



FACT BOOK 2021

For the Year ended March 31, 2021

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注記事項 Notes

※2016年3月期より、海外現地法人の収益及び費用の換算方法を「期末日レート」から「期中平均レート」に変更しております。この変更は遡及適用され、2015年3月期につきましては、遡及適用後の数値を記載し、対前期及び対前年同期増減率は記載していません。

Revenue and expense accounts of consolidated foreign subsidiaries were previously translated into Japanese yen at the “current exchange rate”. From the first quarter of 2016/3, we have changed the translation method to one using the “average exchange rate” which change has been applied retrospectively. In this FACT BOOK, the financial figures for 2015/3 are based on the “average exchange rate” and, therefore, the percentage changes from 2014/3 are not provided.

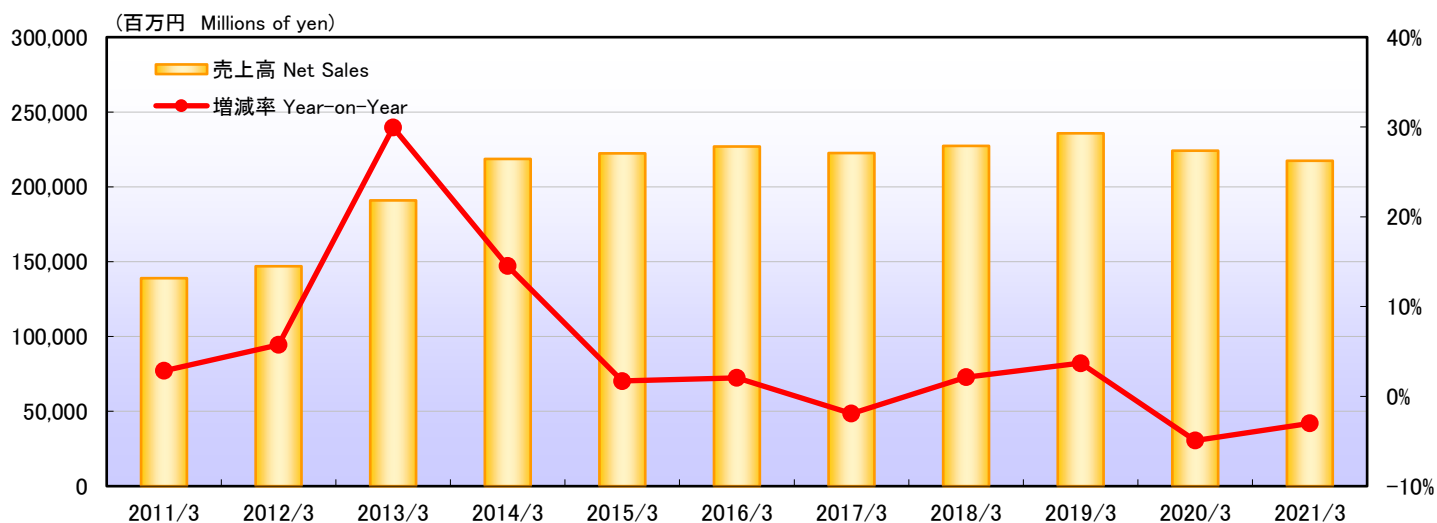
※下記については、百万円以下を切り捨てた数値を基に算出しています。

増減率 (P3)、売上高比率 (P3)、売上高経常利益率・当期純利益率 (P4)、売上高研究開発費率 (P5)、売上高売上原価率・販管費率 (P6)、回転率 (P8)、研究開発費投資効率 (P9)、一人当たりの売上高 (P13)、構成比 (P14・P15)

Amounts are rounded down to the nearest million yen for calculating the following items;

year-on-year rate (page3), ratios to net sales (page3), ordinary income margin (page4), net income margin (page4), R&D investment ratio (page5), cost of sales ratio to net sales (page6), SG&A expenses ratio to net sales (page6), total assets turnover (page8), current assets turnover (page8), inventory turnover (page8), R&D investment efficiency (page9), net sales per employees (page13), and composition ratios (page14-15).

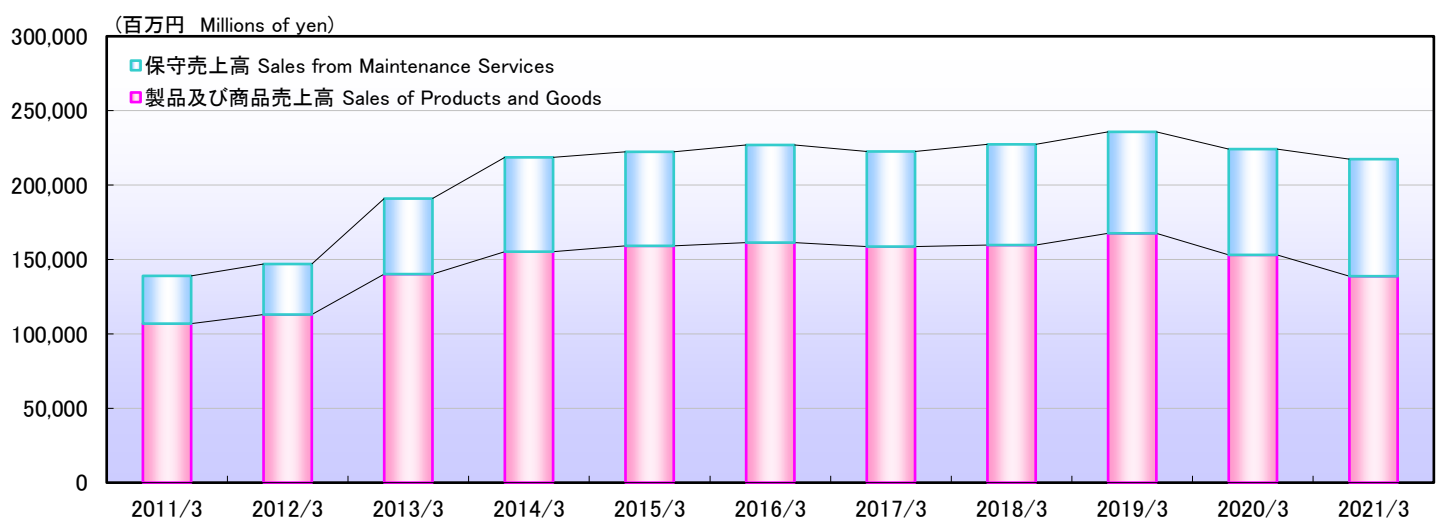
売上高 Net Sales



(百万円 Millions of yen)

決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
売上高 Net Sales	138,964	146,937	190,938	218,632	222,356	226,952	222,581	227,361	235,762	224,170	217,423
増減率 YoY	2.9%	5.7%	29.9%	14.5%	1.7%	2.1%	-1.9%	2.1%	3.7%	-4.9%	-3.0%

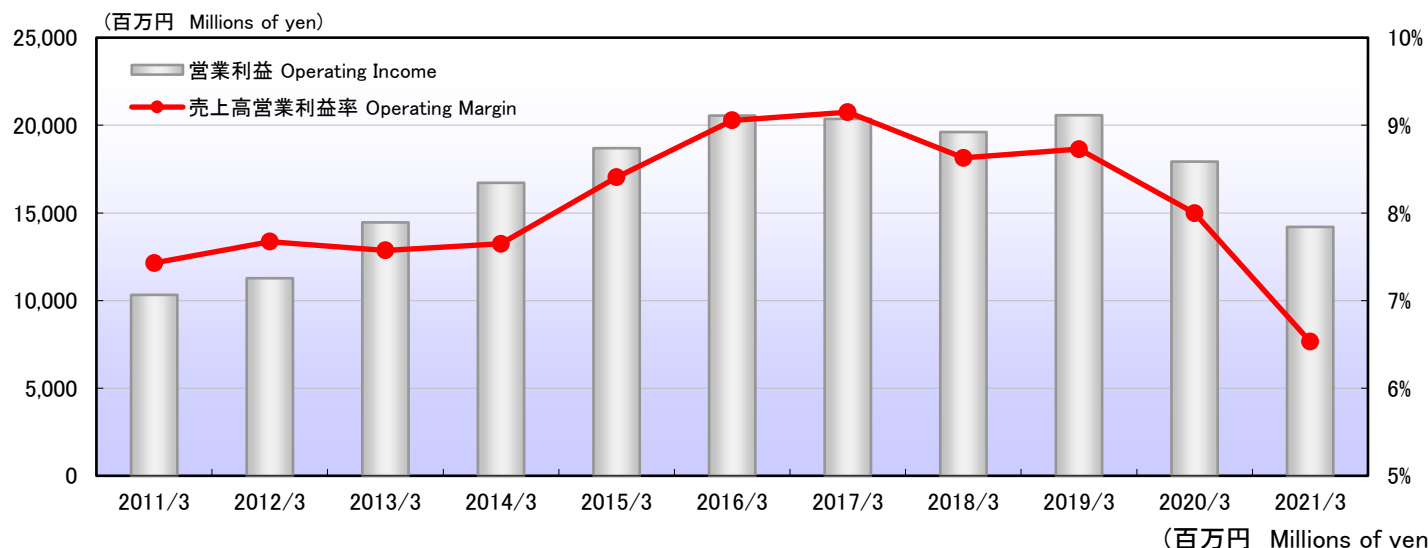
製品及び商品売上高・保守売上高 Sales of Products and Goods/Sales from Maintenance Services



(百万円 Millions of yen)

