Singapore Fashion Council



ANNUAL REPORT

FY 25/26



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FY2025/2026 was a year of focused delivery and ecosystem development for the Singapore Fashion Council (SFC). We strengthened our role as the official association for Singapore's textile and fashion industry while advancing our vision of positioning Singapore as a Vibrant Asian Hub for Responsible Fashion — sustainable, equitable and inclusive.

In response to rapid shifts in sustainability, technology, consumer behaviour and global trade conditions, SFC concentrated on turning strategy into action. Across our six pillars — Sustainability, Industry Development, Innovation & Technology, Internationalisation, Partnerships & Engagement, Retail (DORS), and The Cocoon Space — we delivered programmes and partnerships designed to build resilience, support innovation and create long-term growth opportunities for the industry.

Over the year, SFC delivered 81 programmes and initiatives, reaching more than 31,027 participants. These efforts supported businesses, designers, startups and professionals through workshops, accelerators, forums, retail activations, international missions and collaborative platforms.

Sustainability and circularity remained a major priority. SFC established the Textile Circularity Consortium (TCC) to help develop scalable circular systems across Singapore and ASEAN, while also advancing sectoral roadmaps, enterprise transformation initiatives and consumer education through platforms such as Impact Retail.

Innovation also remained central to strengthening Singapore's competitiveness. Through programmes such as The Bridge Fashion Innovator (TBFI) Launch Pad and TBFI Scale Up, SFC connected startups, corporates, investors and innovators, helping solutions in AI, material innovation, sustainability and fashion technology move closer to commercialisation.

To build industry capability, SFC expanded workforce development and knowledge-sharing programmes in luxury retail, digital transformation, artificial intelligence, certifications and customer engagement. These initiatives helped businesses adapt to changing market expectations and strengthen future-ready skills.

Internationalisation gained momentum through global programmes, sourcing missions and participation in regional trade platforms. These efforts created new pathways for Singapore brands to access overseas markets, strengthen supply chain links and expand commercial opportunities across Asia-Pacific.

Retail and community engagement also advanced significantly. Design Orchard Retail Showcase (DORS) was refreshed to serve as a platform for market testing, experiential retail and brand growth, while The Cocoon Space and Third Floor Social introduced new spaces for collaboration, creativity and community-building.

Flagship initiatives including Singapore Stories, Every Body Matters and the Be The Change Summit continued to highlight diverse perspectives, emerging talent and critical conversations on sustainability, inclusivity and the future of fashion. Together, these platforms strengthened Singapore's role as a connector of ideas, innovation and global collaboration.

Looking ahead, SFC will focus on three priorities: turning enablement into measurable implementation, deepening regional and global connectivity, and building a resilient, consumer-centric ecosystem. As SFC evolves from programme facilitator to ecosystem orchestrator, our commitment remains to drive systemic change and shape a more responsible, innovative and globally connected future for fashion in Asia.



PRESIDENT'S MESSAGE

Fashion is more than an industry. It is a mirror of who we are, a signal of where we are headed, and — at its best — a force for positive change. The Singapore Fashion Council exists to develop a Vibrant Asian Hub for Responsible Fashion — one that is sustainable, equitable, and inclusive — and to ensure that Singapore's fashion and textile community not only keeps pace with this evolving world but helps to shape it.

Underpinning that mission is a clear and practical objective: to see the genuine business growth of our members and Asian partners. Growth that is not fragile, but resilient — resilient to margin pressures in an increasingly competitive landscape, resilient to risk as global conditions shift unpredictably, and resilient to waste as the industry reckons with its environmental responsibilities. It is precisely this triple resilience — to margins, to risk, and to waste — that will determine whether responsible fashion becomes a lasting reality or remains an aspiration. Our role is to build the conditions, connections, and capabilities that make that resilience possible.

FY2025/2026 was a year in which that mission was tested and affirmed. The global environment demanded more of us — accelerating sustainability pressures, rapid technological change, and shifting trade dynamics meant that standing still was never an option. What carried us through was not any single initiative, but the collective conviction that fashion in Singapore can and should play a leading role in Asia's creative and commercial future.

We made significant strides across our six strategic pillars, and the depth and breadth of what was achieved this year reflects the quality of the people and organisations that form this community. The details of those efforts are captured in the pages that follow. What I want to speak to here is what they represent: a community that has proven it can mobilise, adapt, and deliver — together.

As we step into the next chapter, our focus shifts from building the foundations to deepening their impact. The strategies, platforms, and partnerships we have put in place over the past year are not ends in themselves — they are the infrastructure for transformational change. FY2026/2027 must be the year we move from enablement to execution at scale.

FY2026/2027 will be a significant year — but significance, in our line of work, is not measured in a single year. The path to a Vibrant Asian Hub for Responsible Fashion is a long one, and we are under no illusion that one year of deeper execution will complete it. What this year must do is confirm that we are on the right trajectory: that our strategies are producing real change, that our members and partners are growing in resilience, and that the ecosystem we are building is genuinely moving in the direction of our mission. That requires us to keep measuring ourselves honestly, to tweak what is not working without hesitation, and to continue innovating — not for the sake of novelty, but because the challenges we face will keep evolving. Consistency of effort, clarity of direction, and the courage to course-correct — these are the disciplines that will carry us forward, year after year, until the mission is lived rather than merely stated.

The strategies are set. The momentum is real. Now is the time to deepen the roots, sharpen the focus, and hold firm to the long arc of change we are collectively trying to bend.

None of this is possible without the people who believe in what we are building. To our members — thank you for your trust, your voice, and your continued commitment to raising the standards of this industry. You are the reason SFC exists, and your engagement gives life to everything we do.

To our partners — from government agencies and industry associations to international collaborators and commercial supporters — thank you for walking alongside us. Your alignment with our mission multiplies our reach and our impact in ways we could not achieve alone.

And to our secretariat team — thank you. Your dedication, creativity, and resilience are the engine that keeps this organisation moving, and the quality of this year's work is a genuine reflection of your professionalism and heart. But I also want to say this: the bar you have set for yourselves is one worth raising. The mission we carry is ambitious, and it will ask more of us with every passing year. I encourage each of you to keep growing — in your craft, in your thinking, and in your ambition for what SFC can become. The best version of this organisation is built by people who refuse to be satisfied with good when great is within reach. I believe that is who you are, and I look forward to seeing how far you will take us.

Fashion has always understood the power of showing up — with intention, with craft, and with community. That spirit defines SFC, and it will carry us forward.

We are, and will always be, better together.

