



Amy Chang
Managing Director
Asset Management

INTRODUCTION

As a client services manager in asset management, Amy Chang balances multiple priorities, moving back and forth from responding to existing clients to helping source prospective opportunities. With 1+ years under her belt at ORIX USA, she is also the Deputy Chair of the firm's ESG Advisory Group.

Amy recently discussed her client-facing role, how the industry has changed since her career began and the time when motherhood served as the catalyst for her biggest personal and professional achievements to date.

As client services manager, what is your typical day?

For existing clients, I am usually the point person between our deal teams and the clients, facilitating deal flow and pipeline management (for non-discretionary accounts), and responding to inquiries. For prospective clients, I'm involved with marketing and fundraising efforts, including developing materials, responding to diligence requests, and liaising with our compliance and operations colleagues. Additionally, I work on client engagement for our registered investment adviser, ORIX Advisers, identifying and implementing tools and platforms to facilitate client service and reporting processes.

How have client/prospect needs changed in the industry since you started?

When I first started, the private markets industry client onboarding and reporting process was clunky: subscription documents were filled out by hand and snail-mailed, there were no real

investor portals and investors received glossy sales kits and hard-copies of quarterly investment reports. Today, nearly every point of the onboarding and reporting process is done electronically, and investors are looking to asset managers for more transparency. Investor portals are becoming reporting platforms with self-servicing and interactive performance attribution analysis, with the ability to export data directly into internal reporting templates. Managers are increasingly turning to third-party portfolio management tools which allow reporting at scale to meet investors' demands.

Talk about your career path – why did you join ORIX USA?

I started my career at Merrill Lynch Investment Managers marketing mutual funds, and then spent the next 15 years as a product specialist for BlackRock's private equity team. I assisted with product development, marketing and client servicing for separate accounts and commingled programs.



Amy and her family visit Sedona, Arizona.

During my tenure, the business grew from \$3 billion to \$40 billion in commitments and we were a well-oiled machine. After 15 years, I joined ORIX USA to roll up my sleeves and help grow the asset management platform.

“Our business lines have evolved as we add more third-party LPs to our platform. We have already developed an ESG scorecard across our credit and equity platforms, applied to become a UNPRI member and ESG-specific product development is also underway.”

How is ESG integration changing the way ORIX USA does business and the work with its clients?

Most investors now view ESG as a way to achieve both financial returns and positive social/environmental impacts. Proactive engagement with company management will be critical for creating change. However, the approach for tracking and measuring that change varies widely – numerous frameworks have been developed to guide investors yet transparent and measurable data remain lacking, particularly for private companies. Despite the challenges, investors are demanding genuine commitment, reporting and proof of engagement, and innovative products.

At ORIX USA, our business lines have evolved as we add more third-party LPs to our platform. We have already developed an ESG scorecard across our credit and equity platforms and applied to become a United Nations Principles for Responsible Investment member. ESG-specific product development is also underway, and I am excited to see where we go.

What is your biggest achievement to date – personal or professional?

In my first year back to work after having my third child, I managed to study for and pass three FINRA Series exams while closing two separate accounts *and* got promoted, all while caring for an infant and two wild, young boys. This promotion felt different – it had required a different level of commitment given my increased demands at home and I felt extremely grateful. It was only possible because of my supportive tribe – I have a rock star husband who has a flexible work schedule and we live across the street from my in-laws.

Any special interests or hobbies you like to do you with your family or friends?

Our family loves to explore new beaches, hiking trails and east coast pizza joints (I married a pizza aficionado). I also enjoy hosting friends and cooking up recipes from my favorite food blog/cookbook, www.halfbakedharvest.com.



Amy and her “rock star” husband Charles.