

ACTION PLAN

CBE JU Working Group on Primary Producers

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List of abbreviations

Abbreviation	Description
BIC	Bio-Based Industries Consortium
CBE JU	Circular Bio-based Europe Joint Undertaking
EU	European Union
PP	Primary Producers
SME	Small and medium-sized enterprise
WGPP	Working Group on Primary Producers

1. INTRODUCTION

Circular bio-based innovations in Europe are opening up more and more opportunities for the primary sector. Primary producers play a triple role in bio-based value chains: as business partners, co-innovators and biomass processors. Their contribution goes beyond supplying biomass: they are also key end users of circular bio-based innovations, technologies, products, approaches and solutions. For example, they can invest in and operate conversion technologies or modular biorefineries and use a wide range of bio-based products, such as fertilisers, ropes and nets, coatings, lubricants, packaging, feed additives, plant protection products, geotextiles and mulching materials.

Circular bio-based innovations can generate new sources of incomes to primary producers from underutilised or undervalued biomass and by-products, enhancing their economic viability, diversifying incomes and supporting the resilience of their activities. They can also support prosperity in rural areas and encourage generational renewal. Moreover, primary producers play an important role in managing natural resources sustainably and delivering ecosystem services and other environmental benefits.

Primary producers can join forces with other actors within and across value chains to develop winning project proposals. Industries can involve them in the early testing and adapting of products for application in primary production. Long-term contractual agreements and other economic-legal cooperation models allow industry and primary producers to invest and build sustainable businesses. Primary producers can pre-process and store residues and by-products before they are collected and distributed regionally. These bio-based materials can also feed into established value chains, such as textiles, furniture and other European manufacturing sectors. Together, this can create a win-win situation for all actors of the value chain.

However, in practice, this potential is still far from being fully realised. Too often, primary producers are treated merely as suppliers of raw materials rather than active partners in innovation, business development, and value creation. As a result, neither the primary sector nor the bio-based value chains are able to reach their full potential.

Many primary producers still face challenges such as limited information, low awareness, limited capacity to adopt and implement new solutions, and structural, financial, or regulatory barriers that significantly hinder their participation in new value chains and innovations, preventing them from generating additional revenue from biomass, by-products or resources that are already part of their existing activities but are currently underutilised or undervalued.

This can change! That is why this Action Plan was created: to strengthen the role of farmers, foresters, fishers, and aquaculture producers as active partners in the European circular bioeconomy, so that everyone can benefit.

How is this Action Plan related to the CBE JU?

The CBE JU is a public-private partnership funded by the European Union and the Bio-based Industries Consortium. Its main objective is to accelerate the transition towards a competitive, sustainable, and circular bioeconomy in Europe. To achieve this, the CBE JU supports research, innovation, and cooperation projects that transform biological resources — such as agricultural residues, forestry by-products, algae, or fisheries waste — into sustainable products and applications. These include bio-based materials, chemicals, packaging, textiles, and industrial solutions.

Within this work, the primary sector has always been a central priority for the CBE JU. With the establishment of the **Working Group on Primary Producers (WGPP)** in June 2025, the focus has become even stronger on identifying practical solutions for farmers, foresters, fishers, and aquaculture producers. Particular attention is given to new business models that can strengthen local businesses and be deployed at local level, as well as to stronger collaboration with the bio-based industry.

The working group aims to empower agriculture, forestry, aquaculture and fisheries to better harness the opportunities offered by circular bio-based innovations and is following these objectives:

1. Enhancing the role and support an effective and rewarding engagement of primary producers along the circular bio-based systems and value chains.
2. Ensure that primary sectors benefit from the economic, social and environmental opportunities offered by circular and bio-based innovations and solutions (supported by long-term sustainable and feasible business models).

Business models are those at the level of the primary producer, but also of the cooperative, and the private company developing innovative bio-based materials and products and production facilities.

How has the Action Plan been developed?

The development process of the Action Plan was iterative and strongly driven by the perspectives of the primary sectors represented in the WGPP: agriculture, forestry, fisheries and aquaculture. The actions originated within the sectoral groups, complemented by horizontal discussions where common themes and cross-sector challenges were identified. The actions were repeatedly reviewed and further adjusted within the groups. Through this continuous exchange, an initial broad range of ideas was gradually transformed into a targeted list of concrete, tangible, and achievable actions that reflect the realities and needs of the primary sector.

