TNO Public

From lab to unicorn

Hans Boumans, director TNO Ventures

Radboud Investment Day 2026

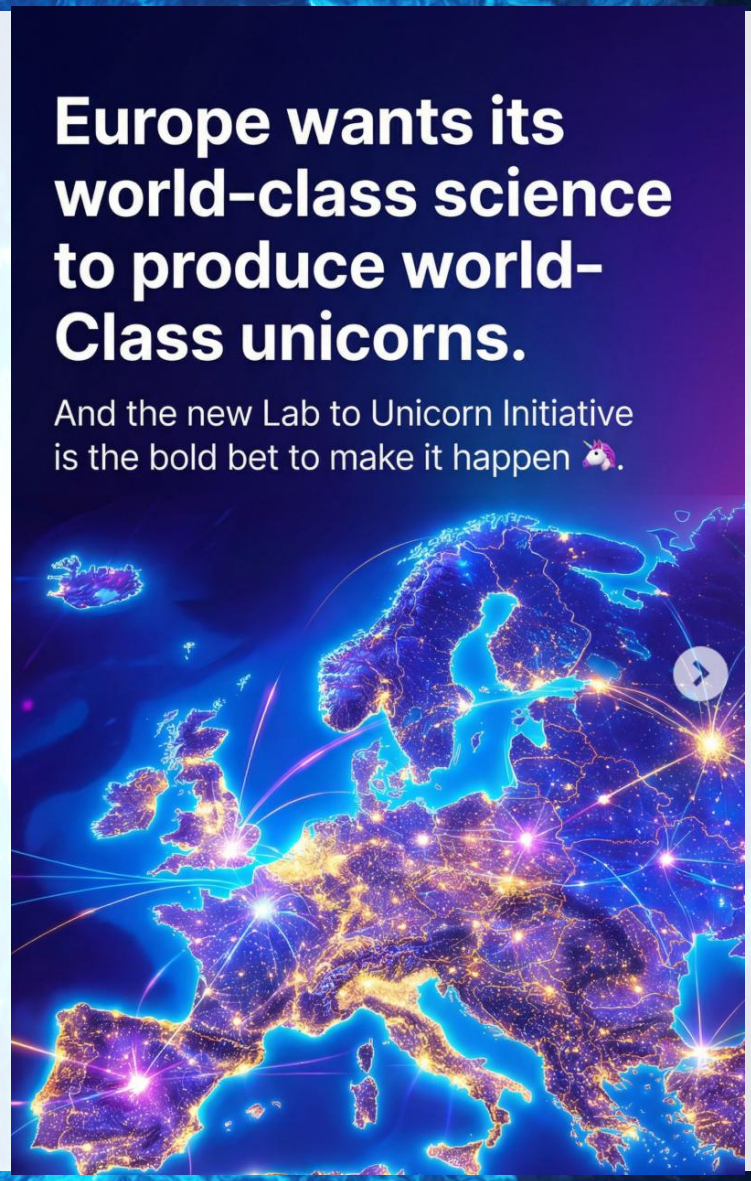




The **Lab to Unicorn initiative** is a European Union program

launched under the [EU Startup and Scaleup Strategy]

to fast-track the commercialization of academic research into billion-dollar companies





Startup.eu

Netherlands-based semiconductor metrology company Nearfield Instruments raises $380 million at $1.6 billion valuation

It started in the TNO lab





License the technology. Scale the impact.



CERTAIN PATENTS ENDED UP ON THE SHELF

- Certain innovations require substantial amount of capital to commercialize
- The high-risk profile may not fit incumbent companies
- The only viable route to the market is the startup – venture capital model

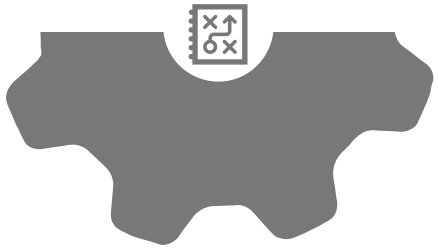


I initiated the TNO Tech Transfer Program in 2017

Tech Transfer Program

0 Scouting

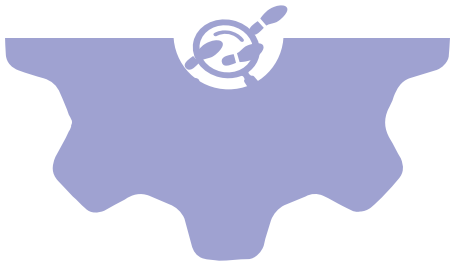
- Advice on developing a valorization strategy
- Stimulate entrepreneurship
- Scouting potential Tech Transfer cases