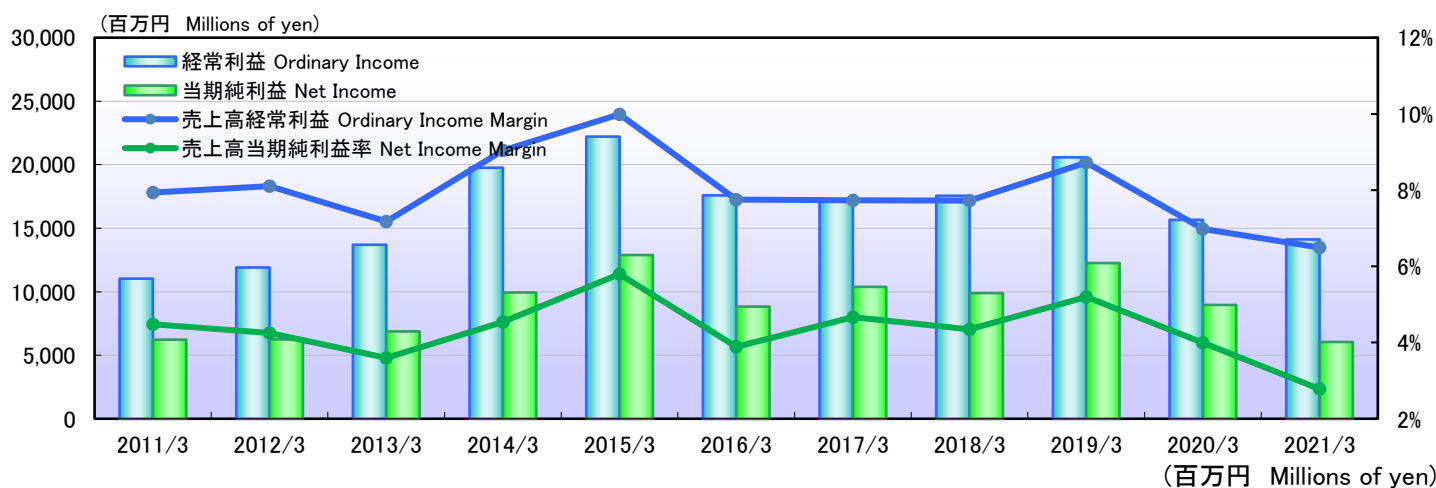
決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
製品及び商品売上高 Sales of Products and Goods	106,872	112,993	140,171	155,244	159,150	161,338	158,659	159,683	167,565	153,071	138,748
売上高比率 Ratio to Net Sales	76.9%	76.9%	73.4%	71.0%	71.6%	71.1%	71.3%	70.2%	71.1%	68.3%	63.8%
保守売上高 Sales from Maintenance Services	32,092	33,944	50,766	63,388	63,205	65,613	63,921	67,677	68,197	71,099	78,675
売上高比率 Ratio to Net Sales	23.1%	23.1%	26.6%	29.0%	28.4%	28.9%	28.7%	29.8%	28.9%	31.7%	36.2%

営業利益 Operating Income



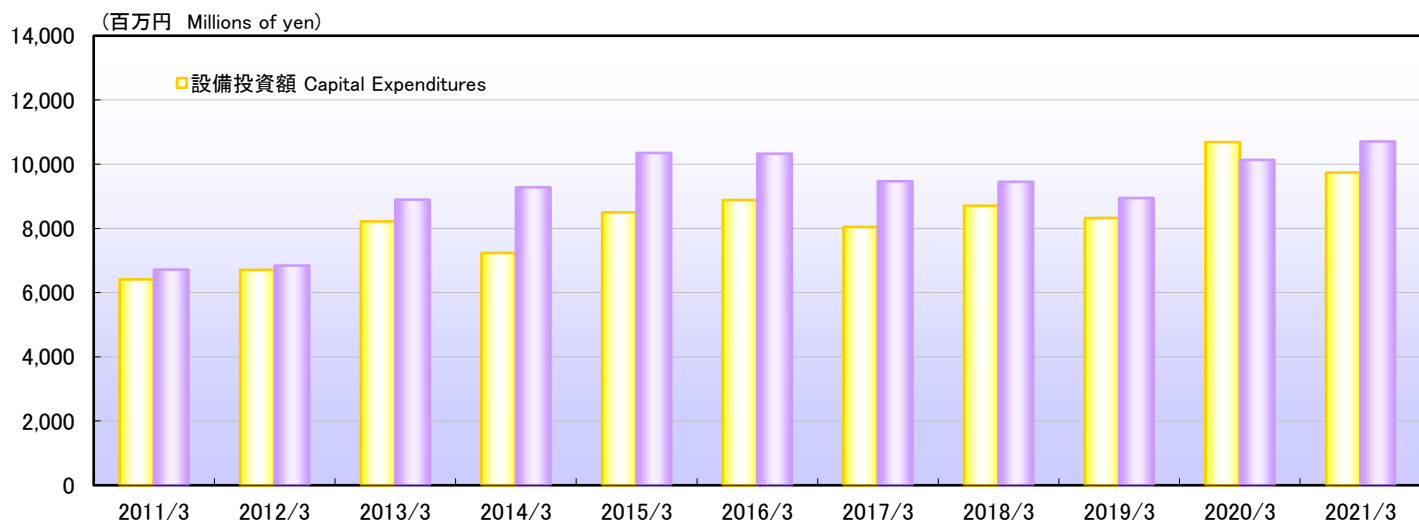
決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
営業利益 Operating Income	10,323	11,274	14,458	16,718	18,693	20,552	20,365	19,615	20,576	17,927	14,201
売上高営業利益率 Operating Margin	7.4%	7.7%	7.6%	7.6%	8.4%	9.1%	9.1%	8.6%	8.7%	8.0%	6.5%

経常利益・当期純利益 Ordinary Income/Net Income



決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
経常利益 Ordinary Income	11,028	11,908	13,695	19,764	22,211	17,583	17,205	17,553	20,575	15,657	14,115
売上高経常利益率 Ordinary Income Margin	7.9%	8.1%	7.2%	9.0%	10.0%	7.7%	7.7%	7.7%	8.7%	7.0%	6.5%
親会社株主に帰属する当期純利益 Net income attributable to owners of parent	6,229	6,246	6,873	9,939	12,887	8,829	10,382	9,892	12,256	8,961	6,044
売上高当期純利益率 Net Income Margin	4.5%	4.3%	3.6%	4.5%	5.8%	3.9%	4.7%	4.4%	5.2%	4.0%	2.8%

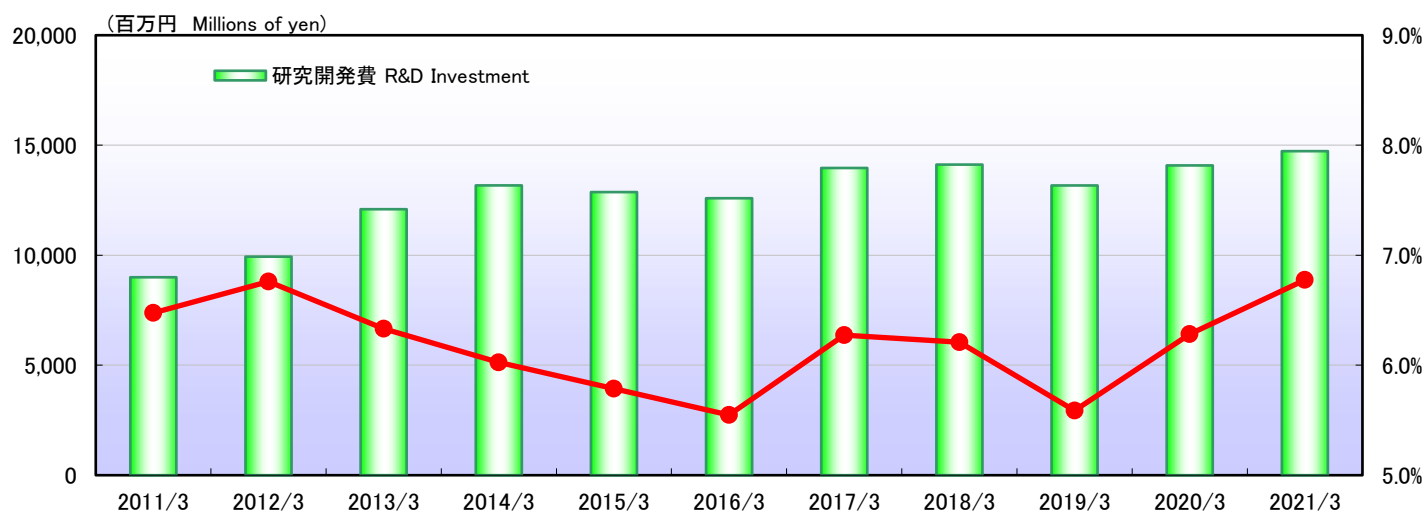
設備投資額・減価償却費 Capital Expenditures/Depreciation and Amortization



(百万円 Millions of yen)

決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
設備投資額 Capital Expenditures	6,413	6,708	8,218	7,234	8,499	8,881	8,043	8,706	8,322	10,687	9,739
減価償却費 Depreciation and Amortization	6,717	6,842	8,897	9,281	10,350	10,327	9,469	9,450	8,945	10,133	10,706

