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Abstract

This paper examines RE;RE;RE;LAB, a sustainable lifestyle brand established by the Chinese fashion house JNBY Group in 2024 to address textile waste in the industry. Utilizing the 5R framework — Reduce, Reuse, Recycle, Recover, and Remanufacture — the study analyzes how the brand transforms sample fabrics and inventory remnants into limited-edition products. The findings indicate that RE;RE;RE;LAB's scalability is fundamentally driven by the strategic ecosystem of its parent company. By leveraging JNBY Group's robust financial foundation, a global distribution network of over 2,000 stores, and a membership base exceeding one million, the sub-brand successfully overcomes the high entry barriers typically associated with circular fashion. Furthermore, the analysis explores how this model optimizes the Group's ESG performance and aligns with China's carbon-neutrality goals under the 15th Five-Year Plan. Ultimately, RE;RE;RE;LAB serves as a replicable model for "waste resourceization," demonstrating that sustainable fashion can integrate economic viability with aesthetic value through corporate synergy.

1. Introduction to RE;RE;RE;LAB

JNBY Group established the sustainable lifestyle brand RE;RE;RE;LAB in March 2024, aiming to address the waste generated by sample fabric inventory during the research, development, and sampling processes of designer brands. Guided by the philosophy of "Re-consider, Re-create, Re-use," the brand transforms high-quality sample fabrics into limited-edition products, exploring sustainable solutions for the fashion industry.

The three "RE"s in RE;RE;RE;LAB are defined as follows:

- **Re-consider:** The brand fundamentally re-examines the production and consumption models of the fashion industry to explore ways to minimize waste.
- **Re-use:** The brand utilizes waste materials — such as fabric remnants that might otherwise be discarded — to create new products, thereby extending their lifecycle.
- **Re-create:** Through design and craftsmanship, the brand gives old materials new value and form, creating limited-edition products that balance aesthetic appeal with practicality.

2. Analysis of Sustainable Practices Based on the 5R Framework

2.1 Reduce: Eliminating Waste at the Source

Regarding the Reduce principle, RE;RE;RE;LAB's major contribution is its refusal to use virgin materials. All products are crafted from stock fabrics, sample swatches, and leftover textiles. Through a systematic leftover fabric utilization program, the brand classifies and repurposes stock fabrics of different volumes. To avoid the use of new textiles, RE;RE;RE;LAB utilizes large quantities of leftover fabrics from other brands under the JNBY Group, including JNBY, CROQUIS, and jnby by JNBY. According to JNBY's ESG annual report disclosed on the Hong Kong Stock Exchange, the leftover fabric program consumed approximately 20,000 meters of stock fabric and 200 kilograms of leftover scraps in the current fiscal year (JNBY Design Limited, 2025a).

2.2 Reuse: Extending the Initial Life of Materials

In terms of Reuse, RE;RE;RE;LAB grants materials a new practical function and a renewed lifecycle. The brand repurposes leftover fabrics into lifestyle goods such as tissue box covers, coasters, and reusable laundry bags. Furthermore, RE;RE;RE;LAB has developed cross-sector fabric reuse initiatives. For instance, they collaborated with the TMSK Art Museum, where 700 meters of fabric used for exhibition walls was later repurposed into clothing. This "from exhibition hall to wardrobe" chain avoids single-use waste and demonstrates the flexibility of the circular economy. This strategy maximizes the utility of materials at a relatively low cost.

2.3 Recycle: Transforming Waste into New Resources

The brand's core recycling practice is Upcycling. RE;RE;RE;LAB collaborated with the coffee brand Saturnbird Coffee to transform 140 recycled coffee cans into fasteners for coin purses. This innovation crosses the boundaries of the apparel industry, achieving material circulation across sectors. Additionally, the brand creatively uses stock fabrics to make shopping bags, replacing traditional paper bags. This practice upcycles textile waste into functional products, integrating the concept of recycling into packaging and retail.

2.4 Recover: Recovering Embedded Value

Although there is no physical regeneration of products or materials, RE;RE;RE;LAB subtly promotes the regeneration of consumer appreciation for the aesthetics of recycled fabrics. In the era of fast fashion, few designer brands primarily use recycled fabrics as their main design medium. With industrial development, consumer aesthetic preference for recycled fabrics has been diminishing. By establishing a sub-brand focused on eco-friendly materials under a popular, large designer brand like JNBY, it helps restore public appreciation for sustainable fabrics.

