UNITED STATES

    SECURITIES AND EXCHANGE COMMISSION
    
        WASHINGTON, D.C. 20549
            FORM 10-Q
    (X) QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15 (d) OF THE SECURITIES EXCHANGE
ACT OF 1934
For the quarterly period ended March 31, 1999
(_) TRANSITION REPORT PURSUANT TO SECTION 13 OR 15 (d) OF THE SECURITIES
EXCHANGE ACT OF 1934
For the transition period from
$\qquad$ to $\qquad$
For Quarter Ended March 31, 1999 Commission File Number 0-23702
STEVEN MADDEN, LTD.
(Exact name of Registrant as specified in its charter)

## NEW YORK

(State or other jurisdiction of (I.R.S. Employer Identification No.) incorporation or organization)

52-16 Barnett Avenue, Long Island City, New York 11104
(Address of principal executive offices) (Zip Code)
(718) 446-1800 Registrant's telephone number, including area code ..... (718) 446-1800
Indicate by check mark whether the Registrant (1) has filed all reports requiredto be filed by Section 13 of 15 (d) of the Securities and Exchange Act of 1934during the preceding 12 months and (2) has been subject to such filingrequirements for the past 90 days.
Yes [X] No [ ]
Outstanding as of May 06, 1999

Class Common Stock


## 1

STEVEN MADDEN, LTD.
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ASSETS
Current assets:
Cash and cash equivalents
Investments
Accounts receivable - net of allowances of \$499,000 and \$462,000
Due from factor - net of allowances of $\$ 391,000$ and $\$ 351,000$
Inventories
Prepaid advertising
Prepaid expenses and other current assets
Deferred taxes

Total current assets
Property and equipment, net
Deferred taxes
Deposits and other
Cost in excess of fair value of net assets acquired - net of accumulated amortization of \$332,000 and \$297,000

## LIABILITIES

Current liabilities:
Current portion of lease payable
Accounts payable and accrued expenses
Accrued bonuses

## Total current liabilities

Deferred rent
Lease payable, less current portion

## Contingencies (Note D)

STOCKHOLDERS' EQUITY
Common stock - $\$ .0001$ par value, 60,000,000 shares authorized, 10,944,843
and 10,940,643 issued and outstanding
Additional paid-in capital
Retained earnings
Unearned compensation
Treasury stock at cost - 276,104 and 270,204 shares

| $\begin{gathered} \text { MARCH 31, } \\ 1999 \end{gathered}$ | $\begin{gathered} \text { DECEMBER 31, } \\ 1998 \end{gathered}$ |
| :---: | :---: |
| (UNAUDITED) |  |
| \$ 13,556,000 | \$ 14,642,000 |
|  | 499, 000 |
| 854, 000 | 924, 000 |
| 14,171, 000 | 9,357, 000 |
| 7,043,000 | 7,971, 000 |
| 710, 000 | 896,000 |
| 2,674,000 | 2, 091, 000 |
| 534, 000 | 534, 000 |
| 39,542,000 | 36,914, 000 |
| 9,679,000 | 8,991, 000 |
| 293,000 | 293,000 |
| 251, 000 | 247,000 |
| 2,448, 000 | 2,483, 000 |
| \$ 52, 213,000 | \$ 48, 928, 000 |
| \$ 136,000 | \$ 106,000 |
| 4,665,000 | 2,950,000 |
| 220,000 | 231, 000 |
| 5, 021, 000 | 3,287, 000 |
| 476, 000 | 385, 000 |
| 272,000 | 296,000 |
| 5,769, 000 | 3,968, 000 |
| 1,000 | 1,000 |
| 36,625,000 | 36,601, 000 |
| 12,667, 000 | 11, 256, 000 |
| (1,565, 000) | (1,661, 000) |
| $(1,284,000)$ | $(1,237,000)$ |
| 46,444, 000 | 44, 960, 000 |
| \$ 52, 213,000 | \$ 48, 928, 000 |