研究開発費 R&D Investment

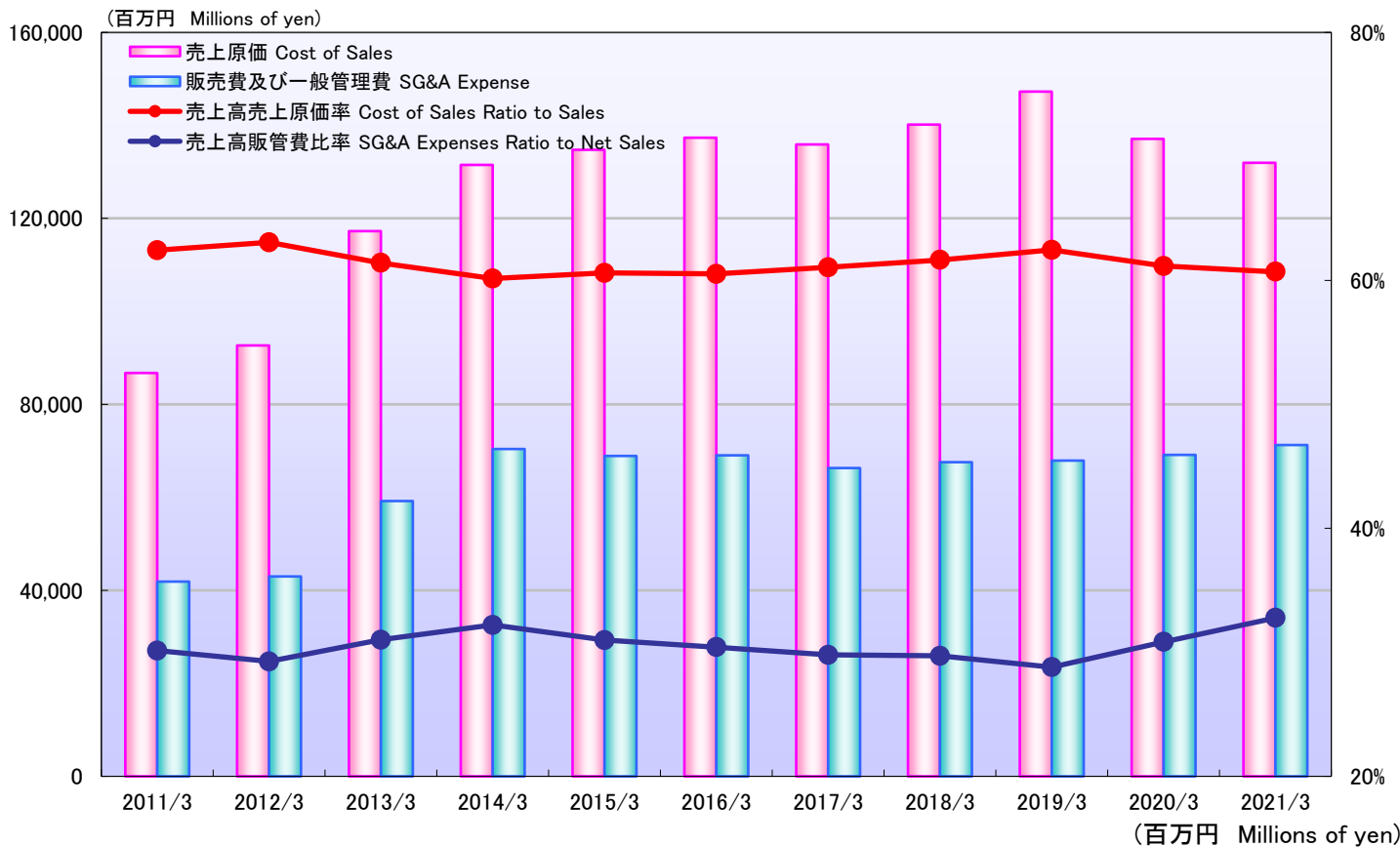


(百万円 Millions of yen)

決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
研究開発費 ※ R&D Investment	8,998	9,934	12,091	13,174	12,869	12,590	13,965	14,119	13,171	14,082	14,730
売上高研究開発費比率 R&D Investment Ratio	6.5%	6.8%	6.3%	6.0%	5.8%	5.5%	6.3%	6.2%	5.6%	6.3%	6.8%

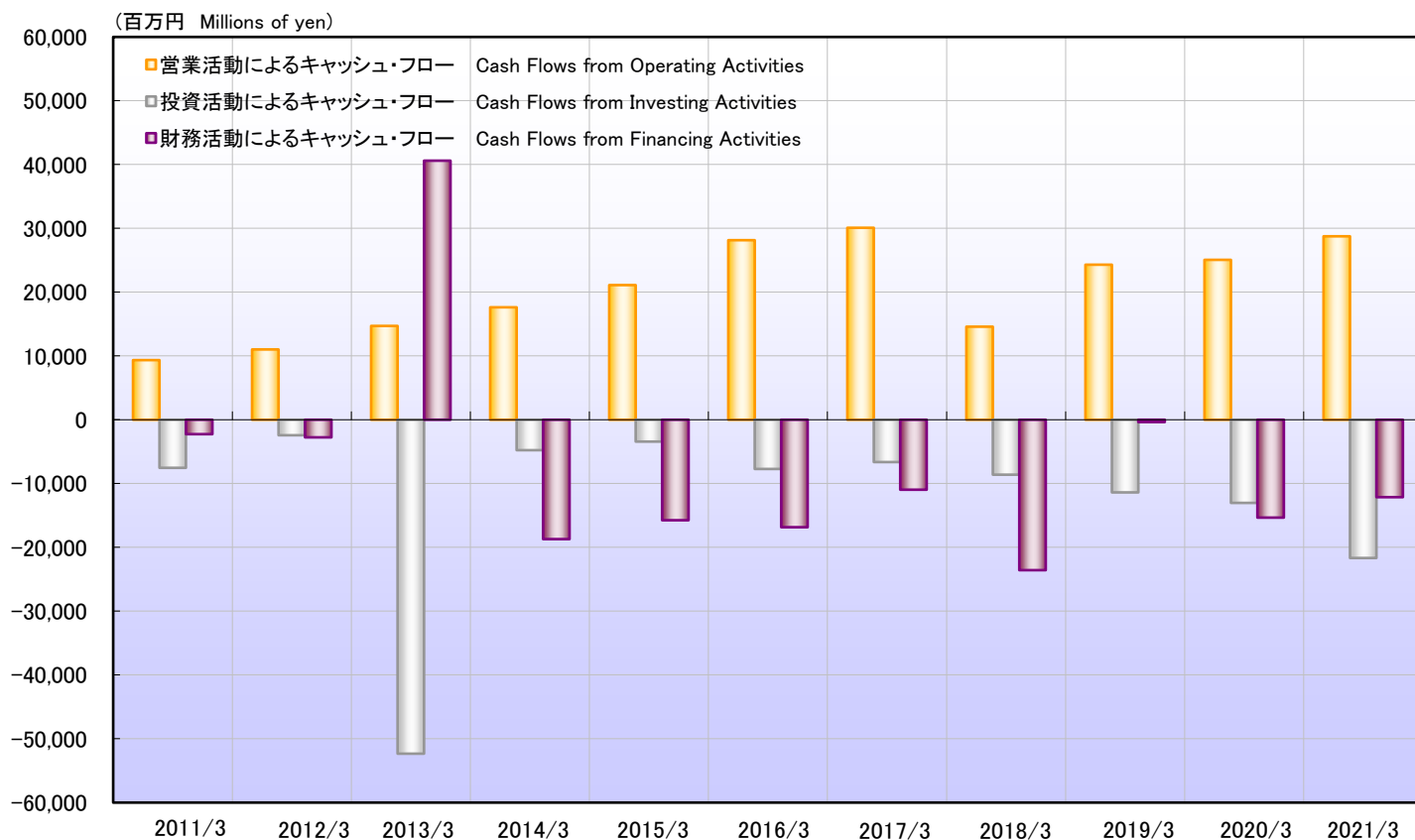
※ 研究開発費の8割以上をグローリー(株)が占めています。
More than 80% of R&D investment are for GLORY LTD.

売上原価、販売費及び一般管理費 Cost of Sales/Selling General and Administrative Expenses



決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
売上原価 Cost of Sales	86,757	92,672	117,266	131,512	134,757	137,357	135,907	140,174	147,274	137,109	131,962
売上高売上原価率 Cost of Sales Ratio to Net Sales	62.4%	63.1%	61.4%	60.2%	60.6%	60.5%	61.1%	61.7%	62.5%	61.2%	60.7%
販売費及び一般管理費 SG&A Expenses	41,883	42,990	59,213	70,401	68,905	69,042	66,307	67,570	67,912	69,134	71,259
売上高販管費比率 SG&A Expenses Ratio to Net Sales	30.1%	29.3%	31.0%	32.2%	31.0%	30.4%	29.8%	29.7%	28.8%	30.8%	32.8%

