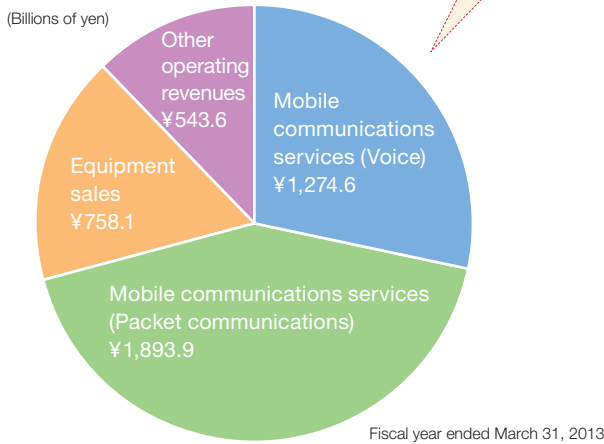


# Business Overview

## About NTT DOCOMO

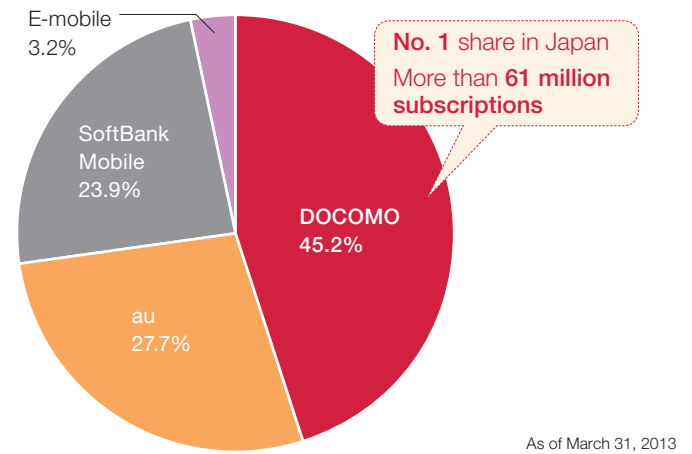
### Operating revenues

Accompanying the increasing use of smartphones, a growing share of operating revenues is contributed by packet communications revenues and, due to the growth of new fields of business, by other operating revenues.



### Share of subscriptions among domestic telecommunications operators

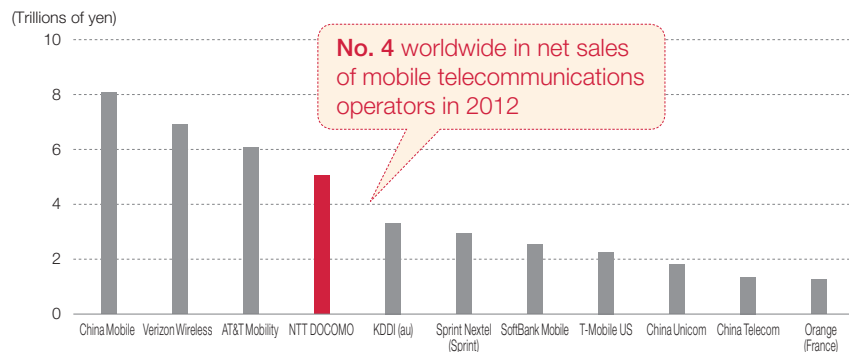
Competition among telecommunications operators remains intense, and in this environment DOCOMO has secured 61.54 million subscriptions, giving the Company an overwhelming share of domestic mobile phone service subscriptions. In this way, DOCOMO has built an extensive customer base.



Source: Calculated by DOCOMO based on data released by each company

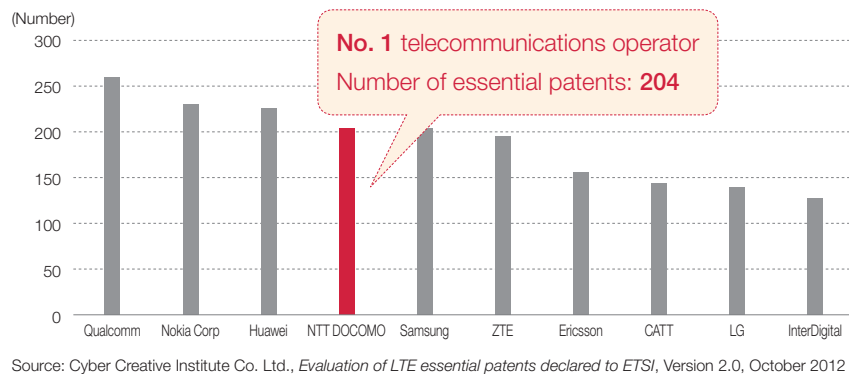
### Net sales of mobile telecommunications operators worldwide

DOCOMO's net sales place the Company in the top ranks of mobile telecommunications operators around the world. This position reflects the scale of Japan's mobile phone market, which is one of the largest in the world, and DOCOMO's strong base of customers.



