



“We are a company that provides leading-edge excitement through mobile phones.”



Who we are

DOCOMO's operational scale and market position

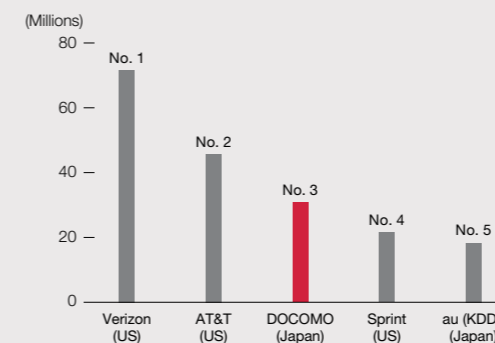
Since we started operations in 1992, we have continued to open up new markets as a leading company in Japan's mobile communications services business. The position that we have earned is demonstrated by our No. 1 rank in Japan in mobile communications services subscriptions and by our top level of market capitalization among mobile telecommunications operators worldwide. In addition, our continued efforts in the areas of financial stability and social responsibility have earned high evaluations, and we are included in a variety of SRI-related indexes.



“A creator of the future, aiming to realize new lifestyles by working together with partners in Japan and overseas.”



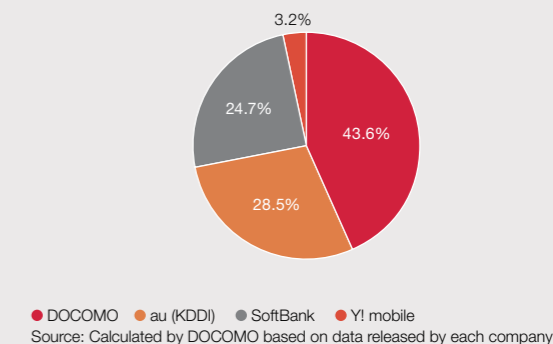
Number of LTE subscriptions



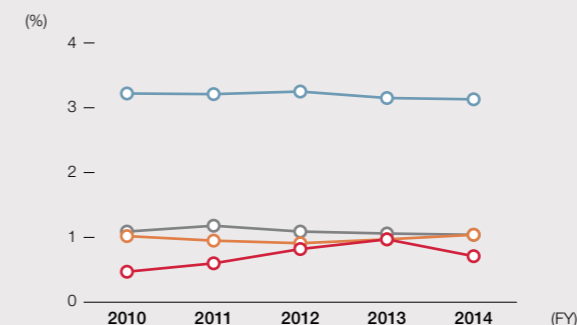
Source: GSMA Intelligence, Connections, excluding cellular M2M, LTE, Q1 2015

Share of subscriptions among domestic mobile telecommunications operators

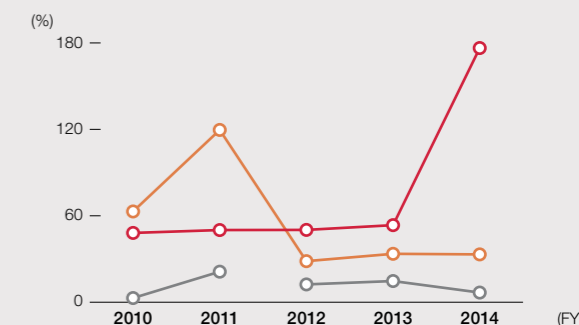
As of March 31, 2015



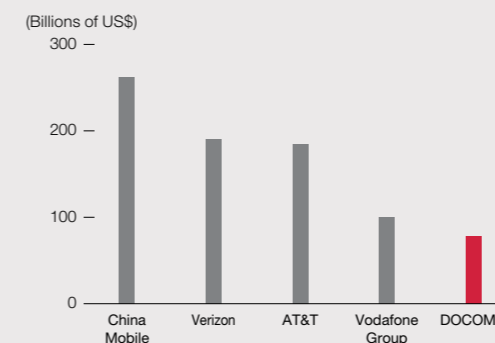
Churn rate: Global mobile telecommunications operators



Total return ratio: Domestic mobile telecommunications operators



Market capitalization: Global mobile telecommunications operators



Inclusion in SRI-related indexes





“At the frontlines of telecommunications, we bring leading-edge technologies to the world.”

What we do

DOCOMO’s revenue structure

In addition to the mobile communications business, which is a pillar of our revenues, from March 2015, we have expanded into the optical-fiber broadband business. DOCOMO has grown into a company that provides comprehensive communications services.

