Keidanren
Policy & Action

Proposal for Integrating Biodiversity and Natural Capital Conservation with Sustainable Economic Growth

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一般社団法人 日本経済団体連合会
経団連自然保護協議会
Keidanren Nature Conservation Council

Keidanren (Japan Business Federation)

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I. Introduction (Background)

Global biodiversity and natural capital are deteriorating at an unprecedented pace. The resulting losses are increasingly threatening human socio-economic activities—not only through their impacts on food security, water resources, disaster management, and public health, but also through the growing frequency and severity of natural disasters.

In this context, the Kunming-Montreal Global Biodiversity Framework (GBF)—a new global framework for biodiversity—was adopted at the fifteenth meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD COP15) held in 2022. The GBF set forth the concept of "Nature Positive"—restoring nature by 2030—as a central global target.

Building on the GBF, the Government of Japan approved the National Biodiversity Strategy of Japan 2023–2030 at a Cabinet meeting, designating the transition toward a Nature-Positive Economy as a national goal. Furthermore, the Grand Design and Action Plan for a New Form of Capitalism (2025 Revised Version) outlines measures to accelerate the transformation toward a nature-positive economic and social system, while also enhancing corporate competitiveness through such initiatives.

In 2026, a Global Review (mid-term assessment) of the progress made under the GBF is scheduled to be conducted at the seventeenth meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD COP17). The results of this review are expected to significantly influence national policies and corporate actions worldwide. Meanwhile, COP30, which is taking place in 2025, is often referred to as the "Nature COP." It has been expected to feature discussions on achieving climate action together with biodiversity and natural capital conservation in an integrated manner. Such a movement toward an integrated approach is expected to advance further in the coming years.

At the same time, recent developments show that Europe is promoting the rationalization and simplification of environmental regulations under the banner of strengthening competitiveness. In the United States, amid the growing anti-ESG sentiment and the announcement of a second withdrawal from the Paris Agreement, a

shift away from previously adopted environmental policies has become apparent. These trends are also affecting the international landscape surrounding biodiversity and natural capital conservation, raising concerns that alignment among the international community toward achieving the GBF targets could become fragmented.

In this context, the Japanese business community is called upon to closely monitor these global trends while steadily enhancing its capacity to address biodiversity and natural capital conservation—areas that will serve as sources of future competitiveness. This effort not only strengthens the foundation for ensuring business continuity, but also represents an endeavor to create new value and drive growth through the resolution of social issues. To realize both aspects, it is essential that the government take the lead in establishing the necessary foundations, enabling companies that pursue a transition to a Nature-Positive Economy to engage in such efforts without bearing excessive costs. Furthermore, through strengthened public-private collaboration, initiatives to conserve biodiversity and natural capital should be promoted to enhance the resilience of supply chains and reinforce medium- to long-term competitiveness.

This proposal, with a view toward policy developments following the Global Review, presents concrete measures from the standpoint of the Japanese business community, focused on two main pillars:

1. positioning biodiversity and natural capital conservation as a new source of growth; and
2. promoting integrated implementation with climate change measures and other initiatives.

II. Realizing Growth through the Transition to a Nature-Positive Economy

A. Assessment of Current Situation

1. Nature-Positive Growth Opportunities

According to a 2020 report by the World Economic Forum, transforming socio-economic systems—including food production and land use, infrastructure, and energy utilization—toward a Nature-Positive model could generate business

opportunities worth up to USD 10.1 trillion annually. At this very moment, societies around the world are being challenged to determine how to leverage natural capital to address pressing social issues such as climate change, resilience, and health, while simultaneously creating new markets, revitalizing local economies, and enhancing corporate value.[1] Enterprises are expected to recognize that biodiversity and natural capital form the foundation of all economic and social activities. By proactively and continuously engaging in business management that takes ecosystem conservation and restoration into account, companies can both ensure the sustainability of their operations and capture new growth opportunities—thereby maintaining their competitive advantage in the global marketplace.

2. Government Initiatives

a) Promoting NbS (Nature-based Solutions)

Nature-based Solutions (NbS) refers to an approach that simultaneously addresses multiple social challenges—such as disaster risk reduction, climate change mitigation and adaptation, food security, and urban resilience—through the conservation and restoration of forests, wetlands, and coastal ecosystems. In the National Biodiversity Strategy of Japan 2023–2030, approved by the Cabinet in March 2023, NbS is positioned as one of the "Five Basic Strategies" established to realize a Nature-Positive society by 2030.

Japan's Ministry of the Environment (MOE) also incorporated the utilization of NbS into its Nature-Positive Economy Transition Strategy Roadmap, formulated in July 2025. In addition, the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) promotes initiatives to integrate nature as natural capital into social infrastructure development and urban planning, based on the Green

[1] There has also been progress in initiatives aimed at linking biodiversity and natural capital conservation with business activities. Under Japan's Moonshot Research and Development Program for Agriculture, Forestry and Fisheries (Moonshot Goal 5), research is underway to develop methods that simultaneously enhance productivity and address environmental burdens and food loss, thereby achieving both increased food production and global environmental conservation. If successfully implemented in society, this initiative is expected not only to contribute to global environmental conservation but also to enhance Japanese food production capacity—an important issue for Japan, which relies heavily on imported food—and to generate new economic growth through advanced technologies.

Infrastructure Promotion Strategy 2023. These initiatives aim to sustainably leverage the diverse functions of nature while emphasizing the identification and visualization of green infrastructure's effectiveness, including efforts to establish evaluation methodologies and create an environment in which the value of being "green" is properly assessed in the marketplace. Meanwhile, the Ministry of Agriculture, Forestry and Fisheries (MAFF) is promoting environmentally harmonized agriculture, forestry, and fisheries through its MIDORI Strategy for Sustainable Food Systems.

Furthermore, as a mechanism contributing to Other Effective Area-based Conservation Measures (OECMs), the Japanese government has introduced a certification system for Nationally Certified Sustainably Managed Natural Sites (commonly known as "Nature Symbiosis Sites"), thereby providing institutional support for conservation activities undertaken by businesses and local communities.[2]

b) Promoting the Collection and Disclosure of Nature-related Data

As companies are increasingly required to identify and disclose their dependencies and impacts on biodiversity and natural capital, efforts have begun to establish an international data infrastructure for monitoring, including across global supply chains.[3] At the same time, the Japanese government is considering how to create an environment that facilitates the effective use of such data and indicators necessary for corporate disclosure as it actively participates in international rulemaking processes.

c) Promoting Behavioral Change among Consumers

To encourage behavioral change among consumers, pilot projects are underway to examine labeling schemes and information disclosure mechanisms that

[2] In April 2025, the Act on Promoting Activities to Enhance Regional Biodiversity entered into force, introducing a certification system for Nationally Certified Sustainably Managed Natural Sites, which contribute to OECMs. Under this Act, entities that receive certification for their activities benefit from institutional support—such as one-stop and simplified procedures under multiple related environmental laws—thereby facilitating and encouraging on-the-ground implementation.

[3] Platforms that aggregate nature-related data include the Nature Data Public Facility (NDPF), proposed by the Taskforce on Nature-related Financial Disclosures (TNFD) and currently undergoing pilot testing. Japan's MOE has decided to contribute the equivalent of approximately USD 500,000 over two years to the TNFD, and has announced that it will engage in joint research with the TNFD and participate in the establishment of the NDPF.

visualize efforts to reduce environmental impacts and to take biodiversity and natural capital into consideration.

