

▼ Caroline Grégoire Sainte Marie

Proposed new Member of the Board of Directors, FLSmidth & Co. A/S



Caroline Grégoire Sainte Marie, age 54, has worked in executive management as CFO from 1994 to 1999 and as CEO from 2004 to 2011 – 1997 to 2006 with Groupe Lafarge, world leader in building materials. From 2000 to 2004 Caroline Grégoire Sainte Marie held a position as Senior Vice President of Mergers & Acquisitions in Lafarge's Cement Division.

Caroline Grégoire Sainte Marie has a significant international profile and leadership experience as well as extensive M&A knowledge. In addition, several past and present non-executive board positions have broadened her experience base.

Managerial positions:

Caroline Grégoire Sainte Marie is a member of the Board of Directors of Safran SA and Groupama SA.

Previous managerial positions:

- 2007-2009: Vice President and Member of the Executive Committee of the Fédération de l'Industrie du Béton (FIB)
- 2004-2006: Member of the Board of Directors of the German Cement Association (Präsidium BDZ/VZD).
- 2000-2004: Member of the Cement Staff and International Operational Committee, Groupe Lafarge
- 2000-2004: Member of the Board of Directors of Materis S.A.
- 2000-2004: Member of the Board of Directors of Lafarge India

Background:

- 2009-2011: President and CEO, Frans Bonhomme
- 2007-2009: President and CEO, Tarmac France and Belgium (a member of the Anglo American Plc Group)
- 2004-2006: CEO Germany and Czech Republic, Groupe Lafarge
- 2000-2004: Senior Vice President Mergers & Acquisitions, Lafarge Cement Division, Groupe Lafarge
- 1997-1999: CFO and Member of the division's Management Committee, Lafarge Specialty Products (LMS), Groupe Lafarge
- 1996-1997: Finance and IT Manager, CFO and Member of the Management Committee, Volkswagen France
- 1994-1996: CFO and Member of the Executive Committee, Albert Roussel Pharma GmbH, Hoechst Pharmaceutical Group
- 1984-1994: Financial responsibilities and deputy to the Southern and Eastern Europe Regional Manager in charge of finance of development projects, Roussel Uclaf S.A., Hoechst Pharmaceutical Group
- 1981-1984: Junior Financial Controller, Rank Xerox

Education:

- 1980: Commercial Law BA, Université de Droit, Paris I
- 1979: Institut d'Etudes Politiques de Paris

▼ Tom Knutzen

Proposed new Member of the Board of Directors, FLSmidth & Co. A/S



Tom Knutzen, age 49, has worked in executive management as CFO from 1994 to 2000 and as CEO since 2000 in listed companies operating on a global scale with technology intense industrial activities.

Tom Knutzen has a proven track record of substantial value creation through a combination of restructuring of business portfolios – extensive M&A experience – and creating organic and profitable growth combining organizational development, efficiency programs, focus on innovation and R&D activities and global market development.

Managerial positions:

Tom Knutzen is Chairman of the Board of Directors of the Green Development and Demonstration Program (GUDP); technology program under the Ministry for Food, Agriculture and Fisheries. He is a member of the Board of Directors and the Board Risk Committee for Nordea Bank AB (publ), the Board of Confederation of Danish Industry (DI) as well as a member of the Danish Growth Council, appointed by the Minister for Economic and Business Affairs.

Previous managerial positions:

- 1999-2011: Chairman and member of the Board of Directors of the Confederation of Industry in Copenhagen (IAK)
- 2000-2002: Member of the Board of Directors of Kampsax A/S
- 2000-2003: Member of the Board of Directors of C.W. Obel A/S
- 2002-2005: Member of the Board of Directors of FLSmidth & Co. A/S
- 2002-2005: Member of the Board of Directors of ISS A/S
- 2001-2007: Member of the Advisory Board of Danske Bank A/S
- 2001-2006: Member of the Advisory Board of Topdanmark A/S

Shareholding in FLSmidth & Co. A/S: 5,000 shares

Background:

- 2012- : CEO, Jungbunzlauer Group (as of April 2012)
- 2006-2011: CEO, Danisco A/S
- 2000-2006: CEO, NKT Holding A/S
- 1996-2000: CFO, NKT Holding A/S
- 1993-1996: CFO, Niro A/S (now GEA Process Engineering A/S)
- 1991-1993: Controller, Niro Inc., Maryland, USA
- 1988-1991: Head of Treasury function, Niro A/S

Education:

- 1987: MSc (Economics) in Finance and Strategic Planning, Copenhagen Business School, Denmark

Vagn Ove Sørensen

Chairman of the Board of Directors, FLSmidth & Co. A/S



Vagn Ove Sørensen, age 52, was elected Chairman of the Board of Directors after the 2011 Annual General Meeting. He was elected Member of the Board of Directors of FLSmidth & Co. A/S first time after the 2009 Annual General Meeting.

