睿士 ELLE MEN

MENTALLY SEXY 阅读荷尔蒙

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温润之奢，
用时间
织就的答案



Brunello
Cucinelli

GENTLE LUXURY: THE ANSWER WOVEN BY TIME

In Brunello Cucinelli's world, time is never an enemy but a friend. Rather than diminishing value, it lends a warm glow to every decision.

Inside a screening room at UME Xintiandi International Cinema in Shanghai, images unfolded across the screen. From the picturesque landscapes of Solomeo to the delicate yarns of the cashmere workshops, and interviews with prominent figures including Oprah Winfrey, more than half a century of Brunello Cucinelli's life gradually came into view.

Selected as the non-competitive "New Works by Renowned Directors" section of 2026 Shanghai International Film Festival, *Brunello: The Gracious Visionary,* a documentary directed by Oscar-winning filmmaker Giuseppe Tornatore, made its China premiere. Speaking of China, Brunello could hardly conceal his delight because each visit had left him with wonderful memories and deeply moving experiences, and this premiere was no exception. "I sincerely appreciate the Shanghai International Film Festival and all the esteemed members of the jury for selecting this film."

On the day of the premiere, Brunello stepped beyond the screen to appear in person, dressed in a navy double-breasted suit with fine pinstripes, an open collar without tie, he exuded effortless elegance. His gentle expression reflected an inner sense of calm and conviction, embodying the refined spirit of the cashmere empire he had built with his own hands. During the post-screening discussion, "believing in dreams" was the recurring theme. He recalled telling his father that he wanted to engage in the cashmere industry. Although his father did not even know what cashmere was, he simply replied, "Go ahead and do it." What followed was a journey of finding his way through time, eventually arriving at his own answers.

A Dialogue with the_____of Self

The idea of making a film first came to Brunello several years ago, on a sunny day. As he gazed upon the enchanting scenery of Solomeo, he suddenly gained a new understanding of time and knowledge: days and years could be extended without limit, while books were like a storehouse of nourishment for the soul, holding the truest forms of knowledge. He wanted to distill his life's memories into a film resembling a literary volume, sharing the humanistic beliefs that had sustained him throughout his life.

Brunello immediately thought of Giuseppe, the director of *Cinema Paradiso*, as his own experiences closely resembled those of the film's protagonist. He hoped his story could transcend generations and endure through time, and therefore

wanted a poet to tell it. As he put it, once something is imbued with poetry, everything becomes different. Unlike the fast-paced, tightly structured storytelling of Hollywood, Giuseppe favors lingering long takes, nostalgic vintage tones and warm golden light, using poetic imagery to capture the passage of time and the depths of human emotion.
To win Giuseppe over and secure his collaboration, Brunello spent an entire year making repeated phone calls, carefully explaining his creative vision. His sincerity eventually earned Giuseppe's wholehearted commitment. Over the following two years, as they worked on the film, they continued filming intermittently, carefully retrieving fragments of Brunello's memories, including his early encounters with his wife, Federica. Brunello recalled putting on his finest clothes and riding his motorcycle behind the bus Federica was taking, hoping she would notice him. Authenticity remained the guiding principle throughout the production. One incident during location scouting particularly demonstrated this commitment. When Giuseppe visited the countryside of Castel Rigone, he discovered that the farmhouse where Brunello had once lived had remained almost entirely unchanged, apart from the later installation of electricity. Upon hearing this, Brunello immediately decided to purchase the farmhouse, remove all the electrical installations and restore his childhood home to its original appearance.

Giuseppe wove a card game between Brunello and a mysterious opponent into the central narrative of the film. The device reflected Brunello's exceptional mathematical ability, which allowed him to calculate all the cards that had yet to be played. As the game progressed, the story of a country boy who grew to become the king of cashmere gradually unfolded, interweaving cinematic reenactments, precious archival footage, Brunello's own recollections and interviews with friends. To trace the different stages of Brunello's life, Giuseppe structured the narrative around the nicknames he had acquired over the years. His grandfather called him "Little Fox" for his quick wit and intelligence; his father affectionately named him "Little Prince" for his delicate and innocent nature; colleagues and clients jokingly referred to him as "the German" because of his precision and rigor at work; and his wife called him "the Wolf" because he often spent time alone reading and reflecting in the tower of an ancient castle. Together, these four names reveal a character both lively and composed, sensitive and rational.

