

# **BUSINESS OPERATIONS TRACK: Recapture, Retention, and Revenue Playbook**

Tuesday, February 17, 2026

## **Moderator**

Seth Sprague, CMB, Director, Richey May

## **Speakers**

Chris King, SVP, Business Development, Rocket Mortgage, LLC

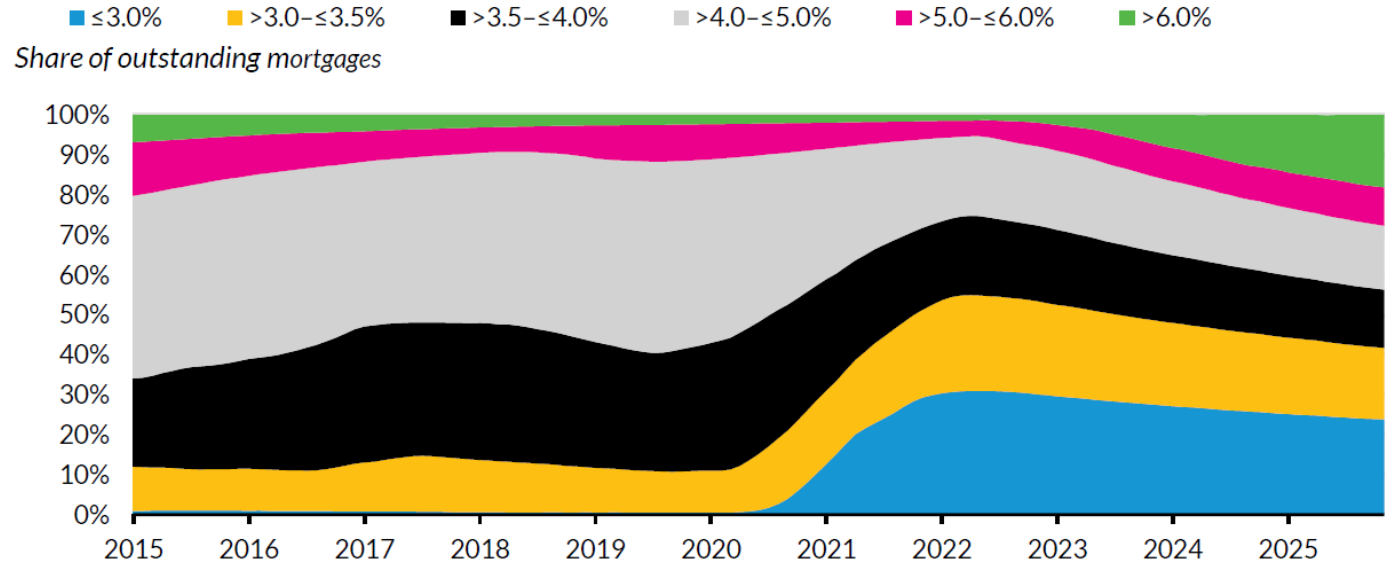
Tim O'Bryant, Division SVP, Business Transformation, LoanCare

Mike Seminari, Director, Customer Experience, STRATMOR Group

Rakesh Sheth, Head of Consumer Direct and Sales Analytics, Citizens Bank

# Outstanding Agency Volume

## Outstanding Agency Mortgage Volume, by Interest Rate



Sources: eMBS, Freddie Mac, and Urban Institute calculations.

Note: Data as of November 2025.

Source: Urban Institute – December 2025 Chartbook

# Perception of Customer Experience (CX) Delivery / Reality

**81%**  
**of Companies**

Believe they are  
customer-obsessed

CX  
Perception  
Gap

**8%**  
**Customers**  
**Agree**

Source: Bain & Company

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# 2004 Largest Servicers

Historically banks dominated servicing (with a few notable exceptions)

Banks believed that mortgage servicing represented a key cross sell opportunity for other bank products and created a “customer for life”

What did “classic retention” efforts look like for banks?

