DOCOMO's Actions for New Growth

March 8, 2012

NTT DOCOMO, INC.

President & CEO Ryuji Yamada

Forward-Looking Statements

This presentation contains forward-looking statements such as forecasts of results of operations, management strategies, objectives and plans, forecasts of operational data such as the expected number of subscriptions, and the expected dividend payments. All forward-looking statements that are not historical facts are based on management's current plans, expectations, assumptions and estimates based on the information currently available. Some of the projected numbers in this presentation were derived using certain assumptions that are indispensable for making such projections in addition to historical facts. These forward-looking statements are subject to various known and unknown risks, uncertainties and other factors that could cause our actual results to differ materially from those contained in or suggested by any forward-looking statement. Potential risks and uncertainties include, without limitation, the following:

(1)Changes in the business environment in the telecommunications industry, such as intensifying competition from other service providers, businesses or other technologies caused by Mobile Number Portability, new market entrants and other factors, or the expansion of the areas of competition could limit our acquisition of new subscriptions and retention of existing subscriptions, or may lead to diminishing ARPU or an increase in our costs and expenses.
(2)Current and new services, usage patterns, and sales schemes introduced by our corporate group may not develop as planned, which could affect our financial condition and limit our growth.
(3)The introduction or change of various laws or regulations or the application of such laws and regulations to our corporate group could restrict our business operations, which may adversely affect our financial condition and results of operations.
(4)Limitations in the amount of frequency spectrum or facilities made available to us could negatively affect our ability to maintain and improve our service quality and level of customer satisfaction.
(5)Other mobile service providers in the world may not adopt the technologies that are compatible with those used by our corporate group's mobile communications system on a continual basis, which could affect our ability to sufficiently offer international services.
(6)Our domestic and international investments, alliances and collaborations may not produce the returns or provide the opportunities we expect.
(7)As electronic payment capability and many other new features are built into our cellular phones/devices, and services of parties other than those belonging to our corporate group are provided through our cellular handsets/devices, potential problems resulting from malfunctions, defects or loss of handsets/devices, or imperfection of services provided by such other parties may arise, which could have an adverse effect on our financial condition and results of operations.
(8)Social problems that could be caused by misuse of our products and services may adversely affect our credibility or corporate image.
(9)Inadequate handling of confidential business information including personal information by our corporate group, contractors and others, may adversely affect our credibility or corporate image.
(10) Owners of intellectual property rights that are essential for our business execution may not grant us the right to license or otherwise use such intellectual property rights on acceptable terms or at all, which may limit our ability to offer certain technologies, products and/or services, and we may also be held liable for damage compensation if we infringe the intellectual property rights of others.
(11) Events and incidents caused by natural disasters, social infrastructure paralysis such as power shortages, proliferation of harmful substances, terror or other destructive acts, the malfunctioning of equipment or software bugs, deliberate incidents induced by computer viruses, cyber attacks, hacking, unauthorized access and other problems could cause failure in our networks, distribution channels and/or other factors necessary for the provision of service, disrupting our ability to offer services to our subscribers, and may adversely affect our credibility and/or corporate image, or lead to a reduction of revenues and/or increase of costs.
(12) Concerns about adverse health effects arising from wireless telecommunications may spread and consequently may adversely affect our financial condition and results of operations.
(13) Our parent company, NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT), could exercise influence that may not be in the interests of our other shareholders.

1. Recovery from Great East Japan Earthquake and New Disaster Preparedness Measures

1. Recovery from Great East Japan Earthquake and New Disaster Preparedness Measures

(1) Damage Status

Great East Japan Earthquake: Damages

- DOCOMO's communications facilities/equipment and docomo Shops were severely damaged

(1) Base station facility
(Matsushima-Nobiru, Miyagi Pref.)

(2) Base station facility
(Ishinomaki-Midori, Miyagi Pref.)

(3) Transmission equipment
(Noda, Iwate Pref.)

(4) docomo Shop
(Ishinomaki-Higashi, Miyagi Pref.)

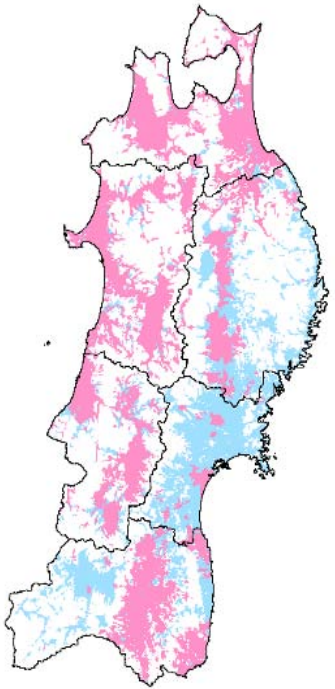
1. Recovery from Great East Japan Earthquake and New Disaster Preparedness Measures

(2) Restoration of Services

Service Area Restoration Status

- Service areas were restored to nearly pre-disaster levels by Apr. 30, 2011

As of Mar. 12



4,900 base stations disrupted

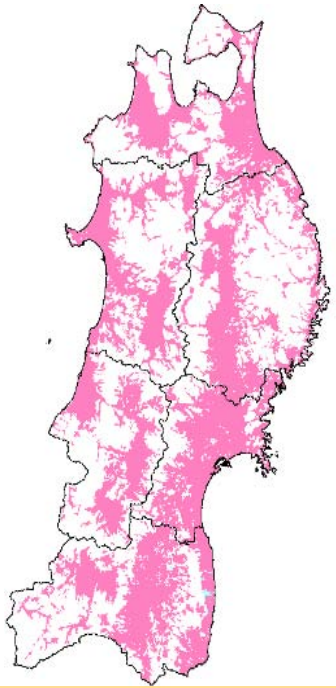
Principal reasons for service disruption

- Direct damage from earthquake/tsunami (physical damage/ submersion, etc.)
- Transmission line disruption due to earthquake (optical fiber, etc.)
- Battery depletion due to long hours of power outage

Service available

Service disrupted

As of Apr. 30



Restored service areas to nearly pre-disaster levels

1. Recovery from Great East Japan Earthquake and New Disaster Preparedness Measures

(3) New Disaster Preparedness Measures

New Disaster Preparedness Measures: Basic Approach

Securing communication in key areas

e.g., densely populated areas, administrative centers

(1) Install large-zone base stations throughout the nation in a total of 104 locations, covering approx. 35% of the national population

(2) Provide base stations with uninterruptible power supply (UPS) or 24 hours of battery power (approx. total 1,900 stations) to secure communication in local administrative centers, covering approx. 65% of the national population and approx. 50% of the designated disaster-base hospitals

Swift response to disaster-stricken areas

(3) Secure communication by swift provision of satellite mobile phones (3,000 units)

(4) Quick construction of service areas using satellite system
- Increase no. of satellite-entrance base stations (car-mount type: doubled to 19 units, portable type: 24 new units)

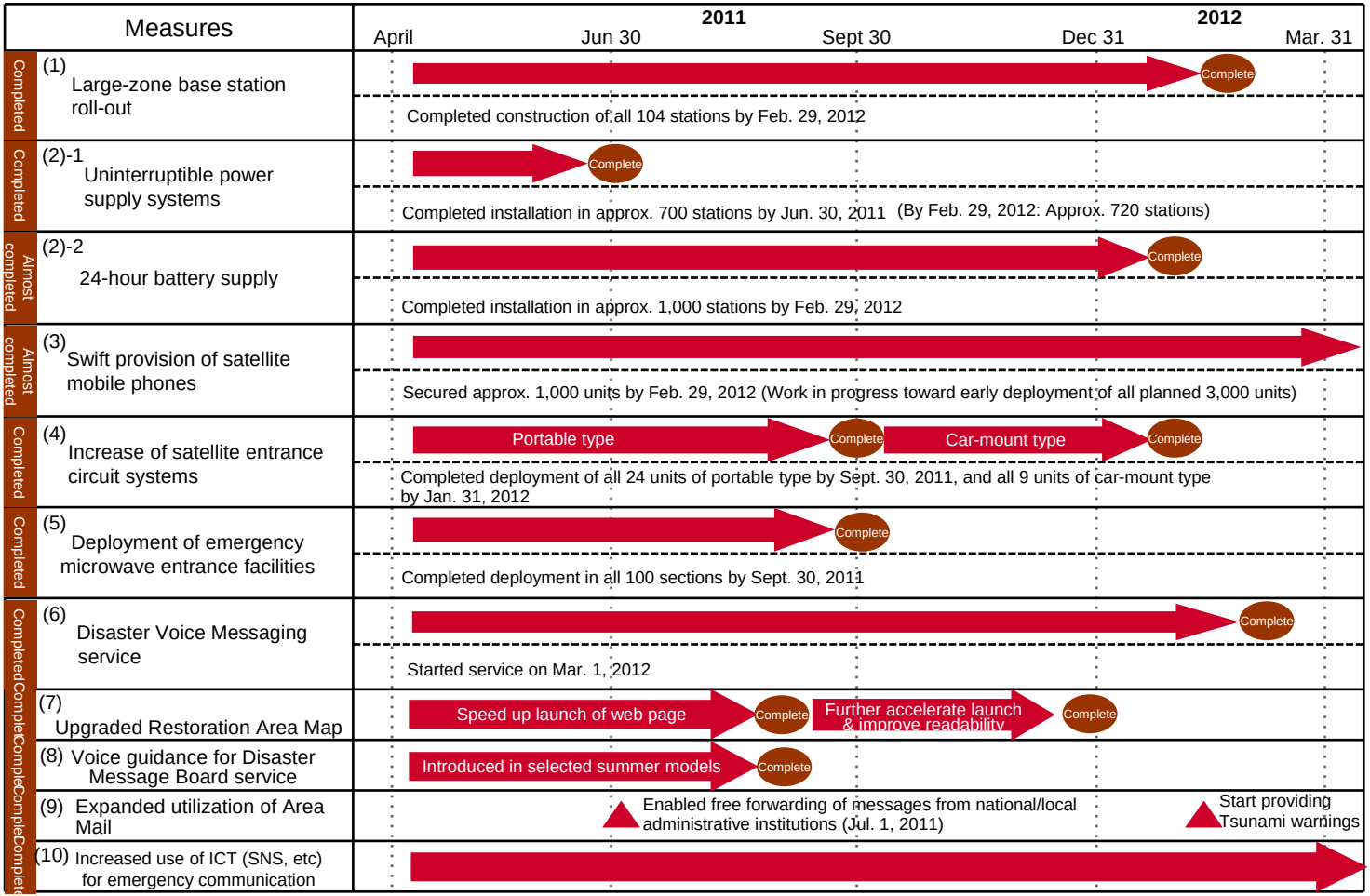
(5) Flexible area construction using entrance microwave system
- Deployment of emergency microwave facilities (100 sections)

Further improvement of customer convenience during disasters

(6) Development of Voice Messaging Service using disaster-resilient packet communications technology
(7) Enrichment of “Restoration Area Maps”
(8) Support of voice guidance in Disaster Message Board service for improved ease of use
(9) Further utilization of Area Mail (tsunami warnings)
(10) Increased use of ICT (SNS, etc) for emergency communication

