

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



Who we are

DOCOMO's operational scale and market position

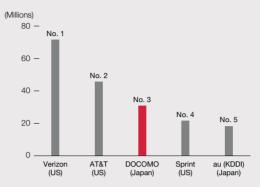
Since we started operations in 1992, we have continued to open up new markets as a leading company in Japan's mobile communications services business. The position that we have earned is demonstrated by our No. 1 rank in Japan in mobile communications services subscriptions and by our top level of market 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."

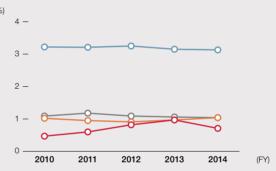


Number of LTE subscriptions



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

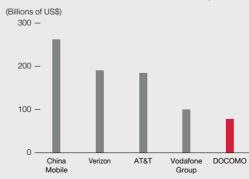
Churn rate: Global mobile telecommunications operators



Source: Figures announced by each company. Churn rate for three companies other than DOCOMO is for post-paid subscriptions.

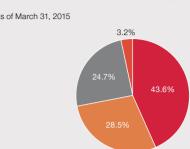
Note: For DOCOMO, fiscal years end in March of the year following the year indicated; for other companies fiscal years end in December of the year indicated.

Market capitalization: Global mobile telecommunications operators



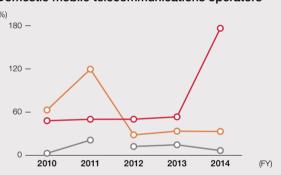
Note: Using market capitalizations and exchange rates as of June 30, 2015

Share of subscriptions among domestic mobile telecommunications operators



● DOCOMO ● au (KDDI) ● SoftBank ● Y! mobile Source: Calculated by DOCOMO based on data released by each company

Total return ratio: Domestic mobile telecommunications operators



O DOCOMO O KDDI O SoftBank

Source: Figures announced by each company Note: Total return ratio: Ratio of dividends and share repurchases to net income For SoftBank, FY2010-2011 are JGAAP, and FY2012-2014 are IFRS

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."



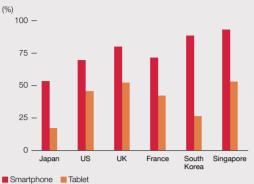
Operating revenues			Principal components of revenues	Results of fiscal year ended March 2015	
Telecommuni- cations services	Mobile communications services revenues	Voice revenues	Basic monthly chargesCalling chargesPacket communications charges	¥883.8 billion (Decreased 17.0% YOY)	
		Packet communications revenues		¥1,852.8 billion (Decreased 2.0% YOY)	
	Optical-fiber broadband service and other telecommunications service revenues		■ Revenues from optical-fiber broadband service, satellite communications services, and overseas cable TV service	¥10.5 billion (Increased 28.2% YOY)	
Equipment sales revenues			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			 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)	

ee pages 36-37

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



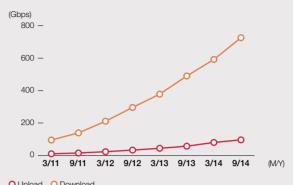
International comparison of adoption rates for smartphones and tablets



Source: Ministry of Internal Affairs and Communications (MIC), "Study Report on the Social Impacts of ICT Advancement," March 2014

The adoption rates of smartphones and tablets in Japan are low in comparison with other developed countries, and there is substantial room for market growth through the cultivation of latent demand for second handsets.

Mobile communications traffic in Japan



Source: MIC, "Statistics and Estimates Regarding Internet Traffic in Japan," released on April 3, 2015

Due mainly to growth in the use of high-volume content, communications traffic is expanding rapidly. In this setting, continual network maintenance is extremely important for a comfortable telecommunications environment.

Timing of introduction of principal services for three major domestic telecommunications companies

The three major domestic mobile telecommunications operators have continued to compete intensely in all areas, including telecommunications networks, devices, charges, and services. As a result, there is a trend toward less differentiation among services.

Where we operate

Trends in the domestic market

HAPPERIX (2.2) - Parallel

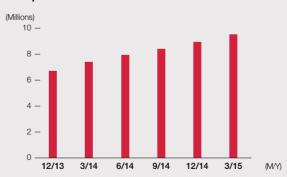
"Customers that depend on DOCOMO services extend nationwide, from cities to mountain villages and outlying islands."

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.

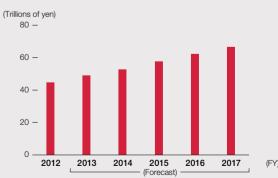
Number of MVNO service subscriptions* in Japan



Source: MIC, "Data Regarding Usage Trends, etc., for MVNO Services (as of the end of March 2015)," released on June 23, 2015 * Total for cellular phones, PHS, broadband wireless access (BWA) systems

Over the past three years, growth has been seen in the number of subscriptions to the services of MVNOs, which are operators that provide mobile phone services by borrowing certain telecommunications facilities from operators that have mobile phone networks, such as DOCOMO.

Scale of market for electronic settlement in Japan



Source: Yano Research Institute, Ltd., "Results of Study Regarding Electronic Settlement Market, 2013," announced on February 21, 2014

Against a backdrop of growth in the e-commerce market and the adoption of settlement services using smartphones, the electronic settlement market is expected to grow to a scale of ¥66 trillion by fiscal 2017.

NTT DOCOMO, INC. Annual Report 2015 | 09

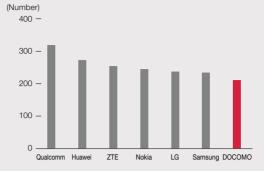
"Customer trust and satisfaction built to date"





iji o

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

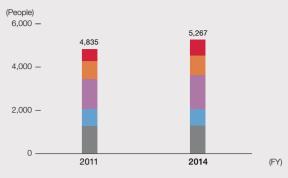


Source: Cyber Creative Institute Co. Ltd., Evaluation of LTE essential patents declared to ETSI, Version 3.0, June 2013

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.

iģi

Human resources allocation in accordance with growth strategies



■ Smart life and Other businesses segments ■ Corporate sales
■ Telecommunications business ■ R&D ■ Other
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.

10 | NTT DOCOMO, INC. Annual Report 2015