

WWD



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VICTORY TRAVELS IN LOUIS VUITTON

WWD

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FORMULA 1 MIAMI

Out at Kohl's
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Leclerc Gets Ready

As the Miami Grand Prix looms this weekend, Ferrari driver Charles Leclerc, seen here in a Ferrari Style jacket, T-shirt, pants and boots, took time out from his practice schedule to chat with WWD about his passion for Formula 1, his growing appreciation of fashion, his music, business ventures – and never feeling pressure. As he said in an exclusive interview: "I've always told myself that added pressure or extra pressure won't help me to extract any more out of it."

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PHOTOGRAPH BY DANIELE MANGO

BUSINESS

Kohl's Fires CEO Ashley Buchanan Citing Conflict of Interest

- Board chairman Michael Bender has been named interim CEO.

BY DAVID MOIN

Scandal has hit the struggling Kohl's Corp.

On Thursday, the board of Kohl's said it fired chief executive officer Ashley Buchanan for cause.

"An investigation conducted by outside counsel and overseen by the audit committee of the board determined Mr. Buchanan violated company policies by directing the company to engage in vendor transactions that involved undisclosed conflicts of interest, which the board determined to be cause," the company disclosed Thursday morning.

A filing with the Securities & Exchange Commission indicated that Buchanan "had directed that the company conduct business with a vendor founded by an individual with whom Buchanan has a personal relationship on highly unusual terms favorable to the vendor and that he also caused the company to enter into a multimillion-dollar consulting agreement wherein the same individual was a part of the consulting team. It also found that in neither case did Buchanan disclose this relationship as required under company's code of ethics."

Aside from getting fired, Buchanan must forfeit all equity awards he received from the company, including the recruitment awards made in January. Buchanan must also reimburse Kohl's for a pro rata portion of his signing incentive in the amount of \$2.5 million.

The filing did not identify the individual that Buchanan had a personal relationship with. However, the Wall Street Journal identified Chandra Holt as being a romantic interest of Buchanan, that they

both worked at Walmart years ago, and that Holt is a consultant and the founder of Incredibrew, a coffee brand infused with vitamins and minerals. Before Kohl's, Buchanan was CEO of Michaels Cos.

Kohl's stressed that Buchanan's termination was not related to the company's performance, financial reporting or results of operations, and that it did not involve any other company personnel.

Michael Bender, who has served as chairman of the retailer's board for a year, and a director since July 2019, has been appointed interim CEO. The company is expected to hire a search firm to find a permanent CEO.

Investors saw some kind of opportunity in the change – however unexpected – and traded shares of Kohl's up 7.6 percent to \$7.21 on Thursday, leaving the company with market capitalization of \$802.6 million.

"The board has full confidence in Michael to serve our customers and associates as interim CEO and deliver on our commitments to our shareholders," said John Schlifske, chair of Kohl's nominating and ESG committee, in a statement.

"Michael brings over three decades of leadership experience across retail and consumer goods companies, having served as CEO of Eyemart Express, and in senior roles at Walmart, L Brands and PepsiCo."

Kohl's said its board plans to announce a new chair "in due course."

The Menomonee Falls, Wis.-based retailer provided a preliminary outlook for the first quarter of 2025, projecting comparable sales would be down 4.3 percent to 4 percent. Operating income is seen in the range of \$40 million to \$45 million, and diluted earnings per share are expected to range from down 24 cents to down 20 cents. Kohl's plans to announce its first-quarter results on May 29.

Buchanan had been in the process of developing a fresh turnaround plan after the last two CEOs, Tom Kingsbury and Michelle Gass, were both unable to reset Kohl's despite intense efforts – from adding and dropping brands to reconfiguring the store layout to emphasizing better-performing categories.

Most recently, Buchanan came up with a plan that had it bolstering proprietary brands, which generally provide greater value for shoppers and better margins for retailers. Sonoma for apparel and FLX for activewear are two of the company's best private brands.

Buchanan's plan also called for restoring discontinued categories and deals on coupons within the private brand program. He was also putting more attention on fine jewelry, home decor and petites, impulse item often displayed near checkout areas,

Ashley Buchanan



and continuing to prioritize the Sephora beauty areas.

Kohl's has also made significant real estate changes this year, including the closure of its long-standing San Bernardino, Calif., e-commerce fulfillment center and 27 retail locations. The retailer still operates roughly 1,000 stores.

Last month, TD Cowen, a leading global investment bank and financial services firm and division of TD Securities, put Kohl's on a "liquidity watch" report evaluating cash flows and balance sheets in retail. "Kohl's leverage has increased meaningfully over the past year given negative profitability trends amidst a persistent declining sales backdrop," TD Cowen reported. TD Cowen also noted that the Menomonee Falls, Wis.-based, value-oriented retailer has \$353 million in debt due July 2025 that needs to be refinanced. "The current effective rate of the note is 4.25 percent, and we believe there is risk that any new debt would likely be issued at a higher rate." Kohl's ended the fourth quarter with \$134 million in cash.

Neil Saunders, managing director of GlobalData, said: "The sudden departure of Ashley Buchanan from Kohl's is a blow upon a bruise for the beleaguered department store chain. While the sacking is not related to performance, it gives the impression that Kohl's is in perpetual state of chaos and it raises some questions about the due diligence over his appointment.

"It also means that Kohl's is without a permanent captain at a time when the ship is looking far from seaworthy," Saunders added. "This is a distraction that the company does not need and can ill afford. Kohl's now needs to find someone with the requisite skills to enact a quick turnaround and get the company back onto the front foot. Given the deep-seated problems at the chain, this might be a tall order."

In the meantime, Bender is in charge.

He served as president and CEO of Eyemart Express, an optical retailer, from January 2018 to April 2022, having previously acted as president from September 2017 to January 2018. Prior to joining Eyemart Express, Bender held various executive management positions at Walmart Inc., most recently as chief operating officer of Global eCommerce. Earlier, he held senior positions at Cardinal Health Inc., Victoria's Secret for L Brands Inc. and PepsiCo Inc. He currently serves as a director of Acuity Brands. Bender will remain on the board, but will step down from certain board committees on which he serves as well as his role as chair while he serves as interim CEO.

"The board has full confidence in Michael to serve our customers and associates as interim CEO and deliver on our commitments to our shareholders."

JOHN SCHLIFSKE, Kohl's Corp.



Kohl's in Miami.

FASHION

Louis Vuitton Is Opening a Mega Flagship in Beverly Hills



An architectural model of the vast Louis Vuitton flagship planned for Beverly Hills.

● Architects Frank Gehry and Peter Marino have been conscripted for the vast project, with construction starting next year and the multifaceted site opening in 2029.

BY MILES SOCHA

Reflecting its widening lifestyle and cultural scope, Louis Vuitton plans to open a multifaceted, mega-flagship location — housing a permanent exhibition space and multiple eateries — in the heart of Beverly Hills City in 2029, WWD has learned.

Vuitton said construction would

commence in 2026 on a vast site spanning Rodeo Drive and Beverly Drive in Los Angeles.

Architect Frank Gehry — whose projects with Vuitton span everything from his landmark building for the Fondation Louis Vuitton on the outskirts of Paris to perfume bottles with striking Murano glass stoppers — has been enlisted for the building, while architect Peter Marino, mastermind of many luxury mega projects for Vuitton, is to supervise the interior.

A rendering shows a pleated facade of torqued columns topped by a leafy garden, bringing to mind a cluster of wonky white vases.

Vuitton described the vast flagship

as a single building comprised of two structures connected across an alley by two pedestrian bridges.

This confirms a report in WWD on Feb. 8, 2024, that Vuitton was seeking to develop a prime site owned by parent LVMH Moët Hennessy Louis Vuitton and previously earmarked for a 109-room Cheval Blanc luxury hotel.

In May 2023, LVMH conceded defeat in its quest to build a Cheval Blanc after a special election ended with a slim majority of nearby homeowners opposing the project. Developing the site required approval from residents, the planning commission and the Beverly Hills City Council.

At present, Vuitton operates three locations in Los Angeles: in Beverly Center, at Beverly Hills Saks, and on Rodeo Drive.

The Rodeo Drive entrance of the forthcoming Vuitton mega flagship will give way to a three-level retail space spanning 45,000 square feet, displaying women's and men's collections, beauty products and fragrances, watches and jewelry, and travel-related merchandise.

In addition, there will be one level of “private spaces for clients” and a garden rooftop, Vuitton said.

A second entrance on Beverly Drive alights onto a vast hospitality space spread across 55,000 square feet.

Two levels will be dedicated to an exhibition space, Vuitton's first such permanent space in the U.S., reinforcing its stated ambition of being a “cultural brand.” (The Fondation Louis Vuitton, which opened in 2014, has become a top Paris attraction for art fans with blockbuster exhibitions devoted to the

likes of Mark Rothko, Jean-Michel Basquiat and Olafur Eliasson.)

Another level will house the exhibition lobby and a café, while an additional level will be dedicated to a restaurant and an open-air terrace.

“The new location will take visitors into a full Louis Vuitton lifestyle experience showcasing its diverse universes of products and one-of-a-kind client experiences,” Vuitton said.

In recent years Vuitton has vastly expanded its hospitality concepts across the world with more than 20 restaurants, cafés, chocolate shops and airport lounges.

Now led by chairman and chief executive officer Pietro Beccari, Vuitton seems intent on building increasingly bigger and more spectacular retail attractions.

In Paris, the company is currently renovating a mammoth Art Nouveau-style building on the Avenue des Champs-Élysées, currently encased in hoarding resembling a giant silver trunk.

While precise plans for the building still under wraps, a construction permit registered with the city of Paris mentions retail, hotel accommodation and the construction of a basement level and interior courtyard.

Last November, Beccari unveiled a temporary store in New York City that is double the size of its historic Fifth Avenue flagship at the corner of 57th Street, which is undergoing an extensive renovation that should take roughly three years.

Louis Vuitton 57th Street NYC boasts a restaurant and bar, a fine chocolate shop, a trio of VIP suites, a collectible capsule collection, and four five-story stacks of trunks in the atrium to rival the Manhattan skyline.

And just last month, Vuitton opened a new Milan flagship on Via Montenapoleone which debuted a comprehensive new Louis Vuitton Home collection. The 50,000-square-foot unit also houses a restaurant and a café, both in partnership with Da Vittorio.

FASHION

Willy Chavarria's Adidas Collab Release Date Set

● The designer's debut Adidas collaboration will be released in two product drops on May 8 and July 10.

BY STEPHEN GARNER

Willy Chavarria's collaboration with Adidas finally has a release date.

First teased in September during Chavarria's spring 2025 show during New York Fashion Week, the designer's debut Adidas collaboration will be released in two product drops on May 8 and July 10, featuring a full range of ready-to-wear and footwear for men and women.

Footwear within the collection sees Chavarria's take on the archival Adidas Jabbar sneaker, created for basketball icon Kareem Abdul Jabbar, one of the most celebrated players of all time. In 1978, Jabbar received the first-ever Adidas shoe named for a basketball athlete.

Now consumers will be able to grab the shoes in two styles: the Chavarria Jabbar Low and Chavarria Jabbar Dress. The sneaker silhouettes get a high-fashion update with a pointed toe and monochromatic color scheme.

As for the apparel, standouts include the Chicano sweatshirt, Chavarria football jersey, polo, track jacket, wide-leg track pant, gym short, signature T-shirt and heavyweight hoodie. The second drop in

July will introduce new items including the poplin track pant and top, basketball jersey and gym short.

Launching alongside the product release is the spring 2025 Adidas x Willy Chavarria campaign. Shot by Carlos Jaramillo, a Los Angeles-based photographer of Mexican heritage, Adidas noted that the campaign honors the rich tapestry of Chicano culture and celebrates how these traditions and passions have been passed down through generations. Featured in the campaign are Adidas athletes and basketball players Candace Parker and Skyy Clark alongside Mexican actor Alejandro Speitzer.

“Adidas' place in Chicano culture is a bit of an untold story,” Chavarria said in a statement. “I love sharing this iconic brand in a way that reflects how I wore it growing up and how we wear it now. Working with my close friends and extended family on this project in L.A. was a powerful and personal experience. It allowed me to capture the beauty of our Brown brothers and sisters against the backdrop that is home to so many of us.”

The Adidas Originals and Willy Chavarria spring 2025 will be available in select Adidas stores, the Adidas Confirmed app, on willychavarria.com, adidas.com/willy_chavarria and in select retailers.

The release comes a few months after consumers got a taste of the collaboration with a special drop during Paris Men's



Looks from the Willy Chavarria and Adidas collaboration.

Fashion Week in January. During the week, Adidas and Chavarria hosted an event that centered around a vintage Chevy Impala, which cruised the streets of the City of Light, stopping at secret locations to distribute the Paris-exclusive Adidas Originals x Willy Chavarria merchandise in the lead-up to the designer's runway show.

At the designer's Paris show,

Chavarria gave a preview of his fall 2025 collaboration with the Three Stripes, which centers around the Adidas Forum sneaker, his personal favorite. “The Forum is the sexiest of Adidas shoes, in my opinion,” the designer told WWD's sister publication FN at the time. “It's so hard and rugged. And our latest Adidas collection, is very, very aggressive and hard and tough.”

BEAUTY

The Estée Lauder Cos. Forecasts 9 Percent Sales Drop in 2025, but Return to Growth Next Year

- The beauty group has been struggling with slowing demand in Asia and North America.

BY KATHRYN HOPKINS

The Estée Lauder Cos. has finally delivered a new full-year outlook to the market.

After scrapping its previous forecast in October, Estée Lauder said it expects sales to drop by as much as 9 percent in 2025 on the back of continued weakness in Asia and travel retail, but sees a return to growth next year if “there is meaningful resolution of the recently enacted tariffs.”

The bigger-than-expected annual drop comes on the back of a forecasted stronger double-digit net sales decline in the company’s global travel retail business in the fourth quarter compared to the third quarter when travel retail declined 28 percent organically. It continues to shrink as a percentage of the business toward the low teens.

Lauder also expects a high-single-digit organic net sales decline in Asia-Pacific for fiscal 2025, primarily driven by ongoing subdued consumer sentiment from Chinese consumers and the impact of the company’s strategic exit of Dr.Jart+ from the travel retail channel in Korea.

Stéphane de La Faverie, president and chief executive officer, said: “With the strategic reset of our travel retail business well underway to better reflect recent

industry trends and market conditions, and provided there is meaningful resolution of the recently enacted tariffs to mitigate potential related negative impacts, we are confident in our ability to return to sales growth in fiscal 2026.”

On the subject of tariffs, Akhil Shrivastava, executive vice president and chief financial officer at Lauder, added that it does not expect a material impact of fiscal 2025 profitability. But he stressed that “unless meaningful resolution of trade negotiations is achieved, we do anticipate the high rate of tariffs to have a material impact in fiscal 2026.” As a result, Lauder is exploring additional cost savings and strategic pricing to help further mitigate some of these impacts and plans to provide more details in its August earnings call.

At the beginning of April, President Donald Trump unveiled sweeping punitive tariffs on around 60 countries, sending the markets into a tailspin. He later stepped back, authorizing a 90-day pause – “and a substantially lowered reciprocal tariff during this period” of 10 percent. Still, he upped import duties on China-made goods to 145 percent. Currently, 75 percent of what Lauder sells in the U.S. is either sourced from its manufacturing plants in the U.S. and Canada or covered under existing trade agreements. Roughly 25 percent of what it sells in China is sourced from its manufacturing plants in the U.S.

“We have strategies to potentially reduce that to below 10 percent,

including leveraging products made in our manufacturing plants in Japan,” said Shrivastava. This comes as the third-quarter numbers came in better than expected, although all categories and geographies saw declines.

Net sales for the third quarter decreased 10 percent to \$3.6 billion, while organic net sales fell 9 percent. Analysts had forecast net sales of \$3.52 billion.

Adjusted diluted net earnings per common share decreased to 65 cents, compared with 97 cents, but above Wall Street forecasts for 29 cents. Skin care net sales slid 11 percent, primarily due to the decrease in the company’s Asia travel retail business, which drove declines from Estée Lauder and La Mer. Makeup net sales decreased 7 percent, driven by declines from MAC, reflecting an unfavorable impact from the timing and lower level of shipments for new product launches compared to the prior-year period. Fragrance net sales fell 1 percent, dragged down by the Clinique Happy product franchise, and Estée Lauder retail softness at retail in Asia-Pacific. Hair care net sales decreased 10 percent.

On a geographical basis, net sales in the Americas dropped 5 percent, by 16 percent in Europe, Middle East and Africa and 1 percent in Asia-Pacific. In February, Lauder announced plans to ramp up its restructuring program, part of the so-called profit recovery plan, and will eliminate between 5,800 and 7,000 positions. This includes the 3,000 already

Stéphane de La Faverie



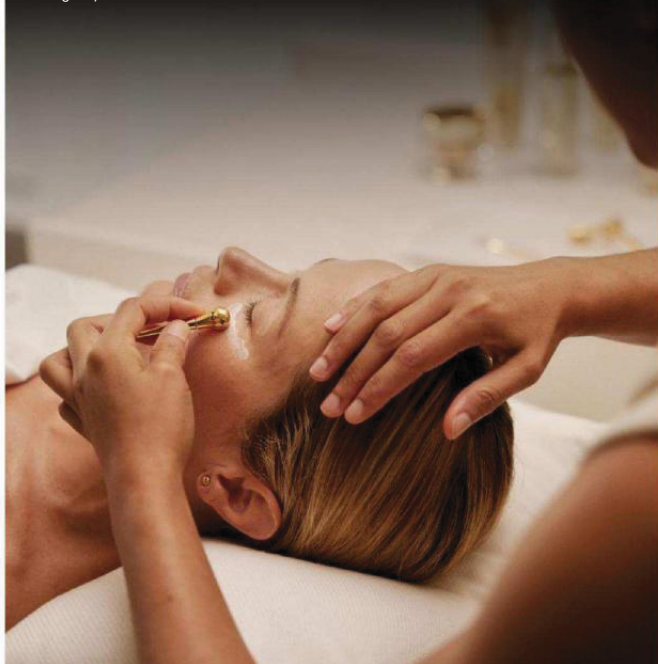
announced and is expected to be executed in fiscal 2025 and 2026 and completed in fiscal 2027.

De La Faverie said that as of late April, it had approved initiatives to reduce more than 2,600 net positions.

BEAUTY

Estée Lauder Brings Skin Longevity Concept to Costa Rica

A facial at Estée Lauder’s Skin Longevity Institute.



- The move comes after the success of the Skin Longevity Institute’s successes in other markets, such as London and Hainan, China.

BY JAMES MANSO

Estée Lauder is taking its experiential wellness concept, the Skin Longevity Institute, global.

The tri-axis beauty brand is opening the next iteration of the institute at Hacienda AltaGracia, an Auberge resort in Costa Rica. It will offer a range of skin and body treatments, as well as the brand’s iMatch Skin Analysis Pro tool for on-site diagnostics, and residencies with beauty and wellness practitioners. The two debut residents will be mind coach Manjit Dvgun and aesthetician Crystal Greene.

“The first big launch of our Longevity Institute in Hainan propelled us back to the leading brand in Hainan again,” said Justin Boxford, global brand president of Estée Lauder. “The service experience and a number of services are a key driver of Re-Nutriv,” the brand’s luxury skin care range, he continued.

He’s also seen success with the company’s expansion of the model into the U.K. with Harrods, and in markets with the concept, “we’ve seen this amazing increase in spend and basket size, as well as dwell time,” Boxford said.

Estée Lauder has about 150 freestanding stores globally, “and we’re gradually converting the top tier of those stores into the Longevity Institutes,” Boxford said. In China, “we launched in Suzhou, and it’s been a tremendous success from every aspect. It’s been a driver of traffic to our stores and we’ve seen an incredible increase in new customers.”

A breakdown of figures from parent company The Estée Lauder Cos.’s third fiscal quarter, released Thursday, showed that the brand dragged on skin care and makeup for the quarter, the former due to continued headwinds in travel retail. To Boxford’s point, though, the brand also drove share gains in mainland China, the results revealed.

The rationale for Costa Rica was twofold: one, the country’s hub as a wellness epicenter, and two, as a tourist destination.

“It’s so rich in local culture, and what we loved about Hacienda AltaGracia is it’s established what they’re doing with longevity lifestyle practices that are inspired by what’s happening in the country as a whole,” Boxford said. “We see influencers, celebrities, high value customers going there. Lifestyle is in the core of it, and we really get to bring it back to skin. We have a very strong connection with them.”

The services range from body treatments to eye and light therapy, and LED light therapy. “There’s the most indulgent facial-sort of treatments for bodies, and hot stone and lymphatic drainage massages,” Boxford continued. “And then we have these exclusive age reversal advanced contour rituals, all about bringing your skin to its peak performance. This has been exclusive to what we’re doing with this partnership.”

BEAUTY

Bala Launches Pre- and Postnatal Fitness Equipment to Support Moms



Natalie Holloway

● The collection, called Bala Mama, includes the Balance Ball, Belly Band, Birthday Peanut and Big Band.

BY EMILY BURNS

Bala is expanding its design-forward workout equipment with an assortment just for moms.

On Friday, the brand – best known for its internet-breaking Bala Bangles, \$55 – is launching Bala Mama, a collection of fitness equipment for pre- and postnatal. The lineup includes the Belly Band, \$70, a wearable to distribute the weight of the belly during pregnancy or support the area post-birth; Birthday Peanut, \$65, an inflatable tool that can be used during birthing for comfort, to increase dilation and keep the pelvis open; Balance Ball, \$95, a large stability ball for a variety of workouts of just sitting, and Big Band, \$30 to \$40 depending on resistance, a band that can be used for stretching, reformer-like workouts and more. The products will be available on the brand's website, as well as through Hatch, Free People Movement and Revolve.

For cofounder Natalie Holloway, who now has three children, this collection was inspired by her own pregnancy journey.

"I'm a longtime fitness enthusiast. My favorite workouts are heated mat Pilates and heated yoga," she said. "I already knew I couldn't be doing that workout [during pregnancy], but I just felt like, even me being in the fitness industry and being an enthusiast, there was so much confusion on what products you can use [and] what you can do for pre- and postnatal."

Holloway continued: "[The] body changes so dramatically each time you have a kid. Movement is so near and dear to my heart, and I [was] like, 'We need to make mama products, things that are actually good for you during pre- and postnatal.'"

It would seem Bala customers were experiencing a similar confusion to Holloway during their pregnancies.

"We're always getting asked, 'Is it safe to use this weight, this bangle?'" said Holloway, adding that along with this line, the brand is rolling out kits with equipment specific for pregnant people to dispel the confusion.

Given the influx of questions received, when ideating the line Holloway began researching the category and was disappointed to find very little, and what was available wasn't design- or education-driven.

"If you don't know what you're looking for, you may never find it, unless a trainer tells you," she said. "It was a gap in the market... I really wanted to infuse motherhood in Bala's story."

"Therefore the products are all multifunctional and support the body as it changes during pregnancy and beyond. They are also developed to make movement more effective."

"When you become a mom, it's all about hacking time," Holloway said. "The best way to do that is to add some products to your workout."

While this is Bala's first product line completely focused on this market, the brand has a long history in the pregnancy and motherhood realm.

