



IR Presentation

September 2012

NTT
docomo

NTT DOCOMO, INC.

1 Special Note Regarding 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.

2 1. Management Policy: "Speed & Challenge"

Speed and Challenge

Evolution of services
by pursuing innovation

New value creation
through convergence

DOCOMO's
Mission

Maintaining communication
networks as social
infrastructure

DOCOMO's
Dream

Shaping a more convenient
and fulfilling smart life

DOCOMO's
Strengths

- World's most advanced technological capabilities/
Dedication to R&D
- Committed to improving customer satisfaction/
Focus on hands-on approach

3 2. Business Overview: FY2012/1Q Results Highlights

| | 2011/4-6 (1Q) (1) | 2012/4-6 (1Q) (2) | Changes (1)→(2) | FY2012 (Full-year forecast) (3) | Progress to forecast (2) / (3) |
|---|----------------------|----------------------|--------------------|---------------------------------------|--------------------------------------|
| Operating Revenues (Billions of yen) | 1,047.3 | 1,072.3 | +2.4% | 4,450.0 | 24.1% |
| Cellular Services Revenues (Billions of yen) | 850.6 | 827.2 | -2.8% | 3,304.0 | 25.0% |
| Operating Expenses (Billions of yen) | 779.6 | 809.7 | +3.9% | 3,550.0 | 22.8% |
| Operating Income (Billions of yen) | 267.7 | 262.6 | -1.9% | 900.0 | 29.2% |
| Income Before Income Taxes (Billions of yen) | 270.3 | 264.8 | -2.0% | 903.0 | 29.3% |
| Net Income Attributable to NTT DOCOMO, INC. (Billions of yen) | 158.7 | 164.3 | +3.5% | 557.0 | 29.5% |
| EBITDA Margin (%)* | 40.8 | 39.6 | -1.2 Points | 36.5 | - |
| Adjusted Free Cash Flow (Billions of yen) * | 82.5 | -30.1 | -112.6 | 440.0 | - |

◆ 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 term 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.

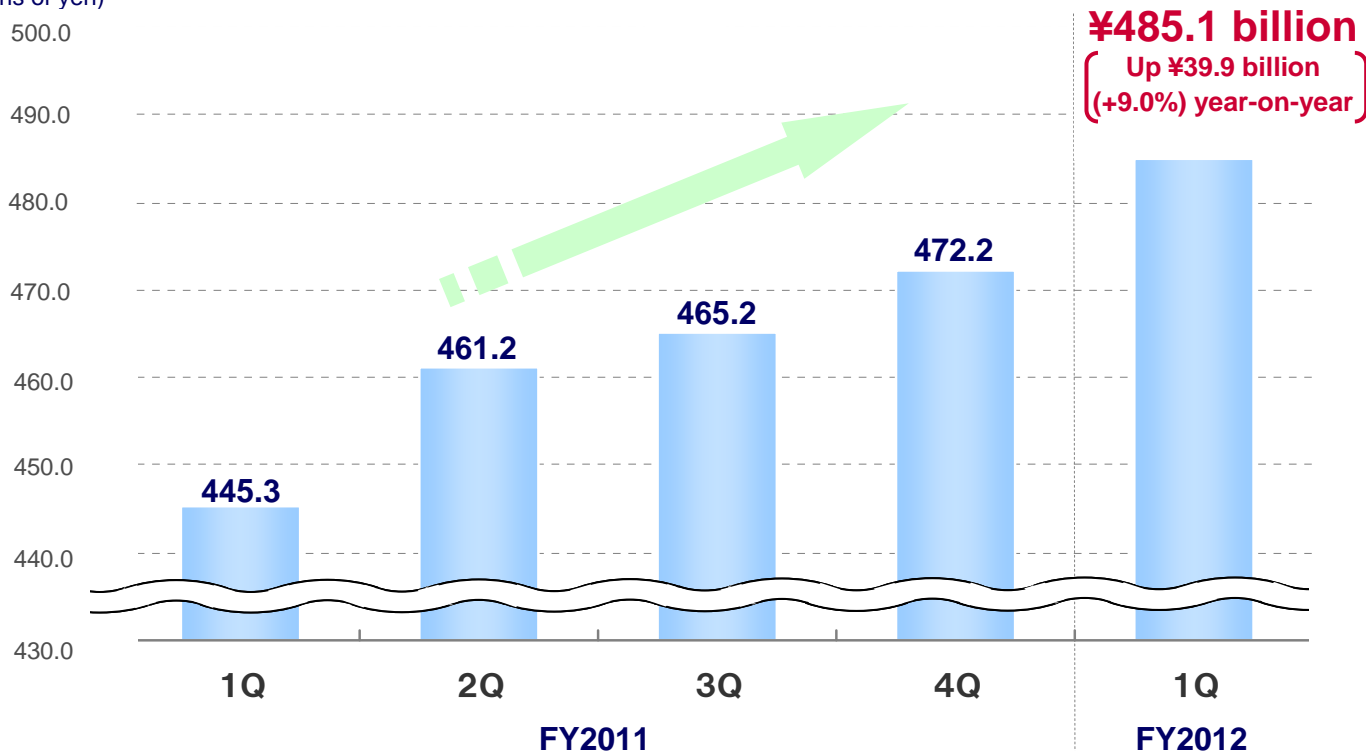
www.nttdocomo.co.jp

4 2. Business Overview: Packet Revenues

- FY2012/1Q packet revenues recorded a steady increase of **¥39.9 billion (9.0%) year-on-year**

