

Management System and CSR

■ Corporate Governance

Basic Approach

Guided by its corporate philosophy of “creating a new world of communications culture,” DOCOMO’s management policy is to maximize corporate value so as to earn a high degree of trust and recognition from shareholders and customers. To this end, the Company will help to achieve a vibrant and enriched society by promoting mobile multimedia through the provision of services useful to customers’ lives and businesses. At the same time, the Company will strive to enhance and bolster its core businesses with an emphasis on promoting wider adoption of *FOMA* and *Xi* services.

The Company believes that maintaining effective corporate governance is crucial to continuously increasing corporate value. Aiming to achieve the goal of ensuring promptness, transparency and soundness in its business management, the Company has been working to establish a governance structure that allows it to both make management decisions without delay and reinforce its audit and internal controls, as well as to improve its communications with stakeholders.

Governance Structure

The Company has adopted a corporate governance structure led by the Board of Directors, which makes decisions on execution of important business and supervises the execution of duties by directors; and the corporate auditors/Board of Corporate Auditors, which audits the execution of duties by directors independently of the Board of Directors.

Also, the Company has introduced the corporate officer system and transferred a portion of business execution authority from the Board of Directors to the representative directors, corporate officers, and executive officers to enable agile business execution by the responsible corporate officers.

Furthermore, more than half of the members of the Board of Directors are assigned the responsibility of serving concurrently as corporate officers. As a result, the effectiveness of the mutual supervision of the members of the Board of Directors in business execution is enhanced, and the management supervision function is strengthened.

Business Execution and Management Supervision System

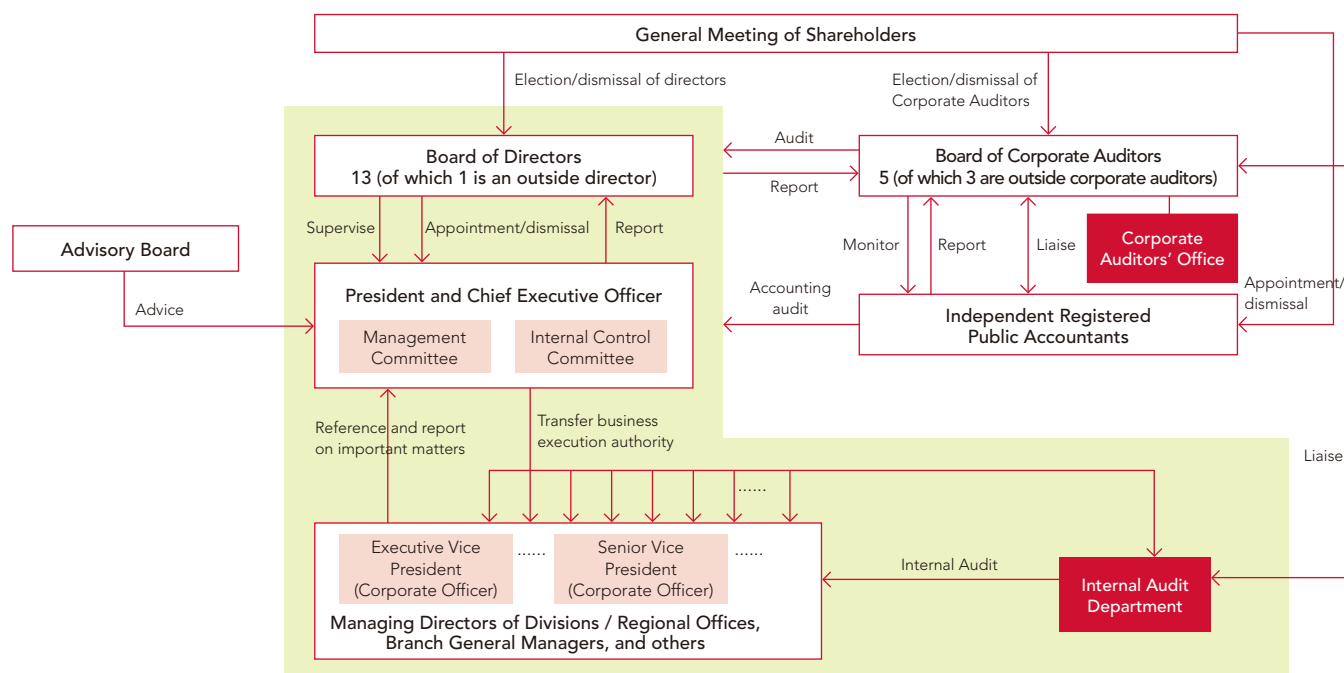
The Board of Directors consists of 13 members, including one outside director. In principle, the Board of Directors meets once a month, and extraordinary meetings are convened if necessary. In this way, decisions are made on important business matters, status reports are received as needed from Board of Directors members assigned the responsibility for business execution, and management supervision is implemented. For decision making on important matters related to business execution, the Company has established the Management Committee, which includes the president and chief executive officer, senior executive vice presidents, executive vice presidents and full-time corporate auditors. The Management Committee meets in principle once a week, and extraordinary meetings are convened if necessary, to enable flexible, rapid decision-making by the president and chief executive officer.

