



# **Adapt Intelligently:** A Strategy for Sustainable Growth and Innovation 2025-29

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# Foreword

Ireland remains committed to foreign direct investment (FDI) as one of the key components of the Irish economy. We have proven adept in the past at anticipating and responding to shifts in the global landscape, realising growth opportunities as sectors evolved and new technologies emerged. In a period of marked global change and uncertainty, this strategy will direct the focus of IDA Ireland as it partners with client companies to enhance the resilience, productivity, and innovation of Ireland's FDI base.

Central to IDA's strategy is an emphasis on partnering with the existing 1,800 clients, employing over 300,000 people across the country, to identify opportunities to safeguard and strengthen long-term investment in Ireland. In practical terms this means supporting clients to increase the competitiveness of their Irish operations through investment in innovation, digitalisation, talent development and sustainability. Action on one or more of these areas can be transformational, providing the foundation on which IDA clients can capture new growth opportunities.

While recognising the risks to the global economic outlook, IDA's strategy remains a plan of ambition. It identifies and responds to key FDI growth drivers including digitalisation and AI, semiconductors, health, and sustainability. These convergent spheres of opportunity are well aligned to the core sectors in Ireland's existing FDI base and will help shape IDA's continued focus on attracting new investment to Ireland. They echo the focus and ambition of the Programme for Government, including forthcoming National Strategies on Semiconductors and the Life Sciences all designed to underpin the future of these key sectors and position Ireland for new investment opportunities.

Furthermore, in line with the Programme for Government, IDA's strategic objectives to scale cutting edge innovation and further deepen

and scale RD&I in Ireland, include partnering with Research Ireland on Centres for Research Training, and partnering with clients to realise opportunities associated with new and evolving EU instruments such as Important Projects of Common European Interest (IPCEI).

This strategy also reaffirms IDA's unrelenting focus on maximising opportunities for existing and new clients to invest in regional locations. Building on the excellent performance over the previous strategy, IDA is targeting 55% of investments to regional locations over the next 5 years. This will be achieved through continued partnership with regional stakeholders, and through Government investment in the next iteration of IDA's regional property programme and developing new next generation strategic sites. The scale and scope of the proposed next generation strategic sites demonstrate the ambition that we have for our regions over the coming years, especially as prospective FDI which IDA Ireland is keen to capitalise on, has highlighted a critical need to increase the supply of suitable property solutions to meet this demand.

As we look forward, we do not take the significant impact of FDI on our economy and society for granted. Nor do we underestimate the challenges that companies face in the operating environment of today. Through this strategy, the IDA will continue to work to deepen the impact of FDI by working

with Enterprise Ireland on enhancing supply and innovation links between Irish-based enterprises. The Agency will also enhance the supports and services it provides to client companies.

At the same time, the Government is committed to a renewed focus on competitiveness and productivity which will ensure we remain an attractive location for startups and foreign investment, and the most supportive environment for indigenous businesses. Fundamental to achieving these ambitions are agile policies and delivery of national infrastructure as committed to in the Programme for Government.

In a world of uncertainty, companies can be certain that Ireland remains determined to remain a leading location in which to grow, innovate and succeed. Through decades-long partnership across the public and private sector, Ireland has won investment and built up an FDI base in high value, cutting edge services and manufacturing sectors. Protecting this existing base, positioning it for further success and securing the next generation of investment is of critical importance. This strategy will ensure IDA adapts to a changed global landscape to achieve these ambitious objectives.

**Peter Burke, T.D.**

Minister for Enterprise, Trade and Employment



## Chairman/CEO Summary

As we begin to write the next chapter of foreign direct investment (FDI) in Ireland, we do so from a strong starting position. IDA Ireland clients have played a critical part in transforming the Irish economy, directly employing more than one in ten people in the country and spending over €38bn annually on Irish goods, services and payroll.

In tandem with Irish enterprises, FDI has positioned Ireland as a key hub for the sectors and technologies that underpin the way people around the world live and work.

In a fast-changing world of uncertainty and disruption, standing still means falling behind. IDA Ireland's 2025-29 strategy takes heed of the risks that surround us, but at its core the strategy is one of ambition and opportunity aligned with the Programme for Government, and the Government's White Paper on Enterprise.

There are challenges ahead: increased competition for a smaller

number of investment projects globally, geopolitical instability, and rapid technological change. Amid this turbulence, we have identified clear opportunities for Ireland to win investment in key growth areas such as **digitalisation and artificial intelligence (AI); semiconductors; health; and sustainability.**

As we adapt to succeed in these areas, we will remain laser focused on supporting our established client portfolio and strengthening our core sectors - Technology, Content, Consumer and Business Services, International Financial Services, Pharmaceuticals, Biopharmaceuticals and Food, Medical Technologies,

Engineering and Green Economy.

Success in the future will require a continued deepening of our partnerships with existing clients, an ambition to capture new growth opportunities, and a steadfast focus on competitiveness. We see an important opportunity to partner with our 1,800 client companies to enhance the competitiveness, productivity, skills and sustainability of their Irish operations. There are also new and collaborative opportunities associated with the Government's Shared Island Initiative, in addition to the EU's renewed focus on enhancing pan-European competitiveness and innovation.

Strategic objectives and targets:

**Strengthen long-term investment**

The 1,800 IDA Ireland client companies based in Ireland are a key national asset that we will place an overarching focus on retaining and renewing. We recognise the commitment these global companies have made to Ireland and will partner with them to drive competitiveness and productivity in their Irish operations, including through transformative talent development initiatives. We will proactively engage with clients as they navigate challenges and realise opportunities in a reshaped global economy.

**Drive sustainable change**

IDA Ireland client companies are playing a core part in shaping a new green and digital global economy, where Ireland has the potential to be a location of choice for green-powered and digitally enabled enterprises. We will partner with clients to improve the digital maturity and sustainability footprint of their Irish operations, while at the same time attracting a new wave of green and digitally enabled investments.

**Scale cutting-edge innovation**

Ireland's FDI base has helped position an island on the edge of Europe at the very centre of cutting-edge global technological innovation across all our sectors. Ireland has a real opportunity to build on the existing innovation ecosystem and to enhance pan-European and global innovation linkages. A key ambition of this strategy is to increase the scale and impact of innovation by IDA Ireland clients through enhanced support for next-generation and collaborative research, development, and innovation (RD&I).

**Maximise regional opportunities**

IDA Ireland client companies directly employ more than 165,000 people in regional locations across the country, while these locations in turn provide companies with the ecosystem, infrastructure, and talent needed to successfully implement leading investments. Our regional strategy has a proven track record of success and IDA Ireland is committed to building on this in the years ahead. We will place an emphasis on enhancing the regional opportunity for clients, including providing next-generation sites and building solutions.



In pursuit of these objectives, **IDA Ireland will win 1,000 investments to:**

Secure **€7bn** in new RD&I investment

Create **75,000** jobs

Deliver **550** regional investments

Upskill **40,000** people.

Reduce IDA Ireland client carbon emissions by **35%**

This in turn will support IDA Ireland client spending in Ireland of **€250bn** over the lifetime of the strategy on wages, Irish goods and services, and capital investment, providing further opportunity and economic impact across local supply chains.

Our ambition for FDI is only realistic if it is matched by the right infrastructure, capacity and policies for Ireland to be a competitive, digital and green economy. There are five key enabling conditions for winning continued investment projects:

- **maintaining relative cost competitiveness**
- **an efficient planning system**
- **consistent infrastructure delivery**
- **a focus on talent development and innovation**
- **an enhanced incentive offering, which includes grants and tax.**

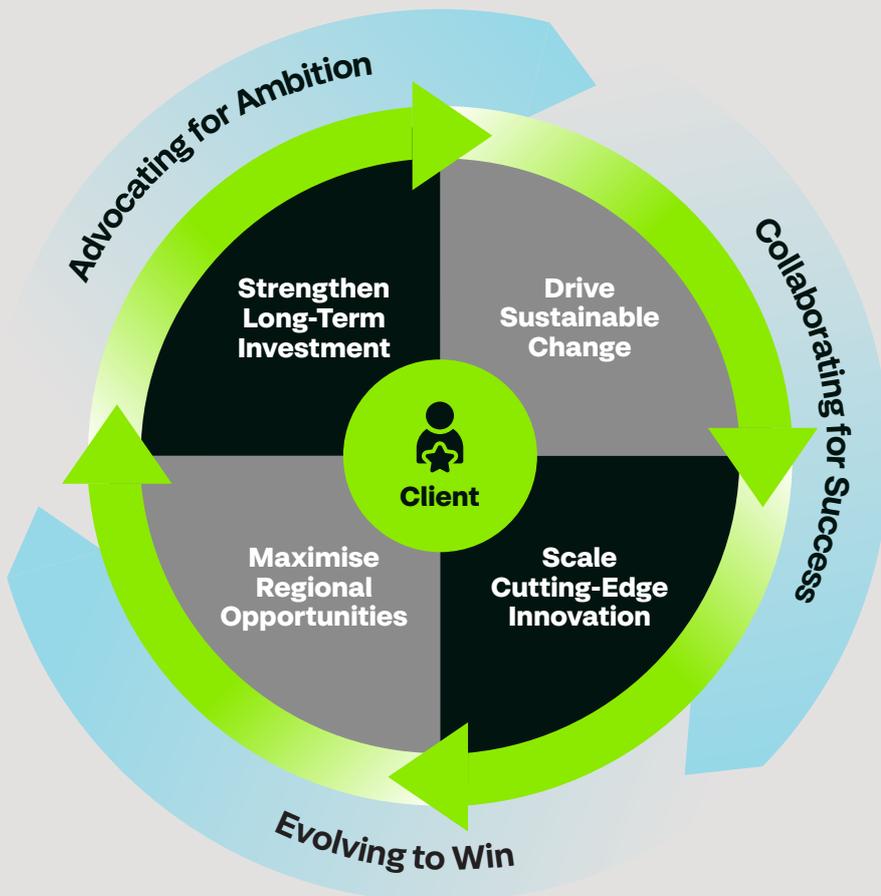
IDA Ireland will **advocate for ambition** when engaging with the increased range of stakeholders involved in enterprise policy. We will strengthen our emphasis on **collaborating for success** to achieve better and more competitive solutions for enterprise.

