From cotton to textiles: lessons learned from countries that have successfully localized processing

46th Round of Consultations under the DGCFMC on the Development Assistance Aspects of Cotton

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The Flying Geese Model

Textiles helped economies build the capabilities to enter more sophisticated industries

	Raw & semi-processed	Textiles & clothing	Electronics & computers	Consumer digital goods	Robotics & automation
Latest entrants					
Third wave					
Second wave					
First movers					

1950s — Rising incomes, higher value added → Today

18TH–19TH CENTURIES

The UK, then the US, led global textiles; as wages rose, capital moved into steel, automobiles and chemicals.

Textiles as the stepping stone

capabilities → diversification

Why Adding Value at Each Stage

Cotton

$ 1.80/kgs

Spinning

$3.80/Kgs

Weaving/Knitting

$5.20/Kgs

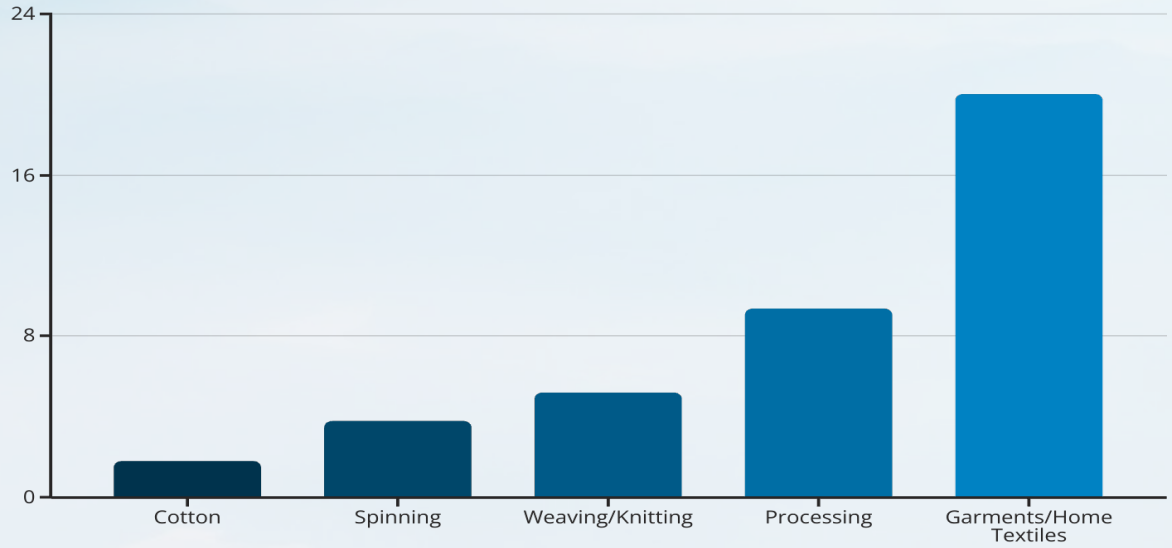
Processing

$9.40/Kg

Garments

$20/Kgs

Value Addition in the Textiles Value Chain $/Kg



Spinning Plant

WTO - Internal

Garments Plant

Project Investment Breakdown

Machinery $1.98M

Building	$1.20M
Land	$0.60M
Working Capital	$0.50M
Electrical & Steam	$0.25M
Contingency	$0.20M
Total Investment	**$5.00M**

Production Scale

15,600	5,460,000	1,229
Pcs/Day	Pcs/Annum	Tons/Annum

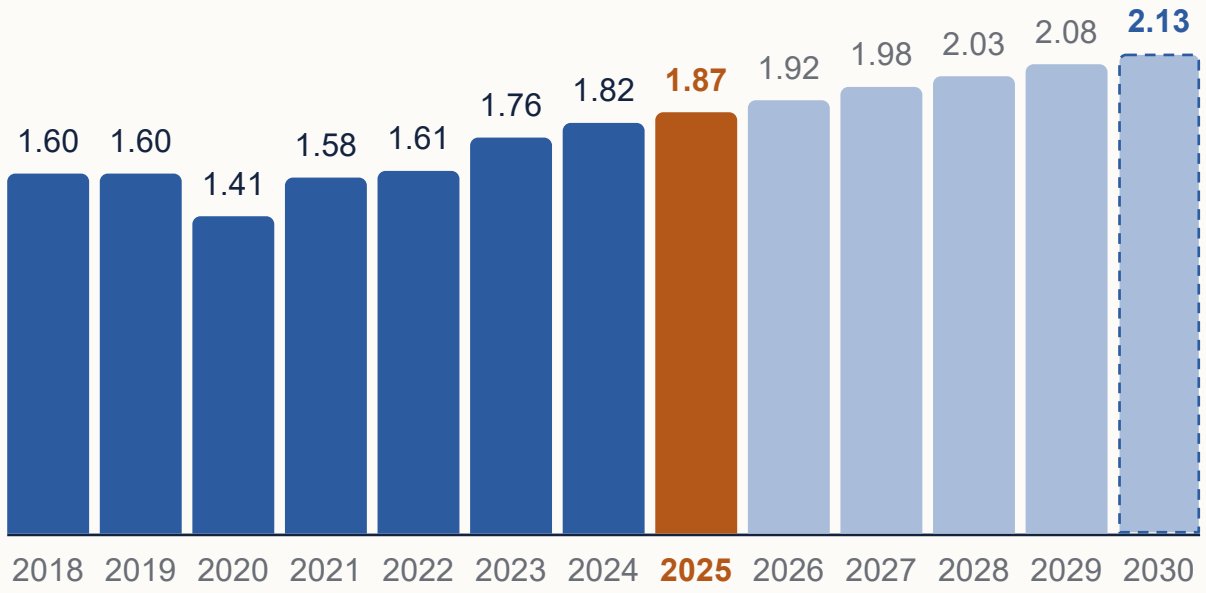
Employment Generation

					Total
Investment	$ 3.8 billion	$ 2.2 billion	$ 3 billion	$ 1 billion	$ 10 billion
Employment Generation	240,000	210,000	150,000	1,400,000	2,000,000