### Number of LTE essential patents (Estimate based on registered patents)

DOCOMO is ranked No. 4 in the world in the number of patents related to functions that are essential for the use of LTE (essential patents). The Company's R&D capabilities are highly regarded.

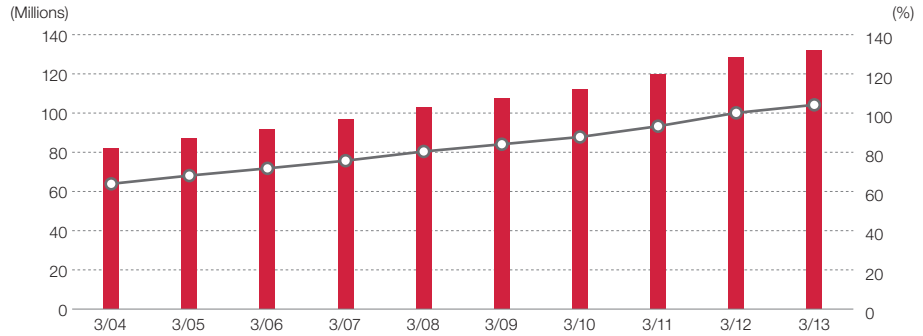


# Mobile Phone Market in Japan

## Number of mobile phone subscriptions / Mobile phone uptake rate

- Number of mobile phone subscriptions
- Mobile phone uptake rate (right)

As of the end of March 2013, the number of domestic mobile phone subscriptions had reached 136.0 million. The mobile phone uptake rate was 106.2%, representing more than one handset per person.

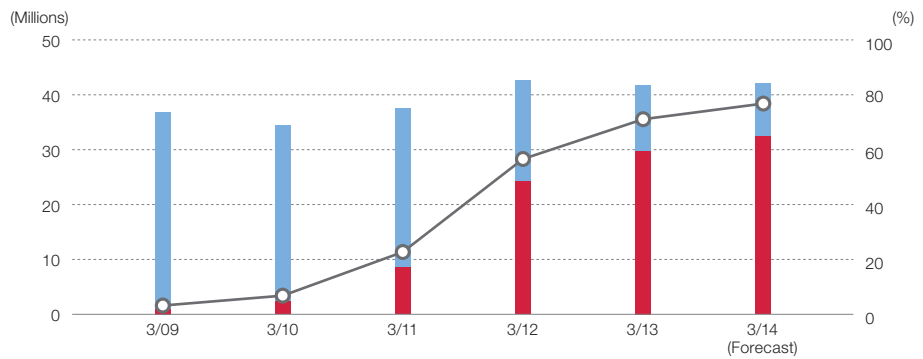


Source: Ministry of Internal Affairs and Communications, Information & Communications Statistics Database

## Smartphones: Units shipped and percentage of smartphone shipments

- Units of smartphone shipments
- Units of feature phone shipments
- Percentage of smartphone shipments (right)

The increasing use of smartphones has driven growth in the mobile phone market. In the fiscal year ended March 31, 2012, smartphone shipments surpassed feature phone shipments, and since that time smartphone shipments have continued to increase.

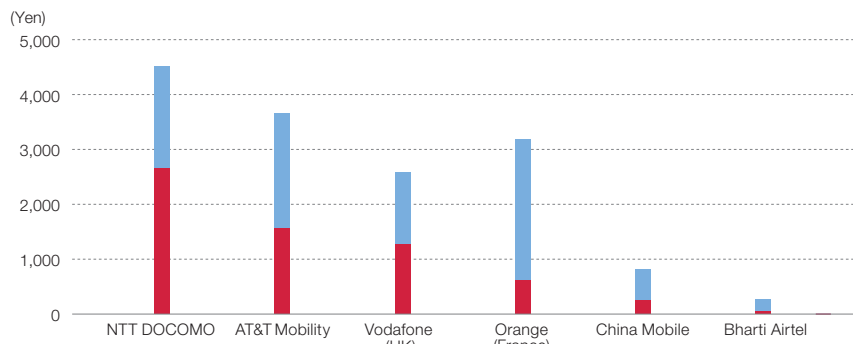


Source: MM Research Institute

## Data communications as a percentage of ARPU

- April to September 2012, voice
- April to September 2012, data

Distinctive features of Japan's mobile communications market include the high ARPU (average monthly revenue per unit) and the large share of ARPU that is attributable to data communications.

