


11-Year Summary of Selected Financial and Non-Financial Data

NTT DOCOMO, INC. and Subsidiaries
Fiscal years

Please refer to Form 20-F for more information.
Form 20-F is also available on DOCOMO's IR website:
 URL: <https://www.nttdocomo.co.jp/english/corporate/ir/library/sec/>

	(Millions of yen)										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Operating results:											
Operating revenues	¥4,844,610	¥4,765,872	¥4,788,093	¥4,711,827	¥ 4,447,980	¥ 4,284,404	¥4,224,273	¥4,240,003	¥4,470,122	¥4,461,203	¥4,383,397
Telecommunications services ^{1, 2}	—	4,204,003	4,201,090	4,008,267	3,631,391	3,462,783	3,361,235	3,334,036	3,176,931	2,963,980	2,747,155
Equipment sales ²	—	470,016	473,953	546,593	606,898	507,495	477,404	498,889	758,093	872,000	904,089
Other operating revenues ^{1, 2}	—	91,853	113,050	156,967	209,691	314,126	385,634	407,078	535,098	625,223	732,153
Operating expenses	4,060,444	3,933,233	4,014,569	3,903,515	3,617,021	3,450,159	3,379,544	3,365,543	3,632,942	3,642,004	3,744,326
Operating income	784,166	832,639	773,524	808,312	830,959	834,245	844,729	874,460	837,180	819,199	639,071
Net income attributable to NTT DOCOMO, INC. ³	747,564	610,481	457,278	491,202	471,873	494,781	490,485	463,912	491,026	464,729	410,093
Comprehensive income attributable to NTT DOCOMO, INC. ³	723,818	579,653	448,214	478,738	405,774	523,091	450,909	436,338	546,443	523,431	453,102
Total assets ³	6,136,521	6,365,257	6,116,215	6,210,834	6,488,220	6,756,775	6,791,593	6,948,082	7,169,725	7,508,030	7,146,340
Total interest-bearing liabilities	948,523	792,405	602,965	478,464	639,233	610,347	428,378	256,680	253,766	230,346	222,651
Total shareholders' equity ³	3,907,932	4,052,017	4,161,303	4,276,496	4,341,585	4,635,877	4,850,436	5,062,527	5,368,475	5,643,366	5,380,072
Debt-to-equity ratio ^{3, 4} (Times)	0.243	0.196	0.145	0.112	0.147	0.132	0.088	0.051	0.047	0.041	0.041
Shareholders' equity ratio ³	63.7%	63.7%	68.0%	68.9%	66.9%	68.6%	71.4%	72.9%	74.9%	75.2%	75.3%
Net cash provided by operating activities	¥1,181,585	¥1,610,941	¥ 980,598	¥1,560,140	¥ 1,173,677	¥ 1,182,818	¥1,287,037	¥1,110,559	¥ 932,405	¥1,000,642	¥ 962,977
Net cash used in investing activities	(578,329)	(951,077)	(947,651)	(758,849)	(1,030,983)	(1,163,926)	(455,370)	(974,585)	(701,934)	(703,580)	(651,194)
Adjusted free cash flows ^{5, 6}	1,003,583	510,905	192,237	442,410	93,416	416,878	589,777	503,479	225,589	257,209	295,590
Capital expenditures	861,517	887,113	934,423	758,743	737,606	686,508	668,476	726,833	753,660	703,124	661,765
Research and development expenses	101,945	110,509	99,315	100,035	100,793	109,916	109,108	108,474	111,294	102,039	96,997
Depreciation and amortization	735,423	738,137	745,338	776,425	804,159	701,146	693,063	684,783	700,206	718,694	659,787
Operating income margin	16.2%	17.5%	16.2%	17.2%	18.7%	19.5%	20.0%	20.6%	18.7%	18.4%	14.6%
EBITDA ⁶	¥1,625,661	¥1,606,776	¥1,574,570	¥1,639,096	¥ 1,678,422	¥ 1,568,126	¥1,565,728	¥1,583,298	¥1,569,264	¥1,572,196	¥1,369,092
EBITDA margin ⁶	33.6%	33.7%	32.9%	34.8%	37.7%	36.6%	37.1%	37.3%	35.1%	35.2%	31.2%
ROE	19.6%	15.3%	11.1%	11.6%	11.0%	11.0%	10.3%	9.4%	9.4%	8.4%	7.4%
Price-earnings ratio (Times)	11.41	12.90	20.97	13.26	11.97	12.00	12.39	12.28	12.00	14.53	20.54
Payout ratio ³	12.7%	29.6%	38.5%	42.1%	43.0%	43.8%	44.1%	50.1%	50.7%	53.5%	64.0%
Per share data⁷ (Yen):											
Earnings per share attributable to NTT DOCOMO, INC. ³	¥ 157.71	¥ 134.91	¥ 103.96	¥ 113.91	¥ 111.72	¥ 118.64	¥ 117.97	¥ 111.87	¥ 118.41	¥ 112.07	¥ 101.55
Shareholders' equity per share ³	844.55	911.09	954.57	1,003.21	1,039.66	1,114.24	1,169.69	1,220.84	1,294.62	1,360.91	1,386.09
Cash dividends declared per share ⁸	20	40	40	48	48	52	52	56	60	60	65
Shares⁷:											
Average common shares outstanding	4,740,115,400	4,525,003,100	4,398,508,200	4,312,058,600	4,223,871,500	4,170,573,800	4,157,685,900	4,146,760,100	4,146,760,100	4,146,760,100	4,038,191,678
Non-financial data (People):											
Number of directors (of which independent outside directors) ⁹	13 (0)	13 (0)	12 (0)	13 (0)	13 (0)	13 (0)	13 (0)	13 (0)	14 (0)	15 (1)	14 (1)
Number of consolidated employees (of which NTT DOCOMO, INC.) ^{10, 11}	21,527 (5,856)	21,646 (6,013)	21,591 (5,947)	22,100 (5,843)	21,831 (11,463)	22,297 (11,053)	22,954 (11,062)	23,289 (11,053)	23,890 (10,903)	24,860 (10,973)	25,680 (7,344)
Ratio of female officers and managers (NTT DOCOMO, INC.) ^{10, 11, 12}	—	—	—	—	—	—	—	—	2.4%	2.7%	3.0%

