

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.

Overview of Corporate Governance Structure

DOCOMO recognizes that mobile phones, its core business, have come to play a vital role as social infrastructure in line with market expansion for these products. Accordingly, the Company has adopted a corporate governance structure consisting of a Board of Directors, corporate auditors and a Board of Corporate Auditors. This structure reflects a desire for directors to have a key role in important business execution matters, from the standpoint of realizing consistent and stable business operations through the effective utilization of management resources. From the position of ensuring sound and effective management, this configuration also reflects the desire for a structure in which directors, serving concurrently as corporate officers responsible for business execution, mutually supervise their respective actions, while corporate auditors perform audits of overall management. Similarly, the Company appoints outside directors and corporate auditors, with a view to further enhancing monitoring and audit functions.

In addition, the Company has introduced the corporate officer system to clearly delineate the roles of business execution and monitoring, and to better reinforce business execution functions. This system enables speedier responsiveness to changes in the operating environment.

Through initiatives of this kind, DOCOMO strives constantly to boost management speed in order to realize consistent and stable business operations, as well as develop a corporate gover-

nance structure capable of bolstering both auditing and governance functions.

Also, the Company has transferred a portion of decision-making authority from the Board of Directors to the representative directors and corporate 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. This effectively enhances the mutual supervision of the members of the Board of Directors, while simultaneously strengthening the management supervision function.

Business Execution and Management Supervision System

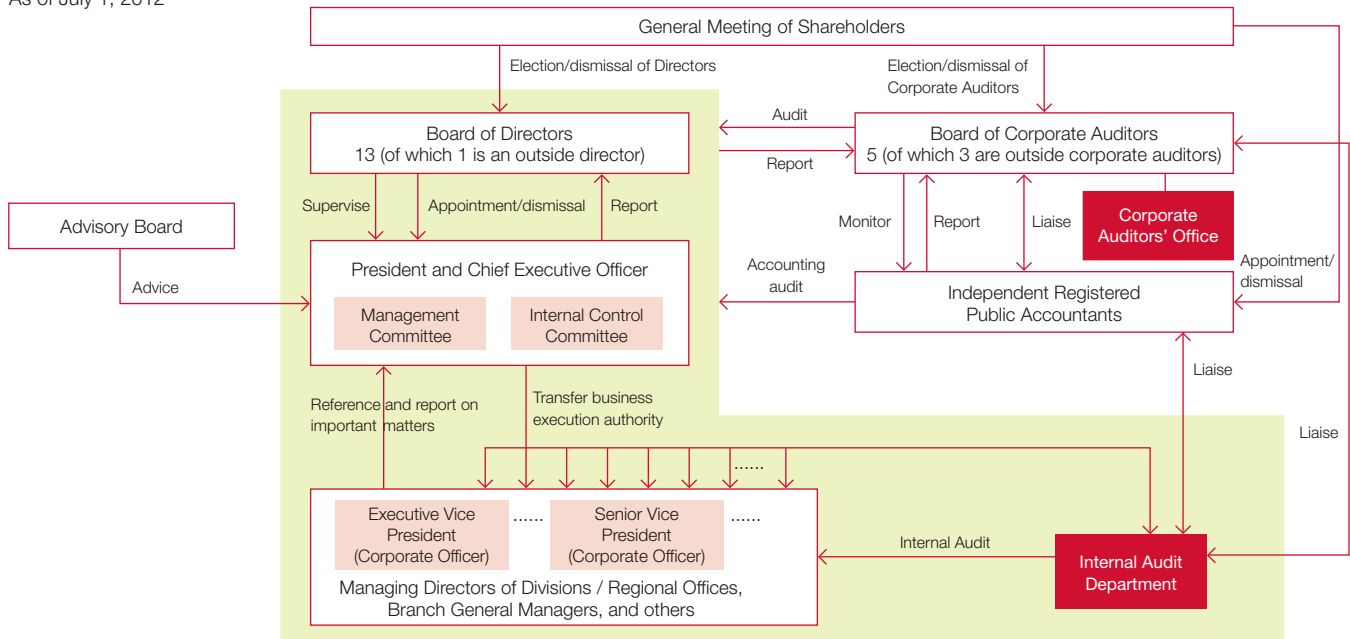
The Board of Directors consists of 13 members, including one outside director. In principle, the Board of Directors meets once a month, and extraordinary meetings are convened if necessary. In this way, decisions are made on important business matters, status reports are received as needed from Board 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

DOCOMO's Business Execution and Management Supervision Mechanism

As of July 1, 2012



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.

