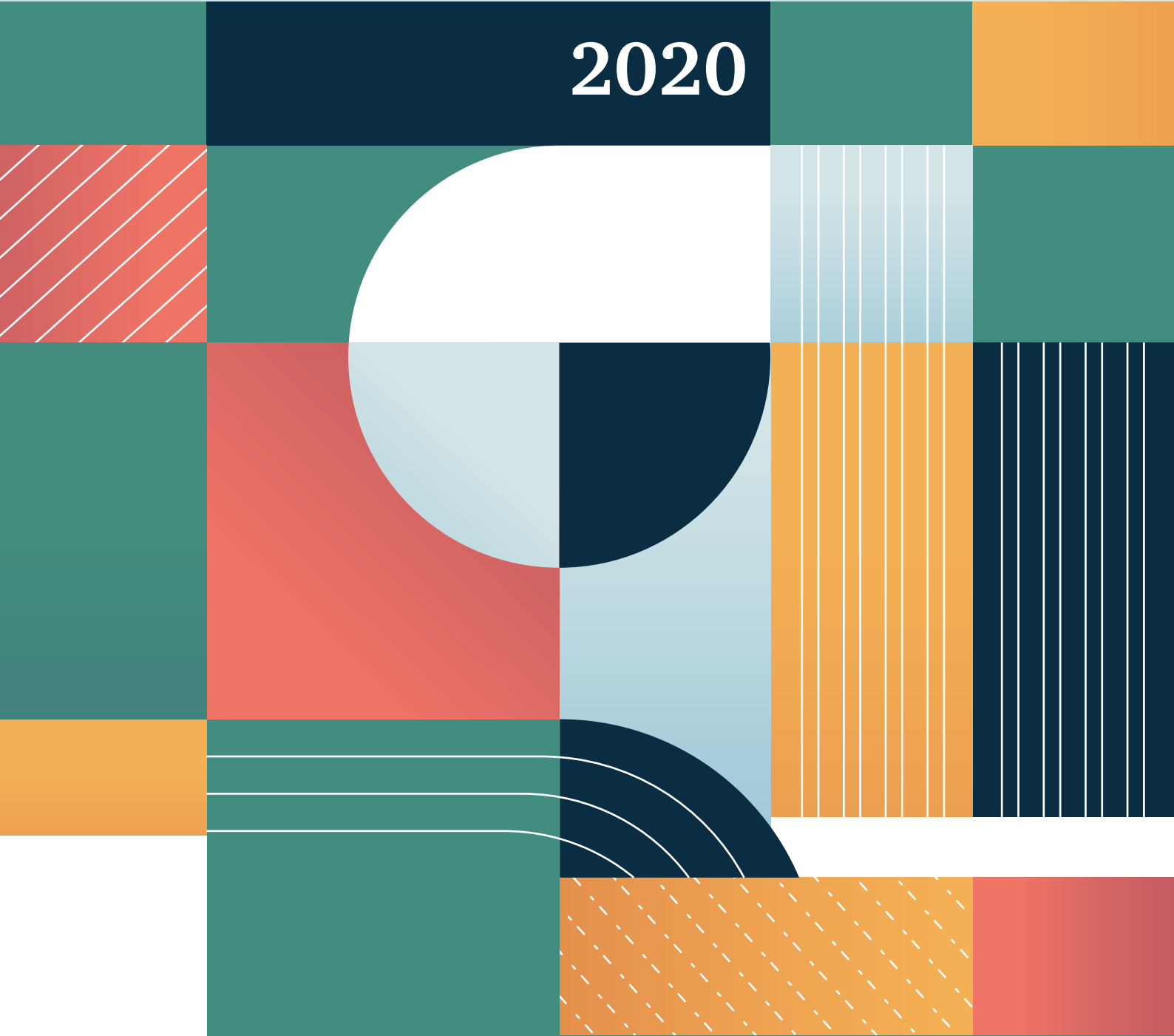


ANNUAL REPORT



2020



MD's Message



In a world where human contact should be minimized and masked, we have worked hard to execute and refine our services virtually. We have used this time to transform our services for a more virtually efficient delivery through the release of MyHulhumalé portal, Nimuthu and Faruma portal. HDC introduced its first chatbot ever, named Mithuru, to stay virtually connected, where the public will be able access all different kinds of information and support. We work closely with our HDC teams across all departments to provide a positive impact for the people who rely on our services, and this definitely has been a year that has required for us to work and prioritize in a manner that has been entirely different from the rest of the years.

The pandemic has brought to light many concerns that has led us to attempt diverse approaches and introduce various opportunities to create a path for economic recovery. HDC initiated a competition-based event named “Eejaadhee Mansa” to support MSME’s, individuals and businesses, further preserving their unique ideas that complement the local character of Maldives. Re-envisioning our pre-planned project Urban Farming to include and prioritize food production and supply within the community to address food security in the Maldives was another initiative to empower the vulnerable groups within our society. To genuinely achieve a resilient community in Hulhumalé, introduction of initiatives such as these are very important to us.

It was a noteworthy moment and our great pleasure to support and contribute to the government of Maldives in increasing the number of utilized spaces for covid facilities.

It will be most truthful for us to admit the challenging year this has been- for all of us around the globe. A year that will be chronicled in history as out of the ordinary, has impacted us in ways that have been incalculable. We at Housing Development Corporation grieve the loss of our employees who have served the Corporation for many years. While the rest of the world mourns the loss of their loved ones, we join them in prayer.

Hulhumalé - A reclaimed land rose from a vacant lagoon to become an Island of anticipation for the people of Maldives. During the advancement of the island, it has provided homes and unseen developments to the Country. The island is shaped around a masterplan that has found a way to connect the local population with its environment - The island has easily built a place for everyone.

Hulhumalé is a city planned 8km off the North East Coast of Malé and 6.5km from the International Airport of the Country and is connected to two main islands, Hulhulé, the International Airport and the Capital City, Malé via the Sinamalé Bridge.

A community-oriented Island which lights up a vibrant and safe culture, provides a sustainable and smart environment for the people of Maldives.

Twenty years ago, Housing Development Corporation (HDC) was founded to lead a national mega development plan of Hulhumalé - an Island emerging as Maldives’ first smart and sustainable city. In the year 2020, the Corporation rose in prominence with a merger occurrence of two industrial islands in the Country, Gulhifalhu & Thilafushi.

A diverse range of developments form the Hulhumalé masterplan - residential, commercial, tourism, industrial, institutional and recreational, making it the leading urban development Company of the Country. Housing Development Corporation plays a strategic role in the development of Maldives.

Since the beginning of the Company, the mandate has renewed and expanded to inspire and share the knowledge of city development across the other regions of Maldives, and develop the industrial islands to capture the maximum significant benefits to the Industrialists of the Country.

Our Story

Our Company

Our Team



Our Team

Since our inception in the year 2001, our team has been growing extensively expanding developments from infrastructure and urban development projects. As the Corporation's main responsibilities include projects of industrial, recreational, commercial and residential in nature, a huge workforce is required to the continuity and sustainability of the corporation. Hence, building a strong and resilient workforce continues to be our top priority.

We pride ourselves on empowering our employees, as we strongly believe it is the team that drives us to success. We are focused on building a conversant workforce who thrives to excel in our predominant market. In taking the corporation to the next level, we aim to empower our staff by focusing immensely on employee engagement and development. Moreover, professional education by sponsoring staff for academic programs both overseas and locally were arranged to our staff.

In a collaborative effort to improve knowledge and skill sets of our employees we conducted skilled development programs over the past year. Staff working in relevant departments were given vocational training on areas such as Heavy vehicle operations.

