



Invest 
Northern
Ireland
Building Locally
Competing Globally

Review 2009-10





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The Ripple Effect

Our work supports Northern Ireland businesses and the local economy. This review highlights many of our achievements, such as new jobs and new businesses supported over the past year.

But equally important is the undercurrent of positive change that our support creates. Every time we help a business to set up, grow bigger, stronger, more profitable or more international, it has a ripple effect. It adds new salaries that turn into spending that fuels the economy. It resonates along a company's supply chain.

Helping companies export brings new money into Northern Ireland that boosts the economy. Supporting R&D opens up opportunities for creating high value jobs. New technology leads to new products, new applications and further business growth. It's an ongoing chain reaction.

So directly or indirectly, your business benefits from our work, now, and in the future.

Chairman's Introduction

" We were called on to help clients weather their short-term difficulties while we kept focused on the longer term goals of our Corporate Plan."



As Chairman of Invest NI, Stephen Kingon, alongside our Board, oversees performance and strategic direction. Appointed by the Minister for Enterprise, Trade and Investment, Stephen is also responsible for ensuring the highest standards of corporate governance, efficiency and propriety in the use of public funds.

Some 63 per cent of support and 93 per cent of total offers were made to locally owned businesses.

Invest NI's work is central to achieving the Northern Ireland Executive's goal of halving the gap between our private sector productivity rate and the UK average.

Our work last year contributed to this despite the challenging economic conditions that meant we were called on to help clients weather their short-term difficulties while we kept focused on the longer term goals of our Corporate Plan.

Headline results

We secured £687 million of investment commitments from businesses for which we offered £182 million of support.

Reflecting our response to the difficult economic conditions, we made 3,817 offers of assistance, a 12 per cent like for like increase on last year. It's significant that 93 per cent of these offers (63 per cent of total support) were made to locally owned businesses. Some £37 million came from the European Regional Development Fund.

Our support will create 4,307 jobs and safeguard 2,264. We attracted 56 new employment related inward investments, significantly exceeding our target and all the more impressive in a climate which led many multi-nationals to defer plans to invest.

An additional £10 million was put directly into companies to help them through the worst of the recession.

Response to economic climate

We responded speedily to help our clients by providing fast tracking of support and putting in place the Short Term Aid Scheme, the first of its type in the UK. We also helped companies look to new markets, get expert advice and increase skill levels. In total, an additional £10 million was put directly into companies to help them through the worst of the recession.

The success of these initiatives was evident in the very positive feedback we received.

Corporate Plan goals

We also made good progress against our Corporate Plan goals of helping companies realise their full potential, shifting the sectoral balance of our economy and nurturing frontier technologies.

Making Invest NI a world-class economic development agency

Our Board, our Chief Executive, Alastair Hamilton, and all of our staff are committed to making Invest NI a world-class economic development agency. The achievements outlined in this report are down to their hard work and vision, and to the unstinting support we received from the Enterprise Minister, Arlene Foster.

Our internal programme of change, Transform, which began last year, is moving us further towards that goal. We are confident that the outcomes of Transform will be even more effective support for the local business community.

Our full Annual Report and Accounts for the year ended 31 March 2010 is available at www.investni.com/annualreport0910



In picture is Tracy Meharg, Invest NI Managing Director of Innovation and Capability Development, with Phillip Pollock, the Managing Director of Edina Manufacturing, Lisburn, who were one of the companies at All-Energy 2010. Edina Manufacturing are specialists in the design and manufacture of environmentally friendly gas engine powered generation plants and CHP systems.

Renewable Energy

Our Trade Development Team took 15 local companies to the All Energy - The Renewables Show at Aberdeen, Europe's largest renewable energy event. Through an associated conference programme focused on developing sales and lead generation, companies secured firm orders in excess of £1 million and sales leads for an additional £10 million of business from contacts developed at the Show. This was one of 53 trade missions and market visits organised during the year.

Chief Executive's Review

"It's been a year of challenge and change. Despite such demanding economic conditions, we met, or exceeded, all of our key performance indicators."



As Chief Executive, Alastair Hamilton has primary responsibility for delivering the economic development policies of the Northern Ireland Executive, through Invest NI supporting the growth plans of local companies and attracting new inward investment. Invest NI delivers its services to business through a network of regional and international offices.

Northern Ireland has a strong international reputation for software development, technology and financial services investment.

Supporting research and development

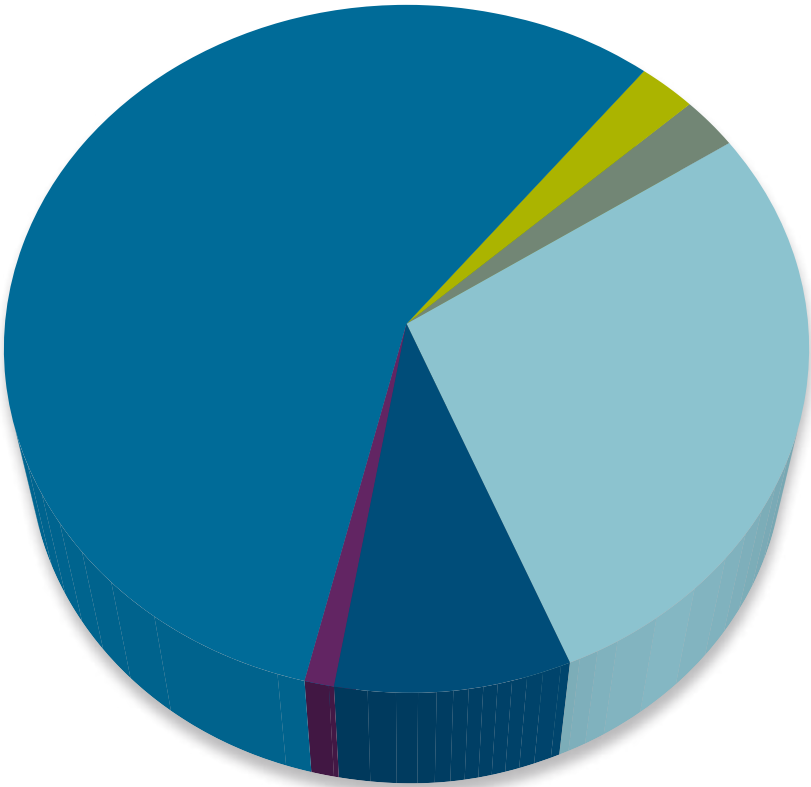
Regardless of market or sector, the strongest businesses have innovation and R&D at the centre of their operations. We offered over £50 million of assistance in support of £149 million of company investment in R&D. This clearly shows that even in difficult economic circumstances, businesses recognise the value of R&D to their future success.

