



NTT DOCOMO, INC.

**Results for the Fiscal Year Ended March 31, 2011, and
Principal Actions Planned for the Fiscal Year Ending March 31, 2012**

April 28, 2011

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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, businesses or other technologies caused by Mobile Number Portability, new market entrants and other factors, or the expansion of the areas of competition 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 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) Events and incidents caused by natural disasters, social infrastructure paralysis such as power shortages, proliferation of harmful substances, terror or other destructive acts, the malfunctioning of equipment or software bugs, deliberate incidents induced by computer viruses, cyber attacks, hacking, unauthorized access and other problems could cause failure in our networks, distribution channels and/or other factors necessary for the provision of service, disrupting our ability to offer services to our subscribers, and may adversely affect our credibility and/or corporate image, or lead to a reduction of revenues and/or increase of costs.
- (12) Concerns about adverse health effects arising from wireless telecommunications may spread and consequently 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.



FY2010 Results Highlights

3 FY2010 Results Highlights/FY2011 Forecasts

	FY2009 (Full-year) (1)	FY2010 (Full-year) (2)	Changes (1) → (2)	FY2011 (Full-year forecast) (3)	Changes (2) → (3)
Operating Revenues (Billions of yen)	4,284.4	4,224.3	-1.4%	4,230.0	+0.1%
Cellular Services Revenues (Billions of yen)	3,499.5	3,407.1	-2.6%	3,368.0	-1.1%
Operating Expenses (Billions of yen)	3,450.2	3,379.5	-2.0%	3,380.0	+0.0%
Operating Income (Billions of yen)	834.2	844.7	+1.3%	850.0	+0.6%
Income Before Income Taxes (Billions of yen)	836.2	835.3	-0.1%	854.0	+2.2%
Net Income Attributable to NTT DOCOMO, INC. (Billions of yen)	494.8	490.5	-0.9%	502.0	+2.3%
EBITDA Margin (%)*	36.6	37.1	+0.5 Points	37.2	+0.1 Points
Adjusted Free Cash Flow (Billions of yen) *	416.9	589.8	+41.5%	480.0	-18.6%

◆ 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 Results Highlights (1)

■ FY2010 Results Highlights:

Results underscore the execution of “Change and Challenge” actions delivers success

Customer satisfaction improvement

Received No.1 customer satisfaction ranking
(Consumer/Enterprise/Data communications)
Maintained low churn rate:
FY2010 full-year: 0.47%

Promotion of smartphones

FY2010 smartphone sales:
2.52 million units

Increase of packet ARPU

Steadfast YOY growth
FY2010 packet ARPU: Up ¥90
FY2010 packet revenues: ¥106.0 billion (Up 6.7%)

Smooth launch of LTE

Xi service launch: 26,000 subs as of Mar. 31, 2011
Steadfast progress in base station roll-out:
Approx. 1,100 BTSs as of Mar. 31, 2011

Expansion of new businesses

Increase of “other revenues”
FY2010 “other revenues”: Up ¥62.3 billion

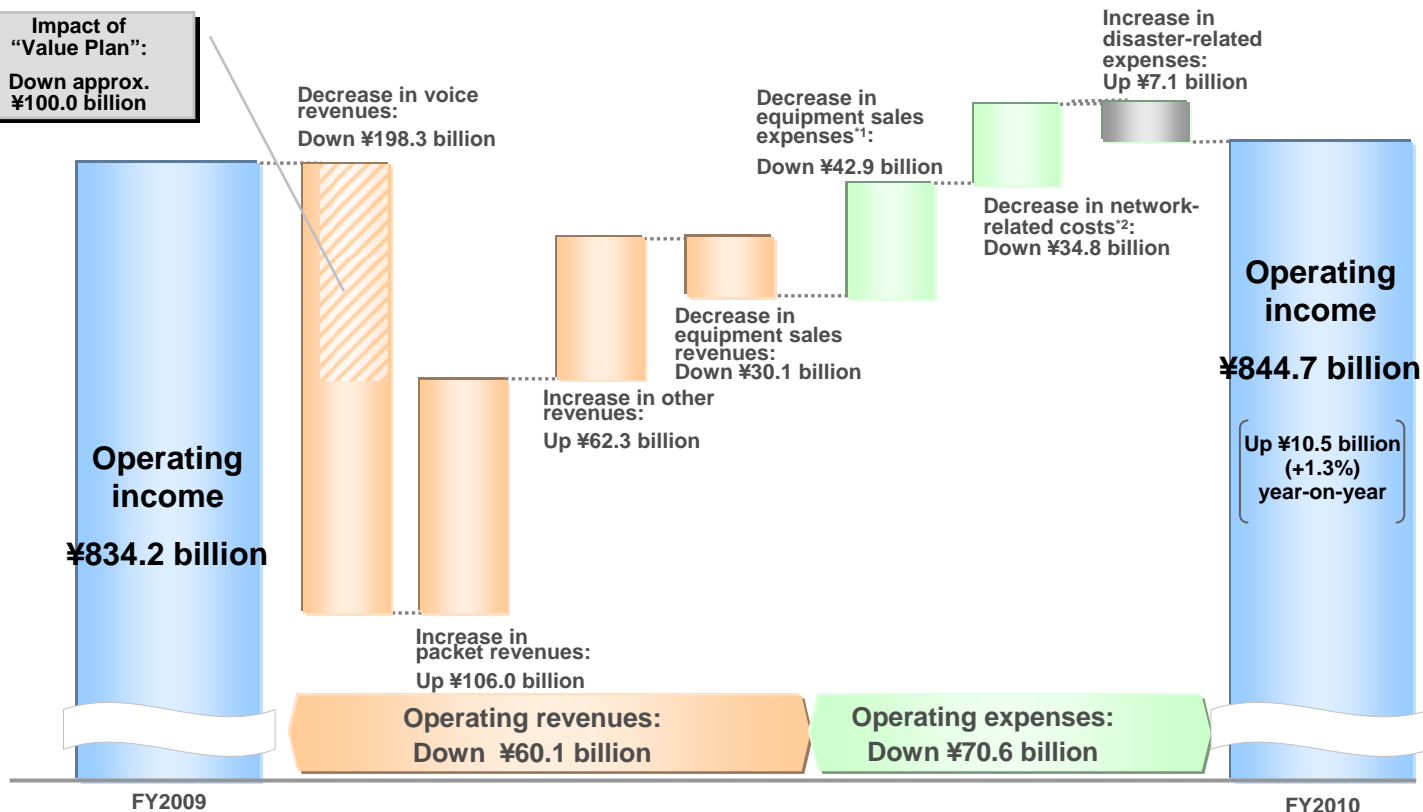
Safety and security

Recovery from disaster

FY2010 Results Highlights (2)

Key factors behind YOY changes in operating income

Impact of
"Value Plan":
Down approx.
¥100.0 billion



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

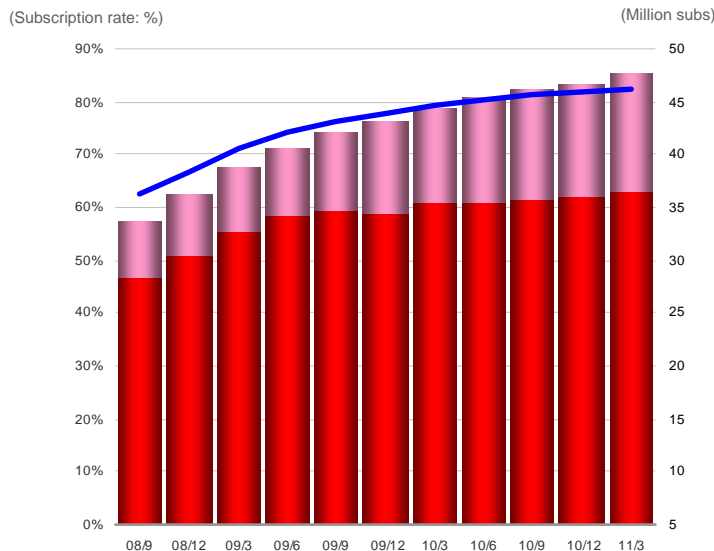
*2: Sum of communication networks charges, depreciation and amortization, loss on disposal of property, plant and equipment, and other costs (Exclusive of disaster-related expenses)

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

- Subscription rate of billing plans offering 50% discount on basic monthly charge grew to over 80% → Negative impact on revenues became insignificant
- No. of “Value Plan” subs continues to expand after topping 40.00 million (70% subscription rate)

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

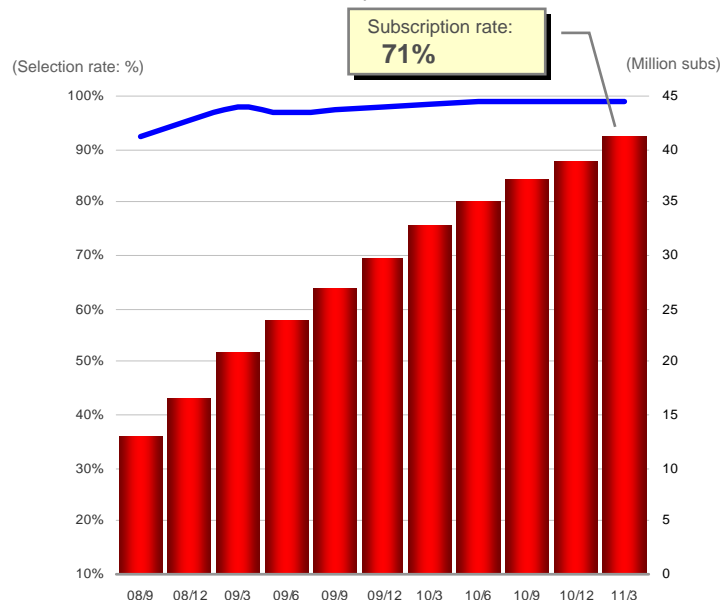


*1: Inclusive of “Office Discount” and “Business Discount” subscriptions

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

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

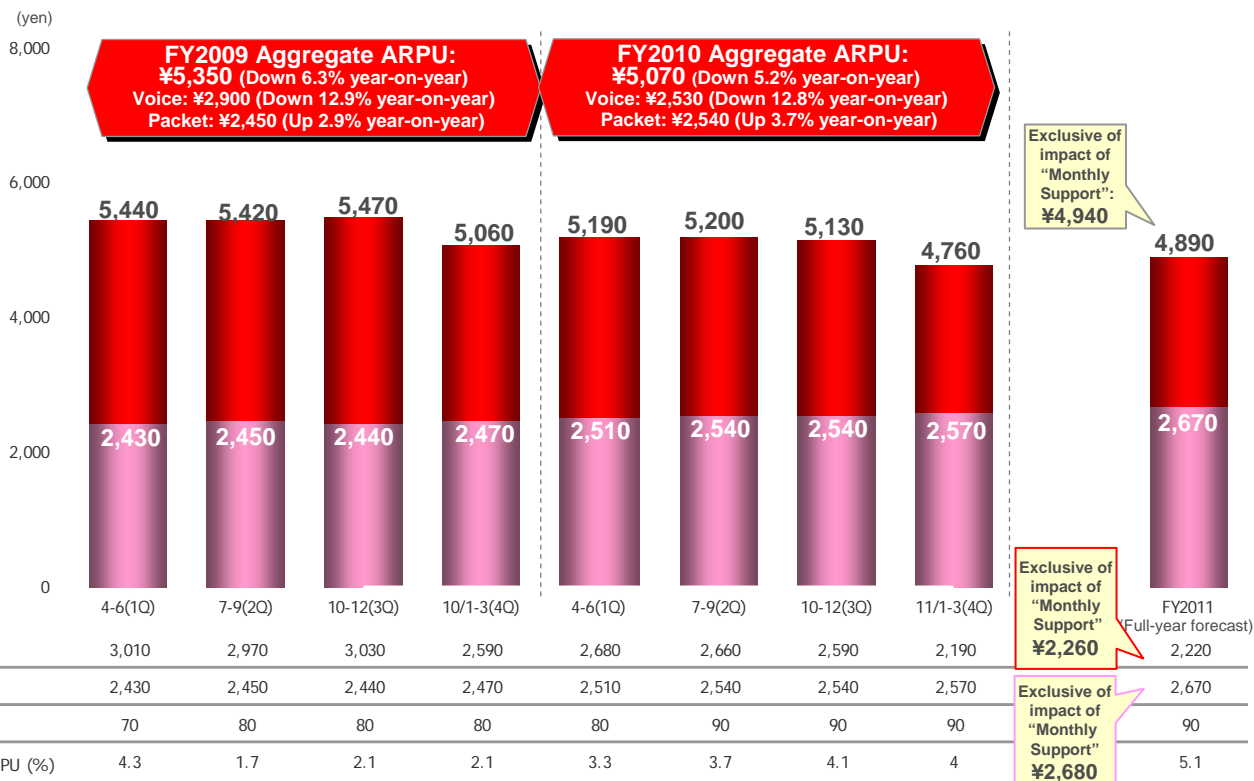
- : “Value Course” selection rate^{*3}
- : No. of “Value Plan” subscriptions



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

Cellular (Xi+FOMA+mova) ARPU

- **FY2010 (full-year) aggregate ARPU: ¥5,070 (down 5.2% year-on-year)**
- **packet ARPU: ¥2,540 (up 3.7% year-on-year)**



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

Total Handset Sales

- Total no. of handsets sold in FY2010 (full-year): 19.06 million units (Up 5.6% year-on-year)
- Aim to sell a total of 19.80 million units for FY2011 (full-year) (Up 3.9% year-on-year)