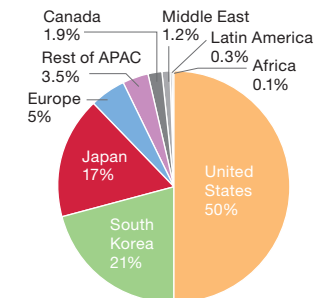
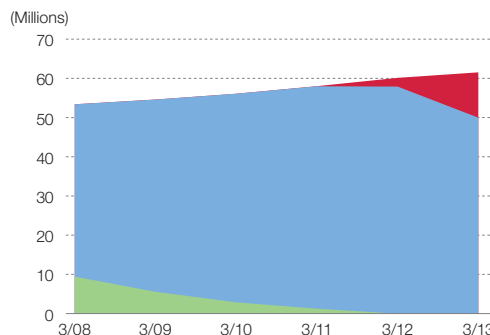


Source: Calculated by DOCOMO based on data released by each company at the exchange rate prevailing on September 28, 2012

## Number of DOCOMO subscriptions by network type / LTE subscription share by country

- LTE (Xi)
- 3G (FOMA)
- 2G (mova)

LTE users account for about 20% of DOCOMO's total subscribers, and Japan's LTE market is the third largest in the world, after the United States and South Korea.



Source: GSMA Intelligence, Global 4G LTE connections by market, Q1 2013 © Wireless Intelligence 2013

# 11-Year Summary of Selected Financial Data

NTT DOCOMO, INC. and Subsidiaries  
Fiscal years

	2002	2003	2004	2005
<b>Operating results:</b>				
Operating revenues	¥4,809,088	¥5,048,065	¥4,844,610	¥4,765,872
Mobile communications services <sup>1</sup>	4,350,861	4,400,119	4,207,261	4,196,971
Equipment sales	458,227	560,153	548,073	470,016
Other operating revenues <sup>1</sup>	–	87,793	89,276	98,885
Operating expenses	3,752,369	3,945,147	4,060,444	3,933,233
Operating income	1,056,719	1,102,918	784,166	832,639
Net income attributable to NTT DOCOMO, INC.	212,491	650,007	747,564	610,481
Comprehensive income attributable to NTT DOCOMO, INC.	152,796	668,425	723,818	579,653
Total assets	6,058,007	6,262,266	6,136,521	6,365,257
Total interest-bearing liabilities	1,348,368	1,091,596	948,523	792,405
Total shareholders' equity	3,475,514	3,704,695	3,907,932	4,052,017
Debt ratio <sup>2</sup>	28.0%	22.8%	19.5%	16.4%
Shareholders' equity ratio	57.4%	59.2%	63.7%	63.7%
Net cash provided by operating activities	¥1,584,610	¥1,710,243	¥1,181,585	¥1,610,941
Net cash used in investing activities	(871,430)	(847,309)	(578,329)	(951,077)
Adjusted free cash flows <sup>3,4</sup>	468,915	862,934	1,003,583	510,905
Capital expenditures	853,956	805,482	861,517	887,113
Research and development expenses	126,229	124,514	101,945	110,509
Depreciation and amortization	749,197	720,997	735,423	737,066
Operating income margin	22.0%	21.8%	16.2%	17.5%
EBITDA <sup>4</sup>	¥1,836,264	¥1,858,920	¥1,625,661	¥1,606,776
EBITDA margin <sup>4</sup>	38.2%	36.8%	33.6%	33.7%
ROCE before tax effect <sup>5</sup>	22.1%	22.9%	16.2%	17.2%
Payout ratio	11.8%	11.5%	12.7%	29.6%
<b>Per share data<sup>6</sup> (Yen):</b>				
Earnings per share	¥ 4,254	¥ 13,099	¥ 15,771	¥ 13,491
Shareholders' equity per share	69,274	76,234	84,455	91,109
Cash dividends declared per share <sup>7</sup>	500	1,500	2,000	4,000
<b>Shares:</b>				
Average common shares outstanding	49,952,907	49,622,595	47,401,154	45,250,031

1. With the expansion of initiatives regarding the new business fields, presentation methods of operating revenues in the consolidated statements of income of the fiscal years ended March 31, 2012 and 2013 have been changed. Some elements which were included in the conventional "Wireless services" have been reclassified into "Other operating revenues," and the title "Wireless services" has been changed to "Mobile communications services."

