



Labl Fashion

RESPONSIBLE FASHION • DIGITAL EVIDENCE • MARKET ACCESS

www.lablfashion.co.ke • info@lablfashion.co.ke

COMPREHENSIVE CONCEPT NOTE

Labl Fashion LTD

Responsible production, digital innovation, research, education, sustainability and market access

Legal entity	Labl Fashion LTD — Registration PVT-3QU23XV; KRA PIN P051875991F
Registered	30 January 2020, Kenya
Location	Sagalla/Voi, Taita Taveta County; commercial coordination in Nairobi
Strategic period	Controlled operations from 1 October 2026; full programme 2027–2030
Contact	www.lablfashion.co.ke info@lablfashion.co.ke sales@lablfashion.co.ke

Prepared July 2026 | Corporate, partnership and knowledge document

Executive summary

Labl Fashion LTD proposes to establish and scale an integrated responsible-fashion enterprise at Sagalla/Voi: a garment-development, small-batch manufacturing, research, education and market-access platform that combines flexible product development, ethical work, traceable materials, digital production records, applied research and carefully governed fashion-tourism experiences. The initiative responds to a persistent gap between large factories that are efficient at volume but inflexible for emerging brands, and informal workshops that may be agile but often lack dependable technical, quality, safety, costing and evidence systems.

The programme will serve Kenyan and East African brands and institutions first, while building qualified European accounts under the EU–Kenya Economic Partnership Agreement and pursuing gradual, eligibility-based United States market development. It will use responsible third-party materials at launch and internalise textile processes only after demand, technical, safety, environmental, people and finance gates pass.

INVESTMENT PROPOSITION Catalytic support will help Labl Fashion convert an existing sewing facility and six-acre Group platform into a market-facing, evidence-led production and learning centre. Commercial revenues, customer development fees, education, research partnerships and selected visitor programmes are expected to progressively carry operating costs; grant or patient capital should fund public-good capabilities and de-risk early systems.

1. Organisational identity and mandate

Item	Position
Legal name	Labl Fashion LTD
Parent	Labl Group East Africa LTD
Purpose	Make high-quality fashion production a practical force for shared prosperity, dignified work and environmental responsibility.
Core proposition	A Kenyan concept-to-delivery partner for responsible, customisable and traceable garments in smaller viable batches.
Operating anchor	Sagalla/Voi, Taita Taveta County, Kenya
Primary markets	Kenya and East Africa; deliberate EU development; controlled US entry.

2. Context and problem statement

Fashion supply chains create cultural value, employment and trade, but the sector also faces waste, pollution, labour risks and short product lifecycles. UNEP's textile roadmap emphasises shifting consumption patterns, improving practices and investing in enabling infrastructure. ILO evidence similarly shows that textiles and clothing are economically significant and highly dependent on the quality of work, skills, social dialogue and responsible purchasing practices.

- Small and medium brands face high minimum quantities, expensive or slow sampling, fragmented suppliers and limited production visibility.
- Weak specifications and uncontrolled design changes increase quality failures, rework, late delivery and disputes.
- Sustainability claims often move faster than the underlying material, labour, chemical, waste and chain-of-custody evidence.
- Overproduction ties up buyer cash and creates unsold stock, while smaller producers struggle to recover setup and development costs.
- Rural workers, youth, women, artisans and enterprises can be mobilised or trained without dependable links to real demand.
- Research, skills and visitor learning are frequently detached from the commercial production problems they are meant to solve.

3. Proposed intervention

BRIEF	DEVELOP	SAMPLE	SMALL BATCH	EVIDENCE	LEARN
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Figure 1. Every order moves through controlled decisions and returns useful learning.

Labl Fashion will operate an integrated order-to-evidence service. Customers may enter with a concept, sample, technical pack, institutional procurement brief or research question. The company will qualify the need, recover development costs, create a single approved product definition, allocate known materials, plan a viable batch, control production and quality, deliver a documented product, and use post-delivery feedback to decide whether to repeat, revise, repair, repurpose or stop.

