



NTT DOCOMO, INC.

IR PRESENTATION

September, 2010

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) 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 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 and Challenge"

- Aim to achieve new growth through "Change and Challenge" programs
- "Challenge" programs—entered execution phase

Change

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

Challenge

Increase packet ARPU

- Increase no. of packet flat-rate subs
- Boost packet usage of medium/light-users
- Expand & enrich "i-concier" service
- Address new markets, e.g., smartphones, PC data communications, etc.

Accommodate packet traffic growth

- Traffic control
- Reinforce network facilities & introduce LTE

Create new revenue sources

- Social-support services
- Converged services
- Global expansion, etc.



DOCOMO's "Change"

Continual "Change"

- Continually worked toward the goal of further improving customer satisfaction

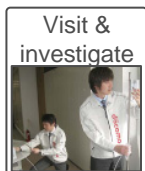


Receive No. 1 customer satisfaction rating in FY2010

Area Quality/After-Sales Support

- Implemented/continued various initiatives aimed at improving area quality and after-sales support—key factors for raising customer satisfaction

Field staff dispatch within 48 hours



Visit & investigate

つながることに、
変わるドコモ

- **FY2010/1Q:**
Approx. 13,000 visits
- **Cumulative after launch:**
Approx. 81,000 visits

“Mobile Phone Checking Service”



Tester

- **FY2010/1Q:**
Approx. 1.58 million cases
- **Cumulative after launch:**
Approx. 5.09 million cases

Free battery pack/portable battery charger



Battery pack



Portable battery charger

- **FY2010/1Q:**
Approx. 2.24 million units
- **Cumulative after revamping program**
(Since July 2009)
Approx. 8.37 million units

Water-logged handset data restoration service

- **FY2010/1Q:**
No. of cases accepted: Approx. 22,000
Successful restoration rate: Approx. 83%
- **Cumulative after launch:**
No. of cases accepted: Approx. 109,000
Successful restoration rate: Approx. 76%

“Premier Club”

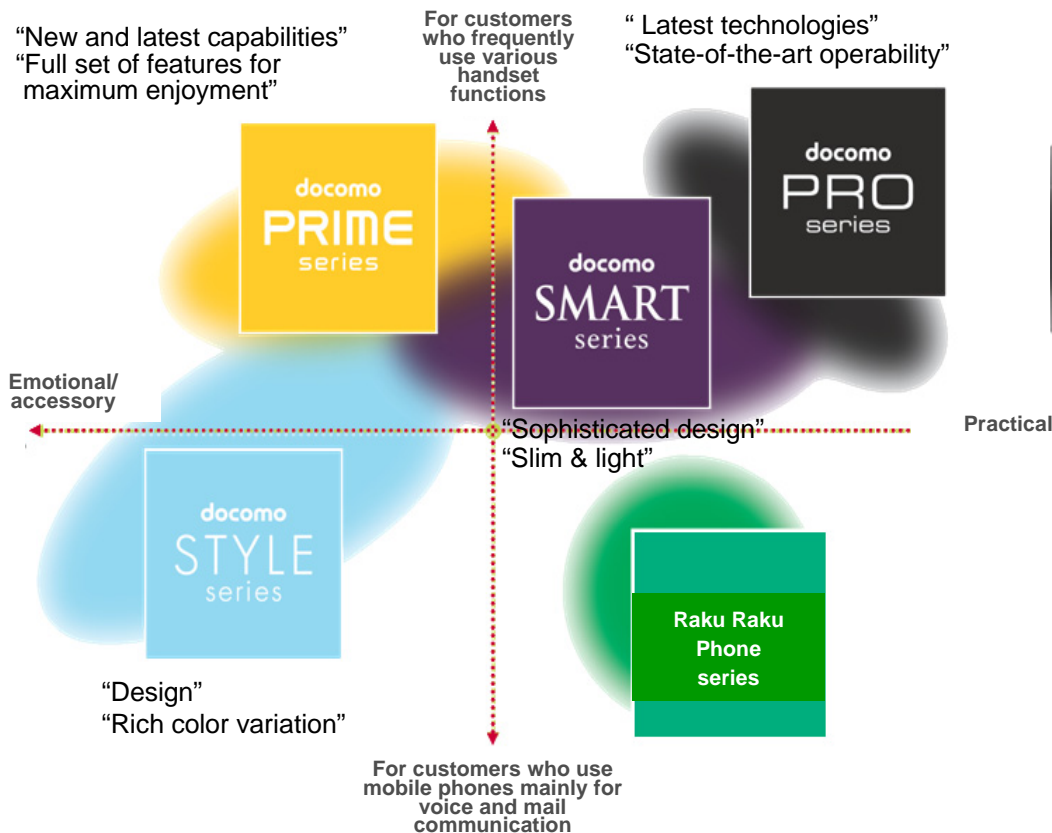


No. of members topped 50 million

(As of April 2010)

4 New Handset Series

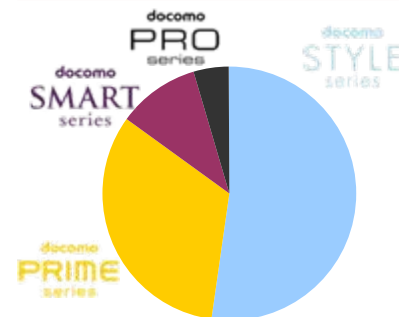
- Shift from previous lineup divided by “functionality” into new series which allow customers to select a model that fits their own “lifestyle”
- Cumulative sale of new handset series topped 19.00 million



DOCOMO Smartphone



Sales breakdown by series



(April-June 2010 cumulative)

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



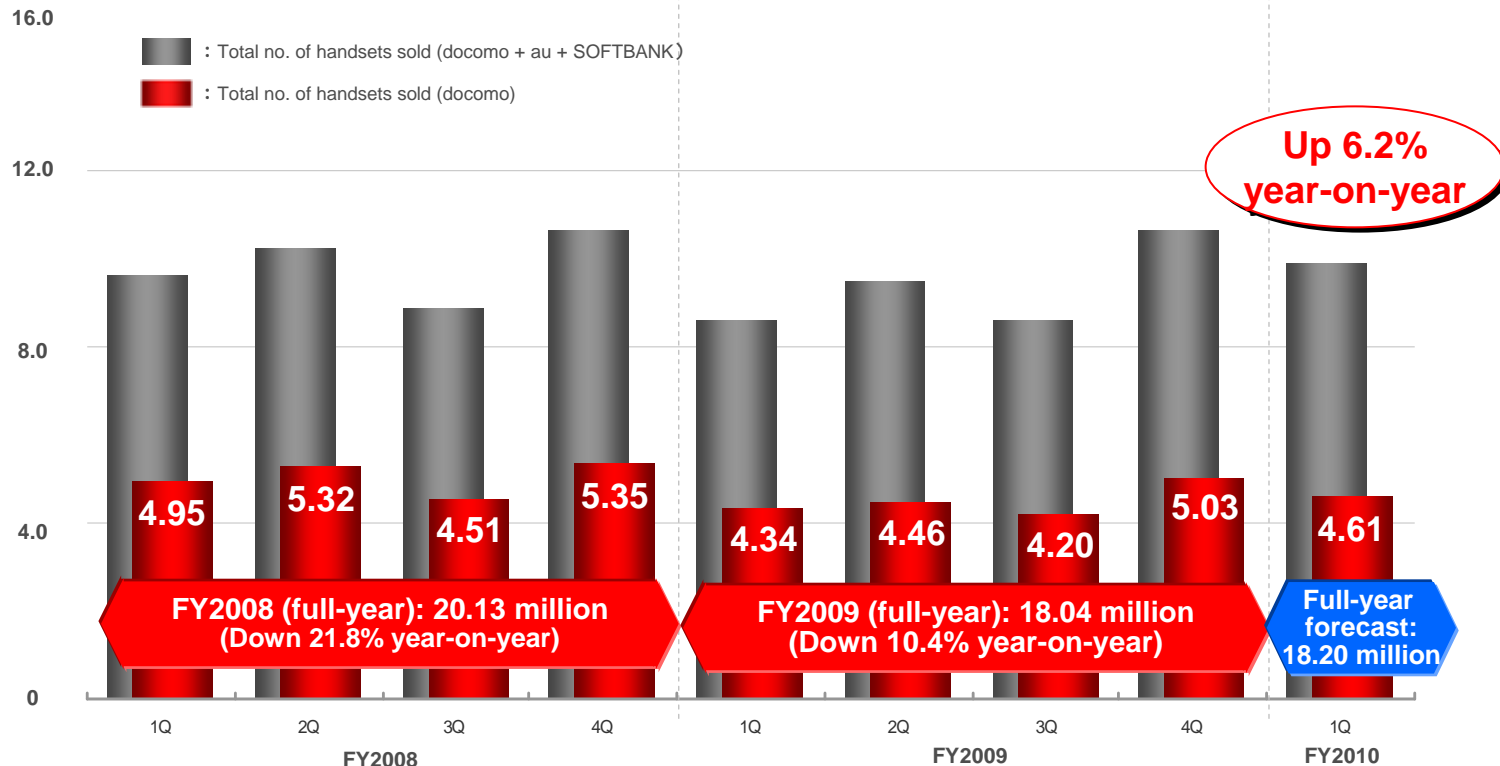
*1: J. D. Power Asia Pacific 2009 mobile phone/PHS service customer satisfaction index survey for enterprises in Japan. Survey results were compiled based on 3,309 responses on mobile phone/PHS services of Japanese carriers from 2,632 enterprises with an employee base of over 100 (Up to 2 scores on mobile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

Total Handset Sales

- Total no. of handsets sold in FY2010/1Q: 4.61 million units (Up 6.2% year-on-year)
- Achieved year-on-year increase for the first time in 2.5 years

(Million units)

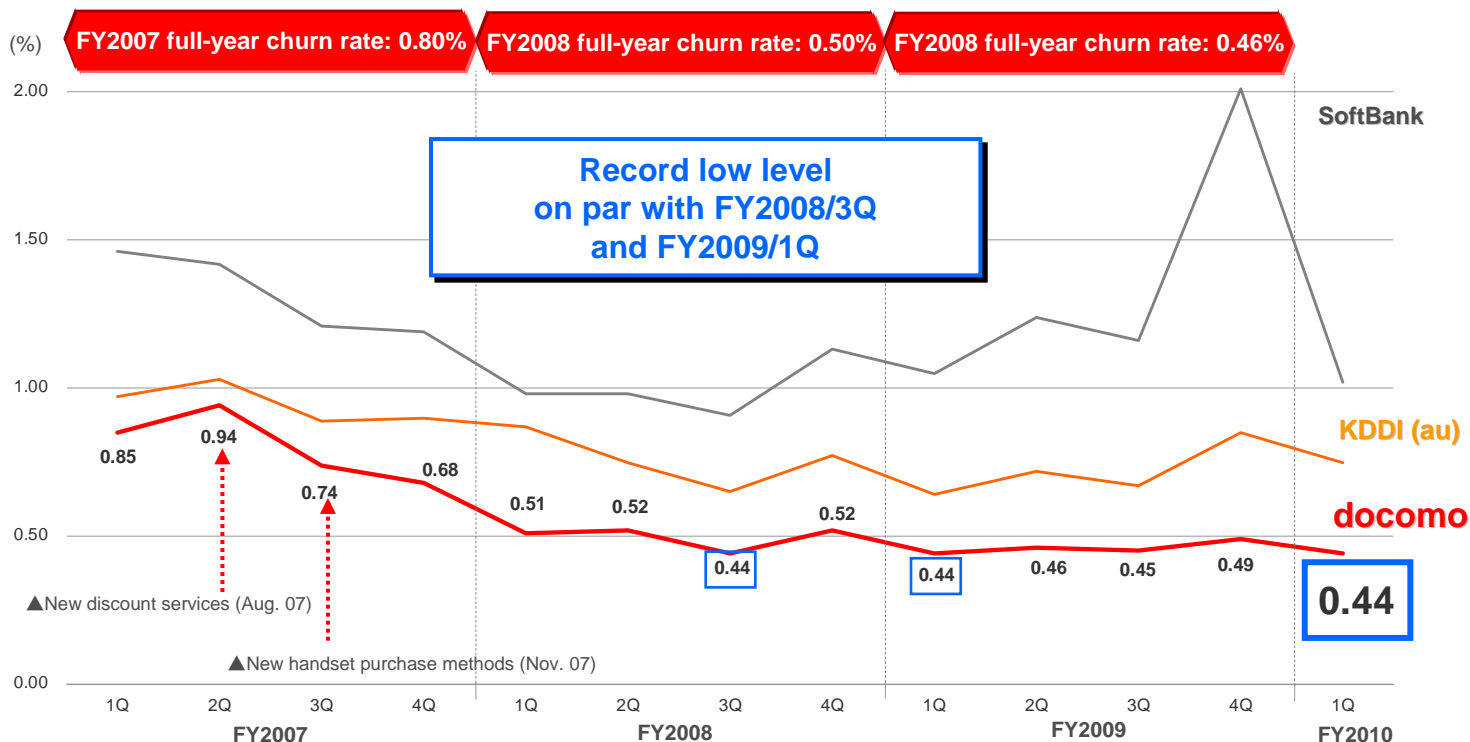


◆ Calculated based on financial results materials of each company ◆ Handsets sold by EMOBILE are not included