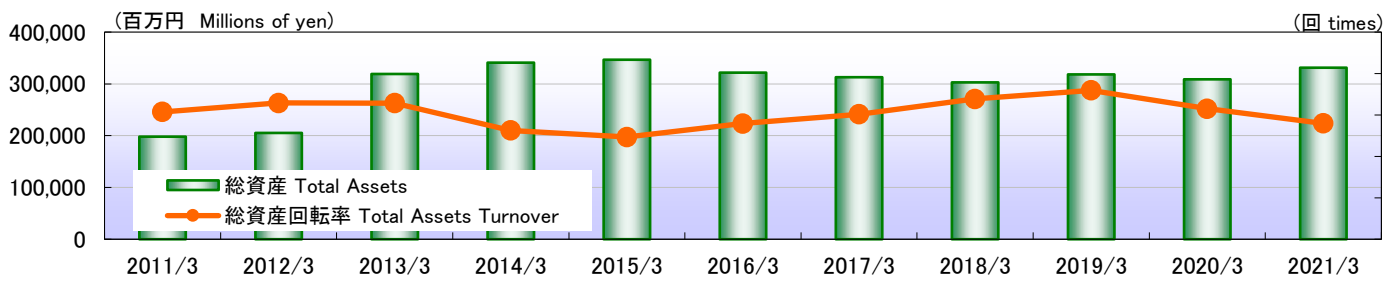
キャッシュ・フロー Cash Flows



(百万円 Millions of yen)

決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
営業活動による キャッシュ・フロー Cash Flows from Operating Activities	9,346	11,018	14,704	17,623	21,106	28,142	30,087	14,585	24,300	25,062	28,753
投資活動による キャッシュ・フロー Cash Flows from Investing Activities	-7,535	-2,429	-52,336	-4,770	-3,425	-7,714	-6,632	-8,609	-11,388	-13,032	-21,666
財務活動による キャッシュ・フロー Cash Flows from Financing Activities	-2,259	-2,761	40,604	-18,708	-15,749	-16,844	-10,964	-23,574	-361	-15,339	-12,131

総資産回転率 Total Assets Turnover



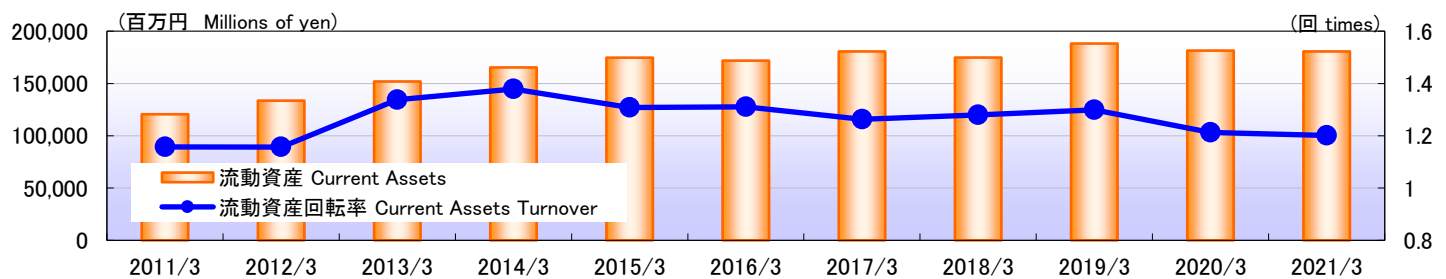
(百万円 Millions of yen)

決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
総資産 Total Assets	198,019	205,244	319,077	340,943	346,613	321,672	312,821	302,825	318,228	308,763	331,214
総資産回転率(回)※ Total Assets Turnover (Times)	0.71	0.73	0.73	0.66	0.65	0.68	0.70	0.74	0.76	0.72	0.68

※ 総資産回転率=当期売上高/((前期総資産+当期総資産)/2)

Total Assets Turnover=Net sales / Average of total assets at the beginning and end of the fiscal year

流動資産回転率 Current Assets Turnover



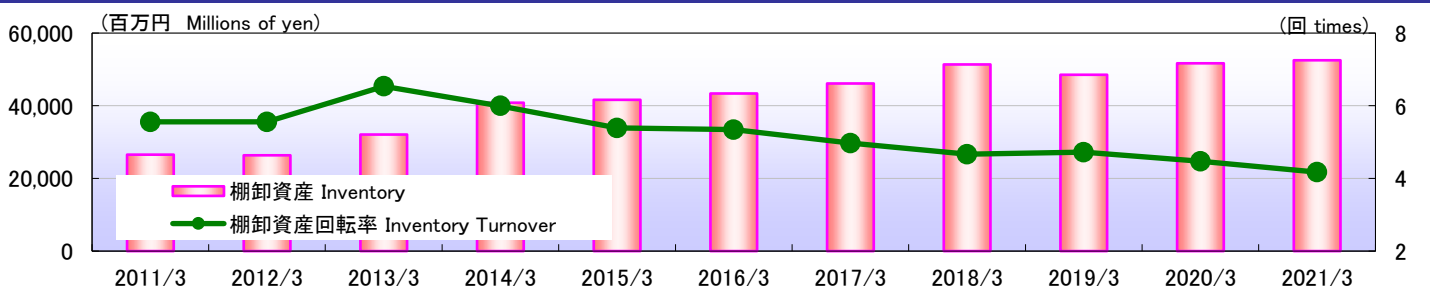
(百万円 Millions of yen)

決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
流動資産 Current Assets	120,520	133,556	151,870	165,295	174,654	171,811	180,597	174,747	188,143	181,408	180,595
流動資産回転率(回)※ Current Assets Turnover (Times)	1.16	1.16	1.34	1.38	1.31	1.31	1.26	1.28	1.30	1.21	1.20

※ 流動資産回転率=当期売上高/((前期流動資産+当期流動資産)/2)

Current Assets Turnover=Net Sales / Average of current assets at the beginning and end of the fiscal year

棚卸資産回転率 Inventory Turnover



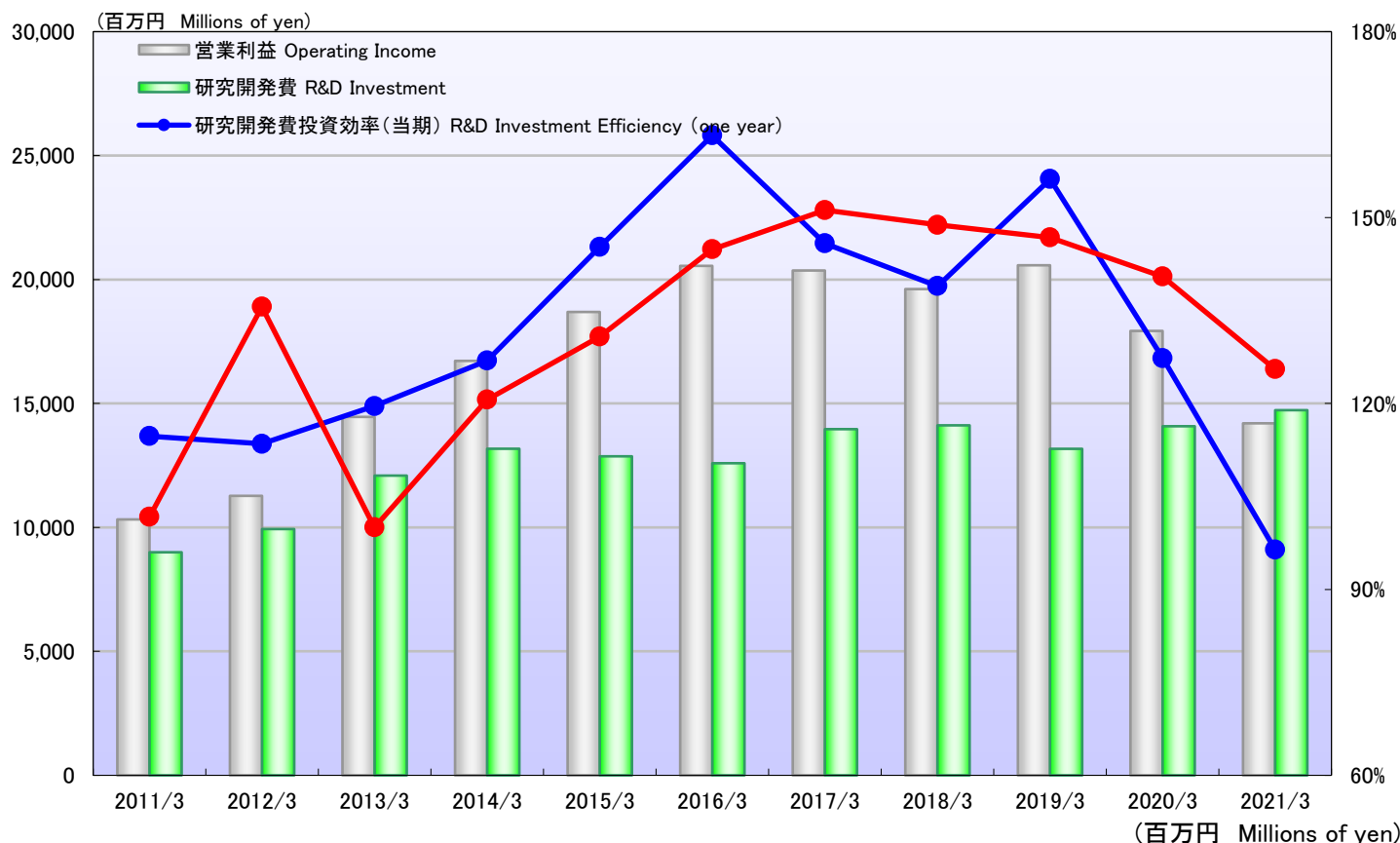
(百万円 Millions of yen)

決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
棚卸資産 Inventory	26,541	26,365	32,073	40,833	41,631	43,370	46,126	51,362	48,526	51,682	52,516
棚卸資産回転率(回)※ Inventory Turnover (Times)	5.55	5.55	6.53	6.00	5.39	5.34	4.97	4.66	4.72	4.47	4.17

