ALEXANDER & BALDWIN

THIRD QUARTER 2019 EARNINGS PRESENTATION

October 30, 2019

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SAFE HARBOR STATEMENT

Statements in this call and presentation that are not historical facts are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 that involve a number of risks and uncertainties that could cause actual results to differ materially from those contemplated by the relevant forward-looking statements.

These forward-looking statements include, but are not limited to, statements regarding possible or assumed future results of operations, business strategies, growth opportunities and competitive positions. Such forward-looking statements speak only as of the date the statements were made and are not guarantees of future performance. Forward-looking statements are subject to a number of risks, uncertainties, assumptions and other factors that could cause actual results and the timing of certain events to differ materially from those expressed in or implied by the forward-looking statements. These factors include, but are not limited to, prevailing market conditions and other factors related to the Company's REIT status and the Company's business, as well as the evaluation of alternatives by the company related to its materials and construction business and by the Company's joint venture related to the development of Kukui`ula, generally discussed in the Company's most recent Form 10-K, Form 10-Q and other filings with the Securities and Exchange Commission. The information in this call and presentation should be evaluated in light of these important risk factors. We do not undertake any obligation to update the Company's forward-looking statements.

The Shops at Kukui'ula

Laulani Village

AGENDA

- Chris Benjamin
  - Strategic and Operations Update
- Brett Brown
  - Financial Matters
- Chris Benjamin
  - Closing Remarks
- Questions and Answers

INCREASE NOI FROM HAWAII CRE PORTFOLIO

- 19% or $6.8 million increase in total CRE revenue compared to prior year third quarter
- 24% or $5.4 million increase in cash NOI compared to prior year third quarter
- High-performing core CRE portfolio strategically located throughout Hawaii
  - 3.9 million sf of GLA
    - 22 primarily grocery/drugstore-anchored retail properties
    - 10 industrial properties
  - Over 154 acres of income-producing ground leases

PARTNERS FOR HAWAI'I

Note: See appendix for a statement on management's use of non-GAAP financial measures and reconciliations.

Waipouli Town Center

Home Depot Iwilei

CRE HIGHLIGHTS FOR Q3 2019

Kailua Retail

Kaneohe Bay Shopping Center

- 95.0% total portfolio occupancy, an increase of 310 basis points year-over-year
  - Highest level of quarter-end Hawaii occupancy in past decade
- 94.2% same-store portfolio occupancy, an increase of 240 basis points year-over-year
- 55 executed leases representing approximately 114,000 sf of GLA
- 6.0% comparable leasing spreads

CRE GROWTH STRATEGY: VALUE-ADD REDEVELOPMENT

AIKAHI PARK SHOPPING CENTER

Current

Rendering

- Redevelopment efforts have begun at 98,000-sf center in Kailua
- Refresh to create community space with exciting mix of dining, shopping and service options
- Mid-2021 expected completion with anticipated 9% stabilized yield on incremental capital

REDEVELOPMENT AND DEVELOPMENT PROJECTS CONTRIBUTING TO CRE GROWTH

LAU HALA SHOPS

Redevelopment

46,000-sf community-focused center fully occupied

- Final tenant opening in Q4 2019
- Anticipated to generate stabilized yield of approximately 11%

HO'OKELE SHOPPING CENTER

Ground-Up Development

Advancing phase one development at 66,600-sf center

- Safeway gas station and convenience store opened on Oct. 12
- Anticipated to generate stabilized yield of approximately 8%

Note: See appendix for a statement on management's use of non-GAAP financial measures and reconciliations.

