



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 2, 2011