

NTT DOCOMO INC  
Form 6-K  
April 27, 2012  
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**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

**Washington, D.C. 20549**

**FORM 6-K**

**REPORT OF FOREIGN PRIVATE ISSUER PURSUANT TO RULE 13a-16 OR  
15d-16 UNDER THE SECURITIES EXCHANGE ACT OF 1934**

**For the month of April, 2012**

**Commission File Number: 001-31221**

**Total number of pages: 97**

**NTT DOCOMO, INC.**

**(Translation of registrant's name into English)**

**Sanno Park Tower 11-1, Nagata-cho 2-chome**

**Chiyoda-ku, Tokyo 100-6150**

**Japan**

**(Address of principal executive offices)**

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Indicate by check mark whether the registrant files or will file annual reports under cover Form 20-F or Form 40-F.

**Form 20-F**

**Form 40-F**

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T Rule 101(b)(1):

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T Rule 101(b)(7):

### SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

NTT DOCOMO, INC.

Date: April 27, 2012

By: /s/ OSAMU HIROKADO  
**Osamu Hirokado**

**Head of Investor Relations**

Information furnished in this form:

1. Earnings release for the fiscal year ended March 31, 2012
2. Results for the fiscal year ended March 31, 2012, and principal actions planned for the fiscal year ending March 31, 2013

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**Earnings Release**

For the Fiscal Year Ended March 31, 2012

April 27, 2012  
[U. S. GAAP]

Name of registrant: **NTT DOCOMO, INC.** (URL <http://www.nttdocomo.co.jp/>)  
 Code No.: 9437  
 Stock exchange on which the Company's shares are listed: Tokyo Stock Exchange-First Section  
 Representative: Ryuji Yamada, Representative Director, President and Chief Executive Officer  
 Contact: Ken Takeuchi, Senior Manager, General Affairs Department / TEL +81-3-5156-1111  
 Scheduled date for the general meeting of shareholders: June 19, 2012  
 Scheduled date for dividend payment: June 20, 2012  
 Scheduled date for filing of securities report: June 20, 2012  
 Supplemental material on annual results: Yes  
 Presentation on annual results: Yes (for institutional investors and analysts)  
 (Amounts are rounded off to the nearest 1 million yen.)

**1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2012 (April 1, 2011 – March 31, 2012)**

(1) Consolidated Results of Operations

(Millions of yen, except per share amounts)

|                           | Operating Revenues |        | Operating Income |      | Income before<br>Income Taxes | Net Income Attributable to<br>NTT DOCOMO, INC. |
|---------------------------|--------------------|--------|------------------|------|-------------------------------|--|
| Year ended March 31, 2012 | 4,240,003          | 0.4%   | 874,460          | 3.5% | 876,958                       | 463,912 (5.4)%                                 |
| Year ended March 31, 2011 | 4,224,273          | (1.4)% | 844,729          | 1.3% | 835,338                       | 490,485 (0.9)%                                 |

(Note) Comprehensive income attributable to NTT DOCOMO, INC.:  
 For the fiscal year ended March 31, 2012: 436,338 million yen (3.2)%  
 For the fiscal year ended March 31, 2011: 450,909 million yen (13.8)%

|                           | Basic Earnings per Share<br>Attributable to NTT<br>DOCOMO, INC. | Diluted Earnings per Share<br>Attributable to<br>NTT<br>DOCOMO,<br>INC. |       | Operating Income<br>Margin |
|---------------------------|---|---|-------|----------------------------|
|                           |   | ROE   | ROA   |                            |
| Year ended March 31, 2012 | 11,187.34 (yen)   | 9.4%  | 12.8% | 20.6%                      |
| Year ended March 31, 2011 | 11,797.07 (yen)   | 10.3%   | 12.3% | 20.0%                      |

(Note) Equity in net income (losses) of affiliates:  
 For the fiscal year ended March 31, 2012: (13,472) million yen  
 For the fiscal year ended March 31, 2011: (5,508) million yen

(Percentages above represent changes compared to the corresponding previous year)

(2) Consolidated Financial Position

(Millions of yen, except per share amounts)

|                | Total Assets | Total Equity<br>(Net Assets) | NTT DOCOMO, INC.<br>Shareholders<br>Equity | Shareholders<br>Equity<br>Ratio | NTT DOCOMO, INC.<br>Shareholders<br>Equity<br>per Share |
|----------------|--------------|------------------------------|--|---------------------------------|---|
| March 31, 2012 | 6,948,082    | 5,108,771                    | 5,062,527                                  | 72.9%                           | 122,083.91 (yen)  |
| March 31, 2011 | 6,791,593    | 4,877,594                    | 4,850,436                                  | 71.4%                           | 116,969.29 (yen)  |

(3) Consolidated Cash Flows

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|                           | (Millions of yen)                       |   |   |   |
|---------------------------|---|---|---|---|
|                           | Cash Flows from<br>Operating Activities | Cash Flows from<br>Investing Activities | Cash Flows from<br>Financing Activities | Cash and Cash Equivalents<br>at Fiscal Year End |
| Year ended March 31, 2012 | 1,110,559                               | (974,585)                               | (378,616)                               | 522,078   |
| Year ended March 31, 2011 | 1,287,037                               | (455,370)                               | (421,969)                               | 765,551   |

**2. Dividends**

| Date of Record                            | Cash Dividends per Share (yen) |                              |                             |          | Total    | Total Cash Dividends<br>for the Year<br>(Millions of yen) |       | Payout<br>Ratio | Ratio of Dividends to<br>NTT DOCOMO, INC.<br>Shareholders<br>Equity |
|---|--------------------------------|------------------------------|-----------------------------|----------|----------|---|-------|-----------------|---|
|   | End of the<br>First Quarter    | End of the<br>Second Quarter | End of the<br>Third Quarter | Year End |          |   |       |                 |   |
| Year ended March 31,<br>2011              |                                | 2,600.00                     |                             | 2,600.00 | 5,200.00 | 215,991   | 44.1% | 4.6%            |   |
| Year ended March 31,<br>2012              |                                | 2,800.00                     |                             | 2,800.00 | 5,600.00 | 232,219   | 50.1% | 4.7%            |   |
| Year ending March 31,<br>2013 (Forecasts) |                                | 3,000.00                     |                             | 3,000.00 | 6,000.00 |   | 44.7% |                 |   |

**3. Forecasts of Consolidated Financial Results for the Fiscal Year Ending March 31, 2013 (April 1, 2012 - March 31, 2013)**

|                                      | (Millions of yen, except per share amounts) |      |                  |      |                               |      |   |       |  |  |
|--------------------------------------|---|------|------------------|------|-------------------------------|------|---|-------|--|--|
|                                      | Operating Revenues                          |      | Operating Income |      | Income before<br>Income Taxes |      | Net Income<br>Attributable to<br>NTT DOCOMO, INC. |       | Basic Earnings per<br>Share Attributable to<br>NTT DOCOMO,<br>INC. |  |
| Six months ending September 30, 2012 |   |      |                  |      |                               |      |   |       |  |  |
| Year ending March 31, 2013           | 4,450,000                                   | 5.0% | 900,000          | 2.9% | 903,000                       | 3.0% | 557,000   | 20.1% | 13,432.17  |  |

(Percentages above represent changes compared to the corresponding previous year)

\* Notes:

- (1) Changes in significant subsidiaries  
(Changes in significant subsidiaries for the fiscal year ended March 31, 2012 which resulted in changes in scope of consolidation) None
- (2) Changes in significant accounting policies  
i. Changes due to revision of accounting standards and other regulations: Yes  
ii. Others: None  
(Refer to page 33, contained in the attachment for more information.)
- (3) Number of issued shares (common stock)
- |  |   |                   |
|--|---|-------------------|
| i. Number of issued shares (inclusive of treasury stock):  | As of March 31, 2012:                     | 43,650,000 shares |
|  | As of March 31, 2011:                     | 43,650,000 shares |
| ii. Number of treasury stock:                              | As of March 31, 2012:                     | 2,182,399 shares  |
|  | As of March 31, 2011:                     | 2,182,399 shares  |
| iii. Number of weighted average common shares outstanding: | For the fiscal year ended March 31, 2012: | 41,467,601 shares |
|  | For the fiscal year ended March 31, 2011: | 41,576,859 shares |

\* Presentation on the status of audit procedure:

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This earnings release is not subject to the audit procedure as required by the Financial Instruments and Exchange Act of Japan. As of the date when this earnings release was issued, the audit procedure on financial statements as required by the Financial Instruments and Exchange Act had not been finalized.

\* Explanation for forecasts of operations and other notes:

Forward-looking statements in this earnings release, such as forecasts of results of operations, are based on the information currently available and the certain assumptions that we regard as reasonable, and therefore actual results may differ materially from those contained in, or suggested by, any forward-looking statements. With regard to the assumptions and other related matters concerning forecasts for the fiscal year ending March 31, 2013, please refer to pages 19 and 22, contained in the attachment.

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**Earnings Release for the Fiscal Year Ended March 31, 2012**

**1. Information on Consolidated Results**

**(1) Operating Results**

**i. Business Overview**

As Japan's mobile telecommunications market continues to mature in line with the rise in cellular penetration rate, competition among operators remains intense in such areas as the acquisition of subscribers and further improvements in service offerings.

Under these market conditions, we aim to achieve further growth and deliver new value to society with our corporate vision, Pursuing Smart Innovation: HEART. In the fiscal year ended March 31, 2012, based on our medium-term action plan DOCOMO's Change and Challenge to Achieve New Growth, we continued to promote various measures aimed at improving customer satisfaction, and received the No. 1 ranking in the consumer satisfaction survey of an external research organization for two straight years. Furthermore, in November 2011, we newly developed our Medium-Term Vision 2015: Shaping a Smart Life to transform ourselves into an integrated service company placing mobile at the core. Under the Medium-Term Vision, we have taken our initial steps toward our goals of achieving further advancements in our services and products centered on smartphones, and creating new values through the convergence with various external industries and services, thereby offering enhanced safety and security and delivering more convenient and efficient solutions to people's everyday lives and businesses.

Following the Great East Japan Earthquake in March 2011, 6,720 base station equipment became temporarily inoperable. However, as a result of our early recovery efforts, we completed the stopgap restoration of damaged facilities by the end of April and full-scale repair by the end of September 2011. Furthermore, to better prepare ourselves for possible future disasters, we immediately started employing additional measures, including a roll-out of large-zone base stations\* and the introduction of an uninterruptible power supply at selected base stations. The implementation of these new disaster preparedness measures is nearly complete. In December 2011, we established a TOHOKU Reconstruction Support Office to provide even more prompt assistance in the reconstruction of devastated areas.

We would like to extend our deepest apologies for inconveniencing many customers as a result of a series of service interruptions reported since June 2011, which were caused by failures in communications equipment such as sp-mode systems and packet switches despite our ongoing facility buildup and other operational efforts for improvement. Taking this matter seriously, we established a Task Force for Improvement of Network Infrastructure, headed by the President and CEO, in December 2011, and we employed measures to correct the cause of the malfunction and also completed comprehensive inspection of network facilities in March 2012. Further, we implemented drastic measures for improvements in reliability. These include comprehensive inspections of network facilities and the increased installation of packet switches. We will continue our endeavors to improve our network infrastructure so as to regain customer confidence and allow customers to use our services free from concern.

For the fiscal year ended March 31, 2012, with respect to our cellular services revenues, although voice revenues decreased by ¥170.3 billion from the previous fiscal year, packet communications revenues increased by ¥148.9 billion as a result of our sales efforts to expand the penetration of smartphones. Other revenues grew by ¥15.7 billion owing mainly to an increase in the subscriptions to the Mobile Phone Protection & Delivery Service. Equipment sales revenues grew by ¥21.5 billion, primarily due to an increase in the number of devices sold to agent resellers. Consequently, we recognized operating revenues of ¥4,240.0 billion (an increase of ¥15.7 billion from the previous fiscal year). Operating expenses declined by ¥14.0 billion from the previous fiscal year to ¥3,365.5 billion as a result of the efficient use of expenditures and other ongoing cost-cutting efforts. As a result of the foregoing, we recorded operating income of ¥874.5 billion (an increase of ¥29.7 billion from the previous fiscal year). Income before income taxes was ¥877.0 billion, and the net income attributable to NTT DOCOMO, INC. was ¥463.9 billion, including the effect of a decrease of the net deferred tax assets due to the tax reform that was enacted on November 30, 2011.

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- \* Large-zone base station is a base station that covers an area normally covered by multiple stations which will be activated when those base stations become inoperable in the event of disasters.



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Consolidated results of operations for the fiscal years ended March 31, 2011 and 2012 were as follows:

&lt;Results of operations&gt;

|  | Billions of yen                 |                                 |                        |         |
|--|---------------------------------|---------------------------------|------------------------|---------|
|  | Year ended<br>March 31,<br>2011 | Year ended<br>March 31,<br>2012 | Increase<br>(Decrease) |         |
| Operating revenues   | ¥ 4,224.3                       | ¥ 4,240.0                       | ¥ 15.7                 | 0.4%    |
| Operating expenses   | 3,379.5                         | 3,365.5                         | (14.0)                 | (0.4)   |
| Operating income   | 844.7                           | 874.5                           | 29.7                   | 3.5     |
| Other income (expense)   | (9.4)                           | 2.5                             | 11.9                   |         |
| Income before income taxes                                       | 835.3                           | 877.0                           | 41.6                   | 5.0     |
| Income taxes   | 337.8                           | 402.5                           | 64.7                   | 19.2    |
| Equity in net income (losses) of affiliates                      | (5.5)                           | (13.5)                          | (8.0)                  | (144.6) |
| Net income   | 492.0                           | 461.0                           | (31.0)                 | (6.3)   |
| Less: Net (income) loss attributable to noncontrolling interests | (1.5)                           | 3.0                             | 4.5                    |         |
| Net income attributable to NTT DOCOMO, INC.                      | ¥ 490.5                         | ¥ 463.9                         | ¥ (26.6)               | (5.4)   |
| EBITDA margin*   | 37.1%                           | 37.3%                           | 0.2 point              |         |
| ROCE before tax effect*  | 16.1%                           | 16.5%                           | 0.4 point              |         |
| ROCE after tax effect*   | 9.5%                            | 9.8%                            | 0.3 point              |         |

\* EBITDA and EBITDA margin, as we use them in this earnings release, 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. For an explanation of our definitions of EBITDA, EBITDA margin, ROCE before tax effect and ROCE after tax effect, see 5. (3) Reconciliations of the Disclosed Non-GAAP Financial Measures to the Most Directly Comparable GAAP Financial Measures on page 37.