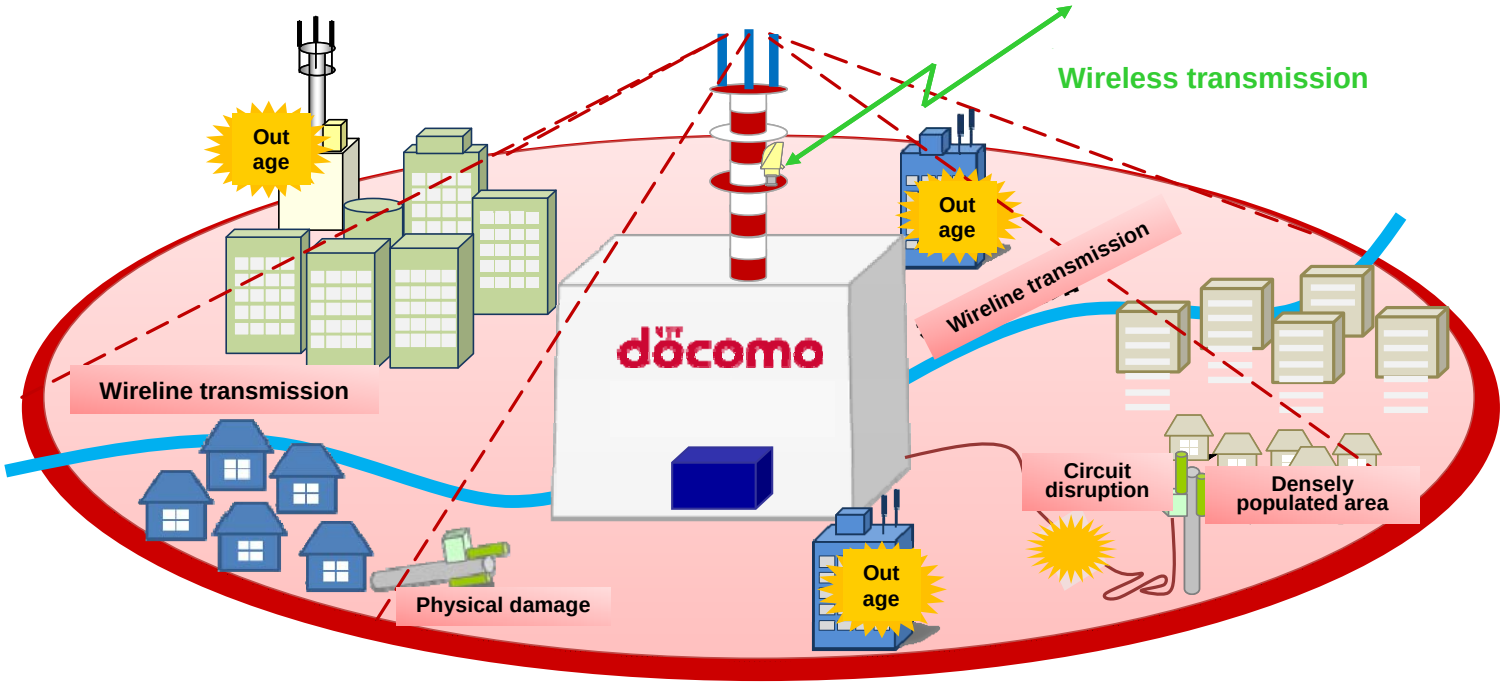
New Disaster Preparedness Measures: Progress

•Completed implementation of most measures by the end of February 2012



Roll-Out of Large-Zone Base Stations (1)

- Completed roll-out of large-zone base stations separately from ordinary base stations to secure communications in densely populated areas in the event of a wide-area disaster or power outage (Total 104 locations)
- Approx. 2 locations per prefecture except for Tokyo (6 locations) and Osaka (4 locations)



Covers approx. 7 Km radius

* Radius of ordinary base stations;
few hundred meters to several kilometers

Roll-Out of Large-Zone Base Stations (2)

- **Rolled out total 104 large-zone base stations by February 29, 2012**

【Kanto-Koshinetsu: 25 stations】


(Shibuya-ku)


(Chiyoda-ku)


(Yokohama)


(Saitama)


(Nagano)


(Niigata)

【Tokai: 10 stations】


(Nagoya)

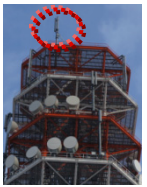

(Shizuoka)


(Tsu)


(Gifu)

【Chugoku: 10 stations】


(Hiroshima)


(Tottori)

【Kansai: 14 stations】


(Osaka)


(Kobe)


(Wakayama)


(Himeji)

【Shikoku: 8 stations】


(Takamatsu)

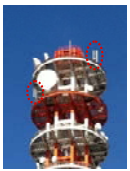

(Kochi)

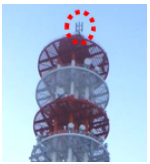
【Hokkaido: 3 stations】


(Asahikawa)

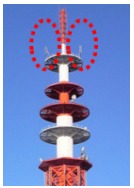

(Kushiro)

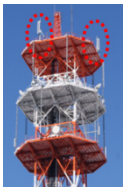
【Tohoku: 12 stations】


(Sendai)


(Akita)

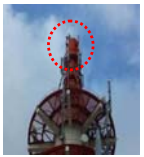
【Hokuriku: 6 stations】


(Kanazawa)


(Toyama)

【Kyushu: 16 stations】


(Kagoshima)


(Okinawa)

Uninterruptible Power Supply/24-hour battery

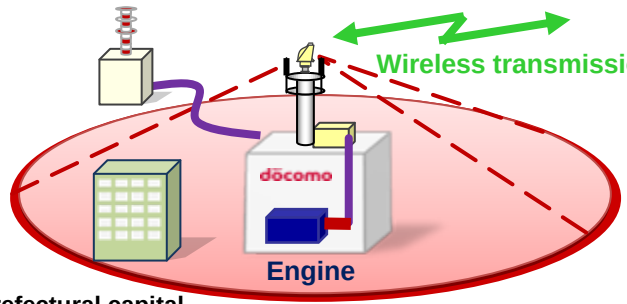
Almost completed implementation of measures for securing communication in key areas (e.g., prefectural capitals, municipal government offices, etc.) by Jan. 31, 2012.

- **Deployment of engine-based uninterruptible power supply almost completed before Jun. 30, 2011 (720 base stations as of February 29, 2012: Approx. 99% completion rate)**
- **Furnishing 24-hour battery supply in base stations almost completed by Feb. 29, 2012 (Approx. 1,000 base stations as of Feb 29, 2012: Approx. 87% completion rate)**

Engine-based uninterruptible power supply

Almost completed by Jun. 30, 2011

(As of Feb. 29, 2012: Approx.720 base stations)



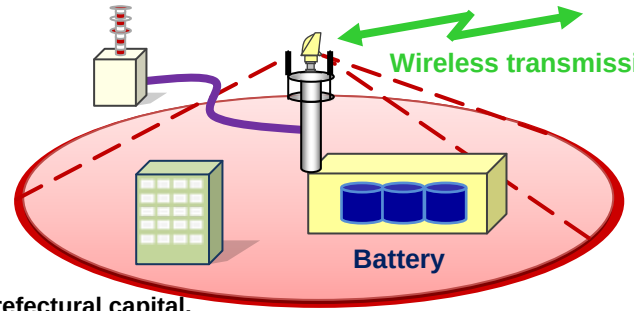
Prefectural capital, municipal government offices, etc.

(Engine)

24-hour battery supply

Almost completed by Feb. 29, 2012

(As of Feb. 29, 2012: Approx. 1,000 base stations)



Prefectural capital, municipal government offices, etc.

(Battery cabinet)

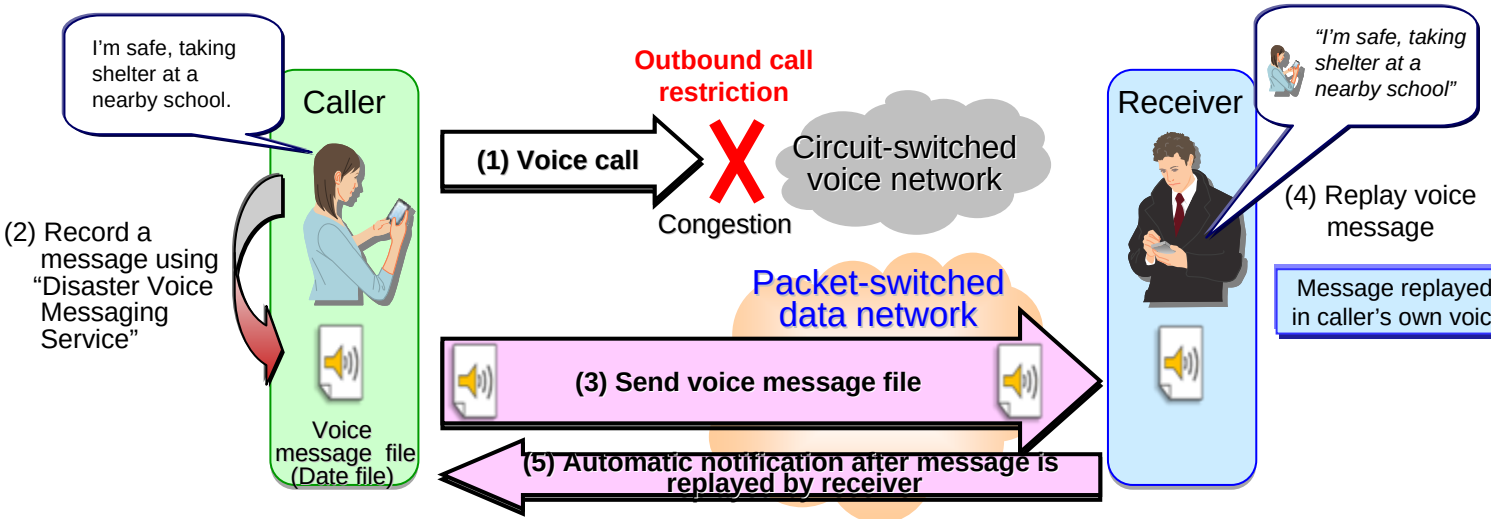
(Battery)

Disaster Voice Messaging Service

- Launched Disaster Voice Messaging Service on Mar. 1, 2012, to enable users to send messages as data files in case of connection difficulty due to a disaster
- Trial usage of service provided through Mar. 31, 2012

“Disaster Voice Messaging Service”

<Service details>
- Free of charge
- To be activated jointly with “Disaster Message Board Service”
- Available nationwide



2. DOCOMO’s “Change” Programs

DOCOMO's "Change" Programs

- Reviewed every aspect of our operations, and executed various business transformation initiatives joining forces of the entire DOCOMO Group

Devices

docomo with series

docomo NEXT series

After-sales support/ Customer responsiveness

診断ツールアプリ

通常起動　セーフモード起動

スマートフォンマイスター

スマートフォンに関する専門知識を有しており、最適なご提案をします。

Services

dmenu　dmarket

hulu　G CLOUD　qik

EVERNOTE　TWONKY

ONE docomo

Area/Quality

Xi クロッシィ

Outdoor 75Mbps throughput enhancement, etc.

つながることに、こだわるドコモ

Field staff dispatch within 48 hours

Promotion

"walk with you" campaign

Billing plans

2年契約でおトクなプラン

タイプXi にねん 780円/月

Xiトーク24 1,480円/月

通話がおトクに、かけ放題

Xiカケ・ホーダイ 定額制 700円/月

Group-wide reform aimed at improving customer satisfaction in all areas

Results of "Change" (1) (Customer Satisfaction Improvement)

- **Awarded No. 1 ranking in various mobile phone customer satisfaction surveys, including those conducted by J.D. Power Asia Pacific and Nikkei BP Consulting**

≪Consumer Sector≫

Received No. 1 ranking in November 2011 customer satisfaction survey (announced Nov. 24. 2011)*1

"No. 1 for two straight years 2010-11"

Overall satisfaction	No. 1
Handset	
Network quality coverage area	
Service offered	
Cost	
Handset purchase experience	
Customer care	

No. 1 for 2 straight years

≪Enterprise Sector≫

Received No. 1 ranking in June 2011 enterprise customer satisfaction survey (announced Sept. 15, 2011)*2

"No. 1 for three straight years 2009-11"

Overall satisfaction	No.1
Sales contact responsiveness	
Service content	
Service quality	
Cost	

No. 1 for 3 straight years

≪Data Communications≫

Received No. 1 in March 2011 customer satisfaction survey (announced May 16, 2011)*3

"No. 1 for three straight years 2009-11"

Ranked No.1 in 8 out of 15 items in 2011 survey, including "overall satisfaction"

No. 1 for 3 straight years

*1: Source: J.D. Power Asia Pacific 2011 Japan Mobile Phone Service Study℠. The study results were compiled based on total 31,200 responses obtained from mobile phone users residing in Japan during August 2011. www.jdpower.co.jp

