

move to
natural

icebreaker



move to natural

A new Icebreaker is on the horizon. Welcome to the evolution. The next significant step toward a global footprint and leadership position for a new, progressively natural generation.

It's kind of a big deal, actually. From our spot at the forefront of the natural performance-wear category, we've got our eyes on something even bigger. Something that we think can inspire, guide and lead the world toward the right side of the future.

Move to Natural. This is our battle cry. (Actually, It's more like a brand-friendly call to arms, but let's not dilly-dally.) It's our pledge/plan/promise to build a global platform for creating — and inspiring — products, services and solutions for a naturally better world.

move to natural

We're on a campaign to win the hearts and minds of Natural Progressives everywhere. We will lead by emotion, innovate through science, and follow the vision defined by our five guiding brand principles.

Sure, we sell stuff. But it's our honest mission to empower everyone towards the "right stuff". Where less works harder for more. Where athletes and artisans, creators and commuters join us to become more conscious consumers.

We are dedicated to making quality products that offer unparalleled performance for whatever passion you are pursuing.

This is the story of
our move to natural.

#1

The Tone of Voice

Real. Bold.
Positive.

#2

The Benefits

Naturally
better.

#3

The Behaviour

Right side of
the future.

#4

The Look

Natural
attraction.

#5

The Context

Natural
Neighbour-
hood

perfectly natural

“You did not come into this world. You came out of it, like a leaf on a tree or a wave from the ocean. You are not a stranger here” - Alan Watts

You are **Perfectly Natural**.

You were born this way, with a body, mind and instinct all perfected by nature over millions of years. You are as natural as anything on the planet. Despite the sustained efforts of parents, teachers, peers and deodorant ads to tame you, your perfectly wild instincts are alive and well. They never left you. They can't. All you need to do now is listen to what they have to say.

Embrace your natural instincts...after all, these urges are no accident. They evolved in partnership with nature to guide you successfully through your environment. Go ahead, feel your choices, trust your gut, use your inner compass to set a direction. Put faith in your radical intuition and it will draw you toward experiences that stoke excitement and desire.

Move forward with abandon. Explore, discover, invent, fall down, get back up, jump, dive, swim, laugh, cry and yearn for more. And know you are not alone. You exist in an ecosystem of like-minded folk. Open-source thinkers, ready and willing to share a good idea or a heartfelt high-five.

perfectly natural

Where will it lead you? Only you can know (it's your gut after all).

The only certainty in store? The thrill of the unimaginable, the sublime satisfaction of steering your own ship.

Oh, and another thing: You are **Naturally Perfect**.

Seriously, when did we decide it was a good idea to sand down the grit, soften the edges and polish the "blemishes" that made us uniquely able to adapt, survive and thrive in an unpredictable world?

Nature does not make mistakes. "Flaws" are a feature, not a bug. It's time to get rough and real and celebrate all the quirks that make us uniquely human.

It's time to feed your desire, take the first step and start the journey.

perfectly natural

The Story of the 5 Principles

1. The Tone of Voice

It all begins with a shift in attitude. Trust your natural instincts to be **real**, act **bold**, think **positive**.

2. The Benefits

Following your heart (and gut) was the first step. Now it's time for your brain to start considering how the science-based benefits of natural solutions are **naturally better**.

3. The Behaviour

Once you start to appreciate the extent to which nature is usually the better answer, you naturally develop a new set of priorities pointing toward the **right side of the future** and a “less is more” mindset.

