

The image is a conceptual illustration for a report cover. It features a person in a blue jumpsuit with 'TNO' on the back, standing on a dark, reflective surface and looking up at a vast, blue sky filled with numerous floating, transparent cubes. Each cube contains a different scene representing various fields of research and technology, such as a satellite, a train, a car, a person on a bicycle, a wind turbine, a robotic arm, a person in a lab coat, a globe, a cityscape, and a large industrial facility. The overall aesthetic is futuristic and innovative, with a color palette dominated by blues and whites. The text 'TNO Annual Report 2025' is overlaid in the bottom right corner in a large, white, sans-serif font.

Contents

3	Foreword
5	Mission and vision
6	Value creation model
8	External developments
14	Our strategy
24	Our impact in 2025
39	Our people
48	Our foundation
57	Our environment
67	Our finances
71	Governance
77	Report of the Supervisory Board
80	Report of the Council for Defence Research
82	Composition of the Executive Board, Supervisory Board, Council for Defence Research, and Strategic Advisory Councils
87	Financial statements
135	Annexes
139	Publication details



This Annual Report describes TNO's results and strategy for the year 2025. It focuses exclusively on TNO, a legal entity under public law. This Annual Report is a translation of the Dutch annual report. In the event of any discrepancy between the English and Dutch versions, the Dutch version shall prevail. No rights may be derived from this translation.



‘We continually ask ourselves: where can we at TNO truly add value?’

Foreword

The geopolitical reality of today demands decisiveness, speed and strategic focus. Standing still is not an option. If we are to preserve our prosperity and geopolitical relevance in the Netherlands, we must make choices that matter, and we must make them now. That is why over the past year we have worked towards a sharp, focused direction for the years ahead. One question was constantly at the centre of our thinking: how do we create maximum value for the Netherlands?

We are a country with an exceptionally strong knowledge base, yet we see much of that knowledge flowing abroad, whilst American and Chinese companies translate that same knowledge into billion-pound businesses. In doing so, we lose not only economic strength, but also strategic autonomy. The Wennink Report, to which TNO actively contributed, underlines this once again. We must invest in innovation, in a strong industry and in the entire innovation chain: from lab to fab, from start-up to scale-up and ultimately to unicorns. Only in this way can we allow smart ideas to grow into solutions with real impact.

We have critically reviewed our activities. We are moving away from the reflex of automatically seeing a role for TNO wherever an important societal theme arises. We continually ask ourselves: where can we at TNO truly add value?

Everything we do must matter, but not everything that matters is automatically a remit for TNO.

We are therefore focusing explicitly on acquiring specific technological ‘control points’. This requires clear choices, focus and a willingness to let go of older patterns when the time calls for it.

2025 was a significant year. We celebrated the launch of our 50th spin-off. We guide these companies through the notorious ‘valley of death’, enabling them to grow into robust scale-ups. And we do this not only for TNO’s own spin-offs. We open our laboratories, share our knowledge and our network, and where necessary take an equity stake to facilitate funding. In this way, we invested last year in, amongst others, Equal1, Fortaegis and Aiosyn. This lowers the threshold for other investors and strengthens the innovation ecosystem as a whole. Our role is also growing internationally: in 2025 we invested in the Keen Defense & Security Fund, contributing to a high-quality European defence technology portfolio.

We have entered into collaboration with Techleap and Invest-NL to help Dutch companies scale more rapidly. This is necessary, as our ambition is clear: TNO must help realise at least two Dutch tech unicorns.

In addition, TNO wants to play a key role in developing knowledge, technology, and a strong defence industry that makes the Netherlands safer and more resilient. We will also continue to provide government with research and scientific insights on other crucial topics such as sustainability, healthcare, housing and grid congestion. Furthermore, we bring together (inter)national consortia that work jointly on solutions — a role that only TNO can fulfil at this scale.

I am optimistic. The Netherlands has everything it needs: world-class science, a strong high-tech industry, well-educated people and a strategic position in Europe. If we continue to make clear choices and press ahead with resolve, we can turn these ambitions into reality.

My thanks go to all our TNO colleagues for their dedication, creativity, and expertise. Together, we contribute to the prosperity and well-being of our country. My thanks also go to our partners. Innovation is teamwork. Together, we have no shortage of plans and ambitions, let us turn them into reality, now more than ever.

On behalf of the Executive Board,
Tjark Tjin-A-Tsoi
Chair and CEO, TNO

The TNO family

The TNO family consists of units, affiliates, spin-offs, tech participations and investment funds. From six units, we create value on a societal and economic level. Through affiliates, we collaborate with partners worldwide. Spin-offs and tech participations we support with knowledge, facilities and capital. In this way, we bring science to market and bridge the ‘valley of death’ between fundamental research and application. Together, we build innovations that contribute to sustainable well-being and prosperity.



Mission and vision

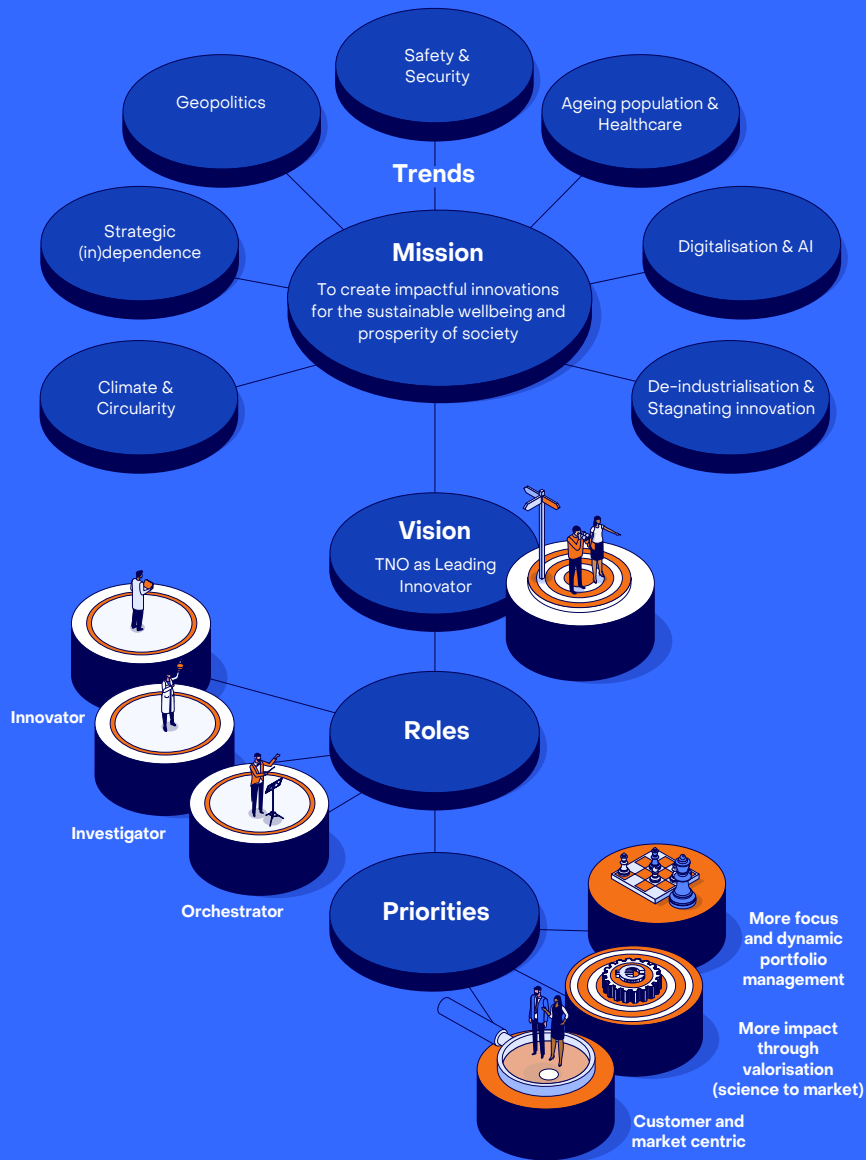
Mission

TNO's mission is to create impactful innovations for the sustainable well-being and prosperity of society.

Vision

Innovation is crucial in realising a secure, sustainable, healthy and digital society

As we navigate the first half of the 21st century, we encounter several significant challenges. To shape a better future, society must limit climate change while also adapting to it. Our economy needs to foster innovation and competitiveness, while embracing sustainability, including circular practices. Our population is ageing, and we all want to lead longer, more prosperous, healthy lives—at work and at home. In a changing geopolitical landscape, marked by rising military conflicts and a greater emphasis on strategic autonomy, people are seeking greater security. Simultaneously, as societies grow more complex, there is a growing demand for reliable information to inform evidence-based policymaking and effective governance. We must harness the full potential of digitalisation and information technology to achieve these goals. Only then can we build a resilient, prosperous and future-proof society.



Technical novelties and scientific insights only have a significant impact on society and economic development if they are used, at scale, in the real world. Not every ingenious invention or insight meets a significant need or can feasibly be produced or adopted on a large scale. Therefore, a keen understanding of customer needs, international supply chains, and the broader landscape of national, European, and global market trends is vital. As global investments in research and development (R&D) surge, and value chains span multiple borders, the innovation arena is transcending national boundaries.

It is increasingly becoming a fiercely competitive landscape, in which TNO has to articulate its right to play in each of the fields in which it is active. Just like any other region, country, or organisation, the Netherlands in general, and TNO in particular, must amplify their collective innovation efforts. This means leveraging our unique strengths in specific fields—those that hold the most promise—to secure sustainable competitive advantages and establish strategic footholds (control points) within global value chains.

With TNO as leading innovator

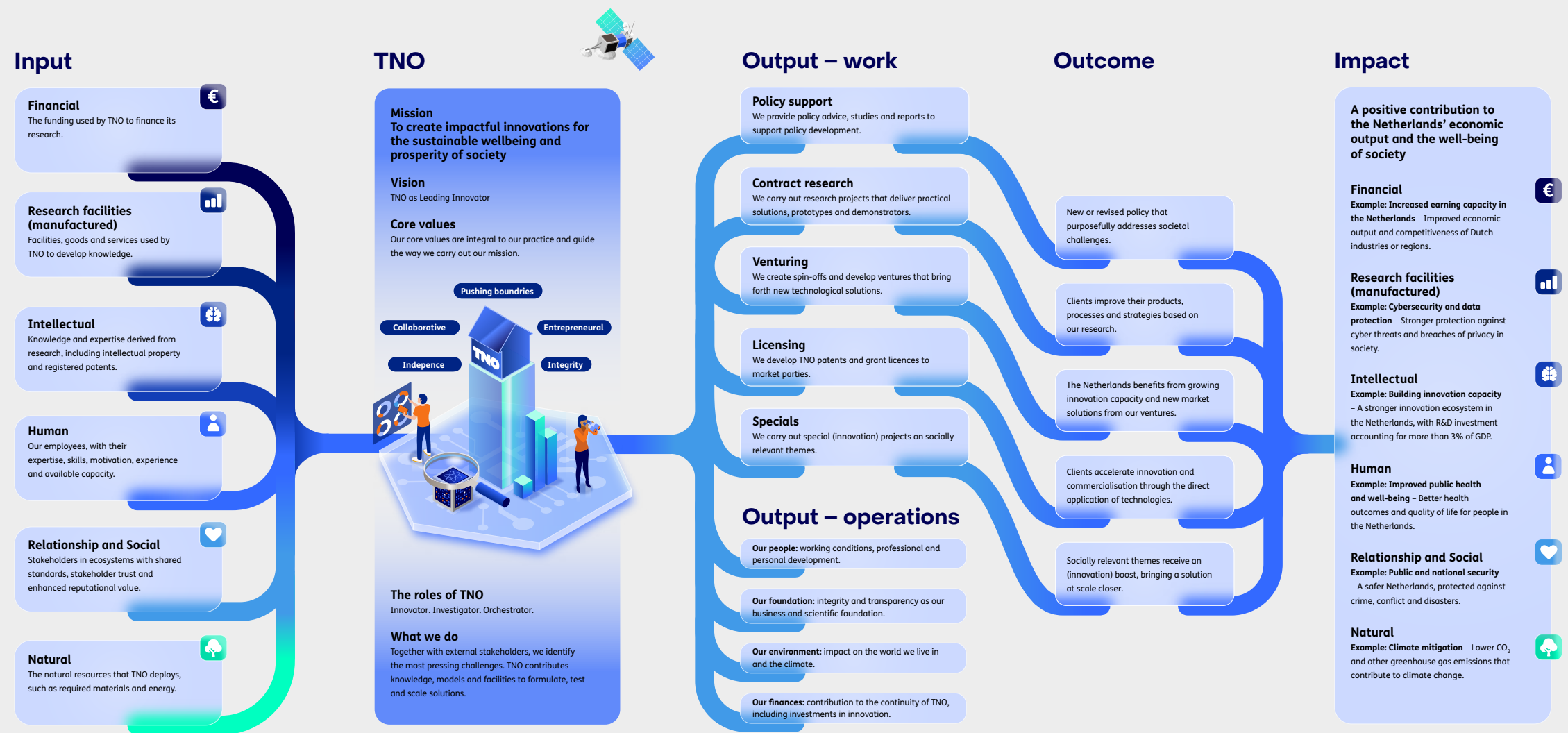
TNO, as a trusted, independent, and pioneering applied science and technology organisation, plays a multifaceted role. We innovate, investigate, and orchestrate, collaborating closely with governments, universities and the private sector. We inform government on policies and empower evidence-based decision-making through rigorous investigations, cutting-edge scientific insights, and reliable measurements. By building national and international consortia and ecosystems, we drive technological and

methodological breakthroughs that help to realise a secure, sustainable, healthy, and digital society, and strengthen the earning power of the Dutch economy.

TNO aims to help elevate the cumulative innovation effort in the Netherlands towards R&D investment of at least 3% of GDP, an increase of 30% (more than € 6.7 billion) compared to 2022, mainly from private contributions. Therefore, we also have to increase TNO's innovation effort, as a core part of the Dutch innovation ecosystem. To maximise the impact of our innovative efforts, we concentrate on fields where we truly excel—where we lead the way in innovation—and where our contributions therefore have the most impact. We base our decisions in this regard on a thorough grasp of societal and market needs, a realistic assessment of emerging value chains and industrial hubs in the Netherlands, as well as the international competitive landscape. These factors co-determine the success or failure of an innovative effort. We remain committed until technical and social inventions evolve into successful innovations.

Together, we will forge a more focused and responsive organisation: one that thrives on collaboration and agility, where our employees can flourish, and where they feel empowered to create truly impactful innovations that contribute to the sustainable well-being and prosperity of society.

Value creation model



Input

Financial		
	2025	
Government funding	396 M€	(+10%)
Market order intake	547 M€	(+27%)
Equity	409 M€	(-0.6%)

Research facilities (manufactured)		
	2025	
Value of goods and services purchased	366 M€	(+11%)
Number of research facilities	97	
Property, plant and equipment (PPE)	328 M€	(+16%)

Intellectual		
	2025	
Number of patent families	1,061	(+4%)
Number of professors and senior lecturers	61	(+2)

Human		
	2025	
Number of fte in the workforce	4,624	(+216)
Gender balance (men/women)	65% / 35%	
Nationality (Dutch/non-Dutch)	84% / 16%	

Relationship and Social		
	2025	
Number of Public-private Partnerships (PPS)	1,100	(+4%)
Number of suppliers	8,105	(+7%)

Natural		
	2025	
Energy consumption	61.6 GWh	(-4%)
Sustainable electricity	98%	(+5%)

Output - work

General		
	2025	
Customer satisfaction score (NPS)	45	(-1)

Policy support		
	2025	
Number of research reports and studies	1,475	(-247)
Number of academic publications	976	(+183)

Contract research		
	2025	
Number of contract research projects	2,849	(+3%)

Venturing		
	2025	
Number of spin-offs (cumulative)	51	(+6)
Number of tech investments (cumulative)	3	(+2)

Licensing		
	2025	
Number of premier depots	83	(-7)

Output - operations

Our people		
	2025	
EES score	7.3	(-0.1)
Sick leave	4.7%	(+0.1%)
Lost Time Incidents (LTI)	1.39	(+36%)

Our foundation		
	2025	
Knowledge Position Audit (KPA) score (rolling four-year average)	4.1	(+0.1)

Our environment		
	2025	
CO ₂ emissions (Scope 1, 2 & 3)	85.2 kton	(-10%)
Waste generated	475 kton	(-9%)
Waste back into the chain	34%	(-6%)

Our finances		
	2025	
Turnover	826 M€	(+8%)
Result	-2 M€	(-110%)
Investments in PPE	92 M€	(+12%)

Outcomes - work



Policy support		
	2025	
Number of participants in House of Representatives and Senate round-table discussions and briefings	12	

Contract research		
	2025	
Value of contract research (TNO turnover)	343 M€	(+13%)

Venturing		
	2025	
Value of TNO spin-offs and technology investments	710 M€	(+7%)
Number of jobs created by spin-offs	908	(+196)
Number of spin-offs that have grown into scale-ups	7	(+2)

Licensing		
	2025	
Licenses income	3.6 M€	(-24%)



External developments

We live in a time of profound change, whether it is global politics, the climate, or the economy. Many of these developments influence TNO's work and shape our strategic direction and decisions.

Peace and security under threat

The war in Ukraine and the changing role of the US within NATO have revealed just how vulnerable Europe and the Netherlands are in terms of security and defence. Relying on the US for protection over the last few decades has meant we have failed to invest enough in our own defence capabilities. This awareness has shifted recently, and strategic autonomy and resilience are now high on the agenda. As a strategic R&D partner of the Dutch Ministry of Defence, TNO plays a crucial part in strengthening national security and technological autonomy, working closely with defence and industry to strengthen the Netherlands' technological and industrial base. Investments in

infrastructure, knowledge, and innovation are crucial to creating a robust, future-proof defence and society.

Climate change requires structural adjustments

Climate change requires us to make some structural adjustments in our society. Even if the EU does manage to achieve net zero by 2050, we will continue to feel the effects of previous emissions for a long time to come. It is not enough to mitigate the negative effects of emissions; we also have to adapt to a changing climate. This impacts basic services such as drinking water, transport, and housing are coming under pressure.

At the same time, the concept of circularity is gaining more ground. Not only is that good for the environment, it also strengthens Europe's autonomy. Less dependence on raw materials from other power blocs increases our resilience. The key to this is the energy transition – economically, geopolitically, and environmentally – which demands innovative solutions that go beyond existing technologies.

Innovation is connecting the living environment.

EU too dependent on other power blocs

There is a growing realisation in the EU that we are too dependent on other countries in essential areas, such as defence, raw materials, production capacity, and digital infrastructure. That dependence – especially on the US, China, and Taiwan – is not mutual and creates risks in a world where existing alliances can no longer be taken for granted. Globalisation is no longer a given, as geopolitical uncertainty takes its place. These recent developments show that these trends are making Europe vulnerable, not only economically and militarily, but also in our ability to set our own course and protect our own interests.

Pressure on Dutch industry and R&D investments

Total R&D spending in the Netherlands amounts to 2.29% of GDP.* If policy remains unchanged, total R&D intensity will continue to fall to 2% of GDP by 2030 – far from the 3% target we have agreed within the EU. To achieve that 3%, approximately 8–12 billion euros of additional funding will be needed annually from the Dutch government and industry combined in the 2026 – 2030 period.**

The shortfall in overall R&D expenditure in the Netherlands is largely because of limited private R&D investment – and it is precisely research conducted by companies that are a key driver of the broad-based growth we need in the future. The Netherlands scores



just above the EU average of 1.49% with a private-sector R&D intensity of 1.61%, but lagging behind Sweden (2.61%), Belgium (2.43%), and Austria (2.25%), and far behind South Korea (3.93%), the US (2.70%), and Germany (2.14%).*

These figures highlight that Europe needs to increase its innovation capacity significantly if it wants to remain competitive. This is especially true for the Netherlands: we invest heavily in basic research, but less in applied research and in testing new applications or uses.

Influence of policy recommendations on new R&D programme

In October, the Dutch Economy Minister responded positively to TNO’s Strategic Plan for 2026–2029. In addition, he sent key policy letters to Parliament, including the ‘3% R&D Action Plan’, which contained input from TNO experts. In particular, the Wennink Report presented on 12 December can help shape

future policy. Those policy recommendations come at a crucial time: as the National Growth Fund (NGF) draws to a close, this will also reduce private R&D expenditure if policy remains unchanged. As a result, TNO expects total R&D intensity to shrink from 2.3% of GDP in 2025 to 2.0% in 2030. This downward spiral is at odds with the very need to step up investment. Another issue is that private R&D is too dependent on a small number of companies, especially ASML. There is an urgent need for a new structural R&D programme. How any new government implements the recommendations into policy will be decisive for the Netherlands’ position in the years ahead.

Dutch people getting older as healthcare comes under more pressure

With an ageing and less healthy population, rising healthcare costs, and a growing shortage of staff, pressure on the Dutch healthcare system continues to mount. This is worsened by the rise in chronic conditions and need for long-term care. TNO firmly believes that an integrated approach is the only solution. That means investing in technological innovations, making work processes more efficient, and focusing more on prevention. TNO believes that only by significantly increasing labour productivity and making smart use of innovation can healthcare remain affordable and accessible.

R&D TOP 50

R&D spending in the Netherlands in millions of euros		2025
1	ASML	3,001
2	Philips	650
3	Booking.com B.V.	554
4	TomTom N.V.	335
5	Shell Netherlands	325
6	Johnson & Johnson Netherlands	280
7	Koninklijke KPN B.V.	252
8	DAF Trucks N.V.	189
9	VDL Groep	187
10	Thales Nederland B.V.	182
11	Danone	173
12	Rijk Zwaan	141
13	Canon Production Printing	136
14	Unilever	105
15	dsm-fi rmenich	77
16	Vanderlande Industries B.V.	73
17	FrieslandCampina	72
18	RELX PLC	72
19	Lely	72
20	Prodrive Technologies B.V.	71
21	DEMCON	69
22	AkzoNobel	66
23	Tata Steel Netherlands	58
24	Enza Zaden Beheer B.V.	57
25	Nedap N.V.	50
26	Meta	41
27	Airbus Netherlands B.V.	36
28	ASM International N.V.	35
29	ABB Netherlands	30
30	Nearfield Instruments B.V.	26
31	Teijin Aramid	23
32	Priva Group B.V.	22
33	CM.com	21
34	Axelera AI B.V.	19
35	AstraZeneca	17
36	Ladies	17
37	Haskoning	15
38	Novartis Pharma B.V.	15
39	Technolution B.V.	14
40	Keygene N.V.	12
41	SMART Photonics	11
42	Royal Van Zanten	6
43	Hadrian	6
44	QuantWare	5
45	Florensis	5
46	LeydenJar	4
47	Aversi	4
48	Bakker Brothers	2
49	SyncVR Medical	0.3
50	TRC BV	0.2



VNO NCW



Source: R&D Top 50 published on 1 December 2025 by TW, VNO NCW, and TNO.

* Eurostat figures (2026) - 2024 being the most recent year.
** TNO Vector estimate - The Dutch R&D gap is growing.



Knowledge security and dual use call for concrete measures

Line ministries invested more in TNO programmes in 2025, demonstrating TNO's role as a crucial partner. The Ministry of Defence is becoming an even more significant partner for us, following the unveiling of the Defence Strategy for Industry and Innovation. TNO has helped drive this forward, linking defence interests with the National Technology Strategy wherever possible. This has highlighted the growing importance of dual-use technologies. At the same time, when deploying technology across sectors, we need to focus our attention explicitly on knowledge security, which not only requires policy frameworks, but it also needs to be put into practice – at both national and European level. TNO harnesses its experience to turn these abstract concepts into tangible action.

TNO turns these abstract concepts into tangible action.



Lack of facility funding threatening continuity of applied research

The TO2 evaluation committee recommended structurally securing the budget for Applied Research Facilities (FTO). This is consistent with the European Commission's decision, which announced a Technology Infrastructure Strategy this year, under Draghi's recommendations. The Wennink Report also mentions the importance of giving companies providing applied knowledge institutions the 'space to experiment'.

Digitalisation and AI having a major impact, but the EU lags far behind

Digitalisation and generative AI are changing our society at lightning speed. These technologies offer opportunities for accelerated innovation, increased labour productivity, and economic growth, but they also come with new challenges. Europe, including the Netherlands, is lagging behind countries like the US and China in building a strong AI infrastructure and a dynamic ecosystem. TNO is committed to narrowing this gap by investing in responsible AI applications, such as GPT-NL, and by anticipating the rising energy needs that AI brings. This is how TNO is contributing to technological autonomy, security, and sustainable prosperity.

AI trends, opportunities, and TNO's role

In 2025, artificial intelligence (AI) is no longer a niche technology, but an essential driver behind innovation in virtually all sectors. Generative AI in particular, which can independently create new content, has taken an enormous leap forward. Organisations are increasingly integrating AI into their work processes, with AI systems carrying out tasks that were previously only possible for humans, such as medical image analysis, legal documentation and customer service. Large companies are investing heavily in AI research, which further accelerates the pace of innovation.

Opportunities and dilemmas: AI in practice

AI is transforming business models by automating routine tasks and enabling new services. This leads to higher productivity, for example in manufacturing, logistics, healthcare, agriculture, energy and security.

AI makes services more personalised and effective, and governments are leveraging AI for smarter infrastructure and better insight into societal trends. At the same time, AI brings with it ethical and societal questions, such as those surrounding privacy, transparency and non-discrimination. In Europe, the AI Regulation (EU AI Act) is now in force, imposing stricter requirements on the use of AI, particularly in high-risk applications.



Investing in trust and talent for AI success

For the Netherlands, AI offers significant economic opportunities. AI can lead to improvements in efficiency and quality across all sectors. Dutch companies are increasing their earning potential by applying AI broadly, for example through predictive maintenance in industry, improved diagnostics in healthcare, precision farming and enhanced cybersecurity in the security sector. The Netherlands is in a strong starting position, thanks to a well-developed digital infrastructure, a highly educated workforce and an open attitude towards new technology. To capitalise on these opportunities, investment in knowledge, R&D, talent and open data platforms is essential. Trust in AI is crucial: the Netherlands can be a frontrunner in responsible AI by placing public values at the centre and investing in privacy, transparency and reliability.

TNO's compass for responsible AI

TNO plays a key role as an accelerator of AI innovation in the Netherlands. As an applied research organisation, TNO translates AI developments into concrete innovation and societal value. TNO operates at the intersection of science, industry and society, fulfilling roles as innovator, researcher and orchestrator of collaboration. In public-private partnerships, TNO ensures that scientific breakthroughs are converted into practical solutions, with societal requirements such as explainability and safety incorporated from the outset.

GenAI@TNO: innovation for employees, by employees

In 2025, TNO has explicitly embedded AI into its strategy, with generative AI as a particular focus. The GenAI@TNO programme has been launched to make TNO a leading AI user. This programme focuses on building AI capabilities amongst employees, increasing productivity and developing new AI propositions. Over 2,200 TNO staff have completed AI training, resulting in considerable time savings and greater scope for creative tasks. GenAI@TNO encourages the development of AI use cases across all units of TNO, with the aim of AI-driven propositions accounting for a significant share of turnover. TNO now offers, for example, AI-based traffic management tools and systems for pattern recognition in sensor data.

TNO plays a key role as an accelerator of AI innovation in the Netherlands.

Secure and transparent AI for a strong innovation chain

TNO is also investing in responsible AI. Internal guidelines and a guardrail team have been established to keep AI applications safe, fair and reliable. TNO is implementing the EU AI Act within the organisation and integrating AI governance into its broader quality and security policy. Within projects, a 'human-in-the-loop' approach remains guaranteed: AI supports the expert, not the other way around. TNO encourages a corporate culture in which ethics and accountability are central, in part through internal communities and networks of privacy and security coordinators.



Jesse van Oort on the importance of
an alternative large language model

‘With GPT-NL, we
are strengthening
our knowledge,
technology,
and autonomy.’

Jesse van Oort is a scientist innovator and data-acquisition lead for GPT-NL at TNO. Since early 2024, he has been working on GPT-NL: a Dutch language model founded on transparency and European values. In doing so, he works closely with SURF and the Netherlands Forensic Institute.

‘The fact that GPT-NL is not an all-encompassing global model keeps it more compact and energy-efficient. That fits in with European ambitions on sustainable and responsible digitalisation.’

Artificial intelligence is evolving rapidly from a vague promise to a gamechanger. Large language models such as Open AI can summarise texts, translate between languages, carry out coding, and even rewrite policies. That’s great news for healthcare, government, education, and business. Yet it is also a source of discomfort: almost all major models have been developed by American or Chinese tech companies, which remain tight-lipped about where they get the data from and what happens behind the scenes. AI has now become so widespread within organisations despite not knowing how the model actually works. ‘Being kept in the dark doesn’t feel right when it comes to critical infrastructure or when you’re working with sensitive data’, says Jesse. ‘That’s why we’re building our own reliable large language model (LLM).’

Strengthening autonomy

Jesse explains how an LLM works. ‘At its core, the model predicts which word is likely to follow the words that precede it. The model learns that by processing huge amounts of text. The idea is: if you feed the model enough data, it will eventually know “everything”. But texts contain biases, fake news, errors, copyrighted material, and sometimes personal data. And we don’t want a model that just regurgitates the whole of the internet, but a system that handles data carefully.’

With GPT-NL, the development partners offer an alternative that puts reliability and data security at the centre. ‘We make sure that data stays within organisations as much as possible, while the model simply connects documents and data sources. That way, you benefit from strategic autonomy, increase control, and comply with European regulations such as the AI Act and the GDPR from the get-go. Thanks to GPT-NL, the Netherlands is strengthening its own knowledge, technology, and autonomy in language modelling.’

Responsible digitalisation

Potential customers from the government, healthcare, or education sector can use the model to optimise internal process and tackle problems facing society, for example. ‘The fact that it is not an all-encompassing global model keeps GPT-NL more compact and energy-efficient, which fits in with European ambitions on sustainable and responsible digitalisation.’

That social ambition also aligns with what is personally important to Jesse himself. ‘At TNO, which is not primarily profit-driven, there is room to develop new projects in areas such as sustainable IT and responsible AI. My personal ambition is to make the most positive contribution to society possible. And TNO allows me to do exactly that.’

Data collection: an intensive process

How do you develop this kind of model in practice? Jesse explains, ‘We started in spring 2024 and thought we would have a working model by the end of that year. But collecting datasets and the legal due diligence surrounding them took much longer than anticipated. Which texts can you use for a fair model? And how can you be sure you’re allowed to use that data? Moreover, a lot of organisations treat their data as valuable private property. Sometimes you have to convince them that the value really lies in the ability to pool that data. By making clear-cut agreements and showing that you don’t just scrape data from the net, you gradually earn their trust.’

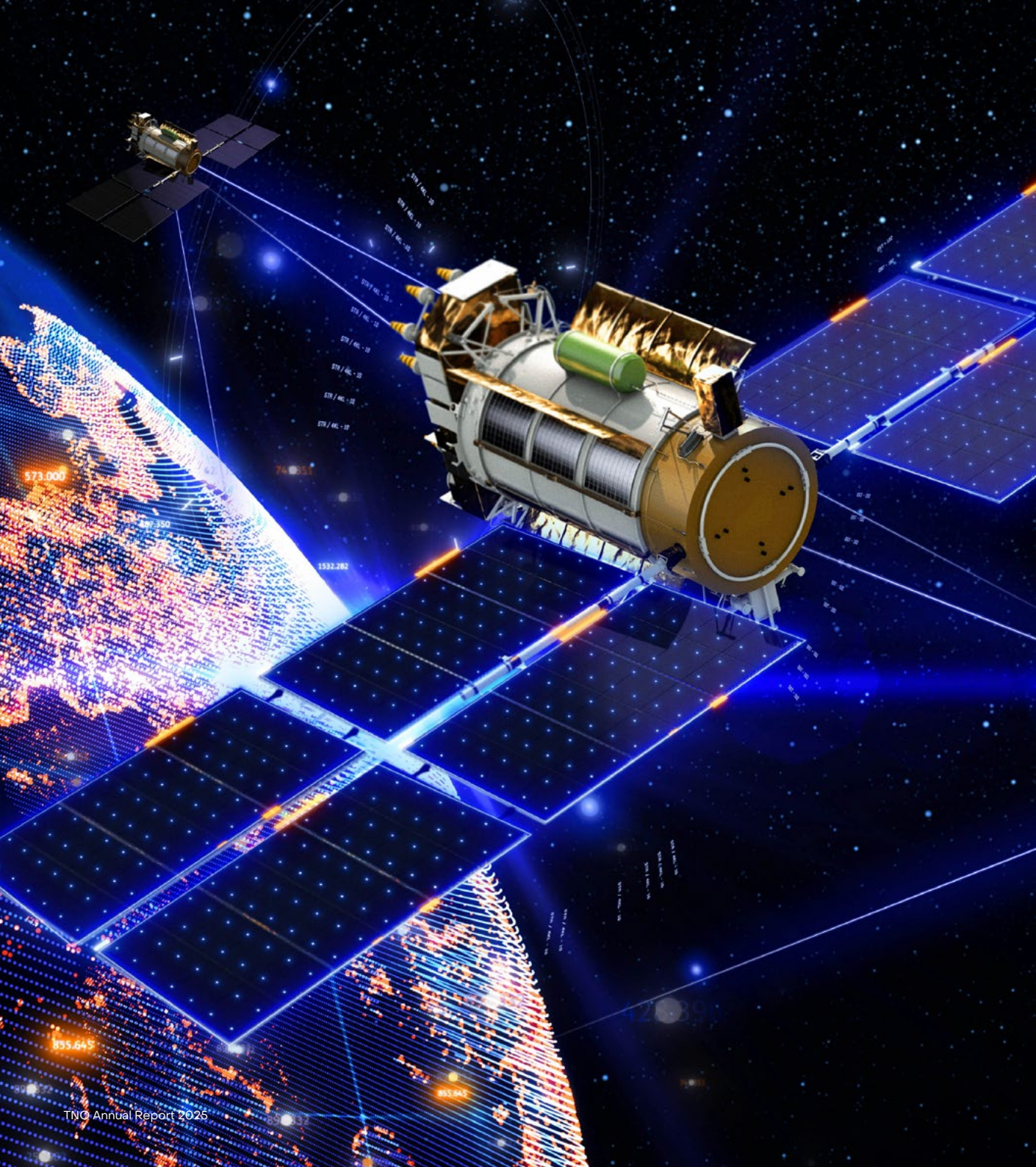
To streamline the process, the developers set up a content board with partners from both the public and private sectors. ‘We asked specific questions like: what rights do data owners have? What will they allow the model to be used for? How do we share any revenue?’

Milestone reached

One major milestone reached last year was the conclusion of a collaboration agreement with NDP Nieuwsmedia, the umbrella organisation for almost all major Dutch news media. ‘This gave us instant access to an archive of 25 years of news articles’, Jesse says. ‘High-quality Dutch texts help enormously in building a reliable model. The fact that these parties are willing to share their data with us shows that we can do things differently.’ The team also built a comprehensive curation pipeline. ‘All the data has to pass legal checks and go through quality filters and systems that encrypt or delete personal data’, Jesse explains. ‘You never get data that comes out completely clean, but we know where the risks are and have taken appropriate measures for that.’

Ambition

Jesse still continues to work on GPT-NL. Where will the model be in two years’ time? ‘It will be the go-to model for organisations that highly value transparency and trustworthiness. That would mean a great deal for the Dutch AI sector: we get to keep knowledge, infrastructure, and talent within the country, while showing Europe how generative AI can be done: based on diligence, trust, and the public good.’



Our strategy

The world around us is changing rapidly and dramatically. Geopolitical tensions, climate change, digitalisation, and economic shifts. They are all putting European prosperity, security, and strategic autonomy in jeopardy. Draghi and Wennink also underscored that without meaningful, decisive action, Europe's position could weaken further – and that means the Netherlands too. With this in mind, TNO presents its strategic plan 2026–2029, containing bold choices and a realistic course that are key to achieving lasting social and economic impact.

TNO's mission is to create impactful innovations for the sustainable well-being and prosperity of society. Under the new strategy, this mission is shaped by the major, interrelated challenges of our time: mitigating and adapting to climate change, boosting a sustainable and competitive economy, tackling ageing and health demands, enhancing security and strategic autonomy, and seizing the opportunities of digitalisation. In an ever-more complex society, we need reliable, independent knowledge that supports policy and decision-making. TNO positions itself as a connecting force between science, government, and industry.

To achieve the maximum impact, TNO is placing clear emphasis on focus, stronger valorisation, and customer and market orientation. By concentrating investments on areas where we excel and can lead the way, TNO pools its knowledge and innovative strength in promising value chains and ecosystems. As an independent applied science and technology organisation, TNO drives innovation, conducts research, and orchestrates collaboration, in close coordination with national and international knowledge partners and clients. At the same time, TNO is working towards an agile and collaborative organisation, where employees are given space to flourish and where innovations are actually developed into social and economic value.

TNO is developing advanced instruments and technology to make satellites smarter, more accurate, and more reliable.

Our strategy in figures



Strategic Plan 2026–2029

In 2025, TNO finalised its new strategic plan and presented it to the Council of Ministers on 10 October. The TNO Strategic Plan for 2026–2029 has since been approved.

Over the coming strategy period, TNO will be focusing on accelerating transitions in society, strengthening the earning capacity of the Netherlands, and bolstering the resilience of our society. Our goal is to strengthen our position as a Leading Innovator. To create the greatest impact possible, TNO concentrates on areas where we have the potential to really excel and lead the way.

To this end, TNO has set out the following priorities:

1. **Greater focus and dynamic portfolio management:** Focusing more on and strengthening areas of innovation where TNO is or can become a Leading Innovator will amplify the impact of our innovations and help TNO drive growth of Dutch R&D.

TNO concentrates on areas where it has the ability or potential to truly excel and lead the way.

2. **Greater impact through valorisation – science to market:** TNO is all about applying research in practice. That's why our mission is to transform knowledge into concrete actions and solutions that generate social and/or economic value.
3. **Greater client and market focus:** Only with a firm grasp of the complex environment where TNO's private and public-sector clients and partners operate can we be more confident that our innovative solutions will actually be implemented at scale.

This approach sees TNO contribute to raising national R&D investments to at least 3% of GDP by 2030, to secure an innovative future-proof, society and economy.

The first steps towards the new strategy have already been taken. In 2024, TNO conducted a comprehensive review of its portfolio of propositions. By early 2025, we made strategic decisions on that basis about which research activities would receive additional investment or be developed from scratch. The outcomes of this review have since been further developed and implemented by the units.

Reflecting on the Strategic Plan 2022–2025

Looking back at the Strategic Plan 2022–2025, we can see structural performance in the four core strategic themes: sustainable, healthy, safe and digital.

TNO continues to make technological and methodological breakthroughs, such as nanosatellites, ocular diagnostics, the D-score, electrolyzers, the biomedical accelerator mass spectrometer, and self-sovereign identities. TNO's role as orchestrator



The Executive Board at the end of 2025: (from left to right) Susan Swarte (CFO), Tjark Tjin-A-Tsoi (CEO), and Sebo Hofkamp (COO)

on National Growth Fund (NGF) projects has grown significantly over the past four years and is widely recognised externally as a unique strength.

A total of 18 spin-offs were launched during the 2022–2025 period, including FononTech, Peregrion, AIKON Health, ObjectivEye, Scenexus, CEYAS, Aerosense, Thoriant, Ace Biorefinery, High Tech Binders, and Instant Productivity. The combined valuation of our spin-off portfolio rose by 467 million euros to 710 million euros over this period. The number of people employed by these spin-offs has also increased by around 300, to over 900 in four years.

TNO's revenue has grown strongly over the past four years to 825.5 million euros in 2025. We have proven to be an attractive employer: despite the tight labour market, our workforce has grown by more than 600 FTE over this period, partly due to targeted recruitment efforts and improved retention. The signing of the Amsterdam Declaration in 2024 underlines how important an inclusive working environment is to TNO.

The road to impact

TNO is constantly working to build a strong knowledge base and actively keeps on top of relevant scientific and technological trends. We see value in scientific insights, technical inventions, and demonstrators. Technological innovations and scientific insights only gain real meaning when they are applied at scale and add value to society and the economy. Innovation does not stop with research or a demonstrator. And not every invention lends itself to large-scale application.

To achieve positive change, we need to turn an innovation into a product or service. In doing so, we seek to collaborate with companies, public authorities, and investors with knowledge of end markets and value chains.

Depending on the technology, sector, and societal challenge, we opt for the most effective approach to ensure innovations actually take hold. TNO works along several valorisation routes to make an impact.

1. Policy support
2. Contract research
3. Venturing
4. Licensing



Policy support

We inform government on policies and empower evidence-based decision-making through rigorous research, cutting-edge scientific insights, and reliable measurements, all based on broad domain knowledge. We provide these policy recommendations to departments and through our involvement in roundtables and briefings in the Dutch Parliament.

TNO also plays a major role as an orchestrator. By building national and international consortia and ecosystems, we drive technological and methodological breakthroughs that help create a secure, sustainable, healthy, and digital society, and strengthen the earning

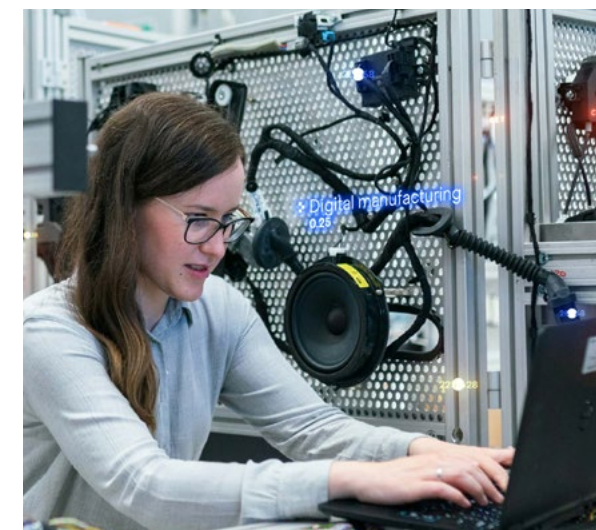
power of the Dutch economy. We bring partners and ambitions together to work towards solutions.

Major societal challenges call for systemic transitions: shifts towards a new balance of actions and responses. But to achieve this, we need to understand how systems work and why systemic innovation is needed. It was for this reason that TNO developed the practical approach Unlock. In Unlock processes or intensive working sessions with stakeholders that we call 'system tables', we explore complex issues, bringing substance and interaction together.

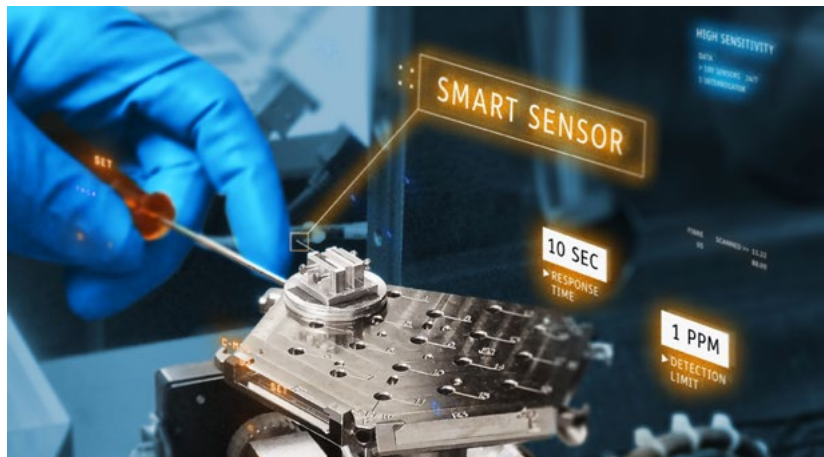
Contract research

Contract research at TNO is an important route for valorisation, as a way of deploying our knowledge and expertise directly to companies and public authorities. These are paid assignments with clearly defined results, where TNO harnesses its knowledge, facilities, and intellectual property to solve our clients' problems.

Companies can reduce their innovation costs by making use of our research facilities and expertise: they do not have to maintain their own infrastructure or research staff for projects that are new to them or that are not part of their core activities. The collaboration also increases the chances of an innovation project succeeding, as companies can build on TNO's broad and deep knowledge base, and our experience with previous – possibly similar – innovation projects.



TNO has a specialist team that supports companies with short-cycle projects, contributing to their technological growth. The core competence of this team is translating questions from entrepreneurs into the knowledge and facilities that TNO offers. To make this support more accessible, TNO launched Fast Track: a platform specifically aimed at start-ups and SMEs. TNO Fast Track provides an easily accessible way for entrepreneurs to ask questions about technology or innovation. They are paired with a relevant expert who arranges a meeting to address their question. This initiative has resulted in more than 750 initial meetings with entrepreneurs and the launch of more than 180 actual projects. The offer ranges from brief expert sessions to extensive collaborative projects, depending on the needs of the entrepreneur. In this way, TNO helps companies take innovative steps faster and achieve their technological ambitions.