1 In fiscal 2012, some elements that had previously been included in "Wireless services" were reclassified into "Other operating revenues," and the title "Wireless services" was changed to "Mobile communications services." Accordingly, data from fiscal years 2005 to 2011 have been reclassified in the same manner.

2 In fiscal 2014, "Mobile communications services" are presented as "Telecommunications services," and some elements that were previously included in "Other operating revenues" (revenues from satellite telephone, overseas cable TV, and other services) are included in "Telecommunications services." Accordingly, data from fiscal 2005 to 2013 have been reclassified in the same manner. For fiscal 2004, reclassified data are not presented.

3 The consolidated financial statements for fiscal 2012 have been revised due to the reinstatement of the equity method for an investee.

4 Debt-to-equity ratio = Interest-bearing liabilities / Shareholders' equity

5 Adjusted free cash flows exclude the effects of uncollected revenues due to bank holidays at the end of the period, the effects of the uncollected amounts of transferred receivables of telephone charges to NTT FINANCE CORPORATION, and changes in investment derived from purchases, redemption at maturity and disposals of financial instruments held for cash management purposes with original maturities of longer than three months.

6 For the reconciliations of these Non-GAAP Financial Measures, see page 70.

7 In the calculation of per share data, treasury stocks are not included in the number of issued shares during or at the end of the year. As we conducted a 1:100 stock split with an effective date of October 1, 2013, "Per share data" and "Shares" for fiscal 2004 to 2013 are based on the number of shares after the stock split.

8 Cash dividends declared per share are presented in the fiscal year to which each record date for the dividends belongs.

9 The data on the numbers of directors is as of July 1 of the following fiscal year.

10 Includes employees on loan from other companies; does not include employees of DOCOMO temporarily transferred to other companies

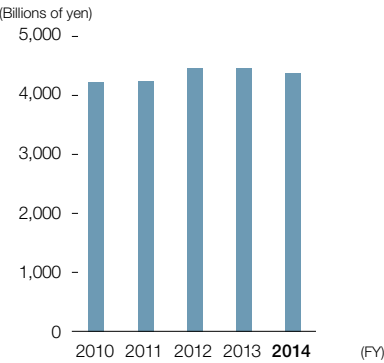
11 Due to the effect of employees seconded to DOCOMO CS, Inc., which was established in July 2014, the number of employees for the fiscal year ended March 31, 2015 declined on a non-consolidated basis.