2.5 Remanufacture: Driving Circularity through Innovation

RE;RE;RE;LAB held "Remaking Workshops" involving families in the remanufacturing process, fostering environmental awareness in the next generation. For example, at the "Drifting Book Cover Workshop" held at the TMSK Art Museum in August 2024, 30 families used JNBY stock fabrics to create eco-friendly covers for their favorite books. These covers were later "drifted"

(passed on) to children in Guangyuan, Sichuan Province, giving the activity both environmental and charitable significance.

3. Marketization and Scalability Analysis: The Empowering Role of JNBY

3.1 The Foundation for RE;RE;RE;LAB's Scalability

The commercial scalability of RE;RE;RE;LAB is fundamentally anchored in the strategic ecosystem of the JNBY Group. This integrated framework provides the essential resources, including financial backing and logistical infrastructure, required to transition the brand from a specialized sustainability initiative into a robust, market-viable enterprise.

- **Financial Empowerment:** As an innovative sub-brand, RE;RE;RE;LAB's growth is supported by JNBY Group's solid financial foundation. The group recorded a net profit of RMB 898 million in FY2025 (JNBY Design Limited, 2025b). This profitability validates the main brand's commercial resilience and allows the sub-brand to focus on overcoming the high costs associated with upcycling without the financial constraints typically faced by startups.
- **Brand Influence:** JNBY is an influential designer brand with over two decades of experience. The brand image of "high quality and attitude" established in the minds of consumers provides an authoritative endorsement for RE;RE;RE;LAB's sustainability propositions. Because consumers already recognize JNBY's aesthetics and values, the sub-brand's messages regarding "circular fashion" and "giving old items new life" are more readily accepted, significantly reducing the educational costs required to develop a market independently. More crucially, JNBY's membership base of over one million aligns perfectly with RE;RE;RE;LAB's target audience: these consumers, who have long valued design and quality, inherently possess a higher acceptance of sustainable fashion. By leveraging existing channels — such as the subscription-based "More Than A Box" platform and exclusive member communities — RE;RE;RE;LAB's 5R products can accurately reach potential users. Through real-life experience sharing and word-of-mouth within this membership, the brand achieves an efficient pathway from concept

penetration to sales conversion, saving the significant time and costs typically associated with the "cold start" required by new brands.

- **Supply Chain Integration:** Unlike independent brands that require high investment to build a distribution network from scratch, RE;RE;RE;LAB can directly access JNBY's global network of over 2,000 physical stores and online e-commerce platforms, allowing it to concentrate limited resources on product innovation. Whether it is the display and sale of limited-edition products, pop-up events themed around "garment alteration workshops," or hands-on interactive experiences with consumers, all can be rapidly implemented by leveraging the parent brand's mature channel matrix. Furthermore, the fabrics recycled by RE;RE;RE;LAB can start with JNBY's own leftover materials. The parent brand's waste supply feeds the specialized sub-brand.

3.2 Contribution to Parent Brand and Shareholders

RE;RE;RE;LAB, by transforming JNBY's stock fabrics, sample textiles, and other waste materials into resources, directly reduces both raw material procurement and waste disposal costs. These redesigned limited-edition products generate new revenue streams, contributing positively to the group's overall gross margin improvement. Notably, JNBY Group maintained a leading industry gross margin of 65.6% in FY2025, with refined material management serving as a key supporting factor (JNBY Design Limited, 2025b).

As an innovative sustainable brand, RE;RE;RE;LAB significantly enhances the ESG (Environmental, Social, and Governance) performance of the JNBY Group. Its practices in environmental protection and social responsibility help shape the group's image as a responsible corporate citizen. This not only strengthens consumer loyalty but also makes the group more attractive to investors focused on sustainable investing, bringing intangible assets and potential financing advantages to the group.

4. Discussions

4.1 General Feasibility of Sustainable Transformation

This analysis posits that sustainable transformation in the fashion industry is primarily feasible when established brands launch dedicated sustainable sub-brands. The RE;RE;RE;LAB model demonstrates that the platform of a listed parent brand is crucial for the profitability of such ventures. Without this support, sustainable sub-brands often struggle for self-sufficiency and lack the channels to monetize their designs. Furthermore, the model shows that listed parent brands can profit from the green products of their sub-brands through financial instruments like green bonds and green investments. A core contradiction exists for traditional recycling: while recycling itself often lacks inherent economic value, commercial brands must prioritize economic efficiency to achieve scale. This conflict is the primary reason many independent sustainable brands fail to grow. However, even if recycling is not the direct source of profit, brands can leverage it to attract financing and generate revenue through financial mechanisms. This requires a listed entity to facilitate access to capital. Additionally, large brands provide stable sources of recycled fabrics and established distribution networks, which are highly beneficial for commercialization.

