



NTT DOCOMO, INC.

IR PRESENTATION

September, 2009

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 the expected number of subscriptions, and the 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 presentation 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. Changes in the business environment in the telecommunications industry, such as intensifying competition from other service providers or other technologies caused by Mobile Number Portability, new market entrants and other factors, could limit our acquisition of new subscriptions and retention of existing subscriptions, or may lead to diminishing 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 telecommunication 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 Respond to Changes in Market Environment

DOCOMO's "Change"

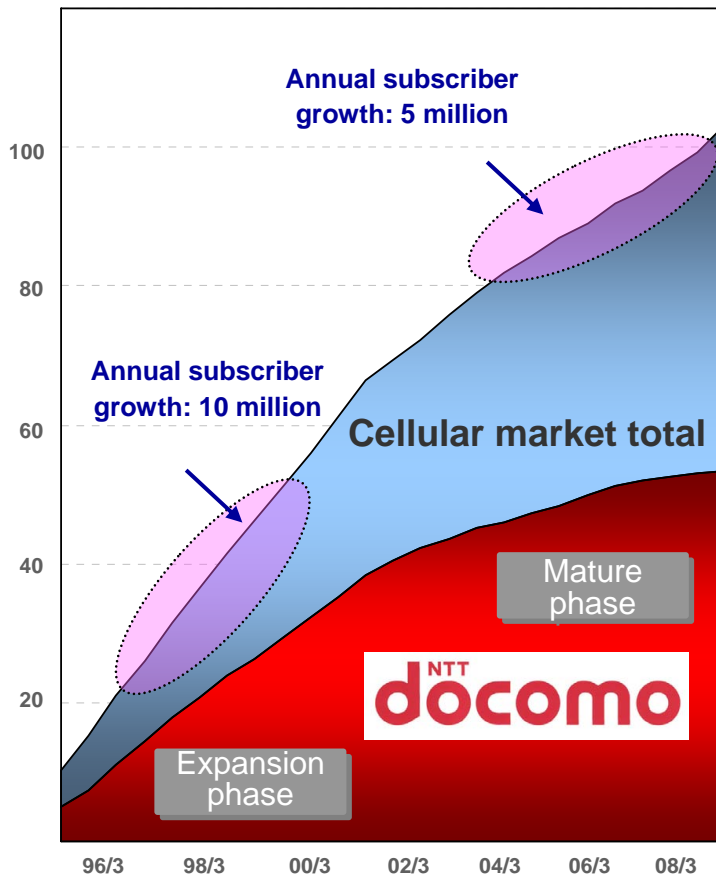
To deliver on the pledges made in the New DOCOMO Commitments announced on April 18, 2008, the entire DOCOMO Group will join forces to transform ourselves by taking actions that will lead to improving customer satisfaction, ensuring a thoroughly hands-on approach in every aspect of our business – from services to handsets to network.

We will strive to strengthen ties with customers by delivering the best possible service, and safety and security to meet the expectations of each customer.

Change of Focus to Adapt to Market Maturity

Changes in market environment

(Million subs)



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

New Business Model

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

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

**50% discount on
basic monthly charge
conditioned upon
2-year usage**

New Handset Purchase Methods

バリューコース

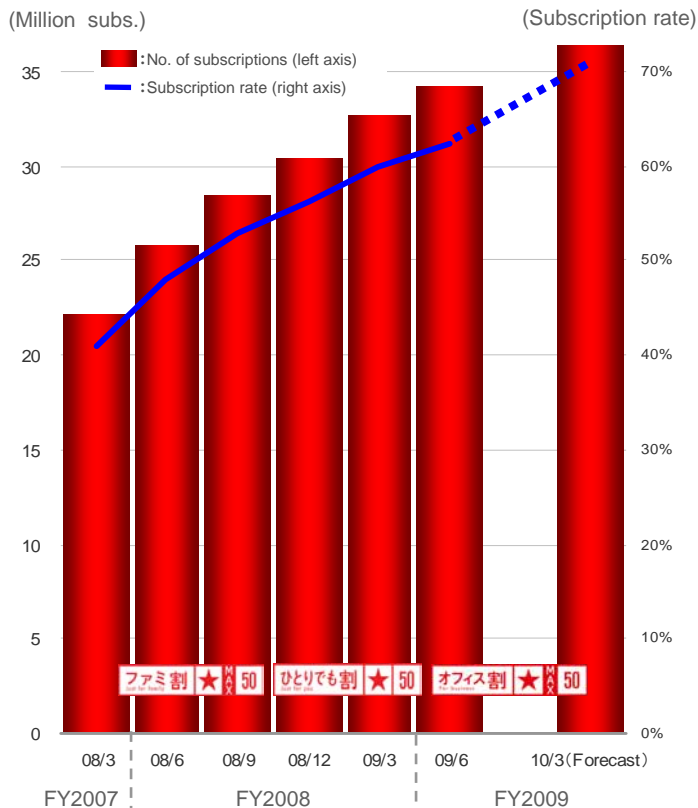
ベーシックコース

**Abolished handset
subsidy and offer discount
on basic monthly charge
in return**

New Business Model

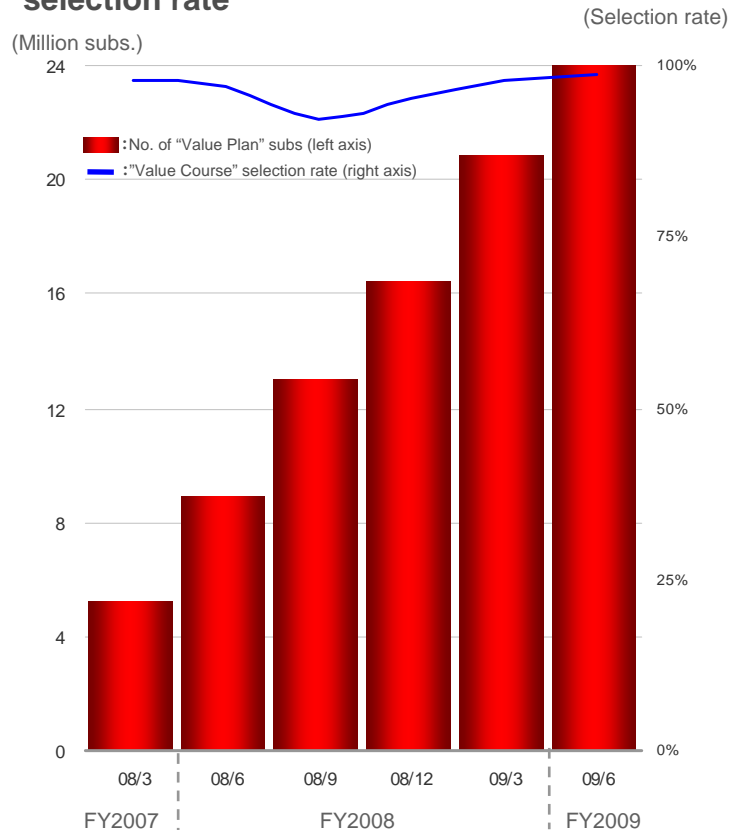
New Discount Services*1

■ No. of subscriptions



New Purchase Methods

■ “Value Plan” subscriptions & “Value Course” selection rate*2



*1 “Fami-wari MAX 50”, “Hitoridemo Discount 50” and “Office-wari MAX 50”

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

DOCOMO's "Change"

- To improve the satisfaction (brand loyalty) of our 55 million customers, we will review every aspect of our business and carry out "change" at all levels of the Company

New DOCOMO Commitments

Apr. 18, 2008

New Brand Logo

July 1, 2008



Integration of former regional subsidiaries

July 1, 2008

Hokkaido	Hokuriku	Chugoku
Tohoku	Tokai	Shikoku
Chuo	Kansai	Kyushu

Nationwide operations under a single entity

Reform seeking opinions from all levels of the company

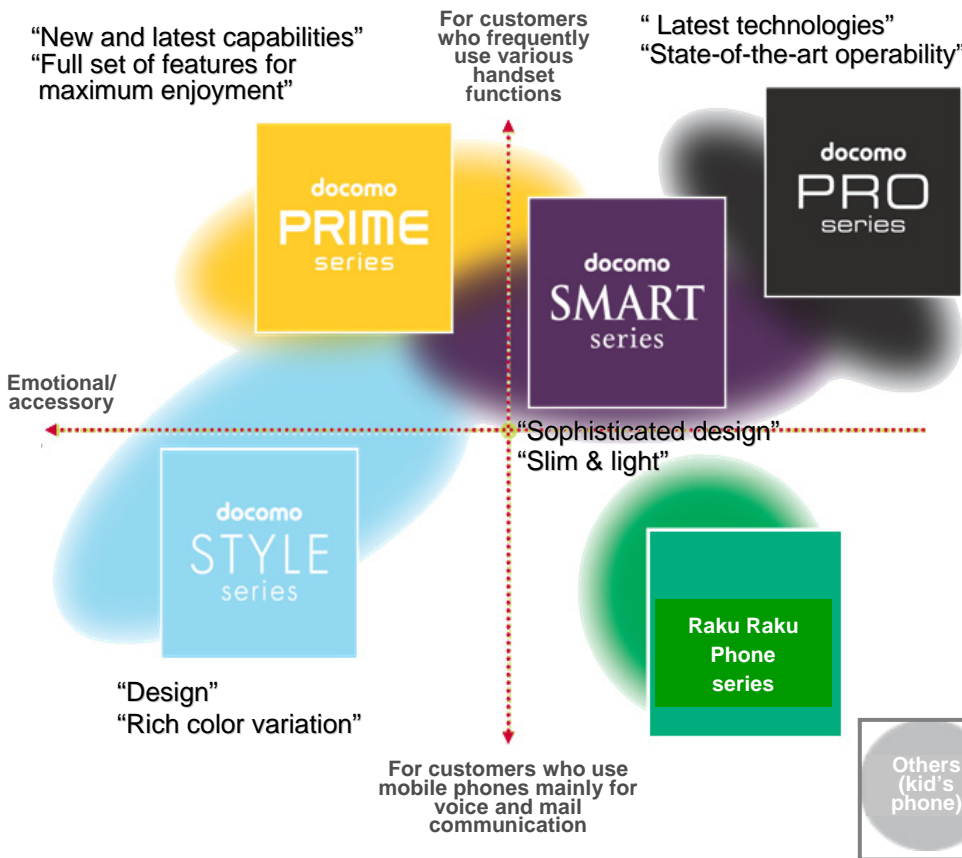


Review on all aspects



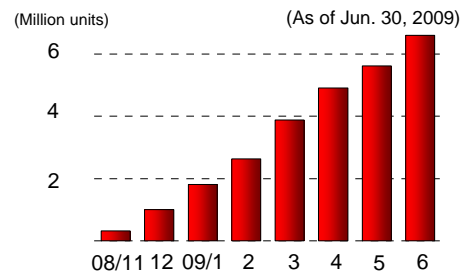
4 New Handset Series

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



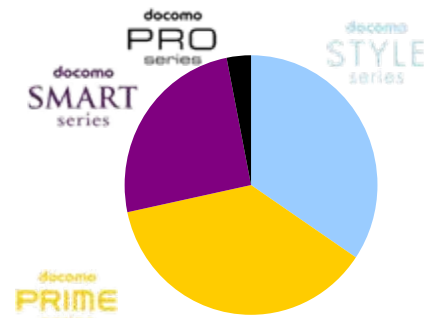
Cumulative sales of new series

Over 6.5 million*



* Cumulative sales after release of 2008 winter models

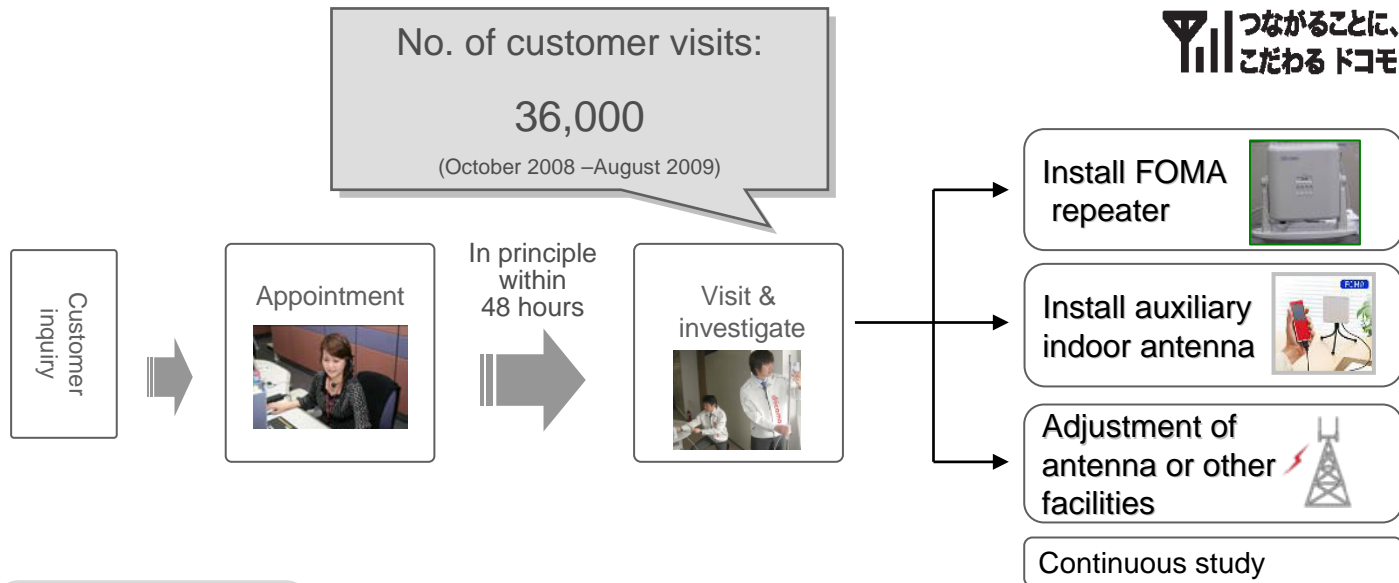
Sales breakdown by series



(For June 2009)

9 【Change】 Improvement of Customer Satisfaction (1)

- Progressively started a service to dispatch field staff (target: within 48 hours) after receiving a coverage-related inquiry from customer from October 2008. Nationwide service by all regional offices has been provided since January 09.