The WGPP Chair and Vice-Chairs representing different sectors of the WGPP have a driving role in ensuring that the Action Plan addresses the priorities and needs of the sectors. The process is oversighted by a Strategic Committee composed of members of CBE JU and its partners, the European Commission and the Bio-Based Industries Consortium, ensuring that the Action Plan remains under the scope of CBE JU activities. The CBE JU-funded project RootLinks supports the development and implementation of the Action Plan throughout the project duration (April 2025–March 2029), using the resources available within the project.

2. ACTION MATRIX

Actions are practical measures designed through a bottom-up process by representatives of the primary sectors themselves. Their aim is to help primary producers become active and equal partners in emerging circular bio-based value chains. Because the actions were co-created by the sectors directly, they are based on real experiences and practical needs rather than abstract policy discussions.

The Action Plan includes 8 actions in total: 2 for each sector and 2 horizontal actions that are relevant across all sectors. They are summarized in the matrix reported below.

		Agriculture	Fisheries and aquaculture	Forestry
Sector-specific	Supporting tools for business development	A1 – Agri Bioeconomy Self-Assessment Guide and Demo Initiative	B1 – Aquatic Bioeconomy Solutions Toolkit	F1 - Forest Biomass Valorisation and Business Hub
	Knowledge sharing and collaboration	A2 –Access Pathways to Joint Agriculture - Bio-Based Industrial Projects	B2 – Aquatic Bioeconomy Connect Series	F2 - European Forum on the Forest-Based Bioeconomy
Horizontal	Integrated advisory services	H1 - Circular bioeconomy advisory hub		
	Models of organisational cooperation	H2 - From individual producers to collective power		

Cros-cutting principles applying to all actions

Balanced participation: the Action Plan seeks to involve primary producers from across Europe, ensuring a balanced geographical and sectoral representation, including different climatic zones.

Widening participation: the Action Plan promotes the participation of stakeholders from underrepresented countries and regions, in line with the objectives of the CBE JU Widening Strategy.

Integrated implementation and collaboration

The actions are designed to work together and reinforce each other rather than operate separately. Through implementation, each action will build on and make use of relevant findings, results and resources generated by the other actions.

The implementation of the actions will require collaboration with other actors across the value chains, in particular industry, regional and local authorities, policymakers, advisory bodies, financial actors and other relevant stakeholders that might not be direct members of the WGPP or primary producers.

Synergies and knowledge transfer

Throughout implementation, the actions will seek to capitalise on existing initiatives and create synergies with relevant networks, projects and activities, supporting the work of the WGPP and facilitating knowledge transfer.

Accessibility and long-term use of results

All resources, tools, platforms, etc. developed through the implementation of the Action Plan will be made accessible through the RootLinks website. Wider access and long-term use is also anticipated, as all actions are designed to produce practical and replicable results that can remain available beyond the project RootLinks duration. Where possible, they will be shared via established platforms, repositories and networks.

3. HORIZONTAL ACTIONS

H1 - Circular bioeconomy advisory hub	
Why	Circular bioeconomy advisory services for primary producers are often fragmented and not always well connected with industry, markets, or available biomass streams. This can limit connections between advisory services, relevant stakeholders and different value chains. As a result, primary producers may have limited access to effective and tailored practical support to develop new business activities linked to innovations in the bioeconomy (e.g. biomass valorisation, bio-based products and circular bio-based value chains). Moreover, these services tend to operate within individual sectors, even though many circular bioeconomy opportunities rely on collaboration across sectors. This challenge can be further exacerbated where individual sectors lack sufficient volumes of biomass to develop viable value chains, which could potentially be addressed through collaboration with other sectors. Ultimately, engagement often depends on the time available to primary producers and the priority they can give to these activities. Therefore, primary producers need to better understand the opportunities offered by circular bio-based innovations and value chains and have access to advisory support tailored to their needs, covering technical, economic and financial aspects in a practical and accessible way.
What	Overall goal: Foster a connected, accessible and cross-sectoral technical, financial and business development advisory services that better links primary producers to real business opportunities generated from circular bio-based innovations and value chains. Outcome: A strengthened network of advisors supporting primary producers around concrete bio-based business challenges across sectors and in collaboration with relevant actors along the value chain, complemented by a practical advisory and decision-support toolkit. Expected impact: Advisory services will build stronger expertise and capacity, particularly in connecting primary producers to real business opportunities and cross-sector circular bioeconomy practices. They will be able to raise awareness and offer more practical and market-focused support. Stronger connections between independent advisors, primary producers, bio-based companies, and markets within and across sectors will help advisors move beyond sector-specific and purely technical guidance and take a broader, systems-based view of the circular bioeconomy.
Who	Advisors, producers' organisations and primary producers from all sectors.

