

DOCOMO's Change and Challenge to Achieve New Growth

NTT DOCOMO, INC.

President & CEO

Ryuji Yamada

December 4, 2008

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:

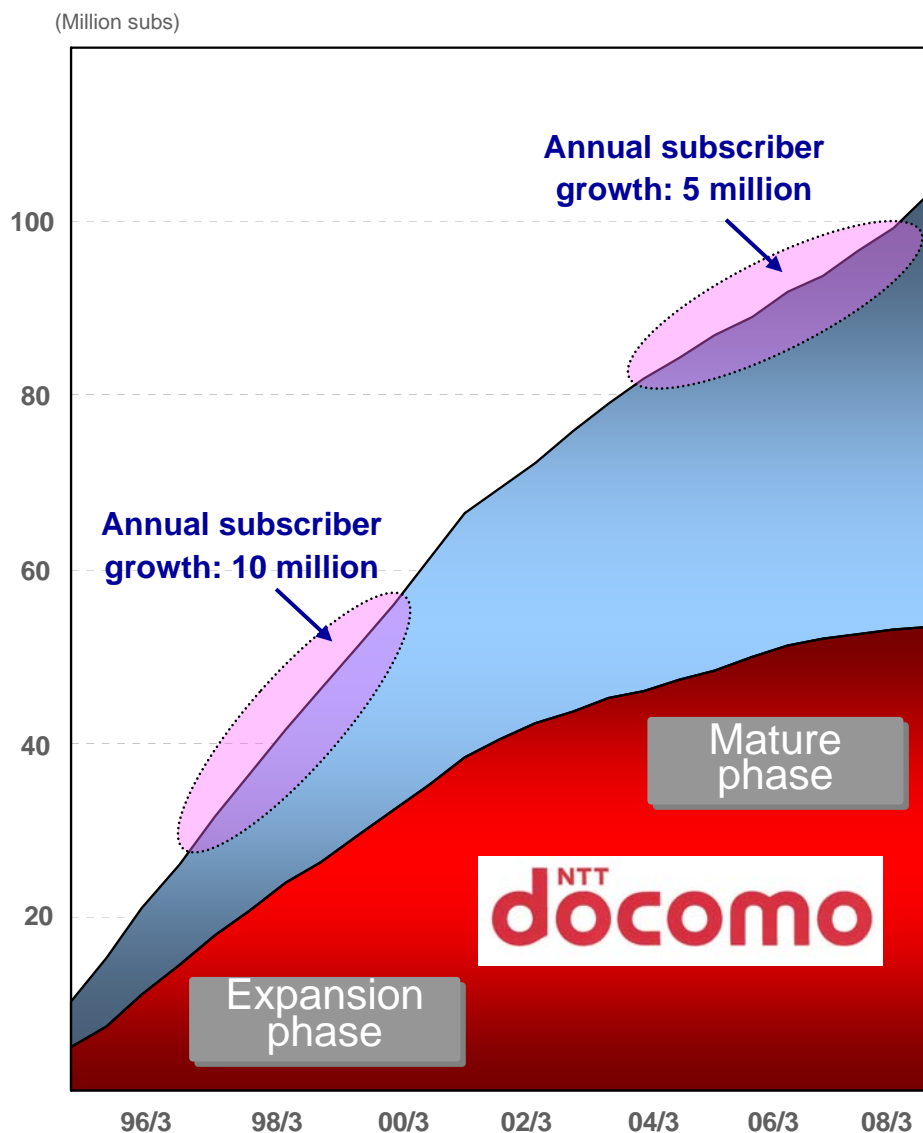
1. As competition in the market becomes more fierce due to changes in the business environment caused by Mobile Number Portability, new market entrants, competition from other cellular service providers or other technologies, and other factors could limit our acquisition of new subscribers, retention of existing subscribers, or may lead to diminishing in 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. 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 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.
11. 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.

DOCOMO's Change

To deliver on the pledges made in the New DOCOMO Commitments announced on April 18, 2008, DOCOMO has taken concrete actions to revisit every aspect of business from the customer's perspective — from customer relations to handsets to networks — based on a thoroughly hands-on approach to serving customers at all levels of our corporate group.

The entire DOCOMO Group will continue to join forces in our business operations, to strengthen ties with our customers and to transform into a company that can exceed their expectations by delivering the best possible service, safety and security to each customer.

Changes in market environment



Transformation to a company attaching priority to satisfying user needs

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

•Execute “New DOCOMO Commitments” to transform DOCOMO from a customer-centric viewpoint

“New DOCOMO Commitments”

Apr. 18, 2008

- 1 We will refine our brand and strengthen ties with our customers
- 2 We will solicit and incorporate feedback from customers so that we continue to exceed their expectations
- 3 We will continue to innovate so that we can earn the respect and admiration of people worldwide
- 4 We will become an organization whose energetic staff is capable of overcoming all challenges in pursuit of our corporate vision

New brand logo

July 1, 2008



Integration of regional subsidiaries

July 1, 2008



Nationwide operations under a single entity

- Carry out reform seeking proposals and comments from all levels of the company--from top management to rank-and-file employees.

Nationwide caravan

Brand promotion training

Internal communication

Solicit reform proposals

Employee awareness survey

Board member boot camp

ONE docomo

To become customer's "Only One"

- Plan to carry out extensive review of our entire business operation, ranging from customer treatment to network coverage

Examples of processes under review

Front activities

- Strengthen customer counters (expansion of DOCOMO Shops)
- Reinforce front-activity supporting system (establishment of Front Support Center)

After-sales support

- Improve handset repair acceptance procedures and handset return methods
- Revamp “DOCOMO Premier Club”
(Provide higher points to long-term users, provide free battery packs, etc.)

Network coverage improvement

- Proper and swift response to customer requests
(Customer visit within 48 hours after receiving request, etc.)
- Coverage improvement focusing on areas where customers frequently use phones

Services

- Review of existing services
- Provide personalized services

Handsets

- Improve ease of use
- Enrich lineup of new handsets tailored to user’s lifestyle needs

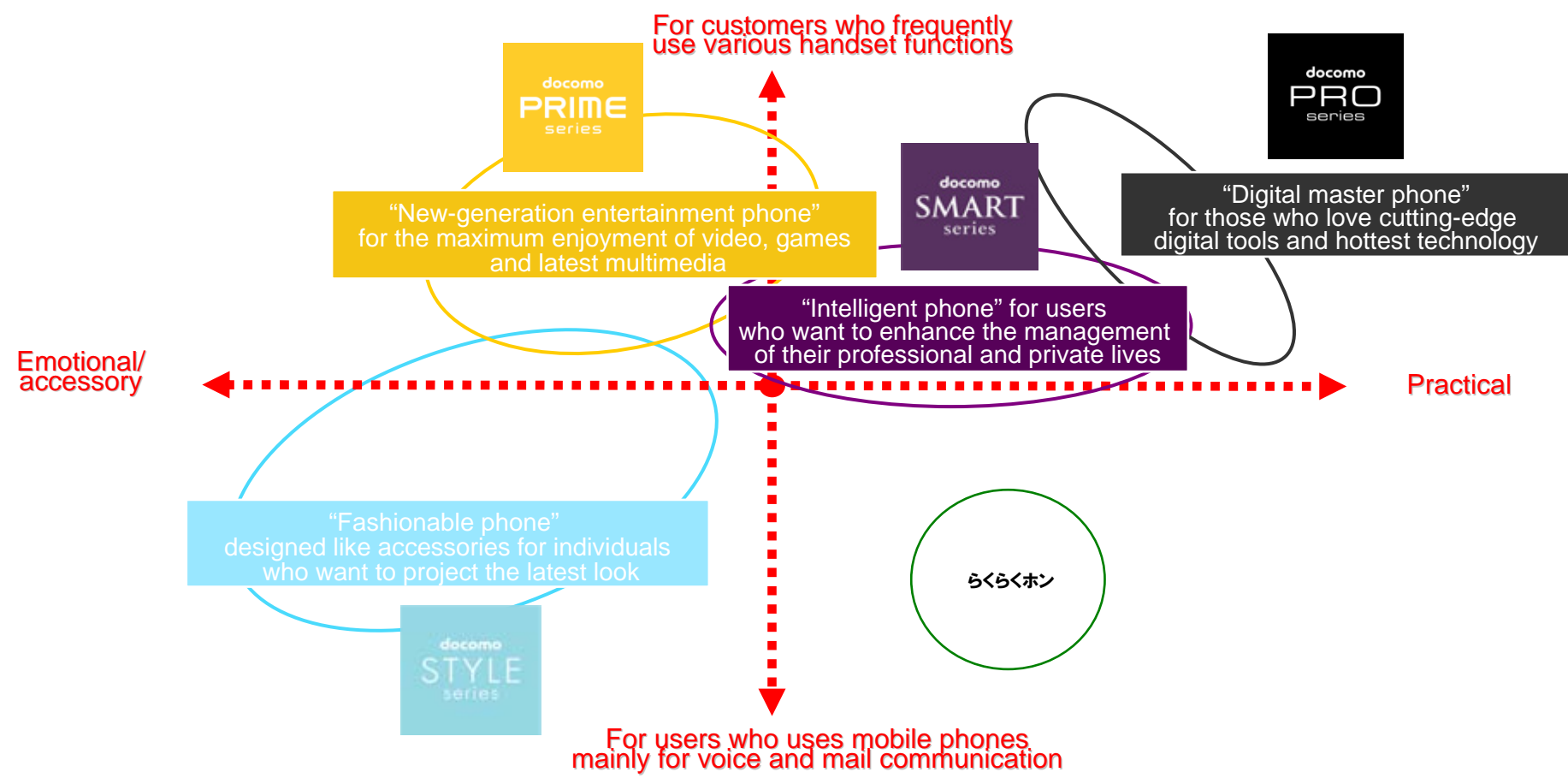
Billing plans

- Easy-to-understand billing plans
- Billing plans meticulously responding to customer needs
(Example) “pake-hodai double”

CSR

- Strengthen mobile phone safety classes and other activities
- Broader adoption of “universal design”

- Shift from previous lineup divided by “functionality” into new handset series, which allow customers to select a model that fits their own “lifestyle”



- Transition to a business model suited to a mature market by offering “new discount services” and “new purchase methods” as a set

