GENERAL AMERICAN INVESTORS CO INC
Form N-30B-2
April 24, 2003

GENERAL AMERICAN INVESTORS COMPANY, INC.<br>FIRST QUARTER REPORT MARCH 31, 2003<br>A Closed-End Investment Company listed on the New York Stock Exchange<br>450 LEXINGTON AVENUE<br>NEW YORK, NY 10017<br>212-916-8400<br>E-mail: InvestorRelations@gainv.com<br>www.generalamericaninvestors.com

## TO THE STOCKHOLDERS

For the three months ended March 31, 2003, our stockholders experienced a decrease of $2.4 \%$ on their investment in our Common Shares (assuming reinvestment of all dividends). The net asset value per Common Share decreased 1.9\%. By comparison, our benchmark, the Standard \& Poor's 500 Stock Index (including income), declined 3.1\%. For the twelve months ended March 31, 2003, the results were negative as well. Our stockholders experienced a decrease of $28.5 \%$ and the net asset value per Common Share decreased $22.7 \%$ these compare with a decline of $24.8 \%$ for the $S \& P$ 500. During each period, the discount at which our shares traded increased moderately and at March 31, 2003, it was 10.4\%.

As set forth in the accompanying financial statements (unaudited), as of March 31, 2003, the net assets applicable to the Company's Common Stock were $\$ 779,178,178$, equal to $\$ 25.94$ per Common Share.

The decrease in net assets resulting from operations for the three months ended March 31, 2003 was $\$ 16,554,131$. During this period, the net realized loss on securities sold was $\$ 10,130,319$ and the decrease in unrealized appreciation was $\$ 4,282,382$. Net investment income for the three months was $\$ 558,570$ and distributions to preferred stockholders amounted to \$2,700,000.

During the three months, 522,100 shares of the Company's Common Stock were repurchased for $\$ 12,239,687$ at an average discount from net asset value of $9.6 \%$.

We have been net sellers of securities for most of the past two years and, while we added modestly to the portfolio in the quarter just ended, the investment climate remains challenging. Despite extraordinary monetary ease, the economy continues to struggle and post-bubble excesses have yet to be purged fully, as reflected in recurring earnings revisions and accounting scandals. More recently, the war in Iraq, the threat of confrontation on the Korean peninsula and the strain of pneumonia referred to as SARS have reduced visibility further and added to uncertainty in the markets. Our core portfolio companies, meanwhile, continue to generate satisfactory sales and earnings, buoyed by their leading industry positions and strong balance sheets. We retain historically high levels of cash and look forward to its employment as profitable opportunities present themselves.

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 Web site has been updated through the end of the first quarter. 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

April 9, 2003

2 STATEMENT OF ASSETS AND LIABILITIES March 31, 2003 (Unaudited)
General American Investors

ASSETS

INVESTMENTS, AT VALUE (NOTE 1a)
Common stocks (cost $\$ 414,811,384$ )
Convertible corporate notes (cost $\$ 9,668,925$ )
Corporate discount notes (cost $\$ 197,604,792$ )
U.S. Treasury bills (cost $\$ 95,721,565)$

Total investments (cost $\$ 718,806,666$ )

CASH, RECEIVABLES AND OTHER ASSETS
Cash, including margin account balance of $\$ 3,898 \quad \$ 90,912$
Receivable for securities sold 848,268
Receivable from broker for proceeds on securities sold short 5,710,668
Dividends, interest and other receivables 927,656
Prepaid expenses 6,640,570
Other $\quad 422,895$
TOTAL ASSETS

LIABILITIES

| Payable for securities purchased | 470,357 |
| :--- | ---: |
| Preferred dividend accrued but not yet declared | 240,000 |
| Securities sold short, at value (proceeds \$5,710,668) (note 1a) | $5,422,023$ |
| Accrued expenses and other liabilities | $5,744,655$ |

TOTAL LIABILITIES
7.20\% TAX-ADVANTAGED CUMULATIVE PREFERRED STOCK -
$6,000,000$ shares at a liquidation value of $\$ 25$ per share (note 2)

NET ASSETS APPLICABLE TO COMMON STOCK - 30,039,256 shares (note 2)

