



NTT DOCOMO, INC.

**Results for the Fiscal Year Ended March 31, 2010, and
Principal Actions Planned for the Fiscal Year Ending
March 31, 2011**

April 28, 2010

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Forward-Looking Statements

This Earnings Release 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 subscriptions, 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) Changes in the business environment such as intensifying competition from other mobile service providers or other technologies caused by Mobile Number Portability, new market entrants and other factors, could limit our acquisition of new subscriptions, retention of existing subscriptions, or may lead to diminish ARPU, or may lead to 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) Other mobile service providers in the world may not adopt the technologies that are compatible with those used by our corporate group's mobile communications system on a continual basis, which could affect our ability to sufficiently offer international services.
- (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/devices, and services of parties other than those belonging to our corporate group are provided through our cellular handsets/devices, potential problems resulting from malfunctions, defects or loss of handsets/devices, 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 others, 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) Natural disasters, power shortages, malfunctioning of equipment, software bugs, computer viruses, cyber attacks, hacking, unauthorized access and other problems could cause failures in the networks, distribution channel and/or other factors 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



FY2009 Results Highlights and Prospects for FY2010

FY2009 Results Highlights/FY2010 Forecasts

| | FY2008 (Full-year) (1) | FY2009 (Full-year) (2) | Changes (1) → (2) | FY2010 (Full-year forecast) (3) | Changes (2) → (3) |
|---|---------------------------|---------------------------|----------------------|---------------------------------------|----------------------|
| Operating Revenues (Billions of yen) | 4,448.0 | 4,284.4 | -3.7% | 4,222.0 | -1.5% |
| Cellular Services Revenues (Billions of yen) | 3,661.3 | 3,499.5 | -4.4% | 3,405.0 | -2.7% |
| Operating Expenses (Billions of yen) | 3,617.0 | 3,450.2 | -4.6% | 3,382.0 | -2.0% |
| Operating Income (Billions of yen) | 831.0 | 834.2 | +0.4% | 840.0 | +0.7% |
| Income Before Income Taxes (Billions of yen) | 780.5 | 836.2 | +7.1% | 843.0 | +0.8% |
| Net Income Attributable to NTT DOCOMO, INC. (Billions of yen) | 471.9 | 494.8 | +4.9% | 497.0 | +0.4% |
| EBITDA Margin (%)* | 37.7 | 36.6 | -1.1 points | 36.7 | +0.1 points |
| Adjusted Free Cash Flow (Billions of yen) * | 93.4 | 416.9 | +346.3% | 470.0 | +12.7% |

◆ 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 of these numbers, please see the reconciliations to the most directly comparable financial measures calculated and presented in accordance with U.S. GAAP on Slide 50 and the IR page of our website, www.nttdocomo.co.jp

RESULTS FOR FY2009 April 2009 to March 2010

FY2009 Results Highlights

■ FY2009 Financial Results

Operating income: ¥834.2 billion (Up 0.4% year-on-year)

Achievement vis-à-vis full-year forecast: 100.5%

【Highlights】

Customer satisfaction improvement

- Strengthened initiatives for customer satisfaction improvement
- Responded to growing no. of handset repairs resulting from extended replacement cycle
- Generated budget for customer satisfaction measures by facilitating reduction of general expenses and other costs

Data revenues growth

- Brisk sales of data products, e.g., PC data cards, etc.
- Increase in packet revenues due to growth of flat-rate subscriptions

Percentage of packet ARPU to aggregate ARPU rose from 42% (FY08) to 46% (FY09)

FY2009 Action Results

- Focused on customer satisfaction improvement in FY2009, and achieved tangible results

No. 1 market share of net adds (FY2009 full-year)

(No. 1 share in the months of July 2009 and February & March 2010)

Churn rate: 0.46% (FY2008:0.50% → FY2009:0.46%)

Flat-rate packet billing plan subscription rate: Over 50%

“i-concier”: Over 4.00 million subs

“BeeTV”: Over 1.00 million subs



No. 1
customer satisfaction
rating by J.D. Power
(Enterprise sector) *1

No. 1
PC data customer
satisfaction rating *2

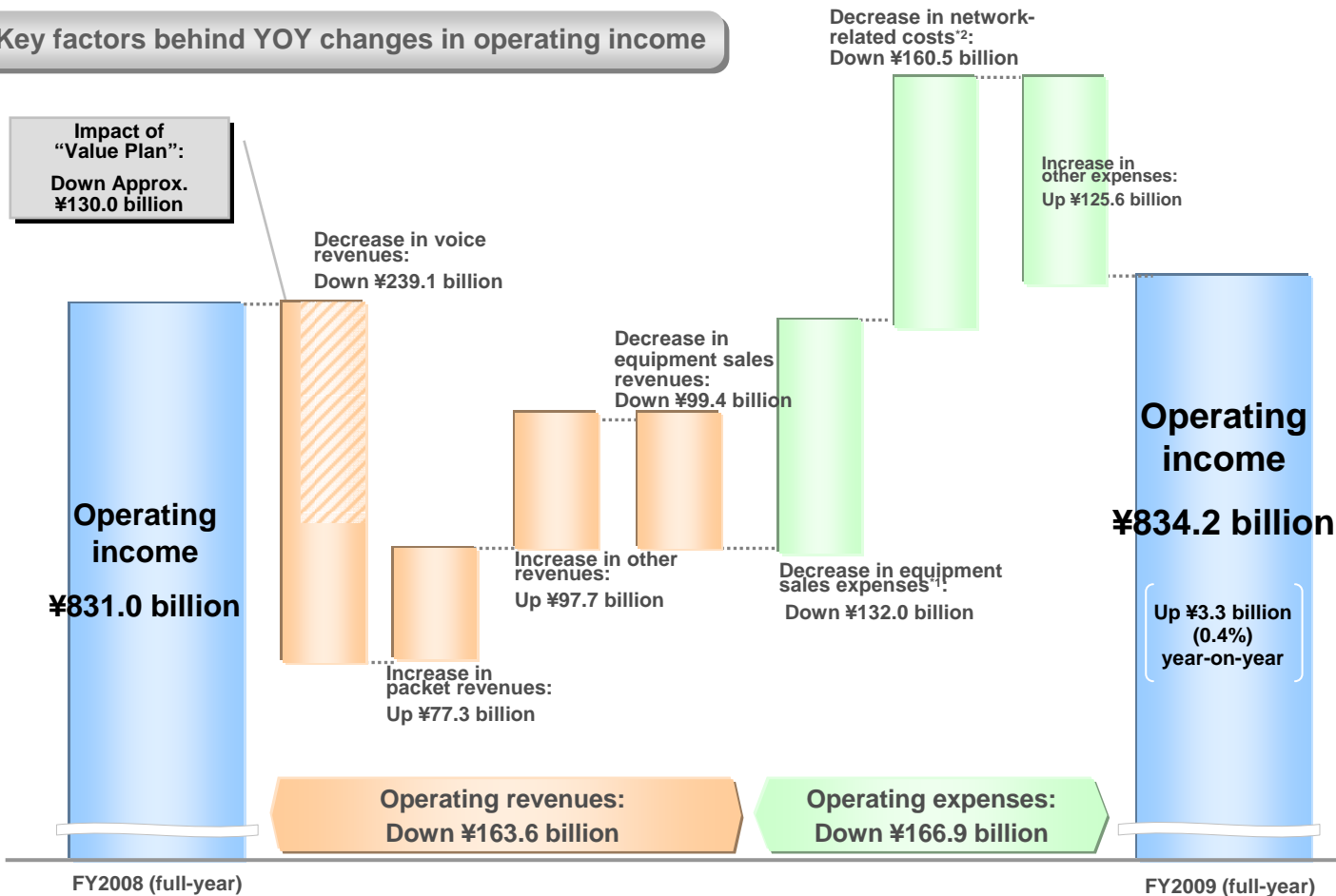


*1: J. D. Power Asia Pacific 2009 mobile phone/PHS service customer satisfaction index survey for enterprises in Japan. Survey results were compiled based on 3,309 responses on mobile phone/PHS services of Japanese carriers from 2,632 enterprises with an employee base of over 100 (Up to 2 scores on mobile phone/PHS service providers permitted per enterprise) See: www.jdpower.co.jp

*2: “15th mobile phone (personal use) survey 2009, overall satisfaction rating” by Nikkei BP Consulting, Inc.

FY2009 Results Highlights (2)

Key factors behind YOY changes in operating income



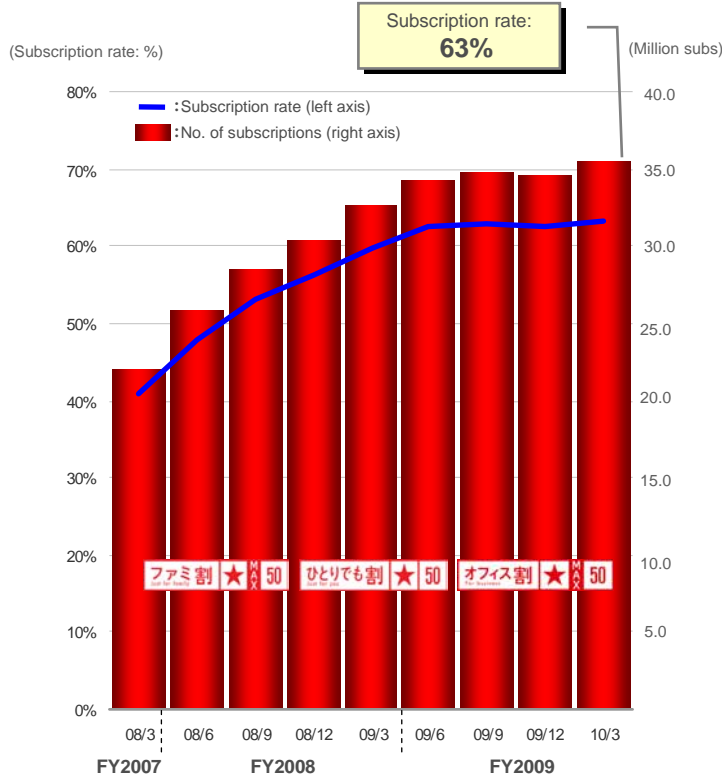
*1: Sum of cost of equipment sold and distributor commissions

*2: Sum of communication networks charges, depreciation and amortization, and loss on disposal of property, plant and equipment

New Business Model

“MAX Discount” Services *1

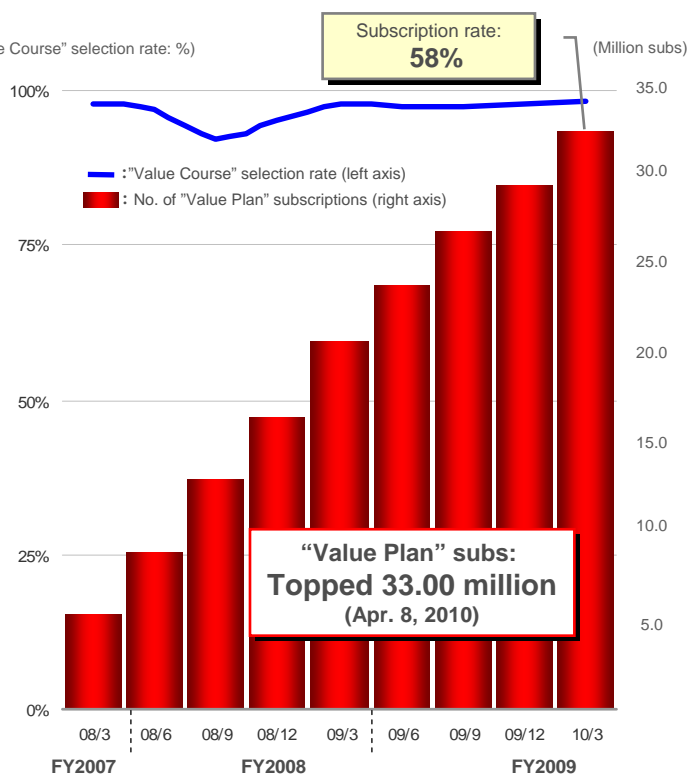
■ No. of subs/subscription rate



*1: "Fami-wari MAX 50", "Hitoridemo Discount 50" and "Office-wari MAX 50"

