

Tom Knutzen

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



Tom Knutzen, age 61, Danish, Member of the Board of Directors of FLSmidth & Co. A/S** elected at the Annual General Meeting since 2012. Chair of the Board since 2022. Chair of the Compensation & Nomination Committee and Member of the Technology Committee.

Executive posts

Besides his post at FLSmidth & Co. A/S, Tom Knutzen is Chair of the Board of Directors at Tivoli A/S** (DK), Vice Chair of the Boards of Directors at Jeudan A/S** (DK), Egmont Fonden and Egmont International Holding A/S, and Member of the Board of Directors in Givaudan** SA (CH) and Jungbunzlauer Holding AG (CH).

Board status (as defined by the Committee on Corporate Governance):
Not independent.

Shareholding in FLSmidth & Co. A/S: 50,000

Background

2012-2022 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; Strategy Development; Finance, Audit Committee, Accounting, Treasury; M&As, Joint Ventures, Alliances; Capital Market, Listed Company Experience; Related Industrial Experience.

Mads Nipper

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



Mads Nipper, age 58, Danish, Member of the Board of Directors of FLSmidth & Co. A/S**, elected at the Annual General Meeting since 2022. Vice Chair since 2022. Member of the Audit, Risk & ESG Reporting Committee, and the Compensation & Nomination Committee.

Executive posts

Besides his post at FLSmidth & Co. A/S, Mads Nipper is CEO of Ørsted A/S* (DK).

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

Shareholding in FLSmidth & Co. A/S: 1,220

Background

2021- Group President and CEO, Ørsted A/S
2014-2020 CEO and Group President, Grundfos A/S
1991-2014 Chief Marketing Officer (final position), Lego A/S

Education

1991 MSc International Business, Aarhus School of Business, Denmark

Special competencies in relation to FLSmidth

CEO (Operational) experience; Strategy Development; Capital Markets, Listed Company Experience; Digital Transformation, Technology Advancement; Safety, Health, Environment, Sustainability; Commercial and Project Excellence.

Anne Louise Eberhard

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



Anne Louise Eberhard, age 60, Danish, Member of the Board of Directors of FLSmidth & Co. A/S** elected at the Annual General Meeting since 2017. Chair of the Audit, Risk & ESG Reporting Committee.

Executive posts

Chair of the Board of Directors of Finansielt Stabilitet SOV (DK), Moneyflow Group A/S (DK), and Moneyflow 1 A/S (DK), Member of the Boards of Directors of Bavarian Nordic A/S*** (DK), Simcorp A/S* (DK), Knud Højgaards Fond** (DK), VL52 ApS (DK) and Den Danske Unicef Fond** (DK). Director of EA Advice ApS. Member of the Advisory Board of DESGI, Danish EGS initiative by EY and Axcelfuture, 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: 2,000

Background

2021-2023 Member of the Board of Directors of Oterra A/S and group companies
2019-2022 Member of the Board of Directors of Topdanmark A/S
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

2021 ESG Certificate, Competent Boards, Toronto
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; Safety, Health, Environment, Sustainability; Digital Transformation, Technology Advancement; Commercial and Project Excellence.

*) Børsnoteret selskab

**) Børsnoteret selskab med udvalgsarbejde

Thrasylvoulos Moraitis

(Thras Moraitis)

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

Thras Moraitis, age 61, British/ Greek, Member of the Board of Directors of FLSmidth & Co. A/S**, elected at the Annual General Meeting since 2019. Chair of the Technology Committee and Member of the Compensation & Nomination Committee.

Executive posts

CEO of Serra Verde Group (CH), Member of the Board of Directors of Reload Greece Foundation (UK), Advisor and Principal at Vision Blue Resources (UK).



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

Independent.

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

Background

2023- CEO, Serra Verde Group
2021-2022 Chief Investment Officer, ESM Acquisition Corporate
2020-2021 Chief Development Officer, EuroChem
2016-2019 Executive Director, Brilliant Planet 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

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

Daniel Reimann

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

Daniel Reimann, age 44, Danish, Member of the Board of Directors of FLSmidth & Co. A/S**, elected at the Annual General Meeting since 2023. Member of the Technology Committee and the Compensation & Nomination Committee.

Executive posts

Member of the Board of Directors of Norican Global A/S, Director of Visser Holding ApS (DK) and Shepherd's Tree Holding ApS (DK).



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

Independent.

Shareholding in FLSmidth & Co. A/S: 0

Background

2012- Principal, Altor Equity Partners A/S (actual position)
2008-2012 Vice President, FIH Partners Investment Banking

Education

2008 M.Sc. Finance and Accounting, Copenhagen Business School, Denmark
2006 B.Sc. Economics and Business Administration, Copenhagen Business School, Denmark

Special competencies in relation to FLSmidth

Finance, Audit Committee, Accounting, Treasury; Strategy Development; M&A, Joint Ventures, Alliances; HR, Total Rewards & Labour; Commercial and Project excellence; Service, Aftermarket experience.

Anna Kristiina Hyvönen

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

Anna Kristiina Hyvönen, age 55, Finnish, Executive Vice President at Nokian Tyres Oyj since 2016 where she held various positions in Nokian Tyres Oyj as well as subsidiaries covering the Nordics, Central Europe, and North America. Before joining Nokian Tyres Oyj, Anna Hyvönen was Executive Vice President with Ramirent, VP with Kone and Head of Portfolio Management & Business Excellence with Nokia Networks.

Anna will contribute to the Board with her fundamental experience and knowledge in industrials.

Executive post(s)

Chair of the board of directors, Duell Corporation (FI).



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

Independent.

Shareholding in FLSmidth & Co. A/S: 100

Background

2016 EVP, Nokian Tyres Oyj (current position)
2020–2022 Chair of the board of directors, Leasegreen Group Oy
2018–2023 Member of the board of directors, Normet Group
2013–2020 Member of the board of directors, Caverion Corporation
2012–2016 EVP, Ramirent
2008–2012 VP Maintenance, KONE
1995–2008 Head of Portfolio Management & Business Excellence (final position), Nokia Networks

Education

1994 LicSc (Tech), Helsinki University of Technology

Special competencies in relation to FLSmidth

Strategy development; Safety, Health, Environment, Sustainability; Digital transformation, Technology advancement; Commercial and Project excellence; Related Industrial experience; Service Aftermarket experience.

*) Børsnoteret selskab

**) Børsnoteret selskab med udvalgsarbejde