



Ruth M. Kitzmann

Senior Vice President –
Financial Advisor
Accredited Wealth Manager,
Director’s Council



Wealth
Management



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Mission statement

My mission is to provide the best financial advice to my clients through strategic wealth planning. I strive to exceed my clients’ expectations through communication, performance and superior service. My continued success is measured by the positive impact we have on our clients’ lives.

About us

“Our lives are not determined by what happens to us, but how we react to what happens: not by what life brings to us, but by the attitude we bring to life. A positive attitude causes a chain reaction of positive thoughts, events, and outcomes. It is a catalyst. A spark that creates extraordinary results.”

- Anonymous

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Qualifications

Prior to joining RBC Wealth Management in 2006, I began my career at R.W. Baird in 1995. I have more than 20 years of industry experience and hold my Series 7, 65 and 63 securities licenses, as well insurance licenses.

Darlene Roslawski

Senior Registered Client Associate



Qualifications

Darlene is responsible for all administrative and service related tasks for the team, and holds Series 7 and 63 securities licenses. She brings more than 30 years of experience in the finance industry.

“What we do for you today can improve all of your tomorrows”

- Ruth Kitzmann

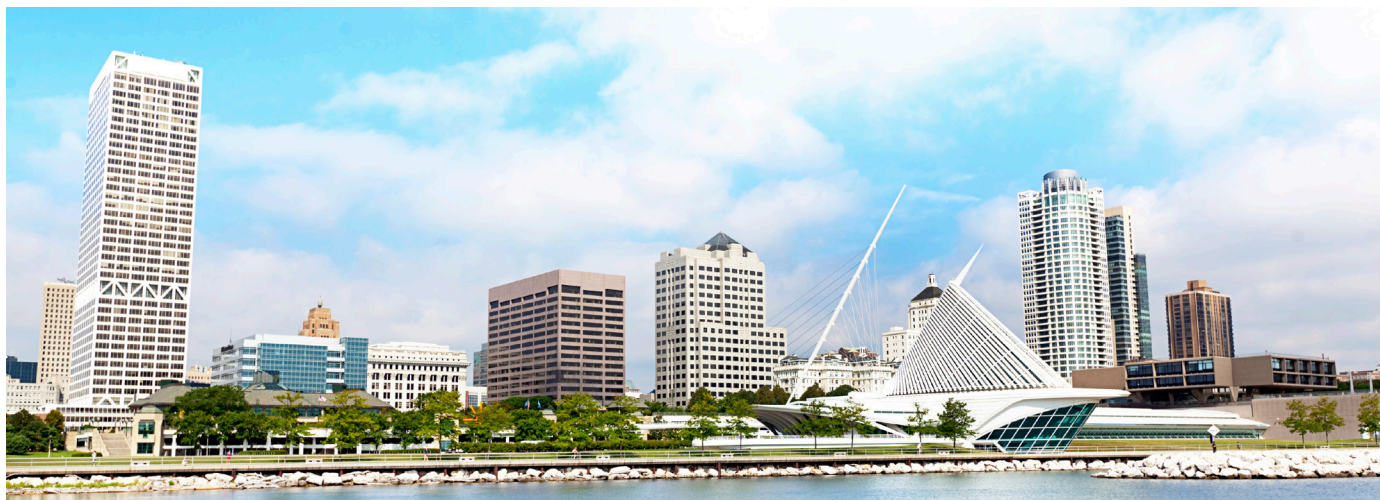


The price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand”.

- Vince Lombardi

Core beliefs and guiding principles

- I believe the most important need successful families and businesses have is finding an experienced, trusted advisor who will help them create a plan to follow their goals and objectives throughout their lives.
- I believe a key in the business environment and for personal families is listening to you, hearing your cares and concerns.
- I believe in the ritual and discipline of planning. Your personal goals and objectives are key. I act as your family financial professional and objectively act in your best interest to implement your plan.
- I believe the most important outcome of the plan comes from your goals and objectives, thus action steps are taken.
- I strive to control what I can control, and understand what I cannot, all keeping in line with your personal goals and objectives.
- I believe in asset allocation, diversification and quality.
- I build relationships with my clients. I strive to know you and your family, and any changes that life may bring along the way.
- I believe that proven experience in the financial industry is invaluable. Attentive and regular contact is the cornerstone of my relationship with you.
- I look to understand and explain the costs that are both obvious, such as fees, and those below the surface such as inflation and taxes.
- I work with a team of professionals with specific areas of expertise to leverage the firm’s resources for you, from research, to customized solutions for wealth building, retirement income and wealth transfer.