“Value Course”

■ “Value Course” selection rate*2 / “Value Plan” subs

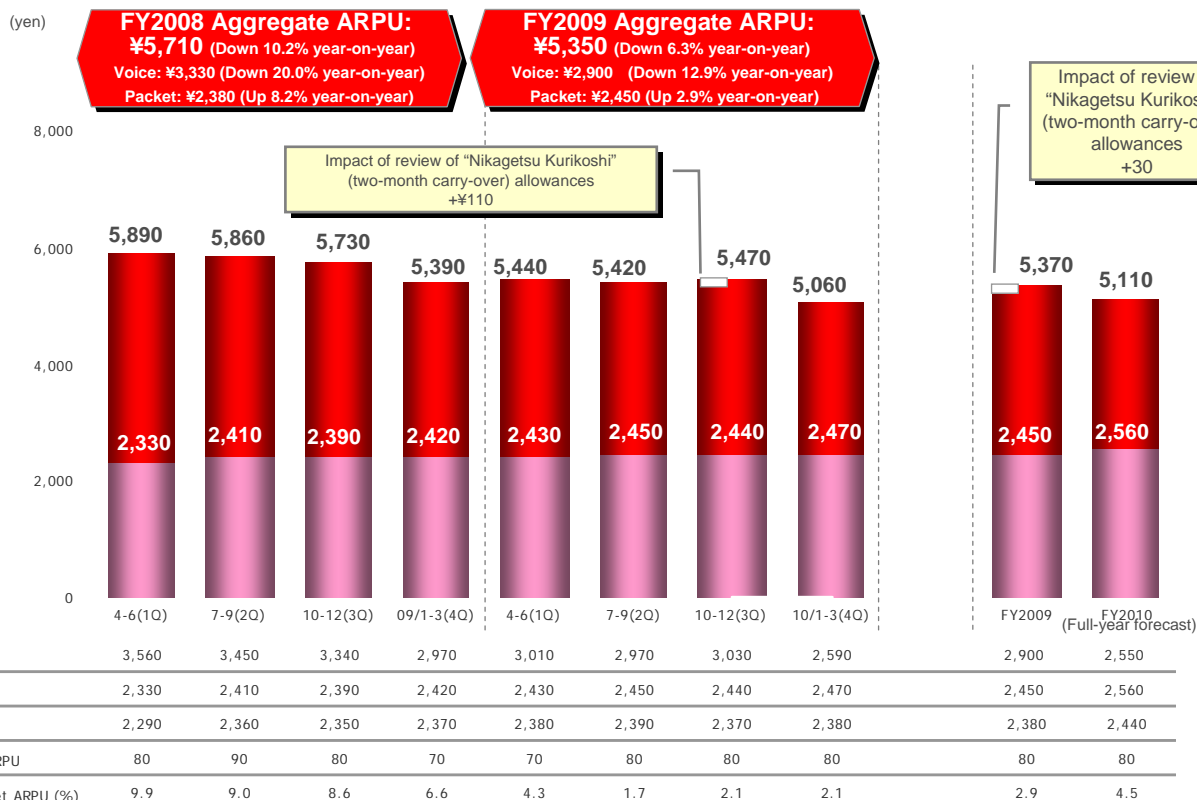


*2: Percentage of users who chose “Value Course” among total users who purchased a handset using new handset purchase methods

RESULTS FOR FY2009 April 2009 to March 2010

Cellular (FOMA+mova) ARPU

- FY2009 (full-year) aggregate ARPU: **¥5,350** (down 6.3% year-on-year)
packet ARPU: **¥2,450** (up 2.9% year-on-year)
- FY2010 (full-year) aggregate ARPU target: **¥5,110** (down 4.5% year-on-year)

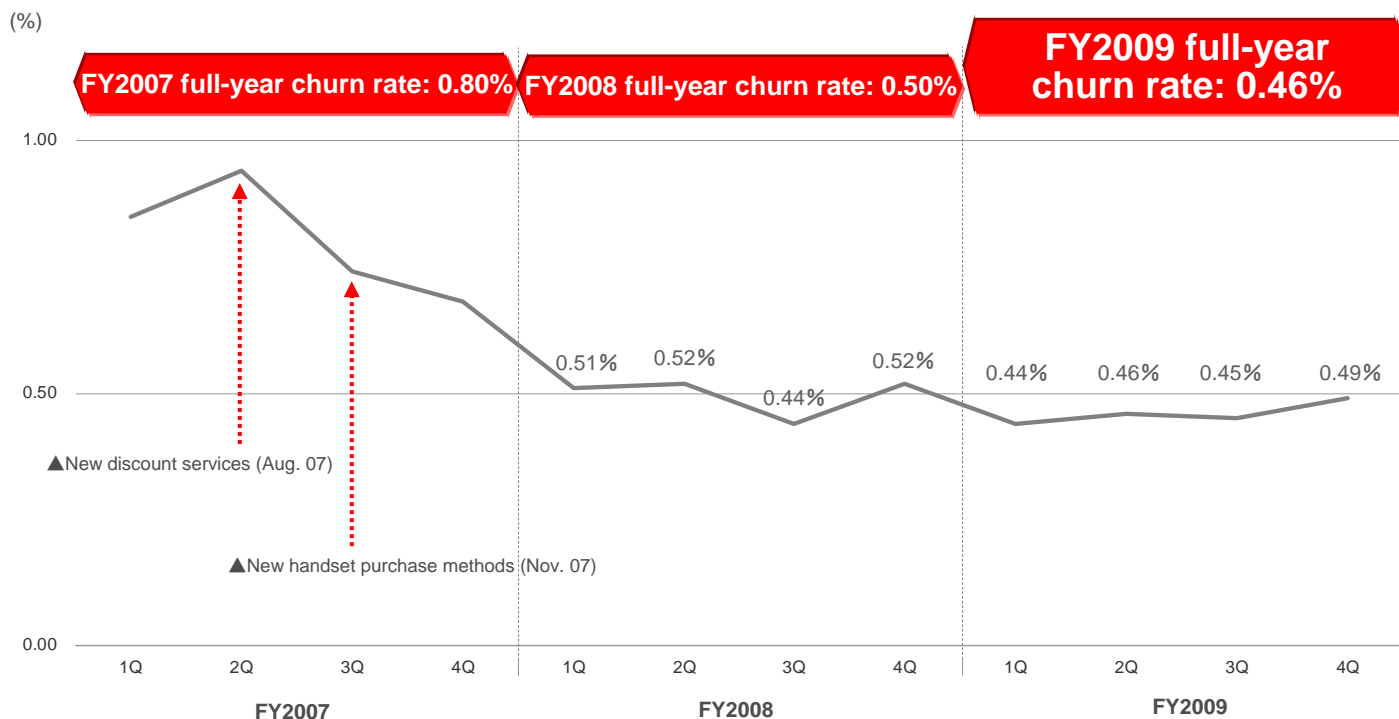


◆ For an explanation on ARPU, please see Slide 49 of this document, "Definition and Calculation Methods of MOU and ARPU"

Churn Rate

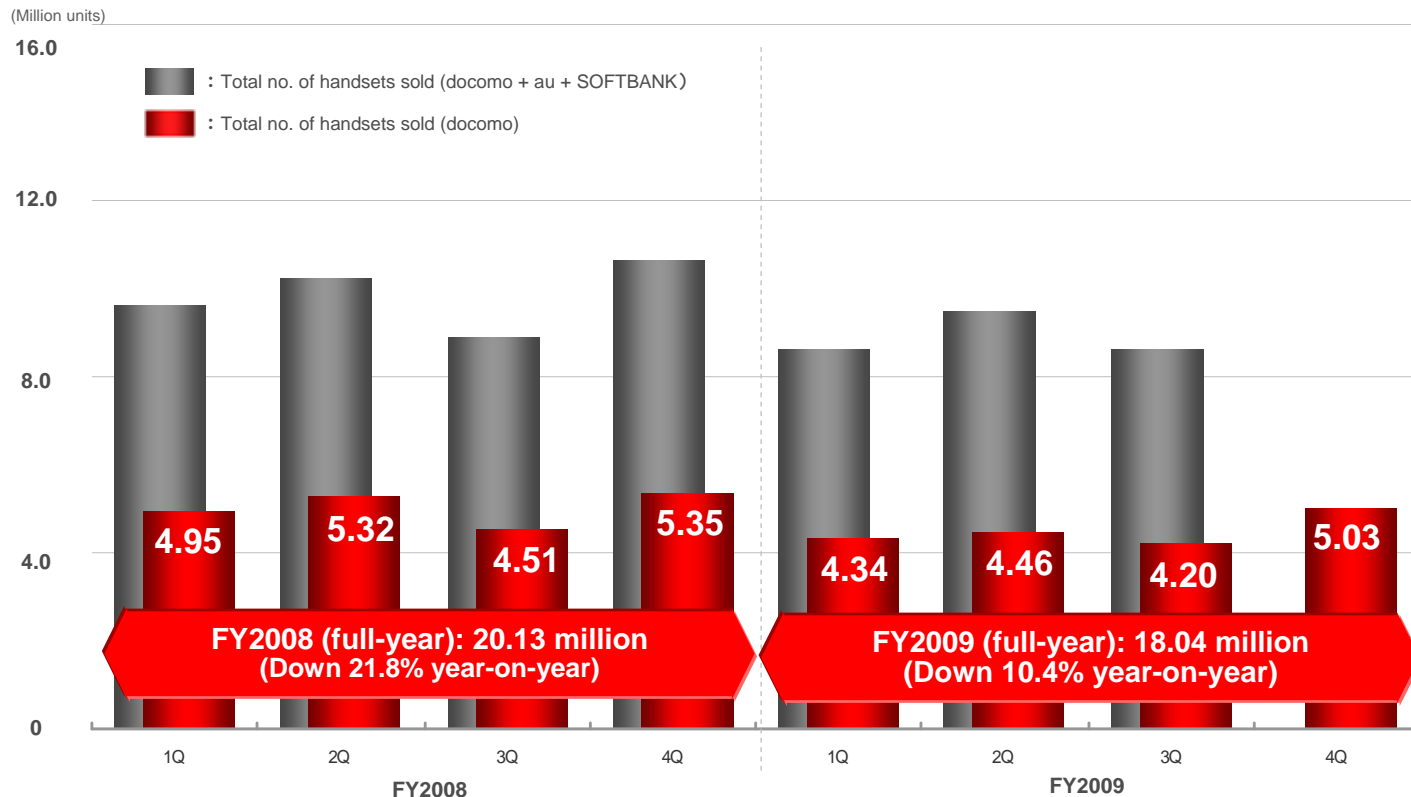
- **FY2009 (full-year) churn rate: 0.46%**

■ Cellular (FOMA+mova) Churn Rate



Total Handset Sales

- Total no. of handsets sold in FY2009 (full-year): 18.04 million units (Down 10.4% year-on-year)
- Total handset sales for FY2010 (full-year) projected to be 18.20 million units

