technology systems risks, cybersecurity risks, and sourcing risks; and the other factors set forth in Part I, "Item 1A. Risk Factors" in the Company's 2016 Annual Report on Form 10-K, as may be amended or updated in the Company's Quarterly Reports on Form 10-Q or subsequent filings with the SEC . In particular, the Company can provide no assurance that the assets reported as serviced by NPH financial advisors will translate into assets serviced at the Company or that such financial advisors will join the Company or remain at the Company. Important factors that could cause or contribute to such differences include: difficulties and delays in recruiting or transferring the licenses of NPH's advisors and/or onboarding the clients or businesses of NPH's advisors; disruptions of the Company's business due to transaction-related uncertainty or other factors making it more difficult to maintain relationships with its financial advisors and their clients, employees, other business partners or governmental entities; the choice by clients of NPH's advisors not to open brokerage and/or advisory accounts at the Company and/or move their respective assets from NPH to a new account at the Company; and effects of competition in the financial services industry, including competitors' success in recruiting NPH's advisors. Except as required by law, the Company specifically disclaims any obligation to update any forward-looking statements as a result of developments occurring after November 8, 2017, even if its estimates change, and you should not rely on statements contained herein as representing the Company's views as of any date subsequent to November 8, 2017.

THIS PRESENTATION PRESENTS DATA AS OF SEPTEMBER 30, 2017, UNLESS OTHERWISE INDICATED.

## *Notice to Investors: Non-GAAP Financial Measures

Management believes that presenting certain non-GAAP financial measures by excluding or including certain items can be helpful to investors and analysts who may wish to use some or all of this information to analyze the Company's current performance, prospects, and valuation. Management uses this non-GAAP information internally to evaluate operating performance and in formulating the budget for future periods. Management believes that the non-GAAP measures and metrics discussed herein are appropriate for evaluating the performance of the Company. Specific Non-GAAP financial measures have been marked with an * (asterisk) within this presentation.

Gross profit is calculated as net revenues, which were $\$ 4,172$ million for the twelve months ended September 30, 2017, less commission and advisory expenses and brokerage, clearing, and exchange fees, which were $\$ 2,618$ million and $\$ 56$ million, respectively, for the twelve months ended September 30, 2017. All other operating expense categories, including depreciation and amortization of fixed assets and amortization of intangible assets, are considered general and administrative in nature. Because the Company's gross profit amounts do not include any depreciation and amortization expense, the Company considers its gross profit amounts to be non-GAAP measures that may not be comparable to those of others in its industry. Management believes that gross profit amounts can be useful to investors because it shows the Company's core operating performance before indirect costs that are general and administrative in nature.

Core G\&A consists of total operating expenses excluding the following expenses: commission and advisory, regulatory charges, promotional, employee share-based compensation, depreciation and amortization, amortization of intangible assets, and brokerage, clearing, and exchange ("BC\&E"). Management presents Core G\&A because it believes Core G\&A reflects the corporate operating expense categories over which management can generally exercise a measure of control, compared with expense items over which management either cannot exercise control, such as commission and advisory expenses, or which management views as promotional expense necessary to support advisor growth and retention including conferences and transition assistance. Core G\&A is not a measure of the Company's total operating expenses as calculated in accordance with GAAP. For a reconciliation of Core G\&A against the Company's total operating expenses, please see page 89 of this presentation. Prior to 2016, the Company calculated Core G\&A as consisting of total operating expenses, excluding the items described above, as well as excluding other items that primarily consisted of acquisition and integration costs resulting from various acquisitions and organizational restructuring and conversion costs. Beginning with results reported for the quarter ended March 31, 2016, Core G\&A was presented as including these items that were historically adjusted out, and for periods prior to March 31, 2016, reflects those items in employee share-based compensation and other historical adjustments for comparative purposes.

EBITDA is defined as net income plus interest expense, income tax expense, depreciation, and amortization. The Company presents EBITDA because management believes that it can be a useful financial metric in understanding the Company's earnings from operations. EBITDA is not a measure of the Company's financial performance under GAAP and should not be considered as an alternative to net income or any other performance measure derived in accordance with GAAP, or as an alternative to cash flows from operating activities as a measure of profitability or liquidity. For a reconciliation of EBITDA to net income, please see page 87 of this presentation. In addition, the Company's EBITDA can differ significantly from EBITDA calculated by other companies, depending on long-term strategic decisions regarding capital structure, the tax jurisdictions in which companies operate, and capital investments.

Credit Agreement EBITDA is defined in, and calculated by management in accordance with, the Company's credit agreement (the "Credit Agreement") as "Consolidated EBITDA," which is Consolidated Net Income (as defined in the Credit Agreement) plus interest expense, tax expense, depreciation and amortization and further adjusted to exclude certain non-cash charges and other adjustments, including unusual or nonrecurring charges and gains. The Company presents Credit Agreement EBITDA because management believes that it can be a useful financial metric in understanding the Company's debt capacity and covenant compliance under its Credit Agreement. Credit Agreement EBITDA is not a measure of the Company's financial performance under GAAP and should not be considered as an alternative to net income or any other performance measure derived in accordance with GAAP, or as an alternative to cash flows from operating activities as a measure of profitability or liquidity. For a reconciliation of Credit Agreement EBITDA to net income, please see page 88 of this presentation. In addition, the Company's Credit Agreement EBITDA can differ significantly from adjusted EBITDA calculated by other companies, depending on long-term strategic decisions regarding capital structure, the tax jurisdictions in which companies operate, and capital investments.
EPS Prior to Amortization of Intangibles is defined as EPS plus Amortization of Intangible Assets expense, net of applicable tax benefit, divided by the number of shares outstanding for the applicable period. The Company presents EPS Prior to Amortization of Intangibles because management believes that it can be a useful financial metric to investors because it provides greater insight into the Company's core operating performance by excluding non-cash items that management does not believe impact the Company's ongoing operations. EPS, Prior to Amortization of Intangibles is not a measure of the Company's financial performance under GAAP and should not be considered as an alternative to GAAP EPS or any other performance measure derived in accordance with GAAP. For a reconciliation of EPS, Prior to Amortization of Intangibles to net income, please see page 90 of this presentation.