CRE GROWTH VIA ACQUISITIONS

Grocery-Anchored Retail Assets

Queens' MarketPlace

Waipouli Town Center

Industrial Assets

Kapolei Enterprise Center

Opule Street Industrial

Ground Lease Assets

Kapolei Business Park West Lot 31

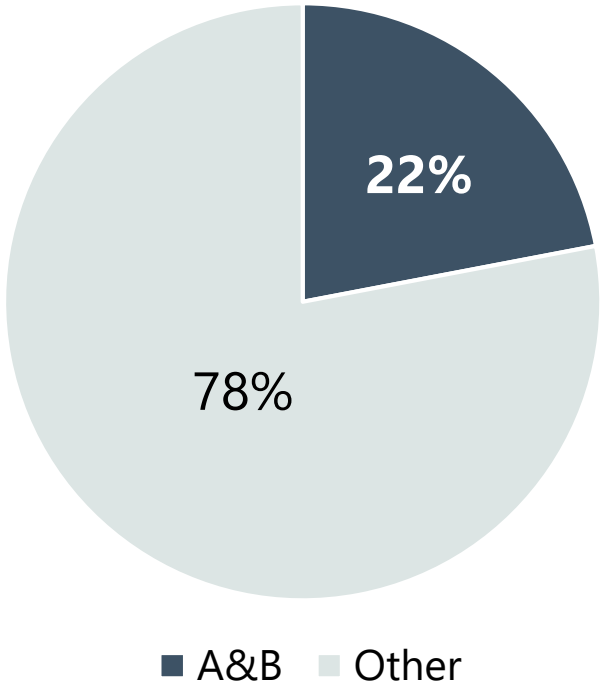
Home Depot Iwilei

- 24% cash NOI growth year-over-year for Q3 2019, fueled by these six acquisitions

Note: See appendix for a statement on management's use of non-GAAP financial measures and reconciliations.

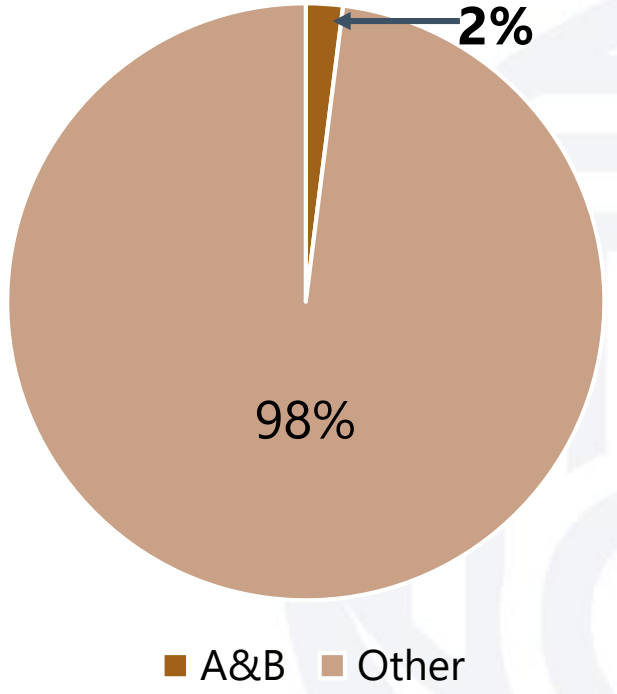
OPPORTUNITY FOR FUTURE GROWTH IN HAWAII

Grocery-Anchored Retail Asset Ownership in Hawaii



- 16 grocery- or drugstore-anchored retail assets
- 2.2M sf of GLA
- 95.0% occupancy
- 68.7% of total CRE cash NOI in Q3 2019

Industrial Asset Ownership in Hawaii



- 10 industrial assets
- 1.2M sf of GLA
- 95.4% occupancy
- 18.4% of total CRE cash NOI in Q3 2019

PARTNERS FOR HAWAI'I

Note: See appendix for a statement on management's use of non-GAAP financial measures and reconciliations.

