

Ireland,  
knowledge  
is in our nature™

Annual Report

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 **IDA**  
**IRELAND**

# A Vision for Ireland

To be a world-leading society reflected by –

- A knowledge-based economy with world class infrastructure
- At the forefront of technological innovation
- One of the top three most competitive countries in the world
- People committed to lifelong learning
- A socially inclusive and cohesive multicultural nation
- The highest environmental standards

## Mission Statement – IDA Ireland

“We will win for Ireland, its people and its regions, the best in international innovation and investment so as to contribute to the continued transformation of Ireland to a world-leading society which is rich in creativity, learning and personal and social well-being.

We will work in partnerships with other organisations to enhance the best of Irish capabilities and talents and match them to the best of global investment.

We will carry out our mission with integrity, professional excellence and responsiveness to all with whom we work or are in contact.”

This Annual Report and other IDA Ireland information is available on our website [www.idaireland.com](http://www.idaireland.com)

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## **To the Minister for Enterprise, Trade and Employment:**

Pursuant to the Industrial Development Act 1993, IDA Ireland herewith presents its report and accounts for the year ended 31 December 2003.

## **Don Aire Fiontar, Trádála agus Fostaíochta:**

De bhun an Achta um Forbairt Tionscail 1993, tá a thuarascáil agus a chúntais don bhliain dar chríoch 31 Nollaig 2003 á dtíolacadh leis seo ag IDA Ireland.

It is the policy of IDA Ireland to make information available, on request, on grants paid to companies.

An Irish language version of this Annual Report is available on request.



Competition for investment requires us to take a global perspective rather than a local view of Ireland. In IDA, our view of Ireland today is frequently very different to that of other people's perceptions. It is taken from the perspective of credible international sources and commentary from world-leading business contacts. It is a positive and optimistic view at this time.

## Chairman & Chief Executive Overview

John Dunne, Chairman



### Ireland's Advantages

Ireland is the most globalised economy in the world, the number one in Europe in the growth of creative capacity. It has the best education system in meeting the needs of a competitive economy and the most flexible and adaptable workforce when faced with new challenges. Our third level

Sean Dorgan, Chief Executive



education system has the highest proportion of science and engineering graduates in the EU and we have the highest proportion of young people likely to graduate from third level education compared with their counterparts in the OECD world. And we can still boast of having the youngest population in Europe. None of those comments originate from

IDA but come from the most authoritative voices in their fields internationally. *(See references at end of this section.)*

In 2003 Ireland was the only country in the EU to enjoy a sharp increase in FDI, more than doubling its inflow, according to the United Nations Conference on Trade and Development. Ireland also increased its market share of inward manufacturing greenfield investment into Europe by three percentage points. And the US Department of Commerce again confirmed that Ireland continues to consistently give the best rate of return to US companies investing in the EU.

Endorsing Ireland's position as a good location for inward investment, a range of the 64 new projects we negotiated during the year included world leaders in some key new areas of global business such as Google, eBay/PayPal and Overture (now Yahoo) setting up key European



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## Highlights 2003\*

Total new jobs filled	9,182
– of which first time jobs	7,002
Total full time employment	128,993
Change in full time employment	-3,011 (-2.3%)
Total number of companies	1,054
Projects fully agreed	64
– of which Greenfield	33
– of which Expansion	31
R&D Projects approved	39
Corporation Tax paid (estimated)	€2.6 billion
Total IDA grants paid	€96.5 million

\*COMPANIES SUPPORTED BY IDA IRELAND

centres in internet services, Ingersoll Rand making Ireland the centre for its global sales and service activities, HVB Bank headquartering its extensive property and real estate portfolio management in Ireland and SAP, Europe’s leading software company, setting up its global technical support centre here. Examples such as these give us confidence that Ireland is continuing to be an attractive location for inward investment.

## A Knowledge Economy

Promoting Ireland as the knowledge economy, which it undoubtedly is, has become the key message to the world from IDA Ireland. This transformation has been underway for some time and has positioned us well for winning a new breed of inward investment. The ability to use knowledge quickly, flexibly and creatively is a distinguishing feature of Ireland for many world-leading companies and IDA

is reinforcing this image through a new marketing brand campaign under the banner **“Ireland, knowledge is in our nature.”™**

Ireland is building some unique features in the economy that will ensure its continued attractiveness for inward investment in the future. We will retain the outstanding advantages we have in the quality of our people, especially the young and their positive, outward looking attitudes. We will retain the flexible and agile way in which we respond to rapid changes in the world and its markets. We will retain the low corporate tax that has been the cornerstone of our success.

To these we will have added the richness in capability that will flow from the current strong investment in education, in science and in research. We will have higher skills levels throughout the workforce, providing higher earnings and greater job satisfaction. We will also have completed much of the investment



that is underway in the creation of world-class infrastructure to support the world-class businesses operating here. We will be as competitive as an open, global economy demands.

Such transition has required many changes within IDA and in our operating activities. As international business evolves, so too does IDA. In other parts of this Report we highlight some of the new ways we do business in the international FDI markets and in the regions in Ireland. We have married the best of traditional IDA approaches with additional expertise and focus where we need to respond in new ways.

## The Road Ahead

It is now widely understood and accepted that future inward investments will be based on high skills, knowledge and innovation. It does not follow from this that Ireland will no longer be a good location for manufacturing investment. In fact, it is critical that the economy continues to be competitive for manufacturing.

The investors we want to now win are those seeking locations for more advanced manufacturing, to a greater extent depending on high skills and doing high value work, often connected to research activity. The type of industrial job that will increasingly emerge in Ireland will

be at the top end of the value chain: the innovation, the research and development, the pilot production plants for new advanced products, the first location for that company using the newest technology in the industry worldwide. Over time, the more basic manufacturing – the commodity products – will migrate to low cost locations in Central and Eastern Europe, Latin America and Asia.

High cost countries can still compete and win manufacturing activity, if they create high value, as proven for example by Germany and the UK, which remain key manufacturing centres, or Finland, Italy and the Netherlands which have increased their manufacturing output in recent years. In Ireland manufacturing output continues to increase and we continue to win key new manufacturing investments. As long as such manufacturing is integrated into other elements of the value chain then Ireland has a strong future in manufacturing.

Some of the highlights of projects won in 2003 illustrate this point. For example Abbott Laboratories' €155 million investment in Longford and Sligo will require 80% of its 950 employees to have third level qualifications. Pfizer adding a financial shared services centre to its Irish operations is directly linked to access to a broad range of skilled people in Ireland.

The addition of high level research activity to manufacturing also adds significant value, as evidenced by the decision, for example, of GlaxoSmithKline to invest a total of €35 million in three R&D projects at its Cork facility. Intel establishing an Innovation Centre at its Leixlip site was further endorsement of Ireland's capacity to handle high level innovation as well as advanced manufacturing.

To underline the progress being made in winning quality projects, almost 40% of new jobs negotiated in IDA supported projects in 2003 will pay salaries in excess of €37,000 per annum, reflecting the education and skills base of activities now being attracted to Ireland. The addition of strategic functions and new R&D investment continue to deepen the roots of overseas companies here. During 2003, twenty three companies added significant new business functions to their existing operations in Ireland and thirty nine R&D investments, totalling over €100 million, were approved in IDA supported companies.

## 2003 Overview

While acknowledging that 2003 was a tough year generally in FDI markets, we are pleased to record that 64 projects were negotiated and secured by IDA during the year, compared with 55 in 2002. Ireland also increased its share of the inward

“Our employees have consistently proven their ability to master the engineering, scientific and manufacturing disciplines involved in the world’s most advanced technologies.”

— Jim O’Hara, Vice-President TMG and General Manager, Intel Ireland.

investment into Europe in a market where we now compete at the higher end of skills and value chain. The projected job numbers associated with these projects is somewhat lower than applied previously for job intensive investments but this will be an ongoing feature of the more advanced type of inward investment activity.

9,182 new jobs were recruited during 2003 in IDA supported companies, which is on a par with job creation in the mid-nineties. There was a net loss of 3,011 jobs in the year; gross losses at 12,193 were disappointing, but showed a continued slowing of the job loss trend seen in 2001 and 2002. Total employment is now just short of 129,000 in IDA supported companies, which is 40% higher than ten years ago. The areas of growth during the year were in pharmaceuticals and medical technologies and in international services, while electronics and engineering and other manufacturing had declining job numbers. Job trends reflect the move of lower value activities to lower cost locations and their replacement by higher value business. IDA supported companies now spend €14.7 billion in the Irish economy from their annual sales of €69.3 billion and exports of €65.2 billion, a reflection of their key role in the economy and their importance in future growth.

It is worth noting the overall position of Ireland for inward investment within Europe. Independent market share analysis, undertaken across the key FDI markets, shows that Ireland wins a disproportionate share of FDI for a country that represents less than 1% of the population of the EU. Of FDI into Europe Ireland wins:

- 9% of manufacturing investments
- 31% of pharmaceutical/medical technologies
- 12% of information and communications technologies
- 41% of all software projects
- 25% of pan-European customer contact centres
- 34% of pan-European shared service centres
- 8% of R&D centres

We want, over the next year or two, to see continued recovery in investment markets internationally, particularly in the US. We want those markets to understand what Ireland now offers, and to be convinced by the excellent results delivered to so many global companies operating out of Ireland. That, as always, will be the best endorsement for future investment location decisions. By being flexible and responsive in delivery, IDA and Ireland can continue to be successful in

the more advanced and demanding global competition we face.

*References for paragraph 2:*

“Most globalised economy.....  
*AT Kearney Globalisation Index 2004*

“No 1 in growth in creative capacity.....  
*Demos, Independent UK-based think tank*

“Best education system.....  
*IMD World Competitiveness Yearbook 2003*

“Most flexible.....  
*IMD World Competitiveness Yearbook 2003*

“Highest proportion of science.....  
*Eurostat, the EU statistics office*

“Highest proportion of young people.....  
*Education at a glance, OECD Indicators 2003*



Our distinguishing features are our creativity, our national responsiveness and flexibility in catering for changing needs and our relationship building. They are especially suitable for the knowledge intensive, globally networked age.

## Marketing Transitional Ireland for FDI

– Eamonn Ryan, Executive Director, Overseas

Eamonn Ryan, Executive Director Overseas



What Ireland has to offer in 2004 is significantly different from ten years ago. Then we were offering an offshore location for companies to base distributable functions of their business. Today Ireland is a knowledge economy and recognised internationally as such. Understanding this is essential to our future success in marketing Ireland.

It defines our market position. But there is more to it than this. We are not just another region or location; we are differentiated by our capabilities, which have been evidenced by our performance, particularly in the past ten years.