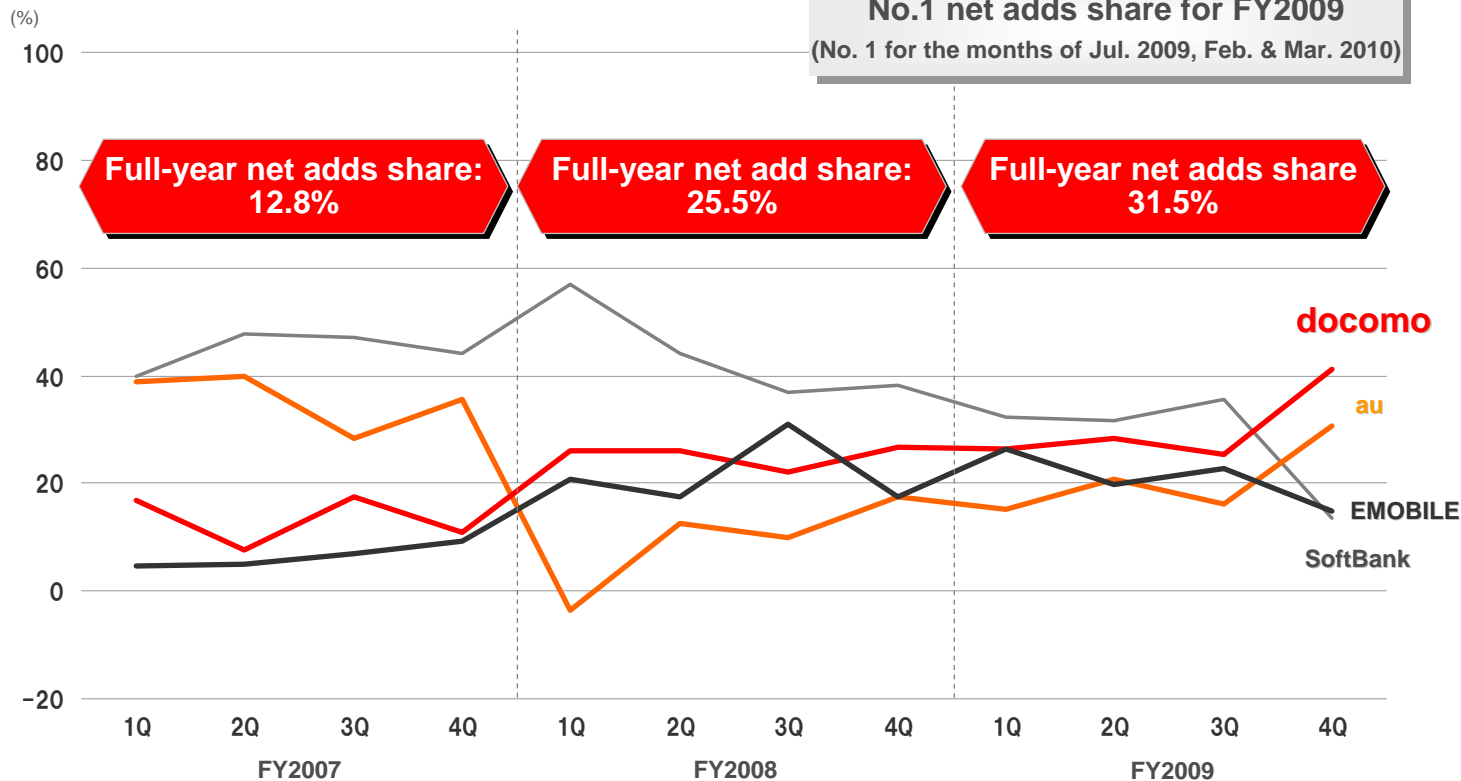


◆ Calculated based on financial results materials of each company ◆ Handsets sold by TU-KA and EMOBILE are not included

Market Share of Net Additions

- FY2009 (full-year) net adds share: 31.5%
- Acquired No. 1 net adds share for FY2009 (full-year)

Market Share of Net Additions



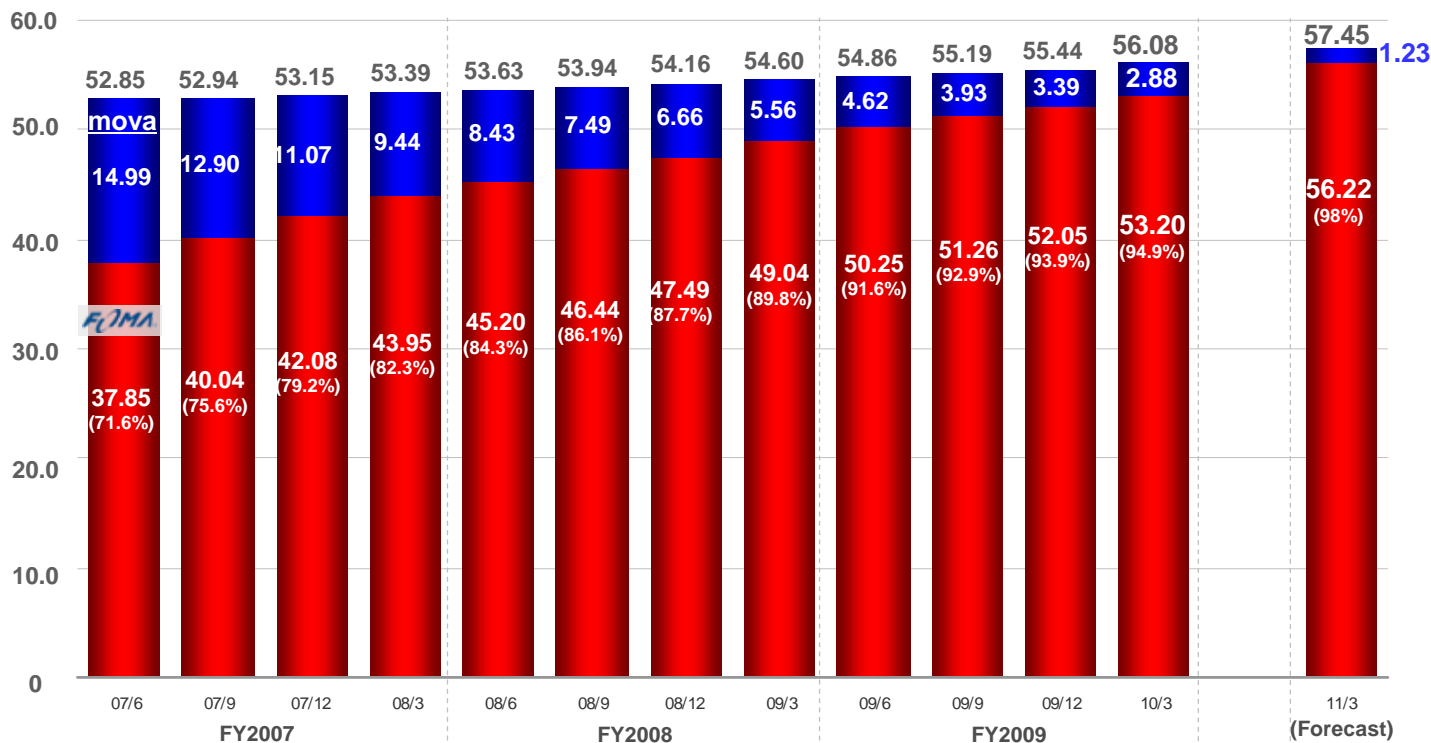
RESULTS FOR FY2009 April 2009 to March 2010

Subscriber Migration to FOMA

- No. of subscribers who have migrated to FOMA in FY2009 (full-year): 2.27 million
- Aim to increase FOMA subs to 98% of total cellular subs by Mar. 31, 2011

(Million subs)

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



◆ Inclusive of Communication Module Service subscriptions

RESULTS FOR FY2009 April 2009 to March 2010

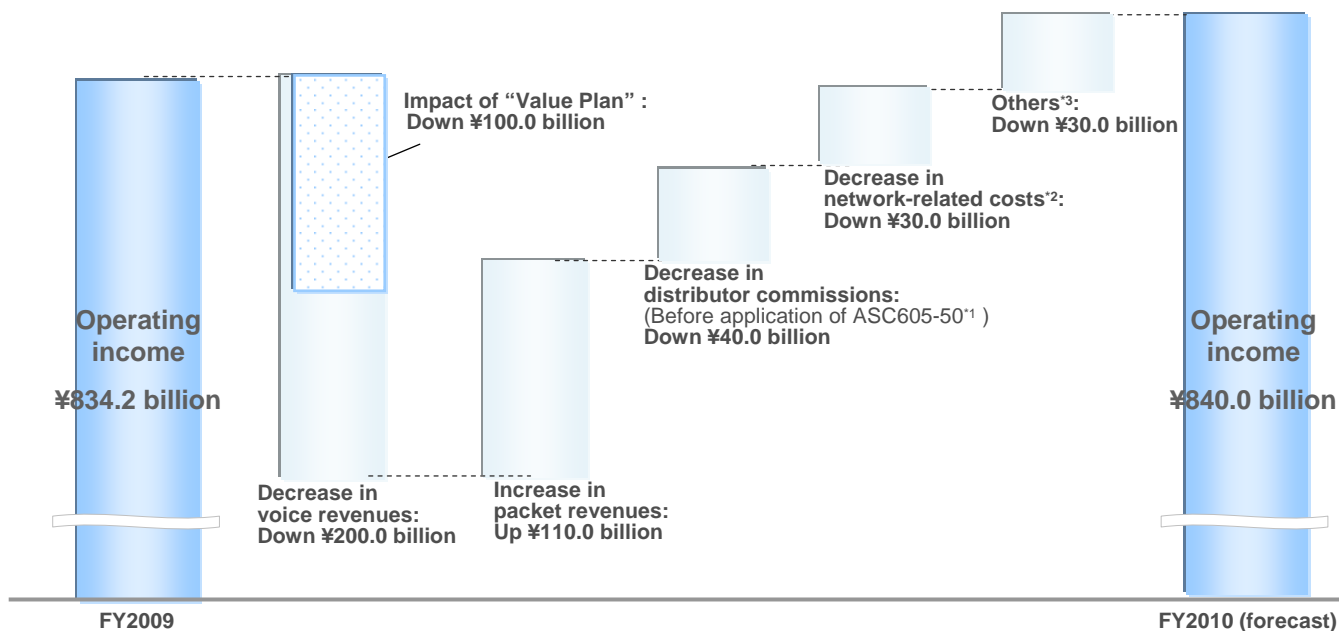
FY2010 Results Forecasts Highlights

FY2010 Results Forecasts

Operating income: ¥840.0 billion

⇒ Make up for the decline in voice revenues and secure income by increasing packet revenues and reducing various costs, etc.

Key factors behind changes in operating income <FY09⇒FY10 (forecast)>



*1: Formerly known as EITF-01-09

*2: Depreciation, communication network charges, etc.

*3: Reduction of general expenses, etc.



Principal Actions Planned for FY2010

FY2010 Business Operation Policies

- “Change”: Further improvement of customer satisfaction
- “Challenge”: “Year to embark on execution” of each challenge item

Change

**Further improvement of customer satisfaction
—Receive No. 1 rating —**

Challenge

- (1) Achieve growth by increasing packet ARPU
- (2) Introduction of LTE and network evolution
- (3) Promotion of service personalization
- (4) Deployment of social-support services
- (5) Facilitate introduction of converged services
- (6) Further advancement of handsets
- (7) Promotion of global business deployment
- (8) Promotion of domestic investments/alliances

**Groundwork
toward
achieving
¥900 billion in
operating
income
in FY2012**

Improvement of Customer Satisfaction -1-

- Steadily implemented various measures aimed at improving customer satisfaction following the announcement of “New DOCOMO Commitments”

Budget for customer satisfaction programs

FY2009
Approx.
30.0 billion

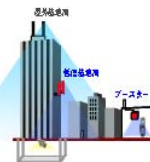
FY2010
Approx.
40.0 billion

Secure program budget through
cost efficiency improvement

〈Examples of planned initiatives〉

Area

- Field staff dispatch within 48 hours
- Further improvement of coverage/
network quality



After-sales support

- “Mobile Phone Checking Service”
- Free battery pack/portable battery charger



Billing plans

- Integration of “Pake-hodai double” and
“Biz-hodai double” plans

Improvement of Customer Satisfaction -2-

- Field staff dispatch within 48 hours program greatly contributed to relieving customers' dissatisfaction concerning coverage
- Committed to making constant efforts for coverage/network quality improvement, listening to the requests of customers

Field staff dispatch within 48 hours

No. of visits



■ FY2009

55,000

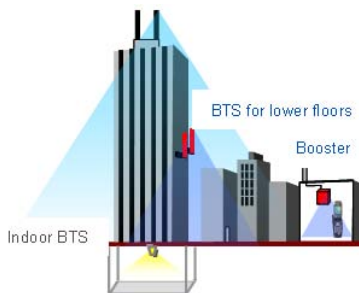
■ FY2010 (Forecast)

57,000

Coverage/network quality improvement

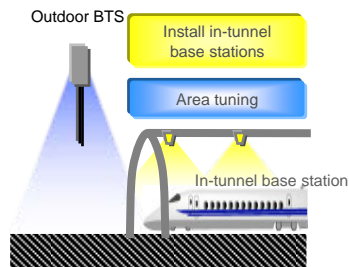
Expansion of indoor/ underground coverage

