



Chairman's Statement (Extract)



Mr Frank Daly
Chairman

2014 was a year of major achievement for NAMA. We reported a profit for the fourth year in a row. Significantly, we also passed the half-way point in repaying our Senior Bonds. The extent of our progress during 2014 is demonstrated by the fact that we repaid more of our Senior Bonds in a single year (€9.1 billion) than we were able to do in the previous four years combined (€7.5 billion). We intend to build on this excellent progress by staying ahead of schedule for the remainder of NAMA's lifespan. Based on our current outlook, we hope to complete our core work by 2018, well ahead of our original target of 2020.

Chief Executive's Statement (Extract)



Mr Brendan McDonagh
Chief Executive

A major contributory factor to NAMA's progress in 2014 was an unprecedented level of demand and activity in the Irish commercial property market. This enabled us to authorise a significant increase in the flow of Irish assets offered for sale by our debtors and receivers. We generated total cash of €8.6 billion in 2014, almost twice the amount generated in 2013. A total of €7.8 billion was generated by asset disposals, including €3.7 billion from the disposal of Irish assets. By contrast, in the years between 2010 and 2013, Irish asset sales had generated a total of €1.8 billion for NAMA – this reflects our reluctance, during these years, to approve the sale of Irish assets in a thin, illiquid market at what we considered to be sub-optimal prices.

Key Performance Indicators

2014

OPERATING PROFIT



€648_m

€9.1 billion

SENIOR BOND REDEMPTIONS



FROM INCEPTION TO END-MARCH 2015



€1 billion
DEVELOPMENT FUNDING
IN IRELAND



€25 billion
CASH GENERATION



€19.9 billion
DISPOSAL RECEIPTS



€17.6 billion
SENIOR BOND REDEMPTIONS
(58%)

€8.6 billion
CASH GENERATION



€7.8 billion
DISPOSAL RECEIPTS



NAMA Market Activity

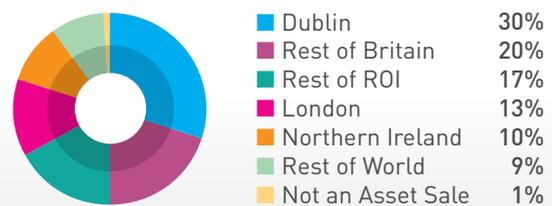
NAMA Asset Disposals by region

- NAMA's strategy in each of its main markets has been to release assets for sale in a phased and orderly manner consistent with the level of demand, the availability of credit and the absorption capacity of each market.
- In the period 2010-2013 this meant concentrating sales activity in Britain, particularly London. Irish assets, by contrast, accounted for just 16% of total disposals in the same period.
- Improving conditions in the Irish market in 2014 enabled NAMA to substantially increase the scale of its disposal activity.

Disposals by location 2010-2013



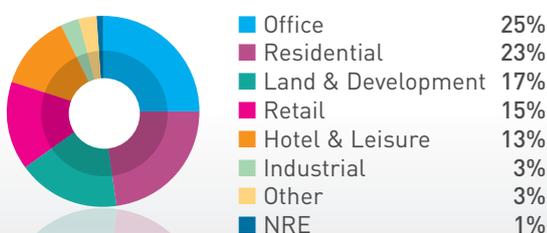
Disposals by location 2014



NAMA Asset Disposals by sector

- The breakdown of disposals underlines the diversity of NAMA's portfolio with three sectors (residential, office and retail) each accounting for more than 20% of total disposals proceeds in 2014 and two further sectors each accounting for more than 10% of total proceeds.

Disposals by sector since inception



Disposals by sector 2014



Residential Delivery – Achieving strategic objectives



Piper's Hill | Naas, Co. Kildare



Coill Dubh | Malahide, Co. Dublin



Maoilín | Galway

NAMA will facilitate the completion of **4,500** new residential units in the Dublin area in the period to end-2016. NAMA funded more than **40%** of Dublin's total new housing supply in 2014.

- Of the 4,500 target, **1,362** units were delivered in 2014, across 23 individual projects, against a target to end-2014 of 1,000.

