

Company Registration No. 3592373

RANBAXY EUROPE LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2010

Ranbaxy Europe Limited

Company Registration No. 3592373

DIRECTORS' REPORT

The directors submit their report and the audited financial statements for the year ended 31 December 2010

1. PRINCIPAL ACTIVITY

The company's principal activity during the year was the provision of management services

2. RESULTS AND DIVIDENDS

The directors report the result for the year as shown in the profit and loss account on page 6

The directors do not recommend the payment of a dividend (2009 - £nil) as the funds of the company are fully employed

3. REVIEW OF BUSINESS AND FUTURE DEVELOPMENT

Financial Overview

During the year, cash collection improved significantly to 52 days (2009 - 110 days). The company also continued to focus on reducing intercompany creditors. At the end of 2010, intercompany creditors reduced significantly by 79% to £364k [INR25455k] (2009 £1,745k [INR 122028k])

Turnover for the year ended 31 December 2010 increased by 12% on the previous year at £6.5m [INR 461.0m] (2009 - £5.8m [INR411.3m]). There was a 10% increase in operating profit to £309k [INR 21914k] (2009 - £280k [INR 19858k]).

Strategy

Ranbaxy Europe Limited serves as the management services entity for the region and all of its costs are charged out to other trading entities within the region with a 5% mark up. Regional resources are focused on the activities of the local entities ensuring regulatory, statutory & local compliance, business growth and keeping up with future developments within the industry in which it operates

Principal risks and uncertainties

The company serves as the regional headquarters for Europe. The current group management structure is organised by regions which in turn reports into Group Headquarters in India. A change in this policy could potentially mean there would no longer be a need for a regional management services company.

4. DIRECTORS AND DIRECTORS' INTERESTS

The directors who served the company during the year were as follows

Mr D Dasgupta
Mr O Sethi (resigned 25 January 2011)
Mr M Singh

None of the directors hold or had any interest in the shares of the company under review

None of the directors held any right to subscribe for shares in the company

None of the directors who held office in the year held any shares in Ranbaxy (Netherlands) BV, the holding company

Ranbaxy Europe Limited

Company Registration No. 3592373

DIRECTORS' REPORT (Continued)

5. STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE DIRECTORS' REPORT AND THE FINANCIAL STATEMENTS

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice).

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other

6. AUDITORS

Pursuant to Section 487 of the Companies Act 2006, the auditors will be deemed to be reappointed and KPMG LLP will therefore continue in office.

7. DISCLOSURE OF INFORMATION TO THE AUDITORS

The directors who held office at the date of approval of this directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditors are unaware; and each director has taken all the steps that he ought to have taken as a director to make himself aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

This report was approved by the Board on 7 March 2011
By Order of the Board

Sd/-
Mr Debashis Dasgupta
Director

Ranbaxy Europe Limited

Independent auditor's report to the members of Ranbaxy Europe Limited

We have audited the financial statements of Ranbaxy Europe Limited for the year ended 31st December 2010 set out on pages 6 to 14. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditor

As explained more fully in the Directors' Responsibilities Statement set out on page 4, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31st December 2010 and of its profit for the year then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit;

Sd/-

I.K Bone (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants
15 Canada Square
London
E14 5GL

7 March 2011

Ranbaxy Europe Limited

Company Registration No. 3592373

**Profit & Loss Account
For the year ended 31 December 2010**

	Notes	2010 £	2010 INR	2009 £	2009 INR
Turnover	2	6,548,237	464,413,972	5,837,674	414,019,454
Administrative Expenses	3	(6,239,576)	(442,523,121)	(5,557,969)	(394,182,194)
Operating profit		308,661	21,890,851	279,705	19,837,260
Interest receivable and similar income	5	-	-	-	-
Interest payable and similar charges	6	-	-	(207)	(14,705)
Profit on ordinary activities before taxation	4	308,661	21,890,851	279,498	19,822,555
Tax on profit on ordinary activities	7	(92,341)	(6,549,007)	(92,709)	(6,575,084)
Retained profit/(loss) on ordinary activities after taxation		216,320	15,341,844	186,789	13,247,471
Balance brought forward		545,035	38,654,989	358,246	25,407,518
Balance carried forward		761,355	53,996,833	545,035	38,654,989