Venturing

TNO aims to stimulate the scale-up of innovative technologies and accelerate them to market – a crucial step for strengthening the competitiveness and earning power of the Netherlands. It is essential that more start-ups grow into scale-ups and eventually into leading companies that make a real difference in the world. TNO Ventures is an umbrella initiative aimed at boosting the Dutch innovation chain by: 1) founding and supporting spin-offs from TNO, 2) strategically investing in start-ups, 3) making early-stage joint investments in our own spin-offs, and 4) investing in venture capital funds.

It is crucial for TNO's knowledge to find its way into new products and services that offer solutions for a safe, healthy, sustainable, and digital society. We 'cash in' on our knowledge by setting up spin-offs and granting licences to those spin-offs, among other activities. Our internal Tech Transfer programme helps with valorisation by providing support in developing business cases, finding the best route to market, and encouraging entrepreneurship. Under this programme,

TNO explores whether setting up a new company – a spin-off – is a good route or whether granting a licence to an existing party is a better valorisation route. The aim is to maximise TNO's impact and put more TNO knowledge onto the market faster.

TNO has expanded its activities to include taking out strategic stakes in start-ups formed independently of TNO. We support these companies with access to our knowledge, Intellectual Property (IP), and facilities so they can accelerate their growth into successful scale-ups. In return, TNO Ventures temporarily acquires a minority stake in these companies. This works out well for start-ups because it cuts down on their cash outflow in the crucial phase of scaling up. Since this policy was launched, we have taken out stakes in three tech companies: Equal1, Fortaegis, and Aiosyn.

The Tech Transfer programme really proves its worth during the final stages of the innovation process, supporting TNO teams in developing an innovation, particularly in market validation and venture building. In 2025, 16 cases were launched under the programme and 6 new spin-offs were set up. From the launch of the Tech Transfer Programme in 2017 to the end of 2025, a total of 51 spin-offs were born. The total value of these companies is 710 million euros and the spin-offs have provided 908 jobs. In 2025, these spin-offs raised 57 million euros, bringing the total financing raised to 530 million euros.

To build on this further, TNO has partnered with Invest-NL and Techleap. This collaboration also seeks to increase the number of start-ups that grow into successful tech companies and the speed at which that happens.

Licensing

TNO issues a large number of licences to Dutch and international companies every year based on market rates. In doing so, we take into account the 'field of use' sought by the licensee. In this way, we can deploy technology in multiple sectors as efficiently as possible. This approach also ensures that we can share underlying development costs. If TNO no longer considers the technology strategic, we divest the patent position or sell it.

In 2025, TNO earned 3.6 million euros from existing licences, down from 4.7 million in 2024. These licences granted were mostly on a royalty basis, in which case revenue depends on the turnover achieved by the licensee.



That way, we maximise the impact and help more TNO knowledge to reach the market faster.

Knowledge development

TNO is underpinned by its strong knowledge base and independent scientific research. Our focus on applying our research in practice is what makes us unique. Developing knowledge in anticipation of future needs is fundamental.

The general principle behind identifying the need to develop knowledge is to determine the issue that requires a solution. The urgency to resolve that issue must then be endorsed by key external players. Having identified the need in the market, TNO then deploys existing technology areas, facilities, and experts, and weighs up the investments required for them to formulate and test possible solutions.

To ensure that our experts can also spend valuable time on knowledge development and research that anticipates market needs, i.e. before the issue becomes critical, TNO developed the Exploratory Research Programme. In 2025, this programme saw research conducted on topics including cyber security by design, smart chemical industry, early warning system through biomarkers, industrial ethyleneelectrolysis, future-proof smart logistics, and high-sensitivity and high-selective optical gas detection.

Collaboration and stakeholder engagement

TNO maintains close, regular contact with a wide range of stakeholders, such as companies, knowledge institutions, interest groups, and governments.

The Strategic Advisory Councils (SACs) of the various units are central to this, consisting of representatives from industry, academia, and government. These advise on strategic issues and provide input on priorities, key focus areas, and programmes within their unit's field of work. In addition, the SACs identify external developments and share these with unit management.

Each SAC meets at least twice a year. Moreover, TNO invites all SAR chairs to strategic consultation meetings with the Executive Board every year. This structural dialogue ensures that TNO keeps its research agenda focused on relevant and future-proof topics.

Universities

Intensive collaboration with universities and universities of applied sciences (hereafter: universities) is an essential element of TNO's strategy. Universities engage in fundamental research, which TNO is keen to build on. Moreover, the knowledge held by universities is often complementary to that of TNO, and together we can achieve knowledge breakthroughs that can deliver real value. State-of-the-art labs and facilities are a magnet for regional innovation ecosystems. Universities are also places where young researchers can take the next step in their development, by coming to work at TNO. TNO collaborates with universities in various ways. For instance, a sizeable group of top



researchers are attached to universities as part-time professors or lecturers. At the end of 2025, there were 54 professors and 7 lecturers attached to 23 Dutch and international universities.

TNO, universities, and universities of applied sciences are also partners in major national and international research programmes, and National Growth Fund projects, such as NXTGEN Hightech, Future Network Services, and Polaris. Last year, TNO set up the PIXEurope programme together with Eindhoven University of Technology and the University of Twente. TNO strengthened its cooperation with the latter on integrated photonics, organ-on-a-chip, and digital lifecycle management.

National Growth Fund

TNO is a major participant in the National Growth Fund (NGF), taking part in 31 NGF programmes with a total financial share of over 575 million euros. These programmes run over a period from 2023 to 2030, with peak spending in 2027. The programmes fit within the knowledge development phase of shared research and should therefore lead to a follow-up in the knowledge development chain over time.

TO2 Federation

TNO collaborates in the TO2 Federation with the other four Dutch knowledge institutions for applied research: Deltares, MARIN, NLR, and Wageningen Research. As the portfolios of the various institutions complement each other, we are joining forces in various fields and projects. Some great examples of such collaboration are highlighted in the annual TO2 Impact Report.

Europe

TNO enjoyed success yet again in 2025 within the EU research programmes Horizon Europe and the European Defence Fund. The year also saw key milestones reached in European innovation policy: in July, the committee published the proposals for the European Competitiveness Fund and the new Horizon Europe programme (2028–2034), as part of the European Multiannual Financial Framework. Negotiations will take place between the European Commission, Council, and Parliament over the next two years.

In September, the proposed European strategy on research and technology infrastructures was published to which the European Association of Research and Technology Organisations (EARTO), together with TNO, contributed substantially. Technology infrastructures are defined as ‘facilities, equipment, capabilities, and

resources required to develop, test, upscale, and validate technology’. The strategy focuses on funding, governance, coordination, and access for companies, as well as collaboration with research infrastructures. For TNO, this is of direct relevance: TNO itself has an extensive network of technology infrastructures that are crucial for developing, testing, and scaling up innovations. This underlines the importance of national policy and funding for the benefit of facilities infrastructure. A strong European framework helps get the most out of these infrastructures and connect them with partners in science and industry.

TNO works closely with other European research & technology organisations (RTOs), such as Fraunhofer Gesellschaft (Germany), VTT (Finland), Imec (Belgium), and CEA (France). In 2025, the energy collaboration with CEA took more shape: in line with the ambition of the European Research Area, an exchange between PhD researchers in the field of hydrogen from the two RTOs was arranged. Together with the European Association of Research and Technology Organisations (EARTO), where our CEO is a board member, we worked to strengthen the position of applied research in Europe, in preparation for the Framework Programme 10 (2028–2034).



Research facilities: a foundation for innovative capacity

High-quality research facilities are crucial to support future innovations effectively. In these facilities, we work with partners from various ecosystems. Examples include PIXEurope, an advanced photonics integration and prototyping facility, and the AI Pilot Line, where AI applications are developed and tested in a real-world environment. The quality, relevance, and future orientation of these facilities have a major influence on our impact on societal transitions and technological progress.

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Double materiality analysis

To create effective value for our stakeholders, we need to understand which issues are significant to them. Besides regularly measuring customer satisfaction and employee engagement, we conduct a Double materiality analysis (DMA) in line with the strategic planning cycle. We reassess the material themes in the meantime, if we believe this is warranted.

Together with internal and external stakeholders, we assess which themes are most significant for TNO. In doing so, we use the ‘inside-out’ and ‘outside-in’ perspectives. The inside-out perspective looks at TNO’s impact on society: i.e. impact materiality. The outside-in perspective focuses on the external impact of society on TNO: i.e. financial materiality.

The list of themes and their definitions are drawn up based on desk research into international standards, peers, sector trends, and internal sources. After consolidating each topic, we identify the impacts, risks, and opportunities (IROs). An explicit distinction is made between impacts, risks, and opportunities in the supply chain, in our own operations, and for the TNO customer chain. The timeframe over which the impact, risk, or opportunity becomes material to TNO is also taken into account: short term (0-1 years), medium term (1-5 years), or long term (>5 years). To determine impact materiality, the IROs are quantitatively assessed based on their scope, scale, and recoverability, multiplied by their probability. Financial materiality is determined based on magnitude and likelihood. We record the results in the

materiality matrix (see figure), which is then verified by TNO’s various internal and external stakeholders. And all of this comes with a complete audit trail.

The matrix shows which themes lie above the selected limit. The following material themes are covered and form part of the foundations on which TNO has honed its 2026-2029 strategy. These themes are discussed in the specified chapters:

- a Climate (mitigation), see Our environment
- c Energy, see Our environment
- f Material use and circularity, see Our environment
- g (Mental) health and safety, see Our people
- h Equal treatment and opportunities for all, see Our people
- i Business conduct and company culture, see Our foundation
- k Innovation system for social impact, see Our foundation

The most material impacts, positive(+) and negative(-), with reference to the material theme, are:

- 1. + Innovative solutions to societal challenges k
- 2. + Employees’ satisfaction with their contribution to social innovation g
- 3. - CO2 emissions of TNO’s value chain a
- 4. - Health risks from working conditions e
- 5. + Connection and inclusiveness as the heart of the working environment h

The most material risks (-) and opportunities (+), with reference to the material theme, are:

- 1. - Mental pressure & employee attrition g
- 2. - + Political shifts i
- 3. + Technology development and adoption k
- 4. + Research into climate, energy, pollution, and material use a c f
- 5. - Unequal pay and employee development h
- 6. - Risk of apparent corruption in relation to lobbying activities j
- 7. - Data breaches and inadequate protection of personal data i

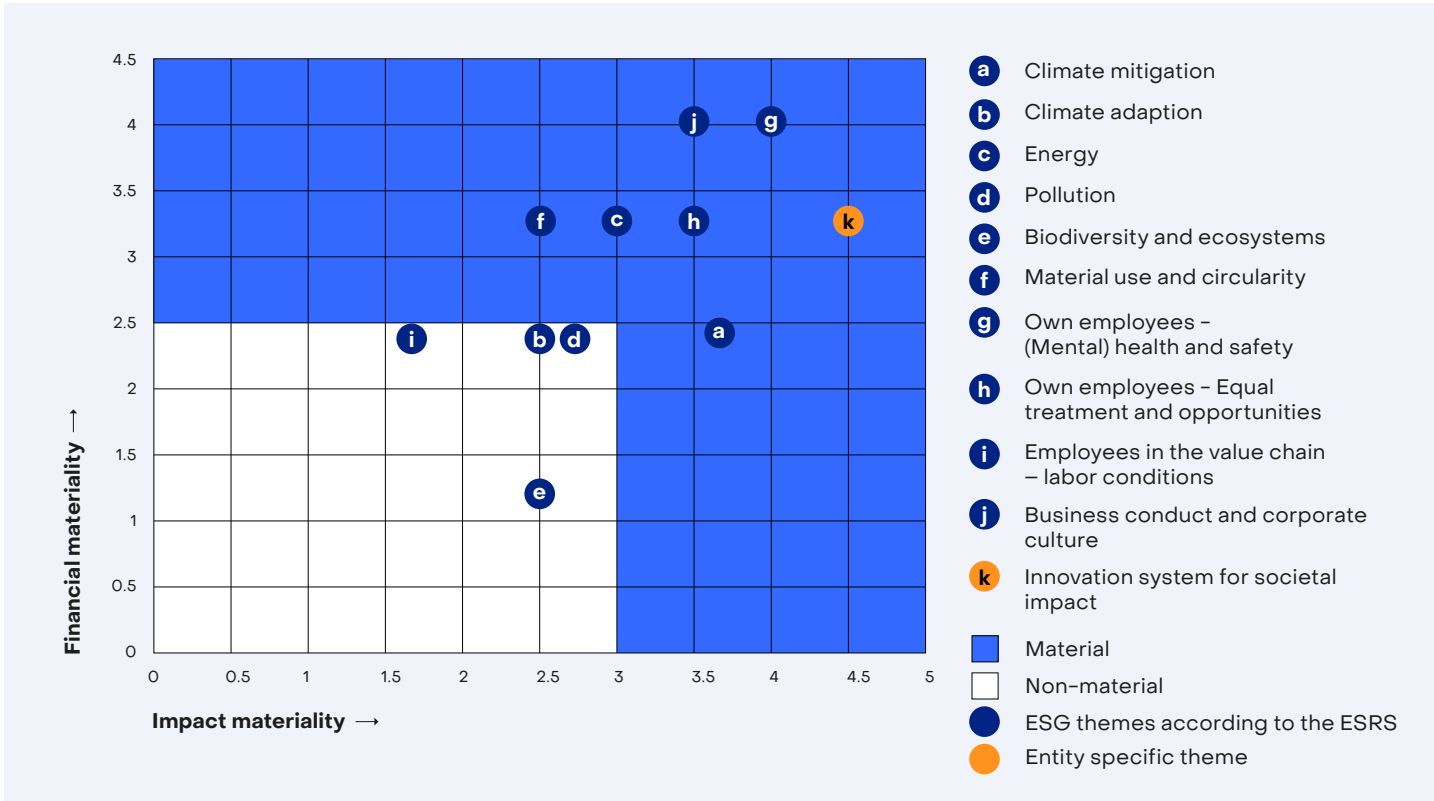
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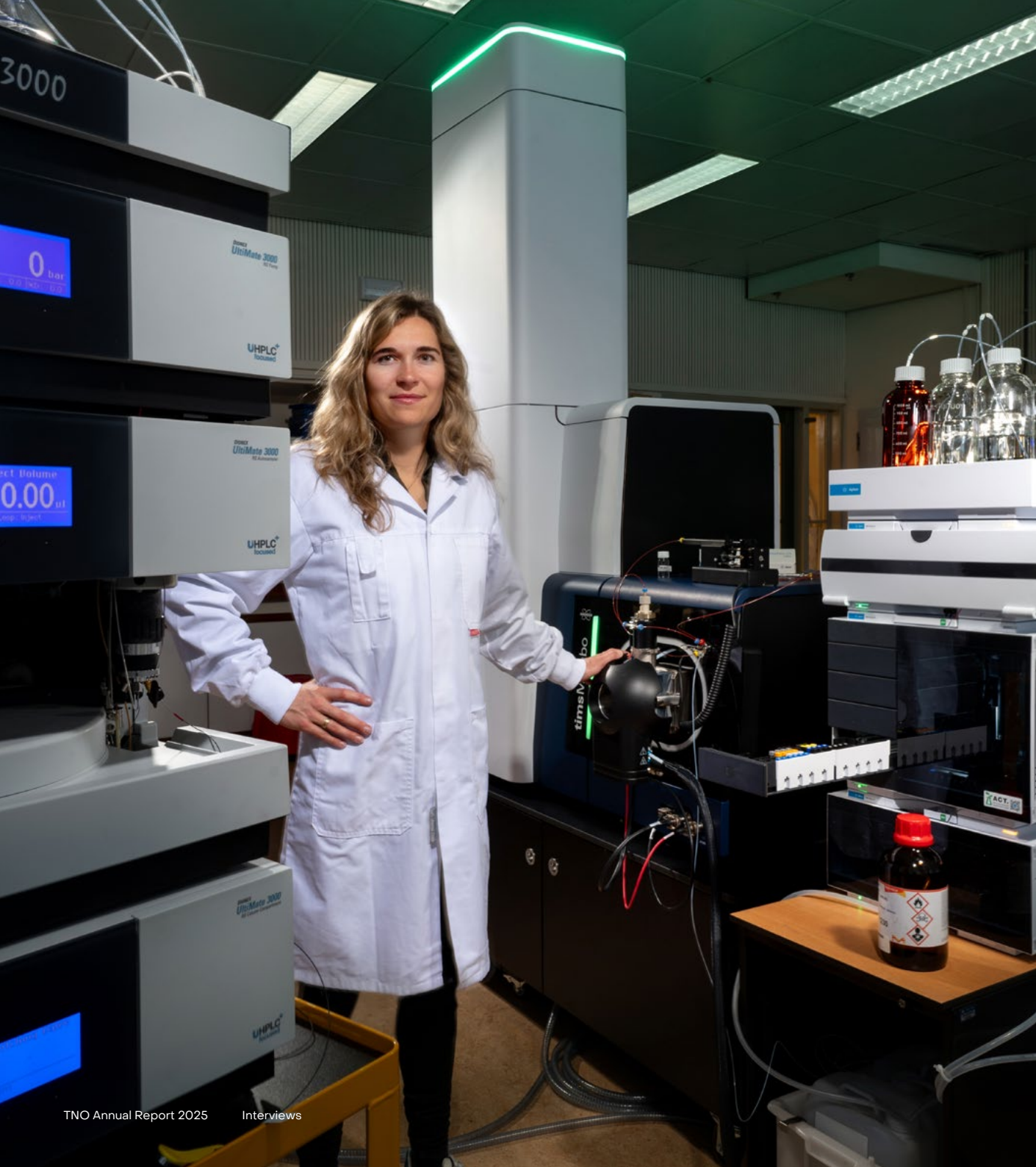
This report provides an integral account of sustainability and finances. For sustainability, we only report on TNO as an organisation. This differs from the financial consolidation. The exception is climate reporting, on which we report for the entire value chain.

EcoVadis score

EcoVadis provides sustainability assessments for companies based on four themes: the environment, labour & human rights, ethics, and sustainable procurement. In the 2025 audit, TNO recorded a significant increase from 54/100 points in 2024 to

69/100 points. This places TNO in the top 20% of certified companies and above average in the Scientific Research and Development sector, for which we received a Bronze medal.





Mirjam de Bruin-Hoegée on tracing chemical weapons

‘Working to make invisible attacks visible’

Chemical weapons are illegal under international law, yet they are still widely used. Russia has deployed chemical warfare agents 9,000 times since the invasion of Ukraine, as the Dutch Military Intelligence Service (MIVD) and General Intelligence and Security Service (AIVD) reported last year. They were also regularly used in the Syrian civil war. Mirjam de Bruin-Hoegée’s job is to collect evidence to determine whether a chemical attack has occurred, helping to track down the perpetrators. She recently won the TNO Young Excellent Researcher 2025 award – an annual prize for exceptional talent among our researchers aged 35 and under.

‘The sooner we can prove that toxic substances have been used, the less likely perpetrators are to get away with it.’

Mirjam studied Chemistry at Utrecht University and Forensic Science at the University of Amsterdam. In 2023, she obtained her PhD cum laude for her work on tracing chemical weapons. As a student, she conducted research at TNO. Afterwards, she worked for three years as a physical analytical scientist. ‘I studied the question: what happens if an invisible poisonous cloud comes toward you? How do you measure aerosols like those?’ Mirjam then became a specialist in analytical chemistry and forensic examination. ‘I get a different puzzle to solve every day, which I think is one of the best things about working at TNO.’

Civilian casualties

‘TNO is affiliated with the Organisation for the Prohibition of Chemical Weapons (OPCW)’, Mirjam explains. ‘That is the international organisation that oversees the

ban on chemical weapons. If a chemical attack occurs anywhere in the world, samples can be sent to one of about 30 accredited laboratories through the OPCW. In the Netherlands, TNO is the only institute to produce chemical warfare agents for research purposes. ‘Chemical weapons cause extreme pain and suffering’, Mirjam says. ‘Most of these poisonous gases – such as sarin, chloropicrin, or mustard gas – are heavier than air, so they build up precisely where people seek shelter, which results in higher casualties. The affected area can remain contaminated for a long time, causing people to become ill afterwards. So, detection is absolutely crucial, because the sooner we can prove that toxic substances have been used, the less likely perpetrators are to get away with it. And the easier we can measure it, the less attractive it becomes to deploy chemical weapons.’

Continuing to look ahead together

The ability to measure chemical weapon usage is improving. ‘Analytical techniques are becoming increasingly sophisticated’, explains Mirjam. ‘Researchers across the world are now even trying to go back even further and look at where a substance was produced and how.’ For Mirjam, there are roughly three core questions she wants to answer: how do you protect soldiers and civilians? How do you detect an attack as soon as possible? And how do you prove afterwards exactly what happened? All of this requires research in several areas. ‘We want civilians and military personnel to have the best protection against a chemical weapons attack’, she says. ‘So, you need to be able to detect a poisonous cloud as quickly as possible. Ideally, military personnel would be given a sensor on their shoulder, which sounds an alarm when it detects a certain value of a hazardous substance. But currently, we often confirm a poison gas attack after the fact, by examining blood from the people exposed to it. But it turns out that the toxic substance also ‘sticks’ to plants for months, as the substance reacts with proteins and a plant’s DNA.’ Even in urban areas where there is little green space, there are ways to detect chemical traces: ‘I’ve found that you can also find markers of an attack in concrete. Often the discoveries serve as additional evidence, but they are usually very specific substances that are unlikely to have come from anywhere else.’

New perspectives

Working at TNO doesn’t just mean conducting research. ‘You also get the space to search and explore. It helps to have colleagues from different backgrounds, who can really give you a new perspective. As a chemist, I know that the markers of chlorine gas are not specifically found in the blood. A biomedical scientist at TNO told me that someone has those same elevated markers if they have a rheumatic disease or another inflammatory condition. So, in that case, you have to investigate further to find out the exact cause of that spike. There is the opportunity for that here.’

Even more motivated

Mirjam’s goal is to improve global safety through her research. ‘The ban on chemical weapons will only actually mean anything when the world can also see, acknowledge, and prove when that ban has been violated. The sooner you know for sure that someone has been poisoned by a chemical warfare agent, the sooner you can give them the right medication and try to save their life.’

Winning the TNO Young Excellent Researcher 2025 award came as a complete surprise to Mirjam. ‘I think it’s great recognition for practical research in a niche, specialist field. And that appreciation just makes me even more motivated to carry on with that.’



Our impact in 2025

Depending on the technology, sector, and societal challenge, we opt for the most effective approach to ensure innovations truly take root. We work across multiple valorisation routes to achieve impact.

Policy support for the application of knowledge in policy. Through contract research, TNO provides tailored expertise for business and government bodies. With venturing, we launch new companies and strengthen external start-ups. Via licensing, we ensure protected innovations can be applied. And with our specials, we demonstrate that at TNO there is always room for something out of the ordinary.

Together with its partners, TNO is making roads safer, more sustainable, and smarter.

Policy support: Knowledge for better policy

TNO translates scientific insights into practical policy recommendations for governments and other public stakeholders. We conduct studies and carry out strategic analyses. These recommendations help our clients to make better informed decisions, develop more effective policies, and sometimes reduce costs, all in the collective interest.

Photo: Wiebe Kiestra



For the Wennink Report, TNO calculated that the Dutch investment gap is 187 billion euros.

Wennink Report: TNO analysing the Netherlands' competitive position

For the Wennink Report, TNO calculated that the Dutch investment gap is 187 billion euros. That is the amount the Netherlands needs to invest in knowledge and capital until 2035 to get economic growth to 1.5%.

For the report, TNO analysed the country's position when it comes to knowledge, technology, and entrepreneurship. The findings are concerning: in strategically important technologies such as quantum, biotech, AI and mechatronics, the Netherlands is performing increasingly poorly. The share of Dutch patents is falling, while the US and China are showing huge growth. Only 21.5% of start-ups here grow into scale-ups, lower than the European average. To strengthen our competitive position, we need to make targeted investments in sectors with potential and have a consistent innovation policy.

Climate adaptation for the built environment: risk management models

Existing pre-1975 building stock – about four million buildings – is at increased risk from subsidence, flooding, and waterlogging. We are helping governments adapt their built environment to climate change.

TNO uses models and tools to make climate risks understandable and quantifiable. They predict subsidence, instability, and damage based on changing groundwater and soil behaviour. We are also developing digital image recognition tools to map the actual condition of buildings, plus tools that use satellite data to monitor soil displacement and settlement. This approach includes identifying risks and future costs, researching effective measures, and designing climate-adaptive solutions. The insights help to prioritise effective measures and underpin investment decisions for a climate-resilient society.

Draghi Report translated for a Dutch context

Following a request by the House of Representatives, TNO interpreted the findings of the Draghi Report for our situation in the Netherlands. The research offers specific insights for strengthening Dutch competitiveness on innovation, decarbonisation, and strategic independence. The Netherlands appears to be vulnerable after falling behind in private-sector R&D investments and due to its dependence on a select few big players such as ASML. At the same time, our strong digital infrastructure and high-quality knowledge base offer opportunities.

TNO drew on various studies and data sources from the Netherlands and beyond on the economy, innovation policy, energy, and defence. Comparisons with the US, China, and European countries such as Germany and Finland showed where the Netherlands lags behind and where we are leading. The report highlights the importance of consistent policy and focus on strategic technologies such as AI, quantum, and cyber security. The Netherlands is, to our knowledge, the first country to carry out this strategic reinterpretation of the Draghi Report.

EcoCertified Solar Parks: quality label for nature-inclusive solar parks

Together with Wageningen University & Research and other partners, TNO has developed the EcoCertified Solar Parks label. This provides developers, governments, and landowners with a practical tool to combine energy generation with an emphasis on nature. The label not only guarantees sustainable energy production, but also demonstrates added value for soil quality, biodiversity, and the landscape. Developers can now demonstrate to licensing authorities that they are actively working to improve ecological conditions, while municipalities and provinces receive a framework to structurally embed nature-inclusive criteria in policy.



Digitalisation: a gamechanger for the energy system

TNO and the Dutch Ministry of Climate Policy and Green Growth launched the Action Agenda for a Digital Energy System in December 2025. Developed with partners from the energy and IT sectors, this agenda contains 17 digital solutions, formulated into almost 30 concrete actions. These include gaining insight into the energy system through sensors and AI, mobilising flexibility in households and businesses through smart devices, and better planning of new infrastructure. Digitalisation helps smooth out peaks, balance the grid, and speed up the construction of new infrastructure.

The agenda strengthens existing digital projects, while supporting new initiatives to address the issues we currently face. From 2026, Topsector Energie will be coordinating the implementation. The goal is to end up with an energy system that remains sustainable, affordable, and reliable for all.

New map charts European coastal resilience and vulnerability

About 40% of the world's population lives within 100 km of the coast. These areas are coming under increasing pressure from climate change, extreme weather events, and human activities. TNO Geological Survey of the Netherlands, together with Edge Hill University and international partners, developed an online geology map that shows the resilience and vulnerability of these European coasts. The European Marine Observation and Data Network's Coastal Resilience and Vulnerability Map supports more effective climate adaptation strategies and sustainable coastal management. Based on more than 900 studies, the map

depicts different levels of vulnerability to erosion and flooding. The coastlines of the Mediterranean Sea and the Baltic Sea seem less resilient than those of the Atlantic Ocean, the North Sea, and the Black Sea. The GIS file was produced by Edge Hill University and processed by TNO, making data available at various scales for coastal zone planning, policymaking, and coastal management.

D-score: visualising developmental differences between children

TNO is helping municipalities understand developmental differences between young children, thanks to the D-score. In Utrecht, the method showed that children of parents with only primary education or pre-vocational secondary education (VMBO) develop 2.5 times as slowly as children of parents educated to higher professional (HBO) or university (WO) level. Geographical patterns were clearly evident: neighbourhoods such as Overvecht and parts of Zuidwest have a higher number of children exhibiting slower development. These insights enable municipalities to develop targeted policies and provide support where needed.



The World Health Organisation has recognised the D-score as a standard for measuring early development. The D-score combines observations made by paediatric health clinics, such as crawling, stacking, and talking, into a single score and covers all aspects of development: cognitive, motor, and socio-emotional. This allows authorities to compare groups over time and monitor differences.

Netherlands Materials Observatory strengthening supply security of critical raw materials

The Netherlands relies heavily on imports of critical raw materials such as lithium, cobalt, gallium, and germanium, which are essential for the energy transition, digitalisation, defence, and healthcare. These raw materials largely come from non-EU countries, especially China. To identify and reduce unwanted dependencies, TNO Geological

Survey of the Netherlands established the Netherlands Materials Observatory (NMO) in February 2025. This new infrastructure improves the security of supply that is crucial for Dutch companies and our economy.

The observatory develops and unlocks knowledge on critical raw materials and their supply chains. The NMO carries out risk analyses, develops relevant indicators, and supports policymakers and companies with insights into the supply chain at the national level. This will structurally boost capacity in chain analysis, material flows, and security of supply. The observatory was established following a mandate from the Dutch Ministry of Economic Affairs as part of the National Raw Materials Strategy and the Netherlands' contribution to the European Critical Raw Materials Act.

TNO Energy Monitor: sixth edition maps out energy poverty in 2024

In 2025, TNO published the sixth edition of the Energy Monitor, which takes a look back at 2024. The assessment provides Dutch municipalities, provinces, and the national government with specific, up-to-date insights that are essential for developing effective policy against energy poverty. This analysis shows that around 6.1% of Dutch households were struggling with energy poverty in 2024, which adds up to some 513,000 residences. This group is characterised by a low income combined with high energy costs and/or a poorly insulated home.

The figures show not only how many households are experiencing energy poverty, but also where the problem is concentrated and how problematic it is. Energy poverty is particularly prominent in the north, east, and southeast of the Netherlands, i.e. outside the Randstad. Detailed data by municipality, district, and neighbourhood allow governments to take targeted action. As TNO, together with Statistics Netherlands, is tracking energy poverty in the Netherlands over several years, we can evaluate the progress of municipal energy poverty policy and map out how effective interventions such as energy coaches and insulation programmes are.

Contract research: Tailored knowledge for businesses and governments

Through contract research, we tackle a specific research question together with companies or governments, under a research contract or public-private partnership. Our partners put the knowledge we develop directly into practice, applying it to their own products, services, or working methods and creating value for their clients and citizens.

Sentinel-5: ultra-accurate satellite data for a healthier future

On 13 August 2025, the weather satellite MetOp-SG-A1 carrying Sentinel-5 was launched. A major step forward in air quality monitoring. The advanced measurement instrument, part of the EU's Copernicus

programme, will provide daily global measurements of ozone, nitrogen dioxide, sulphur dioxide, formaldehyde, aerosols, carbon monoxide, and methane for the next 21 years.

TNO developed the essential high-end optical technology: a UV1 spectrometer for ultra-precise measurements and two compact, lightweight telescopes. All components were produced in three copies to ensure a continuous data flow.

Building on the success of its predecessor TROPOMI, Sentinel-5 delivers the most accurate air quality data ever collected. The information supports daily air quality forecasts and long-term climate monitoring -essential for science, policy, and citizens worldwide. TNO is applying the knowledge acquired to future Earth observation missions such as TANGO.

InfraScan: data-driven decisions for infrastructure management

The Netherlands faces a huge task: renovating thousands of bridges, locks, tunnels, and other structures. The costs of this will increase by about 3 billion euros a year. The InfraScan, developed by TNO, will help keep any further increase in costs to a minimum. InfraScan helps set clearer priorities and enables more structured planning, avoiding unexpected disruptions, limiting cost increases, and ensuring accessibility and safety in the Netherlands.

Information on infrastructure condition and maintenance is often scattered, incomplete, and difficult to find. Together with Rijkswaterstaat, TNO developed InfraScan, a tool that helps asset managers substantiate renovation decisions. Provinces and municipalities can also harness InfraScan to make more informed decisions on maintaining and renovating their infrastructure.

The tool is modular and built on an open-source framework, so it can be adapted to various portfolios. It collects fragmented data from different systems and physical archives, organises them, and links them to potential security risks. This gives managers instant insight into the condition, risks, and performance of the infrastructure in question. This saves a huge amount of effort on manual searches, saving on costs.



Sentinel-5 provides the most accurate air quality data ever collected.

TNO helps Trumpf transform into strategic system supplier for ASML

The success of ASML's chip machines relies largely on the knowledge and expertise of Trumpf, which specialises in producing essential drive laser systems for ASML's EUV lithography machines. ASML recently transferred the entire system architecture and design of the drive laser units to Trumpf. This required a major organisational and cultural change, which TNO supported.

After taking part in the Systems & Leadership Development programme, which trains architects as role models, TNO provided support in setting up a systems engineering department, including the systems architecture skills required to do so. This was followed by an in-house change and leadership programme for 100 middle managers. This has brought about a strong culture shift, increased trust between Trumpf and ASML, and Trumpf now designs and supplies complete laser systems independently, ready for further growth as a full-service original module manufacturer.

This collaboration shows how TNO helps organisations not only to combat technical challenges, but also to successfully see through complex organisational change.



Improved control requirements through collaboration with Rijkswaterstaat and TU/e

From 2025, Rijkswaterstaat will apply standard synthesis-based engineering (SBE) when renovating movable bridges and locks to identify control requirements before they are included in tender dossiers. This is expected to lead to more efficient collaboration with marketplayers, shorter design cycles, and lower costs. The new way of working avoids ambiguity about how operating software should function and reduces the risk of unsafe situations. This decision came after a market consultation in 2024, with 19 market parties responding mostly positively. Rijkswaterstaat took this decision after successful pilots and years of collaboration with TNO and Eindhoven University of Technology (TU/e).

The adoption is backed by several years of research and development. SBE is an advanced method that uses system models to generate control logic from the system's control requirements. The synthesis algorithm cleverly computes through all possible scenarios – sometimes several billions of them –and guarantees that the output meets the requirements in each and every case. After successful pilots at locations including Den Oever and the Stevin sluizen locks, Rijkswaterstaat is now rolling out the method to every movable bridge and lock renovation.

Heavy-duty Electrification Tool supporting the logistics sector

The logistics sector faces the challenge of electrifying vehicle fleets, partly due to the emergence of zero-emission zones. Although cost models and TCO tools for electric trucks exist, there was still no solution to optimally align vehicles and charging infrastructure. TNO and the National Knowledge Platform for Charging Infrastructure developed the Heavy-Duty Electrification Tool as part of the Green Transport Delta – Electrification project. This freely accessible tool helps entrepreneurs transition to electric trucks more efficiently and cost-effectively, which is essential making the transport sector sustainable.

The tool analyses current logistics operations and translates them into specific requirements in terms of battery capacity, charging strategies, charging infrastructure required, and grid congestion solutions. Reducing the complexity of the transition towards clear operational and technological choices helps logistics companies prepare more effectively.

Cyber attacks on critical energy infrastructure in Europe are on the rise, becoming more frequent and more complex.

TNO and Jungle AI boosting cyber resilience of wind energy

Cyber attacks on critical energy infrastructure in Europe are on the rise, becoming more frequent and more complex. To improve detection, TNO conducted a realistic cyberattack on a wind turbine at the SWITCH field lab in Lelystad. The attack, including spoofing with falsified sensor data, was successfully detected by algorithms jointly developed by TNO and software company Jungle AI.

TNO combines sensor data, normally used for maintenance and optimisation, with network monitoring data. This approach makes it possible to immediately identify unusual behaviour and distinguish between technical failures and targeted attacks by ransomware groups or state actors. The results can be applied to multiple sectors that use operational technology, such as water, transport, and agriculture.

Venturing: Starting and strengthening new businesses

At TNO, new companies are quite literally born from our knowledge and technology. Sometimes TNO itself launches a spin-off: technology and often staff make the move to a new, independent company that further develops the technology and brings it to market. At other times, we help start-ups, both our own spin-offs and external companies, to scale up. We share knowledge, open up our network and make resources available so they can scale faster.

What these companies do next is what truly matters: they bring new products and services to market and create high-quality jobs. And even though they are independent, TNO often remains involved in the background as a sparring partner and knowledge provider.

In 2025, six TNO spin-offs were established and three strategic tech participations launched.

CEYAS: logistics automation spin-off

Logistics sites face pressing challenges: from truck driver shortages and inefficient port operations to a need to reduce CO₂ emissions. TNO's new spin-off Cost-Efficient Yard Automation Solution (CEYAS) was launched as an innovative solution for automated shunting.

The technology uses Light Detection and Ranging (LiDAR) for extremely accurate automation within 5 centimetres of the target. The system can be installed on any drive-by-wire vehicle and effortlessly scales to the

specifics of ports, distribution centres, and industrial estates. Trailers and infrastructure don't require any modifications at all.

The added value it delivers is enormous: up to 30% efficiency improvement in logistics flows, no more diesel emissions thanks to electric actuation, increased safety and accuracy, and cost savings by making personnel deployment more efficient. Drivers are freed from repetitive tasks and can get back on the road faster. CEYAS therefore offers a solution to multiple industry challenges.



Employees also often move to the spin-off to work as entrepreneurs.

Ace Biorefinery: bio-based circular economy spin-off

The material transition to a circular, bio-based economy received a major boost in 2025 with the establishment of TNO spin-off Ace Biorefining, which will bring TNO's Fabiola technology to market. To avoid the high costs and risks that a demo plant would entail, Ace takes a decentralised approach, deploying existing assets and expertise at partners worldwide to put the missing puzzle pieces in place.

The technology converts wood and biomass waste streams into high-quality green building blocks –cellulose fibres, sugars, and lignin in a cost-effective way. The strength of the invention lies in the high value created by all three of these streams, so much so that the business case can rely on selling 80-95% of the biomass as high-value end products. This process consumes relatively low energy and allows flexibility across various biomass streams such as roadside grass cuttings, reeds, and pruning waste. Ace is initially targeting existing markets, such as basic chemicals, adhesives, and bioplastics, to pave the way for advanced new applications including textiles, coatings, and consumer electronics in the future. With this spin-off, TNO is helping to reduce Europe's dependence on fossil raw materials and create a sustainable circular bio-economy.



AeroSense: wind energy & ecology spin-off

TNO spin-off AeroSense in 2025 is the product of more than 20 years of research into the interaction between wind turbines and birds. As the first such system worldwide, AeroSense can accurately detect and record bird collisions with wind turbines, including the exact conditions under which they occur.

The technology uses advanced vibration sensors that can measure the impact of objects as small as a few tens of grams on turbine blades weighing several tonnes. The system reliably distinguishes between actual collisions and other acoustic events, such as rain, lightning, or rotational noise. Successful pilots in the Netherlands, the US, and Taiwan have demonstrated robustness, including on offshore installations under extreme weather conditions.

The added value is substantial: factual data replaces extrapolation and guesswork, enabling evidence-based mitigation measures. This prevents unnecessary shutdowns of wind farms during migration periods, which benefits CO₂-neutral energy production. AeroSense thus contributes to both ecological protection and the optimal use of sustainable energy infrastructure.

Thoriant: plasma chemistry spin-off

The Brightsite partnership between TNO, Maastricht University, and Ebert HERA, led to the creation of spin-off Thoriant in 2025. The company develops innovative plasma technology that converts methane into hydrogen and high-quality hydrocarbons without CO₂ emissions, keeping carbon circular in the value chain.

The technology uses electric plasma flames that replace traditional natural gas combustion processes. This converts methane into building blocks for polymers and hydrogen to produce CO₂-free fertiliser, for example. Plasma – a fourth state of matter alongside solid, liquid, and gas – is the driver behind this sustainable conversion, at temperatures comparable to lightning or the northern lights.

This creates twice the added value: by keeping carbon in the chain, Thoriant prevents CO₂ emissions at the source, rather than relying on carbon capture and storage afterwards. This is crucial for the chemical industry, where ammonia plants and naphtha crackers are major CO₂ emitters. With a pilot plant under construction, Thoriant is looking at commercial roll-out from 2030, substantially accelerating electrification of the chemical sector.



Instant Productivity: AI-optimised work instructions spin-off

Valuable craftsmanship in industrial maintenance and installation processes is under threat from an ageing and retiring population. The TNO-spin-off Instant Productivity offers an accessible solution by revolutionising knowledge transfer with an innovative AI platform.

The technology combines simplicity with powerful AI. Employees use a tablet to film each other performing maintenance tasks and explaining each step out loud. AI automatically converts this input into structured, step-by-step written instructions, with accompanying videos for each step. The instructions can then be checked, corrected, and translated into any language.

The added value lies in how accessible and efficient the platform is: no complex systems requiring engineers, just a one-click solution that employees can operate themselves. This

guarantees accurate, hands-on training, directly from experts on the ground. New employees become autonomous faster, quality control improves, and business-critical knowledge is retained. The platform can be used in various sectors, from hardware maintenance to manufacturing and healthcare, and integrates with existing systems.

High Tech Binders: sustainable road construction spin-off

ECO-Bind, a sustainable alternative to petroleum-based bitumen, is being marketed by TNO spin-off High Tech Binders. Developed as part of the Advanced Solutions for Asphalt Pavements research project with Delft University of Technology, the product offers the asphalt industry a solution to the increasing scarcity and rising prices of traditional bitumen.

The technology uses biopolymers (PHBV) and bio-oils created by micro-organisms in wastewater treatment. Sludge is fermented into polymer-containing bacteria; the separated biopolymer replaces the bitumen, while the residue contains nutrients for soil fertilisation. ECO-Bind has been proven in the laboratory and will soon be field-tested under real-world weather and traffic conditions.

The added value is substantial: for the first time in a century, a real innovation in road construction with a major environmental benefit, delivering immense added value. With the global road network of 65 million kilometres and annual investments of 750 billion euros, the potential to completely replace fossil fuel-based bitumen offers huge opportunities for sustainability, reduced resource dependence, and cleaner surface water.

Equal1: quantum computing tech investment

As its first investment outside the TNO ecosystem, TNO Ventures took out a stake in Irish quantum computing company Equal1 in 2025. This strategic investment reinforced the Netherlands' role as a global hub for quantum, a key technology under the National Technology Strategy.

Using semiconductor technology, Equal1 is developing a full-stack quantum computer with AI layer, based on silicon spin qubits – technology jointly developed by TNO and Delft University of Technology. Quantum computers can solve complex problems that typical computers cannot, with potential breakthroughs in climate modelling, financial modelling, and AI.

TNO is investing to support promising deep tech start-ups and help them scale up faster. Equal1 is moving its R&D activities to Delft to take full advantage of TNO's expertise in nanofabrication and advanced materials.

Aiosyn: AI-pathology tech investment

Aiosyn marked a major milestone in 2025 with a funding round of 2.4 million euros from investors OostNL, LUMO Labs, Health Innovations, and TNO Ventures. This Dutch medical software company specialises in AI-driven pathology.

Aiosyn develops software that accelerates histopathological diagnostics through an AI analysis of diseased cells and tissues. The portfolio includes an AI model for breast cancer grading, quality control, and kidney diagnostics. Improved tissue analysis allows conditions to be detected faster and more accurately.

TNO believes investing in this innovation is in line with our mission to provide quality, affordable, and accessible healthcare. Through our research and lab facilities, TNO is accelerating the validation and implementation of AI innovation in clinical practice.

Fortaegis: chip security tech investment

In 2025, TNO Ventures took out a stake in Dutch deep-tech scale-up Fortaegis, which specialises in advanced chip security technology. Fortaegis develops security built into the chip, based on the unique physical ‘fingerprint’ of each device.

This technology is more secure and faster than traditional software solutions: no more cryptographic keys that need to be stored, preventing hackers from gaining access. The system is also resistant to attacks by quantum computers. Its applications include secure communications for drones and autonomous vehicles, protecting AI data in data centres, and securing telecoms and energy networks.

TNO is investing to support promising deep-tech scale-ups and bolster the Dutch high-tech sector. The collaboration focuses on federated learning and emerging networking technologies.

Holdings in investment funds

TNO Ventures has a stake in 12 Dutch early-stage investment funds to accelerate deep-tech innovation in areas such as AI, integrated photonics, and medical technology. This strategy sees TNO team up with promising start-ups innovating in critical technology areas.

Our fund portfolio includes DeepTech.nl, HighTechXL, Keen Venture Partners, LUMO Labs, Photon Ventures, Istart, Value Creation Capital, Uniq, SHIFT Invest, NXG Ventures, QDNL Participations, and Innovation Industries. By participating in these specialist funds, TNO is increasing its impact within the Dutch innovation ecosystem and helping deep tech start-ups bridge the notorious ‘valley of death’ – the critical phase where promising technologies often fail due to lack of venture capital.

Licensing: Sharing protected innovations

When TNO achieves a technological or methodological breakthrough, we protect it by filing a patent or obtaining other forms of intellectual property rights. We then license this knowledge to companies or public organisations that can apply it directly. Through our innovations, they then strengthen their own products and services, innovate further, and boost their competitiveness in the market.