Historical growth of packet revenues

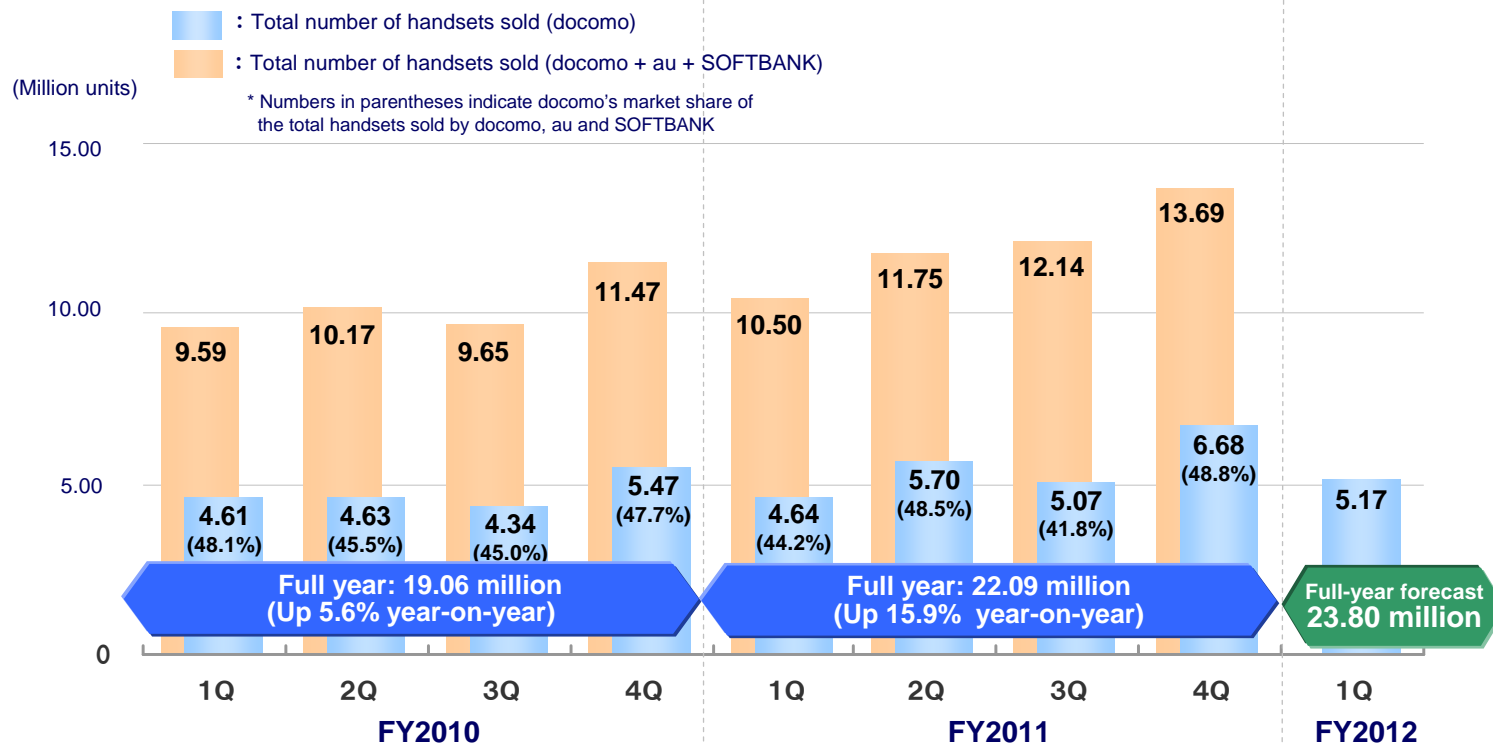
(Billions of yen)



5 2. Business Overview: Total Handset Sales

- FY2012/1Q total number of handsets sold: 5.17 million, up 520,000 units (11.2%) year-on-year

Total handsets sales



◆ Calculated based on financial results materials, etc. of each company ◆ Handsets sold by EMOBILE are not included

6 2. Business Overview: Net Adds/Churn Rate/MNP

- FY2012/1Q net additions: 270,000
- FY2012/1Q churn rate: 0.74%
- MNP inflow/outflow performance improving steadily

Net additions

FY2012/1Q net additions:

270,000 subs

* Excluding impact of prepaid data plan churns:

400,000 subs

Churn rate

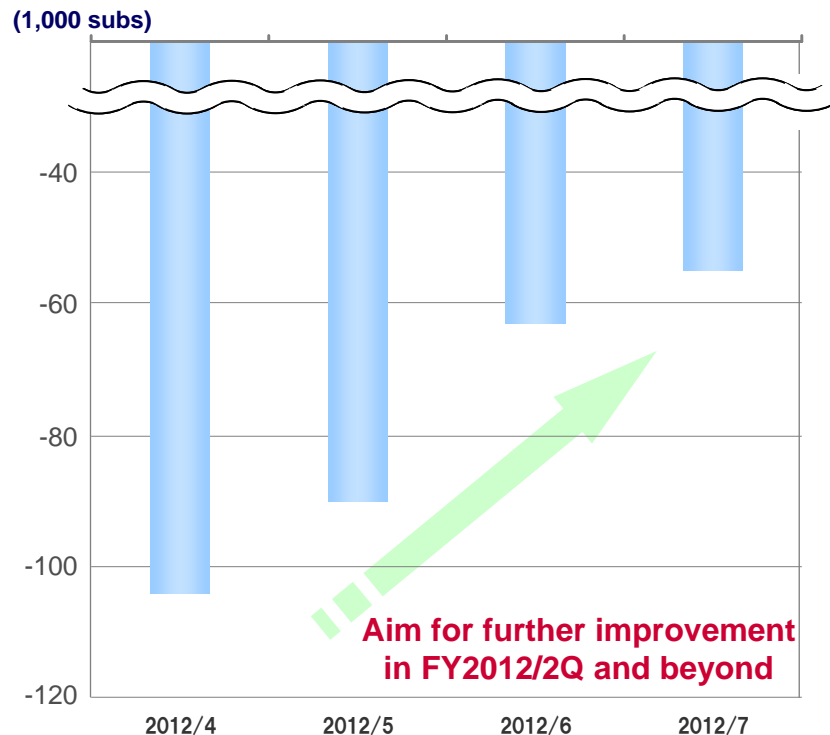
FY2012/1Q churn rate:

0.74%

* Excluding impact of prepaid data plan churns:

0.67%

MNP performance



7 3. FY2012 Business Management Policies/Focus Areas

FY2012 business management policies

1. Increase in net additions of subscribers by promoting smartphones and Xi services
2. Provision of cloud-based services
3. Further improvement of customer satisfaction and reinforcement of safety/security measures
4. Transformation into an Integrated Services Company placing mobile at the core



Focus areas

- Provision of product lineup superior to competitors'
- Introduction of billing plans catered to the needs of different user segments and enhancement of their market recognition
- Provision of a wide array of cloud services that are uniquely available from DOCOMO leveraging our R&D strengths
- Further enrichment of "dmarket" by preparing a rich variety of attractive content
- Creation of an environment where users can use smartphones securely and conveniently with peace of mind
- Pioneering new business areas with strategic partners and reinforcement of overseas business

3-1. Smartphone: Product Lineup

- Released a total of 17 models of smartphones/tablets, overwhelming the offerings of the competitors
- 11 models are Xi LTE-enabled, and many are equipped with popular features, such as waterproof casing, Osaifu-Keitai e-wallet, one-seg TV, infrared data exchange and other features

2012 Summer smartphones



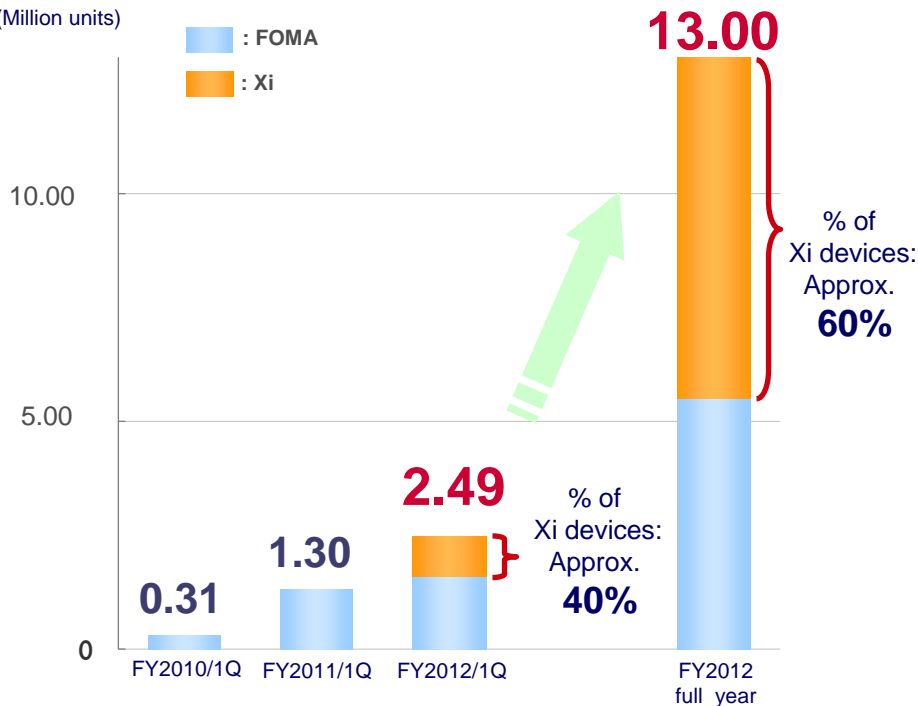
3-1. Smartphone: Sales Performance

- No. of smartphones sold in FY2012 1Q was 2.49 million, increasing sharply from the same period of last fiscal year
- DOCOMO's market share of smartphones sold remains high at approx. 49%