There were no recognised gains or losses other than the profit for the financial year. All activities are classified as continuing

Ranbaxy Europe Limited

Company Registration No. 3592373

BALANCE SHEET

For the year ended 31 December 2010

	Notes	2010 £	2009 £
FIXED ASSETS			
Tangible assets	8	<u>358,785</u>	<u>201,119</u>
CURRENT ASSETS			
Debtors	9	1,421,752	2,179,240
Cash at Bank and in hand		<u>568,040</u>	<u>655,138</u>
		1,989,792	2,834,378
CREDITORS: amounts falling due within one year	10	<u>1,577,222</u>	<u>2,480,462</u>
NET CURRENT ASSETS		412,570	353,916
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>771,355</u>	<u>555,035</u>
NET ASSETS		<u>771,355</u>	<u>555,035</u>
CAPITAL AND RESERVES			
Share capital	14	10,000	10,000
Profit & Loss Account		761,355	545,035
TOTAL EQUITY SHAREHOLDERS' FUNDS	15	<u>771,355</u>	<u>555,035</u>
	Notes	2010 INR	2009 INR
FIXED ASSETS			
Tangible assets	8	<u>25,089,860</u>	<u>14,064,240</u>
CURRENT ASSETS			
Debtors	9	99,423,217	152,394,406
Cash at Bank and in hand		<u>39,723,077</u>	<u>45,813,846</u>
		139,146,294	198,208,252
CREDITORS: amounts falling due within one year	10	<u>110,295,245</u>	<u>173,458,852</u>
NET CURRENT ASSETS		28,851,049	24,749,399
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>53,940,909</u>	<u>38,813,639</u>
NET ASSETS		<u>53,940,909</u>	<u>38,813,639</u>
CAPITAL AND RESERVES			
Share capital	14	699,301	699,301
Profit & Loss Account		53,241,608	38,114,336
TOTAL EQUITY SHAREHOLDERS' FUNDS	15	<u>53,940,909</u>	<u>38,813,636</u>

These financial statements were approved by the Board of Directors on 7 March 2011

Sd/-
Mr D Dasgupta
Director

1. ACCOUNTING POLICIES

1.1 Accounting basis and accounting standards

The financial statements have been prepared under the historical cost convention, in accordance with applicable accounting standards, and on a going concern basis. The company's accounting policies remain unchanged from the prior year.

1.2 Cash flow statement

The company has taken advantage of the exemption in FRS1 from the requirement to prepare a cash flow statement on the grounds that it is a subsidiary undertaking where 90% or more of the voting rights are controlled within the group, and the consolidated financial statements in which the company is included are publicly available.

1.3 Turnover

Turnover represents amounts receivable for the provision of management services net of value added tax. Income is recognised at the end of period for which management services have been provided based on a mark up of 5% on administrative expenses.

1.4 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided on all tangible fixed assets at rates estimated to write off the cost, less estimated residual value, of each asset on a straight line basis over its expected useful life, as follows:

Short Leasehold Premises	5 years
Furniture, fixtures & fittings	5 years
Office Equipment	5 years
Computer Equipment	3 years

1.5 Pensions

The company operates a defined contribution pension scheme for the benefit of the employees. The assets of the scheme are administered by trustees in a fund independent from those of the company. Contributions payable to the scheme in respect of the accounting period are charged to the profit and loss account.

1.6 Deferred taxation

Deferred tax is recognised on all timing differences, where the transactions or events that give the company an obligation to pay more tax in the future, or a right to pay less tax in the future, have occurred by the balance sheet date. Deferred tax assets are recognised when it is more likely than not that they will be recovered. Deferred tax is measured using rates of tax that have been enacted or substantively enacted by the balance sheet date.

1.7 Operating leases

Rentals under operating leases are charged to income on a straight line basis over the lease term.