How	The action will bring together advisors and primary producers from agriculture, forestry, fisheries and aquaculture around concrete bio-based business challenges. Support from existing national advisory services and networks will be sought to facilitate the implementation of the action and the uptake of its results. Through practical training, workshops, peer learning and other targeted activities, they will explore relevant business examples, technologies, value chains and cooperation opportunities. Practical advisory resources will be developed (the toolkit), including guidance, checklists, training materials and business cases. Particular attention will be given to the language, ensuring that is accessible and adapted to primary producers. The resources will be made available through existing national and European advisory and training networks. Relevant bio-based companies, market actors and other value-chain partners will contribute expertise and cooperation opportunities where needed. Role of the WGPP: Co-develop and validate training content, contribute practical examples, host in-person activities, and share the results through their networks.
When	August 2026: Start of preparation and cross-sector coordination October 2026: Cross-sector workshop expected to identify and map key advisory topics. Topics will be selected taking into account current and emerging developments relevant to primary producers and the circular bioeconomy. 2027–2029: Additional cross-sector formats, and additional sector-specific webinars

H2 - From individual producers to collective power

Why	Primary production is largely organised in micro and small businesses with limited time, staff, resources and planning capacity. This can make it difficult for individual primary producers to access knowledge and markets, build partnerships and benefit from the opportunities offered by circular bio-based innovations (i.e., new bio-based products, approaches and solutions) and the value chains developed around them. These constraints can be particularly significant for the smallest primary producers. Collective organisational structures, governance and partnership models, such as cooperatives, associations, and clusters, can help overcome these barriers. The most suitable cooperative business models may vary depending on the sector and on the regional context. Accordingly, the activities will promote cooperation models tailored to local and sector-specific needs, with particular attention to models that connect producers across sectors within regions. This will help primary producers share knowledge, resources and opportunities. It will also contribute to achieving the critical mass needed to develop local and regional value chains. By collaborating, primary producers can plan and act more effectively, enter new value chains and launch joint innovation projects. They can also be better placed to develop and scale up new ideas and increase their visibility. This can strengthen their bargaining power with industry, buyers, regional authorities and other actors across the value chain, supporting them to diversify and generate additional revenues.
What	Overall goal: Support primary producers, their cooperatives and producer organisations in benefitting from circular bio-based innovations and the developed value chains, including by creating new economic opportunities from underutilised resources and residual streams. This will be achieved through stronger, collective, cross-sector and multi-actor cooperation models that go beyond individual business capacities. Outcome: Cooperative organisational models supported by a practical toolkit comprising a suite of resources based on tested workshop formats that can be replicated in different regional and sectoral contexts. It will provide key steps, guiding questions and practical cooperation tools to support the development of appropriate cooperative business models. The tool will help primary producers translate their business challenges to challenges that can be addressed through appropriate primary producer-centred cooperative organisational structures and models. Expected impact: Primary producers and their organisations will be better equipped to strengthen their networks and select suitable cooperation models. They will be better able to develop partnerships with industry, buyers and regional authorities. They will also be better positioned to coordinate investments in the collection and preprocessing of biomass, use biorefinery technologies, and uptake bio-based products and solutions in their own

