



Annual Report 2012





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Chairman's Statement



Brian Ambrose
Chairman

2012 was a positive year for overseas tourism to the island of Ireland, set against the backdrop of a challenging international economic environment.

Economic output was sluggish in advanced economies in 2012, but relatively solid in many emerging markets. Looking ahead to 2013, while uncertainty surrounds the pace of economic recovery in our key source markets, there are also significant reasons to be optimistic for the year ahead. Notwithstanding the continuing challenges experienced in Great Britain, other important markets performed particularly well in 2012. Bright spots included North America, which had one of its strongest years ever, while Mainland Europe and long-haul markets such as Australia also performed well.

2012 closed on an optimistic note, with higher overseas visitor numbers recorded in the final quarter. Anticipation was also building around a number of landmark events, including The Gathering Ireland 2013 and Derry~Londonderry UK City of Culture 2013, which present tremendous

opportunities to promote the island of Ireland around the world.

Strategic priorities

At the beginning of 2012, Tourism Ireland set out a number of key strategic areas, to underpin its promotional activity during the year and support growth in overseas visitors.

The top four tourism markets of Great Britain, the United States, France and Germany, which together account for nearly three-quarters of all visitors to the island of Ireland, continued to be the main focus of Tourism Ireland's marketing activity in 2012. Tourism Ireland sought to grow sales opportunities for tourism industry partners, by increasing the number of platforms on offer, to help them 'close the sale' with potential visitors overseas. Co-operative campaigns were undertaken with partners – including carriers, tour operators and online travel agents – to continue to highlight the increasing value that a holiday here offers.

Tourism Ireland and tourism industry partners conducted fundamental reviews of the GB and US markets during the year. In Great Britain, where economic conditions remain difficult, a root-and-branch review was undertaken and a new strategy – *GB Path to Growth* – was developed in conjunction with Fáilte Ireland, the Northern Ireland Tourist Board, ITIC (the Irish Tourist Industry Confederation) and other industry members, which aims to return the market to sustained growth. New segments will be targeted by Tourism Ireland in 2013 to grow the number of

British holidaymakers by +20% i.e. an additional 200,000 holiday visitors per year by 2016.



A significant new strategy, GB Path to Growth, was developed to revitalise performance in the British market.

In the US, a new three-year strategy for growth, *Make Ireland Jump Out*, will position the island of Ireland as an aspirational, iconic and accessible vacation destination for Americans and will target new segments. The plan aims to increase the number of American visitors by +20% between 2013 and 2015 and to win a greater share of all travel by Americans to Europe.

As an island destination, direct, convenient and competitive access services are critical to achieving growth in inbound tourism. Tourism Ireland is committed to working with air and sea carriers, airports and other tourism interests to drive demand for all services to the island and to help maintain our vital network of routes and services. During 2012, Tourism Ireland worked closely with airlines and ferry companies, ports and airports, to invest in case-making and co-operative promotional campaigns, to help sustain and grow demand.

Delivering for Northern Ireland was also a key priority, with a year of major tourism events taking place under

the banner of ni2012, offering an unprecedented opportunity to showcase Northern Ireland around the globe.



Northern Ireland stars of stage, screen and music came together for the launch in London of ni2012 'Your Time, Our Place'.

Focus on the Diaspora continued during 2012, particularly in the second half of the year when The Gathering Ireland 2013 – which offers an outstanding opportunity to connect with our Diaspora – became a key focal point of our promotional activity. Over 70 million people worldwide claim links with the island of Ireland and Tourism Ireland worked to exploit this interest in major markets, including Great Britain, the United States and Australia. Tourism Ireland also continued to target the Ulster Scots or Scots Irish communities, particularly in the United States and Canada, with invitations to visit the home of their ancestors in Northern Ireland.

Tourism Ireland finalised the development of its new website in 2012 and launched Ireland.com towards the end of the year, at the unveiling of its marketing plans in Dublin and Belfast. The new site has been completely redeveloped and will appear in 11 different language versions in over 30 individual markets around the world. It is designed

to enhance communications with potential holidaymakers everywhere and to harness more fully the phenomenal growth in, and growing influence of, social media. The new web address Ireland.com was acquired for roll-out across our markets in 2013.

New Global Advertising Campaign

A new advertising campaign – ‘Jump into Ireland’ – was rolled out in over 20 markets around the globe, reaching an estimated audience of 200 million people. The brand new suite of ads – for TV, cinema, press, outdoor and online – presents the island of Ireland in a way that clearly differentiates us from our competitors, capturing the essence of a holiday here and highlighting our strengths – iconic experiences and warm, friendly people.



A new advertising campaign, 'Jump into Ireland', was rolled out in over 20 markets around the globe.

While the island of Ireland continues to enjoy an extremely positive image around the world, research has shown that in order to grow visitor numbers, we need to offer potential holidaymakers a more compelling reason to choose the island of Ireland.

Visitors are looking for an authentic, stimulating experience that will leave them feeling refreshed and uplifted. The island of Ireland is very well placed to deliver this type of holiday experience. The sheer diversity of the holiday experiences on offer, coupled with the engaging and welcoming nature of our people, help to mark a holiday here as ‘special’. The tagline for the new campaign – ‘Jump into Ireland’ – was designed to convey a sense of engagement and to reflect the immersive nature of a holiday here.

Northern Ireland

Supporting Northern Ireland to realise its tourism potential is an important aspect of Tourism Ireland’s work. 2012 was a very special year for Northern Ireland, with an unprecedented range of anniversaries, events and new developments providing Tourism Ireland with numerous opportunities to put Northern Ireland in the spotlight around the world in a completely new way. Our ni2012 promotions put Northern Ireland confidently centre stage in over 20 markets, capturing consumer, travel trade and media attention and showing potential holidaymakers everywhere why they should choose to visit. We estimate that our programme of marketing activity for ni2012 – the most extensive ever undertaken for Northern Ireland – reached over 100 million people in the course of 2012. Highlights of our ni2012 promotions included a massive marketing drive around the opening of Titanic Belfast; extensive promotions around our world-class golf and the Irish Open at Royal Portrush; as well as lots of

Chairman's Statement

(continued)

activity to highlight the opening of the Giant's Causeway Visitor Centre. Our very successful "Northern Ireland Industry Overseas Activity Programme" saw 112 members of the Northern Ireland tourism industry join Tourism Ireland at 19 consumer and trade fairs, workshops and events in key markets around the world.



Over four million Americans saw Northern Ireland ads and holiday features in travel, thought leader and epicurean magazines.

Set against the very positive backdrop of ni2012, the street disturbances that occurred in some districts and the associated negative media coverage during December 2012 and in the early months of 2013 were all the more regrettable. Arising from research commissioned by Tourism Ireland in the GB market to measure the impact on consumer travel plans, we are rolling out an action plan, at time of writing, to encourage positive stories about Northern Ireland.

Tourism Ireland is committed to doing everything possible to make 2013 another year of significant progress for Northern Ireland and to build on the new levels of awareness arising from ni2012. In particular, the Derry~Londonderry UK City of Culture 2013 celebrations will provide fresh and compelling reasons for overseas visitors to come. The G8 summit presents a 'once-in-a-lifetime' opportunity to showcase Co Fermanagh and Northern Ireland – not only to world leaders but, through the accompanying international

media, to the world. Other events, like the World Police and Fire Games in Belfast, will also be promoted widely by Tourism Ireland. Titanic Belfast, after an enormously successful first year, will again feature strongly in all our campaigns, along with other iconic attractions like the Giant's Causeway and Fermanagh lakes.

Regions

Highlighting the regions of Ireland to overseas visitors continued to be a key focus for Tourism Ireland in 2012. Working closely with Fáilte Ireland and Shannon Development, Tourism Ireland rolled out specific campaigns promoting Ireland West, Ireland South, the Lakelands, Dublin and Dublin's Doorstep, in addition to promoting all regions prominently in our global destination marketing programmes. Regional campaigns were undertaken in Great Britain, the United States, Germany, France, Italy, the Netherlands, Spain and other key markets. Events, city breaks and touring holidays were promoted vigorously. Campaigns for Dublin included Dublin Festival Season, New Year's Eve and co-operative marketing with carriers; for Cork, the focus was on short breaks; walking campaigns highlighted Cork, Kerry and the South West. Co-operative marketing with carriers and tour operators highlighted access to Shannon and the mid-West in the United States. The Western Regions Marketing Programme promoted new direct access to Ireland West Airport Knock (IWAK), featuring both coastal and Lakelands messages, and also supported co-operative advertising for services to Donegal. Co-operative campaigns with air and sea carriers also promoted ferry services from GB to the East coast and air services to Waterford Airport.

Access

Access is a critical factor, not just for delivering visitor numbers and tourism revenue, but also for the continued development of overseas tourism to the regions and to Northern Ireland. 2012 saw a number of positive developments on the access front, including the announcement of a number of important new routes between the US and Ireland. United announced a new service from Chicago to Shannon, to commence in June 2013; US Airways announced a new, daily flight between Philadelphia and Shannon, which will commence in May 2013; and American Airlines announced a new, daily flight between New York and Dublin, beginning in June 2013. Aer Lingus will also increase capacity on routes to Dublin from Orlando, Chicago and Boston. In all, the number of airline seats from the United States to Ireland is set to grow by +26% for the peak summer season of 2013.

New European routes promoted during 2012 included Lufthansa's service between Düsseldorf and Ireland West Airport Knock; and Ryanair's new flights to Knock from Frankfurt (Hahn), Paris (Beauvais), Milan (Bergamo) and Barcelona (Girona). Aer Lingus announced that new routes introduced for summer 2012 – Verona to Dublin, Stockholm to Dublin and Brussels to Cork – would continue into the winter. Towards the end of the year, Scandinavian airline Norwegian announced a new service from Helsinki to Dublin, which will commence in April 2013.

Tourism Ireland also welcomed the announcement of the abolition of air passenger duty (APD) on long-haul flights to Northern Ireland, from January 2013.

Governance

The Board met eight times in 2012 and the meetings, which took place at various locations around the island including Cork, Belfast, Galway, Dublin and Londonderry, offered the opportunity for Board members to engage with local industry representatives.

Matters considered by the Board during the year included the strategy to return the GB market to growth, the new three-year plan for the United States, global promotions around St Patrick's Day, air access, e-marketing strategies, new advertising, as well as plans for The Gathering Ireland 2013 and Derry~Londonderry UK City of Culture. Performance monitoring was ongoing, against objectives set in the Business Plan 2012 and the Corporate Plan 2011-2013. The Business Plan for 2012 was reviewed and approved. Reports were received from the Risk Management and Remuneration Committees and were deemed to be satisfactory.

Acknowledgements

I would like to acknowledge the support and collaboration of a number of individuals and organisations throughout the year: Leo Varadkar TD, Minister for Transport, Tourism and Sport; Michael Ring TD, Minister of State for

Tourism and Sport; and Arlene Foster MLA, Minister for Enterprise, Trade and Investment, whose support and prioritisation of overseas tourism in both jurisdictions has been critical throughout 2012. I would also like to thank the staff of both sponsor departments – the Department of Transport, Tourism and Sport and the Department of Enterprise, Trade and Investment; the North/South Ministerial Council; our colleagues in the Northern Ireland Tourist Board and Fáilte Ireland; and our partners at regional level in both jurisdictions. We must also thank the Taoiseach, Enda Kenny TD, the First Minister, Peter Robinson MLA, and deputy First Minister, Martin McGuinness MLA, for their active support of our marketing effort overseas through visits to the United States, Canada, China and India during the year.

I would like to thank our many carrier and other commercial partners who invested significant funding in co-operative marketing initiatives – and demonstrated their confidence in our industry – with the aim of boosting tourism to the island.

I would also like to acknowledge and thank my fellow Board members for their support throughout 2012. I look forward to working with them to maximise the tremendous opportunity that 2013 offers the island of Ireland.

Finally, I would like to acknowledge and thank the team at Tourism Ireland, led by Niall Gibbons, based at home and in the overseas markets, for their enormous contribution over the course of 2012. In challenging economic circumstances, they continue to do an outstanding job in ensuring that the destination features prominently on the world stage. I am very proud of the efforts of the team and I look forward to working with them in 2013 and beyond.

Future prospects

As we look ahead to 2013, we are very much aware that the economic landscape presents a challenging environment for travel. However, despite the uncertainty surrounding the pace of economic recovery in our key source markets, we believe that our marketing activity around the globe in 2013 can deliver a +5% increase in visitor numbers, with North America and Mainland Europe representing significant potential.

In particular, The Gathering Ireland 2013 and Derry~Londonderry UK City of Culture 2013 and Ireland's hosting of the EU Presidency present tremendous opportunities for us to shine a spotlight on the island of Ireland around the world.

Brian Ambrose
Chairman

Chief Executive's Review

The island of Ireland performed reasonably well from a tourism perspective in 2012, despite the challenging international economic environment. A stronger final quarter was a particularly encouraging sign, as we kicked off our extensive programme of promotional activity for 2013. We welcomed over 1 million visitors from North America in 2012 – for the first time since the previous high of 2007. 2012 was a record year for our long-haul markets; and Mainland Europe also showed good growth, especially from the important German market. Great Britain proved more challenging, with a flat economy and weak consumer confidence having a significant impact on overseas travel by Britons throughout the year. By the end of 2012, around 7.3 million people had visited the island of Ireland from around the world, delivering around €3.51bn/£3.05bn in revenue, helping to support up to 200,000 jobs in communities across the island.

New global advertising campaign

We kicked off 2012 with the roll-out of our brand new global advertising campaign – 'Jump into Ireland' – to promote the island of Ireland overseas over the next three years. The campaign went live on television in Great Britain, France and Germany; in cinemas in GB and the United States, Spain and Italy; on outdoor

sites in GB; and online in the other markets in which Tourism Ireland has a presence, to an estimated audience of 200 million potential visitors worldwide. The soundtrack for the TV ads was taken from the latest album of Co Down band Snow Patrol.

St Patrick's Day promotional drive

Niagara Falls, the London Eye, Burj Al Arab in Dubai, Coit Tower and City Hall in San Francisco and the Leaning Tower of Pisa were just some of the iconic buildings and attractions around the world which went green in 2012, as part of Tourism Ireland's biggest ever global promotional programme to showcase the island of Ireland around St Patrick's Day. The Gathering Ireland 2013 was also launched internationally by Irish Government ministers in 27 cities over the St Patrick's period.



The Leaning Tower of Pisa became the 'Greening' Tower on St Patrick's Day.

Northern Ireland

2012 was a hugely important year for Northern Ireland tourism. ni2012 'your time, our place' was officially launched in January, by First Minister the Rt Hon Peter D Robinson MLA, deputy First Minister Martin

McGuinness MP, MLA and Tourism Minister Arlene Foster at St James's Palace in London. Launches in other markets followed – including in Toronto, Dubai and New Delhi.

A massive promotional drive got under way to highlight Titanic Belfast and the city's famous maritime story, as part of ni2012, in the spring.