As we ask more of others, IDA Ireland will also elevate its own client offering. We must **evolve to win**, by enhancing clients' experience as they interact with the agency, by making our incentives more attractive and more accessible, and by adapting the approach of our team to respond to evolving client needs.

Client companies highly value our partnership and solution-oriented approach, along with wider Team Ireland colleagues at home and overseas.

Central to this success is the partnership our teams build and foster with clients, who are at the very centre of this strategy. Our values and how we work – enterprising, inclusive, resourceful, and empowering (ÉIRE), will underpin our success. So too will the strengths of Ireland's value proposition as an ecosystem for extraordinary partnership.

**Figure 1: Client Centred Strategy Framework**



Adapting to shifting global events with intent and purpose has been a hallmark of Ireland's success in the past. The direction of travel is one of change, but it can also be one of opportunity if we adapt intelligently. This strategy represents a positive response to a changing world. It aims to strengthen our core FDI assets and to deepen, scale, and add to Ireland's innovative FDI base.

# 01 Our Vision, Purpose and Values

We have taken a fresh look at our vision and purpose for this strategy to reflect our ambition to be an extraordinary partner for our clients, those already established here and those yet to come, and to make a meaningful social and economic impact for the people of Ireland.



## Our vision

Who we want to be

To be the world's best investment promotion agency, offering extraordinary opportunities to global companies.



## Our purpose

What we do

To cultivate sustainable global FDI partnerships, delivering economic opportunity and success for the people of Ireland.



## Our values

How we work

The IDA Ireland team is the vital asset to our mission and goals. Our clients value them highly. Just as we have updated our vision and purpose for this strategy, our values as an organisation have evolved to match. Our values reflect who we are and how we will achieve our purpose and deliver our vision.

We sum them up as **ÉIRE:**  
**Enterprising, Inclusive, Resourceful,**  
**and Empowering.**



## Enterprising

First without fear

We lead through innovation, courage and conviction, driving success for our global FDI partners and shaping brighter outcomes for the people of Ireland.



## Inclusive

Always be you

Embracing diversity as our strength, we foster an inclusive culture where every individual feels empowered to bring their unique experiences and talents to serve our global partners and contribute to Ireland's future.



## Resourceful

What it takes

Through resourcefulness, tenacity, and agile thinking, we overcome challenges and unearth opportunities. Open to collaborating with partners and stakeholders, while committed to a sustainable future, we harness our expertise and vision to achieve extraordinary outcomes.



## Empowering

Where people shine

Nurturing talent and fostering personal development, we empower our people to excel. By prioritising our team's well-being and professional growth, we ensure sustained achievement and tangible value for clients.



## 02 A Changing Context for FDI

We will deliver our 2025-2029 strategy in a changed national and international context, with four overarching structural forces – ‘the four Ds’ – reshaping the global economy:



### **Deglobalisation/ regionalisation**

Global value chains are adjusting in response to renewed industrial policy, heightened protectionism, and intense geopolitical competition.



### **Decarbonisation/ sustainability**

The acceleration of the green transition, and the competitive advantage associated with affordable, resilient, and renewable energy, is now central to investment location decisions.



### **Digitalisation**

The digital transition and continued technological advances, including in AI, are transforming business models and supply chains across advanced manufacturing, global services sectors and RD&I.



### **Demographics**

A more medium-term phenomenon, changing demographics, with people living longer and fertility rates falling in many parts of the world, will create new challenges and opportunities for growth.

These trends are creating disruption and opportunity across sectors. In this era of vast and fast change, Ireland's existing FDI base is a key asset for the country and the wider EU economy.

There has been a complete transformation in the scope, scale and complexity of the activities of IDA Ireland client companies in the last decade. Employment has increased by 55%, capital expenditure by 131%, and spend on Irish materials and services by 136%<sup>1</sup>.

Ireland's ability to support complex and innovative investment has seen companies position the country as a key part of their overall global value chains. As a result, the Irish sites of leading global companies play a key role in creating or adding value to the goods and services that underpin the modern global economy.

This places Ireland in a strong position to capitalise on the FDI growth opportunities associated with the 'four D's' provided we maintain and enhance our competitiveness in a world where more countries are, competing at a higher intensity, for a smaller number of investment projects.

**Figure 2: Transformed Impact of FDI**

## Evolution of FDI impact in Ireland in last 10 years



Direct employment  
**+55% increase  
to over 300,000**



Annual Irish  
sourced spend  
**+136% to €14.6bn**



Annual payroll  
**+146% to €23.9bn**



Annual capital expenditure  
**+131% to €13.2bn**

### FDI base accounts for:

- 11% national employment
- 75% corporation tax receipts
- 70% national exports
- 70% national business spend on RD&I



**Deep integration  
& contribution  
to strategic EU  
value chains**

**€160.4bn annual  
exports to EU**

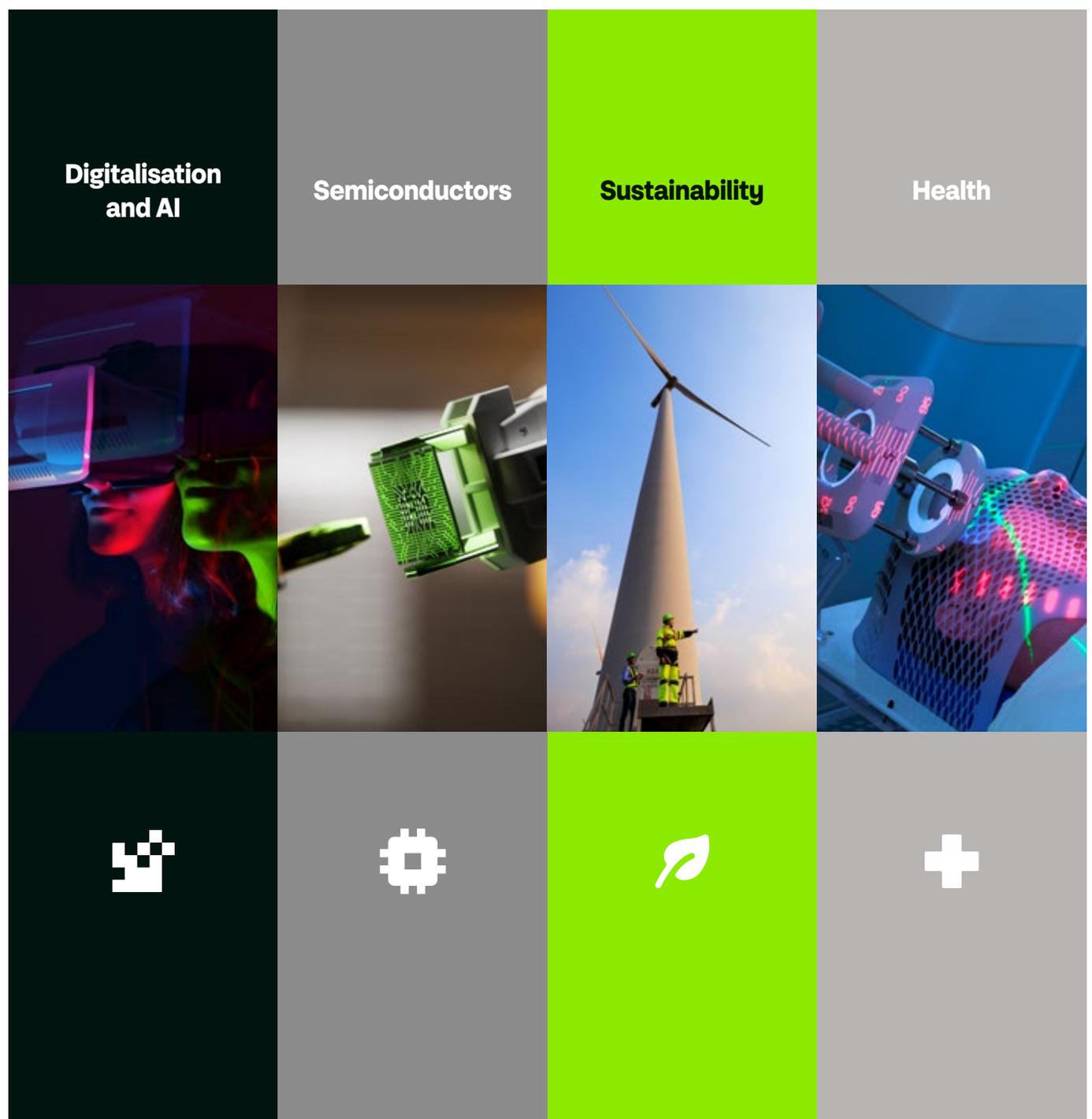
**197% increase  
since 2014**

<sup>1</sup> DETE, Annual Employment Survey & Annual Business Survey of Economic Impact (ABSEI)

# 03 Seizing Opportunities for Growth

We have identified **four strategic growth drivers** for FDI in Ireland that will create a range of intersecting and connected opportunities across IDA Ireland’s core sectors of focus.

Figure 3: Strategic Growth Drivers





## Digitalisation and AI

Digitalisation continues to reshape business models, production processes, supply chains and RD&I. AI will spread across the global economy, permeating existing sectors. It may also lead to new sub-sectors and activities, just as the internet created new economic activities not widely foreseeable at its early stages.

### Ireland's opportunity

The existing enterprise base in Ireland provides a strong platform to build Ireland's digital and AI capabilities. Ireland has an opportunity to be a location of choice for companies to test, deploy and scale AI into their production and/or service delivery processes. Ireland can capitalise on cross-sectoral opportunities including cloud computing, cybersecurity, AI-enabled services, regulation and compliance, fintech and payments, and ethical AI.



