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PRESENTATION

Phyllis Proffer - *Matson - Director, IR*

Good morning, and welcome to the webcast of the Matson Navigation Webcast this morning, which is April 11, 2012. We filed an 8-K this morning, so in that 8-K there is a statement that this presentation that's set forth expectations or predictions are based on facts and situations that are known to us as of the date of this filing.

Actual results may differ materially due to risks and uncertainties such as those described on pages 19 through 29 of the Form 10-K and the Alexander & Baldwin 2011 Annual Report and other subsequent filings with the SEC. Statements in this presentation are not guarantees of future performance. We do not undertake any obligation to update our forward-looking statements.

And with that, I'd like to move us to the agenda for the day with Matson's management. It will begin with Matt Cox, who is our President; and Joel Wine will give us an update on the separation. We have the good fortune to have three Operations folks with us today to talk about their business, and that's David Hoppes, who is Senior Vice President responsible for Ocean Services; Ron Forest, who heads up Operations; Rusty Rolfe, who heads up our Matson Logistics. Joel Wine will then give a financial overview and Matt then will wrap it up.

By the way, my name is Phyllis Proffer and I do welcome you to this webcast. And it's with a great deal of pleasure now that I introduce Matt to kick us off.

Matt Cox - *Matson - President*

Thanks, Phyllis, and good morning, and thanks to everyone for coming. We hope you find this session to be useful in getting some additional information in context about Matson. So on slide five -- one of the slides we're most proud of, is the long history of Matson. Matson will celebrate its 130th anniversary this year. It all started with Captain Matson in 1882 sailing his vessel, the Emma Claudina, from San Francisco to Hilo, Hawaii. And in many ways, the history of Matson is really the history of the territory and eventually the state of Hawaii.

We were, we had a great era. We helped to develop tourism in the state, went through the war years, we're a pioneer in the containerization phase, and are currently, as we'll talk about more, are the largest ocean carrier to the state of Hawaii.

Just to look at our geographic coverage, on slide six, Matson -- upon separation, Matson's corporate headquarters will be Honolulu, Hawaii. We have offices throughout the US mainland, in the Pacific and China, and, as Rusty will talk about, the logistics network has spread throughout the continental United States.

Phyllis touched on this, but it has been announced that Walter Dods, who is currently the Chairman of Alexander & Baldwin, upon separation will become the Chairman of Matson. I am today the President and will pick up the CEO title.



Joel Wine, who you'll hear from in a moment -- for those of you who don't know Joel, Joel came aboard last fall to Alexander & Baldwin as the CFO, who had been associated with Alexander & Baldwin and Matson for over a decade in a role at Goldman Sachs as an advisor to the Company; came aboard as the CFO. And we're fortunate that he will be joining us as the CFO of Matson upon separation.

And the rest of the team, who Phyllis introduced, a couple of folks who aren't here today have been at this business a long time -- Joel brings a fresh insight into the financial community insight and a lot of external-facing skills that will be really helpful to us, and a terrific advisory background.

The rest of us have been Ocean Transportation and Logistics providers for a combined 175 years, the six of us. So we've been at it a long time, and we think we know what we're doing and provide a lot of continuity in this business.

Just to look at Matson at a glance, in 2011 we had revenues of just under \$1.5 billion -- \$1.1 billion at the Ocean Transportation level and about \$400 million at the Logistics level. You can see the bulk of last year's profit came from the Ocean Transportation segment and just under \$80 million in operating profit. We have about 1,100 employees. We have 17 vessels. And we'll go into much more detail in the following slides.

With that, I'm going to transition and spend a few minutes on corporate strategy, how we see the world, what are our goals, what are our aspirations, how do we organize the sales, what are we trying to do? And then on slide 10, we start with our vision. Basically, we have been, as I mentioned in my introductory comments, in the Pacific a very long time. It's our home, it's our backyard.

What we want to do as an overall strategy is to leverage the Matson brand and our capabilities into compatible new geographies and services. That's -- we serve important markets in the Pacific. We're always looking to where we can expand. As an operating business, we're always focusing and operating a 24-hour-a-day network business. It's important for us to look for ways in which we can continue to improve our network. And internally, it's very important in the Matson culture to always do the right thing, and do those by our customers, our employees, and the communities we serve.

So, what are our key strategies for Matson? On the Ocean Transportation side -- many of these topics, by the way, we'll be covering in more detail with the other presenters. So I just want to touch on them here and not delve too deep, but we'll have plenty of time to talk about these strategies in more detail in the following slides.

On the Ocean Transportation side, we have built over the last six years an absolutely fantastic, unmatched China service from three ports in Central China into Long Beach. We also, having been through the current market cycle in Hawaii, are poised to grow faster than the overall economy in Hawaii as it recovers primarily by leveraging the construction segment when it returns.

We also are a significant player into Guam. Guam is an important location for the US military given the US government -- the US military's realignment of its forces into the Pacific. And we think we're well placed and want to leverage that move when it occurs. And then, lastly -- I mentioned this a moment ago -- we're always looking for ways in which we can add new or expand our service offerings in compatible geographic locations.

On the Logistics side -- and Rusty will go into more detail about this -- at this point, we're looking for organic expansion of our truck brokerage and warehousing businesses. We are looking at piloting this year, but hope to expand our own 53-foot big box program on the US rail network. We are in the process of building a China freight forwarding and China origin consolidation business, which Dave will speak to.

And on the Logistics side we're looking at a disciplined M&A. What do we mean by that? We mean we are looking for ways in which we can grow this business. We're not actually now looking to pay top dollar for overpriced logistics businesses that place themselves for sale as is prevalent in some corporate strategies. We find those strategies to be very difficult to hang onto and realize value in the long run. We're maintaining acquisition awareness. When we find a well-priced property, we'd consider acquiring it, but we think organic growth is the key strategy for us at this point.

And then, I hope when you leave here today one of the things you hear is our customer service and operating discipline. We are very proud of that. And we will have not conveyed our key message if you haven't gotten the sense that we're different, that we do significantly focus on customer intimacy, on our customer service, and are the best ocean transportation and logistics provider in the world. So, if we haven't conveyed that at the end, we have missed something.

So, what are Matson's competitive advantages? On slide 12, Matson in the Pacific has a significant brand identity. What we say is if -- and being half a world away it's hard to know that. You get to Hawaii, you get to Guam, you get to Shanghai and you ask customers about who Matson is, and they'll tell you who we are and how we operate.