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## DOCOMO Earnings Release

Fiscal Year Ended March 31, 2012

## &lt;Operating revenues&gt;

|                                  | Billions of yen                 |                                 |                        |             |
|----------------------------------|---------------------------------|---------------------------------|------------------------|-------------|
|                                  | Year ended<br>March 31,<br>2011 | Year ended<br>March 31,<br>2012 | Increase<br>(Decrease) |             |
| Wireless services                | ¥ 3,746.9                       | ¥ 3,741.1                       | ¥ (5.8)                | (0.2)%      |
| Cellular services revenues       | 3,407.1                         | 3,385.7                         | (21.4)                 | (0.6)       |
| - Voice revenues                 | 1,712.2                         | 1,541.9                         | (170.3)                | (9.9)       |
| - Packet communications revenues | 1,694.9                         | 1,843.9                         | 148.9                  | 8.8         |
| Other revenues                   | 339.7                           | 355.4                           | 15.7                   | 4.6         |
| Equipment sales                  | 477.4                           | 498.9                           | 21.5                   | 4.5         |
| <b>Total operating revenues</b>  | <b>¥ 4,224.3</b>                | <b>¥ 4,240.0</b>                | <b>¥ 15.7</b>          | <b>0.4%</b> |

Note: Voice revenues include data communications revenues through circuit switching systems.

## &lt;Operating expenses&gt;

|   | Billions of yen                 |                                 |                        |               |
|---|---------------------------------|---------------------------------|------------------------|---------------|
|   | Year ended<br>March 31,<br>2011 | Year ended<br>March 31,<br>2012 | Increase<br>(Decrease) |               |
| Personnel expenses  | ¥ 264.6                         | ¥ 272.9                         | ¥ 8.3                  | 3.1%          |
| Non-personnel expenses  | 2,077.6                         | 2,117.6                         | 40.0                   | 1.9           |
| Depreciation and amortization   | 693.1                           | 684.8                           | (8.3)                  | (1.2)         |
| Loss on disposal of property, plant and equipment and intangible assets | 44.3                            | 40.3                            | (4.0)                  | (9.1)         |
| Communication network charges   | 261.3                           | 211.2                           | (50.1)                 | (19.2)        |
| Taxes and public dues   | 38.7                            | 38.8                            | 0.1                    | 0.3           |
| <b>Total operating expenses</b>   | <b>¥ 3,379.5</b>                | <b>¥ 3,365.5</b>                | <b>¥ (14.0)</b>        | <b>(0.4)%</b> |

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**DOCOMO Earnings Release**

**Fiscal Year Ended March 31, 2012**

**ii. Segment Results**

**Mobile phone business**

As of March 31, 2012, the total number of our cellular services subscriptions exceeded 60.00 million, of which Xi (LTE) subscriptions accounted for 2.22 million and FOMA subscriptions 57.91 million. The second-generation mova service, which was launched in March 1993 and contributed significantly to the popularization of the mobile phone, was terminated on March 31, 2012. The total number of packet flat-rate service subscriptions reached 36.30 million as a result of the increased penetration of smartphones and the introduction of new flat-rate billing plans for packet access. The subscriptions to the Value Plan grew to 45.21 million as of March 31, 2012.

Although our packet communications revenues increased in comparison to the previous fiscal year, our cellular services revenues for the fiscal year ended March 31, 2012, were ¥3,385.7 billion (a decrease of ¥21.4 billion from the previous fiscal year), due to the decrease in voice revenues resulting from the increased penetration of the Value Plan and other factors. Equipment sales revenues recorded an increase compared to the previous fiscal year, due to an increase in the number of devices sold to agent resellers and other factors.

As a result of the foregoing, operating revenues and operating income from the mobile phone business for the fiscal year ended March 31, 2012, were ¥4,110.6 billion (an increase of ¥19.9 billion from the previous fiscal year) and ¥886.3 billion (an increase of ¥29.6 billion from the previous fiscal year), respectively.

A summary of the specific initiatives implemented during the fiscal year ended March 31, 2012, is provided below:

<<No.1 Customer Satisfaction Ranking>>

We have moved ahead with our business transformation programs from a customer-oriented perspective in accordance with our Change and Challenge action plan, uniting the forces of the entire corporate group and ensuring a thoroughly hands-on approach to serving customers. We have consistently listened to the voices of our customers through various channels such as docomo Shops and call centers, and responded to them in a steadfast manner. As a result, we were awarded with the following appraisals from external institutions:

No.1 ranking for two straight years in 2011 Japan Mobile Phone Service Study<sup>\*1</sup>, a consumer satisfaction study by J.D. Power Asia Pacific.

No.1 ranking for three straight years in 2011 Japan Business Mobile Phone Service Study<sup>\*2</sup> conducted by J.D. Power Asia Pacific.

No. 1 ranking for three straight years in mobile data devices customer satisfaction survey<sup>\*3</sup> by Nikkei BP Consulting.

\*1: J. D. Power Asia Pacific 2010-2011 Japan Mobile Phone Service Studies<sup>SM</sup>. 2011 study results were based on responses obtained from 31,200 mobile phone users residing in Japan during August 2011. <http://www.jdpower.co.jp/>

\*2: J. D. Power Asia Pacific 2009-2011 Japan Business Mobile Phone Service Studies<sup>SM</sup>. 2011 study results were based on 3,214 responses from individuals responsible for supervising or deciding upon telephone services at 2,466 businesses with 100 or more employees. (Each respondent evaluated up to two mobile telephone providers.)

\*3: Nikkei BP Consulting 9 Mobile data devices customer satisfaction survey, a customer satisfaction survey on mobile data communications services (3G, LTE, WiMAX) of mobile operators conducted in March 2011. <http://consult.nikkeibp.co.jp/consult/news/2011/mobile0516/>

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**DOCOMO Earnings Release**

**Fiscal Year Ended March 31, 2012**

<<Spread of Smartphones>>

The following actions have been undertaken to expand the adoption of smartphones:

<New Services>

In March 2012, we started offering Shabbette Concier voice-agent application that enables customers to obtain a wide range of information and perform diverse tasks free of charge simply by speaking into their DOCOMO smartphones. For example, smartphone tasks, such as searching contacts, creating emails, or making phone calls, can be performed simply through voice commands.

We commenced the trial service of Translator Phone, a service that translates speech into other languages in real time by performing voice recognition, translation, voice synthesis and other processing using DOCOMO's network, without relying on the processing capability of the handset.

As our new offerings for smartphones, we launched the dmenu portal, which provides customers with easy access to a wide array of content and services, and a content market dmarket, that is directly operated by DOCOMO.

In July 2011, in order to allowing customers to use smartphones with a greater sense of security, we began providing docomo Anshin Scan virus detection service free of charge to smartphone users.

We also started offering a number of services on smartphones that are popular in i-mode, e.g., i-channel, i-concier, and Data Security Service.

<Product Lineup>

To further enrich our product lineup to cater to the various needs of customers while making it easier for customers to choose the right model for their needs, we rearranged our product categories and introduced a new product brand, docomo smartphones, which comprises two product lines, the docomo with series and the docomo NEXT series.

<Billing Plans>

In June 2011, we introduced a discount service that offers discounts on basic monthly charges for up to 24 months to users purchasing a tablet as a second mobile device.

As a result of these activities, the number of smartphones sold during the fiscal year ended March 31, 2012 increased sharply to 8.82 million units, an increase of approximately 3.5 times compared to the previous fiscal year, and the total number of sp-mode subscribers grew to 9.59 million as of March 31, 2012.

<< Xi Service Deployment>>

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With respect to the Xi service, which launched in December 2010, we started offering voice communication services in addition to data access capabilities, and implemented the below measures:

Following the launch of service in six major cities in July 2011, we expanded coverage to all prefectural-capital-class cities across Japan in the end of January 2012, and the service was available in all ordinance-designated cities in Japan by the end of March 2012. The total number of Xi base stations installed exceeded 7,000 as of March 31, 2012.

In conjunction with the release of Xi-enabled smartphones, we launched new voice billing plans such as Type Xi (including Ninen plan) as well as the Xi Talk 24 flat-rate voice plan offering 24-hour unlimited domestic voice calls to all DOCOMO users.

We also diversified Xi packet flat-rate menus for customers using smartphones, introducing the full flat-rate option, Xi Pake-hodai Flat, and the two-tiered Xi Pake-hodai Double plan. Upon the release of Xi-enabled tablets, we also launched the data-only billing plans, Xi Data Plan Flat (including Ninen plan) and Xi Data Plan 2 (including the Ninen plan).

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**DOCOMO Earnings Release**

**Fiscal Year Ended March 31, 2012**

Moreover, we launched the Xi2 Discount Campaign to offer monthly fee discounts for customers using Xi exclusively for data communications with a second device such as a tablet.

We released a number of Xi-enabled smartphones and tablets in addition to the data-only devices to enrich our lineup.  
<<Enhancement of Billing Plans>>

In order to improve our billing plans, we have implemented the below measures:

We launched a promotional discount campaign, Ouen Student Discount 2012, targeted at students, and their families with new mobile subscriptions, which waives basic monthly fees for up to 37 months. During this period, smartphone subscribers are entitled under this campaign to receive discounts of ¥1,050 per month from the upper limit rate of their packet flat-rate service.

Targeting people with children between the age of 3 and 12, we started a limited-time discount campaign called Kids Discount under which the basic monthly fee is reduced to ¥0 for up to seven months after subscription, and ¥390 thereafter for the following 30 months.

For light data users who use data service mainly for email and Internet searches, we introduced a data-only flat-rate billing plan Flat Rate Data 128K Value for access via the FOMA network. It offers unlimited data usage for a fixed monthly fee of ¥1,580 when subscribed together with Flat-Rate Data 128K Discount. We also launched a promotional campaign to lower the monthly upper limit charge of this plan to ¥1,380 for up to 13 months after subscription.

Targeting customers using flat-rate billing plans for packet data access via the FOMA network, we lowered the monthly upper limit charge for data access using PCs or other external devices to ¥8,190.

<<After-Sales Support Effort>>

As described below, we have continually worked to strengthen our after-sales support with the aim of further improving customer satisfaction:

We launched the Smartphone Anshin Remote Support service to provide customers with professional assistance concerning the operation or settings of smartphones or tablet devices from our call center staff who can monitor the handset operations from a remote location.

The total number of field staff dispatched in principle within 48 hours of request for quality surveys or coverage improvement during the fiscal year ended March 31, 2012 reached approximately 44,000 cases.

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Total number of mobile phones accepted in the Mobile Phone Checking Service, which provides free basic after-care, including checkups, minor repairs and cleaning at docomo Shops during the fiscal year ended March 31, 2012 reached 8.54 million units.

Total number of subscribers to Mobile Phone Protection & Delivery Service, a service that covers handset issues such as loss, water exposure and total damage, reached 35.36 million as of March 31, 2012. With a simple telephone call, a replacement handset of the same model and color as the original one (refurbished handset\* and new battery pack) is delivered directly to the customer.

- \* Refurbished products are handsets collected from customers that have been repaired, had their external covers replaced, undergone quality checks, and then reset to the same state as a new product.



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<<Reinforcement of Corporate Marketing>>

We have implemented the following initiatives to offer new value useful for the businesses of our corporate clients:

The launch of Smartphone Remote Control Service, a cloud service for enterprise users that enables the remote locking of devices or data deletion in the event of the loss of a smartphone or tablet device.

The initiation of the Mobile Groupware, an enterprise cloud service that allows users to share internal information or access schedules or various other features from outside the office using smartphones.

Expansion of the application of the 24 hours a day flat-rate Business Simple discount plan for business phones that allows users to make unlimited intra-company calls. It revised flat-rate charges while expanding Xi services.

We entered into a capital/business alliance with NTT DATA INTRAMART CORP. to establish an operational structure that will allow us to respond to various application needs for smartphones and tablet devices and move ahead with the measures aimed at furthering new customer acquisition.

We entered into a business alliance with Vodafone Group Plc. primarily to cooperate in corporate marketing activities as well as to provide cross-border and one-stop solutions such as billing rates and service proposals to multinational corporations.

<<Global Business Expansion>>

To further expand our international communication services and facilitate overseas business deployment, the following measures were implemented:

The number of countries/regions in which international roaming for each service was available (as of March 31, 2012):

- Voice/short message service (SMS): 219 countries/regions
- Packet communications service: 194 countries/regions
- Videophone service: 54 countries/regions

The number of cities in which an overseas support counter was set to provide free battery charging service as well as to handle inquiries pertaining to the use of mobile phone grew to 18.

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net mobile AG, our German-based subsidiary engaged in the mobile content distribution platform business, became the largest shareholder of Bankverein Werther AG, a private bank owning the licenses for banking and credit card businesses in Germany, so as to expand into the finance and payment businesses by acquiring its service infrastructure and backbone system.

We acquired an approximate 25% equity stake ownership in VMG Media Joint Stock Company, a major service provider in Vietnam for the purpose of promoting platform/content distribution and other value-added service businesses in overseas markets.

<<New Value Creation Initiatives>>

Toward our goal of becoming an integrated service company placing mobile at the core, we implemented the following initiatives to create new value through the convergence of mobile with other industries and services:

We launched two new prepaid data-only billing plans, Prepaid Data Plan 20h and Prepaid Data Plan 100h, which can be applied for the Sony Computer Entertainment Inc. PlayStation®Vita.\*

We started to support the docomo DriveNet information delivery service for car drivers on smartphones, and released the DriveNet Cradle 01, which offers a full-scale car navigation service when connected with a smartphone.

