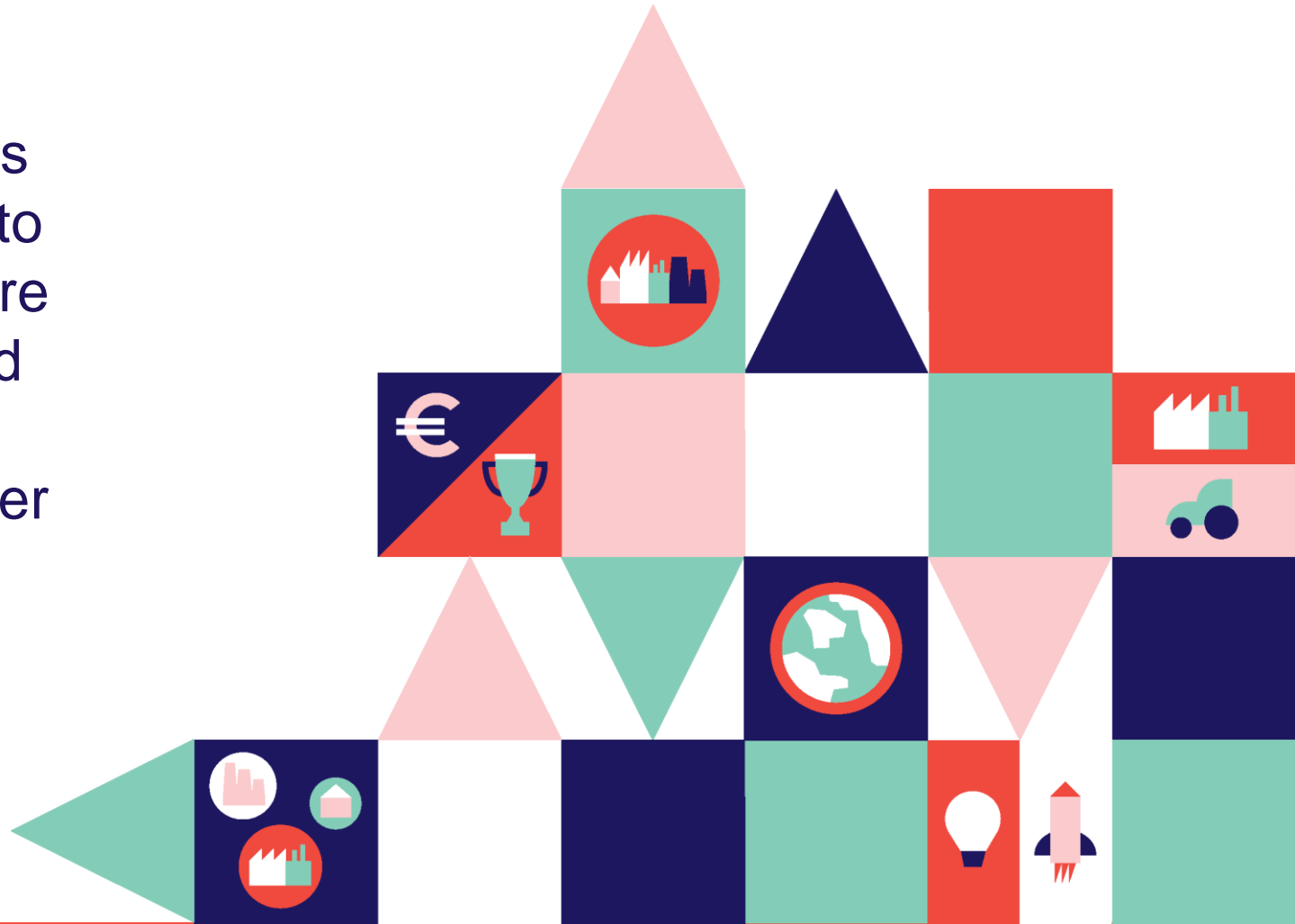


Ireland: Towards a Model of Sustainable Substance



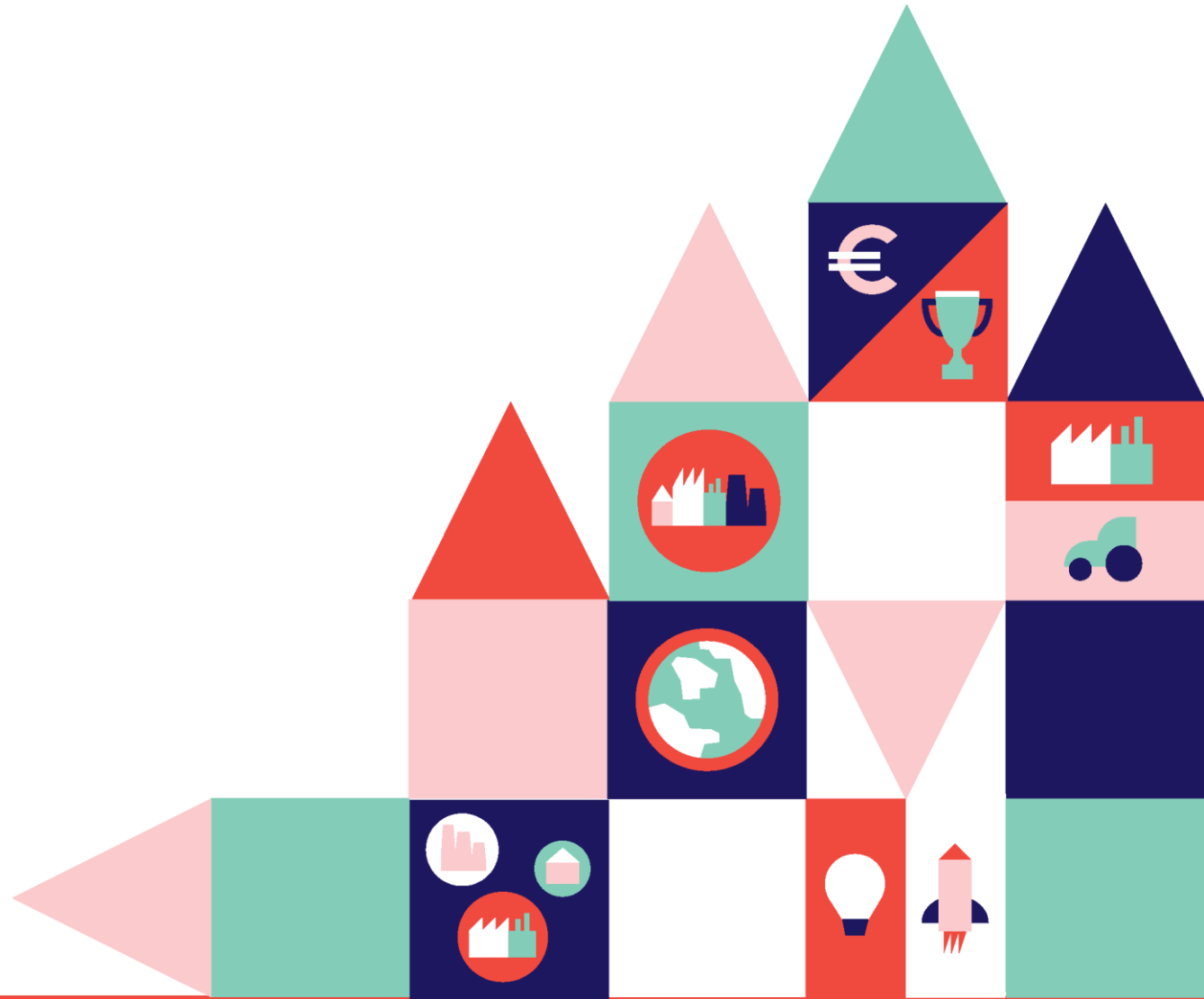
Substance

Ireland's business model has always had substance. From adding value to agricultural output to the manufacture of the world's leading medicines and developing cutting edge digital technology; Ireland continues to layer substance on substance as market trends evolve.