	activities. Primary producers and their organisations will be more aware about the local and regional opportunities to integrate bio-based value chains, and thus to diversity and generate additional revenues from undervalued and underutilised biomass or by-products from their activities.
Who	Primary producers, advisors and producers' organisations that can be better organised (i.e. cooperatives, associations, clusters and others).
How	The action will address relevant cooperation models, decision-support tools and best practices. These will form the basis for a structured workshop program, supported by practical learning materials and delivered through in-person workshops and additional webinars. Participants will explore how collective action can support strategic cooperation, strengthen bargaining power, and improve access to new value chains. The activities will focus on practical examples, peer learning and networking. A key element will be to bring together individual primary producers, advisors and primary producer organisations from different sectors. The activities will support primary producers who are not yet organised in exploring suitable forms of cooperation, while also drawing on the experience of existing organisations. Regional differences will be considered to ensure that successful cooperation models can be adapted and replicated, where appropriate, in other regions. Different instruments, including contractual agreements with other actors across the circular bio-based value chains, in particular industry and regional actors, will be explored. The learning materials, results and best practices from the activities will feed into a practical empowerment toolkit with guidance that can be adapted and replicated in other local and regional settings. Role of the WGPP: Members will help define the methodology to select topics and strategic geographic focus, co-organise and host the activities, provide expertise and validate the guidance materials.
When	September 2026: Start of coordination across sectors and preparatory work Early 2027: First Workshop expected 2027 - 2029: Additional Workshops and webinars at regular intervals, alongside the ongoing development of guidance materials.

4. SECTOR – SPECIFIC ACTIONS

4.1. Agriculture

A1 - Agri bioeconomy self-assessment guide and demo initiative	
Why	Many farmers and cooperatives still lack the knowledge, skills, and simple and accessible tools needed to explore business opportunities in the circular bioeconomy. Existing support is often too technical, expensive, or not adapted to farm and commercial realities. Better access to practical guidance can help producers better understand the value of their biomass and by-products, identify genuine business prospects, and make more informed decisions.
What	Overall goal: Help primary producers to autonomously explore and assess realistic bio-based business opportunities through practical guidance, peer learning, and real-life examples. Outcome: An easy-to-use self-assessment guide will help producers identify new uses and business opportunities for underutilised or undervalued feedstocks. By learning from successful business models, producers will be better able to assess which opportunities could fit their own needs, goals and contexts. A digital repository will provide access to good practices and business cases to support this assessment and facilitate wider learning. Expected impact: In the short term, this action will help producers better understand how undervalued biomass, by-products and alternative sustainable biomass sources can create new business and income avenues. In the long term, it will support their entry into higher-value markets to diversify and enhance their incomes, thereby promoting the adoption of more circular business models across the EU.
Who	Farmers and farmers' cooperatives, clusters, and associations that represent farmers, banks, accountants and agronomists.
How	Several practical activities will be implemented together with the self-assessment guide, including demo visits, webinars, peer learning and a digital repository. The self-assessment guide will be developed with the involvement of the relevant target groups and tested and refined throughout implementation. Its use will also be explored through Action H1 - Circular bioeconomy advisory hub, whose feedback and lessons will contribute to its refinement. Demo visits will allow producers to learn directly from peers and explore successful business models in practice. Webinars will give participants a forum to discuss hands-on professional and personal experience and examine the necessary steps to

	introduce bioeconomy solutions in various settings. The digital repository will collect materials produced through the action, as well as further examples of good practices and real business cases. Options for the handover and continued management of the digital repository will be explored during implementation to support its long-term availability. Other stakeholders from across circular bio-based value chains will also contribute during the process. Their knowledge will help ensure that the activities reflect real needs and support practical and sustainable business development for primary producers. Role of the WGPP: WGPP members will help prepare, test, and improve the self-assessment guide. They will also involve their networks, contribute to webinars, and help organise activities that fit their regional and sectoral conditions.
When	October 2026: First version of the self-assessment guide. December 2026: List of sources for the repository. June 2027: Improved version of the guide. July 2027: First full repository of best practices. 2026-2029: Continuous organisation of demo visits.