New Business Model

New Discount Services

ファミ割 ★ MAX 50
Just for family

ひとりでも割 ★ 50
Just for you

オフィス割 ★ MAX 50
For business

Offer 50% discount on basic monthly fee on condition of 2-year service contract

New Handset Purchase Methods

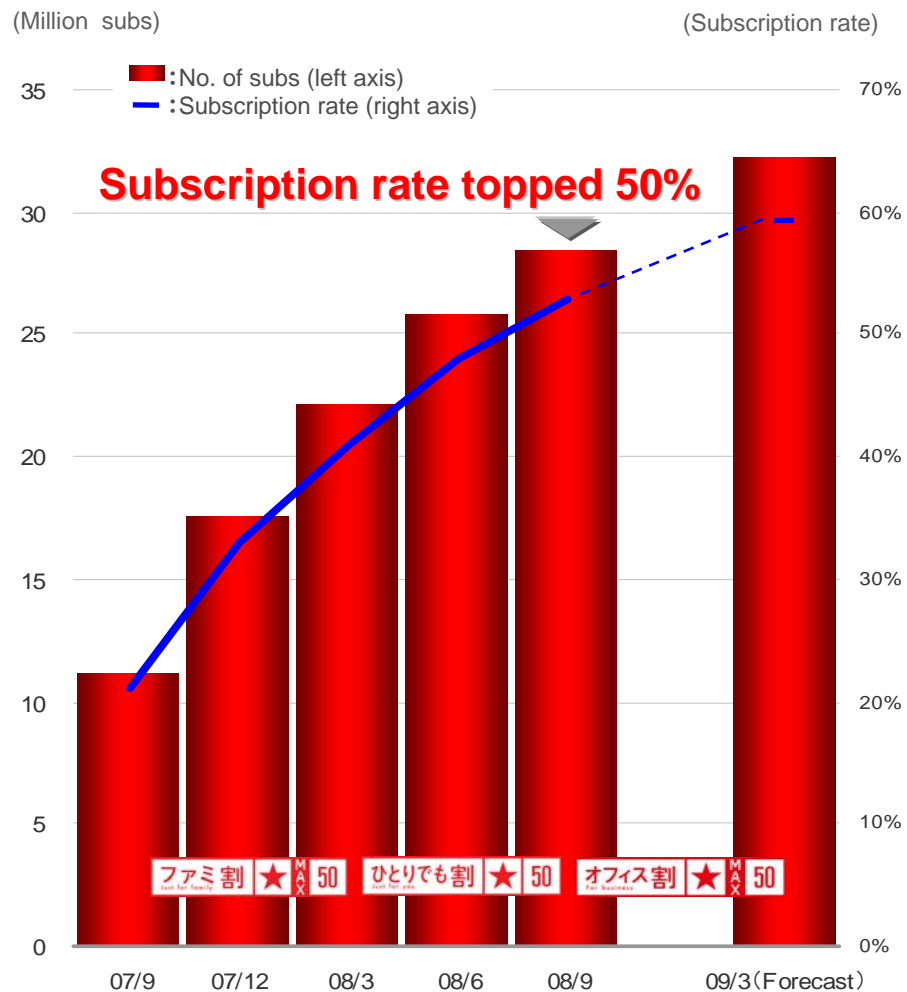
バリューコース

ベーシックコース

Offer discount on basic monthly fee in return for asking subscribers to shoulder full price of handset

New Discount Services*

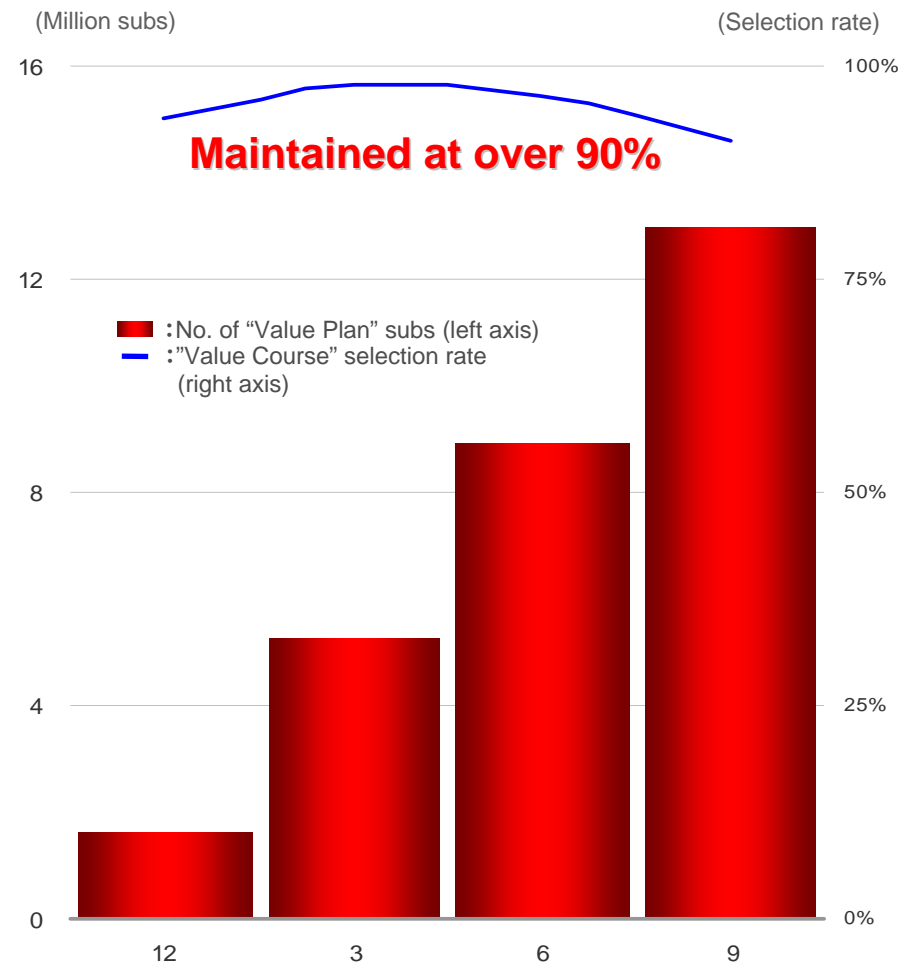
No. of subscriptions



* "Fami-wari MAX 50", "Hitoridemo Discount", "Office-wari MAX 50"

New Purchase Methods

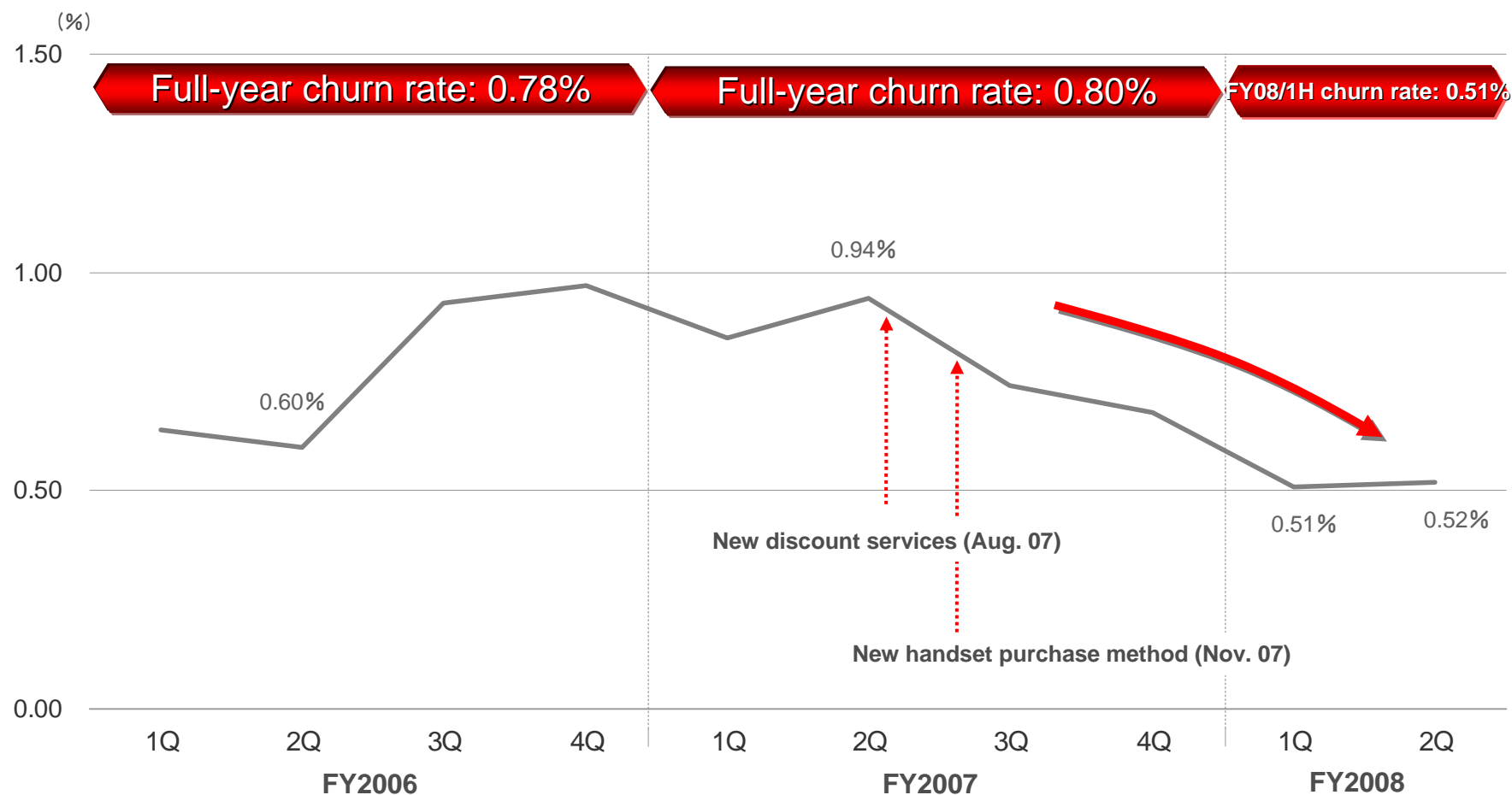
"Value Plan" subscriptions & "Value Course" selection rate**



