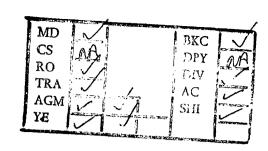
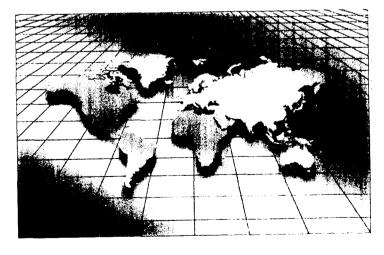
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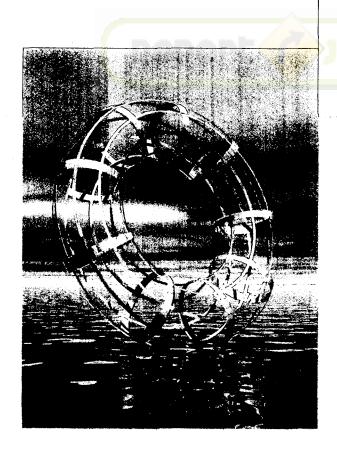


#### Winds of Change Board of Directors Management Team Directors' Report 8 18 Auditors' Report inancials 22 ubsidiaties Aptech Information Systems, Middle East, W.L.L. 40 🖟 Aptech Worldwide, Inc. USA Aptech Worldwide Pte Ltd. (Singapore) 54 Aptech Worldwide SDN. BHD. 60 Ratio Analysis 67 alus beyond the Balance Sheet 68 Human Resource Accounting Valuation of Brand Equity Economic Value Added (EVA) Statement Intangible Asset Balance Sheet Shareholders' Information 74 Product Performance 76 Distribution of Revenue 76

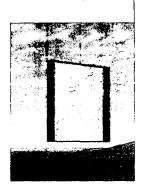
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oftware has become the lubricant, if not the flywheel, of our economy...

In these times, it's the nearest thing we have to real magic.



-Fortune



In 1998, Aptech emerged as the world's leading network of computer training centres.

In 1998, Aptech ceased to be just a computer education company.

## Tara de antico

After having been India's premier computer education provider for the last decade, Aptech now expects to enter the second phase in its corporate history.

In 1998, the company embarked on leveraging its existing strengths and graduating into the value-added technology areas of software export, ERP and knowledge management. This extension to Aptech's business profile is expected to aggressively add value to its topline and shareholder value over the foreseeable future.

## AVHYTHIS CHANGE WAS NEGESSAIR

The world has seen more technology changes in the last decade of this century than in the previous decades combined. The changes in the last couple of years have been particularly sweeping. These have either begun to touch our

lives in a significant manner - or will do so over the next few years. The business implications of these momentous changes - only barely foreseen in their entirety by most - promise to change the fortunes of companies that are able to clearly visualise this growth and position themselves with strengths to harness the emerging environment.

## CEDELLE REIS AL RADE HERE

The world around us is changing with a sweep and speed that makes this an interesting time to be alive - for individuals and organisations. Just consider:

- Computer hardware systems are being overhauled the world over with quicker and newer software, creating a huge business opportunity.
- ➤ Corporations are being restructured with an aggressive use of information technology

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- that is creating for them an edge in a fiercely competitive world.
- > An increasing number of organisations is beginning to realise that the key to sustained excellence lies in creating systems to manage resident knowledge.
- Students are discovering that it is simpler and more effective to search the World Wide Web than go through books in a library.
- Conventional business dealings marked by physical and paper presence are being replaced by transacting through the Net.
- Classroom training conducted by instructors is being replaced by packaged technology available through the Internet, videos and CDs. Result: increased speed, flexibility and convenience.

## FRANCIA CONTRACTOR

This overwhelming evidence of change has been the biggest reason behind the reinvention of Aptech. The new Aptech is going to be this kind of company:

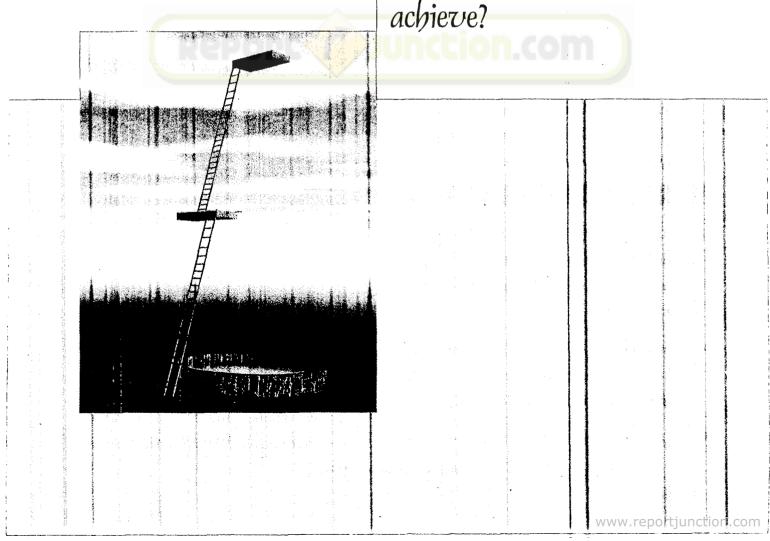
- ➢ An exporter of software working with quality clients over the long-term to deliver sophisticated and value-added solutions.
- > Marrying its long experience in

- management consulting with IT expertise to emerge as a comprehensive provider of ERP solutions, helping companies emerge competitive the world over.
- Forging alliances and partnerships with global technology leaders like IBM and Microsoft with an eye to building world-class capabilities. Focus: delivering knowledge management solutions to schools, colleges, communities, governments and corporations in India and abroad.
- Launching the first comprehensive

  e-commerce training course in India. This
  course has the power to provide leading
  edge business-to-business and business-toconsumer e-business solutions to companies
  the world over.
- ▶ Using Aptech Online and its Aptech Multimodal Education Delivery Architecture (AMEDA) to enable effective learning outside the classroom. This has been done by combining the best of video, CD-ROM and Net capabilities in 18 countries.
- Strengthening our brand differentiation initiatives in instructor-led training to create robust networks in ASSET International and ARENA Multimedia.

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hat will the re-invented Aptech achieve?



One, it will energise corporate growth. The old war horse of computer education will now have young tigers (new businesses) to drive the topline. From a turnover of Rs. 278.50 crores in 1998, our new business mix will help Aptech achieve its vision of a Rs. 1000 crore global billing by the year 2002.

Wo, we will use common technology skills uncommonly well. Aptech believes that the future for the Indian software industry lies not merely in mastering the technology but in the ability to front-end the technology towards unique and value-adding business applications.

Three, the new businesses will create new learning and growth opportunities for our people leading to greater excitement and better career growth. This will help us attract and retain intellectual capital.

Four, we will be aggressively climbing the value chain. From instructor-led training to online training to crossware software solutions to knowledge networks to e-commerce oriented ERP solutions. Result: higher profits and a stronger EVA.

Five, our new business mix will deliver higher returns for our stakeholders - shareholders, members (we do not use the word employees), business partners (we prefer not to call them franchisees), suppliers and society.

Six, our education and new businesses will make Aptech a visible and respected brand in 40 countries by the turn of the century. This will make Aptech India's first true multinational.

The re-invention of Aptech wasn't just desirable. It was necessary. To make growth sustainable. Enhance quality in its earnings. And accelerate the delivery of value to its shareholders.

ne supposes that the poet Robert Frost perhaps had Aptech in mind when he wrote: 'I have miles to go before I sleep.' So for 1999, our agenda includes establishing the superiority of the distinctive Aptech quality in instructor-led and technology-based training. In addition to spreading our knowledge management and enterprise services to a number of new customers in India and abroad.

Our optimism derives from the energy, commitment and creativity of the Aptech teams. In addition to the leadership of our management team. No task is going to be too difficult. No challenge too daunting.

We shall achieve!

# Roaled Offed Presidentis



Left to Right are: Atul K. Nishar, Ganesh Natarajan, Pramod Khera, Harshad Shah and Dr. K. K. Anand

Atul K. Nishar Chairman

Ganesh Natarajan Managing Director

Dr. Alka Nishar Director

**Dr. K. K. Anand**Director

Pramod Khera
Executive Director

Harshad Shah

**Executive Director** 

## REGISTERED OUT OF

Elite Auto House, 54-A, Sir M. Vasanji Road, Andheri (E), Mumbai - 400 093.

