



**★PRESS RELEASE★**

**Bushiroad Redefines Mission, Vision, and Value**

**Moving into our next growth phase, driven by our LIVE-MIXED ENTERTAINMENT vision**

Bushiroad redefined its mission, vision, and value with an eye on sustainable growth and further improvement of corporate value.

**1. Background**

Bushiroad has been evolving IP creation, cultivation, and development through various businesses and media mix. These initiatives will continue to be our solid business foundation.

On the other hand, in order to go beyond its current stage of growth and realize medium- to long-term enhancement of corporate value, Bushiroad concluded that it must more clearly present the type of value it continuously provides to society based on the strength it has accumulated to date.

The redefining of mission, vision, and value is not intended to be a shift in the company's business strategies, but rather to organize and deepen conventional initiatives and targets to more firmly express the company's purpose of existence and its future vision.

**2. NEW MVV (Mission, Vision, Value)**

**Mission**

**Deliver "excitement" to the world**

**Vision**

**LIVE-MIXED ENTERTAINMENT**

Continuously develop "Entertainment" that's integrated with "Live Experiences".

**Value**

**STAND UP! for Entertainment**

Through challenges, our "Entertainment" will continuously evolve.

• Mission :

Deliver "excitement" to the world

• Vision :

LIVE-MIXED ENTERTAINMENT

Continuously develop "Entertainment" that's integrated with "Live Experiences" .

• Value :

STAND UP! for Entertainment

Through challenges, our "Entertainment" will continuously evolve.

## BUSHI Values

### B Borderless

Transcend all boundaries — teams, media, and nations.

### U User Focused

Think and act with the user’s sense of “excitement” at the core.

### S Stand Up!

Advance to the frontlines and take action without hesitation.

### H High Voltage

Commit with passion and speed.

### I Innovative

Never settle for the status quo — continue to innovate.

### **3. Aspiration embodied in new vision**

Bushiroad has been evolving IP development as its strength to date. Among such efforts, Bushiroad has especially been placing value on live experiences where actual contact between people creates energy, such as TCG tournaments, provision of TCG playing environments, live music performances and pro-wrestling tours.

In a time where the environment surrounding content is largely changing and various experiences can easily be provided through technology, Bushiroad considers that the energy created by people sharing the same space and time has started to have greater value.

The accumulation of the live experiences we develop will make content more familiar and provide more vivid experiences. Bushiroad considers that this value is worth continuing to develop, and has named this endeavor “LIVE-MIXED ENTERTAINMENT” and indicated it in its vision.

Under our redefined mission, vision, and value, Bushiroad will aim for medium- to long-term growth and enhancement of corporate value by further strengthening the business base that it has established as well as continuously endeavoring to create new experience values.

### **4. Effective date**

It will come into effect in April 2026.

### **5. Q&A**

#### **Q1.**

Have you abandoned the IP DEVELOPER strategy?

#### **A1.**

No, we have not abandoned it. Our efforts in IP development—creating, nurturing, and expanding IPs—remain the core foundation of our business. This redefinition is intended to deepen those efforts and clarify the value we provide. We believe it is encompassed within our new vision: LIVE-MIXED ENTERTAINMENT: Continuously develop “Entertainment” that's integrated with “Live Experiences”.

**Q2.**

Will this MVV redefinition change your business strategy or investment policy?

**A2.**

There will be no major shifts in our business strategy or investment policy. Based on our existing business foundations and portfolio, we have simply clarified our approach to growth by focusing more intentionally on the experiential value generated by each business. Our medium-to-long-term management policy remains as stated in Medium-Term Vision 2030.

**Q3.**

Does LIVE-MIXED ENTERTAINMENT mean you are focusing specifically on music concerts?

**A3.**

It is not limited to music concerts. We coined the term LIVE-MIXED ENTERTAINMENT to encompass all entertainment experiences where human interaction generates excitement and enthusiasm.

• **TCG operations that produce the very venues for play:**

We are dedicated to providing live experiences where players can enjoy competing, such as hosting large-scale events like Card Game Festival and supporting official tournaments in collaboration with TCG shops nationwide.

• **IP expansion merging music concerts and stage plays:**

We embody the world of our IPs through stage performances, providing fans with opportunities to experience their charm firsthand.

• **Pro-Wrestling tours delivering heat and power directly to various regions:**

We tour across Japan and around the world to deliver intense and exciting matches right before the eyes of our audience.

• **Creating daily touchpoints through retail stores, events, and prize promotions:**

We create opportunities for customers to directly interact with and enjoy content-related merchandise at any time.

**Q4.**

Why did you redefine the MVV at this particular timing?

**A4.**

As we enter our next growth phase, we determined it was necessary to clearly communicate to both internal and external stakeholders what kind of value we will continue to provide, serving as a unifying force for further growth.

**Q5.**

How will this vision lead to an increase in corporate value over the medium to long

term?

**A5.**

Rather than relying on a single content piece or hit, we believe that developing a continuous series of unique, vivid, and real experiences—and delivering more memorable entertainment—will be a strength that enhances our brand value over the long term.

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