1.8 Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date. All exchange differences are dealt with in the profit and loss account.

1.9 Going Concern

The company's business activities, together with the factors likely to affect its future development and position, are set out in the Directors' Report. The financial position of the company, and the principal risks and uncertainties are also described in the same report.

The company has sufficient assets to cover its liabilities. As a consequence, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2010(Continued)

2. **Turnover**

The turnover and profit before tax are attributable to the one principal activity of the company
An analysis of turnover is given below

	2010	2010 INR	2009	2009 INR
Europe	3,712,428	263,292,766	2,688,312	190,660,433
Asia	2,835,809	201,121,206	3,149,362	223,359,021
	6,548,237	464,413,972	5,837,674	414,019,454

3. **Other operating charges**

	2010	2010 INR	2009	2009 INR
Administrative expenses	6,239,576	442,523,121	5,557,969	394,182,194

4. **PROFIT ON ORDINARY ACTIVITIES**

	2010 £	2010 INR	2009 £	2009 INR
Profit on ordinary activities before taxation is stated after charging:				
Depreciation of tangible fixed assets	66,951	4,748,298	38,586	2,736,584
Reorganisation Costs	186,791	13,247,589	7,290	517,021
Auditors' remuneration				
Audit fees	6,000	425,532	9,669	685,762
Other fees	-	-	567	40,209
Rental of building including service charges	127,350	9,031,915	159,715	11,327,274

5. **INTEREST RECEIVABLE**

	2010 £	2010 INR	2009 £	2009 INR
Bank interest receivable	-	-	-	-
Other Interest Receivable	-	-	-	-

6. **INTEREST PAYABLE**

	2010 £	2010 INR	2009 £	2009 INR
Other Interest Payable	-	-	207	14,499

Ranbaxy Europe Limited

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2010(Continued)

7.	TAX ON PROFIT ON ORDINARY ACTIVITIES	2010	2010	2009	2009
		£	INR	£	INR
	UK corporation tax at 28% (2009 -28%)	59,235	4,201,064	9,743	690,993
	Adjustment in respect of prior years	6,240	442,570	-	-
	Current year tax charge	65,475	4,643,634	9,743	690,993
	Deferred tax (note 11)	26,866	1,905,390	82,966	5,884,091
	Total tax charge	92,341	6,549,024	92,709	6,575,084

Factors affecting the tax charge for the year.

The tax assessed for the year is higher than the standard rate of corporation tax in the United Kingdom at 28% (2009: 28%)

The difference is explained as follows:

Profit on ordinary activities before taxation	308,661	21,890,851	279,498	19,822,555
Profit on ordinary activities multiplied by the standard rate of corporation tax in the United Kingdom at 28% (2009: 28%)	86,425	6,129,433	78,259	5,550,284
Effect of:				
Expenses not deductible for tax purposes	(324)	(23,013)	28	1,957
Capital allowances for the period in excess of depreciation	(29,779)	(2,111,997)	(13,586)	(963,518)
Group relief	-	-	-	-
Other short term timing differences	2,913	206,582	(54,535)	(3,867,753)
Sundry tax adjusting items	-	-	(423)	(29,977)
Adjustments in respect of prior years	6,240	442,582	-	-
Current tax charge for the year.	65,475	4,643,586	9,743	690,993

Factors that may affect future tax charges

Based on current capital investment plans, the company expects to continue to be able to claim capital allowance in excess of depreciation in future years but at a lower level than in the current year

8. TANGIBLE FIXED ASSETS

	Short Leasehold Premises	Office equipment	Computer equipment	Furniture & fixtures	Total
	£	£	£	£	£
At Cost:					
1 January 2010	161,398	67,211	139,758	61,172	429,539
Additions	125,529	17,319	37,964	43,805	224,617
Disposals	-	(19,884)	-	-	(19,884)
Transfers	-	-	-	-	-
31 December 2010	286,927	64,646	177,722	104,977	634,272
Depreciation:					
1 January 2010	5,213	55,844	129,632	37,731	228,420
Charge for the year	38,735	7,264	11,784	9,168	66,951
Disposals	-	(19,884)	-	-	(19,884)
Transfers	-	-	-	-	-
31 December 2010	43,948	43,224	141,416	46,899	275,487
Net book value :					
31 December 2010	242,979	21,422	36,306	58,078	358,785
31 December 2009	156,185	11,367	10,126	23,441	201,119