HDC is helmed by founding members with a strong management team commanding extensive industry experience. The core team comprises of dynamic individuals with passion and dedication and are influential in developing the status of the company as the leading real estate company. Over the last few years, HDC oversaw significant growth and expanded tremendously including more focus on greenery and landscape development initiatives.

Our continued success depends on every employee, from main head office to the construction sites. Due to their relentless pursuit of excellence and commitment to high standards, our team has helped translate the Company's goals into substantial accomplishments over the years. Every member of HDC believes strongly in the vision and core values of the company. As such we recognize exceptional staff and have awarded them through our amended salary structure and reward mechanisms.

Over the past year, we have extensively worked on reviewing our policies and procedures to cater for employee motivation. Hence, recruitment and promotional policies were reviewed and changed accordingly. We have also established an online portal for performance appraisals in an effort to create a transparent workplace environment.

The coronavirus pandemic has touched all our lives in unprecedented ways. At HDC our first priority was to ensure the well-being of our team and limit spread of covid-19 among us while ensuring the continuity of our services for the community. We took this opportunity to introduce work from home policy which allowed our team to work at the convenience of our homes. With the anticipated prolonged lockdown, we began to offer a digital fulfilment journey leveraging the digital trend. All our physical work which can be managed digitally were moved to Microsoft teams.

Given the limitations on social gatherings due to the pandemic, our recreational club (Club HDC) activities were also greatly reduced in the year 2020. However, club was able to organize and conduct interdepartmental badminton tournament and a PUBG tournament to enhance employee cohesiveness and bond.

Despite the challenges, our team was heavily involved in making arrangements in the building of covid facilities and accommodation facilities in support of the government initiative to control the pandemic. We are proud of the relentless and hard work of our employees in helping the nation at the time of need. In addition to this, several of our employees helped in emergency operations center serving residents to meet upstream social needs on wellness, basic necessities and medicine.

To enable economic leverage, financial benefits and efficiency, it was decided to merge HDC and Greater Male' Industrial Zone Limited (GMIZL). We welcomed this merger and worked collaboratively in the transition period. Briefing sessions and Staff orientation sessions were held for employees to facilitate the change. Several organizational restructuring works were also conducted throughout the year to streamline operations and efficiency. One of the major changes among those include the restricting the legal department and projects department.

Amid the pandemic, as part of our prudent cost management strategy, we re-evaluated staff recurring costs and implemented cost cutting measures to help the company ease the financial difficulties.

We are proud of our diverse team with multifunctional talent across all areas of the Corporation. In order to reach our strategic vision, we intend to continue working for the betterment of our employees and to achieve our target goal to be the Employer of choice.

Board Members

Mr. Mohamed Jaish Ibrahim was appointed as the Chairman of HDC on 8th August 2020. He holds an MBA in International Business specializing in projects, and earned a first class honors in Bachelor's degree in Interior Architecture.

Mr Jaish has spent 20 years working for the tourism and the aviation sector of the Maldives. Currently he is involved in a hospitality investment portfolio based out of Hong Kong and on time-share vacation models in the Indian sub-continent region. He has acquired board level experience in a number of listed companies including Bank of Maldives (BML), Maldives National Chamber of Commerce and Central Utilities. Furthermore, he has been serving as a Board Member for Maldives Stock Exchange and Maldives Stock Depository to date.

His professional journey entails positions in renowned Corporations from Maldives Airports Company Ltd (MACL), where he has served 12 years, inevitably achieving the position of Head of Projects, Operation and Facilities, to Ministry of Defence and National Security. During his tenure in the Ministry of Defence and National Security, he has worked in various development related projects catering to national level interests and managed the overall developmental project of the Presidential retreat. Adding to the list of noteworthy moments of his career, he has developed, maintained and delivered consultancy for the International and Domestic airport planning and development across Maldives.

He has been instrumental and actively involved in tourism based real estate by developing various resorts projects, with a hands-on approach from inception of the project, to completion and eventual sale, throughout the Maldives.



Mohamed Jaish Ibrahim
Chairman

A versatile, innovative and loyal professional aware of the big picture whilst attending to the details, he is recognized for his consistent success in developing the processes and procedures in enhancing revenue performance.

Mr. Suhail Ahmed was appointed as the Managing Director on 30 December 2018. Mr. Suhail has a long history at HDC in which he has played a vital role in bringing transformative changes to the company and the city of Hulhumalé.

His work at the company commenced from the initial start-up over 15 years ago. He has served at various posts from Director of Planning and Estate, to Deputy Managing Director and Managing Director of HDC from 2012 until his departure in 2015.

During his previous tenure at the company as Managing Director, he played the key lead role in the commencement of Hulhumalé Phase II reclamation, formulation and development of Hulhumalé Phase II Master Plan and in creating opportunities for real estate investment for local companies to flourish in the city.

His former experiences include 15 years of service in the government in architectural ventures, construction and project management. Most recently, his work was in the private sector, where he successfully executed the construction of the world's first undersea villa at Conrad Maldives.

Mr. Suhail is a well-established manager in the field of real-estate development and well known for his passion and innovative ideas in the field. He holds a Bachelor's of Science (honors) in Building Management from Coventry University in United Kingdom.

Mr. Ahmed Athif was appointed as the Deputy Managing Director of HDC on the 6th of March 2019. He holds a Bachelor's Degree (honors) in Accounting from University of Hertfordshire in Malaysia.

With over 10 years of experience in his field, Mr. Athif has worked in the private sector, as well as the public sector including Bank of Maldives and Maldives Monetary Authority.

Further adding to his professional competency, Mr. Athif has been actively working in consultancy and Advisory and special interest on Entrepreneurship development. He worked as registered Auditor and Tax agent in private practice before his appointment to current position.



Suhail Ahmed
Board Director
Managing Director



Ahmed Athif
Board Director
Deputy Managing Director

Mr. Muneer was appointed as a Board of Director at HDC on 19th July 2018.

He initially started his career as a technician at PhotoTechnic 23 years ago, and has acquired professional training in photography and printing machine maintenance in Singapore during this time. Beginning his entrepreneurship with a small print shop, he was the first to introduce high quality printers and photocopy machines through his company Copier Plus, and has since managed to singlehandedly revolutionize office automation in the Maldives.

Possessing great expertise in management and innovative skills, Mr. Muneer has also served as a Board Member for the National Aviation Company for 6 years.



Hassan Muneer
Board Director

Mr. Afraath started his professional career as a Graphic Designer at an early age. Following his education, his ambitious drive and dedication has moved him up the professional ranks over the years.

He served as a member of the Elections Committee for 6 years and has held managerial roles within both the government and private sectors including the post of Marketing and PR Manager at Maldives Getaways Pvt Ltd as well as a Board of Director at Gulhifalhu Investment Ltd.

Mr. Afraath was appointed as a Board Director at HDC on 11th February 2019 and has over 15 years of experience in the field of Marketing Management and Design.



Ibrahim Afraath
Board Director

Mr. Abdulla Rameez was appointed as a board member of Housing Development Corporation (HDC) on the 10th March 2019. Mr. Abdulla holds a Bachelor of Civil Engineering (HONS) from the Infrastructure University College in Kuala Lumpur and a Diploma in Building Construction from Maldives College of Higher Education.

During his previous tenure at the company, he has been involved in many major projects in the Hulhumalé masterplan, including the largest housing project in the Country.

In his professional experience, he has secured positions in various posts from Manager, Structural Engineer in Maldives Airports Company Limited, and Managing Director at Adept Maldives Pvt Ltd.