Moreover, in line with the theme of becoming a Smart Life Partner, since fiscal 2012, we have worked to expand services in the Smart life and Other businesses segments, and revenues in these areas are recording steady growth. We pursue growth by leveraging our capability for innovation. To that end, we create services that generate new value from innovative technologies.



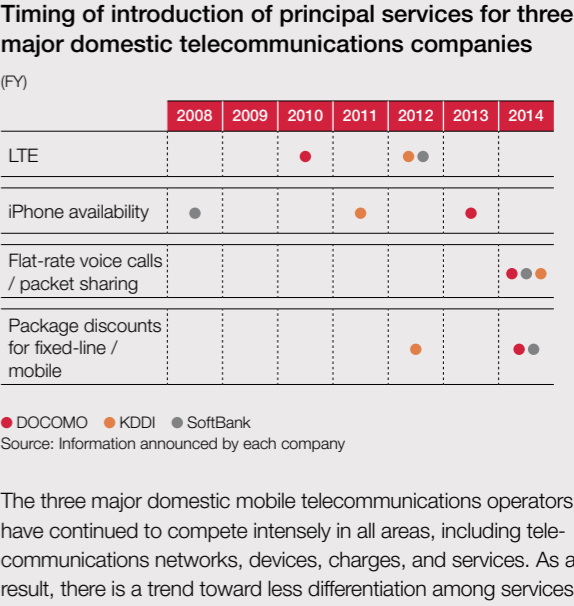
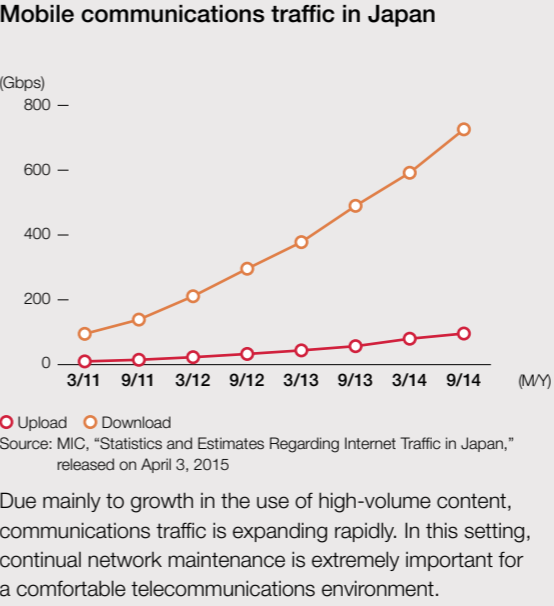
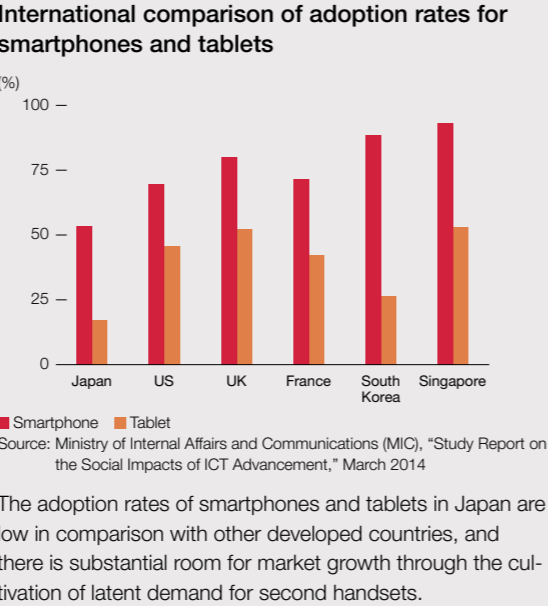
“We are making the availability of high-quality telecommunications environments and content the norm.”

Operating revenues			Principal components of revenues	Results of fiscal year ended March 2015
Telecommunications services	Mobile communications services revenues	Voice revenues	<ul style="list-style-type: none">■ Basic monthly charges■ Calling charges■ Packet communications charges	¥883.8 billion (Decreased 17.0% YOY)
		Packet communications revenues		¥1,852.8 billion (Decreased 2.0% YOY)
	Optical-fiber broadband service and other telecommunications service revenues		<ul style="list-style-type: none">■ Revenues from optical-fiber broadband service, satellite communications services, and overseas cable TV service	¥10.5 billion (Increased 28.2% YOY)
Equipment sales revenues			<ul style="list-style-type: none">■ Revenues from sales of mobile phone handsets that the Company purchases from manufacturers and sells to its agent resellers	¥904.1 billion (Increased 3.7% YOY)
Other operating revenues			<ul style="list-style-type: none">■ Revenues from content and services provided for smartphones and tablets through “dmarket” operated by DOCOMO■ “Mobile Device Protection Service”-related revenues■ Revenues from services developed on platforms built for mobile communications devices, such as education and healthcare services■ Revenues from various new business areas developed by subsidiaries■ Revenues from “iD,” a payment system using mobile communications devices, and “DCMX,” a credit card business	¥732.2 billion (Increased 17.1% YOY)

DOCOMO's business segments and initiatives

See pages 36-37

“We work in an exciting market where innovative services are created one after another.”