1 Market validation

- Problem validation
- Develop business case
- Pros and cons different routes to market

K€ 40 budget



2 Venture building

- Business plan & financing plan of spin-off
- Team building
- Contracts & incorporation of spin-off

K€ 60 budget + optional PoC



3 Venture support

- Support to become investor-ready
- Shareholder matters
- Support in early-stage funding landscape

Possible co-funding



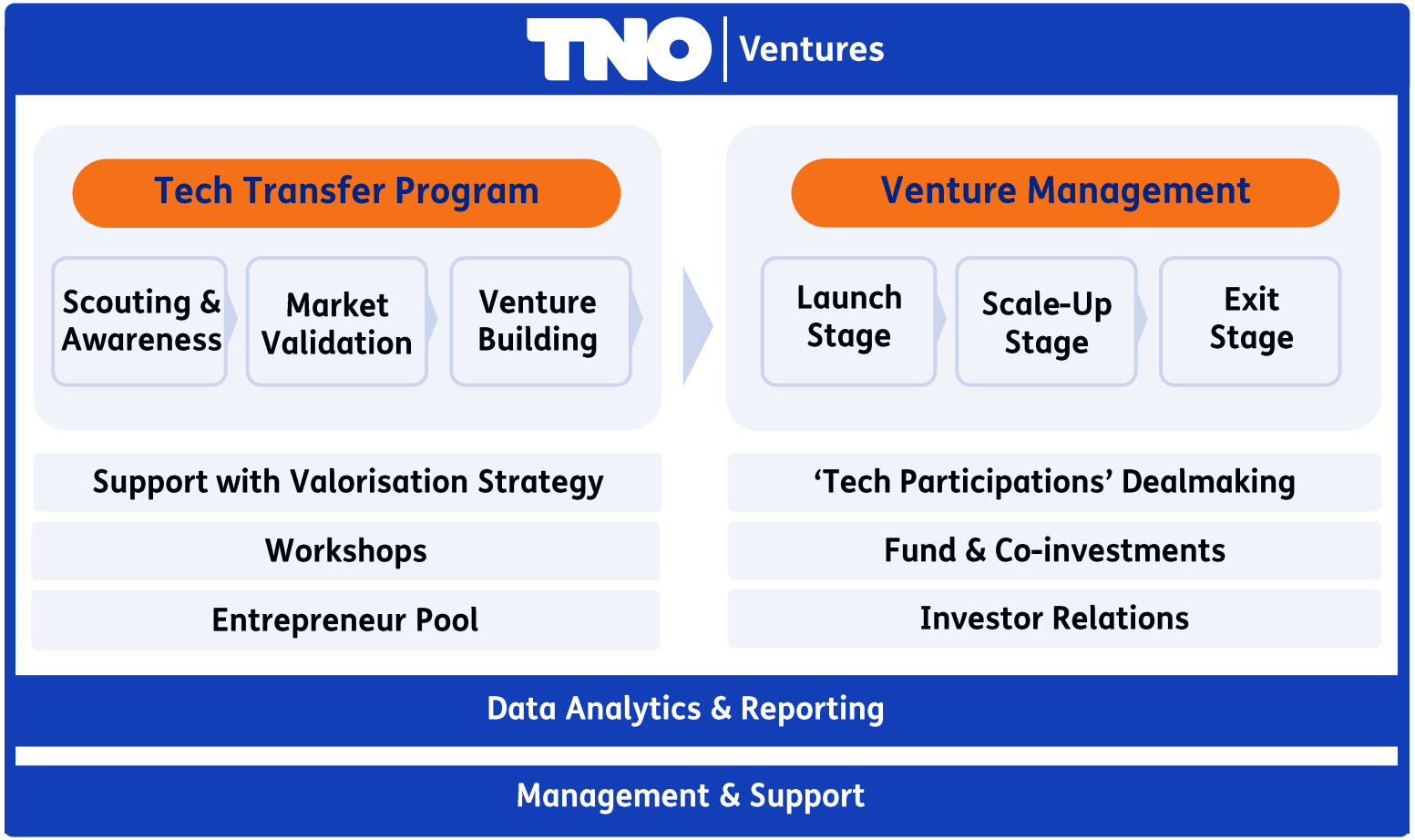
TNO Ventures boosts the Dutch innovation ecosystem through:

- Venture Building and Management
- Strategic Tech Participations
- Early-stage Investments
- Venture Fund Participations

TNO | Ventures

Building tech companies that matter

Overview of TNO Ventures



Ambitious 2030 goals

Venture portfolio of
75 companies

At least **25** start-ups
to scale-ups

At least **2 unicorns**

> 5,000 people employed in
venture portfolio

It’s all about the team!



We celebrate deals (new spin-off, investment round, exit)



Our Team



Patricia Kuijpers
Management Support



Camilla van Wirdum
Tech Transfer Officer
Business partner EMT



Eddy Zwier
Manager Tech Transfer
Business partner MBE



Hans Boumans
Director TNO Ventures



Hidde Zittersteijn
Tech Transfer Officer
Biotech Booster
Business partner H&W



Kelly Ackermans
Venture Manager
Business partner DSS



Susanna Rademaekers
TNO Ventures Assistant



Leonne Dieleman
Tech Transfer Officer



Maarten de Boo
Tech Transfer Officer
Business partner ISP



Wouter Suurmond
TNO Ventures Analyst



Reinier Huisman
Sr. Venture Manager



Jelena Jakulj
Tech Transfer Officer



Marloes van Put
Venture Manager
Business partner HTI

TNO Ventures participates in early-stage venture capital funds



















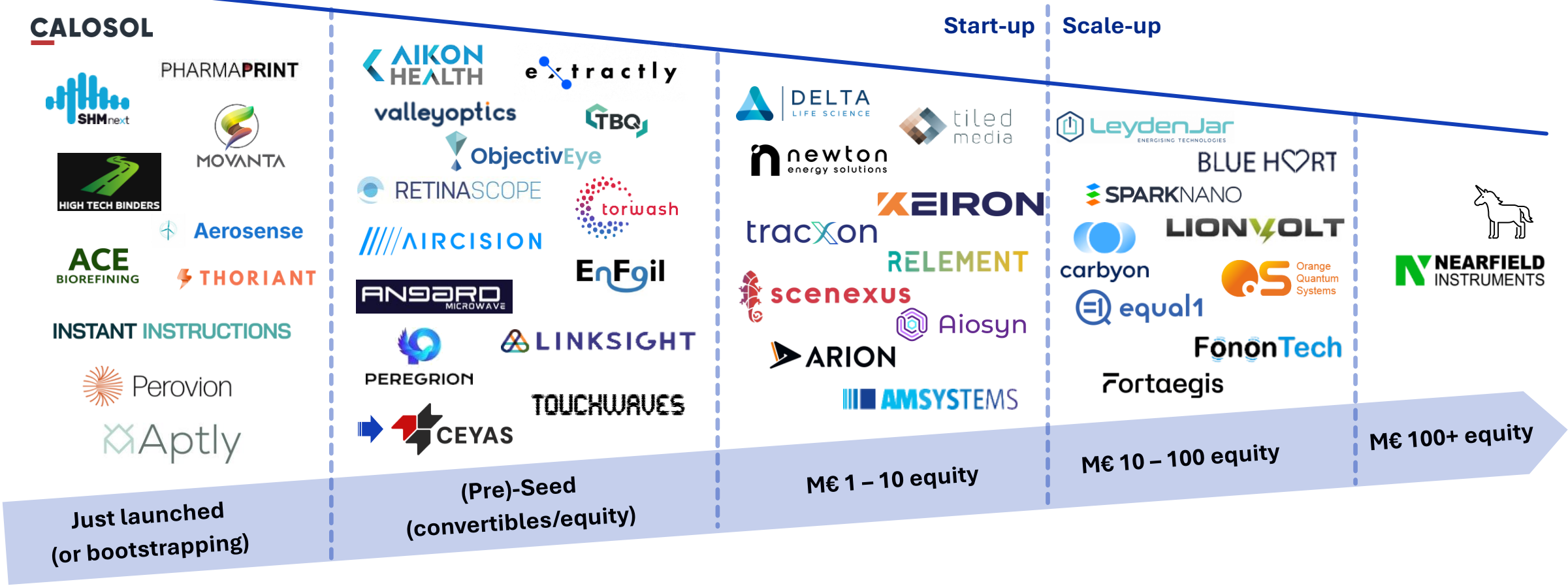








TNO Ventures Portfolio



Dissolved

MorePV B.V. · [cellcius] · CollaneX Therapeutics · Udentity · bibo · novatrust · sightlabs · SolaRoad

Exits