2. Debt ratio = Interest-bearing liabilities / (Shareholders' equity + Interest-bearing liabilities)

3. 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.

4. For the reconciliations of these Non-GAAP Financial Measures, see page 68.

5. ROCE (Return on capital employed) = Operating income / (Shareholders' equity + 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.

6. 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.

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

(Millions of yen)

2006	2007	2008	2009	2010	2011	2012
¥4,788,093	¥4,711,827	¥ 4,447,980	¥ 4,284,404	¥4,224,273	¥4,240,003	¥4,470,122
4,194,069	4,001,533	3,624,857	3,456,544	3,354,634	3,326,493	3,168,478
473,953	546,593	606,898	507,495	477,404	498,889	758,093
120,071	163,701	216,225	320,365	392,235	414,621	543,551
4,014,569	3,903,515	3,617,021	3,450,159	3,379,544	3,365,543	3,632,942
773,524	808,312	830,959	834,245	844,729	874,460	837,180
457,278	491,202	471,873	494,781	490,485	463,912	495,633
448,214	478,738	405,774	523,091	450,909	436,338	605,543
6,116,215	6,210,834	6,488,220	6,756,775	6,791,593	6,948,082	7,228,825
602,965	478,464	639,233	610,347	428,378	256,680	253,766
4,161,303	4,276,496	4,341,585	4,635,877	4,850,436	5,062,527	5,427,575
12.7%	10.1%	12.8%	11.6%	8.1%	4.8%	4.5%
68.0%	68.9%	66.9%	68.6%	71.4%	72.9%	75.1%
¥ 980,598	¥1,560,140	¥ 1,173,677	¥ 1,182,818	¥1,287,037	¥1,110,559	¥ 932,405
(947,651)	(758,849)	(1,030,983)	(1,163,926)	(455,370)	(974,585)	(701,934)
192,237	442,410	93,416	416,878	589,777	503,479	225,589
934,423	758,743	737,606	686,508	668,476	726,833	753,660
99,315	100,035	100,793	109,916	109,108	108,474	111,294
744,122	776,425	804,159	701,146	693,063	684,783	700,206
16.2%	17.2%	18.7%	19.5%	20.0%	20.6%	18.7%
¥1,574,570	¥1,639,096	¥ 1,678,422	¥ 1,568,126	¥1,565,728	¥1,583,298	¥1,569,264
32.9%	34.8%	37.7%	36.6%	37.1%	37.3%	35.1%
16.1%	17.0%	17.1%	16.3%	16.1%	16.5%	15.2%
38.5%	42.1%	43.0%	43.8%	44.1%	50.1%	50.2%
¥ 10,396	¥ 11,391	¥ 11,172	¥ 11,864	¥ 11,797	¥ 11,187	¥ 11,952
95,457	100,321	103,966	111,424	116,969	122,084	130,887
4,000	4,800	4,800	5,200	5,200	5,600	6,000
43,985,082	43,120,586	42,238,715	41,705,738	41,576,859	41,467,601	41,467,601

Please refer to Form 20-F for more information.

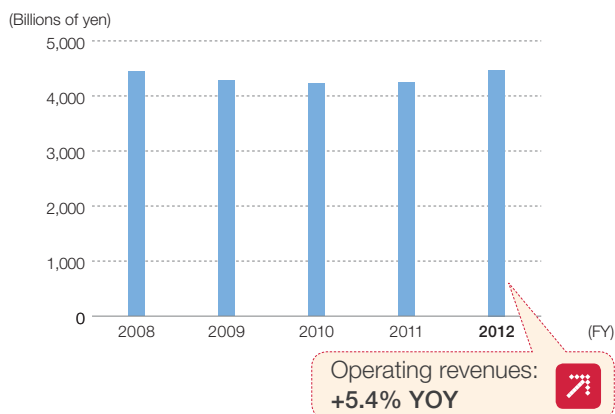
Form 20-F is also available at DOCOMO's IR website:

<http://www.nttdocomo.co.jp/english/corporate/ir/library/sec/index.html>

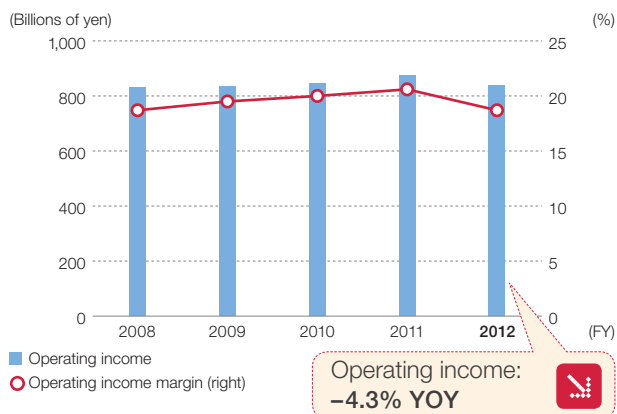
# Financial Highlights

## Growth potential

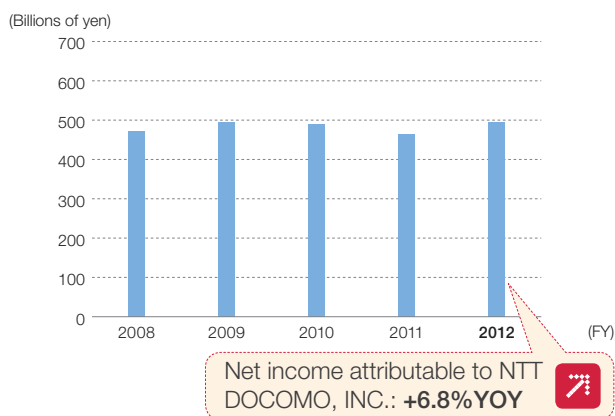
### Operating Revenues



### Operating Income / Operating Income Margin

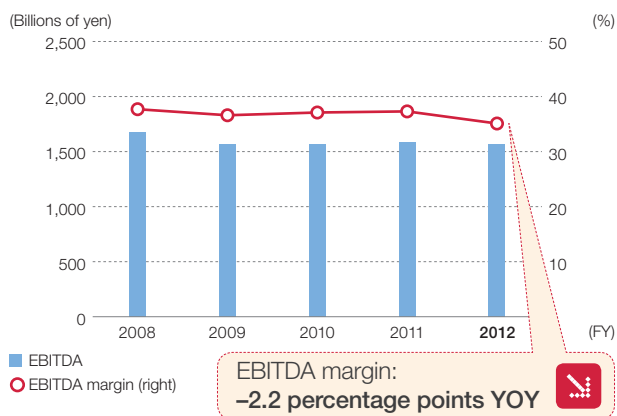


### Net Income Attributable to NTT DOCOMO, INC.

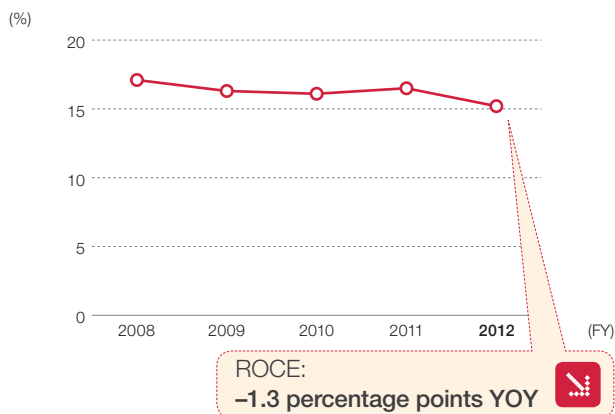


## Profitability

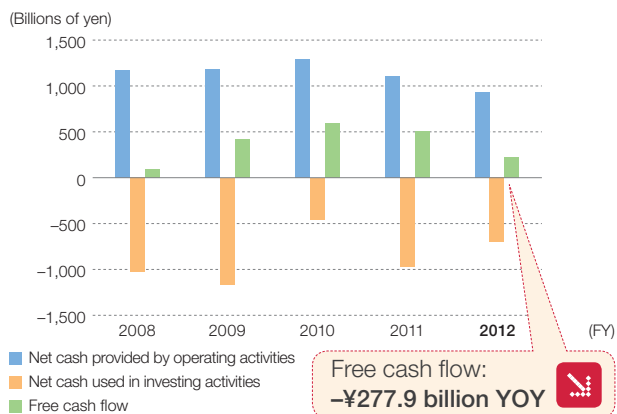
### EBITDA / EBITDA Margin



### ROCE before Tax Effect

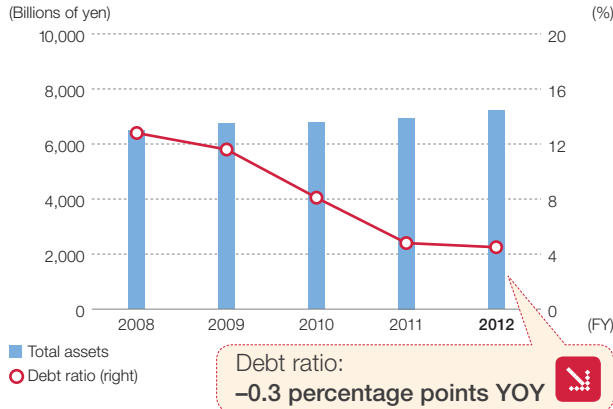