FY2009 track record

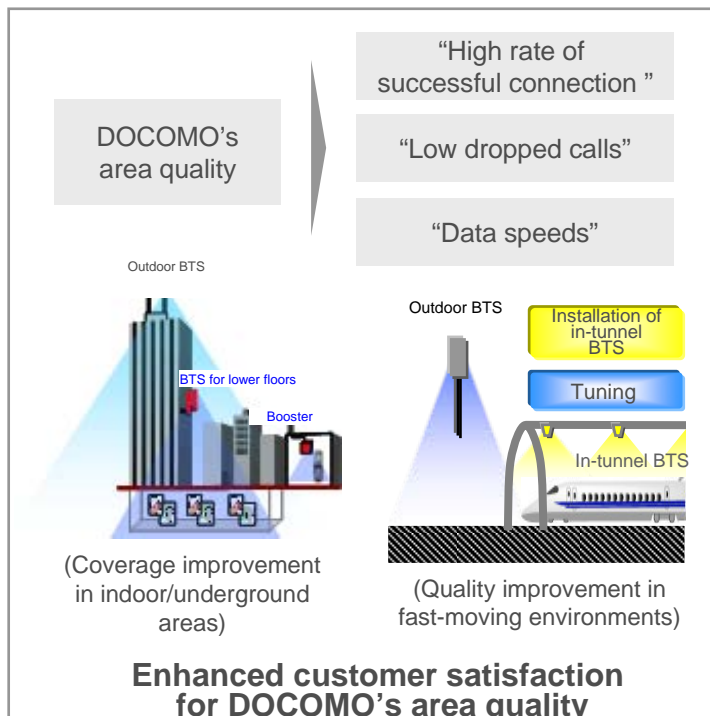
▷ 【No. of visits】 23,000

▷ 【Percentage of cases resulting in immediate improvement】 78%*

* Including some planned measures for improvement

- Our customer satisfaction improvement initiatives have steadily gained recognition

Area/Network Quality



(Highly rated by magazines and other media)

After-Sales Support

Reinforced customer support structure to assure comfortable use all the time

“Mobile Phone Checking Service”

(Started July 1, 2009)



Analyzer

Free check-up of mobile phones

“Battery Pack Anshin Support”

(Started July 1, 2009)



Free battery pack

Or

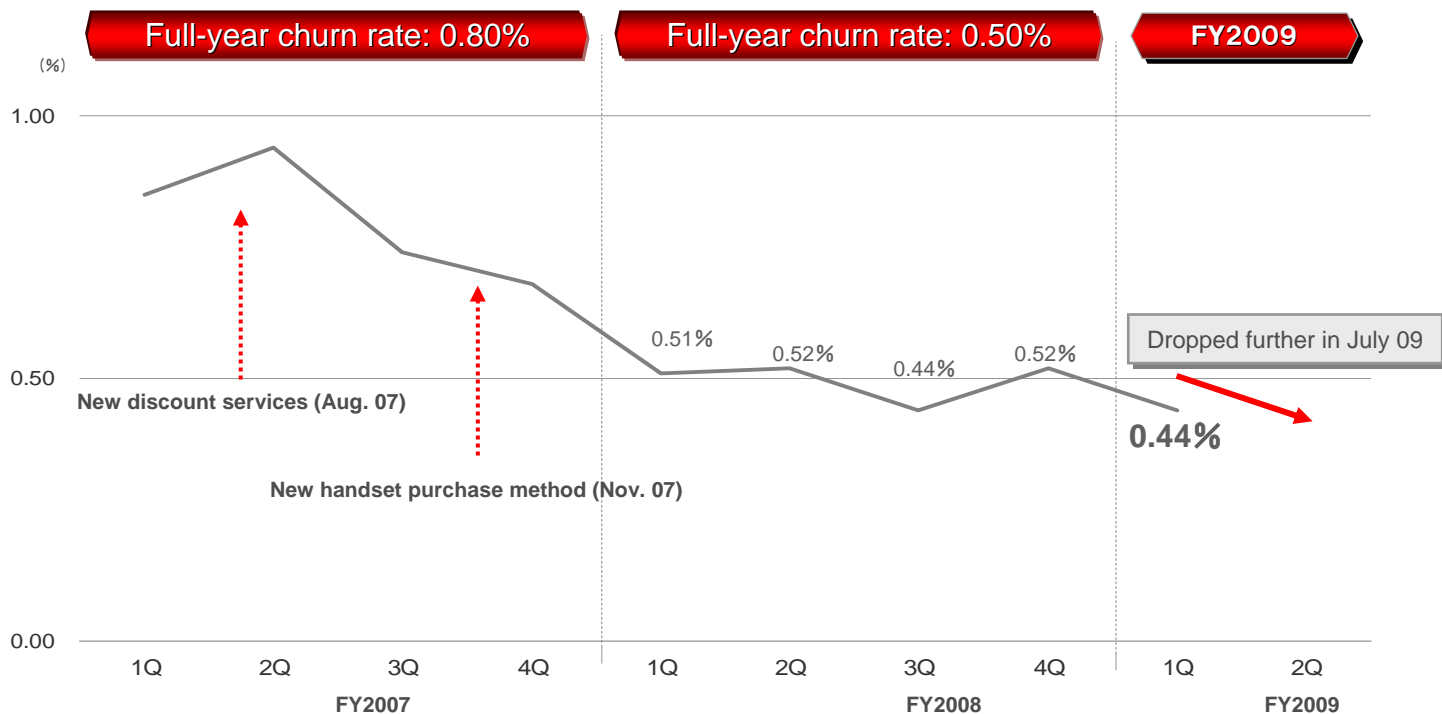


Free portable charger

Churn Rate

- FY2009/1Q churn rate was 0.44%

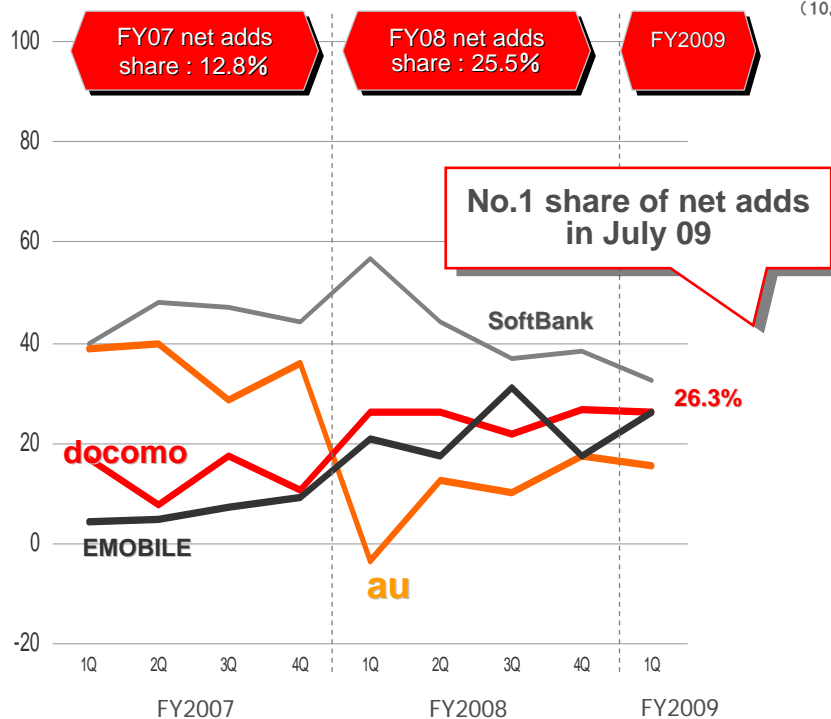
Cellular (FOMA+mova) Churn Rate



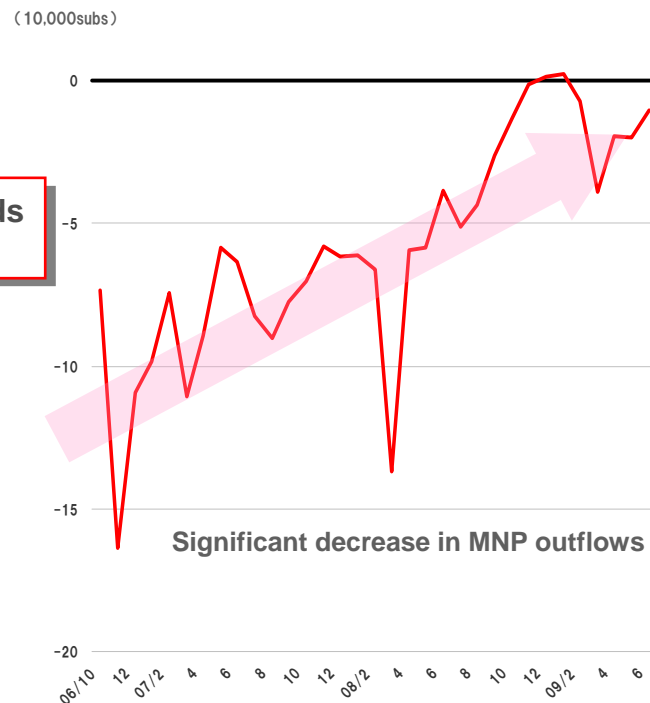
Market Share of Net Additions/MNP

- DOCOMO's market share of net additions in FY2009/1Q was 26.3% (Acquired No.1 share of net adds in July 09)
- MNP subscriber acquisition/loss performance continued to improve

Market Share of Net Additions



Monthly net acquisitions/losses of MNP subscribers





DOCOMO's "Challenge" to Achieve New Growth

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.

Principal “Challenge” Items

(1) Expansion and promotion of video services

(2) Introduction of LTE and evolution of network

(3) Development and evolution of personalized services

(4) Deployment of social support services

(5) Introduction and promotion of converged services

(6) Further advancement of handsets:

(7) Expansion of global businesses

(8) Promotion of investments/alliances in Japan

**Achieve growth
by boosting
packet ARPU**

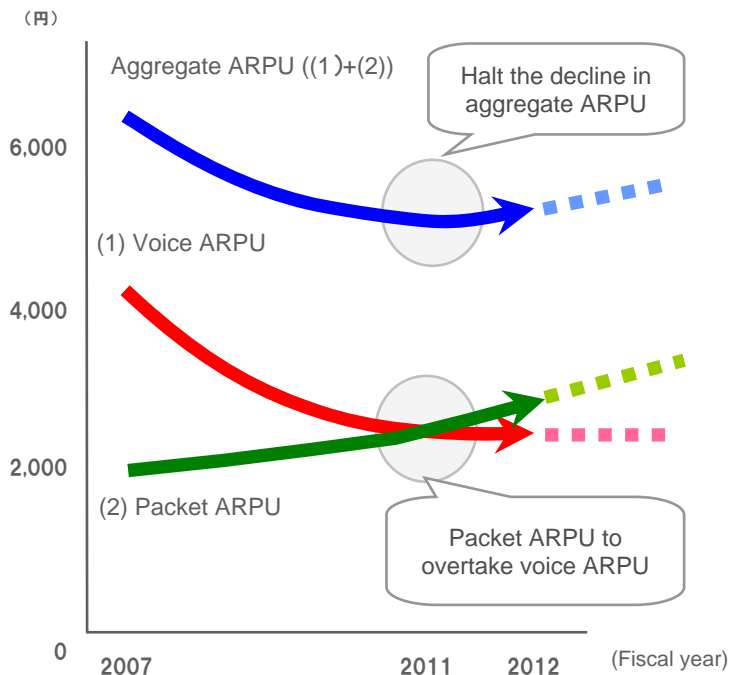
**Actions to cultivate
new growth areas**

**Adoption of
open OS handsets**

**Growth by use of
external resource**

- Aim to achieve a rebound in aggregate ARPU offsetting the decline in voice ARPU through an increase in packet ARPU, by promoting subscription to flat-rate billing plans and expanding the uptake of video services.

