

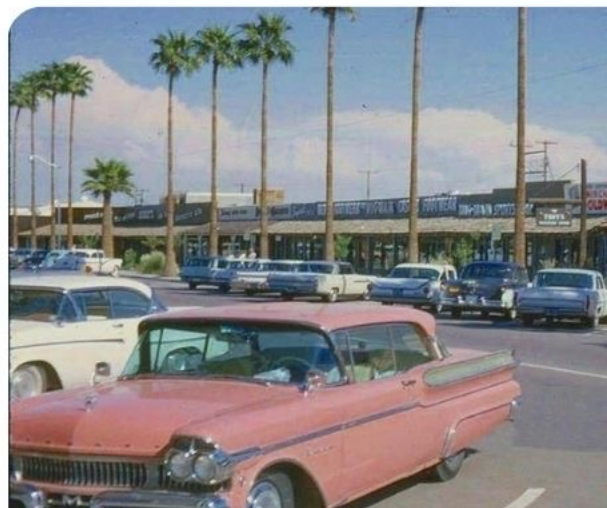
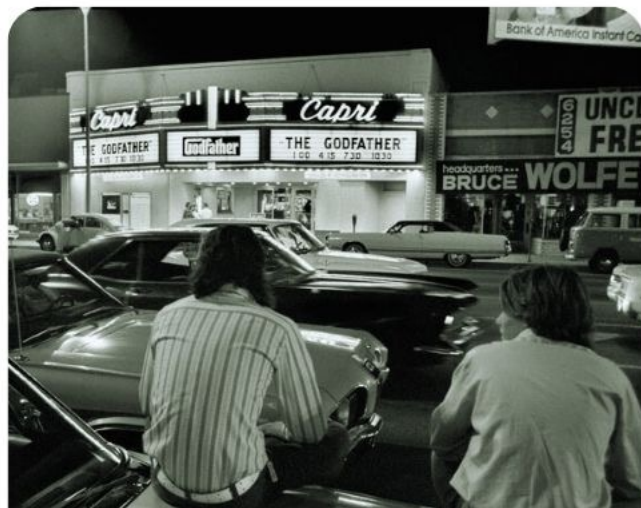
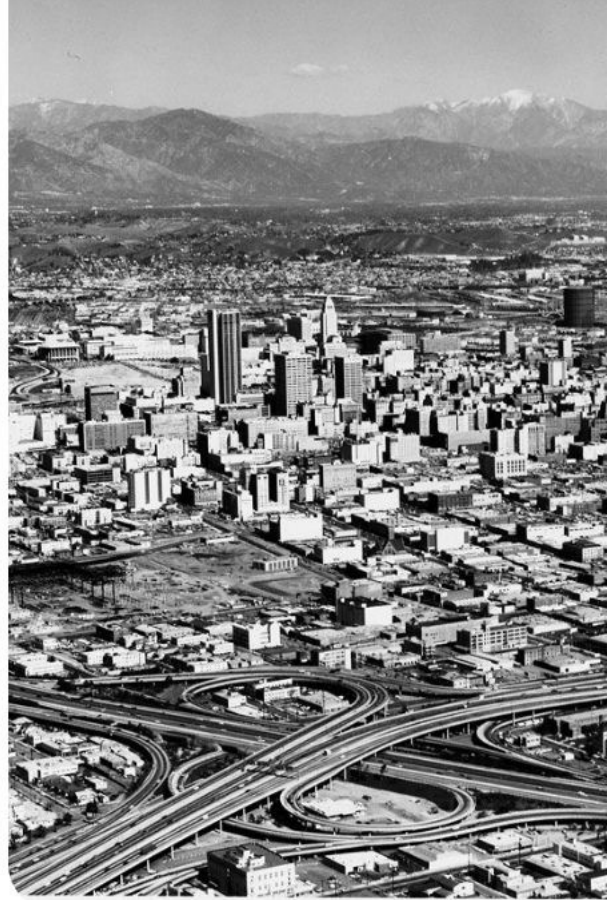
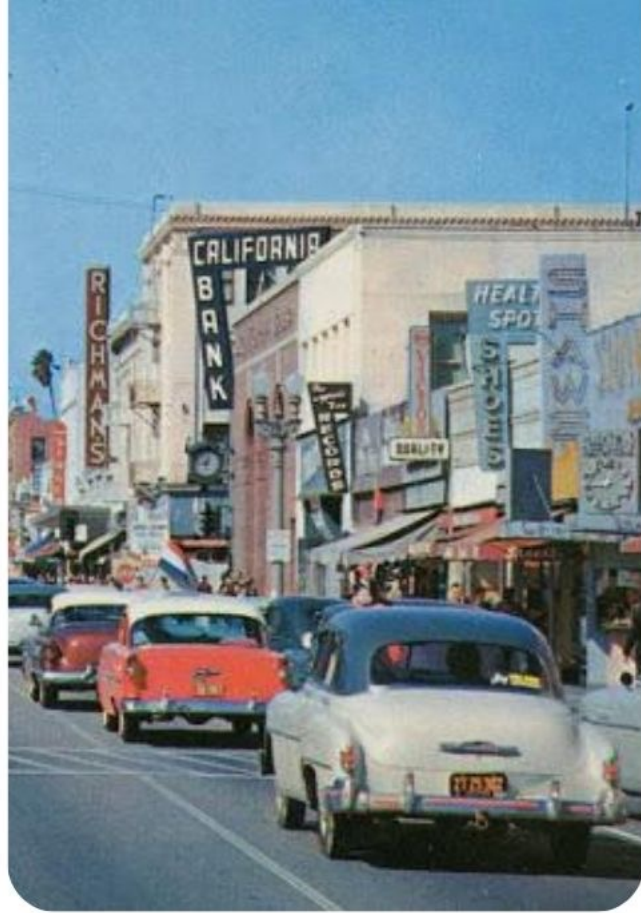


