

Well- Grounded Strategy



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Unless specifically stated otherwise, information in this annual report is as of July 2014. As used in this annual report, references to "DOCOMO," "the Company," "the Group," "we," "our" and "us" are to NTT DOCOMO, INC. and its consolidated subsidiaries except as the context otherwise requires.

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iPhone is a trademark of Apple Inc. The iPhone trademark is used under a license by AIPHONE CO., LTD.

Definition of Term

"Fiscal 2013" refers to our fiscal year ended March 31, 2014, and other fiscal years are referred to in a corresponding manner.

Forward-Looking Statements

This annual report contains forward-looking statements. These forward-looking statements are based on our current predictions, plans, expectations, acknowledgements and estimates based on the information obtained by us until the date of this annual report. The projections of figures such as the outlook for results in this annual report require us to make certain assumptions that are indispensable for making such projections in addition to the definitive and precisely recognized historical facts. These forward-looking statements are subject to certain inherent risks, uncertainties and other factors that could cause our actual results to differ from the outlook for or projections of such results or figures.



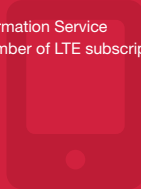
▶ Management Indicators

Number of LTE subscriptions: 21.97 million,
**the third highest
in the world***

Number of smartphone subscriptions:
24.35 million

**Substantial decline in MNP
port-outs** following DOCOMO's launch
of the iPhone in September 2013

* Source: World Cellular Information Service
Verizon had the highest number of LTE subscriptions and AT&T the second highest.



▶ Financial Results

Operating revenues decreased 0.2% year on year,
to **¥4,461.2** billion.

Operating income declined 2.1%,
to **¥819.2** billion.

EBITDA rose 0.2%, to **¥1,572.2** billion.

EBITDA margin increased 0.1 percentage points, to **35.2%**.

Operating income margin: **18.4%**

Free cash flow: Up **14.0%** year on year, to **¥257.2** billion*

ROE: **8.4%**

ROCE: **14.3%**

* See page 59



▶ Initiatives Targeting

Enhanced Competitiveness

Achieved improvements in network
coverage area, speed, and connection smoothness

Number of base stations increased to 2.3 times
the year-earlier level: more than **55 thousand**

Cumulative cost reductions: **¥225.0** billion since fiscal 2012,
achieved through structural reforms

▶ Initiatives Targeting New Growth

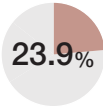
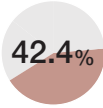
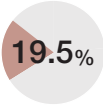
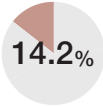
7.69 million *dmarket* subscriptions

Achieved revenues in new business areas of
¥632.0 billion, up 18.1%

▶ For further information about results in fiscal 2013,
please see the financial and operational results sections
from page 52 to page 70.



DOCOMO's Businesses

Operating revenues		Principal components of revenues	ARPU categories	Results of fiscal year ended March 2014
Mobile communications services revenues	Voice revenues	<ul style="list-style-type: none"> Basic monthly charges Calling charges Packet communications charges 	Voice ARPU (¥1,370)	¥1,065.2 billion Decreased 16.4% YOY  23.9%
	Packet communications revenues		Packet ARPU (¥2,640)	¥1,890.6 billion Decreased 0.2% YOY  42.4%
Equipment sales		<ul style="list-style-type: none"> Revenues from sales of mobile phone handsets that the Company purchases from manufacturers and sells to its sales agents 		¥872.0 billion Increased 15.0% YOY  19.5%
Other operating revenues		<ul style="list-style-type: none"> Revenues from content and services provided for smartphones and tablets through <i>dmarket</i> operated by DOCOMO "Mobile Phone Protection & Delivery Service"-related revenues Revenues from services developed on platforms built for mobile communications devices, such as education and healthcare services 	Smart ARPU (¥490)	¥633.4 billion Increased 16.5% YOY  14.2%
		<ul style="list-style-type: none"> Revenues from various new business areas developed by subsidiaries Revenues from <i>iD</i>, a payment system using mobile communications devices, and <i>DCMX</i>, a credit card business 		

Key Concepts for Understanding DOCOMO

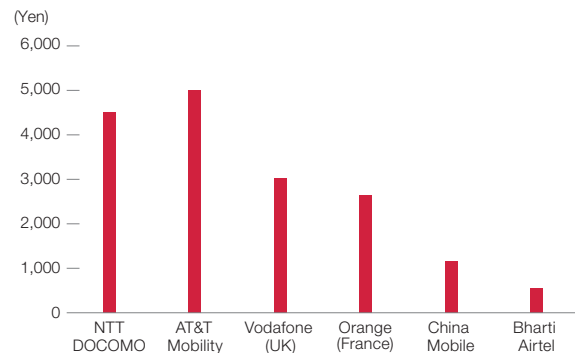
Number of Subscriptions × ARPU

The most fundamental type of revenues in the mobile communications business can be calculated by multiplying the number of customer subscriptions by the average usage charges per subscription. The average usage charges are expressed as average monthly revenue per unit (ARPU).

ARPU comprises Voice ARPU, which reflects voice calls using a mobile device, and Packet ARPU, which reflects data communications using a mobile device. In comparison with other markets, a high level of ARPU is a distinctive feature of the Japanese market.

In addition, DOCOMO has introduced Smart ARPU as a quantitative indicator of revenues from new business areas. Smart ARPU principally reflects DOCOMO's revenues from *dmarket*.

ARPU of major mobile telecommunications operators



Source: Calculated by DOCOMO based on data released by each company at the exchange rate prevailing on December 31, 2013

Smart Life

DOCOMO has announced its commitment to being a Smart Life Partner. Smart Life refers to new lifestyles enriched by the application of mobile technologies.









As a mobile telecommunications operator, our fundamental mission is to establish mobile communications environments that enable customers to use mobile devices without stress or worry. In addition, DOCOMO supports more convenient, more fulfilling lifestyles through the use of mobile technologies in a reassuring, appropriate security environment to discover sources of delight and enjoyment that match each customer's individual tastes. DOCOMO will become an integral part of the daily lifestyles of customers and fill the role of a concierge that anticipates needs and proposes solutions.



New Business Areas

DOCOMO's eight new business areas, which are listed on the right, are closely related to the mobile communications business. Aiming to generate revenues of ¥1 trillion from these new business areas in fiscal 2015, we are enhancing our lineup of services that help customers to realize a Smart Life.

These new business areas are generating tangible results in promoting the uptake of services for mobile devices. For example, *dmarket* had reached a total of 7.69 million monthly billing subscriptions by March 2014. *dmarket* is already contributing to DOCOMO's revenues. In addition, the services that we provide through subsidiaries, such as commerce and healthcare, are recording steady growth. And due to the related growth in data usage, the expansion in new business areas is also having a positive effect on Smart ARPU and Packet ARPU.

-  Commerce
-  Media / content
-  Finance / payment
-  M2M
-  Aggregation / platform
-  Environment / ecology
-  Safety / security / education
-  Medical / healthcare

Changes in the Business Environment

Details of Changes

Intensifying competition in the domestic market

The mobile phone market is approaching saturation, and in Japan the three top mobile telecommunications operators account for more than 95% of mobile phone subscriptions. These companies have competed fiercely in all areas, including services, coverage areas, billing plans, and devices and the competition continues to intensify due to advances in the number of smartphone users and the adoption of LTE. Against the background of this intense competition, DOCOMO's share of domestic subscriptions has steadily declined since it peaked at 59.2% in fiscal 2000.

Change in DOCOMO's revenue structure

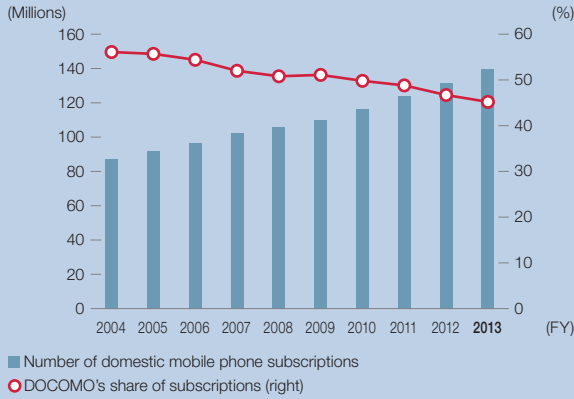
Due to the adoption of smartphones, the growth in the use of high-speed communications networks, and the spread of social media and other forms of communication, the use of mobile devices is shifting from voice to data communications. Accompanying this change, the percentage of ARPU contributed by voice revenues has declined, falling from 49.9% in fiscal 2010 to 30.4% in fiscal 2013. Packet communications revenues and other operating revenues have now become a major driver of DOCOMO's revenues.

Change in the industry structure

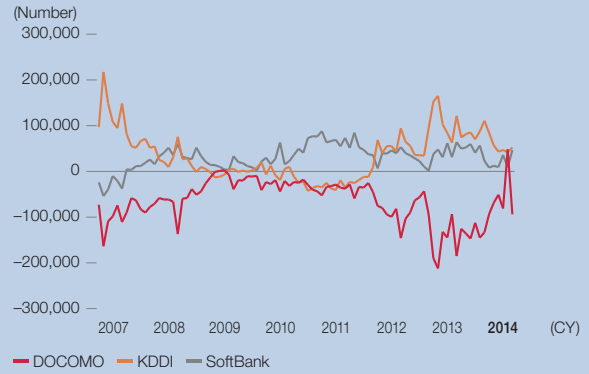
Over the past 10 years, DOCOMO and other mobile telecommunications operators have improved their high-speed mobile communications infrastructure. At the same time, the smartphone market has expanded, and the mobile operating systems developed by Google and Apple have earned high shares of the global market. In addition, new services have been launched one after another by social networking service companies, such as Facebook, Twitter, and LINE, and by IT companies, such as Amazon. In these ways, the structure of the industry is undergoing dramatic change.

Market Data / Industry View

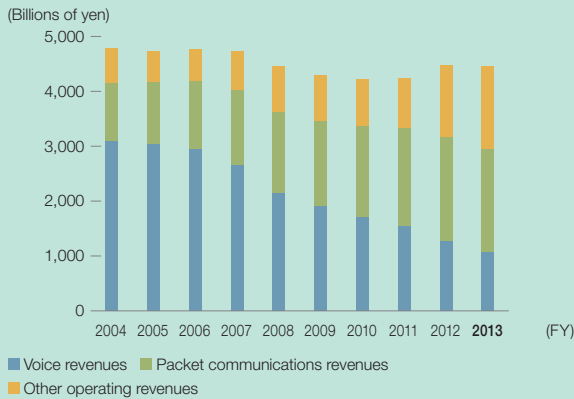
Number of mobile phone subscriptions /
DOCOMO's share of subscriptions among
domestic telecommunications operators



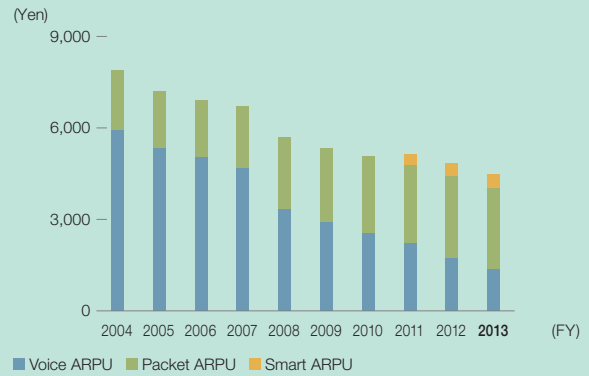
Port-ins and port-outs among Japan's three large
mobile telecommunications operators through the
MNP system (since the introduction of MNP)



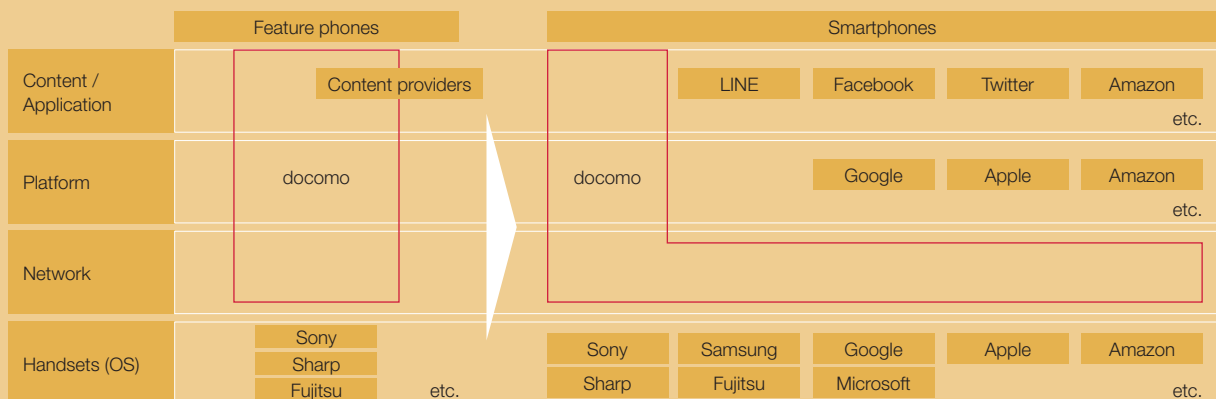
Change in DOCOMO's revenue structure



Transition of Aggregate ARPU



Change in the industry structure



DOCOMO's Management Issues and Strategies

Management Issues

Declining market share

An important issue for DOCOMO is to maintain a strong share of the number of mobile phone subscriptions in Japan. That market share will enable us to protect our revenue base in the short term as well as to ensure future management efficiency and the availability of resources for the creation of diverse services.

Decreasing ARPU

The uptake of smartphones has led to expanded use of data communications, but that use has not been enough to offset the decline in the use of voice services. Urgent tasks for the Company include stopping the decline in Voice ARPU and discovering and nurturing new sources of revenues.

Commoditization of communication

This issue involves the situation in which a telecommunications operator competes only on the basis of the prices of basic communications services and does not provide high-value-added services and content.

Management Strategies

Boosting competitiveness in the mobile field

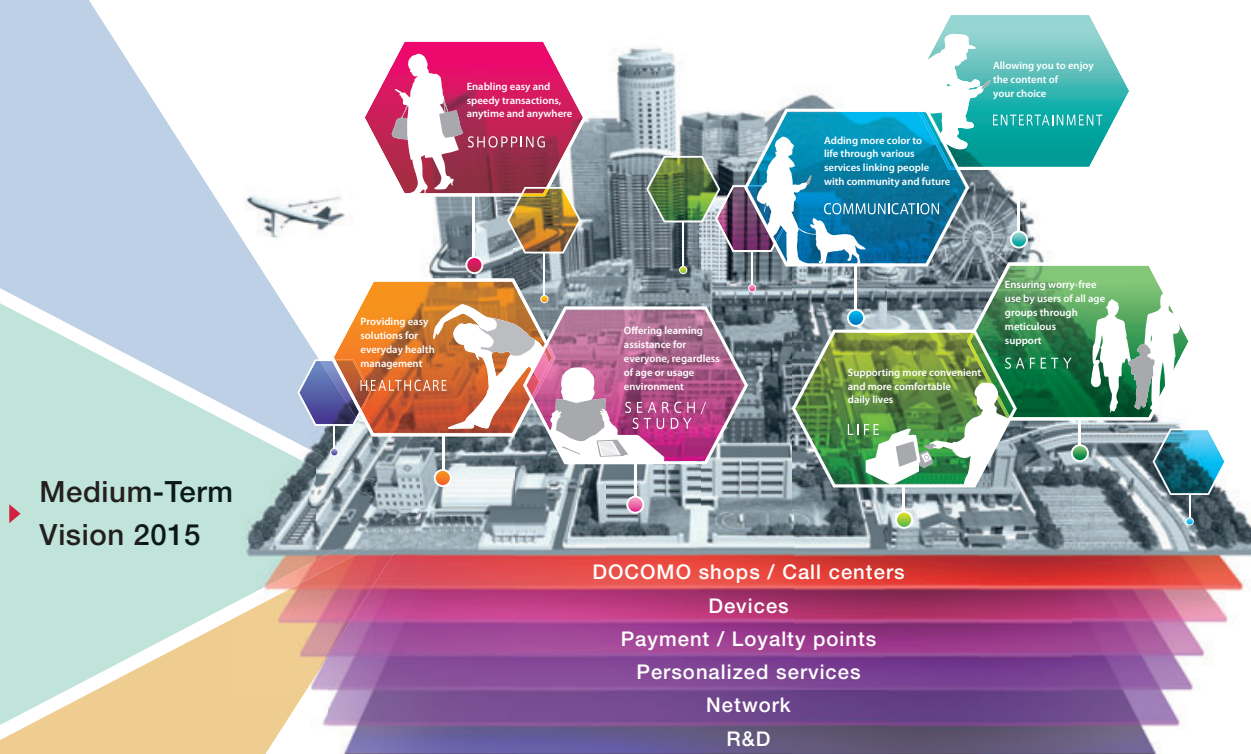
DOCOMO is bolstering its competitiveness through initiatives targeting the basic elements of mobile communications services—increasing communications quality and the appeal of handsets, expanding services, introducing new billing plans, and enhancing customer service.

Expanding operations in new areas

Aiming to achieve growth in service fields, DOCOMO has identified eight new fields of business that are closely related to communications, such as media / content, commerce, and finance / payment. In these fields, we are leveraging the advantages of mobile communications. Specifically, we are drawing on our ability to provide information that meets the needs of individual customers in real time. In this way, we are providing new services that extend beyond conventional mobile communications services, such as enabling comfortable lifestyles and recommending goods and services in line with individual tastes and preferences. By promoting usage of these services, we are aiming not only to secure revenues from new business areas but also to expand mobile communications revenues.

Become a Smart Life Partner

As a Smart Life Partner, we will help customers and their families find greater happiness in their lives and society.



DOCOMO aims to support the activities and lifestyles of individual customers by helping them to navigate the vast amount of information on the Internet. Through the smart-phones and other mobile devices that are integral parts of their lifestyles, we will strive to deliver information that could be essential for customers' daily lives at the appropriate time. As we move forward, we will pursue the full potential of mobile communications services as a Smart Life Partner. We will work steadfastly to support more fulfilling customer lifestyles that are characterized by the values of convenience, peace of mind, and enjoyment.

Key Performance Indicators and Expected Results

KPIs and Expected Results



Number of subscriptions

Build customer base through further growth in number of subscribers



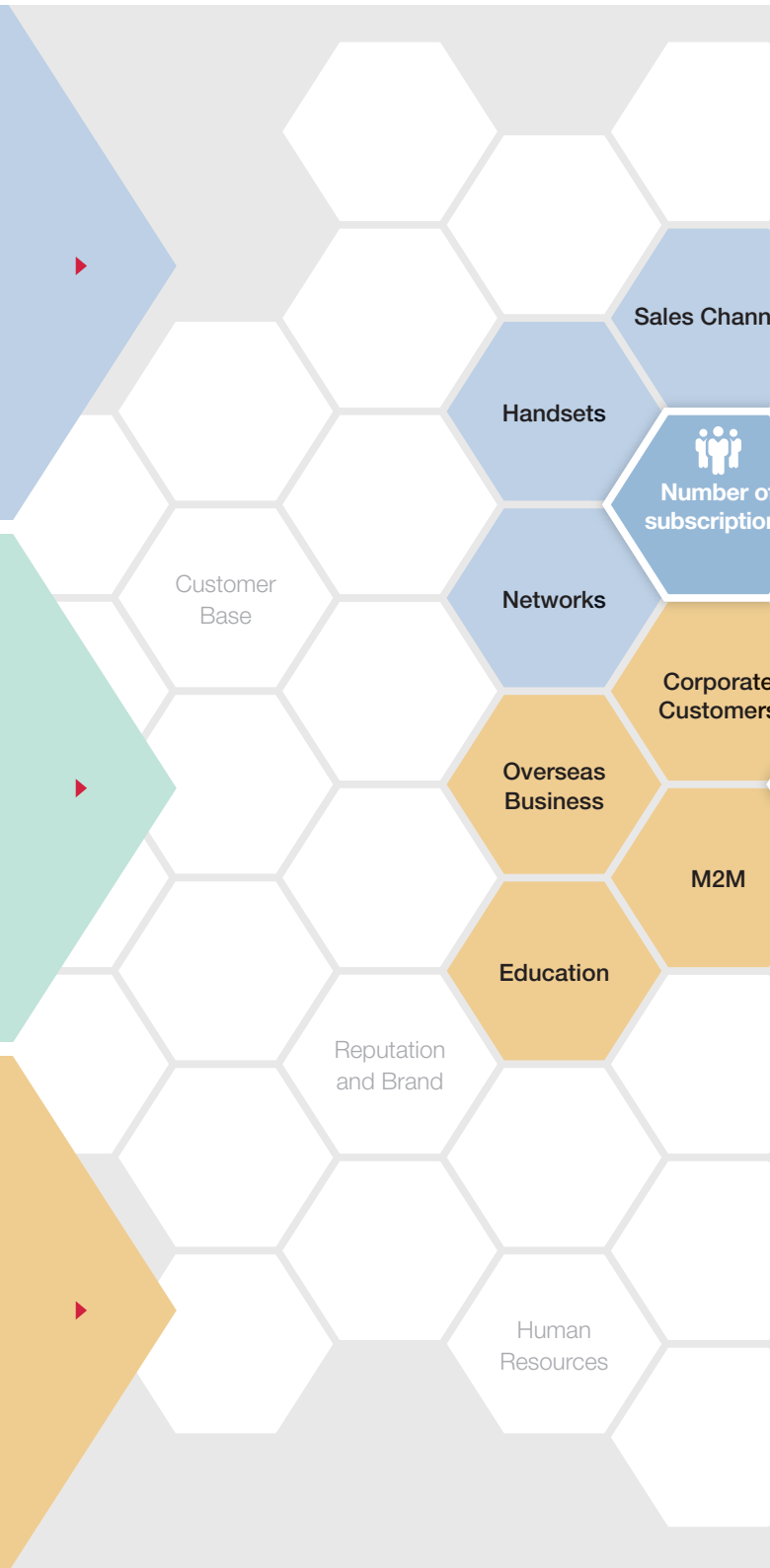
ARPU

Expand Packet ARPU
Nurture Smart ARPU



New business areas

Increase revenues from areas other than mobile communications services through the creation of new services



DOCOMO's Growth Strategy Initiatives



The revenue base for mobile communications services is determined by multiplying the number of subscriptions by the ARPU. We will go back to the basics and focus relentlessly on enhancing quality and raising customer satisfaction in the basic elements of our business—networks, devices, billing plans, and sales channels—thereby reinforcing our customer base. In addition, we will take steps to stop the decline in Voice ARPU through the provision of new billing plans. Aiming to raise Aggregate ARPU, we will also implement a variety of measures to increase the use of smartphones. Furthermore, we will expand our business fields to include new areas that transcend conventional mobile communications, such as healthcare and education. In these ways, we will strive to diversify our revenue sources and record growth.

Each of these initiatives is expected to make an independent contribution to our revenues. In addition, they will generate synergies through close interaction, such as one initiative being a precondition for another or one initiative driving the progress of another. Through this type of organic interaction, we will enhance our ability to propel our business strategies overall, realize our vision of becoming a Smart Life Partner, and enhance corporate value over the medium-to-long term.

Q&A

Q1	When will the growth strategy take effect? Also, what level of results does DOCOMO anticipate in the period until the strategy takes effect?
A	<p>We consider the number of subscriptions and the maintenance and expansion of Aggregate ARPU to be the foundation of our results, with operations in new business areas serving as our growth driver. Overall, our operations in new areas are already profitable, and in these new businesses we expect to see an operating income margin of 5% to 10% in the future. The operating environment will remain challenging, but in the short term we will focus on securing net additions, advancing the transition to smartphones, and steadily taking steps to position ourselves for profit growth over the medium term.</p>

New business areas will be the drivers of our growth. *dmarket*, which is one of those new businesses, had 7.69 million subscribers as of March 2014, and we are aiming for revenues of about ¥100.0 billion for *dmarket* overall in fiscal 2015. Services in new business areas are recording favorable growth, and in line with increases in the scale of these businesses we are looking for an operating income margin of 5% to 10% in the future.

In addition, we introduced the *docomo ID* in fiscal 2013, and we have established a system that enables the use of a *docomo ID* even by customers who do not have a DOCOMO communications subscription. Moving forward, we will provide pay services to a wider range of customers and accelerate the generation of profits in new business fields.

As for our results in the short term, we are focusing on increasing subscriptions, which strengthen our customer base, and on maintaining and expanding Aggregate ARPU through the promotion of packet communications use. We implemented a number of related initiatives in fiscal 2012 and 2013, such as expanding the LTE *Xi* network and adding the iPhone to our handset lineup. At the same time, we continued to implement Company-wide structural reforms. Compared with fiscal 2011, we have achieved cumulative cost reductions of ¥225.0 billion over the past two years. We expect our results to reflect these initiatives going forward.

For more information	
▶ about <i>dmarket</i>	see page 26
▶ about <i>docomo ID</i>	see page 30
▶ about networks	see page 20
▶ about handset lineups	see page 22
▶ about cost reductions	see page 57

Q2	Do customers actually want DOCOMO to be their Smart Life Partner? Also, how will DOCOMO be competitive in the content and commerce businesses?
A	<p>Our efforts to become a Smart Life Partner involve leveraging our strengths in mobile communications to help customers to enjoy more comfortable lifestyles and meet their daily needs. We believe that this concept applies to a wide range of people, including those who are already using smartphones and those who will start to use them in the future. We offer one-stop provision of everything from voice and data communications to platforms and content in an environment that also provides peace of mind. We also enable customers to settle accounts with a single payment. This ability to provide convenience and ease of use, which is the greatest point of difference between DOCOMO and competitors that specialize in content or commerce, is one of our most important advantages.</p>

The Internet has become an integral part of people's lives, not only as a means of communication but also as an indispensable source of information that supports people's daily activities, including moving from place to place, studying, working, and shopping. However, it cannot be said that everyone has mastered the use of the Internet. In particular, there is a surprising shortage of simple, convenient ways to meet needs that often arise in daily life, such as to learn, act, or communicate.

Finding exactly what you want from among the vast amounts of information and goods available on the Internet. Registering on multiple specialized sites and then managing all of your passwords. Having no choice but to provide such information as your credit card number and home address. From the customer's point of view, these factors are often difficult, troublesome, and a cause of anxiety.

Our ability to eliminate these negative experiences is a key competitive edge for DOCOMO. For example, payment for services and purchases of goods can be made in conjunction with payment for DOCOMO usage charges, with no need to input credit card numbers or personal information. In this way, we can provide levels of convenience that cannot be matched by specialized content and commerce companies. Through mobile communications, DOCOMO has a vast range of touchpoints with its customers, and those touchpoints are one of the Company's strengths.

Q3

Does DOCOMO's growth strategy possibly overemphasize securing net additions and expanding market share among individual customers in Japan?

A

Individual customers in Japan are certainly the core of DOCOMO's customer base, but we are not in any way limiting our efforts to the consumer market. We are also focusing aggressively on the needs of corporate customers. Further, we are working to expand our global platform business through our relationships with overseas platform companies. Those relationships include both investments and alliances.