Previously, on its workout platform Balacize, the brand featured instructor Renee Noa Harris during her pregnancy. In addition, the brand has done events and collaborations with Hatch, a maternity brand, and Push, a pre- and postnatal-focused fitness studio in New Jersey. With this, Holloway said this type of collection "was always on the horizon." In addition, Holloway believes there is room to expand the collection in the future.

"Should you choose to become a mama, we want to be there on that journey," she said.

While Holloway did not share specifics around sales projections, she said this year was expected to be the brand's best yet with this collection expected to sell out quickly. However, with the ever-changing tariffs, expectations may shift.



Bala Mama products.

BUSINESS

Unilever Shuts Skin Care Brand Ren

● Unilever failed to find a buyer for the sustainable brand, which it purchased 10 years ago.

BY SAMANTHA CONTI

LONDON – Unilever is shutting one of its greenest brands, Ren Clean Skincare, blaming a combination of "internal factors, compounded by market challenges." The consumer giant said while there was no fixed date for final closure, the business is expected to shutter by the end of the third quarter.

In March, WWD Beauty Inc reported that Unilever had been speaking to Ren employees and representatives as part of a strategic review as it sought a path forward for the business.

Unilever said in a brief statement on Thursday that following the conclusion of a collective consultation period, it has made the "difficult decision to begin formal steps to close the Ren business." It said internal

and external factors have left the brand "unable to sustain success in the long term."

It is understood that Unilever failed to find a buyer for the British company it purchased 10 years ago.

Unilever said it was proud of the Ren team "for all it has accomplished during 25 years of business, putting clean skin care on the agenda and creating positive change for both people and planet. We thank them as they continue to support us through this closure."

Unilever acquired Ren Skincare in May 2015. The brand was founded by Antony Buck and Robert Calcraft and positioned itself in the naturals category, which by the time of its acquisition had become among the fastest-growing skin care segments globally.

By the time of its purchase by Unilever, Ren had built a committed consumer base around the motto of "performance; purity; pleasure."

Ren's premium positioning complemented Unilever's burgeoning

prestige beauty portfolio, and its sustainability aspirations. The multinational planned to build on Ren's global potential.

The range of high-performance skin care was at the time predominantly in specialty stores and pharmacies, then branched out to perfumeries and department stores, as well.

Most recently, Ren – which had added "clean" as part of its moniker – was doubling down on its Clean to Planet positioning. The company had met its zero-waste promise by the end of 2021, with its packaging fully recycled, recyclable or reusable.

Much has changed since Unilever purchased Ren. The natural and clean beauty space has become ever more competitive, with many brands trying to find their footing in the crowded space.

At Unilever, sustainability is still a priority, but it is one among many. The company has had three chief executive officers in the space of three years, and is increasingly focused on its "power brands," each of which generates upward

of 1 billion euros annually.

It also has a cost-cutting drive in place, and has already sold a host of what it considered to be noncore brands, such as The Vegetarian Butcher, Dollar Shave Club and Elida Beauty, which comprised more than 20 beauty and personal care brands including Q-Tips, Caress, Timotei and Tigi.

As reported, the group plans to spin off its ice cream division, which will be listed on the stock exchanges in Amsterdam, London and New York later this year.

The new CEO, Fernando Fernandez, said revenue growth was coming from Unilever's "increasingly premium and innovation-led portfolio in developed markets" against a backdrop of "heightened global macroeconomic uncertainty."



FASHION

KFN Unveils Ambitious Plans to Reimagine NYFW

● KFN held an industry event at The Standard in New York on Thursday morning for designers, media and industry stakeholders.

BY LISA LOCKWOOD

KFN unfurled phase one of its multiphase initiative to reimagine New York Fashion Week at an industry event Thursday morning at The Standard Hotel.

KFN (KF Fashion and N4XT), cofounded by Imad Izmrane, is a strategic partnership formed to reenvision NYFW and build a future-forward platform for American fashion. KF Fashion is an extension of Kilburn Media, a diversified media and entertainment company with investments in film, TV and content-driven ventures. N4XT Experiences acquired LA Fashion Week in 2022, and specializes in creative direction, brand strategy and experiential programming at the intersection of fashion, beauty, gaming and culture.

Among those in attendance were Steven Kolb, chief executive officer of the Council of Fashion Designers of America; Prabal Gurung; Rachel Scott of Diotima; Bethann Hardison; Maxwell Osborne; Dao-Yi Chow; Aaron Potts; Edwin Thompson; Henry Zankov, and Jackson Wiederhoef.

Izmrane, along with Leslie Russo, founder of The Culture Shop (who was earlier president of IMG's Global Fashion Events Division), outlined their vision for New York Fashion Week.

"Together we assembled a team that is best in class, and I couldn't be more excited about what we're going to share with you today," said Izmrane. Since Jan. 3, they have been working around the clock to develop the platform, he said.

Russo said when they first discussed doing a new platform for NYFW, "something I didn't think I was going to do again," they determined that the first thing they need to do was get investment. The second was that they were going to have to build consensus with the industry, and the third was starting with a clean slate in order to make this successful. She said they went to stakeholders in the industry, such as Kolb, Hardison and many established and emerging designers. "And we wanted to come up with something rooted in this idea that New York Fashion Week doesn't really belong to any one entity. It belongs to everyone in this room," said Russo.

At the center of the transformation is the introduction of The Venue Collective, a decentralized network of multiple venues [in close proximity to each other in Manhattan] built to alleviate the operational and financial challenges that have long made NYFW inaccessible to many designers. Russo said each designer will be invited to participate in the Campus, and will be able to choose from one of KFN's fully contracted venues to host their show at no venue fee cost. Along with a free/no-fee venue, KFN will provide comprehensive support that includes Backstage technical floor plans for hair and makeup, dressing and model lineup, procurement of backstage rentals and equipment, first looks equipment, full backstage installation, street permitting (where required) and wireless show communications system. The end-to-end support is designed to allow designers to focus entirely on creativity, rather than logistics or overhead expenses.

Russo told the audience that in order to develop a plan they went on listening tours and held roundtable discussions. "We really collected a lot of information from the industry," she said. They also met



Maxwell Osborne, Dao-Yi Chow, Steven Kolb, Leslie Russo, Imad Izmrane and Prabal Gurung.

with people from the government and the Economic Development Corp. They came up with a list of things that they needed to solve, such as elevators, funding, how many fashion weeks are needed to support designers, and how expensive it is to produce a show.

"Being invited into the early stages of the KFN information-gathering sessions wasn't just refreshing – it was powerful," said Gurung. "Designers' voices were sought out from the start. That level of inclusion signals that KFN isn't just building a product, it's building a culture that values creative intuition, practical insight and diverse perspective."

As part of this initiative, designers are being asked to commit to three consecutive seasons. The multiseason approach is intended to bring support to the fashion calendar while allowing brands to build momentum and deepen audience engagement over time. Applications are now being accepted by KFN. The officials noted that the response has included early commitments from both established names and rising talent.

Last May, WME Fashion pivoted from producing a centralized venue for NYFW: The Shows to concentrating its efforts on facilitating brand partnerships and creative collaborations between brands and designers. WME Fashion officials declined to comment.

Russo and Izmrane pointed out that the CFDA remains the official organizer of NYFW and will continue to manage the fashion calendar while contributing its own programming and strategic input.

"We welcome what KFN is doing to support the industry at large, which is aligned with the mission of the CFDA," said Kolb. "This model makes NYFW more accessible and efficient and helps designers overcome logistical hurdles while freeing them to focus fully on their creative potential."

Kolb told WWD that he thought the plan was really thought out. "For me what I care about mostly is the Venue Collective. I'm interested in making sure that venues are available to designers who need them and want them and could benefit from them." But he said while some designers will still want to do their own thing, a lot of designers could benefit. "I love this idea of not being a central venue," and he liked the idea that the venues they showed are

all in Manhattan.

He also said that city and state support is something with which the CFDA has had great success. "When you look at what kind of money is coming in, that really has to be managed by an organization like the CFDA because you really want to make sure you're using that investment in a way that is broad and not too isolated," he said. "As they look to more money, that has to be a joint effort, and they know that."

Russo noted how NYFW provides a big opportunity for New York City. On average, during fashion week, those living in and visiting New York spend about \$2,500, and it's still the highest revenue-generating event in New York.

Russo said phase one will be launched in September, and they hope the platform will be fully realized by the end of 2026. One of the key issues they grappled with is whether NYFW needs a central venue. She said depending on whom she speaks with, there are strong feelings on both sides of this debate. "On one side, a central venue provides one location that makes logistics easy, financially unburdens designers with operational costs and gives a centralized place for fashion week activities to take place in the industry together." The other side is fashion shows are no longer exclusively for the purpose of showcasing collections to editors and buyers, and although that is vitally still important and the primary function, the show now has to tick a lot of other boxes for fashion designers, such as creating social media content, and serving for their ad campaigns and look books, said Russo.

Russo said there are a variety of formats that are included in the Venue Collective to address the idea that NYFW is not a one size fits all model. She said the Venue Collective will include formats that include runway venues, salons and showroom space.

KFN plans to launch a franchise where they will host editor and buyer salon breakfasts each morning of the five days at no cost to the designer other than the styling of the models and the clothes themselves. This is strictly for editors and buyers. In addition, they will create a Showroom Center, which provides a curated program for designers and brands across a variety of categories, including accessories and jewelry to showcase their collections in a by-appointment setting. This has been successfully tested with the

Black in Fashion Council.

Russo said that future phases will introduce a fashion and entertainment platform including cultural programming, public activations, nightlife events and integrated digital experiences aimed at expanding NYFW's impact. They envision an American fashion festival that runs parallel to NYFW's opening weekend. They envision it as a two-to-three-day festival. She said they will partner with Kilburn Media (which created World of Barbie) and create a multimedia exhibition every September, which will celebrate American fashion. They expect this to begin in September 2026.

The final phase of the platform will be a centralized digital platform that brings the community together. She said they are working with Brandon Ralph, formerly of Code & Theory, and his new company, The UQode, to build out a smart AI-powered fashion week system that seamlessly integrates the brand schedule, community happenings, and major events all curated into an app by you. It can give you information, such as what are the stores I can visit, and restaurants I can eat at, who could I connect with, who else is around right now?

Following the presentation, Russo told WWD, "I don't know [that] we'll get all the designers in season one. I think we'll have a collection of designers who want to take advantage of the property. There may be some that say, 'I don't think that these are the venues I want to use.'" Right now they have 12 venues on hold. They're hoping to have 15 to 20 venues. "What we want to do is support those who are already on the Fashion Calendar and need the support," said Russo.

Asked if they'll be looking for sponsors, she said, "We've diversified our revenue model and where the revenue comes from with things like consumer ticket sales and partnerships with nightlife. It's going to be a diversified revenue stream. She said they will also go after sponsors. "But we won't necessarily do it the way it's been done before. It will be much more customized because you're not in a central venue," said Izmrane.

He said a lot of brand partners want to reach not just the trade, and have asked how do they get their customers involved? "So it's not just the industry wants a new model on how brands interact, it's the brands themselves," said Russo.



Leclerc Gets Ready

As the Miami Grand Prix looms this weekend, Ferrari driver Charles Leclerc, seen here in a Ferrari Style jacket, T-shirt, pants and boots, took time out from his practice schedule to give WWD an exclusive interview about his passion for Formula 1, his growing appreciation of fashion, his music, business ventures – and never feeling pressure.

For more, see pages 24 to 26.

PHOTOGRAPH BY DANIELE MANGO

WWD FORMULA 1 MIAMI

The lower pool deck at the Andaz Miami hotel.



Where to Stay, Dine and Explore In the Magic City

Miami's newest restaurants, hotels and art exhibitions to check out between races. BY KRISTEN TAUER

Miami Race Week revs up with the start of the Formula 1 Crypto.com Miami Grand Prix. Here's a look at what's happening around town off the track and beyond the Hard Rock Stadium gates.

Where to Stay

The **Andaz** opened the doors to its Miami Beach hotel, formerly The Confidante, in March. Located in Mid-Beach, the luxury hotel features design that pays homage to the building's Art Deco legacy, a culinary partnership with the José Andrés Group – including all-day restaurant Bar Centro, and Bazaar opening this fall – and on-site spa and Beach Club opening this summer.

The **Shelbourne** hotel reopened Thursday under the Proper Hotels umbrella. The boutique property, located just south of Collins Park on Miami Beach, features rooms with light-tone design

details, a dining program led by the Lowder-Tascarella team, including seafood-forward restaurant Pauline and cocktail lounge Little Torch, Beach Club, and pool with an original Art Deco diving platform.

Music producer Kygo's **Palm Tree Club** hotel opened along Biscayne Bay in North Bay Village last December. The hotel doubles as a live music venue, with race weekend performers including Swedish DJ Sebastian Ingrassio on Friday and The Chainsmokers on Saturday.

Kygo will be performing at the trackside Hard Rock Beach Club at the Crypto arena on Friday, followed by **Pitbull** on Sunday. Looking for more after-hours music options during Race Week? **Elleven** Miami's weekend lineup includes Nelly, 50 Cent and Afrojack on Friday, Saturday and Sunday respectively. On Miami Beach, **LIV**

Miami is hosting house music DJ John Summit on Friday and Tiësto on Saturday. Summit then heads over to Club Space on Saturday as part of the club's "Space Race" weekend, which also includes a DJ set by Rütüs Du Sol on Sunday.

Where to Eat

Gordon Ramsay is continuing his collaboration with Formula 1's hospitality platform, **F1 Garage at the Paddock Club**, onsite at the F1 Paddock and Pit Lane at Hard Rock Stadium. Offsite, the chef is offering a five-course tasting menu at Lucky Cat Miami, which will also host a Q&A with former driving champion Mika Häkkinen, live music and F1 memorabilia, and at Hell's Kitchen Miami, Hell's Kitchen winner Alex Belew will lead a five-course dinner series in a space that offers F1-inspired displays.

Three-night pop-up **Carbone Beach** returns to South Beach for shoreline dining Friday through Sunday. Presented by American Express, the experience features a menu of signature dishes by chef Mario Carbone alongside surprise live performances. At restaurant club Joia Beach, tournament beverage partner **Moët & Chandon** will offer several packages starting Saturday, including Champagne pairings with selections of sorbets and fries.

Potato Pave at Matsuyoi in the Design District.



The king suite at the Andaz Miami hotel.

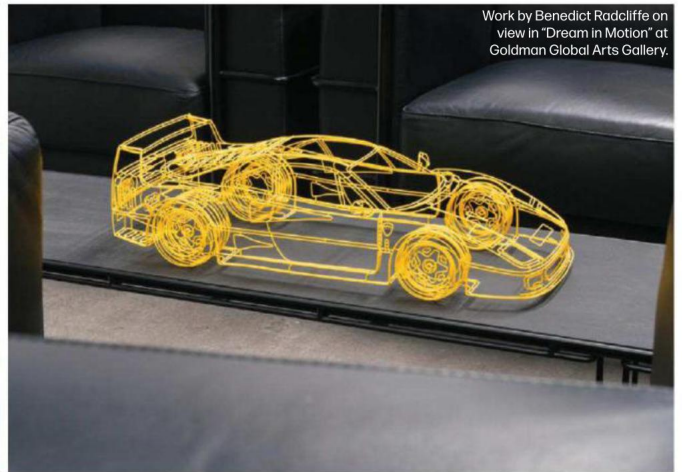


The main bar space at Shiso in Wynwood.

FORMULA 1 MIAMI **WWD**



Helmets created by Mickalene Thomas for the DART Car Project.



Work by Benedict Radcliffe on view in "Dream in Motion" at Goldman Global Arts Gallery.



Carbone Beach sponsored by American Express, open through Sunday.



Amex F1 Academy driver Nicole Havrda.



José Parla's "Homecoming" exhibition is on view at PAMM.



Dawn Atkins in "Carmen." Choreographed by Annabelle Lopez Ochoa.

In the Design District, the **Nami Nori** team has opened **Matsuyoi**, a new Japanese restaurant concept centered around temaki hand rolls. The restaurant, a partnership with Pharrell Williams and located in the bilevel Nami Nori space, features a 10-seat chef's counter and cocktail lounge.

Chef Raheem Sealey recently opened **Shiso** in Wynwood. The Caribbean-Japanese menu incorporates wood-fired BBQ, with dishes including Oxtail Gunkan and Shiso Chicken Please, a half-smoked and half-fried Cornish Hen. The dining room reflects its neighborhood with graffiti-accented spaces that include a large rooftop and 35-seat racetrack-shaped bar.

Last fall, the **1 Hotel** on Miami Beach opened Israeli restaurant **Aviv**, led by chef Michael Solomonov and restaurateur Steve

Cook. Down in South Beach, Golden Era Hospitality debuted rooftop restaurant and bar **Oro**, with a seafood focus. Also joining the Miami culinary scene last fall is **Cotoletta**, an Italian bistro from chef Giulio Rossi in Coconut Grove.

What to See and Do... Off the Track

Netflix and Hello Sunshine, in collaboration with Amex, hosted a premiere event on Thursday for docuseries "**F1 Academy**," focused on the all-female motorsport competition. The first two episodes will be screened along with a live Q&A and musical performance by Young Miko. Miami Race Week will also mark the U.S. competition debut of Nicole Havrda as an Amex F1 Academy driver.

The Driven Artists Racing Team (DART) Car Project makes its Miami debut on Friday with its inaugural commission designed by artist Mickalene Thomas. The artist-designed car and helmet will be on view at the Moore Building in the Design District on Friday, where Thomas will join writer Salomé Gómez-Upegui in conversation in celebration of the women-led project.

The Institute of Contemporary Art, Miami in collaboration with Fondation Cartier is presenting a landmark retrospective of Colombian fiber and textile artist **Olga de Amaral**. The exhibition, which opened Thursday and will be on view through Oct. 12, will feature more than 50 works spanning six decades of the artist's career.

At the **Perez Art Museum**, Jose Parla's "Homecoming" retrospective exhibition is in its final stretch ahead of its July 6 closing date, and Rachel Feinstein's "The

Miami Years" will close at the **Bass Museum** in August.

Over at Wynwood Walls, the Goldman Global Arts Gallery unveiled "**Dreams in Motion**" on Tuesday. The exhibition, open through June 28, explores racing culture through the lens of international street artists including Benedict Radcliffe, Manu Campa, Simon Berger and Leon Keer. A few blocks away, the Wynwood Marketplace will host **Racing Fan Fest**, a four-day activation free and open to the public from Thursday through Sunday. Sponsors including Red Bull, LaRoche Posay, New Era, and DoorDash are more.

The **Miami City Ballet** is currently performing the world premiere of Annabelle Lopez Ochoa's ballet "Carmen." Following its debut at the Arsht Center in late April, make your way over to Fort Lauderdale to catch the performances on Saturday and Sunday at the Broward Center. ■



George Russell

IWC Performance Chronograph.

Pilot's Watch Performance Chronograph 41

Mercedes-AMG PETRONAS Formula One™ Team, Ref. 3883

The Pilot's Watch Performance Chronograph 41 is the most performance-oriented IWC chronograph ever engineered. It combines our experience in chronographs with our expertise in advanced materials. This version with a Ceratanium® case, an elaborate black lacquered dial, and appliqué filled with Super-LumiNova® is dedicated to our longstanding partner, the Mercedes-AMG PETRONAS Formula One™ Team.

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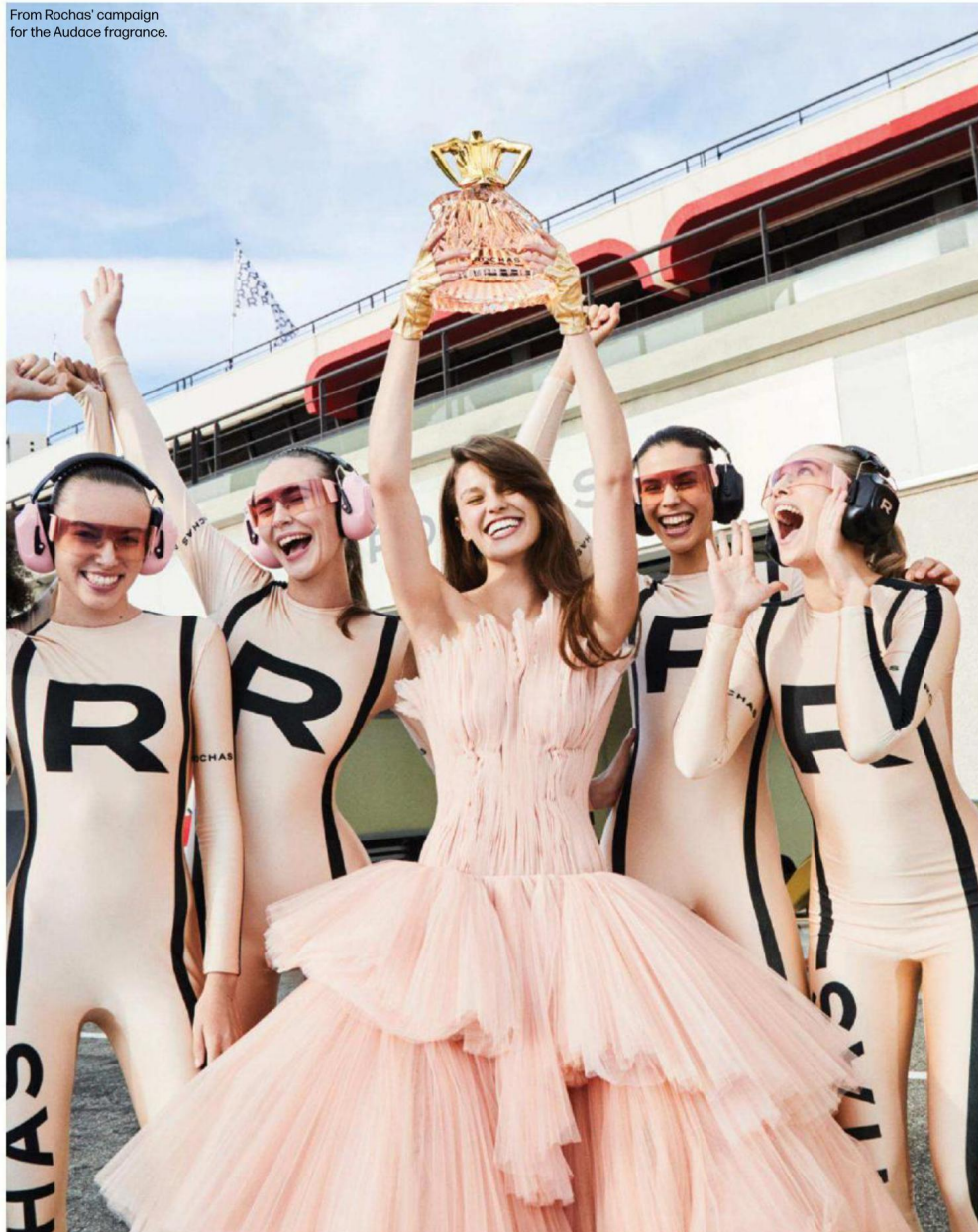
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WWD FORMULA 1 MIAMI

Beauty Brands Accelerate Their Formula 1 Drive

Elemis, Charlotte Tilbury, Liquid I.V. and Rochas are already in the race. BY JENNIFER WEIL

From Rochas' campaign for the Audace fragrance.