## Semiconductors

Semiconductors are at the heart of all major technological advancements, from generative AI to robotics and more. They are also at the core of 'connected everything', ranging from vehicles and IT systems to medical and consumer technologies.

### Ireland's opportunity

Ireland has an existing track record in one of the world's most critical technologies. It is an established location for semiconductor investment and talent, with skills and experience across all aspects of the semiconductor value chain including pan-European RD&I collaboration through the Tyndall Institute. Ireland has a key role to play in Europe's ambition to enhance semiconductor-related manufacturing, design and innovation capabilities, capitalising on opportunities around enabling manufacturing capacity at scale and building on our semiconductor design base.



## Sustainability

The green transition is gathering pace, presenting both a global challenge and opportunity. Sustainability is now a policy imperative and a board-level priority for all investors and companies in Ireland, and globally. Sustainable energy, the decarbonisation of industrial processes, and the development of low carbon technologies will drive growth throughout global economies.

### Ireland's opportunity

There are direct and indirect opportunities associated with Ireland's renewable energy potential, particularly offshore wind. Opportunities also exist in further developing Ireland's green economy capabilities across the broad value chain. Such opportunities, including green hydrogen production via our offshore wind sector, renewable gas and long duration energy storage, have the potential to decarbonise our heavy goods vehicles, our heat demand and our industrial processes. Many existing businesses will respond to the EU's Green Deal and invest in new energy efficiency technologies and sustainable operations, while opportunities also exist in sustainable finance.



## Health

Disruption caused by the COVID-19 pandemic, aging populations, chronic disease management and economic and social challenges has placed significant pressure on global health and national healthcare systems. In tandem, we can see enormous potential for innovation in healthcare products and service delivery.

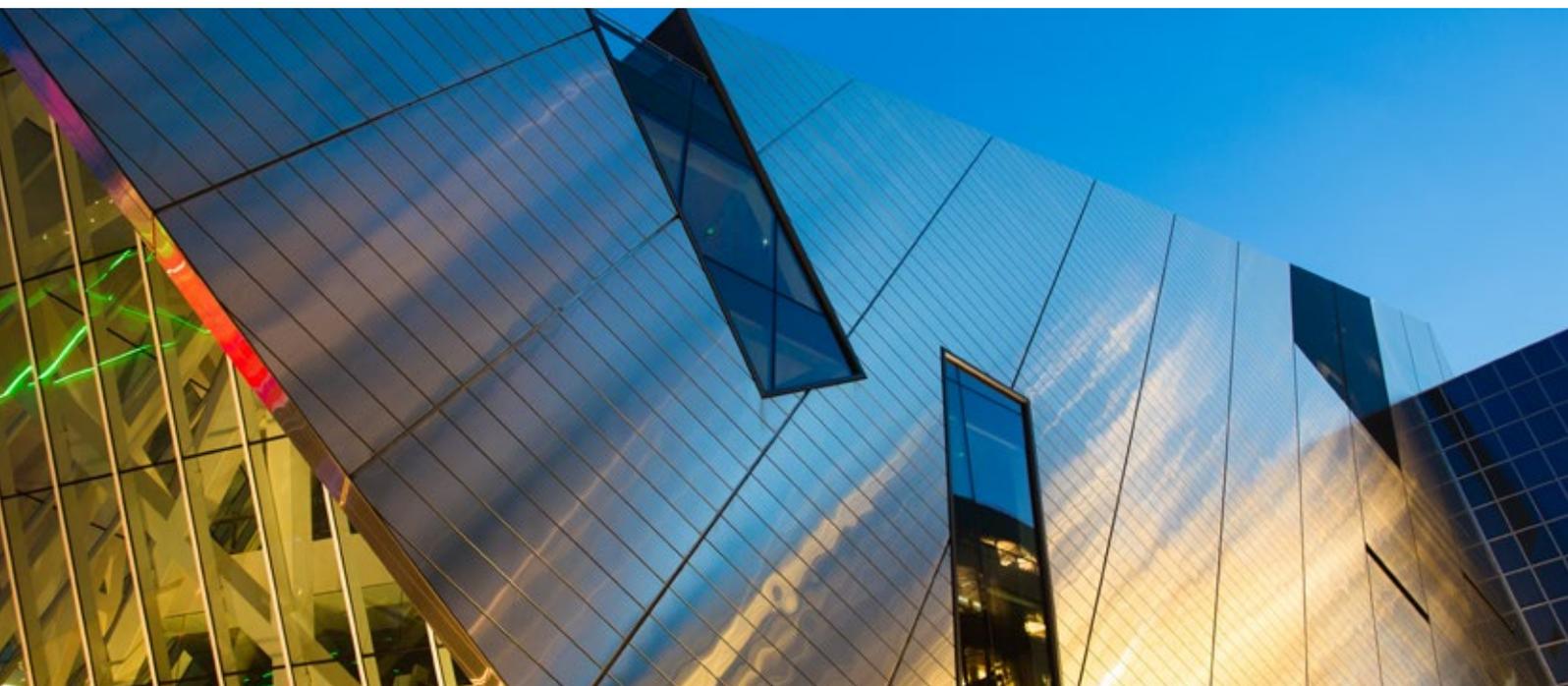
### Ireland's opportunity

Ireland is home to the world's leading life sciences companies who are developing, manufacturing and supplying life changing products for patients all over the world. With a strong regional impact, this extensive base of Pharmaceutical, Biopharmaceutical and Medical Technology companies, and its proven capacity, to innovate, means Ireland is poised to capitalise on opportunities where life sciences intersects with other era defining trends.

This includes next-generation therapies, 'smart' medical technologies, digital and connected health, accelerated drug development, advanced manufacturing, and commercial services. Innovation and collaboration will drive ambition and success in these areas.

## 04 Aligning Strengths with Growth Drivers

Ireland's existing strengths and IDA Ireland's portfolio of client companies are aligned with the four strategic growth drivers. As a nation, we have strength and depth in sectors that are well placed to benefit from the opportunities emerging in this period of change.



### Key FDI sectors

- World-leading companies in the **Technology** sector have made Ireland a global centre of innovation, with most embedded in our economy over many decades. The sector in Ireland encompasses companies with activities across semiconductors and microelectronics, networking and communications, cybersecurity, cloud computing, and software as a service.
- Ireland also has a strong base of companies in the adjacent **Content, Consumer and Business Services** sector. The sector covers activities across content including online business-to-consumer products, web scale platforms, social media, and related areas; the consumer sector including travel, apparel, luxury goods, cosmetics, traditional retail, online retail and related areas; and business services.
- Ireland's **international Financial Services** sector has leading positions in the key target sectors of investment management and servicing; international banking; insurance and reinsurance; aircraft leasing; fintech and payments. Global leading companies have located a strong mix of regulated and non-regulated activities in Ireland, serving European and global markets. Companies continue to leverage Ireland's strong technology ecosystem to enhance their digital transformation and innovation capabilities.

- Ireland is a centre of global significance in **the Pharmaceuticals, Biopharmaceuticals and Food** sector. The portfolio is made up of small molecule pharmaceutical plants, and a rapidly growing number of large molecule manufacturing sites, deploying the latest technologies to accelerate and scale biologics drug production to meet global demand. Advanced therapies (e.g., cell & gene therapy) are developing as a growing opportunity area. Innovation across the sector is driving these advancements. Global business services and technical operations activity is thriving; along with the strong base of FDI in the food sub-sector, with a range of manufacturing and services related activities from major global food and beverage companies.
- Ireland is internationally recognised as a global centre of excellence in the **Medical Technologies** sector, with Ireland home to one of the world's largest medtech clusters outside of the US. The sector is evolving rapidly through continuous innovation, with the adoption of new digital manufacturing technologies, which drive significant productivity gains, competitiveness, and agility within global supply chains. Devices are becoming smarter with the integration of sensors and data, enabling remote patient monitoring and better data gathering and insights to enhance innovation and patient care.
- The **Engineering and Green Economy** sector consists of several sub sectors including industrial automation, automotive, aviation, engineering and construction services. The sector in Ireland is undergoing significant transformation driven by the increasing development and deployment of technologies including smart sensors, advanced manufacturing, robotics, digitalisation and AI.
- Ireland has become a leading global destination for **new high-growth companies** seeking to internationalise operations for the first time. As the next generation of disruptors and start-ups look beyond their domestic markets for new growth and talent opportunities, many are choosing Ireland. Ireland provides a thriving hub and supportive entrepreneurial ecosystem that makes it easy for companies to scale and collaborate.

**Ireland is more than a location; it's an ecosystem for extraordinary.**

Our pro-enterprise environment creates fertile ground for business growth. Demonstrated through our 75-year history of proven partnerships, we are committed to supporting your growth and achievements. We are your partners in success.

We nurture STEM talent and give the brightest minds a place to flourish. As a world leader in RD&I, and with a vibrant start-up scene, we cultivate a landscape of innovation through continued investment in a smarter, more digitally-enabled world.

As a country known for being 'green', we offer both an exceptional quality of life and a commitment to a more sustainable and greener future.

Why invest elsewhere, when you can invest in extraordinary?