**Percentage of users who chose Value Course among total users who purchased a handset using new purchase methods

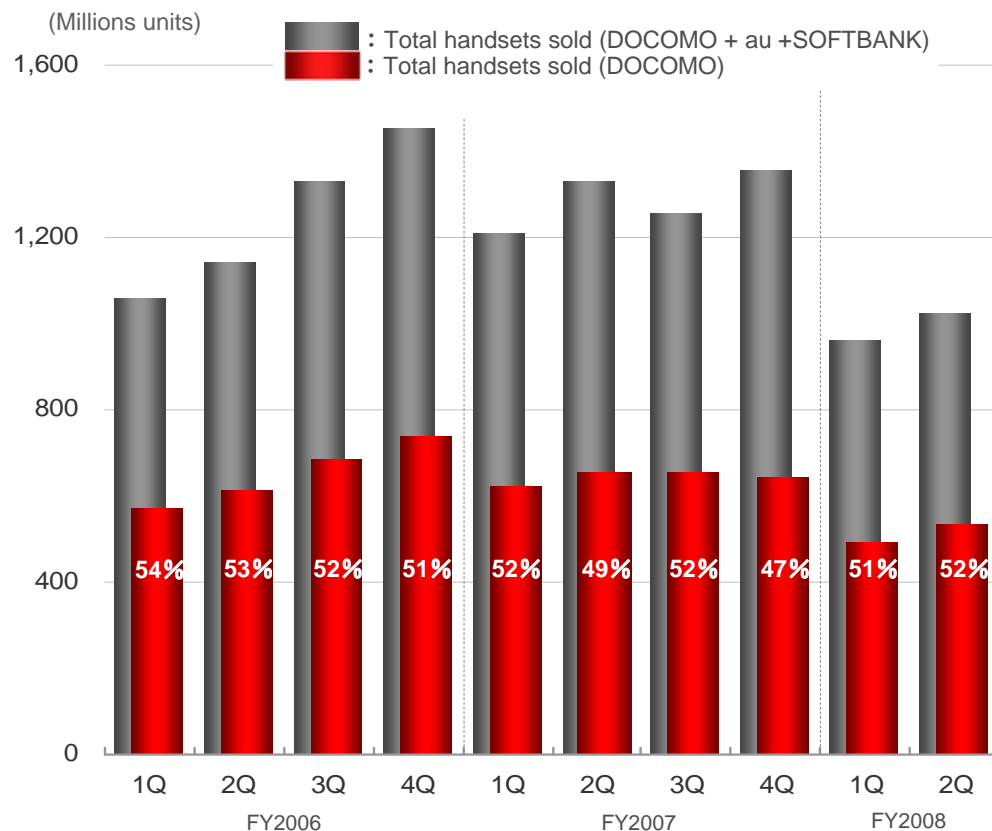
- Churn rate for FY2008/1H was 0.51%

■ Cellular (FOMA+mova) Churn Rate



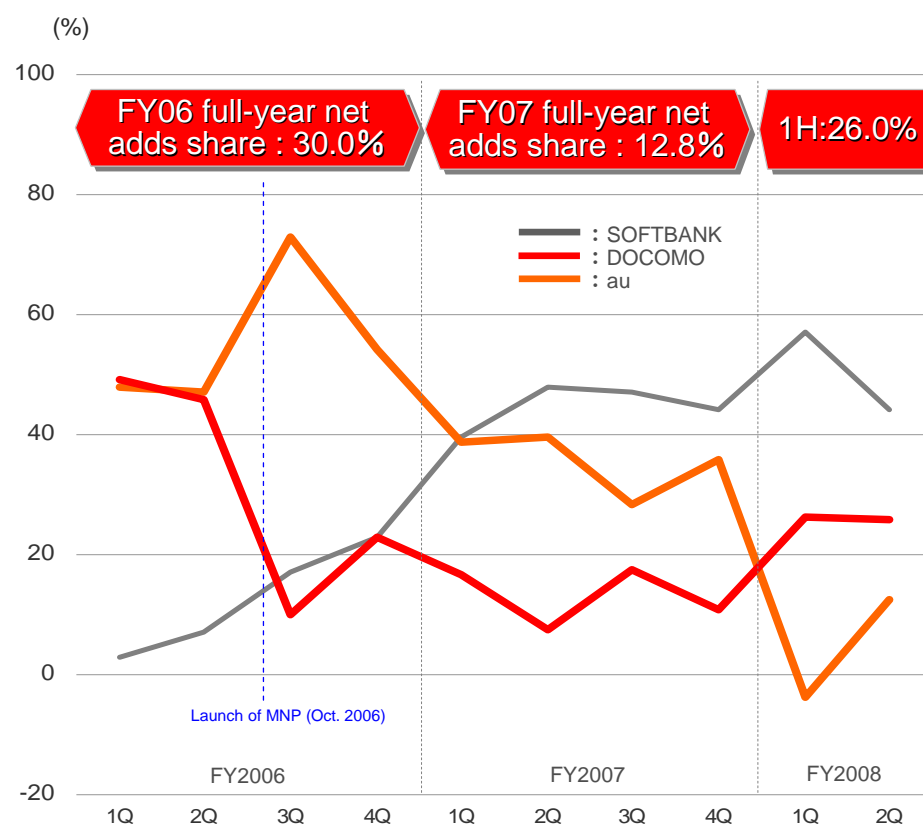
- Successfully maintained DOCOMO's market share in gross handset sales at approximately 50% even after launch of Mobile Number Portability (MNP)
- Market share of net additions for FY2008/1H recovered to 26%

Market Share of Gross Handset Sales (Estimated)



◆ Calculated based on financial results materials of each company
 ◆ Handsets sold by TU-KA and EMOBILE are not included

Market Share of Net Additions

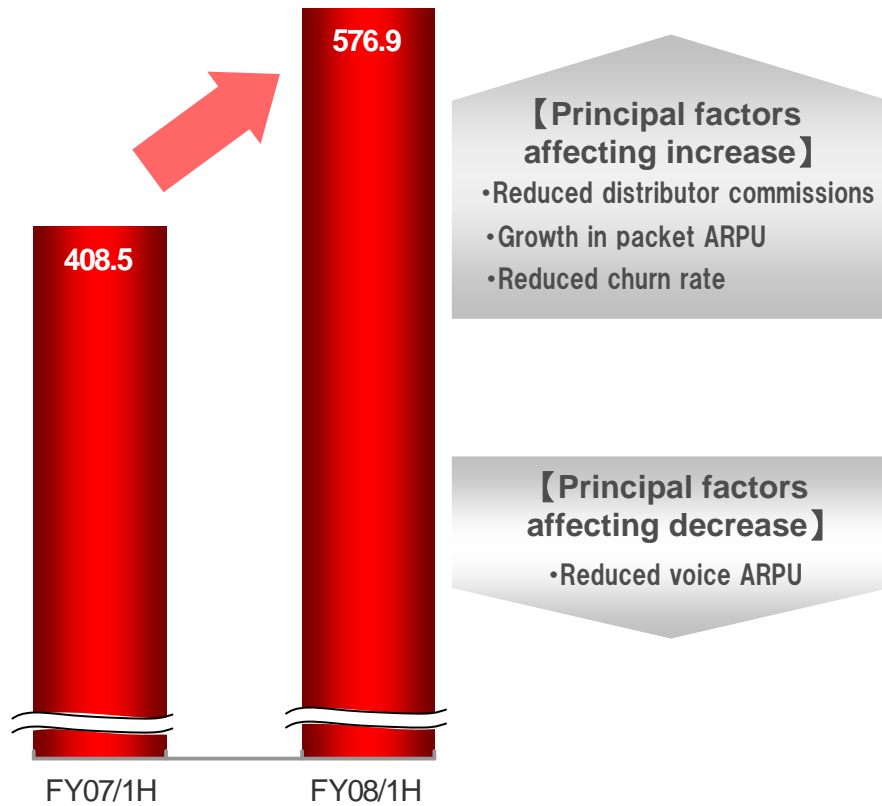


◆ Source: Telecommunications Carriers Association (TCA)

- FY2008 operating income forecast (full year): ¥830 billion

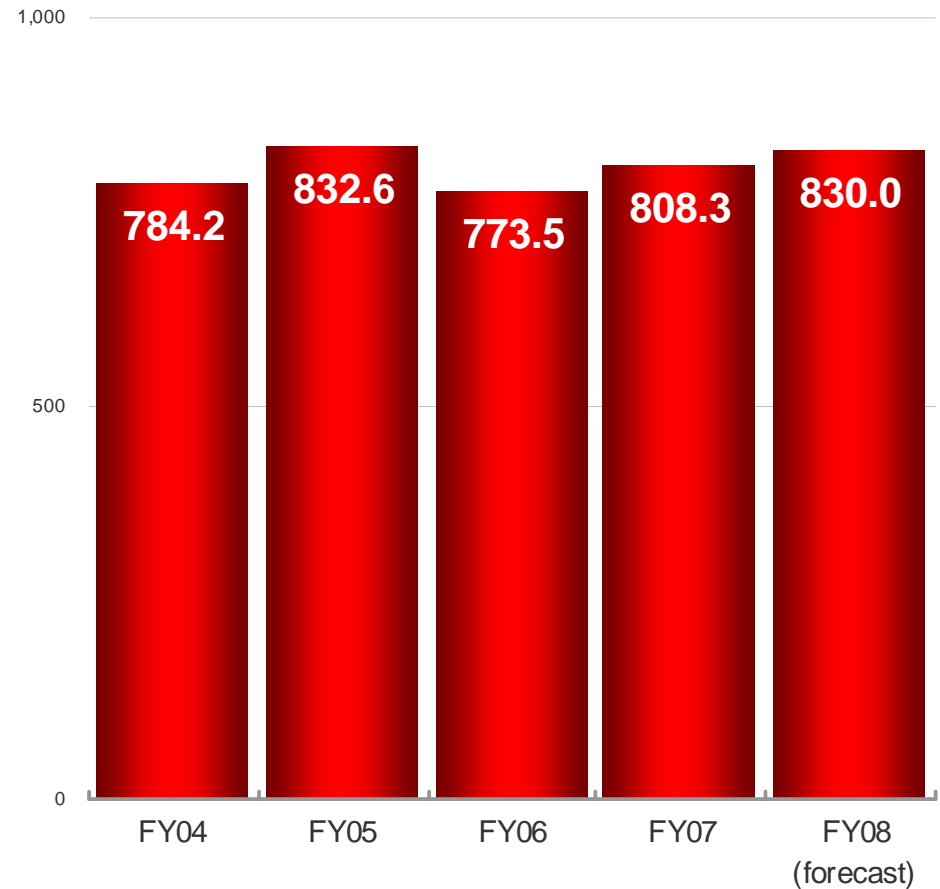
FY08/1H Operating income

(Billions of yen)



Historical changes in operating income

(Billions of yen)



- Earn long-term customer loyalty through customer-focused marketing

DOCOMO's aims

With each customer,

By getting to know each customer as an individual, we will offer high-quality value propositions that truly fit their needs

We will strengthen ties

Our vision is to be a "relation service company" that connects you to people in exciting ways

And, Open the door to the future

We aspire to become a company that can help customers discover unlimited potential in their hands, and open the door to the future

Directions of action

(1) Value long-term customers and those who strongly support DOCOMO

(2) Improve network area quality and after-sales support, to ensure our phones are usable anywhere

(3) Satisfy customers at all points of contact

(4) Select and propose services tailored to the individual needs of each customer, and be of assistance to customers

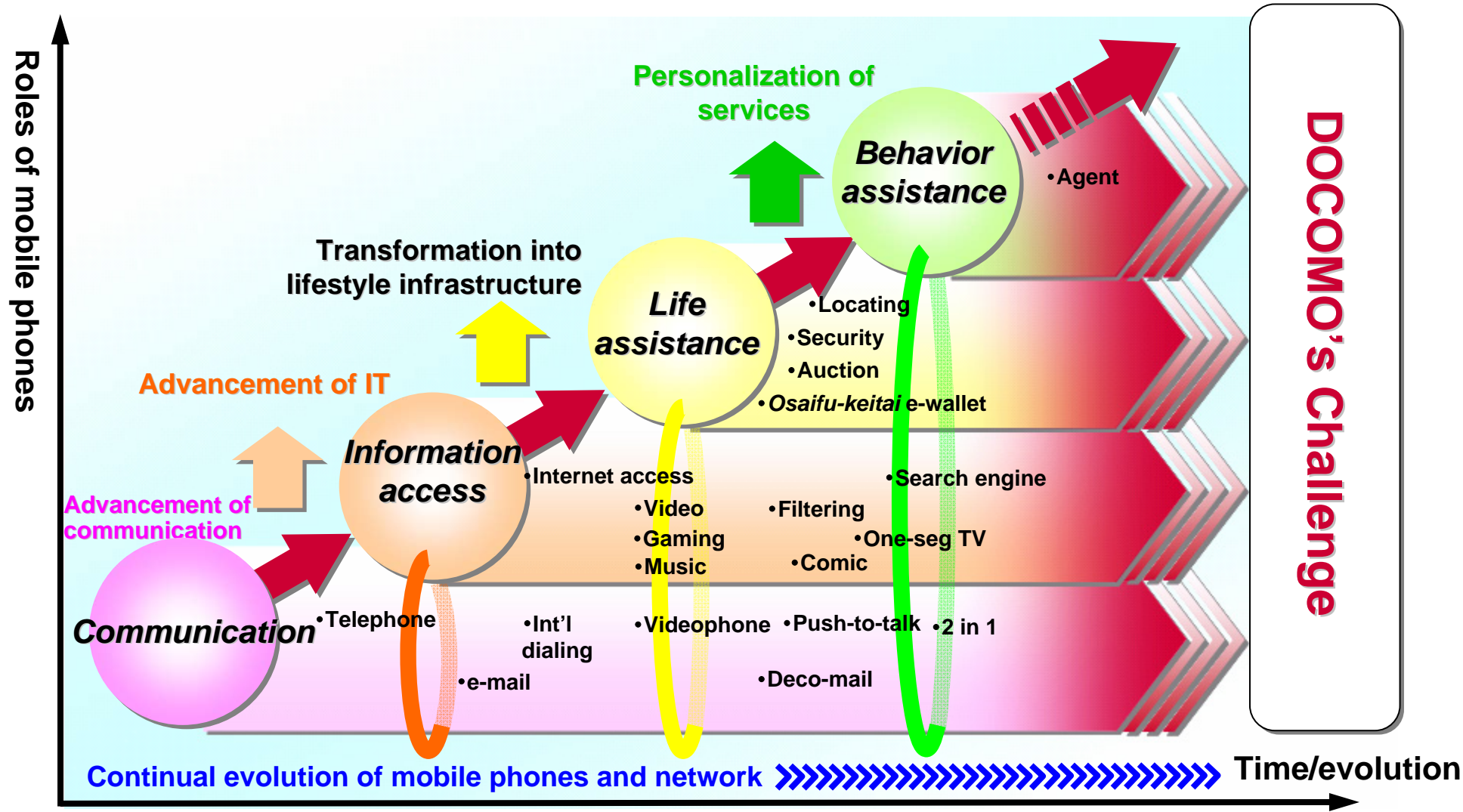
Target: Receive No. 1 ranking in customer satisfaction by FY2010