Source: American Banker October 2004

## Top Residential Servicers

On June 30, 2004. Dollars in millions

	Portfolio	Year earlier	Change	Market share	Change	
1	Wells Fargo Home Mortgage San Francisco	\$740,220	\$592,687	25%	10.05%	+1.20%
2	Countrywide Financial Corp. Calabasas, Calif.	726,227	559,124	30	9.86	+1.51
3	Washington Mutual Seattle	717,995	726,920	-1	9.75	-1.11
4	Chase Home Finance Edison, N.J.	492,548	437,092	13	6.69	+0.16
5	Bank of America Charlotte	253,300	249,550	2	3.44	-0.29
6	CitiMortgage Inc. O'Fallon, Mo.	232,339	196,234	18	3.15	+0.22
7	GMAC Residential Holdings Horsham, Pa.	211,283	192,632	10	2.87	-0.01
8	ABN Amro Mortgage Ann Arbor, Mich.	205,002	201,325	2	2.78	-0.22
9	National City Mortgage Miamisburg, Ohio	158,344	140,305	13	2.15	+0.05
10	Cendant Mortgage Mount Laurel, N.J.	144,370	129,346	12	1.96	+0.03
11	Principal Residential Mortgage Des Moines	119,155	115,397	3	1.62	-0.11
12	Golden West Financial Corp./World Oakland, Calif.	86,491	63,690	36	1.17	+0.22
13	Homecomings/GMAC-RFC Minneapolis	80,936	67,124	21	1.10	+0.10
14	SunTrust Mortgage Inc. Richmond	72,208	63,476	14	0.98	+0.03
15	First Horizon Home Loans Irving, Tex.	72,165	63,952	13	0.98	+0.02
16	U.S. Bank Home Mortgage Bloomington, Minn.	66,798	57,307	17	0.91	+0.05
17	HSBC Mortgage Corp. USA Depew, N.Y.	59,370	46,710	27	0.81	+0.11
18	Aurora Loan Services Inc. Aurora, Colo.	51,754	39,259	32	0.70	+0.12
19	Dovenmuehle Mortgage (E) Schaumburg, Ill.	51,000	46,250	10	0.69	+0.00
20	IndyMac Bancorp Inc. Pasadena, Calif.	41,929	32,974	27	0.57	+0.08
21	GreenPoint Mortgage Funding Novato, Calif.	37,693	28,716	31	0.51	+0.08
22	BB&T Corp. Wilson, N.C.	37,494	37,235	1	0.51	-0.05
23	Flagstar Bank Troy, Mich.	35,516	37,182	-4	0.48	-0.07
24	Homeq Servicing Corp. North Highlands, Calif.	33,986	19,873	71	0.46	+0.16
25	Irwin Mortgage Corp. Fishers, Ind.	30,678	24,422	26	0.42	+0.05
26	Fifth Third Mortgage Cincinnati	30,306	30,916	-2	0.41	-0.05

# Top Agency Servicers



How has the servicing shifting to non-banks changed recapture efforts?

How does channel mix come into play with recapture?

What does an effective recapture program look like internally? (who are the key players)

