GENERAL AMERICAN INVESTORS<br>COMPANY, INC.<br>THIRD QUARTER REPORT SEPTEMBER 30, 2003<br>A Closed-End Investment Company listed on the New York Stock Exchange

450 Lexington Avenue<br>New York, N.Y. 10017 212-916-8400 1-800-436-8401<br>E-mail: InvestorRelations@gainv.com www.generalamericaninvestors.com

## TO THE STOCKHOLDERS

For the nine months ended September 30, 2003, the investment return to our stockholders was $15.5 \%$ (assuming reinvestment of all dividends). The net asset value per Common Share increased 15.4\%. By comparison, the rate of return (including income) for our benchmark, the Standard \& Poor's 500 Stock Index, was 14.7\%. For the twelve months ended September 30, 2003, the return to our stockholders was $18.6 \%$ and the return on the net asset value per Common Share was $20.1 \%$ these compare with a return of $24.3 \%$ for the $S \& P 500$. During each period, the discount at which our shares traded fluctuated moderately and at September 30, 2003, it was 9.9\%.

As set forth in the accompanying financial statements (unaudited), as of September 30, 2003, the net assets applicable to the Company's Common Stock were $\$ 909,167,385$, equal to $\$ 30.51$ per Common Share.

The increase in net assets resulting from operations for the nine months ended September 30,2003 was $\$ 126,543,696$. During this period, the net realized loss on securities sold was $\$ 6,981,962$ and the increase in unrealized appreciation was $\$ 141,234,927$. Net investment income for the nine months was $\$ 382,120$ and distributions to preferred stockholders amounted to $\$ 8,091,389$.

During the nine months, 764,000 shares of the Company's Common Stock were repurchased for $\$ 18,548,308$ at an average discount from net asset value of $9.6 \%$.

The economy appears to be strengthening in response to continuing monetary accommodation and fiscal stimulus. The recovery may not achieve historical norms, however, since job creation and average hourly wage gains, essential elements for sustained consumer spending, remain weak.

The market has moved broadly higher, with the biggest gains, by far, having accrued to the lowest priced, lowest quality and riskiest stocks. While speculative leadership may propel the market for some time, our record suggests that superior long-term performance generally results from holding companies of high quality with strong financials and powerful positions in their respective industries.

On September 23, 2003, the Company redeemed all of its then outstanding 6,000,000 shares of 7.20\% Tax-Advantaged Cumulative Preferred Stock, Series A at a redemption price of $\$ 25.00$ per share. The Series A Preferred Shares were
issued originally on June 19, 1998.

On September 24, 2003, the Company issued and sold $8,000,000$ shares of its $5.95 \%$ Cumulative Preferred Stock, Series B in an underwritten offering. The Preferred Shares are noncallable for 5 years, have a liquidation preference of $\$ 25.00$ per share plus accrued dividends and are listed on the New York Stock Exchange, symbol GAM Pr B. Trading of the shares on the NYSE is expected to begin later this month. The net proceeds from the offering were $\$ 193.2$ million. The underwriting discount and other expenses associated with the offering amounted to $\$ 6.8$ million and were charged to paid-in capital.

The information about the Company, including our investment objective, operating policies and procedures, investment results, record of dividend payments, financial reports and press releases, contained at our website has been updated through September 30, 2003. It can be accessed on the Internet at www.generalamericaninvestors.com.

By Order of the Board of Directors,

General American Investors Company, Inc.
Spencer Davidson
President and Chief Executive Officer

