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, development of enticing new handsets, 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 ARPU diminishing at a greater level than expected rate 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 inside and outside of Japan, 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 or an increase in our costs and expenses.

(5) Other mobile service providers in the world may not adopt the technologies and the frequency bands 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) Malfunctions, defects or imperfections caused by our products and services or those of other parties may give rise to problems.

(8) Inadequate handling of confidential business information including personal information by our corporate group, contractors and others, may adversely affect our credibility or corporate image.

(9) 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, equipment misconfiguration, hacking, unauthorized access and other problems could cause failure in our networks, distribution channels and 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.

Concerns about adverse health effects arising from wireless telecommunications may spread and consequently may adversely affect our financial condition and results of operations.

(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, equipment misconfiguration, hacking, unauthorized access and other problems could cause failure in our networks, distribution channels and 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.

Concerns about adverse health effects arising from wireless telecommunications may spread and consequently may adversely affect our financial condition and results of operations.

(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.
FY2011 Results Highlights
### FY2011 Results Highlights/FY2012 Forecasts

<table>
<thead>
<tr>
<th></th>
<th>FY2010 (full year) (1)</th>
<th>FY2011 (full year) (2)</th>
<th>Changes (1) → (2)</th>
<th>FY2012 (Full-year forecast) (3)</th>
<th>Changes (2) → (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating revenues</strong></td>
<td>4,224.3 billions of yen</td>
<td>4,240.0 billions of yen</td>
<td>+0.4%</td>
<td>4,450.0 billions of yen</td>
<td>+5.0%</td>
</tr>
<tr>
<td><strong>Cellular services revenues</strong></td>
<td>3,407.1 billions of yen</td>
<td>3,385.7 billions of yen</td>
<td>-0.6%</td>
<td>3,304.0 billions of yen</td>
<td>-2.4%</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td>3,379.5 billions of yen</td>
<td>3,365.5 billions of yen</td>
<td>-0.4%</td>
<td>3,550.0 billions of yen</td>
<td>+5.5%</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>844.7 billions of yen</td>
<td>874.5 billions of yen</td>
<td>+3.5%</td>
<td>900.0 billions of yen</td>
<td>+2.9%</td>
</tr>
<tr>
<td><strong>Income before income taxes</strong></td>
<td>835.3 billions of yen</td>
<td>877.0 billions of yen</td>
<td>+5.0%</td>
<td>903.0 billions of yen</td>
<td>+3.0%</td>
</tr>
<tr>
<td><strong>Net income attributable to</strong></td>
<td>490.5 billions of yen</td>
<td>463.9 billions of yen</td>
<td>-5.4%</td>
<td>557.0 billions of yen</td>
<td>+20.1%</td>
</tr>
<tr>
<td>NTT DOCOMO, INC.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA margin (%)</strong></td>
<td>37.1</td>
<td>37.3</td>
<td>+0.2 Points</td>
<td>36.5</td>
<td>-0.8 Points</td>
</tr>
<tr>
<td><strong>Adjusted free cash flow</strong></td>
<td>589.8</td>
<td>503.5</td>
<td>-14.6%</td>
<td>440.0</td>
<td>-12.6%</td>
</tr>
</tbody>
</table>

*Consolidated financial statements in this document are unaudited.

*Adjusted free cash flow excludes the effects of uncollected revenues due to bank holidays at the end of the fiscal year and changes in investments for cash management purposes with original maturities of longer than three months.

For an explanation of the calculation processes of these numbers, please see the reconciliations to the most directly comparable financial measures calculated and presented in accordance with U.S. GAAP and the IR page of our website, www.nttdocomo.co.jp.
FY2011 Results Highlights (1)

■ FY2011 Results

Operating revenues: ¥4,240.0 billion (Up 0.4% year-on-year)
Operating income: ¥874.5 billion (Up 3.5% year-on-year)

Achieved increase in both revenues and income for the first time in eight years

【Results Highlights】

● Packet revenues: ¥1,843.9 billion (Up 8.8% year-on-year)
● Smartphone sales: 8.82 million units (Up 3.5-fold year-on-year)
● Xi device sales: 2.30 million (Up 87.9-fold year-on-year)
● No. of net additions: 2.12 million (Up 10.0% year-on-year)
  Total cellular subscriptions: Topped 60.00 million (Mar. 11, 2012)
FY2011 Results Highlights (2)

FY2011 Operational Highlights:

- Recovery from disaster/Disaster preparedness measures
- Customer satisfaction improvement
- Promotion of smartphones
- Initiatives for transformation into Integrated Services Company
- Response to a series of service interruptions

- Steadfast restoration of base stations
- Nearly completed implementation of new disaster preparedness measures by end of Feb. 2012
- J.D. Power Asia Pacific customer satisfaction survey
  - Consumer: No. 1 for 2 straight years (Nov. 24, 2011)\(^1\)
  - Enterprise: No. 1 for 3 straight years (Sept. 15, 2011)\(^2\)
- Nikkei BP Consulting Mobile Data Device User Satisfaction Survey
  - No. 1 for 4 straight years (Apr. 23, 2012)\(^3\)
- Annual smartphone sales surpassed target (8.82 mil units)
  - Released Xi-enabled smartphones (4 models) and tablets (3 models)
  - Launched new services, e.g., "dmenu", "dmarket"
- NOTTV service launch
- Business collaboration with Radishbo-ya Co., Ltd.
- Completed implementation of principal measures in response to the service interruptions in Mar. 2012
- Steadily implemented measures for network infrastructure improvement

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\(^{1}\) 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, 2011 Japan Business Mobile Phone Service Study. The study results were compiled based on 3,214 responses to the 2011 survey on carriers providing mobile/PHS service obtained from 3,066 businesses with more than 100 employees. Each company evaluated up to two mobile telephone/PHS providers. www.jdpower.co.jp

\(^{3}\) Source: Nikkei BP Consulting "3rd Mobile data devices customer satisfaction survey", which evaluates the overall satisfaction level of users using mobile data services in carriers providing mobile data service (LTE, 3G, WiMAX, etc.). The survey was conducted in Apr. 23, 2012. The scores were derived from the following satisfaction factors: performance/feature/fitness of use of devices, responsiveness of relationship attendants, after-sales support services.
Key factors behind YOY changes in operating income

