

## Ten-Year Summary of Selected Financial Data

NTT DOCOMO, INC. and Subsidiaries  
Fiscal years

	2002	2003	2004	2005	2006
<b>Operating results:</b>					
Operating revenues	¥4,809,088	¥5,048,065	¥4,844,610	¥4,765,872	¥4,788,093
Wireless services	4,350,861	4,487,912	4,296,537	4,295,856	4,314,140
Equipment sales	458,227	560,153	548,073	470,016	473,953
Operating expenses	3,752,369	3,945,147	4,060,444	3,933,233	4,014,569
Operating income	1,056,719	1,102,918	784,166	832,639	773,524
Net income attributable to NTT DOCOMO, INC.	212,491	650,007	747,564	610,481	457,278
Comprehensive income attributable to NTT DOCOMO, INC.	152,796	668,425	723,818	579,653	448,214
Total assets	6,058,007	6,262,266	6,136,521	6,365,257	6,116,215
Total interest-bearing liabilities	1,348,368	1,091,596	948,523	792,405	602,965
Total shareholders' equity	3,475,514	3,704,695	3,907,932	4,052,017	4,161,303
Debt ratio	28.0%	22.8%	19.5%	16.4%	12.7%
Shareholders' equity ratio	57.4%	59.2%	63.7%	63.7%	68.0%
Net cash provided by operating activities	1,584,610	1,710,243	1,181,585	1,610,941	980,598
Net cash used in investing activities	(871,430)	(847,309)	(578,329)	(951,077)	(947,651)
Adjusted free cash flows <sup>1,2</sup>	468,915	862,934	1,003,583	510,905	192,237
Capital expenditures	853,956	805,482	861,517	887,113	934,423
Research and development expenses	126,229	124,514	101,945	110,509	99,315
Depreciation and amortization	749,197	720,997	735,423	737,066	744,122
Operating income margin	22.0%	21.8%	16.2%	17.5%	16.2%
EBITDA margin <sup>2</sup>	38.2%	36.8%	33.6%	33.7%	32.9%
ROCE before tax effect <sup>3</sup>	22.1%	22.9%	16.2%	17.2%	16.1%
<b>Per share data<sup>4</sup> (Yen):</b>					
Earnings per share	¥ 4,254	¥ 13,099	¥ 15,771	¥ 13,491	¥ 10,396
Shareholders' equity per share	69,274	76,234	84,455	91,109	95,457
Cash dividends declared per share <sup>5</sup>	500	1,500	2,000	4,000	4,000
<b>Shares:</b>					
Average common shares outstanding	49,952,907	49,622,595	47,401,154	45,250,031	43,985,082

1 Adjusted free cash flows exclude the effects of uncollected revenues due to bank holidays at the end of the period 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.

2 For the reconciliations of these Non-GAAP financial measures, see page 125.

3 ROCE (Return on capital employed) = Operating income / (Shareholders' equity + Total interest-bearing liabilities)

ROCE ratios are calculated using the simple average of the balance sheet figures for the applicable fiscal year-end and those of the prior fiscal year-end.

4 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.

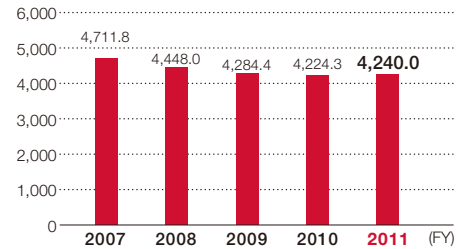
5 Cash dividends declared per share are presented in the fiscal year to which each record date for the dividends belongs.

