



SUSTAINABILITY > PEOPLE

Suppliers

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A quality product is the result of shared standards, cooperation, joint efforts and stable relationships based on trust with all supply chain partners. The Group believes in the importance of developing ever closer and more profitable synergies and partnerships with those who not only guarantee reliability in production performance, but also share the company's values and expectations in terms of ethical, environmental and social standards.

In 2025, a total of 620¹ suppliers were involved in the production of Moncler and Stone Island products, divided into **raw material suppliers**, **façon manufacturers**, **finished products suppliers** and **service providers**.

Raw material suppliers primarily provide fabrics, yarns, down, leather and production accessories (buttons, zippers, ribbons, elastics, etc.). The fabrics mainly come from Italy, Japan, South Korea, China and France. Suppliers of yarn and production accessories are mainly Italian, while the down suppliers are European, North American and Asian.

Façon manufacturers are suppliers that employ workers with strong levels of technical expertise to which the Group entrusts the production of finished products or intermediate phases of processing (dyeing, embroidery, etc.), while providing them with all the raw materials needed. This macro-category also includes dyeing plants that perform garment dyeing, a process that Stone Island entrusts directly to selected suppliers, mainly located in Italy. The entire manufacturing process is monitored by Group production and quality technicians, who verify its compliance with the required standards through rigorous ongoing field audits. Through this process, outerwear, trousers, skirts, dresses, all tricot knitwear and some cut-and-sewn knitwear are produced. The façon manufacturers are mainly located in Italy and Eastern Europe, areas where a long manufacturing tradition guarantees technical expertise and adequate production capacity. In particular, Italy is characterised by strong expertise in very complex and unusual processes.

Finished products suppliers are suppliers whose workers, having received the technical design of the product, are responsible for the complete creation of the garment, including the raw materials sourcing phase, according to the Group standards; in addition, Moncler may provide its finished products suppliers with some key raw materials such as down, nylon and logoed materials. During garment production there is constant interaction between the supplier and the Group experts, who make on-site visits and scrupulously supervise the process, to ensure that the final product meets the expected high level of quality. Some cut-and-sew knitwear (mainly t-shirts and polo shirts), some soft accessories (such as hats and gloves), shoes and bags, and small leather goods

are mainly produced in this way. In particular, suppliers of cut-and-sewn knitwear are based in Europe and Türkiye; shoes are made by suppliers in Asia and bags and small leather goods are made by European suppliers, mainly Italian.

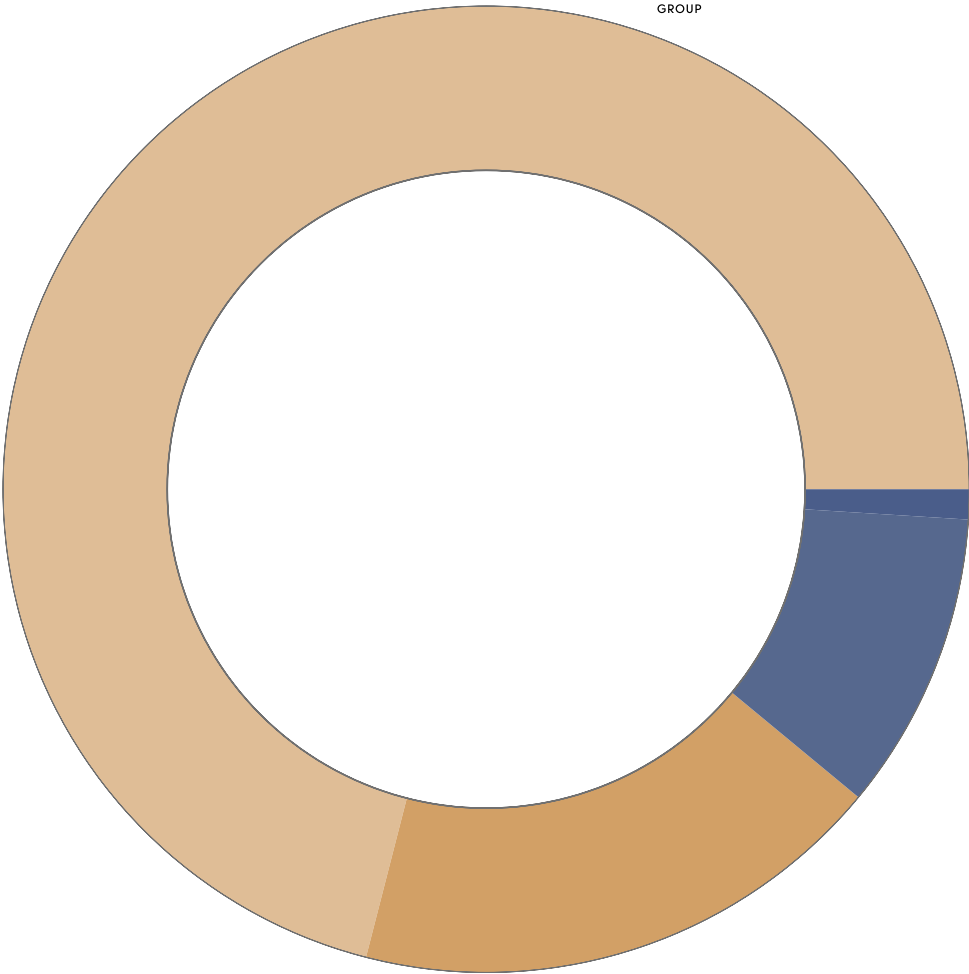
Service providers support the Moncler Group in its pattern making, prototyping and quality control processes and are mainly based near its corporate sites.

Indirect suppliers are partners that provide goods and services not directly related to product manufacturing. This category includes construction, security, cleaning, portage and maintenance, logistics and consulting services companies.