Examples of NAMA-funded residential units

Project Name	Local authority	County	Number of NAMA funded homes delivered 2014
Belmayne, Balgriffin	Dublin City Council	Dublin	125
Block G, The Grange, Stillorgan	Dun Laoghaire Rathdown County Council	Dublin	120
Honeypark, Glenageary	Dun Laoghaire Rathdown County Council	Dublin	104
Beacon South Quarter, Sandyford	Dun Laoghaire Rathdown County Council	Dublin	85
Miller's Glen, Oldtown, Swords	Fingal County Council	Dublin	60
Rathborne, Ashtown	Dublin City Council	Dublin	60
Castlepark Maynooth	Kildare County Council	Kildare	52
Bracken Park, Castleknock	Fingal County Council	Dublin	36
Prospect Hill, Finglas	Dublin City Council	Dublin	35
Broadfield, Rathcoole	South Dublin County Council	Dublin	30
Clongriffin	Dublin City Council	Dublin	23
Waterside, Malahide/Swords	Fingal County Council	Dublin	23
Elmfield, Leopardstown Rd, Dublin 18	Dun Laoghaire Rathdown County Council	Dublin	21
College Square, Terenure	Dublin City Council	Dublin	17

Dublin Docklands SDZ – Achieving strategic objectives



Hanover Quay, Dublin Docklands



76 Sir John Rogerson's Quay, Dublin Docklands



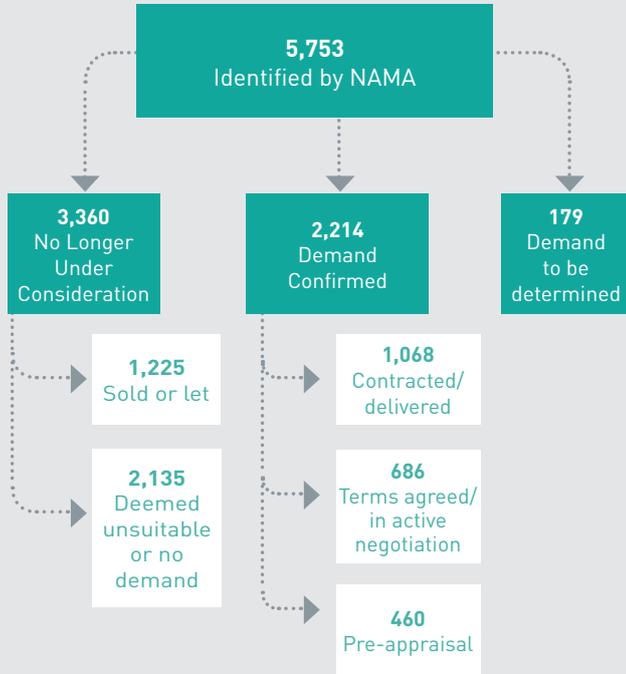
Boland's Mill, Dublin Docklands

NAMA is facilitating the delivery of office accommodation within the Dublin Docklands SDZ area. A number of initiatives announced in 2014 in which NAMA is directly involved include:

- The funding of a planning application for the redevelopment of the landmark Boland's Mill site in Dublin's south Docklands. The application includes proposed office, residential, cultural and retail development totalling 400,000 sq. ft.
- The submission of an application for the development of 460,000 sq. ft. of office and residential development at 5 Hanover Quay and 76 Sir John Rogerson's Quay.
- The commencement of construction of a building comprising 50,000 sq. ft. of office space at 6-8 Hanover Quay.
- The selection of Oxley Holdings Limited as NAMA's preferred bidder for a key site located at 72-80 North Wall Quay.
- NAMA entered into a joint venture with Kennedy Wilson where adjoining sites on Sir John Rogerson's Quay were combined and a fund created, structured as a QIAIF. The fund, submitted a planning application to develop 313,000 sq. ft. of office space and 204 apartments.