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. The aggregate compensation paid to the directors and corporate auditors during fiscal 2011 was as follows.

Aggregate Compensation Paid to Directors and Corporate Auditors

Position	Number	Total compensation
Directors	15 ^{*1}	504 million yen
Corporate auditors	8 ^{*2}	129 million yen
Total	23	633 million yen

The above total includes the following compensation to outside directors

	Number	Total compensation
Total amount of compensation for the outside directors	5 ^{*3}	69 million yen

^{*1} The above includes three directors who retired at the conclusion of the 20th Ordinary General Meeting of Shareholders held on June 17, 2011.

^{*2} The above includes three corporate auditors who retired at the conclusion of the 20th Ordinary General Meeting of Shareholders held on June 17, 2011.

^{*3} The above includes two corporate auditors who retired at the conclusion of the 20th Ordinary General Meeting of Shareholders held on June 17, 2011.

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, 2012, 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 2011, we held presentations in Tokyo in August 2011 and in Osaka in February 2012. 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 eight presentations during fiscal 2011.	Yes
Regular presentations held for overseas investors	We provide a live streaming broadcast of the aforementioned presentations for securities analysts and institutional investors that take place in Japan 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 2012, 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 2012, we held the Ordinary General Meeting of Shareholders on June 19 (Tuesday).
Electronic voting	Enabled voting from Internet-enabled mobile phones, smartphones 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

One year has passed since I was appointed as an outside corporate auditor at DOCOMO in June 2011. During this time, I have served in this role to promote governance at DOCOMO on behalf of shareholders who have little direct access to internal company activities. Specifically, I attended Board of Corporate Auditors and Board of Directors meetings, actively providing feedback leveraging my finance and accounting expertise to ensure the transparency, fairness, and efficiency of internal decision-making processes. In addition, I monitored the status of compliance and governance structures through dialogue with corporate auditors and the Internal Audit Department.

I also strove to get a firsthand feel of the organizational climate by taking part in various internal company events whenever possible. By attending events like the nationwide “*docomo Shop* Staff Customer Reception Contest,” I learned of the ingenious on-the-ground measures that staff at *docomo Shops* throughout Japan have been taking in a move to keep the top spot in customer satisfaction for the third straight year. Properly functioning corporate governance hinges on robust internal controls, clearly defined management responsibilities, and strong external monitoring functions. However, I think genuine corporate governance also calls for management to articulate the corporate vision, share this vision with all employees including at subsidiaries, and foster a corporate culture that supports employees in achieving this vision. From that perspective, I think being able to see with my own eyes the enthusiasm displayed by young employees at these events was extremely meaningful.

Last year, DOCOMO released its medium-term vision for 2015. Under this vision, DOCOMO aims to become an Integrated Service Company with mobile services at its core, working with business partners on innovations that fuse mobile communications with all manner of industries and services to create new value and markets.

I think DOCOMO will become more involved than ever in new lines of business, with other companies, and overseas to achieve these goals. Along the way, DOCOMO is bound to face the great challenge of determining how to maintain compliance and governance frameworks at firms it has invested in and at business partners with different corporate cultures, and, in some cases, national character. Information security management is also a major issue for DOCOMO. With these things in mind, I will continue to make various proposals from the perspective of an outside corporate auditor, watching over DOCOMO as it makes ongoing contributions to society as the bearer of new communication culture.



Corporate Auditor
Eiko Tsujiyama

Professor of Accounting Faculty of Business and Commerce, Waseda University
Corporate Auditor of Mitsubishi Corporation
Director of ORIX Corporation
Corporate Auditor of Lawson, Inc.
Corporate Auditor of Shiseido Co., Ltd.