Churn Rate

- Maintained churn rate at record low level of 0.44% in FY2010/1Q

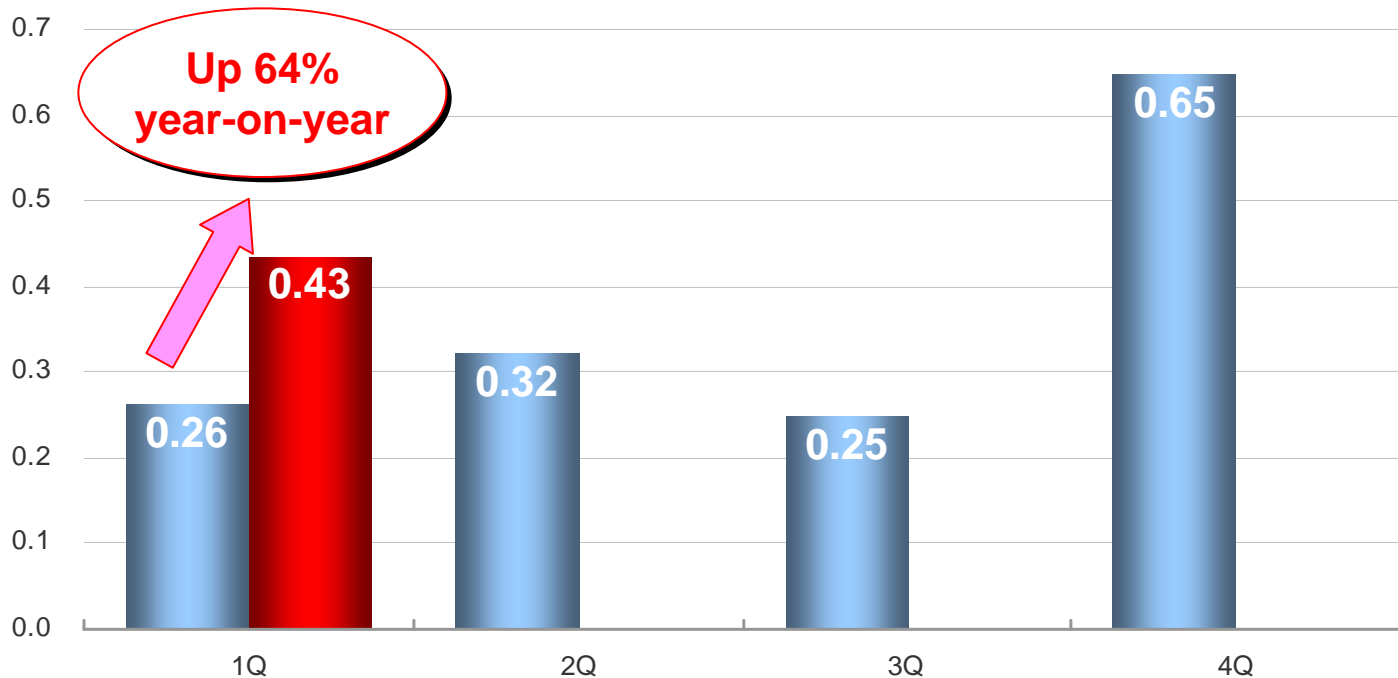
Cellular (FOMA+mova) Churn Rate



Net Additions

- No. of net additions in FY2010/1Q increased by 64% year-on-year

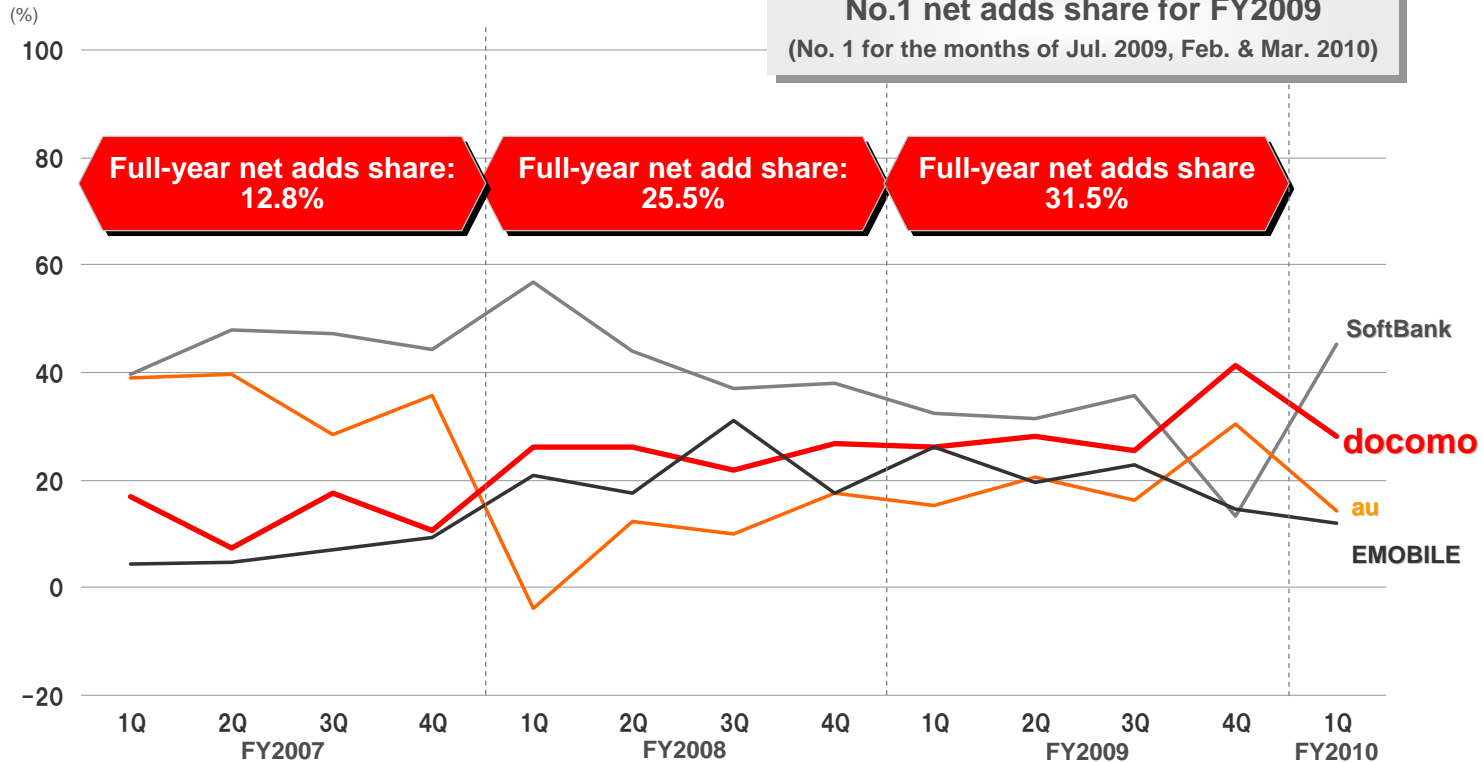
(Million subs)



Market Share of Net Additions

- FY2010/1Q net adds share: 28.2%

Market Share of Net Additions



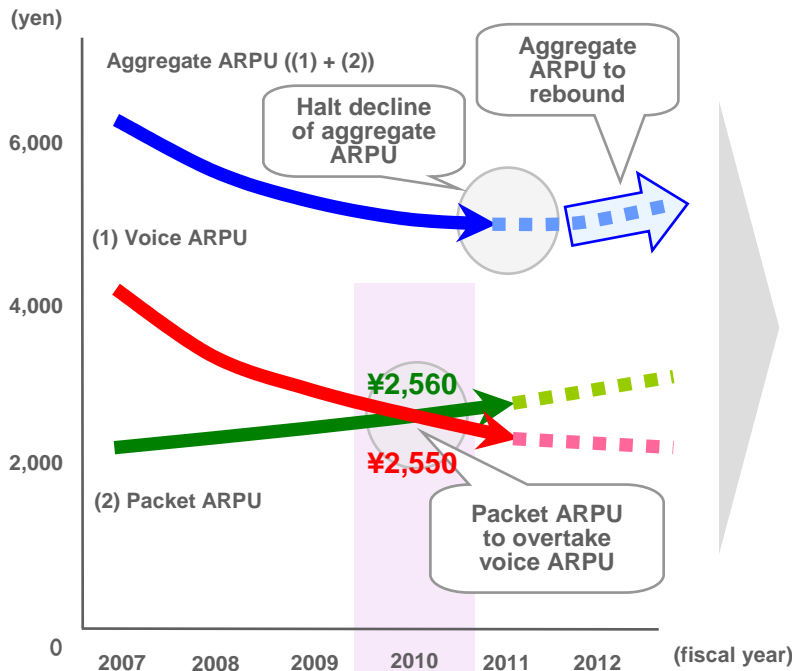


DOCOMO's "Challenge" to Achieve New Growth

Reversal of Voice and Packet ARPU

- Aim to grow FY2010 (full-year) packet ARPU by ¥110 (up 4.5% year-on-year)
- Achieve reversal of voice and packet ARPU within FY2010 by accelerating the growth of packet ARPU

ARPU Growth



Expand user base of flat-rate services

Target for FY2012

Packet flat-rate services subscription rate*: 70%

Boost packet usage

Target for FY2012

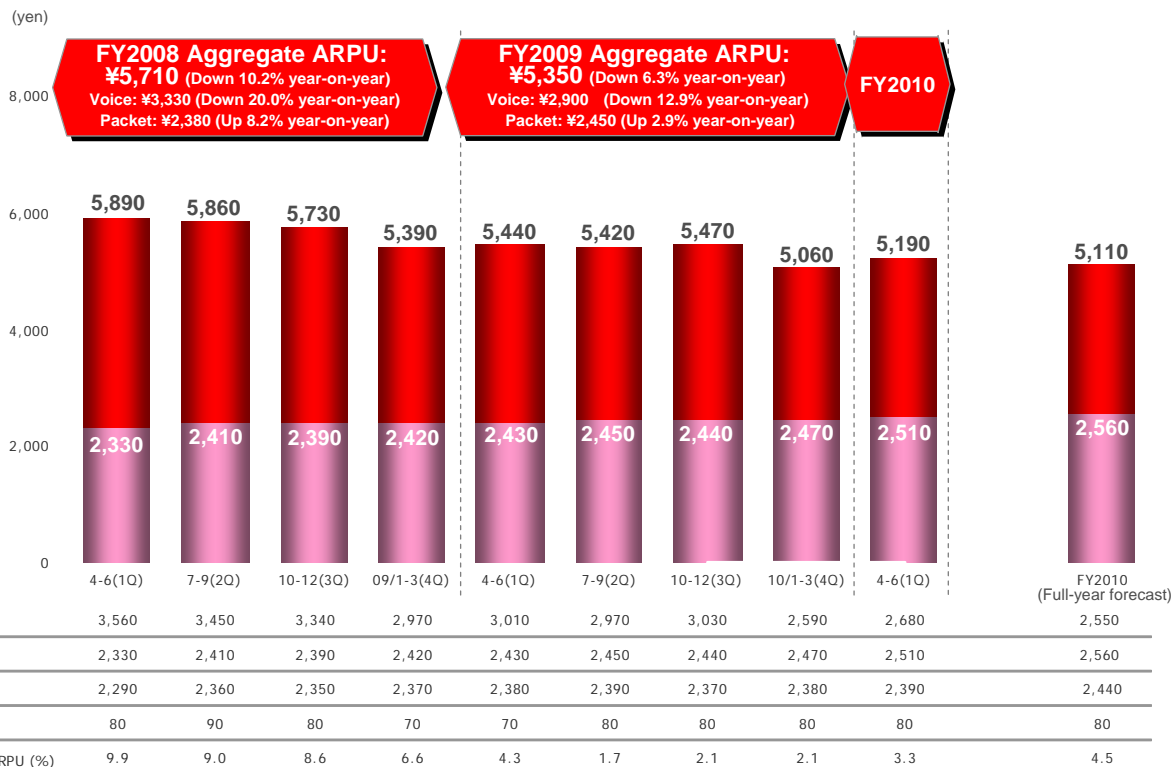
Grow no. of users consuming packets up to monthly upper limit of two-tier plan to over 50% of total "Pake-hodai double" subs

* Include subscriptions to "Pake-hodai", "Pake-hodai full", "Pake-hodai double", "Pake-hodai simple", "Biz-hodai" services and flat-rate data plans

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

Cellular (FOMA+mova) ARPU

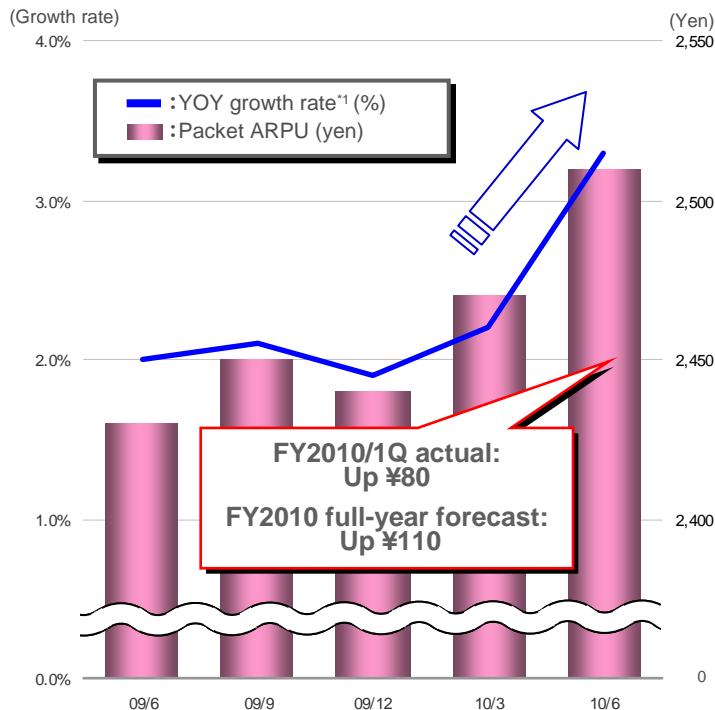
- FY2010/1Q aggregate ARPU: ¥5,190 (down 4.6% year-on-year)
packet ARPU: ¥2,510 (up 3.3% year-on-year)



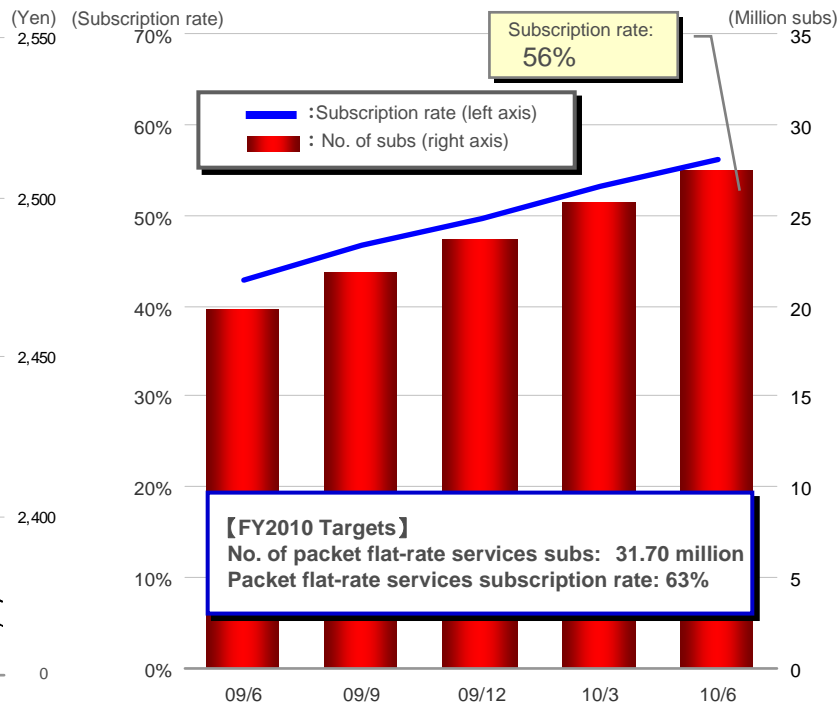
15 Expanded Uptake of Flat-Rate Plans and Growth of Packet ARPU

- Growth rate of packet ARPU has accelerated in FY2010/1Q
- No. of packet flat-rate services subscriptions grew to approx. 27.50 million as a result of aggressive promotion

YOY packet ARPU comparison



No. of packet flat-rate services subs^{*2}/Subscription rate^{*3}



*1: Excludes impact of i-mode monthly charge hike applied from June 2008

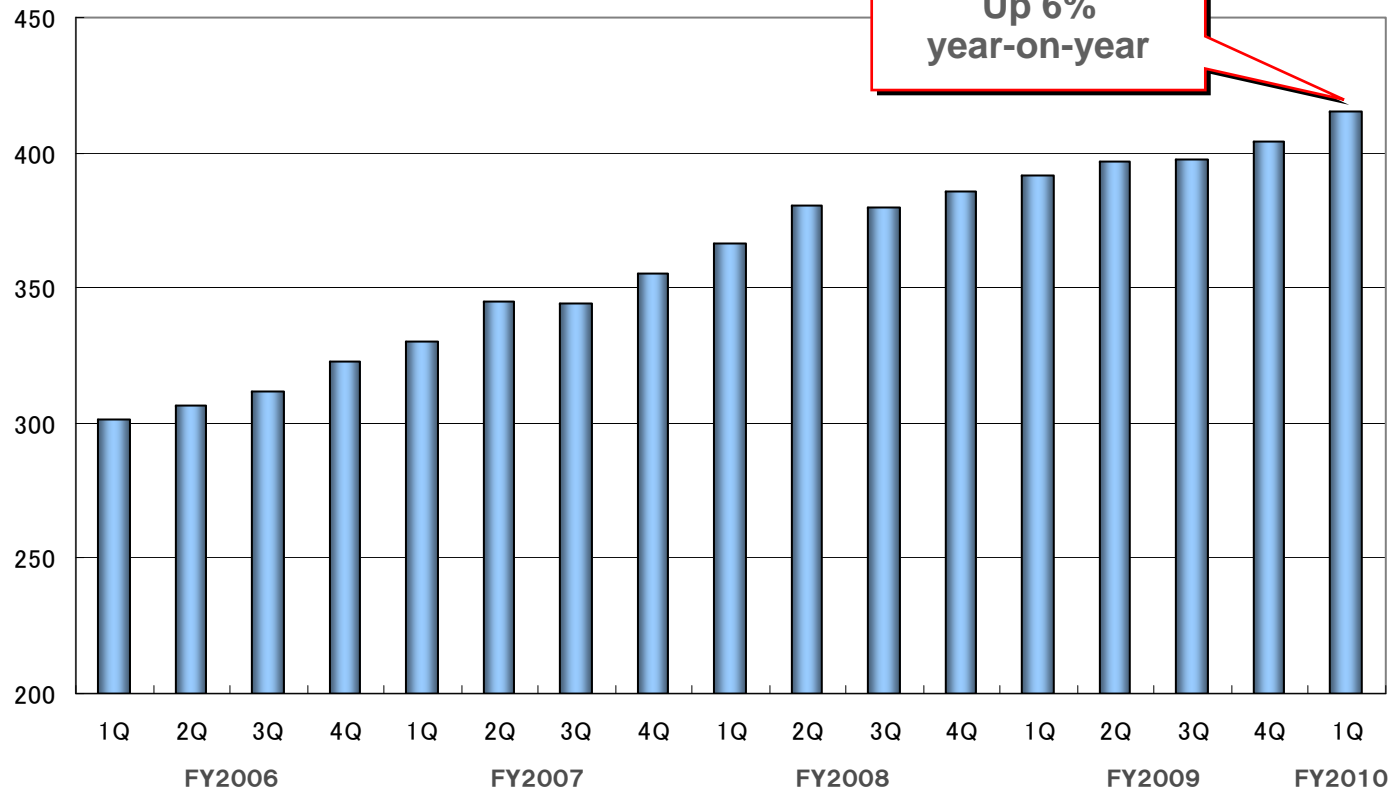
*2: Include subscriptions to "Pake-hodai", "Pake-hodai full", "Pake-hodai double", "Pake-hodai simple", "Biz-hodai" services and flat-rate data plans

