

	2013	2012	2011	2010	2009	2008	
	60,474	58,805	55,007	45,773	37,980	44,313	Revenues
	2.8	6.9	20.2	20.5	14.3	8.3	Change
	81.5	79.6	77.3	76.7	73.8	75.6	Export ratio
							Production
	2,006,366	1,861,826	1,738,160	1,481,253	1,258,417	1,439,918	Automobiles
	110,127	113,811	110,360	99,236	82,631	104,220	Motorcycles
							Deliveries
	1,995,903	1,868,158	1,723,637	1,460,923	1,231,893	1,446,055	Automobiles
	110,039	110,857	110,145	97,586	86,451	103,077	Motorcycles
	3,203	2,776	2,032	1,582	1,667	2,064	Capital expenditure
	1,732	1,613	1,578	1,540	1,505	1,569	Depreciation, amortisation and impairment losses
	77,110	74,571	71,630	69,518	70,223	71,596	Workforce at the end of the year
	12,833	11,078	9,663	8,273	6,984	6,643	Tangible, intangible and investment assets
	20,932	20,887	17,845	16,073	17,663	16,673	Current assets, prepayments and surplus of designated plan assets over liabilities
	656	656	655	655	655	654	Subscribed capital
	8,166	7,568	6,059	5,581	4,502	4,487	Reserves
	10,529	9,864	8,222	7,088	5,354	5,338	Equity
	82.0	89.0	85.1	85.7	76.7	80.4	as % of tangible, intangible and investment assets
	33,765	31,965	27,508	24,346	24,647	23,316	Balance sheet total
	43,402	42,178	39,324	32,875	28,300	34,044	Cost of materials
	6,419	6,030	5,758	5,428	5,850	5,125	Personnel costs
	1,674	1,666	2,096	1,106	403	11	Income taxes
	2,289	3,131	1,970	1,506	202	384	1 H W S U R 3 W
	1,707	1,640	1,508	852	197	197	Dividend
	2.60	2.50	2.30	1.30	0.30	0.30	per share of common stock with a par value of
	2.62	2.52	2.32	1.32	0.32	0.32	per share of preferred stock with a par value of

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