His vast experience ranges from designing, construction engineering and project management. Additionally, he has acquired a number of certificates within his field, accomplishing an active role in the development of Maldives.



Abdulla Rameez
Board Director

The Management Team

Mr. Shathir Abdul Rahman initially began his career as island chief of Dh. Gemendhoo in the year 1995. Since then, he has acquired prominent positions within the government sector including position of Dh. Atoll Councilor, State Secretary of the central province and most notably, his tenure as Deputy Minister at the Ministry of Home Affairs. Mr. Shathir is also experienced in the private sector, having held the prominent role of Legal Director at AAA & Trading Company Pvt Ltd for a period of 6 years.

Mr. Shathir was appointed as the Chief Operating Officer of Housing Development Corporation on November 2020. Prior to his appointment, he was the Deputy Managing Director of Greater Malé Industrial Zone Ltd.



Shathir Abdul Rahman
Chief Operating Officer
(November 2020 - Present)

Mr. Ahmed Shaam joined HDC in 2019. He is a certified ACCA affiliate member and holds a Bachelor's Degree in Accounting and Finance.

Prior to joining us, he was the Associate General Manager at Maldives Airports Company Limited, focusing mainly on financial control and risk management. He has extensive experience in the field, as he has worked in both private and public sectors. Early in his career, he worked in the private sector, building a strong foundation for personal and professional growth. Furthermore, he has also worked as the Head of Accounts and Finance at Maldives Hajj Corporation Limited.

With his comprehensive knowledge and experience, his aim with us is to be a business partner with strategic and operational focus, fostering flow and dialogue between different areas of the organization. He believes that establishing a clear vision, identifying key strategic goals and investing on the implementation of them within a good governance and best practice framework is the key to sustainability of a company such as HDC.

His main task is the responsibility of ensuring the long-term financial sustainability of HDC. He believes that to achieve this, finance needs to be embedded throughout the organization, providing decision support to key functions. Hence, he is building the Finance and Accounting team to better understand the company's financial health and to act proactively as an enabler in sound decision making in the future.



Ahmed Shaam
Chief Financial Officer
(10 July 2019 - Present)

Mr. Mohamed Ilham joined HDC in early 2015, overseeing the training and development function of the organization. He competently moved-up the hierarchy and was promoted to the Director in 2017.

Prior to joining our team, he worked at Civil Service Commission of Maldives for over 5 years gaining invaluable experience in different areas of Human Resource Management. With us he has organized the biggest Career Expo of the country and developed our Youth Apprenticeship Program to tackle prominent issues within the local job market. His forward-thinking has led to extensive changes in our human resource strategies and policies to adapt, to the growing business environment.

Being a game-changer in the field of human resources, his current focus lies on, aligning people to the business goals, by cascading strategic goals. He also aims to create sustainable human resource development strategies by implementing community skill development initiatives. The ultimate result he envisions would be that, HDC will become the employer of choice for job seekers within Maldives.

He holds a Bachelor's Degree in Human Resource Management. He has also been recognized among the 50 most talented HR Leaders nationally, for two years in a row (2018 & 2019).



Mohamed Ilham
Director,
Human Resources &
Personnel Management
(21 June 2017 – Present)

Ms. Fathimath Nihaya has over 16 years of management experience. Her career began at the Ministry of Home Affairs. Ms. Nihaya obtained her Bachelor's Degree in Commerce in 2000, majoring in Accounting and Finance from Griffith University, Australia.

She also obtained advanced qualifications in areas such as business, accounting from Malaysia, and local institutions in the Maldives. Ms. Nihaya joined HDC in the year 2005, as a Senior Officer in Finance Department and soon obtained the Assistant Director position of Finance.

During this time, she was also leading the procurement functions of HDC and worked in various functions such as reporting, budget formulation and management of the corporation as well as in the devising of procurement strategies. In the year 2009, Ms. Nihaya competently moved up the corporation ranks and became the Director directly overseeing the overall management of Administration, Human Resources, and Procurement and ICT functions of the corporation. Since 2014, she has been the Director of Corporate Affairs, Administration and ICT at HDC.



Fathimath Nihaya
Director, Procurement
(21 January 2020 – Present)

Mr. Ismail Shan Rasheed joined HDC in 2015, as a Research Officer. He was promoted to a Director in 2016 and has held the post at Planning and Development Department and Municipal Administration Department as well. He has been instrumental in shaping the developments in Hulhumale', over the past few years. Currently, he is overseeing the Real Estate Management Department responsible for the sales, property management and maintenance functions of the organization.

He has established himself as a reputable Architect in Maldives, with a career spanning over a decade. He started his career at a private design firm, gaining experience and designing key projects within Maldives during the time. Apart from his design ventures, he has also supervised and managed major projects in the capital region such as Maldives Monetary Authority Building, State Trading Organization's Head Office Building, to name a few.

His current focus lies on implementing tech-savvy solutions to property management. With this he hopes to improve the communication flow with our customers and build a systematic mechanism in managing the developments of Hulhumale'. Furthermore, he is also working towards providing convenient business opportunities to start-ups and small businesses, which can lead to a flourishing business market within Hulhumale'.

He holds a Bachelor's Degree in Architectural Science and a Diploma in Architectural Technology.



Ismail Shan Rasheed
Director,
Real Estate Management
(21 December 2019 – Present)

Dr. Fathimath Shiuny joined HDC in 2015, as an Assistant Director. She was promoted to the Director in 2016 and has been overseeing the legal functions of the organization since then.

She began her legal career over a decade ago, at Civil Service Commission of Maldives. Early in her career, she gained vital exposure in areas such as negotiations and litigation while working in the private sector. Moving forward, she has been actively involved in the tertiary education sector, having worked as a lecturer in universities locally and in Malaysia. She has established herself as a leading professional in her field through her strong communication skills, vast knowledge base and her passion for teaching.

Her current focus at HDC remains on ensuring compliance with governance structures and coordinating the establishment of operations in line with new legislations. Her approach to management is mainly aimed towards the integration of legal requirements with practical business goals, to ensure efficient delivery.

She holds a Ph.D. in Law, Masters in Comparative Law and a Bachelors in Law.



Dr Fathimath Shiuny
Director, Legal Affairs
(3 May 2016 – Present)

Mr. Nawaz Shaugree joined HDC as the Director of Projects Department in 2015. He holds a Bachelors Science Degree in Civil Engineering and holds a specialized Diploma in Construction and Management of Buildings, Estates and Barracks.

Prior to joining us, he served the Maldives National Defense Force (MNDF) for over a decade. He joined MNDF, as a Civil Engineer and moved up the ranks to secure the post of Head of Directorate at Policy, Planning and Resource Management unit. Over the decade, he has led several major units such as Project Implementation, Post Construction, Structural Design and Quantity Surveying and Construction. Having led notable large-scale projects in Maldives, the most prominent highlight of his career was his role in the nationwide infrastructural reformation following the aftermath of Tsunami, alongside Disaster Management Centre of the Maldives and field experts.

As the Director of Projects Department at HDC, he has been a pioneer in the major developments in Hulhumale', in recent years such as Phase II reclamation project and Phase II road and development projects. As of now his focus remains on accelerating the Phase II Developments and ensuring efficient delivery to project timelines. Furthermore, he is also working towards implementing better mechanisms in project management through improved communication flow between all stakeholders and strengthening internal processes.



Nawaz Shaugree
Director,
Project Management and
Development
(17 May 2015 – 23 September 2020)

Mr. Hussain Ziyath joined HDC initially in 2008, moving up the hierarchy, to be promoted to the Director in 2019. Over the years, his innovative thinking has played an important role in the key developments of Hulhumale'. He has a Master's Degree in Urban Design and Planning and a Bachelor's Degree in Applied Science (Architectural Studies).