The documentary also revisits many defining moments in Brunello's journey of building his brand, including the introduction of colorful cashmere in 1978. At the time, cashmere garments were largely limited to understated shades of beige, gray and off-white, with navy blue occasionally available. The Italian textile industry had long regarded cashmere as a material best suited to subdued colors.Brunello chose to break with convention, introducing vibrant shades of purple, red, yellow and green to cashmere garments. Orders began pouring in.

He acknowledged that bringing color to cashmere had been an extraordinarily successful intuitive decision, although white and neutral tones continued to hold a special place in the brand's palette. Earthy hues also remained an important accent, reflecting his roots in an agricultural family.

In the film's final moments, the camera returns to the card game, and the mysterious opponent is finally revealed to be Brunello's younger self. Looking at the boy he once was, Brunello softly says, "Well done!" The ending leaves a lingering impression, rich with layers of meaning. On one level, Brunello's only true opponent has always been himself. His pursuit of dreams is not about defeating others, but about continuous self-exploration and self-improvement. On another level, his older and younger selves are two sides of the same person. The maturity shaped by time is the face he presents to the world, while the passion of youth remains alive within him. The younger Brunello's eventual victory reflects his aspiration to preserve his enthusiasm for pursuing dreams, no matter how much time passes.

For Brunello, the film selected for the Shanghai International Film Festival also serves as a cross-cultural ambassador, communicating to audiences the values he believes in and draws inspiration from in his daily work and life. He firmly believes that "on the common ground of fundamental human values, we can truly understand one another."

Living in Harmony with the World's____

What, then, are the values Brunello holds most dear? Perhaps they can be summed up by the concept of "Gentle Luxury." At first glance, it may sound similar to the "Quiet Luxury" label often associated with the brand. In reality, however, it is far more than a single aesthetic category, embodying a richer and more profound spiritual philosophy.

Brunello's value system is deeply rooted in the wisdom of ancient Greek and Roman philosophers, particularly those who understood how to coexist harmoniously with the world, with communities and with the great questions of their times. He cites Xenophanes, who proposed that "everything comes from the earth," and Seneca, who wrote in On Benefits, "What you give will remain yours forever; what you hold tightly will eventually be lost."As Brunello explains, "Gentle Luxury" can be understood as a form of refined elegance, harmony and goodness. It likewise places harmony at its heart, seeking to uphold human dignity and elevate the human spirit. This philosophy extends far beyond style, representing an attitude toward the world, toward life and toward work. At its core lies grace and respect in human relationships.

For many people, their first encounter with "Gentle Luxury" begins with the

products themselves. Brunello's decision to make cashmere the foundation of his brand was, in itself, an expression of long-term thinking, as he wanted to create things that could endure and be passed down through generations.In his view, a garment is more than something to wear. It fulfills a need: to provide comfort without compromising elegance or exceptional quality. He emphasizes, "I must say, we have never pursued so-called 'status symbols.' On the contrary, we embrace the philosophy of 'elegant casualwear.'" Embedded in the products is also a deeply humanistic approach to sustainable development. The brand has always placed great emphasis on quality, exercising strict control over every detail of raw materials, craftsmanship and tailoring, while also valuing the quality of human relationships throughout the entire supply chain. It rejects profits gained through unethical means, seeking instead to maintain a balance between profit and giving back.

Giving back to the community has long been one of Brunello's guiding principles. In 1982, he married Federica and subsequently moved to her hometown of Solomeo. It was this very place that became the foundation for the remarkable growth of his business. At a time when many Italians were distancing themselves from their local roots, Brunello chose the opposite path. In 1985, he purchased a castle in the village, restoring it and transforming it into the company's headquarters. In 2000, to accommodate growing market demand, he acquired and renovated an existing factory at the foot of the hill in Solomeo. By 2017, one-third of the village's residents had become his colleagues.

