



Harnessing Strengths



Annual Report 2013

Year Ended March 31, 2013

Contents

01 DOCOMO's Strengths in Action

08 Business Overview

- 08 About NTT DOCOMO
 - 09 Mobile Phone Market in Japan
 - 10 11-Year Summary of Selected Financial Data
 - 12 Financial Highlights
-

14 To Our Stakeholders



President Kaoru Kato discusses the challenges faced by DOCOMO in a period of tremendous change and the Company's determination to achieve growth in the years ahead.

21 Special Feature: DOCOMO's Management Strategies

Reinforcing Strengths,
Pursuing New Businesses

22 DOCOMO's Resolutions: Boosting Competitiveness

24 Customer Satisfaction Improvement Project

26 DOCOMO's Challenges: Expanding New Business Areas

28 Commerce Business

30 Review of Operations

- 30 Financial Review from the CFO
 - 32 Management Indicators in Fiscal 2012
 - 34 Operating Data
 - 38 Networks and Billing Plans
 - 41 Handsets
 - 43 New Business Fields: Services
 - 47 New Business Fields: Partnerships
 - 50 Supporting Tohoku Reconstruction and Revitalization Initiatives
 - 51 Contributing to Society and the Environment through Our Business Activities
-

36 At a Glance

38 Main Initiatives

52 Management System

- 52 Corporate Governance
 - 56 Internal Control
 - 57 Information Management
 - 58 Risk Factors
 - 60 Organizational Structure
 - 61 Subsidiaries and Affiliates
-

62 Financial Data

- 62 Consolidated Financial Statements
 - 68 Reconciliations of the Disclosed Non-GAAP Financial Measures to the Most Directly Comparable GAAP Financial Measures
-

69 Corporate Data

- 69 Corporate Information
 - 69 Stock Information
-

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.