We started offering a new type of education support service docomo-zemi using smartphones and tablets in cooperation with multiple companies affiliated with education.

\* PlayStation is a registered trademark of Sony Computer Entertainment, Inc.

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Number of subscriptions by services, trend of ARPU and other operating data are as follows:

<Number of subscriptions by services>

|                           | Thousand subscriptions |                | Increase   |        |
|---------------------------|------------------------|----------------|------------|--------|
|                           | March 31, 2011         | March 31, 2012 | (Decrease) |        |
| Cellular services         | 58,010                 | <b>60,129</b>  | 2,120      | 3.7%   |
| Cellular (Xi) services    | 26                     | <b>2,225</b>   | 2,199      |        |
| Cellular (FOMA) services  | 56,746                 | <b>57,905</b>  | 1,159      | 2.0    |
| packet flat-rate services | 31,921                 | <b>36,295</b>  | 4,374      | 13.7   |
| i-mode services           | 48,141                 | <b>42,321</b>  | (5,819)    | (12.1) |
| sp-mode services          | 2,095                  | <b>9,586</b>   | 7,492      | 357.7  |
| i-channel services        | 16,233                 | <b>16,124</b>  | (108)      | (0.7)  |
| i-concier services        | 6,224                  | <b>5,672</b>   | (552)      | (8.9)  |

Notes:

1. Number of Cellular services subscriptions as of March 31, 2011 includes subscriptions to Cellular (mova) services.
  2. Number of subscriptions to Cellular services and Cellular (FOMA) services includes Communication Module services subscriptions.
  3. Effective March 3, 2008, FOMA subscription became mandatory for subscription to 2in1 services, and those FOMA subscriptions are included in the number of FOMA subscriptions.
- <Number of handsets sold and churn rate>

|  | Thousand units                  |                                 | Increase   |        |
|--|---------------------------------|---------------------------------|------------|--------|
|  | Year ended<br>March 31,<br>2011 | Year ended<br>March 31,<br>2012 | (Decrease) |        |
| Number of handsets sold                  | 19,055                          | <b>22,089</b>                   | 3,033      | 15.9%  |
| Cellular (Xi) services                   |                                 |                                 |            |        |
| New Xi subscription                      | 25                              | <b>1,206</b>                    | 1,181      |        |
| Change of subscription from FOMA or mova | 1                               | <b>1,056</b>                    | 1,055      |        |
| Xi handset upgrade by Xi subscribers     | 0                               | <b>37</b>                       | 37         |        |
| Cellular (FOMA) services                 |                                 |                                 |            |        |
| New FOMA subscription                    | 5,086                           | <b>5,168</b>                    | 81         | 1.6    |
| Change of subscription from Xi or mova   | 1,385                           | <b>833</b>                      | (552)      | (39.8) |
| FOMA handset upgrade by FOMA subscribers | 12,547                          | <b>13,786</b>                   | 1,238      | 9.9    |
| Cellular (mova) services                 |                                 |                                 |            |        |

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|   |       |              |            |        |
|---|-------|--------------|------------|--------|
| New mova subscription   | 7     | 2            | (5)        | (72.4) |
| mova handset upgrade by mova subscribers and change of subscription from Xi or FOMA | 3     | 1            | (2)        | (69.6) |
| Churn Rate  | 0.47% | <b>0.60%</b> | 0.13 point |        |

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## &lt;Trend of ARPU and MOU&gt;

|                                | Yen                          |                              |                        |        |
|--------------------------------|------------------------------|------------------------------|------------------------|--------|
|                                | Year ended<br>March 31, 2011 | Year ended<br>March 31, 2012 | Increase<br>(Decrease) |        |
| Aggregate ARPU* (Xi+FOMA+mova) | ¥ 5,070                      | ¥ 4,870                      | ¥ (200)                | (3.9)% |
| Voice ARPU                     | 2,530                        | 2,200                        | (330)                  | (13.0) |
| Packet ARPU                    | 2,540                        | 2,670                        | 130                    | 5.1    |
| Aggregate ARPU (FOMA)          | 5,120                        | 4,890                        | (230)                  | (4.5)  |
| Voice ARPU                     | 2,520                        | 2,210                        | (310)                  | (12.3) |
| Packet ARPU                    | 2,600                        | 2,680                        | 80                     | 3.1    |
| Aggregate ARPU (mova)          | 3,280                        | 3,320                        | 40                     | 1.2    |
| Voice ARPU                     | 2,720                        | 2,760                        | 40                     | 1.5    |
| Packet ARPU                    | 560                          | 560                          |                        |        |
| MOU* (Xi+FOMA+mova) (minutes)  | 134                          | 126                          | (8)                    | (6.0)  |

\* See 5. (2) Definition and Calculation Methods of ARPU and MOU on page 36 for definition and calculation methods.  
Results of operations are as follows:

## &lt;Results of operations&gt;

|   | Billions of yen              |                              |                        |      |
|---|------------------------------|------------------------------|------------------------|------|
|   | Year ended<br>March 31, 2011 | Year ended<br>March 31, 2012 | Increase<br>(Decrease) |      |
| Operating revenues from mobile phone business | ¥ 4,090.7                    | ¥ 4,110.6                    | ¥ 19.9                 | 0.5% |
| Operating income from mobile phone business   | 856.7                        | 886.3                        | 29.6                   | 3.5  |

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**All other businesses**

<<Promotion of the Credit Services>>

We have promoted the adoption of our credit brand *iD* and the credit service *DCMX* that is compatible with *iD*. These can be used as *Osaifu-Keitai* electronic payment solutions.

With respect to our credit brand *iD*, we have worked to increase the member stores where *iD* credit payment can be used. In February 2012 it became possible to use the brand at the nationwide Skylark group of restaurants with some 2,600 outlets. As a result, the total number of *iD* reader terminals installed reached 550,000 units as of March 31, 2012 (an increase of 30,000 units compared to March 31, 2011), and the total number of *iD* subscribers reached 16.88 million as of March 31, 2012.

We also endeavored to increase the number of subscriptions and boost usage for our mobile credit payment service, *DCMX*, through the renewal of the *DCMX GOLD* service and implementation of various promotional campaigns. As a result, combined subscriptions to *DCMX* services reached 12.95 million as of March 31, 2012 (an increase of 0.63 million from March 31, 2011).

<<Initiatives for New Value Creation>>

With the aim of transforming into an integrated service company placing mobile at the core, we implemented the following initiatives to create new value through the integration of mobile with other industries and services:

Prior to its scheduled launch in April 2012, we made an additional investment in *mmbi, Inc.*, an approved, key terrestrial broadcasting business operator for the mobile reception of the *Mobacas V-High* multimedia broadcasting service. We also moved ahead with preparations for the provision of the *NOTTV* broadcasting station service for smartphones and released of two compatible models.

Along with conducting a tender offer to acquire shares in *Radishbo-ya Co., Ltd.*, a Japanese premium home-delivery service offering organic and preservative-free foods, and with the goal of expanding business synergies. We also entered into a basic agreement with *Radishbo-ya* and *Lawson, Inc.* to investigate business collaboration and capital alliances.

In April 2012, we entered into a business alliance with *Intage, Inc.* and established a new joint-venture company, *DOCOMO Insight Marketing, Inc.*, to provide value-added support to the marketing activities of various enterprises by combining *Intage*'s data analysis and product development know-how with our *DOCOMO Premier Club* customer base.

We started *docomo Healthcare* service, which provides users with support for health management and disease prevention through smartphones and other devices.

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With a view to establishing a joint venture company to develop and offer healthcare and medical support service, we have reached a basic agreement with Omron Healthcare Co. Ltd., to investigate business collaboration and capital alliances.

We started offering a medical insurance service for DOCOMO Premier Club members that can be subscribed easily from a mobile phone, docomo Medical Insurance.

We launched a low-environmental-impact bicycle sharing transport system in Yokohama and developed a generic bicycle-sharing system that features easy membership registration. We also started offering a biker application that keeps track of travel distance and routes, calories burned and other data.

We continued to promote home shopping service provided mainly through TV media by Oak Lawn Marketing, Inc., high-speed Internet access service for hotel facilities mainly in the Asia-Pacific region by DOCOMO interTouch Pte. Ltd. and our mobile advertisement service delivered primarily on i-mode sites by D2 Communications, Inc.

\* A broadcasting service delivered only to mobile devices using the frequency band between 207.5MHz and 222 MHz that became available as a result of digital conversion of conventional terrestrial broadcasting services for television.

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As a result, operating revenues from all other businesses for the fiscal year ended March 31, 2012 were ¥129.4 billion (a decrease of ¥4.2 billion from March 31, 2011). Operating expenses from all other businesses were ¥141.3 billion (a decrease of ¥4.3 billion) and operating loss from all other businesses was ¥11.9 billion.

Results of operations are as follows:

<Results of operations>

|   | Billions of yen                 |                                      |   |                        |
|---|---------------------------------|--------------------------------------|---|------------------------|
|   | Year<br>ended<br>March 31, 2011 | <b>Year ended<br/>March 31, 2012</b> |   | Increase<br>(Decrease) |
| Operating revenues from all other businesses      | ¥ 133.6                         | ¥ <b>129.4</b>                       | ¥ | (4.2) (3.1)%           |
| Operating income (loss) from all other businesses | (12.0)                          | <b>(11.9)</b>                        |   | 0.1 1.0                |



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**iii. Restoration from Great East Japan Earthquake and New Disaster Preparedness Measures**

Following the Great East Japan Earthquake, we devoted ourselves toward the earliest possible recovery of damaged communication facilities. In April 2011, based on the lessons learned from the experience of the earthquake, we developed a wide range of new disaster preparedness measures and nearly completed their implementation by the end of February 2012. Meanwhile, we also reviewed our disaster response manual, including our business continuity plans (BCP), and verified procedures carefully such as the operational sequence of equipment newly installed for enhanced disaster preparedness and response to a large-scale service interruption.

<<Damage Restoration>>

Immediately after the March 2011 earthquake, we established a Disaster Countermeasures Office in the headquarters and the Tohoku Regional Office, and made an all-out effort toward early recovery of damaged communication facilities with the help of other NTT group companies and construction companies.

In concrete terms, as a stopgap measure immediately after the earthquake, we deployed approximately 30 units of mobile base stations and power supply vehicles and some 400 portable power generator units. We mobilized a total of some 4,000 people for the temporary repair of transmission lines and the recovery of power supply, and completed the implementation of tentative restoration measures for damaged facilities in the end of April 2011 and the full-scale repair by the end of September 2011.

<<Reconstruction Assistance >>

To provide assistance to the disaster-stricken areas, we launched the Charity Drive Website and collected some ¥1.0 billion in donations from our customers. Aside from this, the company made a corporate donation of ¥500 million. To set up an operational structure that will enable us to make prompt contributions to reconstruction activities in the stricken areas, we established the TOHOKU Reconstruction Support Office and implemented various measures, such as the introduction of an information delivery system for the affected areas as well as other services utilizing tablet devices.

<<New Disaster Preparedness Measures>>

**Securing Communication for Key Areas and Facilities**

Due to the direct damages inflicted by the enormous tremors of the Great East Japan Earthquake and the subsequent tsunami as well as the indirect damages caused by the stoppage of communication facilities resulting from the numerous hours of wide-area power outage and depletion of emergency backup batteries, our mobile communications services were disrupted in many areas. Learning from this experience, we installed large-zone base stations in 104 locations nationwide. This will ensure that areas normally serviced by multiple ordinary base stations can be covered by a single large base station, even if multiple conventional base stations become inoperable simultaneously.

In addition to the conventional countermeasures against possible power outages, through the installation of self-powered generation equipment, we furnished uninterruptible power supplies in a total of 721 locations across Japan, primarily at base stations covering important areas and facilities such as prefectural government offices. We installed large-capacity batteries in a total of 1,070 base stations across Japan to ensure the continuation of services for over 24 hours after any loss of commercial power.

**Swift Response to Disaster-Stricken Areas**

In order to secure communication services in evacuation shelters and public organizations without delay after occurrence of a disaster, we have continually strived to increase the deployment of satellite mobile phones. For early recovery in areas with service disruption, we doubled the number of car-mount mobile base stations equipped with satellite entrance circuits to 19 units and deployed an additional 24 new portable-type

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units. This will allow us to provide network services through satellite entrance circuits even if our terrestrial cables or relay stations sustain damages. In addition, for immediate restoration of coverage, we introduced emergency microwave circuits in 100 transport sections across Japan.

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**Further Improvement of Customer Convenience during Disasters**

We progressively introduced Area Mail capability in smartphones to enable simulcast delivery of disaster/evacuation shelter information, tsunami alerts and other information, and revamped our online Restoration Area Map service by making functional enhancements for faster activation and improving its readability. In March 2012, we launched a Disaster Voice Messaging Service that allows users to record messages concerning their safety and then send them to friends and families in the event of a large-scale disaster. Meanwhile, to improve the usability of our Disaster Message Board Service, which has been activated for safety confirmation by users in disasters, we added new application software that provides voice instructions to make it easier for users to register or confirm safety information.

**<<Electricity-saving Initiatives>>**

In response to the shortage of electricity, we introduced a variety of power-saving initiatives at our offices, including R&D centers, during the period between July and September 2011.

Specifically, in an effort to reduce power consumption we turned off half the lights at the offices, moderated our air-conditioner temperature settings, promoted a cool-biz summer dress code (no neckties and jackets), introduced voluntary restraints on overtime work, mandated that all employees leave the office at a pre-designated time on certain days, and changed weekends to Mondays and Tuesdays instead of Saturdays and Sundays.

With the cooperation and understanding of customers, docomo Shops also strived to conserve electricity by reducing lighting, changing the air-conditioning temperature settings, and introducing the cool-biz dress code. The shops also promoted the conversion to energy-efficient LED lights.