(Million units)

16.0

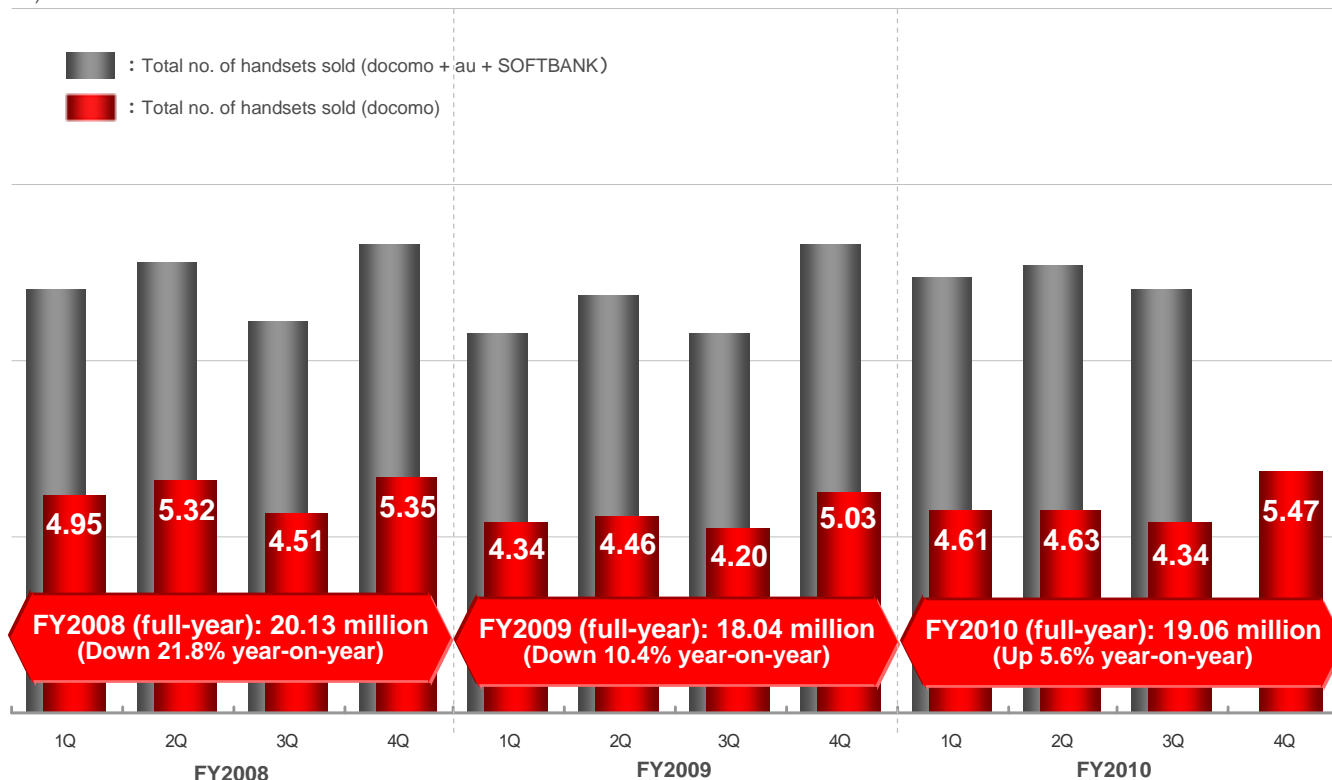
■ : Total no. of handsets sold (docomo + au + SOFTBANK)
 ■ : Total no. of handsets sold (docomo)

12.0

8.0

4.0

0

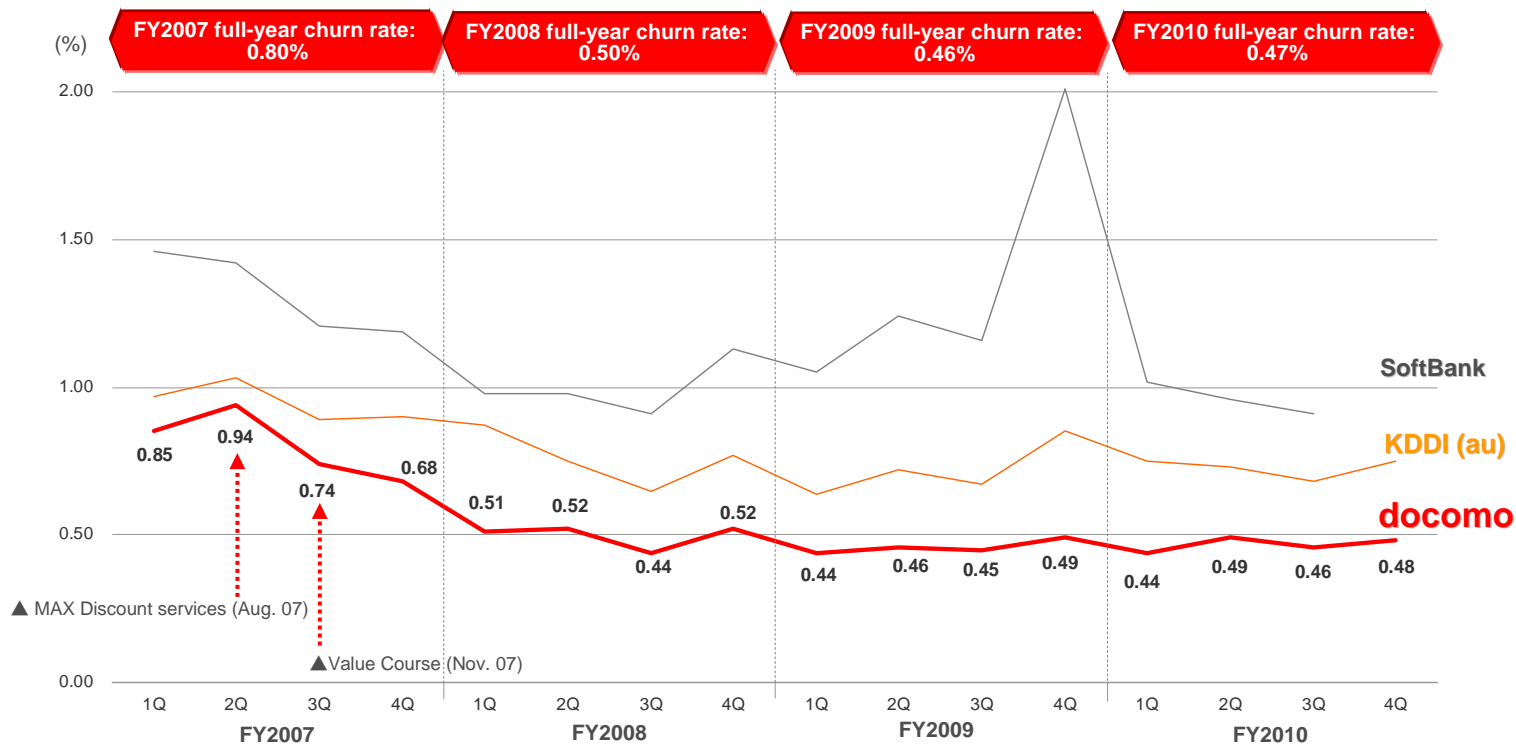


◆ Calculated based on financial results materials of each company ◆ Handsets sold by TU-KA and EMOBILE are not included

Churn Rate

- FY2010 (full-year) churn rate maintained low at 0.47%

■ Cellular (Xi+FOMA+mova) Churn Rate



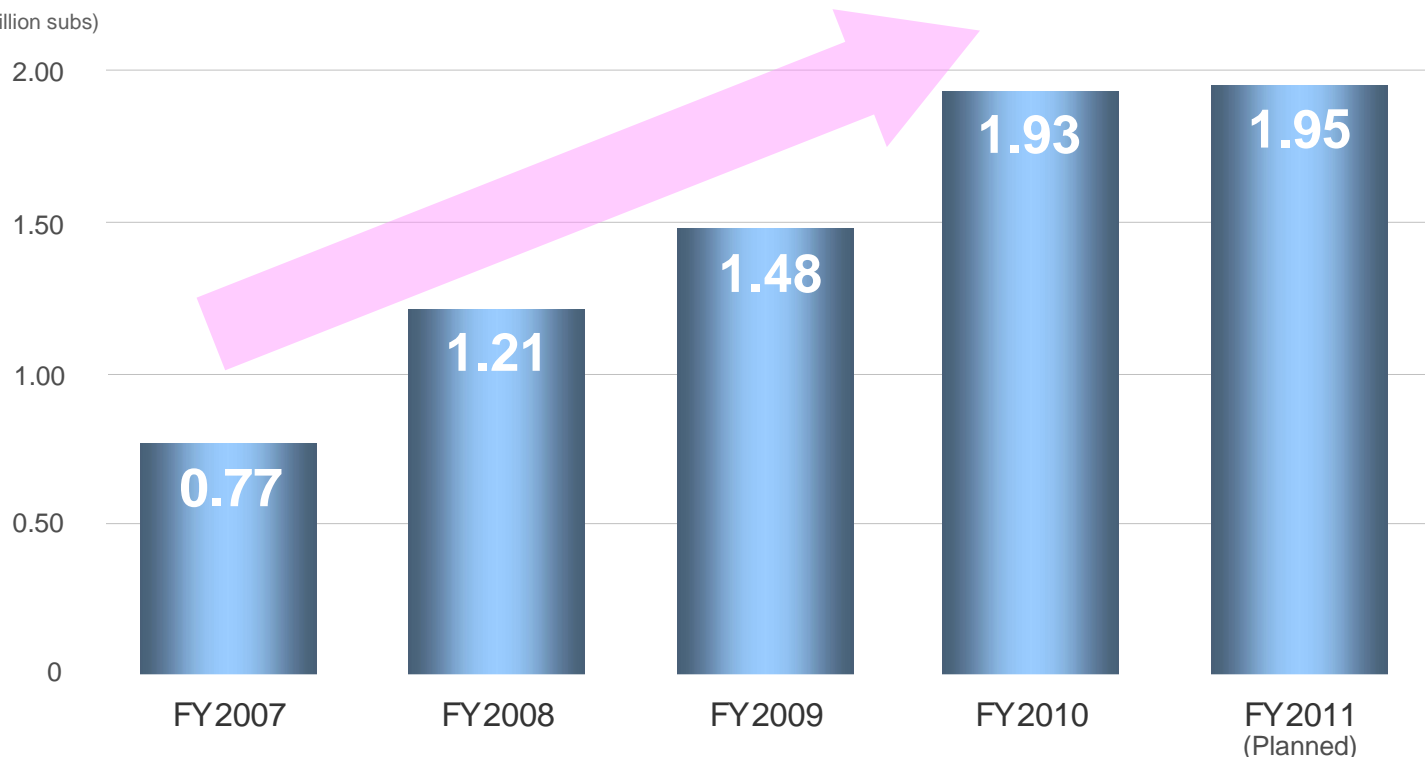
◆ Based on financial results materials of each company

No. of Net Additions

- No. of net additions acquired in FY2010 (full-year) grew to 1.93 million (up 450,000 or 30% year-on-year), as a result of properly responding to new demands for smartphones, data communications devices and photo frames, etc.
- Net additions for FY2011 (full-year) projected to be 1.95 million

■ No. of net additions

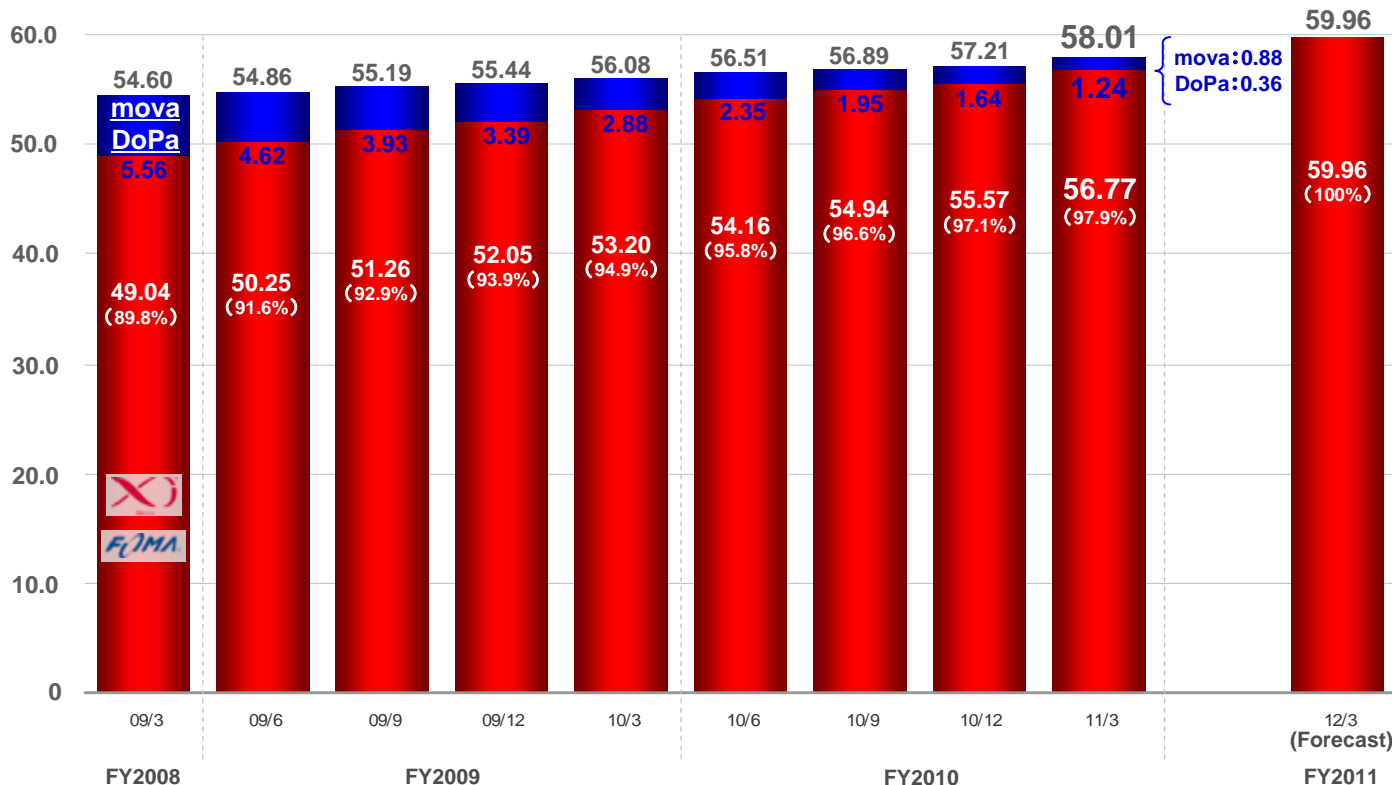
(Million subs)



