

Tom Knutzen

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

Tom Knutzen, age 59, Danish, Member of the Board of Directors of FLSmidth & Co. A/S** elected at the Annual General Meeting since 2012. Vice Chair of the Board since 2017. Chair of the Audit Committee, Member of the Nomination and Compensation Committees.



Executive posts

Besides his post at FLSmidth & Co. A/S, Tom Knutzen is Chair of the Boards of Directors at Tivoli A/S** (DK) and Chr. Augustinus Fabrikker A/S (DK) and CEO of Jungbunzlauer Suisse AG (CH) (Retiring as of 30 April 2022).

Board status (as defined by the Committee on Corporate Governance):
Independent. Shareholding in FLSmidth & Co. A/S: 30,000

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; 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 FLSmidth & Co. A/S

Rob Smith, age 56, German-American, Member of the Board of Directors of FLSmidth & Co. A/S** elected at the Annual General Meeting since 2016. Chair of the Technology Committee.



Executive posts

Chief Executive Officer, KION Group AG (DE).

Board status (as defined by the Committee on Corporate Governance):
Independent. Shareholding in FLSmidth & Co. A/S: 500

Background

2022- Chief Executive Officer, KION Group AG
2020-2021 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 Diplom Kaufmann (Master), International Operations Management, WHU – Graduate School of Management
1992 MBA, Economy, 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; Capital Market, Listed Company Experience.

Anne Louise Eberhard

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

Anne Louise Eberhard, age 58, Danish, Member of the Board of Directors of FLSmidth & Co. A/S** elected at the Annual General Meeting since 2017. Member of the Audit Committee.



Executive posts

Chair of the Board of Directors of Moneyflow Group A/S (DK) and Moneyflow 1 A/S (DK), Vice Chair of the Board of Directors of Finansielt Stabilitet SOV (DK), Member of the Boards of Directors of Topdanmark A/S** (DK) and Topdanmark Forsikring A/S (DK), Bavarian Nordic A/S** (DK), Knud Højgaards Fond (DK), Knud Højgaards Hus A/S (DK) and Højgaard Ejendomme A/S (DK), VL52 ApS (DK), Chr. Hansen Natural Colors A/S* and group companies (Oterra) (DK), Director of EA Advice 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: 2,000

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 Administrationsselskab 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; ESG Certificate Holder.

*) Listed company

**) Listed company with committee work

Gillian Dawn Winckler

(Gill Winckler)

Member of the Board of Directors

FLSmidth & Co. A/S

Gill Winckler, age 59, British/Canadian, Member of the Board of Directors of FLSmidth & Co. A/S** elected at the Annual General Meeting since 2019. Member of the Audit Committee.



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; Capital Markets, Listed Company Experience; Cement and Mining Industry Knowledge and Experience; HR, Total Rewards & Labour; ESG Certificate Holder.

Thrasvoulos Moraitis

(Thras Moraitis)

Member of the Board of Directors

FLSmidth & Co. A/S

Thras Moraitis, age 59, British/Greek, Member of the Board of Directors of FLSmidth & Co. A/S** elected at the Annual General Meeting since 2019. Member of the Technology, Compensation, and Nomination Committees.



Board status (as defined by the Committee on Corporate Governance):
Independent. *Shareholding in FLSmidth & Co. A/S:* 1,000

Background

2021- Chief Investment Officer, ESM Acquisition Corporate
2020-2021 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

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

Mads Nipper

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

Mads Nipper, age 55, Danish, Group President and Chief Executive Officer (CEO) of Ørsted A/S. Before joining Ørsted, Mads Nipper was Group President and CEO of the Grundfos Group (2014-2020). Formerly, Mads Nipper had a long career (1991-2014) in the LEGO Group where his last positions were Chief Marketing Officer (from 2006) and member of the Management Board (2011-2014).



Board status (as defined by the Committee on Corporate Governance):
Independent. *Shareholding in FLSmidth & Co. A/S:* 1,220

Executive posts

Vice Chair of the Board of Directors with Danish Crown (Stepping down in 2022).

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; M&A, Joint Ventures, Alliances; Capital Markets, Listed Company Experience; Digital Transformation, Technology Advancement; Safety, Health, Environment, Sustainability.

Mads Nipper is part of World Economic Forum's Alliance of CEO Climate Leaders where he leads the Power Working Group. He is also Co-chair of the roundtable of hydrogen production under the European Clean Hydrogen Alliance. Furthermore, he is Chair of the Danish government's climate partnership for the energy and utilities sector.

Mads Nipper will contribute with his fundamental knowledge of and experience from the industrial sector in major international companies as well as a strong insight into and focus on sustainability and climate issues.

*) Listed company

**) Listed company with committee work