Throughout the year, Tourism Ireland took every opportunity to present Northern Ireland in a way that clearly differentiated it from our competitor destinations, capturing the essence of a holiday in Northern Ireland and highlighting our strengths – iconic experiences, warm, friendly people and value for money. We estimate that our promotions for ni2012 reached over 100 million people during the course of 2012. In Great Britain alone, advertising about Northern Ireland reached 70% of the entire population, 15 times, during 2012. In the United States, over five million people saw Tourism Ireland's 'Jump into Northern Ireland' ad on television, when they tuned in to watch *Titanic*, the Julian Fellowes four-part series which aired on the ABC network in the New York area. All of us in Tourism Ireland look forward to building upon the legacy of ni2012 and the new levels of awareness of Northern Ireland in 2013 and beyond. Derry~Londonderry UK City of Culture, the G8 Summit in Fermanagh and events like the World Police and Fire Games in Belfast – together with icons like Titanic Belfast and the Giant's Causeway – will be promoted widely across the world and will

help to keep Northern Ireland in the international publicity spotlight as a welcoming destination.

Golf

Tourism Ireland rolled out a busy golf promotional programme to encourage more people to consider a golfing holiday here, which included capitalising on the success of our major golf champions. Tourism Ireland's golf promotions in the US included advertising on the hugely popular Golf Channel during the US Open in San Francisco, which was viewed by an estimated 10.5 million American golf fans. An estimated 425 million households around the world tuned into the Irish Open at Royal Portrush in June; Tourism Ireland undertook a busy programme of activity in advance of the tournament, in key golf markets like GB, the US, Germany and Sweden, to leverage this global publicity for Northern Ireland. *Golf Digest* magazine – one of the most popular and widely read sports titles in the United States – asked its 6.5 million readers to name their favourite golfing venues around the world and the island of Ireland came out with top marks. Royal County Down beat off competition from some of the game's most iconic venues including St Andrews' Old Course, Turnberry and Valderrama, to be named top of *Golf Digest's* "100 Best Courses Outside the US". Portmarnock came in close behind, at number 12 in the poll, just one place ahead of Royal Portrush.

Emerging markets

During a trade mission to China, Taoiseach Enda Kenny TD launched a major development to help grow tourism business from China and other emerging tourism markets – the extension of the visa waiver scheme until October 2016. The announcement was made at a Tourism Ireland event in Beijing attended by 150 leading Chinese travel trade, media and airline representatives. Northern Ireland's First Minister, Peter Robinson MLA, and deputy First Minister, Martin McGuinness MLA, accompanied by the Minister for Enterprise, Trade and Investment, Arlene Foster MLA, supported Tourism Ireland in launching and promoting ni2012 in important emerging markets overseas, including China, India and the UAE.



Taoiseach Enda Kenny TD announced the extension of the visa waiver scheme in Beijing.

Later in the year, the highly anticipated Bollywood film *Ek Tha Tiger* went on release in 24 countries to a massive audience of over 100 million people. The romantic thriller, starring two of Bollywood's most celebrated actors, Salman Khan and Katrina Kaif, was shot on location in

Dublin. The film features spectacular dance sequences and stunts in lots of well-known locations and landmarks – including Trinity College, Temple Bar, the Ha'penny Bridge, the Millennium Bridge, Grafton Street, the Shelbourne Hotel, Dublin Castle and even the Luas. *Ek Tha Tiger* was the biggest Bollywood blockbuster of 2012 and has become the third all-time highest-grossing Hindi movie ever.

Tourism Ireland also announced a new strategy to attract more high-spending visitors from the emerging tourism markets of Brazil and Russia. We will target potential holidaymakers in these markets by working closely with airlines and tour operators to increase exposure and demand for holidays to the island of Ireland.

Getting Ready for The Gathering Ireland 2013



A 'Gathering' roadshow led by Minister Michael Ring visited Birmingham, Leeds, Manchester, Glasgow and London.

Tourism Ireland's busy programme of promotional activity in the autumn highlighted The Gathering Ireland 2013 around the globe. A 'Gathering' roadshow, led by Minister for Transport, Tourism and Sport Leo Varadkar TD, took in the cities of New York, Chicago, Boston and

Chief Executive's Review

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Toronto, reaching key enablers such as business networks, clans, cultural and sporting associations, Irish clubs and societies, to encourage them to participate in The Gathering. Minister Varadkar also promoted The Gathering in Australia. A roadshow during the summer and autumn of 2012 with Minister of State for Tourism and Sport Michael Ring visited Birmingham, Leeds, Manchester, Glasgow and London. At networking events in those cities, Minister Ring urged the Irish in Britain to come home in 2013 or to encourage their extensive networks of family, friends and business colleagues to organise their own 'Gatherings' in Ireland during 2013.

Up to 19 million people in GB saw Tourism Ireland's TV ads in the autumn, which included an invitation to visit for The Gathering Ireland 2013. In the United States – building on the tremendous success of the Notre Dame v Navy game in Dublin in September – Tourism Ireland ran a highly visible TV and online campaign with CBS in New York, Boston, Chicago and Philadelphia around Notre Dame's games, reaching about 7.5 million viewers. Radio, print and online ads also targeted 13.5 million Americans of Irish descent in Boston, Chicago, New York, Philadelphia, San Francisco and Los Angeles. In emerging tourism markets, The Gathering was highlighted when President Michael D Higgins visited Chile, Brazil and Argentina in October.

New strategies unveiled for Great Britain and the United States

A significant new strategy to revitalise performance in the British market, *GB Path to Growth*, was

announced in the autumn, outlining a plan to restore growth from our largest source market by identifying areas of best potential growth and recommending that future marketing and development plans be focused intensely on these. A new three-year strategy for growth was also unveiled for the US market – *Make Ireland Jump Out* – which will be rolled out by Tourism Ireland in the United States in 2013.

New website and digital marketing

Details of Tourism Ireland's brand new website, Ireland.com, were unveiled towards the end of 2012 at the launch of our 2013 marketing plans in Dublin and Belfast. The new site, which went live in January 2013, is rolling out in 11 different languages for over 30 markets around the world. It has been completely redeveloped to provide a transformed web experience for potential holidaymakers around the world. It has been specially designed to capitalise on the huge importance of the internet in planning and booking holidays today and to harness the phenomenal growth in social media. The new domain name of the site, Ireland.com, with its ease of recognition and memorability, will ensure greater 'stand-out' for the destination around the world.

Social media continued to grow in influence in 2012. Tourism Ireland reached one million fans on Facebook around the world in October, making it the second most popular tourism board in the world, after Australia. Tourism Ireland doubled its Facebook fanbase in the previous twelve months – from 500,000 fans in 2011 – and from just 81,000 fans in 2010.

Reaching one million Facebook fans is significant because each fan has an average of 220 friends – so Tourism Ireland is just one click away from having its message shared with 220 million people.

Acknowledgements

I am very grateful for the continuing support which Tourism Ireland has received from the administrations in both jurisdictions on the island and from our ministers, Arlene Foster MLA, Minister for Enterprise, Trade and Investment in Northern Ireland, and from Leo Varadkar TD, Minister for Transport, Tourism and Sport and Michael Ring TD, Minister of State for Tourism and Sport in the South. Ministers were generous with their time in participating in a number of productive visits to markets overseas for key promotions and events during the year. I am grateful, too, to the officials of both departments, as well as to those of the North/South Ministerial Council, whose ongoing support and counsel we appreciate.

I would also like to thank our partners in the tourism industry across the island who have worked with us to bring the island of Ireland holiday experience to life for potential holidaymakers at promotions around the world in unprecedented numbers. I pay tribute, too, to the members of the Tourism Recovery Taskforce – under chair, Vivienne Jupp – and the overseas Marketing Partnership Groups which have given so freely of their time in working with us to bring forward the *GB Path to Growth* and *Make Ireland Jump Out* reviews – blueprints for future tourism growth. The co-operation of our colleagues in Fáilte Ireland and the Northern Ireland Tourist Board continues to be



an invaluable support in all aspects of our work, as does the co-operation of the Irish Tourist Industry Confederation. The staff of Tourism Ireland have worked tirelessly, both at home and overseas, to project a positive image of the island of Ireland in difficult economic circumstances. I remain very proud of their loyalty, commitment, energy and innovation in working on behalf of our industry.

Conclusion

2013 is about setting the island of Ireland back on a path of sustained growth in the continuing difficult climate. Despite the uncertainty surrounding the pace of economic

recovery in our key source markets, we believe that our marketing activity around the globe in 2013 can deliver a +5% increase in visitor numbers, with North America and Mainland Europe representing significant potential.

At the time of writing, there is a note of cautious optimism about the year ahead. The Gathering Ireland and Derry~Londonderry UK City of Culture represent tremendous opportunities for tourism to the island of Ireland and Tourism Ireland intends to fully exploit both. The G8 summit also presents a 'once-in-a-lifetime' opportunity to showcase Co Fermanagh and Northern Ireland –

not only to world leaders but through the accompanying international media to the world. Ireland's hosting of the EU Presidency in the first half of 2013 also presents significant opportunities to showcase our tourism experience to visiting delegations and media. We will continue to work closely with our tourism partners and will pull out all the stops in 2013 to deliver on the potential of this special year for tourism and to ensure that the island of Ireland increases its share of the global travel business.

Niall Gibbons
Chief Executive

Tourism Ireland Board



**CHAIRMAN
Brian Ambrose OBE**, whose career spans 35 years in the aviation industry, has held senior management positions within Bombardier in engineering and

business development. In 1997 Mr Ambrose was appointed director of operations at Belfast City Airport with responsibility for the day-to-day running of the airport. In January 2004, he was appointed chief executive of the airport and is responsible for a growing business with an annual passenger throughput in excess of 2.7 million and currently averaging 120 flights each day. With over 1,600 people currently working at the airport, Belfast City Airport has become a significant employer and contributor to the Northern Ireland economy. Mr Ambrose was chairman of CBI Northern Ireland 2008-2009. He is also chairman of Mencap Northern Ireland; a board member of Business in the Community; and a trustee of the Titanic Foundation. He was awarded an OBE in the New Year's Honours in 2011.



**VICE-CHAIRMAN
Jim Flannery** is a graduate of the Shannon College of Hotel Management and worked in the hotel sector in Germany, the UK and Ireland. He subsequently joined Bord Fáilte,

where he was head of the Development and Quality Control unit. He served as chief executive of the Irish Hotels Federation from 1978 to 1988 and also served as a council member of the International Hotel and Restaurant Association and as founding vice-president of HOTREC, the hotel and restaurant body within the European Union. From 1991 to 1996 he was managing director of International Tourism Marketing Ltd, which provided marketing and other consultancy services to the Irish tourism sector. Mr Flannery has extensive international tourism experience; he established and was the first chief executive of the national tourist boards of Sierra Leone, Kenya and of the Carpathian tourist board in the Ukraine. He also established and/or reorganised the private sector hotel and tourist representative bodies in Oman, Ukraine, Bulgaria and Northern Ireland. Most recently, he has carried out extensive consulting and advisory assignments for the UN World Tourism Organisation in Europe, Africa, the Middle East and India.



Ciara Burke is employed within the health improvement field and works closely with community, statutory and industry to address health and well-being needs. Her professional

background includes experience in business development, marketing and public relations within a range of sectors. Previous roles have incorporated development of community-based tourism initiatives, product development, delivery of the Welcome to Excellence suite of programmes to the sector, in addition to marketing and event management for a leading visitor attraction.



David Lyle OBE is the chief executive of advertising agency LyleBaillie International Limited and has over 20 years' experience in destination marketing. His unique experience in North-South co-

operation includes producing 20 cross-border TV campaigns on road safety and public service awareness. He is a principal author of 44 award-winning effectiveness case studies and recipient of 260 creative awards – including five Grand Prix. In 2009 he was presented with the David Ogilvy Gold Award by the Advertising Research Foundation in New York. He specialises in evaluating the economic paybacks arising from advertising and was awarded the OBE in 2011 for services to road safety.



Christoph Mueller joined Aer Lingus as its chief executive officer in September 2009. He previously held the position of executive aviation director at TUI Travel plc, a FTSE 100 company. In January 2006, Christoph

joined the executive committee of TUI AG, a DAX 30 company with responsibility for its flight division. He served as the chief financial officer of DHL Worldwide from 2002 to 2004 and became a member of the executive committee of Deutsche Post AG in 2004 after the acquisition of DHL by Deutsche Post AG. Christoph has extensive experience within the aviation industry, having held senior positions in Daimler Benz Aerospace, having been executive vice president at Lufthansa AG and chief executive officer of the Sabena Group. In December 2011, Christoph was appointed to the board of Tourism Ireland. He has an MBA from the University of Cologne and subsequently completed an advanced management programme at Harvard Business School.



Elaine Murphy is an experienced restaurateur and event manager. Having studied history and sociology at Trinity College Dublin and musicology at the College of Music Dublin,

she went on to become general manager of award-winning restaurants 101 Talbot, Mermaid Café and Il Primo before opening her own Michelin-bibbed Moes in 2000 and The Winding Stair in 2006. She has worked in mentoring and ambassador programmes with Fáilte Ireland and Tourism Ireland and is a well-known food and restaurant writer/critic for Time Out, Totally Dublin, Food and Wine and many trade magazines. She has been a quality assurance representative for Good Food Ireland since its inception and is currently owner/director and general manager of The Grand Social and The Winding Stair in Dublin's city centre.



Denis Cregan is currently serving as chairman of Kerry Airport and of One51 plc. He is a director emeritus of Kerry Group PLC; a graduate of University College Cork; and has previously worked

with the Department of Finance, Express Foods, Grand Metropolitan Hotels and Kerry Group where he was a member of the founding management team and served as an executive director until retirement.



Dr Howard Hastings is the managing director of Hastings Hotels. He was appointed chairman of the Northern Ireland Tourist Board in January 2009. He is also a director of the Merrion

Hotel (which is 50% owned by Hastings Hotels) and a former chairman of the Board of Governors at Rockport School Ltd. During the 1990s he was chairman of the Institute of Directors in Northern Ireland and founding chairman of the Northern Ireland Hotels Federation. Howard has also been a member of Castlereagh College governing body and a board member of Business in the Community and the Bank of Ireland Advisory Board. His previous public appointments include a previous stint at Tourism Ireland (2000-2007), the Training & Employment Agency, Investors in People, New Deal Task Force and the Tourism and Hospitality Training Council. Howard is a member of the Institute of Chartered Accountants of England and Wales. He holds a law degree from the University of Nottingham and a master's degree and honorary doctorate from the University of Ulster.



John Healy is a director of Abbey Tours, the largest Irish inbound tour operator handling visitors to Ireland each year from over 40 different overseas markets. He has extensive knowledge of the

tourism industry, having served for over 25 years at a senior level. He is a former chairman of ITIC – the Irish Tourist Industry Confederation – the key representative body for the tourism industry in Ireland. He has previously served as president of the Incoming Tour Operators Association-Ireland and was a member of the Business Tourism Forum. He is a fellow of the Association of Chartered Certified Accountants (FCCA).



