

VISION / MISSION / RULES OF THE GAME

Our Vision: Adventure Together.

The joy is in the journey.

We're on an adventure to make the most of life. We believe that we can make the most of life through work by providing opportunities to learn, grow in responsibility, contribute to others, and develop meaningful relationships.

"It is not that we have a short time to live, but that we waste a lot of it. Life is long enough, and a sufficiently generous amount has been given to us for the highest achievements if it were all well invested. But when it is wasted in heedless luxury and spent on no good activity, we are forced at last by death's final constraint to realize that it has passed away before we knew it was passing. So it is: we are not given a short life but we make it short, and we are not ill-supplied but wasteful of it... Life is long if you know how to use it." – Seneca, On the Shortness of Life

Our Mission (BHAG): 50,000 loans closed in 2028.

A rising tide lifts all ships. Big goals attract big people. Challenge provides the opportunity for individual growth.

The Rules of The Game: How we define our culture. They tell us what we should and shouldn't do.

1. Be All In

Be all in on Princeton: Support our Vision, Mission and Rules of the Game.

Be all in on Yourself: Dream big. This is an amazing industry. The only one who will hold you back is yourself. Be intrinsically motivated and work with passion and perseverance. Show up. Don't quit on yourself or the team because you are scared, or it is hard. Have grit. The joy is in the journey.

Be all in on "Us": Build great relationships. Our work is meaningful when we impact the wellbeing of our team, customers, and mission. Care about your teammates and share your life with them. Happiness is only real when shared. You get out what you put in. We're in this together.

Be a missionary not a mercenary. Mercenaries maximize value for themselves, missionaries are part of something bigger than themselves. Care about people and take action to help them. Have grace and forgiveness. Understand that none of us is perfect. Don't be a jerk. Help people thrive.

Go through the motions but criticize your colleagues and leadership. Complain about meetings, culture exercises, drill-downs, etc. Don't come to company meetings. Try to get others on the negative bandwagon and be hypercritical about our culture and mistakes. If the team heads in a direction you disagree with, criticize behind their backs, and don't fully commit to the direction we are heading. Leave anonymous reviews on feedback surveys, but never voice your real opinions in public or with your manager.

2. Be the CEO of Your Life and Work.

Own your outcomes and act like an owner. Whatever circumstances you face at work and in life, you will be more likely to succeed and find happiness if you take responsibility for your decisions instead of complaining about things beyond your control. You can have an impact on our results, regardless of your position.

Don't be a victim, be a player. Accept that to be part of the solution, you have to be part of the problem. Innocence equals impotence. Take full responsibility for the circumstances of your life, and your physical, emotional, mental, and spiritual wellbeing. Commit to support others to take full responsibility of their lives. Take 100% responsibility. Never make excuses or blame others.

You must take unconditional responsibility; you need to see yourself as a "player," as a central character who has contributed to shape the current situation—and who can thus affect its future. This is the opposite of seeing yourself as a "victim," subject to forces beyond your control. The player is in the game and can affect the result. The victim is out of the game and can only suffer the consequences of others' actions. Innocence = impotence.

Be a victim, position yourself as 'innocent' - It's not my fault.' Blame the job for your unhappiness. Quit when it gets hard, or you have a setback. Think things are unfair, and that you aren't appreciated. Complain that you should be GIVEN more money/recognition/responsibility. Blame others and things outside of your control for what is wrong in the world. Make excuses, avoid accountability.

3. Be Humble, Hungry & Smart.

The right people are the ones who have three virtues – humility, hunger and people smarts.

HUMBLE. Great team players lack excessive ego or concerns about status. They are quick to point out the contributions of others and slow to seek attention for their own. They share credit, empathize team over self, and define success collectively rather than individually.

HUNGRY. Hungry people are always looking for more – more things to do, more to learn, more responsibility to take on. They never have to be pushed by a manager to work harder as they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity. Hunger refers to the healthy kind – a manageable and sustainable commitment in doing a job well and going above and beyond when it is truly required.

