



LUISA DELGADO

MAJOR CAREER ROLES

Chair, Swarovski International Holding AG

Chair and Lead Operating Director, Schleich GmbH (Partners Group)

Vice Chair, Barclays Bank Suisse Private Banking

Independent Director, INGKA/IKEA

Independent Director and Chair, DIA Group

Independent Director, Telia AB and Fortum Oyj

Independent Director, Breitling (CVC and Partners Group)

CEO, Safilo Group SpA

OTHER CAREER HIGHLIGHTS

Executive Board member and

CHRO, SAP SE

Divisional CEO/General Manager

Nordic Region, Procter & Gamble

Lead Independent Non-Executive

Director, Aryzta AG

Independent Non-Executive

Director, AO World plc

Independent Non-Executive

Director, Zertus GmbH

Luisa Delgado is currently Chair of Swarovski International Holding AG (since 2021) and Independent Director at Ikea/Ingka Group, Telia Company, Fortum Oyj, DIA Group, as well as Board Member of Breitling and EFG Bank AG. She is also currently the Vice Chair of Distribuidora Internacional de Alimentación.

Her executive career includes leading global organisations in luxury and FMCG, serving as CEO of Safilo Group (until 2018), the world's second-largest premium eyewear company, steering digital innovation and operational turnaround. Earlier, she was an Executive Board Member and CHRO at SAP SE and earlier led Procter & Gamble in the Nordics as both regional CEO and HR VP for Western Europe, building a strategic and people-centred culture across multiple countries. Luisa was also Lead Operating Director at Schleich GmbH and held non-executive roles as Vice Chair of Barclays Bank (Suisse).

As a mentor and governance expert, Luisa actively engages in global corporate counsel. She is a member of the INSEAD Corporate Governance Council and has supported high-potential leaders, CEO succession candidates, and boards across digital, luxury, and start-up ecosystems.

She brings deep cross-sector expertise in:

- Luxury goods & consumer transformation – integrating digital strategy and operational excellence at scale
- Board governance & compensation strategy – serving on FTSE-listed, family-owned, and private-equity platforms with a focus on value creation
- Leadership & organisational culture – scaling people-first leadership through industrial, tech, and retail sectors
- Mentoring & chair-level advisory – advising globally on board succession, governance frameworks, and strategic purpose

Fluent in seven languages and trained in law (LL.B. University of Geneva; LL.M. King's College London), Luisa is also a lifelong learner in the arts, culture, and emerging technologies. She exemplifies an agile, inclusive leadership style rooted in purpose, resilience, and governance integrity.