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 29, 1997
OR
TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

Commission File Number 0-22684

UNIVERSAL FOREST PRODUCTS, INC.
(Exact name of registrant as specified in its charter)

Michigan
(State or other jurisdiction of incorporation or organization)

2801 East Beltline NE, Grand Rapids, Michigan
(Address of principal executive offices)

Registrant's telephone number, including area code (616) 364-6161

NONE
(Former name or former address, if changed since last report.)
Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes $X \quad$ No

Indicate the number of shares of each of the issuer's classes of common stock, as of the latest practicable date:

| Class | Outstanding as of May 1,1997 |  |
| :---: | :---: | :---: |
| Common stock, no par value | $17,170,223$ |  |

## PART I. FINANCIAL INFORMATION.

Item 1. Financial Statements.

Consolidated Condensed Balance Sheets at March 29, 1997 and December 28, 1996.

Consolidated Condensed Statements of Earnings for the Three Months Ended March 29, 1997 and March 30, 1996.4

Consolidated Condensed Statements of Cash Flows for the Three Months Ended March 29, 1997 and March 30, 1996.5

Notes to Consolidated Condensed Financial Statements. 6
Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations.

Forward-Looking Statements and Risk Factors.

PART II. OTHER INFORMATION.
Item 1. Legal Proceedings - NONE.
Item 2. Changes in Securities.
Item 3. Defaults Upon Senior Securities - NONE.
Item 4. Submission of Matters to a Vote of Security Holders - NONE.
Item 5. Other Information - NONE.
Item 6. Exhibits and Reports on Form 8-K.
(a) Exhibit Index.
(b) No reports were filed on Form 8-K during the three months ended March 29, 1997.

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        UNIVERSAL FOREST PRODUCTS, INC.
CONSOLIDATED CONDENSED BALANCE SHEETS
    (Unaudited)
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March 29, 1997
------.-.-.-.-. CURRENT ASSETS:

| Cash and cash equivalents | 241,381 | \$ 1,275,636 |
| :---: | :---: | :---: |
| Accounts receivable | 59,456,565 | 32,102,276 |
| Inventories: |  |  |
| Raw materials | 32,367,190 | 32,752,316 |
| Finished goods | 68,780,280 | 55,767,455 |
|  | 101,147, 470 | 88,519,771 |
| Other current assets | 4,680,834 | 4,659,749 |
| total current assets | 165,526, 250 | 126,557,432 |
| HER ASSETS | 4,476,515 | 4,092,038 |

NON-COMPETE AGREEMENTS .......................... 2,931,877 3,051,727

PROPERTY, PLANT AND EQUIPMENT:
Property, plant and equipment, at cost. ...
Accumulated depreciation and amortization
PROPERTY, PLANT AND EQUIPMENT, NET ....

| $\begin{aligned} & 106,424,847 \\ & (45,707,863) \end{aligned}$ | $\begin{aligned} & 103,643,146 \\ & (43,967,364) \end{aligned}$ |
| :---: | :---: |
| 60,716,984 | 59,675,782 |
| 233 | \$193,376,979 |

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## LIABILITIES AND SHAREHOLDERS' EQUITY



See notes to consolidated condensed financial statements.

UNIVERSAL FOREST PRODUCTS, INC.
consolidated condensed statements of Earnings (Unaudited)