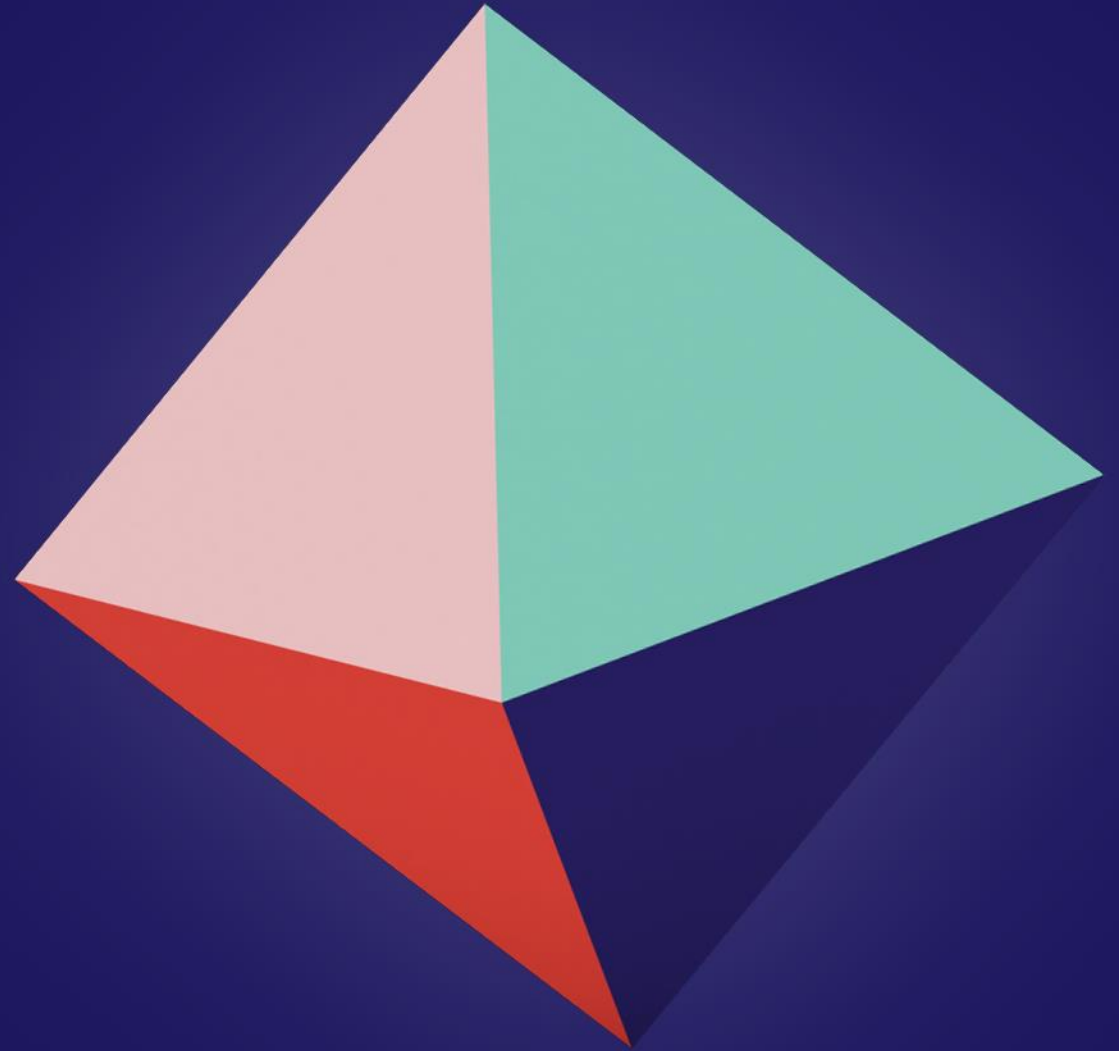


Sustainability

Sustainability requires both our business model to evolve and succeed over time and for our economy to be a global leader in embracing the opportunities provided by the environmental sustainability revolution. Developing a model of sustainable substance will be the acid test of Ireland's success over the next decade.