perfectly natural

The Story of the 5 Principles

4. The Look

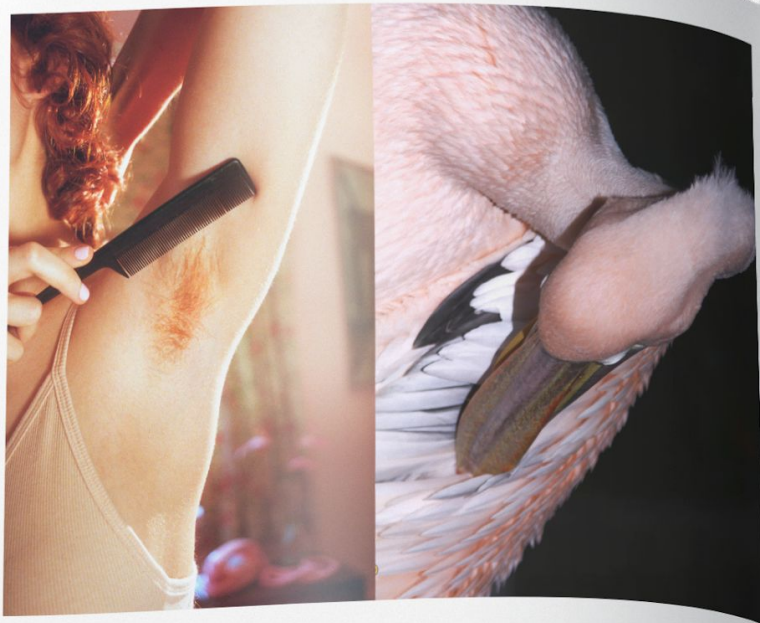
With the change in mindset and priorities comes a new emphasis on the value of quality over quantity. You'll experience a **natural attraction** to products made with care and consideration.

5. The Context

You'll also gravitate toward a network of like-minded people in the **natural neighbourhood** who share your belief in the promise of the perfectly natural.

7.

real. bold.
positive.



PERFECTLY
NATURAL

It all begins with a shift in attitude. Trust your natural instincts to be real, act bold, think positive.

Sweep past the sustained efforts of parents, teachers, peers and deodorant ads to tame you, your perfectly wild instincts are alive and well. They never left you. They can't. All you need to do now is listen to what they have to say.

Embrace your natural instincts...after all, these urges are no accident. They evolved in partnership with nature to guide you successfully through your environment.

Go ahead, feel your choices, trust your gut, use your inner compass to set a direction.

Put faith in your radical intuition and it will draw you toward experiences that stoke excitement and desire.

Seriously, when did we decide it was a good idea to sand down the grit, soften the edges and polish the "blemishes" that made us uniquely able to adapt, survive and thrive in an unpredictable world?

***Move forward
with abandon.***

Explore, discover, invent, fall down, get back up, jump, dive, swim, laugh, cry and yearn for more.

It's time to feed your desire, take the first step and start the journey.

icebreaker™



2. naturally
better

perfectly natural

Benefit

Naturally Better

Once you start to appreciate the extent to which nature is usually the better answer, you naturally develop a new set of priorities pointing toward the right side of the future and a “less is more” mindset.



The background of the slide is a soft-focus photograph of several hands of different skin tones gently cupping a globe. The lighting is warm and natural, creating a sense of global unity and care.

3. right side of **the future**

The right side of the future

The Future. It's a collaborative project.

Billions of us, perpetually crafting tomorrow out of the individual choices and actions we make today. It can feel overwhelming. A recipe for chaos. But the future, truly, is entirely up to you.

Think about how many decisions you make in a day. Dozens? Hundreds? Actually, according to the neuroscientists who count these kinds of things, it's closer to 35,000. That's 35,000 opportunities to move the future, ever so slightly, toward the direction you want to live in. Multiply that by everyone on the planet and, well, it's a lot of opportunity for building some momentum.

We firmly believe that by consciously harnessing even a small percentage of that decision making, an individual creates a rudder shift that can set the course for a better future.

Here's a look at a few of the Conscious Futurists we admire who are busy making conscious decisions to steer humanity toward the right side of the future. ►

Conscious Futurism in Action

In 1995, our founder had an encounter with a woolen t-shirt. From that chance meeting, Icebreaker was born along with our 24 year (and counting) experiment in the power of conscious decision making.

1995

Icebreaker founded on belief that nature has better solutions.

1997

Establishes long-term grower partnerships.

2008

First in the outdoor industry to outlaw mulesing of sheep.

2010

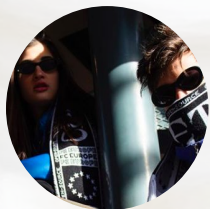
"Baacode" allows consumers to trace fibers farm to closet.

2013

Develops a natural alternative to down made from Merino.