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## LPL Overview

| About Us | Key Markets and Services | 032017 Metrics |  |  |
| :---: | :---: | :---: | :---: | :---: |
| We are a leader in the retail financial advice market and the nation's largest independent broker-dealer. ${ }^{(1)}$ <br> We enable independence by providing advisors the capabilities, technology, and service they need, so they can focus on serving their clients. <br> Our services include advisory and brokerage platforms, portfolio construction, integrated technology and services, comprehensive clearing and compliance services, practice management programs and training, and independent research. | \$560B+ Retail Assets: <br> - Brokerage: \$310B <br> - Corporate Advisory: \$145B <br> - Hybrid Advisory: \$105B <br> 14K+ advisors: <br> - Independent Advisors: <br> 7,000+ <br> - Hybrid RIA: <br> 5,000+ (420+ firms) <br> - Institutional Services: <br> 2,100+ (700+ banks, credit unions, and clearing clients) | Q3 Business  <br> Metrics  <br> Assets: $\$ 560 \mathrm{~B}$ <br> Advisors: 14,253 <br> Accounts: 4.7 M <br> Employees: 3,564 <br> Q3 Debt Metrics  <br> Credit Agr. EBITDA*: $\$ 655 \mathrm{M}$ <br> Total Debt: $\$ 2.4 \mathrm{~B}$ <br> Cost of Debt: $4.44 \%$ <br> Net Leverage Ratio:2) 3.21 x <br> Interest Coverage Ratio: 6.88 | LTM Financial M <br> Average Assets: <br> Gross Profit*: <br> EBITDA*: <br> EPS: <br> Ratings \& Outloo <br> S\&P Rating: <br> S\&P Outlook: <br> Moody's Rating: <br> Moody's Outlook: | rics <br> \$535B <br> \$1.5B <br> \$597M <br> $\$ 2.35$ <br> BB- <br> Stable <br> Ba3 <br> Stable |
| LTM EBITDA* History (\$MM) |  |  |  |  |
| \$426 | 43 \$453 | \$508 | \$597 |  |
| 2013 | 42015 | 2016 | Q3 2017 |  |

## We remain focused on growth and execution to create long-term shareholder value

## Grow our Core Business

+ Leverage the strength of our markets and model
- Capitalize on secular trends
- Expand leadership positions
+ Enhance advisor experience and capabilities
- Deliver best-in-class service, compliance, and technology
- Expand advisory, custodial, research, and retail investor solutions
+ Drive organic asset and gross profit growth
- Increase advisor recruiting, productivity, and retention
- Leverage scale to expand gross profit
+ Benefit from rising rates and markets
- Capture cash sweep upside from rising rates
- Grow assets as market levels rise
= Asset and gross profit growth


Create Long-Term Shareholder Value

Since our last Investor Day, we have been focused on executing our strategy

| Market | LPL Results | Shareholder Value |
| :--- | :---: | :---: |
| S\&P 500 | Total Assets (billions) | LTM EPS ${ }^{(3)}$ |



Fed Funds Target Rate


LPL Investment Highlights: Significant opportunities to grow and create long-term shareholder value

1 Attractive market with secular industry tailwinds

2 Established market leader with scale advantages

3 Organic growth opportunities through net new assets and ROA

4 Positively levered to rising interest rates and equity markets

5 Disciplined expense management driving operating leverage

6 Capital light business model with significant capacity to deploy

7 Opportunity to consolidate fragmented core markets through M\&A

## Meeting Agenda

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| 9:50 a.m. | Break |  |
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# Strategy and Core Business Growth DAN ARNOLD 

President and Chief Executive Officer

## LPL's Strategic Framework

## Driving growth

## Focused execution

## Achieving outcomes



## We have a large market opportunity with growing demand for financial advice

## Growing demand for advice

Projected Growth in US Retail Investment Market (\$T)


## Demand up across segments



Willingness to pay for advice has risen 5-15\% across age groups over the past 5 years

## We serve the fastest growing segment of the market

## Independents have the largest thare of market

Structure of the US advisor-intermediated
Retail Investment Market


## Trend towards independence expected to continue

The Independent channel continues to gain share versus employee models


We are a leader in our core markets and have room to grow

## Our Core Markets


5 -year Historical
Industry CAGR: $\quad \sim 8 \% \quad \sim 12 \% \quad \sim 7 \% ~ \sim 12 \%$

## Our differentiated model positions us to capitalize on the market opportunity

## Differentiators

## Singular focus on advisors

Vertical integration

Scale

Versatility of model

Our scale enables competitive pricing and investment advantages not available to smaller players

## Competitive advantages

We do not manufacture proprietary products or compete with advisors through a direct-to-consumer channel

Our integrated B/D, advisory platform, and self-clearing capability creates more seamless processes for advisors and gives us economic advantages vs competitors

[^0]
## We are focused on delivering on our strategy



## Our core markets are fragmented, with potential for consolidation

## Fragmented core markets ${ }^{(6)}$



## Growth potential from consolidation

- Our scale, capabilities, and economics give us competitive advantages in M\&A
- Our core markets are fragmented, with the top ~8 players comprising $\sim 40 \%$ of the market
- Rising cost and complexity is making it harder for smaller players to compete
- Therefore, we believe consolidation can drive value by adding scale, increasing our capacity to invest in capabilities, and creating shareholder value
- NPH is a good example of the potential for future accretive M\&A, so we plan to remain positioned for opportunities that may arise