Outdoor BTS



Quality enhancement in fast-moving environments

Outdoor BTS



Adequate facility roll-out depending on traffic conditions

Add
spectrum



Add
base
stations



Improvement of Customer Satisfaction -3-

- **“Mobile Phone Checking Service”, launched to assure customers comfortable use of handsets, and the expanded “Battery Pack *Anshin* Support” service have both been used by many users and enjoy good reputation**

After-sales support

“Mobile Phone Checking Service”

(Started Jul. 1, 2009)

Free checkup and cleaning of handsets at docomo Shops

No. of subs who used service

FY2009: Approx. 3.52 million
FY2010 (forecast): Approx. 6.00 million

| | |
|-----------|--------|
| 総合判定 | OK |
| 一試験項目一 | 一試験結果一 |
| FOMA2GH z | |
| 位置登録 | OK |
| 開ループ電力制御 | OK |
| 最大送信電力 | OK |
| 開ループ電力制御 | OK |
| 受信感度 | OK |
| 変調精度 | OK |
| 周波数安定度 | OK |



Tester equipment

Checkup result sheet

Expanded “Battery Pack *Anshin* Support”

(Started Jul. 1, 2009)

No. of subs who used service

FY2009: Approx. 7.20 million
FY2010 (forecast): Approx. 10.00 million



Free battery pack

Or



Free portable charger

19 Improvement of Customer Satisfaction -4-

- Revised billing plans to make it easier for customers to use our services

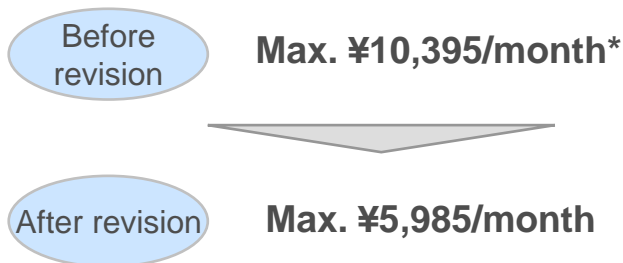
Revision of billing plans

■ Integration of “Biz-hodai double” plan with “Pake-hodai double”

(From Apr. 1, 2010)

Example)

If user switches to a smartphone in the middle of the month:



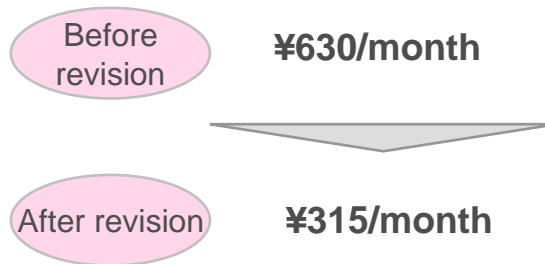
■ Launch of “ISP set discount

(Planned for May 1, 2010)



Example)

If user subscribes to both i-mode and “mopera U-Light” plan :



Make it easier for user to switch to a smartphone

* Sum of monthly upper limit of “Pake-hodai double” for i-mode access (¥4,400) and monthly upper limit of “Biz-hodai double” plan (¥5,985)

Principal “Challenge” Items

DOCOMO's “Challenge”

(1) Achieve growth by increasing packet ARPU

Sides No. 21-27

(2) Introduction of LTE and network evolution

Slides No. 28-30

(3) Promotion of service personalization

Slide No. 31

(4) Deployment of social-support services

Slides No. 32-33

(5) Facilitate introduction of converged services

Slide No. 34

(6) Further advancement of handsets

Slide No. 35

(7) Promotion of global business deployment

Slides No. 36-37

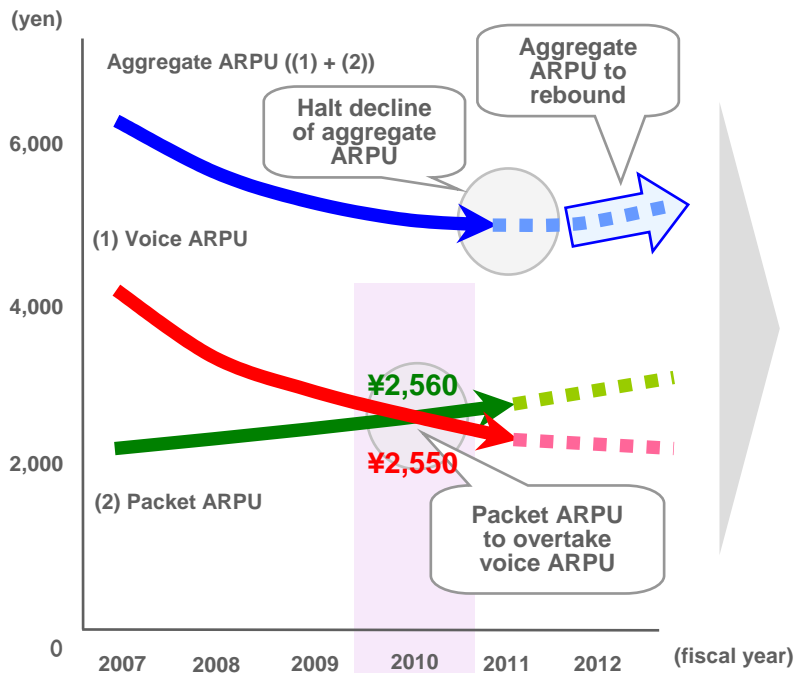
(8) Promotion of domestic investments/alliances

Slide No. 38

【Challenge 1】 Packet ARPU Growth -1-

- Aim to increase packet ARPU by ¥110 (up 4.5% year-on-year) in FY2010
- Re-accelerate the growth of packet ARPU and raise it to a level higher than voice ARPU within FY2010

ARPU Growth



Expand user base of flat-rate data plans

Target for FY2012

Packet flat-rate subscription rate*: **70%**

Boost packet usage

Target for FY2012

Grow no. of users consuming packets up to monthly upper limit of two-tier plan to over 50% of total "Pake-hodai double" subs

* No. of packet flat-rate subscriptions includes subscriptions to Pake-hodai full" "Pake-hodai double", "Pake-hodai simple", "Biz-hodai", "Biz-hodai double", "Biz-hodai simple" and flat-rate data plan services.

* Packet flat-rate subscription rate: No. of packet flat-rate subscriptions / (Total FOMA i-mode subscriptions + No. of "Biz-hodai" subs + No. of data plan subs)

【Challenge 1】 Packet ARPU Growth -2-

i-mode

■ For heavy users:

- Offer rich variety of attractive content

■ For medium/light users:

- Expand user base of packet flat-rate services
- Further improve “ease of use”
- Encourage use of deco-mail, photo attachments and other rich mail
- Enrich portfolio of everyday life-oriented content
- Sell service with a focus on “boosting usage”



Smartphone

- ### ■ Prepare environment (content use, billing plans, etc.) for expanding user base



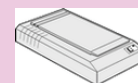
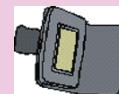
PC data

- ### ■ Appeal DOCOMO's strengths: wide coverage, high data speeds



New devices

- ### ■ Handle new markets such as electronic books, tablet PCs, etc.



23 【Challenge 1】 Expansion of Packet Flat-Rate Subscriptions

- Aim to increase packet flat-rate subscriptions by more than 6.00 million to over 31.70 million (subscription rate: 63% as of Mar. 31, 2011)

Packet flat-rate subscription count/subscription rate

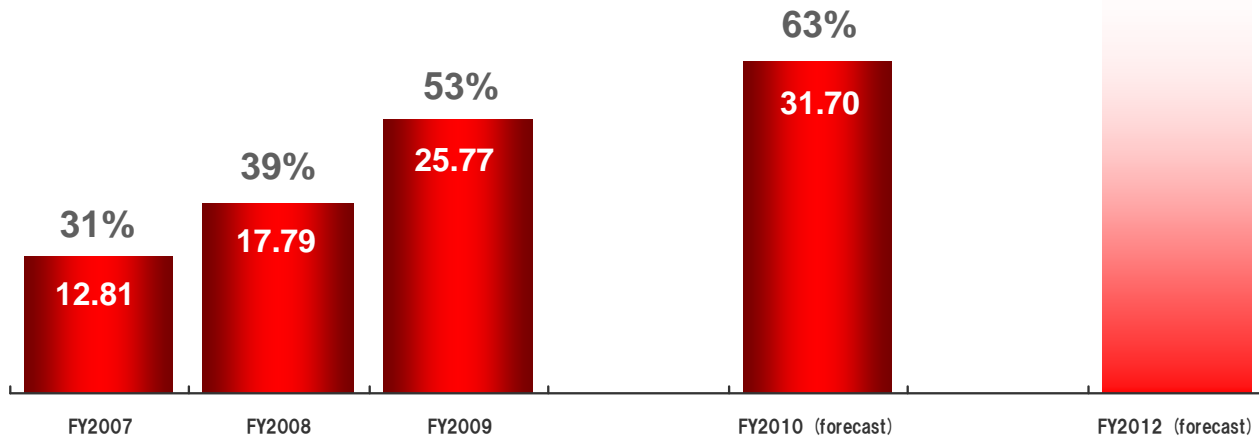
(Million subs)

【FY2010 Targets】

No. of packet flat-rate subscriptions*1: 31.70 million

Packet flat-rate subscription rate*2: 63%

70%



*1: Include subscriptions to Pake-hodai full" "Pake-hodai double", "Pake-hodai simple", "Biz-hodai", "Biz-hodai double", "Biz-hodai simple" and flat-rate data plan services.

*2: Packet flat-rate subscription rate: No. of packet flat-rate subscriptions / (Total FOMA i-mode subscriptions + No. of "Biz-hodai" subs + No. of data plan subs)

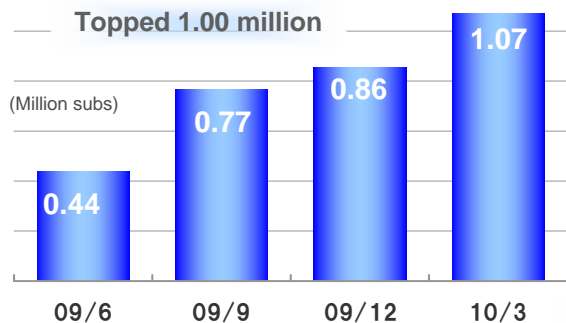
24 【Challenge 1】 i-mode Packet Usage Expansion -1-

- Prepare a wide array of video and other attractive content to expand usage

Video “BeeTV”



No. of subscriptions

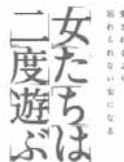


Content

【Popular programs】

Drama, music show, comedy

Acquired approx. 140,000 new subs in the single month of March 2010, due to huge viewer reaction to drama, etc.



Content

Comprehensive UGC* Media “EveryStar”

(Planned for launch in early summer 2010)



Content

Novels, comics, haiku poems, photos, etc.

Service to be provided through joint venture with DeNA Co., Ltd.

DeNA

docomo

Extensive know-how in operating UGC sites for broad user segments from youth to the elderly



趣味人倶楽部 (Shiawase no Club)

User base

Billing system

Promotion

User generated content expected to stimulate usage

* UGC: User Generated Content, i.e., content created by general users such as novels distributed over the Internet to mobile phones

25 【Challenge 1】 i-mode Packet Usage Expansion -2-

- Allow users to experience “ease of use” by actively recommending use of service at shop counters
- Aim to stimulate usage by enhancing convenience through “local information content”

Recommendation at shops

■ Mobile phone classes



Introduce usage methods of mobile phones in plain language using texts, etc.