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

Historical Growth of Packet Revenues

- Achieved steadfast increase in packet revenues

(Billions of yen)



Measures for Boosting Packet ARPU

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”
- Enrich portfolio of everyday life-oriented content

Smartphone



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



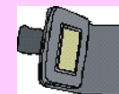
PC data



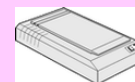
- ### ■ Appeal wide coverage & high data speeds



New devices



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



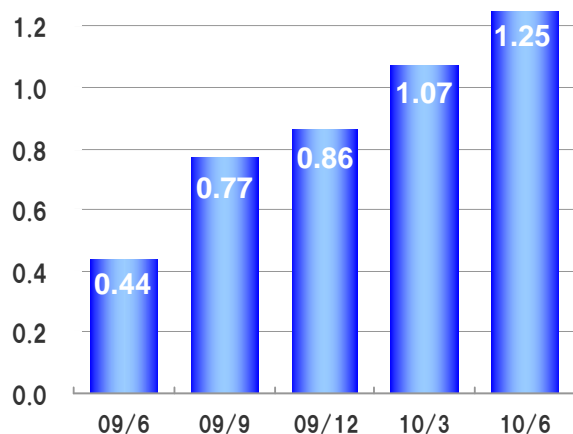
i-mode Packet Usage Expansion (1)

- No. of “BeeTV” subs increased steadily as a result of active content recommendation at shop counters
- Shop-counter recommendation is key to increasing packet ARPU of light users

■ “BeeTV” subscriptions



(Million subs)



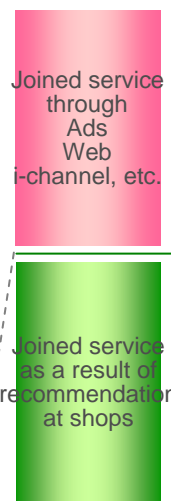
■ Content subscription channel & usage status (conceptual)

Channel of subscription

Before starting shop recommendation (Jan. 2010)

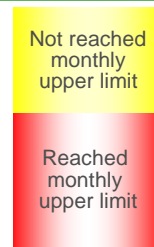
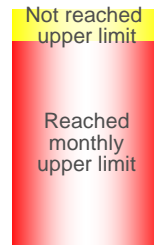


After starting shop recommendation (Feb. 2010)

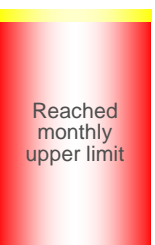


Usage of packet flat-rates

Before content subscription (Jan. 2010)



After content subscription (Mar. 2010)



i-mode Packet Usage Expansion (2)

- Strengthen promotions targeted at increasing the packet usage of senior users, leveraging the launch of “Raku-Raku PHONE 7”

One-push access to WEB

Renewal of portal site for senior users



Implement measures on various fronts, including portal, content, UI and recommendation at shop counters, etc.

“i-concier” (1)

- Deliver personalized information at most appropriate timings and occasions

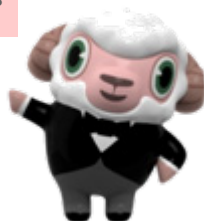
Service concept

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”

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

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



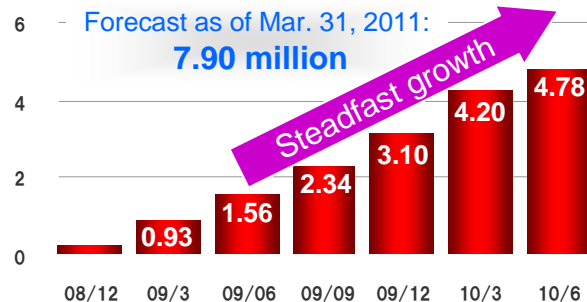
Provide notice of
limited-time offers of
a supermarket
to people in the
neighborhood



Growing uptake of “i-concier”

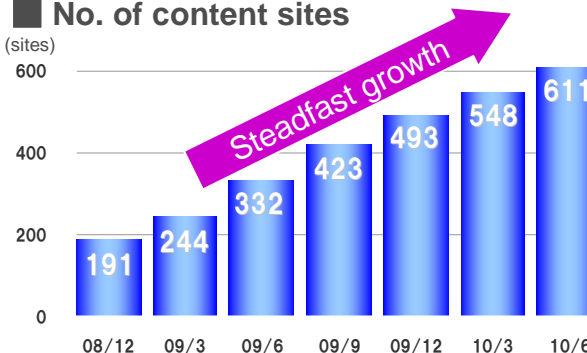
No. of subscriptions

(Million subs)



No. of content sites

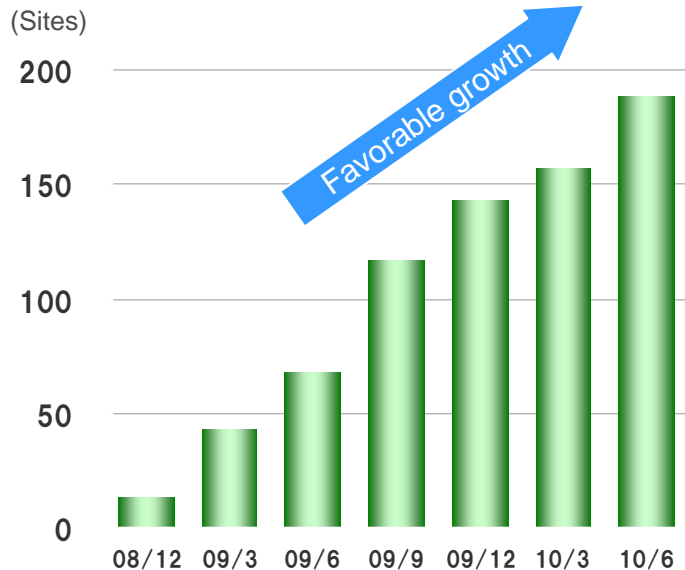
(sites)



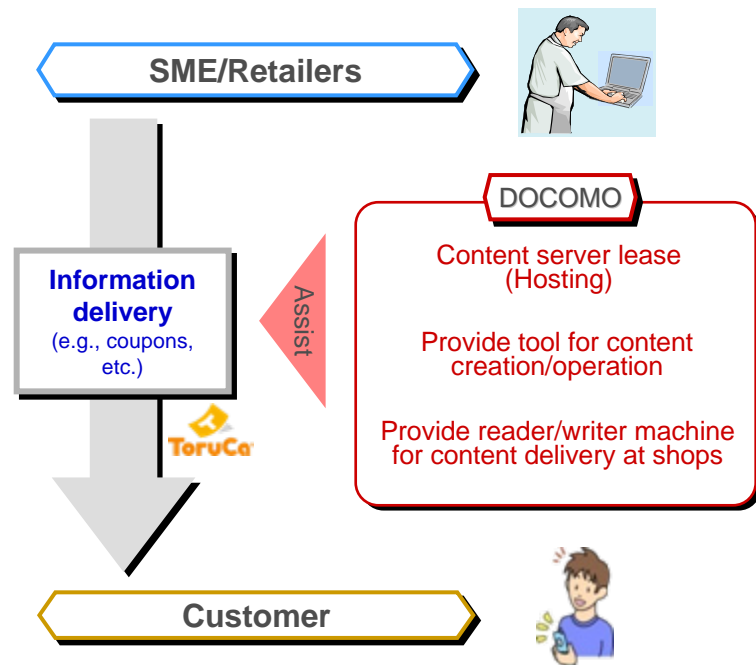
“i-concier” (2)

- Introduced a system that allows SMEs and privately-run shops to easily deliver content (Aug. 2010)
- Enrich variety of local content that can be prepared only by the country’s local wireless carrier, with the aim of offering differentiated services

No. of local content (among total i-concier content)

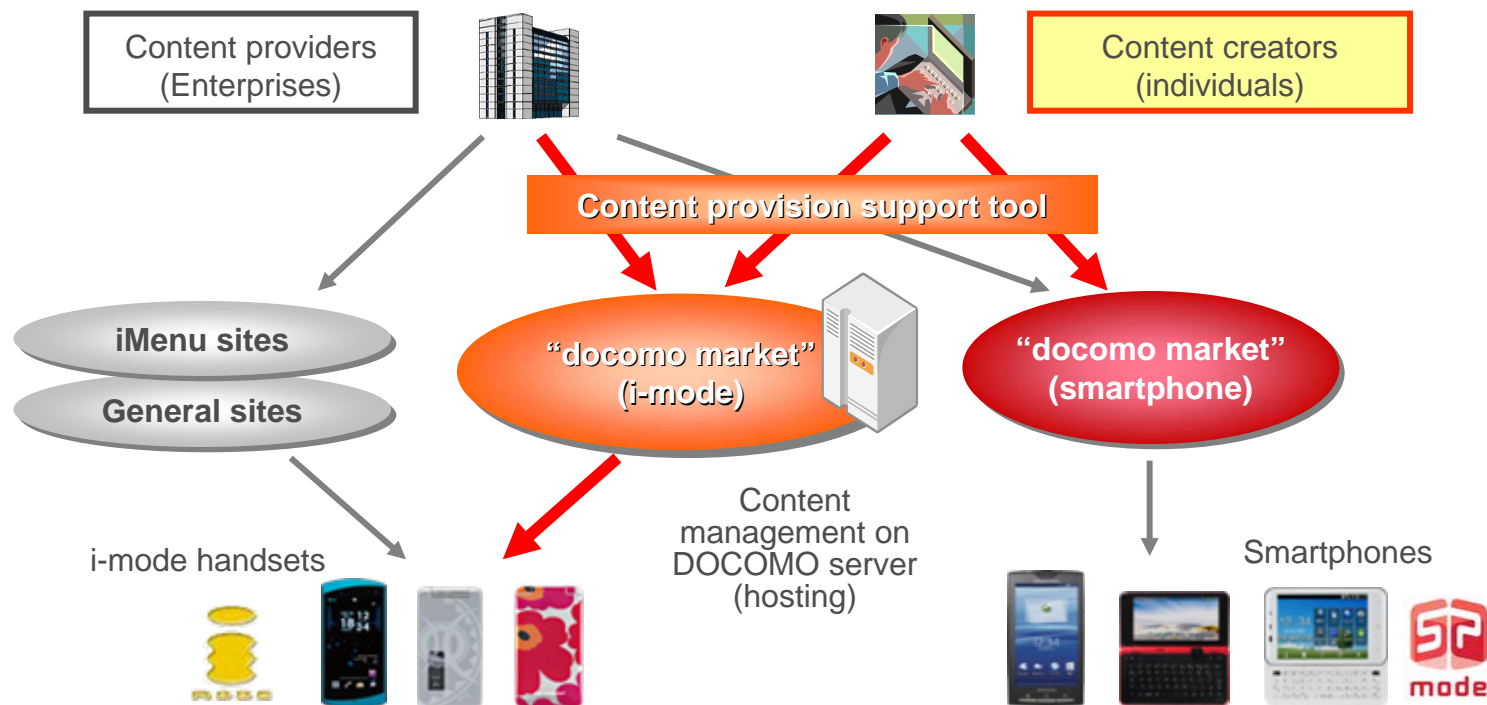


Develop local content through B2B2C



“docomo market” (i-mode)

- Plan to launch i-mode version of “docomo market” (around Nov. 2010)
- Prepare an open environment for i-mode to capture individual creators, with the aim of further enriching and diversifying i-mode content portfolio



Smartphones

- Aim to expand uptake of smartphones in full scale leveraging the launch of “sp mode” planned for September 2010
- FY2010 smartphone sales target: 1.00 million units

1Q

2Q

3Q and beyond

Products



Xperia™



dynamopocket

BlackBerry
Bold
9700

LYNX



ドコモマーケット

“docomo market”

(Portal site for smartphones)

Approx. 230 content titles

(As of July 2010)

Android market

Content titles: Over 92,000

(As of Jun. 30, 2010)

Content

“sp mode” launch

(Sept. 1, 2010)



Mail service

(@docomo.ne.jp)



Content payment service



Access restriction service

2010 Fall/Winter: 7 smartphone models

(planned)



GALAXY S

Model compatible with “Osaiifu Keitai” e-wallet

Model compatible with One-seg broadcasting

Enrich product lineup to respond to customer needs

Encourage participation of content providers

Further enrichment of content

PC Data Communications

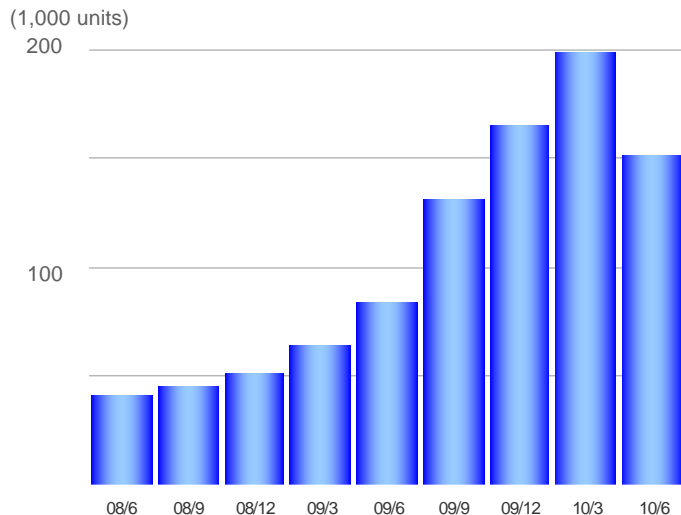
- Continually strengthen sales perceiving PC data communications as a growth market
- Increase our market share of net additions leveraging our superb network quality (high transmission speeds and wide area coverage)

PC data device sales

**FY10 full-year sales target:
Approx. 700,000**

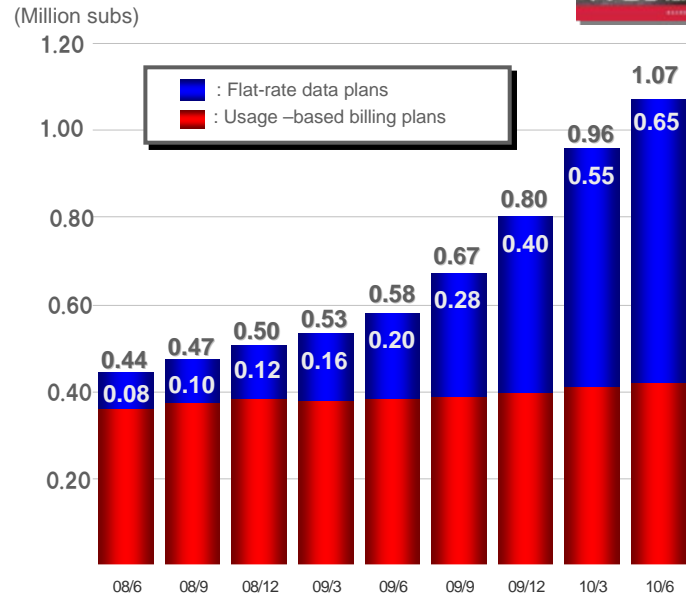


"15th Mobile phone (personal use) survey 2009, overall satisfaction rating" by Nikkei BP Consulting, Inc.



