

Corporate Governance and Compliance

DoCoMo is keenly aware of the social responsibility it bears as a leading company in the field of mobile communications. This responsibility extends beyond adherence to the law—all of our executives and employees strive to behave in an exemplary manner as responsible members of society. As a company we are committed to disclosing information in an appropriate and timely fashion, thereby increasing the transparency of our business operations and management. We welcome the views of a broad spectrum of people, both in Japan and abroad, and we incorporate their opinions into our business activities in an effort to enhance our corporate value.

1. Corporate Governance

Basic Stance and Organization

We consistently offer new products and services to customers in an effort to maximize our corporate value. At the same time, we think it is crucial that management and oversight functions be conducted efficiently and transparently under a robust governance system. DoCoMo's governance revolves around the director/auditor system.

Our Board of Directors convenes on an ad hoc basis, and this flexible approach enables rapid decision making. We increased the number of auditors from four to five in June 2003, and we further strengthened our auditing capabilities by bolstering our staff of specialists and communicating more actively with the auditors of our subsidiaries.

Important matters related to fundamental policies, business operations, and other key management issues are discussed by the Corporate Strategy Committee, which consists of all representative directors, managing directors of all divisions, managing directors appointed by the president, and full-time auditors. The president and the Board of Directors rely on the committee's advice as part of the decision-making process.

Advisory Board

We established an advisory board in Japan in February 1999. Consisting of experts from diverse fields, the board

meets every month in principle. We established a similar advisory board in the United States in December 2000, which meets twice a year. These boards provide objective opinions regarding management issues, which we reflect in its business operations.

Organizational Review in Response to Revisions of Commercial Code

We reviewed our corporate governance system in response to the April 2003 revisions to the commercial code, but concluded that the current system allowed external perspectives to be reflected appropriately in our management and enabled speedy business operation and oversight. What is important in our opinion is not the system itself but rather its ability to carry out the governance function in a meaningful way. Based on the current system, we plan to manage more efficiently and transparently while exercising a solid auditing capability.

Disclosure

We are committed to providing shareholders and investors with timely, appropriate, and proactive information disclosure in an effort to increase the transparency of our activities as a corporation.

For example, we added an investor relations component to our corporate homepage (http://www.nttdocomo.co.jp/english/corporate/investor_relations/index_e.html). We issue monthly operating data, press releases, and other corporate information including management strategy on a timely basis. In addition, our top executives hold meetings with investors and analysts, both in Japan and overseas. These meetings are more than a venue for disseminating information; they provide opportunities for us to hear directly from investors and analysts. We also hold briefings aimed at individual investors to ensure fair disclosure to all interested parties. Approximately 700 individual investors attended our briefings held during fiscal 2003.

2. Compliance

Organization and Initiatives

We believe our actions as a corporation must be based on an adherence to the law and a high sense of corporate ethics. To this end, we established the NTT DoCoMo Business Action Standard as a way of raising awareness of compliance among all employees.

We established a Compliance Promotion Committee that reports directly to the president in an effort to strengthen compliance on a company-wide basis. We also created a compliance helpline that functions as an internal notification system, and in addition to appointing risk compliance leaders in all head office departments and branches.

Through these initiatives, we are putting into place an organization that supports our commitment to the law and corporate ethics.

We continued these efforts in fiscal 2003 with compliance training sessions for all employees by rank, from top management downward. We also introduced Compliance Administration Regulations, which clarify the standard rules governing compliance management. This has resulted in an even fairer and more robust approach to managing compliance issues.

3. Management and Protection of Internal Information

The leaking of personal information has become a problem affecting society in recent years, which highlights how important it is for companies to properly manage the information in their possession. To manage and protect our internal information, we formulated Information Management Regulations in June 2003. These regulations update and systematize our previous information management rules and enable us to legally protect our information. They also provide detailed guidelines for managing information recorded on electronic media, an issue that is likely to grow increasingly important. The regulations call for an Information Management Committee consisting of top executives, managing directors of business divisions, and branch managers, the role of which is to promote thorough information management throughout the company.

Corporate Governance System