MONETIZATION OF NON-CRE ASSETS

Maui Business Park

Kukui'ula

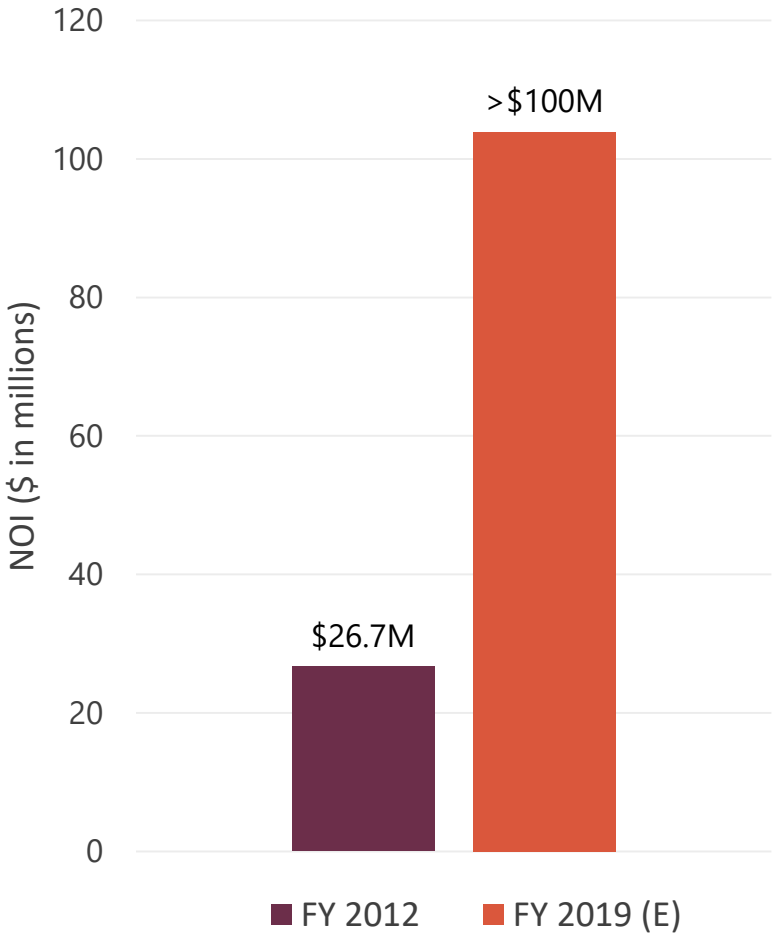
- Will help improve balance sheet metrics and position additional CRE growth
- Continued focus on monetizing land and development-for-sale projects
  - Closed one lot at Maui Business Park
    - Five contracts, with one expected to close in Q4 2019
  - Closed 10 units at Kukui'ula
    - Sales activity through Q3 2019 has exceeded full year 2018 total
    - 8 units currently in escrow
    - Kukui'ula continues to self fund operations with strong sales activity
  - Closed one parcel on Kauai
  - Last three Kahala properties in escrow to close out project

MATERIALS & CONSTRUCTION

- Delays and state-wide industry downturn in 2019 has impacted results
- Reduced cost structure while preserving core operational capabilities
- Repositioning business to capitalize on eventual market recovery
- $49.7 million non-cash impairment charge in the quarter to write down goodwill
- Actively pursuing a possible sale

PROGRESS MADE IN SIMPLIFICATION EFFORTS

2012 vs. 2019 HAWAII NOI



Simplification Steps
2016-2019

- Cessation of Sugar Operations
- Sale of Final 10 Mainland Properties
- Completion/Sale of Development-for-Sale Projects
  - The Collection
  - Keala o Wailea
  - Ka Milo
  - Kamalani
- Sale of Former Sugar Land and Reinvestment into Hawaii CRE
- REIT Conversion