Ireland's capabilities can be measured in standard economic terms and they frequently are, both by economists and by businesses making location decisions. We rank highly in these terms. But there are intangible factors, less easily and less frequently measured, which underlie and underpin economic statistics. In Ireland's case these factors are innate and cultural. Our distinguishing features are our creativity, our national responsiveness and flexibility in catering for changing needs and our relationship building. They are especially suitable for the knowledge intensive, globally networked age. The ease of Irish people in handling

knowledge, and applying it, has often been identified to us by investors as a key ingredient in Ireland's success.

### The Essence of Ireland

The use of our *"Ireland, knowledge is in our nature"*<sup>TM</sup> theme seeks to capture and convey this essence of Ireland. It both reflects what exists and is forward looking. But it must also convincingly and substantially represent Ireland's deepening capability to meet the demands of further high quality manufacturing and service activities and of knowledge intensive research and development. For the future, such capabilities are central to our desired global role and leading position.

What Ireland is now achieving – a knowledge driven, high value, open,



flexible and responsive economy – matches very well the strategic intentions of the many leading global businesses with whom we have developed strong relationships. These businesses face, and sometimes create, the dynamics of the ever-changing market place. IDA's marketing strategy must understand and relate to these dynamics. We must focus on next generation industries and requirements in newer fields such as biotechnology, nanotechnology and digital media, as well as on our existing areas of strength. We seek to, and must, offer complete solutions for investors' needs.

## Solutions for Investors

Our relationship building with client company personnel is evolving as we move higher on the value chain. Traditionally, the main contact within the company tended to be the Vice-President (VP) International, Manufacturing or Tax. These will continue to be key people for us but, as Ireland's product offering broadens and deepens, the decision makers whom we must influence now also include the Chief Officers in Technology, Finance, Information, Operations (COO) and up to the CEO. The demands on us are greater as we offer a more complex and sophisticated product.

IDA's marketing strategies also involve developing credible relationships with key academic institutions, research centres and scientific bodies to advance our programmes. In doing so, we draw on the cooperative resources of the third level colleges in Ireland and Science

Foundation Ireland (SFI). Their efforts and the investments currently being made in Ireland at every level of education, skills and research are the foundation of our future success.

The consistent proactive government policy towards inward investment for more than forty years is a major element of our international marketing programmes. Imaginative government decisions in areas such as education, incentives and taxation have strengthened Ireland's attractiveness for inward investment. Latterly, as grants have become less significant, this pro-business policy has again been underlined by the SFI initiative and the legislative changes in the area of holding companies and R&D tax credits; vital to maintaining Ireland as the country where private enterprise is public policy.

Ireland is well placed to capitalise on the changing economic world in the post dot-com era, even in the context of debate, such as that in the US, on 'the export of jobs'. This topic has become controversial in the US in recent times, stimulating much debate. On the one hand there are calls for short-term protection in the face of severe job losses particularly from some business people who seek a more stable environment and see the current trend of the export of higher quality jobs as 'cutting into the muscle rather than shedding excess fat'. On the other hand, there is a coalition of minds between economists and strategically focused companies who call for innovation, not protectionism, and who accept the reality of economic competitiveness.

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“At the heart of both the Irish and Dell character is big dreams, a passion for building and re-building, and the tenacity to adapt to challenging circumstances.”

– Michael Dell, Chairman and CEO, Dell.

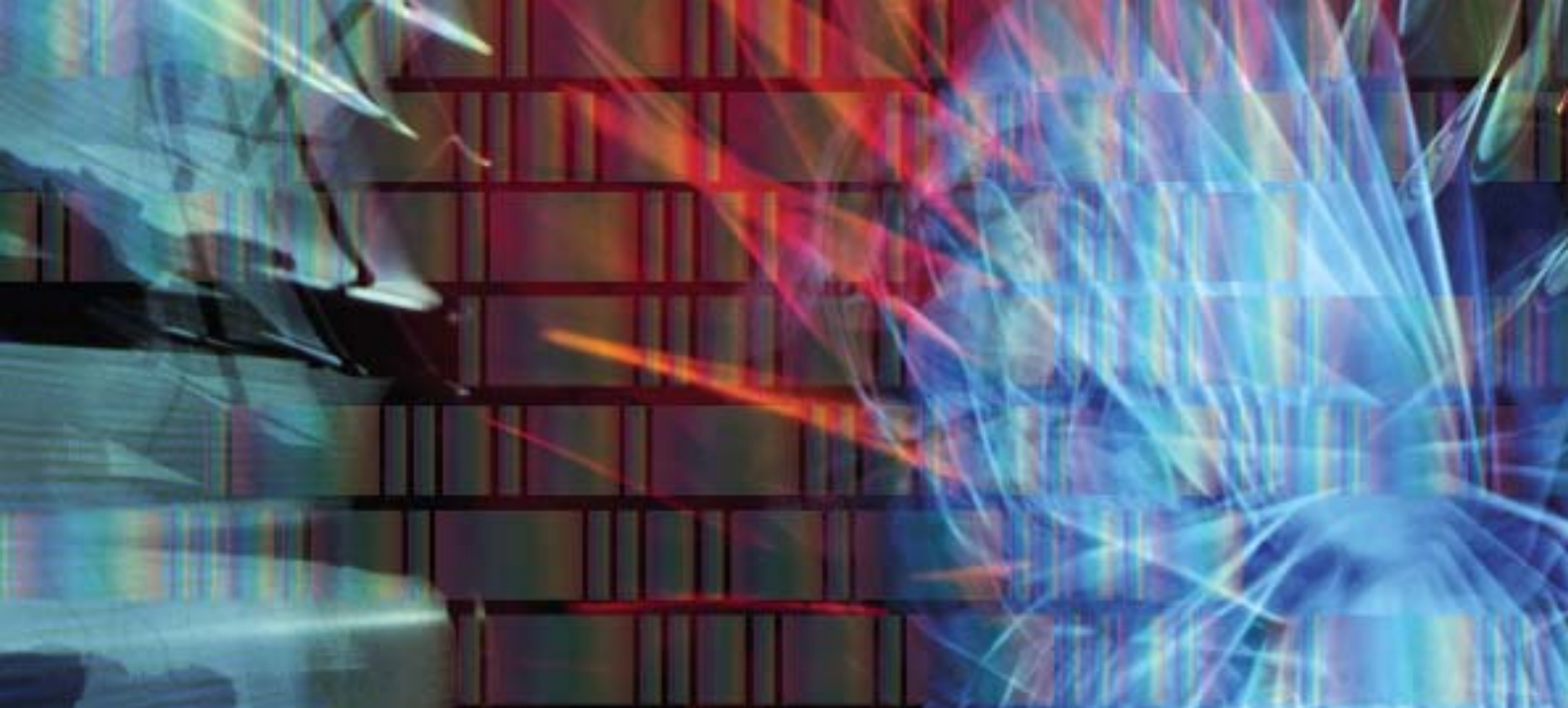
As the most globalised country in the world Ireland's position has to be for openness. Success will come to the country whose workers are the best and most creative, operating within a national strategy of international competitiveness based on innovation. As countries specialise in their areas of comparative advantage, each can benefit. This is not a zero sum game; it has advantages for all. This is the Ireland view and the companies we work with understand it.

A team of thirty marketing executives, working from thirteen offices worldwide, implements IDA's overseas marketing programme. Their role is to understand the requirements of our clients and their business, not just their current and immediate needs but their future needs. This must come from an ability to comprehend the characteristics and strategic imperatives of a company a number of years into the future.

In conjunction with our direct marketing strategies there is also a sharply focused promotions and media programme in each of our overseas markets. This includes sponsorship and collaboration with key international business events and prestigious Ireland-related events such as the American Ireland Fund and

the Irish American Partnership. We are also involved with government promotional programmes with An Tánaiste and other Ministers as well as drawing on the overseas offices of our Embassies and Consulates. These programmes facilitate the development of contacts at the highest levels in organisations.

The Ireland brand is strong in our main markets. While this has been traditionally so in the US and Europe, the last ten years has brought a quantum leap in recognition in Japan. Our marketing strategy must continue to manage awareness and understanding of what we offer as we advance the knowledge-based economy. Our clients realise that globalisation is here to stay and they have to raise their game. Ireland is positioned as a resource in their endeavours. This is the product we offer.



‘We will win for Ireland, its people and its regions, the best in international innovation and investment’ (IDA Mission Statement)

# FDI’s Contribution to Economic Convergence within Ireland

– Dermot Clohessy, Manager, Regions and Property

Dermot Clohessy, Manager, Regions and Property



A vibrancy in regional Ireland has emerged in recent years with the regions presenting more attractive and enhanced locational options for inward investment supported by two key government programmes – The National Development Plan and The National Spatial Strategy. IDA operates within the framework of both these programmes.

At the core of IDA’s regional strategy is a sustained commitment to contribute to the developing knowledge economy across all regions of the country by increasing the amount and quality of inward investment. In parallel with this, work with the existing base of companies seeks to facilitate their transition to continually higher value activities, and thus their embeddedness in their location in Ireland.

Central to delivering on this commitment is the development of a strong urban base in each region, with critical mass and attraction features supported by infrastructure of international standards, to drive greater economic and social convergence between the East Region and the rest of the country. International experience tells us that proximity to urban environments is more attractive for advanced mobile investments. This underpins the importance of the

implementation of the National Spatial Strategy, with its focus on regional gateways, for inward investment to continue its contribution to more balanced regional development.

Reflecting this vibrancy, it is encouraging that 60% of all the investment projects, greenfield and expansions, negotiated by IDA for 2003, were in regional locations outside of Dublin and Cork.

## The Best in Innovation

While winning investments is clearly the main work of IDA, the unprecedented changes in the economy and in the global environment for business and investment have resulted in many changes in the way we are involved in regions. IDA has adopted a much more strategic approach to regional



development than in the past, an approach based on partnership, to ensure a focus on and delivery of competitive advantage in regional locations.

For example, in building appropriate skills sets we seek close partnership between the third level education sector in the regions, IDA and the work of Science Foundation Ireland (SFI), to raise research capabilities in the Universities and Institutes of Technology, and to integrate some of this activity where appropriate with international companies. The Universities and Institutes can grow their capabilities as leaders in innovative business oriented research and development for new technologies, products and processes through interaction with the outstanding global companies close to them.

With SFI funding, for example, Hewlett Packard's European Software Centre is partnering with the Digital Enterprise Research Institute at the National University of Ireland in Galway in the development of semantic web technology. Similarly in Waterford, the Institute of Technology has partnered with Motorola, Nortel and Siemens, with SFI funding support, to research the management of services for fixed line telephones and 2G, 2.5G and 3G networks, for distribution systems in telecoms and for internet technologies. University College Cork has arranged a partnership with Procter and Gamble,

through its biotech partner – Alimentary Health Ltd. – to work on the development of new therapies for debilitating gastrointestinal diseases. And there are many other examples of such welcome developments and the number is growing. This is how a greater level of innovation and high-level skills can emerge in locations throughout Ireland.

