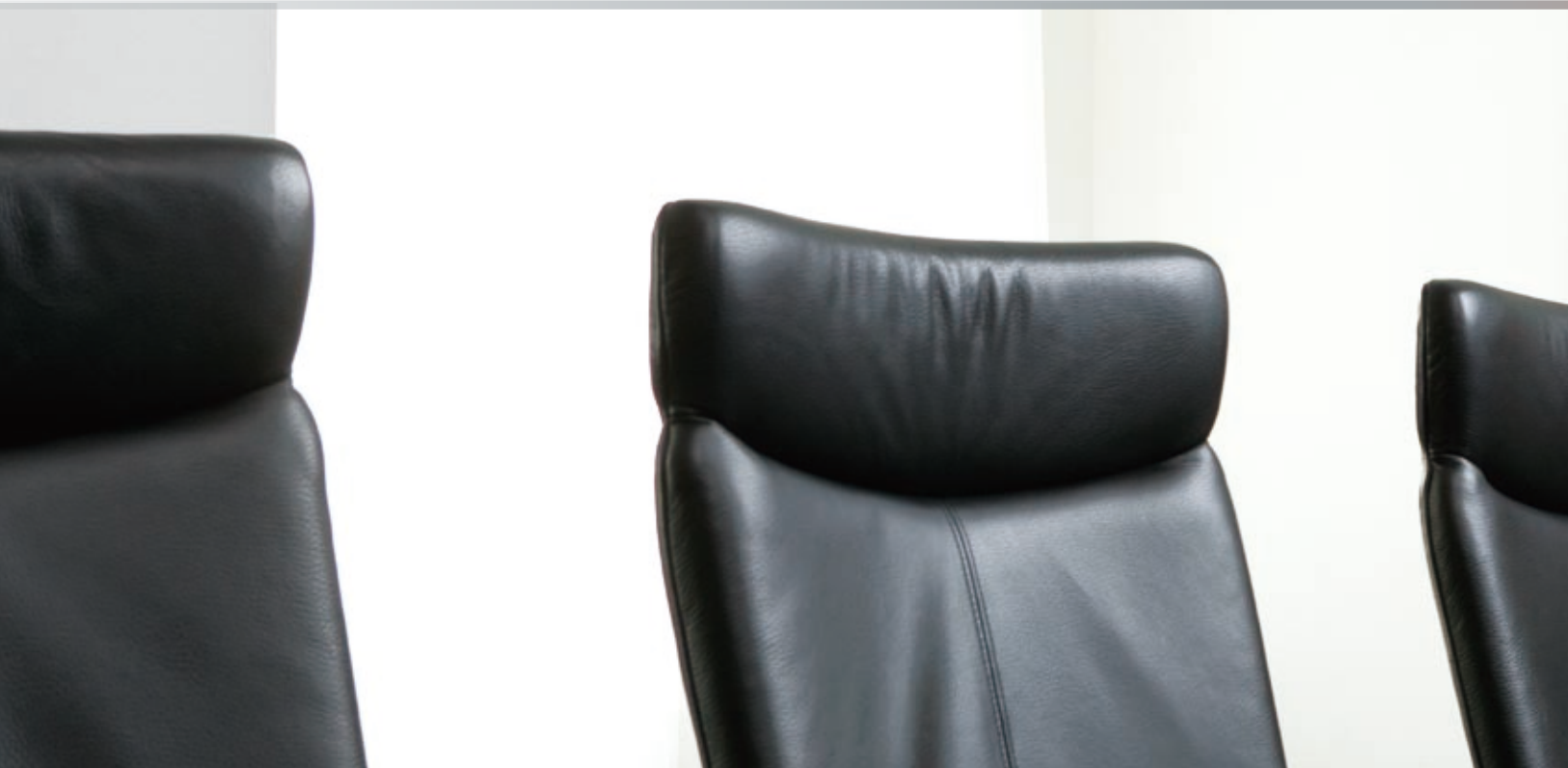


■ Interview with the President



REVIEW OF FISCAL 2010



How would you summarize DOCOMO's activities in fiscal 2010?