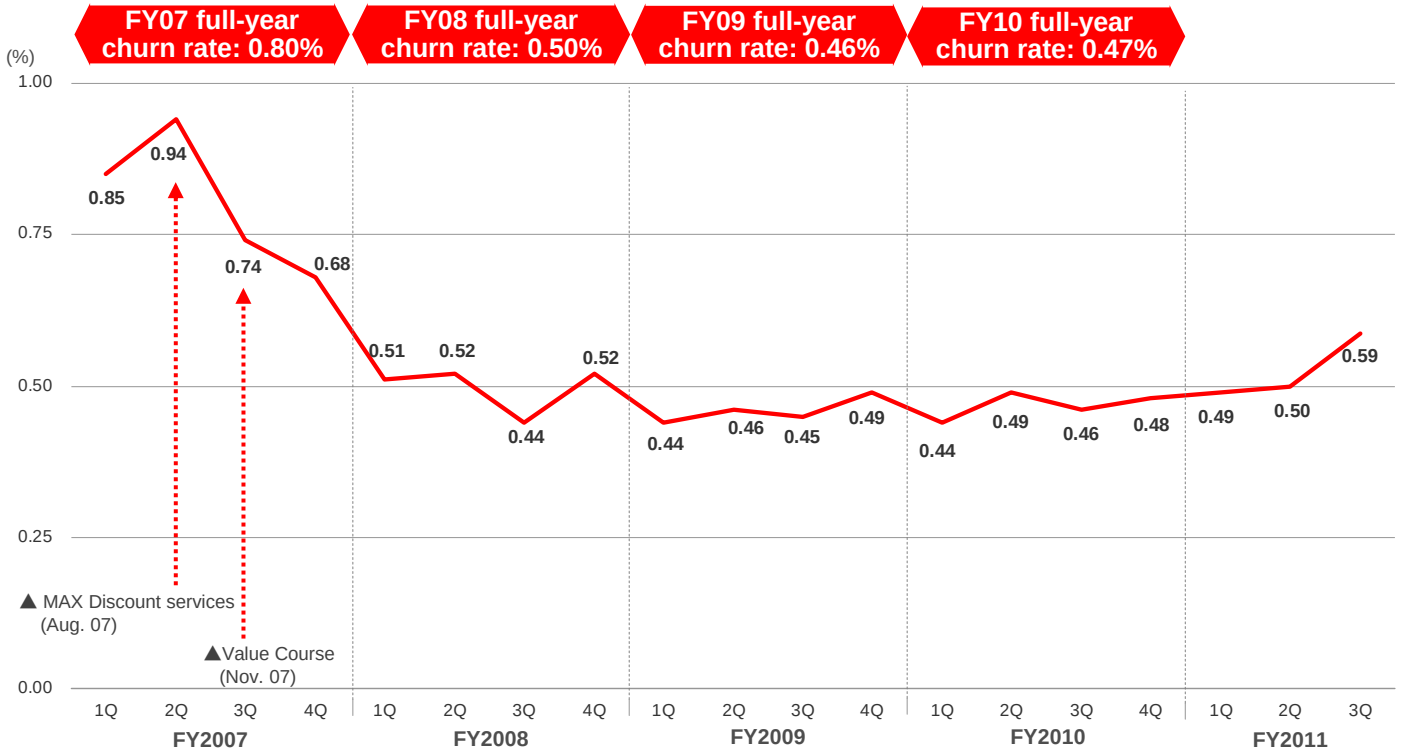
*2 source: J.D. Power Asia Pacific 2009-2011 Japan Business Mobile Phone Service Studies℠. Study results were compiled based on 3,214 responses to the 2011 survey on carriers providing mobile/PHS services obtained from 2,466 businesses with more than 100 employees. (Each company evaluated up to two mobile telephone/PHS providers). www.jdpower.co.jp

*3: Nikkei BP Consulting "3rd Mobile data devices customer satisfaction survey", which evaluates the overall satisfaction level of users using mobile data communications services of carriers offering mobile data services (LTE, 3G, WiMAX, etc). Ranking results derived from the following scores: overall satisfaction score, area coverage (outdoor), area coverage (indoor) , communication quality (connection time), communication quality (disruption of connection), performance/features/ease of use of devices, responsiveness of retailer/shop attendants, after-sales support scores

Results of "Change" (2) (Lowered Churn Rate)

- Churn rate improved significantly after introduction of new business model

Cellular (Xi+FOMA+mova) Churn Rate

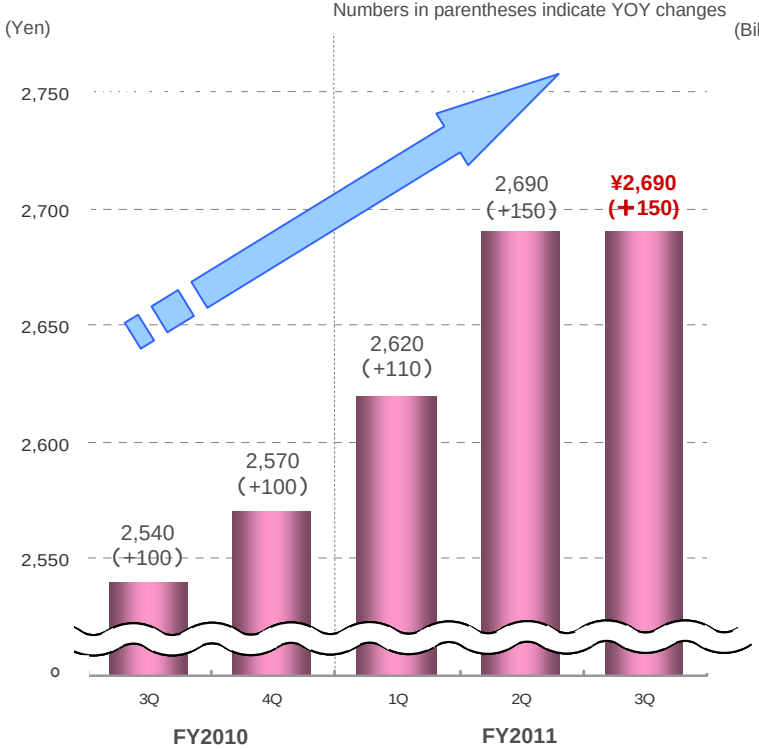


Results of "Change" (3) (Increased Packet ARPU/Revenues)

- Packet ARPU growing in line with increase of smartphone/data devices sales
- Packet revenues growing at a faster pace than packet ARPU

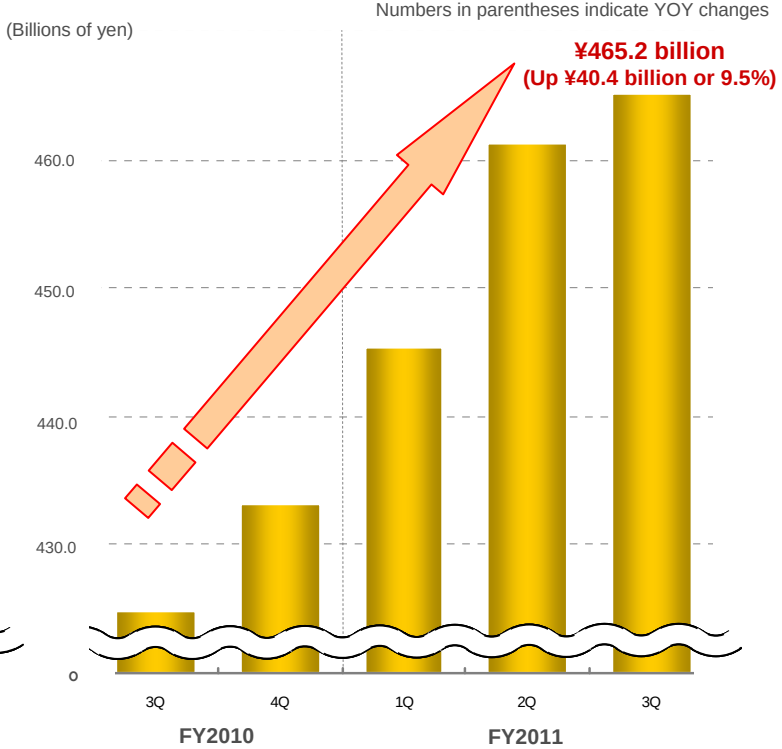
Historical growth of packet ARPU

Numbers in parentheses indicate YOY changes



Historical growth of packet revenues

Numbers in parentheses indicate YOY changes



3. Medium-Term Vision 2015

-Shaping a Smart Life-

Medium-Term Vision 2015 (Summary)

- "Medium-Term Vision 2015: Shaping a Smart Life" was developed to set out clear steps and initiatives to be implemented in order to realize our Corporate Vision for 2020, "Pursuing Smart Innovation: HEART"

- Through a diverse lineup of devices centered on smartphones, we will endeavor to offer flexible and expandable services and content in an open environment, while continually making advancements in ease of use in pursuit of greater enjoyment and convenience for customers.

- As an "Integrated Service Company placing mobile at the core", we will drive innovation through the convergence of mobile with other industries and services, thereby creating new values and markets.

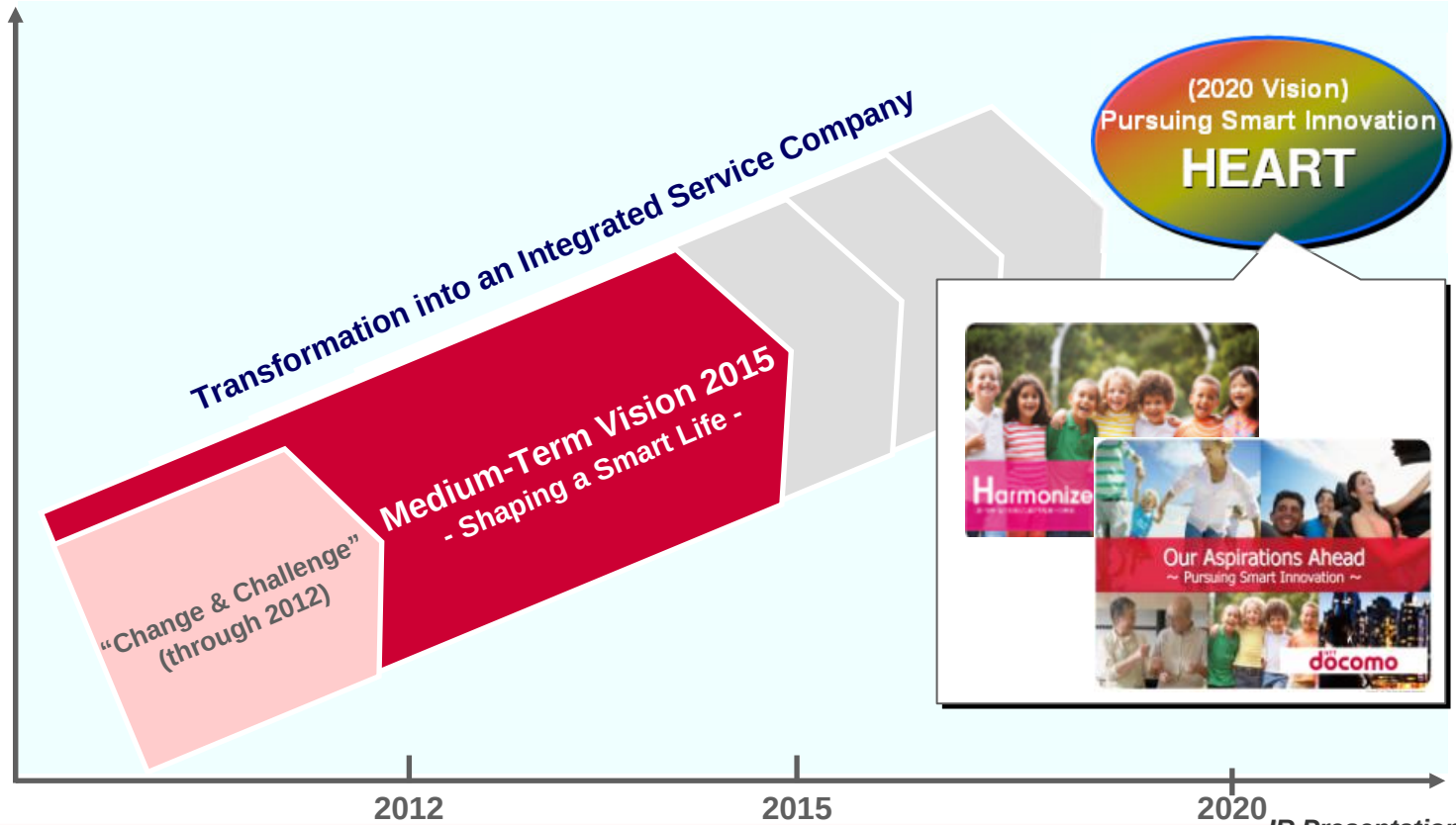
- By accelerating these efforts for service innovation and convergence of industries/services with "DOCOMO's clouds", we will aim to offer enhanced safety and security and deliver more convenient and efficient solutions to people's everyday lives and businesses, to fulfill smart lives

“Medium-Term Vision 2015”