Subscriber Migration to FOMA / Xi

- 2G mova/DoPa services to be terminated on March 31, 2012
- Implement measures to facilitate smooth migration to FOMA/Xi, approaching existing 2G mova/DoPa subscribers on a continual basis

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



FY2008

FY2009

FY2010

FY2011

◆ Inclusive of communication module service subscriptions

RESULTS FOR FY2010 April 2010 to March 2011



Prospects and Principal Actions Planned for FY2011

FY2011 Results Forecasts Highlights

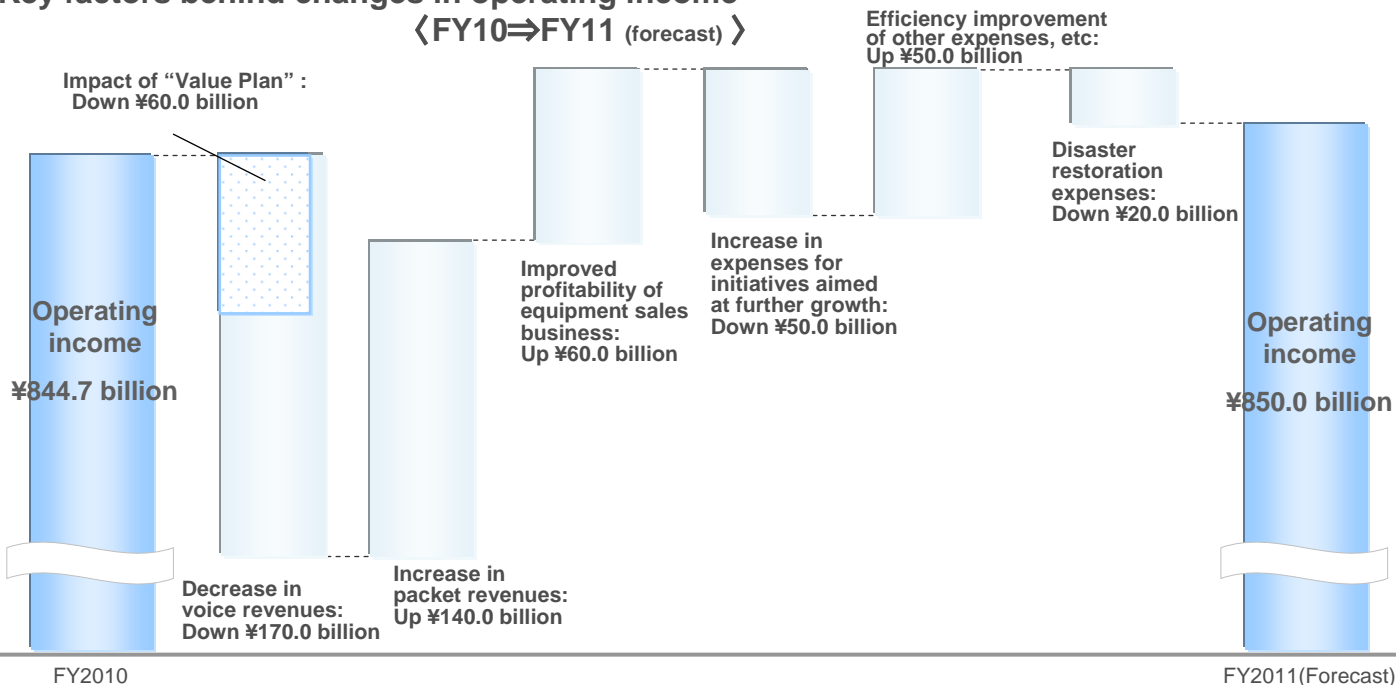
FY2011 Results Forecasts

Operating income: ¥850.0 billion (Inclusive of ¥20.0 billion negative impact of disaster restoration/new disaster preparedness measures)

⇒ 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

〈FY10⇒FY11 (forecast)〉



FY2011 Business Management Policies

- “Change” : Further improve customer satisfaction and maintain No. 1 ranking
- “Safety & Security” : Early recovery from disaster
- “Challenge” : Year of full-scale implementation of “Challenge” programs toward their realization

Change

**Further improve customer satisfaction
- Maintain No. 1 ranking -
“Maintain No.1 amid rapid expansion of smartphone market”**

Safety & Security

Early recovery from disaster/Execution of new disaster preparedness measures

Challenge
(priority items)

(1) Achieve growth by increasing packet ARPU

(2) Promote adoption of smartphones

(3) Undertake actions to cultivate new growth areas

(4) Expand LTE Xi service and facilitate network evolution

(5) Achieve growth through investment/alliances (Japan/Overseas)

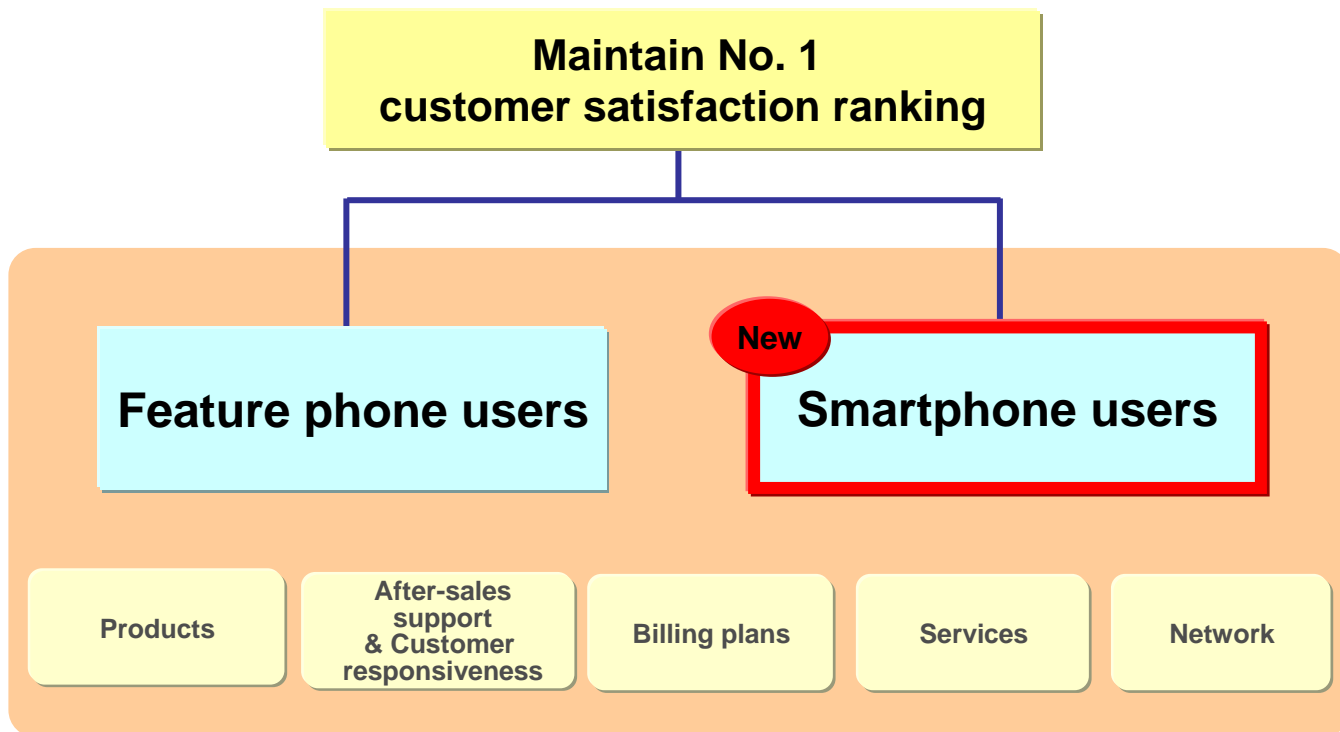
(6) Strengthen and improve efficiency of other core business

Step up efforts toward achievement of FY2012 operating income target of over ¥900.0 billion

Transformation into a “comprehensive service provider” centered on mobile communications

Customer Satisfaction Improvement

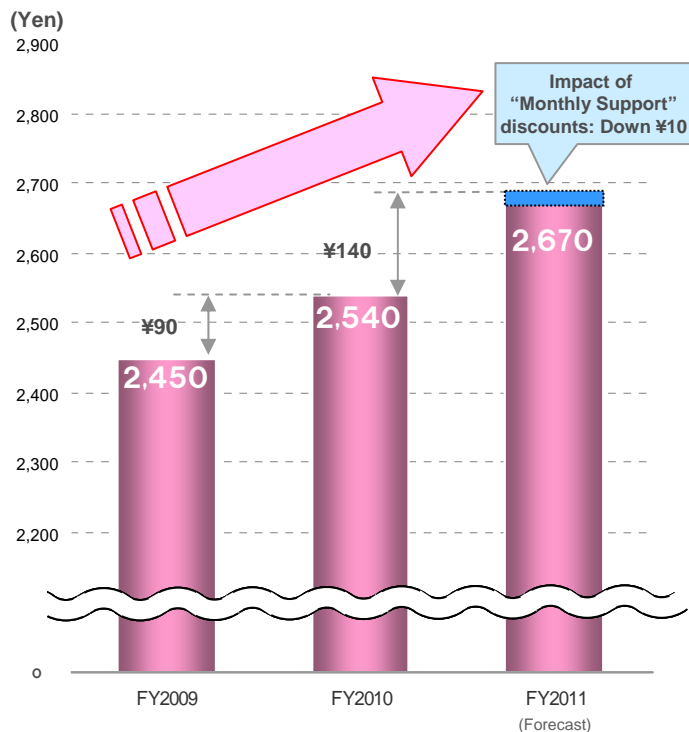
- Aim to maintain No. 1 ranking in overall customer satisfaction scores by improving the satisfaction of smartphone users
- Transition to smartphone-centric organizational structure/customer contact channel



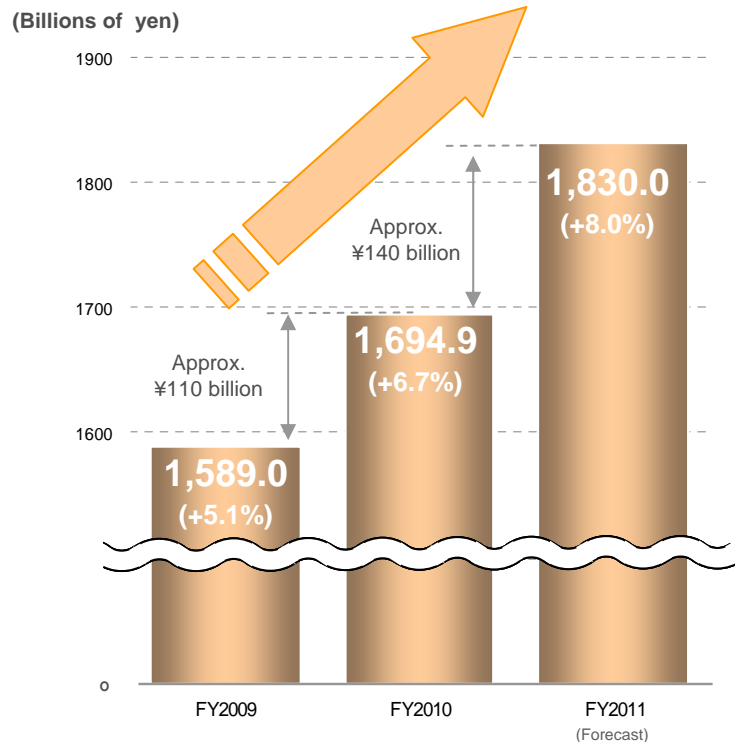
Growth of Packet ARPU/Revenues

- FY2011 packet ARPU: Aim to achieve YOY increase of ¥140 (5.5%)
(exclusive of impact of "Monthly Support" discounts)
- FY2011 packet revenues: Aim to achieve YOY increase of ¥140.0 billion (8.0%)