October 8, 2003

2 STATEMENT OF ASSETS AND LIABILITIES September 30, 2003 (Unaudited)
General American Investors

ASSETS

```
INVESTMENTS, AT VALUE (NOTE 1a)
    Common stocks (cost $416,586,158)
    Convertible corporate note (cost $9,698,828)
    Corporate discount notes (cost $183,111,243)
    U.S. Treasury bills (cost $149,380,194)
    Total investments (cost $758,776,423)
CASH, RECEIVABLES AND OTHER ASSETS
    Cash $67,500
    Receivable for securities sold 1,898,909
    Deposit with broker for securities sold short 10,158,047
    Dividends, interest and other receivables
    400,352
    Prepaid expenses 6,854,766
    Other 353,715
TOTAL ASSETS
LIABILITIES
Payable for securities purchased
    5,092,726
    Preferred dividend accrued but not yet declared
    231,389
    Securities sold short, at value (proceeds $10,158,047) (note 1a) 10,605,409
    Accrued expenses and other liabilities 8,273,698
```

```
5.95% CUMULATIVE PREFERRED STOCK, SERIES B -
    8,000,000 shares at a liquidation value of $25 per share (note 2)
NET ASSETS APPLICABLE TO COMMON STOCK - 29,797,356 shares (note 2)
NET ASSET VALUE PER COMMON SHARE
NET ASSETS APPLICABLE TO COMMON STOCK
    Common Stock, 29,797,356 shares at par value (note 2) $29,797,356
    Additional paid-in capital (note 2) 538,665,891
    Accumulated realized loss on investments (6,807,860)
    Undistributed net income 1,429,854
    Unallocated distributions on Preferred Stock (8,331,389)
    Unrealized appreciation on investments and securities sold short
        (including aggregate gross unrealized
        appreciation of $402,965,679) 354,413,533
NET ASSETS APPLICABLE TO COMMON STOCK
(see notes to financial statements)
```

3 STATEMENT OF OPERATIONS Nine Months Ended September 30, 2003 (Unaudited)
General American Investors

INCOME

| Dividends | $\$ 4,573,293$ |
| :--- | ---: |
| Interest | $3,264,251$ |
| Other income | 212,767 |

## EXPENSES

| Investment research | $4,624,412$ |
| :--- | ---: |
| Administration and operations | $2,076,945$ |
| Office space and general | 394,744 |
| Transfer agent, custodian and registrar fees and expenses | 144,378 |
| Auditing and legal fees | 143,250 |
| Directors' fees and expenses | 115,982 |
| Stockholders' meeting and reports | 103,275 |
| Miscellaneous taxes | 65,205 |

## NET INVESTMENT INCOME

REALIZED LOSS AND CHANGE IN UNREALIZED APPRECIATION ON INVESTMENTS (NOTES 1d AND 4)

Net realized loss on investments:
Long transactions
Short sale transactions (note 1b)
$(6,540,256)$
(441,706)

Net realized loss on investments
$(6,981,962)$
Net increase in unrealized appreciation 141,234,927

NET GAIN ON INVESTMENTS

```
DISTRIBUTIONS TO PREFERRED STOCKHOLDERS
INCREASE IN NET ASSETS RESULTING FROM OPERATIONS
(see notes to financial statements)
```

4
STATEMENT OF CHANGES IN NET ASSETS
General American Investors

Nine Months<br>Ended<br>September 30, 2003<br>(Unaudited)

OPERATIONS

| Net investment income | \$382, 120 |
| :---: | :---: |
| Net realized gain (loss) on investments | $(6,981,962)$ |
| Net increase (decrease) in unrealized appreciation | 141,234,927 |
| Distributions to Preferred Stockholders: |  |
| From net income | - |
| From long-term capital gains | - |
| Unallocated distributions on Preferred Stock | (8,091,389) |
| Decrease In Net Assets From Preferred Distributions | (8,091,389) |

```
INCREASE (DECREASE) IN NET ASSETS RESULTING FROM OPERATIONS 126,543,696
```

DISTRIBUTIONS TO COMMON STOCKHOLDERS
From net income, including short-term capital gains in 2002 (305,033)
From long-term capital gains
$(915,098)$
DECREASE IN NET ASSETS FROM COMMON DISTRIBUTIONS
$(1,220,131)$
CAPITAL SHARE TRANSACTIONS
Value of Common Shares issued in payment of dividends (note 2)
Cost of Common Shares purchased (note 2)
$(18,548,307)$
Underwriting discount and other expenses associated with the issuance
of Preferred Stock (note 2)
$(6,800,000)$
DECREASE IN NET ASSETS - CAPITAL TRANSACTIONS
$(25,348,307)$
NET INCREASE (DECREASE) IN NET ASSETS
99,975,258
Net Assets Applicable to Common Stock
BEGINNING OF PERIOD 809,192,127
END OF PERIOD (including undistributed net income of $\$ 1,429,854$ and
$\$ 1,352,767$, respectively)
(see notes to financial statements)