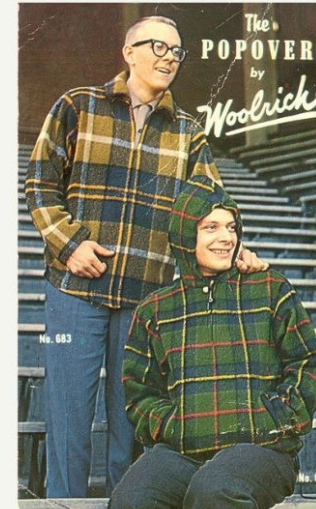
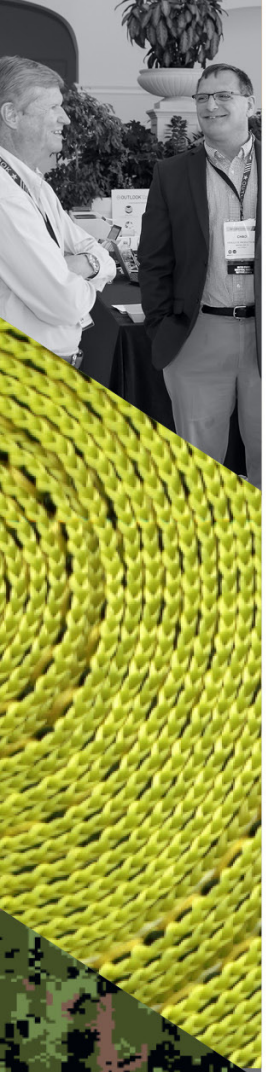
American
Fashion
Network

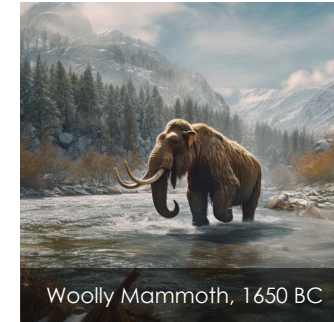
Battling Extinction; The Heart of a Warrior.

 | **OUTLOOK**[®] CONFERENCE









Innovation is essential to ensuring future success through long-term growth and competitiveness.

