



ZERO

CARBON INNOVATION

ORIGIN AND EVOLUTION

the idea evolved,
the reason stayed the same



THE QUESTION

IT CAME BEFORE THE COMPANY

Sustainability arrived as an operating question rather than a position: how does apparel reduce waste and prove where material came from, without losing product, cost or delivery?

The question is older than the company. Everything after it is the search for an answer that survives contact with a real programme.





THE FIRST ATTEMPT

THE THESIS WAS TESTED AS PRODUCT

The first answer was material. Recovered cotton and recycled polyester, put into real garments rather than into a claim, and traced back to what they were made from.

Seven PET bottles make one circular tee. That number is not a slogan. It is the polyester share of one garment in a 60/40 construction, and it is why the material work had to be done at fibre rather than at the label.



THE SECOND ATTEMPT WAS A PLATFORM

ZERO LLC was founded in the **United States in June 2022**, co-founded by Vishal Behal and Sharad Vajpayee.

The ambition was a sustainable marketplace for small and medium brands: connect a brand to a vetted manufacturer, to a traceable material, to a design to delivery route, and the rest would follow.

It was a reasonable answer to the question as we then understood it.





FIELD TEST

WE TESTED IT WHERE PRODUCT GETS MADE

The thesis moved out of the deck and into programmes: recovered material at fibre, circular capsules, five fibre systems, and design to delivery run end to end.

Five material systems came out of that work and they are still the architecture the collections are built on today. They were not branding. They were what the material made possible.



THE IDEA CHANGED, THE PRINCIPLES DID NOT

Design to delivery became one accountable platform. **Sustainable materials** became material intelligence. **Vetted manufacturers** became a partner factory network with a record behind it.

Traceability became proof, compliance and circularity. In 2022 the method was named; what survived is the outcome it was named for.





WHAT CHANGED

ACCESS WAS NOT THE HARDEST PROBLEM

Much of it worked. But buyers already had options. What they lacked was someone accountable when design met cost, sampling met production, or a delivery date started moving.

The suppliers we came to trust were not simply the ones with the strongest claims. They were the ones who stayed accountable when the programme became difficult.



ONE BRAND, THREE LEGALITIES

ZERO is registered in the United States, in India and in Canada. The structure follows the people, not the other way round.



Vishal Behal

CO-FOUNDER AND CEO

Twenty five years across factory floors and brand rooms, building programmes for some of the world's largest apparel brands. Canada.



David Williams

PARTNER AND COO

Builds the affiliate partner network across the world. New origins, new markets, one standard of care. India, from the Chennai office.



Sharad Vajpayee

CO-FOUNDER AND CXO

Twenty five years in C-level roles across geographies and industries, with a primary focus on technology. Co-founder of several companies. United States.



ZERO 2.0

IT BECAME THE LINE THAT CARRIES THEM

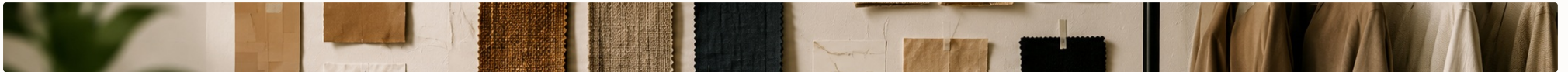
ZERO stopped being a place to find things and became the line that carries them. Brief, design, material, origin, manufacturing, quality, compliance and delivery, under one accountable operating model.

Sustainability did not leave. It stopped being the whole argument.





HUMAN JUDGMENT FIRST, TECHNOLOGY WHERE IT COMPOUNDS IT



The company is new. The people, the relationships and the operating judgment behind it were built over decades.

We intend to earn the rest one programme at a time.



Vishal Behal

CO-FOUNDER AND CEO

25 years across factory floors and brand rooms, building programmes for some of the world's largest apparel brands.

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