DOCOMO may have a strong image as a provider of services to individual customers, but its number of corporate subscriptions continues to grow and was up 18.6% year on year at the end of fiscal 2013. DOCOMO has been rated number one for five consecutive years in a survey of business customer satisfaction with mobile phone / PHS services* conducted by J.D. Power Asia Pacific. In particular, we have been highly evaluated for

our sales capabilities, centered on the provision of solutions to customers, and for our after-sales service, including problem resolution. In September 2013, we began to provide *Business Plus*, a package of cloud-based services for corporate customers, and, in January 2014, we released a smartphone for businesses. In July 2014, we increased the workforce in our corporate marketing departments by about 500 people through organizational reforms.

In corporate customer development, our ability to support overseas business initiatives plays a key role. Through alliances with overseas companies, we have established a system that makes it possible for customers to use the networks of telecommunications operators in 60 countries around the world. We are offering solutions to the management issues faced by our customers by achieving reductions in communications costs and facilitating the use of M2M through collaboration with local carriers.

In our overseas business development initiatives, we are expanding operational synergies through investments in and alliances with local communications carriers. We are also expanding our portfolio to the upper layer with the provision of high-value-added services. Through the billing platform for carriers offered by net mobile AG, of Germany, which we acquired in November 2009; the mobile content distribution platform of Buongiorno S.p.A., of Italy, which we acquired in July 2012; and the payment services platform of fine trade gmbh, of Austria, which we acquired in August 2013, we are taking steps to advance digital content distribution and finance / payment platform operations in Europe.

* 2013 Japan Business Mobile Phone Service Satisfaction StudySM, J.D. Power Asia Pacific 2009–2013. Based on a 2013 survey regarding providers of mobile phone / PHS services, which had a total of 3,129 responses from 2,465 companies throughout Japan with 100 or more employees (up to two responses from one company about firms who provide mobile phone / PHS services).

For more information

- ▶ **about corporate customer development initiatives** **see page 34**
- ▶ **about M2M** **see page 35**
- ▶ **about overseas businesses** **see page 33**



Kaoru Kato

President and
Chief Executive Officer

DOCOMO will make wide-ranging use of its latent power and strive to achieve growth and higher corporate value.

DOCOMO announced the Medium-Term Vision 2015 in November 2011. Targeting the realization of a Smart Life, we stated that we would strive to become an “Integrated Service Company, placing mobile at the core.” Some people questioned the need for high-speed wireless communications based on the belief that existing infrastructure was sufficient, yet LTE *Xi* has now achieved 22 million subscriptions. In much the same way, the provision of content by mobile telecommunications operators was looked on with doubt, yet *dmarket* has acquired 7.7 million subscriptions. In fact, each of these services has become an integral part of the daily lives of many customers.

Over the past two years and a few months, our vision, which describes our view of the future, has been strengthened as it has taken shape in the form of specific

initiatives. In the midst of intense competition with other companies, DOCOMO has not achieved a level of results that is satisfactory to shareholders and investors. We are acutely aware that we need to improve our results. Nevertheless, I am proud of our ability to execute, which has turned our ambitious vision into actual services. Through our growth strategy, the management capital that we have accumulated over more than 20 years, such as our customer base, brand strength, R&D capabilities, and human resources, is now demonstrating our latent power, and the ongoing creation of new services and technologies is very exciting.

We are determined to do our utmost to use our latent power and ability to execute to drive gains in corporate value so that our shareholders and investors are also proud of DOCOMO.

Fiscal 2013 Results and Future Challenges

Targeting increases in customer satisfaction and growth over the medium-to-long term, in fiscal 2013 we implemented initiatives more dynamically than we had ever done before. Consequently, we achieved three results.

First, we introduced the highly popular iPhone. We were at last able to meet the needs of customers who had waited a long time for the launch of the iPhone from DOCOMO, and, with the iPhone as a trigger, we also recorded improvement in net additions. Second, we continued working to enhance the LTE *Xi* network, and our consistent efforts paid off with strong evaluations from customers, such as “DOCOMO is the best.” I will say more about this point later. Third, we achieved strong growth with *dmarket*, which has recorded rapid growth in the number of stores and the number of subscribers that has exceeded our initial expectations.

On the other hand, we need to continue working on increasing our share of subscribers, further promoting the transition to smartphones, and generating a contribution to profits from services in new business areas. More than anything else, we acknowledge that our results in fiscal 2013—year-on-year declines in revenues and profits—disappointed shareholders and investors who expected growth.

I regret that our forecasts for fiscal 2014 call for higher revenues but lower profits, but I can say that I am confident about our prospects for growth in subsequent years. In fiscal 2014, we will become stronger as we take steps to target growth, and in fiscal 2015 and thereafter we will definitely achieve increased profits and higher corporate value.

Result 1	Start of iPhone sales The launch of the iPhone contributed to net additions in the second half of fiscal 2013.
Result 2	Customer evaluations of LTE <i>Xi</i> DOCOMO successfully implemented the plan to double the number of LTE base stations and consequently was rated number one by customers.
Result 3	Growth of <i>dmarket</i> Accompanying expansion of the service menu, the number of users increased beyond our expectations.
Issue 1	Increasing our share of subscribers The number of subscribers has expanded favorably, but this has not translated into growth in our share of subscribers.
Issue 2	Promoting transition to smartphones At the end of fiscal 2013, smartphones were still only 38.6% of all subscriptions.
Issue 3	Increasing profits from services in new business areas We will work to translate growth in content and user numbers into higher profits.

DOCOMO's Growth Strategy—Objective and Initiatives

Investors sometimes ask us “Where is DOCOMO headed?” We have taken this question as an indication that we need to provide more information, and I believe that we must do a better job of communicating with customers and investors. To begin with, based on the idea that “it is the first step that counts,” I would like to explain the fundamental point of our growth strategy.

The objective of our strategy is to realize growth by strengthening our competitiveness in the mobile communications field and by expanding our sources of revenue in new business areas. In other words, our aim is to take on the dual challenges of implementing a straightforward strategy as a mobile telecommunications operator while also becoming a service company.

In this way, our strategy can be expressed in a few words, but the strategy itself comprises a wide range of initiatives. Even as we develop various initiatives in a comprehensive manner, we must integrate and coordinate them to realize specific targets.

The new billing plan that we introduced in June 2014 represents the best of a wide range of initiatives. Actually, to increase the impact of the announcement of the new plan, its development was kept a closely guarded secret, even within the Company. The decision to keep the plan secret meant that we were able to ensure that the announcement was big news, but it also meant that substantial preparations did not begin until the plan was announced in April. We had only two months until the plan was introduced on June 1, but multiple departments within the Company were able to work together and make rapid progress in a wide range of areas, including network capacity, billing plan preparations, DOCOMO shop preparations, promotions, and marketing initiatives for corporate customers. This effort is representative of how we can bring together multiple initiatives.

Strategic Progress and Results to Date

The introduction of this billing plan puts an end to the unsound market environment characterized by overheated competition to secure customers through cash-back incentives. It could be called a declaration that DOCOMO will change the mobile communications services environment. The new billing plan had already garnered 3 million subscriptions 10 days after service began on June 1, and that number has been increasing steadily. In services, we have taken various steps to give shape to a Smart Life, such as increasing the number of *dmarket* stores and offering healthcare-related services. In the areas of corporate marketing and M2M services, we are also implementing new activities that transcend the conventional voice-centered services. Multiple initiatives that target the realization of our strategy have begun to mesh and work together, and I believe that we have reached a stage at which we can make wide-ranging use of our latent power.

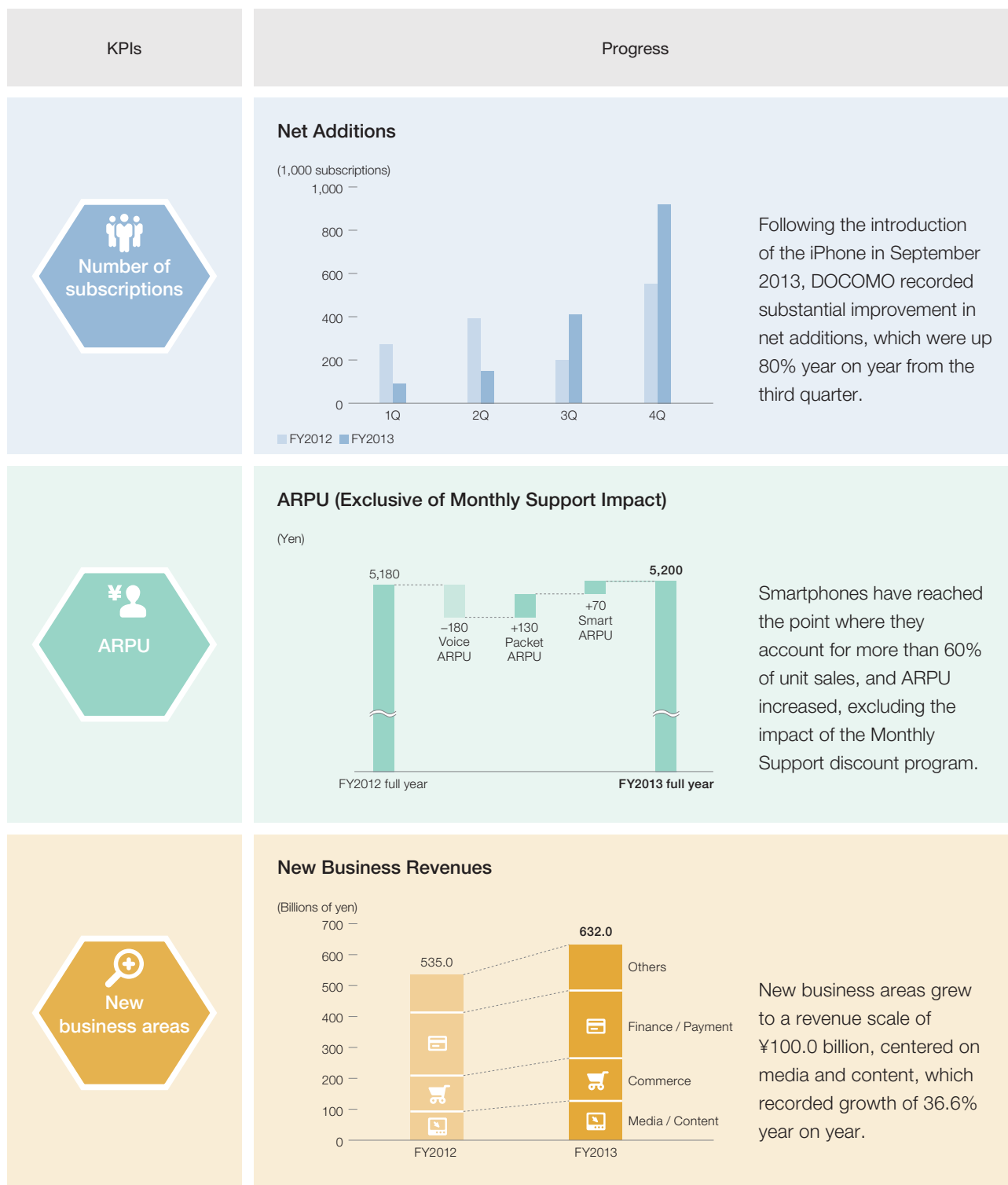
Further, we were highly rated in a survey* of the satisfaction of smartphone users with their network usage experience. The results of this survey were announced in May

2014 by Nikkei BP Consulting, Inc., and DOCOMO was ranked number one in all three survey factors—network area, voice call quality, and communications quality. The Company also performed strongly in separate satisfaction rankings for five different usage scenarios, such as at home or on the move. These results were very good news for us because they show that we did what was necessary for future growth, and those efforts were rewarded.

We are starting to see the results in our management indicators. As I mentioned earlier, we have recorded substantial gains in net additions from the third quarter of fiscal 2013. Smartphone unit sales and the total number of smartphone users have grown, and excluding the impact of the Monthly Support discount program, ARPU increased for fiscal 2013. In addition, we achieved growth of about 20% year on year in revenue from new business areas in fiscal 2013.

* Web-based survey of 55,000 smartphone users from throughout Japan aged 15 to 59, from April 11 to April 22, 2014. The survey was based on five levels of evaluation—satisfied, somewhat satisfied, neither satisfied nor dissatisfied, somewhat dissatisfied, and dissatisfied. Respondents were asked about their network area satisfaction, voice call quality satisfaction, and communications quality satisfaction as well as their satisfaction for each of five different usage scenes.

Progress with the Growth Strategy



Business Reform and Restructuring

I believe that strategies and initiatives are “correct” if they generate results. My role is first to create an environment in which all employees can focus their comprehensive strengths to implement our strategies, and then to produce results.

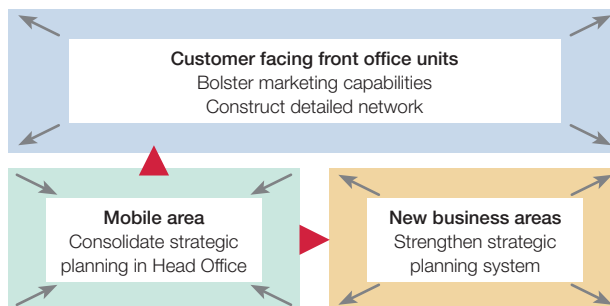
The first step in creating such an environment was the reform of our organizational structure on July 1, 2014. Specifically, over a period of about three years, we will add approximately 2,000 to 3,000 people in new business areas and corporate marketing. In new business areas, we will focus on enhancing our ability to create new services and expanding the scale of our operations. In corporate marketing, we will strive to strengthen our relationships with customers and to expand customer touchpoints.

Also, we established a new company, DOCOMO CS Inc. This move was intended to raise the level of service to

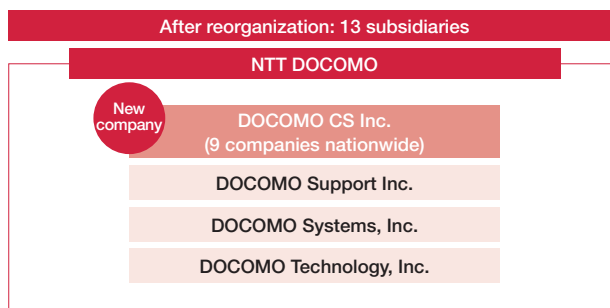
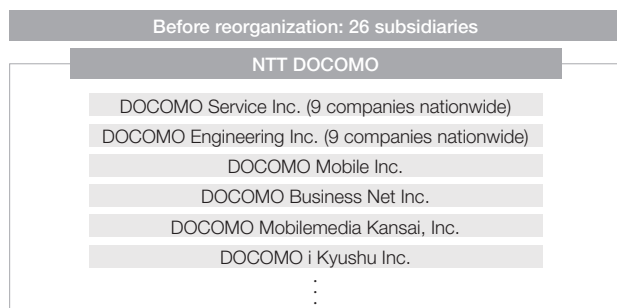
customers with a system that is close to regional areas. Accompanying the establishment of DOCOMO CS, we reduced the number of Group companies from 25 to 12, thereby facilitating more rapid decision making and more efficient administrative management for the Group as a whole.

On the day of the announcement of the new billing plan, I spoke with an employee in the elevator. She said, “I am glad that DOCOMO has taken the lead with this announcement.” This comment reconfirmed my belief that we must have an organization that can go on the offensive. To achieve ongoing progress in the mobile communications market, which continues to evolve, we will work to build a dynamic organization that can stay in the lead.

Purpose of Organizational Reforms



Group Reorganization



Utilization of Management Capital

Human resources are the key to the realization of the Company's growth strategy. In advancing the growth strategy, it is human resources that play the main role and serve as the driving force behind the management capital that we invest, including our brand, customer base, R&D capabilities, alliances, and facilities.

We want employees not to simply focus on their own jobs but rather to be curious and get involved in whatever strikes their interest. The reason is that if we are satisfied with "business as usual plus a little bit more," then it is unlikely that we will be successful in realizing our vision of being a Smart Life Partner. I even want people to speak up and let us know if they think the work they are doing is unnecessary. We need

the energy to break away from "business as usual." The structural reforms that we implemented were based on this approach, and through them we will strive to draw out

constructive energy by aggressively reallocating our resources. In this way, we will rapidly implement powerful initiatives to advance our growth strategy.



Shareholder Return and Corporate Value

DOCOMO considers the return of profits to shareholders to be one of its most important management issues, and the Company has worked to provide stable dividends and a dividend payout ratio that is in the top ranks in Japan. In fiscal 2014, to maintain a solid shareholder return, we plan to pay dividends of ¥60 per share, the same as in fiscal 2013.

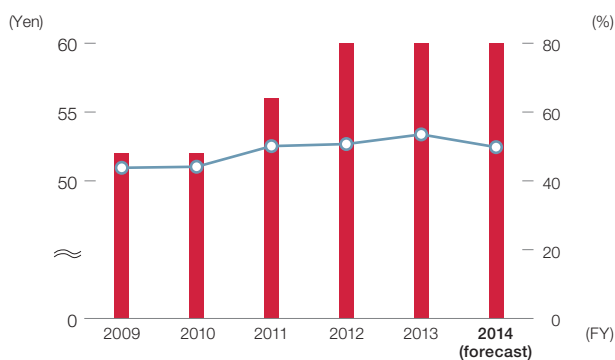
more than ¥500.0 billion, and we determined that we needed to increase capital efficiency.

Moving forward, we will aggressively advance shareholder return. Of course, we realize that the best way to meet the expectations of shareholders and investors is to raise corporate value through growth. In fiscal 2014, we broke new ground with the introduction of our billing plan. We have also formulated a range of initiatives to achieve growth, and we will advance the realization of our growth strategy with heightened force and speed.

As we progress toward our vision of being a Smart Life Partner, we will continue to take on challenges to realize growth. That is our promise to our shareholders and investors.

July 2014

Dividend per Share / Payout Ratio



■ Dividend per share ○ Payout ratio (right)

* Graph data takes into account the stock split (1:100) conducted on October 1, 2013.

In addition, to strengthen our return to shareholders and investors, we have established a framework for share repurchases, with an upper limit of ¥500.0 billion. At the end of March 2014, our cash and cash equivalents totaled

Kaoru Kato
President and Chief Executive Officer

To achieve growth, DOCOMO faces three key challenges: increasing the number of subscriptions, raising ARPU, and expanding new business areas. To effectively implement its growth strategy, DOCOMO must tackle these three challenges simultaneously.

The initiatives that we are implementing to address these challenges are closely related and interdependent. Progress with one initiative could be a precondition for the progress of another, or the concurrent progress of two initiatives could lead to dramatically improved results. By approaching these challenges from multiple directions, we will augment the impact of our growth strategy.

DOCOMO is aiming to generate added value and to realize growth by tackling these three issues at multiple levels on a Company-wide basis.

Well-Grounded Strategy

This section outlines the 14 initiatives that target the three key challenges: increasing the number of subscriptions, raising ARPU, and expanding new business areas. The purpose and progress of each initiative are described, and detailed explanations of the mutual relationships among the various initiatives are provided. Overall, this section illustrates how DOCOMO's growth strategy is well grounded.

One reason why we are confident that our growth strategy is well grounded is that it makes full use of the management capital that we have accumulated. In addition to the 14 growth initiatives, this section also introduces 6 types of management capital that will be indispensable inputs to the realization of our growth strategy. Also, the section provides an overview to corporate governance, internal control, information management, and risk management, which make up the management foundation for our business activities.

Customer Base

P37

Human Resources

P38

Alliances
P41

R&D
P40



Capital Expenditures
P39

Reputation and Brand
P36

Networks

To establish a communications environment that enables the convenient, smooth use of the cloud services and rich content that help consumers to realize a Smart Life, DOCOMO is accelerating the expansion of the LTE Xi network.



Keitaro Mori
 Manager,
 Radio Access Network
 Engineering Department

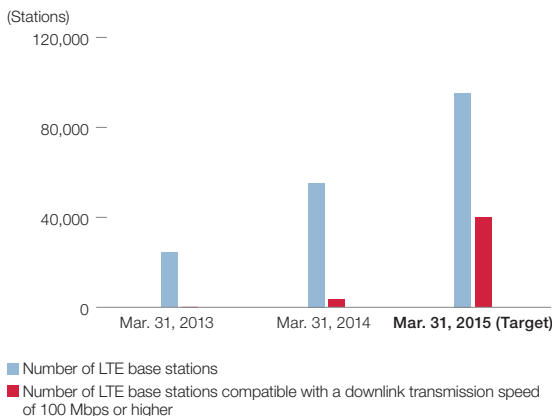
- POINT 1** For DOCOMO to secure new customers and raise the satisfaction of existing customers in the face of competition from other mobile communications companies, it is essential that its communications network offers coverage, speed, and smooth connections.
- POINT 2** Advanced communications technologies and facilities are one of DOCOMO's core competencies, and combined with the know-how that makes possible efficient, stable network usage, they are the wellspring of DOCOMO's competitive strength.

Accompanying the uptake of smartphones and other mobile communications devices, the use of video, high-resolution graphics, and cloud services is expanding. As a result, the field of mobile communications is seeing a rapid increase in data traffic. To ensure that customers can use mobile communications devices without any stress, it is highly important to establish an environment in which large volumes of data can be sent and received without delay. According to Keitaro Mori, who works in network engineering, "It is important to enable customers to do ordinary things in an ordinary way and to use their mobile devices without even being aware of the network environment. The network is the foundation of the many services offered by DOCOMO, but at the same time, as the point where 'connectivity' is realized, I think it is also a direct customer touchpoint."

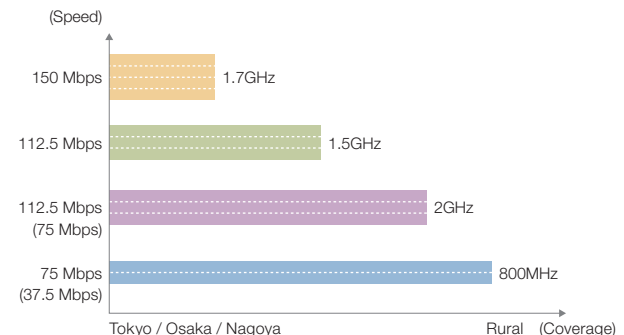
In October 2013, DOCOMO began to use quadband technology in the LTE Xi service. Quadband refers to the use of four frequency bands in the provision of mobile communications services. Previously, DOCOMO provided scope and convenience through two bands, 2GHz and 800MHz, and convenience and speed through the 1.5GHz band. Now, in Tokyo, Nagoya, and Osaka, we have started using the 1.7GHz band to realize greater convenience and speed. In this way, the LTE frequency bands in three areas have more than doubled, and we realized services using the world's fastest maximum downlink transmission speed*, of 150 Mbps.

* As of October 2013

Number of LTE Base Stations



Spectrum Allocation for DOCOMO's "Quad" LTE



Combining Technology and Know-How to Support Network Enhancement

Mori emphasizes, “LTE network enhancement is one of the areas in which DOCOMO can best demonstrate its competitive advantage, and we are working with a strong sense of mission.” This network enhancement is supported by quad-band technology and base stations, of which DOCOMO had 55,300 as of the end of March 2014. Currently, DOCOMO is rapidly ramping up construction to add a further 40,000 base stations during fiscal 2014 (see page 39). However, Mori points out that DOCOMO’s initiatives for network enhancement are not limited to facilities. “Of course, the frequency bands and base stations are important, but creating an environment that actually provides connections requires the ability to integrate all of the various technologies, such as allocating sectors, tuning to control mutual interference of radio signals, and adjusting antenna directions.”

Sector splitting is a technique to add more sectors by using several sector antennas at the base station. This technique allows increased speed and better call connectivity. To achieve those objectives, DOCOMO creates three or six sectors from one base station. According to Mori, “It is the know-how accumulated over many years on the front lines that enables us to enhance our performance by making full use of radio

frequencies, which are a limited resource, and the facilities that showcase our advanced technical development capabilities. I believe that both technology and know-how are required to provide good service.

“Another one of our jobs in the Radio Access Network Engineering Department is to build a framework for cooperation among network engineers nationwide, so that we can all share the know-how that we have cultivated.” The technologies and know-how accumulated in this way are also used in the roll out of VoLTE¹, which makes possible voice calls over the LTE network, and in achieving higher speeds and larger capacity through the introduction of LTE-Advanced², an enhanced version of LTE *Xi*.

Mori explains that the secret to network engineering is “steadily acquiring know-how through a continued process of daily trial and error. We will need to expand our viewpoint beyond networks and take the initiative while considering future services, so that customers will say they are glad they picked DOCOMO.”

¹ VoLTE (Voice over LTE): Technology for enabling voice calls over the LTE network. In comparison with voice calls over the conventional 3G network, VoLTE offers superior voice quality and low latency. Because VoLTE uses the LTE network to provide voice services, it also increases the efficiency of frequency usage compared with the 3G network.

² LTE-Advanced: A new technology that facilitates higher speed and larger capacity while maintaining compatibility with LTE. DOCOMO plans to begin service in fiscal 2014 at up to 225 Mbps.



Maintaining the network to ensure a smooth communications environment

Communications networks are like living things in that they change each day under the influence of many factors, such as the customers who use mobile phones, the weather, and nearby buildings. To earn the trust of customers, DOCOMO will continue to maintain the network environment that is the foundation of the diverse services that the Company provides.

Handsets

We are expanding the breadth of choices for customers by offering both Android handsets and iOS handsets, and at the same time we are providing original DOCOMO services that are available on either type of handset.

POINT 1	We succeeded in attracting younger customers with the introduction of the iPhone. The iPhone contributed to our net additions and also afforded us further opportunities to promote our services in new business areas.
POINT 2	For the market overall, growth in unit sales of smartphones was sluggish. Nonetheless, through synergies with billing plans, we are facilitating the transition to smartphones and increasing demand for second devices.

With the addition of the iPhone 5s and 5c in September 2013, DOCOMO began to offer a lineup featuring both Android and iOS models. Due to the introduction of the iPhone, we recorded improvement in net additions and MNP port-outs (see page 60), and, through combinations of the iPhone and a basic charge discount service for students, we recorded growth in MNP port-ins, especially among younger customers between 10 and 30 years old. In comparison with other age groups, younger customers make greater use of rich content, such as video and music, and services, including *dmarket*. Consequently, the introduction of new handsets is expected to increase net additions and to support growth in new business areas in the years ahead. In addition, the ability to introduce a framework for the provision of *docomo mail* and other DOCOMO services on both Android and iOS handsets is one of the keys to success for the Company's handset strategy.

In fiscal 2014, DOCOMO's summer lineup included 12 models, a reduction of about 30% from the spring / summer model lineup in fiscal 2013. In addition, we launched *DOCOMO Select*, a new brand of mobile phone accessories and peripheral equipment that we recommend with confidence. Smartphones are being adopted by all age groups, from children to senior citizens. Accordingly, we are working to attain a balance between achieving efficiency and enabling customers to enjoy the process of selecting a phone. To that end, we are working to offer a range of handsets that appeal to customers in all age groups while simultaneously limiting the handset variations to an appropriate number. With the overall market recording sluggish unit sales of smartphones, in fiscal 2014 DOCOMO is working to foster demand for second devices by focusing on combinations of new billing plans (see page 25) and new handsets.

docomo select



DOCOMO Select offers optional equipment and original items designed by the Company, and these products can be purchased with *docomo Points*. Sales started in conjunction with the introduction of the 2014 summer handset models.