Protecting the competitive position of licensees

TNO offers flexible licensing forms to suit the specific needs of organisations: from exclusive to non-exclusive licences and from fixed payments to royalties. This flexibility is essential because companies vary widely in their market dynamics, development capacity, and risk appetite. In this way, innovations can be broadly applied, with their value feeding back into ongoing knowledge development.

By combining a strong knowledge base, diligent IP protection, and flexible licensing models, TNO can deploy technology effectively across multiple sectors. Each year, we conclude national and international licence agreements under market terms that reflect the extent of use. We share research and development costs fairly and support innovations in making that final step to market launch.

Not all details on licences and technologies are made public; this protects the competitive position of licensees who can then confidently invest in further development and market launch.

Many TNO technologies lend themselves to applications in a variety of domains. TNO is keen to engage with companies, knowledge partners, and governments to explore appropriate routes for collaboration or licensing.

Cooling vest for military personnel

Inuteq B.V. and TNO jointly developed a patentable invention to help keep military personnel cool in the heat. TNO has entered into a joint patent management agreement with Inuteq B.V. granting co-ownership. Inuteq markets the invention, while TNO receives a share of the revenue.

The ReSpire ventilation vest tackles a major but often underestimated threat: extreme heat, which affects both the physical and



cognitive abilities of military personnel. The vest is designed to maintain combat readiness in any environment, improving soldiers' evaporative cooling by ventilating the torso with a controlled airflow. It uses straight air channels to minimise resistance and ensures that air flows exactly where it is needed, without any leaks. This design makes the ReSpire vest more effective than previous cooling systems.

Electrolysis and fuel cells

In 2025, TNO granted operating rights to POWALL, a Dutch start-up that develops ultra-thin coatings on powders. POWALL can now sell iridium oxide-coated catalyst powder consisting of boron carbide (B4C), under joint ownership of patent rights.

POWALL makes these powders more durable by applying nanocoatings, reducing the need for critical raw materials and improving overall efficiency.

Fine Steering Mirror: from space to semiconductor industry

Originally developed for aerospace applications, TNO's Fine Steering Mirror (FSM) technology is now finding its way into various industrial sectors. FSM technology enables optical beams to be positioned and controlled with high precision. By making this space technology available for industrial applications, companies can benefit from years of TNO research into high-performance optical systems. In 2022, TNO granted a licence covering the patent and know-how to DEMCON Focal Optics Manufacturing B.V. and then to FSO Instruments B.V. in 2025. These agreements enable FSO Instruments to elicit interest from clients in different markets.

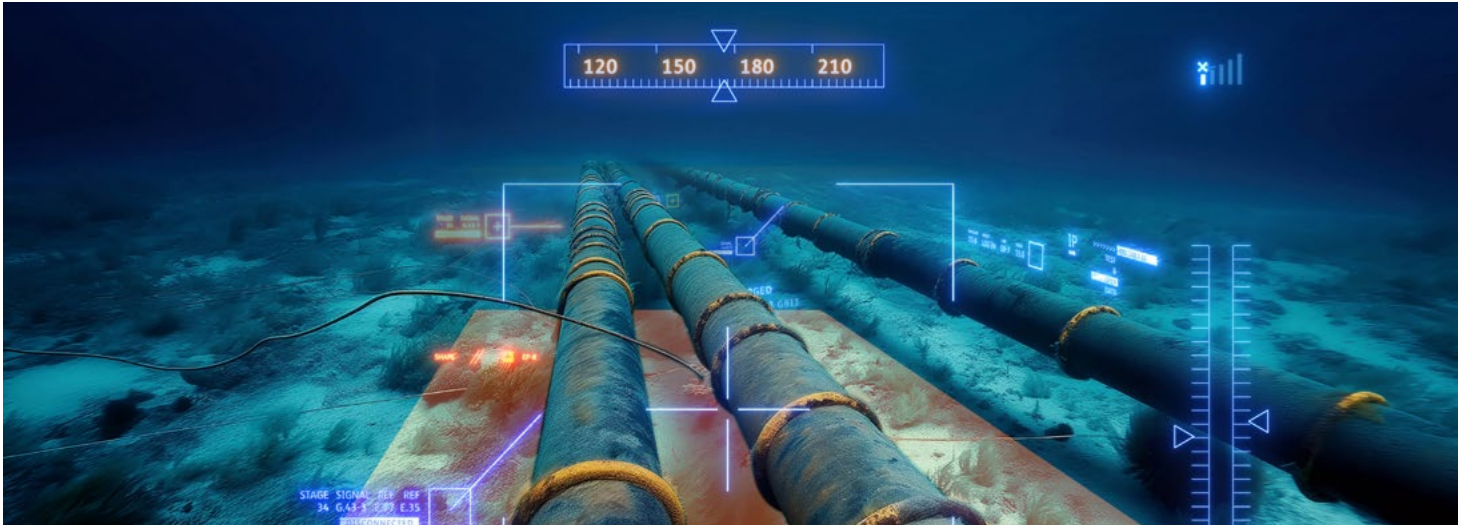
Sustainable employability

In 2025, TNO granted a copyright and know-how licence to Stichting Participatiefonds voor het Onderwijs, which advises on policy decisions and strategic personnel planning, by combining HR and strategic expertise with insights into primary education practice.

The foundation developed a digital platform that promotes job satisfaction and vitality. This platform uses questionnaires, scans, and other expertise developed by TNO in the field of sustainable employability.

Specials: our exceptional programmes

To remain competitive and meet the national R&D target of 3% of GDP, the Dutch economy needs large-scale innovation pathways. These exceptional national and European programmes – known as 'specials' – fall outside regular organisational structures and require a unique combination of expertise, network positioning, and implementation capacity. Thanks to our diverse knowledge and broad-ranging clout, TNO can take on the role of initiator, participant, or coordinator in these projects. These large-scale programmes bring together public and private stakeholders to collaborate on strategic innovation themes essential to the Netherlands' future.



SeaSEC 2025: helping to reinforce undersea infrastructure security

During the SeaSEC Challenge Weeks 2025, TNO teamed up with the Ministry Defence, industry, and knowledge institutes to work on innovative solutions to protect critical infrastructure on the North Sea bed. SeaSEC is not your typical defence exercise, but an open test environment where industry has the space to experiment with innovations under real-world conditions, including rough waves, changing currents, and limited visibility. In this test environment, TNO supported the deployment of autonomous vessels, sensors, and AI systems to quickly detect underwater threats. All data is analysed live at a dedicated Data Control Centre, where TNO plays its part in building up a shared threat picture. Thanks to this approach, TNO is accelerating the development of technologies essential for the security of digital communications, energy supply, and military operations at sea.

PIXEurope: Photonic Chip Pilot Line

PIXEurope is an ambitious EU project launched in June 2025 as the fifth pilot line under the European Chips Act. It is the world's first fully integrated open-access pilot line for photonic integrated circuits (PICs), which use light instead of electrons to process data essential for applications in telecommunications, artificial intelligence, healthcare, automotive, and defence.

The project leverages approximately 400 million euros in investment from the EU, national governments, and partners across eleven European countries, including the Netherlands. The aim of the project is to strengthen European technology sovereignty in the field of photonic chips.

TNO is playing a crucial role in this by setting up the world's only 6-inch pure play foundry for complex InP PICs. This factory acts as an open-access production line where European SMEs and large companies can have their own chip designs manufactured. This puts TNO at the heart of the European photonics ecosystem.

Netherlands gets its first AI factory – with expertise from TNO

In October 2025, it was announced that the Netherlands' first AI factory would be set up in Groningen as a national AI expertise centre with a supercomputer. The total investment amounts to 200 million euros, funded by the Dutch government (70 million euros), Nij Begun (60 million euros), and EuroHPC (70 million euros)



TNO is taking on a pivotal role as a dedicated Centre of Expertise for the consortium with SURF, AIC4NL, and Samenwerking Noord. TNO brings with it unique expertise, including the development of GPT-NL, the Netherlands' first large language model. We are supporting companies and researchers in three core areas: data management and integration for reliable datasets, AI support for model design and testing, and the development of frameworks for responsible AI in line with European principles.

The AI Factory strengthens the Netherlands' digital sovereignty and opens up state-of-the-art AI technology to SMEs, education, and government. The Centre of Expertise will open in mid-2026, with the supercomputer running at full capacity in 2027.

GPT-NL: responsible Dutch AI language model

Together with NFI and SURF, TNO has been developing the first large-scale Dutch AI language model. GPT-NL has been continuously trained only on legitimately acquired data since 2023. With 13.5 million euros in funding from the Ministry of Economic Affairs, the model provides a responsible alternative to language models in other countries that scrape data without permission.

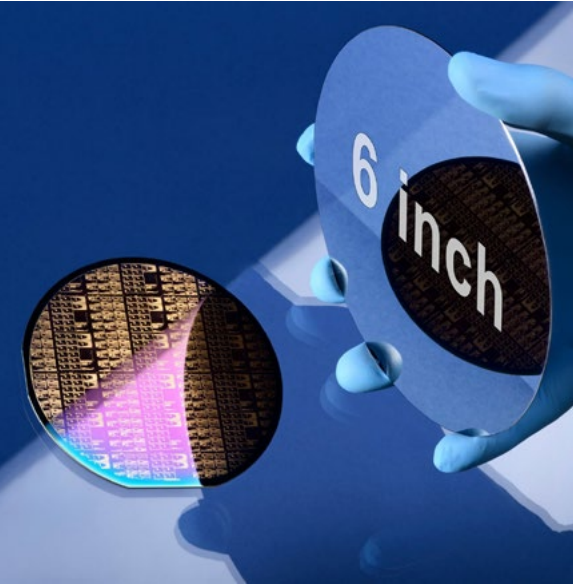
In July 2025, Dutch news publishers began working collectively with an AI developer for the first time—a world first. NDP Nieuwsmedia made its archives of 30+ news titles available; together with news agency ANP, this amounts to more than 20 billion tokens. This doubles the amount of high-quality Dutch training data in one fell swoop.

TNO guarantees transparency on the data used, payments for copyright holders, and compliance with EU regulations such as the AI Act. Training for the model started in June 2025 on supercomputer Snellius. The model will be released in the first half of 2026 to a select group of launch customers for them to work with TNO in controlled conditions. A wider rollout will follow later in the year.

SEAMIIC: smart automation for 3D printing production

The Smart End-2-End Additive Manufacturing Innovation Industry 4.0 Centre (SEAMIIC) testbed bridges the gap between advanced individual process steps and fully integrated automation in 3D printing production. With a focus on hyper-efficient post-processing, SEAMIIC offers SMEs and OEMs the chance to try it out before investing.

AM-Flow provides the basic technology to automate sorting, quality control, and packaging of printed parts, TNO brings robotics, data, AI, smart sensors, and optomechanics together, to connect the individual stations, creating a true Industry 4.0 solution. TNO is also exploring improvements to 3D cameras and ultrasound technology to check not only physical specifications but also structural integrity.



PixEurope puts TNO at the heart of the European photonics ecosystem.



Key to this is operator-centric design: automation doesn't replace employees, but makes their work more effective and enjoyable through digital work instructions and AI support. After testing, companies receive detailed system requirements to build their own automated production system.

National 6G Testbed: SMEs and start-ups exploring the future of mobile communications

On 7 October 2025, TNO launched the National 6G Testbed, allowing Dutch SMEs and start-ups to develop and test 6G applications, well ahead of commercial rollout in 2030. The testbed connects five regional field labs in Delft, The Hague, Eindhoven, Groningen, and Amersfoort.

TNO is coordinating this initiative under the Future Network Services programme, funded by the National Growth Fund to the tune of 203 million euros. The new 6G tech promises revolutionary improvements: 100x faster than 5G, minimal lag, and support for significantly more devices. New features such as 'sensing' help to detect movement, objects, and even vital signs.

Entrepreneurs will have access to cutting-edge infrastructure, expertise, workshops, and advice on funding opportunities such as MIT schemes. For example, an agritech start-up could test out sensor technology in Delft and then scale up to drone experiments in Groningen. More than 100 companies have already shown interest, underlining the urgent demand for early 6G access.

CompetentNL: national standard for skills-based labour market

In September 2025, the Netherlands gained a uniform language to describe what people can actually do, regardless of their diploma or CV. CompetentNL is the national standard for describing skills, forming the basis for an agile labour market that is inclusive and future-proof.

TNO developed CompetentNL together with the Employee Insurance Agency (UWV), Cooperation Organisation for Vocational Education, Training, and the Labour Market (SBB), and Statistics Netherlands (CBS), commissioned by the Inspectorate of Social Affairs and Employment (SZW) and Dutch Ministry of Education, Culture, and Science (OCW), with support from the National Growth Fund. The skills language describes and links the skills of all occupations and senior secondary vocational education (MBO) qualifications in the Netherlands. TNO provided the scientific underpinning for this data foundation and ensures that bias is prevented.

TNO has developed a three-step plan to help companies determine the best sustainable alternatives to the nine most commonly used fossil-based plastics.



By looking at what someone is truly capable of, this can create fairer opportunities. Employers can find the right candidates faster, while jobseekers without the right paperwork but with the right skills are given a chance to receive suitable work. CompetentNL is accessible via an online viewer and API for tool builders who integrate the data into their own applications.

Bio-based plastics: making the right choice for a sustainable transition

Plastic production needs to become more sustainable and replace fossil raw materials with renewable carbon. However, choosing between different sustainable alternatives is not straightforward. TNO developed a three-step plan to help companies determine the best sustainable alternatives to the nine most commonly used fossil-based plastics.

The plan identifies three routes: alternative bio-based polymers that perform the same function, drop-in bio-based polymers where biomass makes copies of the current building blocks, and CO₂-based polymers from captured CO₂. The optimal mix is determined for each product and application.

The approach compares options on their sustainability and economic feasibility, allowing companies to make informed choices that fit in with both their environmental goals and business realities. This supports the transition to a fully sustainable plastics system, doing away with the need to rely on fossil resources.



'We now know where the bottlenecks are and what needs to be done about them.'

HERACLES: laying the foundation for medical research by harnessing existing data

The Netherlands holds vast amounts of medical data, but it remains largely untapped for medical research. The HERACLES project brought together doctors, a patients' association, health insurers, pharmaceutical companies, and knowledge institutions to explore how data can be better leveraged, while keeping data holders in control and protecting privacy. Following intensive collaboration, a clear diagnosis of the problem and a direction for the solution are now in place, just in time for the implementation of European regulations.

Ton Peters, Associate Director of Evidence
Generation Benelux at Johnson & Johnson

‘TNO helped to connect divergent interests and keep focus on the common outcome.’

For Ton Peters, the reason behind HERACLES was clear. Representing pharmaceutical company Johnson & Johnson, he wants to learn from real-world data. ‘Does a medicine or treatment actually work in practice? It would be hugely helpful to a doctor treating someone for a disease if they could see how similar patients have been treated elsewhere and what the results have been. That information is out there, but it’s far from accessible all the time. We would like to be able to access real-world data in response to a question.’

Harnessing existing medical data is crucial for better patient care. A doctor could select the right treatment faster, while researchers could identify patterns that small-scale research alone would never reveal. And patients would get access to knowledge about similar cases of their condition. Those data troves are already there – in hospital systems, with health insurers, and GPs – they are just not accessible yet, but the technology is in place to ensure the data can be used without violating privacy.

Real-world data also has a second crucial function, Ton explains. ‘We as a company can develop the most wonderful innovations, but ultimately they need to be able to reach patients, and for that you need the data as

well.’ Authorities increasingly want certainty in advance when deciding whether to include an innovation in the basic benefits package. They consider not only the medical benefit but also the budgetary impact for society. ‘Data from clinical trials is important, but you only get the complete picture when supplemented by insights from real-world medical data’, says Ton. ‘Without effective collaboration with healthcare professionals, we cannot interpret and deploy those insights in the right way. And if the data is there but can’t be used, then uncertainties remain in the review and you develop something that doesn’t end up reaching the patient.’ HERACLES brought together an extraordinary combination of partners, including the Netherlands Comprehensive Cancer Organisation (IKNL), Johnson & Johnson, teaching hospitals, health insurers, PHARMO, and TNO. This diversity proved to be both a strength and a challenge, Ton points out. ‘The first year was needed to get to know each other and align our various interests. A health insurer wants to procure care efficiently at the lowest possible price, while a pharmaceutical company wants to keep innovating at a decent price. Parties were probing how they could reconcile these different perspectives. ‘And that does take time,’ Ton says. ‘If everyone remains stuck in their own silos, they won’t find any common

ground. But as we started talking to each other more, the picture changed. Once you find something that you both believe in, you can make progress.’

HERACLES had three main work packages. The first focused on the medical question: how do you analyse data and produce reliable answers? The second was more technical and explored what infrastructure, data spaces, and privacy technologies are needed. And the third was about governance: how to ensure everyone stays in control of the data. Each partner brought specific expertise: the hospitals provided medical knowledge, IKNL assessed data quality, PHARMO linked the data sources, and health insurers shared insights into their data.

TNO’s independent position played an important role in the project, Ton says. ‘Like the other parties involved, TNO’s involvement as a neutral party enabled it to contribute towards a common goal: advancing innovation and making it applicable in practice. By acting as a moderator and coordinating a number of work packages, TNO and the other project partners helped to smooth out the differing interests and keep them focused on the shared outcome. This collaborative approach made all the difference.’

About two years after the project began, the interim report was published. The reactions marked a high point for Ton: a sense of recognition and affirmation. ‘People said how important the findings were. Everyone already thought it was like this, but we managed to prove it’, he says. ‘The final report offers a more complete story, but the interim report very clearly shows what we learnt. And those lessons are significant. HERACLES has mapped out why medical data is not widely

re-used in the Netherlands. We identified what the specific obstacles are, which means we now also know what we need to do to overcome them.’

‘The diagnosis is clear’, says Ton. ‘The data is fragmented, not standardised, and difficult to link. But the good news is that the basic technology is already there. Data spaces and privacy-enhancing technologies do exist.’ What matters now is the next step. ‘Specifically, we need standardisation so that different systems understand each other, along with proven templates that really work in practice,’ he explains.

Now equipped with this knowledge, the Netherlands can take targeted action, also with a view to the European Health Data Space (EHDS) – a European regulation that will ensure better access to health data within Europe. The EHDS requires Member States to set up the infrastructure to make data available for direct patient care as well as for research, innovation, and policy. ‘What we have established with HERACLES is exactly what the Netherlands needs to properly implement that regulation’, Ton says. ‘We now know where the bottlenecks are and what needs to be done about them.’

For Ton, it is also essential that the work is not left unfinished. Once HERACLES is over, we need to keep up momentum: otherwise, we risk all that work being for nothing.’ With a clear diagnosis, a strong network, and the EHDS regulation, the Netherlands can now focus on making medical data accessible for research.



Stefania Monni on technology,
security, and resilience

‘People
underestimate
the importance
of technology.’

For nearly 25 years, Stefania Monni has called the Netherlands home. She came to Eindhoven as an Italian student, stayed on for her doctoral research, and rose to become a senior scientist at TNO's Radar Technology Department. She is also a part-time professor at the Eindhoven University of Technology. At TNO, she leads the ‘antenna team’ comprising specialists who work daily on one of the most complex and essential technologies for our security.

‘Resilience and robustness begin with technology.’

‘The work is constantly changing and that keeps me on my toes’, says Stefania. In her day-to-day work, she develops antenna concepts that determine what a radar can detect. ‘An antenna is like the mouth and ears of the system. It sends energy out into the environment and recaptures it. What radar does is detect objects, such as aircraft or missiles, that we can’t see with the naked eye, day and night, in any weather condition. This allows you to protect airports, ships or military installations, for instance. If we use the right waveform, we can even distinguish small objects, such as cheap drones.’

New threats, new technology

The security environment evolved rapidly last year. Swarms of drones, hypersonic weapons and an increasingly congested electromagnetic spectrum make Stefania’s work more urgent than ever. ‘Hypersonic objects move so fast that we’re working against the clock. That means that our antenna design, together with power amplification and signal processing, must constantly evolve. TNO radar departments offer a unique research environment to tackle these challenges, where the antenna team closely cooperates with the integrated circuit team and the radar system and signal processing teams. We now have an integrated array-antenna-IC concept that can radiate an unprecedentedly high level of power.’

Robustness and resilience

We increasingly hear the terms ‘resilience’ and ‘resilient society’. According to Stefania, robustness and resilience begin with technology. ‘Without technological knowledge, you can’t have a strong economy, security, or industry. Think of aviation safety, preventing collisions with autonomous vehicles, coastguard operations, or monitoring space debris. All these applications help make the Netherlands safer and more resilient. If you focus specifically on defence, the situation in Ukraine demonstrates that modern threats can be unexpected and multifaceted. This shifts our priorities: we need to innovate faster, collaborate more, both multidisciplinary and internationally, and develop technologies that are broadly applicable. New developments sometimes come from the defence sector, sometimes from the civilian market, such as mobile or satellite communications. Through this cross-pollination, we can develop technology faster and apply it more effectively.’

Adaptability and a clear vision

According to Stefania, adaptability is key to security. ‘Radar systems that can adapt themselves to their environment – for example, to congestion in the spectrum or unexpected threats – are becoming increasingly important. Flexible antennas, intelligent software, integrated systems: that’s

the future.’ Furthermore, a European vision and an executable industrial strategy are essential. ‘In the space sector, we’re contributing to a process in which the Netherlands Space Office, and the Space National Delegations of other countries that are members of the European Space Agency (ESA) are developing technology roadmaps. These form the basis for lists of critical space technologies within European space and defence organisations, which are used to define the objectives of European research programmes. This harmonisation process is extremely important but requires time. Time we don’t really have given the current geopolitical situation. The question remains: what happens once these lists are drawn up, so we can actually start strengthening European industry and capability.’

TNO's strength

What motivates her daily? ‘There’s always a new puzzle. We’re constantly searching for solutions that push closer to the limits of physics. Transmitting more energy, measuring more sensitively, enabling and exploiting new materials and manufacturing technologies: it requires creativity.’ TNO provides a special environment for this, she believes. ‘We have excellent laboratories and measurement facilities. But we don’t just build theoretical models. Together with industrial partners, operating both in the civilian and defence domains, we look at how we can apply the technology in their products. That’s precisely TNO’s strength: we connect different domains.’

Energy and fulfilment

Where does Stefania get her own energy from? ‘Those moments when a new insight suddenly opens up a new challenge, often a research assignment that builds directly on what we’ve just discovered.’ And seeing young talent develop and grow is incredibly satisfying.’ She also values the freedom to shape her own research agenda, though with one important clarification. ‘Everything we do is purpose-driven. It always stems from a question from a stakeholder. The better you understand their context, the stronger your solution becomes.’

Valuing technological knowledge

Stefania’s wish for 2026? ‘I’d like people to better understand how important technology is for our daily comfortable lives, and for our security and economy.’ We benefit from innovations, but according to her, we invest far too little in them. ‘Education is key aspect. More attention is needed at school to cultivate love and appreciation for technical subjects. Moreover, you see Philips divisions and companies like NXP, Ampleon, and Nexperia ending up in foreign hands. That means losing control over crucial technology. If we take our future seriously, we must value, strengthen, and protect our technological knowledge. Only then can we preserve security, freedom, and prosperity. TNO contributes to raising this awareness.’



Our people

Our people are the beating heart of TNO. Their curiosity, their expertise, and their professionalism are what allow us to have a positive impact on society. That is why we invest in fostering an inspiring environment where colleagues can excel, collaborate with top experts both within and outside of TNO and continuously discover new perspectives. We are reinforcing our AI knowledge, encouraging growth through leadership development, and providing space for groundbreaking, entrepreneurial work. And all completely in line with our core values: independence, integrity, collaboration, entrepreneurship, and groundbreaking innovation by pushing boundaries.

In a world where the labour market remains structurally tight and technological and geopolitical developments follow one another in rapid succession, we at TNO are building an organisation that puts people first. Stricter regulations and scarce housing make attracting international colleagues increasingly challenging. This calls for agility. At the same time, we offer a working environment where employees can develop themselves, maintain their vitality and do meaningful work. This requires continuous alignment between what we as an organisation need and what employees are looking for a relationship that adds value for both parties.

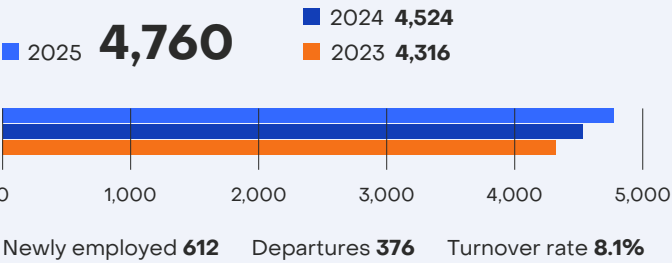
This agility translates into a strong commitment to talent development, internal mobility and equal opportunities. We embrace diversity and are building an inclusive and safe working environment in which everyone feels seen and valued. Vitality and mental workload remain important areas of attention, as is also reflected in our materiality analysis. We therefore focus our policy on prevention, healthy working conditions and a culture in which open dialogue is a matter of course.

Our responsibility for safety, physical, mental and digital, is also growing. Through proactive risk management, strengthened security and a learning culture, we ensure that everyone can work safely and with confidence. In doing so, we lay a solid foundation for the sustainable employability of our people and for the realisation of our societal mission.

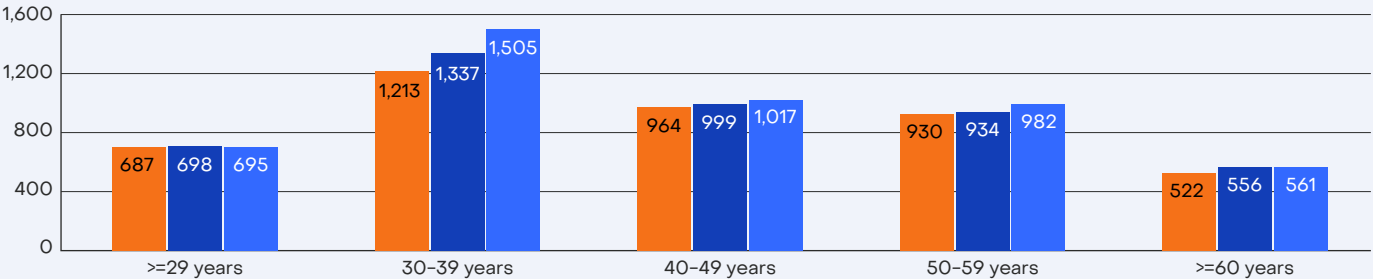
Together with our partners, TNO is accelerating the development of pioneering and innovative quantum technologies.

Our people in figures

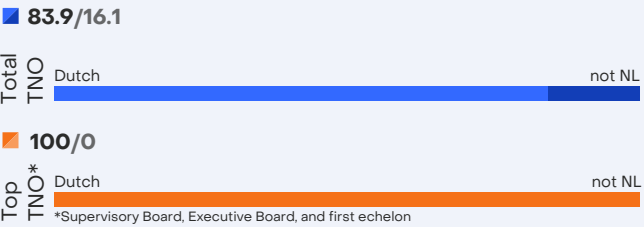
Number of employees (as at 31 December)



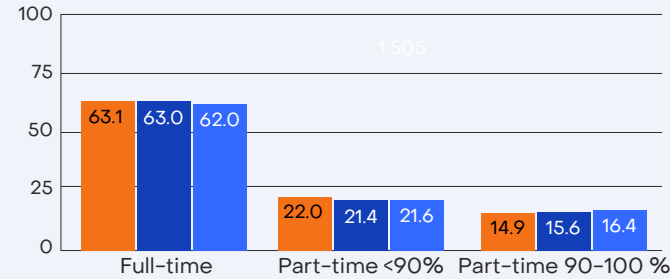
Age composition (number of employees) ■ 2023 ■ 2024 ■ 2025



Nationality (in %)



Full-time/Part-time (in %) ■ 2023 ■ 2024 ■ 2025



Sick leave

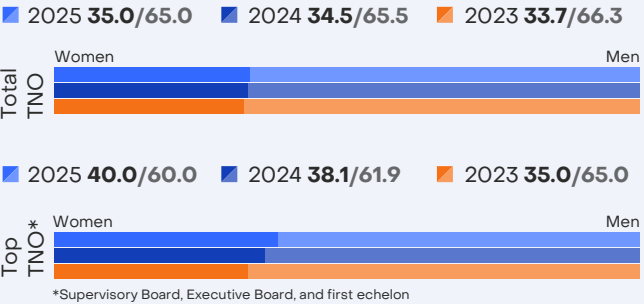
4.73%

Reporting frequency

1.37



Gender balance women/men (in %)



Type of contract
Fixed-term

449
9.4%

Permanent

4,311
90.6%



Employee engagement

2025 **7.3**

2023 **7.4** 2022 **7.2**

Due to a shift in the EES from Q4 to Q1, no measurement was carried out in 2024.



New colleague recruitment

TNO receives a large number of applicants for specialist positions where the candidate profile is very specific. Experts in their field are often already familiar with TNO and know how to find the organisation for vacancies within their area of expertise. More challenging is the recruitment of support staff in a tight labour market.

TNO's appeal lies in its unique position at the intersection of academia, industry, and government. Our people have the freedom to shape their own work and choose research topics. The sense of purpose that comes from working on issues of societal importance also plays a significant role.

Employee engagement

TNO continuously invests in creating an enjoyable working environment that stimulates learning. The annual Employee Engagement Survey reveals that colleagues enjoy a high degree of job satisfaction and are challenged by their work. Overall satisfaction remains high with a score of 7.3.

At the same time, TNO has identified areas for improvement. Work-related pressure and stress require our attention, especially among specific groups of employees. TNO is investigating the underlying causes and taking targeted measures. Reducing administrative burdens, strengthening leadership skills, and increasing autonomy have been proven to help reduce stress at work.



Ensuring psychological safety is crucial to the improvement approach. TNO strives to create an inclusive culture, where everyone feels valued and heard, regardless of their background or position. This benefits not only well-being but also engagement and talent retention.

Research group restructuring

In 2025, we restructured the Wind Energy and Biobased Circular Technologies research groups within the Energy & Materials Transition unit. This followed the strategic choices made in the portfolio review. In addition, the size of the Powertrains research

group within the Materials & Built Environment unit was adjusted to make the department future-proof and financially sound. Every effort has been made to support the employees concerned in seeking new opportunities, either inside or outside TNO.

Future Pensions Act

In 2025, we adopted the Future Pensions Act Transition Plan. With this plan, the Executive Board and the Works Council are requesting the TNO Pension Fund to implement the new pension scheme from 1 July 2026 and transfer the accrued pension entitlements and pension benefits to the new scheme.

Training and skills development

The 2026-2029 strategy calls for new initiatives from management. TNO is shaping this through a two-year leadership programme. During this period, managers will receive training and peer coaching to develop themselves to tackle the challenges posed by the new strategy.

The Fast Track – The Future Leader Programme prepares young talent for leadership roles. In 2025, 43 TNO employees successfully completed this intensive two-year programme. They are the next generation of leaders who will work to achieve TNO's strategic ambitions.

With the GenAI@TNO programme, the organisation is accelerating the use of generative AI in research and business operations. More than 2,200 employees attended training on the use of GenAI tools. GenAI is increasingly becoming part of our day-to-day operations, both in customer projects and our internal processes.

Mental health & safety

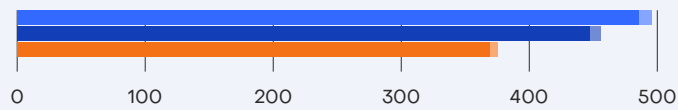
Health and vitality

Our employees' health and personal development are key to their well-being and job satisfaction. In 2025, we implemented several initiatives to support employee health. The TNO Mind Matters programme, launched in 2024, has seen strong growth in uptake. Employees can talk to a psychologist anonymously and without obligation or any need to involve their manager. The TNO Vitality Check also remains a valuable initiative. Over 400 employees took part in Groningen, Leiden, Helmond, and The Hague. The check provides insight into metabolic age, body

Safety incidents

(amount/percentage of follow-up in timely manner)

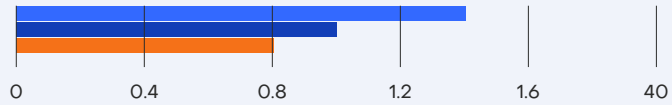
■ 2025 **495/98%** ■ 2024 **455/98%** ■ 2023 **375/98%**



Total Registered Incident Rate (TRIR)

(number of incidents per 100 fte per year)

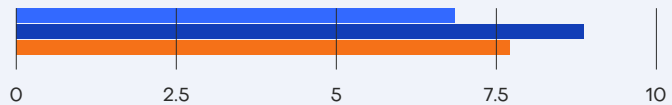
■ 2025 **1.4** ■ 2024 **1.0** ■ 2023 **0.8**



Medical Treatment Cases (MTC)

(number of medical treatments without sick leave per 1,000,000 worked hours)

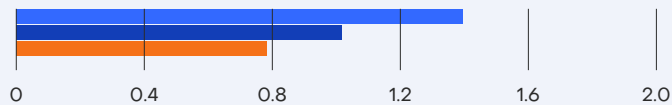
■ 2025 **6.83** ■ 2024 **8.85** ■ 2023 **7.69**



Lost Time Incidents (LTI)

(number of incidents with sick leave per 1,000,000 worked hours)

■ 2025 **1.39** ■ 2024 **1.02** ■ 2023 **0.78**



composition, blood pressure, and glucose levels. The accompanying questionnaire on psychosocial stress gives employees the insight and tools they need to boost their own vitality and sustainable employability.

In 2025, TNO concluded the Vital Organisation programme. Over the past four years, the programme has promoted vitality at an organisation, team, and individual level. We have reduced bureaucracy, strengthened collaboration, and raised awareness of what we offer our people to improve their vitality. Now that the programme is reaching an end, departments are taking over the activities. All projects were embedded within departments, so that they can continue in the long term.

Drawing on topical themes and awareness days, such as World Mental Health Day, TNO managed to reach thousands of employees with tips and initiatives on mental health. Vitality ambassadors organised more than 50 initiatives. Over 200 managers attended a new vitality training course for managers and project leaders in 2025, who are now applying the tools with their people. Employees used the 'Connecting in Teams' toolkit to discuss workload and collaboration. And removing dozens of bureaucratic steps is making for faster and simpler processes.

Employee vitality remains a priority. From 1 January 2026, the Central Reintegration Team will be renamed the Health & Vitality Desk and will gain a new vitality manager. The network of ambassadors remains active and teams can continue to request interventions through performance coaching.



Safety at work

As TNO conducts research into innovative solutions, it often uses complex research facilities and makes every effort to provide a safe and healthy working environment. TNO's management system – which includes Safety, Health, and Environment (SHE) – covers every single corner of the organisation (including employees) and falls under TNO's ISO 9001 certification. TNO does not report separate figures on externally contracted staff; these are defined as employees on this topic.

When it comes to health and safety, TNO proactively manages the short- and long-term risks to our people. In 2025, work began in the first two units (Defence, Safety & Security, and Energy & Materials Transition) to measure the safety culture within our own organisation, using a method developed by the TNO Health & Work unit for external companies. This will be extended to the rest of TNO in 2026.

A new SHE training course for managers has been developed, focusing on leadership, i.e. leading by example and arranging the right conversation about SHE within your own department.

TNO wants employees to report dangerous situations and incidents, and learn from them. To encourage employees to report all dangerous situations and incidents, a clear target has been set.

Employee vitality remains a priority.



TNO conducts structured accident investigations into the causes of serious incidents and dangerous situations. In 2025, investigations were launched into 16 incidents. In 2025, TNO submitted a total of seven external reports. Five reports were made to the Netherlands Labour Inspectorate, three of which related to workplace accidents and two to ARIE obligations. Two reports were made to the competent authority for environmental matters. Learning points from these accident investigations are shared in the relevant departments and also throughout TNO.

Equitable treatment and opportunities for all

Diversity, equity, and inclusion

Recognising and embracing diversity and knowing how to collaborate despite differences, contributes to innovation and boosts our societal impact. We work to create a respectful, inclusive work environment where leaders are aware of their responsibility to guide different perspectives and backgrounds. This can only happen if employees feel safe enough to voice their opinions, ask questions, and make mistakes. Their contribution matter, regardless of their background or who they are. And they stay fully engaged when development opportunities and appreciation are distributed equitably, not determined by chance or by who they know. To safeguard this, TNO creates a working environment where diversity, equity, and inclusion (DEI) are fundamentally embedded in a fully integrated approach.

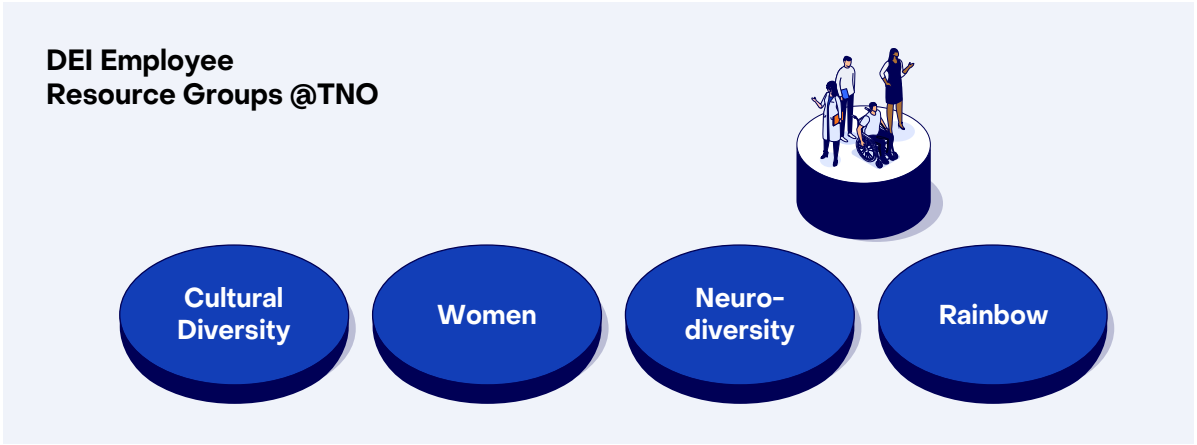
In 2025, a variety of initiatives were undertaken. Several management teams followed Cultural Intelligence training, while project managers

attended sessions on inclusive project management. We translated the goals for the Gender Balance in the Scientific Top into concrete actions and responsibilities. An action plan has been drawn up to improve the accessibility of our buildings. Once again, 16 pairs worked together to learn from each other's perspective in the 2WayMentoringProgram. Additionally, a trainee project was launched to further embed our language policy, in view of our increasingly international workforce.

On Diversity Day, our units and Services Organisations each arranged a lecture, meeting or event on a DEI topic, with managing directors serving as a moderator or speaker. As a result, we reached over 1,000 colleagues. The DEI Employee Resource Groups organised activities to help broaden perspectives. As such, on two locations an Iftar gathering was held during Ramadan, and we took part in Leiden Pride with our own boat. Employees could attend lectures and meetings on hypersensitivity, autism, menstruation, menopause, and LGBTQIA+ topics.

TNO Social Personnel Fund

The TNO Social Personnel Fund (SPF) supports members in need of financial assistance, in complete confidentiality. The fund provides loans and donations, such as for a holiday and to provide a financial coach. SPF regularly organises campaigns linked to themes including sustainability and energy saving. It can be difficult for people to ask for help. For this reason, the focus is always on lowering barriers and raising awareness of the SPF. The SPF is an independent foundation, established in 1951.





Martijn van Roermund on the role
of diversity in leadership

‘Real impact is driven
by the best people.’

Together with his deputy head of department, Martijn van Roermund manages around 60 people. The Reliable Structures department now has 13 nationalities, 35% are women. ‘Diversity is not an end in itself’, Martijn believes. ‘A goal is to make impact through research. To do that, we need the best people. That means, for example, being willing to look outside of the Netherlands.’ For his dedication to diversity, equity, and inclusion, Martijn was awarded the TNO Kaleidoscope Award in 2025. A prize for colleagues who commit themselves with passion and dedication to DEI.

‘Inclusion relies on everyone continuously taking a genuine interest in their colleagues.’

Reliable Structures’ work directly impacts society. The department investigates the structural safety of major infrastructure in the Netherlands: bridges, locks, wind turbines, high-rise buildings, and flood defences. ‘If something is built to standard, you can bet we’ve played a part in its safety.’ The Groningen case also lies largely with his department. TNO provides the scientific basis for this: what caused the damage and what does that say about comparable homes? ‘We primarily try to speed things up by grouping homes by type. That way, the government can support a whole group of homeowners at the same time, so they know where they stand.’

Future-proof construction

Beyond running urgent calculations for major bridges in the Netherlands, the department also focuses on the future: climate change, heavier loads, and ageing infrastructure all call for new insights. ‘Much of the infrastructure is coming to the end of its lifetime. We help commissioning parties to prioritise and develop standards for replacement, so that we can start building in a future-proof way right off the bat.’ Martijn is proud that the long-term collaboration with Rijkswaterstaat is continuing. ‘In 2026, we will start a new long-term programme. That trust in us means a great deal and tells us that our research is having an impact.’

Looking beyond borders

To make a real impact, Martijn says you need a motivated team that is balanced. ‘I used to work in the wind energy sector, in an international, English-speaking environment. We lacked that external focus here, so we have worked to strengthen it. If you also look beyond borders when recruiting, it opens up significantly more opportunities. It requires tailor made solutions and language lessons, but that investment pays off. I’m also convinced that a diverse workforce and better gender balance make for better results.’

Improving connection and engagement

Promoting inclusion and diversity is something Martijn sees as a natural part of his everyday work. Inclusion does require continuous attention, though. ‘That was clear from the results of an employee survey’, says Martijn. ‘We concluded that more experienced Dutch-speaking colleagues felt much more comfortable than our English-speaking starters. We raised that in a departmental meeting and took action. Besides the weekly kick-offs and team meetings, we held one-on-one sessions and launched ‘Reliable Sessions’: a fortnightly one-hour session where colleagues can share something about their background, a hobby, a trip, or how they got through a difficult period. This is how we improve connection and engagement among ourselves.’

Sincere interest

‘That commitment grows even stronger when you have the freedom to seize the opportunities you see. And that freedom is exactly what we get at TNO. For example, we now have a greater international presence on standardisation committees, because we believe it’s important to have those contacts.’

‘Something that energises me is how driven our people are. Everyone here is motivated by a passion for research and the positive change it brings to society. Plus the conviction that together with a diverse team, we are working towards making the Netherlands safer and more accessible.’ His practical advice to other managers is: ‘Achieving diversity is not that difficult. Inclusion relies on everyone continuously taking a genuine interest in their colleagues.’



‘Starting small, learning quickly, and building the partnership step by step has worked extremely well for us.’

A fresh look at energy storage: Ore Energy

Each year, Europe loses dozens of millions of euros in green electricity, all because the grid cannot cope with that much energy at that time of day. Ore Energy is developing a solution using the most everyday of materials: iron, air, and water. With a successful grid installation in Delft under its belt and a promising European pilot project on the horizon, this Dutch start-up is demonstrating how long-term energy storage can help move the energy transition a decisive step further.

‘More and more green electricity is lost because the grid cannot cope with that much energy at that time of day. It’s like trying to feed a large family with a mini-fridge.’

Some 173,000 terawatts of energy reach the Earth every second –enough to power the planet for seven years. Yet, the transition to renewable energy is still posing problems. The sun doesn’t always shine and the wind doesn’t always blow. The main issue is not only how to generate clean energy, but how to store it so we can use it when we need it most. For Ore Energy, a Dutch start-up working on pioneering battery solutions with support from TNO Fast Track, this issue is the driving force behind its innovation.

The storage problem: billions of euros lost

‘More and more green electricity is being lost because the grid cannot cope with that much energy at that time of day’, says Aytac Yilmaz, CEO of Ore Energy. It’s like trying to feed a large family with a mini-fridge.’ Some of it is lost, so when it comes to the time you need it most, there isn’t enough available.’

This mismatch between supply and demand not only puts the brakes on the energy transition, but also increases energy prices for everyone and causes grid instability. In the worst-case scenario, entire cities may face power cuts or delays in getting new power connections.

Back to basics: iron, air, and water

The choice of iron, air, and water is no accident. Where many energy storage companies use lithium or cobalt scarce materials that entail complex geopolitical and ethical issues Ore Energy went back to basics. Their iron-air battery uses an age-old chemical principle: rusting and de-rusting of iron.

And with compelling benefits: the batteries can store enough energy for up to 100 hours, making them ideal when there are continuous interruptions to solar or wind production. They are non-flammable, contain no toxic

materials, and make use of iron, water, and air: resources that are abundant in Europe. ‘These features make our solution not only safe and cost-effective, but also strategically aligned with Europe’s energy independence goals,’ explains Yilmaz.

World’s first grid connection

This summer, Ore Energy reached a major milestone, installing Europe’s first grid-connected iron-air battery system at The Green Village at Delft University of Technology.