Recap of NPH Acquisition

Business
Overview

Strategic Rationale

- Independent broker/dealer network with $\sim 3,200$ advisors serving $\sim \$ 120 B$ of client assets ${ }^{(8)}$
- Client asset mix: $\sim 75 \%$ brokerage / ~25\% advisory, with $\sim \$ 3 B$ of client cash sweep balances ${ }^{(8)}$
- Adds to LPL's size and scale and expands our leadership in core markets
- LPL's scale, self-clearing, and broader capabilities can add value to NPH client assets
- Creates additional resources to invest to drive growth and return to shareholders
- Transaction structured as an asset purchase
- Initial purchase price of $\$ 325 \mathrm{M}$ and contingent payment of $\$ 0$ to $\$ 123 \mathrm{M}$ based on production

Terms transferred ranging from $72 \%$ to $93.5 \%$ respectively

- LPL will onboard NPH advisors and client assets onto its platform in two waves in Q4 2017 and Q1 2018


## Shareholder

Value
Creation

- Estimated run-rate EPS accretion of $\$ 0.25-0.40$ by end of 2018
- Estimated run-rate EBITDA* accretion of $\$ 75-100 \mathrm{M}$ by end of 2018

Based on recruiting to date, we estimate Wave 1 production transfer rate of $\sim 70 \%$, with EBITDA* equivalent to production transfer of $\sim 80 \%$

Disciplined Approach


Anticipated Wave 1 production transfer of ~70\%

Wave 1 EBITDA* equivalent to production transfer of ~80\%


Combination translates to a better purchase multiple than we had assumed

- Wave 1 includes approximately half of NPH's business and is scheduled to transfer in early December
- As we recruited advisors, we applied our standard financial and risk criteria
- Advisors who we expect to join us are a good fit and value the capabilities we provide
- In particular, we have heard NPH advisors appreciate our differentiated advisory platforms, self-clearing capabilities, and technology
- We expect Wave 1 advisors joining us to use our capabilities and services to a greater extent than we had initially assumed
- These advisors can generate better economics for us than the average NPH advisor
- The anticipated Wave 1 production transfer rate implies NPH-related costs at the low end of the range
- This compares to an EBITDA outlook in the middle of the range
- If this combination continues for NPH overall, the resulting purchase multiple could be lower than we assumed

Notes: As shown on page 86 in the appendix, $\sim 80 \%$ production transfer corresponds to run-rate EBITDA of $\$ 85 \mathrm{M}$ for all of NPH; Page reflects initial estimates as of $11 / 8 / 17$.
Wave 1 onboarding completed early December 2017, and Wave 2 onboarding completed mid-February 2018. Actual results may be better or worse than these initial estimates.

Advisory assets continue to gain share in the independent channel


## LPL's strategic objectives

- Leverage our scale to differentiate and grow our advisory platforms via capabilities, innovation, and price
- Capitalize on the market opportunity by continuing to enhance the versatility of our advisory platforms
- Enable advisors to grow their assets by delivering compelling solutions at a competitive price


## We leverage our scale to differentiate and grow our advisory platforms

## Corinotiete Rla Plafiomin

## Hybrid RIA Plaforom

| Investment <br> management <br> approach: | Advisor-directed <br> Centrally Managed <br> Separately Managed |  |
| :--- | :--- | :--- |
| Investment <br> products: | Spectrum of actively managed funds, individual securities, and passively <br> managed products |  |
| Positioning: | - Positioned for advisors of any size <br> who prefer to outsource risk <br> management and operations of <br> their business | - Positioned for advisors with <br> $>\$ 50 \mathrm{M}$ in advisory assets who <br> prefer to underwrite risk <br> management and operations of <br> their business |
| Planned <br> investments: | - Ongoing workflow, content, and <br> capability enhancements <br> - Lower the cost of our advisor- <br> directed portfolios by a third <br> ( $\sim 3 M$ gross profit* reduction per <br> quarter) | - Ongoing workflow, content, and |
| capability enhancements |  |  |

## Desired outcomes

- Continue to attract advisors to both platforms
- Enable advisors to achieve increased growth via our advisory solutions
- Leverage our scale and automation benefits to increase the attractiveness of outsourcing investment and risk management


## We are focused on delivering on our strategy



We turn key changes in the environment into opportunities for advisors and LPL


We expect evolution in the future profile of winning advisor practices

## Today: Advisor as weelth manager

## Tomorrow: Advisor as personal CFO

- Advisors have a more

Client management standardized approach to solving clients needs

- Portfolio construction is core element of advisor value proposition
- Do-it-themselves, hire staff and / or
Practice management
leverage fragmented third parties
- Personalized approach centered on complex problem solving and emotional management
- Using holistic client data, advisor can focus on customized outcome-based goals and planning
- Outsources to partners with scale and / or leverage the benefits of a shared economy

Innovation in our core model will enable the winning advisor of the future and enhance our organic growth

## Package of offering



Benefits to Advisors


## Expected Outicomes for LPL

- New services which create new revenue streams
- Higher productivity of our advisors' practices
- Increased differentiation of our model
- Stickier relationships with our advisors


## We are focused on delivering on our strategy

## LEVERAGE

the strengths of our model and capitalize + on market
opportunity

- Adding advisors through organic growth and M\&A
- Differentiating in advisory solutions while maintaining choice
- Scale-enabled investment in regulatory solutions and the advisor experience


- Pairing a good strategy with great execution through our Management System


## DRIVE

share gain in our core markets

IBD
HYBRIID/RIA
INSTITUTIONS

Executing with excellence delivers continuous improvement for our advisors and growth for our business