Our vision and values

RBC's values define what we stand for everywhere we do business. They are reflected in our behavior and the way we build relationships and deliver value to our stakeholders — clients, employees, shareholders, communities and others we deal with. Guided by our shared values and united in a common purpose, we can achieve our strategic goals and accomplish great results.

We demonstrate our vision of always earning the right to be our clients' first choice by living our values in the decisions and actions we take every day. These five values set the tone for our culture and unify us across geographies and businesses.

Service

We provide excellent service to clients and each other.

- Build strong and enduring client relationships
- Seek to understand what RBC clients need and offer advice and solutions that are right for them
- Be known as an organization that cares about people, is approachable and delivers excellent value

Teamwork

We believe in each other and work together to succeed.

- Have confidence and trust in the capabilities and intentions of our colleagues across RBC
- Share knowledge and learn from each other
- Focus on doing what's best for RBC clients and the organization

Responsibility

We take personal responsibility for high performance.

- Knowing we each can make a difference, take personal responsibility for our own results and those of RBC

- Always reach high, go farther and achieve more than our competitors

Diversity

We embrace diversity for growth and innovation.

- Grow as individual and as an organization by respecting and leveraging our similarities and differences
- Draw upon the resources of our businesses, geographies, markets and people, to generate ideas and solutions that break new ground

Integrity

We build trust through integrity in everything we do.

- Do what we say we will do
- Earn the trust and loyalty of both RBC clients and our colleagues
- Base relationships on respect and fairness in all our dealings
- Demonstrate integrity through our actions by always doing what's right
- At RBC we bring these values to life every day — continuing to earn the trust of RBC's clients and ensuring our strong reputation for doing what's right



Corporate and Executive Services guides corporations and their executives through regulatory complexities while delivering an array of sophisticated investment options to help companies feel confident about your financial responsibilities. We offer an extensive range of products while leveraging the full breadth of the RBC platform including investment banking, equity compensation administration, affiliated trading programs, restricted stock transactions, and more. Through individualized consulting with experienced specialists, we can customize solutions for your unique needs.

Corporate and Executive Services

Armand Bedouk

Corporate and Executive Services
Business Development Consultant

Armand serves clients in the Central division. He joined RBC Wealth Management in 2012. Prior to RBC Wealth Management, he worked for Bear Stearns, Bank of America Investment Services and as an execution broker on the floor of the PSE. Armand has many years of institutional trading and sales experience, as well as having worked in the Private Client Group at Bank of America. He worked as a restricted stock service specialist and provided extensive consultation for the

firm's clients and advisors. Armand has experience with capital markets, stock plan administration, 10b5-1 plans, Rule 144 transactions, Regulation D offerings as well as extensive options and equity trading.

Armand received his Bachelor of Arts degree in international business/international relations from San Francisco State University. He holds Series 7, 63 and 55 securities licenses.

At RBC Wealth Management, we not only know financial regulations and procedures, we make it a point to know our clients and their needs. Whether that includes comprehensive investment services or a specific need like alternative investments, trust services or wealth planning, your RBC Wealth Management financial advisor is there to answer your questions and provide step-by-step service.

Corporate Services

Investment banking services

Corporate and Executive Services offers a wide range of capital-raising and merger and acquisition advisory services through RBC Capital Markets. These services include equity and debt underwriting, IPOs, private placements, private investment in public equities, and lending that can be tailored to your unique needs.

Employee stock options

Full-service, real-time stock plan administration for employees and plan administrators is provided by Corporate and Executive Services to help simplify your responsibilities. Our service provides reporting that is compliant with financial accounting standards and offers the flexibility to accommodate various types of options, accounts, exercise transactions and payment/share delivery methods for all employee levels.