Apparel Demand and Markets

World apparel revenue

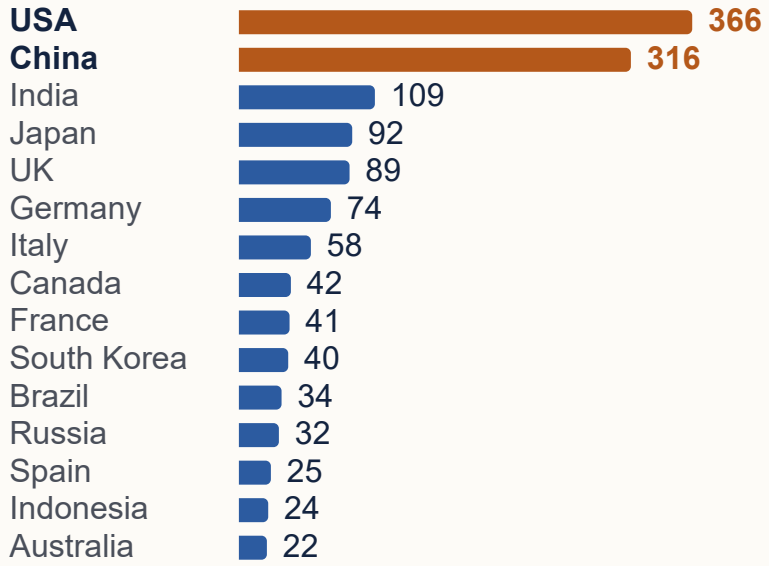
US$ trillion · lighter bars are the 2026–2030 forecast



The world market is forecast to move from **$1.87tn in 2025** to **$2.13tn in 2030**, about 2.6% a year

Largest markets, 2025

US$ billion



The United States and China alone account for some **$700bn** of it

Source: Statista

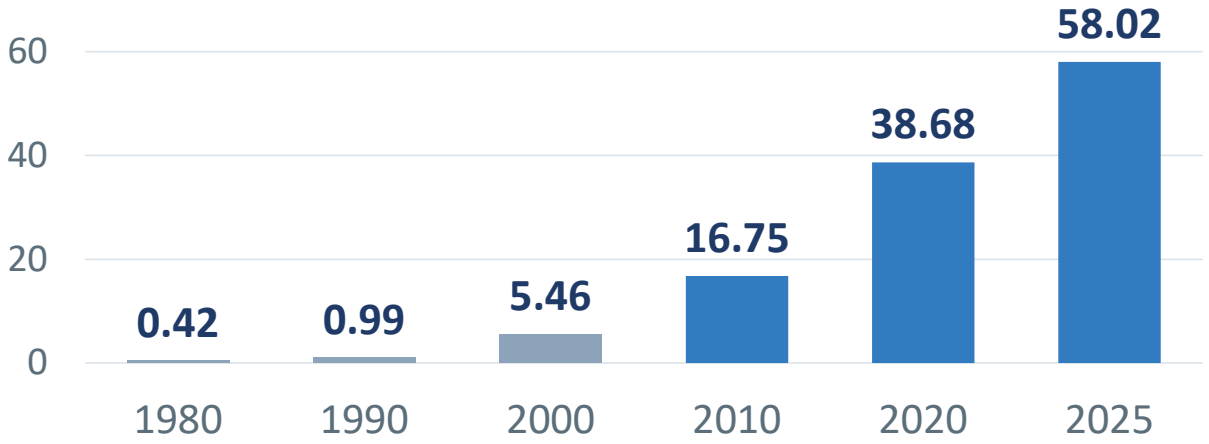
Bangladesh: Textiles Exports

Textile exports grew 5.9 times between 2006 and 2025

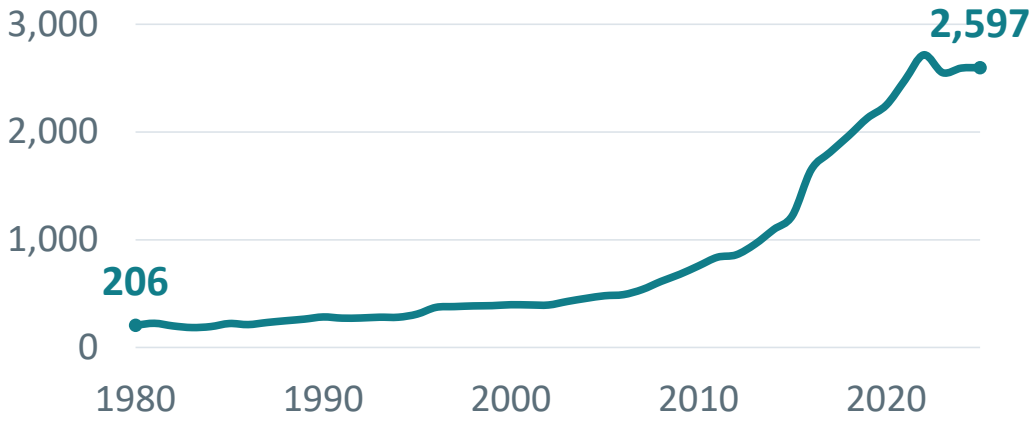
Cotton, 2025/26
Million tons

Production	Consumption	Imports
0.033	1.760	1.616

Textile and clothing exports, US$bn



GDP per capita, US$ (1980–2025)



	1980	2025
GDP, US$bn	18.1	**456.3**
Industry, % of GDP	20.1%	**34.0%**
Exports, % of GDP	5.5%	**11.1%**