With sincere gratitude,



Sharon Lim
President
Singapore Fashion Council

OUR PEOPLE

Office Bearers

President	**Sharon Lim** Chairwoman Browzwear
Vice President	**Felicia Gan** CEO Ghim Li Global
Honarary Treasurer	**Clarence Lee** CEO Lee Yin Apparel Group
Honarary Secretary	**Rajul Mehta** Founder Queenmark

Ordinary Council Members

Nicole Van Der Elst Desai
CEO
VDE Consultancy

Esther Tay
Managing & Creative Director
ESTA

Dione Song
CEO
Love, Bonito

Associate Council Members

Dro Tan
Executive
Matex International

Esther Huang
CMO
School of Concepts, School on Cloud

Sonja Prokopec
Associate Dean of Faculty
APAC at ESSEC Business School

Danelle Woo
Founder & Designer
Aijek

Afzal Imram
Co-Founder
State Property

Advisor

Wilson Teo
Executive Director
TEO Holdings

Mark Lee
CEO
Sing Lun Holdings

Kennie Teng
Former Director
Asian Civilisations Museum (ACM) &
Peranakan Museum Singapore

Oliver Tan
Co-Founder & CEO
ViSenze

Sustainability Steering Commitee

Chair, Sustainability Steering Committee

Nicole Van Der Elst Desai
Founder
VDE Consultancy

Sharon Lim
Chairwoman
Browzwear

Bey Soo Khaing
Vice Chairman
RGE Group

Dr. Thawatchai Maneerung
Senior Manager & Global Sustainability Lead
TÜV SÜD

Raena Lim
Co-Founder & COO
Style Theory (Till 30 Sep 2025)

Marissa Jeanne Maren Baragar
President Director & Commissioner
Busana Apparel Group

Dro Tan
Executive Director
Matex International

Nathaniel Gregory
Country Manager
Decathlon Singapore (Till 31 Oct 2025)

Vicole Lang
Director, Design and Development
Love, Bonito

SECRETARIAT

Management	**Zhang Ting Ting** Chief Executive Officer
Finance	**Joyce Pan** Director
Human Resource	**Niharika Chaturvedi** Director
Marketing, Partnerships & Engagement	**Jesline Wong** Director
Internationalisation	**Andy Lin** Head of Internationalisation, Partnerships & Engagement
Innovation and Technology Industry Development	**Benjamin Tan** Senior Director
Sustainability	**Huey Chyi, Tan** Director
DORS	**Lily Hamid** Commercial Director
	Audrey Tang Senior Director, eCommerce & Growth
	Luke Hafiz Retail Manager



CEO'S MESSAGE

2025/2026 has been a year defined by execution, momentum, and measurable impact for the Singapore Fashion Council (SFC). Across our six strategic pillars—Sustainability, Industry Development, Innovation & Technology, Internationalisation, Partnership & Engagement, DORS, and The Cocoon Space—we have remained focused on delivering outcomes that strengthen the competitiveness, resilience, and global relevance of Singapore's fashion ecosystem.

Against a backdrop of accelerating sustainability demands, technological disruption, and shifting global trade dynamics, our priority has been clear: to move beyond conversation and into action. Over the past year, SFC delivered 81 programmes and initiatives, engaging 31,027 participants through workshops, masterclasses, activations, accelerators, and industry roundtables. While the challenges facing our industry have certainly not become simpler, neither have our responses.

Within Sustainability, our focus has evolved from awareness-building to implementation. The question is no longer whether change is necessary; it is how quickly and effectively we can deliver it. We have supported companies in adopting more circular business practices and responsible production models, while the Be The Change Summit continues to convene the conversations—and increasingly, the commitments—that matter.

Our Industry Development and Innovation & Technology pillars have worked in concert to prepare businesses for what lies ahead. Through programmes such as Fashion Futures and a suite of targeted capability-building initiatives, we have enabled enterprises to explore material innovation, digital transformation, and emerging business models—strengthening their ability to compete in a rapidly changing market.

Expanding Singapore's global connectivity has remained a strategic priority. Through our Internationalisation, Partnership & Engagement efforts, we have cultivated meaningful collaborations with regional and international stakeholders, opening pathways to new markets, knowledge exchange, and cross-border opportunities. In an increasingly fragmented world, strong partnerships are no longer advantageous—they are essential.

On the retail front, Design Orchard Retail Showcase (DORS) entered a new chapter with a refreshed concept and sharper strategic positioning. More than a retail destination, DORS now serves as a launchpad for brand development, consumer insight generation, and experiential retail innovation—enabling local designers to strengthen both market readiness and commercial viability.

We have also invested in the spaces that bring our community together. The Cocoon Space has been reimagined as a dynamic hub for enterprise, collaboration, and innovation, while the introduction of Third Floor Social adds a vibrant layer of culture, entertainment, and social exchange. Together, they create a tripartite intersection of fashion and lifestyle, art and music, and entertainment—an ecosystem that reflects the increasingly seamless relationship between creativity, culture, and commerce. In many ways, these spaces complete what we have long envisioned: a place to enchant, to enable enterprise, and finally, to entertain.

Our flagship platforms, Singapore Stories and Every Body Matters, have continued to champion emerging talent, diverse perspectives, and forward-thinking design. Their role extends beyond showcasing creativity; they help shape the narratives that define a modern, inclusive, and globally resonant Singapore fashion industry.

Underlying all of these efforts is a commitment to ecosystem building. As our industry confronts increasingly complex challenges—from circularity and supply chain transformation to tariffs and market volatility—the strength of our networks will determine our collective ability to innovate, adapt, and lead.

Looking ahead, our focus is not simply on doing more, but on delivering greater impact. We will continue to deepen partnerships, strengthen our platforms, and invest in talent and enterprise development, while remaining agile enough to respond to emerging opportunities across in fashion-tech, sustainability, and global market access.

I would like to extend my sincere appreciation to our Council, partners, members, and the SFC team for their continued trust, commitment, and collaboration. The achievements of the past year are the result of collective effort, shared ambition, and a willingness to challenge convention when necessary.

The future of fashion will not be shaped by those waiting for certainty. Fortunately, ours has never been an industry known for playing it safe.

With sincere thanks and forward momentum,

Zhang Ting-Ting
Chief Executive Officer
Singapore Fashion Council



OUR PILLARS

01 Sustainability



02 Industry Development



03 Innovation & Technology



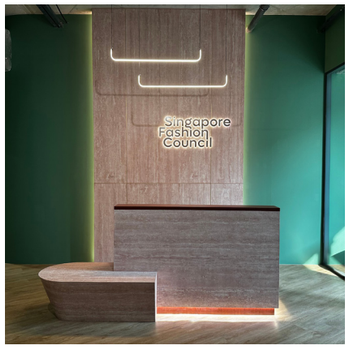
04 Internationalisation, Partnerships & Engagement



05 DORS



06 The Cocoon Space



SFC IN NUMBERS

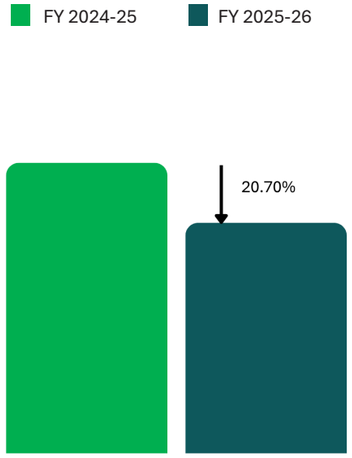


17.4% Membership Downtrend

As of FY2026, the Singapore Fashion Council continues to maintain an active and engaged membership base, reflecting a diverse ecosystem of fashion-related businesses and individuals.

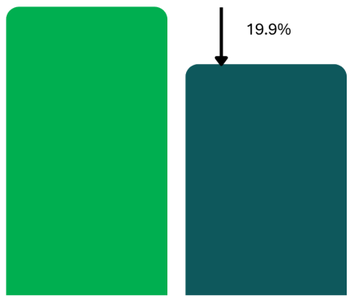
The Council recorded a measured year-on-year adjustment of approximately 17.4% across its membership base. This reflects broader industry conditions, alongside a shift towards more focused and value-driven participation.