IDA is proactive and supportive in ensuring the delivery of quality broadband infrastructure in regional centres. The current high level of investment by government and local authorities in delivering this infrastructure is a welcome boost to the development of the regions.

High standard property solutions, both business parks and buildings, for inward investors are crucial for regional success. The partnership between IDA, local authorities and private developers is now delivering a wide range of properties to a standard as high as in any international location. This partnership approach is also working to make the necessary long-term provision for the regions to have the solutions for the property and utility requirements of some of the major investors in the key bio-pharmaceuticals and information and communications technologies sectors.

There are many other areas of activity, such as relationships with Chambers of

Commerce, business representative organisations and support services and particularly national infrastructure providers, where IDA is playing an active role. At times this involves us in gathering knowledge and developing expertise so as to be able to positively influence action in relation to relevant issues. At other times it sees us strongly representing the views and needs of inward investors, so that appropriate results can be delivered in the regions. We work with the local development partners for the delivery of regional economic development, matched with the regional planning guidelines of each of the Regional Authorities under the implementation plans for the National Spatial Strategy, in a way that continues to attract the best of inward investment to each region.

## The Best in Investment

Over the past number of years the regions have shown their ability to win investments of the highest quality and this trend continued in 2003. In the North West, the positive contributions from the investment decisions by Prumerica, PacificCare and MBNA in recent years are now having a major impact on the transitioning of that region's foreign direct investment profile from a dependency on traditional

“We apply science to the manufacturing process to improve cost. We are competitive because we have people who are able to get the cost of production down. This is our knowledge base.”

– Paddy Caffrey, Managing Director, Pfizer Ireland Pharmaceuticals.

manufacturing sectors. The region's employment growth in 2003 reflects the impact of these investment decisions and 30% of the region's overseas employment is now in international/financial traded services. These sectors had no footprint in the North West until 2000.

The medical technologies sector's contribution to regional economic development was further enhanced during 2003. The foreign-owned element of this sector employs over 17,000 people and a notable feature is the strong regional spread and high concentration in the Border, Midlands and West regions, with plants in some 40 different cities and towns throughout Ireland.

In addition to Abbott's greenfield investment in Longford and expansion in Sligo mentioned earlier in this Report, other companies from this sector already established in the regions also continued to add significant new knowledge based activity in 2003. Olympus Diagnostica committed additional investment to expand its Co. Clare research laboratory for diagnostic reagents and solutions, recruiting a further 22 biochemists and bringing to 60 the number of skilled research staff at its O'Callaghan Mills facility. Harmac in Castlerea added design and further manufacturing activities to its medical devices facility. In Arklow, Inamed invested

substantially to establish its Irish facility as the company's global centre of manufacturing excellence.

Other significant regional investments which are prime models of what we want to achieve were ABB establishing a global R&D and marketing centre for quality control systems, in Dundalk, for managing the technology in the paper and pulp industry. Also in Dundalk Finmatica, a leading Italian provider of business applications software, set up its European licensing and technical support centre to manage all licensing and intellectual property for the Group's supply chain management software – a quality project requiring skilled multilingual graduates. Taro selecting Roscrea for its state of the art pharmaceuticals manufacturing facility and research and development centre for Europe is another example because of its high research content. Athlone welcomed the arrival of two specialised investments, Mapics establishing a multilingual software technical support and shared services centre which will be driven by graduates in software development and engineering and Alienware, a young aggressive US company targeting the computer games market in Europe with high specification performance machines.

Cigna Benefits Processing added substantially to its Loughrea operation

which is responsible for the processing and administration of medical indemnity claims in the US, while ABB in Waterford increased its manufacturing capacity and expanded its marketing and R&D roles within the Corporation's European operations.

All of these regional investments add significantly to the reference pool of business activities and sectors that are operating successfully from locations throughout the country and underscore an enhanced confidence in regional Ireland's education, skills and research capabilities, supported by the necessary property and infrastructure to meet the needs of overseas clients and win new investments.

Many others of the 1,054 foreign companies supported by IDA continued to expand and consolidate their operations in Ireland during the year and the specific examples above are detailed to illustrate the continuing development process that is underway in inward investment in regional Ireland.



This section gives comprehensive data in relation to IDA activity and also updates historic data to enable year on year comparisons. It details the impact of IDA supported companies in the economy, the cost per job created and sustained and also provides the updated employment data for comparison with previous years, by sector and region.

# Statistics

## EMPLOYMENT IN IDA SUPPORTED COMPANIES

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
New Jobs filled	9,961	11,958	13,220	14,685	15,946	17,613	22,994	12,802	11,059	<b>9,182</b>
Number of Companies	908	961	1,037	1,099	1,158	1,266	1,250	1,148	1,102	<b>1,054</b>
Full time Employment	85,597	92,424	99,583	108,231	117,864	126,199	141,125	136,277	132,004	<b>128,993</b>
Net change in full time Employment	4,493	6,827	7,159	9,648	8,633	8,335	14,926	-4,848	-4,273	<b>-3,011</b>
% Net change		+8.0%	+7.7%	+9.7%	+7.9%	+7.1%	+11.8%	-3.4%	-3.1%	<b>-2.3%</b>
Job Losses	-5,468	-5,131	-6,061	-5,037	-7,313	-9,278	-8,068	-17,650	-15,332	<b>-12,193</b>
Job Losses as % of Total Jobs	-6.4%	-5.6%	-6.1%	-4.6%	-6.2%	-7.4%	-5.7%	-13.0%	-11.6%	<b>-9.5%</b>
Other Employment	9,022	11,579	9,488	13,540	15,195	15,665	14,802	12,395	12,362	<b>14,577</b>

Source: Forfás Employment Survey



## ECONOMIC IMPACT OF IDA SUPPORTED COMPANIES

	2000 € billion	2001 € billion	2002 € billion	% Change 2001/2002
Sales	€64.02bn	€67.79bn	€69.34bn	+2.3%
Exports	€58.22bn	€63.14bn	€65.17bn	+3.2%
Direct Expenditure in the economy	€14.26bn	€14.93bn	€14.73bn	-1.3%
of which:				
Payroll costs	€5.04bn	€5.44bn	€5.34bn	-1.8%
Irish materials	€4.28bn	€4.51bn	€4.38bn	-2.9%
Irish services	€4.94bn	€4.98bn	€5.01bn	+0.7%
Direct Expenditure as % of Sales	22.3%	22.0%	21.2%	

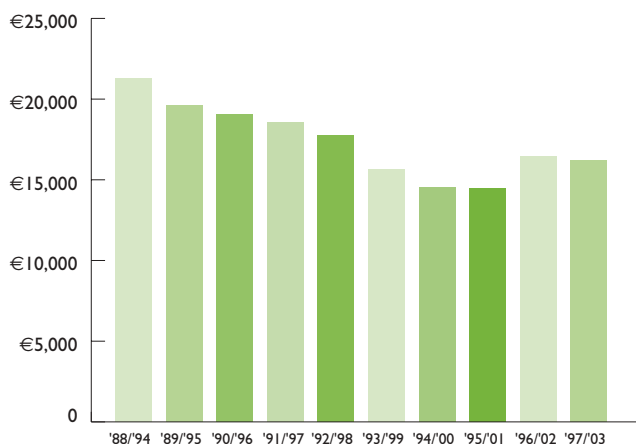
**Source:** Based on the Annual Business Survey of Economic Impact, co-ordinated by Forfás and administered by the Survey Unit of the Economic and Social Research Institute (ESRI).

**Note 1:** The Survey is based on manufacturing and internationally-traded services companies with 10 or more employees (excluding IFSC companies).

**Note 2:** Results are based on companies responding to the survey in 2003 (grossed-up to reflect non-respondents). Results can vary from previous estimates due to revisions made by companies and differences in the base of respondents from one survey period to the next.

## COST PER JOB SUSTAINED IN IDA SUPPORTED COMPANIES

Constant 2003 prices



**Note:** The cost per job sustained is calculated by taking into account all IDA Ireland expenditure to all firms in the period of calculation. Only jobs created during, and sustained to the end of, each seven year period are credited in the calculations.

**Source:** Forfás Annual Employment Survey 2003



## NEW JOBS BY SECTOR

IDA supported companies

Sector	1999	2000	2001	2002	2003
Information and Communication Technologies (ICT)	4,744	9,501	3,041	2,689	<b>2,246</b>
Pharmaceuticals and Healthcare	1,566	1,359	1,494	1,520	<b>1,470</b>
Engineering	2,126	1,477	1,094	598	<b>571</b>
Miscellaneous Industry	733	1,048	760	672	<b>314</b>
International and Financial Services	8,444	9,609	6,413	5,580	<b>4,581</b>
<b>Total</b>	<b>17,613</b>	<b>22,994</b>	<b>12,802</b>	<b>11,059</b>	<b>9,182</b>

Source: Forfás Employment Survey

**Note 1:** New jobs means all new first time jobs and jobs filled in companies recovering their employment levels from cutbacks in previous years.

**Note 2:** Sectors are defined by NACE code, which is the standard statistical classification of economic activities in the EU.

## TOTAL EMPLOYMENT BY SECTOR

IDA supported companies

Sector	1999	2000	2001	2002	2003	% change
Information and Communication Technologies (ICT)	45,651	52,624	46,513	43,660	<b>41,459</b>	<b>-5.0%</b>
Pharmaceuticals and Healthcare	17,045	17,856	18,587	18,996	<b>19,463</b>	<b>+2.5%</b>
Engineering	17,556	18,118	17,699	16,622	<b>15,435</b>	<b>-7.1%</b>
Miscellaneous Industry	12,153	11,739	10,633	9,964	<b>9,242</b>	<b>-7.3%</b>
International and Financial Services	33,794	40,788	42,845	42,762	<b>43,394</b>	<b>+1.5%</b>
<b>Total</b>	<b>126,199</b>	<b>141,125</b>	<b>136,277</b>	<b>132,004</b>	<b>128,993</b>	<b>-2.3%</b>

Source: Forfás Employment Survey

**Note:** Sectors are defined by NACE code, which is the standard statistical classification of economic activities in the EU.

“Perhaps because Ireland is a small country, the Irish tend to have a more global and outward-looking perspective than others.”

– Dick Meaney, Business Unit Vice-President, Analog Devices.