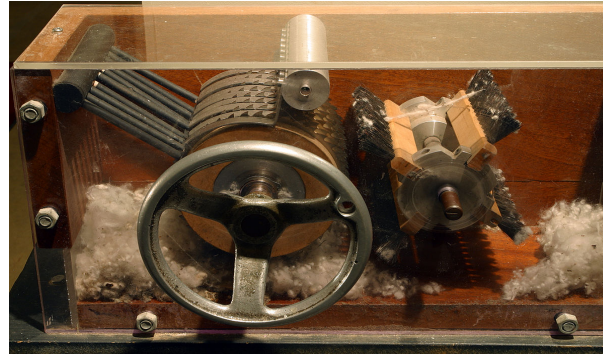




“Our future is found in our past.”

The Rise.

New Innovations



1789

Samuel Slater came to America and brought with him the knowledge to help build the first water powered spinning textile mill in America.

1793

Eli Whitney invented the first cotton gin...planting the seeds for a booming cotton industry.

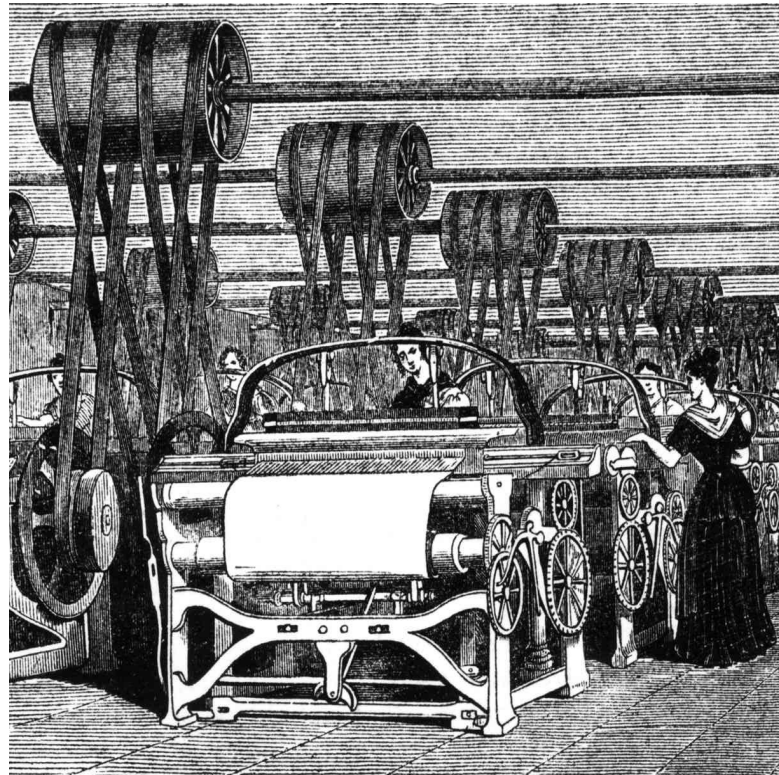
The Rise.

The Boston Manufacturing Company _____

In 1813, Francis Cabot Lowell established The Boston Manufacturing Company.

This new textile mill integrated all the steps of turning raw cotton into cloth into one mill...this was the start of the Industrial Revolution.

In 1860, over 60% of American exports was raw cotton. Of the cotton produced, the Boston Manufacturing Company was responsible for 1/5 of production.



The Power Loom,
by Francis Cabot Lowell

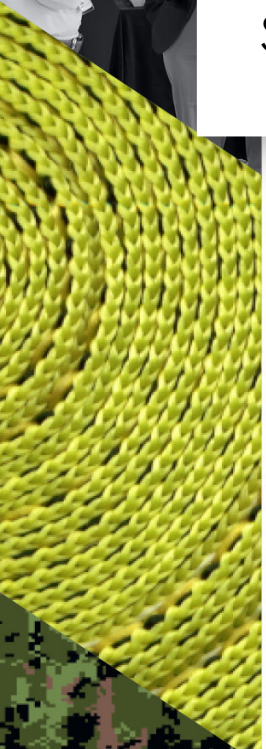


By **1870**, there were **2,400 woolen mills** and hundreds of cotton mills in the United States; not only did the people working in the mills work together, they worshipped together, and their lives were centered around this community.

