



FROM GAPS TO GROWTH: FINDING OPPORTUNITY IN EVERY MARKET

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TOPICS FOR DISCUSSION



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MORTGAGE
OPPORTUNITY 101

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DISCOVERING
NEW
OPPORTUNITIES

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UNCOVERING
MISSED
OPPORTUNITIES

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TURNING
INSIGHT INTO
ACTION

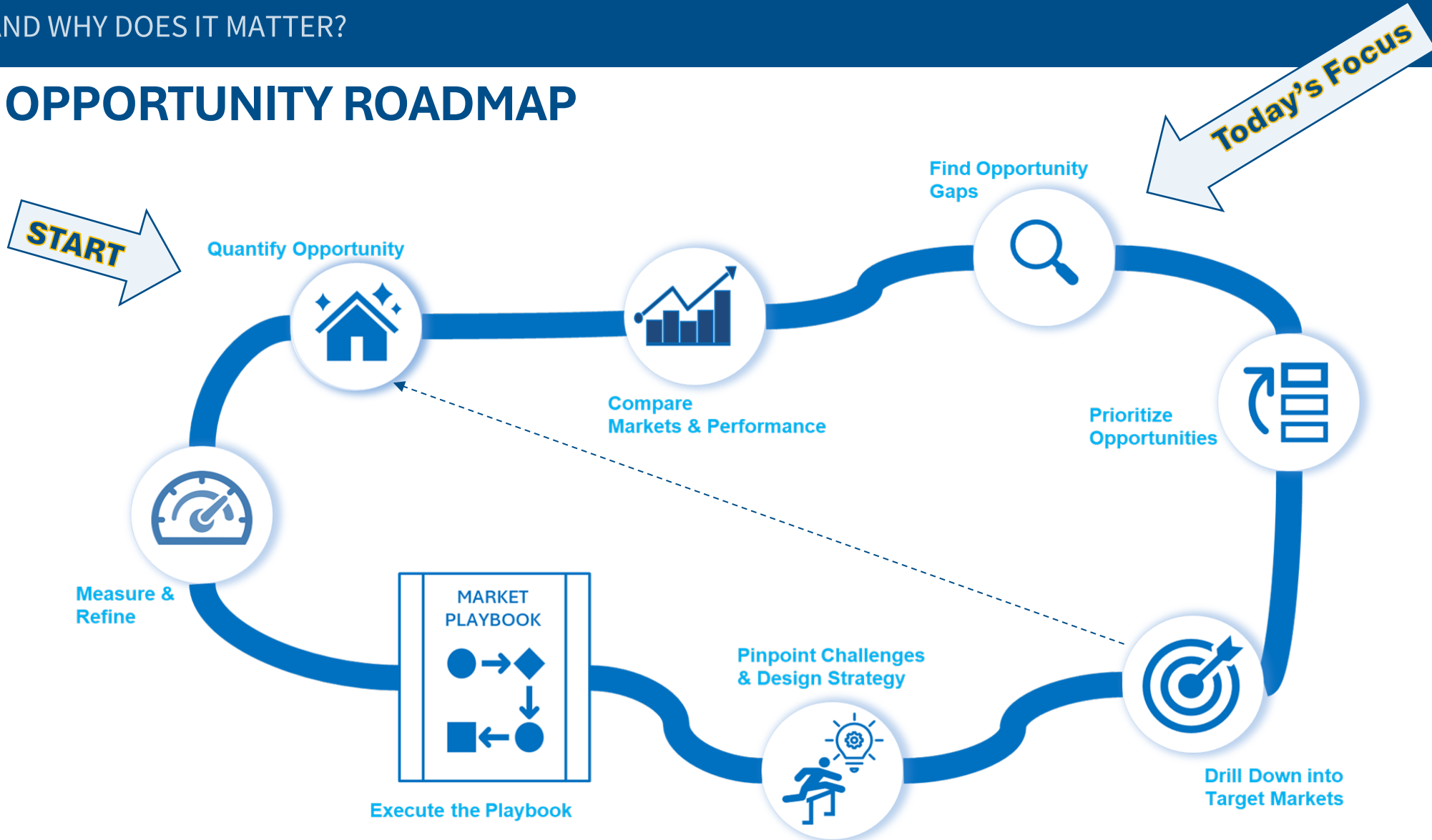
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QUESTIONS?
ADDITIONAL
RESOURCES

WHAT IS LENDING OPPORTUNITY?

AND WHY DOES IT MATTER?

OPPORTUNITY ROADMAP



MORTGAGE OPPORTUNITY 101

AND WHY DOES IT MATTER?

- Opportunity can be quantified in **loans, dollars, growth, share, and segment penetration.**
- Every market has a different **mix of borrowers, products, affordability pressures, and growth drivers.**
- Every lender's opportunity is different because capture depends on **product fit, coverage, execution, and conversion.**
- Past production shows where lending has happened; **forecasts show where demand is heading.**
- The goal is to **identify specific, actionable opportunities by place, borrower segment, product, and strategy.**

TWO OPPORTUNITY PATHS TOWARD GROWTH

New opportunity and missed opportunity start in different places — but both lead to better strategy

Discovering New Opportunities



Use forecasts, demographics, and market data to find where future mortgage demand is forming

**GROWTH
HOTSPOTS**

Uncovering Missed Opportunities



Use HMDA, market share, penetration, and fallout data to find where the lender is under-capturing existing demand.

**COVERAGE
GAPS**

DISCOVERING NEW LENDING OPPORTUNITIES

Where should we grow?