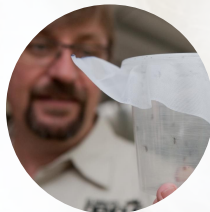
The right side of **the** future

The Conscious Futurists.



Collettivo Font Designers

The Milan-based design collective are the creators of Apfel Brukt: a resource-friendly font that's a model for conscious design thinking.. "We realised that by piercing each glyph in the blackest points, the font – printed in small size – remained legible but consumed 18 per cent less ink than normal. At large points, on the other hand, the holes could be a cool feature, capable of giving more personality to the font."



Scott O'Neill Director, World Mosquito Program

Since 1970, dengue fever has expanded from 9 countries to over 100, infecting 400+ million people a year. The conventional "solution" involves (literally) tons of pesticide that's not especially effective at preventing disease. Instead, O'Neill proposed introducing *more* mosquitoes. Specifically, those carrying Wolbachia — a naturally occurring bacteria that is harmless to vertebrates and humans. When enough Wolbachia-infected mosquitoes are released, they take over the whole population. So far, the program has seen a 76% reduction of dengue cases in trial areas..



Jack Candlish Founder, Dynamic Organic Surfboards

After getting sick from resin fumes while repairing his surfboard, Jack figured there had to be a better way. Reconsidering construction from the core out, he developed a unique method using recycled polystyrene, sustainable wood and low-impact bio-resins to craft beautiful surfboards delivered in recycled cardboard packaging. Always innovating, his goal now is to eventually produce 100% plant-based boards. Conventional manufacturers have noticed with his designs gaining traction and disrupting the larger industry.

2017

First Transparency Report published.

2018

10 year grower contracts signed empowering farmers

2019

Launches water soluble bag for distribution and delivery of apparel

2020

Elimination of acrylic across product line.

2022

Convert all nylon fibers to recycled source or natural alternative

2023

Replace all remaining synthetics in products and packaging



4. natural **attraction**



Humans. Nature. The truth is, there is no distinction. We *are* Nature. And by our very nature we all desire to cross beyond and erase this imaginary divide. That is the magnetic appeal of Natural Attraction.

Natural Attraction manifests our deep desire to engage with what feels good and connects us to our natural world. It's our guiding instinct, so simple, yet, shockingly, out of reach for most.

It's a confusing world out here for us humans. In our hyper-consuming environment, it's too easy to be held hostage by the ever-quickenings cycles of fashion trends and visual signifiers telling us how to be correct. There are so many voices assuring us that in correctness we will find contentment. Sadly, the opposite is true.

So, while essential human experiences — like **tactile feel**, **emotional connection** and **material comfort** — have been downgraded to optional/nice-to-have status, we are choosing another path. We are placing a value on simple elegance, high quality, versatility and lifestyle performance. When it comes to apparel, that means garments designed for people who love clothes, not fashion.

We are encouraging Natural Progressives everywhere to escape the hamster-wheel of fast fashion and follow the Laws of Natural Attraction instead. To seek out and embrace the things that deliver radical comfort, excited goosebumps and passionate desire in equal measure.



The background of the slide features a close-up, soft-focus photograph of two hands gently holding a piece of white, fibrous material, possibly wool or a natural textile. The lighting is warm and diffused, creating a sense of texture and care.

5. natural **neighbourhood**



Welcome to the
*Natural
Neighborhood.*



We're a varied bunch, some might say a motley crew. We're purveyors of goods, services and experiences from all over the world. Not connected by location or category, what our residents share is a set of core values: sustainability, longevity, transparency, and an unwavering belief in the value of open source thinking.

As good neighbors, we have each other's back. We believe that there's plenty of success to go around. We share great ideas as readily as high-fives. Our's is an ecosystem built for mutual benefit.

From designers and dance teachers to free-thinking rock climbers and craft beer brewers, everyone you'll find here has a commitment to simple, holistic, natural solutions for creating a naturally perfect future.



A photograph of a forest floor covered in moss and fallen leaves. A person's hands are visible, hugging a large tree trunk that is heavily covered in green moss. The background shows more trees and moss-covered ground.

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