ORGANIZATIONAL STREAMLINING

1870

Sugar

Insurance

Agriculture

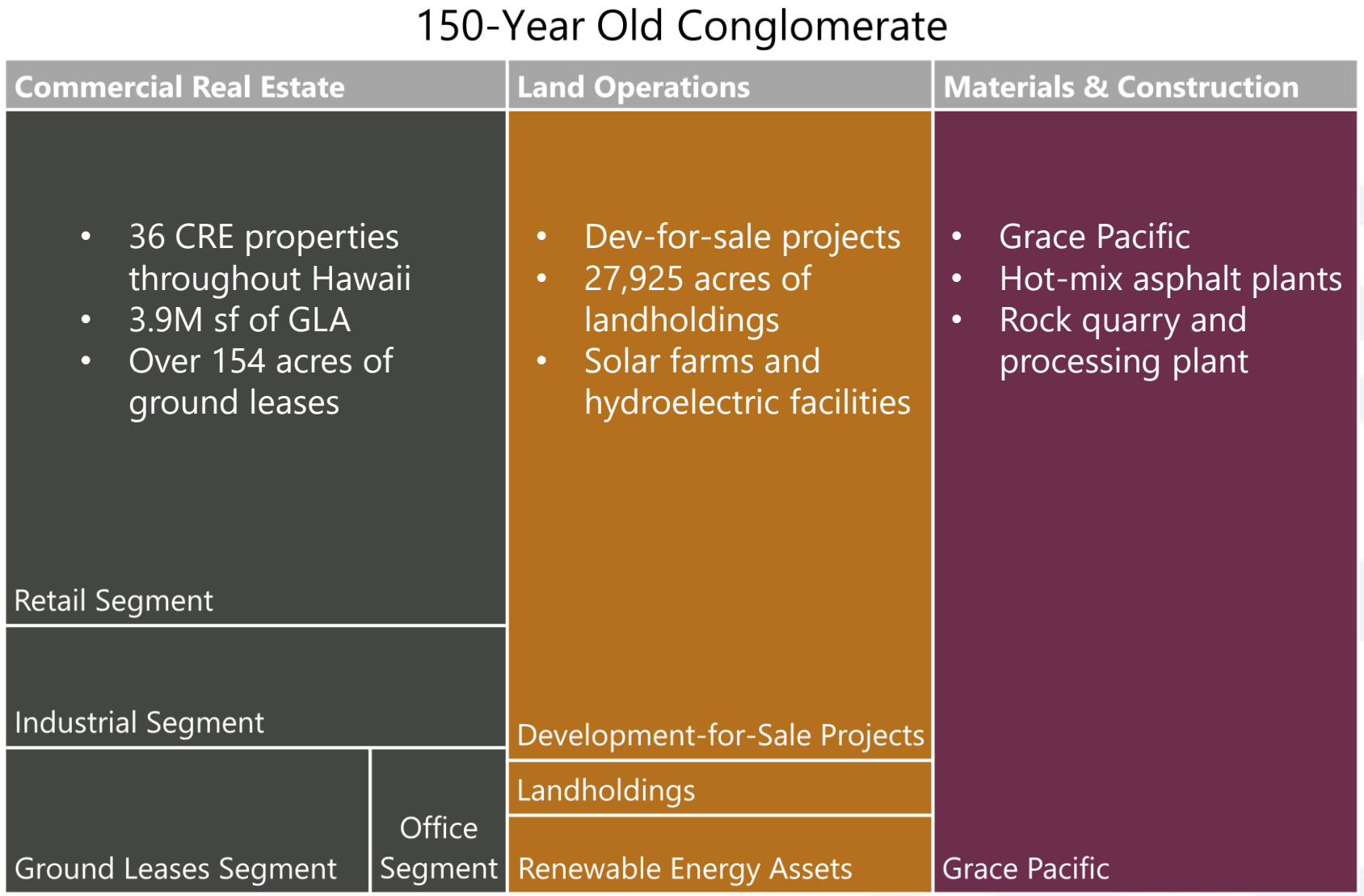
Transportation

Tourism

Construction

Real Estate

2019



ESG AT A&B

ENVIRONMENTAL

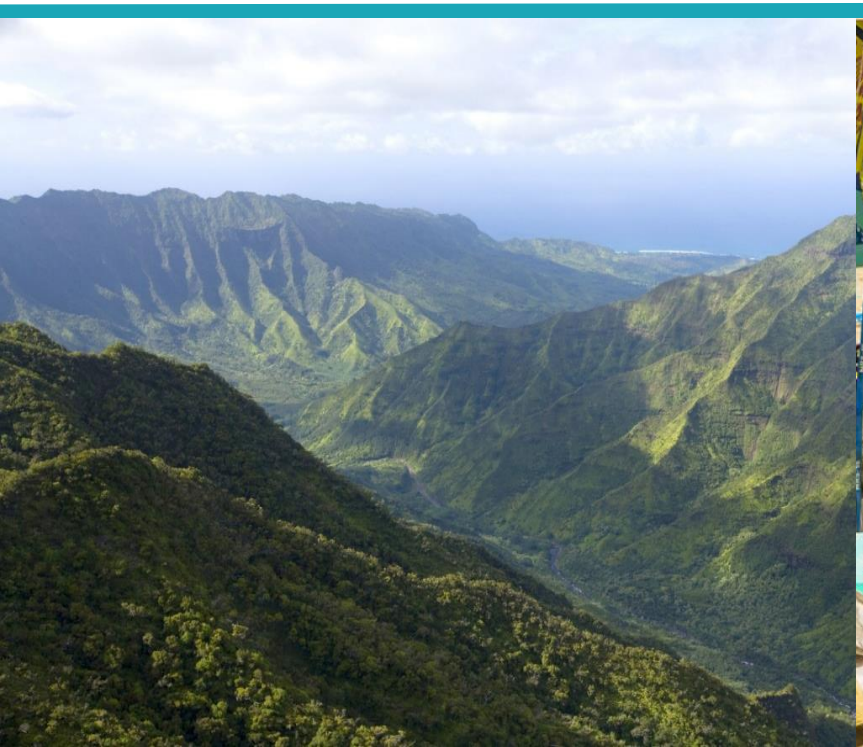