3. Current Efforts of Japanese Companies

According to the results of the FY2024 Questionnaire Survey on Corporate Biodiversity Actions in Japan conducted by the KNCC (Keidanren Nature Conservation Council)—hereinafter referred to as "the Survey"—87% of responding companies reported that they were implementing initiatives related to the targets of the Global Biodiversity Framework (GBF)—an increase from 79% in the FY2022 survey. Since the adoption of the GBF, global attention has rapidly intensified toward achieving its goals, particularly through the promotion of the 30 by 30 target and the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD). Japanese companies are proactively engaging with these emerging global initiatives as part of their commitment to biodiversity and natural capital.

a) OECMs: Initiatives toward the 30 by 30 Target

Japanese companies are proactively applying for registration under the Nationally Certified Sustainably Managed Natural Sites system[4] launched by the MOE in FY2023, thereby contributing to the registration of Other Effective Area-based Conservation Measures (OECMs) in international databases.

b) Nature-related Financial Disclosures: Response to the TNFD Recommendations

According to the results of the Survey, the proportion of companies disclosing information related to biodiversity has continued to increase, exceeding 80% (275 out of 334 companies). In particular, the percentage of companies that have responded to or referenced the TNFD recommendations has risen to 72%, a 2.5-fold increase from 2022. As a result, the number of Japanese TNFD Adopters has reached 210 companies,[5] ranking the highest in the world as of October 31, 2025.

[4] As of the first round of certifications in FY2025, a total of 447 Nationally Certified Sustainably Managed Natural Sites (covering 98,845 ha) have been designated. Among these, members of KNCC account for 158 sites (35% of all sites), covering 36,465 ha (37% of the total area).

[5] Of these, approximately 30% are members of the KNCC—68 companies as of October 31, 2025.

B. Challenges in Linking Biodiversity and Natural Capital Conservation to Economic Growth

A variety of government initiatives are being implemented, and businesses are increasingly taking proactive steps to conserve biodiversity and natural capital. To position these fields as growth sectors and promote further investment, however, several key challenges must be addressed.

1. Establishing the Foundation for Linking Biodiversity and Natural Capital Conservation to Economic Growth

Biodiversity and natural capital constitute the very foundation of economic activity. Efforts to conserve them enhance the safety and stability of procurement while improving the overall sustainability of business operations. Recognizing that initiatives must encompass entire global supply chains, it is essential to advance the development of fundamental infrastructure in Japan, including:

- the establishment of a reliable public data platform on biodiversity and natural capital;
- the formulation of indicators to measure the impacts of human activities; and
- the promotion of nature-related financial disclosures.

2. Understanding Nature-related Information and Visualizing the Effectiveness of Initiatives

There is a wide range of indicators used to assess the state of biodiversity and natural capital, and discussions on monitoring metrics and evaluation methodologies are still ongoing both domestically and internationally. Biodiversity and natural capital conservation is a global challenge, yet it also represents a local issue with region-specific characteristics. Therefore, it is necessary to develop indicators and evaluation methods that can consolidate initiatives undertaken in various regions and quantify their contributions at national and regional levels.

3. Enhancing International Recognition and Reflecting Efforts in Global Standards

For companies operating globally, it is essential that biodiversity and natural capital conservation efforts carried out in Japan are internationally recognized and

properly evaluated. Moreover, monitoring and conservation are increasingly required across entire supply chains, including procurement sources and overseas operations. Accordingly, to raise the visibility of Japan's policies and monitoring methodologies and to gain understanding from international stakeholders—including investors and consumers—it is necessary to advance standardization efforts domestically whilst, in parallel, engaging in public-private collaboration to participate in international rulemaking processes. Through these efforts, Japan's knowledge, experience, and perspectives should be effectively reflected in global rules and international standards.

4. Positioning within Management Strategies

Biodiversity and natural capital form the foundation of corporate activities, and their degradation poses serious risks to procurement and business continuity. Conversely, their conservation and sustainable utilization can create new market opportunities and sources of competitive advantage. Companies must accurately recognize both the risks and opportunities associated with biodiversity and natural capital and integrate these considerations into their management strategies. By proactively pursuing investments and innovation, businesses should take the lead in achieving both the conservation of biodiversity and natural capital and sustainable economic growth.

Based on such an awareness of the issues, this proposal outlines the desired future direction and corresponding policy actions in the following three areas:

1. enhancing corporate value and creating markets through biodiversity and natural capital conservation initiatives;
2. developing data infrastructure, ensuring traceability, and participating in international rulemaking; and
3. promoting regional revitalization and global expansion through the advancement of NbS and OECMs.

C. Growth-oriented Measures

1. Enhancing Corporate Value and Creating Markets through Biodiversity and Natural Capital Conservation Initiatives

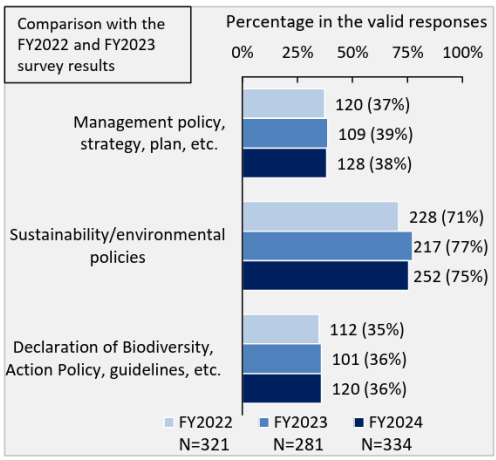
a) Vision for the Future

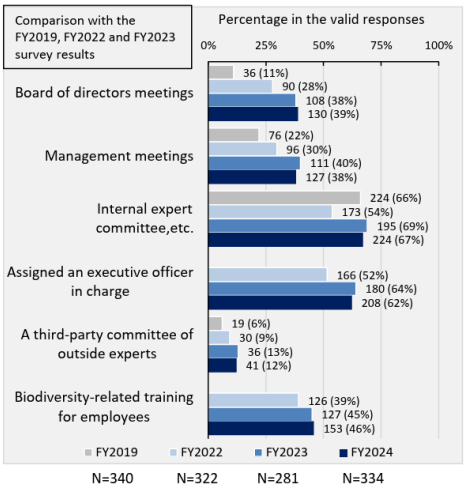
Companies integrate biodiversity and natural capital conservation into their management strategies from the perspectives of both risk and opportunity. As a result, raw material procurement and business operations that negatively impact biodiversity and natural capital are significantly reduced, while innovation and regional collaboration contribute to the creation of sustainable industries and cultures. Furthermore, progress in information disclosure and the effective utilization of human resources leads to enhanced corporate value and the creation of new markets.

b) Challenges

(1) Integration into Management Strategies Remains Limited

According to the results of the Survey, fewer than 40% of companies indicated that their management policies, strategies, or plans include references to biodiversity. This suggests that many companies find it difficult to set quantitative targets or indicators linked to their business activities, and that considerable time is required to examine specific measures and mechanisms for progress management. Furthermore, fewer than half of the companies reported that biodiversity-related matters are discussed or decided upon at the board of directors or executive management meetings. Taken together, these findings indicate that efforts for biodiversity and natural capital conservation have not yet been sufficiently integrated into corporate operations, and strengthening such integration remains a key challenge.