12 The data on the ratios of female officers and managers prior to FY2012 is not disclosed.

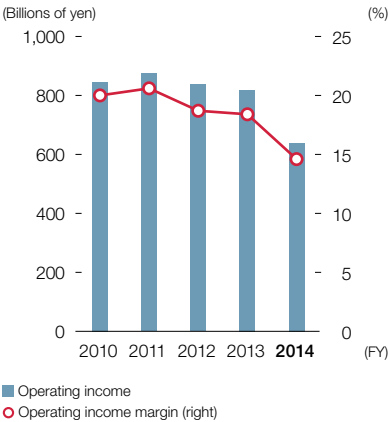
Selected Management Indicators

Growth potential

Operating revenues



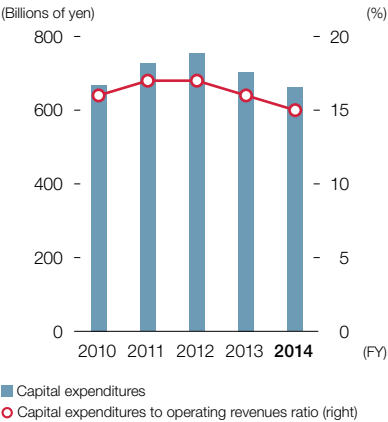
Operating income / Operating income margin



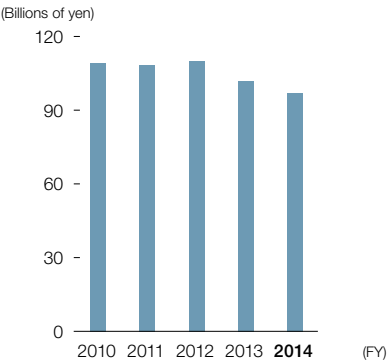
In fiscal 2014, due mainly to the impact of the “Monthly Support” discount program and the new billing plan, operating revenues decreased 1.7% year on year, to ¥4,383.4 billion, and operating income declined 22.0%, to ¥639.1 billion. The operating income margin worsened 3.8 percentage points, to 14.6%. Nonetheless, due to increased revenues in the Smart life business and Other businesses segments and to cost efficiencies, we achieved our yearly business plan of operating income of ¥630.0 billion.

Growth investment

Capital expenditures / Operating revenues ratio



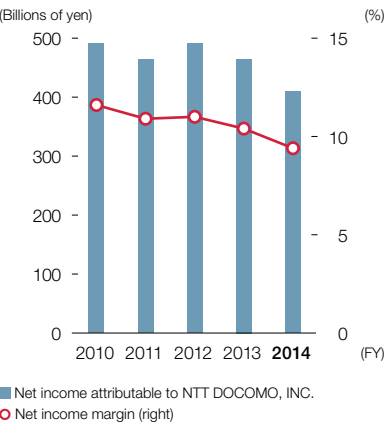
Research and development expenses



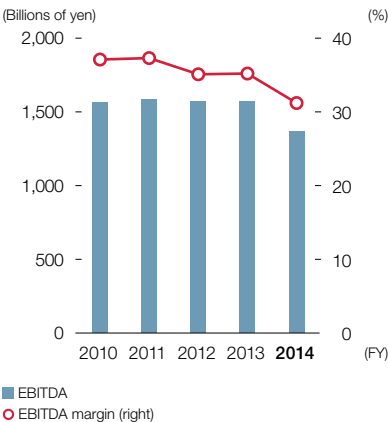
Due to the implementation of cost efficiency measures along with those to reinforce our network, the Company realized additional efficiencies and reduced capital expenditures below the initially planned level of ¥690.0 billion. As a result, capital expenditures were down 5.9% year on year, to ¥661.8 billion. The ratio of capital expenditures to operating revenues declined 0.7 percentage points, to 15.1%. The Company realized efficiencies in R&D, and R&D expenses declined ¥5.0 billion year on year, to ¥97.0 billion.

Profitability

Net income attributable to NTT DOCOMO, INC. / Net income margin



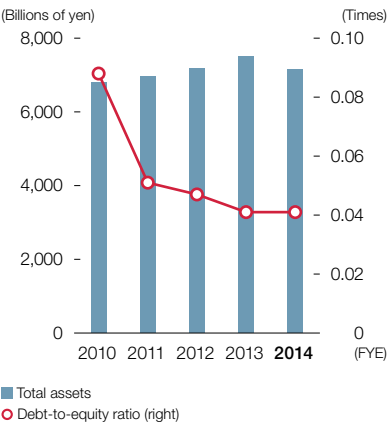
EBITDA / EBITDA margin



Although income taxes decreased, due to a decline in operating income, net income attributable to NTT DOCOMO, INC. was down 11.8%, to ¥410.1 billion. This marked the second consecutive year of a decrease in net income attributable to NTT DOCOMO, INC. The net income margin was 9.4%, a decline of 1.0 percentage point from the previous year. EBITDA declined ¥203.1 billion year on year, and the EBITDA margin decreased 4.0 percentage points, to 31.2%.