Audit Structure

The Board of Corporate Auditors consists of five members, including three outside corporate auditors. The Board of Corporate Auditors in principle meets once a month to make decisions on audit policies, plans, methods, and other important issues relating to the audit of the Company. Each corporate auditor, in accordance with audit policies and audit plans determined by the Board of Corporate Auditors, attends important meetings, such as meetings of the Board of Directors, and receives reports from directors, examines important documents, and conducts on-site examinations of the head office, major work sites, and major subsidiaries. In this way, corporate auditors appropriately conduct audits of the status of execution of duties by the directors and report to the Board of Corporate Auditors on the status of audit implementation. The Company’s corporate auditors promote mutual understanding and information-sharing with the corporate auditors of subsidiaries. Corporate auditors ensure the effectiveness of audits by collaborating and exchanging information on audit plans and results with the Internal Audit Department, an independent unit established to perform internal audits of the Company and its registered public accountants on a regular basis.

DOCOMO's Business Execution and Management Supervision Mechanism

As of July 1, 2011



Management Incorporating Objective Expert Opinion

The Company has established an advisory board composed of experts in various fields, including an advisory board in the United States to receive advice from a global viewpoint. In this way, the objective opinions and proposals of advisory board members regarding management issues facing the Company are reflected in management. To ensure it receives a diverse range of advice, the Company invites advisory board members from various walks of life to sit on the advisory board, including prominent business leaders, university professors, commentators, and journalists.

Compensation of Directors and Corporate Auditors

Matters regarding the compensation of directors are determined by the Board of Directors. The compensation of directors (excluding outside directors) comprises monthly compensation as well as bonuses. Monthly compensation is paid in accordance with such factors as the importance and scope of responsibilities for each management level. Bonuses are paid in consideration of such factors as the Company's results. To reflect results over the medium-to-long term, a portion of monthly compensation is contributed to a director stock purchase plan through the Director's Shareholders Association. The shares of the Company that are purchased through the plan are held throughout the term of office.

In consultation with corporate auditors, it has been decided to pay only monthly compensation to corporate auditors in order to ensure a high degree of independence. A summary of the aggregate amounts of compensation paid to directors and corporate auditors for fiscal 2010 follows.

Aggregate Compensation Paid to Directors and Corporate Auditors

Position	Number	Total compensation
Directors	14*	514 million yen
Corporate auditors	5	129 million yen
Total	19	643 million yen

The above total includes the following compensation to outside directors

	Number	Total compensation
Total amount of compensation for the outside directors	3	69 million yen

*The above includes two directors who retired at the conclusion of the 19th Ordinary General Meeting of Shareholders held on June 18, 2010.

Relationship with Parent Company

The corporate group led by our parent company, NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT), operates the following main businesses: the regional communications business, the long distance and international communications business, the mobile communications business and the data communications business. As of March 31, 2011, NTT owned 66.65% of the voting rights of the Company and was in a position to influence the Company's management decision-making through the exercise of majority shareholder rights. However, the Company has its own management responsibility and conducts operational management in accordance with its own decision-making.

IR Activities and Programs for Investors

The Company's efforts to achieve transparency in management include timely and fair disclosure of management information, enabled by developing disclosure controls and procedures. In particular, the Company is also implementing IR activities with an emphasis on fair disclosure, such as streaming video of results presentations. Furthermore, the Company is working to create opportunities for direct communication between its top management and investors, such as through presentations for institutional investors in Japan and overseas and IR seminars targeted at individual investors. Meanwhile, the Company simultaneously disseminates IR information over the Internet.

The opinions the Company receives are duly considered in the management of the Company and are also shared internally to improve its services and operating results.

Status of IR-related Activities

	Supplementary explanation	Briefing by representative in person
Regular presentations held for individual investors	We hold presentations for individual investors, in which the president explains recent results, future initiatives, and the return of profits to shareholders, among other topics. In fiscal 2010, we held presentations in Tokyo in August 2010 and in March 2011. More than 250 people attended each event.	Yes
Regular presentations held for securities analysts and institutional investors	Quarterly results are explained by either the president or the senior executive vice presidents, as well as by the corporate officers in charge of corporate finance, corporate planning, sales and other areas. We also hold presentations when announcing new products and services to provide detailed product or service explanations, and to explain sales forecasts, among other matters. Moreover, we brief investors on the status of our businesses at conferences sponsored by securities companies. We held nine presentations during fiscal 2010.	Yes
Regular presentations held for overseas investors	We provide a live streaming broadcast of the aforementioned presentations for securities analysts and institutional investors with simultaneous interpretation in English on our website. We also hold individual meetings as necessary, mainly in Western countries and Asia, to explain recent results, future initiatives, and the return of profits to shareholders, among other matters.	Yes
IR materials posted on the Company's website	We post a variety of information on our website, including monthly and quarterly operational and financial data, video and presentation documents for results presentations, and a special website for individual investors. We also post earnings information, securities reports, and briefing documents. DOCOMO's IR website: http://www.nttdocomo.co.jp/english/corporate/ir/	
IR-related departments assignment (of person in charge)	The departments involved with IR are the Investor Relations Department and the General Affairs Department. The corporate officer responsible for IR is a senior executive vice president. The liaison officers are the Head of Investor Relations and the Senior Manager in the General Affairs Department.	

