



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*	758
Bargaining Unit (ILWU, Local 142)	628
Non-bargaining Unit	130

**746 at HC&S plus 15 at affiliated company EMI*

Significant Measures

	<u>2012</u>	<u>2011</u>	<u>2010</u>
Raw sugar produced (96°)	178,320 tons	182,800 tons	171,800 tons
as % of total Hawaii production	100%	100%	100%
as % of total U.S. cane production	5%	5%	5%
as % of total U.S. cane+beet prod.	2%	2%	2%
Average yield (tons sugar per acre)	11.3 tons/acre	12.1 tons/acre	11.1 tons/acre
Molasses produced	50,480 tons	51,106 tons	52,800 tons
Electricity generated	182,066 MWH	191,285 MWH	190,100 MWH
sold to Maui Electric Co.	58,222 MWH	64,900 MWH	68,300 MWH
% of Maui Electric's total power	5% (approx.)	6% (approx.)	6% (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	35,532 – all drip irrigated, except for millwater fields
Owned in fee	32,962
Leased	2,570
from State of Hawaii	1,350
from others	1,220

Capital Investments

\$190 million (1995-2012)

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®, 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
www.mauibrand.com