

# NTT DoCoMo, Inc.

Results for the Fiscal Year Ended Mar. 31, 2008

Apr. 25, 2008

SLIDE No.

## 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 expected number of subscribers, and 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 report 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:

- As competition in the market becomes more fierce due to changes in the business environment caused by Mobile Number Portability, new
  market entrants, competition from other cellular service providers or other technologies, and other factors, could limit our acquisition of new
  subscribers, retention of existing subscribers, or may lead to diminish ARPU, or may lead to an increase in our costs and expenses.
   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. The W-CDMA technology that we use for our 3G system and/or mobile multimedia services may not be introduced by other overseas
- operators, which could limit our ability to offer international services to our subscribers.

  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, and services of parties other than those belonging to our corporate group are provided through our cellular handsets, potential problems resulting from malfunctions, defects or loss of handsets, 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 or misunderstanding 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 other
- 9. Inadequate handling of confidential business information including personal information by our corporate group, contractors and other factors, 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.
- Earthquakes, power shortages, malfunctioning of equipment, software bugs, computer viruses, cyber attacks, hacking, unauthorized access
  and other problems could cause systems failures in the networks required for the provision of service, disrupting our ability to offer services
  to our subscribers and may adversely affect our credibility or corporate image.
- 12. Concerns about wireless telecommunications health risks 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.

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**FY2007 Results Highlights** and Prospects for **FY2008** 

2008/3

Changes

2007/3

US GAAP

Changes

2009/3

	(full-year) (1)	(full-year) (2)	(1) →(2)	(Full-year forecast) <b>(3)</b>	(2) →(3)
Operating Revenues (Billions of yen)	4,788.1	4,711.8	-1.6%	4,768.0	+1.2%
Cellular Services Revenues (Billions of yen)	4,182.6	4,019.0	-3.9%	3,605.0	-10.3%
Operating Expenses (Billions of yen)	4,014.6	3,903.5	-2.8%	3,938.0	+0.9%
Operating Income (Billions of yen)	773.5	808.3	+4.5%	830.0	+2.7%
Income Before Income Taxes (Billions of yen)	772.9	800.7	+3.6%	835.0	+4.3%
Net income (Billions of yen)	457.3	491.2	+7.4%	503.0	+2.4%
EBITDA margin (%) *	32.9	34.8	<b>+1.9</b> points	34.1	<b>-0.7</b> points
Adjusted Free Cash Flow (Billions of yen) **	192.2	442.4	+130.2%	80.0	-81.9%
♦Consolidated financial statements in this document are unaudited.					

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

\* For an explanation of the calculation processes for these numbers, please see the reconciliations to the most directly comparable financial measures

calculated and presented in accordance with GAAP on Slide 36 and the IR page of our website, www.nttdocomo.co.jp.

- Operating income: ¥808.3 billion, up ¥34.8 billion year-on-year (Full-year forecast: ¥780 billion)
- Operating revenues: Down ¥76.3 billion year-on-year
  - Cellular services revenues: Down ¥163.6 billion

(Inclusive of impact of accounting change in FY06 to initially recognize as revenues the portion of "*Nikagetsu Kurikoshi*" (two-month carry-over) allowances that are projected to expire)

- Equipment sales revenues: Up ¥72.6 billion
- Operating expenses: Down ¥111.1 billion year-on-year
  - •Revenue-linked expenses: Down ¥152.8 billion
  - Depreciation/amortization: Up ¥31.1 billion

- Operating income: ¥830 billion (Up approx. ¥22 billion year-on-year)
- Operating revenues: ¥4,768 billion

  (Up approx. ¥56 billion year-on-year)
  - •Cellular services revenues: Down approx. ¥414 billion
  - Equipment sales revenues: Up approx. 418 billion

Operating expenses: ¥3,938 billion (Up approx. 35 billion year-on-year)



# Principal Actions Planned for FY2008

# Marketing Strategies -1-

# Changes in market environment

#### **Expansion phase**

- > Focus on new subscriber acquisition
- ▷ Carrier-lead approach ("Push" type)
- > Technology/functionality-oriented

#### Mature phase

- Focus on existing subscribers (loyalty building)
- ▷ Customer-lead approach ("Pull" type)
- Service/performance-oriented

#### ■ New DOCOMO Commitments

We will re-build our brand and strengthen our ties with our customers

We will continue to drive innovations and aspire to become a corporation that is admired by the world