39,542,000
9,679,000 293, 000 251, 000

2,448, 000
\$ 52, 213, 000
\$ 48, 928, 000

| STEVEN MADDEN, LTD. AND SUBSIDIARIES |
| :--- |
| CONSOLIDATED STATEMENTS OF OPERATIONS |
| (UNAUDITED) |

CONSOLIDATED STATEMENTS OF CASH FLOWS (UNAUDITED)

## CASH FLOWS FROM OPERATING ACTIVITIES:

Net income
Adjustments to reconcile net income to net cash used in operating activities:
Depreciation and amortization
Deferred compensation
Provision for doubtful accounts and chargebacks
Deferred rent expense
Changes in:
Accounts receivable
Due from factor
Inventories
Prepaid expenses and other assets
Accounts payable and accrued expenses
Accrued bonuses

Net cash used in operating activities

CASH FLOWS FROM INVESTING ACTIVITIES:
Purchase of property and equipment
Maturity of investment securities

Net cash used in investing activities

CASH FLOWS FROM FINANCING ACTIVITIES:
Proceeds from options, units and warrants exercised - net Purchase of treasury stock Payment of lease obligations

Net cash provided by (used in) financing activities

NET DECREASE IN CASH AND CASH EQUIVALENTS
Cash and cash equivalents - beginning of period

CASH AND CASH EQUIVALENTS - END OF PERIOD
SUPPLEMENTAL DISCLOSURE OF NONCASH INVESTING AND FINANCING ACTIVITIES:
Acquisition of leased assets

THREE MONTHS ENDED
MARCH 31,
1999
1998

| \$ 1,411,000 | \$ | 773,000 |
| :---: | :---: | :---: |
| 396, 000 |  | 297, 000 |
| 96,000 |  | 37,000 |
| 77,000 |  | 56,000 |
| 91,000 |  | 71,000 |
| 33,000 |  | $(763,000)$ |
| $(4,854,000)$ |  | $(1,104,000)$ |
| 928,000 |  | $(1,028,000)$ |
| (401, 000) |  | 982, 000 |
| 1,715, 000 |  | (71, 000) |
| $(11,000)$ |  | (412, 000) |
| $(519,000)$ |  | $(1,162,000)$ |
| $(1,017,000)$ |  | (826, 000) |
| 499, 000 |  | 504, 000 |
| $(518,000)$ |  | ( 322, 000) |
| 24,000 |  | 1,217,000 |
| (47, 000) |  |  |
| $(26,000)$ |  | $(12,000)$ |
| $(49,000)$ |  | 1,205,000 |
| $(1,086,000)$ |  | (279, 000) |
| 14,642, 000 |  | 3,887, 000 |
| \$ 13,556,000 | \$ | 3,608, 000 |

\$ 32,000

NOTES TO FINANCIAL STATEMENTS
MARCH 31, 1999

## NOTE A - BASIS OF REPORTING

The accompanying unaudited financial statements have been prepared in accordance with generally accepted accounting principles for interim financial information and with the instructions to Form 10-Q. Accordingly, they do not include all of the information and footnotes required by generally accepted accounting principles for complete financial statements. In the opinion of management, such statements include all adjustments (consisting only of normal recurring items) which are considered necessary for a fair presentation of the financial position of Steven Madden, Ltd. and subsidiaries (the "Company") as of March 31, 1999, and the results of their operations and cash flows for the three-month period then ended. The results of operations for the three-month period ended March 31, 1999 are not necessarily indicative of the operating results for the full year. It is suggested that these financial statements be read in conjunction with the financial statements and related disclosures for the year ended December 31, 1998 included in the Annual Report of Steven Madden, Ltd. on Form 10-K.

NOTE B - INVENTORIES
Inventories, which consist of finished goods, are stated at the lower of cost (first-in, first-out method) or market.

## NOTE C - NET INCOME PER SHARE OF COMMON STOCK

Basic income per share is based on the weighted average number of common shares outstanding during the year. Diluted income per share reflects the potential dilution assuming common shares were issued upon the exercise of outstanding options and warrants and the proceeds thereof were used to purchase outstanding common shares.