One scene in the documentary reveals the origins of Brunello's management philosophy. In the 1960s, his father began working in a factory to improve the family's financial circumstances. As a young boy, Brunello witnessed his father being treated harshly and subjected to humiliation at work. The experience strengthened his determination to make working life more humane and protect human dignity. Today, even a brief look at the company's practices reveals a wide range of generous employee benefits. Factory workers and office employees are paid according to the same salary standards, with wages approximately 20% above the Italian manufacturing industry average. Employees enjoy extended lunch breaks, while weekend overtime is prohibited. Even during the difficulties brought about by the pandemic, Brunello remained committed to avoiding layoffs and refused to demand discounts from suppliers.

His commitment to Solomeo is also reflected in a restoration program spanning more than 30 years. The initiative includes the restoration of historic buildings, the construction of public cultural and recreational facilities, and the transformation of the valley's wider landscape. Brunello describes Solomeo as a "village of the soul," a place rich in aesthetic heritage and distinctive spiritual character. He hopes to restore its beauty and ensure that it can endure for another thousand years.

Yet the long-term development of the village requires more than improvements to its economy and natural environment. Preserving cultural heritage is equally important.
Brunello noticed that many young people felt embarrassed to say, "I am a tailor" or "I am a sewing worker." In response, he founded the School of Contemporary High Craftsmanship and Arts in Solomeo in 2013, placing education first and providing systematic, comprehensive professional training to rebuild the next generation's appreciation for craftsmanship. As he explains, "I like to imagine and hope that young people will be able to pursue their dreams to the fullest with the help of our school."

In an age when everything seems to be racing forward, Brunello remains a steadfast defender of the dignity of slowness. He has no intention of confronting the times head-on. Instead, through a cashmere sweater, a company and a village, he quietly demonstrates another possible way of living.Gentleness is by no means a fragile weakness. Rather, it is a quiet strength rooted in unwavering conviction. This is the answer he has woven through time.

Q&A

Q: You define true luxury as "patience and appreciation." In an era driven by instant gratification, what would you say to consumers who place greater value on low prices and the rapid turnover of fast fashion?

A: Patience and dedication have become essential to artisanal production. They cannot be shaken by the frenzy of producing at breakneck speed, regardless of the cost. Under these circumstances, the act of choosing will once again become central. People will choose garments that best represent who they are and allow them to feel harmonious and at ease.

Q: Harmony between humanity and nature lies at the heart of your brand philosophy. What distinctive environmental standards have you implemented in cashmere production and fabric dyeing?

A: For many years, we have placed great importance on ethics and biological traceability throughout the entire cashmere supply chain. We have gradually introduced a pioneering global initiative called the "Himalayan Regenerative Fashion Living Lab," which has brought us a great sense of satisfaction and achievement. I believe it will continue to grow and develop.Today, for example, we are able to recover and reuse more than 65% of the wastewater that has been purified following chemical treatments, such as dyeing and fulling. The remaining 35% can also be thoroughly purified and used to irrigate the parks and vineyards of Solomeo.

Q: Your brand has maintained a strong presence in China for many years. How have you observed the changing demand among Chinese men for high-quality, sophisticated clothing? What localized adjustments has the brand made in response?

A: Without a doubt, among the Chinese people, for whom I have profound respect, appreciation for and pursuit of craftsmanship are becoming increasingly sophisticated.
Products that require meticulous attention, carefully considered production timelines, superior materials, and dedication at every stage from design to tailoring are being valued more than ever.The discernment and refined taste of the Chinese market are deeply rooted in its own beautiful and profound traditions of craftsmanship. I can also see these qualities continuing to flourish.

Q: You have visited China many times and drawn inspiration from Eastern humanistic thought. Apart from the Analects, what other aspects of Chinese aesthetics and traditional wisdom have resonated deeply with you?

A: Confucius has always been one of my most important teachers. In Solomeo,

we deliberately placed a statue of him beside that of Plato, symbolizing a peaceful dialogue between East and West. I once gave every colleague a copy of the Analects. Each time I reread it, I discover new inspiration and enlightenment. I have also found many profound spiritual teachings in Taoist philosophy, as well as in Chinese art and poetry. Writings about the universe and its underlying principles have also fascinated me deeply. I find Guo Xiang's words particularly moving: "Heaven is the collective name for all things."