## Strategic Intent

- Systematically we improve how we execute
- Define the cultural principles by which we will:
- Focus our execution
- Guide our decisionmaking
- Deliver outcomes


## Key Princiiples

## Outcomes

- Create consistency and excellence in our solutions for advisors, end-investors, and employees
- Establish trust in our brand: do what we say we will do
- Enable continuous improvement to grow our market leadership positioning
- Anticipate the future to position ourselves for growth in a changing environment

Gain EFFICIENCY

- Drive operating leverage in order to respond to industry change from a place of strength


## We are focused on delivering on our strategy



The overall objective of our strategy remains driving share gain in our core markets and creating long-term shareholder value by:

- Capitalizing on our leadership position in a growing market
- Delivering innovation in our capabilities to position advisors and their investors for the future of advice
- Combining a solid strategy with excellence in our execution


# QUESTIONS \& ANSWEFS 

Please wait for a microphone

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# Advisor Pane| ANDY KALBAUGH 

Managing Director, Divisional President, National Sales and Consulting

## LPL Advisor Panel


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# Advisor and Investor Capabililites BURT WHITE 

Managing Director, Investor and Investment Solutions,<br>Chief Investment Officer

## We are focused on delivering on our strategy



## Our premise for a winning advisor practice of the future shapes our new capabilities and innovation

Illustrative advisor of the future

|  | Today | Future |
| ---: | :---: | :---: |
| Relationship expected to be primarily |  |  |
| advisory |  |  |$\quad$| Mostly Brokerage with some fee- |
| :---: |
| based advisory |$\quad$| Mostly Advisory |
| :---: |

## Primary areas of capability and innovation development to drive organic growth

## Key Objectives:

## Expanding our Product \& Platform Solutions

- Capitalize on the shift from brokerage to advisory, while keeping brokerage relevant
- Drive growth to our centrally managed platforms, where we earn additional economics vs other advisory platforms
- Develop planning and goalsbased solutions


## Digitizing the Retail Investor Experience

- Bring a B2C experience to the local practice level
- Create modern and compelling retail investor experiences
- Enable digital solutions that complement our advice platform

Developing New Solutions to Transform Front Office Performance

- Create greater scale at a practice level, through outsourcing of administrative and non-growth services
- Utilize LPL's scale and data to deliver new growth solutions to advisors

Product and platform solutions: Lowering advisory costs, enabling greater outsourcing, and creating more customized solutions

## Growth of LPL's investment platforms



[^1]2016-2018
Future

Retail investor experience: Creating more modern and compelling solutions, to drive retention and same store sales growth

## Illustration of planned offerings for retail investors



## Benefits include:

- More personalized information and advice
- Simplified communications
- Aggregated views of the investors' holdings and performance to goals
- Advisor-enabled branding to maintain local-level feel

New solutions: We are leveraging technology and our scale to bring innovation and enhanced performance to the front office

## Development of New LPL Front Office Services



## Example:

LPL Virtual Admin Service launched in 2017

## Advisor and investor capabilities summary

- We continue to develop new strategic capabilities to support the winning advisor of the future and drive enhanced organic growth
- Our focus areas are:
- Expanding our product \& platform solutions
- Digitizing the retail investor experience
- Developing New Solutions to Transform Front Office Performance
- These capabilities position us to help our advisors drive lower costs, increased scalability, and higher growth


# Advisor Experience: Technology SCOTT SEESE 

Managing Director, Chief Information Officer

Our vision is to take technology from a utility to a strategic asset


Through execution with excellence, we are now delivering

Now Live
(advisors using end-to-end tools)

## Platform Capabilities

- Account opening
- Cash management
- Trading
- Performance reporting
- Client statements
- Digital advice solutions (Guided Wealth Portfolios)

ClientWorks is now our core platform
(and turning off BranchNet)

## 7 LPL Financial

National Planning
HOLDINGS, INC.

Advisors onboarding straight to

We are enhancing the advisor and investor experience by extending the platform


## We are leveraging our scale to drive growth and accelerate technology value

Increasing technology investment...

## TECHNOLOGY PROJECT PORTFOLIO SPEND



We anticipate continuing to grow our technology investments
...and enabling improvement of key business outcomes


## Technology Summary

- Our vision is to take technology from a utility to a strategic asset
- Through execution with excellence, we are now delivering

- We are enhancing the advisor and investor experience by extending the platform
-We are leveraging our scale to drive growth and accelerate technology value


# Advisor Experience: Service TOM GOOLEY <br> Managing Director <br> Service, Trading, and Operations 

We are evolving our service model to drive growth and efficiency

Improving service model to maximize value

## Description



- Proactive, consultative service model
- Enhanced data analytics and business intelligence
- Enhanced systems and processes
- Increased efficiency and automation
- Improved service
- Reduced inefficiencies

We have stabilized base functions and are now building on the foundation

## Stabilize Base Functions

## IMPROVED SERVICE

- Increased service center capacity
- Enhanced service training program
- Implemented specialized service teams for complex requests


## REDUCED INEFFICIENCIES

- Improved performance and reporting metrics
- Reduced not-in-good-order (NIGO) rates
- Optimized seasonal support


## (2) <br> Build on the Foundation

## ENHANCE SYSTEMS AND PROCESSES

- Launch ServiceWorks -service dashboard and tools
- Integrate service enhancements within ClientWorks


## INCREASE EFFICIENCY AND AUTOMATION

- Integrate and automate routine work within ClientWorks
- Improve advisor information access
- Faster resolution processes


## PROACTIVE SERVICE MODEL

- Shift organizational design to proactive consultative support
- Increase self-service capabilities for advisors and their clients