Shaun Quinn is chief executive of Fáilte Ireland, the National Tourism Development Authority. Prior to his appointment in 2003, he was chief executive of CERT, the former state tourism training

agency. He joined CERT from Bord Bia – the Irish Food Board – where he held the positions of strategic planning director and later head of marketing.



Derek Reaney is from Plumbridge, Co Tyrone and is employed as a development officer with the Ulster-Scots Agency. He has previously worked as a manager of a cross-border peace

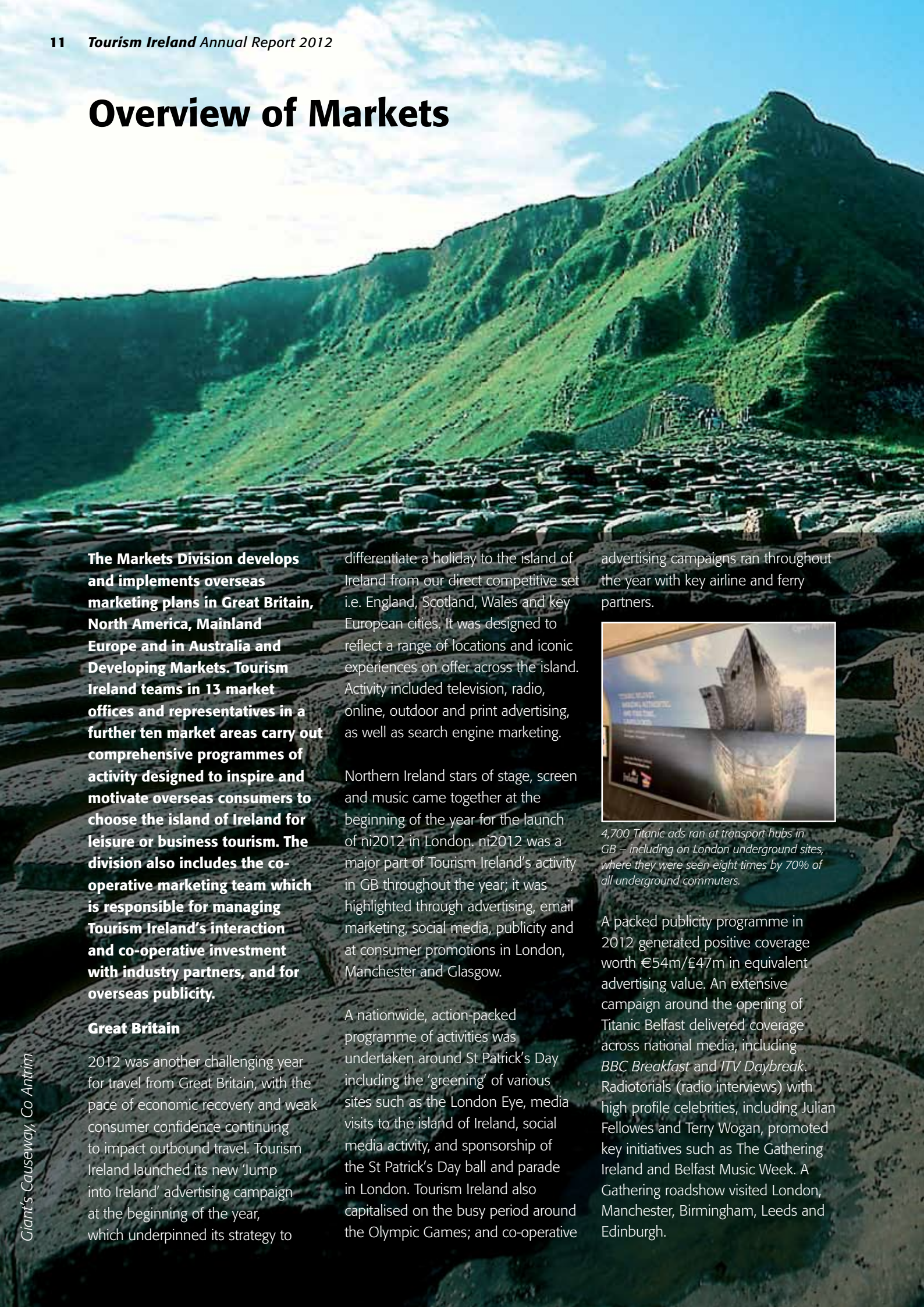
and reconciliation project, working with rural communities in the North West. He has worked for over 15 years in the community sector and has been particularly involved in a development capacity for marginalised communities and in supporting cultural projects. He is a member of the Strabane Local Strategy Partnership and previously served on the board of the North West Investing for Health Partnership and ARC North West Local Action Group.



David Rodway is a retired marine consultant. During his career, mostly in sales and marketing (including eight years in Saudi Arabia), he was also managing director of an aquaculture

company based in Carlingford Lough from 1990 until 1999 and following his retirement, he continued as a part-time technical consultant. From 2005 to 2011, David served on Belfast City Council and a number of public bodies, including the board of the Belfast Metropolitan College. Currently, he serves on the boards of Belfast Visitor & Convention Bureau and the Nomadic Trust (a body tasked with completely refurbishing a passenger ferry which served the Titanic off Cherbourg).

Overview of Markets



The Markets Division develops and implements overseas marketing plans in Great Britain, North America, Mainland Europe and in Australia and Developing Markets. Tourism Ireland teams in 13 market offices and representatives in a further ten market areas carry out comprehensive programmes of activity designed to inspire and motivate overseas consumers to choose the island of Ireland for leisure or business tourism. The division also includes the co-operative marketing team which is responsible for managing Tourism Ireland's interaction and co-operative investment with industry partners, and for overseas publicity.

Great Britain

2012 was another challenging year for travel from Great Britain, with the pace of economic recovery and weak consumer confidence continuing to impact outbound travel. Tourism Ireland launched its new 'Jump into Ireland' advertising campaign at the beginning of the year, which underpinned its strategy to

differentiate a holiday to the island of Ireland from our direct competitive set i.e. England, Scotland, Wales and key European cities. It was designed to reflect a range of locations and iconic experiences on offer across the island. Activity included television, radio, online, outdoor and print advertising, as well as search engine marketing.

Northern Ireland stars of stage, screen and music came together at the beginning of the year for the launch of ni2012 in London. ni2012 was a major part of Tourism Ireland's activity in GB throughout the year; it was highlighted through advertising, email marketing, social media, publicity and at consumer promotions in London, Manchester and Glasgow.

A nationwide, action-packed programme of activities was undertaken around St Patrick's Day including the 'greening' of various sites such as the London Eye, media visits to the island of Ireland, social media activity, and sponsorship of the St Patrick's Day ball and parade in London. Tourism Ireland also capitalised on the busy period around the Olympic Games; and co-operative

advertising campaigns ran throughout the year with key airline and ferry partners.



4,700 Titanic ads ran at transport hubs in GB – including on London underground sites, where they were seen eight times by 70% of all underground commuters.

A packed publicity programme in 2012 generated positive coverage worth €54m/£47m in equivalent advertising value. An extensive campaign around the opening of Titanic Belfast delivered coverage across national media, including *BBC Breakfast* and *ITV Daybreak*. Radiatorials (radio interviews) with high profile celebrities, including Julian Fellowes and Terry Wogan, promoted key initiatives such as The Gathering Ireland and Belfast Music Week. A Gathering roadshow visited London, Manchester, Birmingham, Leeds and Edinburgh.

Tourism Ireland's activity to enthuse the travel trade about packaging, promoting and selling the destination included campaigns with online operators like Expedia and Hotels.com. Successful workshops and familiarisation visits for influential coach and group tour operators took place; and the Shamrock Agents training programme, for about 2,000 key British travel agents, continued in 2012. A number of trade and consumer promotions took place in London, Manchester, Glasgow, Bristol and Birmingham.

North America

2012 saw strong growth from North America, with more than one million visitors – the best performance from the market since 2007. Tourism Ireland's new 'Jump into Ireland' advertising was seen by more than 300,000 Americans in 15 centres across the **US** – in print and digital media and, for the first time, in cinemas in 11 key cities. Advertising appeared in a number of high profile publications, including *The New Yorker*, *Condé Nast Traveler*, *Bon Appétit* and *AFAR* magazines. An internet TV campaign ran on premium

digital channels such as FOX, MSN, NBC, Bravo, Newsweek and History Channel, as well as on various travel and cooking channels. Around 1.5 million New Yorkers also saw the 'Jump into Ireland' ads on the famous FOX screen in Times Square on St Patrick's Day.

A busy programme of promotions to highlight The Gathering Ireland 2013 was undertaken in the autumn around the 'Emerald Isle Classic' Navy versus Notre Dame football game, which took place in Dublin. An estimated 35,000 fans travelled here to see the game, with more than 20 million viewers watching on television across the US. To capitalise on this exposure, Tourism Ireland ran a highly visible TV and online campaign, reaching 7.5 million viewers in New York, Boston, Chicago and Philadelphia around the Notre Dame autumn season games. The Gathering was also highlighted through radio, print and online ads, which targeted 13.5 million Americans of Irish descent in Boston, Chicago, New York, Philadelphia, San Francisco and Los Angeles; a five-city roadshow; and a new sales programme to key Irish-American business, cultural and philanthropic associations.

Extensive activity to promote ni2012, including the centenary of the Titanic, was undertaken. Highlights included a syndicated documentary on PBS (the American public broadcasting service) which reached 80 million people in April; the sponsorship of Julian Fellowes *Titanic* mini-series on ABC 7 in New York; an email marketing campaign to 250,000 Americans of Scots Irish (or Ulster Scots) descent, inviting them to come and explore the land of their ancestors; and a presence at the Stone Mountain Highland Games in Atlanta.

Over 200 American travel and lifestyle journalists visited the island of Ireland in 2012, generating a record level of coverage valued at an estimated €103m/£89.6m in equivalent advertising value (EAV). St Patrick's Day, ni2012, the Titanic centenary and The Gathering were some of the highlights of the publicity programme. The *Ellen DeGeneres Show*, which broadcast live from Dublin on St Patrick's Day, was seen by five million viewers. Other broadcast highlights during the year included visits by *Rudy Maxa's World* weekly radio show, which broadcast live to over

Overview of Markets (continued)

150 stations nationwide; CBS News travel broadcaster Peter Greenberg; and the Huffington Post.

More than 50 industry partners participated in Tourism Ireland's series of 'Jump into Ireland' events, promoting directly to over 1,500 travel agents and media contacts in seven cities. Extensive co-operative marketing activity was undertaken with airlines serving Dublin, Belfast and Shannon, as well as with US-based tour operators. Other activity with partners included consumer shows, workshops, webinars and familiarisation trips.



Tourism Ireland's series of 'Jump into Ireland' sales blitzes across the US and Canada targeted over 1,500 travel agents.

The Gathering Ireland, ni2012 and Titanic Belfast were important hooks in 2012 promotions in **Canada**. Online advertising campaigns targeted approximately 5.6 million potential visitors and approximately 4.5 million members of the diaspora nationally. Tourism Ireland's St Patrick's Day flashmob in Toronto was covered

by several television networks and trended across social media channels in Canada. Over 30 journalists visited the island of Ireland during 2012, including a crew from Canada's favourite breakfast television show, *Canada AM*, who broadcast live from the newly-opened Titanic Belfast in April to an estimated audience of almost two million people. ni2012 was launched in Canada by Northern Ireland's First Minister Peter Robinson and deputy First Minister Martin McGuinness, at an event attended by key travel trade and media. Leo Varadkar TD, Irish Minister for Transport, Tourism and Sport, launched The Gathering Ireland in October; his visit included an event in Toronto attended by travel trade, media and diaspora contacts, as well as an appearance on *Canada AM* to highlight The Gathering programme of events for 2013. Two 'Jump into Ireland' events took place in Toronto and Vancouver, with 18 partners from the island of Ireland promoting to influential Canadian travel agents and media.



Canada AM broadcast live from the newly-opened Titanic Belfast to an audience of about 1.4 million viewers.

Mainland Europe

Extensive advertising in **Germany** ran on television for the third year in a row, as well as on radio, online and in cinemas. These campaigns contributed to an increase of +5% in visits to the German discoverireland.com website, as well as a +7% increase in referrals to third-party partner websites. Co-operative campaigns with key carriers Aer Lingus, Germanwings, Lufthansa, Ryanair and Irish Ferries included print, radio, online and outdoor advertising. Direct marketing campaigns and other promotions took place with German and island of Ireland partners such as DERTOUR, TUI Wolters and B&B Ireland. Publicity initiatives generated coverage worth over €39m/£33.9m in equivalent advertising value. Innovative Facebook campaigns saw the German fanbase grow to over 94,000 by year end. Industry engagement continued to be a focus, with more than 600 industry partners availing of promotional platforms in the market.



Top German journalists flew to Ireland West Airport Knock (IWAK) on the new Lufthansa flight from Düsseldorf.

In **France**, a nationwide TV campaign ran in March, reaching 14 million potential visitors, with the TV ads also running on a number of key websites. Co-operative campaigns were undertaken with Ryanair, Aer Lingus and Brittany Ferries during the year. Other campaigns highlighted Northern Ireland/ni2012, Connemara and the west of Ireland, Kildare, Wicklow and Cork. Highly visible sideline advertising was seen by millions of football fans in France during the home games of top French football club Olympique Lyonnais (OL), through a co-operative promotion with online travel agent Opodo. TV, newspaper and online ads also highlighted ni2012; and a large, 25-metre poster of the Giant's Causeway in the Gare Saint Lazare in Paris, Europe's second busiest railway



A large poster of the Giant's Causeway captured the attention of commuters in the Gare Saint Lazare in Paris.

station, was seen by about six million commuters. For the second year running, Tourism Ireland won 'Best Tourist Board Website' at the French hospitality industry's 'Les Travel D'Or' awards; and the French Facebook fanbase grew to about 63,000 during the year. Approximately 150 French journalists visited the island of Ireland in 2012, generating coverage valued at about €9m/£7.8m.

Highlights in **Italy** included the 'greening' of the Leaning Tower of Pisa for St Patrick's Day. An outdoor digital campaign featuring new videos ran in metro stations in Milan and Rome and in train stations across Italy, as well as in cinemas around the screening of the re-released Titanic in 3D. Co-operative campaigns with airlines promoted new and existing routes, including the new Ryanair flight from Milan (Bergamo) to Knock, which was highlighted through radio ads and email marketing to over 1.3 million people. About 102 Italian journalists visited the island of Ireland, including seven TV crews, delivering positive publicity worth over



Influential Italian journalists visited Co Kildare.

