For the quarterly period ended September 30, 1996

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For the transition period from to
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$\qquad$
For Quarter Ended September 30, 1996 Commission File Number 0-23702

## STEVEN MADDEN, LTD.

(Exact name of Registrant as specified in its charter)
New York
(State or other jurisdiction of incorporation or organization)

52-16 Barnett Avenue, Long Island City, New York 11104
(Address of principal executive offices) (Zip Code)

Registrant's telephone number, including area code
(718) 446-1800

Indicate by check mark whether the Registrant (1) has filed all reports required to be filed by Section 13 of 15 (d) of the Securities and Exchange Act of 1934 during the preceding 12 months and (2) has been subject to such filing requirements for the past 90 days.

Yes X No

Outstanding at October 30, 1996
7,833,594
STEVEN MADDEN, LTD.FORM 10-OSB
QUARTERLY REPORT
SEPTEMBER 30, 1996
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## STEVEN MADDEN, LTD. AND SUBSIDIARIES

## CONSOLIDATED BALANCE SHEET

AS AT SEPTEMBER 30, 1996


## LIABILITIES AND STOCKHOLDERS' EQUITY



The accompanying notes to financial statements are an integral part hereof.

## STEVEN MADDEN, LTD. AND SUBSIDIARIES

## CONSOLIDATED STATEMENTS OF OPERATIONS

|  | Three Months Ended September 30, |  | Nine Months Ended September 30, |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 1996 | 1995 | 1996 | 1995 |
| Sales | \$ 13, 107, 319 | \$ 10,164, 804 | \$ 29,591, 329 | \$ 25, 893, 051 |
| Cost of sales . | 8,878,115 | 6,705,579 | 19,814, 098 | 17,060, 402 |
| Gross profit | 4,229,204 | 3,459,225 | 9,777,231 | 8,832,649 |
| Other revenue | 263,559 |  | 722,418 |  |
| Operating expenses | $(3,761,035)$ | $(1,797,613)$ | $(9,305,224)$ | $(4,748,834)$ |
| Income from operations | 731,728 | 1,661,612 | 1,194,425 | 4,083,815 |
| ```Interest income (expense), net``` | 72,908 | $(31,828)$ | 247,118 | $(96,355)$ |
| Income before provision for income taxes | 804,636 | 1,629,784 | 1,441,543 | 3,987,460 |
| Provision for income taxes | 322,000 | 619,126 | 583,000 | 1,345,126 |
| NET INCOME | $\begin{aligned} & \text { \$ } \quad 482,636 \\ & =========== \end{aligned}$ | $\begin{aligned} & \$ 1,010,658 \\ & ============ \end{aligned}$ | $\begin{aligned} & \$ 858,543 \\ & =========== \end{aligned}$ | $\begin{aligned} & \$ 2,642,334 \\ & ========== \end{aligned}$ |
| Net income per share of common stock: |  |  |  |  |
| Primary . . . . . | $\begin{aligned} & \text { \$ } \\ & ========== \\ & \hline \end{aligned}$ | $\begin{aligned} & \text { \$ } \\ & =========== \end{aligned}$ | $\begin{aligned} & \$ \\ & =========== \end{aligned}$ | $\$========$ |
| Weighted average common shares outstanding . | 10, 059,787 $========$ | =========== | ============ | $\begin{array}{r} 9,632,758 \\ =========== \end{array}$ |

The accompanying notes to financial statements are an integral part hereof.