5
FINANCIAL HIGHLIGHTS

General American Investors

The following table shows per share operating performance data, total investment return, ratios and supplemental data for the nine months ended September 30, 2003 and for each year in the five-year period ended December 31, 2002. This information has been derived from information contained in the financial statements and market price data for the Company's shares.


```
    Ratio of expenses to average net assets
        applicable to Common Stock
    Ratio of net income to average net assets
        applicable to Common Stock
    Portfolio turnover rate
PREFERRED STOCK
    Liquidation value, end of period
        (000's omitted) $200,000 $150,000
    Asset coverage 
    Market value per share
```

$0.90 \%$ *
$0.04 \%$ *
$13.15 \%$ *
\$200,000

555\%
$\$ 25.00$
\$25.38
$0.97 \%$
$0.61 \%$
$22.67 \%$
\$150, 000
639\%
$\$ 25.00$
$\$ 25.85$
$1.02 \%$
$1.15 \%$
$23.81 \%$
\$150,000
832\%
$\$ 25.00$
$\$ 25.90$
$\$ 150,00$
870 $\$ 25.00$
\$24. 25

```
(a) Includes short-term capital gain in the amount of \(\$ .04\) per share.
(b) Includes short-term capital gain in the amount of \(\$ .09\) per share.
(c) Includes short-term capital gain in the amount of \(\$ .03\) per share.
(d) Includes short-term capital gain in the amount of \(\$ .19\) per share.
(e) Includes short-term capital gain in the amount of \(\$ .51\) per share.
(f) Includes short-term capital gain in the amount of \(\$ 1.82\) per share.
(g) Includes short-term capital gain in the amount of \(\$ .29\) per share.
*Not annualized
```

Shares or
Principal Amount COMMON STOCKS

AEROSPACE/DEFENSE (0.1\%)

20,000 The Boeing Company (COST \$614,000)

COMMUNICATIONS AND INFORMATION SERVICES (5.2\%)

```
550,000 CIENA Corporation (a)
900,000 Cisco Systems, Inc. (a)
620,000 Cox Communications, Inc. Class A (a)
450,000 Juniper Networks, Inc.(a)
```

(COST \$31,949,018)

COMPUTER SOFTWARE AND SYSTEMS (0.9\%)

300,000 EMC Corporation (a)
350,000 VeriSign, Inc. (a)
(CosT \$4,111,632)

CONSUMER PRODUCTS AND SERVICES (2.7\%)

| 275,000 | Coca-Cola Enterprises Inc. |
| :--- | :--- |
| 275,000 | Ethan Allen Interiors Inc. |
| 125,000 | Newell Rubbermaid Inc. |
| 150,000 | PepsiCo, Inc. |

```
ELECTRONICS (1.9%)
    692,500 Molex Incorporated Class A (COST $14,877,393)
```

ENVIRONMENTAL CONTROL (INCLUDING SERVICES) (2.9\%)
1,175,000 Republic Services, Inc. (COST \$26,227,380)
FINANCE AND INSURANCE (29.6\%)
BANKING (9.4\%)
575,000 Annaly Mortgage Management, Inc.
400,000 Golden West Financial Corporation
310,000 M\&T Bank Corporation
225,000 SunTrust Banks, Inc.
(COST \$16,010,583)
INSURANCE (20.0\%)
335,000 American International Group, Inc.
1,000,000 Annuity and Life Re (Holdings), Ltd. (a)
300 Berkshire Hathaway Inc. Class A (a)
690,000 Everest Re Group, Ltd.
425,000 John Hancock Financial Services, Inc.
110,000 Max Re Capital Ltd.
435,000 MetLife, Inc.
500,000 PartnerRe Ltd.
425,000 Reinsurance Group of America, Incorporated
230,000 Transatlantic Holdings, Inc.
(COST \$98,680,833)
OTHER (0.2\%)
84,548 Central Securities Corporation
(COST \$2,132,865)
(COST \$116,824,281)
7 STATEMENT OF INVESTMENTS September 30, 2003 (Unaudited) - continued


```
PHARMACEUTICALS (13.9%)
```

| 340,000 | Alkermes, Inc. (a) |
| :--- | :--- |
| 900,000 | Baxter International Inc. |
| 300,000 | Bristol-Myers Squibb Company |
| 270,000 | Genaera Corporation (a) |
| 335,000 | Genentech, Inc. (a) |
| 375,000 | Genta Incorporated (a) |
| 275,000 | IDEC Pharmaceuticals Corporation (a) |
| 234,000 | MedImmune, Inc. (a) |
| 120,000 | Millennium Pharmaceuticals, Inc.(a) |
| 75,000 | OSI Pharmaceuticals, Inc. (a) |
| $1,100,000$ | Pfizer Inc |