Operating income: ¥874.5 billion

Increase in other revenues: Up ¥15.7 billion

Increase in packet revenues (Excluding “Monthly Support”): Up ¥153.4 billion

Impact of “Value Plan” : Down approx. ¥65.0 billion

Impact of “Monthly Support” discounts: Down ¥38.9 billion

Increase in equipment sales revenues: Up ¥21.5 billion

Decrease in other expenses: Down ¥9.8 billion

Decrease in communication network charges*: Down ¥62.4 billion

Operating revenues: Up ¥15.7 billion

Operating expenses: Down ¥14.0 billion

FY2011 Financial Results Highlights (3)

FY2010

Operating income: ¥844.7 billion

Decrease in voice revenues (Excluding “Monthly Support”): Down ¥135.9 billion

Increase in equipment sales expenses*: Up ¥58.2 billion

Increase in other expenses: Down ¥9.8 billion

Results for FY2011

*1: Sum of cost of equipment sold and distributor commissions

*2: Sum of communication networks charges, depreciation and amortization, and loss on disposal of property, plant and equipment
Changes in Operating Income (FY2010-2011)

- Excluding the impact of system change* made in FY2010/2Q, operating income essentially continued to record year-on-year gains in all quarters

*(Billions of yen)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>FY2010</th>
<th>Impact of system change, etc.*</th>
<th>FY2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q</td>
<td>240.8</td>
<td>291.0</td>
<td>240.5</td>
</tr>
<tr>
<td>2Q</td>
<td>227.0</td>
<td></td>
<td>267.7</td>
</tr>
<tr>
<td>3Q</td>
<td>235.3</td>
<td></td>
<td>240.8</td>
</tr>
<tr>
<td>4Q</td>
<td>86.2</td>
<td></td>
<td>227.0</td>
</tr>
</tbody>
</table>

FY2011 full-year operating income: ¥874.5 billion

* Reduction in allowances due to revisions made to loyalty program, handset repair system, etc.
Cellular Services Revenues (Voice+Packet)

- Packet revenues continue to grow after overtaking voice revenues in FY2010/4Q.
- FY2011/4Q packet revenues increase steadily to ¥472.2 billion (Up 9.0% year-on-year).
Total Handset Sales

- FY2011 total number of handsets sold: 22.09 million (up 15.9% year-on-year)
- FY2012 handset sales target: 23.80 million units (Up 7.7% year-on-year)

(Million units)

Calculated based on financial results materials, etc., of each company

Handsets sold by TU-KA and EMOBILE are not included

RESULTS FOR FY2011
As a result of proactive migration initiatives, number of subscribers remaining on PDC network as of Mar. 31, 2012, was lower than expected (160,000 subs).

FY2011 full-year churn rate: 0.60%

FY2011 full-year churn rate:
0.60%

Excluding PDC termination impact:
0.58%
FY2012 Results Forecasts: Highlights

- **FY2012 results forecasts**
  - Operating income: ¥900.0 billion
  - Step up sales efforts to increase smartphone users, and achieve income target stated in medium-term vision

- **Key factors behind YOY changes in operating income <FY2011⇒FY2012 (forecast)>**

  **FY2011**
  - Operating income: ¥874.5 billion
  - Decrease in voice revenues (Excluding Monthly Support): Down ¥130.0 billion
  - Impact of “Monthly Support” discounts: Down ¥200.0 billion

  **FY2012 (forecast)**
  - Operating income: ¥900.0 billion
  - Increase in packet revenues (Excluding Monthly Support): Up 250.0 billion
  - Profitability improvement of equipment sales-related business by lowering distributor commissions, etc.: Up 170.0 billion
  - Efficiency improvement efforts: Up ¥20.0 billion
  - Initiatives for future growth, etc.: Down ¥30.0 billion
  - Increase in network costs: Down ¥50.0 billion
  - Disposal of PDC equipment, etc.
  - "mmbi service launch • Start up of cloud services, etc."
- **FY2012** packet revenues estimated to be ¥2,071.0 billion (Up 12.3% year-on-year)
- Cellular services revenues excluding impact of “Monthly Support” discounts projected to increase by ¥121.1 billion, or 3.5% year-on-year
In FY2012 - the final year of “Change and Challenge” action plan, we will accelerate initiatives aimed for evolution of mobile services and transformation into an Integrated Services Company, toward the goal of generating “¥900.0 billion in operating income” and realizing “Medium-Term Vision 2015”

1. Expansion of net additions by promoting smartphones and Xi devices

2. Provision of cloud-based services

3. Transformation into an Integrated Services Company placing mobile at the core

4. Further improvement of customer satisfaction and reinforcement of safety/security measures
1. Expansion of Net Additions by Promoting Smartphones and Xi Devices
## Initiatives for Expansion of Net Additions

- **Improve MNP performance and expand net additions of subscribers (by 2.80 million, or 32.1% year-on-year), leveraging our comprehensive strengths in “devices”, “network”, “services”, “price competitiveness” and “safety/security”**

<table>
<thead>
<tr>
<th>Product lineup</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Provide a wide array of innovative devices, such as models equipped with Xi, NOTTV or other new features, GALAXY Note, Disney Mobile, Raku-Raku Smartphones, etc.</td>
</tr>
<tr>
<td>- Prepare FY2012 lineup centered on smartphones, expanding variety of Xi-enabled models</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Network</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Aggressively expand Xi coverage and utilize DOCOMO’s first-mover advantage</td>
</tr>
<tr>
<td>- Focus on further Xi area expansion, aiming to achieve 70% population coverage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Provide innovative services that are uniquely available from DOCOMO (e.g., “Shabbette Concier”, “Translator Phone”, etc.) using cloud technology</td>
</tr>
<tr>
<td>- Enrich “dmarket” by adding more stores</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strengthen price competitiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Handset prices: Offer products at prices on par with the competition, and introduce other countermeasures to reinforce MNP subscriber acquisition</td>
</tr>
<tr>
<td>Billing plans: Launch “Xi Start Campaign 2”, “Plus Xi-wari” discount campaign on May 1. Study other billing plans that are easy to use for customers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Safety/Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch of “Disaster Voice Messaging Service”, expand use of “Area Mail”</td>
</tr>
</tbody>
</table>
Net Additions