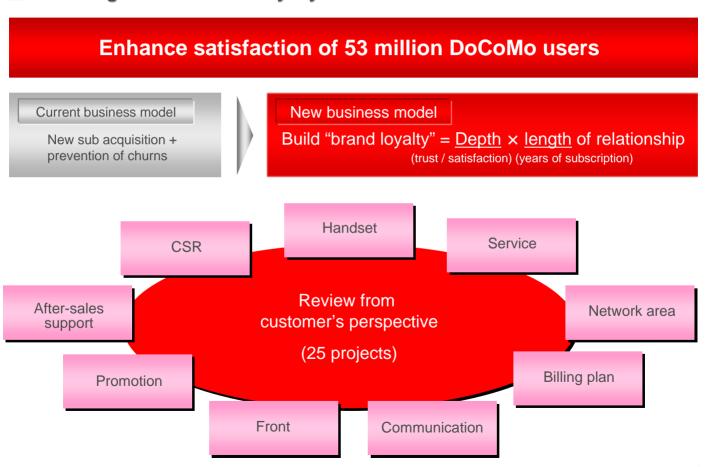
#### ~Our Vision for Transformation~

We will seek and value the voices of our customers and become a company that exceeds their expectations

We will enrich our organization with diverse and active talents who seek a common goal and dream

# Marketing Strategies -2-

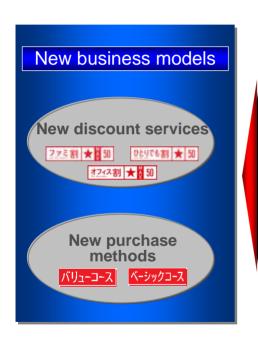
Marketing aimed at brand loyalty enhancement





# FY2008 Business Strategies

 Business activities centered on "marketing aimed at brand loyalty enhancement"







Business focus

FOMA network

Lower handset prices

**Group formation** 

## **New Business Models**

 Churn rate declined significantly as a result of introduction of new business models



No. of subscriptions:

Mar. 31, 2008: Approx. **22.1** mil

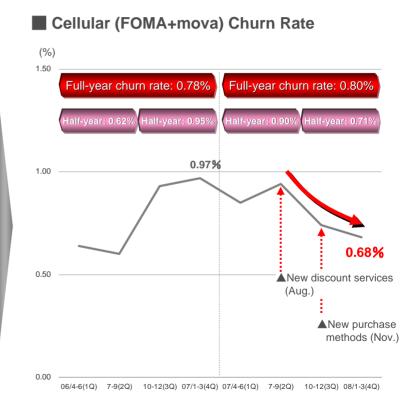
Mar. 31, 2009 (forecast): Approx. 31 mil

#### New handset purchase methods

% of users choosing "Value Course"\*: 96% (Cumulative data from Nov. 26, 2007 to Mar. 31, 2008)

No. of "Value Plan" subs: Over 5 mil

(As of Mar. 27, 2008)

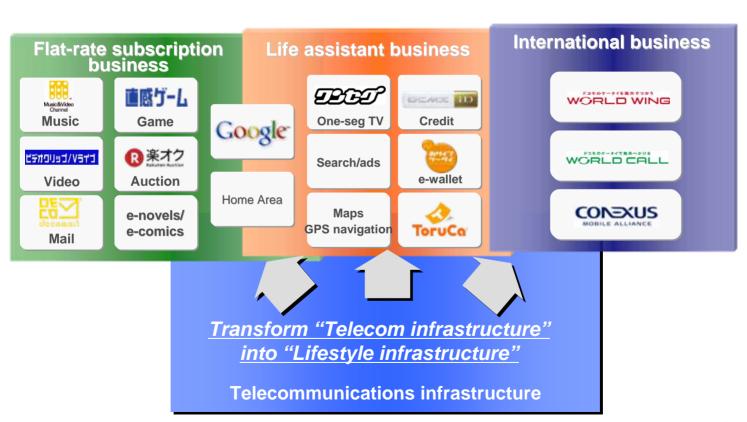


<sup>\*</sup> Percentage of users who chose "Value Course" among total users who purchased a handset using new purchase method

# SLIDE No.

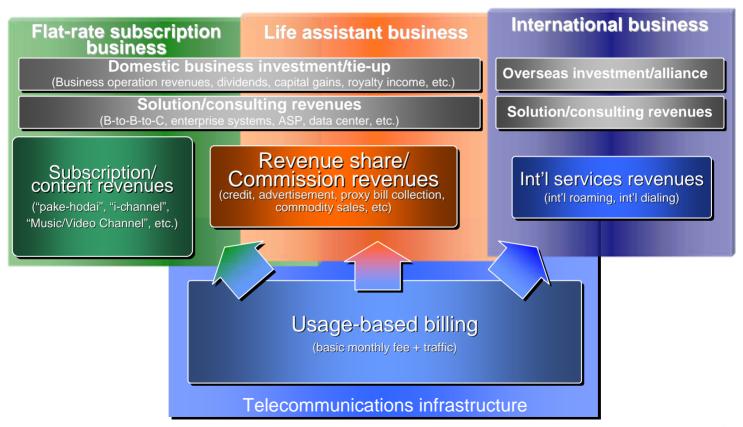
# **Directions of Service Development**

 Aim to expand three key business domains (flat-rate subscription, life assistant and int'l businesses) to have more customers use our services more conveniently for a longer period



