

# BART A. PATTYN

International Non-Executive Director | Audit & Risk Chair | Governance & Transformation Leader  
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## PROFILE

International Non-Executive Director and governance specialist with more than 25 years of experience leading and supervising regulated financial institutions, utilities, insurance companies, fintech-enabled businesses, and public-private enterprises across Europe, Latin America, and Asia.

Certified Company Director (INSEAD IDP-C, GUBERNA) and Fit & Proper (National Bank of Belgium). Extensive board experience in audit, risk, governance, compliance, ESG, and international oversight, combined with a strong record of building institutions, leading transformations, and strengthening regulatory frameworks.

Brings a rare combination of **risk expertise, operational credibility, and cross-cultural leadership**, with a proven ability to support organisations navigating growth, restructuring, digitalisation, or regulatory pressure.

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## BOARD & GOVERNANCE EXPERIENCE

### Independent Non-Executive Director – Argenta Bank & Insurance Group (Belgium)

President of the **Audit Committee** and **Risk Committee** of Argenta Assuranties;  
Governance oversight of a systemic bank/insurer active in Belgium, the Netherlands, and Luxembourg.  
Strengthened risk frameworks, internal control, ESG oversight, and regulatory alignment.

### Chairman of the Board – SBCE, Brazil (Export Credit Insurer)

Led governance and regulatory oversight of an insurance joint venture between Banco do Brasil, BNDES, and Coface. Directed the carve-out, regulatory integration, and full operational merger into Coface Brazil.

### Advisory Board Member – Air France KLM (Mexico)

Supported strategic decision-making on premium customer-journey optimisation, digital experience, and service excellence.

### Board & Executive Leadership – Coface Group (Global)

Member of the **Group Executive Committee**; Executive Chairman/CEO of Latin America; Regional Director for Asia-Pacific.  
Supervised multiple regulated entities, implemented **Solvency II-aligned governance**, established internal-control frameworks, and built several greenfield financial institutions. Led transformations across 10+ countries.

### Public Utilities & ESG Governance – De Watergroep / Azulatis (Belgium)

Led the carve-out and creation of a regulated water-services company.  
Designed governance, ESG frameworks, stakeholder alignment, and operational transformation.

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## RELEVANT EXECUTIVE EXPERIENCE

- **Interim Chief Compliance/Risk Advisor – Stada/EG:** Built 3LoD governance structures, compliance charters, and leadership risk training.
- **Project Lead – Specialty Risk MGA:** Launched a digital/AI-enabled underwriting platform and secured Lloyd's cover-holder status.
- **CEO – KBC Bank India:** Obtained banking licence, built the organisation, and achieved break-even within nine months.

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## CORE COMPETENCIES

Governance & Compliance | Audit & Risk Oversight | Regulated Financial Services | Critical Infrastructure | Strategy & Transformation | ESG & Sustainability | Digital & Fintech-enabled Business Models | International Stakeholder Management | Public-Private Governance

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## EDUCATION & CERTIFICATIONS

- INSEAD – International Directors Programme (IDP-C Certified Director)
- GUBERNA – Certified Company Director
- Fit & Proper – National Bank of Belgium
- Master of Engineering in Computer Science – KU Leuven
- Prosci® Certified Change Manager • IIM Accredited Interim Manager • Sustainable Finance Masterclass (ICHEC)

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## VALUE PROPOSITION FOR BOARDS

Brings a **global governance perspective**, deep experience in **regulated sectors**, and a track record of **strengthening risk, compliance, and ESG oversight**. Excel at supporting boards facing transformation, regulatory scrutiny, international expansion, or complexity. Known for **independent challenge, strategic clarity, cross-cultural leadership**, and integrity.

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