PARIS — Rochas' sleek, golden Formula 1 car gets rolled onto a track by glamorous women in body-con uniforms and heels. The all-female team's lead driver spritzes on Audace, the brand's new fragrance.

The race is on, both in the campaign clip where the Rochas car revs into pole position to win the gold, and for beauty brands as they accelerate their partnerships with the sport.

F1, now in its 75th season, has a big role to play, ranking as the most popular yearly sport series, with an audience of 750 million, according to Nielsen Sports. Of that, women account for 41 percent of the fan base, allowing F1 to shed its traditionally male image, while the 16-to-24

set is its fastest-growing age group.

F1's sponsorship is up 10 percent on-year and has reached in 2025 already more than \$2.9 billion, according to Ampere. Meantime, the sport is broadening its reach, now boasting 65 million followers across its social media platforms, for instance.

"Since 2020, the fan base for F1 has grown 38 percent; their broadcast coverage in the U.S. has doubled since 2018," said Stacey Andrade-Wells, chief marketing officer at Liquid I.V., the electrolyte drink mix. "This is a really growing space for attention and for brands to be able to reach their consumers."

Beauty brands, also including Charlotte Tilbury and Elemis, have taken note and

turned F1 into a new runway.

The sport, once elite, burst onto the world stage in part thanks to the Netflix series "Drive to Survive," which helped draw a younger and more diverse audience. Social media and gaming have helped, as well.

"Sports is a way to hit those audiences more effectively than traditional advertising," said Louise Johnson, global chief executive officer at Fuse, a sport and entertainment marketing agency.

Beauty plays a big role in sports. Personal care is essential to athletes; hair and makeup are powerful tools for self-expression while athletes wear a uniform, and sports and beauty both stand at the intersection of physical and

mental well-being, she said.

Sport is at the junction of adjacent passions, too, such as fashion, music and wellness. "Everything is crossing and bleeding over at the moment," Johnson said. "That is why you are starting to see a lot of beauty brands coming in."

"The unique thing about Formula 1 is it has this opportunity to stretch across sports, but also entertainment [and] hospitality. And [since] it has such broad shoulders, that allows it to permeate culture," Andrade-Wells continued. "Beauty and well-being consumers are always on the leading edge of trends and culture. What becomes important to them also becomes important to the brands that they are trying to reach and connect with them."

Like F1, beauty brands have their sights trained on China and the Middle East as two main growth markets, pointed out Olivier Tjon, a neuromarketing pioneer and cofounder of Beyond Reason consultancy.

"Formula 1, just as a platform, is really interesting to reach those audiences," he said, underlining the new races being added to the calendar are located in those markets, where there are cultural differences driving beauty product sales.

"In China, the purchase of Western luxury cosmetics brands is often motivated by the need for assertiveness by Chinese women," Tjon said. "Formula 1 is something also that you strongly associate with [being] daring."

He said a dominant purchase motive in cosmetics for women in the Middle East is to please others, primarily their partners. So it is possible they'd buy into products associated with the sport to do that.

Forget Penelope Pitstop of the 1960s cartoon "Wacky Races." That's ancient history. Beauty brands are taking newfangled creative approaches to women and race-car driving — particularly F1.

In its campaign, Rochas shows the female car driver after winning the race — and out-driving a man — proudly holding aloft an oversized Audace fragrance bottle as a trophy. The flacon is shaped like a women's body swathed in Rochas couture, with hands on hips, girl-boss style.

"Why would it be only for men?" said Philippe Benacin, chairman and chief executive officer of Interparfums SA, which owns Rochas, speaking of F1. He explained the idea of the sport tie-in is to empower women.

That strategy has already paid dividends. Audace was launched in France in February, and in the first quarter of this year, Rochas fragrance sales rose 13 percent to 10.3 million euros. "Audace is driving the growth," Benacin said.

"Formula 1 can be a catalyst for change," said Séan Harrington, Elemis' cofounder and CEO.

The British skin care brand in February became the Aston Martin Aramco F1 team's first official skin care partner. The three-year tie-in began on March 14 at the Australian Grand Prix, where Elemis hosted an activation at the hospitality suite for it and Aston Martin Aramco's VIP guests.

The partnership includes product collaborations, such as travel-size collections. The Elemis brand name is printed onto the Aston Martin Aramco race cars, alongside the likes of Boss and Oakley. ►



FAIRCHILD STUDIO X IWC SCHAFFHAUSEN

Precision in the Fast Lane

IWC Schaffhausen's Christian Knoop talks with Fairchild Studio about their partnership with **MERCEDES-AMG PETRONAS FORMULA 1 TEAM**, exclusive new watch launches and the upcoming "F1" movie.



◀ IWC Big Pilot's Watch Shock Absorber XPL Toto Wolff x Mercedes-AMG Petronas Formula One™ Team
REF. IW356201



▶ IWC Big Pilot's Watch Shock Absorber Tourbillon Skeleton XPL
REF. IW357701



▶ IWC Pilot's Watch Mark XX Mercedes-AMG Petronas Formula One™ Team
REF. IW328210

FOR MORE THAN 150 years, IWC Schaffhausen has been a leading watch company with its range of elegant to sports watches. With its pioneering usage of titanium and ceramics, the Swiss watchmakers are known for blending human craftsmanship and creativity with its cutting-edge technology.

Here, Christian Knoop, chief design officer at IWC Schaffhausen, sat down with Fairchild Studio about the brand's more than a decade of partnership with Mercedes-AMG Petronas Formula 1 team and the upcoming "F1" movie starring Brad Pitt and Damson Idris.

Fairchild Studio: Tell us about your partnership with the Mercedes Formula 1 team.

Christian Knoop: IWC Schaffhausen has long-standing ties to motorsport and racing. We became the "Official Engineering Partner" of the Mercedes-AMG Petronas Formula One™ Team in 2013. With more than a decade of partnership we have forged a bond with the team, gained a privileged inside perspective on the sport and pushed forward engineering innovations together.

There have been many joint watch launches and developments. Some of the timepieces that stand out are the official team watches we created together. The most recent addition is the Pilot's

Watch Mark XX Mercedes-AMG Petronas Formula One™ Team with a black dial and details in Petronas green. It features a case made of light and rigid grade 5 titanium, a material used in automotive engineering. Earlier this year, we presented a limited edition of the Big Pilot's Watch Shock Absorber XPL dedicated to the team principal and chief executive officer, Toto Wolff.

Fairchild Studio: What was the inspiration behind your newest collection?

C.K.: This year, we are presenting a unique Performance Collection of Pilot's Watches, which are inspired by and dedicated to our collaboration with the upcoming movie "F1" from Apple Original Films.

Spearheading the collection are two masterpieces of high watchmaking: Big Pilot's Watch Shock Absorber XPL Tourbillon Skeleton and Pilot's Watch Performance Chronograph Perpetual Calendar Digital Date-Months.

We are also launching our first tachymeter-scale chronograph with a case manufactured from 18-karat 5N gold. This watch will be worn by Damson Idris' character, rookie driver Joshua Pearce, in the upcoming "F1" movie. Finally, we present two Pilot's Watch Chronograph models in 41- and 43-millimeter stainless steel cases – dedicated to the fictional "APXGP" team from the movie. Their design with black, gold and white elements is inspired by the team's colors and race car.

Fairchild Studio: How has IWC's heritage influenced the designs of the latest watches?

C.K.: IWC looks back on nearly 90 years of history in manufacturing Pilot's Watches. We created our first special watch for pilots back in 1936. Over the decades, Pilot's Watches have evolved from navigational instruments used in the cockpit to versatile, modern sports watches with an aviation-inspired design. Their high-contrast dials are reminiscent of an easily legible cockpit instrument. This characteristic design also distinguishes the new models in our racing-inspired Performance collection – and it embodies an important chapter of our brand's heritage.

IWC has also acquired a reputation as an expert in advanced performance materials. This competence is rooted in the brand's history as a pioneer in titanium and ceramic watches and reflected in the choice of Ceratanium® as a case material for two of the new watches. Ceratanium® is an IWC-developed material that combines the lightness and structural integrity of titanium with a hardness and scratch-resistance similar to ceramic.

Fairchild Studio: What's next for IWC in Formula 1?

C.K.: We are very excited about the upcoming release of the "F1" movie from filmmakers Joseph Kosinski and Jerry Bruckheimer. The movie promises to be the most authentic racing movie that has ever been made. It will immerse viewers in the cockpit and bring Formula 1 driving to the big screen in a way that's never-before-seen.

The movie is also a masterpiece of cinematic engineering, as the crew had to develop compact and lightweight new camera systems that were then fitted on the cars. We supported the shoot with robust and highly precise IWC Pilot's Watches, which are worn by different members of the fictional "APXGP" team. Another highlight is a prop watch based on Gérard Genta's Ingenieur SL from the 1970s, which will be worn in the movie by the main character Sonny Hayes, portrayed by actor Brad Pitt. This watch has also inspired a limited edition of our Ingenieur Automatic 40 with a green dial and gold appliqués.

To learn more about IWC's racing watches visit IWC.COM

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WWD FORMULA 1 MIAMI



F1 Academy is pioneering for women in Formula 1.



The Liquid I.V. Race House.

Harrington considered the F1 tie-in an easy decision and natural fit. "I wanted to try and find an opportunity for the next five, 10 years to inject another layer and another level to the brand – to give it a new energy, a new drive," he said.

The executive has long admired Lawrence Stroll, part owner and executive chairman of Aston Martin, as well as owner of its F1 team.

"Here is an iconic British brand with amazing heritage, great legacy," Harrington said. "It represents performance, luxury, comfort – so many aspects of similar aspirations we have for Elemis that I felt there's a real opportunity here for two brands to come together."

He was struck by how at the Aston Martin factory every executive Harrington met was striving to win. "I thought: This is perfect for our business," Harrington said. "It is an opportunity I didn't want to lose. I was more interested in it from a cultural aspect and what it could change within my organization. That positivity, energy, that need to drive to survive is not just a few words. It's a real meaning in their world. They're driving to survive – but also to win."

Like Elemis, the car brand also has a keen focus on CSR. Harrington thought a partnership would make for a winning formula. "I've been proven right," he said. "It has really changed the game for us. It isn't just about motor racing – this was about culture, people and brand partnerships."

The executive believes it goes beyond traditional branding. "It's finding a way to bring that partnership to life with our clients, consumers and also relationships in business all over the world. That's what's so exciting."

At recent races in Melbourne, Australia, and Shanghai, Elemis invited wholesalers and distributors, hotel and spa partners, and brand ambassadors.

"My guests get to experience being part of [Aston Martin's] team – not just a glass of Champagne in a hospitality suite," Harrington said. "You're meeting the drivers and are up close and personal to the team members. You're in the garage, timing the pit stops with them – you're in it. It's unique. We're looking at this over a longer term."

This year the Elemis Aston Martin pit stop has grown into a full-blown "pit stop spa" for Miami. At other races, an Airstream will be involved in the experience, which Harrington described as another level of luxury on the road for all of Elemis' customers.

The brand, meanwhile, is developing relationships with drivers – both male and female – and following new drivers' journeys in professional sport. "I see no

other athlete in the world that goes through what they go through," Harrington said. "From a pressure valve, to a constantly always-on perspective, from a physical, nutritional and mental-health perspective, it's got all the ingredients to be so special to so many."

Product-wise developments can expand to nutrition, health, wellness, beauty and rehydration. "We're at the start," Harrington said. "Then, of course, there's the Brad Pitt movie ['F1'] to come, which will obviously help with the popularity all over the world."

He believes the potential audience for the sport is vast. "It's just the beginning," said Harrington, adding Elemis' tie-in with the Aston Martin Aramco team has already brought a higher level of new people to both brands than they've ever experienced with a partnership before.

Last year, when Charlotte Tilbury became the first beauty company and female-founded brand to be an official sponsor of F1 Academy, the female-only racing championship founded by Formula 1 that supports women drivers, it "sent a shockwave through the industry," Johnson said.

Tilbury does not find it shocking, however. "Both beauty and motorsport thrive on innovation and breakthroughs in technology, and we are both fueled by our passionate, devoted global communities," she said. "Women have been so underrepresented in this sport.

"When I found out that 40 percent of F1 fans are female, yet more women have orbited the earth than driven an F1 car, I wanted to change that," Tilbury said. "I realized there was an opportunity to make waves and champion diversity, inclusion and representation beyond the beauty industry."

"Through this partnership, I want young women and girls around the world to be inspired to pursue their dreams and feel their most confident," continued Tilbury, who was introduced as a girl to F1 by her father, a friend of the late, legendary race-car driver Niki Lauda. "It is the perfect example of what I set out to do with my brand, which is empowering everyone, everywhere to feel and look like the most beautiful version of themselves through the transformative power of makeup, skin care and fragrance."

Tilbury explained the impact so far has been huge. "In 2024, we gathered a showstopping global reach of over 14.3 billion, bringing widespread awareness and engagement with this program," she said. Her brand itself counts more than 12 million social media fans.

In 2025, F1 Academy has grown to include a sixth team, which resulted in a 20



Chloe Chong and the Charlotte Tilbury Hot Lips car.

percent increase of participation in the sport with 18 female drivers.

Charlotte Tilbury kickstarted this season in Shanghai, then will continue to race cities such as Montreal, Canada; Zandvoort, the Netherlands, and Las Vegas. The brand is championing Chloe Chong, the youngest driver in the 2023 field, who pilots the Charlotte Tilbury Hot Lips Car.

"We'll have magical pop-ups on and off track, with confidence-boosting touch-up stations and much more," said Tilbury, who also gifts drivers products from the Pillow Talk collection.

For International Women's Day on March 8, the beauty brand donated the totality of online sales of the label's Airbrush Flawless Setting Spray to Motorsport UK's Girls Karting Academy. Proceeds funded, as well, the Charlotte Tilbury Scholarship at the academy in support of one girl's participation in a Club 100 Karting Championship season next year.

"Women around the world are invested in seeing other women thrive and pursue their dreams," said Tilbury. "As a female

founder, it is so important to me that we support the next generation of women to become rulebreakers and changemakers. I am incredibly passionate about women pursuing their dreams, feeling their most confident and thinking limitlessly. We are empowering these remarkable young women to break barriers within the sport and beyond."

Liquid I.V. in 2024 partnered with the Miami Grand Prix on a multiyear collaboration as the race's first functional hydration partner. It also marked the company's foray into the worlds of F1 and motorsport.

In Miami, Liquid I.V. had a Race House and also carried out a full-city takeover with billboards, gave out samples (that the brand dubs "sticks in hand") inside and outside the Paddock Club and general admissions areas, and teamed with Hope Hydration to create stations allowing customers to refill water. Liquid I.V. also did its first in-field marketing with branded cyber trucks that drove around Miami proffering samples. Altogether, 19,000 were given out. ■



A rendering of the Elemis Aston Martin pit stop for treatments.

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WWD FORMULA 1 MIAMI

Inside Fashion's Formula 1 Frenzy

A look at the major fashion brands' presence in Miami for the race weekend.

BY KANIKA TALWAR AND LILY TEMPLETON

Every year, the Miami Grand Prix weekend is a convergence of high-speed racing, arts, culture, dining, celebrity sightings – and, of course, fashion brands boasting a slew of activations in the paddock, in the Miami Design District and across the city.

Here, a selection of the major fashion brands getting in on the Formula 1 action.

Adidas

As the newly appointed sponsor of Mercedes-AMG Petronas, Adidas has unveiled its new summer collection with the racing team, the first race-specific collaboration between Mercedes and Adidas.

To celebrate the apparel collaboration, Mercedes-AMG Petronas is hosting a team pop-up on South Beach, while Adidas will be doing a series of Mercedes-AMG Petronas team takeovers across all of its central Miami stores.

For the new collection timed for the Miami race, Adidas designers took inspiration from the Miami mangrove tree – native to the region – to create an all-over black graphic of the leaf.

New items for the drop include driver's jerseys with the black mangrove graphic contrasted by an off-white, burgundy and coral background with the signature three white stripes. And for a merging of both sports performance and glamour, a dedicated fan range features loungewear, a jacket, T-shirts, Adilettes slides, shorts, accessories and more.

The Adidas x Mercedes-AMG Petronas F1 summer collection is available on the Adidas website, at the Mercedes-AMG Petronas team pop-up at 700 Lincoln Road and in central Adidas Miami locations including 846 Lincoln Road.



Mercedes-AMG Petronas drivers George Russell and Kimi Antonelli in the new Miami Grand Prix summer collection.



Kith and Cigarette Racing release a capsule collection.

Alo Yoga

After making a successful debut last year with its pop-up, Alo Yoga is returning bigger than before with a dedicated physical space for its immersive wellness-inspired retreat at the exclusive Paddock Club.

The Alo Pit Stop pop-up inside the Miami International Autodrome blends movement, mindfulness and recovery for attendees to visit throughout the high-octane weekend as a space to recharge and rejuvenate.

The athleisure brand will be offering guests exclusive products of fan-favorite accessories such as hair ties, lip balm and popular Throwback socks; a wellness supplement giveaway with Alo's vitamin C and immunity gels, and an Alo Moves Set Up with an infrared meditation booth playing Alo Moves guided meditation sessions.

Other on-site Alo partners and activations at the pop-up will include an on-site Alo trainer, 3-minute Cryo sessions, Therabody's Theraguns and LED face masks, IVs and vitamin shots and a custom revive and recover matcha and coffee bar by Pura Vida. The brand's Miami Design District store is also hosting a special edition of its Alo Runner Club on Saturday.

The Alo Pit Stop pop-up inside the Miami International Autodrome Paddock Club is from Friday to Sunday. Alo Yogs is located at 101 Northeast 40th Street.

David Yurman

David Yurman has opened its newest Miami flagship in the heart of the Design District.

The interior design by Italian architect Andrea Tognon and consulting creative director Bernadette Blanc draws inspiration from the precious metals and stone from the Yurman family's private collection.

Moreover, the brand pays homage to its heritage throughout the space by featuring its iconic cable design, stone finishes that resemble its precious stones and a wall of vertical granite that curves like a David Yurman necklace.

On the second floor is a private salon of men's, women's and high jewelry collections featured alongside Yurman's private artwork and objects. Exclusive styles for the new boutique include vibrant and semiprecious stones in pinks, neon greens, cobalt blues and fiery oranges, inspired by the city's magnetic atmosphere, landscapes and tropical sunsets.

David Yurman's new Miami flagship is located at 78 Northeast 39th Street.

Kith

Kith is partnering with acclaimed high-performance, luxury powerboat company, Cigarette Racing on a trio of luxury boats and a summer 2025 capsule collection.



Alo Yoga's 2024 pop-up inside the paddock, with a bigger and dedicated physical presence set for this year.



David Yurman opens its new store in the Miami Design District.



Levi's is hosting a live race-inspired customization at its Aventura location.

The three vessels – the 515, 42' X and 47' Auroris – are a reimagining of luxury boats, featuring custom paint and upholstery while maintaining the renowned sleek yet powerful open-water racing boats that Cigarette is known for.

Alongside the boats, Kith and Cigarette Racing designed a capsule collection of classic pieces featuring custom artwork with each clothing piece tying back to the designs of the three boats.

The Kith x Cigarette Racing collection is available at both Kith Miami locations at 1931 Collins Avenue and 69 Northeast 41st Street.

Levi's

At Levi's Aventura location, the denim brand is creating a flagship experience for both Grand Prix attendees and Miami locals.

The brand is partnering with artist Alex Yanes, a Miami-based 3D sculptor and painter. Yanes will be on-site creating live, exclusive race-inspired customization throughout the race weekend. Levi's will have extensions of its activation at its Brickell and Dadeland stores, as well.

Levi's Aventura store is located at 19501 Biscayne Boulevard, Suite 1599.



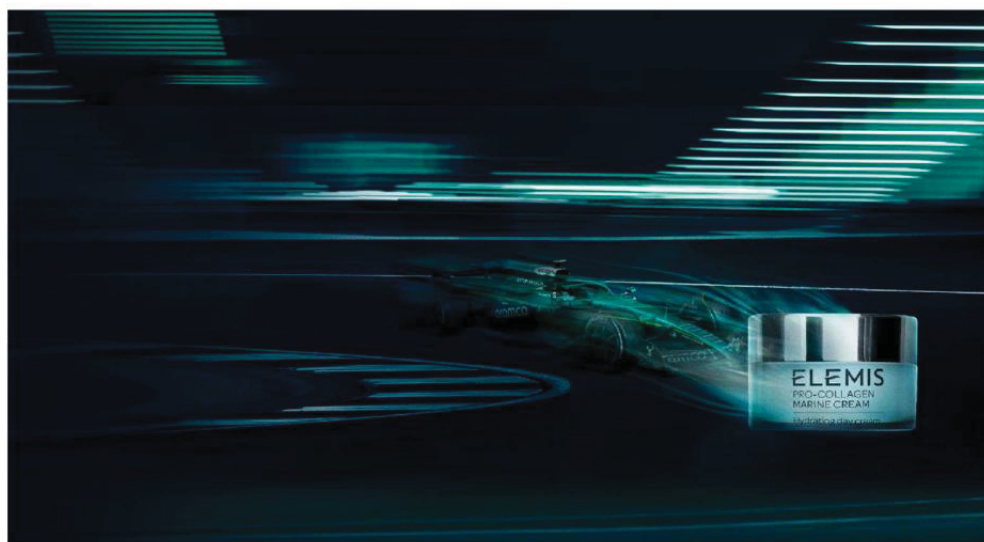
PacSun's third Miami Grand Prix apparel drop, in collaboration with Formula 1.

PacSun

For its third Formula 1 Miami Grand Prix drop, PacSun returns with a collection that embodies summertime in the Magic City. The capsule takes inspiration from the city's sunset colorways and pink hues for its newest collaboration with the motorsport.

New womenswear silhouettes include contouring nylon-spandex mini shorts, sporty fitted jerseys and graphic printed imagery from the Miami skyline for skimmer and boyfriend-cut T-shirts. Menswear continues to feature all-over prints for its classic jerseys and shorts.

The Formula 1 Miami Grand Prix collection is available exclusively at PacSun, online and in-stores. ▶



Elemis Hits the Accelerator In Support of Cultural Transformation in Formula 1

The official skin care partner of Aston Martin Aramco has officially inked a contract with **JESSICA HAWKINS**, Aston Martin Aramco Formula One™ Team Driver Ambassador and Head of F1 Academy.

ELEMIS' collaboration as the official skin care partner of Aston Martin Aramco has shifted into high gear. The British skin care brand will be opening its pop-up spa in the Aston Martin Aramco Paddock Club suite in Miami on May 2, setting the pace for Las Vegas and the Monaco Grand Prix. The week will also launch the brand's partnership with Aston Martin Aramco Driver Ambassador and Head of F1 Academy Jessica Hawkins, further elevating female drivers in the sport.

Today, Formula 1 attracts more than a billion viewers annually with millions making their way to the races around the world. Séan Harrington, Elemis' cofounder and chief executive officer, told Fairchild Studio the partnership with Aston Martin Aramco marks a meaningful and strategic milestone for the brand. Elemis sees the platform as "an incredible opportunity for the brand to expand its reach, grow its communities and elevate brand equity on a truly international scale."

In the U.S., where Elemis continues to build strong brand momentum, he said the partnership comes at a pivotal time. "With F1's rapid rise in popularity across North America fueled by events like the Miami, Austin and Las Vegas Grands Prix our presence on the grid allows us to connect with a new generation of luxury-conscious, performance-driven consumers."