In his current role at HDC, he is leading critical transformations to improve quality of living with a target of making Hulhumale', a people centric smart city. He also aims to make Hulhumale', a climate resilient city which can evolve and adapt to changes imposed by climate change. With a focus on supporting the socio-economic development of the city, he plans to increase public participation and enhance stakeholder engagement in moving forward.

He has experience working in the private sector gaining vital exposure in architectural, planning and development field. Most recently, he worked as an Urbanist at Intgreat Plus, enhancing his knowledge even further, in a UK based urban planning and place making practice. He has also contributed as a Design Tutor at Maldives National University for 3 years, playing a key role in shaping the youth embarking into the Architecture field. Currently, he is the vice president of Architects Association Maldives (AAM) promoting and creating awareness on the profession nationally.



Hussain Ziyath
Director,
Planning & Development
(21 December 2019 – Present)

Mr. Adam Azmee joined HDC in 2019 as the Director of Municipal Administration. He holds a Graduate Certificate in Management and a Master's in Business Administration.

He started his career over a decade ago at Maldives Police Service. Later, he gained experience in management and human resource field, working in the government sector of Maldives. He has worked as an adaptable leader at Maldives National University and Centre for Holy Quran. Most recently, he was overseeing the Transport Department at Maldives Transport and Contracting Company. He has experience in both public and private sector with invaluable skills and knowledge in human resources, management and operations.

With us his responsibilities include overseeing the municipal services, operational support and community empowerment functions. He aims to, revolutionize these functions by adapting a service-oriented strategy which is shaped towards efficient delivery. His focus also remains on, strengthening our community engagement initiatives and implementing better mechanisms for community empowerment.



Adam Azmee
Director, Municipal Services
(23 April 2019 – Present)

Mr. Areen Ahmed joined HDC as Director of Business Development and Marketing in 2019.

In 2005, he began his career as a part-time employee at Heiruzu Company Pvt. Ltd, and in 2010, he became an Assistant Operations Officer at Villa Travels & Tours Pvt Ltd. In addition, as a part-time lecturer at Mandhu College in 2012, he obtained experience in the education sector. He's held top managerial roles in the Maldives' government and private sectors since then, including Senior Business Development Officer at Male' Water & Sewerage Company Pvt.Ltd in 2014 and Assistant General Manager at Gulhifalhu Investment Limited (GIL) in 2016. he was the Manager, Business Development, Marketing, and Sales at Greater Male' Industrial Zone Limited (GMIZL).

Mr Areen holds Master of Business Administration Victoria University, Melbourne, Sunway University College, Malaysia. Bachelor of Science (Hons) in International Tourism Management (Lancaster, UK), Sunway University College, Malaysia.



Areen Ahmed
Director,
Business Development,
Marketing & Sales
(1 March 2020 – Present)

Mr. Mohamed Solah, joined HDC in 2003. He has proved to be an invaluable asset and was appointed the Director of Corporate Affairs, Administration & ICT in February 2020.

Having started his career with us, he was first hired as a Project Officer. Moving up the hierarchy competently, he has led various projects within the ICT Section of the organization. His expertise in the field has been crucial for us in adapting and moving forward to a tech-savvy organization. Furthermore, he has rendered his services and been a voice of action in other key roles of the organization such as Bid Evaluation Committee, Training Committee and Public Relations Committee. Apart from this, his consultancy engagements with private parties has also enabled him in gaining a wide array of skills. Over the past decade, he has proved his capabilities in technical areas of ICT and management roles as well.

Currently, his aim as the Director of one of the key support functions is to ensure that, the role of the department aligns with the organizational strategic initiatives leading to overall success within the organization. To achieve this, he plans to introduce efficient customer management initiatives with a solid ICT infrastructure plan. Additionally, he believes in functional efficiency through better coordination and robust planning and smart solutions leading to exceptional management.

He holds a Bachelor's Degree in Computer Application.

Mr. Ahmed Asbaah joined HDC in the year 2019, bringing years of experience in auditing to the Corporation. He began his career as an Assistant Auditor in Auditor General's Office and skillfully moved up the career ladder to occupy the position of Audit Manager where he played key role in revising and developing of audit manuals and managing and conducting high profile special audits. He has served as a strong motivator and leader over the course of his career and furthermore, he has mentored and trained team members to help them explore their full professional capability. He has acquired immense knowledge, ranging from the above mentioned to outlining risk assessments and keeping the management well informed of potential compliance issues.

He holds a bachelor's degree in accounting & finance from HELP University, Malaysia.



Mohamed Solah

Director, Corporate Affairs,
Administration & ICT
(21 February 2020 - Present)



Ahmed Asbaah

Chief Internal Auditor
Internal Audit
(26 August 2019 - Present)

Our Strategic Pillars

Economic drivers and creation of catalyst projects

1. Diversify development and investment portfolio
2. Strategic planning for continuous improvement
3. Creating a healthy investment climate and proactive promotion of investment opportunities

Regulatory body promoting institutional frameworks

1. Improving interdepartmental coordination, organizational alignment and system integration
2. Enhancing organizational learning and knowledge management

Establishing catalyst for hard and soft infrastructure

1. Strengthening connectivity and enhancing local and international accessibility
2. Incorporating innovation, technology and ICT in all types of developments

Development of a consonant community and socio-economic equity

1. Establishing coordination mechanism with stakeholders and coordinated services planning
2. Enhancing customer relationship management

Green Initiative

1. Promoting green and environmentally friendly features in all developments

Our Values

Transformative

We transform the style of living, we are agile and we continuously transform and respond to changes in the business environment.

Harmony

We strive to achieve harmony throughout our developments and in our business culture.

Responsible

We are responsible and we carry out our duties with the highest level of professionalism.

Innovative

We create value by implementing new ideas/methods.

Visionary

We are visionary, we have passion for growth and consistent improvement for a brighter future.

Excel

We consistently strive to provide superior value to our stakeholders.



ICT Developments

Launching of Faruma Portal:

Faruma Portal was launched by HDC to digitize the drawing approval process of Hulhumale'. The portal consists of Customer Portal & Professional Portal

Launching of Nimuthu Portal:

Nimuthu is an online Booking Portal which helps customers to book Venues owned by HDC. Currently venues like Badminton Court, Classroom is booked by Nimuthu Portal

Providing Assistance in development of COVID-19 Portal

HDC software Team assisted Male'City Council and Health Emergency Operation Centre in Development of Covid-19 Portal

Development of Expat System

In order to Assist Economic Ministry in Regularization of Foreign Expats HDC developed Expat Tracking system

Launch of Property Website

A Property Website was developed to give updated information to Public on ongoing and upcoming properties of HDC

Municipal Services

Providing city services to the Hulhumale' community lies under the Municipal Department of HDC whereby relevant permits required for the functioning of the city is issued coupled with the following core responsibilities.

- Creating a safe environment for residents

Monitoring and inspection unit functions within the company to continuously monitor the city throughout the day to create a safe environment for its residents and visitors. The team will be available for customer queries 24/7. They ensure that open spaces are properly maintained and monitor the level of adherence to safety measures on construction sites as well as open spaces.

To ensure maximum safety to road users, certain actions were taken during the year. Variety of signage boards were installed in residential areas to ease not only the movement of vehicles, but pedestrians too. As such, Pedestrian crossings and no parking lines were marked on roads and "Pedestrians only" signage boards were installed in residential areas where movement of motorized vehicles were restricted. "Four wheelers not allowed" signage boards were also installed where four-wheeler entrance was restricted. Motor bike parking have been allocated in the residential area with multiple signage boards "Motorbike parking" installed. Additionally, "No-parking" boards were installed in Bus routes to make a clear roadway for the bus to move without any obstruction.

