



# 「Integrating intangibles in a stakeholder approach」

## Japan Association of Corporate Executives

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**Information and Knowledge for All:  
*Towards an Inclusive Innovation***

**The World Conference on Intellectual Capital for Communities**

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# Who is Japan Association of Corporate Executives

- ◆ Established in 1946 with 83 far-signed leaders to contribute to reconstructing Japan's society.
- ◆ Currently 1,400 top executives of some 980 corporations.
  - Each members shed his/her corporate identity and participates as individual.
- ◆ JACE is deeply concerned with the problems the world confronts today and committed to making
  - Chairman: Yoshimitsu Kobayashi (Mitsubishi Chemical Holdings)
  - Envisioning a SAITEKI (Optimal) Society for Japan 2.0

# Declaration : action of management promoting capital efficiency Optimization management

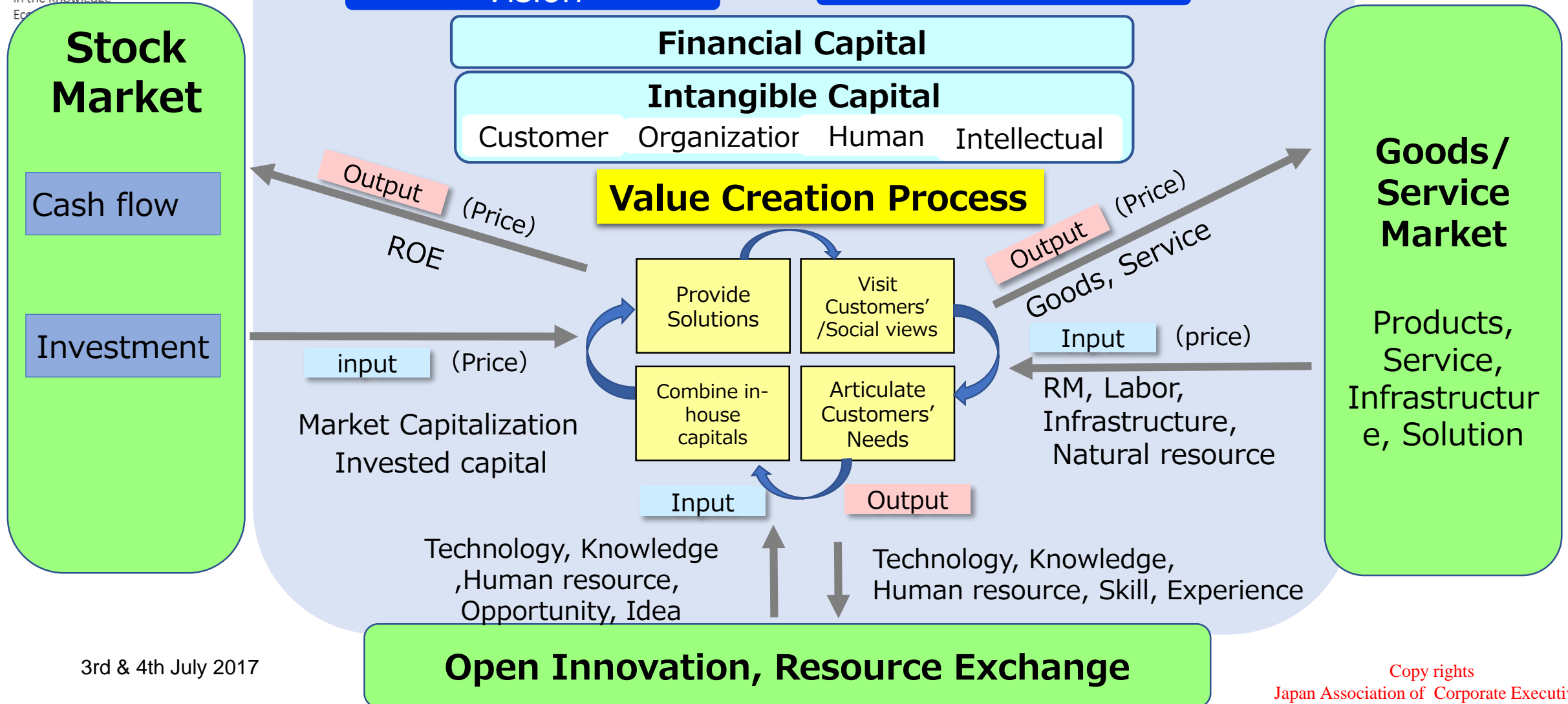
1. Creating and communicating appealing visions to change society
2. Establishing highly effective corporate governance
3. Promoting business restructuring
4. 4 Sharing financial and non-financial capital targets with employees
5. Communicating with investors for enhancing corporate value in the medium – long term

