

## Tom Knutzen

### Chair of the Board of Directors

FLSmidth & Co. A/S

Tom Knutzen, age 60, 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 Nomination and Compensation Committees.



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

#### 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), Vice Chair of the Board of Directors at Jeudan A/S\*\* (DK) and Member of the Board of Directors in Givaudan\*\* SA (CH) and Jungbunzlauer Holding AG (CH).

## Mads Nipper

### Vice Chair of the Board of Directors

FLSmidth & Co. A/S

Mads Nipper, age 56, 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, Nomination and Compensation Committees.



*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.

#### Executive posts

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

## Anne Louise Eberhard

### Member of the Board of Directors

FLSmidth & Co. A/S

Anne Louise Eberhard, age 59, Danish, Member of the Board of Directors of FLSmidth & Co. A/S\*\* elected at the Annual General Meeting since 2017. Chair of the Audit Committee.



*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 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; 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 60, 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

2022- Director, Sinova Global Inc.  
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 (mining); HR, Total Rewards & Labour; ESG Certificate Holder; Safety, Health, Environment.

## Thrasvoulos Moraitis

(Thras Moraitis)

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

Thras Moraitis, age 60, 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

2022- 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; ESG; Cement and Mining Industry Knowledge and Experience (mining).

## Daniel Reimann

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

Daniel Reimann, age 43, Danish, Principal at Altor Equity Partners A/S ("Altor"). Before joining Altor, Daniel Reimann was Vice President with FIH Partners Investment Banking.



*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.

Daniel will contribute with his experience from Private Equity and Investment Banking on i.a. strategy development, operational performance optimization, M&A, capital markets, finance and accounting.

### 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).

\*) Listed company

\*\*) Listed company with committee work