OCT.2026 COVER STORY 封面故事

Brunello Cucinelli

温润之奢，用时间织就的答案

监制 RUIQI WU / 摄影 梁恒溢 / 时装编辑 秋迪 / 撰文 拽克

统筹 CICI CHING 创意执行 HANYI 美术 吕小盒 制片 不夜城工作室 器材提供 上海大象

千鸟格纹套装 Brunello Cucinelli





千鸟格纹套装 **Brunello Cucinelli**

以棋会友



千鸟格纹套装 **Brunello Cucinelli**

以书会友

条纹套装 Brunello Cucinelli



条纹套装 Brunello Cucinelli



千鸟格纹套装 **Brunello Cucinelli**

以茶会友

千鸟格纹套装 **Brunello Cucinelli**

以字会友

条纹套装 Brunello Cucinelli





条纹套装 Brunello Cucinelli



条纹套装 **Brunello Cucinelli**



条纹套装 **Brunello Cucinelli**

以衫会友

在Brunello Cucinelli先生的世界里，时间不是敌人，而是朋友。它不稀释价值，反而为每一个决定镀上温润的光泽。

上海UME新天地国际影城的展映厅内，银幕画面次第流转。从索罗梅奥的旖旎风光，到羊绒工坊的细软纱线，再到Oprah Winfrey等社会名流的访谈片段，Brunello先生跨越半个世纪的人生轨迹在观众眼前徐徐铺展。

作为今年上海国际电影节“名导新作”非竞赛单元的入选影片，这部由奥斯卡获奖导演Giuseppe Tornatore执导的纪录电影（Brunello: The Gracious Visionary），完成了它的中国首秀。谈及中国，Brunello先生的喜悦之情溢于言表，因为每次到访他都能收获无比美好的印象与感动，这次首映亦是如此，“我由衷感谢上海电影节，以及评委会所有可敬的成员，感谢他们选择了这部影片。”

首映当天，Brunello先生更是打破“第四堵墙”现身，一身藏青色细竖条纹双排扣西装，领口微敞，无领带束缚。他面容柔和，内心的安稳笃定流露于眉目之间，一身雅致气韵，恰如他亲手织就的羊绒王国。在映后的交流环节，“相信梦想”是他口中的一个高频词。他记得，当告知父亲自己想要投身羊绒行业时，父亲其实并不知晓羊绒究竟是什么，却对他说：“你去做吧。”此后的故事，便是他在时间里寻路，最终抵达答案的旅程。

与自我的_____对弈

拍电影的念头，萌发于数年前的一个晴日。那天，Brunello先生在凝望索罗梅奥的迷人景致之际，忽然对时间与知识有了全新的体悟：日子与岁月能够被无限延展，而书籍恰似心灵的粮仓，其中蕴藏着最为真实的知识。他想将人生记忆凝练为一部书卷般的影片，向外传递长久滋养自己的人文信念。

Brunello先生第一时间想到执导《天堂电影院》的Giuseppe，因为自身经历与影片主角的成长际遇极为相似。他期盼自己的故事能够跨越世代、长久流传，因此希望交由一位诗人来讲述。用他的话来说，一切只要有了诗意，就会不一样了。Giuseppe的叙事不同于好莱坞的急促紧凑，他钟情舒缓长镜头、怀旧复古色调和黄金柔光，擅用诗意影像描摹岁月与人心。

为打动Giuseppe，促成合作，Brunello先生耗费整整一年多次致电，细细诉说自己的创作构想，这份诚意最终换来Giuseppe的全身心投入。为打磨这部作品，他耗时两年断断续续地拍摄，仔细打捞属于Brunello先生的记忆碎片，如邂逅妻子Federica的往事：Brunello先生曾换上最好的衣衫，骑着摩托车尾随Federica搭乘的巴士，期待能被她注意到。拍摄全程，真实是不变的核心标尺，一段取景插曲尤能体现这份严谨：Giuseppe前往卡斯特里戈内乡间实地勘景，发现Brunello先生曾住过的农舍除后期接入电力外，基本未曾改动。得知这一消息后，Brunello先生当即决定购入那个农舍，拆除所有供电设施，复原出童年居所的原本模样。