- No. of net additions acquired in FY2011: 2.12 million (Up 10.0% year-on-year)
- FY2012 target: 2.80 million (Up 32.1% year-on-year)
Stepped Up Promotion of Smartphones

- FY2011 full-year smartphone sales: 8.82 million units
- FY2012: Aim to sell 13.00 million units of smartphones, raising the proportion of Xi-enabled devices to approx. 60% of annual smartphone sales

Smartphone sales

(FY2010) 1.28 FOMA smartphones 7.54 Xi smartphones
(FY2011) 8.82 1.28
(FY2012 (forecast)) 7.50 5.50

Aim to achieve approx. 60% of annual sales with Xi-devices
Market Share of Smartphone Sales

- Android’s share of total smartphones sold at mass retailers: Approx. 71%
- DOCOMO’s share of total smartphones sold at mass retailers: Approx. 46%

Changes in market share of smartphones sold at mass retailers (Source: GfK Japan)

<table>
<thead>
<tr>
<th>Market share comparison by carrier</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2011</td>
</tr>
<tr>
<td>DOCOMO (Full year: Approx. 46%)</td>
</tr>
<tr>
<td>Other carriers</td>
</tr>
</tbody>
</table>

Market share comparison by OS

<table>
<thead>
<tr>
<th>FY2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Android (70.9%)</td>
</tr>
<tr>
<td>Other OSs (29.1%)</td>
</tr>
</tbody>
</table>

* Market share distribution among devices carrying any of the 4OSs (Android/iOS/WindowsMobile/BlackBerry) in the mobile phone category.
Based on survey of track record of sales at major mass retailers across Japan by GfK Japan (Tablet devices not included)
Smartphones (Product Lineup)

- In FY2011/4Q, offered a wide array of products releasing Xi- and NOTTV-enabled models, Disney Mobile on docomo, etc.
- In FY2012, continue to provide a rich lineup centered on Android devices incorporating attractive features and services.

**Product lineup**

**FY2011/4Q**

- docomo NEXT series
  - MEDIAS LTE N-04D
  - AQUOS PHONE SH-06D
  - GALAXY NOTE SC-05D

- Disney Mobile on docomo
  - Xperia acro HD SO-03D
  - Disney Mobile on docomo F-08D
  - Disney Mobile on docomo P-05D

**FY2012**

- Further enrichment

**FY2012 Summer models**
As of Mar. 31, 2012:
- Approx. 900 CPs
- Approx. 4,600 sites

FY2011:
- Offering 4 genres

```
[Ref.] BeeTV: Approx. 1.70 million subs (As of Mar. 31, 2012)
```

As of Mar. 31, 2013:
- Over 1,000 CPs
- Over 10,000 sites (forecast)

FY2012:
- Plan to add new stores of other genres
Expansion of Xi Subscriptions

- No. of Xi subs as of Mar. 31, 2012: Increased significantly to 2.22 million
- FY2012 target: Aim to grow Xi subs to over 10.00 million
- Cultivate high-speed data market ahead of competition by enriching product lineup, billing plans and coverage

**Expansion of Xi subs**

<table>
<thead>
<tr>
<th>Date</th>
<th>Subs (Million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/3</td>
<td>0.03</td>
</tr>
<tr>
<td>11/6</td>
<td>0.12</td>
</tr>
<tr>
<td>11/9</td>
<td>0.39</td>
</tr>
<tr>
<td>11/12</td>
<td>1.14</td>
</tr>
<tr>
<td>12/3</td>
<td>2.22</td>
</tr>
<tr>
<td>13/3</td>
<td>(forecast)</td>
</tr>
</tbody>
</table>

Over 10.00 million

**Product lineup**
- Enrich product lineup by adding models equipped with attractive features & services

**Billing plans**
- Prepare billing plans that are easy to use for customers

**Coverage**
- Achieved 100% population coverage* in all ordinance-designated cities nationwide on Mar. 30, 2012
- Roll-out in other areas progressing ahead of plan

*: Population coverage in ordinance-designated cities is calculated based on availability of service at the location of city office of ordinance-designated cities (or ward office in the case of 23 special wards of Tokyo).
Xi Product Lineup

- Released Xi-enabled smartphones (4 models), tablets (3 models) and data communication devices (5 models)
- Approx. 70% of FY2012 summer smartphones planned to be Xi-enabled
“Plus Xi-wari” Discount Campaign

- Plan to launch “Plus Xi-wari Discount” campaign, which expands eligibility for “Xi2 Discount Campaign” to FOMA subscribers (May 1, 2012)
- Subscribers signing up for the campaign before Mar. 31, 2013, will be able to receive discounts for an open-ended period of time

“Plus Xi-wari Discount” campaign

<table>
<thead>
<tr>
<th>First mobile device</th>
<th>Second mobile device</th>
<th>Xi Data Plan FLAT Ninen</th>
</tr>
</thead>
<tbody>
<tr>
<td>Xi comprehensive billing plan</td>
<td>Xi Pake-hodai FLAT</td>
<td>⇒ ¥2,980 (¥3,980 from the third year and beyond)</td>
</tr>
<tr>
<td>FOMA comprehensive billing plan</td>
<td>Pake-hodai FLAT</td>
<td>⇒ ¥3,980</td>
</tr>
<tr>
<td></td>
<td>Pake-hodai Double</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pake-hodai Double 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pake-hodai Double</td>
<td></td>
</tr>
</tbody>
</table>

(Amounts are inclusive of tax)
Xi Area Expansion Plans

- Aim to expand Xi population coverage to approx. 30% as of Mar. 31, 2012, and to approx. 70% by Mar. 31, 2013
- Plan to start offering Xi service using 800MHz and 1.5GHz bands in FY2012/3Q
- Plan to start offering downlink speeds of up to 112.5Mbps using 1.5GHz band in selected areas within FY2012

**FY2012**
- No. of base stations: **Approx. 21,000**
- Population coverage: **Approx. 70%**
- CAPEX: **¥170.0 billion**

Achieved 100% population coverage* in all ordinance-designated cities in Japan on Mar. 30, 2012

* Nationwide support to be started in FY2014 or beyond

*: Population coverage in ordinance-designated cities is calculated based on the availability of services at the location of city office of ordinance-designated cities (or ward office in the case of 23 special wards of Tokyo).
2. Provision of Cloud-Based Services
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.