**Figure 4: Ireland's Value Proposition**

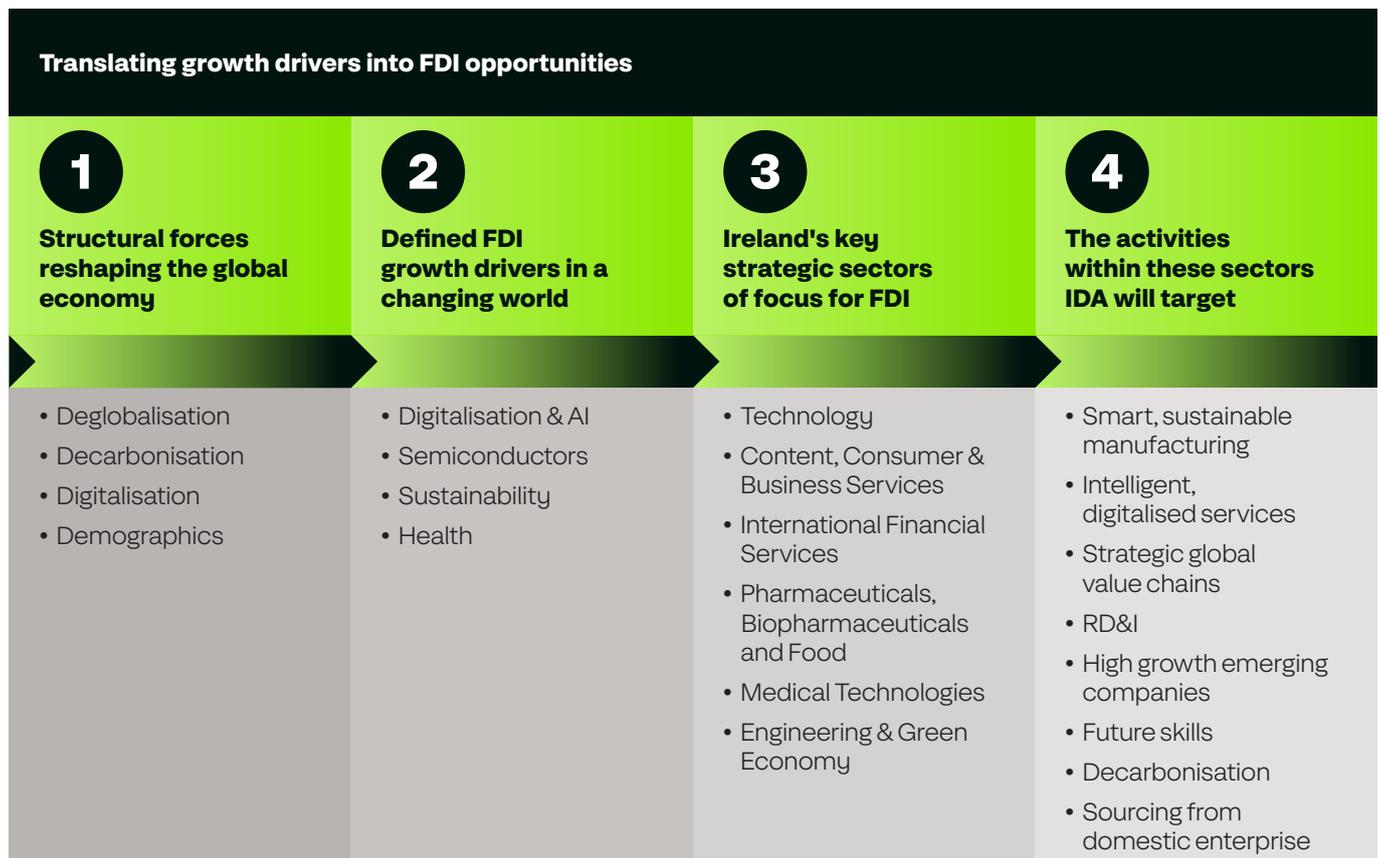


# 05 Strategic Objectives and Targets

IDA Ireland’s strategy 2025-29 is an ambitious and positive approach to a fast-changing world. Drawing on the opportunities for growth arising from the structural forces that are reshaping the global economy, it sets an ambition:

- For Ireland to be a leading location for **smart, sustainable manufacturing and intelligent, digitalised services**
- To increase the number of companies undertaking **cutting-edge research and innovation** and the scope, scale and ambition of their RD&I activity
- To retain and enhance Ireland’s position in key **strategic value chains**
- To grow the level of investment in **sustainable business practices and processes** and in developing new **sustainability and energy-efficient technologies**
- For Ireland to be a leading location for the **world-class talent and skills** needed to realise future growth opportunities.

**Figure 5: Aligning Portfolio to Growth Drivers**



The next phase of Ireland’s FDI journey will centre on clients in our key FDI sectors (Figure 5). Our strategy is rooted in the belief that Ireland can succeed collaboratively, growing and adapting together: with clients across these sectors, partners in Government, national agencies and key stakeholders.

Our role is both to attract continued investment into Ireland and to nurture the many existing client companies that have already committed to the country, to support them in continuing to transform, thrive and grow into the next decade.

Our aim is to help our clients to become even more embedded in the local economy, by working with domestic suppliers, engaging in research with other Irish-based enterprises and with academia, taking part in pan-European projects, and supporting Shared Island initiatives. We will do this through partnerships and collaboration with key stakeholders, through influencing and advocacy, and through the expertise, excellence, and agility of our team.

The goals we outline in this section – to strengthen long-term investment, drive sustainable change, scale cutting-edge innovation, and maximise regional opportunities – are interlinked (Figure 6 below).

In pursuit of these objectives, **IDA Ireland will win 1,000 investments to:**

- Secure **€7bn** in new RD&I investment
- Deliver **550** regional investments
- Reduce IDA Ireland client carbon emissions by **35%**
- Create **75,000** jobs
- Upskill **40,000** people.
- This in turn will support IDA Ireland client spend in Ireland of **€250bn** over the lifetime of the strategy on wages, Irish goods and services, and capital investment, providing further opportunity and economic impact across local supply chains.

**Figure 6: Strategy Framework – With Client at the Centre**





## Objective 1 Strengthen long-term investment

We will partner with clients to retain and renew Ireland's FDI base through enhancing existing client operations; **targeting next-generation investment in core sectors**; and retaining a **targeted focus on talent development** in a fast-changing world of work, where access to skilled talent remains a key factor in investment decisions.

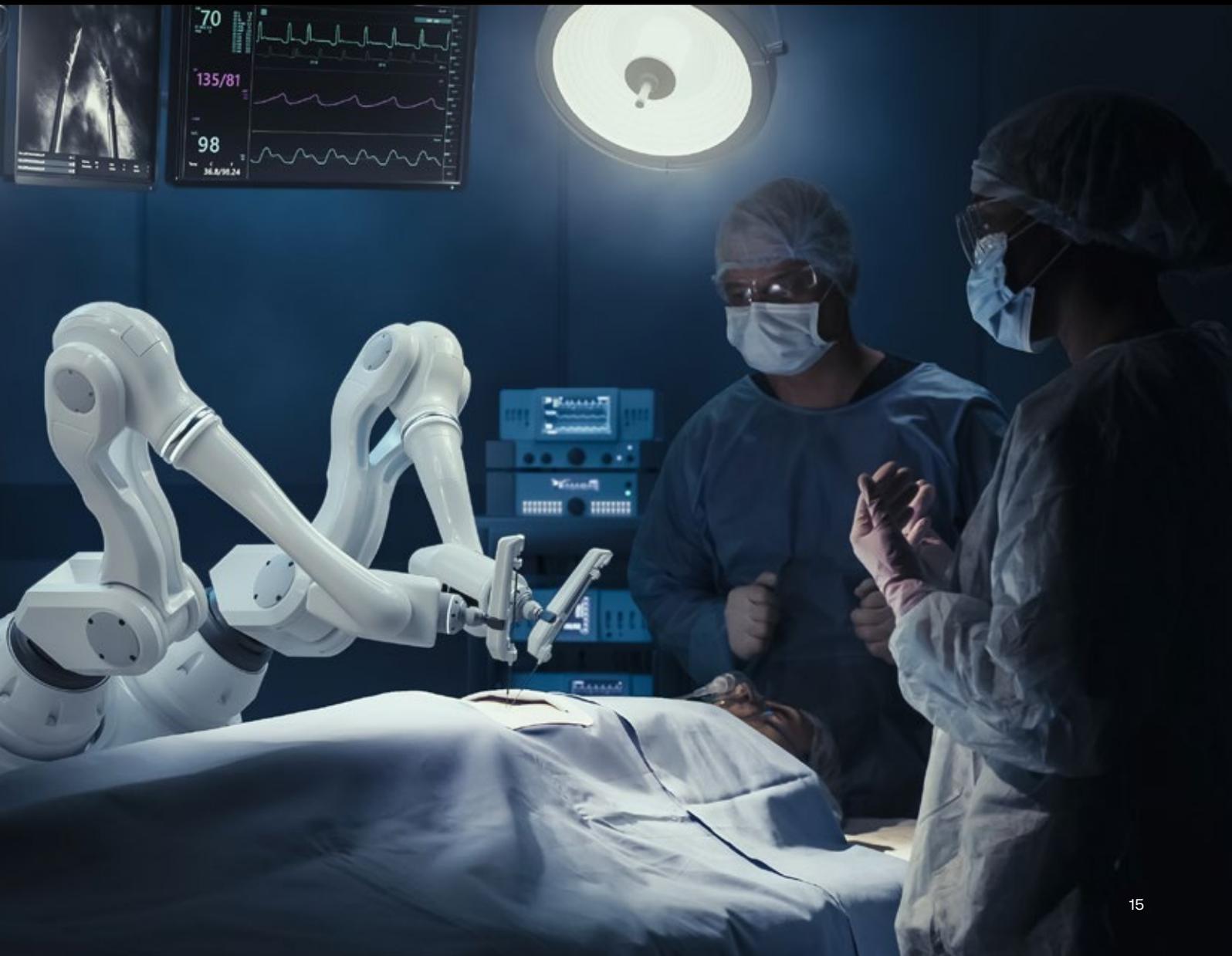
### Our aims

- Win next generation growth and new name investments in key FDI sectors
- Partner with clients on their talent and skills transformation

### Our actions

- Deepen collaboration with our existing clients to transform their operations in Ireland, supporting them to improve competitiveness and productivity
- Target sector-specific and convergent opportunities to position Ireland at the frontier of growth opportunities in AI, semiconductors, health and sustainability

- Target strategic opportunities associated with regionalisation and diversification of global value chains
- Deepen collaboration within the client portfolio and, in partnership with Enterprise Ireland and the wider enterprise base
- Partner with clients across our portfolio to deliver transformative training and strengthen Ireland's offering as a global hub for talent.
- Leverage suite of supports and the enterprise enabling ecosystem, including Digital Manufacturing Ireland (DMI) and the National Institute for Bioprocessing Research and Training (NIBRT), to upskill and retain employment across the client base.