4. Goal, outcomes and objectives

OVERALL GOAL Build a financially resilient and trusted East African fashion-production partner that provides responsible, flexible and transparent garment development while creating dignified livelihoods and practical knowledge.

Objective	Expected outcome by 2030
1. Prove customer value	Diversified, profitable Kenya/East Africa/EU portfolio with repeat orders and controlled US development.
2. Establish manufacturing excellence	Repeatable sampling, costing, modular production, quality and delivery performance.
3. Strengthen responsible materials	Known suppliers and lots at launch; selective textile integration only after stage gates.
4. Advance dignity and capability	Safe, fair and inclusive work, competent teams and accountable partner production.
5. Build digital evidence	Connected order, material, batch, product, quality, delivery and feedback records.
6. Establish a knowledge platform	Applied research, education and tourism that solve real production and market

	problems.
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5. Programme components

5.1 Market development and customer acquisition

Paid discovery; product and market qualification; Kenyan institutional and brand accounts; regional growth; EU buyer development; controlled export readiness.

5.2 Product development and small-batch manufacturing

Technical drawings, patterns, measurements, bills of material, virtual/physical sampling, transparent costing, modular cells and quality gates.

5.3 Responsible sourcing and progressive integration

Approved suppliers, material-lot records, substitution controls and staged decisions on weaving, knitting, dyeing and finishing.

5.4 Labl digital operating system

Customer briefs, design versions, material lots, cost/batch logic, production quality, delivery and use feedback held in governed records.

5.5 Onsite Garment Research and Innovation Centre

Design studio, sample lab, materials library, quality/performance capability, organic-colour lab, circularity lab, learning gallery and evidence room.

5.6 Research and education

Workforce learning, youth and community pathways, industrial attachments, university research, professional courses and buyer immersions.

5.7 Ethical, sustainable and circular production

Lawful work, safety, controlled chemistry, durability, repair, material simplicity, cut-waste reduction and verified final disposition.

5.8 Fashion tourism

Controlled production and research-centre tours, make/mend/customise sessions, organic-colour learning and buyer immersion at Labl Fashion, connected to community-led visits and hiking across Taita Taveta. Formal community organisations will design and deliver off-site guiding because communities understand their customs, history and norms best. One hundred per cent of community-visit and hiking fees will go to the relevant formal community organisation.

6. Theory of Change

CONSTRAINTS	CONTROLLED INPUTS	CAPABILITIES	OUTCOMES	SYSTEM IMPACT
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Figure 2. Labl Fashion Theory of Change.

Level	Statement
Problem	High minimums, weak product definition, opaque evidence, unsafe informality, waste and disconnected learning.
Inputs	Facility, people, equipment, approved suppliers, digital system, research partners, working capital and customer demand.
Activities	Co-design, sampling, small batching, quality control, evidence management, research, education and visitor learning.
Outputs	Approved products, traceable batches, competent workers, tested methods, buyer evidence packs and learning experiences.
Outcomes	Lower buyer risk; repeatable quality; safer work; stronger skills; reduced avoidable waste; more credible market access.
Impact	A more inclusive, resilient and responsible East African fashion economy connected to local and international markets.

7. Target groups and value proposition

Stakeholder	Value created
Kenyan and East African brands	Flexible technical development, manageable quantities, local collaboration and dependable repeats.
Institutions and hospitality buyers	Functional garments, wearer trials, documented fit blocks and replenishment control.
EU and US SME brands	Remote approvals, smaller launch batches, material/quality evidence and clear change history.
Workers and trainees	Safe work, written terms, competence pathways, voice and demand-linked learning.
Community artisans and enterprises	Qualified commercial participation under clear quality, safety, price and payment conditions.
Researchers and education partners	Controlled real-world questions, samples, methods, data governance and pathways to adoption.
Visitors and buyer teams	Respectful insight into making, evidence, place and product decisions.