Initiatives to Invigorate the General Meeting of Shareholders and Promote Efficient Voting

	Supplementary explanation
Early mailing of convocation notices for the general meeting of shareholders	In 2011, we mailed convocation notices seven days before the statutory cut-off date (22 days before the general meeting date).
Scheduled the general meeting of shareholders so as to avoid days on which shareholder meetings are concentrated	In 2011, we held the Ordinary General Meeting of Shareholders on June 17 (Friday).
Electronic voting	Enabled voting from Internet-enabled mobile phones and PCs
Initiatives to facilitate a better voting environment for institutional investors, including participation in the electronic voting platform	Enabled voting via the electronic proxy voting platform for institutional investors operated by Investor Communications Japan (ICJ)
Providing summary English translation of the Notices of Convocation for the General Meeting of Shareholders	We made convocation notices available both in Japanese and English on our website.
Others	<ul style="list-style-type: none"> • We provided video streaming of the General Meeting of Shareholders over the Internet (live recording). • We set up a “communications lounge” at a separate venue on the same day as the General Meeting of Shareholders to showcase our initiatives and services, etc.

Message from Outside Corporate Auditor

I have worked as an outside auditor for a number of listed companies to date. Being external to the company allows one to recognize and express things differently. I keep this point in mind while working to play a role as an accounting specialist and as a spokesperson for DOCOMO customers and shareholders who cannot easily make direct contact inside the company.

The questions that occur to me probably occur to shareholders too, so I think it is important to talk with people until my questions are resolved and to take up any issues that need to be addressed. As a financial accounting specialist, I consciously express my opinion on whether the Company's accounting policies and the financial data that result from them are consistent from a macro economic perspective.

Three keys to properly functioning corporate governance are well-established internal controls, clearly defined management responsibilities, and strong external monitoring functions. I also think for corporate governance to function in the true sense requires management to articulate the company vision, share this vision with all employees including at subsidiaries, and foster a corporate culture that supports employees in achieving this corporate vision.

NTT DOCOMO announced a new corporate vision in July 2010 called “Pursuing Smart Innovation: HEART.” Mobile phones continue to create a new culture of communication and

have the potential to drive seemingly limitless cultural change. DOCOMO seeks to leverage the experience it has gained through building the *i-mode* ecosystem to provide unique services in a wide range of fields, including finance and healthcare. To this end, DOCOMO's goal in managing its business is to evolve into an integrated service enterprise with mobile technologies at its core.

I was appointed as an outside corporate auditor of DOCOMO in June 2011. My role is to check that the right environment is in place for DOCOMO to achieve its corporate vision. To do this I will make various proposals from the perspective of an outside auditor and work with the Company to see it create a new communication culture that will help it to contribute to the development of a safe and secure society with a good standard of living and further improve its enterprise value.



Corporate Auditor

Eiko Tsujiyama

Professor of Accounting Faculty of Business and Commerce, Waseda University
Corporate Auditor of Mitsubishi Corporation
Director of ORIX Corporation

Internal Control

Basic Policy for Internal Control

In accordance with the Basic Policy on Fortifying Internal Control Systems, as approved by the Board of Directors, we maintain a system for the purpose of securing rigorous compliance with laws and regulations, business effectiveness and efficiency, and financial reporting reliability. We regularly evaluate that system's effectiveness and implement improvements as needed. These initiatives are centered on the Internal Control Committee.

The Internal Audit Department, which is independent from other business execution, objectively tests and evaluates the status of business execution at departments in the head office, regional offices, and branches, and implements audits with the objective of improving internal control.

Risk Management

We strive to strengthen risk management with the basic policy of identifying and responding to business risk as early as possible. Specifically, in accordance with our Risk Management Principles, business risks are regularly identified, and the Internal Control Committee designates risks that require company-wide management. Management policies for those identified risks are formulated, and appropriate efforts are made to prevent such risks from materializing and to prepare for a quick response should they occur.