We have a very strong -- and Dave will talk about this -- a leading market share in the Hawaii market. We have the most sailing frequency into Hawaii. Dave will touch on the fact that because we sail our integrated string from the US West Coast to China, it leaves full with cargo from the US West Coast, sails on to Hawaii then Guam, and it's able to pick up and fill up with cargo from China. On the way back, we have a dual headhaul, which puts us in a very, very strong position.

We control and operate our own West Coast terminals through a joint venture, which Ron will describe. We have two fantastic, middle-of-the-Pacific terminals that we operate and hope to leverage. We own and control our own neighbor island network, which allows us to match the cargo which arrives in Honolulu which needs to be connected to the Hawaiian neighbor islands and gives us an advantage there. We have the most modern new Jones Act tonnage in terms of our fleet and we have, as Joel will mention, a very strong balance sheet and credit metrics.

Core competencies, I won't spend much time on this other than to say -- repeat what I said a minute ago. We have a very strong operating discipline. We care deeply about when vessels depart, when they arrive, what the productivity at our terminals are; it makes a huge difference to our customers and that is a significant strength that we have.

On slide 14 -- we do have our challenges. The Jones Act markets, especially given our predominant market position in those markets, it's difficult for us over the long-term to grow much more than the GDP of the islands we serve given, again, our large market presence. Although we do think that in the next few years the building and construction segment, as it recovers will provide, as we mentioned, a faster than overall growth in the Hawaiian economy.

Alaska -- we've always had interest in the Jones Act business in Alaska. There are two operations there today, and if one of those two businesses were to become available for sale we would be very interested in that. Another challenge is we have roll-on/roll-off capacity for cars. Much of that capacity is on some older platforms. We are looking at some new ships in the next few years and we may use that as an opportunity to remedy the older RO/RO space that we have.

We rely -- Matson is a Jones Act carrier. We believe -- and I'll touch on the Jones Act in a minute, but we do rely on the support of the Hawaii delegation and other delegations for the support of the Jones Act. But we think it's very strong, but we never take that for granted and continue to invest time in making sure those that can make a difference understand the importance of the Jones Act and the continued relevance of it.

We're operate in a highly unionized environment, so there's always a potential for labor disruptions, although at the moment -- we never take it for granted, but we do feel like labor relations are good, both on the shore side and offshore at the time being.

And one of our competitors in Hawaii, a roll-on/roll-off carrier, there are three of us principally that operate in Hawaii. Matson has about a two-thirds market share, but of the other two, one of the other two participants has announced that they're building a second vessel. They have one vessel now and they've announced a second one. And if it is completed, which isn't a certainty, it has the chance of changing the competitive landscape somewhat.

I'd mentioned I'd touch on the Jones Act. For those that don't know, the Jones Act is a federal law which in its current form has been in place since 1920, but essentially a version of the Jones Act has been in place since the founding of our country, which reserves shipping between US locations to US companies which are, in the case of the current law, 75% owned by US citizens who operate vessels which are built in US shipyards and crewed by US citizens flying the US flag.

To put this into a little bit of the larger context, more than 50 countries have similar laws which reserve shipping between their locations for flags of their nation, and we do think it's very relevant for -- even today for national defense, for environmental protection safety, and jobs and employment.

And with that speedy introduction, I'm going to turn it over to sort of the real work that's going to be done by the rest of the crew here. So I'll turn it over to Joel Wine, Matson's pending CFO at separation. So, Joel.

Joel Wine - *Alexander & Baldwin, Inc. - CFO*

Okay. Thank you, Matt. Let me spend a moment giving an update on separation, but first on slide 17, just to remind everyone, from an overall corporate perspective, if you look at Alexander & Baldwin, about half the Company from an operating profit perspective is Matson and about half is the A&B properties businesses.

30. So I would encourage our listeners to dial into that, in which the A&B management team will be spending time going through a detailed review of its businesses and strategies as well -- very similar to what we're doing this morning at Matson.

On slide 19, in terms of the separation itself, it's been well received by shareholders. I think the strategic rationale points listed on this page have been well understood. So, let me just spend a moment updating folks on timing in the critical step items.

We filed our IRS letter ruling request, which is seeking a private letter ruling on the tax-free nature of the spend that was filed at the end of February. We don't expect that to be a gating item. We expect to hear back in May or June from the IRS on that. The S-4 merger proxy was declared effective, and our annual shareholders meeting date has been scheduled for the second week of May. So that is tracking on schedule, on time.

And also, last week, on April 2nd, we filed the Form 10. The Form 10 is the registration statement of the new shares for SpinCo, in which in our case SpinCo is actually Alexander & Baldwin. So if we look at all the various SEC and other timing items, it's probably the Form 10 that ultimately will be the pacing item. So going through the regular SEC review process, amending, etc. to get that registration statement declared effective is probably going to be the pacing item as best we can see today.

We're working towards a transaction and internally planning for a transaction to happen as early as the end of June -- the last day of June, the first day of July. So we'd say we're targeting a third quarter transaction; it could be as early as the first day of the third quarter, and that's what we're working for.

Importantly, I just want to note also at the bottom of this page, the S-4 merger proxy and the merger vote is not conditioned in any -- the separation is not conditioned in any way on that merger vote. That merger vote is merely being put together as the best way for us to formulate our businesses and prepare them for a spin-off, but the spin-off and separation itself is not conditioned on that vote.

Last thing, update on the board. Matt mentioned Walter Dods has previously been announced our Chairman. In addition, Matt will be one of the directors of the board, consistent with his role as CEO. And the balance of our directors we have not named specifically, but the directors are expected to be a subset of the current A&B board, which we think provides important continuity with our previous governance.

So with that backdrop, let me turn it over to Dave to talk about Ocean Services.

Dave Hoppes - *Matson - SVP, Ocean Services*

Thanks, Joel. I'm going to begin on slide 22. We've had 130 years -- a very storied history over 130 years to develop our brand. We take this pretty seriously because we want our brand to evoke a certain number of things. First of all, we want it to reflect our position as a premier ocean transportation and logistics provider. We also have a history of delivering innovation, whether it be the first container A-frame gantry crane in 1960 or one of the most modern container terminals in the United States in Honolulu today.

Reliability beyond the norm. I'm going to be a little boastful about that. It's actually significantly beyond the norm. And we also have a long-term demonstrated financial stability, which is really something that we hope people see in our brand. And, finally, and I want to say this is almost an obsessive focus, we focus on delivering a solid value proposition to our customers.

