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 Euronext Paris-listed 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.

CURRENT BOARD PORTFOLIO

Etihad Credit Insurance (UAE)	Argenta Bank & Insurance Group (Belgium)
Independent Non-Executive Board Member	**Independent Non-Executive Board Member**
2026-Present	2021-present
UAE Federal Export Credit Insurer supporting national Trade and Investment Objectives	Board oversight in a prudentially supervised banking and insurance group, within European and Belgian supervisory and resolution frameworks.
Member, Strategy & Transformation Committee	Chair for Argenta Assuranties, Group Audit Committee
Member, Nomination & Remuneration Committee	Chair for Argenta Assuranties, Group Risk Committee

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.

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 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 (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.

RECENT GOVERNANCE & TRANSFORMATION EXPERIENCE

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)

Board Interests

Available for one additional independent board mandate in a listed or privately held company, bringing international leadership, financial and risk oversight and transformation experience to support long-term value creation. Particular interest in financial services, regulated industries, infrastructure and internationally expanding businesses, including public-private enterprises.

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