As first seen in March at the Australian Grand Prix, the Elemis brand name will be on the AMR25 Aston Martin Aramco race cars and driver apparel in Miami for all to see. Guests attending the Miami Grand Prix and entering the Aston Martin Aramco hospitality will also be invited to

explore a pop-up spa offering hand and arm massages with Elemis gifts to take home. Elemis "refresher stations" will be set up in various locations to give people a chance to test some of the brand's hero products.

As an official brand ambassador, Hawkins will also be working closely with Elemis at the upcoming Grand Prix events, building on her existing relationship with the brand. Hawkins told Fairchild Studio that she is thrilled about the partnership adding that "it feels like a natural fit" because of her love for Elemis products - her favorite is the Pro-Collagen Black Cherry Cleansing Balm - and the brand's values. "I'm proud to represent a brand that champions innovation and supports women in sport," she said.

"Our recent announcement of Jessica Hawkins, driver ambassador for Aston Martin Aramco and head of F1 Academy for the team in becoming an Elemis ambassador marks a powerful alignment of values," said Harrington. "Jessica is a true trailblazer paving the way for women in motorsport and inspiring a new generation of fans and athletes alike. Through our partnership and official ambassadorship, we are committed to promoting female empowerment, diversity and inclusivity on and off the track. We are proud to collaborate with Jessica on such an important movement."

Importantly, Harrington told Fairchild Studio that Elemis' partnership with Aston Martin Aramco sees two iconic and trusted legacy British brands "united by a shared mission, to push the boundaries of performance and innovation on a global stage."

"Rooted in British heritage and built on a foundation of excellence, this collaboration brings together two

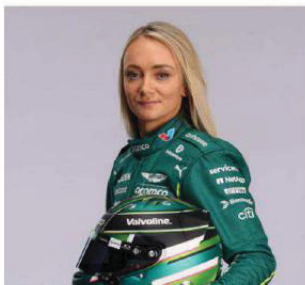
skincare partner gives us the opportunity to build and support our existing fanbase while catering to a new era of fans," said Slack. "The sport has completely changed since I joined the team five years ago - female viewership and interest has soared - and a partnership like this probably wouldn't have existed. It's a great example of how F1® is evolving and expanding into a wider cultural space."

To that end, Harrington said that the partnership is more than a brand alignment - it is a celebration of innovation, empowerment and lifestyle. "It shows how two leaders in their respective fields can come together to redefine perception, inspire new possibilities and deliver an unparalleled luxury experience. This multiyear partnership provides the time and platform to drive meaningful impact redefining the role of skin care in performance, recovery and well-being. Together, we will create immersive, purpose-led experiences that champion performance, recovery and selfcare on and off the track."

Notably, Hawkins shared that the Elemis Pro-Collagen Black Cherry Cleansing Balm is the first step in her evening routine whether she is trackside or on a shoot. "It melts away makeup effortlessly and leaves my skin feeling clean but still nourished. It's like a spa treatment every night."

As Elemis' partnership with Aston Martin Aramco continues to evolve in the next few years, Harrington said that championing inclusivity in the world of Formula 1 will remain at the forefront.

"[Formula 1] is rapidly evolving in both its reach and representation," said Harrington. "This shift reflects a broader



▲ Séan Harrington, Elemis cofounder and chief executive officer.

▲ Jefferson Slack, Aston Martin Aramco F1 Team managing director of commercial.

▲ Jessica Hawkins, Aston Martin Aramco Driver Ambassador and Head of F1 Academy.

cultural transformation and the F1® Academy is at the heart of it, helping to redefine the future of motorsport. We are proud advocates of the F1® Academy and thrilled to support its mission."

At the upcoming Monaco Grand Prix, Elemis will debut a first-of-its-kind spa experience hosted on the Aston Martin Aramco luxury yacht giving VIPs a moment of relaxation to reset. Elemis experts will provide skin analysis with the Elemis Expert skin lab and a menu of treatments designed to accelerate radiance and rejuvenation.

powerhouses of luxury," said Harrington. "It unlocks extraordinary opportunities for both brands driving momentum today while setting the stage for future success. Together, we form the ultimate blend of power and beauty."

Agreeing that the two brands share similar values, Jefferson Slack, managing director of commercial at Aston Martin Aramco F1 Team, also acknowledged that they operate in completely different spaces and that the partnership is effectively uniting skin care with the high-performance world of F1®.

"Bringing Elemis on as our official

IN PARTNERSHIP WITH



OFFICIAL SKIN CARE PARTNER

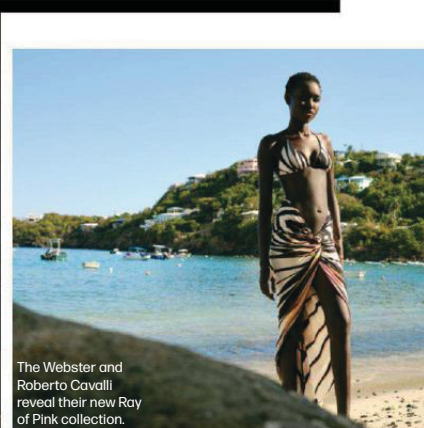
WWD FORMULA 1 MIAMI



Scuderia Ferrari drivers Lewis Hamilton and Charles Leclerc wearing the White Puma for Scuderia Ferrari HP Miami limited-edition collection.



Louis Vuitton's bespoke Formula 1 trophies.



The Webster and Roberto Cavalli reveal their new Ray of Pink collection.

Puma

With Puma's decades-long history with motorsports, the brand is celebrating with new product launches and its presence on track as a sponsor of Formula 1, Scuderia Ferrari HP, Atlassian Williams Racing, Aston Martin Aramco, Stake Kick Sauber and F1 Academy.

To showcase the brand's past and present partnership with Formula 1, Puma is launching three new Scuderia Ferrari collections and a Miami race collection. Tied to the Miami Grand Prix, Puma is unveiling its F1 Race Pack taken from retro Miami for its graphic T-shirts and colorways inspired by the city's neon colors.

Another collection is the Puma for Scuderia Ferrari Miami Sketches line, including the Scuderia Ferrari Speedcat Miami sneakers that takes inspiration from the racetrack's need for speed and the brand's history with the sport. And in celebration of the 20th anniversary of its partnership with Scuderia Ferrari HP, Puma has created the Scuderia Ferrari 2025 Replica Collection.

For the first White Puma for Scuderia Ferrari HP Miami Limited Edition collection, the brand is dropping an exclusive release that draws inspiration from the one-off Miami Grand Prix Ferrari race car livery and

pays homage to classic soccer kits to blend heritage with innovation.

On Saturday from 1 to 6 p.m., Shoe Palace in South Beach is hosting a "Motorsport Customization Studio" alongside Puma – featuring an exclusive race suit installation by a local artist, motorsports-themed art, customizable merchandise and a free screen-printed tote or T-shirt with Puma purchase.

The White Puma for Scuderia Ferrari HP Miami collection is exclusively available on Puma's website, mobile app, select Ferrari stores and its website. Shoe Palace is located at 740 Collins Avenue.

Louis Vuitton

As is now customary, the winner of the sixth leg of the 2025 championship will receive the trophy in a bespoke Louis Vuitton trunk. The trunk is covered in the French brand's famous Monogram design and bears a hand-painted "V" on the front, in a nod to the shared initial for "Vuitton" and victory.

Reflecting Miami's Art Deco heritage and tropical vibe, fuchsia and turquoise accent lines complete the black-and-white design reminiscent of a finish flag – and the Vuitton Damier motif, of course.

All the trunks – 24 in total for the 2025 season – are made in Vuitton's historic atelier in Asnières, a northern suburb of Paris. That's where the founder's son, Georges, anticipating the rise of cars, developed automotive trunks that were covered in a durable canvas material he dubbed "Vuittonite" in 1897.

Vuitton is no stranger to creating bespoke carriers for winning cargo. Last year, it created trunks to contain and protect the torches and medals for the 2024 Paris Olympic and Paralympic Games.

And for the past four years, the Monaco Grand Prix's gong was also presented in its own bespoke version of a Vuitton trunk.

Over the decades, the French brand has partnered with major sporting events, including the FIFA and Rugby World Cups; the Roland Garros, Davis Cup and Australian Open tennis tournaments, and even the e-sports League of Legends.

Meanwhile, Vuitton will be writ large on trackside signage, thanks to a graphic, dynamic take on its logo.

The French luxury brand has been prominently involved in Formula 1 since January, as part of its parent LVMH Moët Hennessy Louis Vuitton's role as global luxury partner of the motorsport's championship for the next 10 years.

Webster x Roberto Cavalli

In an exclusive collaboration, Roberto Cavalli and The Webster have partnered for a limited-edition capsule collection and to unveil its new print Ray of Pink.

The Ray of Pink print pays homage to Miami's energy and glamour and reimagines the Ray of Gold print first used for Roberto Cavalli's spring 2007 collection.

Fausto Puglisi, creative director of Roberto Cavalli, took inspiration from the iconic design – originally based on a sunbeam bouncing off the founding designer Roberto Cavalli's Art Deco lighter. The original print has become a signature code of the collections.

As a tribute to the city's allure and with a new colorway that summons Miami's spirit, the capsule collection consists of 16 curated pieces with 12 items in the new Ray of Pink print, ranging from swimsuits, pants, T-shirts and shirts to dresses and sarongs. The other four items are white pieces of pants, dresses and a skirt to contrast with the graphic print.

The limited-edition collection is available at The Webster's boutique at 1220 Collins Avenue and at Roberto Cavalli's boutique at 9700 Collins Avenue at the Bal Harbour Shops and on their websites. ■

Luxury in the Fast Lane

WWD chatted with Brunello Cucinelli about the brand's retail expansion in Miami and ties to Formula 1. BY KANIKAL TALWAR

New York, Los Angeles – and now Miami has become an epicenter of fashion in the U.S. Over the past decade, both the Miami Design District and Bal Harbour Shops have helped build up the city as a major fashion hub.

Brunello Cucinelli is one of the luxury brands that's seen major traction in the market – with the opening of its new store in the Miami Design District last year and now the expansion of its Bal Harbour Shops store, which opened in 2010.

"In Bal Harbour, we are grateful for a long-standing relationship with the wonderful Whitman family who supported our brand's presence in their beautiful shopping destination, allowing us to grow and expand our vision for our boutique through the years," said Massimo Caronna, president and chief executive officer of North America at Brunello Cucinelli. "We are now well-positioned with a space located on two floors and connected internally, allowing the shopping experience for our loyal clients to be seamless and welcoming."

Brunello Cucinelli sees Miami as having the same level of influence as New York and Los Angeles.

Caronna said the brand's continued retail expansion in Miami aligns with its

positioning in the luxury lifestyle space – with the store's design reflecting the brand codes of Italian elegance.

"Opening our new boutique in the Miami Design District last year allowed us to immerse the brand in a vibrant, art-forward community that shares appreciation for beauty, craftsmanship and meaningful human connections. Craig Robbins' leadership and vision for this area of Miami made all the difference in its continued success and growth," he said. And every year, the list of fashion and lifestyle brands appearing in some way at the first U.S. race for the Formula 1 season is expanding.

Over the years, Brunello Cucinelli has had many ties to the motorsport. Last year, the brand's Miami store opening attendees included Toto Wolff, CEO of Mercedes AMG Petronas, and Susie Wolff, managing director of F1 Academy; Stefano Domenicali, CEO of Formula 1; Kelly Piquet, Brazilian model and longtime partner of Red Bull's driver Max Verstappen; Brittny Button, interior designer and wife of ex-Formula 1 driver Jenson Button; Mikaela Kostaras, Formula 1 content creator, and more.

Earlier this year, Brunello Cucinelli himself attended the F1 75 launch event



Brunello Cucinelli opened its new store in the Design District last year during the 2024 Miami Grand Prix.

with Domenicali in London at the O2 arena. And this year, Cucinelli – who has attended Formula 1 races in the past – will return to Miami to attend his first Miami Grand Prix.

"It's always a pleasure to return to Miami, a dynamic city with great energy and wonderful people from so many different cultures," Cucinelli told WWD. "Stefano Domenicali, a member of our board of directors but above all a dear friend, has managed to create perhaps one of the most attractive Formula 1 Grand Prix in the world in this special city."

Caronna concurred that Formula 1 being in Miami has added "new energy to an already dynamic city" by adding another "incredible layer of activation and excitement." He noted that with people globetrotting from all over the world to follow the high-speed action of Formula 1,

it's created new opportunities for brands to connect with their distinguished clientele that intersects with other areas of sports, music and the arts – with this impact already seen at other Formula 1 weekends across the world.

"This is a natural convergence of worlds that share a deep respect for excellence, innovation and the human spirit. Formula 1 – with its extraordinary blend of technology, precision and global appeal – has become more than just a sport. It is a modern stage for elegance, aspiration and cultural expression. We are witnessing a contemporary renaissance where performance meets style. For us, it is also a special opportunity to meet so many wonderful friends of the brand, who come to Miami for this special event," Cucinelli concluded.



Ferrari

How Formula 1 Drivers Are Redefining Style

With fashion's explosion on the Formula 1 cultural scene, drivers are now turning to stylists for the hottest red carpet: the racetrack. BY KANIKA TALWAR



Alex Albon wears his AA23 Athletics Monaco collection at the 2024 Monaco Grand Prix.

Fashion's love of the fast lane has always been apparent. From Louis Vuitton to Chanel to Diesel and more, the luxury fashion world has continued to have an affinity for motorsports – just look to the “motorcore” trend that soared in popularity since 2022, and LVMH Moët Hennessy Louis Vuitton becoming a global partner of Formula 1.

Over the years, the newest Scuderia Ferrari driver, Lewis Hamilton, has shown up to the paddock wearing full looks off the runway and has deeply entrenched himself in the world of fashion. Now, other drivers are eager to be part of the racetrack runway.

While Hamilton's teammate Charles Leclerc doesn't employ a stylist full time, he works on a project-by-project basis with Carlotta Constant, a former British GQ and British Vogue fashion editor turned freelance stylist and creative consultant who's previously worked with David Beckham and Pharrell Williams.

Constant styled Leclerc for the announcement photos of his new global brand ambassadorship with Chivas Regal (which is independently a Ferrari official team sponsor) – dressing the Monegasque driver in Simone Rocha, Intimissimi, Tom Ford, Saint Laurent, Reiss, Amiri, 1017 Alyx 9SM, The Row and Burberry whilst simultaneously incorporating Leclerc's long-term brand ambassadorships with APM Monaco and Richard Mille.

One driver who has started to dip his toes deeper in the world of fashion is Alex Albon, Atlasian Williams racing driver and founder of the brand AA23.

Previously, Albon's girlfriend and professional golfer Lily Muni He – who is often seen around the paddock wearing the season's most coveted pieces from Miu Miu, Prada, Coperni, Loewe and more – would help pull something suitable for him.

But for this past February's F1 75 event at the O2 in London, it was finally time to bring in a professional; the British Thai

driver has wanted to work with a stylist for a while now to “bring out [his] style a bit more, without making it feel overdone.”

Albon now works with Kit Swann, who previously worked at GQ Style as a junior fashion editor and now freelances as a stylist and who has dressed Adrian Brody, Sam Claflin and more.

The two were connected by Loes Klinker, Albon's head of social/digital creative, who discovered Swann through Instagram and the duo decided he'd be the best fit based on his past work.

Beyond creating a look for Formula 1's anniversary celebration red carpet, Swann has also created a spring capsule collection for Albon to wear throughout the start of the 2025 season.

Albon told WWD he didn't know what to expect for his first time working with a stylist but said it was a “surprisingly fun” experience and realized they were on the same page. Swann also enjoyed the experience of working with someone newer to fashion to show why he's passionate about styling and why fashion is an interesting medium for personal style and taste.

“Working with Alex is so great because it gives me the opportunity to show him all the brands that I love working with, why I like working with them and makes me love what I do,” Swann said.

When tasked with the capsule collection, Swann looked at Albon's Instagram to gauge his style. Albon and Klinker also created a short brief for Swann including his personal colors and fit preferences, but they gave Swann room to brainstorm ideas that align with Albon's sartorial sensibilities and also introduce him more to the world of fashion.

“I went for brands that were contemporary, minimal,” Swann continued. “Me and Alex both prefer to have a style that's more on the minimal side. He was very open to listening to my ideas and open to trying something new. I

was very conscious in trying to pick things that were appropriate for him. I wouldn't want to scare him away and make him feel daunted by having to wear something crazy and outlandish.”

After Swann reached out to brands, the two had an in-person fitting where Albon chose the pieces he gravitated toward the most. The varying global weather Albon travels to throughout the year plays the biggest part in Albon's selection process, as does comfort.

Like many drivers, Albon sometimes wears his team kit on race day or can be seen donning his own clothing and footwear brand, AA23. With this in mind, Swann also analyzed the Williams Racing shirt to make sure the pieces complemented each other if they were mixed together. After creating Albon's capsule collection, Swann also created a PDF record for Albon and his team of all the clothing items he had packed to have on hand.

While Albon doesn't fancy himself a style expert per se and views fashion as a way to get outside of his comfort zone, he enjoys working on the creative process behind his clothing and shoe brand, AA23. Many of the retail drops from last year showcased his personality through his style and gave fans differing styles. He said his brand's core range is “easy style without compromising on comfort.”

“My brand AA23 is about building a stronger connection with my fans and creating a community around it. It's been a fun process so far and I'm excited to share more of who I am through it. I'm enjoying building out AA23 more and hope to get the opportunity to work on some bigger creative, fashion collaborations with other designers soon.”

Another factor to consider was interchangeability – Albon describes Swann's curated collection as “a rotating closet of mix-and-match items that could be layered.”



Albon and Lily Muni He at the 2024 Abu Dhabi Grand Prix.



Albon carries a Goyard duffel bag and wears his own AA23 brand sneakers at the 2024 Belgian Grand Prix.

This versatility is especially necessary for Formula 1 drivers since the first races of the season in Australia, China, Japan, Bahrain and Saudi Arabia have extreme variability in their climates. Moreover, Swann and Albon wanted to highlight sustainability and longevity; Albon isn't showing up to different race weekends in new clothes every time because his clothes are made to last.

“The point of the wardrobe was for Alex to have eight to 10 looks that he could wear during the season,” Swann said. “This covers looks from arriving on race days and going for practice – as well as everyday walking around the city and having time to himself. For most of the season, he's living out of a couple of suitcases. It needed to have a cohesive collection of items that if he woke up and had to rush off somewhere, he could grab a T-shirt and a pair of trousers and know that they're going to go together with nothing crazy to think about.”

Swann asked Albon for his favorite brands to take into consideration but also wanted to introduce ones within his arsenal such as Burberry, Kaptain Sunshine, Our Legacy, Auralee, MFPen, Le Maire and other British designers. Many of the clothing he highlighted and wanted to share with Albon were brands that create quality products through dead stock fabrics, upcycled materials or bespoke tailoring.

Some of the brands Albon enjoys wearing include Loewe, Burberry, Tommy Hilfinger and Margaret Howell – which Swann introduced him to – and he wore alongside fellow British brands John Smedley and J&M Davidson to the F1 75 event.

“I see fashion more as something that allows me to be creative outside of racing. It's cool to see more and more fashion brands integrate themselves into Formula 1 and motorsport generally. More drivers are getting into fashion and working with brands because it's another way to express your personality and connect with fans on a different level. With how much Formula 1 has grown as a sport there are more creative, collaborative opportunities out there,” Albon said.



PILOTI

Designed by Drivers, Made for Drivers.

WWD FORMULA 1 MIAMI

Four Watches for the Formula 1 Fan

IWC Schaffhausen, Tag Heuer, Roger Dubuis and Richard Mille have timekeepers that will get the hearts of the elite motorsports' fans racing.

BY LILY TEMPLETON

Tag Heuer Formula 1 Solargraph From \$1,800

When it was introduced in 1986, the colorful Formula 1 model design broke into a landscape dominated by gray scale metallic tones and serious timekeepers, fast becoming a bestseller that sold some 3 million units for its first generations, the watchmaker's heritage director Nicholas Biebuyck told WWD last year.

With a 38mm size and a solar-powered movement, its 2025 descendants are just as color-filled as the original and already have a cool-kid collectible feel to them.

- Two minutes of sun exposure are enough to power the watch's Solargraph movement for a day. Once fully charged, it has 10 months of autonomy in total darkness.
- The life accumulator that stores the energy in the Calibre TH50-00 movement has a 15-year lifespan – 10 times longer than a traditional battery. It is hidden under the semitransparent dial.
- Its vibrant color-filled versions are made of TH-Polylight, a new lightweight, durable bio-sourced material that has been introduced for the occasion.

Which Formula 1 fan are you? Nine colors say that motor racing isn't your only competitive sport. When it comes to fashion, you're up to speed, too.

Roger Dubuis Excalibur Spider Pirelli RDBEX0826 \$81,500

The partnership between Roger Dubuis and Italian tire manufacturer Pirelli races on. Meant as a watch for those who live in the fast lane, the design brings together the "no rules, our game" ethos of the watchmaker with a winning flair: pieces of tires that won the world's most demanding motor races in the world are inlaid in the straps.

- Its automatic skeleton caliber is powered by a micro-rotor positioned at 11 o'clock and reduced to its most pared-back expression.
- This iteration takes the line's customization possibilities a step further thanks to a patented innovative lock technology that makes changes pit-stop fast. In addition to the strap and crown's quick release system, the bezel has a precise position alignment snaps into place with one click.
- Only winning Formula 1 tires make the cut as watch straps and you can trace the race and driver via a code on each one.

Which Formula 1 fan are you? Staying in the lead is all about shaving seconds wherever possible, whether it's on a track or changing styles.



IWC Schaffhausen Ingenieur 40 \$12,900

Marking its 70th anniversary this year, this design family is best known for the Ingenieur SL, aka "Jumbo" or reference 1832, designed in 1976 by the legendary Gérald Genta. While not a commercial success at launch – the company even dubbed it "our most brilliant failure" in a short film released after Watches and Wonders – it's getting its movie star ending.

Originally a custom prop worn by Brad Pitt in the upcoming "F1" feature film, one of the most anticipated releases of the year, its 1,000-piece limited edition with a striking green dial has the markings of a classic.

- The caliber 32111 is automatic with pawl winding, a 4Hz frequency and 120-hour power reserve. It has a hacking seconds hand and quick-adjust date, too.
- The movement is encased in a soft-iron inner cage, which shields it from magnetic fields that can negatively affect the accuracy of mechanical timepieces.
- Its glass is secured against displacement by drop in air pressure, and it is water resistant to 100 meters.

Which Formula 1 fan are you? You're all about those racetracks where experience and a sure hand are the only way to win.

Richard Mille RM 43-01 Tourbillon Split-seconds Chronograph Ferrari From \$1.3 Million

What do Charles Leclerc, Lando Norris and Lewis Hamilton have in common? Richard Mille timepieces, of course.

This million-dollar number comes in two versions, one in titanium and the other in Carbon TPT, a high-tech material that shares properties of lightness and resistance with those used in Formula 1 cars. The former has red detailing while the latter sports Modena yellow tones. And of course, there are nods to the design elements seen on Ferrari cars, giving markers and even the logo plate on the bottom left corner a distinctive silhouette.