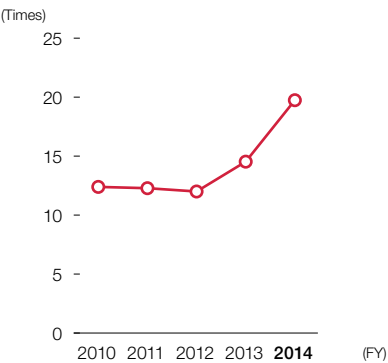
Stability

Total assets / Debt-to-equity ratio



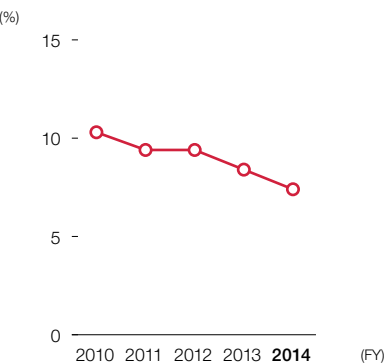
Shareholder value / Return

Price-earnings ratio

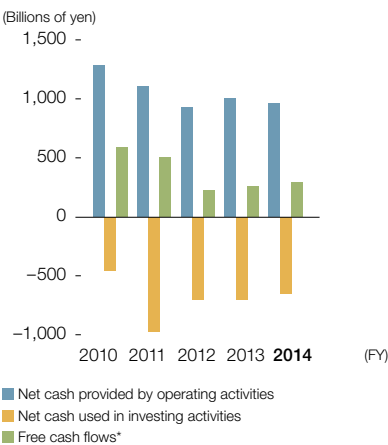


In fiscal 2014, the Company implemented share repurchases totaling ¥473.0 billion. Consequently, cash and cash equivalents declined, and total assets were down ¥361.7 billion, to ¥7,146.3 billion. The debt-to-equity ratio, at 0.041 times, was about the same as the previous fiscal year. The price-earnings ratio (PER) increased to 20.54 times, from 14.53 times in the previous fiscal year due to the increase in the stock price.

ROE



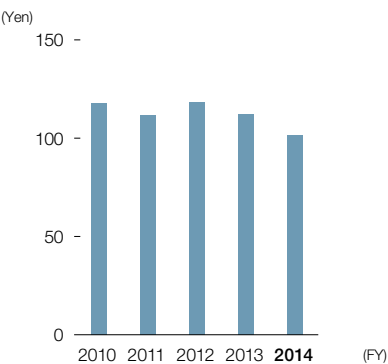
Cash flows



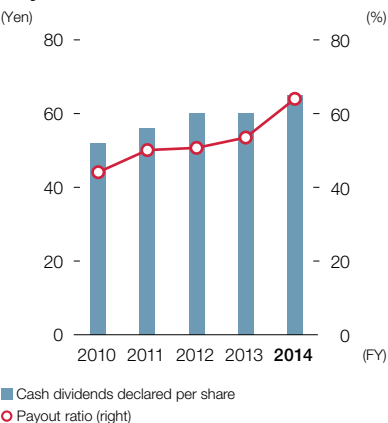
Due to a decline in net income, ROE was 7.4%, a decrease of 1.0 percentage point from 8.4% in the previous year. Net cash provided by operating activities was ¥963.0 billion, and net cash used in investing activities was ¥651.2 billion. Free cash flow* was ¥295.6 billion.

* Adjusted free cash flows exclude the effects of uncollected revenues due to bank holidays at the end of the period, the effects of the uncollected amounts of transferred receivables of telephone charges to NTT FINANCE CORPORATION, and changes in investment derived from purchases, redemption at maturity and disposals of financial instruments held for cash management purposes with original maturities of longer than three months.