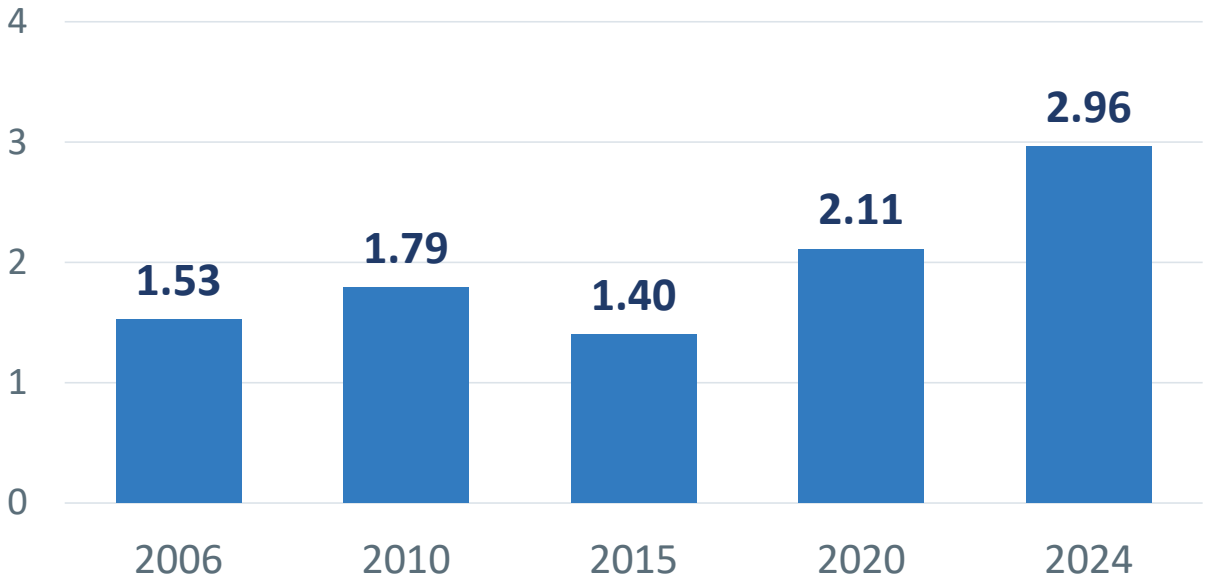
Sources: WTO, International Trade Center, World Bank, ICAC

Uzbekistan: Textiles Exports

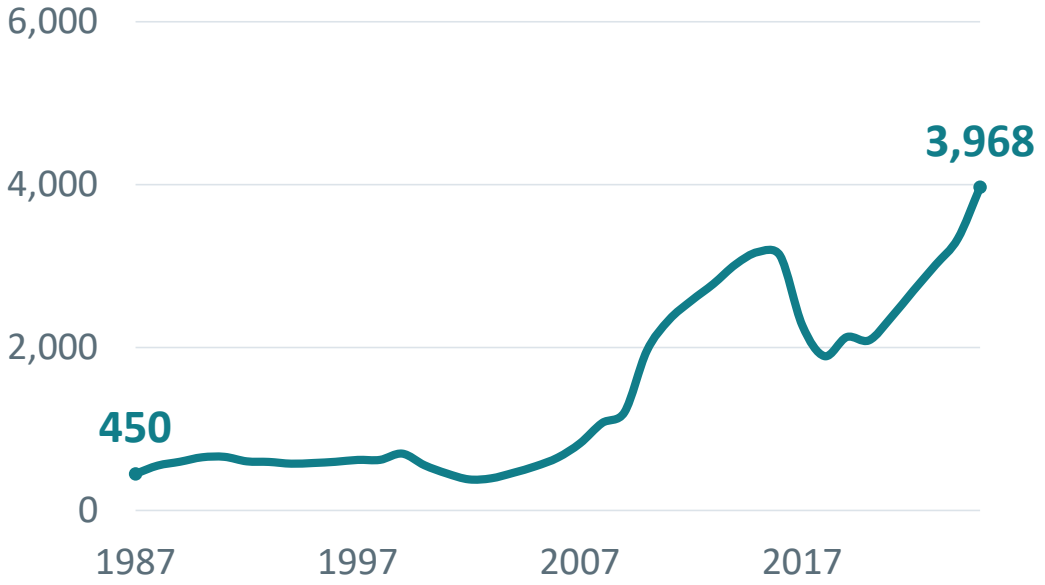
Textile exports reached US$3.0bn in 2024

Cotton, 2025/26 Million tons	Production	Consumption	Exports	Imports
	0.866	0.590	0.005	0.004

Textile and clothing exports, US$bn



GDP per capita, US$ (1987–2025)



	1987	2025
GDP, US$bn	8.5	147.0

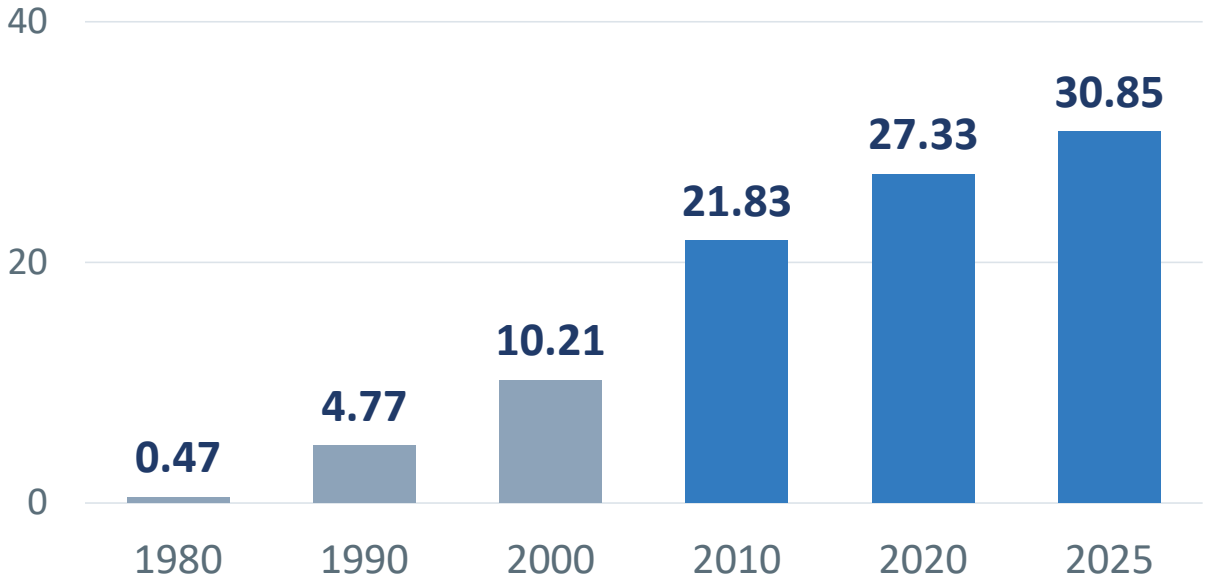
Sources: WTO, International Trade Center, World Bank, ICAC

