



BART A. PATTYN

## Global Multi-Cultural Leader for Growth B2B Services, Banking, Insurance, Travel Europe, Asia, Americas

### CAREER SUMMARY

Global Multi-cultural Senior Executive creating high-growth sustainable multinational businesses. Independent Non-Executive Director. Turn-Around & Crisis Manager  
Recognized Interim Manager & Consultant for Growth Strategies & Execution, Sales  
Team Efficiency and Cultural Transformation, PROSCI® Certified Change Manager.

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### PROFESSIONAL EXPERIENCE

ARGENTA BANK & VERZEKERING GROEP N.V. (BELGIUM) 2021-...

#### Independent Board Member - Non-Executive Director

Argenta is a Banking & Insurance Group active in Belgium, Netherlands and Luxemburg, focussing on excellence in retail banking and insurance products for families and entrepreneurs.

- Non-Executive Independent Board Member, Member of the Risk Committee,
- President of the Audit Committee of Argenta Assuranties n.v.

BART A. PATTYN MANAGEMENT B.V. (BELGIUM) 2018-...

#### Interim CEO – Growth Strategy & Turn-around.

Interim Executive Management & Strategy Consultancy for growth & turn-around.

- Invibes Advertising s.a. (Paris France): Private Equity backed (Genesis Capital) Digital Advertising, focussing on In-feed ads, with Photo, Video and Poll formats, based on walled garden structure. Defined External Growth & Recruitment strategy and Compliance structure to obtain additional EUR 1 mln in PE investment.
- 3W - Smart Human Capital Group n.v. (Antwerp, Belgium): Belgian Private Investment backed Executive Search & Interim Management company. On request of the investors, Resolved an acute Sales Team Crisis and developed a Growth Strategy based on an auto-financed expansion.
- City of Nieuwpoort (Belgium): Elaborated #Vision20.30 city strategy and communication plan on request of the Mayor and city council and got Town Council approval for the Mayor to explain his plans for the decade.
- AeroMexico s.a.de c.v. (Mexico City): Inspired by my role with AirFrance KLM, the Mexican flag carrier awarded a project for a comparative study of quality and consistency of the Business Class product ("Clase Premier") compared to regional and global competitors and to recommend training trajectories for the relevant cabin crew.

AIRFRANCE KLM S.A. (MEXICO) 2017-2019

#### Member of the Advisory board.

This active advisory board focusses on optimizing "Customer Journey" differentiated between different type of travellers and frequent flyers, with a specific attention to Frequent Business and First-class customers.

SBCE S.A. (SÃO PAULO, BRAZIL) 2008-2018

#### President of the Board of Directors.

SBCE (in full "Seguradora Brasileira de Crédito à Exportação s.a") is a joint venture between the Brazilian Government (through Banco do Brazil and BNDES) and Coface to support Brazilian exporters through Trade Credit Insurance. Spearheaded expansion, buy-out of minority shareholders and eventually integration with Coface do Brazil. Directly responsible for relations with regulatory authorities and government representatives.

COFACE S.A. 2000-2018

Member of the Group Executive Committee (Paris, France) 2012-2018

Turned falling sales into a Global Growth Strategy for Trade Credit Insurance.

- Listed the company on Paris Stock exchange in 2014.
- Accelerated Digital Transformation, both Risk side (Company Information & Underwriting) and Client side (Distribution & Customer experience), implemented ESG policies.
- Reinforcing Group-wide Risk Management and Operational control, including 2<sup>nd</sup> & 3<sup>rd</sup> Level internal control with a focus of control structures and programs in emerging markets operational entities.
- Energised company Culture through Lean & Agile Management.

## President & CEO Coface Latin America (Mexico)

2004-2018

Build the undisputed leader in Trade Credit Insurance in Latin America, with top-performing teams, 36% market share, a low-cost base and level of claims.