Historical growth of packet ARPU



Historical growth of packet revenues



Growth of Packet Revenues: Analysis

- According to an analysis of YOY increase in packet revenues:
i-mode made greatest contribution to YOY growth of approx. ¥110.0 billion in FY2010
- Contribution of smartphones to FY2011 YOY packet revenues growth (approx. ¥140.0 billion: forecast) expected to expand rapidly

Packet revenues

FY2009 (Actual)
¥1,589.0 billion

Up Approx.
¥110.0 billion

FY2010 (Actual)
¥1,694.9 billion

Up Approx.
¥140.0 billion

FY2011 (Forecast)
¥1,830.0 billion

YOY packet revenues growth
(breakdown)*

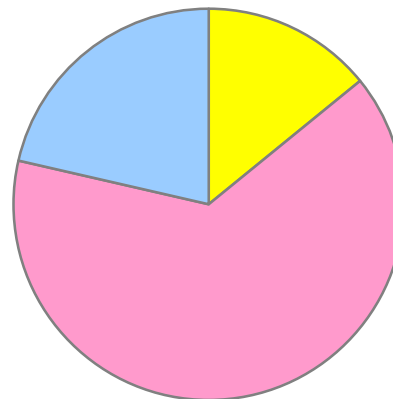
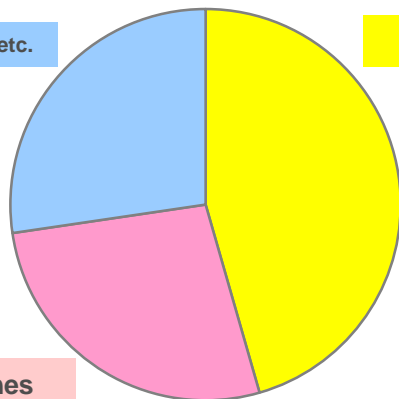
Data communication, etc.

i-mode

Smartphones

FY2010

FY2011
(Forecast)



* Adjusted for the revenues from subscribers who have migrated between different services (e.g., i-mode, smartphones, data communications, etc)

Reversal of Voice and Packet ARPU

- FY2010 full-year packet ARPU grew to a level higher than voice ARPU
- Accelerate the growth of packet ARPU to halt the decline in aggregate ARPU within FY2011 and achieve a rebound in FY2012 or beyond

(Exclusive of impact of "Monthly Support" discounts)

ARPU Growth

(Exclusive of negative revenue impact of "Monthly Support" discounts)

Targets for FY2012

Halt the decline in aggregate ARPU within FY2011, and achieve a rebound in FY2012 or beyond

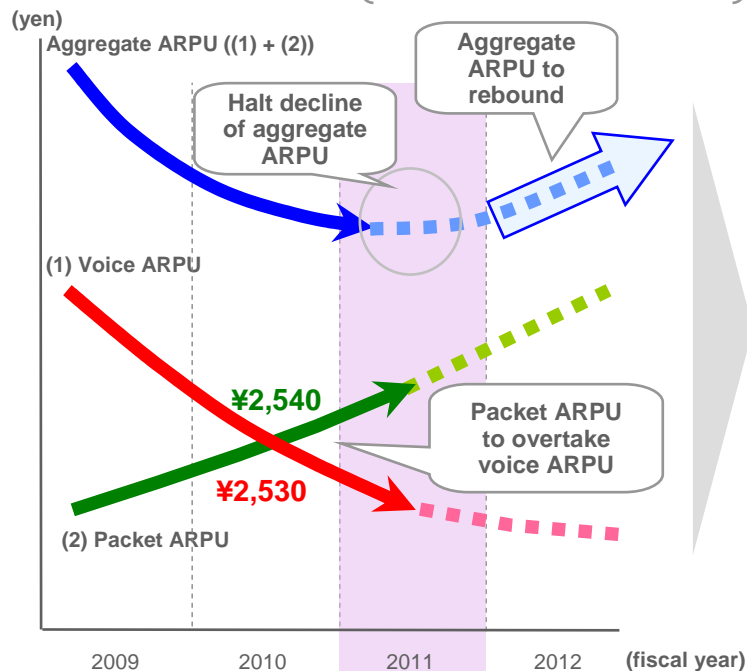
Promotion of smartphones

FY2011 target smartphone sales: 6.00 million

FY 2012: Aim to grow % of smartphones to over 50% of total devices sold

Packet usage expansion

Packet flat-rate services subscription rate*: 70%



*: Include subscriptions to "Pake-hodai", "Pake-hodai full", "Pake-hodai double", "Pake-hodai simple", "Pake-hodai double2", "Pake-hodai flat", flat-rate data plans and Xi data plans

*: Packet flat-rate services subscription rate = No. of packet flat-rate services subscriptions / (Total FOMA i-mode subs + No. of flat-rate subs without i-mode subscription + No. of data plan subs + No. of Xi data plan subs)

Smartphones (1)

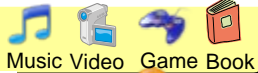
- Enrich services provided on smartphones to further expand our revenues base
- Reorganize and optimize organizational structure to realize the above

Actions undertaken

FY2011 and beyond

Feature phones

Content



Music Video Game Book



Smartphones

"docomo market"



"sp-mode"



Compatible with content payment capability

"Osai-fu-Keitai" e-wallet

E-book service



Compatible with Android market

Incorporate various popular i-mode services in smartphones



Install services "uniquely available on smartphones"

Service integration

Structural reorganization/optimization to realize service integration

Reinforcement of product planning

Structure for integrated planning from devices to apps

Integrated content development

Unified contact point for content providers, concentration of resources

Transition to Android OS-centric development structure

Application-based service development

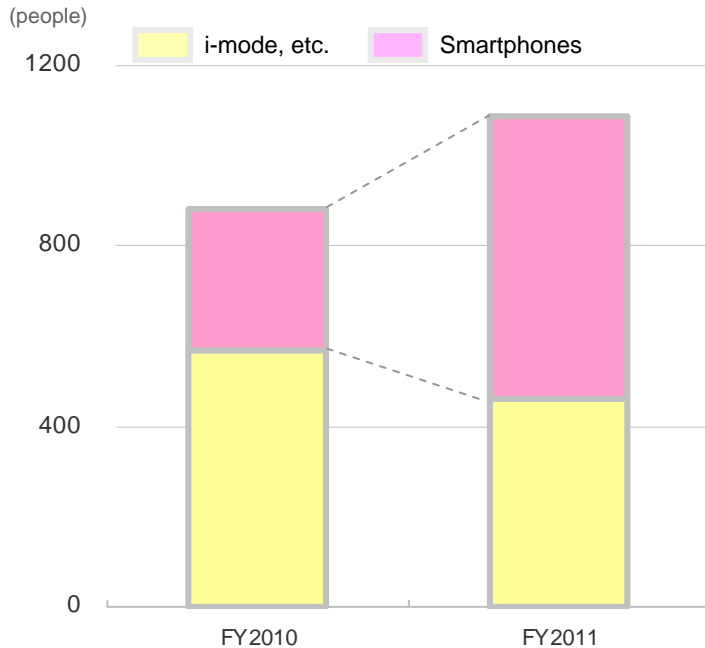
Establishment of Smart Communication Services Dept.

Smartphones (2)

- Strengthen customer contact channels in view of full-scale expansion of smartphone market and aim to increase no. of locations where customers can casually experience smartphones

Call Center Handling

Shift human resources to smartphones and increase no. of staff handling smartphone-related inquiries



Expansion of touch and try opportunities

Aim to increase no. of “smartphone lounges” to at least 1 location per Regional Office

docomo
smartphone
lounge



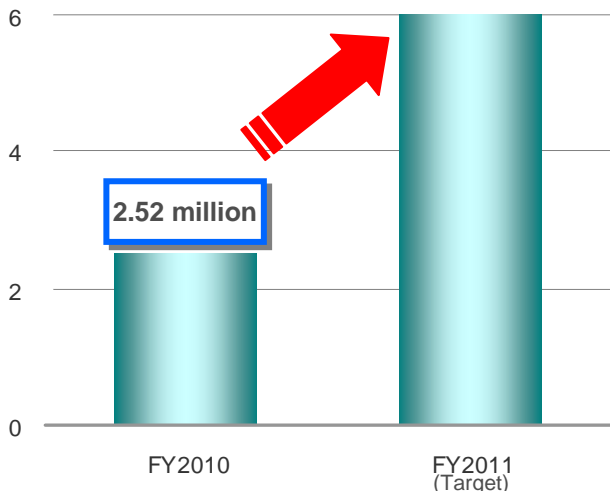
Smartphones (3)

- FY2010 full-year smartphone sales reached 2.52 million units as a result of enriching product lineup and service offerings
- Aim to sell 6.00 million units in FY2011 through further enrichment of product/services, e.g., raising the proportion of smartphones to approx. half of total new handsets planned for release in FY2011

Smartphone sales

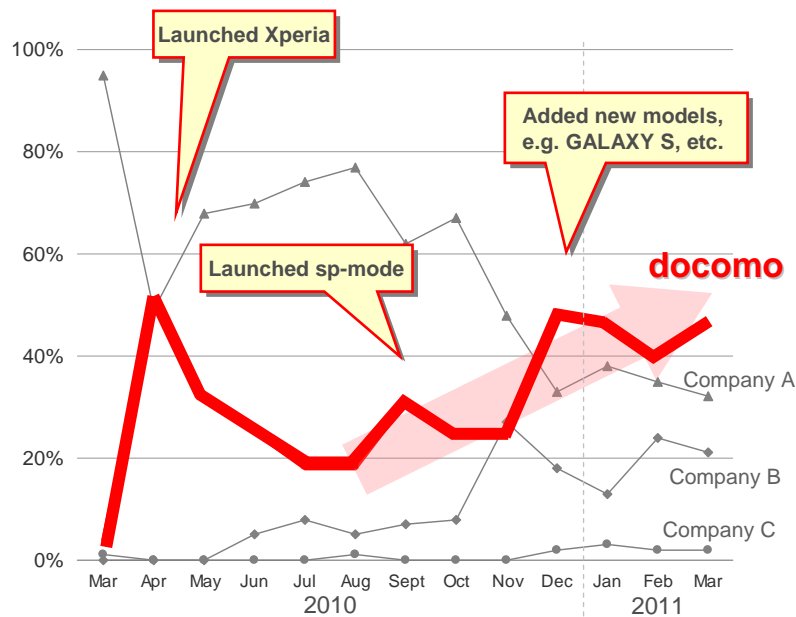
FY2011 (full-year)
smartphone sales:
6.00 million units

(Million units)



Historical changes in market share of smartphones sold at mass retailers*

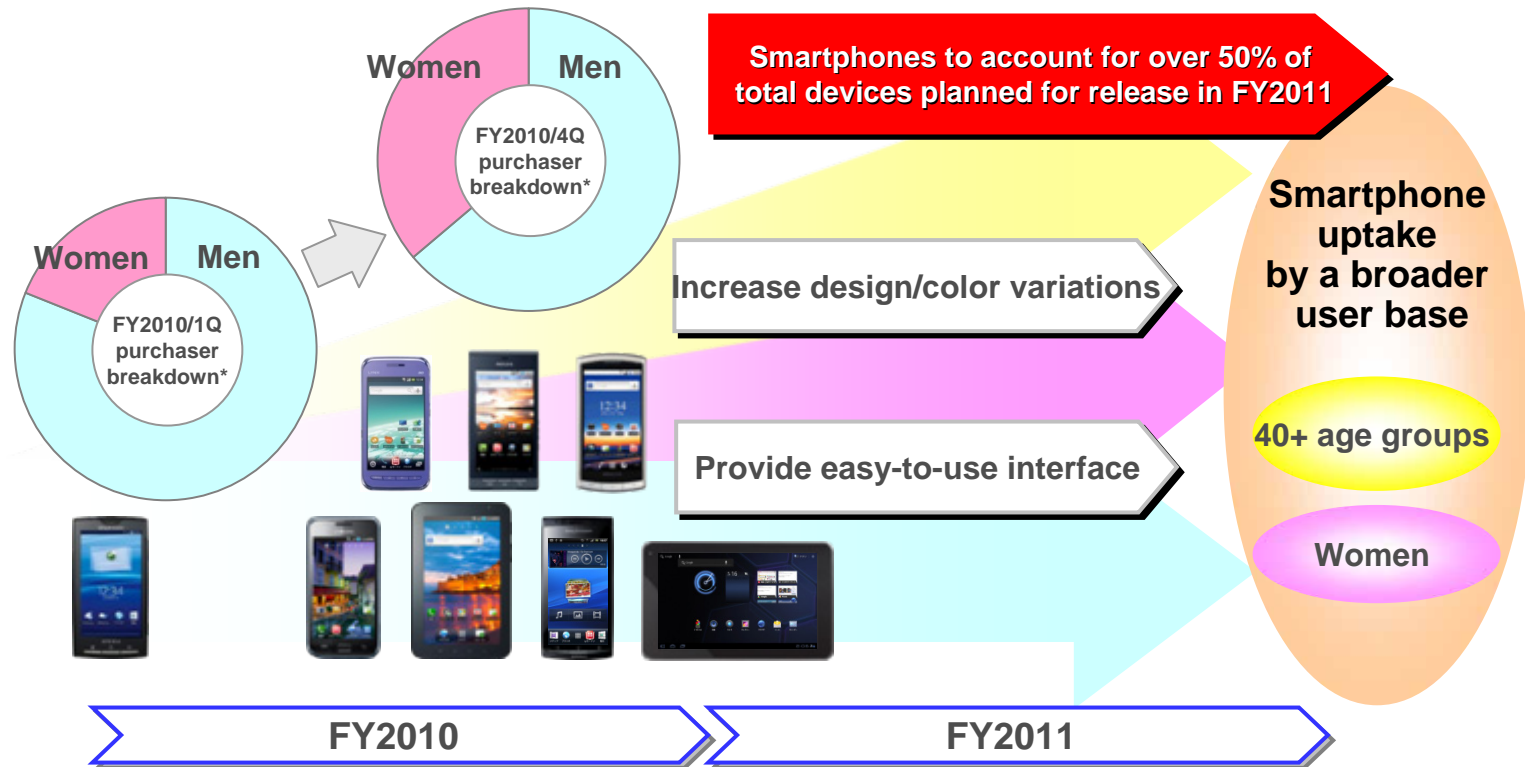
(Based on survey by GfK Japan)



* Market share comparison of mobile carriers in mobile phone sales category for FY2010. Based on survey by GfK Japan that aggregates the sales records of devices installing either of the 4 OSs (Android/i OS/Windows Mobile/BlackBerry: tablet-type devices not included) at major mass retailers across Japan.

