

26th
AN
NUAL
REPORT
2019 - 20





OUR VISION

To become a global
healthcare organization with best
practices in the sector and
functions

Contents

Page No

Chairman's Desk	03
Board of Directors	05
Financial Highlights	08
Notice to Shareholders	09
Directors' Report	16
Management Discussions and Analysis Report	33
Corporate Governance Report	38
Independent Auditor's Report	52
Balance Sheet as at 31st March, 2020	65
Statement of Profit and Loss for the year ended 31st March 2020	66
Statement of changes in equity for the year ended 31st March 2020	67
Cash Flow Statement as on 31st March 2020	68
Notes Forming Part of the Financial Statements for the year ended 31st March 2020	69
Press Clippings	117

CORPORATE INFORMATION

DIRECTORS

Dr. Amar Agarwal (DIN: 00435684) Chairman Cum Managing Director
Dr. Athiya Agarwal (DIN: 01365659) Whole-time Director
Dr. Adil Agarwal (DIN: 01074272) Director
CA Sanjay Anand (DIN: 02501139) Independent Director
Mr T. R. Ramasubramanian (DIN: 08207929) Independent Director
Mrs. Lakshmi Subramanian (DIN: 00001439) Independent Director

CHIEF FINANCIAL OFFICER

Ms. Saradha Govindarajan (till 31.07.2020)

COMPANY SECRETARY & COMPLIANCE OFFICER

Ms. Jully H. Jivani

AUDITORS

M/s. Deloitte Haskins & Sells.
Chartered Accountants,
ASV N Ramana Towers, 52, Venkatanarayana Road,
T.Nagar, Chennai – 600 017.
Ph: 044-6688500

BANKERS TO THE COMPANY

HDFC Bank,
Nungambakkam,
Chennai.

REGISTERED OFFICE

3rd Floor, Buhari Towers, No. 4 Moores Road Off
Greaves Road, Chennai- 600 006
Website: www.dragarwal.com
CIN NO: L85110TN1994PLC027366
Telephone: 91-44-39916600, Email: investor@dragarwal.com

SHARE TRANSFER AGENTS

Integrated Registry Management Services Private Limited.
2nd floor, Kences Towers,
No.1 Ramakrishna Street North Usman Road,
T Nagar Chennai - 600 017
Tel - 2814 0801-03, Email: corpserv@integratedindia.in



CHAIRMAN'S DESK

Dear Shareholders,

Hope you and your family are well and safe in these testing times. The world is facing an unprecedented scenario, and we, at Dr. Agarwal's, commend the effort of the front-line warriors who have gone above and beyond their call of duty to keep us all safe.

We started our journey 63 years ago, with a challenge to build an organization that would offer high quality eye care at affordable prices. This continued effort over the years, has helped us earn the trust of millions of people across the world, while staying true to our vision of being a truly global healthcare organization which imbibes the best practices in the sector while relying on continuous innovation and cutting-edge technology.

For FY 2019-20, we clocked INR 178.60 Crores as the total income, and our EBITDA stood at 27.36%. Due to the COVID-19 crisis, the momentum in our peak month of March got derailed, and for nearly 15 days in March, our revenues dropped down drastically. Our Q1 21 performance has been affected due to the cascading impact of COVID-19 crisis and nationwide lockdown in India. However, we believe that the COVID-19 crisis is a temporary setback and we will bounce back by showing a better run rate Q2 21 onwards. To rejuvenate the organization from this pandemic, our mantra for the FY 2020-21 will be to focus on cost efficiency, operational optimization, and optimal growth rate. We would be relocating our Salem branch (by Q3 21), to a bigger premise to address the market demands, and we expect to gain more market share with this move. We have also strengthened our compliance process, and will continue to do so.

As we move ahead on the path of value creation for all our stakeholders, I would like to commend the effort of our Doctors, Consultants, management and staff. I thank all the directors for their valued insights and directions imparted to the Company. The trust and confidence of the shareholders fuel us on the path of excellence, and I look forward to this continued support.

Prof. Dr. Amar Agarwal

Chairman & Managing Director
Dr. Agarwal's Eye Hospital Limited

Dr Agarwals Eye Hospitals is coming home!