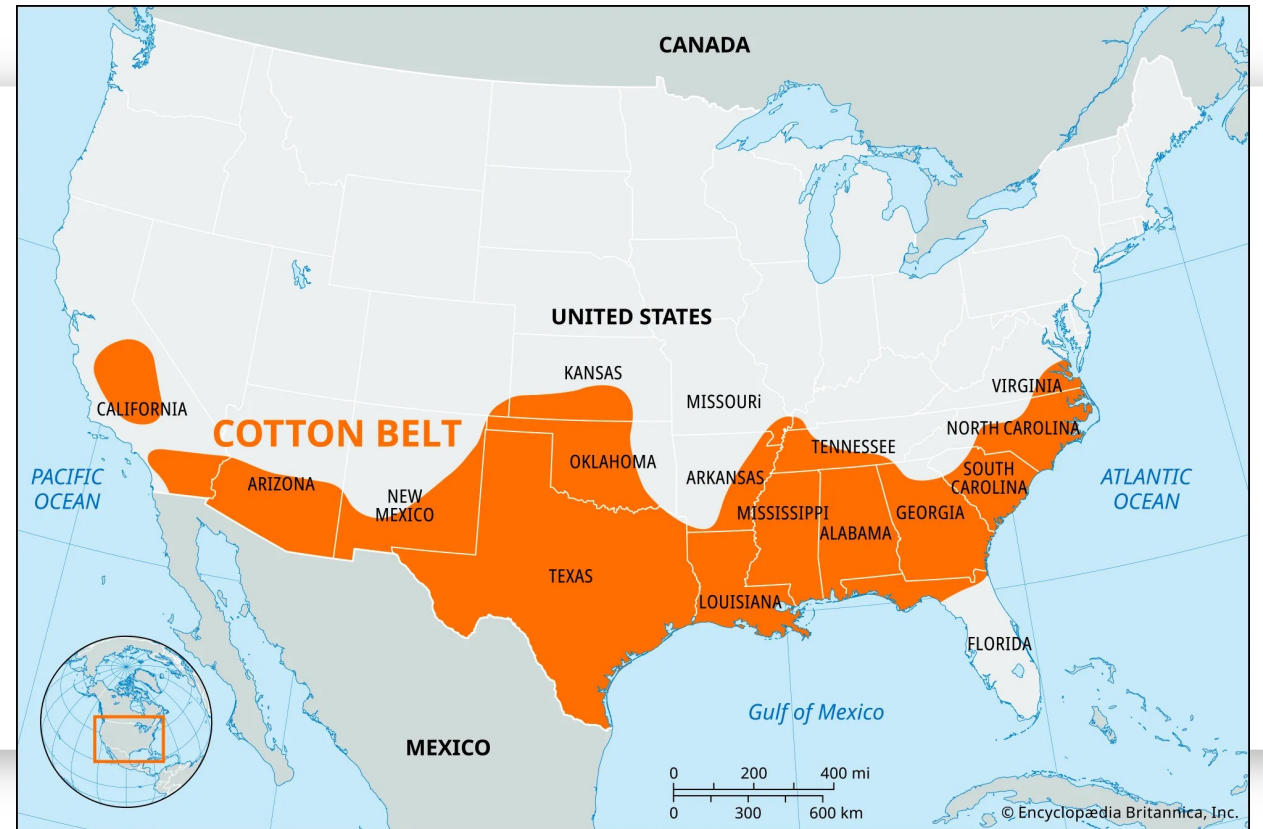


The Peak.

Southern Dominance



The textile industry dominated the South, as **employment** in the textile industry peaked in June **1948** with **1.3 million jobs**.





