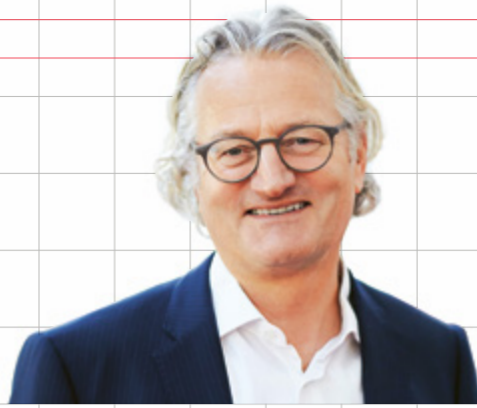


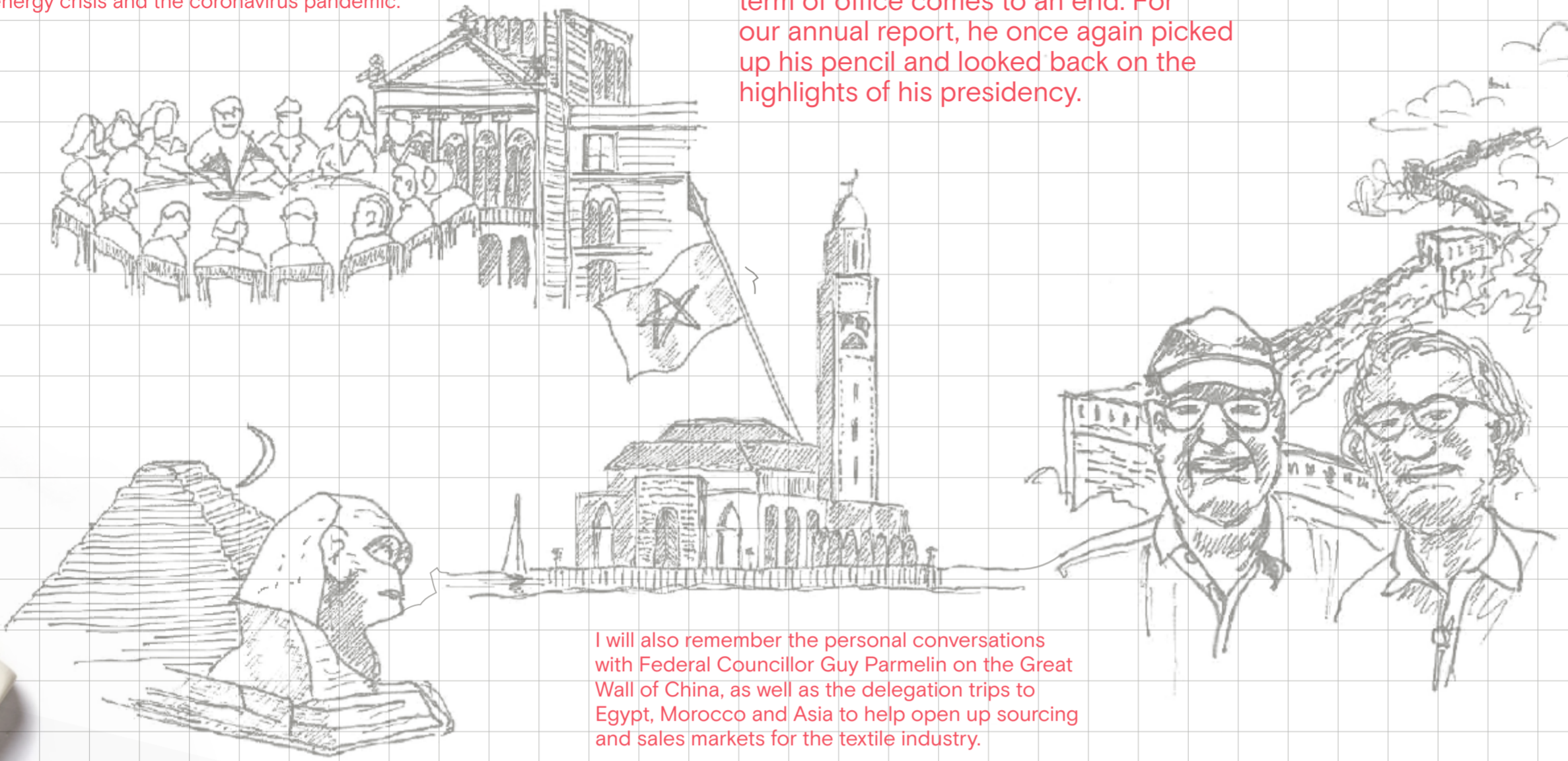
Carl Illi reflects on his term of office