## STEVEN MADDEN, LTD. AND SUBSIDIARIES

## CONSOLIDATED STATEMENT OF CHANGES IN STOCKHOLDERS' EQUITY

|  | Common <br> Shares | $\begin{aligned} & \text { Stock } \\ & -------~ \end{aligned}$ <br> Amount | $\begin{aligned} & \text { Additional } \\ & \text { Paid-in } \\ & \text { Capital } \end{aligned}$ | Retained Earnings | Treasury Stock | Unearned Compensation | Total Stockholders Equity |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Balance - December 31, 1995 | 6,415,776 | \$642 | \$11,179, 214 | \$2,049,593 |  | \$(464, 036 ) | \$12,765,413 |
| Exercise of stock options and warrants | 1,417,818 | 141 | 6,342,164 |  |  |  | 6,342,305 |
| Common stock purchased for treasury . |  |  |  |  | \$(264, 500) |  | $(264,500)$ |
| Net income |  |  |  | 858,543 |  |  | 858,543 |
| Amortization of unearned compensation |  |  |  |  |  | 107,814 | 107,814 |
| BALANCE - SEPTEMBER 30, 1996 | $7,833,594$ $=======$ | $\begin{aligned} & \$ 783 \\ & ==== \end{aligned}$ | $\$ 17,521,378$ $=========$ | $\begin{gathered} \$ 2,908,136 \\ ======== \end{gathered}$ | $\begin{aligned} & \$(264,500) \\ & ======== \end{aligned}$ | $\begin{aligned} & \$(356,222) \\ & ======== \end{aligned}$ | $\begin{aligned} & \$ 19,809,575 \\ & ========== \end{aligned}$ |

The accompanying notes to financial statements are an integral part hereof.

## STEVEN MADDEN, LTD. AND SUBSIDIARIES

## CONSOLIDATED STATEMENTS OF CASH FLOWS

|  | Nine Mon Septem | Ended <br> 30, |
| :---: | :---: | :---: |
|  | 1996 | 1995 |
| Cash flows from operating activities: |  |  |
| Net income | \$ 858,543 | \$ 2,642,334 |
| Adjustments to reconcile net income to net cash (used in) operating activities: |  |  |
| Depreciation and amortization . . . . . . | 168,545 | 71,154 |
| Deferred compensation | 107,814 | 75,026 |
| Provision for bad debts | 241,302 | 101,105 |
| Deferred rent expense | 13,714 | $(10,781)$ |
| Deferred taxes |  | $(72,688)$ |
| Excess of fair market value over option price on nonqualified stock options granted |  | 21,250 |
| Changes in operating assets and liabilities: |  |  |
| (Increase) in accounts receivable - nonfactored | $(1,497,236)$ | $(413,980)$ |
| (Increase) in due from factor | $(1,073,240)$ | $(3,136,590)$ |
| (Increase) in inventories . . | $(711,044)$ | $(370,328)$ |
| (Increase) decrease in prepaid expenses and other assets | $(841,900)$ | 122,777 |
| Increase in accounts payable and accrued expenses | 753,044 | 146,932 |
| (Decrease) increase in accrued bonuses | $(229,963)$ | 177, 259 |
| Increase in other current liabilities | 183, 452 | 197,492 |
| (Decrease) in accrued taxes | $(531,203)$ |  |
| Net cash (used in) operating activities | $(2,558,172)$ | $(449,038)$ |
| Cash flows from investing activities: |  |  |
| Purchase of equipment . | $(283,398)$ | $(217,285)$ |
| Loans to related party |  | $(224,038)$ |
| Acquisition of subsidiary | $(1,043,783)$ |  |
| Net cash (used in) investing activities | $(1,327,181)$ | $(441,323)$ |
| Cash flows from financing activities: |  |  |
| Proceeds from options and warrants exercised | 6,342,305 | 350, 300 |
| Proceeds from loans, net . . . . . . . . . . . . |  | 235,451 |
| Repayment of notes payable assumed in acquisition | $(476,286)$ |  |
| Purchase of treasury stock | $(264,500)$ |  |
| Net cash provided by financing activities | 5,601,519 | 585,751 |
| NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS | 1,716,166 | $(304,610)$ |
| Cash and cash equivalents - beginning of period | 4,123,214 | 2,537,217 |
| CASH AND CASH EQUIVALENTS - END OF PERIOD | \$ 5, 839,380 | \$ 2, 232,607 |

The accompanying notes to financial statements are an integral part hereof.

