Annual Report 2011-12





About the Company - CL Educate

Overview

CL Educate Limited is one of India's leading educational services providers. Since inception in 1995, we have evolved from a one-man MBA test preparation ("test & prep training") company into one of the country's most diversified educational service providers. The diversity of our business portfolio enables us to touch students across multiple age groups across their educational lifecycles.

 CL Educate we 'enable individuals to realize their potential and achieve their dreams'. In the past 17 years, the CL brand has diversified and effectively established itself as a household name in India. We operate across a broad spectrum of segments in the education industry, including test K-12 education. preparation, vocational training and further education.

We have state of the art infrastructure across more than 225 learning centers spread over 175 locations in India touching the lives of over 1 million learners in a year. We are over 3000 people strong; with teachers, trainers and

academicians making up 65% of this workforce, and are committed to delivering path breaking education across the various segments mentioned above to all our students. As part of our global expansion, we have learning centers operational in Dubai currently.

Core Ideology

We believe that the only unchanging part of any business entity is the core ideology. Our clarity about our core ideology equips us to effectively keep reinventing ourselves over time and makes us capable of converting every change in the environment into an opportunity for growth and success. We believe our core ideology is a summation of two elements: our core purpose; and our core values.

Our core purpose is to "Enable people realize their potential and make their dreams come true" and our core values are summed up in the internal acronym "ROOHI"

Risk Taking Acting decisively based on sound judgment and intuition.

Ownership Accepting responsibility for actions and

carrying the team forward in a crisis situation.

Openness Regularly sharing experiences with team members and customers, and encouraging feedback and initiative from them.

Honesty & commitment to customers To communicate clearly and honestly to customers, the deliverables and expectations from them.

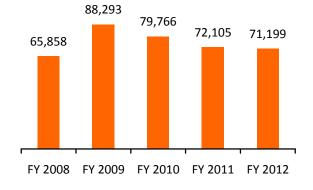
Innovation Creating products, systems and processes with enhanced effectiveness to meet customer needs.

We follow our core values in all aspects of our operating practices and at all our locations. We believe that our adherence to these core values has enabled us to grow our business and our brand and we will continue to adhere to these principles.

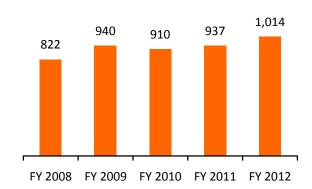
Further, our core values have taken the shape of a core value test that has been designed in consultation with external the realm experts in psychology and psychometrics. Any new recruit to our Company is required to take this test prior their meeting for the recruitment process.

Historical Data for CL Educate (FY 2008-12)

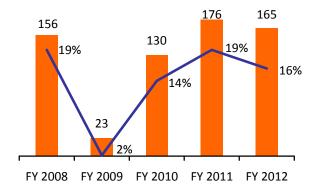
Gross Enrollments



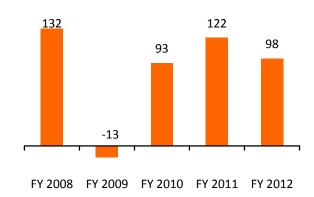
Total Income (in mn)



Operating Profit - EBITDA (in mn)



Profit Before Tax - PBT (in mn)



Boards and Committees (As On 30th July 2012)