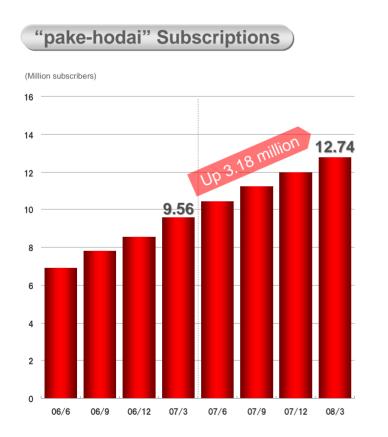
### Diversification of Revenue Models

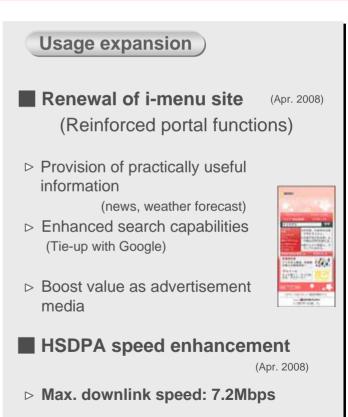
Aim to diversify revenue models in three key business domains



### Flat-Rate Business

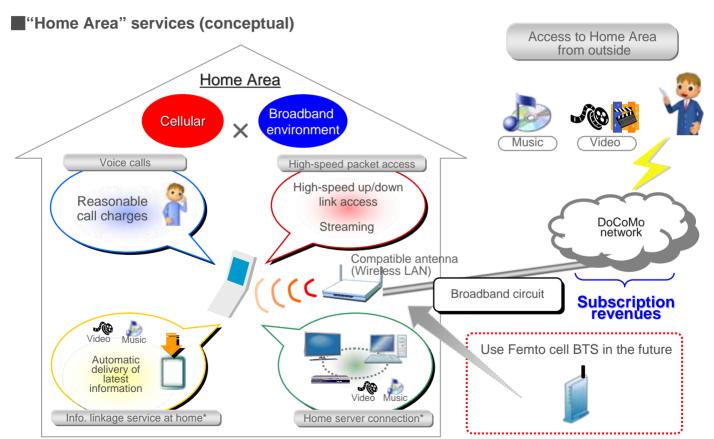
- No. of "pake-hodai" subscriptions grew to 12.74 million
- Expand usage through renewal of i-menu site and HSDPA speed enhancement





### Home Area

• Provide various services linked with "Home Area" (from FY08/1Q)

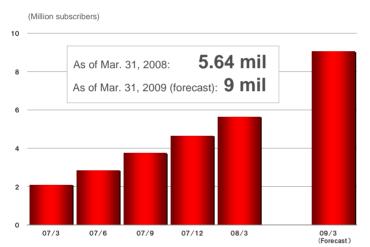


<sup>\*</sup> Timing of introduction is not decided

# Life Assistant Business -Credit-

 User base of mobile credit service grew to 5.64 million, and no. of iD payment terminals installed reached 300,000

# DCMX subscribers



#### iD payment terminals installed

As of Mar. 31, 2008:

300,000 units

As of Mar. 31, 2009 (forecast):

400,000 units







i D.×LAWSON



<sup>\*</sup> Privilege offered to "Premier Stage" customers for purchases made with DCMX or DCMX-mini

\*\*30%OFF

Aim to grow international business in three key areas









Propose solutions to Japanese enterprises with overseas operations



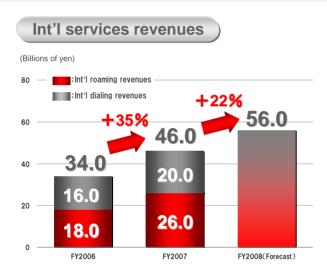


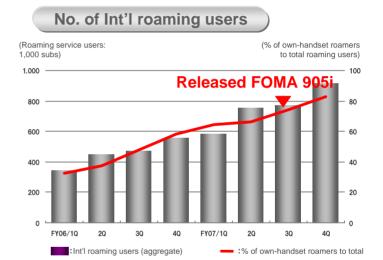
Preferred roaming

Seamless mobile services through collaborations

### International Business -2-

International services revenues grew 35% year-on-year





Raku Raku Phone Premium"