|  | Three Months Ended |  |
| :---: | :---: | :---: |
|  | $\begin{gathered} \text { March 29, } \\ 1997 \end{gathered}$ | $\begin{gathered} \text { March 30, } \\ 1996 \end{gathered}$ |
| NET SALES | \$214, 692, 009 | \$159, 580, 917 |
| COST OF GOODS SOLD | 194, 985,651 | 142,754,952 |
| GROSS PROFIT | 19,706,358 | 16,825,965 |
| SELLING, GENERAL AND ADMINISTRATIVE EXPENSES | 13,535,555 | 11,690,563 |
| EARNINGS FROM OPERATIONS | 6,170,803 | 5,135,402 |
| OTHER EXPENSE (INCOME): |  |  |
| Interest expense | 1,014,516 | 1, 028, 045 |
| Interest income | $(113,530)$ | $(170,175)$ |
| Other, net | 66,944 | $(121,285)$ |
| TOTAL OTHER EXPENSE | 967,930 | 736,585 |
| EARNINGS BEFORE INCOME TAXES | 5,202,873 | 4,398, 817 |
| INCOME TAXES | 1,947,870 | 1,782,000 |
| NET EARNINGS | \$ 3, 255,003 | \$ 2,616,817 |
| PRIMARY AND FULLY-DILUTED EARNINGS PER SHARE | \$ . 18 | \$ . 15 |
| WEIGHTED AVERAGE SHARES OUTSTANDING | 17,830,000 | 17,668,000 |

See notes to consolidated condensed financial statements.

UNIVERSAL FOREST PRODUCTS, INC.
consolidated condensed statements of cash flows (Unaudited)


SUPPLEMENTAL SCHEDULE OF CASH FLOW INFORMATION:
Cash paid during the period for:

| Interest | \$ | 203, 630 | \$ | 215,162 |
| :---: | :---: | :---: | :---: | :---: |
| Income taxes |  | 160, 286 |  | 125,000 |

NONCASH INVESTING ACTIVITIES:
Equipment acquired through long-term debt \$ 59,000

See notes to consolidated condensed financial statements.

UNIVERSAL FOREST PRODUCTS, INC.
notes to consolidated condensed financial statements (Unaudited)

## A. BASIS OF PRESENTATION

The accompanying unaudited interim consolidated condensed financial statements (the "Financial Statements") of Universal Forest Products, Inc. and its wholly-owned subsidiaries and partnerships (together, the "Company"), have been prepared pursuant to the rules and regulations of the Securities and Exchange Commission. Accordingly, the Financial Statements do not include all of the information and footnotes normally included in the annual consolidated financial statements prepared in accordance with generally accepted accounting principles. All significant intercompany accounts and transactions have been eliminated in consolidation.

In the opinion of management, the Financial Statements contain all material adjustments necessary to present fairly the consolidated financial position, results of operations and cash flows of the Company for the interim periods presented. All such adjustments are of a normal recurring nature. These Financial Statements should be read in conjunction with the financial statements and footnotes thereto included in the Company's Annual Report on Form 10-K for the fiscal year ended December 28, 1996.

Certain reclassifications have been made to the consolidated condensed statement of earnings for the first quarter of 1996 to conform to the classifications used in the first quarter of 1997.
B. EARNINGS PER COMMON SHARE

Earnings per common share have been computed based on the weighted average number of common and common equivalent shares outstanding during the periods presented, giving effect to options granted in 1989 and 1993, utilizing the "treasury stock" method, as if the options were granted and outstanding as of the earliest period presented. Primary and fully-diluted earnings per common share were not materially different during the periods presented. Weighted average shares outstanding are as follows:

|  | Three Months Ended |  |
| :---: | :---: | :---: |
|  | $\begin{gathered} \text { March 29, } \\ 1997 \end{gathered}$ | $\begin{gathered} \text { March } 30, \\ 1996 \end{gathered}$ |
| Issued and outstanding | 17,057,000 | 17, 022, 000 |
| Effect of stock options | 773,000 | 646,000 |
| Weighted average shares outstanding | 17,830,000 | 17,668,000 |

FINANCIAL IMPACT OF FLUCTUATIONS IN LUMBER PRICES AND SEASONALITY

The Company experiences significant fluctuations in the cost of lumber products from primary producers. The table below highlights such fluctuations for the three months ended March 29, 1997 and March 30, 1996. A variety of factors over which the Company has no control, including government regulations, environmental regulations, weather conditions, and natural disasters, impact the cost of lumber products. The Company anticipates that these fluctuations will continue in the future.