## NOTE D - PENDING LITIGATION

On or about March 13, 1998, the Company and Stav Efrat were sued by Ooga Associated Corp. ("Ooga"), a design and construction firm previously engaged by the Company to design and construct certain of the Company's retail shoe stores. In this action, which is pending in the Supreme Court of New York, County of New York, Ooga principally alleges that (i) the Company breached an oral contract pursuant to which it engaged Ooga to exclusively design and build the Company's retail shoe stores, (ii) the Company induced Mr. Efrat, an officer and director of Ooga, to breach his fiduciary duties to Ooga by improperly employing his services, and (iii) the Company misappropriated Ooga's trade secrets by impermissibly using store designs and concepts owned by Ooga. In its lawsuit, Ooga seeks damages consisting of amounts based on its prospective earnings under the alleged oral contract with the Company, its lost earnings on certain projects it claims to have abandoned or forgone in reliance on the alleged oral contract with the Company, and on the value of the designs and concepts allegedly misappropriated by the Company and also seeks an injunction prohibiting the Company from using Ooga's designs or other proprietary information, from employing any Ooga employees or interfering the Ooga's contractual relationships with its customers. On October 22, 1998, the Court orally dismisses Ooga's breach of contract claims and on January 7, 1999, the Court suspended the action based on the failure of Ooga to be present for a mandatory court conference. The action is subject to being revived upon application by Ooga within a one year period. The Company believes that Ooga's claims are completely without merit, and intends to vigorously contest its lawsuit.

The following discussion of the Company's financial condition and results of operations should be read in conjunction with the Financial Statements and Notes thereto appearing elsewhere in this document.

Statements in this "Management's Discussion and Analysis of Financial Condition and Results of Operations" and elsewhere in this document as well as statements made in press releases and oral statements that may be made by the Company or by officers, directors or employees of the Company acting on the Company's behalf that are not statements of historical or current fact constitute "forward looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements involve known and unknown risks, uncertainties and other unknown factors that could cause the actual results of the Company to be materially different from the historical results or from any future results expressed or implied by such forward-looking statements. In addition to statements which explicitly describe such risks and uncertainties, readers are urged to consider statements labeled with the terms "believes", "belief", "expects", "intends", "anticipates" or "plans" to be uncertain forward-looking statements. The forward looking statements contained herein are also subject generally to other risks and uncertainties that are described from time to time in the Company's reports and registration statements filed with the Securities and Exchange Commission.

The following table sets forth information on operations for the periods indicated:
PERCENTAGE OF NET REVENUES
THREE MONTHS ENDED
MARCH 31

CONSOLIDATED:

Net Sales
Cost of Sales
Other Operating Income
Operating Expenses
Income from Operations
Interest Income (Expense) Net
Income Before Income Taxes
Net Income


| $\$ 26,731,000$ | $100 \%$ | $\$ 16,511,000$ | $100 \%$ |
| ---: | :---: | ---: | :---: |
| $15,789,000$ | 59 | $9,485,000$ | 57 |
| 691,000 | 3 | 764,000 | 5 |
| $9,353,000$ | 35 | $6,451,000$ | 39 |
| $2,280,000$ | 9 | $1,339,000$ | 8 |
| 174,000 | 1 | $(26,000)$ | 0 |
| $2,454,000$ | 9 | $1,313,000$ | 8 |
| $1,411,000$ | 5 | 773,000 | 5 |

By Segment
WHOLESALE DIVISIONS:

- ----------------

STEVEN MADDEN, LTD.
Net Sales
Cost of Sales
Other Operating Income

Operating Expenses
Income from Operations
DIVA ACQUISITION CORP.
Net Sales
Cost of Sales
Operating Expenses
Income (Loss) from Operations
L.E.I. FOOTWEAR:

Net Sales
Cost of sales
Operating Expenses
Income from Operations
STEVEN MADDEN RETAIL INC.:

- --------------------------

Net Sales
Cost of Sales
Operating Expenses
Income from Operations
ADESSO MADDEN INC.:
(FIRST COST)

| Other Operating Income | $\$ 550,000$ | $100 \%$ | $\$ 683,000$ | $100 \%$ |
| :--- | ---: | :---: | :---: | :---: |
| Operating Expenses | 435,000 | 79 | 317,000 | 46 |
| Income from Operations | 115,000 | 21 | 366,000 | 54 |