NET ASSET VALUE PER COMMON SHARE

NET ASSETS APPLICABLE TO COMMON STOCK

Common Stock, 30,039,256 shares at par value (note 2) \$30,039,256
Additional paid-in capital (note 2) 551,532,612
Accumulated realized loss on investments $(9,956,217)$
Undistributed net income 1,606,304
Unallocated distributions on Preferred Stock (2,940,000)
Unrealized appreciation on investments and securities sold short (including aggregate gross unrealized appreciation of $\$ 294,527,664$ ) 208,896,223

NET ASSETS APPLICABLE TO COMMON STOCK
(see notes to financial statements)

3 STATEMENT OF OPERATIONS Three Months Ended March 31, 2003 (Unaudited)
General American Investors

INCOME

| Dividends | $\$ 1,541,093$ |
| :--- | ---: |
| Interest | $1,241,760$ |
| Other Income | 114,891 |

## EXPENSES

| Investment research | $1,370,602$ |
| :--- | ---: |
| Administration and operations | 636,056 |
| Office space and general | 151,194 |
| Transfer agent, custodian and registrar fees and expenses | 48,126 |
| Auditing and legal fees | 42,000 |
| Directors' fees and expenses | 35,874 |
| Stockholders' meeting and reports | 34,425 |
| Miscellaneous taxes | 20,897 |

## NET INVESTMENT INCOME

REALIZED LOSS AND CHANGE IN UNREALIZED APPRECIATION ON INVESTMENTS (NOTES 1d AND 4)
$\begin{array}{lr}\text { Net realized loss on investments } & (10,130,319) \\ \text { Net decrease in unrealized appreciation } & (4,282,382)\end{array}$

NET LOSS ON INVESTMENTS

DISTRIBUTIONS TO PREFERRED STOCKHOLDERS

DECREASE IN NET ASSETS RESULTING FROM OPERATIONS
(see notes to financial statements)

4
STATEMENT OF CHANGES IN NET ASSETS

|  | Three Months Ended <br> March 31, 2003 (Unaudited) |
| :---: | :---: |
| OPERATIONS |  |
| Net investment income <br> Net realized gain (loss) on investments Net decrease in unrealized appreciation | $\begin{gathered} \$ 558,570 \\ (10,130,319) \\ (4,282,382) \end{gathered}$ |
| Distributions to Preferred Stockholders: <br> From net income <br> From long-term capital gain <br> Unallocated distributions on Preferred Stock | $(2,700,000)$ |
| Decrease In Net Assets From Preferred Distributions | $(2,700,000)$ |
| DECREASE IN NET ASSETS RESULTING FROM OPERATIONS | $(16,554,131)$ |
| DISTRIBUTIONS TO COMMON STOCKHOLDERS |  |
| From net income, including short-term capital gain in 2002 From long-term capital gain | $\begin{aligned} & (305,033) \\ & (915,098) \end{aligned}$ |
| 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) | $(12,239,687)$ |
| DECREASE IN NET ASSETS - CAPITAL TRANSACTIONS | $(12,239,687)$ |
| NET DECREASE IN NET ASSETS | $(30,013,949)$ |
| NET ASSETS APPLICABLE TO COMMON STOCK |  |
| BEGINNING OF PERIOD | 809,192,127 |
| ```END OF PERIOD (including undistributed net income o $1,606,304 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, t return, ratios and supplemental data for the three months ended | vestment <br> 31, 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.

PER SHARE OPERATING PERFORMANCE
Net asset value, beginning of period
Net investment income
Net gain (loss) on securities realized and unrealized

Distributions on Preferred Stock: Dividends from investment income Distributions from capital gains Unallocated

Total from investment operations

Less distributions on Common Stock: Dividends from investment income Distributions from capital gains

Capital Stock transaction effect of Preferred Stock offering

Net asset value, end of period

Per share market value, end of period

TOTAL INVESTMENT RETURN - Stockholder
Return, based on market price per share
RATIOS AND SUPPLEMENTAL DATA
Net assets applicable to Common Stock, end of period (000's omitted)
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)
Asset coverage
Liquidation preference per share
Market value per share
Three Months
Ended
March 31, 2003
(Unaudited)
_-_-_-_-_-_
$\$ 26.48$
------
.02
$(.43)$