(1) Overview

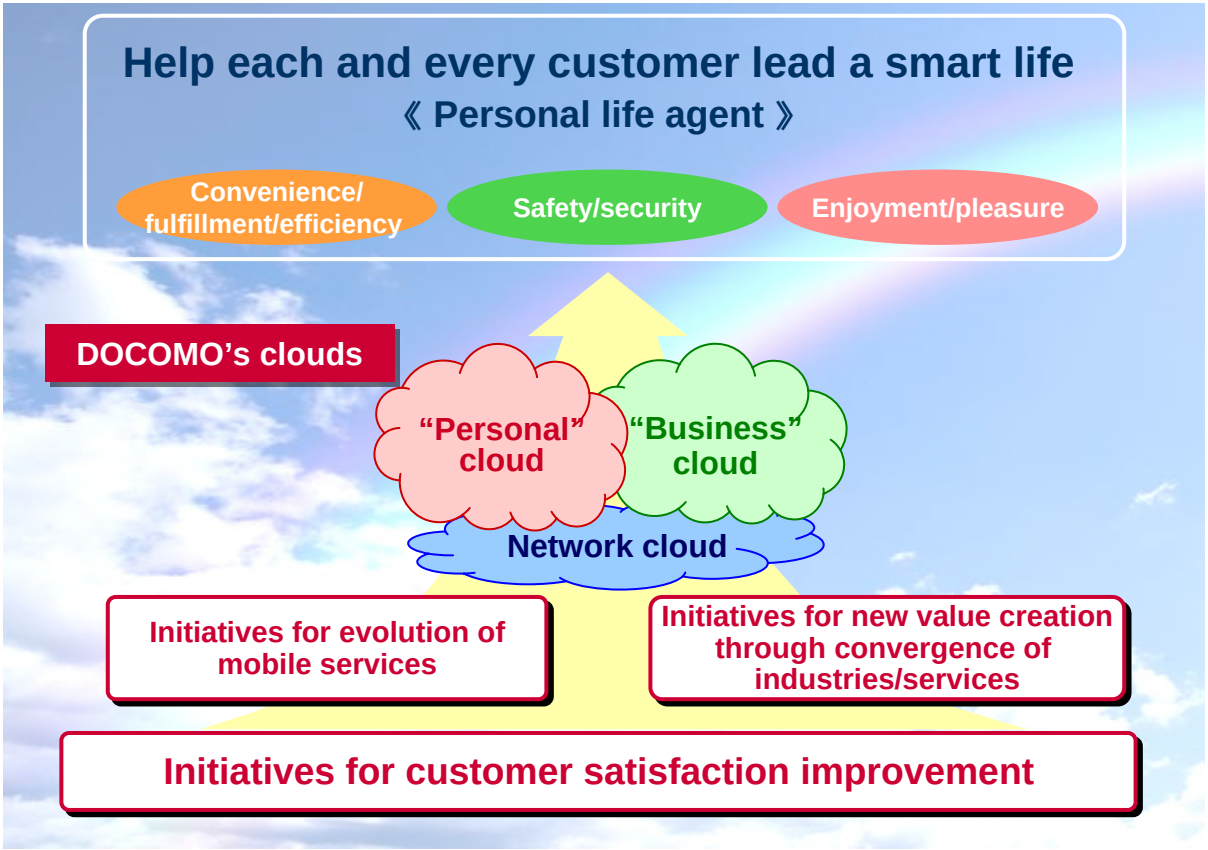
Positioning of “Medium-Term Vision 2015”

- “Medium-term vision 2015: Shaping a Smart Life” was developed to present the initiatives to be implemented in the period through the fiscal year ending Mar. 31, 2016 toward realizing our 2020 Vision “Pursuing Smart Innovation: HEART”



Shaping a Smart Life

- Aim to bring smart life into reality by propelling the evolution of mobile services and new value creation through convergence of industries/services leveraging DOCOMO's clouds



DOCOMO's clouds

"Personal" cloud

Platform underpinning a wide range of services for consumers

"Business" cloud

Solutions platform for provision of new business styles

Network cloud

Platform that adds value through sophisticated information and communication processing performed on the network

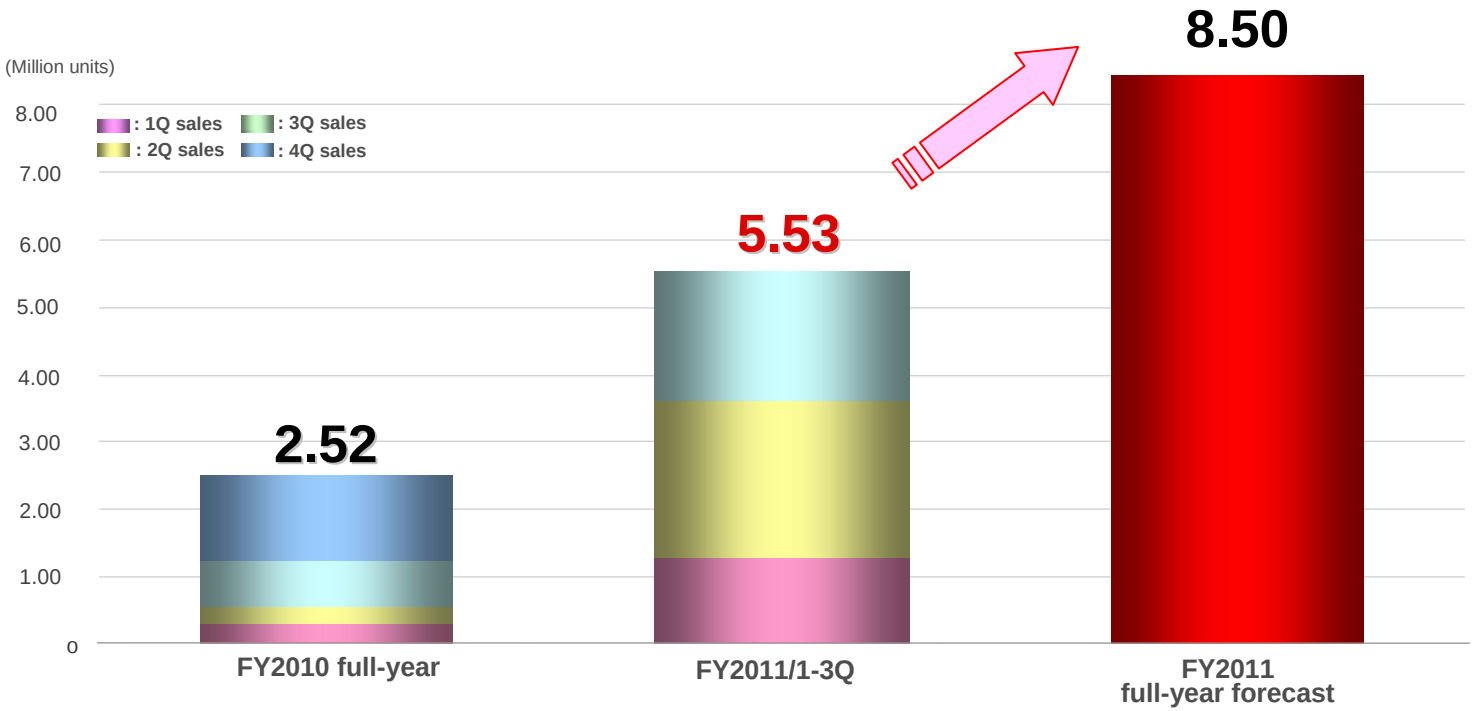
“Medium-Term Vision 2015”

(2) Initiatives for Evolution of Mobile Services

Smartphones (No. of Units Sold)

- No. of smartphone units sold in FY2011/1-3Q (cumulative): 5.53 million

Smartphone sales



Smartphones (Product Lineup)

- 2011-12 winter/spring collection: Total 24 smartphone models planned for release
- 18 models (including 4 Xi-enabled models) went on sale before Feb. 29, 2012

2011-2012 winter/spring smartphone models

FY2011/3Q | FY2011/4Q

docomo NEXT series (12機種)

GALAXY S II SC-03D	LTE OPTIMUS LTE L-01D	ARROWS X LTE F-05D	Xperia PLAY SO-01D	GALAXY NEXUS SC-04D	MEDIAS PP N-01D	ARROWS μ F-07D	MEDIAS LTE N-04D	Xperia NX SO-02D	BlackBerry Bold 9900	P-04D	AQUOS PHONE SH-06D
Released Nov. 24	Released Dec. 15	Released Dec. 17	Released Oct. 26	Released Dec. 2	Released Dec. 9	Released Jan. 20	Released Feb. 15	Released Feb. 24	Planned for release mid-March	Planned for release late March	Planned for release late March

docomo with series (12機種)

P-01D	REGZA Phone T-01D	ARROWS kiss F-03D	AQUOS PHONE SH-01D	AQUOS PHONE slider SH-02D	LUMIX PHONE P-02D	PRADA phone by LG L-02D	Q-pot. Phone SH-04D	Disney Mobile on docomo F-08D	MEDIAS ES N-05D	Xperia acro HD SO−03D	Disney Mobile on docomo P-05D
Released Nov. 10	Released Nov. 18	Released Nov. 25	Released Dec. 2	Released Dec. 7	Released Dec. 23	Released Jan. 26	Released Feb. 14	Released Feb. 22	Released Mar. 1	Planned for release mid-March	Planned for release mid-March

"*Harutoku*" spring smartphone price campaign

February 1 - March 31, 2012

For purchase of a DOCOMO smartphone

Increase amount of "Monthly Support" discounts to reduce actual customer payment by:

¥5,040

For users switching to Xi –enabled device from a model covered by purchase support program

Cash rebate

equaling cancellation charges of handset purchase support program

New Services for Smartphones (1) (“dmenu”, “dmarket”)

- Launched a new portal site (“dmenu”) as part of our new initiatives for smartphones
- Introduced i-mode’s billing/authentication schemes in smartphones
- Launched a new DOCOMO-operated content market, “dmarket”, for smartphones

“dmenu”

Launched Nov/2011

A new first-of-its-kind portal for smartphones

Providing a rich variety of content, including popular i-mode content and those uniquely accessible from smartphones

Approx. 3,900 sites provided by approx. 900 CPs

* As of Dec. 31, 2011. Numbers expected to grow further

“dmarket”

Launched Nov/2011

A DOCOMO-operated content market that offers new “enjoyment”

Approx. 5,000 titles

Approx. 1.00 million songs

Approx. 35,000 titles

Apps selected by DOCOMO from Android markets

*Screen images are conceptual

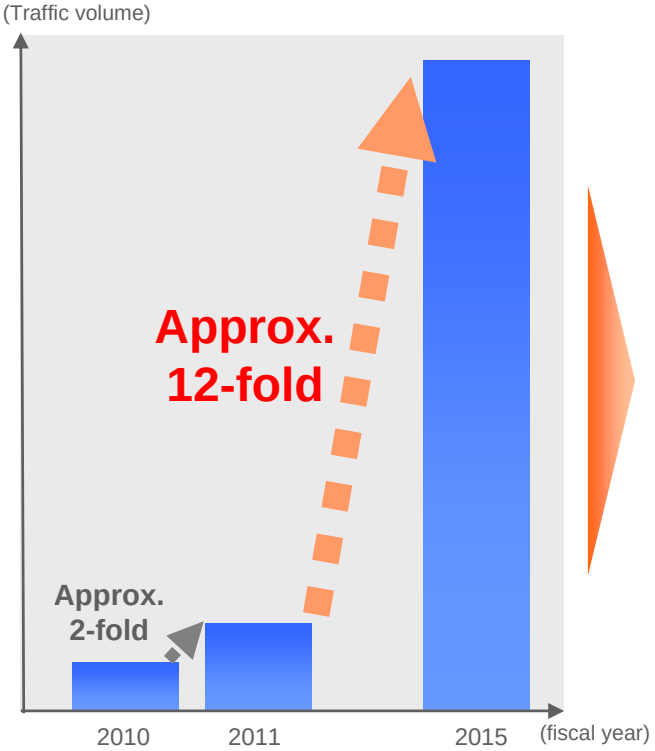
■ **No. of visitors** (Cumulative: Nov. 18-Dec. 31, 2011)

% of subscribers who have visited “dmarket” among total compatible smartphone users: **Approx. 80%**

Response to Constant Growth of Traffic

- Provide customers with stable communications environment through network optimization primarily using Xi LTE systems to accommodate the constant growth of traffic
- Respond properly to the increase of both data volume and background signaling, in view of projected expansion of smartphone subscriptions to 50.00 million units

Projected traffic growth



Planned response

【Network capacity-related measures】

NW infrastructure advancement	Construct network infrastructure capable of accommodating 50.00 million smartphones
Network capacity expansion	Facilitate subscriber migration to Xi Use of new spectrum bands Use of smaller zones/increase no. of antenna sectors
Traffic control	Transmission speed control against heavy users
Network load reduction (Data off-loading)	Use of Mzone (public wireless LAN) service (increase no. of access points from 30,000 to 100,000) Use of Femto cells/Wi-Fi (for homes)