Smartphone sales

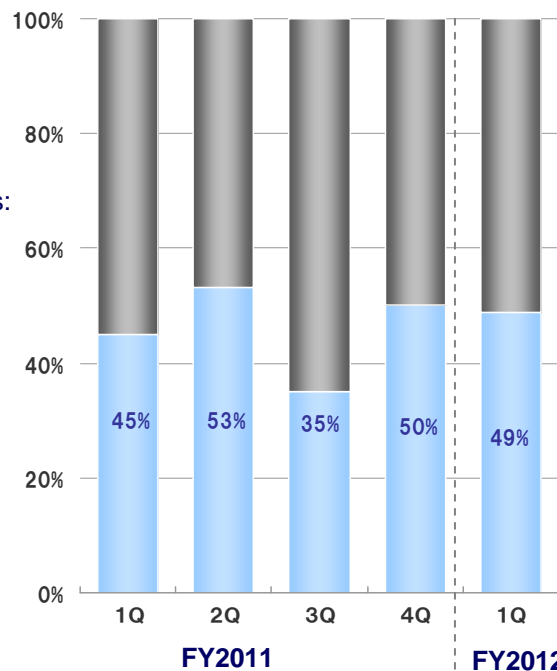
(Million units)

■ : FOMA
■ : Xi



Changes in market share of smartphones sold at mass retailers*

■ : DOCOMO's market share ■ : Other companies



* Market share distribution among devices carrying either 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)

3-1. Smartphone: Enhancing Recognition of Affordable Product Prices & Billing Plans

- Active appeal of DOCOMO's affordable product prices and easy-to-use billing plans

Product prices

Monthly bill

Hefty discounts on smartphones for both new subscription and replacement

Monthly Support

Latest 2012 summer models:
Returns discounts up to ¥60,480*

For fresh subscribers:

New feature phone subs joining DOCOMO

Debut discount

Feature phone users switching from other carrier

Change discount

For handset replacement :

Customers purchasing handsets simultaneously with family

Family Set discount

Smartphone users switching from other carrier

Monthly Support

Increased discounts!

Customers purchasing handset simultaneously with tablet/data device

docomo Set Discount

Customers using DOCOMO for over 10 years

Over 10 years Xi smartphone discount

Young customers

U-25 Xi smartphone discount

Customers with contract up for renewal after 2 years of subscription

First 2-year Xi smartphone discount

In response to diverse needs for Xi service:

Customers who make frequent voice calls with other DOCOMO subs

Xi Talk 24 billing plan

Customers who wish to use packet flat-rate at affordable prices

Xi Pake-hodai Light

Customers using Xi tablet/data device as a second mobile device

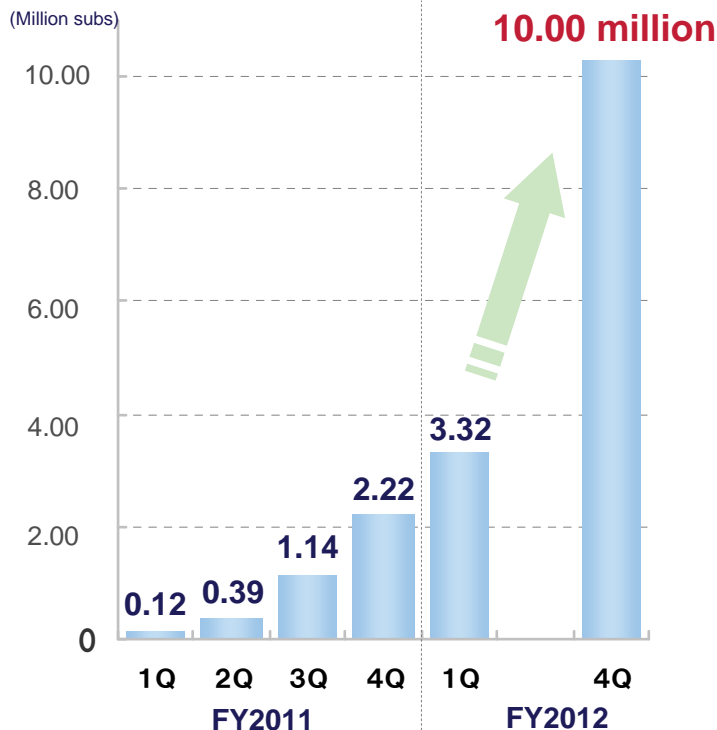
Plus Xi-wari discount

* In the case of ARROWS X

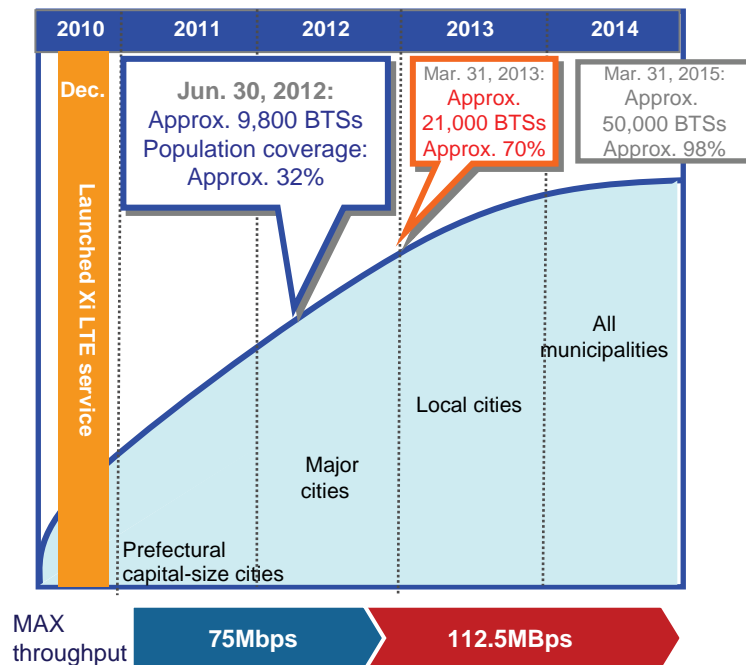
3-2. Promotion of Xi (LTE) Service

- Xi (LTE) subscriptions grew steadily to 3.32 million as of Jun. 30, 2012
- Making steady progress in coverage expansion, aiming to complete installation of cumulative 21,000 Xi base stations by Mar. 31, 2013

Xi subscriptions



Xi Coverage expansion plan



12 3-3. Value-Added Services: Intelligent Network

- 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 synthesis
Machine translation
Intention analysis

Location data
Voice storage
Image processing
Content sharing

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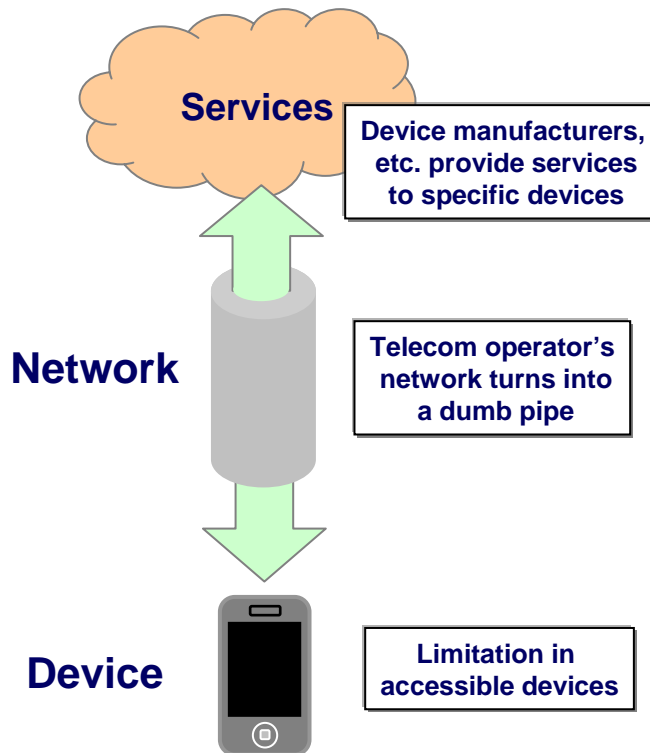
Telecom operator
provides
intelligent functions

Rich variety of devices



Accessible
from any
device

Network reduced to a "dumb pipe"



13 3-3. Value-Added Services: Enrichment of “dmarket”

- VIDEO store and ANIME stores recording favorable increase in subscriptions and transaction volume
- Plan to introduce multi-device support from August 2012

dmarket



VIDEO Store

Unlimited access to over 5,000 video titles for a flat monthly rate of ¥525
No. of subs topped 2.53 million (As of Aug. 19, 2012)



BOOK Store

Distributes approx. 43,000 popular titles from various publishers



MUSIC Store

No. of “MUSIC Store Selection” subs grew to over 120,000 in 1 month after service launch in July 2012.
Unlimited access to selected 50 programs from approx. 1 million songs for ¥315/month



Apps & Review

Introduces selected applications that are fun and convenient from Google Play



ANIME Store

Acquired approx. 80,000 subs in 1.5 months after service launch in July 2012. Unlimited access to approx. 500 titles, 8,000 episodes of ANIME content for ¥420/month