Smartphones (4)

- Enrich product lineup to expand the user base of smartphones
- Increase the proportion of smartphones to over 50% of total devices planned for release in FY2011, while offering a lineup rich in design/color variations



* Exclusive of subscriptions by enterprise accounts

Data Communications

- Achieved FY2010 data communication device sales target of 800,000 units
- Aim to sell approx. 1.30 million units in FY2011, by enriching variety of Xi-enabled devices (e.g., Xi-enabled mobile Wi-Fi routers planned for release in summer 2011) and leveraging our superior network quality (transmission speeds/area coverage)

Data device sales

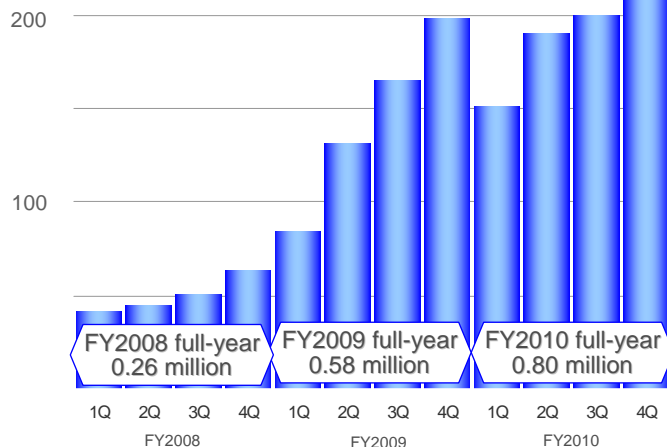
FY2011 full-year sales target: **Approx. 1.30 million**

Data card use

No. 1 satisfaction scores for:
 - Service area
 - Communication quality
 - Overall rating

*Source: Nikkei BP Consulting
 2nd Mobile data devices customer satisfaction survey; area coverage (outdoor), area coverage (indoor), communications quality (disruption of connection), responsiveness of retailer/shop attendants, after-sales support scores*

(1,000 units)

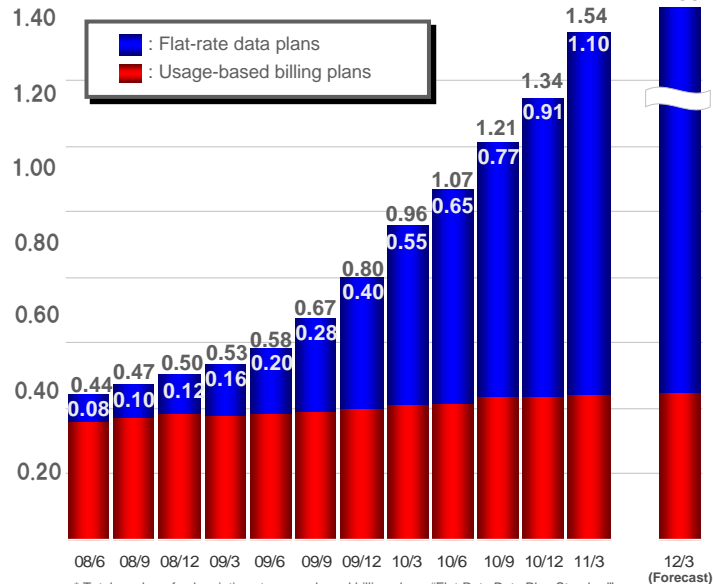


Data plan* subscriptions

Forecast as of Mar. 31, 2012: **Approx. 2.30 million**



(Million subs)



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

“i-concier”

- Aim to further increase subscriptions by advancing the services through enhancement of auto-GPS function (rain cloud alarm) and moving ahead with studies for “i-concier” introduction in smartphones

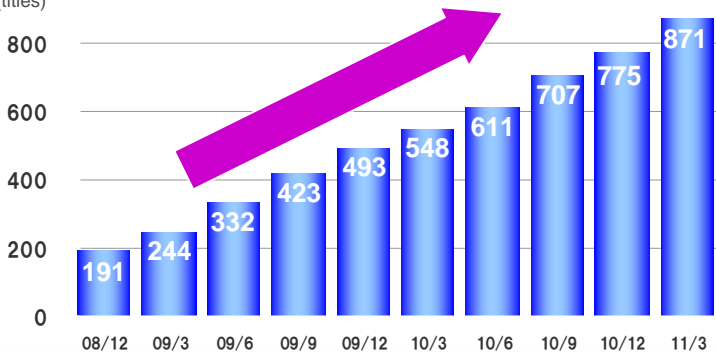
■ No. of subscriptions

(Million subs)



■ No. of content posted on “iMenu”

(titles)



■ Planned actions for FY2011

Further service evolution

New auto-GPS services
(rain cloud alarm)

More adequate &
advanced
behavior support

Targeted information
delivery

User

Sophisticated
matching

Info provider

Introduction in smartphones

Feature phones



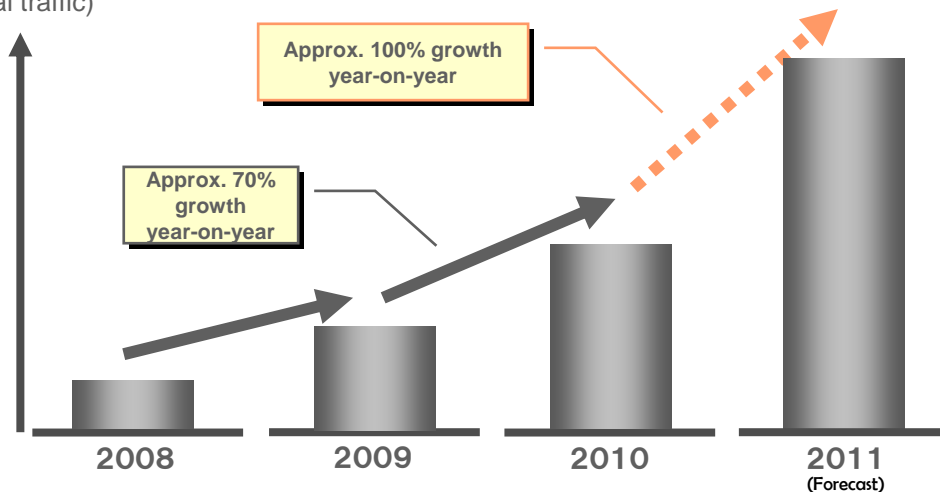
Smartphones



Measures Against Growing Packet Traffic

- Continue steadfast facility roll-out to accommodate constant growth of packet traffic
- Expand Xi coverage and apply dynamic network control and data off-loading to maintain/improve network quality

(Total traffic)



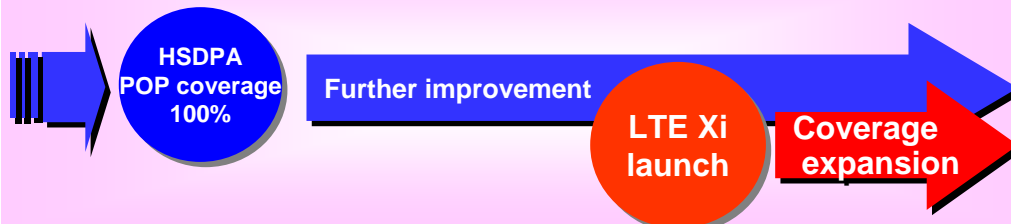
Measures

Xi coverage expansion

Dynamic network control
(Transmission speed control)

Data off-loading

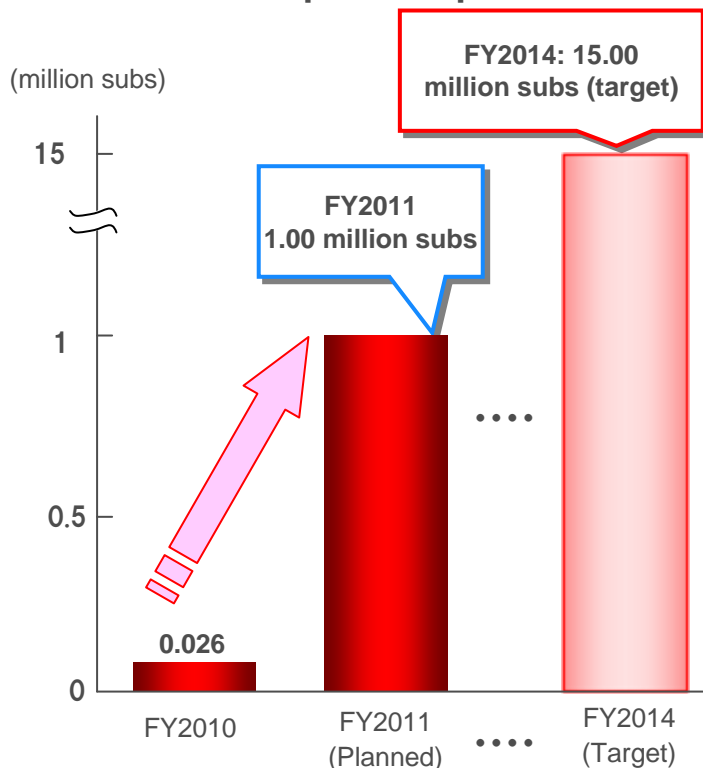
From "Secure FOMA capacity" / To "Xi coverage expansion"



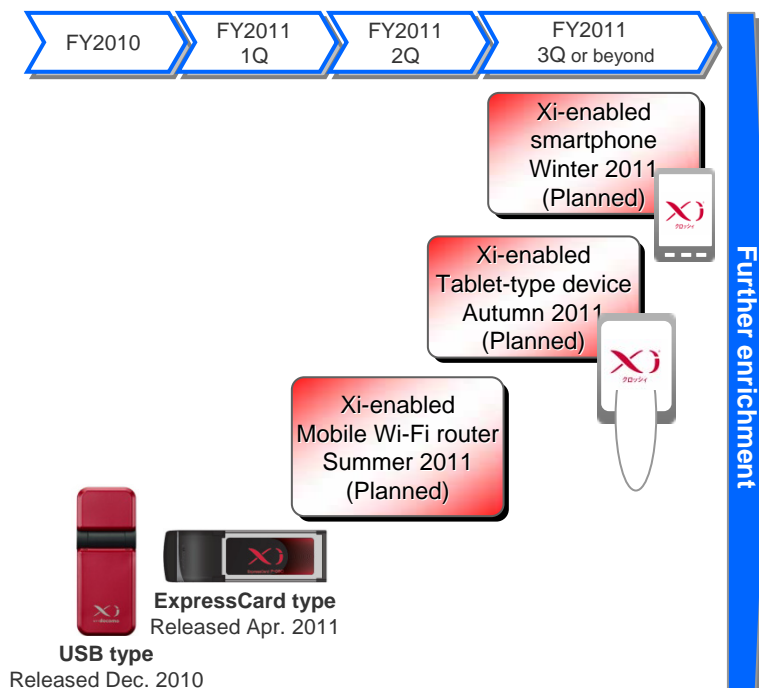
LTE Service: Xi (1)

- Plan to release Xi-enabled mobile Wi-Fi routers in summer 2011, and Xi-enabled tablet/smartphone in autumn/winter 2011
- Through the enrichment of product lineup, aim to expand Xi subscriptions to over 1.00 million in FY2011

