

Marcel Le Moine
(15.03.1954)

1. Degrees

- Drs in economics (Erasmus Rotterdam)
- Master in Commercial and consular sciences (HHS Antwerp)
- Master in Didactical Sciences (HHS Antwerp)

2. Languages

- Dutch/French (mother tongue)
- English/German (fluent in speaking, writing, reading)
- Italian (good basic knowledge)

3. As from April 1, 2006: independent entrepreneur: Had attained the highest executive career level possible within the Fortis Group and could not use operationally an important part of my accumulated competence anymore. Range of activities: www.patramarc.be

4. Prior to 2006

Ever since 1983 in charge for the effective operational management of entities/profit centers/departments from 5 up to 1.300 FTE in retail and corporate activities in front, mid and back offices as well as in risk and credits. Have been working in the USA, The Netherlands and Belgium.

- Focus in the entrusted responsibilities constantly on :
 - Increasing of productivity through
 - Efficient processes with
 - Well defined targets and KPI's with
 - Utmost attention for the priorities of all stakeholders involved through a
 - Transparent and hands on reporting
 - Optimizing of the available staff and/or staff to hire.
- Simultaneously I held different mandates as
 - Professor: professor extraordinary at the "Handelshogeschool"-Antwerp , "VLEKHO"-Brussels and the "Flemish Institute for Management" – Brussels. Visiting lecturer at St Peter's College-Oxford. Chairman and speaker at seminars and colloquia. Co author of didactical and specialized editions for economic sciences.
 - Magistrate: Honorary Counselor in Social Affairs at the Labor Court of Appeal-Brussels and Honorary Judge in commercial affairs at the Commercial Law Court-Antwerp.
 - Independent Director:
 - ✓ Present: MOB NV Allfin Group, NV AIL, NV Percipi, NV Hermes Brown.
 - ✓ Past: Founding Chairman of NV Jamber's TV Productions, MOB at NV Fortis Commercial Finance (Factoring), NV Alpha Credit (Consumer Credits), Arenberg Group (HR Administration), Village nr 2 "Queen Fabiola" (150 mentally and physically handicapped), "The Friends of the House of Rubens" foundation and "The Middelheim Promotors" foundation.

5. Human qualities :

- Determination to achieve objectives
- Intuitive insight while dealing with problems
- Capability to get along with different kinds of people
- Emotional intelligence for reading in between the lines
- Diplomacy and ability as bridge builder
- Persistence and perseverance
- Pragmatism and action orientation
- Loyal and straightforward attitude as a people manager
- Insight in the social dynamics of the organization
- Capacity to convince others and to bring over enthusiasm
- Excellent coach

6. Technical expertise :

- Strong: General Management, Change and Crisis Management, Corporate Governance, Coaching of Senior Executives, high potentials and Management Teams, Strategy, Reorganizations, Succession Planning, Banking and Finance, Insurance, Shipping, Commodities, International Commerce, Aircraft.
- Good: Industrial production, Logistics, Project Development of Office Buildings, Environment and Sustainability.

7. Memberships :

- Guberna – Institute for independent board members
- Papal Institute for Historic Research “Pio IX” (Rome)
- De Warande (BXL)
- International Club of Flanders (Ghent)
- Anglo Belgian Club (London)
- Royal Yacht Club (Antwerp)

8. Hobbies :

- Gardening, antiques, wine, World War I, French Revolution, Geography

9. Distinctions :

- Knight Officer in the Order of the Crown
- Distinguished Labor Medal 1st class
- Gran Cruz al Mérito Humanitario (Sp)
- Knight Commander in the Order of St John of Jerusalem