A2 - Access pathways to joint agriculture - bio-based industrial projects

Why	Farmers have a crucial role in circular bio-based value chains, not only as biomass suppliers, but also as business partners, biomass processors, and co-innovators. However, they are often involved too late in the development of bio-based industrial projects and emerging value chains. As a result, projects frequently fail to fully reflect farm realities, practical needs or fair value creation for primary producers. Earlier involvement of primary producers, together with stronger cooperation with industry, public authorities and other stakeholders, can help create more realistic, practical and mutually beneficial projects from the outset.
What	Overall goal: Enable farmers to co-shape applied research, innovation and commercially focused bio-based projects, and gain a fairer share of the value created through new circular bioeconomy opportunities. Outcome: A structured and replicable format for the co-development of farmer-centered projects, together with stronger cooperation among farmers, industry, public authorities and other innovation actors. Expected impact: Local multi-actor groups will develop bio-based industrial projects that better reflect farmers' realities, needs and interests. Farmers will have a stronger role in innovation processes and become active and more equal partners in circular bioeconomy projects and value chains (e.g., for bio-based fertilisers).
Who	Primarily members of the local working groups: farmers, advisors, cooperatives, clusters, bio-based companies (large and SMEs), investors, local actors, funding agencies, etc.
How	Pilot regions will be selected according to local potential and challenges, as well as stakeholder interest. Co-creation workshops and exchange activities will bring together relevant stakeholders from across value chains in local working groups. Clear and practical language will be used to facilitate the active participation of primary producers. The groups will discuss topics such as biomass resources, regional bottlenecks, local needs and cooperation opportunities. Based on these dialogues, the groups will aim to develop project ideas and identify suitable value chain partnerships. The work will cover both short-term, low-risk business opportunities and longer-term innovation projects. The methods and results will inform practical guidance for use in other regions to support their replication. Role of the WGPP: WGPP members will select pilot regions, provide regional knowledge, support workshops, and share results through their networks.
When	October 2026: Selection of pilot regions and preparation of workshop materials 2027 - 2029: implementation of additional activities

4.2. Blue primary sectors (fisheries and aquaculture)

B1 - Aquatic Bioeconomy Solutions Toolkit	
Why	Many primary producers in aquaculture and fisheries struggle to access practical information on blue circular bioeconomy solutions and innovations. These may include bio-based technologies, decision-support tools, and new business opportunities. Existing information is often scattered, too technical, or difficult to apply in everyday practice. Clear and relevant guidance can help producers understand their options, identify realistic business opportunities, and make better operational and investment decisions. Due to limited biomass volumes in some aquatic production sectors (e.g. inland and freshwater aquaculture), collaboration with other actors across circular bio-based value chains is also key.
What	Overall goal: Help primary producers in the blue bioeconomy sectors to find relevant solutions faster, reduce uncertainty, and translate innovation outputs into usable and commercially deployable operational choices. Outcome: A practical online toolkit will help aquaculture and fisheries producers find useful tools, technologies, and business examples suited to the blue bioeconomy sector. The toolkit will bring together business cases, technical solutions, and decision-support resources in one online repository. It will help producers identify and assess opportunities related to the use of side streams, improved production, technologies and processes, market opportunities and their commercial potential, and the adoption of circular bio-based solutions. It will also provide information on opportunities to recognise and valorise positive environmental impacts. Expected impact: Aquaculture and fisheries producers and producer organisations will have the knowledge and information they need to adopt bio-based circular solutions and innovations in collaboration with other actors in the value chain, supporting them to diversify and generate additional revenues from undervalued and underutilised biomass or by-products.
Who	Aquaculture and fisheries producers and their organisations.
How	Practical tools, technologies, and business examples linked to circular bioeconomy opportunities will be collected and organised in a clear and easy-to-use format. The materials will be made available through relevant existing European platforms (e.g., the BlueActionMatch Community). The action will also seek to disseminate the materials through the EU Aquaculture Assistance Mechanism, relevant Advisory Councils and other established networks. Synergies with relevant EU initiatives, including the EU Blue

	Bioeconomy Innovation Initiative, will also be promoted. Links with terrestrial bioeconomy platforms and networks will be fostered to support cross-sector synergies. Workshops, thematic working groups, and other exchange activities under H1 - Circular bioeconomy advisory hub - will provide opportunities to present and discuss selected tools and case studies. The action will also collaborate with other actors across blue value chains, such as bio-based companies, clusters, investors, or regional authorities. They will contribute examples, practical knowledge, and feedback, help promote the toolkit, and support the wider adoption of economically viable circular bio-based solutions and sustainable business models. Role of the WGPP: Members will offer suggestions and input to the toolkit from their own experiences and networks. They will also review and validate the final toolkit.
When	December 2026: Initial toolkit completed. January–February 2027: Toolkit launch and introductory workshop. 2027 - 2029: Continuous updates and dissemination through the consortium, WGPP members, and their networks.