The following table presents the Random Lengths framing lumber composite price. The composite price is a weighted average of nine key framing lumber prices chosen from major producing areas and species. The composite price is designed as a broad measure of price movement in the commodity lumber market ("Lumber Market"). The effects of the Lumber Market on the Company's results of operations are discussed below under the captions "Net Sales" and "Cost of Goods Sold and Gross Profit." Depending on the extent of the fluctuation, the type of product and other factors, it could take up to a month for a fluctuation in the Lumber Market to be reflected in the Company's selling prices.


The Company's business is seasonal in nature and results of operations vary from quarter to quarter. The demand for many of the Company's products is highest during the period of April to August. Accordingly, the Company's sales tend to be greater during its second and third quarters. To support this sales peak, the Company builds its inventory of finished goods throughout the winter and spring. Therefore, quantities of raw materials and finished goods inventories tend to be at their highest, relative to sales, during the Company's first and fourth quarters. As a result, the Company has some exposure related to sharp declines in the Lumber Market during its primary selling season. However, the Company maintains supply programs with vendors which are intended to decrease its exposure. These programs have substantially reduced the Company's investment in inventories, and include those materials which are most susceptible to adverse changes in the Lumber Market.

## RESULTS OF OPERATIONS

The following table presents, for the periods indicated, the components of the Company's Consolidated Statements of Earnings as a percentage of net sales.

|  | Three Months Ended |  |
| :---: | :---: | :---: |
|  | $\begin{gathered} \text { March 29, } \\ 1997 \end{gathered}$ | $\begin{gathered} \text { March 30, } \\ 1996 \end{gathered}$ |
| Net sales | 100.0\% | 100.0\% |
| Cost of goods sold | 90.8 | 89.5 |
| Gross profit | 9.2 | 10.5 |
| Selling, general and administrative expenses | 6.3 | 7.3 |
| Earnings from operations | 2.9 | 3.2 |
| Other expense, net | 0.5 | 0.5 |
| Earnings before income taxes | 2.4 | 2.7 |
| Income taxes | 0.9 | 1.1 |
| Net earnings | 1.5\% | 1.6\% |

NET SALES
The Company manufactures, treats, and distributes lumber products to the do-it-yourself, manufactured housing, wholesale lumber, and industrial markets. Its sales comprise a single industry segment. The following table presents, for the periods indicated, the Company's net sales (in thousands) and percentage of total net sales by market classification.

|  | Three Months Ended |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Market Classification | $\begin{gathered} \text { March } 29 \\ 1997 \end{gathered}$ | \% | $\begin{gathered} \text { March } 30 \\ 1996 \end{gathered}$ | \% |
| Do-It-Yourself | \$ 92,831 | 43.2\% | \$ 71, 014 | 44.5\% |
| Manufactured Housing | 91, 096 | 42.4 | 66,386 | 41.6 |
| Wholesale Lumber | 14,926 | 7.0 | 12,288 | 7.7 |
| Industrial | 15,839 | 7.4 | 9,893 | 6.2 |
|  | \$214, 692 | 100.0\% | \$159,581 | 100.0\% |

Net Sales in the first quarter of 1997 increased $\$ 55.1$ million, or $34.5 \%$ compared to 1996, reflecting an estimated $23.0 \%$ increase in overall selling prices due to a higher Lumber Market combined with an estimated 11.5\% increase in the volume of units shipped. The increase in units shipped was primarily driven by sales resulting from the acquisition of Hi-Tek Forest Products, Inc. ("Hi-Tek")

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MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION
    AND RESULTS OF OPERATIONS - CONTINUED
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on October 1, 1996, favorable weather in the first quarter of 1997 compared to the first quarter of 1996, and increased penetration into the industrial market.