Building on this milestone, Ore Energy will run a pilot project in early 2026 at EDF Lab les Renardières in France, as part of the EU-funded StoRIES programme. This will mark the first time in Europe that an iron-air LDES system will be tested in a realistic utility environment. For several months, the system will provide operational data under varying load profiles and seasonal conditions, serving as valuable input to develop the technology further.

Strategic collaboration

The road to that first iron-air battery system began with a simple survey carried out by TNO Fast Track. The collaboration then gradually grew from there. It started with a joint expert session that helped Ore Energy refine its approach. The parties then drew up a test plan together to validate the technology, which was executed in TNO’s lab facilities.

‘Starting small, learning quickly, and building the partnership step by step has worked extremely well for us. From the very beginning, it was clear that TNO Fast Track was initiated with the ambition to support scale-ups like ours’, Yilmaz says. ‘They really understood what a deep-tech start-up and scale-ups needs. Having access to facilities so early on with the credibility TNO provides has been invaluable.’

The collaboration secured a grant through the SME High Tech Call and it has significantly cut down on Ore Energy’s development time. More importantly, TNO’s seal of approval increased investor confidence and opened doors to strategic partnerships, while avoiding costly detours. A future where energy storage at scale becomes the norm is fast approaching.

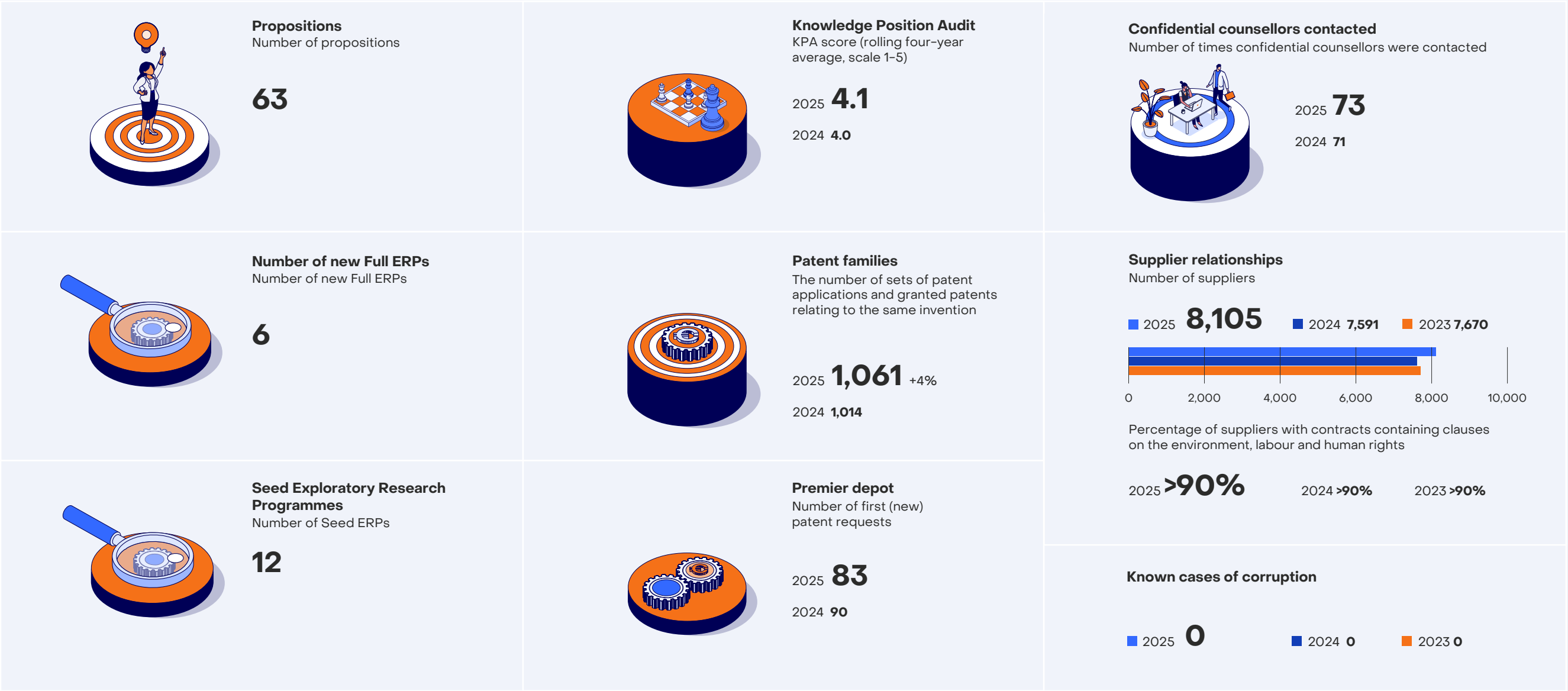


Our foundation

We work in a dynamic environment with complex collaborations. There are no standard solutions: our work requires creative, professional and ethical judgements. This calls for both guidance and room to manoeuvre. It requires knowledge development that is attuned to the outside world and the ability to seek out unexpected solutions.

Within this creative framework, we operate independently and with integrity. At the same time, various forms of legislation and regulation bind us to defined parameters. This balance demands an organisational foundation that offers our employees the freedom to act professionally, within clearly defined boundaries.

Our foundation in figures



Knowledge development and application

TNO manages strategic research programming through a portfolio of 63 propositions. Propositions are logical combinations of offers and opportunities, with the unique promise of adding value for clients in the relevant market. A proposition consists of a mix of technologies, methodologies, funding sources, and investments.

TNO adopts a structured knowledge development process. This builds on the Knowledge and Innovation Covenant 2024–2027, national and international developments, European policies and statutory tasks such as defence research, and the Geological Survey of the Netherlands. Ultimately, decisions are driven by TNO’s vision of technology development in the areas where we add value and have the potential to make an impact, as a leading innovator.



Seed Exploratory Research Programmes

Under the Seed Exploratory Programmes (Seed ERPs), TNO investigates the potential of a new technology or methodology. These programmes run for one year, focusing on the substantive feasibility, expected impact, and establishing collaborations with the right partners.

From the Seed ERPs, we select the top 50% based on development potential for progression to the Exploratory Research Programmes (ERPs).

Exploratory Research Programmes

The Exploratory Research Programmes (ERPs) are a pathway to develop new technologies with considerable social and economic potential, in coordination with prospective future partners. A programme can run for a maximum of four years, with the go/no-go decision made after two years.

Six new ERPs were launched in 2025: cyber secure systems by design, smart chemical industry, BioAlert innovative early warning system through biomarkers, industrial ethylene electrolysis, future-proof smart logistics, and highly sensitive and highly selective optical gas sensing.

Shared Research

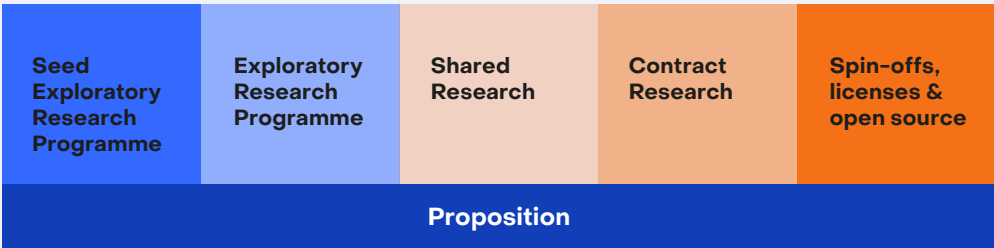
Under Shared Research, we take knowledge development forward with financial input from clients and partners, coordinated around substantive developments. This can be done, for example, through a public-private partnership (PPP) with companies, participation in a European consortium in the context of the European Research programme, a National Growth Fund, or an Open Dynamic Consortium, such as the Holst Centre.

Contract research

In the next valorisation step, the knowledge developed can be applied more exclusively to companies and public authorities through contract research, often in a one-to-one relationship with the client. This could result in the solution to a problem, a new product, efficiency or policy advice, or open source, for example. TNO can also grant a licence to exploit the knowledge developed or start a new company through a spin-off.

This process can be applied linearly, but in practice steps are often revisited or even skipped.

Knowledge Development —————> Valorisation



Research quality

KPAs

An external audit committee evaluates the various units at TNO every four years. This committee consists of leading representatives from science and industry who carry out a Knowledge Position Audit (KPA). This results in an average rating of 4.1 for TNO: this means that TNO's average knowledge position is taken into account at European level. In addition to observations and recommendations, the committee also conducts a quantitative assessment of each research group. The assessment looks at three aspects: quality, impact, and viability. In 2025, KPAs were carried out at the High Tech Industry unit, the ICT, Strategy & Policy unit, the Energy & Materials Transition unit, and the Defence, Safety & Security unit.

TO2 evaluation

In 2025, an external committee commissioned by the Ministry of Economic Affairs published the evaluation of TNO, as part of the four-year TO2 cycle. Commenting on the TO2 report, the Ministry stated that TNO delivers quality and impact that is good to very good across the board, and sometimes even among the world's best. It specifically stressed the importance of TNO's orchestrating role in several innovation projects. The Ministry also emphasised that TO2 institutes play a crucial role in the Dutch knowledge ecosystem.

Scientific integrity

TNO abides by the Netherlands Code of Conduct for Research Integrity (NGWI). The code provides clear-cut rules on proper research.

Under the leadership of the Royal Netherlands Academy of Arts and Sciences (KNAW), a new version of this code of conduct was presented in 2025. TNO contributed to its development. The final version is expected in 2026.

Research involving human subjects and animal testing

TNO conducts research with people and therefore uses personal data. Research covered by the Medical Research Involving Human Subjects Act (WMO) is externally reviewed. An internal committee assesses research that is not subject to WMO requirements. Each year, the internal review is evaluated and reported to the Executive Board.

In biomedical research, animal experiments are used only where absolutely necessary. When these are required, we ensure research is meaningful, using few animals and causing minimal discomfort. We follow the three R's: replacing laboratory animal use with alternative methods, reducing the number of animals used, and refining experimental



procedures. This policy makes results easy to apply and reduces animal suffering. TNO holds project licences from the Central Authority for Scientific Procedures on Animals (CCD) and our own Animal Welfare Body (IvD) to provide oversight and advice.

Reports are submitted annually to the Netherlands Food and Consumer Product Safety Authority (NVWA), including the figures and the degree of discomfort experienced. The IvD reports to the Chief Operational Officer. TNO has AALAC accreditation for mouse studies, a global recognition of excellence and animal welfare. All licences and numbers are publicly available. In 2025, 114 proposals were reviewed under the WMO, compared with 146 in 2024.

Facilities

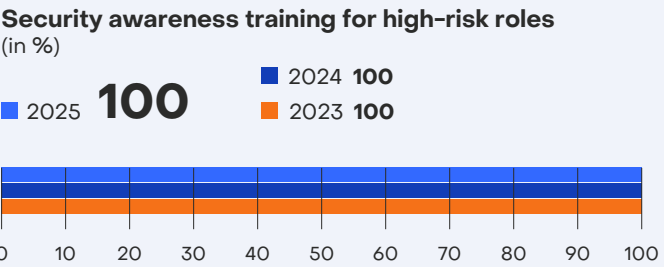
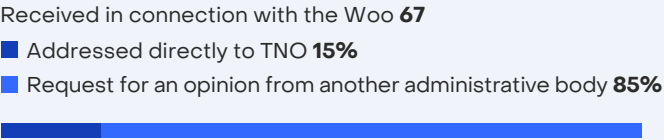
TNO is home to world-class facilities equipped with the latest technologies. From battery labs to defence technology, and from hydrogen research to sustainable materials. These state-of-the-art research environments are available to our clients, partners, and government agencies that want to work with TNO on research and innovation. By using advanced equipment and drawing on our expertise, organisations can accelerate their developments and achieve breakthroughs. Below we explain some of the most recent developments and completed projects at our facilities in 2025.

House of Quantum

TNO doubled the quantum testing facilities at Delft's House of Quantum in 2025, giving start-ups and scale-ups access to state-of-the-art testing equipment and expertise. This accelerates the development of quantum hardware—from chip to electronics—through rigorous testing, validation, and optimisation. Innovative quantum solutions now reach the market faster and the Dutch quantum ecosystem has been strengthened.

Commenting on the TO2 report, the Ministry stated that TNO delivers quality and impact that is good to very good across the board, and sometimes even among the world's best.

Woo requests



Complaints & reports

	2023	2024	2025
External complaints received under the TNO Complaints Procedure	-	5	2
Complaints declared admissible through Central Complaints Advisory Committee under the TNO Individual Complaints Procedure	0	0	2
Reports made to the Integrity Hotline under the regulations governing the suspicion of wrongdoing	1	2	1
Appeals submitted in EU tender procedures	0	0	1
Complaints or reports received from our supply chains	0	0	0
Complaints or indications received by TNO Privacy Office	-	9	16
Reports made to the Data Protection Authority	3	2	0

BioBuilt

Having opened in 2025, TNO BioBuilt offers our partners the facilities and expertise to scale up bio-based building materials without costly investments. Partners can experiment, produce, test, and optimise before they invest, reducing the risks and bringing circular products to market faster. The facility thereby supports the transition to CO₂-neutral construction through its high-quality re-use of waste wood and fibre crops, enabling the Netherlands to build circularly.

Brightlands Materials Center

The Brightlands Materials Center offers companies, universities, and entrepreneurs access to research and development programmes for sustainable material solutions. Partners can tap into expertise in smart coatings, thermoplastic materials, and 3D-printing technologies. This brings us closer to a circular economy through innovations in sustainable mobility, buildings, and packaging, drastically reducing CO₂ emissions and making circularity a reality.

Cell and Tissue Imaging Facility

The Cell and Tissue Imaging Facility provides advanced capabilities for the spatially resolved molecular analysis of biological tissues and cells. Using state-of-the-art spatial imaging technology, we can precisely localise molecules, biomarkers, and active substances within complex biological samples. Partners can call on ready-made protocols, direct instrument access, and expert support on method development and data interpretation, whatever their specific research question requires.

Business conduct and company culture

TNO aims to live up to the highest standards of integrity in its operations. This forms the basis of our licence to operate. Integrity is in our employees' DNA and is enshrined in the TNO Code. Our structural integrity at TNO rests on three pillars: promoting awareness of the key frameworks for TNO, fostering an open and safe culture where questions and problems can be discussed, and setting up a structure to handle complaints and reports appropriately.

TNO Code

The TNO Code forms the basis for our social, business, and scientific integrity. By 2025, the TNO Code will have been updated to reflect our latest mission, vision, strategy, substantive topics, and the current set-up of our integrity structure, including helplines. The Code is an integral part of TNO's terms and conditions of employment; all TNO employees must be familiar with the Code and act in accordance with it. There is also an ongoing dialogue with management on moral issues and integrity & corruption risks. An internal audit of our integrity structure was carried out in 2025. This revealed that integrity risks need to be elaborated in a more structured way. The Ethics & Integrity Office will ensure we follow up on the findings as appropriate.

Anti-bribery and corruption

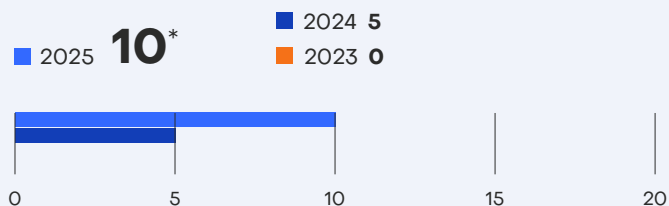
At TNO, we do not tolerate bribery or corruption and we follow the UN Global Compact principles in this regard. This is laid down and explained in the TNO Code. We apply appropriate, risk-based due diligence to our collaboration with clients and partners. We have developed an e-learning course on this subject, which is accessible to all employees and mandatory for specific target groups based on a risk assessment. This training helps employees recognise potential bribery and corruption and understand what to do when it happens. TNO encourages its people to report any suspected wrongdoing.

Confidential counselling

TNO has a group of fifteen confidential counsellors on hand. These are a reflection of our society and have diverse backgrounds and profiles. Confidential counsellors are colleagues who, in addition to their everyday work, are available as confidential counsellors for up to one day a week. They support

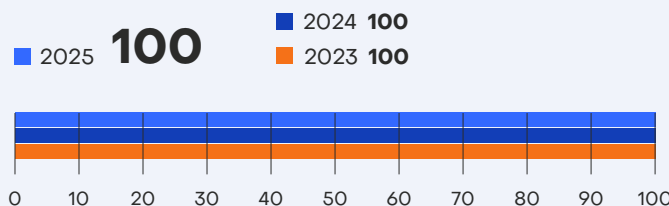


Suppliers who have received and accepted the Supplier Code of Conduct (in %)

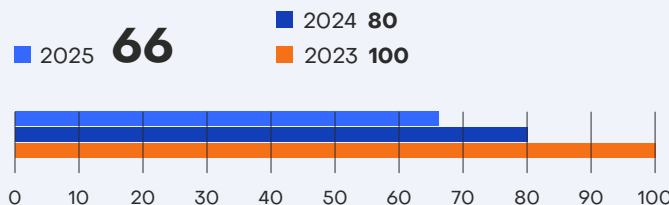


* By early 2026, all active suppliers will have been informed about the Supplier Code of Conduct, and this Supplier Code of Conduct will form part of the terms of engagement with suppliers..

Potential suppliers who have undergone a sustainability assessment (in %)



Procurement officers who have completed training in sustainable procurement (in %)



employees who want to speak in confidence about questions, problems, unwanted behaviour, or suspected wrongdoing.

In addition, an external confidential counsellor is available through the Occupational Health and Safety service. Coordination is led by a Central Confidential Counsellor who can advise on complex cases, in cooperation with HR.

In 2025, one confidential counsellor resigned and a new confidential counsellor was appointed. Over the past year, the confidential counsellors were approached 73 times. In 70% of the situations, colleagues received longer-term support from a confidential counsellor.

On four occasions, the counselling was transferred to a colleague confidential counsellor, in consultation with the person concerned. No report was received from the external confidential counsellor.

Complaints and reports

TNO has an External Complaints Procedure, an Individual Complaints Procedure, and a system for addressing cases in which wrongdoing is suspected. The latter also provides for dealing with whistleblowers. These arrangements also cover the protection of those who report concerns. This system complies with our legal obligations in the Netherlands.

The complaints received through the TNO External Complaints Procedure in 2025 were mainly related to the accuracy of scientific research; these complaints have since been settled.

One report was received by the Integrity Hotline regarding scientific integrity; this case was still open at the end of 2025.

Complaints submitted under the TNO Individual Complaints Procedure are assessed by the Central Complaints Advisory Committee (CKAC). Two complaints relating to behaviour were declared admissible and investigated. These were reported to the Executive Board in 2025 and appropriate measures were taken as necessary.

Disclosure

TNO falls under the Open Government Act, the successor to the Government Information (Public Access) Act. Through process optimisation, TNO aims to handle all issues involved effectively and efficiently. All requests were dealt with in accordance with the statutory requirements.

On one occasion, an objection was raised against a primary decision by TNO not to disclose information. Three appeal cases were pending in relation to an appeal that had been lodged previously against a TNO decision on a complaint.

Safety awareness

The focus on safety awareness remained strong in 2025. This manifests itself, among other ways, in making annual safety awareness training compulsory for all employees. In-depth training is mandatory for anyone in a position involving confidentiality. New employees cannot start until they have completed safety awareness training.

On top of these digital training sessions, in-person sessions on insider threats were organised, as part of Resilience Week in October 2025. Together with NLR and MARIN,



TNO joined in with thenational resilience campaign. This has sparked efforts to raise awareness and launch various initiatives on resilience, insider threats, and disinformation.

Data protection

Since February 2025, the European Commission has been pushing for 'a simpler and faster Europe'. The EU aims to streamline regulations to make the economy more prosperous and competitive. This change of direction also affects the application of the General Data Protection Regulation (GDPR).

One key development is the European Court of Justice ruling on pseudonymisation (4 September 2025, case C-413/23 P). The Court clarified when pseudonymised data counts as personal data in cases where it is shared with third parties. This ruling broadens the possibilities for scientific research with pseudonymised data, opening up new opportunities for TNO's research.

Privacy Office

The Privacy Office consists of one data protection officer and two privacy advisors, who work with the privacy coordinators in the units and SO departments. These provide support on all data protection issues. This structure ensures that TNO employees have immediate access to privacy expertise when needed.

Knowledge security and export control

TNO is bound by sanctions and export control rules. The internal assessment is set out in the Export Control Internal Compliance Programme (EC ICP). In 2025, we received advice on potentially risky collaborations. TNO also responded to the consultation on the Knowledge Security Screening Bill on behalf of the TO2 Federation.

Political engagement & lobbying

We published the TNO Innovation Monitor to bring the importance of innovation for Dutch earning power to the attention of politicians.

Throughout the year, several TNO colleagues took part in roundtable discussions and technical briefings in both houses of the Dutch Parliament. At the request of the House of Representatives, TNO provided a scientific assessment of the new Heating Supply Act and an interpretation of Mario Draghi's report on the future of the European economy for a Dutch context.

TNO provided input in several European consultations, both individually and through collaborations with organisations such as Neth-er and EARTO.

The European Commission's proposals for the EU Competitiveness Fund and the new Horizon programme were published in July 2025. This will be at the heart of discussions with European bodies until the new programmes begin in 2028. One new aspect here is the possibility of dual use in the research programmes. The European Strategy for Technology Infrastructures was published after the summer, a major dossier for all RTOs.

Every year, TNO organises a webinar on Responsible Influence, covering topics such as lobbying, the Code of Conduct, and registration in the European Transparency Register. Given our independent nature, TNO does not support political parties, including through contributions in the form of goods or services; Public Affairs and the EU Office oversee this policy.

We published the TNO Innovation Monitor to bring the importance of innovation for Dutch earning power to the attention of politicians.

Supply chain responsibility – due diligence

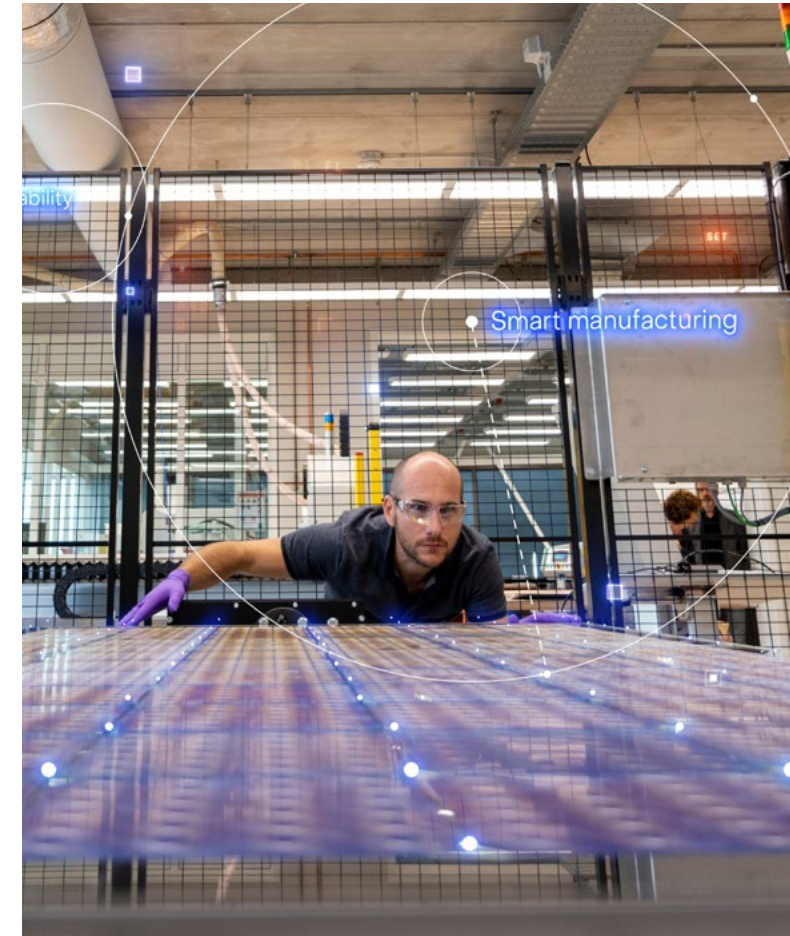
TNO recognises its supply chain responsibility as laid down in the CSR policy. We apply risk-based due diligence to our collaborations with clients and partners.

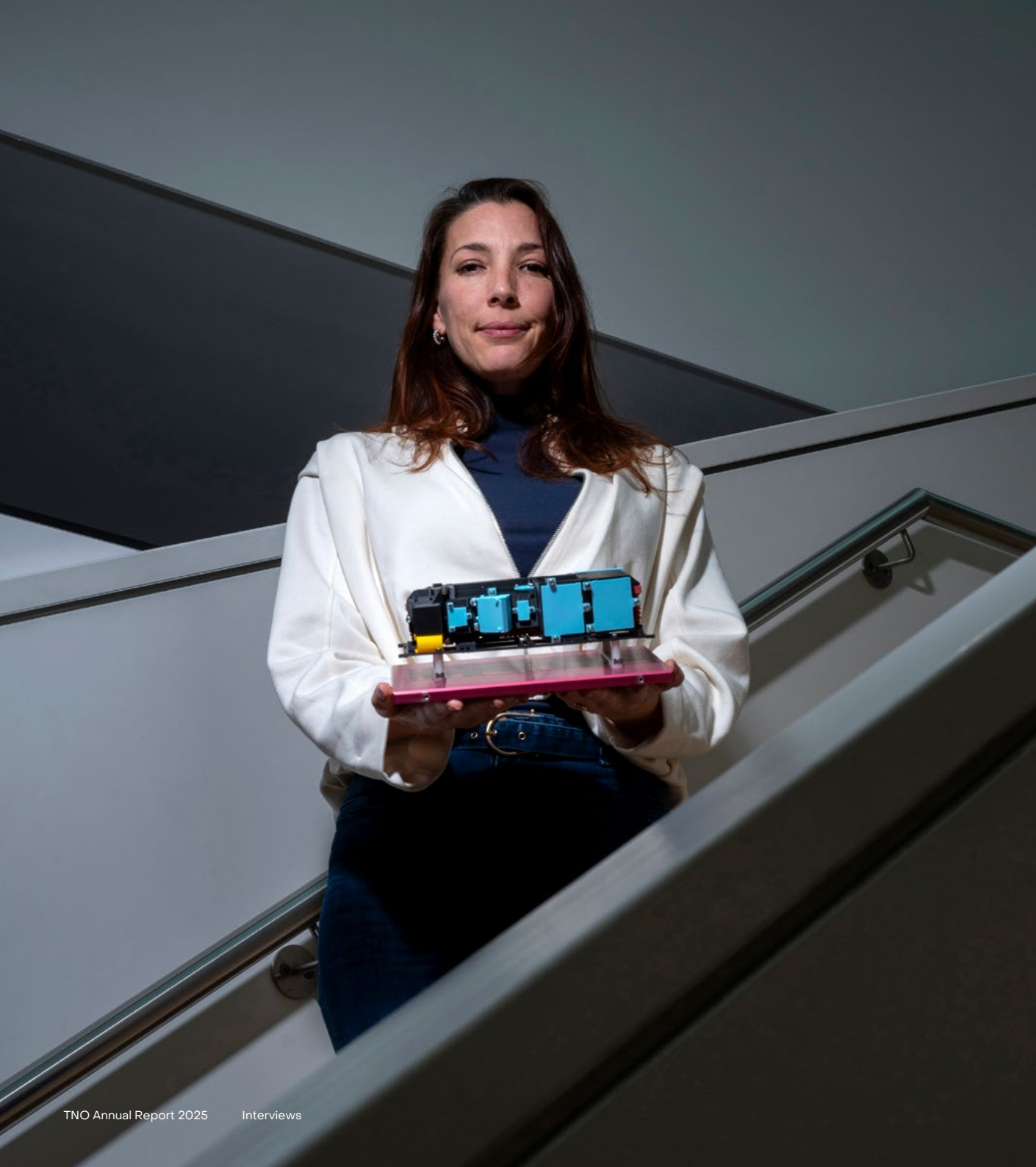
We believe it is important to work responsibly with our suppliers. The Procurement department plays a key role in this and continued to work on socially responsible procurement in 2025. For procurement categories including security and reception services, hire cars, furniture, software, cleaning services, and hot drinks, our impact and ambition were determined using the *Ambition Web method*. These insights were translated into selection and award criteria, enabling TNO to now procure even more sustainably. Among other things, this has led to a measurable reduction in Scope 3 emissions.

Moreover, the *Supplier Code of Conduct*, produced in 2024, has been implemented and already applied to multiple tenders. The principles of the UN Global Compact form the basis of this Code. We informed all suppliers by the end of 2025 that this Code of Conduct was now binding on collaboration with TNO.

To further strengthen its key role in supply chain responsibility, Procurement developed a roadmap in 2025 that runs until 2030. This aligns with TNO's CSR ambitions and provides direction for structurally integrating CSR themes into sourcing and contract & supplier management.

For each procurement category, the risks are mapped by Supply Chain Management and Category Management, and mitigating measures are taken where necessary. Social and environmental criteria are thereby set when selecting suppliers.





Irena van Klaveren on procurement
with a social purpose

‘I work with people
who want to build
something that mat-
ters.’

When Irena van Klaveren started at TNO three years ago, her position as a supply chain manager in the High Tech Industry unit was brand new. Before that, experienced engineers and project managers had to scour the market for the products and parts they needed and negotiated contracts themselves. ‘Now that’s my job. I bring calm and clarity to the process, allowing them to fully focus on their core work. That gives me a huge sense of satisfaction.’

‘To me, TNO is at the forefront of making the world a better place through innovation and progress.’

Irena brings over 20 years of experience in supply chain and procurement, including roles at a dredger design and construction company and a system integrator for superyachts. ‘It was very technically challenging there, with projects that had never been done before. But over time, I began to question what I was really doing it for. I found I was asking myself: what am I actually doing this for?’ That’s what brought her to TNO. ‘A place where innovations are not necessarily about money or profit, but about what they can do for society. To me, TNO is at the forefront of making the world a better place through innovation and progress.’

Watching, listening, and asking questions

The High Tech Industry (HTI) unit’s duties include developing hardware, building prototypes, and getting technology ready

for large-scale application. ‘That requires a different approach from standard procurement’, says Irena. To gain supply chain expertise in this specific field, Irena says there is only way to do it: observing projects from day one, listening, and asking questions. It is not only about ‘what are we going to buy?’, but above all ‘why is this needed, what makes it special, and why does this supplier fit the bill? This helped me understand the work of engineers and project teams, as well as the vulnerabilities in the chain.’

Getting involved early on

‘One key difference from how things were done before at TNO HTI is that now, as supply chain manager, I am often involved as early as the proposal stage-sometimes even before a project contract is finalised. So, now we look at whether we see any risks or we’re dependent on a particular supplier. Can we

make any agreements in advance?’ This way, Irena prevents teams from having to scramble under time pressure or deal with unexpected issues that crop up later. ‘For project managers, this mainly gives them peace of mind. They should be able to focus on the content and not have to worry about conditions.’

Project TANGO

One project Irena has been involved in from the outset is TANGO. ‘That stands for Twin Anthropogenic Greenhouse Gas Observers’, she explains. ‘From 2028, two satellites in space will measure greenhouse gas emissions from individual sources such as factories with a high degree of accuracy.’ This is crucial to governments when drafting their climate policy. ‘This kind of satellite system is made up of countless components: cameras, filters, coatings, housings. The Manufacturing, Assembly, Integration & Testing (MAIT) department within HTI is building that system. My job is to make sure that the right suppliers are chosen, the agreements and conditions are correct, and the components arrive on time.’

Operational, tactical, and strategic

‘What struck me is how modest and meticulous our staff always are. TNO doesn’t take a hard-line approach to terms; it is always about a collaboration that the customer and supplier can agree on.’ That is why Irena increasingly strives for framework contracts: long-term agreements that make for smoother projects and closer collaboration. ‘Rather than renegotiating all the time, instead looking ahead and talking to each other each year

about innovation and development. And that is the great thing about my role: I can work at the operational as well as tactical and strategic levels. That’s what makes the role complete, allowing me to really add value to what I do. You need to understand what’s happening on the shop floor and what people are up against. It doesn’t work if I’m just handed specifications from time to time asking me: ‘could you order this?’

Passion

If Irena has been able to help people get on with their jobs, she knows it’s been a good day. ‘And every now and then, there’s that special moment: a successful project, a launch, the enthusiasm you hear in the corridor. But I’m not looking for recognition. My colleagues’ enthusiasm and the passion they show for their work are contagious. That’s what makes it so special. I work with people who want to build something that matters, and I get to play a part in that, in my own way.’



Our environment

Climate, energy, and material use & circularity are topics that are materially important to TNO. In 2025, these themes increasingly reinforced each other: climate change is driving the energy transition, while scarcity of raw materials poses challenges for sustainability. The pace of change rests on international agreements and economic interests.

We need to act now: 2025 was the first year when the Earth was on average 1.5°C warmer than before the Industrial Revolution. Europe faced forest fires and heat waves, and researchers report that first tipping points have already been reached. At the same time, international policy is diverging. Europe is rolling back rules through the Omnibus Regulation and the US is halting many investments, while China is investing heavily. Companies are publishing climate transition plans more often and are taking firm steps to reduce their emissions.

The energy transition affects TNO directly. Grid congestion sometimes forces us to use diesel generators in new developments and locations. The switch from gas to electricity has also been slow due to limited grid capacity, leading us to use hybrid heat pumps instead of all-electric systems.

We have also made progress, however: batteries and solar panels are improving and becoming more affordable, and smart AI applications help us manage energy use to reduce peak loads on the grid. These innovations bring solutions to grid congestion closer and deliver lower energy costs and reduced CO₂ emissions. Other countries are stepping up their efforts with large-scale investments in hydrogen, energy storage, and smart grids.

There is a growing focus on the circular use of raw materials, partly owing to the increasing supply risks of critical materials. Policy now relies on less procurement of primary raw materials and greater re-use. Analyses show that the 2030 reduction targets are unlikely to be met, causing tension that calls for creative solutions.

TNO is working to reduce air pollution, tackle the effects of climate change, and adapt to our changing planet.

Our environment in figures



* EY has issued a limited assurance report on the Scope 1 & 2 emissions for 2025. EY has also issued a limited assurance report on the comparative figures for 2023 and 2024 in the relevant years. These comparative figures have been retrospectively adjusted (revised) based on improved insight into the underlying consumption data and, consequently, the Scope 1 & 2 emissions.

Climate

Our goal is to make TNO climate neutral by 2040, including our entire value chain from suppliers to clients. As a leading innovator in the energy and materials transition, we take responsibility for our impact on the climate. By 2025, we had already significantly reduced our emissions, putting us on track to meet our targets. We are working to limit our direct emissions (Scope 1), indirect emissions (Scope 2), and supply chain emissions (Scope 3).

Climate targets

Fully climate neutral by 2040 means reducing 90% of our CO₂ emissions compared with 2019. This applies to our own operations as well as to our chain. The remaining 10%, especially in Scope 3, is offset by removing it from the atmosphere and storing it in the long term.

For our own operations, we will achieve an 85% reduction by 2030 compared with 2019. These targets are in line with international guidelines under the Science Based Targets initiative. We selected 2019 as the base year, as this is a good representation of our activities. We carry out a review every year, and then make any adjustments and expand the categories as necessary.

In 2025, TNO managed to significantly reduce its emissions. This means we are on track to achieve our projected reductions.

Disclosures

We recalculated our carbon footprint in 2025 according to the [TNO calculation method](#) and the Greenhouse Gas Protocol. In doing so, TNO is updating the method for Scope 3 emissions by linking all procurement and supplier data to the European emissions database EXIOBASE, which makes our figures more accurate. This new approach has been applied to all years from 2019 onwards to provide a reliable trend that we can monitor.

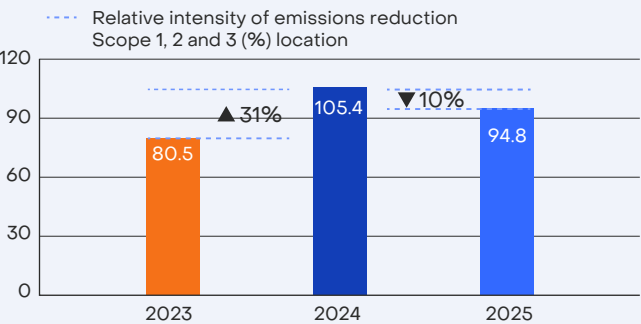
Climate policy & transition plan

TNO distinguishes between emission reduction actions for our own operations (Scope 1 & 2) and those for the supply chain (Scope 3). The TNO Climate Transition Plan 2040 is currently under development.

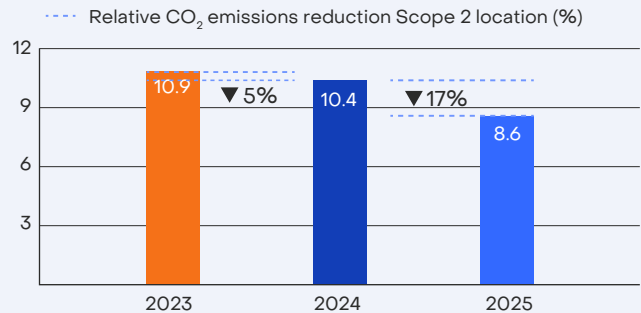
The next two years are all about learning and scaling up around emissions in the chain. In our units, we conduct experiments following the regular planning and control cycle to better integrate climate impact, risks, and opportunities into our day-to-day work.

We focus on improving the central processes and systems that support this. That means collecting and analysing data more efficiently, making procurement processes more sustainable, and investing in training and education. Below, we explain the specific strategies that we started or continued last year to reduce emissions.

Absolute CO₂ emissions Scope 1, 2 and 3 (location method) (kton)



Absolute CO₂ emissions Scope 2* (location method) (kton)



* EY has issued a limited assurance report on the Scope 1 & 2 emissions for 2025. EY has also issued an assurance report with a limited degree of assurance on the comparative figures for 2023 and 2024 in the relevant years. These comparative figures have been retrospectively adjusted (revised) based on improved insight into the underlying consumption data and, consequently, the Scope 1 & 2 emissions.

Carbon pricing covered

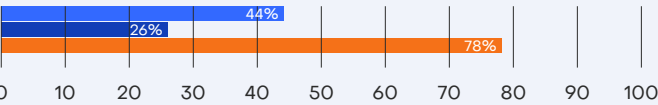
	2025
Scope 1 CO ₂ emissions covered	96%
Scope 2 CO ₂ emissions covered	80%
Scope 3 CO ₂ emissions covered	4%

	Base year 2019 kilotonnes of CO ₂ e	Change 2020-2025 % vs 2019	This strategy period 2026-2030 % vs 2019	Long-term transition 2031-2040 % vs 2019
Scope 1 & 2	15.9	-70%	Minimum -85%	Minimum -95%
Scope 3	64.5	+25%*	N/A	Minimum -90%
CO ₂ removal	0	1%**	Minimum 2%*	Minimum 10%*

* CO₂ emissions per euro of turnover decreased by 32% over this period
** relative to Scope 1, 2 & 3 emissions in 2019

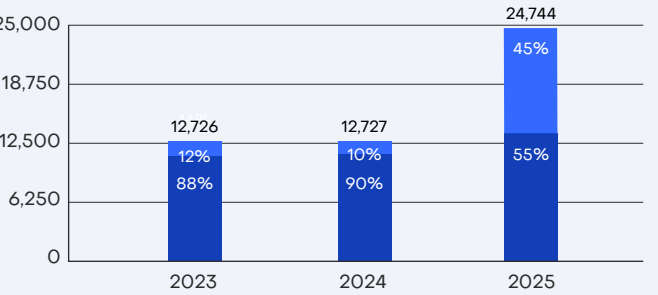
Travel by public transport

- Commuting by public transport (as a proportion of total commuting)
- Domestic business travel by public transport (as a proportion of total domestic business travel)
- International business travel (<700 km) by public transport (as a proportion of total international travel <700 km)



Carbon credits

- Carbon credits avoided (number of retired carbon credits)
- Carbon credits removals



Climate investments in business operations

	2023	2024	2025
CAPEX spending on climate actions (millions of euros)	0.8	5	3.9
OPEX operational costs for climate actions (millions of euros)	0.4	0.4	0.5
Investment decisions on climate action (millions of euros)	8.2	0.9	3

Direct and indirect emissions (Scope 1 and Scope 2)

The Services Organisation drives measures to reduce emissions within TNO's operations. Within Corporate Real Estate & Facilities, the Real Estate Energy & Sustainability programme is responsible for the sustainability of all buildings and facilities. HR manages our lease car and company vehicle fleet.

Energy efficiency, electrification & greening

The Real Estate Energy & Sustainability programme, contains measures on energy efficiency, electrification, alternative fuels (where necessary), our own energy generation, and sustainable electricity procurement to implement the transition. Specific measures are reported under the topic of energy.

More sustainable refrigerants

Since 2024, refrigerants have been replaced as a preventive measure with new ones that have a lower climate impact, or old installations have been replaced with new ones containing less harmful refrigerants. This is done as part of our regular maintenance cycle to prevent refrigerant leaks in installations with a significant climate impact and in anticipation of tighter legislation. Efforts also continued in 2025 to phase out these installations more quickly.

TNO vehicle fleet

Since 2022, TNO has only issued all-electric lease cars. By now, almost all lease cars have been traded in for electric vehicles. The last remaining diesel or petrol lease cars will be traded in by 1 April 2026. This year, we enter into a new lease car management contract, which only allows us to operate vehicles on



green electricity. The situation is different for TNO's company vehicle fleet: we set emission requirements for new investments and, where technically feasible, we use electric vehicles for these.

Chain emissions (Scope 3)

Responsibilities for reducing chain emissions differ between upstream and downstream emissions. TNO's Procurement department plays a key role in upstream emissions. Managing TNO's downstream climate impact is decentralised across our units and partly with the CSR Office. Estimating downstream emissions from our clients is rather tricky and involves uncertainties. Therefore, these

emissions have been considered non-material and are not included in TNO's footprint.

Data analytics

Without reliable data and insights, TNO cannot manage its chain emissions. For 2025, around half of the calculated Scope 3 categories are calculated using the activity-based method (e.g. number of kWh, litres, or kilos), while for the other half, the spend-based method (number of euros) is used. In 2025, the new ESG data architecture was laid down, which will be further developed in the coming years.

Key suppliers and category management

Procuring products and services makes up a significant part of TNO’s total CO₂ emissions. Stepping up our operations, we expect these to rise further in the coming years. TNO is therefore tightening up sustainability requirements for all procurement in stages. In 2025, this led to a number of notable milestones, including:

- the purchase of circular furniture
- the use of zero-emission courier and freight services, and
- the procurement of fair and sustainably produced coffee.

Engagement

The quantitative downstream climate impact in 2025 includes the effects of TNO’s investments. This includes spin-offs set up by TNO that are working to scale up their technology and/or product. Scaling up also has a negative impact on the climate. TNO takes responsibility for this impact in proportion to our stake. The main objective of these spin-offs is to scale their technology and/or product and to establish a market presence. TNO supports these spin-offs in reducing their emissions where relevant.

TNO Pension Fund CO ₂ emissions (in kilotonnes of CO ₂ e)	2023	2024	2025
Scope 1 & 2*	262.1	193.6	155.6

* The CO₂ emissions of the Pension Fund are calculated based on that part of the investment portfolio for which CO₂ emissions have been established and are included in the TNO Pension Fund’s annual report under the Sustainable Finance Disclosure Regulation (SFDR).

Other TNO holdings are also included in this category.

As in previous years, we engage with the TNO Pension Fund about the ESG aspects of its investment policy and share our ambitions on ESG. Although the TNO Pension Fund is a separate entity and has its own ESG policy within the frameworks that a pension fund must comply with, we continue to work together on transparency and improved data quality, such as by reporting on CO₂ emissions. From that perspective, we also provide separate insight into the CO₂ emissions (Scope 1 & 2) of the TNO Pension Fund’s investments.*

Mobility policy

Since 2021, TNO has pursued a sustainable mobility policy applicable to commuting and business travel, based on the best practices of the Alternative Travel Coalition, which TNO joined in 2021. Key measures include full reimbursement for using public transport and facilitating hybrid working. The objective of the Alternative Travel Coalition is to reduce business travel and commuting emissions by 50% per FTE by 2030 compared with 2016. TNO has surpassed this target, achieving a 59% reduction per FTE in 2025.

TNO is tightening up sustainability requirements for all procurement in stages.



Internal carbon covered

TNO applied an internal CO₂ levy in 2025 as a financial steering instrument to accelerate emission reductions and partly finance the carbon offsetting portfolio. The levy applies selectively to two categories with alternatives available: energy consumption (Scope 1 & 2) at 25 euros/tonne of CO₂ and air travel (Scope 3) at 100 euros/tonne of CO₂ as a surcharge on the ticket price.

The price for CO₂ emissions grows incrementally with the market and is based on both market prices and the estimated societal costs of CO₂. To substantiate this, TNO included several CO₂ price scenarios in the TNO Vector energy price dashboard in September 2025. It also explains which type of CO₂ price is most effective in which situations to encourage sustainability. The levy is passed on internally and, through the annual statement, this reconciles with the financial reporting.