In fiscal 2010, we made steadfast progress in carrying out our "Change and Challenge" program, including achieving the No. 1 ranking in customer satisfaction, which was one of the targets in our medium-term vision.

In fiscal 2010, we started the implementation phase of our medium-term vision, and continued the efforts made in fiscal 2009 to improve customer satisfaction and succeeded in keeping the churn rate low at 0.47%. For the second consecutive year, DOCOMO received the highest marks in the mobile phone/PHS service customer satisfaction index survey for enterprises by J.D. Power Asia Pacific, Inc. and also received the No.1 ranking in the survey of individual customers.

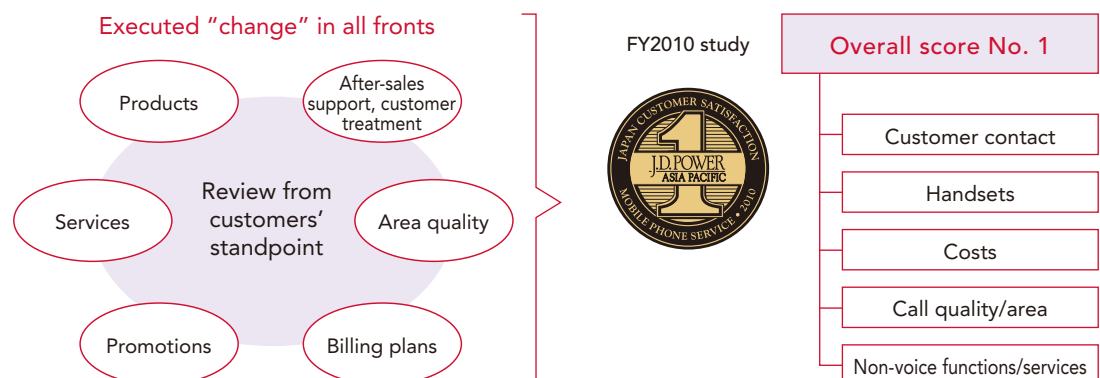
In the rapidly expanding smartphone market, we achieved smartphone sales of 2.52 million units, as a result of a push to quickly expand our product lineup and the provision of unique DOCOMO services for smartphones, including *docomo Market* and *sp-mode*. We also grew packet ARPU by ¥90 year on year to ¥2,540, surpassing voice ARPU through our initiatives for smartphones, our efforts to expand the use of data communication, and our promotion of usage by the low-ARPU segment such as *i-mode* users.



Moreover, we continue to develop new fields of business. In fiscal 2010, we started providing e-book service and established an environmental sensor network business. In September 2010, our subsidiary Multimedia Broadcasting, Inc. (currently mmbi, Inc.) won approval for multimedia broadcasting services for mobile devices.* We are now preparing to begin multimedia broadcasts from April 2012.

* In January 2011, Japan Mobilecasting, Inc. was spun off from Multimedia Broadcasting, Inc. as the operating company to provide commissioned broadcasting services.

No. 1 Ranking in Customer Satisfaction



AFTERMATH OF THE GREAT EAST JAPAN EARTHQUAKE



Could you tell us how DOCOMO responded in the aftermath of the Great East Japan Earthquake and what your future plans are?



We were forced to suspend our services in some regions after the earthquake, but through the efforts of all our employees and use of stopgap measures we restored near pre-disaster network coverage approximately one month after the earthquake. We are now working to achieve full-scale restoration of damaged facilities and to develop new disaster-preparedness measures to ensure security and safety.

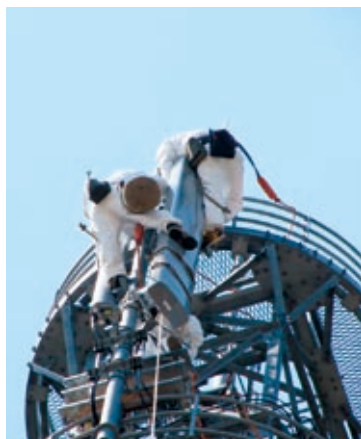
During the disaster, in addition to direct damage from the earthquake and tsunami, the earthquake severed optical fibers and disrupted other transmission links, while prolonged power outages meant batteries ran out of charge. By March 12 we had to suspend services at around 6,700 base station equipments mainly in the Tohoku region. Immediately after the earthquake, we assembled a support team of around 4,000 people from regional offices, our group companies, and partner companies to start the urgent task of restoring service areas. The team laid stopgap optical fibers, set up large-zone area coverage using mountaintop base stations, secured microwave transmissions using mobile base-station vehicles, and utilized satellite circuits. These efforts enabled us to restore service areas to substantially pre-disaster levels by the end of April.

