

Vagn Ove Sørensen

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



Vagn Ove Sørensen, age 54, 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, Vagn Ove Sørensen is Chairman of the Boards of Directors of TDC A/S (Denmark), Scandic Hotels AB (Sweden), Select Service Partner Plc (UK), Automic Software GmbH (Austria), and 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), Lufthansa Cargo (Germany), Air Canada (Canada), Royal Caribbean Cruises Ltd. (USA), and Braganza AS (Norway).

CEO of GFKJUS 611 ApS (Denmark).

Senior Advisor to EQT Partners and Morgan Stanley.

Shareholding in FLSmidth & Co. A/S: 2,466

Background:

2001-2006: CEO, Austrian Airlines
1984-2001: Executive Vice President, Scandinavian Airlines Systems

Education:

MSc (Econ. (Economics and Business Administration) and Bus. Admin.), Aarhus Business School

Special competencies in relation to FLSmidth:

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

Torkil Bentzen

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



Torkil Bentzen, age 67, Danish, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2002. Vice Chairman of the Board since 2012.

Executive posts:

Besides his post at FLSmidth, Torkil Bentzen is Chairman of the Boards of Directors of Burmeister & Wain Scandinavian Contractor A/S (Denmark), EUDP (Energy Development and Demonstration Programme) (Denmark) and State of Green Consortium (Denmark). He is member of the Boards of Directors of Mesco Danmark A/S (Denmark) and Siemens A/S Danmark (Denmark).

Senior Advisor to the Board of Directors of Mitsui Engineering & Shipbuilding Ltd. (Japan).

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

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), Technical University of Denmark

Special competencies in relation to FLSmidth:

Former CEO, experience in technology management, mergers and acquisitions, and international contracts.

Martin Ivert

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



Martin Ivert, age 66, Swedish, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2008.

Executive posts:

Besides his post at FLSmidth, Martin Ivert is Chairman of the Board of Directors of Åkers (Sweden). He is member of the Board of Directors of Ovako (Sweden).

Shareholding in FLSmidth & Co. A/S: 300

Background:

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

Education:

MSc (Metallurgy), KTH Royal Institute of Technology in Stockholm

Special competencies in relation to FLSmidth:

Former CEO, experience from the minerals and process industry, experience in acquisitions and disposals, financing and stock markets, international contracts, and accounting.

Sten Jakobsson

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



Sten Jakobsson, age 65, Swedish, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2011.

Executive posts:

Besides his post at 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: 2,000

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), KTH Royal Institute of Technology in Stockholm

Special competencies in relation to FLSmidth:

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

Tom Knutzen

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



Tom Knutzen, age 51, Danish, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2012.

Executive posts:

Besides his post at 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

Background:

2012 - : CEO, Jungbunzlauer Suisse AG, Switzerland
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.

Caroline Grégoire Sainte Marie

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



Caroline Grégoire Sainte Marie, age 56, 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 Board of Directors of Safran SA (France), Groupama SA (France) and Eramet (France).

Shareholding in FLSmidth & Co. A/S: 150

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 Speciality 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.