STEVEN MADDEN, LTD. AND SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS
[1] 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-QSB and Item 310(b) of Regulation S-B. 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 the Company at September 30, 1996, and the results of its operations, changes in stockholders' equity and cash flows for the three months and nine months then ended. The results of operations for the nine months ended September 30, 1996 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, 1995 included in the Steve Madden, Ltd. Form 10-KSB.
[2] Inventories:
Inventories, which consist of finished goods, are stated at the lower of cost (first-in, first-out method) or market.
[3] Net income per share of common stock:
Net income per share of common stock is computed based on the weighted average number of shares outstanding during the period, utilizing the modified treasury stock method. Common stock equivalents are included if their effect is dilutive.

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

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.

The following table sets forth information on operations for the periods indicated:

## Consolidated:

Revenues
Cost of Revenues
Other Operating Income
Operating Expenses
Income from Operations
Interest Expense
Interest Income
Income Before Income Taxes Net Income

| Percentage of Net Revenues Nine Months Ended September 30 |  |  |  |
| :---: | :---: | :---: | :---: |
| 1996 |  | 1995 |  |
| \$29, 591, 329 | 100 | \$25, 893, 051 | 100 |
| 19,814, 098 | 67 | 17,060,402 | 65.9 |
| 722,418 | 2.4 | -- |  |
| 9,305,224 | 31.4 | 4,748,834 | 18.3 |
| 1,194,425 | 4 | 4,083,815 | 15.8 |
| -- | -- | $(201,443)$ | (.8) |
| 247,118 | 0.8 | 105,088 | 0.4 |
| 1,441,543 | 4.8 | 3,987,460 | 15.4 |
| 858,543 | 2.9 | 2,642,334 | 10.2 |

By Segment:
WHOLESALE
Revenues
Cost Of Revenues
Operating Expenses

| $\$ 25,503,287$ | 100 | $\$ 23,783,774$ | 100 |
| ---: | ---: | ---: | ---: |
| $17,201,489$ | 67.4 | $15,572,609$ | 65.5 |
| $7,106,136$ | 27.9 | $4,223,674$ | 17.8 |
| $1,195,662$ | 4.7 | $3,987,491$ | 16.8 |
|  |  |  |  |
| $\$ 4,088,042$ | 100 | $\$ 1,151,862$ | 100 |
| $2,612,609$ | 63.9 | 631,626 | 54.8 |
| 722,418 | 17.7 | -- | -- |
| $2,199,089$ | 53.8 | 341,036 | 29.6 |
| $(1,238)$ | 0 | 179,200 | 15.6 |

## OTHERS

Revenues
Cost of Revenues
Other Operating Income
Operating Expenses
Income [Loss] from Operations
15.6

Consolidated:
Revenues
Cost of Revenues
Other Operating Income
Operating Expenses
Income from Operations
Interest Expense
Interest Income
Income Before Income Taxes
Net Income
By Segment:
WHOLESALE
Revenues
Cost of Revenues
Operating Expenses
Income from Operations
OTHERS
Revenues
Cost of Revenues
Other Operating Income Operating Expenses Income [Loss] from Operations

| $\$ 13,107,319$ | 100 | $\$ 10,164,804$ | 100 |
| ---: | ---: | ---: | ---: |
| $8,878,115$ | 67.7 | $6,705,579$ | 66 |
| 263,559 | 2 | -- | -- |
| $3,761,035$ | 28.7 | $1,797,613$ | 17.7 |
| 731,728 | 5.6 | $1,661,612$ | 16.3 |
| -- | -- | $(67,096)$ | $(.7)$ |
| 72,908 | 0.6 | 35,268 | 0.3 |
| 804,636 | 6.1 | $1,629,784$ | 16 |
| 482,636 | 3.7 | $1,010,658$ | 9.9 |


