



Key Message

Even Smarter

DOCOMO is aspiring to make a smart life a reality for each and every customer.

It is 2012, and we are reaping the benefits of technological advances, making our lives more comfortable and convenient. In the world of mobile phones, the emergence of smartphones has been the impetus for drastic change. Mobile phones are no longer just tools to make life easier—they are now items on the cutting edge of cool.

In this era, DOCOMO is providing innovations that no one else can. We are harnessing the strength of a business foundation built together with customers over two decades to amaze, delight and create new value.

As an ongoing provider of services putting people in touch with one another, DOCOMO will connect the smart world to everyday life from the customer's point of view.

We look to bring ease to sophisticated functions, to add splendor to innovation, and to infuse cool with warmth.

DOCOMO is embarking on a new journey to the next stage in our evolution—shaping a smart life that is more fulfilling with the peace of mind, convenience, and enjoyment our innovations generate.

In this annual report, we present our thoughts on this new challenge.

Unless specifically stated otherwise, information in this annual report is as of July 2012. 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 2011" refers to our fiscal year ended March 31, 2012, 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.

On the cover



- ① *movia N* (1991) First handset in the *movia* series (analog)
- ② *Digital movia F* (1993) First digital *movia* series handset
- ③ *F501i* (1999) First *i-mode* handset
- ④ *FOMA P2101V* (2001) First *FOMA* handset
- ⑤ *Digital movia R691i GEOFREE* (2001) DOCOMO's first water-resistant handset
- ⑥ *movia SH251i* (2002) DOCOMO's first camera phone
- ⑦ *F-04B* (2009) World's first separable handset
- ⑧ *HT-03A* (2009) Japan's first *Android* OS handset
- ⑨ *SH01C* (2010)
- ⑩ *GALAXY S II LTE* (2011) DOCOMO's first *Xi*-compatible smartphone

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20 years of Evolution and Growth 8

Here we introduce various services and strategies that DOCOMO has rolled out in the 20 years since its establishment to keep in tune with the changing times.

Creating New Value

DOCOMO's new president, Kaoru Kato, discusses his thoughts on creating new value and the objective of "Medium-Term Vision 2015," as well as measures to accomplish these goals.

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Medium-Term Vision 2015 "Shaping a Smart Life"

Here we present an in-depth look at future initiatives and strategies under "Medium-Term Vision 2015," envisioning a smart life for every customer that is fuller than ever before.

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