## TOTAL EMPLOYMENT BY REGION

IDA supported companies

Area	Region	1999	2000	2001	2002	2003	% change 2002/2003
<b>Border</b>	North-West/Donegal	5,591	5,532	5,569	5,816	<b>5,928</b>	+1.9%
	North-East	5,193	5,427	4,294	4,229	<b>3,843</b>	-9.1%
<b>West &amp; Mid-West</b>	West	11,070	13,005	12,988	11,798	<b>11,874</b>	+0.6%
	Mid-West	13,161	14,375	13,745	11,880	<b>11,051</b>	-7.0%
<b>Midlands &amp; East</b>	Midlands	5,925	6,046	5,814	5,666	<b>5,183</b>	-8.5%
	East	58,989	67,253	63,238	62,170	<b>60,846</b>	-2.1%
<b>South</b>	South-West	16,393	19,644	20,303	19,565	<b>19,363</b>	-1.0%
	South-East	9,877	9,843	10,326	10,880	<b>10,905</b>	+0.2%
<b>TOTAL</b>		<b>126,199</b>	<b>141,125</b>	<b>136,277</b>	<b>132,004</b>	<b>128,993</b>	<b>-2.3%</b>

Source: Forfás Employment Survey

## ORIGINS OF IDA SUPPORTED COMPANIES – 2003

Origin	No. of companies	Total employment
US	489	89,158
Germany	149	11,394
UK	118	8,086
Rest of Europe	214	15,602
Asia Pacific	44	2,937
Rest of the World	40	1,816
<b>Total</b>	<b>1,054</b>	<b>128,993</b>



# Board 2004

The Board operates to best practice corporate governance principles and in line with the guidelines set out in the 'Code of Practice for the Governance of State bodies' as issued by the Department of Finance, both in its own activities and in its use of committees.

It is responsible for setting the broad policies of the organisation and for overseeing its operations. It performs these functions directly and through the operation of focused Board Committees. Responsibility for the implementation of policy rests with executive management.

The Board has statutory authority to approve grant aid up to the levels set out in the Industrial Development Acts and to recommend on grant aid above these specified levels to Government.

In accordance with the Ethics in Public Office Act, 1995, IDA Ireland Board members furnish a Statement of Interest to the Standards in Public Office Commission and to the Secretary.

In accordance with the 'Code of Practice for the Governance of State bodies' IDA fully complies with Government policy on the pay of Chief Executives and State body employees and with Government guidelines on the payment of fees to Board Members.

## **John Dunne**

Chairman, IDA Ireland  
Board Director, Irish Financial Services  
Regulatory Authority  
Board Director, Central Bank & Financial  
Services Authority of Ireland  
Former Director General, Irish Business &  
Employers Confederation (IBEC)

## **Loretta Brennan Glucksman**

Chairman, American Ireland Fund

## **Bernard Collins**

Chairman, VHI Healthcare  
Director of a number of medical  
device companies  
Former VP of International Operations  
and Director of International  
Board, Boston Scientific Corp.

## **Kieran Corrigan**

Managing Partner, Kieran Corrigan & Co.,  
Chartered Accountants  
Managing Director, Merlin Films Int. Ltd.



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**Sean Dorgan**

Chief Executive, IDA Ireland  
Board Member, Forfás  
Chairperson of the Governing Body  
of the Dublin Institute of  
Technology (DIT)

**Ann Marie Gill**

Director of Human Resources, GE Financial  
Insurance and GE Mortgage  
Insurance Europe

**Brid Horan**

General Manager Pensions, ESB  
Director, ESB International  
Commissioner, National Pensions  
Reserve Fund

**Gary Kennedy**

Group Director, Finance & Enterprise  
Technology, AIB Group  
Board Member, Galway University Foundation  
Board Member, M&T Bank, Buffalo NY

**Thomas Lynch**

Senior Adviser to the Chairman,  
Elan Corporation, plc  
Chairman, Amarin Corporation plc  
Director, ICON plc

**Paul Mackay**

Chartered Accountant and  
Insolvency Practitioner

**Nial Ring**

Director, Fairlee Properties Ltd.

**Brian Whitney**

Assistant Secretary, Department of  
Enterprise, Trade and Employment

**Martin Burbridge**

Secretary.

*Paul Mackay was appointed and Nial Ring was re-appointed to the Board on 15th January 2004.*

*Ronald Long resigned, due to changes of responsibility within the Department of Enterprise, Trade and Employment, and was replaced by Brian Whitney on 19th September 2003.*

*Dr. Frank McCabe retired at the end of 2003, in line with the normal process of rotational retirement.*



# Committees of the Board 2004

## Audit & Finance Committee:

Assists and supports the Board in discharging its legal and accounting responsibilities; communicates with external auditors and evaluates and controls the internal audit function; reviews financial planning and monitors budgeting and banking arrangements.

**Members:**

Gary Kennedy (Chair)  
Loretta Brennan Glucksman  
Kieran Corrigan  
John Dunne  
Brian Whitney

## Management Development & Remuneration Committee:

Responsible for reviewing performance of the management team and planning for management development and succession. The Committee also reviews remuneration of senior management in the context of government guidelines.

**Members:**

John Dunne (Chair)  
Sean Dorgan  
Brid Horan  
Gary Kennedy

## Investment Committee:

Reviews proposals for grant assistance on a delegated basis from the Board to approve up to a maximum of €1.5 million.

**Members:**

Nial Ring (Chair)  
Kieran Corrigan  
Sean Dorgan  
Ann Marie Gill  
Brian Whitney

## Property Committee:

Reviews policy with regard to the financing, provision, maintenance and disposal of property, approves procedures with regard to tendering and awarding of contracts and approves expenditure/sales of up to €5 million.

**Members:**

Brid Horan (Chair)  
Bernard Collins  
Sean Dorgan  
Thomas Lynch  
Paul Mackay

“Irish people, with their high standard of education and excellent interpersonal skills, make particularly good bankers.”

– Aidan Brady, Country Corporate Officer, Citigroup Ireland.

# Corporate Governance

**IDA Ireland is an Autonomous Statutory Agency set up under the Industrial Development Acts 1986 – 2003. The Agency operates in accordance with the provisions of the Acts and under the aegis of the Minister for Enterprise, Trade and Employment, who is empowered to provide funds to discharge its obligations and issue general policy directives/seek information on the Agency’s activities.**

While the primary source of corporate governance for IDA Ireland is the Industrial Development Acts, the Agency is also required to comply with a range of other Statutory (National & EU) and Administrative Requirements. IDA Ireland affirms that it met its obligations in regard to all of these requirements. In particular it has the following procedures in place to ensure compliance with specific requirements:

## 1. General Administrative & Policy Requirements

At national level, IDA Ireland works closely with officials of the Department

of Enterprise, Trade & Employment and officials of other Government Departments & State Agencies, in advancing its Objectives and ensuring compliance with Statutory, Administrative and Ministerial/Government Requirements. At local level, the Agency works closely with Local Authorities, Educational Establishments, other State Agencies and a wide range of local organisations/public representatives to develop the local environment necessary for attracting new investment and jobs.

An important policy directive received by IDA during the year was that issued by the Minister for Enterprise, Trade and Employment on 15 October 2003 and which reads as follows:

*“In March 2002 the European Commission adopted a Multi-Sectoral Framework on regional aid for large investment projects. The Commission also decided to propose a number of measures under Article 88(1) of the Treaty as set out in the Framework. In order to comply with the outstanding requirements the current Administrative Rules relating to industrial development regional aid schemes for the period 2000 to 2006 are hereby amended.*

*In accordance with the powers conferred on the Minister for Enterprise, Trade and Employment by Section 13 of the Industrial Development Act, 1986, I hereby direct by way of general policy and subject to compliance with the Act that IDA’s support to initial investment projects and job creation projects linked to investment be delivered in accordance with these rules in the period 2000 to 2006.”*

## 2. Code of Practice for the Governance of State bodies

IDA Ireland fully complies with this Code of Practice and in particular affirms its compliance with the following Sections.

**Section 9. 2 & 10.2:** Complied with by the Chairman of the Board in a separate letter furnished to the Minister for Enterprise, Trade & Employment.

**Section 10.1 & 10.2 (iii):** an effective system of internal financial control is maintained and operated by the Agency. (Statement on the System of Internal Financial Control, page 24).

**Section 10.2 (v):** Government policy on the pay of Chief Executives and State body employees is being complied with. (Notes to



the Financial Statements, No.9 page 31, and Board 2004, page 16).

**Section 10.2 (vi):** Government guidelines on the payment of Directors' fees are being complied with. (Notes to the Financial Statements, No.9 page 31, and Board 2004, page 16).

**Section 11:** The Board of IDA has established processes to ensure sound corporate planning, etc., as required by this Section. (Statement on the System of Internal Financial Control, page 24, and Board 2004, page 16).

**Section 12.1 & 2:** The Chairman of the Board, in the separate letter furnished to the relevant Minister, confirms that IDA has complied with its obligations under tax law.

### 3. Employment Equality Act, 1998

Equality is an established priority for IDA. The organisation has a progressive equality agenda and new initiatives are developed on an ongoing basis.

IDA Ireland is an equal opportunities employer where individual contribution is encouraged and differences are valued. To this end we are committed to ensuring that no staff member of IDA, or applicant for employment with IDA, receives less favourable treatment than any other on grounds of gender, marital status, family

status, sexual orientation, religion, age, disability, race, membership of the traveller community or any other grounds not relevant to good employment practice. This applies to recruitment, working conditions and development opportunities.

IDA is committed to maintaining and developing a balanced work/life environment for all staff.

### 4. Safety, Health and Welfare Act, 1989

In accordance with this Act IDA Ireland continues to implement appropriate measures to protect the safety, health and welfare of all employees and visitors within its offices. This extends to the recent Public Health (Tobacco) Acts 2002, and 2004.

### 5. Worker Participation (State Enterprise) Act, 1988

Sub Board consultative structures are operating effectively in IDA Ireland and are a recognised feature of the organisation's communications and consultative structure. The Joint Consultative Committee is welcomed as a positive process by both management and staff.

### 6. Standards in Public Office Act, 2001

In accordance with the above Act all IDA Ireland staff holding designated positions have completed statements of interest in compliance with the provisions of the Act.

### 7. Freedom of Information Act, 1997

IDA Ireland complies with this Act. Requests for information under this Act should be addressed to the Freedom of Information Executive, IDA Ireland, Wilton Park House, Wilton Place, Dublin 2.

### 8. Energy Efficiency

In compliance with the Government memorandum of June 2001 IDA Ireland, in the design, planning and construction of office and manufacturing buildings on its Business and Technology Parks, applies 'best practice' principles in all cases. IDA's offices in the regions also conform to 'best practice' principles. The offices in Dublin are managed by Forfás.

# Financial Statements

Report of the Comptroller and Auditor General

Statement of Board Members Responsibilities

Statement on the System of Internal Financial Control

Basis of Accounting

Accounting Policies

# Report of the Comptroller and Auditor General for presentation to the Houses of the Oireachtas

I have audited the financial statements on pages 25 to 40 under the Industrial Development Act, 1993.