Mr. Nikhil Mahajan Mr. Nikhil Mahajan Mr. Kamil Hasan Mr. Sridar Iyengar Ms. Talat Hasan Mr. Sridar Iyengar Ms. Talat Hasan Mr. Sridar Iyengar Ms. Talat Hasan Mr. Safidar Iyengar Ms. Talat Hasan Mr. Safir Anand Mr. Safir Anand Mr. Safir Anand Mr. Viraj Tyagi Mr. Safir Anand Mr. Gopal Jain Mr. Gopal Jain Mr. Viraj Tyagi Mr. Gautam Puri Mr. Gautam Puri Mr. Kamil Hasan Mr. Ka	The Board of Directors	Board Committees	Auditors (2011-12)
Chairman of the Board Mr. Gautam Puri Chairman Mr. Gopal Jain Mr. Nikhil Mahajan Mr. Nikhil Mahajan Mr. Nikhil Mahajan Mr. Sridar Iyengar Mr. Nikhil Mahajan Mr. Nikhil Mahajan Mr. Nikhil Mahajan Mr. Sridar Iyengar Mr. Kamil Hasan Mr. Sridar Iyengar Ms. Talat Hasan Mr. Sridar Iyengar Ms. Talat Hasan Mr. Safir Anand Mr. Safir Anand Mr. Viraj Tyagi Mr. Safir Anand Mr. Gopal Jain Mr. Gautam Puri Mr. Gautam Puri Mr. Kamil Hasan Mr. Kamil Hasan Mr. Kamil Hasan Mr. Kamil Hasan Mr. Safir Anand Mr. Gopal Jain Mr. Gautam Puri Mr. Gautam Puri Mr. Gautam Puri Mr. Gautam Puri Mr. Kamil Hasan M	M. Cata Name D		
Mr. Gautam Puri Chairman Mr. Gopal Jain Mr. Nikhil Mahajan Mr. Nikhil Mahajan Mr. Nikhil Mahajan Mr. Nikhil Mahajan Mr. Sridar Iyengar Mr. Salit Hasan Mr. Safir Anand Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gautam Puri Mr. Safir Foor, Mr. Kamil Hasan Mr. Ka		Andit Committee	Cnarierea Accountants
Mr. Gautam Puri Vice-Chairman and Managing Director Mr. Nikhil Mahajan Mr. Nikhil Mahajan Mr. Nikhil Mahajan Mr. Nikhil Mahajan Mr. Sridar Iyengar Mr. Sridar Iyengar Ms. Talat Hasan Mr. Safir Anand Mr. Gopal Jain	Chairman of the Boara		D 1
Vice-Chairman and Managing Director Mr. Nikhil Mahajan Mr. Kamil Hasan Mr. Sridar Iyengar Ms. Talat Hasan Ms. Talat Hasan Mr. Safir Anand Mr. Gopal Jain Mr. Gautam Puri Mr. Greater Kailash, Part – I, New Delhi – 110048 Mr. Kamil Hasan Mr. Kam	M. G D		
Director Mr. Gopal Jain ABN AMRO Bank Mr. Nikhil Mahajan ICICI Bank Mr. Nikhil Mahajan ICICI Bank Mr. Nikhil Mahajan ICICI Bank Mr. Samil Hasan Standard Chartered Bank Mr. Sridar Iyengar Ms. Talat Hasan Kotak Mahindra Bank Mr. Sridar Iyengar Alternate Director to Mr. Corporation Bank Mr. Safir Anand Compensation Committee Axis Bank Mr. Safir Anand Gitibank Citibank Director Chairman State Bank of India Mr. Gopal Jain Mr. Gapal Jain IDBI Non-Executive Director Mr. Gautam Puri Registered Office Mr. Viraj Tyagi Mr. Gautam Puri Registered Office Mr. Kamil Hasan Greater Kailash, Part – I, New Delhi – 110048 Mr. Kamil Hasan India Mr. Kamil Hasan Corporate Office Director Plot No. 15A, Company Secretary Knowledge Park-II, Ms. Talat Hasan Greater Noida, Alternate Director to Mr. Uttar Pradesh – 201310		Chairman	HDFC Bank Ltd.
Mr. Nikhil Mahajan Whole Time Director Mr. Kamil Hasan Mr. Sridar Iyengar Ms. Talat Hasan Mr. Sridar Iyengar Alternate Director to Mr. Kamil Hasan Corporation Bank Mr. Safir Anand Mr. Safir Anand Mr. Viraj Tyagi Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Viraj Tyagi Mr. Viraj Tyagi Mr. Gautam Puri Mr. Greater Kailash, Part – I, Non-Executive Independent Director Mr. Kamil Hasan	Vice-Chairman and Managing Director	Mr. Gopal Jain	ABN AMRO Bank
Mr. Sridar Iyengar Ms. Talat Hasan Alternate Director to Mr. Kamil Hasan Mr. Safir Anand Mr. Safir Anand Mr. Viraj Tyagi Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gautam Puri Mr. Wiraj Tyagi Mr. Kamil Hasan	Mr. Nikhil Mahajan	Mr. Nikhil Mahajan	ICICI Bank
Non-Executive Independent Director Alternate Director to Mr. Kamil Hasan Corporation Bank Axis Bank Mr. Safir Anand Non-Executive Independent Director Mr. Viraj Tyagi Citibank Chairman State Bank of India Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gautam Puri Mr. Gautam Puri Registered Office Mr. Viraj Tyagi Mr. Kamil Hasan Mr. Talat Hasan Alternate Director to Mr. Uttar Pradesh – 201310	Whole Time Director	Mr. Kamil Hasan	Standard Chartered Bank
Non-Executive Independent Director Alternate Director to Mr. Kamil Hasan Corporation Bank Axis Bank Mr. Safir Anand Mr. Viraj Tyagi Citibank Chairman State Bank of India Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gautam Puri Registered Office Mr. Viraj Tyagi Mr. Kamil Hasan Mr. Kamil H	Mr. Sridar Iyengar	Ms. Talat Hasan	Kotak Mahindra Bank
Director Kamil Hasan Axis Bank Mr. Safir Anand Mr. Viraj Tyagi Citibank Chairman State Bank of India Mr. Gopal Jain Registered Office Mr. Viraj Tyagi Mr. Gautam Puri R – 90, First Floor, Non-Executive Independent Mr. Kamil Hasan Mr. Kamil Hasan Mr. Kamil Hasan India Mr. Kamil Hasan Mr. Kamil Hasan Corporate Office Plot No. 15A, Company Secretary Ms. Talat Hasan Ms. Rachna Sharma Greater Noida, Alternate Director to Mr. Uttar Pradesh – 201310	_	$Alternate\ Director\ to\ Mr.$	C
Mr. Safir Anand Mr. Viraj Tyagi Chairman Mr. Gopal Jain Mr. Gautam Puri Mr. Gautam Puri Mr. Kamil Hasan Mr.	-	Kamil Hasan	Corporation Bank