Directed share programs

Corporate and Executive Services partners with RBC Capital Markets to help coordinate a directed share program on behalf of soon-to-be publicly-traded companies. We can help your company design a plan allowing your employees, relatives, friends and associates to purchase stock as part of the IPO. We can also organize the correspondence with identified parties and facilitate the purchase of shares within the specified time period prior to your IPO.

Corporate share repurchases

Corporate and Executive Services offers in-depth experience with Rule 10b-18 share buybacks and can recommend an appropriate trading strategy. This enables your company to achieve

maximum results while complying with Security and Exchange Commission regulations. We follow a client-focused approach that includes ongoing daily market updates and end-of-day recaps.

Executive Services

Affiliate trading programs (10b5-1 plans)

Corporate and Executive Services can help executives and other insiders design and execute pre-arranged trading plans under SEC Rule 10b5-1, allowing them to affect sales and purchases during company-imposed blackouts and avoid reliance on issuer trading windows. Our team, and your financial advisor, can help establish plans, monitor and perform trades, file Rule 144 paperwork, and report transaction details back to the issuer for filing purposes.

Restricted stock transactions

By partnering with your financial advisor, Corporate and Executive Services can help owners of restricted or control stock safely liquidate positions by assuring that all open-market transactions fully comply with the appropriate rules and regulations set forth by Rule 144. We can file applicable documentation on behalf of Section 16 insiders and affiliates to ensure these transactions meet the stringent SEC guidelines.

Other services:

- Corporate retirement plans
- Equity risk management
- Insurance planning
- Lending
- Pre/post IPO planning

Professional advisor collaboration

Through a dedicated financial advisor focused on serving your best interests, we develop highly effective and customized solutions that meet your needs and objectives now and for years to come. We work with a team of professionals with specific areas of expertise to leverage the firm's resources from research to customized solutions for wealth building, retirement income and wealth transfer.

Alexander Ingalls

Wealth Management Consultant



Alex helps RBC Wealth Management financial advisors address the investment and retirement planning needs of high-net-worth individuals. Alex

provides expertise to financial advisors who work with endowments, non-profits and foundations. He assists financial advisors in analyzing clients' risk tolerance and investment goals, choosing appropriate implementation strategies designed to best align with client goals. He also assists financial advisors in using internal and external wealth management tools, including sophisticated software programs, to help provide appropriate solutions for clients' needs. He frequently makes presentations at seminars and client meetings, giving overviews of RBC Wealth Management's fee-based wealth management platform and other capabilities.

Alex began his career in the financial industry at UBS in 2006, holding various positions within corporate cash and private wealth management and joined RBC Wealth Management in 2009. Alex completed a six-month overseas

assignment with the Royal Bank of Canada (Channel Islands) Limited in St. Helier, Jersey in 2012, where he partnered with private bankers and corporate trustees to provide lending solutions to their clients. Most recently, Alex worked as a credit solutions consultant in the New York branch of the Royal Bank of Canada, partnering with RBC Wealth Management financial advisors to provide customized lending solutions for high-net-worth clients, trusts and personal holding companies.

Prior to joining the financial industry, Alex spent six years with the U.S. Department of Defense in Stuttgart, Germany.

Alex graduated from DePaul University with a Bachelor of Science degree in commerce and finance. He speaks fluent German and holds the Series 7 and 66 securities licenses.

Paul Fee

Vice President – Wealth Planning and Insurance Consultant



Paul specializes in advising financial advisors and their clients on the uses of insurance solutions in the areas wealth protection and wealth transfer. Paul's background

and expertise many times are utilized in the areas estate planning and solutions for closely held business owners. Paul focuses his efforts in RBC Wealth Management's Central and West divisions.

As part of his responsibilities, Paul works with RBC Wealth Management financial advisors to develop strategies and solutions for tax-efficient wealth protection and transfer objectives. He also spends much of his time in reviewing and evaluating client's existing insurance solutions to determine appropriateness considering changes a client has realized or contemplating in their financial life cycle. Collaboration with client's tax and legal advisors is also critical in this process. He frequently makes presentations to financial advisors and clients on estate planning and business succession topics. As a completely nonproprietary, best of class firm, RBC Wealth Management and Paul have access to over 40 insurance carriers with the obligation to only seek out those companies and products that meets the client's goals and objectives.