Where we operate

— Trends in the domestic market —

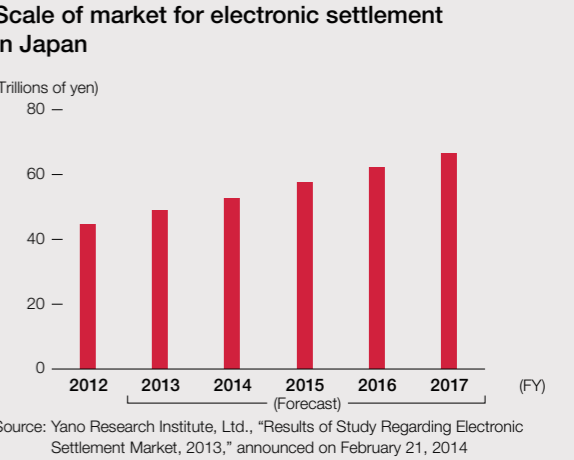
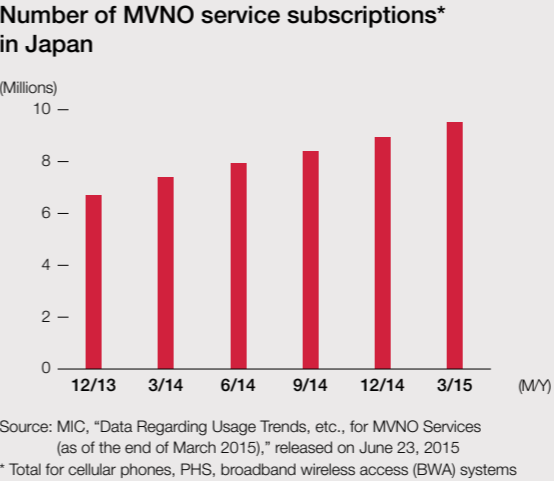


“Customers that depend on DOCOMO services extend nationwide, from cities to mountain villages and outlying islands.”

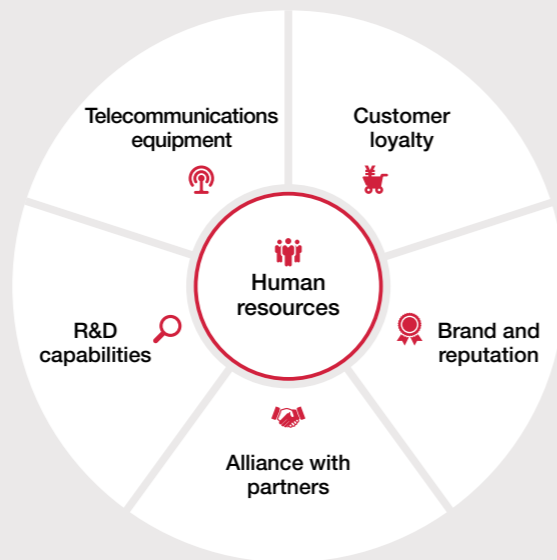
Principal services offered by DOCOMO and competitive situation

	DOCOMO Services	Major competing services provided by companies other than telecommunications operators
Platform	i-mode / dmenu	Google, Apple
Voice services	FOMA, LTE (Xi)	LINE, MVNOs
Mail services	docomo mail	Google, Apple
Settlement services	iD, DCMX	Google Wallet
Content / applications distribution services	dmarket	Google Play, iTunes Store
of which, music distribution services	dhits	Apple Music, LINE Music
of which, video distribution services	dTV, danime store	TSUTAYA TV, Hulu
of which, shopping	dshopping, d fashion	Amazon, Rakuten Market

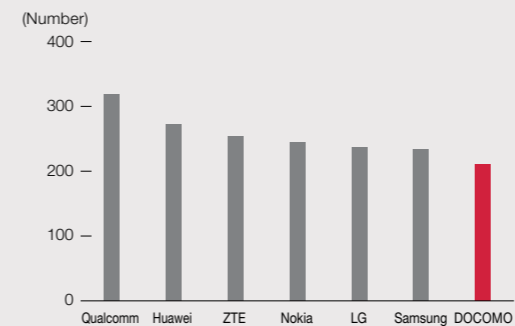
DOCOMO has expanded its business to include the provision of services in the upper layer of the telecommunications network. At the same time, a number of companies are providing new services related to mobile communications. The competitive environment is becoming more complex.



