



# Uniteks Istanbul

THE FULL PACKAGE FOR GLOBAL FASHION

Türkiye has entered the second half of 2026 with its economy still expanding despite a difficult international environment and tight financial conditions. Official data show that gross domestic product grew by 3.6% in 2025 and by 2.5% year on year in the first quarter of 2026, while the International Monetary Fund's July outlook projects full-year growth of 2.9%. For international companies, Türkiye's importance lies in its position between Europe, Asia and the Middle East, its deep manufacturing base and the ability of its private sector to respond quickly when markets change. That combination has helped the country remain a major industrial and export platform, with Istanbul serving as a meeting point for global brands, suppliers and investors.

Textiles and apparel remain central to that industrial story. The Istanbul Apparel Exporters' Association estimates that Türkiye's textile and apparel industry generated \$56.7 billion in production and \$26.2 billion in exports in 2025, accounting for 10.5% of total exports and supporting around 860,000 industrial jobs. The European Union receives close to 60% of Turkish apparel exports, making proximity to Europe a major advantage. Yet the industry is no longer competing only through capacity or cost. Its strongest manufacturers are moving toward a model built around speed, design, specialized fabrics, responsive production runs, traceability and lower environmental impact. Brands can react to demand in weeks rather than planning every product months in advance.

## A Company Built Through Decisions

Among the Turkish companies helping shape that shift is Uniteks, a privately held, family-owned textile and garment manufacturer founded in 1977. Led by Chairman and CEO İzzet Antebi, the company has evolved into an integrated fashion platform combining fabric development, knitting, dyeing, design, sampling, cutting, garment production, sourcing, quality control and delivery for international fashion groups.

Its scale is important, but scale alone does not explain the company's position. Uniteks has built its business around a more difficult proposition: taking responsibility for the product from the earliest development stage to final delivery. For customers, that means fewer disconnected suppliers, faster decisions and greater control over quality, cost and timing.

The foundations of that model were laid early in Antebi's career. He joined the family business at 17, when Uniteks produced menswear but had no womenswear operation. Basic menswear could increasingly be ordered from lower-cost markets months in advance, leaving Turkish manufacturers dependent on repeat orders and exposed when demand changed. Antebi saw greater opportunity in womenswear, where collections moved more quickly, orders were more responsive and proximity to the customer mattered.

He built the company's first womenswear collection, and the first sample brought an order from C&A. The samples that followed gradually transformed Uniteks into a predominantly womenswear producer. More importantly, the experience established a principle that still guides the business today: long-term relevance would not come from competing in the most easily replicated categories, but from developing capabilities that customers would find difficult to replace.

## One Connected System

Uniteks' operations are structured across two complementary centres.

At its Yenibosna headquarters in Istanbul, design, product development, sampling, cutting, sourcing, commercial coordination and garment management are brought together close to customers and decision-makers. This is where ideas are discussed, collections are developed and the different stages of production are coordinated.

The Çerkezköy production base provides the technical foundation, with



İzzet Antebi  
Chairman & CEO

advanced knitting, dyeing, finishing and in-house colour and quality laboratory capabilities. Together, the two locations allow design, material development and manufacturing decisions to move through one connected system rather than through a chain of unrelated suppliers.

This structure is especially valuable when a product is technically demanding. A request may involve lace, an imported component, a difficult wash, an unfamiliar construction method or a fabric quality that few suppliers are comfortable attempting. Uniteks' approach is not to define the limits of what it produces, but to find the materials, processes and partners required to deliver the result.

That is the practical meaning of "full package": one relationship coordinating design, fabric, dyeing, manufacturing, quality and delivery, while remaining accountable for the final product.

## The Fabric Decision

The company's most consequential strategic choice came when many manufacturers were investing primarily in sewing capacity. Uniteks took a different path. It directed capital toward knitting, dyeing and fabric development—the stages where much of a garment's quality, performance and identity are created.

Sewing could be coordinated through carefully selected production partners. The material at the heart of the garment, however, would remain under Uniteks' technical direction.

That decision still defines the company. A conventional sewing operation can be copied, expanded or undercut relatively quickly. Fabric knowledge is harder to reproduce. It depends on accumulated experience, laboratory discipline, colour consistency, chemical expertise, finishing techniques and the ability to translate a designer's idea into a commercially viable material.

Today, Uniteks produces approximately 50 to 60 tons of fabric per day, using about half for its own garment operations and supplying or processing the balance for other customers. Yet the figure matters less than the knowledge behind it. The company's competitive advantage lies not simply in owning machinery, but in the teams that understand how to use it—people able to anticipate problems, adjust processes and achieve consistent results across demanding products and tight timelines.

## Sustainability as Operating Discipline

Control over fabric has become even more valuable as global brands tighten environmental, traceability and quality standards. The question is no longer only whether a manufacturer can produce a garment, but how the material was made, how much water and energy were used, which chemicals were involved and whether the process can be documented.

Uniteks has invested in solar energy, machinery designed to reduce water consumption, heat recovery and systems that recycle steam back into water. Its longer-term objective is to increase energy self-sufficiency while reducing the environmental impact of dyeing and finishing.

At the company, sustainability is not managed as a separate campaign. It is embedded across raw-material selection, product development, chemical management, water efficiency, energy use, traceability and compliance. This allows customers' lower-impact collection goals to move from the design stage into production rather than remaining promises on a presentation slide.