THREE MONTHS ENDED MARCH 31, 1999 VS. THREE MONTHS ENDED MARCH 31, 1998
CONSOLIDATED:
Sales for the three month period ended March 31, 1999 were $\$ 26,731,000$ or $62 \%$ higher than the $\$ 16,511,000$ recorded in the comparable period of 1998. The increase in sales is due to several factors including additional wholesale accounts, increased reorders, EDI size replenishment, increased retail sales due to the opening of twelve additional stores and three outlet stores during 1998 and three additional retail stores and one additional outlet store in the first quarter of 1999. Also, the Company's new l.e.i. Wholesale Division ("l.e.i. Wholesale") was launched in the third quarter of 1998 shipping to department stores throughout the country. l.e.i. Wholesale generated revenue of $\$ 5,378,000$ for the three month period ended March 31, 1999. As a result of additional distribution, management feels that "Steve Madden" as a brand name has increased in popularity nationwide. In turn, increased sales have enabled the Company to expand its advertising and in store concept efforts, all of which have contributed to the continuing increase in sales.

Gross profit as a percentage of sales decreased from $43 \%$ in 1998 to 41\% in 1999 due to rapid growth of Company's l.e.i. product line, which generally has lower selling prices per pair and lower gross margin. Also, the decrease was due to the changing product mix in Madden Wholesale in 1999 compared to 1998.
Additionally, higher margin sneakers sales dropped in 1999.
Selling, general and administrative (SG\&A) expenses increased by 45\% to $\$ 9,353,000$ in 1999 from $\$ 6,451,000$ in 1998 . The increase in SG\&A is due primarily to a 47\% increase in payroll, bonuses and related expenses from $\$ 2,475,000$ in 1998 to $\$ 3,628,000$ in 1999. Additionally, selling, designing and licensing costs increased expenses by $80 \%$ from $\$ 769,000$ in 1998 to $\$ 1,387,000$ in 1999. This is due in part to an increase in sales in the current period and to the Company's increased focus on selling, designing, and licensing activities. The increase in the number of retail outlets and expanded office facilities resulted in an increase in occupancy, telephone, utilities, computer, printing/supplies and depreciation expenses by $46 \%$ from $\$ 1,533,000$ in 1998 to \$2,242,000 in 1999.

Income from operations for 1999 was $\$ 2,280,000$ which represents an increase of $\$ 941,000$ or $70 \%$ over the income from operations of $\$ 1,339,000$ in 1998 . Net income increased by $83 \%$ to \$1,411,000 in 1999 from \$773,000 in 1998.

## WHOLESALE DIVISIONS:

Sales from the Steve Madden Wholesale Division ("Madden Wholesale"), accounted for $\$ 12,256,000$ or $46 \%$ and $\$ 10,299,000$ or $62 \%$ of total sales in the three month period ended March 31, 1999 and 1998, respectively. Gross profit as a percentage
of sales decreased from $40 \%$ in 1998 to $37 \%$ in 1999 due to the changing product mix in Madden Wholesale in 1999 compared to 1998. Additionally, higher margin sneakers sales dropped in 1999. Operating expenses increased by 8\%, from $\$ 3,586,000$ in 1998 to $\$ 3,855,000$ in 1999 . This increase is due to an increase in payroll and payroll related expenses principally due to the hiring of additional management personnel and an increase in occupancy expenses due to additional warehouse space needed for expanding EDI size replenishment inventory. Madden Wholesale income from operations was $\$ 836,000$ in 1999 compared to income from operations of $\$ 619,000$ in 1998.

Sales from the Diva Acquisition Corp. Wholesale Division ("Diva Wholesale") which markets the "David Aaron" brand name in footwear accounted for \$1,455,000 or $5 \%$, and $\$ 1,929,000$ or $12 \%$, of total sales in the three month period ended March 31, 1999 and 1998, respectively. Gross profit as a percentage of sales increased from $26 \%$ in 1998 to $31 \%$ in 1999 due to the purchase of a higher percentage of shoes from overseas suppliers, resulted in a lower cost per pair in 1999 compared to 1998. Operating expenses decreased by $27 \%$ from $\$ 365,000$ in 1998 to $\$ 268,000$ in 1999 due to decreases in management payroll, selling and designing expenses. Income from operations from Diva was \$177,000 in 1999 compared to income from operations of \$139,000 in 1998.