DOCOMO's Challenge

As adoption of open platform handsets increases and the mobile communications market becomes more sophisticated and diverse, DOCOMO will continue to drive innovation collaborating with a wide range of partners on a global scale, leveraging unique mobile properties such as real-time immediacy, personal authentication and locating capabilities.

We will commit ourselves to taking on the challenge to provide services that are tailored to the lifestyle and needs of each customer, and contribute to the sustained development of society by providing solutions to pressing issues.

• Take on the challenge of advancing all aspects of the ever-changing roles of mobile phones



- Deliver personalized services and functions that cater to varying lifestyles and needs of individual customers

Requirements for personalization

Growing demand to extract and choose service/product/ information that fit customer's own needs from vast options.

Aim to develop ultimate mobile phones like "Aladdin's magic lamp"

Mobile phone's evolution through personalization

"My personal assistant"

Daily behavior support with agent function

"My personal mobile phone"

Customization of screen design, search function, etc.

"My own portal"

Safe storage of data in the network

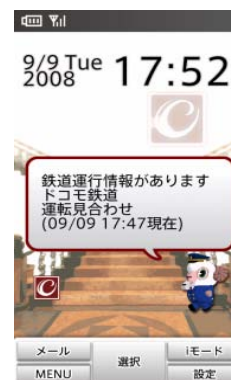
i-concier™

Evolution from a "phone capable of doing XX" into "phone that will actively do XX on behalf of customer"

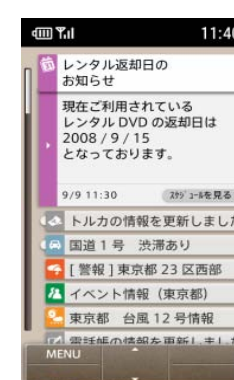


Mobile phone to serve as a "butler" or "concierge" to assist individual customer's daily activities

★ Train service info



★ DVD Rental



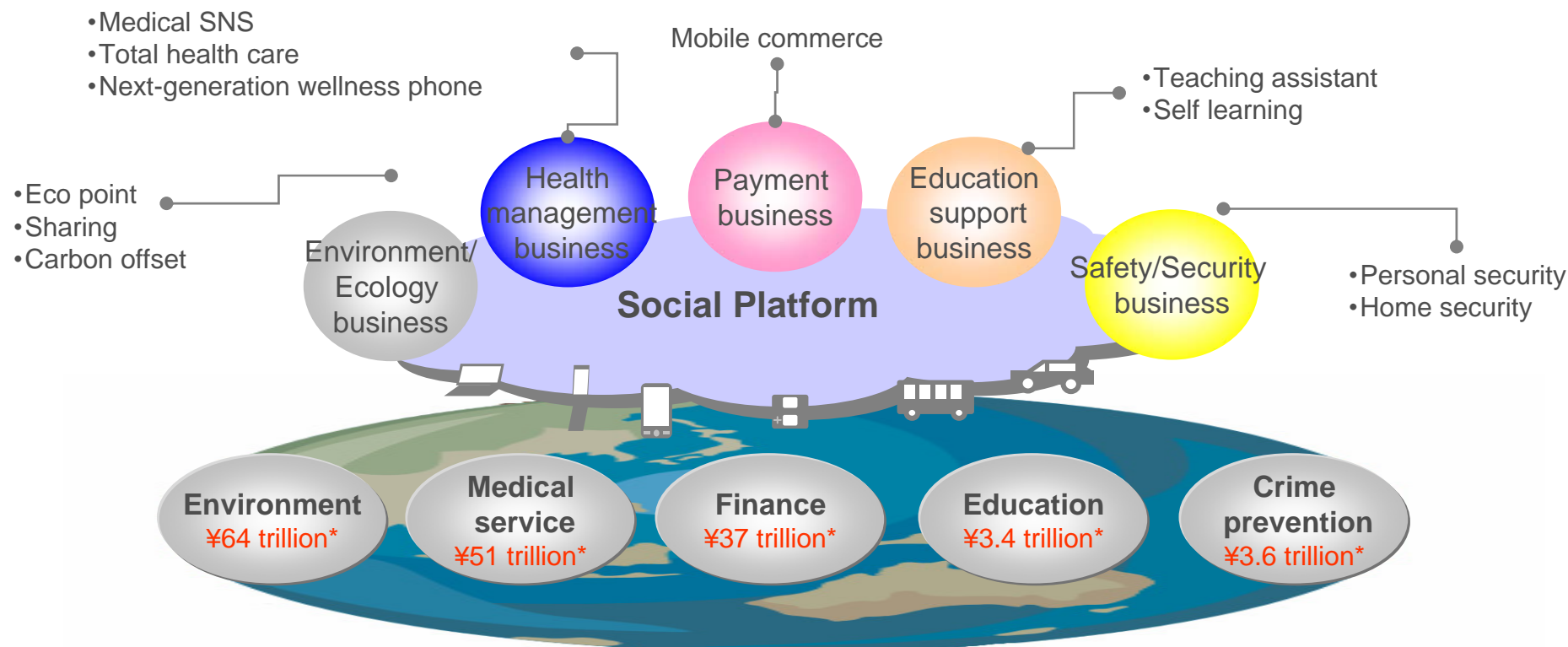
★ Coupon



- Launch new businesses in fields such as the environment, ecology, safety, security and health management

Development of social support services

By connecting together the initiatives undertaken by individuals, corporations and other organizations to solve social issues via mobile communications, DOCOMO aims to invigorate and improve the efficiency of such activities, and contribute to sustainable development of society.

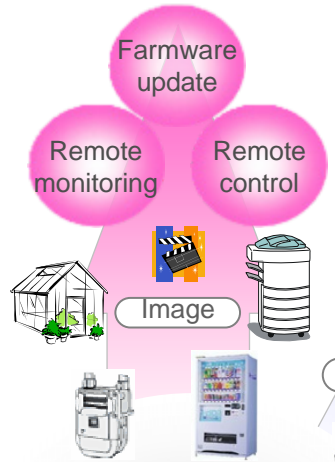


* Market size as of FY2012: Calculated by NTTDOCOMO based on information published by relevant government ministries/agencies and current market size

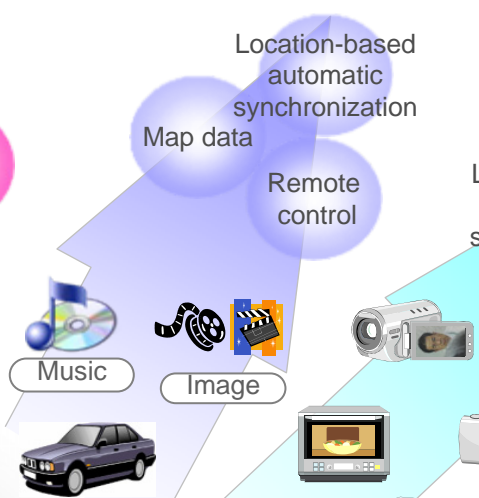
- Deploy new converged services linking mobile phones with various devices

Development of converged services

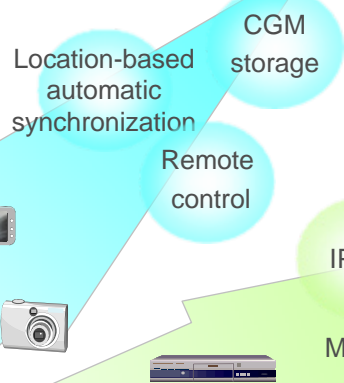
Convergence with industrial equipment



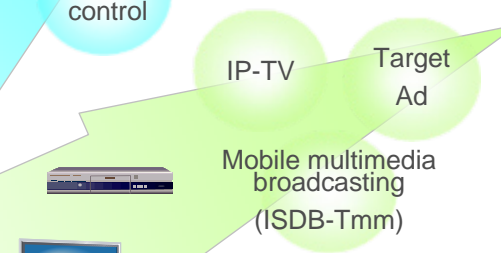
Convergence with automobiles (ITS)



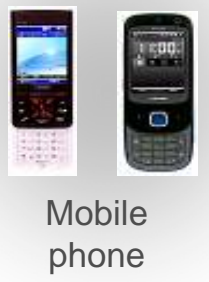
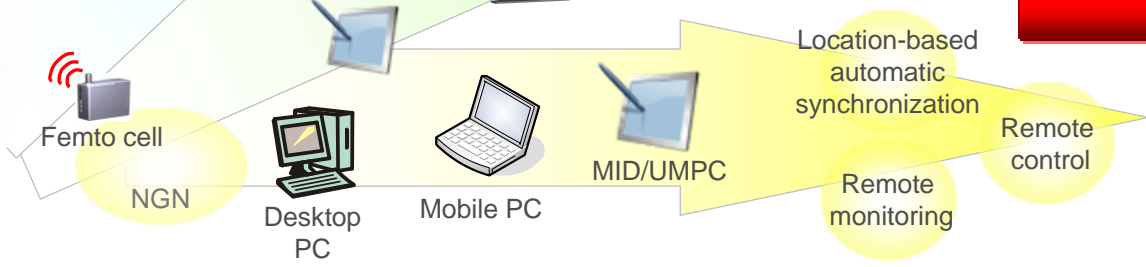
Convergence with information appliances