## Respective Responsibilities of the Agency and the Comptroller and Auditor General

The accounting responsibilities of the Board of the Agency are set out in the Statement of Board Members' Responsibilities on page 23. It is my responsibility, based on my audit, to form an independent opinion on the financial statements presented to me by the Agency and to report on them.

I review whether the statement on page 24 reflects the Agency's compliance with applicable guidance on corporate governance and report any material instance where it does not do so, or if the statement is misleading or inconsistent with other information of which I am aware from my audit of the financial statements.

## Basis of Audit Opinion

In the exercise of my function as Comptroller and Auditor General, I conducted my audit of the financial statements in accordance with auditing standards issued by the Auditing Practices Board and by reference to the special considerations which attach to State bodies in relation to their management and operation.

An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Agency's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations that I considered necessary to provide me with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement whether caused by fraud or other irregularity or error. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements.

## Opinion

In my opinion, proper books of account have been kept by the Agency and the financial statements, which are in agreement with them, give a true and fair view of the state of affairs of the Industrial Development Agency (Ireland) at 31 December 2003 and of its income and expenditure and cash flow for the year then ended.



**John Purcell**  
Comptroller and Auditor General

30 April 2004

# Statement of Board Members Responsibilities

The Industrial Development Agency Ireland (IDA) was established on 1 January 1994 as an agency of Forfás (the policy and advisory board for industrial development in Ireland) under the provisions of the Industrial Development Act, 1993.

Paragraph 7(2) of the First Schedule to the Industrial Development Act, 1993 requires the Agency to keep, in such form as may be approved of by the Minister for Enterprise, Trade and Employment with the consent of the Minister for Finance, all proper and usual accounts of money received and expended by it. In preparing those accounts, the Board is required to:

- *select suitable accounting policies and apply them consistently*
- *make judgements and estimates that are reasonable and prudent*
- *prepare the Financial Statements on a going concern basis unless it is inappropriate to presume that the Agency will continue in operation*
- *disclose and explain any material departures from applicable accounting standards.*

The Board is responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the Agency and which enables it to ensure that the Financial Statements comply with Paragraph 7(2) of the First Schedule to the Industrial Development Act, 1993.

The Board is also responsible for safeguarding all the assets of the Agency and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

On behalf of the Board:

**John Dunne**  
Chairman

**Sean Dorgan**  
Chief Executive

**Gary Kennedy**  
Chairman, Audit and Finance Committee

# Statement on the System of Internal Financial Control

On behalf of the Board of IDA Ireland I acknowledge our responsibility for ensuring that an effective system of internal financial control is maintained and operated by the Agency.

The system can only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected in a timely period.

The Board has taken steps to ensure an appropriate control environment is in place by:

- *establishing formal procedures through various committee functions to monitor the activities and safeguard the assets of the organisation*
- *clearly defining and documenting management responsibilities and powers*
- *developing a strong culture of accountability across all levels of the organisation.*

The Board has also established processes to identify and evaluate business risks. This is achieved in a number of ways including:

- *working closely with Government and various agencies and institutions to ensure that there is a clear understanding of IDA's goals and support for the Agency's strategies to achieve those goals*
- *carrying out regular reviews of strategic plans both short and long term and evaluating the risks to bringing those plans to fruition*
- *setting annual and longer term targets for each area of our business followed by regular reporting on the results achieved*
- *establishing and enforcing extensive standard procedures and provisions under which financial assistance may be made available to projects, including provisions requiring repayment if the project does not fulfil commitments made by the promoter.*

The system of internal financial control is based on a framework of regular management information, administrative procedures including segregation of duties, and a system of delegation and accountability. In particular it includes:

- *a comprehensive budgeting system with an annual budget which is reviewed and agreed by the Board*

- *regular reviews by the Board of periodic and annual financial reports which indicate financial performance against forecasts*
- *setting targets to measure financial and other performances*
- *clearly defined capital investment control guidelines*
- *formal project management disciplines.*

The IDA has an internal audit department, which reports directly to the Audit & Finance Committee of the Board. This committee meets on a quarterly basis to review reports prepared by Internal Audit and other departments. The Audit & Finance Committee in turn keeps the Board informed of the matters that it has considered.

The internal audit function operates in accordance with the Framework Code of Best Practice set out in the Code of Practice for the Governance of State Bodies. A rolling three-year Internal Audit work plan is determined by the Audit & Finance Committee and revised annually where required. The current work plan takes account of areas of potential risk identified in a risk assessment exercise carried out by management with the assistance of consultants with expertise in the area of risk assessment. The Internal Auditor provides the Committee with quarterly reports on assignments carried out. These reports highlight deficiencies or weaknesses, if any, in the system of internal financial control and the recommended corrective measures to be taken where necessary.

I confirm that, in respect of the year ended 31 December 2003, the Board conducted a review of the system of internal financial control. The Board's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the Internal Auditor, the Audit & Finance Committee, which oversees the work of the Internal Auditor and the executive managers within IDA Ireland who have responsibility for the development and maintenance of the financial control framework.

Signed on behalf of the Board

**John Dunne**  
Chairman

27 April 2004

# Basis of Accounting

- (1) **The Financial Statements have been prepared in accordance with the historical cost convention in the form approved by the Minister for Enterprise, Trade and Employment with the consent of the Minister for Finance and are denominated in euro.**

**The Financial Statements are prepared on an accrual basis, except where stated below. The financial year is 1 January to 31 December.**

**Financial Reporting Standards recommended by recognised accountancy bodies are adopted as they become applicable.**

- (2) **Tangible Fixed Assets comprise:**

- (a) Land which is held for the purposes of industrial development.
- (b) Site development works.
- (c) Industrial buildings leased to tenants including buildings in the course of sale where title had not passed at the year end.
- (d) Vacant property available for industrial promotion or in the course of sale where title had not passed at the year end.
- (e) Other Fixed Assets including motor vehicles, computer and office equipment and fixtures and fittings.

- (3) **Telecommunication Assets comprise:**

Telecommunication Assets constitute an indefeasible right of use of a designated portion of a global telecommunications network for a period of 25 years.

- (4) **Investments consist entirely of equity investments.**

- (5) **Accounts Receivable comprise amounts due in respect of:**

- (a) Properties sold on a deferred basis. Interest is charged on these amounts at the Exchequer Lending Rates advised by the Department of Finance.
- (b) Rents due under the terms of lease agreements, for periods of up to 35 years, entered into between the Agency and tenants and charges for the use of Undeveloped Lands.
- (c) Fees from purchase options given on IDA property, deposits paid by IDA for the purchase of property where title had not been received, and the provision of other services.
- (d) Amounts due in respect of the disposal of telecommunication assets.

- (6) **Accounts Payable comprise amounts payable in respect of:**

- (a) Creditors.
- (b) Grants that have matured for payment.
- (c) Deposits received in respect of disposals of property in progress.
- (d) Amounts due in respect of the purchase of telecommunication assets.

- (7) **By way of memorandum Income and Expenditure in respect of Industrial Property transactions are set out in note 23 to the Financial Statements.**

# Accounting Policies

## (1) Income recognition

Income from Oireachtas grants, grant refunds, the European Social Fund, and investments represent actual cash received.

## (2) Carrying Amounts, Depreciation and Provisions for Impairment

(a) The carrying amounts for telecommunication assets and tangible fixed assets, other than land, comprise: Historic cost less accumulated depreciation and less a provision for impairment of the assets, where applicable, to endeavour to ensure that the value of the assets carried in the Financial Statements do not exceed their estimated recoverable amounts.

(b) The carrying amounts for Land and Investments comprise: Historic cost less a provision for impairment of the assets, where applicable, to endeavour to ensure that the value of the assets carried in the Financial Statements do not exceed their estimated recoverable amounts.

(c) Depreciation is calculated in order to write off the cost of assets less, where applicable, any impairment provision over their estimated remaining useful lives. No provision for depreciation is made in respect of land or investments.

(d) Provisions for impairment may be made following reviews of fixed assets, telecommunication assets and investments carried out by officers of IDA or independent valuers, as appropriate, if events or changes in circumstances or economic conditions indicate that the carrying amount of the assets or investments may not be fully recoverable. Any such provisions will be recognised in the Operating Account in the year in which they are made.

Where a subsequent review indicates that the circumstances which gave rise to a provision for impairment no longer exist or have changed materially the accumulated provision for impairment will be reduced accordingly.

## (3) Accounting for Bad and Doubtful Debts

Known bad debts are written off and specific provision is made for any amount the collection of which is considered doubtful. A further general provision is maintained.

## (4) Accounting for Investments

The IDA Financial Statements do not reflect a consolidation of the results of the investee companies because IDA activities are so different from those of the

investee companies that such consolidation would be incompatible with the obligation to give a true and fair view.

## (5) Grants Payable

Grants are accrued in the Financial Statements when the grantee complies with stipulated conditions.

## (6) Foreign Currencies

Assets and liabilities denominated in foreign currencies are translated at the exchange rates ruling at the Balance Sheet date. Revenues and costs are translated at the exchange rates ruling at the dates of the underlying transactions.

Profits and losses arising from foreign currency translations and on settlement of amounts receivable and payable in foreign currency are dealt with in the Operating Account.

## (7) Operating Leases

The rentals under operating leases are dealt with in the Financial Statements as they fall due.

## (8) Capital

Capital represents funds utilised for the acquisition of industrial property, other fixed assets, telecommunication assets and investments taking account of disposals, depreciation charges and, where applicable, provisions for impairment in the carrying amounts.

## (9) Telecommunication Assets Reserve

Profits arising on the disposal of telecommunication assets are not realised until such time as the consideration price is received. Unrealised profits are transferred to a special Telecommunication Assets Reserve pending receipt of the consideration. If subsequently any part of the profit is deemed unrealisable, the reserve account will be reduced by the transfer of a similar amount to the Operating Account.

## (10) Superannuation

All IDA staff are employees of Forfás and are seconded to the IDA by Forfás. Legislation requires Forfás to prepare and administer pension schemes for the granting of pension entitlements to its staff including staff seconded to IDA. Forfás is also responsible for pension reporting requirements, including those set out under FRS 17. Voluntary early retirement costs paid directly by IDA and all pension contributions deducted from staff are accounted for in the Operating Account in the period in which they arise.