Millions of yen

2007	2008	2009	2010	2011
¥4,711,827	¥ 4,447,980	¥ 4,284,404	¥4,224,273	<b>¥4,240,003</b>
4,165,234	3,841,082	3,776,909	3,746,869	<b>3,741,114</b>
546,593	606,898	507,495	477,404	<b>498,889</b>
3,903,515	3,617,021	3,450,159	3,379,544	<b>3,365,543</b>
808,312	830,959	834,245	844,729	<b>874,460</b>
491,202	471,873	494,781	490,485	<b>463,912</b>
478,738	405,774	523,091	450,909	<b>436,338</b>
6,210,834	6,488,220	6,756,775	6,791,593	<b>6,948,082</b>
478,464	639,233	610,347	428,378	<b>256,680</b>
4,276,496	4,341,585	4,635,877	4,850,436	<b>5,062,527</b>
10.1%	12.8%	11.6%	8.1%	<b>4.8%</b>
68.9%	66.9%	68.6%	71.4%	<b>72.9%</b>
1,560,140	1,173,677	1,182,818	1,287,037	<b>1,110,559</b>
(758,849)	(1,030,983)	(1,163,926)	(455,370)	<b>(974,585)</b>
442,410	93,416	416,878	589,777	<b>503,479</b>
758,743	737,606	686,508	668,476	<b>726,833</b>
100,035	100,793	109,916	109,108	<b>108,474</b>
776,425	804,159	701,146	693,063	<b>684,783</b>
17.2%	18.7%	19.5%	20.0%	<b>20.6%</b>
34.8%	37.7%	36.6%	37.1%	<b>37.3%</b>
17.0%	17.1%	16.3%	16.1%	<b>16.5%</b>
¥ 11,391	¥ 11,172	¥ 11,864	¥ 11,797	<b>¥ 11,187</b>
100,321	103,966	111,424	116,969	<b>122,084</b>
4,800	4,800	5,200	5,200	<b>5,600</b>
43,120,586	42,238,715	41,705,738	41,576,859	<b>41,467,601</b>

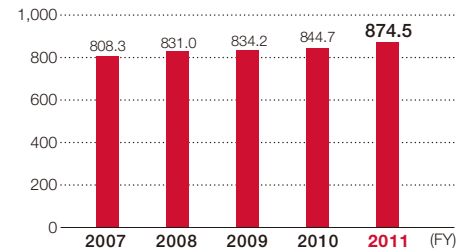
### Operating Revenues

(Billions of yen)



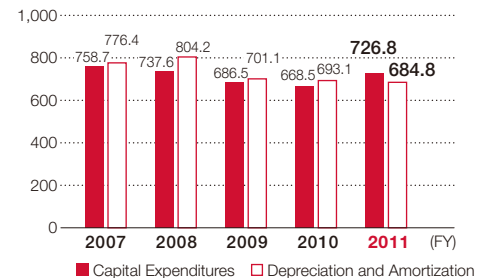
### Operating Income

(Billions of yen)



### Capital Expenditures/Depreciation and Amortization

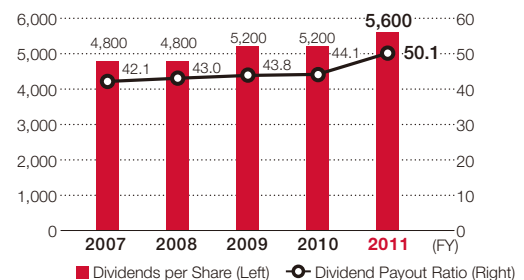
(Billions of yen)



### Dividends per Share/Dividend Payout Ratio

(Yen)

(% )



## Market Trends and DOCOMO over the Past Year

### Trends in the Mobile Phone Market

Japan's mobile phone market continues to grow, fueled by expansion in smartphones. Domestic smartphone shipment volume topped 20 million in 2011, growing to account for half of total mobile phone shipments in Japan. This smartphone surge propelled domestic mobile phone subscriptions to 128.2 million as of the end of March 2012, with the number of mobile phone subscribers surpassing the population for the first time with a population penetration rate of 100.1%.

Numerous forces are driving market growth. There is the spread of social media and the expansion of content applications in a variety of categories, including games, books, music, and video. Faster deployment of Long Term Evolution (LTE) next-generation high-speed communications services is also playing a role. In addition, a greater variety of smartphone, tablet and other offerings, and the proliferation of mobile Wi-Fi routers with extensive device compatibility have added momentum to domestic mobile phone shipment volumes.

### DOCOMO over the Past Year

#### Fiscal 2011 1Q

#### 2Q

April	May	June	July	August	September
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Apr. 22, 2011	Launched <i>Koe-no-Takuhaibin</i> service -A service for directly delivering voice messages via SMS-	
Apr. 25, 2011	DeNA Co., Ltd and DOCOMO agreed to form a business alliance-Links DOCOMO's portal site with Mobage services- on <i>i-mode</i> mobile phones and smartphones	
May 13, 2011	Agreed to purchase shares in Philippine Long Distance Telephone Company (PLDT), a telecommunications operator in the Philippines	
From June 1, 2011 to Apr. 1, 2012	Provided the Monthly Support Set Discount	
June 22, 2011	Started providing <i>docomo Anshin Scan</i> , virus detection service to smartphone users free of charge	

July 21, 2011	Launched new insurance service, <i>docomo medical insurance</i>	
Sept. 1, 2011	Launched <i>docomo-zemi</i> , learning support service for smartphones	
Sept. 15, 2011	Achieved top ranking in business customer satisfaction for mobile phone and PHS services for a third consecutive year in the 2011 Japan Business Mobile Phone Service Study*	
From Sept. 28, 2011 to May. 31, 2012	Offered <i>Kids Discount</i> campaign for children aged 3 to 12	