Climate impact is a prime consideration in our projects.



Carbon credits

TNO aims to become a net-zero organisation by 2040. This would entail removing up to 10% of the remaining emissions from the atmosphere, in line with the Science Based Targets guidelines followed by TNO. We therefore purchase carbon credits, but we do not use them to reduce our emissions on paper or to outwardly claim we are carbon-neutral. With this portfolio, TNO primarily wants to stimulate market development aimed at permanently removing CO₂. Part of our research focuses on this and we also invest in a diverse mix of carbon offsetting projects outside TNO's value chain.

In 2025, we purchased carbon credits for Scope 1, Scope 2, and international flights for business travel (Scope 3). Any expansion of this scheme is dependent on data quality developments and will follow once the activity data is comprehensive and reliable.

Our 2025 portfolio consisted of a mix of projects outside the TNO value chain that reduce or prevent emissions, plus a growing proportion of projects that actually remove CO₂. This is in line with the Oxford Offsetting Principles. The portfolio will continue to grow towards fully permanent CO₂ removal between now and 2040.

Climate impact is a prime consideration in our projects. We also ensure broad diversification across technologies and countries of origin, and require all projects to uphold human and labour rights. Our portfolio includes projects on five continents, including within the EU. The quality of certificates is verified in accordance with recognised standards such as VCS, Proba, and Gold Standard. In 2023, 2024, and 2025, 100% of our portfolio fulfilled the recognised quality standards.

Climate risks

TNO identifies two types of climate risk: physical risks from extreme weather and transition risks from new regulations and market changes. Extreme heat, rainfall and storms can disrupt buildings and processes. Legislation and technological developments relating to the energy transition and CO₂ reduction require adaptation. Both developments are also relevant to the scaling up of our propositions.

In 2025, these risks were explicitly incorporated into TNO's integrated risk management and control system. An exploration was also initiated into whether additional measures are necessary. A distinction is made between short-term actions in the current year, medium-term actions over the next five years, and long-term actions beyond five years into the future.



Energy

With significant energy savings made in recent years, the focus is starting to shift from energy consumption to material use. However, energy use within the organisation remains highly relevant. TNO's growth, rapid accommodation developments within the Defence Safety & Security unit, and grid congestion in the Netherlands are putting pressure on our energy reduction targets. This calls for us to make more targeted choices, underpinned by data and a smart application of AI.

Energy efficiency

Our most important lever for reducing energy use is improving efficiency. In 2025, TNO developed the Green Data Space (GDS), which allows us to connect external applications to each other securely. This platform supports AI control in all TNO buildings. GDS can deploy AI for building management without compromising on network security. At TNO in Groningen, we started controlling our climate systems with AI in 2025, reducing energy consumption and increasing comfort. In our cleanrooms at TNO Delft, Van der Waalsweg, significant savings have been achieved by installing efficient motors and heat recovery. TNO Delft, Stieltjesweg was equipped with efficient air treatment and LED lighting systems in 2025, which led directly to lower energy costs. We have complied with our EED audit obligation and are achieving structural energy savings through maintenance using energy-efficient lighting, motors, and pumps, and by deploying heat pumps.



In doing so, we are complying with our statutory energy-saving obligation and enjoying measurable reductions.

Electrification

Two major electrification projectshit milestones in 2025. At our Oude Waalsdorperweg location, we installed an innovative heat harvesting façade with heat pump and buffer vessels, largely replacing fossil heat sources. The façade was developed by TNO spin-off Calosol. A new thermal energy storage building has been completed at the TNO Ypenburg location, including installation and source wells. Once commissioned in 2026, it will provide a sustainable heat supply for the entire site.

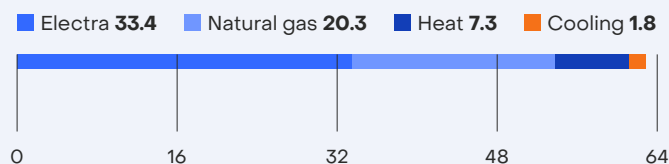
Sustainable electricity procurement & self-generation

TNO purchases sustainable electricity on an annual basis. The procurement of sustainable electricity (certificates) is offset against consumed electricity each year. In 2025, agreements were reached with almost all landlords of TNO locations to green the electricity consumption.

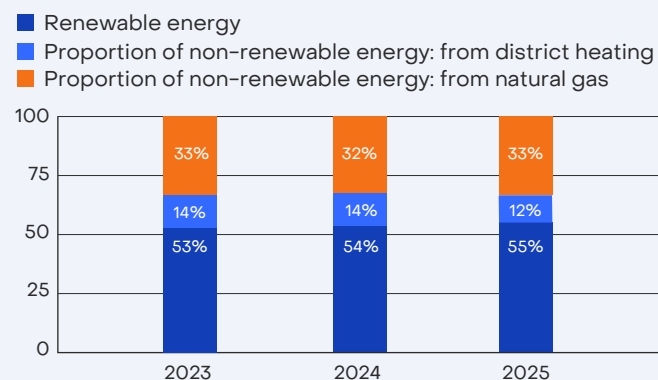
In addition to green procurement, efforts are also being made to generate electricity on-site. In 2025, the roofs of several buildings at the TNO Ypenburg site were fitted with solar panels. From 2026 onwards, all suitable TNO roofs will have been utilised, with the exception of the Soesterberg location.

Our goal of obtaining all the electricity we use from renewable sources by 2025 was almost achieved; last year, 98% of our electricity came from green sources. When setting emission targets, TNO uses the market-based method as a starting point, but also reports in line with the location-based method. In the latter, we include CO₂ emissions from the local energy mix. We can observe an additional decline here too; this is partly due to TNO's own energy-saving measures, but mainly because of further decarbonisation of the Dutch electricity mix.

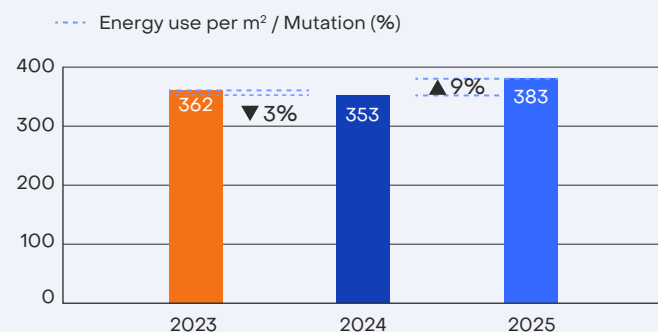
Energy mix (GWh)



Energy source (%)



Energy per m² (VVO) (kWh/m²)



Material use & circularity

Material use

As a leading innovator in energy and materials transition, TNO takes responsibility for the negative impact it has. The same applies to the materials used and the waste produced by TNO. We are working towards circular business operations where our ambition for waste management is to achieve zero residual waste by 2032.

We have adopted a waste hierarchy, using TNO's version of the R-ladder: The original steps of Narrowing the loop (R0–R2), Slowing the loop (R3–R7) and Closing the loop (R8–R10) have been expanded to include three operational strategies: Operating the loop (O1–O3): O1– Renewable energy use, O2 – Minimise material losses, O3 – Renewable feedstock.

In 2025, TNO's location on Stieltjesweg in Delft underwent renovation. The new building was designed with circular principles, featuring reused ceilings, furniture, and technical installations. This approach saved on new materials and reduced waste. Any waste that was generated was repurposed externally wherever possible.

Waste

TNO's main waste streams are residual waste, chemical waste, and construction & demolition waste. In 2025, the amount of residual and paper & cardboard waste decreased significantly following efforts to improve waste separation and enhance digitalisation. An increase in organic waste has been observed thanks to more efficient collection. Admittedly, TNO's growth is resulting in more construction & demolition waste, and a research project by TNO Rijswijk Kesslerpark is creating additional chemical waste of 15 tonnes of saline.

At the end of 2024, we signed a new waste management contract with Renewi. We carried out a residual waste scan at all locations to see what could potentially be sorted and/or recycled in our residual waste. Employees received training on this and waste collection is becoming increasingly standardised.

Over the next few years, we will work with Renewi to improve waste separation on the shop floor and in our projects with the aim of recycling more. TNO has mapped out the environmental impact and emissions data of its waste collection and processing on behalf of Renewi.

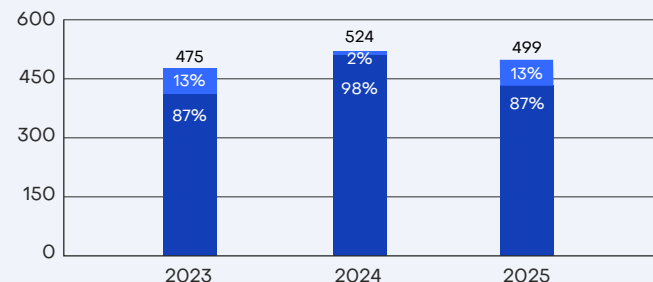
Product & proposition development

In 2025, we completed our pilot projects that looked at circularity. The impact of the LaserSatCom proposition was studied together with various partners in this new value chain. The insights were adapted into specific improvements in material use and climate impact to support the scale-up of the proposition.

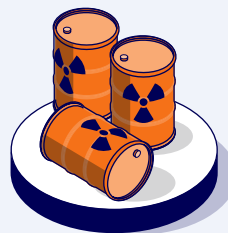
In 2025, we completed our pilot projects that looked at circularity.

Type of waste (kton)

■ Non-hazardous waste
■ Hazardous waste



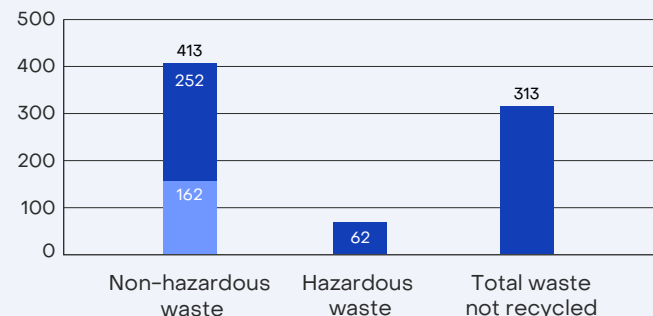
Radioactive waste (kg)



2025 **595**

Recycling by waste type (kton)

■ Waste processed and returned to the supply chain
■ Waste not recycled





Amber Geurts on the future earning capacity of the Netherlands

‘Without targeted investment, our technology position will be eroded.’

Amber Geurts is a senior scientist at TNO Vector – the center for societal innovation and strategy. ‘We don’t focus on the technology itself, but on what is needed for technology and innovation to take root in society. After all, an innovation should create societal value’, says Amber. ‘We compare different technologies, show where the Netherlands stands, and provide the evidence that policymakers can use to make decisions.’

‘The project connected worlds that rarely collide and sparked new conversations between disciplines and sectors.’

TNO Vector's work often happens behind the scenes, yet the centre plays a vital role. It recently collaborated on analyses used to provide recommendations on the future earning capacity of the Netherlands to the Dutch Parliament. ‘The route to future prosperity’ was published right at the end of 2025, under the leadership of former ASML chief Peter Wennink. His brief was clear: show what the Netherlands needs to invest in now to remain strong and resilient in the future.

Full breadth of innovation

With around 120 employees, Vector covers the entire landscape of innovation in the Netherlands: from quantum computers and photonics to artificial intelligence and semiconductors. ‘Our work varies from project to project’, Amber says. ‘Sometimes we explore where new innovations are emerging and what they need to gain momentum. Other times, we monitor trends, run analyses, and help brainstorm on new innovation agendas. In practically every case, we are working to advise policymakers to create the conditions for innovation to thrive in the Netherlands.’

Direct contact with the customer is important to Amber. ‘As a phenomenon-driven researcher, I come into my own at TNO because practice is my starting point; I don't work on the basis of existing theories. I'm like an entrepreneur in a sweet shop: I work on a wide range of projects, change processes, and innovations that make a difference in society.’

Dutch technological position is eroding

For the National Investment Agenda of Wennink, Amber and her team focused on identifying the competitiveness position of the Netherlands in ten key technologies, among others quantum technology, photonics and AI and data science. ‘We compared the position of the Netherlands with other countries within and beyond the EU. Our analyses indicated that when it concerns the knowledge position of the Netherlands, we are still doing quite well although we specialise less than other countries. When you look at the technological position, however, we see that China and the US have scaled up

tremendously in the last decade – and the Netherlands has not been able to match the pace. This means over time, our technological position is likely eroding.’

Visibility of impact

Amber is often asked what is done with TNO Vector's recommendations. This year, she saw the impact become remarkably tangible with the 3% R&D action plan. She explains: ‘For years, the Netherlands has sought to allocate 3% of GDP to research and development. We are now at about 2.2%. If we continued the old government's policy, that share drops even further. Thanks to our analyses, the Ministry is now taking action to reverse that trend.’ Whether Wennink's new recommendations will have as much of an effect depends on how politics run their course. ‘We provide the substantiation, but we don't make the decisions. What we have seen, though, is innovation featuring more prominently in party manifestos. That is encouraging.’

Connecting worlds

Vector's work is not just about numbers. In a project for Quantum Delta Nederland, Amber brought together experts from science, energy, and healthcare. ‘The focus there was not on the technology, but on the issues and bottlenecks that occur in practice: where are the energy transition and healthcare hitting a wall? And where can quantum technology help? The project connected worlds that rarely collide and sparked new conversations between disciplines and sectors.’

Strategic autonomy

While the Netherlands has long focused on the sustainability challenges, Amber sees that attention is shifting. ‘Strategic autonomy – resilience, security, and independence – is now becoming a central concern. With that in mind, we are investigating control points: distinctive, high-value areas that the Netherlands excels in, as well as dependencies that we should phase out.’ Amber cites ASML as an example. ‘The Dutch R&D landscape relies heavily on one company and one sector. There is a risk involved in that. We saw that in Finland with Nokia. When Nokia collapsed, the country's broad innovation base collapsed with it. So, that's something we want to avoid.’

Making decisions in an uncertain world

Uncertainty is part and parcel of innovation. ‘Many people do not dare to invest in innovation because the outcome is never certain. But that is precisely why you must make room for research and innovation.’ At the same time, these times force choices. ‘Because you cannot do everything, you need to know what your position is, what you want to change, and how you can do it. My hope is that the Netherlands will invest more in innovation. After all, it is the foundation of our future searning capacity.’



Our finances

It is TNO's mission to create impactful innovations for the sustainable well-being and prosperity of society. To this end, TNO secures various types of funding, ranging from government grants to commercial contributions and licensing income. In an environment where high-risk innovative research is conducted and funding is obtained in a variety of ways, it is challenging to keep costs structurally balanced against income. TNO also aims to achieve a positive financial result, so we can safeguard the continuity of our organisation and create buffer to compensate setbacks.

The income from venturing is used to pursue a revolving model, enabling new ventures to be launched in turn.

TNO is working on self-driving vehicles by developing and testing smart technology.

Financial indicators (consolidated result)

(in millions of euros)

TNO consolidated result	2023	2024	2025
Operating income	702.4	785.8	850.9
Revenue	687.8	764.3	831.3
Other operating income	14.6	21.5	19.6
Revenue breakdown			
Market revenue	348.0	403.3	435.6
State funding	339.8	361.0	395.7
Costs			
Operating expenses	692.9	768.4	854.7
Personnel costs	455.0	511.6	566.6
Impairments	0.4	0.2	2.2
Net result	16.4	20.3	-2.0
Result from participations	2.5	-1.9	-4.5
Cash flow for the financial year	-2.0	50.7	-49.3
Capital			
Operating capital invested	445.9	468.6	460.8
Equity	391.2	411.4	409.1
Solvency ratio	52%	47%	46%
Assets			
Tangible fixed assets	241.9	288.7	336.9
Investments in tangible fixed assets	44.6	87.2	88.3
Employees (effective)			
Number of TNO organisation employees (average FTE)	3,809	4,098	4,292
Number of group company employees (average FTE)	2	109	122
Total number of employees (average FTE)	3,811	4,207	4,414
Number of TNO organisation employees (FTE at year-end)	3,982	4,177	4,381
Number of group company employees (FTE at year-end)	2	109	122
Total number of employees (FTE at year-end)	3,984	4,286	4,503

Sound financial foundation

TNO's mission is to create impactful innovations for the sustainable well-being and prosperity of society. To this end, TNO acquires funding in the form of a contribution from the Dutch central government, grants, joint initiatives with companies and government in public-private partnerships, and carrying out contract research. Employees and facilities are the driving force for achieving TNO's mission. The resulting costs are structurally balanced by revenue. In this way, TNO works to ensure a sound financial foundation that safeguards the continuity of the organisation.

In 2025 and previous years, the government made substantial contributions through the National Growth Fund, the Ministry of Defence's innovation agenda, and specific programme funding. TNO receives this specific programme funding for its role as orchestrator in major transitions, such as pandemic preparedness, lifestyle influencing, and developing a low-temperature geothermal facility. This development has been in part responsible for a relative decline in TNO's private revenue. TNO feels a responsibility to implement the resulting knowledge development more broadly in line with its mission.

TNO's financial model is expressed in the following business terms. Revenue reflects work done on impactful projects in 2025. An operating profit is a requirement for healthy financial management, to provide a buffer for setbacks and also to create scope for investment in innovation. Our equity enables

us to accelerate our investments in knowledge and facilities. Sound risk management enables TNO to weigh up risks in the light of organisational objectives. In 2025 TNO's net result was a loss. This reduction in result compared to the prior year is mainly due to a lower than expected number of billable hours, as well as IT implementation costs. In addition, TNO co-funded a project (PIXEurope) in 2025 using 5 million euros of its own capital.

Revenue

The following sources of funding are translated into projects for the TNO Organisation.

- **Institutional funding:** funds made available by the central government through the Ministry of Economic Affairs. The aim of this funding is to develop, apply, and disseminate knowledge, and resolve societal issues. In doing so, TNO strengthens the government in carrying out its tasks and policy, and boosts the innovation power and competitiveness of the Netherlands. In 2025, 211 million euros of acquired institutional funding was spent on research, up from 200 million in 2024.
- **Programme funding:** earmarked funds from various ministries. Each ministry involved indicates the topic or subject for which these funds should be used. An important and special part of this is the task-related funding for carrying out delegated knowledge-intensive, statutory public tasks for the Ministry of Defence and the Geological Survey of the Netherlands. In 2025, 185 million euros of programme funding provided by ministries was converted into research by TNO, up from 161 million in 2024.

- **Competitive funding:** contributions from partners in collaborative projects with TNO. These include contributions from public authorities and industry in public-private partnerships, as well as the competitive acquisition of grants, such as the EU Horizon Europe programme. In 2025, partner contributions to collaborative projects totalled 166 million euros, up from 165 million in 2024. The costs of these projects were not fully covered by the parties involved. For such projects, TNO matches the contributions with institutional funding or programme funding.
- **Contract funding:** fully external public or private funding for contract research, which TNO obtains by submitting proposals and participating in tenders. The research focuses on the specific request, with TNO taking care to ensure that the work remains in line with the mission. In 2025, 243 million euros was spent on contract research, up from 215 million in 2024.

All funding, much of which is long-term, is used to implement projects and is therefore accounted for as revenue. TNO has the duty to use the state funding it receives as effectively as possible and to achieve the right balance between this income (programme and institutional funding) and third-party contributions (competitive and contract funding). In 2025, the average ratio of public funding to market revenue was 1.03 euros; in 2024, this ratio was 1.05 euros.

Knowledge is transferred to market forces through the Tech Transfer programme, which ensures the creation of new companies, such as spin-offs and carve-outs. Licences are also granted to existing companies, which use them to apply and further develop the knowledge. Tech Transfer is funded by TNO

itself and the long-term aim is for investments to generate revolving returns in the form of licensing income and revenue from selling shareholdings in spin-offs.

Operating result

Turnover increased by 67.0 million euros, to 831.3 million euros in 2025, up from 764.3 million euros in 2024. Other operating income totalled 19.5 million euros in 2025, which was 2.0 million lower than in 2024 (21.5 million).

Total operating expenses increased by 86.4 million to 854.7 million euros in 2025; in 2024, this was 768.3 million. This produced an operating profit before interest, participations, and taxes of 3.9 million euros; in 2024, the operating profit was 17.4 million.

Operating expenses consist of direct project costs, personnel expenses, depreciation, impairments, and other operating expenses. Direct project costs increased by 14.7 million to 88.6 million euros. Personnel costs increased by 55.0 million to 566.6 million euros in 2025. Of this rise, 44.9 million can be attributed to the increase in staffing in 2025, as well as the organic growth in salaries of 4.0% implemented on 1 January 2025. Other personnel costs increased by 8.3 million euros, partly due to higher travel and recruitment costs. The change in personnel provisions was 1.8 million higher in 2025 due to reorganisations in the Mobility & Built Environment and Energy & Materials Transition units. Depreciation increased by 3.9 million to 31.6 million euros in 2025, partly due to impairments of property, plant, and equipment at the Health & Work unit amounting to 1.9 million. Other operating expenses increased by 12.8 million to 167.9 million euros mainly due to higher



consultancy fees, partly because of the transition to a new HR system and the Gen-AI programme. In addition, the costs of licences and patents have increased compared with 2024.

Financial income and expenses decreased by 3.9 million to 8.5 million euros in 2025; in 2024, this was 12.4 million euros. For 2025, we expect a corporate income tax expense of 2.3 million euros; in 2024, the bill was 7.7 million euros. The corporate income tax returns to the end of 2023 have been finalised by the Dutch Tax and Customs Administration.

In 2025, the result of participations was a loss of 4.5 million euros; in 2024, this was a loss of 1.9 million euros. As a result of the above, a net result of negative 2.1 million euros remains; in 2024, this was positive 20.3 million euros.

Equity

Of TNO's equity totalling 409.1 million euros at the end of 2025, 168.1 million relates to TNO's research for the Dutch Ministry of Defence. The reserve for a new building for TNO's projects for the Ministry of Defence grew by 1.1 million in 2025, totalling 10.0 million euros at year-end 2025. This increase was the net result of additions to this reserve totalling 18.8 million and withdrawals for investments of 17.7 million euros. The statutory reserve, containing non-distributable profits from participations by group companies, decreased by 1.1 million and stood at 6.8 million euros at the end of 2025.

Taken together, the above changes and the result of negative 2.1 million euros lead to a 2.2 million decrease in the general reserve. The general reserve has grown sharply over

the past few years as a result of the sale of participating interests. In coordination with the Ministry of Economic Affairs, it will be used for strategic investments in research and innovation.

Liquid assets

At the end of 2025, the balance of liquid assets stood at 351.1 million euros (against 400.8 million at the end of 2024). The reduction in liquid assets of 49.7 million euros in 2025 has several causes, which are explained in more detail below:

- Operating profit before depreciation generates a positive cash flow of 28.3 million euros, down from 45.8 million in 2024.
- Changes in working capital and provisions generated a positive cash flow of 16.6 million euros (101.8 million in 2024).
- 88.3 million euros was invested in property, plant, and equipment (87.2 million in 2024).
- A further 8.7 million euros was invested in financial fixed assets (8.4 million in 2024).
- Other changes resulted in 2.4 million euros positive (6.9 million in 2024).

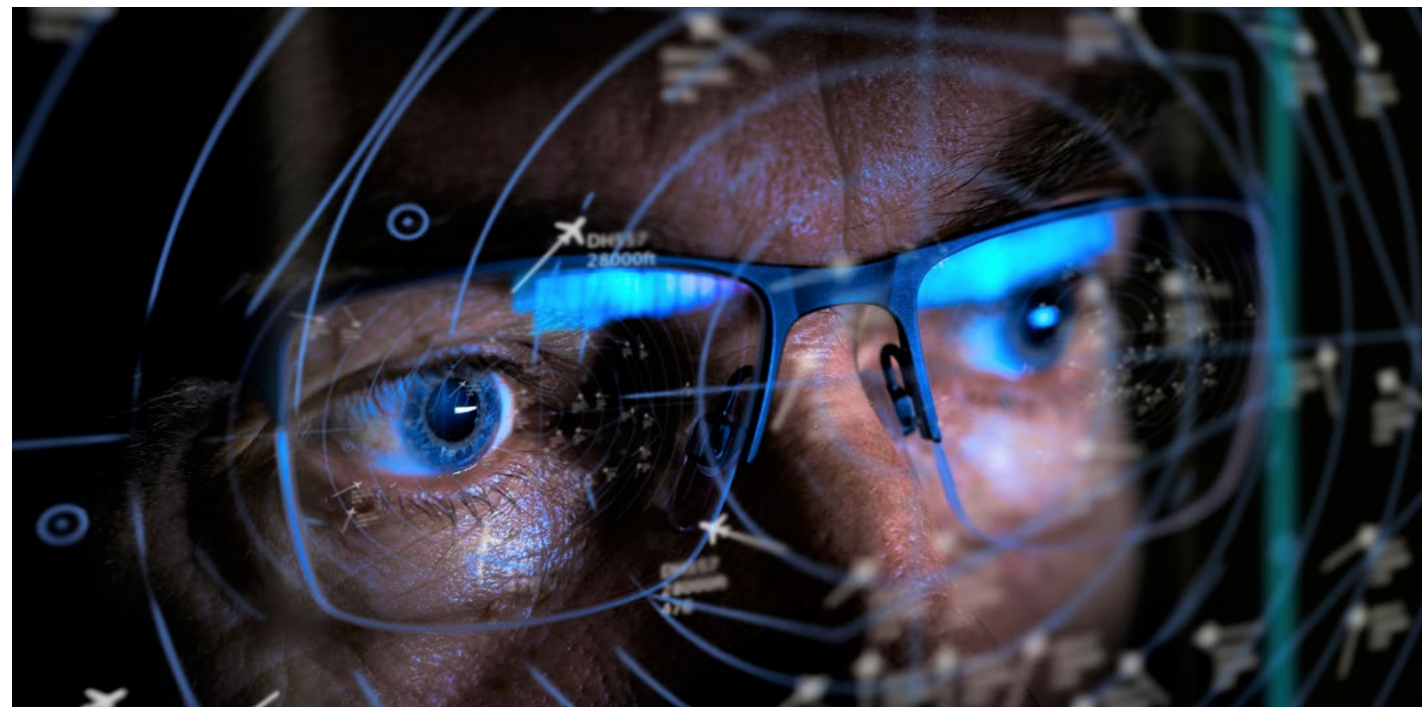
Of the liquid assets, an amount of 150.3 million euros was reserved for public funding yet to be spent on the one hand and for the settlement of funds received in advance in the context of the coordinated partnerships on the other; in 2024, this was 148.4 million. An amount of 10.0 million euros in liquid assets was also set aside for future investments in housing for defence research.

TNO applies a standard payment term of 30 days from the invoice date. The average payment period in 2025 was 33.2 days, and the proportion of invoices paid within the standard or contractual payment period was 74.3%.

The 2025 investments in tangible fixed assets of 88.3 million euros were partly financed from the 'climate envelope', FTO programme, and other funding obtained through state contributions. The investment budget for 2026 is around 38.1 million euros.

Solvency ratio

In 2025, the solvency ratio was 46%. At the end of 2024, the ratio was 47%.





Governance

As an independent research organisation with a significant societal role, TNO has a huge responsibility – not only in what we do, but also in how we are led and governed as an organisation. Good governance forms the basis for the trust that our clients, partner organisations, employees, and the public place in us.

Governance at TNO comprises the set of systems, structures, processes, and rules by which our organisation is directed, managed, and controlled. It regulates how power and responsibilities are distributed, and solidifies relations between the Executive Board, Supervisory Board, and the other bodies.

TNO is working towards efficient and high-quality plastic recycling.

Corporate governance

Legal framework for our organisation

The TNO Act – originally from 1932 but modernised several times since – forms the legal foundation of our organisation. As a legal entity under public law based in Delft, we have a statutory duty to make applied engineering and natural science research, complemented by social science research, serve the public interest effectively. The Act defines our responsibilities, powers, and governance structure, focusing on transparency and responsible self-regulation.

Our two core tasks are:

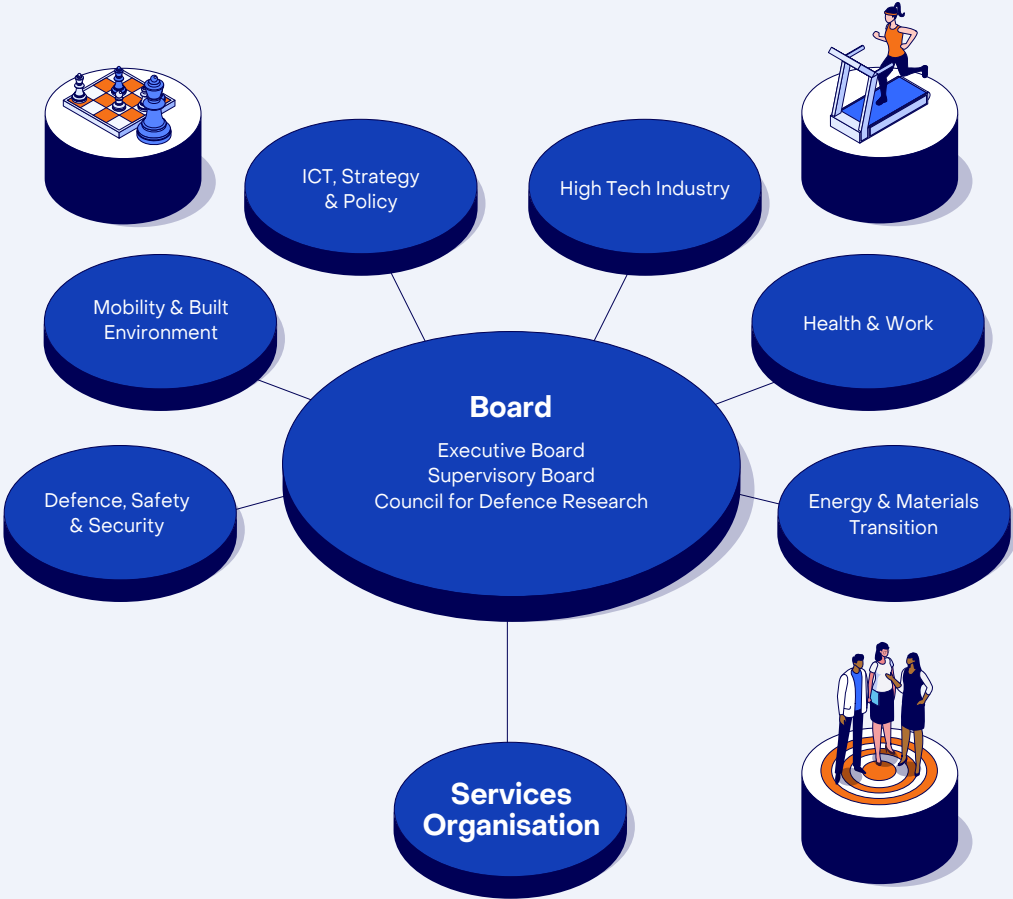
- to support the Dutch government in carrying out statutory and other government tasks.
- to support companies in innovation, thereby contributing to earning capacity and employment in the Netherlands.

The law provides for a three-tier governance structure: an Executive Board (executive committee), a Supervisory Board (supervision and consultation), and the Council for Defence Research (specifically for defence tasks).

We are organised into six units, each with its own scientific expertise. Each unit and part of the Services Organisation has a Managing Director; these report to the Executive Board. Three times a year, the Executive Board and team of directors discuss progress on TNO's activities, the impact, and the Strategic Plan. Key financial ratios are also be discussed.

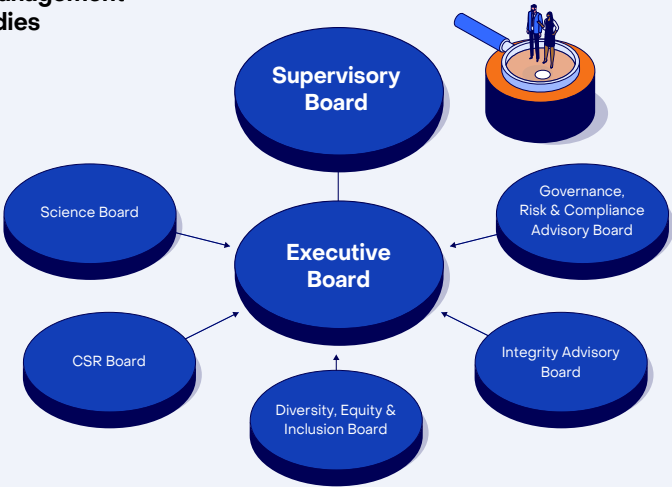


Organisational structure

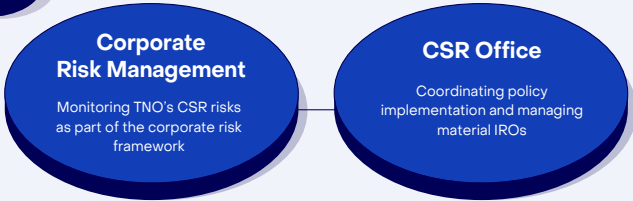


Administrative, management & supervisory bodies

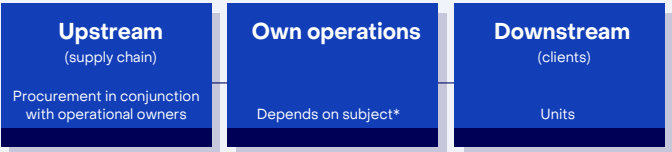
↑ An advisory and preparatory role in decision-making



CSR Policy, Impacts, Risks & Opportunities



Ownership within the organisation



*Responsibilities for material topics

Climate, Energy, Material use & circularity:
Business Information & Operational Services (BIOS)

(Mental) health and safety:
Human Resources (HR) and BIOS

Equal treatment and opportunities for all (DEI): HR

Business conduct and company culture: Mixed

- Corporate governance: Legal, Compliance & IP (LC&IP)
- Protection of whistleblowers: LC&IP
- Political engagement & lobbying: Strategy, Marketing & Communication (SM&C)
- Anti-bribery & corruption: LC&IP
- Privacy, Knowledge & Information Protection: BIOS, LC&IP

Innovation system for societal impact: Mixed

- Knowledge development and application SM&C
- Scientific Integrity: LC&IP, SM&C
- Animal welfare & human-related research: BIOS

TNO creates value for a wide range of stakeholders. To ensure we can keep doing this, we maintain a structural dialogue with our environment. Our stakeholders help us stay sharp and make better decisions.

Stakeholder	Involvement	Value created
Society All residents of the Netherlands NGOs	Delegation within the Strategic Advisory Councils	Demonstrable impact with innovations applied for the sustainable well-being and prosperity of society.
Public partners National, regional, and local governments, and independent government bodies	Delegation within the Strategic Advisory Councils Key account management	Sustainable knowledge development used for public policy and applied to meet societal challenges.
Private partners Dutch and international large companies and SMEs, and their representatives (VNO-NCW, MKB NL, industry associations)	Delegation within the Strategic Advisory Councils Key account management	Product, service, and process innovation for greater earning power and innovative applications for more sustainable operations.
Knowledge partners Dutch and European knowledge partners, such as EARTO, other TO2 Federation institutions, universities (including 4TU), and universities of applied sciences	Delegation within the Strategic Advisory Councils TO2 Federation	Better knowledge development through collaboration on both research and the knowledge organisation.
Suppliers Dutch and international organisations providing materials, facilities, premises, and services to TNO	Individual alignment as part of our responsibility in the supply chain/due diligence	Generating revenue and encouraging responsible, sustainable business operations.
Employees Future, current, and former employees	Structural consultation through the Works Council and DEI "Employee Resource" groups	Self-development with equal opportunities, resulting in engaged and motivated employees who contribute to societal impact.

TNO contributes to the following Sustainable Development Goals, playing a specific role in SDG 9: Industry, innovation, and infrastructure. For SDG Netherlands, TNO is the alliance coordinator for this goal.



Strategic Advisory Councils

All TNO units have a Strategic Advisory Council (SAC) with representatives from industry, government, science, civil society organisations, and NGOs. The SACs advise on substantive focus areas and identify emerging trends and developments. The appendices to this annual report include an overview showing the composition of the Strategic Advisory Council by unit.

Works Council

The Works Council works with several units to develop policy. TNO believes it is important to engage with the Works Council beyond what is required by law. This creates a good relationship between the company and the Works Council, and improves the quality of policy preparation.

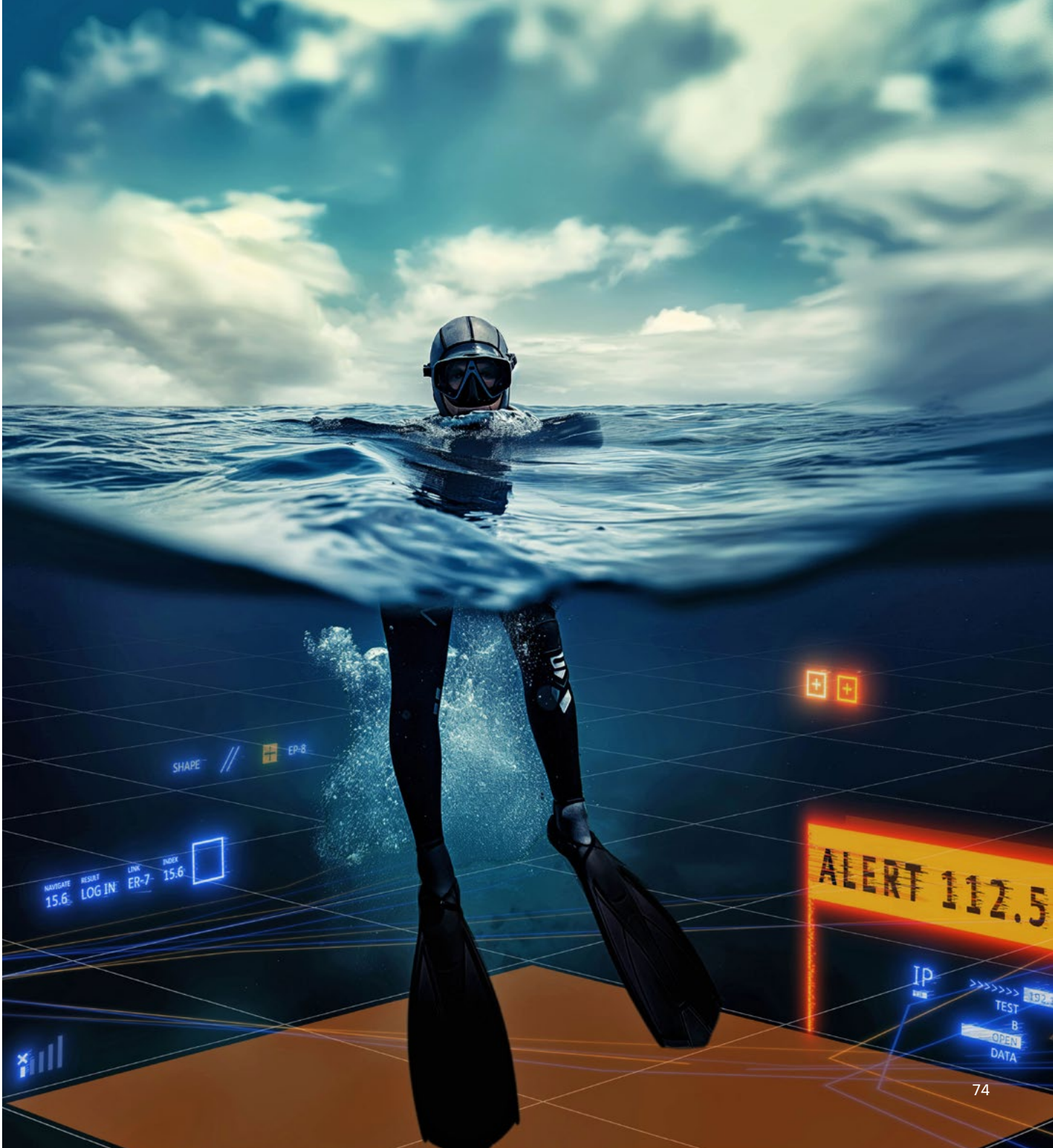
(% TNO employees)	2023	2024	2025
TNO employees represented by the Works Council	100%	100%	100%

Riskmanagement

TNO wants to protect its legitimacy and continuity in order to achieve its strategic objectives. To this end, we carry out risk management in which we weigh up both the opportunities and risks. The Executive Board is responsible for developing, implementing, and monitoring TNO's comprehensive risk management and control system.

In 2025, organisational risks, risk appetite, and control measures were looked at together and updated, following the new risk management process implemented by the Executive Board in 2024. Specific attention was paid to incorporating sustainability and ESG risks into TNO's existing risk management system.

We believe it is important to work responsibly with our suppliers.



In control statement

The Executive Board considers that the internal controls and risk management with regard to finance, data protection, information services, and export control and sanctions have been properly designed and proved to be sufficiently effective during 2025. There are no indications to the contrary. As far as the other aspects of operations are concerned, no evidence has emerged that these do not comply with current requirements. It should, however, be noted that risks may also occur that cannot be anticipated, and that not all inaccuracies, losses, fraud, or non-compliance with legislation and regulations can be ruled out.



Objective	Risks	Controls
Finance		
Reliable and sound financial management	Control information unreliable	1. Planning and control cycle: framework letter, bottom-up budget process, adoption of budget, adoption of annual plan, monthly reporting, monthly reviews, and forecasting. 2. Description of the financial model, definition of target values, translation of target values for the various units, follow-up on improvement plans, and inclusion of these in the budget.
	Incorrect financial accounting	Process and data-oriented checks to guarantee accuracy, timeliness, and completeness of the financial data reported.
	Unlawful use of public funds	1. Predefined process within the Knowledge Procedure. 2. Formulating knowledge plans for projects paid for entirely through state funding. 3. Use of state funding in Mixed Funding is assessed through TRO ('Toets Rijksbijdrage in Onderzoekssamenwerkingen'). 4. Monitoring of projects with regard to budget, scope and schedule. 5. End-of-year review by Corporate Control of the use of state funding in Mixed Funding.
	Non-compliance with tax legislation	Tax Control Framework.
	Insufficient insurance coverage	Risks are identified and insured in consultation with the insurer.
	Non-compliance with European tendering rules	1. Capacity planning for the Procurement department. 2. Spend analysis. 3. Tender reporting.
Compliance		
Compliance with legislation and regulations, and ethical standards	Non-compliance with sanctions and export control regulations	1. Risk-based checks on all opportunities and/or projects for risks with respect to (i) international sanctions, (ii) presence of controlled technology and related compliance requirements (e.g. permit requirements). 2. Applying for the required permits.
	Failure to demonstrate GDPR compliance	1. TNO has a privacy policy and related regulations and processes (including a GDPR roadmap). IT measures are described in the TNO security policy. 2. Data breach protocol: TNO has a protocol for reporting data breaches and learning from incidents. 3. Rights under the GDPR: TNO provides information about data processing on the website and provides the possibility of exercising rights. 4. TNO has records of data processing operations. 5. TNO concludes GDPR contracts with partners and suppliers with which personal data are shared, using Standard Contractual Clauses of the European Commission, where applicable.
Information Services		
Safeguarding the availability, integrity, and confidentiality of IT services	Outsourced information provision does not meet reliability and continuity requirements	SOC1 or ISAE 3402 statement is submitted annually by the implementing organisations (issued by an independent auditing body) on the design, existence, and operation of the control framework associated with the contracted services.
	Internal control processes not up to standard	The Information Security Management System (ISMS) is operational. Information Services has been ISO27001 certified with effect from 12 March 2024 (3-year cycle).

TNO-wide risk analysis for 2025

TNO’s Executive Board identified the following five strategic risks for 2025. These risks emerged in an ongoing consultation process between the Executive Board and the Managing Directors. This process is part of the 2025 budget process.

Throughout 2025, the Executive Board reviewed these risks and mitigation measures on a quarterly basis. It was concluded that the measures contributed to risk mitigation. The Executive Board also assessed what new risks have emerged during 2025. These risks have been recognised and addressed.