- The skeletonized caliber has been tested to resist shocks of over 5,000g – the highest g-force crash survived by a human clocked in at 214.
- Just like a car's gearbox, the function indicator allows you to see the winding, neutral and hand-setting positions as the crown is pulled out.
- Its latest-generation split-seconds mechanism was developed by Richard Mille and movement manufacturer Audemars Piguet Le Locle, or APPL. Among its features is the tourbillon at 5 o'clock, two six-column wheels to operate the different levers of the split-seconds function, a specific clamp design and a blade instead of the traditional helical spring.

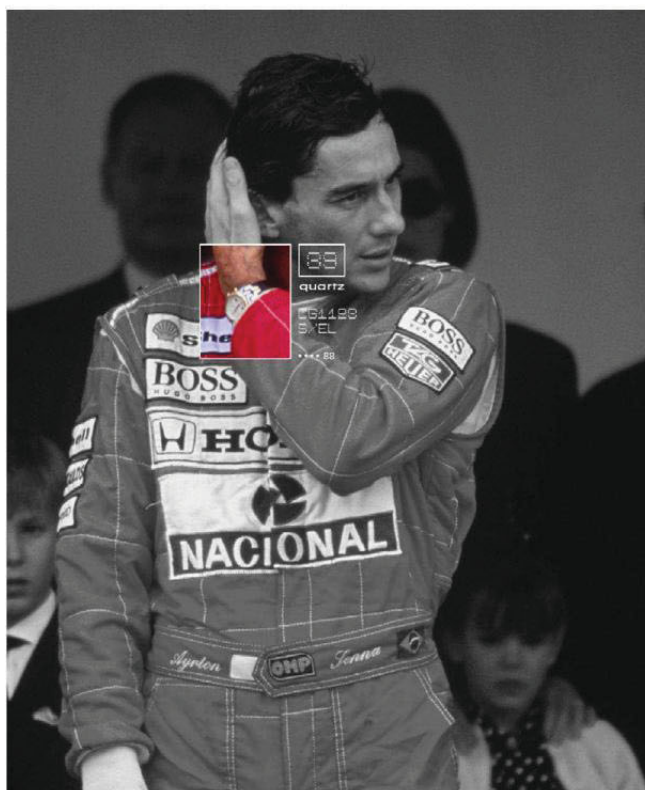
Which Formula 1 fan are you? Everything comes down to precision and that's exactly how you like it.



FAIRCHILD STUDIO X TAG HEUER

Driven by Passion

TAG Heuer returns to **FORMULA 1** as the official timekeeper and continues to build on its joint legacy as the motorsport **CELEBRATES 75 YEARS.**



Netflix series “Senna” where ambassador Gabriel Leone played Senna and featured heritage TAG Heuer watches in the show.

Most notably, then-chief executive officer Jack Heuer helped redefine the world of sports marketing in motorsport. Heuer met Jo Siffert and struck a deal in 1969 for the driver to promote TAG Heuer’s Calibre 11 automatic chronograph by putting a logo on Siffert’s Lotus 49B and a brand shield on his race suit.

Over the years, TAG Heuer has pulled from its historical ties to motorsports to create offerings for the modern-day consumer. Aply, the brand launched

its TAG Heuer Formula 1 watch in 1986. The newest Formula 1 collection with its Solograph was presented at the 2025 Watches & Wonders in Geneva and was inspired by the original series from 1986.

“As the first models to wear the TAG Heuer name, it is an important part of our history and has become a cultural icon,” said Pin. “Encapsulating the zeitgeist of the late 1980s and early 1990s, the bright colors, distinctive design and innovative materials resonated with owners in period and collectors today. By taking the essence of what made the original watches so special and using them as



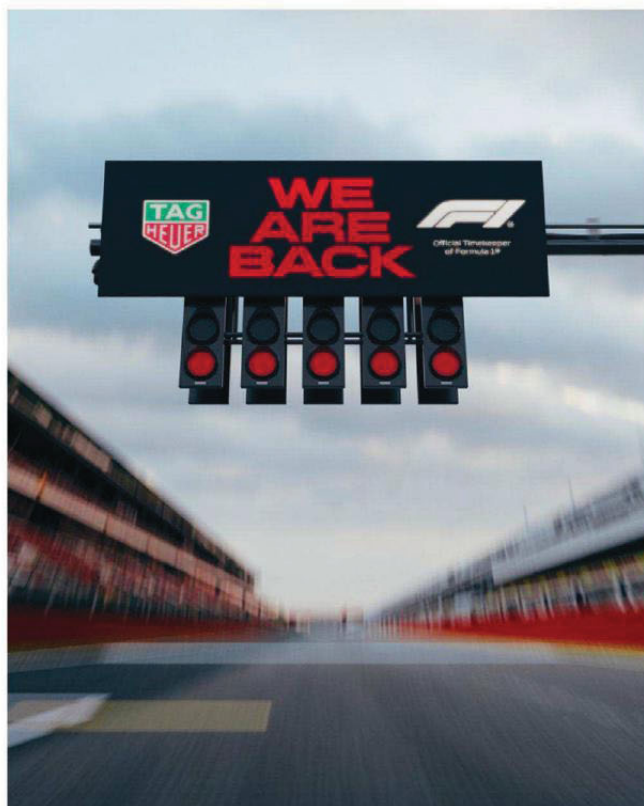
IN TANDEM with Formula 1’s 75th anniversary, TAG Heuer has returned to become an official partner and timekeeper – as part of the historic, decades-long deal with LVMH Moët Hennessy Louis Vuitton.

The renewal of the multiyear partnership builds upon decades of shared history between the joint brands. In 1969, TAG Heuer was the first luxury company to have its logo on a Formula 1 car and the first brand to sponsor a team in 1971. Throughout the sport, the brand is one of the most successful, with 11 World Constructors Championships and 15 World Driver Championships in association with teams.

The watch company said that the partnership between the two embodies a shared synergy through its dedication to “precision engineering, cutting-edge technology, avant-garde materials and accuracy.”

Antoine Pin, chief executive officer of TAG Heuer, told Fairchild Studio that the history of TAG Heuer traces nearly as old as Formula 1 itself, with drivers such as Jochen Rind, Ayrton Senna, Miki Häkkinen, Lewis Hamilton and Max Verstappen wearing the brand’s watches over the years. Previously, TAG Heuer has been a partner of Scuderia Ferrari, McLaren and now Oracle Red Bull Racing, alongside its Formula 1 partnership.

With TAG Heuer’s longstanding ties to Senna throughout his three Driver Championship wins, the company still works with the Senna Foundation; the two have collaborated on creating watches in tribute to the late driver and with the



◀ Ayrton Senna, 1992. ▲ Niki Lauda, Jack Heuer, Clay Regazzoni, 1974. ▼ TAG Heuer is the official timekeeper of Formula 1.

a basis to create a brand new, modern watch with its perfect 38mm case size, Solograph movement and wonderful design at an amazing price point, it really is an incredible addition to our portfolio.”

Once again, TAG Heuer is slated to have an activation during the Miami Grand Prix race weekend – Pin also noted that the U.S. remains the brand’s number-one market. Last year, the chronograph brand had a successful activation alongside the launch of its Kith collaboration.

“We are the watchmaker of Formula 1, connected to nearly every great driver and team that has existed in the sport. TAG Heuer has been historically associated with Formula 1 as we have been timekeepers in the past and we are coming back to our roots – it’s about reclaiming our rightful place in a sport that has been part of our DNA for 60 years. Formula 1 is a natural territory of expression for the brand. This sport encapsulates what the brand stands for and our core values: the quest for performance, pushing our own limits and mental strength,” concluded Pin. 🏁

To learn more visit [TAGHEUER.COM](https://www.tagheuer.com)

IN PARTNERSHIP WITH



WWD FORMULA 1 MIAMI

Charles Leclerc on Life Beyond the Track

The Formula 1 star and Ferrari driver opens up about his journey to the top, his love of fashion, music and business, and how he stays grounded in a fast-paced world. BY **LUISA ZARGANI** PHOTOGRAPHS BY **DANIELE MANGO** STYLED BY **ALEX BADIA**

MARANELLO, Italy – It's safe to say Charles Leclerc is an ace on the track, a Formula 1 star in his seventh season for Scuderia Ferrari, but during a WWD photo shoot and interview, the 27-year-old Monégasque proved he is equally cool and collected off duty. After training for hours with the simulator, Leclerc gamely posed at the Ferrari plant in Maranello, open to trying any fashion look and admitting he likes "to be surprised" by the questions he's asked.

As part of the Ferrari Driver Academy, Leclerc won the Formula 2 and GP3 series, and was the program's first driver to race for Scuderia Ferrari fulltime. With his talent and his personality, affable and approachable, he has won the hearts of Ferrari fans – known as the "tifosi" – around the world, and even more so with two victories at the Italian Monza Grand Prix in 2018 and 2024. Last year he won the Monaco Grand Prix, becoming the first Monégasque driver to win the race in 93 years.

Here, Leclerc opens up about his passion of a lifetime, how pressure is not a word in his vocabulary and how he unwinds when the engines are off.

WWD: In 2020, for the first time you fronted the Giorgio Armani Made to Measure ad campaign and you have been named an ambassador for several brands, most recently for Chivas Regal. Also, you are photographed on so many different occasions, official and not. Has being in front of the camera become second nature?

Charles Leclerc: It's something I got used to. At the beginning, I was not naturally at ease. The first few times it feels a little bit strange, but then you get used to it. It's now quite a few years that I am in Formula 1 with Ferrari, the media attention is obviously higher and higher, and Formula 1 is a lot more popular than it was back then when I started. So I'm a lot more at ease with it now, and it's also part of my life.

WWD: In fact, there has been an increasing interest in Formula 1 and all that surrounds the races – also fueled by or leading to the Netflix series, and movies about Ferrari, Lamborghini and legendary rivalries. How do you explain all this attention now and how has your perception of this industry changed over the years? How has it changed you?

C.L.: It's always been such an interesting sport, but it's also a very closed sport scene from outside. I think [people] never really knew what was happening inside the paddock, unless you were inside that paddock, and Netflix gave a very, very different view to what was happening inside the paddock, showing what kind of situations we find ourselves in, and humanized the whole world of Formula 1, putting faces on names, which I think was lacking a little bit back then, and since then, it really exploded. I think a lot more young people are following Formula 1, which is a great thing to see. And yes, I think opening Formula 1 and telling a different story than the one on the track has helped Formula 1 to be a more popular form.



Umit Benan suit; Bally shirt; Zegna loafers.

FORMULA 1 MIAMI **WWD**Zegna jacket
and carligan.

WWD: There are many celebrities taking in the races. Is that surprising to you?

C.L.: Not really. It's not something that I think about when I'm inside the paddock. I'm really into a bubble where you've got to make abstraction of everything that is around you, because, as I was saying earlier, there's a lot of media attention, especially when you are a Ferrari Formula 1 driver. It's always more than any other drivers on the grid, and you've got to do abstraction from the noise that there is around you, whether this is media or celebrities or whoever. You've got to be in your own bubble and make sure that once you get into the car, you are performing at your 100 percent. That's the most important thing.

WWD: Now in your seventh season with Ferrari, your loyalty to the team is for all to see. How have you evolved within the team both as a driver and on a personal level and what have you learned about yourself? Can you tell us about growing up in Monaco, aspiring to one day become part of the Ferrari world and reaching that goal?

C.L.: I think what was very specific to my personal life was the fact that I'm from Monaco. Monaco feels like a big city when there's the Formula 1 Grand Prix. But other

than some big events, like there are maybe two, three big events per year, it's more like a village where everybody knows each other, and it was a very good environment to grow up in. Obviously, I was very lucky to have that, but the fact that I could see Formula 1 races firsthand every year from the balcony of my friends' apartment that had a view on the Grand Prix made that dream a lot more tangible. I could obviously see and witness what I wanted to do and where I wanted to go. And that gave me a huge motivation as soon as I started.

I remember one Thursday I was at school, and it was very difficult to hear the teacher, because there would be the engine noise during a race. And I think these are memories that really motivated me throughout my whole career. And for some reason, the red car has always been something very, very special for me, even before I knew the history of Ferrari. Actually the name Ferrari, it was all about the red car. And growing up, then you get to learn the history of it, the people that were part of this incredible team. And I became a fan myself, dreaming of being a Formula 1 driver with Ferrari one day.

WWD: You started your career with karts – can you tell us about your trajectory? ▶

"I REMEMBER ONE THURSDAY I WAS AT SCHOOL, AND IT WAS VERY DIFFICULT TO HEAR THE TEACHER, BECAUSE THERE WOULD BE THE ENGINE NOISE DURING A RACE. AND I THINK THESE ARE MEMORIES THAT REALLY MOTIVATED ME THROUGHOUT MY WHOLE CAREER."



Brunello Cucinelli
leather jacket and
suit; Umit Benan
shirt; Zegna loafers.

WWD FORMULA 1 MIAMI

C.L.: I started by complete coincidence. To be completely honest, I didn't want to go to school that day and I told my father I was ill. He believed me, but I wasn't. And by coincidence, his best friend, Philippe Bianchi, was managing a karting track, and I went with him, because my mom was at work, and I tried karting for the first time that day, not being ill at all.

WWD: How old were you?

C.L.: I was probably three-and-a-half or four. I was very, very young and my father told me later on that I had told him on the way back that this is the job I wanted to do when I was older – although I don't consider what I'm doing a job. It's really living for my passion, and I love what I do. But from that day onwards, racing has always been part of my life.

WWD: How has it formed you personally? How have you evolved over the years? How do you deal with stress? Have you learned to do that? And if so, how?

C.L.: I think this is very specific to each individual. I am very lucky that I don't really feel pressure. I've always had the mentality of obviously doing my best. Putting any more pressure on myself won't help me to extract more potential out of myself. I'm just hugely motivated and hugely dedicated in doing the absolute best in order to have the best results on the track, and I'll do whatever it takes to have the best results on the track. But that's my mentality, and yes, I've always told myself that added pressure or extra pressure won't help me to extract any more out of it.

WWD: Well, that's also very wise. What are your main off-duty pastimes? I know you are also a piano player and already have nine songs under your belt. How did this come about? Does music help you unwind?

C.L.: Definitely. Music is and has always been a huge part of my life. Throughout my entire life, racing, music had a very important part. I haven't always been playing the piano, but I've always been listening to music, and it's always been a way for me to disconnect from racing. Obviously the Formula 1 life is quite fast paced. I'm going from one place to another every weekend, and it's good to slow down. And for me, music has always been the best way for me to slow down and to not think about anything that is racing-related. During the pandemic, I had a lot of free time, and I bought a piano, and since that moment onward, I started to learn to play, and I've absolutely loved it.

WWD: Did you learn with a teacher?

C.L.: No, I am self-taught. I took probably four or five lessons at one point because I wanted to try and learn how to read music, but I'm a very impatient person, so after those lessons, I decided I was just going to do it myself, and try and come up with my own songs. I know how to read music a little bit, but I don't really play existing songs. Every time I play the piano, basically I make a song.

WWD: Fast paced on the piano, too. You have also diversified your business interests, investing in activities ranging from Lec ice creams and watch platform Chrono24 to management agency All Time. How have you approached these ventures? How do you understand what venture would be interesting and suit you?

C.L.: Chrono 24 is a little bit different. It was really more of an investment, more than anything. But Lec and All Time are very important to me, because these are obviously two ventures that I actually started myself with partners. The world of business is always something that



Brunello Cucinelli
leather jacket and suit; Umit
Benan shirt; Zegna loafers.
Fashion assistant: Sandra Salibian
Senior market editor: Emily Mercer
Senior market editor,
accessories: Thomas Waller

"I THINK OPENING FORMULA 1 AND TELLING A DIFFERENT STORY THAN THE ONE ON THE TRACK HAS HELPED FORMULA 1 TO BE A MORE POPULAR FORM."

fascinated me and that I wanted to put a foot in, but I was just waiting for the right opportunities. And like everything I do in life, it needs to have sense. And I needed these myself first, and then we thought about [opening up] to others. I've always loved ice cream since younger but being an athlete, you've got to take care a little bit about your figure and what you eat. And so I had to sacrifice the ice cream sometimes. And I was like, "Why? Why is there not this product on the market?" And so we came up with this idea of low-calorie ice cream, which is going super well and I'm super proud of it. All Time is basically the same. There's so much going on outside an athlete's career. Talking with people around me that have shared the same experiences as I did, I realized you can feel a little bit alone because everything is coming all at once, and athletes need to be supported properly for all of these things that happen outside racing and sports.

WWD: In what way?

C.L.: In many different ways. We are basically helping athletes to manage their private life in a better way outside their career. It's more like a family office, basically. And obviously, Monaco has a big community of athletes and it's also a place where we can show our experiences and help one another, athletes of different sports, not only racing.

WWD: Is that something that earlier on when you started you felt was missing?

C.L.: Yes, I think we all have support on the career side. But then once you get to Formula 1 obviously, not only your career changes, and also when you are a professional athlete, many other things change. My life has changed massively since I got to Formula 1. You've got to organize yourself differently, because obviously, it's not necessarily possible to do what I used to do back then. So we've got an organization that knows what it's like to be an athlete, who can just think about [their performance], and we think about the rest. It's all still pretty new, and we are very proud of this.

WWD: How do you choose the brands you associate with?

C.L.: It is extremely important that we share the same values – precision, hard work, craft, matching the Formula 1 craftsmanship. There are so many people behind the scenes in order to give me the best possible car. Richard Mille has been following me since I was 13 or 14 years old. The very first person that believed in me and actually financed my career in order to get to where I am today. APM is a Monaco brand, and obviously we are sharing the same values, having grown up in the same city, and it's amazing to have such a big brand coming from my home country.

WWD: How would you describe your relationship with fashion? Is it correct to say that you like to wear understated styles?

C.L.: Yes, that is correct. I think I've searched myself over the years, like everyone does at one point in their life, understanding what clothes make you feel most at ease. But I love fashion. It's still a world that fascinates me, that I am learning about and that I really enjoy. Actually, starting with Ferrari Style, we are going to do some things together, so I'm getting to know a lot more about fashion now. And it's a way to express yourself without speaking, and this is really the way I like to look at it.

WWD: You once said that if you weren't a driver you would have been either an architect or had your own fashion brand. Should we expect one any time soon? You designed a clutch for Ferrari and there's a capsule coming up that you will show in Monaco.

C.L.: Definitely, at least with Ferrari Style. It's the first step that I take into this world, and I enjoyed so much the process of designing my own capsule because it's a process that is also very intimate. You share who you are as the real you in order for the capsule to really represent you as a person. And that was super, super interesting, and to go into the finest details of every sample that we've done was a very interesting process.

WWD: Do you have a relationship with Ferrari's creative director Rocco Iannone? Do you talk about fashion with him?

C.L.: Yes, yes, of course. Actually, Rocco was the main person with whom I've worked for this capsule, alongside his whole team, and we shared a lot of ideas with Rocco.

WWD: How do you train? You said you have to be careful about your weight so what do you do to keep fit?

C.L.: I do a lot of training, physical training. Obviously, there's a mix of cardio and weight training. We can't do too much weight training because we can't be too heavy inside the car. So probably cardio training is what I do most. But it's a combination of both. The weird thing about our sport, which is very specific to our sport, and we might be one of the only sports in the world where it's like that, is that we cannot train in real life. We are not allowed to drive in Formula 1 cars throughout the season, apart from the races and on four or five days of official testing throughout the year. The rest is done virtually, and that is what I was doing this morning.

WWD: How many hours and how often?

C.L.: Normally it's from nine in the morning to three in the afternoon with a one-hour break. I come here at least once a week to try and train on the simulator to prepare races. Also, as soon as I finish a race, I come here and I try to compare, how does it feel like in the virtual world, and how did it feel during the real race? And that's how we try and make it the closest possible between the virtual world and the real world in order to be able to develop new parts of the car in the virtual world and then bring them into the real world.

WWD: And what do you eat when you train with the simulator?

C.L.: I kind of do the same diet as when I'm on the real car. So carbs, which gives you a little bit of the energy needed for this kind of days, mostly. But it's all about balance, and it's a very balanced diet. ■

RALPH LAUREN



LANDO NORRIS
FORMULA 1 DRIVER

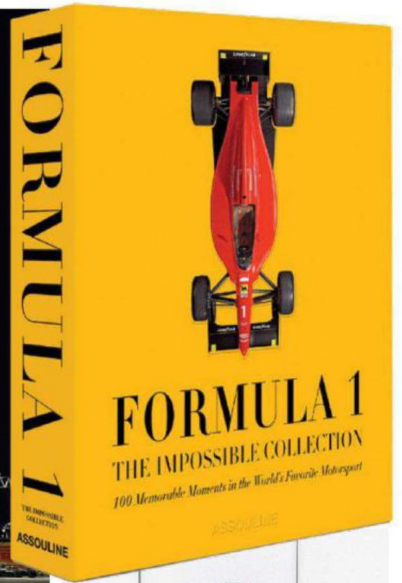
THE POLO RED FRAGRANCE

WWD FORMULA 1 MIAMI

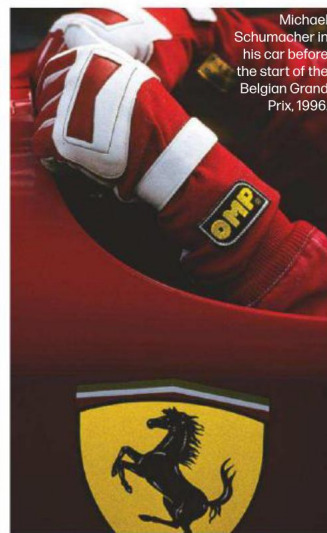
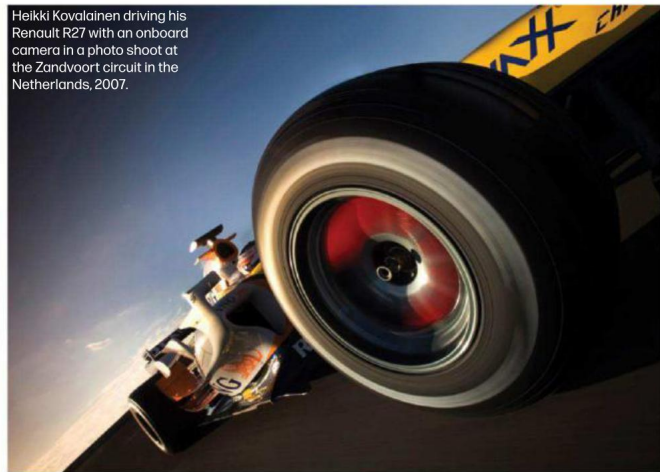
Assouline Marks 75 Years of Racing History

The book publisher unveils the second edition of its "Formula 1: The Impossible Collection." BY KANIKA TALWAR

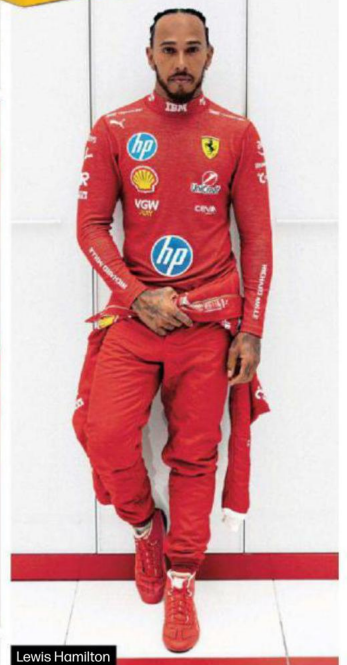
Max Verstappen of Red Bull during a practice session at the 2023 Las Vegas Grand Prix.



