

**BREAKOUT SESSION:**  
**Financial Management Strategies that Return Profitability**

**Tuesday, January 28, 2025**

**Moderator:**

Seth D. Sprague, CMB, Director, Consulting Services, Richey May

**Panelists:**

Michael Fontaine, CMB, Co-President/COO, Plaza Home Mortgage, Inc.

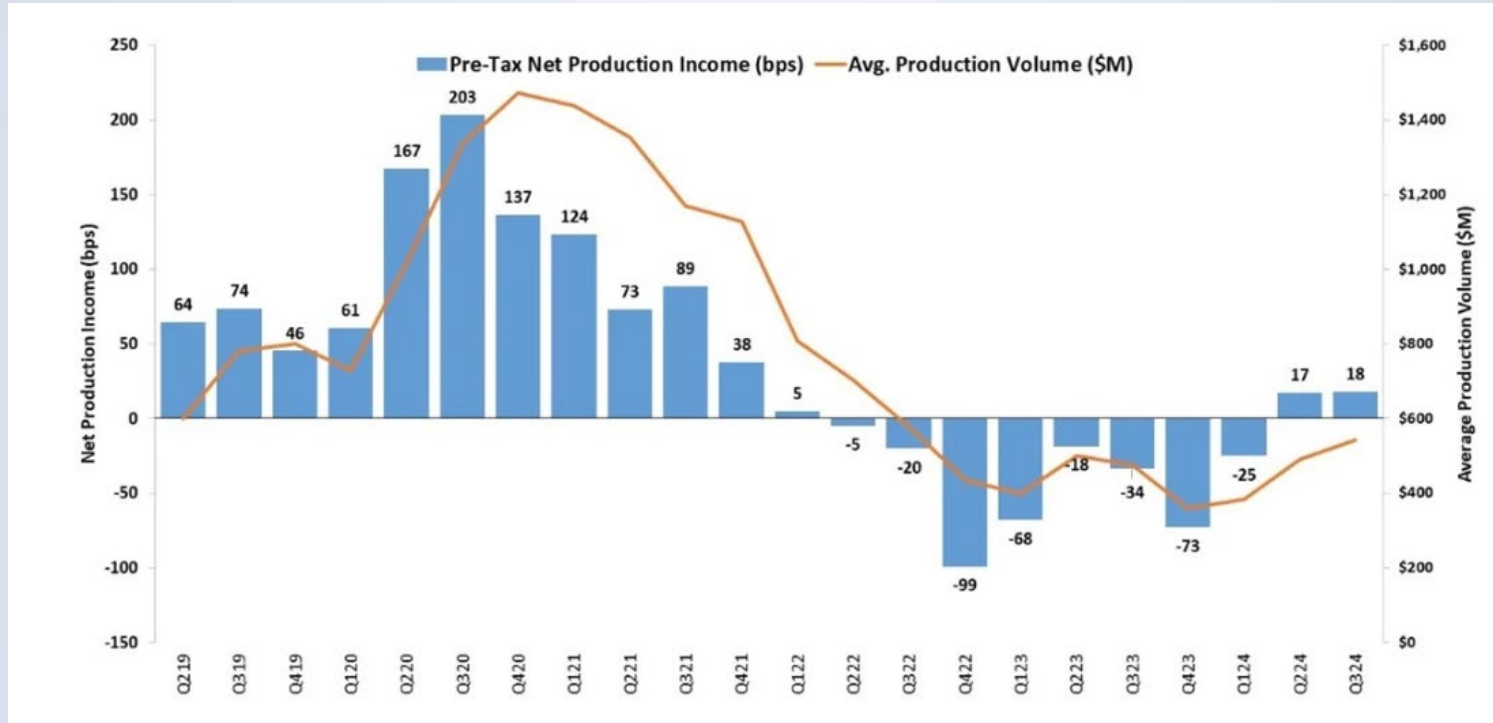
Allison Johnston, CMB, President, Success Mortgage Partners, Inc.