4.2 Limitations of the RE;RE;RE;LAB Business Model

While RE;RE;RE;LAB benefits from the incubation of JNBY, its model has limitations regarding scalability and systemic carbon reduction when measured against the standard of driving an industry-wide transformation. Although JNBY's waste provides a stable supply and increases operational viability, it also means RE;RE;RE;LAB's core raw materials are entirely dependent on the parent brand's inventory. The fashion industry experiences significant inventory fluctuations; if the parent company enters a low-inventory period due to optimized production, RE;RE;RE;LAB may face a supply shortage. Furthermore, RE;RE;RE;LAB's recycling is currently limited to pre-consumer waste. Even if the brand attempts to recycle external post-consumer clothing in the future, current technology struggles to efficiently process mixed-fiber materials. For example, polyester fiber recycling releases microplastics, and sorting technology for blended fabrics is not yet mature, further limiting the diversification of raw material sources.

4.3 Possible Improvements to the Business Model

For RE;RE;RE;LAB to scale and achieve a broader impact, digitalization and automation are indispensable. Reference can be made to China's first fully automated textile waste sorting line (the case of Databeyond Technology), which significantly reduced costs through digital transformation. This sorting line "employs machine vision and hyperspectral imaging to sort post-consumer garments by fiber and blend types, achieving over 90% purity for polyester, cotton, and nylon, and identifying elastane blends." While such a process "used to require more than 30 workers for a 15-ton, eight-hour shift, it now only needs four people to operate, drastically reducing labor and operational costs." (PR Newswire APAC, 2025) RE;RE;RE;LAB could adopt similar automated production lines for handling pre-consumer waste. Additionally, while RE;RE;RE;LAB leverages JNBY's digital platform, the level of integration could be expanded to include more suppliers, enabling full-process waste utilization.

5. Future Prospects

China's proposals for the 15th Five-Year Plan explicitly advocate for a dual-control system for total carbon emissions and intensity. Policy targets include building 100 national-level zero-carbon parks and accelerating the establishment of carbon management systems across industries and enterprises. RE;RE;RE;LAB's existing practices align closely with this policy direction. It is anticipated that the brand could standardize a methodology for "Carbon Emission Reduction from Fabric Recycling" to seize these policy benefits. Simultaneously, leveraging JNBY's ESG reporting system to disclose material circulation data could help secure green financial support, such as green bonds.

RE;RE;RE;LAB is expected to continue leading the trend in eco-aesthetics. During the 15th Five-Year Plan period, the green and low-carbon industry is expected to double in scale, and rising carbon prices will push the market toward a circular economy. RE;RE;RE;LAB's limited-edition products align with this emerging "eco-aesthetic." The brand can expand its influence through JNBY's membership base of over one million, linking "old-for-new" activities with carbon credits to enhance user stickiness.

Finally, RE;RE;RE;LAB is positioned to scale alongside its parent company. According to earnings conference data, JNBY Group has set revenue targets of approximately RMB 6 billion, with a gross margin target above 65% and a net profit margin target above 15% (CMBC International, 2025). Brokerage forecasts project that FY2026 to FY2028 revenues will reach RMB 5.93 billion, RMB 6.43 billion, and RMB 6.806 billion, respectively, with net profits attributable to shareholders reaching up to RMB 1.115 billion (Huaxi Securities, 2025).

6. Conclusion

JNBY's RE;RE;RE;LAB, through its core strategy of "Re-consider, Re-use, Re-create," transforms stock fabrics into limited-edition products, demonstrating significant environmental value. It systematically reduces resource waste and enhances material circulation efficiency within the 5R framework. This model thrives on the synergistic support of the JNBY Group in terms of finance, supply chain, and membership resources, laying a foundation for scalable development. In turn, the sub-brand's sustainable practices strengthen the group's ESG performance and cost optimization. Most importantly, the brand translates an environmental spirit into market appeal through innovative design, aligning with policy directions and consumption trends. RE;RE;RE;LAB provides a replicable path for "waste resourceization" in the fashion industry, demonstrating that sustainable fashion is not only a fulfillment of environmental responsibility but also a strategic choice that integrates aesthetic value with economic return.

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