€16m/£13.9m, with €5.9m/£5.1m alone around ni2012. Tourism Ireland's Italian fanbase on Facebook grew to over 48,000; 36 influential travel trade contacts were invited to visit the island of Ireland; and 120 EFL (learning English as a foreign language) decision-makers were invited here to experience our language-learning product at first-hand, in conjunction with Trinity Viaggi (a specialist in English language learning and study holidays).

In **Spain**, Tourism Ireland's stand at FITUR (Feria Internacional de Turismo – trade and consumer travel show) had a special Titanic theme, celebrating the legacy of the iconic ship. Seven Spanish TV crews broadcast from 'on board' Titanic at the show, including national stations La 1 and Telecinco, as well as Telemadrid, a Madrid TV station. Tourism Ireland also attended SITC (Saló Internacional del Turisme de Catalunya) in Barcelona, in April. Extensive online and social media activity during the year saw a +5% increase in web visitors, an additional 40,000 Facebook fans (bringing the total to 88,000 by year end), as well as about 5,000 followers on Twitter. Co-operative campaigns were rolled out with airlines Aer Lingus, Ryanair and Iberia Express; and with online travel agents like eDreams, Rumbo and Logitravel. Over 40 journalists visited the island of Ireland, generating coverage worth €9.3m/£8.1m; and Tourism Ireland also capitalised on the Spain versus Ireland match during Euro 2012, with a radio, print and online campaign.

Publicity was a key focus in the **Netherlands** and **Belgium** during 2012, with 130 journalists visiting, helping to generate coverage worth about €5.4m/£4.7m in equivalent advertising value; this included

Overview of Markets (continued)

extensive coverage around ni2012 worth just over €2m/£1.7m. Co-operative campaigns were undertaken with key tour operators and carriers, such as Aer Lingus, easyJet and Ryanair, including campaigns to highlight two new routes – Brussels to Cork with Aer Lingus and Maastricht to Dublin with Ryanair. Eight island of Ireland partners joined Tourism Ireland at Vakantiebeurs, the annual holiday fair in Utrecht. In Belgium, there was a significant focus on association conference business. And social media activity helped grow the Dutch and Belgian Facebook fanbase to 52,000 fans by year end.

In the **Nordic region**, 15 industry partners from the island of Ireland joined Tourism Ireland for a three-city trade mission in Copenhagen, Oslo and Stockholm, meeting and doing business with over 250 travel trade and media contacts. Sixty Nordic journalists visited during the year, helping to generate positive coverage for the destination worth about €4.2m/£3.7m. This coverage included two of the most popular reality TV shows on TV4 in Sweden

– *Bonde Söker Fru* (meaning 'A Farmer Wants a Wife') and *Ensam Mamma Söker* (meaning 'Single Mum Seeking'), both showcasing romantic Ireland with footage shot in Dublin, Wicklow and Galway. Extensive coverage was generated around the opening of Titanic Belfast, including on national TV in Denmark, on DK4, and on Norway's NRK1 evening news. Our world-class food was showcased to key food, lifestyle and travel journalists at a special 'Taste of Ireland' event in Sweden in June, organised by Tourism Ireland and Bord Bia. The event was followed by a press trip, with 11 journalists undertaking a gastronomic journey to Dublin, Clare and Galway. Six digital campaigns helped grow the Nordic database to 350,000 engaged consumers; and the Facebook fanbase to 12,000.

Australia & Developing Markets

Highlights of the year in **Australia** and **New Zealand** included the 'greening' of the Sydney Opera House and Auckland's Sky Tower on St Patrick's Day. Also on 17 March, a fun 'VirtuReel' Irish dancing event at Central Station in Sydney generated lots of publicity

and over 200,000 views on YouTube; and in New Zealand, Tourism Ireland participated in promotional events around the Volvo Ocean Race, during its Auckland stopover.

With over 65% of travellers using the services of a travel agent in Australia and New Zealand, Tourism Ireland undertook co-operative promotions with a number of key tour operators, airlines and travel agents. Publicity was also an important element of the promotional programme – spreading the news about ni2012 and The Gathering – with two Australian TV crews filming on the island of Ireland during the year, *The Travel Bug* and Channel 7's *Sunrise*. The 'Country Club Down Under' sales mission in November saw tourism partners from the island of Ireland meet with influential travel agents and media contacts during a series of workshops and networking events in Auckland, Sydney, Brisbane, Melbourne and Perth. The Sydney and Melbourne events coincided with a visit to Australia by Minister Leo Varadkar. During this time, Tourism Ireland also organised events to target key diaspora 'enablers' as part of The

Gathering Ireland 2013 promotions. 2012 activity generated over 120,000 visits to the Australian discoverireland.com website and Facebook fans exceeded 25,000 by year end.



Minister Leo Varadkar met senior travel industry representatives in Sydney.

The success of the one-stop flights to Ireland, via the Middle East on Emirates and Etihad, resulted in the announcement of additional capacity by these carriers in late 2012. This, and the Emirates/Qantas partnership, will enhance ease of access to the island of Ireland from Australia and New Zealand in 2013.

2012 in the **UAE** kicked off with the Volvo Ocean Race and a special Ireland Day in Abu Dhabi, followed by the launch of a new Emirates daily flight from Dubai to Dublin, with Minister Leo Varadkar in attendance at both events. St Patrick's week celebrations included the 'greening' of the iconic Burj Al Arab hotel in Dubai. In April, our plans to promote ni2012 received a major boost when Northern Ireland's First Minister Peter Robinson, deputy First Minister Martin McGuinness and Tourism Minister Arlene Foster visited Dubai to launch ni2012 to key travel trade, business tourism and media contacts. Tourism Ireland sponsored the annual World Routes conference in Abu Dhabi in September, using the event to raise awareness of The Gathering Ireland among thousands of airline delegates from around the world. And, in December, a special Gathering campaign was undertaken with Etihad

Airways and Emirates, promoting attractive fares to Ireland for 2013.



Northern Ireland's First Minister Peter Robinson, deputy First Minister Martin McGuinness and Tourism Minister Arlene Foster launched ni2012 in Dubai.

Northern Ireland's First Minister Peter Robinson, deputy First Minister Martin McGuinness and Tourism Minister Arlene Foster also successfully launched ni2012 to key travel trade, business tourism and media contacts in Mumbai, **India**, in April. In August, the much anticipated *Ek Tha Tiger* became one of the biggest revenue-generating Bollywood movies in India, showcasing Dublin and Ireland to millions of Indians and Bollywood fans around the world. The visit of then Vice-President (now President) of **China**, Xi Jinping, to Ireland in February, and An Taoiseach Enda Kenny's visit to China in March, helped generate significant publicity and awareness of the island of Ireland in the market. In November, Northern Ireland's First Minister, deputy First Minister and Minister Foster visited Shanghai, supporting Tourism Ireland's sales mission. The 'greening' of Table Mountain on St Patrick's Day was one of the highlights of the year in **South Africa**.

Co-operative Marketing

The co-operative marketing department is responsible for managing Tourism Ireland's interaction, and co-operative investment, with industry partners. These include the Northern Ireland Tourist Board, Fáilte Ireland, Dublin

Tourism, Shannon Development, air and sea carriers, airports, the Irish Tour Operators Association, marketing groups and other industry members across the island.

The industry opportunities website is the main tool for industry partners around the island of Ireland to access information on how they can work with Tourism Ireland to promote and grow their business from overseas. In excess of 2,500 opportunities were available in 2012, ranging from no cost and low cost opportunities, to more extensive partnership programmes. Overall, there was an increase of +35% in the uptake of industry opportunities in 2012, with a total of 10,137 engagements by industry partners from around the island of Ireland in Tourism Ireland activity around the world. The Northern Ireland Industry Overseas Activation Programme was introduced in 2012 and facilitated the participation of 112 Northern Ireland industry partners at 19 overseas fairs, workshops and events.

There was also a +25% increase in Tourism Ireland's co-operative investment with trade and industry partners, including air and sea carriers, during 2012 – through campaigns that leveraged matching investment from the commercial sector.

Overseas Publicity

Publicity raises the profile of the island of Ireland as a holiday destination in key target media overseas, through an extensive programme of media and PR activity. Overall, Tourism Ireland's publicity activities generated more than 10,000 articles and broadcasts during 2012, with an equivalent advertising value of over €287m/£249.7m.

Overview of Markets (continued)

One of the key components of this programme is media visits, which are run in conjunction with Fáilte Ireland and the Northern Ireland Tourist Board. Tourism Ireland invited over 1,400 media to the island of Ireland during 2012, who produced articles and broadcasts with an equivalent advertising value of €50m/£43.5m.

Apart from reinforcing the key brand message, publicity themes in 2012 included a major focus on ni2012 and Titanic Belfast; festivals and events around the island of Ireland; city breaks; gastronomy and food; adventure including walking, cycling and angling; golf and cultural themes. In the latter part of 2012, publicity and PR campaigns focused on The Gathering Ireland and Derry~Londonderry UK City of Culture 2013.

Other highlights of 2012 included widespread coverage in the US of the Emerald Isle Classic between Navy

and Notre Dame in the Aviva Stadium in Dublin; and over 120 articles were generated as a result of the Bollywood film *Ek Tha Tiger*, which was supported by Tourism Ireland and partly filmed in Dublin. TV coverage in the US around St Patrick's Day included the hugely popular *Ellen Degeneres Show* broadcast from Dublin; a number of high profile chefs from around the island of Ireland appeared on the *Today* show on NBC and on CBS News; and ABC News Now broadcast from Dublin. Millions of viewers tuned in to a series of five one-hour programmes about the train journey from Dublin to Londonderry in *Great British Railway Journeys* with Michael Portillo, which aired on BBC2. There was extensive golf coverage in all markets, including three special half-hour programmes on the Major winners on the Golf Channel in the US; and legendary commentator Peter Alliss recorded a programme in Northern Ireland which was distributed to television networks

in GB and the US. One of the radio highlights was *Rudy Maxa's World* radio show (Rudy is one of America's most popular travel experts), which was broadcast live to over 150 stations across the US, focusing on autumn festivals and The Gathering.



Dublin played a starring role in Bollywood blockbuster *Ek Tha Tiger*, which was supported by Tourism Ireland.

There was widespread television coverage about Titanic, including *Titanic with Len Goodman* on BBC1; *Titanic: A commemoration in music and film* on BBC2; as well as *The One Show* and *Songs of Praise* on BBC1. German TV stations ARD and ZDF did a number of broadcasts from Belfast during April; and Titanic also

featured on Danish TV station DK4, France 2's *Télématin* (breakfast news programme), NBC in the US, *Canada AM* and CNN Europe.

Business Tourism

Tourism Ireland continued to promote business tourism overseas during the year, in conjunction with Fáilte Ireland and the Northern Ireland Tourist Board. A busy programme of high profile events, promotions and sales blitzes took place, highlighting ease of access, the great facilities and good value rates available for meetings and conferences here and getting the destination known for excellence in business support. Titanic Belfast and The Gathering Ireland 2013 were other hooks used in business tourism promotions. Corporate clients, association conferences corporate meetings and incentive travel were the main focus.

In Great Britain, the programme included advertising in specialist corporate publications; 'T'weetours' for social media enthusiasts from the business tourism sector who blogged and tweeted about their visits to Dublin, Belfast and Cork; email and direct marketing activity; as well as participation at events like Confex in March and Venues & Events in September. A successful lead-generation programme resulted in 183 national and international associations and 94 corporate/incentive leads being passed to Fáilte Ireland, the Northern Ireland Tourist Board and Belfast Visitor & Convention Bureau during the year. In November, a workshop called 'Ireland Meets the West End' took place in London, bringing together over 43 leading GB corporate and incentive buyers with 40 island of Ireland partners.



Cork rolled out the red carpet to welcome the winners of Tourism Ireland's "T'weetour" competition.

In the United States, activity included a successful lead-generation programme; attendance at AIBTM (The Americas Incentive, Business, Travel & Meetings Exhibition) in Baltimore; a new 'Meet in Ireland'



Business tourism activity included participation at IMEX America.

networking event in Washington, attended by 40 international meeting and association conference planners, as well as partners from the island of Ireland's regional convention bureaux. Other highlights included advertising in specialist publications; email and direct marketing activity; participation at IMEX (International Meetings and Events Exhibition) America in October with 29 island of Ireland partners; new networking events in Minneapolis and Dallas in September; as well as an expanded programme of familiarisation visits for US meeting planners.

Golf

Golf continued to be a major focus for Tourism Ireland across markets, to capitalise on events like the Irish

Open at Royal Portrush and building on the ongoing success of Rory McIlroy, Darren Clarke, Graeme McDowell and Pádraig Harrington. Tourism Ireland rolled out an extensive promotional programme, in key golf markets including GB, the US, Germany and Sweden, highlighting the Irish Open and the world-class golf on offer around the island of Ireland.



In GB, a series of ads and advertorials highlighted our world-class golf and the Irish Open at Royal Portrush, reaching an estimated 9.6 million readers.

In the United States, Tourism Ireland continued its successful 'Home of Champions' campaign, which ran on the Golf Channel and on Golfchannel.com around major PGA tournaments between April and August, reaching over 25 million television viewers and six million consumers online. An expanded programme of press and publicity activity included media events at the PGA Merchandise Show in Orlando and at the US Masters in Augusta; visits by 58 American golf journalists to the island of Ireland; and golf media coverage worth over €8m/£7m. Tourism Ireland, with industry partners, had a presence for the first time at two PGA events, The Barclays and Deutsche Bank Championship, where our world-class golf product was promoted to more than 200,000 potential golf holidaymakers.

Overview of Central Marketing



The Central Marketing Division consists of the following departments: Northern Ireland works to achieve additional growth for Northern Ireland, and to assist it in realising its tourism potential; Strategy Development & Insights helps shape Tourism Ireland's strategic direction and carries out research and analysis on market trends and consumer behaviours in markets across the world; Customer Engagement and eMarketing works with both Tourism Ireland market teams overseas and with industry suppliers to engage directly with consumers who wish to know more about the island of Ireland as a holiday destination; Marketing Communications manages the development, implementation and evaluation of the island of Ireland tourism brand marketing programme, including Tourism Ireland's global advertising campaigns; the Content Department manages the sourcing and generation of consumer content for websites, publicity campaigns, etc; and The Gathering, responsible for delivering the overseas promotion of The Gathering Ireland 2013.

Key achievements during 2012 included:

Northern Ireland

Building on 2011 initiatives and recognising the importance of 'word of mouth', Tourism Ireland strengthened its relationships and promotional activities with Northern Ireland media, cultural and sporting ambassadors. A high profile event in St James' Palace in London, headlined by Van Morrison, launched Tourism Ireland's 'ni2012 – your time our place' campaign in Great Britain. Our overseas golf promotions benefited greatly during the year from the staging of the Irish Open at Royal Portrush and from the positive comment and endorsement of Northern Ireland champions Rory McIlroy, Graeme McDowell and Darren Clarke. The short film *The Shore*, directed and produced by Terry and Oorlagh George and co-funded by Tourism Ireland, received an Oscar and a joyous homecoming in February.