## ENHANCED DATA ANALYTICS AND BUSINESS INTELLIGENCE

- Enhanced speech analytics
- Faster identification and implementation of improvements

We are managing key service metrics


Our service improvements benefit advisors and LPL

## ADVISOR BENEFITS LPLBENEFITS

GROWTH
Improved investor experience and advisor resources


Less time spent on operations frees up capacity to grow their practices


Better advisor experience
supports recruiting and retention


Advisor asset growth and improved profitability

## Service, Trading, and Operations Summary

-We are evolving our service model to drive growth and efficiency
-We are shifting to proactive, consultative service
-We are developing enhanced data analytics and business intelligence capabilities

- Our service improvements will help maximize the value of our model for our advisors and LPL


# QUESTIONS \& ANSWEFS 

Please wait for a microphone

## Meeting Agenda

| 9:00 a.m. | Matt Audette | Welcome \& Agenda |
| :---: | :---: | :---: |
| 9:10 a.m. | Dan Arnold | Strategy \& Core Business Growth Followed by Q\&A |
| 9:50 a.m. | Break |  |
| 10:00 a.m. | Andy Kalbaugh | Advisor Panel |
| 10:30 a.m. | Break |  |
| 10:40 a.m. | Burt White, Scott Seese, \& Tom Gooley | Advisor Experience: Capabilities, Technology, \& Service Followed by Q\&A |
| 11:40 a.m. | Break |  |
| 11:50 a.m. | Matt Audette | Operating Leverage \& Shareholder Value Followed by Q\&A |
| 12:25 p.m. | Matt Audette | Closing Remarks |
| 12:30 p.m. | Lunch Available |  |



Please Return by 11:50am

## Meeting Agenda

| 9:00 a.m. | Matt Audette | Welcome \& Agenda |
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| $10: 40$ a.m. |  <br> Tom Gooley | Advisor Experience: Capabilities, Technology, \& Service <br> Followed by Q\&A |
| $11: 40$ a.m. | Break |  |
| $11: 50$ a.m. | Matt Audette | Operating Leverage \& Shareholder Value <br> Followed by O\&A |
| $12: 25$ p.m. | Matt Audette | Closing Remarks |
| $12: 30$ p.m. | Lunch Available |  |

# Operating Leverage \& Shareholder Value MATT AUDETTE 

Chief Financial Officer

## Performance has steadily improved on four key metrics



## Operating leverage has been a key driver of our financial progress



We drive financial outcomes with seven key levers


## We benefit from rising interest rates and market levels

## Annual potential Gross Profit* benefit from rising interest rates



- We estimate 25 to $50 \%$ deposit betas on our cash sweep balances, as they are typically small cash balances per account in transitional cash and therefore tend not to be rate-sensitive
- The rates on these balances are primarily indexed to short-term interest rates, primarily the Fed Funds Effective Rate (FFER)


## Key Assumptions:

- Cash sweep balances: $\sim \$ 28 B$ in total including ICA ( $\sim \$ 22 B)$, DCA ( $\sim \$ 4 B)$, and MMK ( $\sim \$ 2 B)$
- Deposit betas: ICA ( $25-50 \%$ for future rate hikes), DCA ( $50 \%$ for next two anticipated rate hikes, then $0 \%$ after reaches the program fee cap), and MMK ( $0 \%$ as it is already at max yield)


## Annual potential Gross Profit* benefit from rising markets



- We had $\sim \$ 560$ B of total brokerage and advisory assets at end of Q3 2017 invested in a mix of investment products
- The product mix can lead to lower volatility than overall equity markets
- About half of our current gross profit is equity market-sensitive, the rest is driven by interest rates, trading, and other capabilities

```
Key Assumptions:
- Total brokerage and advisory assets: ~$560B - Average gross profit ROA: ~27 bps
- S&P 500 correlation: ~60% - Market-sensitive gross profit: ~50%
- S&P }500\mathrm{ change for }100\mathrm{ pts: ~4-5%
```



Market Levels

## Our business is growing organically and shifting toward advisory


 ( $\$ 0.6 \mathrm{~B}$ of advisory and $\$ 1.6 \mathrm{~B}$ of brokerage) and $\$ 2.4 \mathrm{~B}$ of assets in Q 42016 (all brokerage).

## 고 LPL Financial

## We benefit from greater use of advisory and centrally managed platforms

Greater use of advisory services could drive value...


- Our business has been shifting from brokerage to advisory, consistent with secular industry trends
- While the pace of our mix shift has doubled to $\sim 4 \%$ annually, our average is still below industry levels


## Key Assumptions:

- Total brokerage and advisory assets: $\sim \$ 560 B$
- Advisory asset increase from $\sim 5 \%$ shift: $\sim \$ 25 B+$
- Advisory ROA is $\sim 10$ bps higher than Brokerage ROA
...as could greater use of centrally managed platforms
Annual potential Gross Profit* benefit

- Centrally managed platforms enable our advisors to outsource portfolio construction and trading to us, which can free up time to serve clients and grow their practices
- We earn additional economics in return
- Inflows have been increasing following strategic pricing changes, and in 2017, represent a $\sim 2 \%$ annual increase as a percentage of total advisory assets

[^2](4) Organic Gross Profit ROA

We are optimizing Gross Profit ROA beyond cash sweep

While our Gross Profit ROA ${ }^{(11)}$ has declined...
Organic Gross Profit ROA

## Our expense discipline is driving OPEX ROA lower



## We are executing with greater cost discipline and efficiency

Lower recent expense trajectory

- Focus on delivering operating leverage
- Prioritize investments based on long-term value
- Drive productivity and efficiency
- Adapt cost trajectory as environment evolves

