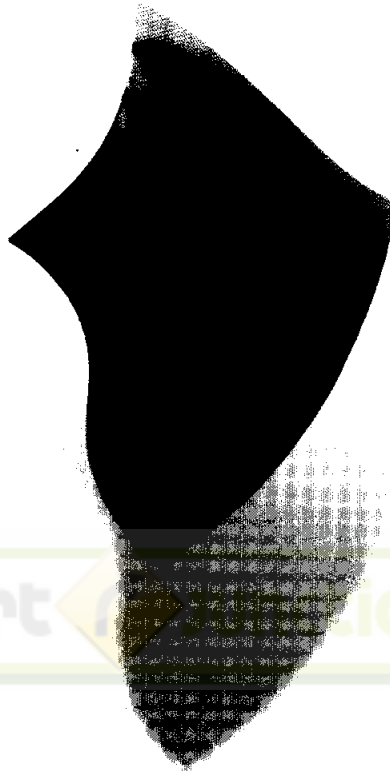


ssi

It's where your future is.

9th Annual Report 1999 - 2000



Report  junction.com

moving faster than time

SSI had invited heads of global corporations to share their views on the wireless economy, exclusively with our investors. You will find their thoughts reproduced at the beginning of every section in this report. We would like to thank each one of these change leaders for their insightful views on the new economy.

Cover:

Salvadore Dali, master surrealist.

The artist who squeezed every element
of time, which was "nothing else than
tender, extravagant, solitary critical
Camembert of time and space."



In the new economy, time has no shelf life.
The world is reinventing itself,
finding newer ways of conquering
the most ruthless of resources: time.

Welcome to the wireless economy.
Your office is where you are.
The customer is when you reach him.
And success follows the sun.

SSI is armed and impatient. Train your mind.
Be intolerant till you find superior
technological solutions. And suddenly
you have created the ultimate resource.

25x8

The extra hour. The extra day.
The extra moment. Borne out of pushing
human skill to the limit.

For SSI, the answer has always been in
moving faster than time.

▼ **Board of Directors**

Kalpathi S. Suresh, Chairman and CEO

K. S. Ganesh, Managing Director

K. S. Aghoram, Director – Finance

D. V. Narasingarao, Director – Marketing

S. S. Gopalakrishnan, Director and Company Secretary

Sashi Kumar Menon, Director – Human Resources

K. Vaitheeswaran, Non-Executive Director

R. Manoharan, Non-Executive Director

▼ **Auditor**

S. Neelakantan

Chartered Accountant

12, 10th Avenue, Ashok Nagar

Chennai 600 083, India



▼ **Registered Office**

54, Thirumalai Road, T. Nagar

Chennai 600 017, India

▼ **Bankers**

Union Bank of India, Chennai 600 017, India

▼ **Share Transfer Agent**

Data Software Research Company Pvt. Ltd.

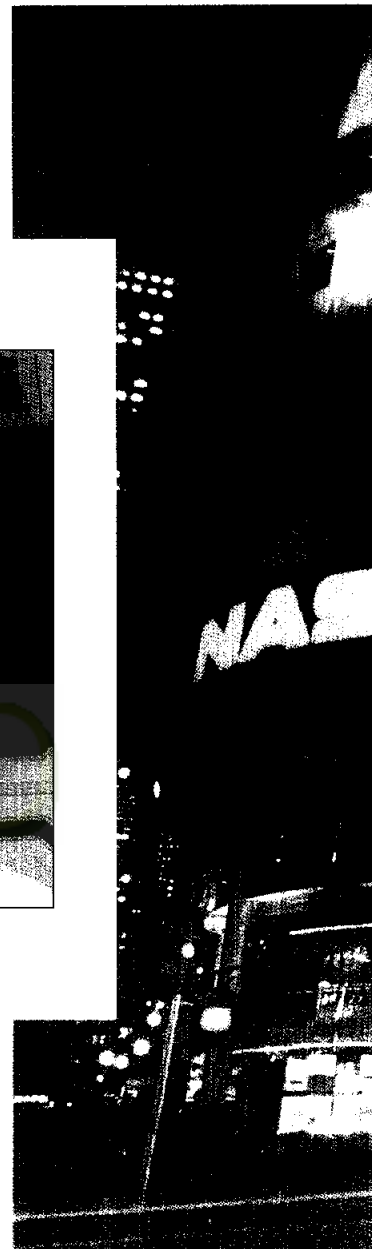
'Sree Sovereign Complex'

