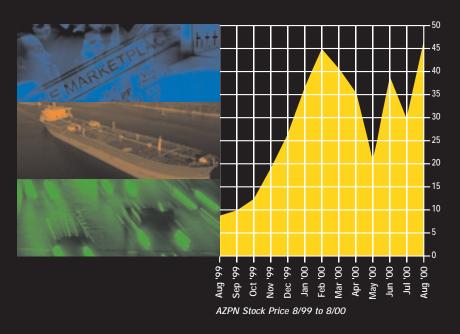
# AspenTech e-business solutions deliver significant economic value to the process industries. As the only

e-business provider to the process industries that offers fully integrated solutions, we enable our customers to leverage the Internet to integrate and optimize their supply chain, engineering and manufacturing value chains. We give them the ability to engage in real time collaborative commerce with suppliers, trading partners and their customers. With our technology and domain expertise, we can deliver value like no other solutions provider — to reduce operating costs, lower inventories, and increase asset utilization and throughput — enabling our customers to succeed in today's digital networked economy. > In fact, we believe our integrated e-business solutions can deliver billions of dollars in annual economic value to the process industries. That's the kind of proven value that is driving the success of our customers — and the future of our company. That's process to the power of e.

#### Financial Highlights

Fiscal 2000 represented a financial turnaround for AspenTech, led by growth in our integrated solutions and highlighted by new opportunities in e-business. The company achieved several important financial milestones including:

- > Reporting record total revenues of \$268 million, up from \$227 million in fiscal 1999
- > Growing software license revenues by 37% to \$133 million, driven by integrated plant and supply chain solutions which more than doubled during the year
- > Returning to profitability and reporting net income of \$5.4 million, or \$0.18 per diluted share



#### E-BUSINESS LEADERSHIP FOR THE PROCESS INDUSTRIES

# To our shareholders:

This year we made a commitment to ourselves, our customers and our shareholders that we would lead the process industries into the networked economy. We are succeeding. > This success is evidenced by the company's significant accomplishments in fiscal 2000. Operationally, we achieved a rapid and dramatic turnaround from the challenges we faced in fiscal 1999. Our financial results

ment and give us confidence that our strategy is sound and that we are well positioned for additional growth.

This momentum is evidence of robust market demand, the competitiveness of our solutions and the capabilities of our sales team. The management team is very proud

that we were able to return AspenTech to profitability in

in fiscal 2000 reflect this resurgence in customer invest-



Lawrence B. Evans

Chairman of the Board and Chief Executive Officer

such a short period of time. > At the start of the year, we clearly articulated our key strategic priorities: • Focus on core markets in the process industries, where our domain expertise is unparalleled; • Emphasize integrated solutions, including our plant and supply chain offerings, where the growth opportunities are the most compelling; • Expand our industry partnerships, particularly with providers of implementation services and differentiated technology; • Strengthen and diversify our vertical market solutions where process expertise can create dramatic economic value; and • Leverage the Internet across a variety of new and existing business models. > I am pleased with our execution in these endeavors, how quickly we acted to implement these goals, and with the early, demonstrable success we have achieved. Our accomplishments have generated excitement among our customers and partners, enthusiasm among our employees, and support of our plans and progress by investors. > Signs of our early success are apparent on many levels.