Increase ARPU



Goals to achieve ARPU growth

“Pake-hodai” subscription rate*:
70%

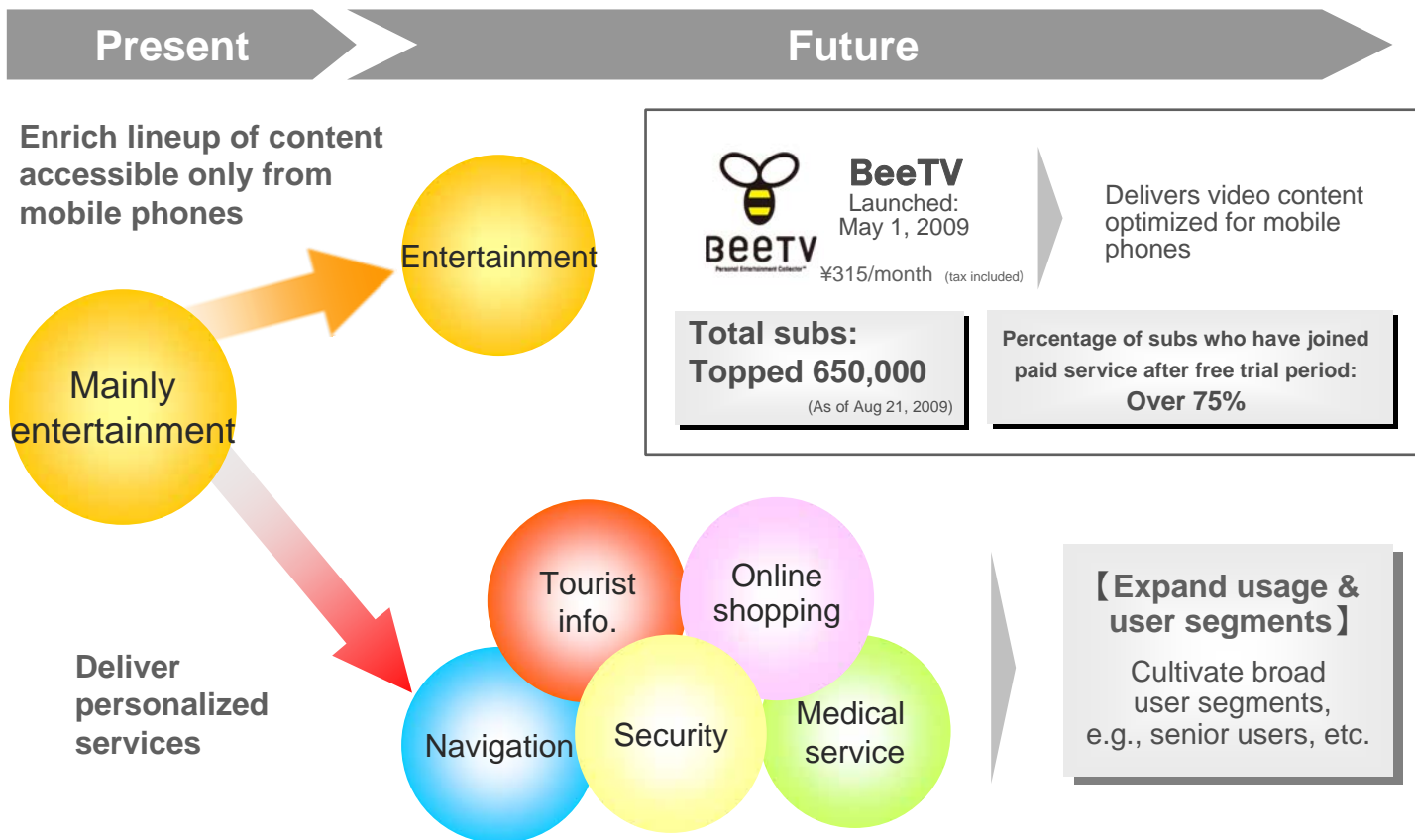
Expand usage of
“Pake-hodai double” subscribers

Aim to achieve rebound in
aggregate ARPU in FY2011

* “Pake-hodai” includes “Pake-hodai full” and “Pake-hodai double” subscriptions .
Pake-hodai subscription rate*: No. of “Pake-hodai” subscriptions/Total FOMA i-mode subscriptions

17 [Challenge (1)] Expansion and Promotion of Video Services

- Expand and promote video services to grow packet usage and establish our reputation for outstanding video services.



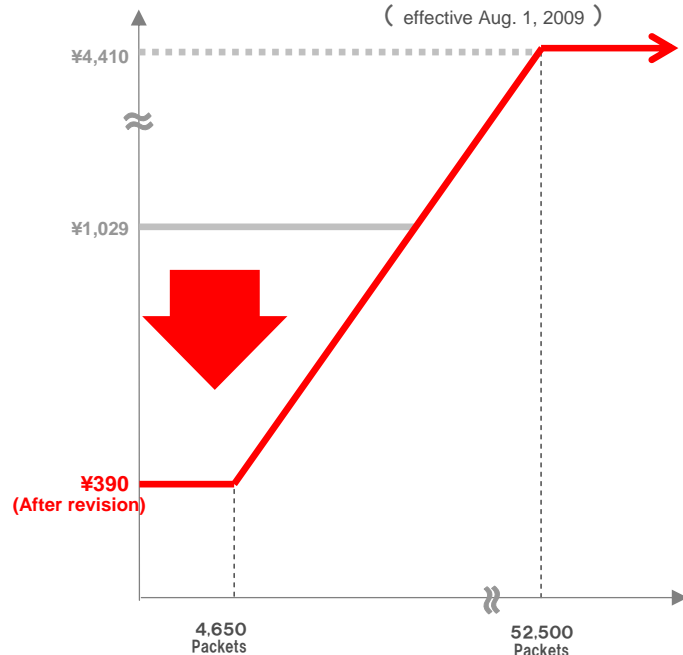
- Lowered minimum rate of “Pake-hodai double” to ¥390/month to allow customers to use our services more easily without worries about phone bill
- Enrich video content aiming to establish our reputation for outstanding video content services

“Pake-hodai double”

■ Revision of “Pake-hodai double” rates

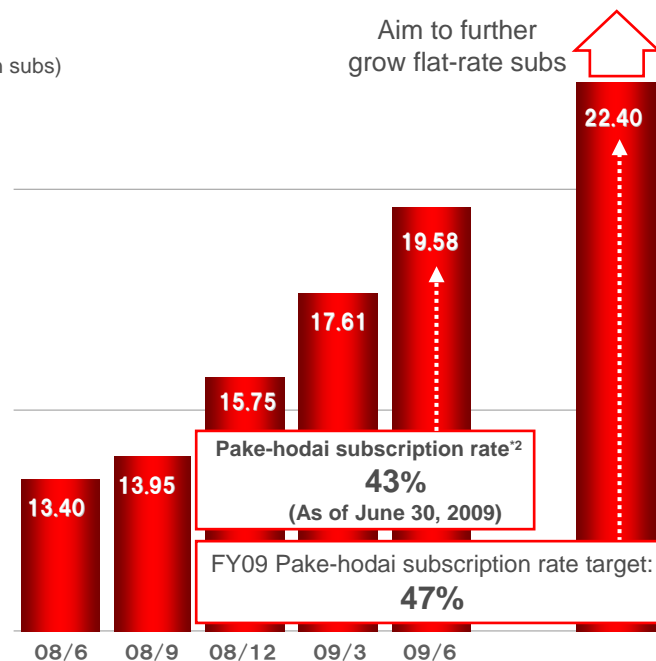
(effective Aug. 1, 2009)

(Million subs)



“Pake-hodai*1” subscriptions

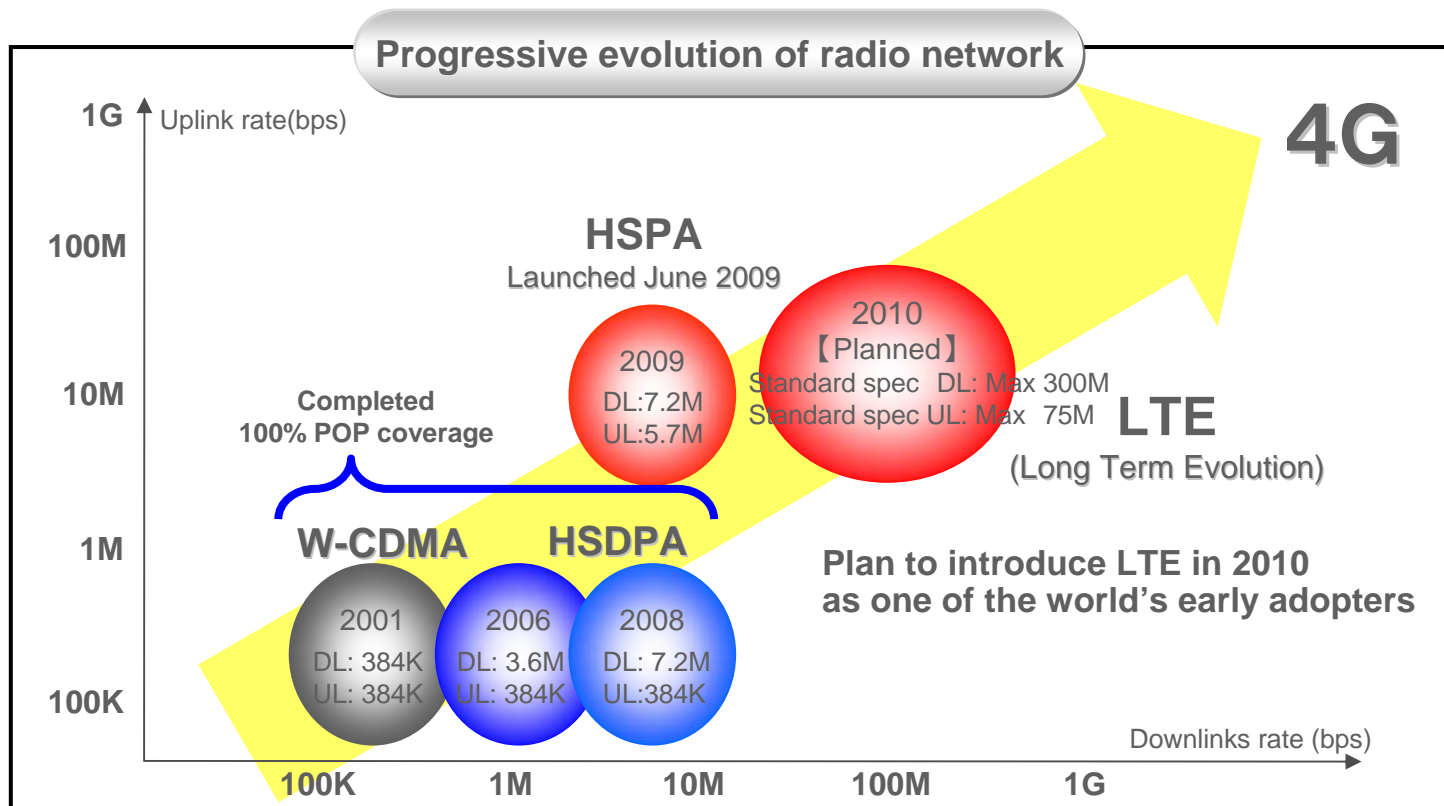
Aim to further grow flat-rate subs



*1 Inclusive of “Pake-hodai full” and “Pake-hodai double” subscriptions

*2 Pake-hodai subscription rate= No. of Pake-hodai subscriptions/Total FOMA i-mode subscriptions

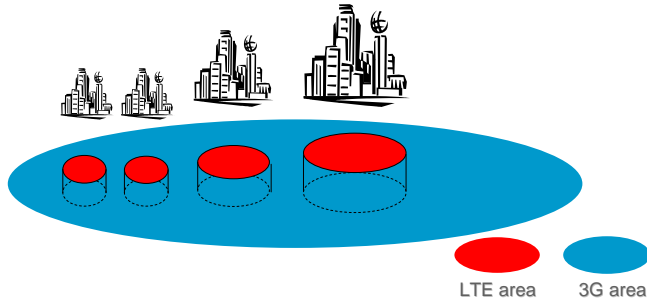
- Steadily advanced the network that sustain DOCOMO's video and various other services, to provide "higher speeds" and "larger capacity"



- Plan to launch LTE in December 2010 as one of the first adopters in the world with 3G/LTE dual-mode devices. LTE areas to be expanded gradually using an overlay approach to existing 3G coverage.

Coverage

- Roll-out first from areas where demand for high-speed access is high



- Aim to achieve by FY2014/end...