Carl Illi
Chairman of Swiss Textiles



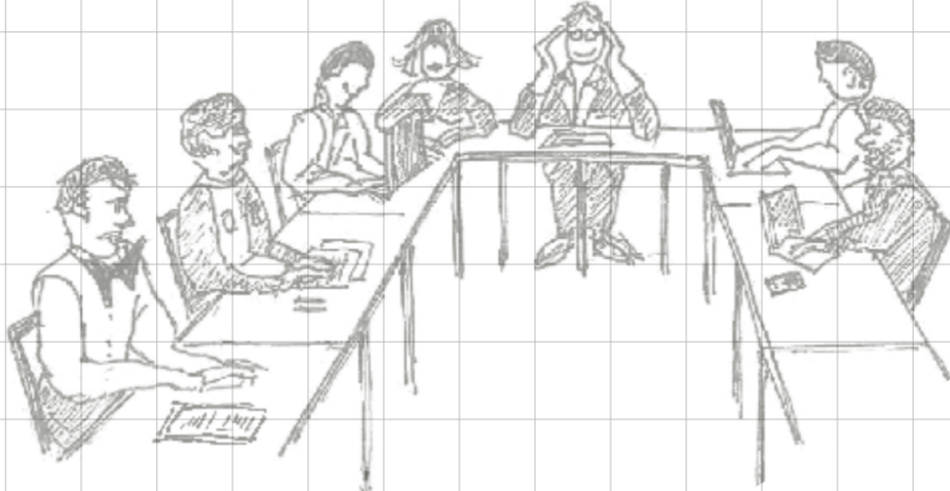
Particularly impressive, always with clear objectives in mind, were the small-roundtable discussions with our Federal Councillors in extraordinary situations such as the current tariff dispute with the United States, the energy crisis and the coronavirus pandemic.

Carl Illi served as Chairman of Swiss Textiles for nine years and was re-elected twice during that time. This summer, his term of office comes to an end. For our annual report, he once again picked up his pencil and looked back on the highlights of his presidency.



I will also remember the personal conversations with Federal Councillor Guy Parmelin on the Great Wall of China, as well as the delegation trips to Egypt, Morocco and Asia to help open up sourcing and sales markets for the textile industry.

In the end, it always comes down to one thing: representing the interests of our members. That is why the discussions with my colleagues and with the Management Board were intensive, yet constructive and focused on tangible results. They were the best part of all.



The General Assemblies of Swiss Textiles have always been more than a formal obligation – they bring together colleagues from across the industry and strengthen our sense of unity. In 2023, at the Enea Tree Museum in Rapperswil, and then in 2024, the major celebration marking our 150th anniversary: what an outstanding occasion!

WHAT I WOULD LIKE TO PASS ON TO MY SUCCESSOR

- Keep your eye on the matter at hand**
It is solely about the concerns of our members – never about personal matters. So always keep your focus on what truly matters.
- Listen and collaborate**
For everyone involved, this commitment is something special. The right response is honesty, openness and friendship.
- Take a clear position**
Stay true to yourself – and represent a clear, well-founded point of view in committees, boards and roundtables. Otherwise, you miss the opportunity to be heard.

Follow us



EDITORIAL BY PETER FLÜCKIGER

We need windmills, not walls

Geopolitical and macroeconomic uncertainty has reached a new all-time high. Wars affect local populations most severely, but globally oriented SMEs are also feeling the consequences: raw materials, energy and transport have become more expensive. Consumer confidence is declining. Demand is weakening.

At the same time, trade barriers are increasing, as states are relying more heavily on protectionism and industrial policy. Europe's textile value chain is becoming increasingly unstable. Long-established, innovative textile and clothing companies have had to restructure or cease operations. This is deeply concerning and worries me.

As a federation, we are committed to solidarity. We believe in connecting the knowledge and expertise of the textile cluster and in actively shaping the future together. That is why I am especially fond of the following Chinese proverb: "When the winds of change blow, some people build walls, and others build windmills."

Other developments, in turn, give me hope:

Sustainability will remain important in the long term, even if it is currently less prominent in the media and political arena. Switzerland has extensive expertise in this field: renewable fibres and fabrics, green chemicals, energy-efficient machinery, recycling technologies and circular business models.

Textiles offer almost unlimited possibilities for application. Swiss companies and research institutions are developing new uses in medicine, sensor technology and defence.

There is a market between slow fashion and ultra-fast fashion. Between the handloom and Temu. This market demands design, quality and service – all areas in which our members excel.