※ 棚卸資産回転率=当期売上高/((前期棚卸資産+当期棚卸資産)/2)

Inventory Turnover=Net Sales / Average of inventory at the beginning and end of the fiscal year

研究開発費投資効率 R&D Investment Efficiency



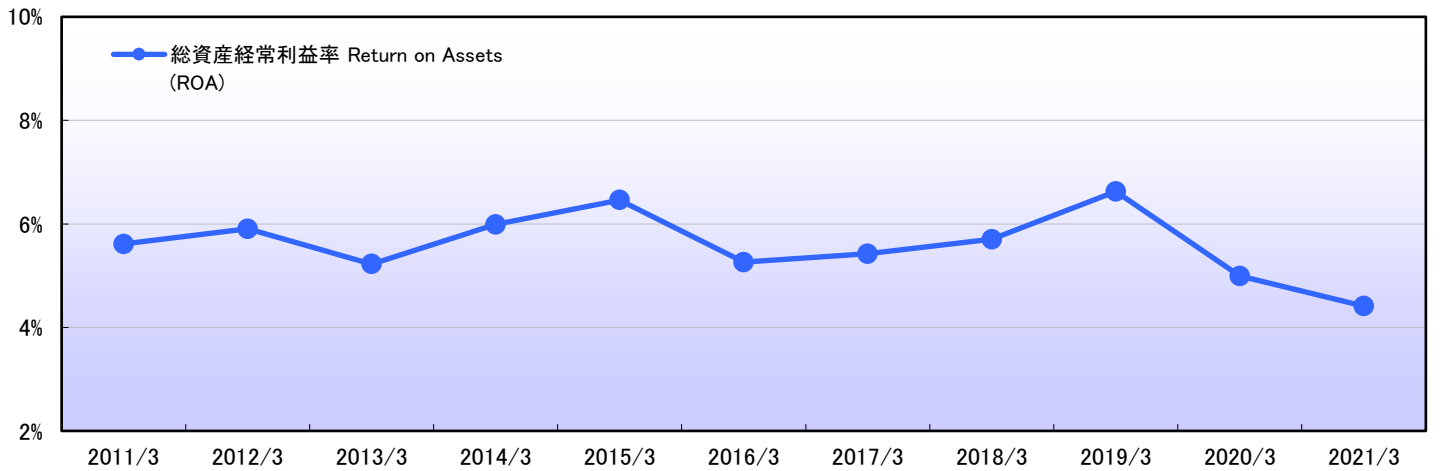
決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
営業利益 Operating Income	10,323	11,274	14,458	16,718	18,693	20,552	20,365	19,615	20,576	17,927	14,201
研究開発費 R&D Investment	8,998	9,934	12,091	13,174	12,869	12,590	13,965	14,119	13,171	14,082	14,730
研究開発費 ※ 投資効率(当期) R&D Investment Efficiency (one year)	114.7%	113.5%	119.6%	126.9%	145.3%	163.2%	145.8%	138.9%	156.2%	127.3%	96.4%
研究開発費 ※ 投資効率(3年間) R&D Investment Efficiency (total three years)	101.7%	135.6%	100.0%	120.6%	130.8%	144.9%	151.2%	148.8%	146.8%	140.5%	125.5%
①	27,434	29,282	36,055	42,450	49,869	55,963	59,610	60,532	60,556	58,118	52,704
②	26,977	21,597	36,055	35,199	38,134	38,633	39,424	40,674	41,255	41,372	41,983

①: 3年間の営業利益総額 Operating Income (total three years) ②: 3年間の研究開発費総額 R&D Investment (total three years)

※1 研究開発費投資効率(当期) = 営業利益 / 研究開発費
 $R\&D\ Investment\ Efficiency\ (one\ year) = \text{Operating Income} / R\&D\ Expenses$

※2 研究開発費投資効率(3年間の総額) = ①3年間の営業利益総額 / ②3年間の研究開発費総額
 $R\&D\ Investment\ Efficiency\ (Total\ of\ three\ years) = \text{①Operating Income (total three years)} / \text{②R\&D Investment (total three years)}$

総資産経常利益率 Return on Assets (ROA)



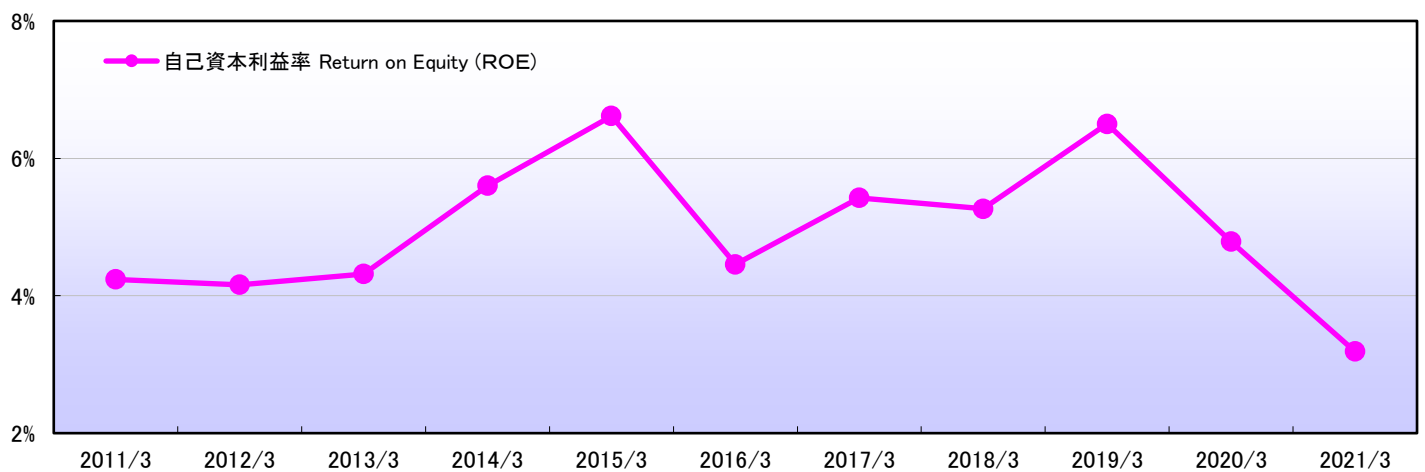
(百万円 Millions of yen)

決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
総資産経常利益率※ Return on Assets (ROA)	5.6%	5.9%	5.2%	6.0%	6.5%	5.3%	5.4%	5.7%	6.6%	5.0%	4.4%
経常利益 Ordinary Income	11,028	11,908	13,695	19,764	22,211	17,583	17,205	17,553	20,575	15,657	14,115
総資産 Total Assets	198,019	205,244	319,077	340,943	346,613	321,672	312,821	302,825	318,228	308,763	331,214

※ 総資産経常利益率 = 当期経常利益 / ((前期総資産 + 当期総資産) / 2)

Return on Assets = Ordinary income / Average of total assets at the beginning and end of the fiscal year

自己資本当期純利益率 Return on Equity (ROE)



(百万円 Millions of yen)

決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
自己資本当期純利益率※ Return on Equity (ROE)	4.2%	4.2%	4.3%	5.6%	6.6%	4.5%	5.4%	5.3%	6.5%	4.8%	3.2%
親会社株主に帰属する 当期純利益 Net income attributable to owners of parent	6,229	6,246	6,873	9,939	12,887	8,829	10,382	9,892	12,256	8,961	6,044
自己資本 Ownership Equity	148,485	151,891	166,664	188,199	201,431	194,840	187,949	187,780	189,238	185,196	194,015

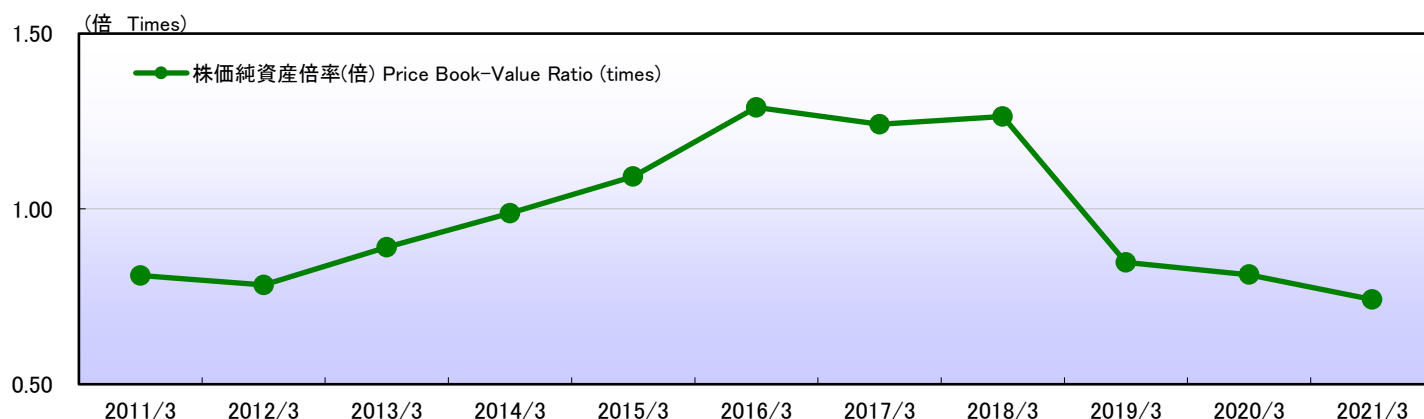
※ 自己資本当期純利益率 = 当期純利益 / ((前期自己資本 + 当期自己資本) / 2)