Get your eyes checked from the comfort of your home with Dr Agarwals Eye Connect, our new video consultation service! Scan the code or visit our website to book an appointment.

Dr. Agarwals
Eye Connect
Tele-Consultation with expert doctors



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BOARD OF DIRECTORS



PROF. DR. AMAR AGARWAL
CHAIRMAN CUM MANAGING DIRECTOR

Prof. Dr. Amar Agarwal – Chairman cum Managing Director (M.S. FRCS, FRCOphth) is a widely respected Ophthalmic Surgeon

Various Scientific Contributions

- Developed the Phakonit procedure for Cataract Surgery – First to remove Cataracts through a 1mm incision
- Developed “no anaesthesia” Cataract Surgery and FAVIT – a new technique to removed Dropped Nuclei
- First in the world to implant a Glued IOL. First to use Trypan Blue for staining Epiretinal Membranes
- Performed the first innovative PDEK surgery technique (in 2013)
- Discovered a new refractive error called Aberropia
- Trains doctors from all over the world on Phaco, Bimanual Phaco, LASIK and Retina
- Authored 50+ books published in various languages

Awards & Associates

- Voted #2 on the “100 most influential people in ophthalmology” by “the Ophthalmologist” (leading international publication) has in its 2014 & 2015 “Power List”
- Has received many awards in ophthalmology including GOLDEN APPLE AWARD, BARRAQUER AWARD and the KELMAN AWARD
- Has received the BEST DOCTOR AWARD from the Govt. of Tamilnadu in 2014

Positions held

- He was the President of International Society of Refractive Surgery (ISRS), partner of the American Academy of Ophthalmology
- He is the Secretary General and Chairman Scientific Committee of the Intraocular Implant & Refractive Society (IIRSI), India and Professor of ophthalmology at Ramachandra Medical College in Chennai.



DR. ATHIYA AGARWAL
WHOLE-TIME DIRECTOR

Dr. Athiya Agarwal is one of the leading Anterior Segment Surgeons and Ocular Pathologists in India She was trained in Ophthalmology and Pathology in the world famous Moorfields Eye Hospital London

An Active Member of the All India Ophthalmology society and conducts training programs for the post graduate students in modern surgical procedures.

She heads the research activities of the Group

BOARD OF DIRECTORS



DR. ADIL AGARWAL
DIRECTOR

Dr. Adil Agarwal is an eye surgeon and has specialized in Vitreo-Retinal Surgery. Has performed more than 5000 Cataract surgeries and over 500 retinal surgeries.

Has an MS in Ophthalmology (Gold Medalist) and has completed a stint in Bascom Palmer Eye Institute, Miami, USA. Has an MBA from Stanford Graduate School of Business.

Drives Strategic Initiatives, Investor Relations, M&A, New Business Development and heads Brand/Marketing.

Joined the Group in 2006 as a consultant and took over as Vice President – Strategy in 2010 for 2 years before pursuing his MBA. Rejoined the Group in June 2014.



CA SANJAY ANAND
INDEPENDANT DIRECTOR

CA Sanjay Anand is an Independent Director with the Dr. Agarwal's Group since 2009. A Chartered Accountant having an excellent academic record right from School, Delhi Public School, Delhi, DAV Chennai, Bachelor of Commerce, University of Madras having achieved distinction from Academy of Accountings at SIRC, ICAI.

He has one of the largest organized business of office supplies- "Office #1"- a leading entity in the organized office supplies and Consumables. He is the founder promoter of IIGM Private Limited, the largest in the Industrial Garments Machines in India.

He has four decades of advisory expertise in capital- stock markets & specializes in Equity Investments.

He has been in the Directorship of Dr. Agarwal's group over a decade with immense experience in Health Care Industry.

BOARD OF DIRECTORS



MR. T.R. RAMASUBRAMANIAN
INDEPENDANT DIRECTOR

Mr. T.R. Ramasubramanian has over 40 years experience in sales and marketing, working with diverse consumer brands. Areas of work include strategic planning, competitive analysis, market positioning, new business development, new product introduction, extensive growth of distribution network, production planning, staff training and development, building strategic partnerships, and building/maintaining stakeholder relationships. 2010 for 2 years before pursuing his MBA. Rejoined the Group in June 2014.

