



National Asset  
Management Agency

# NAMA Annual Report & Financial Statements 2017

13 June 2018

[www.nama.ie](http://www.nama.ie)



# NAMA KEY OBJECTIVES

Focused on Completing its Mandate Successfully



## Debt Redemption

**€30.2bn** in Senior Debt **fully redeemed**.  
Associated **contingent liability** of Irish State  
has been **eliminated**.  
Almost **€500m** of subordinated debt has  
also been redeemed.



## Dublin Docklands SDZ

Facilitate the timely delivery of  
key **Grade A** office, retail and  
residential space within the  
**Dublin Docklands' SDZ** and  
Dublin's Central Business District



## Residential Delivery

Subject to commercial viability,  
facilitate the delivery of up to  
**20,000 residential units** in  
Ireland by end-2020

# NAMA KEY FINANCIALS

## 2017 Performance

### Profitable

**€481m** profit after tax  
in 2017  
(2016: €1.5 billion)

**€13m** impairment credit  
in 2017  
(2016: €282m)

**€335m** profit on disposal  
of loans, property assets; and  
surplus income  
(2016: €1.1 billion)

### Cash Generation

NAMA continues to generate significant cash through asset and loan disposal activity and non-disposal income. Some

**€2.6 billion was generated in cash in 2017**

Total cash generated from inception to date, in excess of **€41.6 billion**

### Asset Sales & Income

In 2017, NAMA realised proceeds of **€2.4 billion** from the sale of loans, property and other assets

Total sales proceeds from inception to 31 Dec 2017 was **€34.6 billion**

Total non-disposal income was **€5.5 billion** from inception to 31 Dec 2017

# NAMA KEY FINANCIALS

## Income Statement – 2017

	2017 €m	2016 €m
Interest income	250	371
Interest and similar expense	(4)	(83)
<b>Net interest income</b>	<b>246</b>	<b>288</b>
Fee income	3	27
Net profit on disposal of loans, property assets; and surplus income	335	1,110
Foreign exchange gain/(loss)	(6)	9
Derivatives loss	(1)	(3)
Administration and other expenses / income	(46)	(45)
<b>Operating profit before impairment</b>	<b>531</b>	<b>1,386</b>
Impairment credit / (charge)	13	282
<b>Profit for before tax</b>	<b>544</b>	<b>1,667</b>
Tax charge	(63)	(164)
<b>Profit after tax</b>	<b>481</b>	<b>1,503</b>