Source: Keidanren/KNCC Questionnaire Survey on Corporate Biodiversity Actions in Japan: Summary of the FY2024 survey results

(2) Indicators and Metrics Necessary for Decision-Making and Disclosure Are Still under Development

Biodiversity and natural capital possess region-specific characteristics, and the methods for their measurement, evaluation, and analysis are highly diverse. In addition, as the establishment of an international data infrastructure remains in progress, comprehensive monitoring—including across supply chains—remains a challenge. Accordingly, the development of evaluation indicators and metrics necessary for decision-making and information disclosure continues to be a major issue.

c) Required Actions

Government

(1) Integration into Growth Strategies and enhancement of policy measures

The government should position the conservation and sustainable use of biodiversity and natural capital as a new growth sector that supports sustainable development. It is an urgent priority to strengthen policies that encompass the entire process—from research and development of technologies contributing to the monitoring, conservation, and utilization of biodiversity and natural capital to their implementation and international deployment—through cross-ministerial collaboration. In particular, it is essential to systematically establish grant programs and tax incentives to encourage the participation of private

enterprises and research institutions. Furthermore, to firmly establish biodiversity and natural capital conservation as a growth sector, the government should promote the creation and accumulation of concrete best practices that contribute to enhancing corporate value, and actively organize and disseminate these examples domestically and internationally. At the same time, attention should be paid to international trends in nature finance, including biodiversity credits, while examining evaluation methodologies suited to Japan's unique environmental characteristics.

(2) Developing Domestic and International Data Infrastructure and Participating in Rulemaking

The government should promote the development of both domestic and international data platforms that enable companies to assess risks and opportunities throughout global supply chains. Moreover, it is essential for Japan to actively participate in international discussions on rulemaking to ensure that the efforts and approaches of Japanese companies in biodiversity and natural capital conservation are properly recognized and appropriately reflected in global frameworks.

(3) Fostering Public Understanding and Encouraging Behavioral Change

To advance business models that take biodiversity and natural capital conservation into account, it is important that biodiversity and natural capital conservation be recognized as a new value criterion among consumers. Providing products and services that reflect consideration for biodiversity and natural capital conservation inevitably entails additional costs, resulting in higher prices. Therefore, it is essential that every citizen understand the social value of biodiversity and natural capital—such as mitigating natural disasters, ensuring the sustainability of local economies, and maintaining connections with health and culture—and be able to make active choices in their daily consumption based on a willingness to bear costs commensurate with that value. The government should promote public awareness and understanding with a view to encouraging behavioral change through effective communication

and outreach activities. In addition, to support companies in developing and providing products and services that reflect biodiversity and natural capital conservation, efforts should also be made to establish and disseminate certification schemes that consider Japan's specific characteristics.[6]

Companies

(1) Integrating Biodiversity and Natural Capital into Corporate Management Strategies

To reduce risks and enhance resilience in business operations—as well as to create new business opportunities—companies should incorporate biodiversity and natural capital conservation into their management strategies. To this end, it is important for companies to reassess their existing business activities, accurately identify related risks and challenges, and take steady action to address them. In addition, companies should establish organizational structures that ensure the active involvement of top management and develop company-wide policies and guidelines for addressing biodiversity and natural capital issues.

(2) Strengthening Competitiveness through the Creation of Businesses Related to Biodiversity and Natural Capital Conservation

Companies should engage in activities that contribute to resolving challenges faced by local communities and revitalizing regional economies through the creation of new markets and business opportunities linked to biodiversity and natural capital conservation. To this end, it is vital to collaborate with local stakeholders—including residents, local governments, and NGOs—while pursuing initiatives aimed at enhancing long-term corporate value. Furthermore, companies should leverage their own technologies, products, and services, and,

[6] For example, it is necessary to expand reliable certification schemes—such as forest certification systems—and to implement measures that enable certified products and services to be selected by consumers in the market. When the Japanese government or local governments consider utilizing overseas certification schemes in their policy measures, they should carefully examine whether such schemes duly reflect Japan's specific circumstances before deciding whether to adopt them. It has also been suggested that, in cases where an overseas certification scheme has effectively become a de facto standard, the government should, as necessary, consolidate the views of relevant domestic stakeholders and urge the certification body concerned to incorporate Japan's perspectives.

through collaboration with startups, strive to create new solutions and business models that contribute to biodiversity and natural capital conservation. Through such efforts, companies should aim to generate innovation that simultaneously advances biodiversity and natural capital conservation and strengthens corporate competitiveness.

(3) Promoting Dialogue between Companies and Investors

Dialogue between companies and investors should be further strengthened to deepen mutual understanding of the impacts that biodiversity and natural capital have on socio-economic systems. Companies should strive to identify and disclose nature-related risks and opportunities based on their actual business conditions, while investors are expected to incorporate this information into their medium- to long-term investment decisions and engagement activities. Through such collaboration, both parties can contribute to the sustainable enhancement of corporate value and growth.

(4) Human Resource Development and Utilization

It is necessary to develop and utilize human resources who possess an understanding of biodiversity and natural capital conservation. Beyond cultivating specialists with technical expertise, companies should promote organization-wide understanding of nature-positive management and foster personnel who can serve as driving forces for nature-positive business. Such individuals should play a central role in embedding the principles of nature-positive management throughout the company, ensuring that biodiversity and natural capital perspectives are systematically incorporated into business operations on an ongoing basis.

2. Developing Data Infrastructure, Ensuring Traceability, and Participating in International Rulemaking

a) Vision for the Future

Traceability is ensured across global supply chains, enabling companies to easily assess impacts and measure the effectiveness of their biodiversity and natural capital initiatives using simple and practical methods. To realize this vision,

Japan's knowledge and perspectives are internationally recognized and reflected in global standards through public-private collaboration enabling active participation in international rulemaking processes.

b) Challenges

(1) Ensuring Traceability across Global Supply Chains

Corporate supply chains extend across multiple countries and regions, often involving numerous layers of transactions and intermediaries. As a result, it is extremely difficult for individual companies to access and collect information that accurately reflects the actual conditions of land use and ecosystems at every stage. Accordingly, ensuring international traceability remains a major challenge.

(2) Developing International and Integrated Data Infrastructure and Evaluation Frameworks

At present, various countries and organizations are advancing the development of evaluation and monitoring methods for biodiversity and natural capital, and approaches utilizing digital technologies are increasingly being put into practice. However, progress in establishing international indicators, standards, and comparative evaluation methodologies has not kept pace with these technological innovations. Each country, region, and research institution tends to adopt its own evaluation methods and data collection systems. Although multiple international data-related platforms exist, their monitoring objectives and user communities differ, making interoperability and integrated analysis difficult. These circumstances hinder the establishment of a globally comparable and reliable evaluation infrastructure, making its development an urgent issue.

(3) Demonstrating Leadership in International Rulemaking

In the field of international rulemaking, Japan has often remained in a passive role—limited to conducting negative checks on proposals made by other countries—rather than taking a proactive leadership position or allocating sufficient resources to drive the process. Japan possesses advanced technologies that contribute to the conservation and restoration of biodiversity and natural capital, such as environmental DNA analysis and remote sensing.

Nevertheless, in some cases, these technologies have not been sufficiently promoted or proposed for standardization abroad, and Japan's influence in shaping international frameworks and rulemaking remains limited.

c) Required Actions

Government

(1) Developing Nature-Related Data Infrastructure and Creating Indicators and Evaluation Methods

The development of nature-related data infrastructure and the creation of indicators and evaluation methods should be recognized as urgent priorities. With regard to data infrastructure, the government should consolidate existing databases—such as biodiversity "visualization" maps—by aggregating data across ministries and agencies[7], and integrate them into a unified system of public data on biodiversity and natural capital. Such public data, owned by administrative bodies, should in principle be made available for secondary use so that private-sector entities can easily obtain and freely utilize nature-related data.