2014 summer handset models

Sales Channels

DOCOMO shops provide more than just face-to-face sales and after-sales service. They also serve as the driving force behind the formation of DOCOMO's brand image, that "DOCOMO can be trusted."

POINT
1

Communications networks, handsets, and services are the components of mobile communications, and competition with other companies in these areas is intensifying. In this environment, we will continue to strengthen the customer service capabilities of DOCOMO shops, which have a significant influence on customer satisfaction.

POINT
2

By enhancing online service and using tablets to provide service guidance, DOCOMO is working to appropriately control customer service times, which have been increasing.

DOCOMO shops provide face-to-face service to customers nationwide, and as of the end of March 2014 there were about 2,400 DOCOMO shops with about 37,000 staff members serving customers throughout Japan. Each staff member works as the "face of DOCOMO" and handles a variety of tasks, including new subscriptions, model changes, usage guidance, and problem resolution. In addition, shop staff introduce services and support the use of application in accordance with customer needs, thereby making a substantial contribution to our marketing initiatives.

As a result of ongoing efforts to enhance customer service, in a survey conducted by a third party (see page 61), the shop staff received high marks for politeness and attitude. Moreover, DOCOMO shops were awarded first place in the customer

service category at the Nikkei Research Awards—Japan Shop Awards 2014, which were sponsored by Nikkei Research Inc. These evaluations are directly linked to achieving differentiation from competitors and to increasing customer satisfaction. In addition, they ultimately contribute to customers developing a sense of trust and peace of mind about the DOCOMO brand (see page 36).

Further, we are using tablets to provide service guidance in shops, working to promote the effective use of online shops, taking steps to sustain and improve the level of call center service, and enhancing remote support services (see page 24). In these ways, we are working to reduce waiting time in our shops, which has been rising due to the growing use of smartphones.



Customer service contest among DOCOMO shop staff

To enhance customer service skills, once a year DOCOMO shop staff participate in a nationwide customer service contest.



Nikkei Research Awards—Japan Shop Awards 2014

In January and February 2014, Nikkei Research Inc., conducted a survey of 360 brands of stores and restaurants in the retail and restaurant industries. Nikkei Research measured consumer attitudes toward visit-

ing the store or restaurant, gaining a time consumption premium, making a purchase at the store or dining at the restaurant, and recommending the store or restaurant. In addition to the overall evaluation, stores and restaurants were evaluated in terms of value drivers that create appeal, such as the tangible aspects of stores themselves and the intangible aspects of the store's atmosphere and customer service. DOCOMO shops were ranked highly in the category of customer service and received an award.

Loyalty

We are working to foster loyalty to DOCOMO by providing services that enable long-term customers to directly experience the feeling that “DOCOMO can be trusted.” These efforts make a contribution to reducing the churn rate and expanding our customer base.



Marie Wakabayashi (left)
Assistant Manager,
Remote Access Service Center,
DOCOMO Support Inc.

Sachiko Ishizuka (right)
Strategic Marketing Department

- POINT 1** By offering billing plans and services that can be used with greater peace of mind for long periods of time, we are increasing satisfaction among existing customers and stabilizing our customer base.
- POINT 2** By offering a rich lineup of services, we are increasing trust in the DOCOMO brand and at the same time encouraging transition from feature phones to smartphones.

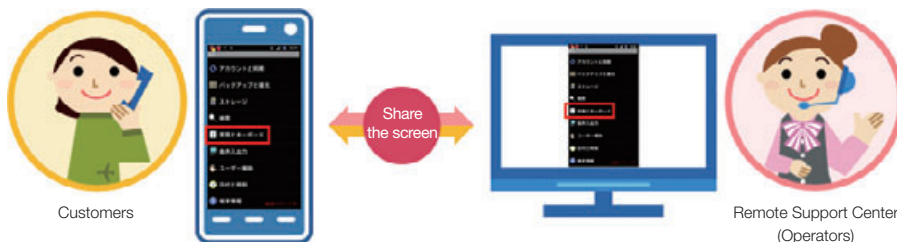
The mobile communications services market is in the midst of a transition from a growth phase to a mature phase, and in this environment DOCOMO has clearly spelled out its focus on the retention of long-term users. Specifically, we are providing services targeting long-term users, such as special benefits in billing plans (see opposite page). In this way, we are working to increase the satisfaction of existing customers, centered on members of the DOCOMO Premier Club³.

Sachiko Ishizuka recalls, “*Smartphone Remote Support* was developed to provide help in the transition to smartphones for customers who are concerned because they think it would be difficult to operate a smartphone and that a feature phone is good enough.” Detailed services that help to expand the smartphone user base have been well received by customers in a wide range of age groups, wider than DOCOMO initially expected. “In providing this service, the employee operates the customer’s smartphone or tablet remotely while confirming the situation. We can address the individual needs

of each customer, helping them when they are not sure what to do or when they only know that there is some type of problem. That’s why the service has been well received.” As a result, the number of subscribers reached 5 million in only 1 year and 9 months after the service was launched in March 2012.

“Customers who are quite concerned when they initially contact support, saying ‘I don’t understand’ or ‘It stopped working,’ are truly relieved when they receive support and their problem is resolved. When that happens, I have a real sense of satisfaction,” said Marie Wakabayashi, who works as an assistant manager at a remote support center. She adds, “Now our challenge is to further expand the service skills of our staff. I would like to contribute further to raising customer satisfaction by offering assistance that extends beyond problem resolution.”

³ DOCOMO Premier Club: A free membership service for subscribers through which they can receive a variety of benefits, such as *docomo Points* received in accordance with usage times and amounts. As of the end of March 2014, there were more than 60 million members.



Smartphone Remote Support

To enable customers to have their problems resolved by an operator, we added functions to *Smartphone Remote Support* that were not originally available. Recently, there has been an increase in the number of inquiries from women in their 30s and 40s who want to make greater use of the capabilities of their mobile phones.

Billing Plans

Rather than focusing on short-term subscription gains, we strive to bolster revenues and profits over the medium-to-long term by offering billing plans that customers will select and then continue to use.

POINT
1

By providing billing plans that clearly offer special benefits to long-term users, we are reducing the churn rate and breaking new ground in the competition in MNP.

POINT
2

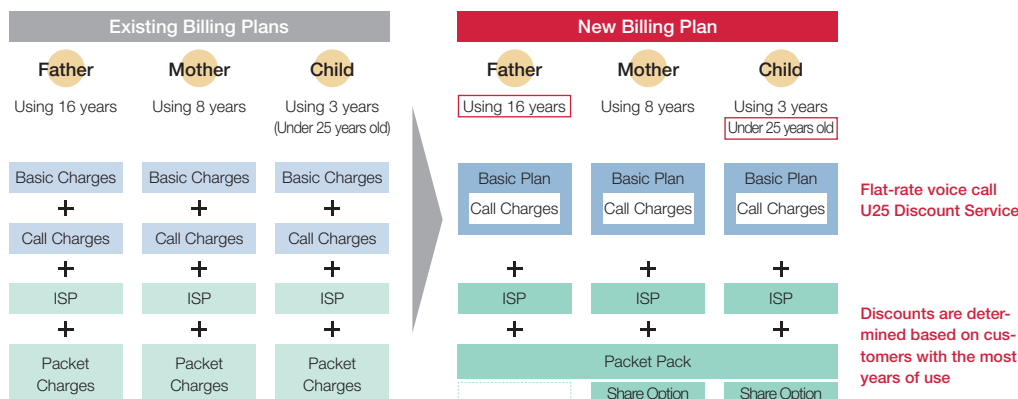
We are stabilizing our customer base with plans that prioritize ease of use, such as flat-rate monthly plans for domestic voice calls, including calls to fixed-line telephones and mobile phones provided by other carriers.

On June 1, 2014, DOCOMO introduced a new billing plan that fundamentally reformed the conventional billing plan system. The new plan has four key elements: data quotas that can be shared among family members or multiple handsets; flat-rate monthly plans for domestic voice calls; special benefits for long-term, continuous customers; and discounts for customers aged 25 or younger. The new plan addresses changes in the way customers are now using their devices, such as higher data communications usage due to the uptake of smartphones and tablets, increased needs for inexpensive voice calls through VOIP⁴, and the use of multiple devices. DOCOMO's new billing plan is an innovative initiative that changes the foundation of the mobile communications business. In addition, the new plan also addresses feedback from customers, such as "I would like to receive benefits for using DOCOMO for a long time," "I want free voice calls, like there are with FOMA⁵," and "I want to use multiple handsets efficiently."

Scrambling to get customers via MNP by offering cash-back incentives is a practice that will only harm the sound growth of the market. DOCOMO's new billing plan emphasizes the merits of long-term usage, which will reduce the churn rate. In addition, DOCOMO intends to foster growth in packet communications by encouraging existing customers to migrate to smartphones and use multiple devices. Families have traditionally been one of our strengths, and with the new plan, which offers special benefits to younger customers in addition to families, we are working to increase even further the retention of these customers. The new plan began to draw a high level of interest as soon as it was announced in April 2014, and within 10 days of its launch on June 1, the number of subscriptions had reached 3 million.

4 VOIP (Voice over Internet Protocol): Voice calls using the Internet. Examples are the voice call services of Skype and LINE.

5 FOMA: DOCOMO's third-generation mobile phone service. FOMA is an acronym for Freedom of Mobile multimedia Access.



DOCOMO's new billing plan: Advantages for all family members

Existing billing plans, under which there are separate basic charges and calling charges, have been consolidated into the Basic Plan. In addition, packet charges have been consolidated into a single Packet Pack for the entire family. Through the provision of special benefits for long-term users, DOCOMO is aiming to secure stable revenues and record growth in mobile services.

dmarket

Targeting ¥100.0 billion in revenues from *dmarket* in fiscal 2015, DOCOMO is taking steps to develop content that matches customer tastes and lifestyles and to offer more convenient services that customers can readily use every day.

- POINT 1** DOCOMO is striving to provide “breadth” by expanding the number of stores and “depth” by increasing the number of content offerings and products.
- POINT 2** As a leader in broadening DOCOMO's customer base, we are working to assemble appealing, easy-to-use services and offer them not only to customers who have a DOCOMO communications subscription but also to other users.

Kunihiro Ito recalls, “When we first began to offer the *dmarket* service, we emphasized that it is convenient because it is easy to access, easy to pay the usage charges, and there is no need to register as a member. Our primary target customers were light users who did not use the Internet very often. However, in fiscal 2013 we recorded growth not only in the number of users but also in the average amount spent per customer.” Ito, who worked on formulating the strategy for *dmarket*, a content market site for services offered by DOCOMO, is confident about the progress that has been made toward realizing the goal of ¥100.0 billion in revenues from *dmarket* in fiscal 2015. “I think our progress to date is the result of our focus on ‘breadth and depth’ from the perspective of making it easy to use *dmarket* on a daily basis.”

To further increase breadth, additional new stores were launched in fiscal 2013—*dfashion*, *dtravel*, *dcreators*, and *dkids*. *dtravel*, for example, is a comprehensive travel support service that enables users to make hotel reservations and other travel plans and to gather information necessary for their trips. *dtravel* leverages the special characteristics of mobile communications, enabling users to obtain information about tourist spots and dining and update their travel plans, even at their destination. In fiscal 2014, we launched *ddelivery* and *dmagazine*. *ddelivery* is a delivery service for food and meals that offers a vast lineup, from pizza to sushi, with 9,500 participating restaurants and shops. *dmagazine*, which offers unlimited reading of about 80 magazines for ¥400 per month.

Addition of New *dmarket* Stores



FY2011–2013

Launched on May 1, 2014 Launched on June 20, 2014



Further market expansion
 Improve ease of use through addition of functions

FY2014 and beyond



Kunihiro Ito

Manager,
Online Marketplace Department

Ito explains, “An increase in the number of stores gives rise to synergies, with one service fostering the use of other services.”

Depth involves more than just increases in the number of content offerings and products. The *dmarket* team is also working to heighten the convenience of existing stores in order to meet the needs of repeat customers. For example, with *dvideo* high-definition content is now available, and with *danime* the download speed has been increased by cutting the file size in half while maintaining the same picture quality.

Up to this point, marketing has been implemented through easy access from the smartphone home screen, where an icon is placed, and through DOCOMO shops and other retailers. However, Ito anticipates new developments, “Moving forward, based on the concept of carrier-free services (see page 30), as we expand the range of DOCOMO members to include customers who do not have a DOCOMO communications subscription, we are also taking other steps, such as implementing aggressive marketing activities and strengthening personalized functions.”



dトラベル

dtravel comprehensive travel service

In addition to lodging reservations, *dtravel* also offers abundant tourism and dining information. It can be used on a carrier-free basis and it supports customers in trip planning as well as during travel.



Support for activities at travel destinations

dmarket is collaborating with map navigation and online travel guidebook applications, which are useful services when customers are visiting a location for the first time or searching for a nearby store or facility.

In this way, DOCOMO provides support for activities at travel destinations by leveraging the distinctive characteristics of smartphones to help customers create and change travel plans and to provide navigation assistance.

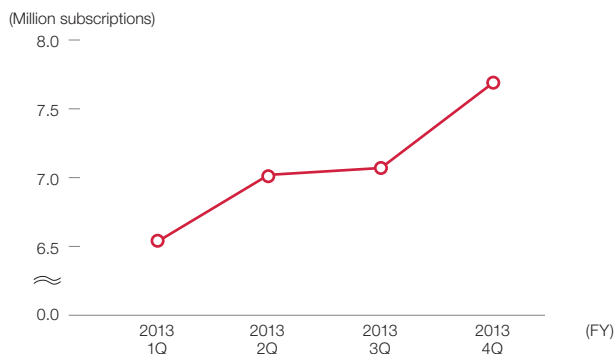


dマガジン

dmagazine launched

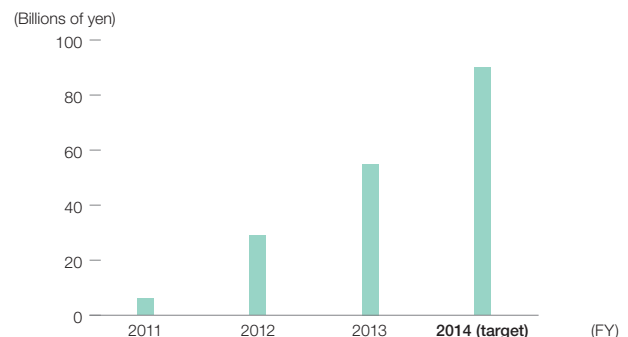
dmagazine enables unlimited reading of about 80 of the latest, most popular domestic magazines for a flat monthly rate. The magazines are organized and displayed in 14 genres. A distinctive feature of *dmagazine* is that when a user selects a genre in which they are interested, an original screen is created to recommend multiple magazines side by side.

dmarket Subscriptions*



* Number of subscriptions to monthly billable services

Total dmarket Transaction Amount



Finance / Payment

By incorporating everyday payments into its services, DOCOMO will advance the convergence of the Smart Life of customers and the Company's services.

POINT
1

For customers who use DOCOMO's services, the Company emphasizes the convenience of two services—*iD* and *DCMX*—and strives to increase the number of customers using them.

POINT
2

DOCOMO will strengthen its relationships with customers by offering them financial services and *docomo Point* services. These initiatives will contribute to expanded service usage.

For DOCOMO's growth strategy—contributing to the realization of a Smart Life through mobile communications services—the provision of services in the field of finance / payment, which touches every aspect of people's lives, is extremely important. DOCOMO's initiatives to expand its finance / payment services will center on two key services: *iD*, an electronic money system, principally for mobile communications devices, and *DCMX*, a credit card.

In marketing, DOCOMO has positioned its 63 million communications services subscribers as potential customers for *iD* and *DCMX*. On that basis, the Company is stepping up its promotions by leveraging the strengths of the DOCOMO shops as a face-to-face sales channel (see page 23). As of the end of fiscal 2013, *iD* had 20.23 million members and *DCMX* had 15.57 million*. Moving ahead, DOCOMO is taking steps to increase the number of subscribers to these services by enhancing convenience. Through a tie-up with MasterCard, the Company provides *iD*/PayPass functions, and through a

DCMX exclusively for use with *iD*, customers can use *iD* even if their mobile phones are not compatible with the *Osaifu-Keitai* mobile wallet.

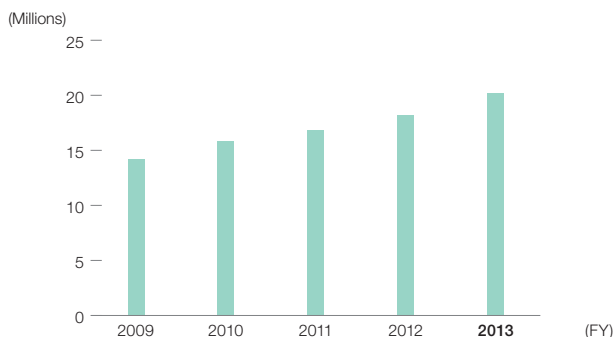
In addition, we are leveraging synergies through tie-ups among the *DCMX* and *iD* payment services, the provision of DOCOMO services and products through *dmarket* and other means, and *docomo Points*, which are easy to earn and to use. For example, through *dmarket* we are offering a variety of promotions and services to encourage people to become *DCMX* members. In this way, we can establish a cycle in which more customers are able to utilize services with enhanced safety and peace of mind, and through this cycle we will make a significant contribution to the realization of a Smart Life.

In the future, we will maintain a focus on customer needs as we plan and develop more convenient point frameworks and services and take steps to expand the potential uses of our financial services.

* Number of *DCMX* and *DCMXmini* members



iD Membership



Safety / Security

DOCOMO is developing new sources of revenues by moving beyond convenience in mobile communications services to meet needs for higher levels of security.

POINT
1

As mobile communications services become increasingly diverse, there are growing needs for more advanced security. The provision of services that are convenient and can be used with peace of mind will increase customer trust in the DOCOMO brand.

POINT
2

DOCOMO will advance into insurance services that will commercialize needs related to safety and security, and the Company will also pursue synergies with *dmarket* and healthcare-related services.

With mobile communications services expanding and Smart Life becoming a reality, customer needs for safety and security are increasing. The chief reason is the wide range of consumer concerns regarding mobile communications, such as the release of personal information on the Internet, unexpected increases in communications expenses, the viewing of dangerous sites by children, and the loss of mobile devices that contain large amounts of personal information. By addressing these concerns and providing higher levels of security, the Company will increase customer trust in the DOCOMO brand.

For example, the monthly billable service known as *Peace-of-mind Pack* provides comprehensive coverage of the types of concerns outlined above. This economical package combines three services: a service that provides compensation if a

mobile device is damaged, such as by water, or lost; a security service that implements virus and phishing countermeasures; and the *Smartphone Remote Support* service (see page 24), which provides support for smartphone operation and settings. As of the end of March 2014, there were 4.46 million subscribers to *Peace-of-mind Pack*.

DOCOMO is moving one step beyond these initiatives, which provide safety and security related to mobile communications services, to commercialize safety and security. Customers have been able to use their mobile phones to easily apply for medical insurance and automobile insurance since 2011. In March 2014, we added bicycle insurance, which has been well received.

Peace-of-mind Pack

Meticulous customer support to ensure peace of mind at all times

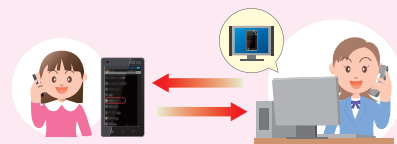
"Mobile Phone Protection Service"



Network security



Smartphone Remote Support



Peace-of-mind Pack

This service addresses a number of consumer concerns about smartphones. Through the provision of compensation for mobile phone damage or loss, virus countermeasures, and usage support, *Peace-of-mind Pack* meets customer needs for the comfortable use of smartphones.

docomo ID

With the full-scale introduction of the *docomo ID*, which is the gateway to DOCOMO services, the Company has established the infrastructure for the expansion of its revenue base. The Company develops services that extend beyond the traditional limits of “DOCOMO customers.”

POINT
1

The Company has changed the concept of “DOCOMO customers” through the realization of “four freedoms”: network-free, device-free, OS-free, and carrier-free.

POINT
2

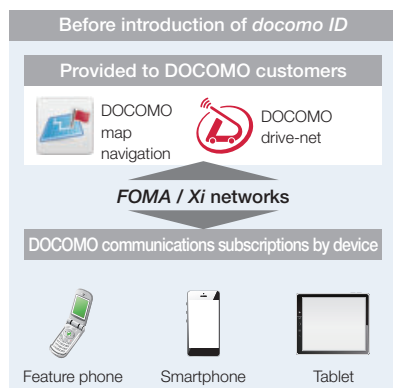
The *docomo ID* is a framework that holds the key to providing upper-layer services, raising Smart ARPU, and increasing revenues from new business areas.

In November 2013, the Company implemented the full-scale launch of the *docomo ID*, which is used to verify the identity of customers when they use a variety of DOCOMO services, including mail services and *dmarket* (see page 26). Identity verification had previously been based on the DOCOMO communications subscription; however, through the transition to the *docomo ID*, the Company has realized “four freedoms.”

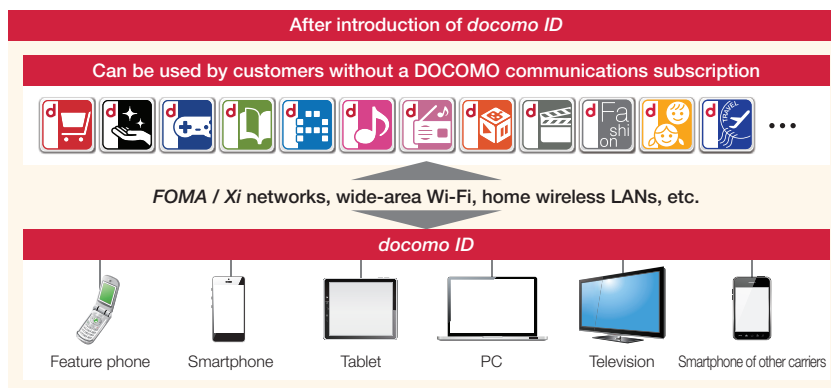
The first freedom is network-free, where services are provided without regard to the type of network, including LTE *Xi* and other mobile networks, Wi-Fi, and home broadband networks. The second is device-free, where a single service can be enjoyed on different devices, such as smartphones, tablets, and PCs, or on multiple devices. The third is OS-free, where services can be used with any mobile device or PC operating system. And the fourth is carrier-free, where the services are available even to users without a DOCOMO communications subscription.

The *docomo ID* is a framework that holds the key to the realization of a Smart Life for customers. The achievement of the “four freedoms” is a decisive move that will completely change the concept of “DOCOMO customers.” In fact, this initiative is a concrete realization of DOCOMO’s growth strategy, which is oriented toward the provision of upper-layer services.

Currently, the Company is working to expand the range of services that can be used with the *docomo ID*, and in the future the Company plans to make all of the services provided by the DOCOMO Group available to DOCOMO members who have a *docomo ID*. In addition to its core business of mobile communications services, DOCOMO will strive to increase profits through the provision of superior services to a wide range of customers.



Aiming for carrier-free services through the provision of the *docomo ID*



Healthcare

DOCOMO will create new value by providing services that give shape to the concept of a Smart Life Partner that is closely linked to the daily lives of customers.

POINT
1

DOCOMO is striving to generate synergies by combining applications and wearable mobile devices with real businesses, such as online sales of organic vegetables.

POINT
2

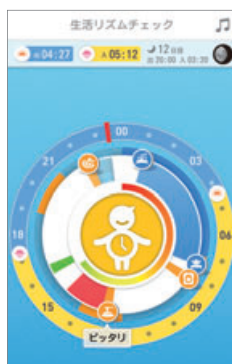
There are strong needs for health management utilizing mobile devices, and there is a high probability that multiple new services will be created and the market for those services will grow rapidly.

As a Smart Life Partner, DOCOMO strives to offer services based on mobile communications that are closely linked to customers' daily lives. Healthcare-related services are a good example. In cooperation with OMRON HEALTHCARE Co., Ltd., a leading manufacturer in the healthcare field (see page 41), DOCOMO is developing and providing new services.

Karada no Tokei WM (Watashi Move) is one example. This service provides advice for the daily activities of consumers, such as eating, sleeping, and exercising, thereby supporting the establishment of an ideal lifestyle rhythm. In addition, the service offers free telephone consultations with experts 24 hours a day, 365 days a year. Also, when this service is used in conjunction with wearable wristband devices, steps taken, distance moved, calories consumed, and hours slept can then be recorded and sent to a smartphone, where the information can be confirmed with the application.

In this way, as a Smart Life Partner, DOCOMO is providing this service in a seamless manner covering monitoring, planning, matching, and advice, and as a result *Karada no Tokei WM (Watashi Move)* has already become a part of the daily lives of many customers. Furthermore, DOCOMO can also offer packages of real goods and online services by combining healthcare-related services with other services, such as sales of organic and low-chemical agricultural products (see page 41) and the provision of medical insurance (see page 29).

The healthcare field offers extensive potential business opportunities, as demonstrated by the aging of Japan's population and the concerns of seniors with health-related issues as well as by the degree of overlap between healthcare and wearable devices, which are making marked technological progress. DOCOMO has positioned healthcare as a pillar of its new business areas, and moving forward the Company will continue working to develop healthcare-related services and markets.



Karada no Tokei WM (Watashi Move) is one of DOCOMO's healthcare services.



moveband 2, wearable wristband devices



hitoe, a material developed by Toray Industries, Inc., and NTT. When used in clothing, it can measure the wearer's heart rate and other information. Moving forward, DOCOMO will strive to provide new services through combinations of this type of wearable product and healthcare-related services.

Education

DOCOMO has achieved a first in Japan with the opening of a platform for massive open online courses (MOOCs), which are a major trend in education around the world. DOCOMO is now considering the commercialization of these operations and working to generate synergies with other service fields.



Miki Sassa
Smart-life Solutions Department

- POINT 1** By reinforcing the basic elements of mobile communications services, DOCOMO will support online educational services, a new business area, and in turn growth in the use of those services will contribute to gains in Aggregate ARPU.
- POINT 2** In addition to higher education, DOCOMO will also take steps to meet needs for other types of education in a wide range of genres, including practical business skills and hobbies and culture, such as cooking.

In recent years, large-scale lectures that are available online, known as MOOCs, have been the focus of growing attention. In 2012, a leading U.S. university sparked a major trend when it made some of its lectures available online, and that trend is now spreading to Europe, Asia, and Oceania. In April 2014, DOCOMO and NTT Knowledge Square Inc. established *gacco*TM, Japan's first MOOC platform.

Miki Sassa, who is in charge of DOCOMO's education businesses, says, "The response to *gacco*TM has been even stronger than expected, and as of mid-June 2014 more than 60,000 people had registered. Those viewing the lectures have said that they are happy to be able to easily study topics in which they have an interest, and the initial response has reconfirmed that a large number of people are enthusiastic about learning. Lifestyles and learning are linked."