# NAMA KEY FINANCIALS

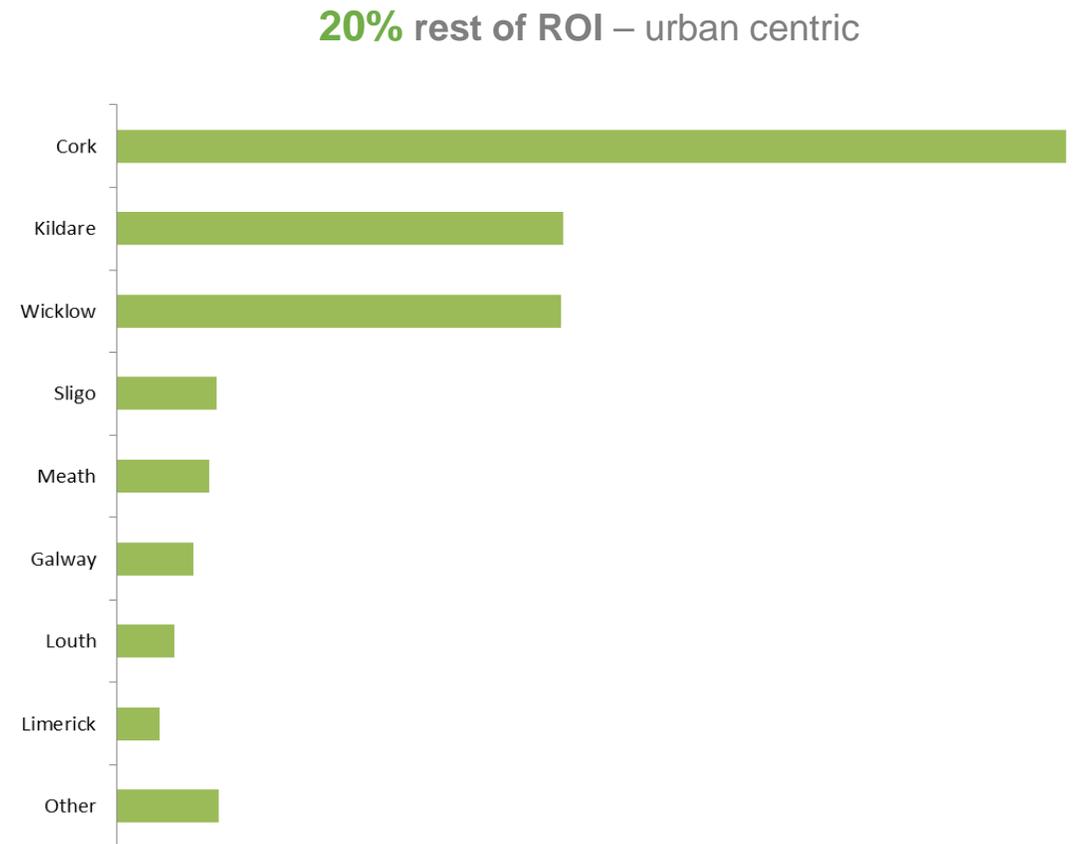
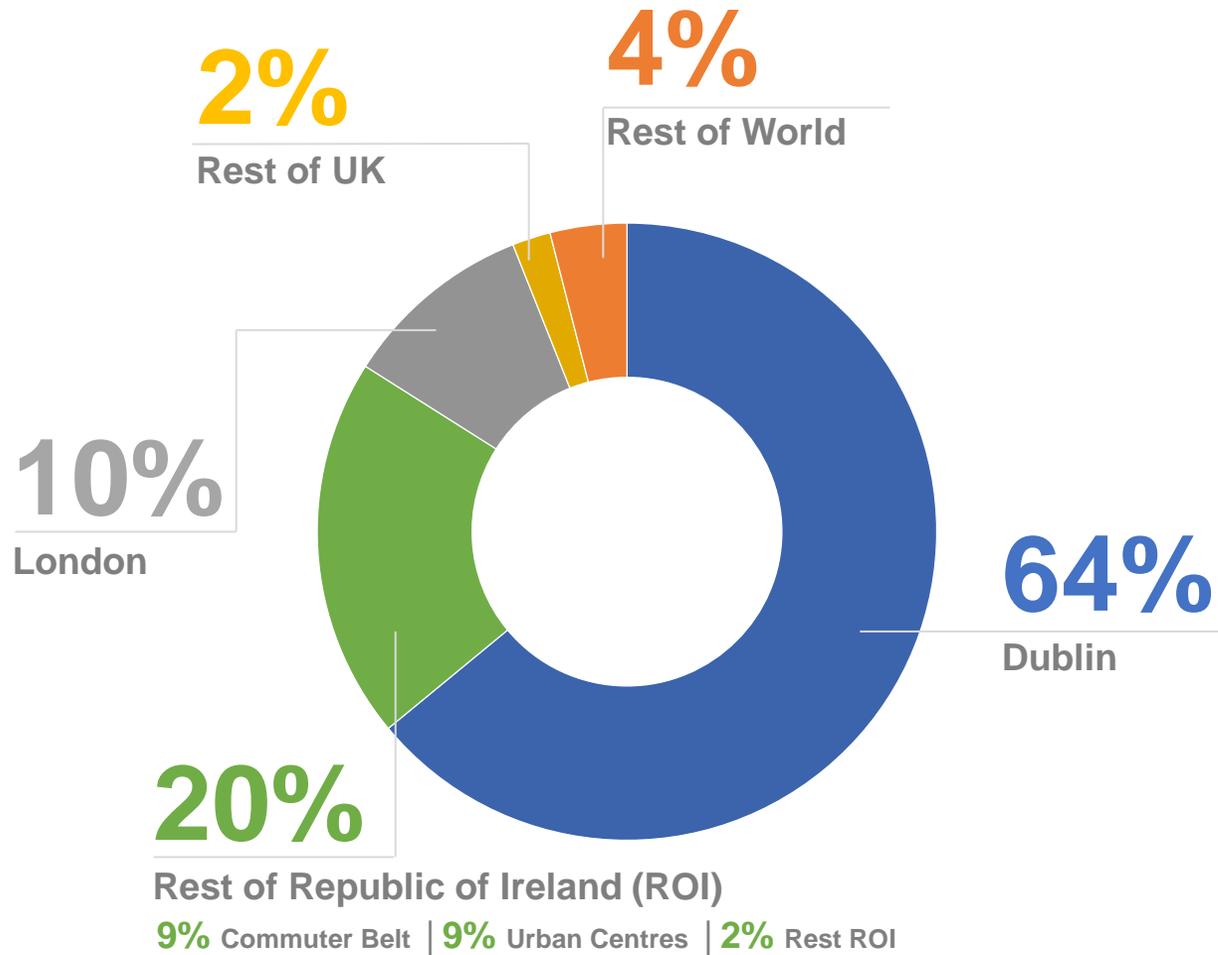
Financial Position – 31 Dec 2017 €5.1bn

	31/12/2017 €m	31/12/2016 €m
<b>Assets</b>		
Cash and cash equivalents and liquid assets	1,254	2,165
Loans and receivables (net of impairment)	3,194	3,935
Other assets	664	1,236
<b>Total assets</b>	<b>5,112</b>	<b>7,336</b>
<b>Liabilities and reserves</b>		
Senior bonds in issue	-	2,590
Other liabilities	33	54
<b>Total liabilities</b>	<b>33</b>	<b>2,644</b>
<b>Total equity and reserves (including €1.6bn sub debt)</b>	<b>5,079</b>	<b>4,692</b>
<b>Equity, reserves and liabilities</b>	<b>5,112</b>	<b>7,336</b>