Membership by Category



Corporate Membership

Corporate membership, comprising Ordinary and Associate Members, saw a year-on-year adjustment of approximately 20.7%. This reflects ongoing industry consolidation and evolving business priorities. Notwithstanding this, corporate members continue to form a core pillar of the ecosystem, contributing significantly to commercial activity, partnerships, and industry development.



Student Membership

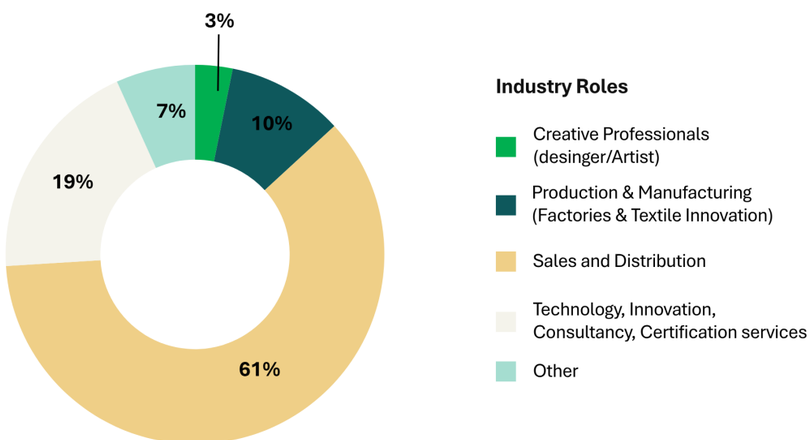
Student membership saw a year-on-year adjustment of approximately 19.9%. Despite this moderation, it remains the largest segment within the membership base. This underscores sustained interest from emerging talent and highlights the continued relevance of SFC's initiatives in education, industry exposure, and career development, supporting a strong future talent pipeline.

Overall Assessment

The FY2026 membership profile shows a more focused ecosystem, with engagement increasingly centred on meaningful participation and targeted value delivery. Although overall membership declined slightly year-on-year, the base remains resilient, with strong representation from both industry stakeholders and emerging talent.

Looking ahead, SFC will continue to strengthen member engagement, improve the relevance of its offerings, and create more opportunities for collaboration across member segments. These efforts will support the sustainable growth and long-term development of Singapore's fashion ecosystem.

Corporate Members Breakdown



The corporate membership profile is led by Sales and Distribution, which makes up the largest share of the ecosystem. This reflects Singapore's position as a commercially driven fashion hub, where retail, wholesale and market-facing activities remain central. For SFC, it provides a strong foundation for driving immediate commercial outcomes through retail activations, market access programmes and B2C engagement strategies.

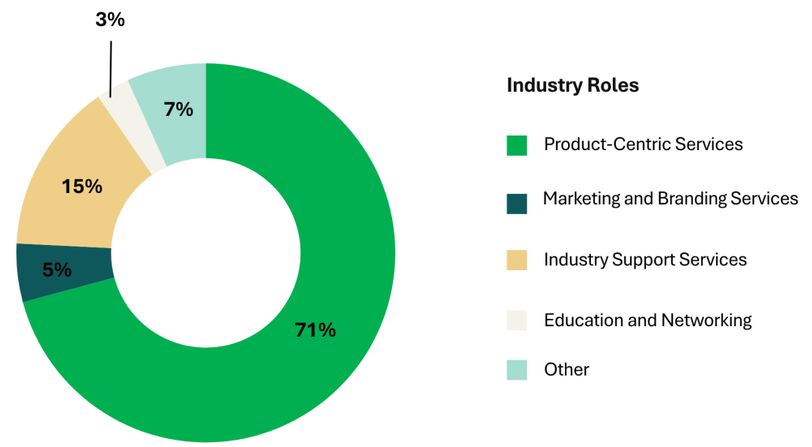
Technology, Innovation, Consultancy and Certification form the second-largest segment, showing the growth of ecosystem enablers within the membership base. These members support brands through digital transformation, operational efficiency, compliance and scaling. This creates scope for SFC to develop more integrated programmes that combine market access with capability building and long-term business sustainability.

Production and Manufacturing remain a smaller but important part of the base. This suggests that a significant share of production capability may still be located outside Singapore, which reinforces the importance of SFC's internationalisation efforts in connecting brands with regional supply chains. It also supports the need for sourcing missions, factory linkages and upstream partnerships.

Creative Professionals account for a smaller share of the corporate membership base, highlighting a gap between creative talent and commercially structured entities. This underscores SFC's role in helping designers develop into viable businesses through incubation, branding and market access initiatives.

Overall, the distribution points to an ecosystem that is commercially strong but still dependent on external production and in need of continued support to strengthen its creative and innovation pipeline. It also reinforces SFC's role as a connector across these segments, helping to bridge creators, enablers and market channels.

Corporate Members Breakdown



From a services perspective, most members are focused on product-centric activities, reinforcing an ecosystem built around tangible goods and brand-led offerings. This gives SFC a clear direction to prioritise retail platforms, product showcases and consumer-facing initiatives that directly support sales and brand visibility.

Industry Support Services, along with Marketing and Branding Services, represent a smaller share but play an important role in helping brands scale. These segments contribute to business advisory, communications and brand positioning, all of which are essential for competing in local and international markets. This underscores the need for SFC to continue strengthening partnerships and knowledge-sharing platforms that connect brands with these service providers.

Education and Networking services, while also limited in proportion, remain important for long-term ecosystem development. They support talent development, capability building and community engagement, helping maintain a steady pipeline of skilled professionals and informed entrepreneurs.

Overall, the services distribution reflects a product-led ecosystem supported by a growing but still developing layer of enablers. It also reinforces SFC's role in bridging gaps across the value chain and ensuring that brands have access not only to markets, but also to the capabilities needed for sustainable growth.



SINGAPORE STORIES







Now in its 8th edition, Singapore Stories brought together 10 local and international fashion designers from Singapore, Malaysia, Philippines, Vietnam, Cambodia and Australia to create a mini-capsule collection of five looks inspired by the theme Fashion Futures. The theme reflects the industry's shift towards design as a response to environmental urgency, social equity, and technological change. Held at Sands Expo & Convention Centre, the showcase was graced by Guest-of-Honour Ms Sim Ann, Senior Minister of State, Ministry of Foreign Affairs & Ministry of Home Affairs.

Designers demonstrated a forward-thinking fluency in material innovation and future-conscious production, from bio-based and waste-derived textiles to 3D printing and modular garments. The showcase also highlighted responsible production practices, with several designers supporting local artisans and social causes. As shared by one of the winning designers, the platform continues to inspire innovation rooted in personal storytelling while advancing a more responsible and future-ready fashion ecosystem.

Designers from left to right:
Celest Thoi, Aurelia Carissa & KHAAR



EVERY BODY MATTERS



The Every Body Matters Inclusive Design Fashion Competition, presented by Singapore Fashion Council (SFC) and SHEIN, has established itself as a distinctive global platform empowering emerging designers to create collections that do not conform to a single shape, size, or identity, but instead fit and celebrate all.

Now a defining feature of SFC's marquee events calendar, the competition challenges designers and industry professionals worldwide to rethink conventional definitions of beauty and style by developing work that embraces every body type and ability. In doing so, Every Body Matters asserts a clear conviction: that inclusive design is not an accommodation. It is the future of fashion.