She goes on to say, "Our ability to offer MOOCs was a result of changes in the environment, such as expansion in LTE

coverage, which is suitable for viewing video; flat-rate billing plans for data communications; and widespread acceptance of the use of mobile devices for learning." The uptake of mobile devices and the reinforcement of the network environment have made it possible for DOCOMO to record growth in the new business area of online educational services, and now MOOCs are giving shape to DOCOMO's growth scenario.

Lectures on *gacco*TM are free of charge, but an increased interest in online learning will promote usage of mobile communications. Another benefit will be greater awareness of the DOCOMO brand among younger customers, who are the primary target for *gacco*TM. Sassa says, "Over the medium-to-long term, we will work to provide a platform for corporate training and take steps to develop educational services into a revenue-generating business area."



gaccoTM: Free college lectures
Aiming to expand the availability of Japan-style MOOCs, in April 2014 DOCOMO launched *gacco*TM, a distribution platform certified by the Japan Open Online Education Promotion Council (JMOOC), which was established in 2013.

Overseas Business

The domestic mobile communications market is maturing, and accordingly DOCOMO pursues growth opportunities in overseas markets. The Company is developing those operations in accordance with three basic policies.

POINT
1

To strengthen its systems so that it can provide services without delay to individual and corporate customers in Japan and overseas, DOCOMO pursues alliances with overseas carriers and increased use of roaming services.

POINT
2

With the objective of increasing growth opportunities through the incorporation of promising technologies and services, DOCOMO will continue to invest in and collaborate with overseas companies that have platforms and know-how.

Targeting the development of growth drivers, DOCOMO is taking steps not only to expand new business areas in Japan but also to discover business opportunities overseas. The Company's three basic policies for those overseas initiatives are to expand carrier-related business, to advance platforms and other new business areas, and to enhance international services for people traveling overseas.

Under the first policy, DOCOMO implements a range of initiatives. For example, the Company will advance cooperative relationships with overseas carriers in which it has invested or with which it is collaborating; secure financial returns and operational synergies by strengthening management foundations through the provision of support for companies in which it has invested; and strengthen the global development of M2M services and corporate services through collaboration with overseas carriers.




Under the second policy, in new business areas DOCOMO will invest in and collaborate with all types of overseas companies. In this way, DOCOMO will build a global open platform and offer a wide array of services that reflect consideration for national and regional characteristics. In fiscal 2013, DOCOMO acquired Austria's fine trade gmbh, which provides e-commerce payment options, making it a subsidiary. Through this acquisition, DOCOMO expands its finance / payment platform businesses in Europe.

Under the third policy, to provide the convenience that will enable customers to use DOCOMO devices and services

overseas in the same way they do in Japan, DOCOMO has expanded area coverage for international roaming services, enhanced the overseas billing plan, and introduced new services. In 2013, DOCOMO offered a new flat-rate packet service that enables overseas packet communications to be used in 24-hour units and also began to provide LTE international roaming service.

Further, as a new direction, DOCOMO plans to implement overseas development of the new business areas that it is advancing in Japan. In fiscal 2013, DOCOMO invested in ABC HOLDINGS Co., Ltd. (see page 41), which has begun to establish overseas bases. Also, DOCOMO began to provide *dgame* in China in 2013. Targeting further growth, DOCOMO has also commenced initiatives aimed at the early realization of *danime* distribution overseas.

Advances in New Business Areas Overseas

Companies that DOCOMO has invested in or collaborated with in recent years	Business field
net mobile AG (Germany) 	Provision of mobile content distribution and billing platforms to carriers
Buongiorno S.p.A. (Italy) 	Provision of business-to-consumer mobile content distribution and billing platforms
fine trade gmbh (Austria) 	Provision of online commerce payment services (bill payment, credit card payment, direct debit payment, etc.)

Corporate Customers

DOCOMO has decided to add about 1,000 employees to bolster its base of corporate customers and diversify its sources of earnings through the proposal of solutions and the implementation of joint initiatives with customers.

POINT
1

The corporate services market continues to record growth, and DOCOMO will fully leverage its comprehensive strengths in this market to help customers resolve issues.

POINT
2

As a partner with its corporate customers, DOCOMO engages in joint initiatives that utilize its original technologies, thereby contributing to the diversification of its earnings.

According to domestic market forecasts by IDC Japan, a specialized IT market intelligence company, from 2013 to 2018 the corporate market will see average annual growth of 27.7% in smartphones and 24.1% in tablets. With growth in sales of smartphones in the individual consumer market tapering off, the expansion of services in the rapidly growing corporate market plays an important role in DOCOMO's growth strategy.

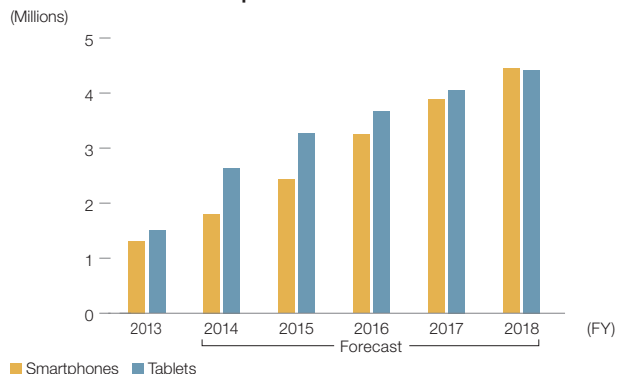
By expanding services for corporate customers, DOCOMO is aiming to achieve more than just a stronger customer base and an increase in the number of subscribers. The provision of solutions that leverage the Company's comprehensive strengths—from network quality, cost competitiveness, and support systems to disaster response capabilities—is contributing to earnings diversification. For example, when a company that manufactures and sells soft drinks introduced

large-screen tablets, DOCOMO handled the system integration. We built a framework that enabled the customer's in-house system to be accessed through LTE *Xi*, in addition to providing tablet security.

Currently, we are focusing on joint initiatives with customers that take the provision of solutions one step further. For example, as a partner with Narita International Airport Corporation, we developed a Narita International Airport original application that uses our proprietary voice-recognition and intention-interpretation technologies.

In fiscal 2014, we plan to complete the addition of about 1,000 employees (see page 38) and to strengthen our market activities, not only for large corporations but also for small and medium-sized companies throughout Japan.

Estimated Unit Shipments of Mobile Devices for the Domestic Corporate Market





Shoichi Saito
Corporate Sales and Marketing Department II

M2M

In the Machine to Machine (M2M) market, which is expected to drive growth in mobile communications, DOCOMO will take steps to enhance its presence, develop businesses in overseas markets, and expand its revenue platform.

POINT
1

DOCOMO will network a vast array of equipment around the world and help customers increase efficiency in the collection and analysis of information.

POINT
2

The Company uses its comprehensive strengths, including alliances with overseas telecommunications operators and innovative R&D activities, to establish a competitive advantage in the M2M market.

M2M is a framework for the incorporation of communications modules in products, such as vehicles, construction machinery, and IT equipment, and the use of those modules for the collection and analysis of information over a network. This framework enables information to be collected in real time from a wide range of equipment without human intervention. Accordingly, companies are making growing use of M2M to increase management efficiency, and the overseas market is expected to grow at about 20% a year. Moving forward, DOCOMO will develop global M2M operations, centered on communications services in Japan and more than 200 other countries and on the docomo M2M Platform, which enables integrated management of all communication lines.

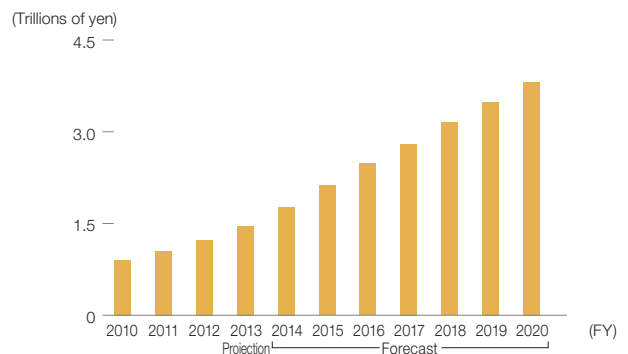
Shoichi Saito, from the Corporate Sales and Marketing Department II, says with a smile, "In fiscal 2013, we received our first major global order in the M2M business, which will add momentum to our efforts to expand the business. Our customer decided to introduce M2M solutions to manage its products in many regions around the world and held a competitive bidding process that included overseas companies.

In addition to our proven track record, we received high marks for our network coverage, after-sales service system, and R&D capabilities, which will drive technical innovation to enhance future M2M solutions. As a result, we received the order."

In the domestic market, DOCOMO has accumulated know-how in the provision of M2M services for more than 10 years, and the Company's track record has already reached about 4 million lines. In addition, to expand its service area, the Company has moved ahead with alliances with overseas telecommunications operators and enhanced roaming services. Saito says, "Moving forward, we will strive to offer new services that leverage DOCOMO's comprehensive strengths, including advances in such areas as LTE network speed and consideration for the use of big data⁶."

⁶ Big data: Large volumes of data generated by mobile devices, sensors, SNS, and other sources. The utilization of big data is expected to lead to new business initiatives and contribute to the resolution of social issues.

Forecast of Global M2M Market Size



Source: Yano Research Institute Ltd., *M2M Global Market: Key Research Findings 2014*, issued on March 28, 2014

Reputation and Brand

DOCOMO has cultivated trust among customers through a wide range of initiatives targeting the establishment of an environment in which mobile communications services can be used safely and with peace of mind.

POINT
1

DOCOMO's continued provision of high-quality services at all levels of mobile communications is closely linked to the trust of customers in DOCOMO and their recognition of the DOCOMO brand.

POINT
2

As a leader in mobile communications services, DOCOMO is taking steps to meet a wide range of social demands, such as education about good manners in the use of smartphones.

DOCOMO's customer base is supported by the trust of customers, who believe that "DOCOMO can be used with peace of mind" and that "DOCOMO is dependable." This trust is the result of the Company's continued provision of high-quality services at all levels. This high quality extends not only to basic elements of mobile communications services, such as network coverage, smooth connections, and speed, but also to robust after-sales service (see page 29), the development of unique services, and prompt responses in the event of a disaster.

As a leader in mobile communications services, DOCOMO strives to create an environment in which those services can be used safely and with peace of mind. For example, the Company is implementing countermeasures to the use of smartphones while walking, which has been identified as a dangerous practice in recent years accompanying the growing

uptake of smartphones. DOCOMO has developed and is providing free of charge an application that senses when the user is walking and places a warning on the screen. In addition, the Company is conducting advertising activities to prevent the use of smartphones while walking and working to increase awareness of this issue, not just by DOCOMO customers but by all smartphone users.

The Company's continued provision of high-quality services and implementation of measures to address the demands of society have contributed to the increased recognition of the DOCOMO brand. For example, in a 2014 ranking of brands from Japan by InterBrand, the world's largest brand consulting company, DOCOMO had the No. 1 position among Japan's top 30 domestic brands.



Campaign to prevent smartphone use while walking
A smartphone cannot be operated without looking at the screen, and the screen displays a large volume of information. Users tend to focus on the screen for long periods of time, making it dangerous to use a smartphone while walking. Accordingly, DOCOMO is working to prevent accidents from using a smartphone while walking and to increase awareness of mobile phone manners.

Japan's Top 30 Domestic Brands

2014 rank	2013 rank	Brand	Sector	Brand value (US\$ million)
1	1	NTT DOCOMO	Communications	10,582
2	2	Mitsubishi UFJ Financial Group	Finance	6,528
3	3	SoftBank	Communications	6,352
4	6	UNIQLO	Retail	4,160
5	4	Mitsui Sumitomo Financial Group	Finance	4,112

Source: InterBrand, *Japan's Best Domestic Brands 2014*
Brand value of domestic brands with overseas sales ratios of less than 30% (Fiscal 2012 consolidated results)

Customer Base

DOCOMO's base of 63 million customers is an irreplaceable asset for the Company as it takes steps to develop business as a Smart Life Partner and to generate new business opportunities.

- POINT 1** | DOCOMO's customer base is more than just the foundation of the Company's management capital. It is also an extremely valuable asset in DOCOMO's efforts to secure partners for the development of devices and services and the roll-out of new businesses.
- POINT 2** | DOCOMO will strive to generate new business opportunities by leveraging the big data extracted from the Company's vast amount of customer information.

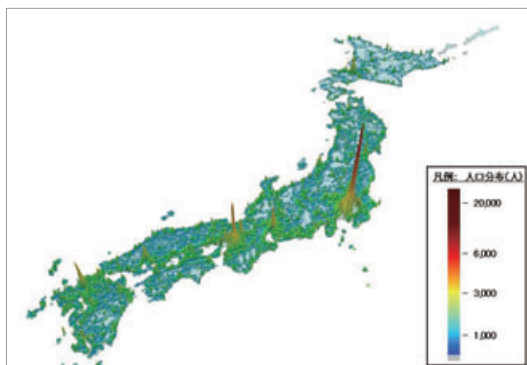
Out of Japan's population of 127 million*, 63 million people are DOCOMO customers. This overwhelming operational scale is the cornerstone of the Company's business model—number of subscribers x ARPU—and the maintenance and expansion of this customer base is one of the challenges in DOCOMO's growth strategy. At the same time, the Company's customer base represents a deep pool of potential customers, and that depth is a key strength for DOCOMO in its efforts to secure partners in the provision of mobile communications services, such as handset developers and manufacturers, application developers, and other alliance partners.

A large base of customers also generates new business opportunities. One example is the field of mobile spatial statistics, which DOCOMO began to apply on a commercial basis in October 2013. Mobile spatial statistics is a category of big

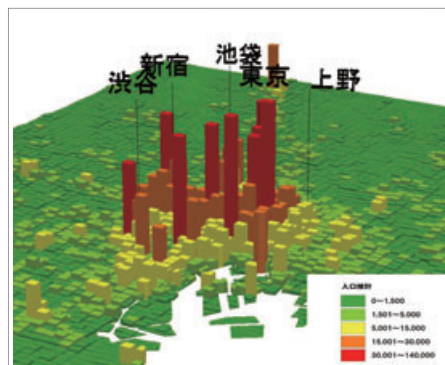
data (see page 35) in which population statistics are derived from the number of mobile phones per base station, which is periodically recorded in DOCOMO LTE Xi and FOMA service areas. Mobile spatial statistics can be used to generate statistical information, such as population distribution by region and population composition. DOCOMO has conducted joint research with academic institutions and local government groups in the application of mobile spatial statistics to public fields, including disaster prevention and urban planning. Accompanying the start of commercial application, DOCOMO will also work to expand the use of mobile spatial statistics to academic and industrial fields.

* Statistics Bureau, Ministry of Internal Affairs and Communications, *Statistics of Japan 2014*, Results of 2013 national survey

Population Distribution of Japan



Population Distribution of Tokyo's 23 Wards



Understanding population statistics through mobile spatial statistics

DOCOMO periodically records how many mobile phones are in each base station's area. By analyzing the collected data, the geographic population distribution is estimated.

Human Resources

By hiring, training, and allocating employees who are a good match for the Company's activities as a Smart Life Partner, DOCOMO will establish a more dynamic organization and create innovative services.

- POINT 1** From fiscal 2014, DOCOMO will further reinforce its competitiveness by implementing full-scale organizational reforms and focusing its human resources on strategic fields.
- POINT 2** By hiring more personnel with specialized knowledge and experience and strengthening human resources diversity, DOCOMO will accelerate growth in new business areas.

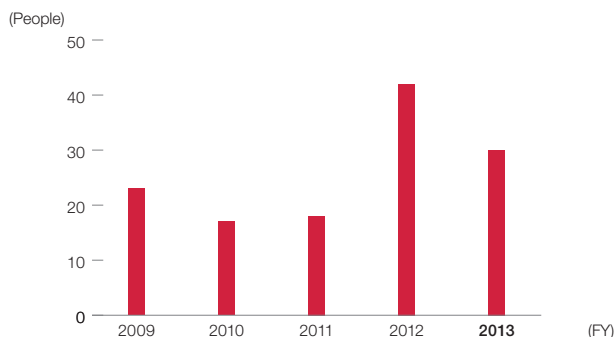
The advent of smartphones and tablets and the enhancement of the LTE network have dramatically expanded the possibilities of mobile communications services, and they have also brought about changes in the fields where employees are needed. As we implement our strategy of advancing into the upper layer and providing our own services as a Smart Life Partner, we need to allocate human resources to new fields as an investment in growth.

In this setting, DOCOMO has decided to gradually shift human resources to new fields from fiscal 2014. Specifically, to strengthen business revenues, centered on fields related to Smart Life and on corporate customers, we plan to increase our workforce by 2,000 to 3,000 employees. As the first step, DOCOMO implemented organizational reforms in July 2014. In addition, we established DOCOMO CS Inc. and reorganized

the Group from 25 companies to 12. Through integrated management of the DOCOMO Group, we will be able to implement flexible, effective initiatives on a national level and enhance our sales capabilities.

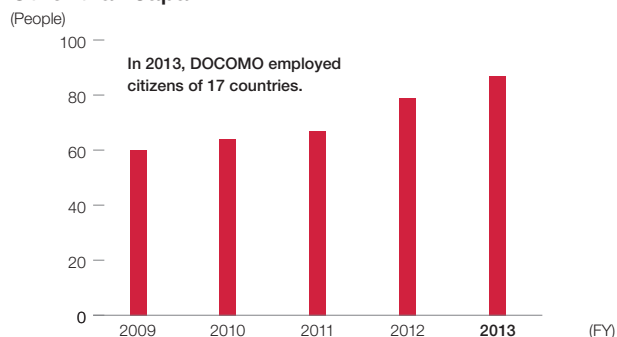
Targeting growth in new business areas, we are working to secure employees with diverse backgrounds and to bolster organizational diversity. These initiatives are based on the idea that we need to transition to entirely new concepts and to develop the capability to generate synergies by linking services. In particular, in recent years DOCOMO has increased mid-career hires of people with specialized know-how and experience, and the Company is also focusing resources on the development of employees with global viewpoints.

Number of Mid-Career Hires*



* NTT DOCOMO, INC., unconsolidated

Number of Employees Who Are Citizens of Countries Other than Japan*



* NTT DOCOMO, INC., unconsolidated

Capital Expenditures

By increasing capital expenditure efficiency, DOCOMO is enhancing its network and boosting competitiveness while controlling costs.

- POINT 1** Over five years, DOCOMO will have invested a total of ¥1,190.0 billion to enhance its LTE network. Through the focused application of resources, the Company will establish a competitive advantage versus other companies.
- POINT 2** Company-wide organizational reforms include measures to increase efficiency in capital expenditures, which are contributing to cost reductions.

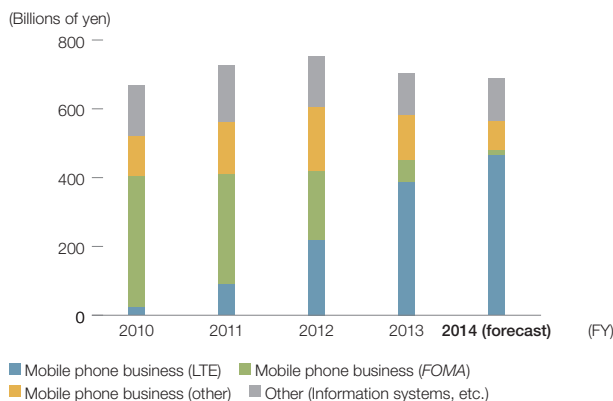
With its sound financial foundation and stable cash flows, DOCOMO is implementing ongoing capital expenditures. Currently, the Company is focusing its resources on the enhancement of the LTE network, centered on increases in the number of base stations. In fiscal 2013, DOCOMO invested ¥387.8 billion to complete 30,900 base stations, and in fiscal 2014 the Company is aiming to complete 40,000 base stations with a further LTE investment of ¥465.0 billion. As a result, DOCOMO expects total LTE network capital expenditures from fiscal 2010 to fiscal 2014 to reach ¥1,190.0 billion. Continued investment in our network is indispensable for maintaining our advantage versus competitors, and in fiscal 2015 and thereafter we will continue to maintain a certain level of investment.

As one part of its Company-wide organizational reforms, DOCOMO is also working to increase the efficiency of its capital

expenditures. Over the medium term, the Company plans to reduce annual capital expenditures to less than ¥700.0 billion. DOCOMO will control growth in capital expenditures by consolidating and increasing the capacity of equipment, raising efficiency in construction, and reducing procurement costs. In addition, the Company will take steps to optimize R&D investment. In these ways, DOCOMO will strive to reduce the cost of total capital expenditures.

In installing base stations, the Company will select the optimal equipment from a range of types in accordance with the surrounding environment and topography, the volume of communications, and other factors. In this way, DOCOMO will strive to increase efficiency in service area development and quality improvement.

Capital Expenditures



R&D

DOCOMO's R&D capabilities are the source of the innovation that makes Smart Life possible. Moving forward, the Company will continue to take on the challenge of expanding the possibilities of mobile communications services.

POINT
1

DOCOMO's R&D capabilities are demonstrated by the Company's communications technologies, which support the world's fastest communications speeds; advanced services; and the development of next-generation communications technologies.

POINT
2

The Company's R&D capabilities are highly evaluated around the world, and their influence extends to technology standardization and the cultivation of strategic alliance partners.

As of October 2013, DOCOMO's LTE *Xi* had achieved the world's highest maximum downlink transmission speed—150 Mbps. The innovation that made that possible is supported by the advanced technical capabilities and know-how that DOCOMO has cultivated (see page 20) and by the Company's world-class R&D capabilities. Our R&D capabilities are also demonstrated in wearable devices (see page 31), cloud services that utilize voice-recognition and intention-interpretation technologies, and advanced services that make recommendations in line with users' tastes.

In October 2013, at CEATEC JAPAN 2013, DOCOMO's *Next-Generation Mobile Communications (5G)* won the CEATEC AWARD 2013 Minister for Internal Affairs and Communications Award, providing the most recent verification of the Company's R&D capabilities. The *Next-Generation Mobile Communications (5G)* technology is expected to support

the next-generation network following LTE *Xi*, which is now in use, and LTE-Advanced, which is scheduled to be introduced in fiscal 2014. Targeting a capacity 1,000 times that of LTE and a speed 100 times greater than LTE, DOCOMO is proceeding with the development of 5G, aiming for commercial application in 2020 and thereafter. At CEATEC JAPAN 2013, 5G was highly evaluated for its originality and its ability to support solutions to increases in communications traffic.

The DOCOMO R&D Center in Yokosuka City, Kanagawa Prefecture, is visited by engineers from companies and research institutions in Japan and overseas who are interested in DOCOMO's advanced research. The Company's strong presence in R&D is extremely important in discussions regarding technical standardization and in making progress in negotiations with potential partners. This presence will be a driver of DOCOMO's competitiveness over the medium-to-long term.



DOCOMO R&D Center

The Company's R&D functions are concentrated in the DOCOMO R&D Center, a base for advanced technologies situated in the Yokosuka Research Park. The center conducts a wide range of R&D activities centered on three key areas: wireless access technologies, network technologies, and multimedia technologies.



CEATEC Minister for Internal Affairs and Communications Award

Alliances

DOCOMO will work to expand its sources of revenues by bringing into the Group businesses with a high degree of synergy with mobile communications. In addition, the Company will work with alliance partners to develop new businesses.

POINT
1

DOCOMO will invest in or acquire operating companies with strong customer bases and move quickly to develop services in new business areas.

POINT
2

Through the pursuit of synergies with mobile communications services, DOCOMO will support business development at a higher level by companies that it has invested in or acquired.

In new business areas, DOCOMO is working to expand its operations, centered on areas in which returns, such as further growth or gains in added value, can be expected through the application of DOCOMO's strengths and know-how. At the same time, alliance partners will gain the benefits of DOCOMO's customer base and technical capabilities in mobile technologies, which can drive rapid growth in their businesses.

One example is our capital alliance with ABC HOLDINGS, which runs ABC Cooking Studio. Japan's largest operator of cooking classrooms, ABC Cooking Studio has about 130 kitchen studios in Japan with a total of about 280,000 students*, centered on women in their 20s and 30s. Through this investment, DOCOMO will work with ABC HOLDINGS to jointly develop new types of services. For example, DOCOMO will

use its mobile technologies to develop a hybrid learning service that takes the education provided in actual cooking classrooms to outside settings, where it is linked with digital education activities. In addition, DOCOMO will advance cooperative initiatives that transcend traditional company frameworks, such as joint marketing activities implemented together with docomo Healthcare, Inc., and Radishbo-ya Co., Ltd.

In the future, DOCOMO will strive to develop new possibilities in mobile communications technologies. To that end, the Company will move forward with alliances with companies that are developing services in fields offering synergies with mobile technologies.

* As of April 2014

Major Companies That DOCOMO Has Invested in or Collaborated With (Domestic)

Company invested in or acquired	Business field
OAK LAWN MARKETING, INC.	Mail-order business using televised media as main sales channel
Radishbo-ya Co., Ltd.	Membership-based home delivery service of organic and low-chemical agricultural products as well as additive-free foods
Tower Records Japan Inc.	Sales of music and video products
MAGASseek Corporation	Fashion e-commerce business, including operation of the MAGASEEK comprehensive fashion e-commerce site
docomo Healthcare, Inc.	Platform business centered on management, use, and sharing of physical, health, and medical data
ABC HOLDINGS Co., Ltd.	Operation of ABC Cooking Studio cooking classrooms and direct marketing of foodstuffs and cookware



Cooking classroom

DOCOMO and ABC HOLDINGS are advancing initiatives to enrich the lifestyles of customers. These initiatives, which are centered on cooking and food, include a new style of cooking lessons that use ICT.

Corporate Governance

Basic Approach

Guided by our corporate philosophy of “creating a new world of communications culture,” DOCOMO’s management policy is to maximize corporate value. To this end, DOCOMO will help to achieve a vibrant and enriched society by promoting mobile multimedia through the provision of services useful to customers’ lives and businesses.

DOCOMO believes that maintaining effective corporate governance is crucial to continuously increasing corporate value. Accordingly, the Company has established a governance structure that allows it to both make management decisions without delay and reinforce its audit and internal controls.

Overview of Corporate Governance Structure

DOCOMO has adopted a corporate governance structure consisting of a Board of Directors, audit & supervisory board members, and an Audit & Supervisory Board. This structure supports the realization of consistent and stable business operations through the effective utilization of management resources and the strengthening of the auditing and control functions. In addition, to further bolster management supervision and auditing, the Company appoints outside directors and outside audit & supervisory board members. One outside director and two outside audit & supervisory board members have been designated as independent directors / audit & supervisory board members* in accordance with the regulations of the Tokyo Stock Exchange.

In consideration of the vital role of mobile phones as social infrastructure, DOCOMO believes that directors should have a key role in important business execution matters. Accordingly, the Company has introduced the corporate officer system. Under this system, more than half of the members of the Board of Directors serve concurrently as corporate officers. Also, a portion of the business execution authority of the Board of Directors has been

transferred to the representative directors and corporate officers.

These measures enhance the mutual supervision of the members of the Board of Directors and strengthen the management supervision function. At the same time, these measures enable agile business execution by the responsible corporate officers.