The centenary of RMS Titanic, together with the opening of Titanic Belfast, dominated Tourism Ireland's Northern Ireland promotions for the year. An extensive advance programme of press visits, trade familiarisation visits, in-market promotions and industry collaboration

resulted in an unprecedented level of global media exposure during April. Tourism Ireland's dedicated Titanic tourism website – targeting people searching online about Titanic – saw over 43,000 unique visits on the centenary of the sinking. Central to the website was a series of 18 short films, recounting different and intriguing aspects of the Titanic story and its links to Belfast. Our Titanic Stories Facebook page achieved approximately 141,000 fans; and an innovative, live, multi-lingual blogging event, from inside the new Titanic Belfast, allowed potential GB and European visitors a chance to



An innovative, live blogging event from inside Titanic Belfast gave thousands of potential British and European visitors an online preview of the iconic attraction – one full day before the official opening.

experience the iconic new attraction – online – in advance of the official opening. In addition, dozens of tour operators, conference organisers and cruise ship companies added Belfast to their 'must see' lists. By year end, overseas visitor targets for Titanic Belfast had been smashed.



Our collaboration with Northern Ireland Screen ensured BBC network exposure for Titanic-themed programmes and series – including the Titanic commemoration from Belfast’s Waterfront Hall and the *Titanic with Len Goodman* series which aired on BBC and which PBS (the American public broadcasting TV service with about 350 member TV stations across the US) aired repeatedly.

The inclusion of the Circuit of Ireland on the IRC (Intercontinental Rally Challenge) 2012 calendar ensured European-wide television coverage for Titanic Belfast, as well as counties Armagh and Down over Easter. All in all, the media exposure worldwide generated by visits and broadcasts in which Tourism Ireland invested is estimated at over £60m/€69m in equivalent advertising value.



A range of air and sea carriers undertook extensive co-operative marketing campaigns with Tourism Ireland.

Northern Ireland industry partners were particularly active during the

year – helping to bring the Northern Ireland holiday experience to life for potential holidaymakers at international trade and consumer exhibitions. A special £2m/€2.3m access initiative saw a range of air and sea carriers undertake extensive co-operative marketing campaigns with Tourism Ireland in the spring, highlighting ease of access, competitive fares and the many festivals and events taking place around Northern Ireland, as part of the special year of ni2012.

Strategy Development & Insights

The Strategy Development & Insights team provides strategic direction to the organisation and the industry through the provision of market research and tourism insights.

The image of the island of Ireland and the impact of Tourism Ireland’s marketing campaigns were monitored in our top ten markets. The return on our marketing investment was assessed in our top four markets (GB, US, Germany and France) and showed us to be at least on a par with key competitor destinations. As part of the *GB Path to Growth* research programme, new consumer segments were identified and these are now being targeted through tailored marketing activities, as part of Tourism Ireland’s 2013 GB marketing

plan. The Tourism Ireland marketing plan *Global Connections for Tourism Growth* was published.

Customer Engagement & eMarketing

During 2012, Tourism Ireland continued its investment in the area of eMarketing and the discoverireland.com suite of websites attracted almost 12 million unique visits. In October, Tourism Ireland acquired the domain name Ireland.com from The Irish Times. Given the ease of recognition and memorability of Ireland.com, the new domain name will ensure greater ‘stand-out’ for the destination around the world. The move was part of a re-development of Tourism Ireland’s suite of websites designed to capitalise on the growing importance of the internet in travel and holiday planning and to harness the phenomenal growth in social media. Tourism Ireland’s new website was unveiled to tourism industry leaders at the launch of our 2013 marketing plans towards the end of the year, for roll-out across top tourism markets from January 2013. The new website will support 11 different languages and over 30 individual markets.

Overview of Central Marketing (continued)

Social media marketing was an area of continued expansion for Tourism Ireland in 2012, with the organisation's Facebook audience growing to over one million by year end, making Tourism Ireland



Tourism Ireland reached one million fans on Facebook around the world.

the second most popular tourism board in the world, after Australia, on the popular social networking site. Key social media initiatives which helped grow Tourism Ireland's global Facebook fanbase in 2012 included an "Escape the Madness" Olympics campaign in GB, in the summer; a campaign in India around the release of Bollywood blockbuster *Ek Tha Tiger*; a Northern Ireland promotion featuring Van Morrison in Great Britain, the US, Germany, France, the Netherlands and Spain in the autumn; and a fun "How Irish are you?" competition on Tourism Ireland's Facebook page in the US, targeting the diaspora as part of The Gathering Ireland promotions. Activity on Twitter and YouTube also increased during the year.

During 2012, Tourism Ireland also focused on direct email marketing, sending almost 60 million emails to consumers around the world. The customer database was redeveloped and launched in November to serve all markets in 2013. By year end,

Tourism Ireland had permission to email 2.18 million consumers, an increase of +11%.

Marketing Communications

Tourism Ireland's global advertising campaign 'Jump into Ireland' was launched at the end of 2011 and rolled out to all markets during 2012. Through a combination of TV, cinema, print, radio and digital advertising, it showcased the island of Ireland in a contemporary and compelling manner with a focus on the engaging nature of the holiday experience here. Research conducted in GB during the year confirmed that the campaign scored highly on 'likeability', ahead of competitor destinations, as well as outperforming previous Tourism Ireland campaigns in terms of spontaneous awareness. As part of our commitment to refreshing our campaigns on an ongoing basis, new material was shot during the summer for use in 2013. In addition, we rolled out a dedicated Northern Ireland campaign which included television, outdoor and digital advertising. With the ever-changing trends in media



Filming for the second phase of Tourism Ireland's global advertising campaign, Jump into Ireland, in Co. Clare.

The Gathering Ireland 2013

The Gathering Ireland was a major part of Tourism Ireland's activity in 2012, particularly in the latter half

of the year, in our core Gathering markets of Great Britain, the United States, Canada and Australia. The Gathering was also incorporated into activity in non-core markets.



A new suite of Gathering-specific ads was developed by Tourism Ireland.

'Gathering' roadshows led by Minister Varadkar and Minister of State Ring took in New York, Chicago, Boston and Toronto in the US and Sydney and Melbourne in Australia, and London, Manchester, Birmingham, Leeds and Edinburgh in Great Britain, reaching key 'enablers' such as business networks, clans, cultural and sporting associations, Irish clubs and societies, encouraging them to participate in The Gathering and to urge family, friends and business colleagues to organise their own 'Gatherings' in Ireland during 2013. In emerging tourism markets, The Gathering was highlighted when President Michael D Higgins visited Chile, Brazil and Argentina, in October. By the end of the year, over 170 'Gatherings' generated from overseas had been confirmed, including the Spar International conference from the Netherlands, the Manchester Irish Festival, as well as many sporting events and clan gatherings.

A new suite of Gathering-specific



advertising was developed by Tourism Ireland. An estimated six million people in Great Britain claim ancestral links with the island of Ireland; Tourism Ireland targeted them through advertising on relevant websites and in newspapers like the Irish World and the Irish Post. In the US – building on the tremendous success of the Notre Dame v Navy game in Dublin in September – Tourism Ireland ran a highly visible TV and online campaign in New York, Boston, Chicago and Philadelphia around Notre Dame’s autumn games, reaching about 7.5 million viewers.

Radio, print and online ads also targeted 13.5 million Americans of Irish descent in Boston, Chicago, New York, Philadelphia, San Francisco and Los Angeles.

Tourism Ireland had a presence at the World Routes conference in Abu Dhabi in September, working closely with the Dublin Airport Authority to develop new access.

Support for The Gathering was also garnered from some of the well-known Irish diaspora living overseas, including people like Sir Terry Wogan,

Pierce Brosnan, Liam Neeson and Fionnula Flanagan, among others. By year end, Ireland had received a number of accolades because of The Gathering Ireland: Dublin was chosen as one of the top five places for New Year’s Eve by Lonely Planet, Ireland was included in the Fodor’s Travel ‘Go List’ of top 25 places to visit in 2013 and *The New York Times* also included Ireland as one of its top 40 destinations.

Overview of Corporate Services

In 2012, the Corporate Services Division continued to support the implementation of corporate and operating plans across the organisation by carrying out a range of functions which include Corporate and Industry Communications, Finance, Human Resources, Product Strategy/ Development and Information Communications Technology (ICT).

Key achievements during 2012 included:

Corporate & Industry Communications

An extensive programme of stakeholder, industry and media communications was implemented across the island of Ireland during 2012 to enhance understanding of Tourism Ireland's role in, and contribution to, tourism and to the economies on the island.

Progress reports and operational updates were provided for ministers from both jurisdictions at meetings of the North/South Ministerial Council Tourism Sectoral Format.

Day-to-day liaison with departments, including the Department of Enterprise, Trade and Investment in Northern Ireland and the Department of Transport, Tourism and Sport in the South, also covered arrangements and briefings for visits to the markets by ministers with responsibility for tourism on the island, for ministers attending ni2012 launches in key markets, St Patrick's Day celebrations

and Gathering promotions overseas. Arrangements and briefings were also provided for visits to markets by the Taoiseach, Enda Kenny; the First Minister of Northern Ireland, Peter Robinson and deputy First Minister, Martin McGuinness; and by the President of Ireland, Michael D Higgins.

An extensive industry communications and events programme included a marketing roadshow early in the year and launches in Dublin and Belfast for Tourism Ireland's 2013 marketing plans. A series of briefings was also provided for industry groups and representatives around the island during the year. Work continued with the Tourism Recovery Taskforce, in conjunction with ITIC, Fáilte Ireland, the Northern Ireland Tourist Board and representatives of key industry sectors, and with Market Partnership Groups in Great Britain, the US, Germany and France, which brought forward important strategic reports, *GB Path to Growth* and *USA Review: Make Ireland Jump Out*.

Media relations were also intensified during the year and significant advances in coverage were recorded, on and offline, with a communications programme reflecting the work of Tourism Ireland. A series of media briefings across the island helped to clarify understanding of Tourism Ireland's role. Irish media had opportunities to witness Tourism Ireland's marketing activity overseas at first-hand, through participation at

promotional events overseas including World Travel Market in London and the Best of Britain and Ireland in Birmingham.

A number of Freedom of Information requests were received and responded to under the Freedom of Information Code of Practice, as agreed by the North/South Ministerial Council.

Human Resources

An organisational "Fit for Purpose" review was completed, to ensure staff resources could be redeployed to meet priority business needs; content and advertising functions were restructured to achieve greater synergies; and a GB re-structure, to support the *GB Path to Growth* review, was implemented. Resourcing continues to be a critical challenge in delivering ambitious work programmes.

Commitment to training and development is fundamental to equip the organisation with key skills, with 310 training days completed in 2012. The Talent Management Strategy saw the launch of a pilot "Future Leaders" programme; mediation was successfully adopted by the organisation as a facilitation method; and leadership coaching to implement change initiatives continued. Performance management has become an integral part of leadership style and culture, with full participation in the twice-yearly performance reviews.



Tourism Ireland was again named on the SME 'Great Place to Work' list in Ireland, with good staff survey results maintained and improvements implemented in areas identified. Internal communications were enhanced, with two organisation-wide communications events as part of the planned programme.

Industrial relations remained engaged and positive and further HR systems development was implemented.

Finance

The provision of a smooth, flexible and efficient back-office service to assist market offices, other head office departments and the management team in their own operations continued during 2012.

The ongoing programme to identify cost savings continued during the year, helping to ensure that services were provided on a value-for-money basis and that costs were reduced wherever practicable; this included a number of opportunities to share services with other state and North/South bodies. The programme of upgrading and reviewing computer and management information systems also continued.

During 2012, a tender for internal audit services was undertaken. The rolling internal audit programme continued and, as in the previous seven years, no significant issues were reported. Copies of the reports are made available to the Comptroller and Auditor General.

The total public sector funding received by Tourism Ireland amounted to €70.8m/£57.4m. The ongoing administration of cross-border bodies is complex due to the different operating environments in both jurisdictions. This includes different fiscal year-ends, legislation, currencies, operating and accounting procedures; it involves considerable collaboration across a number of Government departments, to ensure that accountability requirements are fulfilled in both jurisdictions. Tourism Ireland meets on a regular basis with both sponsor departments, the Department of Transport, Tourism and Sport and the Department of Enterprise, Trade and Investment; with officials of the North/South Ministerial Council; with officials from the Department of Finance and Personnel in Northern Ireland and the Department of Finance in the South; and with colleagues from Fáilte Ireland and the Northern Ireland Tourist Board, in pursuit of this goal.

Tourism Ireland seeks to maximise synergies, not only with sister agencies Fáilte Ireland and the Northern Ireland Tourist Board, but also with other North/South bodies and government departments in both jurisdictions. Synergies have been delivered across a number of areas including government procurement framework for hardware, software and mobile phones; joint development of a digital asset management system; joint tendering for services including payroll; and legal and joint administration of all North/South bodies' pensions.

Information Communications Technology (ICT)

The ICT department manages the ICT systems and infrastructure for the organisation, which include over 20 corporate systems, ICT infrastructure for all offices and telecommunications services for the organisation. Key achievements for 2012 include the tendering and implementation of a full technological refresh across the organisation; this involved replacing all PCs, providing laptops for all markets, upgrading all network servers and upgrading office automation and server software. The new Marketing and Publicity system (MAPS) was implemented, replacing and merging the Marketing Activity Reporting System (MARS) and Publicity System. Technical assistance was also provided for the implementation of the APEX system and the new Ireland.com site.

Product Strategy/Development

The Product Strategy/Development department works with Fáilte Ireland and the Northern Ireland Tourist Board, to provide assistance and advice on the needs and requirements of overseas visitors. Projects during 2012 included the Wild Atlantic Way, Fáilte Ireland animation projects, the Gobbins/Slieve League visitor centres and cliff walk InterReg project, and the World Pairs Coarse Angling Championship.



Seagahan Lake, Co Armagh

Report and Financial Statements

for the year ended 31 December 2012

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Company Information

Directors

Brian Ambrose OBE
(Chairman)

Jim Flannery
(Vice-Chairman)

Ciara Burke

Denis Cregan

Howard Hastings

John Healy

David Lyle

Christoph Mueller

Elaine Murphy

Shaun Quinn

Derek Reaney

David Rodway

Secretary

Shane Clarke

Registered Office

5th Floor
Bishop's Square
Redmond's Hill
Dublin 2

Business Addresses

5th Floor
Bishop's Square
Redmond's Hill
Dublin 2

Beresford House
2 Beresford Road
Coleraine
BT52 1GE

Auditors

Comptroller and Auditor General
(Republic of Ireland)

Bankers

Allied Irish Banks plc
37/38 Upper O'Connell Street
Dublin 1

Solicitors

Mason Hayes & Curran
Barrow Street
Dublin 4

Tughans
Marlborough House
30 Victoria Street
Belfast
BT1 3GS

Report of the Directors

for the year ended 31 December 2012

Brief History and Statutory Background of the Company

Tourism Ireland Limited was formed by the Government of Ireland and the Northern Ireland Executive, under the auspices of the North/South Ministerial Council (NSMC), to be the overseas marketing arm of tourism for the island of Ireland and was incorporated on 11 December 2000 as a Company Limited by Guarantee not having a Share Capital. It takes policy direction from the NSMC and maintains a close working relationship with its founder members, Fáilte Ireland (FI) and the Northern Ireland Tourist Board (NITB). The principal objectives of the company are to increase tourism to the island of Ireland and to support Northern Ireland in achieving its tourism potential. It is governed by its Memorandum and Articles of Association and by the Financial Memorandum approved by the NSMC and prepares detailed three-year Corporate and one year Operating Plans to guide its activities. The company receives grants of money from both jurisdictions and these grants are disbursed through FI and NITB. A Board of Directors is appointed by the NSMC for a period of four years.

