rogenSi Limited

Report and Financial Statements

For the 18 month period ending 31 December 2014

Registered number: 3424866

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Directors

G R Price S Ellis P W Miller

Auditors

KPMG LLP 15 Canada Square London E14 5GL

Bankers

HSBC Bank plc PO Box 260, 46 The Broadway Ealing London W5 5JR

Solicitors

RadcliffesLeBrasseur LLP 5 Great College Street Westminster London SW1P 3SJ

Registered office

St Brides House 10 Salisbury Square London EC4Y 8EH

Strategic report

Principal activities & strategic priorities

The principal activity of the company is that of a global consultancy helping clients in the areas of sales & leadership execution. Our focus is in two primary areas: Capability Development and Applied Leadership.

We deliver our services within the UK, continental Europe, the Middle East and South East Asia. We are able to consistently develop a high quality of service simultaneously in different geographic regions, and as a result many of our clients are global companies.

We aim to continually increase all aspects of our performance – including both growth and profitability. With this the end goal, the Company's strategy has and will continue to develop around: strategic client growth; enhanced relationship management with clients; the quality of our facilitation and delivery skills; a focus on profitability whilst retaining quality; and continual innovative in our product range.

Central to all of this is the continued nurturing of key personnel – be they members of the sales, delivery or back office teams. Our company vision is to "inspire exceptional performance in business for life", and this is a key part of our client focus and our internal focus.

Business review

Management consider revenue, gross margin and operating margin to be the primary financial key performance indicators used to monitor the business. Our gross margin is an effective indicator of the recoverability of our time spent on client work and the adequacy of our resourcing; our operating margin a key indicator in the efficiency of our administrative support and of our fixed cost base:

Key Performance Indicators	2014 (pro-rated 12 months)	2013
Turnover	6,755,453	6,325,783
Gross Profit	2,907,873	2,459,004
Gross Margin	43%	39%
Operating Profit	908,088	447,205
Operating Margin	13%	7%

The directors are satisfied with the company's performance during the period in challenging market conditions in this business sector. The increase in both gross and operating margins across the two periods indicate that the strategy employed by the company is proving to be a success.

The retained profit in 2014 has been affected by the impairment and subsequent disposal of the company's investment in Performance Potential, a non-trading company.

At the end of the period, Net Assets have increased on the prior period by £839,827. A total Debtors decrease of £175,066 has been more than offset by a decrease in total Creditors of £565,617. The liquidity position at the end of the period has substantially improved on the prior period, with an increase in Cash of £601,204, largely due to the significant decrease in Trade Debtors of £599,050.

On 29 August 2014, 100% of the company's share capital was purchased by Teletech Holdings Inc., a public company registered in the USA.

Principal risk and uncertainties

The principal risk and uncertainty facing the business relates to the wider market conditions, the competitiveness of this sector and the challenge of maintaining the quality of the deliverables by attracting, retaining and developing key staff.

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By order of the board

Glendon Price, Direct

4 March, 2016

Directors' report

The directors present their report and financial statements for the 18 month period ending 31 December 2014.

Results and dividends

The profit for the 18 month period, after taxation, amounted to £854,109 (2013 year: £319,548). The directors do not recommend the payment of any dividends (2013: nil).

Principal activities

The principal activity of the company during the year continued to be providing consultancy and business training. Included in the trading activities is a branch in Dubai.

Donations

The company did not make any charitable or political donations (2013: £nil) during the year.

Directors

The directors who served the company during the period were as follows:

S Lempriere (resigned 29th August 2014) A D G Macphail (resigned 29th August 2014) M Felix (resigned 9th April 2014)

M Felix
G R Price
S Ellis
P W Miller

P W Miller (appointed 29th August 2014)

B A Shepherd (appointed 29th August 2014; resigned 15th January 2015)

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.

Directors' statement as to disclosure of information to 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 they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

On behalf of the board

Slendon Price

4 March, 2016

Statement of directors' responsibilities

The directors are responsible for preparing the strategic report, 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;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; 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 a 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 irregularities.

Independent auditor's report

To the members of rogenSi Limited

We have audited the financial statements of rogenSi Limited for the period ending 31 December 2014 set out on pages 6 to 21. 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 auditors

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 Financial Reporting Council's (FRC'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 FRC's web-site at www.frc.org.uk/auditscopeukprivate

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 31 December 2014 and of its profit for the period 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 strategic report and 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.