■ Introduction of content

Introduce content sites at shop counters to encourage subscription (start with “BeeTV” and progressively expand to other services)

■ “i-concier”

Assist initial settings at the time of handset purchase (upon request by subscriber)

Local information content

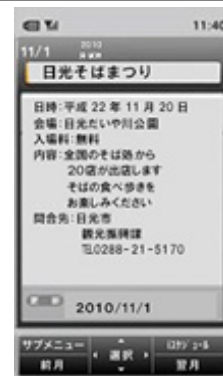


Example of “i-concier” introduction:
Nikko City, Tourism Bureau

Schedule TOP



Schedule details



Help attract tourists through
a new information distribution tool

【Challenge 1】 Smartphones

- Simultaneously strengthen the three areas of “devices, billing plans and content”
- “i-mode mail address” support to be introduced in Xperia™ by mid-FY2010

Devices

Xperia™



Released Apr. 1, 2010

Favorable acceptance by broad user segments

Version upgrade to Android 2.1 planned



Black Berry
Bold



HT-03A



T-01A



SC-01B

Content



“docomo market”
(Launched Apr. 1, 2010)

Weather forecast, news, sports, music, games, entertainment, travel info., gourmet guide, video, etc.

Portfolio of selective content
(Approx. 100 content sites)

FY2010 target:
Approx. 700 content sites

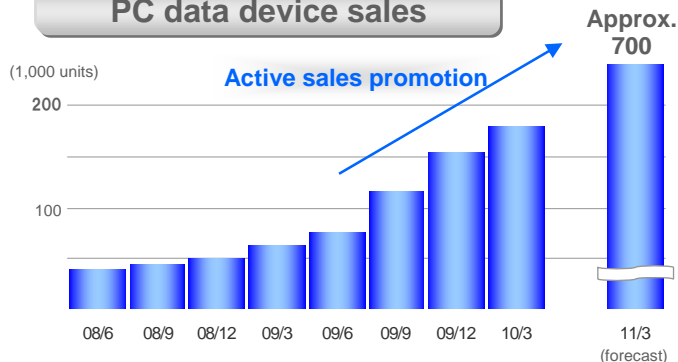
Android market content:
Approx. 48,000
(As of April 2010)



【Challenge 1】 PC Data Communications

- Continually strengthen sales perceiving PC data communications as a growth market
- Increase our market share of net additions leveraging our network quality (high transmission speeds and wide area coverage)

PC data device sales



Important future actions

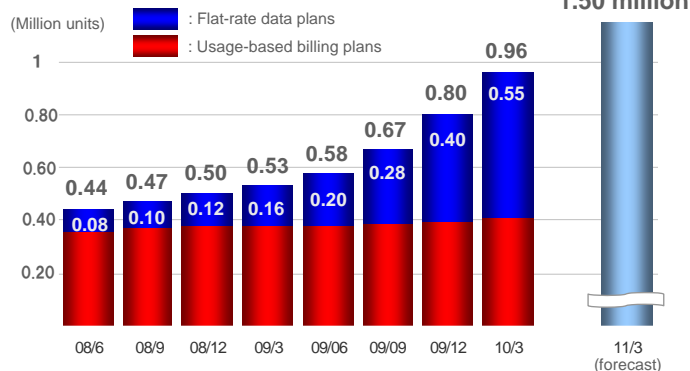
Strengthen linkage with external devices, e.g., tablet PCs, electronic books, etc.

Release of LTE-compatible devices

Data offloading by combining Wi-Fi

Expand market share

Data plan*1 subscriptions

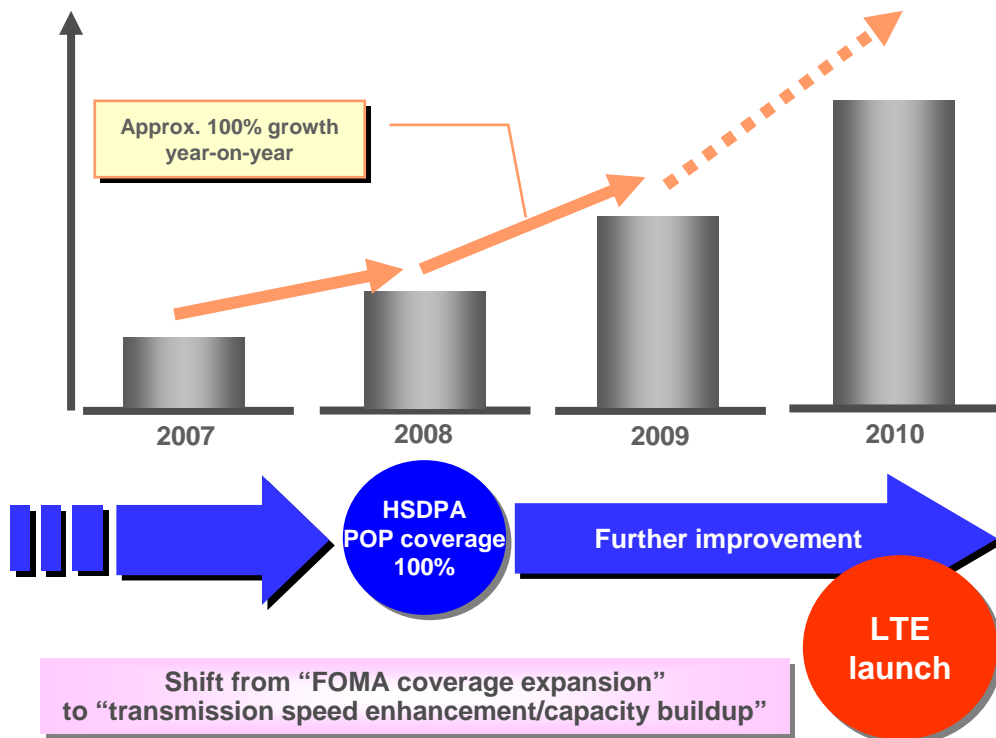


*1: Total number of subscriptions to usage-based billing plans, "Flat-rate Data Plan Standard" and "Flat-Rate Data Plan 64K" (including "Value Plans")

28 【Challenge 2】 Measures Against Growing Packet Traffic

- Continue steadfast facility roll-out to accommodate the growth of packet traffic, which nearly doubles every year
- Take proper measures against traffic growth resulting from the expanded uptake of smartphones/PC data devices to maintain our competitive advantage

(Total traffic/day)



Robust network infrastructure

Delivery of rich content

Favorable transmission speeds & quality

Wide area coverage

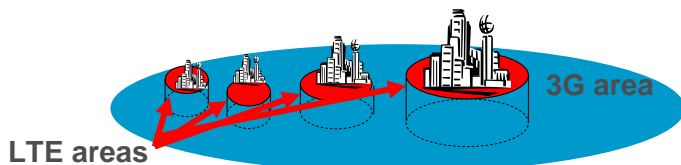
Maintain No.1 customer satisfaction score for network quality

【Challenge 2】LTE Roll-Out

- Plan to launch LTE in December 2010
- LTE-related CAPEX for FY2010 is estimated to be approximately ¥35.0 billion

Area

- Plan to install approx. 1,000 base stations in FY2010
- Progressive roll-out from high demand areas (Tokyo, Osaka, Nagoya) using an overlay approach to existing 3G areas
- Downlink speeds of up to 37.5Mbps (75Mbps in some areas) to be offered at service launch*



Devices

- Start LTE services with data devices, and later add more variety to product lineup

Data devices: To be released in Dec. 2010
(Handsets: Planned for release in 2011)

Spectrum

- Plan to introduce LTE using 2GHz band (carrier bandwidth: 5MHz/10MHz)
- Plan to use 1.5GHz band from FY2012/3Q

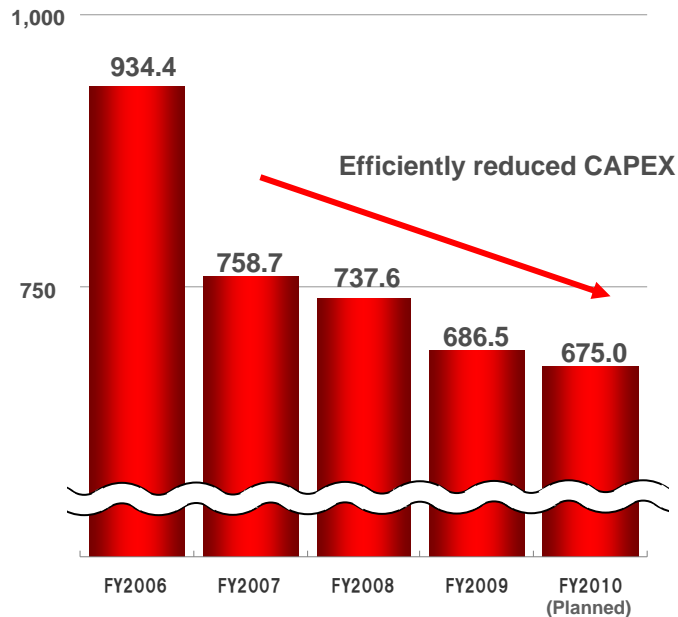
* Peak data rates are provisional and may change in the future depending on the method of calculation.

【Challenge 2】 Capital Expenditures

- Plan to reduce FY2010 annual CAPEX to ¥675.0 as a result of ongoing cost efficiency improvement efforts
- Reinforce area quality to further improve customer satisfaction
- Steadily build out network facilities in view of scheduled LTE service launch

Historical changes in CAPEX

(Billions of yen)



Principal actions

Communication quality enhancement

Adequate facility buildup to accommodate growth of traffic

Further advance IP conversion of network

Introduction and expansion of LTE network

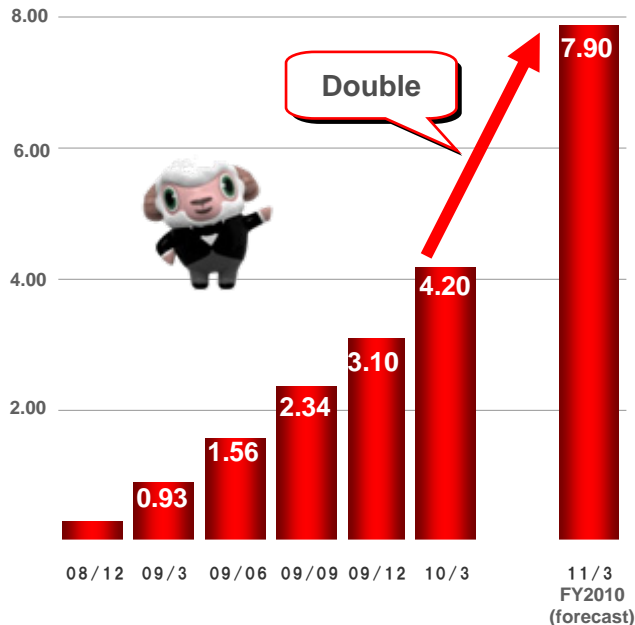
31 【Challenge 3】 Service Personalization -“i-concier”-

- Aim to grow “i-concier” subscriptions to 7.90 million by increasing no. of compatible handsets and actively recommending subscription upon sale of handset.
- Expand variety of local information content, aiming to offer “personal agent” service that enhances the convenience of everyday life

“i-concier”

■ No. of subscriptions

(Million subs)



Planned actions for FY2010

Expand subscriptions

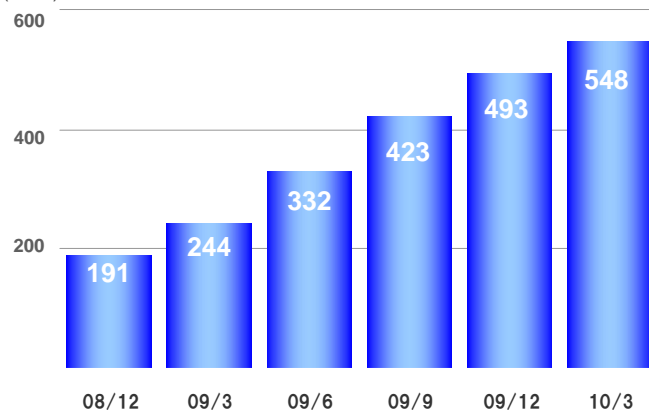
Target: **7.90 million** subs

Stimulate usage

Actively recommend use of content

■ No. of content sites

(sites)