8. Implementation strategy and roadmap

Phase	Priority actions	Decision gate
2026 — Controlled launch	Governance, facility readiness, core team, systems, suppliers, sample workflows and pilot customers.	Safe commissioning and funded orders.
2027 — Stabilise and prove	Product-market fit, standard work, quality, baseline data, minimum viable research centre and initial tourism pilots.	Repeat demand, margin, quality and delivery.
2028 — Scale and qualify	Additional modular capacity, export capability, deeper education, organic-colour and circular pilots.	Funded programmes and viable pilots.
2029 — Integrate selectively	Approved textile, dye/finish or advanced capability only where offtake, permits and competence are proven.	Technical, environmental and financial acceptance.
2030 — Consolidate and replicate	Independent verification of selected outcomes, succession, knowledge publication and next-strategy approval.	Resilient unit economics and evidence.

9. Management, governance and partnerships

The shareholder, Labl Fashion Board, Managing Director/Venture Lead and management team will retain distinct accountability for strategy, budgets, major capital, compliance, customer value, people, quality and results. Daily production controls, weekly operating reviews, monthly management packs and quarterly Board reviews will link delivery to cash, risk and evidence.

Partner type	Potential role	Required safeguard
TVETs and universities	Students, faculty, curriculum, research and placements.	MOU, supervision, IP, safeguarding and publication terms.
KIRDI/competent laboratories	Methods, testing, materials and green-manufacturing support.	Defined scope; no implied accreditation or endorsement.
European design/research partners	Market briefs, exchange, research and dissemination.	Data, IP, finance and result-use terms.
Material and technology providers	Samples, equipment, training and controlled trials.	Conflict disclosure, safety and transparent results.
Community and tourism partners	Local knowledge, guiding, cultural and landscape experiences.	Consent, benefit sharing, safety and dignity.
Funders and investors	Catalytic capability, working capital and stage-gated infrastructure.	Milestones, restricted accounting, procurement and reporting.

10. Sustainability and exit strategy

- Commercial sustainability: charge separately for discovery, development, samples, evidence and production; require deposits and order-linked procurement.
- Institutional sustainability: embed methods, roles, records, supervision and succession rather than depending on individuals.
- Environmental sustainability: use material hierarchy, controlled chemistry, efficient markers, durability, repair and verified recovery routes.
- Social sustainability: use lawful terms, fair and timely pay, safety, grievance, safeguarding and worker participation.
- Partnership sustainability: define IP, data, publication, asset ownership, cost recovery and post-grant responsibilities before implementation.
- Exit logic: time-bound catalytic funding should graduate capabilities into commercial revenue, service agreements, approved research finance or clearly assigned public-good ownership.

11. Monitoring, evaluation, learning and accountability

Outcome area	Illustrative indicators
Commercial	Qualified pipeline, conversion, repeat-order rate, gross contribution, debtor days and customer concentration.
Product and operations	Development cycle, sample iterations, first-pass yield, defects, rework, OTIF and complaints.
People and dignity	Written terms, training competence, safety, working time, pay timeliness, turnover, worker voice and grievances.
Materials and environment	Known composition/lot, marker yield, cut waste, energy/water baseline, approved chemistry, repair and verified disposition.
Digital evidence	Complete designated records, approval history, exception closure, access review and security incidents.
Research and learning	Research pipeline, validated methods, adoption decisions, learners, learning outcomes and published limitations.
Tourism	Visitor safety, consent, local participation, learning, complaints and net contribution.

12. Risk management

Risk	Control response
Insufficient demand	Paid validation, phased hiring/capex, account diversity and order-linked growth.
Working-capital pressure	Deposits, credit control, quotation validity, order-linked purchasing and 13-week cash management.
Quality or delivery failure	Approved specifications, competence, maintenance, first-piece/in-process/final gates

	and corrective action.
Unsupported claims	Claims register, evidence owners, scope limits, external testing where required and transparent corrections.
Labour or safeguarding harm	Written terms, safe work, grievance, visitor zoning, consent and incident response.
Chemical/environmental harm	Risk assessment, approved inputs, PPE, wastewater route, permits and pilot-scale gates.
Cyber/data incident	Purpose limitation, access control, backups, supplier assurance, retention and incident procedures.
Premature expansion	Board stage gates covering demand, competence, safety, environment, people, finance and downside affordability.