Our group is committed to continuing its endeavors toward further energy conservation to protect the environment while doing its utmost to respond to societal demands.

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Taking the occurrence of a series of service interruptions and the administrative guidance from the Ministry of Internal Affairs and Communications (MIC) seriously, we established a Task Force for Improvement of Network Infrastructure, headed by the president and CEO in December 2011 and initiated company-wide efforts to investigate the causes and prevent recurrence of problems, so as to regain the confidence of customers. In the end of March 2012, we submitted a report on extensive measures in response to the guidance issued by MIC.

Envisaging a sophisticated network infrastructure capable of accommodating 50 million smartphones, we will work towards achieving further improvements in reliability and scalability of communication equipment.

<<Overview of a Series of Service Interruptions>>

Below summarizes the series of Service Interruptions:

| Date              | Affected areas   | Number of affected users | Events reported  |
|-------------------|------------------|--------------------------|--|
| June 6, 2011      | Kanto-Koshinetsu | Approx. 1.50 million     | Difficulty of establishing voice/packet connections on Xi, FOMA and mova networks                                  |
| August 16, 2011   | Nationwide       | Approx. 1.10 million     | Difficulty of using packet service with sp-mode  |
| December 20, 2011 | Kansai           | Approx. 20,000           | Mail address of some users replaced with address of other user when using sp-mode mail service                     |
| January 1, 2012   | Nationwide       | Approx. 2.60 million     | Difficulty of sending/receiving email with sp-mode mail service (Failure of receiving undelivered message notice ) |
| January 25, 2012  | Tokyo            | Approx. 2.52 million     | Difficulty of delivering voice/packet connections on FOMA network  |

<<Countermeasures against Service Interruptions>>

The Company's maintenance and development-related departments conducted joint studies to determine the causes and evaluate the countermeasures for the facilities and equipment where service interruptions were reported. We completed the implementation of countermeasures listed below that were designed to, among other things, fix glitches, improve processing capabilities and reinforce the capacity of equipment:

| Date of service interruption | Details of countermeasures employed   |
|------------------------------|---|
| June 6, 2011                 | Modification of software program to prevent congestion in the Communication Control Unit and other measures   |
| August 16, 2011              | Capacity reinforcement and further processing capability enhancement of network authentication server equipment and other measures  |
| December 20, 2011            | Reassessment of internal processing for user management servers, load reduction through revision of signal processing procedures, buffer size expansion of network authentication server and other measures |
| January 1, 2012              | Reassessment of internal processing of mail information server  |

January 25, 2012

Comprehensive inspection of packet switch processing capability and upgrade to a new-version packet switching system after examination of signaling volume

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## &lt;&lt;Additional Countermeasures to Prevent Future Interruptions&gt;&gt;

In order to prevent recurrence of similar issues, we have implemented countermeasures, including improving processing capabilities and procedures, re-examining construction procedures, etc., and working to improve network infrastructure for the prevention of interruption recurrences and to achieve accident-free construction.

| Countermeasures          | Details of countermeasures   | Completion (Expected) Date   |               |
|--------------------------|--|--|---------------|
| Processing Capacity      | Packet Switching Equipment   | Installation of packet-switching equipment based on results of processing-capacity inspections             | April 2012    |
|                          | sp-mode system   | Enhanced processing capacity of a new version of packet switching equipment                                | August 2012   |
|                          |  | Introduction of newly developed mail information server  | February 2012 |
|                          |  | Improved software and installation of network equipment responding to the increasing number of smartphones | December 2012 |
|                          | Traffic overload   | Rerouted processing away from malfunctioning channels  | April 2012    |
| Increased Control Signal | Rerouted processing when service control equipment switches to backup equipment  | August 2012  |               |
|                          | Changes in radio connection procedures to allow the transmission of multiple applications with one wireless connection   | December 2012  |               |
| Processing Mode          | Change in connection procedures of sp-mode and mopera (new procedures that do not cause IP address conflicts)  | March 2012   |               |
|                          | Introduction of function to prevent problems with user identification information during processing  | January 2012   |               |
| Quality of Software      | Maintenance of development documents and enforcement of test   | March 2012   |               |
| Quality of Construction  | Classification of the importance of each construction project by the impact on customers, sharing information within company to increase preparedness, ensuring procedures for unforeseen circumstances during constructions | February 2012  |               |
|                          | Formulation of rules on construction time slot depending on the nature of constructions to minimize impact on customers  | February 2012  |               |

In addition to the above-mentioned measures, we will seek cooperation of application providers to reduce the load on network and engage in the relevant activities at GSMA\* or other forums on an ongoing basis.

In conjunction with these countermeasures, we have completed an inspection of our network infrastructure and operations covering 145 categories and comprising 256,966 items. As a result of these extensive companywide measures and inspections, we confirmed that our communication network can be operated stably. Going forward, we will continue to strengthen our network infrastructure to support growing smartphone traffic, including countermeasures for the increase of control signaling.

Further, we re-examined our construction plans and procedures, fully taking into account the impact on customers, and also improved the procedures for quickly and accurately informing customers about the operational status of our network. We will continue to devote our efforts to further enhance the reliability of our communication network to allow customers to utilize our services free of any concerns.

\* GSMA(GSM Association): an industry association of mobile operators.

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**v. Trend of Capital Expenditures**

Below summarizes the principal capital investments made in the fiscal year ended March 31, 2012.

<<Capital Expenditures for Telecommunications Facilities>>

We continued further quality enhancements of FOMA service areas meticulously responding to the requests from customers, and expanded the network coverage of Xi service in an effective manner. As a result, the total number of FOMA outdoor and indoor base stations installed as of March 31, 2012 grew to 67,100 and 31,700, respectively (an increase of 4,300 units and 2,500 units, respectively, from March 31, 2011). For Xi service, total number of base stations installed as of March 31, 2012 grew to 7,000.

We also continually reinforced our network facilities to provide a comfortable communications environment to users of video and other rich content, and accommodate the growth in traffic resulting from the expanded uptake of smartphones, etc.

Under New disaster preparedness measures, we installed large-zone base stations in 104 locations nationwide. Further, we furnished uninterruptible power supplies in base stations covering principal areas and facilities, by installing a self-power generation equipment, and also installed large-capacity batteries to ensure continuation of services of 24 hours.

As measures to thoroughly safeguard against recurrence of network failures, we installed additional authentication servers and introduced new mail information servers for the sp-mode system, rolled out new-version packet switching systems and implemented other measures.

<<Initiatives Aimed for Efficiency and Cost Reduction>>

By facilitating the conversion into an IP-based network, we streamlined our network structure and pursued the integration and/or capacity expansion of our existing equipment, while continually working toward the reduction of equipment procurement costs.

We also structured our service areas and achieved quality improvement in an efficient manner, using the optimal equipment among various options taking into consideration the surrounding environmental conditions, traffic volume and other factors.

As a result of the above measures, the total capital expenditures for the fiscal year ended March 31, 2012, increased by 8.7% from the previous fiscal year to ¥726.8 billion.

<Capital expenditures>

|                |                       |  | Billions of yen |
|----------------|-----------------------|--|-----------------|
| Year<br>ended  | <b>Year ended</b>     |  | Increase        |
| March 31, 2011 | <b>March 31, 2012</b> |  | (Decrease)      |

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|                                       |         |   |              |   |      |      |
|---------------------------------------|---------|---|--------------|---|------|------|
| Total capital expenditures            | ¥ 668.5 | ¥ | <b>726.8</b> | ¥ | 58.4 | 8.7% |
| Mobile phone business                 | 520.8   |   | <b>561.7</b> |   | 40.9 | 7.9  |
| Other (including information systems) | 147.7   |   | <b>165.2</b> |   | 17.5 | 11.8 |



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Competition in Japan's mobile telecommunications market is expected to remain intense in such areas as acquisition of subscribers and further improvement of service offerings. Under these market conditions, we expect to post an increase in both operating revenues and operating income for the fiscal year ending March 31, 2013 for two consecutive fiscal years by taking various measures.

On the revenue side, although decline in voice revenues is projected due to the impacts from penetration of Monthly Support discount program and VoIP\*, operating revenues for the fiscal year ending March 31, 2013 are estimated to be ¥4,450.0 billion, an increase of ¥210.0 billion from the previous fiscal year, primarily because of the projected increase in packet revenues and equipment sales revenues as a result of our efforts to strengthen sales of smartphones, to accelerate the migration to Xi, and to boost subscribers' packet usage. On the expense side, operating expenses are estimated to be ¥3,550.0 billion, an increase of ¥184.5 billion from the previous fiscal year. Although we continue efforts aimed for further cost efficiency, operating expenses increase primarily due to measures for improvement of network infrastructure for reliability enhancement, actions aimed for expanding future revenues, and an increase in cost of equipment sold due to increasing handset sales. Accordingly, operating income is estimated to be ¥900.0 billion, an increase of ¥25.5 billion from the previous fiscal year.

\* VoIP (Voice over Internet Protocol) is a technology that allows voice data to be transmitted over networks such as Internet.

|   | Billions of yen                                  |  |                |                        |        |
|---|--|--|----------------|------------------------|--------|
|   | Year ended<br>March 31, 2012<br>(Actual results) | Year ending<br>March 31, 2013<br>(Forecasts) |                | Increase<br>(Decrease) |        |
| Operating revenues                          | ¥ 4,240.0  | ¥  | <b>4,450.0</b> | ¥ 210.0                | 5.0%   |
| Operating income                            | 874.5  |  | <b>900.0</b>   | 25.5                   | 2.9    |
| Income before income taxes                  | 877.0  |  | <b>903.0</b>   | 26.0                   | 3.0    |
| Net income attributable to NTT DOCOMO, INC. | 463.9  |  | <b>557.0</b>   | 93.1                   | 20.1   |
| Capital expenditures                        | 726.8  |  | <b>735.0</b>   | 8.2                    | 1.1    |
| Adjusted free cash flows*                   | 503.5  |  | <b>440.0</b>   | (63.5)                 | (12.6) |
| EBITDA*                                     | 1,583.3  |  | <b>1,626.0</b> | 42.7                   | 2.7    |
| EBITDA margin*                              | 37.3%  |  | <b>36.5%</b>   | (0.8) point            |        |
| ROCE before tax effect*                     | 16.5%  |  | <b>16.5%</b>   |                        |        |
| ROCE after tax effect*                      | 9.8%   |  | <b>10.2%</b>   | 0.4 point              |        |

\* 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. For an explanation of our definition of free cash flows excluding irregular factors and changes in investments for cash management purposes, EBITDA, EBITDA margin, ROCE before tax effect and ROCE after tax effect, see 5. (3) Reconciliations of the Disclosed Non-GAAP Financial Measures to the Most Directly Comparable GAAP Financial Measures on page 37.

\* The mobile telecommunications market in Japan is characterized by rapid changes in the market environment due to technical innovations, market entry by new competitors and other factors. To respond to such changes, our corporate group may introduce new billing plans or other measures that could potentially have a significant impact on our revenues and income. The timing of introduction of such measures will be decided after comprehensively taking into consideration our operational circumstances and the actions of our competitors, and

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therefore, is not necessarily decided beforehand. Such measures, depending on the timing of implementation, may significantly affect our results forecasts to be made at the time of our first-half results announcement. Providing such prospects on a half-year basis, therefore, may not be adequate or useful as information to be disclosed to investors. Accordingly, we will provide prospects for the full year only, and report progress vis-à-vis the projected full-year forecasts by disclosing actual results on a quarterly basis.

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|   | Billions of yen |                | Increase    |        |
|---|-----------------|----------------|-------------|--------|
|   | March 31, 2011  | March 31, 2012 | (Decrease)  |        |
| Total assets                            | ¥ 6,791.6       | ¥ 6,948.1      | ¥ 156.5     | 2.3%   |
| NTT DOCOMO, INC. shareholders' equity   | 4,850.4         | 5,062.5        | 212.1       | 4.4    |
| Liabilities                             | 1,914.0         | 1,839.3        | (74.7)      | (3.9)  |
| Including: Interest bearing liabilities | 428.4           | 256.7          | (171.7)     | (40.1) |
| Shareholders' equity ratio (1)          | 71.4%           | 72.9%          | 1.5 point   |        |
| Market equity ratio (2)*                | 89.3%           | 82.0%          | (7.3) point |        |
| Debt ratio (3)                          | 8.1%            | 4.8%           | (3.3) point |        |

Notes: (1) Shareholders' equity ratio = NTT DOCOMO, INC. shareholders' equity / Total assets

(2) Market equity ratio = Market value of total share capital\*\* / Total assets

(3) Debt ratio = Interest bearing liabilities / (NTT DOCOMO, INC. shareholders' equity + Interest bearing liabilities)

\* See 5. (3) Reconciliations of the Disclosed Non-GAAP Financial Measures to the Most Directly Comparable GAAP Financial Measures on page 37.

\*\* Market value of total share capital = Closing share price multiplied by the number of outstanding shares (excluding treasury stock) as of the end of the fiscal period

**ii. Cash Flow Conditions**

For the fiscal year ended March 31, 2012, net cash provided by operating activities was ¥1,110.6 billion, a decrease of ¥176.5 billion (13.7%) from the previous fiscal year, mainly because of a decrease of revenue collections due to bank closures at the end of the fiscal period and a decrease of the cash collections in relation to subscribers' handset purchases under the installment method.

Net cash used in investing activities was ¥974.6 billion, an increase of ¥519.2 billion (114.0%) from the previous fiscal year. This was mainly due to an increase in purchases of short-term investments of more than three months for cash management purpose and a decrease of proceeds from redemption of short-term bailment for consumption to a related party.

Net cash used in financing activities was ¥378.6 billion, a decrease of ¥43.4 billion (10.3%) from the previous fiscal year. This was mainly due to an increase in proceeds from noncontrolling interests due to capital increase in subsidiaries and a decrease in payments to acquire treasury stock.