Note: IFRS9 Transition – reserves plus €129m post-tax

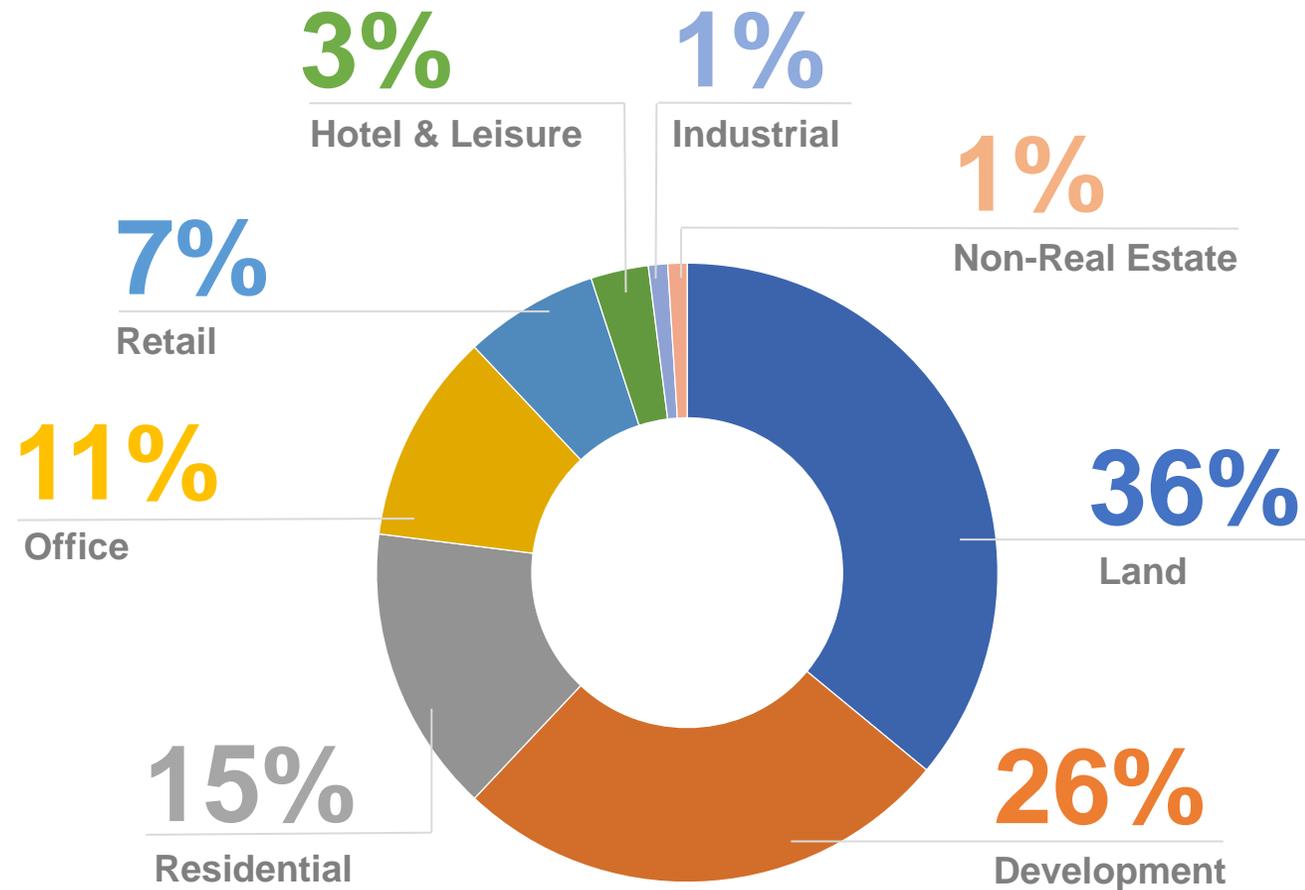
# RESIDUAL PORTFOLIO

Geographical diversity of assets securing loans at 31 Dec 2017



# RESIDUAL PORTFOLIO

Sectoral diversity of assets securing loans at 31 Dec 2017



# ACHIEVING STRATEGIC OBJECTIVES

Residential Delivery – Progress from Jan 2014 to May 2018

**44,000 potential units**

Subject to **commercial viability**, NAMA will facilitate the delivery of up to **20,000 residential units** in Ireland, primarily in the Greater Dublin Area, by end-2020.



**7,300 units**  
completed



**2,800 units**  
under construction



**8,500 units** with planning  
permission but not yet  
under construction

**Completed, under construction or ready to go**

**18,600 units**



Planning applications for  
**2,600 units** lodged



Planning applications for **6,000 units**  
to be lodged within 12 months

**In the planning system**

**8,600 units**



Pre-planning work for  
**11,000 units** underway



Feasibility and pre-planning on  
long-term sites for **6,000 units**

**Pre-planning and feasibility**

**17,000 units**

# ACHIEVING STRATEGIC OBJECTIVES

## Examples of residential units funded by NAMA



No. units = site capacity

# ACHIEVING STRATEGIC OBJECTIVES

## Poolbeg West SDZ

- ❖ One of the few large, centrally located, development opportunities in Dublin City
- ❖ Up to **3,500 residential units** and **860,000 sq. ft. of commercial** development as well as school sites and community space
- ❖ SDZ plan approved by DCC in October 2017
- ❖ Final ABP adoption of Poolbeg planning scheme expected to occur in Q3 2018.



# SOCIAL HOUSING

Progress to March 2018



## Homes for 8,000+ people

2,474 homes have been delivered by NAMA for social housing to end-March 2018, providing housing for over 8,000 people.



## 6,984 units offered

NAMA has offered 6,984 residential units for social housing purposes. Demand was confirmed by local authorities for 2,717 properties.



## €350m+ invested

NAMA has invested or committed approximately €350m to remediate and complete properties and to purchase houses and apartments through its special vehicle for acquiring social housing, NARPS.