Andrew Turner, Senior Statutory Auditor for and on behalf of KPMG LLP Chartered Accountants 15 Canada Square London E14 5GL

4 March, 2016

Profit and loss account

for the 18 month period ending 31 December 2014

	Mataa	18 months ended 2014	12 months ended 2013
·	Notes	£	£
Turnover Cost of sales	2	10,133,180 (5,771,371)	6,325,783 (3,866,779)
Gross profit Administrative expenses Other operating income		4,361,809 (2,999,677)	2,459,004 (2,083,310) 71,511
Operating Profit	3	1,362,132	447,205
Income from shares in group undertakings Interest payable and similar charges Amounts written off investments	6 7 9	35,000 (6,391) (128,305)	(30,610)
Profit on ordinary activities before taxation		1,262,436	416,595
Tax charge on profit on ordinary activities	8	(408,327)	(97,047)
Profit retained for the financial period	16	854,109	319,548

All of the activities of the company are classified as continuing.

Notes on page 9 to 21 form part of these financial statements.

Statement of total recognised gains and losses for the 18 month period ending 31 December 2014

	Notes	18 months ended 2014 £	12 months ended 2013 £
Profit for the financial period		854,109	319,548
Currency translation differences	16	(14,282)	22,009
Total recognised gains relating to the financial period		839,827	341,557

Notes on page 9 to 21 form part of these financial statements.

Balance sheet

at 31 December 2014

Registered No: 3424866			30 June
		31 December	
	B.7 .	2014	2013
	Notes	£	£
Fixed assets			
Tangible assets	10	115,633	126,016
Investments	9	-	128,305
		115,633	254,321
Current assets		ŕ	,
Stocks		-	13,240
Debtors	11	2,844,444	3,019,510
Cash at bank		726,235	125,031
		3,570,679	3,157,781
Creditors: amounts falling due within one year	12	(1,396,207)	(1,870,779)
Net current assets		2,174,472	1,287,002
Creditors: amounts falling due greater than one year	13	(145,435)	(236,480)
Total assets less total liabilities		2,144,670	1,304,843
			
Capital and reserves			
Called up share capital	. 15	2,250	2,250
Share premium	16	249,000	249,000
Profit and loss account	16	1,893,420	1,053,593
Equity shareholders' funds	17	2,144,670	1,304,843

Notes on page 9 to 21 form part of these statutory financial statements.

The financial statements have been approved by the Board and signed on its behalf by:

4 March, 2016

Glendon Price
Director

Cash flow statement for the 18 month period ending 31 December 2014

		31 December 2014	30 June 2013
	Notes	£	£
Reconciliation of operating profit/(loss) to net cash fle	ow from opera	ating activities	
Operating profit		1,362,132	447,205
Loss on disposal of fixed assets		885	92,823
Depreciation charge	10	102,808	126,566
Decrease in stocks		13,240	5,852
Decrease/(increase) in debtors		169,443	(620,944)
Decrease in creditors		(662,898)	(422,323)
Net cash (outflow)/inflow from operating activities		985,610	(370,821)
Cash flow statement			
Cash inflow/(outflow) from operating activities		985,610	(370,821)
Returns on investments and servicing of finance	19	28,609	(30,610)
Taxation paid		(299,208)	(39,271)
Capital expenditure and financial investment	19	(99,921)	(131,861)
Cash inflow/(outflow) before management of liquid resources and financing		615,090	(572,563)
Financing	19	(13,886)	(107,392)
Increase/(decrease) in cash in the period		601,204	(679,955)
Reconciliation of net cash flow to movement in net debt			
Increase/(decrease) in cash for the year		601,204	(679,955)
Movement in finance lease creditor		13,886	107,392
Movement in net cash for the year		615,090	(572,563)
Net cash at the start of the year		111,145	683,708
Net cash at the end of the year	20	726,235	111,145

at 31 December 2014

1. Accounting policies

Basis of preparation

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost convention.

The company is exempt from the requirement to prepare group accounts as it is included in the consolidation of a non-EEA parent company as defined by section 401 of the Companies Act 2006. These financial statements therefore present information about the company as an individual undertaking and not about its group.

Fixed assets

All fixed assets are recorded at cost less depreciation.

Depreciation

Depreciation was calculated on the basis of the following rates. This reflects the useful economic life of the respective assets.

Leasehold improvements

- Over expected life of lease on a straight line basis

33% per annum on a straight line basis

Office equipment
- 33% per annum on a straight line basis

Software
- 33% per annum on a straight line basis

The carrying values of tangible fixed assets are reviewed for impairment in periods if events or changes in circumstances indicate the carrying value may not be recoverable.

Leases

Assets acquired under finance leases are capitalised and the outstanding future lease obligations are shown in creditors. Operating lease rentals are charged to the profit and loss account on a straight line basis over the period of the lease.