Türkiye: Textiles Exports

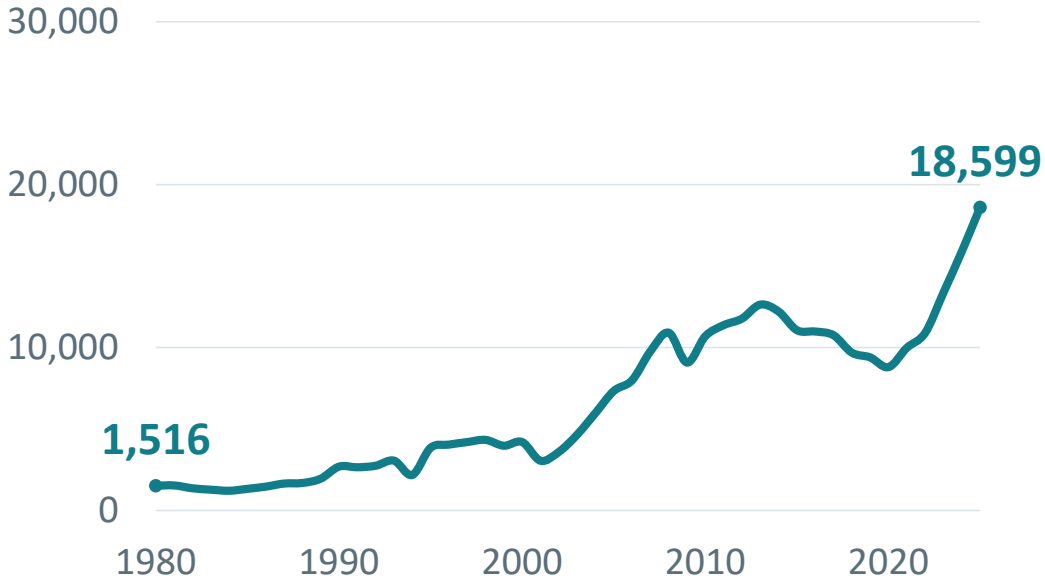
Textile exports grew 1.6 times between 2006 and 2025

Cotton, 2025/26 Million tons	Production	Consumption	Exports	Imports
	0.680	1.400	0.230	1.005

Textile and clothing exports, US$bn



GDP per capita, US$ (1980–2025)



	1980	2025
GDP, US$bn	68.8	1,597.3

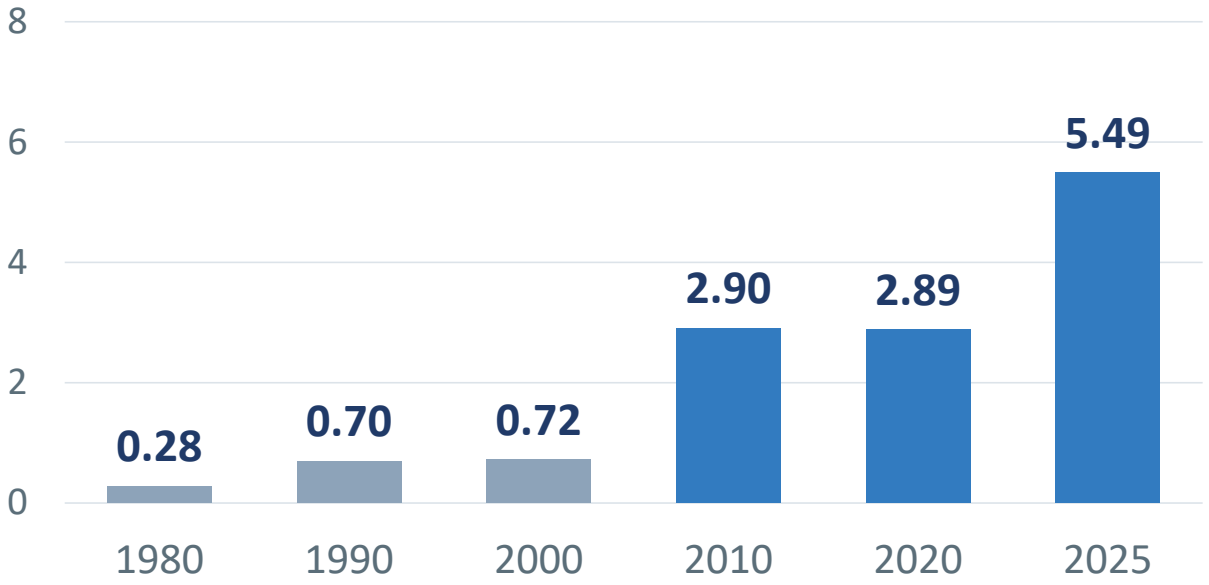
Sources: WTO, International Trade Center, World Bank, ICAC