Ethics and Legal Compliance

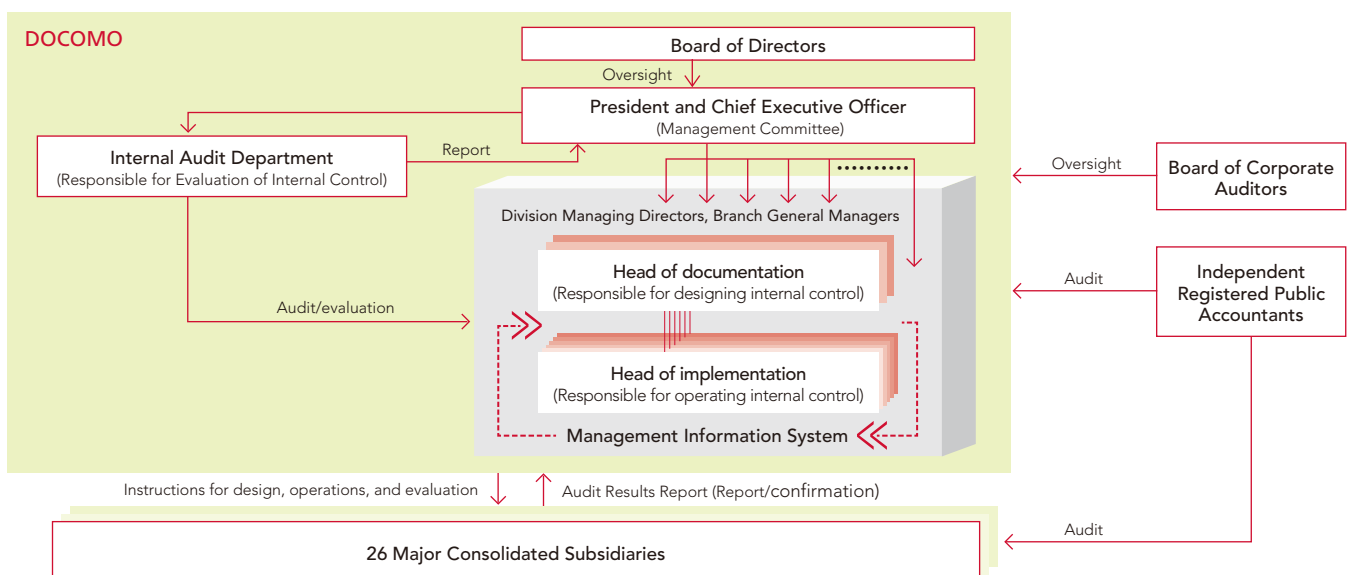
Each of our employees is instructed to follow the NTT DOCOMO Group Code of Ethics. Ensuring that activities are based on high ethical standards is the foundation of our compliance management. In addition, in order to increase the effectiveness of compliance management, we have strengthened the compliance promotion system, which is centered on Compliance Promotion Committees, and are building an information consultation system pertaining to compliance with ethics and laws. In addition, all divisions have employees with responsibility for compliance promotion, and at least once a year we implement employee education and training in ethics and legal compliance. We have carried out initiatives to enhance awareness of compliance on a company-wide basis, including a compliance awareness survey of every employee, the results of which were reflected in our various measures to ensure compliance.

Ensuring Reliability of Financial Reporting

To meet the requirements of the Sarbanes-Oxley Act and the Financial Instruments and Exchange Act of Japan, we employ the COSO (the Committee of Sponsoring Organizations of the Treadway Commission) framework for the design, operation, and evaluation of our internal control system related to financial reporting. In fiscal 2010, we evaluated the Company and 25 major consolidated subsidiaries, and concluded that internal control over financial reporting was effective.

Sarbanes-Oxley Act, Section 404 Organization Chart

As of July 1, 2011



Information Management

Enhancement of Information Management System

The DOCOMO Group has been entrusted with personal information (customer information) of approximately 58 million people, and accordingly, ensuring information security is an important management issue.

As a telecommunications company with public-oriented operations, the rigorous management and protection of customer information is our most important duty. In recognition of this, we have assigned the position of Chief Privacy Officer (CPO) to the senior executive vice president level. The CPO heads the Information Management Committee, which meets on a regular basis. The committee considers and promotes personal information protection measures. In addition, to advance integrated information management, we have established information security departments and each work site has an employee who is responsible for information management. Outside contractors who perform work for the Company are required to designate a person responsible for the handling of that work for each organization and policy. We have established and are advancing a system that assigns responsibility for personal information management in each organization and operation.

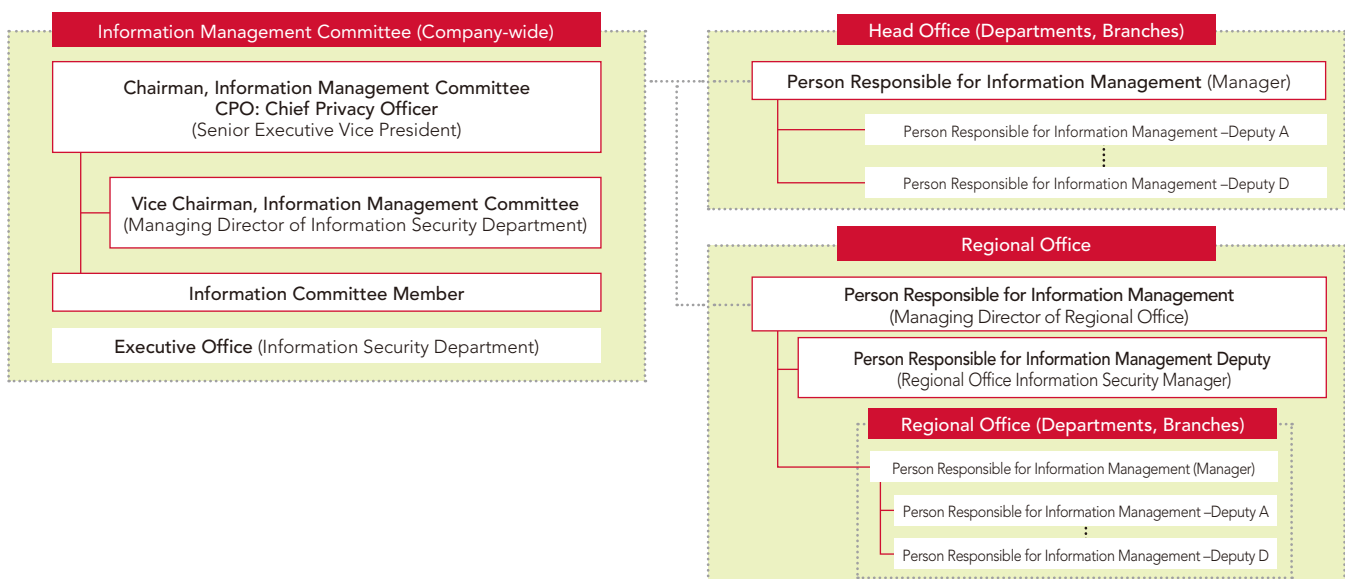
Formulation of Management and Administration Rules