Subscriber expansion plan

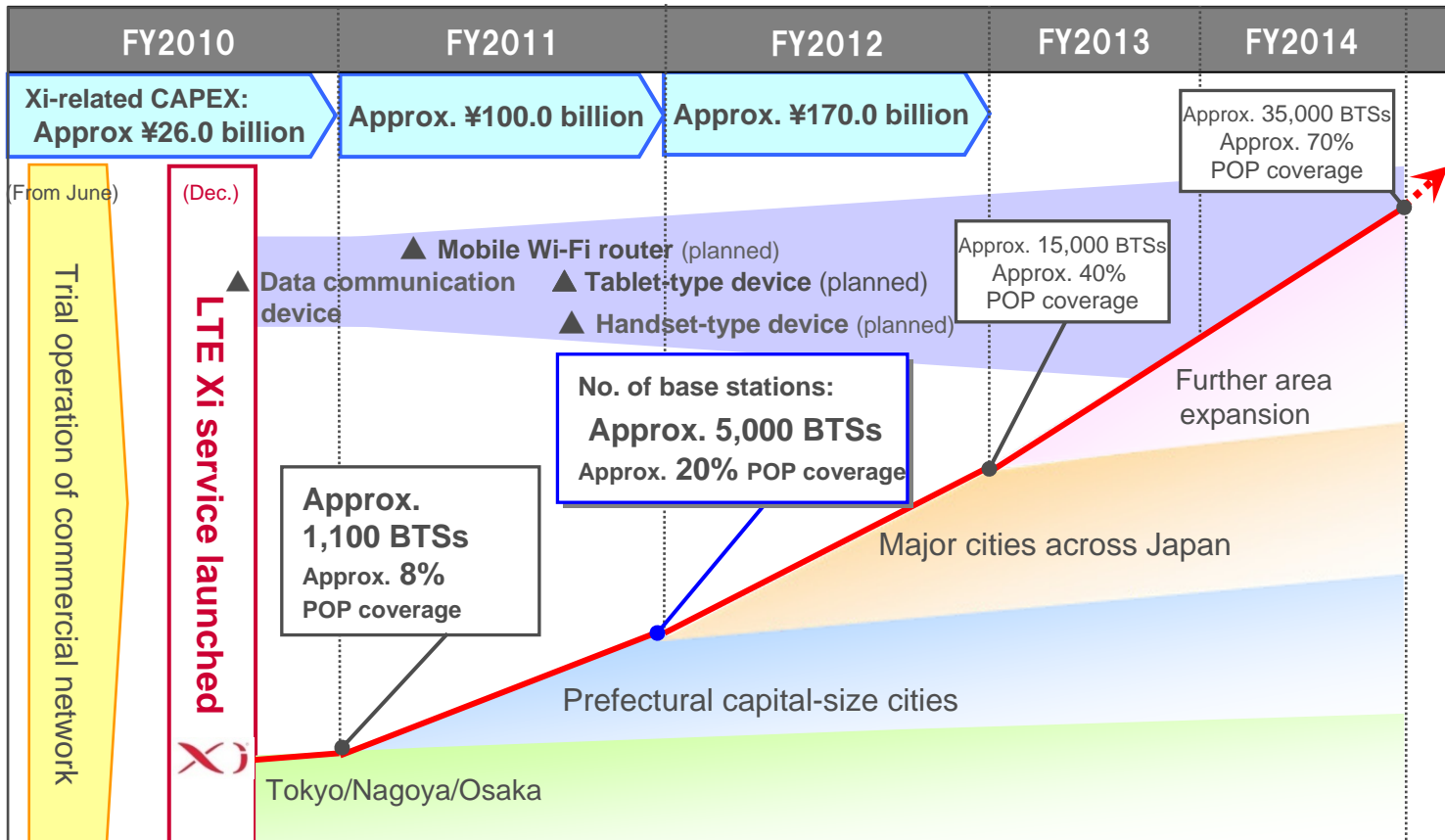


Enrichment of Xi product lineup



LTE Service: Xi (2)

- Xi coverage to be expanded to 6 major cities in Japan (Sapporo, Sendai, Kanazawa, Takamatsu, Hiroshima and Fukuoka) in July 2011
- Aim to expand coverage to prefectural capital-size cities by Mar. 31, 2012



Global Expansion (1)

- Capture new business opportunities in mobile data communication services, keeping an eye on the rapidly expanding global smartphone markets
- Enrich service offerings to short/long-term international travelers

FY2010

Rapid expansion of smartphone market



Content/
platform
domain

Expand business areas and accumulate know-how primarily in mature markets using the resources of net mobile AG

Network
domain

Assistance for network/service expansion and transfer of know-how to growth markets

For
short-
term
travelers

Launch of “Overseas Pake-hodai”
(Sept. 2010)

Enrichment of support counters
(14 major cities worldwide)

For long-
term
travelers

“Phone Number Storage service”
for long-term travelers

FY2011

Growth of mobile data market to accelerate on a global scale

Continue initiatives to address growth markets mainly in the Asia-Pacific region

Expansion of platform business and enhance added value of network business

Global-level collaboration with various partners

Mutually coordinated

Enrichment of “Overseas Pake-hodai”
(Increase destinations, enrich overseas content)

Enhanced convenience of smartphone users

Phone service for Japanese living in USA
(Provided by DOCOMO USA. Launched Apr. 2011)

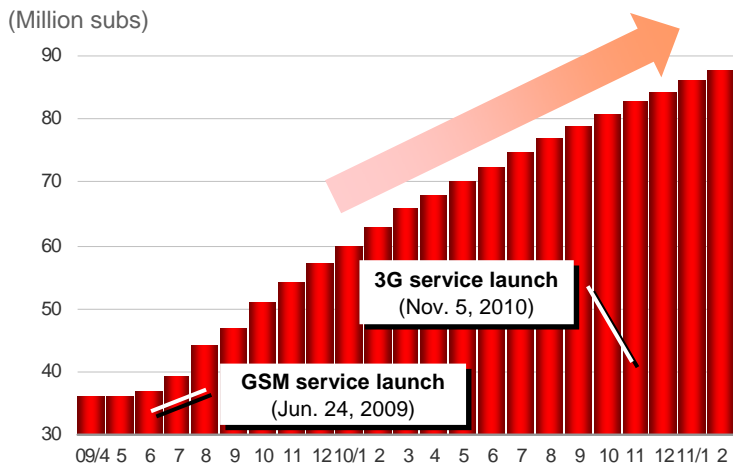
Global Expansion (2) –TTSL/TTML (India)

- TTSL’s total subscriptions increased steadily in FY2010 as a result of expanding services and network leveraging various types of assistance from DOCOMO
- Plan to further accelerate growth in FY2011 by expanding 3G services

■ No. of subscriptions*

Total subscriptions: 87.65 million
Market share: 11.1%*

(As of Feb. 28, 2011)



FY2010 action results

Steadfast increase of subscriptions

Enrichment of value-added services

3G network roll-out and service launch

GSM network construction and expansion

Support from DOCOMO, e.g., additional investment for reinforcement of 3G

Planned actions for FY2011

3G expansion



Network expansion

Service enrichment

3G subscriber growth

Aim for further growth

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

Business Alliance with DeNA

- Comprehensive service collaboration in social gaming business both in Japan and abroad
 - Japan: Offer services blending DOCOMO portal site and Mobage for both i-mode phones and smartphones
- Overseas: Aim to deploy businesses leveraging the resources of both companies

Domestic business alliance

Mobage for DOCOMO

(To be started progressively from May 2011)



■ Earlier distribution of well-known titles

Popular game titles to be distributed exclusively to DOCOMO users ahead of competition

■ DOCOMO user privilege offered in sites

10-million "Moba Coin" sharing campaign, etc.

■ Easy-to-use and convenient payment

Provision of billing schemes both for i-mode and smartphones

Billed together with monthly phone bill

sp-mode content payment service

Overseas collaboration

Overseas deployment of social game business



Planning/development of social games and platforms by DeNA overseas group company




Extensive ties with overseas mobile carriers and developers primarily in Europe and Asia

E-Book Service

- Plan to enrich service offerings with the aim of providing hybrid services integrating physical and online bookstores
- Compatible with book readers and a wide variety of smartphones
Introduced a multi-format viewer for enhanced convenience

E-Book service



- Compatible with various devices (docomo smartphones and book reader: 10 models)
- Support payment via sp mode
- Multi-format viewer

Subscriptions

Approx. 100,000

(As of Mar. 2011)

No. of content

Approx. 20,000

(As of Mar. 2011)

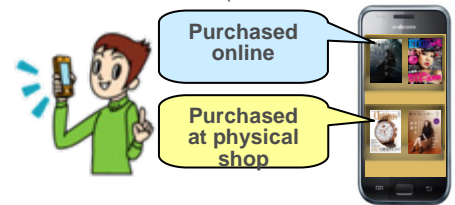
NTT docomo × DNP

Established joint-venture company with Dai Nippon Printing (DNP)

Full-scale service launched on Jan. 12, 2011

Future plans

- Coexistence of physical/digital stores -
- One-stop management of physical and electronic books (Bookshelf service)



- Point sharing with physical shops



32 Multimedia Broadcasting for Mobile Devices

- mmbi Inc. (carriage operator providing nationwide multimedia broadcasting services for mobile devices), Japan Mobilecating, Inc. (commissioned broadcasting business operating company) and DOCOMO (carrier providing mobile devices) are all steadily moving ahead with preparations toward service launch scheduled 2012/spring

mmbi

(Carriage operator for
broadcasting service: planned)

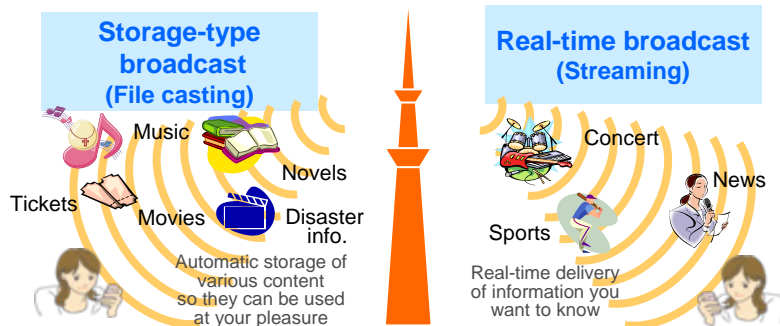
mmbi, Inc.

(Changed corporate name
on Apr. 1, 2011)

**Provision of rich variety of entertaining content
Convergence with SNS, Twitter
and other services**

* Provision of disaster information also planned

Services to be provided (conceptual)



Japan Mobilecating, Inc.

(License granted: Sep. 9, 2010
Established: Jan. 11, 2011)

JAPAN MOBILECASTING

(Commissioned broadcasting business operating company)

**Steadfast roll-out of facilities
Provision at reasonable rates**

Household coverage at end of fiscal year (planned)



**Trial operation
planned to start
at Sumida TV
transmit station
(Tokyo Sky Tree)
by Jan. 2012**

* Photo provided by:
Tobu Railway Co. Ltd.
Tobu Tower Sky Tree Co. Ltd.

At service
launch
60%

**FY2012
73%**

**FY2014
91%**

NTT docomo

(Carrier providing devices)

**Actively provide
compatible handsets
(smartphones, etc.)**

Smartphones



Tablet
devices

**Mobile device
(conceptual)**



Corporate Marketing

- Further reinforce our sales structure and after-sales support, aiming to win No. 1 customer satisfaction ranking for 3 straight years
- Focus on selling smartphones/tablets in a bundle with cloud-based and other solutions