-
$-=-----$
$\$ 25.94$
$=======$
$\$ 23.25$
$=======$
$(2.35) \%$ *
$\$ 779,178$
$0.30 \%$ *
$0.07 \%$ *

1. $38 \%$ *
$\$ 150,000$
$619 \%$
$\$ 25.00$
$\$ 25.30$

Year Ended Decemb

| 2002 | 2001 | 2000 |
| :---: | :---: | :---: |


| \$35.14 | \$39.91 | \$ 41.74 |
| :---: | :---: | :---: |
| . 19 | . 41 | 53 |
| (7.88) | (.66) | 6.12 |


| (.12) | (.07) (a) | ( . 11 |
| :---: | :---: | :---: |
| (.23) | (.29) | ( . 29 |
| - | - |  |
| (.35) | (.36) | ( . 40 |
| (8.04) | (.61) | 6.25 |
| (.21) (d) | (.88) (e) | (2.30 |
| (.41) | (3.28) | ( 5.78 |
| (.62) | (4.16) | ( 8.08 |


| - | - | - |
| :---: | :---: | :---: |
| \$26.48 | \$35.14 | \$39.91 |
| \$23.85 | \$33.47 | \$36.00 |
| (27.21) \% | 4.33\% | 19.10 |


| $\$ 809,192$ | $\$ 1,097,530$ | $\$ 1,155,039$ |
| ---: | ---: | ---: |
| $0.97 \%$ | $1.02 \%$ | 1.09 |
| $0.61 \%$ | $1.15 \%$ | 1.24 |
| $22.67 \%$ | $23.81 \%$ | 40.61 |


| $\$ 150,000$ | $\$ 150,000$ | $\$ 150,000$ |
| ---: | ---: | ---: |
| $639 \%$ | $832 \%$ | 870 |
| $\$ 25.00$ | $\$ 25.00$ | $\$ 25.00$ |
| $\$ 25.85$ | $\$ 25.90$ | $\$ 24.25$ |

                                    General American Investors
    Shares or
Principal Amount COMMON STOCKS
AEROSPACE/DEFENSE (1.6\%)
$500,000 \quad$ The Boeing Company (COST $\$ 15,978,443)$

COMMUNICATIONS AND INFORMATION SERVICES (4.9\%)

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)
712,500 Lucent Technologies Inc. (a)
(COST \$36,132,077)

COMPUTER SOFTWARE AND SYSTEMS (0.2\%)

175,000 Oberthur Card Systems S.A. (a)
339,500 Wind River Systems, Inc. (a)
(CoST \$8,061,069)
CONSUMER PRODUCTS AND SERVICES (2.2\%)

275,000 Ethan Allen Interiors Inc.
125,000 Newell Rubbermaid Inc.
150,000 Pepsico, Inc.
(COST \$12,312,784)

ELECTRONICS (1.6\%)

692,500 Molex Incorporated Class A
(COST \$14,877,393)

ENVIRONMENTAL CONTROL (INCLUDING SERVICES) (1.6\%)


609,000 Waste Management, Inc. (COST \$12,051,419)
FINANCE AND INSURANCE (30.3\%)
415,000 American International Group, Inc.
500,000 Annaly Mortgage Management, Inc.
1,000,000 Annuity and Life Re (Holdings), Ltd. (a)
300 Berkshire Hathaway Inc. Class A (a)
84,548 Central Securities Corporation

# Edgar Filing: GENERAL AMERICAN INVESTORS CO INC - Form N-30B-2 

```
700,000 Everest Re Group, Ltd.
425,000 Golden West Financial Corporation
435,000 John Hancock Financial Services, Inc.
320,000 M\&T Bank Corporation
440,000 MetLife, Inc.
525,000 PartnerRe Ltd.
475,000 Reinsurance Group of America, Incorporated
230,000 SunTrust Banks, Inc.
230,000 Transatlantic Holdings, Inc.
```

(COST \$123,416,755)

7 STATEMENT OF INVESTMENTS March 31, 2003 (Unaudited) - continued


General American Investors

Shares or
Principal Amount COMMON STOCKS (continued)

```
HEALTH CARE (14.9%)
```