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Focus on our core markets paid off handsomely, as these sectors returned to more vigorous investment patterns. Evidence of this strong customer demand was reflected in our 37% license revenue growth for the year, as process manufacturers more aggressively deployed software solutions to optimize their enterprises. This license growth was also complemented by a strong ramp-up in the backlog of our services business, which topped more than \$115 million at the end of fiscal 2000. > Our strong emphasis on integrated solutions was also a big success, with revenues attributable to Plantelligence™, our integrated, plant-wide solution, and supply chain optimization offerings more than doubling over fiscal 1999 levels. Key Plantelligence wins included BP Oil, BP Chemicals, Union Carbide, Sunoco, Formosa Petrochemicals, Rohm and Haas, Air Liquide and Lyondell-Equistar. > Key supply chain wins included Bayer, BP Chemicals, Baxter Healthcare, Borden Chemical, Chevron-Phillips Chemicals, Marathon Ashland Petroleum, Nova Chemicals, Hercules Chemicals and Johns Manville. The ARC Advisory Group recently estimated that AspenTech's supply chain market share in the chemical and petroleum industries was 46%, evidence of our strong competitive position and clear technical superiority for process industry applications. Our plant and supply chain offerings each accounted for approximately 30% of our license revenue in fiscal 2000, with the balance coming from individual, best-in-class point solutions. > To enhance our marketplace visibility and implementation capabilities, we established significant new marketing, sales, and services partnerships with IBM, PricewaterhouseCoopers and Origin. Each of these relationships has already been solidified through the influence of high-profile license transactions. Early in the year, we formed a relationship with Extricity Software to integrate its B2B collaboration application with our extended supply chain solution for process industry customers. On the vertical market front, we strengthened our position in the petroleum sector, acquiring Petrolsoft Corporation to create the first end-to-end, truly comprehensive supply chain solution, from the wellhead to the gas pump. We also expanded our batch manufacturing capabilities for pharmaceutical manufacturers by acquiring M2R Inc., and we formed an alliance with Union Carbide to jointly provide enterprise optimization solutions to leading polymers producers worldwide. > More than 2,300 leaders from the process industries attended AspenWorld 2000, our industry-wide conference held every three years. At the conference, we demonstrated our fully integrated Plantelligence and supply chain solutions to customers from each of our vertical markets and we unveiled our new company (continued on page 7)



The first end-to-end supply chain solution for petroleum.

With the recent acquisition of PetrolSoft to complement

our software, AspenTech now offers the first supply chain solution

for managing processes between the refinery rack and the gas

pump. AspenTech can optimize the entire supply chain, end-to-end,

from crude acquisition

bution. • Our domain

led to an integrated serv
manage their fuel distri
- expanding our existing

and bringing the total

through refining to distriexpertise and technology
ices agreement with BP to
bution outlets in the U.S.
relationship with them
number of BP retail sites

using AspenTech's supply chain solution to 7,900. • The total solution creates the world's largest integrated supply chain management system for petroleum. Our solutions are touching on both the manufacturing and retailing business processes of BP's supply chain operations. From the manufacturing perspective, AspenTech solutions are being used to integrate the production facilities with the global supply chain. From the retailing perspective, our solutions are integrating the BP/Amoco/ARCO operations to help BP deliver greater success in the networked economy.

logo and the tagline "process. to the power of e." This rebranding reflects AspenTech's focus on being the trusted e-business provider for process manufacturers. Some of our recent e-business initiatives include launching a collaborative digital marketplace for the petroleum industry, PetroVantage™; forming e-Catalysts, Inc., a new on-line B2B exchange for the catalysts industry, building an industry portal for process industry professionals, ProcessCity.com; and forming an alliance with e-Chemicals. We are squarely positioned as the e-business leader for the process industries. Our solutions and capabilities in e-business have been extremely well received, as process manufacturers are just beginning to consider how these trends will affect their businesses and how they can embrace these B2B technologies to gain a competitive advantage. > Leaders in the process industries are increasingly aware that the Internet has the potential to revolutionize the way they operate. As e-business spreads globally, our customers are now seeking opportunities to create new sources of value — solutions that enable them to make faster, more profitable decisions with both their customers and their suppliers. Those firms that can better integrate planning, scheduling and production systems can optimize their manufacturing plants and supply chains, improving asset utilization and manufacturing throughputs. This integration will enable them to reduce inventories and lower operating costs. Additionally, the ability to respond quickly across the critical supply chain, manufacturing and engineering dimensions can increase customer satisfaction and improve marketplace agility. > In order to remain competitive, industry leaders are accelerating their adoption of e-business infrastructure solutions, and other companies are beginning to follow. As process manufacturers create e-business strategies and determine which technologies to deploy, AspenTech has never been better positioned to meet the needs of these customers. We have the credibility as the right company to lead the process industries into the new digital economy, and our vision has resonated with our customers, partners and analysts. We also uniquely possess two important requisites for successfully deploying B2B solutions in our industries: e-business savvy and unparalleled process industry expertise. No one else offers both, and neither is sufficient alone. > We have built an outstanding team of extraordinarily dedicated people, an unsurpassed suite of products, and the infrastructure necessary to support our growth. In that regard, I am pleased to welcome to our Board of Directors two new members, Stephen Brown, Chairman of John Hancock Financial Services, and Stephen Jennings, Director of Monitor Group. Each of these individuals