Egypt: Textiles Exports

Textile exports reached US$5.5bn in 2025

Cotton, 2025/26 Million tons	Production	Consumption	Exports	Imports
	0.100	0.170	0.060	0.261

Textile and clothing exports, US$bn



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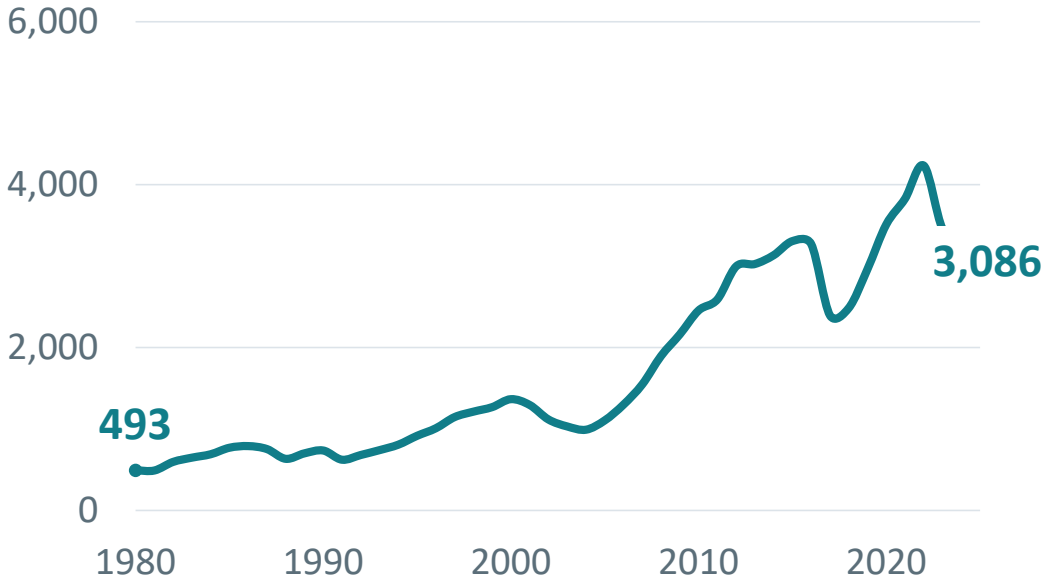