Help each and every customer lead a smart life

- **Personal life agent**
  - Convenience/fulfillment/efficiency
  - Safety/security
  - Enjoyment/pleasure

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

Initiatives for evolution of mobile services

Initiatives for new value creation through convergence of industries/services

Initiatives for customer satisfaction improvement
Network Cloud

- Create innovative services through the collaboration of devices and network, thereby reinforcing our competitiveness

**Smartphones**

Diverse product lineup

- GALAXY
- Xperia
- ARROWS
- MEDIAS
- AQUOS
- REGZA

**Network**

Accessible from any device

**Creation of innovative services**

- "Shabbette Concier" voice agent
- "Translator Phone"
- Mail translation function

Advanced features uniquely available from telecom operator
“Shabbette Concier” Voice Agent Function

- Launched “Shabbette Concier” voice agent function on Mar. 1, 2012
- An advanced service realized by Network Cloud
- Enjoys favorable customer acceptance, with no. of downloads reaching approx. 1.57 million as of Apr. 25, 2012
- Noise tolerance to be upgraded in April 2012, and support of knowledge inquiries to be added in future

Smartphone features that can be operated by voice command:

- Voice call
- Mail
- Camera
- Memo
- Scheduler entry
- Scheduler check
- Alarm
- Timer
- Music player

Content that can be searched by voice command:

<table>
<thead>
<tr>
<th>Area guide</th>
<th>Recipe</th>
<th>Train transfer</th>
<th>Map</th>
<th>Weather</th>
</tr>
</thead>
<tbody>
<tr>
<td>News</td>
<td>Tweets</td>
<td>Images</td>
<td>Video</td>
<td>Music</td>
</tr>
<tr>
<td>Apps</td>
<td>Gaming</td>
<td>Books/ comic</td>
<td>Oshiete! goo</td>
<td>Wikipedia</td>
</tr>
<tr>
<td>Browser</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Provision of Intelligent Network Functions

- Offer attractive device-independent services that are uniquely available from DOCOMO, to further reinforce our competitiveness

**DOCOMO’s Network Cloud**

*Services are provided by telecom operator*

**Services offered through Network Cloud**

- Shabette Concier
- Translator Phone
- Mail translation function
- Disaster Voice Messaging Service

**Network Cloud**

- Voice recognition
- Voice synthesis
- Machine translation
- Intention analysis
- Location data
- Voice storage
- Image processing
- Content sharing

**Network reduced to a “dumb pipe”**

**Telecom operator provides intelligent functions**

**Rich variety of devices**

- Galaxy
- Xperia
- ARROWS MEDIAS
- AQUOS REGZA

**Device**

- Accessible from any device

**Network**

- Telecom operator’s network turns into a dumb pipe

**Services**

- Device manufacturers, etc. provide services to specific devices

**RESULTS FOR FY2011**
“Translator Phone”/Mail Translation Function

- Increase no. of languages supported by “Translator Phone” service from 3 (currently) to 10
- Plan to start offering mail translation function in May 2012

**“Translator Phone”**

- Network Cloud
- Voice recognition
- Machine translation
- Voice synthesis

- “Translator Phone” function
- Translate speech between Japanese⇒English
- Can hear the message in Japanese
- I am MAKI’s mother. Thank you for taking care of my daughter.
- Maki & host family

**Mail translation function**

- Network Cloud
- Mail translation function
- Planned for launch late May 2012

- Foreigner
- 【Send】 Allows users to write mail in Japanese and send it after being translated into foreign language
- 【Receive】 Allows user to receive mail originally written in foreign language after being translated into Japanese

- Mom (Japanese)
- 【Write mail (Japanese)】
- 【Send mail (Foreign language)】
- 【Receive mail (Japanese)】

-【Read mail (Japanese)】
- Can hear the message in English
- Can hear the message in Japanese

- Supported languages: Japanese⇔English, Chinese, Korean
- Languages to be added within FY2012: French, German, Italian, Spanish, Portuguese, Thai, Indonesian
Construction of Personal Cloud

- Deliver services tailored to the preferences of each user
- A function that verifies the identity of user enables common use of the same service across multiple devices
3. Transformation into an Integrated Services Company Centered on Mobility
Planned Actions in New Business Areas

- Promote capital/business alliances with private companies and local governments to create new values and markets
- Aim for full-scale entry in each business through collaboration leveraging mobile’s unique properties
- FY2011 revenues from new businesses: approx. ¥400.0 billion
- FY2012 revenues target: ¥500.0 billion

**Media/Content business**
Business relating to the convergence of mobile with various media and content

**Finance/Payment business**
Business relating to finance and payment services using mobile's unique properties or credit function

**Commerce business**
Business in the fields of commerce and marketing leveraging mobile properties

**Medical/Healthcare business**
Business relating to health/medical care services using mobile

**M2M business**
Business relating to the convergence of mobile with various tools and equipment

**Aggregation/Platform business**
Business relating to aggregation and various other services deployed mainly overseas

**Environment/Ecology business**
Various energy/ecology-related businesses leveraging mobile

**Safety/Security & other business**
Business relating to safety/security services using mobile
## Results of Actions in New Business Areas

### Media/Content Business
- **2000**: Established D2C jointly with Dentsu, Inc. and other companies for mobile advertisement
- **2012**: Started operation of Japan’s first broadcasting station for smartphones, “NOTTV”, on Apr. 1.
  - Capital: ¥49.6 billion (capital increase in Dec. 2011)
  - Cooperation with various TV broadcasters, etc.