brings considerable management talent, and their experience will be instrumental in guiding the future direction of AspenTech. > As we look ahead, we are extremely enthusiastic about the prospects we see to transform our industry and grow our business significantly as process manufacturers are compelled to deploy new technologies in order to gear up for e-business. We believe demand for our solutions will continue to be robust because the return on investment for our offerings is so compelling. We have outlined three major operational objectives for the coming fiscal year that we believe will position us for continued growth. • Continue to lead the market for plant-wide solutions, as customers recognize the role our integrated Plantelligence solutions will play in providing the solid plant level infrastructure on which to build their e-business initiatives • Extend our leadership in supply chain for the process industries by building on our unparalleled domain expertise and our unique ability to meet the complex requirements of this industry • Capture e-business leadership



Left to right, back to front: Stephen J. Doyle, Senior Vice President, Internet Business Group: David L. McQuillin, Executive Vice President, Worldwide Sales, Marketing & Partnerships; Lisa W. Zappala, Senior Vice President and Chief Financial Officer; David A. Mushin, Executive Vice President, Operations; Joseph F. Boston, President; Mary A. Palermo, Executive Vice President, Global Products & Solutions; Lawrence B. Evans, Chairman of the Board and CFO.

in the process industries by providing technology for
the major process industry e-marketplaces and enabling
customers to implement collaborative solutions with
their customers and other trading partners. > Our entire
company is focused on these goals. We will
succeed by focusing on creating customer value,
achieving operational excellence, capturing customer
and investor mind share and making AspenTech a
magnet for outstanding talent. We thank our customers,
partners, employees, and shareholders for the loyalty

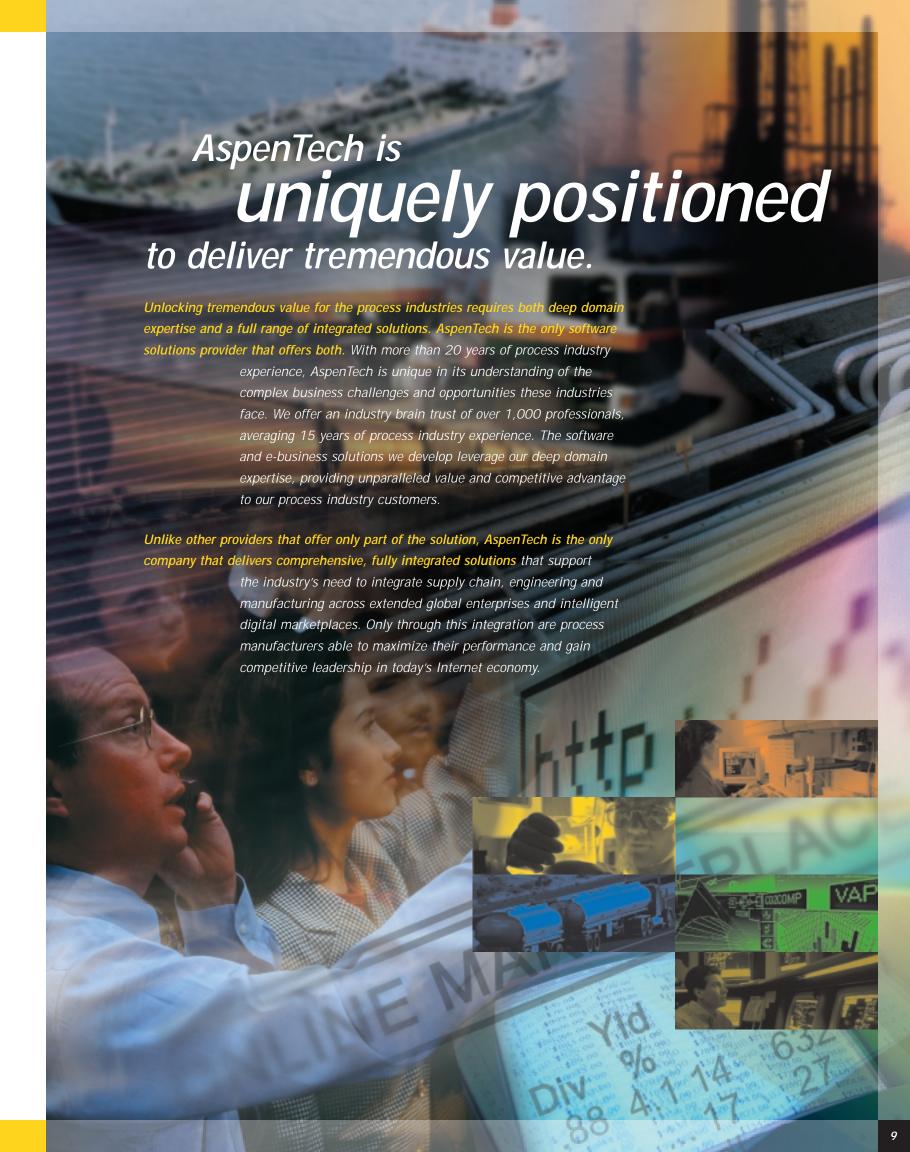
and confidence you have shown this past year, and we look forward to additional success in the year ahead. > Throughout the following pages of this annual report, I will answer several questions as a way to share with you the reasons we believe AspenTech is poised to capture a significant portion of this exciting market opportunity.