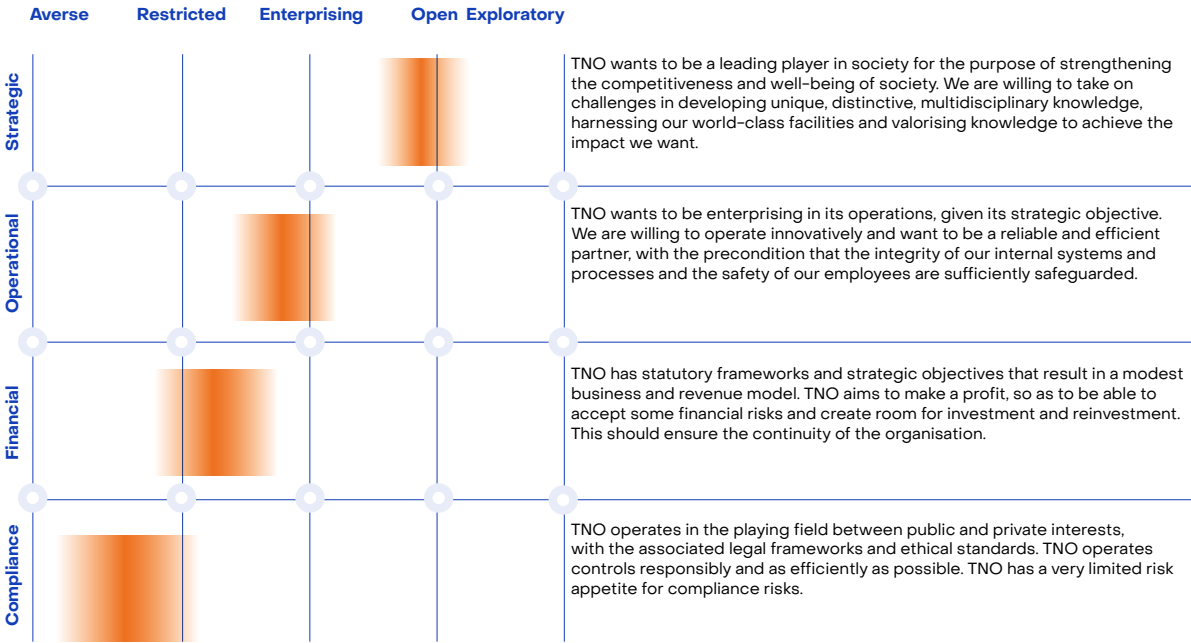
No major shortcomings were identified in the way the current risk management and control system functions.

Risk description		Owner
1	The risk of new government policies leading to a reduction in state funding.	CEO
2	The risk of companies scaling back R&D spending, reducing innovation.	CEO
3	The risk that strategic and portfolio changes have a major impact on workload, staff, and stakeholders.	CEO
4	Risk of TNO becoming less attractive as an employer, hampering talent recruitment.	CEO
5	The risk that complex AI models are difficult to interpret and that their benefits may not be fully realised.	COO



Risk appetite in 2025

TNO’s risk appetite is linked to its objectives and to the unique nature of TNO as a Research and Technology Organisation (RTO). Risk management is about creating the right assessment frameworks and addressing the question of whether risks can be reduced, consciously accepted, or avoided. We describe TNO's risk appetite as follows:



Report of the Supervisory Board

Made up of seven members (four men and three women), the Supervisory Board is tasked with overseeing the policy pursued by the Executive Board and advising it. The TNO Act and the organisational regulations specify the decisions for which the Executive Board needs the Supervisory Board's approval or consent.

TNO is a legal entity under public law and believes it is important to broadly follow the governance code that applies to companies, even though it is not binding on TNO.

Supervision of core topics

The Supervisory Board broadly supervised TNO's policy in 2025 by: overseeing management, policy, risks, and strategy; monitoring integrity and quality; ensuring good governance and continuity; and supporting and advising the Executive Board. In 2025, the Supervisory Board drew up a supervisory vision, which, alongside the regular supervisory themes, will see the Board focus its work over the coming period. A number of significant issues are examined in more detail below.

Strategy and innovation

In the run-up to the approval of the Strategic Plan 2026–2029, the Supervisory Board was repeatedly informed and involved in the carefully conducted process, including an extensive TNO-wide portfolio review. After constructive discussions between the Supervisory Board and Executive Board, conscious fundamental decisions were made, which made a positive impact externally. On 11 June 2025, the Supervisory Board approved the Strategic Plan 2026–2029.

In line with the new vision, mission, and strategy for 2026 to 2029, the Supervisory Board is involved throughout the step-by-step process of redefining TNO's core values.

To better fulfil TNO's ambitions in line with the new plan, the Supervisory Board was informed about the capacity expansion and the name change from TNO Tech Transfer to TNO Ventures. In 2025, TNO reached a total of 50 spin-offs, a result which the Supervisory Board is proud of.

TNO aims to stimulate valorisation and help start-ups in TNO's portfolio grow into scale-ups. The Supervisory Board therefore endorses the intended use of the Strategic Investment Funds for this purpose, which aims to focus more closely on impact – a key priority in TNO's new Strategic Plan.



Supervisory Board at end-2025 (from left to right) Miriam van Dongen, Peter van Laarhoven, Louise Verheij van Wijk, Gijs de Vries, Hester Bijl, Marko Hekkert, and Baptiest Coopmans.

TNO has been asked to lead a consortium to build a photonics pilot line in the Netherlands. The Supervisory Board was continually updated on the status of this consortium and raised critical questions, before approving TNO's accession to the PIXEurope programme in 2025.

The Dutch AI Factory – an expertise centre, data facility, and AI supercomputer – will provide low-threshold, access to enormous computing power and pioneering yet responsible AI initiatives. The Supervisory Board was informed about this in 2025 and is supportive of this initiative that harnesses TNO's profound, unique expertise.

Quality and knowledge position

Once every four years, the technology portfolio of each unit undergoes a Knowledge Position Audit (KPA), conducted by an external committee. In October 2025, the Supervisory Board Quality Committee discussed the results of the KPA for the Energy & Materials Transition and the High Tech Industry units. Consideration was given to the recommendations and next steps.

Late 2024 saw the external TO2 evaluation that is conducted every four years, focusing on the quality, impact, and vitality of the institutions over the period 2020–2023. The TNO evaluation report and the Executive Board's response were discussed with the Supervisory Board in 2025.

Organisation and staff

The Human Resources department informed the Supervisory Board about staff turnover, based on a quantitative analysis and its interpretation.

The Supervisory Board has paid close attention to HR-related issues. In 2025, TNO hired 612 new employees, for which the Supervisory Board praised the organisation. The number of new employees continues to rise. TNO has also tried to retain employees as much as possible by focusing on staff development and on measures such as secondary employment benefits.

Following the extensive TNO-wide portfolio review in the run-up to the Strategic Plan 2026–2029, strategic decisions were made affecting the activities of two research groups of the Energy & Materials Transition unit, leading to a limited downsizing. After careful consideration, the Supervisory Board approved the proposed collective redundancies.

The Final Decision on the Future Pensions Act Transition Plan was approved by the Supervisory Board; the TNO Pension Fund proceeded to draw up an implementation plan to transition to the Future Pensions Act by 1 July 2026.

Governance and control

Finance and sustainability reporting

On 7 March 2025, the Supervisory Board approved the 2024 financial statements and on 15 December 2025, it approved the budget for 2026. EY conducted the annual audit in 2025.

The Audit Committee receives periodic updates on the implementation of the CSR policy in the organisation. The recommendation is to continue setting a high bar in this area, within TNO's capabilities.

Compliance and risk management

The Supervisory Board and Executive Board regularly discuss TNO's compliance with the various laws and regulations. In 2025, after discussion in the Audit Committee, the Supervisory Board approved the Internal Audit multi-year audit plan 2026–2030 and the Internal Audit Charter 2026, which set out the frameworks for the Internal Audit function. The Audit Committee had a productive discussion on Risk and Audit, the outcomes of which will be followed up in 2026. The elaboration of risk management reporting was also discussed in the Audit Committee.

Resilience

A special Supervisory Board meeting is dedicated to covering six possible threat scenarios that could affect TNO at a European or global level, what the consequences of these could be, and how they can be mitigated ahead of time.

Performance and evaluation

The Supervisory Board keeps track of developments in relevant areas through the Audit Committee, the Quality Committee, and the Selection and Remuneration Committee. The Supervisory Board also obtains information during meetings, for example with the Executive Board, by inviting experts from the various parts of the organisation. Furthermore, it carries out periodic working visits. A Supervisory Board delegation also attended two consultation meetings between the Executive Board and the Works Council. The Executive Board informs the Supervisory Board periodically with an adequate overview that includes relevant management information. The members of the Supervisory Board briefly discuss the meetings in advance and also regularly reflect on their own performance and evaluation aspects between meetings. There is a supervision agenda that formulates priorities for supervision, and there is an annual focus on training for the Supervisory Board and Executive Board members to help them acquire the knowledge required to perform the role.

To evaluate the Executive Board and its individual members, the Selection and Remuneration Committee conducted the annual round of performance reviews with both the Chair and the members of the Executive Board. The results were discussed with the Supervisory Board.

The self-evaluation carried out by the Supervisory Board has shown that early engagement in key issues is key to improving supervision. In addition, the need was expressed to harness the Supervisory Board's networks in a manner consistent with their roles. Both points will continue to receive attention.

Composition and meetings

Composition

Maarten Tossings left TNO’s employment with effect from 1 January 2026. He had been Chief Operating Officer (COO) on the Executive Board since March 2019. Sebo Hofkamp succeeded him as COO from 1 December 2025. Like Maarten Tossings, Sebo Hofkamp is also Chair of the Council for Defence Research.

The Supervisory Board is very grateful to Maarten for how he performed his role as a member of the Executive Board and Chair of the Council for Defence Research.

There were no changes in the composition of the Supervisory Board in 2025.

Gijs de Vries is Chair and Peter van Laarhoven is Vice–Chair of the Supervisory Board.

For the composition of the three permanent Supervisory Board committees in 2025, see Table 1.

Independence

In the Supervisory Board’s opinion, the requirements for independence have been met, as stipulated in 2.1.7 to 2.1.9 of the Dutch Corporate Governance Code.

Meetings and attendance

The Supervisory Board met on five occasions in 2025. The Audit Committee met on three occasions. The Selection and Remuneration Committee and the Quality Committee both met twice in 2025. Outside the meetings, there was contact between the committee members as necessary.

Attendance

For the attendance record of the individual members of the Supervisory Board at its own meetings and those of its permanent committees in 2025, see Table 2.

Table 1

	Audit Committee	Quality Committee	Selection and Remuneration Committee
Gijs de Vries			Member
Peter van Laarhoven			Chair
Hester Bijl		Chair	
Baptiest Coopmans	Member		
Miriam van Dongen	Chair		
Marko Hekkert		Member	
Louise Verheij van Wijk	Member		Member

Table 2

	Supervisory Board meetings	Committee meetings
Gijs de Vries Chair of the Supervisory Board	5 (of 5)	2 (of 2)
Peter van Laarhoven Vice–Chair of the Supervisory Board	5 (of 5)	2 (of 2)
Hester Bijl	5 (of 5)	2 (of 2)
Baptiest Coopmans	5 (of 5)	3 (of 3)
Miriam van Dongen	5 (of 5)	3 (of 3)
Marko Hekkert	4 (of 5)	2 (of 2)
Louise Verheij van Wijk	4 (of 5)	4 (of 5)

In conclusion

The Supervisory Board feels that a major task has been accomplished, with the recruitment of such a large number of staff. This demonstrates that TNO is an attractive employer offering an inspiring work environment.

In this reporting year, a significant amount was allocated to give the organisation a substantial AI boost – a prime example of how TNO continues to evolve. There is no better proof of this than the new Strategic Plan 2026–2029, which serves to help TNO break new ground. It is our people who push these boundaries and will continue to do so, in close collaboration with a wide range of companies, organisations, ministries, national and local governments, and many other stakeholders in the Netherlands and beyond.

The Supervisory Board has nothing but admiration for the dedication of our employees – who are true pioneers – and the support of all our partners. Pooling our innovative strengths will support the Netherlands in boosting its earning power, with a pioneering outlook.

Report of the Council for Defence Research

The Dutch Ministry of Defence and TNO have worked closely together since 1947, with TNO serving as the ministry's strategic knowledge partner. TNO's defence-specific knowledge base is formed by our Defence, Safety & Security (DSS) unit, together with a growing number of dual-use expertise areas at other units. The core activities of DSS consist of research sponsored by the Ministry of Defence and contract assignments for virtually all branches of the Ministry of Defence.

The Council for Defence Research approves the policy to be pursued with regard to DSS, with due regard to the provisions regarding the Executive Board, and supervises the use of funds intended for the defence research assigned to TNO in accordance with the TNO Act. The details and interpretation of these terms of reference are set out in the Council for Defence Research Regulations, which is part of TNO's Organisational Regulations.

Context

In 2025, the global security situation deteriorated further. The Ministry of Defence must prepare for high-intensity conflicts, including prolonged deployment and rapid scale-up. The ministry released the Defence

Strategy for Industry and Innovation in spring 2025, which gives direction to the Netherlands' decisions and actions to produce future-ready armed forces that fulfil the Netherlands' commitment to NATO and enhance Europe's strategic autonomy in security and defence. With this strategy, the Ministry of Defence has opted for a strategic partnership with industry and knowledge institutes including as TNO, setting innovation as a core requirement for military effectiveness and national security.

Topics

In 2025, the Council for Defence Research broadly supervised TNO's policy in relation to the Ministry of Defence and the allocation of funds designated for the defence research assigned to TNO. A number of key dossiers are discussed in more detail below.

TNO 2026–2029 Strategic Plan

TNO developed and presented a new strategy in 2025. The Council for Defence Research discussed the TNO Strategic Plan extensively on several occasions during the development process, with a particular attention to defence-relevant aspects. The Ministry of Defence provided input specifically on securing its Defence-specific



At the end of 2025, the Council for Defence Research consisted of (from left to right) Harold Bousché (TNO, Secretary), Dr Hendrik-Jan van Veen (TNO), Brigadier General Lenny Hazelbag (Defence), Vera de Witte (Defence, Vice-Chair), Major General Hanke Bruins Slot (Defence), Rear Admiral Sebo Hofkamp EMSD (TNO, Chair), and Major General Harold Boekholt (Defence).

knowledge base outside DSS and the priorities adopted in the strategy: greater focus and dynamic portfolio management, larger impact through valorisation, and increased client and market orientation. In June 2025, the Council for Defence Research approved the final TNO Strategic Plan and determined that the plan was in line with the ministry's interests, maintaining its broad knowledge base while emphasising knowledge valorisation and strengthening the defence industry. The redistribution of institutional funding resulting from the plan provides a boost to defence research. The plan was approved by the Dutch Government on 10 October 2025 and presented to Parliament also on behalf of the Defence Minister.

Strengthening strategic collaboration

The Ministry of Defence faces significant challenges in light of geopolitical developments. Both TNO and the ministry recognise the need to step up their collaboration, given our complex challenges and focus on innovation and valorisation. In 2025, the Council for Defence Research jointly launched a process to intensify and reposition the collaboration in response to this new context within the ministry and TNO. This process includes defining new substantive and strategic roles for TNO so that the ministry can make full use of TNO's potential to tackle the current issues. More details will follow in 2026.

In view of DSS's strategic goal of 'Boost the Netherlands' defence & security technology industrial base', we explored three lines, drones, space, and Integrated Air and Missile Defence (IAMD), in 2025 to determine which parties in the Netherlands could start or scale up production from technology and innovation. At the initiative of the Ministry of Defence and with the involvement of government, industry, and knowledge institutes including TNO, a public-private platform known as Defport was launched, focusing on accelerated innovation, upscaling, and increased production of military equipment.

Knowledge Position Audit

By 2025, all divisions of DSS had undergone a Knowledge Position Audit by an international committee. The committee delved deep into the knowledge base of the divisions. In November 2025, all locations had been visited and interviews with management and staff had been conducted. The committee also engaged with the unit's stakeholders. The preliminary results are certainly something to be proud of. DSS is and remains a global leader in a number of areas, and its scores elsewhere are more than satisfactory. The final report will follow in early 2026.

Employees

DSS shows staff growth of over 10% for the third year in a row. In 2025, the number of FTEs increased from 982.6 to 1,087.8, representing a 10.7% increase. As many as 36% of employees have started at DSS in the past three years, while staff turnover remains low. Overall, employee satisfaction is high: in 2025, DSS scored a 7.4, above the TNO average of 7.3. In comparison, the DSS figure was 7.3 in 2023 and 7.0 in 2022. The sickness

absence rate is also relatively low at 4%. The greatest staffing challenges currently lie mainly in the availability of office space and research facilities.

Financials

The Council for Defence Research approved the 2024 financial statements of the Defence Division on 12 February 2025, the 2025 rates on 24 April 2025, and the budget for 2026 on 26 November 2025. The gross revenue of DSS rose by 21% from €194.8 million in 2024 to €235.7 million in 2025.

Research facilities and real estate

DSS faces significant challenges regarding research facilities, as does the rest of TNO and the other TO2 institutes. This is a significant issue for the Council for Defence Research. For DSS, the challenges are particularly difficult, as defence research facilities seem to score poorly in generic ad-hoc funding rounds due to their reduced accessibility and particular nature.

For investments in research facilities that go beyond routine property replacement, forms of external funding are being considered. In the short term, a TNO interim solution has been found for DSS real estate projects so as not to delay them further. However, this is not a structural solution to investment if we are to make high-quality defence research future-proof.

Other topics

- TNO's collaboration with Ukraine has regularly been a topic on the Council for Defence Research agenda. Together with the Ministry of Defence, TNO is looking for ways to strengthen this. The knowledge present in Ukraine can be of great value to the Netherlands and vice versa. TNO and Ukraine's BRAVE1 have signed a collaboration agreement to this end.
- The Ministry of Defence, TNO, NLR, UNL, and the Netherlands Industries for Defence and Security (NIDV) have signed a letter of intent on integrated air and missile defence.
- The DSS team of directors is assisted by a Strategic Advisory Council (SAC) with members from science, industry, and government. The SAC met twice in 2025 under the chairship of Prof. Beatrice de Graaf. Themes were the orchestration of military production in the Netherlands and the limits imposed by normative legal and ethical frameworks on defence research. In November 2025, the Council for Defence Research reappointed Beatrice de Graaf as Chair for the duration of the 2026–2029 strategy period.
- In 2025, TNO decided in consultation with the Ministry of Defence to repurchase ProQares. From 2026, all CBRN research is now placed back under the responsibility of TNO and, in 2027, it will move to the new research facilities at the Ypenburg location.

Composition and meetings

On the recommendation of the Minister of Defence, Rear Admiral Sebo Hofkamp EMSD has been appointed Chair of the Defence Research Council and simultaneously Chief Operating Officer and Member of the Executive Board of TNO, with effect from 1 December 2025. The Council for Defence Research bid farewell to Chair Rear Admiral Maarten Tossings and member Rear Admiral

Ad van de Sande. The latter was succeeded by Major General Dr Hanke Bruins Slot. In 2025, the Council for Defence Research met five times.

Conclusion

The strategic partnership between the Ministry of Defence and TNO is entering a new era. The ministry's increasing needs call for us to take on new strategic roles on top of our existing roles as a researcher, innovator, and orchestrator. We need to involve other TNO units more frequently and expand our collaboration with other knowledge institutions and industry even further. In 2025, we took steps to accelerate this process. The core mission of DSS remains to sustain the expanding defence-specific knowledge base and to support the ministry in deploying technology and innovation in the field. The latter is happening with growing urgency and increasingly within the ministry itself, through roles such as scientist on the job, liaison, and/or reservist. The developing geopolitical situation demands a lot from the ministry and from TNO. DSS is experiencing tremendous growth in both capacity and expertise. We would like to thank everyone involved at the Ministry of Defence and at TNO for their commitment and collaboration over the past year, and we look forward to strengthening the Defence, Safety & Security unit at TNO even further together, in support of the ministry.

On behalf of the Council for
Defence Research
Rear Admiral Sebo Hofkamp EMSD
Chair

Composition of the Executive Board, Supervisory Board, Council for Defence Research, and Strategic Advisory Councils

Executive Board

The Executive Board consists of three members (one woman and two men) and is responsible for governing TNO, which includes defining and achieving objectives, policy, and strategy, and for the ensuing results.

As required under the TNO Act, the Executive Board applies a collegial management system. The Organisational Regulations define the powers of the Supervisory Board, Council for Defence Research, Executive Board, and management. The Executive

Board may delegate authority to others through the Mandate Regulations or grant a general special power of attorney.

Independence

The Executive Board and its individual members are bound by the Executive Board and Supervisory Board Ancillary Activities policy to ensure their independence.

Composition of the Executive Board

Distribution of portfolios on the Executive Board in 2025

CEO

- External positioning and profiling of TNO, corporate strategy, corporate governance, point of contact for the Supervisory Board, its Quality Committee, and the Works Council, Strategic Advisory Councils, marketing, communication and public affairs, human resources, internal audit, scientific integrity, and CSO role.
- Chair of the Executive Board, Chair of Integrity Advisory Board, Chair of Diversity & Inclusion Board, and Chair of Science Board.

COO

- Operations of units, property & facilities, information services, operational excellence, security, research facilities, and corporate social responsibility
- Chair of CDR, Chair of Investment Board, Chair of the CSR Board.

CFO

- Planning & control, financial policy & reporting, risk management, treasury, procurement, data & analytics, legal & compliance, valorisation, Tech Transfer & IP, market strategy, point of contact for the TNO Pension Fund Foundation, and point of contact for the Supervisory Board Audit Committee.
- Chair of the Governance, Risk & Compliance Advisory Board, Chair of the Tech Transfer Board, and Chair of the Services Organisation consultation.

Mr Dr T.B.P.M. (Tjark) Tjin-A-Tsoi, Chair/CEO (born 1966)

Since 01/06/2022.

Executive and supervisory positions:

- Executive Board member, Federatie van Samenwerkende Organisaties in het Toegepast Onderzoek (Federation of Applied Research Institutes, TO2)
- Member, Zuid-Holland Economic Board
- Supervisory Board member, Vrije Universiteit Amsterdam (VU)
- Supervisory Board member, PreWonen
- Supervisory Board member, Dutch National Opera & Ballet
- Member, 'Raad van Nesteliers' (Advisory Council), Royal Netherlands Marechaussee
- Member, Royal Holland Society of Sciences and Humanities
- Member, NDS Council (Dutch Digitalisation Strategy) (since 02/09/2025)

Mr M.G.L.H. (Maarten) Tossings Msc, COO (born 1962)

From 15/03/2019 to 30/11/2025.

Executive and supervisory positions:

- Board member, The Netherlands Industries for Defence & Security (NIDV)
- Executive Committee member, NIDV Naval Construction Cluster (NMC)
- Board member, Stichting Maritiem Kenniscentrum (Centre for Maritime Expertise, MKC)
- Chair, Digital Task Force, Zuid-Holland Economic Board
- Supervisory Board member, Stichting Bibliotheek Krimpenerwaard (Krimpenerwaard Library Foundation)
- Board member, Stichting Welzijn Krimpenerwaard (Krimpenerwaard Welfare Foundation)
- Board member, Top Consortium for Knowledge and Innovation (TKI), High Tech Systems and Materials (HTSM)

Composition of the Supervisory Board

Mr S.P. (Sebo) Hofkamp EMSD, Rear Admiral, COO (born 1966)
Since 01/12/2025.
Executive and supervisory positions:

- Executive Committee member, NIDV Naval Construction Cluster (NMC)
- Board member, Stichting Maritiem Kenniscentrum (Centre for Maritime Expertise, MKC)
- Board member, Top Consortium for Knowledge and Innovation (TKI), High Tech Systems and Materials (HTSM)

Ms S.M. (Susan) Swarte RC, CFO (born 1968)
Since 01/05/2021.
Executive and supervisory positions:

- Non-executive director, Toxys BV
- Supervisory Board member, Audit Committee Chair, and Remuneration Committee member, Acta Marine Holding BV
- Advisory Board member, Top Woman of the Year Foundation
- Supervisory Board member, Biotech Booster BV

Ms S.G. (Sanne) Huveneers MA, Interim Secretary (born 1985)
From 24/09/2024 to 31/01/2025.

Mr U.H. (Udo) Oelen LL.M., Secretary (born 1969)
Since 01/02/2025.
Executive and supervisory positions:

- Municipal councillor, Vice-Chair of the Audit Committee, Municipality of Rijswijk (Zuid-Holland)
- Board member, Data Driven Marketing Association (until 1 July 2025)

All members are Dutch nationals.

The CVs of the members of the Executive Board can be found at TNO.nl

Mr P.G. (Gijs) de Vries, Chair (born 1958)
Since 01/07/2019; second term runs until 01/07/2029.
Professional activities outside TNO:

- Chair of the Supervisory Board, Netherlands Comprehensive Cancer Organisation (IKNL)
- Chair of the Supervisory Board, Slachtofferhulp Nederland (Victim Support Services Netherlands) and Perspectief Herstelbemiddeling (Perspective Restorative Mediation)
- Chair of the Supervisory Board, Stichting Nationaal Monument Kamp Amersfoort (Kamp Amersfoort National Monument Foundation)
- Chair of the Supervisory Board, Sint Maartenskliniek
- Coach at Executive Sherpa Coaching
- Core teacher and coach for Ebbinge's Leergang Toezicht nieuwe stijl (course on new style of supervision)

Dr P.J.M. (Peter) van Laarhoven, Vice-Chair (born 1959)
Since 01/10/2016; second term runs until 01/10/2026.
Professional activities outside TNO:

- Chair of the Supervisory Board, Port of Moerdijk
- Chair of the Supervisory Board, Arnhem and Nijmegen University of Applied Sciences Foundation
- Chair of the Supervisory Board, CB Logistics
- Vice-Chair, the Netherlands National Commission for UNESCO
- Chair of the Supervisory Board, Dutch Touring Opera
- Chair of the Board, Association of University Supervisors

Prof. H. (Hester) Bijl (born 1970)
Since 01/09/2018; second term runs until 01/09/2028.
Professional activities outside TNO:

- Rector Magnificus, Executive Board, Leiden University
- Professor of Numerical Mathematics, Mathematical Institute, Leiden University
- Board member, Leiden Bio Science Park Foundation
- Supervisory Board member, Impuls Zeeland

Ms L. (Louise) Verheij van Wijk (born 1964)
Since 01/10/2019; second term runs until 01/10/2029.
Professional activities outside TNO:

- Supervisory Board member, Curam Holding B.V.
- Chair of the Supervisory Board, Star-shl
- Chair of the Supervisory Board, MRI Centre
- Supervisory Board member, Zorg van de Zaak
- Supervisory Board member, Skills BV (since 01/08/2025)

Mr J.B.P. (Baptiest) Coopmans (born 1965)
Since 01/02/2021; first term runs until 01/02/2026.
Professional activities outside TNO:

- Senior Vice-President, Executive Leadership Team member, Liberty Global
- Supervisory Board member, Burg Group
- Supervisory Board member, VodafoneZiggo
- Supervisory Board member, Royal FrieslandCampina

Prof. M.P. (Marko) Hekkert (born 1971)
Since 01/05/2022; first term runs until 01/05/2027.
Professional activities outside TNO:

- Director, Netherlands Environmental Assessment Agency (PBL)
- Professor of Dynamics of Innovation Systems, Copernicus Institute of Sustainable Development, Utrecht University

Dr M.R. (Miriam) van Dongen (born 1969)
Since 01/11/2024; first term runs until 01/11/2029.
Professional activities outside TNO:

- Supervisory Board member, Rabobank
- Supervisory Board member, Achmea
- Supervisory Board member, Optiver
- Supervisory Board member, Land Registry (until 15/09/2025)
- Supervisory Board member, Het Balletorkest
- Independent Chair, Advisory Council uMunthu I and II impact fund, Goodwell Investments
- Senior advisor, BlackFin Capital Partners
- Member of the Capital Market Committee of the Netherlands Authority for the Financial Markets (AFM)

Ms S.G. (Sanne) Huveneers MA, Interim Secretary (born 1985)
From 24/09/2023 to 31/01/2025.

Mr U.H. (Udo) Oelen, Secretary (born 1969)
Since 01/02/2025.
Executive and supervisory positions:

- Municipal councillor, Vice-Chair of the Audit Committee, Municipality of Rijswijk (Zuid-Holland)
- Board member, Data Driven Marketing Association (until 1 July 2025)

All members are Dutch nationals.

Composition of the Council for Defence Research

Rear Admiral S.P. (Sebo) Hofkamp Chair, Member of the Executive Board and COO, TNO	Brigadier General L.J. (Lenny) Hazelbag Member, Director of Strategy and Knowledge, Directorate-General for Policy, Ministry of Defence
Dr V.J. (Vera) de Witte Vice-Chair, Ministry of Defence, Deputy Secretary-General	Major General H.G.S. (Harold) Boekholt Member, Ministry of Defence, Deputy Commander of Material and IT Command
Major-General H.G.J. (Hanke) Bruins Slot Member, Director of Operational Policy and Plans, Directorate-General for Policy, Ministry of Defence	Dr H.A.H.C. (Hendrik-Jan) van Veen Member, TNO, Managing Director of TNO Defence, Safety & Security
	Mr H.F. (Harold) Bousché Secretary, TNO

Composition of the Strategic Advisory Councils

List of SAC members as at 31 December 2025

Unit	Name	Organisation	Position/department
Defence, Safety & Security	Prof. B.A. de Graaf	Utrecht University	Humanities Faculty Professor, Dept. History and Art History and History of International Relations
	Dr I.C. Bryan	Director and supervisor	Incl. member of the Supervisory Board of the Clingendael Institute, former Managing Director of NCC Europe Fox-IT
	Dr K.M. Davidse	Ministry of Defence	Director-General for Policy
	Dr J.C. Dicke	Ministry of Economic Affairs	Commissioner of Military Production
	Major General J.P.L. Duckers	Ministry of Defence	Deputy Army Commander (PCLAS)
	Prof. E. Giebels	University of Twente	Professor of Social Psychology of Conflict and Safety
	Dr G.A. Kuiper	Ministry of Defence	Administrative Staff, Programme Director Strategic Advice
	Dr H.J.J. Lenferink	Director and supervisor	Incl. Chair of the Supervisory Board of Leiden University of Applied Sciences, former Mayor of Leiden
	Mr M.T.C. van Lieshout	Amsterdam-Amstelland Safety Region	Fire Service Commander; Director of the Amsterdam-Amstelland Safety Region; Chair of the Netherlands Fire Service
	Prof. E.R. Muller	Leiden University	Vice-Rector of Organisational Development, Director of The Hague Campus, and Professor of Security and Law
	Commodore (ret'd) F.P.B. Osinga	Leiden University – Institute of Security and Global Affairs	Professor of War Studies
	Mr L. Roffel	Thales Nederland	Chief Technical Officer

Unit	Name	Organisation	Position/department
Energy & Materials Transition	Mr T.J.A. Wagenaar		Supervisor/manager
	Prof. K. Blok	Delft University of Technology	
	Mr O.F. de Bont	Renewi	CEO
	Prof. H.C. de Coninck	Eindhoven University of Technology	Professor of Socio-Technical Innovation and Climate Change
	Mr B.F.E. Everts	Shell Netherlands B.V.	CEO
	Mr M.E. Galjee	HyCC	Managing Director
	Dr M.G. Heijdra	Ministry of Economic Affairs / Ministry of Climate Policy and Green Growth	DG Climate and Energy
	Mr J.W. van Hoogstraten	EBN	CEO
	Dr J.C.M. Sap		Supervisory Board member
	Mr W.N. Schouten	Impact Economy Foundation	Director
	Prof. G. van der Steenhoven	Ministry of the Interior and Kingdom Relations (Senior Civil Service) and University of Twente	Advisor to the Ministry of the Interior and Kingdom Relations, Part-Time Professor at the University of Twente
	Mr M. Tabak, MSc, MA	RWE Generation SE	Chief Operating Officer & RWE Country Chair NL
	Mr R. van Tilburg	Natuur & Milieu (Nature & The Environment)	Head of Programmes
	Ms J.C.V. Vaessen	Chemistry NL	Chair, Chemicals Top Sector
	Ms L. de Vries		Climate Ambassador
	Dr M. Waas	Nobian	Chief Technology and Sustainability Officer

Unit	Name	Organisation	Position/department
	Prof. E. Worrell	Utrecht University (Copernicus Institute of Sustainable Development)	Professor
Health & Work	Prof. M.A.A.J. van den Bosch	Netherlands Cancer Institute (NKI) / Antoni van Leeuwenhoek	Chair of the Executive Board
	Dr M.R.P.M. Camps	UWV	Chair of the Executive Board
	Dr J.P.H. Daems	CNV trade union federation	Board member
	Dr J.E.M. van Eerd-Vismale	Elisabeth-TweeSteden Hospital	Chair of the Executive Board
	Mr J. de Groot	CZ group	Chair of the management team
	Prof. J. Kimpen		Supervisor/consultant
	Dr V.C.M. Timmerhuis	ZonMw (Netherlands Organisation for Health Research and Development)	Managing Director
High-Tech Industry	Prof. F.P.T. Baaijens	Eindhoven University of Technology	Full Professor of Soft Tissue Biomechanics and Tissue Engineering
	Dr B.L.J.M. van Dijk-van de Reijt	The Brabant Development Agency (BOM)	CEO
	Mr M. Geraets	NXP Semiconductors Netherlands B.V.	Executive Director
	Mr S. Hamminga	Robin Radar Systems B.V.	CEO
	Mr M.H. Hendrikse	NextGen High Tech Foundation	Chair of the Growth Fund NextGen Hightech
	Dr H. van Houten		
	Dr P.J. Nieuwenhuizen	Itaconix	Chair of the Board
	Dr T.C. Opmeer	Ministry of Economic Affairs	Director of Innovation and Valorisation
	Mr R. Postma	Airbus Netherlands B.V.	CEO

Unit	Name	Organisation	Position/department
	Prof. G. van der Steenhoven	Ministry of the Interior and Kingdom Relations (Senior Civil Service) and University of Twente (ITC)	Adviser to the Ministry of the Interior and Kingdom Relations (ABD) and Professor at the University of Twente (ITC)
	Mr H.G. Tappel	Bronkhorst High-Tech B.V.	Managing Director
ICT, Strategy & Policy	Ms S. van Heukelom-Verhage	Pels Rijcken	Chair of the Board
	Prof. N.M.P. Bocken	Maastricht University	Maastricht Sustainability Institute (MSI)
	Ms M. Demmers MBA	Natuur & Milieu (Nature & The Environment)	Managing Director
	Dr S.B. Luitjens	Ministry of the Interior and Kingdom Relations	Director
	Prof. M.R. van Steen	University of Twente	Scientific Director, Digital Society Institute
Mobility & Built Environment	Mr J.H. Dronkers	Ministry of Infrastructure and Water Management	Secretary-General
	Ms M. van Dijk	MOVARES	Department Manager Business in Development
	Dr C.F. Eggink	HeartWork	Co-founder
	Dr M.H.T. Jansen	Ministry of the Interior and Kingdom Relations	Director-General of Spatial Planning
	Mr B. Janssen	Deltalinqs	Managing Director
	Ms C. Kremer	Vereniging Eigen Huis homeowners association	Director
	Dr N. van 't Riet-Visser	DB Cargo NL	CEO
	Mr B.P. Smolders	Heijmans	Director of Infra
	Mr F. Vermeulen BA	Municipality of Wageningen	Mayor
	Mr W. Vossebelt	V-Tron	CEO
	Mr R.P. van Wingerden MBA	Strukton, Topteam Logistiek, among others	CEO
	Prof. R. Zuidwijk	Rotterdam School of Management, EUR	Professor of Global Supply Chains and Ports

2025 Financial Statements



2025 Financial Statements

- 89 Consolidated financial statements**
 - 89 Consolidated balance sheet as at 31 December 2025
 - 90 Consolidated income statement 2025
 - 91 Consolidated cash flow statement
 - 91 Statement of comprehensive income 2025
 - 92 Notes to the 2025 consolidated financial statements
- 101 Notes to the consolidated balance sheet as at 31 December 2025
- 108 Notes to the 2025 consolidated income statement
- 112 TNO financial statements**
 - 112 TNO balance sheet as at 31 December 2025
 - 113 TNO 2025 income statement
 - 114 Notes to the TNO 2025 financial statements
 - 115 Notes to the TNO balance sheet as at 31 December 2025
 - 119 Notes to the TNO 2025 income statement
- 121 Report of TNO compliance with the standards for remuneration (WNT) for 2025**
- 127 Participating interests details**

Other information

- 129 Profit appropriation**
- 130 Limited assurance report of the independent auditor on the carbon footprint (scope 1 and 2)**
- 132 Independent auditor’s report**

Appendices

- 135 Our living environment – key figures**
- 136 ESRS table**
- 138 GRI table**

Consolidated balance sheet as at 31 December 2025

(in thousands of euros)

After profit appropriation

	Note	31-12-2025	31-12-2024
Fixed assets			
Intangible assets	1	7,969	8,951
Property, plant and equipment	2	336,925	288,675
Financial assets	3	27,625	24,235
		372,519	321,861
Current assets			
Inventories		23	168
Receivables	4	170,654	152,413
Cash and cash equivalents	5	351,118	400,834
		521,795	553,415
Total		894,314	875,276

	Note	31-12-2025	31-12-2024
Group equity			
General reserve	6	383,510	385,668
Statutory reserve	7	6,821	7,878
Special reserves	8	19,039	17,892
Minority interests		-303	-78
		409,067	411,360
Provisions	9	9,296	10,247
Long-term liabilities	10	42,402	47,002
Current liabilities	11	433,549	406,667
Total		894,314	875,276

Consolidated income statement 2025

(in thousands of euros)

	Note	2025	2024
Revenue	12	831,308	764,298
Other operating income	13	19,543	21,496
Total operating income		850,851	785,794
Direct project costs	14	-88,626	-73,887
Personnel expenses	15	-566,578	-511,565
Amortisation of intangible assets	16	-885	-750
Depreciation of property, plant and equipment	17	-28,600	-26,796
Impairment losses on property, plant and equipment	17	-2,154	-229
Other operating expenses	18	-167,883	-155,125
Total operating expenses		-854,726	-768,352
Operating profit (loss)		-3,875	17,442
Finance income and expenses	19	8,484	12,413
Profit (loss) from ordinary activities before tax		4,609	29,855
Corporation tax	20	-2,297	-7,719
Share of profit (loss) of participating interests	21	-4,549	-1,894
Profit (loss) from ordinary activities after tax		-2,237	20,242
Minority interests		225	33
Net profit (loss)		-2,012	20,275

Profit appropriation

	Note	2025	2024
Net profit (loss)		-2,012	20,275
Addition to:			
- special reserve for construction of new defence buildings		-18,806	-15,333
		-18,806	-15,333
Withdrawal from:			
- statutory reserve		1,057	1,597
- special reserve for construction of new defence buildings		17,659	35,046
		18,716	36,643
Profit (loss) after changes in special reserves		-2,102	41,585
Change in general reserve		2,102	-41,585
		-	-

Consolidated cash flow statement

(in thousands of euros)

	2025	2024
Operating profit (loss)	-3,875	17,442
Amortisation of intangible assets	1,430	1,295
Depreciation of property, plant and equipment	30,754	27,025
Change in provisions	-951	-2,983
Change in working capital, excl. cash and cash equivalents	17,504	104,806
Cash flow from business operations	44,862	147,585
Interest received	9,301	12,236
Dividends received	270	1,229
Interest paid	-40	-458
Corporation tax	-6,586	-6,302
Cash flow from operating activities	47,807	154,290
Investments in intangible assets	-	-8,246
Investments in property, plant and equipment	-88,282	-87,194
Investments in financial assets	-8,682	-8,397
Change in minority interests	-225	-33
Disposal of participating interests	166	282
Repayments and dividends received	43	-
Cash flow from investing activities	-96,980	-103,588
Loans drawn	-	150
Repayments on loans	-190	-170
Cash flow from financing activities	-190	-20
Cash flow for financial year	-49,363	50,682
Cash and cash equivalents as at 1 January	400,834	350,176
Cash flow for financial year	-49,363	50,682
Exchange differences	-353	-24
Cash and cash equivalents as at 31 December	351,118	400,834

Statement of comprehensive income 2025

(in thousands of euros)

	2025	2024
Consolidated net profit (loss) after tax	-2,012	20,275
Translation reserve	-56	-
Comprehensive income	-2,068	20,275

Notes to the 2025 consolidated financial statements

Accounting policies

1.1 General

TNO's mission is to create impactful innovations for the sustainable well-being and prosperity of society.

Name: Nederlandse Organisatie voor Toegepast Natuurwetenschappelijk Onderzoek TNO.

Legal form: Public corporate body with statutory task.

Chamber of Commerce number: 27376655

TNO has its registered office in Delft, the Netherlands.

Reporting period

These financial statements have been prepared for a reporting period of one calendar year.

Basis of preparation

The financial statements of TNO are prepared in accordance with the TNO Guidelines for Financial Reporting issued by the Ministry of Education, Culture and Science.

The TNO Guidelines for Financial Reporting are based on the statutory provisions of Part 9, Book 2 of the Dutch Civil Code. A supplementary order issued by the Ministry of Education, Culture and Science, by means of a letter dated 21 February 2014 with reference OWB/FO/2004/8195, exempts TNO from the provisions of Dutch Accounting Standard 271 'Employee benefits'. Specifically, the provisions from pensions are declared not applicable. TNO does form a provision for holiday pay and holidays, as well as a provision for jubilee benefits.

The accounting policies that are applied for the valuation of assets and liabilities and the determination of profits or losses are based on the historical cost convention.

For the implementation of the Senior Officials in the Public and Semi-Public Sector (Standards for Remuneration) Act (Wet normering bezoldiging topfunctionarissen in de (semi) publieke sector (WNT)), TNO has complied with the applicable WNT policy rules, and used these as the standards framework in preparing these financial statements.

Comparative figures

Where necessary, the comparative figures for 2024 have been reclassified to improve comparability with the figures for 2025.

These financial statements have been prepared based on the going concern assumption.

1.2 Accounting policies

Unless stated otherwise, assets and liabilities are stated at historical cost.

An asset is recognised in the balance sheet when it is probable that the future economic benefits associated with the asset will flow to TNO and the value of the asset can be measured reliably. A liability is recognised in the balance sheet when it is probable that its settlement will involve an outflow of resources and the amount can be measured reliably.

An asset or liability is derecognised from the balance sheet when a transaction results in the transfer of all or substantially all future economic benefits and all or substantially all risks associated with the asset or liability to a third party. Furthermore, assets and liabilities are derecognised from the date on which they no longer meet the criteria regarding the probability of the future economic benefits or the reliability of their measurement.

Income is recognised in the income statement when an increase in the economic potential, associated with an increase in an asset or a decrease in a liability, has arisen, the size of which can be measured reliably. Expenses are recognised when a decrease in the economic potential, associated with a decrease in an asset or an increase in a liability, has arisen, the size of which can be measured reliably.

Expenses are allocated to the period to which they relate.

The financial statements are presented in euros, TNO's functional currency. All financial information in euros has been rounded to the nearest thousand.

Notes to the 2025 consolidated financial statements

1.3 Consolidation principles

The consolidated financial statements include the financial data of TNO, its group companies and other legal entities over which TNO can exercise decisive control or which are under its centralised management. Group companies are participating interests in which the company has a controlling interest, or in which a significant policy-making influence can be exercised in some other way. Financial instruments containing potential voting rights that have economic significance are also taken into account in this regard.

Interests held exclusively with a view to resale are not consolidated if there was already an intention to sell the interest at the time of its acquisition, the interest is likely to be sold within a year and the other relevant indicators are met. These interests are recognised under current assets, as part of the securities (held exclusively for resale). Participating interests that have been sold are consolidated up to the date on which significant influence can no longer be exercised. Newly acquired participating interests are consolidated from the date on which a significant policy-making influence can be exercised.

The items in the consolidated financial statements are prepared in accordance with the group's uniform accounting policies.

In preparing the consolidated financial statements, intra-group debts, receivables and transactions are eliminated. The group companies are consolidated in full and the third-party minority interest is disclosed separately.

In accordance with the principles of consolidation, results on transactions within the group or between entities under common control are eliminated in the consolidated financial statements. The book profit on the sale of assets recognised in the separate financial statements has therefore been eliminated on consolidation.

This leads to a lower consolidated equity compared to equity in the separate financial statements.

Where losses attributable to the third-party minority interest exceed the minority interest in the equity of the consolidated company, this excess and any further losses are charged in full to the majority shareholder. The third-party share in the profit (loss) is disclosed separately as the final line item in the consolidated income statement and deducted from the group profit (loss).

A list of the consolidated group companies and non-consolidated participating interests is included in the notes to the company financial statements.

1.4 Principles for the translation of foreign currency

Foreign currency transactions

Transactions denominated in foreign currency are translated into the relevant functional currency of the group companies at the exchange rate applying on the transaction date. Monetary assets and liabilities denominated in foreign currency are translated into the functional currency on the balance sheet date at the exchange rate applying on that date. Currency translation gains and losses are recognised in the income statement.

Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on consolidation, are translated into euros at the exchange rate applying on the reporting date. Income and expenses of foreign operations are translated into euros at the average exchange rate for the reporting period, which is a good approximation of recognition based on the exchange rate applying on the transaction date.

Translation gains and losses are recognised in the reserve for translation differences. When a foreign operation is sold in whole or in part, the relevant amount in the reserve for translation differences is transferred to the income statement.

1.5 Financial instruments

Financial instruments include (other) receivables, cash, loans and borrowings and trade and other payables.