Giuseppe将Brunello先生与神秘对手的纸牌游戏，编织成一条贯穿全片的叙事主线，这一设定呼应Brunello先生出众的数学天赋，他总能算出所有未被打出的牌。随着牌局推进，一段从乡间少年成长为羊绒大王的人生画卷缓缓铺开，电影化情景重现、珍贵档案影像、本人口述与友人访谈穿插交织。为勾勒人物的成长弧线，Giuseppe选用伴随Brunello先生不同人生阶段的昵称来划分叙事章节：祖父因他机敏聪慧唤他“小狐狸”，父亲因他纤弱天真叫他“小少爷”，同事与客户因他对工作严谨精准戏称他“德国人”，妻子则因他常独自在古堡塔楼里读书沉思，称他为“狼”。四重称谓相互映衬，塑造出一个灵动又沉稳、感性且理性的饱满形象。

电影梳理了Brunello先生创立品牌历程里的诸多关键节点，像是1978年彩色羊绒的面世。彼时，市面上的羊绒局限于米、灰、奶白等素净色调，偶有藏青色可供挑选。意大利的纺织行业向来认为，羊绒应当是内敛低调的面料。Brunello先生选择打破惯例，将羊绒染出紫、红、黄、绿等鲜活色彩，订单自此源源不断。他坦言，为羊绒赋予色彩是一次极为成功的直觉创举，但白色和中性色在品牌色系里依旧占据特殊分量。与此同时，大地色持续作为重要点缀，诉说着农耕出身的渊源。

镜头在最后落回纸牌对弈，神秘对手的身份随之揭晓，正是年少的Brunello先生。如今的他望向昔日的自己，轻声说道：“干得好！”这一收尾余韵悠长，藏着许多可供拆解的意涵。一方面，Brunello先生自始至终的博弈对象唯有自己，代表他的逐梦之路并非以击败他人为目标，而是持续向内探索、不断自我超越的过程。另一方面，年长与年少的自己，本就是一体两面。被岁月打磨过的成熟模样是面向世界的外壳，而少年意气，则是藏在心底始终滚烫的初心。少年最终胜出的设定，暗含了Brunello先生对自己的期许——永远保有追梦的热忱。

在Brunello先生看来，这部入围上海国际电影节的影片，正扮演着跨文化使者的角色，它向观众传递自己在每日工作与生活中所笃信、所汲取灵感的那些价值。他深信，“在共享人类基本价值这片土壤上，我们定能完美地心意相通。”

与世界的_____共处

那么，Brunello先生推崇的价值究竟是什么？或许可以用“Gentle Luxury”予以概括。乍听之下，它与外界贴给品牌的“静奢风（Quite Luxury）”标签相近，但实际上，它绝非单一的风格标签，而是更为丰富、深刻的精神内核。

Brunello先生的价值体系根植于古希腊与古罗马先哲的智慧，尤其是那些善于与世界、与社群、与每一个时代宏大命题安然共处的大师。他举例，色诺芬尼提出：“一切都源于大地。”而塞涅卡在《论恩惠》中写道：“你所给予的，将永远为你所有；你所紧握不放的，终将失去。”按照Brunello先生的解释，“Gentle Luxury”可以被理解为“温文儒雅，和美至善”，其同样以和谐为要义，旨在弘扬人的尊严与精神的升华。这份探索，不止于风格本身，更代表一种对世界、对生活、对工作的看法。其核心，正在于人际交往中的温雅与礼度。

不少人对“Gentle Luxury”的初感知都是从产品开始。Brunello先生选择以羊绒作为起点，本身就是一种长期主义，因为他希望自己创造的东西是能够经久传续、跨越世代的。在他的认知里，一件衣服不仅是穿着之物，更是一种需求：提供舒适的穿着体验，同时不放弃优雅格调与极致质感。他强调，“我必须说，我们从未追求过所谓‘身份象征’。恰恰相反，我们遵从‘优雅休闲’的理念。”凝结在产品中的还有一种极具人文色彩的可持续发展理念。品牌始终关注品质，除严格把控原料、工艺、缝制的每一处细节，也着眼于贯穿整个产业链基础的人际关系的品质。品牌还拒绝无道义的利润，致力寻求利润与馈赠之间的平衡。

回馈社区是Brunello先生一贯的坚持。1982年，他与妻子Federica结婚，随后搬到Federica的故乡索罗梅奥。正是这片土地，成就了他此后事业的腾飞。在那个年代的意大利，大家都在切断同本土地域的关联，但他却反其道而行，在1985年买下了一座当地古堡，重新修葺打造为公司总部。2000年，为适应日益增长的市场需求，他选择购买并修缮索罗梅奥山脚下一家现有的工厂。到了2017年，索罗梅奥三分之一的居民人数都变成了他的共事伙伴。