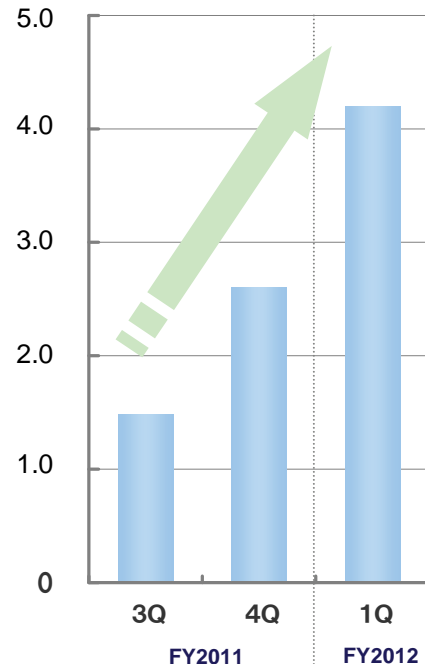
New stores to be added in the future

Gaming

Shopping

...

Growth of dmarket transactions
(Billions of yen)



4. Transformation into an Integrated Services Company: Actions in New Business Areas

- Promotion of capital/business alliances with external companies/municipal governments with the aim of creating new values and markets
- Aim for full-scale entry in each business through partnerships leveraging mobile's unique properties

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

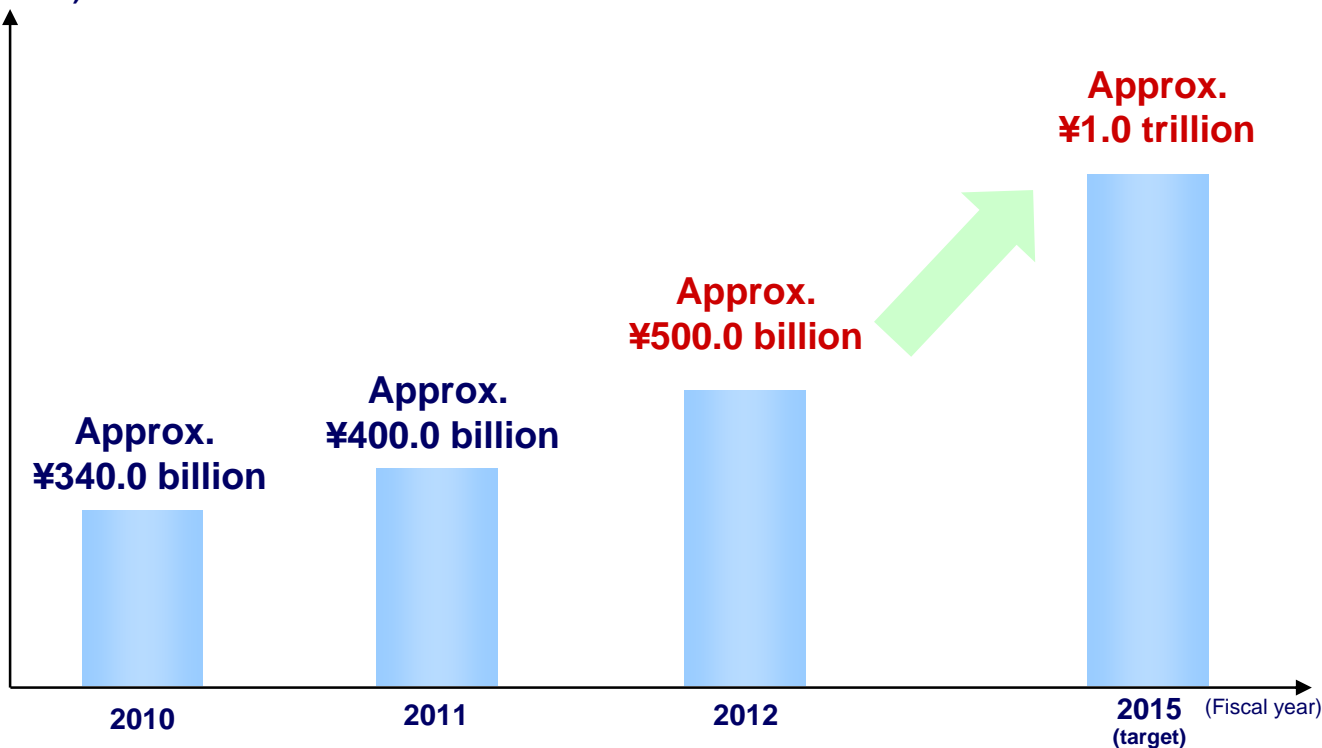
Business relating to safety/security services using mobile

4. Transformation into an Integrated Services Company: Revenues Target from New Businesses

- Aim to generate approx. ¥500.0 billion in revenues from new businesses in FY2012 toward the FY2015 target of ¥1.0 trillion