Earnings per share attributable to NTT DOCOMO, INC.*



Cash dividends declared per share* / Payout ratio

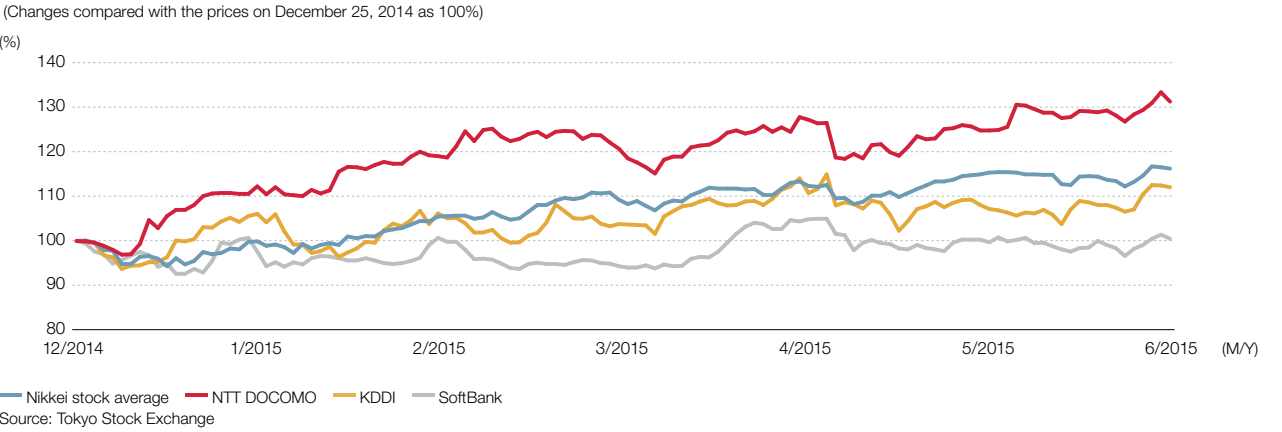


Earnings per share were down ¥10.52, to ¥101.55, and dividends per share for fiscal 2014 were ¥65.00, an increase of ¥5 compared to the previous fiscal year. The Company maintained its position in the top ranks in Japan in terms of the dividend payout ratio, which was up 10.5 percentage points, to 64.0%.

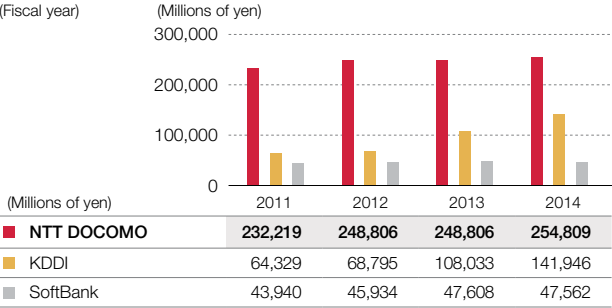
* Graph data takes into account the stock split (1:100) conducted on October 1, 2013.

Stock and Financial Data

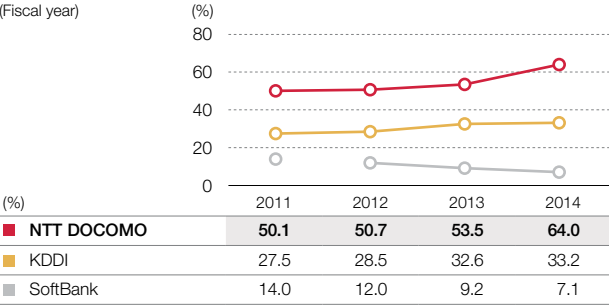
Stock price performance from December 2014 to June 2015