| $\$ 11,117,203$ | 100 | $\$ 9,483,801$ | 100 |
| ---: | ---: | ---: | ---: |
| $7,546,638$ | 67.9 | $6,190,285$ | 65.3 |
| $2,820,857$ | 25.4 | $1,609,714$ | 17 |
| 749,708 | 6.7 | $1,683,802$ | 17.8 |
|  |  |  |  |
| $\$ 1,990,116$ | 100 | $\$ 441,927$ | 100 |
| $1,331,477$ | 66.9 | 219,501 | 49.7 |
| 263,559 | 13.2 | -- | -- |
| 940,179 | 47.2 | 122,824 | 27.8 |
| $(17,981)$ | $(.9)$ | 72,602 | 16.4 |

Nine Months Ended September 30, 1996 Vs. Nine Months Ended September 30, 1995
Revenues for the nine months ended September 30, 1996 were $\$ 29,591,000$, or $14 \%$ higher than the $\$ 25,893,000$ recorded in the comparable period of 1995 . This increase in revenues, which are derived from product sales, is due to several factors. Management feels that "Steve Madden" as a brand name is increasing in popularity, thus reorders and retail sales have increased, and new accounts continue to be added. Cost of revenues increased $1 \%$ from $66 \%$ of revenues in 1995 to $67 \%$ of revenues in 1996, primarily as a result of a higher level of markdowns experienced in the second quarter of 1996. Adesso-Madden, a wholly owned subsidiary of the Company, generated a commission of $\$ 722,000$ for the first nine months of 1996. The Company's newly acquired subsidiary, Diva, had sales of $\$ 1,830,000$ for the six month period from April 1,1996 (date of acquisition) through September 30, 1996, gross profit was $\$ 437,000$ and loss from operations was $\$ 355,000$.

Selling, general and administrative expenses increased by $96 \%$ to \$9,305,000 in 1996 from $\$ 4,749,000$ in 1995. The increase is due primarily to a $98 \%$ increase in payroll, bonuses and related expenses from \$1,760,000 in 1995 to \$3,487,000 in 1996, and a 127\% increase in selling, advertising, marketing, and designing expenses from $\$ 1,422,000$ in 1995 to $\$ 3,230,000$ in 1996. In addition, occupancy, telephone, and utilities expenses increased $219 \%$ from $\$ 215,000$ in 1995 to $\$ 685,000$ in 1996. Income from operations for 1996 was $\$ 1,194,000$ which represents a decrease of $\$ 2,890,000$ from the income from operations of $\$ 4,084,000$ in 1995 . This decrease resulted from the higher cost of revenues as a percent of sales and from the substantial increase in selling, general and administrative expenses. The net income for 1996 was $\$ 859,000$ as compared to net income of $\$ 2,642,000$ for the corresponding nine month period of 1995 .

Wholesale Division revenues, accounted for $86 \%$ or $\$ 25,503,000$ and $92 \%$ or $\$ 23,784,000$ of total revenues in 1996 and 1995 respectively. Wholesale Division cost of revenues as a percent of sales increased from $66 \%$ in 1995 to 67\% in 1996. Operating expenses increased by 68\%, from \$4,224,000 in 1995 to $\$ 7,106,000$ in 1996 . This increase is due to an increase in payroll and payroll related expenses due to the hiring of additional personnel and an increase in occupancy expenses due to additional warehouse space needed for expanding inventory and showroom space as part of an aggressive sales approach. Wholesale income from operations was $\$ 1,196,000$ in 1996 compared to $\$ 3,987,000$ in 1995. This decrease is a result of the higher cost of revenues and from the substantial increase in operating expenses.