But innovation goes beyond pure research and development and concerns adding value across the full operational activity of a business, and so our support reflected that breadth of activity in areas as diverse as e-business, energy efficiency and business improvement.

Business expenditure on R&D



Support for innovation



R&D	57%
Trade development	2.5%
E-business	2.5%
Business improvement	28%
Sustainable development	9%
Technical advice	1%



Invest Northern Ireland's Brian Dolaghan (left) and John Meenan, Managing Director of FSL Electronics, with some of the company's high-tech scoreboard technology. FSL has had success in penetrating the South African sports market.

FSL Electronics

Formed in 1988 as a research and development facility, FSL Electronics supply digital signage, scoreboards, gate automation, timing systems and remote controls to companies worldwide and are an active participant on our export development programmes. Customers include cricket grounds in the West Indies, the 2010 World Cup Mbombela Stadium in South Africa, Buckingham Palace, Blackburn Rovers, Tarmac, and Caterpillar.



Enterprise Minister Arlene Foster pictured with Chris McAuley, First Derivatives, Director, North America in New York.

First Derivatives Plc

Invest NI offered £1.29 million to Newry-based First Derivatives plc, a leading provider of software solutions to capital markets, to support two research projects for new product development with Real Time Risk and Market Data Management. The investment is designed to further enhance their ambitious R&D programme which has already yielded sales in North America and Asia.

Overall, our support for innovation related activities increased by some 37 per cent.

Support for exporting

As a small region Northern Ireland cannot prosper within the confines of our domestic economy alone. It is vital that we raise the level of exports, and for this reason our assistance is focused on those businesses that have the strongest export potential.

During the year we supported both first time and experienced exporters. Some 3,360 businesses took part in market visits, got in-market support, or received export skills and sales training. While the financial support to these businesses was relatively small - £2 million - the benefits

were significant, with many companies reporting sizeable sales on the back of this export development activity.

Overall investment by business

We secured investment commitments of £421 million from companies, almost 60 per cent higher than our target. These investments have the potential to generate salaries of £147 million, which will have a positive knock-on effect in the local economy. We also supported 2,302 new businesses that are owned by local people.

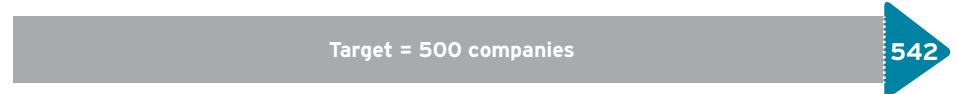
Increase exports

Target 2009-10

Outturn at March 2010



Encourage new first-time exporters



Companies to diversify into new markets

Investment

Target 2009-10

Outturn at March 2010



Attract and support investment both foreign and locally owned



Value of total annual salaries and wages

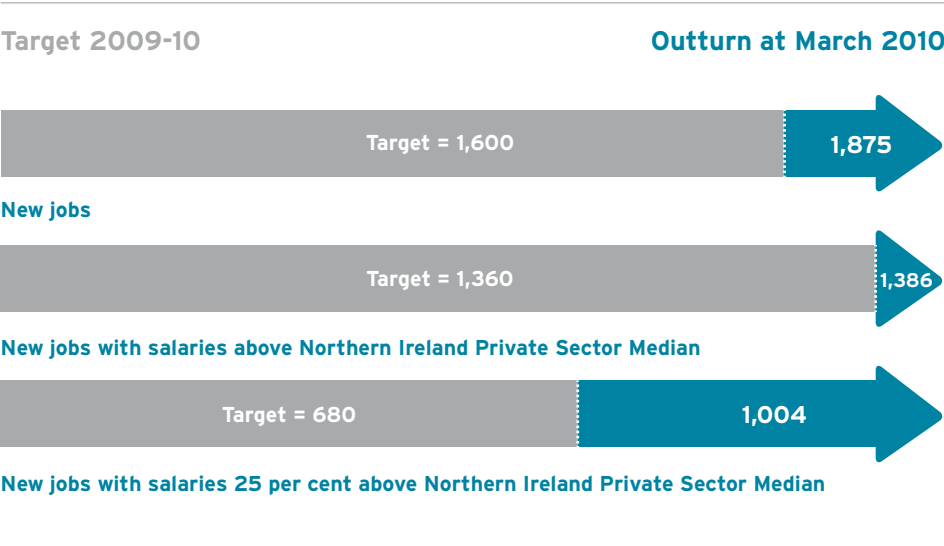
Attracting inward investment

Against a target of 1,600 jobs we succeeded in attracting 56 new employment related inward investments that are committed to creating 1,875 jobs. These projects represent company investment of almost £196 million.

Three-quarters of these jobs will have salaries above the Northern Ireland Private Sector Median. Over half of them will be 25 per cent above that level. These are the kind of high value jobs that we are seeking to attract, to help build wealth in Northern Ireland.

Three quarters of new jobs from inward investment will pay salaries above the Northern Ireland Private Sector Median.

New jobs through inward investment



Enterprise Minister Arlene Foster, First Minister, Peter Robinson, CEO NYSE Euronext, Duncan Niederauer, Deputy First Minister, Martin McGuinness, Larry Leibowitz, NYSE Euronext, and Junior Minister, Gerry Kelly.