Implications for 2018 Core G\&A outlook

- Still developing our outlook, given NPH acquisition
- Planning to have a view at Q4 2017 earnings
- Delivering operating leverage remains our guiding principle
(5) Operating Leverage


## Our capital management strategy is focused on driving growth and maximizing shareholder value

## Our capital management principles

Dynamic capital allocation across options

- Disciplined capital management to drive long-term shareholder value
- Maintain a strong and flexible balance sheet
- Current management target net leverage range is $3.25 x$ to $3.5 x$
- Debt structure was refinanced to be more flexible and support growth
- Prioritize investments that drive organic growth
- Recruiting to drive net new assets
- Capability investments to add net new assets and drive ROA
- Position ourselves to take advantage of M\&A
- Potential to consolidate fragmented core market
- Stay prepared for attractive opportunities
- Return excess capital to shareholders
- Share repurchases
- DividendsCapital Management


## We have positioned our balance sheet to be a source of strength

Refinancings position balance sheet to support growth


We have been building capacity
Credit Agreement Net Leverage Ratio
Capital Management

We have consistently deployed capital to growth and shareholder returns
We have allocated capital across potential options

| Share Repurchases |  | $\mathbf{\$ 2 7 5}$ <br> -102 <br> 2014 | $\begin{gathered} \$ 391 \\ \hline \\ \hline \\ \hline 2015 \\ \hline \end{gathered}$ | $\begin{aligned} & 20 \\ & \$ 25 \\ & \hline 2016 \end{aligned}$ |  | Since 2011, we have returned ~\$1.3B through share repurchases and reduced our share count by ~20\% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Dividends |  | $\$ 96$ <br> 2014 | $\begin{array}{r}\$ 96 \\ \hline 2015\end{array}$ | $\begin{array}{r}\$ 89 \\ \hline 2016\end{array}$ | $\begin{gathered} 42 \% \\ \hline \$ 90 \\ \hline \text { Q3 } 2017 \\ \text { LTM } \end{gathered}$ | Since 2011, we have paid ~\$700M in dividends <br> Payout ratio ~2x S\&P Fins average |
| M\&A | $M \& A$ <br> 2013 | 2014 | 2015 | 2016 |  | NPH includes \$325M initial purchase price. Additional capital deployment to come in Q4 2017 and Q1 2018 |

## We have a significant amount of capital deployment capacity


(Estimate as of Q3 2017)
(6) Capital Management

## We are improving the clarity and transparency of our results

## We made progress last year

- Ended Adjusted Earnings
- Started Monthly Metrics
- Simplified Earnings Release
- Added Management P\&L

Which we have continued this year

- Added Brokerage Net New Assets and Brokerage to Advisory Conversions
- Expanded Monthly Metrics
- Started quarterly Key Metrics and Investor Presentations
- Updated IR website and added debt page
- Today's topic $\rightarrow$ EPS prior to Amortization of Intangible Assets

EPS prior to amortization of intangible assets is becoming a more relevant measure of our core operating performance

- Our GAAP EPS includes amortization of intangible assets which has primarily been from our 2005 LBO
- Our acquisition of NPH will increase our amortization of intangible assets
- These are non-cash expenses
- We therefore think EPS prior to amortization of intangible assets is a helpful supporting metric to provide more insight into our core operating performance
- We plan to add this metric to our financial reporting beginning next quarter


## We remain focused on growth and execution to create long-term shareholder value

## Grow our Core Business

+ Leverage the strength of our markets and model
- Capitalize on secular trends
- Expand leadership positions
+ Enhance advisor experience and capabilities
- Deliver best-in-class service, compliance, and technology
- Expand advisory, custodial, research, and retail investor solutions
+ Drive organic asset and gross profit growth
- Increase advisor recruiting, productivity, and retention
- Leverage scale to expand gross profit
+ Benefit from rising rates and markets
- Capture cash sweep upside from rising rates
- Grow assets as market levels rise
= Asset and gross profit growth


Create Long-Term Shareholder Value

# QUESTIONS \& ANSWEFS 

Please wait for a microphone

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| $9: 50$ a.m. | Break |  |
| $10: 00$ a.m. | Andy Kalbaugh | Advisor Panel |
| $10: 30$ a.m. | Break |  |
| $10: 40$ a.m. |  <br> Tom Gooley | Advisor Experience: Capabilities, Technology, \& Service <br> Followed by Q\&A |
| $11: 40$ a.m. | Break | Operating Leverage \& Shareholder Value <br> $11: 50$ a.m. |
| Matt Audette | Followed by Q\&A |  |

12:30 p.m. Lunch Available

LPL Investment Highlights: Significant opportunities to grow and create long-term shareholder value

1 Attractive market with secular industry tailwinds
2 Established market leader with scale advantages
3 Organic growth opportunities through net new assets and ROA

4 Positively levered to rising interest rates and equity markets
5 Disciplined expense management driving operating leverage
6 Capital light business model with significant capacity to deploy

7 Opportunity to consolidate fragmented core markets through M\&A

## THAKKYOU

## Meeting Agenda

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| :--- | :--- | :--- |
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| Matt Audette | Followed by Q\&A |  |

[^3]
## Appendix

## Transaction multiple estimated to be $\sim 5 \mathrm{X}$ run-rate EBITDA accretion (Page from August $15^{\text {th }} 2017$ NPH Acquisition Investor Presentation)


(1) "Transfer rate" is share of NPH advisor production transferred to LPL's plafform; contingent payment amount increases on an interpolated basis based on transfer rate between $72 \%$ and $93.5 \%$
(2) Includes both the $\$ 325 \mathrm{M}$ fixed price as well as the applicable contingent payment based on transfer rate (see footnote 1)

