



Vagn Ove Sørensen

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

Vagn Ove Sørensen, age 60, 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 (CA), TIA Technology A/S (DK), Zebra A/S (DK) and Scandlines Infrastructure ApS (DK). 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 Committee 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: 14,272

Background:

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

Education:

MSc (Economics and Business Administration), Aarhus Business School

Special competencies in relation to FLSmidth:

CEO (Operational) Experience; Strategy Development; M&As, Joint Ventures, Alliances; Capital Markets, Listed Company Experience; Safety, Health, Environment, Sustainability.



Tom Knutzen

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

Tom Knutzen, age 58, 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 Boards of Directors at Tivoli A/S (DK) and 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: 20,000

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 (Operational) Experience; Finance, Audit Committee, Accounting, Treasury; M&As, Joint Ventures, Alliances; Capital Market, Listed Company Experience; Related Industrial Experience.



Richard Robinson Smith (Rob Smith)

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

Rob Smith, age 54, German/American, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2016.

Executive posts:

President & Chief Executive Officer, Konecranes PLC (FIN).

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

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

Background:

2020- : President & Chief Executive officer, Konecranes PLC
2013-2019 : 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: Diploma in Business, International Operations Management, WHU - Graduate School of Management
1992: MBA, Finance, University of Texas at Austin, Graduate School of Business
1987: BSc Engineering, Princeton University

Special competencies in relation to FLSmidth:

CEO (Operational) Experience; Strategy Development; Digital Transformation, Technology Advancement; Related Industrial Experience; Service, Aftermarket Experience.



Anne Louise Eberhard

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

Anne Louise Eberhard, age 57, Danish, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2017.

Executive posts:

Chairman of the Board of Directors of Moneyflow 1 A/S (DK), Vice Chairman of the Board of Directors of Finansielt Stabilitet SOV (DK), member of the Boards of Directors in Topdanmark A/S (DK), Bavarian Nordic A/S (DK), Knud Højgaard's Fond (DK), VL52 ApS (DK), and faculty member at Copenhagen Business School (CBS Executive, Board Educations).

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

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

Background:

2016-2018: Chief Commercial Officer and member of the General Management Team, Intrum Justitia AB (and Lindorff AS)
2015-2017: Board Member and Member of the Risk and Audit Committee, Sampension KP Livsforsikring and Sampension Administrationselskab A/S
2015-2017: Board Member, Solix Group AB
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, IT (Informatics) & Management Accounting, Copenhagen Business School

Special competencies in relation to FLSmidth:

Finance, Audit Committee, Accounting, Treasury; M&As, Joint Ventures, Alliances; Risk Management, Legal, Compliance; Digital Transformation, Technology Advancement; Commercial and Project Excellence.



Gillian Dawn Winckler (Gill Winckler)

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

Gill Winckler, age 57, British/Canadian, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2019.

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) and BC Parks Foundation, both non-profit organisations.

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

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

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:

CEO (Operational) Experience; Finance, Audit Committee, Accounting, Treasury; M&As, Joint Ventures, Alliances; Capital Markets, Listed Company Experience; Cement and Mining Industry Knowledge and Experience.



Thrasyvoulos Moraitis (Thras Moraitis)

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

Thras Moraitis, age 57, British/Greek, member of the Board of Directors of FLSmidth & Co. A/S elected at the Annual General Meeting since 2019.

Executive posts:

Chief Development Officer and member of the Management Board of EuroChem (CH), Member of the Board of Directors of Reload Greece Foundation (UK).

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

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

Background:

2020- : Chief Development Officer, EuroChem
2016-2019: Executive Director, Feed Algae Ltd.
2013-2016: X2 Resources LLP (Co-founder)
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:

1989: MBA, University of the Witwatersrand
1986: Post-graduate Diploma in Computer Science, University of the Witwatersrand
1984: BSc (Elec) Engineering, University of Witwatersrand

Special competencies in relation to FLSmidth:

Strategy Development; M&As, Joint Ventures, Alliances; Capital Markets, Listed Company Experience; Cement and Mining Industry Knowledge, Experience; Commercial and Project Excellence.



Richardt Ejnar Fangel

Candidate to the Board of Directors of FLSmidth & Co. A/S

Richardt Ejnar Fangel, age 64, Danish, candidate to the Board of Directors of FLSmidth & Co. A/S at the Annual General Meeting 2020.

Executive posts:

Member of the Board of Directors and CEO of Fangel Invest ApS, FANGYL S de RL de CV as well as Member of the Board of Directors of Grupo CIPSA and Cargotecnia Equipos.

Past executive posts:

Member of the following boards: FAMAPE (joint venture CEMEX/FLSmidth), Sabroe de Mexico (now York), Cluster Minera Zacatezas, Mexico, Economic development advisory board to the Zacatecas Gobernador, Nordic Chamber of Commerce of Mexico (President in 2013 and 2017/2018), Scandinavian Club Brazil and Scandinavian Social Fund Brazil.

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

Shareholding in FLSmidth & Co. A/S: 15

Background:

2020-: CEO at Fangel Invest ApS and FANGYL S de RL de CV
2018-: Senior Client Partner at RHHR Group
2018-: International Financial Advisor Mexico at IFU - Investment Foundation for Development Countries
2018-2020: Partner at Nordiks Global (Organizing Smart City Exchange events)
2006 – 2018: CEO FLSmidth Mexico
1980-2018: FLSmidth & Co. A/S, Brazil, Denmark, Mexico and Spain
2013 -: Copenhagen Goodwill Ambassador to Mexico

Education:

2014: Executive diploma at Henley Business School
2004/2005: Leadership training 360 degrees FLSmidth Academy.
1992: MBA, Business Administration and Management, Pacific Western University (75%)
1981: BSc (Economics) in Organization with speciality in Strategic Planning (75%)
1980: BSc (Economics) in Business Administration and Management, Copenhagen Business School

Special competencies in relation to FLSmidth:

Experience with work in Latin America. Cement and Mining Industry Knowledge and Experience – incl. working with FLSmidth manufacturing facilities in Brazil and Mexico as well as changing organization from 100% cement business to 60% mining and 40% cement. Finally responsible for a 7 year maintenance contract 2008 – 2014 for a 130,000 tpd mine in Mexico.