Area coverage: Approx. 20,000 base stations covering approx. 50% of populated areas in Japan

Spectrum

Introduce LTE first using 2GHz band spectrum, and then expand to 1.5GHz band

Devices/Handsets

- Start service with card-type devices
- Handset type to be offered from 2011 or beyond

3G/LTE dual-mode devices



High-speed access within LTE areas
+ benefits of nationwide 3G coverage

CAPEX Plan

Total capital expenditures for next 5 years (up to FY 2014) estimated to be ¥300-400 billion

- Deliver personalized information at most appropriate timings and occasions by linking “i-concier” with location data

Advancement from “Phone capable of X”
to “Phone that will do X for you”

Aim to develop ultimate mobile phones like
“Aladdin’s magic lamp”

Growing uptake of “i-concier”

A mobile service providing customers with various life support based on individual needs like a “butler” or a “concierge”



No. of subs

Topped 2.0 million

(As of Aug 17, 2009)

No. of content

At service launch

172



As of Aug 17, 2009

381

Future plans

Functional enhancement by linking
“i-concier” with location data

Planned for FY2009/2H



Enrichment of community information
content

Also aim to adopt B-to-B-to-C* model
for delivery of information



Service examples (conceptual)

Provide notice of limited-time offers of a supermarket to people in the neighborhood



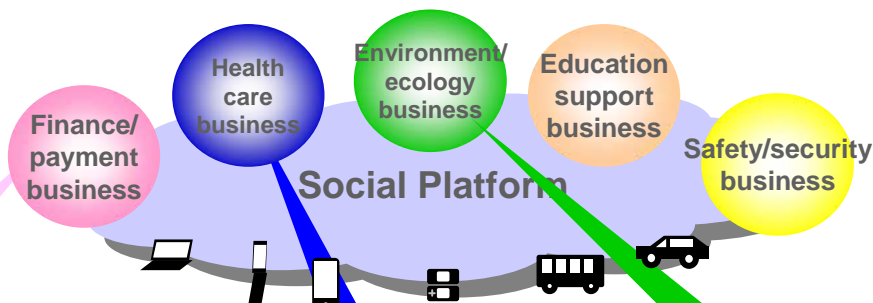
Remind users of time of last train from nearest train station even if they are in different locations than usual



- Establish infrastructure that enhances efficiency of information distribution in such areas as environment/ecology, safety/security and health care/medical management and develop into commercial business to contribute to sustainable growth of society

Address social issues

Leverage DOCOMO's strengths



Finance/payment business

Further diversify services and businesses in finance and payment fields

- Promotion of mobile CRM*
- New convergence service in the field of finance
- Mobile remittance service

Health care business

Establish infrastructure for delivering personal medical information using mobile communications

- Health care/medical information delivery service
 - Medical support, Wellness support
- Remote medical support

Environment/ecology business

Establish infrastructure for information collection by combining sensing technologies with mobile communications

- Environmental sensing
 - Environmental support by rolling out sensing infrastructure
- Eco-life support energy-saving support

* CRM: Customer Relationship Management

【Challenge (4)】 Social Support (2)

- Launched various new services to secure new revenue sources
- Established AEON Marketing to offer CRM solutions

AEON Marketing Co., Ltd. (Established July 24, 2009)

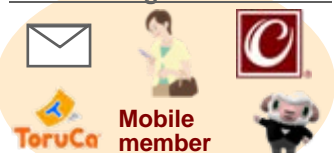
(CRM solutions)

AEON Marketing Co., Ltd.

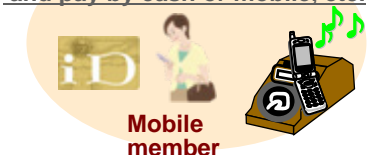
Mobile business	Timely information delivery
Club support business	Member data operation & management
Marketing business	Identification of customer needs

“Deliver information tailored to each customer in a timely manner”

Receive bargain information



Authentication via mobile member certificate and pay by cash or mobile, etc.

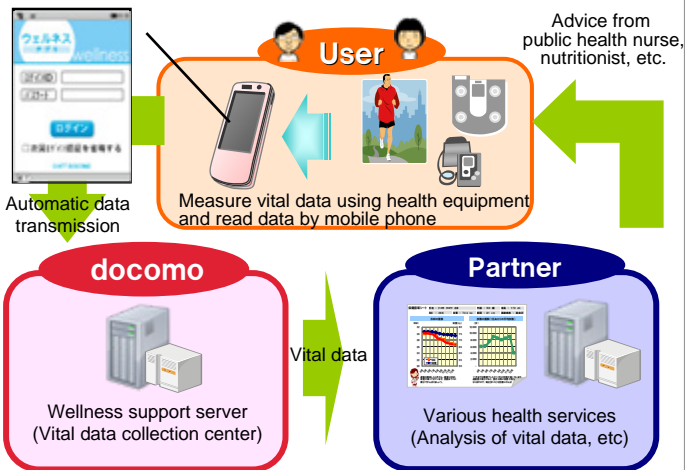


Purchase at store or online



Wellness support (Launched June 1, 2009)

(Health management platform)

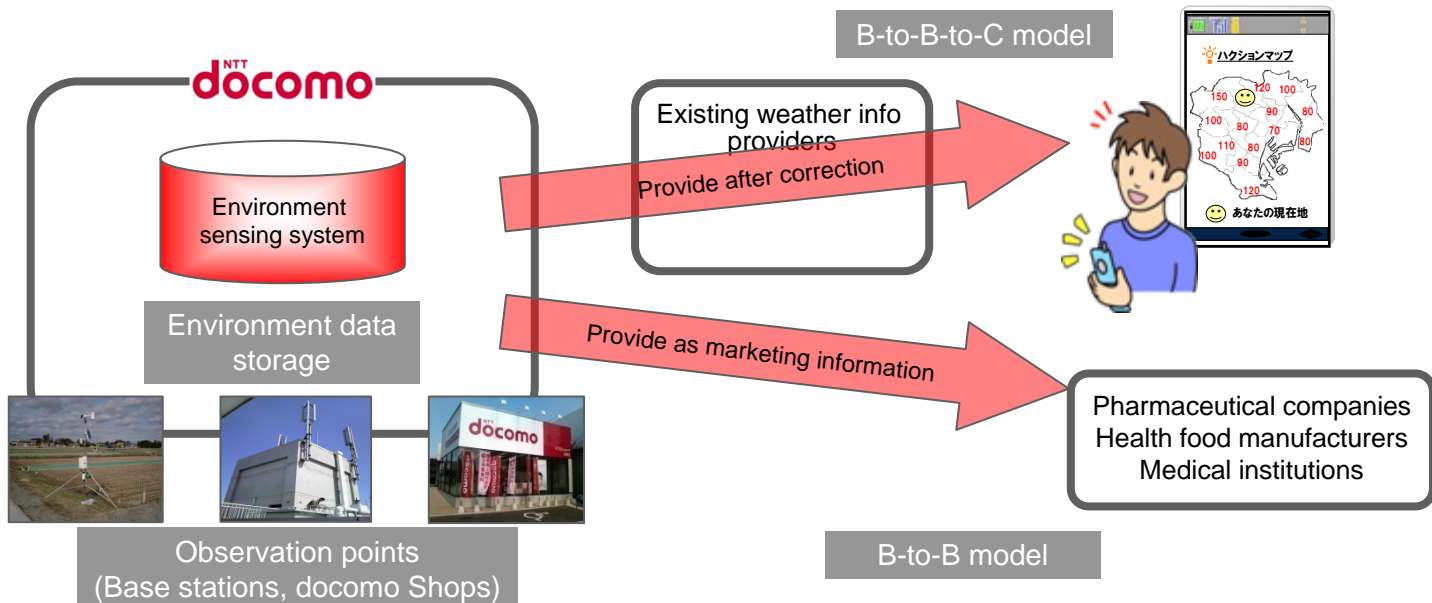


Mobile remittance service (Launched July 21, 2009)



Enables subscribers to use their mobile phone to remit money to another DOCOMO user

- Information service leveraging environment sensing technology



- Nationwide measurement & storage of data concerning air pollution (CO₂, SO_x, NO_x), allergic factors (pollen, PM 2.5), etc.,
- Information delivery to customers through cooperation with existing weather information providers (B-to-B-to-C), and provision of marketing data to enterprise clients (B-to-B)

- Roll out new services converging mobile phones with various life tools

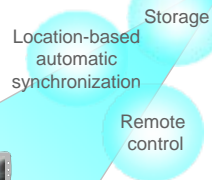
Convergence with industrial equipment



Convergence with automobiles (ITS)



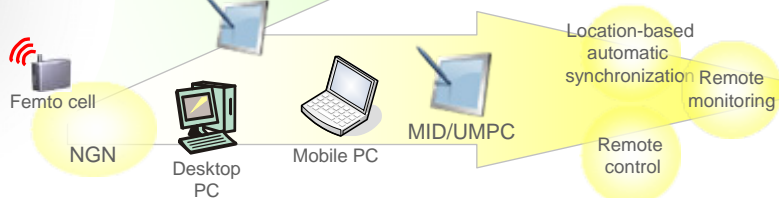
Convergence with info appliances



Convergence with broadcasting

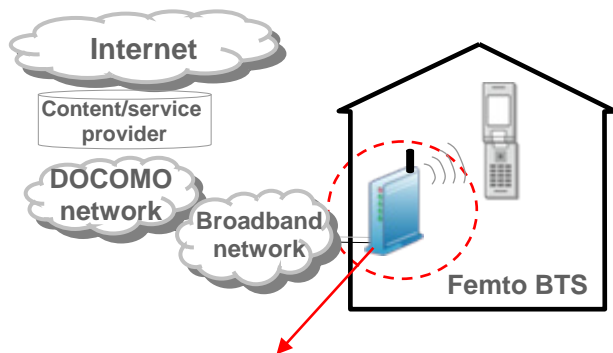


Convergence with fixed line



- Create new values by constructing “areas” through installation of Femto BTS

Converged services



Developed high-performance Femto BTS



HSPA*-enabled

To be introduced from
Autumn 2009
or beyond

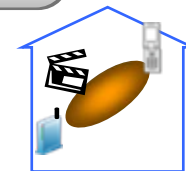
* HSPA (High Speed Packet Access) is a general term for HSDPA and HSUPA

(1) Stable communications environment (dedicated use of bandwidth)

High-quality & large-capacity content
e.g., video and music

Viewing of high-resolution video

【Planned launch】
Autumn 2009



(2) Life/behavior support

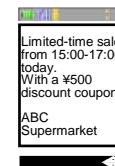
Delivery of information and services linked with user location (inside or outside Femto area)

【Planned launch】
Autumn 2009



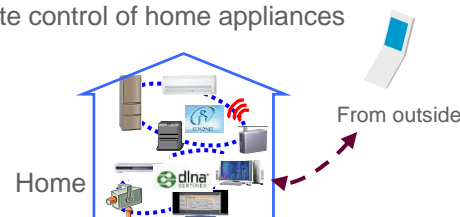
Ex) Return to home notice between family members

Ex) Delivery of flyer/coupon



(3) Convergence with home appliances (for future)

Remote control of home appliances



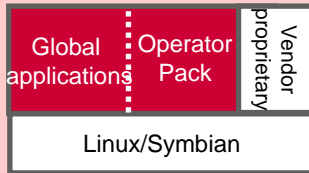
Promotion of Open Platform Devices

- Pursue “open” mobile business primarily using Window’s Mobile- or Android-based smartphones in parallel to i-mode handset business based on Linux and Symbian

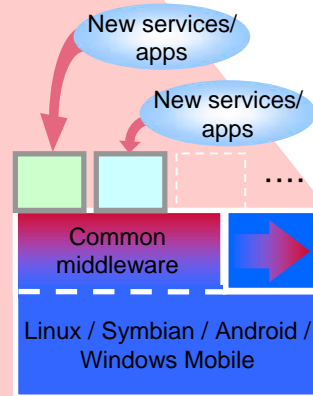
i-mode handsets

Secure, meticulously optimized and easy-to-use “phone”

- Adopt global platforms (Symbian, Linux)
- Introduce Operator Pack



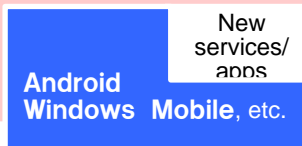
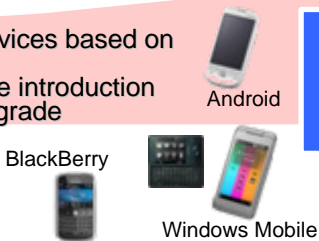
Future



Open OS “smartphones”

Low-cost generic devices based on common specs
Enables easy service introduction through software upgrade

- Enable delivery of i-mode services on smartphones



T-01A (Released Jun. 20, 2009)



High-performance, super-slim 9.9-mm Internet phone with large 4.1-inch WVGA touch-screen for enhanced browsing.

Large screen

Approx. 4.1-inch VGA screen for clear visibility and stripe menu

High-performance CPU

High-performance 1GHz CPU for stress-free Internet access. Windows Mobile 6.1[®]-compatible

HT-03A (Released July 10, 2009)



Wide array of Google mobile services accessible from a single handset!