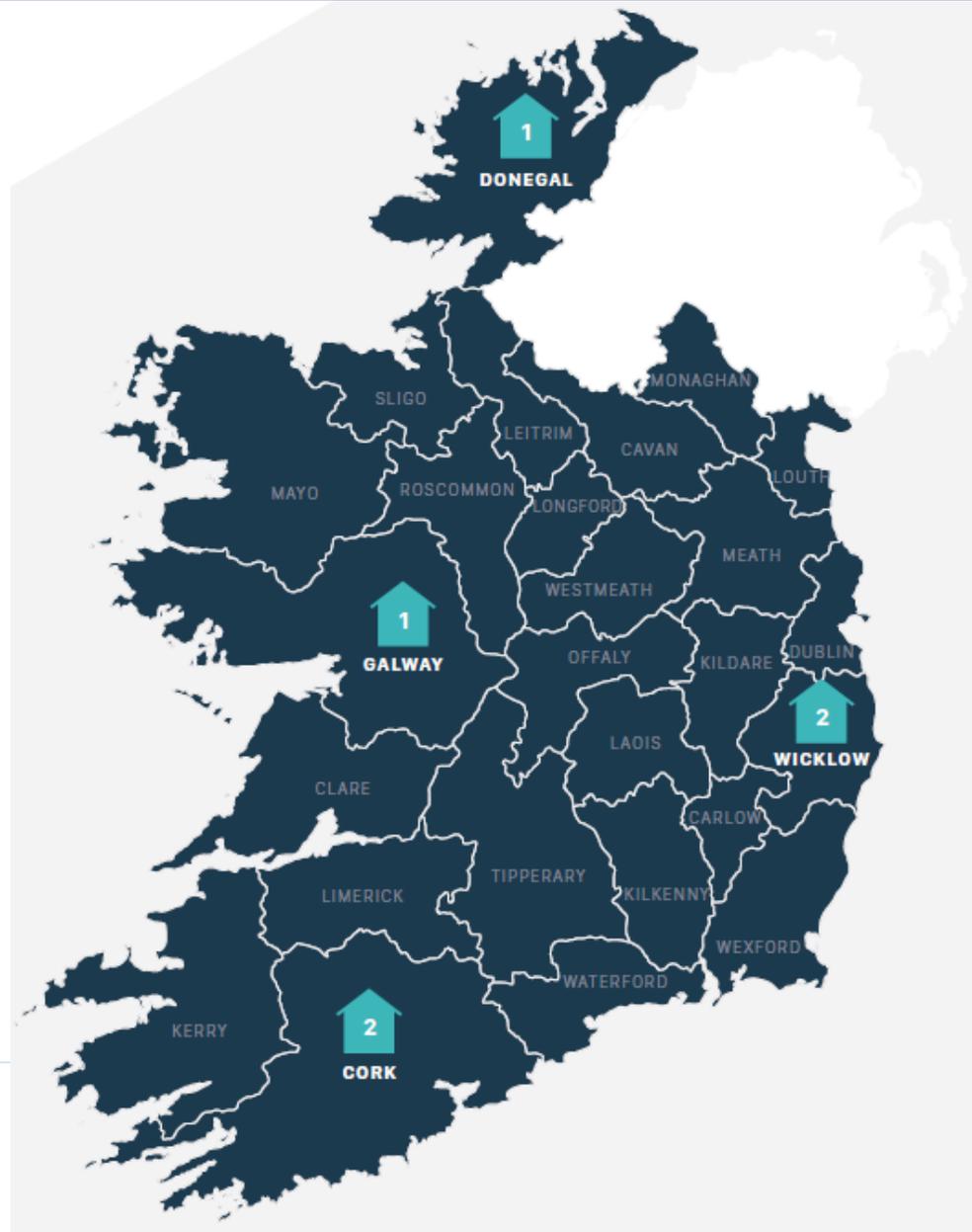
### Social Housing Delivery

2,474 properties delivered for social housing from 2012 to end-March 2018



# UNFINISHED HOUSING ESTATES (UFHEs)

2010 to March 2018



## 335 UFHEs in 2010

In 2010, NAMA had exposure to 335 unfinished housing estates across its secured portfolio.

## 6 remaining UFHEs

By March 2018, NAMA's exposure had reduced to just six unfinished housing estates across four counties.

## Strategies in place

Resolution strategies are in place for each of the six remaining UFHEs, which are expected to be resolved by end-2018.

# NAMA – LOOKING FORWARD

Subject to Current Market Conditions Prevailing



## PROFITABLE

Continue to achieve best value for assets and deliver terminal surplus of up to **€3.5bn**



## DEBT REDEMPTION

Redeem Subordinated Debt by 2020. **c€1.1bn** remained at June 2018



## COMMERCIAL DEVELOPMENT

Drive & fund development of the Docklands SDZ area



## RESIDENTIAL FUNDING

Facilitate delivery of up to 20,000 residential units by 2020



National Asset  
Management Agency

# NAMA

## Dublin Docklands SDZ

### Progress 2014 - 2018

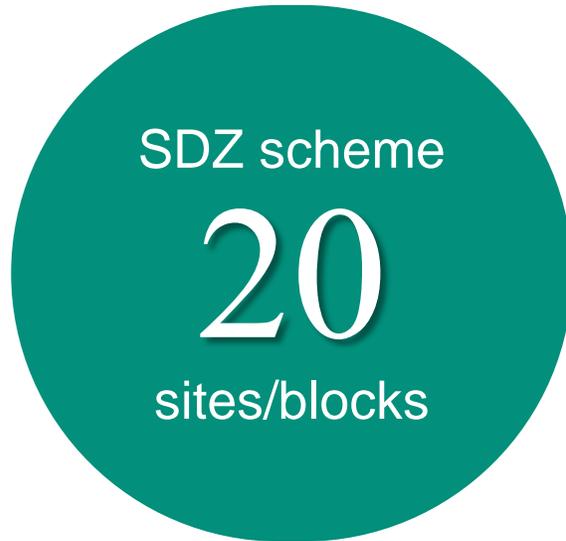
13 June 2018

[www.nama.ie](http://www.nama.ie)