### Commerce Business
- **2009**: Acquired 51% stake in Oak Lawn Marketing, a home shopping service provider
- **2012**: Agreed on capital alliance with "Radishbo-ya", a premium home grocery delivery service, and completed tender offer
- **2012**: Entered into agreement with Intage, Inc., a market research company, to set up joint venture “DOCOMO Insight Marketing, Inc”

### M2M Business
- **2010**: Launched “DOCOMO DriveNet” information delivery service for drivers (in cooperation with Pioneer)
- **2011**: Started offering prepaid data-only billing plans for Sony Computer Entertainment’s “PlayStation®Vita” gaming console
- **2011**: Entered into business alliance with Eye-Fi for collaboration in digital camera and “Otayori Photo Panel” services, etc.

### 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**: Started offering “docomo Medical Insurance” and “One-Day Auto 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
- **2011**: 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”
NOTTV

• Launched Japan’s first broadcasting service for smartphones, “NOTTV”, on Apr. 1, 2012
• Aim to acquire over 1.00 million subscriptions by Mar. 31, 2013

NOTTV services

Real-time viewing
View high-quality live images while receiving broadcast service

- Concert
- Sports
- News

Shift-time viewing, digital content
Enables viewing of content after storing it on device, as well as delivery of various types of content, e.g., newspaper/magazine, e-book, gaming, etc.

- Movie
- Music
- Newspaper
- Novel
- Ticket

Compatible devices

AQUOS PHONE
SH-06D
Released
Mar. 23

MEDIAS TAB
N-06D
Released
Mar. 30

* SH-06D NERV planned for release in Jun. 2012

* Plan to add 5 more models within FY2012/1H

Linked with SNS for greater fun

Broadcasting

Twitter

Facebook

Others

Communication

Interactive

View the same program and share the excitement with other people using SNS

Service coverage (planned)

2012 Apr.

South Kanto, Ibaraki (limited areas)
Aichi, Mie, Shiga, Kyoto, Nara,
Osaka, Hyogo, Hiroshima, Fukuoka,
Okinawa

2012 Jul.

Okayama

2012 Oct.

Shizuoka, Wakayama, Kumamoto

2013 Jan.

Miyagi, Ishikawa, Kagawa, Ehime, Saga

2013 Feb.

North Kanto

2013 Apr.

Hokkaido, Niigata, Nagano, Kagoshima

RESULTS FOR FY2011
Smartphone Customer Satisfaction Improvement

- Work to further improve satisfaction of smartphone users, thereby maintaining No. 1 ranking in overall customer satisfaction even amid full-scale subscriber migration to smartphones

Maintain No.1 customer satisfaction ranking

Feature phone users
- Opening of smartphone lounges
  - 7 locations nationwide (incl. cafés)
  - No. of visitors in FY2011: Approx. 600,000

Smartphone users
- Smartphone classes at docomo Shop
  - Example of lessons
    - "Introduction to smartphones"
    - "Fun to touch! tablet classes"
  - FY2011 participants: Approx. 310,000
- Smartphone Anshin Remote Support
  - Remotely assist users with smartphone settings and operations
  - Launched in March 2012; free trial service provided through May 2012
Stable network operation confirmed after implementation of measures against a series of service interruptions and comprehensive inspection of our communication facilities.

Continue to strive for network reliability improvement, to realize an advanced network infrastructure capable of accommodating 50.00 million smartphones.
Launched “Disaster Voice Messaging Service” in March 2012
- Enables users to send messages as data files in case of connection difficulty due to a disaster

“Disaster Voice Messaging Service”
No. of downloads: 2.48 million
(As of Apr. 23, 2012)

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

I’m safe, taking shelter at a nearby school.

(2) Record a message using “Disaster Voice Messaging Service”

(1) Voice call
Outbound call restriction
Congestion
Circuit-switched voice network
Packet-switched data network
(3) Send voice message file
(5) Automatic notification after message is replayed by receiver

“Disaster Voice Messaging Service”

(4) Replay voice message
Message replayed in caller’s own voice

“Disaster Message Board Service”

I’m safe, taking shelter at a nearby school.

(3) Send voice message file
(4) Replay voice message
(5) Automatic notification after message is replayed by receiver

RESULTS FOR FY2011
“Area Mail” Emergency Alert

- Started offering “Area Mail” service from FY2007, enabling users to receive “emergency earthquake alerts” or “tsunami warnings” issued by Japan Meteorological Agency or “disaster/shelter information” from national/local governments
  * Delivery of “tsunami warnings” was started in February 2012
- As of Apr. 1, 2012, “Area Mail” was introduced by over 1,000 out of Japan’s total approx. 1,800 municipalities. Aim to further promote its adoption going forward.

Out of total approx. 1,800 municipalities over 1,000 adopted “Area Mail”
Additional Disaster Preparedness Measures

- Continue implementing additional measures to enhance safety and reliability of communication network

Dispersion of key facilities

- Disperse important facilities concentrated in the Metropolitan area, aiming to complete their transfer to Kansai/Kyushu within FY2012 in view of the possibility of a major earthquake directly striking Tokyo

**CAPEX**
FY2011 actual: ¥14.7 billion  
FY2012 forecast: ¥31.5 billion

Green Base Stations

- Introduction of solar panels/lithium-ion battery
- Highly efficient integrated Direct-Current (DC) control
- Operation/extension of usable hours using base station battery information
- Reduce use of commercial power with solar panels
- Peak shift using night-time power
- Tracking of electric current levels of base station equipment
- Roll-out of infrastructure capable of collecting battery data

Other disaster measures

- Establishment of TOHOKU Reconstruction Support Office (Dec. 1, 2011)
- Review of disaster response manual including Business Continuity Plan (BCP)
- Execution of comprehensive disaster drill, communication training
- Strengthened cooperation with Self Defense Force and other external institutions as a designated public institution
Capital Expenditures

- FY2011 full-year CAPEX reached ¥726.8 billion, as a result of dispersion of important facilities, accelerated expansion of Xi areas and other measures.
- FY2012 full-year CAPEX estimated to be ¥735.0 billion, absorbing the outlays for the additional measures for dispersion of important facilities and improvement of network infrastructure by optimizing overall use of CAPEX.
Shareholder Return

- Dividend for FY2011: ¥5,600/share
- Dividend for FY2012: ¥6,000/share, up ¥400 compared to FY2011 (planned)
  (Dividend payout ratio: 44.7% (forecast))