The Company's ratio of value-added product sales to total sales decreased slightly to $34.2 \%$ in the first quarter of 1997 compared to $34.7 \%$ in the first quarter of 1996. Value-added product sales consist primarily of items sold to the DIY market under the Company's Fence Fundamentals(TM), Lattice Basics(TM), Deck Necessities(R), Outdoor Essentials(R), Storage Solutions(TM) and YardLine(R) trade names, trusses sold to the manufactured housing market, and products sold to the industrial market. The Company includes these products in its "value-added" category due to the higher margins it recognizes on the sale of these products versus those recognized on commodity-based products such as treated, untreated and remanufactured lumber. A long-term goal of the Company is to achieve a ratio of value-added product sales to total sales of at least 50\%. It plans to achieve this goal through strategic acquisitions into new markets, new product introduction, enhanced marketing of existing products, and eliminating sales which do not meet profitability targets.

Do-It-Yourself (DIY):
Net sales to the DIY market increased approximately $\$ 21.8$ million, or $30.7 \%$, in the first quarter of 1997 compared to the first quarter of 1996, due to a higher Lumber Market which increased the overall selling prices of the Company's commodity-based products, supplemented by an increase in unit sales of commodity-based and value-added products.

The following table presents, for the periods indicated, the Company's value-added and commodity-based and distributed product sales to the DIY market, in thousands:

|  | Three Months Ended |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { March 29, } \\ 1997 \end{gathered}$ | \% of Total | $\begin{gathered} \operatorname{arch} 30, \\ 1996 \end{gathered}$ | \% of Total |
| Value-added product sales. | \$ 33,113 | 35.7\% | \$26,936 | 37.9\% |
| Commodity-based and distributed product sales.. | 59,718 | 64.3 | 44,078 | 62.1 |
| Total. | \$ 92,831 | 100.0\% | \$71,014 | 100.0\% |

Although unit sales of value-added products increased, the Company's ratio of value-added product sales to total sales decreased in the first quarter of 1997 due to the effects of the higher Lumber Market on sales of commodity-based products. Sales of these products are generally indexed to the Lumber Market, while value-added products sold to the DIY market generally have fixed sales prices for a specified period or quantity. Therefore, a higher Lumber Market will cause commodity-based products to represent a proportionately higher percentage of total DIY sales dollars.

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MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION
    AND RESULTS OF OPERATIONS - CONTINUED
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Manufactured Housing (MH):
Net sales to the manufactured housing market increased approximately $\$ 24.7$ million, or $37.2 \%$, in the first quarter of 1997 compared to first quarter of 1996, due to a higher Lumber Market which increased the overall selling prices of the Company's products, combined with an increase in unit sales. Unit shipments increased in the first quarter of 1997, compared to the first quarter of 1996, primarily due to the acquisition of Hi-Tek.

The following table presents, for the periods indicated, the Company's truss and commodity-based and distributed product sales to the manufactured housing market, in thousands:

|  | Three Months Ended |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { March } 29 \\ 1997 \end{gathered}$ | \% of Total | $\begin{gathered} \text { March } 30, \\ 1996 \end{gathered}$ | \% of <br> Total |
| Truss sales | \$25, 122 | 27.6\% | \$19, 070 | 28.7\% |
| Commodity-based and distributed product sales | 65,974 | 72.4 | 47,316 | 71.3 |
| Total. | \$91, 096 | 100.0\% | \$66, 386 | 100.0\% |

A decrease in the Company's ratio of truss sales to total sales in the first quarter of 1997, compared to the first quarter of 1996 is due to the effect of the Lumber Market which increased the overall selling prices of commodity-based and distributed products in 1997, while certain regional competition caused downward pressure on the selling prices of trusses.

Wholesale:
Net sales to the wholesale lumber market increased $\$ 2.6$ million, or $21.5 \%$ in the first quarter of 1997 compared to the first quarter of 1996 primarily due to the higher Lumber Market in 1997. The Company does not expect unit sales to this market to increase in the foreseeable future as a result of its goals to increase its ratio of value-added product sales to total sales, and increase the Company's geographic coverage to sell directly to customers.

Industrial:
Net sales to the industrial market increased $\$ 5.9$ million, or $60.1 \%$ in the first quarter of 1997 compared to the first quarter of 1996, due to a higher Lumber Market which increased overall selling prices, combined with an increase in units shipped. In many cases, the products sold to this market are produced from the by-products of manufactured products sold to other markets. Therefore,
products produced for the industrial market provide an opportunity for the Company to improve its raw material yields. The Company plans to grow its sales to this market in the future through internal expansion and strategic acquisitions. New sales positions have been created to exclusively serve and grow this market and sales incentive programs have been implemented to achieve this growth strategy.