	Short Leasehold Premises INR	Office equipment INR	Computer equipment INR	Furniture & fixtures INR	Total INR
At Cost:					
1 January 2010	11,286,573	4,700,070	9,773,287	4,277,750	30,037,680
Additions	8,778,252	1,211,119	2,654,825	3,063,287	15,707,483
Disposals	-	(1,390,490)	-	-	(1,390,490)
Transfers	-	-	-	-	-
31 December 2010	20,064,825	4,520,699	12,428,112	7,341,037	44,354,673
Depreciation:					
1 January 2010	364,545	3,905,161	9,065,175	2,638,531	15,973,413
Charge for the year	2,708,773	507,972	824,056	641,119	4,681,920
Disposals	-	(1,390,490)	-	-	(1,390,490)
Transfers	-	-	-	-	-
31 December 2010	3,073,318	3,022,644	9,889,231	3,279,650	19,264,843
Net book value :					
31 December 2010	16,991,507	1,498,056	2,538,881	4,061,386	25,089,830
31 December 2009	10,922,028	794,909	708,112	1,639,219	14,064,267

Ranbaxy Europe Limited

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2010(Continued)

9. DEBTORS: amounts falling due within one year

	2010	2010	2009	2009
	£	INR	£	INR
Trade Debtors	-	-	2,820	197,232
Amounts due from group undertakings	937,126	65,533,287	1,752,496	122,552,195
Other debtors	354,771	24,809,161	236,543	16,541,462
Prepayments and accrued income	114,366	7,997,622	145,026	10,141,661
Deferred tax (see note 11)	15,489	1,083,147	42,355	2,961,888
	1,421,752	99,423,217	2,179,240	152,394,438

Included in other debtors is an amount of £115,824 [INR 8,099,580] (2009 £115,824 [INR 8,099,580]) in respect of a lease deposit that is recoverable in more than one year

10. CREDITORS: amounts falling due within one year

	2010	2010	2009	2009
	£	INR	£	INR
Trade Creditors	38,185	2,670,280	86,250	6,031,469
Amounts owed to group undertakings	364,000	25,454,545	1,744,850	122,017,467
Corporation tax	19,235	1,345,105	-	-
Social security costs and other taxes	108,224	7,568,112	65,310	4,567,166
Accruals and other creditors	1,047,578	73,257,203	584,052	40,842,820
	1,577,222	110,295,245	2,480,462	173,458,852

11. DEFERRED TAXATION

	Deferred taxation	Deferred taxation
	£	INR
1 January 2010	42,355	2,961,888
Movement in the year	(26,866)	(1,878,766)
At 31 December 2010 (see note 9)	15,489	1,083,122

Deferred taxation provided in the financial statements is set out below

9953588942	2010	2010	2009	2009
	£	INR	£	INR
Accelerated capital allowances	4,952	346,327	34,731	2,428,716
Other timing differences	10,537	736,887	7,624	533,147
	15,489	1,083,144	42,355	2,961,910

Ranbaxy Europe Limited

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2010(Continued)

12.	EMPLOYEE NUMBERS AND REMUNERATION	2010	2010	2009	2009
	Aggregate payroll costs, including directors, were as follows:	£	INR	£	INR
	Wages and salaries	2,788,610	197,773,759	1,995,518	141,526,099
	Social security costs	282,968	20,068,672	242,369	17,189,259
	Pension Costs	137,547	9,755,074	127,838	9,066,533
		3,209,125	227,597,504	2,365,725	167,781,891

The pension costs for the year include an outstanding balance of £1,800.