The majority of suppliers (approximately 89%) are located² in the EMEA Region, primarily in Italy. The Group distributes its purchasing expenditure, so as to avoid situations of dependence on its suppliers that could represent a risk for the business. In terms of supplier concentration, the top 35 suppliers account for more than 50% of the value of orders. The Group is committed to closely monitoring the concentration level and promptly identifying any critical situations that could compromise the continuity of supply. In this context, the Group takes measures to mitigate these risks and, where possible, favours the use of local suppliers located close to the main sites. This approach not only allows for logistical advantages but also contributes to reducing greenhouse gas (GHG) emissions, while generating value and creating job opportunities in the communities where the Group is actively present.

Suppliers by geographical area²

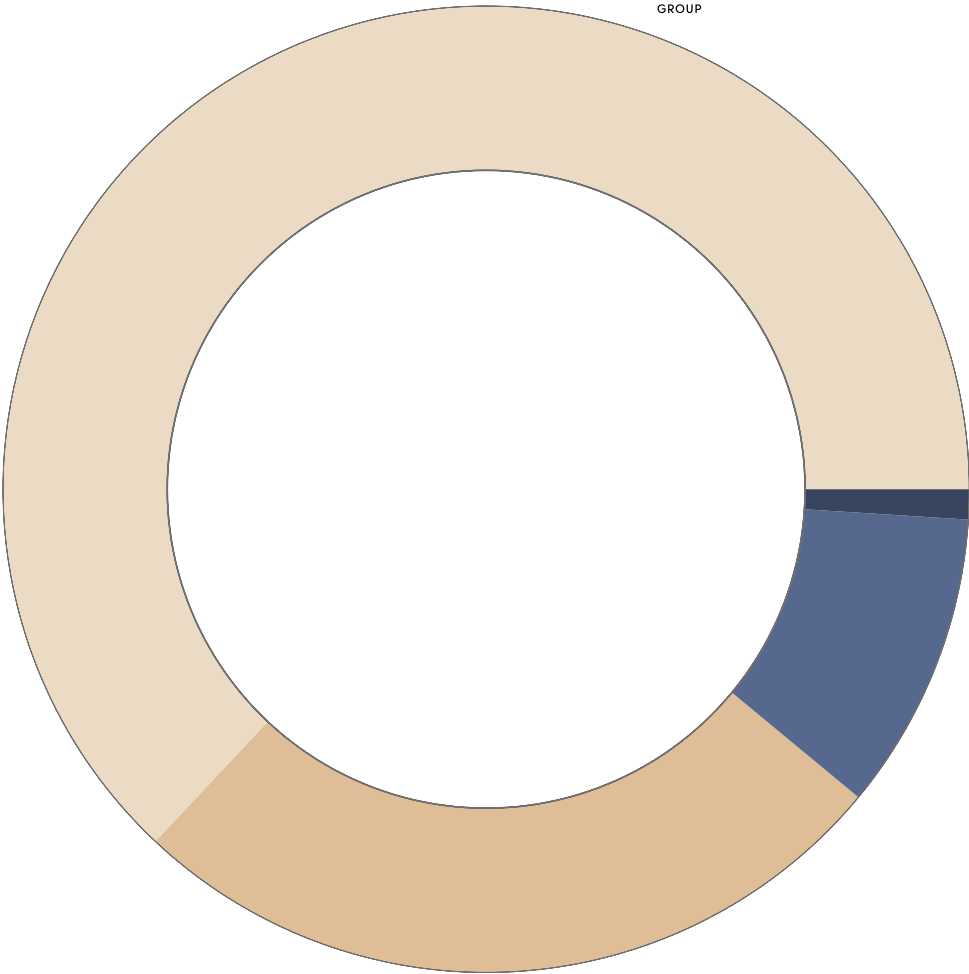
MONCLER
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☐	Italy	71%
☐	EMEA (excl. Italy)	18%
☐	Asia	10%
☐	Americas	1%

Supplier by type³

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☐	Raw materials	63%
☐	Façon manufacturers	26%
☐	Finished products	10%
☐	Services	1%

Values of orders by geographical area

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☐	Italy	46%
☐	EMEA (excl. Italy)	35%
☐	Asia	17%
☐	Americas	2%

A key element of the supplier management model is the identification of **critical suppliers**⁴, involved in targeted actions and initiatives. This identification process is based on a risk-based approach that takes into account, in addition to their importance to the Group in terms of the economic value of the orders commissioned, quality, delivery times, financial dependence of the supplier, and the Group's ability to ensure the supply of goods and services if it has to replace a supplier quickly, and specific sustainability parameters, such as: the potential risk relating to

human rights in the reference country, the sourcing of key raw materials and the supply of strategic processes for the Group, with a particular focus on raw materials of animal origin or that can be associated with determined social or environmental impacts.



Finally, since 2022, a screening is conducted by qualified, experienced third parties to identify possible cases or signs of conflict of interest on all Group suppliers, including "critical suppliers".

To date, the majority of workers of the Group's "critical suppliers" are women (approximately 70%), and the percentage of migrant workers is around 2%.

Notes

¹ Excluding suppliers with sales order of less than 1,000 euros per year.

² For façon manufacturers and finished product suppliers, the geographic location is the country the product was "made in"; for service providers and raw material suppliers, it is the country where the supplier's head office is registered. Percentages calculated on the number of suppliers.

³ Percentages calculated on the number of suppliers.

⁴ Includes suppliers selected on the basis of economic value, continuity of the relationship with the Group and sustainability parameters, that are assessed according to different risk levels associated with the type of raw materials, production processes and potential violation of human rights in the country in which they operate.

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