# Value Creation Path through in-house capitals

ic

13

Intellectual Capital  
for Communities  
In the Knowledge  
Economy



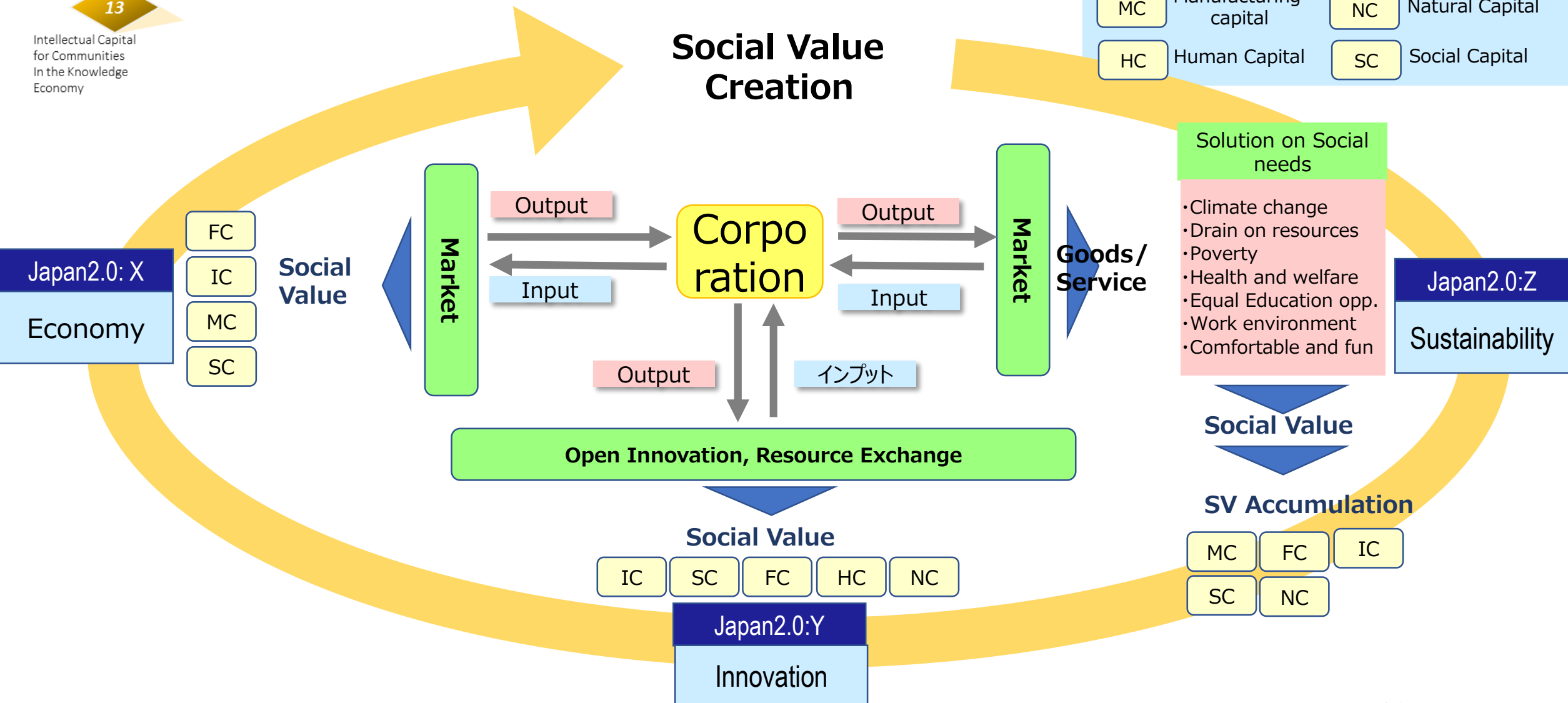
# Social Value Creation and Accumulation

IC

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Intellectual Capital  
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Economy

|    |                       |    |                      |
|----|-----------------------|----|----------------------|
| FC | Financial Capital     | IC | Intellectual capital |
| MC | Manufacturing capital | NC | Natural Capital      |
| HC | Human Capital         | SC | Social Capital       |



Solution on Social needs

- Climate change
- Drain on resources
- Poverty
- Health and welfare
- Equal Education opp.
- Work environment
- Comfortable and fun

Japan2.0:Z  
Sustainability

Japan2.0: X  
Economy

- FC
- IC
- MC
- SC

Social Value

Market

Social Value Creation

Corporation

Market

Goods/Service

Social Value

SV Accumulation

- MC
- FC
- IC
- SC
- NC

- IC
- SC
- FC
- HC
- NC

Japan2.0:Y  
Innovation

***iC***



Intellectual Capital  
for Communities  
In the Knowledge  
Economy

**End**