# May 2014

## Dublin Docklands SDZ Scheme Approved by ABP

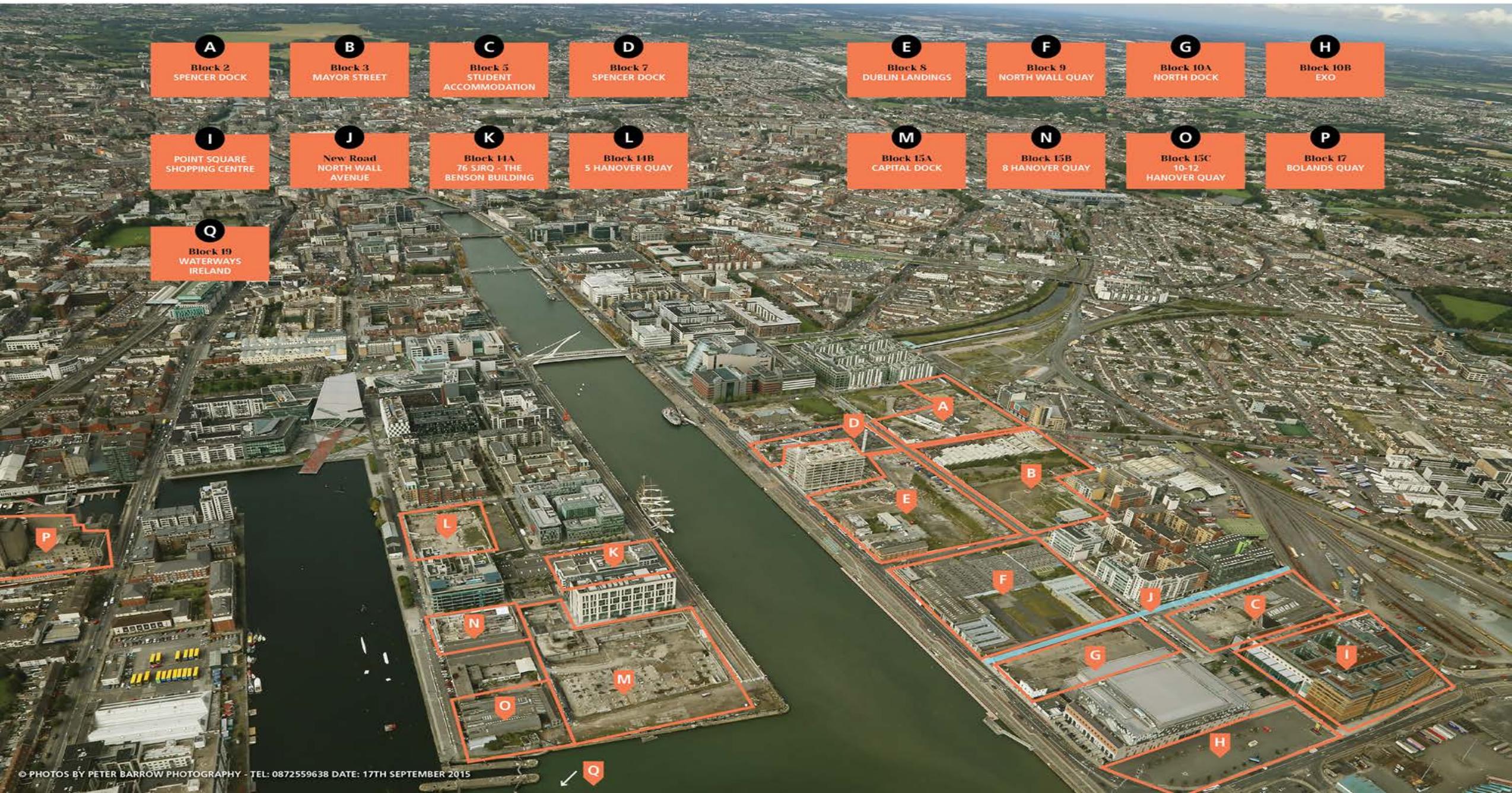


The SDZ plan divided the North Lotts and Grand Canal Docks area into **20 development blocks** over 54 acres.



NAMA held an interest in **15 sites** – equating to 75% of the developable area – and developed **detailed delivery strategies** for each site.

In order to facilitate the timely delivery of key office, retail and residential space within the SDZ, NAMA set up a **dedicated Docklands SDZ team** to work closely with all parties to the SDZ scheme, including receivers, investment partners and DCC.