* Independent directors / audit & supervisory board members are outside directors or outside audit & supervisory board members who are unlikely to have conflicts of interest with general shareholders. The Tokyo Stock Exchange requires that listed companies have at least one independent director / audit & supervisory board member to protect general shareholders.

Management Supervision, Audit, and Business Execution Systems

The Board of Directors consists of 15 members, including two outside directors. The Board of Directors meets in principle once a month, and extraordinary meetings are convened if necessary. In this way, decisions are made on important business matters. Moreover, status reports are received as needed from members of the Board of Directors who have been assigned the responsibility for business execution. In this manner, management supervision is implemented. For decision making on important matters related to business execution, the Company has established the Management Committee, which includes the president and chief executive officer, senior executive vice presidents, executive vice presidents, and full-time audit & supervisory board members. The Management Committee meets in principle once a week, and extraordinary meetings are convened if necessary to enable flexible, rapid decision making by the president and chief executive officer.

The Audit & Supervisory Board consists of five members, including four outside audit & supervisory board members. The Audit & Supervisory Board meets in principle once a month to make decisions on audit policies, plans, methods, and other important issues relating to the audit of the Company. Each audit & supervisory board member, in accordance with audit policies

History of Corporate Governance

February 1999

Establishment of advisory board

Board of Directors: 23

Audit & Supervisory Board Members: 4

December 2000

Establishment of U.S. advisory board

Board of Directors: 28

Audit & Supervisory Board Members: 4
(Including 2 outside audit & supervisory board members)

June 2002

Appointment of outside director

Board of Directors: 27

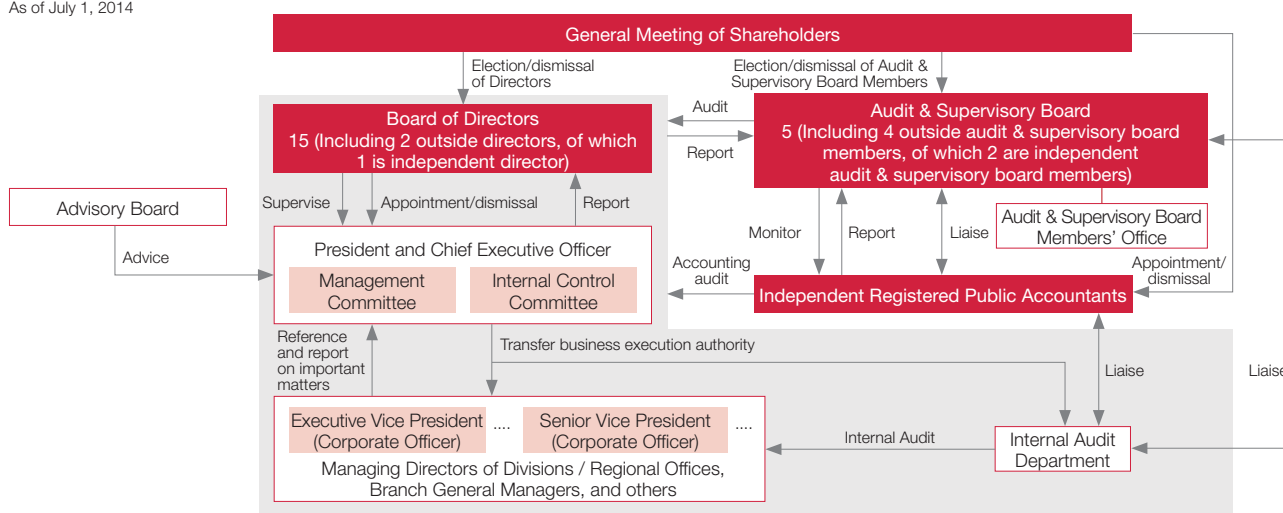
(Including 1 outside director)
Audit & Supervisory Board Members: 4
(Including 2 outside audit & supervisory board members)

and audit plans determined by the Audit & Supervisory Board, attends important meetings, such as meetings of the Board of Directors, and receives reports from directors, examines important documents, and conducts on-site examinations of the Head Office, major work sites, and major subsidiaries. In this way, audit & supervisory board members appropriately conduct audits of the status of execution by the directors of their duties and report to the Audit & Supervisory Board on the status of audit implementation.

The Company's audit & supervisory board members promote mutual understanding and information-sharing with the audit & supervisory board members of subsidiaries. Audit & supervisory board members ensure the effectiveness of audits by collaborating and exchanging information on audit plans and results with the Internal Audit Department, an independent unit established to perform internal audits of the Company and with its registered public accountants on a regular basis.

DOCOMO's Business Execution and Management Supervision Mechanism

As of July 1, 2014



Rate of attendance at meetings of the Board of Directors* in FY2013:

Outside directors: **96%**
 Outside audit & supervisory board members: **95%**
 Number of meetings of the Board of Directors held: **14**

Rate of attendance at meetings of the Audit & Supervisory Board* in FY2013:

Outside audit & supervisory board members: **100%**
 Number of meetings of the Audit & Supervisory Board held: **14**

* Includes outside directors and outside audit & supervisory board members who were elected or who retired at the 22nd Ordinary General Meeting of Shareholders held on June 18, 2013.

June 2003

Outside members account for majority of audit & supervisory board members

Board of Directors: 27
 (Including 1 outside director)
 Audit & Supervisory Board Members: 5
 (Including 4 outside audit & supervisory board members)

June 2005

Introduction of the corporate officer system

Board of Directors: 13
 (Including 1 outside director)
 Audit & Supervisory Board Members: 5
 (Including 3 outside audit & supervisory board members)

June 2013

Board of directors expanded with the addition of one outside director

Board of Directors: 14
 (Including 2 outside directors, of which 1 is independent director)
 Audit & Supervisory Board Members: 5
 (Including 3 outside audit & supervisory board members, of which 2 are independent audit & supervisory board members)

Compensation of Directors and Audit & Supervisory Board Members

Matters regarding the compensation of directors are determined by the Board of Directors. The compensation of directors comprises monthly compensation as well as bonuses, with the monthly compensation based on the duties and responsibilities of each rank. Bonuses are paid in consideration of such factors as the Company's results. To reflect results over the medium-to-long term, a portion of monthly compensation is contributed to a director stock purchase plan through the Directors' Shareholders Association. The shares of the Company that are purchased through the plan are held throughout the term of office.

In consultation with audit & supervisory board members, it has been decided to pay only monthly compensation to audit & supervisory board members in order to ensure a high degree of independence. The aggregate compensation paid to directors and audit & supervisory board members during fiscal 2013 was as follows.

Aggregate Compensation Paid to Directors and Audit & Supervisory Board Members

Position	Number	Total compensation
Directors	14 *1	¥495 million
Audit & supervisory board members	7 *2	¥124 million
Total	21	¥619 million

*1 This figure includes one director who retired at the conclusion of the 22nd Ordinary General Meeting of Shareholders held on June 18, 2013.

*2 This figure includes two audit & supervisory board members who retired at the conclusion of the 22nd Ordinary General Meeting of Shareholders held on June 18, 2013.

The total includes the following compensation paid to outside directors.

	Number	Total compensation
Total amount of compensation paid to outside directors	5	¥71 million

Relationship with Parent Company

The corporate group led by the parent company, NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT), operates the following main businesses: the regional communications business, the long-distance and international communications business, the mobile communications business, and the data communications business. As of March 31, 2014, NTT owned 66.65% of the voting rights of the Company

and was in a position to influence the Company's management decision making through the exercise of majority shareholder rights. However, the Company has its own management responsibility and conducts operational management in accordance with its own decision making.

Advice from Objective Experts

The Company periodically establishes advisory boards composed of experts in various fields, including prominent business leaders, university professors, commentators, and journalists. In this way, these experts can provide objective opinions and proposals in such areas as management issues and the role of communications technology in society, and DOCOMO can reflect those opinions and proposals in management.

To receive advice from a global viewpoint, the Company also periodically establishes U.S. advisory boards. These advisory boards have a chairman and a board member as well as a guest speaker for each meeting.

The 8th Advisory Board, Board Members

Dr. Motoshige Itoh	Professor, Faculty of Economics, The University of Tokyo President, National Institute for Research Advancement (NIRA)
Mr. Shin Kikuchi	Partner, Mori Hamada & Matsumoto
Ms. Main Kohda	Novelist
Mr. Masaaki Shintaku	Executive Vice President, Special Olympics Nippon
Mr. Jitsuro Terashima	CEO, Japan Research Institute President, Tama University Adviser to the Board, Toshiba Corporation
Mr. Taizo Nishimuro	President & CEO, Representative Executive Officer, Japan Post Holdings Co., Ltd.
Dr. Hideo Miyahara	Professor Emeritus, Osaka University

The 7th U.S. Advisory Board, Board Members

Board members	
Ambassador David A. Gross	Partner, Wiley Rein LLP Former Ambassador, U.S. Coordinator for International Communications and Information Policy
Mr. Matthew P. Goodman	William E. Simon Chair in Political Economy, Center for Strategic & International Studies (CSIS)
Guest speaker for the 1st meeting	
Mr. Laurent Desmangles	Partner and Managing Director, The Boston Consulting Group
Guest speaker for the 2nd meeting	
Mr. Evan Smith	Senior Partner, Schaffer Consulting

Messages from Outside Director and Audit & Supervisory Board Member

Independent and
Outside Director

Teruyasu Murakami

Director of Research Institute
for Industrial Strategy



A year has passed since June 2013, when I was elected as an outside director and became NTT DOCOMO's first independent director. As a representative of general shareholders, over the past year I have thought deeply about my role in protecting the interests of those shareholders at a listed company that has a unique history in Japan's mobile telecommunications market and has, in fact, played a central role in that market. At the same time, I fully recognize the significance and importance of my role, and I actively communicated my thoughts on increasing corporate value and ensuring good governance. Overall, it was a very rewarding year.

My experience includes work at government advisory councils in the field of telecommunications, a private-sector economic organization, and academic institutions, where I was involved with research activities. I originally thought that I understood everything about NTT DOCOMO, but I now realize that NTT DOCOMO appears completely different from the inside than it does from the outside. I have the strong impression that the Company has large numbers of people with very high potential.

As the Company's first independent, outside director, I have strong expectations that management will work to rapidly incorporate feedback from outside the Company and to appropriately explain NTT DOCOMO to outside parties, thereby ensuring that these people will be able to reach their full potential and that the Company will record dramatic gains in corporate value.

Independent and
Outside Audit & Supervisory
Board Member

Eiko Tsujiyama

Professor, Faculty of Commerce,
Waseda University
Outside Corporate Auditor
of Mitsubishi Corporation
Outside Director of ORIX Corporation
Outside Corporate Auditor of Lawson, Inc.
Outside Audit & Supervisory Board
Member of Shiseido Co., Ltd.



It has been three years since I became an outside audit & supervisory board member at DOCOMO in June 2011. Over that time, the business environment for mobile phones has changed at a pace that far exceeded our expectations. The uptake of smartphones and the advancement of communications networks have proceeded at such a rapid pace that it is more appropriate to call these developments a revolution rather than an evolution. DOCOMO's executives have the difficult management task of steering the Company to success in the face of intense competition from rival companies while simultaneously adapting to the ongoing changes in the business environment.

In the past, DOCOMO has focused first on the provision of a stable communications network, but the introduction of the new billing plan system can be seen as a sign of the Company's strong determination to move ahead and take the lead in this new age. Moving forward, I would like to see DOCOMO continue to boldly take on challenges as a supporter of Smart Culture and Smart Communities while maintaining a keen focus on its core business.

However, in some cases bold challenges also entail a risk of inhibiting the Company's sound, sustained growth. In the past, for example, the Company needed to record an impairment loss on goodwill due to overseas investment. Outside audit & supervisory board members monitor management from an independent perspective, acting on behalf of DOCOMO's shareholders, who have limited opportunities to directly access the Company's internal activities. Going forward, I will draw on my specialized skills in finance and accounting as we continue working to monitor management and keep watch over the sound, sustainable growth of DOCOMO.

Board of Directors

As of July 1, 2014



1 Kaoru Kato

President and
Chief Executive Officer
2008
27,800 shares

2 Kazuhiro Yoshizawa

Senior Executive Vice President
Chief Information Officer
Chief Information Security
Officer
Chief Privacy Officer
Responsible for:
Technology
Device
Information strategy
2011
16,000 shares

3 Yoshikiyo Sakai

Senior Executive Vice President
Responsible for:
Consumer business
Marketing
Global business
Corporate
2014
6,400 shares

4 Akira Terasaki

Senior Executive Vice President
Responsible for:
Corporate business
Improvement of business
operations
CSR
2014
1,000 shares

5 Seizo Onoe

Executive Vice President
Chief Technical Officer
Managing Director of R&D
Innovation Division
2012
15,200 shares

6 Hirotaka Sato

Executive Vice President
Chief Financial Officer
Managing Director of Accounts
and Finance Department
Responsible for:
Finance
Business alliance
2012
11,400 shares

7 Kazuhiro Takagi

Executive Vice President
Managing Director of
Corporate Sales and Marketing
Division
Managing Director of TOHOKU
Reconstruction Support Office
Responsible for:
Corporate sales
2012
6,800 shares

Name

Position

Organizational Responsibilities /
Positions held concurrently at other companies by outside directors and
outside audit & supervisory board members as of June 2014

Appointment year

Number of shares held

Audit & Supervisory Board Members



8 Hiroyasu Asami

Executive Vice President
Managing Director of
Corporate Strategy &
Planning Department
2014
9,800 shares

9 Shoji Suto

Executive Vice President
Responsible for:
Consumer sales
2014
9,100 shares

10 Kiyohiro Omatsuzawa

Executive Vice President
Managing Director of Network
Department
Responsible for:
Network
Preparation for 2020
2014
13,000 shares

11 Toshiki Nakayama

Executive Vice President
Managing Director of Smart-life
Business Division
Managing Director of Smart-life
Solutions Department
2014
4,100 shares

12 Hajime Kii

Senior Vice President
Managing Director of
Human Resources
Management Department
2014
4,100 shares

13 Makoto Tani

Senior Vice President
Managing Director of General
Affairs Department
Managing Director of
Improvement Action Office
2014
2,200 shares

14 Teruyasu Murakami^{1, 3}

Member of the Board
of Directors
Director of Research Institute
for Industrial Strategy
2013
5,500 shares

15 Takashi Nakamura¹

Member of the Board
of Directors
General Manager of the Finance
and Accounting Department,
NIPPON TELEGRAPH AND
TELEPHONE CORPORATION
2013
1,000 shares

1 Tooru Kobayashi

Full-time Audit & Supervisory
Board Member
2014
15,900 shares

2 Haruo Morosawa^{2, 3}

Full-time Audit & Supervisory
Board Member
2011
7,100 shares

3 Naoto Shiotsuka²

Full-time Audit & Supervisory
Board Member
2013
2,700 shares

4 Toshimune Okihara²

Full-time Audit & Supervisory
Board Member
2014
1,000 shares

5 Eiko Tsujiyama^{2, 3}

Audit & Supervisory
Board Member
Professor, Faculty of Commerce,
Waseda University
Outside Corporate Auditor
of Mitsubishi Corporation
Outside Director of ORIX
Corporation
Outside Corporate Auditor
of Lawson, Inc.
Outside Audit & Supervisory
Board Member of Shiseido
Co., Ltd.
2011
2,200 shares

1 Outside director

2 Outside audit & supervisory
board member

3 Independent director /
audit & supervisory board member

Internal Control

Basic Policy for Internal Control

In accordance with the Basic Policy on Fortifying Internal Control Systems, as approved by the Board of Directors, we maintain a system for the purpose of securing rigorous compliance with laws and regulations, business effectiveness and efficiency, and financial reporting reliability. These initiatives are centered on the Internal Control Committee. Furthermore, the Company's Internal Audit Department implements audits with the objective of contributing to the minimization of risks and increased corporate value for the entire DOCOMO Group (Head Office, branches, and Group companies worldwide). The department's work includes evaluating the effectiveness of the internal control system.

Risk Management

We strive to strengthen risk management with the basic policy of identifying and responding to business risk as early as possible. Specifically, in accordance with our Risk Management Principles, business risks are regularly identified, and the Internal Control Committee designates risks that require Company-wide management. Management policies for those identified risks are formulated, and appropriate efforts are made to prevent such risks from materializing and to prepare for a quick response should they occur.

Compliance (Ethics and Legal Compliance)

The foundation of our compliance management is to promote strict observance of the NTT DOCOMO Group Code of Ethics

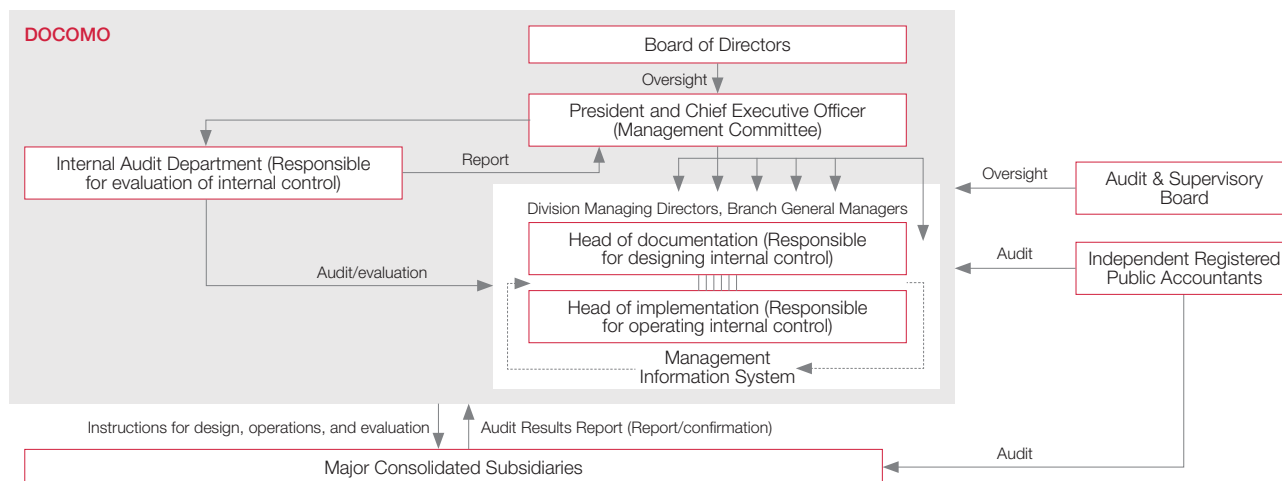
among all employees while continuing to meet the steadily increasing demands and expectations of society based on high ethical standards, including respect for human rights. Accordingly, we have built a compliance promotion system, which is centered on Compliance Promotion Committees. Specifically, we have implemented rules that require employees to make a report if they notice any illegal or fraudulent incidents, and we have established avenues within and outside the Company for consulting on related issues. In addition, all divisions have employees with responsibility for compliance promotion, and we implement education and training in ethics and legal compliance for all employees. In these ways, we are implementing a range of compliance-related initiatives. Moreover, we have conducted a compliance and human rights awareness survey of every employee, the results of which have been reflected in our various measures to ensure compliance. Through such efforts, we are working to further advance ethical views.

Ensuring Reliability of Financial Reporting

To meet the requirements of the Sarbanes-Oxley Act and the Financial Instruments and Exchange Act of Japan, we employ the COSO (the Committee of Sponsoring Organizations of the Treadway Commission) framework for the design, operation, and evaluation of our internal control system related to financial reporting. In fiscal 2013, we evaluated the Company and 29 major consolidated subsidiaries and concluded that internal control over financial reporting was effective.

Sarbanes-Oxley Act, Section 404 Organization Chart

As of July 1, 2014



Information Management

Enhancement of Information Management System

The DOCOMO Group has been entrusted with personal information (customer information) of approximately 63 million people, and accordingly, ensuring information security is an important management issue.

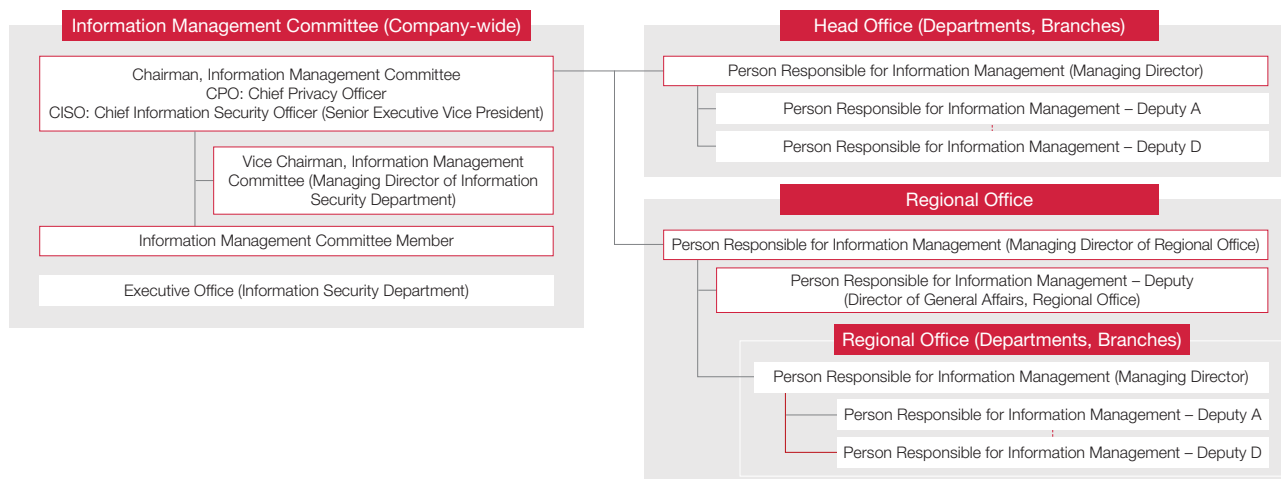
As a telecommunications company with public-oriented operations, the rigorous management and protection of customer information and administrative information is our most important duty. In recognition of this, we have assigned the position of Chief Privacy Officer (CPO) and Chief Information Security Officer (CISO) to the senior executive vice president level. The CPO heads the Information Management Committee, which meets on a regular basis. The committee considers and promotes personal information protection measures. To advance integrated information management, we have established the Information Security Department and each work site has an employee who is responsible for information management. Outside contractors who perform work for the Company are required to designate a person responsible for the handling of that work for each organization and policy. We have established and are advancing a system that assigns responsibility for information management.

Formulation of Management and Administration Rules

To fulfill our obligations above, in regard to the handling of information of customers, shareholders, employees, etc., we have systematically formulated internal regulations in accordance with the

Information Management System

As of July 1, 2014



Personal Information Protection Act and the guidelines of related government ministries and agencies, clarified internal rules regarding information management, and formulated and announced a privacy policy that clarifies detailed handling policies in accordance with basic principles regarding customer information protection. <https://www.nttdocomo.co.jp/english/utility/privacy/>

Specific Initiatives

In working to strengthen information management, we are advancing and developing the following safety management measures:

(1) Organizational Security

1. Establishment of Information Security Policy
2. Enhancement of system for information security
3. Formulation of basic guidelines for information security / Establishment and application of regulations and manuals
4. Tracking and management of information assets
5. Implementation / application of audits / security checks
6. Implementation of measures to deal with accidents and violations

(2) Human Security

1. Agreements regarding duty of confidentiality and receipt of written pledges when employment contracts are concluded
2. Agreements regarding information management compliance for outside contractors
3. Implementation of training and education for employees, contractors, and sales agents
4. Formulation and distribution of training tools, such as handbooks and DVDs

(3) Physical Security

1. Restrictions on numbers of information management terminals and continuous optimization of installed locations and authorized people
2. Rigorous control of the lending and checking-out of portable terminals
3. Consolidation and special monitoring of terminals used to extract large amounts of customer information
4. Transition to paperless handling of documents, such as customer applications

(4) Technical Security

1. Access control, access-log retention, and periodic checks
2. Introduction of biometric identity confirmation for use of systems
3. Stricter customer information search parameters
4. Introduction of encryption software for information system terminals and communication channels
5. Strict monitoring to prevent unauthorized removal of information out of the office
6. Cyber attack countermeasures and system surveillance

Risk Factors

This annual report contains forward-looking statements, such as forecasts of results of operations, management strategies, objectives and plans, forecasts of operational data such as the expected number of subscriptions, and the expected dividend payments. All forward-looking statements that are not historical facts are based on management's current plans, expectations, assumptions, and estimates based on the information currently available. Some of the projected numbers in this annual report were derived using certain assumptions that are indispensable for making such projections in addition to historical facts. These forward-looking statements are subject to various known and unknown risks, uncertainties, and other factors that could cause our actual results to differ materially from those contained in or suggested by any forward-looking statement. Potential risks and uncertainties include, without limitation, the following:

- (1) Changes in the market environment in the telecommunications industry, such as intensifying competition from other businesses or other technologies caused by Mobile Number Portability, the development of appealing new handsets, new market entrants, mergers among other service providers, and other factors, or the expansion of the areas of competition could limit the acquisition of new subscriptions and the retention of existing subscriptions by our corporate group, or it may lead to ARPU diminishing at a greater than expected rate, an increase in our costs, or an inability to reduce expenses as expected.
- (2) If current and new services, usage patterns, and sales schemes proposed and introduced by our corporate group cannot be developed as planned, or if unanticipated expenses arise, the financial condition of our corporate group could be affected and our growth could be limited.
- (3) The introduction or change of various laws or regulations inside and outside of Japan, or the application of such laws and regulations to our corporate group, could restrict our business operations, which may adversely affect our financial condition and results of operations.
- (4) Limitations in the amount of frequency spectrum or facilities made available to us could negatively affect our ability to maintain and improve our service quality and level of customer satisfaction and could increase our costs.
- (5) Other mobile service providers in the world may not adopt the technologies and the frequency bands that are compatible with those used by our corporate group's mobile communications system on a continuing basis, which could affect our ability to sufficiently offer international services.

- (6) Our domestic and international investments, alliances, and collaborations may not produce the returns or provide the opportunities we expect.
- (7) Malfunctions, defects, or imperfection in our products and services or those of other parties may give rise to problems.
- (8) Social problems that could be caused by misuse or misunderstanding of our products and services may adversely affect our credibility or corporate image.
- (9) Inadequate handling of confidential business information, including personal information by our corporate group, contractors, and others, may adversely affect our credibility or corporate image.
- (10) Owners of intellectual property rights that are essential for our business execution may not grant us a license or other use of such intellectual property rights, which may result in our inability to offer certain technologies, products and/or services, and our corporate group may also be held liable for damage compensation if we infringe the intellectual property rights of others. In addition, the illicit use by a third party of the intellectual property rights owned by our corporate group could reduce our license revenues actually obtained and may inhibit our competitive superiority.
- (11) Events and incidents caused by natural disasters, social infrastructure paralysis such as power shortages, proliferation of harmful substances, terror or other destructive acts, the malfunctioning of equipment, software bugs, deliberate incidents induced by computer viruses, cyber attacks, equipment misconfiguration, hacking, unauthorized access, and other problems could cause failure in our networks, distribution channels, and/or other factors necessary for the provision of service, disrupting our ability to offer services to our subscribers, and such incidents may adversely affect our credibility or corporate image, or lead to a reduction of revenues and/or increase of costs.
- (12) Concerns about adverse health effects arising from wireless telecommunication may spread and consequently adversely affect our financial condition and results of operations.
- (13) Our parent company, NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT), could exercise influence that may not be in the interests of our other shareholders.