We're not the only one that feels this way. We've won quite a few awards. I'll just focus on two this morning. We have received Logistic Management Magazine's Quest for Quality Award for nine consecutive years. Also, we have been awarded Toyota Logistics' Highest Logistics Award for the last three consecutive years. And you can see from the table there are a few other things as well.

The next slide, slide 24, is pretty much a nice graphic depiction of our network. The blue line represents our five-vessel integrated Hawaii-Guam-China weekly service. The purple line represents our PNW Oakland weekly triangulating service to Hawaii. The orange line is our weekly Oakland to Long Beach service to Hawaii. And, finally, the green line -- and I'll talk a little bit more about this later -- is our service that connects across Guam to Micronesia and the Mid-Pacific. I'll go into our route deployment a little bit more as I talk about each service.

The Hawaii service. The Hawaii services are comprised of a hub-and-spoke service. Our line haul vessels sail three times from the West Coast, as I have described in the previous slide. This makes up our nine-ship base deployment, with five ships going on to Guam and China and four turning in Hawaii and coming back to the US Mainland.

The neighbor islands of Hawaii are spokes, are served from Oahu on our owned integrated neighbor island barge service. We actually talk about owned for a very good reason. Owned means that unlike our competition we own the assets, we control the service. Our competition uses a PUC-regulated service that must sail at specified times in the days in the week.

As a result of that, if there are late sailings or there are something that causes a ship to arrive a little bit late, we can hold our barges and still make the neighbor island connections where our competition cannot. We consider that to be a competitive advantage. And as Matt pointed out, the west-bound market to Hawaii, we have about two-thirds of that -- approximately two-thirds of that market.

Here's a historical look at the combined west-bound and east-bound volumes from 1974 through 2011. I want to note that while we report our freight carriage today in containers for public purposes, we've used TEUs for this slide. Going forward, we will continue to use containers, but we wanted you to take a look at the dramatic change in freight associated with the switch from smaller containers in the '70s and '80s to larger containers in the '90s and in the 2000s.

So what this reflects, quite honestly, is that it shows that the container growth would be a little bit less -- more muted when you use TEUs, which shows -- demonstrates the amount of cargo, it gets a little bit better slope. Note that these bands -- these vertical bands are United States recessions. And as you'll see, Hawaii is clearly affected by the United States Mainland recessions just like any of the other states.

I'm on slide 27. We have a very diverse customer base. Freight forwarders, although representing 30% to 32% of our freight lift, there's about 20-plus customers inside that segment. So it really continues to diversify our freight.

Now, building materials have actually historically been a larger percentage of Matson's volumes. Their current 8% to 10% is smaller than it has been historically, and I think that reflects what Matt said about how important the residential investment is and construction is to our freight carriage. It's been as high as 15% before, so you can see that during the downturn -- in the construction downturn, how that's had an impact on our freight lift as well. I also want to point out that government cargoes, while they are a very large customer, they still only represent 5% to 7% of our volume.

Here are some of the key economic indicators in Hawaii for the year as estimated by the University of Hawaii. I think that you'll notice the biggest turnaround based on this estimate is construction income, which was negatively -- in 2007 down 5.6%, and the forecast is that it will be up by 5.2% from that period. I should point out that while unemployment falls from 6.3% to 6.2%, it is historically about 4.5% to 4.8%, so it still remains relatively high.

This is probably something we haven't talked about before, but I wanted to give you some of the details and the differences on pricing. The Hawaii service, unlike other domestic and international trades, we have public tariff rates that are filed with the Surface Transportation Boards. Our rates are largely commodity based, recognizing the value of the commodity.

Our freight rate is comprised of four basic components; ocean freight rate, terminal handling charge, wharfage, and fuel surcharges. Our pricing increases are designed to cover cost escalations and they are typically only increased once per year in January. And then, I'll talk about this a little bit later, but our fuel surcharge mechanism is very efficient.

How do we maximize yield? Quite honestly, the single most important tool we use to maximize yield is to maintain high vessel utilization. Matson's ability to expand and contract our actively deployed fleet really assists us in this effort. Today, our deployment is nine long-haul vessels. We can go to 10 and we can even go to 11 if freight demands warrant doing so. And the reverse is also possible, where we went from an 11-ship fleet to a nine-ship fleet during this downturn. And Ron will talk a little bit more about that actual utilization later.

Targeting freight based on yield per container is also very important. We had a good laugh when we put this together because this is one of those slides that's like, hello, of course. But I think you need to look a little bit not around that target zone, but around that area in the target zone that has some of that bright green and shaded a little bit in the upper left-hand quadrant and the lower right-hand quadrant.

And that's that to keep your vessel utilization high you might take a commodity such as beer, which may not have the highest yield per container, but still has significant volumes because it brings total yield to the ship. And that's really what this is saying. And you want to stay away from that cream colored area as much as you can.

I'm on slide 31, and this is a little bit about our fuel surcharge methodology. Matson's fuel methodology is designed to recovery up to 100% of our fuel-related costs from our Hawaii and Guam customers. There is no fuel recovery in our base rate. The FSC is the sole methodology to recovery our fuel-related costs.

Matson recovers fuel by assessing the fuel surcharge to account for price, consumption, and another very important component, volume. Now while this fuel mechanism is very efficient over the course of the year, there can be quarterly lags. And the reason for that is a matter of policy. We give 30 days' notice to our customers when we increase the fuel surcharge. And when you do that in a period of very volatile fuel, it can have a short-term impact on your collections.

This is a pretty good slide since 1999. And yes, in 1999 we had zero fuel surcharge. The red line is the average West Coast bunker fuel cost and the blue line is Matson's fuel surcharge. You can see they track really closely; that kind of is a statement to the efficiency of our collection. And where it gets a little bit of a gap, that's likely to be one of those lags that are generated by some extra volatility in the fuel prices.

Let's switch to our Guam service. As I mentioned before, Matson sells to Guam once per week as a part of the Hawaii-Guam-China integrated vessel deployment. I want to talk about that graphic on -- I guess it would be on the left-hand side, that shows how we've extended our region to Micronesia and the Mid-Pacific using a feeder vessel, a chartered feeder vessel.

So we actually use Guam as a hub and extend our reach into the Mid-Pacific, the Marshall Islands, and the FSM. We also have easy connections to Guam from the PNW and Oakland by transshipment across our terminal in Honolulu.

Until the end of 2011, our historical market share fluctuated between 52% and 56%. Matson's current share approximates 100% as a result of our principal competitor exiting the trade.