Revenues from the Retail Division, which accounted for 4\% and 7\% of total revenues in 1995 and 1996 respectively, increased from \$1,152,000 in 1995 to $\$ 2,258,000$ in 1996. This increase in revenues is due to the Company's opening of a second retail store in New York City, in October 1995 which earned revenues of $\$ 1,034,000$ in first nine months of 1996. The gross margin from the retail stores was $\$ 1,038,000$ or $46 \%$ and $\$ 520,000$ or $45 \%$ in 1996 and 1995 respectively. The increase in gross margin and gross margin percentage is due to a lower per pair cost being passed through from the wholesale division. Selling, general and administrative expenses increased to $\$ 831,000$ or $37 \%$ of
sales in 1996 from $\$ 341,000$ or $30 \%$ of sales in 1995. This increase is due to increases in payroll and related expenses, occupancy, printing and depreciation expenses as a result of opening a second store. Income from operations from the Retail Division was $\$ 207,000$ in 1996 compared to income from operations of $\$ 179,000$ in 1995. In December 1995 the Company sold its Marlboro Leather division which generated $\$ 957,000$ of revenues during the nine months of 1995.

Three Months Ended September 30, 1996 vs. Three Months Ended September 30, 1995
Revenues for the three months ended September 30, 1996 were $\$ 13,107,000$ or $29 \%$ higher than the $\$ 10,165,000$ recorded in the comparable period of 1995. Cost of revenues as percentage of revenues increased to $68 \%$ in 1996 as compared to $66 \%$ in 1995. This increase in cost of revenues is due to mark-down prices for allowances to customers. Adesso-Madden, a wholly owned subsidiary of the Company, generated a commission of \$264,000 in the third Quarter of 1996. Diva had sales of $\$ 1,176,000$ in the third Quarter of 1996 , gross profit was $\$ 299,000$ and loss from operations was $\$ 161,000$. In December 1995 the Company sold Marlboro Leather division whose third Quarter 1995 revenues were $\$ 465,000$.

Selling, general and administrative expenses increased by $109 \%$ to $\$ 3,761,000$ in 1996 from $\$ 1,798,000$ in 1995. This increase is primarily due to an increase of $110 \%$ in payroll, bonuses and payroll related expenses to \$1,420,000 in 1996 from $\$ 676,000$ in 1995 , an increase of $139 \%$ in selling, advertising, marketing and designing expenses to $\$ 1,451,000$ in 1996 from $\$ 607,000$ in 1995, an increase of $176 \%$ in occupancy, telephone and utility costs to $\$ 232,000$ in 1996 from \$84,000 in 1995.

Income from operations was $\$ 732,000$ in 1996 as compared to $\$ 1,662,000$ for the corresponding period of 1995. Net income for the 1996 period was $\$ 483,000$ as compared to net income of $\$ 1,011,000$ for the same period of 1995 . The decline in net income is primarily a result of the increase in cost of revenues as a percentage of revenues and of the increases in administrative expenses as noted above.

Revenues from the wholesale division increased 17\% to \$11,117,000 in 1996 from $\$ 9,484,000$ in 1995 and accounted for $85 \%$ and $93 \%$ of total revenues in 1996 and 1995, respectively. Cost of revenues as a percentage of revenues increased to $68 \%$ in 1996 from $65 \%$ in 1995. Selling, general and administrative expenses increased by $75 \%$ to $\$ 2,821,000$ in 1996 from $\$ 1,610,000$ in 1995. Income from operations was $\$ 750,000$ in 1996 as compared to income from operations of $\$ 1,684,000$ in 1995. The lower net income for 1996 resulted from the increase in cost of revenues as a percentage of revenues and the increase in selling, general and administrative expenses as discussed above.

Revenues from the Company's retail stores increased to \$815,000 in 1996 from $\$ 415,000$ in 1995 and accounted for $6 \%$ and $4 \%$ of total revenues in 1996 and 1995, respectively. The Company opened a second retail store in New York City in October 1995 which earned revenues of $\$ 359,000$ for the three months ended September 30, 1996. The gross margin from the retail stores was \$360,000, or $44 \%$, and $\$ 195,000$ or $47 \%$, in 1996 and 1995, respectively. In 1996 the retail
stores sold Steve Madden merchandise, which proved to be very popular, as well as other brands. Approximately $5 \%$ of the revenues earned by the retail stores are from sales of other brands. Selling, general and administrative expenses increased to $\$ 278,000$ in 1996 from $\$ 123,000$ in 1995. This increase in expenses is due to increases in payroll, payroll related expenses, occupancy, utilities, printing expenses and depreciation expenses from opening a second store.