Mr. Safir Anand Non-Executive Independent Director Mr. Safir Anand Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Registered Office Mr. Viraj Tyagi Mr. Gautam Puri R – 90, First Floor, Non-Executive Independent Mr. Kamil Hasan Mr			Axis Bank
Non-Executive Independent Director Chairman State Bank of India Mr. Gopal Jain Mr. Gopal Jain Non-Executive Director Mr. Gopal Jain Registered Office R - 90, First Floor, Non-Executive Independent Mr. Kamil Hasan Mr	Mr. Safir Anand	Compensation Committee	
Director Chairman Mr. Safir Anand Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Registered Office Mr. Viraj Tyagi Mr. Gautam Puri Registered Office R - 90, First Floor, Non-Executive Independent Mr. Kamil Hasan Greater Kailash, Part - I, New Delhi - 110048 Ms. Talat Hasan India Mr. Kamil Hasan Ms. Talat Hasan Ms. Talat Hasan Corporate Office Plot No. 15A, Company Secretary Knowledge Park-II, Ms. Talat Hasan Ms. Rachna Sharma Greater Noida, Alternate Director to Mr. Uttar Pradesh - 201310	Non-Executive Independent	Mr. Viraj Tyagi	Citibank
Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Mr. Gopal Jain Registered Office Mr. Viraj Tyagi Mr. Gautam Puri Registered Office R – 90, First Floor, Greater Kailash, Part – I, New Delhi – 110048 Ms. Talat Hasan Mr. Kamil Hasan India Mr. Kamil Hasan Mr. Kamil Hasa	Director	Chairman	State Bonk of India
Mr. Gopal Jain Non-Executive Director Mr. Gopal Jain Mr. Gopal Jain Registered Office R – 90, First Floor, Non-Executive Independent Mr. Kamil Hasan Greater Kailash, Part – I, New Delhi – 110048 Non-Executive Independent Non-Executive Independent Non-Executive Independent Mr. Kamil Hasan Mr. Kamil		Ma Safin Anand	State Dank of India
Mr. Viraj TyagiMr. Gautam PuriRegistered Office Non -Executive IndependentMr. Kamil HasanGreater Kailash, Part – I, $Director$ Ms. Talat HasanIndiaMr. Kamil HasanAlternate Director to Mr . Non -Executive IndependentKamil HasanCorporate Office $Director$ Plot No. 15A, $Company$ SecretaryKnowledge Park-II,Ms. Talat HasanMs. Rachna SharmaGreater Noida, $Alternate Director to Mr.Uttar Pradesh – 201310$	Mr. Gopal Jain	Mr. Sanr Anand	IDBI
Mr. Viraj Tyagi Mr. Gautam Puri R – 90, First Floor, Greater Kailash, Part – I, Director New Delhi – 110048 Ms. Talat Hasan India Mr. Kamil Hasan Alternate Director to Mr. Non-Executive Independent Kamil Hasan Corporate Office Plot No. 15A, Company Secretary Knowledge Park-II, Ms. Talat Hasan Alternate Director to Mr. Uttar Pradesh – 201310	Non-Executive Director	Mr. Gopal Jain	
Mr. Viraj Tyagi Non-Executive Independent Director Mr. Kamil Hasan Mr. Kamil Hasan Ms. Talat Hasan Mr. Kamil Hasan Ms. Talat Hasan Corporate Office Plot No. 15A, Knowledge Park-II, Ms. Talat Hasan Ms. Rachna Sharma Greater Noida, Uttar Pradesh – 201310			Registered Office
$Director & New Delhi - 110048 \\ Ms. Talat Hasan & India \\ Mr. Kamil Hasan & Alternate Director to Mr. \\ Non-Executive Independent & Kamil Hasan & Corporate Office \\ Director & Plot No. 15A, \\ Company Secretary & Knowledge Park-II, \\ Ms. Talat Hasan & Ms. Rachna Sharma & Greater Noida, \\ Alternate Director to Mr. & Uttar Pradesh - 201310 \\ \\$	Mr. Viraj Tyagi	Mr. Gautam Puri	R-90, First Floor,
DirectorNew Delhi – 110048Ms. Talat HasanIndiaMr. Kamil HasanAlternate Director to Mr .Non-Executive IndependentKamil HasanCorporate OfficeDirectorPlot No. 15A,Company SecretaryKnowledge Park-II,Ms. Talat HasanMs. Rachna SharmaGreater Noida,Alternate Director to Mr .Uttar Pradesh – 201310	Non-Executive Independent	My Kamil Hasan	Greater Kailash, Part – I,
Mr. Kamil Hasan Alternate Director to Mr. Non-Executive Independent Kamil Hasan Corporate Office Director Plot No. 15A, Company Secretary Knowledge Park-II, Ms. Talat Hasan Ms. Rachna Sharma Greater Noida, Alternate Director to Mr. Uttar Pradesh $-$ 201310	Director	wr. Kamn nasan	New Delhi – 110048
Non-Executive Independent Non-Executive Independent Non-Executive Independent Non-Executive Independent Non-Executive Independent Flot No. 15A, Company Secretary Knowledge Park-II, Ms. Talat Hasan Ms. Rachna Sharma Greater Noida, Uttar Pradesh – 201310		Ms. Talat Hasan	India
Director Company Secretary Knowledge Park-II, Ms. Talat Hasan Ms. Rachna Sharma Greater Noida, Uttar Pradesh – 201310	Mr. Kamil Hasan	Alternate Director to Mr.	
Company Secretary Ms. Talat Hasan Ms. Rachna Sharma Greater Noida, Uttar Pradesh – 201310	Non-Executive Independent	Kamil Hasan	Corporate Office
Ms. Talat Hasan Ms. Rachna Sharma Greater Noida, Alternate Director to Mr. Uttar Pradesh – 201310	Director		Plot No. 15A,
Alternate Director to Mr . Uttar Pradesh -201310		Company Secretary	Knowledge Park-II,
	Ms. Talat Hasan	Ms. Rachna Sharma	Greater Noida,
Kamil Hasan India	Alternate Director to Mr.		Uttar Pradesh -201310
	Kamil Hasan		India