Concerning the development of indicators and evaluation methods, Japan is expected to participate actively in international discussions while working to develop integrated indicators that enable accurate assessment of the state of biodiversity at both national and regional levels. Combined with the development of a nature-related data infrastructure, these efforts are expected to accelerate the workflow from observation to evaluation.

(2) Participating in International Rulemaking and Strengthening Japan's Influence

International rulemaking related to the construction and operation of data infrastructure is currently underway, and Japan's ability to engage in these processes with influence will determine its international competitiveness in this field. The government, in close collaboration with the private sector, should take

[7] The MOE launched a pilot operation in April 2025. The system consists of a map that allows users to identify protected areas, Nationally Certified Sustainably Managed Natural Sites, and other areas effective for biodiversity conservation, as well as a search navigation tool that provides information on the conservation activities implemented at each Nationally Certified Sustainably Managed Natural Site.

the lead in global discussions on the development of nature-related data infrastructure by leveraging Japan's technological strengths and accumulated expertise, and should actively work to exert influence in international rulemaking. At the same time, to ensure that international data frameworks appropriately reflect Japan's circumstances, the government should promote the use of Japanese public data while also actively participating in discussions on the handling of confidential information, thereby preventing Japanese companies from being placed at a competitive disadvantage.

(3) Promoting Collaboration with Foreign Governments to Ensure Traceability across Global Supply Chains

For nature-related data—where understanding conditions across entire supply chains is particularly important—the government should make efforts to facilitate smooth data collection in cooperation with other national governments, particularly those in the Asia-Pacific region. In addition, to enable companies to effectively utilize the developed data infrastructure in responding to nature-related financial disclosure requirements and risk assessments, the government should consider enhancing user-oriented information services. These should include explanations on how to use the published data, examples of application, and operational guidance to promote practical and efficient use by businesses.

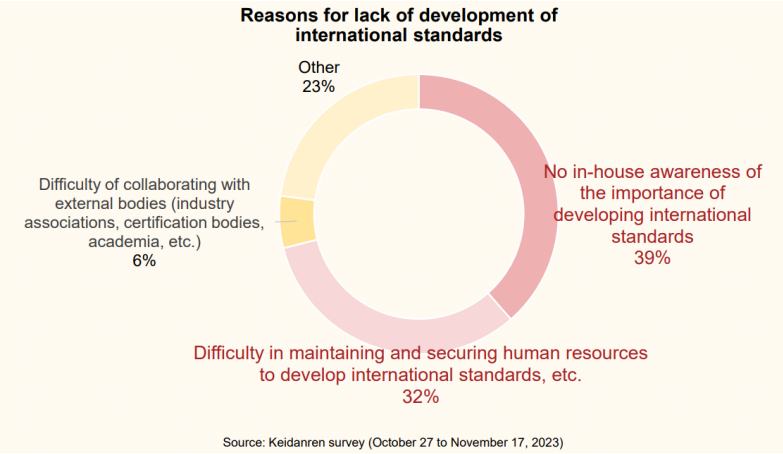
Companies

(1) Establishing Information-Sharing Frameworks at the Global Supply Chain Level

Companies should work to establish systems for information sharing at the global supply chain level. Because it is extremely difficult for individual companies to achieve this independently, they should collaborate with domestic and international suppliers to collect data on the origin and procurement sources of raw materials and develop a common data format that can be used not only within their own operations but also across entire supply chains. In doing so, it is essential to consider the existence of confidential information and to carefully examine appropriate approaches for information sharing.

(2) Participating in International Rulemaking and Securing and Developing Human Resources[8]

Companies themselves should also take an active role in international rulemaking processes. Because discrepancies may arise between rule design and actual business practices, it is important for companies to provide practical advice based on on-site experience and cost considerations, as well as to ensure consistency with existing initiatives. Furthermore, from the early stages of research and development, companies should work toward international rulemaking with a view to future business creation and social implementation. Participation in such rulemaking requires specialized knowledge and advanced international negotiation skills; therefore, companies should invest in recruitment, appointment, and training of the necessary human resources.



Source: Keidanren Proposal for International Standards Strategy toward Global Market Creation

[8] According to a survey conducted by Keidanren, major challenges identified in these regards include “no in-house awareness of the importance of developing international standards” and “difficulty in maintaining and securing human resources to develop international standards” (Keidanren Proposal for International Standards Strategy toward Global Market Creation, February 2024).

3. Promoting Regional Revitalization and Global Expansion through the Advancement of NbS and OECMs

a) Vision for the Future

The advancement of NbS and OECMs contributes to revitalizing regional economies and addressing social challenges by utilizing local biodiversity, natural capital, culture, and lifestyles. Furthermore, the expansion of Nationally Certified Sustainably Managed Natural Sites contributes to achieving Japan's 30 by 30 target. The knowledge and experiences gained in Japan through these efforts are shared internationally, contributing to the dissemination of the OECM concept worldwide.

b) Challenges

(1) Formulating a Cross-Governmental Strategy on NbS

In Japan, there is currently a lack of a comprehensive, cross-governmental strategy that reflects the multi-sectoral nature of NbS. As a result, initiatives related to NbS tend to be implemented separately within individual policy areas such as environmental conservation; urban planning; disaster management; agriculture, forestry and fisheries; and tourism. It is therefore a challenge to further strengthen inter-ministerial collaboration, scale up NbS and OECM initiatives, and promote their replication across policy domains.

(2) Strengthening Regional Collaboration and Coordination among Diverse Stakeholders

The implementation of NbS necessarily requires collaboration among a wide range of stakeholders within each region. Coordination functions may be undertaken by local governments, or jointly by universities, research institutions, companies, and NPOs working in partnership with local authorities. To establish effective regional collaboration models, it is sometimes necessary to adopt broader landscape and seascape management approaches that go beyond municipal boundaries, ensuring the sustainable management of areas where production activities take place. Accordingly, it is essential to strengthen coordination among municipalities and enhance partnerships with key regional actors—such as universities, companies, financial institutions, NPOs, and residents—who play leadership roles in driving regional initiatives.

With respect to OECMs, another challenge is to revitalize regional economies by utilizing Nationally Certified Sustainably Managed Natural Sites. To this end, not only local governments but also a wide variety of stakeholders need to enhance their capacity for communication and effectively "visualize" the unique value and comparative advantages of their regions.

(3) Promoting Global Expansion of NbS

A key challenge lies in enhancing domestic and international understanding of the value and importance of NbS initiatives implemented across Japan. Moreover, the standardization of elements necessary for social implementation—such as introduction processes, quantitative and qualitative evaluation methods, monitoring systems, and financing mechanisms—is still in progress. Japan must therefore accelerate these efforts and establish reproducible models that can be deployed internationally.

(4) Dissemination of the OECM Concept

To achieve the 30 by 30 target, simply expanding legally designated protected areas [9] is insufficient; it is essential to internationally disseminate and accelerate OECM initiatives that play a complementary role. However, the concept of OECMs—areas managed and conserved through human intervention and stewardship—has yet to gain sufficient global recognition.[10] A concerted international effort is thus required to enhance common understanding and build broad-based momentum for advancing OECM implementation worldwide.

c) Required Actions

Government

(1) Strengthening Inter-Ministerial Collaboration

Under strategies such as the Green Infrastructure Promotion Strategy 2023 formulated by the MLIT, a number of thematic initiatives related to NbS have already been developed and implemented. The government should further

[9] As of October 9, 2025, protected areas account for 17.55% of terrestrial areas and 9.85% of marine areas worldwide, indicating that the achievement of the 30 by 30 target remains challenging. Of these, the proportion of areas registered as OECMs is still very limited—1.3% of land areas and 0.24% of marine areas, respectively.