Sincerely

Laurence Evans

Lawrence B. Evans

Chairman of the Board and Chief Executive Officer



Building e-supply chain and B2B global solutions. Seeking best-in-class supply chain optimization solutions for Borden Chemical's Performance Resins and Forest Products business units, Vice President of Supply Chain, Edward Huller, posed a challenge to competing providers: • solve scenarios including forecasting demand

based on two years of
distribution, producfor a five-plant
schedule over 600
centers • integrate the

tion and inventories

business unit •

products in 21 work

solution with

shipment history • optimize

Borden's ERP

system all within a two week pilot period. • Selecting AspenTech based on the superior performance of its solution during the analysis, Huller said, "We were impressed with Aspen Technology's ability to address the critical business issues facing Borden Chemical and then pilot viable alternatives to our business environment in only two weeks." • Borden Chemical operates 50 manufacturing sites in 11 countries. The Company will deploy Aspen eSupply Chain Suite, including Aspen Strategic Analyzer and Aspen B2B Foundation, globally throughout its Performance Resins and Forest Products business units — which produce products such as fiber optic cabling, insulation, and adhesives for laminated veneers and structural timber.

## What is the AspenTech

INVESTMENT OPPORTUNITY?

AspenTech is strategically positioned for growth and represents an attractive opportunity for investors for several reasons. First, we are addressing a large, rapidly growing market opportunity. The current target market for our solutions is approximately \$11 billion annually and is only 10% penetrated today. Second, we have a dominant market position in our industry and provide solutions that deliver bottom-line economic benefits for process manufacturers. Our solutions offer customers a tremendous return on investment, with typical payback in less than one year. > Third, we have the leading industry franchise, serving 46 of the top 50 chemical companies, 23 of the top 25 petroleum companies and 18 of the top 20 pharmaceutical companies. We have customer relationships with all the key players in the process industries, and this installed base represents an important area of growth for AspenTech as existing customers expand their use of our technology. Fourth, e-business is accelerating the adoption of our solutions as process manufacturers build up their internal infrastructures to take advantage of new opportunities presented by the Internet. Finally, our financial fundamentals are solid: a strong balance sheet, a long track record of financial performance, and the ability to significantly improve our operating margins as we grow our software license revenue.

### What e-business solutions

DOES ASPENTECH PROVIDE FOR CUSTOMERS?

AspenTech's integrated e-business solutions enable companies in the process industries to address three key components of their B2B strategy.

- Our integrated plant and supply chain solutions provide the critical B2B infrastructure that companies need to conduct e-business. These solutions equip process manufacturers with the essential, real-time information they need to make more profitable decisions and to respond with agility to new business opportunities.
- Our netmarket solutions integrate with our "back-office" applications to allow customers to connect seamlessly to e-marketplaces and conduct business effectively online. These solutions help customers to transact collaborative commerce with their business partners, purchase materials used directly in their manufacturing operations, build and upgrade plants more cost effectively, and increase customer satisfaction.
- Finally, we provide solutions that enable real-time business process integration over the Internet between a process manufacturer and its suppliers, trading partners and other strategic partners. By providing integration and optimization that extends beyond the enterprise, companies are able to significantly increase efficiency and productivity.
- > All of these solutions combine to make AspenTech the only provider of fully integrated e-business solutions to the process industries.