Convergence with broadcasting



Convergence with fixed-line



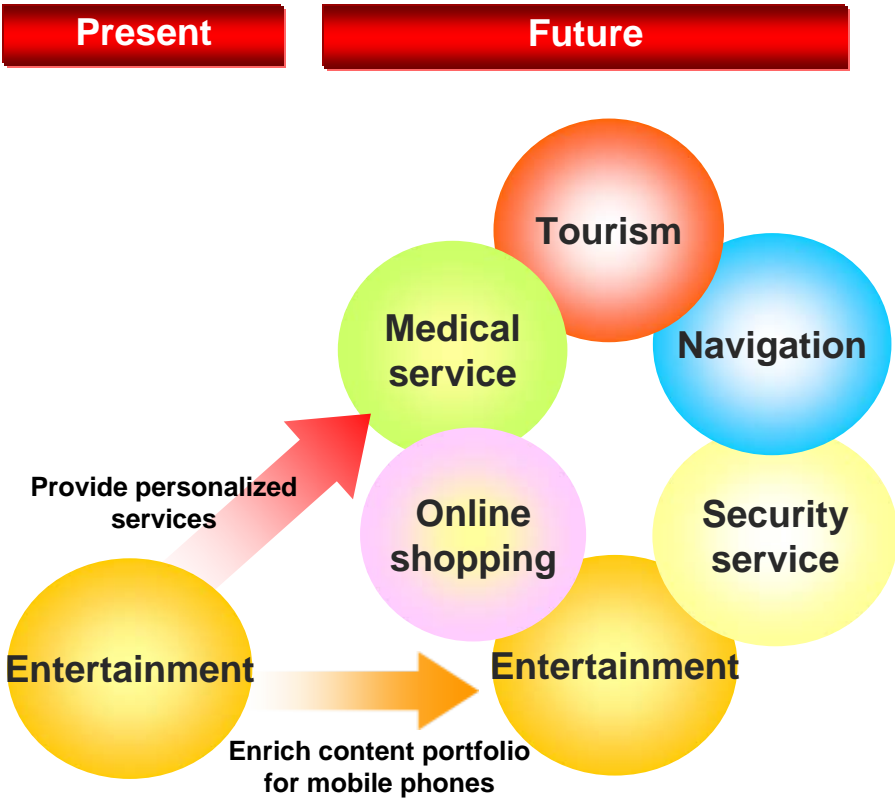
Mobile phone

Evolution of Video Services/Network

- Offer video services uniquely available on cellular phones
- Build high-speed, high-capacity network to offer a wide array of advanced services

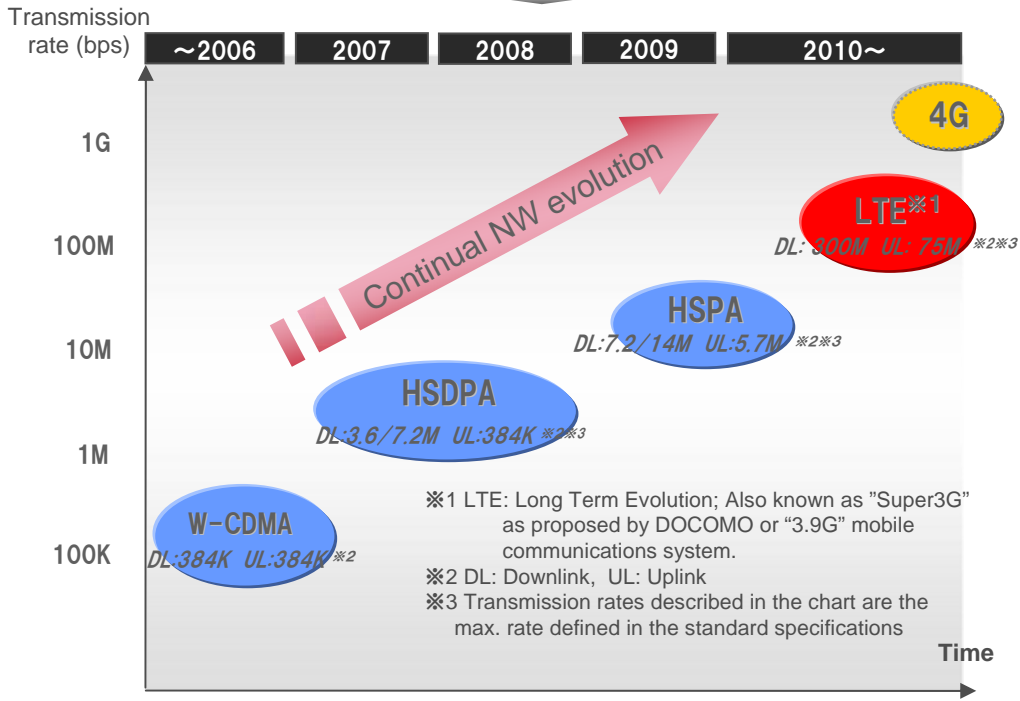
Video services

Provision of personalized video services



Network evolution

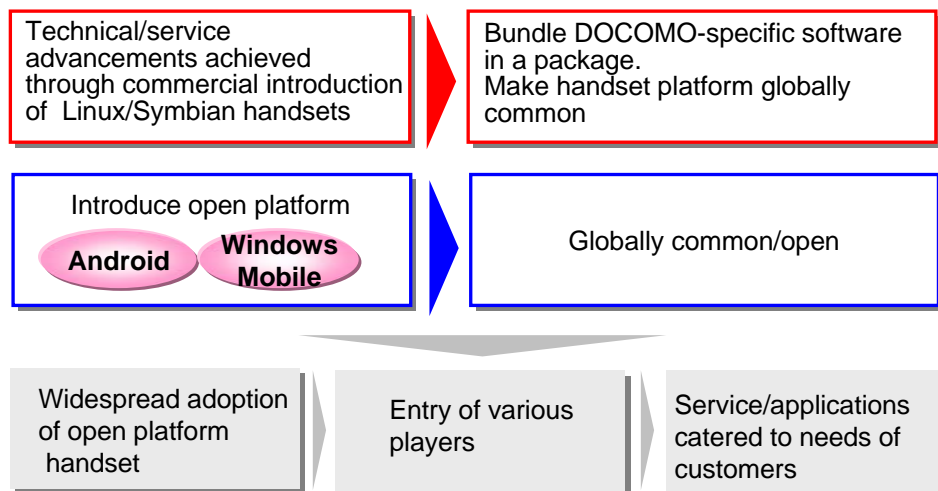
Enriched content services Broader adoption of flat-rate plans



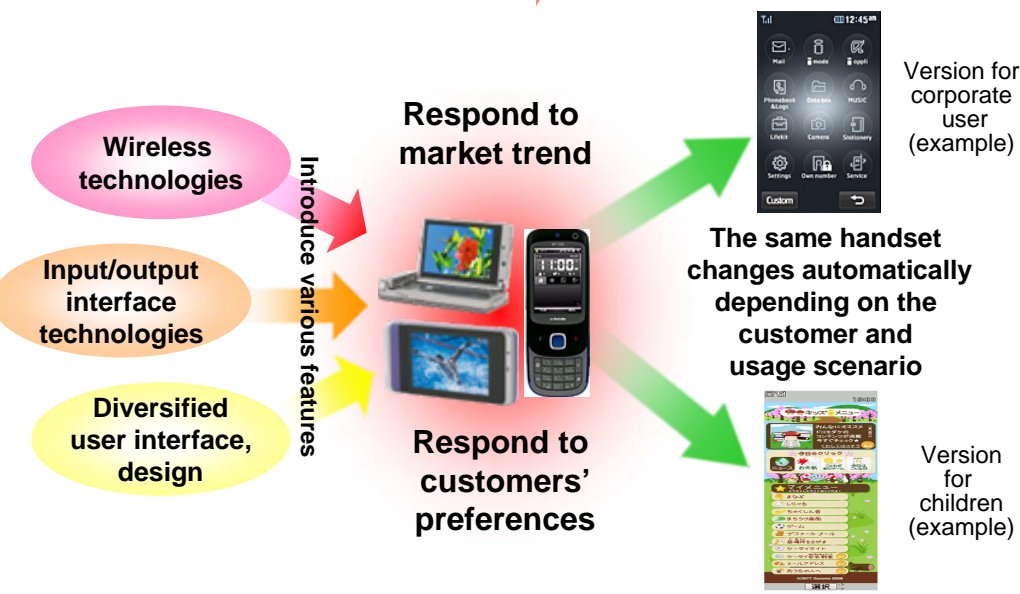
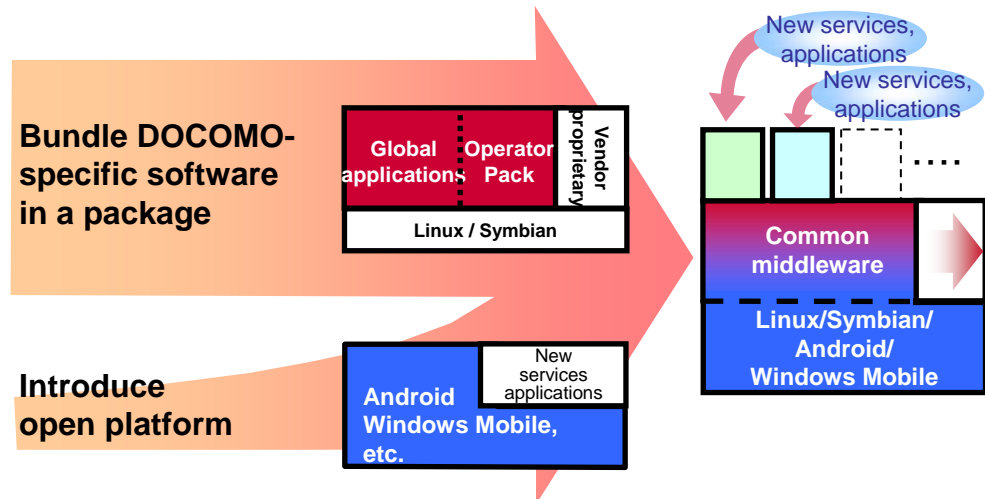
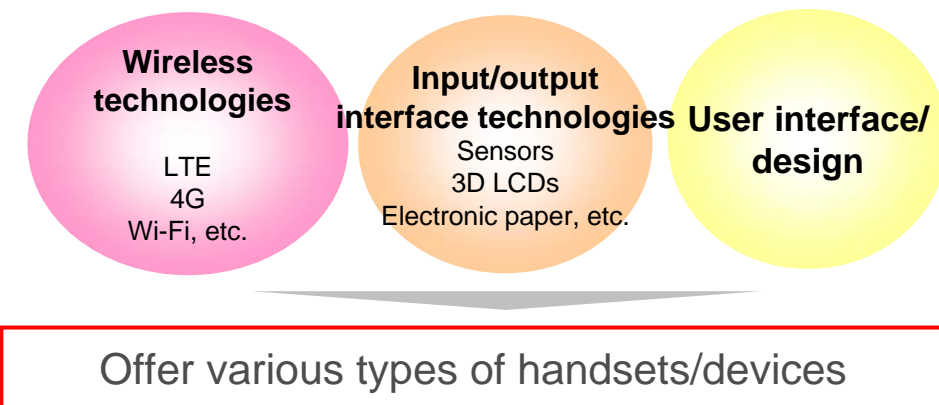
Scheduled LTE roll-out from 2010
as one of the first adopters in the world

- Provide handsets catered to customer's individual needs by adopting open platforms, advancing hardware/software and diversifying designs and user interface.