This is another historical graph, again, as expressed in TEUs, although we will continue to express our public information in containers. What's most importantly interesting about this one is the big drop in freight from 2003 and 2006 was primarily related to east-bound garments from the island of Saipan. Saipan was a billed American garment operation, and when they eliminated the quotas for China, that product began to fall until it ultimately died. There are no garment factories left in Saipan at all.

As you would expect, volumes increase after a typhoon because of restocking and rebuilding requirements, but after a period that volume moves back to a normalized level. Guam is also affected by the same economic factors as Hawaii, as can be seen by 9/11 and when tourism increases and declines.



We don't segment our volumes in Guam quite the same as we do in Hawaii, but you can see that our largest piece of our business is Guam commercial dry. I think what's important to talk about here is the fact that the government cargoes play a much more significant role in the freight lift in Guam. And this stat makes it understandable as why we're focused on this proposed military realignment. It's very important that we have the capacity and the capability to handle any increase in freight that's associated with this realignment.

I'm on slide 36 now. Like Hawaii, the Guam rates are tariff-based. We also have a very efficient fuel surcharge mechanism in place. And we have no plans to raise our ocean freight rates during 2012 beyond any pass-throughs of any port charges.

This brings me to our China service. Again, that's served through our five-ship weekly integrated Honolulu-Guam-China service. We serve the ports of Xiamen, Ningbo and Shanghai and we serve these into the ports of Los Angeles and Long Beach. So when I talk about our markets for the rest of this presentation, I want you to understand that that's Xiamen, Ningbo and Shanghai into the Southern California market of Los Angeles from Long Beach.

Our market share today is between 5% and 6% -- relatively small. Now in this service, Matson has the fastest transit time of 10 days, providing a two to four-day transit advantage over the current trade practices. Additionally, next-day cargo availability extends this advantage to between three to six days. I'll come back to that point a little bit later.

The China service characteristics are much different than that in our domestic trades. The trade has many international carriers with activity in many trades. In fact, we have in excess of 20 competitors in some fashion in our trade lane. The trade has a distinct seasonality around a peak season and a low season. The peak season runs from the middle of May to the end of October or sometimes the beginning of October. And, of course, the low season is generally associated with the Lunar New Year. And this China service, by its nature, is much more variable and volatile.

I'm sorry. I've lost my -- oh, there we go. Okay. Pricing in the CLX China service is far different than Hawaii and Guam. The China trade is almost entirely confidential contracts. Pricing components are ocean freight and a fuel adjustment factor. It is our highly volatile pricing, driven by the demand capacity relationship in the trade. That makes Matson -- and this is very important -- we're a price-taker instead of a price-maker.

However, this premium service that I talked about a little bit earlier has allowed us to get as little as a \$200 premium in a weak market, but one that can be much higher in a robust market. The fuel adjustment factor is also market-based. We use -- already have a large percentage of our fuel factors are floating to move with the price of fuel and we expect that we'll even rely on that more heavily during the upcoming contract cycle.

Here's a good depiction of the rate volatility, as expressed by the Shanghai Containerized Freight Index. This volatility occurred in a three-year span. And during that three years, the consulting firm, Alphaliner, carriers in 2009 lost a combined \$13.9 billion. They made a combined \$12.1 billion in 2010, and then again in 2011 they lost a combined \$6 billion.

This chart kind of tells you why that can happen. And I'd also like to remind you that during those three years Matson's Trans-Pacific China service continued to make money because of the dual headhaul economics that Matt talked about earlier. What this chart really says is that we -- our market remains robust. And remember, we have very high vessel utilization with only a 5% to 6% market share in this marketplace.

Here's a little better look at the China east-bound segments by volume. Freight all kinds is a maritime term or a tariff term for just commodities of very different types. And then garments, and although smaller than -- a smaller segment, garments are really in our sweet spot.

I'm on slide 43. Matson's garment penetration is something that is quite remarkable because garments value our service. Garments have a seasonality. Manufacturers can be subject to significant penalties and even cancellation for delayed product. One of our customers even resets their store 14 times a year. This makes Matson a very attractive carrier. Matson has the highest market share of garments from the markets we serve. Our market share of garments is very close to 23%. And remember, our market share out of there is only 5% to 6%.

Finally, our next target. Our service speed and reliability provides us with another target cargo that customers will value. Air freight can be as much as 10 times as expensive as ocean freight. This is an opportunity. A customer with the ability to slightly lengthen their supply chain can take advantage of the lower cost provided by ocean transportation and even a combination of ocean and air depending upon the destination.



The major container carriers are reducing their speed, reducing their differentiation through vessel-sharing agreements and alliances. Coupled with these facts and Matson's steadfast focus on service and reliability, there will continue to be opportunities upon which Matson can capitalize in these trades.

Thank you. And now, I turn the presentation over to Ron.

Ron Forest - *Matson - SVP, Operations*

Thank you, Dave, and good morning, everyone. I'm on slide 46. As Matt said earlier, our strict operating discipline is one of our core competencies. The key components of our operating discipline are keeping our fleet on schedule and making freight available quickly, moving containers and trucks through our facilities efficiently, ensuring that container equipment is available when and where our customers need it, and aggressively managing costs in all areas and maintaining a leadership role in environmental matters.

Starting with the fleet, I'll talk about how we deploy our vessels. We own 13 ships -- eight diesel powered and five steam powered. We currently run nine of the 13 vessels. Our five newest vessels, shown in blue on this map, run from Long Beach to Honolulu to Guam, then on to three ports in China and then back to Long Beach, each on a 35-day voyage.

Two of our vessels, including one with a garage, shown in orange, run from Oakland to Long Beach to Honolulu and then back to Oakland, each on a 14-day voyage. And two vessels, shown in purple, run from Seattle to Oakland to Honolulu and then back to Seattle, also on 14-day voyages. This provides our customers with three Honolulu arrivals per week, one sailing per week to Guam, and one sailing per week from China to Long Beach.

We target capacity utilization in the low 90% range, which we believe is a good balance between customer satisfaction and cost. Volume is a key determining factor of when to add a tenth ship. When volumes climb much higher than 90%, we must manage our customer's freight, which often means moving it on ships other than the port vessels. This is not an ideal situation from a service standpoint.

A drydocking or unplanned out-of-service event could cause two smaller ships to replace a larger ship, and thus result in a temporary 10-ship fleet. The impacts of adding a tenth ship are approximately \$8 million to \$12 million annually, net of fuel, comprised largely of crew wages. A biweekly increase of 650 to 850 slots, depending upon the vessel added, which would increase capacity by approximately 8% to 12%. Utilization would initially decrease because we'd likely be adding more capacity than actually needed.