## LIQUIDITY AND CAPITAL RESOURCES

The Company has working capital of $\$ 14,568,000$ at September 30, 1996 which represents an increase of $\$ 6,771,000$ in working capital from September 30,1995. Management believes it can manage the Company's cash flow requirements through its current working capital. In addition, the Company received proceeds of $\$ 6,342,000$ from the exercise of Class "A" Warrants in the nine months ended September 30, 1996, which has
allowed the Company to eliminate the immediate need for outside financing and reduced the Company's interest costs.

The Company's customers 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 Stores (Bloomingdales, Burdines, Macy's East and Macy's West) and approximately forty percent (40\%) to specialty stores, including shoe boutiques. As a result of the merger between Federated Stores and R.H. Macy and Company, Federated Stores presently accounts for approximately $25 \%$ of the Company's sales. As a result, the loss of Federated Stores as a customer could have a material adverse effect on the Company's business.

## OPERATING ACTIVITIES

During the nine month period ended September 30, 1996, operating activities used $\$ 2,558,000$ of cash. The use of cash arose principally from an increase in accounts receivable-non factored of $\$ 1,497,000$, an increase in accounts receivable factored of $\$ 1,073,000$, an increase in inventories of $\$ 711,000$, an increase of prepaid expenses and other assets $\$ 842,000$, decrease in taxes on income of $\$ 531,000$, an increase in accounts payable and accrued expenses of $\$ 753,000$, an increase in other current liabilities of $\$ 183,000$, and a decrease in accrued bonuses of $\$ 230,000$. Inventory purchases have increased considerably due to increased sales volume.

The Company has lease agreements for office, warehouse, and retail space, expiring at various times through 2007. Future obligations under these lease agreements total $\$ 4,500,000$ with an annual lease commitment of $\$ 635,000$.

The company has employment agreements with various officers currently providing for aggregate annual salaries of approximately $\$ 1,295,000$, 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 sales, net income, or net income before interest and taxes to three 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 product, if current suppliers need to be replaced. In addition, because the Company deals in U.S. currency for all transactions and intends to continue to do so, the Company believes there will be no foreign exchange considerations.

## INVESTING ACTIVITIES

During the nine month period ended September 30, 1996, the Company used cash of $\$ 283,000$ to acquire equipment and make leasehold improvements on new office, retail and warehouse space. Additionally, the Company made an initial payment of $\$ 1,000,000$ to the owners of Diva International, inc. to acquire all the outstanding common stock of Diva. A note has been issued for $\$ 645,000$ for the subsequent payment which can be paid in cash or the Company's common stock.

## FINANCING ACTIVITIES

During the nine month period ending September 30, 1996, the Company purchased treasury stock of $\$ 265,000$ and the Company received $\$ 6,342,000$ from Class "A" warrants and options exercised. In connection with the acquisition of Diva International, Inc., the Company has a note payable to the former owners in the amount of $\$ 645,000$. Additionally, the Company repaid $\$ 476,000$ on a note assumed in the acquisition.

## 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 $10-$ QSB to be signed on its behalf by the undersigned thereunto duly authorized.

STEVE MADDEN, LTD
/s/ Arvind Dharia
-------------
Arvind Dharia
Chief Financial Officer

9-MOS
DEC-31-1996
SEP-30-1996
5, 839, 380
0
2,335, 841
209, 302
2,087,432
17,295,386

0
22,536,709
2,727,134
0
0
0
783
19,808,792
$22,536,709$
29,591,329
30,560, 865
19,814,098
9,305,224
0
0
0
1,441,543 583,000
858,543
$0^{0}$
$\stackrel{\ominus}{858,543}$
.11
.11