WHAT YOU DO:

1. Define the market universe
2. Measure forecasted demand
3. Identify who is driving growth
4. Compare household growth to mortgage activity
5. Assess product fit
6. Map neighborhood hotspots
7. Prioritize based on strategic fit

ESSENTIAL FOR

- ✓ Market share decline
- ✓ CRA strategy
- ✓ Fair lending monitoring
- ✓ Product performance reviews
- ✓ Branch/LO accountability
- ✓ Peer benchmarking
- ✓ Board reporting
- ✓ Performance recovery plans

UNCOVERING OPPORTUNITIES LEFT BEHIND

What are we missing?

STEP-BY-STEP

1. Start with data: what does it say about your performance?
2. Assess performance by product and purpose
3. Drill down to geographies
4. Compare to peers and market benchmarks
5. Identify borrower segment gaps
6. Assess product & execution gaps
7. Analyze pull-through and fallout patterns
8. Map gaps against opportunity
9. Quantify gaps in loans and dollars
10. Match the gap to an action strategy

ESSENTIAL FOR

- ✓ Market expansion
- ✓ Growth planning
- ✓ Branch/LO deployment
- ✓ Product strategy
- ✓ M&A strategies
- ✓ Footprint evaluation
- ✓ Three-year strategic planning
- ✓ Board or investor growth narrative

When the Paths Come Together

New opportunity and missed opportunity start in different places — but both lead to better strategy

NEW OPPORTUNITIES:

Use forecasts, demographics, and market data to find where future mortgage demand is forming



UNCOVER MISSED OPPORTUNITIES:

Use HMDA, market share, penetration, and fallout data to find where the lender is under-capturing existing demand.



Prioritize the markets, segments, and strategies where growth, need, and execution opportunity overlap

MARKET OPPORTUNITY CHECKLISTS

FINDING NEW OPPORTUNITY

- ✓ Which markets are forecasted to grow?
- ✓ Which borrower segments are driving household growth?
- ✓ Are applications and originations keeping pace with household growth?
- ✓ Which products are borrowers using in those markets?
- ✓ Where are the local neighborhood hotspots?
- ✓ Does this opportunity fit our product, people, and strategy?

FINDING MISSED OPPORTUNITY

- ✓ Where did our share, rank, or volume decline?
- ✓ Is the decline concentrated by market, product, or loan purpose?
- ✓ Are we underperforming with LMI borrowers, diverse borrowers, or LMI/MMCT tracts?
- ✓ Are our applications weak, or are we losing borrowers after application?
- ✓ Is our product mix aligned with the market?
- ✓ Are the gaps located in high-growth opportunity areas?

HOW TO GET STARTED

Whether you are looking for new opportunities or looking for gaps, here is the most simplified “how-to” steps for leveraging data to capture more opportunity:

1. Pick one market where you will investigate new opportunity AND look for opportunities that might have been missed.

2. Quantify how lending opportunities will grow.

3. Break the market into segments.

4. Compare against benchmarks.

5. Quantify potential new opportunity – and also quantify and what you will gain by closing the gaps you uncovered.

6. Begin the work of developing strategies: product, people, partnerships, process or outreach.

KEY TAKEAWAYS – BEST PRACTICES

Start with opportunity,
not just past
production.

Look for both new
demand and missed
opportunity.

Segment the market by
place, borrower,
product, and channel.

Use forecasts to
understand where
demand is going.

Benchmark
performance against
peers, banks, and the
full market.

Map gaps against high-
opportunity
neighborhoods.

Distinguish between
demand-generation
gaps and conversion
gaps

Prioritize the
opportunities that are
sizable, growing,
strategic, and
actionable.

Translate every insight
into a next step.

THANK YOU FOR LISTENING

ONE FINAL TAKE-AWAY:

The best mortgage opportunities are not always in the biggest markets.

The best opportunities are the markets – *both places and people* - in which and for which **forecasted demand, borrower need, coverage gaps, and your ability to act all come together.**

DISCOVERING NEW LENDING OPPORTUNITIES

Where should we grow?

WHAT YOU DO:

1. Define the market universe
2. Measure forecasted demand
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4. Compare household growth to mortgage activity
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6. Map neighborhood hotspots
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ESSENTIAL FOR

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- ✓ Peer benchmarking
- ✓ Board reporting
- ✓ Performance recovery plans

DISCOVERING NEW OPPORTUNITIES

STEP 1: DEFINE THE MARKET UNIVERSE

QUESTION:

WHICH MARKETS DO WE COMPARE?

The right geography depends on the decision.

Use broader geographies to identify WHERE to focus, then drill down to more local levels to understand why the opportunity exists, who it involves and how to act on it.

If the goal is to...	Start With...	Then Drill To...
Compare broad footprint performance	State or MSA or Footprint	MSA / County / tract
Decide which markets to grow in	MSA / CBSA	County / custom zone
Understand if, where and why share declined	State / MSA	County / tract / segment
Find neighborhood-level gaps	County	Census tract / custom zone
Build an actionable field plan	County / tract	Custom zones / LO coverage areas
Align goals with teams	MSA / county	Branch / LO coverage areas
Support CRA or fair lending strategy	Assessment area / county	LMI tracts, MMCTs, borrower segments
Design outreach or partnerships	County / city	Neighborhoods / custom zones

KEY DATA FIELDS:

- ✓ Future lending opportunity in loans and dollars for State, CBSA, county and branch footprints
- ✓ Historical mortgage volume
- ✓ Forecasts by loan purpose
- ✓ Population and household growth
- ✓ Housing supply and affordability indicators

DISCOVERING NEW OPPORTUNITIES

STEP 1: DEFINE THE MARKET UNIVERSE

QUESTION:

WHICH MARKETS DO WE COMPARE?

Every geography level is important...but analysis with each has its strengths and weaknesses.

This detailed table provides more insight into how to use different levels of geographic data – but also provides some words of wisdom regarding some of the caveats that are included.