ROE = Net income / Average of ownership equity at the beginning and end of the fiscal year

自己資本 = 純資産 - 非支配株主持分

Ownership equity = Net assets - Minority interests

株価純資産倍率 Price Book-Value Ratio (PBR)



決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
株価純資産倍率(倍) Price Book-Value Ratio (times) ※	0.81	0.78	0.89	0.99	1.09	1.29	1.24	1.26	0.85	0.81	0.74
株価(円) Stock Price (yen) ※	1,831	1,811	2,259	2,829	3,350	3,825	3,650	3,795	2,656	2,490	2,380
1株当たり純資産(円) Book-Value per Share (yen) ※	2,260.47	2,312.33	2,537.23	2,865.09	3,066.53	2,966.22	2,939.78	3,003.62	3,133.54	3,064.61	3,209.29

※1 株価純資産倍率=株価/1株当たり純資産

Price Book-Value Ratio=Stock Price / Book-Value per Share (BPS)

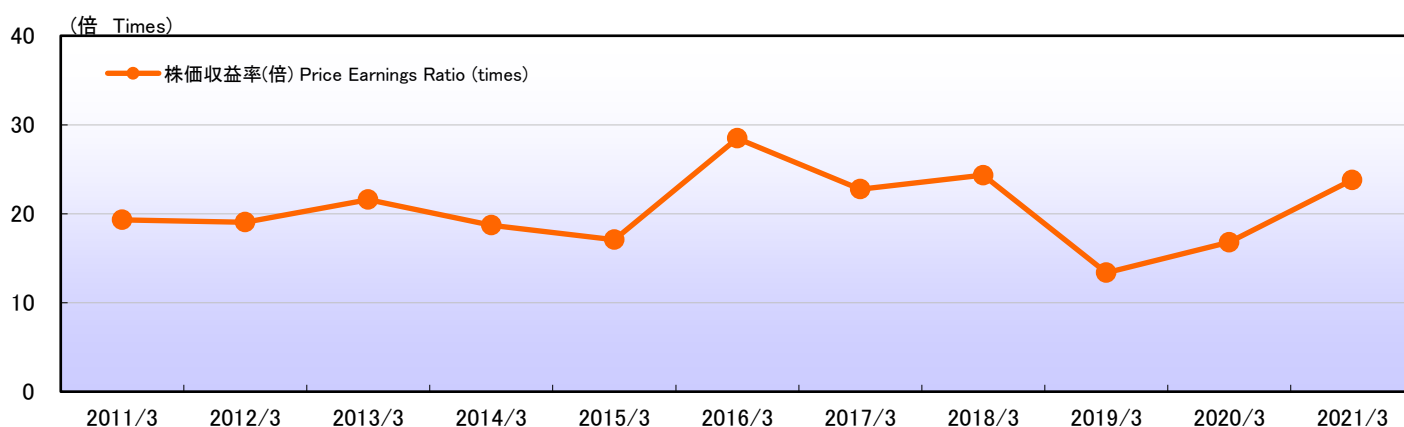
※2 各期の期末株価

Stock price is as of each fiscal year end.

※3 1株当たり純資産=純資産/(期末発行済株式総数-期末自己株式数)

BPS=Net Assets / (Numbers of shares issued at the end of each fiscal year - Number of treasury shares at the end of each fiscal year)

株価収益率 Price Earnings Ratio (PER)



決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
株価収益率(倍) Price Earnings Ratio (times) ※	19.3	19.0	21.6	18.7	17.1	28.5	22.8	24.3	13.4	16.8	23.8
株価(円) Stock Price (yen) ※	1,831	1,811	2,259	2,829	3,350	3,825	3,650	3,795	2,656	2,490	2,380
1株当たり 当期純利益(円) Earnings per Share (yen) ※	94.83	95.09	104.64	151.31	196.19	134.38	160.35	155.96	198.71	148.31	100.00

※1 株価収益率 = 株価/1株当たり当期純利益

PER=Stock Price / Earnings per Share (EPS)

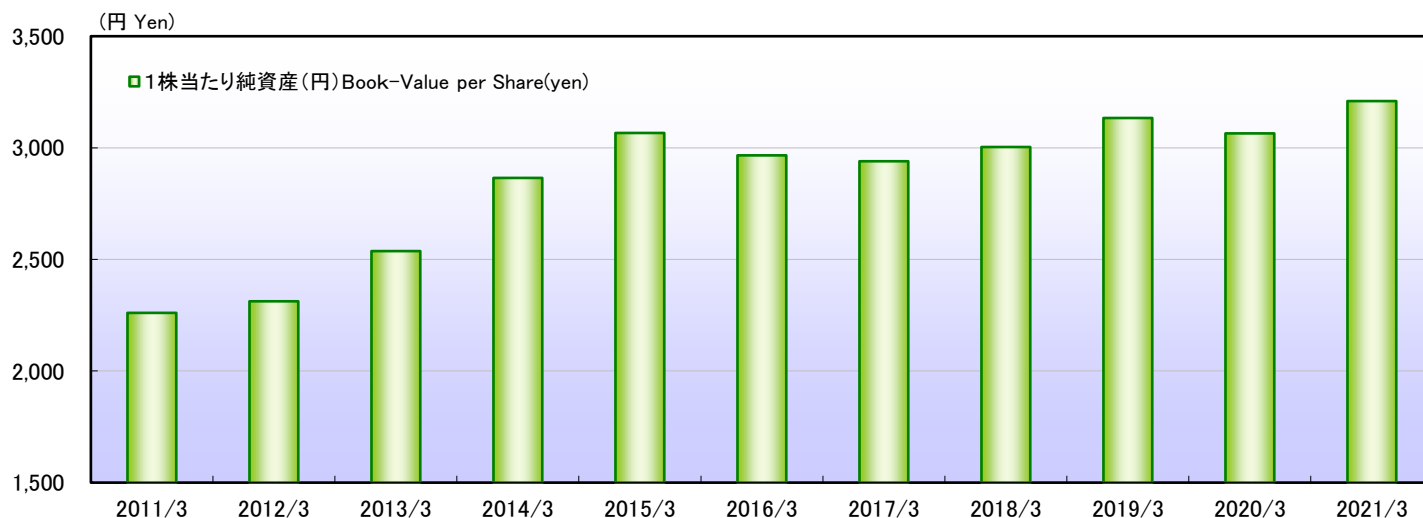
※2 各期の期末株価

Stock price is as of each fiscal year end.

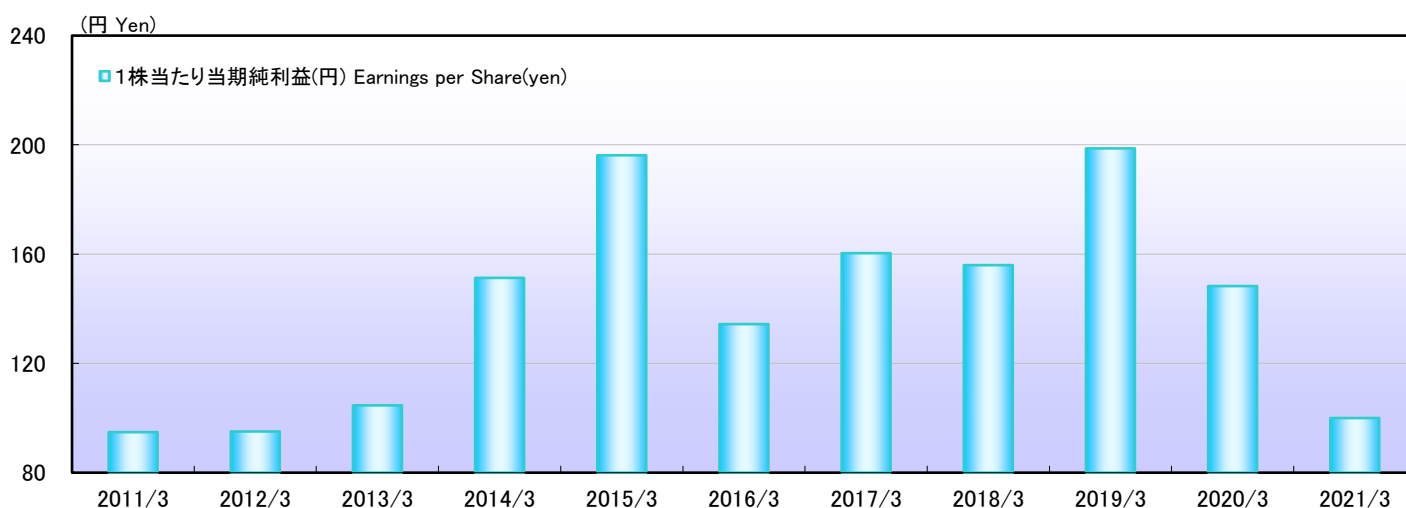
※3 1株当たり当期純利益 = 当期純利益/期中平均株式数

EPS=Net Income / Average number of shares during each fiscal year

一株当たりの純資産 Book-Value per Share (BPS)



一株当たりの当期純利益 Earnings per Share (EPS)