(yen/share)


¥4,000 ¥4,800 ¥4,800 ¥5,200 ¥5,200 ¥5,600 (planned) ¥6,000 (planned)
**Cellular (Xi+FOMA+mova) ARPU**

- **FY2011 aggregate ARPU**: ¥4,870 (Down 3.9% year-on-year)
- **Packet ARPU**: Up ¥130 (5.1%) year-on-year

### FY2010 Aggregate ARPU

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4-6 (1Q)</td>
<td>¥2,530 (Down 12.8% YOY)</td>
<td>¥2,540 (Up 3.7% YOY)</td>
</tr>
<tr>
<td>7-9 (2Q)</td>
<td>¥2,560</td>
<td>¥2,540</td>
</tr>
<tr>
<td>10-12 (3Q)</td>
<td>¥2,590</td>
<td>¥2,540</td>
</tr>
<tr>
<td>11/1-3 (4Q)</td>
<td>¥2,190</td>
<td>¥2,540</td>
</tr>
</tbody>
</table>

**FY2010 Aggregate ARPU**

- ¥5,070 (Down 5.2% YOY)
- Voice: ¥2,530 (Down 12.8% YOY)
- Packet ¥2,540 (Up 3.7% YOY)

### FY2011 Aggregate ARPU

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4-6 (1Q)</td>
<td>¥2,200 (Down 13.0% YOY)</td>
<td>¥2,670 (Up 5.1% YOY)</td>
</tr>
<tr>
<td>7-9 (2Q)</td>
<td>¥2,200</td>
<td>¥2,670</td>
</tr>
<tr>
<td>10-12 (3Q)</td>
<td>¥2,200</td>
<td>¥2,670</td>
</tr>
<tr>
<td>12/1-3 (4Q)</td>
<td>¥1,980</td>
<td>¥2,670</td>
</tr>
</tbody>
</table>

**FY2011 Aggregate ARPU**

- ¥4,870 (Down 3.9% YOY)
- Voice: ¥2,200 (Down 13.0% YOY)
- Packet ¥2,670 (Up 5.1% YOY)

- **FY2011 aggregate ARPU**: ¥4,870 (Down 3.9% year-on-year)
- **Packet ARPU**: Up ¥130 (5.1%) year-on-year
Cellular (Xi+FOMA+mova) MOU

- FY2011 full-year MOU: 126 minutes (down 6.0% year-on-year)

◆ For an explanation on MOU, please see “Definition and Calculation Methods of MOU and ARPU” in this presentation.
• Subscription rate of billing plans offering 50% discount on basic monthly charge grew to 
  over 80% → Negative impact on revenues became insignificant
• Growth of “Value Plan” subs has slowed after topping 45.00 million (70% subscription rate)
Operating Revenues

(Billions of yen)

2011/3 2012/3 2013/3 (full year forecast)

- Equipment sales revenues: 477.4 498.9 725.0
- Other revenues: 339.7 355.4 421.0
- Cellular services revenues (voice, packet): 3,407.1 3,385.7 3,304.0

◆ “International services revenues” are included in “Cellular services revenues (voice, packet)”. 
◆ +0.4%
Operating Expenses

<table>
<thead>
<tr>
<th></th>
<th>2011/3/31</th>
<th>2012/3/31</th>
<th>2013/3 (Full-year forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel expenses</td>
<td>264.6</td>
<td>272.9</td>
<td>278.0</td>
</tr>
<tr>
<td>Taxes and public duties</td>
<td>38.7</td>
<td>38.8</td>
<td>38.0</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>693.1</td>
<td>684.8</td>
<td>695.0</td>
</tr>
<tr>
<td>Loss on disposal of property, plant and equipment and intangible assets</td>
<td>44.3</td>
<td>40.3</td>
<td>71.0</td>
</tr>
<tr>
<td>Communication network charges</td>
<td>261.3</td>
<td>211.2</td>
<td>223.0</td>
</tr>
<tr>
<td>Non-personnel expenses</td>
<td>2,077.6</td>
<td>2,117.6</td>
<td>2,245.0</td>
</tr>
<tr>
<td>(Incl.) Revenue-linked expenses*</td>
<td>1174.8</td>
<td>1170.6</td>
<td>1219.0</td>
</tr>
<tr>
<td>(Incl.) Other non-personnel expenses</td>
<td>902.7</td>
<td>947.0</td>
<td>1026.0</td>
</tr>
</tbody>
</table>

* Revenue-linked expenses: Cost of equipment sold + distributor commissions + cost of docomo point service

-0.4%
Results for FY2011

Capital Expenditures

(Billions of yen)

<table>
<thead>
<tr>
<th></th>
<th>2011/3/31</th>
<th>2012/3/31</th>
<th>2013/3 (Full-year forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other (information systems, etc.)</td>
<td>147.7</td>
<td>165.2</td>
<td>166.0</td>
</tr>
<tr>
<td>Mobile phone business (LTE)</td>
<td>26.0</td>
<td>92.3</td>
<td>173.0</td>
</tr>
<tr>
<td>Mobile phone business (FOMA)</td>
<td>378.8</td>
<td>320.5</td>
<td>215.0</td>
</tr>
<tr>
<td>Mobile phone business (mova)</td>
<td>5.4</td>
<td>1.2</td>
<td>0.0</td>
</tr>
<tr>
<td>Mobile phone business (Other)</td>
<td>110.5</td>
<td>147.6</td>
<td>181.0</td>
</tr>
</tbody>
</table>