To ensure that we can seize these opportunities, we advocate openness, innovation, a level playing field in online trade, upfront circularity contributions and forward-looking education. At the same time, we support you with practical advice. I look forward to the future together with you.



Peter Flückiger
Chairman
of the management board

2025/26 REPORT

INNOVATIVE TEXTILES
FUTURE-ORIENTED TEXTILES
SWISS TEXTILES
SUSTAINABLE TEXTILES
UNIQUE TEXTILES
CREATIVE TEXTILES
DESIGN TEXTILES
PIONEERING TEXTILES
FUTURE-ORIENTED TEXTILES
INNOVATIVE TEXTILES
SMART TEXTILES
INDIVIDUAL TEXTILES
HIGH-TECH TEXTILES
GLOBAL TEXTILES
SUSTAINABLE TEXTILES
SWISS TEXTILES

Sharpening our strategy: acting faster

Punitive tariffs introduced at short notice, suppliers falling away, geopolitical tensions: business and politics are changing at great speed. Swiss Textiles acts quickly and proactively. The Board and the Management Board have further refined the federation's strategy. Instead of five long-term priorities supported by corresponding expert committees, the federation now relies on flexible working groups. These are formed as needed and address specific issues. Members discuss challenges, exchange experiences and prepare decisions for the Board. Would you like to join an existing working group? Register via the QR code at the end of the report.

Members endorse the direction taken

A representative survey conducted in autumn 2025 among members as well as stakeholders from government administration, politics and partner federations shows that a large majority support the developments of the past five years. They view Swiss Textiles as a strong networker, a competent advisory service provider and a source of impetus that advocates politically for the industry.

The communication channels are also actively used and positively rated.

With 17 entries and 17 departures, membership numbers remained stable. A large proportion of the departures were due to business closures.

Swiss Textiles is on the right path – and will continue to stand up effectively for its members in the future.

As of: 1 January 2026
Source: Swiss Textiles



32%	Production
27%	B2B trade
27%	B2C trade
6%	(Chemistry + Machines) Suppliers
5%	R&D and Design
1%	Recycling
2%	Others

RESEARCH RADAR IDENTIFIES OPPORTUNITIES

Where can the most exciting research projects be found? How can companies engage successfully and help shape developments? Our joint research initiative with the Swiss Federal Laboratories for Materials Science and Technology (Empa) provides answers.

The Research Radar presents members with relevant calls for proposals in the EU and in Switzerland. Empa carries out the screening on behalf of the federation and supports the acquisition of new partnerships. Members receive professional support when entering research projects.



Research Radar: René Rossi from Empa presented it at Innovation Day 2025.

Would you like to contribute and get involved? Then join one of the following working groups:

- European policy
- Public procurement
- Skills profile
- Textiles in defence
- Customs matters

Scan the QR code to find out more:



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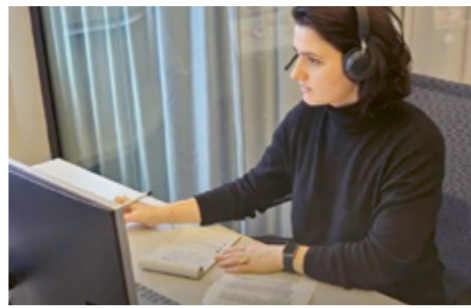
The 2025/26 Annual Report is published in German and English.

April 2026

What we achieved for our members in 2025:

TAILOR-MADE SUPPORT

Customs issues, rules of origin, employment law or the EU textile strategy: in 548 cases in 2025, we provided our members with individual advice or support through webinars.



Lawyer Arbore Marku advising a member on employment law.

CIRCULAR ECONOMY: THE FABRIC LOOP INDUSTRY SOLUTION GAINED MOMENTUM

With the Fabric Loop industry solution, Swiss Textiles aims to close textile loops – for and with its members. In addition to recruiting further participants and carrying out initial preparatory work, the main focus in 2025 was on raising awareness among policymakers and the public for our cause.

At the parliamentary event on 12 March, Annabelle Hutter from Sântis Textiles and Sascha Sardella from Tell-Text presented how textile recycling could work in Switzerland. In keeping with the theme, the fashion show featured individual looks assembled directly from Tell-Text's used clothing collection bags.

Swiss Textiles promoted a nationally organised circular system through a podcast and an appearance at Zurich Design Weeks in September. In addition, we launched a flyer and a social media kit for members and interested parties containing key facts on textile consumption, production and disposal. We highlighted the key decisions now pending in politics and business.

In 2026, the project is set to become tangible: the federal government is to recognise the Fabric Loop industry solution. This requires an appropriate legal basis. During the spring session, FDP National Councillor Regine Sauter submitted a corresponding parliamentary motion, supported by members of parliament from all political groups.