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. These initiatives are centered on the Internal Control Committee. Furthermore, the Company's Internal Audit Department implements audits with the objective of contributing to the minimization of risks and increased corporate value for the entire DOCOMO Group (head office, branches, and Group companies worldwide). The department's work includes evaluating the effectiveness of the internal control system.

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

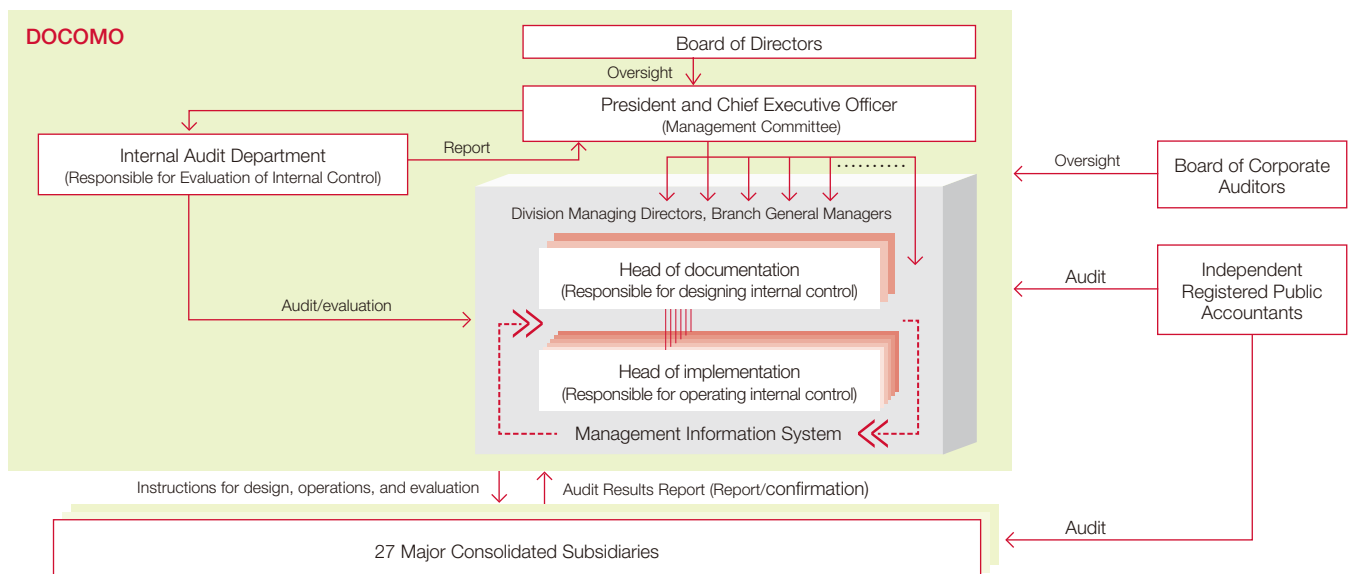
Each of our employees is instructed to follow the NTT DOCOMO Group Code of Ethics. Ensuring that activities are based on high ethical standards is the foundation of our compliance management. Specifically, we are building a compliance promotion system, which is centered on Compliance Promotion Committees, that implements initiatives pertaining to ethics and laws, and establishes avenues within and outside the Company for consulting on related issues. In addition, all divisions have employees with responsibility for compliance promotion, and we implement education and training in ethics and legal compliance for all employees. 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 2011, we evaluated the Company and 27 major consolidated subsidiaries, and concluded that internal control over financial reporting was effective.

Sarbanes-Oxley Act, Section 404 Organization Chart

As of July 1, 2012



Information Management

Enhancement of Information Management System

The DOCOMO Group has been entrusted with personal information (customer information) of approximately 60 million people, and accordingly, ensuring information security is an important management issue.