COST OF GOODS SOLD AND GROSS PROFIT
Gross profit as a percentage of net sales decreased to $9.2 \%$ in the first quarter of 1997, compared to $10.5 \%$ in the first quarter of 1996. This decrease was due to a combination of the following factors:

- The effect of the higher Lumber Market on the gross profit percentage of the Company's commodity-based products. Selling prices of these products are generally indexed to the Lumber Market, along with a fixed dollar "adder" to cover production costs plus profit. Therefore, in a stable but high Lumber Market, the Company's gross profit percentage will be lower than the gross profit percentage it would realize with a stable but low Lumber Market. This is the situation the Company encountered as the average monthly Random Lengths composite price ranged from \$80/MBF to \$107/MBF higher during the first quarter of 1997, compared to the first quarter of 1996.
- The effect of the higher Lumber Market on the gross profit percentage of the Company's value-added products. Selling prices of these products tend to be fixed for a specific time period or quantity. Therefore, in periods of high or increasing lumber costs, the Company's gross profit percentage will decrease.
- The effect of competition in the manufactured housing market in certain geographic regions
- The Lumber Market was on an upward trend in the first quarter of 1996, compared to the relative stability of the Lumber Market in the first quarter of 1997, resulting in a comparatively higher gross profit percentage on the sale of commodity-based products.

SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

Selling, general and administrative expenses increased approximately \$1.8 million or $15.7 \%$ comparing the first quarter of 1997 to the first quarter of 1996. This increase was primarily due to:

-     - Increases in accrued incentive compensation expenses related to profitability.
-     - General increases in selling and administrative head count.

UNIVERSAL FOREST PRODUCTS, INC.

## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS - CONTINUED

-     - Expenses added through the acquisition of Hi-Tek.
-     - The creation of new centralized Marketing, National Sales, and Manufacturing Design departments.
-     - Increased depreciation expense related to upgraded information systems.
-     - Increases in certain variable expenses related to sales.

OTHER EXPENSE, NET
Other expense, net is primarily comprised of interest expense and interest income. Net interest costs (interest expense less interest income) increased approximately $\$ 50,000$ comparing the first quarter of 1997 to the first quarter of 1996 as average indebtedness remained consistent comparing the two periods.

## INCOME TAXES

The Company's effective tax rate is $37.4 \%$ for the first quarter of 1997 compared to $40.5 \%$ for the first quarter of 1996. Effective tax rates differ from statutory federal income tax rates primarily due to provisions for state and local income taxes, which can vary from year to year based on changes in income generated by the company in each of the states in which it operates. Due to the reorganization it completed on December 28, 1996 to formalize its existing operating structure, the Company realized a reduction in its state income taxes.

## LIQUIDITY AND CAPITAL RESOURCES

Cash flows used in operating activities in the first quarter of 1997 improved to $\$ 14.9$ million, from $\$ 18.1$ million in the first quarter of 1996 , due to an increase in net earnings combined with a net decrease in its working capital investment comparing March 28, 1997 with March 30, 1996. The Company continues to improve its working capital management practices, evidenced by a $3.4 \%$ decrease in its cash cycle (days sales outstanding plus days supply of inventory less days payable outstanding) to 52.7 days from 54.5 days, comparing the first quarter of 1997 and 1996, respectively.

Capital expenditures totaled $\$ 3.2$ million in the first quarter of 1997, as the Company remains on pace to spend approximately $\$ 13$ to $\$ 15$ million for the year to replace existing machinery and equipment, upgrade information systems, improve production efficiencies, and expand current production capacity.

Cash flows from investing activities consisted of repayments of long-term debt and borrowings of $\$ 17.5$ million on short-term lines of credit. On March 29, 1997, approximately $\$ 102$ million remains available on revolving credit facilities.