For detailed information about risk factors, please refer to Form 20-F.

<https://www.nttdocomo.co.jp/english/corporate/ir/library/sec/index.html>

Review of Financial and Operational Results

11-Year Summary of Selected Financial Data

NTT DOCOMO, INC. and Subsidiaries
Fiscal years

	2003	2004	2005	2006
Operating results:				
Operating revenues	¥5,048,065	¥4,844,610	¥4,765,872	¥4,788,093
Mobile communications services ¹	4,400,119	4,207,261	4,196,971	4,194,069
Equipment sales	560,153	548,073	470,016	473,953
Other operating revenues ¹	87,793	89,276	98,885	120,071
Operating expenses	3,945,147	4,060,444	3,933,233	4,014,569
Operating income	1,102,918	784,166	832,639	773,524
Net income attributable to NTT DOCOMO, INC. ²	650,007	747,564	610,481	457,278
Comprehensive income attributable to NTT DOCOMO, INC. ²	668,425	723,818	579,653	448,214
Total assets ²	6,262,266	6,136,521	6,365,257	6,116,215
Total interest-bearing liabilities	1,091,596	948,523	792,405	602,965
Total shareholders' equity ²	3,704,695	3,907,932	4,052,017	4,161,303
Debt ratio ^{2,3}	22.8%	19.5%	16.4%	12.7%
Shareholders' equity ratio ²	59.2%	63.7%	63.7%	68.0%
Net cash provided by operating activities	¥1,710,243	¥1,181,585	¥1,610,941	¥ 980,598
Net cash used in investing activities	(847,309)	(578,329)	(951,077)	(947,651)
Adjusted free cash flows ^{4,5}	862,934	1,003,583	510,905	192,237
Capital expenditures	805,482	861,517	887,113	934,423
Research and development expenses	124,514	101,945	110,509	99,315
Depreciation and amortization	720,997	735,423	738,137	745,338
Operating income margin	21.8%	16.2%	17.5%	16.2%
EBITDA ⁵	¥1,858,920	¥1,625,661	¥1,606,776	¥1,574,570
EBITDA margin ⁵	36.8%	33.6%	33.7%	32.9%
ROE	18.1%	19.6%	15.3%	11.1%
ROCE before tax effect ^{2,6}	22.9%	16.2%	17.2%	16.1%
Payout ratio ²	11.5%	12.7%	29.6%	38.5%
Per share data⁷ (Yen):				
Earnings per share ²	¥ 130.99	¥ 157.71	¥ 134.91	¥ 103.96
Shareholders' equity per share ²	762.34	844.55	911.09	954.57
Cash dividends declared per share ⁸	15	20	40	40
Shares⁷:				
Average common shares outstanding	4,962,259,500	4,740,115,400	4,525,003,100	4,398,508,200

1 With the expansion of initiatives regarding the new business areas, presentation methods of operating revenues in the consolidated statements of income have been changed. Some elements which were included in the conventional "Wireless services" have been reclassified into "Other operating revenues," and the title "Wireless services" has been changed to "Mobile communications services."

2 The consolidated financial statements for the fiscal year ended March 31, 2013 have been revised due to the reinstatement of the equity method for an investee.

3 Debt ratio = Interest-bearing liabilities / (Shareholders' equity + Interest-bearing liabilities)

4 Adjusted free cash flows exclude the effects of uncollected revenues due to bank holidays at the end of the period, the effects of the uncollected amounts of transferred receivables of telephone charges to NTT FINANCE CORPORATION, and changes in investment derived from purchases, redemption at maturity and disposals of financial instruments held for cash management purposes with original maturities of longer than three months.

5 For the reconciliations of these Non-GAAP Financial Measures, see page 70.

6 ROCE (Return on capital employed) = Operating income / (Shareholders' equity + Interest-bearing liabilities)

ROCE ratios are calculated using the simple average of the balance sheet figures for the applicable fiscal year-end and those of the prior fiscal year-end.

7 In the calculation of per share data, treasury stocks are not included in the number of issued shares during or at the end of the year.

As we conducted a 1:100 stock split with an effective date of October 1, 2013, "Per share data" and "Shares" are calculated on the assumption that the stock split was conducted at the beginning of the fiscal period of 2012.

8 Cash dividends declared per share are presented in the fiscal year to which each record date for the dividends belongs.

(Millions of yen)

2007	2008	2009	2010	2011	2012	2013
¥4,711,827	¥4,447,980	¥ 4,284,404	¥4,224,273	¥4,240,003	¥4,470,122	¥4,461,203
4,001,533	3,624,857	3,456,544	3,354,634	3,326,493	3,168,478	2,955,788
546,593	606,898	507,495	477,404	498,889	758,093	872,000
163,701	216,225	320,365	392,235	414,621	543,551	633,415
3,903,515	3,617,021	3,450,159	3,379,544	3,365,543	3,632,942	3,642,004
808,312	830,959	834,245	844,729	874,460	837,180	819,199
491,202	471,873	494,781	490,485	463,912	491,026	464,729
478,738	405,774	523,091	450,909	436,338	546,443	523,431
6,210,834	6,488,220	6,756,775	6,791,593	6,948,082	7,169,725	7,508,030
478,464	639,233	610,347	428,378	256,680	253,766	230,346
4,276,496	4,341,585	4,635,877	4,850,436	5,062,527	5,368,475	5,643,366
10.1%	12.8%	11.6%	8.1%	4.8%	4.5%	3.9%
68.9%	66.9%	68.6%	71.4%	72.9%	74.9%	75.2%
¥1,560,140	¥ 1,173,677	¥ 1,182,818	¥1,287,037	¥1,110,559	¥ 932,405	¥1,000,642
(758,849)	(1,030,983)	(1,163,926)	(455,370)	(974,585)	(701,934)	(703,580)
442,410	93,416	416,878	589,777	503,479	225,589	257,209
758,743	737,606	686,508	668,476	726,833	753,660	703,124
100,035	100,793	109,916	109,108	108,474	111,294	102,039
776,425	804,159	701,146	693,063	684,783	700,206	718,694
17.2%	18.7%	19.5%	20.0%	20.6%	18.7%	18.4%
¥1,639,096	¥ 1,678,422	¥ 1,568,126	¥1,565,728	¥1,583,298	¥1,569,264	¥1,572,196
34.8%	37.7%	36.6%	37.1%	37.3%	35.1%	35.2%
11.6%	11.0%	11.0%	10.3%	9.4%	9.4%	8.4%
17.0%	17.1%	16.3%	16.1%	16.5%	15.3%	14.3%
42.1%	43.0%	43.8%	44.1%	50.1%	50.7%	53.5%
¥ 113.91	¥ 111.72	¥ 118.64	¥ 117.97	¥ 111.87	¥ 118.41	¥ 112.07
1,003.21	1,039.66	1,114.24	1,169.69	1,220.84	1,294.62	1,360.91
48	48	52	52	56	60	60
4,312,058,600	4,223,871,500	4,170,573,800	4,157,685,900	4,146,760,100	4,146,760,100	4,146,760,100

Please refer to Form 20-F for more information.

Form 20-F is also available at DOCOMO's IR website:

<https://www.nttdocomo.co.jp/english/corporate/ir/library/sec/index.html>

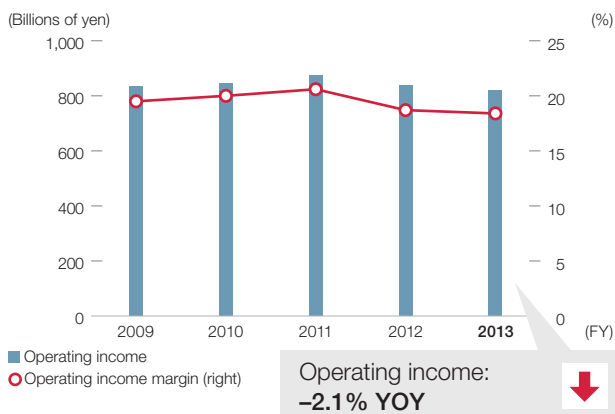
Financial Highlights

Growth potential

Operating Revenues

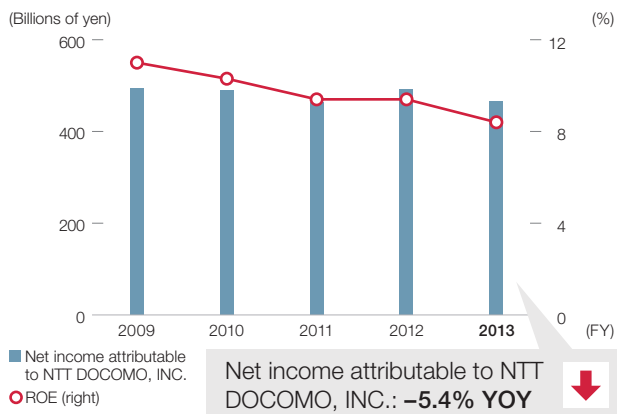


Operating Income / Operating Income Margin

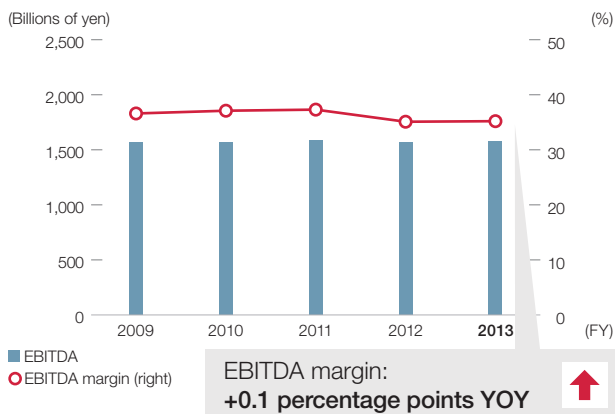


Profitability

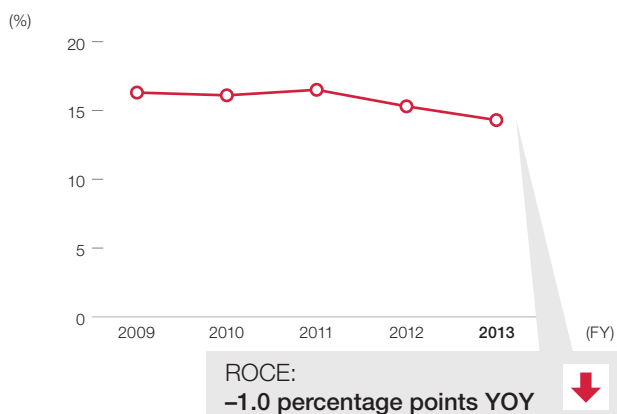
Net Income Attributable to NTT DOCOMO, INC. / ROE



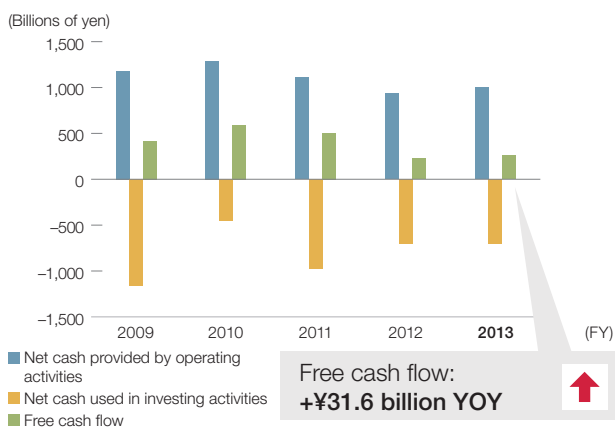
EBITDA / EBITDA Margin



ROCE before Tax Effect

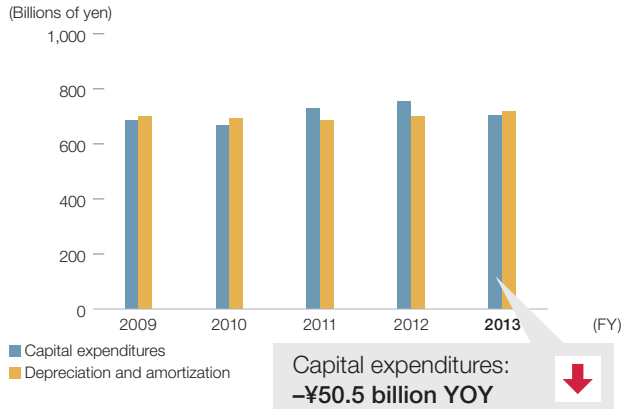


Cash Flows

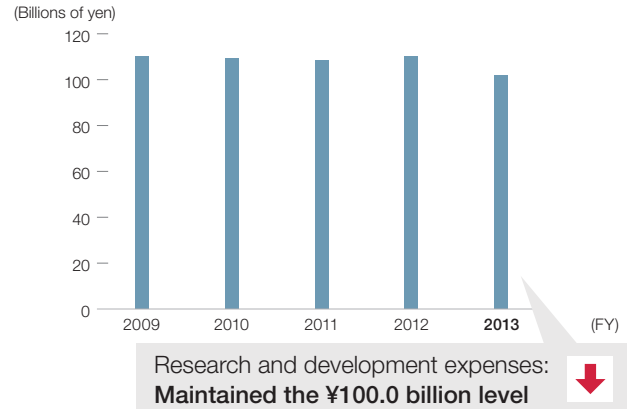


Growth investment

Capital Expenditures / Depreciation and Amortization

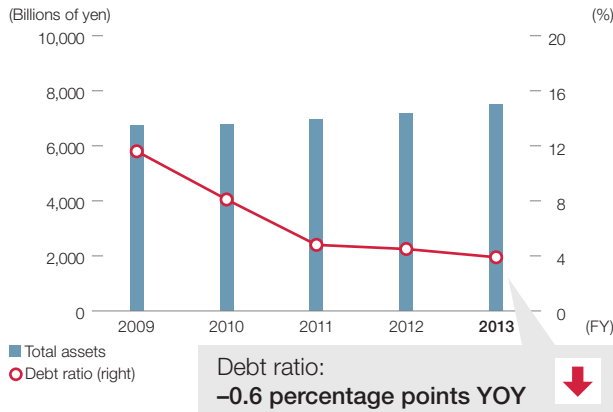


Research and Development Expenses



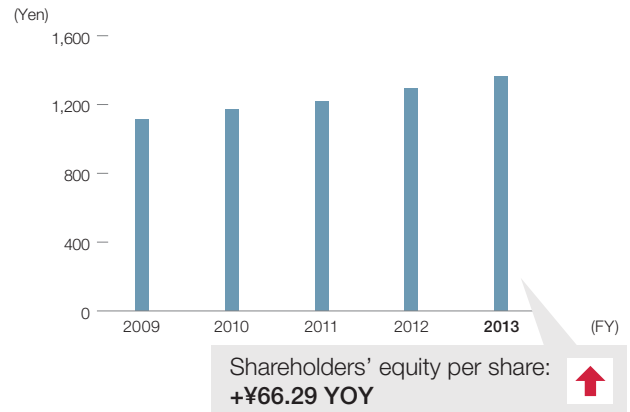
Stability

Total Assets / Debt Ratio



Shareholder value / Return

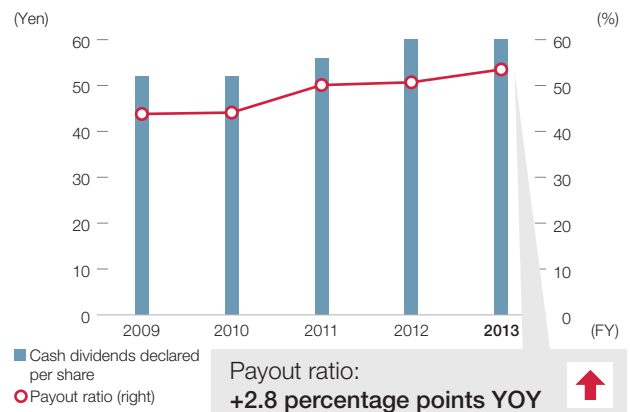
Shareholders' Equity per Share*



Earnings per Share*



Cash Dividends Declared per Share* / Payout Ratio



* Graph data takes into account the stock split (1:100) conducted on October 1, 2013.

Financial Review from the CFO



Hirotaka Sato
Executive Vice President,
Chief Financial Officer

Operating Revenues

In fiscal 2013, DOCOMO made progress in a wide range of areas. We continued to expand our LTE network, introduced the iPhone and took other steps to enhance our handset lineup, and provided an array of services, centered on *dmarket*. We also expanded the functionality of the *docomo ID*, a customer ID system. Nonetheless, competition in the mobile services market continued to intensify as the mobile phone penetration rate reached 112.5%¹ at the end of March 2014 and the smartphone household penetration rate reached 62.6%² at the end of December 2013. DOCOMO's operating revenues decreased ¥8.9 billion (0.2%) year on year, to ¥4,461.2 billion, which was ¥178.8 billion (3.9%) less than the initial operating revenues forecast of ¥4,640.0 billion.

The principal reasons for the decrease in operating revenues were a decline in voice revenues and an increase in the impact of the Monthly Support discount program, which offset gains in packet communications revenues, equipment sales revenues, and other operating revenues.

In mobile communications services, growth in the number of smartphone users led to an increase in packet communications revenues. Excluding the impact of Monthly Support discounts, packet communications revenues rose ¥121.2 billion (6.2%). Equipment sales revenues rose ¥113.9 billion (15.0%), due to 3.7% increase in the number of smartphone units sold. Revenues in new business areas recorded favorable growth, rising ¥97.0 billion (18.1%), centered on media and content revenues, which increased 36.6% year on year. These revenues from new business areas were the primary contributor to a gain of ¥89.9 billion (16.5%) in other operating revenues.

On the other hand, billable minutes of use (MOU) continued to decline (see page 61) against a background of growing use of social networking services (SNS) and free voice applications, and voice revenues declined ¥80.3 billion year on year, excluding the impact of the Monthly Support discount program. In addition, the impact of Monthly Support discounts increased ¥253.6 billion.

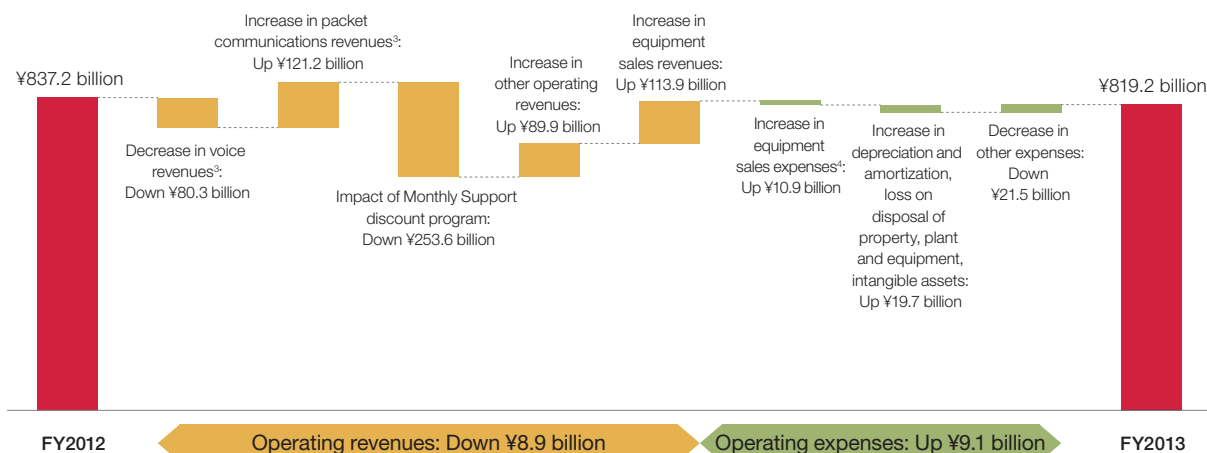
¹ Information & Communications Statistics Database of the Ministry of Internal Affairs and Communications

² Communications Usage Trend Survey in FY2013, compiled by the Ministry of Internal Affairs and Communications

Operating Expenses

Operating expenses increased ¥9.1 billion (0.2%), to ¥3,642.0 billion. Equipment sales expenses, such as agent reseller commissions and cost of equipment sold, rose ¥10.9 billion as a result of increased sales of smartphones. Due to capital investment to strengthen the LTE *Xi* network, depreciation and amortization rose ¥18.5 billion and loss on disposal of

Key Factors behind YOY Change in Operating Income



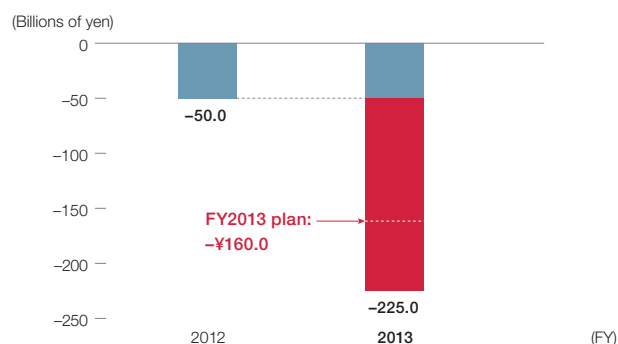
³ Excluding impact of Monthly Support discounts

⁴ Sum of cost of equipment sold and commissions to agent resellers

property, plant and equipment and intangible assets increased ¥1.2 billion. We continued to record upfront investment, such as investment to bolster the foundation for cloud services to support growth in revenues from new business areas.

We also took steps to increase efficiency in order to strengthen our management constitution. At the end of fiscal 2011, we formulated a structural reform project and identified certain items as targets for increased cost efficiency. On that basis, we worked to reduce costs, such as network maintenance expenses, handset testing expenses, and sales-related expenses. In fiscal 2013, we continued to make favorable progress in reducing costs. In comparison with fiscal 2012, we achieved cost cuts of ¥175.0 billion, exceeding the planned level by ¥65.0 billion. In this way, our cumulative cost cuts over two years—fiscal 2012 and fiscal 2013—totaled ¥225.0 billion.

Achieved Greater Cost Efficiency Improvement than Initially Planned⁵



⁵ Amounts of cost reduction are in comparison with the level of FY2011. The amounts of FY2013 in the graph are the cumulative amounts from FY2012.

Financial Highlights of FY2013

(Billions of yen)

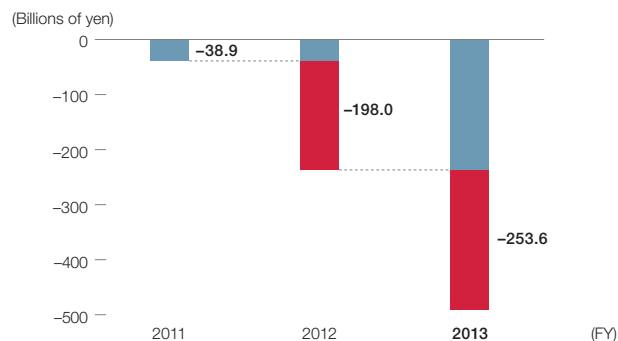
	FY2012	Forecast	FY2013	YOY		vs. forecast	
				Billions of yen	%	Billions of yen	%
Operating revenues	4,470.1	4,640.0	4,461.2	-8.9	-0.2	-178.8	-3.9
Operating expenses	3,632.9	3,800.0	3,642.0	9.1	0.2	-158.0	-4.2
Operating income	837.2	840.0	819.2	-18.0	-2.1	-20.8	-2.5

Impact of Monthly Support Discounts

Under the Monthly Support discount program, a portion of the cost of purchasing a feature phone or smartphone is deducted from the monthly usage charges for a period of up to 24 months. DOCOMO implemented Monthly Support discounts as a marketing program to offer billing plans that appeal to new customers and to promote the transition to smartphones by existing customers that have feature phones. However, this program has an adverse influence on voice revenues and packet communications revenues.

The impact of the Monthly Support discount program on operating revenues continued to increase in fiscal 2013, rising ¥253.6 billion from fiscal 2012. Customers can use the program for 24 months, and the number of users is growing. As a result, we expect the impact on revenues to increase through fiscal 2014. Moving forward, we will take steps to raise customer satisfaction in areas other than the Monthly Support discount program while working to control costs and achieve greater cost efficiency.

Impact of Monthly Support Discounts (YOY increase)



Operating Income

Operating income was down ¥18.0 billion (2.1%), to ¥819.2 billion, which was ¥20.8 billion (2.5%) less than the initial forecast. EBITDA rose ¥2.9 billion, to ¥1,572.2 billion, and the EBITDA margin, a profitability indicator, increased 0.1 points, to 35.2%. We therefore maintained the EBITDA margin above the target level of 35%.

Financial Position

Total assets at the end of fiscal 2013 were up ¥338.3 billion (4.7%) from the previous year-end, to ¥7,508.0 billion. This increase was principally attributable to a rise in total current assets, which resulted mainly from higher receivables held for sale and inventories.

Long-term liabilities decreased but current liabilities increased, and as a result total liabilities at the end of fiscal 2013 were up ¥55.4 billion (3.1%), to ¥1,814.5 billion. This total included interest-bearing liabilities of ¥230.3 billion, a decline of ¥23.4 billion (9.2%).

With consideration for increasing capital efficiency, we regard ROCE to be an important management indicator. Accordingly, we strive to achieve ROCE of at least 20%. In fiscal 2013, ROCE before tax effect was down 1.0 points, to 14.3%, and ROCE after tax effect was down 0.7 points, to 8.8%. This result is below the target level, and moving forward we will continue working to improve ROCE through growth in profits and improved capital efficiency.

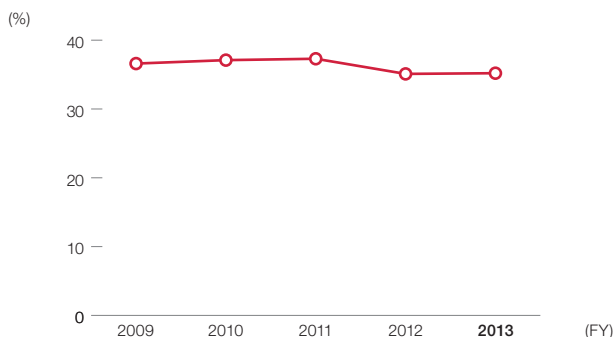
DOCOMO's long-term debt obligations have been rated Aa2 by Moody's and AA by Standard and Poor's, reflecting the positive evaluations of the Company's financial soundness, which is one of the highest among the world's telecommunications operators.

Cash Flows

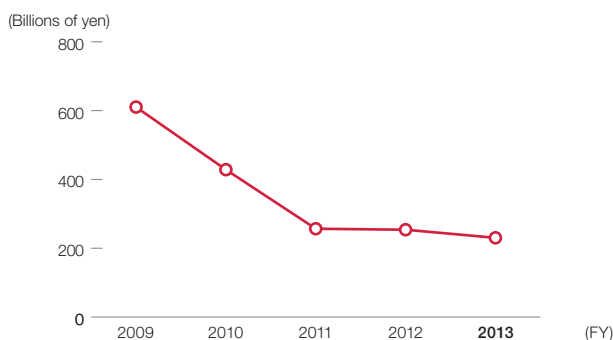
Net cash provided by operating activities rose ¥68.2 billion (7.3%), to ¥1,000.6 billion, principally due to an increase in collections of installment receivables for customers' hand-set purchases, a decrease in agent reseller commissions, and a decline in income taxes paid.