Geographic Level	Best Used For	Questions It Helps Answer	Strengths	Watch-Outs
State	Executive-level strategy, board reporting, broad footprint comparison	<ul style="list-style-type: none"> • <i>Where are we gaining or losing share?</i> • <i>Which states deserve deeper review?</i> 	+ Good for high-level trend spotting and prioritizing where to drill down	↔ Too broad to guide local action; can hide major differences across metros
MSA / CBSA	Market comparison, expansion planning, resource allocation	<ul style="list-style-type: none"> • <i>Which metro markets have the strongest growth potential?</i> • <i>Where should we invest?</i> 	+ Strong level for comparing market size, growth, competition, and forecasted demand	↔ May mask differences between urban core, suburbs, and outlying counties
County	Local market planning, CRA strategy, branch/LO deployment	<ul style="list-style-type: none"> • <i>Which counties are driving opportunity or underperformance?</i> • <i>Where are gaps concentrated?</i> 	+ More actionable than MSA; useful for aligning with branches, local teams, and market managers	↔ County boundaries may not reflect how borrowers, Realtors, or LOs actually operate
City / Place	Community-level strategy, local outreach, municipal partnerships	<ul style="list-style-type: none"> • <i>Which communities are growing?</i> • <i>Where are homeownership gaps most visible?</i> 	+ Easy for business teams and community partners to understand	↔ Place boundaries can exclude nearby opportunity corridors or unincorporated areas
Census Tract	Gap analysis, CRA/fair lending lens, neighborhood-level targeting	<ul style="list-style-type: none"> • <i>Where are LMI, majority-minority, or high-need/high-opportunity neighborhoods?</i> 	+ Best for pinpointing localized gaps and overlaying borrower, tract, and lending patterns	↔ Can be too granular for execution if viewed one tract at a time
Custom Zones / Trade Areas	Action planning, LO territory design, community strategy	<ul style="list-style-type: none"> • <i>Which clusters of neighborhoods should we prioritize as a practical market?</i> 	+ Turns tract-level insight into manageable, field-ready strategy areas	↔ Requires thoughtful design; zones should reflect real market patterns, not arbitrary lines
Branch / LO Coverage Area	Execution planning and accountability	<ul style="list-style-type: none"> • <i>Are our people aligned with where opportunity exists?</i> 	+ Directly connects data to staffing, outreach, goals, and accountability	↔ Coverage areas may be informal or inconsistent; may need to be defined first
Property / Address-Level	Targeted outreach, portfolio analysis, direct marketing, retention	<ul style="list-style-type: none"> • <i>Which borrowers, properties, or customers represent specific opportunities?</i> 	+ Highly actionable for campaigns and customer strategy	↔ Requires stronger data governance, privacy controls, and careful compliance review

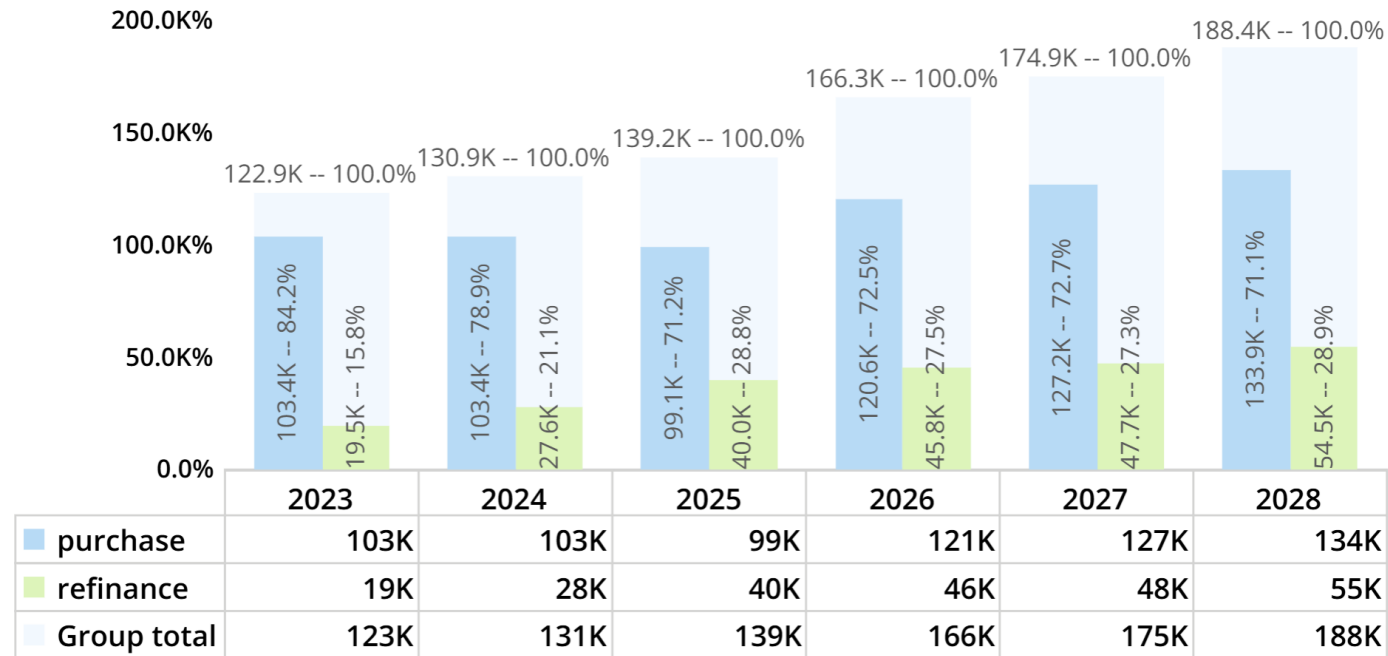
DISCOVERING NEW OPPORTUNITIES

STEP 2: MEASURE FUTURE DEMAND

QUESTION:
WHERE IS MORTGAGE OPPORTUNITY EXPECTED TO GROW?