Directors' Report

To the members,

We have the pleasure of presenting the 16th Annual Report of our Company together with the Audited Accounts for the year ended March 31, 2012.

1. Results of our Operations

(Figures in ')

	FY 2012	FY 2011
Total Income	1,013,614,292	937,300,024
Total Expenditure	915,368,948	798,246,252
Profit before tax	98,245,344	139,053,772
Extraordinary Item (Write-off)	(196,616,459)	(17,127,786)
Tax Expense/ (Benefit)	(39,672,666)	46,919,054
Profit after tax	(56,289,310)	75,006,932
Profits brought forward from previous year	278,349,918	203,342,986
Cumulative Surplus carried to Balance sheet	222,060,607	278,349,918

2. Financial Highlights

Our Total Income increased to `101 crs from `94 crs in the previous year, at a growth rate 8.1%. While our Test Preparation revenues remained more or less constant around `80 crs, the vocational business revenue grew by over 150% to reach `7 crs.

Given the increase in the total expenditures, the PBT for FY12 was around `10 crs as against the PBT of `14 crs previous year. The profitability would have been even higher but for the provision of `19.6 crs made by our Company towards

outstanding loan to Career Launcher Educational Foundation (CLEF, the educational trust operating IWSB, the B-School) during the year. Over the years, we had extended certain short term loans and advances to CLEF for the operations of the B-School. However, given the shifting trends in the MBA market and discontinuation of affiliation by Pondicherry University of IWSB, the management believes it is prudent to impair these balances. Hence, the provision was created as the loans and advances were considered unrecoverable on account of inability to be paid by CLEF. Hence, Earning per share (Basic) was lowered down to `(6.41) this year from an EPS of `8.57 the previous year.

In the Test Prep stream, while the MBA market remains mature, our Company has with increased emphasis continued to promote other products like LAW, Engineering and newer products like Civil Services Aptitude Test (CSAT) and Graduate Aptitude Test in Engineering (GATE) during the year.

In Kestone Integrated Marketing Services Pvt. Ltd., both Integrated Management Services (IMS) and Manpower Management Services (MMS) streams of business did very well during the year.

In the CL Media Pvt. Ltd., there were several new marketing alliances with institutes.

We also acquired a 51% in GK Publications Ltd, a publishing company, as on 01st Oct 2011. We will eventually take over the entire company in the next 24 months.

3. Industry Overview and Developments

The Indian education sector continues to rapidly develop driven by underlying fundamentals such as demographic growth, increased government and private spending on education and increasing levels of enrolment and literacy levels. The education industry in India was estimated at approximately \$70 bn in FY11, compared to approximately \$50 bn in FY08. The higher education and K-12 education segments currently represent the largest segments of the market, representing a combined estimated 80%.

