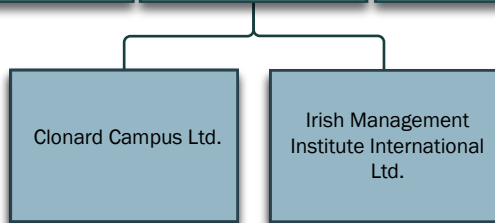


Trading Subsidiaries

Art Gallery (UCC) DAC*	Campus Accommodation (UCC) DAC*	Irish Management Institute (Foras Bainistíochta na hEireann)*	Mardyke Leisure (UCC) DAC*	Student Services and Facilities (UCC) DAC*	UCC Academy DAC*
Chair Lawrence O'Hana	Chair John Cleary	Chair Dr. Pamela Byrne	Chair John Mullins	Chair Michael Kelleher	Chair Doug Kelleher
General Manager Prof Fiona Kearney	General Manager Pauline Gilheany	CEO Shane O'Sullivan	General Manager Patsy Ryan	General Manager Terry Brennan	CEO Prof Patrick Fitzpatrick



Non-Trading Subsidiaries

Property Management (UCC) DAC*	SynBioHub DAC*	Cork University Foundation
Chair Diarmuid Collins	Chair Diarmuid Collins	