

BART A. PATTYN

INDEPENDENT NON-EXECUTIVE DIRECTOR

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

Independent Non-Executive Director currently serving on the Boards of **Argenta Bank & Insurance** Group and **Etihad Credit Insurance**, bringing more than 35 years of international leadership and governance experience across banking, insurance, export credit, utilities and other regulated industries.

Former Group Executive Committee member of Coface and international CEO across Europe, Asia and Latin America, with responsibility for regulated financial institutions in more than twenty countries.

Recognised for independent judgement, strategic perspective and constructive challenge in prudentially supervised, shareholder-sensitive and public-private environments. Combines board-level financial oversight with extensive executive experience in transformation, international expansion, mergers & acquisitions, post-merger integration, carve-outs and organisational change.

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

Brings a combination of current board experience, international CEO leadership and engineering-based analytical thinking, enabling boards to navigate complex strategic, regulatory and transformation challenges with confidence.

CURRENT BOARD PORTFOLIO

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 Board oversight in a prudentially supervised banking and insurance group under ECB, SRB, NBB and FSMA supervision. Chair (Insurance), Group Audit Committee Chair (Insurance), Group Risk Committee
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BOARD VALUE

Audit & Risk Oversight	Financial reporting, internal control, audit effectiveness, risk appetite, solvency, liquidity, model, cyber and operational risk.
Regulatory & Prudential Governance	Experience with ECB, SRB, NBB, FSMA, Solvency II and multiple international supervisory environments.
Strategy & Transformation	Board and executive oversight of transformation, PMI, carve-outs, digitalisation, greenfields and crisis situations.
International & Stakeholder Leadership	Government, shareholder, regulator and executive engagement across public-private and cross-border settings.

Boards typically seek my contribution where independent judgement, strong governance and international executive experience are required to strengthen strategic oversight, committee effectiveness and regulatory credibility. My background combines financial services expertise with transformation leadership, public-private governance and extensive international boardroom experience.

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

EXECUTIVE LEADERSHIP

Coface Group: Paris France | Latin America | Asia Pacific

Group Executive Committee Member | President & CEO Latin America | Regional CEO Asia Pacific

Former Group Executive Committee member and international CEO responsible for regulated insurance operations across Europe, Asia and Latin America.

Highlights include:

- Member of the Group Executive Committee during the company's IPO and Euronext Paris listing
- Built Latin America into the undisputed regional market leader. Managed operations across ten countries, 600 employees and USD 130 million Gross Written Premium
- Led acquisitions, integrations, greenfield operations and strategic transformations
- Introduced Solvency II-aligned governance frameworks across multiple jurisdictions

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

International Banking leadership | Founding CEO KBC India

- 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.

RECENT GOVERNANCE & TRANSFORMATION EXPERIENCE

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

Interim Chief Compliance Officer

Designed and implemented the compliance function, three lines of defence, internal control architecture, governance documentation and conduct training.

De Watergroep / Azulatis (Belgium)

Interim CEO / COO – Strategic Carve-Out

Led the carve-out of industrial and wholesale water activities into Azulatis n.v., including governance, regulatory alignment, ESG model and stakeholder management.

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 • 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: Singapore • India • United Arab Emirates • Australia

EDUCATION & PROFESSIONAL QUALIFICATIONS

INSEAD – International Directors Program (IDP-C, 2024/25) • INSEAD Certified Director (2025)

- INSEAD – AI for boards (Dec 2026)

GUBERNA – Certified Company Director (2023)

- Founding member of the GUBERNA NRC Platform (Nomination and Remuneration Committees)

ICHEC – Sustainable Finance Masterclass (2023)

Fit & Proper – National bank of Belgium (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)

BOARD INTERESTS

Seeking one additional independent board mandate where international governance experience, financial oversight and strategic transformation expertise can contribute to long-term value creation. Particular interest in regulated industries, financial services, infrastructure, public-private enterprises and internationally expanding companies.

Preferred contribution areas: Audit Committee, Risk Committee, Strategy & Transformation, Nomination & Remuneration, regulatory oversight, governance transitions and succession.