Open platform



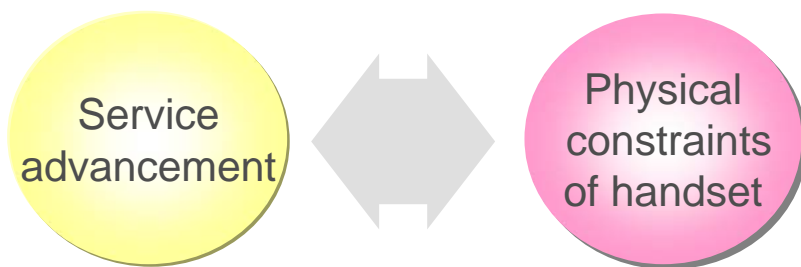
Functional enhancements



Collaboration of Handsets and Networks

- Provide advanced services by optimizing the allocation of functions between handsets and networks, leveraging the high-speed, low-latency and large-capacity properties of LTE

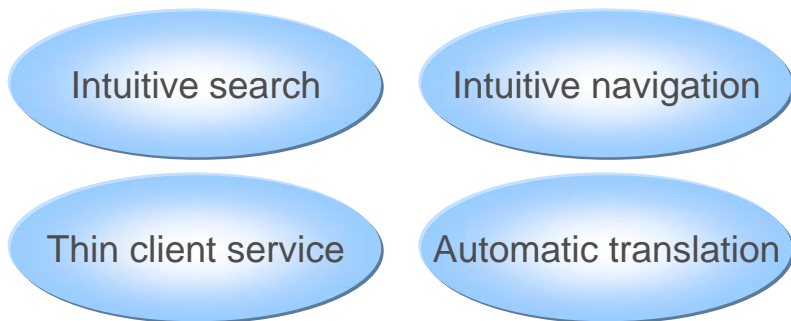
Handset/network collaboration



Optimal allocation of functions between handset and network

Achieve service advancement

Example)



Intuitive search

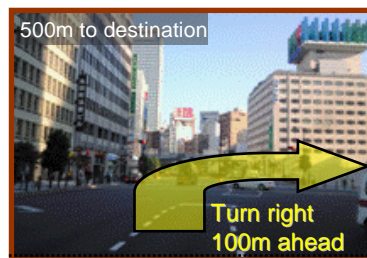
Neighborhood information is overlaid on camera image



After selecting the restaurant...

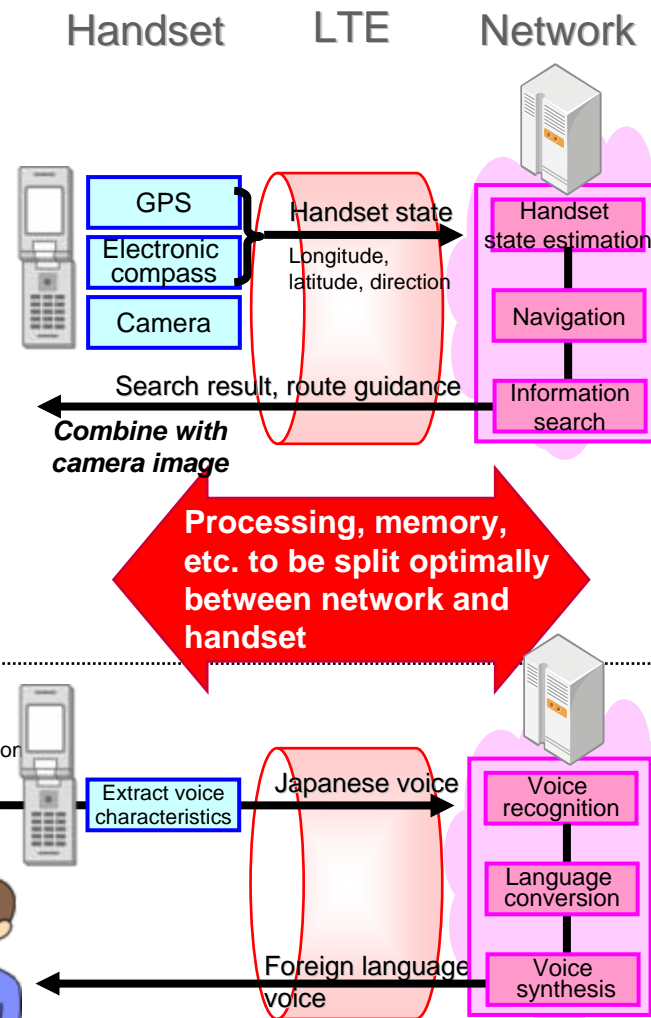
Intuitive navigation

Guidance using real image



Automatic translation

Talk in own voice using automatic translation



• Conduct research aimed at creating infrastructure that contributes to the development of society and its economy, ultimately to realize a more affluent society that fully leverages the advantageous characteristics of mobile communications.

Technical innovations for materialization

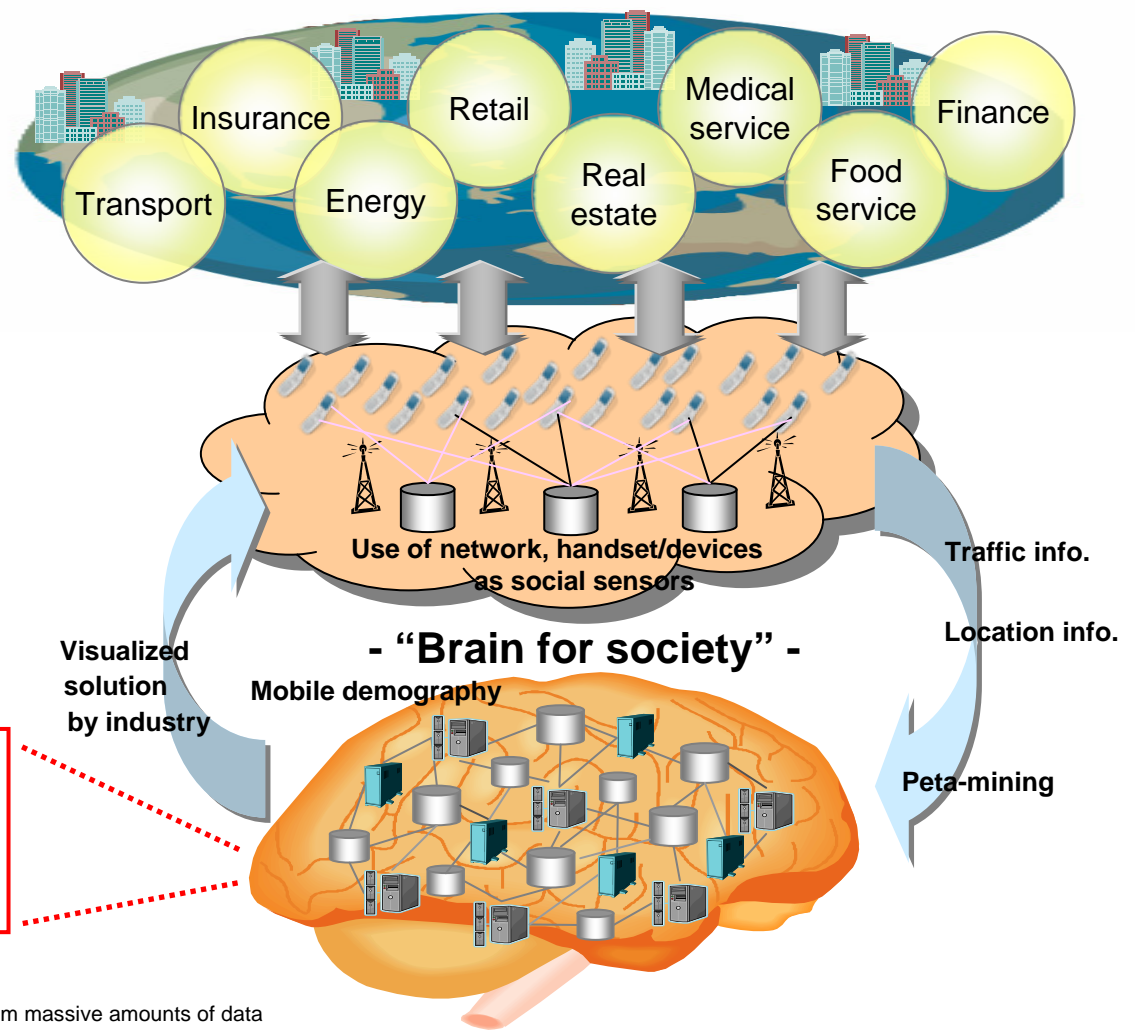
■ Basic technologies to track social trends

- Use of network, handset/devices as social sensors
- Peta-mining ※1

■ Applied technologies to support social development

- Mobile demography ※2
- Visualized solution

Create a “brain for society”, which can “memorize”, “determine” and “predict” with respect to various events and phenomena



※1 Peta-mining :Data mining methodology that extracts information useful for society from massive amounts of data

※2 Mobile demography :Compile statistics from extracted dynamic data

- Aim to expand revenues and achieve sustained growth by strengthening international service offerings and pursuing investment and alliances mainly in the Asia-Pacific region

Focus areas

- International services For overseas travelers
 - ▷ International roaming/dialing
- Enterprise solutions For overseas affiliates
 - ▷ Solution proposals to overseas affiliates of Japanese enterprises
- Overseas business deployment
 - ▷ Investment/alliance Mainly in Asia-Pacific

Recent investments/alliances

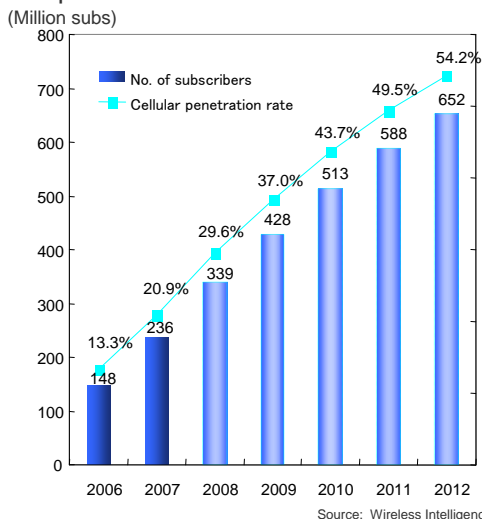
- TMIB 【Bangladesh】 (Announced June 08)
 - ▷ Total investment: Approx. ¥37 billion
 - ▷ Ownership: Approx. 30%
- TTSL 【India】 (Announced Nov. 08)
 - ▷ Total investment: Approx. ¥264 billion
 - ▷ Ownership: Approx. 26%



- Decided to invest in TTSL with the aim of expanding business areas/revenues by entering the Indian mobile communications market

Indian Market

Historical growth of subscribers/penetration rate



Comparison of basic economic indicators (2007)

	India	Japan
Real GDP growth rate	9.34%	2.08%
Nominal GDP (Billion US\$)	1,100.7	4,381.5
Per capita GDP (nominal) (US\$)*	942	34,296
Cellular penetration rate	30%**	78%

Source: Wireless Intelligence, IMF
* Forecast
** As of September 30, 2008.