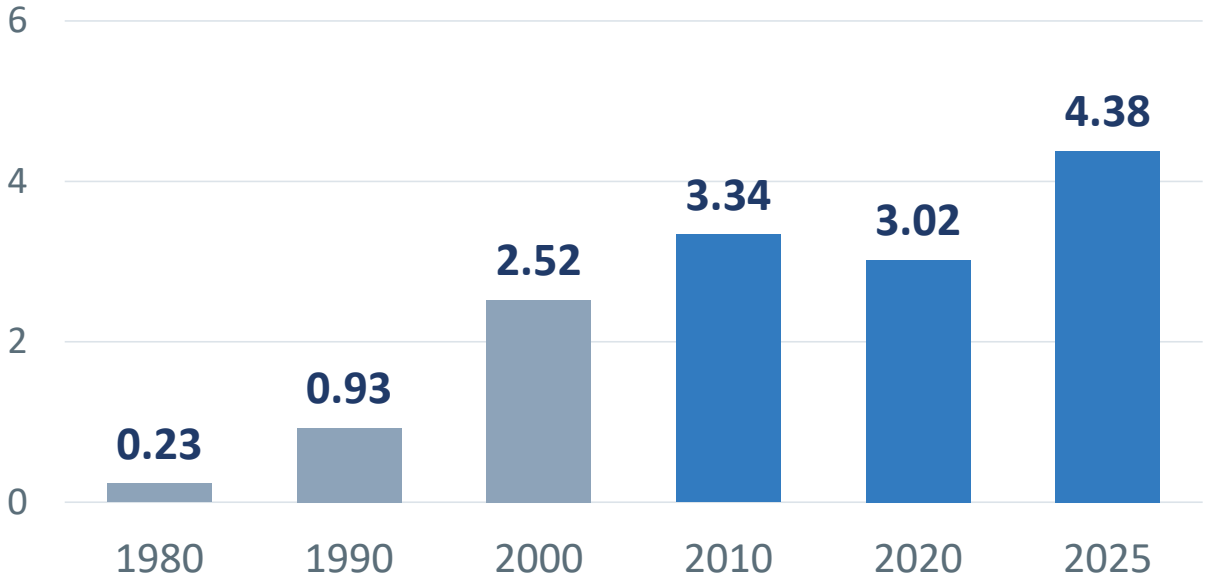
	1980	2025
GDP, US$bn	21.7	365.3

Sources: WTO, International Trade Center, World Bank, ICAC

Morocco: Textiles Exports

Textile exports grew 1.3 times between 2006 and 2025

Textile and clothing exports, US$bn



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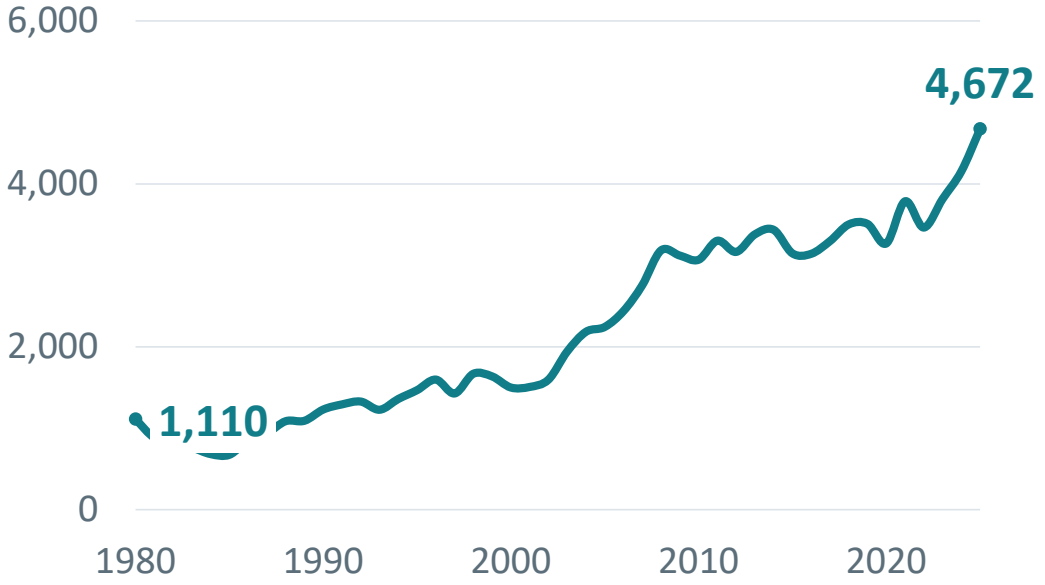


	1980	2025
GDP, US$bn	21.7	**182.4**

Sources: WTO, International Trade Center, World Bank, ICAC

Burkina Faso: Textiles Exports

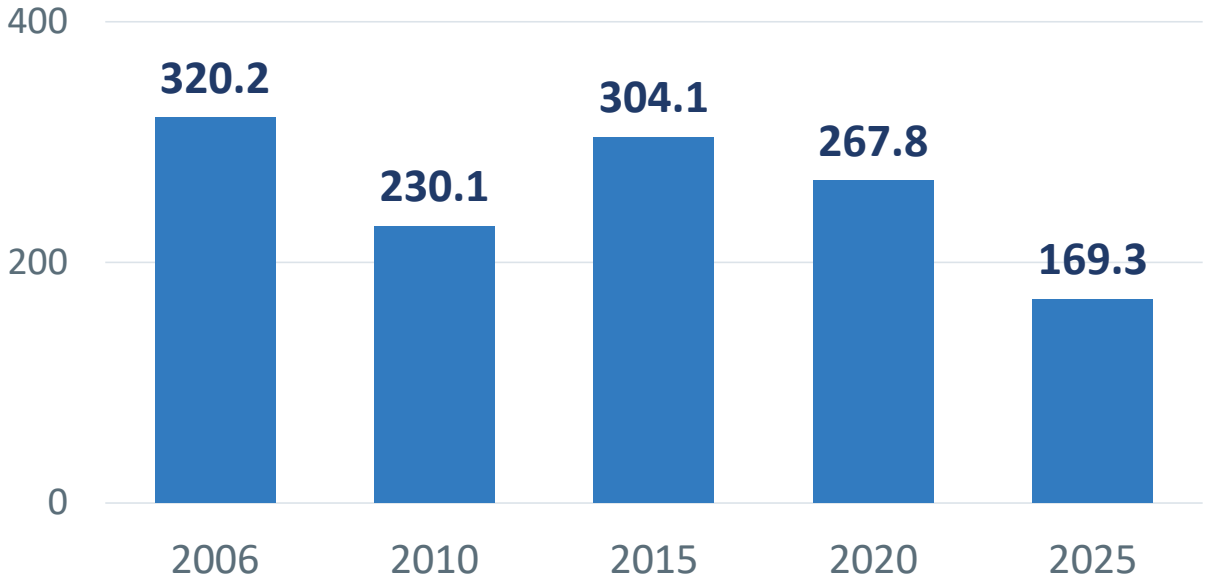
Cotton and textile exports fell 47% between 2006 and 2025

Cotton, 2025/26
Million tons

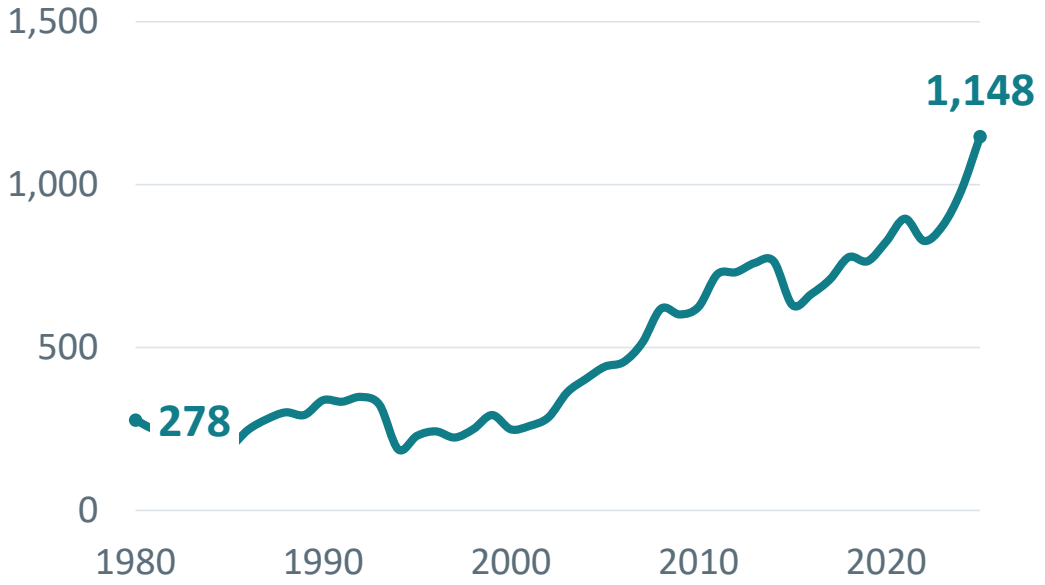
Production
0.120

Exports
0.126

Cotton and textile exports, US$m



GDP per capita, US$ (1980–2025)