This global initiative invited submissions across three categories:

- Adaptive Fashion
- Fashion for Sports and Active Lifestyles
- Tech-Integrated Wearable Fashion

EBM Finalists visit to The Enabling Village

The competition drew strong international interest, with applications from emerging designers across 18 countries: Bangladesh, Belarus, Brazil, Cambodia, France, Italy, Indonesia, Japan, Mexico, Singapore, South Africa, South Korea, Spain, Türkiye, the Philippines, the UAE, the UK, and the US.

From this global pool, 24 semi-finalists were selected to pitch their concepts to a panel of judges. Participants also attended a masterclass on Intellectual Property for Fashion, gaining practical insights into protecting their creative work and navigating the commercial aspects of the industry.

Finalists received further mentorship from industry leaders, complemented by field visits and educational workshops designed to support the refinement and realisation of their designs.









Winners

Adaptive Fashion:
Sheila Langton (United Kingdom) — founder of Every Body is Beautiful (EBIB), a fashion label promoting body positivity and celebrating self-love across all shapes, sizes, ethnicities, and abilities.

Fashion for Sports and Active Lifestyles:
Charllene Santos (Brazil) — a fashion designer, technical consultant, and educator with 17 years of experience, currently working at SENAI CETIQT, where she leads projects empowering craftswomen and driving impact through fashion.

Tech-Integrated Wearable Fashion:
Yuhan Li, Yuanpu Ai, and Yarlin Ng (Japan) — students from Tokyo Mode Gakuen's Fashion Technology department.

The Every Body Matters competition continues to serve as a global platform for emerging designers to advance inclusive and future-forward approaches to fashion. By connecting diverse talent, it fosters exchange across industry, education, and innovation, while encouraging fresh perspectives on how fashion can better reflect diverse communities.







Back for its 4th edition, the Be The Change Summit returned on 25 September 2025 as Singapore's premier platform for industry-wide dialogue on the future of sustainable fashion. Graced by Guest-of-Honour Ms Denise Phua, Mayor of Central Singapore District and Member of Parliament for Jalan Besar GRC, this year's summit expanded its scope beyond sustainability. The programme explored the broader forces shaping the industry's trajectory, including regulatory shifts, emerging technologies such as AI, talent development, and the imperative of inclusive design.

The result was a programme that felt both expansive and focused: a space for hard questions, collaborative thinking and tangible next steps.

Plotting a Roadmap for Sustainable Change

The scale of the challenge was clear from the outset. Singapore imports over S$1 billion worth of textiles annually, while generating up to 41,000 tonnes of textile waste each year, highlighting a pressing opportunity to build a more circular textile system.

To address this, SFC introduced the Textile Circularity Consortium a structured multi-stakeholder initiative designed to develop both closed- and open-loop circularity systems across the value chain.

By extending the lifecycle of textiles, transforming waste into recoverable value, accelerating sustainable materials innovation, and piloting solutions locally, the TCC aims to establish scalable circular models for Southeast Asia's S$70 billion textile industry, with implications for both industry practice and policy development. Complementing this initiative, SFC has also partnered with the Centre for Impact Investing and Practices (CIIP), a Temasek Trust initiative, to co-develop a 3–5 year sectoral sustainability roadmap, targeted for release in 2026. The roadmap will outline key opportunities and provide practical tools, including a sustainability resource guidebook and a digital ESG platform for SMEs.

"As the fashion landscape evolves rapidly, collaboration and innovation are key to building a sustainable future," said SFC CEO Zhang Ting-Ting, reinforcing the importance of collective industry action.





Empowering Industry Trailblazers

A key focus of the summit was nurturing the next generation of innovators and changemakers in fashion.

SFC announced the winners of The Bridge Fashion Innovator (TBFI) Launch Pad, Asia's first fashion-focused ideathon designed to empower talent to surface emerging solutions to the fashion industry's most pressing challenges.

Finalists presented solutions across three themes:

Nature & Wildlife Conservation: EcoLens— an AI-powered platform that provides designers with eco-friendly material and design recommendations.

Sport & Wellness: StraightUP™ — a student-led startup developing posture-correcting T-shirts.

Social Impact – Access to Water: POMO — a solution transforming pomegranate waste into affordable natural dyes. POMO was also awarded both the category win and the Grand Winner title, as well as the Voters' Choice Award.

The winning teams shared a S$10,000 prize pool sponsored by Royal Golden Eagle (RGE) Group and Asia Pacific Rayon (APR). They also received internship opportunities with programme partners, with access to venture-building support from Wavemaker Impact and Louken Group to further develop and scale their solutions.

Shaping Fashion's Future, Together

Be The Change Summit 2025 reinforced a conviction at the heart of SFC's work: that meaningful progress in sustainable fashion is not built by any single actor, but by an ecosystem that moves together.

From advancing textile circularity and shaping a sector-wide sustainability roadmap, to activating emerging innovators, the summit marked another significant milestone in SFC's ongoing efforts to build a more resilient and responsible fashion ecosystem.

As Singapore continues to chart its path towards a sustainable fashion future, SFC remains committed to connecting people, ideas, and innovation—turning inspiration into impact.

01

SUSTAINABILITY

The sustainability pillar drives system-level change by connecting industry insights, enterprise capability, circular infrastructure and consumer behaviour. Through three linked programmes — Fashion & Apparel Sustainability Transformation, the Textile Circularity Consortium (TCC), and Impact Retail — SFC addresses key gaps in the fashion ecosystem while positioning Singapore as a regional catalyst for sustainable fashion across ASEAN.

Fashion & Apparel Sustainability Transformation

Scaling enterprise transformation

In 2025, SFC advanced industry transformation through the development of the ASEAN Fashion Sustainability Sectoral Plan, a data-driven regional roadmap created with South Pole from September 2025 to March 2026. The study engaged more than 50 stakeholders across the value chain and benchmarked sustainability maturity across Singapore, Vietnam, Thailand and Indonesia.

The findings point to uneven progress across ASEAN, particularly in data availability, recycling capacity and the cost of addressing water and waste challenges. While SMEs show strong intent, many continue to face resource and capability constraints. Shared at APTEXPO 2025, these insights reinforce Singapore's role in supporting regional alignment and collaboration.

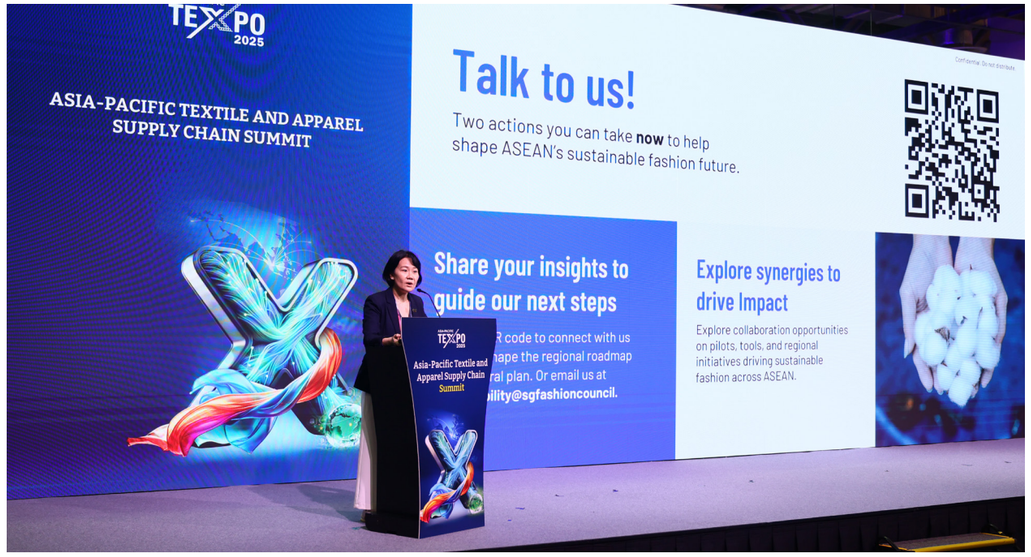
Set for launch in May 2026, the Sectoral Plan will provide a practical roadmap to accelerate adoption through policy alignment, circular infrastructure and shared access to data and technology. SFC also delivered the second edition of the IMPACT Award 2025, recognising leadership in sustainable fashion across the region.

