BART A. PATTYN

BOARD PROFILE – INTERNATIONAL INDEPENDENT DIRECTOR

Governance through Judgement, Perspective and Constructive Challenge

Bart A. Pattyn is an Independent Non-Executive Director on the Boards of **Argenta Bank & Insurance Group** and **Etihad Credit Insurance**, the UAE's federal export credit insurer. He chairs the Argenta Group Audit Committee and Group Risk Committee for Argenta Assuranties.

He is an Independent Non-Executive Board Member (Designate) of **The Bank of New York – European Bank** (Belgium), with anticipated responsibilities as Chair of the Audit Committee and Member of the Risk Committee, subject to regulatory approval and shareholder appointment at the May 2027 AGM.

He brings more than thirty-five years of international executive leadership across banking, insurance, export credit, public utilities and other regulated sectors. A former Coface Group Executive Committee member and regional CEO in Asia Pacific and Latin America, he contributed to Coface's 2014 IPO and subsequent development as a Euronext Paris-listed company. Earlier international banking leadership roles with KBC underpin his experience in strategy, financial oversight, risk governance and transformation.

GOVERNANCE PHILOSOPHY

Bart believes that effective governance combines disciplined oversight with strategic perspective.
Boards should challenge constructively without becoming operational, support executive management while preserving independence, and strengthen an organisation's long-term ability to create sustainable value.
In Bart's words, effective governance means keeping "nose in, fingers out."

CONTRIBUTION AROUND THE BOARD TABLE

Bart connects strategy, governance, finance, technology and risk into an integrated view of organisational performance.
He combines the perspective of a Computer Science engineer, the judgement of an international CEO and the independence of an experienced Non-Executive Director. This enables him to help boards navigate complexity with clarity and confidence, recognising that sustainable performance depends equally on robust systems and trusted relationships.

Board Style

Bart's contribution is characterised by:

- thoughtful preparation
- independent judgement
- constructive challenge
- strategic perspective
- calm decision-making
- collaborative engagement

Sectors & Business Contexts

- Banking and Financial Services
- Insurance and Export Credit
- Infrastructure and Public Utilities
- Healthcare
- Public-Private Enterprises
- Internationally Expanding and cross-border Organisations

CREDENTIALS AND BOARD RELEVANCE

Successfully assessed as fit and proper by the National Bank of Belgium for the Argenta mandate, Bart is a GUBERNA Certified Director and an INSEAD Certified Director (IDP-C). His experience is particularly relevant to boards seeking governance expertise, strategic transformation oversight, committee leadership, regulatory credibility or an international perspective—particularly in regulated, shareholder-sensitive and cross-border environments.

Bart@pattyn.me | www.bartpattyn.com | LinkedIn: bartapattyn