Illegally parked vehicle congestion has been a prolonged issue in Hulhumalé city. Towing of these vehicles have commenced with the help of Hulhumalé Traffic police during the year.

Incorporating Innovation, Technology, and ICT

ICT and innovation play a major role in enhancing the overall performance of an organization. Faruma portal was launched in July 2020, where customers can submit the drawing approval requests online, without having to leave their home.

Corporate Social Responsibility (CSR)

1. Collaborated 'Iru Uthuru Ayyooqu (Kite Festival) with Sea Holics Water sports
Their aim was to conduct free classes for young generation to encourage water sports field to provides career opportunities.
2. Conducted MANSA on 'Cancer prevention and control' with Cancer Society of Maldives
This Mansa was organized by HDC in collaboration with Cancer Society of Maldives in order to provide information related to cancer prevention and control. This program was open for public.
3. Collaborated with Hulhumale Hospital on 'MMR Vaccination program'
Due to outbreak of MMR in the Maldives, Hulhumale hospital requested us to facilitate vaccine stations in different locations of Hulhumale to provide vaccination for Hulhumale' community'.
4. Beach Volley Court opening ceremony at Youth park
In order to encourage and allow young people to enjoy volley ball as a sport, Red Bull park was opened for the community use. HDC assisted in the opening ceremony.
5. Collaborated with Zero Plastic Run
To create awareness on impact cause by use of single use plastic. More than 1000 people took part in this event. HDC collaborated in as a hosting partner for the event as it was related to attaining smart city goals
6. Conducted MANSA on informing the community on 'Open spaces in Hulhumale'
Aim was to create awareness and define the areas within a development land that can be utilized by the community to cater to their needs.
7. Facilitated Amin hiya setup for expatriates during lockdown
During the beginning on COVID-19 pandemic It was requested by economic ministry to arrange Amin hiya as an accommodation for the undocumented expatriates prior to lockdown. Registration process was conducted and accommodation was provided to the workers by HDC assistance.

8. ICP center operation during the lockdown
When Maldives was in lock down, there were ICP centers established in different parts pf the greater male city to provide essential assistance to the community. In this regard, HDC was given the task of establishing the ICP in Hulhumale for the community. Hence, during lockdown. ICP centers were open for 24 hours delivering medicine and food and other emergency assistance to the household in collaboration with other agencies and NOEC.
9. Organized and Conducted a webinar on home based gardening for Hulhumale' Community.
This webinar, was focused on, how we can make our food system more resilient. More specifically it explored the potential of home-based gardening as a pathway for ensuring food sovereignty and revitalizing communities highlighting key concepts such as: -Food security vs. food sovereignty, what is home based gardening and What is community gardening. This webinar was organized in collaboration with Uthema NGO.
10. Assisted the Webinar on urban farming
Community engagement assisted the planning unit in entering the data of the application form and collecting the questions throughout the session.
11. Assisted the webinar on the introduction of bike lanes and making Niroihu Magu one way
Community engagement assisted the planning unit in moderating the session for the speakers and organizing the questions throughout the session
12. Focus group meetings was held for all the water sport conductors based in Hulhumale'

During the two days, the meetings focused on their requests to clean the lagoon and their concerns regarding the construction of their huts and the assistance HDC could provide for them. EPA regulation on the matter was shared with the groups and letters were later sent approving the request as per EPA guideline.
13. Organized and conducted lagoon cleaning event at Hulhumale swimming track area

As per Hulhumale MPs request, a community cleaning event was organized and arranged to move the dead corals from swimming track area as per EPA guideline.
14. Organized and Conducted public consultation for Hedhika Stands in Hulhumale'

Organized the focus group discussions for 49 participants on the relocation of hedhika stands. This discussion was held for two full days in small groups. Report on the consultation has been completed and shared with senior management and relevant department for action.
15. Completed the installation of Parley dustbins in Hulhumale' beach area

As per the MOU signed with parley on intercepting single used plastic in hulhumale community in 2019, several programs were planned for advocacy and awareness. However, due to COVID-19 situation, most activities targeting school and public consultation for schools had to be delayed. As part of this initiative parley provided dustbins to be placed in three locations in Hulhumale beach to collect the plastic.
16. Organized 'Saaf Hulhumale' Cleaning event

A cleaning event was organized focusing on the residential areas and beach. 40 locations were identified and 22 agencies and institutes took part in the program inaugurated by vice president of the Maldives.

Financial Highlights

Our revenue increased by 145.1% to MVR 822.3 million (US\$53.4 million) for the year ended December 31, 2020 from MVR 335.5 million for the year ended December 31, 2019, primarily due to the following factors:

revenue from sales of land and properties increased by 350.5% to MVR 540.8 million (US\$35.1 million) for the year ended December 31, 2020 from MVR 120.0 million for the year ended December 31, 2019, primarily due to the sale of land from Hulhumalé Phase II and recognition of development and sale rights during the period for residential purposes; and

rental income increased by 30.7% to MVR 281.6 million (US\$18.3 million) for the year ended December 31, 2020 from MVR 215.4 million for the year ended December 31, 2019, primarily due to the merger of Greater Male' Industrial Zone Limited (GMIZL) with the Corporation.

In 2019, the sale of properties accounted for 36% of the revenue while in 2020, it was 66%.

The Gross Profit increased by 155.2% to MVR 709.1 million (US\$46.0 million) for the year ended December 31, 2020 from MVR 277.9 million for the year ended December 31, 2019. Gross profit margin increased to 86.2% for the year ended December 31, 2020 from 82.8% for the year ended December 31, 2019, primarily due to a significant increase of 350.5% in revenue from the sale of land and properties, and an increase in rental income of 30.7% in the year ended December 31, 2020.

Valuation gain on investment property decreased by 65.4% to MVR 108.3 million (US\$7.0 million) for the year ended December 31, 2020 from MVR 313.2 million for the year ended December 31, 2019, primarily due to void period adjustments to the valuation calculation to take into account (i) rent deferrals granted to existing tenants during the COVID-19 pandemic and (ii) the limited market for sales of land and commercial properties during the COVID-19 pandemic and postponement of sale transactions until stabilization of the situation.

Our other income increased by 168.3% to MVR 102.3 million (US\$6.6 million) for the year ended December 31, 2020 from MVR 38.1 million for the year ended December 31, 2019, primarily due to an increase in miscellaneous income by 575.9% to MVR 86.1 million (US\$5.6 million) for the year ended December 31, 2020 from MVR 12.7 million for the year ended December 31, 2019, primarily due to a tax reversals of MVR 33 million with respect to contractor payments and MVR 27 million from the provision made for the warranty with respect to the 1000 Social Housing Unit Project. In addition, the Corporation received MVR 15 million from developers in acquisition fees for mixed-use residential developments in Hulhumalé'.

Our administrative expenses increased by 40.1% to MVR 369.9 million (US\$24.0 million) for the year ended December 31, 2020 from MVR 264.0 million for the year ended December 31, 2019, primarily due to payments made to contractors for delays incurred in project mobilization and with the merger of GMIZL with HDC. In addition, our administrative expense also increased due to an increase in unexpected and unplanned expenses relating to measures implemented by the Company in response to the COVID-19 pandemic.

Our maintenance expenses decreased by 68.6% to MVR 25.2 million (US\$1.6 million) for the year ended December 31, 2020 from MVR 80.1 million for the year ended December 31, 2019, primarily due to the completion of link road development project during the year 2019.