Heikki Kovalainen driving his Renault R27 with an onboard camera in a photo shoot at the Zandvoort circuit in the Netherlands, 2007.



Michael Schumacher in his car before the start of the Belgian Grand Prix, 1996.



Lewis Hamilton

As the pinnacle of motorsport, Formula 1 has long been associated with glitz, glamour and glory – and, more often than not, impossible moments.

Timed to the celebration of the sport's 75th anniversary this year and the upcoming "F1" movie, Assouline has released its "Formula 1: The Impossible Collection, 2nd Edition" with a new yellow cover and imagery, with forewords from Formula 1's president and chief executive officer Stefano Domenicali and Jean Todt, former Formula 1 driver and United Nations special envoy for road safety.

Brad Spurgeon, the esteemed and veteran Formula 1 journalist for two decades, was commissioned with the task of compiling 100 once-in-a-lifetime moments of the sport for Assouline's Ultimate Collection of luxury coffee table book series. Spurgeon worked with Formula 1 photographer Bernard Asset, who served as a photo researcher – with many of his photos included in the book.

Starting from the first race in 1950 at the British Grand Prix until today's worldwide cultural phenomenon with more than 24



At the Italian Grand Prix in Monza on Sept. 5, 1971, Peter Gethin, in a BRM, won by just 0.01 seconds ahead of Ronnie Peterson, in a March Ford. It remains the closest race finish ever.

races globally, Spurgeon explores how Formula 1 has taken the world by storm and ushered in a new era for the sport – where fashion, luxury, watches, money, celebrities and more all converge every race weekend for its own mini-version of the Super Bowl.

The book provides an intimate

behind-the-curtain look at the team garages and the efforts of mechanics, engineers, technicians, team principals and executives – alongside its 20 drivers ready to risk everything for a taste of glory and to be enshrined forever in Formula 1 history.

Iconic figures who've been cemented in the sport's decades-long history and featured in the book include Colin Chapman, Bernie Ecclestone, Juan Manuel Fangio, Enzo Ferrari, Lewis Hamilton, Niki Lauda, Bruce McLaren, Alain Prost, Michael Schumacher, Ayrton Senna, Jackie Stewart, Jean Todt and Max Verstappen.

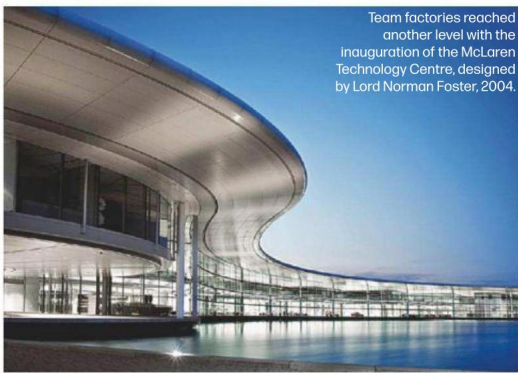
While figuring out what key moments to highlight, Spurgeon told WWD he selected 150 moments and then narrowed it down to the most pivotal and "extraordinary moments that touched the series in ways that weren't only about the sport."

As the sport's popularity has evolved, so has its relationship with fashion and luxury. Spurgeon said that the shared values of Formula 1 and fashion – being "innovation, pushing boundaries and the pursuit of perfection" – have attracted many fashion and luxury aficionados over the years. One example of this intersection in the book is a photograph of Helmut Newton shooting a model in 1985 for the 2014 Pirelli calendar. ▶

FORMULA 1 MIAMI WWD



A pit stop for the rookie driver Lewis Hamilton in his second Formula 1 race, at the 2007 Malaysian Grand Prix. He finished second in the race, and by year's end he finished second in the championship.



Team factories reached another level with the inauguration of the McLaren Technology Centre, designed by Lord Norman Foster, 2004.



The 2021 season ended with a dramatic and controversial final-lap showdown between Lewis Hamilton and Max Verstappen, who were tied in points before the last race, the Abu Dhabi Grand Prix.



On April 27, 1975, Maria Grazia "Lella" Lombardi became the first woman to score (half) a point in Formula 1.



Schumacher celebrates after the San Marino Grand Prix, 1996.



The Renault R30 from 2010.



Pirelli has been the only supplier of tires to Formula 1 teams since 2011. The different color stripes on the tires signify their varying degrees of hardness, as well as their specified uses for track conditions.

The second edition picks up right where the first one left off and looks at some of the notable moments that have happened in just the last four years – which Spurgeon describes as a “paradigm shift.” While many moments were familiar to him thanks to his long career, Spurgeon uncovered more historical details during his research. One such instance involved Fangio, who was kidnapped for several hours by Fidel Castro’s revolutionaries before the 1958 Cuban Grand Prix. Surprisingly, Fangio established a friendly rapport with his captors and saw them as “good people” despite the political motivation behind their kidnapping

– adding another layer of intrigue to an already famous tale.

“Formula 1 reaches people in a way that other sports don’t,” Spurgeon said. “That comes down to the soap opera of Formula 1; people love to watch the soap opera and see these characters at play, from race to race, following what’s going to happen and waiting for something to happen.”

Some new inclusions include the record for the shortest race ever at the 2021 Belgian Grand Prix of just two laps, the controversial safety car incident at the 2021 Abu Dhabi finale race where Verstappen won and became champion despite Hamilton leading the race and was set to win his eighth title and Red Bull’s dominance in 2023, where the team won 21 out of 22 races – with Verstappen winning a

record-breaking 19 races in one season.

Domenicali notes in his foreword that the book showcases both the triumphs and the losses of iconic figures the sport has experienced over the years. Moreover, the Formula 1 executive writes that the book illustrates just how far Formula 1 has come as a sport, by building a brand that Nielsen Sport notes reaches more than 800 million global fans.

“It has become much more popular with both a younger audience and with women; much younger women,” Spurgeon said. “It was always considered a macho series for guys. It remains exceptional and the drivers are still living with danger, money, high stakes and the endless soap opera scandals or tear-inducing complications. Drivers became relatable yet still glamorous and

rich and immersed in drama.”

Spurgeon emphasizes Liberty Media Corp.’s acquisition of the sport in 2017 as a major milestone and a turning point in its transformation. The loosening of strict social media rules, Netflix’s hit docu-drama “Drive to Survive” and the launch of F1TV to provide on-demand race coverage as central to bringing the sport into a modern digital era.

While the “soap opera” aspect has always been a part of Formula 1, Spurgeon’s updates to the second edition look at the new era, which has caused a massive transformation. For the first time since 1982 – when there were races in Long Beach, Detroit and Las Vegas – there are now three races in the U.S. in Miami, Austin and Las Vegas on the Formula 1 calendar due to its growth in popularity.

“It’s big, it’s beautiful, it’s perfection, as all those things that Formula 1 are trying to create,” Spurgeon said. ■

WWD FORMULA 1 MIAMI

At the Races

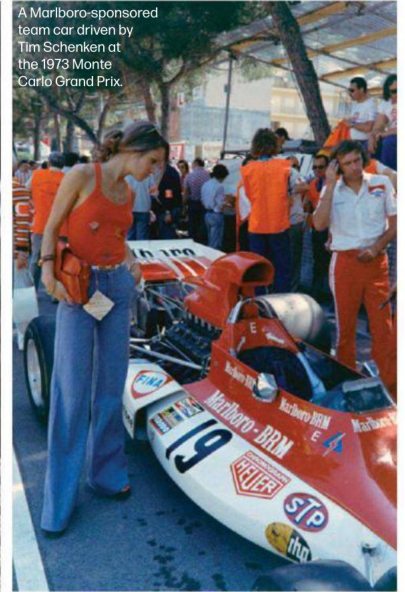
Fast cars, charismatic champions, celebrities and iconic locales continue to draw crowds to Formula 1 Grand Prix motor racing competitions and make it a watch-worthy phenomenon. From the inaugural F1 race in 1950 at Silverstone in the U.K. to historic circuits at Watkins Glen International raceway in Watkins Glen, N.Y., party-filled destinations from Miami to Monaco, and today's global locals that include Japan and Saudi Arabia, WWD's "Eye" column has kept pace with the festivities.

The sport that catapulted F1 champion drivers Mario Andretti, James Hunt, Lewis Hamilton and others to international acclaim also captivated Hollywood icons. Actors Steve McQueen, Gene Hackman, Jan-Michael Vincent and Paul Newman didn't just admire the scene, they were all involved in motorsport, often participating in U.S. pro-celebrity series, taking their passion for cars and racing beyond just a hobby. Newman took up the sport in 1972 and competed actively until 2007. He also co-owned the successful Newman/Haas Racing team, cementing his legacy in the world of motorsport. Here, Formula 1 photographic moments from the Fairchild Archive.

— TONYA BLAZIO-LICORISH



Mario Andretti at the 1977 Monte Carlo Grand Prix.



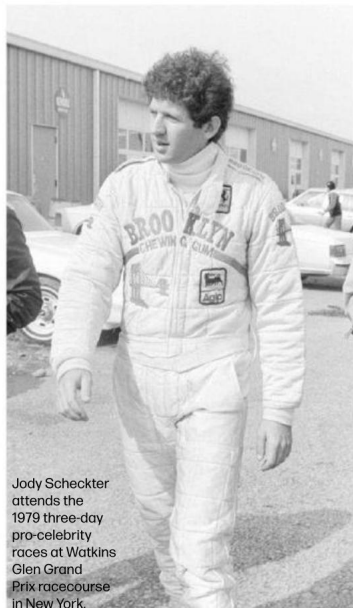
A Marlboro-sponsored team car driven by Tim Schenken at the 1973 Monte Carlo Grand Prix.



Gene Hackman wins the Toyota pro-celebrity Watkins Glen Grand Prix.



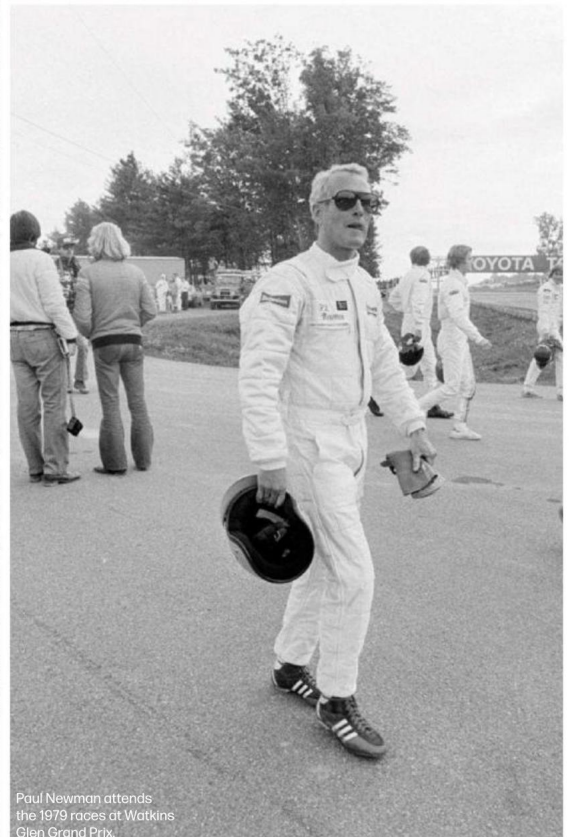
Don Johnson at the 1985 Löwenbräu Grand Prix of Miami race.



Jody Scheckter attends the 1979 three-day pro-celebrity races at Watkins Glen Grand Prix racecourse in New York.



James Hunt at the 1977 Monte Carlo Grand Prix.



Paul Newman attends the 1979 races at Watkins Glen Grand Prix.

Schenken photograph by Reinhold Gray; Andretti and Hunt by Guy Mennear; Scheckter, Newman, Hackman by Art Focall; Johnson and Jackson from Fairchild Archive

FASHION

Bergdorf Goodman to Welcome Ferragamo's Maximilian Davis With Cocktail Party



Maximilian Davis

● The retailer carries Ferragamo's exclusive footwear styles, along with the wider collection and the pre-fall ready-to-wear collection.

BY LISA LOCKWOOD

Bergdorf Goodman will welcome Maximilian Davis, creative director of Ferragamo, to its store Friday for a cocktail party with top customers, influencers, actors and friends.

The designer, who was named creative director in March 2022, will be making his first U.S. appearance at a major retailer. Bergdorf's is carrying Ferragamo's exclusive footwear collection, along with the wider collection, as well as the pre-fall ready-to-wear collection.

The appearance is timed around the Met Gala, where Davis will be bringing and dressing three guests. Others at the event are expected to also be dressed in Ferragamo.

"Bergdorf Goodman is not just a store; it is an institution. It has an incredible legacy and an understanding of luxury that really speaks to what I am trying to do at Ferragamo. It is about connecting with a clientele that appreciates craftsmanship, history, but also wants something modern and forward-thinking," said Davis.

Raised in Manchester, England, by Trinidadian-Jamaican parents, Davis had earlier launched his own label, Maximilian, under the mentorship of Fashion East, a British incubator for emerging designers. He was designing his own collection and was shortlisted for the LVMH Design Prize, but had to withdraw because he got a compelling offer from Ferragamo. He

debuted his first collection for Ferragamo in spring 2023.

In an interview with Daniella Vitale, president of Ferragamo USA and Yumi Shin, chief merchandising officer at Bergdorf Goodman, they spoke about the importance of Davis' visit, and their current Ferragamo business at Bergdorf's.

Asked why they chose Bergdorf to make Davis' first public appearance, Vitale said that Bergdorf's represents the paradigm of specialty stores and has the ability to curate and support young designers and mentor them. "Max is part of a big company, but Max is a young designer. They're so good at that. The combination of wanting our product in this incredible environment, the relationship that Max has with the store, and the love of the store just made perfect sense. We couldn't think of a better partner," she said.

Davis designed an exclusive footwear capsule that consists of seven pieces - four sandals and three mules. The sandal colors are forest green, terracotta, gold, and crystal and black. Mule colors are forest green, silver, and amaretti and rose. The mules, for example, retail from \$995 to \$1,290. Vitale said when she recently took Leonardo Ferragamo [chairman of Ferragamo] to Bergdorf's, he turned and said to her, "Why don't we have any of these?" And I said, "That's the idea of an exclusive capsule for Bergdorf." Both styles are archival from the '40s.

"He [Davis] takes a lot of inspiration from the archives, and certainly does not execute in a literal way. He adds an incredible level of modernity to it. He's been really good using the archives. I've never seen an archive like that in my entire career. It's well preserved, it



Exclusive Ferragamo sandals.

has everything, shoes, scarves, prints, apparel," said Vitale.

All the Ferragamo products are featured together on Bergdorf's fourth floor, but there will also be highlight moments in their respective area. Shin said they are pumped about this exclusive shoe capsule. When they visited the showroom, "we were super excited not only about the development of the footwear, but the handbags and the ready-to-wear, and the modernity he brings. Max has brought such a bold new energy to Ferragamo. What's exciting as a retailer is to see that the brand is not only evolving under his creative vision, he has thoughtful nods and heritage. This capsule embodies that."

"He has brought this modernity, but is still very respectful to the heritage. He's able to animate it in such a new way that it's appealing to the global customer," said Shin.

Shin called it a big moment for the retailer. Bergdorf's has been carrying Ferragamo's RTW since 2023. Prior to Davis' arrival, the luxury brand did cut-and-sewns and knits, but it wasn't a full apparel collection and they didn't need to be in a specialty store. They did the clothing for their own stores. "The apparel collection is quite new," said Vitale.

She explained that many young designers come into a design house and blow things up. "He [Davis] did not. He was so inspired by the brand's history and legacy. We certainly can't let that define us. He was so impressed with the archives and understood he could do so much with it," said Vitale. "We've had a designer but not on the level of Maximilian, particularly in ready-to-wear," she said. "He's really one of the most talented designers I've worked with."

The 30-year-old Davis flew into New York Thursday to do fittings, and planned a meet-and-greet with Ferragamo's corporate team on Friday. He then planned to visit Bergdorf's for the product knowledge seminar with employees, and Friday evening he will attend the cocktail party at Bergdorf's, hosted by Linda Fargo, senior vice president, women's fashion and store presentation director. Some 100 guests are expected.

Vitale said she's been pleased with Ferragamo USA's overall wholesale business. "It's performing well. Our wholesale business is up. It's been a little bit of a bumpy season in terms of some weeks are great, some weeks are not. It

seems to be how the market does and what announcement we have that day. We've had a good season at wholesale, and we had a good quarter in the Americas. We haven't closed April. Considering what's going on in the larger context, we're pretty pleased how it's performing," said Vitale.

At Bergdorf's, Shin said she was very happy with Ferragamo's business. "We have nice momentum across the board. We're also seeing growth in all of our customer segments with the biggest growth coming from our top clients." She said the handbags "have definitely seen a little bit more of a distorted growth and then RTW."

"We've had an exceptional year since we introduced Hug [the handbag line]," said Vitale. This was Davis' first big bag, "and it's been absolutely explosive." After they introduced it, they launched soft Hug and mini-Hugs. "The hardware is consistent with small leather goods. It's become very recognizable. We've done a lot of campaigns around it, both digital and institutional, and the bag has really gained momentum. It's our number-one bag and it's more than 50 percent of the business now. And has long runway. We think the bag is going to continue," said Vitale.

Shin said the Hug is its number-one handbag in the Ferragamo collection.

For the RTW collection, Vitale said that Davis very often draws inspiration from Africa and the Caribbean. "He cleverly took the palette and some of the prints from postcards that showed Caribbean landscapes and flora and were in an '80s tourist brochure, and... developed a lot of prints...it's a very beautiful collection. Pre-fall and fall runway were very well received," said Vitale. She said that Davis is designing both women's and men's RTW. "Women's developed and became a focus. Men's is a little more commodity-driven right now, but we're really ramping up in mens in terms of design and finding our language."

As for bestsellers, Vitale anticipates all the prints will do well as well as the tie-dye series. "All the silk and cotton knits will be really successful. He's very good on draping dresses and little tops. Bergdorf bought some of the prettier pieces, such as the long blue dress with a wrap waist," said Vitale.

The footwear features cork, which has been a big material for Ferragamo. A whole series of footwear that is coming for pre-fall is centered around cork and suede and metallics. "It's a sphere on the bottom of the shoe which is really cute."

At Ferragamo USA, men's footwear is the largest category, followed by women's handbags and women's shoes, said Vitale.

Vitale said Davis will also be feted Saturday night at Ferragamo's New York flagship for its best customers, along with a big dinner. Ferragamo's design team flew over to get celebrities ready for the Met Gala. They'll go the respective hotels to do the fittings. Davis will be outfitting both women and men in Ferragamo.

Vitale said she anticipates Ferragamo will name a new CEO by the end of the year, succeeding Marco Gobetti, who left the Florence-based company in March.

BUSINESS

Tanger Posts Solid Q1 Amid Increasingly Diversified Tenant Mix

● CEO Stephen Yalof sees opportunities to attract fashion brands, restaurants and entertainment concepts to Tanger properties that weren't there before.

BY DAVID MOIN

Tanger, lifted by its diversifying tenant mix, property portfolio and shopper demographics, reported another quarter of solid results, posting gains across most metrics.

Net income was down – 17 cents per share, or \$19 million, compared to 20 cents per share, or \$22.2 million a year ago – due to a non-cash impairment charge of 4 cents per share, or \$4.2 million, related to the sale of a center in Howell, Mich., last month. However, funds from operations reached 53 cents per share, or \$62.7 million, compared to 51 cents per share, or \$58.6 million, for the year-ago period. Core funds from operations were 53 cents per share, or \$62.7 million, compared to 52 cents per share, or \$60.1 million, for the prior year period. FFO and Core FFO are widely accepted measures in the real estate industry to gauge company performances.

Occupancy was 95.8 percent on March 31, compared to 98 percent on Dec. 31, 2024, and 96.5 percent on March 31, 2024, reflecting the timing of tenants leaving and others filling the space through Tanger's re-merchandising strategy. Of the 15 Forever 21 stores that closed at Tanger centers, six have been taken over by Barnes & Noble, Sephora and a couple of other brands. Forever 21 has been liquidating and closed the 350 stores it had in the U.S.



Tanger Outlets in Fort Worth, Texas.

On a same-center basis, occupancy was 95.9 percent on March 31, 98.2 percent on Dec. 31, 2024, and 96.8 percent on March 31, 2024. The same center portfolio excludes The Promenade at Chenal and Pinecrest, which were acquired in the fourth quarter of 2024 and first quarter of 2025, respectively, and the center in Howell, Mich.

On a same-center basis, average tenant sales per square foot were \$451 for the 12 months ended March 31 compared to \$440 a year earlier.

"Our business is really good," Stephen Yalof, president and chief executive officer, told WWD. "I hate to be overly optimistic but retailers are talking about opening more stores," which will add to the growing diversity of Tanger's tenant mix.

In the aftermath of Shake Shack beginning to open at Tanger properties, "Restaurants are paying more attention to outlets than

ever before," Yalof said. With full-price centers now part of the portfolio, Tanger is no longer just an outlet center operator and now gets "a seat at the table" with full-price retailers that previously didn't lease with it.

In addition, "We are starting to see shoppers that typically shopped full-price now coming into our channel to find brands they like," said the CEO.

He also sees younger shoppers visiting Tanger centers in greater numbers, noting that many are shopping Gap, which he said is "really cool again," as well as American Eagle, Sephora, and a Japanese skin care, health and beauty brand called Miniso, among other retailers with a youth appeal.

Last February, Tanger acquired Pinecrest, a 640,000-square-foot, open-air, mixed-use center in Orange Village, Ohio, for \$167 million. Earlier, Tanger acquired Bridge Street Town Centre, an

825,000-square-foot, open-air lifestyle center in Huntsville, Ala., for \$193.5 million, and The Promenade at Chenal in Little Rock, Ark., a 270,000-square-foot upscale, open-air lifestyle shopping center, for \$73 million. The purchases reflect Tanger's efforts over the past couple of years to extend its real estate portfolio beyond outlet centers and into full-price open-air retail centers the company considers dominant in a market.

"Given the current macroeconomic environment, we believe our strong, low-leveraged balance sheet and ample liquidity provide stability and the ability to remain opportunistic with our growth," Yalof said in a statement, raising the possibility of additional acquisitions in the not-too-distant future. The publicly held company's portfolio of 38 outlet centers, one adjacent managed center and three open-air lifestyle centers includes more than 16 million square feet positioned across tourist destinations and markets in 21 U.S. states and Canada.

Yalof also stated his company is seeing "continued momentum in our re-merchandising strategy to elevate and diversify our tenant mix as we replace less productive tenants and add more desirable retailers, restaurants, and entertainment across our portfolio."

Regarding the impact of potential tariffs, Yalof said, "There has not been much of an inventory issue in the outlet channel."

Still, in a switch in the marketing calendar, Tanger's back-to-school sales will begin June 1, to capture shoppers who are concerned about there being less inventory closer to when kids return to school. Last year, Tanger's back-to-school sales started at the end of the summer.

"There is that cloud of uncertainty," Yalof acknowledged. "Some folks are anticipating they might not get the products they want in the back half of the year."