The balance of cash and cash equivalents was ¥522.1 billion as of March 31, 2012, a decrease of ¥243.5 billion (31.8%) from the previous fiscal year end.

| Year ended | Billions of yen |                         | Increase |
|------------|-----------------|-------------------------|----------|
|            | March 31,       | Year ended<br>March 31, |          |

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|   | 2011      | 2012             | (Decrease)   |         |
|---|-----------|------------------|--------------|---------|
| Net cash provided by operating activities   | ¥ 1,287.0 | ¥ <b>1,110.6</b> | ¥ (176.5)    | (13.7)% |
| Net cash used in investing activities   | (455.4)   | <b>(974.6)</b>   | (519.2)      | (114.0) |
| Net cash provided by (used in) financing activities   | (422.0)   | <b>(378.6)</b>   | 43.4         | 10.3    |
| Free cash flows (1)   | 831.7     | <b>136.0</b>     | (695.7)      | (83.7)  |
| Free cash flows excluding the effects of irregular factors (2) and changes in investments for cash management purposes (3)* | 589.8     | <b>503.5</b>     | (86.3)       | (14.6)  |
| Liabilities to cash flow ratio (4)  | 33.3%     | <b>20.4%</b>     | (12.9) point |         |
| Interest coverage ratio (5)   | 256.2     | <b>430.4</b>     | 174.2        |         |

- Notes: (1) Free cash flows = Net cash provided by operating activities + Net cash used in investing activities  
(2) Irregular factors = the effects of uncollected revenues due to bank closures at the end of the fiscal period  
(3) Changes in investments for cash management purposes = Changes by purchases, redemption at maturity and disposals of financial instruments held for cash management purposes with original maturities of longer than three months  
(4) Liabilities to cash flow ratio = Interest bearing liabilities / Net cash provided by operating activities (excluding irregular factors)  
(5) Interest coverage ratio = Net cash provided by operating activities (excluding irregular factors) / Interest paid\*\*
- \* See 5. (3) Reconciliations of the Disclosed Non-GAAP Financial Measures to the Most Directly Comparable GAAP Financial Measures on page 37.
- \*\* Interest paid is disclosed on Supplemental disclosures of cash flow information in 4. (4) Consolidated Statements of Cash Flows on page 32

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**(3) Profit Distribution**

**i. Basic Policies for Profit Distribution**

Believing that providing adequate returns to shareholders is one of the most important issues in corporate management, the Company plans to pay dividends by taking into account its consolidated results and consolidated dividend payout ratio based on the principle of stable dividend payments, while striving to strengthen its financial position and secure internal reserves. The Company will also continue to take a flexible approach regarding share repurchases. The Company intends to keep the repurchased shares as treasury stock and in principle to limit the amount of such treasury stock to approximately 5% of its total issued shares, and will consider retiring any treasury stock held in excess of this limit in a lump around the end of the fiscal year or at other appropriate times.

In addition, the Company will allocate internal reserves to active research and development efforts, capital expenditures and other investments in response to the rapidly changing market environment. The Company will endeavor to boost its corporate value by introducing new technologies, offering new services and expanding its business domains through alliances with new partners.

**ii. Dividend**

The Company paid ¥2,800 per share as an interim dividend for the six months ended September 30, 2011 and plans to pay a year-end dividend of ¥2,800 per share, resulting in a total annual dividend of ¥5,600 per share for the year ended March 31, 2012.

**iii. Prospect for the next fiscal year**

The Company expects to pay a total annual dividend of ¥6,000 per share for the year ending March 31, 2013, consisting of an interim dividend of ¥3,000 and a year-end dividend of ¥3,000 per share.

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**(4) Risk Factors**

This earnings release contains forward-looking statements such as forecasts of results of operations, management strategies, objectives and plans, forecasts of operational data such as 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 earnings release 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, development of enticing new handsets, 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 ARPU diminishing at a greater than expected rate 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 inside and outside of Japan, 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 or an increase in our costs and expenses.
- (5) Other mobile service providers in the world may not adopt the technologies and the frequency bands 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) Malfunctions, defects or imperfections caused by our products and services or those of other parties may give rise to problems.
- (8) Social problems that could be caused by misuse of our products and services may adversely affect our credibility or corporate image.
- (9)

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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, equipment misconfiguration, 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 an 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.

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**2. Condition of the Corporate Group**

NTT DOCOMO, INC. primarily engages in mobile telecommunications services as a member of the NTT group, with NIPPON TELEGRAPH AND TELEPHONE CORPORATION ( NTT ) as the holding company.

The Company, its 127 subsidiaries and 32 affiliates constitute the NTT DOCOMO group ( DOCOMO group ) and operate business.

The segments of the DOCOMO group and the corporate position of each group company are as follows:

[Segment Information]

| Business Segment      | Main Business Areas  |
|-----------------------|--|
| Mobile phone business | Cellular (Xi, FOMA, and mova) services, packet communications services, international services, satellite mobile communications services, and sales of handsets and equipment for each service, etc. |
| All other businesses  | Credit services, home shopping services, Internet access service for hotel facilities and other measures, mobile advertisement business, etc.  |

Note: mova services were terminated on March 31, 2012.

[Position of Each Group Company]

- (1) The Company engages in mobile phone and other businesses in Japan.
- (2) 25 subsidiaries of the Company, each of which is entrusted with certain services by the Company, operate independently to maximize their expertise and efficiency. These subsidiaries are entrusted with part of the services provided by, or give assistance to, the Company.
- (3) There are 102 other subsidiaries and 32 affiliates, including entities engaged in the research of overseas mobile communications markets and technologies and overseas units established for the purpose of global business expansion or new business deployment.

The following chart summarizes the description above:



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**Fiscal Year Ended March 31, 2012**

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**3. Management Policies****(1) Basic Management Policies**

Under the corporate philosophy of creating a new world of communications culture, our corporate group aims to contribute to the realization of a rich and vigorous society by reinforcing our core business with a focus on popularizing the FOMA and Xi services, and promoting mobile multimedia services by offering services that are useful for customers' daily lives and businesses. We will also seek to maximize our corporate value in order to be greatly trusted and highly valued by our shareholders and customers.

**(2) Target Management Indicators**

As Japan's mobile telecommunications market continues to mature, our group regards EBITDA margin as an important management indicator from the perspective of profitability, to further enhance its management effectiveness. We also consider ROCE an important management indicator in terms of efficiency in its invested capital (NTT DOCOMO, INC. shareholders' equity + Interest bearing liabilities). The group will exert its utmost efforts to maintain EBITDA margin of at least 35% and achieve ROCE of at least 20% and attempt to maximize its corporate value.

Notes:

EBITDA margin = EBITDA / Operating revenues

EBITDA = Operating income + Depreciation and amortization + Losses on sale or disposal of property, plant and equipment

ROCE = Operating income / (NTT DOCOMO, INC. shareholders' equity + Interest bearing liabilities)

NTT DOCOMO, INC. shareholders' equity and interest bearing liabilities are the average of the amounts at the end of the current fiscal year and the previous fiscal year.

**(3) Medium- and Long-Term Management Strategies****(3)-i Medium-Term Vision 2015: Shaping a Smart Life**

In November 2011, we announced our Medium-Term Vision 2015 "Shaping a Smart Life" to further accelerate the activities undertaken under our 2008 action plan, "DOCOMO's Change and Challenge to Achieve New Growth," and to establish clear steps and initiatives to be implemented toward the realization of our Corporate Vision for 2020, "Pursuing Smart Innovation: HEART" developed in 2010.

Based on this Medium-Term Vision, within the year ending March 31, 2013, while continually striving for improved customer satisfaction, we will propel the evolution of mobile services and new value creation through convergence with various industries and services leveraging DOCOMO's clouds with the aim of offering enhanced safety and security and delivering more convenient and efficient solutions to people's everyday lives and business, to fulfill smart lives.

&lt;&lt;Initiatives for Evolution of Mobile Services&gt;&gt;

We have hitherto worked toward the advancement of services and products offering a wide array of devices centered on smartphones. Going forward, toward further evolution of mobile services, we will continually endeavor to develop flexible and expandable services/content in an open environment, and enhance their operability to ensure comfortable usage in pursuit of further enjoyment and convenience of our customers. In the area of devices, we will build attractive features into our products in an open environment, to offer a lineup that can meet the individual needs of each customer. Specifically, we plan to introduce handsets furnished with waterproof casings, Osaifu-Keitai e-wallet and other functions highly sought by customers, models incorporating new functions or services like Xi or NOTTV multimedia broadcasting, and those supporting emergency earthquake alert or other safety/security-related features.



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With respect to services, to provide customers with unprecedented levels of enjoyment and convenience, we will aim to realize multi-device environment, where users can utilize multiple devices with a single common ID, so that they can access various services with the optimal device depending on the circumstances or their preferences. At the same time, we will adopt new sensor technologies to store and process environmental data, e.g., temperature, air pressure or radiation levels, thereby enabling delivery of new services.

On the other hand, as mobile devices and services become more sophisticated, it will be increasingly essential for us to provide customers with a stable communications environment. We plan to accommodate the growth of traffic by expanding our network capacity primarily using our Xi service, which features high-speed, large-capacity and low-latency transmission.

Through these undertakings, we will aim to grow the number of our smartphone subscriptions to 40.00 million and Xi subscriptions to 30.00 million by the fiscal year ending March 31, 2016. We also plan to increase our packet communications revenues by 1.5-fold between the fiscal years ending March 31, 2012 and 2016.

<<New Value Creation through Convergence with Industries/Services>>

As a telecommunications operator, we have traditionally pursued the potentials of mobile communications. Going forward, however, we will drive innovation through the convergence of mobile with various other industries and services in collaboration with our alliance partners with the aim of creating new values and markets.

We plan to make strategic investments in eight business areas that offer great synergies with our core mobile business, such as the media/content business which includes broadcasting and electronic publishing services and finance/payment business including credit or insurance services. As part of our commerce business, we conducted a tender offer to acquire the shares of Radishbo-ya Co., Ltd. during the fiscal year ended March 31, 2012. Leveraging the resources of this premium grocery home-delivery service company, we will address the issue of food safety, provide solutions for the aging society and tackle other issues such as environmental protection and agriculture-related problems. Regarding our global business, we will continue to promote investments and alliances with overseas carriers, while aggressively developing platform business taking advantage of our expanding customer contacts.

As a result of the aforementioned initiatives, we aim to increase the revenues from new business areas to approximately ¥1 trillion for the fiscal year ending March 31, 2016, up 2.5 times compared to the level of the fiscal year ended March 31, 2012.

<<DOCOMO's Clouds>>

We will devote ourselves to advance mobile services and create new value through the convergence with various industries and services leveraging three clouds: the personal cloud, which serves as the platform underpinning a wide range of services for consumers; the business cloud which functions as the solutions platform that allows us to propose new business styles; and the network cloud, which offers added values that can only be provided by a telecommunications carrier through the advanced information/communication processing capabilities of its network.

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**(3)-ii DOCOMO's Change and Challenge to Achieve New Growth**

For details concerning our action plan, DOCOMO's Change and Challenge to Achieve New Growth, please see our earnings release for the fiscal year ended March 31, 2009 (announced on April 28, 2009). No changes have been made to the descriptions contained in the said earnings release, which can be obtained via the following URL:

(NTT DOCOMO home page) <http://www.nttdocomo.co.jp/english/corporate/ir/index.html>

**(4) Issues to be Addressed by the Group**

**(4)-i New Disaster Preparedness Measures Learning from the Experience of Great East Japan Earthquake**

We will continue to work towards providing our customers with safety and peace of mind, through the new disaster preparedness measures, which have been generally completed by the end of February 2012, and improving reliability and stability of our communication network.

For the details of the New Disaster Preparedness Measures, please see page 14, 1. (1) Operating Results-iii. Restoration from Great East Japan Earthquake and New Disaster Preparedness Measures.

<<Dispersion of Essential Facilities>>

We will continue our efforts to complete the relocation of some of our important facilities that are currently concentrated in the Metropolitan area to Kansai and Kyushu region in light of the possibility of a major earthquake directly striking the Greater Tokyo area. Specifically, we will install a backup center of packet communication platform for our smartphones in Kyushu and a backup center for our customer information management system in Kansai.

<<Initiative for Green Base Stations>>

Taking advantage of green power-control technologies, we will move ahead with the development of disaster-resilient and environment-friendly next-generation green base stations. To this end, we plan to carry out studies on the use of eco-friendly electricity generation through combined use of solar and wind power as well as bio-fuel cells, and also look into methods to reduce peak power usage through the use of lithium-ion batteries.

<<Other Initiatives for Enhanced Disaster Preparedness>>

We plan to conduct comprehensive disaster drills, communication trainings and other necessary preparatory exercises based on the revised disaster response manual. Also, as a designated public institution, we will strengthen our cooperation with the Self Defense Force and other relevant external entities.

**(4)-ii Measures to Prevent Recurrence of Service Interruptions**

To allow customers to use our services free of any concerns, we will take measures against the surge of control signaling to reinforce our network infrastructure in light of the projected growth in smartphone traffic, and strive further to improve the reliability.

For more details concerning the concrete measures to prevent recurrence of network failures, please see page 16, 1. (1) Operating Results-iv. Response to a Series of Service Interruptions.



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**(4)-iii Reinforcement of Business Foundation**

With the aim of improving our cost efficiency and solidifying our financial standing for sustained growth, we will optimize our nationwide operations and streamline our network- and sale-related costs.

To fulfill our Corporate Social Responsibility, we will undertake various actions focusing on the four key areas of the individual customer, consistent quality, safety and security and environmental protection.

For corporate governance, by executing an internal control system designed for lawful business conduct, we will continue to ensure compliance and risk management on all fronts of our group, and work to earn the trust and confidence of all stakeholders.

To further improve customer satisfaction, leveraging the strong business foundation that we have constructed together with customers, we will work in unison toward the shared goal of becoming a corporate group that can earn the trust of customers, by continually listening to their feedback on both our mobile services as well as new businesses and undertaking measures that allow them to continue using our services without any concerns.