### Cash Flows

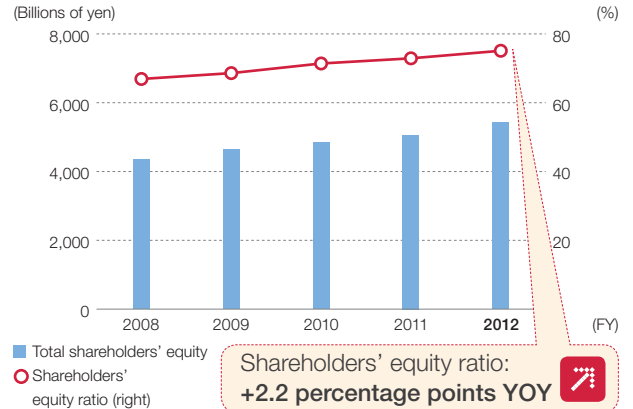


**Stability**

**Total Assets / Debt Ratio**

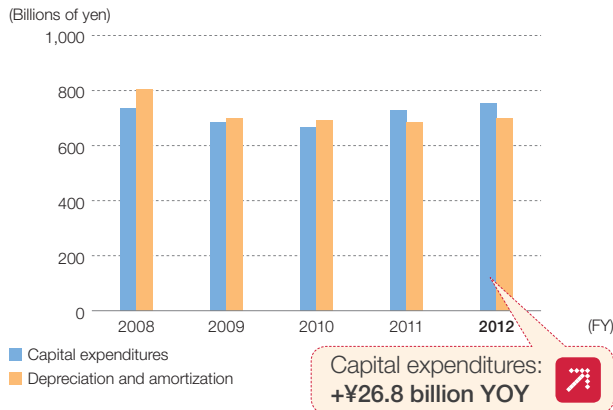


**Total Shareholders' Equity / Shareholders' Equity Ratio**

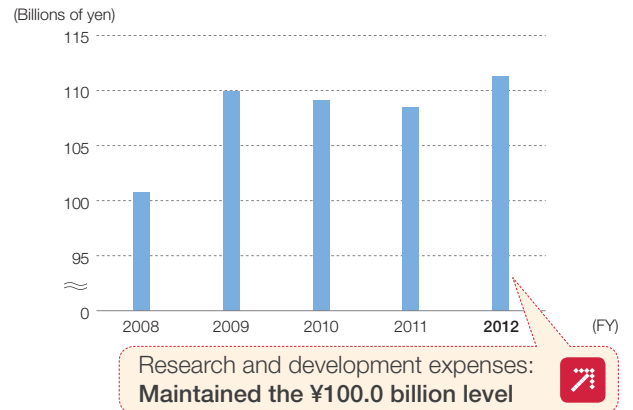


**Growth investment**

**Capital Expenditures / Depreciation and Amortization**

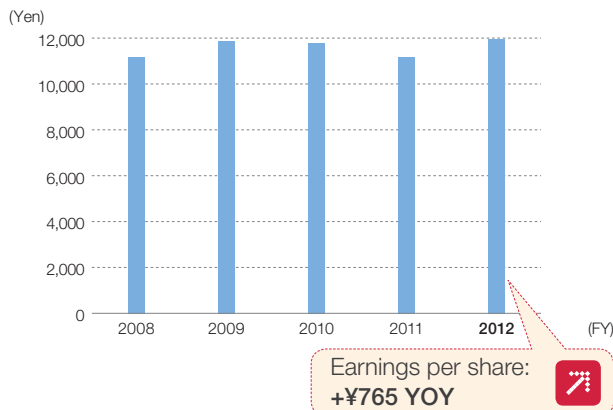


**Research and Development Expenses**



**Shareholder value / Return**

**Earnings per Share**



**Cash Dividends Declared per Share / Payout Ratio**