- Optimised Regional P&L, team of 600 in 10 countries, recruitment & organisation of teams (Matrix structure).
  - Appointed Chairman of the Board of Directors of 5 Insurance subsidiaries.
  - Obtained regulatory approval, ongoing contacts with Regulators. Implemented Solvency 2 in all countries.
  - Started & Managed 8 insurance companies (of which 6 greenfield), 6 Services and 1 Holding company.
  - Acquisition of SBCE in Brazil and Merged 2 insurance companies.
  - Closing 3 companies and managed 1 insurance company in run-off
  - Established a s100-team strong Shared Services Centre for North and Latin America plus Spain and Portugal.
  - Grew Regional turnover from USD 7 mln to USD 130 mln.
    - growth 17% in 2017, 15% profit margin before reinsurance.
    - Increased market share +18% to 36%
    - Approx. USD 100 bn in Trade Credit exposure.
    - Highest insurance growth of all 7 Coface regions.
  - Crisis Management: Turn-around of the business after the 2008-09 and 2014 Crisis in Latin America
  - Industry Referent, Keynote speaker, Board member of Chamber of Commerce.
  - President (2 mandates) & Secretary general of ALASECE (Latin American Trade Credit Insurance association)
- Reporting to Group CEO, reports from 7 Country and 7 Functional Regional Manager plus 2<sup>nd</sup> Level Control Managers

## Regional CEO Coface South Asia Pacific (Singapore)

2000-2004

- Managed Regional P&L, team of 70 staff in 5 countries, recruited teams and organised a regional Matrix structure.
- Obtained Insurance License and Started greenfield insurance company
- Succeeded in Acquisition of Managing General Agency (MGA) in Australia
- Grew from greenfield to USD 30 mln turnover, highest growth of all Coface regions

## KBC BANK & INSURANCE N.V. (BRUSSELS, BELGIUM)

1985-2000

### Chief Executive Officer (CEO) KBC Bank India & South Asia (Mumbai, India)

- Managed country P&L, Team of 80 staff, Recruited the full team.
- Obtained Banking Licence and started greenfield bank as Branch of Belgian Banking group
- Activities include Corporate Banking, Credit, Lending, Treasury, funding, hedging, ALCO
- Achieved break even after 9 months, with approx. USD 1 Bn in portfolio

#### Earlier Assignments and Employers

KBC Bank n.v. New York Branch (New York, USA): Deputy General Manager

Kredietbank n.v. India LPO (Mumbai, India): Senior Representative

Kredietbank n.v. Singapore Branch (Singapore): Head of Corporate Banking & Syndications

Kredietbank n.v. Spain representative office (Madrid, Spain): Director

Irish Intercontinental Bank Ltd. (Dublin, Ireland): Commercial Manager

Infosoft n.v. (Harelbeke, Belgium): Software Development

## CORE LEADERSHIP DIMENSIONS

- Competencies: Global Perspective – Strategic Vision – Aligns Execution – Engages & Inspires – Develops Talent
- Traits: Social Leadership – High Energy – Agility
- Drivers: Independence – Collaboration – Challenges
- Experience: Leadership – Commercial Development & Market Share increase – Growth Generation – Mergers & Acquisitions – Lean & Agile Management – Volatility and Ambiguity – Crisis Management & Turnaround –

## EDUCATION

- Catholic University Leuven (KU Leuven), Belgium  
Master of Engineering in Computer Science (Honours)
- INSEAD (Fontainebleau, France)  
Executive Education (3 residential programs, including Change Management)

## LEISURE

- Aviation (FAA & EASA Pilot PPL(A) ME-IR). Cessna C340A
- Aviation EASA Fleet Manager Noordzee Vliegclub v.z.w (Cessna C172, C150, Robin DR400, 2x Sonaca S200)
- Scuba Diving (CMAS3\* & Rescue Diver)
- Skiing (instructor) & Horseback riding
- Travel and mobility in General (World Citizen)
- Sustainability & Inclusion, CRS & ESG programs in Business

## LANGUAGES

- Dutch – Native Speaker
- English & Spanish – Completely Bilingual
- French – Advanced Professional fluency
- German & Portuguese – Basic knowledge

## OTHER INFORMATION

- PROSCI® Certified Change Management Practitioner (2020)
- Member of "GUBERNA", Belgian Institute for Directors (Brussels – 2021)
- Member of Non-Executive Directors' Association ("NEDA", London, United Kingdom – 2020)
- Accredited Member of Institute of Interim Management ("IIM", London, United Kingdom - 2019)
- President (2 mandates) & Secretary General of ALASECE (Latin American Trade Credit Insurance Association)
- Annual participation as Speaker in Trade Credit Insurance association ICISA (2008-2018)
- Aviation and Travel expert and industry referent
- Guest faculty for APEC (Asia Pacific Economic Council) in Manilla (Philippines) on Systems design in Insurance
- Expert on Republic of Singapore ERC (Economic Review Committee)
- Mercer IPE of 68
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