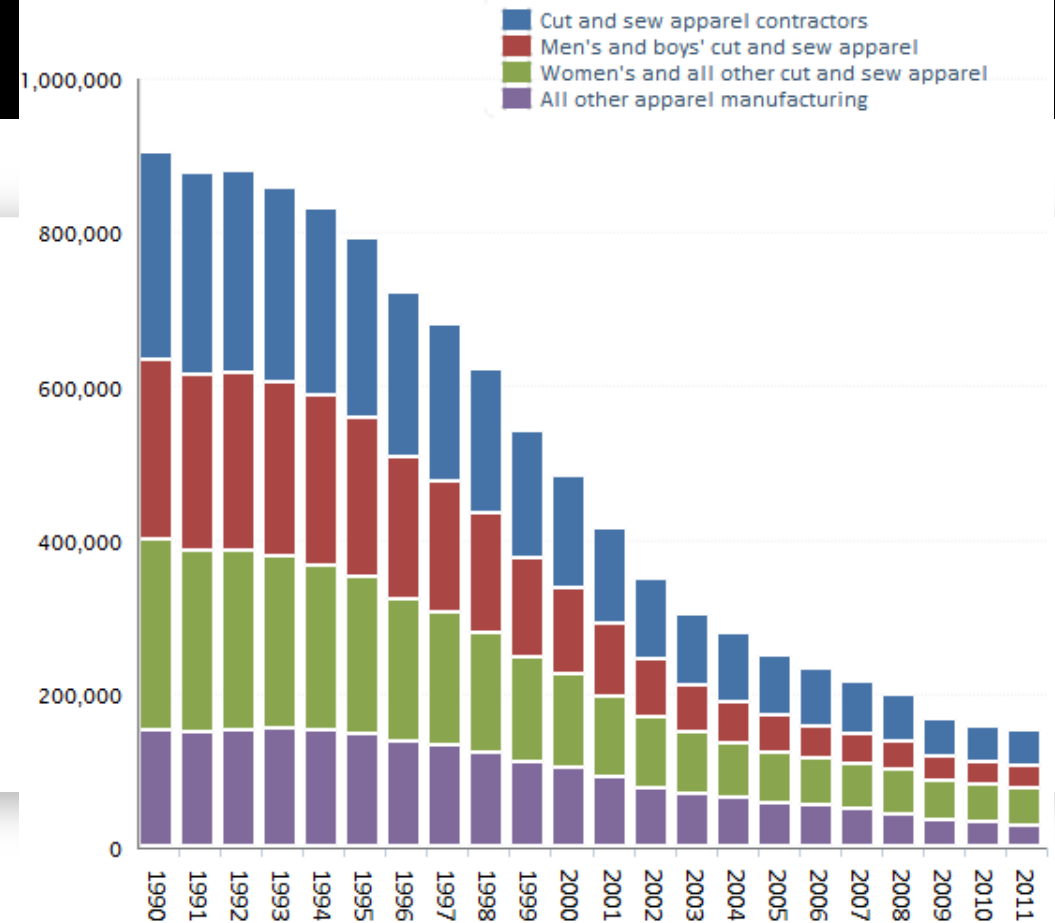
The Fall.

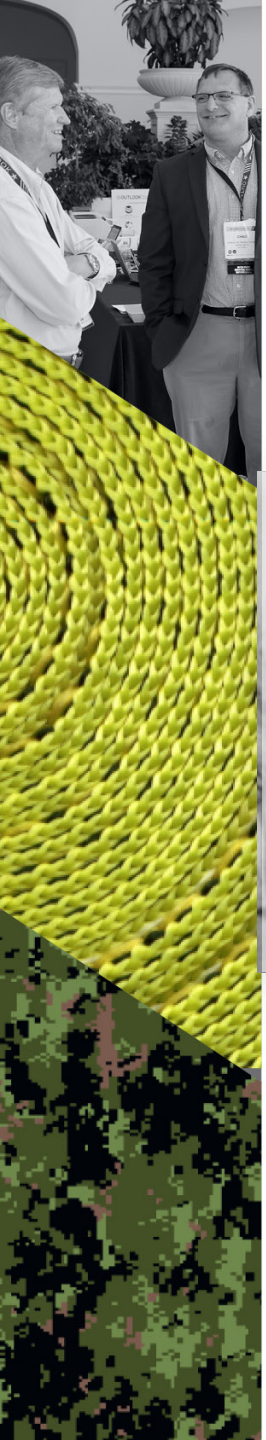
The Growth of Offshoring

During the 1960's about 95% of apparel worn in the U.S. was made here, now that number is down to less than 3%.