Format of Financial Statements

The accounts have been prepared in a format determined by the Companies Acts 1963 to 2012 (Republic of Ireland). The base currency of the financial statements is Euro (€). The Euro results have been translated into Sterling (STG£) at the closing rate of STG£1 equals €1.23289 (2011: STG£1 equals €1.19659) for the Balance Sheet and at the yearly average rate of €1.23274 (2011: STG£1 equals €1.15210) for the Income and Expenditure Account.

Books of Account

To ensure that proper books and accounting records are kept in accordance with Section 202 of the Companies Act 1990, the Directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The books of account are located at the company's office at Bishop's Square, Dublin.

Principal Activities

The company's principal activities are the design and implementation of marketing programmes in its key overseas markets for the purpose of promoting the tourism industry of the island of Ireland, in line with its objectives set out above.

External Auditors

The financial statements are audited by the Comptroller and Auditor General in the Republic of Ireland. The Comptroller & Auditor General for Northern Ireland has full access to the working papers of the Comptroller & Auditor General in the Republic of Ireland, based on which a report may be laid before the House of Commons and the Northern Ireland Assembly.

Results

The deficit of income over expenditure for the year was €1,752,047 (STG£1,421,262).

Corporate Governance

The company is governed by its Memorandum and Articles of Association and by the Financial Memorandum approved by the NSMC. It has a non-executive Board of Directors appointed by the NSMC and includes representatives of the Northern Ireland tourism industry, the tourism industry in the South and the NITB and FI. Directors are appointed for a four-year term.

The Board agrees a schedule of meetings to be held in each calendar year. The Board Members receive full Board papers a week before each meeting; these papers include a finance report and reports from the Chief Executive and each of the company's Divisional Directors. The Board members can, in furtherance of their duties, take independent professional advice as required, at the expense of the company. All Board members have access to the advice and services of the Company Secretary.

Report of the Directors (*continued*)

for the year ended 31 December 2012

There were 8 Board meetings during 2012 and the following table sets out the attendance:

	Number of meetings potentially able to attend	Number of meetings actually attended
Brian Ambrose (<i>Chairperson</i>)	8	7
Jim Flannery (<i>Vice-Chairperson</i>)	8	8
Ciara Burke	8	8
Denis Cregan	8	7
Howard Hastings	8	7
John Healy	8	8
David Lyle	8	6
Christoph Mueller	8	6
Elaine Murphy	8	7
Shaun Quinn	8	6
Derek Reaney	8	6
David Rodway	8	8

The Board also operates through a number of sub-committees as follows:

Risk Management Committee This sub-committee is comprised of 4 Directors who meet on a quarterly basis to review and discuss the internal control environment of the company. They are informed by the company's Risk Register which is used to set out a programme of work for the Internal Audit function, reporting directly to this committee. The internal and external auditors have full and unrestricted access to the committee.

The following table sets out the composition and attendance at the Risk Management Committee meetings during 2012:

	Number of meetings potentially able to attend	Number of meetings actually attended
John Healy (<i>Chairperson</i>)	4	4
Ciara Burke	4	4
David Lyle	4	3
Christoph Mueller	4	3

Remuneration Committee This sub-committee consists of 4 Directors and meets to review the appropriateness of the company's remuneration levels and other terms and conditions of employment of key executives.

The following table sets out the composition and attendance at Remuneration Committee meetings during 2012:

	Number of meetings potentially able to attend	Number of meetings actually attended
Denis Cregan (<i>Chairperson</i>)	1	1
Brian Ambrose	1	1
Jim Flannery	1	1
David Rodway	1	1

The Board accepts its responsibility for the Company's internal control and sets out its position in more detail in the Statement of Directors' Responsibilities and the Statement of Internal Financial Control.

Report of the Directors (*continued*)

for the year ended 31 December 2012

Post Balance Sheet Events

There have been no events subsequent to 31 December 2012 which necessitated amendment of the financial statements or separate disclosure therein.

Research and Development

The company did not engage in research and development activities during the period.

Future Developments

The Directors expect that the development of the Company's activities will continue in accordance with plans.

Principal Risks and Uncertainties

The principal risks and uncertainties faced by the company are the continued funding of its activities by the Government of the United Kingdom of Great Britain and Northern Ireland and the Government of Ireland. While there is a reasonable expectation that the respective Governments will continue to fund the activities of the Company, the level of this funding is under constant review. There are no formal long-term funding agreements in place.

Due to its widespread operations, the level of economic activity in the Company's key markets, of Great Britain, the USA, France, Germany and the rest of the world generally, affects the propensity to travel. Any growth or contraction in these markets affects the whole tourism and travel industry and specifically, on the Company's ability to deliver the growth, both in tourist numbers and tourist spend, which the company has been targeted to deliver to the island of Ireland. An event such as a major terrorist attack or outbreak of disease, which reduces international travel, would increase the effects of the current economic downturn on the Company's ability to deliver on its targets. In addition, any loss or disruption of air or sea access and unfavourable foreign exchange movements will have an impact on travel to the island of Ireland. The Board regularly monitors the above risks and appropriate actions are taken to mitigate those risks or address their potential adverse consequences to the extent reasonably practicable.

Equality Legislation

The Board's policy is to comply fully with Equality Legislation in both jurisdictions. Recruitment is based on the ability of a candidate to perform the job. Full and fair

consideration is given to applications for employment from all minority groups, including the disabled, where they have the appropriate skills and abilities to perform the job.

If disablement occurs during employment, the Board's policy is to make every effort to ensure the availability of adequate retraining, or if applicable, to help source alternative employment.

Safety, Health and Welfare at Work

The policy of the Board is to ensure the continued safety, health and welfare of the employees at work by maintaining a safe and healthy work environment based on the provisions of Safety, Health and Welfare at Work Legislation in the jurisdictions in which it operates.

Charitable Donations

Tourism Ireland Limited made no charitable donations during the period.

Payment of Suppliers

Tourism Ireland Limited's policy is to pay all suppliers as promptly as is practicable and not to take any extra time in paying suppliers, other than that required to properly check and process the invoice. In 2012, the average time from receipt of a supplier invoice to payment was 21 days. During the year Tourism Ireland Limited did not pay any interest in respect of late payments. Further information on Tourism Ireland's payments to suppliers is available on Tourism Ireland's corporate website, www.tourismireland.com.

Employee Involvement

Tourism Ireland Limited implements its business strategy through its staff. In achieving business objectives, the involvement of staff in the planning and decision making process is key. Staff involvement is maximised through the combined use of appropriate access to expert advice and training opportunities in order to enable them to exercise their responsibilities effectively.

Freedom of Information

The British-Irish Agreement Act 1999 provides that a Code of Practice on Freedom of Information be drawn up by the Irish and Northern Ireland Ministers with responsibility for freedom of information for the North/South Bodies and the approval by the NSMC. The Code, which was approved

Report of the Directors (*continued*)

for the year ended 31 December 2012

on 1 January 2006, is non-statutory and was drafted with regard to the Freedom of Information Acts, 1997 and 2003 in Ireland and the Freedom of Information Act, 2000 in the United Kingdom.

The Code facilitates public access to information held by the six North/South Implementation Bodies and Tourism Ireland Limited in a number of ways. It provides that each body should publish certain types of information relating to its functions, structures, organisation and services, together with a general description of the type of information held by that body. It sets out the process under which a member of the public can request information held by a body, the steps that a body must take in handling such a request and the time period within which a body should normally respond to a request. The Code also contains the facility for members of the public to obtain a statement of the reasons for an act of a body affecting the person.

The Annex to the Code sets out the categories of exempt information. If the information requested falls into a category listed in Part 1 of the Annex, the body is not obliged to release the information. If the information requested falls into a category listed in Part 2, the body must carry out a public interest test in deciding whether or not to release the information. The Code provides for an internal review mechanism of decisions taken by the body under the Code.

Corporate Social Responsibility

Leading companies are those that not only deliver superior performance and excellent customer service, but also consider ethical, social and environmental issues for all stakeholders. Tourism Ireland recognises its wider obligations to its employees, society and the community it serves and believes there is a strong link between Corporate Social Responsibility and long-term success. Tourism Ireland aspires to a set of values which recognises the interests of all stakeholders and the contributions they make. To this end, we adopt very high standards of integrity, corporate governance and environmental awareness. We recognise that being a good corporate citizen not only involves achieving our business aims but embraces a wider contribution to the interests of all our stakeholders.

Our stakeholders, both in the tourist industry and tourists themselves, are fundamental to the growth of the tourist business on the island of Ireland. International tourism is an intensely competitive market and if we do not offer the

most attractive propositions, tourists will take their business elsewhere. Tourism Ireland does not adopt a 'one size fits all' approach to the service we provide, but aims to provide a comprehensive and flexible suite of marketing options to the tourist industry.

At a corporate level, we adopt the highest standards of compliance with regulatory requirements and aim to operate to the spirit and not just the letter of the regulations of both jurisdictions.

We aim to treat our suppliers with the same courtesy with which we treat our stakeholders.

Without a talented, dedicated and motivated staff, Tourism Ireland cannot aspire to provide the excellent level of service our stakeholders deserve. For this reason, staff recruitment, training and development are given the highest priority. Our people and agents, based in 22 locations in 19 countries, are the key to Tourism Ireland's success over the past 12 years.

Tourism Ireland is fully committed to equal opportunities recruitment and employment. Our strategy is to recruit the best and provide them with comprehensive training and support to allow them maximise their long-term potential.

Directors' Register of Interests

The Directors' Register of Interests is maintained at the registered office of the company. It is available to the public and may be accessed by contacting the Company Secretary.

On behalf of the Board



Brian Ambrose

Chairman

Date: 9 May 2013



Shaun Quinn

Director

Statement of Directors' Responsibilities

for the year ended 31 December 2012

Company law requires the Board of Directors to prepare financial statements for each financial period which give a true and fair view of the state of the affairs of the company and of the profit or loss of the company for that financial period. In preparing those financial statements, the Board of Directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates which are reasonable and prudent;
- disclose and explain any material departures from applicable accounting standards, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board of Directors is responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Acts 1963 to 2012, as applicable to companies limited by guarantee and not having a share capital. It is responsible for ensuring that the business of the entity is conducted in a proper and regular manner and for safeguarding the assets of the company and hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

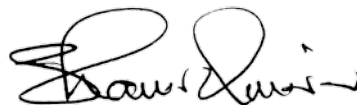
On behalf of the Board



Brian Ambrose

Chairman

Date: 9 May 2013



Shaun Quinn

Director

Statement of Internal Financial Control

for the year ended 31 December 2012

The Board acknowledges its responsibility for ensuring that an effective system of internal financial control is maintained and operated by the company.

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 within a timely period.

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

- Comprehensive budgeting systems 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 performance;
- Clearly defined capital investment control guidelines;
- As appropriate, formal project management disciplines

Tourism Ireland Limited has an internal audit function in place, whose programme of work is influenced by analysis of the risk to which the company is exposed. An internal audit plan has been prepared based on this analysis. This analysis of risk is reviewed during the year and is endorsed by the company's Risk Management Committee. The internal audit programme of works includes performance of detailed audit work, provision of a report on the internal

audit activity in the company on a regular basis to the Risk Management Committee and an independent opinion on the adequacy and effectiveness of the company's system of internal financial control. Areas covered by internal audit in their 2012 work programme included visits to Market Offices, reviews of Risk Management, Corporate Governance and Board Effectiveness, Payroll and Pensions, Marketing Contracts, Records Management, Travel and Subsistence Claims and Internal Financial Controls.

The effectiveness of the system of internal financial control is assessed by the Board on the basis of work carried out by the executive managers within the company who have responsibility for the development and maintenance of the financial control framework. In conducting their review, the Board takes account of the management letter and other reports of the external auditor.

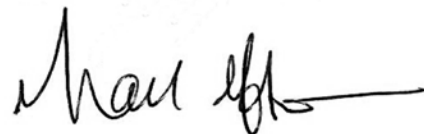
In February 2013, the effectiveness of the system of internal financial controls was reviewed by the Board and the Board concluded that these controls were operating effectively and satisfactorily.



Brian Ambrose

Chairman

Date: 9 May 2013



Niall Gibbons

CEO

Report of the Comptroller and Auditor General (Republic of Ireland)

for the year ended 31 December 2012

Tourism Ireland Limited

I have audited the financial statements of Tourism Ireland Limited for the year ended 31 December 2012, as provided for in Section 5 of the Comptroller and Auditor General (Amendment) Act 1993. The financial statements, which have been prepared under the accounting policies set out therein, comprise the statement of accounting policies, the income and expenditure account, the statement of total recognised gains and losses, the balance sheet, the cash flow statement and the related notes. The financial statements have been prepared in the form prescribed under the Companies Acts 1963 to 2012, and in accordance with generally accepted accounting practice in Ireland.

Responsibilities of the Directors

The Directors are responsible for the preparation of the financial statements, for ensuring that they give a true and fair view of the state of the company's affairs and of its income and expenditure, and for ensuring the regularity of transactions.

Responsibilities of the Comptroller and Auditor General

My responsibility is to audit the financial statements and report on them in accordance with applicable law.

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation.

My audit is carried out in accordance with the International Standards on Auditing (UK and Ireland) and in compliance with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements, sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of

- whether the accounting policies are appropriate to the company's circumstances, and have been consistently applied and adequately disclosed
- the reasonableness of significant accounting estimates made in the preparation of the financial statements, and
- the overall presentation of the financial statements.

I also seek to obtain evidence about the regularity of financial transactions in the course of audit.

In addition, I read the company's annual report to identify if there are any material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements or inconsistencies, I consider the implications for my report.

Opinion on the financial statements

In my opinion, the financial statements:

- give a true and fair view, in accordance with generally accepted accounting practice in Ireland, of the state of the company's affairs at 31 December 2012 and of its income and expenditure for the year then ended; and
- have been properly prepared in accordance with the Companies Acts 1963 to 2012.

I have obtained all the information and explanations that I consider necessary for the purpose of my audit. In my opinion, proper books of account have been kept by the company. The financial statements are in agreement with the books of account.