13. Financing and budget framework

The detailed financing plan should be agreed with each funding or investment partner and reconciled to the approved annual budget. The 2027 business-plan envelope includes operating overhead, order-linked production inputs, equipment and development projects; it is not an automatic spend commitment. No expenditure should be released without demand, procurement, cash and Board controls.

Budget line	Purpose	Financing logic
People and operations	Core management, production, quality, R&D, maintenance and administration.	Commercial margin plus catalytic start-up support.
Order-linked inputs	Fabrics, trims, packaging, outsourced processes and logistics.	Customer deposits/working capital; never unfunded speculative stock.
Equipment and facility	Machines, tools, safety, power, data, storage and controlled research zones.	Stage-gated patient capital, lease or grant according to asset use.
Digital system	Product/workflow records, user access, integration, security and support.	Group/platform investment plus service recovery.
Research and education	Trials, external tests, faculty/learner activity and dissemination.	Corporate R&D, paid projects, grants and institutional agreements.
Inclusion and safeguards	Access support, worker voice, safeguarding, grievance and community mechanisms.	Public-good or restricted programme finance.
Market and tourism	Buyer development, evidence packs, visitor design, local partnerships and safety.	Commercial fees and targeted market-development support.
Monitoring and assurance	Baseline, audits, evaluation, verification and reporting.	Proportionate project/enterprise allocation.

14. Partnership and support requested

Labl Fashion invites customers, technical institutions, universities, laboratories, material innovators, community organisations, public agencies, funders and responsible investors to participate in defined workstreams. Support may include anchor orders, patient working capital, equipment, research finance, competent testing, curriculum development, digital implementation, market access, safeguards and independent verification.

PARTNER DECISION Every partnership should specify the problem, customer or public value, deliverables, decision gates, budget, ownership, IP/data, risk, claims, monitoring and exit route. Labl Fashion will not accept support that requires unsupported sustainability claims, unsafe scale, uncontrolled data use or growth disconnected from viable demand.

14A. Community-led tourism governance

Labl Fashion's facility will host only the on-site fashion, production, research and education components. Off-site community visits, cultural interpretation, local guiding and hiking will be organised and delivered by qualified community members through organised, formal community organisations. Communities will determine the stories, routes, customs, historical interpretation and local norms that may be shared, subject to law, consent, safety, safeguarding and conservation requirements.

COMMUNITY BENEFIT RULE One hundred per cent of the separately disclosed fees for community visits and hiking will be paid to the relevant formal community organisation. Labl Fashion will not treat those fees as company revenue or deduct an undisclosed commission. Any separate facility, booking or coordination fee charged by Labl Fashion must be itemised, contracted and disclosed in advance.

Area	Community organisation	Labl Fashion
Experience design	Select guides, routes, stories, cultural boundaries and community protocols.	Coordinate the interface with on-site fashion experiences.
Delivery	Lead community visits, cultural interpretation and hiking.	Deliver on-site fashion, research and education experiences.
Revenue	Receive 100% of community-visit and hiking fees through its controlled account.	Use direct payment or disclosed agency collection; maintain a separate payable ledger and settlement evidence.
Safety and accountability	Maintain guide roster, route procedures, complaints and community records.	Due diligence, visitor information, safeguarding interface and incident escalation.

15. Integrated digital, geospatial, finance and market infrastructure

The updated Labl Fashion programme operates within the wider Labl Group and AfriEuro Links architecture. Labl Fashion will use the independent Labl Digital Operating System (LaDOS) for fashion-specific product, production, quality, commercial and circularity records. LaDOS will interoperate with the Crostar Energy Operating System (CEOS) through governed interfaces where energy, oilseed, circular-bioeconomy or shared ESG evidence is relevant. Interoperability will not merge ownership, permissions, liabilities or statutory records.