Net cash used in investing activities increased ¥1.6 billion (0.2%), to ¥703.6 billion. This increase was attributable mainly to a decrease in cash inflow resulting from the redemption of short-term investments, which offset a

EBITDA Margin



Interest-Bearing Liabilities



DOCOMO's Ratings

(As of March 31, 2014)

Rating agency	Long-term bonds	Short-term bonds
Moody's	Aa2	P-1
Standard and Poor's (S&P)	AA	A-1+
Japan Credit Rating Agency, Ltd. (JCR)	AAA	—
Rating & Investment Information, Inc. (R&I)	AA+	a-1+

decline in purchases of property, plant and equipment as a result of efficient network construction and decreases in cash outflows for purchases of short-term investments for cash management purposes and for purchases of long-term bailment for consumption to a related party.

Net cash used in financing activities increased ¥8.8 billion (3.4%), to ¥269.8 billion, mainly due to an increase in cash outflows for repayments of short-term debt and for dividends paid.

As a result, the balance of cash and cash equivalents was ¥526.9 billion as of March 31, 2014, an increase of ¥33.2 billion (6.7%) from the previous fiscal year-end. Free cash flow⁶ in fiscal 2013 was up ¥31.6 billion (14.0%), to ¥257.2 billion.

⁶ Adjusted free cash flows exclude the effects of uncollected revenues due to bank holidays at the end of the period, the effects of the uncollected amounts of transferred receivables of telephone charges to NTT FINANCE CORPORATION, and changes in investment derived from purchases, redemption at maturity and disposals of financial instruments held for cash management purposes with original maturities of longer than three months.

Outlook for Fiscal 2014

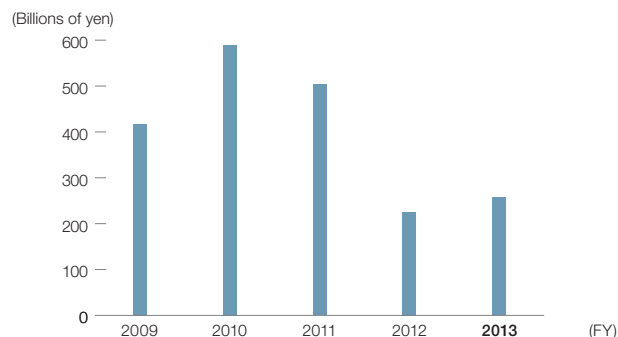
For fiscal 2014, we are forecasting an increase in operating revenues but a decrease in operating income due to a rise in operating expenses.

We are anticipating an increase of ¥128.8 billion (2.9%) in operating revenues, to ¥4,590.0 billion. For mobile communications services revenues, we expect a continued decline in Voice ARPU and continued growth in the impact of Monthly Support discounts. On the other hand, we are forecasting increases in packet communications revenues due to the accelerating shift to smartphones, in equipment sales revenues stemming from bolstered smartphone sales, and in other operating revenues, such as revenues from *dmarket*. Overall, we are forecasting higher operating revenues.

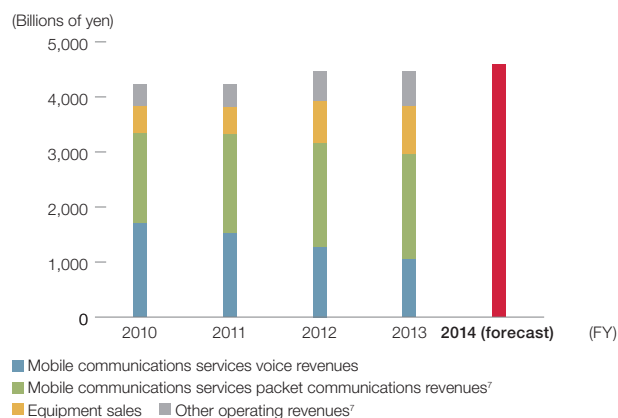
Operating expenses are expected to increase ¥198.0 billion (5.4%), to ¥3,840.0 billion. The primary reasons for the rise in costs, despite ongoing efforts to cut expenses, are the installation of base stations to bolster the LTE *Xi* network, the implementation of initiatives for future earnings growth, and higher cost of equipment sold due to an increase in unit sales.

Accordingly, we are forecasting operating income in fiscal 2014 of ¥750.0 billion, a decrease of ¥69.2 billion (8.4%).

Free Cash Flow⁶

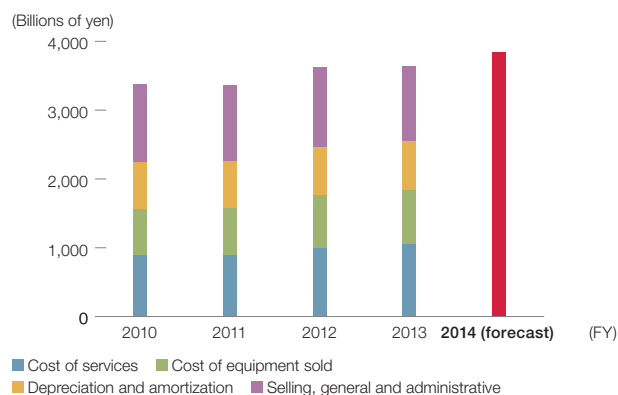


Operating Revenues



⁷ With the introduction of other operating revenues in the fiscal year ended March 31, 2013, some elements (revenues from content and other services) previously included in packet communications revenues for fiscal 2010 and 2011, have been retroactively reclassified into other operating revenues.

Operating Expenses



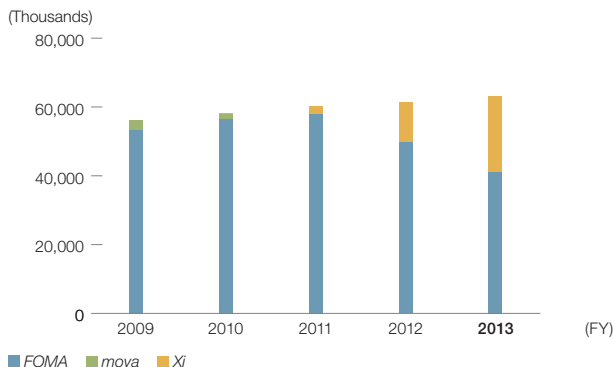
Management Indicators in Fiscal 2013

Number of Subscriptions

As of the end of fiscal 2013, the number of mobile phone subscriptions was 63.11 million, up 1.57 million from the previous year-end. This total included 24.35 million smartphone users, a year-on-year increase of 30.0%. Smartphones accounted for 38.6% of all subscriptions, compared with 30.4% a year earlier. The number of LTE *Xi* service subscriptions rose to 21.97 million at year-end, an increase of 89.9% from the year-earlier level. LTE *Xi* subscriptions accounted for 79.5% of all smartphone subscriptions. In number of LTE subscriptions, DOCOMO is ranked number one in Japan and number three¹ worldwide, after Verizon and AT&T.

¹ Source: World Cellular Information Service
Number of LTE subscriptions by carrier for each country

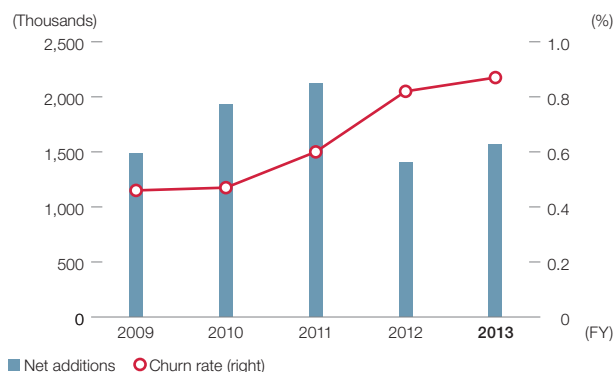
Number of Subscriptions



Net Additions, MNP, and Churn Rate

In fiscal 2013, DOCOMO secured 1.57 million net additions. We did not reach the level of 1.85 million called for in our initial plans, but in the second half of the fiscal year our net additions were up 77.9% year on year, due to the addition of the iPhone to our handset lineup in September 2013. In regard to MNP port-outs, in the first half of the fiscal year the number of port-outs was up year on year; however, following the introduction of the iPhone, the number of port-outs in the second half of the fiscal year fell to less than half of the corresponding number of the previous year. For the full fiscal year, the number of port-outs improved more than 10% year on year. On the other hand, due to intensified competition, the churn rate rose for the fifth consecutive year, reaching 0.87% for fiscal 2013, an increase of 0.05 points year on year.

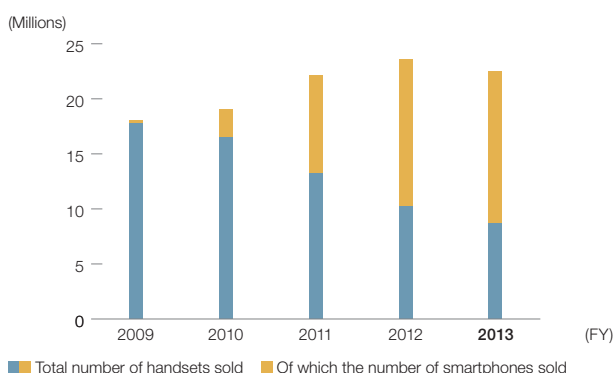
Net Additions / Churn Rate



Handset Sales

Total unit sales of handsets, which comprise new and upgrade sales of smartphones and feature phones, were down 4.4%, to 22.51 million. The number of port-outs increased due to intensifying competition. In addition, we were unable to secure sufficient inventory immediately following the launch of the iPhone. Consequently, the total number of handsets sold decreased for the first time in five years. Unit sales of smartphones totaled 13.78 million, an increase of 3.7%, accounting for 61.2% of the total number of handsets sold. Overall, however, growth in unit sales of smartphones has tapered off as the smartphone market has begun to mature and feature phones still retain strong popularity.

Total Number of Handsets Sold



ARPU and MOU

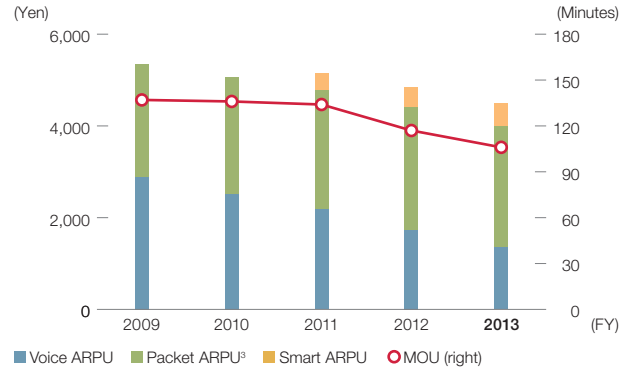
In fiscal 2013, an increase was recorded in Smart ARPU, which is related to revenues in new business areas, but Voice ARPU declined substantially. As a result, Aggregate ARPU was down 7.0%, to ¥4,500.

Voice ARPU declined 20.8%, to ¥1,370, due to a continued downward trend in billable MOU² and to the impact of Monthly Support discounts. Packet ARPU was down 1.9%, to ¥2,640. This decrease was due to the impact of Monthly Support discounts and to lower packet usage among users of feature phones, which offset an increase in communications revenues stemming from growth in the number of smartphone users. Smart ARPU rose 16.7%, to ¥490, as a result of a higher number of *dmarket* users and initiatives to promote sales of two monthly billable service packs, the *Recommendation Pack* and the *Peace-of-mind Pack*.

MOU continued to decline, and the pace of that decline accelerated. For the year, MOU was down 9.4%, to 106 minutes.

² Average monthly communication time per subscription.

ARPU / MOU²



Customer Satisfaction

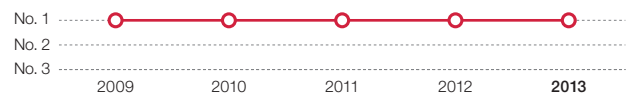
To counter the trends toward a declining share of subscriptions and intensifying competition, we are working on a Company-wide basis to increase customer satisfaction. For example, we are enhancing our LTE network and improving customer service at DOCOMO shops. J.D. Power Asia Pacific, an international specialist in customer satisfaction surveys and consulting, announced the results of its Japan Mobile Phone Service Study⁴ in October 2013. DOCOMO received high evaluations for network quality and after-sales service, garnering the number two position for the second year in a row. As we continue working to improve customer satisfaction, we will draw on the lessons learned from these types of surveys conducted by external parties and from the feedback that we receive directly from customers.

For business customers, in a survey of business customer satisfaction with mobile phone / PHS services⁵, also conducted by J.D. Power Asia Pacific, DOCOMO was rated number one for the fifth consecutive year. Moving forward, we will work to further enhance our strengths by reinforcing customer service, including problem resolution, and offering handsets that provide the optimal functionality for business customers. In these ways, we will strive to earn the trust of a wide range of customers.

J.D. Power Asia Pacific 2013 Japan Mobile Phone Service Study



J.D. Power Asia Pacific 2013 Japan Business Mobile Phone Service Satisfaction Study



⁴ 2013 Japan Mobile Phone Service StudySM, J.D. Power Asia Pacific 2009–2013. Study based on a total of 31,200 responses from mobile phone subscribers in Japan. japan.jdpower.com

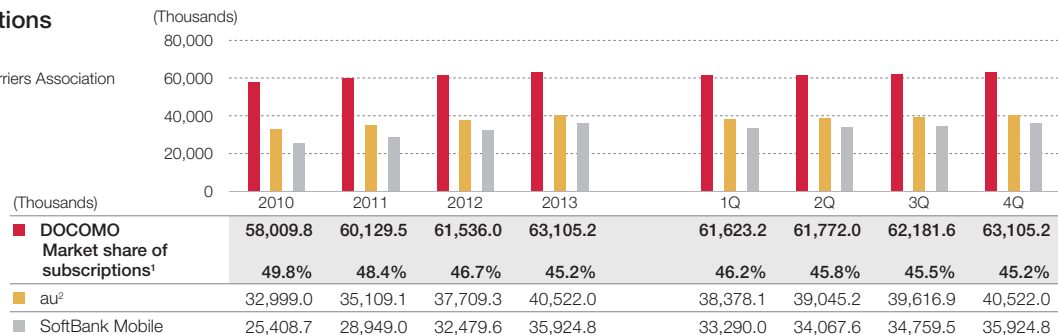
⁵ 2013 Japan Business Mobile Phone Service Satisfaction StudySM, J.D. Power Asia Pacific 2009–2013. Based on a 2013 survey regarding providers of mobile phone / PHS services, which had a total of 3,129 responses from 2,465 companies throughout Japan with 100 or more employees (up to two responses from one company about firms who provide mobile phone / PHS services).

Operating Data

Number of Subscriptions

(Fiscal year / quarterly data)

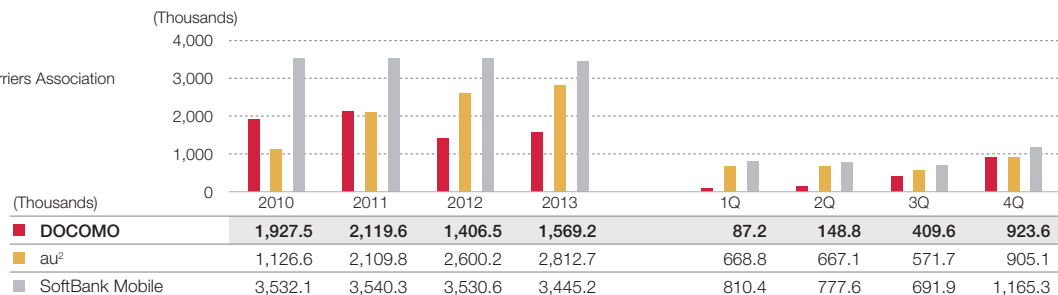
Source: Telecommunications Carriers Association



Net Additions

(Fiscal year / quarterly data)

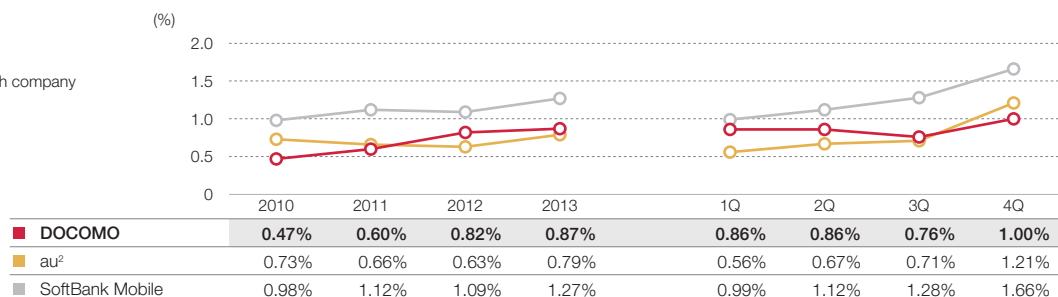
Source: Telecommunications Carriers Association



Churn Rate

(Fiscal year / quarterly data)

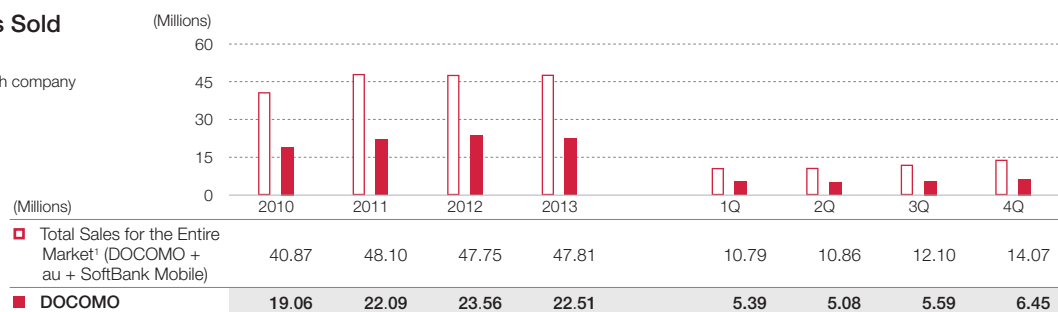
Source: Public sources from each company



Number of Handsets Sold

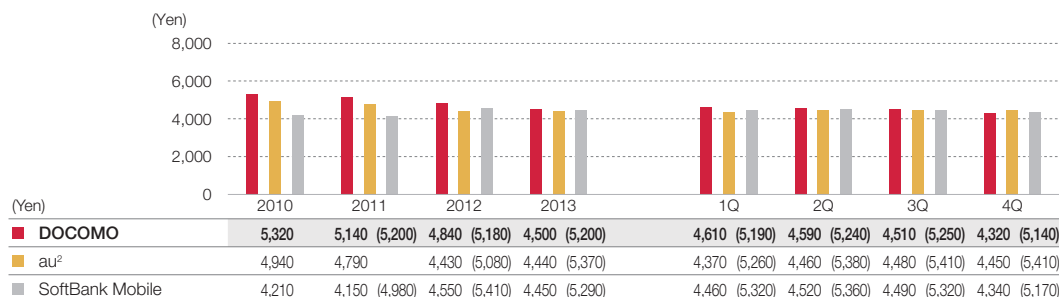
(Fiscal year / quarterly data)

Source: Public sources from each company



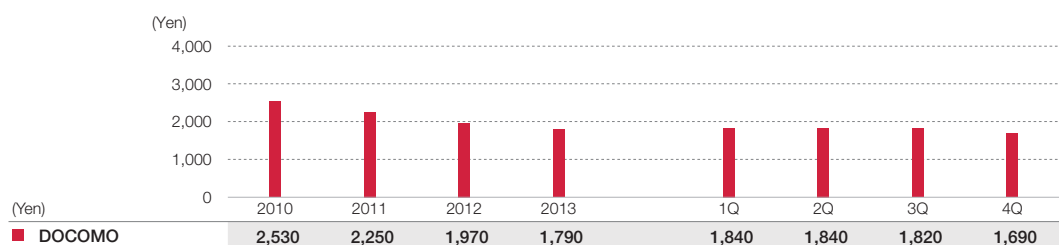
Aggregate ARPUs

(Fiscal year / quarterly data)



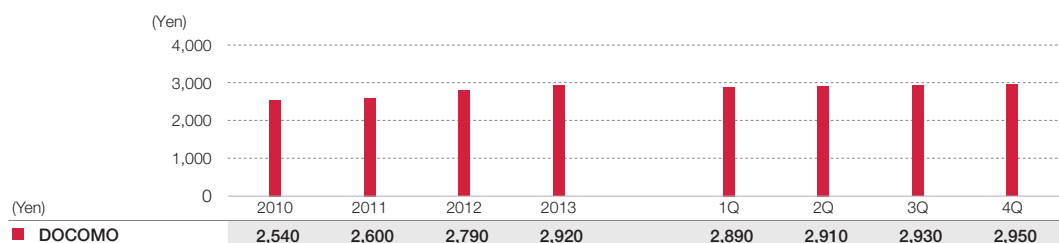
Voice ARPUs

(Fiscal year / quarterly data)



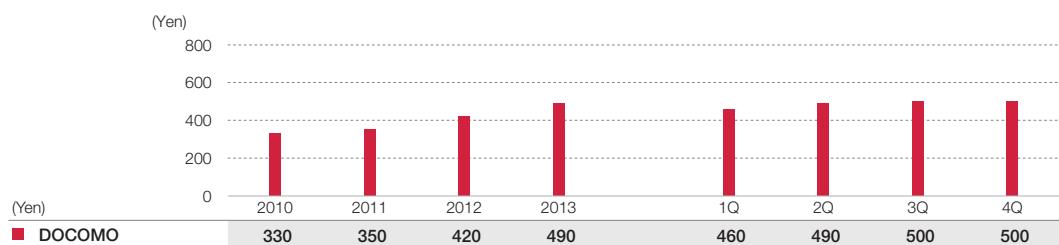
Packet ARPUs

(Fiscal year / quarterly data)



Smart ARPUs

(Fiscal year / quarterly data)



DOCOMO's Definition and Calculation Methods of ARPUs and MOUs

Definition of ARPUs and MOUs

(1) ARPUs (Average monthly Revenue Per Unit): Average monthly revenue per unit, or ARPUs, is used to measure average monthly operating revenues attributable to designated services on a per subscription basis. ARPUs is calculated by dividing various revenue items included in operating revenues from our mobile communications services and a part of other operating revenues by the number of active subscriptions to our wireless services in the relevant periods. We believe that our ARPUs figures provide useful information to analyze the average usage per subscription and the impacts of changes in our billing arrangements. The revenue items included in the numerators of our ARPUs figures are based on our U.S. GAAP results of operations.

(2) MOUs (Minutes of Use): Average monthly communication time per subscription.

ARPU Calculation Methods

Aggregate ARPUs = Voice ARPUs + Packet ARPUs + Smart ARPUs

- Voice ARPUs: Voice ARPUs Related Revenues (basic monthly charges, voice communication charges) / No. of active subscriptions
- Packet ARPUs: Packet ARPUs Related Revenues (basic monthly charges, packet communication charges) / No. of active subscriptions
- Smart ARPUs: A part of other operating revenues (revenues from content, collection of charges, mobile phone insurance service, advertising, and others) / No. of active subscriptions

Active Subscriptions Calculation Method

Sum of No. of active subscriptions for each month ((No. of subscriptions at the end of previous month + No. of subscriptions at the end of current month) / 2) during the relevant period.

Note: Subscriptions and revenues for Communication Module Services and Phone Number Storage and Mail Address Storage services are not included in the ARPUs and MOUs calculations.

1 Total figures do not include EMOBILE

2 Personal segment and Value segment

3 Includes Smart ARPUs for DOCOMO.

For au, added value ARPUs is included in Aggregate ARPUs from fiscal 2011.

For all companies, after application of discounts. () indicates before application of discounts.

4 Before application of discounts.

• Definitions of ARPUs, MOUs, etc., might be different from those used by other companies.

• ARPUs for SoftBank from fiscal 2012 is in accordance with IFRS.