solar visuals · GEXCON · studio automated · TrustTester · ASSETHUB brick works

Portfolio update for investors

TNO Ventures

H1 2026



CEYAS

CEYAS
The Yard Automation Solution.



COMPANY INFORMATION

NAME	CEYAS
LOCATION	HELMOND
INDUSTRY	LOGISTICS & VEHICLE AUTOMATION
STATUS	PRE-REVENUE

PEOPLE 10 | **FOUNDED** 2025 | **TRL** 1 2 3 4 5 6 7 8 9

FINANCIALS

EXTERNAL FINANCE

M€ 2.05

TRACTION

Purchase Order Q3/26

REQUIRED INVESTMENT

M€ 2.0

TIMING

Q1 2027

NEXT MILESTONE

- CEYAS in full operation on port terminal

COMPANY DESCRIPTION

CEYAS is a deep tech startup founded in 2025 as a spin-off from TNO. We are The Yard Automation Company, focused on transforming yard logistics through advanced automation technologies. The automation technology is currently being implemented in a live port terminal operation, marking a major step toward scalable yard automation. www.ceyas.tech

PRODUCT

CEYAS has developed an automation system that is combined with a patented solution to enable safe and efficient movement of semi-trailers in confined environments such as logistics yards, distribution centers, and port terminals.

Our system is designed to increase operational efficiency, reduce dependency on drivers, and optimize yard throughput.

MARKET

Distribution centers, industrial zones, port terminals

Market size and analysis (ports terminals only):

- TAM – 300 Locations = 2.7Bilion Euro
- SAM – 60 Locations = 540MEuro
- SOM – 8 Terminals = 72MEuro