[10] As of September 1, 2025, 15 countries, including Japan, have registered OECM sites (UNEP-WCMC, 2025. Map of Protected Areas and OECMs, September 2025).

strengthen collaboration among relevant ministries and agencies—including the Ministry of the Environment; the Ministry of Land, Infrastructure, Transport and Tourism; the Ministry of Agriculture, Forestry and Fisheries; and the Ministry of Economy, Trade and Industry—to effectively and comprehensively address a wide range of social challenges. In addition, the government should consider developing cross-ministerial support frameworks that encourage proactive engagement by private-sector entities in NbS initiatives. Efforts should also be made to foster and support human resources responsible for implementing NbS at the local government and corporate levels, and to establish systems for providing technical advice, thereby strengthening the foundations for social implementation.

(2) Simplifying Administrative Procedures and Enhancing Incentives

For existing certification systems—such as that for Nationally Certified Sustainably Managed Natural Sites and the Certification System for Securing Quantity and Quality Urban Green Space—the government should promote mutual coordination and simplify and harmonize application procedures. This will help reduce and rationalize companies' monitoring and administrative burdens. At the same time, it is important to strengthen incentives for companies that obtain such certifications. [11] The government should swiftly examine and introduce such measures while ensuring that the views of private-sector businesses are fully reflected.

(3) Strengthening International Outreach

Japan should actively share successful domestic and international examples of NbS initiatives and promote the global dissemination of OECMs through various international conferences and forums. In particular, it would be effective to deepen collaboration with countries in the Asia region [12] that have been

[11] The National Biodiversity Strategy and Action Plan of Japan 2023–2030 states that the government will explore the establishment of a framework under which the biodiversity value of land designated as Nationally Certified Sustainably Managed Natural Sites can be certified and transacted, while also examining the feasibility and effectiveness of introducing other economic incentives, such as tax measures. However, active discussions regarding the introduction of such incentive mechanisms have not yet taken place.

[12] Within the Asia Protected Areas Partnership (APAP), which includes Japan and many other Asian countries, multiple workshops on OECMs have been organized. These include the workshop titled "Nature, Culture, and Commitment: Asia's Journey to 30×30 through OECMs," held in July

engaging in cooperative activities with Japan on biodiversity and natural capital conservation through OECMs, thereby expanding the reach of these initiatives.

It is also necessary to compile and organize successful Japanese case studies and know-how relating to NbS and adapt them into formats that can be applied internationally, such as guidelines and evaluation methodologies. Furthermore, for Nationally Certified Sustainably Managed Natural Sites, establishing standardized evaluation indicators to "visualize" their effectiveness could be a valuable approach. If such standardized indicators enable comparison across different sites, it would help demonstrate the value of OECMs and contribute to their wider international recognition and adoption.

(4) Fostering Momentum toward the Success of GREEN×EXPO 2027

GREEN×EXPO 2027 (the International Horticultural Expo 2027), scheduled to be held in Japan, will feature as one of its central themes "addressing social challenges through the utilization of natural capital and technology." By showcasing the vision of a green society that combines the power of nature with industrial innovation, the Expo aims to foster greater environmental awareness and promote behavioral change.

This event will provide an excellent opportunity to enhance global recognition of the value of biodiversity and natural capital and to present Japan's advanced initiatives for addressing socio-economic challenges through ecosystem-based approaches. Keidanren, in cooperation with the KNCC, will contribute to fostering momentum for the success of GREEN×EXPO 2027 by supporting information dissemination by the government and local authorities, and by promoting nature-positive management among the business community.

Local Governments

(1) Promoting Implementation of Region-Specific NbS

Local governments are expected to identify the natural capital within their jurisdictions and take the lead in planning and implementing region-specific NbS

2024.

initiatives that make the best use of these resources. In addressing local challenges such as infrastructure development, disaster management and mitigation, and regional revitalization, local governments should consider creating environments conducive to the adoption of NbS by leveraging ecosystem services provided by biodiversity and natural capital, as well as local traditions and customs nurtured by the surrounding natural environment.

(2) Leading Collaboration with Diverse Stakeholders

Effective implementation of NbS requires broad-based collaboration among stakeholders across regions. Local governments have a crucial role to play in this process. They should consider establishing systems that enable consensus building and project management in cooperation with NPOs, local residents, and other regional leaders who support community initiatives—including coordination among neighboring municipalities. With regard to OECMs, local governments should also take on a leading role in collaborating with a wide range of local stakeholders to develop and share a common regional vision and roadmap for revitalization through OECM registration, and work collectively toward their realization.

(3) Identifying Regional Challenges, Including Decarbonization, and Setting Strategic Goals

To ensure that NbS and OECMs take root locally and lead to effective implementation, local governments should not limit their focus to the conservation and utilization of biodiversity and natural capital, but should also incorporate perspectives on regional economic revitalization. They should identify key local challenges—such as regional decarbonization—and establish strategic goals that integrate these broader socio-economic priorities. Such goal setting enables diverse regional stakeholders to position their own initiatives as contributions to addressing local challenges, thereby facilitating investment and participation. When companies' specific contributions are made visible in relation to these regional strategic objectives, it not only enhances corporate value but also strengthens regional economic value—laying the foundation for the creation of sustainable local communities.

Companies

(1) Promoting Participation in NbS Projects and Registration of Nationally Certified Sustainably Managed Natural Sites

Companies are expected to actively participate in industry-academia-government-finance collaboration projects on NbS promoted by various ministries and agencies, thereby contributing to the accumulation of knowledge necessary for further social implementation. In NbS projects, landscape approaches that take a spatially comprehensive view are particularly important. However, as there are limits to what can be achieved through implementation or evaluation by a single company alone, collaboration involving local stakeholders is indispensable. Recognizing this, companies should consider participating in collaborative projects that help resolve regional challenges, emphasizing co-creation of value that contributes to both regional economic revitalization and the enhancement of corporate value. To further promote registration under the Nationally Certified Sustainably Managed Natural Sites framework, companies should develop internal structures and invest in fostering personnel capable of managing and operating registered sites.

(2) Strengthening Information Dissemination

It is also necessary to strengthen international dissemination of the technologies and expertise accumulated through NbS and Nationally Certified Sustainably Managed Natural Sites initiatives in Japan. Companies should cooperate with and participate in government efforts to systematize these initiatives and advance their international standardization.

III. Integrated Approach to Biodiversity and Natural Capital Conservation, Climate Change Measures, and Related Issues

A. Assessment of Current Situation

The loss of biodiversity and climate change represent two of the most critical challenges facing the world today. According to the World Economic Forum's Global Risks Report 2025, "biodiversity loss and ecosystem collapse" are identified as the second most rapidly worsening global risk over the next decade.[13]

[13] The risk of biodiversity loss has been on the rise in recent years—ranked fifth in 2021, third in

The Planetary Boundaries framework warns that if humanity exceeds the safe operating limits for Earth's nine key environmental processes, irreversible and potentially catastrophic changes may occur. Of these nine boundaries,[14] seven have already been exceeded, including those related to climate change and biosphere integrity, both of which are now considered beyond their safe limits.