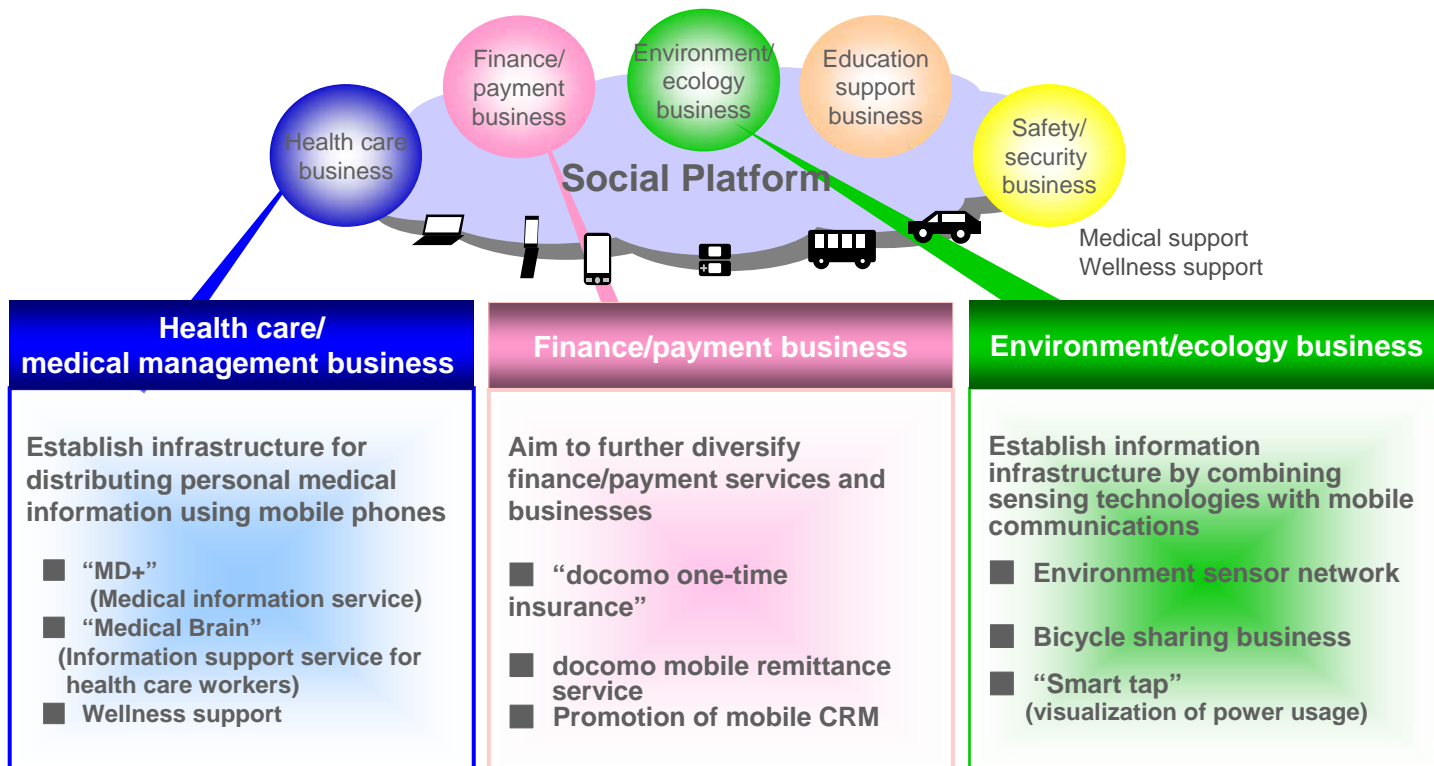


【Challenge 4】 Social-Support Services

- Expand revenue base by further advancing new businesses in the fields of “health care” “finance/payment” and “environment/ecology” that are beginning to take off

Address social issues

Utilize DOCOMO's strengths



【Challenge 4】 Social-Support Services

- Launched “docomo one-time insurance”, an insurance service leveraging mobile phone’s unique properties and features
- Launched two new medical care-related information services (“Medical Brain” and “MD+”)

“docomo one-time insurance”

(Launched Apr. 27, 2010)



Features

Enables users to complete all procedures from application to payment with a single handset

Short-term coverage for reasonable premium (from 1 day)

Entry items required for application reduced to minimum

Recommendation for insurance subscription using auto-GPS capability

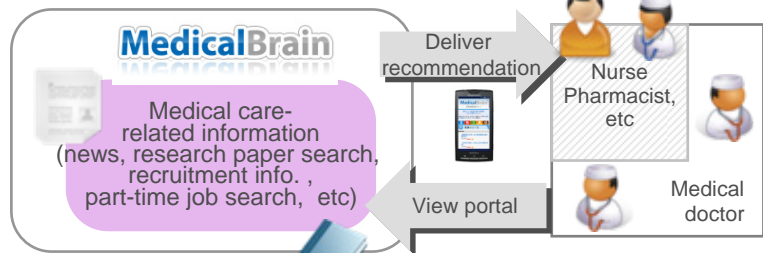
“Medical Brain”

(Launched Apr. 20., 2010)

<Concierge service for health care workers>

Health care workers

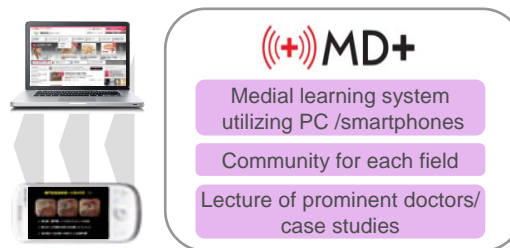
< Learning support info. service for medical doctors>



Integrates and delivers vast amount of medical care info based on user needs

“MD+”

(Launched Apr. 1, 2010)



Life-long learning support for MDs/ provision of various medical content

【Challenge 5】 Converged Services

- Convergence with various industries have been making gradual progress. Deploy concrete services while working on the creation of proper usage environment.

Recent actions

Convergence with fixed line



- Launched “MyArea” wireless coverage in homes (November 2009)
- Provision of content exclusively accessible via “MyArea” service

Convergence with information appliances



- Launched “Otoyori Photo” service and released “Photo Panel 01” (July 2009) and “Photo Panel 02” (December 2009) digital photo frames
- Provision of mobile home system

Convergence with automobiles (ITS)

- Released “FOMA telematics module TM01-SA” (April 2009)
- Provision of “Destination information delivery service for car navigation systems”

Convergence with industrial equipment

- Released “FOMA ubiquitous module UM02-KO” (June 2009)
- Support of “FOMA Ubiquitous Plan” by WORLD WING international roaming service

Ubiquitous module



35 【Challenge 6】 Further Advancement of Handsets

- Plan to incorporate i-mode mail capability in smartphones, which has been strongly requested by users, by mid-FY2010
- Plan to introduce content billing capability as next step of evolution of “docomo market” by Mar, 31 2011 ⇒ Aim to further expand sphere of smartphone market

Past

FY2010

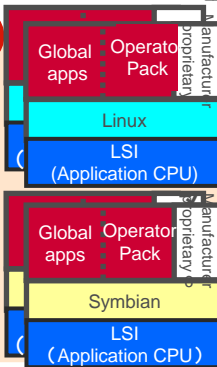
Future

i-mode handset



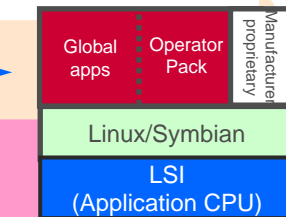
N-01B N-02B

Models equipped with
Operator Pack
(2009-10 winter/spring model)



Integrate application platform

Popular i-mode services



Smarter product lineup

Smartphone



Strengthen sales aiming to acquire 50%
share of smartphone market in FY2012



Xperia™
(Released Apr. 2010)



i-mode mail support
(Xperia)

Develop smartphones
compatible with “Osaifu-Keita”
e-wallet service

“docomo market”
(Launched Apr. 2010)



Introduce content
billing capability

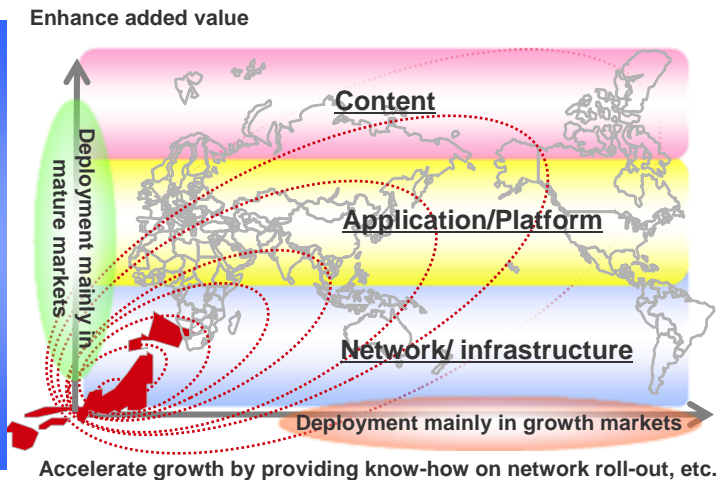
Incorporate i-mode services

【Challenge 7】 Global Expansion

- Deploy and expand business in each layer in markets outside Japan.
- Further enrich services/support for short- and long-term international travelers

Overseas business deployment

International services



Comic delivery

MANA • MODE™
DOCOMICS

Info. delivery

i.ch.

New content



net-m

Expand and strengthen
value-added service business
leveraging net mobile AG

TATA

axiata

PLDT

allah kt

docomo
DOCOMO PACIFIC

- Enhance enterprise value through network construction support, etc.
- Capture growth of investee

For short-term travelers

For long-term travelers

Expand overseas support desks & enrich services

Enrich iMenu content accessible overseas

Enrich services/support for long-term travelers

37 【Challenge 7】 Global Expansion –TTSL/TTML (India)-

- TTSL became India's 5th largest operator by market share, with a total subscriber base of approx. 66.00 million
- Established "DOCOMO Global Club" aiming to create synergies among emerging markets

TTSL/TTML (India)

Total subscriptions: Over 65.94 million
Market share: 11.3%*¹

(As of Mar. 31, 2010)

Net Additions*¹

(Million subs)

No. 1 market share of net adds in India from Aug. 2009 to Jan. 2010



GSM service launch (Jun. 24, 2009)

GSM deployment status (Brand: TATA DOCOMO)

Service areas

(As of Mar. 31, 2010)

17 circles

(out of India's total 22 circles)

Value-added services

Launched mobile comics service

DOCOMICS

(Jan. 8, 2010)

Launched i-channel service

TATA i-channel

(Jun. 24, 2009)

"DOCOMO Global Club"

(Established Jan. 2010)

Share best practices



Horizontal deployment of value-added services



Study joint procurement of equipment/handsets



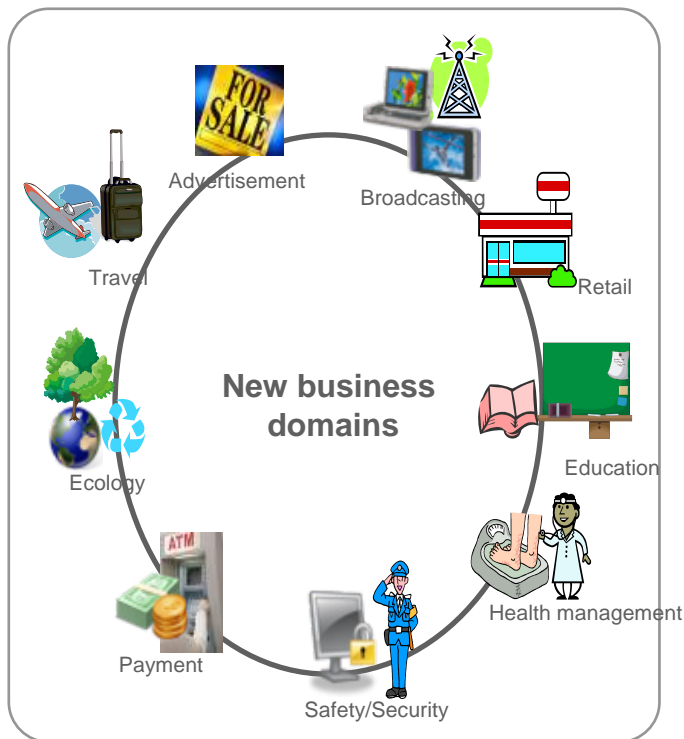
Study construction of common platform

*1: No. of subscriptions/net additions and market share are the total of GSM and CDMA services of TTSL/TTML (Source: TRAI)