(4) All scenarios include interest expense on incremental debt of $\$ 200 \mathrm{M}$, although at the lower ends the Company may not issue additional debt
(5) Run-rate EPS Accretion percentage calculated on the Company's Q2 2017 LTM EPS

## Reconciliation of Net Income to EBITDA

EBITDA is a non-GAAP financial measure. Please see a description of EBITDA under "Non-GAAP Financial Measures" on page 5 of this presentation for additional information.
Set forth below is a reconciliation from the Company's net income to EBITDA for the periods presented:

| \$ in millions | $\mathbf{2 0 1 3}$ | $\mathbf{2 0 1 4}$ | $\mathbf{2 0 1 5}$ | 2016 | $\mathbf{2 0 1 7}$ LTM |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| NET INCOME | $\mathbf{\$ 1 8 2}$ | $\mathbf{\$ 1 7 8}$ | $\mathbf{\$ 1 6 9}$ | $\mathbf{\$ 1 9 2}$ | $\mathbf{\$ 2 1 7}$ |
| Non-operating interest expense | 51 | 52 | 59 | 96 | 103 |
| Provision for Income Taxes | 109 | 117 | 114 | 106 | 133 |
| Depreciation and amortization | 44 | 58 | 73 | 76 | 84 |
| Amortization of intangible assets | 39 | 39 | 38 | 38 | 38 |
| Loss on Extinguishment of debt | - | - | - | - | $\mathbf{2 2}$ |
| EBITDA | $\mathbf{\$ 4 2 6}$ | $\mathbf{\$ 4 4 3}$ | $\mathbf{\$ 4 5 3}$ | $\mathbf{\$ 5 0 8}$ | $\mathbf{\$ 5 9 7}$ |

## Reconciliation of Net Income to Credit Agreement EBITDA

Credit Agreement EBITDA is a non-GAAP financial measure. Please see a description of Credit Agreement EBITDA under "Non-GAAP Financial Measures" on page 5 of this presentation for additional information.

Set forth below is a reconciliation from the Company's net income to Credit Agreement EBITDA for the three months ended September 30, 2017:

| \$ in millions | $\mathbf{2 0 1 3}$ | $\mathbf{2 0 1 4}$ | $\mathbf{2 0 1 5}$ | $\mathbf{2 0 1 6}$ | $\mathbf{2 0 1 7}$ LTM |
| :--- | ---: | ---: | ---: | ---: | ---: |
| NET INCOME | $\mathbf{\$ 1 8 2}$ | $\mathbf{\$ 1 7 8}$ | $\mathbf{\$ 1 6 9}$ | $\mathbf{\$ 1 9 2}$ | $\mathbf{\$ 2 1 7}$ |
| Non-operating interest expense | 51 | 52 | 59 | 96 | 103 |
| Provision for Income Taxes | 109 | 117 | 114 | 106 | 133 |
| Depreciation and amortization | 44 | 58 | 73 | 76 | 84 |
| Amortization of intangible assets | 39 | 39 | 38 | 38 | 38 |
| Loss on Extinguishment of debt | - | - | - | - | 22 |
| EBITDA | $\mathbf{\$ 4 2 6}$ | $\mathbf{\$ 4 4 3}$ | $\mathbf{\$ 4 5 3}$ | $\mathbf{\$ 5 0 8}$ | $\mathbf{\$ 5 9 7}$ |
| Credit Agreement Adjustments | $\mathbf{1 0 3}$ | 85 | 57 | 44 | 58 |
| Credit Agreement EBITDA | $\mathbf{\$ 5 2 9}$ | $\mathbf{\$ 5 2 8}$ | $\mathbf{\$ 5 1 0}$ | $\mathbf{\$ 5 5 2}$ | $\mathbf{\$ 6 5 5}$ |

Credit Agreement Adjustments include:
(1) Employee share-based compensation expense, which represents share-based compensation for equity awards granted to employees, officers, and directors. Such awards are measured based on the grant-date fair value and recognized over the requisite service period of the individual awards, which generally equals the vesting period
(2) Advisor share-based compensation expense, which represents share-based compensation for equity awards granted to advisors and financial institutions based on the fair value of the awards at each reporting period
(3) Other, which represents items that are adjustable in accordance with the Credit Agreement to calculate Credit Agreement EBITDA, including employee severance costs, employee signing costs, employee retention or completion bonuses, and other non-recurring costs

Note: Under the Credit Agreement, management calculates Credit Agreement EBITDA for a four-quarter period at the end of each fiscal quarter, and in so doing may make further adjustments to prior quarters.

## Reconciliation of Core G\&A to OPEX

Core G\&A is a non-GAAP financial measure. Please see a description of Core G\&A under "Non-GAAP Financial Measures" on page 5 of this release for additional information.
Below is a reconciliation of Core G\&A against the Company's total operating expenses for the periods presented:

| \$ in millions | $\mathbf{2 0 1 3}$ | $\mathbf{2 0 1 4}$ | $\mathbf{2 0 1 5}$ | $\mathbf{2 0 1 6}$ | $\mathbf{2 0 1 7}$ LTM |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Core G\&A | $\$ 615$ | $\$ 648$ | $\$ 695$ | $\$ 700$ | $\$ 713$ |
| Regulatory charges | 8 | 36 | 34 | 17 | 21 |
| Promotional | 111 | 125 | 139 | 149 | 147 |
| Employee share-based compensation | 15 | 21 | 23 | 20 | 20 |
| Other historical adjustments | 64 | 48 | 13 | - | - |
| Total G\&A | $\mathbf{8 1 3}$ | $\mathbf{8 7 9}$ | $\mathbf{9 0 4}$ | $\mathbf{8 8 6}$ | $\mathbf{9 0 2}$ |
| Commissions and advisory | 2,848 | 2,999 | 2,865 | $\mathbf{2 , 6 0 1}$ | $\mathbf{2 , 6 1 8}$ |
| Depreciation \& amortization | 44 | 58 | 73 | 76 | 83 |
| Amortization of intangible assets | 39 | 39 | 38 | 38 | 38 |
| Brokerage, clearing and exchange | 45 | 49 | 53 | 55 | 56 |
| Total operating expense | $\mathbf{\$ 3 , 7 9 0}$ | $\mathbf{\$ 4 , 0 2 3}$ | $\mathbf{\$ 3 , 9 3 3}$ | $\mathbf{\$ 3 , 6 5 5}$ | $\mathbf{\$ 3 , 6 9 7}$ |