We are now working on full-scale restoration to secure pre-disaster network area quality. By the end of September, we aim to have built new base stations, repaired facilities, and restored transmission lines for the stopgap and temporary repairs made to date. In areas where whole towns were devastated by the tsunami, we will coordinate our work with regional reconstruction plans.

Making use of lessons learned from the earthquake, DOCOMO is pursuing better safety and security by developing new disaster-preparedness measures. These include securing key service areas, preparing for rapid response in disaster zones, and improving customer convenience.

Using High-Performance Antennas

DOCOMO extended its service area to cover the exclusion zone around the Fukushima Daiichi Nuclear Power Plant



New Disaster Preparation Measures

Securing communication in key areas	(1) Construction of base stations using large-zone scheme
	(2) Uninterruptible power supply, 24-hour battery supply
Swift response to disaster-stricken areas	(3) Increase of satellite mobile phones
	(4) Increase of satellite entrance circuits
	(5) Deployment of emergency microwave entrance facilities
Improved convenience	(6) Provision of disaster voice message service
	(7) Improvement of <i>Restoration Area Maps</i>
	(8) Support of voice guidance in <i>Disaster Message Board Service</i>
	(9) Further utilization of <i>Area Mail</i>
	(10) Further utilization of ICT through convergence with SNS, etc.

GROWTH STRATEGY



You released your medium-term vision around three years ago and market conditions have changed significantly. What are your thoughts on the challenges to future growth and the company's growth strategy?

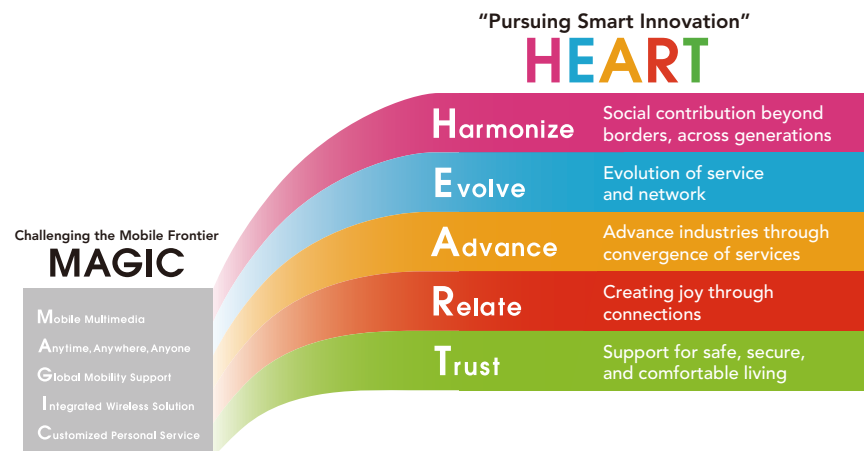


We see the need to refocus our business around smartphones in order to capture the business opportunities in the growing smartphone market. As far as future growth is concerned, our goal is to become an integrated service enterprise with a focus on mobile technologies, as outlined in our corporate vision released in July 2010.

The rapid growth in the smartphone market is probably the key difference with our expectations at the time of releasing our medium-term vision. In light of this change, we positioned fiscal 2010 as the year when we would refocus our business from *i-mode* to smartphones. DOCOMO can provide unique value in the smartphone market by steadfastly continuing to provide the highly popular functions and services developed for *i-mode* for smartphones in addition to the outstanding functions and services of smartphones themselves. To achieve this, we have rebuilt and optimized our internal structure. Specifically, we are changing to a product planning framework that encompasses everything from devices to applications and have established a Smart Communication Services Department in order to integrate our content development framework. At the same time, we have shifted our development focus to the Android OS and will now promote application-based service development.