EXPERTISE PROFILE

Sales Development, Production Planning, Marketing Strategy & Business Strategy & Development. First person in India to introduce product to product free scheme which is still a success story of many companies Between 1997 and 2000, in Butterfly, cultivated effective retailer relationships to build a model for making advance payment for goods, while the rest of the market was using a credit based purchasing system. Have lead teams ranging from 50 - 1000 people Consistently generated high revenues Brand penetration in 80% of target markets Zero attrition of sales team.



MRS. LAKSHMI SUBRAMANIAN
INDEPENDANT DIRECTOR

Mrs. Lakshmi Subramanian is a Practicing Company Secretary. She has done her graduation from S.I.E.T College, Chennai. She founded Lakshmmi Subramanian & Associates (LSA) in 2001.

She provides IPO services like drafting of prospectus, due diligence to the issue and has Handled Several Merger, De-Merger, Acquisition and Take Over cases.

She has extensive knowledge in all Corporate Law Matters, and also provides advisory services at the Board level. She is assisting in the concept of On-line Live Portal "GOAL" covering all corporate laws.

RECOGNITIONS

LSA was ranked 3rd in India amongst IPO issue advisory firms by Bloomberg (2011), Peer Reviewed Firm (2015-16), Excellent Performance Award by leading Corporate on Due Diligence. (2017), Philanthropic award by Trust for the best "CSR support to Society" (2016-2018) and ICSI certificate for supporting the initiative of Institute for education of the Daughters of Martyrs.

10 YEARS FINANCIAL HIGHLIGHTS

INR Cr

For the year ended	2019-20	2018-19	2017-18	2016-17	2015-16
Total Income	178.60	172.03	155.62	150.2	136.84
EBITDA	48.87	30.92	25.73	23.05	14.64
EBITDA %	27%	18%	17%	15%	11%
Depreciation	21.23	10.91	9.78	8.74	11.38
PBT	19.94	17.43	13.36	10.97	-0.48
PBT%	11.16%	10.13%	8.59%	7.30%	-0.35%
PAT	13.67	11.21	6.5	7.07	0.03
PAT %	7.65%	6.52%	4.18%	4.71%	0.02%
Equity Share Capital	4.70	4.70	4.70	4.70	4.70
Reserves	51.4	40.88	30.36	24.7	18.72
Net Worth(NW)	56.10	45.58	35.06	29.4	23.42
Loan Funds	13.18	18.75	17.67	21.73	24.92
Capital Employed (CE)	101.20	65.02	52.73	51.13	41.76
Return on Networth %	24.37%	24.59%	18.54%	24.05%	0.13%
Return on Capital Employed %	48.29%	47.55%	48.80%	45.08%	35.06%
Debt/Equity Ratio	0.31	0.52	0.5	0.74	1.06
Dividend	NIL	15%	12%	15%	8%
Earnings per share	29.11	25.35	15.05	13.84	0.08

INR Cr

For the year ended	2014-15	2013-14	2012-13	2011-12	2010-11
Total Income	118.37	115.94	109.73	105.68	104.01
EBITDA	14.73	13.22	13.39	13	13.77
EBITDA %	12%	11%	12%	12%	13%
Depreciation	6.15	6.05	5.38	5.56	6.15
PBT	5.36	3.72	4.43	2.92	3.6
PBT%	4.53%	3.21%	4.04%	2.76%	3.46%
PAT	5.7	2.43	3.14	1.6	2.05
PAT %	4.82%	2.10%	2.86%	1.51%	1.97%
Equity Share Capital	4.70	4.70	4.50	4.50	4.50
Reserves	19.06	14.28	11.14	8.63	7.02
Net Worth(NW)	23.76	18.98	15.64	13.13	11.52
Loan Funds	18.81	18.89	19.55	20.99	24.16
Capital Employed (CE)	42.57	37.87	35.19	34.12	35.68
Return on Networth %	23.99%	12.80%	20.08%	12.19%	17.80%
Return on Capital Employed %	34.60%	34.91%	38.05%	38.10%	38.59%
Debt/Equity Ratio	0.79	1	1.25	1.6	2.1
Dividend	12%	12%	12%	0	12%
Earnings per share	12.12	5.25	6.98	3.56	4.55