Redefining Competitiveness



Competitiveness
thinking
is moving:

From
shareholder
value

to
stakeholder
value

Competitiveness
thinking
is moving:

From
maximising
output

**to maximising
sustainable
output**

Competitiveness
thinking
is moving:

From the
lowest
tax outcome

**to competitive
and reputable
outcomes**

Competitiveness
thinking
is moving:

From being
apart from
social change

**to being
a part of
social change**

Competitiveness
thinking
is moving:

From
individualism
first

**to collective
approaches to
new challenges**

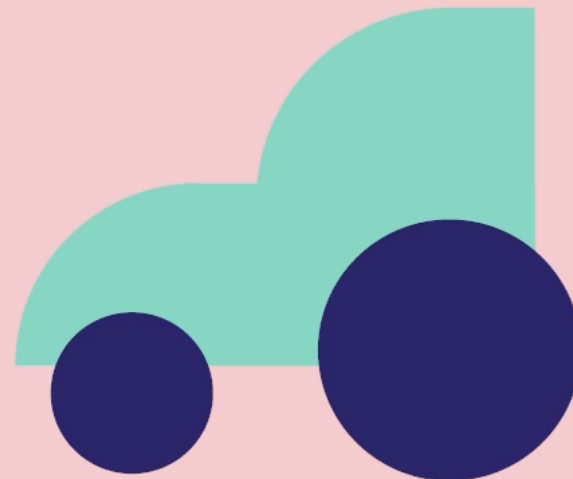
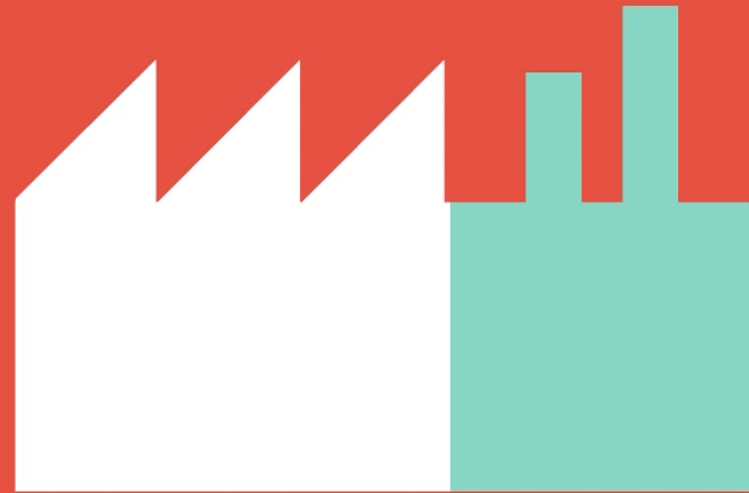
The 6 Key Characteristics of the Irish Business Model



1

Evolution

An evolving business model is one which is continuously adapting to change and seeking new opportunities and success in the face of ongoing disruption.