Origination Snapshot by Loan Purpose (2023-2028) @

Dallas-Fort Worth-Arlington, TX (#19100)



KEY DATA FIELDS:

- ✓ Future lending opportunity in loans and dollars for State, CBSA, county and branch footprints
- ✓ Future household growth rates and household formation trends
- ✓ Forecasted change in market size
- ✓ Forecasted lending growth rates
- ✓ Age cohorts re: homebuying likelihood

➔ **Forecasts show where opportunity is moving...not where it was.**

STEP 3: IDENTIFY THE DRIVERS OF DEMAND

QUESTION:

WHICH BORROWER SEGMENTS ARE CREATING THE MOST DEMAND?

Identifying demand drivers is about more than finding the fastest-growing population. The most useful insight is not “who is growing?” but “**who is growing, where are they located, what products will they need, and are lenders reaching them today?**”

Best Practice	What It Means	Question to Ask
Look at both size and growth	A segment may be growing quickly but still be small, or large but growing slowly. The strongest opportunities often sit where scale and growth intersect .	Is this segment large enough to matter today, and growing enough to matter tomorrow?
Separate population growth from mortgage readiness	Growth does not automatically translate into near-term mortgage demand. Household formation, age, income, tenure, affordability, and credit access all matter.	Is this growth creating market-ready borrowers, future borrowers, or both?
Compare household share to application and origination share	If a segment represents a growing share of households but a smaller share of mortgage activity, that may point to an access, outreach, product, or affordability gap.	Is mortgage activity keeping pace with the market's demographic reality?
Pinpoint overlaps in segment opportunity	The most useful insights often come from overlapping factors such as age, income, race/ethnicity, geography, tenure, and product need.	Which combinations of borrower, place, product, and life stage are most important?
Distinguish near-term demand from future pipeline	Some segments are ready to borrow now; others may need education, savings support, credit preparation, or down payment assistance before they become mortgage-ready.	Does this segment need a lending strategy now, a readiness strategy, or both?
Translate demand drivers into strategic implications	This step should end with a clear “so what” tied to product, outreach, partnerships, LO coverage, or goals.	What would we do differently because this segment is driving demand?

DISCOVERING NEW OPPORTUNITIES

KEY DATA FIELDS:

- ✓ Households and growth by race/ethnicity
- ✓ Household growth by income
- ✓ Growth by age and income
- ✓ Renter households ~ homebuyer ready
- ✓ LMI households
- ✓ FTHB indicators
- ✓ Homeownership rate gaps

→ Opportunity is more than just how much or where...it's who and why.

STEP 4: COMPARE HOUSEHOLD AND LENDING PATTERNS

DISCOVERING NEW OPPORTUNITIES

QUESTION:
IS MORTGAGE ACTIVITY KEEPING PACE WITH HOUSEHOLD GROWTH OR IS THERE UNMET DEMAND?

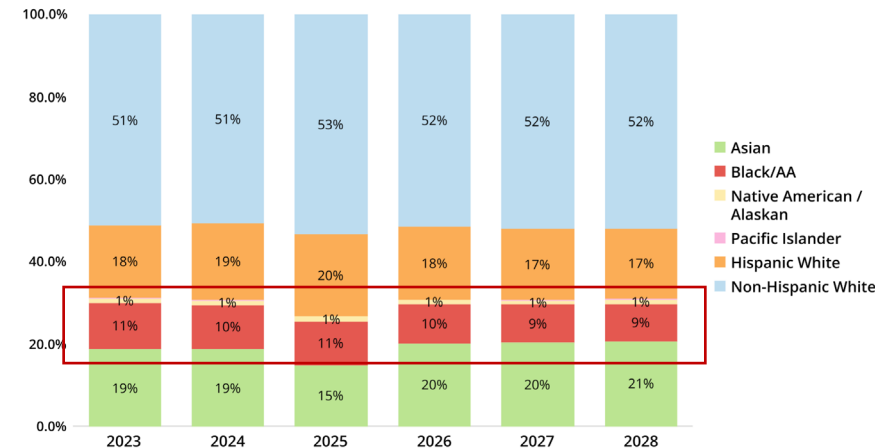
Housing summary by race/ethnicity

Filters: Dallas-Fort Worth-Arlington, TX (#19100); all census tracts

Race/ethnicity	↑ Households	% of Households	Homeownership rate
Asian	201,047	7.1%	63.7%
Black/AA	494,482	17.5%	39.0%
Hispanic White	213,246	7.5%	53.7%
Native American / Alaskan	15,193	0.5%	63.6%
Non-Hispanic White	1,409,880	49.9%	69.1%
Other/2+ Race	489,669	17.3%	56.3%
Pacific Islander	2,361	0.1%	42.6%
Total	2,825,878	100.0%	60.0%

Origination Snapshot by Race-Ethnicity (2023-2028) ©

Dallas-Fort Worth-Arlington, TX (#19100)



The chart and table above show the gap between the household demographics and lending patterns. For example, 17.5% of households are Black, but only 10% of purchase loans are projected to be originated by Black borrowers. Gaps like this explain the difference in homeownership rates between different groups, as well: Black households have a homeownership rate of 39%, compared to the 69.1% HO rate of non-Hispanic white households in Dallas. Data show that a significant % of Black households are mortgage-ready – meaning that they represent considerable unmet demand.

KEY DATA FIELDS:

- ✓ Forecasts for different household demographic groups
- ✓ Historical data for different household groups
- ✓ Penetration rates by segments
- ✓ HO rates by segment
- ✓ HH Share vs. Application Share

➔ Closing existing homeownership gaps leads to more loans and better communities.