Financial instruments are initially recognised at fair value, which includes the share premium or discount and directly attributable transaction costs. If subsequent to initial recognition, instruments are not measured at fair value through profit or loss, then any directly attributable transaction costs are included in the initial recognition.

Embedded financial instruments which are not separated from the host contract are recognised in accordance with the host contract.

Notes to the 2025 consolidated financial statements

Subsequent to initial recognition, financial instruments are measured in the manner described below.

Loans granted, (other) receivables, loans drawn and trade and other payables

These financial instruments are measured at amortised cost on the basis of the effective interest method.

The effect of discounting is generally insignificant for current receivables and payables with short maturities for which no explicit interest is calculated. The amortised cost of these items is therefore deemed to consist of their nominal value.

Where necessary, the value of loans granted and (other) receivables is adjusted for impairment losses.

Deferred tax assets are stated at present value.

Long-term loans drawn are stated at fair value upon initial recognition. Subsequent to initial recognition, they are measured at amortised cost.

Derivatives

Derivatives are stated at cost or lower market value, except if hedge accounting under the cost price hedge accounting model is applied.

TNO makes limited use of forward exchange transactions to hedge foreign exchange risks arising from purchasing and selling transactions. If foreign exchange contracts are concluded to hedge monetary assets and liabilities, cost price hedge accounting is applied. Hedge accounting is applied so that gains and losses arising from the translation of monetary items are offset by changes in the value of foreign exchange contracts at the spot rate on the reporting date. The difference between the spot rate of the forward exchange contract at the date of inception and its forward rate is amortised over the term of the forward exchange contract and taken to the income statement.

When cost price hedge accounting is applied, derivatives are measured at fair value upon initial recognition. Derivatives are not remeasured as long as the derivative hedges the specific risk of an expected future transaction. As soon as the expected future transaction leads to the recognition of value changes in the income statement, the gain or loss associated with the derivative is recognised in the income statement. When the hedged item relating to an expected future transaction leads to the recognition of a non-financial asset in the balance sheet, TNO adjusts the cost price of this asset by offsetting it against the hedging gains and losses that have not yet been recognised in the income statement.

If a derivative instrument expires or is sold, the hedging relationships are terminated. The cumulative gain or loss that has not yet been recognised in the income statement until that moment is recognised as an

accrued or deferred item in the balance sheet until the hedged transactions occur. If the transactions are no longer expected to occur, the cumulative gain or loss is transferred to the income statement. TNO documents its hedge relationships in specific hedge documentation and regularly reviews the effectiveness of the hedge relationships by establishing that there is no overhedging.

1.6 Intangible assets

Goodwill represents the excess of the cost of acquisition of the participating interests over TNO's interest in the net fair value of the assets acquired and the liabilities assumed from the acquiree, less accumulated amortisation, depreciation and any impairment losses. Goodwill is amortised over the expected useful life of the acquired participating interest.

The other intangible assets relate to development costs.

They are capitalised insofar as they relate to projects deemed commercially feasible. The development of an intangible asset is considered to be commercially feasible if the completion of the asset is technically feasible, TNO intends to complete the asset and it can then be used or sold (and there are also adequate technical, financial and other resources available to achieve this), TNO has the ability to use or sell the asset, it is probable that the asset will generate future economic benefits and the expenses incurred during the development phase can be determined reliably. Development costs are stated at production cost, less accumulated amortisation and any impairment losses. These costs mainly comprise the salary costs of the relevant employees and the cost of obtaining external expertise, including fees paid to third parties for research and development, licence rights and software programs. Upon termination of the development stage, the capitalised costs are amortised over the expected useful life of the asset, which in principle does not exceed five years, using the straight-line method.

A statutory reserve is formed for the part of the capitalised development costs that has not yet been amortised.

Notes to the 2025 consolidated financial statements

1.7 Property, plant and equipment

Items of property, plant and equipment intended for TNO's own use are stated at cost of acquisition or, if they have been constructed by TNO itself, at cost of manufacture, less accumulated depreciation and any accumulated impairment losses, plus any costs incurred to bring the asset to its ultimate location. No interest expenses have been included in the cost of acquisition of items of property, plant and equipment. Subsequent expenditures that meet the capitalisation criteria are recognised as part of the cost price of property, plant and equipment.

Depreciation is calculated as a percentage of the cost of acquisition according to the straight-line method on the basis of the asset's useful life. Company land, and property, plant and equipment under construction and prepayments on land, property, plant and equipment are not depreciated. When over time changes occur with respect to the expected depreciation method, useful life and/or residual value, such changes are accounted for as a change in estimates.

When costs are incurred due to an obligation relating to the dismantling and removal of an asset and the restoration of the site where the asset is located, and this obligation is the result of the fact that TNO has put the asset in place on the site, these restoration costs are included in the carrying amount of the asset and a provision for the same amount is recognised simultaneously. Decommissioned items of property, plant and equipment are measured at their carrying amount or lower fair value less costs to sell. Items of property, plant and equipment are derecognised in the balance sheet following their disposal or if no future economic benefits are expected to arise from their use or disposal. The income or expense arising from the disposal is recognised in the income statement.

1.8 Financial assets

Non-consolidated participating interests where TNO can exercise significant influence over the entity's operational and financial policy are valued in accordance with the equity change method. In assessing whether TNO can exercise significant influence over the entity's business and financial policy, financial instruments containing potential voting rights that have economic significance are also taken into account. In accordance with the equity change method, the participating interests are recognised in the balance sheet at the group's share of the net asset value of these entities. The net asset value is increased by the group's share in the results of the participating interests, its share in the direct changes in the equity of these participating interests from the date of their acquisition, measured in accordance with the accounting policies described in these financial statements, less the group's share of the dividends paid by these participating interests.

The group's share of the profits or losses of these entities is recognised in the income statement under 'Share or profit (loss) of participating interests'. Where TNO cannot effect the unlimited payment of dividends to TNO in respect of profits of these entities, TNO's share of these profits is added to a statutory reserve. The group's share of the direct increases and decreases in the equity of the entities in which it has a participating interest is also recognised in the statutory reserve.

Following the application of the equity change method, the group determines whether it needs to recognise impairment losses for any of its participating interests. As at each balance sheet date, the group assesses whether there are objective indications that a participating interest may have been impaired. If that is the case, the group recognises an impairment loss for the amount by which the carrying amount of the participating interest exceeds its recoverable amount. This impairment loss is recognised in the income statement.

If the value of a participating interest according to the equity change method has become nil, this method is no longer applied and the participating interest continues to be measured at nil as long as the circumstances do not change. Any other long-term interests of the group in the entity in which it has a participating interest that effectively qualify as a part of the group's net investment are also included in the measurement. A provision is recognised if and to the extent that the group guarantees the debts of the entity in which it has a participating interest or has a constructive obligation to enable the entity to pay its debts.

Any share of the entity's profit subsequently acquired is recognised only if and to the extent that the group's cumulative unrecognised share of the entity's loss has been made good.

Participating interests where no significant influence can be exercised over the entity's business and financial policy are measured at cost of acquisition less any impairment losses. Dividends qualify as profit and are recognised under finance income and expenses.

Profits or losses on transactions with and between entities in which the group has non-consolidated participating interests that are measured at net asset value are recognised proportionally. Profits or losses on transactions with and between entities in which the group has non-consolidated participating interests that are measured at cost are recognised in full, except if they have in effect not been realised.

Loans to entities in which the group has a non-consolidated participating interest are stated at amortised cost using the effective interest rate method, less any impairment losses.

Dividends are accounted for in the period in which they are declared. Interest income is recognised in the period to which it relates, using the effective interest rate method of the relevant asset item. Any gains or losses are recognised under finance income and expenses.

Notes to the 2025 consolidated financial statements

1.9 Impairment losses

As of each balance sheet date, the group assesses whether a non-financial asset or a group of non-financial assets may have been impaired. At each balance sheet date, the group assesses whether there are indications that a fixed asset may have been impaired. If there are such indications, the recoverable amount of the asset is determined. If it is not possible to determine the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined. An impairment loss exists when the carrying amount of an asset exceeds its recoverable amount; the recoverable amount is the higher of the asset's fair value less selling costs and its value in use. An impairment loss is accounted for by recognising it directly in the income statement as an expense and simultaneously reducing the carrying amount of the relevant asset.

The asset's fair value less selling costs is determined initially on the basis of a binding sales agreement. If there is no such agreement, the fair value less selling costs is determined based on the market price in the active market, which is usually the current bid price. If there is no such active market, the fair value less selling costs is determined based on generally accepted valuation models. The results of these models are verified on the basis of a multiple of the profit, quoted prices of listed companies and other available fair value indicators. The costs to be deducted in determining the fair value less selling costs are based on the estimated costs that are directly attributable to the sale or which are necessary to realise the sale.

To determine the value in use, the future net cash flows that would be derived from the continued use of the asset or cash-generating unit are estimated. These cash flows are then discounted using a pre-tax discount rate that reflects the time value of money on the basis of both the market expectations and the specific risks for the asset. The discount rate does not reflect any risks which have already been taken into account in determining the future cash flows.

On each balance sheet date, the group assesses whether there are indications that an impairment loss recognised previously for a fixed asset no longer exists or has decreased. If there are such indications, the recoverable amount of the asset or the cash-generating unit to which the asset belongs is determined. A previously recognised impairment loss is only reversed if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised.

If it is determined that a previously recognised impairment loss no longer exists or has decreased, the increased carrying amount of the relevant asset set will not exceed the carrying amount that would have been determined if no impairment loss had been recognised for the asset. An impairment loss recognised for goodwill is not reversed.

1.10 Inventories

Raw materials and consumables are stated at their cost of acquisition or lower net realisable value. The valuation of the inventories takes into account any impairment losses that may have arisen as of the balance sheet date.

1.11 Projects in progress

Projects in progress concern projects carried out under contracts. Included in the valuation of projects in progress are the costs that relate directly to the relevant contract (for example, personnel costs for employees whose activities relate directly to the contract and the costs of raw materials and consumables), the costs that are attributable to the contract activities in general and can be allocated to the relevant contract, and other costs chargeable to the client under the terms of the contract. Expenditures related to project costs that will lead to the completion of required deliverables after the balance sheet date are capitalised if it is probable that they will lead to revenue in a subsequent period. Where necessary, a provision for expected losses is deducted from projects in progress. Amounts billed in advance are deducted from projects in progress.

1.12 Receivables

The principles applied for the valuation of receivables are described under the heading 'Financial instruments'.

1.13 Cash and cash equivalents

Cash and cash equivalents are stated at nominal value. Where cash and cash equivalents are not at TNO's free disposal, this is reflected in their valuation.

Cash and cash equivalents denominated in foreign currency are translated at the balance sheet into the relevant functional currency at the exchange rate applying at that date. For further information, see the accounting principles for the costing of foreign currency transactions.

Notes to the 2025 consolidated financial statements

1.14 Equity

Financial instruments that qualify as equity instruments by virtue of their economic substance are presented under equity.

Financial instruments that qualify as financial liabilities by virtue of their economic substance are presented under liabilities. Gains, losses, income and expenses with respect to these financial instruments are recognised in the income statement as finance income or expenses.

Statutory reserves

The statutory reserve concerns intangible assets and non-distributable profits from the group companies' participating interests measured at net asset value.

Special reserves

In accordance with Section 22 of the TNO Act and Sections 4 and 5 of the TNO Guidelines for Financial Reporting, special reserves may be formed to allow for future expenditures or costs, or to cover economic and technical risks. Withdrawals are charged to the special reserves as part of the appropriation of the profit (loss) for the year, provided they are in accordance with the special purposes of these reserves.

The special reserve for 'civil' operating risks is formed to cover economic and technical risks. Until the maximum amount of this special reserve has been reached, TNO's Executive Board annually determines and adds a percentage of the funding and contracts from both the national government and third parties to the reserve as part of the appropriation of the profit (loss) for the year. A maximum amount of €9.1 million was agreed with the national government at the time.

The special reserve for the construction of new buildings related to defence research has been formed to cover future investments in renovation and/or new-build projects. Additions to and withdrawals from this reserve take place annually based on specific agreements with the CDR as part of the appropriation of the profit (loss) for the year.

1.15 Minority interest of third parties

The minority interest of third parties is valued at their share in the net asset value of consolidated participating interests. The minority interest is measured in accordance with TNO's accounting policies.

1.16 Provisions

A provision is recognised in the balance sheet when:

- TNO has a present legal or constructive obligation as a result of a past event; and
- the amount can be estimated reliably; and
- it is probable that an outflow of resources will be required to settle the obligation.

Unless stated otherwise, provisions are stated at present value, which is determined by using the relevant discount rate that reflects the current market interest rate.

The provision for employee and post-employment benefits has been formed to cover current benefits and agreed future benefits payable to former and current employees of TNO under TNO's Terms and Conditions of Employment. The portion of the provision relating to current pension benefits is based on actuarial calculations.

The jubilee provision is a provision for future jubilee benefits.

The provision concerns the present value of the jubilee benefits to be paid out in the future. The provision is based on promises made, the likelihood of staff staying and age.

The provision for claims has been formed for potential liabilities arising from ongoing legal proceedings.

The provision for restructurings has been formed to cover costs associated with ongoing or announced (partial or full) restructurings.

The provision for redundancies has been formed to cover the expected costs associated with the planned termination of employment contracts with employees, other than in the context of restructurings. The other provisions have been formed mainly to cover the expected costs of onerous tenancy contracts.

The most important estimates relate to the restructuring provision, the provision for redundancies and claims, and the other provisions.

Notes to the 2025 consolidated financial statements

1.17 Employee Benefits/Pensions

TNO has a number of pension schemes. The most significant pension scheme is administered by Stichting Pensioenfond TNO and qualifies as a defined benefit pension plan.

An order issued by the Ministry of Education, Culture and Science exempts TNO from the provisions of Dutch Accounting Standard 271 'Employee benefits'. The basic principle is that the pension expense to be recognised in the reporting period is equal to the pension contributions payable to the pension fund for the period. To the extent that the payable contributions have not been paid as at the balance sheet date, a liability is recognised.

If as at the balance sheet date, the contributions already paid exceed the contributions payable, an asset is recognised under 'Prepayments and accrued income' to account for any refund by the pension fund or settlement with future pension contributions payable.

In addition, a provision is recognised as of the balance sheet date for existing additional obligations towards the pension fund and the employees, if it is probable that there will be an outflow of resources to settle the obligations and the amount of the obligations can be estimated. The existence or non-existence of additional obligations is assessed on the basis of the administration agreement with the pension fund, the pension agreement with the employees and other (explicit or implicit) commitments made to employees. The provision is stated at the best estimate of the present value of the amounts expected to be required to settle the obligations at the balance sheet date.

1.18 Long-term liabilities

Grants provided by the government or third parties to compensate TNO for the investment in an asset are recognised as liabilities in the balance sheet and systematically credited to the income statement over the useful life of the asset.

1.19 Current liabilities

The valuation of current liabilities is explained in the section on financial instruments.

1.20 Revenue recognition

Revenue is defined as the total of:

- contract revenue;
- national government funding.

Contract revenue comprises the amounts invoiced for work performed, less any value added tax and changes in projects in progress. Revenue is recognised for each separate performance obligation. In the event of multiple performance obligations in a contract, the total transaction price is allocated to the performance obligations in proportion to the value of the performance obligations. TNO concludes that the commitments in contracts together form a performance obligation. The reason for this is that TNO has established that clients cannot independently utilise the benefits of such commitments. Revenue from contracts is recognised in the agreed period in proportion to the performances delivered. Because there is a steady flow of projects that are completed at regular intervals throughout the year, and most are completed within one year, the profits on projects in progress are recognised upon the completion of the projects.

The national government funding is used to support the demand-driven programme research for Top Sectors and societal transition themes. These funds are recognised as revenue in proportion to the stage of completion of the relevant work. Direct project costs are defined as the tangible costs (including costs of outsourced work) that are directly attributable to a project.

1.21 Government grants

Government grants are initially recognised in the balance sheet as deferred income when it is reasonably certain that they will be received and that TNO will comply with the conditions associated with the grant. Grants that compensate TNO for expenses incurred are systematically recognised in the income statement as revenue in the same period in which the expenses are incurred.

For information on grants that compensate TNO for an investment in an asset, see under 'Long-term liabilities'.

1.22 Other operating income

If the result of a transaction relating to the performance of services can be reliably estimated and it is probable that revenue will be received for these services, revenue is recognised in proportion to the stage of completion of these services. Licensing revenues are recognised in the income statement according to the attribution principle in accordance with the content of the agreement, provided that the amount of the revenues can be reliably determined and their receipt is probable.

1.23 Share of profit (loss) of participating interests

The share of the profit (loss) of participating interests consists of TNO's share of the profits or losses of these participating interests, determined on the basis of the accounting policies set out in these financial statements.

Gains or losses on transactions are not recognised in the consolidated income statement if they cannot be deemed to have been realised.

Notes to the 2025 consolidated financial statements

The profits or losses of participating interests acquired or disposed of during the financial year are included in TNO's profit (loss) for the year from the date of acquisition or until the date of disposal, respectively.

1.24 Finance income and expenses

Interest income is recognised in the period to which it relates, taking into account the effective interest rate for the relevant asset. Interest expenses and similar expenses are recognised in the period to which they relate, taking into account the effective interest rate.

1.25 Corporation tax/deferred tax assets

TNO has been subject to corporation tax on the integrated profit (loss) since the 2016 financial year.

When TNO first became liable for corporation tax effective 1 January 2016, the opening fiscal balance sheet was prepared in accordance with the applicable tax accounting policies.

TNO Ventures Holding BV and TNO Affiliates Holding BV and all their Dutch subsidiaries are also subject to corporation tax.

Tax comprises the current corporation tax payable or recoverable for the reporting period and deferred corporation tax. Tax is recognised in the income statement, except to the extent it relates to items recognised directly in equity, in which case it is recognised in equity.

The tax payable (recoverable) for the financial year is the expected tax payable (recoverable) in respect of the taxable profit (tax loss) for the financial year, calculated using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

A provision for deferred tax liabilities is recognised for taxable temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the tax bases of these assets and liabilities.

Deferred tax assets are recognised for deductible temporary differences, unused tax loss carryforwards and unused tax credits, provided that it is probable that taxable profits will be available in future against which they can be offset or utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Deferred tax assets are stated at present value.

1.26 Cash flow statement

The cash flow statement is prepared using the indirect method. Cash flows in foreign currency are translated into euros using the average exchange rates for the relevant periods.

1.27 Fair value measurement

A number of accounting policies and disclosures in the financial statements of TNO require the fair value measurement of both financial and non-financial assets and liabilities.

For valuation and information purposes, fair values are determined based on the following methods.

(Other) receivables

The fair value of trade and other receivables is estimated based on the present value of the future cash flows.

Derivatives

The fair value of forward exchange contracts and interest rate swaps is based on their quote market price, where available. If a quoted market price is not available, the fair value is estimated by discounting the expected cash flows to their present value using current interest rates, which include a risk premium for the relevant risks.

Non-derivative financial liabilities

The fair value of non-derivative financial liabilities (loans) is determined for information purposes only and is calculated based on the present value of future principal and interest payments, discounted at the market interest rate at the reporting date.

If applicable, further information about the principles of fair value measurement is provided in the notes applicable to the relevant asset or liability.

Notes to the 2025 consolidated financial statements

1.28 Use of estimates

The preparation of the financial statements requires that management makes judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

The estimates and the underlying assumptions are constantly assessed.

Revisions of estimates are recognised in the period in which the estimate is revised and in future periods for which the revision has consequences.

The estimates mainly relate to fixed assets, projects in progress, deferred tax assets and provisions (including provisions for restructurings, redundancies, claims and onerous contracts).

1.29 Related parties

Transactions with related parties occur when a relationship exists between TNO, its participating interests and their directors and key management personnel.

As part of its ordinary activities, TNO provides and receives services to and from various related parties in which TNO has an interest of 50% or less. These transactions are conducted at arm's length on terms similar to those of transactions with third parties.

Notes to the consolidated balance sheet as at 31 December 2025

(in thousands of euros)

1 Intangible assets

Changes in intangible assets in 2025:

	Goodwill	Software	Total
Balance as at 31-12-2024			
Cost of acquisition	12,951	-	12,951
Accumulated amortisation and impairment	-4,000	-	-4,000
Carrying amount	8,951	-	8,951
Change in carrying amount			
Acquired/disposed assets	-	448	448
Depreciation	-1,305	-125	-1,430
	-1,305	323	-982
Balance as at 31-12-2025			
Cost of acquisition	12,951	2,500	15,451
Accumulated depreciation and impairment	-5,305	-2,177	-7,482
Carrying amount	7,646	323	7,969

On 1 April 2018, TNO acquired the energy activities of Stichting Energieonderzoek Centrum Nederland (NRG). The acquisition was measured in accordance with the purchase accounting method. The goodwill amounted to €4.7 million and is amortised over a period of 10 years.

On 16 February 2024, TNO acquired the remaining 55% of the shares of National Metrology Institute Van Swinden Laboratory (VSL). The acquisition was recognised retroactively as at 1 January 2024. The goodwill amounted to €8.2 million and is amortised over a period of 10 years.

As at 31 December 2025, there was no reason to recognise an impairment loss.

Notes to the consolidated balance sheet as at 31 December 2025

2 Property, plant and equipment

Changes in property, plant and equipment in 2025:

	Land and buildings	Plant and equipment	Other operating assets	Fixtures and fittings	Assets under con- struction and deve- lopment	Property, plant and equipment not used in operations	Total
Balance as at 31-12-2024							
Cost of acquisition	114,885	174,862	234,122	13,889	85,289	18,381	641,428
Accumulated depreciation and impairment	-67,190	-101,654	-160,662	-8,804	-	-14,443	-352,753
Carrying amount	47,695	73,208	73,460	5,085	85,289	3,938	288,675
Change in carrying amount							
Investments	1,251	240	15,502	1,179	-	-	18,172
Disposals	-	-46	-56	-3	-	-	-105
Reclassifications	-	6,914	-	-	-	-6,914	-
Reclassifications of cumulative depreciation	-	-6,853	-	-	-	6,853	-
Impairment losses	-89	-277	-1,910	122	-	-	-2,154
Depreciation	-1,813	-9,860	-27,269	-1,535	-	-364	-40,841
Assets under construction and development recognised in financial year	-	19,066	15,889	829	-36,295	511	-
Disposal of assets under construction	-	-	-	-	-901	-	-901
Assets under construction, new investments in 2025	-	-	-	-	74,079	-	74,079
	-651	9,184	2,156	592	36,883	86	48,250
Balance as at 31-12-2025							
Cost of acquisition	116,136	187,121	259,325	14,562	122,172	11,978	711,294
Accumulated depreciation and impairment	-69,092	-104,729	-183,709	-8,885	-	-7,954	-374,369
Carrying amount	47,044	82,392	75,616	5,677	122,172	4,024	336,925

The 'depreciation of property, plant and equipment' item recognised in the income statement also includes the release from the investment grants equalisation account.

The carrying amount of property, plant and equipment as at 31 December 2025 includes land, buildings, plant and equipment in the amount of €45.2 million (2024: €39.4 million), of which TNO has sole economic ownership. This relates to investments in rented premises.

Notes to the consolidated balance sheet as at 31 December 2025

	2025	2024
Land	nil	nil
Buildings	40	40
Plant and equipment	15	15
Renovations	4-15	4-15
Computer hardware	3-5	3-5
Other operating assets	5	5
Fixtures and fittings	10	10

3 Financial assets

	Non-consolidated participating interests		Other loans	Deferred tax asset	Total
	Share in equity	Loans			
Balance as at 31-12-2024	17,010	1,925	-	5,300	24,235
Changes:					
Investments and loans granted	4,786	1,996	1,900	-	8,682
Disposals and repayments	-166	-43	-	-	-209
Conversion of loan into shares	2,352	-2,352			-
Value changes	236	-	-	-	236
Share of profit (loss) of participating interests	-4,549	-	-	-	-4,549
Change in loans	-684	684			-
Dividends	-270	-	-	-	-270
Change in deferred tax asset	-	-	-	-500	-500
Balance as at 31-12-2025	18,715	2,210	1,900	4,800	27,625

A list of all direct and indirect participating interests of TNO is included in the notes to the separate financial statements.

Deferred tax asset

	2025	2024
Balance as at 1 January	5,300	6,000
Change in tax deviating measurements	-500	-700
Balance as at 31 December	4,800	5,300

The deferred tax asset is stated at present value. An interest rate of 3.6% (2024: 3.0%) is used for the present value calculation. The nominal value of the deferred tax asset is €9.6 million (2024: €9.7 million). The present value of the deferred nominal tax asset is €6.1 million (2024: €6.6 million). Of the deferred tax asset, €4.5 million has an anticipated set-off term of more than one year (2024: €4.8 million). Due to a limited profit target and insufficient certainty, not all tax positions can be realised. The valuation of the deferred tax asset as at 31 December 2025 was reviewed and was set at €4.8 million (2024: €5.3 million).

4 Receivables

	31-12-2025	31-12-2024
Contract receivables	50,201	50,601
Projects in progress	89,740	78,070
Other receivables	15,818	5,346
Prepayments and accrued income	14,895	18,396
Total	170,654	152,413

The other receivables with a term of more than one year is nil (2024: €0.1 million). Of the prepayments and accrued income, €1.0 million has a term of more than one year (2024: €1.4 million).

Notes to the consolidated balance sheet as at 31 December 2025

Projects in progress

	31-12-2025	31-12-2024
Accumulated costs less provisions for losses and risks	334,415	298,712
Debit: Cumulative declared instalments	-393,874	-364,856
Total projects in progress	-59,459	-66,144
Of which recognised under current receivables	89,740	78,070
Of which recognised under current liabilities	-149,198	-144,214

The 'Projects in progress' item includes a provision for losses and risks of €1.6 million (2024: €3.7 million).

5 Cash and cash equivalents

The balance of cash and cash equivalents of €351.1 million exceeds the special reserve of €19.0 million by €332.1 million.

6 General reserve

	2025	2024
Balance as at 1 January	385,668	344,083
Translation reserve	-56	-
Profit appropriation	-2,102	41,585
Balance as at 31 December	383,510	385,668

The difference between the general reserve in the TNO consolidated balance sheet and the general reserve in the TNO balance sheet relates to the accounting for an asset transfer to Peregrion, being a transaction under common control.

7 Statutory reserve

	2025	2024
Balance as at 1 January	7,878	9,475
Change	-1,057	-1,597
Balance as at 31 December	6,821	7,878

The statutory reserve concerns non-distributable profits from participating interests measured at net asset value.

8 Special reserves

	Balance as at 31-12-2024	Withdrawn in 2025	Added in 2025	Balance as at 31-12-2025
Civil operating risks	9,075	-	-	9,075
Construction of new defence buildings	8,817	17,659	18,806	9,964
Total	17,892	17,659	18,806	19,039

9 Provisions

	Balance at 31-12-2024	Withdrawn in 2025	Added in 2025	Release in 2025	Balance as at 31-12-2025
Employee and post-employment benefits	136	25	49	-	160
Jubilee provision	3,377	434	532	-	3,475
Claims	800	-	-	100	700
Restructurings	-	738	4,048	2,072	1,238
Redundancies	1,076	845	1,657	277	1,611
Other	4,858	1,059	-	1,687	2,112
Total	10,247	3,101	6,286	4,136	9,296

Of the other provisions, €2.0 million concerns onerous contracts (2024: €4.6 million).

Of the provisions, approximately €5.4 million is of a long-term nature (2024: €7.0 million).

Notes to the consolidated balance sheet as at 31 December 2025

10 Long-term liabilities

	31-12-2025	31-12-2024
Investment grants equalisation account	38,243	42,869
Other loans	5,223	4,865
Present value adjustment for interest-free loans	-1,064	-732
Total	42,402	47,002

Investment grants equalisation account

	2025	2024
Balance as at 1 January	42,869	36,900
Impact of consolidations/deconsolidations	-	861
Grants awarded	8,160	17,081
	51,029	54,842
Release added to profit for the year	-12,786	-11,973
Balance as at 31 December	38,243	42,869

Of the investment grants equalisation account, €13.2 million has a term of less than one year (2024: €11.8 million) and €5.7 million has a term of more than five years (2024: €6.6 million).

Other loans

	2025	2024
Balance as at 1 January	4,865	5,755
Repayments on loans	-190	-170
Change in short-term part of the loans	548	-720
Balance as at 31 December	5,223	4,865

Of the other loans, €2.0 million has a term of between one and five years (2024: €2.2 million). The remainder of the other loans, amounting to €2.2 million, has a term of more than five years (2024: €1.9 million).

No securities have been issued. The other loans are interest-free.

11 Current liabilities

	31-12-2025	31-12-2024
Payables	22,832	13,815
Amounts owed to participating interests	1,398	32
Taxes and social insurance contributions	31,909	33,925
Holiday pay	14,573	13,323
Outstanding leave entitlements	31,874	28,152
Other liabilities	31,503	24,820
Accruals and deferred income	65,268	53,129
Accrued national government funding	84,994	95,257
Projects in progress	149,198	144,214
Total	433,549	406,667

The other liabilities largely relate to costs accounted for in 2025 for which settlement will take place in 2026. These current liabilities do not bear interest. Accruals and deferred income largely relate to advances received in respect of specific research projects. The accruals and deferred income recognised in 2025 include €46.2 million (2024: €25.3 million) in investment grants, as well as €19.1 million (2024: €27.8 million) in advances received for research projects that must be transferred to third parties. Of the accruals and deferred income, €48.6 million has a term of more than one year (2024: €29.1 million).

TNO cannot claim back the VAT paid for non-economic activities and applies the pre-pro rata method. This method involves elements of estimation.

Projects in progress

The 'projects in progress' item is explained under current receivables (see point 4).

Notes to the consolidated balance sheet as at 31 December 2025

Financial instruments

General

As part of its ordinary activities, TNO uses various financial instruments that expose TNO to market and/or credit risks. These financial instruments, as well as forward exchange contracts and interest rate swaps for hedging future transactions, cash flows and interest rate risks, are recognised in the balance sheet. TNO does not trade in these financial instruments and has procedures and a code of conduct in place to limit the amount of credit risk to which it is exposed in respect of each counterparty or market. If a counterparty defaults on payments due to TNO, any risks arising from this default are limited to the market value of the relevant instruments.

The contract value or notional principal amounts of the financial instruments are indicative only of the extent to which such financial instruments are used and not of the amount of credit or market risks.

Interest rate risk

The interest rate risk is limited to any changes in the market value of the loans drawn and loans granted and cash and cash equivalents. The interest rate risk for cash and cash equivalents concerns the risk of fluctuations in the fair value of the future cash flows of financial instruments due to changes in market interest rates. As the current cash position does not bear interest at a fixed rate, TNO is exposed to interest rate risk on this position. It is preferable to have a fixed interest rate for all loans throughout their term to maturity. If a loan does not have a fixed interest rate, it is TNO's policy to use derivative financial instruments to control (interim) interest rate fluctuations. The loans are held to maturity.

Credit risk

TNO runs a credit risk by virtue of transactions. This risk relates to the loss that may occur when a counterparty remains in default. This risk is limited due to the large number and diversity of parties from which TNO's receivables are due. There is only a concentration of credit risk in terms of the geographic spread of the outstanding receivables, which is concentrated in the Netherlands. TNO has spread its risk over various banks.

Market value

The market value of most of the financial instruments recognised in the balance sheet, including loans granted, (other) receivables, cash and cash equivalents and trade and other payables, approximates their carrying amount. TNO has remeasured all individual contracts by recalculating from the price at the date of inception to the price at the balance sheet date. The hedged position as at the balance sheet date and as at the date on which the hedge was entered into (€8.1 million and €8.1 million respectively) is presented in the notes. The market value of the outstanding USD forward contracts is €8.1 million and the contract value is €8.1 million (2024: €7.0 and €6.7 million). At year-end 2025, there are no GBP forward contracts (2024: nil) and no JPY forward contracts (2024: nil).

Off-balance sheet assets and liabilities

As at 31 December 2025, the total operating lease liabilities for the period from 2026 to 2030 inclusive amounted to approximately €7.3 million (2024: €4.9 million), of which €3.0 (2024: €2.4 million) million falls due in 2026 and €4.3 million (2024: €2.5 million) falls due between one and five years. In 2025, the operating lease payments amounted to €4.0 million (2024: €3.5 million).

Rental obligations totalled €223.7 million (2024: €161.5 million), of which €22.4 million (2024: €21.9 million) falls due within one year, €84.0 million (2024: €74.0 million) falls due between one and five years and €117.3 million (2024: €65.6 million) falls due after five years. In 2025, the amount paid in rent was €23.5 million (2024: €26.9 million).

As at 31 December 2025, investment obligations in respect of property, plant and equipment totalled €4.0 million (2024: €2.3 million). In addition, as at 31 December 2025, TNO has investment commitments amounting to €7.7 million in respect of financial fixed assets, relating to the acquisition of shares in ProQares B.V. in 2026. As at 31 December 2025, a TNO participating interest, TNO Ventures Holding BV, has investment commitments totalling €7.0 million (2024: €4.8 million) in a number of funds in which it participates.

The total of bank guarantees issued is €0.9 million (2024: €1.2 million). The total credit facility and bank guarantee facility amount to €13.3 million (2024: €13.3 million) and €11.0 million (2024: €11.0 million), respectively.

Notes to the consolidated balance sheet as at 31 December 2025

Other securities and conditions for the total credit facility consist of a:

- negative pledge/pari passu and cross-default clause;
- joint account and co-liability agreement (CJMO); security type: RC plus one party.

As at year-end 2025, the sureties furnished totalled nil (2024: nil). TNO is currently involved in various disputes and legal proceedings that relate to its ordinary activities. TNO does not expect that the total liabilities arising from these proceedings will be of material significance to its financial position.

Provisions have been made for all disputes and legal proceedings based on the nominal value of the expenditures that are expected to be required to settle the liabilities and losses.

Notes to the 2025 consolidated income statement

(in thousands of euros)

12 Revenue

	2025	2024
Contract revenue	435,635	403,294
National government funding	395,673	361,004
Total	831,308	764,298

Revenue includes the change to projects in progress of positive €6.7 million (2024: negative €13.0 million).

Contract revenue

Contract revenue breaks down by category as follows:

	2025	2024
Domestic contract revenue		
Government	209,424	183,912
Industry	125,400	111,678
Total domestic contract revenue	334,824	295,590
International contract revenue		
International organisations	10,959	10,180
Other	89,852	97,524
Total international contract revenue	100,811	107,704
Total	435,635	403,294

13 Other operating income

	2025	2024
Gain (loss) on disposals of property, plant and equipment	-92	-58
Other income	19,635	21,554
Total	19,543	21,496

Other income includes income from licences and patents, non-project-related income and costs charged on to external parties. This item also includes an inheritance received by TNO, netted against an estimate of the inheritance tax due.

14 Direct project costs

Direct project costs are defined as the tangible costs (including costs of outsourced work) that are directly attributable to a project.

Notes to the 2025 consolidated income statement

15 Personnel expenses

	2025	2024
Wages and salaries	380,392	344,640
Pension costs	51,121	46,298
Other social expenses	56,249	51,902
Other personnel expenses	73,370	66,562
Change in outstanding leave entitlements	3,551	2,078
Utilisation and release of provisions:		
- employee and post-employment benefits	-25	-194
- jubilee	-434	-352
- redundancies	-1,122	-340
- restructurings	-2,810	-790
	560,292	509,804
Addition to provisions:		
- employee and post-employment benefits	49	-
- jubilee	532	437
- restructurings	4,048	-
- redundancies	1,657	1,324
Total	566,578	511,565

The average number of FTEs for 2025 is 4,414, of which six are outside the Netherlands (2024: 4,207, of which three are outside the Netherlands). The remuneration, including pension contributions, of the members of TNO's Executive Board totalled €0.7 million (2024: €0.7 million). The remuneration of the members of TNO's Supervisory Board totalled €0.2 million (2024: €0.1 million).

As at 31 December 2025, the policy funding level of Stichting Pensioenfonds TNO (12-month rolling average of the market value of the provision for the pension liabilities according to the accounting policies of the Dutch central bank (DNB)) came to 128.7% (31 December 2024: 123.4%) As at 1 January 2025, pensions will be indexed at 1.42%. As at 1 January 2025, the total of missed indexations is 10.3%.

The social partners have set the premium for 2025 at 20.34% (2024: 20.34%). This allows for an accrual rate of 1.75% (2024: 1.75%).

16 Amortisation of intangible assets

	2025	2024
Amortisation of:		
goodwill	1,305	1,295
- software	125	-
	1,430	1,295
Release from:		
- investment grants equalisation account	-545	-545
Total	885	750

Notes to the 2025 consolidated income statement

17 Depreciation of property, plant and equipment

	2025	2024
Depreciation of:		
– buildings	1,902	1,902
– plant and equipment	10,137	10,478
– other operating assets	29,179	24,241
– fixtures and fittings	1,413	1,378
– Property, plant and equipment not used in operations	364	454
	42,995	38,453
Release from:		
– investment grants equalisation account	-12,241	-11,428
Total	30,754	27,025

18 Other operating expenses

	2025	2024
Accommodation costs	68,383	65,974
Costs of materials	6,315	6,107
Use of operating assets	21,400	20,858
General administrative expenses	31,554	28,871
Outsourced work	23,037	18,068
Changes in provisions	-2,846	-3,080
Other expenses	19,945	17,770
Contributions paid	95	557
Total	167,883	155,125

19 Financial income and expenses

	2025	2024
Interest income	8,877	12,885
Interest expenses	-40	-448
Exchange differences	-353	-24
Total	8,484	12,413

20 Corporation tax

	2025	2024
Current tax expense		
Current financial year	1,304	7,060
Previous financial year	493	-41
Deferred tax expense		
Change in deferred tax asset	500	700
Total	2,297	7,719

When TNO first became liable for corporation tax, the opening fiscal balance sheet was prepared on the basis of the applicable tax accounting policies. A deferred tax asset was formed for the difference between the valuation on the fiscal balance sheet (tax base) and the balance sheet for reporting purposes (commercial carrying amount). The commercial measurement is lower than the fiscal measurement, which results in a deferred tax asset of €4.8 million (2024: €5.3 million).

The reconciliation between the Dutch nominal tax rate and effective tax rate is as follows:

	2025	2024
Nominal tax rate in the Netherlands	25.8%	25.8%
Non-tax-deductible items and restatements for prior financial years	24.0%	0.10%
Effective tax burden	49.8%	25.90%

Notes to the 2025 consolidated income statement

21 Share of profit (loss) of participating interests

	2025	2024
Participating interests:		
– Non-consolidated participating interests	-5,234	-1,161
– Result on loans and other investments	684	-677
– Disposal of participating interests	1	-56
Total	-4,549	-1,894

22 Auditor’s fees

The following fees as referred to in Article 2:382a of the Dutch Civil Code were charged to TNO, its subsidiaries and other consolidated companies by EY Accountants B.V.

	2025	2024
Audit of the financial statements	378	345
Other audit engagements	464	306
Other non-audit services	185	240
Total	1,027	891

This statement does not include fees of €0.1 million charged by external auditors to our majority shareholdings for the review of their financial statements.

23 Subsequent events

There are no significant events after the balance sheet date.

TNO balance sheet as at 31 December 2025

(in thousands of euros)

after profit appropriation

	Note	31-12-2025	31-12-2024
Fixed assets			
Intangible assets	1	1,059	1,530
Property, plant and equipment	2	327,727	281,498
Financial assets	3	127,003	148,849
		455,789	431,877
Current assets			
Inventories		23	168
Receivables	4	164,837	148,198
Cash and cash equivalents		255,277	282,701
		420,137	431,067
Total		875,926	862,944

	Note	31-12-2025	31-12-2024
Equity			
General reserve		383,355	385,668
Statutory reserve		6,821	7,878
Special reserves		19,039	17,892
	5	409,215	411,438
Provisions	6	9,031	10,165
Long-term liabilities	7	36,437	41,541
Current liabilities	8	421,243	399,800
Total		875,926	862,944

TNO 2025 income statement

(in thousands of euros)

	Note	2025	2024
Domestic and international contract revenue		199,453	196,733
Government contract revenue		209,424	183,912
Market sales		408,877	380,645
Collaborative Research Funding		211,233	200,494
Task financing		184,440	160,510
National government funding		395,673	361,004
Revenue	9	804,550	741,649
Other operating income		20,959	22,624
Total operating income		825,509	764,273
Direct project costs		-86,916	-72,787
Personnel expenses	10	-552,187	-499,415
Amortisation of intangible assets		-471	-470
Depreciation of property, plant and equipment		-27,126	-25,542
Impairment losses property, plant and equipment		-2,154	-229
Other operating expenses		-162,894	-148,769
Total operating expenses		-831,748	-747,212
Operating profit (loss)		-6,239	17,061
Finance income and expenses	11	5,995	8,227
Result before extraordinary income and charges		-244	25,288
Extraordinary income		-	-
Extraordinary charges		-	-
Profit (loss) from ordinary activities before tax		-244	25,288
Corporation tax	12	-800	-6,221
Share of profit (loss) of participating interests		-1,122	1,208
Net profit (loss)		-2,166	20,275

Notes to the TNO 2025 financial statements

General

TNO's mission is to create impactful innovations for the sustainable well-being and prosperity of society.

Name: Nederlandse Organisatie voor Toegepast Natuurwetenschappelijk Onderzoek TNO.

Legal form: Public corporate body with statutory task.

Chamber of Commerce number: 27376655

TNO has its registered office in Delft, the Netherlands.

Accounting policies

As regards the accounting policies, reference is made to the notes to the consolidated financial statements.

This also applies to the other notes, to the extent they are not included below. The TNO financial statements are the separate financial statements of the TNO organisation.

Notes to the TNO balance sheet as at 31 December 2025

(in thousands of euros)

1 Intangible assets

Changes in intangible assets in 2025:

	Goodwill
Balance as at 31-12-2024	
Cost of acquisition	4,705
Accumulated amortisation and impairment	-3,175
Carrying amount	1,530
Change in carrying amount	
Depreciation	-471
	-471
Balance as at 31-12-2025	
Cost of acquisition	4,705
Accumulated depreciation and impairment	-3,646
Carrying amount	1,059

On 1 April 2018, TNO acquired the energy activities of Stichting Energieonderzoek Centrum Nederland (NRG). The acquisition was measured in accordance with the purchase accounting method. The goodwill amounted to €4.7 million and is amortised over a period of 10 years.

As at 31 December 2025, there was no reason to recognise an impairment loss.

Notes to the TNO balance sheet as at 31 December 2025

2 Property, plant and equipment

Changes in property, plant and equipment in 2025:

	Land and buildings	Plant and equipment	Other operating assets	Fixtures and fittings	Assets under con- struction and deve- lopment	Property, plant and equipment not used in operations	Total
Balance as at 31-12-2024							
Cost of acquisition	113,756	172,134	180,549	12,582	85,196	21,049	585,266
Accumulated depreciation and impairment	-67,190	-100,811	-112,750	-7,733	-	-15,284	-303,768
Carrying amount	46,566	71,323	67,799	4,849	85,196	5,765	281,498
Change in carrying amount							
Investments	-	216	12,769	1,142	-	-	14,127
Disposals	-	-46	-54	-3	-	-	-103
Reclassifications	-	6,914	-	-	-	-6,914	-
Reclassifications of cumulative depreciation	-	-6,853	-	-	-	6,853	-
Impairment losses	-89	-277	-1,910	122	-	-	-2,154
Depreciation	-1,813	-9,674	-25,384	-1,481	-	-543	-38,895
Assets under construction and development recognised in financial year	-	19,066	15,889	829	-36,295	511	-
Disposal of assets under construction	-	-	-	-	-825	-	-825
Assets under construction, new investments in 2025	-	-	-	-	74,079	-	74,079
	-1,902	9,346	1,310	609	36,959	-93	46,229
Balance as at 31-12-2025							
Cost of acquisition	113,756	184,369	203,152	13,218	122,155	14,646	651,296
Accumulated depreciation and impairment	-69,092	-103,700	-134,043	-7,760	-	-8,974	-323,569
Carrying amount	44,664	80,669	69,109	5,458	122,155	5,672	327,727

The 'depreciation of property, plant and equipment' item recognised in the income statement also includes the release from the investment grants equalisation account. The carrying amount of property, plant and equipment as at 31 December 2025 includes land, buildings, plant and equipment in the amount of €42.8 million (2024: €38.2 million), of which TNO has sole economic ownership. This relates to investments in rented premises.

Notes to the TNO balance sheet as at 31 December 2025

3 Financial assets

	Group companies Share in equity	Loans	Deferred tax asset	Total
Balance as at 31-12-2024	143,549	-	5,300	148,849
Changes:				
Investments and loans granted	10,585	1,900	-	12,485
Value changes	-56	-	-	-56
Share of profit (loss) of participating interests	-1,122	-	-	-1,122
Dividends	-32,653	-	-	-32,653
Change in deferred tax asset	-	-	-500	-500
Balance as at 31-12-2025	120,303	1,900	4,800	127,003

Of the loans item, €0.0 million relates to loans to group companies (2024: €0.0 million).