(COST \$84,542,077)
MEDICAL INSTRUMENTS AND DEVICES (1.5\%)
290,000 Medtronic, Inc. (COST \$862,614)

HEALTH CARE SERVICES (2.4\%)
695,000 Health Net, Inc. (a)
(COST \$15,334,735)
(COST \$100,739,426)
MISCELLANEOUS (1.5\%)

Other
(COST \$13,475,009)
OIL \& NATURAL GAS (INCLUDING SERVICES) (1.7\%)
650,000 Halliburton Company (COST \$8,512,693)

RETAIL TRADE (18.1\%)
------------------------------------------------------100
1,945,000 The Home Depot, Inc. (b)
2,500,000 The TJX Companies, Inc.
570,000 Wal-Mart Stores, Inc.
(CoST \$49,944,422)

SEMICONDUCTORS (2.2\%)
200,000 Applied Materials, Inc. (a)
250,000 ASM International N.V. (a)
491,500 Brooks Automation, Inc. (a)
197,000 EMCORE Corporation (a)
1,644,900 IQE plc (a)
250,000 Zarlink Semiconductor Inc. (a)
(COST \$24,189,800)

SPECIAL HOLDINGS (a) (c) (NOTE 5) (0.2\%)
400,000 Cytokinetics, Incorporated Series E Preferred 432,000 Silicon Genesis Corporation Series C Preferred 546,000 Standard MEMS, Inc. Series A Convertible Preferred

## CONVERTIBLE CORPORATE NOTE


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STATEMENT OF SECURITIES SOLD SHORT September 30, 2003 (Unaudited)

General American Investors

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300,000 NASDAQ-100 Trust, Series 1<br>24,100 Southwest Bancorporation of Texas Inc.

TOTAL SECURITIES SOLD SHORT
(PROCEEDS \$10,158,047)
(see notes to financial statements)

9
NOTES TO FINANCIAL STATEMENTS (Unaudited)
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## 1. SIGNIFICANT ACCOUNTING POLICIES

General American Investors Company, Inc. (the "Company"), established in 1927, is registered under the Investment Company Act of 1940 as a closed-end, diversified management investment company. It is internally managed by its officers under the direction of the Board of Directors.

The preparation of financial statements in conformity with accounting principles generally accepted in the United States requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.
a. SECURITY VALUATION Securities traded on securities exchanges or on the NASDAQ National Market System are valued at the last reported sales price on the last business day of the period. Listed and NASDAQ securities for which no sales are reported on that day and other securities traded in the over-the-counter market are valued at the last bid price (asked price for open short positions) on the valuation date. Corporate discount notes and U.S. Treasury bills are valued at amortized cost, which approximates market value. Special holdings are valued at fair value in the opinion of the directors. In determining fair value, in the case of restricted shares, consideration is given to cost, operating and other financial data and, where applicable, subsequent private offerings or market price of the issuer's unrestricted shares (to which a 30 percent discount is applied).
b. SHORT SALES The Company may make short sales of securities for either speculative or hedging purposes. When the Company makes a short sale, it borrows the securities sold short from a broker; in addition, the Company places cash with that broker and securities in a segregated account with the custodian, both as collateral for the short position. The Company may be required to pay a fee to borrow the securities and may also be obligated to pay any dividends declared on the borrowed securities. The Company will realize a gain if the security price decreases and a loss if the security price increases between the date of the short sale and the date on which the Company replaces the borrowed securities.
c. FEDERAL INCOME TAXES The Company's policy is to fulfill the requirements of the Internal Revenue Code applicable to regulated investment companies and to distribute substantially all taxable income to its stockholders. Accordingly, no provision for Federal income taxes is required.
d. OTHER As customary in the investment company industry, securities transactions are recorded as of the trade date. Dividend income and distributions to stockholders are recorded as of the ex-dividend dates. Interest income, adjusted for amortization of discount and premium on investments, is earned from settlement date and is recognized on the accrual basis. Cost of short-term investments represents amortized cost.