\* J.D. Power Asia Pacific 2009-2011 Japan Business Mobile Phone Service Studies<sup>SM</sup>. 2011 Study based on a total of 3,214 responses from 2,466 companies with 100 or more employees up to two responses from one company about telecommunications firms who supply a mobile telephone / PHS service. [www.jdpower.co.jp](http://www.jdpower.co.jp)

All of the domestic mobile phone carriers offer sales plans where customers can receive a discount on the price of the handset through basic monthly fees. Voice revenues continue to decline due to the penetration of these plans. Against this backdrop, companies face the task of raising packet communications revenues. Flat-rate services are the mainstream in packet billing, with carriers promoting enrollment in these billing plans while working hard to win and retain high packet users. Mobile phone carriers across the board are seeing a continued climb in packet communications revenues, thanks

to the recent addition of initiatives to expand the use of smartphones enabling the provision of application services with high added value.

On the flip side, the swift rise of smartphones and data communications devices has exacerbated mobile phone carriers' traffic problems. All the carriers are leveraging wireless technologies like LTE to shore up mobile high-speed network infrastructure, while expanding public wireless LAN access points to facilitate mobile data offloading to non-cellular networks.

## 3Q

October

November

December

## 4Q

January

February

March

**Oct. 15, 2011** Started offering new *Xi* ("crossy") data plans *Xi Data Plan Flat Ninen* and *Xi Data Plan2 Ninen*, etc.

**Nov. 24, 2011** Launched *Xi Talk 24*, domestic flat-rate calls within DOCOMO subscription lines 24 hours a day

**Xiトーク24**

**Nov. 24, 2011** Ranked No. 1\* for a second consecutive year in the 2010-2011 Japan Mobile Telephone Service Satisfaction Study.



**Dec. 6, 2011** Increased investment in mmbi, Inc., a licensed Broadcasting System Operator, for "Mobacas," mobile multimedia broadcasting

**Dec. 25, 2011** Established the Task Force for Improvement of Network Infrastructure

**From Jan. 20 to May 31, 2012** Offered the *Ouen Student Discount*, campaign for students and their families

キミと明日へ。応援学割

**Mar. 1, 2012** Started offering the *Shabette Concier*, voice agent application

**Mar. 11, 2012** The number of DOCOMO mobile phone subscriptions topped 60 million

**Mar. 18, 2012** *Xi* subscriptions topped 2 million—the number of subscriptions doubled from 1 million in just three months

**Mar. 19, 2012** Announced establishment of DOCOMO InsightMarketing, Inc. (founded April 2, 2012) jointly with INTAGE Inc.

**NTT docomo**  
**InsightMarketing**

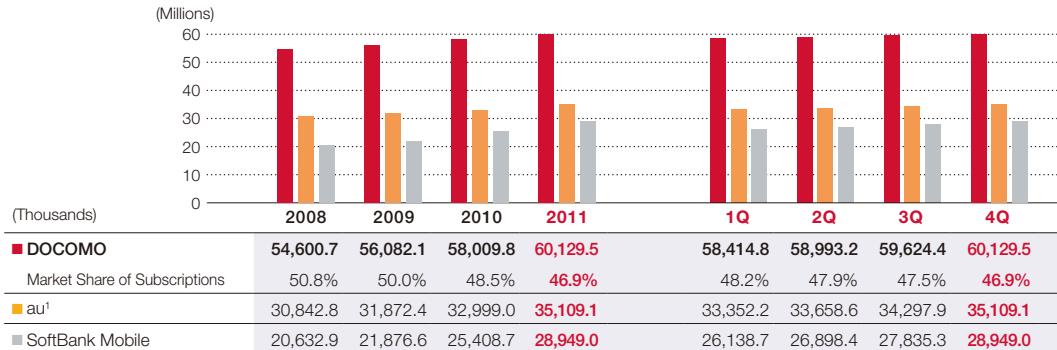
\* J.D. Power Asia Pacific 2010–2011 Japan Mobile Phone Service Studies<sup>SM</sup>. 2011 Study based on a total of 31,200 responses from mobile phone subscribers in Japan.

