



NEWS RELEASE

BrilliA Expands into Japan's Athleisure Sector

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Asset-light collaboration with Ai Sakura targeting disciplined, high-margin growth

SINGAPORE--(BUSINESS WIRE)-- BrilliA Incorporated (NYSE American: BRIA) ("BrilliA" or the "Company") today announced that its subsidiary, Bra Pro Limited, has entered a commercial collaboration with Tokyo-based Ai Sakura, a performance-driven sportswear brand, to expand into Japan's higher-margin athleisure market. The initiative represents a capital light geographic expansion designed to diversify BrilliA's revenue streams, increase utilization of existing production capacity, and enhance operating leverage across Asia.

Initial product rollout is scheduled for the second-half 2026, with distribution targeted across digital channels and metropolitan retail networks.

Transaction Structure: Asset-Light, Margin-Disciplined Growth

Under the agreement, Bra Pro Limited will oversee sourcing and production, leveraging existing manufacturing infrastructure and supply-chain efficiencies. The expansion requires minimal incremental capital expenditure, utilizing established operational platforms. Ai Sakura will lead product design, localized branding, go-to-market execution, and distribution within Japan.

This asset-light structure is designed to increase capacity utilization in Bra Pro's existing production arms, expand gross margin contribution through value-added design services, generate revenue streams in a developed consumer market, provide a foundation for potential future collaborations in other markets, and reduce geographic revenue concentration.

Kendrew Hartanto, CEO of BrilliA Incorporated, stated: “This initiative reflects our disciplined approach to growth, leveraging existing production capabilities to enter a premium market with limited capital deployment. We are pleased to collaborate with Ai Sakura, a growth-oriented brand committed to delivering quality athleisure products at a competitive price point relative to established brands in Japan. We value the dedication of their team and the entrepreneurial vision of their founder. Subject to market conditions, we believe this partnership has the potential to create an additional revenue channel with meaningful long-term earnings potential.”

Grant Sani, Founder of Ai Sakura, added: “Bra Pro Limited is a highly experienced organization whose technical expertise, quality standards, and supply-chain capabilities provide a strong and scalable foundation for our brand’s growth, representing the ideal partner to ensure quality and efficient manufacturing. By combining advanced manufacturing with Japan’s design heritage and creative talent, we are developing performance sportswear that reflects a refined Japanese aesthetic while being engineered specifically for Japan and the broader Asian market – addressing regional sizing needs and hot, humid climates often underserved by global brands. Our commitment is to deliver premium-quality apparel at a mid-market price point, redefining expectations for fit, functionality, and design in the region.”

Strategic Market Rationale

Japan represents one of Asia’s most mature consumer economies, characterized by strong purchasing power, premium brand positioning, and sustained growth in wellness, marathon participation, and lifestyle fitness. The expansion enhances BrilliA’s exposure to recurring demand in performance apparel, secular growth in activewear adoption, diversified regional revenue streams, and long-term brand equity in other markets.

Japan represents the initial target market for this collaboration. Subject to the success of the initial launch, both parties intend to explore potential sales and marketing collaboration in other Asian markets.

About Ai Sakura

Ai Sakura is a performance-driven sportswear brand built on the belief that true strength doesn’t need to be loud. Our designs focus on high-function apparel crafted in understated earth tones, blending modern performance innovation with subtle Japanese-inspired aesthetics. The result is gear that performs at the highest level while carrying a quiet, confident presence — equally suited for training and everyday wear.

Designed specifically with Asian sizing and body proportions in mind, our collections serve an often-overlooked market while optimizing comfort for Asia’s hot and humid climate. We are committed to delivering premium-quality craftsmanship at a mid-market price point, redefining expectations for fit, functionality, and thoughtful design in the region.

About Brillia

Brillia is a comprehensive one-stop service and solution provider for over 30 ladies' intimate apparel brands worldwide, managing sourcing, design, prototyping, supply chain, logistics, and quality control. The Company works with major international companies, including Fruit of the Loom, Hanes Brands Inc., and H&M.

Forward-Looking Statements

This press release contains forward-looking statements within the meaning of U.S. federal securities laws. These statements include, but are not limited to, statements regarding Brillia's business strategy, market opportunities, future performance, and operational outlook. These forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from those expressed or implied, including, but not limited to, global economic conditions, supply chain disruptions, customer demand, pricing pressures, and other factors described in the Company's filings with the U.S. Securities and Exchange Commission (SEC). Brillia undertakes no obligation to update any forward-looking statements to reflect events or circumstances after the date of this press release, except as required by applicable law. Brillia does not guarantee future results and undertakes no obligation to update these statements, except as required by law. Investors are encouraged to review Brillia's filings with the U.S. Securities and Exchange Commission (SEC) for additional risk factors.

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