Data plan* subscriptions

**Forecast as of Mar. 31, 2011:
Approx. 1.50 million**

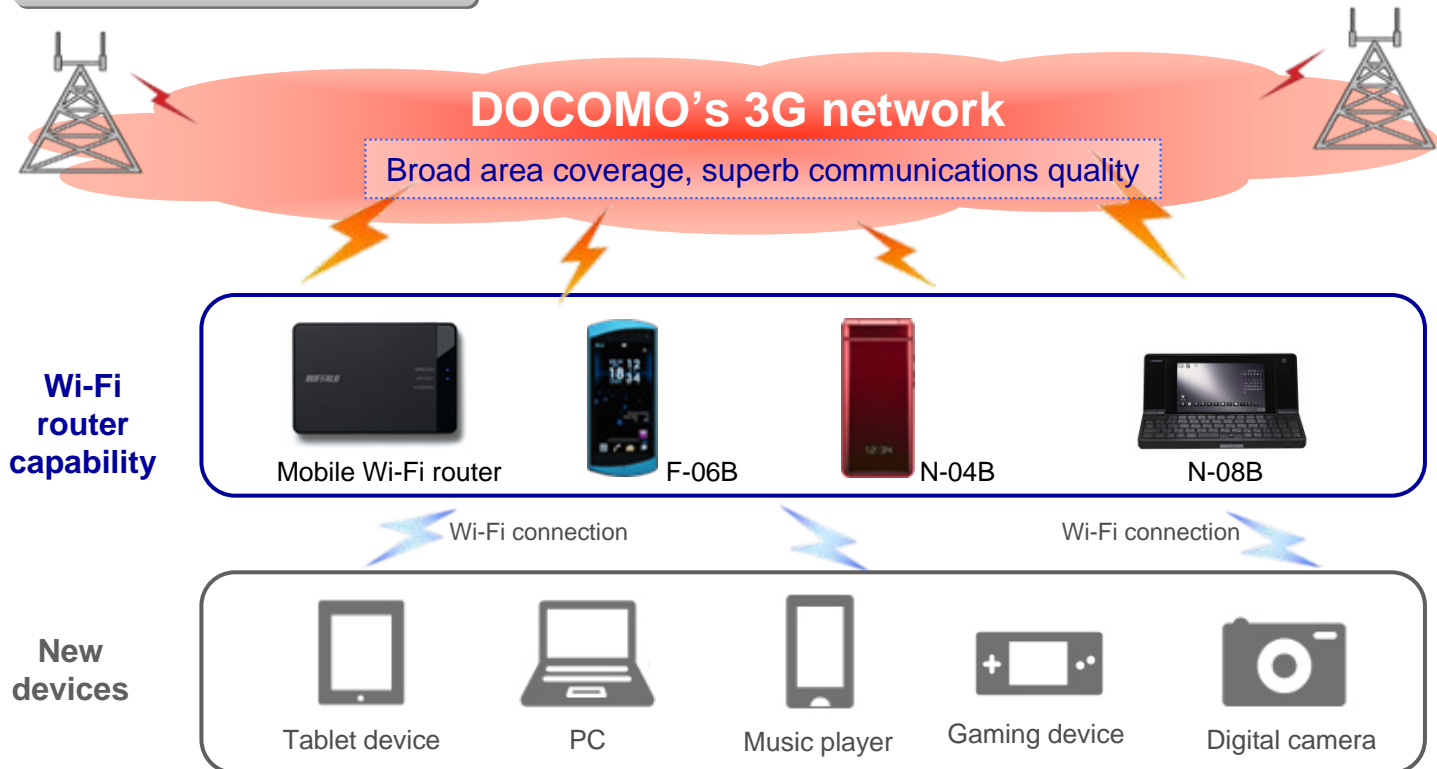


* Total number of subscriptions to usage-based billing plans, "Flat-Rate Data Plan Standard" and "Flat-Rate Data Plan 64K" (including "Value Plans")

New Devices

- Explore opportunities to expand revenues from new sources by actively introducing new devices equipped with Wi-Fi router capabilities

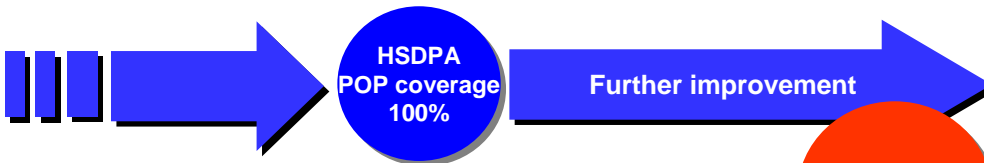
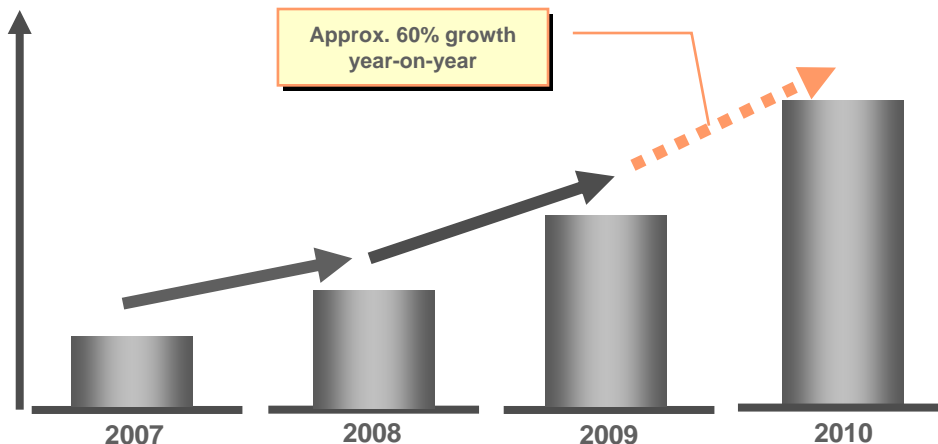
Approach to new devices



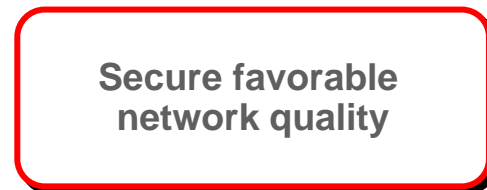
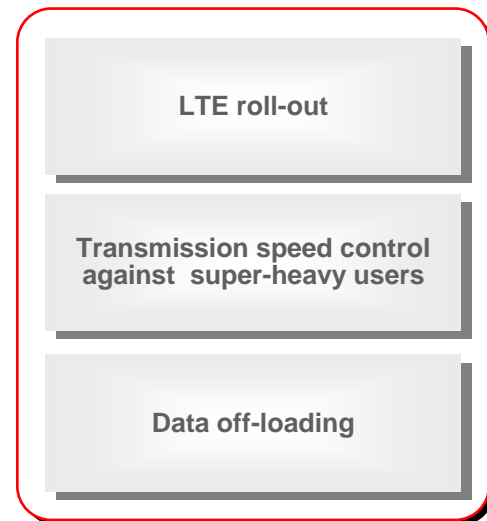
Measures Against Growing Packet Traffic

- Continue steadfast facility roll-out to accommodate constant growth of traffic
- Maintain and improve network quality by introducing LTE, employing traffic control and data off-loading

(Total traffic)



Shift from “FOMA coverage expansion” to “transmission speed enhancement/capacity buildup”



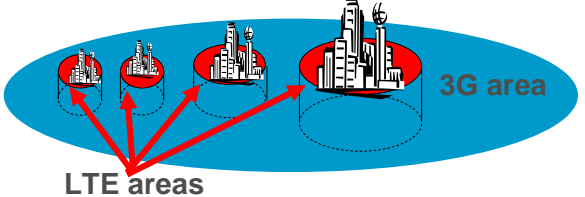
- Plan to launch LTE in December 2010
- Provide brand-new services leveraging LTE’s distinctive features—“high-speed”, “large-capacity” and “low-latency” transmission

■ LTE’s distinctive features

<p>High-speed</p> <p>Transmission rate</p> <p>Approx. 10-fold*</p>	<p>Large-capacity</p> <p>Spectrum efficiency</p> <p>Approx. 3-fold</p>	<p>Low-latency</p> <p>Transmission latency (maximum effect)</p> <p>Approx. 1/4</p>
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(Comparison with FOMA (HSPA) service)

Area expansion using an overlay approach to existing 3G areas



■ Service brand/logo



X i (Pronounced “Crossy”)

The “X” denotes both “connection” and “infinite possibility”, and the “i” both individual user” and “innovation.

* Comparison of LTE max. downlink speed of 75Mbps with HSPA max. downlink speed of 7.2Mbps

LTE (2)



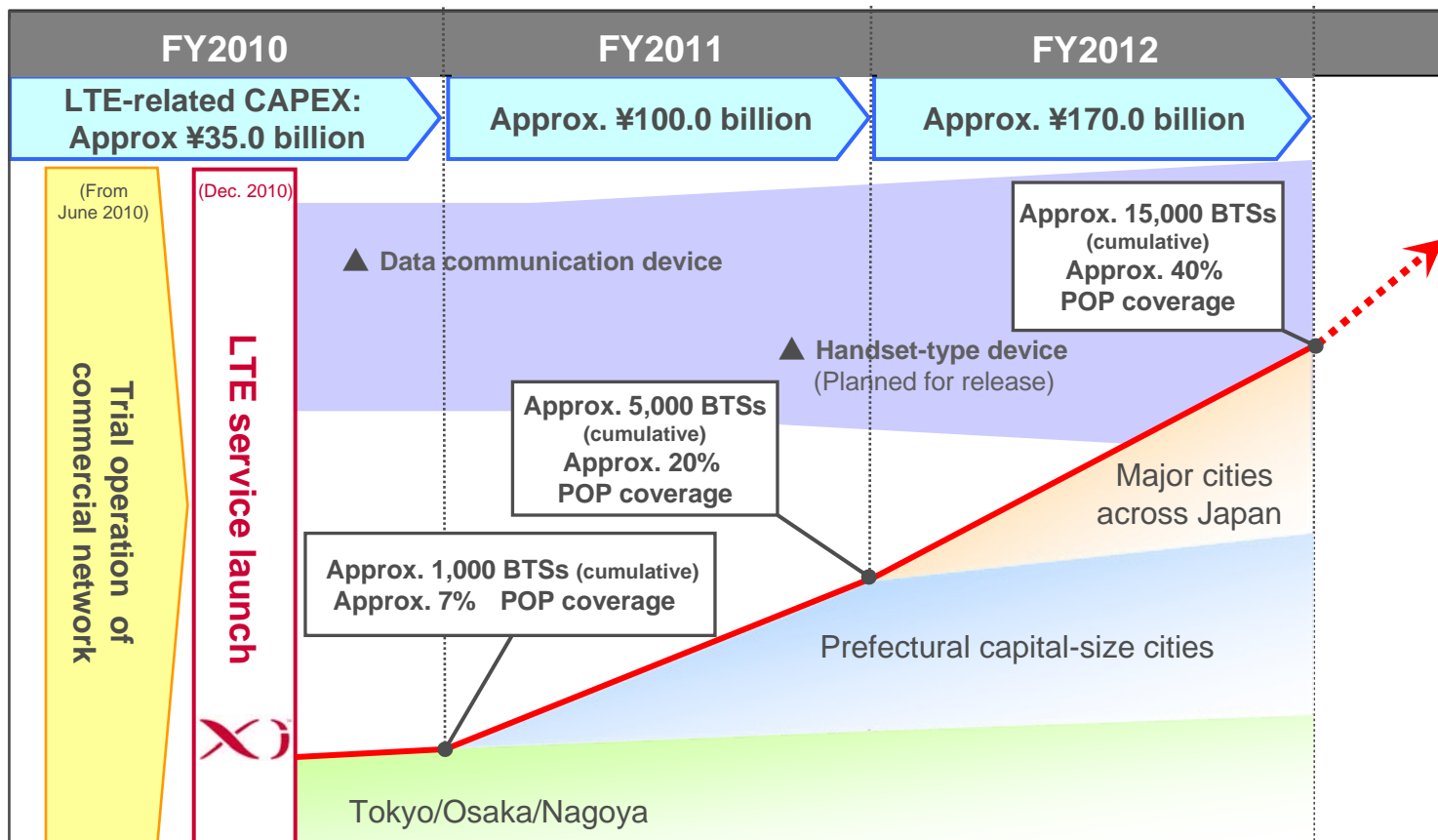
*Illustrated example



*These are illustrated example of logo on handsets – not actual Xi handsets to be provided.

LTE (3)

- LTE capital expenditures to be brought forward; total CAPEX for first three years estimated to be approx. ¥300.0 billion

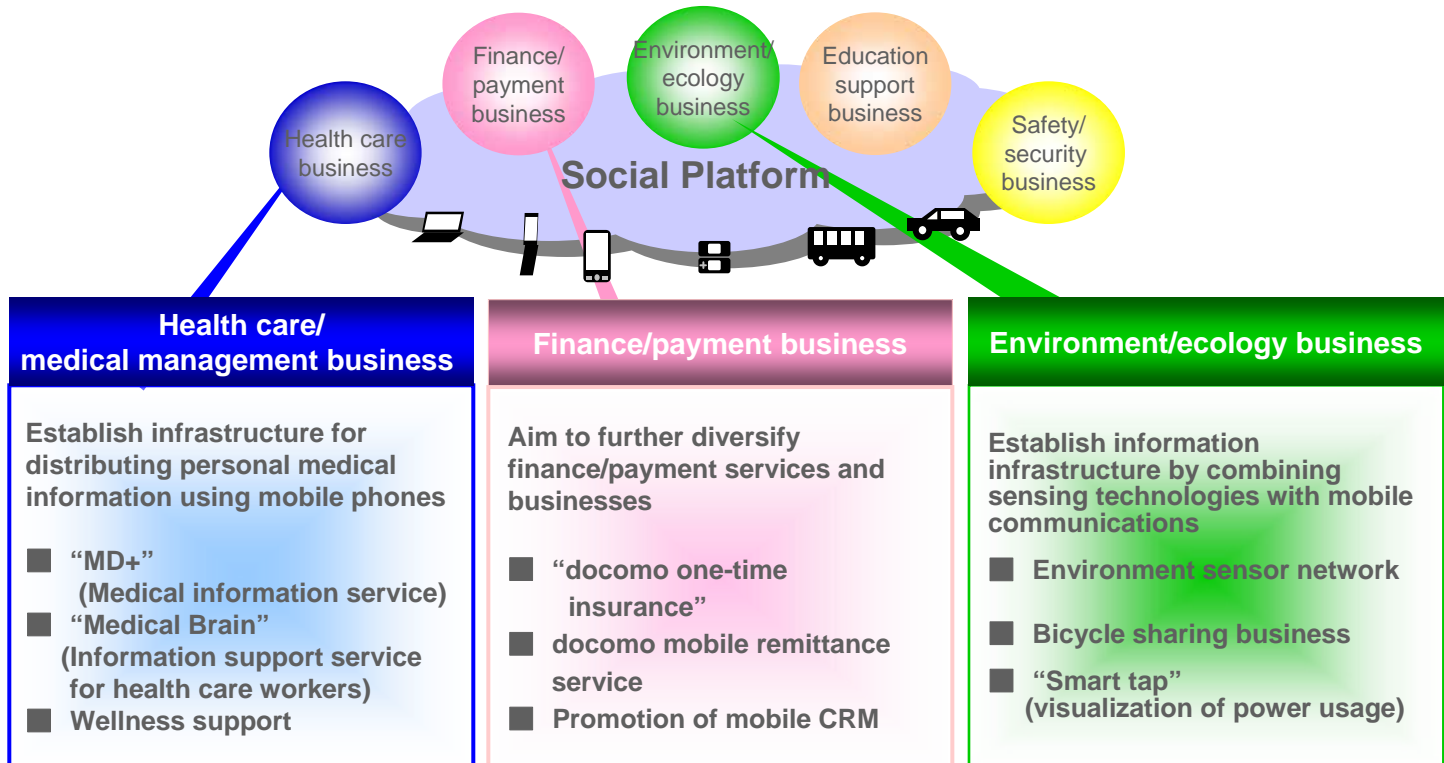


Social-Support Services (1)