## ENVIRONMENTAL CONSIDERATIONS AND REGULATIONS

The Company is self-insured for environmental impairment liability, and accrues for the estimated cost of remedial actions when situations requiring such action arise. The Company owns and operates seventeen facilities throughout the United States that chemically treat lumber products. In connection with the ownership and operation of these and other real properties, and the disposal or treatment of hazardous or toxic substances, the Company may, under various federal, state and local environmental laws, ordinances and regulations, be potentially liable for removal and remediation costs, as well as other potential costs, damages and expenses. Remediation activities are currently being conducted at the Company's Granger, Indiana; Union City, Georgia; and Elizabeth City, North Carolina treatment facilities.

The Company has accrued, in other long-term liabilities, an amount totaling $\$ 1.7$ million on March 29, 1997 and December 28, 1996, representing the estimated costs to complete remediation efforts currently in process and those expected to occur in the future. The Company believes the potential future costs of known remediation efforts will not have a material adverse effect on its future financial position, results of operations, or liquidity.

Included in this report, and from time to time, certain forward-looking statements may be made by the Company within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Such forward-looking statements are based on the beliefs of the Company's management as well as on assumptions made by and information currently available to the Company at the time such statements are made. Actual results could differ materially from those included in such forward-looking statements as a result of, among other things, the factors set forth below, the matters included in this report generally and certain economic and business factors, some of which may be beyond the control of the Company. Investors are cautioned that all forward-looking statements involve risks and uncertainty.

Competition:
The Company is subject to competitive selling and pricing pressures in its major markets. While the Company is generally aware of its existing competitors' capabilities, it is subject to entry in its markets by new competitors, which could negatively impact financial results.

Market Growth:
The Company's sales growth is dependent, in part, upon growth within the markets it serves. If the Company's markets do not maintain anticipated growth, or if the Company fails to maintain its market share, financial results could be impaired.

Government Regulations:
The Company is subject to a substantial amount of existing government regulations which create a burden on the Company. Should the Company become subject to additional laws and regulations enacted in the future, or changes in interpretation of existing laws, it could have an adverse affect on the Company's financial results.

Lumber Market Volatility:
The Company experiences significant fluctuations in the cost of lumber products from primary producers. While the Company attempts to minimize its risk from severe price fluctuations, substantial, rapid changes in lumber prices can affect the Company's financial results.

Item 2. Changes in Securities.
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(a) None.
(b) None.
(c) Sales of equity securities not registered under the Securities Act.

|  | Date of Sale | Class of Stock | Number of Shares | Purchasers | Consideration Exchanged |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Officers stock notes receivable | 01/01/97 | Common | 30,188 | Eligible officers | \$399, 989 <br> note receivable <br> at 7\% interest per annum |
| Employee Stock Gift Program | 01/27/97 | Common | 50 | Eligible officers and employees | None |
|  | 02/20/97 | Common | 50 | Eligible officers and employees | None |

## UNIVERSAL FOREST PRODUCTS, INC

SIGNATURE
Pursuant to the requirements of the Securities and Exchange Act of 1934, the Company has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

|  |  | UNIVERSAL FOREST PRODUCTS, INC. |  |
| :---: | :---: | :---: | :---: |
| Date: | 5-12-97 | By: | /s/ William G. Currie |
|  |  | Its: | William G. Currie President and Chief Executive officer |
| Date: | 5-12-97 | By: | /s/ Elizabeth A. Bowman |
|  |  |  | Elizabeth A. Bowman |
|  |  | Its: | Executive Vice President of |
|  |  |  | Finance and Administration and |
|  |  |  | Treasurer (Principal Financial Officer) |

## Exhibit No. Description

27 Financial Data Schedule

Page No.
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3-MOS
DEC-27-1997
DEC-29-1996
MAR-29-1997
241,381
0
59, 885,136
428,571
101,147,470
165,526,250
106,424, 847
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17, 072, 720
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3,255,003
. 18
. 18

