



## 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

Rick W. Volner, Jr., General Manager, Hawaiian Commercial & Sugar Company  
 Anna M. Skrobecki, Senior Vice President, Factory and Power Plant Operations  
 Keith A. Goto, Vice President, Human Resources  
 Daniel J. Ligienza, Vice President and Controller  
 Robert K. Luuwai, Vice President, Factory Operations

### Employment

Number of employees*	754
Bargaining Unit (ILWU, Local 142)	613
Non-bargaining Unit	141

*\*737 at HC&S plus 17 at affiliated companies EMI & KT&S*

### Significant Measures

	<u>2010</u>	<u>2009</u>	<u>2008</u>
Raw sugar produced (96°)	171,800 tons	126,800 tons	145,200 tons
as % of total Hawaii production	100%	72%	75%
as % of total U.S. cane production	5%	4%	4%
as % of total U.S. cane+beet prod.	2%	2%	2%
Average yield (tons sugar per acre)	11.1 tons/acre	8.4 tons/acre	8.6 tons/acre
Molasses produced	52,800 tons	41,700 tons	52,231 tons
Electricity generated	190,100 MWH	188,000 MWH	211,072 MWH
sold to Maui Electric Co.	68,300 MWH	72,800 MWH	91,285 MWH
% of Maui Electric's total power	6% (approx.)	6% (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 Co., Ltd.)	

### Major Assets:

Pu'unene Mill/Power Plant

Acres under cultivation	35,100– all drip irrigated, except for millwater fields
Owned in fee	32,400
Leased	2,700
from State of Hawaii	1,450
from others	1,250

### Capital Investments

\$171 million (1995-2010)

### Milling

Pu'unene Mill daily capacity	7,500 tons of cane/1,200 tons of raw sugar
Milling season	Generally March to November (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<sup>®</sup>, Natural Hawaiian Cane Sugars. HC&S's turbinado sugar was used exclusively to establish 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](http://www.hcsugar.com)  
[www.mauibrand.com](http://www.mauibrand.com)