Major private landowner in Hawaii, committed to clean energy, land stewardship and preservation of the environment

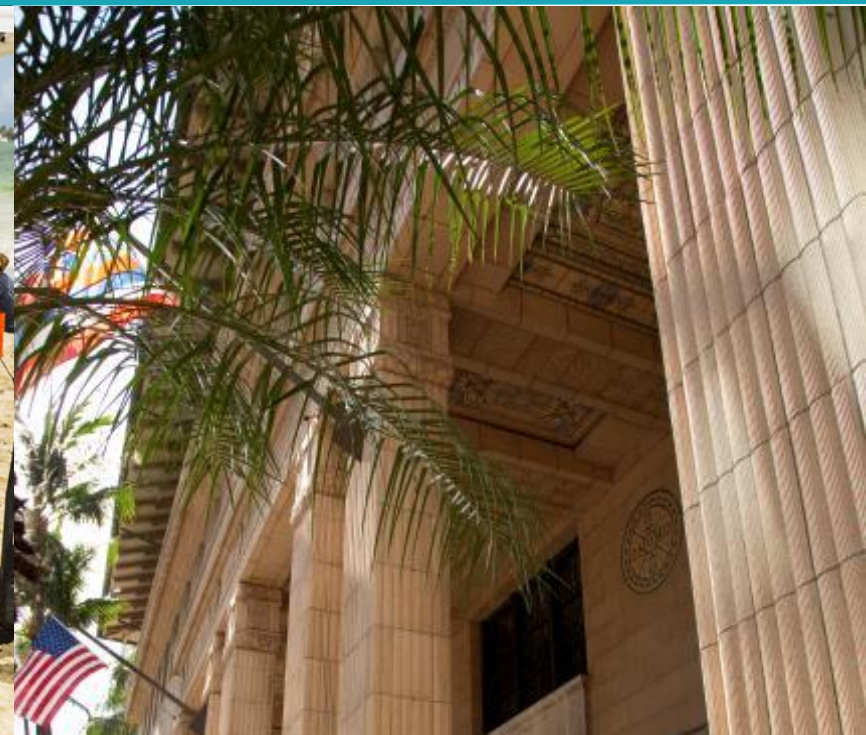
SOCIAL

150-year legacy of supporting employees and enhancing the communities where we live and work