Search Map Gmail Calendar YouTube

New services

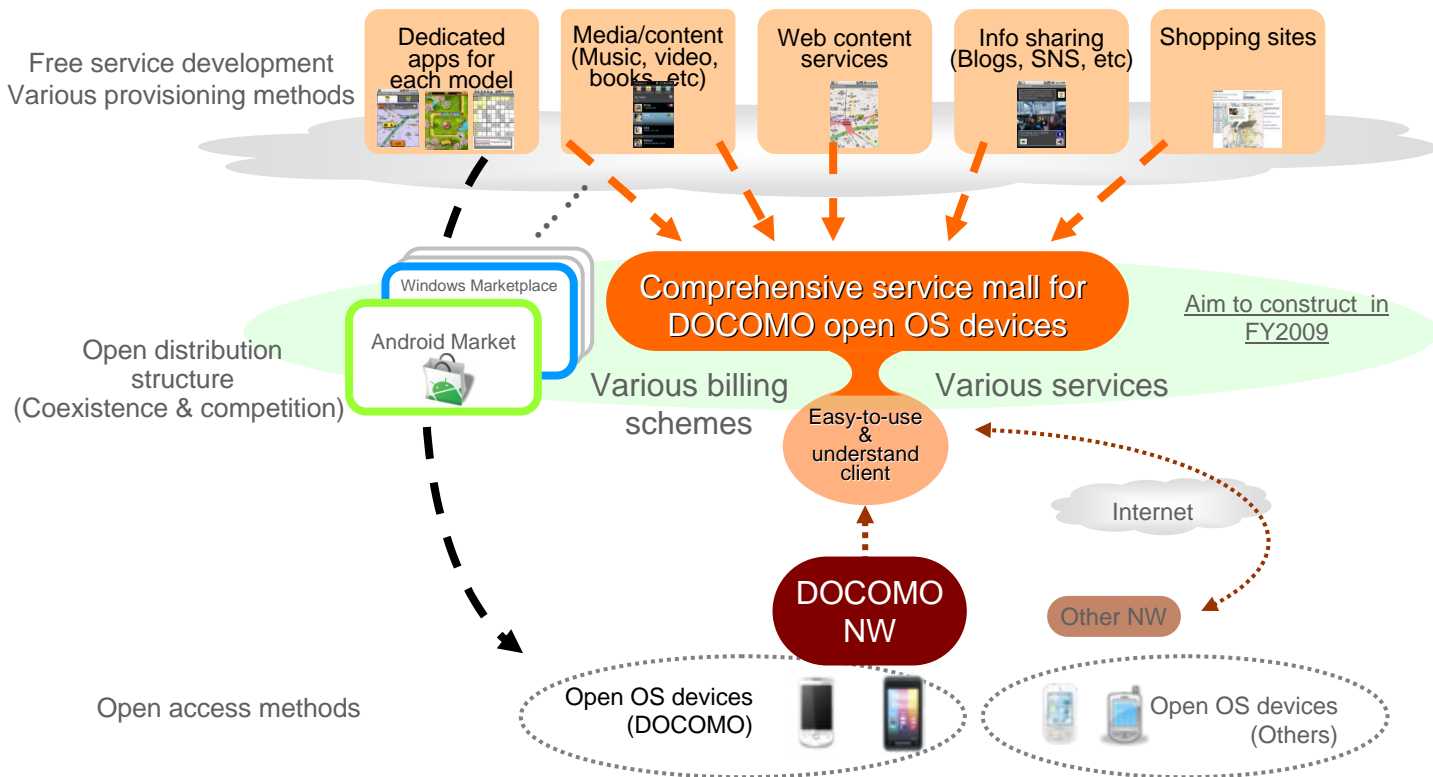
New applications, e.g., “Pocket Compass” realized by geomagnetic sensor



Customizable

Enables addition of new applications developed everyday in various places of the world

- In parallel with software stores provided by global players, DOCOMO plans to develop a proprietary place for comprehensive service delivery, and aims to achieve coexistence with various open service distribution systems and business models



- Seamlessly provide Japanese and overseas customers with high-quality mobile services comparable to DOCOMO's, making full use of our own resources and leveraging alliances with overseas partners

International services

Int'l roaming/dialing

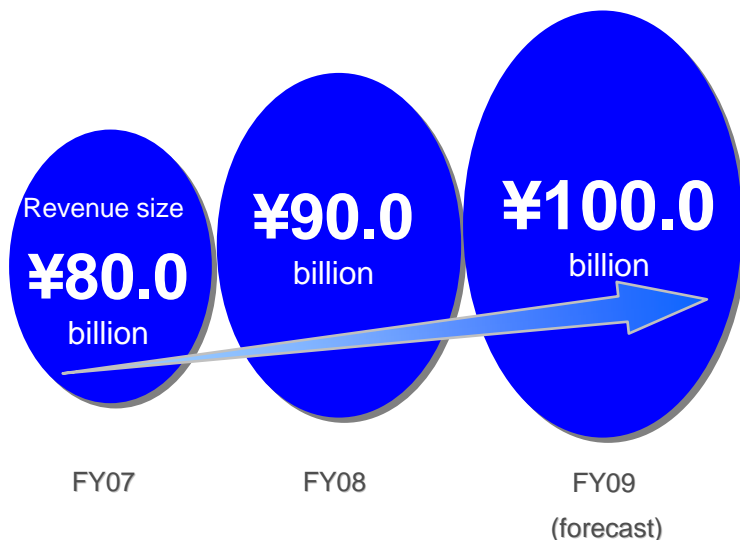
Enterprise solutions

Solution proposals to Japanese enterprises with overseas operations

Overseas business deployment

Investment & alliance

Revenue size of international businesses*

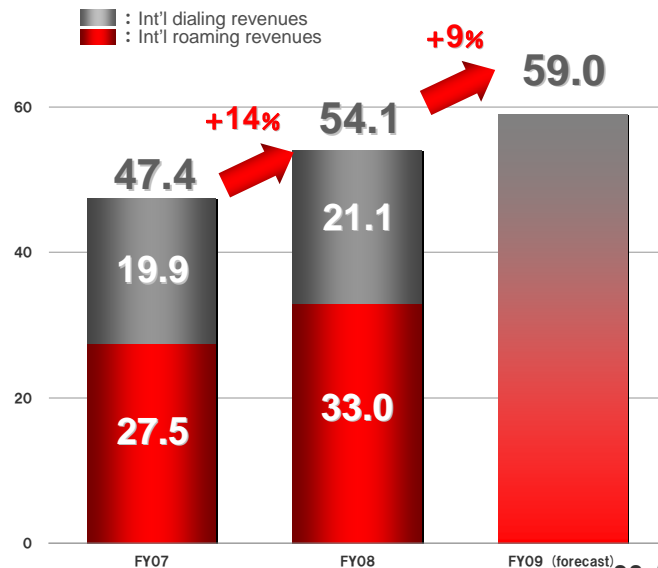


* Includes international calls/roaming revenues, dividends from overseas investees and revenue contribution from overseas affiliates accounted for by equity method, etc.

Incl.) Int'l dialing/roaming revenues

(Billions of yen)

(Inclusive of inbound roaming revenues)



- DOCOMO has taken concrete steps to reinforce its international services, introduce enterprise solutions and facilitate investments and alliances primarily in the Asia Pacific region



India (TTSL)



Actions aimed at enhancing enterprise value of investee

Business & Technology Cooperation Committee (BTCC)

Board representation/employee secondment

GSM network roll-out support

Cooperation for value-added service development

New service brand for GSM (TATA DOCOMO)



- GSM service launched in South India on June 24, 2009. Acquired 1.8 million subs* in 1 month after launch
- “i-channel” trial launched simultaneously

* Over 50% market share of net additions in circles where GSM service has been launched

- Grow revenues and achieve sustained growth by creating new businesses and reinforcing core businesses through the pursuit of investment and alliances in Japan

Creation of new businesses

Deploy “Social Support” services

AEON Marketing Co. Ltd.

(Established July 24, 2009)

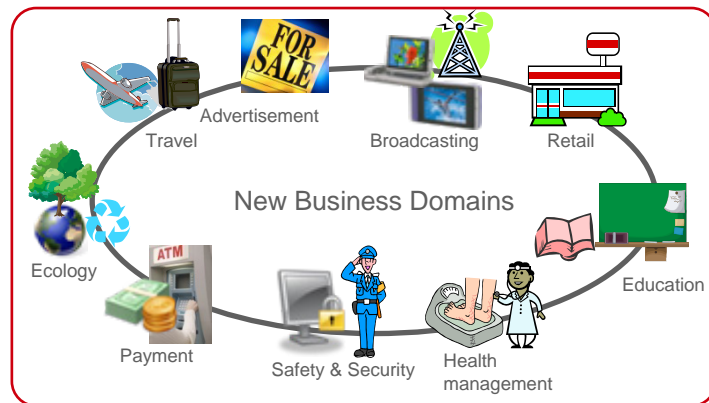
Tap into domains expected to deliver synergies

Oak Lawn Marketing, Inc.

(Invested April 9, 2009)

Seek alliance to cooperate in fields of:

Environment/ecology,
Health/medical service,
Finance/payment,
Education support,
Safety & Security



Reinforcement of core businesses

Access to convenient and attractive video content, etc.

Avex Broadcasting and Communications, Inc.

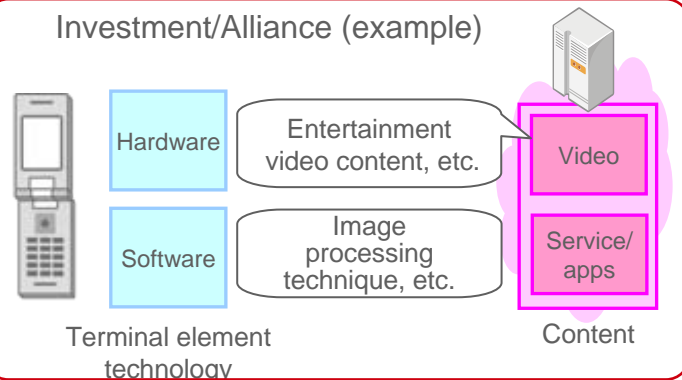
(Established April 10, 2009)

Acquisition of terminal technologies, etc., to realize advanced services

Packet Video Corporation (USA)

(Invested July 2, 2009)

Investment/Alliance (example)





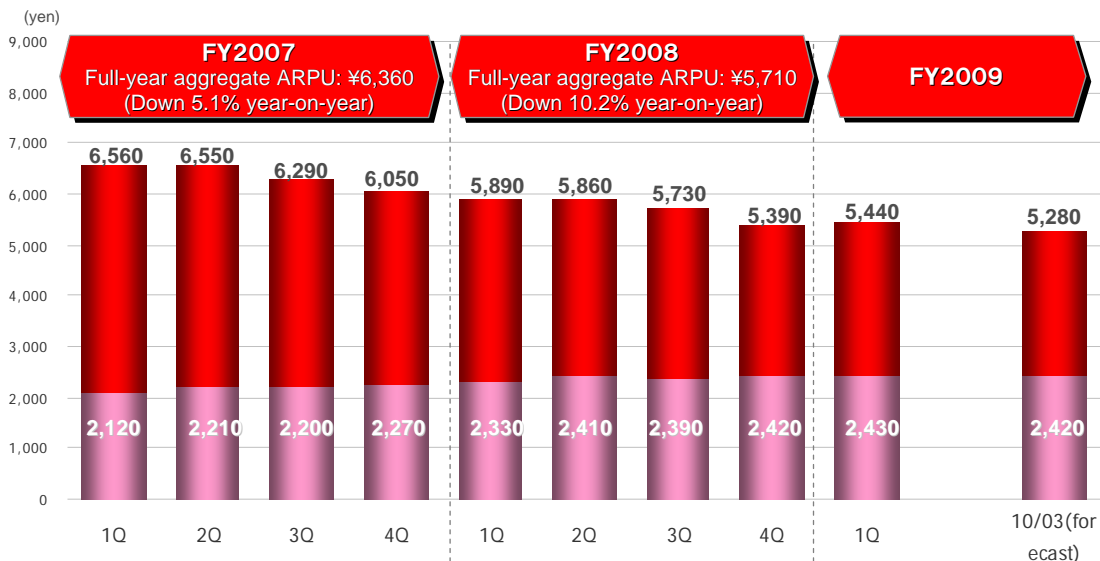
Financial Conditions

With respect to our revenue performance, packet ARPU has posted a steadfast growth despite a continuous decline in voice ARPU. Our goal is to achieve over ¥900 billion in operating income in FY2012, by further growing packet ARPU and actively employing measures to create new revenue sources and improve cost efficiency by optimizing network-related costs and capital expenditures.

We will continually work to provide adequate returns to shareholders considering it an important management issue.

Cellular (FOMA+mova) ARPU

- Aggregate ARPU for FY2009/1Q was 5,440 yen (Down 7.6% year-on-year)
- Packet ARPU was 2,430 yen (Up 4.3% year-on-year)



■ Voice ARPU	4,440	4,340	4,090	3,780	3,560	3,450	3,340	2,970	3,010	2,860
■ Packet ARPU	2,120	2,210	2,200	2,270	2,330	2,410	2,390	2,420	2,430	2,420
(Incl.) i-mode ARPU	2,090	2,180	2,170	2,230	2,290	2,360	2,350	2,370	2,380	2,360
(Incl.) Int'l services ARPU	60	70	70	80	80	90	80	70	70	80
YOY changes in packet ARPU (%)	7.6	11.6	9.5	9.1	9.9	9.0	8.6	6.6	4.3	0.0

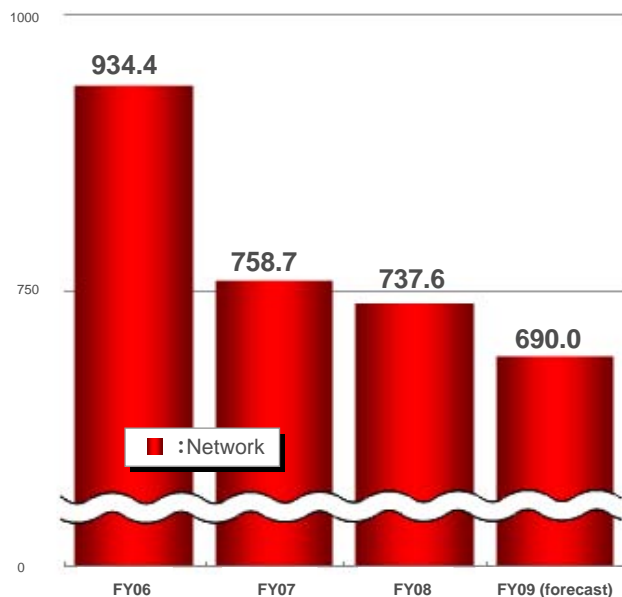
◆ For an explanation of ARPU, please see Slide 34 of this document, "Definition and Calculation Methods of MOU and ARPU".