3G/GSM roaming-enabled

■ Beijing Olympics-related



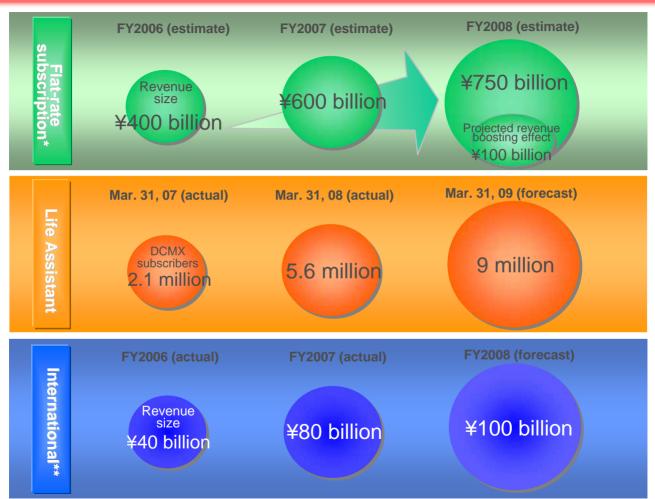
(Campaign)



(Premier Club member privileges (Beijing/Shanghai))



# Projected Growth of Each Business Domain

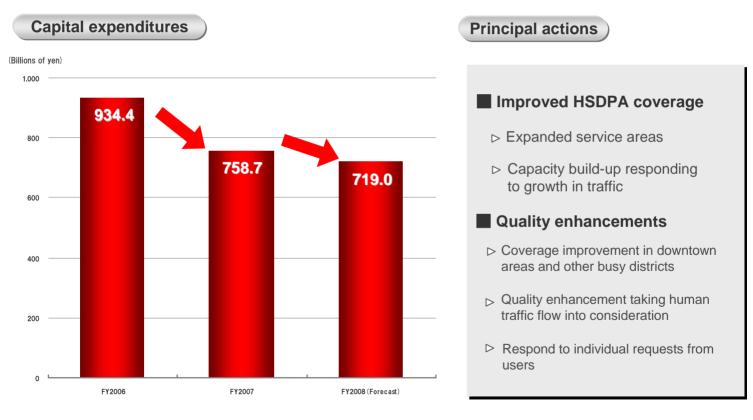


<sup>\*1:</sup> Revenue sizes are estimated based on the number of "pake-hodai" and "i-channel" subscriptions. Projected revenue boosting effect is the cumulative effect for FY07 and 08.

<sup>\*2 :</sup> Includes international services revenues, dividends from overseas investees and revenue contribution of overseas affiliates accounted for by equity method, etc.

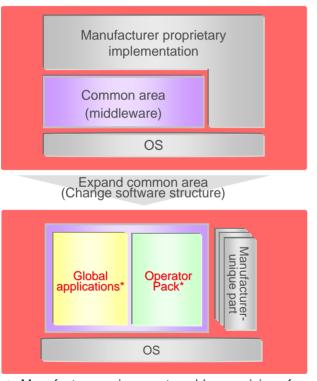
# **FOMA Network**

Network quality improvement responding to individual requests from users



# **Operator Pack**

- Software developed for DoCoMo to be bundled in a package and provided to handset manufacturers
- **■** Operator Pack (conceptual)



Manufacturer-unique part enables provision of lineup of individually distinctive handsets

### Projected effects

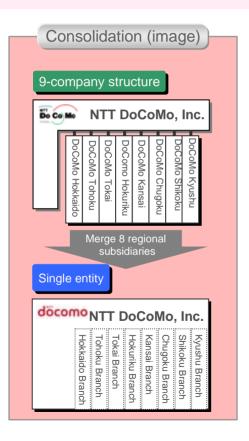
- ▷ Lower handset prices
- Japanese handset manufacturers' entry into overseas markets
- Entry by foreign handset manufacturers into DoCoMo's business

To be implemented from 2009/2H (planned)

Global applications: et of standard applications that can be used globally Operator Pack: Suite of DoCoMo-specific applications

# **Group Formation**

 Integrate regional subsidiaries into a single entity under NTT DoCoMo, Inc. effective July 1, 2008



#### **Principal actions and projected effects**

#### Standardize and enhance service quality

▷ Sales, promotion, area quality

#### **Optimize various operations**

- Sales/after-sales service operations
   (call center, billing center, trouble-shooting desks)
- Administrative/common operations
   (financial accounting, payroll administration)
- Reduce inventory through central order placement, inventory control system

# Speed up and improve efficiency of group management

- ▷ Simplified decision-making process
- Integration/optimization of internal administrative systems

### Return to Shareholders

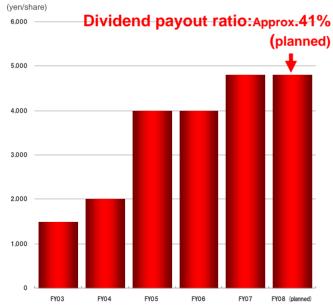
For fiscal year ending Mar. 31, 2009 (planned):