【Introduction of new Xi billing plans】

New billing plans	Introduction of speed restriction, tiered pricing structure

Network Malfunctions Reported on Jan. 25, 2012: Overview

【Occurred】
Jan. 25, 2012 (Wed) 8:26

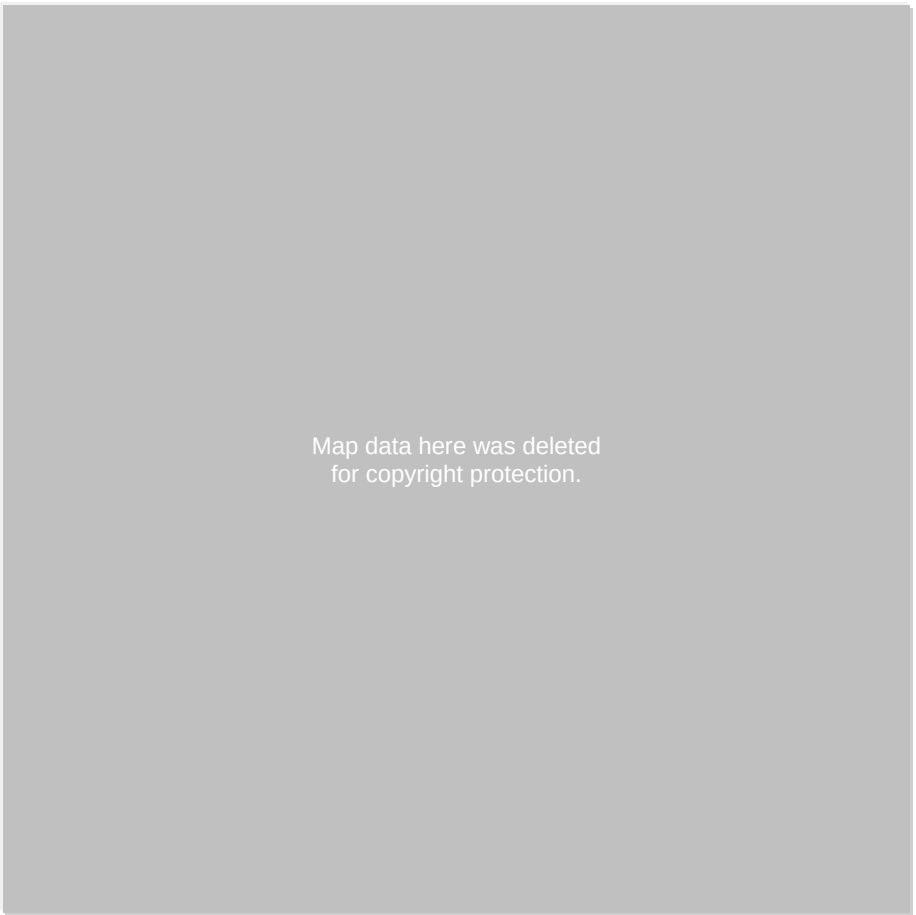
【Recovered】
Jan. 25, 2012 (Wed) 13:08

【Hours of service disruption】
Approx. 4 hours 40 minutes

【Services disrupted】
- Difficulty of sending/receiving voice calls or packet messages using FOMA network
- Difficulty of performing location registration ("out of service range" displayed on phone screen)

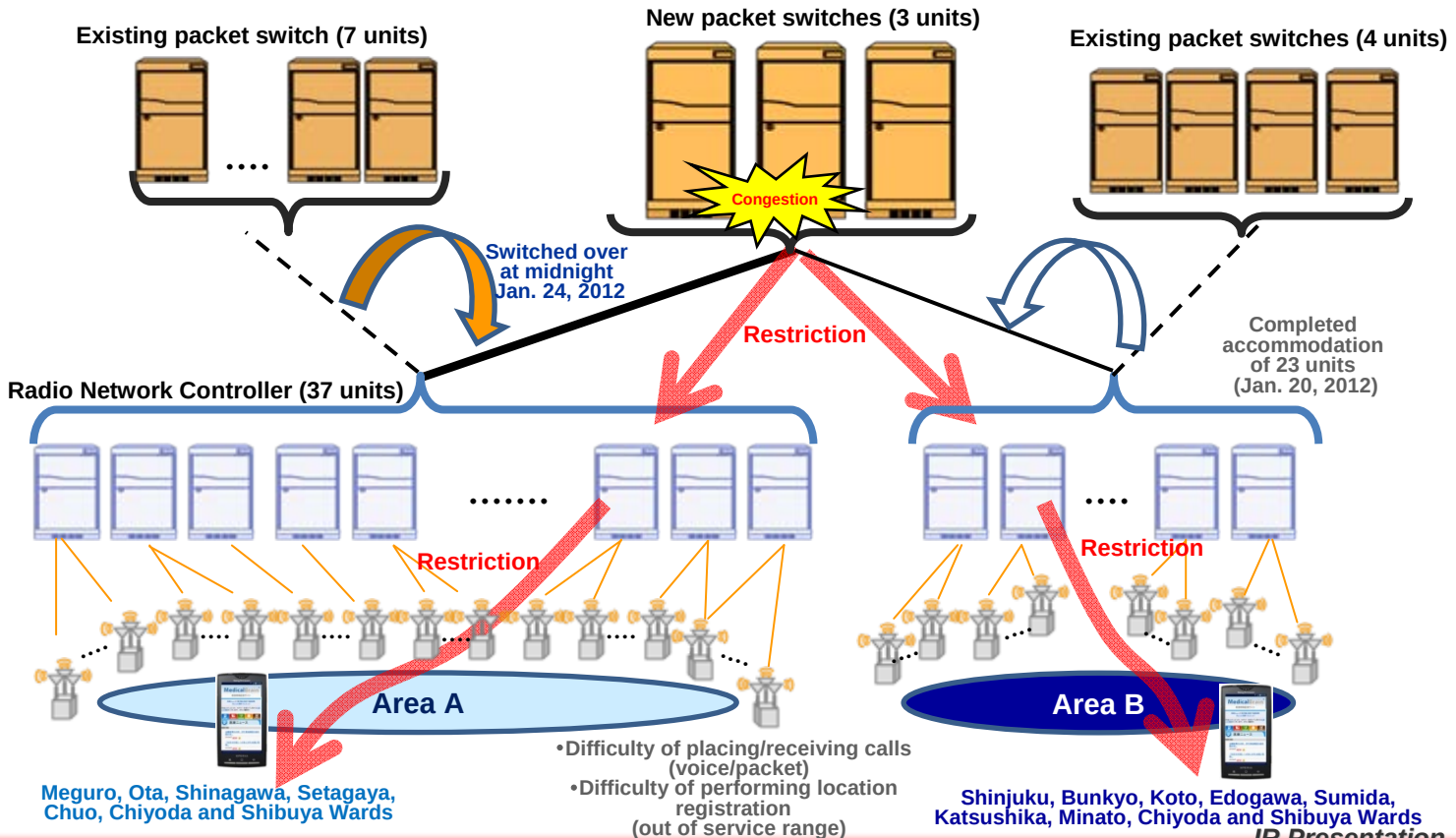
【No. of users affected】
Approx. 2.52 million (maximum)

【No. of complaints filed】
252



Upgrade to New Packet Switch and Cause of Problem

•To cope with the rapid increase of smartphones. a new packet switching system was introduced to replace the existing system. After the switch-over, however, the new system failed to complete the processing of control signals that have increased due to rapid proliferation of applications (VoIP, etc.), which caused congestion and resulted in connection difficulty for FOMA voice/packet services

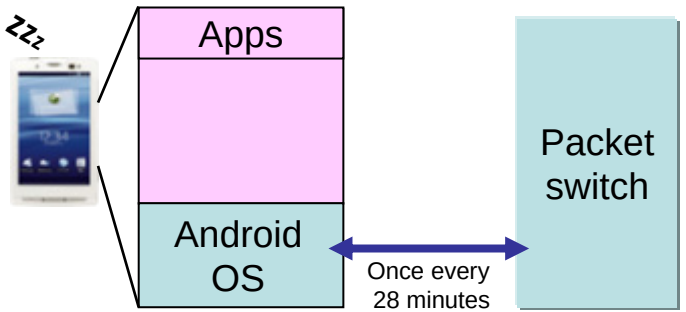


Increase of Control Signals: Causes

- In mobile communications, when the device is not in session, radio resources are released for effective utilization of spectrum. However, expanded use of communication applications (e.g., VoIP, chat, etc.) has resulted in a rapid increase in the amount of control signaling required for establishing/releasing connections between devices and network

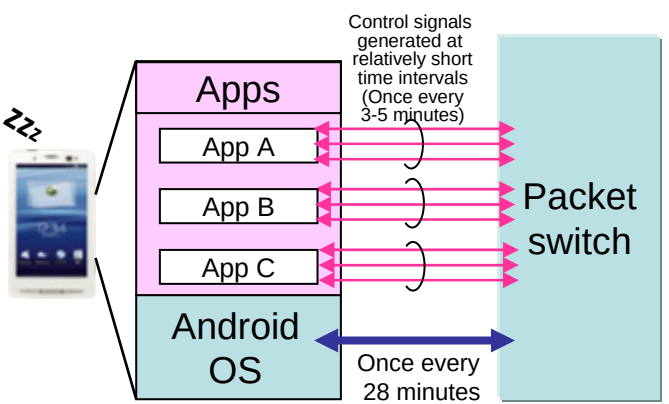
When communication apps are NOT used

Control signals are generated every 28 minutes as part of Android OS function, even when mobile terminal is not operated



When communication apps are used

In addition to OS function, each application intermittently generates control signals



Control signaling from OS
Control signaling from apps

DOCOMO's Recent Network Malfunctions

Date of occurrence	Malfunction	Area	Cause of problem
Jun. 6, 2011	Difficulty of sending/receiving voice calls/mail and Internet access from mobile devices including conventional feature phone handsets	Kanto-Koshinetsu	Failure of some hardware packages in service control equipment. Troubles reported even after switching over to backup system
Aug. 16, 2011	Difficulty of sending/receiving sp-mode mail and Internet access	Nationwide	Large no. of reconnection attempts were made in excess of the processing capability of network authentication equipment after failure of DOCOMO's network equipment
Dec. 20, 2011	Email address of some sp-mode service users temporarily replaced with a different address	Kansai	Erroneous matching of phone number and IP address in sp-mode server caused by congestion in server
Jan. 1. 2012	Difficulty of sending/receiving sp-mode mail, and failure of delivering "undelivered message" notice	Nationwide	Slowdown of mail information server processing due to concentration of sp-mode mail
Jan. 25, 2012	Difficulty of sending/receiving voice calls/mail and Internet access from mobile devices including conventional feature phone handsets	Tokyo	Control signaling in excess of processing capability of packet switch after upgrading the packet switching system to a new system

Task Force for Improvement of Network Infrastructure

- **Established "Task Force for Improvement of Network Infrastructure" to advance our network infrastructure in response to the rapid increase in the number of smartphone users**

Task Force for Improvement of Network Infrastructure → Items discussed → **Board meeting Management strategy meeting**

<Head>
President & CEO Ryuji Yamada

<Deputy Head>
SEVP Kiyoyuki Tsujimura

★ Secretariat
• TF member
*To be added as necessary depending on study item

<Task Force members>

•All Board members above EVP level and heads of relevant units (below):

•R&D Strategy Dept
•Communication Devices Development Dept
•Core Network Development Dept
•Radio Access Network Development Dept
•Strategic Marketing Dept
•Customer Satisfaction Dept
•Product Dept
•Smart Communication Services Dept
•Frontier Services Dept
•Ubiquitous Services Dept
•Service Platform Dept
•Radio Access Network Engineering Dept
•Core Network Engineering Dept
• Network Service Operation Dept
•Communication Device Support Dept
•Sales Promotion Dept
•Front Support Center
•Billing Service Department
•Customer Service Dept
•Corporate Marketing Strategy Dept
•Credit Card Business Division
•Information Systems Dept
•General Affairs Dept
•Legal Dept
•Information Security Dept
•Public Relations Dept
★Corporate Strategy & Planning Dept
★Network Dept

* Deputy Head may chair discussions depending on level of importance of subject. Composition of study members will be coordinated from time to time by Secretariat

*** Established: Dec. 25, 2011 (Sun)**

■ Key Measures

(1)Response to rising traffic due to increased smartphones
(2) Handling of traffic bursts in emergencies
(3) Further reinforcement of information security
(4) Customer response in the event of malfunction

Measures for Network Infrastructure Advancement

- Near-term measures will be implemented in response to the malfunctions caused by the rapid increase of smartphone users
- Additional drastic network reliability enhancement measures will also be executed to realize advanced network infrastructure capable of accommodating 50.00 million smartphones

Planned investment

Near-term measures to solve series of malfunctions → **FY2011-12: ¥4.0 billion**

Construction of infrastructure capable of accommodating 50.00 million smartphones

- **sp-mode system (MAPS)** → **FY2011-14: ¥40.0 billion**
- **Packet switch** → **FY2011-14: ¥120.0 billion**

Announced Feb. 21, 2012:

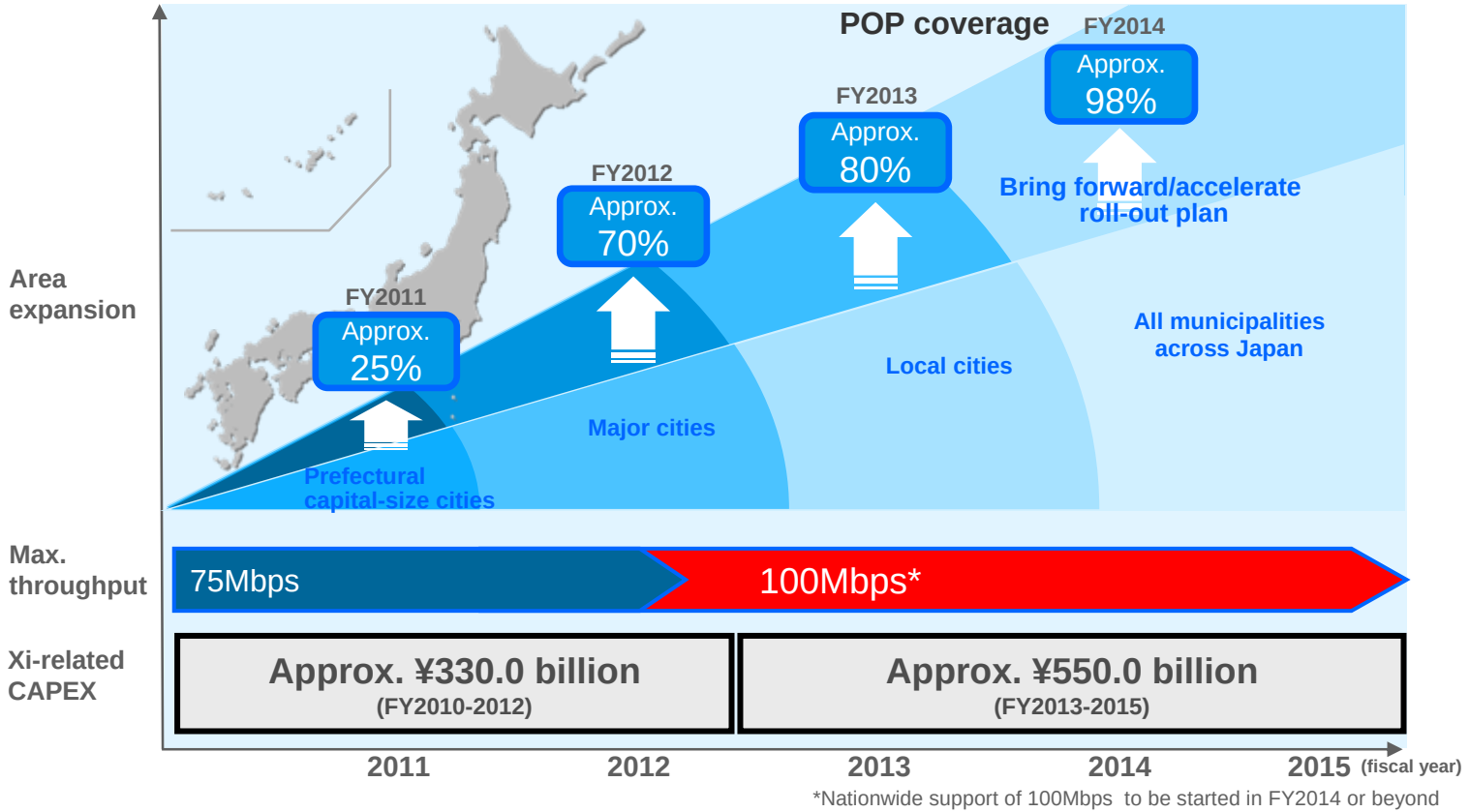
Confirmed stable operation of network

Additional measures for reliability improvement:

- •sp-mode system ⇒ Countermeasures against burst traffic & scalability enhancement
- •Packet switch ⇒ Further processing capability enhancement & reduction of control signaling

“Xi” (crossy) Area Expansion Plans

- **Accelerate area expansion aiming to achieve approx. 98% population coverage within FY2014, and realize high-speed communications environment (max. throughput: 100Mbps) at an early date**

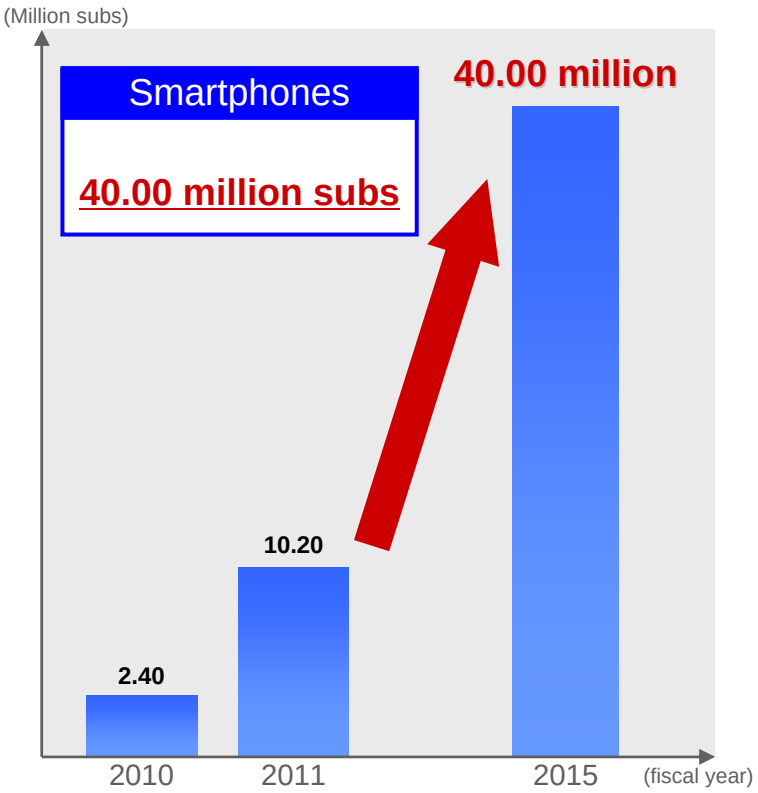


*Nationwide support of 100Mbps to be started in FY2014 or beyond

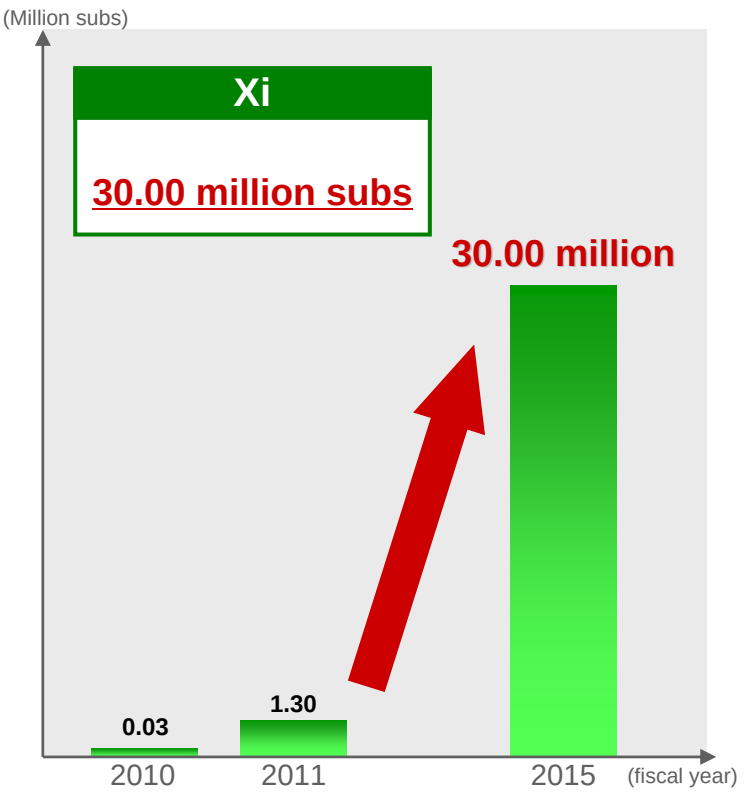
Smartphone/"Xi" Subscriptions

- **Aim to increase smartphone subs to 40.00 million and "Xi" subs to 30.00 million within FY2015, by implementing measures aimed at further expanding their uptake**

Smartphone subscriptions*1



Xi Subscriptions*2

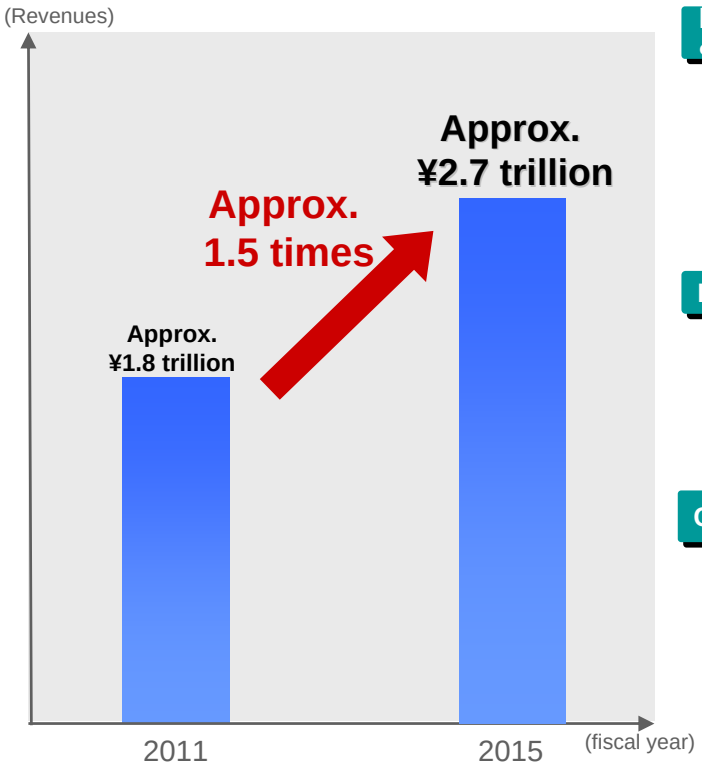


*1: No. of smartphone subs includes subscriptions to tablet devices *2: No. of Xi subs includes subscriptions to data communications/Wi-Fi/tablet devices

Expansion of Packet Revenues

- **Aim to increase packet revenues for FY2015 to approx. 1.5 times the level of FY2011 by advancing the services offered on smartphones, expanding the adoption of Xi and employing other measures aimed at boosting packet revenues**

Packet revenues



Facilitate migration to smartphones/Xi & acquisition of new subs

- Add more Xi-enabled models to offer a wider array of products
- Realize easy operability even for first-time users
- Enhance security and customer support structure to allow users to use our services free of concerns

Promote use of new services

- Further enrich content portfolio of “dmenu” and “dmarket”
- Provision of new services linked with SNS or other internet services
- Expand usage opportunities at physical shops leveraging FeliCa/NFC compatibiility

Capture demand for second device (e.g. tablets)

- Enrich the variety of content/applications that are exclusively accessible from tablets
- Create multi-device environment where multiple devices can be used with a single ID
- Capture enterprise demand by proposing usage opportunities for tablets and other devices
- Provide a wide array of devices, e.g., data cards, Wi-Fi routers, etc.

“Medium-Term Vision 2015”

(3) New Value Creation through Convergence of Industries/Services

-Transformation into an Integrated Service Company-

Toward New Market Creation

- Create new markets primarily in business areas that offer great synergies with mobile business by driving innovation through the convergence with various industries/services in collaboration with alliance partners

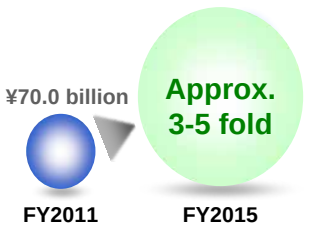
Principal Action for New Market Creation (1)

- Promote various initiatives in collaboration with alliance partners, with the aim of creating new values through the convergence of mobile with other industries and services

Media/Content business

Business relating to the convergence of mobile with various media and content

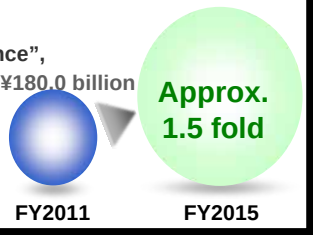
"mmbi", "D2C", "Delivery of video (broadcasting)/music/book/other information content", etc.



Finance/Payment business

Business relating to finance and payment services using mobile's unique properties or credit function

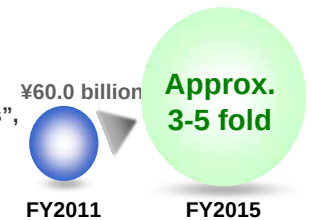
"Credit (iD/DCMX)", "One-time insurance", "Mobile payment/money transfer/ docomo account", " "Global payment aggregation" "Mobile Phone Protection & Delivery service", etc



Commerce business

Business relating to commerce services leveraging mobile's unique properties

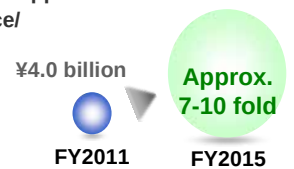
"Online shopping service", "TV shopping service (OAK LAWN MARKETING, etc.)" "Customer referral to physical shops", "Targeted advertisement", etc.