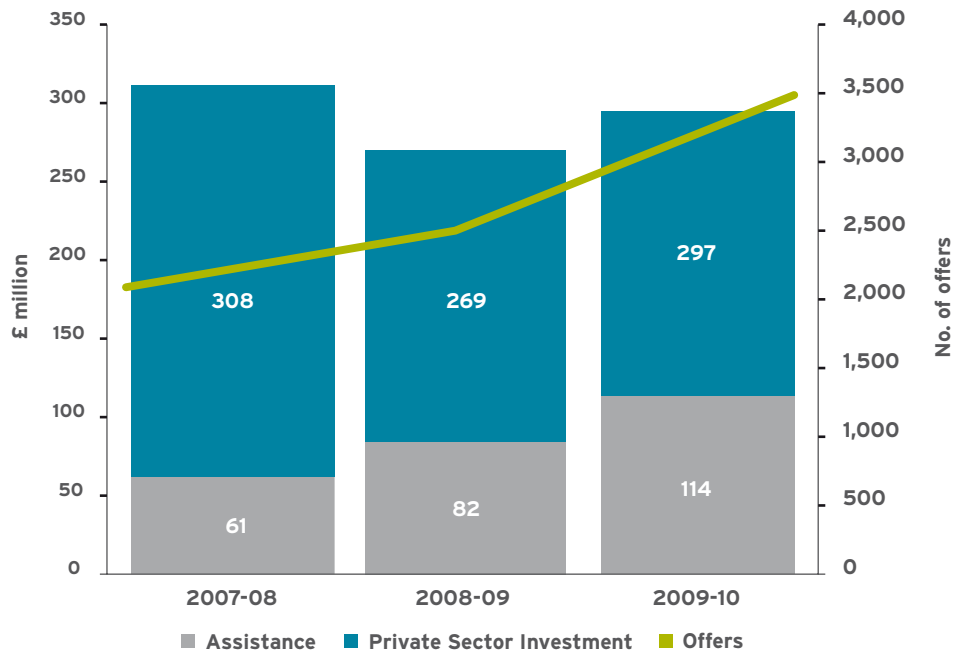
NYSE Euronext

In October 2009 Invest NI offered up to £9.6 million to support the move of NYSE Technologies, a division of NYSE Euronext (NYX), into a new state-of-the-art development facility in 2010 and the associated creation of up to 400 new high quality technology, operational and corporate jobs in the coming years.

Supporting Local Businesses

- Offers to local business up by 43 per cent (including trade development services).
- 63 per cent of support offered to locally owned businesses.
- Assistance to local business up by 40 per cent.
- 60 per cent of investment commitments made by locally owned businesses.
- 76 per cent of support to locally owned business was to small and medium sized enterprises.

Supporting local businesses



Almost two-thirds of our assistance last year was offered to businesses in local ownership. This supported planned investment by these businesses of nearly £412 million, which should create 2,432 new jobs and safeguard 1,136 existing jobs.

Much of this was a result of the very conscious effort on our part to support the local business base through the deepest period of recession. Through various channels we put over £10 million of additional support directly into companies, many of which would have been traditionally considered outside of Invest NI's client base.

During 2009-10 we offered £115 million to support over 3,500 projects proposed by locally owned businesses. This represented over 93 per cent of all our offers. Three-quarters of this support was to small or medium sized businesses.

New ideas

We offered financial support in new and innovative ways, such as our Accelerated Support Fund and Short Term Aid Scheme, the first of its type in the UK.

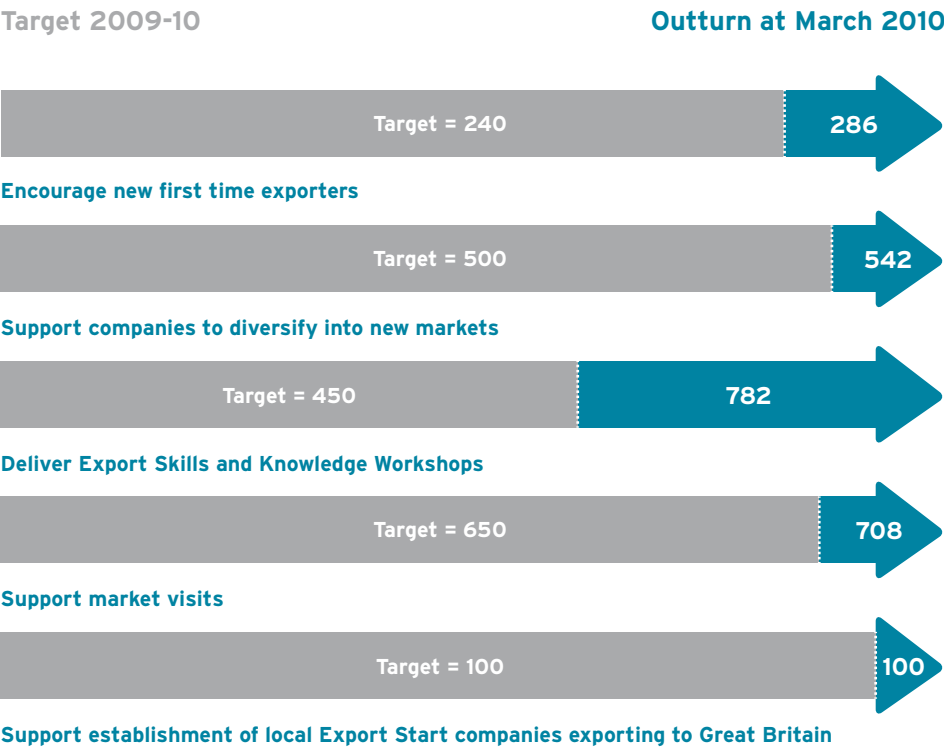
Unlike most of our support, which is strictly associated with the growth of businesses, the Short Term Aid Scheme helped local businesses to secure jobs, reskill workforces and restructure to get through the downturn.

We also amended conditions attached to over 300 existing offers of support to businesses that had not been able to meet specific targets previously agreed.

One very visible outcome of this was that last year, for probably the first time since Invest NI was established in 2002, more jobs were created or safeguarded in locally owned companies than in externally owned ones. We did this because it was the right thing to do in the economic conditions.