# Agenda

- Profitability Metrics
- Expense Control / Reduction
  - Vendors
  - Technology
  - Monitoring
- Revenue Growth
  - Products
  - Recruitment
  - Monitoring
- Takeways

# Profitability

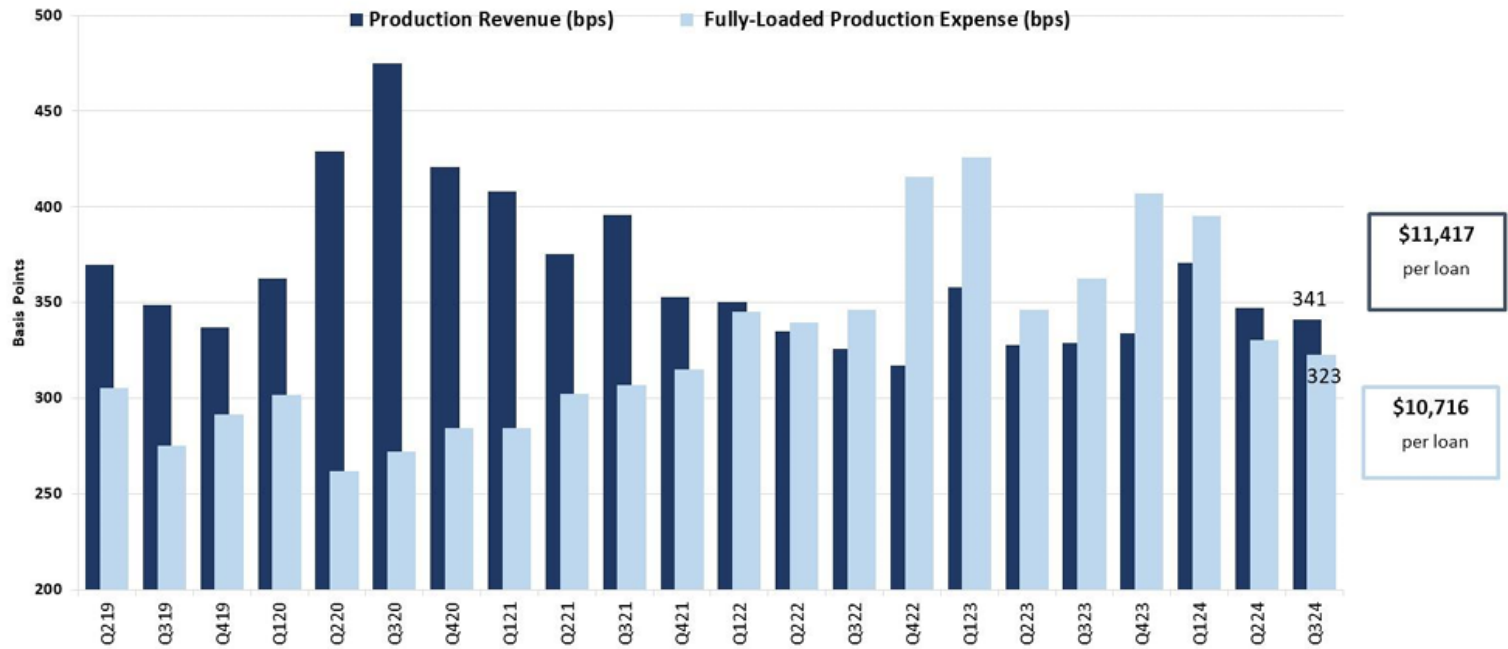
# Pre-Tax Net Production Income



Source: Mortgage Bankers Association's (MBA) Quarterly Mortgage Bankers Performance Report

# Expenses

# IMB Production and Expense (in BPS)



Source: MBA Quarterly Mortgage Bankers Performance Report for IMBs: [www.mba.org/performance-report](http://www.mba.org/performance-report)