Average number of employees, analysed by category was as follows:

	2010	2009
	Nos.	Nos.
Management/administration	30	24

13.	DIRECTORS' EMOLUMENTS	2010	2010	2009	2009
		£		£	
	Emoluments (excluding pension contributions) for the Directors during the period were:				
	Remuneration for services as director	256,041	18,158,936	245,416	17,405,418
	Company contributions to defined benefit pension scheme	21,612	1,532,766	20,400	1,446,809
		277,653	19,691,702	265,816	18,852,227

One director was remunerated by the company all other directors were remunerated by fellow group companies Remuneration paid to directors by fellow group companies does not include any amounts in respect of qualifying services for Ranbaxy Europe Limited.

14.	SHARE CAPITAL	2010	2010	2009	2009
		£	INR	£	INR
	(a) Authorised at the beginning and end of period (1,500,000 ordinary shares of £1 each)	1,500,000	104,895,105	1,500,000	104,895,105
	(b) Called up, allotted and fully paid at 1 January 2010 and at 31 December 2010 (10,000 ordinary shares of £1 each)	10,000	699,301	10,000	699,301

Ranbaxy Europe Limited

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2010(Continued)

15. RECONCILIATION OF MOVEMENT IN EQUITY SHAREHOLDERS FUNDS

	Called up share capital	Profit and loss account	Total equity shareholder's funds
	£	£	£
Balance at 1 January 2009	10,000	358,246	368,246
Transfer from profit and loss account	-	186,789	186,789
Balance at 1 January 2010	10,000	545,035	555,035
Transfer from profit and loss account	-	216,320	216,320
Balance at 31 December 2010	10,000	761,355	771,355
	INR	INR	INR
Balance at 1 January 2009	699,301	25,052,168	25,751,469
Transfer from profit and loss account	-	13,062,192	13,062,192
Balance at 1 January 2010	699,301	38,114,359	38,813,660
Transfer from profit and loss account	-	15,127,273	15,127,273
Balance at 31 December 2010	699,301	53,241,632	53,940,933

16. FUTURE FINANCIAL COMMITMENTS

Operating Leases

At 31 December 2010 the company had the following annual commitments under operating leases which expire:

	2010 £	2010	2009 £	2009
Buildings				
within one year	-	-	-	-
In two to five years time	183,515	12,833,249	108,533	7,589,720
more than 5 years	-	-	-	-
	183,515	12,833,249	108,533	7,589,720
	2010 £	2010	2009 £	2009
Other				
within one year	9,759	682,429	1,172	81,958
In two to five years time	7,372	515,555	45,801	3,202,867
more than 5 years	-	-	0	-
	17,131	1,197,985	46,973	3,284,825

17. CASH FLOW STATEMENT

The company has taken advantage of the exemption in FRS1 from preparing a cash flow statement on the grounds that it is a subsidiary undertaking where 90% or more of the voting rights are controlled within the group, and the consolidated financial statements in which the company is included are publicly available

18. TRANSACTIONS WITH RELATED PARTIES

The Company is exempt from the requirement to disclose transactions with other group companies on the grounds that all of its voting rights are controlled by Ranbaxy Holdings (UK) Limited which in turn is controlled by Ranbaxy (Netherlands) BV and the company's results are consolidated within the financial statements of Ranbaxy (Netherlands) BV

There are no other related party transactions

Ranbaxy Europe Limited

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2010(Continued)

19. CONTINGENT ASSETS / LIABILITIES

There were no contingent assets or liabilities at 31 December 2010

20. ULTIMATE HOLDING COMPANY

The Company's shares are wholly owned by Ranbaxy Holdings (UK) Limited, whose ultimate parent company is Daiichi Sankyo Co., Ltd

The smallest group in which the results of the company are consolidated is that of Ranbaxy (Netherlands) B.V. , a company incorporated in The Netherlands, whose accounts are available to the public from the Trade Register, Amsterdam, Netherlands. The largest group in which the results of the company are consolidated is that of Daiichi Sankyo Co., Ltd, incorporated in Japan. The consolidated financial statements of this group are available to the public and may be obtained from Corporate Communications Department in Daiichi Sankyo Head Office Building 3-5-1, Nihonbashi Honcho, Chuo-Uk, Tokyo 103-8426, Japan.