+8.7%
## Operational Results and Forecasts

<table>
<thead>
<tr>
<th>Number of subscriptions (thousands)*1</th>
<th>2011/3 (1)</th>
<th>2012/3 (2)</th>
<th>Changes (1) → (2)</th>
<th>2013/3 (Full-year forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>mova</strong></td>
<td>58,010</td>
<td>60,129</td>
<td>+3.7%</td>
<td>62,930</td>
</tr>
<tr>
<td><strong>FOMA</strong></td>
<td>56,746</td>
<td>57,905</td>
<td>+2.0%</td>
<td>52,640</td>
</tr>
<tr>
<td><strong>Xi</strong></td>
<td>26</td>
<td>2,225</td>
<td>+8597.4%</td>
<td>10,290</td>
</tr>
<tr>
<td><strong>i-mode</strong></td>
<td>48,141</td>
<td>42,321</td>
<td>-12.1%</td>
<td>34,170</td>
</tr>
<tr>
<td><strong>sp-mode</strong></td>
<td>2,095</td>
<td>9,586</td>
<td>+357.7%</td>
<td>19,130</td>
</tr>
<tr>
<td><strong>Communication module services</strong></td>
<td>1,968</td>
<td>2,330</td>
<td>+18.4%</td>
<td>2,780</td>
</tr>
<tr>
<td><strong>Total handsets sold</strong></td>
<td>19,055</td>
<td>22,089</td>
<td>+15.9%</td>
<td>23,800</td>
</tr>
<tr>
<td><strong>mova</strong> New</td>
<td>7</td>
<td>2</td>
<td>-72.4%</td>
<td>-</td>
</tr>
<tr>
<td><strong>mova</strong> Replacement</td>
<td>3</td>
<td>1</td>
<td>-69.6%</td>
<td>-</td>
</tr>
<tr>
<td><strong>FOMA</strong> New</td>
<td>5,086</td>
<td>5,168</td>
<td>+1.6%</td>
<td>-</td>
</tr>
<tr>
<td><strong>FOMA</strong> Migration from mova</td>
<td>1,385</td>
<td>833</td>
<td>-39.8%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>12,547</td>
<td>13,786</td>
<td>+9.9%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Churn rate (%)</strong></td>
<td>0.47</td>
<td>0.60</td>
<td>+0.13point</td>
<td>-</td>
</tr>
<tr>
<td>**ARPU (Xi+FOMA+mova) (yen)***3</td>
<td>5,070</td>
<td>4,870</td>
<td>-3.9%</td>
<td>4,570</td>
</tr>
<tr>
<td><strong>Voice ARPU (Xi+FOMA+mova) (yen)</strong></td>
<td>2,530</td>
<td>2,200</td>
<td>-13.0%</td>
<td>1,690</td>
</tr>
<tr>
<td><strong>Packet ARPU (Xi+FOMA+mova) (yen)</strong></td>
<td>2,540</td>
<td>2,670</td>
<td>+5.1%</td>
<td>2,880</td>
</tr>
<tr>
<td>**MOU (Xi+FOMA+mova) (minutes)***3</td>
<td>134</td>
<td>126</td>
<td>-6.0%</td>
<td>-</td>
</tr>
</tbody>
</table>

*1 Communication Module Service subscriptions are included in the number of cellular phone subscriptions in order to align the calculation method of subscribers with that of other cellular phone carriers. (Market share, the number of handsets sold and churn rate are calculated inclusive of Communication Module Service subscriptions.)

*2 Other includes purchases of additional handsets by existing FOMA subscribers.

*3 For an explanation of MOU and ARPU, please see “Definition and Calculation Methods of MOU and ARPU” in this presentation.
### FY2011/4Q (3 months) Financial Results

<table>
<thead>
<tr>
<th></th>
<th>2011/1-3 (4Q) (1)</th>
<th>2012/1-3 (4Q) (2)</th>
<th>Changes (1) → (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenues</td>
<td>1,015.1</td>
<td>1,065.8</td>
<td>+5.0%</td>
</tr>
<tr>
<td>(Billions of yen)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cellular services revenues</td>
<td>808.3</td>
<td>826.3</td>
<td>+2.2%</td>
</tr>
<tr>
<td>(Billions of yen)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating expenses</td>
<td>928.9</td>
<td>935.2</td>
<td>+0.7%</td>
</tr>
<tr>
<td>(Billions of yen)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating income</td>
<td>86.2</td>
<td>130.7</td>
<td>+51.5%</td>
</tr>
<tr>
<td>(Billions of yen)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income before income taxes</td>
<td>86.7</td>
<td>132.9</td>
<td>+53.3%</td>
</tr>
<tr>
<td>(Billions of yen)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income attributable to NTT DOCOMO, INC.</td>
<td>46.5</td>
<td>69.3</td>
<td>+49.0%</td>
</tr>
<tr>
<td>(Billions of yen)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA margin (%)</td>
<td>29.3</td>
<td>31.8</td>
<td>+2.5 Points</td>
</tr>
<tr>
<td>Adjusted free cash flow (Billions of yen)*</td>
<td>195.7</td>
<td>1,874</td>
<td>-4.2%</td>
</tr>
</tbody>
</table>

---

- Consolidated financial statements in this document are unaudited.
- Adjusted free cash flow excludes the effects of changes in investments for cash management purposes derived from purchases, redemption at maturity and disposal of financial instruments with original maturities of longer than three months.
- For an explanation of the calculation processes of these numbers, please see the reconciliations to the most directly comparable financial measures calculated and presented in accordance with U.S. GAAP and the IR page of our website, [www.nttdocomo.co.jp](http://www.nttdocomo.co.jp)
MOU (Minutes of Use): Average monthly communication time per subscription.

ARPU (Average monthly Revenue Per Unit):
Average monthly revenue per unit, or ARPU, is used to measure average monthly operating revenues attributable to designated services on a per subscription basis. ARPU is calculated by dividing various revenue items included in operating revenues from our wireless services, such as basic monthly charges, voice communication charges and packet communication charges, from designated services which are incurred consistently each month, by the number of active subscriptions to the relevant services. Accordingly, the calculation of ARPU excludes revenues that are not representative of monthly average usage such as activation fees. We believe that our ARPU figures provide useful information to analyze the average usage per subscription and the impacts of changes in our billing arrangements. The revenue items included in the numerators of our ARPU figures are based on our U.S. GAAP results of operations. This definition applies to all ARPU figures herein.