Regarding tariff-related price increases, "I have not seen a material change in pricing in our portfolio, in some instances retailers have said their buys and landed goods are pretty set for the next quarter or two."

BUSINESS

Saks Joins Amazon Luxury as Trade War Looms Over Retail

● The e-commerce giant, which is upping its high-end game, said it's prepared for disruptions from tariffs.

BY EVAN CLARK

There's Amazon's new push into luxury with Saks and then there's the e-commerce company's push even higher – literally into space.

Amazon's quarterly updates to Wall Street contain a list of things it's checked off its to-do list.

There were over 25 items checked off with first-quarter results on Thursday, illustrating just how much the company is working on at any given moment and how hard it is for almost any regular retailer to compete, especially with big increases in tariffs working their way through the system.

"We're pleased with the start to 2025, especially our pace of innovation and progress in continuing to improve customer experiences," said Andy Jassy, president

and chief executive officer, in a statement.

In between the launch of its first Project Kuiper satellites into low earth orbit and a new AI model that can use a web browser, Amazon tucked in a few fashion updates.

The company made a big step forward in its effort to expand into luxury, opening a storefront on its luxury platform for Saks, featuring brands like Dolce & Gabbana, Balmain, Giambattista Valli, Erdem and Fear of God.

The company also expanded its core selection with goods from Michael Kors, The Ordinary, Laura Mercier and Tarte.

Amazon's ability to keep offering new products showed up on its top line.

Sales for the first quarter ended March 31 rose 9 percent to \$155.7 billion, with North America up 8 percent to \$92.9 billion. That powered a 64 percent increase in net profits, to \$17.1 billion.

Those heavy footsteps approaching the heart of fashion might be Amazon's – if not, it's the immediate impact of President Donald Trump's trade war.

Even Amazon will feel the impact of a 145 percent tariff on Chinese goods, which promises to shortly choke off trade between the world's two largest economies.

Jassy told analysts on a conference call: "We haven't seen any attenuation of demand yet. To some extent, we've seen some heightened buying in certain categories that may indicate stocking up in advance of any potential tariff impact. We also have not seen the average selling price of retail items appreciably go up yet.

"This could change depending on where tariffs settle," the CEO said. "Amazon is not uniquely susceptible to

tariffs... We also have an extremely large selection, hundreds of millions of unique [stock keeping units], which means we're often able to weather challenging conditions better than others. When there are periods of discontinuity, substantial unexpected product trends emerge. Think about the pandemic when items like masks [and] enhanced sanitizer became big sellers. When you have the broadest selection like we do and 2 million-plus global sellers like we do, you're better positioned to help customers find whatever items matter to them at lower price points than elsewhere."



Luxury handbags arriving on Amazon via Saks.

FASHION

Yvmin Teams Up With Charles & Keith



Yvmin x Charles & Keith

- The Beijing-based brand has teamed up with the Singaporean footwear label on a capsule collection inspired by ripe fruit.

BY DENNI HU

Yvmin, the Chinese accessories brand known for its work with Shushu/Tong, has become the latest collaborator of Charles & Keith, the Singaporean footwear label.

The capsule collection, which was inspired by ripe summer fruits, features sculptural sandals, a knotted pouch in mint sorbet, and an assortment of glossy fruit charms, including a strawberry, cherry, grapes and apple.

The charms, which narrate the evolution of the fruits going from green to maturity, are attached to shoes and bags, but they could also be worn as hair accessories, earrings or pendants.

"I was drawn to the image of a fruit,

suspended delicately on a branch I saw in Thailand – wrapped, waiting, and on the cusp of release," said Yvmin designer Zhang Xiaoyu. "It's that fragile moment before ripeness surrenders to gravity."

Zhang, who was given carte blanche, took the opportunity to realize her dream of creating a footwear product.

"Initially, I wanted to do flat-soled thong sandals since it's something I personally love to wear during Beijing summers, but I realized that it's a pretty complicated



The knotted pouch with glossy fruit charms.

product to make," she said, eventually opting for a heeled strappy sandal version fit for Gen Z urbanites.

The campaign, shot by the Chinese photographer Li Yuan, features Chinese model Chen Xue dressed in vintage-inspired lacy frocks, embarking on a solo trip along the coast of Nha Trang in Vietnam. It was meant to "encourage a return to one's youthful essence," according to Charles & Keith.

Yvmin, which was founded by the Beijing-based designer duo Xiaoyu Zhang and Min Li in 2012, is known for experimental pieces with a surrealist bent. The brand has since expanded to two stand-alone stores in Beijing and Chengdu.

To mark the launch, the brand set up a dedicated pop-up at Shanghai's popular West Bund Dream Center, also known as Gate M, a newly opened landmark shopping center.

The pop-up, designed in the shape of a pink box with a huge bow tie, features an immersive space that will offer limited-edition pieces and charming giveaways such as themed phone charms, fruit-inspired nail art stickers and collectible mementos.

The pop-up will run from Thursday to May 11.

The capsule collection will officially launch on Tuesday and will be available in select Charles & Keith retail stores, its official online store and app, WeChat Mini Program, Tmall and Douyin.

BUSINESS

Azza Fahmy Arrives in London

- The Egyptian jeweler has opened a flagship in Mayfair's Burlington Arcade with rich interiors that nod to the ancient world and traditional crafts in North Africa and the Middle East.

BY SAMANTHA CONTI

LONDON – Egyptian jeweler Azza Fahmy is adding even more sparkle to London's Burlington Arcade with a flagship that showcases the brand's latest culturally rich, interiors concept.

The flagship replaces a smaller, temporary store that Azza Fahmy had occupied in the Mayfair arcade, and neighbors include a string of vintage watch and jewelry shops as well as Manolo Blahnik, Johnstons of Elgin and Ladurée.

The brand, founded by the jewelry designer Azza Fahmy in 1969, has transformed the space with an interiors concept that debuted in Riyadh, Saudi Arabia in September.

Elements include a lotus-inspired

chandelier on the first floor and a colorful, handcrafted tapestry that nods to Ancient Egypt's temple columns, flowers and birds.

The brand worked with Universal Studio, and tapped Middle Eastern designers for some of the pieces. Randa Fahmy contributed a brass curtain adorned with Fatimid, diamond-shaped geometric patterns and the chandelier with its lotus shapes, a symbol of rebirth in Ancient Egypt.

Bokja, a Beirut-based design studio, created the tapestry for the VIP area, while the marble flooring is by Marmonil and draws on patterns from Nefertiti's tomb in Luxor. There are also pieces from the Fahmy family, including books, images and art.

The store carries the main line collections, and the high jewelry – necklaces and bracelets that twinkle with tanzanite, rubellite and emerald. The designs also showcase myriad varieties of gold filigree, and many are inscribed with lines from Egyptian love poetry.

While the jewels may be utterly glamorous and romantic, they are also very practical. Fahmy's youngest

daughter, Amina Ghali, designs the jewelry so that women can put it on, and take it off, themselves. She also tests every design on herself and the women in her studio and office.

Collar necklaces are hinged so they can open and close easily, and without fussy clasps. Chain lengths can be adjusted and pendants are detachable. All of the earrings – even the elaborate ones – have been designed so that it's possible to wear them and talk on the phone at the same time.

A large horizontal ring shaped like an eye, and inspired by one that King Tutankhamun wore, has ergonomic grooves for the fingers and smooth, curved edges to prevent it from catching on hair or clothing.

Ghali said she wants clients to be comfortable and to wear the jewelry rather than keep it locked up. She also wants her customers to come home at the end of the day – or after a big night out – and be able to remove their jewelry themselves, "rather than having to wake up someone at home and ask for help," she said.

Azza Fahmy has 14 further boutiques – mostly in Egypt – and selected wholesale

Azza Fahmy and her youngest daughter Amina Ghali.



distribution, including Bloomingdale's and That Concept Store in Dubai, 51 East in Qatar, Beymen Department Store at the Four Seasons Cairo and the Four Seasons in Amman.

FASHION

Tory Burch Foundation Honors Martha Stewart

- Stewart received the Iconic Founder Award at the inaugural founders breakfast.

BY JAMES MANSO

Martha Stewart and Tory Burch know how to draw a crowd – even first thing in the morning.

The Tory Burch Foundation's inaugural founders breakfast saw its doors open promptly before 8 a.m. at The Pierre on Thursday, and when programming started shortly thereafter, it was for a full room ranging from supporters of Burch's foundation to the morning's honorees, most notably awarding Martha Stewart with the Iconic Founder award.

"I can't even tell you how many emails I got saying, '7:45 a.m., are you kidding me?'" Burch joked to a crowd that included Pamela Anderson, Aerin Lauder, Pierre-Yves Rouseil, Alina Cho, Natalie Massenet and more.

The event didn't only highlight marquee names such as Stewart. Select fellows of the foundation also received Founder Awards across industries, such as El Guapo Bitters' Christa Cotton, AmorSui's

Beau Wangtrakdulee and Partake Foods' Denise Woodard. Each of them shared their stories of founding and building their businesses, as well as the trials and tribulations of their respective paths.

Among them, Woodard went on to found her allergen-free snack brand after a life-threatening allergic reaction her daughter suffered at just one year old, while Cotton detailed the origins of her brand's name (it included a bartender and her dog), and Wangtrakdulee discussed using her Ph.D. in chemistry to create reusable PPE for medical providers.

Stewart, who joined Burch for an on-stage Q&A after her panel, had words of wisdom for the cohort. "You have to really stick with your ideas and understand the massiveness of it," she said. "If you have passion and feeling for something that you think is good, people need it and want it, then you can go do it and remember you did it."

Though she's evolved from author and media mogul to starting her own CBD range, it's about "evolution, not reinvention," she said. "There are countless opportunities for the entrepreneurial mind, so many improvements to be made. We're in a



difficult time now economically and politically, and we have to continue to do our good work and make people understand that there is a future."

That message resonated with Burch, who, post-event, said honoring Stewart was "my number-one dream."

As for what no one told her in the early days of her business, she said, "In my case, there's a lot of naysayers, a lot of people weighing in and having different opinions. I think of negativity as noise and believe in yourself and don't let people write your story."

As the breakfast was a first of its kind for the foundation, Burch said her vision is to scale the fellowship program to more than the current cap at 50 new members annually.

"Right now, we're serving only 50 entrepreneurs per year. They contributed \$340 million to the economy last year," said Tiffany Dufu, president of the Tory Burch Foundation. "We need to get to a \$1 billion by 2030 so we're increasing the number of women entrepreneurs and laser focused on ensuring they're growing their businesses."

FASHION

Rihanna, A\$AP Rocky and Usher Spark a Met Gala Fashion Trend



Rihanna and A\$AP Rocky are seen leaving court on Feb. 18 in Los Angeles.

- In the lead-up to the Met Gala, some celebrities are already on board with the menswear trend.

BY ROSEMARY FEITELBERG

The countdown is on for the Met Gala – with guests toning up, Upper East Side hotels filling up and fans gearing up to watch Monday night's arrivals.

As messengers shuttle designer freebies to celebrities and florists burn the midnight oil to create welcome-to-the-city bouquets, the uninvited can still be part of the action not

just by following the play-by-play on social media, but dressing the part. Monday night's annual fundraiser for the Metropolitan Museum of Art's Costume Institute will celebrate the spring show "Superfine: Tailoring Black Style." The 400 guests have been asked to follow the "Tailored for You" dress code, as a wink at the exhibition's focus on suiting and menswear.

Springtime in New York doesn't typically translate to tailored suits and belted trenchcoats, but fashion forges ahead in its own direction. Regardless of the temperature, celebrities can always guide the masses to a new trend, or at least point

them in the right direction.

Rather than wait for the first Monday in May, most of the Met Gala's co-chairs – Colman Domingo, Lewis Hamilton, A\$AP Rocky, Pharrell Williams and Anna Wintour – have been doing their part by turning up in Dorian Gray-worthy styles. For the media event announcing the theme last October, Wintour, Condé Nast's chief content officer, chose a tailored coat dress and Hamilton wore a sage suit with a Nehru-type collar.

In February, Wintour sported an Alexander McQueen gray skirt suit when King Charles made her a Companion of Honour at Buckingham Palace. That same month A\$AP Rocky wore an assortment of buttoned-up looks for his Los Angeles Court trial. With his choices of a forest green suit, mismatched pinstripes, and a belted trench, the Grammy-winning musician (who was acquitted of two felony charges), epitomized the "modern dandy," a "Superfine" theme. His partner Rihanna, who isn't exactly associated with business attire, also showed up in a trenchcoat one day. On the day of the ruling, the mother of two went with an oversized gray suit with a gray silk blouse.

That same month at the Grammys, Janelle Monáe, a member of the Met Gala's host committee, wore a stylish blue pantsuit without a shirt. Another musically inclined host committee member, Usher performed in a glittery black suit last month in Paris. And just last month Domingo hit the step-and-repeat at the kickoff luncheon for the Emmys in a sand-colored suit with high-waisted pants and a coordinating tank top.

Although Louis Vuitton is sponsoring "Superfine," the Kering-owned Saint Laurent is on board with the suiting trend

too. Michelle Pfeiffer models menswear-style looks in Saint Laurent's summer 2025 ad campaign. Fifth Avenue shoppers can't miss a towering image of the Oscar winner in a suit and tie that is hung floors above the exterior of the house's Fifth Avenue store – a mile south from The Met.

With the "Superfine" concept underscoring the power of quiet luxury and meticulous construction," Courtney A. Hammonds, an educator, editor and consultant, said she sees "this moment as a cultural recalibration. Tailored looks are not only making a comeback; they are being re-contextualized as statements of individuality and intention. Expect to see a new generation embracing sharply cut silhouettes, elevated textiles, and refined minimalism with a fresh, modern perspective."

Usher performs at Accor Arena on April 15 in Paris.



FASHION

Riccardo Tisci Faces Accusations of Sexual Assault



Riccardo Tisci

- A spokesperson for the creative director described the allegations as "categorically untrue."

BY ROSEMARY FEITELBERG

A legal complaint was filed in a New York Supreme Court Tuesday alleging that Riccardo Tisci drugged and sexually assaulted a man last year.

In the filing, Patrick Cooper claimed that the former creative director of Givenchy approached him in an East Harlem bar, struck up a conversation, put a drug in his drink when he was not looking and that led to him being unable "to fight, stop or defend himself" from Tisci's alleged "predatory, sexual and unlawful assault and battery" of him. Cooper alleged that once the drug took effect, the designer took him to Tisci's New York City apartment, where Tisci prevented him from leaving and assaulted him. Cooper claimed that he woke up naked with Tisci next to him and had lacked the capacity to consent.

A spokesman for Tisci said Thursday, "These allegations are categorically untrue. Riccardo looks forward to clearing his name of these false and malicious accusations. He will obtain vindication through due process."

Cooper's attorney Philip Hines of Held & Hines deferred any further comment Thursday until his client could be reached.

In the 11-page complaint that was filed in the Supreme Court in the state of New York and was first reported by The Independent, Cooper is seeking compensatory and punitive damages "in a sum exceeding the jurisdictional limits of all lower courts which would have jurisdiction over this matter, as well as attorney fees, costs and any and all further relief that the court deems just and proper."

The alleged incident between Tisci and Cooper took place in June 2024 at 2 Sisters 4 Brothers Restaurant & Lounge in East Harlem. A media request to that establishment was unreturned Thursday afternoon.

Tisci, who is represented by the United Talent Agency, is known globally for having been the creative lead at Burberry, and prior to that at Givenchy. After joining Burberry as chief creative officer in March 2018, Tisci amped up its house monogram and introduced celebrity friends like Nicki Minaj to the brand. His five-year run ended in 2023. Tisci, whose edgy creations as creative director pushed Givenchy in a new direction, exited the European house in 2017, ending a 12-year tenure.

More recently, Tisci is said to be wrapping up work as the art photographer for a luxury coffee-table book. He is also expected to announce a collaboration with a lifestyle fashion brand in the coming weeks. The designer also created the white dress that his friend Marina Abramovic, the Serbian performance artist, wore at last summer's Glastonbury Festival for the "736 Hour" silent piece.

ACCESSORIES

Margot McKinney's First U.S. Boutique Opens at The Peninsula

- This marks the brand's first independent store outside of its flagship in Brisbane, Australia.

BY RYMA CHIKHOUNE

"Opening in a global city like Los Angeles has always been a wonderful dream," said Margot McKinney.

The Australian jewelry designer has brought her namesake brand to The Peninsula Beverly Hills, the five-star hotel at the intersection of Wilshire and South Santa Monica boulevards. It marks Margot McKinney's first independent boutique outside of its flagship in Brisbane, Australia.

The shop in Beverly Hills, a 180-square-foot jewel box, is located around the corner from the hotel lobby.

"When this opportunity arose at The Peninsula, I was so excited, because The Peninsula is really the right place for us to be," she continued. "They have the same family values."

A fourth generation of the McKinney family, her great-grandfather, John, established the business in Toowoomba, Queensland, as a tobacconist and retailer of imported goods. The second generation brought fine merchandise into the shop, including pearls from Japan, and grew it into a successful department store that offered fine jewelry.

Margot McKinney has carried that heritage forward and shaped a brand that's known for its bold and nature-inspired



Margot McKinney (right) and her nephew, Andrew McKinney Welch, who works for the family business.

designs blending opals, pearls and colorful gemstones, sold at retailers including Neiman Marcus and Bergdorf Goodman.

"The jewelry that we have is really very special," said McKinney. "Australia produces the finest pearls in the world. We have the most beautiful opals. We're now a fifth-generation business – it's 141 years old – and we have amazing relationships with the finest gem cutters in the world. And I really am a firm believer that every business is about relationships."

She works with the likes of Paul-Otto



Margot McKinney jewelry.

Caesar, a gem cutter in Germany; Aji Ellies, a pearl farmer in Australia and Peter Gregory Sherman, an opal miner in Australia – all fifth-generation businesses.

"Most of the opals that I use are from last century," she went on. "They were mined in the 1960s and 1970s. And it's because Peter has these incredible relationships with old miners and old families that I'm able to design with these incredible gemstones."

The shop at The Peninsula showcases collections of vibrant statement stones, priced around \$20,000 for pearl earrings to several million dollars for pieces crafted with rare gems. A standout is the Marina necklace, which debuted at the TEFAP Maastricht art fair in the Netherlands, a 241.14-carat cushion-cut green beryl with a baroque pearl

suspended from a 65.72-carat aquamarine gemstone, and set with an arrangement of green tourmaline, diamonds, baroque South Sea pearls, sapphires, aquamarines, paraibas and tsavorites.

The walls are covered in teal chinoiserie-inspired wallpaper with botanical and exotic bird motifs, while the cabinetry and trim feature McKinney's signature Kelly Green. An antique wooden desk sits to the side, paired with leopard-print chairs.

"This is an exciting opportunity," she said of landing in Beverly Hills. "And I think business is all about, when an opportunity presents itself, saying, 'Yes, I'm going to take it.'"

Of what's next, McKinney added: "I'm always thinking about my collectors and matching beautiful pieces of jewelry with happy families. That's what I love doing."

BUSINESS

Zara Elevates Its Shopping Experience



Here and below:
The new Zara at
Manhattan's
Hudson Yards.

● The retailer's new store format was introduced Thursday in the U.S. at Manhattan's Hudson Yards.

BY DAVID MOIN

Zara has developed an elevated, tech-enabled retail experience which on Thursday made its U.S. debut at The Shops & Restaurants at Hudson Yards.

On Wednesday, WWD took a private tour of the 22,000-square-foot Zara store, situated on the third floor of the Hudson Yards mall on Manhattan's far west side. The Zara store is an expanded version of the two-level, 18,000-square-foot Zara unit that opened when Hudson Yards launched in 2019. It now spans a single floor with two main entrances, and showcases Zara's latest women's and men's collections.

Gone are the escalators and the jumble of merchandise racks. Instead, there's a cleaner, more contemporary, and warmer ambience marked by porcelain flooring created to emulate the refined, industrial aesthetic of micro cement; overhead directed LED spotlighting, wood fixtures, area rugs, leather sofas and virtually no signage though the denim area has digital displays. The store is designed with an easy flow of boutiques, each housing different day and evening clothes and accessories, from Zara's more sophisticated ready-to-wear and tailored looks, to the brand's trendy and casual styles. While each boutique exudes a different personality, there's a cohesiveness to the overall space.

There's also innovative fixturing, including ceramic bases or modules replicating the look and texture of bricks in women's and in the footwear and accessories section. The gray metallic fixturing in the denim area projects a youthful aura, and there are

oversize mirrors, 8.8 feet by 5 feet, for head-to-toe viewing.

The emphasis on outfitting is appreciable, in particular with matching sets such as a fluid-fitting viscose blouse paired with a wide-legged trouser, priced \$79 for each piece. There are also linen outfits, with blazers and wide-leg pants with elastic waistbands, at a similar price point. Knitwear is also highlighted. Yet the stock keeping unit count on the selling floor is restrained, so for example, in footwear, a style will be displayed in just one size, or in fashion, not every color of a style is displayed, adding a boutique feel to the selling floor – and that's where the technology comes in.

With RFID, Zara has been ahead of the game. The retailer began implementing RFID in 2013 and by 2015 it was rolled out to the entire collection, enabling quick locating of items in a specific color or size that a customer saw on the Zara website and wants to see in the store. The RFID enables Zara associates to locate an item wherever it might be in the store, in a stockroom, in another store, or online. With the Zara app, a digital map of the store can be accessed on a cell phone, indicating where a requested item is located. The RFID readers are overhead. Zara has been "obsessed" about integrating RFID across its shopping channels, a spokesperson said.

In a spacious service section, there are automated parcel dispensers to pick up orders made online. Only a personal QR code is required to access a package. At any given time, up to 500 packages can be accommodated by the system. Customers can place online orders for in-store pickup within two hours.

There is a self-checkout area, which is easier to use than what is often found at a pharmacy or mass merchant. Shoppers just drop all of the items together in a bin, the price of the garments and the

total pops up on a screen, they pay by card or cash, and receive a printed or email receipt or find the receipt in their Zara app profile. An associate is present if assistance is needed. There are also manned cashier points.

Making returns is also an automated process. Customers with their QR code accessed on the Zara app, scan the code to see on a screen all the products purchased online in the last 30 days. They click on the screen the items to be returned, receive a sticker label, package the items, and place them in a bin that automatically accepts the returns. The customer receives a credit in three to five days. Zara is known for its fast supply chain and generating rapid inventory turnovers, leading to lots of returns, so it's important to have an efficient, less

costly way of handling returns and to make returns easy for the customer.

Fitting rooms are rigged with technology. When the light above a fitting room curtain is on, it means the room is vacant. If the light is off, there is someone inside. The store has 20 fitting rooms for women and ten for men, several more than in the original setting.

"The store offers our customers the latest technological advancements that seamlessly integrate physical and online shopping including an online order pickup point with an automated storage area and automatic online return points," the spokesperson said. An online order in the store's storage area can be accessed via a customer's personal QR code on the Zara app which keeps an online record of all their purchases.

Additionally, Zara in Hudson Yards has a recycling area for its cardboard boxes containing items that were ordered. There is also a drop-off point to donate clothes, from any brand, not just Zara, to extend the useful life of pre-owned garments.