Dividend per share: 4,800 yen

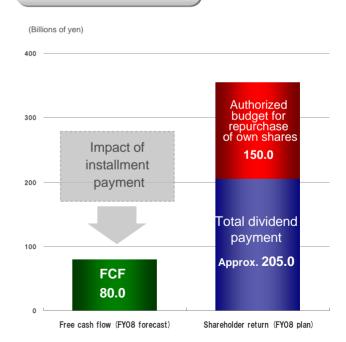
Repurchase of own shares: Seek authorization to repurchase up to 900,000 shares

for up to 150 billion yen at general shareholders meeting

# Dividend per share



#### Shareholder returns



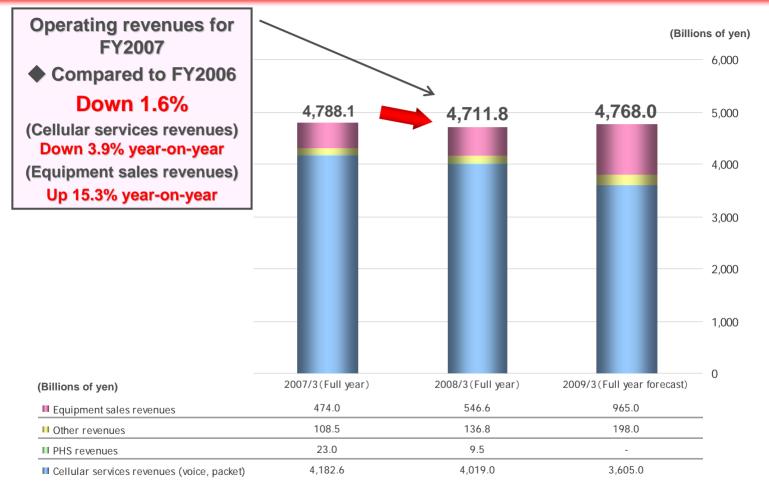


# **Appendices**



# Operating Revenues

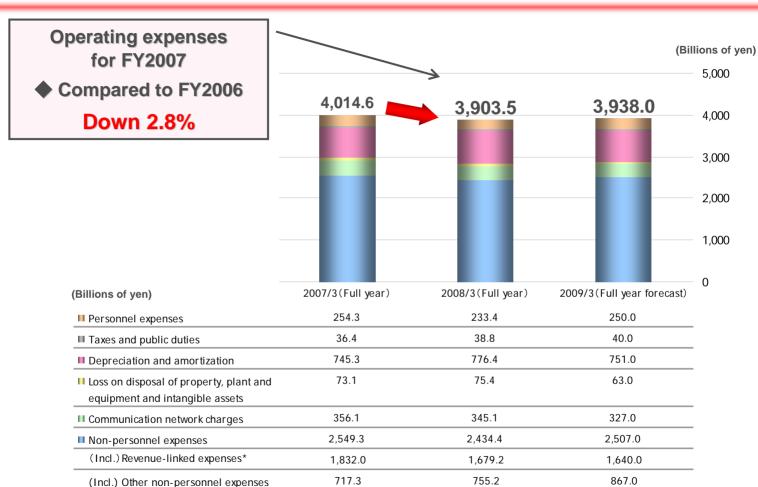
US GAAP



<sup>◆ &</sup>quot;International services revenues" are included in "Cellular services revenues (voice, packet)".

# **Operating Expenses**

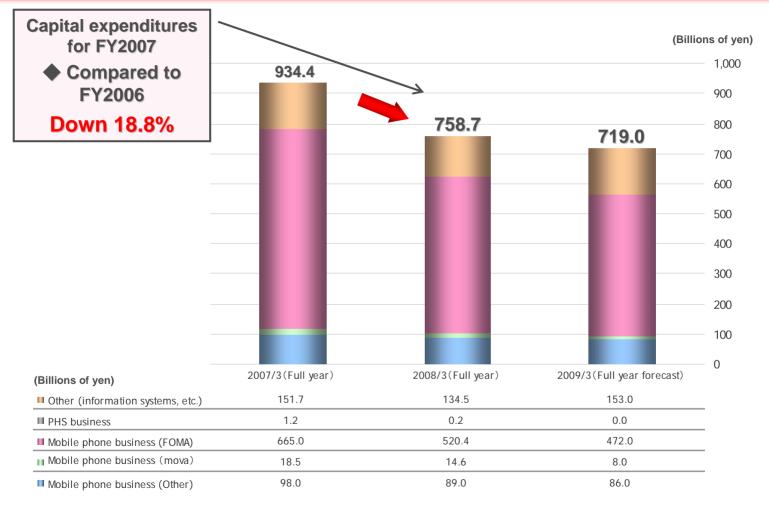
US GAAP



<sup>\*</sup> Revenue-linked expenses: Cost of equipment sold + distributor commissions + cost of DoCoMo Point service