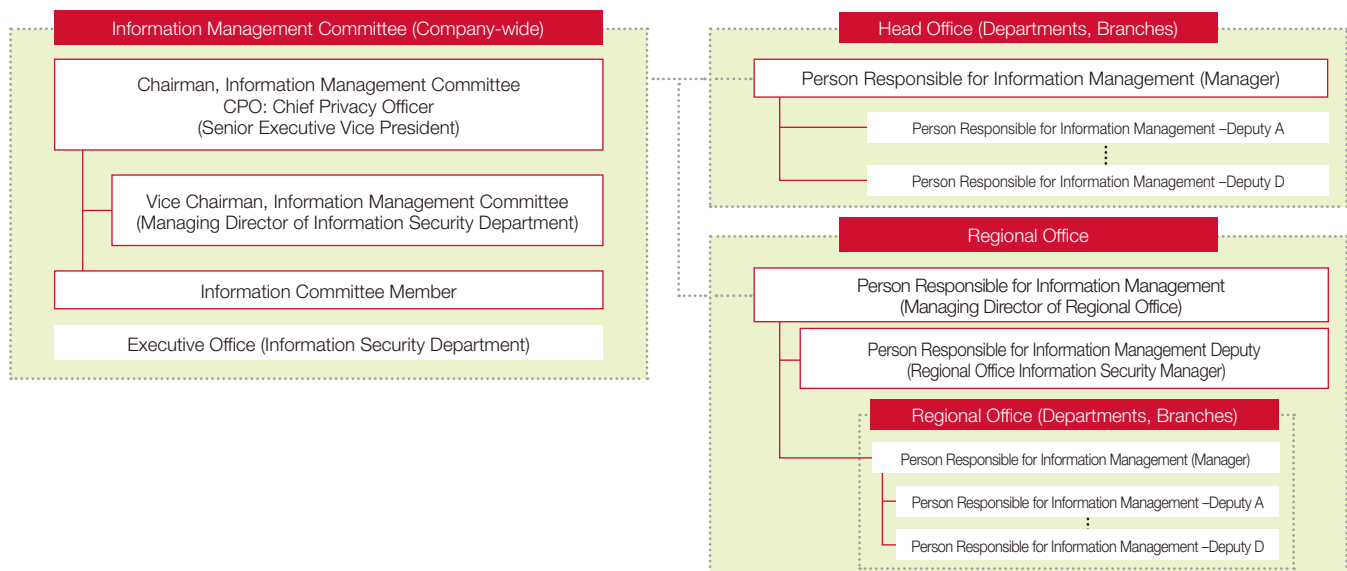
As a telecommunications company with public-oriented operations, the rigorous management and protection of customer information is our most important duty. In recognition of this, we have assigned the position of Chief Privacy Officer (CPO) to the senior executive vice president level. The CPO heads 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

Information Management System

As of July 1, 2012



privacy policy that clarifies detailed handling policies in accordance with basic principles regarding customer information protection. <http://www.nttdocomo.co.jp/english/utility/privacy/>

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 (laptops, 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
- Information system-based information management, strict monitoring to prevent unauthorized removal of information out of the office
- Countermeasures and monitoring to prevent cyber-attacks on information system servers

(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)

In accordance with its “CSR Message of NTT DOCOMO,” DOCOMO implements CSR activities with the aim of creating abundance and comfort in life and culture.

DOCOMO's CSR Activities

CSR occupies an important position at the heart of DOCOMO's management approach. 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

New Disaster Preparedness Measures

Making the most of tough lessons learned from the Great East Japan Earthquake that struck Japan in March 2011, DOCOMO in April that same year drafted and enacted new disaster preparedness measures anchored by three points: securing communication in key areas, swift response to disaster-stricken areas, and improved convenience when customers cope with disaster. These interrelated initiatives were largely completed in fiscal 2011.

Moreover, we began offering a service that uses packet communications, which connect relatively easier than voice during a disaster, to allow users to leave voice messages to confirm their safety. Similarly, *Area Mail*, used for fast information dissemination during emergencies, began delivering tsunami warnings*¹ issued by the Japan Meteorological Agency. In tandem, we are advancing actions that utilize ICT to support disaster-stricken areas, including partnerships with Google Person Finder and Twitter. Ultimately, we are pushing ahead with providing safety and confidence to the

public in the event that one of a range of possible disasters should ever strike again.

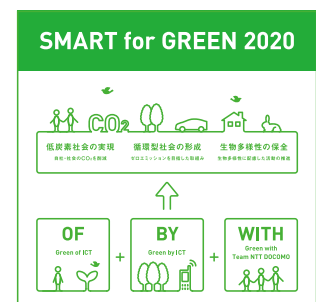
>> Please refer to page 36 for more details about restoration work in the wake of the Great East Japan Earthquake and new disaster preparedness measures.