- 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



Social-Support Services (2)

- Launched “docomo one-time insurance”, an insurance service leveraging mobile phone’s unique properties and features
- Launched medical-related information delivery service “MD+”

“docomo one-time insurance”

(Launched Apr. 27, 2010)

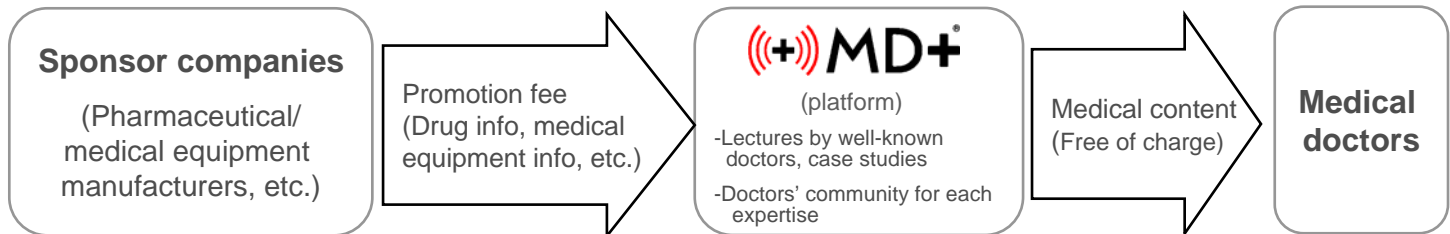
- Enables users to complete all procedures from application to payment with a single handset
- Short-term coverage for reasonable premium (from 1 day)
- Entry items required for application reduced to minimum
- Recommendation for insurance subscription using auto-GPS capability



“MD+”

(Launched Apr. 1, 2010)

- Lifetime learning support and delivery of various medical information to doctors
- Easy access to latest medical content from PCs or smartphones
- Provide sponsor companies with a platform for promotions to medical doctors



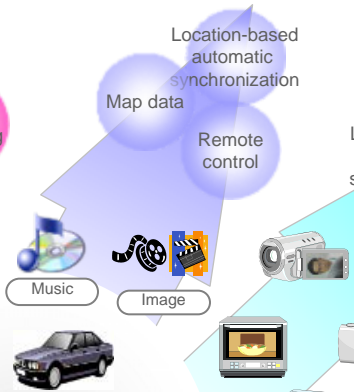
Converged Services (1)

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

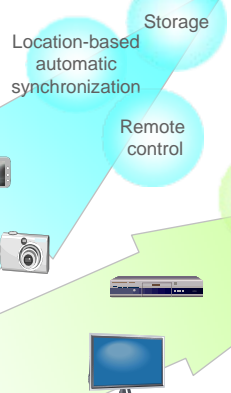
Convergence with industrial equipment



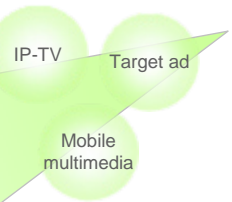
Convergence with automobiles (ITS)



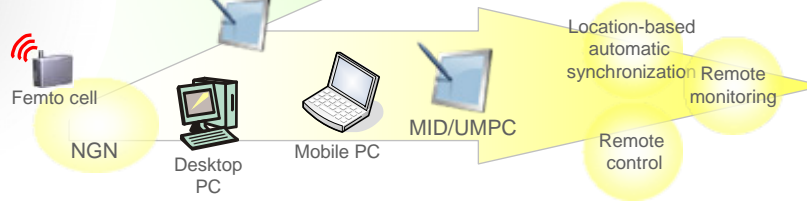
Convergence with info appliances



Convergence with broadcasting



Convergence with fixed line



Converged Services (2)

- Launched “MyArea”, Japan’s first Femto BTS-based home area service

“MyArea”

(Launched Nov. 18, 2009)



Private FOMA area in home

Dedicated use of bandwidth

Constant access to
(((high-speed communication)))

Exclusive content for
“MyArea”

Compatible with
long-form video



High-
performance
Femto BTS

In/out of home area info.

イマスカ “Imasuka”
function

Informs family member's
departure from/return to
home via e-mail

Possible to check family
members
presence/absence status
from outside

Message can be stored
and delivered upon
return to home

Converged Services (3)

- Multimedia Broadcasting, Inc. is a joint venture promoted by telecommunications carriers, broadcasters, trading companies, advertisement agency and other leading Japanese companies. Submitted business plan for license application.

Multimedia Broadcasting, Inc.

mmbi

(Multimedia Broadcasting, Inc.)

docomo

フジテレビジョン 日本放送

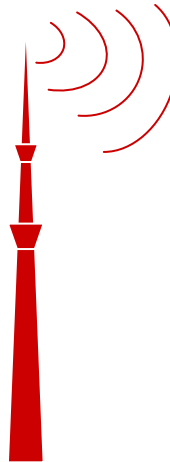
ITOCHU スカパー-JSAT

日テレ

tv asahi

TBSホールディングス

dentsu ◆ 住友商事株式会社



Base station

File casting service



Movies



Newspaper



Drama



Music



Book



Gaming



Automatic data storage

Streaming service



Sports



News



Concert



Live broadcast viewing

Rich portfolio of content

Ally with **partners who owns strength in content business** (e.g., broadcasters) to provide a rich content portfolio

Affordable rates

Plan to offer services at reasonable rates starting from approx. ¥300/month

Broad adoption of compatible devices at an early date

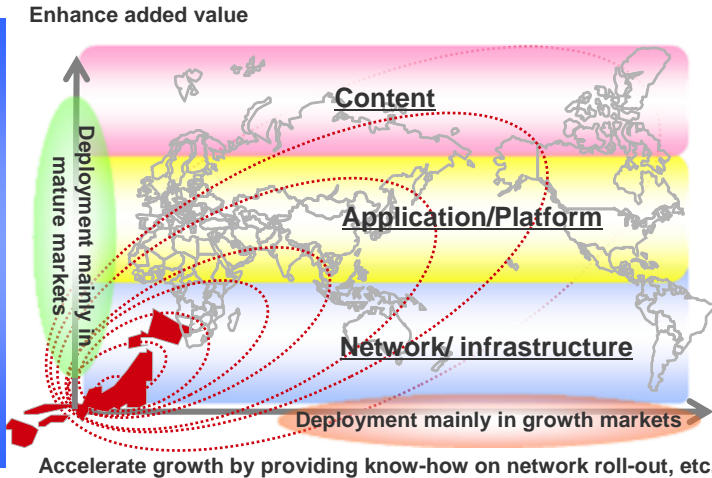
Over **50.00 million units of devices** expected to be adopted” (In 5th year after service launch)

Global Expansion (1)

- Deploy and promote 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

MANÇA • MODE™
DOCOMICS

Info. delivery

i.ch.

New content



net-m

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

TATA

axiata

PLDT

alleh kt

docomo
DOCOMO PACIFIC

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

For short-term travelers

Expand overseas support desks & enrich services

Enrich iMenu content accessible overseas

For long-term travelers

Enrich services/support for long-term travelers

Global Expansion (2)

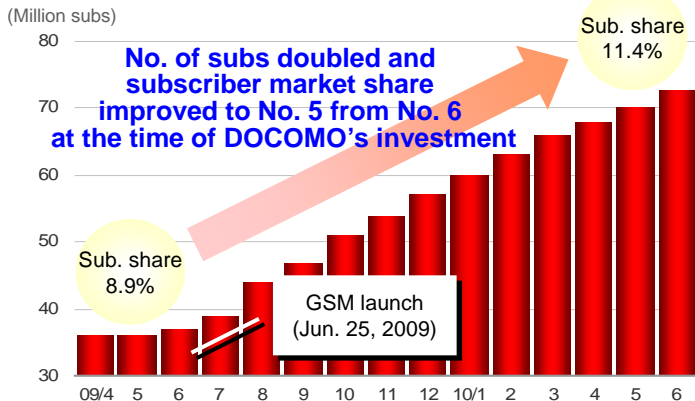
- Total subscriber base of TTSL (India) grew to approx. 73.00 million
- TTSL won 9 circles mainly in mid-west India as a result of 3G spectrum auction

TTSL/TTML (India)

Total subscriptions: 72.53 million
Market share: 11.4%*

No. of subscriptions

(As of Jun 30, 2010)



GSM roll-out (brand: TATA DOCOMO)

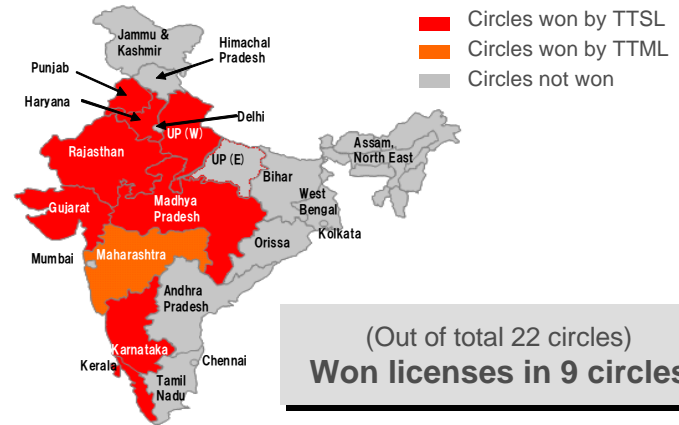
Service areas

(As of Jun. 2010)

17 circles

(Out of India's total 22 circles)

3G spectrum auction results



“DOCOMO Global Club”

(Established Jan. 2010)

Share best practices



Horizontal deployment of value-added services



NTT docomo

Study joint procurement of equipment/handsets



Study construction of common platform

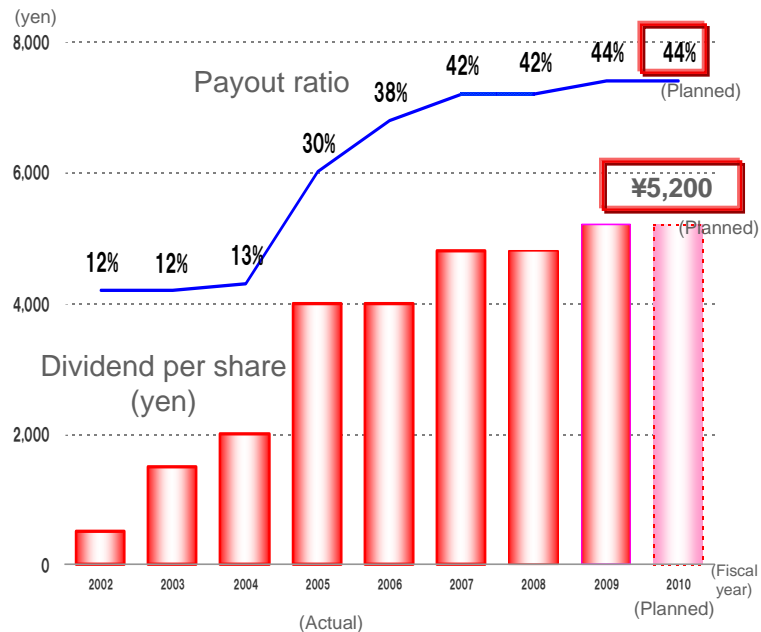
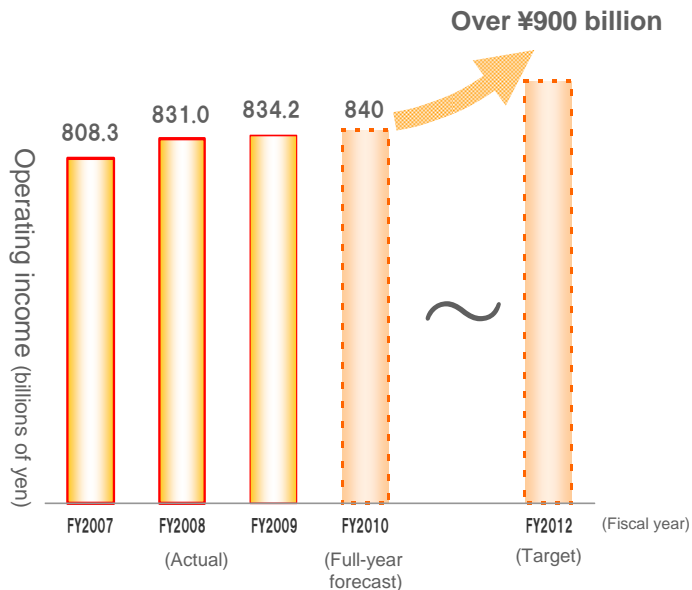
Income Target and Returns to Shareholders

FY2012
operating income

Over ¥900 billion

Return to
shareholders

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





Appendices

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

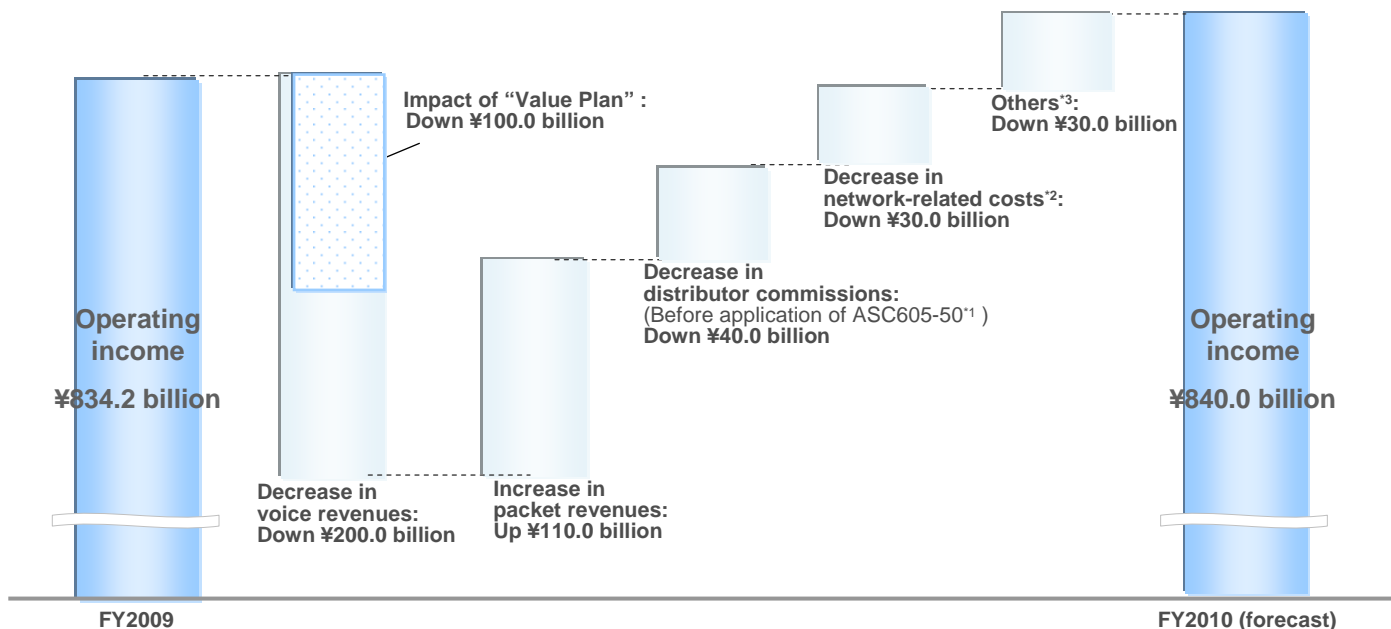
FY2010 Results Forecasts Highlights

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.

