



President and Chief Executive Officer
Ryuji Yamada

To Our Shareholders

We will further strengthen ties with our customers by taking their viewpoint, accurately grasping their needs, and providing tangible value that will satisfy every customer. This is the course that DOCOMO will follow to achieve new growth.

I would like to thank our shareholders and investors for their understanding and support of the Company.

At the Ordinary General Meeting of Shareholders' and Board of Directors' meeting held on June 20, 2008, I was appointed as President and Chief Executive Officer. Accepting this tremendous responsibility, I will utilize my experience to promote progress for our Company and our industry.

Japan's mobile phone market has moved from an expansionary phase to a mature phase. Accordingly, DOCOMO is taking steps to implement reform in order to achieve sustained growth in the years ahead. I have been appointed president at a significant turning point, and will do my utmost with a strong resolve. That pledge is embodied in the New DOCOMO Commitments, which we announced in April 2008. Specifically, the commitments describe how we will further strengthen ties with our customers by taking their viewpoint, accurately grasping their needs, and providing tangible value that will satisfy every customer.

Further, mobile phones are transcending the boundaries among products and services and integration with those products and services is driving further advances. In this environment, we will seek to open up new possibilities in the mobile world by demonstrating leadership through continual innovation. By providing distinctive services that meet customer needs, we will help our customers to enjoy their lives even more.

To truly understand feedback from customers, it is extremely important that we focus on the "front lines" where we are in direct contact with our customers. I am a strong believer in taking the initiative to get out of the office and onto the front lines, and am resolved to personally confirm the situation in the field and lead DOCOMO forward.

With more than 100 million subscriptions, the mobile phone market presents limited opportunities for the acquisition of new subscriptions. However, mobile phones, which have already become indispensable parts of the daily lives of huge numbers of customers, have substantial potential to transcend their conventional boundaries and make further advances. Our base of 53 million customers gives us a strong platform to rapidly deliver advances in mobile phones and realize growth for DOCOMO. Accordingly, at this point we need to do our utmost to deliver on the promises that we made in the New DOCOMO Commitments, so that we will be a company that is trusted and loved deeply by our customers over a long period of time. Everyone in the Company is working together to carry out these initiatives and thereby open up a new growth path for the new DOCOMO.

I would like to ask for the continued support and understanding of our shareholders and investors.

July 2008



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