Foreign currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the contracted rate or the rate of exchange ruling at the balance sheet date and the gains or losses on translation are included in the profit and loss account. Assets and liabilities attributable to the Dubai branch of the company, and denominated in United Arab Emirate Dirhams (AED), have been translated at the rate of exchange ruling at 31 December 2014. Income and expenditure denominated in AED, attributable to the Dubai branch of the company, has been translated at the average rate of exchange for the period ending 31 December 2014. Translation differences on prior year balances are recognised directly in Reserves without effect on the Profit & Loss account for the period.

Stock

Stock is valued at the lower of cost and net realisable value.

Taxation

The charge for taxation is based on the profit for the year and takes into account taxation deferred because of timing differences between the treatment of certain items for taxation and accounting purposes.

Deferred tax is recognised, without discounting, in respect of all timing differences between the treatment of certain items for taxation and accounting purposes which have arisen but not reversed by the balance sheet date, except as otherwise required by FRS 19.

Investments

Investments in subsidiary undertakings are stated at cost less impairment.

at 31 December 2014

2. Turnover

Turnover is the total sales value of services provided, excluding value added tax, and is attributable to one continuing activity, as stated in the directors' report.

An analysis of turnover by geographical market is given below:

		2014 £	2013 £
	United Kingdom	4,840,318	3,648,009
	Europe	3,170,627	1,434,421
	Dubai	803,705	649,253
	Rest of World	1,318,530	594,100
		10,133,180	6,325,783
3.	Operating Profit		·
	This is stated after charging:	2014 £	2013 £
	Auditors' remuneration - audit of these financial statements - tax compliance services	30,000 15,000	26,500 17,681
		45,000	44,181
	Depreciation of owned fixed assets Depreciation of assets held under finance leases Loss on disposal of fixed assets	102,796 12 885	66,147 60,419 92,823
		103,693	219,389
	Operating lease rentals - land and buildings	307,830	357,805
	Operating lease rentals - office equipment	26,495	23,754
4.	Income from shares in group undertakings	2014 £	2013 £
	Income from shares in group undertakings	35,000	
		35,000	-

5.	Staff costs		
		2014 £	2013 £
	Wages and salaries Social security costs	3,262,568 382,251	2,336,245 251,144
	Social security costs		
		3,644,819	2,587,389
	The monthly average number of employees during the year was as follows:	2014	2012
		2014 No.	2013 No.
	Directors Consultants	3 14	3 16
	Administration	14	14
		31	33
6.	Directors' emoluments		
0.	Directors emoraments	2014 £	2013 £
	Emoluments	1,231,830	774,260
		1,231,830	774,260
	In respect of the highest paid director:		
		2014 £	2013 £
	Aggregate emoluments	508,467	269,639
7.	Interest payable and similar charges		
		2014	2013
		£	£
	Interest payable and similar charges Interest payable on finance leases	6,391 -	14,488 16,122
		6,391	30,610
			

at 31 December 2014

8. Taxation

(a)]	l ax o	n profi	t on	ordinary	activities	

The tax charge is made up as follows:		
	2014	2013
	£	£
Current tax:		
UK corporation tax charge	326,000	126,143
Adjustment in respect of prior periods	76,704	(40,000)
	402,704	86,143
		•
Deferred tax:		
Origination and reversal of timing differences (note 8(c))	5,623	10,904
Tax charge on profit on ordinary activities	408,327	97,047

(b) Factors affecting current tax charge

The tax charge assessed on the profit on ordinary activities for the year is at the standard rate of corporation tax in the UK of 22% (2013: 23.75%). The differences are reconciled below:

	2014 £	2013 £
Profit on ordinary activities before taxation	1,262,436	416,595
Profit on ordinary activities multiplied by the applicable rate of tax	277,736	98,941
Expenses not deductible for tax purposes	36,560	3,027
Expenses not deductible for tax purposes – fixed assets	, -	22,381
Capital allowances in arrears of depreciation	14,162	(4,093)
Dividends	(7,700)	-
Impairment of investments	28,237	-
Tax underprovided in previous years	76,704	(40,000)
Losses (utilised)/carried forward	-	5,887
Foreign Branch Exemption	(22,995)	-
Total current tax charge (note 8(a))	402,704	86,143
Total current tax charge (note 8(a))	402,704	86,143

at 31 December 2014

8. Taxation (continued)

(c) Deferred tax

Deferred taxation recognised and not recognised in the financial statements are as follows:

		2014		2013
	2014	Not	2013	Not
	Recognised	recognised	Recognised	recognised
	£	£	£	£
Accelerated capital allowances	4,281	-	9,904	-
Deferred taxation asset	4,281		9,904	-
				£
At 1 July 2013. Profit and loss account movement arising du	ring the year			9,904
Fixed asset timing differences	8)			(4,981)
Changes in tax rates				(642)
At 31 December 2014 (note 11)				4,281

A reduction in the UK corporation tax rate from 24% to 23% (effective 1 April 2013) was substantively enacted on 3 July 2012. Reductions to 21% (effective from 1 April 2014) and 20% (effective from 1 April 2015) were substantively enacted on 2 July 2013.