Top 25 Agency Mortgage Servicers January 2026

Rank	Servicer	UPB(\$m)			New Issuance(\$m)			Prepayment(\$m)			MSR Transfer(\$m)			
		%	2025*	2025	2024	2025	2024	2023	2025	2024	2023	2026	2025	2024
1	LAKEVIEW LOAN SERVICING LLC	8.5	775,042	777,021	722,881	42,028	41,856	64,471	74,178	53,168	29,108	7,520	103,636	128,154
2	MR. COOPER/NATIONSTAR MTGE	7.7	697,911	690,698	689,803	64,120	47,773	35,499	51,412	38,015	21,823	14,580	13,421	197,020
3	PENNYMAC	7.4	671,446	679,209	636,396	129,156	105,552	99,422	56,785	43,471	28,634	-1	-11,601	3,484
4	FREEDOM MTGE CORP	6.9	629,947	672,116	644,167	61,922	100,242	20,523	65,275	40,300	26,186	-32,816	47,958	146,973
5	JP MORGAN	6.4	579,668	574,835	564,721	29,728	24,450	20,325	29,106	24,684	20,443	9,805	34,312	19,380
6	ROCKET MTGE/QUICKEN LOANS	5.7	514,592	527,697	513,621	94,857	84,096	73,406	54,624	37,903	29,512	-5,877	-8,202	17,178
7	NEWREZ LLC	5.6	507,172	513,022	500,082	70,083	58,295	36,561	41,431	30,610	18,171	239	2,061	63,641
8	WELLS FARGO	4.0	364,845	381,898	449,305	8,052	8,184	13,717	21,899	23,708	29,387	-13,584	-30,556	-23,937
9	ONSLow BAY FINANCIAL LLC	2.6	238,030	229,346	187,252	2,155	1,694	56	9,053	6,441	4,080	10,164	55,674	46,466
10	UNITED WHOLESALE MTGE/UNITED SHORE	2.4	215,690	218,905	216,202	145,328	118,843	102,363	24,685	13,361	10,377	-	-111,922	-169,363
11	TRUIST BANK	2.3	211,401	213,294	205,300	11,609	10,606	13,606	11,491	9,934	9,501	-	17,299	7,594
12	US BANK	2.2	200,069	202,000	210,945	21,481	23,362	26,812	13,086	11,650	10,262	5	-9,044	-11,579
13	CROSSCOUNTRY MTGE LLC	2.0	185,058	150,801	99,812	31,871	19,274	14,250	10,755	6,302	3,490	36,157	32,089	323
14	PNC BANK NA	1.9	175,805	171,389	184,568	3,089	3,053	2,701	8,756	8,617	7,236	5,837	1,123	15,136
15	MATRIX FIN SERVICES CORP	1.7	157,327	167,480	194,314	1,577	1,970	2,764	9,828	9,122	8,391	-8,789	-10,938	-114,081
16	CARRINGTON MTGE SERVICES	1.6	142,667	141,874	134,057	4,081	3,731	4,253	11,879	8,730	6,923	2,202	19,585	18,723
17	ONITY/OCWEN/PHH	1.5	134,345	143,785	108,638	36,335	23,178	19,229	9,571	6,196	4,615	-7,881	12,352	-11,730
18	PLANET HOME LENDING	1.4	128,797	130,020	95,064	31,019	18,459	26,695	11,699	7,848	3,672	496	17,470	-4,631
19	LOANDEPOT.COM	1.2	105,602	106,920	104,972	15,544	14,728	16,003	8,923	8,274	6,077	-103	-1,267	-31,875
20	GUILD MTGE CO	1.1	96,157	97,269	91,474	17,388	14,745	12,288	7,737	5,386	3,736	-	-1,396	1,638
21	CITIZENS BANK	1.0	92,979	94,093	94,571	9,280	7,195	9,112	5,851	4,944	4,249	-217	-15	-1
22	FIFTH THIRD BANK	0.9	84,871	85,729	91,655	3,175	2,810	5,042	5,159	4,866	4,486	-89	-260	905
23	AMERIHOMES MTGE COMPANY LLC	0.8	71,948	73,714	65,272	53,602	45,163	41,647	9,446	6,302	3,392	-	-34,888	-49,582
24	CMG MTGE INC	0.8	69,814	70,532	87,300	22,442	19,905	15,620	5,363	5,347	3,293	-	-31,491	-17,733
25	NEW AMERICAN FUNDING/BROKER SOLUTIONS	0.7	66,645	67,427	64,901	9,829	9,142	8,459	5,453	4,174	2,792	-	-	-
	Bank	26.6	2,415,209	2,438,036	2,566,094	165,100	166,054	182,387	141,510	134,020	125,378	-66	-36,607	-108,426
	NonBank	73.4	6,649,936	6,729,561	6,385,264	1,071,234	950,597	815,043	566,888	411,798	283,623	66	36,607	108,426
	All	100.0	9,065,145	9,167,597	8,951,357	1,236,333	1,116,651	997,430	708,398	545,819	409,002	-	-	-

Source: Ginnie Mae, Fannie Mae, Freddie Mac, Recursion Co. \* YTD through January 2026. \*\* YTD through December 2025.