Of the loans, €0.0 million has a term to maturity of more than one year (2024: €0.0 million).

Deferred tax asset

	2025	2024
Balance as at 1 January	5,300	5,700
Tax deviating measurements	-500	-400
Balance as at 31 December	4,800	5,300

The deferred tax asset is stated at present value. An interest rate of 3.6% is used for the present value calculation (2024: 3.0%). The nominal value of the deferred tax asset is €9.6 million (2024: €9.7 million). The present value of the deferred nominal tax asset is €6.1 million (2024: €6.6 million). Of the deferred tax asset, €4.5 million has an anticipated set-off term of more than one year (2024: €4.8 million). Due to a limited profit target and insufficient certainty, not all tax positions can be realised. The valuation of the deferred tax asset as at 31 December 2025 was reviewed and was set at €4.8 million (2024: €5.3 million).

4 Receivables

	31-12-2025	31-12-2024
Contract receivables	48,861	48,273
Receivables from group companies	194	533
Projects in progress	89,213	77,945
Other receivables	11,674	3,051
Prepayments and accrued income	14,895	18,396
Total	164,837	148,198

The 'Other receivables' item with a term longer than one year is nil (2024: nil). Of the prepayments and accrued income, €1.0 million has a term of more than one year (2024: €1.4 million).

Projects in progress

	31-12-2025	31-12-2024
Accumulated costs less provisions for losses and risks	331,477	296,498
Debit: Cumulative declared instalments	-390,134	-361,263
Total projects in progress	-58,657	-64,765
Of which recognised under current receivables	89,213	77,945
Of which recognised under current liabilities	-147,870	-142,710

The 'Projects in progress' item includes a provision for losses and risks of €1.6 million (2024: €3.7 million).

5 Equity

For information on TNO's equity, please refer to the notes on the 'Equity' item in the consolidated financial statements.

Notes to the TNO balance sheet as at 31 December 2025

6 Provisions

	Balance as at 31-12-2024	Withdrawn in 2025	Added in 2025	Release in 2025	Balance as at 31-12-2025
Employee and post-employment benefits	136	25	49	-	160
Jubilee provision	3,377	434	532	-	3,475
Claims	800	-	-	100	700
Restructurings	-	738	4,048	2,072	1,238
Redundancies	994	845	1,474	277	1,346
Other	4,858	1,059	-	1,687	2,112
Total	10,165	3,101	6,103	4,136	9,031

Of the other provisions, €2.0 million concerns onerous contracts (2024: €4.6 million). Of the provisions, approximately €5.4 million is of a long-term nature (2024: €7.0 million).

7 Long-term liabilities

	31-12-2025	31-12-2024
Investment grants equalisation account	32,278	37,408
Other loans	5,223	4,865
Present value adjustment for interest-free loans	-1,064	-732
Total	36,437	41,541

Of the investment grants equalisation account, €12.1 million has a term of less than one year (2024: €11.0 million) and €4.0 million has a term of more than five years (2024: €4.4 million). No securities have been issued. The other loans are interest-free. Of the other loans, €2.0 million has a term of between one and five years (2024: €2.2 million). The remainder of the other loans, amounting to €2.2 million, has a term of more than five years (2024: €1.9 million). See the consolidated financial statements for a statement of changes of the equalisation account and other loans.

8 Current liabilities

	31-12-2025	31-12-2024
Payables	22,094	12,832
Amounts owed to group companies	-	32
Amounts owed to participating interests	1,398	-
Taxes and social insurance contributions	31,388	33,453
Holiday pay	14,164	12,977
Outstanding leave entitlements	31,194	27,590
Other liabilities	22,873	21,820
Accruals and deferred income	65,268	53,129
Accrued national government funding	84,994	95,257
Projects in progress	147,870	142,710
Total	421,243	399,800

Of the other liabilities, €2.8 million has a term of more than one year (2024: €6.7 million). These current liabilities do not bear interest. Accruals and deferred income largely relate to advances received in respect of specific research projects. Of the accruals and deferred income, €48.6 million has a term of more than one year (2024: €29.1 million). TNO cannot claim back the VAT paid for non-economic activities and applies the pre-pro rata method. This method involves elements of estimation.

Projects in progress

The 'projects in progress' item is explained under current receivables (see point 4).

Notes to the 2025 TNO income statement

(in thousands of euros)

9 Revenue

	2025	2024
Domestic industry contract revenue	98,643	89,030
International organisations contract revenue	10,959	10,179
International contract revenue	89,851	97,524
Total international contract revenue	100,810	107,703
Government contract revenue	209,424	183,912
Market sales	408,877	380,645
National government funding	395,673	361,004
Total	804,550	741,649

Revenue includes the change to projects in progress of positive €6.1 million (2024: negative €11.1 million).

10 Personnel expenses

	2025	2024
Wages and salaries	369,265	336,541
Pension costs	49,698	45,193
Other social expenses	54,658	50,601
Other personnel expenses	73,303	64,987
Change in outstanding leave entitlements	3,551	2,078
Changes in provisions	1,712	15
Total	552,187	499,415

The average number of FTEs for 2025 is 4,292, of which one is outside the Netherlands (2024: 4,098, of which one is outside the Netherlands). The remuneration, including pension contributions, of the members of TNO's Executive Board totalled €0.7 million (2024: €0.7 million). The remuneration of the members of TNO's Supervisory Board totalled €0.2 million (2024: €0.1 million).

11 Finance income and expenses

	2025	2024
Interest income	6,387	8,698
Interest expenses	-40	-447
Exchange differences	-352	-24
Total	5,995	8,227

12 Corporation tax

	2025	2024
Current tax expense		
Current financial year	-157	5,862
Previous financial year(s)	457	-41
Deferred tax expense		
Change in deferred tax asset	500	400
Total	800	6,221

When TNO first became liable for corporation tax, the opening fiscal balance sheet was prepared on the basis of the applicable tax accounting policies. A deferred tax asset was formed for the difference between the valuation on the fiscal balance sheet (tax base) and the balance sheet for reporting purposes (commercial carrying amount). The commercial measurement is lower than the fiscal measurement, which results in a deferred tax asset of €4.8 million (2024: €5.3 million).

Notes to the 2025 TNO income statement

The reconciliation between the Dutch nominal tax rate and effective tax rate is as follows:

	2025	2024
Nominal tax rate in the Netherlands	25.8%	25.80%
Non-tax-deductible items and restatements for prior financial years	-353.7%	-1.20%
Effective tax burden	-327.9%	24.60%

The taxable result for 2025 amounted to negative €0.6 million. This taxable result generates an acute tax gain of €0.2 million (being 25.8%).

13 Subsequent events

There are no significant events after the balance sheet date.

Report of TNO compliance with the standards for remuneration (WNT) for 2025

(in € x 1)

The Senior Officials in the Public and Semi-Public Sector (Standards for Remuneration) Act (WNT) came into effect on 1 January 2013. This compliance report has been prepared based on the following regulation applicable to TNO: The general maximum remuneration under the WNT Act.

The maximum remuneration for TNO in 2025 was €246,000.00. This has been determined on the basis of the Reduction of Maximum Remuneration (WNT) Act (Wet verlaging bezoldigingsmaximum WNT), which came into effect on 1 January 2015. The displayed applicable WNT maximum per person or per position is calculated in proportion to the magnitude (and for senior officials also the duration) of employment, where for the purpose of calculation the magnitude of employment can never exceed 1.0 FTE.

An exception applies to the Supervisory Board. The WNT maximum for the Chair and the other members of the Supervisory Board is 15% and 10%, respectively, of the applicable general WNT maximum.

The identified senior management officials of TNO are not employed as senior management officials at multiple institutions that fall under the WNT (under employment contracts entered into effective from 1 January 2018).

Mr Werkhoven is no longer a member of the TNO Executive Board with effect from 1 January 2023. As a former senior official, he will be rated as a senior management official until 2026.

Remuneration of senior officials

1. Senior management officials

2025 Details

	Dr. T.B.P.M. Tjin-A-Tsoi	Drs. S.M. Swarte RC	Ir. M.G.L.H. Tossings	Rear Admiral S.P. Hofkamp	Prof. P.J. Werkhoven
Position details	Member of Executive Board (Chair)	Member of the Executive Board	Member of the Executive Board	Member of the Executive Board	Former member of Executive Board / Chief Scientist
Position start and end date in 2025	01/01 – 31/12	01/01 – 31/12	01/01 – 31/12	01/11 – 31/12	01/01 – 31/12
Employment in FTEs	1.0	1.0	1.0	1.0	0.75
Employed?	yes	yes	yes	yes	yes
Remuneration					
Remuneration plus taxable expense allowances	225,435.60	225,432.84	233,446.44	37,572.14	166,242.63
Long-term and post-employment benefits	20,548.32	20,548.32	20,548.32	3,424.72	15,411.24
Subtotal	245,983.92	245,981.16	253,994.76	40,996.86	181,653.87
Applicable individual maximum remuneration	246,000.00	246,000.00	246,000.00	41,112.33	184,500.00
–/– Amount paid in excess of statutory maximum that has not yet been refunded	n/a	n/a	n/a	n/a	n/a
Total remuneration for 2025	245,983.92	245,981.16	253,994.76	40,996.86	181,653.87
Reason why the excess is or is not permitted			1		
Further information about the claim for undue payment	n/a	n/a	n/a	n/a	n/a

1. Payment of €7,994.76 relates to holiday allowance entitlements for the period 15 March 2019 to 31 December 2024. The (subsequent) payment received is allocated to the previous calendar year (2024) to which it relates, based on Article 3.2 of the WNT Implementing Regulations.

Report of TNO compliance with the standards for remuneration (WNT) for 2025

2024 Details

	Dr. T.B.P.M. Tjin-A-Tsoi	Drs. S.M. Swarte RC	Ir. M.G.L.H. Tossings	Prof. P.J. Werkhoven
Position details	Member of Executive Board (Chair)	Member of the Executive Board	Member of the Executive Board	Former member of Executive Board / Chief Scientist
Position start and end date in 2024	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12
Employment in FTEs	1.0	1.0	1.0	0.75
Employed?	yes	yes	yes	yes
Remuneration				
Remuneration plus taxable expense allowances	216,515.04	216,512.16	216,172.24	152,646.44
Long-term and post-employment benefits	16,472.16	16,472.16	16,472.16	12,354.12
Subtotal	232,987.20	232,984.32	232,644.40	165,000.56
Applicable individual maximum remuneration	233,000.00	233,000.00	233,000.00	174,750.00
-/- Amount paid in excess of statutory maximum that has not yet been refunded	n/a	n/a	n/a	n/a
Total remuneration for 2024	232,987.20	232,984.32	232,644.40	165,000.56

Report of TNO compliance with the standards for remuneration (WNT) for 2025

2. Supervisory Board members (1) [2025 Details](#)

	Mr P.G. de Vries	Prof. dr. ir. H. Bijl	Ir. J.B.P. Coopmans	Drs. M.R. van Dongen	Prof. M.P. Hekkert
Position details	Member of Supervisory Board (Chair)	Member of Supervisory Board	Member of Supervisory Board	Member of Supervisory Board	Member of Supervisory Board
Position start and end date in 2025	01/01 – 31/12	01/01 – 31/12	01/01 – 31/12	01/01 – 31/12	01/01 – 31/12
Remuneration					
Remuneration plus taxable expense allowances	34,896.00	22,596.00	22,596.00	22,596.00	22,596.00
Applicable individual maximum remuneration	36,900.00	24,600.00	24,600.00	24,600.00	24,600.00
–/– Amount paid in excess of statutory maximum that has not yet been refunded	n/a	n/a	n/a	n/a	n/a
Total remuneration for 2025	34,896.00	22,596.00	22,596.00	22,596.00	22,596.00
Reason why excess is or is not permitted	n/a	n/a	n/a	n/a	n/a
Further information about the claim for undue payment	n/a	n/a	n/a	n/a	n/a

[2024 Details](#)

	Mr P.G. de Vries	Prof. dr. ir. H. Bijl	Ir. J.B.P. Coopmans	Drs. M.R. van Dongen	Prof. M.P. Hekkert
Position details	Member of Supervisory Board (Chair)	Member of Supervisory Board	Member of Supervisory Board	Member of Supervisory Board	Member of Supervisory Board
Position start and end date in 2024	01/01 – 31/12	01/01 – 31/12	01/01 – 31/12	01/11 – 31/12	01/01 – 31/12
Remuneration					
Remuneration plus taxable expense allowances	32,940.00	21,288.00	21,288.00	3,548.00	21,288.00
Applicable individual maximum remuneration	34,950.00	23,300.00	23,300.00	3,883.33	23,300.00

Report of TNO compliance with the standards for remuneration (WNT) for 2025

2. Supervisory Board members (2) 2025 Details

	Dr P.J.M. van Laarhoven	Ir. L. Verheij van Wijk
Position details	Member of Supervisory Board	Member of Supervisory Board
Position start and end date in 2025	01/01 – 31/12	01/01 – 31/12
Remuneration		
Remuneration plus taxable expense allowance	22,596.00	22,596.00
Individually applicable maximum remuneration	24,600.00	24,600.00
–/– Amount paid in excess of statutory maximum that has not yet been refunded	n/a	n/a
Total remuneration for 2025	22,596.00	22,596.00
Reason why excess is or is not permitted	n/a	n/a
Further information about the claim for undue payment	n/a	n/a

2024 Details

	Dr P.J.M. van Laarhoven	Ir. L. Verheij van Wijk
Position details	Member of Supervisory Board	Member of Supervisory Board
Position start and end date in 2024	01/01 – 31/12	01/01 – 31/12
Total remuneration for 2024	21,288.00	21,288.00
Individually applicable maximum remuneration	23,300.00	23,300.00

Report of TNO compliance with the standards for remuneration (WNT) for 2025

3. Remuneration of non-senior officials

The maximum remuneration does not apply to these officials. Disclosure of their remuneration is mandatory, however.

Details for 2025

Position details	Director	Director	Director	Director	Director
Position start and end date in 2025	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12
Employment in FTEs	1.0	1.0	1.0	1.0	1.0
Remuneration					
Remuneration plus taxable expense allowances	244,183.28	247,663.21	245,536.72	234,162.92	225,545.05
Long-term and post-employment benefits	20,548.32	20,548.32	20,548.32	20,548.32	20,548.32
Total remuneration for 2025	264,731.60	268,211.53	266,085.04	254,711.24	246,093.37
Individually applicable remuneration threshold	246,000.00	246,000.00	246,000.00	246,000.00	246,000.00
Mandatory justification for exceeding the individually applicable remuneration threshold	a	a	a	a	a

a. The WNT does not apply to these officials. Disclosure of their remuneration is mandatory, however. The remuneration threshold is exceeded due to remuneration arrangements that were agreed upon when these officials were appointed.

Details for 2024

Position details	Director	Director	Director	Director	Director
Position start and end date in 2024	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12
Employment in FTEs	1.0	1.0	1.0	1.0	1.0
Remuneration					
Remuneration plus taxable expense allowances	235,401.88	235,951.21	228,248.20	225,206.26	218,296.24
Long-term and post-employment benefits	16,472.16	16,472.16	16,472.16	16,472.16	16,472.16
Total remuneration for 2024	251,874.04	252,423.37	244,720.36	241,678.42	234,768.40

Report of TNO compliance with the standards for remuneration (WNT) for 2025

Payments to senior officials in 2025 on account of termination of employment

(Amounts x €1)

	<u>Ir. M.G.L.H. Tossings</u>
Position held on termination of employment	Member of the Executive Board
Employment in FTEs	1.0
Year of termination of employment	2026
Payment on account of termination of employment	
Agreed upon termination payments	49,278.00
Individually applicable maximum	75,000.00
Total termination payments	49,278.00
Of which paid in 2025:	0.00

Details of participating interests

As at year-end 2025, TNO has direct participating interests in the following companies

Name	Registered office	Percentage
TNO Affiliates Holding BV	Delft	100%
MILENA-OLGA Joint Innovation BV	Amsterdam	100%
VSL BV	Delft	100%
TNO South Korea LLC	Seoul	100%
TNO Japan KK / TNO Japan Co. Ltd	Yokohama	100%
TNO Ventures Holding BV	Delft	100%
Perovion Technologies BV	Delft	100%
Peregrion BV	Leiden	89%

The following companies are not consolidated

Name	Registered office	Percentage
Blue Heart Energy BV	Alkmaar	6%
SHIFT Invest IV Coöperatief UA	Amstelveen	<1%
Innovation Industries Fund II Coöperatief UA	Amsterdam	<1%
Innovation Industries Fund III Coöperatief UA	Amsterdam	<1%
Keen European Defence and Security Tech Fund Coöperatief UA	Amsterdam	<1%
QDNLP Fund Coöperatief UA	Amsterdam	4%
SHIFT Invest III Coöperatief UA	Amsterdam	2%
Studio Automated Holding BV	Amsterdam	25%
Enfoil BV	Antwerp	7%
VCC Deep Tech Fund Coöperatief UA	Bilthoven (Municipality of De Bilt)	2%
Linksight BV	Bunnik	20%
TORWASH BV	Burgerbrug (Municipality of Schagen)	25%
Nearfield Instruments BV	Delft	6%
Orange Quantum Systems Holding BV	Delft	9%
Relement BV	Delft	12%
TBQ BV	Delft	27%

The following companies are not consolidated

Name	Registered office	Percentage
Valley Optics Holding BV	Delft	17%
Equal 1 Laboratories Ireland Ltd	Dublin	1%
Nextgen Ventures 3 Coöperatief UA	Ede	2%
AIKON Technologies BV	Eindhoven	25%
Aircision BV	Eindhoven	12%
AMSYSTEMS BV	Eindhoven	23%
Carbyon Initial Investors Capital BV	Eindhoven	44%
DeeptechXL Fund I Coöperatief UA	Eindhoven	2%
FononTech Holding BV	Eindhoven	7%
HighTechXL Group BV	Eindhoven	15%
istart.nl Fund Coöperatief UA	Eindhoven	7%
Keiron Printing Technologies BV	Eindhoven	9%
LionVolt BV	Eindhoven	18%
Lumo Fund II Coöperatief UA	Eindhoven	5%
LUMO DeepTech Seed Capital BV	Eindhoven	5%
PhotonVentures Fund I Coöperatief UA	Eindhoven	<1%
SparkNano BV	Eindhoven	22%
Terahawk Group BV	Eindhoven	8%
Touchwaves BV	Eindhoven	20%
TracXon BV	Eindhoven	35%
AnGard Microwave BV	Enschede	10%
Innovation Industries Fund Coöperatief UA	Enschede	2%
Thoriant BV	Geleen	20%
SHM Next BV	The Hague	20%
UNIIQ BV	The Hague	<1%
Urban Strategy Holding BV	The Hague	25%
ObjectivEye BV	The Hague	18%
Newton Energy Solutions Holding BV	Haarlemmermeer	12%
Movanta Holding BV	Heemstede	20%

The following companies are not consolidated

Name	Registered office	Percentage
CEYAS BV	Helmond	20%
RetinaScope BV	Naarden	20%
Aiosyn BV	Nijmegen	12%
STAK Leydenjar Technologies Investors	Oegstgeest	<1%
Delta Diagnostics BV	Rotterdam	11%
Tiledmedia BV	Rotterdam	7%
Brightlands Circular Space Facilities BV	Sittard-Geleen	33%
Calosol BV	Stadskanaal	30%
Pharmaprint BV	Utrecht	22%

Delft, 19 March 2026

Other information

Profit appropriation

Article 4 of the TNO Guidelines for Financial Reporting issued by the Ministry of Education, Culture and Science stipulates as follows: Reserves are formed as part of the appropriation of the profit. As part of the appropriation of the profit, special reserves may be formed or existing special reserves may be updated. The updates may be additions or withdrawals. For example, a special reserve may be formed for future expenditures or expenses as part of the appropriation of the profit. Any formation of special reserves must take place on the basis of specific policy and specific financing plans. In addition, withdrawals may be made, for example because expenditures were incurred during the reporting year for purposes for which the special reserves were originally formed. Expenditures that qualify as costs which exclusively relate to the relevant financial year are charged to the income statement for the relevant year. Expenditures that qualify as investments in knowledge development are capitalised on the balance sheet.

The amortisation costs related to this investment are subsequently systematically charged to the income statement. As part of the appropriation of the profit for the year, an amount equal to the aforementioned amortisation costs or expenditures that qualify as costs in the financial year must be withdrawn from the special reserves.



Limited assurance report of the independent auditor on the carbon footprint (scope 1 and 2)

To: the Executive Board of Nederlandse Organisatie voor toegepast-natuurwetenschappelijk onderzoek

Our conclusion

We have performed a limited assurance engagement on the carbon footprint (scope 1 and 2) as included on pages 58, 59 and 135 (hereinafter: carbon footprint) in the accompanying annual report for the year 2025 of Nederlandse Organisatie voor toegepast-natuurwetenschappelijk onderzoek (hereinafter: TNO) at Delft.

Based on our procedures performed and the assurance information obtained, nothing has come to our attention that causes us to believe that the carbon footprint is not prepared, in all material respects, in accordance with the applicable criteria as included in the section 'Criteria'.

Basis for our conclusion

We have performed our limited assurance engagement on the carbon footprint in accordance with Dutch law, including Dutch Standard 3000A 'Assurance-opdrachten anders dan opdrachten tot controle of beoordeling van historische financiële informatie (attest-opdrachten)' (Assurance engagements other than audits or reviews of historical financial information (attestation engagements)). Our responsibilities in this regard are further described in the section 'Our responsibilities for the assurance engagement on the carbon footprint' of our report.

We are independent of TNO in accordance with the "Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten" (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence). This includes that we do not perform any activities that could result in a conflict of interest with our independent assurance engagement. Furthermore, we have complied with the "Verordening gedrags- en beroepsregels accountants" (VGBA, Dutch Code of Ethics for Professional Accountants).

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Criteria

The criteria applied for the preparation of the carbon footprint are the criteria developed by TNO and are disclosed on page 59 of the 2025 annual report.

The comparability of the carbon footprint between entities and over time may be affected by the absence of a uniform practice on which to draw, to evaluate and measure this information. This allows for the application of different, but acceptable, measurement techniques.

Consequently, the carbon footprint need to be read and understood together with the criteria applied.

Corresponding information not assured

The carbon footprint for the period 2019 up to 2022 have not been part of an assurance engagement. Consequently, the corresponding carbon footprint and thereto related disclosures for the period 2019 up to 2022 are not assured. Our conclusion is not modified in respect of this matter.

Limitations to the scope of our assurance engagement

Our assurance engagement is restricted to the carbon footprint. We have not performed assurance procedures on any other information as included in the annual report in light of this engagement.

The references to external sources or websites are not part of our assurance engagement on the carbon footprint. We therefore do not provide assurance on this information.

Our conclusion is not modified in respect of these matters.

Responsibilities of the Executive Board and the Supervisory Board for the carbon footprint

The Executive Board is responsible for the preparation of the carbon footprint in accordance with the criteria as included in the section "Criteria". The Executive Board is also responsible for selecting and applying the criteria and for determining that these criteria are suitable for the legitimate information needs of the intended users, considering applicable law and regulations related to reporting. The choices made by the Executive Board regarding the scope of the carbon footprint and the reporting policy are summarized on page 59 of the 2025 annual report.

Furthermore, the Executive Board is responsible for such internal control as it determines is necessary to enable the preparation of the carbon footprint that are free from material misstatement, whether due to fraud or error.

The Supervisory Board is responsible for overseeing the reporting process of the carbon footprint of TNO.

Our responsibilities for the assurance engagement on the carbon footprint

Our responsibility is to plan and perform the assurance engagement in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusion.

Our assurance engagement is aimed to obtain a limited level of assurance to determine the plausibility of the carbon footprint. The procedures vary in nature and timing from, and are less in extent, than for a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore substantially less than the assurance that is obtained when a reasonable assurance engagement is performed.

We apply the applicable quality management requirements pursuant to the Nadere voorschriften kwaliteitsmanagement (NVKM, regulations for quality management) and the International Standard on Quality Management (ISQM) 1, and accordingly maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and other relevant legal and regulatory requirements.

Our assurance engagement included amongst others:

- Performing an analysis of the external environment and obtaining an understanding of the sector, insight into relevant sustainability themes and issues and the characteristics of the company as far as relevant to the carbon footprint
- Evaluating the appropriateness of the criteria applied, their consistent application and related disclosures on the carbon footprint. This includes the evaluation of the reasonableness of estimates made by the management board
- Obtaining through inquiries a general understanding of the internal control environment, the reporting processes, the information systems and the entity's risk assessment process relevant to the preparation of the carbon footprint, without obtaining assurance information about the implementation or testing the operating effectiveness of controls
- Identifying areas of the carbon footprint where misleading or unbalanced information or a material misstatement, whether due to fraud or error, is likely to arise. Designing and performing further assurance procedures aimed at determining the plausibility of the carbon footprint responsive to this risk analysis. These procedures consisted amongst others of:
 - Making inquiries of the Executive Board and/or relevant staff responsible for the sustainability strategy, policy and results relating to the carbon footprint
 - Interviewing relevant staff responsible for providing the information for, carrying out controls on, and consolidating the data in the carbon footprint

- Obtaining assurance evidence that the carbon footprint reconcile with underlying records of TNO
- Reviewing, on a limited sample basis, relevant internal and external documentation
- Considering the data and trends
- Reading the information in 2025 annual report that is not included in the scope of our assurance engagement to identify material inconsistencies, if any, with the carbon footprint
- Considering whether the carbon footprint is presented and disclosed free from material misstatement in accordance with the criteria applied.

Amsterdam, 19 March 2026

EY Accountants B.V.

signed by R.T.H. Wortelboer



Independent auditor's report

To: the management board and supervisory board of Nederlandse Organisatie voor Toegepast-Natuurwetenschappelijk Onderzoek TNO

Report on the audit of the financial statements 2025 included in the annual report

Our opinion

We have audited the financial statements 2025 of Nederlandse Organisatie voor Toegepast-Natuurwetenschappelijk Onderzoek TNO (hereinafter: TNO), based in Delft, The Netherlands.

In our opinion, the accompanying financial statements included in this annual report give a true and fair view of the financial position of TNO as at 31 December 2025, and of its result for the year 2025 in accordance with the Richtlijnen Financiële Verslaggeving TNO from the Ministry of Education, Culture and Science, the additional letter dated 21 April 2004 with reference OWB/FO/2004/8195 and the relevant regulations in the Wet normering topinkomens (WNT).

The financial statements comprise:

- The consolidated and company balance sheet as at 31 December 2025
- The consolidated and company statement of income and expense for the year 2025
- The notes comprising of a summary of the accounting policies and other explanatory information

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing, the Accountantsprotocol TNO 2020 and the relevant regulations in the Wet normering topinkomens (WNT). Our responsibilities based on these are further described in the Our responsibilities for the audit of the financial statements section of our report.

We are independent of TNO in accordance with the "Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten" (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the "Verordening gedrags- en beroepsregels accountants" (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Compliance with anti-cumulation provision of WNT is unaudited

In accordance with the Controleprotocol WNT 2025 (WNT Auditing Protocol 2025), we did not audit the compliance with the anti-cumulation provision in Section 1.6a of the WNT and Section 5(1) (n and o) of the Uitvoeringsregeling WNT (WNT Implementation Regulation). Therefore, we did not audit whether or not a remuneration maximum was exceeded by a senior management official as a result of possible employment as senior management official at other institutions that are subject to the WNT, nor did we audit whether the required disclosure is accurate and complete in this respect.

Report on other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- The management board report for 2025 (TNO Jaarverslag 2025)
- Other information

Based on the following procedures performed, we conclude that the other information:

- Is consistent with the financial statements and does not contain material misstatements;
- Contains the information as required by the Richtlijnen Financiële Verslaggeving TNO from the Ministry of Education, Culture and Science.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements. By performing these procedures, we comply with the requirements of the Dutch Standard 720 and the Accountantsprotocol TNO. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The management board is responsible for the preparation of the other information, including the management board report and the other information as required by the Richtlijnen Financiële Verslaggeving TNO from the Ministry of Education, Culture and Science.

Description of responsibilities for the financial statements

Responsibilities of the management board and the supervisory board for the financial statements

The management board is responsible for the preparation and fair presentation of the financial statements in accordance with the Richtlijnen Financiële Verslaggeving TNO from the Ministry of Education, Culture and Science, the additional letter dated 21 April 2004 with reference OWB/FO/2004/8195 and the relevant regulations in the Wet normering topinkomens (WNT). In this respect, the management board is also responsible for such internal control as the management board determines is necessary to enable the preparation of the financial statements and compliance with relevant laws and regulations, without material misstatements, whether due to fraud or error.

As part of the preparation of the financial statements, the management board is responsible for assessing TNO's ability to continue as a going concern. Based on the financial reporting framework mentioned, the management board should prepare the financial statements using the going concern basis of accounting unless the management board either intends to liquidate TNO or to cease operations, or has no realistic alternative but to do so. The management board should disclose events and circumstances that may cast significant doubt on TNO's ability to continue as a going concern in the financial statements.

The supervisory board is responsible for overseeing the financial reporting process of TNO.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have maintained professional skepticism throughout the audit and have exercised professional judgment where relevant, in accordance with Dutch Standards on Auditing, the Richtlijnen Financiële Verslaggeving TNO from the Ministry of Education, Culture and Science, the Accountantsprotocol TNO 2020, the Regeling Controleprotocol WNT 2025 and independence requirements.

Our audit included among others:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the education institution's internal control
- Evaluating the appropriateness of accounting policies used, the financial criteria applied for legitimacy and the reasonableness of accounting estimates and related disclosures made by the management board
- Concluding on the appropriateness of the management board's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on TNO's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an institution to cease to continue as a going concern
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

We are responsible for planning and performing the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements. We are also responsible for the direction, supervision, review and evaluation of the audit work performed for purposes of the group audit. We bear the full responsibility for the auditor's report.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 19 March 2026

EY Accountants B.V.

S.D.J. Overbeek-Goesseije

Appendices

Our living environment – key figures

These tables provide a more detailed overview of TNO’s CO₂emissions, energy consumption and origin of Carbon Credits.

GHG category	CO ₂ emissions (in ktonnes)	2019	2022	Δ 2023 vs 2022	2023	Δ2024 vs 2023	2024	Δ2025 vs 2024	2025	Δ2025 vs 2019
1.1	Combustion Natural gas	6.0	5.9	-38%	3.7	1%	3.7	-1%	3.7	-39%
1.2	TNO Vehicles	0.0	0.0	-27%	0.0	84%	0.0	-45%	0.0	-22%
1.2	Leased cars	1.0	0.7	-35%	0.5	-43%	0.3	-58%	0.1	-89%
1.3	Refrigerant leaks	0.0	0.0	0%	0.3	0%	0.0	0%	0.1	n/a
1.4	Lab emissions (CO ₂ , CH4, N2O, HFCs, PFCs, SFe, NF3)	0.0	0.3	-91%	0.0	0%	0.0	-61%	0.0	n/a
Total Scope 1 ¹		7.1	6.9	-35%	4.5	-10%	4.0	-2%	4.0	-44%
2.1	Electricity (market method)	8.2	8.2	-86%	1.2	-63%	0.4	-42%	0.3	-98%
2.1	Electricity (locational method)	14.3	13.5	-24%	10.2	-6%	9.7	-20%	7.8	-45%
2.1	TNO vehicles & leased cars – EV (market method)	0.0	0.2	4%	0.2	34%	0.3	-71%	0.1	164%
2.1	TNO vehicles & leased cars – EV (locational method) ²	0.0	0.2	-10%	0.2	34%	0.3	17%	0.3	820%
2.2	Heat, district heating	0.6	0.4	-5%	0.4	-1%	0.4	15%	0.5	-22%
Total Scope 2 (market method) ¹		8.8	8.8	-80%	1.8	-38%	1.1	-28%	0.8	-92%
Total Scope 2 (locational method) ^{1,2}		14.9	14.2	-23%	10.9	-5%	10.4	-17%	8.6	-43%
Total Scope 1 & 2 (market method) ¹		15.9	15.7	-60%	6.3	-18%	5.2	-8%	4.8	-71%
Total Scope 1 & 2 (locational method) ^{1,2}		22.0	21.1	-27%	15.4	-6%	14.4	-13%	12.5	-43%
3.1	Purchased goods and services	36.8	36.6	14%	38.8	50%	48.8	-28%	44.3	20%
3.2	Capital goods	11.3	15.2	14%	16.9	35%	25.5	-5%	19.3	71%
3.3	Fuel & Energy (market method)	2.6	2.9	-31%	2.0	-17%	1.7	-5%	1.6	-39%
3.3	Fuel & Energy (locational method) ²	2.9	3.4	-19%	2.8	5%	2.9	18%	3.4	17%
3.4	Upstream transport & distribution	0.1	0.2	5%	0.2	-54%	0.1	142%	0.2	68%
3.5	Waste processed within operations	0.4	0.4	-34%	0.3	10%	0.3	-21%	0.2	-36%
3.6	Business travel	5.0	3.1	10%	3.5	27%	4.4	2%	4.5	-11%
3.7	Commuting	8.3	6.4	-57%	2.7	6%	2.9	-3%	2.8	-66%
3.13	Downstream leased assets Energy consumption by sub-tenants	0.0	0.0	n/a	0.0	n/a	0.1	-61%	0.0	n/a
3.15	Investments TNO Ventures Spin-offs / Participations	0.0	0.0	n/a	0.0	n/a	6.0	23%	7.4	n/a
Total Scope 3 (market method)		64.5	64.8	-1%	64.4	39%	89.7	-10%	80.4	25%

GHG category	CO ₂ emissions (in ktonnes)	2019	2022	Δ 2023 vs 2022	2023	Δ2024 vs 2023	2024	Δ2025 vs 2024	2025	Δ2025 vs 2019
Total Scope 3 (locational method) ²		64.9	65.3	0%	65.1	40%	91.0	-10%	82.2	27%
Total Scope 1, 2 & 3 (market method)		80.4	80.5	-12%	70.7	34%	94.9	-10%	85.2	6%
Total Scope 1, 2 & 3 (locational method)		86.9	86.4	-7%	80.5	31%	105.4	-10%	94.8	9%
CO ₂ per € Turnover		0.2	0.1	-25%	0.1	25%	0.1	-17%	0.11	-32%
CO ₂ per FTE		26.1	23.6	-22%	18.5	25%	23.1	-23%	17.8	-32%
Investments Pensioenfond TNO ³		n/a	n/a	n/a	262.1	-26%	193.6	-20%	155.6	n/a

Origin of carbon credits	2023	2024	2025
North America	<1%	<1%	14%
South America	94%	88%	47%
Asia	0%	0%	30%
Europe	6%	12%	9%
Oceania	0%	0%	0%
Africa	0%	0%	0%

Energy consumption (in GWh)	Δ 2023 vs 2022	2023	Δ 2024 vs 2023	2024	Δ 2025 vs 2024	2025
Electricity	-3%	35.2	-3%	34.3	-3%	33.4
Natural gas	-22%	21.7	-6%	20.4	0%	20.3
Heat, district heating	-4%	8.3	0%	8.3	-12%	7.3
Cold	-12%	1.8	-15%	1.5	23%	1.8
Total energy consumption	-10%	67.0	-3%	64.5	-4%	62.8

1 A limited assurance report has been issued by EY on the Scope 1 & 2 emissions in 2025. A limited assurance report was also issued by EY on the comparative figures for 2023 and 2024 in the relevant years. These comparative figures have been retrospectively adjusted (revised) based on improved understanding of the underlying consumption data and thus the Scope 1 & 2 emissions.

2 The locational method is included in the table for transparency purposes, but is not added to the total emissions as TNO uses the market method as a basis.

3 Pensioenfond TNO’s CO₂ emissions are calculated based on that part of the investment portfolio for which CO₂ emissions data is known and what is reported in the Pensioenfond TNO’s annual report under the SFDR regulation. From a transparency point of view, this is reported as a separate part of the TNO footprint.

ESRS table

Statement of use: TNO is not legally obliged to apply the ESRS. However, TNO applies it voluntarily. TNO has prepared the information cited in this ESRS table for the period 1 January 2025 to 31 December 2025 in the spirit of the European Sustainability Reporting Standards (ESRS).

ESRS code	DR Code	Description	Section	Page
ESRS-2	BP-1	General basis for preparing the sustainability statement	Contents Our strategy – Double materiality analysis	2, 21
ESRS-2	BP-2	Disclosures in relation to specific circumstances	Our strategy – Double materiality analysis Our environment – Climate ESRS Appendix	21, 59, 136–137
ESRS-2	GOV-1	The role of governance, management and supervisory bodies	Our people Governance Report of the Supervisory Board Report of the Council for Defence Research Composition of EB, SB, CDR and Strategic Advisory Boards	40, 71–77, 80, 82–84
ESRS-2	GOV-2	Information provided to, and sustainability issues addressed by, the company's governance, management and supervisory bodies	Governance Report of the Supervisory Board	73, 78
ESRS-2	GOV-3	Integration of sustainability performance into remuneration schemes	Not applicable	
ESRS-2	GOV-4	Statement on due diligence	Our foundation – Business conduct & corporate culture	54
ESRS-2	GOV-5	Risk management and internal controls related to sustainability reporting	Our strategy – Double materiality analysis Governance – Risk management	21, 74–76
ESRS-2	IRO-1	Description of process to identify and assess material impact, risks and opportunities	Our strategy – Double materiality analysis Governance – In control statement	21, 75–76
ESRS-2	IRO-2	Disclosure requirements in ESRS covered by the company's sustainability statement	Our strategy – Double materiality analysis Appendix ESRS table	21, 136–137
ESRS-2	SBM-1	Strategy, business model and value chain	Value creation model Our strategy Our impact in 2025 Governance	6–7, 16–20, 24–34, 73
ESRS-2	SBM-2	Stakeholder interests and views	Our strategy – Collaboration and stakeholder engagement Governance – Corporate Governance Composition of the EB, SB, CDR and Strategic Advisory Boards	19–20, 73–74, 85–86
ESRS-2	SBM-3	Material impact, risks and opportunities and their interaction with the strategy and business model	Our strategy – Double materiality analysis	21

ESRS code	DR Code	Description	Section	Page
E1	E1-1	Material impact, risks and opportunities and their interaction with the strategy and business models: Climate mitigation transition plan	Our environment – Climate	59–62
E1	E1-2	Policies related to climate mitigation and adaptation	Our environment – Climate	59
E1	E1-3	Actions and resources related to climate mitigation and adaptation	Our environment – Climate	58–62
E1	E1-4	Targets related to climate mitigation and adaptation	Our environment – Climate	59
E1	E1-5	Energy consumption and mix	Our environment – Energy	58, 63
E1	E1-6	Gross Scopes 1, 2, 3 and total greenhouse gas emissions	Our environment – Climate	58–62, 135
E1	E1-7	GHG removal and greenhouse gas mitigation projects financed through carbon credits	Our environment – Climate	60, 62, 135
E1	E1-8	Internal carbon pricing	Our environment – Climate	59, 62
E1	E1-9	Expected financial impacts of material physical and transition risks and potential climate-related opportunities	Not included	
E1	E1.GOV-3	Integration of sustainability performance into remuneration schemes	Not applicable	
E1	E1.IRO-1	Description of processes to identify and assess material climate-related impacts, risks and opportunities	Strategy – Double materiality analysis Our environment – Climate	21, 59, 62
E1	E1.SBM-3	Material impacts, risks and opportunities and their interaction with the strategy and business model	Not included	
E5	E5-1	Policies related to material use and the circular economy	Our environment – Material Use & Circularity	64
E5	E5-2	Actions and resources related to material use and the circular economy	Our impact in 2025 Our environment – Material Use & Circularity	26, 34, 64
E5	E5-3	Objectives related to material use and the circular economy	Our environment – Material Use & Circularity	64
E5	E5-4	Inflow of raw materials	Not included	

ESRS code	DR Code	Description	Section	Page
E5	E5-5	Outflow of raw materials	Our environment – Material Use & Circularity	58, 64
E5	E5-6	Potential financial impacts of material use and the circular economy's related impacts, risks and opportunities	Not included	
E5	E5.IRO-1	Description of the processes used to identify and assess the use of materials and the impact of the circular economy	Not included	
S1	S1-1	Policy regarding own staff	Our people Our foundation – Business conduct & corporate culture Composition of the EB, SB, CDR and Strategic Advisory Councils	39, 41-43, 53, 82
S1	S1-2	Processes for engaging own staff and employee representatives on impacts	Governance – corporate governance	73-74
S1	S1-3	Processes to correct negative impacts and channels for in-house staff to express concerns	Our foundation – Business conduct & corporate culture	52-53
S1	S1-4	Acting on material impacts on own staff, and approaches to managing material risks and pursuing material opportunities related to own staff, and the effectiveness of those actions	Our people	39, 41-43
S1	S1-5	Objectives related to managing material negative impacts, promoting positive impacts and managing material risks and opportunities	Not included	
S1	S1-6	Characteristics of the company's employees	Our people	40
S1	S1-7	Characteristics of non-employees in the company's own workforce	Not included	
S1	S1-8	Collective bargaining coverage and social dialogue	Governance – Corporate governance	74
S1	S1-9	Diversity metrics	Our people Our people – Equal treatment and opportunities for all	40
S1	S1-10	Adequate wages	Not included	
S1	S1-11	Social protection	Not included	
S1	S1-12	Persons with disabilities	Not included	
S1	S1-13	Training and skill development metrics	Our people	41
S1	S1-14	Health and safety measures	Our people – (Mental) health & safety	42

ESRS code	DR Code	Description	Section	Page
S1	S1-15	Work-life balance measures	Not included	
S1	S1-16	Compensation metrics (wage gap and total remuneration)	Not included	
S1	S1-17	Incidents, complaints and serious human rights consequences	Our foundation – Business conduct & corporate culture	52-53
S1	S1.SBM-3	Stakeholder interests and views	Our people	41-43
G1	G1-1	Corporate culture and business conduct policies	Our foundation – Business conduct & corporate culture	49, 51-53
G1	G1-2	Managing relationships with suppliers	Our foundation – Business conduct & corporate culture	49, 53-54
G1	G1-3	Prevention and detection of corruption or bribery	Our foundation – Business conduct & corporate culture	52
G1	G1-4	Confirmed cases of corruption or bribery	Our foundation Our foundation – Business conduct & corporate culture	49
G1	G1-5	Political influence and lobbying activities	Our foundation – Business conduct & corporate culture	54
G1	G1-6	Payment practices	Our finances	70
G1	G1.GOV-1	The role of governance, management and supervisory bodies	Governance Composition of the EB, SB, CDR and Strategic Advisory Councils	73, 82-84

GRI table

Statement of use: TNO has prepared the information cited in this GRI table for the period 1 January 2025 to 31 December 2025 in the spirit of the GRI guidelines. It is not reported in reference to or in line with GRI standards.

GRI 1 used: 2021 Foundation.

GRI Standard	Disclosure		Location
GRI 2: General 2021 Disclosures	2-1	Organisational details	Contents Governance Publication details
	2-2	Entities included in the organisation's sustainability reporting	Contents Our strategy – Double materiality analysis
	2-3	Reporting period, frequency and point of contact	Contents Publication details
	2-5	External assurance	Assurance report
	2-6	Activities, value chain and other business relationships	Mission and vision Value creation model Our strategy Governance
	2-7	Employees	Our people
	2-9	Governance structure and composition	Governance Report of the Supervisory Board Report of the Council for Defence Research Composition of the EB, SB, CDR and Strategic Advisory Boards
	2-22	Statement on sustainable development strategy	Foreword Mission and vision Value creation Governance
	2-23	Policy commitments	Our strategy – Double materiality analysis Our people Our foundation Our environment
	2-26	Mechanisms for seeking advice and raising concerns	Our foundation Governance

GRI Standard	Disclosure		Location
	2-29	Approach to stakeholder engagement	Governance Composition of the EB, SB, CDR and Strategic Advisory Boards
GRI 3: 2021 Material Topics	3-1	Process to determine material topics	Our strategy – Double materiality analysis
	3-2	List of material topics	Our strategy – Double materiality analysis
GRI 301: 2016 Energy	302-1	Energy consumption within the organisation	Our environment
	302-3	Energy intensity	Our environment
	302-4	Reduction of energy consumption	Our environment
	305-1	Direct (Scope 1) GHG emissions	Our environment
	305-2	Energy indirect (Scope 2) GHG emissions	Our environment
	305-3	Other indirect (Scope 3) GHG emissions	Our environment
	305-4	GHG emissions intensity	Our environment
	305-5	Reduction of GHG emissions	Our environment
GRI 401: 2016 Employment	401-1	New employee hires and employee turnover	Our people
GRI 405: 2016 Diversity and Equal Opportunity	405-1	Diversity in governance bodies and employee workforce	Our people

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If you want to know more about TNO,
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