The Company's new l.e.i. Wholesale Division ("l.e.i. Wholesale") commenced shipping to department stores throughout the country in third quarter of 1998. l.e.i. Wholesale generated revenue of $\$ 5,378,000$ for the three month period ended March 31, 1999. l.e.i has been well received and has added to its distribution during the first quarter. l.e.i. is sold primarily in department stores, including Macy's - east and west, Burdines, Rich's, Hecht's, Filene's, Foley's, Dayton Hudson, Belk and Penney's. l.e.i is also being well received in specialty store chains such as Wet Seal and Journey's. l.e.i now sells in over 2000 doors in the United States.

## RETAIL DIVISION:

Sales from the Retail Division accounted for $\$ 7,642,000$ or $29 \%$ and $\$ 4,283,000$ or $26 \%$ of total revenues in 1999 and 1998, respectively. The increase in Retail Division sales is primarily due to the Company's opening of twelve additional stores and three outlet stores during 1998 and three additional retail stores and one additional outlet store during first quarter of 1999 all of which generated aggregate sales of $\$ 3,046,000$. Same store sales for the three month period ended March 31, 1999 increased by $10 \%$ over the same period of 1998. This increase in same store sales was driven by the demand for sandals with a wedge bottom and Maryjane styles of dress shoes. Also, during the first quarter of 1999, the Company completed it's stevenmadden.com internet site fulfillment center and expanded the number of workstations at the Long Island City offices dedicated to internet sales. The actual number of hits on the Company's site ( 7.1 million), unique users $(110,000)$ and the conversion rate (3.2\%) during the first quarter all exceeded the Company's projections. In the first quarter of 1999, the internet site generated sales equal to $73 \%$ of last years total sales. As the Company offers additional styles through its stevenmadden.com site, business on the site continues to grow.

Gross profit as a percentage of sales remains the same in the Retail Division. Selling, general and administrative expenses for the Retail Division increased to $\$ 3,818,000$ in 1999 from $\$ 2,183,000$ in 1998 . This increase is due to increases in payroll and related expenses, occupancy, printing, computer and depreciation expenses as a result of opening twelve additional stores and three outlet stores during 1998 and three additional retail stores and one additional retail outlet store in the firs quarter of 1999. Income from operations from the retail division was \$461,000 in 1999 compared to income from operations of \$215,000 in 1998.

## ADESSO-MADDEN DIVISION:

Adesso-Madden, Inc., a wholly owned subsidiary of the Company, generated commission revenues of $\$ 550,000$ for the three month period ended March 31, 1999 which represents a decrease over the commission revenues of $\$ 683,000$ in 1998 due to a shift by JC Penneys from ordering goods through Adesso Madden to ordering goods from l.e.i. Wolesale. However, the first cost division continues to expand its business by introducing additional styles in Kmart, Mel Disco and Target as well as, style of new brand Jordache. During the first quarter of 1999, the Company received orders from Walmart for eight styles of the Jordache footwear collection of women's and girls. The Company expects the first shipments of Jordache shoes to be made in June of 1999. Operating expenses increased by $37 \%$ from $\$ 317,000$ in 1998 to $\$ 435,000$ in 1999 due to increases in occupancy, computer and payroll and payroll related expenses. Income from operations from Adesso-Madden was $\$ 115,000$ in 1999 compared to income from operations of \$366,000 in 1998.

## LIQUIDITY AND CAPITAL RESOURCES

The Company had working capital of $\$ 34,521,000$ at March 31, 1999 which represents an increase of $\$ 16,375,000$ in working capital from March 31,1998.