Our selling and marketing expenses decreased by 67.0% to MVR 41.5 million (US\$2.7 million) for the year ended December 31, 2020 from MVR 125.8 million for the year ended December 31, 2019, primarily due to a reduction in one-off expenses recognized during the year ended December 31, 2020, such as a provision for Sealife customers of MVR 48.9 million, a provision for customers of the 1000 Social Housing Unit Project of MVR 11.6 million, and a reduction in provisions provided for interest-bearing receivables during the year.

Our finance income increased by 3.1% to MVR 110.9 million (US\$7.2 million) for the year ended December 31, 2020 from MVR 107.5 million for the year ended December 31, 2019, primarily due to an increase in penal interest and late fine charges.

Our finance costs increased by 5.9% to MVR 195.7 million (US\$12.7 million) for the year ended December 31, 2020 from MVR 184.9 million for the year ended December 31, 2019. This increase was primarily attributable to the completion of major projects during the period and an increase of 9.8% in our total borrowings to MVR 10,686.5 million (US\$693.5 million) as of December 31, 2020 compared to MVR 9,733.0 million as of December 31, 2019.

As a result of the foregoing, our profit for the year increased by 437.3% to MVR 332 million (US\$21.6 million) for the year ended December 31, 2020 from MVR 62.0 million for the year ended December 31, 2019.

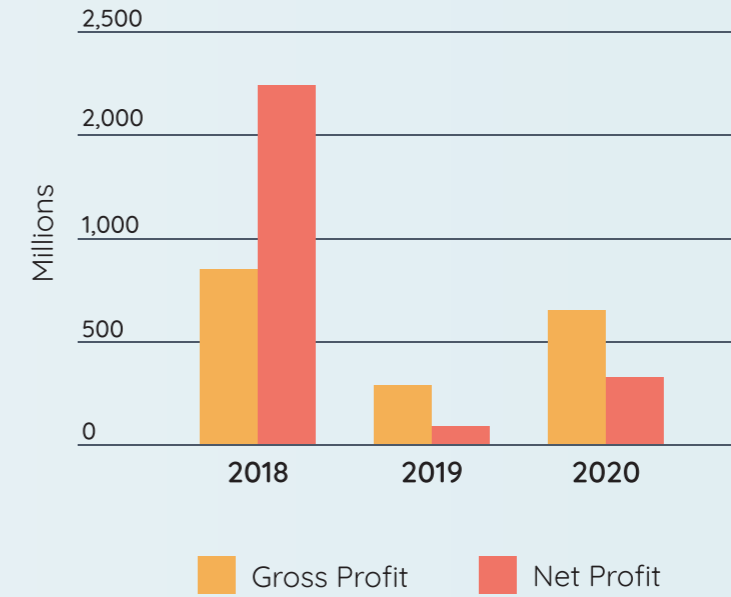
Statement of Financial Position

Statement of Profit or Loss and Other Comprehensive Income
For the Year Ended 31 December

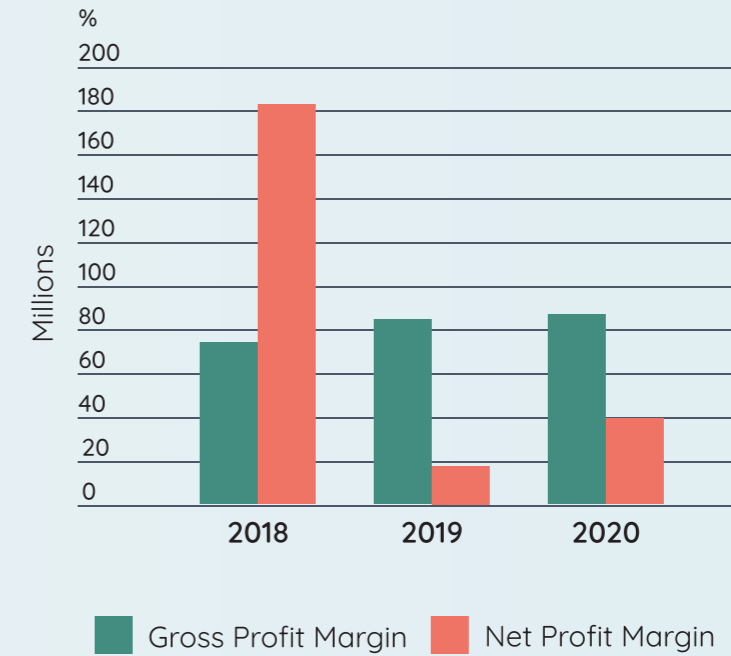
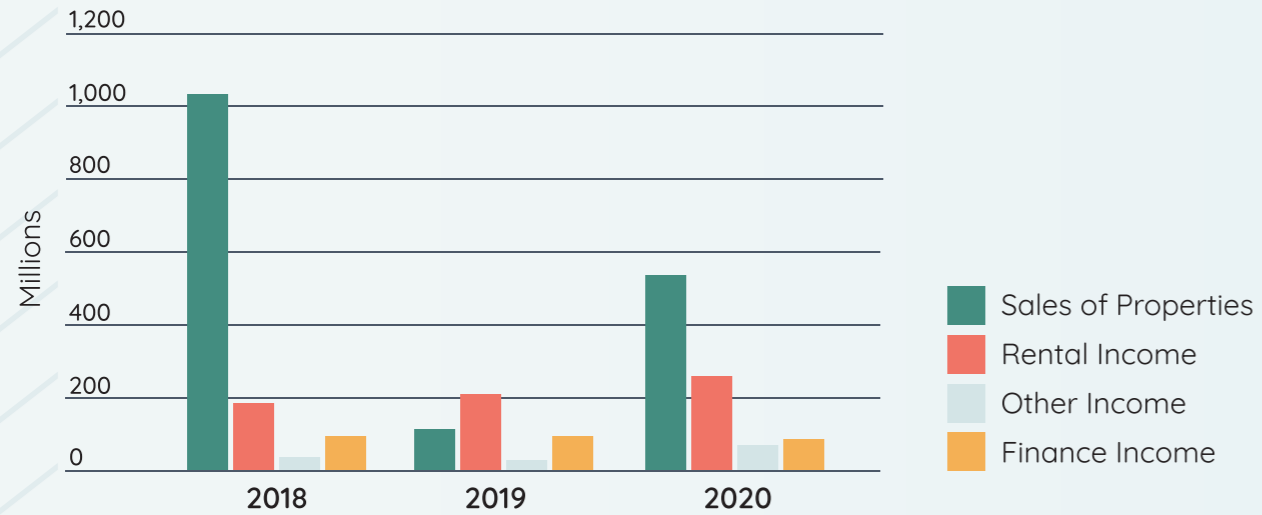
	2020 MVR	2019 MVR	2018 MVR
Revenue	822,333,671	335,467,455	1,213,575,534
Cost of Sales	(113,231,395)	(57,575,757)	(357,145,036)
Gross Profit	709,102,276	277,891,698	856,430,498
Valuation gain on Investment Property	108,270,853	313,205,002	2,777,414,936
Other Income	102,329,412	38,140,260	53,151,754
	919,702,541	629,236,960	3,686,997,188
Administrative Expenses	(369,879,820)	(264,008,627)	(260,360,211)
Maintenance Expenses	(25,150,420)	(80,139,716)	(615,446,769)
Selling & Marketing Expenses	(41,534,436)	(125,835,686)	(222,097,554)
Results from Operating Activities	483,137,865	159,252,931	2,589,092,655
Finance Income	110,860,925	107,521,845	114,193,344
Finance Costs	(195,714,672)	(184,864,519)	(103,257,105)
Net Finance Cost	(84,853,747)	(77,342,674)	10,936,239
Share of Loss of Investment in Associate	-	-	(50,598)
Profit before Tax	398,284,118	81,910,257	2,599,978,296
Income tax	(65,360,043)	(19,945,563)	(390,490,281)
Profit for the year	332,924,075	61,964,694	2,209,488,016
Other Comprehensive Income			
Change in Fair Value of Financial Instruments	(152,500)	250,000	125,000
Deffered Tax relating to change in fair value of financial Instruments	22,875	(37,500)	(18,750)
Actuarial (loss) / Gain on Defined Benefit Plan	(895,145)	56,447	-
Deffered tax relating to actuarial (loss) / Income on defined benefit plans	134,272	(8,467)	-
Net other Comprehensive Income / (loss) that will not be reclassified to profit or loss in subsequent periods	(890,498)	260,480	106,250
Total Comprehensive Income for the Year	332,033,577	62,225,174	2,209,594,266

