

Fiscal 2013 Highlights

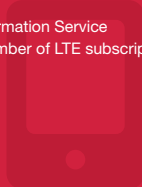
► Management Indicators

Number of LTE subscriptions: 21.97 million,
**the third highest
in the world***

Number of smartphone subscriptions:
24.35 million

**Substantial decline in MNP
port-outs** following DOCOMO's launch
of the iPhone in September 2013

* Source: World Cellular Information Service
Verizon had the highest number of LTE subscriptions and AT&T the second highest.



► Financial Results

Operating revenues decreased 0.2% year on year,
to **¥4,461.2** billion.

Operating income declined 2.1%,
to **¥819.2** billion.

EBITDA rose 0.2%, to **¥1,572.2** billion.

EBITDA margin increased 0.1 percentage points, to **35.2%**.

Operating income margin: **18.4%**

Free cash flow: Up **14.0%** year on year, to **¥257.2** billion*

ROE: **8.4%**

ROCE: **14.3%**

* See page 59



► Initiatives Targeting Enhanced Competitiveness

Achieved improvements in network
coverage area, speed, and connection smoothness

Number of base stations increased to 2.3 times
the year-earlier level: more than **55 thousand**

Cumulative cost reductions: **¥225.0** billion since fiscal 2012,
achieved through structural reforms

► Initiatives Targeting New Growth

7.69 million *dmarket* subscriptions

Achieved revenues in new business areas of
¥632.0 billion, up 18.1%

► For further information about results in fiscal 2013,
please see the financial and operational results sections
from page 52 to page 70.