*1 Refers to tsunami warnings regarding large and ordinary tsunamis issued by the Japan Meteorological Agency.

Global environmental protection activities

In fiscal 2010, we formulated SMART for GREEN 2020, the DOCOMO Group's environmental vision for 2020.

Under this vision, we expect to reduce our CO₂ greenhouse gas emissions in fiscal 2020 by more than 10% (120,000 tons-CO₂) compared to fiscal 2008. The Group must also contribute to reductions of more than 10



million tons across Japanese society through ICT service utilization. In fiscal 2011, we actively adopted energy-saving equipment and reduced our greenhouse gas emissions as part of efforts to preserve the natural environment. 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 for handset recycling, we vigorously targeted related PR activities at customers, resulting in the recovery of around 3.72 million in fiscal 2011, for a cumulative total of some 80.36 million.

With respect to preserving biodiversity, DOCOMO Group employees play a key role in our *docomo Woods* forestation activities.

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 awareness of 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 21.05 million by the end of March 2012. 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. As of the end of fiscal 2011, we had introduced step-free entrances at approximately 90% of our 2,395 existing *docomo Shops*, and had handicapped parking spaces, wheelchair accessible counters and toilets installed at over 70% of shop locations.

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. We also offer classes for seniors that include countermeasures to help users avoid being targeted by telephone scams and other crimes. *Mobile Phone Safety Program* classes were held approximately 7,100 times during fiscal 2011 and attended by 950,000 people. As a result, a cumulative total of 27,900 such classes have been held since their debut in 2004, attended by a total of 4.1 million people.

In regard to our *Access Restriction Service* (Filtering Service), in addition to previously offered menus and customizable settings that can be selected based on a child's school age, in light of the widespread use of smartphones in recent years, we began offering a "Secure Mode" that restricts the installation and launch of applications and Wi-Fi usage. Together with the "sp-mode Filter," parents are now able to specify limits based on their child's phone usage.

Furthermore, with the April 1, 2009 enforcement of the Act on Establishment of Enhanced Environment for Youth's Safe and Secure Internet Use, we are now striving to confirm decisions by parents and legal guardians with respect to phone usage by their children. Accordingly, while the use of *i-mode* and *sp-mode* by minors as a rule requires *Access Restriction Service* enrollment, from October 2011 we began requiring the submission of documentation that includes specific reasons for not utilizing filtering services for cases in which applicable customers opt not to use the *Access Restriction Service*.

DOCOMO has been recognized for these CSR initiatives by its selection as a component of several socially responsible investment (SRI) indexes: the DOW Jones Sustainability Indexes (DJSI) DJSI Asia Pacific Index, an SRI index focused specifically on companies in the Asia-Pacific region; MS-SRI, an SRI index created by Morningstar Japan K.K.; and the FTSE4Good index, an SRI index created by FTSE.



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 2012 (Slated publication dates: July 2012 (booklet); Web version scheduled for release in September 2012) <http://www.nttdocomo.co.jp/english/corporate/csr/report>

Board of Directors and Corporate Auditors As of July 1, 2012



From left: President and Chief Executive Officer Kaoru Kato, Senior Executive Vice President Fumio Iwasaki, Senior Executive Vice President Kazuto Tsubouchi

President and Chief Executive Officer **Kaoru Kato**

Senior Executive Vice Presidents

Kazuto Tsubouchi

Responsible for:

- Global business
- Corporate
- CSR

Fumio Iwasaki

Responsible for:

- Multimedia services
- Network
- Technology

Executive Vice Presidents

Tsutomu Shindou

Managing Director of Corporate
Marketing Division
Managing Director of TOHOKU Recon-
struction Support Office

Takashi Tanaka

Responsible for:

- Consumer sales
- Branches in Kanto and
Koshinetsu areas

Kazuhiro Yoshizawa

Managing Director of Corporate
Strategy & Planning Department
Responsible for:

- Mobile Society Research Institute

Seizo Onoe

Managing Director of R&D Center

Senior Vice Presidents

Wataru Kagawa

Managing Director of General Affairs
Department
Managing Director of Corporate
Citizenship Department
Managing Director of Business Process
Improvement Office

Kiyohito Nagata

Managing Director of Strategic
Marketing Department

Hiroataka Sato

Managing Director of Accounts and
Finance Department

Kazuhiro Takagi

Managing Director of Human Resources
Management Department

Members of the Board of Directors

Ryuji Yamada

Chief Strategic Advisor

Hiroo Kusumoto¹

Full-time Corporate Auditors

Shuro Hoshizawa
Takanori Utano
Haruo Morosawa²

Corporate Auditors

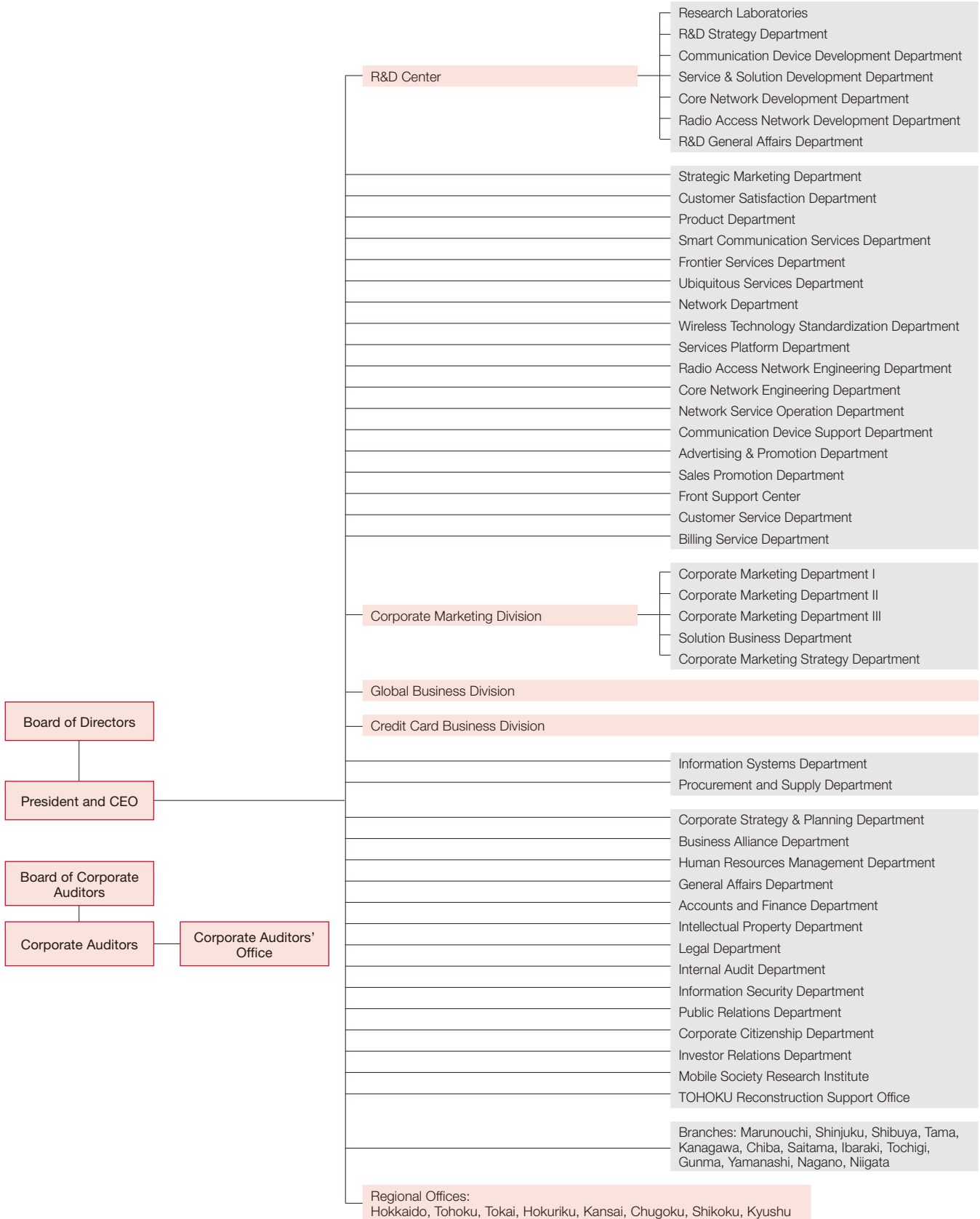
Kyouichi Yoshizawa²
Eiko Tsujiyama²

¹ Mr. Hiroo Kusumoto, Director, is an outside director as provided in Article 2, Paragraph 15 of the Corporation Law.

² Full-time Corporate Auditor Mr. Haruo Morosawa and Corporate Auditors Mr. Kyouichi Yoshizawa and 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, 2012



Subsidiaries and Affiliates

As of March 31, 2012

Subsidiaries: 127

Company name	Voting rights ownership	Business activities
Service subsidiaries: 25		
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.	100.00%	Sales agent business and sales support business
and 18 other companies		
Other subsidiaries: 102		
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 Research concerning next-generation mobile telecommunications networks
DOCOMO Innovations, Inc.	100.00%	Promotion of Open Innovation and network technology research in Silicon Valley
DOCOMO Europe Limited	100.00%	Support for DOCOMO overseas development in Europe
DOCOMO interTouch Pte. Ltd.	100.00%	Holding company for corporate group that provides high-speed Internet connection services for hotels worldwide
DOCOMO PACIFIC, INC.	100.00%	Mobile communications business in Guam and the Commonwealth of the Northern Mariana Islands
Mobile Innovation Company Limited	72.61%	Vehicle traffic control business in Thailand
net mobile AG	87.13%	Management of platforms related to mobile content distribution and billing
NTT DOCOMO USA, Inc.	100.00%	Support for DOCOMO overseas development in the United States
PacketVideo Corporation	100.00%	Provision of middleware for mobile phones
