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 company. He chairs the Argenta Group Audit Committee and Group Risk Committee for Argenta Assuranties.

He brings more than thirty-five years of international executive leadership across banking, insurance, export credit, public utilities and other regulated sectors. Before becoming an independent director, he served as a Regional CEO across Europe, Asia and Latin America and as a Group Executive Committee member of Coface. In that capacity, he contributed to Coface's 2014 IPO and its subsequent development as a Euronext Paris-listed company, with responsibilities spanning Group strategy, performance, risk governance, capital allocation and oversight of regulated international businesses.

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.
His Computer Science background and extensive international CEO experience enable him to analyse complex issues systematically while remaining attentive to the human dynamics that ultimately determine successful execution.
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

Selected Sectors

- 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 IDP-C. His experience is particularly relevant to boards requiring stronger governance, 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