Last month, Zara's elevated retail experience first appeared at the flagship in Nanjing, China. The format has since emerged in a handful of locations in Spain, Switzerland, U.K. and Germany, as well as at Hudson Yards. The openings in Cambridge, Mass., and La Brea, Calif., around the end of May or early June; and in early June at the reopening of the flagship being overhauled in The Grove in Los Angeles will sport the new look.

Zara operates a total of 103 stores in the U.S., including Puerto Rico, and has 1,700 stores operating in 98 markets around the world. Many, if not all, of the elements seen at the Hudson Yards store will be incorporated in new or renovated stores going forward. For about five years, Zara has been opening stores with greater square footage, enabling the entire collection to be presented on the selling floors, while also offering greater service.

Given the new format and the ongoing rollout of new stores and renovations, Zara's parent Inditex is looking to the future with confidence following a strong 2024, with sales up 10.5 percent at constant currency to 38.6 billion euros. At reported exchange rates, sales grew 7.5 percent. EBITDA, or earnings before interest, taxes, depreciation and amortization, rose 8.9 percent to 10.7 billion euros, while net income in the 12-month period was up 9 percent to 5.9 billion euros.



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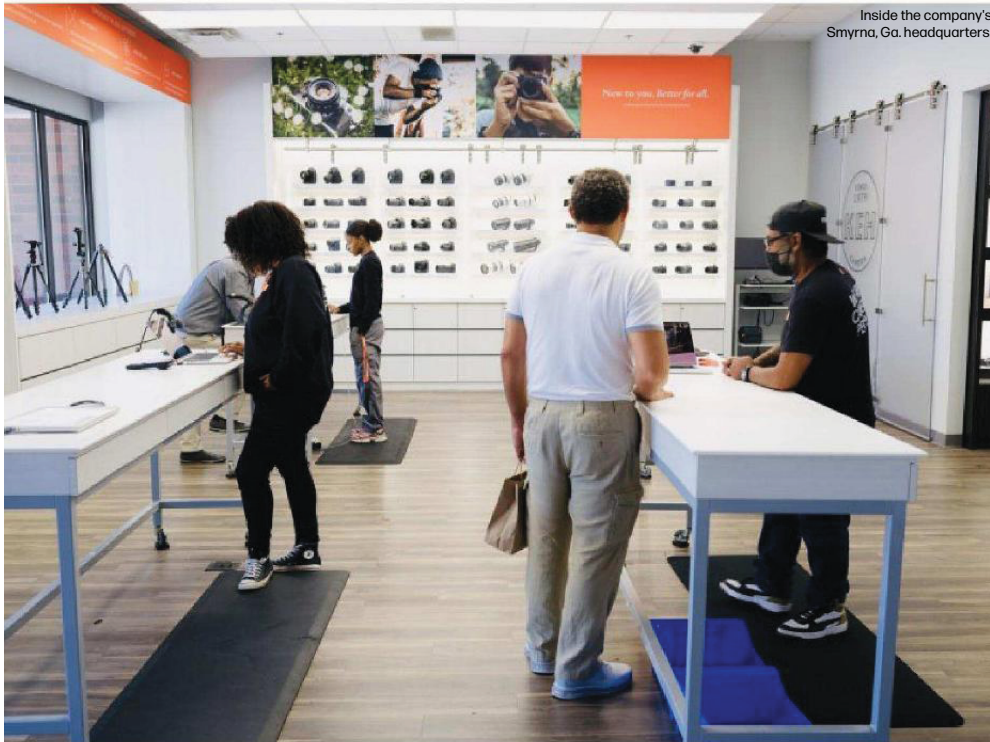
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BUSINESS

KEH Camera: At the Center of the Creative and Circular Economy Since 1979



Inside the company's Smyrna, Ga. headquarters.



Glenn Kaufman

- KEH Camera offers value, expertise and sustainability to serve photographers and videographers across North America.

BY ARTHUR ZACZKIEWICZ

KEH Camera has been buying, selling and trading pre-owned photo and video equipment for more than four decades to creative professionals and hobbyists alike. Founded in 1979, the Smyrna, Ga.-based company has more than \$100 million in annual sales. It has become the largest North American marketplace for pre-owned gear while championing sustainability through the circular economy.

Here, Glenn Kaufman, chairman and chief executive officer, discusses the company's history, its emphasis on service, tariffs and the future of the used camera market.

WWD: Tell us about KEH Camera, when and where it was founded, and why.

Glenn Kaufman: KEH Camera is the largest company buying, selling and trading pre-owned photo and video gear in North America. It's also the original business that has been operating since 1979. We were founded by King Grant Jr., who started the business by buying and selling camera gear through ads in *Shutterbug Magazine* and then in catalogues thereafter until the introduction of the web in the mid-1990s. Our tag line is "Better than new," and we have deep conviction behind that. We turn products that might have been sold once, used for a number of years, and then left sitting in a closet or attic for a decade into products that may be used by three, four or five people over its lifetime. By doing that, we allow people to get better value – and

hence much better equipment for their dollar. And we help the planet by powering the circular economy.

We are a modern, technologically sophisticated business that has a DNA driven by an employee base of photography, videography and gear experts, many of whom have been here for decades. So while the brand is 46 years old, and we have certainly utilized technology to continuously improve the customer experience, our mission, values, quality and expertise are very much in line with what they have been since our early days.

Today, we have the largest breadth of photo and video gear of any company in the country, and it ranges from the hottest products in the market today to mid-level items to classic film cameras. And we employ over 200 people around North America, including at our HQ in Smyrna, Ga., where we stock and ship 275,000 pieces of gear that become incredible creative tools in the hands of people, rather than being sent to landfills.

WWD: How would you describe the value proposition of KEH for consumers?

G.K.: It's quite straightforward. We provide consumers with the broadest array of photo and video equipment anywhere and offer it to them fully inspected and warranted by the largest company in the industry that has a 50-year history of trust. The consumer gets far more value than they can get any other way, and does so while also benefiting the planet. The products they get are indeed better than new.

Our KEH Certified experts have hundreds of years of combined experience, having worked with every camera manufacturer and carrying irreplaceable knowledge, which is

something we pride ourselves on and a big part of why our repeat purchase rate has been tremendous for almost 50 years.

At the same time, we offer consumers with existing photo or video gear the easiest, most convenient and most trustworthy way to turn their gear into either cash or other gear – online, through our virtual buyers, in our retail stores, or at 200 events we hold around North America each year.

WWD: How would you describe your target customer?

G.K.: KEH is for everyone, from the professional who needs top-quality gear to the urban hobbyist looking for entry-level professional-grade equipment that's priced competitively.

In today's world, where the creative economy is central, photos and videos are ubiquitous and growing in number exponentially. The reality is that people of all types want to increase the quality of the equipment they use to express themselves, personally and professionally. And nobody offers the breadth of photo and video products and value to do so at all levels like KEH.

Cameras on phones are a given, but the output has a sterile and generic feel, and so people of all ages have stuck with, returned to or begun to adopt "real" cameras as a way to improve the quality, authentic and individualized nature of what they share. Nobody is better than KEH gear experts at helping people find what will help them accomplish their goals at tremendous value.

WWD: What do photographers expect when shopping for used equipment? And what role does trust play in their shopping experience?

G.K.: Trust is essential. Truly essential. Purchasing pre-owned equipment is truly compelling, in large part because you get the same product at a far greater value. But that is only true if you know you are getting the same quality product and if you have a first-tier brand and company standing behind it. KEH has earned trust by delivering quality products and backing it up for almost 50 years. Nobody else has done that, and nobody takes its focus on its relationships with customers more seriously than KEH.

Beyond that, photographers and videographers – of any level – want great selection, convenience and the ability to buy, sell and trade. KEH doubles down on service to connect with customers as no other photo and video gear company does – online, on the phones, at hundreds of community events. And we do it with the most knowledgeable and consumer-friendly experts who love to share their passion and understanding with everyone from beginners to experts.

At a minimum, professionals are looking for dependable inventory, top-quality and professional-grade equipment, effortless trade-ins, excellent customer service and reliable and fast repairs. At KEH, we take it a step further and have real professionals supporting you along your camera journey.

WWD: How is KEH positioned and insulated from current tariffs?

G.K.: KEH is built on a circular economy model where the vast majority of what we sell comes from what is already in use and owned by other consumers. As a result, we source very little of our product from overseas, something that makes us and our customers largely unimpacted by tariffs. If the prices of most products rise in a meaningful manner, do not be surprised that the prices of products are far less impacted, making the value KEH delivers to consumers even more significant.

WWD: How do you see the used camera market evolving? What's next?

G.K.: The creative economy and the circular economy are each powerful forces that continue to be in their early stages of growth. While KEH has grown significantly year after year and is the leader in pre-owned gear in North America, the market continues to grow and will continue to grow.

The ability to deliver the greatest value to customers will never go out of style. And as KEH continues to double-down on expanding its breadth of product, its expertise and the additional offerings it brings to those using photo and video gear, we hope to welcome and empower countless more customers. Better for your wallet. Better for the planet. Better than new. We couldn't think of anything else we could go do that would be better than that.



Inside WOAAH's Artist's Table Dinner With Carrie Mae Weems, Tara Thomas

Lupita Nyong'o, Daniel Kaluuya and more attended the dinner, hosted by Work of Art Holdings and Audi at the Edition Hotel on Wednesday night. BY KRISTEN TAUER PHOTOGRAPHS BY LEXIE MORELAND



Lupita Nyong'o and Daniel Kaluuya



KAWS and Derrick Adams



Isolde Brielmaier and Tonya Lewis Lee

Early on Wednesday evening, Michi Jigarjian was admiring the light filtering into the dining room at the Edition hotel's Clocktower restaurant. The U-shaped table was set for an intimate group with lush arrangements of pastel flowers, the first hint of the evening's collaborative dinner between artist Carrie Mae Weems and chef Tara Thomas.

"I love the serendipitous moments like this, where the light hits through the window, and it's right near the petal of the flower," said Jigarjian, cofounder of Work of Art Holdings (WOAH). "It's Carrie Mae's magic."

On Wednesday night WOAAH hosted, with Audi, a spring edition of their Artist's Table dinner series that pairs visual artists and chefs.

Thomas worked in tandem with Weems to reflect her work through a culinary experience, informed by the artist's body of work "May Days Long Forgotten."

"Reflecting on the body of her work around May Day, today being the eve of May Day, it felt like a moment to really focus on what is to come for the year, and how can we set more intentions through this dining experience," said Thomas. One course, a plate of colorful root vegetables served in a grid of cubes, paid homage to Weems' "Untitled (Colored People Grid)." "She's not afraid to dream, not afraid to think literally sky high," added Thomas of getting to work with Weems. "I've really loved Carrie Mae for a long time. I actually had some of her body of work on my Tumblr as a teenager – so it felt like a manifestation in a way."

"When we introduced her to Tara Thomas, a rising star in the culinary space, they just hit it off," said WOAAH's Isolde Brielmaier. "They started vibing on different ideas. Turns out they're both from Portland. They had all of these different synergies and points of connection. It really sort of flourished and blossomed."

Artists Table, a franchise of WOAAH, was created with the intention of highlighting



Jose Parla

synergies between art and other creative fields.

"It's really about bringing people together," said Brielmaier. "There's a whole theme [tonight] of 'a recipe for love.' And I think at this moment in particular, it's really special."

During cocktail hour, artists Jose Parla and Kaws played pool near the bar, while in the main dining room, Brielmaier was busy introducing Weems to actor Daniel Kaluuya, who was seated next to Lupita Nyong'o for dinner.

The event's partners included nonprofit One Love Community Fridge, which provides fresh, healthy food to communities around the city, and car brand Audi, which provided rides for attendees. Music in the cars was courtesy of Dave Guy's album "Ruby," which features cover artwork by Derrick Adams; both men were at the table on Wednesday night.

A slab of butter printed with the word "listen" greeted each guest as they took their seats, where they found more words waiting for them – live, listen, learn, love – underneath the title of "A recipe for love." During dinner, Weems invited everyone to jot down their own "recipe for love" onto a card and tie it onto a wishing tree in the room.

"A few years ago, I kept asking myself this question: what is love?" said Weems, addressing the room as she shared



Lupita Nyong'o

childhood memories of May Day picnics at the park with family. Thinking about May Day led her to think about clouds (reflected in the table runners), flowers (the centerpiece of the tables), and food (intentionally themed, courtesy of Thomas.)

"And I started thinking about this idea of the recipe of love, this moment when there is so much hatred in the world, so much division in the world," Weems added, ultimately describing love as a "site of illumination." "And I thought, well, if I listen – if I listen and I learn and linger, then maybe something is there, that I can hold onto."



Carrie Mae Weems



Tara Thomas and Hannah Traore



How The Mark Hotel Preps for the Met Gala

A look inside the famous Mark Hotel's preparations for fashion's biggest night out. BY LEIGH NORDSTROM



Isabelle Huppert, Naomi Watts, Nicole Kidman, Rachel Sennott and Michelle Yeoh.



Cardi B



Serena Williams and Michelle Yeoh



Phoebie Dynevor, Alexandra Daddario and Charlotte Tilbury.

Isabelle Huppert, Naomi Watts, Nicole Kidman, Rachel Sennott, Michelle Yeoh, Serena Williams, Alexandra Daddario, and Charlotte Tilbury by Misato Onoda; Cardi B by The Hollywood Reporter; via Getty

While the Metropolitan Museum of Art is where the actual Met Gala takes place, everyone knows that the festivities begin properly in the lobbies of two of New York's most iconic uptown hotels, The Mark and The Carlyle.

For the team at The Mark, the work begins a full year in advance.

"The day after, we always get together and see what we did right, what we did wrong and we go over it to make it even better for next year," says Michel Heredia, the director of sales and marketing at The Mark. This year, the hotel received their first booking from a brand in August, and come day of the Met are booked fully with Met attendees.

A few weeks out from the gala, The Mark team will start to gather as much

information about their upcoming Met guests as they can. A common personal touch is flower preferences, but they also try to stock a favorite beverage – which, as it turns out for an overwhelming number of celebrities, is Mountain Valley water.

The hotel will also embroider initials on all VIP's hotel robes, and gift their signature baseball hats – which are not for sale – to guests.

"People get crazy for the hats," Heredia says. "They love them."

The hotel receives nearly 10,000 flowers the day prior to the Met, which the staff then arrange themselves into floral arrangements. Close to 40 staff members are required to map out and track a celebrity's path from their room to the elevator, down through the lobby and out

into their respective black car. The journey of course includes navigating the hotel's own red carpet, which is laid out by a team of 10 to ensure precision.

As for room service? Between the hours of 6 a.m. to noon on Monday morning, the staff brews 48 cups of coffee every 15 minutes, delivering more than 200 coffees to guests. Coffee remains the most-ordered item.

"You would think Champagne, but no, it's coffee," Heredia says. "But then at certain times people love burgers, so it depends. Some talent are very healthy, some are not. Last year, a lot of people ordered caviar because we have Caviar Kaspia [here at The Mark] and they love the Champagne and caviar," Heredia says. "Or some people want crudité because it's healthy."

After the gala, when everyone returns

to the lobby, health concerns go out the window.

"Our lobby is very fun and we always have hot dogs and french fries," Heredia says. "I think everybody, even if they're super healthy, they're starving [after the Met] and they eat our french fries."

The outfits are of course the main event, and sometimes the look brings with it its own logistics.

"Last year, Cardi B had this beautiful dress that was humongous, and she was like, 'I need a photo from a [high up] place,'" Heredia says. The team at the hotel suggested using the atrium in The Mark restaurant, from which an aerial shot of Cardi's full dress could be captured before she was hidden in umbrellas and whisked out onto the carpet.

TARIFF TURBULENCE

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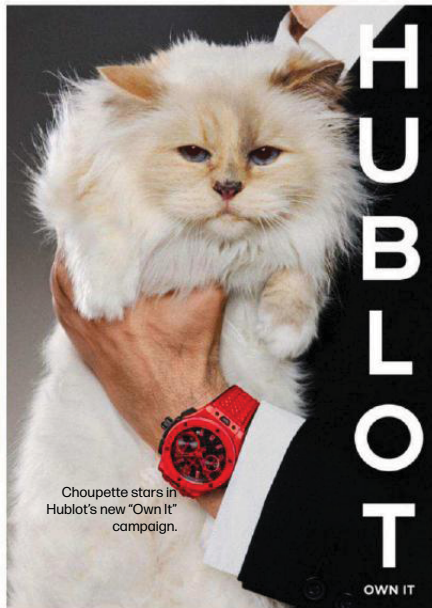
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Fashion Scoops



Chouquette stars in Hublot's new "Own It" campaign.

Mew O'Clock

Any brand would tell you their latest ambassador is the cat's meow, but Hublot has tapped the purr-fect one: Chouquette.

The blue-eyed Birman, who was Karl Lagerfeld's beloved pet, is the star of the Swiss watchmaker's campaign released Friday to mark the 20th anniversary of its Big Bang collection.

In the campaign shot by Dutch photographer Carlijn Jacobs, Chouquette is cradled in the arms of a suited figure sporting the Big Bang 20th Anniversary Red Magic model in a reminder of the close relationship between the famous feline and the late couturier.

There are behind-the-scenes moments, too.

One sees Chouquette gazing intensely at the viewer, lounging on crimson silk with a Champagne coupe full of milk in the background and the red watch in the foreground.

A short clip released on social media figures a fashion-typical model on a solid gray background—with a surreal touch. Where the human model's head should be is Chouquette peeking out of a peacoat and scarf neckline, her eyes drawn toward the red Hublot timepiece on the human's hand. She eventually leaps down, leaving her "body" behind.

If having a model with no wrist—and no use for a timepiece—seems like an odd choice for a watchmaker, the famously

spirited feline is a fit for Hublot.

"Chouquette embodies the unapologetic spirit that Hublot embodies," Hublot chief executive officer Julien Tornare told WWD exclusively. "Her cultural impact stems from her passionate singularity and bold authenticity, qualities that resonate with the Hublot way of life."

More than a campaign, her presence is "about celebrating the audacity to be different, the courage to defy convention, in other words, the Hublot 'Revolutionary Mindset,'" he continued.

Hence the introduction of a new "Own It" tag line, as part of the celebration of the Big Bang's 20th anniversary.

Launched in 2005, the initial model received the Best Design award at the Grand Prix d'Horlogerie de Genève, considered the Oscars of the watchmaking world.

It was "a revolution in watchmaking, a perfect union of tradition and modernity," Tornare said.

"While remaining rooted in the values of luxury watchmaking, such as artisanal quality and attention to detail, Hublot has managed to position the Big Bang as a disruptor within an industry that has traditionally seen little design innovation," the executive continued. "This is what sets us apart."

Further images in the campaign will be released later in May. One will showcase the zingy Big Bang Tourbillon Automatic Yellow Neon Saxem on the wrist of "a chic mysterious

lady in a statement faux-fur coat," while the sculpted wrist of an athlete will showcase the Big Bang 20th Anniversary Titanium Ceramic for another shot.

The campaign is set to break on Friday on Hublot's website, social media channels as well as on billboards plus print and digital media globally.

— LILY TEMPLETON

Suhl's New Role

The buzzy British retailer End. has tapped fashion management veteran Sebastian Suhl as chief executive officer.

Suhl will join the company this summer as it embarks on a new chapter focused on "sustainable growth and continued innovation" in a rapidly evolving retail landscape.

As part of the transition, the current CEO Parker Gundersen has stepped down from the role with immediate effect. Chief financial officer Karen Dracou will serve as interim CEO until Suhl arrives.

Company chairman Martin Brok said, "Suhl brings exceptional leadership, a strong strategic vision, and a deep understanding of our industry. We would also like to sincerely thank Parker for his contributions and leadership during his tenure, and we wish him the very best in his future endeavors."

Suhl served as CEO of Trussardi from 2020 until 2023, when he left the Italian brand amid a company shakeup. He was previously managing director of global markets at Valentino, and before that, he served as CEO of Marc Jacobs International. Suhl has also worked at

Givenchy and Prada Group.

Last October End. was acquired by private equity firm Apollo Global Management from The Carlyle Group. End. founders Christian Ashworth and John Parker, who launched with one store in Newcastle, England, in 2005, have since stepped back from the business.

There are now concept stores in London, Milan, Manchester and Glasgow. In London and Milan, there are often long lines snaking outside the stores, especially when limited-edition collaborations are being dropped.

In an interview last December, Gundersen said that under the new ownership, the retailer was looking to declutter and return to growth mode by embracing its roots in fashion curation.

End. is also looking to reinforce its long-standing relationship with core customers and brand partners and boost its visibility in the market.

The company is marking 20 years in business this year with a steady stream of events, collaborations, and exclusive releases aimed at embracing its existing community and attracting new customers.

—SAMANTHA CONTI

All Yours

Zales' latest campaign, dubbed "Own it," aims to celebrate a new generation of consumers.

On Wednesday in New York, the brand got a celebration of its own.

Halle Bailey, musician of "The Little Mermaid" fame, hosted a fete for the brand and its campaign launch, which counted Hari Nef, Ella Hunt and Pritika Swarup as guests, in addition to Zales' president Kecia Caffie and



Ella Hunt, Halle Bailey and Pritika Swarup.

creative director Lionel Cipriano.

For "Own it," the brand tapped filmmaker Marie Schüller to direct, and it was lensed by photographer Hannah Sider.

Zales has been casting a much wider net as of late, starting with a marketing rebrand in late 2023, an ensuing campaign, and a collaboration with Prince Tennis for the U.S. Open in 2024.

At the time of the 2023 rebrand, Caffie said, "The customers today really value genuine, real connections in their relationships, but also in their relationships they have with organizations. As we delved into that, we thought that there was a real opportunity to be a little messier in the way we presented ourselves to the customer, so not necessarily showing the most perfect moments in life."

The brand's new assortment follows that ethos. Among the new collections are Stellar Allure, which includes lab-grown diamonds, and Whimily by Zales at softer price points of stackable products. Both were on display at the event, as well as Zales Essentials.

"Jewelry is for every occasion—morning coffee, dog walks, even the gym," said Cipriano in a statement. "We're here to make fine jewelry effortless, wearable and unapologetically you. No rules, just stunning pieces that fit your life."

—JAMES MANSO

The Write Stuff

Montblanc has promoted Stephanie Radl to the new role of director, brand relations and communications, WWD has learned.

Radl reports directly to Giorgio Sarné, who joined as chief executive officer of the Hamburg, Germany-based company last September. She will be responsible for

developing and executing a comprehensive communication plan, according to Montblanc.

Her remit also includes managing relationships with global brand ambassadors and journalists, overseeing global PR efforts, media planning and content creation.

Montblanc's current slate of brand ambassadors include Wes Anderson, Rupert Friend, Zinedine Zidane, Xin Zhilei and Jing Boran.

Radl joined Montblanc seven years ago as international PR director, ultimately becoming director of brand relations.

A graduate of London College of Fashion, Radl started her career as communications manager at Cos, the fashion brand owned by H&M.

She also managed luxury fashion clients such as Calvin Klein and Moncler in subsequent roles and PR agencies Purple and BCPM, gaining expertise in strategic planning, client relationship management and new business development.

Her specialties include media facilitation, event production and crisis management.

Controlled by Compagnie Financière Richemont, Montblanc is best known for its luxury writing instruments, along with leather goods, accessories, fragrances and eyewear. In recent years the brand also ventured into personal tech with smartwatches, headphones and other digital devices.

—MILES SOCHA



Sebastian Suhl



Stephanie Radl