Paul has been with RBC Wealth Management since 1997. Previously, he spent 10 years in the financial services industry. Paul received his Bachelor in Arts degree from St. Mary's University. He holds the Chartered Life Underwriter (CLU®) and Chartered Financial Consultant (ChFC®) designations. He also holds his Series 7 and 63 general securities licenses and various state insurance licenses.

Malia Haskins

Vice President –
Wealth Strategies Consultant



Malia works with RBC Wealth Management financial advisors to develop appropriate wealth management solutions for clients in the areas

of estate planning, retirement planning, stock option planning, charitable giving, education funding and wealth transfer. She has significant experience with a wide array of estate planning strategies, including charitable remainder trusts, grantor trusts, qualified personal residence trusts, irrevocable life insurance trusts, family limited partnerships and family limited liability companies. Using a collaborative approach, Malia works with clients' attorneys, accountants and other professionals to implement clients' financial strategies. She has lead seminars for clients and other groups on a variety of wealth management topics. As part of RBC Wealth Management's Advanced Wealth Manager program, she has also helped moderate classes for financial advisors.

Malia has been with RBC Wealth Management since 2004. Previously, she spent six years in the financial services industry. Prior to working in the financial services industry, she practiced law for six years specializing in probate and estate planning. After receiving her Bachelor of Arts degree from Luther College, Malia earned a Juris Doctor from William Mitchell Law School. She also holds the Series 7 and 66 securities licenses.

Matt Kirby

Credit Solutions Consultant



Matt Kirby is a credit solutions consultant with RBC Wealth Management. Matt works with clients and financial advisors to provide customized

borrowing solutions for high-net-worth individuals, trusts and personal holding companies.

Matt displays an extensive knowledge of securities-based lending and the unique credit needs of high-net-worth individuals. His enthusiasm and dedication to client service has led to numerous accolades from satisfied borrowers.

Prior to joining RBC Wealth Management in 2006, Matt spent 18 years in the financial services sector in New York City, London and Los Angeles. During this time, he developed his expertise in customized credit solutions and effective risk management.

Matt received a Bachelor of Science degree in economics from the University of Delaware. He is a lifetime athlete and an avid basketball player.

“Coming together is a beginning; keeping together is progress; working together is success.”

- Henry Ford

“When love and skill work together, expect a masterpiece.”

- John Ruskin

Scott Rogneby

Vice President – Senior Retirement Plan Consultant



Scott consults with corporations and non-profit groups of to help develop strategies and solutions for their ERISA and non-ERISA retirement plan needs.

As part of his responsibilities, Scott does extensive research into retirement plan providers. He also assists RBC Wealth Management financial advisors in servicing clients’ retirement plans. Scott is involved in the creation and maintenance of investment policy statements, investment monitoring, plan design and portfolio consulting. Scott frequently makes presentations to businesses and industry and civic groups on various aspects of retirement plans. He also holds educational forums to help educate employees on participating and investing in their employer’s retirement plans.

Before joining RBC Wealth Management in 1996, Scott spent 11 years in the financial services industry. He has in-depth experience in analyzing organizations’ retirement plan needs and recommending appropriate vehicles, including 401(k), profit-sharing and defined benefit plans, and SIMPLE and SEP IRAs. He has over 25 years of expertise in the areas of plan design, employee education, fiduciary issues and asset allocation. Scott earned a Bachelor of Arts degree from the University of Minnesota. He also has earned following designations: Chartered Retirement Plan Specialist (CRPS®), Accredited Investment Fiduciary (AIF®) and Certified 401(k) Professional C(k)P®.

David Fiacco

Trust Consultant



David has overall responsibility for the marketing and development of new trust business. In addition to heading up Professional Trustee Services, he manages the

sales team of trust consultants who focus on collaborating with RBC Wealth Management® financial advisors to help clients in the United States and around the world choose trust solutions that are appropriate for their wealth management goals.

