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2026 MOST POWERFUL WOMEN IN BANKING NEXT

The Most Powerful Women in Banking NEXT, #16, Hailey Orr, MUFG Americas

By Glen Fest | October 01, 2026

After her promotion to lead corporate strategy in October 2024, MUFG Americas' Hailey Orr last year led a buildout of a new, stress-model framework for the portfolios and growth initiatives of the U.S. arm of the \$2.7-trillion Japanese banking giant.

The "Earnings-at-Risk" framework was pegged to upgrade the bank's standard strategic planning method, combining traditional strengths/weaknesses/opportunities/threats (SWOT) and contingency planning for potential downside scenario models that mapped the outcomes of proposed initiatives and investments against MUFG Americas' risk-tolerance strategy.

"We create stress scenarios, either based on potential macro-economic events or based on idiosyncratic events that would specifically challenge MUFG's portfolio in the Americas," Orr said of the framework. "We then use those scenarios to stress test across different risk stripes—credit, rates, underwriting, operating, etc."

The model was put to the test immediately, after the onslaught of geopolitical instability, trade rules in flux, sluggish growth, sticky inflation, a wobbling consumer. Her work drew high praise from MUFG executives. "She kept MUFG's strategy anchored in clear priorities and actionable initiatives, enabling a decisive response despite external disruptions," said Kevin Cronin, president and CEO of MUFG Americas.

Her new role also put Orr, 37, at the center of the bank's middle-market push. MUFG merged its sponsor and middle-market coverage into a single group, then deepened its ties to Intrepid Investment Bankers, the small-cap M&A boutique MUFG owns outright.



Hailey Orr

She also gained new managerial finance and economic design team duties under her remit, following a financial planning and analysis consolidation plan enacted by chief financial and strategy officer Mark Thumser in 2026. "My responsibilities expanded this year because we wanted to streamline the way our financial teams operated," she says. "In addition to that, we are also building out our AI capabilities."

Those capabilities feature tools that help risk teams get through credit name reviews faster, AI assistants that help analysts build pitch decks, and research agents that smooth out workflow. She notes the AI tools work with the "human in the loop," supervised by team members who make the final call on AI-enhanced planning. She partners closely

with the newly appointed chief data and AI officer at MUFG Americas, Prasad Uddaraju.

Orr's 15 years in the industry included sales and trading at Deutsche Bank, where she joined a two-person capital markets strategy team with managing director Tom Joyce before they both joined MUFG in October 2020.

Her route into banking was an unusual one. The California native attended the University of Michigan where she majored in finance with a minor in international studies (including learning Mandarin), but she also devoted much of her time in neuroscience research during her undergrad years. "Just pure intellectual curiosity," Orr said of her lab work. "For various reasons, I didn't see myself grant writing for the rest of my career."