DOCOMO Beijing Communications Laboratories Co., Ltd.	100.00%	Promotion of research activities focused on next-generation wireless communications technology Participation in bodies involved in international standardization and local standardization in China
DOCOMO China Co., Ltd.	100.00%	Provision of mobile solution services for corporations in China
OAK LAWN MARKETING, INC.	51.00%	Mail-order business using televised media as main sales channel
Dynastep, inc.	98.36%	Independent and commissioned planning, development and management of certification examinations using mobile phones
D2 Communications Inc.*	51.00%	Production and management of advertising for the mobile market
DOCOMO TAMETAN, INC.	97.71%	Provision of peripheral information on individual corporations and sales areas, plus commissioned planning and creation of content
DOCOMO.COM, INC.	100.00%	Consulting and investment targeting mobile content providers
NIPPON DATA COM Co., Ltd.	66.24%	Information systems, outsourcing, and operational support/temporary staffing businesses
mmbi, Inc.	60.45%	Basic broadcasting pursuant to Japan's Broadcast Act and provision of related services
Radishbo-ya Co., Ltd.	74.60%	Home delivery of organic and low-pesticide vegetables and additive-free food products
and 82 other companies		

Affiliates: 32

Company name	Voting rights ownership	Business activities
Hutchison Telephone Company Limited	24.10%	Mobile communications business in Hong Kong and Macau
Hutchison 3G HK Holdings Limited	24.10%	Holding company for mobile communications business in Hong Kong and Macau
Philippine Long Distance Telephone Company	14.50%	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	26.50%	Mobile communications business in India
VMG Media Joint Stock Company	25.00%	Provider of content and content management platforms in Vietnam
AEON MARKETING CO.,LTD	29.00%	Mobile, marketing and sales promotion agent businesses for the AEON Group
Weather Service inc.	35.00%	Provision of services offering a full range of weather-related information
Avex Broadcasting & Communications Inc.	30.00%	Membership-based 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%	Management of bookstore services for sale of e-books and paper books via the Internet
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
Transaction Media Networks Inc.	20.00%	Provision of payment infrastructure related to electronic pay settlement
and 8 other companies		

*Name changed to D2C Inc. on June 1, 2012.