    PHARMACEUTICALS (11.1\%)
    340,000 Alkermes, Inc. (a)
    300,000 Bristol-Myers Squibb Company
    270,000 Genaera Corporation (a)
    650,000 Genentech, Inc. (a)
    400,000 Genta Incorporated (a)
    250,000 IDEC Pharmaceuticals Corporation (a)
    239,000 MedImmune, Inc. (a)
    120,000 Millennium Pharmaceuticals, Inc.(a)
    125,000 OSI Pharmaceuticals, Inc. (a)
    1,025,000 Pfizer Inc
    (COST \(\$ 74,728,653)\)
    MEDICAL INSTRUMENTS AND DEVICES (1.7\%)
    290,000 Medtronic, Inc. (COST \$862,614)
    HEALTH CARE SERVICES (2.1\%)
    600,000 Health Net, Inc. (a)
                                    (CoST \$12,334,246)
                                    (CosT \$87,925,513)
    MISCELLANEOUS (1.3\%)

Other
(CosT \$9,487,132)

OIL \& NATURAL GAS (INCLUDING SERVICES) (2.2\%)

475,000 El Paso Corporation
700,000 Halliburton Company

| 700,000 | Costco Wholesale Corporation (a) |
| ---: | :--- |
| 1,945,000 | The Home Depot, Inc. (b) |
| $2,425,000$ | The TJX Companies, Inc. |
| 570,000 | Wal-Mart Stores, Inc. |

(CosT $\$ 48,567,239)$

SEMICONDUCTORS (0.7\%)
250,000 ASM International N.V. (a)
168,500 Brooks Automation, Inc. (a) 197,000 EMCORE Corporation (a)
1,644,900 IQE plc (a)
250,000 Zarlink Semiconductor Inc. (a)
(COST \$18,466,049)

SPECIAL HOLDINGS (a) (c) (NOTE 5) (0.3\%)

400,000 Cytokinetics, Incorporated Series E Preferred
(d) Sequoia Capital IV

432,000 Silicon Genesis Corporation Series C Preferred
546,000 Standard MEMS, Inc. Series A Convertible Preferred

TOTAL COMMON STOCKS (79.9\%)
(COST \$414,811,384)

CONVERTIBLE CORPORATE NOTE

```
HEALTH CARE (1.3%)
    $10,000,000 MedImmune Vaccines, Inc. 5 1/4% due 2/1/08 (COST $9,668,925)
8 STATEMENT OF INVESTMENTS March 31, 2003 (Unaudited) - continued
```



```
    General American Investors
    Principal
    Amount SHORT-TERM SECURITIES AND OTHER ASSETS
```

$$
96,000,000
$$

AIG Funding, Inc. notes due 4/1-4/14/03; 1.19\%-1.24\%
American Express Credit Corporation notes due 4/8-5/6/03; 1.23\%
Ford Motor Credit Company notes due 5/5/03; 1.51\%-1.53\%
General Electric Capital Corp. notes due 4/3-5/1/03; 1.22\%-1.25\%
General Motors Acceptance Corp. notes due 4/7-5/8/03; 1.51\%-1.54\%
Sears Roebuck Acceptance Corp. notes due 4/30-5/12/03; 1.60\%
U.S. Treasury bills due 4/24-5/15/03; 1.15\%

NET ASSETS APPLICABLE TO COMMON STOCK (100\%)

# STATEMENT OF SECURITIES SOLD SHORT March 31, 2003 (Unaudited) 

General American Investors


## 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); for limited partnership interests, fair value is based upon an evaluation of the partnership's net assets.
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 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 $30,039,256$ shares and $6,000,000$ shares, respectively, were outstanding at March 31, 2003.

On June 19, 1998, the Company issued and sold 6,000,000 shares of its $7.20 \%$ Tax-Advantaged Cumulative Preferred Stock. 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 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.

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

# Edgar Filing: GENERAL AMERICAN INVESTORS CO INC - Form N-30B-2 

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 requires 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.

```
10 NOTES TO FINANCIAL STATEMENTS (Unaudited) - continued
                            (Continued from bottom of previous page.)
Transactions in Common Stock during the three months ended March 31, 2003 and the year ended December 31, 2002 were as follows:
```

Shares issued in payment of dividends (includes 251, 893
shares issued from treasury)
Increase in paid-in capital
Total increase
Shares purchased (at an average discount from net
asset value of 9.6\% and 9.1\%, respectively)
and liabilities of the plans are not material. Costs of the plans are funded currently.