## 2. CAPITAL STOCK AND DIVIDEND DISTRIBUTIONS

The authorized capital stock of the Company consists of $50,000,000$ shares of Common Stock, $\$ 1.00$ par value, and $10,000,000$ shares of Preferred Stock, $\$ 1.00$ par value, of which $29,797,356$ shares and $8,000,000$ shares, respectively, were outstanding at September 30, 2003.

On September 24, 2003, the Company issued and sold 8,000,000 shares of its $5.95 \%$ Cumulative Preferred Stock, Series B in an underwritten offering. The Preferred Shares are noncallable for 5 years and have a liquidation preference of $\$ 25.00$ per share plus an amount equal to accumulated and unpaid dividends to the date of redemption. The underwriting discount and other expenses associated with the Preferred Stock offering amounted to $\$ 6,800,000$ and were charged to paid-in capital.

On September 23, 2003, the Company redeemed all of its then outstanding $6,000,000$ shares of $7.20 \%$ Tax-Advantaged Cumulative Preferred Stock, Series A, at a redemption price of $\$ 25.00$ per share. The Series A Preferred Shares were issued originally on June 19, 1998.

The Company is required to allocate distributions from long-term capital gains and other types of income proportionately among holders of shares of Common Stock and Preferred Stock. To the extent that dividends on the shares of Preferred Stock are not paid from long-term capital gains, they will be paid from ordinary income or net short-term capital gains or will represent a return of capital.

Under the Investment Company Act of 1940, the Company is required to maintain an asset coverage of at least $200 \%$ for the Preferred Stock. In addition, pursuant to the Rating Agency Guidelines, the Company is required to maintain a certain discounted asset coverage for its portfolio that equals or exceeds the Basic Maintenance Amount under the guidelines established by Moody's Investors Service, Inc. The Company has met these requirements since the issuance of the Preferred Stock. If the Company fails to meet these requirements in the future and does not cure such failure, the Company may be required to redeem in whole or in part, shares of Preferred Stock at a redemption price of $\$ 25.00$ per share plus accumulated and unpaid dividends (whether or not earned or declared). In addition, the Company's failure to meet the foregoing asset coverage requirements could restrict its ability to pay dividends on shares of Common Stock and could lead to sales of portfolio securities at inopportune times.

The holders of Preferred Stock have voting rights equivalent to those of the holders of Common Stock (one vote per share) and, generally, vote together with the holders of Common Stock as a single class.

At all times, holders of Preferred Stock will elect two members of the Company's Board of Directors and the holders of Preferred and Common Stock, voting as a single class, will elect the remaining directors. If the Company fails to pay dividends on the Preferred Stock in an amount equal to two full years' dividends, the holders of Preferred Stock will have the right to elect a majority of the directors. In addition, the Investment Company Act of 1940 requires that approval of the holders of a majority of any outstanding Preferred Shares, voting separately as a class, would be required to (a) adopt any plan of reorganization that would adversely affect the Preferred Stock and (b) take any action requiring a vote of security holders, including, among other things, changes in the Company's subclassification as a closed-end investment company or changes in its fundamental investment policies.

The Company classifies its Preferred Stock pursuant to the requirements of EITF D-98, Classification and Measurement of Redeemable Securities, which require that preferred stock for which its redemption is outside of the company's control should be presented outside of net assets in the statement of assets and liabilities.

General American Investors
2. CAPITAL STOCK AND DIVIDEND DISTRIBUTIONS (Continued from bottom of previous page.)

Transactions in Common Stock during the nine months ended September 30, 2003 and the year ended December 31, 2002 were as follows:

was the same as the cost for financial reporting purposes.