# How do AspenTech SOLUTIONS BENEFIT CUSTOMERS?

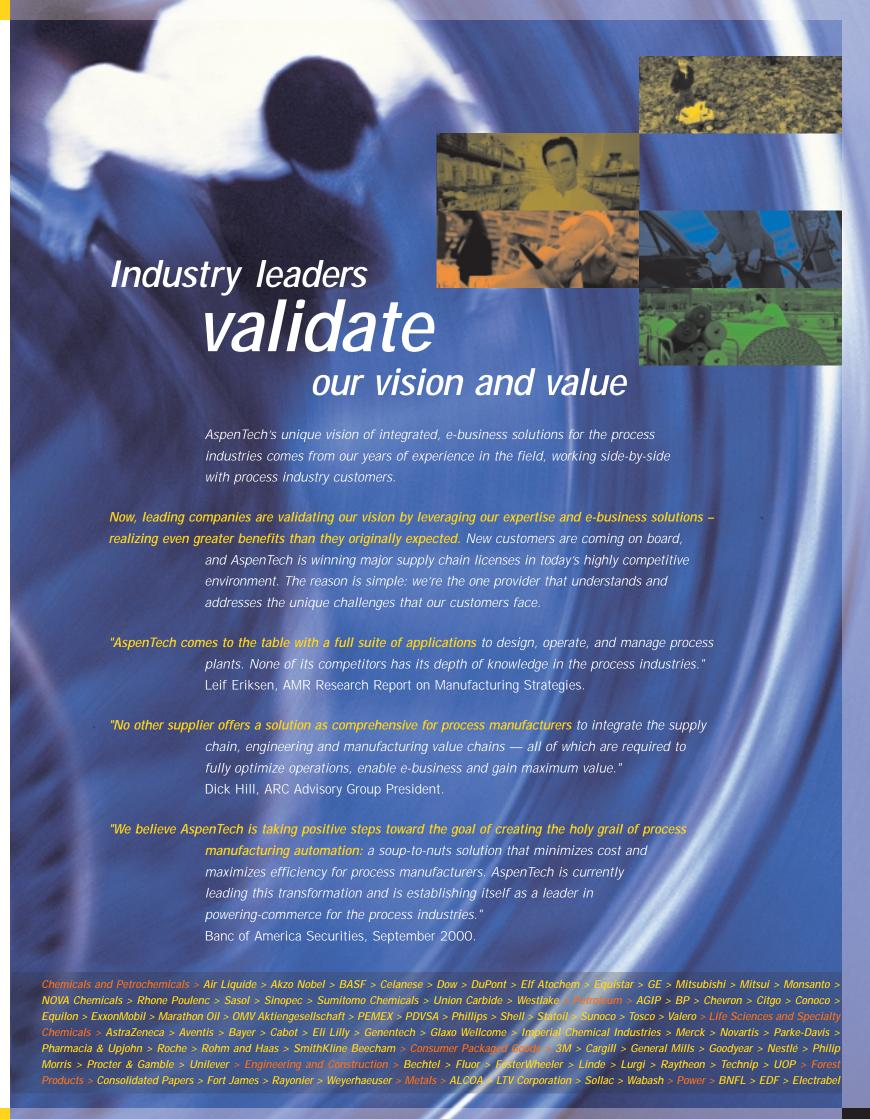
Many of our customers are commodity manufacturers, which means the open market typically sets the prices for both raw materials and finished goods. In this business environment there is tremendous pressure on operating margins. AspenTech's solutions significantly improve operating margins by leveraging the Internet to integrate and optimize the three most strategic value chains in these enterprises – supply chain, manufacturing and engineering.

- In supply chain, AspenTech's solutions reduce inventory and transportation costs, accelerate order cycle times and improve agility and customer satisfaction. These benefits are captured by providing real-time transparency and business process integration across the end-to-end supply chain and enabling customers to move from a "supply push or make to stock" business model to a "demand pull or make to order" model.
- In manufacturing, AspenTech drives value by increasing throughput, lowering raw material and energy costs, improving production capabilities, while providing the critical infrastructure to implement e-business.
- In engineering, AspenTech's solutions optimize the return on plant assets, allowing new plants and processes to be put on line faster, at lower capital cost and reduced life-cycle operating costs, while enabling collaboration and knowledge sharing among companies and their partners through Internet-enabled workflow.