STELAR, in the Organisation category, was recognised for its artisan-led production model, which preserves traditional craftsmanship while ensuring fair wages and traceability. KAIND's ERI Silk initiative, in the Project category, was recognised for advancing sustainable textile innovation through ethical silk production, natural dyes and inclusive community development.

Looking ahead, this pillar will shift further towards enterprise implementation through the rollout of the Sustainability Readiness Intelligence (SRI), supported by advisory and capability-building programmes. This will help companies assess maturity, prioritise actions and translate sustainability into measurable business outcomes.



IMPACT Award 2025 Winners



Textile Circularity Consortium (TCC)

Building circular infrastructure

In 2025, SFC established the Textile Circularity Consortium (TCC) to enable a scalable circularity system across Singapore and ASEAN.

A key milestone was the TCC Roundtable, held on 26 September 2025, convening 58 stakeholders across six ecosystem groups, including policymakers, brands, manufacturers, recyclers, and solution providers.

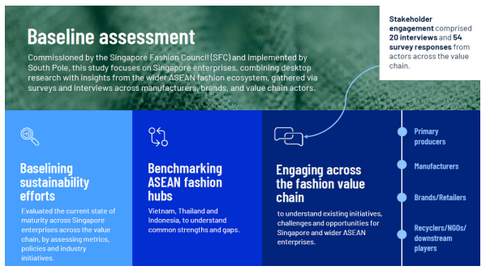
The roundtable aligned stakeholders around key priorities, including:
- Capability building
- Circular infrastructure development
- Improving data systems and traceability

This reinforces SFC's role as a neutral backbone, driving cross-sector coordination and collective action across the ecosystem. Key impact include stronger ecosystem collaboration and a shared direction for textile circularity.

Looking ahead, TCC will focus on:
- Mapping textile waste flows across ASEAN to build visibility of material streams
- Piloting circular infrastructure solutions under commercial conditions
- Developing MRV-backed systems for traceability and ESG reporting
- Enabling bankable circular investments through demand aggregation

Recognising circularity as a long-term systems transition, TCC will continue to drive phased implementation across the ecosystem.











Impact Retail (IR)

Shaping consumer behaviour

In 2025, SFC launched Impact Retail, a three-year consumer-facing initiative designed to educate, empower and inspire individuals to make more conscious fashion choices.

Its inaugural theme, Denim Decoded, explores the journey of one of fashion's most iconic fabrics. From cotton farms to spinning mills, dye houses and factory floors, denim's global supply chain reveals the environmental and social complexities behind the clothes we wear.

Through immersive experiences, storytelling and curated retail activations, Denim Decoded encourages consumers to see jeans not just as a wardrobe staple, but as a product shaped by connection, craft and consequence.

Following its official launch in May 2026, Impact Retail will expand into future themes including Next-Generation Materials and Plastics Waste, continuing to build consumer awareness and drive behavioural change at scale.







INDUSTRY DEVELOPMENT

02







The Industry Development pillar strengthens the fashion and retail ecosystem by addressing workforce capability gaps and the knowledge needs that shape long-term competitiveness. Through close collaboration with brands, partners and government agencies, it ensures training remains relevant, practical and responsive to changing market demands.

In FY2025/2026, efforts focused on delivering industry-led programmes that bridge theory and real-world application, particularly in luxury retail, client engagement and service excellence. The emphasis was on scalable, customisable training solutions that could support both large enterprises and SMEs, while making effective use of available funding schemes.

A key programme, Selling Luxury: Mastering Strategies for Success, was developed in direct response to industry demand. Built around case studies, experiential learning and role-play simulations, it attracted strong participation from retail, merchandising and corporate professionals. Feedback highlighted both the relevance of the content and the quality of the learning experience.

From top to bottom:
'The AI Advantage' Leadership Roundtable & Dinner with Salesforce

Selling Luxury: Mastering Strategies for Success Course



To complement these capability-building efforts, the team curated a series of knowledge-sharing platforms focused on emerging industry trends. The Industry Forums, held with ViSenze and Salesforce, brought together industry leaders and brands to discuss the evolving intersection of technology and fashion. Topics included the role of artificial intelligence, data-driven retail and customer engagement, providing participants with practical insights to improve e-commerce performance and personalisation.

In parallel, the Insight Circuit seminar series delivered concise, expert-led sessions on topics such as AI in e-commerce, garment traceability, certifications and intellectual property protection. Designed to be accessible and actionable, these sessions supported informed decision-making and strengthened operational resilience, helping brands navigate a more complex global environment.

Together, these initiatives strengthened confidence and capability in digital adoption, client engagement, sales techniques and luxury consumer understanding. Strong participation and positive feedback reflect the relevance and effectiveness of the programmes, while also supporting workforce readiness and deeper industry collaboration.



'The AI Advantage' Leadership Roundtable & Dinner with Salesforce

03

INNOVATION & TECHNOLOGY





Finalists from TBFI Launch Pad and LoomCarbon

The Innovation & Technology pillar strengthens Singapore's fashion ecosystem by accelerating the adoption of new technologies, sustainable innovation and future-ready business solutions. It also helps bridge the gap between innovation and commercialisation, enabling businesses to turn promising concepts into scalable, market-ready solutions with real industry impact.

To support this, SFC delivers a range of programmes under The Bridge Fashion Innovator (TBFI) initiative for innovators at different stages of growth.

The TBFI Launch Pad Programme supports early-stage innovators and startups by giving them access to industry insights, mentorship and market validation opportunities. This helps them refine their solutions and build a stronger foundation for growth.

Building on that, the TBFI Scale-Up Programme supports more established ventures that are ready to accelerate commercialisation and expand their market reach. Through structured mentorship, strategic guidance, industry connections and business development support, the programme helps innovators navigate scaling while creating opportunities for growth in Singapore and overseas.



Nūl Global Technologies

The impact of these initiatives is reflected in the success of participants such as Nūl Global Technologies, a graduate of the TBFI Scale-Up Programme. In 2026, Nūl was shortlisted for the Global Fashion Agenda Trailblazer Programme from a highly competitive international pool, and was recognised in the TechPowered Transformation category for organisations using advanced technologies to drive systemic change in fashion.

As a shortlisted Trailblazer, Nūl took part in the programme and present its solution at the Global Fashion Summit: Copenhagen Edition 2026, one of the industry's leading platforms for sustainability, innovation and collaboration. This achievement highlights the growing international recognition of Singapore-based fashion innovators and the potential of local solutions to create meaningful impact on the global stage.