"Today, if you do not have these systems and standards in place, you cannot work with the major brands," Antebi says. "We fulfil all their requirements, and I believe we will be among the relatively small number of leading companies able to succeed under these conditions."

The company's dyehouse expertise provides a more specific example of that capability. Uniteks is the only Inditex-approved dyehouse in Türkiye able to produce cupro quality, a material requiring a high degree of technical precision. It has also developed advanced polyamide qualities for Zara. These are not simply product claims; they demonstrate the company's ability to connect a

brand's design ambition with material engineering, quality and repeatability.

## Close to the Customer

Technical strength alone is not enough in an industry where trends, buying decisions and collection priorities can change rapidly. Uniteks supports its production base with design and commercial teams in both Türkiye and Spain.

The Barcelona office shortens the distance between European customers and the technical organisation in Türkiye. Rather than waiting for a fully completed order package, the team can participate earlier—following market changes, working with buyers and designers, helping refine product ideas and feeding information directly into fabric and sample development.

This changes the role of the supplier. Uniteks is able to contribute before manufacturing begins, not simply execute an order after every decision has already been made.

The company's relationship with Inditex extends across several brands, including Zara, Bershka, Pull&Bear, Stradivarius and Lefties. Although they share a parent group, each brand has its own designers, buyers, product language and commercial priorities. Serving them requires the attention normally associated with several major customers rather than a single account.

Inditex remains central to the business, but it does not define the whole portfolio. Uniteks also works with established fashion groups across Continental Europe, the United Kingdom and Türkiye, including customers such as C&A, Yours, MS Mode, Pimkie and LPP. The breadth matters because it shows that the company's operating model can adapt to different markets, product categories and customer expectations without losing the standards required by its largest international partners.

## The Advantage of Speed

Antebi believes Türkiye's advantage lies not only in geography, but also in the practical and flexible culture of its manufacturers.

"In my opinion, Turkish people are among the most practical and pragmatic in the world," he says. "When it comes to production, we are the fastest. We are also highly flexible."

At Uniteks, that speed can be measured. Repeat orders can be produced in approximately two to three weeks, followed by around five days of transport to



Europe. This allows the company to compete for business that might otherwise require airfreight from a more distant market.

The commercial argument is therefore wider than the unit price. A brand must also consider total landed cost, inventory exposure, the cost of delay and the value of reacting while a trend is still commercially relevant. Uniteks may not always offer the lowest quotation compared with Asian mass-production markets, but it can offer a faster and less risky route from decision to store.

For Antebi, continuity also matters more than maximising the margin on every individual order. The company is looking for customers who think beyond a single purchase order—partners willing to build volume, solve problems and improve products together over time.

## Value Over Volume

Uniteks' next phase of investment will focus on value rather than tonnage.

The company intends to develop more specialized and higher-performance fabrics that only a limited number of manufacturers can produce. Opportunities



include technical sportswear, premium womenswear, jacquard products, advanced washed and dyed finishes, and garments requiring complex material combinations or construction techniques.

The strategy is deliberately selective. Instead of competing for every basic product at the lowest available price, Uniteks wants to concentrate on categories where design intelligence, fabric engineering, technical know-how and reliable execution matter more.

That direction reflects a wider shift across Türkiye's textile industry. The country's strongest response to lower-cost mass production is not endless expansion, but products that require speed, specialization and close cooperation between design and manufacturing.

## Leadership Beyond Business

The same long-term outlook extends beyond the company.

As president of Reşitpaşaspor, a local Istanbul football club, Antebi has applied many of the values that shape Uniteks to a very different environment: teamwork, discipline, consistency and commitment to a shared objective. The club's recent championship and promotion to the Regional Amateur League represented more than a sporting result. It reflected the impact of building an organisation patiently, creating a sense of belonging and bringing people together around a local institution.

The connection is not a formal corporate slogan. It is a reflection of Antebi's broader approach to leadership. Whether in business or amateur sport, sustainable results are rarely created through one decision or one successful season. They are built by supporting people, remaining present and earning trust over time.

## Preparing for the Future

That long-term thinking also shapes the company's approach to ownership and institutional development.

Uniteks remains a family business, but Antebi believes its scale and operating structure could eventually support a public listing. With annual revenue of approximately \$150 million, relationships with global fashion groups and growing investments in governance, sustainability and higher-value production, the company is preparing itself so that an initial public offering could become realistic in the future.

No final decision has been made, and Antebi does not present an IPO as an immediate financial objective. The preparation itself is valuable: stronger reporting, clearer governance, greater transparency and a company capable of operating beyond the personal relationships on which many family businesses depend.

Whether or not a listing ultimately takes place, the aim is to build an organisation ready for its next generation—one able to stand up to outside scrutiny, attract talent and capital, and preserve the entrepreneurial decision-making that allowed it to grow in the first place.

For Antebi, the full package is ultimately less about owning every process than taking responsibility for the final result.

"If you want to work with one of the best companies in the industry, you can find the complete package at Uniteks," he says. "Sustainability, trust, competitive prices, high quality, quick production and fast-fashion expertise—all in one package."

Nearly fifty years after the company was founded, that remains the central proposition. Products can be copied, machinery can be purchased and capacity can be expanded. Trust takes longer to build. For Uniteks, it has become both the foundation of the business and the standard by which its next chapter will be measured.



UNITEKS