	1980	2025
GDP, US$bn	1.9	**27.6**

Sources: WTO, International Trade Center, World Bank, ICAC

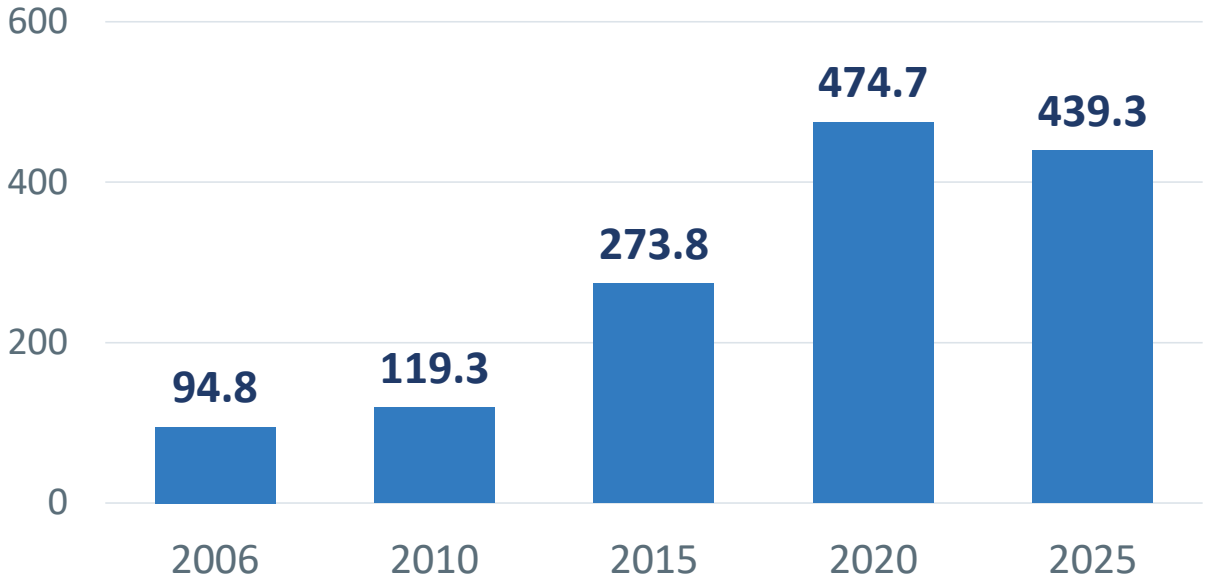
Benin: Textiles Exports

Cotton and textile exports grew 4.6 times between 2006 and 2025

Cotton, 2025/26
Million tons

Production	Consumption	Exports
0.280	0.010	0.250

Cotton and textile exports, US$m



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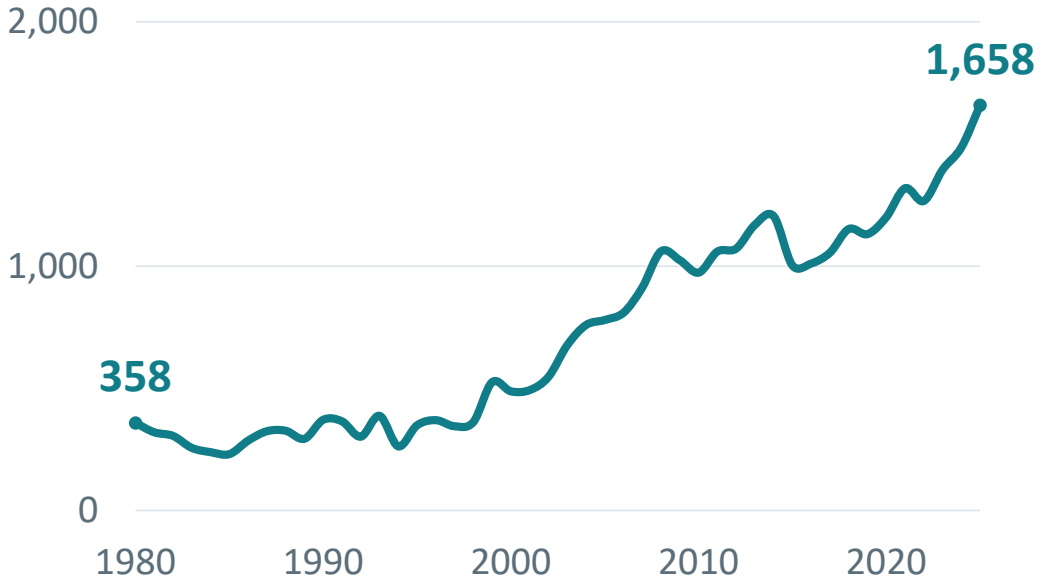