3a. Overview of key market segments

i. The Test Preparation segment is estimated to be at least \$ 3 bn in market size with an estimated CAGR of 20%. While there are no key initiatives or regulations announced by the government, the segment is likely to be driven by the shift of the examination structure from Knowledge based testing to Aptitude based testing leading to higher market concentration and increased ability to rapidly scale up the operations.

ii. The Vocational Training and Further Education segment is expected to grow at a CAGR of 24% and reach a market size of at least \$ 4 bn. The key growth drivers for this segment being high dropout rates, lack of job readiness among graduates, high demand for courses in IT, retail, BFSI, aviation, English and lack of supply capacity to train. The govt. both at the central and state has launched many initiatives and programmes. The Central Govt. has established the National Skill Development Centre (NSDC) with a mandate to skill 150 mn people as a part of the Government's overall plan to train 500 mn people by 2022. The govt. has also initiated projects like complete upgradation of 500 ITIs, upgrade 1,396 ITIs, set up 125 new polytechnics, expand vocational education from 9,500 senior secondary schools to 20,000 schools under the PPP mode.

iii. K-12 Segment: India has the world's largest and growing K-12 education population. The K-12 education segment is estimated to grow at a CAGR of 14% to reach the market size of \$ 34 bn. The Indian K-12 education segment is marred with an inefficient public school system resulting in a parental preference of the more expensive private education. The Govt. has, over the years, introduced many policies and regulations like Right to Education Act (RTE Act) to remove the inequalities in the K-12 segment and provide opportunities to all students. The govt. has already announced the establishment of 6,000 high quality model schools, about 2,500 of these would be through PPP model.

4. Overview of Our Company

We were incorporated in 1995 primarily to provide educational and training services. We are India's leading education provider serving 80,000 plus students annually and operate in four business segments namely: (i) test preparation services; (ii) vocational training and further education; (iii) education content and publishing; and (iv) operating kindergarten to grade 12 ("K-12") schools.

The training and education services are conducted through a network of Company operated and franchisee centres across 170 plus locations spread over 100 plus cities and 25 states in India.

Our Company's key strengths being:

- Unique Platform Serving Most Attractive Segments of the Education Market
- Premium Brand Built through Consistent Innovation, Superior Student Outcomes and Brand Experience
- Robust Business Strategy with Strong Growth Story
- Pioneering Management Team and Robust Governance Structure

5. Subsidiary Companies

The Company has several subsidiaries to carry out activities for various streams of education and other educational training areas. A brief profile of these subsidiaries is given hereunder:

5a. Kestone Integrated Marketing Services Private Limited (Kestone)

Our Company had acquired Kestone on 1st Day of April, 2008 and it has since being a wholly owned subsidiary. Our Company had acquired Kestone to establish a relationship with leading corporates and has been using Kestone's corporate client list as a platform to provide vocational training services. Kestone focuses largely on the IT/ITES and Telecom sectors to provide a variety of manpower and CRM solutions. Kestone offers two types of corporate services:

- Integrated Marketing Services ("IMS"). Various marketing services through organizing various marketing events/ product launches throughout the country to help deliver the desired messages to customers, partners (dealers and vendors).
- Managed Manpower Services ("MMS"). Kestone recruits manpower and trains them as per the requirements of the corporate clients across across a variety of client processes including CRM initiatives. These people are offered jobs from corporates at the start of the training, subject to these people clearing the training. Post training, this manpower is then outsourced to corporate clients.

The business has shown extremely robust growth not only in top line but also in its bottom line. The top line has increased from about `11 crs in 2008 to about `61 crs in 2012, thus reflecting an almost 450% increase in 4 years.

5b. CL Media Limited (CLM)

CL Media, as a subsidiary of CL, was incorporated in February 2008. CL holds 100% equity in this company. The company has been incorporated with an object to maximizing monetization of CL IP Assets, developing new products and education pedagogies and experiment to impart education through various digital and electronic media.

5c. Career Launcher Educational and Infrastructure Services Limited (CLEIS)

CLEIS is a subsidiary of CL incorporated in the year 2005. CL currently holds 57.57% in this company. The company is in the business of promoting educational activities by providing Trade Mark License, and Education soft skills for K-12 schools. This company owns the brand names "Indus World School" and "Ananda".

As on March 2012, CLEIS operates 11 K-12 schools across India under the IWS brand of which three K-12 schools are owned, three schools are operated through an infrastructure partnership model and another five schools are operated using an educational partnership model.

5c. Career Launcher Infrastructure Private Limited (CLIP)

CLIP, a wholly owned subsidiary of CLEIS, and hence a subsidiary of CL was incorporated in the year 2008. The company is in the business of promoting educational activities by providing Infrastructure facilities for K-12 schools.