Growing Our Export Base

Performance against export targets



It's vitally important to our economy that more local businesses break into and succeed in export markets. An outward looking economy is a healthy one that can grow and create wealth.

Our support in this area focuses on export skills training, market visits, in-market support and helping businesses either begin exporting or diversify into new export markets.

In 2009-10 we met or surpassed all our targets in this area. There was strong demand across all areas of our support with 3,360 participants taking part in our trade programmes. There was in particular a strong interest in our Export Skills and Knowledge Workshops, which attracted 75 per cent more attendees than our target of 450.

This increased interest in export markets reflects in part the downturn in our

domestic economy, which prompted many businesses to look further afield for trading opportunities. Not only does entering export markets increase the market size that companies compete in, but research has demonstrated that exposure to international competition also encourages innovation, making companies better able to compete at home and abroad.

Supporting new businesses with an export focus

Creating a pipeline of new businesses is essential to make sure that the economy remains vibrant. We are keen to support businesses that from the outset aim to sell their goods or services outside Northern Ireland. Last year we helped 115 new businesses to set up and begin trading outside Northern Ireland. Fifteen of these had a strong international focus.



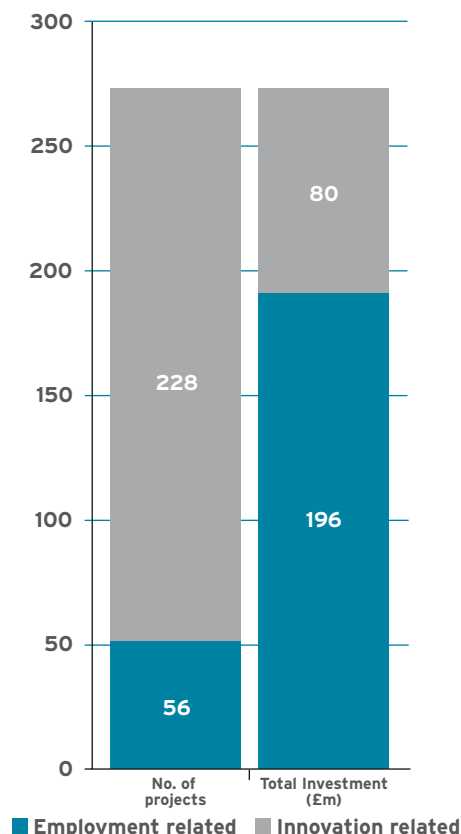
Invest NI Chief Executive Alastair Hamilton helps Peter Shields, Director of Etain Software, launch the company's new brand name.

Etain Software

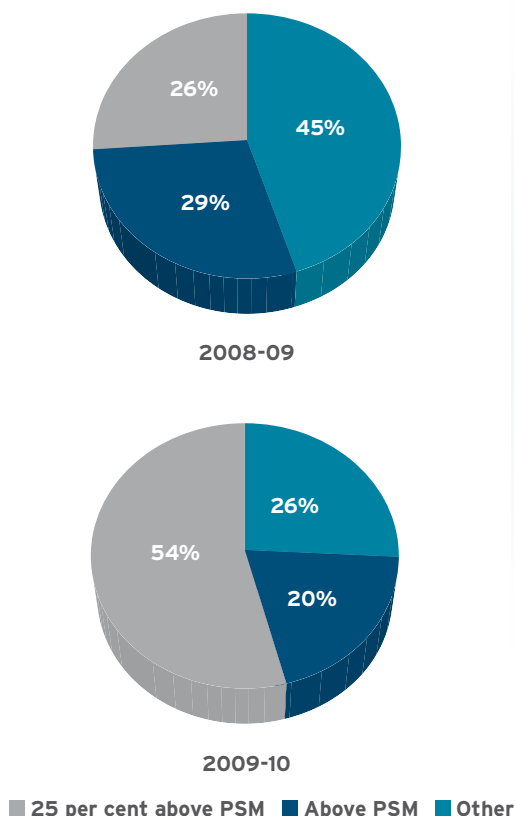
Formerly known as EG Information Consulting, local ICT company Etain Software created a new brand identity with design support from Invest NI, as part of a wider export marketing strategy which includes plans to exploit the lucrative US technology market, where it recently secured its first business - a landmark contract with precious metals forum Denver Gold to supply highly innovative event management software.

Attracting Inward Investment

New projects won



Job quality - by salary band



£275 million of new investment from outside Northern Ireland.

Attracting quality inward investment and supporting the internationally owned companies that already have a presence here helps to move our economy up the value chain.

In software, telecoms and ICT, Northern Ireland has a long track record of being able to meet the needs of internationally mobile investors, and we are gaining a similar reputation in other sectors, such as financial services, life sciences, connected health and renewables.

Investment successes

Northern Ireland has just 2.8 per cent of the UK population, yet we won 7 per cent of all foreign direct investment in the UK last year. We have become the UK's leading location for financial services software development, attracting over 35 per cent of all inward investment projects in the last five years. In fact, Belfast has

attracted the most software development projects in the UK, after London.

In the last 18 months companies such as NYSE Euronext, Cybersource, 3Par and ByteMobile have decided to locate or expand their operations in Northern Ireland, with our support.

Creating quality jobs

We have a number of specific targets relating to jobs created from inward investment. One of these is to ensure that 5,500 of the 6,500 jobs we intend to attract over three years pay above the Northern Ireland private sector average salary, with 2,750 of these jobs paying at least 25 per cent above this level.

Last year we offered almost £41 million to support projects by externally owned clients that will create 1,875 new jobs and safeguard 1,128 existing jobs.