TEAM



JORN GIJSBERS
FOUNDER, CEO



RON WOUTERS
FOUNDER, CTO

[ ] PROJECT [X] SPIN-OFF | WEBSITE: www.ceyas.tech

Tone at the top

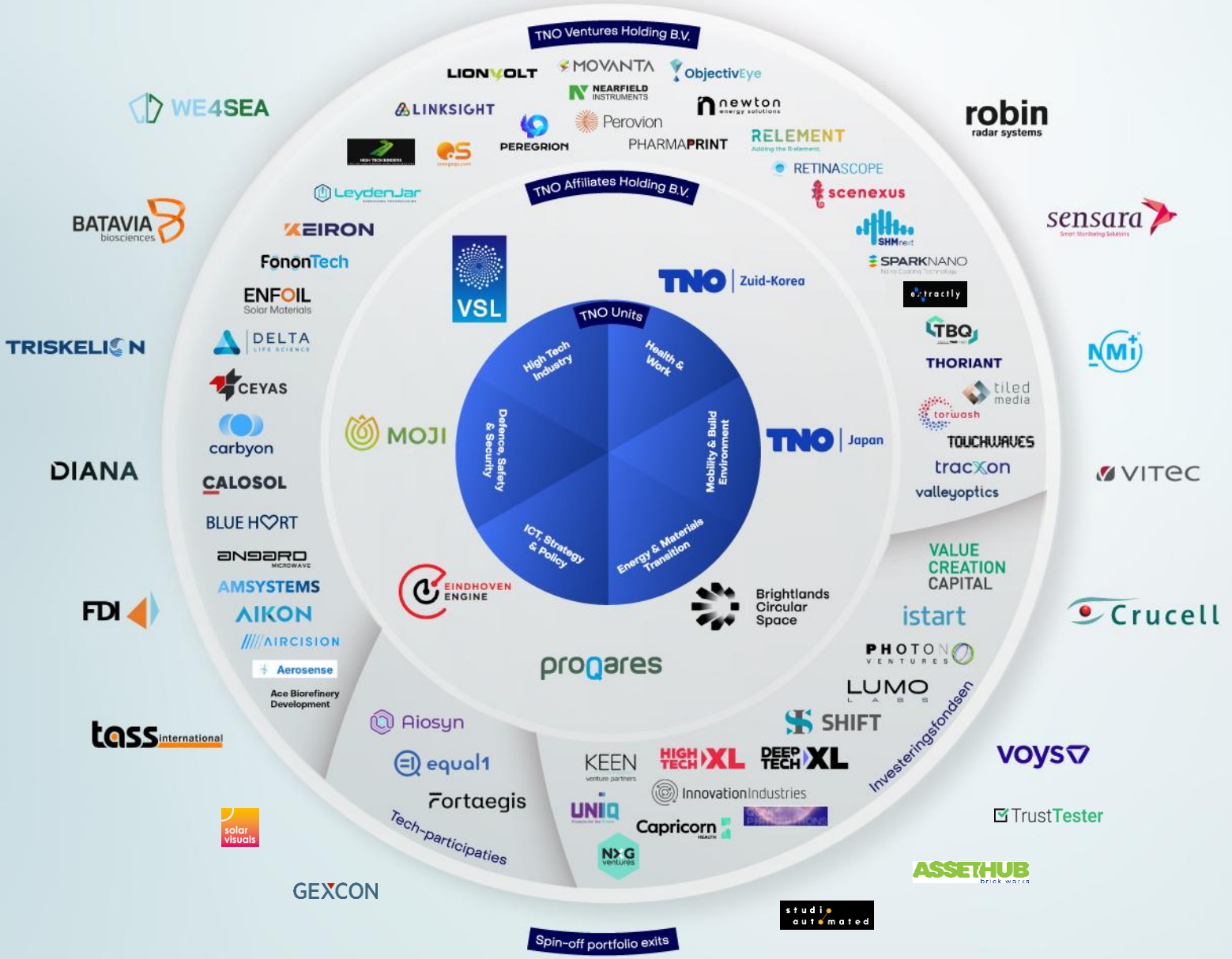
“We are there to help startups through the valley of death, the riskiest part of the innovation chain.”

Tjark Tjin-A-Tsoi

CEO TNO



TNO


TNO Ventures Holding B.V.
LIONVOLT
MOVANTA
ObjectivEye
NEARFIELD INSTRUMENTS
LINKSIGHT
newton energy solutions
Perovion
PEREGRION
PHARMAPRINT
RELEMENT
RETINASCOPE
scenexus
SHMnext
SPARKNANO
extractly
TBQ
THORIANT
tiled media
torwash
TOUCHWAVES
tracXon
valleyoptics
WE4SEA
robin radar systems
sensara
NMi
VITEC
Crucell
TNO Affiliates Holding B.V.
LeydenJar
KEIRON
FononTech
ENFOIL Solar Materials
DELTA LIFE SCIENCE
CEYAS
carbyon
CALOSOL
BLUE HORT
ANGARO MICROWAVE
AMSYSTEMS
AIKON
AIRCISION
Aerosense
Ace Biorefinery Development
BATAVIA biosciences
TRISKELION
DIANA
FDI
tass international
solar visuals
GEXCON
VSL
TNO | Zuid-Korea
TNO Units
High Tech Industry
Health & Work
Defence, Safety & Security
Mobility & Build Environment
ICT, Strategy & Policy
Energy & Materials Transition
MOJI
TNO | Japan
EINDHOVEN ENGINE
Brightlands Circular Space
proqares
Aiosyn
equal1
Fortaegis
Tech-participaties
VALUE CREATION CAPITAL
istart
PHOTON VENTURES
LUMO LABS
SHIFT
KEEN venture partners
HIGH TECH XL
DEEP TECH XL
InnovationIndustries
UNIQ
Capricorn
N>G ventures
Investeringsfondsen
voys
TrustTester
ASSETHUB brick works
studio automated
Spin-off portfolio exits