



## Marie Reynolds

EVP, COO and CFO

Boston Financial (a subsidiary of ORIX Corporation USA)

### INTRODUCTION

In her tenured leadership role at Boston Financial, Marie Reynolds attributes her long-term success to a few key factors – initiative, adaptability and the power of true teamwork. Holding down roles as both Chief Operating Officer (COO) and Chief Financial Officer (CFO) proves she's found the winning formula. Marie was recently elected by public shareholders to the Board of Directors of Lument's publicly traded REIT, Lument Finance Trust (LFT).\*

In our interview, Marie shared where she draws her energy, her advice to embrace change rather than fear it, and the importance of a supportive network of women at the workplace.

### **You've been with Boston Financial for more than 25 years. How have you seen the group evolve over that time?**

Boston Financial has always been held in high regard as one of the top-tier syndicators of affordable housing investments, but what has impressed me the most during this long period of time is the organization's resiliency and its ability to adapt to change, whether driven internally or by the market. This is not something you see very often, which is why we all work very hard to preserve the organization's "can do" mindset and commitment to our purpose.

### **You started as Assistant Controller of the Tax Credit Funds and now have dual roles as COO and CFO. Tell us about your career path and the choices you made along the way.**

When I joined Boston Financial in 1995, my plan was to eventually move over to the corporate side of the business, and fortunately

for me that opportunity materialized 18 months later. I had been following Boston Financial for some time, and based on its reputation and track record, I knew it was an organization that would challenge me as well as present opportunities for professional and career growth. It did not disappoint!



Marie and her family explore the sights of Hawaii.



## What keeps you motivated and committed to the organization?

I am motivated by the work we do and the great purpose and need it serves – addressing the vital need for affordable housing. However, what really gets me cranking is the “power of teams” and how teamwork is and always has been at the core of our culture. We are a very goal-oriented (and competitive!) group that looks within the organization and across our teams to continuously seek out ways to improve upon what we do and challenge the status quo. This is where I draw my energy from and what supports my commitment to Boston Financial.

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## **Sixty percent of Boston Financial’s Leadership Team are women – many with a long tenure at the firm like yourself. Can you talk about the importance of talent development for women in financial services?**

Throughout my career I have been fortunate to have worked with and still work with a very supportive group of women that have been honest about their triumphs, and sometimes struggles, related to their career progression in financial services.

What we have at Boston Financial is unique and special, and my hope is that someday this metric becomes the norm versus a “unique” example. Whenever I have the opportunity to talk with women about their career choices and why financial services may be the right fit, I emphasize the need to seek counsel from women who have had a positive career trajectory in financial services to better understand the commitment and to make sure they form strong supportive networks – both professional and personal. Having a sense of balance and unyielding support from women is key to being successful in financial services.



**Marie and her husband take at a New England Patriots game at Gillette Stadium.**

## **What is the best career lesson you’ve learned or the best career advice you’ve received?**

Embrace change instead of fearing it. If you embrace change then you are likely to find yourself in a position to drive the change, gather support and execute on it; in effect, driving the result you want to achieve. Most importantly, change can be driven at all levels of an organization. Sitting back and waiting for change to happen is not something I would recommend.

## **Any special interests or hobbies/ things you like to do with your family or friends?**

In my free time, I enjoy spending time with my family – my husband Carl, our five-year old goldendoodle Rudy, and our two recent college grads, Ally and Andrew, who tease us with the possibility of being empty nesters again! These days, I also find myself taking long walks on New England’s great beaches or in the mountains.

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*\* Founded in 1969, Boston Financial has provided investment opportunities in affordable housing for over 50 years, and currently manages an approximately \$15 billion portfolio across the United States. The firm was recently ranked as the largest Low-Income Housing Tax Credit (LIHTC) syndicator for the second consecutive year by the National Multifamily Housing Council, with over half a million people living in their communities. Lument, a subsidiary of ORIX Corporation USA, is a national leader in commercial real estate finance with capital solutions for investors in multifamily, affordable housing, and seniors housing and healthcare real estate.*