For more information, please visit [Recursion Mortgage Company Reports](#)

If you have any questions, please reach out to us at [inquiry@recursionco.com](mailto:inquiry@recursionco.com)



[www.recursionco.com](http://www.recursionco.com)

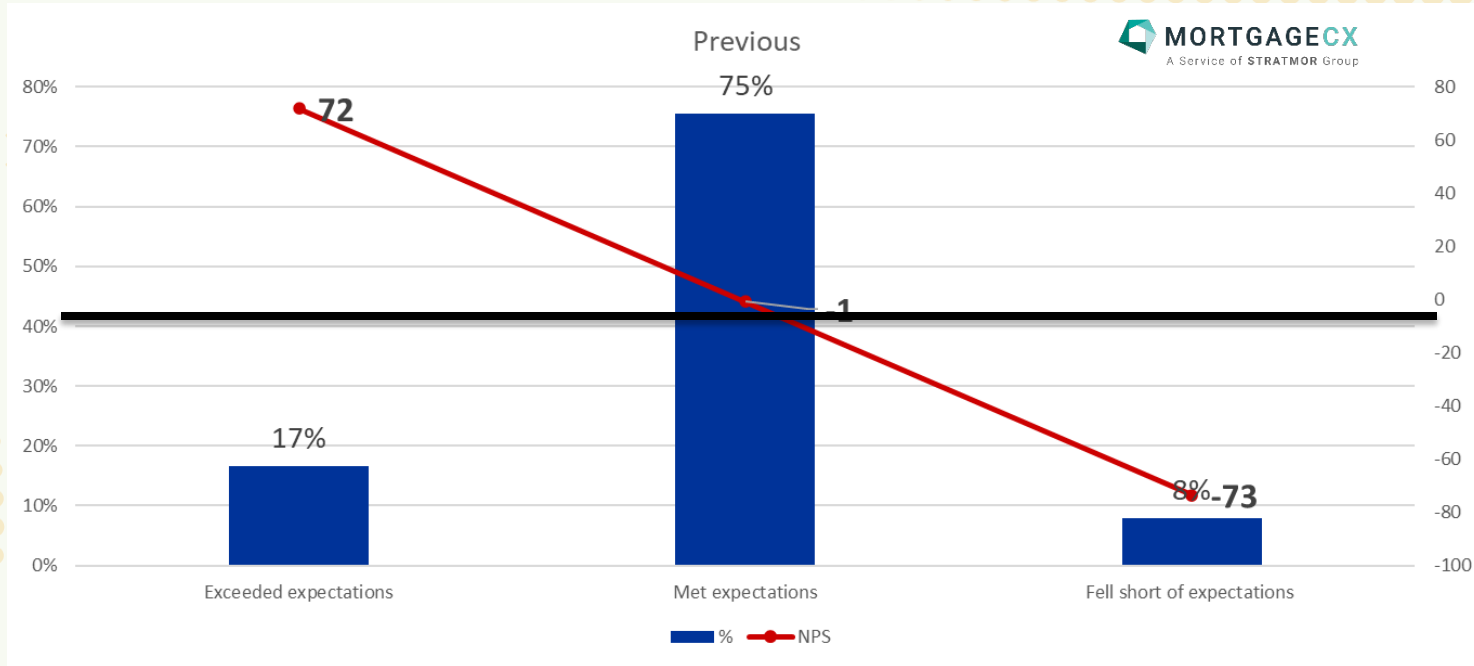
Source: MBA Website

# Servicing Transfers

Are MSR buyers or correspondent buyers more effective in recapture?

What challenges do correspondent buyers or MSR buyers face?

Is this a missed opportunity to create a positive experience?



Source: STRATMOR MortgageCX Servicing Benchmark 2025

# Homebuyers Privacy Protection Act

## What the Law Bans — and What It Still Allows

The new law generally prohibits the sale and use of trigger leads unless two key conditions are met:

1. The lead is used for a firm offer of credit or insurance, and
2. The recipient:
  - Has consumer authorization, or
  - Has an existing relationship with the consumer (as originator, servicer, or deposit account holder)
  - This law significantly restricts the pool of companies that can access and use trigger leads, especially third-party lead aggregators and nonbank lenders without direct consumer relationships.

Source: <https://www.garrishorn.com/blog/8pxsn7kkxv9r7nk2szy53yzq6ywg59>

# Homebuyers Privacy Protection Act

Legislation places strict limits on when it is acceptable for a consumer reporting agency to furnish consumer reports to a third party. **Signed into law on September 5, 2025 and takes effect on March 5, 2026**

The third-party transaction must consist of a firm offer of credit or insurance.

In most cases, the consumer must authorize and provide explicit permission to have their information sold to third parties.

The only exceptions are when the third party is the consumer's existing mortgage servicer or is an insured depository institution that holds a current account for the consumer.