## 5. RESTRICTED SECURITIES

|  | $\begin{gathered} \text { DATE } \\ \text { ACQUIRED } \end{gathered}$ | COST | $\begin{gathered} \text { VALUE } \\ (\text { NOTE 1a) } \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Cytokinetics, Incorporated Series E Preferred | 3/21/03 | \$2,000,000 | \$2,000,000 |
| Silicon Genesis Corporation Series C Preferred | 2/16/01 | 3,006,720 | 72,000 |
| Standard MEMS, Inc. Series A Convertible Preferred | 12/17/99 | 3,003,000 | - |
| Total |  | \$8,009,720 | \$2,072,000 |

## 6. OPERATING LEASE COMMITMENT

In July 1992, the Company entered into an operating lease agreement for office space which expires in 2007 and provides for future rental payments in the aggregate amount of approximately $\$ 5.6$ million. The lease agreement contains a clause whereby the Company received twenty months of free rent beginning in December 1992 and escalation clauses relating to operating costs and real property taxes.

Rental expense approximated $\$ 251,000$ for the nine months ended September 30 , 2003. Minimum rental commitments under the operating lease are approximately $\$ 505,000$ per annum in 2003 through 2007 .

In January 2003, the Company extended a sublease agreement (originally entered into in March 1996) which expires in 2007 and provides for future rental receipts. Minimum rental receipts under the sublease are approximately $\$ 254,000$ per annum in 2003 through 2007. The Company will also receive its proportionate share of operating expenses and real property taxes under the sublease.

## Unaudited

In addition to purchases of the Company's Common Stock as set forth in Note 2 above, purchases of Common Stock may be made at such times, at such prices, in such amounts and in such manner as the Board of Directors may deem advisable.

11 MAJOR STOCK CHANGES* Three Months Ended September 30, 2003 (Unaudited)

General American Investors

INCREASES \begin{tabular}{r}
Shares Held <br>
Shares

 

September $30, ~$ <br>
SO03
\end{tabular}

VeriSign, Inc. - 350,000 (a)

| ADDITIONS |  |  |
| :--- | ---: | ---: |
| Annaly Mortgage Management, Inc. | 75,000 | 575,000 |
| Baxter International Inc. | 250,000 | 900,000 |
| Health Net, Inc. | 95,000 | 695,000 |
| PartnerRe Ltd. | 10,000 | 500,000 |
| Pfizer Inc | 75,000 | $1,100,000$ |
| Republic Services, Inc. | 300,000 | $1,175,000$ |
| The TJX Companies, Inc. | 75,000 | $2,500,000$ |

## DECREASES

## ELIMINATIONS

Baxter International Inc.
7\% Convertible Preferred Equity Units 114,500
Waste Management, Inc. 409,000 -
Wind River Systems, Inc. 339,500 -

## REDUCTIONS

American International Group, Inc. 40,000 335,000
The Boeing Company 20,000
Genentech, Inc. 335,000
Genta Incorporated 25,000 375,000
Golden West Financial Corporation 10,000 400,000
Max Re Capital Ltd. $50,000110,000$
OSI Pharmaceuticals, Inc. 50,000 75,000
Reinsurance Group of America, Incorporated 25,000 425,000

PROXY VOTING POLICIES AND PROCEDURES (Unaudited)

General American Investors

The policies and procedures used by the Company to determine how to vote proxies relating to portfolio securities are available: (1) without charge, upon request, by calling us at our toll-free telephone number (1-800-436-8401), (2) on the Company's website at http://www.generalamericaninvestors.com and (3) on the Securities and Exchange Commission's website at http://www.sec.gov.

## DIRECTORS

Lawrence B. Buttenwieser, Chairman
Arthur G. Altschul, Jr. John D. Gordan, III
Lewis B. Cullman Sidney R. Knafel
Spencer Davidson Richard R. Pivirotto
Gerald M. Edelman Joseph T. Stewart, Jr.
Raymond S. Troubh

William O. Baker, Director Emeritus
William T. Golden, Director Emeritus

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Spencer Davidson, President & Chief Executive Officer
Andrew V. Vindigni, Vice-President
Eugene L. DeStaebler, Jr., Vice-President, Administration
Peter P. Donnelly, Vice-President & Trader
Diane G. Radosti, Treasurer
Carole Anne Clementi, Secretary
                                    SERVICE COMPANIES
COUNSEL
Sullivan & Cromwell LLP
INDEPENDENT AUDITORS
Ernst & Young LLP
CUSTODIAN
Deutsche Bank Trust
    Company Americas
TRANSFER AGENT AND REGISTRAR
Mellon Investor Services LLC
P.O. Box 3315
South Hackensack, NJ 07606-1915
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