In my opinion, the information given in the Directors' Report is consistent with the financial statements.

Matters on which I report by exception

I report by exception if

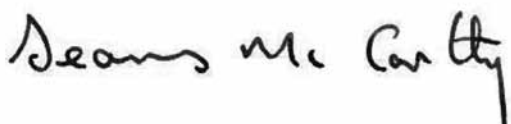
- my audit noted any material instance where public money has not been applied for the purposes intended by Dáil Éireann and the Northern Ireland Assembly or where the transactions did not conform to the authorities governing them, or

Report of the Comptroller and Auditor General (Republic of Ireland)

for the year ended 31 December 2012

- the information given in the annual report is not consistent with the related financial statements, or
- the Statement on Internal Financial Control does not reflect the company's compliance with the Code of Practice for the Governance of State Bodies, or
- I find there are other material matters relating to the manner in which public business has been conducted.

I have nothing to report in regard to those matters upon which reporting is by exception.

A handwritten signature in black ink that reads "Seamus McCarthy". The signature is written in a cursive, slightly slanted style.

Seamus McCarthy

Comptroller and Auditor General

Date: 24 June 2013

Statement of Accounting Policies

The significant accounting policies adopted by the company are as follows:

Basis of Preparation

The financial statements have been prepared under the historical cost convention and in accordance with financial reporting standards generally accepted in Ireland and the United Kingdom.

Income

Income is accounted for on a receivable basis. All grant income is credited to the Income and Expenditure Account in the accounting period in which it is claimed from the funding bodies.

Expenditure

VAT and local sales taxes are absorbed by the company with a limited recovery system agreed with the Revenue Authorities. All advertising and promotional expenditure, including costs incurred on the production of publications items for which no revenue is obtained, is charged to the Income and Expenditure account in the financial period in which it is incurred.

Debtors

Debtors are stated after providing for specific bad and doubtful debts.

Intangible Fixed Assets

Finite life intangible assets are amortised over the period of their expected useful lives by charging equal annual instalments to the Income and Expenditure Account. The useful life used to amortise finite intangible assets relates to the future performance of the assets acquired and management's judgement of the period over which the economic benefit will be derived from the asset

Tangible Fixed Assets

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, on the straight line basis. Computer software that is either purchased or developed in-house is normally written off in the year of purchase unless it can be proven to have a re-sale value.

Foreign Currencies

Monetary assets and liabilities denominated in foreign currencies are translated into Euro at the rates of exchange prevailing at the balance sheet date. Transactions in foreign currencies are recorded at standard rates fixed for the year for each currency with gains and losses realised at the time of payment. Realised gains and losses are taken to the Income and Expenditure Account.

Translated amounts have been disclosed in the Income and Expenditure Account, Cash Flow Statement, Balance Sheet and related notes in Euro (€) with summary amounts given in Sterling (STG£).

Pension Costs

The North/South Pension Scheme was established by the North/South Implementation Bodies and Tourism Ireland Limited with effect from 29 April 2005. It is a defined benefit pension scheme which is funded annually on a pay as you go basis. The scheme is administered by an external administrator. Funding from the Irish Government is provided by the Department of Transport, Tourism and Sport and funding from the Northern Ireland Executive is provided by the Department of Enterprise, Trade and Investment to Tourism Ireland, which then funds the administrator.

Pension costs reflect pension benefits earned by employees during the period. An amount corresponding to the pension charge is recognised as income to the extent, that in the future either by way of grant income or other funding to the administrator, it is recoverable, and offset by pension payments made in the year.

Actuarial gains or losses arising from changes to actuarial assumptions and from experience surpluses and deficits are reflected in the Statement of Total Recognised Gains and Losses and a corresponding adjustment is recognised in the amount recoverable from the Northern Ireland Executive and the Irish Government.

Pension liabilities represent the present value of future pension payments earned by staff to date. Deferred pension funding represents a corresponding asset being resources to be made available in future periods from the Northern Ireland Executive and the Irish Government, in the manner described above.

Statement of Accounting Policies (*continued*)

The Balance Sheet recognises the cumulative liability for pensions earned by employees as at the year end together with a corresponding asset.

In accordance with accounting practice for non-commercial State bodies in the Republic of Ireland, Tourism Ireland recognises an asset representing resources to be made available by the UK and Irish Exchequers for the unfunded deferred liability for pensions on the basis of a number of past events. These events include the statutory backing for the superannuation schemes, and the policy and practice in relation to funding public service pensions in both jurisdictions including the annual estimates process. While there is no formal agreement and therefore no guarantee regarding these specific amounts with the funding bodies, Tourism Ireland has no evidence that this funding policy will not continue to progressively meet this amount in accordance with current practice. This treatment is inconsistent with accounting practice for UK Non-Departmental Bodies, where, due to the absence of a formal guarantee, a funding liability is not recognised until the commitment falls due.

Contributions are made to a number of personal pension schemes operated by staff who are not members of a defined benefit scheme. Payments made under each scheme are included in the Income and Expenditure Account in the year to which they relate.

Leased Assets

Assets acquired under finance leases are capitalised as tangible fixed assets and depreciated in accordance with normal company policy. The corresponding liability is recorded as a creditor and the interest element of the finance lease payment is charged to the Income and Expenditure Account on an annuity basis. Operating lease rentals are charged to the Income and Expenditure Account on a straight-line basis over the lease term.

Government Grant Reserve

The Government Grant Reserve represents the unamortised value of grant income used for capital purposes.

Income & Expenditure Account

for the year ended 31 December 2012

	Notes	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Total Income	2	77,849	63,151	80,547	69,914
Less Expenditure	3	(78,855)	(63,968)	(81,932)	(71,116)
Transfer (to)/from Government Grant Reserve	12	(746)	(604)	182	158
(Deficit) of Income over expenditure		(1,752)	(1,421)	(1,203)	(1,044)

Statement of Total Recognised Gains and Losses

for the year ended 31 December 2012

	Notes	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
(Deficit) of Income over expenditure		(1,752)	(1,421)	(1,203)	(1,044)
Actuarial (loss) on pension liabilities	16c	(13,892)	(11,268)	(1,209)	(1,010)
Adjustment to Deferred pension funding		13,892	11,268	1,209	1,010
Total Recognised (loss) for the year		(1,752)	(1,421)	(1,203)	(1,044)

All income is in respect of continuing operations.

The accounting policies and notes 1 to 23 form an integral part of these Financial Statements.

On behalf of the Board



Brian Ambrose

Chairman

Date: 19 June 2013



Shaun Quinn

Director

Balance Sheet

as at 31 December 2012

	Notes	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Fixed Assets					
Intangible	7	609	494	0	0
Tangible	8	393	321	256	214
		1,002	815	256	214
Current Assets					
Debtors	9	5,613	4,553	3,773	3,153
Bank and cash balances		3,987	3,234	9,237	7,719
		9,600	7,787	13,010	10,872
Current Liabilities					
Creditors falling due within one year	10	(8,553)	(6,937)	(10,211)	(8,533)
Net Current Assets		1,047	850	2,799	2,339
Total Assets Less Current Liabilities before Pensions					
Deferred pension funding	16e	56,021	45,439	39,423	32,946
Pension Liabilities	16c	(56,021)	(45,439)	(39,423)	(32,946)
		-	-	-	-
Net Assets		2,049	1,665	3,055	2,553
Represented by					
Income and expenditure account	13	1,047	850	2,799	2,339
Government Grant Reserve	12	1,002	815	256	214
		2,049	1,665	3,055	2,553

The accounting policies and notes 1 to 23 form an integral part of these Financial Statements.

On behalf of the Board



Brian Ambrose

Chairman

Date: 19 June 2013



Shaun Quinn

Director

Cash Flow Statement

for year ended 31 December 2012

	Notes	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Net cash (outflow)/inflow from operating activities	14	(4,359)	(3,762)	1,506	1,092
Capital expenditure and financial investment					
Payments to acquire intangible fixed assets		(609)	(494)	-	-
Payments to acquire tangible fixed assets		(285)	(231)	(92)	(80)
Proceeds of disposal of tangible fixed assets		3	2	-	-
Net cash (outflow)/inflow in the period	15	(5,250)	(4,485)	1,414	1,012

The accounting policies and notes 1 to 23 form an integral part of these Financial Statements.

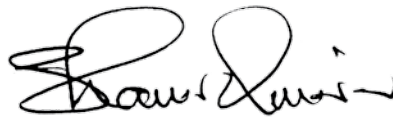
On behalf of the Board



Brian Ambrose

Chairman

Date: 19 June 2013



Shaun Quinn

Director

Notes to the Financial Statements

for year ended 31 December 2012

1. Format of Financial Statements

Euro results have been translated into Sterling at the year end closing rate of €1.23289 (2011: €1.19659) for the Balance Sheet and the average yearly rate of €1.23274 (2011: €1.15210) for the Income and Expenditure Account.

2. Total Income

	Notes	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Fáilte Ireland		50,860	41,257	56,038	48,641
Northern Ireland Tourist Board		22,470	18,228	20,516	17,807
Trade Income		1,615	1,310	1,302	1,130
Sundry Income		198	161	204	177
Net deferred funding for pensions	16d	2,706	2,195	2,487	2,159
		77,849	63,151	80,547	69,914

Income is receivable from Fáilte Ireland and the Northern Ireland Tourist Board in accordance with funding provisions set out in the Financial Memorandum. The amount actually received in Sterling from NITB was £19.549m (2011: £16.823m).

Income from Fáilte Ireland includes funds for regional and product development of €3.536m: £2.868m (2011 €4.090m: £3.551m) and for the Gathering project of €1.493m: £1.211m (2011 €nil: £nil)

3. Expenditure

	Notes	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Marketing Programmes		54,165	43,938	57,053	49,520
Overseas General Sales Agents		667	541	736	639
Staff costs	5	15,291	12,404	15,746	13,668
Office and Admin costs		7,089	5,752	6,746	5,856
Travel and subsistence		1,172	951	1,075	933
Legal and professional		385	312	484	420
Directors remuneration	6	91	74	92	80
Bad debts provision written back		(5)	(4)	-	-
		78,855	63,968	81,932	71,116

Marketing programmes include €3.536m: £2.868m (2011 €4.090m: £3.551m) spent on regional and product development and €1.493m: £1.211m (2011 €nil: £nil) spent on the Gathering project.

Company policy allows in exceptional circumstances for the payment of school fees for the children of management on overseas assignment. Expenditure in that regard amounted to €4,719 (£3,828) (2011 €68,235: £59,227) and is included in Office and Administration costs.

Notes to the Financial Statements (continued)

for year ended 31 December 2012

3. Expenditure (continued) 2012 Expenditure Analysis

	Notes	Central € (000's)	Great Britain € (000's)	Europe € (000's)	Australia & Dev. Markets € (000's)	North America € (000's)	Total € (000's)
Marketing Programmes		7,484	20,902	13,109	1,993	10,677	54,165
Overseas General Sales Agents		-	-	150	517	-	667
Staff costs	5	7,688	1,271	3,329	670	2,333	15,291
Office and Admin costs		4,462	706	847	247	827	7,089
Travel & Subsistence		374	168	260	139	231	1,172
Legal and professional		255	-	51	11	68	385
Directors remuneration	6	91	-	-	-	-	91
Bad debts provision written back		(5)	-	-	-	-	(5)
		20,349	23,047	17,746	3,577	14,136	78,855

Central Marketing programmes comprise of Tourism Ireland's customer contact centre, e-marketing unit, advertising production and the costs of the production and distribution of collateral materials.

	Notes	Central STG€ (000's)	Great Britain STG€ (000's)	Europe STG€ (000's)	Australia & Dev. Markets STG€ (000's)	North America STG€ (000's)	Total STG€ (000's)
Marketing Programmes		6,071	16,956	10,634	1,617	8,660	43,938
Overseas General Sales Agents		-	-	122	419	-	541
Staff costs	5	6,236	1,031	2,700	544	1,893	12,404
Office and Admin costs		3,621	573	687	200	671	5,752
Travel & Subsistence		304	136	211	113	187	951
Legal and Professional		207	-	41	9	55	312
Directors' remuneration	6	74	-	-	-	-	74
Bad debts provision written back		(4)	-	-	-	-	(4)
		16,509	18,696	14,395	2,902	11,466	63,968

4. (Deficit)/Excess of Income over Expenditure

This is stated after charging:

	Notes	2012 € (000's)	2012 STG€ (000's)	2011 € (000's)	2011 STG€ (000's)
Depreciation of tangible assets	8	148	121	274	238
Auditors' remuneration		25	20	23	20
Directors' remuneration	6	91	74	92	80
Operating lease rentals - Land & Buildings		1,992	1,616	2,156	1,871
Operating lease rentals - Other		22	18	24	21
Bad Debts Provision written back		(5)	(4)	-	-

Notes to the Financial Statements (*continued*)

for year ended 31 December 2012

5. Employees and Remuneration

	Notes	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Wages & salaries		9,543	7,741	10,169	8,827
Social welfare costs		1,240	1,006	1,280	1,111
Student placement programmes		689	559	658	571
Company contribution to private pensions	16g	51	41	35	30
Current pension service costs	16d	3,492	2,833	3,301	2,866
Other payroll costs		276	224	303	263
		15,291	12,404	15,746	13,668

The average number of people employed during the year was 152 (2011: 154).

During the year, €215,210 (£174,579) of pension related deductions, under the Financial Emergency Measures in the Public Interest Act, 2009, as amended, were deducted and paid over to the Department of Transport, Tourism and Sport

The current Chief Executive was appointed by the North South Ministerial Council on 10 June 2009 and his contract is for a period of 5 years. His salary is €165,186 (£133,999), he is a member of the company's pension scheme, no bonus is payable and his salary has been amended in accordance with the Financial Emergency Measures in the Public Interest Act, 2009.

6. Directors' Remuneration Emoluments

	2012 €	2012 STGE	2011 €	2011 STGE
For services as directors	91,055	73,862	92,303	80,120
Mr Brian Ambrose	11,970	9,710	8,100	7,031
Mr James Flannery	9,830	7,974	3,531	3,065
Ms Ciara Burke	7,695	6,242	10,350	8,984
Mr Denis Cregan	7,695	6,242	-	-
Mr Howard Hastings	7,695	6,242	8,100	7,031
Mr John Healy	7,695	6,242	-	-
Mr David Lyle	7,695	6,242	8,100	7,031
Mr Christoph Mueller	7,695	6,242	-	-
Ms Elaine Murphy	7,695	6,242	-	-
Mr Derek Reaney	7,695	6,242	-	-
Mr David Rodway	7,695	6,242	-	-
Ms Ann Riordan	-	-	10,062	8,733
Mr Bill McGuinness	-	-	8,100	7,031
Mr John Power	-	-	8,100	7,031
Mr Hugh Friel	-	-	4,297	3,730
Mr Maurice Pratt	-	-	7,363	6,391
Mrs Mandy Martin	-	-	8,100	7,031
Mr Robert Manson	-	-	8,100	7,031
Mr Shaun Quinn	-	-	-	-

No other Director received any remuneration and the Directors are not entitled to any other emolument, benefit or pension and are not entitled to compensation upon loss of office. None of the Directors received an incentive to take up office. Board Members expenses in 2012 amounted to €8,578 (£6,959) broken down as follows: €5,949 (£4,826) mileage, €1,895 (£1,537) subsistence & accommodation and €734 (£596) other travel expenses.