In July 2010, we announced our new corporate vision "Pursuing Smart Innovation: HEART," which aims to generate further growth and new social value in light of ongoing social change. We anticipate challenges and changes on a global scale, including accelerating globalization, increasing environmental issues, and greater broadband usage. At the same time, we envisage ongoing evolution in the quality of communication following greater penetration of mobile technologies with mobile phones owned by virtually everyone. In line with such social change, our goal is to contribute to the development of a fulfilling society for all by driving smart innovation for society and daily life as an integrated service enterprise with a focus on mobile technologies.

Pursuing Smart Innovation: HEART



OUTLOOK FOR FISCAL 2011



What is the earnings outlook for fiscal 2011?



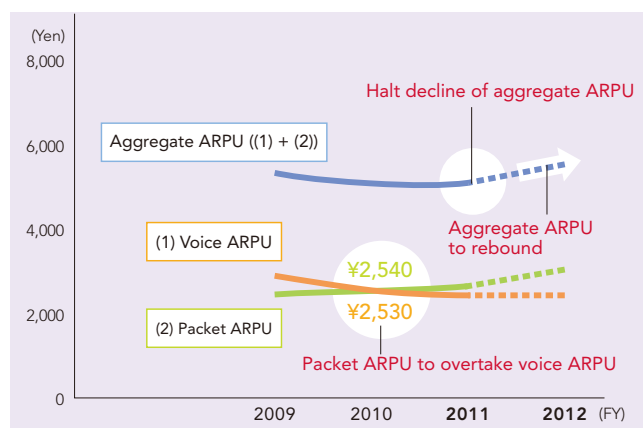
Our goal in fiscal 2011 is to achieve revenue growth for the first time since the introduction of *Value Plan*, by absorbing declining voice revenues with growth such as in packet revenues. We are also targeting ¥850 billion in operating income through ongoing cost reductions and various new measures for future growth. Through these efforts, we expect to make steady progress in fiscal 2011 towards achieving the goal outlined in our medium-term vision of over ¥900 billion in operating income in fiscal 2012.

Voice revenues continue to decline following the introduction of *Value Plan* in fiscal 2007. We expect voice revenues to fall by around ¥170 billion in fiscal 2011, but aim to increase packet revenues by around ¥140 billion by increasing packet ARPU. Smartphone uptake is an important driver for packet ARPU growth as smartphones generate higher average charges for packet usage than *i-mode* handsets. We expect the smartphone market to continue growing as it did in fiscal 2010. In fiscal 2011, smartphones will comprise more than half of all new models to be introduced, targeting smartphone sales of 6 million units. We also aim to grow operating revenues by ¥5.7 billion year on year to ¥4.23 trillion by increasing usage in the low-ARPU segment, such as *i-mode*, and through continued efforts to capture demand for second handsets, including measures to incorporate revenue from the data communications market by expanding Wi-Fi router sales.

On the cost side, we expect additional expenses of approximately ¥20 billion to pay for restoration work after the Great East Japan Earthquake and new disaster preparedness measures. However, we are looking to maintain overall operating expenses on a par with fiscal 2010 at ¥3.38 trillion. We plan to achieve this through cost cuts, particularly reduced prices for handset procurement and for network costs. At the same time, we plan to maintain spending on new growth measures and to promote our smartphone business.

Accordingly, we expect to increase fiscal 2011 operating income by ¥5.3 billion year on year to ¥850 billion and make steady progress toward our goal of achieving operating income of over ¥900 billion in fiscal 2012 as outlined in our medium-term vision.

Packet ARPU to Overtakes Voice ARPU*



Halt the decline in aggregate ARPU within FY2011, and achieve a rebound in FY2012 or beyond

Promotion of smartphones

FY2011 target smartphone sales: 6.0 million
FY2012: Aim to grow % of smartphones to over 50% of total handset sales.