# Capital Expenditures



# **Operational Results and Forecasts**

				2007/3 (Full year) (1)	2008/3 (Full year) (2)	Changes (1) →(2)	2009/3 (Full year forecast)
	No. of Subscribers (1,000)*			52,621	53,388	+1.5%	54,470
	mova		17,092	9,438	-44.8%	4,950	
	FOMA		35,529	43,949	+23.7%	49,520	
	i-mode	i-mode		47,574	47,993	+0.9%	48,650
	Communication Module Service			1,027	1,433	+39.5%	1,570
O	Market share(%)			54.4	52.0	<b>-2.4</b> points	-
Cellular	Handsets sold (1,000) (including handsets sold without involving sales by DoCoMo)	Total handsets sold		26,046	25,739	-1.2%	-
lar		mova	New	863	197	-77.2 %	-
Ph			Replacement	1,232	243	-80.3 %	-
Phone		FOMA	New	5,565	5,677	+2.0 %	-
Ф			Migration from mova	9,553	6,529	-31.7 %	-
			Other**	8,835	13,093	+48.2 %	-
	Churn rate (%)		0.78	0.80	+0.02 points	-	
	ARPU (FOMA+mova) (yen)			6,700	6,360	-5.1%	5,640
	MOU (FOMA+mova) (minutes)			144	138	-4.2%	-

<sup>\*</sup>Communication Module Service subscribers are included in the number of cellular phone subscribers 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 subscribers.)

<sup>\*\*</sup> Other includes purchases of additional handsets by existing FOMA subscribers.

<sup>\*\*\*</sup> For an explanation of MOU and ARPU, please see Slide 35 of this document, "Definition and Calculation Methods of MOU and ARPU".



# Cellular (FOMA+mova) ARPU

Aggregate ARPU for FY2007 was ¥6,360 (Down 5.1% year-on-year)
 Data ARPU was ¥2,200 (Up 9.5% year-on-year)



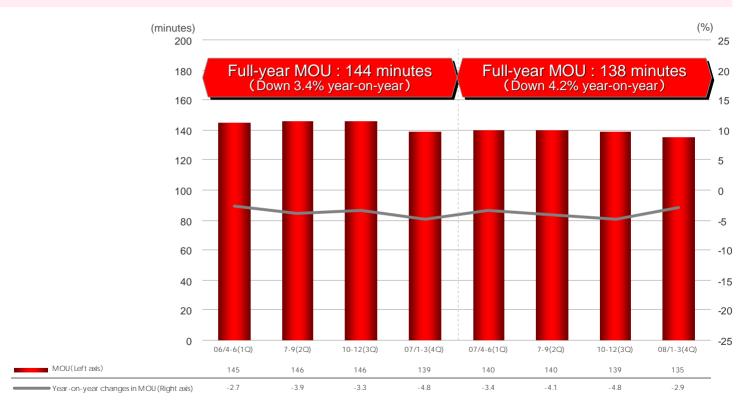
International service-related revenues, which had not been included in previous reports, have been included in the ARPU data calculations as of the fiscal year ended Mar. 31, 2006, in view of their growing contribution to total revenues.

For an explanation of ARPU, please see Slide 35 of this document, "Definition and Calculation Methods of MOU and ARPU".



# Cellular (FOMA+mova) MOU

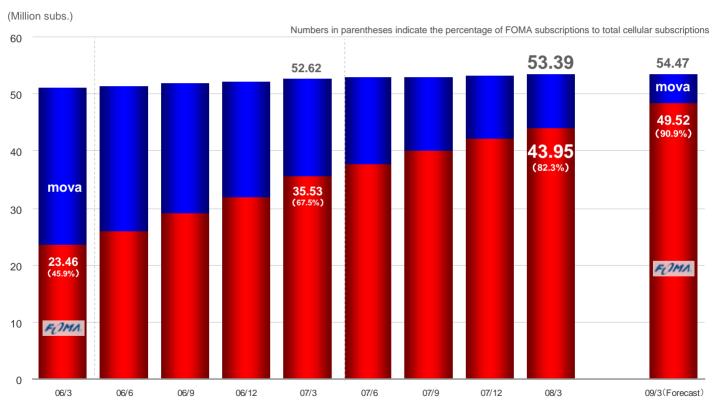
# MOU for FY2007 was 138 minutes (Down 4.2% year-on-year)



<sup>◆</sup> For an explanation of MOU, please see Slide 35 of this document, "Definition and Calculation Methods of MOU and ARPU".