In recent years, biodiversity and natural capital have come to be recognized as being deeply interconnected with climate change.[15] Accordingly, the international trend is shifting away from addressing these issues separately toward adopting an integrated approach that considers both dimensions simultaneously. The IPBES-IPCC Co-Sponsored Workshop on Biodiversity and Climate Change report, released in June 2021, scientifically demonstrated that climate regulation and biodiversity conservation are interdependent, and that many biodiversity conservation measures create synergies with climate action. Furthermore, at the IPBES Plenary held in December 2024, it was emphasized that formulating policies that focus on the synergies among biodiversity, food systems, and climate change—rather than addressing each element in isolation—is more effective in achieving global objectives such as the SDGs.[16]

At the same time, the existence of trade-offs between these objectives has also been recognized. To mitigate such trade-offs, the Japanese government has been conducting technological demonstrations to accelerate the introduction of renewable energy that is compatible with the natural environment. In addition, the government is promoting community-integrated renewable energy development that ensures appropriate consideration for the environment, including the

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2022, fourth in 2023, and third again in 2024.

[14] Climate change, Novel entities, Stratospheric ozone depletion, Atmospheric aerosol loading, Ocean acidification, Modification of biogeochemical flows, Freshwater change, Land-system change, and Biosphere integrity

[15] Forests, wetlands, and oceans serve as major carbon sinks, absorbing and storing large amounts of CO_2, making natural capital itself a source of carbon sequestration. At the same time, rising air and sea temperatures caused by climate change have been identified as drivers of natural disasters and as factors that threaten ecosystems.

[16] At the 11th Plenary Session of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), the Summary for Policymakers (SPM) of the Thematic Assessment Report on the Interlinkages among Biodiversity, Water, Food and Health (Nexus Assessment) was approved. This is one of the twelve key messages presented in the report. (Reference: IPBES. 2024. Thematic Assessment Report on the Interlinkages among Biodiversity, Water, Food and Health (Nexus Assessment). Bonn, Germany: IPBES Secretariat.)

establishment of designated promotion areas under the Regional Decarbonization Promotion Projects Scheme and the strengthening of zoning initiatives. Under the Act on Promoting the Utilization of Sea Areas for the Development of Marine Renewable Energy Power Generation Facilities, the government has also designated promotion areas suitable for offshore wind power generation, while ensuring harmony with marine environmental conservation.

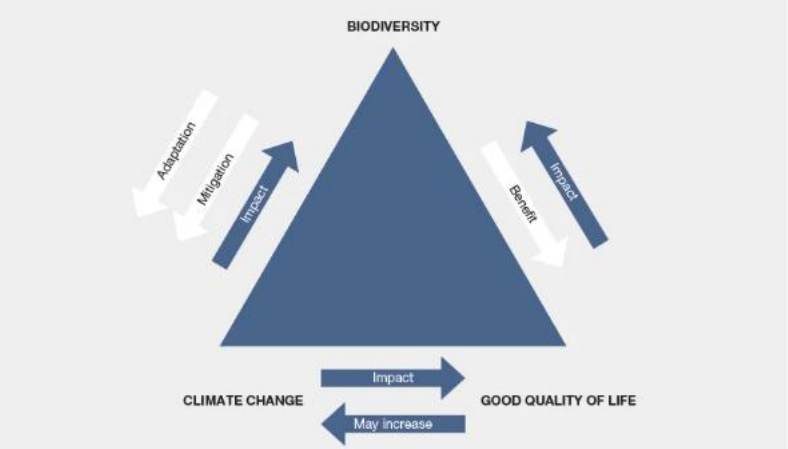


Figure 1.1 Relationships between climate change, biodiversity and good quality of life.
Blue arrows represent interactions that are predominantly threats, white arrows predominantly opportunities. Modified from Korn *et al.* (2019).

Source: IPBES-IPCC Co-Sponsored Workshop on Biodiversity and Climate Change (June 2021)

At the CBD COP16 conference held in 2024, participants emphasized the necessity of addressing biodiversity in an integrated manner alongside other sustainability-related themes—such as climate change, Indigenous Peoples, and health. The conference also outlined the future direction for the international community to promote cross-sectoral cooperation and policy development. Meanwhile, COP30, which is taking place in Belém, Brazil, in November 2025, is being referred to as the "Nature COP," where further discussions on integrated approaches have been expected to take place. In parallel, global discussions are emerging on integrated frameworks that encompass biodiversity, natural capital, and climate change—such as the potential alignment of biodiversity credits with carbon credits.

There is also a growing recognition of the need to address biodiversity and natural capital conservation together with resource circulation. The United Nations Environment Programme International Resource Panel (UNEP IRP) has pointed out

that more than 90% of terrestrial biodiversity loss and water stress is attributable to the extraction and processing of natural resources worldwide. Consequently, initiatives to improve resource efficiency and circularity, and to reduce the consumption of natural resources, are considered critically important for reducing environmental impacts, including biodiversity loss.[17]

Keidanren's FUTURE DESIGN 2040, published in December 2024, similarly envisions a future in which Green Transformation (GX), the Circular Economy (CE), and the Nature Positive (NP) economy advance in an integrated and mutually reinforcing manner toward 2040.

B. Vision for the Future

1. The government, local authorities, and companies pursue an integrated approach that combines biodiversity and natural capital conservation with climate change measures, thereby maximizing synergies and minimizing trade-offs. At the same time, efforts to promote resource circulation create positive cycles for biodiversity and natural capital conservation.

2. Furthermore, data platforms that enable the assessment of impacts across global supply chains have been established, and technologies and solutions are being deployed internationally through industry-government-academia collaboration, thereby enhancing the effectiveness of an integrated approach.

C. Challenges

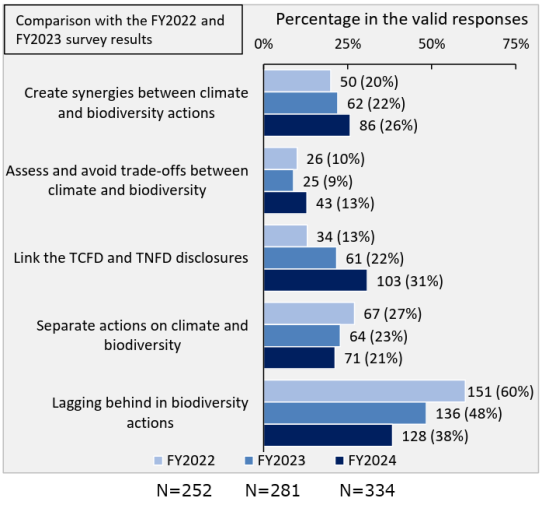
1. A key challenge lies in fostering stakeholder understanding of the significance of integrated initiatives that combine biodiversity and natural capital conservation with climate change measures. In addition, it is essential to promote stakeholder awareness regarding the importance of biodiversity and natural capital conservation through resource circulation—for example, by advancing the efficient use and recycling of plastics to reduce environmental pressures on marine ecosystems. At the same time, greater focus must be

[17] The Fundamental Plan for Establishing a Sound Material-Cycle Society (approved by the Cabinet in August 2024)

placed on the development of technologies and solutions that support the integrated approach.

2. According to the results of the Survey conducted by the KNCC, the proportion of companies responding that they were “lagging behind in biodiversity actions” or taking “separate actions on climate and diversity” has been declining. Conversely, the proportion of companies indicating that they “create synergies between climate and biodiversity actions” or “assess and avoid trade-offs between climate and biodiversity” has been increasing. Going forward, further accelerating biodiversity and natural capital conservation efforts through the advancement of an integrated approach remains an important challenge.