Medical/Healthcare business

Business relating to health/medical care services using mobile

"Health management/preventive care support services" "Services linked with health insurance/ welfare programs", "Medical examination/treatment support services", etc.



*: Ratio of projected revenues for FY2015 /FY2011

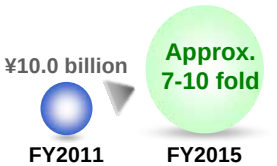
Principal Action for New Market Creation (2)

M2M business

Business relating to convergence of mobile with various tools/equipment

"Global M2M platform"
"Gaming console/e-book reader/ camera/healthcare equipment/ automobile/car navigation system/ construction machinery", etc.

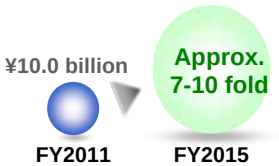
Growth prospects*



Aggregation/Platform business

Business relating to aggregation and various other services deployed mainly in overseas markets

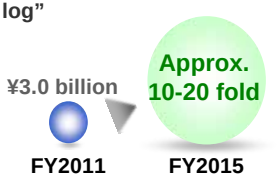
"net.mobile (Germany)
"Content aggregation"
"Portal aggregation", etc.



Environment/Ecology business

Various energy/ecology-related businesses leveraging mobile

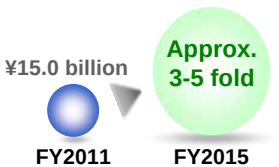
"Service utilizing energy consumption log"
"Green base station",
"horticulture support"
"Bicycle sharing", etc.



Safety/Security business

Business relating to safety & security services using mobile

"Security-related services",
"Data storage-related services",
"Monitoring-related services", etc.



*: Ratio of projected revenues for FY2015 /FY2011

Principal Action for New Market Creation (3)

- **Promote capital/business alliances with private companies/local governments to create new values and markets**
- **Aim for full-scale entry in each business through business collaboration leveraging mobile's unique properties**

Media/Content Business

- 2012: Japan's first broadcasting station for smartphones, "NOTTV" to commence service in April
  Capital: ¥49.7 billion
  (Capital increase: Nov. 2011)
  Cooperation with various TV Broadcasters
- 2000: Established D2C jointly with Dentsu, Inc. and other companies for mobile advertisement

Commerce Business

- 2009: Acquired 51% stake in Oak Lawn Marketing a TV shopping service provider
- 2012: Entered into capital alliance with "Radishbo-ya", a premium home grocery delivery service

M2M Business

- 2010: Started offering car/telecommunications convergence service, embedding a communication module in Nissan's electric vehicle, "LEAF"
- 2010: Launched "DriveNet" information delivery service to car-navigation systems (partnering with Pioneer)
- 2011: Started providing dedicated prepaid billing plan for Sony's portable gaming console, "PlayStation®Vita"

Finance/Payment Business

- 2005: Acquired 34% ownership in Sumitomo Mitsui Card, and launched Osaifu-Keitai "iD" e-wallet service
  2006: Launched "DCMX" credit service
- 2011: Launched "docomo medical insurance"
  (Partnering with Tokio Marine & Nichido Fire Insurance)

Medical/Healthcare Business

- 2011: Launched health management support service, "docomo Healthcare"
- 2011: Agreed with Omron Healthcare to establish a new joint-venture for health/medical care business

Aggregation/Platform Business

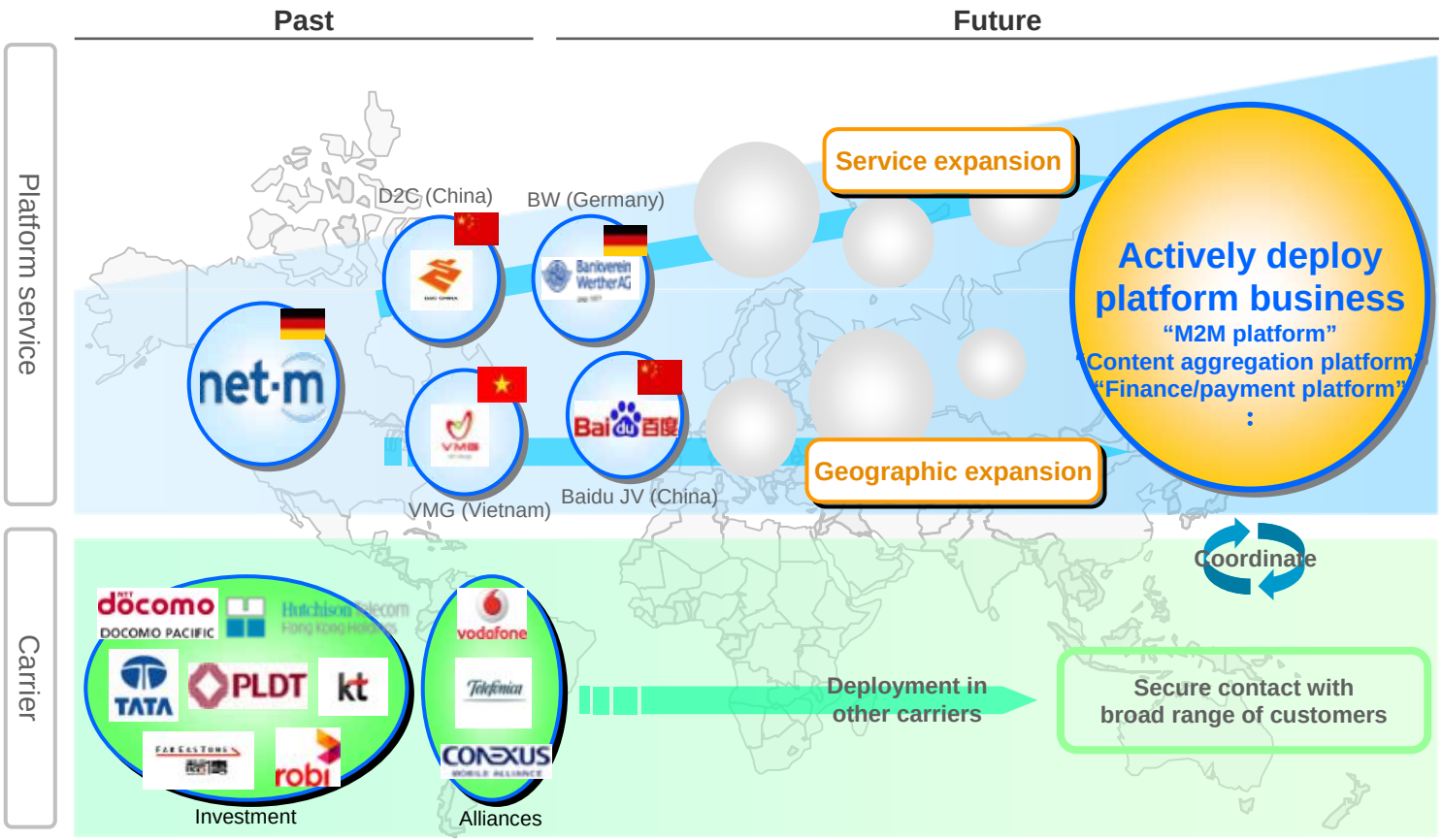
- 2009: Acquired approx. 87% stake in Germany's net.mobile AG to promote platform business for distribution of mobile content
- Acquired approx. 95% of a German commercial bank, Bankverein Wether AG through net.mobile

Environment/Ecology Business

- 2010: Joint operation of bicycle sharing service with local governments (Cities of Sapporo, Yokohama, Fujisawa)
- 2011: Launched initiatives for promotion of "Next-generation green base stations"

Global Expansion

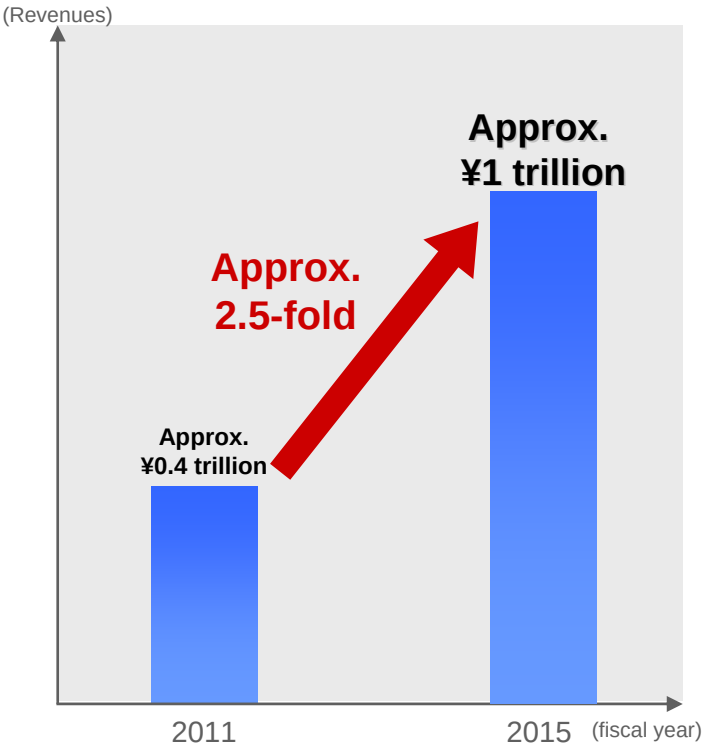
- Focus on platform construction, etc., for global expansion as an Integrated Service Company, in addition to promoting investments in or alliances with overseas carriers



Expansion of Revenues from New Businesses

- **Aim to grow revenue size from new businesses to approx. ¥1 trillion in FY2015, up 2.5 times compared to FY2011**

Revenues from new businesses



Actions for new market creation

Drive innovation and create new markets by promoting convergence with other industries and service in collaboration with alliance partners setting up joint ventures (in principle by making majority investments) or through other methods.

For global expansion, platform business will be actively promoted

Focus areas

- Media/content business
- Commerce business
- Finance/payment business
- Medical/healthcare business
- Environment/ecology business
- M2M business
- Aggregation/platform business
- Safety/security business

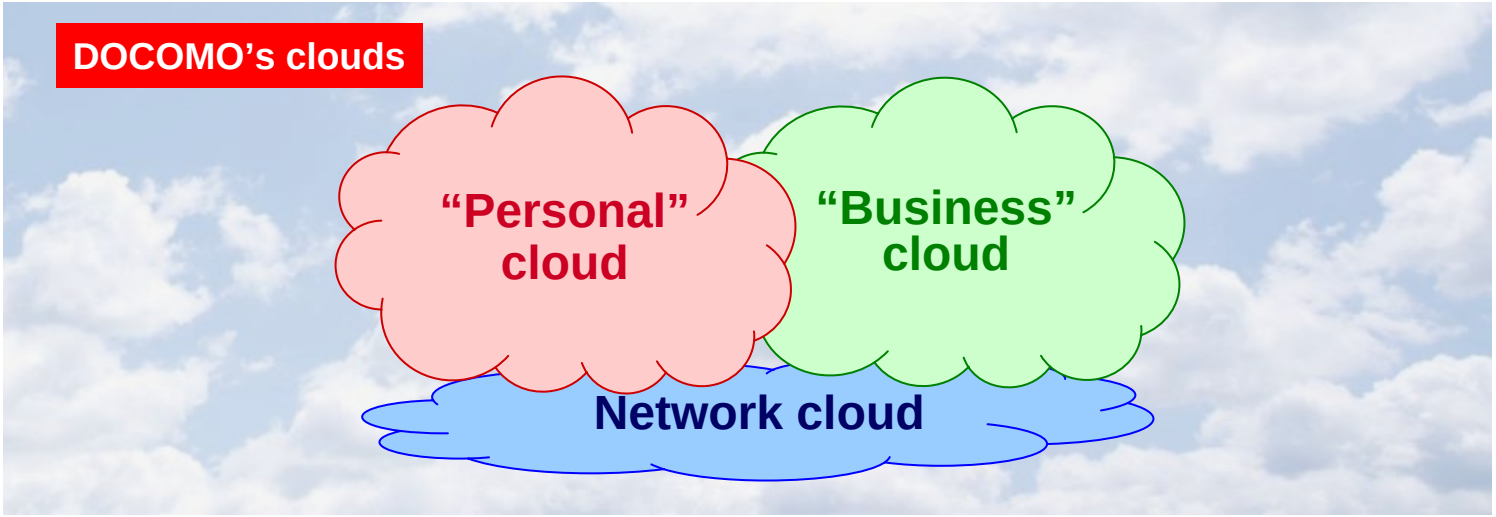
etc

“Medium-Term Vision 2015”