**A**

**Block 2**  
SPENCER DOCK

**B**

**Block 3**  
MAYOR STREET

**C**

**Block 5**  
STUDENT  
ACCOMMODATION

**D**

**Block 7**  
SPENCER DOCK

**E**

**Block 8**  
DUBLIN LANDINGS

**F**

**Block 9**  
NORTH WALL QUAY

**G**

**Block 10A**  
NORTH DOCK

**H**

**Block 10B**  
EXO

**I**

**POINT SQUARE**  
SHOPPING CENTRE

**J**

**New Road**  
NORTH WALL  
AVENUE

**K**

**Block 14A**  
76 SJRO - THE  
BENSON BUILDING

**L**

**Block 14B**  
5 HANOVER QUAY

**M**

**Block 15A**  
CAPITAL DOCK

**N**

**Block 15B**  
8 HANOVER QUAY

**O**

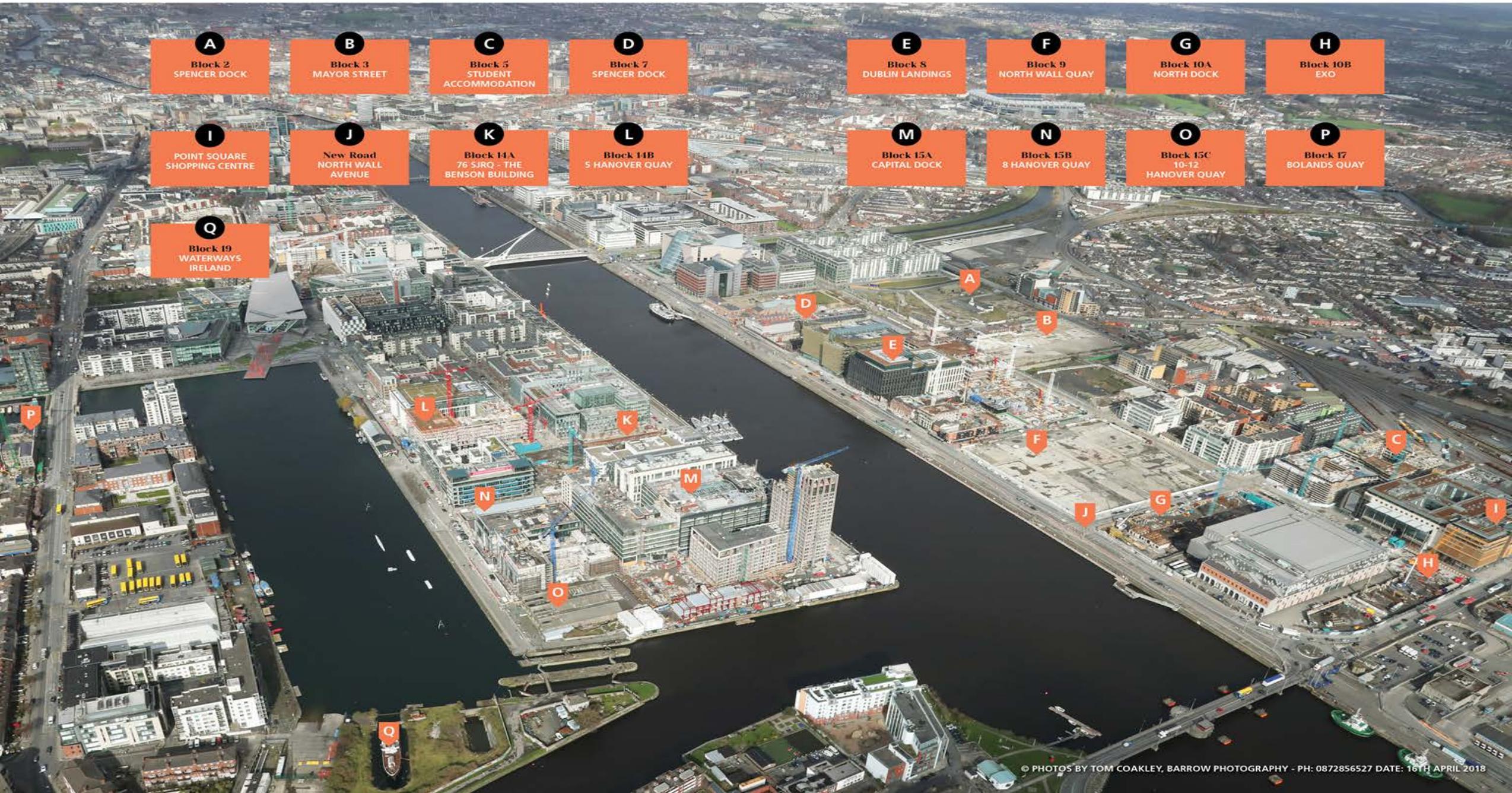
**Block 15C**  
10-12  
HANOVER QUAY

**P**

**Block 17**  
BOLANDS QUAY

**Q**

**Block 19**  
WATERWAYS  
IRELAND



**A**  
Block 2  
SPENCER DOCK

**B**  
Block 3  
MAYOR STREET

**C**  
Block 5  
STUDENT  
ACCOMMODATION

**D**  
Block 7  
SPENCER DOCK

**E**  
Block 8  
DUBLIN LANDINGS

**F**  
Block 9  
NORTH WALL QUAY

**G**  
Block 10A  
NORTH DOCK

**H**  
Block 10B  
EXO

**I**  
POINT SQUARE  
SHOPPING CENTRE

**J**  
New Road  
NORTH WALL  
AVENUE

**K**  
Block 14A  
76 SJRQ - THE  
BENSON BUILDING

**L**  
Block 14B  
5 HANOVER QUAY

**M**  
Block 15A  
CAPITAL DOCK

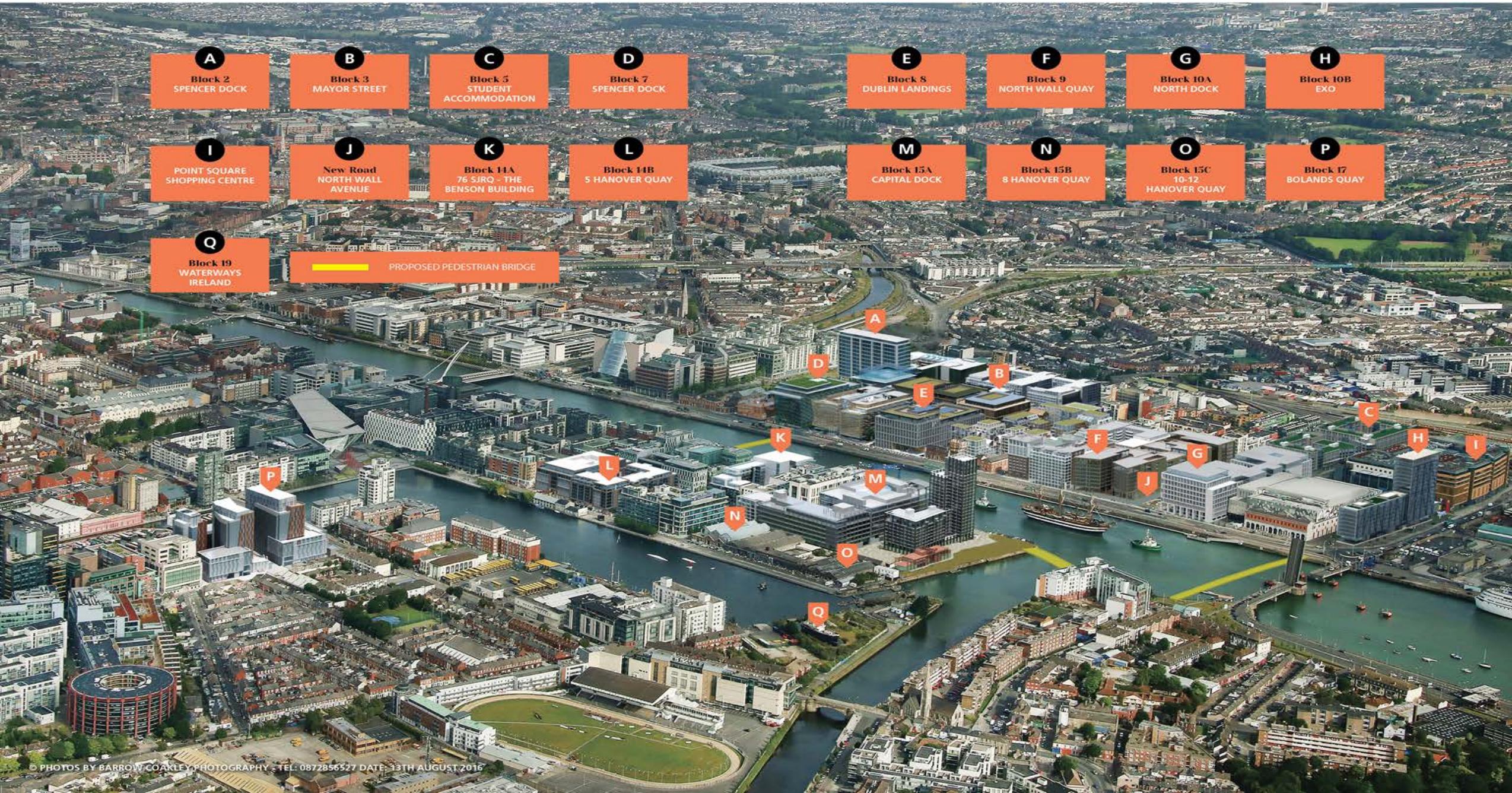
**N**  
Block 15B  
8 HANOVER QUAY

**O**  
Block 15C  
10-12  
HANOVER QUAY

**P**  
Block 17  
BOLANDS QUAY

**Q**  
Block 19  
WATERWAYS  
IRELAND

- A** Block 2 SPENCER DOCK
  - B** Block 3 MAYOR STREET
  - C** Block 5 STUDENT ACCOMMODATION
  - D** Block 7 SPENCER DOCK
  - E** Block 8 DUBLIN LANDINGS
  - F** Block 9 NORTH WALL QUAY
  - G** Block 10A NORTH DOCK
  - H** Block 10B EXO
  - I** POINT SQUARE SHOPPING CENTRE
  - J** New Road NORTH WALL AVENUE
  - K** Block 11A 76 SJRQ - THE BENSON BUILDING
  - L** Block 11B 5 HANOVER QUAY
  - M** Block 15A CAPITAL DOCK
  - N** Block 15B 8 HANOVER QUAY
  - O** Block 15C 10-12 HANOVER QUAY
  - P** Block 17 BOLANDS QUAY
  - Q** Block 19 WATERWAYS IRELAND