Notes to the Financial Statements (continued)

for year ended 31 December 2012

7. Intangible Fixed Assets

	Domain Name € (000's)	Total € (000's)
Cost		
At 1 January 2012	-	-
Additions	609	609
Disposals	-	-
At 31 December 2012	609	609
Amortisation		
At 1 January 2012	-	-
Charge for Year	-	-
Disposals	-	-
At 31 December 2012	-	-
	€ (000's)	€ (000's)
Net Book Value		
At 31 December 2012	609	609
At 31 December 2011	-	-
	Domain Name STGE (000's)	Total STGE (000's)
Cost		
At 1 January 2012	-	-
Exchange Adjustment	-	-
Additions	494	494
Disposals	-	-
At 31 December 2012	494	494
Amortisation		
At 1 January 2012	-	-
Exchange Adjustment	-	-
Charge for Year	-	-
Disposals	-	-
At 31 December 2012	-	-
	STGE (000's)	STGE (000's)
Net Book Value		
At 31 December 2012	494	494
At 31 December 2011	-	-

The estimated useful life of intangible fixed assets, by reference to which amortisation is calculated, is as follows:
Domain Names 5 years

This asset relates to the purchase of the domain name "Ireland.com" from The Irish Times in late 2012. No amortisation has been charged for 2012.

Notes to the Financial Statements (*continued*)

for year ended 31 December 2012

8. Tangible Fixed Assets

	Computer Equipment € (000's)	Fixtures & Fittings € (000's)	Leasehold Property € (000's)	Total € (000's)
Cost				
At 1 January 2012	1,630	961	2,410	5,001
Additions	270	15	-	285
Disposals	(269)	(5)	-	(274)
At 31 December 2012	1,631	971	2,410	5,012
Depreciation				
At 1 January 2012	1,530	830	2,385	4,745
Charge for Year	78	46	24	148
Disposals	(269)	(5)	-	(274)
At 31 December 2012	1,339	871	2,409	4,619
Net Book Value				
	€ (000's)	€ (000's)	€ (000's)	€ (000's)
At 31 December 2012	292	100	1	393
At 31 December 2011	100	131	25	256
Cost				
	Computer Equipment STGE (000's)	Fixtures & Fittings STGE (000's)	Leasehold Property STGE (000's)	Total STGE (000's)
At 1 January 2012	1,361	804	2,014	4,179
Exchange Adjustment	(40)	(24)	(59)	(123)
Additions	219	12	-	231
Disposals	(218)	(4)	-	(222)
At 31 December 2012	1,322	788	1,955	4,065
Depreciation				
At 1 January 2012	1,277	692	1,996	3,965
Exchange Adjustment	(38)	(20)	(62)	(120)
Charge for Year	64	37	20	121
Disposals	(218)	(4)	-	(222)
At 31 December 2012	1,085	705	1,954	3,744
Net Book Value				
	STGE (000's)	STGE (000's)	STGE (000's)	STGE (000's)
At 31 December 2012	237	83	1	321
At 31 December 2011	84	112	18	214

The estimated useful lives of tangible fixed assets by reference to which depreciation is calculated are as follows:

Computer Equipment	3 years	Fixtures & Fittings	8 years
Leasehold Property	8 years		

Notes to the Financial Statements (continued)

for year ended 31 December 2012

9. Debtors

	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Trade debtors	38	31	106	89
Fáilte Ireland	4,220	3,423	1,824	1,524
Sundry debtors and prepayments	1,355	1,099	1,843	1,540
	5,613	4,553	3,773	3,153

10. Creditors

	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Amounts falling due within one year				
Trade creditors	7,138	5,790	9,448	7,896
Northern Ireland Tourist Board	10	8	36	30
Trade income received in advance	177	144	148	123
Pay related tax costs and deductions	44	35	50	42
Pension costs	11	9	2	2
VAT	629	510	45	37
Accruals	544	441	482	403
	8,553	6,937	10,211	8,533

11. Operating Leases

At 31 December 2012 the company had annual commitments under operating leases as follows:

Expiring	Land & Buildings	Other Operating Leases	Total	Land & Buildings	Other Operating Leases	Total
	€ (000's)	€ (000's)	€ (000's)	STGE (000's)	STGE (000's)	STGE (000's)
Within 1 year	48	-	48	39	-	39
Between 2 and 5 years	791	13	804	642	10	652
More than 5 years	1,153	-	1,153	935	-	935
	1,992	13	2,005	1,616	10	1,626

Notes to the Financial Statements (*continued*)

for year ended 31 December 2012

11. Operating Leases (*continued*)

The annual rent payable in respect of leased premises is broken down as follows:

Location	Expiry Date	Break Clause	2012 Rent Payable € (000's)	2012 Rent Payable STGE (000's)	2011 Rent Payable € (000's)	2011 Rent Payable STGE (000's)
Head offices						
Dublin (1)	2022		600	487	587	510
Coleraine	2013		52	42	51	44
Overseas offices						
Amsterdam	2016	-	60	49	61	53
Brussels	2015	-	31	25	36	31
Copenhagen	2020	2013	46	37	39	34
Dubai	2014	-	55	45	55	48
Frankfurt	2022	2017	70	56	101	88
Glasgow (2)	Rolling	-	19	16	20	17
London	2018	2013	315	256	323	280
Madrid (1) (2)	Rolling	-	51	41	51	44
Milan	2017	-	43	35	42	36
New York (1)	2014	-	502	407	502	436
Paris	2018	-	140	114	133	115
Shanghai (1)	2014	-	46	37	46	40
Sydney	2015	-	47	38	42	36
Toronto	2013	-	42	34	42	36
Total annual costs			2,119	1,719	2,131	1,848

Notes:

(1) Shared accommodation with another state agency or Government body

(2) Premises currently occupied on a rolling basis with no fixed term

12. Government Grant Reserve

	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Balance at beginning of the period	256	214	438	376
Revaluation of opening balance	-	(6)	-	(10)
Transfers (to)/from Income and Expenditure Account:				
Grants used to purchase fixed assets	894	725	92	80
Amortisation in line with asset depreciation	(148)	(121)	(274)	(238)
	746	604	(182)	(158)
Revaluation to closing balance	-	3	-	6
Balance at 31 December	1,002	815	256	214

Notes to the Financial Statements (continued)

for year ended 31 December 2012

13. Income and Expenditure Account

	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Balance at beginning of the period	2,799	2,339	4,002	3,431
Revaluation of opening balance	-	(68)	-	(87)
(Deficit)/Excess of income over expenditure	(1,752)	(1,421)	(1,203)	(1,044)
Revaluation to closing balance	-	-	-	39
Balance at 31 December	1,047	850	2,799	2,339

14. Reconciliation of the (Deficit)/Excess of income over expenditure to net cash (outflow)/inflow from operating activities

	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
(Deficit)/Excess of income over expenditure in period	(1,752)	(1,421)	(1,203)	(1,044)
Depreciation of tangible fixed assets	148	121	274	238
Transfer from Government Grant Reserve (per note 12)	746	604	(182)	(158)
Loss/(Profit) on disposal of tangible fixed assets	(3)	(2)	-	-
(Increase)/Decrease in debtors	(1,840)	(1,400)	(420)	(278)
Increase/(Decrease) in creditors	(1,658)	(1,596)	3,037	2,382
Revaluation of opening balance	-	(68)	-	(87)
Revaluation to closing balance	-	-	-	39
Net cash (outflow)/inflow from operating activities	(4,359)	(3,762)	1,506	1,092

15. Reconciliation of net cash (outflow)/inflow to movement in bank and cash balances

	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Bank and Cash Balances at 1 January	9,237	7,719	7,823	6,707
Net Cash (outflow)/inflow	(5,250)	(4,485)	1,414	1,012
Bank and Cash Balances at 31 December	3,987	3,234	9,237	7,719
Net cash (outflow)/inflow from operating activities	(4,968)	(4,256)	1,506	1,092
Net cash (outflow) from non operating activities	(282)	(229)	(92)	(80)
Net cash (outflow)/inflow	(5,250)	(4,485)	1,414	1,012

16. Pensions

a) Background

The North/South Pension Scheme was established by the North/South Implementation Bodies and Tourism Ireland Limited with effect from 29 April 2005.

There are a number of different categories of membership which are designed for both new members and members who transferred in from Bord Fáilte (now Fáilte Ireland) and the Northern Ireland Tourist Board. In addition Tourism Ireland makes contributions to a number of personal schemes operated by its employees.

Notes to the Financial Statements (*continued*)

for year ended 31 December 2012

16. Pensions (*continued*)

b) Accounting Treatment

FRS17 requires financial statements to reflect, at fair value, the assets and liabilities arising from an employer's obligations and any related funding and to recognise the costs of providing superannuation benefits in the accounting periods in which they are earned by employees.

The effect of FRS17 is to recognise as expenditure in the year the cost of pensions earned, rather than the payments made to pensioners, and a corresponding funding amount. In addition the Balance Sheet recognises the cumulative liability for pensions earned by employees as at 31 December 2012 together with a corresponding asset.

The valuation used for FRS17 disclosures has been based on an actuarial valuation as at 31 December 2012 by a qualified independent actuary to take account of the requirements of FRS17 in order to assess the scheme liabilities at 31 December 2012. The principal actuarial assumptions used to calculate scheme liabilities under FRS17 are:

	2012	2011
Discount rate (South)	2.70%	4.60%
Discount rate (North)	4.10%	4.70%
Inflation rate (South)	2.50%	2.50%
Inflation rate (North)	1.80%	2.60%
Rate of increase in salaries	4.00%	4.00%
Rate of increase for pensions (South)	2.50% or 4.0%	2.50% or 4.0%
Rate of increase for pensions (North)	1.80%	2.60%
Average expected future life at age 65 for		
Male currently aged 65	21.5	21.4
Female currently aged 65	24.1	24.0
Male currently aged 45	23.4	23.3
Female currently aged 45	25.9	25.9

c) Movement in Net Pension Liability during the financial year

	2012	2012	2011	2011
	€	STGE	€	STGE
	(000's)	(000's)	(000's)	(000's)
(Deficit) in the plan at the beginning of the year	(39,423)	(32,946)	(36,955)	(31,684)
Exchange differences	-	970	-	841
Benefits paid during the year	786	638	814	707
Current service cost	(1,648)	(1,337)	(1,511)	(1,312)
Net transfers (in)/out of the scheme	-	-	1,228	1,066
Other finance income/(charge)	(1,844)	(1,496)	(1,790)	(1,554)
Actuarial (loss)/gain	(13,892)	(11,268)	(1,209)	(1,010)
(Deficit) in the plan at the end of the year	(56,021)	(45,439)	(39,423)	(32,946)

Analysis of the movement in (deficit) in the Plan during the period is as follows:

	2012	2012	2011	2011
	€	STGE	€	STGE
	(000's)	(000's)	(000's)	(000's)
Experience gain/(loss)	692	561	(36)	(30)
(Loss)/gain on change of financial assumptions	(14,584)	(11,829)	(1,173)	(980)
Actuarial (loss)/gain	(13,892)	(11,268)	(1,209)	(1,010)

Notes to the Financial Statements (continued)

for year ended 31 December 2012

16. Pensions (continued)

d) Income and Expenditure Account analysis for the financial year

Analysis of the net deferred funding for pensions is as follows:

	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Current service cost	1,648	1,337	1,511	1,312
Other finance cost	1,844	1,496	1,790	1,554
Benefits paid during the year	(786)	(638)	(814)	(707)
	2,706	2,195	2,487	2,159

Analysis of the current pension service costs is as follows:

	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Current service cost	1,648	1,337	1,511	1,312
Other finance cost	1,844	1,496	1,790	1,554
	3,492	2,833	3,301	2,866

e) Deferred Funding Asset for Pensions

	2012 € (000's)	2012 STGE (000's)	2011 € (000's)	2011 STGE (000's)
Opening Balance at 1 January	39,423	32,946	36,955	31,684
Increase in Deferred Funding of Pension Asset	16,598	12,493	2,468	1,262
Closing balance at 31 December	56,021	45,439	39,423	32,946

f) History of Defined Benefit Liabilities

	2012 € (000's)	2011 € (000's)	2010 € (000's)	2009 € (000's)	2008 € (000's)
(Deficit) as at 31 December	(56,021)	(39,423)	(36,955)	(33,713)	(24,398)
Experience gain/(loss)	692	(36)	1,636	(709)	(40)
Percentage of Scheme Liabilities	1.2%	(0.1%)	4.4%	(2.1%)	(0.2%)

	2012 STGE (000's)	2011 STGE (000's)	2010 STGE (000's)	2009 STGE (000's)	2008 STGE (000's)
(Deficit) as at 31 December	(45,439)	(32,946)	(31,684)	(29,900)	(23,810)
Experience gain/(loss)	561	(30)	1,404	(632)	(32)
Percentage of Scheme Liabilities	1.2%	(0.1%)	4.4%	(2.1%)	(0.1%)

g) Private Pension Schemes

In circumstances where staff are unable to avail of the scheme, they may set up a personal defined contribution scheme, to which the company will make a contribution. There are 34 staff members in such schemes.

Notes to the Financial Statements (*continued*)

for year ended 31 December 2012

17. Capital Commitments

There were no capital commitments at 31 December 2012 (2011- Nil).

18. Other Commitments

The company had committed to marketing expenditure of €1.8m (£1.4m) at 31 December 2012 (2011- €3.6m £3.0m).

19. Grant Payment Commitments

There were no grant payment commitments at 31 December 2012 (2011- Nil).

20. Contingent Liabilities

There were no contingent liabilities at 31 December 2012 (2011- Nil).

21. Related Party Transactions

Tourism Ireland Limited is a company Limited by guarantee with two members Fáilte Ireland and the Northern Ireland Tourist Board, and sponsored by two government departments, the Department of Transport, Tourism and Sport in the South and the Department of Enterprise, Trade and Investment in the North. These agencies and departments are regarded as related parties and during the year Tourism Ireland Limited was principally funded by these departments/agencies and had various transactions with them. There were no other related party transactions during the period.

22. Board Members – Disclosure of Transactions

In the normal course of business, Tourism Ireland Limited may enter into contractual arrangements with undertakings in which Board Members are employed or otherwise interested. Tourism Ireland Limited has adopted procedures in accordance with the guidelines issued in relation to the disclosure of interests by Board Members and these procedures have been adhered to during the year.

23. Approval of Financial Statements

The financial statements were approved by the Board of Directors on 9 May 2013.



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Tourism Ireland

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