David and his team have two primary goals: to enhance the relationship clients have with their RBC Wealth Management financial advisor and to identify trust solutions that both optimize opportunities and mitigate risks. In addition to providing expert recommendations on a broad range of specific trust structures, he and his team have a deep knowledge of the Delaware trust system. He and his team also have a strong background in retail investing — with a special emphasis on understanding and complying with fiduciary responsibilities related to investments held in trusts.

David has been in the financial service industry since 1995. He has worked with clients both as a wealth manager and as a trust officer. David earned a Bachelor of Arts in business management from Gettysburg College and an MBA with a concentration in business management from Goldey-Beacon College in Wilmington, Delaware. In 2009, he received the RBC Trust Company annual award for managerial excellence and was also named to the 2010 Executive Council. David earned his Accredited Wealth Manager designation in 2012.

RBC Private Wealth

Expand your opportunities and simplify your life



Your wealth can be a great source of opportunity. But with it comes responsibilities, challenges and questions. We understand what you may be experiencing, and are prepared to offer the assistance you need to relax and enjoy your wealth instead of worrying about it.

We are dedicated to addressing the complex financial needs of highly successful people like you. As one of our most valued clients, every service we provide and every solution we offer is directed toward helping preserve and enhance your wealth.

Through collaborative relationships, planning expertise and personalized solutions, RBC Private Wealth will help you expand your opportunities and simplify your life.

Collaborative relationships

At RBC, establishing and maintaining a long-lasting collaborative relationship with you is a top priority. That's because it will serve as the foundation of the successful work we do together.

Primary relationship manager

Your financial advisor works with you and your family to gain the deep understanding of your financial circumstances and goals that is necessary for us to recommend personalized strategies and solutions. And by sharing the details of your

present situation, future aspirations, family dynamics and feelings about risk, your financial advisor is able to:

- Guide you through your family's various life events.
- Integrate your family's objectives into a customized plan.
- Update the plan as your family's needs change.

Professional collaboration

A comprehensive wealth management plan requires proactive collaboration among all of your professional advisors. As your primary relationship manager, we represent you and your family's best interests while partnering with your existing professionals, such as attorneys, tax advisors and accountants — as well as leveraging RBC's team of wealth management professionals.

In our experience, clients receive superior service when their advisors collaborate to provide a more integrated, strategic wealth management plan.

Planning expertise

We have found that proactively seeking the services of a team of internal and external professionals leads to innovative solutions. To help deliver the high level of creative problem solving you expect and deserve, your financial advisor engages RBC's wealth management professionals.

13 Wealth management issues

1. Investments
2. Qualified retirement plans
3. Stock compensation
4. Insurance
5. Liabilities/liquidity needs
6. Titling of assets/asset protection
7. Durable power of attorney & medical directives
8. Executor/trustee
9. Gifting to children/descendants/others during life
10. Charitable gifting during life
11. Distribution of wealth at death to spouse/descendants/others
12. Charitable inclinations at death
13. Business owner interests

They specialize in developing a plan to address a variety of complex issues facing families with significant wealth, including wealth accumulation, wealth protection and wealth distribution strategies during life and at death.

Proactive team approach

Research indicates there are 13 wealth management issues critical to the financial well-being of high net worth families. RBC's local and global team of professionals take a disciplined approach, allowing us to anticipate your needs and deliver personalized solutions.

Client review

Your financial advisor follows a planning process that includes working through the 13 wealth management issues with you and your family over time. During the client review, we identify opportunities among the 13 wealth management issues to provide personalized solutions for any gaps that may exist in your overall wealth management plan.

Personalized solutions

RBC Wealth Management offers some of the very best of thousands of investment products, including many local, regional and international investment opportunities that may not be available from other firms. With RBC Wealth Management, you gain access

to a world-class organization with a variety of global solutions including investments, insurance and cash management services and solutions designed to provide specific benefits to meet your family's goals.