Tel: 91 22 8213180, 91 22 8389831

Fax: 91 22 8389828

Website: www.aptech-worldwide.com

## 0.142KeV2

Andhra Bank

Punjab National Bank

## A CIDITIONS 8

M/s. Mahendra Kumbhat & Associates

Chartered Accountants

## REUSTRASSE RANSILEAGENTS

Sharepro Services

Unit : Aptech Limited, 3rd Floor, Satam Estate,

Cardinal Gracious Road, Andheri (East), Mumbai 400 099

Tel: 8329828, 8348218

Fax: 8375646

#### Sharepro Services

Unit : Aptech Limited, 912, Raheja Centre, Free Press Journal Road,

Nariman Point, Mumbai 400 021

Tel: 2881568-69, 2844668

Fax: 2825484

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WARACEMENT COURCIL				
Ganesh Natarajan	Chief Executive Officer			
Pramod Khera	Head - Education & Training			
Pradeep Sharma	Head - North Zone - Education			
Pratap Pradhan	Head - West Zone - Education			
K Ramesh	Head - South & East Zone - Education			
Harshad Shah	Head - Management Services			
Ullhas Pagey	Head - Corporate HR & OD			
Mohan Korgaonkar	Head - Software Solutions			
Aruna Jayanthi	Head - Knowledge Management			
Kishansinh Gohil	Head - Corporate &			
	Professional Education			
Jyotirmoy Dasgupta	Head - Enterprise Solutions Group			
R Krishnan	Head - Retail Education			
C K Sharma	Head - Corporate Centre			
G T Koteswara Rao	Head - ERP Competence Centres			
Chandan Chatterjee	Head - Strategic Planning & Quality			
L R Rai	Head - Academics Administration			
Renu Khurana	Chief Information Officer			
Harish Joshy	Head - Technology based Training			
Mala Gandhi	Head - Investor Relations & Finance			
Anubha Parekh	Head - Human Resource Development			
A Bayross	Head - Network Support			
Iqbal Fazal	Head - Resourcing			
Roma Balwani	Head - Public Relations			
Zenobia Mukadam	Head - Corporate Alliances			

DE GENERAL BESTER GRANT OF DOSNIA U.S.	(25) (1) (2)	
A V Gopalakrishnan	North - Enterprise	
	Solutions	
Alok Baraya	West Benga <mark>l a</mark> nd	
	N.E. States	
S Gopalakrishnan	Orissa and Bihar	
Nilesh Vani	Mumbai	
Suveer Kalra	Maharashtra & MP	
Rajesh Talati	Gujarat	
V Balasubramanian	Karnataka & Goa	
Mantha Balasubramanian	Andhra Pradesh	
V Rajaraman	Tamil Nadu	
V Sukumar	Kerala	
Priti Parekh	South - Enterprise Solutions	
WITH ASKIDING ARBERTACO	RESTREET WARRETTE MUS	
Bob Levine	USA - Knowledge	
	Management Services	
Joe Dragone	USA - Education Services	
Atur Hemchandra	USA - Software Consultancy	
	Services	

UK and Europe

South - East Asia

Gulf - Education

Gulf - Software Services

Australia

Kenya

Bangladesh

Sunil Surya

Uday Tembulkar

S Ravisankar

L M Rajeev

Tarun Mitra

Ganesh Radhakrishnan

Vinod Vishwanathan



## DIRECTORS' REPORT

TO

#### THE MEMBERS OF APTECH LIMITED

Your Directors have pleasure in presenting the Sixth Annual Report on the business and operations of your Company and the Audited Financial Results for the year ended 31st December, 1998.

#### FINANCIAL HIGHLIGHTS FOR 1998:

The year 1998 witnessed an impressive overall performance of your Company.

The Total Income of your Company as at the end of the year stood at Rs.278.50 Crores as against Rs.202.20 Crores in the previous year; an increase of 37.73 %.

The Net Profit of the Company for the current financial year rose by 63.49% to Rs.33.72 Crores from Rs.20.63 Crores in the previous year.

#### FOR THE YEAR ENDED

	No. 170 of Brown Louis	
Gross Income	278.50	202.20
Profit before Depreciation & Tax	49.75	31.83
Less : Depreciation	8.04	5.07
Profit before Taxation	41.71	26.76
Less: Provision for Taxation	1.99	6.13
Net Profit after Tax	33.72	20.63
Add: Balance b/f from previous year	9.58	5.54
Balance available for appropriation	43.30	26.17
Appropriation	**************************************	
Transfer to General Reserve	15.58	10.00
Transfer to Debenture Redemption Reserve	11.00	4.75
Proposed Dividend	2.38	1.67
Tax on Dividend	0.24	0.17
Balance c/f to Balance Sheet	14.10	9.58

#### DIVIDEND:

Your Directors have pleasure in recommending dividend @ Rs. 3/- (Rupees Three only) per share on 55,84,812 Equity Shares of Rs.10/- (Rupees Ten only) each and pro-rata dividend at the same rate on 55,84,812 Bonus Equity Shares of Rs.10/- (Rupees Ten only) each allotted on 31st July, 1998.