



Vagn Ove Sørensen

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

Vagn Ove Sørensen, age 58, Danish, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2009. Chairman of the Board since 2011.

Executive posts:

Besides his post at FLSmidth & Co. A/S, Vagn Ove Sørensen is Chairman of the Board of Directors of Air Canada, TIA Technology A/S (Denmark), Zebra A/S (Denmark), Scandic Hotels AB (Sweden), Select Service Partner Plc (UK), and Thor Denmark Holding ApS (Denmark). Vice Chairman of the Board of Directors of Nordic Aviation Capital A/S (Denmark). Member of the Board of Directors of CP Dyvig & Co. A/S (Denmark), VFS Global, Unilode Aviation Solutions, JP/Politikens Hus A/S (Denmark), Royal Caribbean Cruises Ltd. (USA), and Braganza AS (Norway). Senior Advisor to EQT Partners and Morgan Stanley. CEO of E-Force ApS (Denmark).

Board status (as defined by the Committee on Corporate Governance):
Independent

Shareholding in FLSmidth & Co. A/S: 7,501

Background:

2001-2006: CEO, Austrian Airlines
1994-2001: Executive Vice President, Scandinavian Airlines Systems

Education:

MSc (Economics and Business Administration), Aarhus Business School

Special competencies in relation to FLSmidth:

Former CEO, experience in acquisitions and disposals, financing, stock markets, international contracts and accounting.



Tom Knutzen

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

Tom Knutzen, age 55, Danish, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2012. Vice Chairman of the Board since 2017.

Executive posts:

Besides his post at FLSmidth & Co. A/S, Tom Knutzen is member of the Board of Directors of Chr. Augustinus Fabrikker A/S and Tivoli A/S, and CEO of Jungbunzlauer Suisse AG (Switzerland).

Board status (as defined by the Committee on Corporate Governance):
Independent

Shareholding in FLSmidth & Co. A/S: 12,500

Background:

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

Education:

MSc (Economics) in Finance and Strategic Planning, Copenhagen Business School

Special competencies in relation to FLSmidth:

CEO, former CEO, experience in global high technology manufacturing companies, technology development, acquisitions and disposals, financing and stock markets, international contracts, and accounting.



Caroline Grégoire Sainte Marie

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

Caroline Grégoire Sainte Marie, age 60, French, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2012.

Executive posts:

Besides her post at FLSmidth & Co. A/S, Caroline Grégoire Sainte Marie is member of the Boards of Directors of Groupama SA (France), Wienerberger AG (Austria), investor and member of the Board of Directors of CALYOS (Belgium) and Founding President of Definnov (France), and Senior Advisor to HIG European Capital Partners.

Board status (as defined by the Committee on Corporate Governance):
Independent

Shareholding in FLSmidth & Co. A/S: 500

Background:

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

Education:

BA Commercial Law, Institut d'Etudes Politiques de Paris

Special competencies in relation to FLSmidth:

Former CEO and CFO, experience in acquisitions and disposals, financing and stock markets, international contracts and accounting, and extensive knowledge of the cement industry.



Marius Jacques Kloppers

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

Marius Kloppers, age 55, Australian/South African, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2016.

Board status (as defined by the Committee on Corporate Governance):
Independent

Shareholding in FLSmidth & Co. A/S: 0

Background:

2013-present: Advisor, BHP Billiton
2007-2013: CEO, BHP Billiton
1993-2007: Various executive positions, BHP Billiton
1992-1993: McKinsey & Company, Consultant, The Netherlands
1987-1991: Career break. PhD Material Science, MIT, USA/MBA-INSEAD, France
1986-1987: Mintek, Engineer, South Africa

Education:

1991: MBA, INSEAD, France
1990: PhD, Material Science, Massachusetts Institute of Technology, USA
1985: Beng, Chemical, Univeristy of Pretoria, South Africa

Special competencies in relation to FLSmidth:

Former CEO, experience in mergers and acquisitions, financing and stock markets, international contracts, technology management, minerals and energy and process industry, large capital projects, and commodity markets and trading.



Richard Robinson Smith (Rob Smith)

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

Rob Smith, age 52, German/American, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2016.

Board status (as defined by the Committee on Corporate Governance):
Independent

Shareholding in FLSmidth & Co. A/S: 1,000

Background:

2013-present: Senior Vice President & General Manager at AGCO Corporation, USA
2007-2013: TRW Automotive, VP and General Manager, Engine Components, Germany
2005-2006: TYCO Electronics, VP Global Automotive Division, Germany
2002-2005: Bombardier Transportation, VP and General Manager, Services Material Solutions, Germany
2000-2001: Dell Computer Corporation, Director, Materials, Supply Chain Management, USA
1994-2000: Lucas Industries/Lucas Varity, USA
1987-1991: United States Army, USA

Education:

2001: PhD International Operations Management WHU - Graduate School of Management, Germany
1994: MSc International Operations Management, WHU - Graduate School of Management, Germany
1987: BSc Engineering, Princeton University, USA

Special competencies in relation to FLSmidth:

Experience in mergers and acquisitions, international contracts, technology management, industrial, operations and supply chain experience.

Executive posts:

Senior Vice President & General Manager at AGCO Corporation (USA).



Anne Louise Eberhard

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

Anne Louise Eberhard, age 54, Danish, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2017.

Board status (as defined by the Committee on Corporate Governance):
Independent

Shareholding in FLSmidth & Co. A/S: 0

Background:

2017-present: Chief Commercial Officer and member of the General Management Team, Intrum Justitia AB
2016-2017: Executive Vice President and member of the Executive Committee, Lindorff AS (Norway)
2015-2017: Board Member and Member of the Risk and Audit Committee, Sampension KP Livsforsikring and Sampension Administrationssselskab A/S
2015-2017: Board Member, Solix Group AB2014-2016: Independent advisor
1984-2014: Senior Executive Vice President and Global Head of Corporate & Institutional Banking, Danske Bank A/S

Education:

2014: Leadership and Board Programmes at Harvard, INSEAD and CBS
1999: MSc Law, University of Copenhagen
1992: Graduate Diploma in Business administration, Management Accounting & Informatics, Copenhagen Business School

Special competencies in relation to FLSmidth:

Extensive experience with risk management, financial counselling of companies, among others in regards to turn around, mergers and acquisitions as well as accounting combined with a general commercial focus on customers, sales and products.

Executive posts:

Chief Commercial Officer and member of the General Management Team in Intrum Justitia AB. Member of the Boards of Directors in Finansiell Stabilitet SOV, Faculty member at CBS (CBS Executive, Board Education).