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## Curriculum Vitae

Name: Ludger Heuberg  
Date of birth: 1958, November 30<sup>th</sup>  
Place of birth: Duisburg, Germany  
Marital status: married, 4 children

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### Career path

**2014 - 2024**      **ARVOS Group, Luxembourg**  
Chief Financial Officer Group & Managing Director Holding  
*Controlling/Accounting, Corporate Finance & Treasury,  
Taxes, HR, Legal, Internal Audit, M&A und PR*

**2010 - 2014**      **H. C. Starck GmbH, Munich**  
Chief Financial Officer Group  
*Controlling/Accounting & Financing, Tax, Legal,  
IT, Internal Audit and M&A*

**2004 - 2010**      **Thomas Cook Konzern, Oberursel (until 2007), London (since 2007)**  
Group CFO, Chief Financial Officer & Labor Director  
*Controlling/Accounting & Financing, IR, M&A, HR, Tax, Legal and Purchasing*

**2002 - 2003**      **Lufthansa Cargo AG, Kelsterbach**  
Chief Financial Officer (*Controlling, Accounting, IT*) & Labor Director

**1993 - 2002**      **Rheinmetall-Konzern, Düsseldorf**

1998 - 2002      Kolbenschmidt Pierburg AG, Neuss/Neckarsulm  
Chief Financial Officer & Chief Human Resources Officer

1996 - 1998      Mauser Waldeck AG, Waldeck  
Chief Financial Officer & Chief Human Resources Officer

1993 - 1996      Rheinmetall AG, Düsseldorf  
Director/General Representative Group Corporate Development  
*Planning, Controlling, IT*

**1991 - 1993**      **Werner & Pfleiderer GmbH, Stuttgart**  
Business Unit Manager/CFO BU Plastics Engineering  
*Purchasing, Financing, Controlling, Human Resources*

**1985 - 1991**      **Robert Bosch GmbH, Stuttgart**  
Trainee, Office Manager, Head of *Controlling / HR / Logistics*

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### Training

Study of business administration in Muenster