# Uni-pigs!



## Success Uni-Pigs

Cash

Efficiency

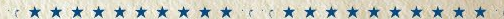
Cash / Efficiency

Source: Allison Johnston

# Revenues



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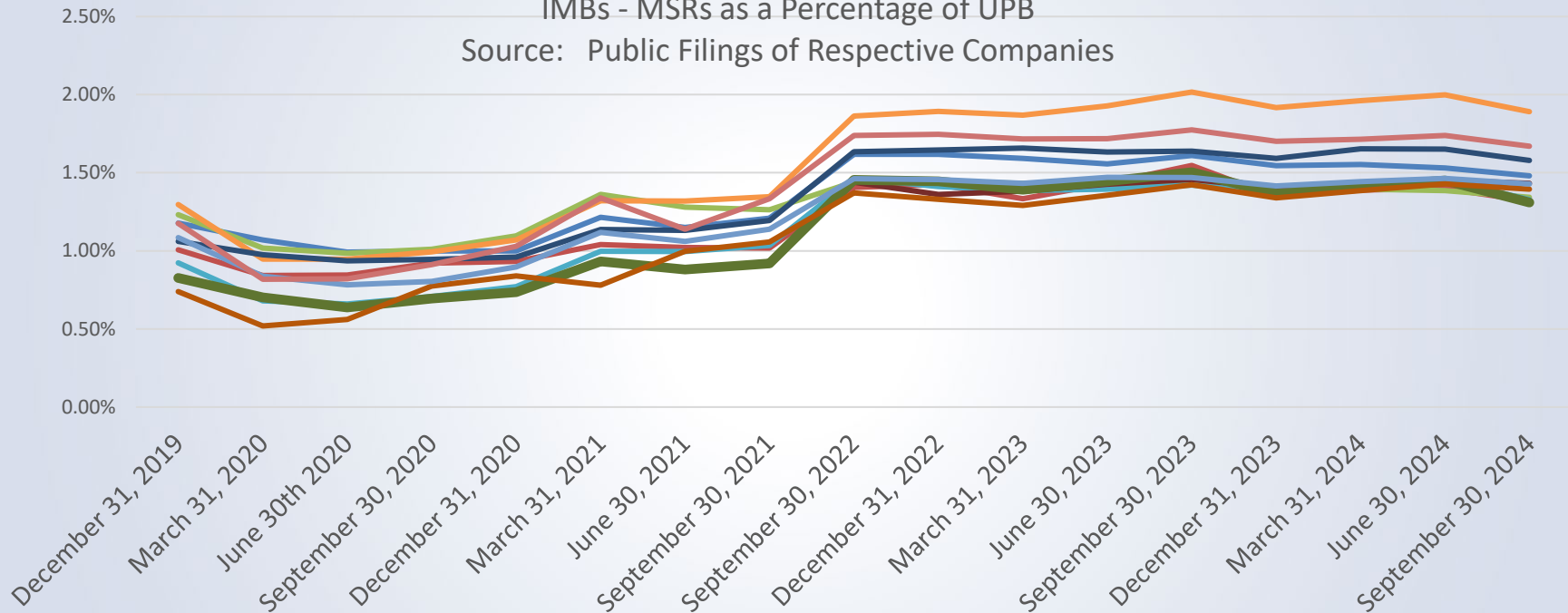
# Revenue Opportunity - Products

Purchase	First-Time Homebuyer	Government	ARM	Jumbo
Construction and Construction Perm	State Bond	2 <sup>nd</sup> Homes and Investment Properties / DSCR	Non-QM	Home Equity Loans and HELOCs
Reverse	Rehab and Renovation	Third Lien Products	Forward Commitments	SPCPs, CRA and Other Affordability Products
Lot Loans, Chattel Loans, Manufactured Housing	Bridge Loans	Cash-Out Refi	Shared Appreciation Mortgage Product	Assumptions

Source: MBA Accounting and Finance Conference – Marina Walsh, CMB

# Servicing Values

IMBs - MSRs as a Percentage of UPB  
Source: Public Filings of Respective Companies

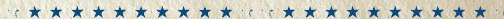


Source: Compiled from Public Data

# Takeaways



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