## Objective 2 Drive sustainable change

IDA Ireland’s strategy will make a key contribution to Ireland’s development as a **frontier location for green powered and digitally enabled enterprises**, partnering with clients to achieve their **decarbonisation and digitalisation goals** while also identifying **new green investment opportunities** including use of sustainable materials in manufacturing.

### Our aims

- Realise green economy opportunities
- Embrace digitalisation and AI opportunities across all sectors
- Partner with clients to decarbonise their business

### Our actions

- Partner with our existing client base and leverage our sustainability supports to drive decarbonisation and promote competitive, sustainable operations
- Partner with new investors into Ireland to ensure their sites minimise the amount of carbon they generate
- Target FDI in the offshore wind value chain, green hydrogen and emerging green economy investments of scale, supporting the ‘Powering Prosperity’ national strategy, including leveraging the offshore wind centre of excellence

- Target existing and emerging digital and AI opportunities, including those that will align to and support Ireland’s green transition
- Partner with key stakeholders on industry focused collaboration/clusters of impact and scale to capitalise on digitalisation and AI opportunities
- Build on Ireland’s reputation as a national hub for smart, sustainable manufacturing, leveraging new technologies, including through DMI and NIBRT.

## Spotlight on: Wind Energy

Ireland’s wind energy potential is one of the strongest in Europe. Coupled with a comprehensive national strategy, ambitious targets and a strong track record of excellence in innovation, Ireland is well-positioned to be a central player in Europe’s renewable energy future.

Access to clean, affordable, reliable energy will be key to attracting

future investment, especially in large-scale, energy-intensive sectors and activities. It will be central to driving the decarbonisation of industry, and contributing to our national climate targets. It will also enable businesses to scale and transform with confidence, increasing the longevity and resilience of investments in Ireland.

IDA Ireland will work to deliver FDI across the offshore wind value chain, to build out an innovative offshore wind RD&I ecosystem, and explore opportunities for Ireland’s green energy, aligned with “Powering Prosperity”, the national offshore wind strategy.



### Ireland’s renewable energy targets

	2030	2040
	9	12
	8	12
	5	20
<b>Total GWS Renewable Energy</b>	<b>22</b>	<b>44</b>

## Objective 3

### Scale cutting-edge innovation

A key ambition of our strategy is to increase the **scale and impact of innovative FDI activity** in Ireland across advanced manufacturing and intelligent services sectors. We will partner with clients as we seek to win the **next generation of RD&I** investment within our target sectors, while also seeking to drive innovation across our portfolio of client companies.

#### Our aims

- Deepen scale and scope of innovation in portfolio
- Support next-generation and collaborative RD&I

#### Our actions

- Enhance our RD&I solutions for clients, partnering with them to identify opportunities to add RD&I to their Irish site mandates
- Target RD&I opportunities aligned to our strategy (e.g., health, fintech, digital services, cybersecurity, cloud) and national policy priorities (e.g., sustainability, digitalisation)
- Better enable clients to engage in collaborative RD&I nationally, including through enhancements to the Disruptive Technologies Innovation Fund (DTIF)
- Partner with clients on collaborative RD&I opportunities internationally, including using the Important Projects of Common European Interest (IPCEI) mechanism to ensure Irish-based companies play their part in solving the challenges Europe faces
- Develop a new value proposition for Ireland as a hub for earlier stage RD&I using new technologies including AI as an enabler and accelerator
- Partner with Research Ireland on Centres for Research Training to meet enterprise demand for high-level research talent, and winning collaborative projects of scale.

## Spotlight on: RD&I

### Ireland's remarkable RD&I success story

A key feature in the transformation of Ireland's FDI base in recent years has been the marked increase in the scope, scale and complexity of RD&I activity being undertaken by leading global companies in Ireland. In the last decade, annual in-house RD&I expenditure by IDA Ireland clients has increased 430%. Over the same period, RD&I employment in the client base increased by 140% to over 34,000. By driving productivity improvements and harnessing new business opportunities, this substantial innovative investment is helping to strengthen the resilience and future readiness of FDI in Ireland.

### Pace of change provides opportunity to further deepen and scale RD&I in Ireland by €7bn

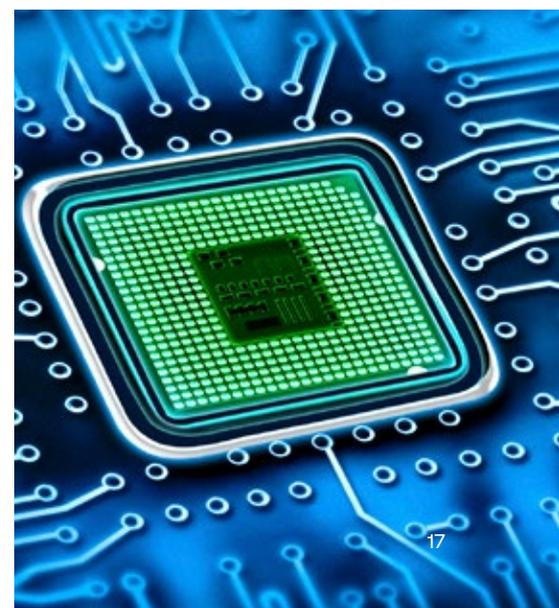
In an era of technological change and disruption, leadership by the Irish client sites on innovative solutions can position them at the centre of new opportunities across their wider global groups. Building on the progress of the last decade, IDA Ireland will

partner with clients over the next five years to help them scientifically and technically advance and, as a result, set global standards for their industries. We will match our ambition for greater scale and scope of RD&I in the client base with a commitment to enhance the ways in which IDA Ireland and the wider innovation ecosystem can support companies to invest in cutting edge innovation in Ireland. We will help them to utilise technology to enhance customer engagement, drive operational efficiency, and address regulatory compliance and cybersecurity challenges.

#### How we will do this

IDA Ireland will partner with Department of Enterprise, Trade and Employment (DETE) on how we can make national collaborative funding mechanisms such as DTIF more accessible and impactful for IDA Ireland clients. We will encourage client collaborations that leverage Ireland's robust innovation ecosystem and the capabilities of research centres such as Insight Research Ireland Centre for Data Analytics and CeADAR - Ireland's Centre for AI

to support cutting edge technology adoption. We will deepen our investment in Research Centres, such as NIBRT and DMI, and institutions, such as the Tyndall National Institute. At a pan-European level, IDA Ireland will partner with clients to realise opportunities associated with new and evolving EU instruments, including IPCEI and those aligned to the four strategic growth drivers (e.g. the European Chips Act).





## Objective 4 Maximise regional opportunities.

We will continue to partner with existing and new clients to **identify and enable targeted regional investments** that can position **Ireland as a hub for intelligent services** and build on the existing **smart, sustainable regional manufacturing footprint**.

To enable this, we will **collaborate with key stakeholders** to ensure the ambition of the strategy can be delivered through a compelling client offering in each region.

### Our aims

- Promote and enhance regional opportunity for clients
- Deliver best-in-class enterprise property and site infrastructure for clients

### Our actions

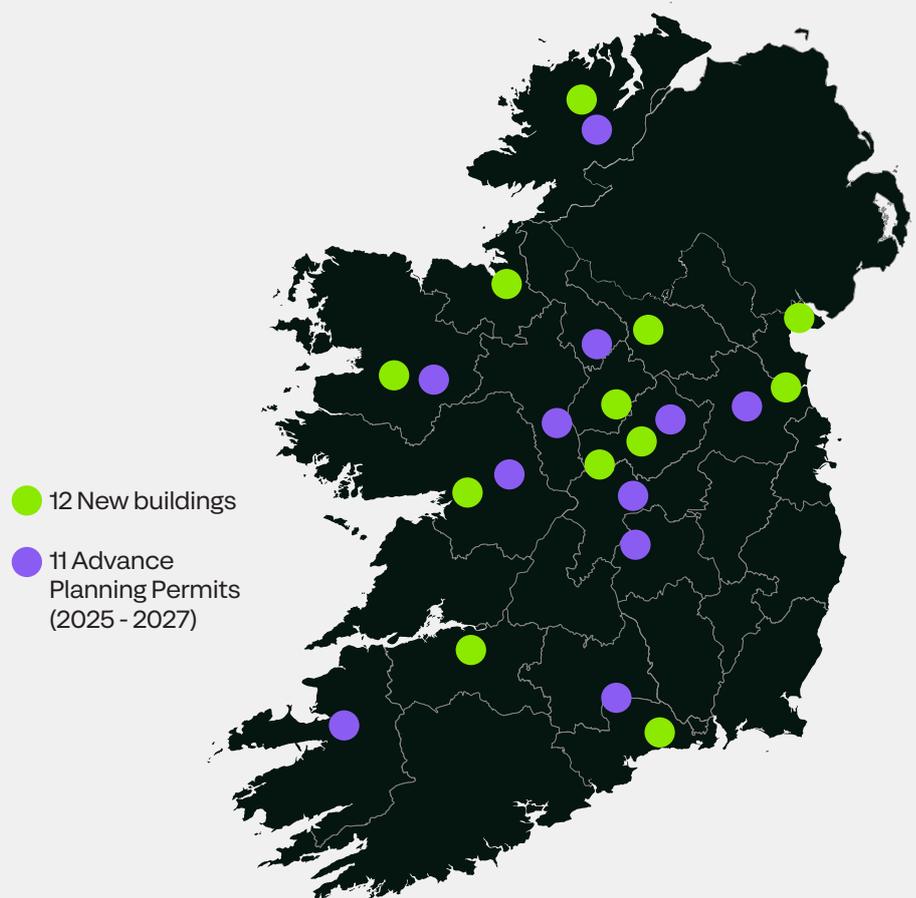
- Win investments for every region in Ireland by partnering with existing and new clients to continue to match regional offerings with growth driver opportunities
- Identify and market areas of opportunity and advantage for regions, consistent with Ireland's Smart Specialisation Strategy for boosting regional enterprise innovation in partnership with third level institutions
- Support clients to navigate and participate in regional ecosystems, from innovation to sub-supply
- IDA Ireland will partner with local authorities and continue to advocate for an overarching focus on placemaking to ensure regional locations have the key enabling conditions needed to attract and retain investment and talent
- Support the Government's Shared Island Initiative
- Develop up to three next-generation strategic sites with pre-planned property, infrastructure and utility solutions, to enable transformative investments of scale in regions
- Provide high-quality and sustainable property solutions aligned with evolving client needs.