## Operating Data

### Number of Subscriptions

(Fiscal year/quarterly data)

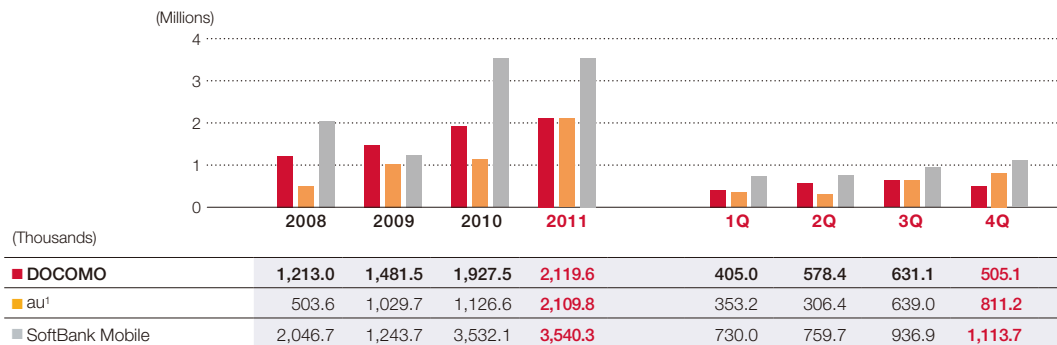
Source: Telecommunications Carriers Association



### Net Additions

(Fiscal year/quarterly data)

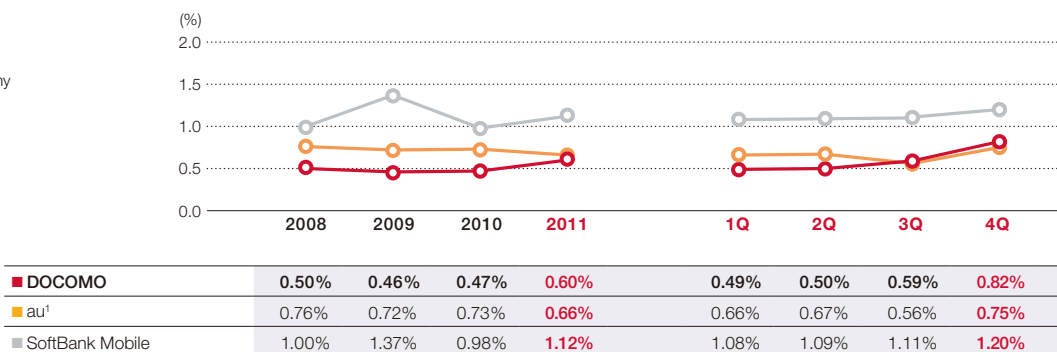
Source: Telecommunications Carriers Association



### Churn Rate

(Fiscal year/quarterly data)

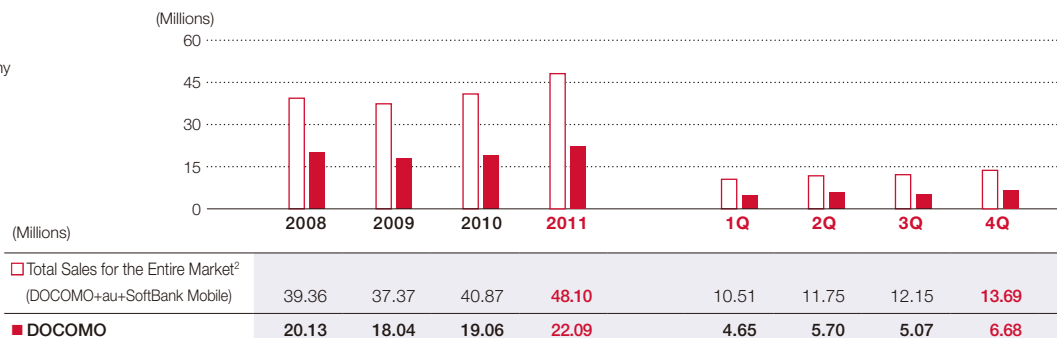
Source: Public sources from each company



### Number of Handsets Sold

(Fiscal year/quarterly data)

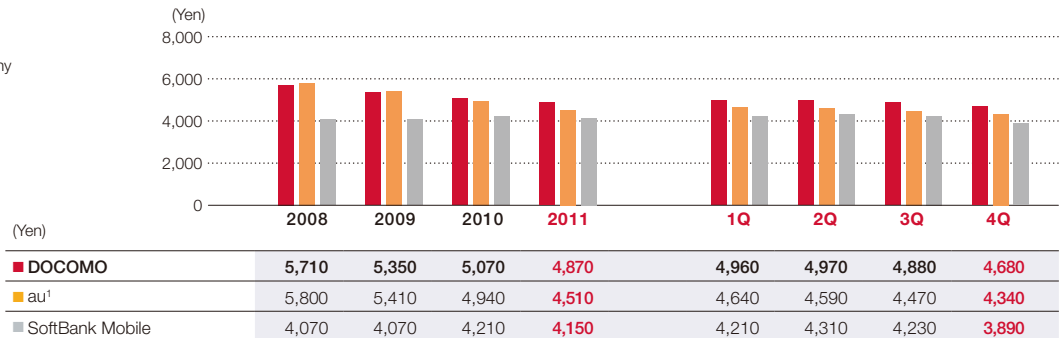
Source: Public sources from each company