Managerial positions:

Besides his position in FLSmidth Vagn Ove Sørensen is Chairman of the Board of Directors of KMD A/S, KMD Equity Holding A/S, KMD Holding A/S, British Midland (UK), Scandic Hotels AB (Sweden), TDC A/S, Select Service Partner Ltd. and one subsidiary thereof (UK). He is Vice Chairman of the Board of Directors of DFDS A/S as well as a member of the Board of Directors of Lufthansa Cargo AG, C.P. Dvig & Co A/S, Air Canada (Canada), Royal Caribbean Cruises Ltd. (USA), Braganza AS (Norway) and Det Rytmiske Musikhus' Fond and one subsidiary thereof, Koncert-virksomhedens Fond. He is a member of the Nomination, Compensation and Audit Committees of FLSmidth & Co. A/S.

Executive Manager of GFKJUS 611 ApS and VOS Invest ApS.

Senior Adviser to Morgan Stanley and EQT Partners.

Shareholding in FLSmidth & Co. A/S: 1,301 shares

Background:

- 2006- : CEO, VS Consulting
- 2001-2006: President and CEO, Austrian Airlines Group
- 1984-2001: Deputy CEO, Scandinavian Airlines Systems

Education:

- 1984: MSc (Econ. and Bus.Admin.), Aarhus School of Business, University of Aarhus

Torkil Bentzen

**Member of the Board of Directors,
FLSmidth & Co. A/S**



Torkil Bentzen, age 65, was elected member of the Board of Directors in FLSmidth & Co. A/S at the 2009 Annual General Meeting.

Managerial positions:

Besides his position in FLSmidth & Co. A/S Torkil Bentzen is Chairman of the Board of Directors of Burmeister & Wain Scandinavian Contractor A/S, EUDP (Governmental Energy Development and Demonstration Programme) and Klimakonsortiet (the Climate Consortium Denmark). He is a member of the Board of Directors of Mesco Denmark A/S and Siemens Aktieselskab, Denmark as well as a member of the Nomination and Compensation Committees of FLSmidth & Co. A/S.

Senior Advisor to the Board of Directors in Mitsui Engineering & Shipbuilding Ltd, Japan.

Shareholding in FLSmidth & Co. A/S: 3,600 shares

Background:

2000-2006: CEO, ENERGI E2 A/S
1999-2000: CEO, i/s Sjællandske Kraftværker
1994-1999: CEO, Ludvigsen & Hermann A/S
1988-1992: President and CEO, Götaverken Energy AB
1981-1988: CEO, Burmeister & Wain Scandinavian Contractor A/S
1980-1981: Chief of Marketing, Burmeister & Wain Scandinavian Contractor
1978-1980: Chief of Marketing, B&W Contractor
1976-1978: Chief of long-term planning, Burmeister & Wain A/S
1970-1976: Consultant, C. Jespersen

Education:

1970: Civil engineer, Technical University of Denmark

Martin Ivert

**Member of the Board of Directors,
FLSmidth & Co. A/S**



Martin Ivert, age 64, was elected member of the Board of Directors in FLSmidth & Co. A/S at the 2008 Annual General Meeting.

Managerial positions:

Besides his position in FLSmidth & Co. A/S Martin Ivert is Chairman of Swerea (Swedish Research) as well as a member of the Board of Directors of Åkers Group (Sweden) and Ovako (Sweden).

Shareholding in FLSmidth & Co. A/S: 300 shares

Background:

2002-2008: President and CEO, LKAB
1998-2001: Director, SKF's Steel Division
1995-1998: President and CEO, Ovako Steel
1986-1995: Managing Director, SKF Mekan AB in Katrineholm
1984-1986: Wire Rod & Metallurgy Division manager, SKF Steel
1982-1984: Wire Rod Division manager, SKF Steel
1980-1982: Manager Metallurgy operations, SKF Steel
1977-1980: Steel Plant manager, SKF Steel
1974-1977: Research Engineer, SKF Steel
1972-1974: Stockholm Business School

Education:

MSc (metallurgy), Royal Institute of Technology in Stockholm

Sten Jakobsson

**Member of the Board of Directors,
FLSmidth & Co. A/S**



Sten Jakobsson, age 63, was elected member of the Board of Directors in FLSmidth & Co. A/S at the 2011 Annual General Meeting.

Managerial positions:

Besides his position in FLSmidth & Co. A/S Sten Jakobsson is a member and Deputy Chairman of the Board of Directors of SAAB as well as a member of the Board of Directors of Stena Metall (Sweden), Xylem Inc (USA) and Chairman of the Board of Directors of Power Wind Partners AB (Sweden), as well as a member of the Audit Committee of FLSmidth & Co. A/S.

Shareholding in FLSmidth & Co. A/S: 1,500 shares

Background:

2006-2011: Regional Manager, North Europe ABB ASEA Brown Boveri
2001-2011: President and CEO, ABB Sweden/Country Manager, Sweden
1996-2001: EVP, Transmission & Distribution Segments
1990-1995: President, ABB Cables
1985-1990: President, Asea Cylinda
1981-1985: Production Manager, Asea Low voltage Division
1977-1981: Production Planning Manager, Asea Low voltage Division
1974-1977: Central Staff, Production, Asea
1973-1974: Trainee Engineer

Education:

1973: MSc Mechanical Engineering, KTH Royal Institute of Technology