- PROPOSED PEDESTRIAN BRIDGE



# June 2018

## NAMA currently has an interest in 11 active SDZ sites

2.56m sq. ft. commercial space  
and 602 residential units

75%  
under construction

Bolands Quay  
Capital Dock  
Dublin Landings  
5 Hanover Quay (Commercial)

76 Sir John Rogerson's Quay  
Wintertide – Block 10a  
Exo Building  
City Quay\*



\* Outside Docklands SDZ area

0.88m sq. ft. commercial space  
and 780 residential units

25%  
Planning granted

Mayor St – Block 3  
North Wall Quay – Block 9  
10-12 Hanover Quay





Brought **coherence, direction and drive** to the regeneration and development of the Docklands area.



The **transformation** of a kilometre of **derelict waterfront sites** on the North Docks – extending from the Conference Centre to 3 Arena.

**4.2m sq. ft.** of commercial space accommodating up to **20,000 workers**



**2,200** residential units providing homes for up to **5,000 people**



The construction of a **New Road** connecting Sheriff Street Upper and North Wall Quay.

# South Docks: BOLANDS QUAY



2014

- NAMA and the receiver agree a strategy for this landmark site.

2015

- Planning permission is received for three buildings comprising 330,500 sq. ft. of commercial space and 46 residential units, and regeneration of protected structures.
- Receiver appointed JLL & Lisney to market the development internationally.

2016 /  
2017

- Demolition, conservation and enabling works are carried out.
- BAM Ireland is appointed as construction contractor.
- Construction commences in 2017.

2018

- Sale of the entire development contracts to Google.
- The receiver will deliver the development to Google on completion – from Q3 2019.



# North Docks: EXO BUILDING



2014 /  
2015

- NAMA works with the appointed receiver to lodge planning for what will be Ireland's tallest office block at 73 metres (17 storeys).
- Known as the Exo, due to its exoskeleton truss.