On slide 49, this west-bound utilization graph shows the percent of west-bound capacity utilized from 2007 through 2011, which is the red line, against the number of ships deployed, which are the blue bars. You can see we've gone from 11 to 10 to nine ships. The general trend is that when west-bound freight has declined through the recent economic cycle, we've removed ships and kept out utilization up around 90%.

The vessels in our nine active fleet average 18 years old, which is the lowest in the west-bound trades that we serve. We achieved 75% to 85% on-time arrivals, even with the very strict 59-minute window we allow ourselves. Most of the industry bases on-time arrivals, particularly in the Trans-Pacific east-bound trades, are on a 24-hour window. Weather accounts for 50% of our late arrivals. Without weather occurrences, we're at approximately 85% to 90% on-time. We're often rated best-in-class by various industry analysts.

Our comprehensive vessel maintenance program is directly correlated with our excellent on-time arrival performance. We strive for reliability, longevity, and cost control. Longevity is important due to the high cost of US-built replacement vessels. We maintain our vessels while in service and at regulatory drydockings. Both programs focus on maintaining our vessels' steel, coatings, main engines, propulsion systems, and other systems and machinery, often well beyond the expected life that the shipbuilder or original equipment manufacturer had intended.

We participate in the US Coast Guard's UWILD program, and thus avoid expensive mid-cycle drydockings and related costs. In order to qualify, we must maintain our vessels in excellent condition and within the confines of the rules of classification.

We use a mix of foreign and US shipyards to manage costs. Foreign yards are less expensive, but require more vessel repositioning and US customs duty than US yards. In 2011, only 3% of our arrivals were late due to a vessel mechanical failure.

Switching to terminals, on slide 52, this map of the Pacific basin shows our major ports of call. On the US West Coast, we call it dedicated Matson facilities. These facilities are managed by our joint venture, SSA Terminals, who I'll speak about a little later. In Honolulu, we call it our own facility, which is managed by Matson Terminals, a subsidiary of Matson.

The Guam facility is run by the Port Authority of Guam and is a public facility where we have berth and crane guarantees. The China facilities at Xiamen, Ningbo and Shanghai are state-owned enterprises which are public, where we also have berth and crane guarantees.

The use of dedicated facilities on the West Coast and in Hawaii is very advantageous. Some examples of the benefits are guaranteed berth and cranes, which means always making our ships -- always working our ships on arrivals. This helps turn our vessels quicker and maintains schedule. We have fast truck turn times because we control the manning at our gates. Each of our three West Coast facilities has been rated best in their areas.

Wheeled operations enable us to make freight available quicker, turn trucks faster, and receive freight up to the sailing time of the vessel. The top picture shows our 108-acre Honolulu facility, of which all our vessels call. Our Oakland terminal is in the lower picture.

This is a graph of our truck turn times compared to the industry range. Truck turn time is measured from when the truck arrives at a marine terminal, including queue time, until the time the truck clears the out-gate and normally includes both delivery and pick-up transactions. Truck turn times are important to our customers in terms of efficiency and costs, but also to truckers in terms of compensation.

As you can see, Matson consistently averages less than 30 minutes, while the industry range is between 45 and 90 minutes. This is a competitive advantage for us and, as I've already mentioned, Matson's facilities have continually been rated the best terminals on the West Coast for truck processing.

Moving to container equipment, on slide 55, we have 58,000 containers and chassis managed from two main perspectives. The first is asset management, which has several key dimensions. We must ensure that we have the right amount of equipment in our network, including sizes such as 20s, 40s, and 45s, and types such as dry, refrigerated, flat racks, and other specialty equipment. And we must balance whether to own, which economics normally favor, versus whether to lease, which provides flexibility during market downturns or change in customer demand.

For location management, very simply, we strive to have the right equipment when and where our customers need it. As I mentioned previously, we have 58,000 units in our system. Our own/lease ratio is at 80/20. As you can see here, 41,000, or 70%, are containers; and of those containers, approximately 80% are dry and 11% refrigerated. The majority of our containers are 40 feet in length. We also have 16,000 chassis and 1,400 generator sets. Gensets attach to chassis and are used to power reefers when they're off terminal.

Turning to environmental matters, on slide 57, Matson serves some of the most pristine areas of the world, including Hawaii, Guam, California, and the Puget Sound. We have always been not only a good steward of the environment, but out ahead of federal, state and local legislative requirements.

We establish more stringent requirements on ourselves, such as -- plugging our ships into shore power in Long Beach, far ahead of the 2014 state requirement; not discharging from our oil/water separator systems within 50 miles of any coastline; and adhering to our zero discharge policy where we throw nothing but food scraps over the side of our ships. We're the only ocean carrier in the world with this policy.

We're always looking to improve and minimize risks to the environment. We've done extensive research and testing on new technologies such as Ballast water systems and clean air technologies. We're proud of our environmental achievements, such as receiving the US Coast Guard's Benkert Award for Environmental Excellence, which is the US Coast Guard's premier environmental recognition award.



We signed the first Port of Long Beach green lease in 2006 and agreed to plug our ships into shore power, which came to fruition last year. In fact, on the left side of the lower picture you can see the cable reel onboard one of our newly outfitted ships and the two cables that will be hung over the side to connect to the shore power. We're also very proud of all the other awards and achievements (inaudible) and not on this page.

Moving to cost management, on slide 59, this pie chart shows our four main components of cost. The largest is cargo handling, which represents approximately 40% to 50% of total costs and covers costs such as moving containers on and off vessels and moving full containers through other modes of transport, such as by truck, rail or connecting ocean carrier.

Next is vessel expense, which is approximately 30% to 40% of total cost, and its largest component is the fuels we use to run our vessels, and also included here are crew wages and benefits. And there are smaller vessel and operations overhead cost segments, as you can see, and you can see the larger components listed on the chart.

We're totally focused and aggressive on cost management. We have a stringent budget process that we track against weekly, monthly, quarterly, and year-to-date. Variances are explained by responsible managers. We have extensive metrics covering all operating unit costs and service parameters. We use cross-functional teams that meet regularly to plan vessel schedules, freight and automobile management, terminal operations, and equipment availability amongst others.

Every line item of cost in this Company is managed closely. We continually seek and encourage cost savings initiatives and process improvements, and we have incentive programs throughout the organization around cost management.