Overview/Objectives of Investment

Overview

Acquire 26 percent of TTSL's common shares for approximately ¥264 billion*

Objectives

《(1) Medium-term returns》

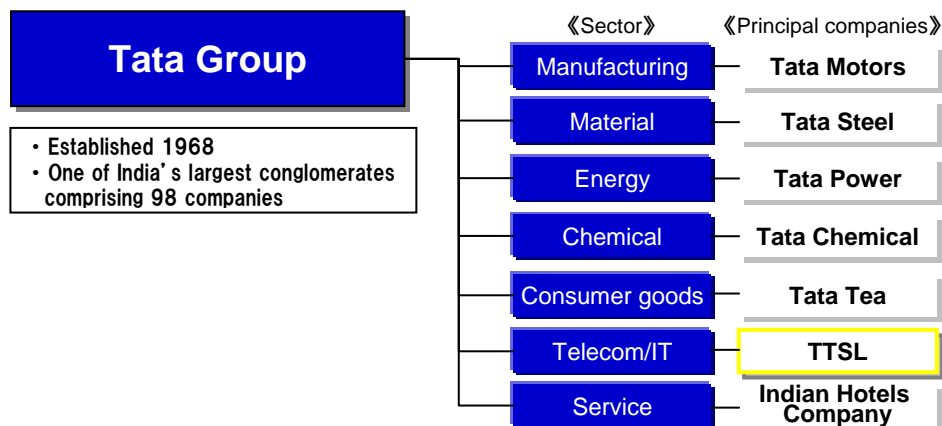
- Build foothold for expanding international investments
- Capture growth of Indian market and TTSL
- Facilitate collaboration through participation in business operations

《(2) Creation of synergies》

- Launch and promote corporate marketing activities
- Capture growth of Japan-India communication traffic
- Expand value-added services revenues
- Joint development/procurement of handsets
- Joint brand development/global deployment

* Calculated based on exchange rate of 1INR=¥2.02 (As of Oct. 31, 2008)

Tata Group Overview

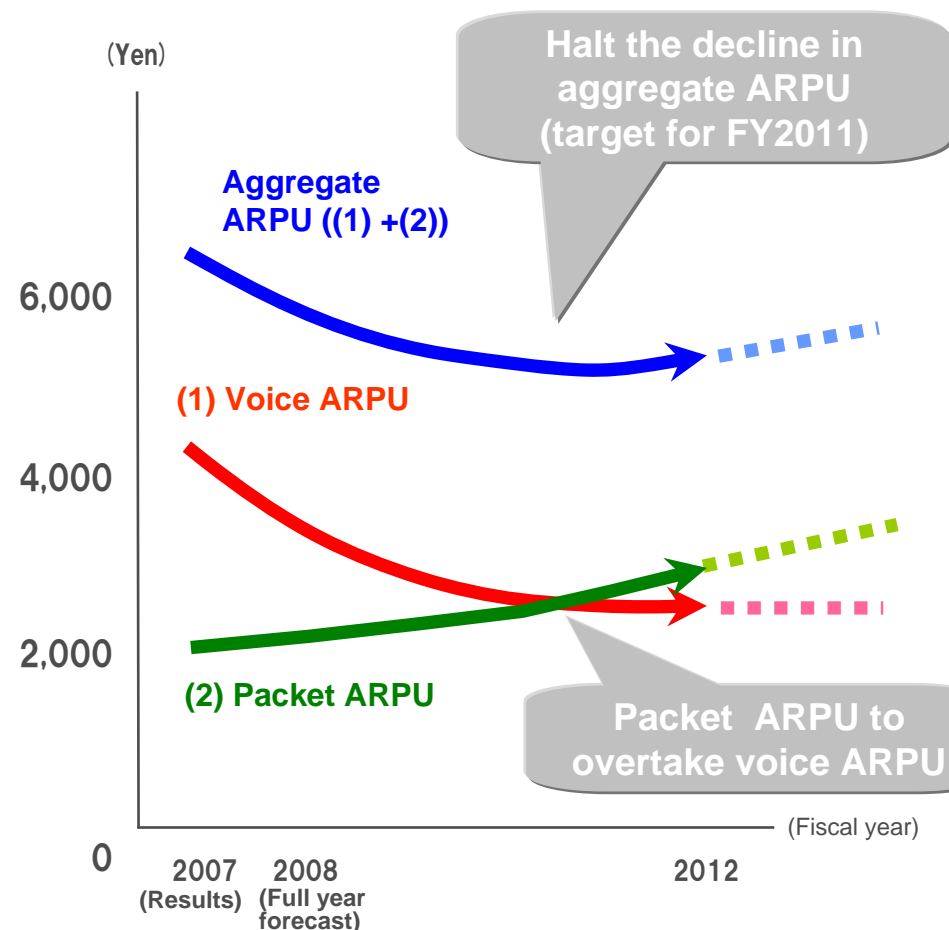


- Reinforce our revenue base by strengthening ties with existing customers and continually providing attractive services

Principal actions

- Boost packet ARPU
 - ▷ Expand uptake of video services
 - ▷ Expand flat-rate subscriptions
- Facilitate smooth migration of customers from mova to FOMA
- Expand uptake and usage of smart phones and data cards.
- Expand enterprise business
- Expand credit payment business

ARPU trends



- Improve cost efficiency of existing businesses for sustained growth

Integration of regional subsidiaries

■ National optimization of operations

- ▷ Customer call centers, bill collection and logistics operations

■ Integration of in-house systems

- ▷ Integration of similar systems owned independently by former subsidiaries (SFA, area management systems, etc.)

Network-related costs

■ Capital expenditures

- ▷ Introduction of new technologies, review of design method, etc.

■ Operation & maintenance costs

- ▷ Cut operational costs through ALL-IP conversion

General expenses

- ▷ Effective use of group resources

Sales-related costs

- ▷ Cut procurement costs and fixed commissions, etc.

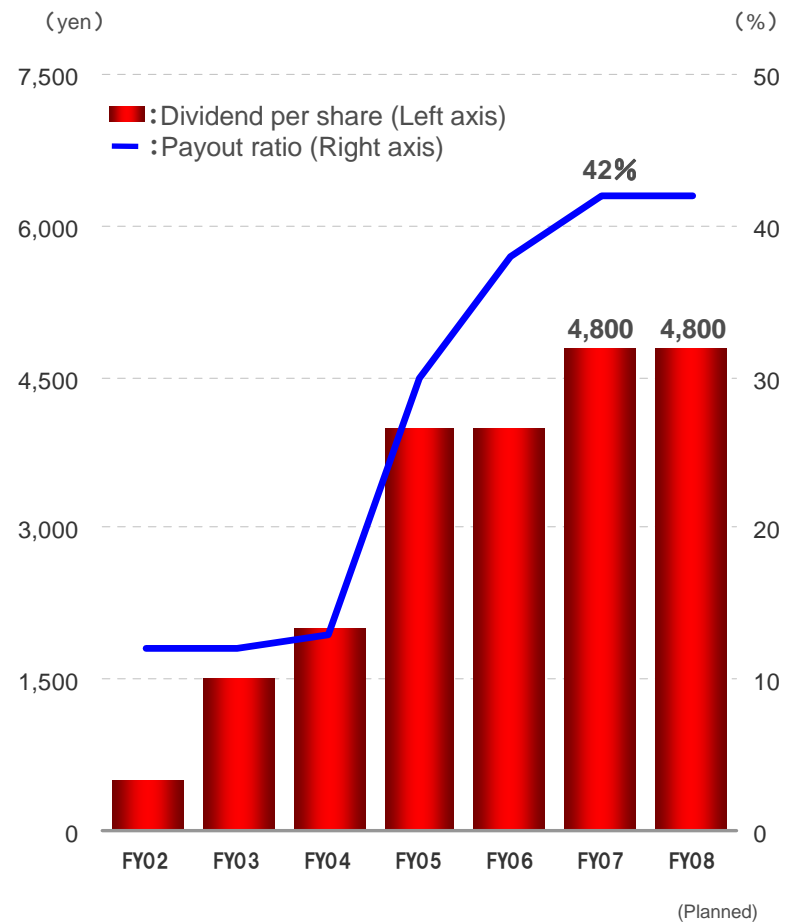
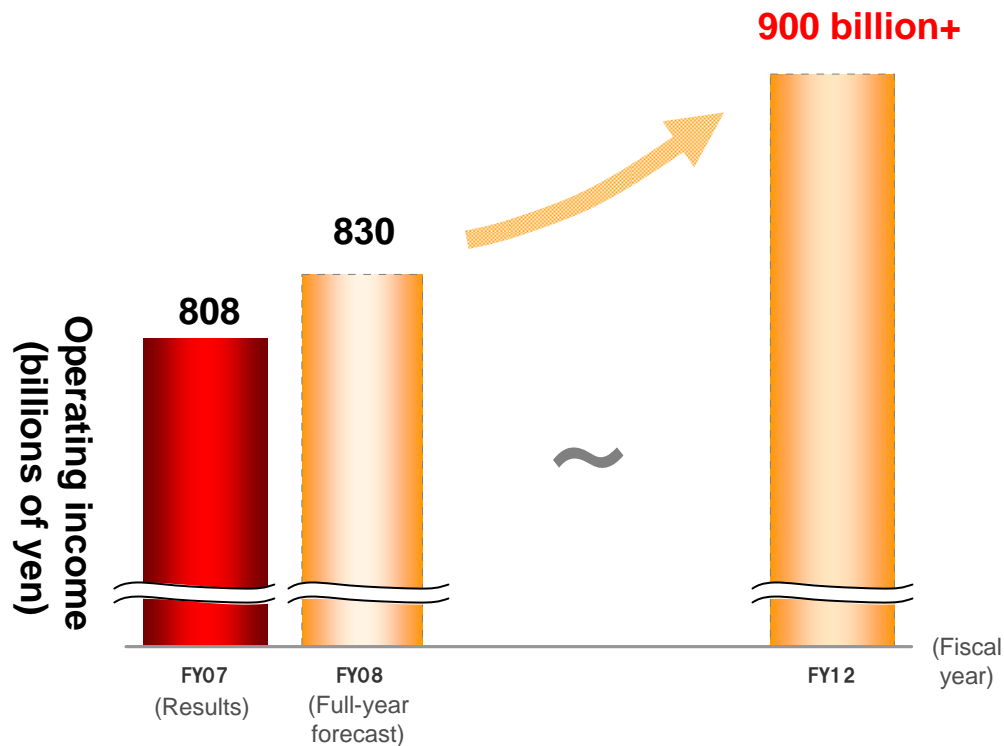
**Aim to reduce expenses by more than 10% (approx. ¥200 billion)
(Target for FY2012)**

Annual operating income
(FY2012)

¥900 billion+

Return to shareholders

- Maintain highest level of payout ratio in Japan
- Continue stable dividend payment