Source: <https://www.icba.org/w/summary-of-the-icba-backed-trigger-leads-bill>

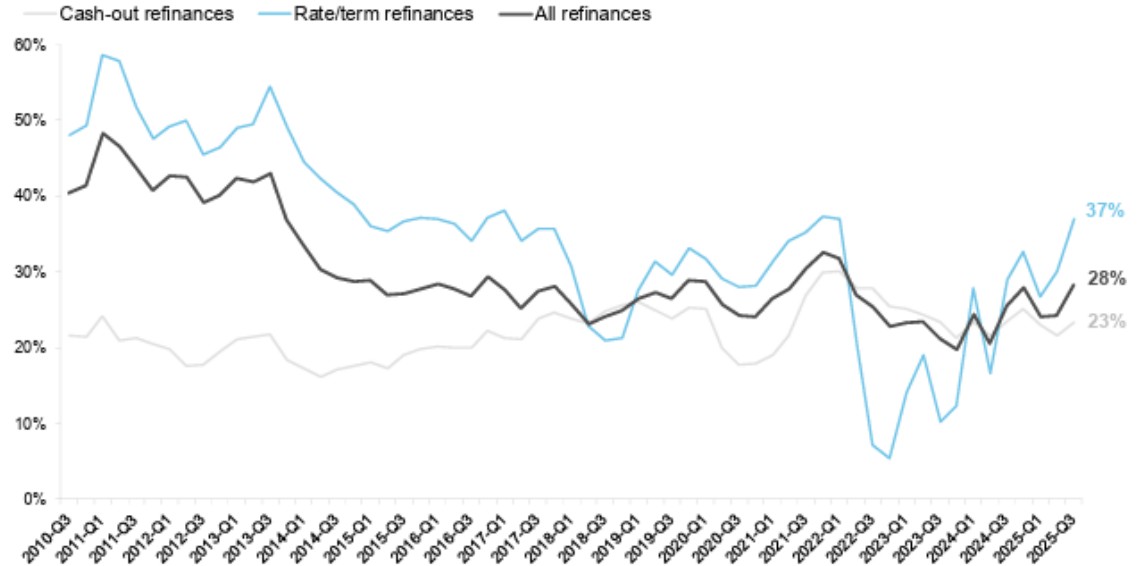
How will the Homebuyers Privacy Protection Act impact recapture efforts?

# Recapture / Retention Rates

How are recapture programs looking to expand their ability to address non-cash out refinances?

How is data and technology being used to increase the purchase recapture?