STEP 5: LOAN PURPOSE AND PRODUCT MIX

DISCOVERING NEW OPPORTUNITIES

QUESTION:

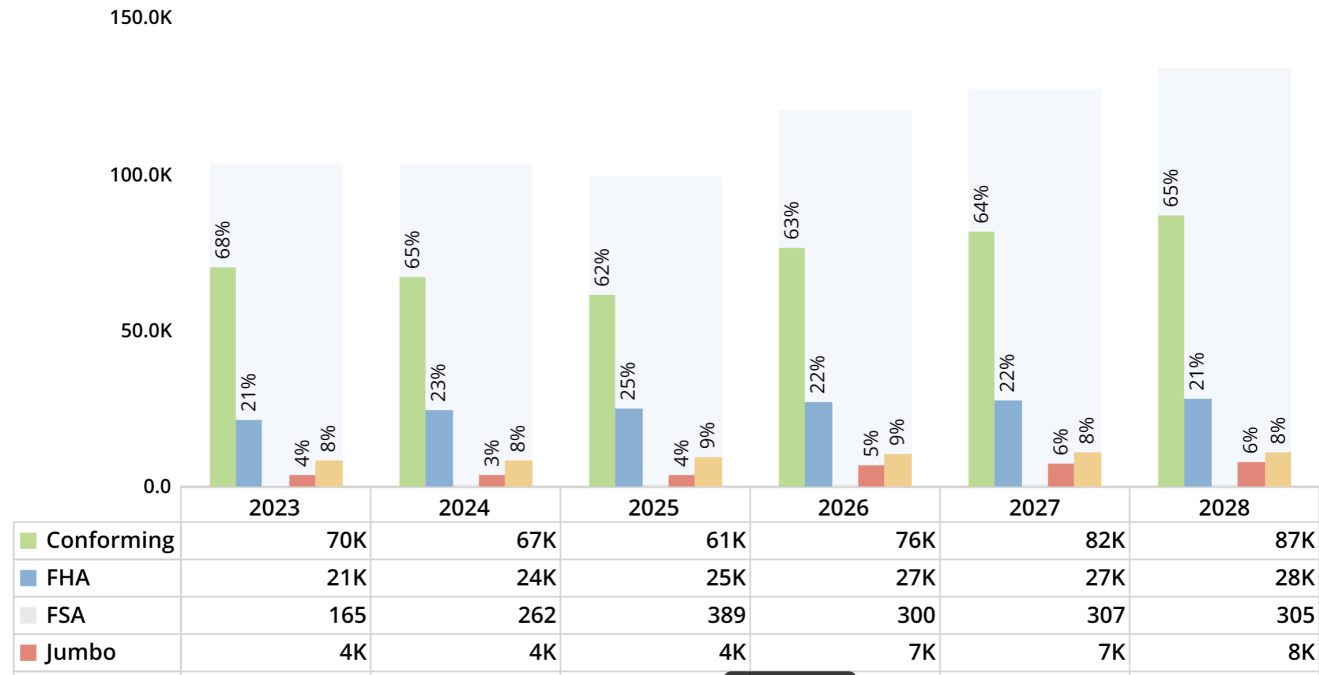
WHAT PRODUCTS ARE BEING USED BY THE BORROWERS AND MARKETS DRIVING GROWTH?

KEY DATA FIELDS:

- ✓ Market distribution and forecast by loan purpose and product type
- ✓ Historical competitive landscape data to understand which lenders are best serving different segments of market

Purchase Origination Snapshot by Loan Type (2023-2028) ©

Dallas-Fort Worth-Arlington, TX (#19100)



➔ Market opportunity is only attainable when the right products are utilized.

STEP 6: DRILL DOWN TO NEIGHBORHOODS

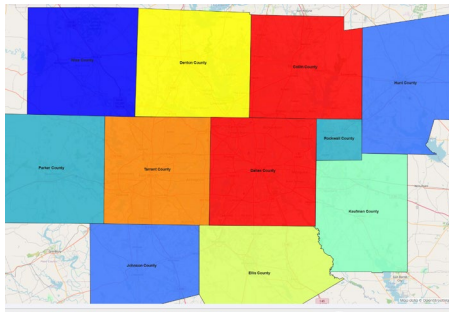
QUESTION:
*WHERE INSIDE THE MARKET IS THE OPPORTUNITY
CONCENTRATED?*

DISCOVERING NEW OPPORTUNITIES

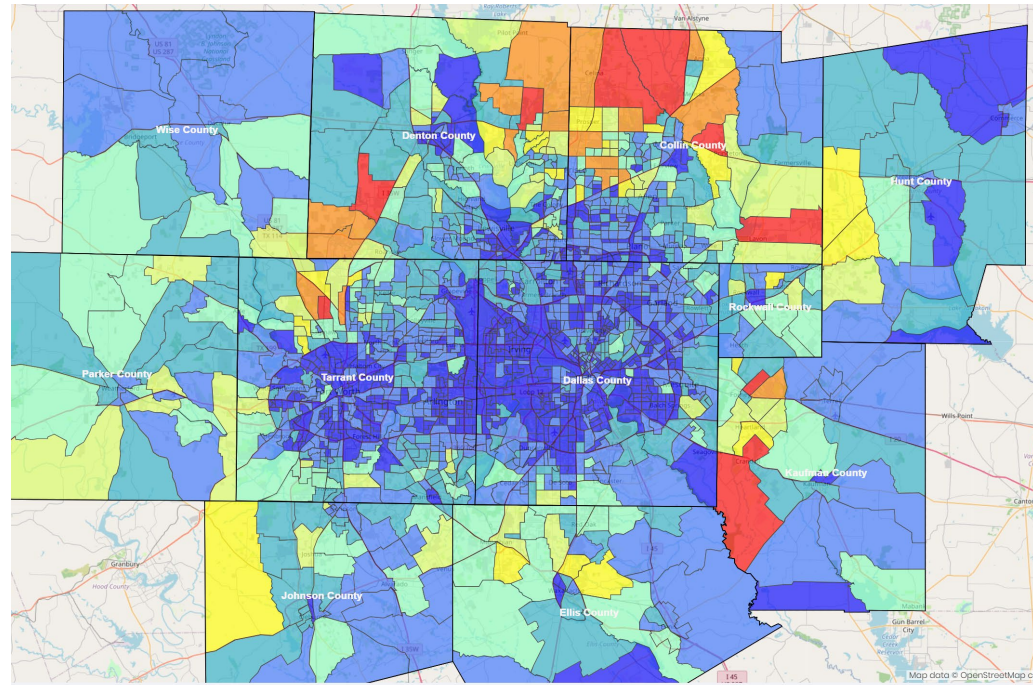
KEY DATA FIELDS:

- ✓ Household demographics by tract and neighborhood
- ✓ Lending application and origination patterns by neighborhood
- ✓ Affordability by neighborhood
- ✓ Competitor activity
- ✓ Heatmap overlays

2026 Purchase Loan Forecast by County



2026 Purchase Loan Forecast by Tract



→ True “hotspots” exist where market growth is actionable.

STEP 7: TEST STRATEGIC FIT

QUESTION:

WHICH OPPORTUNITIES MATCH OUR STRENGTHS AND STRATEGIES?

Best Practices to Consider:

✓ **Not every good opportunity is your opportunity.**

A market can be large, growing, and attractive — but still not be the right place for your institution to focus first.

✓ **Ask whether this fits how you win.**

Does the opportunity line up with your products, brand, borrower relationships, delivery model, or community presence?

✓ **Be honest about product readiness.**

If the hotspot depends on FHA, VA, DPA, construction, renovation, portfolio lending, or home equity, make sure you have the products and execution capacity to serve it well.

✓ **Look at your people, operations, and channels.**

Do you have the right LO coverage, branch support, referral partners, Realtors, builders, community relationships, underwriting flexibility, pre-app support, bilingual capacity or digital reach to actually get in front of this market?

✓ **Connect the opportunity to business priorities.**

The best opportunities usually support more than one goal — growth, CRA, fair lending, customer retention, product expansion, or competitive positioning.

✓ **Know what you would need to invest.**

If the opportunity is real but you are not ready for it, name what would need to change: people, products, partnerships, process, training, or budget.

DISCOVERING NEW OPPORTUNITIES

KEY DATA FIELDS:

- | | |
|-----------------------------|------------------------------|
| ✓ Lender product strengths | ✓ Fair lending priorities |
| ✓ LO profiles and footprint | ✓ Operational capabilities |
| ✓ Branch network | ✓ Community outreach network |
| ✓ CRA or other goals | ✓ Brand strength |



→ Strategic fit is where lenders move from “this market looks attractive” to “this is an opportunity we are positioned to capture.”

UNCOVERING OPPORTUNITIES LEFT BEHIND

What are we missing?

STEP-BY-STEP

1. Start with data: what does it say about your performance?
2. Assess performance by product and purpose
3. Drill down to geographies
4. Compare to peers and market benchmarks
5. Identify borrower segment gaps
6. Assess product & execution gaps
7. Analyze pull-through and fallout patterns
8. Map gaps against opportunity
9. Quantify gaps in loans and dollars
10. Match the gap to an action strategy

ESSENTIAL FOR

- ✓ Market expansion
- ✓ Growth planning
- ✓ Branch/LO deployment
- ✓ Product strategy
- ✓ M&A strategies
- ✓ Footprint evaluation
- ✓ Three-year strategic planning
- ✓ Board or investor growth narrative

STEP 1: LISTEN TO THE DATA

QUESTION:
WHERE DOES OUR PERFORMANCE SEEM TO BE FALLING BEHIND?

This first step is not about diagnosing the cause yet. It is about finding the signal that says, “Something changed, something is misaligned, or something deserves a closer look.”

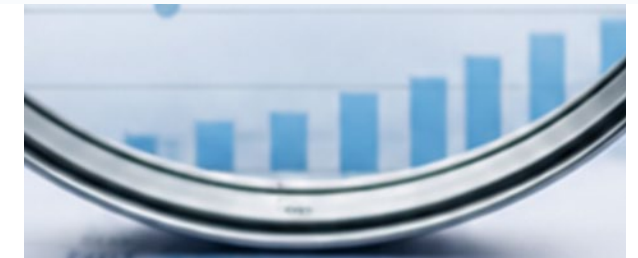
Metric	Benchmark
Loan count growth	Market growth
Dollar volume growth	Market dollar growth
Unit market share	Prior year, peers, all lenders
Dollar market share	Prior year, peers, all lenders
Rank	Prior year rank
Application share	Origination share
Origination rate	Peers, all lenders
Denial rate	Peers, all lenders
Withdrawal/incomplete rate	Peers, all lenders
Average loan size	Market and peer average
LMI borrower penetration	Peers, banks, all lenders, household share where relevant
LMI tract penetration	Peers, banks, all lenders
Race/ethnicity borrower penetration	Peers, banks, all lenders, household share where relevant
Product mix	Market and peer product mix
Loan purpose mix	Market and peer loan purpose mix

UNCOVERING MISSED OPPORTUNITIES



KEY DATA FIELDS:

- ✓ Year-over-year market share
- ✓ Rank change
- ✓ Application share
- ✓ Origination share
- ✓ Dollar share
- ✓ Unit share
- ✓ Growth rate compared with market growth
- ✓ Performance by state, CBSA, county, or branch markets



➔ Data should drive the direction of your analysis.

STEP 2: DIG DEEPER INTO PERFORMANCE BY PURPOSE

UNCOVERING MISSED OPPORTUNITIES

QUESTION:
IS OUR OVERALL MARKET POSITION HIDING PERFORMANCE GAPS?