No. 1 ranking in FY2009-2010 customer satisfaction survey for 2 straight years*



Responsiveness of sales contact

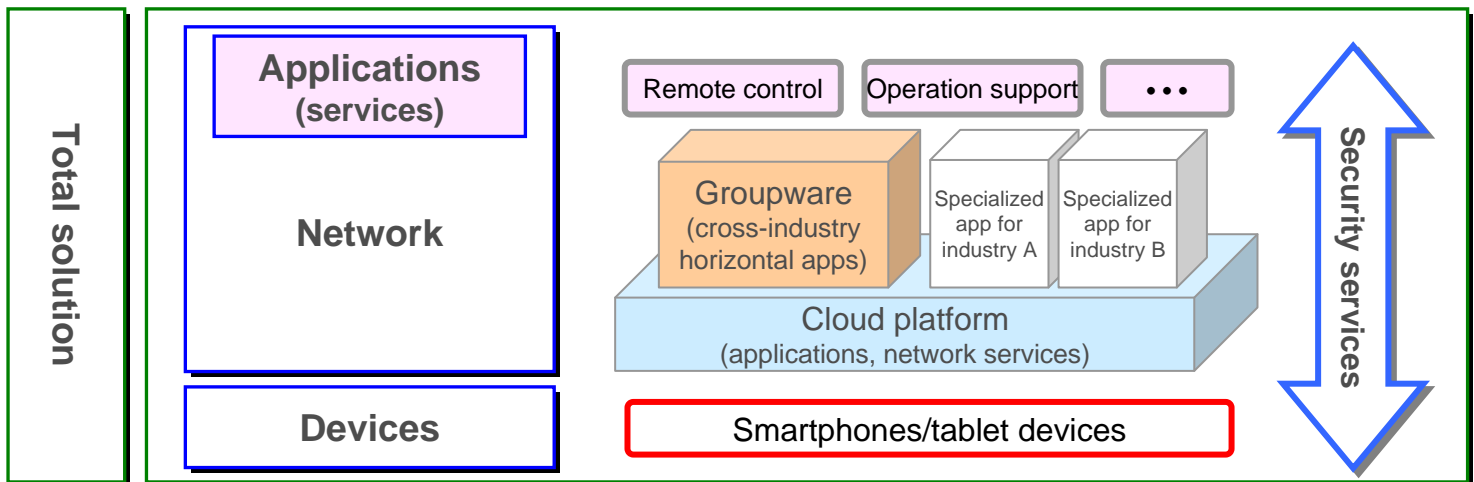
Service content

Service quality

Cost

Aim to receive No. 1 customer satisfaction ranking for 3 straight years

Actions to expand sales of smartphones/tablets to corporate users



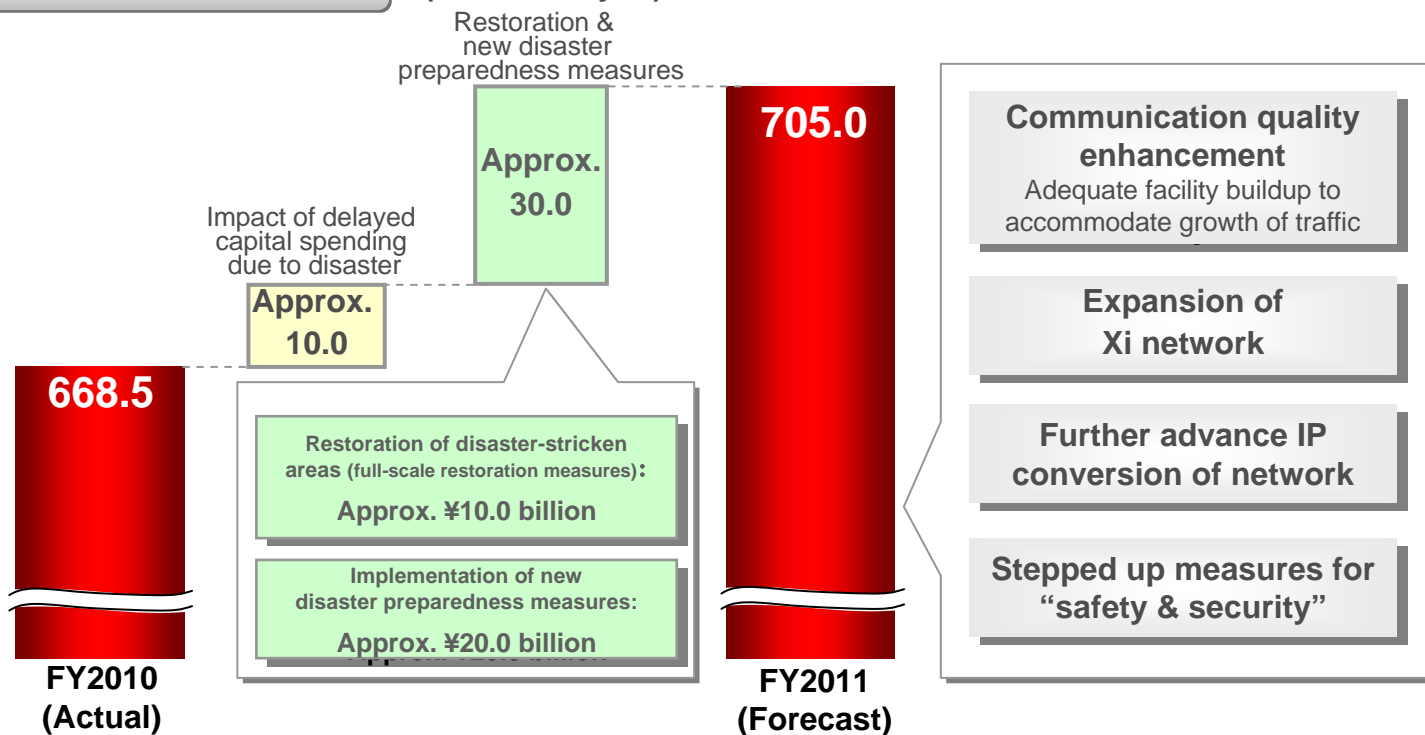
* Source: J.D. Power Asia Pacific 2009-2010 Japan Business Mobile Phone/PHS Service Customer Satisfaction Index StudySM. Study results was based on 3,222 responses from individuals responsible for supervising or deciding upon telephone services at 2,345 businesses with more than 100 employees. (Each respondent evaluated up to two mobile telephone/PHS providers). www.jdpower.co.jp

Capital Expenditures

- Plan to continue investments for buildup of network facilities to accommodate growth of traffic and expansion of Xi service areas, etc.
- In addition, due to emergency CAPEX required to restore facilities damaged by the Great East Japan Earthquake and to implement to new disaster preparedness measures, total annual CAPEX for FY2011 estimated to be ¥705.0 billion

CAPEX

(Billions of yen)



Cost Efficiency Improvement

- Achieved ¥200.0 billion cost reduction target set forth in our medium-term vision 2 years ahead of plan
- Continue company-wide cost-cutting efforts in FY2011(¥40.0 billion)

Progress of cost reduction*1 (Billions of yen)

Cost reduction achieved by the end of the fiscal year compared to FY2007

New areas for cost reduction

Sales

Network

R&D

Common

After-sales support

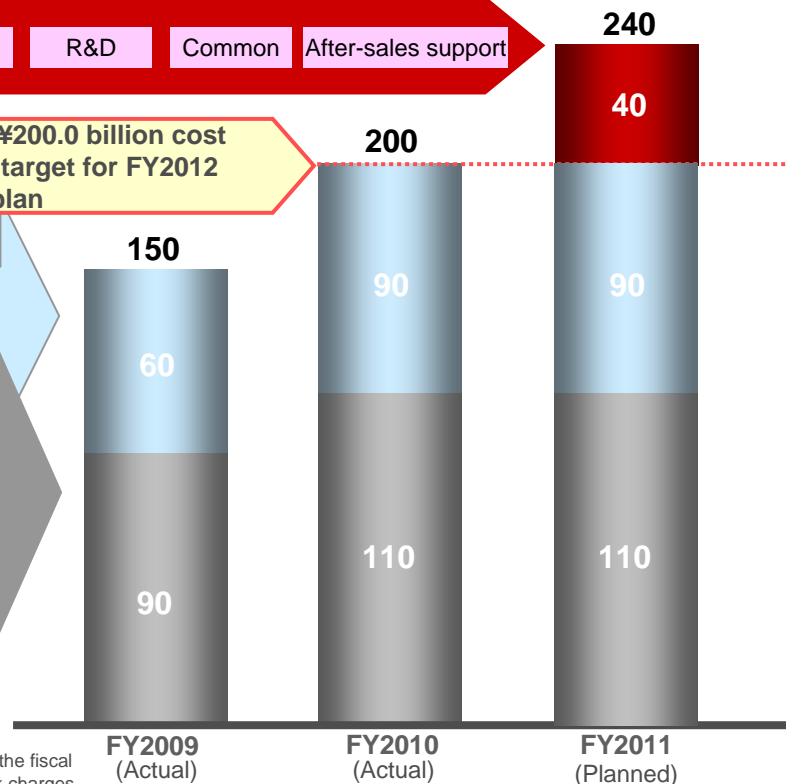
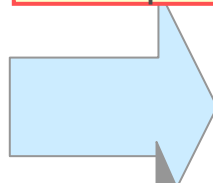
General expenses/ Integration of former regional subsidiaries

- Integrated operations upon the consolidation of former regional subsidiaries
- Promotion of best practices
- Continual efficiency improvement of use of general expenses

Network-related costs*2

- Continual efficiency improvement of use of CAPEX
- Promote ALL-IP conversion
- Construction of economical transmission network

Achieved ¥200.0 billion cost reduction target for FY2012 ahead of plan

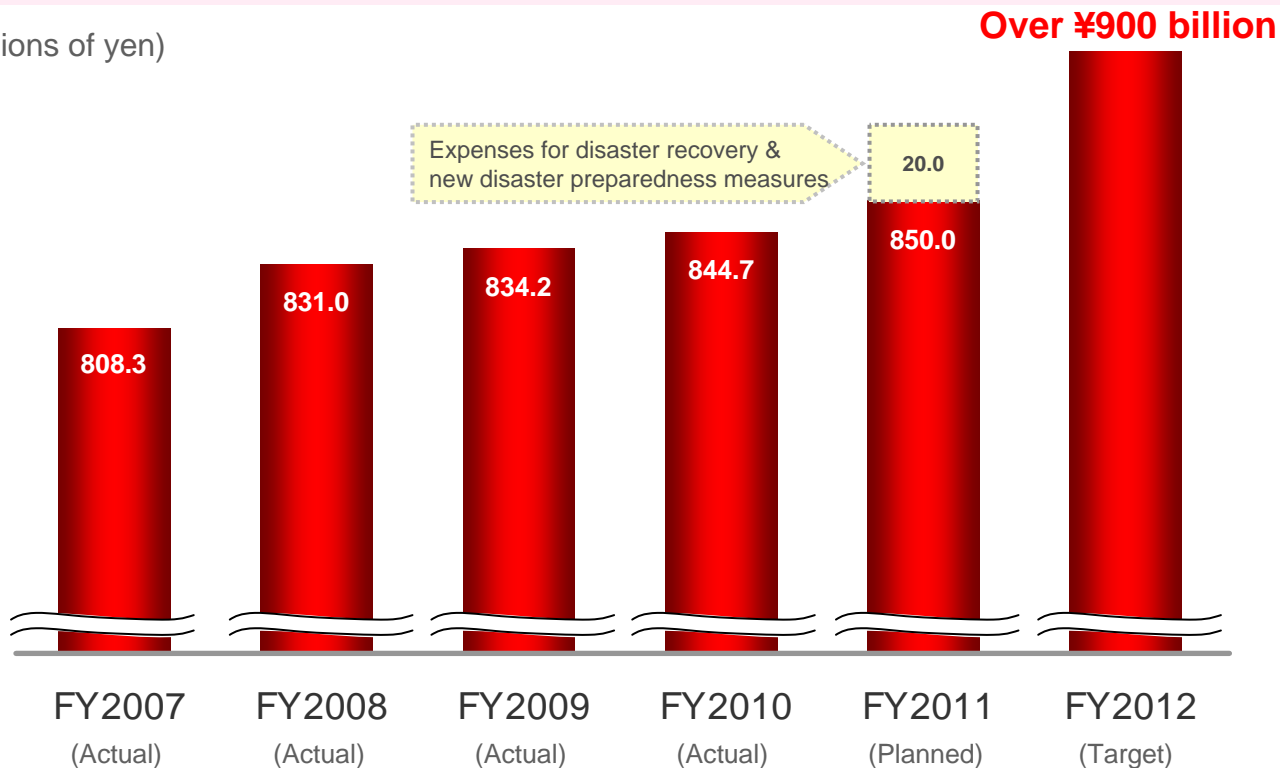


*1: Amount of reduction is the projected cost savings to be achieved by the end of the fiscal year compared to FY2007. *2: Sum of depreciation and communication network charges

Income Target

- FY2011 operating income forecast: ¥850.0 billion after factoring in expenses required for disaster recovery and new disaster preparedness measures
- FY2012 operating income target of “over ¥900.0 billion” remains unchanged despite the impact of disaster

(billions of yen)



Return to Shareholders

- Dividend: To be increased by ¥400/share to ¥5,600/share (FY2011 (planned))
- Share repurchases: To be conducted flexibly in view of prevailing circumstances

As we believe returning profits to shareholders is one of the most important issues in our corporate management, we will review the returns to shareholders with a positive view taking into account the progress of achievement of our Medium-Term Vision

