

## Alexis Bancroft

**Managing Director, Head of Portfolio Management**

Whether it's working to improve the firm's position in our portfolios or securing a personal best in her athletic pursuits, Alexis Bancroft, Managing Director, Head of Portfolio Management, understands managing risk.

As we explore the Risk and Portfolio Management team this month, Alexis described how continuous communication builds transparency and trust, the "playbook" she learned early on that drives her approach to portfolio management today, and the advice she believes leads to personal success and getting what you want.



### **Describe the Risk and Portfolio Management team and their approach to managing risk.**

Portfolio Management sits within the Risk organization and serves as an independent reviewer of all balance sheet assets in ORIX USA's Core Portfolio (Private Credit and Real Estate). Our goal is to act as an important partner to our lines of business (LOBs) in proactively managing risk across their portfolio by reviewing financial, industry, and business developments as they are released as well as managing our independent Risk Rating review for SOX controls. We help identify common themes and risk mitigation strategies across the organization as well as ensure continuous communication between our LOBs and various internal and external stakeholders.



Alexis and her family enjoy a trip to Turks & Caicos.

### **Explain your role and some of your daily projects and responsibilities.**

Each team member has responsibility for monitoring assets within a specific LOB. We are aligned by each person's technical skillset and business interest to provide the best guidance and support. We also engage in consistent dialogue with each team to better understand how our assets are performing, key changes that are likely, and overall industry outlooks, and we share feedback based on our conversations with senior management and our global colleagues in Tokyo. Some specific projects I worked on alongside the team include ongoing Risk Rating review for SOX controls, approvals of any deal modifications, and developing strategies for assets that are headed toward distress. We are also deeply involved in improving overall efficiency of the review process by partnering with Technology in the implementation of our new investment and portfolio management software.

### **How does your team work with other stakeholders across the firm?**

I consider our team an information hub with many spokes reaching out to all business areas. On one side we have the individual ORIX USA businesses with whom we have active dialogue, and managing the portfolio allows us to identify key themes affecting the firm, apply our knowledge to other areas within the firm,

and proactively identify ways to improve our position. On the other side we have our stakeholders, including senior management and our global colleagues, and we share with them what we have learned from our LOBs. This flow of information builds transparency and trust at the highest levels of our organization in part because our viewpoints are independent. Our goal is to be the go-to team for information about any of our balance sheet deals.

### **Describe your career journey that led to ORIX USA and working in portfolio management.**

For nearly 20 years, I worked in roles focusing on Credit Risk Management and Portfolio Management at Barclays across diverse industry sectors and a range of asset types. I had tremendous opportunities to learn in a variety of credit market conditions, including during the financial crisis when Barclays ultimately made the decision to purchase Lehman Brothers from bankruptcy, and the COVID-19 pandemic. Both of these opportunities were career defining as I helped clients through periods of significant uncertainty while simultaneously protecting and bolstering our position as a lender. It also brought into focus the importance of broader thematic review of portfolios as a whole and how to systematically track and consistently apply best practices over a range of situations. I find that playbook to be particularly useful in how we approach Portfolio Management at ORIX USA because of the diversity of our LOBs and our goal to break down information silos.

### **What is a major professional achievement to date?**

Any time I can help the firm deliver its services to our clients in a constructive way is how I define professional achievement. Specifically, the COVID-19 pandemic was particularly challenging given the vast uncertainty surrounding all aspects of life. Many companies (as with people) were worried about the future and needed lenders to agree to loan modifications so they could have sufficient liquidity to get through the period of uncertainty. Client management teams were thankful for our engagement and willingness to think outside the box and the senior leaders at Barclays were impressed by the consistency in our approach. Showing leadership in strategies to help our clients while still being mindful of our risk tolerance under extreme levels of stress was a defining moment for me.

### **What's the best career advice you received?**

I have two great pieces of advice. First, you don't get what you want if you don't ask. So often people make assumptions about a particular outcome without truly asking for what they want or need. You have nothing to lose by asking for something you want, whether it be for personal reasons or in a deal negotiation, as you may be pleasantly surprised at the outcome. Second, follow your values. Consistently evaluate your values against the way you work and live. I think early in people's careers they focus on the job they want to have and less about the ways they value and define success. If what you are doing in your work/life does not align with your values, then it will be difficult to find the kind of success that is important to you.

### **What do you enjoy outside the office?**

I love spending time doing outdoor activities with my family, watching my kids play their favorite sports and exploring new places. Outside of time with my family, my biggest focus is Olympic Weightlifting. I train four days a week remotely with 2024 Olympian Mary Theisen-Lappen. Last year I competed at the local, regional, and national level and achieved my all-time personal bests. This year I've been training for the IMWA World Championships in September for masters athletes and plan to compete at the Arnold Sports Festival in early 2026.



Alexis reaching a personal best at a national meet in December.