B2 - Aquatic bioeconomy connect series

Why	Aquaculture and fisheries producers often have limited connections with bio-based industry actors, researchers, advisors, market actors, investors, and potential buyers. As a result, opportunities to make better use of biomass and side streams, or to benefit from innovative ideas, may be missed or remain difficult to scale up. Cooperation with other primary producers, including from terrestrial sectors, can also be important to create synergies and achieve sufficient scale. At the same time, communication across blue biomass value chains is often fragmented. This makes it harder to find suitable partners, develop joint projects, and put innovative solutions into practice. Stronger connections and better information sharing can establish new partnerships and support the development of circular blue bioeconomy value chains.
What	Overall goal: Connect fragmented actors in aquaculture and fisheries, make biomass opportunities visible, and help collaborations move from conversations to actual value chain integration. Outcome: Matchmaking and knowledge-sharing activities will connect producers with companies, researchers, advisors, market actors, investors, clusters, and regional authorities. These activities will help participants explore new uses for biomass, discuss innovative ideas, identify and test market opportunities, and develop possible cooperation projects. Expected impact: new collaborations, commercial relationships, and joint projects will enable and encourage companies, communities, authorities, and other stakeholders to implement circular bio-based solutions.
Who	Aquaculture and fisheries producers as well as other local actors interested in upscaling blue circular bioeconomy solutions.
How	Activities will combine online and in-person formats and will focus on practical exchange and partnership building. The contacts, knowledge, and examples generated during these activities will be documented and shared on the BlueActionMatch platform. The action will also seek to promote the wider dissemination and use of this information through relevant European platforms and channels, including the EU Aquaculture Assistance Mechanism and the EU Blue Forum. This will enable participants to maintain connections and work together after or between individual events. Details on key actors, available biomass streams, and potential areas for collaboration will also be added. This will make it easier for actors across aquatic biomass value chains to find partners, exchange information, and develop both short-term cooperation and stronger long-term links. The action will also engage bio-based companies, technology providers, researchers, blue clusters, marine and multi-use parks, innovation agencies, advisors, and regional authorities. These

	stakeholders will contribute with expertise, and real-life examples, and will foster new partnerships and cooperation initiatives. The action will also consider cooperation models such as bio-industrial parks, where different feedstocks, processes and outputs can be brought together. These models can facilitate co-location, joint ventures or co-ownership and contribute to regional industrial symbiosis. Role of the WGPP: WGPP members, especially clusters and associations, will organise matchmaking activities at local and regional events and promote them within their networks. Other members will support the action by taking part in the activities and sharing information across their own wider channels.
When	2026-2029: Several matchmaking events planned alongside local and regional events. December 2026: first event expected to take place.

4.3. Forestry

F1 - Forest biomass valorisation and business hub	
Why	Many wood-based resources, such as low-value wood, are not used to their full potential. Although innovations offer new opportunities to valorise these resources, their deployment by forest owners and managers remains limited. A major barrier for forest owners and managers is the lack of reliable market information, practical business support, and strong connections with buyers and industry partners, as well as, in some regions, limited local market demand and processing capacity. Competitive prices of final products and/or limited awareness in society of the benefits of circular bioeconomy innovations can also represent a barrier. Better access to these innovations together with business knowledge and real-world examples can help them identify realistic opportunities, reduce investment risks, and also create stronger incentives for active and sustainable forest management.
What	Overall goal: Enable forest owners and managers to benefit from circular bio-based innovations and the developed value chains, both through improved forest operations and new economic opportunities from forest resources, including undervalued and underutilised biomass or by-products, while respecting the cascading use principle. Outcome: An open-source knowledge hub featuring circular bio-based innovations, validated business cases, practical decision-support tools, and guidance on market demand, logistics, investment needs, partnerships, and regulation for forest-based business opportunities. The hub will help forest owners and managers identify and assess suitable business opportunities and make informed decisions on their potential development. Expected impact: More forest owners and managers will be able to identify, assess and benefit from circular bio-based innovations and developed value chains by generating additional revenues from undervalued and underutilised biomass or by-products. They will make informed business decisions, develop viable businesses and create new income sources. This will strengthen forest-based value chains, promote better and more efficient the use of underused wood resources and support more active and sustainable forest management.
Who	Forest owners and managers (private and public), forest cooperatives, and local processors.
How	The action will be structured around thematic task groups focusing on specific forest resources and business opportunities. Underused forest resources will be identified and circular bio-based innovations that can create new value from these resources will be