Servicer retention rate of refinance transactions

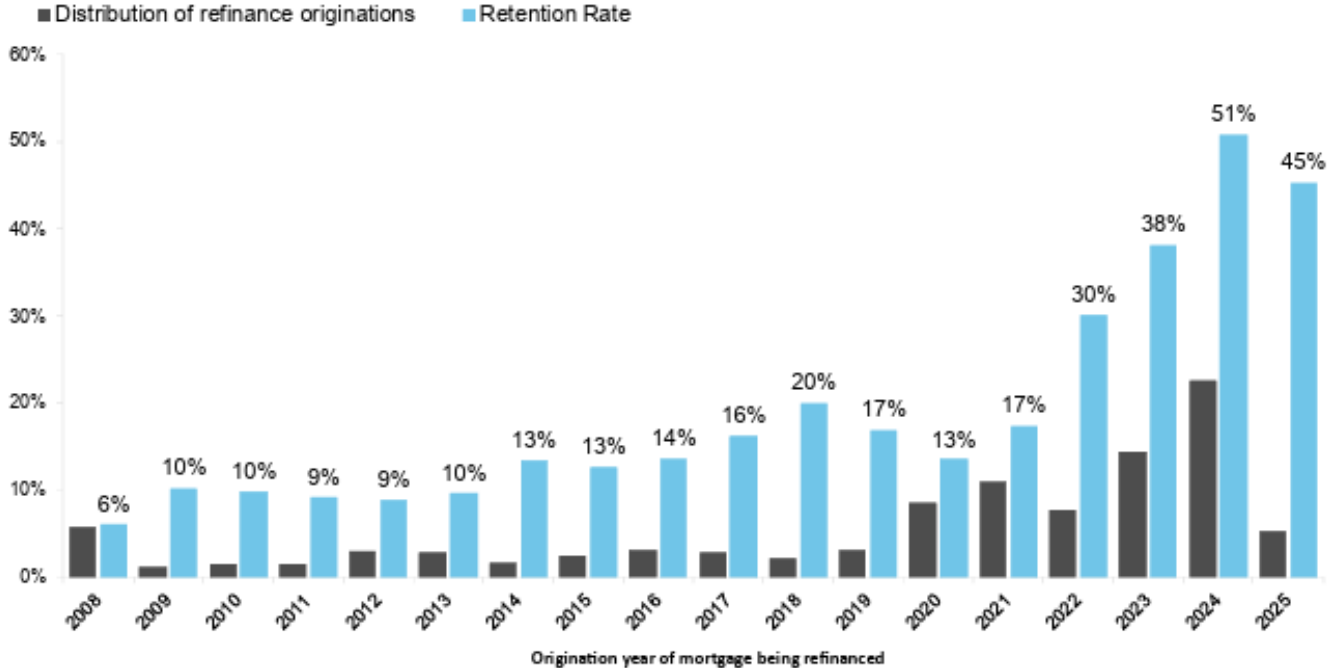


Source: ICE McDash + Property

# Vintage Based Recapture Rates

Does it make a difference between in house or outsourced servicing in terms of recapture?

## Retention rates by prior loan vintage



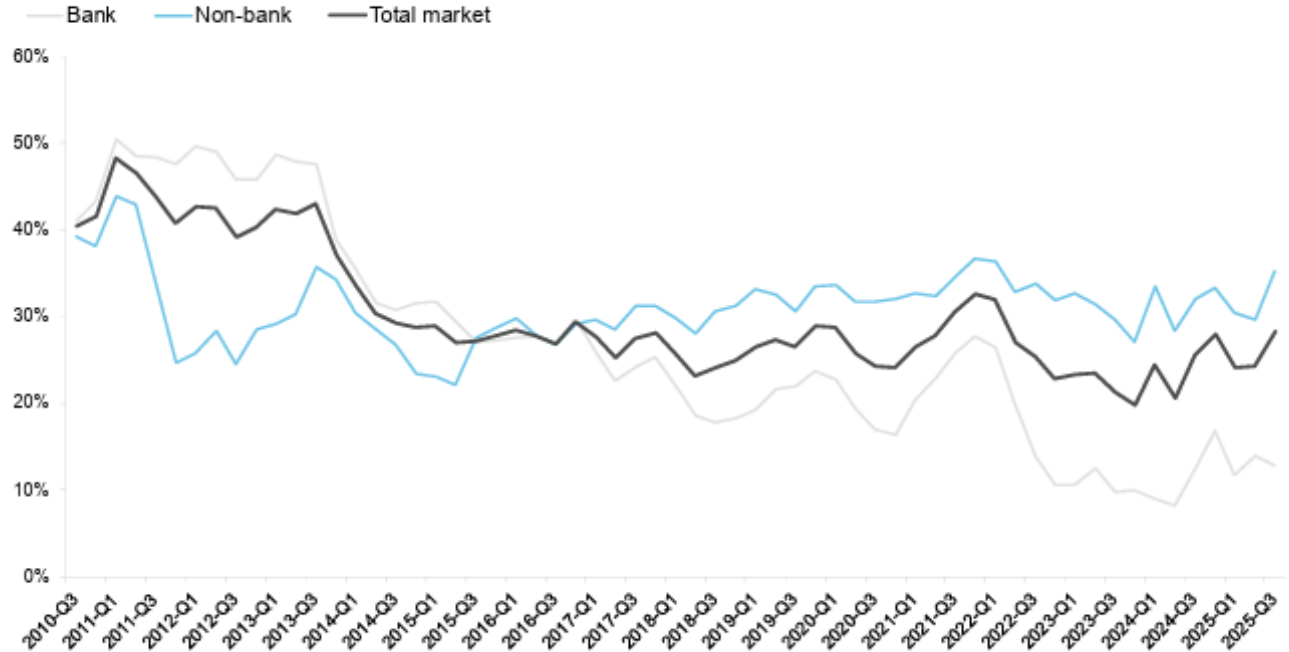
Source: ICE McDash + Property

# Recapture Banks vs Non-Banks

Why are non-banks more effective than Banks in retention / recapture?