With each customer,
We will strengthen ties
And, Open the door to the future

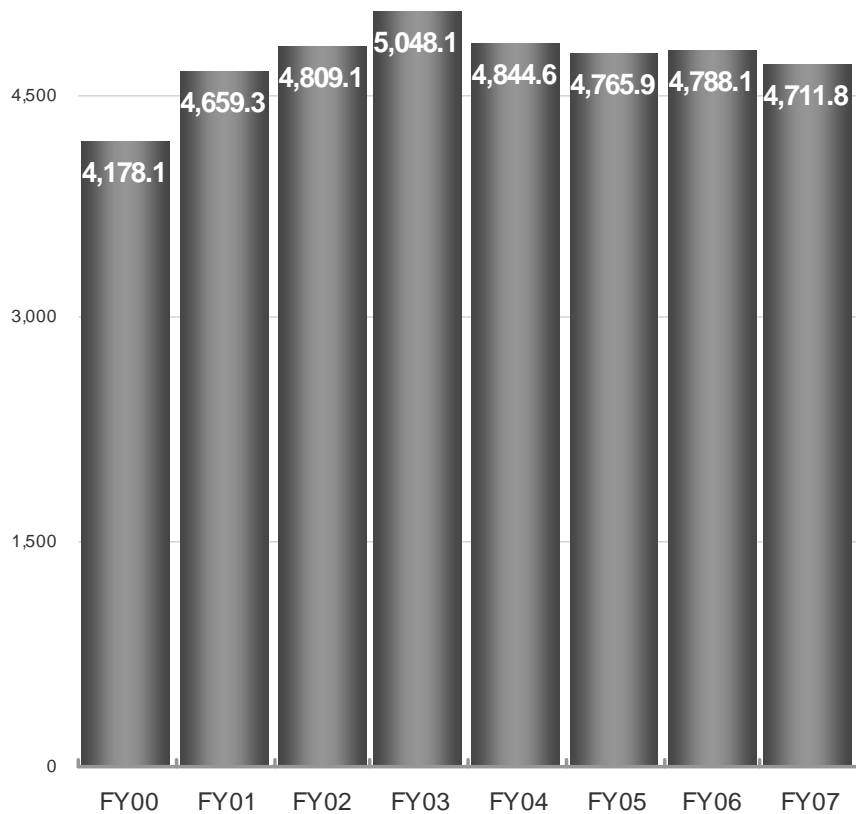
NTT
docomo

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APPENDICES

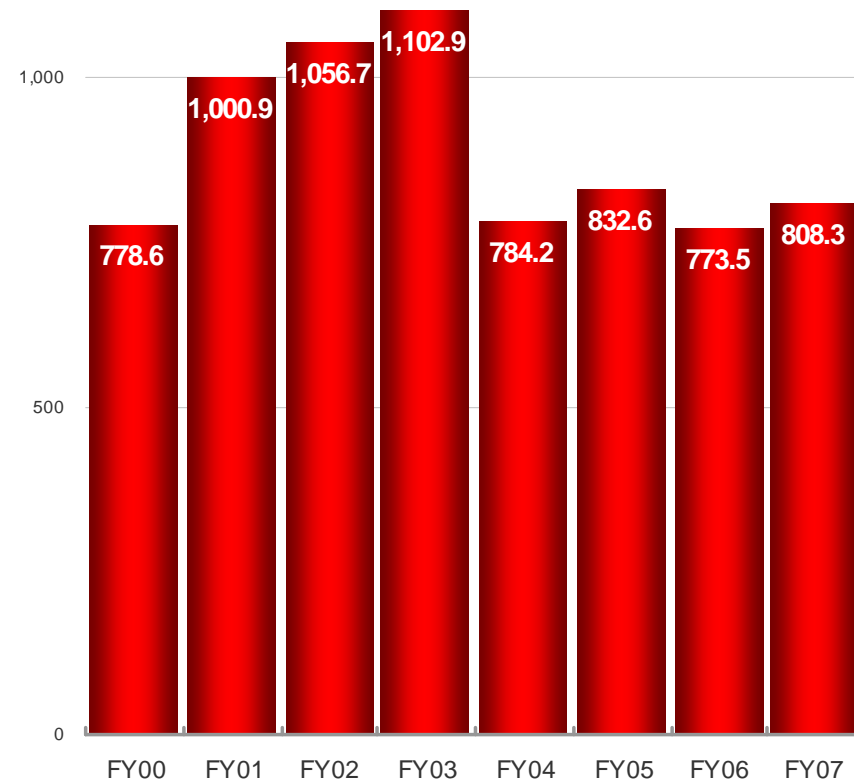
■ Operating revenues

(Billions of yen)

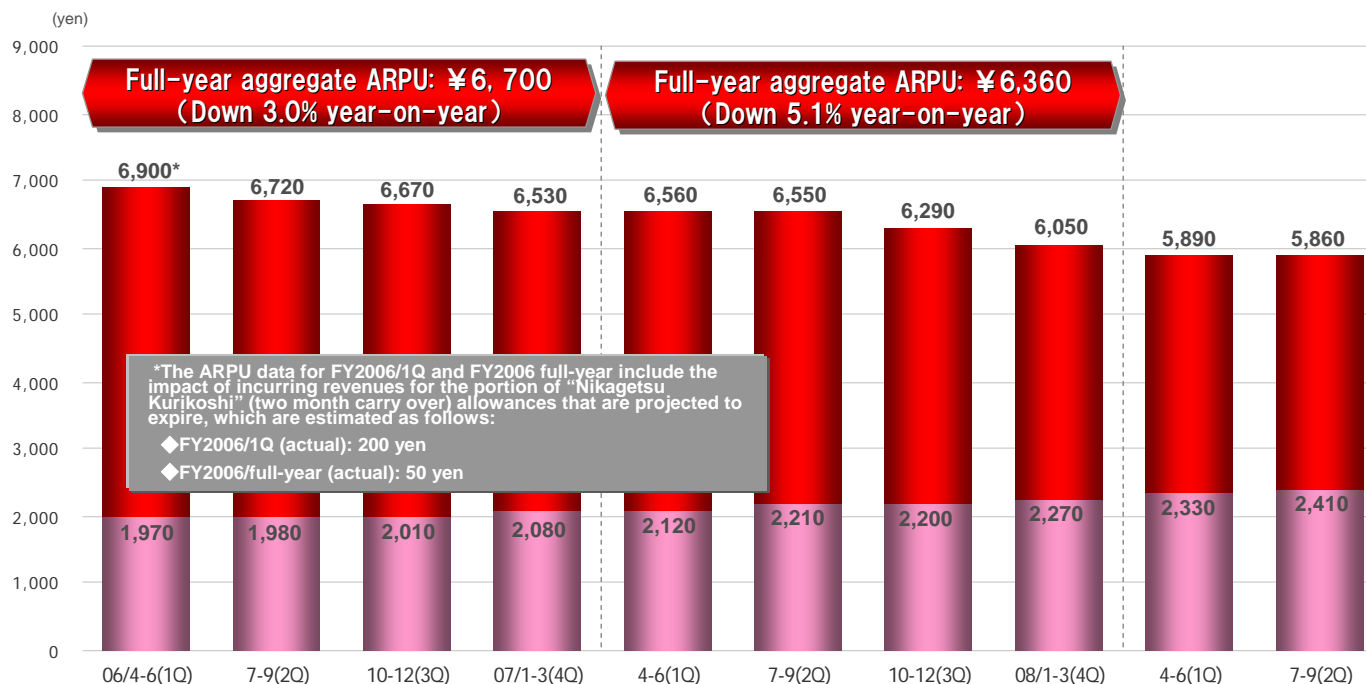


■ Operating income

(Billions of yen)



- Aggregate ARPU for FY2008/2Q was 5,860 yen (down 10.5% year-on-year)
- Packet ARPU was 2,410 yen (up 9.0% year-on-year)



■ Voice ARPU	4,930	4,740	4,660	4,450	4,440	4,340	4,090	3,780	3,560	3,450
(Incl.) Int'l services ARPU	50	50	50	60	60	70	70	80	80	90
■ Packet ARPU	1,970	1,980	2,010	2,080	2,120	2,210	2,200	2,270	2,330	2,410
(Incl.) i-mode ARPU	1,950	1,960	1,990	2,060	2,090	2,180	2,170	2,230	2,290	2,360
YOY changes in packet ARPU (%)	8.2	5.3	6.9	7.2	7.6	11.6	9.5	9.1	9.9	9.0

◆ 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.

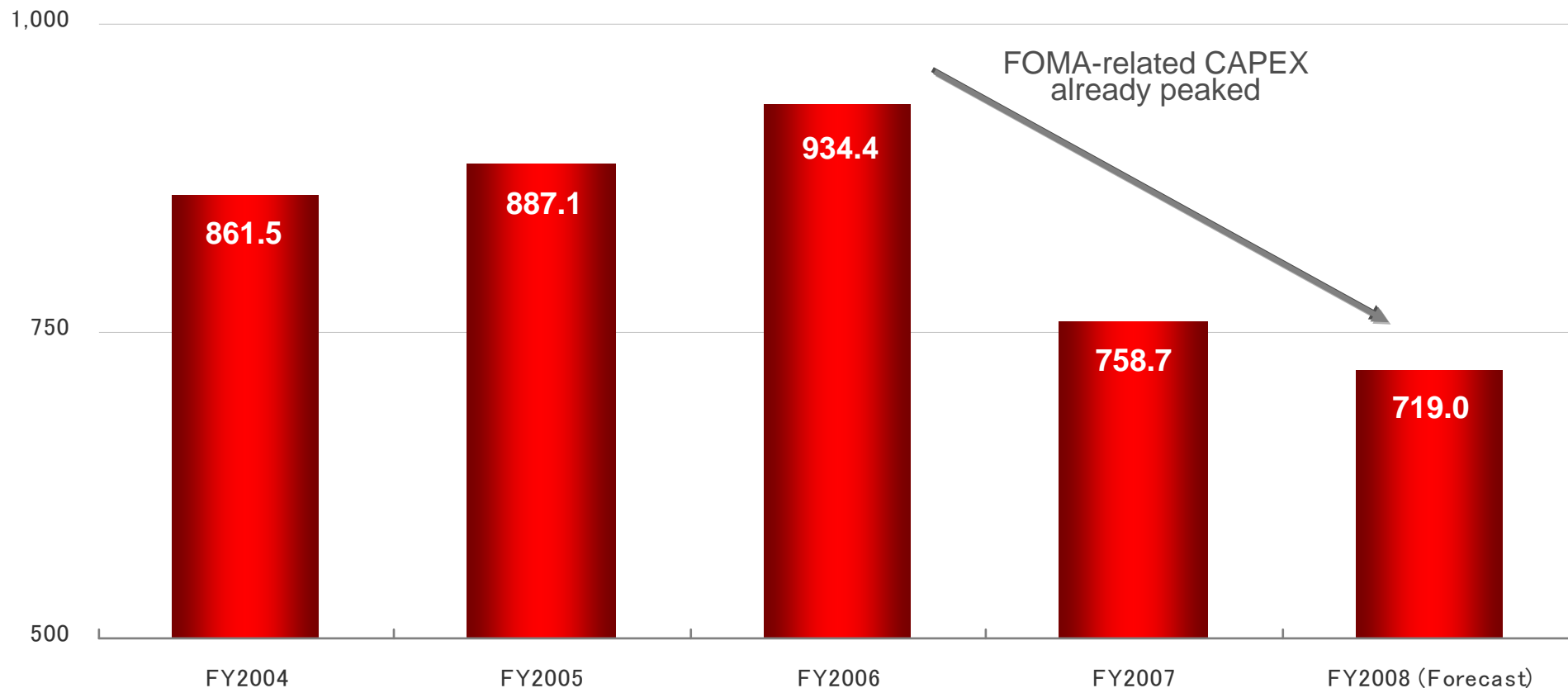
◆ For an explanation of ARPU, please see Slide 34 of this document, "Definition and Calculation Methods of MOU and ARPU".

- CAPEX has been declining due to completion of FOMA's horizontal expansion

FOMA network **horizontal expansion** phase

Quality improvement phase

(Billions of yen)



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 basic 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 (basic monthly charges, voice transmission charges) /
No. of active cellular phone subscriptions (FOMA+mova)

◇ **Packet ARPU (FOMA+mova):** {Packet ARPU (FOMA) Related Revenues (basic monthly charges, packet transmission charges) +
i-mode ARPU (mova) Related Revenues (basic 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 (basic 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 (basic monthly charges, voice transmission charges) / No. of active
cellular phone subscriptions (FOMA)

◇ **Packet ARPU (FOMA):** Packet ARPU (FOMA) Related Revenues (basic monthly charges, packet transmission charges) / No. of active
cellular phone subscriptions (FOMA)

◇ **i-mode ARPU (FOMA):** i-mode ARPU (FOMA) Related Revenues (basic 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 (basic monthly charges, voice transmission charges) / No. of active
cellular phone subscriptions (mova)

◇ **i-mode ARPU (mova):** i-mode ARPU (mova) Related Revenues (basic monthly charges, packet 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.

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