The Company's customers purchasing shoes consist principally of department stores and specialty stores, including shoe boutiques. Presently, the Company sells approximately sixty percent (60\%) of its products to department stores, including Federated Department Stores (Bloomingdales, Bon Marche, Burdines, Macy's and Rich's), May Department Stores (Famous Barr, Filene's, Foley's, Hecht's, Kaufmann's, Meier \& Frank and Robinsons May), Dillard's, Dayton-Hudson and Nordstorm, approximately forty percent (40\%) to specialty stores, including Journey's, Wet Seal and The Buckle and catalog retailers, including Victoria's Secret and Fingerhut. Federated Department Stores and Nordstorm's presently account for approximately twenty percent (20\%) and seventeen percent (17\%) of the Company's sales, respectively.

## OPERATING ACTIVITIES

During the three month period ended March 31, 1999, cash used by operating activities was $\$ 519,000$. Uses of cash arose principally from an increase in accounts receivable factored of $\$ 4,854,000$ and an increase in prepaid expenses
and other assets. Cash was provided principally by an increase in accounts payable and accrued expenses of $\$ 1,715,000$ and a decrease in inventories of \$928, 000 .

The Company has lease agreements for office, warehouse, and retail space, expiring at various times through 2010. Future obligations under these lease agreements total approximately \$33,000,000.

The Company has employment agreements with various officers currently providing for aggregate annual salaries of approximately $\$ 1,550,000$, subject to annual bonuses and annual increases as may be determined by the Company's Board of Directors. In addition, as part of the employment agreements, the Company is committed to pay incentive bonuses based on income before interest, depreciation and taxes to the certain officers.

The Company continues to increase its supply of products from foreign manufacturers, the majority of which are located in Brazil and Mexico. Although the Company has not entered into long-term manufacturing contracts with any of these foreign companies, the Company believes that a sufficient number of alternative sources exist outside of the United States for the manufacture of its products if current suppliers need to be replaced. In addition, because the Company deals with U.S. currency for all transactions and intends to continue to do so, the Company believes there should be no foreign exchange considerations.

INVESTING ACTIVITIES
During the three month period ended March 31, 1999, the Company used cash of $\$ 1,017,000$ to acquire computer equipment and make leasehold improvements on new retail stores, warehouse space and office space.

## FINANCING ACTIVITIES

During the three month period ended March 31, 1999, the Company received $\$ 24,000$ from the exercise of options.

## LICENSE AGREEMENTS

As of January 1, 1999 an affiliate of the Jordache organization, is the Company's jeanswear and sportswear licensee. The previous license agreement with Winer Industries was mutually ended. The Company's license income increased by $75 \%$ from $\$ 81,000$ in the first quarter of 1998 to $\$ 142,000$ in the first quarter of 1999. By March 31, 1999, the Company had eight license partners covering ten product categories. The Company is exploring additional licensing opportunities.

As of January 1, 1999, Jordache organization
the Company entered into a license agreement with the that will enable the Company to use the Jordache brand
name in the mass channels of distribution, such as Walmart. The Company believes that this strategy will continue to support the growth of its Adesso Madden subsidiary shipping in June 1999.

YEAR 2000
The Company recognizes that a challenging problem exists in that many computer systems worldwide do not have the capability of recognizing the year 2000 or the years thereafter. No easy technological "quick fix" has yet been developed for this problem. The Company is expending approximately $\$ 200,000$ to assure that its computer systems are reprogrammed in time to effectively deal with transactions in the year 2000 and beyond. This "year 2000 Computer Problem" creates risk for the Company from unforeseen problems in its own computer systems and from third parties with whom the Company deals. Such failures of the Company and/or third parties' computer systems could have a material adverse effect on the Company and its business in the future.

## INFLATION

The Company does not believe that inflation has had a material adverse effect on sales or income during the past several years. Increases in supplies or other operating costs could adversely affect the Company's operations; however, the Company believes it could increase prices to offset increases in costs of goods sold or other operating costs.

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report on Form 10-Q to be signed on its behalf by the undersigned thereunto duly authorized.

## STEVEN MADDEN, LTD.

/s/ ARVIND DHARIA
Arvind Dharia
Chief Financial officer

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STEVEN MADDEN, LTD.
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