- ✓ Do not assume the total number tells the full story.
- ✓ Break performance apart by **loan purpose, product type, units, dollars, applications, and originations.**
- ✓ Look for places where one strong category is masking weakness in another.

Look At	Why It Matters	What It Could Mean:
Loan purpose mix	Total share may hide purchase weakness	Overall share is stable, but purchase share fell sharply
Product mix	Product strengths may mask gaps	HELOC volume is strong, but FHA/VA lending is very low
Unit share vs. dollar share	Loan size shifts can distort performance	Dollar share increased, but unit share declined
Applications vs. originations	Helps separate demand from conversion	Application share held steady, but origination share fell

KEY DATA FIELDS:

- ✓ Market Share by Purpose
- ✓ Market Share by Product Type
- ✓ % Growth in units/dollars
- ✓ Change in Lender Ranking



➔ Top-level performance sometimes covers up important gaps.

STEP 3: DIG DEEPER INTO GEOGRAPHIC LEVELS

QUESTION:

WHICH MARKETS MIGHT BE DRIVING OUR DECLINE?

- ✓ Drill down before diagnosing the problem.
- ✓ A footprint-wide issue may actually be concentrated in only a few markets.
- ✓ Geography helps move the conversation from “we are losing share” to “where exactly are we losing it”

State to CBSA

Finds which metros are driving the decline

Example: Texas share loss is concentrated in Dallas and San Antonio

CBSA to county

Reveals local concentration

Example: Dallas County accounts for most of the Dallas decline

County to tract or neighborhood

Shows specific coverage gaps

Example: Lender has little activity in several LMI neighborhoods

Branch or Neighborhood Footprint

Tests whether people coverage aligns with opportunity

Example: Strong LO team exists, but activity is not reaching priority areas

KEY DATA FIELDS:

- ✓ State-CBSA-County-Tract Drilldown
- ✓ Market, application, and origination share by geography
- ✓ YOY change
- ✓ Branch/LO coverage gaps
- ✓ Changes in competitor share

➔ Go beyond “did we lose share?” Find out where.

STEP 4: COMPARE PERFORMANCE TO MARKET AND PEERS

QUESTION:

HOW DOES OUR PERFORMANCE COMPARE TO THE MARKET, OUR PEERS, OR SPECIFIC COMPETITORS?

Benchmark	Why It Matters	Example Signal
Prior-year performance	Shows whether you are improving or slipping	Share fell from 5.2% to 4.0%
Peer group	Shows whether similar lenders are doing better	Peers held share while ABC declined
All banks	Useful for bank-to-bank comparison	Your bank trails the bank benchmark for LMI borrowers
All lenders	Shows total market reality, including IMBs	IMBs are capturing more FHA/VA opportunity
Top competitors	Shows who is winning the gap	Two competitors gained share where ABC lost it

KEY DATA FIELDS:

- ✓ Lender, peer, market leader and all lender market share
- ✓ Top competitor comparisons
- ✓ Rank by units and dollars
- ✓ Application share vs origination share
- ✓ Share by product and purpose

➔ You can better understand performance gaps when you compare to the right benchmarks.

STEP 5: IDENTIFY BORROWER SEGMENT GAPS

QUESTION:

WHO ARE THE POTENTIAL HOMEBUYERS WE'RE MISSING?

- ✓ Ask who is being reached and who is being missed.
- ✓ Compare borrower penetration to market, peer, and household benchmarks.
- ✓ Segment gaps often reveal the real business issue behind the performance decline

Segment	Why It Matters	Example Signal
LMI borrowers	Key for CRA, growth, and access strategy	LMI applicant penetration trails peers by 10 percentage points
Borrower race/ethnicity	Shows whether lender reach matches market demographics	Hispanic households are growing, but Hispanic applications are flat
Income bands	Reveals affordability and product-fit issues	Middle-income borrowers are present but underrepresented in originations
LMI/MMCT tracts	Shows geographic and community development relevance	Low activity in high-opportunity LMI neighborhoods
First-time buyer indicators	Helps identify purchase pipeline	Young renter households are growing, but purchase apps are weak

KEY DATA FIELDS:

- ✓ LMI applicant penetration rate
- ✓ Borrower race/ethnicity penetration rates
- ✓ Tract income penetration
- ✓ Majority-minority tract penetration
- ✓ Applications and originations by income/race/ethnicity
- ✓ Household share compared with application/origination share
- ✓ Peer, bank, and all-lender benchmarks
- ✓ Also look at age, gender, etc.

➔ Market share gaps are revealed when viewed through borrower mix comparisons.

STEP 6: IDENTIFY PRODUCT AND PROCESS GAPS

QUESTION:

ARE WE MISSING OPPORTUNITY BECAUSE OF PRODUCT MIX OR OPERATIONS CHALLENGES?

Product/Loan Characteristic	Why It Matters	Example
FHA share	Often important for first-time buyers and affordability-constrained borrowers	Market FHA share is high, but lender FHA share is minimal
VA share	Critical in military-heavy markets	Competitors are winning VA lending outside San Antonio
Conventional vs. government mix	Shows whether product strategy fits borrower needs	ABC purchase lending is 95% conventional
DPA / affordable lending	Helps assess readiness for LMI opportunity	LMI demand exists, but product support is limited
Loan size / DTI / CLTV	Reveals borrower profile and underwriting fit	Competitors are serving higher-CLTV borrowers more effectively

KEY DATA FIELDS:

- ✓ Product mix by borrower segment
- ✓ Product mix by geography
- ✓ Product market share
- ✓ Loan Size, DTI, CLTV
- ✓ Pricing/rate spread
- ✓ Channel indicators
- ✓ Denial rates and reasons

➔ **Product fit – rather than household outreach – contributes to market gaps.**

STEP 7: ANALYZE PULL-THROUGH AND FALLOUT RATES

QUESTION:

ARE WE GENERATING ENOUGH APPLICATIONS BUT LOSING BORROWERS DURING THE PROCESS?