Global products and services

- Individual equity and fixed income securities
- Diversified investments (mutual funds, ETFs, professional money managers, hedge funds, managed futures, etc.)
- In-depth research on equities, fixed income, and investment managers
- Life, disability, and long-term care insurance
- Margin and securities-based lending programs
- Individual and business retirement plans and education savings programs
- Individual and institutional (U.S. and international) trust and professional fiduciary services
- Estate, trust and philanthropic strategies and solutions
- Customized structured products (a combination of debt and equity components)

RBC Wealth Management's consulting process

RBC Wealth Management, through our financial advisors, offers comprehensive institutional consulting to address the specific needs of clients who are responsible for large pools of assets. The consulting services include asset allocation, manager searches, performance monitoring and investment policy analysis, and are provided to trusts and organizations such as hospitals, private and public retirement plans, foundations, and endowments.

RBC Wealth Management believes organizations benefit most when they follow a clear and disciplined investment process. We designed our services to assist you with the concerns you face — from assessing needs and objectives and establishing investment policy to selecting investment managers and reviewing their ongoing performance. We work with your organization to develop strategies that can help achieve your investment objectives.

Our primary mission is to assist our institutional clients in meeting their financial objectives.

Step 1

Understanding financial objectives and gathering financial information — We believe the formulation of realistic investment objectives combined with the flexibility to make mid-course adjustments may, in the long run, assist your organization in meeting its goals and objectives.

Step 2

Reviewing investment policy and determining asset allocation — A disciplined methodology is vital in creating an effective investment policy and in implementing an efficient asset allocation strategy.

Step 3

Evaluating and selecting portfolio managers — The process of investment manager search, selection, and due diligence is the result of analyzing both qualitative and quantitative factors.

Step 4

Monitoring and reviewing the portfolio — Portfolio reviews are designed to help your organization in monitoring and evaluating the portfolio versus the organization's stated goals and objectives.

Step 1
Portfolio analysis/
goal setting



Step 2
Investment plan/asset
allocation

Step 3
Manager
evaluation/
selection

Step 4
Portfolio
monitoring
and review

Strength you can trust

About RBC

Royal Bank of Canada (RBC) is one of the world's leading diversified financial services companies. One that is distinguished by a long heritage of financial strength, integrity and unwavering dedication to our clients.

Key facts

- Chartered in 1869
- Approximately 78,000 employees speaking over 100 languages serve more than 16 million clients worldwide
- Stock trades as RY on New York (NYSE) and Toronto (TSX) exchanges

Among the world's best

- Top 10 of largest banks in North America¹ and Top 15 of largest banks globally¹ as measured by market capitalization
- Top 100 Most Valuable Global Brands (BrandZ™ 9th annual global brands ranking)
- Global strength in wealth management and capital markets

Canada's leading financial institution

- Largest bank in Canada, with over C\$1,032 billion² in total assets and a Common Equity Tier 1 capital ratio of 10.0% (Basel III)²
- #1 or #2 market share across all major financial products and services in Canada
- Ranked as one of the top 20 World's Strongest Banks by Bloomberg Markets (June 2014)

Stable ... safe ... sustainable

- Consistently high credit ratings — Moody's Aa3, Standard & Poor's AA- and Fitch Ratings AA
- Consistently strong and stable, with a high-quality balance sheet, proactive risk management and a strong liquidity position
- Recognized among the world's financial, social and environmental corporate leaders for the 14th consecutive year on the 2014 Dow Jones Sustainability World Index
- Committed to environmental and watershed protection in communities worldwide through the 10-year, C\$50 million RBC Blue Water Project

Top North American Banks³

Rank	Company	Market Cap (US\$ B)
1	Wells Fargo	287
2	JPMorgan	244
3	Bank of America	173
4	Citigroup	165
5	Goldman Sachs	93
6	RBC	92

Top Global Banks³

Rank	Company	Market Cap (US\$ B)
1	ICBC	314
2	Wells Fargo	287
7	HSBC	185
15	RBC	92
17	UBS	82
20	US Bancorp	77

1. As measured by market capitalization as at May 26, 2015.

2. As of April 30, 2015. Capital calculated to include all regulatory adjustments that will be required by 2019 but retaining the phase-out rules of non-qualifying capital.

3. As of May 26, 2015. Source: Bloomberg.

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**Wealth
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RBC Wealth Management does not provide tax or legal advice. We will work with your independent tax/legal advisor to help create a plan tailored to your specific needs.

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