5d. Career Launcher Asia Educational Hub PTE. Ltd., Singapore

Career Launcher Asia Educational Hub PTE Ltd. became a Wholly Owned Subsidiary company of CL with effect from the 20th November, 2008. However, it is currently not engaged in any business activity.

5e. CL USA Inc.

CL USA Inc is a subsidiary of CL incorporated in year 2006. CL held 85% in this company. The company is in the business of online tutoring in USA under the brand name "Powermath".

In view of the continued losses, and discounting of operations, CL has divested its stake in CL USA, by transferring its 85% shareholding in the Company to Mr. Anup Prasad at the valuation arrived at as per the RBI guidelines.

The loans granted by CL to CL USA have also been written off.

5f. GK Publications Private Limited (GKP)

GK Publications Private Limited became a 51% subsidiary of CL Educate Limited on 12th November, 2011.

5g. CL Higher Educational Services Private Limited (CLHES)

CL Higher Educational Services Private Limited became a 65.76% subsidiary of CL Educate Limited on 10th August, 2011.

6. Equity Investment in Subsidiaries

As on 31st March, 2012 the Company's holding in its various subsidiaries is as follows.

- a. 8,500 Equity Shares of \$ 10 each comprising of 85% Equity Capital in Career Launcher USA Inc; (CL has divested itself of its stake in Career Launcher USA Inc by transferring its entire shareholding. With effect from 30th July, 2012, CL's shareholding in Career Launcher USA Inc is NIL)
- 53,43,008 Equity Shares of `10 each comprising of 57.57% Equity Capital in Career Launcher Education Infrastructure and Services Limited;

- c. 10,000 Equity Shares of `10 each comprising of 100% Equity Capital in CL Media Private Limited:
- d. 10,00,000 Equity Shares of `10 each comprising of 100% Equity Capital in Kestone Integrated Marketing Services Private Limited;
- e. 14,000 Equity Shares of 1 SGD each comprising of 100% Equity Capital in Career Launcher Asia Educational Hub PTE. Ltd., Singapore.
- f. 96900 Equity Shares of `10 each comprising of 51% Equity Capital in GK Publications Private Limited;
- g. 6576 Equity Shares of `10 each comprising of 65.76% Equity Capital in CL Higher Educational Services Private Limited:

7. Company's Future Outlook

Our goal is to strengthen our role as a diversified provider of educational services. We plan to expand our geographical reach, increase our product offerings across our business segments and also grow our business through appropriate acquisitions in the test preparation and in the vocational training business.

7a. Test Preparation

Leadership in Aptitude-based Testing: We believe we can leverage the large content-base and the delivery expertise that we have built over the years for aptitude-based testing to capture a significant market share in new exams as they move from knowledge-based to aptitude-based testing. This has been demonstrated in our Company's rapidly growing presence in LAW, Civil Services and GATE examinations. We are likely to expand our product offerings as new exams opt for aptitude-based testing methodology.

Market-Ready with New Media Solutions: We are one of the few players using online product suite for test prep in anticipation of exams going online. Our company currently delivers more than 30% of its test prep content in MBA and Law through online platform. We have also actively implemented distance learning solutions (like VOIP and Webex) for students that are not reachable via our center network. It also enables us to deliver content to students in colleges directly and to bring "star" professors to students across the country.

Leverage the existing distribution network:

Our Company has a pioneering experience in using a franchisee-driven strategy to build presence across the country. We aim to have a total of more than 300 centers in the near-term; out of which most of which are expected to be franchisees. We also hope to drive utilization of existing centers by increasing number of test-prep product offerings as we are currently offering only 2-3 products per center. Furthermore, introduction of more non-MBA products at existing centers is expected to drive improved capacity utilization and profitability

7b. Vocational Training & Further Education

Partnership with private players & with the govt. With respect to our vocational training and skills education business, our strategy is to partner with both private enterprises and with the Central and State governments. The annual graduate output from the Indian educational system is expected to exceed 5 million graduates annually by 2015. The Government of India has set a goal of providing skills training to 500 million persons by 2022. We are currently partnering with private players in the banking financial services and insurance ("BFSI") sector including ICICI Bank, [ICICI Prudential and Kotak Mahindra Bank]. We are also partnering with the state governments of

Rajasthan and Gujarat for providing vocational training. We plan to partner with additional players in the BFSI sector and in other service verticals. In addition, we plan to continue to partner with the central and state governments to provide vocational training services. We also plan to pursue acquisition opportunities to augment our capabilities, broaden our service offerings and increase our geographical presence.