STATEMENT OF FINANCIAL POSITION AS AT	31/12/2020 MVR	31/12/2019 MVR	31/12/2018 MVR
Assets			
Non-current assets			
Property, plant and equipment	120,002,999	125,907,936	150,438,099
Intangible Assets	4,326,902	4,424,788	3,707,842
Investment properties	22,283,090,483	17,325,625,541	16,385,527,724
Financial assets at fair value through other comprehensive income	2,097,500	1,250,000	1,000,000
Financial assets at amortised cost	50,500,000	6,500,000	500,000
Trade and other receivables	1,486,227,908	1,525,564,814	1,422,526,497
Amounts due from related parties	-	-	2,313,000
Total non-current assets	23,946,245,792	18,989,273,079	17,966,013,162
Current assets			
Inventories	9,961,619,041	8,380,367,041	5,534,088,952
Trade and other receivables	2,482,592,029	2,723,949,249	4,261,904,224
Amounts due from related parties	35,358,709	91,013,649	125,127,587
Cash and cash equivalents	130,372,790	98,252,618	57,820,391
Total current assets	12,609,942,569	11,293,582,557	9,978,941,154
Total assets	36,556,188,361	30,282,855,636	27,944,954,316
Equity and liabilities			
Equity			
Share Capital	442,000,000	442,000,000	442,000,000
Share premium	61,129,607	61,129,607	61,129,607
Advance for share capital	9,714,300,700	3,786,002,939	3,518,511,704
Fair value reserve	(630,018)	260,480	-
Retained earnings	12,540,257,373	12,207,333,298	12,145,368,604
Total equity	22,757,057,662	16,496,726,324	16,167,009,915
Non-current liabilities			
Loans and borrowings	8,366,053,388	8,162,215,336	6,822,620,717
Deffered income	97,445,204	103,228,050	113,394,403
Deffered tax liability	1,329,090,473	1,319,459,683	1,299,468,153
Employee benefit obligation	2,327,047	1,104,435	1,297,284
Provisions	230,769,024	233,537,648	202,464,217
Trade and other payables	26,862,770	68,242,383	69,098,553
Total non-current liabilities	10,052,547,906	9,887,787,535	8,508,343,327
Current liabilities			
Loans and borrowings	2,320,431,263	1,570,816,922	674,272,341
Provisions	5,189,390	8,403,356	40,167,147
Current tax liabilities	240,817,003	198,541,656	198,541,656
Trade and other payables	1,164,689,941	2,120,411,522	2,344,104,760
Amounts due to related parties	15,452,696	168,321	12,515,170
Amounts due to a director	2,500	-	-
Total current liabilities	3,746,582,793	3,898,341,777	3,269,601,074
Total liabilities	13,799,130,699	13,786,129,312	11,777,944,401
Total equity and liabilities	36,556,188,361	30,282,855,636	27,944,954,316

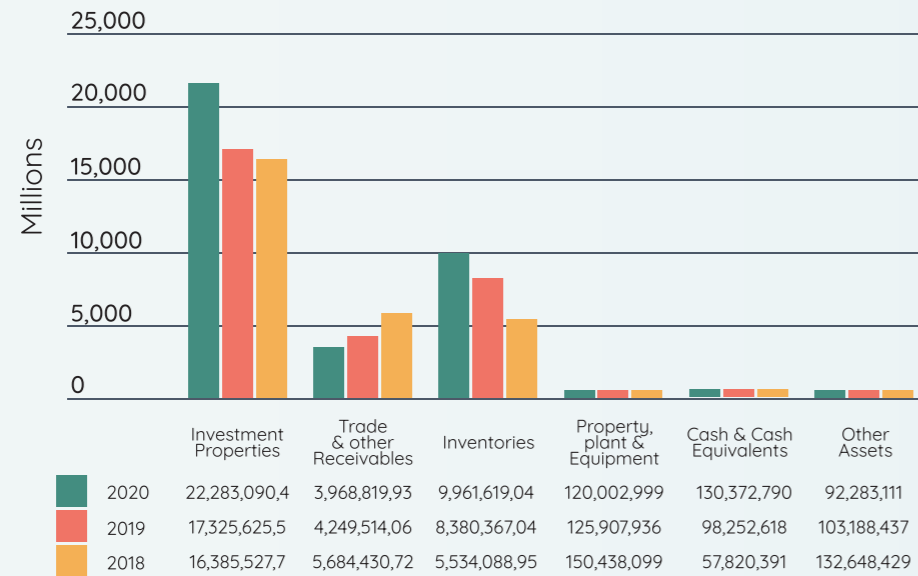
LINE ITEMS	2020	2019	% CHANGE
Revenue	822,333,671	335,467,455	145.1%
Gross profit	709,102,276	277,891,698	155.2%
Valuation gain on Investment Property	108,270,853	313,205,002	-65.4%
Other Income	102,329,412	38,140,260	168.3%
Administrative Expenses	(369,879,820)	(264,008,627)	40.1%
Maintenance Expenses	(25,150,420)	(80,139,716)	-68.6%
Selling & Marketing Expenses	(41,534,436)	(125,835,686)	-67.0%
Finance Income	110,860,925	107,521,845	3.1%
Finance Costs	(195,714,672)	(184,864,519)	5.9%
Profit before Tax	398,284,118	81,910,257	386.2%
Income tax	(65,360,043)	(19,945,563)	227.7%
Profit for the year	332,924,075	61,964,694	437.3%



Revenue / Income



Assets



Liquidity

Short-term liquidity indicates an entity’s ability to meet its short-term financial obligations. The current ratio of HDC is 3.37 times for the year ended 31 December 2020. The short-term creditors prefer a high current ratio as it reduces their risk. Shareholders may prefer a lower current ratio so that more of the entity’s assets utilized for business expansion. Typical values for the current ratio vary by entity and industry.

The current ratio of the Corporation is fair, mainly because the current assets included a high amount of inventory amounting to MVR 9,961,619,041 (2019: MVR 8,380,367,041), trade and other receivables amounting to MVR 2,482,592,029 (2019: MVR 2,723,949,249) and cash and cash equivalents amounting to MVR 130,372,790 (2019: MVR 98,252,618) as at 31 December 2020.

The quick ratio shows Corporation’s short-term liquidity position and ability to meet its short-term obligations with its most liquid assets i.e. excluding inventories. HDC’s inventory is the most significant component of its current assets. During the year ended 31 December 2020, trade and other receivables decreased by 8.9% reflecting the transfer of prepayments and advances paid to contractors for the mobilization of the projects to inventory including the development of 7000 housing, 1,530 housing and other infrastructural development projects in Hulhumalé. Hence, quick asset ratio has decreased from 0.75 times in 2019 to 0.71 times in 2020. With the allocation of 7,000 housing project, quick ratio of the Corporation to be increased significantly during the year 2021.