## Spotlight on: IDA Ireland's Regional Building Programme

Suitable property availability can play a key part in winning investments from both new name clients and from the existing client base. In locations where little or no suitable property solutions are available for FDI, and where market failure has resulted in a lack of private sector-led advanced solutions, IDA Ireland intervenes via its Regional Building Programme.

IDA Ireland will also progress partnerships with Local Authorities for the delivery of advance planning permits in regional locations. This targeted forward planning is vital to provide certainty and ensure we have a competitive offering that meets the evolving needs of IDA Ireland and Enterprise Ireland clients. The locations for the 2025-2029 building programme are set out in Figure 7.

**Figure 7: Regional Building Programme Overview**





## Spotlight on: Next Generation Sites

### **A new differentiator for Ireland in the FDI landscape**

IDA Ireland's success in attracting FDI has often involved clients taking up property stock at scale in various locations around the country. To continue this, we need strategic forward planning to enhance our offer to investors. As part of our strategic goal to build clusters of technical excellence and to maximise regional opportunities, we intend to develop up to three significantly larger scale, pre-permitted developments at a regional location that encompasses property, utility and sustainable infrastructure that a potential investor can then use or modify to suit their needs.

A plan-led next-generation site like this has the advantages of clarity on infrastructure provision, costs, and shorter project timelines – providing the certainty that businesses need when making major investment decisions.

### **A competitive advantage for attracting large-scale projects**

We propose this model because we believe Ireland must fundamentally reposition its offering to develop a select number of significantly larger-scale solutions in order to be competitive in attracting the next generation of very large-scale, sustainable, capital-intensive FDI and related ecosystem and value chain opportunities within our targeted sectors – particularly in technology, life sciences, and green economy manufacturing.

Winning these projects will help support economic activity and provide end-users for Ireland's increased energy capacity in the 2030s.

### **How we will do this**

Successfully delivering next-generation sites to being investment-ready will require a whole-of-Government commitment as well as a new funding and operating model. We propose a plan-led approach to ensure policy alignment, coordinated and integrated involvement of all relevant actors, along with a commitment to the necessary financial supports.

# 06 Delivering Together

In an intensely competitive landscape, allowing FDI and the wider enterprise base to contribute fully to national prosperity and to global value creation is a team effort. IDA Ireland cannot realise the ambition of this strategy without successfully partnering with our clients and the range of key stakeholders responsible for creating the enabling conditions needed for enterprise transformation and growth.

## Spotlight on: Competitiveness

There must be a range of investments and commitments to ensure we have the right infrastructure and policy mix for a competitive, digital and green economy that provides for the needs of all citizens. We believe there are five key enabling conditions for winning continued investment projects:



These elements directly impact the four interlinked objectives outlined in section 5, to strengthen long-term investment, drive sustainable change, scale cutting-edge investment, and maximise regional opportunities.



## Advocating for ambition

Many of the enabling conditions required to deliver on IDA Ireland's strategic objectives to 2029 are outside of our control. IDA Ireland will advocate for ambition on these critical attractiveness factors, while also seeking to be a proactive and reliable partner for others in areas where IDA Ireland action can help to make progress.

The priority infrastructure areas to address are housing, energy, water, broader infrastructure such as public transport, and the planning system.

The National Planning Framework and National Development Plan, which seek to address these issues and deliver for a growing population, must also incorporate ambition for growth in Ireland's enterprise base. We must also ensure that we can attract the required finance and expertise to deliver on capacity-enhancing investments.

We see the following enablers as core to having the requisite enabling conditions:

- Infrastructural capacity across housing, utilities, public transport, innovation and education
- Capacity within the public sector to ensure efficient and timely delivery of key infrastructure projects
- A roadmap to low-carbon, abundant, reliable and competitively priced energy supply
- Ongoing future supportive policy for key growth drivers (such as an ambitious semiconductor strategy; a cluster policy of scale and impact; an updated National AI Strategy, and National Life Sciences Strategy)
- A joined-up and scaled national approach to future skills needs
- A consistent and clear regulatory environment that strikes a balance to manage risk without stifling innovation across sectors.

### Our actions

- Provide an IDA Ireland perspective and direct client insights to inform the Government system on priority areas for FDI and wider enterprise
- Enhance engagement on EU policy areas relevant to Ireland's enterprise strategic objectives
- Respond with agility to identify and address key emerging issues at national, regional and EU level to ensure a supportive environment for all enterprises.

## Collaborating for success

Ireland's FDI success is a team effort involving a wide range of stakeholders. Over the lifetime of this strategy, we aim to deepen those key partnerships, including with:

- Enterprise Ireland on enhancing supply and innovation links between Irish-based enterprises.
- Stakeholders involved in ecosystems that underpin innovation, talent and skills, and sustainability, including Research Ireland, Third Level Institutes, and Research Centres.
- The Departments of: Enterprise, Trade and Employment, Foreign Affairs, Transport, Further and Higher Education, Research, Innovation and Science, Finance, Public Expenditure, Infrastructure, Public Expenditure, NDP Delivery and Reform, Health, Housing, Local Government and Heritage, Rural and Community Development, Environment, Climate and Communications, and other departments responsible for enterprise and competitiveness-related policy development.
- State agencies, utility providers and local authorities (for example ESB Networks, Eirgrid, Uisce Éireann, National Transport Authority, Gas Networks Ireland) to create conditions to maximise regional opportunities, including next-generation sites (*see section 5*).

### Our actions:

- Deepen enterprise linkages and realise opportunities for clients to collaborate on innovation with partners including Enterprise Ireland, Research Ireland, and other key stakeholders.
- Leverage next-generation strategic sites to provide step change in collaboration on delivery of enterprise enabling infrastructure and services.
- Work with Government departments to provide policy input and to help support initiatives and investments as required.

## Evolving to win

This strategy sets out our vision to be the world's best investment promotion agency (IPA), offering extraordinary opportunities to global companies. In developing the strategy, IDA Ireland engaged with clients and analysed approaches to investment promotion elsewhere, to benchmark our offering against similar agencies around the world. Client companies highly value our partnership and solution-oriented approach, along with wider Team Ireland colleagues at home and overseas. Aligned with our overarching vision to be the world's leading IPA, we will strive to further elevate our client offering.

### Our actions:

- **Building our capability:**  
The strategy will be supported by the additional resources provided to IDA Ireland by the Government in 2024 and by a new organisational structure that aligns with the more complex needs of clients. This will include a new internal centre of excellence with specialist skills in all areas of client transformation, and an enhanced focus on national and EU policy engagement. IDA Ireland will also review our skill sets to ensure we can deliver. Given the competitive environment and the ever changing needs of clients, additional resources will be required over the lifetime of the strategy.
- **Improving the client experience:**  
IDA Ireland will build on the Digital Transformation Programme implemented under the 2021-24 strategy to enhance client interactions with us at all stages, from initial investment scoping to investment aftercare. This will transform processes to reduce administrative burdens for clients and our team.
- **Improving financial grant supports:**  
IDA Ireland will partner with DETE to proactively anticipate and respond to opportunities arising from changes in EU state aid and funding approaches in areas of strategic importance for FDI in Ireland. IDA Ireland will

also continue to engage with DETE to ensure the Agency has the requisite legislative powers to support the existing base and attract new investment. While it remains only one part of our overall offering, given the profound shift in the global landscape, Ireland's approach needs to evolve to include targeted and specific state aid for priority sectors and activities.

- **Acting on sustainable growth:**  
Aligned to national policy, sustainable growth in all its forms is central to our strategic objectives. As a strategic land and property owner, IDA Ireland will implement its own Climate Action Plan to ensure we reflect the leadership in environmental sustainability, from decarbonisation to biodiversity, that we are seeking to promote in clients. IDA Ireland will also continue to play an active role in promoting transformation and growth that is inclusive, including through ongoing work with Balance for Better Business to achieve better gender balance in Irish-based enterprises and the Irish Centre for Diversity to enhance equality, diversity and inclusion throughout the agency.
- IDA Ireland will also continue to engage with the OECD on its FDI Qualities Initiative, which provides indicators and a policy toolkit to support countries to promote sustainable investment and maximise the positive impacts of FDI.