SMART. Smart people tend to know what is happening in a group situation and how to deal with others in a most effective (not efficient) way. They ask good questions, listen to what others are saying and stay engaged in conversations intently. Smart people have good judgment and intuition around the subtleties of group dynamics and the impact of their words or action.

4. The Effortless Mortgage: Every client. Every time. No exceptions. No excuses.

Clients and sales partners don't care how much you know until they know how much you care. Could it be any clearer? 70% of client effort scores are about how they felt, not how much effort it took. The same is true with our sales partners. A great company is built one client at a time. We help our clients and sales partners achieve their goals with the least effort. We go the extra mile for them. We are proactive. We are problem solvers. There's no feeling good around here because 90% of our clients are satisfied. Every client means 100% of our clients and not some of the time. Amaze them EVERY TIME. No exceptions. No excuses!

5. Constant and Never-Ending Improvement

Our never-ending mission is to find a better way for every process and everything we touch. If it's good, let's make it great. If it's great, let's take it to an even higher level. Don't settle for less.

- *Pain + Reflection + Determination = Growth*
- *Evolve or die*
- *Progress > Peace*
- *Build Measure Learn*
- *Raise the Bar*

We don't just work IN our business – we work ON our business. Build your machine to deliver better results (people + process + technology). Improve yourself, and your work results, every day.

Have relentlessly high standards – many people may think these standards are unreasonably high. Embrace the struggle. Continuously raise the bar and drive yourself and others to deliver high-quality services and processes. Do not send defects down the line. Ensure that problems are fixed so that they stay fixed.

Get used to our own stink. Resist change. Tolerate mediocrity. Be unwilling to make the hard people decisions because people 'are liked' or 'try hard' or are 'good enough'. Be unwilling to do the really hard things because of fear.

6. Yes before no.

It's critically important that we live the culture of YES. This does not mean that every single idea, question, suggestion or recommendation will ultimately be met with a big thumbs-up. It means that we respond to all curiosity with the mindset of YES first. Our bias is to the YES side of life. This is in stark contrast to the too common approach of an automatic NO to any expression of an inquiring mind. Saying NO is easier, but the status quo is not our favorite state. We live in the land of growth, possibilities, ideas, innovation, positive impact and results. The only path to that place is through openness to the unknown. So YES before NO, and NO only if we have done the work and exhausted all the potential of YES first. In other words, KNOW before NO.

7. Curiosity > Being Right

There is no place at our company for typical corporate arrogance. WHO is right (or WHO is wrong) is irrelevant and inconsequential to WHAT is the right decision or best outcome for the issue at hand. All decisions should be made with a single motivation: the right or best decision for our clients, team members and company. Think about how much a company compromises itself by basing decisions on WHO is in favor or against something instead of WHAT is the best and right decision. The WHAT trumps the WHO in our shop.

8. Respond and operate with urgency.

Urgency is your inner compulsion and drive to get things done in a timely, yet thoughtful, manner. On this team, we return all phone calls and emails the same day. We're on the lunatic fringe. We're obsessed with answering inquiries ASAP. Not just to clients and partners, but to each other! There's no other way, and no other option. Urgency motivates us to ensure we

communicate all news fast, both good and bad. We take care of things, especially our clients...NOW!

9. Do What You Say You Are Going to Do

Do what you say you are going to do. Small things. Big things. Everything. If you don't, then people can't trust you. All drama comes from sloppy agreements. It is your responsibility to set clear expectations. Close the loop with people once you've fulfilled your commitment, so they know it was done.

A commitment is sacred. It is your promise. Integrity means doing what you say you are going to do. If you can't get something done, don't make people chase you down. Proactively reach out to renegotiate your commitment. Only commit to things that you have a high likelihood of accomplishing. Clarify expectations before committing. If you say you'll do something, do it, no matter what it takes. You should come through on 90% of your commitments and renegotiate the other 10% the moment you realize you aren't going to fulfill the commitment.