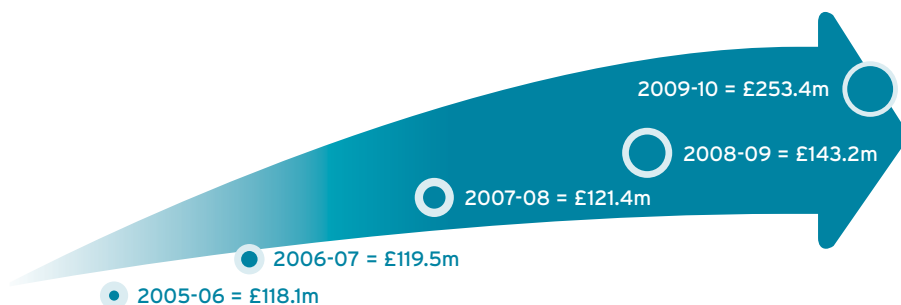
Three-quarters of these jobs will have salaries above the Northern Ireland Private Sector Median. Over half of them will be 25 per cent above that level.

Supporting growth

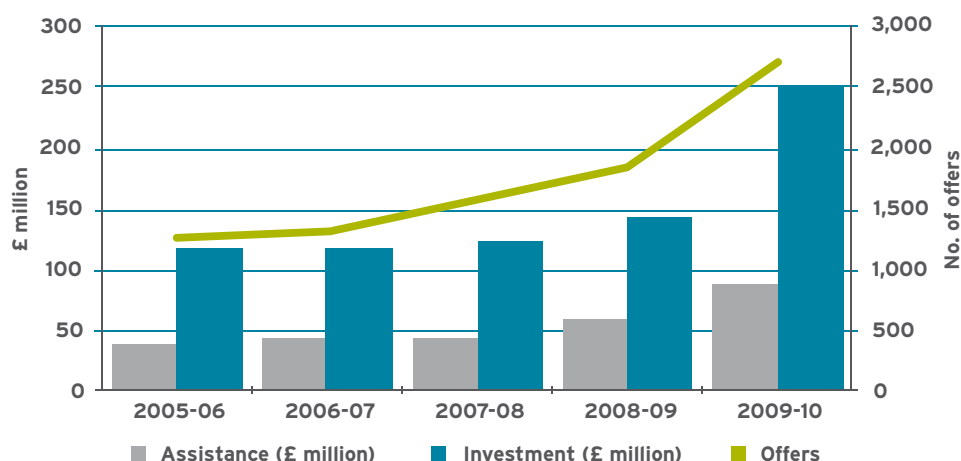
We also supported many externally owned businesses to make follow-on investments in Northern Ireland. This included offering over £26 million to support 228 projects relating to innovation that represented company investment of £80 million. These development activities will underpin business competitiveness leading to growth and employment opportunities.

Growing Business Capability

Private sector investment - 2005-06 to 2009-10



Capability growth - offers and assistance



Historically the manufacturing sector was the key driver of our economy. Today we are seeing professional services increasingly driving private sector growth.

Our support is helping to accelerate this growth by enabling companies to improve their international competitiveness and secure export sales. We're helping companies invest in research and development, develop their people and processes, improve supply chain management and maximise the potential of e-business. Last year, we saw a 134 per cent increase in planned private sector investment in such areas.

Our advisory support

We offer advice to businesses across key areas such as technical, energy and environmental issues, information technology and market research.

Last year our Business Information Centre received over 4,100 enquiries, our Technical Advisory Unit dealt with 1,226 enquiries and our ICT Advisors worked with over 736 businesses. Our business information website, nibusinessinfo.co.uk, received over 314,000 visits. This highly tailored advisory support is a crucial aspect of our work and delivers very real benefit.

314,000 visits to nibusinessinfo.co.uk, which was 44 per cent ahead of target.



Pictured are (l-r): Professor James McElroy, Pro-Vice-Chancellor, Queen's University, Minister Arlene Foster, Steve Luczo, Chairman, CEO and President of Seagate Technology and Alastair Hamilton, Invest NI.

Seagate

Seagate Technology in Londonderry received £12.7 million of support for two major research and development investments in surface science and advanced materials technology, expected to increase R&D related jobs in Seagate by 85 and create a further 10 related research posts at Queen's University, Belfast, through the establishment of a new research facility at the Department of Physics.



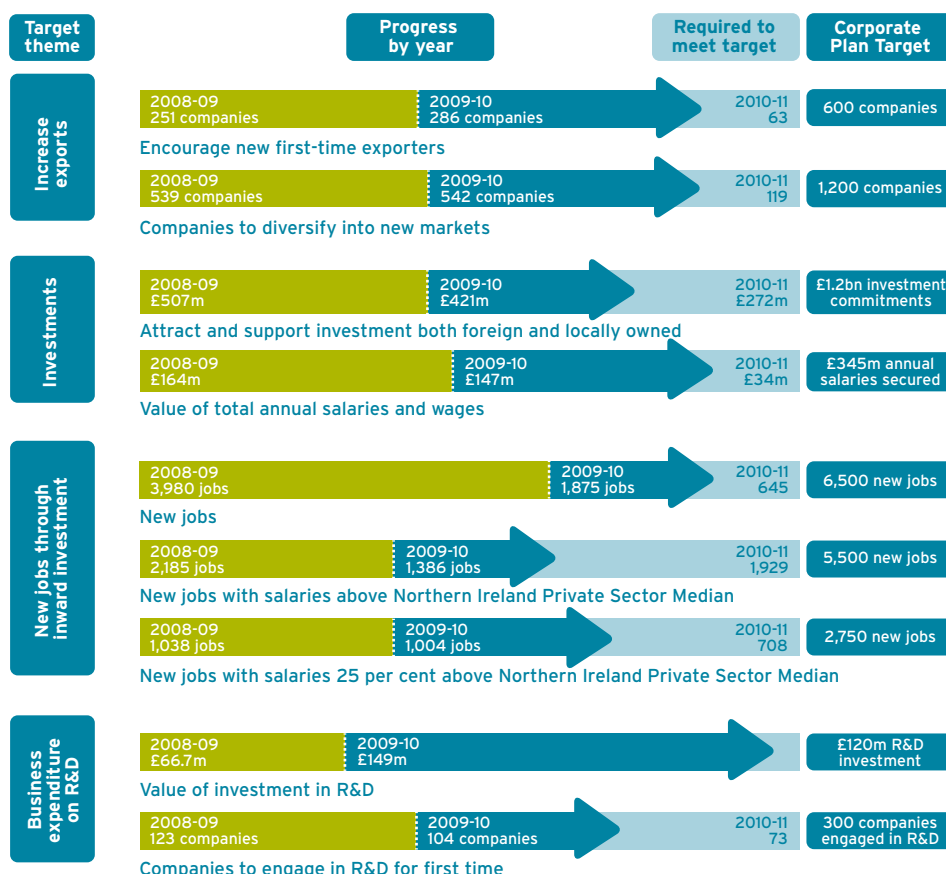
FASTANKs from Fast Engineering are used worldwide to provide liquid storage solutions quickly in emergencies such as oil spills, earthquakes and drought conditions.