The deferred tax asset at 31 December 2014 has been calculated based on the rate of 20% substantively enacted at the balance sheet date.

Further reductions to 19% (effective from 1 April 2017) and to 18% (effective 1 April 2020) were substantively enacted on 26 October 2015. This will reduce the company's future current tax charge accordingly and reduce the deferred tax asset at 31 December 2014 by £642.

9. Fixed asset investments

	Shares in subsidiary £
Cost:	~
At 1 July 2013	175,955
Additions	-
Disposals	(175,955)
At 31 December 2014	
Impairment:	
At 1 July 2013	47,650
Provided during the year	128,305
Disposals	(175,955)
At 31 December 2014	
Net book value:	
At 31 December 2014	-
At 1 July 2013	128,305

The company owned 100% of the ordinary share capital in Performance Potential Limited, a non-trading subsidiary. Prior to the disposal of the investment in the year, the remaining cost of investment was impaired in full. The company has subsequently been struck from the register of companies.

10. Tangible fixed assets

				Office & Computer equipment	
	Finance lease assets	Leasehold improvement	Fixtures and fittings	(incl: software)	Total
	£	£	£	£	£
Cost: At 1 July 2013 Foreign currency	133,002	156,136	10,824	323,312	623,274
translation	-	-	-	(3,504)	(3,504)
Additions	-	69,224	688	30,009	99,921
Disposals	(96,989)	(46,372)	(3,379)	(225,735)	(372,475)
At 31 December 2014	36,013	178,988	8,133	124,082	347,216
Depreciation: At 1 July 2013	132,506	63,838	10,824	290,090	497,258
Foreign currency translation	-	-	· /:	3,107	3,107
Provided during the year	12	72,921	320	29,555	102,808
Disposals	(96,505)	. (46,370)	- (3,379)	(225,336)	(371,590)
At 31 December 2014					
	36,013	90,389	7,765	97,416	231,583
Net book value:					
At 31 December 2014		88,599	368	26,666	115,633
At 1 July 2013	496	92,298	_	33,222	126,016

Included in the total net book value of Finance lease assets is £nil (2013: £496) in respect of assets held under finance leases. Depreciation in the year on these assets was £12 (2013: £60,419).

at 31 December 2014

11. Debtors		
	2014 £	2013 £
Trade debtors Amounts owed by group undertakings (note 18) Other debtors Deferred taxation Prepayments and accrued income	1,202,535 1,141,764 286,853 4,281 209,011	1,801,585 597,661 397,478 9,904 212,882
	2,844,444	3,019,510
Debtors include other debtors of £72,000 due after mo	re than one year (2013: £247,317)	
12. Creditors: amounts falling due within	one year	2013 £
Trade creditors Amounts owed to group undertakings (note 18) Corporation Tax Other taxation and social security Other creditors Finance leases Accruals and deferred income	58,534 522,366 190,947 142,562 61,445	200,047 696,109 87,451 139,274 60,698 13,886 673,314
	1,396,207	1,870,779
13. Creditors: amounts falling due greater	than one year	
	2014 £	2013 £
Dilapidations provision Other creditors	84,721 60,714	84,721 151,759
	145,435	236,480
The maturity of obligations under finance leases	and hire purchase contracts is as follows: 2014	2013
Within one year In the second to fifth years	£	£ 14,580
Less future finance charges	-	(694)
		13,886

at 31 December 2014

14. Commitments under operating leases

At 31 December 2014 the company had annual commitments under non-cancellable operating leases as set out below:

		201 £	4	20 £	
	Operating leases which expire in:	Land & buildings	Office equipment	Land & buildings	Office equipment
	Within one year	-	-	-	8,155
	After one year but less than five years	206,484	10,595	206,484	-
15.	Share capital				A 41 1 1
				2014	Authorised 2013
				£ 2014	£
	1,000 ordinary shares of £1 each			1,000	1,000
	1 'B'ordinary share of £250 each			250	250
	1,000 'C' ordinary shares of £1 each			1,000	1,000
				2,250	2,250
				Allotted, called up	and fully paid
				Mioneu, canea up	2013
		No		£ No.	£
	1,000 ordinary shares of £1 each	1,000		•	1,000
	1 'B' ordinary shares of £250 each	1.00		50 1	250
	1,000 'C' ordinary shares of £1 each	1,000	1,0	1,000	1,000
			2,2	50	2,250
					

The 'B' ordinary shares confer on the holder the right to a vote to be not more than 20% of the total voting power of the company in general meeting regardless of the number of shares issued by the company.