Make promises that you can't or don't intend to keep. Say yes to things to end the conversation. When you don't fulfill your commitments, say nothing and hope that no one notices. When you don't do what you say you are going to do, make excuses, and avoid the person. Make commitments to people because it feels good in the moment regardless of whether you intend actually to get it done. Don't clarify expectations before making a commitment.

10. We are Professionals

We're a high-performance team, not a family. Raise the performance bar with every hire and promotion. Recognize exceptional talent and move them throughout the organization. Never accept mediocrity. Make room for rock stars. If someone is 'good enough' – make the hard, right decision to replace them with someone amazing so we have a star in every position. Ask yourself, "if they told me they were leaving today, would I fight hard to keep them?" If not, let them go. The more talent we have, the more we can accomplish. A players attract A players.

11. Radical Candor & Transparency

We all have limited perspectives. Don't worry about being right, worry about getting to the right answer. Seek feedback and invite others to point out your weaknesses and behavior that is not congruent with our values. We have no tolerance for big egos, politics, or managing perceptions. Ego is the enemy of growth. Learn from others, foster debate, and acknowledge your weaknesses. No one is more important than the team or our values.

Live in integrity. Share almost everything with almost everyone. Identify, accept, and learn how to deal with your weaknesses. Prefer that the people around you be honest with you rather than keep their negative thoughts about you to themselves.

Be open to giving and receiving criticisms and judgments.

Giving feedback can be hard and uncomfortable. Give it anyway. Question everything, even when everyone gets mad at you for doing so.

Receiving feedback is hard and uncomfortable. Don't worry about how the feedback is delivered, be thankful you are getting the feedback. Don't worry about whether the feedback is right or wrong, focus on what you can learn from it.

Be candid and transparent in all that you do. Say what you think, especially if it is critical. We are obligated to challenge decisions. When we disagree, don't compromise for the sake of getting along. But, once we commit to a decision, move forward. Embrace giving and receiving tough love. Recognize that while most people prefer compliments, accurate criticism is more valuable.

In an idea meritocracy, openness is a responsibility; you not only have the privilege to speak up and 'fight for your right' but are obliged to do so. What you're not allowed to do is complain and criticize privately – either to others or in your own head. If you can't fulfill this obligation, then you must go.

Do not withhold your thoughts, feelings, or emotions from others. **DO NOT GOSSIP.** Only say things about fellow team members you say to their face. Reveal, don't conceal. No one should ever be materially surprised by your views because you are always sharing what you think.

Information is power. People who hoard information are petty tyrants. Don't hoard information. Be transparent with the good, the bad and the ugly. Don't spin. Present things as they are. We give almost everyone access to almost everything so that they can make their own informed decisions. Don't protect people from the truth.

Don't share information so that you can have power over others. Say things about people that you have not or will not say to them. Talk about people in ways you wouldn't if they were there. Listen to other people when they gossip. Withhold your real thoughts and speak in a way that tries to manipulate the outcome. Don't really listen to other people who disagree with you. When you receive feedback, get defensive and argue why the person is wrong. Punish people who give you feedback. Withhold your judgments and criticisms because you don't want to hurt people's feelings.

12. Execution is Everything: Deliver Results

Ideas are fundamental to who we are. We encourage them. We love them. But ideas alone don't mean much. It takes both ideas AND execution to make things happen.

Hard work and activities are not directly relevant. It's not about inputs, it's about outputs. We don't measure people by how many hours they work or the activities they do. We do care about accomplishing amazing results. Be resourceful and find a way.

When you see a problem, be proactive and figure out who is responsible. If no one is responsible, you found the problem. Fix it.

Run toward the pain rather than avoid it. Embrace the struggle. Proper protocol leads to winning. We must also recognize when urgency demands that we need to violate protocol to win. If you don't let up on yourself and instead become comfortable always operating with some level of pain, you will evolve at a faster pace. That's just the way it is. Solve problems at two levels: 1) The case at hand (urgent); and 2) The systemic level (solve the root cause).