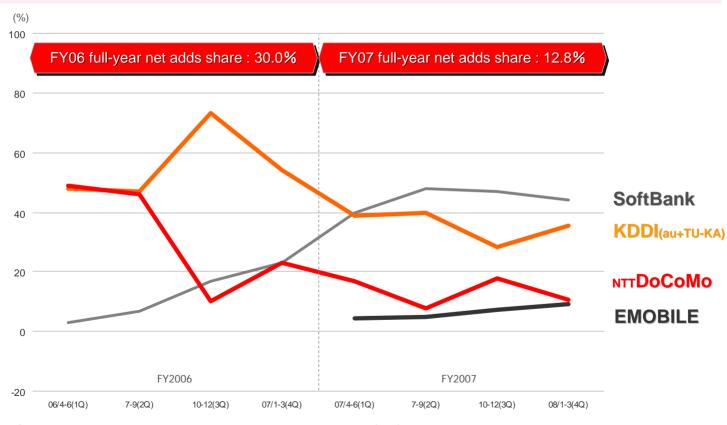
# Subscriber Migration to FOMA

 FOMA subscriptions reached 43.95 million as of Mar. 31, 2008 (82.3% of DoCoMo's total subs)



# Market Share of Net Additions

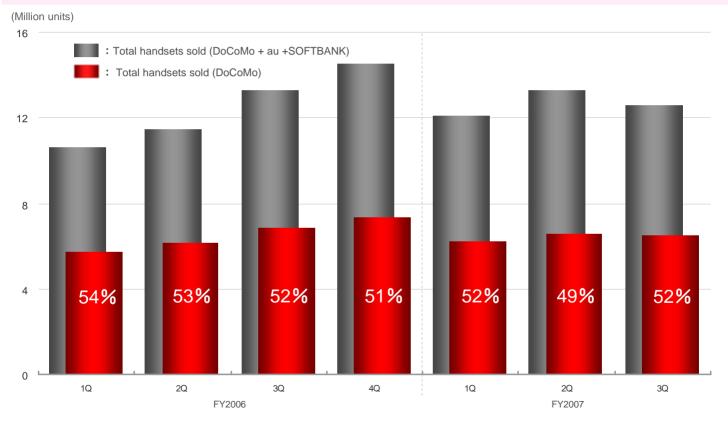
DoCoMo's market share of net adds for FY2007 was 12.8%



<sup>◆</sup>Source of data used in calculation: Telecommunications Carriers Association (TCA)

# Market Share of Handsets Sold (Estimate)

Maintained market share of total handset sold at approx. 50%



◆ Calculated based on financial results materials of each company

◆ Handsets sold by TU-KA and EMOBILE are not included

# Return to Shareholders (Track Record)

Track Record <by fiscal="" year=""></by>			
	FY2005	FY2006	FY2007
Total dividends (Billions of yen) (1)	178.2	175.1	205.7
(Dividend per share)	(4,000 yen)	(4,000 yen)	(4,800 yen)
Repurchase of own shares (Billions of yen) (2)	300.1	157.2	173.0
(No. of shares repurchased)	(1.8 million)	(0.88 million)	(0.97 million)
Total (Billions of yen) (1)+(2)	478.2	332.3	378.7
No. of treasury shares canceled	1.89 million	0.93 million	1.01 million

# CSR (Corporate Social Responsibility) Activities

For a safer and more secure society

Universal

design

products &

services

- Reinforced activities to facilitate uptake of access restriction (filtering) services
- "DoCoMo Mobile Phone Safety Classes" (2.400s session at schools & communities nationwide)
- · "Keitai Anshin Pack"

("Data Security" service, "Omakase Lock" service, "Keitai Osagashi" service)

Nationwide cumulative sales of "Raku Raku Phone" series handsets: 12.89 million

Barrier-free accessibility at DoCoMo Shops, acquisition of service helper



"DoCoMo Mobile Phone Safety Class"



"Raku Raku Phone IV"

# Disaster response

"i-mode Disaster Message Board" service

certification by shop staffs

• Mobile power supply vehicle & power generator equipment

• Bone conduction receiver microphone "Sound Leaf Plus"

• "Mobile phone usage lectures" for the elderly and handicapped

Won Prime Minister's Prize of 2007 Barrier-Free Contributors Awards

· Free-of-charge cellular phone rental/phone battery charging service at emergency shelters

(Above were all implemented following July 2007 Niigata-Chuetsu Offshore Earthquake)

Expanded points of collection of used cellular phones for recycling

Launched "Area Mail" emergency alert service



"i-mode Disaster Message

Board" service

"DoCoMo Woods" forestation campaign

- (mass retailers/convenience stores)
- DoCoMo Woods forestation campaign (36 locations)
- · Energy savings at communication facilities through the introduction of optical fiber-extended BS units and high-efficiency rectification equipment, and operation of co-generation system

conservation activities

**Environmental** 



#### Definition and Calculation Methods of MOU and ARPU

- ◆ MOU (Minutes of usage): Average communication time per one month per one user.
- ◆ 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 our wireless services revenues, such as monthly charges, voice transmission charges and packet transmission 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.

