

# BOARD CV – BART A. PATTYN

## INDEPENDENT NON-EXECUTIVE DIRECTOR

Audit and Risk Committee Chair | Governance, Strategy and Regulatory Expert

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## PROFILE

Independent Non-Executive Director and senior executive with governance, audit, risk and regulatory experience across Europe, Asia and the Americas. Extensive board and executive leadership in regulated sectors including banking, insurance, utilities, water, aviation services, pharmaceuticals and public entities. Track record of strengthening governance frameworks, enhancing risk oversight, navigating regulatory complexity and aligning executive teams around strategic priorities.

Recognised for high empathy, cross-cultural leadership and the ability to build alignment between Boards, Executive Committees and regulators. Certified Company Director (INSEAD and GUBERNA) with deep practical exposure to prudential supervision, control maturity, ESG and digital governance. Former global CEO and Group Executive Committee member with significant experience in transformation, Solvency II implementation, PMI and carve-outs.

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## BOARD ROLES

Argenta Bank en Verzekeringsgroep (Belgium) | 2021 – Present

Independent Non-Executive Board Member

- Chair of the integrated Audit and Risk Committees at Argenta Assuranties.
- Governance oversight for a regulated banking and insurance group supervised by ECB, SRB, NBB and FSMA.
- Responsibilities include financial reporting oversight, internal control and audit effectiveness, risk appetite frameworks, ICAAP, ILAAP and ORSA, solvency II and liquidity review, ESG and CSRD integration, cyber and data governance, model risk and regulatory dialogue.

SBCE – Seguradora Brasileira de Crédito à Exportação (Brazil) | 2008 – 2018

Chairman of the Board

- Led strategic governance of a public private export credit insurer jointly owned by the Brazilian government and Coface.
- Managed regulatory oversight, government stakeholder relations and full post-acquisition integration including carve-out of short-term credit insurance and operational merger with Coface Brazil.

Air France–KLM Mexico Advisory Board | 2017 – 2019

Advisory Board Member

- Provided strategic guidance on market development, service offering and the digital customer journey in Mexico. Advised senior leadership on regulatory context, premium customer experience and commercial optimisation.

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# INTERIM LEADERSHIP AND GOVERNANCE ROLES

Stada Group / EG n.v. (Belgium and Germany) | 2025

## Interim Chief Compliance Officer

- Strengthened Risk and Compliance functions as part of the Group's go-to-market strategy.
- Implemented the three lines of defence, internal control frameworks, compliance charters, procedures and leadership / sales training.

De Watergroep / Azulatis (Belgium) | 2021 – 2023

## Interim CEO / COO – Strategic Carve-Out

- Led the carve-out of industrial and wholesale water operations to create Azulatis n.v.
- Established governance, regulatory alignment and an ESG-driven "Water as a Service" model.
- Ensured stakeholder alignment across public and private shareholders.

Specialty Risk MGA (Belgium) | 2023 – 2024

## Project Director – Strategy and Start-up

- Designed and launched a new Lloyd's and company-market backed MGA with parametric and automated underwriting.
- Secured delegated authority, built underwriting architecture and negotiated capacity agreements.

Invibes (France) | 2018 – 2023

## Consultant – Scale-up and Transformation

- Prepared organisation for PE investment, implemented compliance, risk and finance enhancements and supported scale-up following Series B financing.

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# EXECUTIVE ROLES

Coface Group Executive Committee (Paris) | 2012 – 2018

## Executive Committee Member

- Group-level responsibility for risk governance, operational control and transformation.
- Member of IPO steering team (Euronext Paris).
- Strengthened global risk frameworks, control maturity and governance across regulated entities.
- Oversaw Group level transformation and emerging market control structures.

President and CEO – Coface Latin America (Mexico) | 2004 – 2018

- Built the undisputed market leader in Trade Credit Insurance with 36 percent market share, USD 130m GWP and USD 100bn exposure.
- Led regional P&L across 10 countries with 600 staff.
- Established 8 insurance companies and 10 service entities.
- Introduced Solvency II aligned governance and regulatory engagement across the region.
- Managed PMI, carve-outs, mergers and closures.
- Achieved sustained profitable growth and crisis management resilience.

## Regional Managing Director – Coface Asia Pacific (Singapore) | 2000 – 2004

- Led regional operations across regulated markets.
- Secured insurance licenses, built greenfield operations, delivered strong growth and improved risk and compliance frameworks.

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## BANKING CAREER

### Chief Executive Officer – KBC Bank India | 1995 – 2000

- Established greenfield bank, secured licensing, built full organisation and achieved break even within nine months.
- Developed regulatory relationships and delivered rapid commercial growth.

### KBC Group International Assignments | 1985 – 2000

- Held senior roles in New York, Singapore, Mumbai and Madrid covering corporate banking, syndications, representative functions and credit responsibilities.

### Irish Intercontinental Bank – KBC Investment Banking Division (Ireland 1988-1992)

- Worked across aircraft finance, leveraged leases, commercial property finance and corporate banking. Built strong foundations in credit analysis, risk assessment and structured finance.

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## CORE COMPETENCIES

- Governance and Board Oversight
- Audit and Risk Committee Leadership
- Financial and Prudential Oversight
- Solvency and Regulatory Compliance
- Risk Governance and Internal Control
- Strategy and Transformation
- Post-Merger Integration and Carve-outs
- International and Cross-Cultural Leadership
- Stakeholder and Regulator Engagement
- ESG and Sustainability Oversight
- Digital and Data Governance

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## EDUCATION AND CERTIFICATIONS

- INSEAD – International Directors Program (IDP-C, 2024/25)
- GUBERNA – Certified Company Director (2023)
- Prosci – Certified Change Manager (2020)
- Institute of Interim Management (IIM, London) – Accredited (2019)
- ICHEC – Sustainable Finance Masterclass (2023)
- KU Leuven – Master of Engineering in Computer Science

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## SELECTED LEADERSHIP INSIGHTS (KORN FERRY ASSESSMENT)

- Korn Ferry leadership profile shows exceptional strengths in global perspective, strategic vision, talent development, agility, energy and social leadership, all key traits for complex board and executive environments.

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## LANGUAGES

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

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## INTERESTS

Aviation (FAA/EASA pilot), scuba diving, skiing, sustainability and ESG initiatives, global travel.

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