## Reconciliation of EPS, Prior to Amortization of Intangible Assets to GAAP EPS

EPS, Prior to Amortization of Intangible Assets is a non-GAAP financial measure. Please see a description of EPS, Prior to Amortization of Intangible Assets under "Non-GAAP Financial Measures" on page 5 of this release for additional information.

Below is a reconciliation of EPS, Prior to Amortization of Intangible Assets to GAAP EPS for the periods presented:

|  | $\mathbf{2 0 1 7}$ LTM |
| :--- | ---: |
| EPS | $\$ 2.35$ |
| Amortization Net of Tax Benefit (\$ in millions) | $\$ 23$ |
| Diluted Share Count (in millions) | 92 |
| EPS Impact | $\$ 0.25$ |
| EPS, Prior to Amortization of Intangible Assets | $\$ 2.60$ |

## Endnotes


 specific non-GAAP financial measures have been marked with an * (asterisk).
(1) Based on total revenues, Financial Planning magazine June 1996-2017
 presentation for additional information
 items, Q3 2017 LTM EPS was $\$ 2.52$.
(4) The Company's market share was calculated excluding $\sim \$ 137 \mathrm{~B}+$ of Retirement Plan assets that LPL advisors advise
(5) ~\$1.0 Tr does not include $\$ 1$ Tr of assets custodied with proprietary bank B/Ds (e.g. Wells Fargo, JP Morgan Chase, etc.)
(6) Core markets include $\sim \$ 5.1 \mathrm{~T}$ of 2016 assets in IBD, Hybrid RIA, and Bank channels as defined by Cerrulli Associates. Individual company share excludes assets in employee channel (e.g. Raymond James, Ameriprise).
 "Transfer rate" is share of NPH advisor production transferred to LPL's platform; contingent payment amount increases on an interpolated basis based on transfer rate between $72 \%$ and $93.5 \%$.
(8) Advisor headcount and asset numbers are as of June 30th, 2017, and were reported by NPH based on prior business, and have not been independently and fully verified by LPL Financial.
(9) "CAGR" is calculated from year end 2015 to Q3 2017.
 items, Q3 2017 LTM EPS was \$2.52.
(11) Represents annualized Gross Profit* for the period, divided by Total Brokerage and Advisory Assets at the end of the period.

 (13) Defined as Gross Profit ROA less OPEX ROA.
(14) Consists of total client deposits into advisory accounts less total client withdrawals from advisory accounts. The Company considers conversions from and to brokerage accounts as deposits and withdrawals respectively
(15) Consists of total client deposits into brokerage accounts less total client withdrawals from brokerage accounts. The Company considers conversions from and to advisory accounts as deposits and withdrawals respectively.
(16) Calculated as annualized current period net new assets dividend by preceding period assets in their respective categories of advisory assets or total brokerage and advisory assets.
(17) Consists of existing custodied assets that converted from brokerage to advisory, less existing custodied assets that converted from advisory to brokerage.
(18) Centrally Managed Assets represents those advisory assets in LPL Financial's Model Wealth Portfolios, Optimum Market Portfolios, Personal Wealth Portfolios, and Guided Wealth Portfolios platforms.
 revenues are a component of asset-based revenues and are derived from the Company's Unaudited Condensed Consolidated Statements of Income.
(20) Primarily consists of acquisition and integration costs resulting from various acquisitions and organizational restructuring and conversion costs. Beginning in Q1 2016, these items have been included in Core G\&A expenses.
(21) Management updated the Company's 2017 Core G\&A* range at its Q3 2017 earnings call on October 26, 2017.
(22) The Company no longer has financial maintenance covenants on its Term Loan B as of March 10, 2017
(23) Initial $\$ 500 \mathrm{M}$ of senior notes issued in March 2017 at $5.75 \%$; Add-on $\$ 400 \mathrm{M}$ senior notes issued in September 2017 above par with yield to worst of $5.115 \%$ and coupon rate at $5.75 \%$
 on page 86.
(25) Additional leverage capacity is assumed to be generated by acquired EBITDA from an M\&A opportunity at a $6-8 \times$ purchase multiple for which capital was deployed up to $3.5 \times$ net leverage.
(26) Represents estimated incremental EBITDA* that we forecast to be provided by our acquisition of NPH, based on production transfer ranges of $72-93.5 \%$ and associated economics as summarized on page 86 .
(27) Reflects incremental EPS associated with NPH-related economics as summarized on page 86.

THIS PRESENTATION PRESENTS DATA AS OF SEPTEMBER 30, 2017, UNLESS OTHERWISE INDICATED.


[^0]:    The scope of our model appeals to a broad profile of independent advisors and offers value-added capabilities unique in the marketplace

[^1]:    Pre-2016

[^2]:    Key Assumptions:

    - Total advisory assets: ~\$250B
    - Centrally managed platform ROA ~10 bps higher than Advisory overall
    - Centrally managed assets: ~\$30B
    - Centrally managed asset increase from ~2\% shift: ~\$5B

[^3]:    12:30 p.m. Lunch Available