Roughly **650** textile plants closed between **1997-2009**.

Employment in apparel manufacturing and component industries, 1990-2011





North Carolina

A Comparison

The U.S. Apparel Industry | 12

In **1940**, North Carolina held the record with **40%** of its jobs in the textile and apparel manufacturing industry.

In **2013**, North Carolina had only **1.1%** of its jobs in the textile and apparel manufacturing industry.

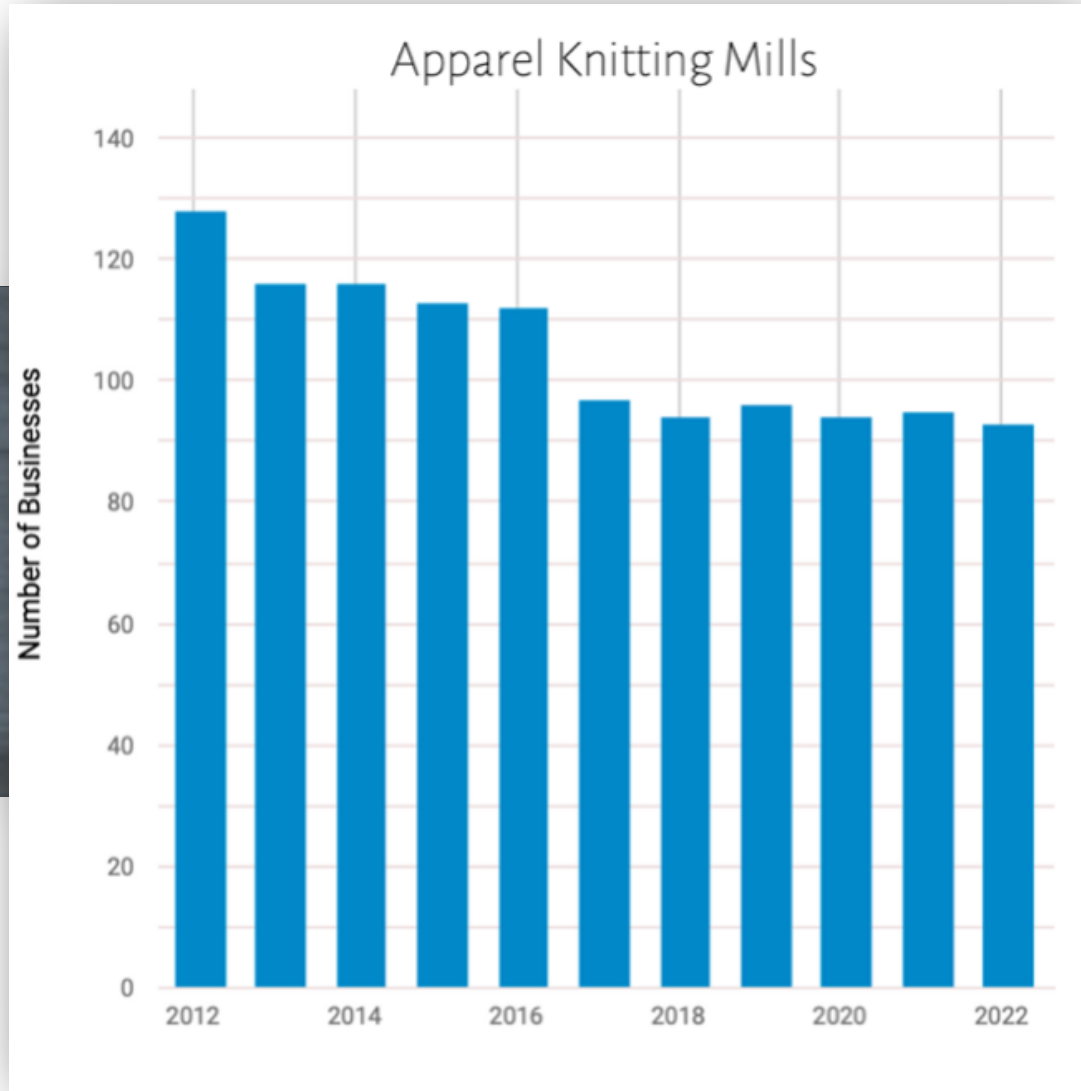


13,225 Textile Mills in the US as of 2022.