	mapped. Practical business examples from different European regions will also be collected. The first thematic focus will be on low-value wood and underutilised forest biomass, followed by other opportunities, such as ecosystem services and other forest-based products. The examples will be presented as clear and comparable case studies, showing how circular bio-based innovations can lead to viable business opportunities. Simple decision-support tools will be developed to support the assessment of different options. The information will cover key practical conditions, such as costs, investment needs, logistics, partnerships, and market access. Particular attention will be given to reaching forest owners, particularly small-scale forest owners, and their representative organisations, facilitating their access to relevant knowledge and practical tools. Cooperation with the bio-based industry, advisory services (through action H1 – circular bioeconomy hub), regional authorities, bioeconomy clusters, and research partners, will help develop and expand viable business models. Role of the WGPP members: WGPP members will participate in thematic task groups that guide this action. They will provide case studies, review and validate the results, share knowledge, and promote the tools and findings in their countries.
When	September 2026: Development of the business-model and decision-support-tool formats. End of 2026–early 2027: Benchmarking of initial business cases, publication of the first hub outputs and selection of further topics. During 2027: Testing of initial hub outputs and tools, and their extension to further business opportunities. 2026 - 2029: Progressive expansion to additional forest-based opportunities.

F2 - European forum on the forest-based bioeconomy

Why	Cooperation, knowledge exchange and transfer in the forestry sector are often disconnected and limited to individual projects. As a result, research findings, new technologies, and practical solutions from circular bioeconomy projects can be difficult to find, understand, and apply. Closer cooperation across forest-based value chains is especially important for responding to the market effects of climate-related damage. These effects directly affect primary producers and make active and sustainable forest management increasingly important. More regular exchange and dialogue among European forest owners, bio-based industries, advisors, researchers, investors, market actors, and public authorities can help practical solutions reach users more quickly, accelerate their implementation, and improve coordination across value chains, supporting forest owners and managers to generate additional revenues from undervalued and underutilised biomass or by-products.
What	Overall goal: Strengthen long-term cooperation and knowledge exchange mechanisms across Europe to support more resilient forest-based bioeconomy value chains. Practical Outcome: A project-driven European forum for cross-country exchange, coordination (vital for scale and aggregation), and practical solutions, based on resources and tools from the knowledge hub (Action F1). It also provides a framework for continued cooperation beyond the project. Expected impact: Forestry stakeholders across Europe will gain faster access to practical and proven solutions and coordinate their actions more effectively. The forum will also facilitate the exchange of experiences on relevant policies and approaches at national and regional level. This can strengthen forest-based value chains, improve climate adaptation and risk planning, and support a more innovative forest circular bioeconomy, supporting forest owners and managers to generate additional revenues from undervalued and underutilised biomass or by-products.
Who	Forest owners and managers (incl. agroforestry), cooperatives, and their organisations.
How	The thematic task groups established under Action F1 - Forest biomass valorisation and business hub - will organise an annual European Forum on the Forest-Based Bioeconomy. Hosting will rotate among WGPP members and other volunteer organisations, alongside regular knowledge-exchange activities. This action will exploit findings and results from the Action F1. It will share practical materials, case examples, recordings, and annual reports to support exchange across countries and sectors. It will also promote regular dialogue on circular bio-based solutions, business cases, advisory practices, and research and innovation results. By connecting forest owners, industry, researchers, advisors, investors, market actors, and public authorities, the forum will help practical solutions reach users

	more quickly and create new opportunities for resilient forest management within the circular bioeconomy. Existing relevant European networks will be involved to build on established knowledge, connections and initiatives. Where relevant, exchanges with international networks and stakeholders beyond Europe will also be encouraged to facilitate knowledge sharing and mutual learning. Role of the WGPP: Provide thematic steering, help coordinate the forum and related exchange activities, contribute relevant examples and expertise, support outreach to key stakeholders.
When	September 2026: Progressive start of activities During 2027: Integration and use of the first results and business cases from F1. During 2027: First exchange activities on practical forest-based business opportunities. 2026 - 2029: Expansion to additional themes, actors and regions.

5. ANNEX: QUESTIONS & ANSWERS

How do we define ‘primary producers’?

Primary Producers are defined as entities operating in the agriculture, forestry, fisheries and aquaculture primary sectors performing activities related to the production, harvest, handling, and storage of biological resources before being either processed or distributed. The production of biological resources is a key part of the activities of the entity. This definition is established by CBE JU in the context of activities undertaken to monitor one of its key performance indicators (KPI 1.1. – number of primary producers, involved as project beneficiaries and/or engaged in value chains at project level).