# 07 Conclusion

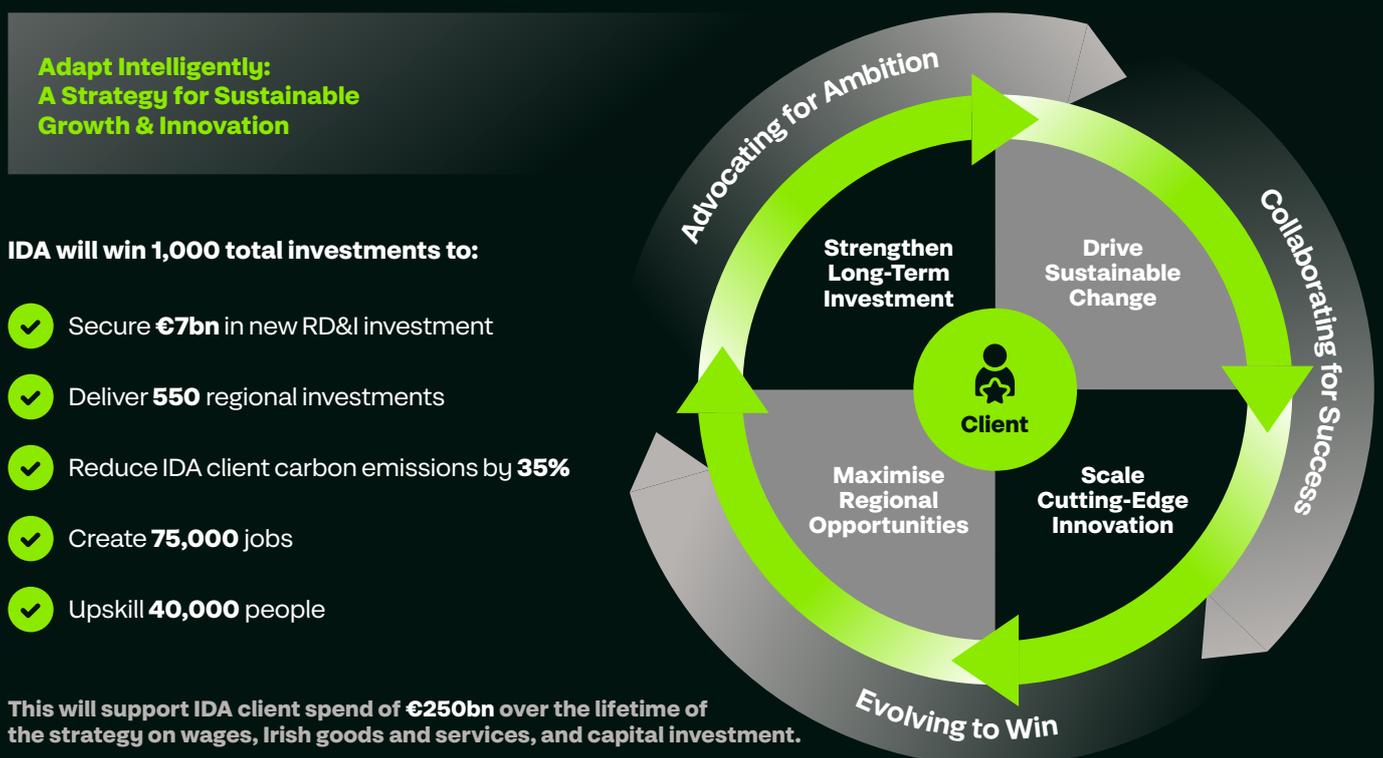
IDA Ireland’s **Adapt Intelligently: A Strategy for Sustainable Growth and Innovation 2025-29** recognises the risks that surround us and is one of ambition and opportunity that places partnership with IDA Ireland clients at its centre. As we partner with clients over the next five years, our success will be measured across multiple dimensions, which together will drive economic prosperity across the country.

Success will see clients across our core sectors create new, high-quality job opportunities while at the same time building the future skill sets needed to capture new growth. It will see further momentum in building the innovative capabilities of the FDI base, with enhanced levels of cutting-edge and high-impact collaboration both on and off the island.

The combined impact of the targets and objectives of this strategy will be an FDI base in 2030 that is more competitive, more innovative, and more sustainable. This in turn is only possible if we match our ambition for FDI with an ambition to deliver the required enabling conditions nationally and operational excellence within IDA Ireland.

Ireland’s FDI story is remarkable and ever evolving. This strategy signals an intent to maintain and enhance our ambition for FDI in Ireland to the end of this decade and beyond: by adapting intelligently, and responding positively, to an era of change and opportunity.

**Figure 8: Strategy Overview**





## Spotlight on Regions

IDA Ireland will partner with clients and key stakeholders in all regions in pursuit of our objective to maximise regional opportunities.

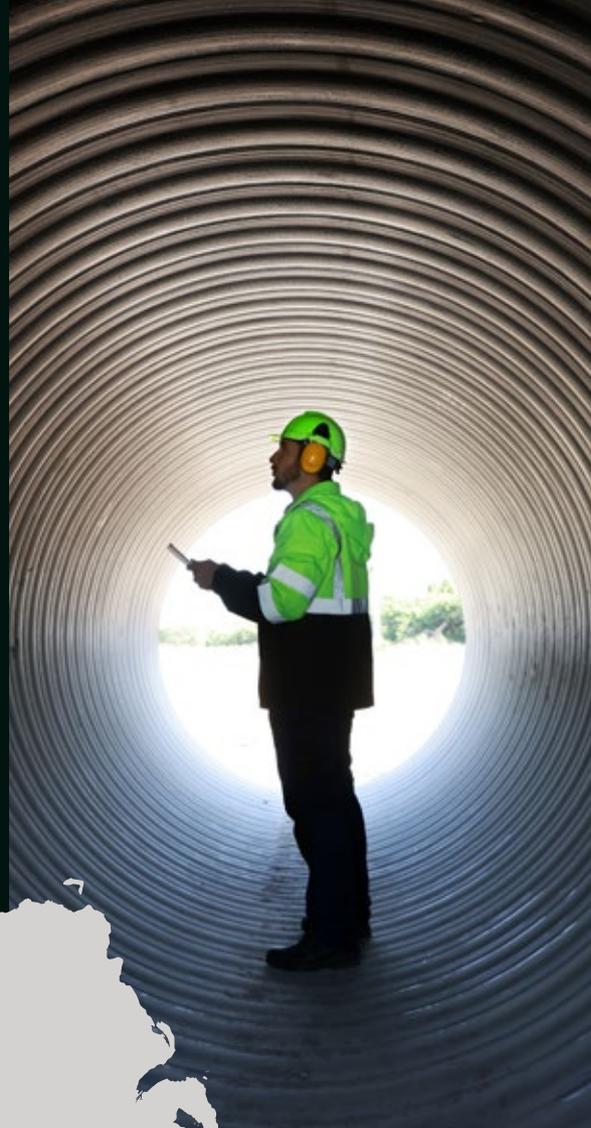
IDA Ireland client companies directly employ more than 165,000 people in regional locations across the country. These locations in turn provide companies with the ecosystem, infrastructure, and talent needed to successfully implement complex investments. This regional strategy has a proven track record of success and IDA Ireland is committed to building on this in the years ahead.

In an intensely competitive global FDI environment, achieving our 2025-29 regional targets will require a continued partnership with clients to identify opportunities for growth and transformation. It will also require a focus by relevant stakeholders on ensuring Ireland's regions are attractive places in which to live and do business – covering the full scope of placemaking, including infrastructural capacity across housing, utilities, public transport, innovation, education, and shared island collaboration.

## Ambitious Regional Targets

### Target 550 Regional Investments

- IDA Ireland will target 1,000 investments from 2025-29, with 550 in regional locations outside Dublin. This ambitious target reflects IDA Ireland's ongoing commitment to support transformation and growth in the regions.



