BART A. PATTYN

INDEPENDENT NON-EXECUTIVE DIRECTOR

International Governance | Strategy | Audit & Risk | Financial Services | Regulated Industries
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BOARD PROFILE

Independent Non-Executive Director and Audit & Risk Committee Chair with more than 35 years of international executive leadership and governance experience across banking, insurance, financial services, infrastructure, public utilities and other regulated industries.

Former Group Executive Committee member of Euronext Paris-listed Coface, international CEO across Asia Pacific and Latin America, and former international banking executive with KBC.

Combines independent judgement, strategic perspective and constructive challenge with extensive experience in financial oversight, regulatory governance, international expansion, M&A, transformation and organisational change.

Engineering background in Computer Science, providing an additional perspective on digital transformation, operational resilience, cybersecurity and AI governance.

BOARD PORTFOLIO

The Bank of New York – European Bank (Belgium)

Independent Non-Executive Board Member (Designate)
subject to regulatory approval and shareholder appointment at the May 2027 AGM
European banking entity of BNY, with activities including asset servicing, custody, trustee and depositary services, corporate trust, clearance and collateral management.

Anticipated committee responsibilities:	Chair, Audit Committee Member, Risk Committee

Etihad Credit Insurance (UAE)

Independent Non-Executive Board Member
2026-present
UAE federal export credit insurer supporting national Trade and Investment Objectives

Member, Strategy & Transformation Committee
Member, Nomination & Remuneration Committee

Argenta Bank & Insurance Group (Belgium)

Independent Non-Executive Board Member
2021-present
Prudentially supervised banking and insurance group operating within European and Belgian supervisory and resolution frameworks.

Chair for Argenta Assuranties, Group Audit Committee
Chair for Argenta Assuranties, Group Risk Committee

BOARD VALUE

Audit, Risk & Financial Oversight	Financial reporting, internal control, independent assurance, risk appetite, capital adequacy, solvency, liquidity, operational and cyber risk.
Regulatory & Prudential Governance	Experience with ECB, SRB, NBB, FSMA, Solvency II and international supervisory frameworks across banking, insurance and regulated financial services.
Strategy & Transformation	International growth, M&A, post-merger integration, carve-outs, digital transformation, operational resilience and organisational change.
International & Stakeholder Leadership	Engagement with shareholders, governments, regulators and executive management across international, public-private and complex ownership environments.

Selected Board & Governance Experience

SBCE – Seguradora Brasileira de Crédito à Exportação (Brazil)

Chairman of the Board | 2008 - 2018

Public-private export credit insurer jointly owned by Coface, Banco do Brasil and BNDES.
Led governance, financial oversight, regulatory alignment, reinsurance strategy, carve-out and post-acquisition integration.

Air France-KLM Mexico

Advisory Board Member | 2017 - 2019

Provided strategic advice on commercial development, premium customer experience and digital transformation

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Executive Leadership

Coface Group: Paris, France | Latin America | Asia Pacific

Group Executive Committee Member | 2012-2018
President & CEO Latin America (2004-2018) | Regional CEO Asia Pacific (2000-2004)
Former Group Executive Committee member and international CEO responsible for regulated insurance operations across Europe, Asia and Latin America.
Highlights include:

- Contributed to Coface's 2014 IPO as a member of the IPO team and served on the Group Executive Committee through its transition to, and subsequent development as, a Euronext Paris-listed company.
- Presented the Latin America strategy, performance and risk-response programme at Coface's Investor Days.
- Built Coface's Latin America business into the regional market leader, overseeing operations across ten countries, 600 employees and USD 130 million in gross written premium.
- Led acquisitions, integrations, greenfield operations and strategic transformations
- Established and strengthened risk governance, internal control and Solvency II-aligned governance frameworks across multiple jurisdictions

KBC Bank & Insurance Group: Europe | United States & Asia

International Banking Leadership (1985-2000) | Founding CEO KBC India (1997-2000)

- Built KBC Bank India from inception, secured regulatory approval and achieved profitability within nine months.
- Earlier international leadership assignments in Ireland, Spain, Singapore, New York and India covering corporate banking, structured finance, credit, syndications and international business development.

Selected Executive & Transformation Assignments

STADA Group | EG n.v.: Germany & Belgium

Interim Chief Compliance Advisor | 2025
Designed and implemented the three-lines-of-defence model, including first-line operational controls, the second-line compliance function and third-line independent assurance arrangements, supported by governance documentation and conduct training.

De Watergroep / Azulatis (Belgium)

Interim Executive – Strategic Carve-out & Launch | 2021-2023
Led the carve-out of industrial and wholesale water activities into Azulatis n.v., including governance, regulatory alignment and an ESG-driven business model. Managed staff transition and trade-union engagement through launch and operational handover.

Specialty Risk MGA (Belgium)

Project Director – Strategy and Start-up | 2023 – 2024

Built a Lloyd's-backed MGA, including governance, delegated authority, underwriting architecture and capacity negotiations.

Industry Experience

Banking • Insurance • Financial Services • Infrastructure & Public Utilities • Healthcare • Aviation • Technology-enabled Businesses • Government-Related Enterprises • Private Equity Portfolio Companies • Family-owned Businesses

International Executive & Board Leadership

Europe: Belgium • France • Spain • Ireland
Americas: United States • Mexico • Brazil • Argentina • Colombia • Peru
Asia Pacific: Singapore • India • Australia
Middle East: United Arab Emirates

Education & Professional Qualifications

INSEAD – International Directors Program (IDP-C, 2024/25) • INSEAD Certified Director (2025)
INSEAD – AI for boards (Dec 2026 – registered participant)
GUBERNA – Certified Company Director (2023)
Founding member of the GUBERNA NRC Platform (Nomination and Remuneration Committees)
ICHEC – Sustainable Finance Masterclass (2023)
National Bank of Belgium – assessed as Fit & Proper for the Argenta Mandate (2021)
Prosci® – Certified Change Manager (2020)
Institute of Interim Management (IIM, London) – Accredited (2019)
KU Leuven – Master of Engineering in Computer Science

Languages

Dutch (native) • English and Spanish (bilingual) • French (advanced) • German and Portuguese (basic)