Investments

For the year ended December 31, 2020, HDC invested MVR 136.0 million for the development of investment property, reflecting: (i) development of investment properties including a distribution center and GPON network; and (ii) the development of infrastructure development projects in Hulhumalé; these projects are considered to add value to the land of Hulhumalé and the costs are therefore absorbed into the total land cost of Hulhumalé and will be indirectly recovered from the lease of land and the units created from the commercial developments and MVR 4.2 million for the purchase and construction of property, plant and equipment.

Further, the Corporation invested additional amount of MVR 44 million in a fixed deposit at the rate of 4% per annum compared to the year ended December 31, 2019.

These cash outflows were partially offset by a cash inflow of MVR 110.8 million for interest received, reflecting the interest income received from purchasers who have purchased the lands and properties from HDC through a hire purchase in the previous years.

Capital Risk Management

The Corporation's objectives, when managing capital, are to safeguard the Corporation's ability to continue as a going concern in order to provide returns for members and to maintain an optimal capital structure to reduce the cost of capital.

The Corporation monitors capital on the basis of the gearing ratios.

Debt to Equity

This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including borrowings and trade and other payables, as shown in the statement of financial position) less cash and cash equivalents. Total capital is calculated as "equity", as shown in the statement of financial position, plus net debt.

The Corporation borrowed additional MVR 1,853 million during the year 2020 to finance various infrastructure, housing and commercial projects on going in Hulhumale'. During the year 2020, HDC borrowed MVR 1,651 million for housing development projects, while it borrowed MVR 123.6 million for infrastructure development, MVR 39.2 million for commercial developments and MVR 39 million for working capital management. The Corporation repaid MVR 1,111.6 as principal loan repayments and paid MVR 329.6 million as finance cost for the loans.

During the year ended 31 December 2020, the Corporation has further received MVR 1,108 million as contribution for share capital from Government of Maldives (2019: MVR 267.4 million) to aid the Corporation with development of Hulhumale' phase II as the Corporation has initiated a lot of development projects in Hulhumale'.

Further, with the decision taken by the Government of Maldives to merge the Greater Male' Industrial Zone Limited ("GMIZL") with HDC a "Deed in Respect of Transferring Assets, Contracts and Liabilities" was signed between GMIZL and HDC on 23rd September 2020. As a result, Corporation received MVR 4,360,361,315/- as the capital contribution from the Government of Maldives, being difference between the value of net assets of the GMIZL transferred to the Corporation.

As a result, debt to equity ratio has decreased during the year to 34% from 42% in the year 2019.

Considering the main business of the Corporation, which is to establish infrastructure and to provide residential, commercial and industrial developments for sale or lease, which naturally needs significant amount of finance in the development stage. Thus, during the development stage debt to equity ratio will have an increasing trend.

Debts to Assets

Debt to Assets ratio defines the total amount of debts relative to its assets. This ratio is calculated as total liabilities divided by total assets. Debt to Assets ratio of HDC is relatively low, which illustrates the Corporation has enough asset to cover existing debt obligations. The increase trend in creation of assets over the 5-year period shows that significant portion of the borrowing was invested in the development of assets for the Corporation.

Our total assets stood at MVR 36,556.2 million (US\$2,370.7 million) as of December 31, 2020, an increase of 20.7% compared to MVR 30,282.8 million as of December 31, 2019, primarily due to the GMIZL Merger, which resulted in the recognition of MVR 4,725 million in additional assets.

As a result, debt to asset ratio has decreased during the year to 37.7% from 45.5% in the year 2019.

Directors Report

The Board of Directors

The role of the Board of Directors is to ensure the Corporation's prosperity by collectively directing the corporation's affairs, whilst meeting the appropriate interests of its shareholders and stakeholders. In addition to determining the Corporation's systems and policies of management and governance, their roles lie in establishing the vision, mission and values of the corporation; setting business strategies and structure; work delegation to management; and exercise accountability to shareholders and responsibility to the stakeholders of the Corporation.

The Board of Directors of the Corporation is appointed by the Government of Maldives, the 100% shareholders of Housing Development Corporation.

The members who served the Board of Directors of the Corporation during the year were:

Mr. Mohamed Jaish Ibrahim (Chairman)	Government Nominee, Independent & Non - Executive
Mr. Suhail Ahmed (MD)	Government Nominee, Independent & Non - Executive
Mr. Ahmed Athif (DMD)	Government Nominee, Independent & Non - Executive
Mr. Hassan Muneer	Government Nominee, Independent & Non - Executive
Mr. Ibrahim Afraath	Government Nominee, Independent & Non - Executive
Mr. Abdulla Rameez	Government Nominee, Independent & Non - Executive

Mr. Mohamed Jaish Ibrahim (Chairman) 11th August 2020 (Up to date)

Board Meetings

The Board of Directors held 31 meetings in 2020, with attendance as below:

Directors	Meetings to Attend	Meetings Attended
Mr. Mohamed Jaish Ibrahim (Chairman)	15	15
Mr. Suhail Ahmed (MD)	31	28
Mr. Ahmed Athif (DMD)	31	30
Mr. Hassan Muneer	31	31
Mr. Ibrahim Afraath	31	30
Mr. Abdulla Rameez	31	31

Governance Report

The Company has complied with the Corporate Governance Code of Capital Market Development Authority (CG Code); the CGA and has followed International best practices on governance.

The relevant accounting standards were considered and followed through the preparation of the Company's Annual Accounts with proper explanations relating to material departures, proper and sufficient care has been given for the maintenance of adequate records in accordance with the provisions of the Companies Act of the Republic of Maldives (Law no. 10/96), the financial Statements were prepared on going-concern basis.

The Board of Directors has 03 sub-committees advising the board on matter related to the committees as outlined in the charter for committees as approved by the Board. The 03 committees are;

1. Audit Committee

Mr. Ibrahim Afraath	Government Nominee, Independent & Non - Executive
Mr. Abdulla Rameez	Government Nominee, Independent & Non - Executive
Mr. Hassan Muneer	Government Nominee, Independent & Non - Executive

2. Remuneration Committee

Mr. Ibrahim Afraath	Government Nominee, Independent & Non - Executive
Mr. Suhail Ahmed	Government Nominee, Independent & Non - Executive
Mr. Hassan Muneer	Government Nominee, Independent & Non - Executive

3. Projects Committee

Mr. Ahmed Athif	Government Nominee, Independent & Non - Executive
Mr. Abdulla Rameez	Government Nominee, Independent & Non - Executive
Mr. Hassan Muneer	Government Nominee, Independent & Non - Executive

4. Committee Meetings

The Board Audit Committee held 06 meetings in 2020, with attendance as below:

Directors	Meetings to Attend	Meetings Attended
Mr. Ibrahim Afraath	06	06
Mr. Abdulla Rameez	06	06
Mr. Hassan Muneer	06	06

The Board Remuneration Committee held 02 meetings in 2020, with attendance as below:

Directors	Meetings to Attend	Meetings Attended
Mr. Ibrahim Afraath	02	02
Mr. Suhail Ahmed	02	02
Mr. Hassan Muneer	02	02

The Board Projects Committee held 07 meetings in 2020, with attendance as below:

Directors	Meetings to Attend	Meetings Attended
Mr. Ibrahim Afraath	07	07
Mr. Abdulla Rameez	07	07
Mr. Hassan Muneer	07	07