FY2010/1Q Financial Results

	2009/4-6 (1Q) (1)	2010/4-6 (1Q) (2)	Changes (1) → (2)	FY2010 (Full-year forecast) (3)	Progress to forecast (2) / (3)
Operating Revenues (Billions of yen)	1,084.8	1,089.2	+0.4%	4,222.0	25.8%
Cellular Services Revenues (Billions of yen)	881.9	864.2	-2.0%	3,405.0	25.4%
Operating Expenses (Billions of yen)	832.9	848.7	+1.9%	3,382.0	25.1%
Operating Income (Billions of yen)	251.8	240.5	-4.5%	840.0	28.6%
Income Before Income Taxes (Billions of yen)	247.5	240.6	-2.8%	843.0	28.5%
Net Income Attributable to NTT DOCOMO, INC. (Billions of yen)	147.4	142.2	-3.5%	497.0	28.6%
EBITDA Margin (%)*	39.3	36.9	-2.4 points	36.7	-
Adjusted Free Cash Flow (Billions of yen) *	-90.8	47.2	-	470.0	10.0%

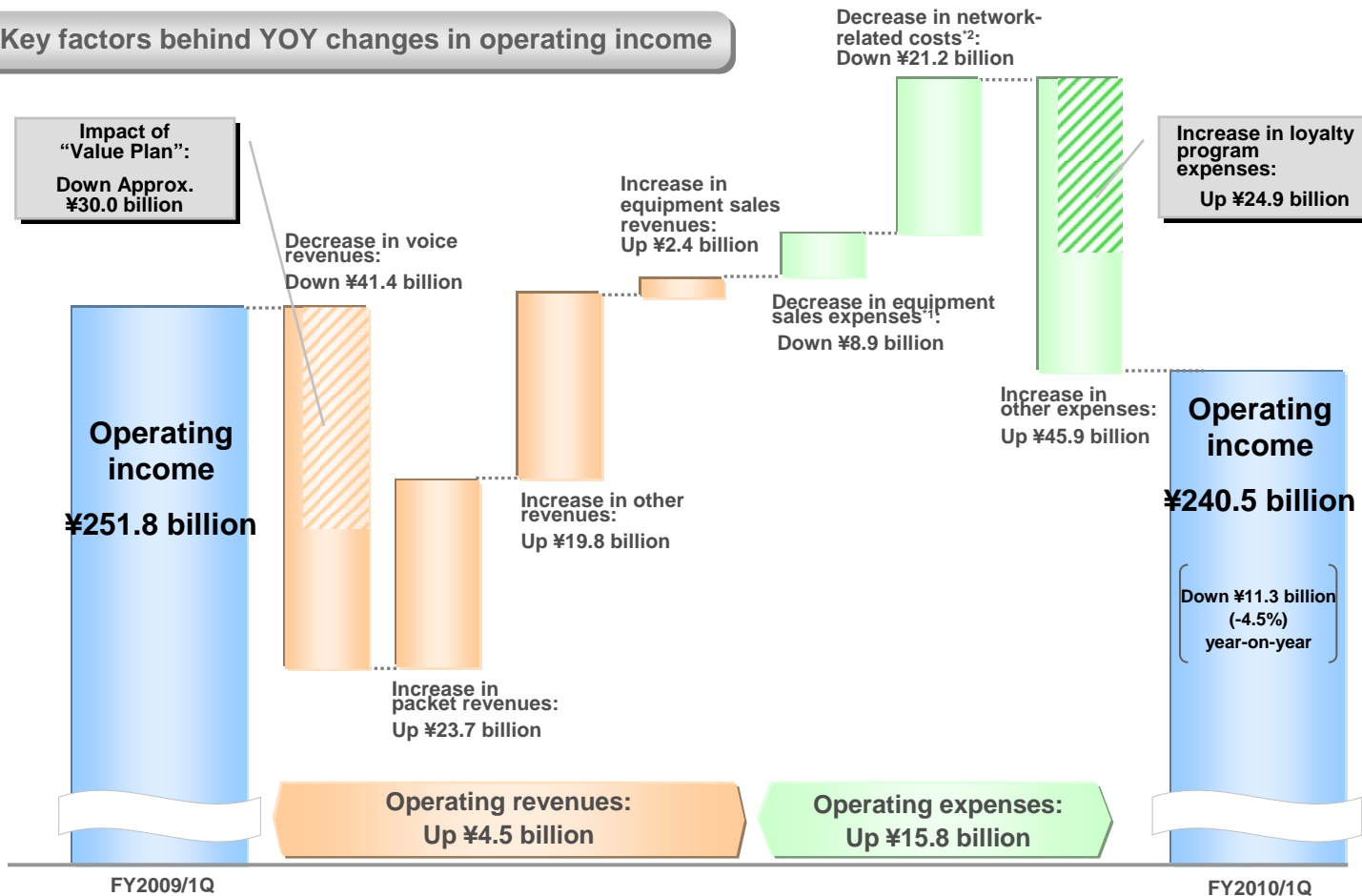
◆ Consolidated financial statements in this document are unaudited.

◆ Adjusted free cash flow excludes the effects of uncollected revenues due to bank holidays at the end of the fiscal year and changes in investments 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 and the IR page of our website, www.nttdocomo.co.jp

FY2010/1Q Financial Results Highlights

Key factors behind YOY changes in operating income



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

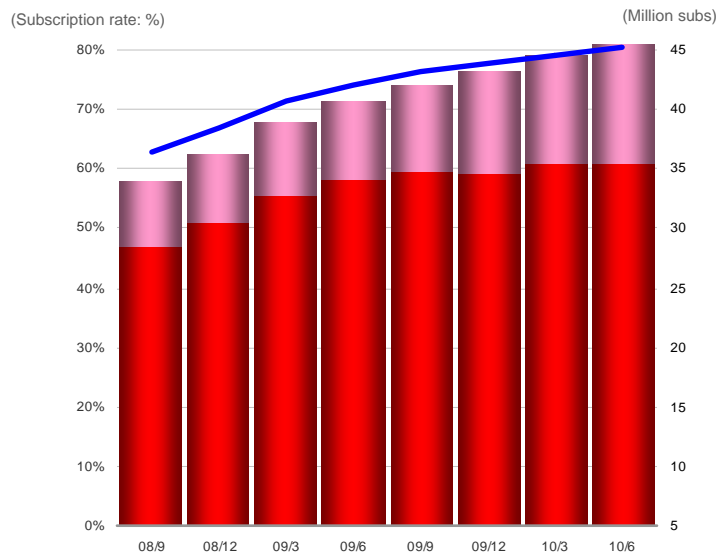
*2: Sum of communication networks charges, depreciation and amortization, and loss on disposal of property, plant and equipment

50%-OFF Monthly Charge Discount Plans/“Value Plan”

- Subscription rate of billing plans offering 50% discount on basic monthly charge grew to approx. 80% → Negative impact on revenues became insignificant
- Number of “Value Plan” subscriptions continued to increase

50%-Off Monthly Charge Discount Plans No. of subs & subscription rate

- : 50%-OFF monthly charge discount plan subscription rate
- : No. of users subscribing to “Family Discount”^{*1}+“Ichinen Discount” for over 10 years
- : No. of “MAX Discount”^{*2} subscriptions

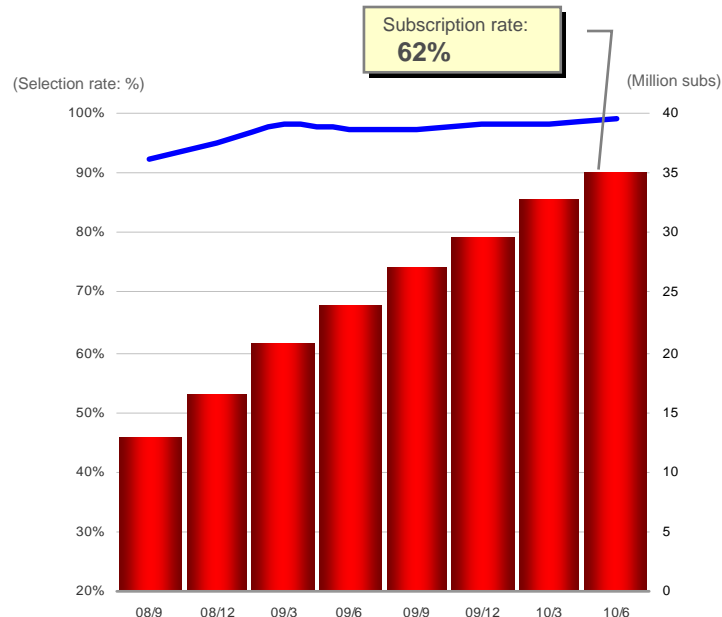


*1: Inclusive of “Office Discount” and “Business Discount” subscriptions

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

“Value Plan” subscriptions/ “Value Course” selection rate

- : “Value Course” selection rate^{*3}
- : No. of “Value Plan” subscriptions

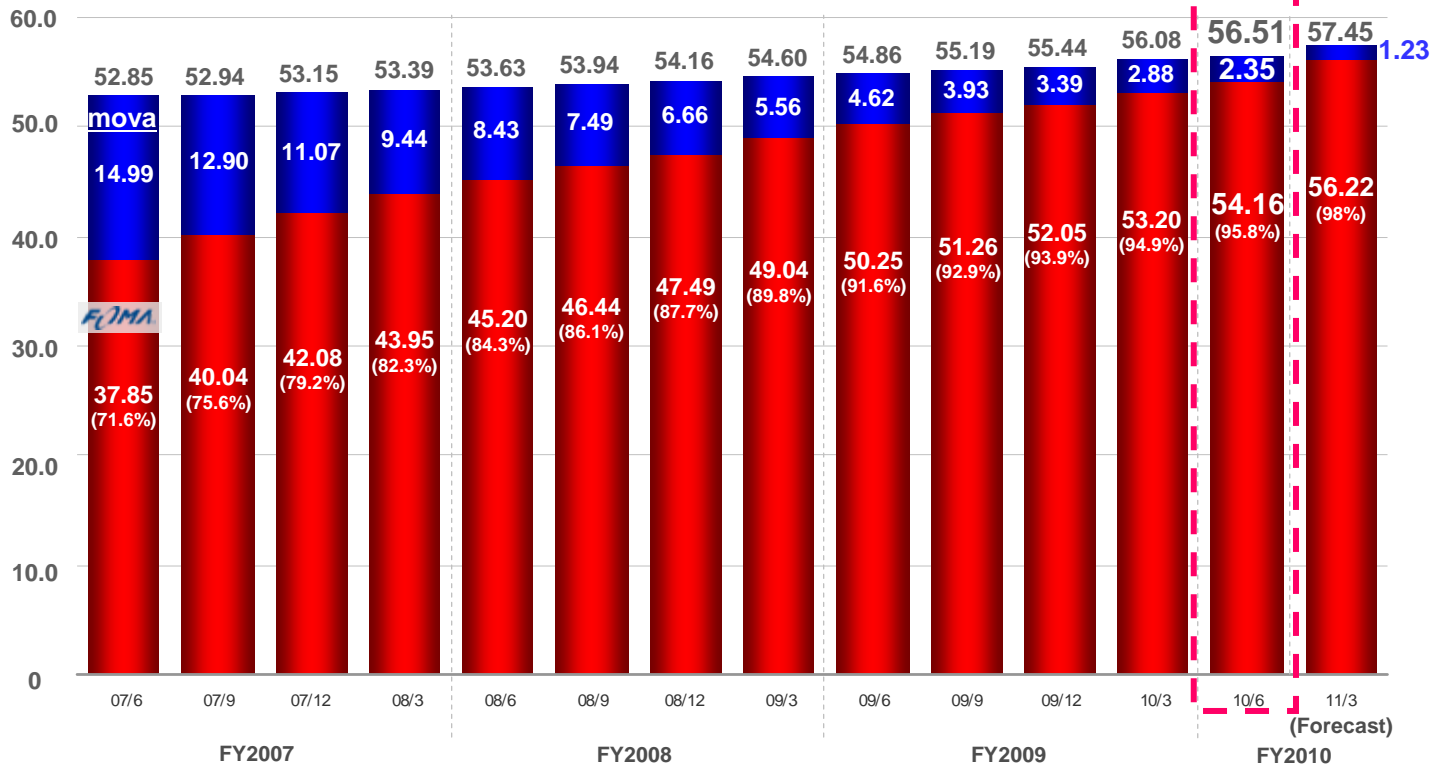


*3: Percentage of users who chose “Value Course” among total users who purchased a handset using new handset purchase methods

Subscriber Migration to FOMA

- No. of subscribers who have migrated to FOMA in FY2010/1Q : 0.45 million

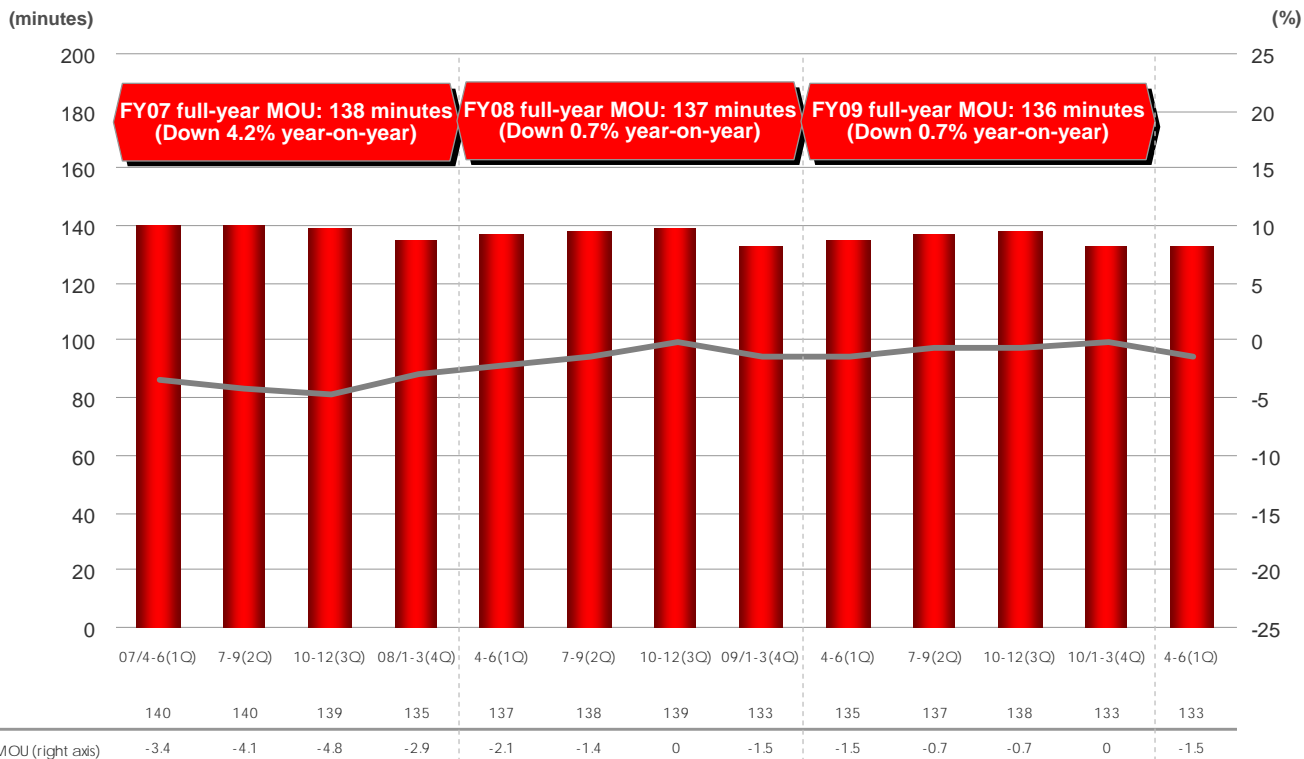
(Million subs) Numbers in parentheses indicate the percentage of FOMA subscriptions to total cellular subscriptions



◆ Inclusive of Communication Module Service subscriptions

Cellular (FOMA+mova) MOU

- MOU for FY2010/1Q was 133 minutes (Down 1.5% year-on-year)



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

Cost Efficiency Improvement (1)

- Steadily facilitated cost efficiency improvement toward achievement of medium-term plan

(Reduced costs by approx ¥150.0 billion on FY2009 compared to FY2007)

- Cost-cutting efforts to be continued in FY2010

(Plan to reduce costs by approx ¥200.0 billion on FY2010 compared to FY2007)

Planned actions for FY2010

General expenses

Continue efficiency improvement of existing expense items

FY2010(planned) : Down ¥70.0 billion^{*1}
FY2009(actual) : Down ¥50.0 billion^{*2}

Consolidation of former regional subsidiaries

Nationwide integration of common operations

- Call centers
- Bill collection
- Repair handset logistics

Promote best practices

FY2010(planned) : Down ¥20.0 billion^{*1}
FY2009(actual) : Down ¥10.0 billion^{*2}

Network costs

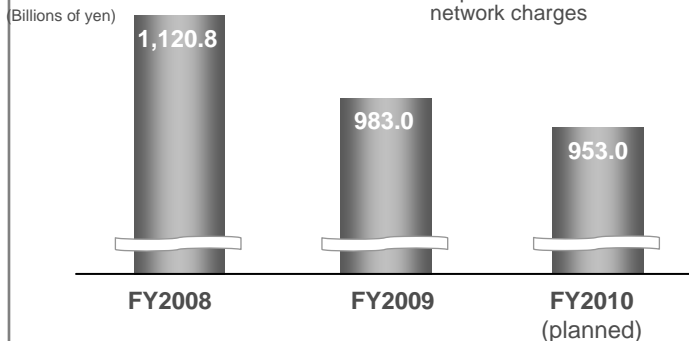
Continual efficiency improvement

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

FY2010(planned) : Down ¥110.0 billion^{*1}
FY2009(actual) : Down ¥90.0 billion^{*2}

Network-related costs^{*3}

* Depreciation + Communication network charges



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

*2: Amount of reduction is cost savings achieved by Mar. 31, 2010 compared to FY2007.