2

Global Footprint

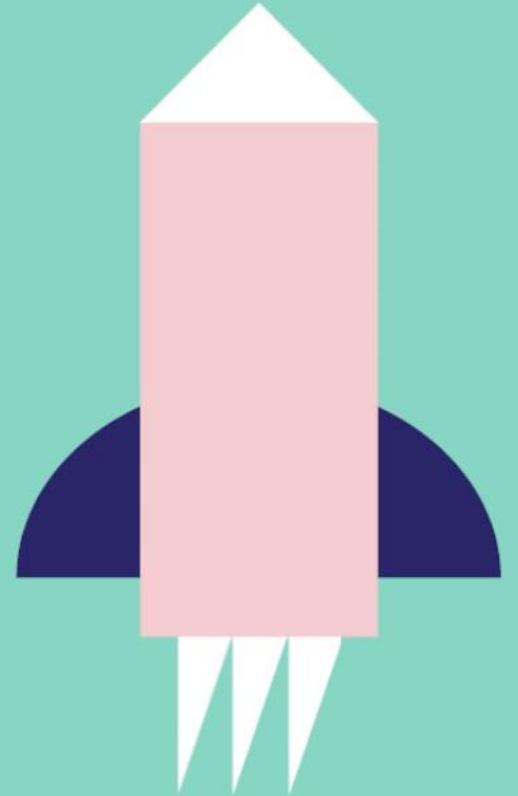
Ireland clearly has an outsized footprint. From a population base of just 5 million people, Irish firms are market segment leaders across the globe with many having production, customer engagement and innovation functions in multiple jurisdictions.



3

Full Business Lifecycle

A full business lifecycle involves successfully delivering high quality value creation in all elements of modern business activity. In Ireland this includes excellence in manufacturing, logistics, shared service provision, R&D, finance and marketing and sales functions.