**Aggregate ARPU**

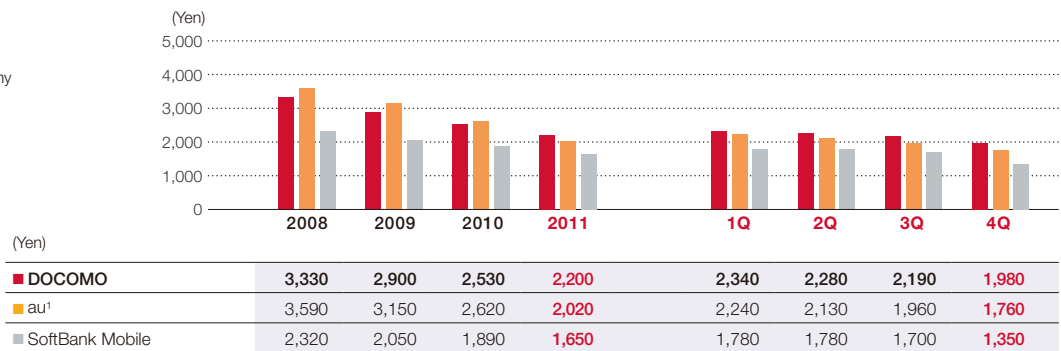
(Fiscal year/quarterly data)

Source: Public sources from each company

**Voice ARPU**

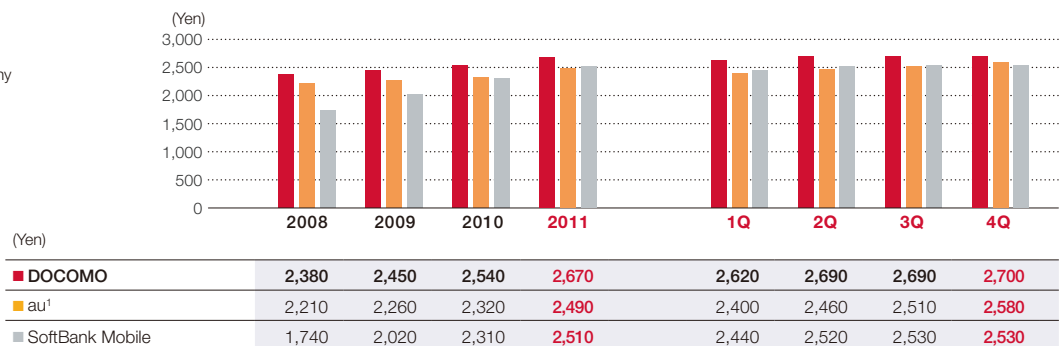
(Fiscal year/quarterly data)

Source: Public sources from each company

**Packet ARPU<sup>3</sup>**

(Fiscal year/quarterly data)

Source: Public sources from each company

**DOCOMO's Definition and Calculation Methods of ARPU and MOU****Definition of ARPU and MOU**

(1) 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. ARPUs 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 ARPUs excludes revenues that are not representative of monthly average usage such as activation fees. We believe that our ARPUs 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 ARPUs figures are based on our U.S. GAAP results of operations.

(2) MOU (Minutes of Use): Average monthly communication time per subscription.

**ARPU Calculation Methods**

Aggregate ARPUs = Voice ARPUs + Packet ARPUs

– Voice ARPUs: Voice ARPUs Related Revenues (basic monthly charges, voice communication charges) / No. of active subscriptions

– Packet ARPUs: Packet ARPUs Related Revenues (basic monthly charges, packet communication charges) / No. of active subscriptions

**Active Subscriptions Calculation Methods**

No. of active subscriptions used in ARPUs and MOU calculations is as follows:

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 Services and *Phone Number Storage* and *Mail Address Storage* services are not included in the ARPUs and MOU calculations.

1 Includes TU-KA (TU-KA was phased out at the end of March 2008)

2 Figures do not include EMOBILE

3 Specific names might differ by company.

\* Definitions of ARPUs, MOU, etc., might be different from those used by other companies.