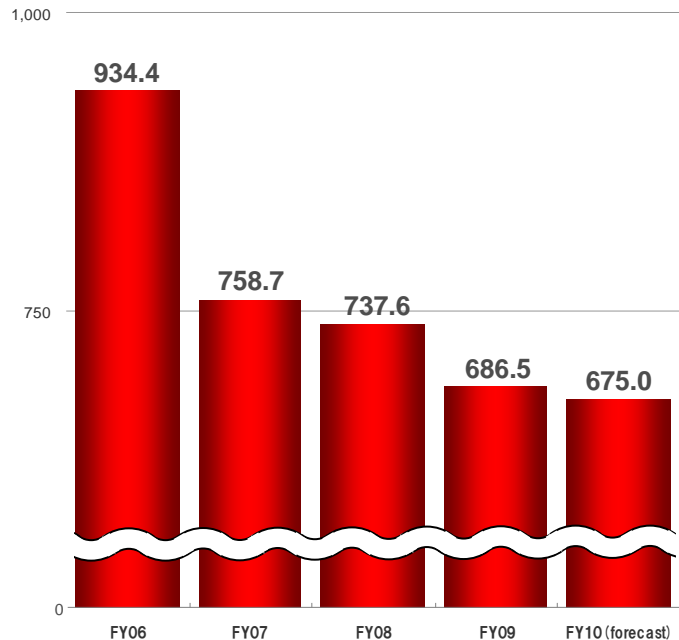
*3: Sum of depreciation and communication network charges

Cost Efficiency Improvement (2)

- Total annual CAPEX for FY2010 estimated to be ¥675.0 billion
- Total annual CAPEX including LTE-related investments for FY2011 and beyond expected to be kept below ¥700.0 billion

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

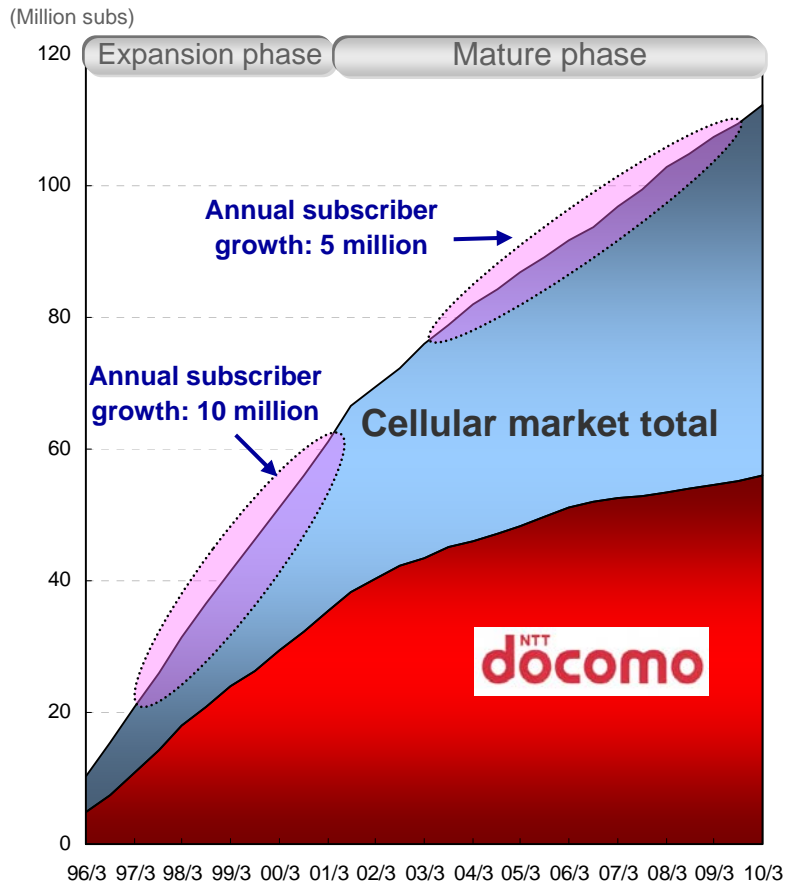
- ▷ Conversion into IP network
- ▷ Simplified network
- ▷ Improve efficiency of maintenance operations through integration of facilities, etc.

Reduction of communication network charges

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

48 Change of Focus to Adapt to Market Maturity

Changes in market environment



Transformation to a company attaching priority to satisfying user needs

Expansion phase

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

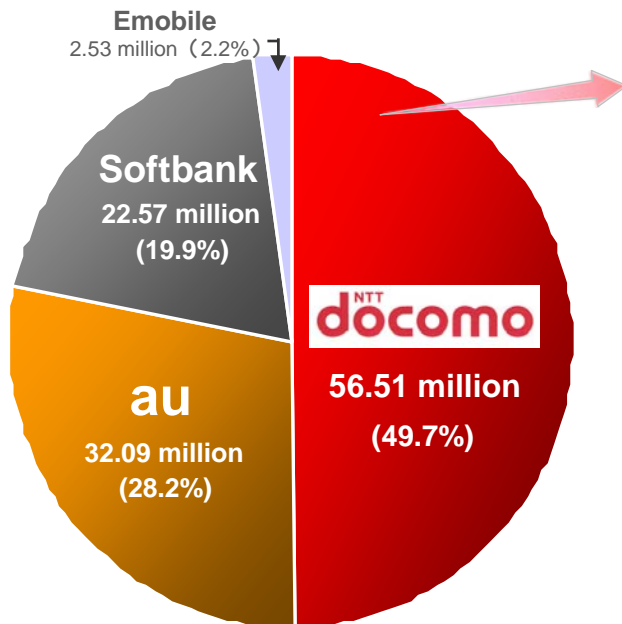
Mature phase

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

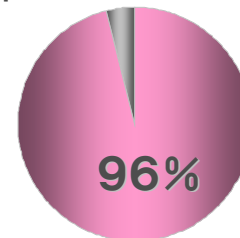
No. of Cellular Subscriptions

- NTT DOCOMO's total subscriptions: Approx. 56.5 million (Japan's largest mobile phone carrier)

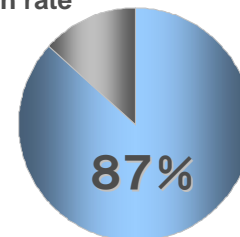
■ No. of subscriptions (As of June 30, 2010)



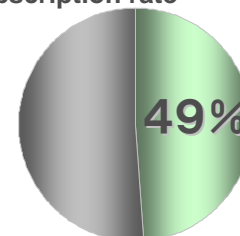
■ FOMA (3G) subscription rate*



■ 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

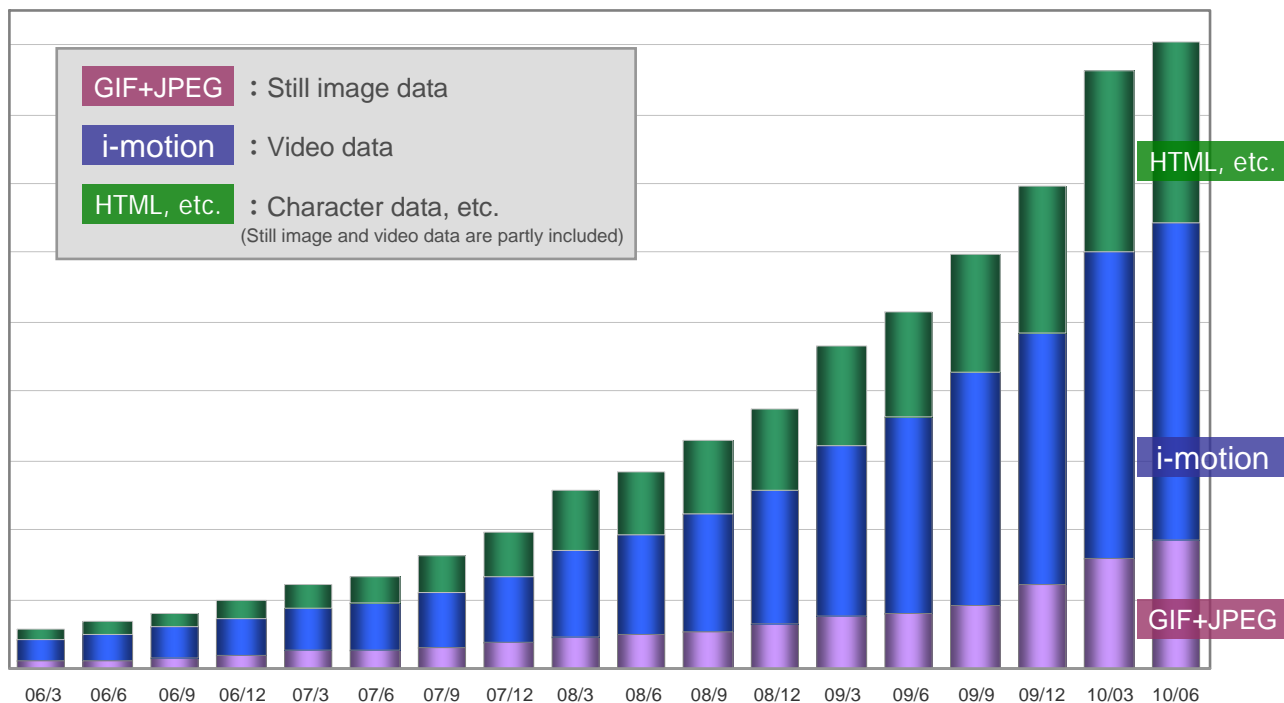
** : No. of i-mode subs / Total cellular (FOMA+mova) subscriptions

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

Growth of Packet Traffic

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

Growth of data traffic (FOMA)



51 Transmission Speed Control Against Super Heavy Users

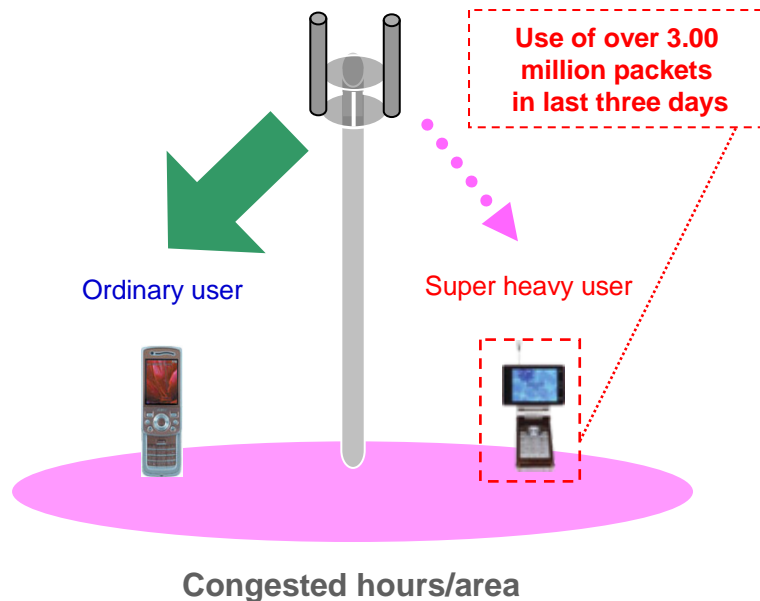
Apply transmission speed control against super heavy (packet flat-rate) users in congested areas/hours, to ensure fair use of network

Measure packet usage in last 3 days

(example)



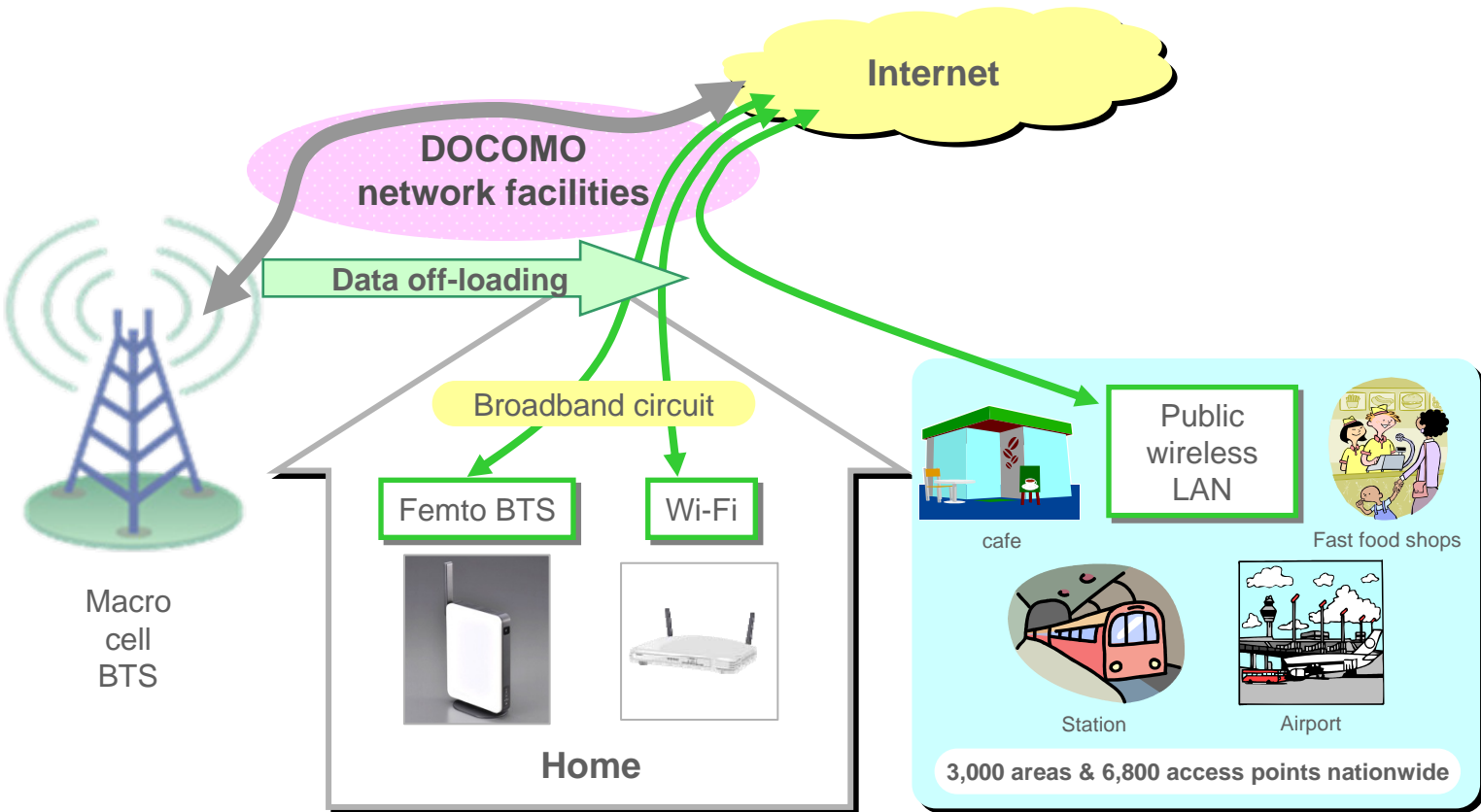
2 days ago	30,000 pkts	1.20 million pkts
1 day ago	20,000 pkts	1.50 million pkts
Today	40,000 pkts	1.00 million pkts
Total	90,000 pkts	3.70 million pkts