States with the greatest number of Textile Mills businesses in the U.S.

- California (168 businesses)
- Florida (123 businesses)
- Texas (109 businesses)

The number of businesses in the Textile Mills industry in the US has declined **1.4% per year** on average over the five years **between 2017 - 2022.**



Apparel Knitting Mills in the U.S. from 2012-2022.

The State of the US Textile Industry in Numbers

\$127.7B

The United States imported a total of \$127.7 billion in textiles in 2019.

2nd

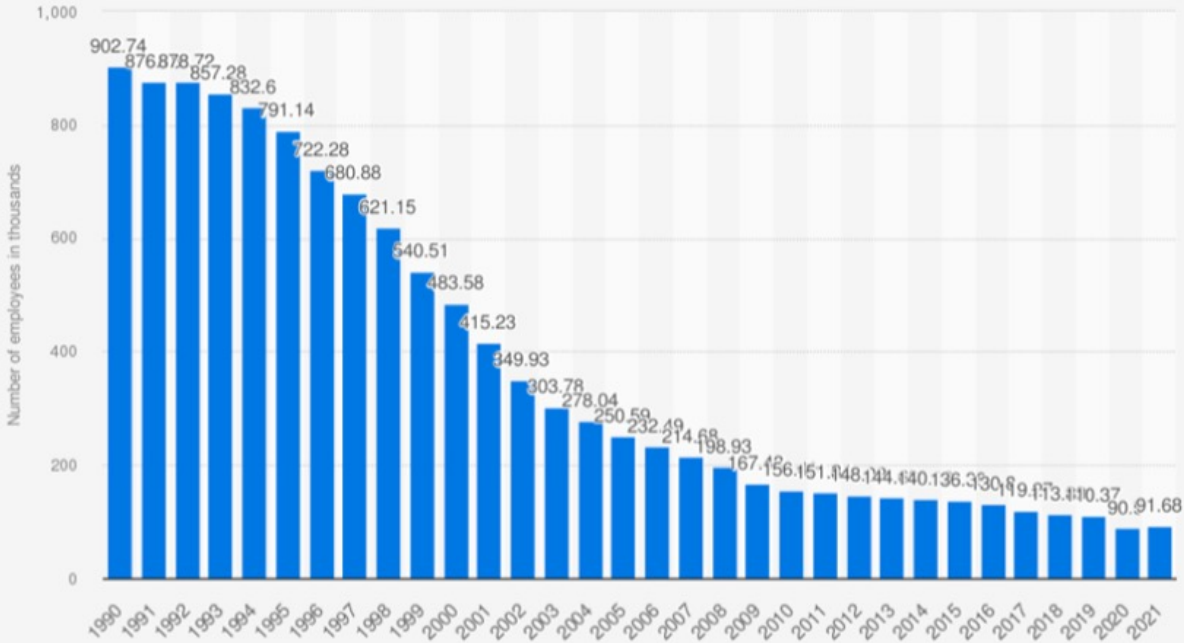
The United States is the 2nd largest market for apparel consumption in the world.

501,755

The U.S. textile industry supply chain employed 501,755 workers in 2023.

Number of Employees in the U.S. Apparel Manufacturing Industry from 1990-2020.

Number of employees in the U.S. apparel manufacturing industry from 1990 to 2020 (in 1,000s)



Source: Bureau of Labor Statistics © Statista 2022

Additional Information: United States; Bureau of Labor Statistics; 1990 to 2020

**“Innovation distinguishes
a leader from a follower”**

-Steve Jobs

Innovation

Reinvigoration and Reinvention

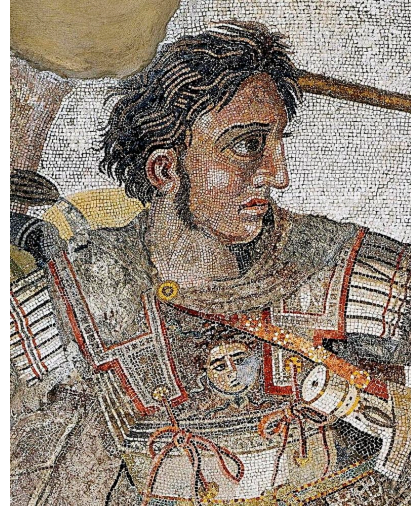
The U.S. textile industry invested \$20.9 billion in new plants and equipment from 2012 to 2021.