Through steadfast implementation of the aforementioned initiatives, we will aim to achieve the operating income target for the fiscal year ending March 31, 2013, of ¥900.0 billion as set forth in the Change and Challenge action plan. In addition, considering shareholder returns as one of the most important issues in our corporate management, we will strive to continue stable dividend payments while taking into consideration our consolidated financial results and consolidated dividend payout ratio.

\* Names of companies, products, etc., contained in this release are the trademarks or registered trademarks of their respective organizations.

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Fiscal Year Ended March 31, 2012

**4. Consolidated Financial Statements****(1) Consolidated Balance Sheets**

|   | March 31, 2011 |             | March 31, 2012 |             | Increase<br>(Decrease) |           |
|---|----------------|-------------|----------------|-------------|------------------------|-----------|
|   |                |             |                |             |                        |           |
| Millions of yen                                       |                |             |                |             |                        |           |
| <b>ASSETS</b>   |                |             |                |             |                        |           |
| <b>Current assets:</b>                                |                |             |                |             |                        |           |
| Cash and cash equivalents                             | ¥              | 765,551     | ¥              | 522,078     | ¥ (243,473)            |           |
| Short-term investments                                |                | 141,028     |                | 371,504     | 230,476                |           |
| Accounts receivable                                   |                | 762,411     |                | 963,001     | 200,590                |           |
| Credit card receivables                               |                | 160,446     |                | 189,163     | 28,717                 |           |
| Allowance for doubtful accounts                       |                | (18,021)    |                | (23,550)    | (5,529)                |           |
| Inventories   |                | 146,357     |                | 146,563     | 206                    |           |
| Deferred tax assets                                   |                | 83,609      |                | 76,858      | (6,751)                |           |
| Prepaid expenses and other current assets             |                | 113,918     |                | 112,644     | (1,274)                |           |
| <b>Total current assets</b>                           |                | 2,155,299   | 31.7%          | 2,358,261   | 33.9%                  | 202,962   |
| <b>Property, plant and equipment:</b>                 |                |             |                |             |                        |           |
| Wireless telecommunications equipment                 |                | 5,569,818   |                | 5,700,951   | 131,133                |           |
| Buildings and structures                              |                | 845,588     |                | 867,553     | 21,965                 |           |
| Tools, furniture and fixtures                         |                | 507,914     |                | 520,469     | 12,555                 |           |
| Land  |                | 198,842     |                | 199,802     | 960                    |           |
| Construction in progress                              |                | 95,251      |                | 133,068     | 37,817                 |           |
| Accumulated depreciation and amortization             |                | (4,694,094) |                | (4,885,546) | (191,452)              |           |
| <b>Total property, plant and equipment, net</b>       |                | 2,523,319   | 37.2%          | 2,536,297   | 36.5%                  | 12,978    |
| <b>Non-current investments and other assets:</b>      |                |             |                |             |                        |           |
| Investments in affiliates                             |                | 525,456     |                | 480,111     | (45,345)               |           |
| Marketable securities and other investments           |                | 128,138     |                | 128,389     | 251                    |           |
| Intangible assets, net                                |                | 672,256     |                | 680,831     | 8,575                  |           |
| Goodwill  |                | 205,573     |                | 204,890     | (683)                  |           |
| Other assets  |                | 249,919     |                | 255,747     | 5,828                  |           |
| Deferred tax assets                                   |                | 331,633     |                | 303,556     | (28,077)               |           |
| <b>Total non-current investments and other assets</b> |                | 2,112,975   | 31.1%          | 2,053,524   | 29.6%                  | (59,451)  |
| <b>Total assets</b>                                   | ¥              | 6,791,593   | 100.0%         | ¥ 6,948,082 | 100.0%                 | ¥ 156,489 |
| <b>LIABILITIES AND EQUITY</b>                         |                |             |                |             |                        |           |
| <b>Current liabilities:</b>                           |                |             |                |             |                        |           |
| Current portion of long-term debt                     | ¥              | 173,102     | ¥              | 75,428      | ¥ (97,674)             |           |
| Short-term borrowings                                 |                | 276         |                | 733         | 457                    |           |
| Accounts payable, trade                               |                | 609,337     |                | 738,783     | 129,446                |           |
| Accrued payroll                                       |                | 54,801      |                | 55,917      | 1,116                  |           |
| Accrued interest                                      |                | 916         |                | 767         | (149)                  |           |
| Accrued income taxes                                  |                | 162,032     |                | 150,327     | (11,705)               |           |



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|   |                    |               |                    |               |                  |
|---|--------------------|---------------|--------------------|---------------|------------------|
| Other current liabilities                     | 122,704            |               | <b>132,048</b>     |               | 9,344            |
| Total current liabilities                     | 1,123,168          | 16.5%         | <b>1,154,003</b>   | <b>16.6%</b>  | 30,835           |
| <b>Long-term liabilities:</b>                 |                    |               |                    |               |                  |
| Long-term debt (exclusive of current portion) | 255,000            |               | <b>180,519</b>     |               | (74,481)         |
| Accrued liabilities for point programs        | 199,587            |               | <b>173,136</b>     |               | (26,451)         |
| Liability for employees' retirement benefits  | 152,647            |               | <b>160,107</b>     |               | 7,460            |
| Other long-term liabilities                   | 183,597            |               | <b>171,546</b>     |               | (12,051)         |
| Total long-term liabilities                   | 790,831            | 11.7%         | <b>685,308</b>     | <b>9.9%</b>   | (105,523)        |
| <b>Total liabilities</b>                      | <b>1,913,999</b>   | <b>28.2%</b>  | <b>1,839,311</b>   | <b>26.5%</b>  | (74,688)         |
| <b>Equity:</b>                                |                    |               |                    |               |                  |
| NTT DOCOMO, INC. shareholders' equity         |                    |               |                    |               |                  |
| Common stock                                  | 949,680            |               | <b>949,680</b>     |               |                  |
| Additional paid-in capital                    | 732,914            |               | <b>732,592</b>     |               | (322)            |
| Retained earnings                             | 3,621,965          |               | <b>3,861,952</b>   |               | 239,987          |
| Accumulated other comprehensive income (loss) | (76,955)           |               | <b>(104,529)</b>   |               | (27,574)         |
| Treasury stock, at cost                       | (377,168)          |               | <b>(377,168)</b>   |               |                  |
| Total NTT DOCOMO, INC. shareholders' equity   | 4,850,436          |               | <b>5,062,527</b>   |               | 212,091          |
| Noncontrolling interests                      | 27,158             |               | <b>46,244</b>      |               | 19,086           |
| <b>Total equity</b>                           | <b>4,877,594</b>   | <b>71.8%</b>  | <b>5,108,771</b>   | <b>73.5%</b>  | 231,177          |
| <b>Total liabilities and equity</b>           | <b>¥ 6,791,593</b> | <b>100.0%</b> | <b>¥ 6,948,082</b> | <b>100.0%</b> | <b>¥ 156,489</b> |

**Table of Contents****DOCOMO Earnings Release****Fiscal Year Ended March 31, 2012****(2) Consolidated Statements of Income and Comprehensive Income**

|   | Year ended<br>March 31, 2011 |                | Millions of yen<br>Year ended<br>March 31, 2012 |                  | Increase<br>(Decrease) |            |
|---|------------------------------|----------------|---|------------------|------------------------|------------|
| <b>Operating revenues:</b>  |                              |                |   |                  |                        |            |
| Wireless services   | ¥                            | 3,746,869      | ¥   | <b>3,741,114</b> | ¥ (5,755)              |            |
| Equipment sales   |                              | 477,404        |   | <b>498,889</b>   | 21,485                 |            |
| Total operating revenues  |                              | 4,224,273      | 100.0%  | <b>4,240,003</b> | <b>100.0%</b>          | 15,730     |
| <b>Operating expenses:</b>  |                              |                |   |                  |                        |            |
| Cost of services (exclusive of items shown separately below)                                |                              | 896,502        |   | <b>893,943</b>   | (2,559)                |            |
| Cost of equipment sold (exclusive of items shown separately below)                          |                              | 662,829        |   | <b>695,008</b>   | 32,179                 |            |
| Depreciation and amortization   |                              | 693,063        |   | <b>684,783</b>   | (8,280)                |            |
| Selling, general and administrative   |                              | 1,127,150      |   | <b>1,091,809</b> | (35,341)               |            |
| Total operating expenses  |                              | 3,379,544      | 80.0%   | <b>3,365,543</b> | <b>79.4%</b>           | (14,001)   |
| <b>Operating income</b>   |                              | <b>844,729</b> | <b>20.0%</b>                                    | <b>874,460</b>   | <b>20.6%</b>           | 29,731     |
| <b>Other income (expense):</b>  |                              |                |   |                  |                        |            |
| Interest expense  |                              | (4,943)        |   | <b>(2,774)</b>   | 2,169                  |            |
| Interest income   |                              | 1,326          |   | <b>1,376</b>     | 50                     |            |
| Other, net  |                              | (5,774)        |   | <b>3,896</b>     | 9,670                  |            |
| Total other income (expense)  |                              | (9,391)        | (0.2)%  | <b>2,498</b>     | <b>0.1%</b>            | 11,889     |
| <b>Income before income taxes</b>   |                              | <b>835,338</b> | <b>19.8%</b>                                    | <b>876,958</b>   | <b>20.7%</b>           | 41,620     |
| <b>Income taxes:</b>  |                              |                |   |                  |                        |            |
| Current   |                              | 355,734        |   | <b>339,866</b>   | (15,868)               |            |
| Deferred  |                              | (17,897)       |   | <b>62,668</b>    | 80,565                 |            |
| Total income taxes  |                              | 337,837        | 8.0%  | <b>402,534</b>   | <b>9.5%</b>            | 64,697     |
| <b>Equity in net income (losses) of affiliates, net of applicable taxes</b>                 |                              | <b>(5,508)</b> | <b>(0.2)%</b>                                   | <b>(13,472)</b>  | <b>(0.3)%</b>          | (7,964)    |
| <b>Net income</b>   |                              | <b>491,993</b> | <b>11.6%</b>                                    | <b>460,952</b>   | <b>10.9%</b>           | (31,041)   |
| Less: Net (income) loss attributable to noncontrolling interests                            |                              | (1,508)        | (0.0)%  | <b>2,960</b>     | <b>0.0%</b>            | 4,468      |
| <b>Net income attributable to NTT DOCOMO, INC.</b>  | ¥                            | <b>490,485</b> | <b>11.6%</b>                                    | ¥ <b>463,912</b> | <b>10.9%</b>           | ¥ (26,573) |
| <b>Net income</b>   | ¥                            | <b>491,993</b> |   | ¥ <b>460,952</b> |                        | ¥ (31,041) |
| <b>Other comprehensive income (loss):</b>   |                              |                |   |                  |                        |            |
| Unrealized holding gains (losses) on available-for-sale securities, net of applicable taxes |                              | (5,294)        |   | <b>3,895</b>     |                        | 9,189      |

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|   |                  |                        |                         |
|---|------------------|------------------------|-------------------------|
| Change in fair value of derivative instruments, net of applicable taxes     | 4                | (2)                    | (6)                     |
| Foreign currency translation adjustment, net of applicable taxes            | (27,902)         | <b>(28,998)</b>        | (1,096)                 |
| Pension liability adjustment, net of applicable taxes                       | (6,433)          | <b>(2,483)</b>         | 3,950                   |
| Total other comprehensive income (loss)                                     | (39,625)         | <b>(27,588)</b>        | 12,037                  |
| <b>Comprehensive income</b>   | <b>452,368</b>   | <b>433,364</b>         | <b>(19,004)</b>         |
| Less: Comprehensive (income) loss attributable to noncontrolling interests  | (1,459)          | <b>2,974</b>           | 4,433                   |
| <b>Comprehensive income attributable to NTT DOCOMO, INC.</b>                | <b>¥ 450,909</b> | <b>10.7% ¥ 436,338</b> | <b>10.3% ¥ (14,571)</b> |
| <b>PER SHARE DATA</b>   |                  |                        |                         |
| Weighted average common shares outstanding Basic and Diluted (shares)       | 41,576,859       | <b>41,467,601</b>      | (109,258)               |
| Basic and Diluted earnings per share attributable to NTT DOCOMO, INC. (yen) | ¥ 11,797.07      | <b>¥ 11,187.34</b>     | ¥ (609.73)              |

