



Vagn Ove Sørensen

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

Vagn Ove Sørensen, age 59, 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 (DK), Zebra A/S (DK) and Select Service Partner Plc (UK). Member of the Board of Directors of CP Dyvig & Co. A/S (DK), VFS Global (CH), Unilode Aviation Solutions (CH), Royal Caribbean Cruises Ltd. (USA), and Braganza AS (SE). Member of the Strategic Advisory Board of Nordic Aviation Capital (IR). Senior Advisor to EQT Partners and Morgan Stanley.

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

Shareholding in FLSmidth & Co. A/S: 10,634

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 56, 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 Chairman of the Board of Directors at Tivoli A/S (DK), member of the Board of Directors of Chr. Augustinus Fabrikker A/S (DK) and CEO of Jungbunzlauer Suisse AG (CH).

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

Shareholding in FLSmidth & Co. A/S: 15,000

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



Richard Robinson Smith (Rob Smith)

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

Rob Smith, age 53, German/American, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2016.

Executive posts:

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

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

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

Background:

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

Education:

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

Special competencies in relation to FLSmidth:

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



Anne Louise Eberhard

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

Anne Louise Eberhard, age 55, Danish, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2017.

Executive posts:

Member of the Boards of Directors in Finansielt Stabilitet SOV and faculty member at CBS (CBS Executive, Board Education).

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

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

Background:

2017-2018: 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
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 AB
2014-2016: 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.



Gillian Dawn Winckler (Gill Winckler)

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

Gill Winckler, age 56, British/Canadian. Previously member of the Board of Directors at Arizona Mining Limited and non-executive corporate director for the past three years, serving on the

boards of Pan American Silver (a mining company) and West Fraser Timber (an integrated wood products company). Previously Gill spent approximately 20 years as an executive in the mining industry, both as the President and CEO of a thermal coal development company (Coalspur) and in a number of senior executive roles with BHP. Gill's early career was in the auditing profession and investment banking. Gill will contribute to FLSmidth with her knowledge and experience in mergers and acquisitions, the financial and accounting sectors, the mining industry and stock markets.

Executive posts:

Member of the Board of Directors at Pan American Silver Corporation (CA) and West Fraser Timber Limited (CA), and member of the Board of Directors for Trans Canada Trail (CA), nonprofit organisation.

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

Shareholding in FLSmidth & Co. A/S: 0

Background:

2012-2015: CEO, Coalspur Limited
1997-2012: Various managerial and executive positions in BHP Billiton
1992-1997: Corporate Financier with Standard Merchant Bank and Standard Bank London
1990-1992: Audit Manager KPMG, London
1987-1990: Article Clerk, Deloitte Johannesburg

Education:

1987: Final Qualifying Exam for Chartered Accountancy
1986: B Acc and Comm (Honours), University of Cape Town
1982: BSc, University of Witwatersrand

Special competencies in relation to FLSmidth:

Former CEO, experience in mergers and acquisitions, financing and stock markets, accounting, mining industry, large capital projects and commodity markets.



Thrasyvoulos Moraitis (Thras Moraitis)

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

Thras Moraitis, age 56, British/Greek, member of the Board and Executive Director of Feed Algae. Previously, founding partner of X2 Resources, a \$5.6bn natural resource investment vehicle and prior to that member of the Executive Committee and Group

Head of Strategy and Development at Xstrata Plc. In the 1990s, global partner at the Monitor Group, a strategy and merchant banking firm. Prior to that, a founding member of Expert Explosives, the investor and developer of the electronic detonator for the mining industry. Thras received engineering training at Gencor (mining). Thras will contribute with extensive experience of the global mining industry, engineering services, strategy development, financial markets, mergers and acquisitions, post-acquisition integration and corporate affairs.

Executive posts:

Member of the Board of Directors Feed Algae Ltd., Munchachos Ltd. and Reload Greece Foundation.

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

Shareholding in FLSmidth & Co. A/S: 0

Background:

2016- : Executive Director, Feed Algae Ltd.
2013-2016: Co-founder, X2 Resources LLP
2002-2013: Xstrata Plc, member of the Executive Committee from 2007
1993-2002: Global Partner at the Monitor Group
1990-1993: SMC Group (Co-founder)
1986-1989: Detonix (Co-founder)
1985-1986: Military Service
1984-1985: Engineer in training, Gencor Ltd.

Education:

MBA, Univ. of the Witwatersrand
Post-graduate Diploma in Computer Science, Univ. of the Witwatersrand
BSc (Elec) Engineering, Univ. of Witwatersrand

Special competencies in relation to FLSmidth:

Former executive committee member of FTSE 20 company, experience in acquisitions and disposals, financing, stock markets, strategy development, extensive experience of the global mining industry and engineering services.