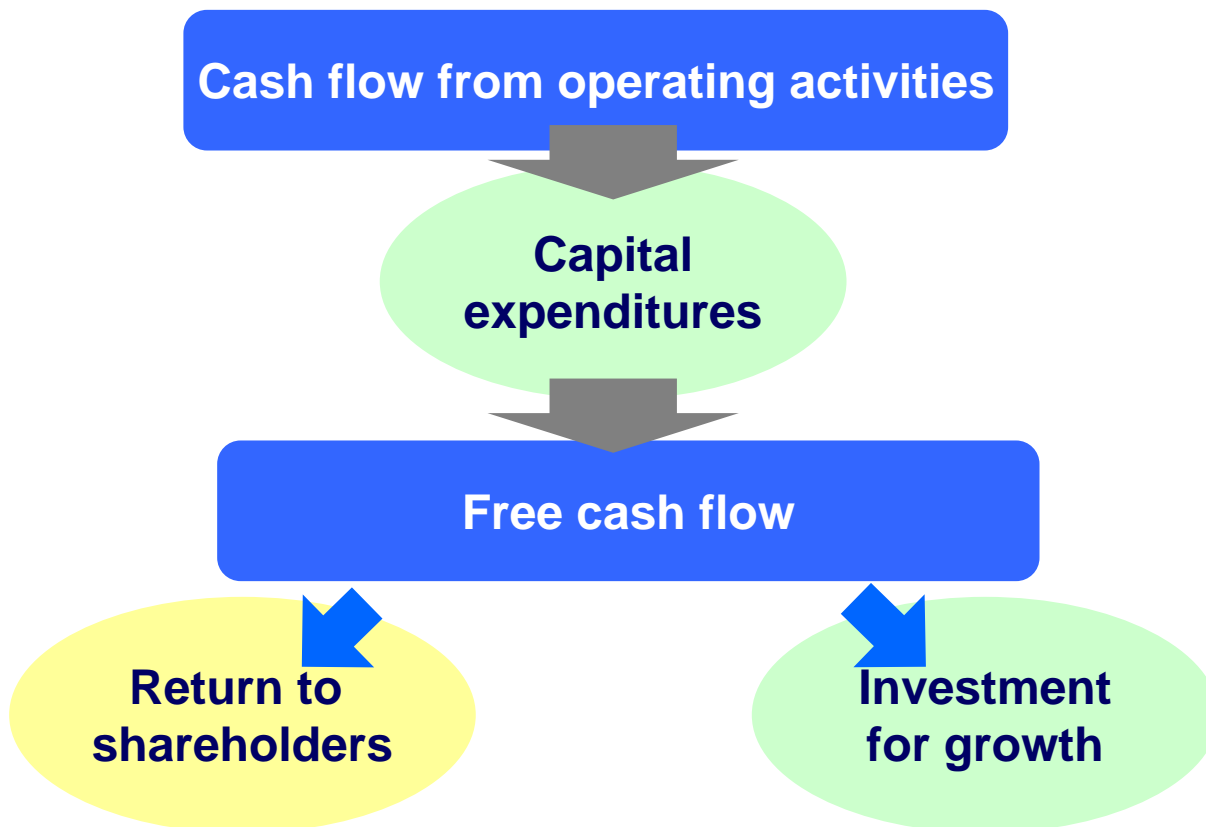
Revenues from new businesses

(Revenues)



5. Return to Shareholder and Sustainable Growth

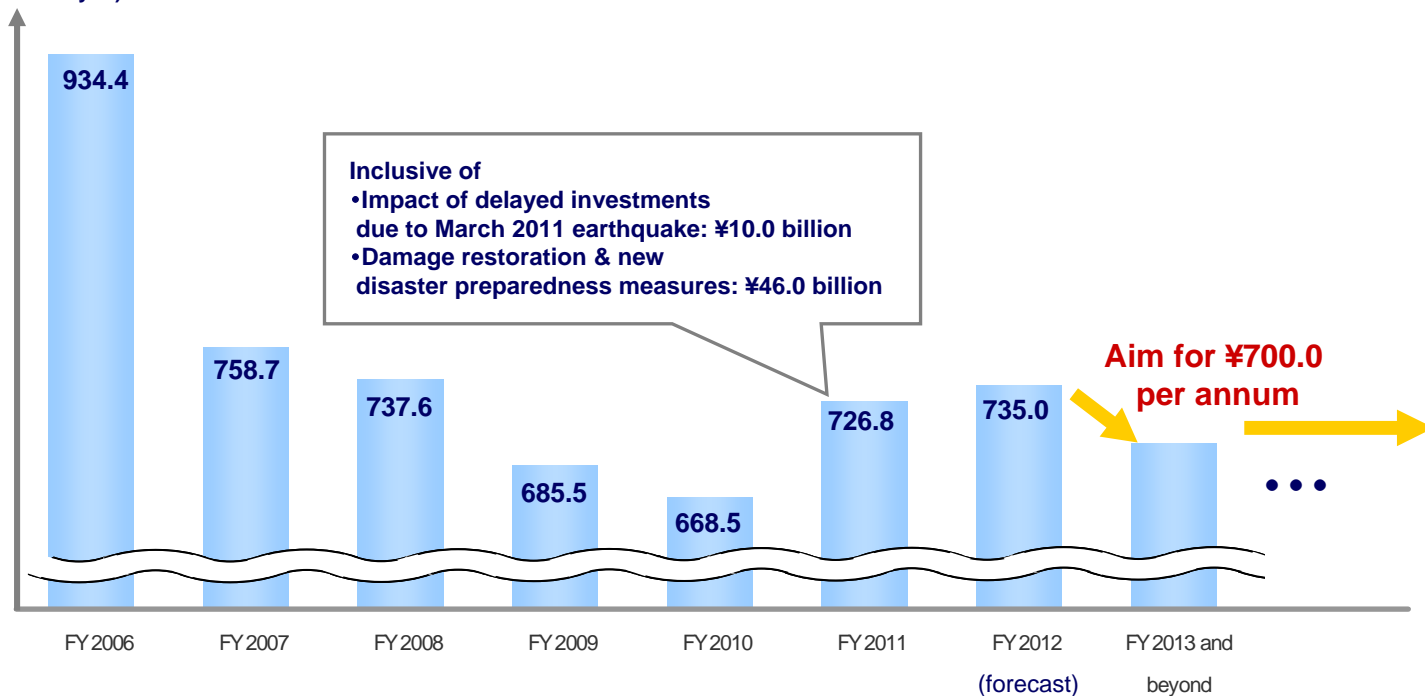
- Capital allocation taking into consideration the optimal balance that allows for both shareholder return and sustainable growth