Who is the Action Plan meant for?

At first glance: for primary producers in European agriculture (including animal husbandry), forestry (including foraging) and agroforestry, and the blue primary sectors (fisheries and aquaculture, incl. algae harvesting and cultivation) as this plan was developed by them. But there is more to it. This plan aims to build stronger links between the primary sector, industry, research, regional authorities, and many other actors involved in bio-based value chains. In the end, everyone can benefit when underused biomass and biological resources are transformed into sustainable, circular, and economically viable solutions.

Who can help implement the Action Plan?

The simple answer is anyone who wants to contribute. Although the WGPP developed ideas and will support their implementation, the Action Plan can only succeed through cooperation with many different actors. This includes primary producers, producer organisations and other organisations representing primary producers together with other actors connected to bio-based value chains such as businesses, researchers, regional authorities, policymakers and clusters. Working together helps not only to implement the actions, but also to raise awareness, share knowledge, and create wider positive effects across sectors and regions. In other words, the more people and organisations get involved, the greater the potential impact of the Action Plan. If you think you can contribute in any way, we encourage you to take part.

What will the actions deliver?

All actions aim to deliver practical outcomes that help primary producers engage more effectively in circular bio-based value chains. Depending on the action, these outcomes may include improved knowledge exchange, stronger collaboration, better access to practical guidance and decision-support tools, new business opportunities, or enhanced advisory services. Most actions will be implemented through workshops, tools, matchmaking activities, knowledge exchange and practical guidance. Where relevant, they will also produce digital repositories, toolkits or knowledge platforms that will remain available after the project ends, supporting long-term use, wider uptake and continued knowledge sharing across Europe.

What are sector-specific actions?

The WGPP includes 3 sectors: agriculture, aquatic primary sector (fisheries and aquaculture) and forestry. Each sector co-created 2 actions that respond to its own needs and challenges. These actions focus on practical opportunities and support for the respective sector.

What are horizontal actions?

Horizontal actions have 2 main purposes. On the one hand, they tackle topics and challenges that are relevant across all 3 sectors. On the other hand, they create opportunities for sectors to exchange ideas, learn from each other, and work more closely together. In this way, all sectors benefit and grow together.

Good to know: All actions give special attention to the participation of primary producers from different regions, with particular attention to widening participation and ensuring the involvement of less represented regions and stakeholders (in line with the CBE JU widening strategy). The Action Plan builds on existing projects, networks and initiatives instead of creating completely new structures whilst highlighting gaps in provision. The focus is on practical and concrete solutions that respond to real daily challenges of primary producers.

Role of the WGPP?

The WGPP co-creates and supports the implementation of the Action Plan. The group includes actors from agriculture, forestry, aquaculture and fisheries. Members share knowledge through their networks, support workshops and events, help develop and review training materials, and contribute practical expertise and examples. They can also support demo visits, facilitate discussions, and help monitor results and lessons learned. WGPP members will use the tools, methodologies and knowledge developed through the Action Plan and will benefit from the opportunities it creates. Throughout the process, they work closely with the RootLinks team and the Strategic Committee, which includes representatives from CBE JU, BIC and the European Commission.

Role of RootLinks?

RootLinks is an EU-funded project with 9 partners from 8 countries. The consortium brings together expertise in bioeconomy, stakeholder engagement and action plan development. RootLinks supports and coordinates the implementation of the Action Plan. The project team facilitates cooperation within the WGPP and connects with additional actors, networks and organisations to support the different activities and actions.

Good to know: Other partners will also support the implementation of the Action Plan. These may include industry and bio-based companies, technology providers, innovators, regional authorities and other organisations interested in cooperation and knowledge exchange.

Where will these actions be implemented?

The actions will be implemented at local, regional, national, and European levels through both online and in-person activities. Some activities have already taken place, including meetings in Brussels and Warsaw with European stakeholders, online exchanges, and a field visit to a regional research institute. At the same time, the WGPP and RootLinks remain open to cooperation with local stakeholders, clusters, associations, regional authorities, cross-border initiatives and more stakeholders. The exact locations and formats of future activities will depend on the partnerships and collaborations that can be developed over time. As a result, the implementation process will remain open, flexible, and evolving.