決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
1株当たり純資産(円) [※] Book-Value per Share (yen)	2,260.47	2,312.33	2,537.23	2,865.09	3,066.53	2,966.22	2,939.78	3,003.62	3,133.54	3,064.61	3,209.29
1株当たり当期純利益(円) [※] Earnings per Share (yen)	94.83	95.09	104.64	151.31	196.19	134.38	160.35	155.96	198.71	148.31	100.00
配当性向(%) [※] Payout Ratio (%)	39.0	44.2	42.0	32.4	27.5	41.7	37.4	52.6	32.2	44.5	66.0
配当利回り(%) [※] Dividend Yield (%)	2.02	2.32	1.95	1.73	1.61	1.46	1.64	2.16	2.41	2.65	2.77
1株当たり配当額(円) Dividends per Share (yen)	37	42	44	49	54	56	60	82	64	66	66
発行済株式総数(株) Numbers of Shares Issued	68,638,210	68,638,210	68,638,210	68,638,210	68,638,210	68,638,210	68,638,210	68,638,210	68,638,210	63,638,210	63,638,210

※1 1株当たり純資産=純資産/(期末発行済株式総数-期末自己株式数)

BPS=Net Assets / (Numbers of shares issued at the end of each fiscal year - Number of treasury shares at the end of each fiscal year)

※2 1株当たり当期純利益=当期純利益/期中平均株式数

EPS=Net Income / Average number of shares during each fiscal year

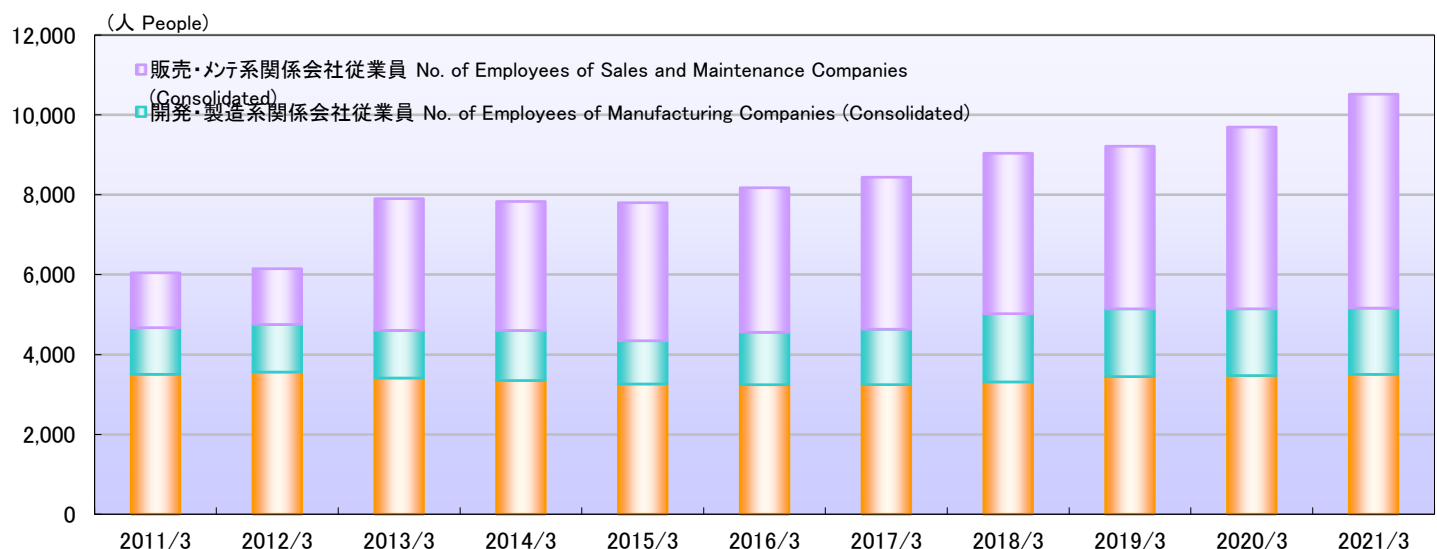
※3 配当性向=1株当たり配当額/1株当たり当期純利益

Payout Ratio=Dividends per Share / Earnings per Share

※4 配当利回り=1株当たり配当額/期末株価

Dividend Yield=Dividends per Share / Stock Price at the end of each fiscal year

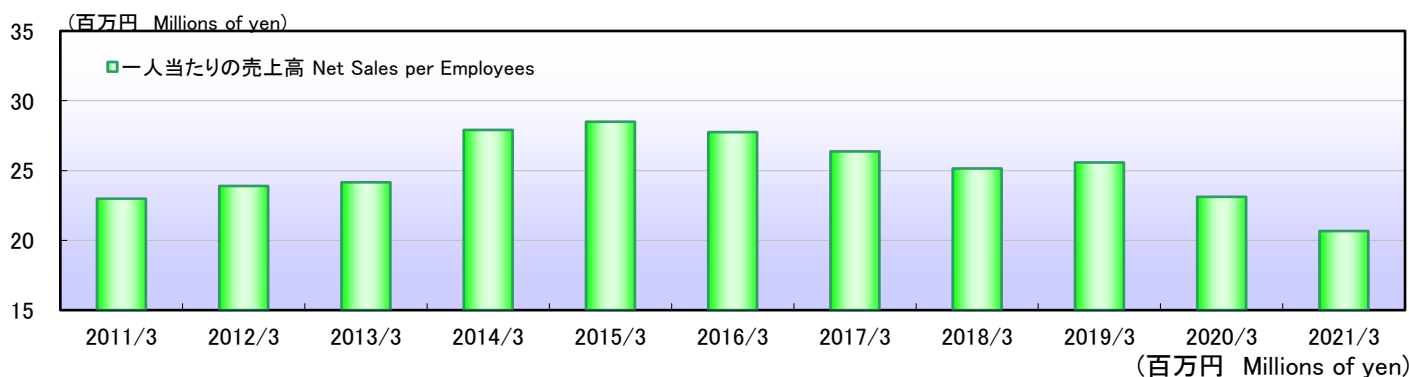
従業員数 Number of Employees



決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
グループ従業員 (連結対象) No. of Employees of Group Companies (Consolidated)	6,046	6,149	7,903	7,833	7,802	8,177	8,440	9,040	9,217	9,696	10,520
従業員(単独) No. of Employees of GLORY LTD.	3,504	3,561	3,412	3,349	3,262	3,244	3,246	3,314	3,447	3,473	3,503
開発・製造系関係会社 従業員 No. of Employees of Manufacturing Companies	1,168	1,192	1,193	1,255	1,083	1,314	1,388	1,709	1,697	1,672	1,661
販売・メンテナンス系関係会社 従業員 No. of Employees of Sales and Maintenance Companies	1,374	1,396	3,298	3,229	3,457	3,619	3,806	4,017	4,073	4,551	5,356

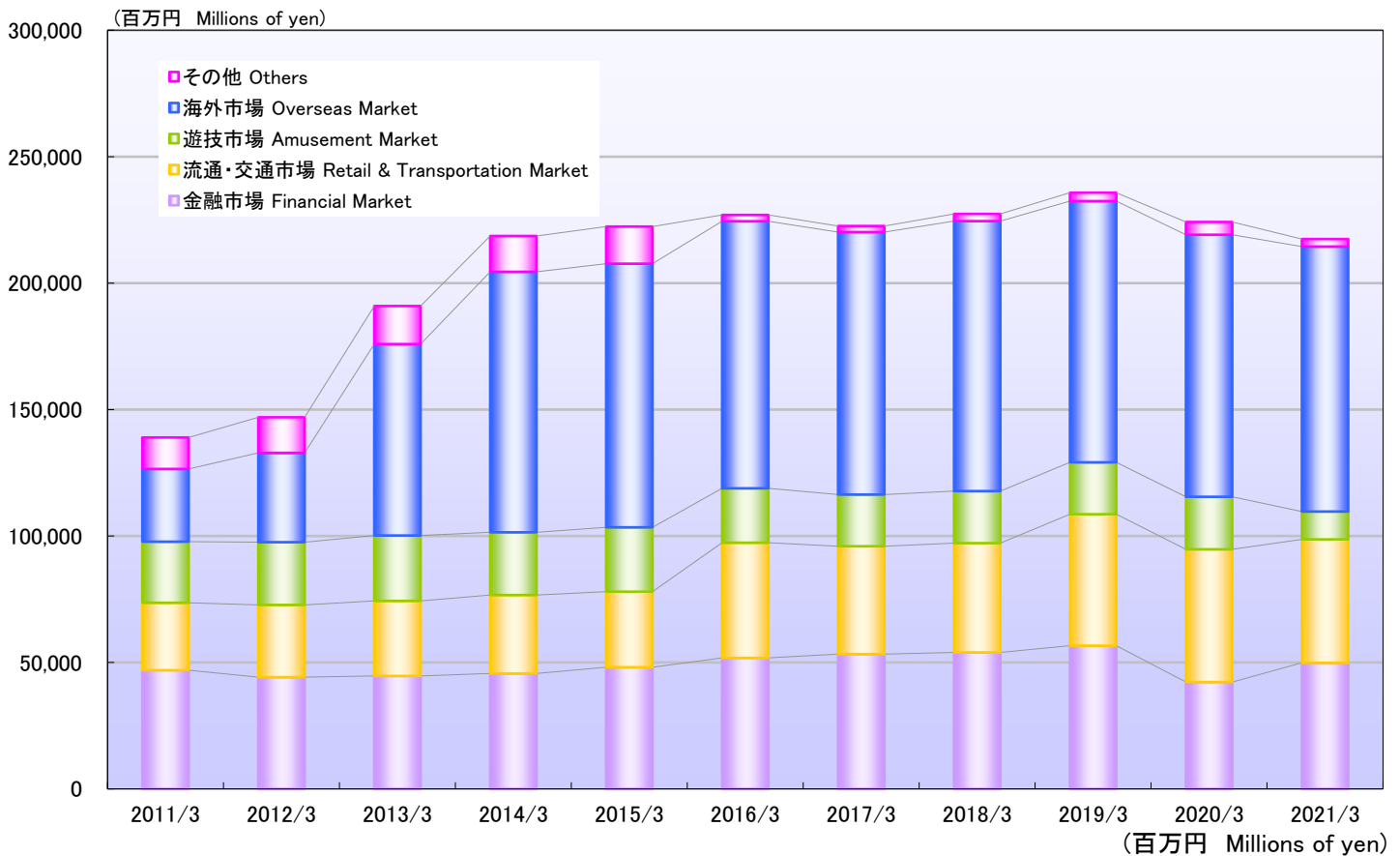
※1 Talaris Topco Limitedを買収したことにより増加しています。
The number of employees increased due to acquisition of Talaris Topco Limited in 2013/3.