- ◆ Aggregate ARPU (FOMA+mova): Voice ARPU (FOMA+mova) + Packet ARPU (FOMA+mova)
  - ♦ Voice ARPU (FOMA+mova): Voice ARPU (FOMA+mova) Related Revenues (monthly charges, voice transmission charges) /

No. of active cellular phone subscriptions (FOMA+mova)

♦ Packet ARPU (FOMA+mova): {Packet ARPU (FOMA) Related Revenues (monthly charges, packet transmission charges) +

i-mode ARPU (mova) Related Revenues (monthly charges, packet transmission charges)} /

No. of active cellular phone subscriptions (FOMA+mova)

♦ i-mode ARPU (FOMA+mova): i-mode ARPU (FOMA+mova) Related Revenues (monthly charges, packet transmission charges) /

No. of active cellular phone subscriptions (FOMA+mova)

- ◆ Aggregate ARPU (FOMA): Voice ARPU (FOMA) + Packet ARPU (FOMA)
  - ♦ Voice ARPU (FOMA): Voice ARPU (FOMA) Related Revenues (monthly charges, voice transmission charges) / No. of active cellular phone subscriptions (FOMA)
  - ◇ Packet ARPU (FOMA): Packet ARPU (FOMA) Related Revenues (monthly charges, packet transmission charges) / No. of active cellular phone subscriptions (FOMA)
- ◆ Aggregate ARPU (mova): Voice ARPU (mova) + i-mode ARPU (mova)
  - ♦ Voice ARPU (mova): Voice ARPU (mova) Related Revenues (monthly charges, voice transmission charges) / No. of active cellular phone subscriptions (mova)
- ◆ Number of active subscriptions used in ARPU and MOU calculations are as follows:
  - ♦ Quarterly data: sum of "No. of active subscriptions in each month"\* of the current quarter
  - ♦ Half-year data: sum of "No. of active subscriptions in each month"\* of the current half
  - ♦ Full-year data: sum of "No. of active subscriptions in each month"\* of the current fiscal year
  - \* "No. of active subscriptions in each month": (No. of subs at end of previous month + No. of subs at end of current month)/2
- \*\*The revenues and no. of subscriptions of Communication Module Service are not included in the above calculation of ARPU and MOU.



# Reconciliation of the Disclosed Non-GAAP Financial Measures to the Most Directly Comparable GAAP Financial Measures

EBITDA and EBITDA margin		Billions of yen	
	Year ended March 31, 2007	Year ended March 31, 2008	Year ending March 31, 2009 (Forecasts)
a. EBITDA	¥ 1,574.6	¥ 1,639.1	¥ 1,626.0
Depreciation and amortization	(745.3)	(776.4)	(751.0)
Losses on sale or disposal of property, plant and equipment	(55.7)	(54.4)	(45.0)
Operating income	773.5	808.3	830.0
Other income (expense)	(0.6)	(7.6)	5.0
Income taxes	(313.7)	(323.0)	(342.0)
Equity in net losses of affiliates	(1.9)	13.6	10.0
Minority interests in earnings of consolidated subsidiaries	(0.0)	(0.1)	-
b. Net income	457.3	491.2	503.0
c. Total operating revenues	4,788.1	4,711.8	4,768.0
EBITDA margin (=a/c)	32.9%	34.8%	34.1%
Net income margin $(=b/c)$	9.6%	10.4%	10.5%

Note: EBITDA and EBITDA margin, 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.

#### 2. Free cash flows excluding irregular factors and changes in investments for cash management purpose

			Billions of yen
	Year ended March 31, 2007	Year ended March 31, 2008	Year ending March 31, 2009 (Forecasts)
Free cash flows excluding irregular factors and changes in investments			
for cash management purpose	¥ 192.2	¥ 442.4	¥ 80.0
Irregular factors (1)	(210.0)	210.0	-
Changes of investments for cash management purposes (2)	50.7	148.9	-
Free cash flows	32.9	801.3	80.0
Net cash used in investing activities	(947.7)	(758.8)	(719.0)
Net cash provided by operating activities	980.6	1,560.1	799.0

Note: (1) Irregular factors represent the effects of uncollected revenues due to a bank closure at the end of the fiscal year.

<sup>(2)</sup>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 investing activities for the year ended March 31, 2007 and 2008 includes changes in investments for cash management purposes. However, the effect of changes in investments for cash management purposes is not taken into account when we forecasted net cash used in investing activities for the year ending March 31, 2009 due to the difficulties in forecasting such effect.



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