The financial statements of Ranbaxy Laboratories Limited also include the results of the company.
The directors regard Daiichi Sankyo Co., Ltd as the ultimate controlling party.

Ranbaxy Europe Limited

DETAILED TRADING AND PROFIT & LOSS ACCOUNT
For the year ended 31 December 2010

	2010	2010	2009	2009
	£	INR	£	INR
Turnover	6,548,237	464,413,972	5,837,674	414,019,454
Overheads				
Administrative expenses	(6,239,576)	(442,523,121)	(5,557,969)	(394,182,194)
Operating profit	308,661	21,890,851	279,705	19,837,260
Bank interest receivable	-		-	-
Bank Interest Payable	-		(207)	(14,705)
Profit on ordinary activities	308,661	21,890,851	279,498	19,822,555

This page is for management information only and does not form part of the statutory financial statements

Ranbaxy Europe Limited

DETAILED TRADING AND PROFIT & LOSS ACCOUNT
For the year ended 31 December 2010

	2010 £	2010 INR	2009 £	2009 INR
Administrative expenses				
Personnel costs				
Wages & Salaries	2,788,610	197,773,759	1,995,518	141,526,099
Employers national insurance contributions	282,968	20,068,672	242,369	17,189,259
Staff pension contributions	137,547	9,755,074	127,838	9,066,533
	3,209,125	227,597,504	2,365,725	167,781,891
Establishment expenses				
Rent, rates and water	127,350	9,031,930	128,725	9,129,433
Reorganisation Costs	46,536	3,300,455	(44,668)	(3,167,943)
Light and heat	6,133	434,988	7,899	560,213
Insurance	33,404	2,369,104	40,168	2,848,794
Repairs and maintenance	11,882	842,674	10,045	712,411
Cleaning of premises	6,977	494,831	5,317	377,092
Temporary Staff	52,641	3,733,409	541	38,394
	284,923	20,207,320	148,027	10,498,394
General expenses				
Travel and subsistence	447,500	31,737,574	386,751	27,429,162
Telephone	96,462	6,841,286	88,736	6,293,319
Subscriptions and Publications	59,995	4,254,984	81,445	5,776,239
Printing, stationary and postage	32,046	2,272,732	35,646	2,528,067
Conferences & Training	19,584	1,388,912	51,900	3,680,827
Staff welfare	117,256	8,316,050	105,830	7,505,689
Recruitment and relocation costs	179,814	12,752,786	12,917	916,064
General Expenses	17,392	1,233,454	37,113	2,632,149
Computer services	57,421	4,072,411	48,719	3,455,277
Entertaining	16,716	1,185,501	18,706	1,326,681
General Regulatory expenses	739	52,394	926,278	65,693,486
Legal and professional fees	1,628,753	115,514,424	1,096,981	77,800,059
Accountancy fees	-	-	567	40,209
Auditors remuneration	6,000	425,532	9,669	685,762
Depreciation	66,951	4,748,272	38,586	2,736,584
Bad debt write-off	(4,320)	(306,379)	56,536	4,009,640
Loss on disposal of fixed assets	-	-	27,858	1,975,765
	2,742,309	194,490,004	3,024,238	214,484,977
Financial costs				
Bank charges	2,148	152,368	6,776	480,537
Foreign currency gains/losses	1,071	75,962	13,203	936,391
	3,219	228,330	19,979	1,416,928
Total Administrative expenses	6,239,576	442,523,087	5,557,969	394,182,194

This page is for management information only and does not form part of the statutory financial statements

Note: Conversion rate used against Indian Rupees for the year 2010 and 2009 are:

- i) Items relating to Profit and Loss at Average rate : 1 Pound Sterling = 0.0141
- ii) Items relating to Balance Sheet at Closing Rate : 1 Pound Sterling = 0.0143