



Hawaiian Commercial & Sugar Company (HC&S)

Business Operations

Growing and milling sugar cane, producing raw sugar and specialty food grade sugars, molasses, generating and selling electricity.

Ownership

A division of Alexander & Baldwin, Inc. (NYSE:ALEX)

Management

Christopher J. Benjamin, Senior Vice President, Chief Financial Officer and Treasurer,
 Alexander & Baldwin; General Manager, Hawaiian Commercial & Sugar Company
 Rick W. Volner, Jr., Senior Vice President, Ag Operations
 Keith A. Goto, Vice President, Human Resources
 Lynn M. Heafey, Vice President and Controller
 Robert K. Luuwai, Vice President, Factory Operations

Employment

Number of employees*	802
Bargaining Unit (ILWU, Local 142)	663
Non-bargaining Unit	139

*723 at HC&S plus 79 at affiliated companies EMI & KT&S

Significant Measures

	<u>2009</u>	<u>2008</u>	<u>2007</u>
Raw sugar produced (96°)	126,800 tons	145,200 tons	164,540 tons
as % of total Hawaii production	72%	75%	80%
as % of total U.S. cane production	N/A	4%	4%
as % of total U.S. cane+beet prod.	N/A	2%	2%
Average yield (tons sugar per acre)	8.4 tons/acre	8.6 tons/acre	9.7 tons/acre
Molasses produced	41,700 tons	52,231 tons	51,732 tons
Electricity generated	188,000 MWH	211,072 MWH	217,706 MWH
sold to Maui Electric Co.	72,800 MWH	91,285 MWH	94,027 MWH
% of Maui Electric's total power	6% (approx.)	7% (approx.)	7% (approx.)
Total generating capacity	47 MW	47 MW	47 MW
Generating plants:	Pu'unene mill	3 units	
	Hydroelectric	3 units (harnessing the energy of the surface water supplied to HC&S by A&B, Inc. affiliated company, East Maui Irrigation Company, Limited)	

Major Assets:

Pu'unene Mill/Power Plant
 Acres under cultivation 35,000— all drip irrigated, except for millwater fields
 Owned in fee 32,400
 Leased 2,600
 from state 1,450
 from others 1,150

Capital Investments

\$162 million (1995-2009)

Milling

Pu'unene Mill daily capacity 7,500 tons of /1,200 tons of raw sugar
 Milling season Generally February to December (the mill works on a 24-hour-per-day, 7-days-per-week basis).

Irrigation

- Water to HC&S is supplied from surface sources (rainfall dependent) and 16 deep brackish-water wells.
- Water is applied directly to the cane plants' root zone through highly efficient drip irrigation. Fertilizer is applied with the irrigation water.

Retail Products

- HC&S' raw sugar is shipped to C&H's Crockett, California, plant for refining and marketing. HC&S markets as Maui Brand®, Natural Hawaiian Cane Sugars. HC&S is the exclusive provider of turbinado sugar for the *Sugar in the Raw* brand.

**Historical/Other
Items of Interest**

- Hawaii's largest sugarcane plantation, cultivated since 1882, when it was founded by Claus Spreckels. Control passed to A&B in 1898.
- Old Spreckelsville factory was the site of the first use of electricity in Hawaii – to illuminate and power round-the-clock operations.
- HC&S today includes not only the former Spreckels lands, but those of 13 other predecessor plantations – including Samuel Alexander and Henry Baldwin's original plantation, founded in 1870, the seed for what is today a diversified corporation, Alexander & Baldwin, Inc.
- HC&S became a division of A&B, Inc. in 1962.
- Pu'unene mill built in 1901.
- Paia mill built in 1880; completely rebuilt in 1905; mothballed in 2000; demolished in 2006.

Address

P. O. Box 266, Pu'unene, Maui, Hawaii 96784

Telephone

(808) 877-0081 Fax: (808) 871-7663

Websites

www.hcsugar.com
www.mauibrand.com