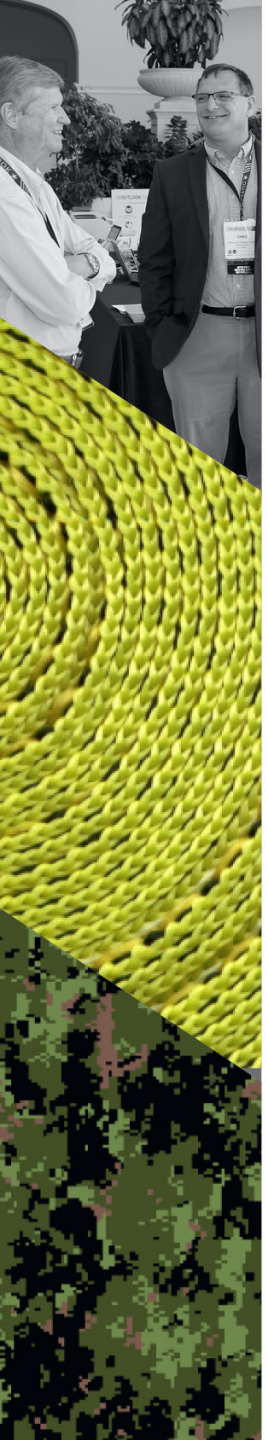
Recently, U.S. manufacturers have opened new facilities throughout the textile production chain, including recycling facilities to convert textile and other waste to new textile uses and resins.



Textile Recycling Plant
in St. Louis, MO

Traditional Warriors



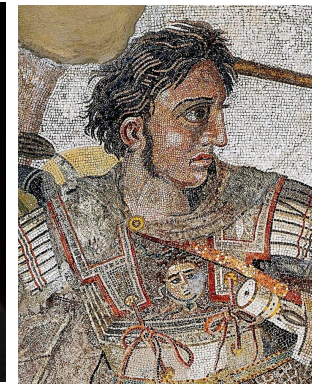
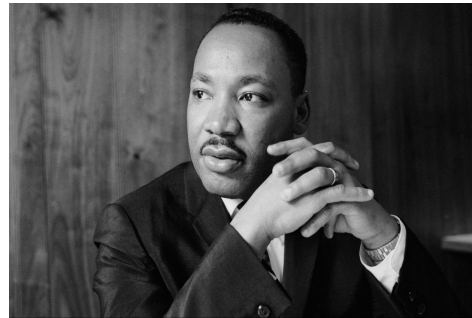


A Warrior's Heart | 20

Non-Traditional Warriors

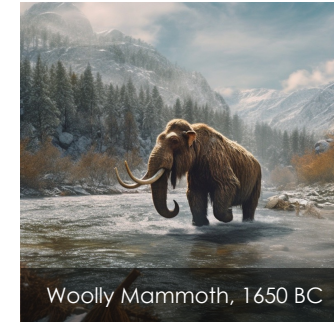


What do these individuals all have in common?



“Warriors appear in every culture when hard times come upon the people. Warrior weapons can be aggressive or peaceful, yet they share one value: They commit to protect and preserve what must be saved.

-Margaret Wheatley





American Bison



Bald Eagle



Battling Extinction; The Heart of a Warrior

Let's Connect!



Jackie Ferrari



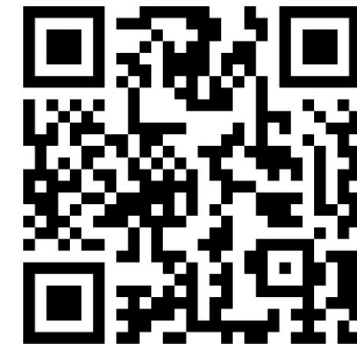
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