一人当たりの売上高 Net Sales per Employees



決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
一人当たりの売上高 (連結) Net Sales per Employees (Consolidated)	23	24	24	28	28	28	26	25	26	23	21

セグメント別売上高 Sales by Business Segment



決算期 Fiscal Year	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
金融市場 ※ Financial Market	46,936	44,191	44,679	45,654	48,116	51,819	53,301	53,970	56,636	42,262	49,877
	33.8%	30.1%	23.4%	20.9%	21.6%	22.8%	23.9%	23.7%	24.0%	18.9%	22.9%
流通・交通市場 ※ Retail & Transportation Market	26,666	28,566	29,670	31,007	29,886	45,531	42,657	43,216	51,985	52,487	48,789
	19.2%	19.4%	15.5%	14.2%	13.4%	20.1%	19.2%	19.0%	22.0%	23.4%	22.4%
遊技市場 Amusement Market	24,161	24,811	25,845	24,811	25,432	21,506	20,434	20,570	20,511	20,753	11,020
	17.4%	16.9%	13.5%	11.3%	11.4%	9.5%	9.2%	9.0%	8.7%	9.3%	5.1%
海外市場 ※ Overseas Market	28,753	35,306	75,688	103,002	104,241	105,595	103,787	106,758	103,287	103,621	104,765
	20.7%	24.0%	39.6%	47.1%	46.9%	46.5%	46.6%	47.0%	43.8%	46.2%	48.2%
その他 Others	12,446	14,062	15,055	14,156	14,679	2,498	2,400	2,845	3,341	5,045	2,969
	9.0%	9.6%	7.9%	6.5%	6.6%	1.1%	1.1%	1.3%	1.4%	2.3%	1.4%
売上高 Net Sales	138,964	146,937	190,938	218,632	222,356	226,952	222,581	227,361	235,762	224,170	217,423
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

※1 2017/3より、以下の通り製品のセグメント分類を変更いたしました。2016/3の実績につきましては、遡及適用後の数値を記載しております。

1. 当選金払出ユニット:「その他」→「金融市場」

2. たばこ販売機、診療費支払機、社員食堂システム及び自書式投票用紙分類機:「その他」→「流通・交通市場」

From 2017/3, the following products has been reclassified as below:

1. Banknote recycling modules for horse race ticket vending machines: from "Others" to "Financial market"

2. Cigarette vending machines, medical payment kiosks, RFID self-checkout systems for cafeterias, ballot sorters for handwritten ballots: from "Others" to "Retail and transportation market"

The financial figures for 2016/3 are based on the new segment classification.

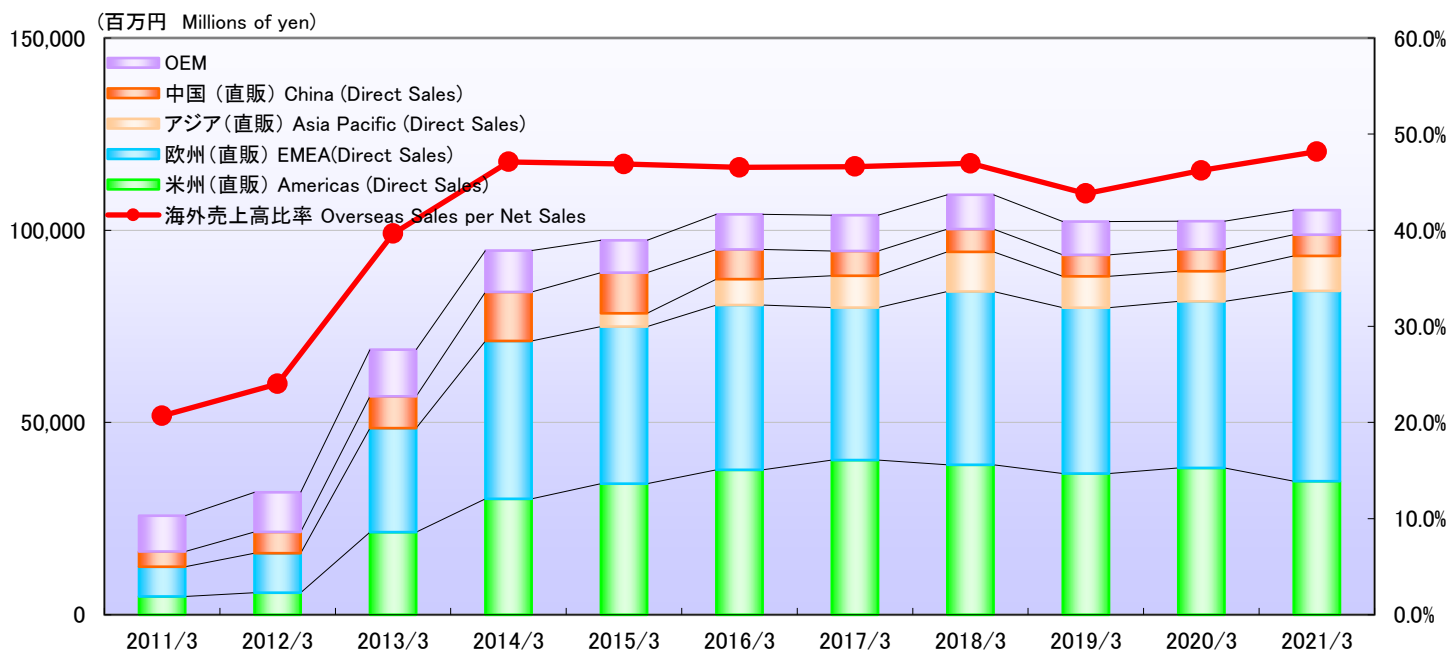
パーセントは売上高に対する比率です。

Each percentage shows segment sales ratio to net sales.

※2 Talaris Topco Limitedを買収したことにより増加しています。

The number of employees increased due to acquisition of Talaris Topco Limited in 2013/3.

海外売上高 Overseas Sales by Geographical Segment



(百万円 Millions of yen)

決算期 Fiscal Year	2011/3	2012/3	2013/3 ^{※3}	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
米州 Americas	5,988	8,493	24,499	-	-	-	-	-	-	-	-
直販 Direct Sales	4,763	5,742	21,489	30,157	34,092	37,692	40,230	39,008	36,728	38,189	34,741
OEM ^{※2} OEM	1,225	2,751	3,010	-	-	-	-	-	-	-	-
欧州 EMEA	14,710	16,335	33,289	-	-	-	-	-	-	-	-
直販 Direct Sales	7,732	10,271	27,045	41,053	40,853	42,857	39,659	45,063	43,140	43,313	49,483
OEM ^{※2} OEM	6,978	6,064	6,243	-	-	-	-	-	-	-	-
アジア Asia Pacific	8,054	10,477	17,899	-	-	-	-	-	-	-	-
直販 Direct Sales	6,951	8,984	15,011	21,012	20,884	15,910	14,590	13,755	14,757	14,802	14,153
内 中国 ^{※1} China	3,960	5,523	8,274	12,736	10,570	7,724	6,437	5,912	5,578	5,694	5,521
OEM ^{※2} OEM	1,103	1,493	2,887	-	-	-	-	-	-	-	-
海外売上高(合計) Overseas Sales (total)	28,753	35,306	75,688	103,002	104,241	105,595	103,787	106,758	103,287	103,621	104,765
直販 Direct Sales	19,447	24,997	63,547	92,224	95,830	96,460	94,481	97,828	94,626	96,305	98,379
OEM OEM	9,306	10,309	12,141	10,778	8,411	9,135	9,306	8,930	8,661	7,316	6,386
海外売上高比率 Overseas Sales per Net Sales	20.7%	24.0%	39.6%	47.1%	46.9%	46.5%	46.6%	47.0%	43.8%	46.2%	48.2%
国内売上高 Domestic Sales	110,211	111,631	115,250	115,630	118,115	121,357	118,794	120,603	132,475	120,549	112,658

※1 中国(直販)売上高は、2010/3より連結決算に組み込まれています。

Direct sales in China was included in consolidated accounting from 2010/3.

※2 地域別のOEM売上高は、2014/3より公表しておりません。

OEM sales of each geographical segment are not disclosed from 2014/3.

パーセントは海外売上高に対する比率です。

Each percentage shows sales per overseas sales.

※3 Talaris Topco Limitedを買収したことにより増加しています。

The number of employees increased due to acquisition of Talaris Topco Limited in 2013/3.