To fulfill our obligations above, in regard to the handling of information of customers, shareholders, employees, etc., we have systematically formulated internal regulations in accordance with the Personal Information Protection Act and the guidelines of related government ministries and agencies, clarified internal rules regarding information management, and formulated and announced a privacy policy that clarifies detailed handling policies in accordance with basic principles regarding customer information protection.

<http://www.nttdocomo.co.jp/english/utility/privacy/>

Information Management System

As of July 1, 2011



Specific Initiatives

In working to strengthen information management, we are advancing and developing the following safety management measures:

(1) Physical Security

- Restrictions on numbers of information management terminals, continuous optimization of installed locations and authorized people
- Rigorous control of the lending and checking-out of portable information terminals (laptop PCs, etc.)
- Secure storage of all types of recording media, and strict control of number stored and checking-in and checking-out
- Consolidation and special monitoring of terminals used to extract large amounts of customer information (lists) (Restricted room entry/Biometric identity confirmation at entry and exit/Usage-prevention and encryption measures for media/Implementation of continuous monitoring through monitoring cameras)
- Transition to paperless handling of documents, such as customer applications

(2) Human Security

- Implementation of information management training (at least once a year) for all employees, from top management to temporary employees, for Group companies, and for customer service agents (*docomo Shops*, etc.)
- Production and distribution of various tools for use in information management training
- Confirmation of implementation of information management training and evaluation of effectiveness (use of e-learning, etc.)

(3) Technical Security

- Periodic, mandatory password changes for information management terminals
- Information system access-log retention and periodic (monthly) checks
- Introduction of biometric identity confirmation for use of customer information management systems
- Stricter customer information search parameters
- Prevention of misdirected faxes through the introduction of virtual private networking (VPN) for fax lines (secure fax)
- Introduction of encryption software for information system terminals and communication channels
- Strict management and monitoring of information taken out of the office

(4) Organizational Security

- Establishment of system for assignment of responsibility for information management
- Advance confirmation of personal information management status prior to conclusion of consignment contracts
- Mandatory conclusion of information protection agreements and receipt of written pledges from all employees
- Uniform, periodic inspections at all work sites handling customer information and audits by the head office

Corporate Social Responsibility (CSR)

DOCOMO'S CSR Activities

CSR occupies an important position at the heart of DOCOMO's management approach, and promotion of CSR is a key tenet of DOCOMO's medium-term management vision, "Change and Challenge," formulated in October 2008. Our aim is to further

develop our business by helping, through our business activities, to realize a safe, secure and sustainable society in which all people can enjoy abundance and convenience. Our CSR Message has been developed with this role for DOCOMO in mind.

CSR Message of NTT DOCOMO

We connect people to people, and people to their world. We open the door to the future.

Any time, any place, we connect people to people, and people to the future.
That is our mission at DOCOMO, in our aim to be a "Relation Service Company."

We listen to each individual customer and to society.

We innovate toward the future.

We create abundance and convenience in life and culture.

We address issues of the global environment and society, as part of our commitment to contribute to sustainable development of the society.

Working for the individual user

We carefully design our services so that all of our customers will find them convenient and easy to use.

Reliable quality

We provide stable communications quality everywhere and at all times, and offer critical communications functions even in disasters and other emergency situations.

Safe and secure

We make a serious effort to deal with information security and other issues that arise in society as a result of the use of communications technologies.

Protecting the global environment

We reduce environmental impact in each process of our business activities, and work closely with our customers to protect the global environment.

Principal Initiatives

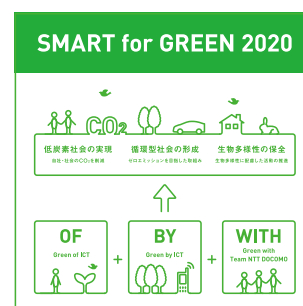
Diverse responses in times of disaster

DOCOMO has formulated Three Principles of Disaster Preparedness — (1) enhancing system reliability, (2) ensuring essential communications, and (3) rapidly restoring communications services. Guided by these principles, we have focused on building highly safe and reliable communication networks that permit mobile phone connections, especially in times of disaster, and we have pursued related measures during non-disaster periods. However, the unprecedented disaster that occurred in March 2011 caused major disruptions to communication networks. Taking this into consideration, in April 2011 we formulated new disaster preparedness measures, centering on securing key service areas, preparing for rapid response in disaster zones, and improving customer convenience. Based on what we have learned in this disaster, we are making preparations to enable a swift recovery if a similar disaster occurs in the future.

>> Please refer to page 28 for more details about the impact of the Great East Japan Earthquake and our responses.