Consolidated Balance Sheets

NTT DOCOMO, INC. and Subsidiaries
March 31, 2013 and 2014

ASSETS	Millions of yen	
	2013	2014
Current assets:		
Cash and cash equivalents	¥ 493,674	¥ 526,920
Short-term investments		
Third parties	31,762	19,561
Related parties	10,000	–
Accounts receivable		
Third parties	251,109	276,409
Related parties	9,233	5,100
Receivables held for sale	638,149	787,459
Credit card receivables	194,607	220,979
Other receivables		
Third parties	32,151	34,127
Related parties	257,698	281,835
Total accounts receivable, receivables held for sale, credit card receivables and other receivables	1,382,947	1,605,909
Less: Allowance for doubtful accounts	(16,843)	(15,078)
Total accounts receivable, receivables held for sale, credit card receivables and other receivables, net	1,366,104	1,590,831
Inventories	180,736	232,126
Deferred tax assets	70,784	61,592
Prepaid expenses and other current assets		
Third parties	74,577	86,991
Related parties	8,865	8,741
Total current assets	2,236,502	2,526,762
Property, plant and equipment:		
Wireless telecommunications equipment	5,151,686	4,975,826
Buildings and structures	882,165	897,759
Tools, furniture and fixtures	532,506	553,497
Land	200,382	201,121
Construction in progress	127,592	158,173
Sub-total	6,894,331	6,786,376
Accumulated depreciation and amortization	(4,334,047)	(4,228,610)
Total property, plant and equipment, net	2,560,284	2,557,766
Non-current investments and other assets:		
Investments in affiliates	474,502	424,531
Marketable securities and other investments	155,923	171,875
Intangible assets, net	691,651	665,960
Goodwill	217,640	262,462
Other assets		
Third parties	302,533	369,593
Related parties	257,606	259,581
Deferred tax assets	273,084	269,500
Total non-current investments and other assets	2,372,939	2,423,502
Total assets	¥ 7,169,725	¥ 7,508,030

LIABILITIES AND EQUITY	Millions of yen	
	2013	2014
Current liabilities:		
Current portion of long-term debt	¥ 70,437	¥ 248
Short-term borrowings		
Third parties	6,801	9,495
Related parties	5,506	–
Accounts payable, trade		
Third parties	565,142	643,822
Related parties	140,582	154,493
Accrued payroll	55,961	54,294
Accrued interest	713	346
Accrued income taxes	135,418	175,683
Other current liabilities		
Third parties	142,346	159,720
Related parties	7,954	7,885
Total current liabilities	1,130,860	1,205,986
Long-term liabilities:		
Long-term debt (exclusive of current portion)	171,022	220,603
Accrued liabilities for point programs	140,855	113,001
Liability for employees' retirement benefits	171,221	160,666
Other long-term liabilities		
Third parties	143,267	112,558
Related parties	1,935	1,703
Total long-term liabilities	628,300	608,531
Total liabilities	1,759,160	1,814,517
Redeemable noncontrolling interests	–	14,869
Equity:		
NTT DOCOMO, INC. shareholders' equity		
Common stock, without a stated value–		
Authorized shares		
17,460,000,000 shares as of March 31, 2013 and 2014		
Issued shares		
4,365,000,000 shares as of March 31, 2013 and 2014		
Outstanding shares		
4,146,760,100 shares as of March 31, 2013 and 2014	949,680	949,680
Additional paid-in capital	732,609	732,875
Retained earnings	4,112,466	4,328,389
Accumulated other comprehensive income (loss)	(49,112)	9,590
Treasury stock		
218,239,900 shares as of March 31, 2013 and 2014	(377,168)	(377,168)
Total NTT DOCOMO, INC. shareholders' equity	5,368,475	5,643,366
Noncontrolling interests	42,090	35,278
Total equity	5,410,565	5,678,644
Commitments and contingencies		
Total liabilities and equity	¥7,169,725	¥7,508,030

Consolidated Statements of Income

NTT DOCOMO, INC. and Subsidiaries
Years Ended March 31, 2012, 2013 and 2014

	Millions of yen		
	2012	2013	2014
Operating revenues:			
Mobile communications services			
Third parties	¥3,302,545	¥3,147,531	¥2,934,655
Related parties	23,948	20,947	21,133
Equipment sales			
Third parties	496,556	754,521	870,597
Related parties	2,333	3,572	1,403
Other operating revenues			
Third parties	396,034	508,452	591,130
Related parties	18,587	35,099	42,285
Total operating revenues	4,240,003	4,470,122	4,461,203
Operating expenses:			
Cost of services (exclusive of items shown separately below)			
Third parties	673,383	782,352	805,685
Related parties	220,560	221,145	253,934
Cost of equipment sold (exclusive of items shown separately below)	695,008	767,536	785,209
Depreciation and amortization	684,783	700,206	718,694
Selling, general and administrative			
Third parties	965,816	940,002	879,323
Related parties	125,993	221,701	199,159
Total operating expenses	3,365,543	3,632,942	3,642,004
Operating income	874,460	837,180	819,199
Other income (expense):			
Interest expense	(2,774)	(1,786)	(1,211)
Interest income	1,376	1,587	1,680
Other, net	3,896	(3,639)	13,381
Total other income (expense)	2,498	(3,838)	13,850
Income before income taxes and equity in net income (losses) of affiliates	876,958	833,342	833,049
Income taxes:			
Current	339,622	305,026	319,683
Deferred	52,176	18,033	(11,704)
Total income taxes	391,798	323,059	307,979
Income before equity in net income (losses) of affiliates	485,160	510,283	525,070
Equity in net income (losses) of affiliates (including impairment charges of investments in affiliates)	(24,208)	(29,570)	(69,117)
Net income	460,952	480,713	455,953
Less: Net (income) loss attributable to noncontrolling interests	2,960	10,313	8,776
Net income attributable to NTT DOCOMO, INC.	¥ 463,912	¥ 491,026	¥ 464,729
Per share data:			
Weighted average common shares outstanding – Basic and Diluted	4,146,760,100	4,146,760,100	4,146,760,100
Basic and Diluted earnings per share attributable to NTT DOCOMO, INC.	¥ 111.87	¥ 118.41	¥ 112.07

Consolidated Statements of Comprehensive Income

NTT DOCOMO, INC. and Subsidiaries
Years Ended March 31, 2012, 2013 and 2014

	Millions of yen		
	2012	2013	2014
Net income	¥460,952	¥480,713	¥455,953
Other comprehensive income (loss):			
Unrealized holding gains (losses) on available-for-sale securities, net of applicable taxes	1,901	20,680	8,751
Less: Reclassification of realized gains and losses, net of applicable taxes included in net income	1,994	6,109	(84)
Unrealized gains (losses) on cash flow hedges, net of applicable taxes	(2)	31	(76)
Less: Reclassification of realized gains and losses, net of applicable taxes included in net income	–	–	59
Foreign currency translation adjustment, net of applicable taxes	(32,082)	34,041	31,653
Less: Reclassification of realized gains and losses, net of applicable taxes included in net income	3,084	155	6,010
Pension liability adjustment, net of applicable taxes			
Actuarial gains (losses) arising during period, net	(2,746)	(5,895)	11,929
Prior service cost arising during period, net	(72)	–	3,361
Less: Amortization of prior service cost	(1,347)	(1,458)	(1,457)
Less: Curtailment gain	–	–	(3,294)
Less: Amortization of actuarial gains and losses	1,606	1,805	1,963
Less: Amortization of transition obligation	76	80	80
Total other comprehensive income (loss)	(27,588)	55,548	58,895
Comprehensive income	433,364	536,261	514,848
Less: Comprehensive (income) loss attributable to noncontrolling interests	2,974	10,182	8,583
Comprehensive income attributable to NTT DOCOMO, INC.	¥436,338	¥546,443	¥523,431

Consolidated Statements of Changes in Equity

NTT DOCOMO, INC. and Subsidiaries
Years Ended March 31, 2012, 2013 and 2014

Millions of yen

	NTT DOCOMO, INC. shareholders' equity							Total equity
	Common stock	Additional paid-in capital	Retained earnings	Accumulated other comprehensive income (loss)	Treasury stock	Total NTT DOCOMO, INC. shareholders' equity	Noncontrolling interests	
Balance as of March 31, 2011	¥949,680	¥732,914	¥3,621,965	¥ (76,955)	¥(377,168)	¥4,850,436	¥ 27,158	¥4,877,594
Cash dividends declared (¥54 per share)			(223,925)			(223,925)		(223,925)
Cash distributions to noncontrolling interests							(1,280)	(1,280)
Acquisition of new subsidiaries							1,746	1,746
Contributions from noncontrolling interests		(322)				(322)	21,655	21,333
Others							(61)	(61)
Net income			463,912			463,912	(2,960)	460,952
Other comprehensive income (loss)				(27,574)		(27,574)	(14)	(27,588)
Balance as of March 31, 2012	¥949,680	¥732,592	¥3,861,952	¥(104,529)	¥(377,168)	¥5,062,527	¥ 46,244	¥5,108,771
Cash dividends declared (¥58 per share)			(240,512)			(240,512)		(240,512)
Cash distributions to noncontrolling interests							(4)	(4)
Acquisition of new subsidiaries							6,957	6,957
Changes in interest in subsidiaries		17				17	(1,045)	(1,028)
Others							120	120
Net income			491,026			491,026	(10,313)	480,713
Other comprehensive income (loss)				55,417		55,417	131	55,548
Balance as of March 31, 2013	¥949,680	¥732,609	¥4,112,466	¥ (49,112)	¥(377,168)	¥5,368,475	¥ 42,090	¥5,410,565
Cash dividends declared (¥60 per share)			(248,806)			(248,806)		(248,806)
Cash distributions to noncontrolling interests							(1,032)	(1,032)
Acquisition of new subsidiaries							2,588	2,588
Changes in interest in subsidiaries		266				266		266
Others							215	215
Net income			464,729			464,729	(8,776)	455,953
Other comprehensive income (loss)				58,702		58,702	193	58,895
Balance as of March 31, 2014	¥949,680	¥732,875	¥4,328,389	¥ 9,590	¥(377,168)	¥5,643,366	¥ 35,278	¥5,678,644

Consolidated Statements of Cash Flows

NTT DOCOMO, INC. and Subsidiaries
Years Ended March 31, 2012, 2013 and 2014

	Millions of yen		
	2012	2013	2014
Cash flows from operating activities:			
Net income	¥ 460,952	¥ 480,713	¥ 455,953
Adjustments to reconcile net income to net cash provided by operating activities—			
Depreciation and amortization	684,783	700,206	718,694
Deferred taxes	52,176	18,033	(11,704)
Loss on sale or disposal of property, plant and equipment	24,055	31,878	34,303
Impairment loss on marketable securities and other investments	4,030	10,928	3,055
Equity in net (income) losses of affiliates (including impairment charges of investments in affiliates)	24,208	29,570	69,117
Dividends from affiliates	12,052	15,899	17,415
Changes in assets and liabilities:			
(Increase) / decrease in accounts receivable	(198,538)	706,742	(9,269)
(Increase) / decrease in receivables held for sale	—	(638,149)	(149,310)
(Increase) / decrease in credit card receivables	(14,584)	(8,646)	(13,849)
(Increase) / decrease in other receivables	2,359	(229,252)	(21,875)
Increase / (decrease) in allowance for doubtful accounts	5,388	(7,024)	(2,815)
(Increase) / decrease in inventories	245	(22,375)	(50,849)
(Increase) / decrease in prepaid expenses and other current assets	(2,021)	(12,564)	(7,661)
(Increase) / decrease in non-current installment receivable for handsets	(12,809)	88,075	—
(Increase) / decrease in non-current receivables held for sale	—	(149,972)	(53,276)
Increase / (decrease) in accounts payable, trade	94,747	(39,377)	65,083
Increase / (decrease) in accrued income taxes	(11,751)	(15,844)	39,691
Increase / (decrease) in other current liabilities	7,361	10,805	(40,422)
Increase / (decrease) in accrued liabilities for point programs	(26,451)	(32,281)	(27,854)
Increase / (decrease) in liability for employees' retirement benefits	7,095	9,539	(10,732)
Increase / (decrease) in other long-term liabilities	(12,296)	(34,215)	(32,977)
Other, net	9,558	19,716	29,924
Net cash provided by operating activities	1,110,559	932,405	1,000,642
Cash flows from investing activities:			
Purchases of property, plant and equipment	(480,416)	(535,999)	(498,668)
Purchases of intangible and other assets	(237,070)	(242,918)	(213,508)
Purchases of non-current investments	(35,582)	(7,444)	(16,186)
Proceeds from sale of non-current investments	2,540	1,731	5,235
Acquisitions of subsidiaries, net of cash acquired	(3,624)	(17,886)	(19,213)
Purchases of short-term investments	(1,164,203)	(665,223)	(39,084)
Redemption of short-term investments	1,023,698	915,105	68,937
Long-term bailment for consumption to a related party	—	(240,000)	—
Proceeds from redemption of long-term bailment for consumption to a related party	—	—	10,000
Short-term bailment for consumption to a related party	(80,000)	—	(70,000)
Proceeds from redemption of short-term bailment for consumption to a related party	—	90,000	70,000
Other, net	72	700	(1,093)
Net cash used in investing activities	(974,585)	(701,934)	(703,580)
Cash flows from financing activities:			
Proceeds from long-term debt	—	60,000	50,000
Repayment of long-term debt	(171,879)	(82,181)	(74,989)
Proceeds from short-term borrowings	4,991	20,750	13,740
Repayment of short-term borrowings	(4,467)	(15,599)	(26,132)
Principal payments under capital lease obligations	(4,380)	(2,801)	(2,128)
Dividends paid	(223,865)	(240,388)	(248,814)
Contributions from noncontrolling interests	21,333	2,349	193
Other, net	(349)	(3,097)	18,337
Net cash used in financing activities	(378,616)	(260,967)	(269,793)
Effect of exchange rate changes on cash and cash equivalents	(831)	2,092	5,977
Net increase (decrease) in cash and cash equivalents	(243,473)	(28,404)	33,246
Cash and cash equivalents at beginning of year	765,551	522,078	493,674
Cash and cash equivalents at end of year	¥ 522,078	¥ 493,674	¥ 526,920
Supplemental disclosures of cash flow information:			
Cash received during the year for:			
Income tax refunds	¥ 251	¥ 1,017	¥ 886
Cash paid during the year for:			
Interest, net of amount capitalized	2,922	1,840	1,578
Income taxes	351,964	321,453	280,434
Non-cash investing and financing activities:			
Assets acquired through capital lease obligations	2,036	1,931	1,513

Reconciliations of the Disclosed Non-GAAP Financial Measures to the Most Directly Comparable GAAP Financial Measures

NTT DOCOMO, INC. and Subsidiaries

EBITDA and EBITDA Margin

Year ended March 31,	Billions of yen				
	2010	2011	2012	2013	2014
a. EBITDA¹	¥1,568.1	¥1,565.7	¥1,583.3	¥1,569.3	¥1,572.2
Depreciation and amortization	(701.1)	(693.1)	(684.8)	(700.2)	(718.7)
Loss on sale or disposal of property, plant and equipment	(32.7)	(27.9)	(24.1)	(31.9)	(34.3)
Operating income	834.2	844.7	874.5	837.2	819.2
Other income (expense)	1.9	(9.4)	2.5	(3.8)	13.9
Income taxes	(336.9)	(332.8)	(391.8)	(323.1)	(308.0)
Equity in net income (losses) of affiliates, net of applicable taxes	(2.1)	(10.5)	(24.2)	(29.6)	(69.1)
Less: Net (income) loss attributable to noncontrolling interests	(2.3)	(1.5)	3.0	10.3	8.8
b. Net income attributable to NTT DOCOMO, INC.	494.8	490.5	463.9	491.0	464.7
c. Operating revenues	4,284.4	4,224.3	4,240.0	4,470.1	4,461.2
EBITDA margin (=a/c)	36.6%	37.1%	37.3%	35.1%	35.2%
Net income margin (=b/c)	11.5%	11.6%	10.9%	11.0%	10.4%

¹ EBITDA: Operating income + Depreciation and amortization + Loss on sale or disposal of property, plant and equipment

Note: EBITDA and EBITDA margin, as we use them, are different from EBITDA as used in Item 10 (e) of regulation S-K and may not be comparable to similarly titled measures used by other companies.

Adjusted Free Cash Flows (excluding irregular factors, effect of transfer of receivables and changes in investments for cash management purposes)

Year ended March 31,	Billions of yen				
	2010	2011	2012	2013	2014
Adjusted free cash flows (excluding irregular factors, effect of transfer of receivables and changes in investments for cash management purposes)	¥ 416.9	¥ 589.8	¥ 503.5	¥ 225.6	¥ 257.2
Irregular factors ²	–	–	(147.0)	147.0	–
Effect of transfer of receivables ³	–	–	–	(242.0)	–
Changes in investments for cash management purposes ⁴	(398.0)	241.9	(220.5)	99.9	39.9
Free cash flows	18.9	831.7	136.0	230.5	297.1
Net cash used in investing activities	(1,163.9)	(455.4)	(974.6)	(701.9)	(703.6)
Net cash provided by operating activities ³	1,182.8	1,287.0	1,110.6	932.4	1,000.6

² Irregular factors represent the effects of uncollected revenues due to a bank closure at the end of periods.

³ Effect of transfer of receivables represents the effect caused by the uncollected amounts of transferred receivables of telephone charges to NTT FINANCE CORPORATION. Net cash provided by operating activities includes the effect caused by the uncollected amounts of transferred receivables of telephone charges to NTT FINANCE CORPORATION for cash management purposes for the year ended March 31, 2013.

⁴ Changes in investments for cash management purposes were derived from purchases, redemption at maturity and disposals of financial instruments held for cash management purposes with original maturities of longer than three months.

Subsidiaries and Affiliates

As of July 1, 2014

Subsidiaries: 181

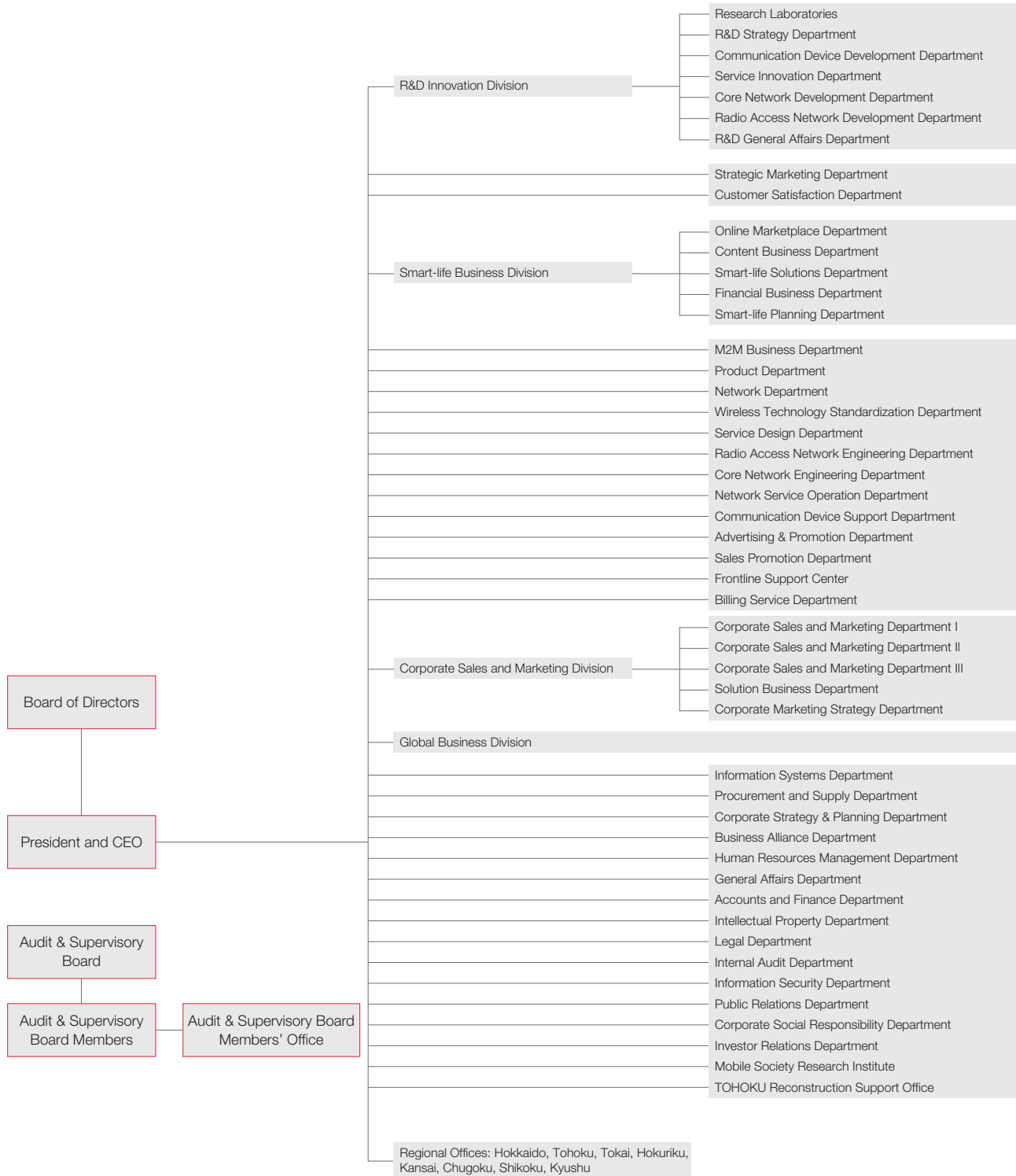
Company name	Voting rights ownership	Business activities
Service subsidiaries: 12		
DOCOMO CS Inc.	100.00%	Network construction, maintenance, operation, and quality control; handset maintenance; merchandise distribution; sales agent support; corporate marketing; DOCOMO shop operations
DOCOMO Support Inc.	100.00%	Handling of telephone and online inquiries, such as through the Internet
DOCOMO Systems, Inc.	100.00%	Development and maintenance of internal information systems and sales of hardware relating to information systems
DOCOMO Technology, Inc. and 8 other companies	100.00%	Commissioned business from DOCOMO in research and development of mobile communication
Other subsidiaries: 169		
Buongiorno S.p.A.	100.00%	Provision of mobile content and operation of content-distribution platform
DOCOMO Capital, Inc.	100.00%	Search for and investment in venture companies with innovative state-of-the-art technology applicable to mobile communications services
DOCOMO Communications Laboratories Europe GmbH	100.00%	Research on new mobile network technologies in Europe and participation in European standardization projects
DOCOMO Innovations, Inc.	100.00%	Promotion of open innovation and network technology research in Silicon Valley
DOCOMO interTouch Pte. Ltd.	100.00%	Provision of high-speed Internet connection services for hotels worldwide
DOCOMO PACIFIC, INC.	100.00%	Mobile communications business in Guam and the Commonwealth of the Northern Mariana Islands
MCV Guam Holding Corp.	100.00%	Cable television, Internet access, fixed-line business in Guam and the Commonwealth of the Northern Mariana Islands
net mobile AG	87.36%	Management of platforms related to mobile content distribution and billing
NTT DOCOMO USA, Inc.	100.00%	Support for DOCOMO overseas development in the United States
PacketVideo Corporation	81.79%	Development of software for mobile phones, such as software to connect household electronics devices, and provision of content distribution services
OAK LAWN MARKETING, INC.	51.00%	Mail-order business using televised media as main sales channel
Tower Records Japan Inc.	50.25%	Music and video software sales business
DOCOMO ANIME STORE, INC.	60.00%	Planning, development, and operation of anime-related content distribution services, centered on anime video
NTT DOCOMO Ventures, Inc	100.00%	Venture capital investment and incubation businesses
DOCOMO InsightMarketing, INC.	51.00%	Research and promotion businesses
DOCOMO.COM, INC.	100.00%	Consultancy targeting mobile content providers
Nihon Ultramarc INC.	77.48%	Medical database business
docomo Healthcare, Inc.	66.00%	Platform business centered on management, use, and sharing of physical, health, and medical data
MAGASseek Corporation	75.00%	Fashion e-commerce business, including operation of the MAGASEEK comprehensive fashion e-commerce site
Radishbo-ya Co., Ltd.	90.00%	Membership-based home delivery service of organic and low-chemical agricultural products as well as additive-free foods
mobidoors, Inc.	55.00%	Sales of remote support for mobile devices and PCs
ABC HOLDINGS Co., Ltd.	51.00%	Nationwide development of cooking classrooms; sales of kitchen and other goods
D2C Inc.	51.00%	Mobile advertising media development and operations and advertising sales business
mmbi, Inc.	60.45%	Basic broadcasting pursuant to Japan's Broadcast Act and provision of related services
and 145 other companies		

Affiliates: 34

Company name	Voting rights ownership	Business activities
Hutchison Telephone Company Limited	24.10%	Mobile communications business in Hong Kong and Macau
Philippine Long Distance Telephone Company	8.56%	Owns 100% of SMART, a fixed-line and mobile telecommunications operator in the Philippines
Robi Axiata Limited	8.41%	Mobile communications business in Bangladesh
Tata Teleservices Limited	26.50%	Mobile communications business in India
Weather Service inc.	35.00%	Provision of services offering a full range of weather-related information
Avex Broadcasting & Communications Inc.	30.00%	Membership-based mobile video distribution business
NTT Broadband Platform, Inc.	22.00%	Services pertaining to wireless network connections, plus merchandise sales utilizing information and communications systems
NTT Resonant Inc.	33.33%	Media business, including operation of "goo" portal site, and e-commerce
EveryStar Co., Ltd.	30.00%	UGC media operation via mobile
ZENFRIN DataCom CO., LTD.	18.09%	Map, net navigation, and map solutions businesses for mobile phones
2Dfacto, Inc.	26.18%	Management of bookstore services for sale of e-books and paper books via the Internet
Nippon Telecommunications Network Co., Ltd.	37.43%	Provision of communications network facilities and applications and outsourcing of network construction
FeliCa Networks, Inc.	38.00%	FeliCa licensing and platform management businesses
Boardwalk Inc.	22.00%	Event ticketing sales and planning / production / sales of digital content
Sumitomo Mitsui Card Company, Limited	34.00%	Services related to credit cards, loans, warranties, and gift cards
Mobile Internet Capital, Inc.	30.00%	Support for venture firms in mobile Internet-related fields and investment fund management
Rakuten Auction, Inc.	40.00%	Internet auction services business
CXD NEXT CO., LTD.	40.00%	Provision of electronic settlement-related services and store support services
Jibe Mobile K.K.	34.48%	Software development
The JV, Ltd.	30.00%	Management of McDonald's membership organization, and planning, execution, and management of membership-related services and promotions
and 14 other companies		

Organizational Structure

NTT DOCOMO, INC. As of July 1, 2014



Corporate Information

As of March 31, 2014

Company Name

NTT DOCOMO, INC.

Address

Head Office:
11-1, Nagata-cho 2-chome, Chiyoda-ku,
Tokyo 100-6150, Japan
Tel: +81-3-5156-1111

Date of Establishment

August 1991

Capital

¥949,679,500,000

Fiscal Year-End

March 31

Number of Employees (Consolidated)

24,860

Corporate Website

<https://www.nttdocomo.co.jp/english/>

IR Information

<https://www.nttdocomo.co.jp/english/corporate/ir/>

Independent Registered Public Accounting Firm

KPMG AZSA LLC (the Japan member firm of KPMG International)

Stock Information

As of March 31, 2014

Stock Listings

Tokyo Stock Exchange, First Section listed October 1998
(Securities code: 9437)

New York Stock Exchange listed March 2002
(Ticker symbol: DCM)

Transfer Agent

Mitsubishi UFJ Trust and Banking Corporation,
Corporate Agency Department
4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8212, Japan
Tel: +81-3-3212-1211
Inquiries about procedures of stock: +81-120-232-711

Depository for American Depositary Receipts (“ADRs”)

The Bank of New York Mellon Corporation
101 Barclay Street, New York, NY 10286, U.S.A.
BNY Mellon Shareowner Services,
PO Box 30170, College Station, TX 77842-3170, U.S.A.
U.S. Callers: (888) BNY ADRS
Non-U.S. Callers: +1-201-680-6825

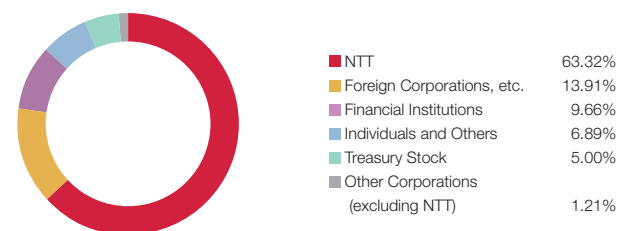
Number of Shares

Total Number of Authorized Shares: 17,460,000,000
Total Number of Issued Shares: 4,365,000,000

Number of Shareholders

327,818

Distribution of Ownership among Shareholders



* The figures are based on the list of shareholders as of March 31, 2014.

Principal Shareholders

	Number of Shares Held	Percentage of Total Issued Shares (%)
NIPPON TELEGRAPH AND TELEPHONE CORPORATION	2,764,000,000	63.32
THE MASTER TRUST BANK OF JAPAN, LTD. (TRUST ACCOUNT)	68,624,500	1.57
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT)	58,200,100	1.33
BARCLAYS CAPITAL INC.	50,168,300	1.15
THE BANK OF NEW YORK MELLON SANV 10	34,839,646	0.80
THE BANK OF NEW YORK MELLON AS DEPOSITARY BANK FOR DEPOSITARY RECEIPT HOLDERS	24,669,549	0.57
STATE STREET BANK AND TRUST COMPANY WEST CLIENT TREATY	19,218,137	0.44
STATE STREET BANK AND TRUST COMPANY 505225	18,516,023	0.42
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT 6)	16,954,400	0.39
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT 5)	16,928,700	0.39
Total	3,072,119,355	70.38

* The Company's holding of treasury stock (218,239,900 shares equivalent to 5.00% of the total number of issued shares) is not included in the above.

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