Fast Engineering Limited

Antrim based Fast Engineering Limited, which provides emergency liquid storage solutions for diverse markets including drought relief, fire fighting and environmental protection, and whose products were recently used in the Gulf of America oil spill clean up, successfully applied for an Innovation Voucher worth €5,000 to help it research alternative materials and manufacturing processes. Last year, over 160 Innovation Vouchers, which are open to any registered small enterprise with fewer than 50 employees, were issued.

The Corporate Plan Context

Key performance indicators



Our performance in 2009-10 should be considered within the context of our three-year Corporate Plan (2008-2011) and the targets we've been asked to achieve. Invest NI's primary objective is to increase Northern Ireland business productivity to create wealth for the benefit of the whole community. This is aligned to the Northern Ireland Executive's Programme for Government, 2008-2011.

We aim to boost Northern Ireland's gross value added (GVA) per employee and strengthen businesses' ability to sell more products and services outside Northern Ireland. We have three priorities:

- **realising client potential** by helping our clients to become better at growing profitably through applying innovation in all aspects of their businesses;

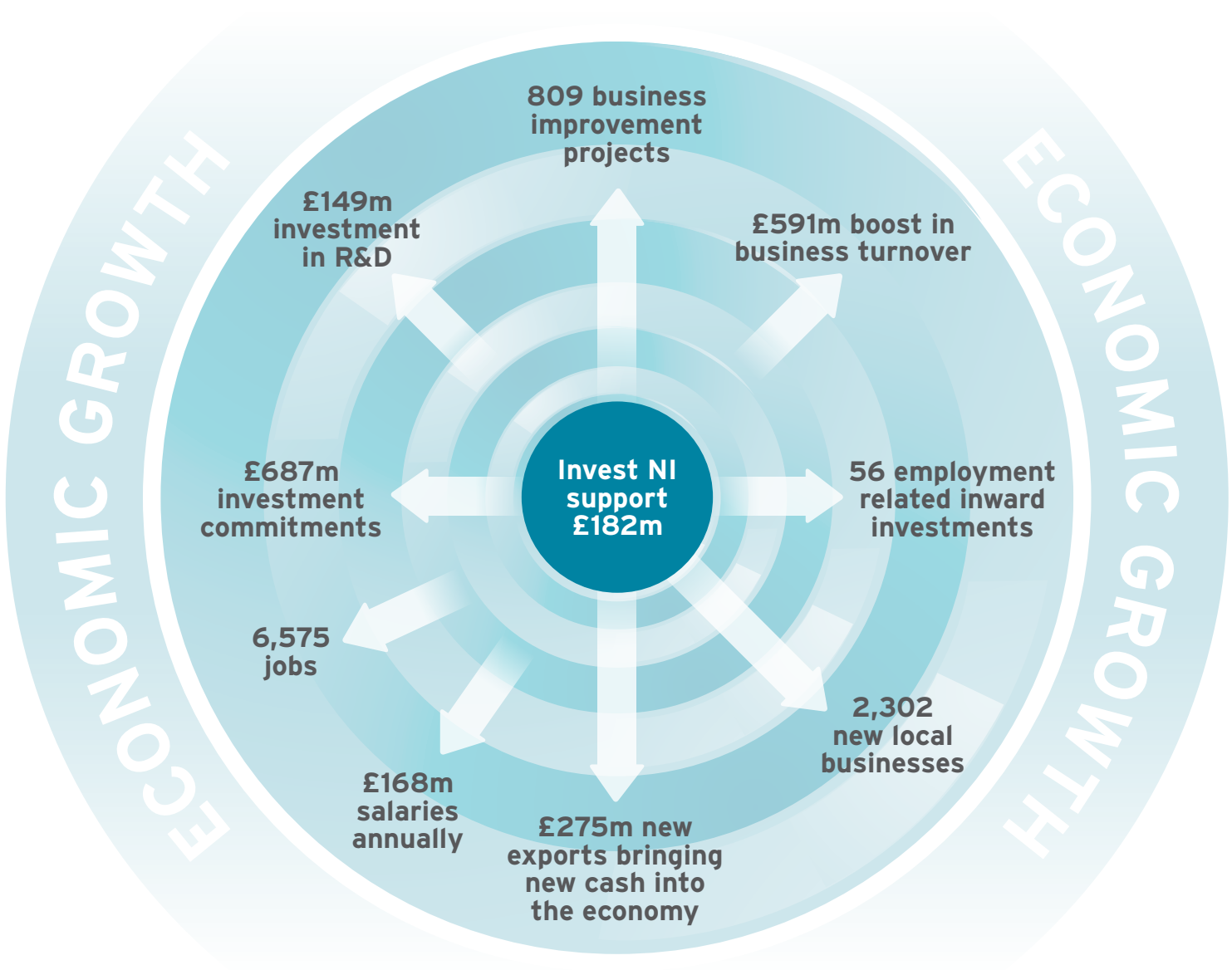
- **shifting the sectoral focus** towards high-value economic activity by attracting foreign direct investment in target industries and boosting indigenous businesses and start-ups in high-value sectors; and

- encouraging the development of **frontier technologies** by building upon Northern Ireland's specific strengths in private and public sector research bases in order to deliver commercial outcomes from leading-edge technologies.

Although we are now working within the challenging economic conditions of slower growth in the world economy, significant readjustment in financial markets and a tightening budgetary regime, we are on course to meet our three-year targets.