## What gives AspenTech

ITS COMPETITIVE EDGE?

Our competitive advantage can be traced to the 20 years of experience we have in solving complex problems in the process industries and to the tremendous breadth of our integrated solutions. Both domain expertise and integration are essential requirements for solving our customers' complex challenges and capturing all of the value that can be gained by optimizing the entire enterprise. AspenTech is the only vendor that combines deep process industry expertise with an integrated solution that extends from engineering to manufacturing to supply chain optimization. None of our competitors can match the breadth of our integrated solutions or the domain expertise embedded in the design of our software. > The source of this expertise is AspenTech's people. At the heart of our company are over 1,000 process industry professionals, averaging 15 years of industry experience. Using their knowledge, we have developed tailored solutions that meet the unique needs of our customers: solutions that can deliver dramatic value and a tremendous return on investment.



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## ROHM A

Integrated solution for a top specialty chemicals company. Known

for its specialty chemicals in paints and coatings, electronics and construction materials, Rohm and Haas, one of the world's leading process companies, will deploy elements of AspenTech's

Plantelligence Solution

value chain, from

duction. • Identifying the

solution as "a valuable

efforts to enhance oper
improved manufacturing



Rauscher, Vice President, Rohm and Haas, said the integration provided by AspenTech "will support business process change which will position us to drive top line revenue growth as well as productivity improvement." • Bringing together business and plant systems for Rohm and Haas, a \$6.7 billion company with facilities in 25 countries, the solution ensures consistent, accurate and efficient transfer of real-time information from the plant throughout the enterprise, enabling more intelligent decisions about plant production and facilities use.

## Why is Process Industry

### EXPERTISE SO IMPORTANT?

The process industry differs dramatically from other industries, such as wholesale and discrete manufacturing industries. Process manufacturers employ very intricate processes involving many variables, each of which must be accounted for and controlled in order to maximize business results. For example, a petroleum refiner may process 500,000 barrels of crude daily from around the globe at four separate refineries producing dozens of products, each meeting a stringent set of quality and regulatory specifications. In order to optimize this process, a software provider must understand the intricacies of both the industry and the manufacturing process. AspenTech is the only supplier that combines domain expertise with a proven solution. > The important distinction between process and discrete manufacturing is particularly relevant in deploying effective supply chain solutions. The demands of the process industries require that the supply chain is closely linked to the manufacturing plant. Without a fundamental understanding of the manufacturing process or the industry, other supply chain vendors cannot provide solutions that deliver the functionality that process manufacturers need to be successful.

### How is the Internet

### AFFECTING THE PROCESS INDUSTRIES?

The Internet is a powerful, enabling technology that is allowing customers in the process industries to reduce costs, improve customer responsiveness and accelerate new revenue opportunities. With the advent of e-business in the process industries, traditional business models are changing and this transformation is providing dramatic results. For example, process companies are beginning to conduct more business that is opportunity-driven and customer-focused in order to augment the business they are already transacting through long-term contracts. > Additionally, the Internet is creating opportunities to drive significant costs out of the end-to-end supply chain. With unprecedented supply chain visibility, companies are able to knock down the walls that have existed traditionally between various business partners. This new-found agility allows process manufacturers to have ongoing dialogues with their customers and react quickly to changing market conditions. Finally, the Internet is opening up new business models and revenue opportunities for the process industries to grow their businesses. By offering value-added services such as vendor managed inventory and real-time order tracking, process manufacturers are able to attract new customers and stand out in an intensely competitive environment. > These factors are driving the industry to reshape itself, and AspenTech is uniquely positioned to provide the solutions that enable process manufacturers to leverage e-business opportunities and improve their efficiency, profitability and competitive position.

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# What will drive ASPENTECH'S FUTURE GROWTH?

The growth of our integrated e-business solutions will continue to drive our business. As our customers strive to improve their financial performance through the implementation of these solutions, they will continue to look to AspenTech — the only e-business provider that consistently meets the challenges of the process industry. > We will also leverage our partnerships with leading companies such as IBM, PricewaterhouseCoopers and Union Carbide Corporation, to expand the market penetration of our e-business solutions. These partnerships will include relationships with additional technology providers, services implementation companies and other vendors to resell our products.