Now I'd like to talk about our joint venture, SSA Terminals, on slide 61. This JV was formed in 1999 with SSA Marine. The current ownership is 65% SSA Marine and 35% Matson. SSAT provides stevedoring and terminal management services on the West Coast to Matson and other ocean carriers as well as container and chassis maintenance, daily chassis leasing, and on-dock rail services.

As you can see on the chart, SSAT has two terminals in each of the major West Coast gateways, and those six terminals represent 24% of the container terminals in those gateways and 20% to 25% of the container lifts.

The strategic value of this JV has several dimensions. First, SSA Marine is a successful domestic and international stevedoring company with a good reputation and a brand complementary to ours. This reputation and brand continues at SSAT. This business has long-term lease commitments and ongoing capital requirements for cranes, yard equipment, and technology. SSAT is able to finance these needs through its own self-funding mechanisms.

Matson continues to benefit from economies of scale, faster vessel dispatch, and have better cost predictability while sharing in the financial success of this business and participating in Pacific Rim growth.

For those of you that followed the trade press, you may have seen the announcement that the grand alliance will move from SSAT's terminal in Seattle to Tacoma in the second half of this year, which will negatively impact earnings, but we continue to be optimistic over the long-term with the prospects for this business.

Now, I'd like to turn the presentation over to Rusty Rolfe.

Rusty Rolfe - *Matson - EVP, Logistics*

Thanks. I'm going to begin on page 64. The Matson Logistics Group was formed about 25 years ago. Today we are a top 10 asset-light brokerage company with a strong Matson brand and we are known for our excellent customer service that we provide to our customers.

The core business, the domestic rail, international rail, and highway segments, are similar in revenue size and on a combined basis make up 90% of the revenues. The warehousing line of business represents less than 10%.



This slide illustrates our different product offerings. Our goal in the Logistics Group is to establish our relationships with our customers on one of the product lines, and then develop an understanding of the customer needs to potentially create an opportunity to move them into the other segments that we cover.

On page 66, our key priorities are to continue to position us as a national provider of integrated logistics services by expanding our core segments and developing our freight forwarding and consolidation offerings in China. We intend, like Matt said, to grow organically, but in the event that we do find an acquisition that fits, we'll look for an acquisition that will help us enable us to grow.

Our growth opportunities are to develop the synergies across all the Matson segments or lines of business and leverage those customer relationships. We have done this on a limited basis with very positive results. We believe there are additional opportunities and we have developed a more formalized sales strategy moving forward.

We also plan to onboard 200 53-foot Matson controlled containers this year. These will be used to expand our customer base and differentiate us in the marketplace. In our Asian model segment, our sales recruiting efforts will be focused on larger agents, which create less risk and have greater stability with customers. We have hired additional sales resources in the warehousing segment to help us open new locations and will continue to expand our inside sales teams. We plan to add freight forwarding and NVOCC services to our growing China consolidation segment.

Here's a look at how we've positioned our self in the US. We have seven customer service centers, 30 outside company sales people, and 15 inside sales people centralized in Chicago. We have three warehouse locations. In addition, we have 100-plus agents that are not on this map in our agent model group.

Looking at our core business sections, we start with the domestic rail. The current environment is very positive around the service that rail carriers provide. It really has never been better. With the shortage of over-the-road drivers and many new regulations around trucking, we believe this trend will be positive going forward.

What's clearly evident is that the asset-based providers are outperforming the non-asset-based brokers. Our growth plan includes acquiring our own 53-foot boxes to help eliminate the barriers that we encounter with customers that require asset-based brokers only. Because a lot of times we'll go into the customers and the first thing a lot of customers will say is, hey, we only work with asset-based players. So one of the goals for us here is to make sure that we can combat that and get through some of that.

And also, in tough times where equipment is tight, this allows us to control some of the destination -- our own destination with the customers we choose to work with. And this will also complement our current rail-provided boxes and other service capacity options that we have available to us. One of our -- a specific sales strategy for us is to focus on the eastern rail network, working with the Norfolk Southern and CSX Railroad, where truck conversion is growing considerably.

Here's a snapshot of those companies that currently participate in the privately owned assets. We'll follow this group in 2012 with a planned multi-year growth strategy. We'll run our boxes on the BNSF and the CSX railroads in controlled origin and destination pairings to help utilization of the equipment and the turn times.

The international rail segment is consistently profitable and resource-light. The customers we win or lose come with large volumes. The lack of new carriers in the international segment have caused us to shrink in recent years. Mergers and consolidations, along with these carriers doing direct deals with the railroads, have hurt our growth.

Growth opportunities will include defending our current book of business and being aware of potential new carrier business when current competitive contracts expire. We will work closely also with our rail partners to identify new non-traditional type of business as well.

In the highway segment, the proposed transportation fraud legislation is expected to create improved process, regulation, and quality of brokerage between shippers, carriers, and highway brokers. Should this bill pass, we expect it will strengthen our long-term position, help clean up marketplace fraud, and improve perceptions that may exist with some customers around the brokerage.



Large to mid-size public and private truckload carriers are creating and/or expanding into highway brokerage. Inside sales is largely the sales strategy with the ability to recruit, hire, and train large blocks of candidates at one time. New technology tools to services and software providers are helping create efficiency within a very manual industry.

Matson Logistics Highways is operated through a company store and agent operations. Historically, we have had above-market yield for highway. Volume growth in our Company store and operations have been at or above market while our acquired highway agent business has historically lagged.

For our strategic growth initiatives, we expect to continue our above-market yield performance and achieve volume growth. Our growth strategy has been centered on stabilizing our agent business and positioning it for growth, leverage our base technology platform, and implement future enhancements to create efficiencies to develop new business and manage carrier capacity.

We will expand inside sales to accelerate growth by recruiting large blocks and, finally, continue to provide excellent service to our customers and ensure we are preferred broker of choice with the motor carriers.

Warehousing is our -- this is on page 73 -- warehousing is our newest product inside our core offerings. As you can see, we have a facility in Hayward, two in Oakland that make up 800,000 square feet. We have one in Los Angeles and three in Savannah.

Currently, we have a best-in-class operation going on in Savannah. We've extended our footprint into our third building there. Northern California has been hit with some customer departures and idle space challenges, where in Los Angeles it's pretty new and so we're starting to build the pipeline there.

Our growth strategy or initiatives include growing Savannah market, where we believe we are well positioned to expand into additional buildings there, targeting and opening up new locations in new markets, and improving the profitability in Oakland (inaudible) with our new sales resources to create a more substantial pipeline.