The Ripple Effect

Last year our support directly and indirectly boosted the Northern Ireland economy.





nibusinessinfo

nibusinessinfo.co.uk is a free service provided by Invest NI and offers all local businesses a 'one stop shop' to access practical advice on key business issues and information. The website has over 5,000 pages of business advice, 650 downloadable guides, including 50 Northern Ireland only guides, and 47 interactive online tools of a range of relevant business topics.

2009-10

Financial Highlights

Our expenditure

- Our budget was £187.4 million and our net outturn for the year was £187.1 million (99.8 per cent achievement against target).
- Our expenditure was higher than last year primarily because of an increase of £23 million in our grant expenditure and programme related costs. There was also an increase of £7 million in the charge for asset impairments, while administrative expenditure went up by £1 million to £33 million.
- We managed within our administration budget of £27 million (this excluded headquarters unitary charges).
- The provision against debt and financial instruments reduced by approximately £8 million.

Our income

- Total income for the year reduced from £35 million in 2008-09 to £26 million in 2009-10. This was because of a significant reduction (£18 million) in the level of clawback.
- This reduction in clawback was partly offset by a £10 million increase in receipts from the European Commission.
- We received £5.2 million from the disposal of property, plant and equipment and investments and from clawback of grant monies. Our target was £5.1 million.

- We received £2.2 million from property rental, dividends and loan interest. This money is repayable to central government.

Our assets and liabilities - statement of financial position

Our non current assets including investments at the year-end were £147 million. This is £11 million less than 2008-09, primarily due to a reduction in land and property holding valuations. This reflects the current difficult market conditions and the impact of the downturn on the property market in 2009-10.

Total receivables increased from £42 million to £49 million, mainly due to an increase in EU receivables of £17 million offset by a reduction of £9 million in trade and other receivables. The EU receivables balance relates to programme expenditure due to be claimed from the EU sustainable competitiveness programme 2007-2013.

Total payables have increased from £53 million to £75 million. The timing of payments on two large transactions has resulted in an increase of £12 million in the trade payables and accruals. In addition, there has been an increase of £12 million in relation to accrued income from EU receipts which will ultimately be payable to DETI.

The Year Ahead

The year 2010-11 will see Invest NI complete delivery of its current three-year Corporate Plan. Given the outturn over the past two years, we are confident that we will meet the key performance indicators contained within it.

In doing so, Invest NI will make an important contribution to the goals of the Programme for Government, specifically helping to increase business productivity, and laying the foundations for the longer term aim of creating a higher value economy. But given the many inter-dependencies involved in economic development, it is clear that Invest NI cannot deliver this alone.

The sub-committee recently formed by the NI Executive and tasked with urgently developing a new Economic Strategy which aligns with other Executive strategies will play a pivotal role and will provide strategic direction to the shaping of policies, some of which Invest NI will be asked to deliver.

Looking to the long term

Much of our support will continue to be about encouraging and supporting innovation. By their very nature, the benefits of innovation and R&D are less specific at the outset and their delivery longer term in nature. But it is widely recognised that R&D is the most important long-term driver of productivity and there is a strong link between high levels of innovation, R&D and productivity, and living standards. It is also important in increasing employment and improving the economic infrastructure.

Using the right tools

For as long as it remains a tool at our disposal, we will continue to maximise the use of Selective Financial Assistance as a means of supporting the growth of our existing business base and encouraging new investors to Northern Ireland.

We will also continue to be flexible in the support we offer, as we were last year in offering new initiatives to help businesses confront immediate problems caused by economic conditions. Although there have been some recent indications that business confidence has improved, tackling unemployment and providing increased employment opportunities will remain our key priorities in the short to medium term.

Transforming our approach

Through Transform, our change management programme designed to help realise the strategic vision, we will deliver the highest standards of customer service in the most effective and efficient manner.

Against an economic background that will likely see higher demand from our customers, coupled with a tightening budgetary regime with increasing competition, we will balance the objectives of widening our support to a broader business base, ensuring that resources are targeted to where they deliver the maximum economic benefit. Inevitably this will mean that hard choices have to be made.

These factors will influence the shape and direction of our next Corporate Plan, on which we will begin consulting during the year.



In picture is Francis O'Loughlin, Managing Director of North Atlantic Rib Marine, showing Des Gartland, Invest NI's North West Regional Office Manager, the new seating system developed by the company.

North Atlantic Rib Marine

North Atlantic Rib Marine in Londonderry was assisted with the development of an innovative seating system for its rigid inflatable boats (RIBs). The company, based in Springtown, received assistance with the design, development and market testing of a new and more robust straddle seating system for the craft, which will offer customers a unique range of seating and control options.



In picture is (left), Ian Murphy, Invest NI's Managing Director of Clients and Entrepreneurship, with John Woods, Managing Director of Linwoods, with some of Linwoods whole sun-dried goji berries.

Linwoods

Invest NI assisted Linwoods to expand export sales as part of a £4.3 million expansion programme aimed at growing its bread, milk and health food products. The assistance, totalling £300,000, will lead to 34 new jobs over the next three years.

We Are Committed To

Being customer-focused

How? All our client-facing staff work in cross-functional client teams and undergo a comprehensive training programme. A new operating manual provides practical guidance. Operational divisions monitor their work in progress and set targets to improve our responsiveness to customers. Our Communications Unit monitors customer needs through regular satisfaction surveys.

Good governance and control

How? We've told all our staff about our Fraud Response and Action Plans. We have committees to assess risk and governance issues. We've also developed better monthly management accounts, and DFP Monitoring Rounds allow for budget changes to be made.

Managing public money effectively

How? Client Executives regularly meet with companies to review progress. Client-facing staff receive appropriate monitoring training and our Corporate Finance Appraisal and Advisory Division provides guidance when necessary.

Data protection

How? We have an Information Security Management System certified to ISO 27001. We recently commissioned an independent Penetration and Applications Security Check and addressed the small number of issues raised. We carry out regular checks to ensure that physical and data security policies are being observed. In 2009-10 we encrypted all our laptop computers and provided encrypted USB devices.