Q. Does your company link climate and biodiversity actions in its business operations and information disclosure?



Source: Keidanren/KNCC Questionnaire Survey on Corporate Biodiversity Actions in Japan: Summary of the FY2024 survey results

D. Required Actions

1. Government

a) Alignment among International Conventions

The government should intensify multilateral cooperation to enhance coherence between the United Nations Framework Convention on Climate Change (UNFCCC), the Convention on Biological Diversity (CBD), and other relevant

international agreements. By taking a leadership role in fostering such international coordination, Japan can help encourage other countries to formulate and implement national policies that integrate perspectives from both biodiversity and natural capital conservation and climate change measures. This, in turn, is expected to promote the creation of synergies across the international community.

b) Cross-Ministerial Policy Promotion

Domestically, the government should strengthen cross-ministerial policy planning and implementation to maximize synergies among biodiversity and natural capital conservation and utilization, climate change measures, and resource circulation. Although some ministries have already incorporated elements of an integrated approach into their respective policies,[18] it is expected that recognizing the interconnections between biodiversity and natural capital initiatives and climate change measures will lead to broader, more cost-effective, synergistic policy development.

In addition, as Japan advances its transition toward a Circular Economy—now positioned as a national strategy—the government should support business efforts through institutional measures and explore opportunities for an integrated approach that links biodiversity and natural capital conservation with the establishment of an appropriate international resource circulation framework. In adopting such an integrated approach, it will be essential to ensure science-based decision-making and to utilize data effectively to visualize and quantify synergies.

c) Responses to Global Credit Market Trends

International discussions on nature finance—including the development of biodiversity credits—are progressing as part of efforts toward realizing a Nature Positive economy. The Japanese government should closely monitor these global trends while considering evaluation methodologies that reflect Japan's unique

[18] The evaluation criteria of the MLIT's TSUNAG (the Certification System for Securing Quantity and Quality Urban Green Space) include climate change mitigation, biodiversity conservation, and enhancement of well-being. In addition, the MAFF is implementing the ChoiSTAR initiative, which labels agricultural and other products to indicate efforts to reduce greenhouse gas emissions and conserve biodiversity.

context. Moreover, it is expected that Japan will engage actively in these international discussions—drawing on input from companies and other stakeholders—to ensure that such initiatives contribute to addressing both biodiversity and climate challenges without undermining the competitiveness of Japanese enterprises.

d) Public Awareness and Adaptation Measures

The government should work to foster public understanding of the interconnections between biodiversity, natural capital, climate change, and resource circulation across society, and to establish decision-making mechanisms and standards that integrate these perspectives. In parallel, the government should enhance public awareness of climate change adaptation and strengthen actions aligned with Japan's National Climate Change Adaptation Plan, formulated under the Climate Change Adaptation Act. Particularly, reinforcing Ecosystem-based Adaptation (EbA) measures—such as river and flood control, mitigation of the heat island effect, and agroforestry—can serve as a cost-effective, long-term integrated approach that delivers significant environmental and socio-economic benefits.

2. Companies

a) Promoting an Integrated Approach

Enterprises should review their existing initiatives for biodiversity and natural capital conservation to identify activities that also contribute to climate change mitigation and resource circulation, and should consider advancing these efforts in an integrated manner. According to the Survey conducted by the KNCC, many companies indicated that their initiatives for biodiversity and natural capital conservation remain underdeveloped or of lower priority. However, as noted earlier, both the IPBES and IPCC have highlighted the close interlinkages between climate and biodiversity, stressing that treating climate, biodiversity, and human society as an interconnected system is an effective approach. In addition, Japan's Basic Plan for Establishing a Sound Material-Cycle Society emphasizes that efforts to improve resource efficiency and circularity and reduce the use of natural resources are critically important measures for mitigating environmental impacts,

including climate change and biodiversity loss.

Based on these perspectives, it is important for Japanese companies to approach climate change and resource circulation initiatives from an integrated standpoint that also encompasses biodiversity and natural capital conservation. Such an approach can be expected to maximize synergies and minimize trade-offs among these initiatives, thereby reducing environmental burdens while contributing to sustainable economic growth in Japan. In considering an integrated approach centered on biodiversity and natural capital conservation, companies should also explore the application of Nature-based Solutions (NbS) and examine adaptation strategies that leverage natural capital. Furthermore, to actively embed the principles of integration, companies should deepen organization-wide and cross-departmental understanding of the benefits of an integrated approach, and strengthen internal structures and human resource development to facilitate practical implementation.

b) Enhancing Corporate Value through Community Contributions

Biodiversity and natural capital conservation, like climate change, represent global challenges that also possess strong local characteristics. An integrated approach that advances biodiversity and natural capital conservation alongside climate action can inspire region-specific initiatives and foster new, locally driven pathways toward developing Nature Positive economic markets.[19] Companies

[19] Examples of nature-positive economic models leveraging regional characteristics:

1. Tourism × NbS: Nature-based regional revitalization
   - Conservation of wetlands and lakes → Improvement of water quality, protection of bird habitats, and climate change mitigation
   - Promotion of ecotourism and nature-based experiential tourism
   - Enhancement of tourism value → Revitalization of the regional economy through the combined creation of tourism revenues and increased natural value
2. Urban Areas × NbS: Urban regeneration through green infrastructure
   - Urban greening and ecological restoration of rivers
   - Mitigation of the heat-island effect (climate change mitigation and adaptation) together with ecosystem restoration
   - Improvement of regional value and residents' well-being through increased real-estate value and public health benefits
3. Disaster Risk Reduction × NbS: Enhancing resilience by utilizing natural capital
   - Coastal afforestation and tidal flat restoration
   - Tsunami and storm surge mitigation (climate change adaptation) combined with revitalization of fisheries through the recovery of marine resources
   - Enhancement of regional value and community well-being

are expected to expand investment in natural capital through such an integrated approach. When these initiatives contribute to improving the well-being of local communities, they can strengthen corporate trust and reputation while simultaneously enhancing corporate value.

c) Integrating Resource Circulation Efforts

In addition, companies should explore integrated initiatives that link biodiversity and natural capital conservation with resource circulation. For example, promoting the utilization of biomass resources and the recycling of marine plastics can contribute to the conservation and sustainable use of soil and marine ecosystems. Furthermore, the advancement of initiatives to achieve a Circular Economy can be expected to transform how resources are procured, produced, and consumed, facilitating biodiversity and natural capital conservation.

E. Examples of Integrated Actions for Biodiversity and Natural Capital Conservation

The main examples of integrated initiatives submitted by member companies of KNCC are as follows (listed in the Japanese syllabary order). Details of each initiative are provided in the document annexed to this proposal, Examples of Integrated Actions for Biodiversity and Natural Capital Conservation.

1. Afforestation and Forest Restoration

1 Dai-ichi Life Forest (Initiatives for Environmental Preservation)
(Dai-ichi Life Holdings, Inc.)

2 *Satoyama* Management at Mobility Resort Motegi (Honda Motor Co., Ltd.)

3 Mangrove Planting Project with Uken Village of Amami Oshima Island in Kagoshima Prefecture (ITOCHU Corporation)

4 Use of FSC®-certified Paper for Postcards and Yu-Pack Boxes (JAPAN POST HOLDINGS Co., Ltd.)

5 One World One Komatsu: An Employee-driven Social Contribution Project Promoting Activities for a Sustainable Planet (Komatsu Ltd.)

6 Contribution to the Conservation of Rich Biodiversity and the Multifunctional Roles of Forests through Sustainable Forest Management (MITSUI & CO., LTD.)

7 Tackling Climate Change and Other Key Societal Issues by Improving Forest Productivity (Nippon Paper Industries Co., Ltd.)

