

TOURISM IRELAND CLG
MINUTES OF THE 209th MEETING OF THE BOARD OF DIRECTORS
HELD AT LOUGH ERNE RESORT, BELLEEK ROAD, ENNISKILLEN, BT93 7ED
THURSDAY 4th DECEMBER 2025, 10.15-14.00

PRESENT:

Christopher Brooke (Chairman)	Stephen McNally
Karen Sugrue Hennessy (Vice-Chair)	Ruth Andrews (virtual)
Katy Best	Des Annett
Harry Connolly	Pat O’Leary
Laura McCorry	John McGrillen
Paul Gallagher	Kathryn Thomson

IN ATTENDANCE:

Alice Mansergh	Chief Executive Officer
Michael Wickham Moriarty	Company Secretary / Director of Business Operations
Siobhan McManamy	Director of Markets and Partnerships
Aidan Power	Director of Marketing
Alan Myles	Financial Controller
Neil Aulton	Head of Strategy and Insights
Lynda Quinn	Head of Human Resources
Conor Colclough	EY-Parthenon Ireland
Róisín McTague	Corporate Communications Senior Executive

1. APOLOGIES

There were no apologies received.

2. NOTICE AND QUORUM

2.1 It was resolved that Mr Christopher Brooke be appointed chairman for the duration of the meeting (the Chairman). It was noted that a quorum was present and that the meeting was otherwise duly convened in accordance with the Constitution of the Company to transact business and that all directors entitled to attend and vote at the meeting had received due notice thereof and of the nature of the business to be conducted.

2.2 It was further noted that all the directors present were, pursuant to the Constitution of the Company, entitled to vote and be counted in the quorum.

2.3 The meeting proceeded to business.

3. DECLARATION OF INTERESTS

In accordance with Section 231 of the Companies Act 2014 those directors present each declared that they had no interest in the business to be transacted at the meeting which would preclude them from participating in the meeting and forming part of the necessary quorum.

4. SECTION 819 AND PART 14, CHAPTER 4 OF THE COMPANIES ACT 2014

The Chairman informed the meeting that no person who is the subject of a declaration, order or deemed order for disqualification or restriction under the Companies Act 2014 including Part 14, Chapter 3 and 4 is appointed or acts in any way, directly or indirectly, as a Director or secretary of the Company and the Directors had not received any notice under the Companies Act 2014 including Part 14, Chapter 5, regarding a disqualification undertaking.

5. MINUTES OF PREVIOUS BOARD MEETING ON FRIDAY 24th OCTOBER 2025

The minutes of the previous meeting on 24th October 2025 were agreed and it was noted they would be uploaded to Tourism Ireland's corporate website.

ACTION: Michael Wickham Moriarty

6. MATTERS ARISING

It was noted that the matters arising from the meeting of 24th October 2025 had been progressed. The Executive spoke to the progress of business and corporate planning with sponsor departments and the recent tourism policy launch by the Department of Enterprise, Tourism and Employment.

7. CEO REPORT

The CEO gave an update on team engagement, sustainability, tourism performance and marketing activities for 2025. It was noted that an in-depth team update would feature at the next Board meeting.

8. PLAN PERFORMANCE

Aidan Power spoke to performance under BPI targets set, outlining where targets had been met or were due to be exceeded, and other areas where further analysis was needed. It was agreed that UM media agency would join for a presentation in Q1 2026.

ACTION: Aidan Power / Alice Mansergh

9. MARKETS UPDATE

Siobhan McManamy spoke to consumer sentiment and Q4 activity highlights, and gave an overall annual activity summary for top-four markets.

10. SECRETARIAT MATTERS

10.1 Revisions to Bank Accounts

The revisions to New York, Toronto and Frankfurt bank accounts were approved by the Board. Changes to mandates on accounts were also approved, pending adjustment to language on approval limits.

ACTION: Michael Wickham Moriarty / Alan Myles

10.2 Approval of Updated Manual of Financial Procedures

The Board noted and approved minor updates to department titles, operating procedures, revisions to certain limits and incorporation of internal audit recommendations.

It was requested that a further update be made to European procurement level references in the manual.

ACTION: Michael Wickham Moriarty / Alan Myles

It was further requested that updates be made to the layout of Director resources. Michael Wickham Moriarty noted the request and advised the Board of the upcoming tender process for meeting-management software in 2026.

ACTION: Michael Wickham Moriarty

Board Members expressed interest in available cybersecurity training. It was agreed that the Executive would engage with training provision in 2026.

ACTION: Michael Wickham Moriarty

10.3 Management Accounts

The Board noted the contents of the draft accounts. Michael Wickham Moriarty elaborated on reserves and work ongoing with teams at end of year.

10.4 Strategic Approach to Leasing

An expansive discussion took place on the organisation's strategic approach to leasing, as presented by Michael Wickham Moriarty.

10.5 Dates and Locations 2026

The Board agreed the dates and locations proposed by the Executive, with a slight adjustment to be made to the start time for the upcoming meeting in February 2026.

ACTION: Michael Wickham Moriarty

10.6 Risk Register

The Board noted the contents of the updated risk register. The Chair of ARAC, Karen Sugrue Hennessy, notified the Board that planning was under way on a risk management framework review. It was agreed that Michael Wickham Moriarty would revisit the current risk appetite statement and risk management framework, with ARAC and the Board.

ACTION: Michael Wickham Moriarty

11. SUSTAINABILITY UPDATE

The Board noted the contents of the end-of-year sustainability update which covered consumer sentiment research findings, slow tourism marketing and progress on the development of an organisation-wide sustainability strategy.

12. BUSINESS PLAN 2026

Neil Aulton spoke to business plan indicators as agreed for Business Plan 2026, with Siobhan McManamy providing the budget breakdown for each team and market. The Board expressed satisfaction with the material and enthusiasm for initial updates on plan performance in Q1 2026.

13. ORGANISATIONAL CAPACITY REVIEW

The Board received a presentation from the Executive and EY on progress to date with the organisational capacity review, including an outline of expected delivery in 2026. An in-depth discussion took place on the proposed approach, with Board Members providing guidance based on previous experience.

14. AOB

Karen Sugrue Hennessy informed the Board of key updates from the ARAC meeting of that morning, including an update on cash balance at year-end, internal audit reports and the internal audit plan for 2026. It was noted that the timing of ARAC meetings would be adjusted going forward.

Paul Gallagher spoke to his recent learning journey at a Tourism Ireland event in London, organised to facilitate meetings and conduct business between island of Ireland industry partners and global inbound tour operators. Mr Gallagher commended the work of the central and market teams involved in organising the event and noted the positive feedback received from industry partners.

Arising from the update, a discussion took place on the composition of marketing partnership groups. It was agreed that the Executive would take time to consider the composition of these groups in 2026.

ACTION: Siobhan McManamy

15. MEETING WITHOUT THE EXECUTIVE PRESENT

A brief discussion took place on the presentation of the Board's papers for meetings.
The Chairman agreed to feed back this discussion to the Company Secretary.

16. DATE OF NEXT MEETING

The next meeting is scheduled for Wednesday, 25th February 2026 in Dublin.

The meeting concluded at 14.30.

Signed:

A handwritten signature in black ink, appearing to read 'Christopher Brooke', with a long horizontal flourish underneath.

CHRISTOPHER BROOKE - CHAIRMAN