Make the tough decision. When making decisions, find the smartest people who disagree with you – "farm for dissent." When the responsible party of any particular decision is reasonably confident of the right bet to take, they decide and we take that bet. They get a 51% vote, and

100% of the accountability. They must first have open debate about the decision, but we don't need consensus. Always be willing to question your most deeply held beliefs. Once the decision is made, the team must all commit and move on.

Constraints breed resourcefulness, self-sufficiency, and invention. Do not tolerate mediocrity and demand the best of your colleagues. To succeed we need to deliver more value to our customers at a lower cost. Great work requires a deadline and not enough time. We'll never have 'enough' time, money, people...

Value being busy over being productive. Think that you should get more money and responsibility because you work hard, even if you don't deliver results. Get mad when people point out that your results aren't up to expectations because you work hard. Don't be reliable. Let the customer and your teammates down. Leave at 5:00, regardless of whether the job is done.

13. Everyone's Job is to Win the Game

There is no "they." We are the "they." One team. United. All in the mission together. No corporate barriers. No boundaries. Just open doors, open minds and an open culture rooted in trust. We trust you to make decisions, and, if you make an honest mistake, it's OK! We trust you will learn from your mistakes.

In soccer – **what is the job of the goalie?**

Is it preventing the other team from scoring? Managing the defense? Provide confidence for the team? Start the offense with an outlet pass?

The goalie's job is the same as the other 10 players on the field: it's to win the game. If the goalie's job is to prevent the other team from scoring, he/she might get bogged down into analyzing his/her own performance, statistics, etc. and lose focus on the overall objective. However, it's not very important if the other team scores a goal unless our team can ensure we always score one more goal than the other team. The goalie can help in other ways than just stopping balls to ensure his/her team scores one more goal than the other team. That's what the goalie should be doing and it's the same for all the players on the field.

As soon as you think your job is solely and exclusively focused on the responsibilities that pertain to your position you will only reach a local maxima. If that's how all the 11 players on the field are playing the outcome is certain: they won't win the game.

We all have the same job: To Win the Game. And we're playing two games: The short-run and the long-run.

- The short-run Game is The Effortless Mortgage. Every loan. Every Day.
- The long-run Game is becoming a Top 10 lender.

Create turf wars between departments. Focus only on your own responsibilities and how you are doing. Let the customer suffer because some other department/person didn't do their job correctly. Weaponize service level agreements. Maximize for yourself/your department at the expense of others.

14. Do The Right Thing.



The high road is not a shortcut. Stick to the highest standard of integrity, without compromise. Character is what you do when no one is looking over your shoulder! Doing the wrong thing is never worth it. How can you go wrong doing the right thing? Remember, eventually three things always come out: the sun, the moon, and the truth.

THE 5 LAWS OF STRATOSPHERIC SUCCESS

The Law of Value

Your true worth is determined by how much more you give in value than you take in payment.

The Law of Compensation

Your income is determined by how many people you serve and how well you serve them.

The Law of Influence

Your influence is determined by how abundantly you place other people's interests first.

The Law of Authenticity

The most valuable gift you have to offer is yourself.

The Law of Receptivity

The key to effective giving is to stay open to receiving.

The Ten Commandments of Customer Service

1. Clients are the most important people in our business.
2. Clients are not dependent of us - we are dependent on them.
3. Clients are not an interruption of our work - they are the purpose of it.
4. Clients do us a favor when they call.
5. Clients are a part of our business - not outsiders.
6. Clients are not statistics or units - they are people that we are helping make one of the
7. largest transactions of their life.
8. Clients are not people to argue or match wits with. Ask questions and listen.
9. Clients bring us their wants, dreams, and needs - we get paid to help them fulfill their
10. wants, needs and dreams.
11. Clients deserve the most courteous and attentive treatment we can give them.
12. Clients and Sales Partners are the life-blood of our business.