

## Vagn Ove Sørensen

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



Vagn Ove Sørensen, age 53, 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 for the first time after the 2009 Annual General Meeting.

### Executive positions:

Besides his position as Chairman of the Board of Directors in FLSmidth, Vagn Ove Sørensen is Chairman of the Board of Directors of TDC A/S (Denmark), Scandic Hotels AB (Sweden), Select Service Partner Plc (UK) and UC4 Software GmbH (Austria) as well as Vice Chairman of the Board of Directors of DFDS A/S (Denmark). He is member of the Boards of Directors of CP Dyvig & Co. A/S (Denmark), Nordic Aviation Capital A/S (Denmark), Det Rytmske Musikhus' Fond (Denmark), Koncertvirksomhedens Fond (Denmark), Lufthansa Cargo (Germany), Air Canada (Canada), Royal Caribbean Cruises Ltd. (USA) and Braganza AS (Norway).

CEO of GFKJUS 611 ApS (Denmark) and VOS Invest ApS (Denmark).

Senior Adviser to EQT Partners and Morgan Stanley.

**Shareholding in FLSmidth & Co. A/S:** 1,316 shares

### Background:

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

### Education:

MSc (Economics and Business Administration), Aarhus School of Business, University of Aarhus

## Torkil Bentzen

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



Torkil Bentzen, age 66, was elected Vice Chairman of the Board of Directors of FLSmidth & Co. A/S after the Annual General Meeting 2012. He was elected Member of the Board of Directors for FLSmidth & Co. A/S for the first time after the 2002 Annual General Meeting.

### Executive positions:

Besides his position as Vice Chairman of the Board of Directors in FLSmidth, Torkil Bentzen is Chairman of the Board of Directors of Burmeister & Wain Scandinavian Contractor A/S (Denmark), EUDP (Energy Development and Demonstration Programme) (Denmark) and Klimakonsortiet (The Climate Consortium) (Denmark). He is Member of the Boards of Directors of Mesco Danmark A/S (Denmark) and Siemens Aktieselskab (Denmark).

He is Senior Adviser to the Board of Directors of Mitsui Engineering & Shipbuilding Ltd. (Japan).

**Shareholding in FLSmidth & Co. A/S:** 5,000 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: CEO, Götaverken Energy AB  
1981-1988: CEO, Burmeister & Wain Scandinavian Contractor A/S

### Education:

MSc (Engineering)

## Caroline Grégoire Sainte Marie

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



Caroline Grégoire Sainte Marie, age 55, French, was elected Member of the Board of Directors of FLSmidth & Co. A/S after the 2012 Annual General Meeting.

### Executive positions:

Besides her position as a Member of the Board of Directors in FLSmidth, Caroline Grégoire Sainte Marie is Member of the Boards of Directors of Safran SA (France), Groupama SA (France) and Eramet (France).

**Shareholding in FLSmidth & Co. A/S:** 50 shares

### Background:

2009-2011: President and CEO, Frans Bonhomme  
2006-2009: President and CEO, Tarmac, France and Belgium  
1997-2006: Various managerial positions at Groupe Lafarge including CEO of Lafarge Germany and Czech Republic, Senior Vice President of Mergers and Acquisitions in Lafarge's Cement Division and CFO of Lafarge Speciality Products.

### Education:

Commercial Law BA, Institut d'Etudes Politiques de Paris

## Tom Knutzen

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



Tom Knutzen, age 50, was elected Member of the Board of Directors of FLSmidth & Co. A/S after the 2012 Annual General Meeting.

### Executive positions:

Besides his position as a Member of the Board of Directors in FLSmidth, Tom Knutzen is Member of the Board of Directors and the Board Risk Committee for Nordea Bank AB (publ) (Sweden).

**Shareholding in FLSmidth & Co. A/S:** 7,300 shares

### Background:

2012-: CEO, Jungbunzlauer Group, Switzerland  
2006-2011: CEO, Danisco  
2000-2006: CEO, NKT Holding A/S  
1996-2000: CFO, NKT Holding A/S

### Education:

MSc (Economics) in Finance and Strategic Planning

## Martin Ivert

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



Martin Ivert, age 65, Swedish, was elected member of the Board of Directors of FLSmidth & Co. A/S after the 2008 Annual General Meeting.

### Executive positions:

Besides his position as Member of the Board of Directors in FLSmidth, Martin Ivert is Chairman of Swerea (Sweden) and Member of the Boards of Directors of Åkers Group (Sweden) and Ovako Steel (Sweden).

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

### Background:

2002-2008: CEO, LKAB  
1998-2001: Division Director, SKF Steel  
1995-1998: CEO, Ovako Steel  
1974-1995: Various managerial positions, SKF Steel

### Education:

MSc (Metallurgy)

## Sten Jakobsson

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



Sten Jakobsson, age 64, Swedish, was elected Member of the Board of Directors of FLSmidth & Co. A/S after the 2011 Annual General Meeting.

### Executive positions:

Besides his position as a Member of the Board of Directors in FLSmidth, Sten Jakobsson is Chairman of the Board of Directors of Power Wind Partners AB (Sweden) and Vice Chairman of the Board of Directors of SAAB (Sweden). He is Member of the Boards of Directors of LKAB (Sweden), Stena Metall (Sweden) and Xylem Inc (USA).

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

### Background:

2006-2011: Regional Manager, North Europe, ABB ASEA Brown Boveri  
2001-2011: CEO, ABB (Sweden)  
1973-2001: Various managerial posts, ABB ASEA Brown Boveri

### Education:

MSc (Mechanical Engineering)