Pattern	What it means
Low application share and low origination share	Demand generation / coverage problem
Strong application share but weak origination share	Conversion / underwriting / process problem
High withdrawals or incompletes	Borrower support, documentation, process, or competition issue
High denials	Product fit, underwriting, affordability, credit, collateral, or DTI issue
High approved-not-accepted	Pricing, timing, borrower experience, or competitor capture issue

KEY DATA FIELDS:

- ✓ Application/Origination share and rates
- ✓ Fallout rates by fallout type
- ✓ Fallout by borrower segments, product mix, geography, loan characteristics
- ✓ Denial rates and reasons

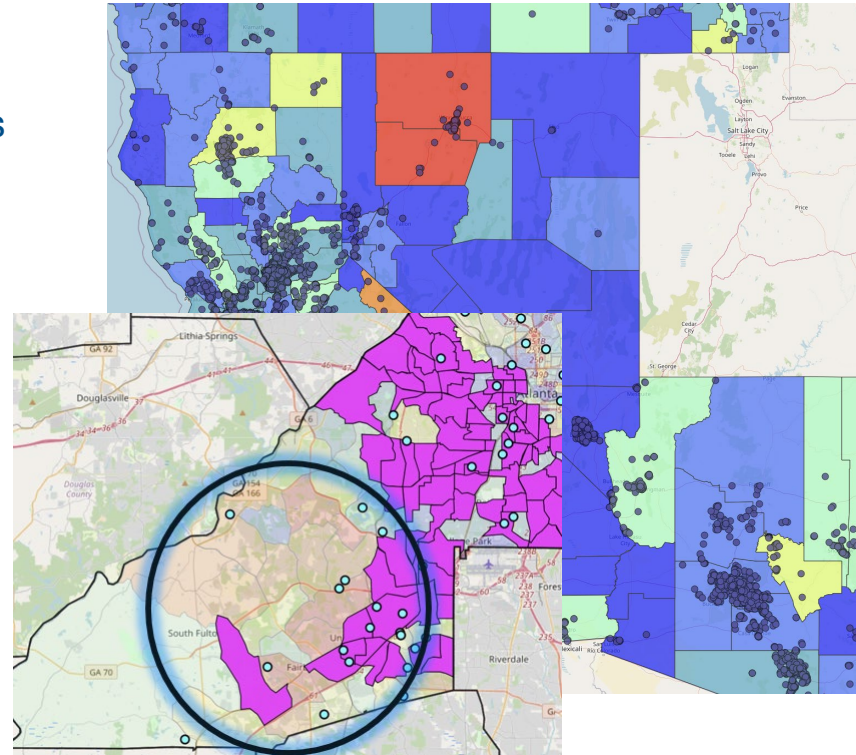
➔ Missed opportunity can happen before the application, during underwriting, or after approval.

STEP 8: MAP GAPS AGAINST OPPORTUNITY

QUESTION:

ARE OUR GAPS OCCURRING IN PLACES WITH HIGH OPPORTUNITY AND GROWTH?

- ✓ When you are looking at the maps remember that they are meant to help you determine whether your coverage matches the market opportunity.
- ✓ **The most urgent gaps are where weak lender activity overlaps with strong current or future demand.**



KEY DATA FIELDS:

- ✓ Forecasted opportunity and household growth
- ✓ Market activity by tract/neighborhood vs. lender activity by tract/neighborhood
- ✓ LMI, MMCT overlays
- ✓ Branch/sales team coverage

➔ **The most critical gaps are the ones located in future opportunity hotspots.**

STEP 9: QUANTIFY THE SIZE OF THE GAP

UNCOVERING MISSED OPPORTUNITIES

QUESTION:

HOW MUCH OPPORTUNITY ARE WE REALLY MISSING?

Gap Calculation	What It Answers	Example
Peer penetration gap	What if we performed like similar lenders?	Matching peer LMI penetration would add X applications
Market share gap	What if we regained prior share?	Returning to 5.2% share would add X loans
Segment share gap	What if segment share matched total share?	LMI share trails overall share by X points
Conversion gap	What if fallout improved?	Reducing withdrawals by 5 points would preserve X applications
Forecast gap	What future opportunity is at risk?	Weak coverage areas are projected to generate X future loans

KEY DATA FIELDS:

- ✓ Penetration rate gap
- ✓ Market share gap
- ✓ Application and origination gaps
- ✓ Loan and dollar volume gaps
- ✓ Loan size differences
- ✓ Forecasted future opportunity
- ✓ Difference between peer benchmark groups

➔ Gaps are actionable when they are translated into loans, dollars, and strategies.

STEP 10: DIAGNOSE AND PRESCRIBE A SOLUTION

UNCOVERING MISSED OPPORTUNITIES

QUESTION:
HOW CAN WE START TO FILL THESE GAPS?

Gap Type	Likely Response
Geographic gap	LO deployment, branch focus, referral partnerships, local outreach
LMI borrower gap	Affordable lending strategy, DPA, counseling partnerships, CRA-aligned goals
Product gap	FHA/VA strategy, portfolio product, home equity, renovation, construction, first-time buyer program
Channel gap	Realtor/builder partnerships, community partnerships, direct-to-consumer strategy
Conversion gap	Process redesign, pre-application support, documentation help, underwriting review
Competitive gap	Peer benchmarking, pricing/product comparison, targeted market response
Forecast hotspot gap	Strategic growth priority, market plan, leadership accountability



➔ Finding and understanding performance gaps should inform strategies that fill them.



FROM GAPS TO GROWTH: FINDING OPPORTUNITY IN EVERY MARKET

Thank you for watching!

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