Complying with European Commission State Aid regulations

How? We review and if necessary correct our interventions on an ongoing basis to ensure they comply with State Aid and Regional Aid regulations. All staff can read summary information on State Aid rules on Invest NI's intranet site.

Developing our employees

How? We actively manage staff attendance and in 2009-10 achieved an absence rate of just 2.85 per cent, better than the NI Civil Service average. We have an equality policy in respect of employment practices and communicate with employees both directly and through the Trade Union (NIPSA).

Our suppliers

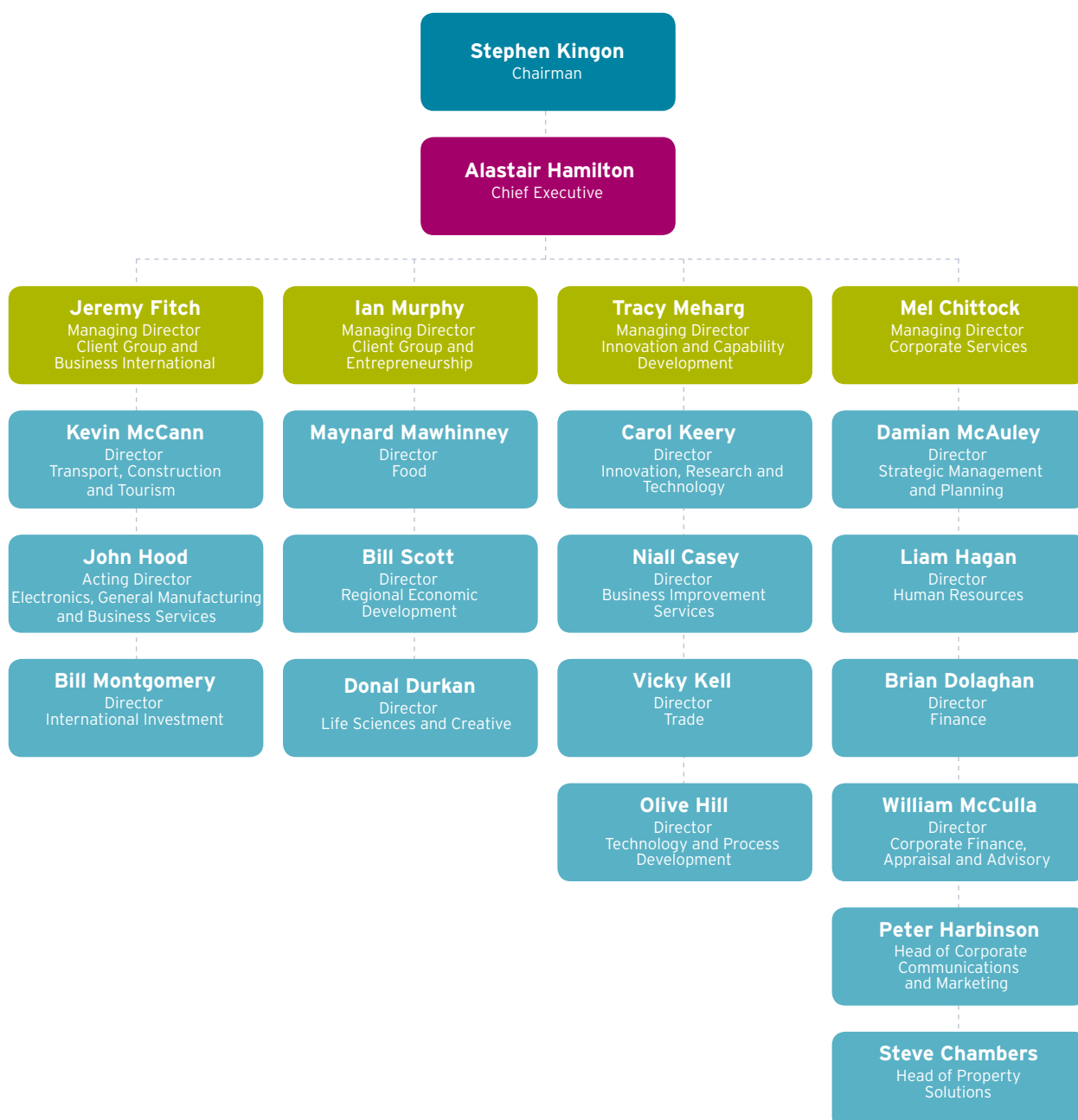
How? We pay invoices promptly. During 2009-10 Invest NI paid approximately 95 per cent of invoices within 30 days and approximately 81 per cent within the 10 working day target set to help local businesses.

The community

How? In 2009-10 we appointed a Corporate Social Responsibility (CSR) Champion and developed a Strategic Framework covering the key pillars of CSR (workplace, community, economy and environment). During the year, 150 Invest NI staff took part in group events organised in partnership with Business in the Community and we sponsored an award at BITC's Annual Business Awards.

Senior Management Team

To contact any of our team by e-mail, use the following format:
firstname.secondname@investni.com, or telephone **+44 (0) 28 9069 8000**



Our Offices

Invest NI has seven offices across Northern Ireland and we work globally, with 13 offices across the world.

Through our network of regional offices we ensure that businesses across Northern Ireland have easy access to Invest NI's advice, assistance and support programmes.

Our regional offices are located in Belfast, Londonderry, Newry, Ballymena, Portadown, Omagh and Enniskillen. Staff

at these offices work with export-focused businesses at a local level. We provide existing clients and start-up businesses with advice and signposting to our programmes and other support organisations.

Through our network of international offices, we help businesses to create or expand commercial relationships overseas and attract inward investment.

Staff at our international offices can provide your business with direct hands

on, in-market assistance, particularly in the US, Middle East and the emerging markets of India and China. Our international offices are located in North America, Europe, the Middle East and Asia.

Our clients can find out more about the full range of Invest NI support programmes and advisory services by contacting their Client Executive. All other businesses can find out about our services, or make an enquiry about them by contacting their nearest regional or international Invest NI office.

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