4

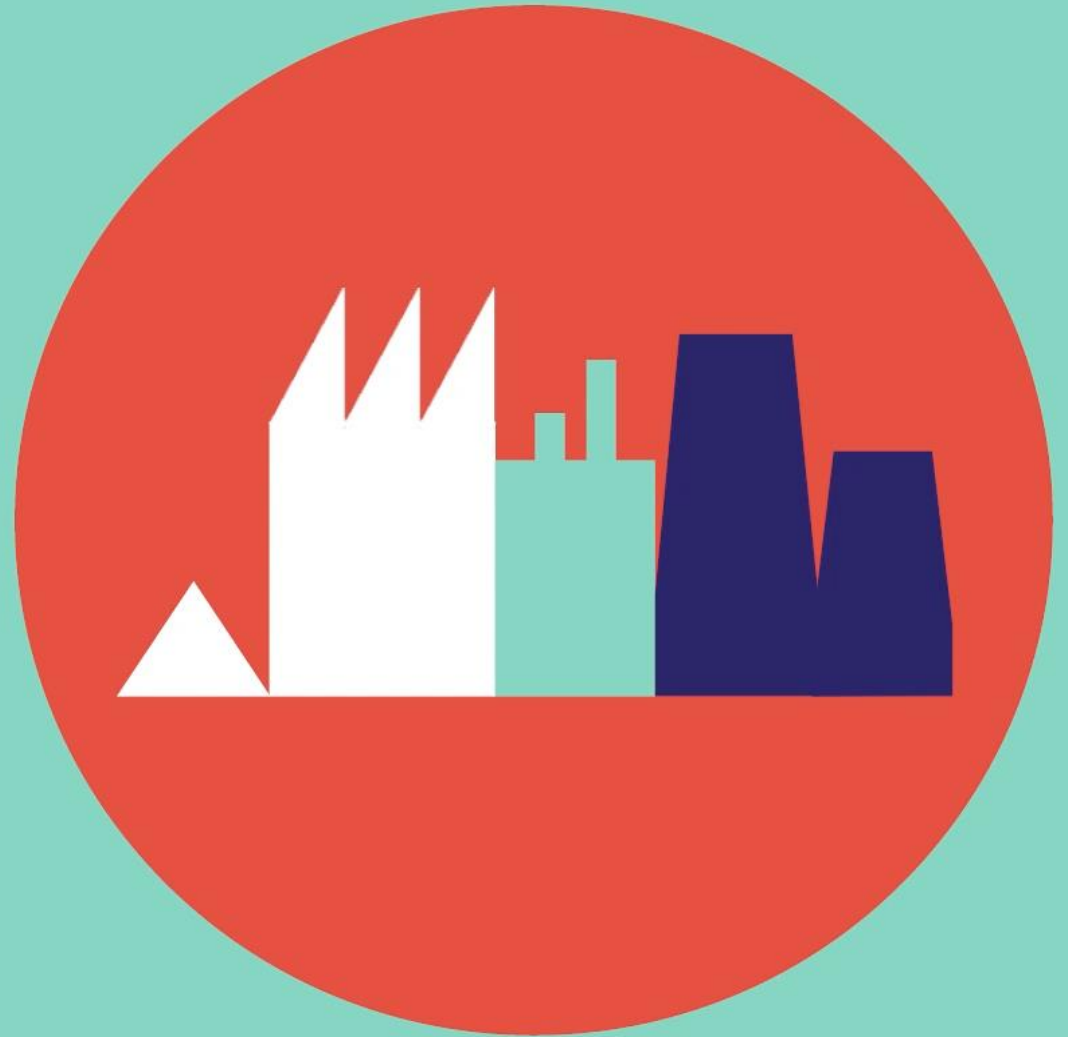
World Class Economy

A broad range of cutting edge and world class functions are undertaken in Ireland, as demonstrated by the renowned excellence in manufacturing, superb quality metrics and the presence of global leaders in R&D and innovation functions.

5

Global Hub

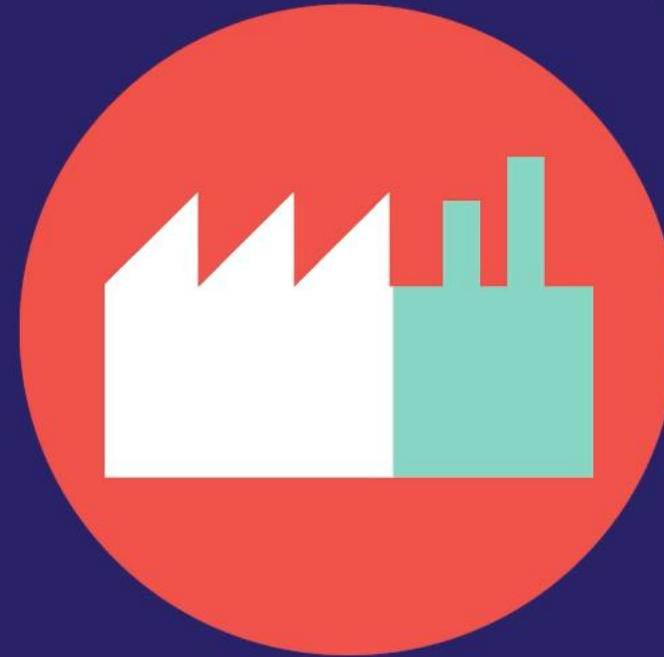
Ireland is a Global Hub where top international companies have converged to locate their headquarters. Ireland is now home to all of the top ten global technology companies, 18 of the top 20 pharmaceutical companies and 18 of the top 25 medical technology companies.



6

Clusters

Ireland's business model is characterised by a dynamic ecosystem of clusters involving multinationals in different sectors, generating local SMEs and partnering with the indigenous sector along with higher education, health and research institutions.



Ireland by Numbers

Renewables to account for 80% of Ireland's electricity by 2030

2nd

We are the second largest exporter of medical devices in Europe

5th largest exporter of data processing machines in the EU

51%

Ireland's 2030 emissions reduction target of 51%

5%

Ireland has committed to spending 5% of national income over the coming decade on investment to address climate and societal infrastructure challenges

10 / 10

Top global technology companies

18 / 25

Top MedTech companies

18 / 20

Top Biopharma companies

Ireland manages half of the world's leased aircraft fleet

50%

5th

Ireland scores 5th highest of EU countries in the Social Progress Index

1st

The number 1 exporter of beef and butter in the EU

3rd

The third largest exporter of spirits and liquor

3rd

The third largest exporter of cheese

80%

Irish owned manufacturing exporters grew their sales globally by over 80% between 2010 and 2019



It's a powerful story.
Let's tell everyone.



Ireland: **Towards a Model of Sustainable Substance**