What are non-banks doing different from banks to boost recapture?

Servicer retention rate of refinance transactions

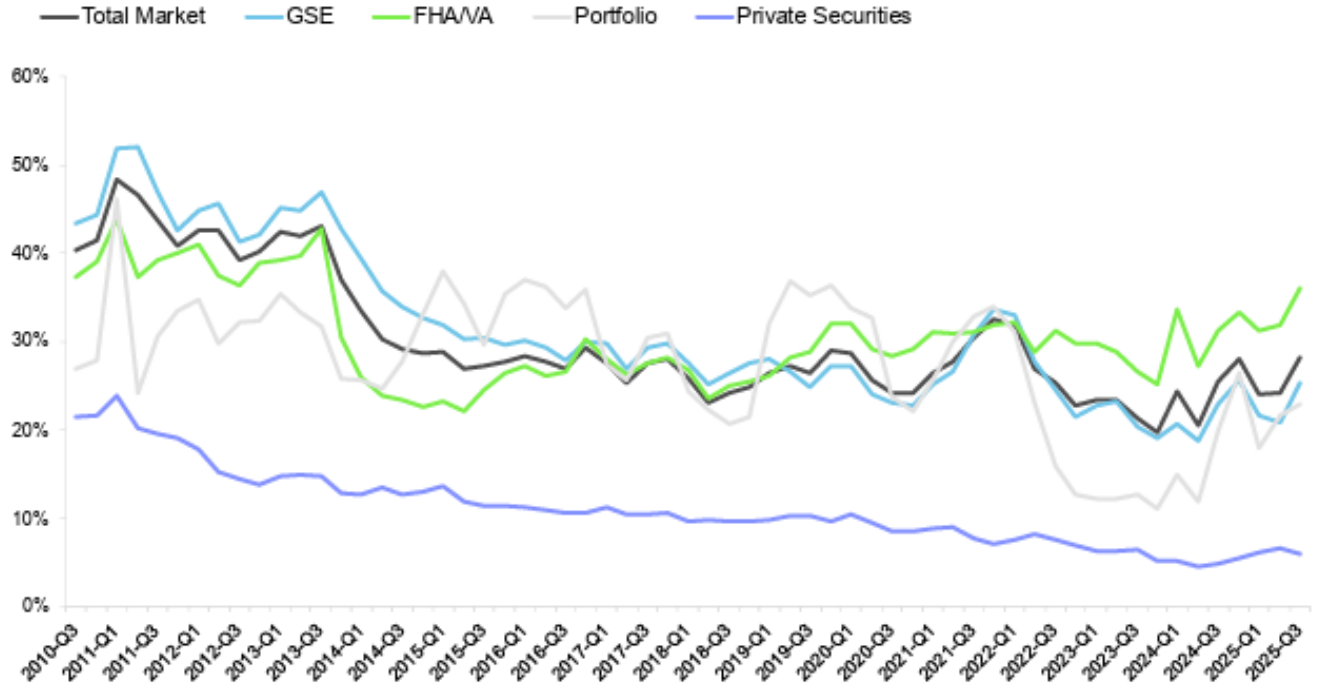


Source: ICE McDash + Property

# Recapture by Investor

Why is the recapture rate higher for FHA / VA than other investors / guarantors?