> Expanding our presence in other segments of the process industries, where we have many leading customers, will also drive our growth. Some of the vertical industries that represent growth areas for our business include consumer packaged goods, electric utilities, food and beverage, forest products and metals. > As our integrated e-business solutions continue to deliver unprecedented value and as AspenTech continues to build momentum, we believe we are in a solid position to grow our business.

### What is AspenTech's

**VISION FOR THE FUTURE?** 

AspenTech's vision is to continue to provide solutions that deliver dramatic economic value for our customers. We believe the Internet and new digital economy provide a huge opportunity to drive more value for process manufacturers, and we are positioning AspenTech to be the e-business leader for the process industries. > As part of our e-business leadership vision we recently announced leading-edge solutions for digital marketplaces, which enable our customers to network their enterprises seamlessly to their customers and trading partners. This solution combined with our plant and supply chain solutions will enable customers to conduct e-business intelligently to generate higher levels of profitability. Additionally, we announced the creation of two new digital marketplaces with our partners PetroVantage and e-Catalysts. Both of these e-marketplaces represent exciting opportunities to improve business processes and make enterprises more efficient. > The Internet provides tremendous synergies that will allow companies to revolutionize the way they conduct business. The opportunity for AspenTech has never been greater, and we look forward to sharing news of our progress in the coming year as we make our vision a reality for customers.



Finding the right chemistry with Web-based collaborative

engineering tools. AspenTech's life-cycle engineering collaboration solution, developed with alliance partner Intergraph, provided just the right mix to save The Dow Chemical Company both time and

money. AspenTech's engicollaboration tools can lead 5-10% reductions in the the plant and 20-30% ect time. A good example ing the process industries neering

to 10-15% reductions in cost,

overall operation costs of

reductions in elapsed proj
of how AspenTech is leadin this area is the integrat-

17

ed solution created for Dow. The solution will enable more than 1,320 Dow engineers and technical personnel to improve engineering productivity by more effectively managing and applying engineering knowledge to global work processes. • In the process industries, the engineering life cycle involves collaborative tools and services for the design, engineering, construction and modification involved in designing plants. Collaboration of this magnitude involves the coordination of efforts among finance, engineering and construction, contractors, and equipment manufacturers, to name a few of the business groups involved. Web-based engineeering collaboration tools, based on AspenTech's e-business solutions, will enable Dow to achieve additional savings in both time and money by streamlining the workflow between these organizations. • With annual sales of

UNION CARBIDE The perfect partnership for an integrated e-business solution. Shatterproof plastic bottles, antifreeze, medi-

cine, plastic bags, crayons, cosmetics, personal care products — and so many other products — require chemicals from Union Carbide plants. But when the leading chemical company was looking for

software to optimize
Union Carbide turned to
AspenTech. •

Optimization solution,
AspenTech's
turing software with its

its key business processes,

solutions from

AspenTech's Enterprise

which combines

Plantelligence manufacesupply Chain Suite,

was the choice for all of Union Carbide's operations worldwide. The solution links real-time manufacturing operations and processes with Union Carbide's Enterprise Resource Planning (ERP) systems. By deploying AspenTech's Enterprise Optimization software at all of its facilities, Union Carbide will be able to link ERP, supply chain and plant manufacturing systems to optimize its processes and derive greater value. In addition, through a previously announced AspenTech and Union Carbide alliance, the companies will offer a configured solution to Union Carbide's process licensees to help them maximize the value of Carbide's process technologies through the adoption of manufac-



Next-generation digital marketplace for the petroleum industry. AspenTech's PetroVantage is the

first collaborative digital

marketplace for the petroleum industry. With support from IBM,
PetroVantage

will help the \$1.4 trillion industry make faster, trading and logistics decimediates and refined prod-

• While AspenTech's soluat increasing supply chain worldwide petroleum

more efficient

sions for crude oil, inter
ucts.

tions are targeted and operational effi-

ciency, PetroVantage focuses on creating new efficiencies in the petroleum industry between the enterprise and its trading partners. The company offers a collaborative workflow environment that enables the petroleum industry to integrate an intuitive trading platform with state-of-the-art decision support technology — a solution no other petroleum industry digital marketplace currently offers.

• The worldwide petroleum industry currently spends over \$150 billion annually on transportation, logistics services, intermediaries and
brokers. PetroVantage will dramatically reduce overall supply chain
operations costs for participants and create a competitive advantage by facilitating coordination and synchronization of the workflow

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