Packet usage expansion

Packet flat-rate services subscription rate**: 70%

* Exclusive of negative revenue impact of *Monthly Support* program

**Packet flat-rate services subscription rate = No. of packet flat-rate services subscriptions / (Total FOMA *i-mode* subs + No. of flat-rate subs without *i-mode* subscription + No. of data plan subs + No. of Xi data plan subs)

OVERSEAS BUSINESS DEVELOPMENT



Could you tell us more about your plans for overseas business development?



Aiming to capture business in rapidly expanding mobile data markets around the world, we are expanding our platform businesses and adding value in our network businesses in growing markets, particularly in the Asia-Pacific region.

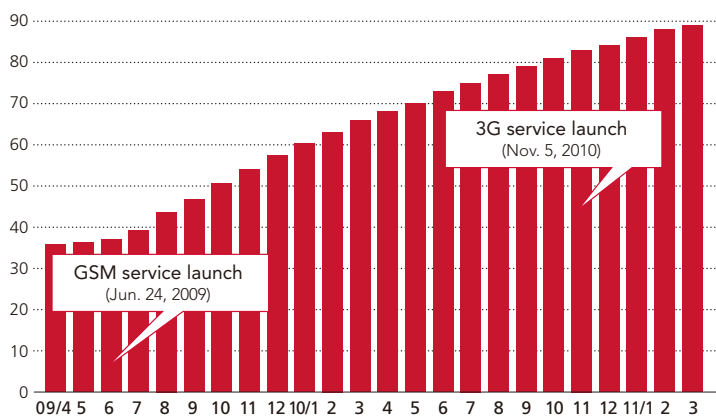


DOCOMO has pursued market expansion in growing countries through the business development of investee companies, mainly by providing them with expertise in infrastructure and other areas. Typical examples include our investments in Tata Teleservices Limited (TTSL) in India and Philippine Long Distance Telephone Company in the Philippines. Meanwhile, in mature markets with advanced network infrastructure, we have collaborated in upper layer businesses, such as through our investment in content provider net mobile AG in Germany. Moving forward, the global growth in the smartphone market has prompted us to shift our focus to capturing business in the mobile data communications market, where growth is accelerating. Targeting growth markets, particularly in the Asia-Pacific region, we are investigating global cooperation with various partners and aim to expand our platform businesses and add value to our network businesses.

In India, TTSL and Tata Teleservices (Maharashtra) Limited (TTML) have grown steadily, achieving approximately 89 million subscriptions and approximately 11.0% market share as of the end of March 2011. TTSL launched a 3G service using W-CDMA in November 2010 and raised capital through a rights offering in March 2011 to build a 3G network and strengthen operations. DOCOMO, therefore, made a further investment in TTSL of around 8 billion rupees (approximately ¥14.4 billion), which equates to a holding of around 26%. We expect the development of 3G services to drive up data ARPU using high-speed communications.

TTSL/TTML (India) Subscriptions

(Million subs)



- Steadfast increase of subscriptions
- Enrichment of value-added services
- 3G network roll-out and service launch
- GSM network construction and expansion
- Support from DOCOMO, e.g., additional investment for reinforcement of 3G

SHAREHOLDER RETURNS



What is your policy on profit allocation to the shareholders?



We consider shareholder returns to be a management priority. We plan a dividend increase of ¥400 in fiscal 2011—the first dividend increase in two years—and will strive to provide a stable dividend in the future.

We consider shareholder returns to be one of the management priorities. In fiscal 2010, we paid an annual dividend of ¥5,200 per share. In fiscal 2011, we plan to increase the annual dividend by ¥400 to ¥5,600, making a dividend payout ratio of 46.3%. Moving forward, we will work to maintain a stable dividend while striving to improve our financial position and secure internal reserves. We aim to maintain one of the best dividend payout ratios among Japanese companies.

Since fiscal 2009, the Board of Directors has been allowed to execute acquisitions of treasury stock when it deems it appropriate to do so. During fiscal 2010, we acquired approximately 140,000 shares at approximately ¥20 billion and retired 140,000 shares at the end of the fiscal year.

We will continue our efforts to ensure appropriate shareholder returns and provide stable dividends, while prioritizing funds on hand for investment in growth fields.



Cash Dividends per Share

(Yen/share)