(4) Use of Cloud and Initiatives for Enhanced Safety/Security

DOCOMO's Clouds

- Propel service innovation and convergence of industries/services leveraging "DOCOMO's clouds", to allow people to lead a "smart life" characterized by enhanced convenience, fulfillment, efficiency and safety and security



"Personal" cloud

Platform underpinning a wide range of services for consumers

"Business" cloud

Solutions platform for provision of new business styles

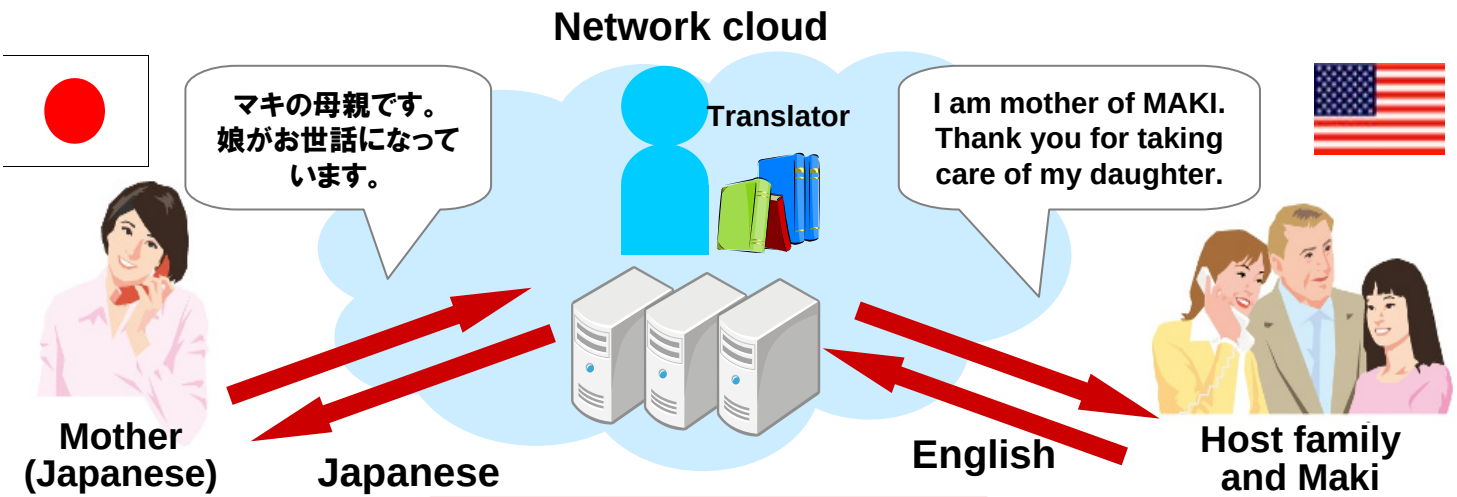
Network cloud

Platform that adds value through sophisticated information/communication processing performed on the network

DOCOMO's Cloud Service: Example- 1 (Translator Phone)

- Allows users to communicate with foreigners in their mother language as if there is a translator within the network

Launched trial service with monitors (November 2011)



"Translator Phone" function

Japanese⇔English/Chinese/Korean translation

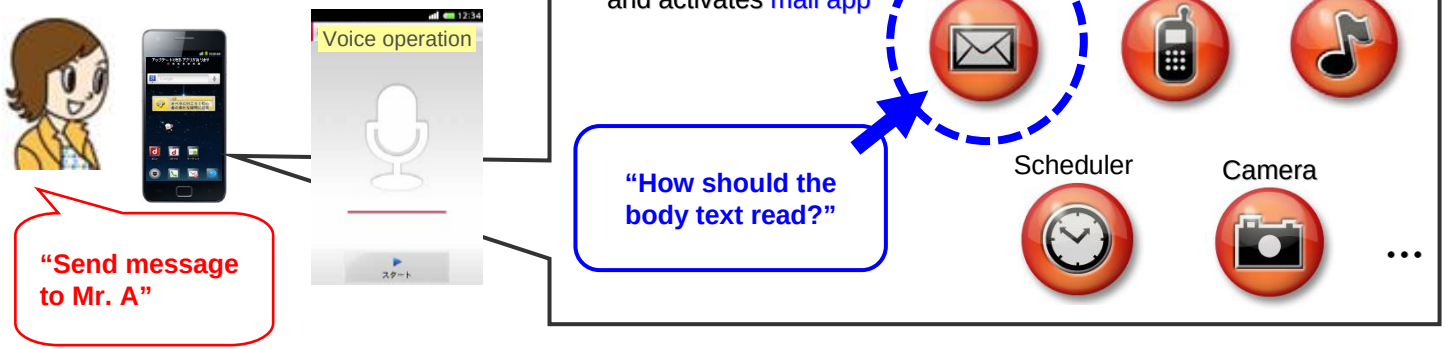
Can hear the message in Japanese

Can hear the message in English

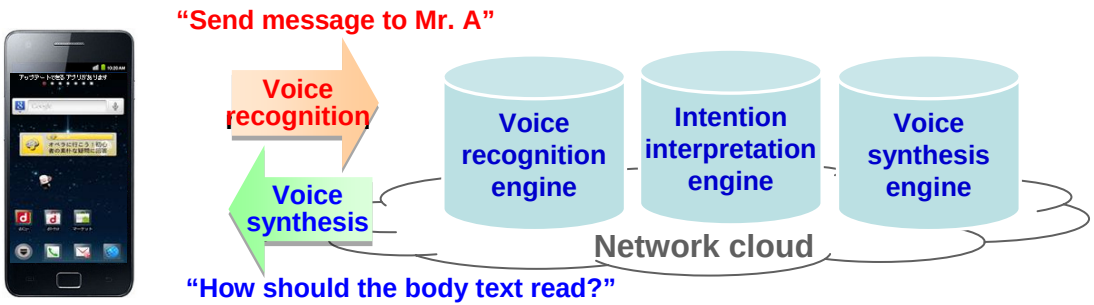
DOCOMO's Cloud Service: Example- 2 (Shabette Concier™)

- Launched "Shabette Concier™" voice-agent application as part of our efforts for user interface enhancement (Mar. 1, 2012)
- Enables users to intuitively use and operate device functions through voice commands

Use voice recognition: For writing mail



【Voice-agent function: conceptual diagram】

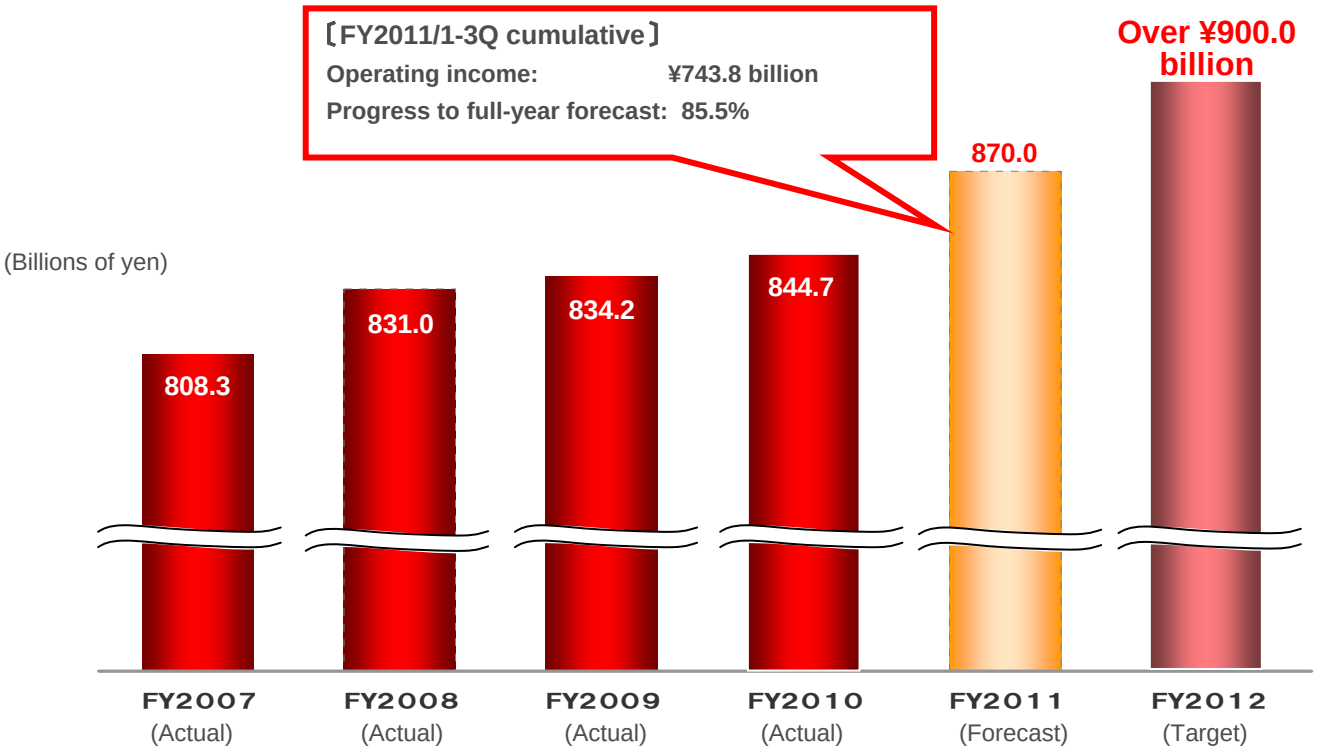


Service realized by functional split between device and network

4. Financial Conditions

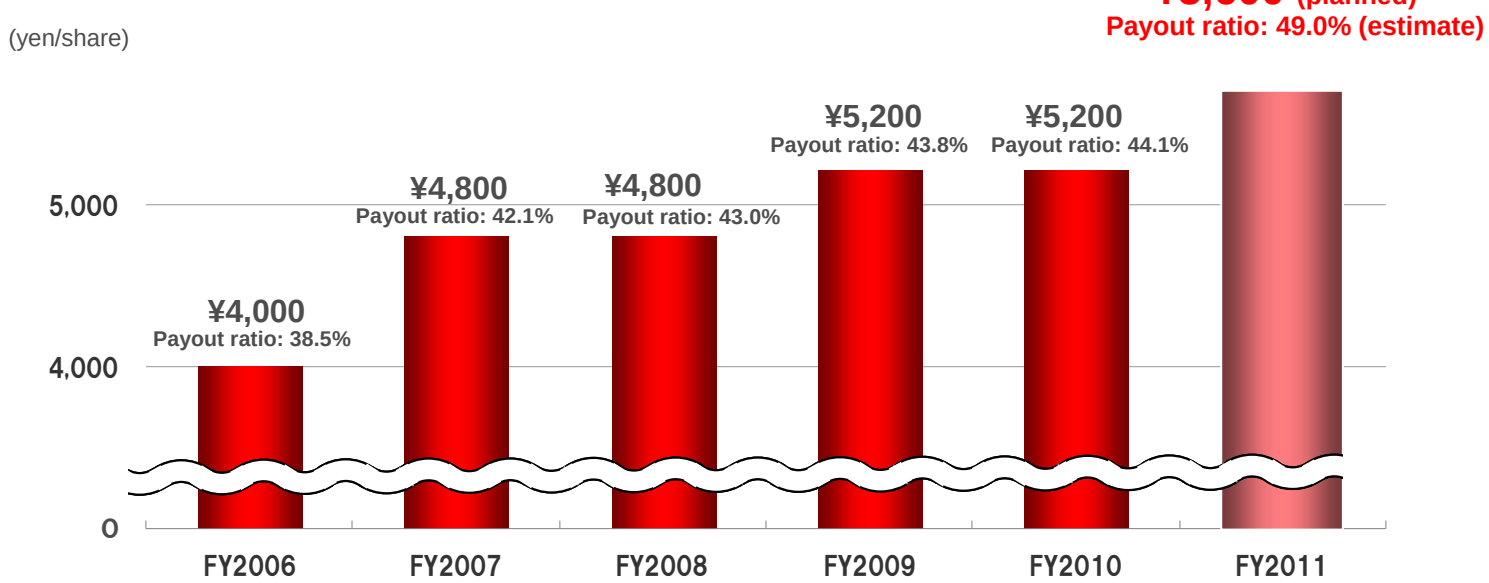
Operating Income Target

- FY2012 operating income target: Over ¥900.0 billion
- FY2011 operating income: achieving favorable progress toward full-year forecast of ¥870.0 billion (1-3Q progress to full-year forecast: 85.5%)



Shareholder Return

- Aim to maintain highest level of payout ratio among Japanese companies
- Dividend for FY2011: ¥5,600/share (up ¥400) (planned)



NTT docomo