“Customer trust and satisfaction
built to date”



Number of LTE essential patents
(Estimate based on registered patents)

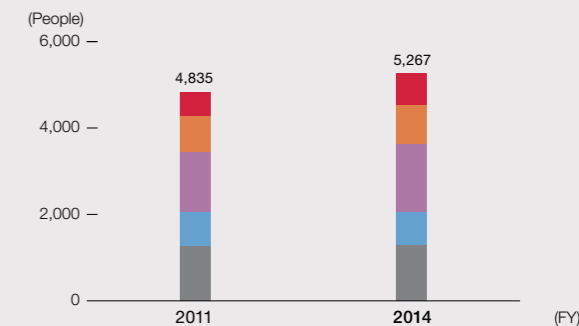


Source: Cyber Creative Institute Co. Ltd., *Evaluation of LTE essential patents declared to ETSI*, Version 3.0, June 2013

DOCOMO is ranked No. 1 in the world among mobile telecommunications operators in the number of patents related to functions that are essential in the use of LTE (essential patents). The Company's ability to turn research results into intellectual property is highly regarded.



Human resources allocation in accordance
with growth strategies



Note: NTT DOCOMO, INC. only. Excluding data for DOCOMO CS, established through a corporate separation in fiscal 2014, and its predecessor branches.

To boost competitiveness in the mobile telecommunications business, record growth in the Smart life and Other businesses segments, and strengthen business creation in corporate sales, we are working to maximize the value from human resource allocation.

What we have

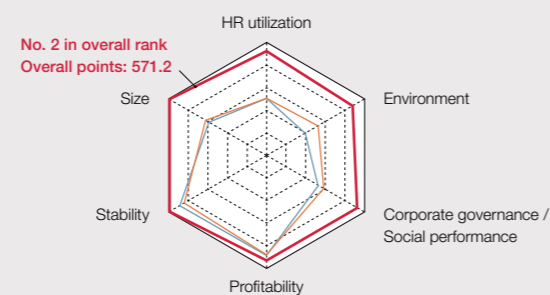
DOCOMO's management resources



“Platforms that support free
human expression”



9th TOYO KEIZAI CSR Ranking Report



— NTT DOCOMO — Information & communication industry average

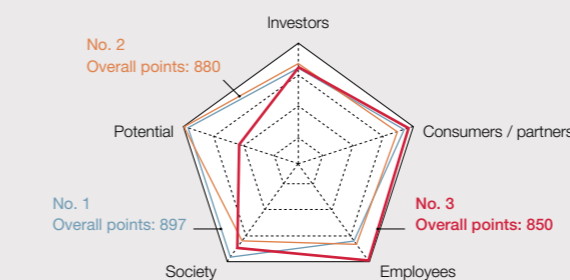
— All companies average

Source: Toyo Keizai Inc., released on March 9, 2015

In an annual CSR ranking conducted by Toyo Keizai Inc., a publisher of business magazines, DOCOMO received an overall rank of No. 2, exceeding the rankings of other companies in the same industry, with KDDI at No. 15 and SoftBank at No. 257.



NICES ranking



— Toyota Motor — Seven & i Holdings — NTT DOCOMO

Source: Nikkei Inc., November 27, 2014, morning edition

In the NICES ranking of companies, which comprehensively evaluates listed companies from the viewpoint of stakeholders, DOCOMO received high scores in “employees” and “consumers / business partners,” and was ranked No. 3 overall.



Japan's top 30 domestic brands (excerpt)

2015 rank	2014 rank	Brand	Sector	Brand value (US\$ million)
1	1	NTT DOCOMO	Communications	9,572
2	2	Mitsubishi UFJ Financial Group	Finance	7,122
3	3	SoftBank	Communications	7,107
4	5	Mitsui Sumitomo Financial Group	Finance	4,214
5	6	au	Communications	4,200

Source: InterBrand, *Japan's Best Global / Domestic Brands 2015*
Brand value of domestic brands with overseas sales ratios of less than 30% (Fiscal 2012 consolidated results)

DOCOMO's brand value is highly regarded. As an operator that provides high-quality telecommunications services throughout Japan, we have established a high level of name recognition and earned the trust of customers.