Global environmental protection activities

The DOCOMO Group regards global environmental problems as a serious management issue and works continuously to minimize the impact of its own business activities on the environment. Under the DOCOMO Global Environmental Charter, as of June 2011 we expect to reduce our CO₂ greenhouse gas emissions below 1.17 million tons, a key medium-term objective for fiscal 2010. In January 2011, meanwhile, we formulated SMART for GREEN 2020, the DOCOMO Group's environmental vision for 2020. Guided by the vision, we will target actions in three areas: (1) Creation of a low-carbon society; (2) Formation of a sustainable society; and (3) Preservation of biodiversity. Through these actions, we will



contribute to ongoing betterment of people's lives and the sustainable development of society as a whole.

As a major initiative, in March 2011 we released *Touch Wood*, a mobile phone made of surplus wood of trees culled during thinning operations to maintain healthy forests. We are also active in collecting and recycling used mobile phone handsets. Thanks to an ongoing customer PR campaign, we collected around 4.09 million handsets in fiscal 2010, bringing the cumulative total to around 76.64 million at fiscal year-end.

With respect to preserving biodiversity, we have continued our *docomo Woods* forestation activities. We added one forest during fiscal 2010, to establish one *docomo Wood* in each prefecture of Japan. This brought the total number to 49 locations at March 31, 2011.

Promotion of universal design

DOCOMO is committed to the universal design (UD) approach of realizing products and services that are easy for each individual customer to use, including elderly customers, or those with disabilities. To that end, we are implementing an initiative, known as *docomo Hearty Style*, to promote UD in our products and shops. In products, we have formulated Universal Design (UD) Guidelines. We are giving greater consideration to ease of use in our handset development activities. Also, the cumulative nationwide sales of *Raku Raku PHONE* series handsets, which have enjoyed a favorable reputation among many users since their introduction in 1999, exceeded 19.40 million by the end of March 2011. In shops, we are working to make tangible enhancements such as establishing counters based on UD principles, as well as intangible enhancements by conducting training for staff members. In fiscal 2010, we continued our effort to make the 394 existing *docomo Shops* barrier-free, such as by introducing step-free entrances and wheelchair accessible counters and toilets.

Realization of a secure, safe mobile society

The rapid adoption of mobile phones has facilitated convenient, abundant communications. On the other hand, there has been an increase in incidents where youth can access inappropriate content or become involved in crime or other problems. DOCOMO believes taking steps to deal with these problems is a natural duty of a mobile telecommunications operator. To help resolve these problems, we are working to implement educational activities regarding the safe use of mobile phones, such as the *Mobile Phone Safety Program* classes for youth, parents and teachers. These classes cover mobile phone rules and etiquette, and teach

strategies for dealing with crime or other problems that may occur when using a mobile phone. From 2009, we began to offer *Mobile Phone Safety Program* classes for seniors. These classes include countermeasures to help users avoid being targeted by telephone scams and other crimes. We held them approximately 800 times during fiscal 2010. We updated our video educational materials to teach safe and secure use of mobile phones and delivered them to approximately 32,000 Japanese elementary schools and junior high schools in fiscal 2010.

In regard to our *Access Restriction Service* (Filtering Service), since November 2009 we have offered the *Web Restriction Menu*, mainly targeting young elementary school users. From April 2010 we expanded the functionality of customizable access filtering by offering a time restriction setting. Furthermore, with the April 1, 2009 enforcement of the Act on Establishment of Enhanced Environment for Youth's Safe and Secure Internet Use, we strongly recommend use of the filtering service when new subscriptions of *i-mode* and *sp-mode* are concluded. We are working to promote the further adoption of these services.

DOCOMO has been recognized for these CSR initiatives by its selection as a component of several socially responsible investment (SRI) indexes including MS-SRI, an SRI index created by Morningstar Japan K.K., and the FTSE4Good Index, an SRI index created by the FTSE, which is a subsidiary of the Financial Times Ltd. and the London Stock Exchange, and the Ethibel Sustainability Index Excellence. We have also received a "Prime" rating as a telecommunications industry leader in corporate social responsibility from the German company oekom research AG.



DOCOMO remains committed to further meeting the expectations of all of its stakeholders in order to ensure sustained growth.

>> For further information, please refer to the NTT DOCOMO Group CSR Report 2011 (WEB version: planned to be issued in November 2011) (<http://www.nttdocomo.com/about/csr/>)



From left: Senior Executive Vice President Hiroshi Matsui, Senior Executive Vice President Kiyoyuki Tsujimura, President and Chief Executive Officer Ryuji Yamada, Senior Executive Vice President Masatoshi Suzuki,

Board of Directors and Corporate Auditors As of July 1, 2011

President and Chief Executive Officer Ryuji Yamada

Senior Executive Vice Presidents Kiyoyuki Tsujimura

Responsible for:
–Multimedia Services
–Technology

Masatoshi Suzuki

Responsible for:
–Global Business
–Corporate

Hiroshi Matsui

Responsible for:
–CSR
–Branches in Kanto and Koshinetsu areas

Executive Vice Presidents

Kazuto Tsubouchi
Managing Director of Accounts and Finance Department
Responsible for:
–Business Alliance Department

Kaoru Kato
Managing Director of Corporate Strategy & Planning Department

Mitsunobu Komori
Managing Director of R&D Center

Fumio Iwasaki

Responsible for:
–Network

Tutomu Shindou
Managing Director of Corporate Marketing Division

Takashi Tanaka

Responsible for:
–Consumer Sales

Senior Vice Presidents

Wataru Kagawa
Managing Director of General Affairs Department, Corporate Citizenship Department, and Business Process Improvement Office