# Operating Account

## For Year Ended 31 December 2003

	Notes	2003 €'000	2002 €'000
<b>Income</b>			
Oireachtas Grants	1	119,157	124,506
National Training Fund	2	650	4,406
EU & Exchequer Co-Funded Research Technology and Innovation (RTI) for Industry Programme	3	2,575	2,180
eBusiness Acceleration Fund Initiative	4	-	725
Grant Refunds		24,569	41,806
Rental Income		3,303	2,764
Less Rental Income received from Enterprise Ireland Clients	5	-	(325)
Other Income	6	2,445	1,111
Profit on Disposal of Assets	7	38,809	19,693
		<b>191,508</b>	<b>196,866</b>
<b>Expenditure</b>			
Grants Payable	8	96,493	118,451
Promotion, Administration and General Expenses	9 (a)	35,350	43,423
Industrial Building Charges	10	9,712	3,216
Depreciation Charges and Provisions	11	13,874	34,889
		<b>155,429</b>	<b>199,979</b>
<b>Net Operating (Deficit)/Surplus for Year</b>			
Contribution to the Exchequer	12	(31,437)	-
Balance at 1 January		18,399	17,563
Transfer from Telecommunication Assets Reserve	13	-	3,240
Transfer from Capital	14	14,697	709
<b>Balance at end of Year</b>		<b>37,738</b>	<b>18,399</b>

Amounts shown under Income and Expenditure are in respect of continuing activities.

There are no recognised gains or losses, other than those dealt with in the Operating Account.

The Basis of Accounting, Accounting Policies, Cash Flow Statement and Notes 1 to 26 form part of these Financial Statements.

On behalf of the Board:

**John Dunne**  
Chairman

**Sean Dorgan**  
Chief Executive

**Gary Kennedy**  
Chairman, Audit and Finance Committee

# Balance Sheet

As at 31 December 2003

	Notes	2003 €'000	2002 €'000
<b>Tangible Fixed Assets</b>			
Industrial Property	15	194,326	205,839
Other Fixed Assets	16	1,946	2,383
		<b>196,272</b>	208,222
<b>Intangible Assets and Investments</b>			
Telecommunication Assets	17	2,487	3,108
Investments	18	363	2,489
		<b>199,122</b>	213,819
<b>Total Tangible and Intangible Assets and Investments</b>			
<b>Current Assets</b>			
Accounts Receivable	19	15,948	25,982
Cash at Bank and on hand		31,645	3,374
		<b>47,593</b>	29,356
<b>Current Liabilities</b>			
Accounts Payable	20	10,406	13,131
		<b>37,187</b>	16,225
<b>Net Current Assets</b>			
<b>Long Term Receivables</b>			
Accounts Receivable: amounts falling due after more than one year	19	551	2,174
		<b>236,860</b>	232,218
<b>Net Assets</b>			
<b>Representing:</b>			
<b>Capital</b>	14	199,122	213,819
<b>Operating Account</b>		37,738	18,399
		<b>236,860</b>	232,218

The Basis of Accounting, Accounting Policies, Cash Flow Statement and Notes 1 to 26 form part of these Financial Statements.

On behalf of the Board:

**John Dunne**  
Chairman

**Sean Dorgan**  
Chief Executive

**Gary Kennedy**  
Chairman, Audit and Finance Committee

# Cash Flow Statement

For Year Ended 31 December 2003

	Notes	2003 €'000	2002 €'000
<b>Reconciliation of Net Operating Surplus to</b>			
<b>Net Cash Inflow from Operating Activities</b>			
Net Operating (Deficit)/Surplus for Year		<b>36,079</b>	(3,113)
Depreciation Charges:			
- Industrial Property	11	<b>9,815</b>	8,337
- Other Fixed Assets & Telecommunication Assets	11	<b>1,933</b>	5,552
Expenditure Capitalised	9 (a)	<b>(508)</b>	(549)
Provisions for Impairment:			
- Telecommunication Assets	11	-	21,000
- Investments	11	<b>2,126</b>	-
Profit on Disposal of Assets	7	<b>(38,809)</b>	(19,693)
Bank Interest and Dividends Received	6	<b>(231)</b>	(305)
Decrease in Accounts Receivable amounts falling due within one year		<b>10,034</b>	12,409
Decrease in Accounts Payable		<b>(2,725)</b>	(12,645)
Decrease in Accounts Receivable amounts falling due after more than one year		<b>1,623</b>	1,175
<b>Net Cash Inflow from Operating Activities</b>		<b>19,337</b>	12,168

## CASH FLOW STATEMENT

<b>Net Cash Inflow from Operating Activities</b>		<b>19,337</b>	12,168
<b>Contribution to the Exchequer</b>	12	<b>(31,437)</b>	-
<b>Returns on Investment and Servicing of Finance</b>	24 (a)	<b>231</b>	305
<b>Capital expenditure and financial investment</b>			
Acquisitions	24 (b)	<b>(33,829)</b>	(41,630)
Disposals	24 (c)	<b>73,969</b>	27,692
<b>Increase/(Decrease) in cash for the period</b>		<b>28,271</b>	(1,465)

## Reconciliation of Net Cash Flow to Movement in Net Funds

Change in net funds resulting from cash flows			
Net funds at 31 December	24 (d)	<b>31,645</b>	3,374
Net funds at 1 January	24 (d)	<b>3,374</b>	4,839
<b>Movement in net funds in the period</b>		<b>28,271</b>	(1,465)

# Notes to the Financial Statements

For Year Ended 31 December 2003

## 1 Oireachtas Grants

The Oireachtas Grants are provided under Section 35 of the Industrial Development (Science Foundation Ireland) Act 2003. The aggregate amount provided to IDA in respect of Grants for Industry and Grants for Industrial Property in the period 1 January 1994 to 31 December 2003 was €1,318m.

The Oireachtas Grants as shown in the Financial Statements consist of:

	2003	2002
	€'000	€'000
Grant for Promotion and Administration Expenditure	32,891	31,062
Grant for Industry	83,266	69,772
Grant for Industrial Property	3,000	23,672
	<u>119,157</u>	<u>124,506</u>

The Oireachtas Grant for Industry may be supported by funding from the European Regional Development Fund under the Operational Programme for Industry. The Department of Enterprise, Trade and Employment has confirmed that no ERDF funding was applied in support of the IDA Oireachtas Grant in 2003 (2002 nil). The grant for Industrial Property in 2002 included an amount of €20.155m which was provided for the purpose of making payments under a contract for the acquisition of Telecommunication Assets.

## 2 National Training Fund

Training grants paid with a total value of €0.65m (€4.406m in 2002) were met with funds received through the Department of Enterprise, Trade and Employment from the National Training Fund.

## 3 EU & Exchequer Co-Funded Research Technology and Innovation (RTI) for Industry Programme

This measure is designed to improve the level and quality of research and development undertaken by companies in Ireland by co-funding projects to be carried out by them. The fund is administered by Enterprise Ireland and payments made out of this fund are shown in note 8.

## 4 eBusiness Acceleration Fund Initiative

The eBusiness Acceleration Fund has been established to fast track significant scale projects that transform existing businesses to trade and operate electronically. The fund is part of a comprehensive series of actions designed to accelerate eBusiness adoption by Irish based manufacturing and internationally traded services businesses. The fund is targeted at eBusiness projects, which are designed to position Irish companies for further growth and development. The initiative is funded by Oireachtas Grant and administered by Enterprise Ireland. Payments out of this fund are shown in note 8.

## 5 IDA Rental Income

Gross rents receivable from client companies in 2003 was €3.303m (€2.439m in 2002) which includes Rent Reduction grants amounting to €63k (€127k in 2002) that are included in Grants Payable in note 8.

# Notes to the Financial Statements (continued)

For Year Ended 31 December 2003

## 6 Other Income

	2003	2002
	€'000	€'000
Dividends	19	55
Bank Interest	212	250
Fee Income in respect of Undeveloped Lands	277	185
Interest on Industrial Property Sales	1,657	615
Sundry Income	280	6
	<b>2,445</b>	<b>1,111</b>

## 7 Profit on Disposal of Assets

	2003	2002
	€'000	€'000
Consideration (net of fees and direct expenses)	73,969	27,692
Historical Cost	(40,867)	(13,514)
Write back of provision for impairment	653	374
Write back of provision for depreciation	5,054	5,141
	<b>38,809</b>	<b>19,693</b>

## 8 Grants Payable

	2003	2002
	€'000	€'000
Existing Industries	9,171	7,166
New Skills and Technologies	26,560	66,507
Employment	57,541	37,480
Training	646	4,393
Research Technology & Innovation (RTI) for Industry Programme (see also note 3)	2,575	2,180
eBusiness Acceleration Fund Initiative (see also note 4)	-	725
	<b>96,493</b>	<b>118,451</b>

## 9 Promotion, Administration and General Expenses

(a)	2003	2002
	€'000	€'000
Board Members' fees, expenses and remuneration	328	327
Other remuneration costs	19,099	18,375
Marketing, consultancy, promotions and advertising	5,697	5,646
General Administration	9,340	9,349
Audit Fee	40	40
Provision for Doubtful Debts	1,354	10,235
Less: Capitalisation of expenditure associated with industrial property development	(508)	(549)
	<b>35,350</b>	<b>43,423</b>

# Notes to the Financial Statements (continued)

For Year Ended 31 December 2003

## 9 Promotion, Administration and General Expenses (continued)

(b)	2003	2002
	€'000	€'000
Other remuneration costs comprise:		
Wages and Salaries	17,764	17,149
Social Welfare Costs - Employer's Contribution	781	671
Pension Costs - Employer's Contribution	554	555
	<b>19,099</b>	<b>18,375</b>

All IDA staff are employees of Forfás and are seconded to the Agency by Forfás.

(c)

### Commitments under Operating Leases

The current annual commitment under operating leases is €11.136m. These leases will expire as follows:

	2003	2002
	€'000	€'000
within one year	12	57
in the second to fifth years inclusive	468	350
more than 5 years	10,656	9,846
	<b>11,136</b>	<b>10,253</b>

## 10 Industrial Building Charges

These charges include the net rents paid in respect of industrial buildings provided by the private sector together with insurance, security and maintenance costs in respect of all promotable industrial buildings held by IDA. During 2002 VAT of €2.03m was recovered on industrial building charges in relation to a claim made covering the period 1996 - 2000 as a result of a change in VAT legislation.

## 11 Depreciation Charges and Provisions

	Notes	2003	2002
		€'000	€'000
<b>Depreciation Charges</b>			
- Industrial Property	15	9,815	8,337
- Fixed Assets	16	1,312	731
- Telecommunication Assets	17	621	4,821
<b>Provisions for impairment</b>			
- Telecommunication Assets	17	-	21,000
- Investments	18	2,126	-
		<b>13,874</b>	<b>34,889</b>

# Notes to the Financial Statements (continued)

For Year Ended 31 December 2003

## 12 Contribution to the Exchequer

By agreement with the Department of Enterprise, Trade and Employment receipts from promotion and administration activities, grant refunds, the sale of industrial property and income derived from the sale of telecommunication assets to the extent that they exceed the Agency's expenditure requirements, are refundable to the Exchequer. In 2003 €31.437m was refunded comprising of surplus income, on administration of €2.334m, on property of €3m, on grant refunds of €10.532m and telecommunication assets of €15.571m. No contributions were made to the Exchequer in 2002.