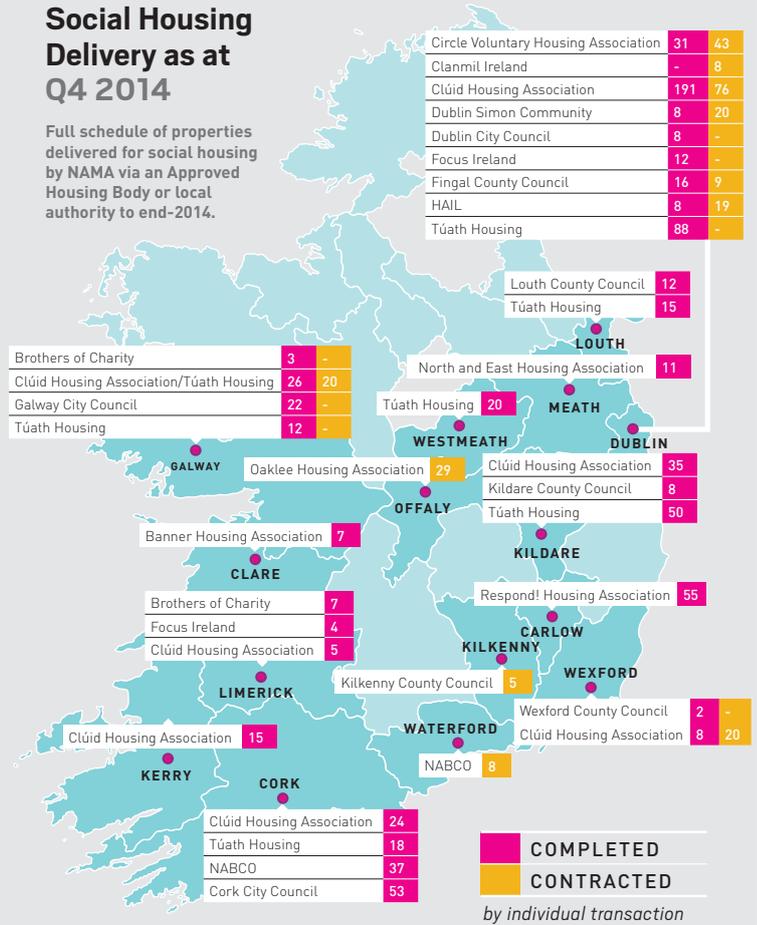
Examples Of NAMA's Wider Contribution

Social Housing



Social Housing Delivery as at Q4 2014

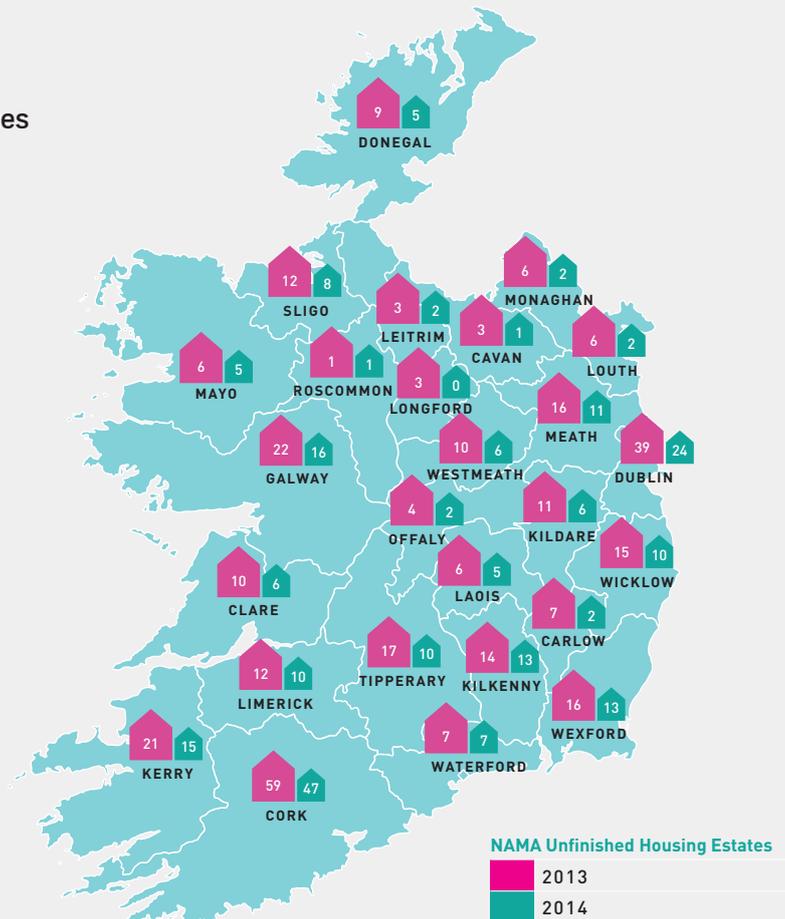
Full schedule of properties delivered for social housing by NAMA via an Approved Housing Body or local authority to end-2014.



Unfinished Housing Estates

Reduction in the number of unfinished estates within the NAMA portfolio

- NAMA has security over 229 or 23% of the revised estimate of 992 unfinished housing estates in the country.
- NAMA has advanced funding in excess of €5m for site resolution works on unfinished housing estates in which it has an interest as a secured lender.



Facilitating business and employment in Ireland



Working with IDA Ireland

NAMA is working with IDA Ireland and other State agencies to identify suitable properties for companies looking to establish or expand existing business operations in Ireland.



15,000

NAMA, through the deployment of working capital, is directly supporting 15,000 jobs in Ireland in trading businesses linked to its loans.



€23_m

NAMA has approved rent abatements with an annual aggregate value in excess of €23m.



€40_m

NAMA has approved long-term rent reliefs worth €40m to support small and medium retail businesses throughout the country.



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