Speaking about the programme, Malini from Nūl Global Technologies noted that the TBFI Scale-Up Programme provided access to experienced mentors, a strong network of industry practitioners and structured support throughout the process. She added that, for startups, the challenge is often not intention but execution, and the programme helped the team stay focused and move in the right direction.

Through initiatives such as Launch Pad and Scale-Up, SFC continues to support innovators, strengthen pathways to commercialisation and build an ecosystem where technology-driven solutions can help shape the future of fashion.

04

INTERNATIONALISATION, PARTNERSHIPS & ENGAGEMENT



In 2025 and 2026, the Internationalisation, Partnerships & Engagement pillar continued to strengthen the global competitiveness of Singapore's fashion industry by enabling brands to access key overseas markets, unlock new commercial opportunities, and build meaningful industry connections. The integration of internationalisation with partnerships and engagement reflects the increasingly interconnected nature of these efforts, recognising that successful market expansion is often enabled through strategic collaborations, stakeholder networks, and ecosystem support. By fostering relationships with international partners, retailers, industry organisations, and key stakeholders, the pillar created pathways for brands to scale beyond Singapore while strengthening the industry's collaborative ecosystem. The year saw an expansion of structured international programmes across Asia, alongside a strategic shift towards more retail-anchored and digitally enabled engagement models.

A key milestone was the inaugural Global Fashion Programme, conducted from April to December 2025, which supported nine companies in enhancing market readiness and gaining international exposure. The programme established a strong foundation for scalable overseas expansion and reinforced SFC's role in preparing Singapore brands for global growth.

In June 2025, SFC led a sourcing mission to Intertextile Shenzhen Apparel Fabrics, providing participating brands with direct access to a major regional sourcing hub while strengthening supplier networks. This was followed by participation in ITMA Asia + CITME in October 2025, where seven Singapore companies exhibited with SFC's support, generating business leads and engaging key stakeholders across the textile innovation ecosystem.

SFC further strengthened its regional presence through its role as summit partner at AP-TEXPO in November 2025, reinforcing its thought leadership and strategic positioning within the Asia-Pacific fashion and textiles landscape.

The programme cycle concluded in March 2026 with Intertextile Shanghai Apparel Fabrics, a key platform for sourcing, networking, and market insights within China's apparel ecosystem.

Sourcing trip to Intertextile Shenzhen













Complementing its internationalisation efforts, the Partnerships & Engagement team delivered a series of curated initiatives to strengthen industry capabilities and connections. Knowledge-sharing sessions for members were conducted in collaboration with leading partners such as TikTok, HitPay, and Shopify Partner, equipping members with practical insights across digital marketing, e-commerce, and business scaling. Members also benefited from exclusive partner-led offers and promotions to support business growth and operational advancement.

Community engagement remained a key focus, with events organised around major calendar moments such as Chinese New Year and Christmas. These provided valuable opportunities for members to connect, exchange knowledge and explore collaborations in more informal settings, contributing to a stronger and more cohesive ecosystem.

Collectively, these initiatives reflect SFC's commitment to building structured international access points, strengthening regional supply chain linkages, and cultivating a vibrant fashion community in Singapore.

Looking ahead, SFC will sharpen its focus within the Asia-Pacific region by prioritising markets with strong near-term growth potential and scalability.

From left to right:
Tiktok 10 Talk - Unlock growth with 4 million users Workshop

Christmas Celebrations with SFC Members

Growing your fashion brand beyond Singapore members exclusive workshop

Growing your fashion brand beyond Singapore members exclusive workshop

CNY Celebration with Members



Future programmes will place greater emphasis on:
- Retail-driven and hybrid engagement models
- B2C market testing opportunities
- Consumer awareness building
- Direct market feedback loops
- Enhanced digital integration to extend reach beyond physical activations. The Partnerships & Engagement team will continue expanding strategic collaborations and delivering high-impact initiatives that strengthen the ecosystem while supporting the sustainable and scalable growth of Singapore fashion brands.

Across international market access, ecosystem capability building, and strategic partnerships, SFC remains committed to delivering a more agile, commercially relevant, and future-ready framework that advances Singapore fashion both regionally and globally.



A display at ITMA Asia 2025

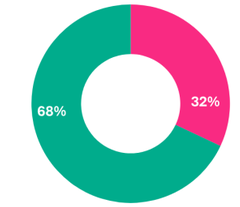
APTEXPO 2025: Opening ceremony at Sands Expo & Convention Centre.



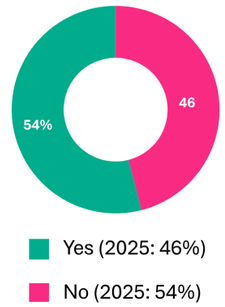
Consumer Survey Report

SFC commissions an external agency to conduct an awareness survey twice a year. This aims to better understand DORS' customers and the wider public, enabling us to better meet their needs and preferences.

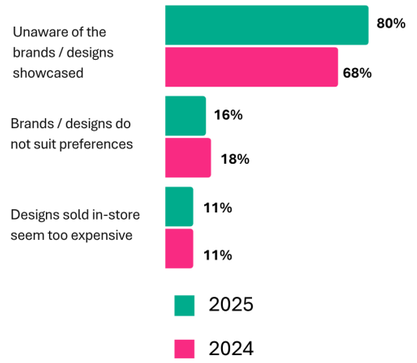
Awareness of DORS



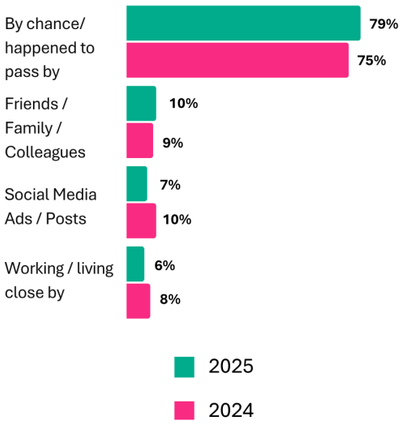
Amongst those aware, percentage that have shopped at DORS



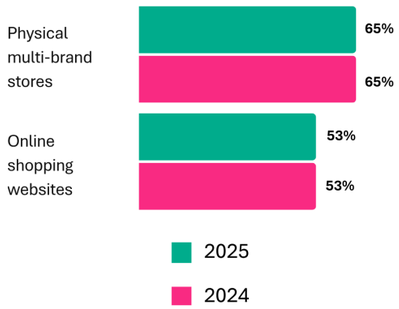
Top reasons for not shopping at DORS



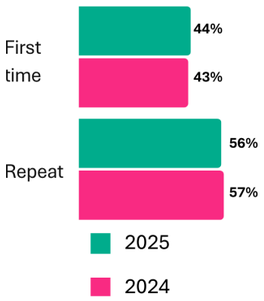
Top sources of information



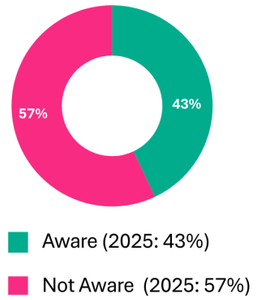
Top channels to shop for local brands and designers



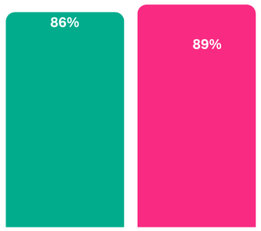
First-time visitor



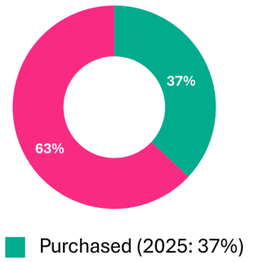
Awareness of DORS prior to visit



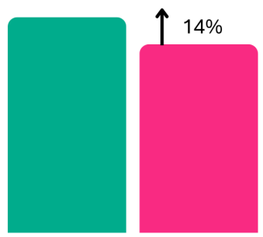
Likelihood to recommend



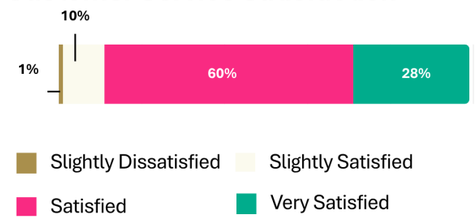
Percentage who purchased



Annual Footfall



Customer Service Satisfaction



While several indicators changed slightly year on year, the overall results point to continued growth and strong consumer engagement at DORS. Awareness before visiting rose from 32% in 2024 to 43% in 2025, while annual footfall increased by 14%, showing stronger visibility and reach.