Dividend per share



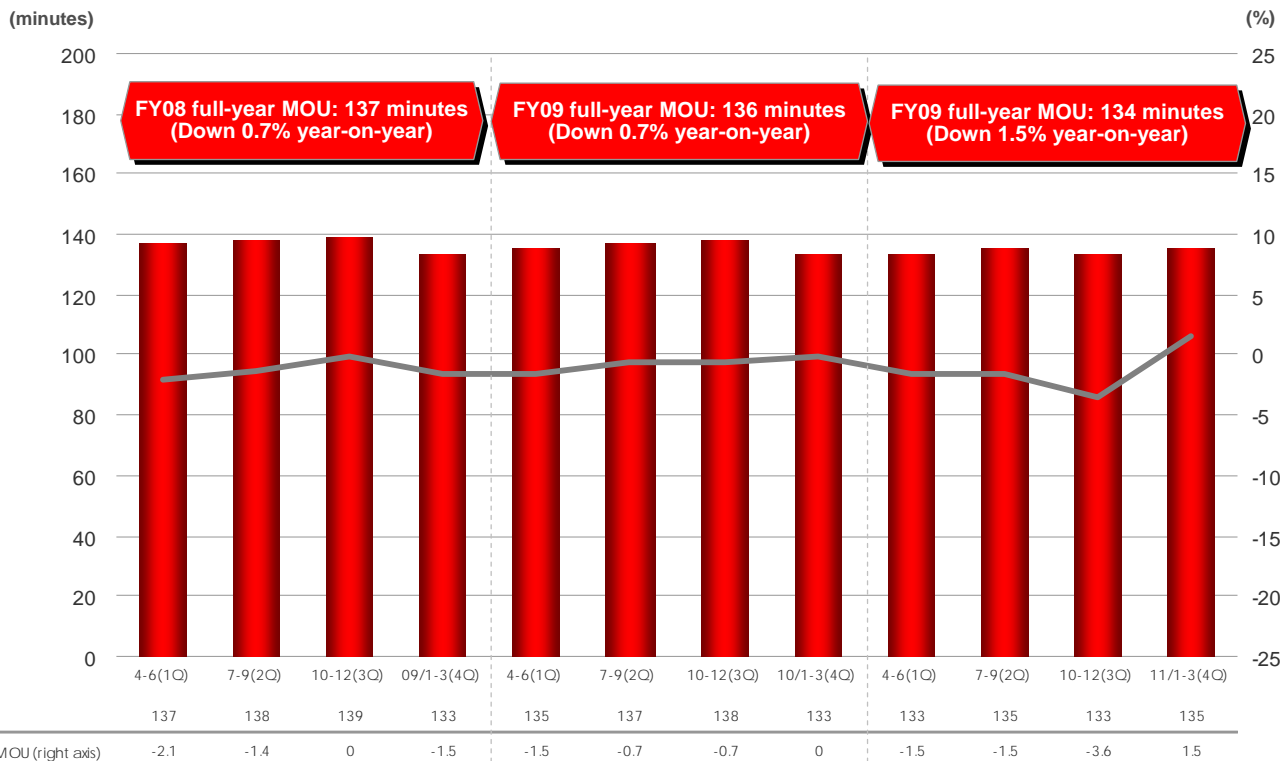
NTT
docomo



Appendices

Cellular (Xi+FOMA+mova) MOU

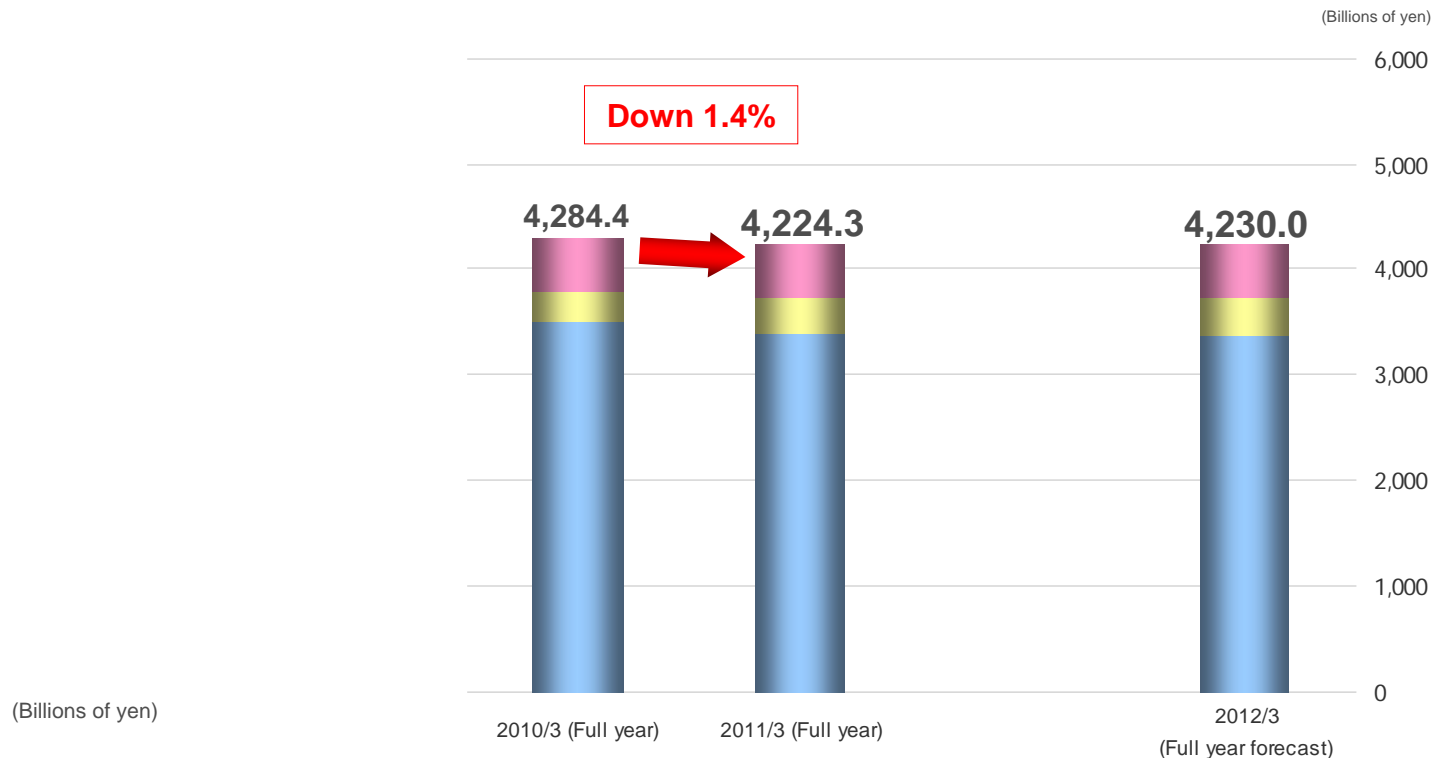
- FY2010 MOU: 134 minutes (Down 1.5% year-on-year)



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

Operating Revenues

U.S. GAAP



■ Equipment sales revenues	507.5	477.4	493.0
■ Other revenues	277.5	339.7	369.0
■ Cellular services revenues (voice, packet)	3499.5	3,407.1	3,368.0

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

Operating Expenses

U.S. GAAP

(Billions of yen)

5,000

4,000

3,000

2,000

1,000

0

Down 2.0%

3,450.2

3,379.5

3,380.0

(Billions of yen)

2010/3 (Full year)

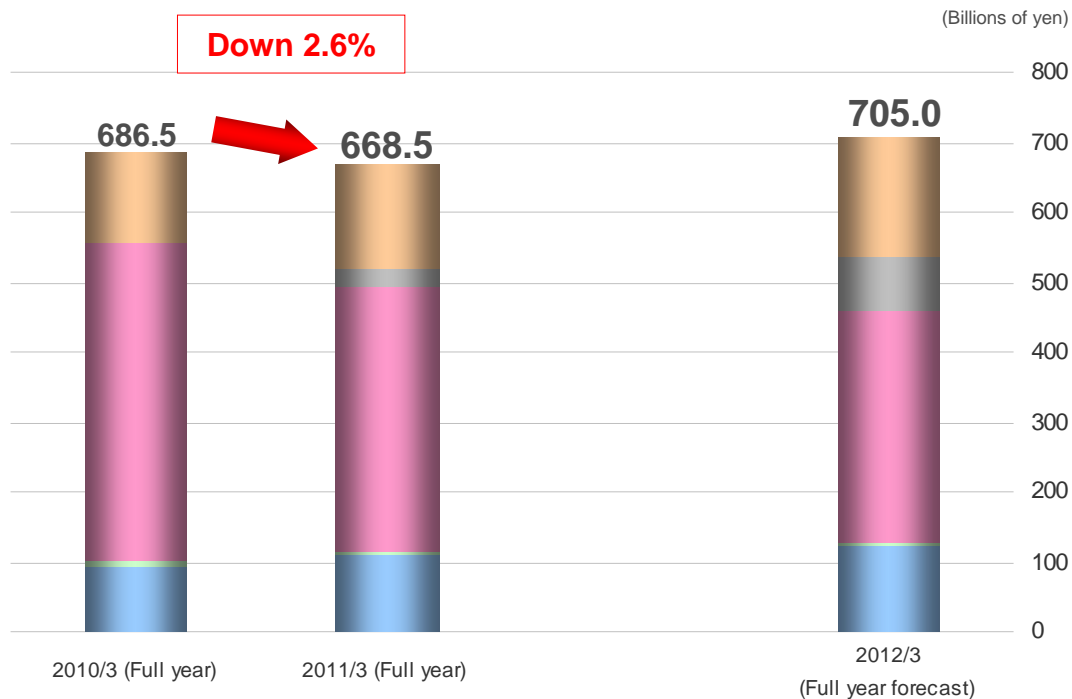
2011/3 (Full year)

2011/3
(Full year forecast)

■ Personnel expenses	258.3	264.6	275.0
■ Taxes and public duties	38.9	38.7	39.0
■ Depreciation and amortization	701.1	693.1	687.0
■ Loss on disposal of property, plant and equipment and intangible assets	47.0	44.3	54.0
■ Communication network charges	281.9	261.3	223.0
■ Non-personnel expenses	2,122.9	2,077.6	2,102.0
(Incl.) Revenue-linked expenses*	1,253.8	1,174.8	1,117.0
(Incl.) Other non-personnel expenses	869.1	902.7	985.0

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

Capital Expenditures



■ Other (information systems, etc.)

129.7

147.7

168.0

■ Mobile phone business (LTE)

-

26.0

79.0

■ Mobile phone business (FOMA)

454.0

378.8

331.0

■ Mobile phone business (mova)

7.7

5.4

2.0

■ Mobile phone business (Other)

95.1

110.6

125.0

Operational Results and Forecasts

			2010/3 (Full-year) (1)	2011/3 (Full-year) (2)	Changes (1) → (2)	2012/3 (Full-year forecast)	
Cellular Phone	No. of Subscriptions (thousands)*1		56,082	58,010	+3.4%	59,960	
		mova	2,879	1,239	-57.0%	0	
		FOMA	53,203	56,746	+6.7%	58,930	
		Xi	-	26	-	1,030	
		i-mode	48,992	48,141	-1.7%	44,440	
		sp-mode	-	2,095	-	-	
		Communication Module Services	1,603	1,968	+22.8%	2,410	
	Market share (%)		50.0	48.5	-1.5 Points	-	
	Handsets sold (thousands) (including handsets sold without involving sales by DOCOMO)	Total handsets sold		18,037	19,055	+5.6%	-
		mova	New	10	7	-28.1%	-
			Replacement	7	3	-56.1%	-
		FOMA	New	4,499	5,086	+13.1%	-
			Migration from mova	2,274	1,385	-39.1%	-
	Other*2		11,247	12,547	+11.6%	-	
	Churn rate (%)		0.46	0.47	+0.01 Points	-	
ARPU (Xi+FOMA+mova) (yen)*3		5,350	5,070	-5.2%	4,890		
MOU (Xi+FOMA+mova) (minutes)*3		136	134	-1.5%	-		

*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 "Definition and Calculation Methods of MOU and ARPU" in this presentation.

FY2010/4Q Financial Results

	2010/1-3 (4Q) ⁽¹⁾	2011/1-3 (4Q) ⁽²⁾	Changes (1) → (2)
Operating Revenues (Billions of yen)	1,042.0	1,015.1	-2.6%
Cellular Services Revenues (Billions of yen)	836.7	808.3	-3.4%
Operating Expenses (Billions of yen)	910.4	928.9	+2.0%
Operating Income (Billions of yen)	131.6	86.2	-34.5%
Income Before Income Taxes (Billions of yen)	134.5	86.7	-35.5%
Net Income attributable to NTT DOCOMO, INC. (Billions of yen)	75.4	46.5	-38.4%
EBITDA Margin (%) *	32.0	29.3	-2.7 Points
Adjusted Free Cash Flow (Billions of yen) *	-238.8	195.7	-18.1%

◆ Consolidated financial statements in this document are unaudited.

◆ Adjusted free cash flow excludes the effects of changes in investment for cash management purposes derived from purchases, redemption at maturity and disposals of financial instruments held for cash management purposes with original maturities of longer than three months.

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

46 Definition and Calculation Methods of MOU and ARPU

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

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

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

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

◇ **Voice ARPU (Xi+FOMA+mova):** Voice ARPU (FOMA+mova) Related Revenues (basic monthly charges, voice communication charges) /
No. of active subscriptions (Xi+FOMA+mova)

◇ **Packet ARPU (Xi+FOMA+mova):** Packet ARPU (Xi+FOMA+mova) Related Revenues (basic monthly charges, packet communication charges) /
No. of active subscriptions (Xi+FOMA+mova)

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

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

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

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

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

◇ **Packet ARPU (mova):** Packet ARPU (mova) Related Revenues (basic monthly charges, packet communication charges) /
No. of active subscriptions (mova)

◆ **Active Subscriptions Calculation Methods:**

Sum of No. of active subscriptions for each month ((No. of subscriptions at the end of previous month +
No. of subscriptions at the end of current month) / 2) during the relevant period

Note: Subscriptions and revenues for communication module services and Phone Number Storage and Mail Address Storage services are not included in the ARPU and MOU calculations.

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

i . EBITDA and EBITDA margin

	Billions of yen		
	Year ending March 31, 2012 (Forecasts)	Year ended March 31, 2010	Year ended March 31, 2011
a. EBITDA	¥ 1,573.0	¥ 1,568.1	¥ 1,565.7
Depreciation and amortization	(687.0)	(701.1)	(693.1)
Loss on sale or disposal of property, plant and equipment	(36.0)	(32.7)	(27.9)
Operating income	850.0	834.2	844.7
Other income (expense)	4.0	1.9	(9.4)
Income taxes	(346.0)	(338.2)	(337.8)
Equity in net income (losses) of affiliates	(6.0)	(0.9)	(5.5)
Less: Net (income) loss attributable to noncontrolling interests	-	(2.3)	(1.5)
b. Net income attributable to NTT DOCOMO, INC.	502.0	494.8	490.5
c. Operating revenues	4,230.0	4,284.4	4,224.3
EBITDA margin (=a/c)	37.2%	36.6%	37.1%
Net income margin (=b/c)	11.9%	11.5%	11.6%

Note: EBITDA and EBITDA margin, as we use them, are different from EBITDA as used in Item 10(e) of regulation S-K and may not be comparable to similarly titled measures used by other companies.

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

	Billions of yen		
	Year ending March 31, 2012 (Forecasts)	Year ended March 31, 2010	Year ended March 31, 2011
Free cash flows excluding irregular factors and changes in investments for cash management purposes	¥ 480.0	¥ 416.9	¥ 589.8
Irregular factors (1)	(170.0)	-	-
Changes in investments for cash management purposes(2)	-	(398.0)	241.9
Free cash flows	310.0	18.9	831.7
Net cash used in investing activities	(713.0)	(1,163.9)	(455.4)
Net cash provided by operating activities	1,023.0	1,182.8	1,287.0

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

(2) Changes in investments for cash management purposes were derived from purchases, redemption at maturity and disposals of financial instruments held for cash management purposes with original maturities of longer than three months. Net cash used in investing activities for the year ended March, 2010 and 2011 includes changes in investments for cash management purposes. The effect of changes in investments for cash management purposes is not taken into account when we forecasted net cash used in investing activities for the year ending March 31, 2012 due to the difficulties in forecasting such effect.



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