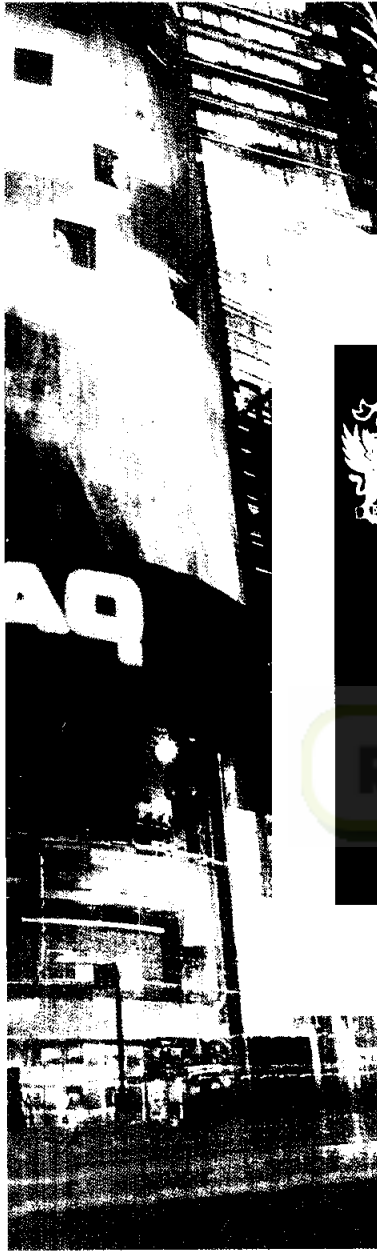
22, 4th Cross Street, Trustpuram

Kodambakkam, Chennai 600 024, India



The moment that set the pace – Joint venture with NASD





Time for firsts – The first Indian IT company on LSE



CONTENTS

1. Financial Overview	1
2. Corporate Section	
– Letter to Shareholders	5
– Risk Management	9
– Corporate Governance	15
– Report of the Board Committees	28
3. Business Report – SSI Limited	31
4. Business Report – SSI Education	37
5. Business Report – SSI Technologies	51
6. Business Report – Clientsoft, Inc.	71
7. Business Report – Enterprise Support	75
8. Business Report – 3 rd Agenda	81
9. Statement of Accounts – Indian GAAP	
– Directors' Report	91
– Auditor's Report	103
– Financials for the year ending 30 th June 2000	106
– Management's Discussion and Analysis of Financial Condition & Results of Operations	125
10. Performance of Subsidiary – Clientsoft, Inc.	137
11. Performance of Subsidiary – Agenda Netmarketing Pvt. Ltd.	151
12. Performance of Subsidiary – Inndsoft Systekh Ltd.	165
13. Performance of Subsidiary – Indigo International, Inc.	183
14. Recast of Accounts as per US GAAP	191
15. Investor Section	211
16. List of Offices	231

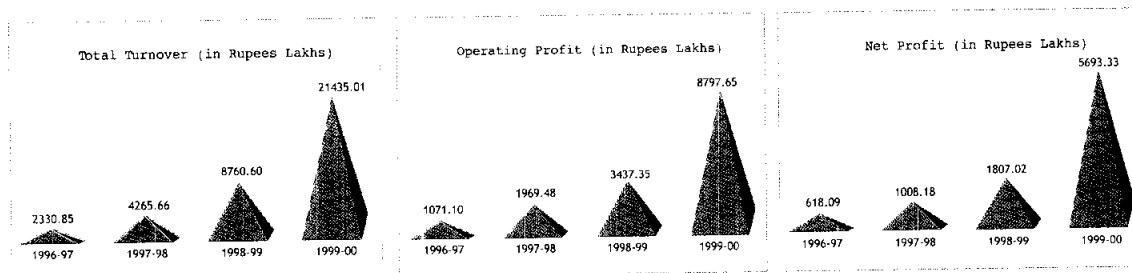


Financial Overview

Rs. in lakhs, except per share data

For the year ended	30 th June, 2000	30 th June, 1999
Total revenues	21435.01	8760.60
Operating profit (PBIDT)	8797.65	3437.35
Profit after tax (PAT)	5693.33	1807.02
PBIDT as a percentage of total revenues	41.04	39.24
PAT as a percentage of total revenues (%)	26.56	20.63
Earnings per share during the fiscal ¹ (in Rs.)	46.63	27.83
Dividend per share (in Rs.)	4.00	3.50
Dividend amount	508.80	227.29
At the end of the year		
Total assets	62296.39	11344.48
Net Block	16148.58	7186.60
Capital investments	10453.34	4061.17
Cash and cash equivalents	35040.59	3000.18
Working capital	34517.52	4078.07
Total debts	3371.76	705.01
Shareholder's funds/Networth	58924.63	10639.47
Market capitalisation ²	364288.53	51404.15

1. Earnings per share has been calculated based on the weighted average share capital
2. Market capitalisation is calculated by considering the Indian market price of Rs. 2844.35 and Rs. 432.95 for shares outstanding as at 30th June 2000 and 30th June 1999 respectively.

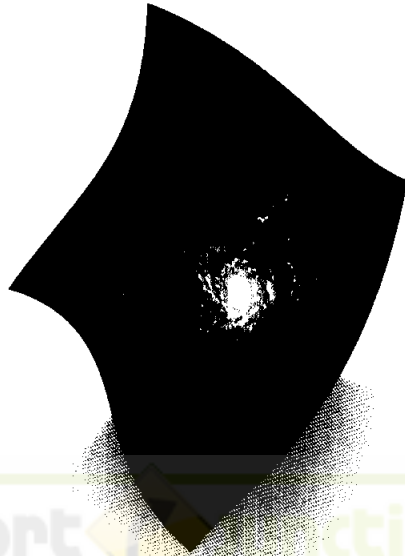




SSI will expect to emerge as one of the leading IT companies in India and position itself as an 'end-to-end IT solutions architect' by being a leading edge service and solutions provider to the global and Indian IT industry.

— *Kalpathi S. Suresh, Chairman & CEO*
SSI Limited

Corporate Section



ReportJunction.com

"All the evidence seems to indicate that the universe has not existed forever, but that it had a beginning...We are not yet certain whether the universe will have an end."

Stephen Hawking