The visitor profile remained solid, with repeat visitors accounting for 56% of total visits in 2025. Purchase conversion declined from 46% to 37%, but customer satisfaction stayed high, with 60% of respondents satisfied and 28% very satisfied. In addition, 86% said they were likely to recommend DORS.

The findings also suggest an opportunity to strengthen brand awareness and storytelling. Unfamiliarity with brands and designers remained the main barrier to purchase.



DORS serves as a key market access platform within Singapore's fashion ecosystem, helping designers and brands connect directly with consumers. It goes beyond conventional retail by offering a curated space for brand discovery, storytelling and engagement. By combining commercial viability with experiential retail, DORS helps designers strengthen brand equity while contributing to a more resilient and consumer-aware industry.

DORS Reopening

The Grand Reopening of DORS on 17 July 2025 marked an important milestone, bringing together Singapore's fashion, lifestyle and creative communities to celebrate local creativity, retail innovation and the next phase of DORS. The event welcomed more than 193 guests, including media, industry partners, shoppers, collaborators and participating brands, reflecting strong support for the refreshed platform.

The evening began with a percussion performance by Bloco Singapura, which started at the DORS entrance and extended into the Somerset cross junction, creating a lively atmosphere and drawing attention from the surrounding public. Guests were then introduced to the refreshed retail experience through curated presentations across the new zones, including Discover, Women's Spotlight, The Beauty Bar and The Analog Space, each supported by product showcases and storytelling-led merchandising.

In partnership with long-time collaborator NOW Models Management, model talents presented looks and products from participating Singapore brands throughout the evening, reinforcing DORS's role as a platform for local designers and creative talent. Guests also enjoyed live DJ sets, curated food and cocktails, and ice cream created specially in DORS's refreshed brand colours, adding to the immersive experience. The reopening highlighted DORS's continued evolution as a dynamic destination for discovering Singapore brands. It also strengthened connections between designers, shoppers, industry stakeholders and the wider creative community.



Themed Activations

NEW YEAR, NEW _____

A fresh start, reimagined. From wardrobe resets to lifestyle shifts, this campaign embraces renewal, intention, and stepping into the new year with purpose.

SPRING AWAKENING

A lighter season begins. Spring Awakening introduces breathable fabrics, refreshed essentials, and thoughtful self-care for everyday renewal.

OUT-DORS

DORS heads east for its first-ever pop-up at i12 Katong, bringing local design, community, and discovery beyond Orchard Road.

STYLING THE EAST

From morning coffee runs to dinner reservations, DORS silhouettes take over the east side with looks styled for every part of the day.

EVERYBODY MATTERS

An ongoing commitment to inclusive fashion, celebrating real bodies, diverse identities, and clothing designed to move with everyday life.

DORS GRAND REOPENING

DORS returns to the heart of Orchard Road with a refreshed space featuring new multi-label zones, elevated experiences, and a wider showcase of local brands and categories.

HOMEGROWN

In celebration of SG60, DORS spotlights the creativity, resilience, and stories behind Singapore's homegrown brands and designers.

AMBASSA-DORS

As part of SG60, DORS brings together ambassadors from the first countries to recognise Singapore for a cross-cultural style moment celebrating diplomacy, fashion, and local creativity.

NEW CLASS 2025

Welcoming a new generation of permanent brands to DORS, from emerging designers to purpose-driven labels shaping the future of local retail.

CONSCIOUS REVOLUTION

A movement towards mindful consumption, spotlighting ethical fashion, sustainable living, and purpose-driven brands redefining how we shop and wear.

CELEBRATION OF COLOURS

A bold exploration of colour through vivid contrasts, tonal dressing, and expressive palettes that celebrate individuality in every shade.

PEACE & JOY, DORS

A warm and whimsical festive campaign transforming DORS into a destination for gifting, togetherness, and joyful celebrations through immersive retail experiences and storytelling.









The New Class 2025

The New Class 2025 programme continued DORS' commitment to discovering and nurturing emerging Singapore brands across fashion, beauty, lifestyle, and design. The programme attracted over 150 applicants, from which 44 business proposals were shortlisted for review.

Following an evaluation process, 23 brands were invited to participate in a live pitching session, culminating in the final selection of eight brands to join the programme: Glowfully (beauty), Kaifiyyah, Rock Daisy, Layer Plan, KHAAR and Su By Hand (women's apparel), Creatively Active Minds (CAM) (home & art), and Tatsu Maker Works (unisex apparel & art prints). The programme provided selected brands with the opportunity to showcase their concepts, strengthen their retail readiness, and gain visibility through the DORS platform, while reinforcing DORS' role in supporting the next generation of Singapore creative businesses.

AmbassaDORS

As part of the SG60 Homegrown campaign, DORS launched AmbassaDORS: The Fabric of Friendship, a special editorial series celebrating 60 years of diplomatic friendship and cultural exchange between Singapore and the world. The campaign featured ambassadors and high commissioners from countries that were among the first to recognise Singapore's independence in 1965, highlighting the enduring ties between Singapore and the international community through the lens of creativity, culture, and design.

Through a series of short films, social content, and written features, the campaign explored how Singapore's homegrown design scene has evolved into a powerful bridge for global connection, collaboration, and innovation. The series featured His Excellency Allaster Edward Cox, High Commissioner of Australia; Her Excellency Ureerat Chareontoh, Ambassador of Thailand; His Excellency Jakob Brix Tange, Ambassador of Denmark; His Excellency Dante Brandi, Ambassador of Italy; His Excellency Jean-Dominique Ieraci, High Commissioner of Canada, alongside Madame Chantal Ieraci; Her Excellency Gabrielle Rush, High Commissioner of New Zealand; and His Excellency Nikesh Ashvinkumar Mehta, High Commissioner of the United Kingdom, alongside Madam Anna Mehta. Each shared personal reflections on Singapore's creative identity and the role design plays in fostering cultural understanding and international dialogue.

AmbassaDORS reinforced DORS' position as a platform that not only champions Singapore brands and designers, but also celebrates the country's growing role as a creative and cultural connector on the global stage.