Aggregate ARPU (Xi+FOMA+mova): Voice ARPU (Xi+FOMA+mova) + Packet ARPU (Xi+FOMA+mova)
- Voice ARPU (Xi+FOMA+mova): Voice ARPU (FOMA+mova) Related Revenues (basic monthly charges, voice communication charges) / No. of active subscriptions (Xi+FOMA+mova)
- Packet ARPU (Xi+FOMA+mova): Packet ARPU (Xi+FOMA+mova) Related Revenues (basic monthly charges, packet communication charges) / No. of active subscriptions (Xi+FOMA+mova)

Aggregate ARPU (FOMA): Voice ARPU (FOMA) + Packet ARPU (FOMA)
- Voice ARPU (FOMA): Voice ARPU (FOMA) Related Revenues (basic monthly charges, voice communication charges) / No. of active subscriptions (FOMA)
- Packet ARPU (FOMA): Packet ARPU (FOMA) Related Revenues (basic monthly charges, packet communication charges) / No. of active subscriptions (FOMA)

Aggregate ARPU (mova): Voice ARPU (mova) + Packet ARPU (mova)
- Voice ARPU (mova): Voice ARPU (mova) Related Revenues (basic monthly charges, voice communication charges) / No. of active subscriptions (mova)
- Packet ARPU (mova): Packet ARPU (mova) Related Revenues (basic monthly charges, packet communication charges) / No. of active subscriptions (mova)

Active Subscriptions Calculation Methods:
Sum of No. of active subscriptions for each month ((No. of subscriptions at the end of previous month + No. of subscriptions at the end of current month) / 2) during the relevant period

Note: Subscriptions and revenues for communication module service, Phone Number Storage and Mail Address Storage service are not included in the ARPU and MOU calculations.
### Reconciliation of the Disclosed Non-GAAP Financial Measures to the Most Directly Comparable GAAP Financial Measures

#### i. EBITDA and EBITDA margin

<table>
<thead>
<tr>
<th></th>
<th>Year ending March 31, 2013 (Forecast)</th>
<th>Year ended March 31, 2011</th>
<th>Year ended March 31, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Billions of yen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. EBITDA</td>
<td>¥ 1,626.0</td>
<td>¥ 1,565.7</td>
<td>¥ 1,583.3</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>(695.0)</td>
<td>(1,003.1)</td>
<td>(884.8)</td>
</tr>
<tr>
<td>Loss on sale or disposal of property, plant and equipment</td>
<td>(31.0)</td>
<td>(27.9)</td>
<td>(48.1)</td>
</tr>
<tr>
<td>Operating income</td>
<td>960.0</td>
<td>844.7</td>
<td>874.5</td>
</tr>
<tr>
<td>Other income (expense)</td>
<td>3.0</td>
<td>(9.4)</td>
<td>2.5</td>
</tr>
<tr>
<td>Income taxes</td>
<td>(344.0)</td>
<td>(337.8)</td>
<td>(402.5)</td>
</tr>
<tr>
<td>Equity in net income (losses) of affiliates</td>
<td>(10.0)</td>
<td>(5.5)</td>
<td>(13.5)</td>
</tr>
<tr>
<td>Loss: Net income attributable to noncontrolling interests</td>
<td>8.0</td>
<td>(1.5)</td>
<td>3.0</td>
</tr>
<tr>
<td>b. Net income attributable to NTT DOCOMO, INC.</td>
<td>557.0</td>
<td>490.5</td>
<td>463.9</td>
</tr>
<tr>
<td>c. Operating revenues</td>
<td>4,450.0</td>
<td>4,224.3</td>
<td>4,240.0</td>
</tr>
</tbody>
</table>

**Note:** EBITDA and EBITDA margins, as we use them, are different from EBITDA as used in Item 10(e) of regulation S-K and may not be comparable to similarly titled measures used by other companies.

#### ii. ROCE after tax effect

<table>
<thead>
<tr>
<th></th>
<th>Year ending March 31, 2013 (Forecast)</th>
<th>Year ended March 31, 2011</th>
<th>Year ended March 31, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Billions of yen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Operating income</td>
<td>¥ 960.0</td>
<td>¥ 844.7</td>
<td>¥ 874.5</td>
</tr>
<tr>
<td>b. Operating income after tax effect (=a/c*(1-effective tax rate))</td>
<td>¥ 557.1</td>
<td>501.0</td>
<td>517.7</td>
</tr>
<tr>
<td>c. Capital employed</td>
<td>5,439.7</td>
<td>5,262.5</td>
<td>5,299.0</td>
</tr>
<tr>
<td>ROCE before tax effect (=a/c)</td>
<td>16.5%</td>
<td>16.1%</td>
<td>16.5%</td>
</tr>
<tr>
<td>ROCE after tax effect (=b/c)</td>
<td>10.2%</td>
<td>9.5%</td>
<td>8.8%</td>
</tr>
</tbody>
</table>

**Notes:**
- Capital employed = Two period ends average of (NTT DOCOMO, INC. shareholders' equity + Interest bearing liabilities)
- Interest bearing liabilities = Current portion of long-term debt + Short-term borrowings + Long-term debt
- The effective tax rate for the years ended March 31, 2011 and 2012 was 40.8%.
- The effective tax rate for the year ending March 31, 2013 (Forecast) is 38.1%.

#### iii. Free cash flows excluding irregular factors and changes in investments for cash management purposes

<table>
<thead>
<tr>
<th></th>
<th>Year ending March 31, 2013 (Forecast)</th>
<th>Year ended March 31, 2011</th>
<th>Year ended March 31, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Billions of yen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free cash flows excluding irregular factors and changes in investments for cash management purposes</td>
<td>¥ 440.0</td>
<td>¥ 589.8</td>
<td>¥ 565.5</td>
</tr>
<tr>
<td>Irregular factors (1)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Changes in investments for cash management purposes (2)</td>
<td>-</td>
<td>241.9</td>
<td>(220.5)</td>
</tr>
<tr>
<td>Free cash flows</td>
<td>440.0</td>
<td>831.7</td>
<td>136.0</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>731.5</td>
<td>585.9</td>
<td>(874.0)</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>1,175.0</td>
<td>1,287.0</td>
<td>1,110.6</td>
</tr>
</tbody>
</table>

**Notes:**
- (1) Irregular factors represent the effects of uncollected revenues due to a bank closure at the end of the fiscal period.
- (2) Changes in investments for cash management purposes were derived from purchases, redemption at maturity and disposals of financial instruments held for cash management purposes with original maturities of longer than three months. Net cash used in.