Let me summarize our key strengths. With the strong Matson brand, our financial strength and our committed customer service teams, we are well positioned in the marketplace to grow. We have a proven -- customer relationships, solidified by continued support we receive from them. Many of our top customers have been with us for several years.

We have a solid sales approach that helps us touch every side of a customer and all segments without watering down our resources. Our vendors love to work with Matson because we work with them as partners; that strategy will not change. We have our new operating system rolled out throughout the Company with enhancements that create better decision-making to drive bottom-line results, and we believe our management team is as strong as any in the industry.

Thank you. With that, I'll turn this back over to Joel.

Joel Wine - *Alexander & Baldwin, Inc. - CFO*

Okay. Thank you, Rusty. Let me turn to slide 77 to begin the financial information section of the presentation. This is a condensed version of the pro forma 8-K we filed last week, and let me start with revenue. On the revenue side, importantly, it does include the full amount of our fuel surcharge mechanism, but, as Dave noted earlier, we do recover the vast majority of our fuel costs. But that does show up in our revenue item.

On the operating costs side -- this is where all the costs that Ron reviewed on the pie chart on slide 59. All of those cost categories show up in operating costs. And as we file our future financials, all of that will be just in single line item treatment under operating costs.

The SSAT business is accounted for under the equity method since we're a 35% owner. That shows up as a contra expense, so break that out so you can see that on the single line item treatment. And, here, you can see it as a negative number because it's a contra expense. The SG&A line includes most all of our office-based employees around the world, all of our office space and rent, and all other corporate functions.



Just to comment on income tax, we noted in the pro forma 8-K that we filed that we expect our effective income tax going forward to be 38.8%. That's different than the amount you'll see if you do the math on 2011, just due to the pro forma accounting, particularly for the SpinCo side of the equation on A&B, but we expect that to be 38.8% going forward.

On a share count basis, the spin-off transaction itself will be a straight one-for-one share distribution, so we expect no change to our shares outstanding on a basic or diluted basis. And then lastly, importantly, in the 8-K that we filed, and I reiterated here, we do expect \$8 million to \$10 million of incremental corporate overhead expense to be a public company, and those numbers are not included in the cost numbers you see here in our pro forma financials.

CLX2, slide 78. The pro forma accounting rules are such that you do not include discontinuing operations, so that's why that was not included. But going forward in our regular 10-Q filings and 10-K filings, you will continue to see CLX2 as a discontinued operation. In addition, because Alexander & Baldwin is SpinCo for legal and accounting reasons, Alexander & Baldwin will also show up as a discontinued op in our future filings.

Turning to the balance sheet on slide 79, I wanted to comment on the debt number. We announced publicly when we announced the separation itself on December 1 that we were going to allocate that 60% to Matson and 40% to A&B. So if you look at our year-end corporate debt number and take 60% of that, you would have arrived at a number of \$335 million. This pro forma number of \$357.6 million, which is in our 8-K filing, is higher because we've added on one-time costs, separation costs, and other cash flow items that we expect to occur between the date of the balance sheet, which was 12/31 and the date of the separation.

The second point I'd make on this page is on invested capital. So, if you add up the \$357.6 million from a debt perspective and the shareholders' equity amount of \$238 million, you get a total of invested capital of \$596 million. And, if you look at our income from continuing operations in the previous slide I showed you, of 2011, of \$42 million -- \$42 million of income, \$596 million of invested capital, it gives you an ROIC number for Matson of about 7%. 2011, there were a number of headwinds in our business, but we still produced a 7% ROIC number.

Turning to slide 80 and 81, we wanted to give the 10-year history. We have previously put these slides in our investor materials. This includes all of the Matson businesses and this information has been derived from the segment reporting that currently exists in the Alexander & Baldwin 10-Ks over time.

Slide 81 shows EBITDA and CapEx. And in particular on CapEx, we wanted to call out we did have substantial spending for four new vessels, which I'll comment on a little bit later. But if you subtract those out, the average spend for the last 10 years has been about \$40 million.

And what we've said publicly in terms of maintenance capital going forward, we expect that number to be higher going forward because of just general cost increases and environmental and regulatory compliance, etc., and somewhere between \$40 million and \$50 million is where we'd expect our normal annual maintenance capital expenditures to be year in/year out.

Going forward, Matson will continue to report two segments; Ocean Transportation and Logistics Services. Slide 82 just shows these two segments over the last three years. Diving into each one, we wanted to show the quarterly trends of each business, so slide 83 and 84 show the quarterly revenue and then operating profit for Ocean Transportation.

And in particular, on slide 84, I'd comment it's not unusual for the first quarter to be light; it's the lowest utilization quarter for us. Q2 and Q3 tend to be most profitable quarters as utilization rates go up. Q4 tends to be profitable, but not as much as the business tapers off a little bit on the fourth quarter from a volume and capacity utilization perspective. But you will see, there is seasonality to our Ocean Transportation operating profit.

Looking at the same data for logistics, slide 85 shows the revenue profile on a quarterly basis and slide 86 shows the operating profit on a quarterly basis. And similarly, although more muted, there is some seasonality. The first quarter tends to be a little bit light. The business builds in volume in Q2, typically will have it peak -- experience peak profitability in Q3 then taper off in Q4.



We also wanted to show long-term segment basis on slide 87, shows Ocean Transportation revenue and operating profit margin. The average operating profit of the 10-year period is \$96 million. And you can see, I think, importantly, on this slide that in all of the last 10 years, except for three, the operating profit was north of \$10 million. And we've said publicly we do expect the Ocean Transportation segment to produce 10% to 12% operating profit margins generally through the cycle.

Currently, we're facing headwinds -- the Hawaii volumes are still below where they were before the recession, noticeably below, and obviously the Trans-Pacific freight rates are still quite depressed, which is depressing our margins currently.

Slide 88 is the same data for the Logistics business. And I think if you look at this slide, you would conclude what we conclude, which is generally 2% to 4% margin business. So, our focus is to get the business back into the higher end of that range going forward through some of the initiatives Rusty mentioned.

Slide 89 gives you the history on the SSAT contribution through our income statement. The average over this 10-year period has been 8 million. This business will continue to be subject to the ebb and flow of the international container volumes coming into the six key ports that are part of SSAT on the West Coast. And as Ron mentioned, we are experiencing some weakness in the lifts in those ports in the SSAT business.

