



From Strength to Strength

Key message

“From Strength to Strength”

The environment for mobile communications is about to undergo a massive global change with the appearance of even faster communication networks, enriched content including video services, and an increasing attention on smartphones. We welcome this change as a chance to leverage our strength to achieve further growth.

In this annual report, we take a look at the business base that DOCOMO has built, our forward-looking strategies, and our everyday initiatives for growth.

On The Cover

docomo PRIME series F-04B

DOCOMO has introduced the world's first separable handset allowing the display and keyboard to be operated independently. When these two sections are positioned together, the unit operates as a sliding type handset. Separating them allows the user to use their email, address book and other functions while talking on the phone. This top-of-the-line handset also features a 12.2 megapixel camera.



Unless specifically stated otherwise, information in this annual report is as of July 2010. As used in this annual report, references to “DOCOMO”, “the Company”, “we”, “our”, “our group” and “us” are to NTT DOCOMO, INC. and its consolidated subsidiaries except as the context otherwise requires.

Names of companies or products presented in this annual report are the trademarks or registered trademarks of their respective organizations.

DEFINITION OF TERMS

“Fiscal 2009” refers to our fiscal year ended March 31, 2010, 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.

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>> **What is DOCOMO's business model? What approach will DOCOMO take to the new forward movement of the market?**

We explain how we view the movement as an opportunity to leverage our accumulated strengths and business base to achieve further growth.

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page 10-19 **Leveraging Our Strength for Growth**

>> **What are DOCOMO's key strategies for leveraging its strengths?**

President and Chief Executive Officer Ryuji Yamada introduces DOCOMO's grand design for further growth.

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page 20-35 **Current Development with Our Strength**

>> **What is the status of the businesses, and what are DOCOMO's important initiatives at present?**

We give a general summary of our performance and businesses over fiscal 2009, and an overview of DOCOMO's various initiatives.

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