5-1. Capital Expenditures

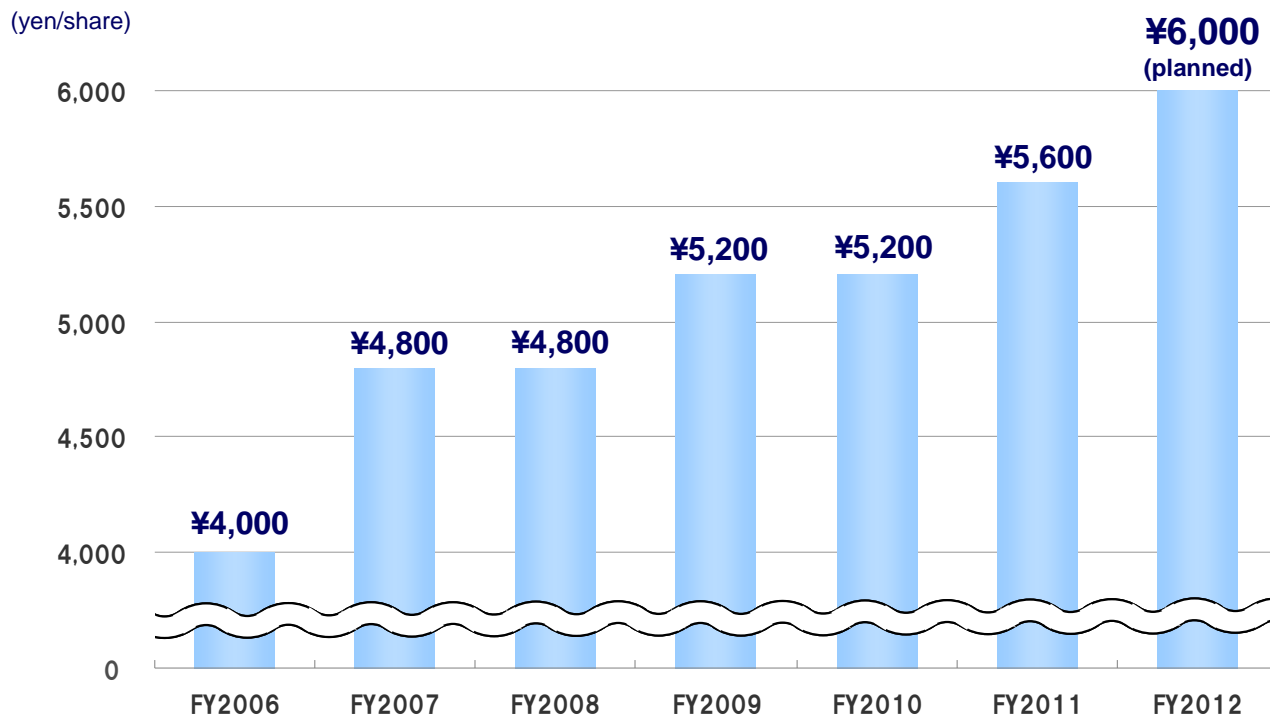
- FY2012 full-year CAPEX estimated to be ¥735.0 billion due to outlays for dispersion of important facilities, network infrastructure advancement, etc.
- Aim to maintain annual CAPEX at around ¥700.0 billion over the medium term

(Billions of yen)



18 5-2. Return to Shareholders

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





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