Capital Expenditures/Network

- CAPEX for FY2009 is estimated to be ¥690.0 billion
- Reinforce customer response and quality improvement to further enhance customer satisfaction

■ Historical changes in CAPEX

(Billions of yen)



Measures to improve efficiency of network –related costs

Reduction of base station construction costs

- ▷ Improve efficiency by standardizing base station tower specifications
- ▷ Use of optimal equipment for each area

Streamlining of network

- ▷ Conversion into IP network
 - Use of generic equipment, integration of equipment through capacity enhancement
- ▷ Structural reform of i-mode center
 - Use of large-capacity equipment, integration of equipment by reviewing application configuration
- ▷ Simplified network

Reduction of communication network charges

- ▷ Optimization of BS transmission lines
- ▷ Construction of more economical transmission network

Improvement of Cost Efficiency

- Improve cost efficiency to strengthen business foundation

■ Network-related costs

(depreciation/communication network charges)

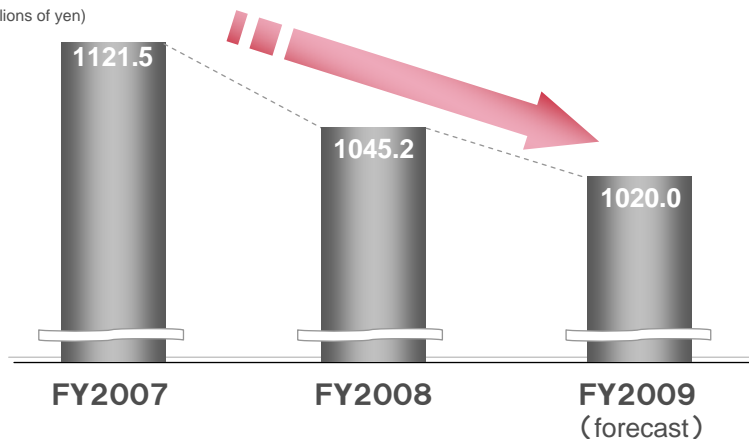
Improvement of Cost Efficiency

Reduction of
base station
construction costs

Streamlining
of network

Reduction of
communication
network charges

(Billions of yen)



The above figures exclude irregular factors, such as the impact of accelerated depreciation of mova-related assets. Accordingly, the amount of depreciation for FY2008 is reduced by ¥75.7 billion and the projected amount of depreciation for FY2009 is increased by ¥8 billion compared to the FY2008 actual result and FY2009 forecast announced on Apr. 28, 2009.

■ General expenses

- ▶ Continually work to cut general expenses
- ▶ Operational process review
- ▶ Operational efficiency improvement through integration of former regional subsidiaries



FY09

Approx. ¥40.0 billion reduction

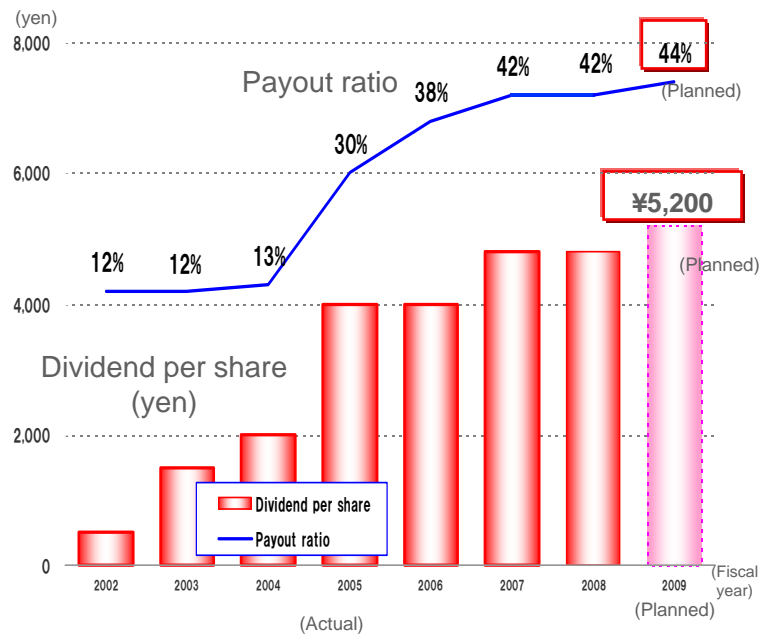
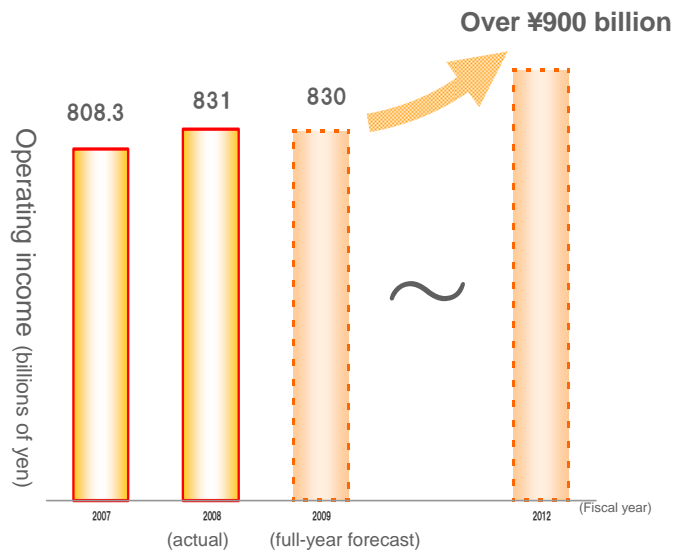
Income Target and Return to Shareholders

FY2012
operating income

Over ¥900 billion

Return to
shareholders

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





Appendices

	2008/3 (Full-year) (1)	2009/3 (Full-year) (2)	Changes (1) →(2)	2010/3 (Full-year forecast) (3)	Changes (2) →(3)
Operating Revenues (Billions of yen)	4,711.8	4,448.0	-5.6%	4,382.0	-1.5%
Cellular Services Revenues (Billions of yen)	4,019.0	3,661.3	-8.9%	3,449.0	-5.8%
Operating Expenses (Billions of yen)	3,903.5	3,617.0	-7.3%	3,552.0	-1.8%
Operating Income (Billions of yen)	808.3	831.0	+2.8%	830.0	+0.1%
Income Before Income Taxes (Billions of yen)	800.7	780.5	-2.5%	832.0	+6.6%
Net income attributable to NTT DOCOMO, INC. (Billions of yen)	491.2	471.9	-3.9%	493.0	+4.5%
EBITDA Margin (%) *	34.8	37.7	+2.9 points	35.8	-1.9 points
Adjusted Free Cash Flow (Billions of yen) *	442.4	93.4	-78.9%	380.0	+306.9%

◆ Consolidated financial statements in this document are unaudited.

◆ 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 U.S. GAAP on Slide 45 and the IR page of our website, www.nttdocomo.co.jp.

	2008/4-6 (1Q) (1)	2009/4-6 (1Q) (2)	Changes (1)→(2)	2010/3 (Full-year forecast) (3)	Progress to forecast (2) / (3)
Operating Revenues (Billions of yen)	1,170.2	1,084.8	-7.3%	4,382.0	24.8%
Cellular Services Revenues (Billions of yen)	936.4	881.9	-5.8%	3,449.0	25.6%
Operating Expenses (Billions of yen)	873.8	832.9	-4.7%	3,552.0	23.4%
Operating Income (Billions of yen)	296.5	251.8	-15.1%	830.0	30.3%
Income Before Income Taxes (Billions of yen)	288.4	247.5	-14.2%	832.0	29.7%
Net income attributable to NTT DOCOMO, INC. (Billions of yen)	173.5	147.4	-15.1%	493.0	29.9%
EBITDA Margin (%) *	40.1	39.3	-0.8 points	35.8	-
Adjusted Free Cash Flow (Billions of yen) *	-105.6	-90.8	+14.0%	380.0	-

◆ Consolidated financial statements in this document are unaudited.

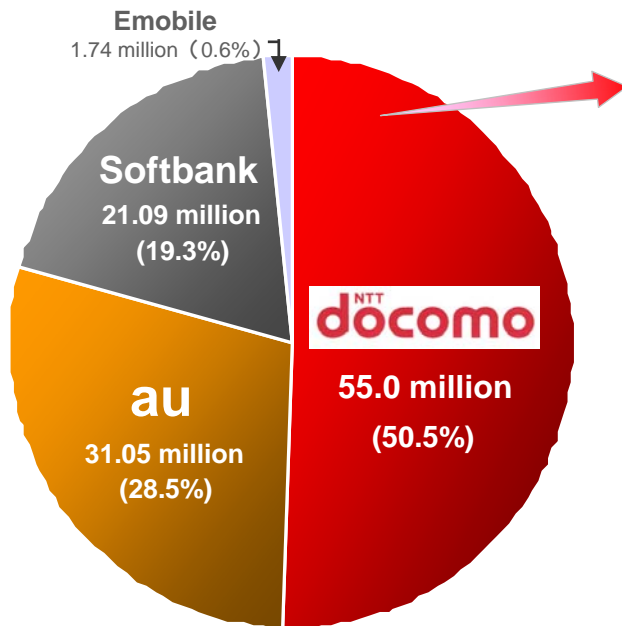
* For an explanation of the calculation processes for these numbers, please see the reconciliations to the most directly comparable financial measures calculated and presented in accordance with GAAP on Slide 35 and the IR page of our website, www.nttdocomo.co.jp.

◆ 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.

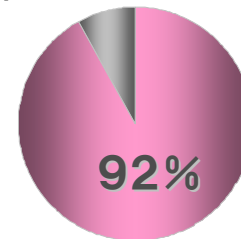
No. of Cellular Subscriptions

- NTT DOCOMO's total subscriptions: Approx. 55.0 million (Japan's largest mobile phone carrier)

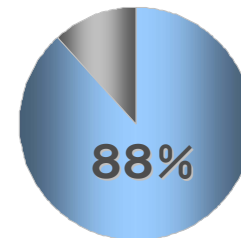
■ No. of subscriptions (As of July. 31, 2009)



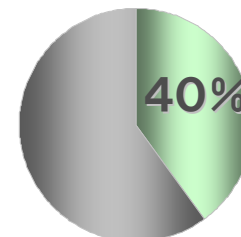
■ FOMA (3G) subscription rate*



■ i-mode subscription rate**



■ i-mode flat-rate subscription rate***



Source: Telecommunications Carriers Association (TCA)

*: No. of FOMA (3G) subs / Total cellular (FOMA+mova) subscriptions

** : No. of i-mode flat-rate service subs / Total FOMA (3G) subscriptions

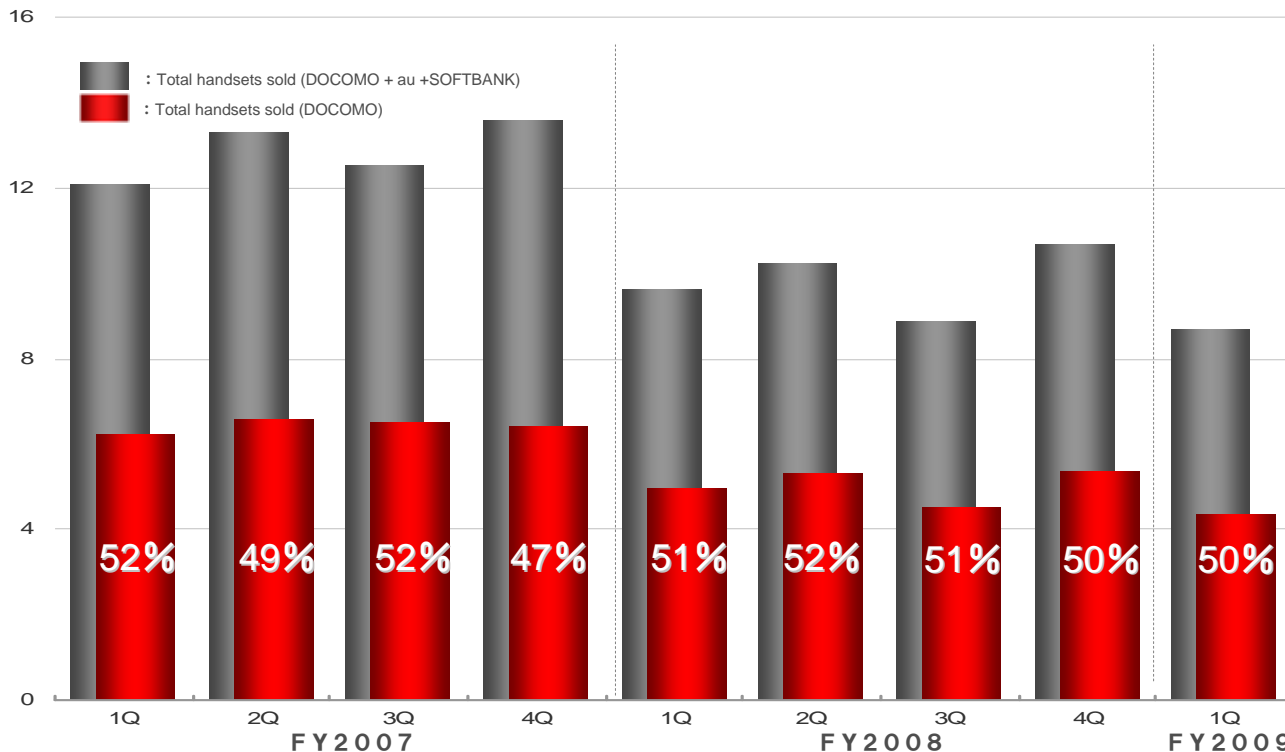
***: No. of i-mode subs / Total cellular (FOMA+mova) subscriptions

Market Share of Gross Handset Sales

- Successfully maintained DOCOMO's market share in gross handset sales at approx. 50% even after launch of Mobile Number Portability (MNP)

