



## **FOSTER WHEELER AG**

### **QUALIFICATIONS FOR BOARD MEMBERS**

In order to provide the most beneficial mix of qualifications for the Foster Wheeler Board of Directors, the following criteria will be used in the selection of Board members.

#### **Personal Qualifications:**

- Intelligence
- Integrity
- Strength of character
- Self confidence, secure with oneself, ego under control
- Willingness and ability to be independent
- Ability to work well collaboratively as a team member with others
- Commitment, sense of urgency, disciplined

#### **Experience and Knowledge:**

- A general understanding of energy related businesses and specifically experience and/or an understanding of the oil, gas, and chemical sectors
- A general understanding of professional service businesses and specifically the engineering, procurement, and construction industry
- Regional expertise in areas of the world which are important to the Company
- Financial services and/or all aspects of corporate finance experience
- Specific legal experience and knowledge with a publicly traded company engaging in global business
- Global government/public policy, communications and public affairs experience

#### **Highly Desirable Characteristics That Are Additive to the Above:**

- Currently active or former Chairman or CEO.....relevant senior leadership experience
- Currently active or former CFO.....relevant corporate financial management experience
- Experience in energy related businesses
- Currently active or retired from serving on other publicly traded corporate boards
- Experience and understanding of corporate governance best practices

Approved by the Governance & Nominating Committee  
August 3, 2010