In 2003 the IDA retained €21m in sales proceeds from asset disposals, with the agreement of the Department of Finance and the Department of Enterprise, Trade and Employment, for use in future industrial property initiatives to be agreed with the Departments.

## 13 Telecommunication Assets Reserve

In accordance with the Agency's accounting policies, profits which were recognised on the disposal of telecommunication assets in previous years were treated as not realised pending receipt of the consideration. These unrealised profits were transferred to the Telecommunication Assets Reserve. Following a review of the valuation of the telecommunication assets in 2002, it was considered that no profit would be realised and the reserve was written back.

	2003 €'000	2002 €'000
At 1 January	-	3,240
Transfer to Operating Account	-	(3,240)
At 31 December	-	-

## 14 Capital

		2003		2002	
	Notes	€'000	€'000	€'000	€'000
At 1 January			213,819		214,528
<b>Net Movements on:</b>					
- Industrial Property	15	(11,513)		24,302	
- Other Fixed Assets	16	(437)		810	
- Telecommunication Assets	17	(621)		(25,821)	
- Investments	18	(2,126)		-	
<b>Transfer to Operating Account</b>			<b>(14,697)</b>		<b>(709)</b>
At 31 December			<b>199,122</b>		<b>213,819</b>

# Notes to the Financial Statements (continued)

## For Year Ended 31 December 2003

### 15 Tangible Fixed Assets - Industrial Property

	Land	Site	Industrial	Vacant	Total
	Development	Development	Property Occupied under Leases	Industrial Property	
Cost	€'000	€'000	€'000	€'000	€'000
At 1 January	145,564	90,267	33,099	8,806	277,736
Additions	8,016	25,284	128	24	33,452
Transfers	-	-	(3,016)	3,016	-
Disposals	(32,023)	(5,214)	(2,683)	(40)	(39,960)
At 31 December	121,557	110,337	27,528	11,806	271,228
<b>Provision for Impairment</b>					
At 1 January	2,122	5,863	4,820	635	13,440
Charge for Year	-	-	-	-	-
Transfers	-	-	(767)	767	-
Disposals	(24)	(324)	(285)	(20)	(653)
At 31 December	2,098	5,539	3,768	1,382	12,787
<b>Depreciation</b>					
At 1 January	-	41,523	13,283	3,651	58,457
Charge for Year	-	8,786	886	143	9,815
Transfers	-	-	(1,320)	1,320	-
Disposals	-	(2,763)	(1,384)	(10)	(4,157)
At 31 December	-	47,546	11,465	5,104	64,115
<b>Net Book Amount</b>					
At 31 December	119,459	57,252	12,295	5,320	194,326
At 1 January	143,442	42,881	14,996	4,520	205,839
<b>Net Movement for Year</b>					<b>(11,513)</b>

- (a) The estimated useful life of industrial property, by reference to which depreciation has been calculated, is as follows:
- (i) Buildings 33 years
  - (ii) Site Development costs 10 years
- (b) Included in the cost of Industrial Property Occupied under Leases is €0.735m (€1.11m in 2002) being sales in the course of completion where title had not passed at 31 December 2003.
- (c) Included in the table above are amounts relating to two joint arrangements entered into by the Agency:
- (i) A joint arrangement is in place with a private development company for the development of a Digital Park at Citywest Business Campus in Dublin. Half of all land forming the site is vested in IDA, the other half is vested in the development company. Each party meets half of all infrastructural costs incurred and share equally the proceeds of all site sales. IDA land and infrastructure costs at net book amount are €7.373m and €2.847m respectively.
  - (ii) A further joint arrangement is in place with Fingal County Council to develop lands in Blanchardstown Dublin in the ownership of the Council, for subsequent sale to industrial undertakings. Under the terms of the arrangement, IDA is responsible for making infrastructural improvements to the lands. The Agency is responsible for the full costs of this work and is entitled to receive half of the proceeds of any sales. The net book amount included above in relation to this arrangement is €3.181m.

# Notes to the Financial Statements (continued)

For Year Ended 31 December 2003

## 16 Other Fixed Assets

	Motor Vehicles	Office and Computer Equipment, Fixtures & Fittings	Total
<b>Cost</b>	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>
At 1 January	44	9,540	<b>9,584</b>
Additions	-	885	<b>885</b>
Disposals	-	(907)	<b>(907)</b>
At 31 December	44	9,518	<b>9,562</b>
<b>Depreciation</b>			
At 1 January	44	7,157	<b>7,201</b>
Charge for Year	-	1,312	<b>1,312</b>
Disposals	-	(897)	<b>(897)</b>
At 31 December	44	7,572	<b>7,616</b>
<b>Net Book Amount</b>			
At 31 December	-	1,946	<b>1,946</b>
At 1 January	-	2,383	<b>2,383</b>
<b>Net Movement for Year</b>			<b>(437)</b>

The estimated useful life of fixed assets, by reference to which depreciation has been calculated, is as follows:

- |   |         |
|---|---------|
| (i) Motor Vehicles                          | 4 years |
| (ii) Office Equipment/Fixtures and Fittings | 5 years |
| (iii) Computer Equipment                    | 3 years |

# Notes to the Financial Statements (continued)

For Year Ended 31 December 2003

## 17 Telecommunication Assets

Acting pursuant to a Government decision IDA Ireland, in conjunction with the Department of Public Enterprise (now the Department of Communication, Marine & Natural Resources), entered into contracts in 1999 for the purchase of telecommunication assets in the form of an indefeasible right of use of a designated portion of a global telecommunications network for a period of 25 years. A portion of the capacity purchased by IDA has been sold to a number of service providers.

	2003	2002
<b>Cost</b>	<b>€'000</b>	<b>€'000</b>
At 1 January	38,571	38,571
Additions	-	-
Disposals	-	-
<b>At 31 December</b>	<b>38,571</b>	<b>38,571</b>
<b>Provision for Impairment</b>		
At 1 January	21,000	-
Charge for Year	-	21,000
Disposals	-	-
<b>At 31 December</b>	<b>21,000</b>	<b>21,000</b>
<b>Depreciation</b>		
At 1 January	14,463	9,642
Charge for Year	621	4,821
Disposals	-	-
<b>At 31 December</b>	<b>15,084</b>	<b>14,463</b>
<b>Net Book Amount</b>		
At 31 December	2,487	3,108
At 1 January	3,108	28,929
<b>Net Movement for Year</b>	<b>(621)</b>	<b>(25,821)</b>

The estimated useful life of telecommunication assets, by reference to which depreciation has been calculated, is 8 years.

At 31 December 2002 in accordance with accounting standards a review was undertaken of the carrying amount of telecommunication assets. The review gave rise to an impairment charge of €21m reflecting the global downturn in the value of telecommunication assets.

# Notes to the Financial Statements (continued)

For Year Ended 31 December 2003

## 18 Investments

<b>Cost</b>	<b>€'000</b>
At 1 January	2,531
Additions	-
Disposals	-
<b>At 31 December</b>	<b>2,531</b>

### Provision for Impairment

At 1 January	42
Charge for Year	2,126
Disposals	-
<b>At 31 December</b>	<b>2,168</b>

### Net Book Amount

At 31 December	363
At 1 January	2,489
<b>Net Movement for Year</b>	<b>(2,126)</b>

Investments Company	Activity	Type of Share	Cost of Acquisition  €'000	Provision on transfer of shares from Forfás €'000	Cost Less Provision €'000
Container Graphics (Manufacturing) Ltd.	Moulds & Precision Equipment	Preference	76	34	42
Critical Path Inc.	Software Development	Ordinary	6	-	6
Mitsui Denman Ltd.	Manganese Dioxide	Ordinary	559	-	559
PGM Ballscrews Ireland Ltd.	Screw Machine Products	Ordinary	268	268	-
Wessel Industries Holdings Ltd.	Cable Manufacturers	Ordinary	1,924	-	1,924
<b>Historic Cost of Investments at 31 December 2003</b>			<b>2,833</b>	<b>302</b>	<b>2,531</b>

# Notes to the Financial Statements (continued)

For Year Ended 31 December 2003

## 19 Accounts Receivable

	2003	2002
	€'000	€'000
<b>Amounts falling due within one year:</b>		
Accounts Receivable and Prepayments	9,121	7,773
Amounts due in respect of disposal of Telecommunication Assets	2,127	15,202
Amounts due in respect of disposal of Industrial Property	1,837	2,022
Amounts on deposit with Solicitors	2,796	336
Bank Interest	7	66
Other	60	583
	<b>15,948</b>	<b>25,982</b>
<b>Amounts falling due after more than one year:</b>		
Amounts due in respect of disposal of Industrial Property	551	2,174
	<b>16,499</b>	<b>28,156</b>

The amounts due of €551k in respect of disposal of Industrial Property have arisen due to the agreed consideration being paid by instalments over periods of up to 10 years.

## 20 Accounts Payable

	2003	2002
	€'000	€'000
<b>Amounts falling due within one year:</b>		
Accounts Payable and Accruals	8,434	10,091
Grant Payment Accruals	1,179	2,177
Provision for amounts refundable in respect of uncompleted sales	793	863
	<b>10,406</b>	<b>13,131</b>

Provision for amounts refundable in respect of uncompleted sales represents amounts received, in respect of the sale of Industrial Property, where title had not passed from IDA to the purchaser at 31 December 2003.

## 21 Commitments

It is estimated that future payments likely to arise from Grant Commitments amounted to €405m as at 31 December 2003.

Capital Commitments outstanding at 31 December 2003 on contracts for the acquisition and development of Industrial Property amounted to €15m.

## 22 Taxation

Section 227 of the Taxes Consolidation Act, 1997, provides an exemption from tax for income of non-commercial state bodies. This exemption does not apply to deposit interest. Where interest receivable is subject to tax at source (e.g. DIRT), the net receivable amount is credited to the Operating Account.

In some countries in which the Agency operates, an exemption from local taxation has been availed of under the Governmental Services article of the relevant double taxation agreement. This position continues to be under review by the Agency which is actively seeking clarification to determine whether overseas employment taxes arise in any of the jurisdictions where this exemption has been availed of. The review could result in a liability to taxes but in view of the uncertainty in relation to the amount, if any, of such possible contingent liability no provision has been made in the financial statements for the year ended 31 December 2003.