【Challenge 8】 Investments/Alliances

- Pursue investments/alliances aimed for strengthening every aspect of DOCOMO's operations, both in Japan and abroad without distinction as to core or new business, to expand revenues and achieve sustained growth

Create new business



Strengthen core business

(Examples of investments/alliances)

Service



Realized an insurance service that take advantage of mobile phone's unique properties and capabilities in partnership with Tokio Marine & Nichido

Content



Aim to grow packet usage and create new revenue sources in collaboration with industries that have high affinity to mobile phone business

Peripheral business



Realize the synergies between TV shopping and mobile communications

Cost Efficiency Improvement

- Steadily facilitated cost efficiency improvement toward achievement of medium-term plan
- Cost-cutting efforts to be continued in FY2010 (Plan to reduce costs by approx ¥200.0 billion compared to FY2007)

Planned actions for FY2010

General expenses

Continue efficiency improvement of existing expense items

Down
¥70.0 billion*1

Consolidation of former regional subsidiaries

Nationwide integration of common operations

- Call centers
- Bill collection
- Repair handset logistics

Promote best practices

Down
¥20.0 billion*1

Network costs

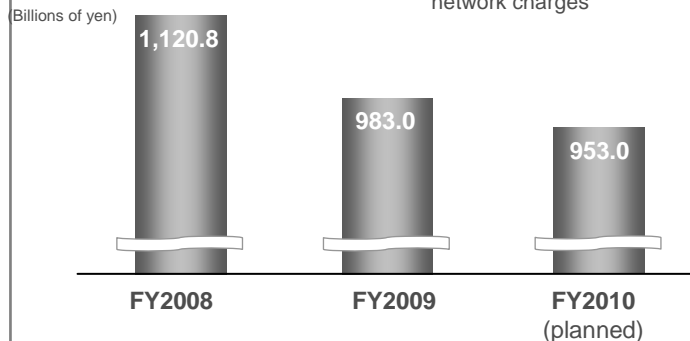
Continual efficiency improvement

- Use of optimal equipment depending on each area
- Promote ALL-IP conversion
- Construction of economical transmission network

Down
¥110.0 billion *1

Network-related costs*2

* Depreciation + Communication network charges



*1: Amount of reduction is the projected cost savings to be achieved by Mar. 31, 2011 compared to FY2007.

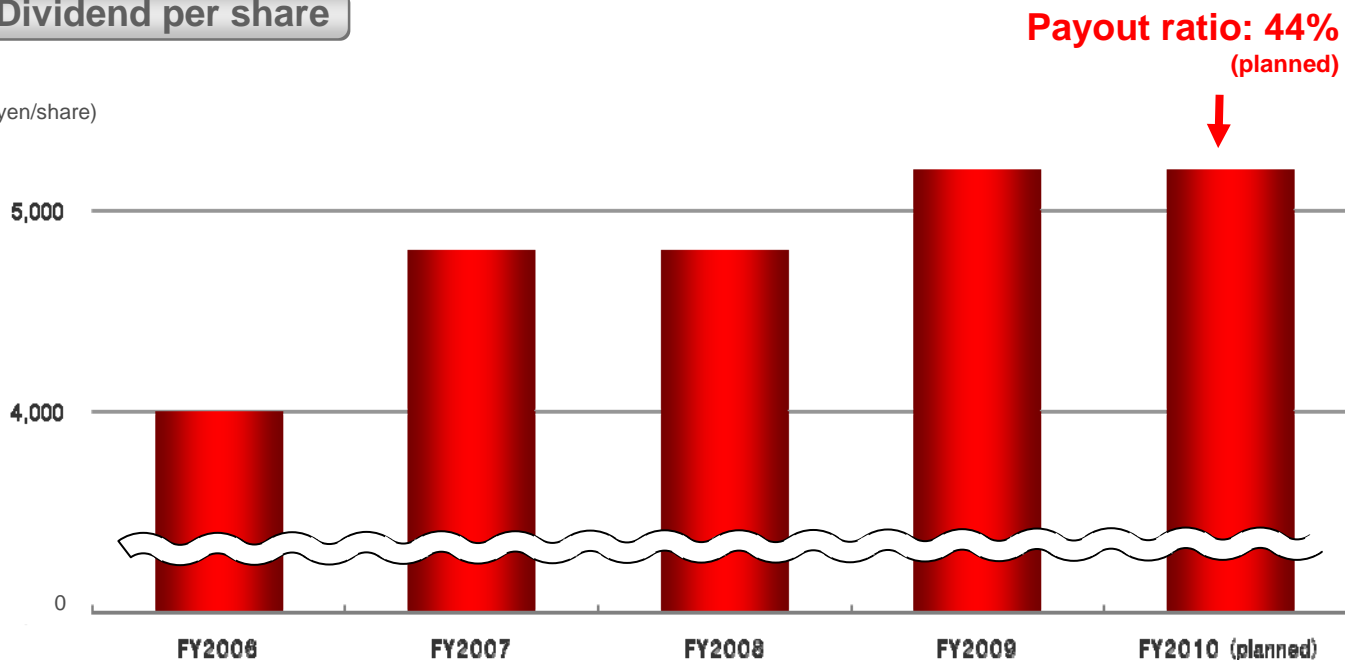
*2: Sum of depreciation and communication network charges

Return to Shareholders

- Dividend: ¥5,200/share (for fiscal year ending Mar. 31, 2011 (planned))
- Share repurchase: To be carried out flexibly depending on circumstances
- As we believe returning profits to shareholders is one of the most important issues in our corporate management, we will positively study the return to shareholders taking into account the progress of achievement of our medium-term plan.

Dividend per share

(yen/share)



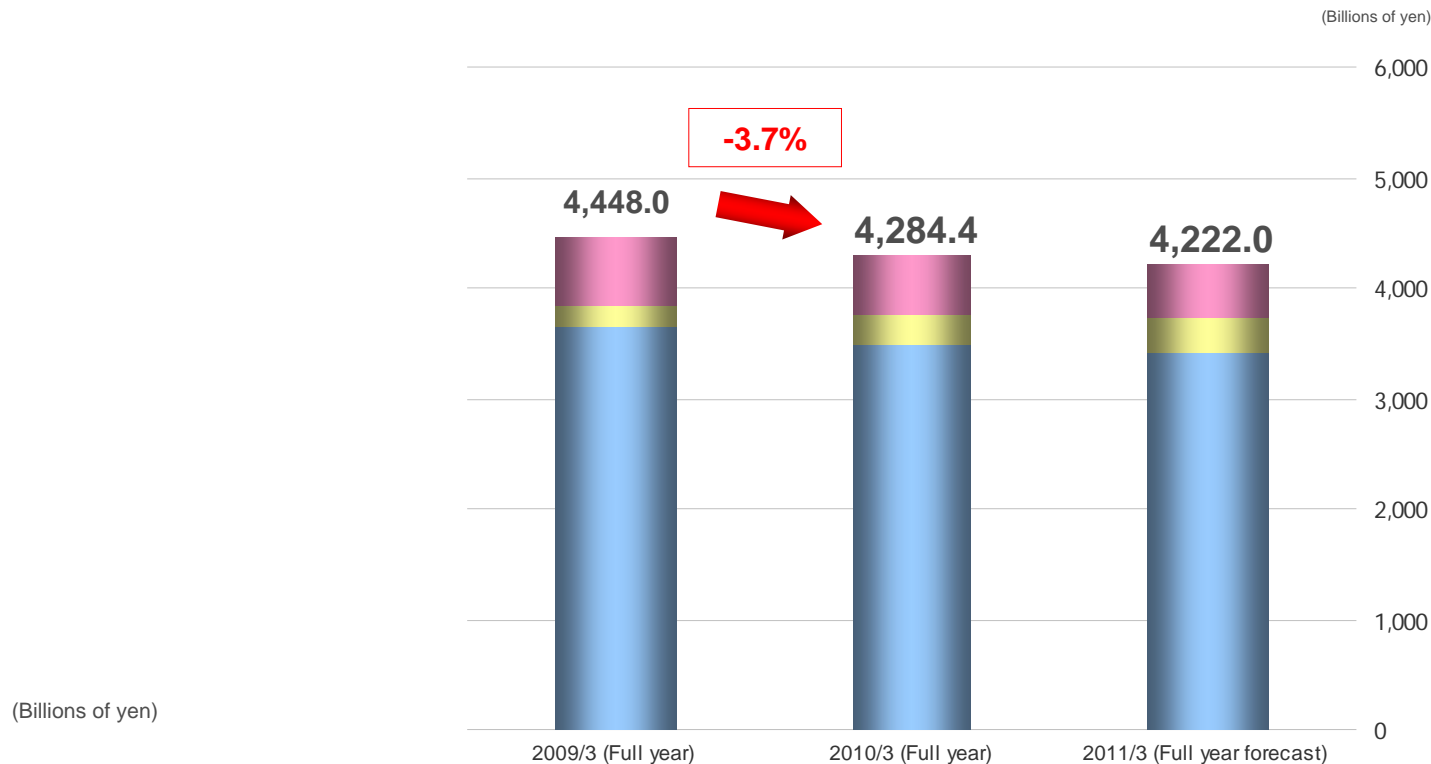




Appendices

Operating Revenues

U.S. GAAP



Equipment sales revenues

606.9

507.5

477.0

Other revenues

179.8

277.5

340.0

Cellular services revenues (voice, packet)

3,661.3

3,495.5

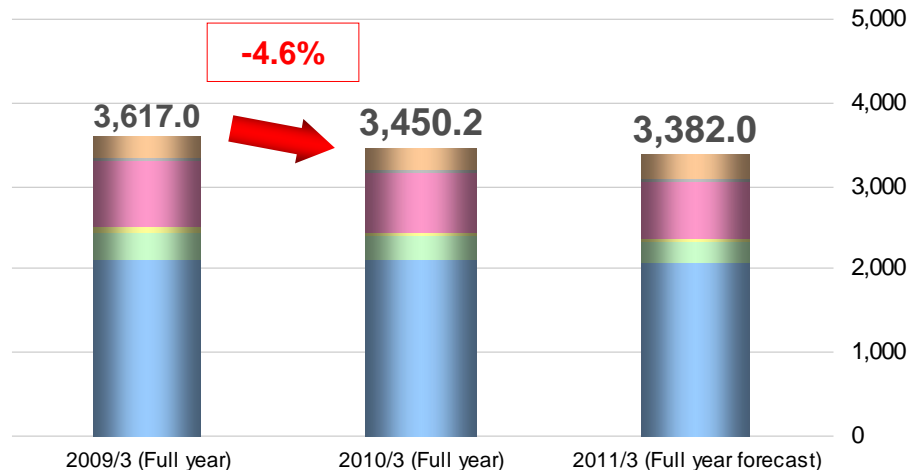
3,405.0

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

Operating Expenses

U.S. GAAP

(Billions of yen)



(Billions of yen)

| | | | |
|---|---------|---------|---------|
| ■ Personnel expenses | 254.1 | 258.3 | 267.0 |
| ■ Taxes and public duties | 38.7 | 38.9 | 40.0 |
| ■ Depreciation and amortization | 804.2 | 701.1 | 682.0 |
| ■ Loss on disposal of property, plant and equipment and intangible assets | 69.7 | 47.0 | 49.0 |
| ■ Communication network charges | 316.7 | 281.9 | 271.0 |
| ■ Non-personnel expenses | 2,133.6 | 2,122.9 | 2,073.0 |
| (Incl.) Revenue-linked expenses* | 1,333.9 | 1,253.8 | 1,124.0 |
| (Incl.) Other non-personnel expenses | 799.7 | 869.1 | 949.0 |