电影中有一处情节，正是Brunello先生经营理念的起点：在20世纪60年代，为改善家庭生计，他的父亲进入工厂务工，年少的他看到父亲在职场遭受粗暴对待、蒙受人格羞辱，这让他下定决心，要让工作更加人性化，以保全人的尊严。如今稍加检索，便能看到一系列他为员工配置的优厚福利，像工人和文员享有同等工资标准、薪资超意大利制造业平均水平约 20% 、充裕的午休时长和周末不得加班的禁令等等。即便在受到疫情冲击的艰难时期，他也坚持不裁员，不向供应商索要折扣。

Brunello先生对索罗梅奥的回馈还体现在对当地超过30年的修缮计划，主要涵盖历史建筑修复、公共文娱设施新建和山谷全域景观改造。他形容索罗梅奥是一座“灵魂的村庄”，这里沉淀着珍贵的美学历史，拥有独树一帜的精神气质，他希望让村庄重拾光彩，能够存续千年。

而村庄的永续发展，不仅需要改善经济条件与生态环境，传统文脉的接续同等重要。Brunello先生注意到，不少年轻人羞于说“我是裁缝”或“我是缝纫工”。为此，他决定在2013年创办索罗梅奥当代高级艺术工艺学校，以教育为先，提供系统而丰富的专业化培训，重建下一代对于工匠精神的认同感。他表示，“我乐于想象，希望年轻人能够借助我们的学校，将梦想深耕到底。”

万物竞速的时代，Brunello先生始终捍卫着“慢”的尊严。他无意与时代正面交锋，而是用一件羊绒衫、一家企业和一座村庄，默默示范着另一种可能的活法。温润绝非不堪一击的柔弱，而是藏于柔和深处的笃定力量。这，正是他用时间织就的答案。

Q&A

Q：您将真正的奢侈定义为“耐心与欣赏”。在这个追求即时满足的时代，您想对那些更看重低价与快时尚周转的消费者说些什么吗？

A：耐心与用心对手工艺生产而言变得至关重要，它不为不惜一切代价、以极快速度生产的狂躁所动摇。在这种情况下，选择将再次成为核心，人们会选择那些最能代表自己、让自己感到和谐自在的服饰。

Q：人与自然和谐共处是您品牌理念的核心。在羊绒养殖与面料染色工艺中，您贯彻了哪些独到的环保标准？

A：多年来，我们始终高度重视整条羊绒产业链的“道德与生物可追溯性”。我们逐步推出了一项名为“喜马拉雅再生时尚生活实验室”的全球开创性计划，这为我们带来了诸多欣慰与成就感，我相信也必将进一步发展壮大。如今，举例而言，我们不仅能够回收利用超过65%经化学处理（如染色、缩绒等工序）净化后的废水，还能将剩余的35%充分净化，用于灌溉索罗梅奥的公园与葡萄园。

Q：贵品牌深耕中国市场多年，您如何观察中国男性对高品质精致服装需求的变化？品牌为此做了哪些本土化的调整？

A：毫无疑问，在我深深敬重的中国人民，对手工艺的品味与追求正在日益深化。那些需要极致用心、恰如其分的加工周期、上乘原料，以及从设计到缝制每一阶段都尽心尽力的产品，正愈发受到珍视。中国市场的这份敏锐与品味，深植于其自身优美而深厚的手工艺传统，而我也感受到它正不断茁壮生长。

Q：您曾多次访问中国，并从东方人文思想中汲取灵感。除了《论语》之外，还有哪些中国的生活美学与传统智慧，引起您的深度共鸣？

A：孔子始终是我最重要的先师之一。在索罗梅奥，我们特意在柏拉图的雕像旁安放了一尊他的雕塑，以象征东西方之间和平的对话。我曾赠予每位同事一本《论语》，每次重读这本书，我都会获得新的启发与光芒。在道家思想中，我也发现了许多伟大的精神教诲，在中国的艺术与诗歌中亦然。而那些关于宇宙及其法则的著述，也令我深深着迷。郭象所说的“天者，万物之总名也”，我觉得尤为动人。