7c. Education Content and Publishing:

Tap Cross-selling Opportunities: Our Company hopes to use the wide distribution network of the Publishing business for the Test Prep purposes. For instance: all publications to include references and discount coupons to CL's online test prep content, to help drive new students to CL's online and offline test-prep offerings. We also plan to introduce new test-prep titles using the "CL" brand, thereby leveraging both on the brand name as well as content developed by CL over the past 17+ years.

Acquiring New Lifecycle Customers: We plan to use expanding range of titles as a means to expose new customers to CL's offerings. Hence, enabling us to acquire large captive audience at negligible cost. It also creates opportunity to potentially sell other services in CL's platform

7d. K-12 Schools

Expansion using the Asset Light K-12 Strategy: Our Own K-12 Schools have served their purpose of helping establish the "Indus World School" brand over the past few years. Currently, out of 11 operational K-12 schools, three are owned by us, five schools are run on educational partnerships with other entities (where we license the brand to such entities) and three schools are run through infrastructure partnership model. In the

coming years, we expect the major growth to come from the Education Partner and the Infrastructure Partner franchisee models that are relatively capital light. These models also ensure higher returns than Own model and are faster to scale across India. Our Company receives number of requests from individuals / schools to franchise the "Indus World School" brand on a monthly basis.

Exploring Unique Business Models for Future Growth: We are looking forward to tap 2 other different school models like Management Contracts Contract Under Government Services. Management Contract Services, target schools are primarily those with an established history and reputed brand in local market that due to lack of underperforming developed curriculum and trained teachers while under the Govt. Contract, the Government enters into a MoU with a player with relevant past experience in running schools.

8. Dividend

Your Directors do not recommend any dividend for the year 2011-12.

9. Capital and Finance

During the Year, the Company raised capital by issuing 525,000 nos. of Non-Cumulative Compulsorily Convertible Preference Shares (CCPS) and 4,775 nos. of equity shares. The Preference Shares so issued were converted into equity shares in accordance with the pre-determined terms and conditions during the year.

The Company issued 47,416 nos. of equity shares on 1st May, 2012 as a part of the payment due to the promoter shareholders of GK Publications Private Limited against the acquisition of the same.

10. Disclosure of Particulars

Information as per the Companies (Disclosure of Particulars in the Report of Board of Directors)
Rules, 1988, relating to Conservation of Energy,
Technology Absorption and Foreign Exchange
Earnings and Outgo

Information in accordance with the provisions of section 217(1)(e) of the Companies Act, 1956 read with the Companies (Disclosure of particulars in the report of Board of Directors) rules, 1988, is provided hereunder:

- a) Conservation of Energy The planning and installation of equipment of the Company are done in a manner that maximum energy is conserved
- b) The foreign exchange earnings and outflows are detailed below:

Earnings in Foreign Exchange (on accrual basis)

(Figures in ')

	FY 2012	FY 2011
Test Preparation Training Services	47,972,178	26,682,232
Sale of Study Material	4,258,800	3,042,292

Expenditure in Foreign Currency (on accrual basis):

(Figures in)

	FY 2012	FY 2011
Travelling & Conveyance	131,835	333,744
Bank Charges	51,088	25,038
Salaries & Wages	-	499,609
Franchise Recurring Payment	33,082,654	19,670,388
Others	3,169,780	1,439,498

11. Particulars of Employees

Our people are our most important assets and we greatly value their talent, integrity and dedication. The Board expresses its sincere and deep sense of appreciation to all the employees whose continued commitment coupled with outstanding professionalism has made the success and growth possible for the Company. As required under the provision of Section 217 (2A) of the Companies Act, 1956 and Companies (Particulars of Employees) Rules, 1975, as amended, there is no employee falling under the purview of this section's reporting requirements.

12. DIRECTORS

12a. Appointments:

There was no change in the composition of the Board during 2011-12.

12b. Retirement by Rotation:

Mr. Gopal Jain and Mr. Safir Anand, Directors, retire by rotation at the ensuing Annual General Meeting, and being eligible, have offered themselves for re-appointment at the forthcoming Annual General Meeting. The notice convening the Annual General Meeting includes the proposals for re—appointment of Directors.

13. Auditors & Auditors' Report

M/s. Haribhakti & Co., Chartered Accountants, who are the Statutory Auditors of the Company, hold office until the conclusion of the ensuing Annual General Meeting and have expressed their willingness for re-appointment. It is proposed to re – appoint M/s. Haribhakti & Co. to examine and

audit the Accounts of the Company for the Financial Year 2012-13.

A Certificate under Section 224(1B) of the Act has been furnished by M/s. Haribhakti & Co., Chartered Accountants, of its eligibility for re – appointment. The members are requested to appoint the auditors and to authorize the Board to fix the Auditor's remuneration. In this connection, the attention of the members is invited to item no. 4 of the Notice convening the Annual General Meeting.