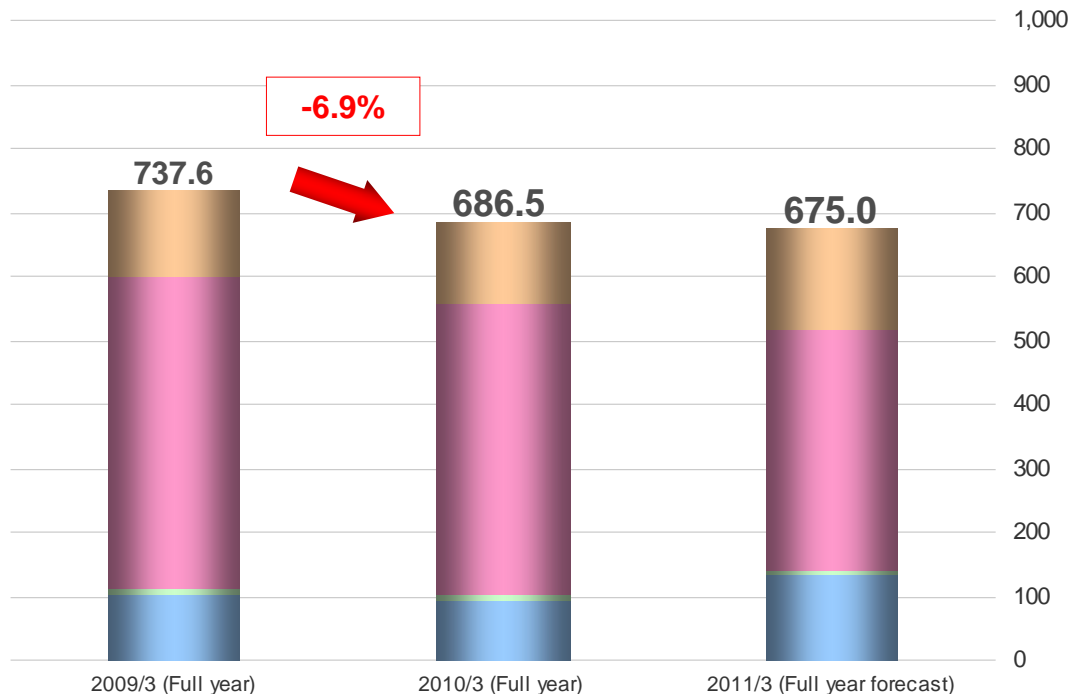
* Revenue-linked expenses: Cost of equipment sold + distributor commissions + cost of docomo point service

Capital Expenditure

(Billions of yen)

-6.9%

(Billions of yen)



Other (information systems, etc.)

136.3

129.7

160.0

Mobile phone business (FOMA)

489.9

454.0

375.0

Mobile phone business (mova)

10.7

7.7

3.0

Mobile phone business (Other)

100.7

95.1

137.0

Operational Results and Forecasts

| | | | 2009/3 (Full-year) (1) | 2010/3 (Full-year) (2) | Changes (1) →(2) | 2011/3 (Full-year forecast) | |
|-----------------------------|--|---------------------|---------------------------|---------------------------|---------------------|--------------------------------|---|
| Cellular Phone | No. of Subscriptions (thousands)*1 | | 54,601 | 56,082 | +2.7% | 57,450 | |
| | mova | | 5,560 | 2,879 | -48.2% | 1,230 | |
| | FOMA | | 49,040 | 53,203 | +8.5% | 56,220 | |
| | i-mode | | 48,474 | 48,992 | +1.1% | 49,170 | |
| | Communication Module Services | | 1,527 | 1,603 | +5.0% | 1,860 | |
| | Market share (%) | | 50.8 | 50.0 | -0.8 Points | - | |
| | Handsets sold (thousands) (including handsets sold without involving sales by DOCOMO) | Total handsets sold | | 20,129 | 18,037 | -10.4% | - |
| | | mova | New | 59 | 10 | -82.7% | - |
| | | | Replacement | 39 | 7 | -82.5% | - |
| | | FOMA | New | 4,368 | 4,499 | -3.0% | - |
| | | | Migration from mova | 3,276 | 2,274 | -30.6% | - |
| | | | Other | 12,385 | 11,247 | -9.2% | - |
| | Churn rate (%) | | 0.50 | 0.46 | -0.04 points | - | |
| ARPU (FOMA+mova) (yen)*3 | | 5,710 | 5,350 | -10.2% | 5,110 | | |
| MOU (FOMA+mova) (minutes)*3 | | 137 | 136 | -0.7% | - | | |

*¹ Communication Module Service subscriptions are included in the number of cellular phone subscriptions 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 subscriptions.)

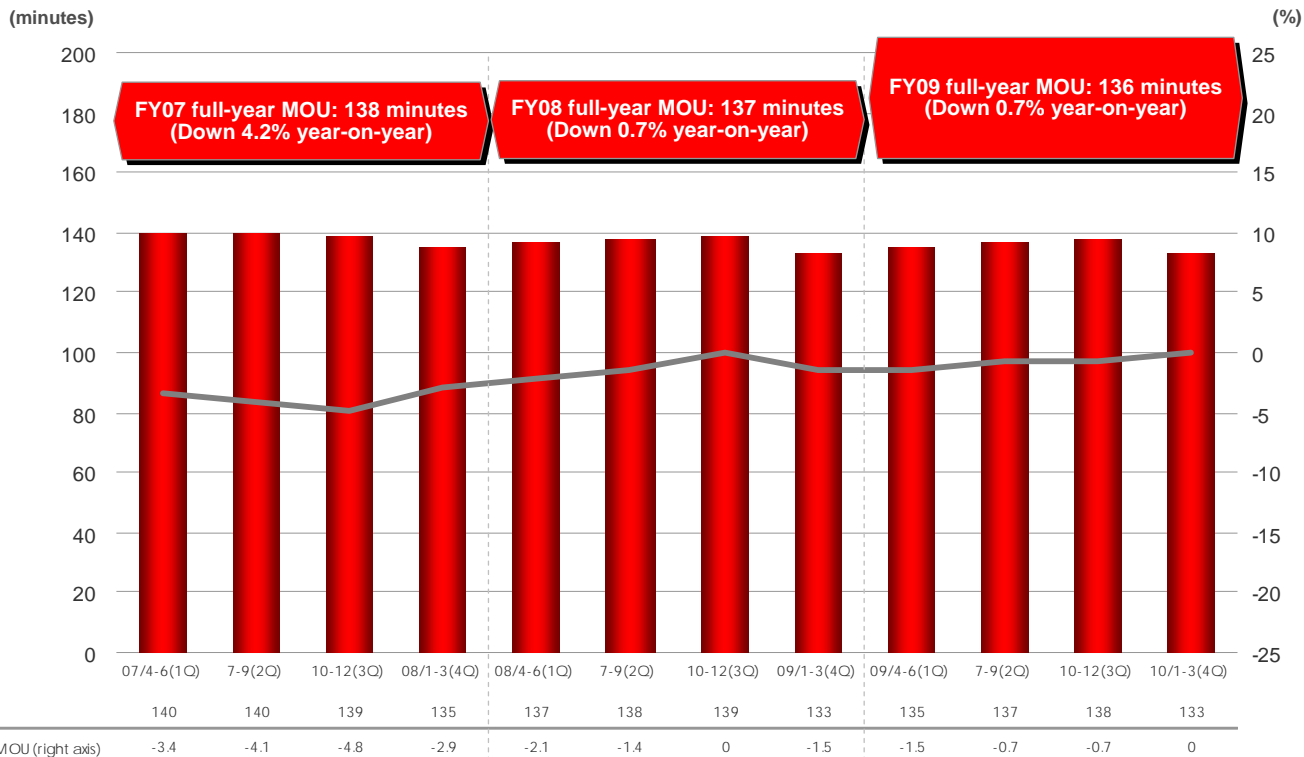
*² Other includes purchases of additional handsets by existing FOMA subscribers.

*³ For an explanation of MOU and ARPU, please see this document, "Definition and Calculation Methods of MOU and ARPU".

RESULTS FOR FY2009 April 2009 to March 2010

Cellular (FOMA+mov) MOU

- MOU for FY2009 was 136 minutes (Down 0.7% year-on-year)



◆ For an explanation on MOU, please see this presentation, "Definition and Calculation Methods of MOU and ARPU".

FY2009/4Q Financial Results Highlights

U.S. GAAP

| | 2009/1-3 (4Q) ⁽¹⁾ | 2010/1-3 (4Q) ⁽²⁾ | Changes (1) → (2) |
|---|---------------------------------|---------------------------------|----------------------|
| Operating revenues (Billions of yen) | 1,069.2 | 1,042.0 | -2.5% |
| Cellular services revenues (Billions of yen) | 870.3 | 836.7 | -3.9% |
| Operating expenses (Billions of yen) | 985.0 | 910.4 | -7.6% |
| Operating income (Billions of yen) | 84.2 | 131.6 | +56.3% |
| Income before income taxes (Billions of yen) | 71.1 | 134.5 | +89.2% |
| Net Income attributable to NTT DOCOMO, INC. (Billions of yen) | 34.2 | 75.4 | +120.8% |
| EBITDA margin (%) * | 30.4 | 32.0 | +1.6 points |
| Adjusted free cash flow (Billions of yen) * | -73.9 | -238.8 | - |

◆ 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 the IR page of our website, www.nttdocomo.co.jp.

RESULTS FOR FY2009 April 2009 to March 2010

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+mov): Voice ARPU (FOMA+mov) + Packet ARPU (FOMA+mov)**

◇ **Voice ARPU (FOMA+mov):** Voice ARPU (FOMA+mov) Related Revenues (monthly charges, voice transmission charges) /
No. of active cellular phone subscriptions (FOMA+mov)

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

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

◆ **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)

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

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

◇ **Voice ARPU (mov):** Voice ARPU (mov) Related Revenues (monthly charges, voice transmission charges) / No. of active
cellular phone subscriptions (mov)

◇ **i-mode ARPU (mov):** i-mode ARPU (mov) Related Revenues (monthly charges, packet transmission charges) / No. of active
cellular phone subscriptions (mov)

◆ **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

The reconciliations for the year ending March 31, 2010 (forecasts) are provided to the extent available without unreasonable efforts.

1. EBITDA and EBITDA margin

| | Billions of yen | | |
|---|------------------------------|------------------------------|--|
| | Year ended March 31, 2008 | Year ended March 31, 2009 | Year ending March 31, 2010 (Forecasts) |
| a. EBITDA | ¥ 1,639.1 | ¥ 1,678.4 | ¥ 1,569.0 |
| Depreciation and amortization | (776.4) | (804.2) | (710.0) |
| Loss on sale or disposal of property, plant and equipment | (54.4) | (43.3) | (29.0) |
| Operating income | 808.3 | 831.0 | 830.0 |
| Other income (expense) | (7.6) | (50.5) | 2.0 |
| Income taxes | (323.0) | (308.4) | (336.0) |
| Equity in net income of affiliates | 13.6 | (0.7) | (1.0) |
| Minority interests | (0.1) | 0.5 | (2.0) |
| b. Net income | 491.2 | 471.9 | 493.0 |
| c. Total operating revenues | 4,711.8 | 4,448.0 | 4,382.0 |
| EBITDA margin (=a/c) | 34.8% | 37.7% | 35.8% |
| Net income margin (=b/c) | 10.4% | 10.6% | 11.3% |

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 purposes

| | Billions of yen | | |
|---|------------------------------|------------------------------|--|
| | Year ended March 31, 2008 | Year ended March 31, 2009 | Year ending March 31, 2010 (Forecasts) |
| Free cash flows excluding irregular factors and changes in investments for cash management purposes | ¥ 442.4 | ¥ 93.4 | ¥ 380.0 |
| Irregular factors (1) | 210.0 | 0.0 | 0.0 |
| Changes in investments for cash management purposes (2) | 148.9 | 49.3 | 0.0 |
| Free cash flows | 801.3 | 142.7 | 380.0 |
| Net cash used in investing activities | (758.8) | (1,031.0) | (717.0) |
| Net cash provided by operating activities | 1,560.1 | 1,173.7 | 1,097.0 |

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

(2) Changes in investments for cash management purpose were derived from purchases, redemption at maturity and disposals of financial instruments held for cash management purpose with original maturities of longer than three months. Net cash used in investing activities for the year ended March 31, 2008 and 2009 includes changes in investments for cash management purpose. However, the effect of changes in investments for cash management purpose is not taken into account when we forecasted net cash used in investing activities for the year ending March 31, 2010 due to the difficulties in forecasting such effect.



NTT
docomo