### West

Target 100 Investments

### Midlands

Target 40 Investments

### Mid-West

Target 100 Investments

### Border

Target 40 Investments

### Dublin

Target 450 investments

### Mid-East

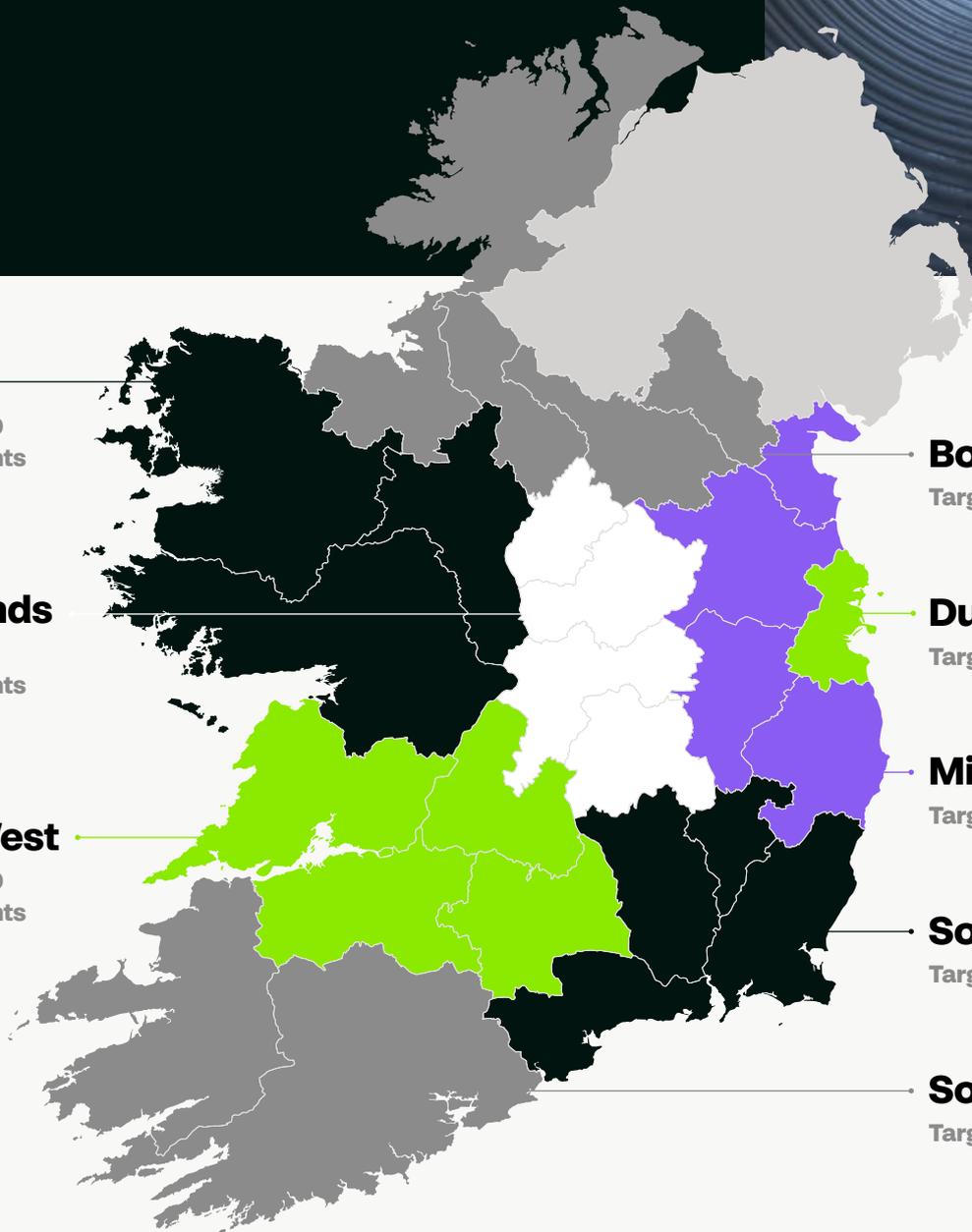
Target 55 Investments

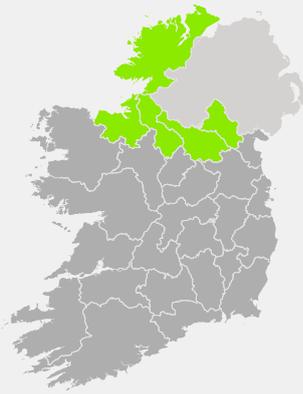
### South-East

Target 60 Investments

### South-West

Target 155 Investments





## Border

The Border region includes counties Cavan, Donegal, Leitrim, Monaghan and Sligo. Ongoing and planned improvements in infrastructural connectivity combined with a skilled talent pool, sector-specific strengths and cross-border collaboration make the Border region a compelling choice for enterprises seeking growth in a resilient and collaborative environment.

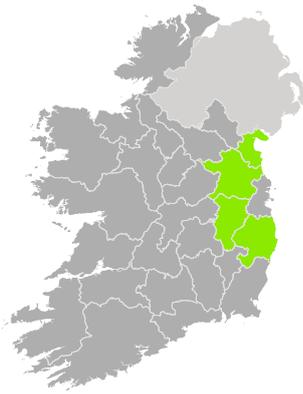
The region is home to the Atlantic Technological University, one of the largest multi campus universities on the island, playing a key role in supporting industry and the local economy while maintaining strong global connections through its learning, research, and innovation programmes. The region hosts 72 IDA Ireland client companies employing over 10,000 people directly and has a diverse FDI base with leading global companies.



## Dublin

As Ireland's capital city and largest population centre, Dublin continues to play a critical role in attracting FDI to Ireland. The region has repeatedly attracted significant and diverse international investment and talent across all sectors.

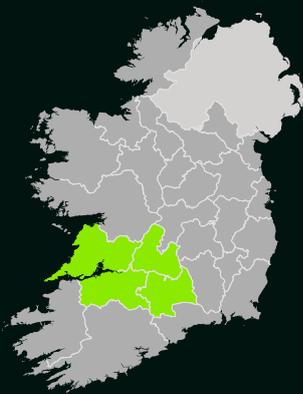
Dublin is home to a varied enterprise base with 982 IDA Ireland client companies employing over 137,000 people directly, supported by a cluster of universities and research centres that support innovation and digitalisation. Dublin is home to Trinity College Dublin, University College Dublin, Technological University Dublin and Dublin City University. Dublin acts as an economic driver for Ireland and enjoys a strong profile internationally as a location of choice for multinational companies seeking to expand their European presence.



## Mid-East

The Mid-East region comprises counties Kildare, Louth, Meath and Wicklow. The region has a well-established FDI base with 121 IDA Ireland client companies, employing over 20,000 people directly, an educated population base, strong infrastructure and transport connectivity corridors within the region. There is also strong linkages with surrounding regions including Dublin.

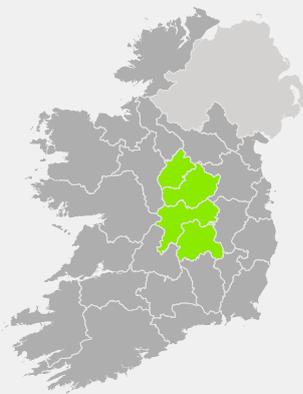
The Mid-East also benefits from its adjacency to universities, third level institutions and research institutes in the region, Maynooth University and Dundalk Institute of Technology as well as Dublin, many of which have a strong track record in facilitating and prioritising research commercialisation. These factors will help support continued FDI opportunities across the Mid-East to 2029.



## Mid-West

The Mid-West region includes Clare, Limerick and Tipperary and has 153 IDA Ireland client companies employing over 27,500 people directly engaged in key growth areas in the global economy. It is home to University of Limerick and the Technological University of the Shannon, offering innovative education and research programmes through established research centres to support industry.

DMI, a national centre of excellence designed to support Irish based manufacturers, to accelerate their adoption of transformative digital technologies is also located in the region. As a growing hub for FDI, supported by excellent connectivity across road, rail, air (through Shannon International Airport) and sea (Shannon Foynes Port), the Mid-West is well placed to continue to support global companies on their transformation and growth journeys in the years ahead.



## Midlands

The Midlands region, incorporating Laois, Longford, Offaly and Westmeath, has 52 IDA Ireland client companies employing over 8,000 people directly across all key industry sectors. Situated in the centre of Ireland, the Midlands is a well-connected region with strong transport connectivity linking the region with key hubs to access international markets and to key population centres around the country. The Technological University of the Shannon provides

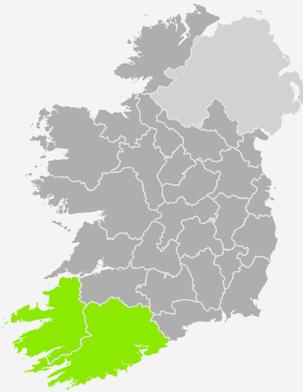
a range of undergraduate and post graduate degree programmes and innovative research opportunities tailored to industry needs. The region has a significant focus on sustainability, which will provide compelling opportunities for companies with a particular focus on high value manufacturing, technology services, and research and development to build on the strengths and competencies as businesses respond to the twin green and digital transitions.



## South-East

The South-East region includes Carlow, Kilkenny, Waterford, and Wexford and has 85 IDA Ireland client companies employing over 15,500 people. The region continues to provide international companies with an attractive proposition to grow and scale their operations, supported by close industry-academic-research collaboration at South East Technological University.

There has been significant investment in infrastructure and in urban placemaking initiatives that enhance the quality of life for citizens. This, combined with university and research capabilities and bespoke property solutions, provide the key ingredients to attract and support new investment. The region's coast will play a key role in helping Ireland contribute to its offshore renewable energy ambitions to 2030 and beyond.



## South-West

The South-West covering Cork and Kerry has the largest concentration of FDI outside Dublin and has developed a strong track record in winning FDI over many decades supporting economic growth and innovation. With 235 IDA Ireland client companies employing close to 52,000 people directly, the region offers companies a strong education and research ecosystem, through Munster Technological University, University College Cork and Tyndall

National Institute with which to collaborate and source the skilled talent pipeline needed to scale operations. The region also benefits from strong national and international connectivity with two airports and a significant commercial port. The South-West is a key component part of Ireland's overall FDI value proposition and will play an important part in driving IDA Ireland's focus on transformation and growth to 2029.



## West

The West region comprises Galway, Mayo and Roscommon and has 130 IDA Ireland client companies employing over 31,000 people directly. This represents a significant ecosystem of global companies with successful operations across manufacturing, services and research and development which have benefited the economy of the region. It hosts the University of Galway and campuses of the Atlantic Technological University with a reputation for strong collaboration between industry and the education system, which can be

a key differentiator for FDI. These universities have also supported the growth of key sectors including in Life Sciences which has a strong presence here. The West has been successful has also proven to be an attractive location in attracting skilled talent because of the presence of innovative companies and a strong cultural and natural environment. Through continued investment in infrastructure and strong stakeholder collaboration, the region will continue to support transformation and growth in the years ahead.

## Global Footprint

IDA Ireland will continue to target investments from across the globe through our network of offices and with our Team Ireland colleagues in the Department of Enterprise, Trade and Employment, Department of Foreign Affairs, Enterprise Ireland, Research Ireland, Tourism Ireland, Bord Bia and Culture Ireland.



## Global Offices

### Europe

- 1 Ireland
- 2 France
- 3 Germany
- 4 United Kingdom

### North America

- 5 Atlanta
- 6 Boston
- 7 Chicago
- 8 New York
- 9 Seattle
- 10 Northern California
- 11 Southern California
- 12 Austin
- 13 Toronto

### Asia Pacific

- 14 Australia
- 15 China Beijing
- 16 China Shanghai
- 17 China Shenzhen
- 18 India
- 19 Japan
- 20 Singapore
- 21 Korea

## Appendix 1: Key National Strategies and Plans

- ✓ **White Paper on Enterprise**
- ✓ **Climate Action Plan**
- ✓ **National Skills Strategy 2025**
- ✓ **Enterprise Ireland Strategy**
- ✓ **Smart Specialisation Strategy 2022 -2027**
- ✓ **Ireland's Industry 4.0 Strategy**
- ✓ **Impact 2030 - Ireland's Research & Innovation Strategy**
- ✓ **Trade & Investment Strategy 2022 - 2026: Value for Ireland, Values for the World**
- ✓ **National Planning Framework**
- ✓ **National Development Plan**
- ✓ **Harnessing Digital – The Digital Ireland Framework**
- ✓ **Quantum 2030 - A National Quantum Technologies Strategy for Ireland**
- ✓ **AI – Here for Good: National Artificial Intelligence Strategy for Ireland**
- ✓ **The Shared Island Initiative**
- ✓ **Housing for All - A New Housing Plan for Ireland**
- ✓ **Powering Prosperity - Ireland's Offshore Wind Industrial Strategy**