Slide 90 gives you long-term capital expenditure information and depreciation and amortization. And what I'd like to point out on this slide is the '03 to '06 period when we purchased four new vessels. So, you can see significant amounts of capital spent for those purchases.

And what you'll continue to see from Matson is every five to seven years or so we will add some vessels as we continue to replace vessels in our core nine-ship deployment. What we've said is that we expect over the next three to five years to add two new vessels. The exact amount -- dollar amount of those vessels obviously will depend upon the design and specifications that we contract at the time, but each vessel could be as much as \$200 million in cost.

Wrapping up, on slide 91 we wanted to show the key statistical drivers that we focus on day in and day out on the Ocean Transportation side. Ron and Dave both commented on our high service reliability, and that's best measured by vessel on-time performance. We focus on that. Operationally, capacity utilization, like any heavy, fixed asset business is critical to us. And obviously, freight rates and volumes we watch very, very closely.

On the Logistics side, it's a through-put business brokerage model, so volumes are critically important as well as the contribution of gross profit margin is a critical factor we watch very closely. And on the SSAT side, it's really the number of lifts coming into the key ports that we participate on the West Coast. Terminal productivity and stevedoring productivity is important as well in terms of that business producing earnings and cash flow.

And on the financial side, I think the metrics are well understood. We do focus on ROIC; we think it's a good measure of our business. We think about it in investing new dollars in the business along with some of the other traditional metrics you see here for our business.

So with that, let me turn it over to Matt to hit the key investment highlights.

Matt Cox - Matson - President

Thanks, Joel. I will take the next few minutes and kind of wrap up why we think Matson makes, I think, a significant and compelling investment value. Firstly, as was indicated, Matson has the leading market share in the core Hawaii shipping lane with about a two-thirds market share. We've talked about a 130-year-old carrier and we are integrated -- we are part of Hawaii; Hawaii is part of us.

Similarly in Guam, we're a long-standing player there. We're temporarily the only or the primary carrier from the US West Coast to Guam. We do expect eventually a second competitor to emerge. We're not sure when that will occur. Perhaps it will occur closer to when the military volumes begin to build in earnest. But until then, it's important for us to be able to provide a reliable service to the customers and to the communities in which we serve.

We have very strong brand. We have very strong performance. We have very intimate customer support services. We have, in many cases, multi-generational relationships with many of our customers that go back many, many years. We have the largest fleet to Hawaii. We're able to operate it flexibly to respond to changes in market demand, leading to high utilization, as Ron mentioned, which allow us to, we think, maintain relatively strong margins through the cycles.

We do control, in the case of Hawaii, as Dave mentioned, our own integrated barge network, which allows us to have the best connections for about a third of Matson's cargo, which will require to be moved West Coast to a neighbor island. So, we have a very strong benefit there.

China. I talked about that in my introductory comments and Dave did as well. We have, first of all, the benefit of the dual headhaul structure, which allows us to remain profitable through what has been a fairly choppy economic cycle on the international trade. We also have the best-in-class service in the markets in which we operate.

So we've got this premium niche service. We're not interested in carrying low-rated, low-value commodities that move on very slow ships and get there whenever they do. We're looking for cargo which needs to get there, which alternatively might be moving air freight. And that very small segment of the market that actually cares when the cargo gets there. And our six-year reputation in our brand has put us in a very terrific position in one of the most competitive markets in the world.

On slide 95, just to continue a bit longer, we have the largest number of modern Jones Act vessels. The average age is 19 years. Our main competitor in the Hawaii trade has a fairly aged platform and has a significant reinvestment risk. And I would say that over our long history, and just to put this into context, Matson had been operating to Hawaii for 80 years before it became a state of the United States, so just to put this -- our long relationship with Hawaii into context.

We've seen many competitors come and go, but we've been there and we will be there. And that's an important part of our franchise. We have strong fleet of equipment that's modern, that we invest in periodically. That is our customer's expectation that the equipment will be in good order.

And we are easy to do business with. That's our main goal, that we make it easy for our customers to call, to book, to get equipment, to get in and out of our operating terminals, and to get their cargo in Hawaii when it arrives.

I think we have strong, diversified streams of revenue and, as I mentioned, we have longstanding relationships. We also have, we think, a highly strategic ownership position in a very strong marine operating joint venture at SSAT that will provide us both operating benefits in terms of control in the West Coast and a financial return aspect that will benefit us into the future.

We think it was also important -- Matson has had a long history of a strong balance sheet, strong cash flow generation. Our goal in the separation was to allow both Matson as a newly independent company and Alexander & Baldwin both end up with investment grade credit metrics.

And in our case, a low debt to EBITDA ratio, a strong level of income from operations of about \$230 million over the last three years, if you take income from continuing ops plus depreciation and amortization minus CapEx of good free cash flow. We also do see the upside from growth opportunities in Matson Logistics.

I would say if you look at our businesses over the last few years, each of them has been cyclically negative impacted by the economic cycle that, for those of you who follow transportation know, has impacted a lot of different segments. Each of them remains fundamentally healthy, viable businesses that as an when the economy recovers will be positioned to benefit from those recoveries as they occur. We do feel we're very, very well positioned here.

We've got a great management team, very experienced. We've been at it for a long time. We've seeded ourselves with some fresh perspectives. I think it's important that you have a combination of long experience and intimacy with our customers and operations, but also I think fresh thinking -- and Joel and some of the new additions also bring that benefit to us.



And I think we are -- we've been around. We've seen the cycles. We know how to manage through them. We know how to get to the other side and we know how to invest through the cycle, and I think that's one of the important takeaways here.

We have announced that we will be -- Matson will be paying a dividend post separation. That final number hasn't been announced or decided by the board, but we have targeted a dividend between \$0.50 and \$0.70 a share.

And with that, it leaves me to say thank you for your attention, a warm aloha to you. We look forward to seeing some of you who might be interested in coming out to learn more about us, coming out to Hawaii. And I would say that even though it sounds a little self-serving, you can't really know Matson until you come and see us in our home market of Hawaii.

We are -- it's easy to put all the stuff on paper, but just to get a sense of how woven we are into that market, it's really an important element to come and see how important we are to Hawaii and how Hawaii -- how important Hawaii is to us.

So thank you for your attention, and thanks for your interest this morning. So, thank you very much. I'll turn it back over to Phyllis.

Phyllis Proffer - Matson - Director, IR

That does conclude our webcast for today, but Alexander & Baldwin webcast will be starting in about 15 minutes, at 9:30 this morning Eastern Time. So, thank you.

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