## 4. PURCHASES AND SALES OF SECURITIES

Purchases and sales of securities (other than short-term securities) for the three months ended March 31, 2003 amounted to $\$ 14,266,847$ and $\$ 8,730,763$, respectively.

At March 31, 2003, the cost of investments for Federal income tax purposes was the same as the cost for financial reporting purposes.

## 5. RESTRICTED SECURITIES

|  | $\begin{gathered} \text { DATE } \\ \text { ACQUIRED } \end{gathered}$ | CoST | $\begin{gathered} \text { VALUE } \\ (\text { NOTE } 1 \text { a) } \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Cytokinetics, Incorporated Series E Preferred | 3/21/03 | \$2,000,000 | \$2,000,000 |
| Sequoia Capital IV* | 1/31/84 | 886,407 | 42,000 |
| 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 |  | \$8,896,127 | \$2,114,000 |

* The amounts shown are net of distributions from this limited partnership interest which, in the aggregate, amounted to $\$ 4,806,404$. The initial investment in the limited partnership was $\$ 2,000,000$.


## 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 $\$ 114,000$ for the three months ended March 31, 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.

| INCREASES | SHARES OR PRINCIPAL AMOUNT | SHARES HELD MARCH 31, 2003 |
| :---: | :---: | :---: |
| NEW POSITIONS |  |  |
| ASM International N.V. | - | 250,000 (a) |
| Cytokinetics, Incorporated Series E Preferred | 400,000 | 400,000 |
| Genta Incorporated | - | 400,000 (a) |
| Juniper Networks, Inc. | - | 450,000 (a) |
| ADDITIONS |  |  |
| American International Group, Inc. | 70,000 | 415,000 |
| Everest Re Group, Ltd. | 25,000 | 700,000 |
| Health Net, Inc. | 50,000 | 600,000 |
| Newell Rubbermaid Inc. | 25,000 | 125,000 |
| Waste Management, Inc. | 20,000 | 609,000 |

DECREASES
ELIMINATIONS
Ford Motor Company 225,000
NTL Incorporated 180,000 -
El Paso Corporation 0\% Convertible Notes Due 2/28/21 \$5,000,000

REDUCTIONS

| El Paso Corporation | 275,000 | 475,000 |
| :--- | ---: | ---: |
| Halliburton Company | 150,000 | 700,000 |
| Reinsurance Group of America, Incorporated | 15,000 | 475,000 |

12
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

OFFICERS

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 TRANSFER AGENT AND REGISTRAR
Mellon Investor Services LLC
P.O. BOX 3315
INDEPENDENT AUDITORS
Ernst & Young LLP
CUSTODIAN
Deutsche Bank Trust
    Company Americas
```

RESULTS OF THE ANNUAL MEETING

```
                        OF STOCKHOLDERS
The votes cast by stockholders at the Company's annual
meeting held on April 9, 2003 were as follows:
Election of Directors:
    FOR WITHHELD
\begin{tabular}{lll} 
Lawrence B. Buttenwieser & \(31,447,709\) & 627,469 \\
Lewis B. Cullman & \(31,461,342\) & 613,836 \\
Spencer Davidson & \(31,564,613\) & 510,565 \\
Gerald M. Edelman & \(31,468,446\) & 606,732 \\
John D. Gordan, III & \(31,587,430\) & 487,748 \\
Richard R. Pivirotto & \(31,467,291\) & 607,887 \\
Joseph T. Stewart, Jr. & \(31,527,863\) & 547,315 \\
Raymond S. Troubh & \(31,427,665\) & 647,513
\end{tabular}
Elected by holders of Preferred Stock:
\begin{tabular}{lll} 
Arthur G. Altschul, Jr. & \(5,442,676\) & 38,403 \\
Sidney R. Knafel & \(5,437,633\) & 43,446
\end{tabular}
Ratification of the selection of Ernst & Young LLP as auditors of the Company
for the year 2003:
For - 31,638,265; Against - 177,519; Abstain - 259,394
```