2016

- Planning permission, which includes upgrade plans for Point Square, is received.

2017

- Following a competitive marketing process, the receiver agrees a forward sale of the site.
- Bennett Construction is appointed as building contractor by the receiver.

2018

- Construction commences in January 2018 with expected completion in early 2020.



# North Docks: DUBLIN LANDINGS



2014

- NAMA publicly tenders the development rights of the site while retaining the freehold interest and a 20% share of income.
- Agreement entered into with Oxley Holdings for the development of a large office and residential scheme.

2015

- First planning application submitted in July 2015 and subsequently granted in November 2015.
- Construction commences in December 2015.

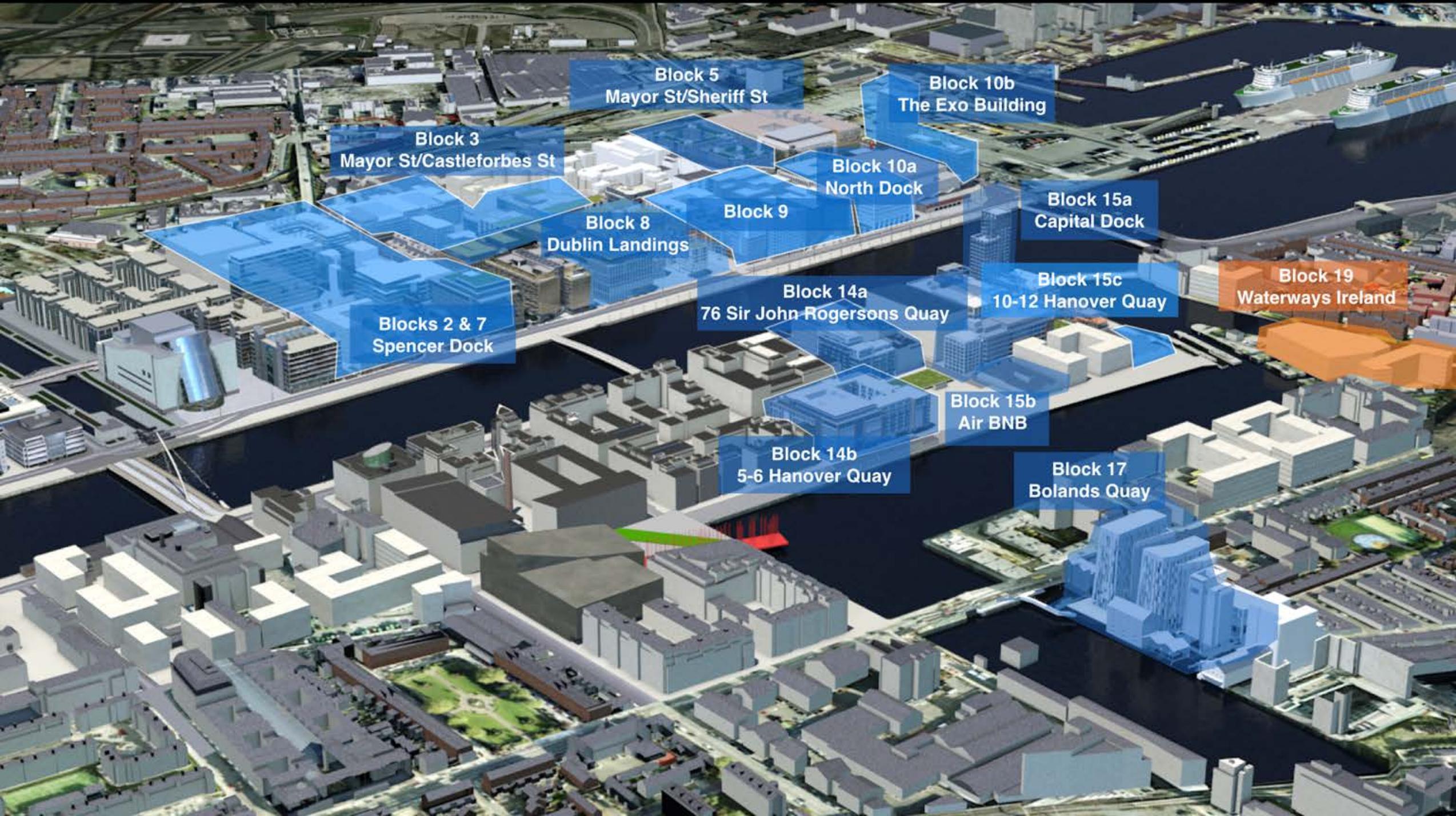
2016/  
2017

- The NTMA agrees to lease No.1 Dublin Landings – entire block
- Construction commences on residential block

2018

- WeWork signs pre-let agreement for No.2 Dublin Landings
- Construction of No.1 and No.2 are completed and construction of the rear commercial blocks is underway.
- When all phases are completed in 2020, Dublin Landings will comprise 290 apartments and 720,000 sq. ft. of commercial space.





Block 5  
Mayor St/Sheriff St

Block 10b  
The Exo Building

Block 3  
Mayor St/Castleforbes St

Block 10a  
North Dock

Block 15a  
Capital Dock

Block 8  
Dublin Landings

Block 9

Blocks 2 & 7  
Spencer Dock

Block 14a  
76 Sir John Rogersons Quay

Block 15c  
10-12 Hanover Quay

Block 19  
Waterways Ireland

Block 14b  
5-6 Hanover Quay

Block 15b  
Air BNB

Block 17  
Bolands Quay



National Asset  
Management Agency

# NAMA Annual Report & Financial Statements 2017

13 June 2018

[www.nama.ie](http://www.nama.ie)