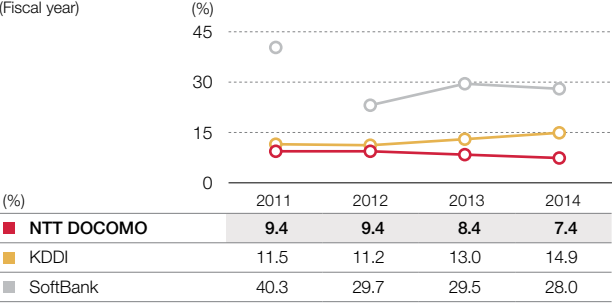
Total cash dividends for the year



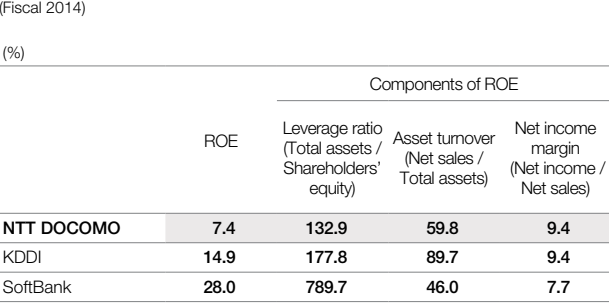
Payout ratio



ROE

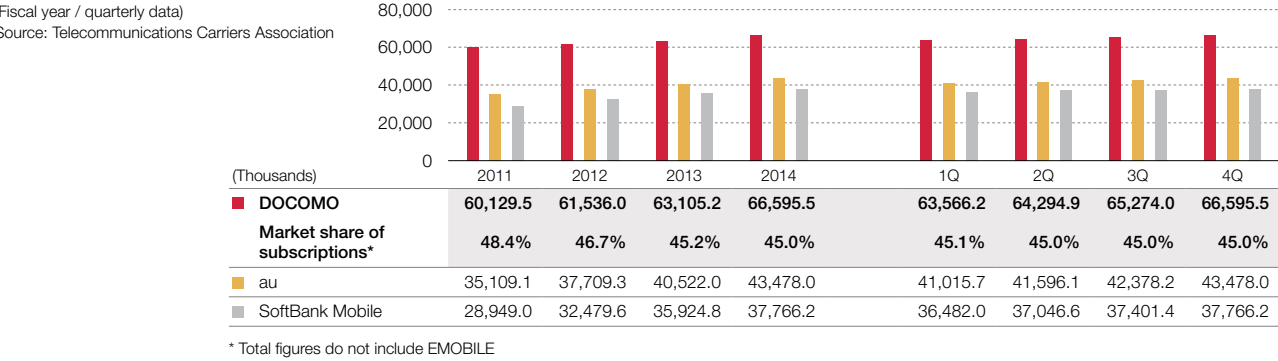


Components* of ROE

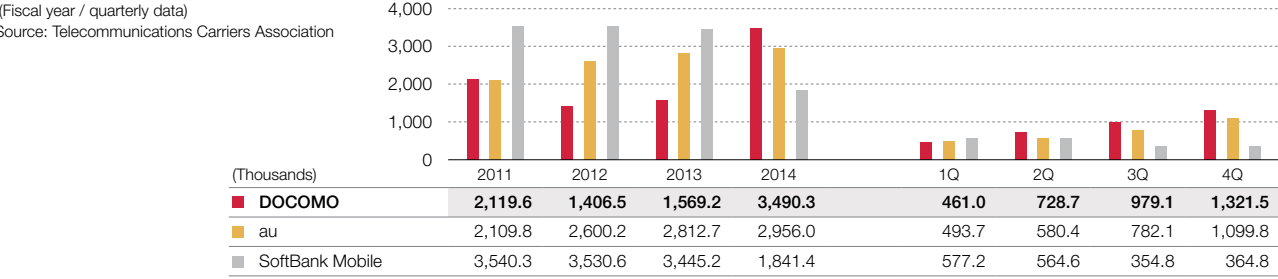


Operating Data

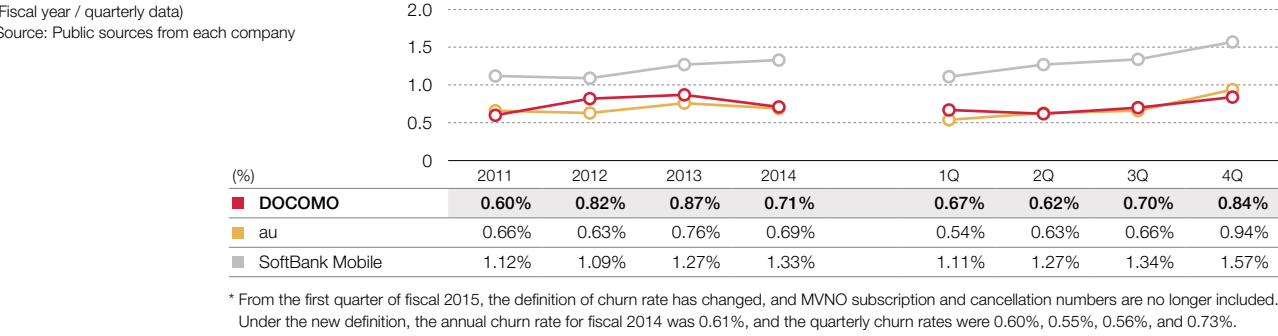
Number of subscriptions



Net additions



Churn rate*



Number of handsets sold