# Notes to the Financial Statements (continued)

## For Year Ended 31 December 2003

### 23 Industrial Property Income and Expenditure

Income:	Notes	2003 €'000	2002 €'000
Oireachtas Grant	1	3,000	3,517
Rental Income IDA Ireland Client Companies	5	3,303	2,439
Fee Income in respect of Undeveloped Lands	6	277	185
Interest on Sales	6	1,657	615
Profit on Disposal of Industrial Property		38,819	23,014
		<b>47,056</b>	<b>29,770</b>
<b>Expenditure:</b>			
Promotion, Administration and General Expenses		2,468	2,232
Depreciation Charges and Provisions	11	9,815	8,337
Industrial Building Charges	10	9,712	3,216
		<b>21,995</b>	<b>13,785</b>
Net Movement for Year		25,061	15,985
Contribution to the Exchequer	12	(3,000)	-
Transfer (to)/from Capital	14	11,513	(24,302)
Contribution to/(from) Promotion and Administration activities		33,574	(8,317)

### 24 Gross Cash Flows

	Notes	2003 €'000	2002 €'000
<b>(a) Returns on Investment and Servicing of Finance</b>			
Dividends	6	19	55
Bank Interest	6	212	250
		<b>231</b>	<b>305</b>
<b>(b) Capital expenditure and financial investment - Acquisitions</b>			
Purchase of tangible fixed assets - Industrial Property	15	(33,452)	(40,637)
Expenditure Capitalised	9(a)	508	549
Purchase of Other Fixed Assets	16	(885)	(1,542)
		<b>(33,829)</b>	<b>(41,630)</b>
<b>(c) Capital expenditure and financial investment - Disposals</b>			
Disposal of tangible fixed assets - Industrial Property		73,969	31,012
Disposal of tangible fixed assets - Telecommunication Assets		-	(3,406)
Disposal of Investments		-	86
		<b>73,969</b>	<b>27,692</b>
<b>(d) Analysis of Net Funds</b>			
	<b>At 1 January</b>	<b>Cash Flow</b>	<b>At 31 December</b>
	<b>2003</b>		<b>2003</b>
	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>
Cash at Bank and on hand	3,374	28,271	31,645

# Notes to the Financial Statements (continued)

For Year Ended 31 December 2003

## **25 Board Members - Disclosure of Transactions**

In the normal course of business the Agency may approve grants and may also enter into other contractual arrangements with undertakings in which IDA Board members are employed or otherwise interested.

The Agency adopts procedures in accordance with the guidelines issued by the Department of Finance in relation to the disclosure of interests by Board members and these procedures have been adhered to by the Board members and the Agency during the year.

During 2003 a company in which a Board member declared an interest was approved a grant of €3.5m. Bank interest amounting to €155k was payable to the Agency by a bank in which a Board member is employed. Payments of €786k for recurring and capital utility charges were paid to a utility company in which a Board member is employed. The members concerned did not receive any documentation on the transactions nor did the members participate in or attend any Board discussion relating to these matters.

## **26 Approval of Financial Statements**

The Financial Statements were approved by the Board on 27 April 2004.

# Acknowledgements

IDA Ireland acknowledges the co-operation received throughout 2003 from the many organisations with which we work. Particular thanks to the Minister for Enterprise, Trade and Employment and the Minister for Finance and the staff of their Departments for their support. We also appreciate the support and co-operation received from other Government Departments, our sister Agencies – Forfás, Enterprise Ireland and Science Foundation Ireland – and the local authorities, educational establishments, client companies, representative organisations and individuals with which we work.

We especially acknowledge the dedication and hard work of the staff of IDA Ireland throughout the year.

## IDA Ireland

IDA Ireland is an autonomous state sponsored Agency funded through Government grant under the National Development Plan. The Agency reports to the Minister for Enterprise, Trade and Employment.

IDA Ireland operates under the terms of the Industrial Development Acts 1986 to 2003.



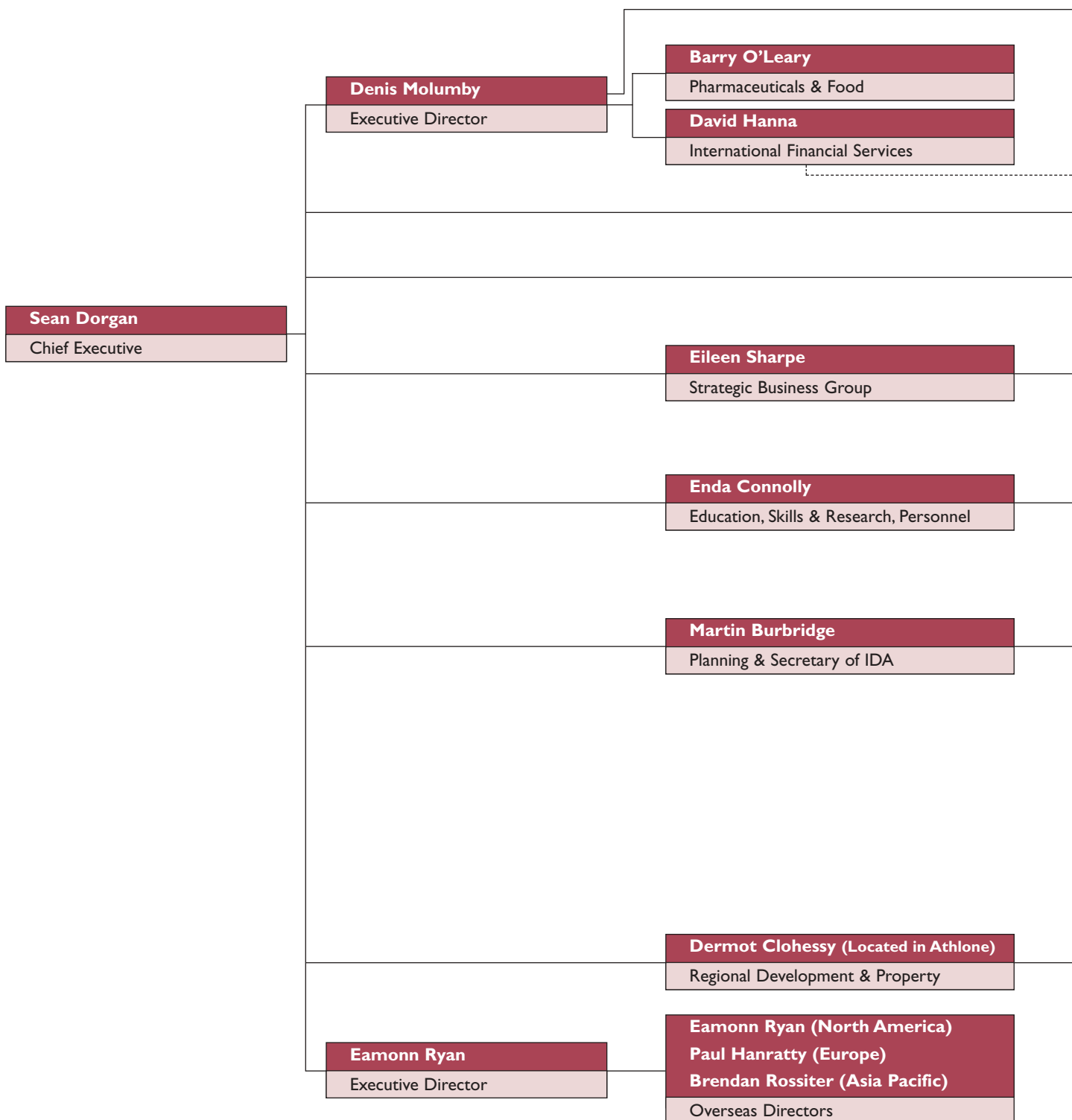
IDA Ireland's activities are an integral part of the Irish Government's National Development Plan (2000-2006) – the largest development initiative in the history of the Irish State.

The Plan involves an investment of over €50 billion over the seven years, with €43 billion being funded by the Irish Government and the balance coming from the EU and Public Private Partnerships.

# Organisation Structure

June 2004

IDA Ireland has 292 staff posts



<b>Richard Hendron (Located in Athlone)</b>
Medical Technologies
<b>Gus Jones</b>
Information and Communication Technologies
<b>John Conlon (Located in Waterford)</b>
Information and Communication Technologies
<b>George Bennett (Located in Sligo)</b>
Engineering & Consumer Products
<b>Mary Molloy</b>
International Services
<b>Deirdre Lyons</b>
International Financial Services
<b>Billy Bury</b>
Accounts & Grants
<b>Colm Donlon</b>
Press & Public Relations
<b>Donal Murphy</b>
Product Development & Strategic Infrastructure
<b>Patricia Cronin</b>
Strategic Development & Knowledge Management
<b>Breda O'Toole</b>
Personnel & Organisation Development
<b>Peter Lillis</b>
Education, Skills & Research
<b>Miriam Johnston</b>
Legal & Secretariat
<b>Kieran Donoghue</b>
Planning
<b>Brendan McDonagh (Located in Athlone)</b>
Property
<b>Pat Loftus</b>
Area Director Border
<b>Frank Conlon</b>
Area Director Midlands & West
<b>Mary Buckley</b>
Area Director South
<b>Emmanuel Dowdall</b>
Area Director West & Mid-West

<b>Regional Offices</b>
<b>Pat Doherty</b>
Dundalk
<b>Joe McHugh</b>
Sligo & Letterkenny
<b>Pat Loftus</b>
Cavan
<b>Conor Agnew, Brendan O'Sullivan</b>
East Region
<b>Frank Conlon</b>
Athlone
<b>Brian Conroy</b>
Waterford
<b>Conor Healy</b>
Cork
<b>Shay Power</b>
Limerick
<b>Jim Murren</b>
Galway

“The key asset of a knowledge-based economy is people: smart, flexible, educated, proficient, globally aware. There is a fundamental desire within people in Ireland to succeed, which is a tremendously positive trait.”

– Joe Gantly, Senior Director European Operations, Apple.

# IDA Ireland Offices

To contact IDA Ireland by e.mail –

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# Ireland, knowledge is in our nature™

The distinctive features of Irish success – the agile, flexible and creative way in which business develops here – is the basis of IDA's trademarked promotional theme: **Ireland, knowledge is in our nature™**.

Our cultural characteristics and creative history are essential elements in understanding our success also. Knowledge and the way we use it defines Ireland uniquely. The human DNA sequence is what makes each of us unique. The characteristics that define Ireland are also unique and are embedded in all the people, past and present.

To represent this concept visually we have used a combination of hand prints to emphasise the essential human aspects of knowledge – imagination, creativity, skills, ideas and culture. We have combined this with a computer screen image of a human DNA sequence that focuses on the growing importance of technology in all areas of knowledge generation and management.

The visual balance and contrast in the design between both humanity and technology represents the essential harmony required to build a sustainable knowledge based economy and society.

## IDA Ireland – Overseas Offices

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