Market Share of Gross Handset Sales (Estimated)

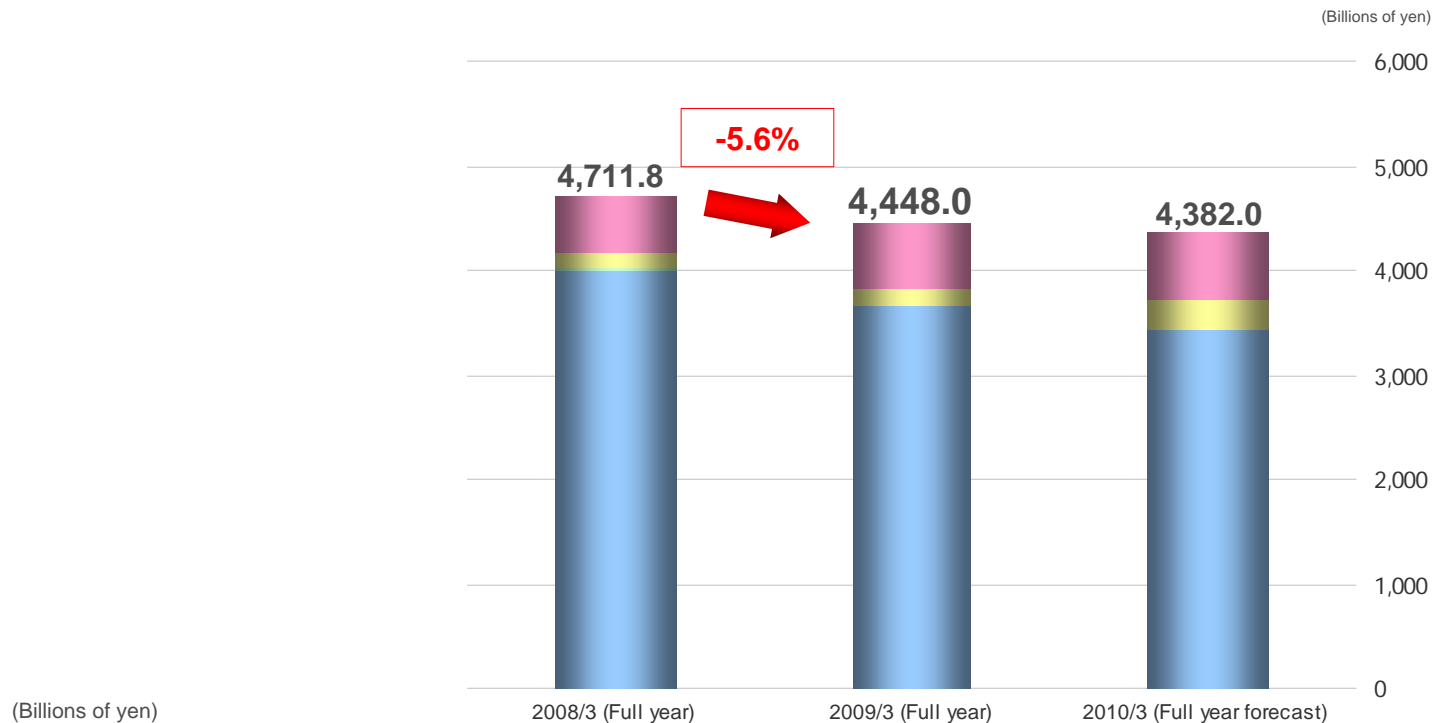
(Millions units)



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

Operating Revenues

U.S. GAAP



■ Equipment sales revenues

■ Other revenues

■ PHS revenues

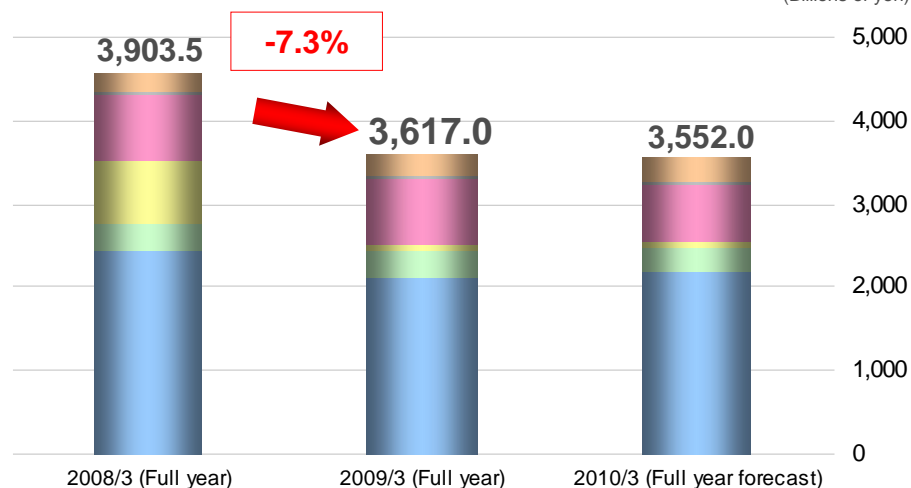
■ Cellular services revenues (voice, packet)

◆ "International services revenues" are included in "Cellular services revenues (voice, packet)".

Operating Expenses

U.S. GAAP

(Billions of yen)



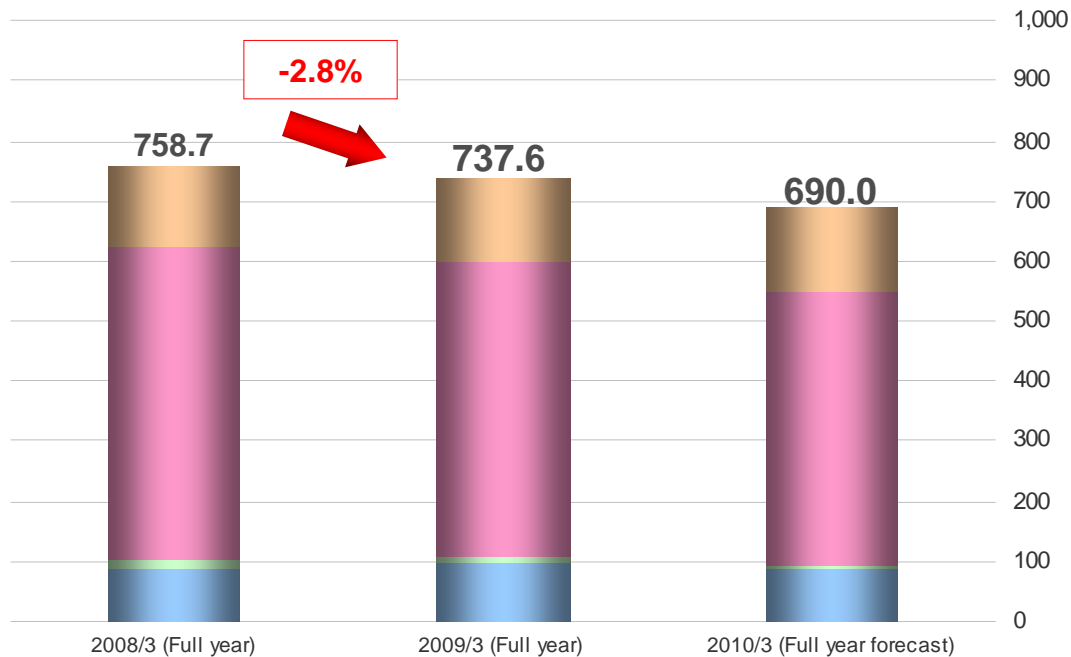
(Billions of yen)

	2008/3 (Full year)	2009/3 (Full year)	2010/3 (Full year forecast)
■ Personnel expenses	233.4	254.1	263.0
■ Taxes and public duties	38.8	38.7	39.0
■ Depreciation and amortization	776.4	804.2	710.0
■ Loss on disposal of property, plant and equipment and intangible assets	754.0	69.7	45.0
■ Communication network charges	345.1	316.7	302.0
■ Non-personnel expenses	2,434.4	2,133.6	2,193.0
(Incl.) Revenue-linked expenses*	1,679.2	1,333.9	1,326.0
(Incl.) Other non-personnel expenses	755.2	799.7	867.0

* Revenue-linked expenses: Cost of equipment sold + distributor commissions + cost of docomo point service

Capital Expenditure

(Billions of yen)



■ Other (information systems, etc.)

134.5

136.3

140.0

■ PHS business

0.2

-

-

■ Mobile phone business (FOMA)

520.4

489.9

454.0

■ Mobile phone business (mova)

14.6

10.7

5.0

■ Mobile phone business (Other)

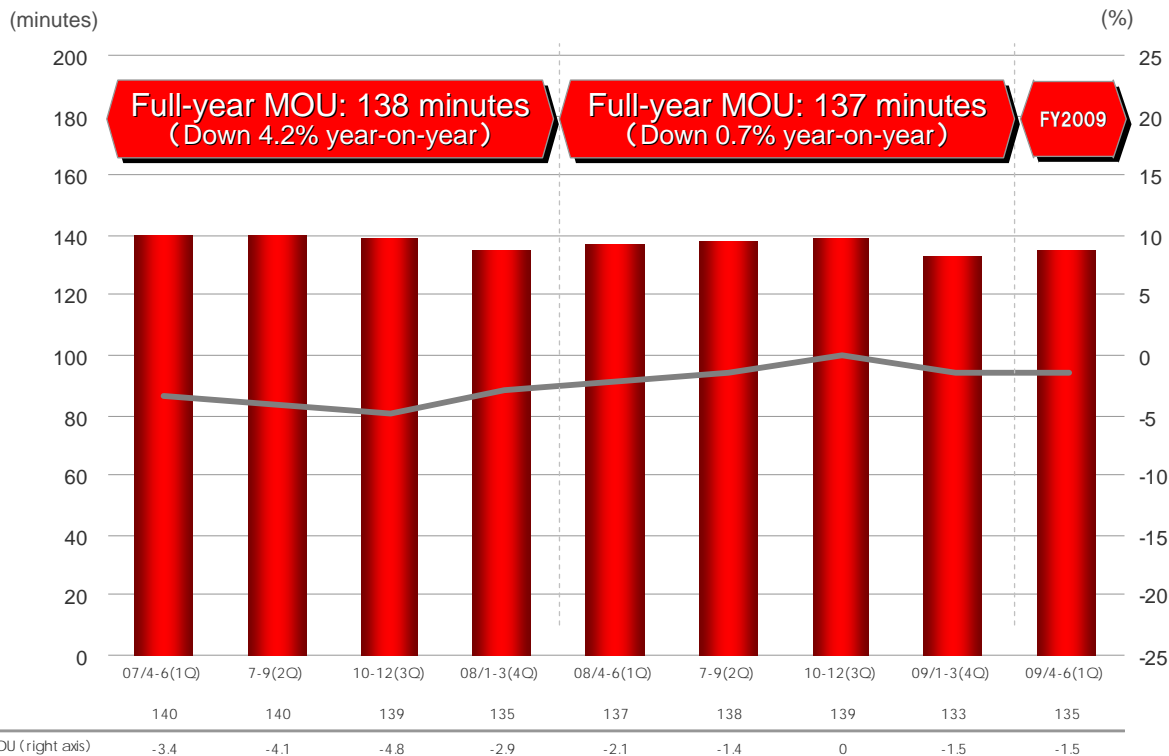
89.0

100.7

90.0

Cellular (FOMA+mova) MOU

- MOU for FY2009/1Q was 135 minutes (Down 1.5% year-on-year)



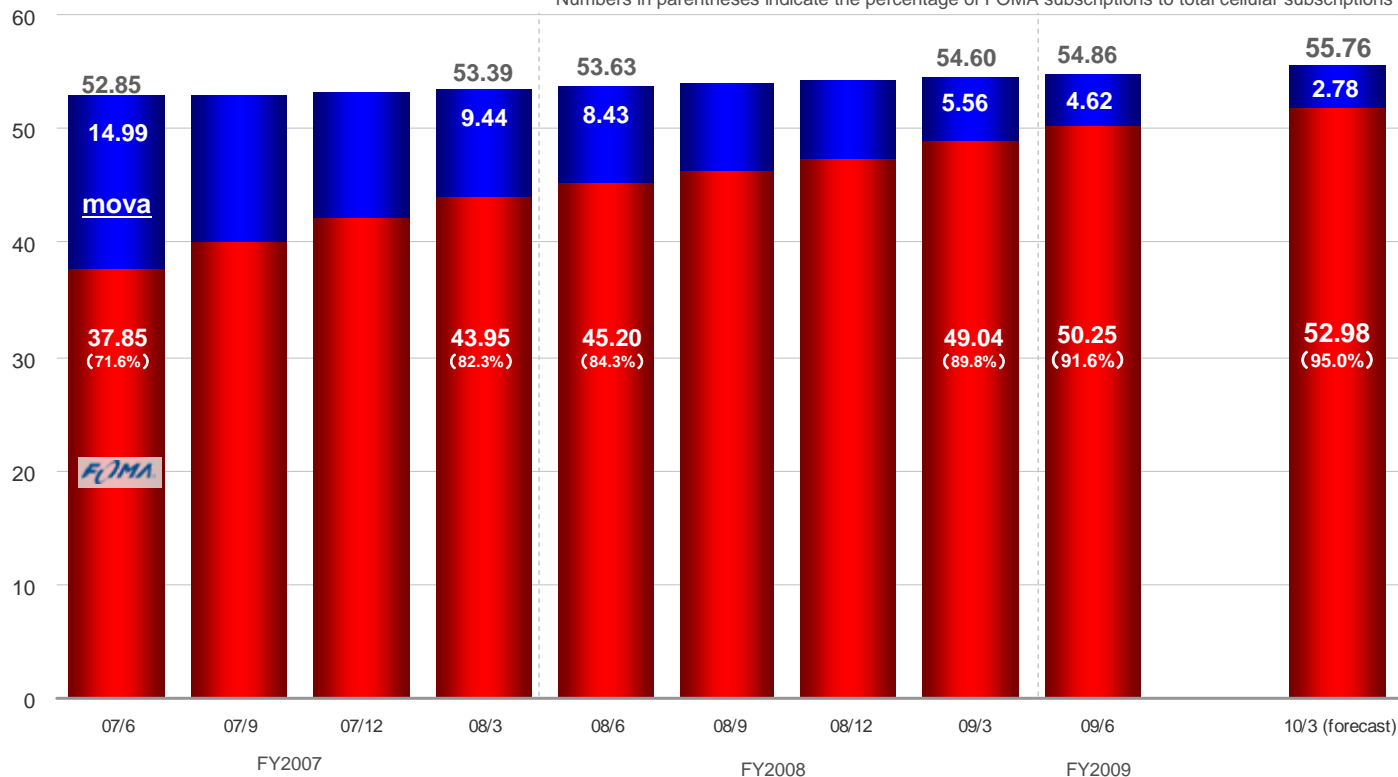
◆ For an explanation of MOU, please see Slide 34 of this document, "Definition and Calculation Methods of MOU and ARPU".