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DOCOMO Earnings Release

Fiscal Year Ended March 31, 2012

**(3) Consolidated Statements of Shareholders' Equity**

|  | Millions of yen                       |                            |                   |   |                         |   |                          |              |
|--|---------------------------------------|----------------------------|-------------------|---|-------------------------|---|--------------------------|--------------|
|  | NTT DOCOMO, INC. shareholders' equity |                            |                   |   |                         |   |                          |              |
|  | Common stock                          | Additional paid-in capital | Retained earnings | Accumulated other comprehensive income (loss) | Treasury stock, at cost | Total NTT DOCOMO, INC. sharehold equity | Noncontrolling interests | Total equity |
| Balance at March 31, 2010  | ¥ 949,680                             | ¥ 757,109                  | ¥ 3,347,830       | ¥ (37,379)                                    | ¥ (381,363)             | ¥ 4,635,877                             | ¥ 26,569                 | ¥ 4,662,446  |
| Purchase of treasury stock   |                                       |                            |                   |   | (20,000)                | (20,000)                                |                          | (20,000)     |
| Retirement of treasury stock                                       |                                       | (24,195)                   |                   |   | 24,195                  |   |                          |              |
| Cash dividends declared to NTT DOCOMO, INC. shareholders           |                                       |                            | (216,350)         |   |                         | (216,350)                               |                          | (216,350)    |
| Cash distributions to noncontrolling interests                     |                                       |                            |                   |   |                         |   | (1,243)                  | (1,243)      |
| Acquisition of new subsidiaries                                    |                                       |                            |                   |   |                         |   |                          |              |
| Contributions from noncontrolling interests                        |                                       |                            |                   |   |                         |   |                          |              |
| Others   |                                       |                            |                   |   |                         |   | 373                      | 373          |
| Comprehensive income   |                                       |                            |                   |   |                         |   |                          |              |
| Net income   |                                       |                            | 490,485           |   |                         | 490,485                                 | 1,508                    | 491,993      |
| Unrealized holding gains (losses) on available-for-sale securities |                                       |                            |                   | (5,293)                                       |                         | (5,293)                                 | (1)                      | (5,294)      |
| Change in fair value of derivative instruments                     |                                       |                            |                   | 4   |                         | 4                                       |                          | 4            |
| Foreign currency translation adjustment                            |                                       |                            |                   | (27,854)                                      |                         | (27,854)                                | (48)                     | (27,902)     |
| Pension liability adjustment                                       |                                       |                            |                   | (6,433)                                       |                         | (6,433)                                 |                          | (6,433)      |
| Balance at March 31, 2011  | ¥ 949,680                             | ¥ 732,914                  | ¥ 3,621,965       | ¥ (76,955)                                    | ¥ (377,168)             | ¥ 4,850,436                             | ¥ 27,158                 | ¥ 4,877,594  |
| Purchase of treasury stock   |                                       |                            |                   |   |                         |   |                          |              |
| Retirement of treasury stock                                       |                                       |                            |                   |   |                         |   |                          |              |
| Cash dividends declared to NTT DOCOMO, INC. shareholders           |                                       |                            | (223,925)         |   |                         | (223,925)                               |                          | (223,925)    |
| Cash distributions to noncontrolling interests                     |                                       |                            |                   |   |                         |   | (1,280)                  | (1,280)      |
| Acquisition of new subsidiaries                                    |                                       |                            |                   |   |                         |   | 1,746                    | 1,746        |
| Contributions from noncontrolling interests                        |                                       | (322)                      |                   |   |                         | (322)                                   | 21,655                   | 21,333       |
| Others   |                                       |                            |                   |   |                         |   | (61)                     | (61)         |
| Comprehensive income   |                                       |                            |                   |   |                         |   |                          |              |
| Net income   |                                       |                            | 463,912           |   |                         | 463,912                                 | (2,960)                  | 460,952      |
| Unrealized holding gains (losses) on available-for-sale securities |                                       |                            |                   | 3,895   |                         | 3,895                                   | (0)                      | 3,895        |
| Change in fair value of derivative instruments                     |                                       |                            |                   | (2)   |                         | (2)                                     |                          | (2)          |
| Foreign currency translation adjustment                            |                                       |                            |                   | (28,984)                                      |                         | (28,984)                                | (14)                     | (28,998)     |
| Pension liability adjustment                                       |                                       |                            |                   | (2,483)                                       |                         | (2,483)                                 | 0                        | (2,483)      |
| Balance at March 31, 2012  | ¥ 949,680                             | ¥ 732,592                  | ¥ 3,861,952       | ¥ (104,529)                                   | ¥ (377,168)             | ¥ 5,062,527                             | ¥ 46,244                 | ¥ 5,108,771  |

**Table of Contents****DOCOMO Earnings Release****Fiscal Year Ended March 31, 2012****(4) Consolidated Statements of Cash Flows**

|  | Millions of yen              |                              |
|--|------------------------------|------------------------------|
|  | Year ended<br>March 31, 2011 | Year ended<br>March 31, 2012 |
| <b>Cash flows from operating activities:</b>                                       |                              |                              |
| Net income   | ¥ 491,993                    | ¥ 460,952                    |
| Adjustments to reconcile net income to net cash provided by operating activities   |                              |                              |
| Depreciation and amortization  | 693,063                      | 684,783                      |
| Deferred taxes   | (22,563)                     | 52,176                       |
| Loss on sale or disposal of property, plant and equipment                          | 27,936                       | 24,055                       |
| Impairment loss on marketable securities and other investments                     | 13,424                       | 4,030                        |
| Equity in net (income) losses of affiliates  | 10,539                       | 24,208                       |
| Dividends from affiliates  | 12,757                       | 12,052                       |
| Changes in assets and liabilities:   |                              |                              |
| (Increase) / decrease in accounts receivable                                       | 75,200                       | (198,538)                    |
| (Increase) / decrease in credit card receivables                                   | (19,746)                     | (14,584)                     |
| Increase / (decrease) in allowance for doubtful accounts                           | 2,469                        | 5,388                        |
| (Increase) / decrease in inventories   | (5,217)                      | 245                          |
| (Increase) / decrease in prepaid expenses and other current assets                 | (2,753)                      | 338                          |
| (Increase) / decrease in non-current installment receivable for handsets           | 7,029                        | (12,809)                     |
| Increase / (decrease) in accounts payable, trade                                   | (30,988)                     | 94,747                       |
| Increase / (decrease) in accrued income taxes                                      | (23,805)                     | (11,751)                     |
| Increase / (decrease) in other current liabilities                                 | (14,464)                     | 7,361                        |
| Increase / (decrease) in accrued liabilities for point programs                    | 47,959                       | (26,451)                     |
| Increase / (decrease) in liability for employees' retirement benefits              | 14,203                       | 7,095                        |
| Increase / (decrease) in other long-term liabilities                               | (8,791)                      | (12,296)                     |
| Other, net   | 18,792                       | 9,558                        |
| Net cash provided by operating activities  | 1,287,037                    | 1,110,559                    |
| <b>Cash flows from investing activities:</b>                                       |                              |                              |
| Purchases of property, plant and equipment   | (423,119)                    | (480,416)                    |
| Purchases of intangible and other assets   | (250,757)                    | (237,070)                    |
| Purchases of non-current investments   | (11,746)                     | (35,582)                     |
| Proceeds from sale of non-current investments                                      | 3,946                        | 2,540                        |
| Acquisitions of subsidiaries, net of cash acquired                                 | (7,678)                      | (3,624)                      |
| Purchases of short-term investments  | (745,602)                    | (1,164,203)                  |
| Redemption of short-term investments   | 917,492                      | 1,023,698                    |
| Long-term bailment for consumption to a related party                              | (20,000)                     |                              |
| Short-term bailment for consumption to a related party                             | (20,000)                     | (80,000)                     |
| Proceeds from redemption of short-term bailment for consumption to a related party | 110,000                      |                              |
| Other, net   | (7,906)                      | 72                           |
| Net cash used in investing activities  | (455,370)                    | (974,585)                    |
| <b>Cash flows from financing activities:</b>                                       |                              |                              |
| Repayment of long-term debt  | (180,075)                    | (171,879)                    |
| Proceeds from short-term borrowings  | 717                          | 4,991                        |
| Repayment of short-term borrowings   | (488)                        | (4,467)                      |
| Principal payments under capital lease obligations                                 | (4,597)                      | (4,380)                      |
| Payments to acquire treasury stock   | (20,000)                     |                              |
| Dividends paid   | (216,283)                    | (223,865)                    |

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|  |           |   |                  |
|--|-----------|---|------------------|
| Contributions from noncontrolling interests                  |           |   | <b>21,333</b>    |
| Other, net   | (1,243)   |   | <b>(349)</b>     |
| Net cash provided by (used in) financing activities          | (421,969) |   | <b>(378,616)</b> |
| Effect of exchange rate changes on cash and cash equivalents | (1,862)   |   | <b>(831)</b>     |
| Net increase (decrease) in cash and cash equivalents         | 407,836   |   | <b>(243,473)</b> |
| Cash and cash equivalents at beginning of year               | 357,715   |   | <b>765,551</b>   |
| Cash and cash equivalents at end of year                     | ¥ 765,551 | ¥ | <b>522,078</b>   |
| <b>Supplemental disclosures of cash flow information:</b>    |           |   |                  |
| <b>Cash received during the fiscal year for:</b>             |           |   |                  |
| Income tax refunds   | ¥ 301     | ¥ | <b>251</b>       |
| <b>Cash paid during the fiscal year for:</b>                 |           |   |                  |
| Interest, net of amount capitalized                          | 5,023     |   | <b>2,922</b>     |
| Income taxes   | 378,998   |   | <b>351,964</b>   |
| <b>Non-cash investing and financing activities:</b>          |           |   |                  |
| Assets acquired through capital lease obligations            | 5,631     |   | <b>2,036</b>     |
| Retirement of treasury stock                                 | 24,195    |   |                  |

**Table of Contents****DOCOMO Earnings Release****Fiscal Year Ended March 31, 2012****(5) Going Concern Assumption**

None

**(6) Changes in Significant Matters Serving as a Basis for the Preparation of Consolidated Financial Statements****Changes due to revision of accounting standards and other regulations****Multiple-Deliverable Revenue Arrangements**

Effective April 1, 2011, DOCOMO adopted Accounting Standards Update ( ASU ) 2009-13 Revenue Recognition (Topic 605): Multiple-Deliverable Revenue Arrangements issued by the Financial Accounting Standards Board ( FASB ) in October 2009. ASU2009-13 requires allocation of the overall consideration to each deliverable in an arrangement with multiple deliverables using the estimated selling price in the absence of vendor-specific objective evidence or third-party evidence of selling price for deliverables and eliminates residual method of allocation. The adoption of ASU2009-13 did not have a material impact on DOCOMO 's results of operations and financial position.

**Fair Value Measurement and Disclosure**

Effective January 1, 2012, DOCOMO adopted ASU2011-04 Fair Value Measurement (Topic 820): Amendments to Achieve Common Fair Value Measurement and Disclosure Requirements in U.S. GAAP and IFRSs issued by the FASB in May 2011. ASU2011-04 is intended to develop common requirements for measuring fair value and for disclosing information about fair value measurements in accordance with U.S. GAAP and International Financial Reporting Standards. To achieve this objective, ASU2011-04 clarifies existing fair value measurement and disclosure requirements and changes a particular principle or requirement regarding fair value measurement and disclosure. The adoption of ASU2011-04 did not have a material impact on DOCOMO 's results of operations and financial position.

**(7) Notes to Consolidated Financial Statements****i. Segment Reporting**

| Year ended                       | Millions of yen       |                      |                  |                |                  |
|----------------------------------|-----------------------|----------------------|------------------|----------------|------------------|
|                                  | Mobile phone business | All other businesses | Total            | Reconciliation | Consolidated     |
| March 31, 2011                   |                       |                      |                  |                |                  |
| Operating revenues               | ¥ 4,090,659           | ¥ 133,614            | ¥ 4,224,273      | ¥              | ¥ 4,224,273      |
| Operating expenses               | 3,233,925             | 145,619              | 3,379,544        |                | 3,379,544        |
| <b>Operating income (losses)</b> | <b>¥ 856,734</b>      | <b>¥ (12,005)</b>    | <b>¥ 844,729</b> | <b>¥</b>       | <b>¥ 844,729</b> |
| Assets                           | ¥ 4,843,925           | ¥ 286,338            | ¥ 5,130,263      | ¥ 1,661,330    | ¥ 6,791,593      |
| Depreciation and amortization    | ¥ 682,029             | ¥ 11,034             | ¥ 693,063        | ¥              | ¥ 693,063        |
| Capital expenditures             | ¥ 520,770             | ¥ 4,759              | ¥ 525,529        | ¥ 142,947      | ¥ 668,476        |





**Table of Contents****DOCOMO Earnings Release****Fiscal Year Ended March 31, 2012**

| Year ended                    | Millions of yen       |                      |             |                |              |
|-------------------------------|-----------------------|----------------------|-------------|----------------|--------------|
|                               | Mobile phone business | All other businesses | Total       | Reconciliation | Consolidated |
| <b>March 31, 2012</b>         |                       |                      |             |                |              |
| Operating revenues            | ¥ 4,110,585           | ¥ 129,418            | ¥ 4,240,003 | ¥              | ¥ 4,240,003  |
| Operating expenses            | 3,224,241             | 141,302              | 3,365,543   |                | 3,365,543    |
| Operating income (losses)     | ¥ 886,344             | ¥ (11,884)           | ¥ 874,460   | ¥              | ¥ 874,460    |
| Assets                        | ¥ 4,970,087           | ¥ 343,293            | ¥ 5,313,380 | ¥ 1,634,702    | ¥ 6,948,082  |
| Depreciation and amortization | ¥ 674,330             | ¥ 10,453             | ¥ 684,783   | ¥              | ¥ 684,783    |
| Capital expenditures          | ¥ 561,661             | ¥ 23,584             | ¥ 585,245   | ¥ 141,588      | ¥ 726,833    |

The Reconciliation column in the tables is included to reflect the recorded amounts of common assets which cannot be allocated to any specific segment and the amounts of capital expenditures related to the buildings for telecommunications purposes and common facilities, which are not allocated to each segment.

DOCOMO does not disclose geographical information since the amounts of operating revenues generated and long-lived assets owned outside Japan are immaterial.

**ii. Deferred Tax**

The amendments to the Japanese corporate tax law were enacted on November 30, 2011, and the corporate tax rate was changed. The aggregate statutory income tax rate declined from 40.8% to 38.1% or 35.8% for deferred tax assets and liabilities resulting from temporary differences that were expected to be recovered or settled in the fiscal years from April 1, 2012 to March 31, 2015, or April 1, 2015 and thereafter. Due to the change in the enacted tax rates, net deferred tax assets decreased by ¥36,454 million, and net income attributable to NTT DOCOMO, INC. decreased by ¥36,582 million as of enacted date.

**iii. Other Footnote****Share Repurchase and Retirement**

DOCOMO did not resolve share repurchase for the fiscal year ended March 31, 2012, and did not repurchase its own shares in the fiscal year ended March 31, 2012. DOCOMO did not retire its own shares in the fiscal year ended March 31, 2012.

**iv. Subsequent Event**

There were no significant subsequent events.