Kazuhiro Yoshizawa
Managing Director of Human Resources Management Department

Member of the Board of Directors Hiroshi Tsujigami¹

Full-time Corporate Auditors

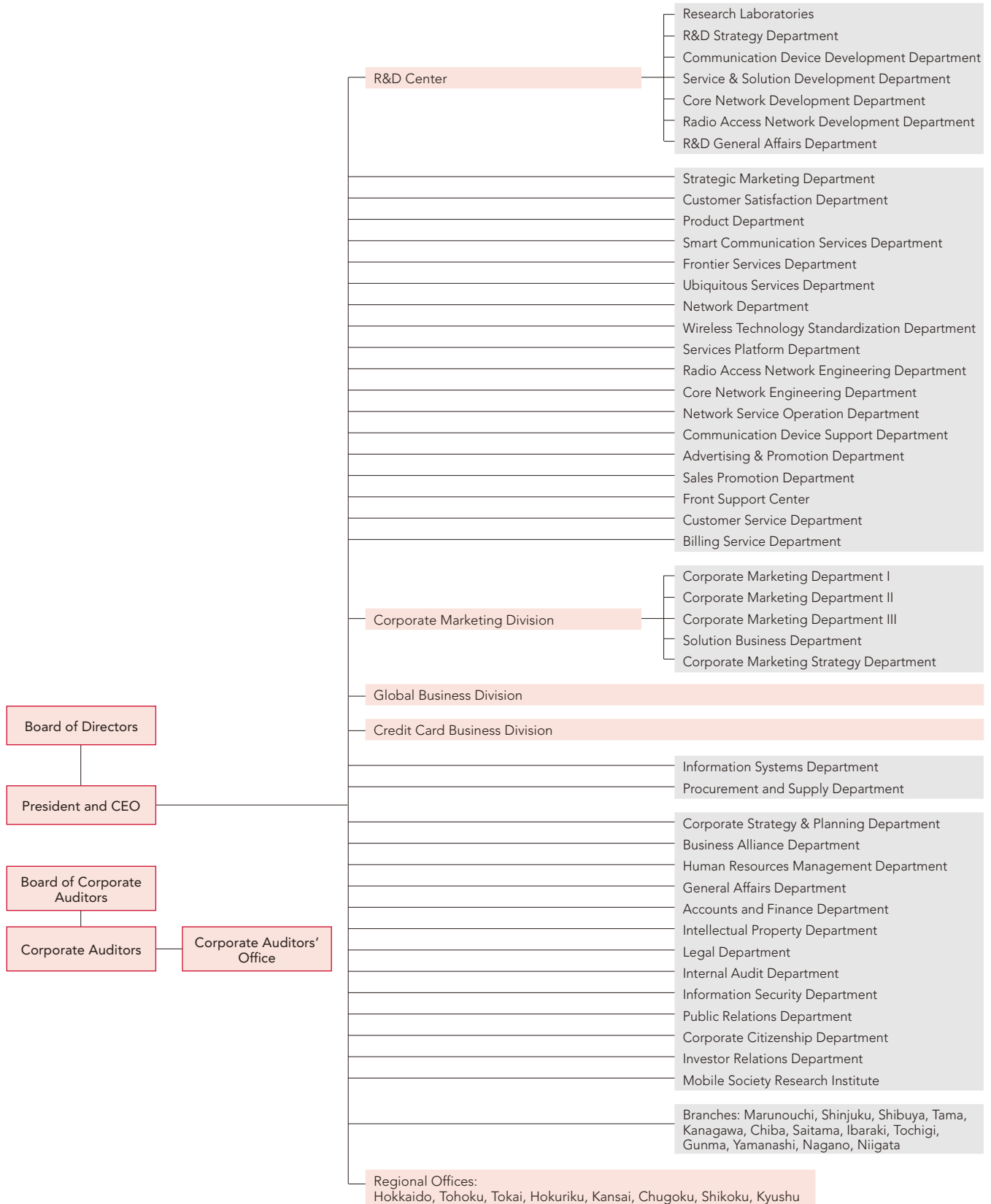
Shunichi Tamari
Shuro Hoshizawa
Kyouichi Yoshizawa²
Haruo Morosawa²

Corporate Auditor Eiko Tsujiyama²

1 Mr. Hiroshi Tsujigami, Director, is an outside director as provided in Article 2, Paragraph 15 of the Corporation Law.
2 Full-time Corporate Auditors, Mr. Kyouichi Yoshizawa and Mr. Haruo Morosawa, and Corporate Auditor Ms. Eiko Tsujiyama, are outside corporate auditors as provided in Article 2, Paragraph 16 of the Corporation Law.