Apply transmission speed control against super heavy users during congestion

Data Off-Loading

- Data off-loading using Femto BTS, Wi-Fi, etc.
- More Wi-Fi-enabled devices planned to be added in the future



Credit Business

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



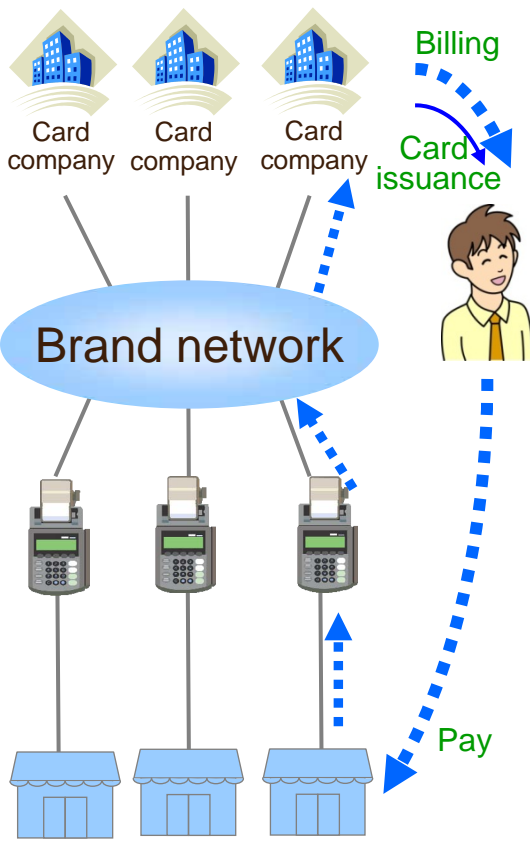
Acquirer business

- Merchant acquisition

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

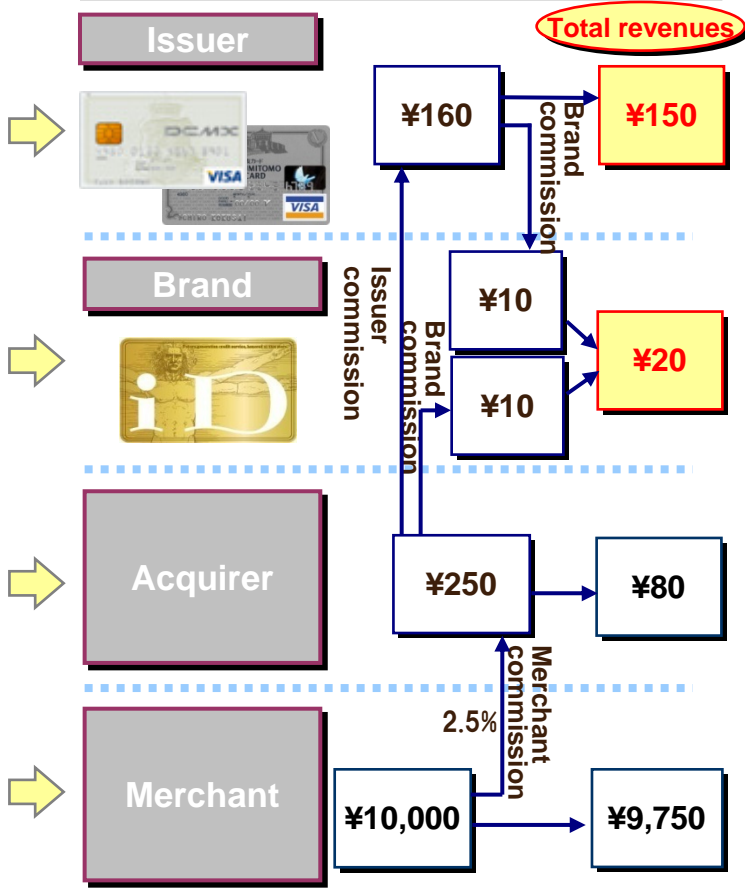
Mobile Credit Payment: Business Model

Relation of players



Money flow (conceptual):

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



As of June 30, 2010

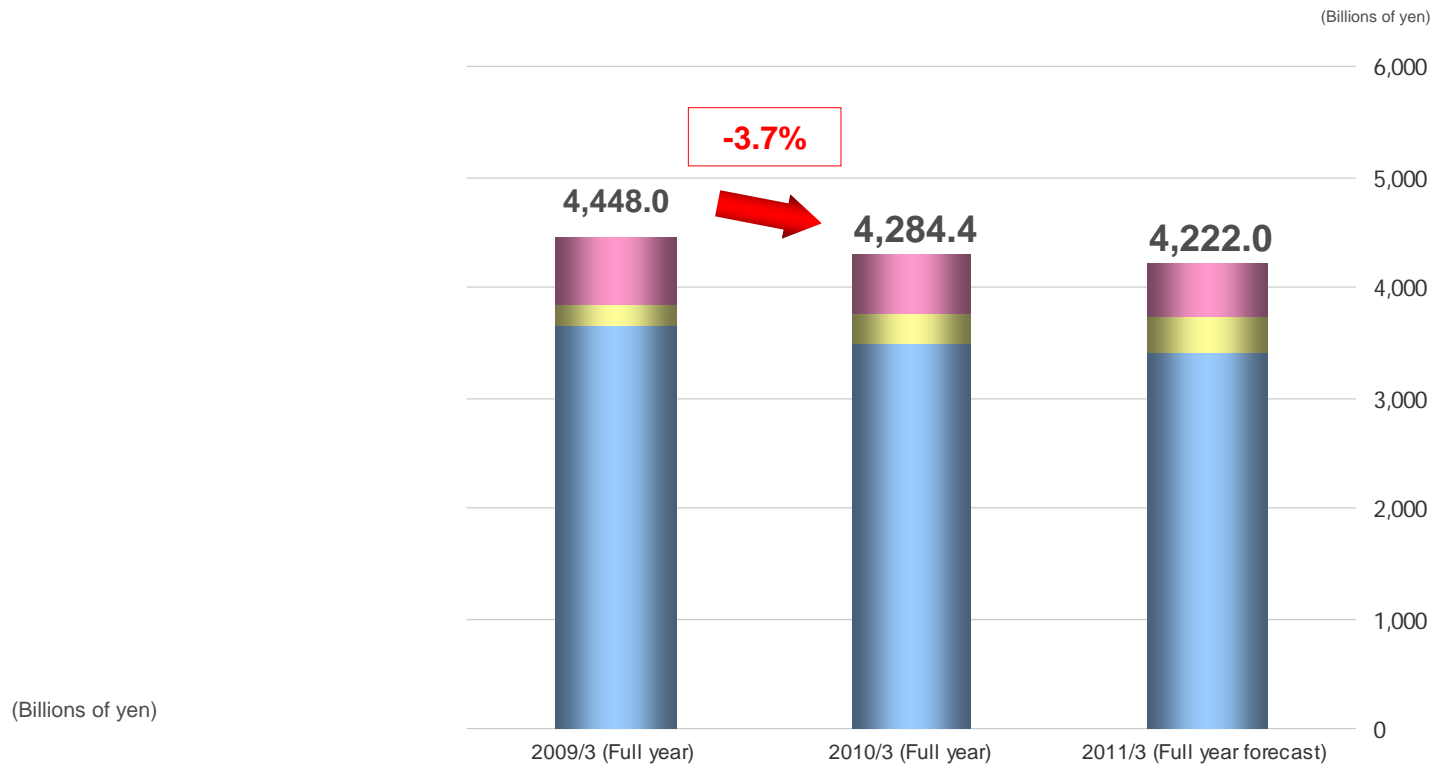
DCMX subscriptions
11.64 million
 (Incl. 4.54 million regular card subs)

iD brand subscriptions:
14.75 million

No. of iD reader/writer machines installed
450,000

Operating Revenues

U.S. GAAP

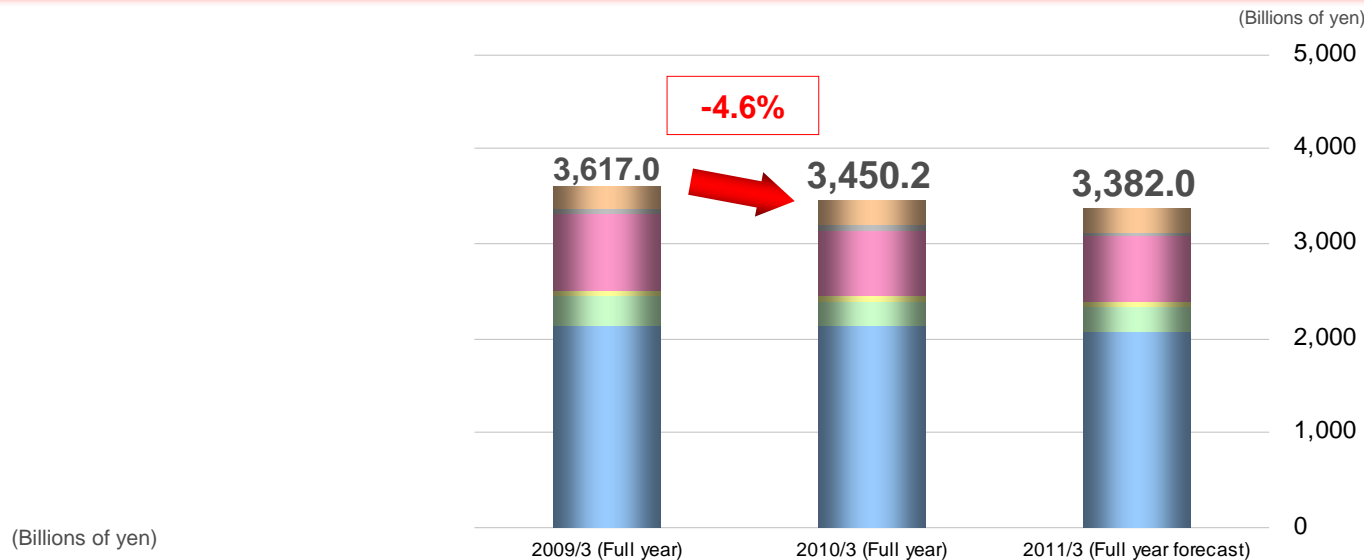


	2009/3 (Full year)	2010/3 (Full year)	2011/3 (Full year forecast)
Equipment sales revenues	606.9	507.5	477.0
Other revenues	179.8	277.5	340.0
Cellular services revenues (voice, packet)	3,661.3	3,495.5	3,405.0

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

Operating Expenses

U.S. GAAP



	2009/3 (Full year)	2010/3 (Full year)	2011/3 (Full year forecast)
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
(Incl.) Other revenues related expenses**	73.9	145.0	207.0
(Incl.) Others	725.8	724.1	742.0

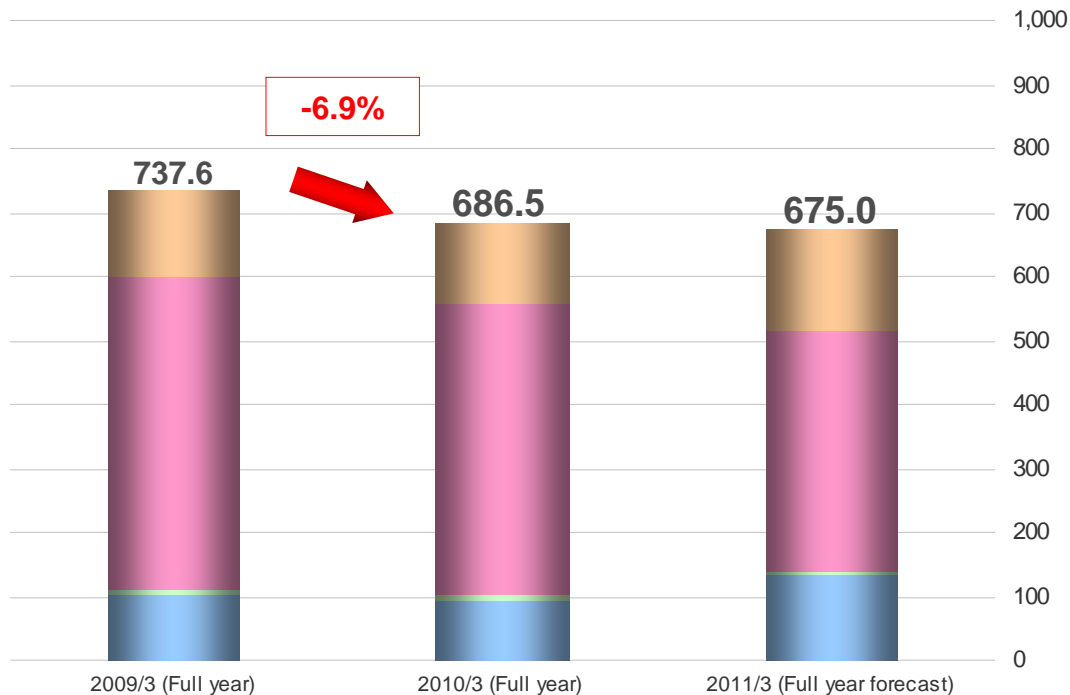
* Revenue-linked expenses: Cost of equipment sold + distributor commissions + cost of loyalty programs

** Other revenues related expenses: Cost at subsidiaries + cost for *Mobile Phone Protection & Delivery Services*

Capital Expenditures

(Billions of yen)

(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

Definition and Calculation Methods of MOU and ARPU

◆ **MOU (Minutes of usage): Average communication time per one month per one user.**

◆ **ARPU (Average monthly Revenue Per Unit):**

Average monthly revenue per unit, or ARPU, is used to measure average monthly operating revenues attributable to designated services on a per subscription basis. ARPU is calculated by dividing various revenue items included in our wireless services revenues, such as monthly charges, voice transmission charges and packet transmission charges, from designated services which are incurred consistently each month, by the number of active subscriptions to the relevant services. Accordingly, the calculation of ARPU excludes revenues that are not representative of monthly average usage such as activation fees. We believe that our ARPU figures provide useful information to analyze the average usage per subscription and the impacts of changes in our billing arrangements. The revenue items included in the numerators of our ARPU figures are based on our U.S. GAAP results of operations.

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

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

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

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

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

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

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

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

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

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

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

◆ **Number of active subscriptions used in ARPU and MOU calculations are as follows:**

◇ Quarterly data: sum of "No. of active subscriptions in each month"* of the current quarter

◇ Half-year data: sum of "No. of active subscriptions in each month"* of the current half

◇ Full-year data: sum of "No. of active subscriptions in each month"* of the current fiscal year

* "No. of active subscriptions in each month": (No. of subs at end of previous month + No. of subs at end of current month)/2

◆ The revenues and no. of subscriptions of Communication Module Service are not included in the above calculation of ARPU and MOU.

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

i. EBITDA and EBITDA margin

Billions of yen

	Three months ended June 30, 2009	Three months ended June 30, 2010
a. EBITDA	¥ 426.4	¥ 401.5
Depreciation and amortization	(169.0)	(158.1)
Loss on sale or disposal of property, plant and equipment	(5.6)	(3.0)
Operating income	251.8	240.5
Other income (expense)	(4.4)	0.0
Income taxes	(100.2)	(97.1)
Equity in net income (losses) of affiliates	0.8	(0.9)
Less: Net (income) loss attributable to noncontrolling interests	(0.7)	(0.4)
b. Net income attributable to NTT DOCOMO, INC.	147.4	142.2
c. Operating revenues	1,084.8	1,089.2
EBITDA margin (=a/c)	39.3%	36.9%
Net income margin (=b/c)	13.6%	13.1%

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.

ii. Free cash flows excluding changes in investments for cash management purposes

Billions of yen

	Three months ended June 30, 2009	Three months ended June 30, 2010
Free cash flows excluding changes in investments for cash management purposes	(¥ 90.8)	¥ 47.2
Changes in investments for cash management purposes*	3.2	191.9
Free cash flows	(87.6)	239.0
Net cash used in investing activities	(242.2)	(2.3)
Net cash provided by operating activities	154.5	241.3

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