Capability	Labl Fashion application	Control principle
AI-supported operations	Demand sensing, specification checks, marker and capacity suggestions, quality anomaly flags, service support and management insight.	Human approval; documented models and data; bias, security and performance review; no autonomous employment, credit or compliance decisions.
GIS and environmental mapping	Supplier and production locations, cotton/organic-colour landscapes, logistics, climate exposure, tourism assets and environmental sensitivities.	Purpose-limited layers, lawful location data, controlled accuracy and no disclosure of vulnerable people or sensitive sites.
End-to-end traceability	Customer brief, design version, material origin/lot, batch, quality, delivery, use feedback and verified circular disposition.	Unique identifiers, approval history, exception management and evidence proportional to the claim.
ESG measurement and reporting	Commercial, labour, safety, materials, energy, water, chemistry, waste, inclusion and governance indicators.	Baselines, methods, boundaries, owners, review and explicit distinction between measured and verified results.
Climate-finance readiness	Climate-risk register, adaptation/mitigation activities, cost and outcome data, safeguards and finance-ready evidence files.	No carbon or impact claim without methodology, boundary, additionality analysis and competent assurance where required.
Circular bioeconomy	Organic-colour feedstocks, cotton and textile residuals, repair, reuse, repurposing and qualified recovery links with Labl Farms and partners.	Waste hierarchy first; safety and economic tests; mass-balance and final-disposition evidence; no automatic circularity claim.
Payments and banking	All authorised mobile-money services, licensed payment gateways and banking integrations appropriate to customers, suppliers and approved community transactions.	KYC/AML, tax, reconciliation, segregation of duties, limits, fraud monitoring, privacy and no custody outside licensed arrangements.
Weather-station integration	Government and authorised partner weather data for sourcing risk, production planning, visitor safety, water/energy planning and climate evidence.	Source attribution, quality flags, timestamping and decisions that do not treat forecasts as certainty.
Global marketing transition	AfriEuro Links evolves into a global marketing, buyer-discovery and market-intelligence platform for qualified enterprises and products.	Verified profiles, claims governance, consent, commercial terms, market compliance and clear separation from transaction or assurance functions.

16. Conclusion

Labl Fashion LTD is designed to fill a practical market gap: professional enough to protect quality, people, margin and evidence, yet flexible enough to serve growing brands, institutions, researchers and visitors. Its contribution will be credible only if operations are commercially disciplined, expansion is stage-gated, workers and communities retain dignity and voice, and sustainability statements remain within verified scope. This concept note therefore presents not a promise of instant vertical integration, but a governed pathway from responsible garment production to a stronger Kenyan and East African fashion system.

Selected evidence and reference points

- United Nations Environment Programme (2023), Sustainability and Circularity in the Textile Value Chain: A Global Roadmap. <https://www.unep.org/resources/publication/sustainability-and-circularity-textile-value-chain-global-roadmap>
- United Nations Environment Programme, Sustainable and Circular Textiles. <https://www.unep.org/topics/chemicals-and-pollution-action/circularity-sectors/sustainable-and-circular-textiles>
- International Labour Organization (2025), Decent Work Challenges and Opportunities in the Textiles and Clothing Sector. <https://www.ilo.org/publications/decent-work-challenges-and-opportunities-textiles-and-clothing-sector>
- European Commission, Digital Product Passport and Ecodesign for Sustainable Products Regulation. https://single-market-economy.ec.europa.eu/single-market/digital-product-passport_en
- European Commission, EU–Kenya Economic Partnership Agreement. https://policy.trade.ec.europa.eu/eu-trade-relationships-country-and-region/countries-and-regions/east-african-community-eac/eu-kenya-agreement_en
- Labl Fashion LTD, Strategic Plan 2027–2030 and Comprehensive Business Plan 2027–2030 (management documents, July 2026).

Annex A — Results framework

Result level	Illustrative result	Means of verification
Impact	More resilient and responsible East African fashion value creation.	Independent studies, enterprise results and stakeholder evidence.
Outcome 1	Profitable repeat customers across priority markets.	Contracts, margins, delivery and customer records.
Outcome 2	Safe, repeatable and traceable small-batch operations.	Payroll/OSH, quality, lot, batch and release records.
Outcome 3	Applied research and education transferred into practice.	Research briefs, results, adoption decisions and competence assessments.
Outcome 4	Credible material, labour, environmental and circularity evidence.	Supplier files, tests, claims register and verified disposition.
Output	Products, samples, training, trials, evidence packs and visitor programmes.	Controlled operational and programme records.