Organizational Structure

NTT DOCOMO, INC.
As of July 1, 2011



Subsidiaries and Affiliates

As of March 31, 2011

Subsidiaries

Company name	Voting rights ownership	Business activities
Service subsidiaries: 26		
DOCOMO Service Inc.	100.00%	Support for billing services of mobile phones
DOCOMO Engineering Inc.	100.00%	Design, construction and maintenance of telecommunication facilities
DOCOMO Mobile Inc.	100.00%	Maintenance and logistics of mobile phones and other terminals
DOCOMO Support Inc.	100.00%	Operations of call centers and support for sales agents
DOCOMO Systems, Inc.	100.00%	Development and maintenance of internal information systems, sales of hardware relating to information systems
DOCOMO Technology, Inc.	100.00%	Commissioned business from DOCOMO in research and development of mobile communication
DOCOMO Business Net Inc. and 19 other companies	100.00%	Sales agent business and sales support business
Other subsidiaries: 101		
DOCOMO Capital, Inc.	100.00%	Search for and investment in venture companies with innovative state-of-the-art technology applicable to mobile communications services
DOCOMO Communications Laboratories Europe GmbH	100.00%	Research concerning value-added network services
DOCOMO Communications Laboratories USA, Inc.	100.00%	Research concerning next-generation mobile telecommunication networks
DOCOMO Europe Limited	100.00%	Promotion of research activities focused on future mobile platform technology
DOCOMO interTouch Pte. Ltd.	100.00%	Proposals and research concerning international standardization
DOCOMO PACIFIC, INC.	100.00%	Support for DOCOMO overseas development in Europe
Mobile Innovation Company Limited	100.00%	Holding company for corporate group that provides high-speed Internet connection services for hotels worldwide
net mobile AG	72.61%	Mobile communications business in Guam and the Commonwealth of the Northern Mariana Islands
NTT DOCOMO USA, Inc.	81.45%	Vehicle traffic control business in Thailand
PacketVideo Corporation	100.00%	Management of platforms related to mobile content distribution and billing
DOCOMO Beijing Communications Laboratories Co., Ltd.	100.00%	Support for DOCOMO overseas development in the United States
DOCOMO China Co., Ltd.	100.00%	Provision of middleware for mobile phones
OAK LAWN MARKETING, INC.	100.00%	Promotion of research activities focused on next-generation wireless communications technology
Dynastep, inc.	51.00%	Participation in bodies involved in international standardization and local standardization in China
D2 Communications Inc.	98.36%	Provision of mobile solution services for corporations in China
DOCOMO TAMETAN, INC.	51.00%	Direct marketing business focused on TV shopping
DOCOMO.COM, INC.	97.71%	Independent and commissioned planning, development and management of certification examinations using mobile phones
NIPPON DATA COM Co., Ltd.	51.00%	Creation and management of advertising on <i>i-mode</i> website
Multimedia Broadcasting, Inc.*	66.24%	Provision of peripheral information on individual corporations and sales areas, plus commissioned planning and creation of content
and 82 other companies	51.00%	Consulting and investment targeting mobile content providers

Affiliates: 27

Company name	Voting rights ownership	Business activities
Hutchison Telephone Company Limited	24.10%	Mobile communications business in Hong Kong
Hutchison 3G HK Holdings Limited	24.10%	Holding company for mobile communications business in Hong Kong
Philippine Long Distance Telephone Company	14.33%	Fixed-line telephone company and full owner of mobile communications operator Smart Communications in the Philippines
Robi Axiata Limited	30.00%	Mobile communications business in Bangladesh
Tata Teleservices Limited	26.27%	Mobile communications business in India
Telargo Inc.	49.00%	Vehicle traffic control services business
3G Licensing Limited	43.84%	Commissioned licensing work for required W-CDMA patents
AEON MARKETING CO.,LTD	29.00%	Mobile, marketing and sales promotion agent businesses for the AEON Group
Weather Service Co, Ltd.	35.00%	Provision of services offering a full range of weather-related information
Avex Broadcasting & Communications Inc.	30.00%	Membership mobile video distribution business
NTT Broadband Platform, Inc.	22.00%	Services pertaining to wireless network connections, plus merchandise sales utilizing information and communications systems
NTT Resonant Inc.	33.33%	Communications and portal businesses
EveryStar Co., Ltd.	30.00%	UGC media operation via mobile
Cross Ocean Media, Inc.	20.00%	Advertising business using digital signage installed primarily at Lawson convenience stores
ZENRIN DataCom CO.,LTD.	20.60%	Map, net navigation and Web-GIS businesses for mobile phones
Tower Records Japan Inc.	42.10%	Music and video software sales business
2Dfacto, Inc.	40.00%	Retail e-books business
Nippon Telecommunications Network Co., Ltd.	37.43%	Phone line (dedicated line) services
FeliCa Networks, Inc.	38.00%	FeliCa licensing and platform management businesses, hosting business, systems integration, and software business
Boardwalk Inc.	22.00%	Event ticketing sales, planning/production/sales of digital content, others
Sumitomo Mitsui Card Company, Limited	34.00%	Services related to credit cards, loans, warranties and gift cards
Mobile Internet Capital, Inc.	30.00%	Support for venture firms in mobile Internet-related fields and investment fund management
Rakuten Auction, Inc.	40.00%	Internet auction services business
CXD NEXT CO., LTD.	40.00%	Provision of electronic settlement-related services and store support services
The JV, Ltd.	30.00%	Management of McDonald's membership organization, and planning, execution and management of membership-related services and promotions
and 2 other companies		

* On April 1, 2011, Multimedia Broadcasting, Inc. changed its name to mmbi, Inc.