Subscriber Migration to FOMA

- No. of subscribers who have migrated to FOMA in FY2009/1Q: 810,000
- Aim to grow FOMA subscriptions to 95% of total by Mar. 31, 2010

(Million subs.)

Numbers in parentheses indicate the percentage of FOMA subscriptions to total cellular subscriptions

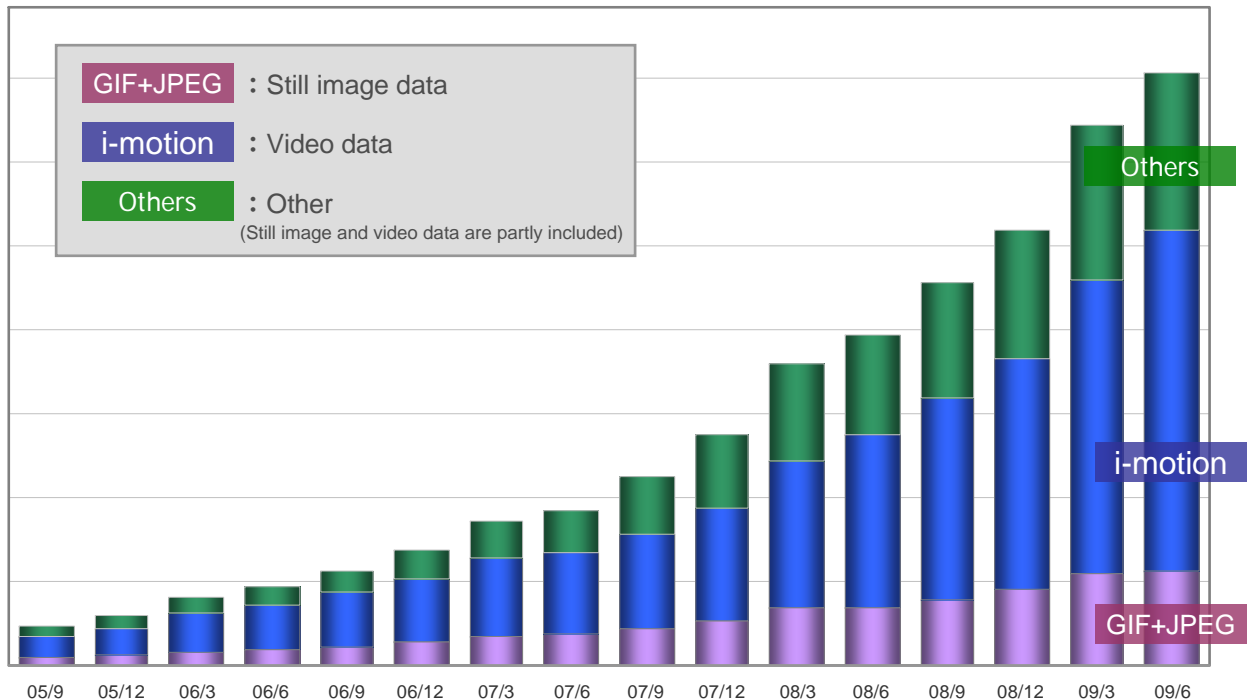


◆ Inclusive of Communication Module Services subscriptions

Growth of Packet Traffic

- Increased video content usage contributed to growth of flat-rate subscriptions and packet ARPU

Growth of data traffic (FOMA)



Domains of DOCOMO's Credit Business

Roles

Services provided by DOCOMO

Brand business

- Define rules
- Provide a platform

iD

- A new credit brand established by DOCOMO
- Provides an open payment platform



Issuer business

- Credit card issuance

DCMX

- Credit lines from ¥200,000/month
- Int'l brand cards are also issued
- Revolving payment/cashing

DCMX

DCMX mini

- Easy-to-use mobile credit service
- Simple application directly from handset
- Billed together with monthly phone bills
- Instant credit line up to ¥10,000/month

DCMX mini



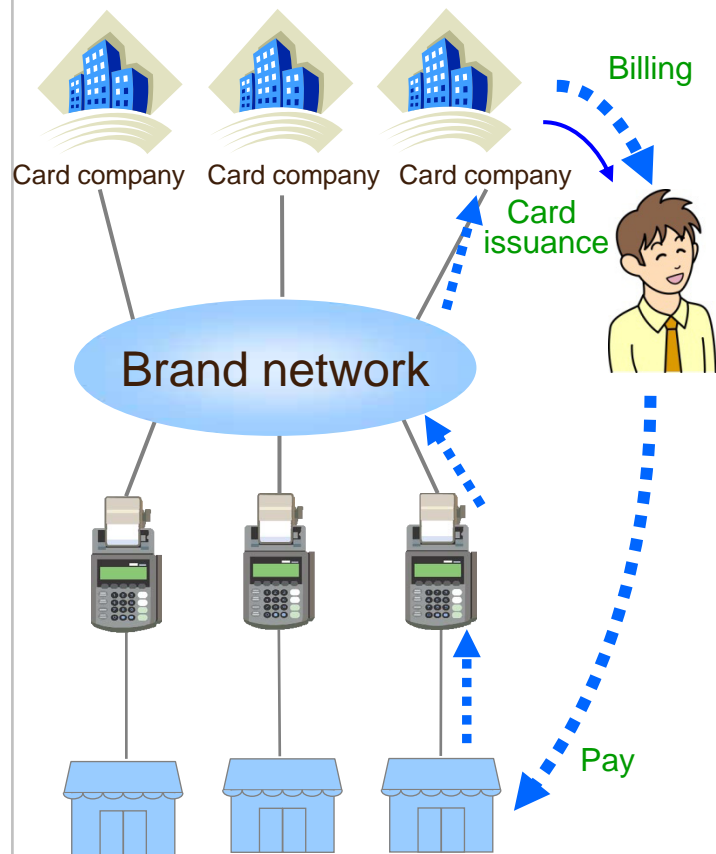
Acquirer business

- Merchant acquisition

- Merchants to be acquired by business partners (e.g., Sumitomo Mitsui Card, etc.)

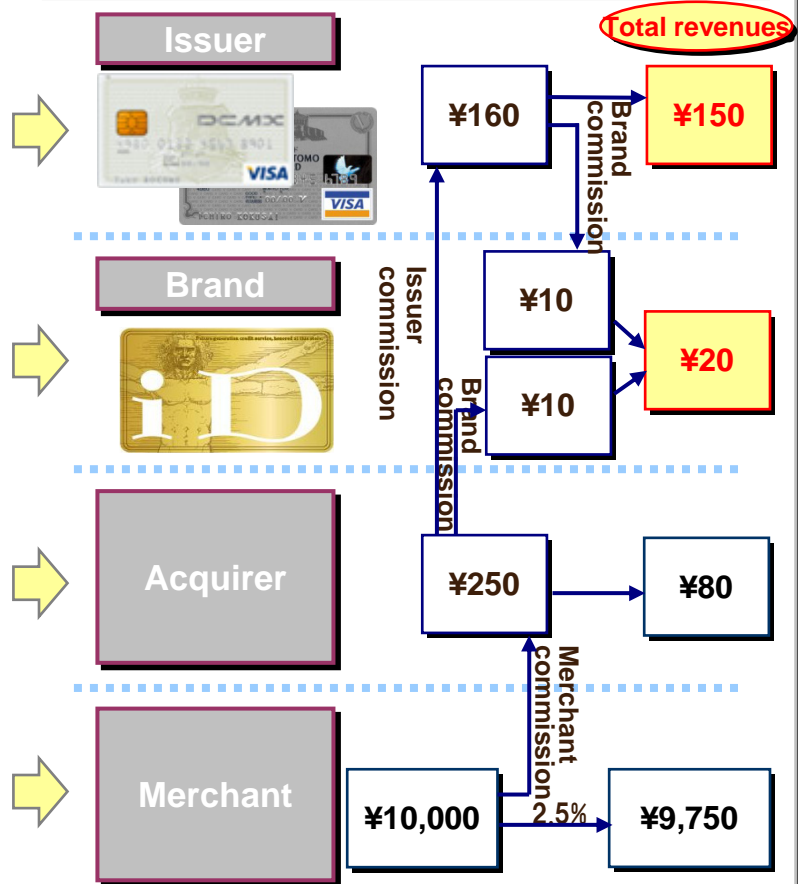
Mobile Credit Payment: Business Model

Relation of players



Money flow (conceptual):

Ex.: When user spends ¥10,000 in shopping



Definition and Calculation Methods of MOU and ARPU

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

◆ **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 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 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):** $\text{Voice ARPU (FOMA+mova) Related Revenues (basic monthly charges, voice communication charges)} / \text{No. of active subscriptions (FOMA+mova)}$

◇ **Packet ARPU (FOMA+mova):** $\{\text{Packet ARPU (FOMA) Related Revenues (basic monthly charges, packet communication charges)} + \text{i-mode ARPU (mova) Related Revenues (basic monthly charges, packet communication charges)}\} / \text{No. of active subscriptions (FOMA+mova)}$

◇ **i-mode ARPU (FOMA+mova):** $\text{i-mode ARPU (FOMA+mova) Related Revenues (basic monthly charges, packet communication charges)} / \text{No. of active subscriptions (i-mode (FOMA+mova))}$

◆ **Aggregate ARPU (FOMA): Voice ARPU (FOMA) + Packet ARPU (FOMA)**

◇ **Voice ARPU (FOMA):** $\text{Voice ARPU (FOMA) Related Revenues (basic monthly charges, voice communication charges)} / \text{No. of active subscriptions (FOMA)}$

◇ **Packet ARPU (FOMA):** $\text{Packet ARPU (FOMA) Related Revenues (basic monthly charges, packet communication charges)} / \text{No. of active subscriptions (FOMA)}$

◇ **i-mode ARPU (FOMA):** $\text{i-mode ARPU (FOMA) Related Revenues (basic monthly charges, packet communication charges)} / \text{No. of active subscriptions (i-mode (FOMA))}$

◆ **Aggregate ARPU (mova): Voice ARPU (mova) + i-mode ARPU (mova)**

◇ **Voice ARPU (mova):** $\text{Voice ARPU (mova) Related Revenues (basic monthly charges, voice communication charges)} / \text{No. of active subscriptions (mova)}$

◇ **i-mode ARPU (mova):** $\text{i-mode ARPU (mova) Related Revenues (monthly charges, packet communication charges)} / \text{No. of active subscriptions (i-mode (mova))}$

◆ **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": $(\text{No. of subs at end of previous month} + \text{No. of subs at end of current month})/2$

※The revenues and no. of subscriptions of Communication Module Services 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

1. EBITDA and EBITDA margin

	Billions of yen	
	Three months ended June 30, 2008	Three months ended June 30, 2009
a. EBITDA	¥ 469.7	¥ 426.4
Depreciation and amortization	(168.5)	(169.0)
Loss on sale or disposal of property, plant and equipment	(4.7)	(5.6)
Operating income	296.5	251.8
Other income (expense)	(8.1)	(4.4)
Income taxes	(118.0)	(100.2)
Equity in net income (losses) of affiliates	3.1	0.8
Less: Net (income) loss attributable to noncontrolling interests	(0.0)	(0.7)
b. Net income attributable to NTT DoCoMo, Inc.	173.5	147.4
c. Operating revenues	1,170.2	1,084.8
EBITDA margin (=a/c)	40.1%	39.3%
Net income margin (=b/c)	14.8%	13.6%

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 changes in investments for cash management purposes

	Billions of yen	
	Three months ended June 30, 2008	Three months ended June 30, 2009
Free cash flows excluding changes in investments for cash management purposes	¥ (105.6)	¥ (90.8)
Changes in investments for cash management purposes (*)	50.4	3.2
Free cash flows	(55.2)	(87.6)
Net cash used in investing activities	(190.4)	(242.2)
Net cash provided by operating activities	135.3	154.5

Note: (*)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.



NTT
docomo