The Notes to Accounts referred to in the auditors' report are self-explanatory and thus do not require any further comments by the Board of Directors. There are no qualifications or adverse remarks in the Auditors' Report which require any clarification or explanation

14. Public Deposits

During the year, your Company has not accepted any public deposits in terms of the provisions of Section 58A of the Companies Act, 1956 read with the Companies (Acceptance of deposits) rules, 1975.

15. Corporate Governance

A) Detail of all the elements of remuneration package including commission, perquisites and other variable component paid to Executive Directors during 2011-12:

(Figures in `lacs)

Components of Salary	Satya Narayanan .R	Gautam Puri	Nikhil Mahajan
Total Fixed Salary	50.53	50.53	49
Provident Fund	2.34	2.34	2.32
Incentive	NIL	NIL	NIL
Total	52.87	52.87	51.32

No commission was paid to Directors for the year 2011-12.

B) Stock options details

Three of the Independent Directors of the Company, namely Mr. Sridar Iyengar, Mr. Viraj Tyagi, and Mr. Safir Anand have been granted 4000 ESOPs each, under the CL Employee Stock Option Plan 2008, vesting at 5 different dates. Mr. Safir Anand, Mr. Viraj Tyagi and Mr. Sridar Iyengar have exercised the 1st vested options, and have been issued 800 shares each.

16. Directors' Responsibility Statement

To the best of their knowledge and belief and according to the information and explanations obtained by them, your Directors make the following statement in terms of Section 217(2AA) of the Companies Act, 1956:

- That in the presentation of the annual accounts for the year ended 31st March, 2012, applicable accounting standards have been followed and that there are no material departures;
- ii. That they have, in the selection of the accounting policies, consulted the statutory auditors and have applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company for the year ended 31st March, 2012 and of the profit of the Company for the year ended on that date;
- iii. That they have taken proper and sufficient care, to the best of their knowledge and ability, for the maintenance of adequate

accounting records in accordance with the provisions of the Companies Act, 1956, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

iv. That the annual accounts have been prepared on a going concern basis.

Acknowledgement

Your Directors take this opportunity to thank the Company's customers, shareholders, vendors and bankers for their support and look forward to their continued support in the future.

Your Directors also place on record their appreciation for the excellent contribution made by all employees who are committed to strong work ethics, excellence in performance and commendable teamwork and have thrived in a challenging environment.

For and on behalf of the Board of Directors

New Delhi July 30th, 2012 Gautam Puri

Managing Director

Nikhil Mahajan

Director

CL Educate Annual Report 2011-12

NOTICE

NOTICE is hereby given that the 16th ANNUAL GENERAL MEETING of the members of CL Educate Limited (formerly known as Career Launcher (India) Limited) would be held on Saturday, the 29th day of September, 2012 at 11:00 A.M. at the Registered Office of the Company at R-90, 1st Floor, Greater Kailash Part-1, New Delhi – 110048 to transact the following business:

ORDINARY BUSINESS:

ITEM NO. 1 – ADOPTION OF ACCOUNTS To receive, consider and adopt the Balance Sheet as at 31st March, 2012 and Profit & Loss Account for the year ended on that date, together with the report of Board of Directors and the report of the Auditors thereon.

ITEM NO. 2 - REAPPOINTMENT OF MR. GOPAL JAIN To appoint a director in place of Mr. Gopal Jain, who retires by rotation and being eligible, offers himself for re-appointment.

ITEM NO. 3 - REAPPOINTMENT OF MR. SAFIR ANAND To appoint a director in place of Mr. Safir Anand, who retires by rotation and being eligible, offers himself for re-appointment.

ITEM NO. 4 - APPOINTMENT OF AUDITORS To appoint Auditors and to fix their remuneration. In this respect, to consider, and if thought fit, to pass with or without modification, the following resolution as an ordinary resolution:

"RESOLVED THAT M/s. Haribhakti & Co., Chartered Accountants, Delhi, Company's Retiring Auditors, being eligible and offering themselves for reappointment, be and are hereby reappointed as Auditors of the Company to hold the office until the conclusion of the next Annual General Meeting at a remuneration as may be mutually decided by the Auditors and the Board of Directors of the Company, along with permissible traveling and out of pocket expenses."

RESOLVED FURTHER THAT the board of directors be and is hereby authorised to do all such acts, deeds, matters and things as may be necessary to implement this resolution."

NOTES

1. A member entitled to attend and vote at the meeting is entitled to appoint one or more proxies to attend and vote instead of himself / herself on a poll only and such proxy so appointed need not be a member of the company. The proxy forms, in order to be valid, should be deposited with the company at least 48 hours before the commencement of the meeting.

By Order of the Board For CL Educate Limited

New Delhi July $30^{\rm th}$, 2012

Director