## Servicer retention rate of refinance transactions



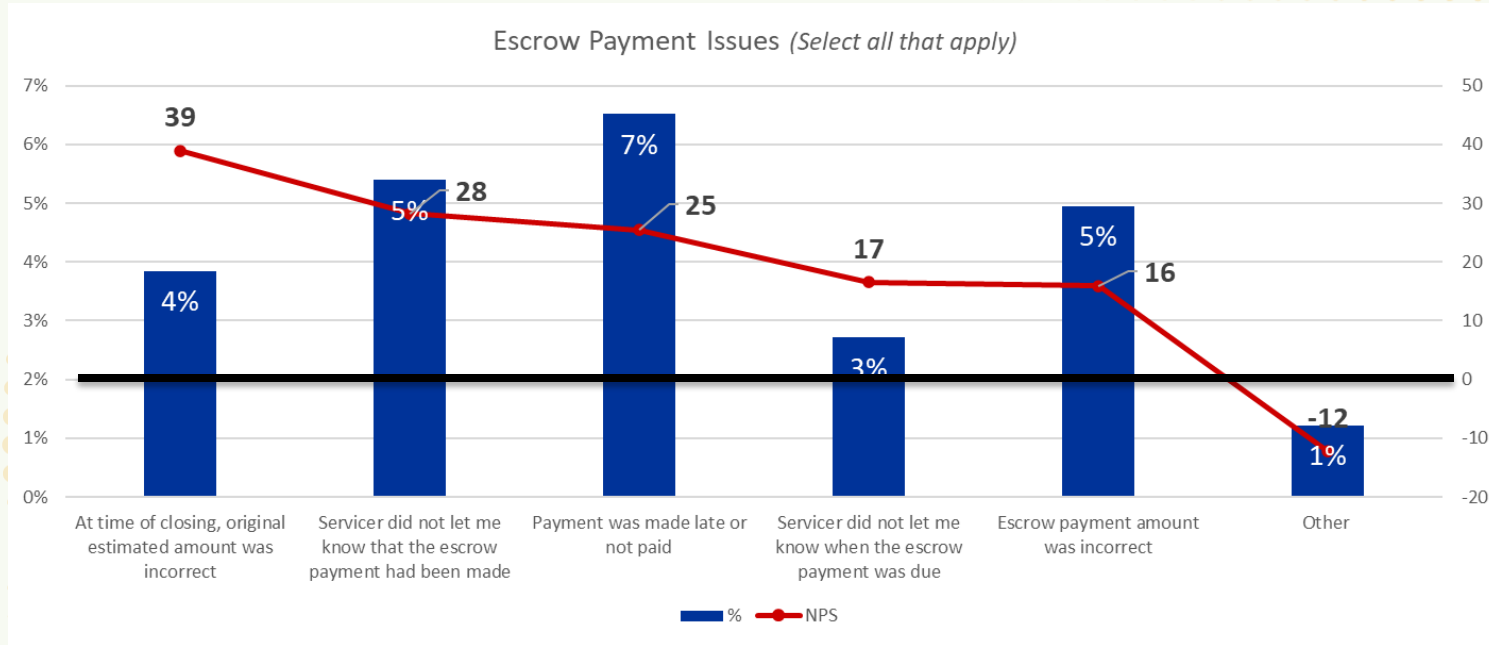
Source: ICE McDash + Property

# Deep Dive : Escrows

Borrower communications are critical

Escrows represent a “high risk area”

How can technology help with communications?



Source: STRATMOR MortgageCX Servicing Benchmark 2025

# EITF / FASB

PFSI has asked the FASB to address the inconsistent accounting treatment within the industry

No timeline on when decision will be reached

EITF-AR-2025  
Comment Letter No. 2



August 8, 2025

Technical Director  
Financial Accounting Standards Board  
401 Merritt 7  
PO Box 5116  
Norwalk, CT 06856-5116

Dear Technical Director,

PennyMac Financial Services, Inc. (“we” or “PFSI”) is requesting that the Emerging Issues Task Force (“EITF”) add a new project to its agenda to clarify the unit of account for mortgage servicing rights (“MSRs”). Specifically, market participants consider the ability to solicit borrowers<sup>1</sup> of the underlying serviced loans for refinancing (“recapture”) — an intangible benefit to the servicer beyond cash flows of the servicing contract. We believe that MSR transaction prices reflect recapture rights and U.S. Generally Accepted Accounting Principles (“GAAP”) does not clearly indicate whether recapture should be accounted for as part of an MSR or as a separate intangible asset.

#### *Current GAAP*

The accounting guidance for MSRs is contained in Accounting Standards Codification Topic 860 – *Transfers and Servicing* (“ASC 860”). ASC 860 requires that MSRs be initially recorded at fair value<sup>2</sup>. Subsequent measurement may be made using either the amortization method or fair value measurement method<sup>3</sup>. Regardless of the subsequent measurement method chosen, fair value must be estimated on a recurring basis to determine the carrying value if the fair value method is applied and for impairment assessment if the amortization method is applied.<sup>4</sup> Regardless of the subsequent measurement method applied, the fair value of MSR must be disclosed and quantitative information regarding inputs that are significant to the estimation of fair value is also required to be disclosed.<sup>5</sup>

Source: FASB Website

Where does recapture go from here?