Providing information and raising awareness of how a circular textile economy can function: fashion show at the Soirée Textil in March 2025 and the flyer entitled "How circular is the Swiss textile industry?"



STS 2030 BECAME AN FEDERATION: MORE VOICES, GREATER IMPACT

More voices at the table, critical dialogue and ambitious sustainability goals: in November 2025, Sustainable Textile Switzerland (STS) became an independent federation. This new legal structure makes the multi-stakeholder approach more independent and opens up broader perspectives for its members: research, NGOs, the textile industry, academia and public authorities will in future participate on an equal footing. Swiss Textiles remains the driving force and will chair the new Board. The federation will continue its strategic development this year.

INNOVATION DAY 2025: BRINGING TOGETHER WHAT BELONGS TOGETHER

The latest insights from textile research, circular models and digital applications – presented in keynotes, lectures and fully booked deep dives: that was Innovation Day last November.

What stayed with participants

As the subsequent survey showed, guests did not leave only with fresh inspiration and specialist knowledge: many also said they had established new contacts for future working projects and expanded their networks.



Bringing minds together, exchanging ideas and contacts: Innovation Day 2025 concluded with valuable new insights.

BETTER OPPORTUNITIES IN PUBLIC PROCUREMENT

Public tenders are complex. A new online tool is intended to simplify the process for both sides: it supports procurement bodies with structured catalogues of criteria and provides textile-specific expertise – centrally in one place.

What our members stand to gain

Clear criteria instead of uncertainty, standardised procedures for fair competitive conditions and more targeted tenders: the prototype due by the end of summer 2026 will focus on sustainability criteria – an area in which Swiss textile companies can play to their strengths.

STS 2030 is leading the tool, and Swiss Textiles is helping to shape it together with partners.

FAIR ONLINE TRADE: WE ARE STAYING ON THE CASE

Foreign low-cost online platforms continue to circumvent Swiss laws and can scarcely be held accountable. This creates a clear distortion of competition to the disadvantage of companies in Switzerland. Swiss Textiles therefore continued in 2025 to fight for a level playing field.

This is what we stand for

The parliamentary motions we submitted together with other federations call for fair rules, an obligation to establish a legal presence in Switzerland, stronger controls, consumer protection and sustainability. With the Declaration against Ultra Fast Fashion in Paris last September, we also sent a signal at European level together with our international partners.



Drawing attention at European level as well to the need for fair rules in online trade: Peter Flückiger with members of Euratex in Paris.

STANDING UP FOR THE BILATERAL AGREEMENTS

A key course was set for Bilateral Agreements III: together, the industry helped define the direction of Switzerland's relationship with the EU. Members' concerns fed directly into the federation's political positioning.

- New European Policy Working Group: members jointly developed the federation's position and prepared Board decisions.
- Successful consultation response: the Federal Council followed the concerns submitted.
- Strong alliances: we work closely with economiesuisse and the Swiss Employers Association and represent the interests of the industry.
- Active at every level: from technical working groups to discussions at Board level – we were and remain present

Committed from negotiations through to the consultation process: parliamentary deliberations are under way – and we are staying closely engaged.

MERCOSUR AGREEMENT: 260 MILLION NEW OPPORTUNITIES

After eight years of negotiations, success has been achieved: Switzerland signed the free trade agreement with the Mercosur states last year.

This finally means access to a large and previously closed market – more than 260 million potential customers in Latin America. It opens up new export opportunities for our members.

Swiss Textiles supported the negotiations from the outset and represented the interests of the industry. The agreement will now go before Parliament.

US TARIFFS: SWISS TEXTILES PROVIDED CLARITY

With new tariff announcements almost every month, uncertainty remains high: US trade policy under Donald Trump presents many companies with challenges. Instead of having to navigate the customs maze on their own, members receive clear information.

Last year alone, this included 30 individual consultations on US punitive tariffs, assessments of the constantly changing announcements and practical guidance with concrete recommendations for action. This enabled members to make informed decisions – even in turbulent times.

REDEFINING INITIAL VOCATIONAL EDUCATION AND TRAINING

Technical skills, innovative thinking and creativity are increasingly replacing routine and assembly-line tasks. Structural changes in the textile and clothing industry are altering the requirements that textile technologists (EFZ) and textile practitioners (EBA) must meet.

These and other findings emerged from the surveys conducted in 2025 by the Commission for Vocational Development and Quality (B&Q) on initial vocational education and training.

As a result, these programmes will undergo a complete revision over the coming years. Swiss Textiles bears overall responsibility for the process.