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DOCOMO Earnings Release

Fiscal Year Ended March 31, 2012

**5. Appendices**

**(1) Operating Data for the Fiscal Year Ended March 31, 2012**

Full-year Forecasts: as announced on April 27, 2012

|   |                           | [Ref.]<br>Fiscal Year Ended<br>Mar. 31,<br>2011<br>Full-year<br>Results | [Ref.]<br>Fiscal Year Ended<br>Mar.<br>31, 2012<br>Full-year<br>Results | First Quarter<br>Apr.-Jun. 2011<br>Results | Second Quarter<br>Jul.-Sep. 2011<br>Results | Third Quarter<br>Oct.-Dec. 2011<br>Results | Fourth Quarter<br>Jan.-Mar. 2012<br>Results | [Ref.]<br>Fiscal<br>Year<br>Mar. 31, 2013<br>Full-year<br>Forecasts |
|---|---------------------------|---|---|--|---|--|---|---|
| <b>Number of Subscriptions and Other Operating Data</b> |                           |   |   |  |   |  |   |   |
| Cellular Subscriptions                                  | thousands                 | 58,010  | <b>60,129</b>   | 58,415                                     | 58,993                                      | 59,624                                     | <b>60,129</b>                               | <b>62,930</b>   |
| Xi  | thousands                 | 26  | <b>2,225</b>  | 121  | 389   | 1,139                                      | <b>2,225</b>                                | <b>10,290</b>   |
| FOMA (1)  | thousands                 | 56,746  | <b>57,905</b>   | 57,324                                     | 57,862                                      | 57,962                                     | <b>57,905</b>                               | <b>52,640</b>   |
| Communication Module Service (FOMA)                     | thousands                 | 1,606   | <b>2,330</b>  | 1,724                                      | 1,871                                       | 2,061                                      | <b>2,330</b>                                |   |
| mova  | thousands                 | 1,239   | <b>0</b>  | 969  | 743   | 523  | <b>0</b>                                    |   |
| Communication Module Service (DoPa)                     | thousands                 | 363   | <b>0</b>  | 306  | 254   | 202  | <b>0</b>                                    |   |
| Prepaid Subscriptions                                   | thousands                 | 21  | <b>256</b>  | 16   | 12  | 200  | <b>256</b>                                  |   |
| Packet Flat-rate Services Subscriptions                 | thousands                 | 31,921  | <b>36,295</b>   | 33,109                                     | 34,267                                      | 35,153                                     | <b>36,295</b>                               |   |
| Net Increase from Previous Period (3)                   | thousands                 | 1,928   | <b>2,120</b>  | 405  | 578   | 631  | <b>505</b>                                  | <b>2,800</b>  |
| Xi  | thousands                 | 26  | <b>2,199</b>  | 96   | 267   | 751  | <b>1,086</b>                                | <b>8,070</b>  |
| FOMA (1)  | thousands                 | 3,542   | <b>1,159</b>  | 578  | 538   | 100  | <b>(57)</b>                                 | <b>(5,270)</b>  |
| mova  | thousands                 | (1,640)   | <b>(1,239)</b>  | (269)                                      | (227)                                       | (220)                                      | <b>(523)</b>                                |   |
| Churn Rate (3)  | %                         | 0.47  | <b>0.60</b>   | 0.49                                       | 0.50  | 0.59                                       | <b>0.82</b>                                 |   |
| Number of Handsets (Xi+FOMA+mova) Sold (4)              | thousands                 | 19,055  | <b>22,089</b>   | 4,645                                      | 5,701                                       | 5,066                                      | <b>6,677</b>                                |   |
| i-mode Subscriptions                                    | thousands                 | 48,141  | <b>42,321</b>   | 47,450                                     | 46,183                                      | 44,737                                     | <b>42,321</b>                               | <b>34,170</b>   |
| sp-mode Subscriptions                                   | thousands                 | 2,095   | <b>9,586</b>  | 3,296                                      | 5,375                                       | 6,971                                      | <b>9,586</b>                                | <b>19,130</b>   |
| i-channel Subscriptions                                 | thousands                 | 16,233  | <b>16,124</b>   | 15,705                                     | 15,886                                      | 15,830                                     | <b>16,124</b>                               |   |
| i-concier Subscriptions                                 | thousands                 | 6,224   | <b>5,672</b>  | 6,135                                      | 6,007                                       | 5,761                                      | <b>5,672</b>                                |   |
| DCMX Subscriptions (5)                                  | thousands                 | 12,321  | <b>12,949</b>   | 12,463                                     | 12,686                                      | 12,776                                     | <b>12,949</b>                               | <b>13,480</b>   |
| <b>ARPU and MOU</b>                                     |                           |   |   |  |   |  |   |   |
| <b>ARPU</b>   |                           |   |   |  |   |  |   |   |
| Aggregate ARPU (Xi+FOMA +mova) (6)                      | yen/month/subscription    | 5,070   | <b>4,870</b>  | 4,960                                      | 4,970                                       | 4,880                                      | <b>4,680</b>                                | <b>4,570</b>  |
| Voice ARPU (7)  | yen/month/subscription    | 2,530   | <b>2,200</b>  | 2,340                                      | 2,280                                       | 2,190                                      | <b>1,980</b>                                | <b>1,690</b>  |
| Packet ARPU   | yen/month/subscription    | 2,540   | <b>2,670</b>  | 2,620                                      | 2,690                                       | 2,690                                      | <b>2,700</b>                                | <b>2,880</b>  |
| ARPU Generated from International Services (8)          | yen/month/subscription    | 90  | <b>90</b>   | 80   | 90  | 90   | <b>80</b>                                   | <b>90</b>   |
| Aggregate ARPU (FOMA) (6)                               | yen/month/subscription    | 5,120   | <b>4,890</b>  | 4,980                                      | 5,000                                       | 4,910                                      | <b>4,690</b>                                |   |
| Voice ARPU (7)  | yen/month/subscription    | 2,520   | <b>2,210</b>  | 2,340                                      | 2,290                                       | 2,210                                      | <b>2,010</b>                                |   |
| Packet ARPU   | yen/month/subscription    | 2,600   | <b>2,680</b>  | 2,640                                      | 2,710                                       | 2,700                                      | <b>2,680</b>                                |   |
| ARPU Generated from International Services (8)          | yen/month/subscription    | 90  | <b>90</b>   | 80   | 90  | 90   | <b>80</b>                                   |   |
| Aggregate ARPU (mova) (6)                               | yen/month/subscription    | 3,280   | <b>3,320</b>  | 3,230                                      | 3,260                                       | 3,290                                      | <b>3,860</b>                                |   |
| Voice ARPU (7)  | yen/month/subscription    | 2,720   | <b>2,760</b>  | 2,680                                      | 2,700                                       | 2,730                                      | <b>3,250</b>                                |   |
| Packet ARPU   | yen/month/subscription    | 560   | <b>560</b>  | 550  | 560   | 560  | <b>610</b>                                  |   |
| ARPU Generated from International Services (8)          | yen/month/subscription    | 0   | <b>0</b>  | 0  | 10  | 10   | <b>10</b>                                   |   |
| <b>MOU</b>  |                           |   |   |  |   |  |   |   |
| MOU (Xi+FOMA+mova) (9)                                  | minute/month/subscription | 134   | <b>126</b>  | 128  | 129   | 126  | <b>121</b>                                  |   |
| MOU (FOMA) (9)  | minute/month/subscription | 137   | <b>127</b>  | 129  | 129   | 128  | <b>122</b>                                  |   |
| MOU (mova) (9)  | minute/month/subscription | 44  | <b>38</b>   | 39   | 39  | 33   | <b>35</b>                                   |   |

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Please refer to 5. (2) Definition and Calculation Methods of ARPU and MOU for the definition of ARPU and MOU on page 36, and an explanation of the methods used to calculate ARPU and the number of active subscriptions.

- (1) Effective March 3, 2008, FOMA subscription became mandatory for subscription to 2in1 services, and those FOMA subscriptions are included in the number of FOMA subscribers.
- (2) mova service was terminated at the end of March 2012.
- (3) Data are calculated including communication module services subscriptions.
- (4) Sum of new subscriptions, change of subscription from FOMA/mova to Xi, Xi/mova to FOMA, Xi/FOMA to mova, Xi handset upgrade by Xi subscribers, FOMA handset upgrade by FOMA subscribers and mova handset upgrade by mova subscribers
- (5) Inclusive of DCMX mini subscriptions
- (6) Data are calculated excluding revenues and subscriptions to communication module services, Phone Number Storage and Mail Address Storage.
- (7) Inclusive of circuit-switched data communication
- (8) Inclusive of voice and packet communication
- (9) Data are calculated excluding subscriptions to communication module services, Phone Number Storage and Mail Address Storage.

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**(2) Definition and Calculation Methods of ARPU and MOU****i. Definition of ARPU and MOU****a. 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.

**b. MOU (Minutes of Use): Average monthly communication time per subscription.****ii. ARPU Calculation Methods****a. ARPU (Xi+FOMA+mova)**

- Aggregate ARPU (Xi+FOMA+mova) = Voice ARPU (Xi+FOMA+mova) + Packet ARPU (Xi+FOMA+mova)
- Voice ARPU (Xi+FOMA+mova): Voice ARPU (Xi+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)

**b. ARPU (FOMA)**

- 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)

**c. ARPU (mova)**

- Aggregate ARPU (mova) = Voice ARPU (mova) + Packet ARPU (mova)
- Voice ARPU (mova):

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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)

### iii. 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, Phone Number Storage and Mail Address Storage services are not included in the ARPU and MOU calculations.

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**(3) Reconciliations of the Disclosed Non-GAAP Financial Measures to the Most Directly Comparable GAAP Financial Measures**

The reconciliations for the year ending March 31, 2013 (forecasts) are provided to the extent available without unreasonable efforts.

**i. EBITDA and EBITDA margin**

|  | Billions of yen                              |                              |                              |
|--|--|------------------------------|------------------------------|
|  | Year ending<br>March 31, 2013<br>(Forecasts) | Year ended<br>March 31, 2011 | Year ended<br>March 31, 2012 |
| a. EBITDA  | ¥ 1,626.0                                    | ¥ 1,565.7                    | ¥ 1,583.3                    |
| Depreciation and amortization                                    | (695.0)                                      | (693.1)                      | (684.8)                      |
| Loss on sale or disposal of property, plant and equipment        | (31.0)                                       | (27.9)                       | (24.1)                       |
| Operating income   | 900.0  | 844.7                        | 874.5                        |
| Other income (expense)   | 3.0  | (9.4)                        | 2.5                          |
| Income taxes   | (344.0)                                      | (337.8)                      | (402.5)                      |
| Equity in net income (losses) of affiliates                      | (10.0)                                       | (5.5)                        | (13.5)                       |
| Less: Net (income) loss attributable to noncontrolling interests | 8.0  | (1.5)                        | 3.0                          |
| b. Net income attributable to NTT DOCOMO, INC.                   | 557.0  | 490.5                        | 463.9                        |
| c. Operating revenues  | 4,450.0                                      | 4,224.3                      | 4,240.0                      |
| EBITDA margin (=a/c)   | 36.5%  | 37.1%                        | 37.3%                        |
| Net income margin (=b/c)   | 12.5%  | 11.6%                        | 10.9%                        |

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. ROCE after tax effect**

|  | Billions of yen                              |                              |                              |
|--|--|------------------------------|------------------------------|
|  | Year ending<br>March 31, 2013<br>(Forecasts) | Year ended<br>March 31, 2011 | Year ended<br>March 31, 2012 |
| a. Operating income  | ¥ 900.0                                      | ¥ 844.7                      | ¥ 874.5                      |
| b. Operating income after tax effect {=a*(1-effective tax rate)} | 557.1  | 500.1                        | 517.7                        |
| c. Capital employed  | 5,439.7                                      | 5,262.5                      | 5,299.0                      |
| ROCE before tax effect (=a/c)                                    | 16.5%  | 16.1%                        | 16.5%                        |
| ROCE after tax effect (=b/c)                                     | 10.2%  | 9.5%                         | 9.8%                         |

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Notes: Capital employed = Two period ends average of (NTT DOCOMO, INC. shareholders' equity + Interest bearing liabilities)  
 Interest bearing liabilities = Current portion of long-term debt + Short-term borrowings + Long-term debt  
 The effective tax rate for the years ended March 31, 2011 and 2012 was 40.8%.  
 The effective tax rate for the year ending March 31, 2013 (Forecasts) is 38.1%.

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

|   | Billions of yen                              |                              |                              |
|---|--|------------------------------|------------------------------|
|   | Year ending<br>March 31, 2013<br>(Forecasts) | Year ended<br>March 31, 2011 | Year ended<br>March 31, 2012 |
| Free cash flows excluding irregular factors and changes in investments for cash management purposes | ¥ 440.0                                      | ¥ 589.8                      | ¥ 503.5                      |
| Irregular factors (1)   |  |                              | (147.0)                      |
| Changes in investments for cash management purposes (2)   |  | 241.9                        | (220.5)                      |
| Free cash flows   | 440.0  | 831.7                        | 136.0                        |
| Net cash used in investing activities   | (735.0)                                      | (455.4)                      | (974.6)                      |
| Net cash provided by operating activities   | 1,175.0                                      | 1,287.0                      | 1,110.6                      |

Note: (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, 2011 and 2012 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, 2013 due to the difficulties in forecasting such effect.

**iv. Market equity ratio**

|  | Billions of yen                              |                              |                              |
|--|--|------------------------------|------------------------------|
|  | Year ending<br>March 31, 2013<br>(Forecasts) | Year ended<br>March 31, 2011 | Year ended<br>March 31, 2012 |
| a. NTT DOCOMO, INC. shareholders' equity |  | ¥ 4,850.4                    | ¥ 5,062.5                    |
| b. Market value of total share capital   |  | 6,062.6                      | 5,697.6                      |
| c. Total assets                          |  | 6,791.6                      | 6,948.1                      |
| Shareholders' equity ratio (=a/c)        |  | 71.4%                        | 72.9%                        |
| Market equity ratio (=b/c)               |  | 89.3%                        | 82.0%                        |

Notes: Market value of total share capital = Closing share price multiplied by the number of outstanding shares (excluding treasury stock) as of the end of the fiscal period  
 Market equity ratio for the year ending March 31, 2013 is not forecasted because it is difficult to estimate the market value of total share capital in the future.

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