	1980	2025
GDP, US$bn	1.4	24.6

Sources: WTO, International Trade Center, World Bank, ICAC

Viet Nam: Textiles Exports

Textile exports grew 8.4 times between 2006 and 2025

Cotton, 2025/26
Million tons

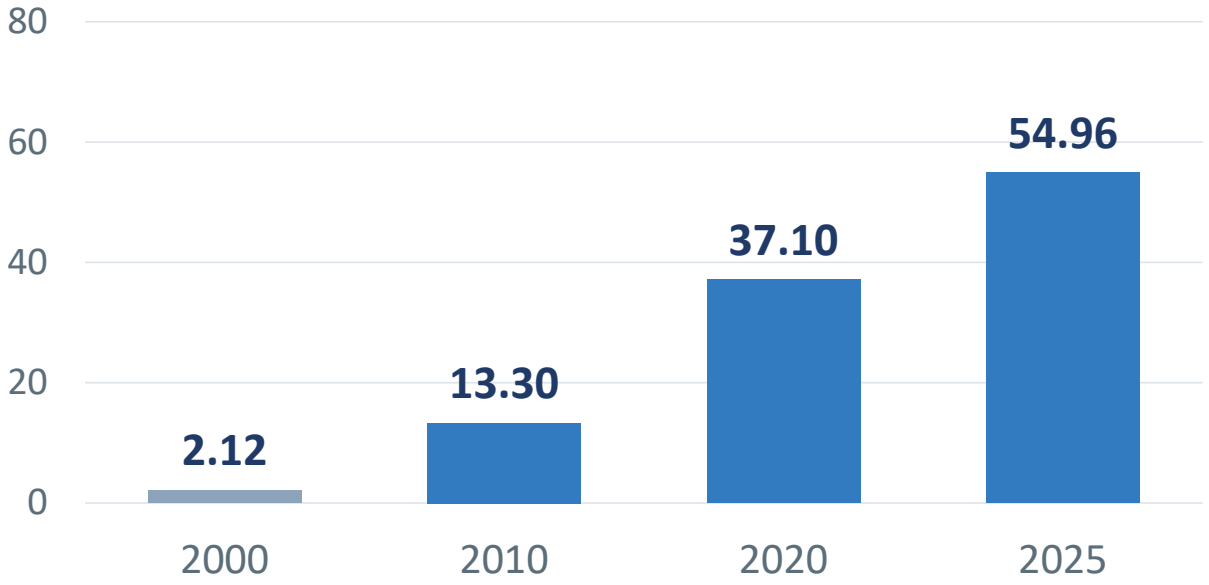
Consumption

1.550

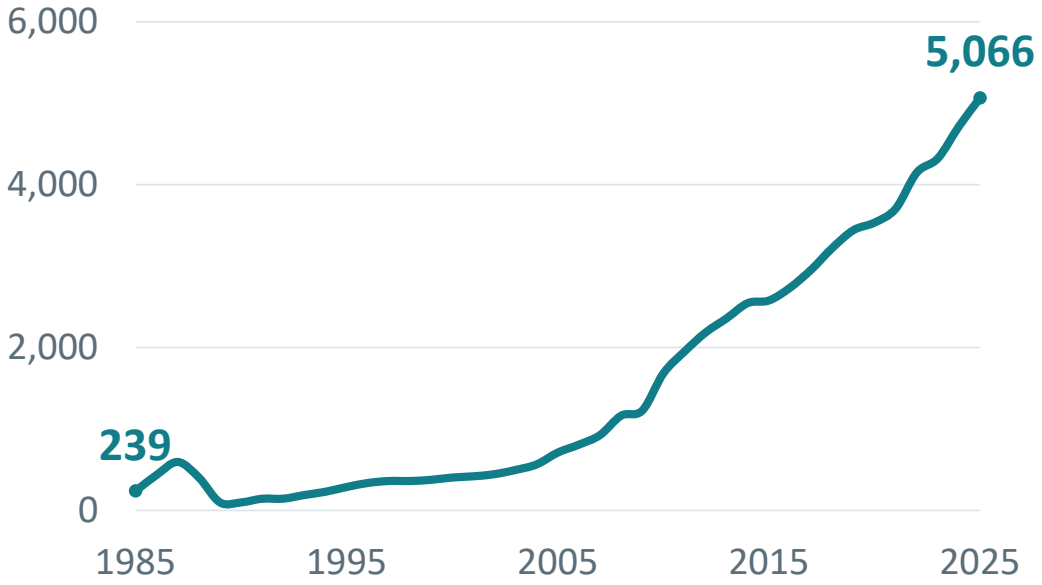
Imports

1.670

Textile and clothing exports, US$bn



GDP per capita, US$ (1985–2025)



	1985	2025
GDP, US$bn	14.1	**514.7**

Sources: WTO, International Trade Center, World Bank, ICAC

Foundations for a competitive textile industry

Predictable policy and capable institutions gave investors confidence

Foundation	What supported development
Long-term strategy	Multi-year textile policy with clear priorities and measurable targets
Sector leadership	Dedicated institutions and joint government–industry delivery
Market access	Preferential access where eligible, backed by efficient trade procedures
Cost competitiveness	Competitive labour costs with reliable, affordable utilities
Skills and technology	Foreign partnerships, training, R&D and quality certification

Lesson: credible commitments and consistent delivery build investor confidence

Incentives for local processing and value addition

Finance and shared infrastructure supported investment across the chain

Support across the value chain

Cotton and ginning	Spinning	Fabric making	Dyeing and finishing	Garments

Investment incentives	Tax holidays and machinery duty relief Depreciation allowances and long-term finance
Working capital	Bonded warehouses, duty drawback and back-to-back letters of credit
Shared infrastructure	Serviced parks with reliable utilities, common processing and effluent treatment
Cotton cluster model	Farmer contracts, input credit and technical support linked growers with mills

Lesson: credible commitments and consistent delivery build investor confidence

WTO - Internal

ITMA 2027: Connecting Technology, Industry and Global Markets

An innovation launchpad spanning the textile and garment manufacturing value chain

Innovation & Technology

Discover technologies advancing productivity, sustainability and manufacturing capabilities.

Integrated Value Chain

Explore solutions from advanced materials to textile and garment production.

Global Industry Connections

Connect with technology providers, manufacturers and buyers worldwide.

1,709
Exhibitors from 47 countries

111,000
Visitorship

143
Visitor Countries

ITMA 2023 Statistics

ITMA 2027

WTO - Internal

GCTIS at ITMA 2027: Where Investment Meets Innovation

Connecting investment opportunities with technologies, industry expertise and global partnerships

Mobilising Investment

Connect governments and industry with investors to unlock opportunities across the cotton and textile value chain.

Accelerating Industrial Transformation

Connect investment with technologies that advance productivity, sustainability and manufacturing capabilities.

Building Global Partnerships

Bring together governments, investors, financial institutions and industry to support sustainable industrial development.

GCTIS | 17 – 20 September 2027 | Hanover, Germany

Inaugural Global Cotton & Textiles Investment Summit, held alongside ITMA 2027

ITMA 2027

Thank you!

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