The 'C' ordinary shares have no voting rights but rank pari passu with 'A' and 'B' shares in the event of a wind up and return of capital.

16. Reserves

	Share premium £	Profit and loss account £
At 30 June 2013 Foreign currency translation Profit for the period	249,000	1,053,593 (14,282) 854,109
At 31 December 2014	249,000	1,893,420

17. Reconciliation of Shareholders' Funds

	2014 £	2013 £
At Beginning of the period Foreign currency translation Profit for the period	1,304,843 (14,282) 854,109	963,286 22,009 319,548
Farmer and Farmer		
At End of period	2,144,670	1,304,843

18. Related party transactions

	Management Fees £	Administrative Charges £	Consulting Charges £	Cash Transfers £	Balance due to/(from) £
Year ended 30 June 2013					
rogenSi Services Pty Ltd	(529,818)	(22,728)	(4,696)	331,355	(93,734)
rogenSi Inc. (US)	-	20,476	103,766	(81,761)	35,337
rogenSi Inc. (Canada)	-	(16,815)	(23,230)	47,095	(1,278)
rogenSi SARL	-	13,278	-	35,228	(188,948)
Performance Potential Ltd	-	-	-	-	114,638
rogenSi SAS	-	2,207	-	-	23,393
rogenSi Pty Ltd (Singapore) rogenSi New	-	6,830	(55,308)	14,797	(36,109)
Zealand rogenSi LLP	-	(3,505)	-	3,475	(30)
G: (CI :)		(1,905)	-	-	102,317
rogenSi (China) rogenSi Ltd (Hong	-	(4,709)	-	4,262	(9,026)
Kong)		(5,123)	(92,416)	82,964	(45,008)
	(529,818)	(11,994)	(71,884)	437,415	(98,448)
Period ended 31 December 2014					
rogenSi Services Pty Ltd	(874,844)	37,859	(166,826)	1,457,289	359,744
rogenSi Inc. (US) rogenSi Inc.	-	~	313,306	(53,505)	295,138
(Canada)	-	-	(27,309)	47,951	19,364
rogenSi SARL	-	(799)	-	189,747	-
Performance Potential Ltd	-	35,000	-	(149,638)	-
rogenSi SAS	-	(24,275)	-	882	-
rogenSi Pty Ltd (Singapore) rogenSi New	-	-	15,422	16,638	(4,049)
Zealand	-	-	(25,371)	31,402	6,001
rogenSi LLP	-	-	-	(102,317)	-
rogenSi IP	-	(30,999)	-	8,225	(22,774)
rogenSi China	-	-	(2,946)	(1,569)	(13,541)
rogenSi Ltd (Hong Kong)		<u>-</u> _	(103,185)	127,708	(20,485)
	(874,844)	16,786	3,091	1,572,813	619,398

at 31 December 2014

19. Analysis of cash flows

	2014	2013
	£	£
Returns on investment and servicing of finance		
Interest paid	(6,391)	(14,488)
Interest element of finance lease rental payments	-	(16,122)
Dividend Income	35,000	-
	28,609	(30,610)
Capital expenditure and financial investment		
Purchase of tangible fixed assets	(99,921)	(131,861)
-		
	(99,921)	(131,861)
Financing Conital element of finance losse rental neumants	(12 006)	(107.202)
Capital element of finance lease rental payments	(13,886)	(107,392)

20. Analysis of net debt

	At beginning of	Cash flow	At end of year	
	Year £	£	£	
Cash in hand, at bank	125,031	601,204	726,235	
Debt due after one year Debt due within one year	(13,886)	13,886	-	
Total	111,145	615,090	726,235	

Other non-cash changes comprise transfers between leases due after and within one year.

at 31 December 2014

21. Ultimate parent undertaking

The company is a subsidiary of Teletech Holdings, Inc, a corporation registered in the United States of America.

The largest group in which the results of the Company are is that of Teletech Holdings, Inc. The consolidated accounts of this company are available to the public and may be obtained from Teletech Holdings, Inc, 9197 South Peoria Street, Englewood, Colorado, 80112-5833, USA. No other group accounts include the results of the Company.