8 Reproducing “The Grove of a Village Shrine” and Nurturing Biodiversity at Steelworks (NIPPON STEEL CORPORATION)

9 The “Yu no Mori” Reforestation Project (Nippon Yusen Kabushiki Kaisha)

10 Post-Earthquake Restoration Project: The Sakura Project (Nomura Holdings, Inc.)

11 Afforestation and Forest Regeneration Activities (NSK Ltd.)

12 Actions to Circulate Natural Resources Fostered Together with Local Communities - Initiatives by the Seven-Eleven Foundation (Seven & i Holdings Co., Ltd.)

13 Customer-Participatory Biodiversity Conservation Activities “SAVE JAPAN Project”: Realizing Nature Positive Society and Enhancing Regional Resilience (Sompo Japan Insurance Inc.)

14 Launch of Impact Finance for Nature (IFN)
(Sumitomo Mitsui Trust Bank, Limited)

15 Mangrove Planting Efforts in Malaysia (The Nisshin OilliO Group, Ltd.)

16 Sustainable Forest Management at the Toyota Mie-Miyagawa Forest (TOYOTA MOTOR CORPORATION)

2. Urban Greening

1 Eco-Conservation at Chugai Life Science Park Yokohama (CHUGAI PHARMACEUTICAL CO., LTD.)

2 Promoting Green Buildings (Dai-ichi Life Holdings, Inc.)

3 Ministry of the Environment’s Decarbonization Leading Area: Environmental Conservation-Oriented Tourism Initiatives in Nikko City, Tochigi Prefecture (Tokyo Electric Power Company Holdings, Inc.)

4 Creation of Urban Green Space and Preservation of Ecosystem in the Otemachi Tower Site (known as “Otemachi Forest”) (Tokyo Tatemono Co., Ltd.)

5 An Integrated Approach to Biodiversity and Natural Capital Conservation and

Climate Change Mitigation through Surugadai Green Space (Mitsui Sumitomo Insurance Company, Limited)

6 Ecosystem Conservation through the Cultivation of Plants and Vegetables and Beekeeping on the Office Rooftop (Nomura Holdings, Inc.)

3. Marine Environment

1 Karatsu Bay Seaweed Farming Experience Program for Developing Human Resources for the Future (Japan Airlines Co., Ltd.)

2 Biodiversity and Community Support in Mauritius (Mitsui O.S.K. Lines, Ltd.)

3 Expanding Seaweed Bed Development Activities by Effective Use of By-product from the Steelmaking Process Aimed at Circular Economy, and Contributing to CO_2 Reduction through Blue Carbon (NIPPON STEEL CORPORATION)

4 Contribution to the Analysis of Marine Plastics Pollution (Nippon Yusen Kabushiki Kaisha)

5 Coastal Conservation and Mangrove Planting Activities in Japan and Overseas (NSK Ltd.)

6 Promoting Resource Circulation through Store-Based Initiatives: Reducing Environmental Impact via Bottle to Bottle Recycling (Seven & i Holdings Co., Ltd.)

4. Utilization of Biomass Resources

1 Turning Biomass Combustion Ash into Fertilizer at Komatsu Awazu Plant (Komatsu Ltd.)

2 Drive Decarbonization and Enhance Agriculture Using Biochar (Nomura Holdings, Inc.)

3 Utilizing Biomass Resources through Recycling of Organic Waste (NSK Ltd.)

4 Reducing Plastic Usage and Distribution through the Adoption of Biomass-Based Materials (Seven & i Holdings Co., Ltd.)

5 Reducing the Use of New Fossil-derived Raw Materials by Introducing Biomass Plastics (Suntory Holdings Limited)

6 Activities for Supplying Raw Materials for Fibers, Resins, and Films Using Non-

edible Biomass-derived Resources (Toray Industries, Inc.)

5. Others

1 Balancing Energy Creation and Biodiversity Conservation—Enhancing Building Value and Decarbonization through Solar Power Integrated into Architecture (AGC Inc.)

2 Analysis of Investees and Own Business Operation based on the LEAP Approach (Dai-ichi Life Holdings, Inc.)

3 Creating Positive Impacts on Nature through Business Activities (NGK INSULATORS, LTD.)

4 Recycling Release Paper Generated During Adhesive Tape Manufacturing at Nippon Paper Industries Co., Ltd. and Nichiban Co., Ltd. (Nippon Paper Industries Co., Ltd.)

5 Donation to San Miguel Corporation (SMC) River Cleanup Project (Nippon Yusen Kabushiki Kaisha)

6 Business That Leads to the Conservation of Natural Capital, Taking into Account the Synergies with Each Environmental Issue in an Integrated Manner (SEKISUI CHEMICAL CO., LTD.)

7 Visualizing Risks and Opportunities in Coffee and Rice through Integrated TCFD-TNFD Reporting (Seven & i Holdings Co., Ltd.)

8 Contribution through Chemical Solutions toward the Promotion of Regenerative Agriculture (SUMITOMO CHEMICAL COMPANY, LIMITED)

9 Efficient Use of Water Resources: Recycling Household Wastewater for Industrial Use (SUMITOMO CHEMICAL COMPANY, LIMITED)

IV. Conclusion: The Role of Keidanren and the KNCC

A. Contributions through the Keidanren Nature Conservation Fund

Since its establishment in 1992, the Keidanren Nature Conservation Fund (KNCF) has supported NGOs and NPOs engaged in nature conservation activities both in developing countries—mainly in Asia—and in Japan. Over the past 32 years, the Fund

has helped with approximately 1,780 projects, amounting to about JPY 5.3 billion in total. Beginning in fiscal year 2023, the Fund adopted a new policy to provide grants for projects that contribute to achieving the goals of the GBF. It has also contributed approximately JPY 300 million over five years (from 2023) to the Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) Phase 4[20] implemented by the United Nations Development Programme (UNDP). In collaboration with the KNCC, Keidanren will continue to promote the dissemination and advancement of OECMs through the support of the KNCF, thereby contributing to the realization of the GBF's global targets, including the achievement of 30 by 30, both in Japan and worldwide.

B. Promoting Nature-Positive Management

Initiatives that link biodiversity and natural capital conservation with economic growth have become a new top-priority challenge. In collaboration with KNCC, Keidanren will actively contribute to the transition toward a Nature-Positive Economy based on The Action Plan for Nature Positive.[21] To realize the goals and visions presented in this proposal, Keidanren will engage in dialogue with relevant government ministries, local governments, and international organizations, while calling on its member companies to take proactive action. Keidanren will also take an active role in addressing emerging challenges related to Nature-Positive Management, including the promotion of an integrated approach and nature-related financial disclosures (based on TNFD recommendations). By mobilizing knowledge and expertise from both Japanese and international sources, Keidanren will advance concrete initiatives to achieve sustainable growth through the conservation and restoration of biodiversity and natural capital.

[20] The Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS), implemented by the UNDP, is an international cooperation program proposed and launched by the Government of Japan in 2011. The program aims to realize a society in harmony with nature through the sustainable use of *satoyama* and *satoumi* landscapes and seascapes. Designed in alignment with the objectives of the Kunming-Montreal Global Biodiversity Framework (GBF), COMDEKS Phase 4 (2023–2027) is supported by a planned contribution of JPY 300 million over five years from the Keidanren Nature Conservation Fund (KNCF), in addition to JPY 700 million already contributed by Japan's MOE.

[21] Formulated by the KNCC in June 2023, and revised in May 2025, based on the GBF.