Top to Bottom:
Ureerat Chareontoh, Royal Thai Embassy Ambassador to Singapore

Jakob Brix Tange, Royal Danish Embassy Ambassador

Gabrielle Rush, High Commissioner for New Zealand



DORS Pop-up at i12 Katong

During the renovation period of the DORS Orchard store, DORS embarked on its first-ever East Singapore pop-up at i12 Katong, operating from mid-April to end-May 2026. Spanning a 3,000 square foot retail space, the pop-up brought together 41 Singapore brands across fashion, lifestyle, beauty, and design, extending DORS' presence beyond the Orchard belt and into one of Singapore's most culturally rich neighbourhoods.

Located within the vibrant East Coast precinct, the pop-up allowed DORS to connect with a different shopper demographic while immersing itself in a district known for its strong heritage, creativity, and community spirit. The experience highlighted the strong affinity between the area's independent retail culture and DORS' mission to champion homegrown brands. Surrounded by heritage shophouses, cafes, and creative businesses, the pop-up created new opportunities for discovery and engagement with both residents and visitors in the east. The temporary activation also provided valuable insights into consumer behaviour outside of the Orchard district, while demonstrating the adaptability and relevance of Singapore brands across different retail environments. The success of the pop-up reinforced DORS' commitment to exploring new formats and locations that bring Singapore design closer to communities across the island.

06

THE COCOON SPACE







The Cocoon Space: Driving Community, Creativity and Collaboration

The Cocoon Space continues to serve as a platform where ideas are nurtured and brought to life, supporting the Singapore Fashion Council's vision of a collaborative ecosystem for fashion creatives, designers and enterprises.

Following a recent renovation, the space has been enhanced to improve both user experience and functionality. With improved space planning and refreshed interiors, it now offers a more dynamic and welcoming environment that supports meaningful interaction and the evolving needs of the creative community.

Enhanced Spaces and Key Upgrades

Workspaces
Redesigned to support productivity, creativity and cross-disciplinary collaboration.

Event and Meeting Spaces
Now more flexible and multi-functional, enabling a wider range of programmes, including workshops, launches, exhibitions and retail activations.
Overall, the renovation reinforces The Cocoon Space's role as a catalyst for collaboration, innovation and community-building within the Singapore Fashion Council ecosystem.



Christmas Activation: Storge Baby (November 2025)

In November 2025, the Singapore Fashion Council supported a festive retail activation at The Cocoon Space, featuring member brand Storge Baby. The activation transformed Level 2 into a thoughtfully curated, family-friendly retail environment, showcasing high-quality baby essentials alongside a collaboration with Bisousbaba.

The two-day event attracted strong footfall, with consistent queues throughout the activation period. Families, including parents, children and caregivers, engaged actively with the space, reflecting the growing appeal and flexibility of The Cocoon Space as a destination for community-driven retail experiences.

This activation highlights The Cocoon Space's versatility in supporting member-led initiatives, enabling brands to connect directly with consumers through experiential retail formats. It also reinforces the Singapore Fashion Council's role in providing platforms that foster brand visibility, community engagement and meaningful commercial opportunities within a curated environment.



Launch of Third Floor Social

In October, the Singapore Fashion Council introduced Third Floor Social, a day-to-night café concept that enhances the overall experience within Design Orchard. Designed as a versatile venue, it supports a wide range of programming, including artistic events, workshops and community-led activations.

Strategically integrated within the building, the space has been utilised for private events and key Council engagements, including festive celebrations such as Christmas and Lunar New Year. These occasions created valuable opportunities to engage members and brand partners, strengthening connections across the ecosystem.

Beyond community engagement, Third Floor Social also expands the Council's capabilities in supporting brand activations, particularly for fashion houses and partners seeking integrated F&B experiences. This added dimension enables more holistic and immersive event formats within The Cocoon Space.

Operating daily from 11am to 11pm, and until midnight on weekends, Third Floor Social contributes to a continuous and vibrant energy within the space. Its open-concept layout and spacious design encourage interaction and engagement, reinforcing The Cocoon Space's role as a dynamic hub for creativity, collaboration and community within the Singapore Fashion Council network.



LEGO Shophouse Exhibition at The Cocoon Space

The Singapore Fashion Council hosted the first-of-its-kind LEGO Shophouse Exhibition at Design Orchard, transforming Level 2 – The Stage into a vibrant and highly engaging public installation. The showcase attracted strong interest from a broad audience, including families, children and LEGO enthusiasts, and generated significant media attention, reinforcing the space's growing visibility and appeal as a community-driven destination.

The activation demonstrates the versatility of The Cocoon Space in supporting large-scale experiential showcases, and highlights how the integration of physical space with LED screens and advertising platforms can enhance visibility and audience engagement.

It also reflects the Council's ability to collaborate with a diverse range of partners beyond the traditional fashion ecosystem, expanding opportunities for cross-industry engagement. Such activations further showcase the potential of The Stage as a dynamic platform for immersive experiences, strengthening The Cocoon Space's role as a hub for retail, creativity and community within the Singapore Fashion Council network.



LOOKING AHEAD

Across its six pillars, the Singapore Fashion Council has demonstrated a clear and consistent approach: to build a future-ready fashion ecosystem by connecting strategy with execution, and vision with measurable outcomes. From advancing sustainability at a systems level, to strengthening workforce capabilities, accelerating innovation, enabling international growth, redefining retail experiences, and activating physical spaces for community and collaboration—each pillar plays a distinct yet interconnected role in shaping the industry's trajectory.

What emerges is an ecosystem that is increasingly integrated. Sustainability is no longer a standalone agenda, but one embedded across innovation, retail, and internationalisation efforts. Capability-building is not limited to skills training, but extends into equipping businesses to adopt technology, respond to evolving consumer expectations, and compete globally. Similarly, platforms such as DORS and The Cocoon Space go beyond their physical functions, acting as living testbeds where ideas, brands, and experiences converge.

Looking ahead, SFC's focus will be defined by three key priorities:

1. From Enablement to Implementation

Having established strong foundations through research, pilots, and programmes, the next phase will centre on execution at scale. This includes translating insights—such as those from the Fashion & Apparel Sustainability Transformation Sectoral Plan—into tangible enterprise adoption, scaling circularity solutions through the Textile Circularity Consortium, and supporting innovation ventures beyond ideation into commercialisation. The emphasis will shift towards measurable impact, where initiatives are not only introduced, but embedded into industry practice.

2. Deepening Regional and Global Connectivity

SFC will continue to strengthen Singapore's role as a gateway to Asia, with a more focused approach to high-potential markets within the Asia-Pacific region. By integrating physical programmes with digital platforms, and expanding retail-led internationalisation models, brands will be better supported to test, learn, and scale across borders. At the same time, partnerships will be further deepened to unlock new pathways for collaboration, investment, and knowledge exchange.

3. Building a Resilient, Consumer-Centric Ecosystem

As the industry evolves, greater emphasis will be placed on aligning business transformation with changing consumer values. Initiatives like Impact Retail and DORS will continue to shape how consumers engage with fashion driving awareness, influencing behaviour, and creating more meaningful brand connections. Coupled with ongoing capability development and innovation adoption, this will support a more agile, responsive, and resilient ecosystem.

Together, these priorities signal SFC's evolution from a facilitator of programmes to a driver of systemic change. By strengthening the links between sustainability, innovation, talent, and market access, SFC is well-positioned to lead the transformation of Singapore's fashion industry while contributing to a more responsible, competitive, and globally connected future for fashion in the region.

Patron

Ms Sim Ann

Senior Minister of State, Ministry of Foreign Affairs &
Ministry of Home Affairs

Strategic Partner

Partners

Supporting Organisations

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