GOVERNANCE

Solid corporate governance structure, committed to our shareholders





ESG IS PART OF A&B'S COMMITMENT TO BE "PARTNERS FOR HAWAII"

- ESG efforts will focus on the following areas:
  - Energy efficiency
  - Resilience to climate change
  - Engagement with tenants and communities
  - Company culture

Port Allen Solar Farm

A&B Pride

A Day on the Land

FINANCIAL MATTERS

The Shops at Kukui'ula

FINANCIAL RESULTS

Kailua Retail

Manoa Marketplace

- $49.8 million net loss, or $(0.69) per share in Q3 2019
  - Due to impact of $49.7 million non-cash impairment related to Grace Pacific, an impact of $0.69 per share
- $41.6 million net loss, or $(0.58) per share for first nine months of 2019
  - Due to impact of $49.7 million non-cash impairment, an impact of $0.69 per share for the first nine months of 2019
  - Net income in 2018 included $49.8 million gain on sale of commercial real estate, an impact of $0.69 per share for the first nine months of 2018

CRE SEGMENT – Q3 2019 FINANCIAL METRICS

- Q3 2019 compared to Q3 2018
  - Revenue ↑ 18.9%
  - Cash NOI ↑ 24.4%
  - Same-store cash NOI ↑ 2.2%
- YTD 2019 compared to YTD 2018
  - Revenue ↑ 13.1%
  - Cash NOI ↑ 18.7%
  - Same-store cash NOI ↑ 5.3%

PARTNERS FOR HAWAI'I

Note: See appendix for a statement on management's use of non-GAAP financial measures and reconciliations.

Napili Plaza

Pearl Highlands Center

Kahala

Kukui'ula

LAND OPERATIONS SEGMENT PERFORMANCE

- $8.5 million of revenue
- $3.2 million EBITDA
- $17.1 million EBITDA year-to-date
- Monetization of land and development-for-sale projects
  - A lot at Maui Business Park
  - Parcel of land on Kauai
  - 10 units at Kukui'ula

Note: See appendix for a statement on management's use of non-GAAP financial measures and reconciliations.

MATERIALS & CONSTRUCTION SEGMENT PERFORMANCE

- Grace Pacific continued to be challenged
- $49.7 million non-cash impairment charge to write down the carrying value of goodwill
- Adjusted EBITDA of -$4.4 million for the quarter, as compared to $5.6 million for Q3 2018

PARTNERS FOR HAWAI'I

Note: See appendix for a statement on management's use of non-GAAP financial measures and reconciliations.

Hokulei Village

Waianae Mall

CONSOLIDATED FINANCIALS FOR Q3 2019

- Operating expenses ↓ 16.4% year-over-year, excluding the non-cash impairment charge
  - Due to lower operating expenses in Land Operations and Materials & Construction segments
- SG&A expenses ↓ 8.9%, to $13.3 million compared to $14.6 million in Q3 2018
  - Due to lower costs incurred in Materials & Construction and Corporate as a result of simplification efforts

Lau Hala Shops

Kailua Retail

FUTURE CRE GROWTH

- Maintain strong balance sheet
- Enhance credit facilities
  - Improve covenant structure
  - Reduce amortizations
  - Extend maturities
- Utilize OP units for future acquisitions given umbrella partnership REIT structure

2019 GUIDANCE

METRIC	FULL-YEAR GUIDANCE	Q3 2019 ACTUAL	YTD 2019 ACTUAL
Same-Store Cash NOI Growth	4.5% - 5.5%	2.2%	5.3%
Comparable Leasing Spreads	5.5% - 6.5%	6.0%	7.8%
Maintenance Cap Ex	$11 million	$2.1 million	$8.7 million
Growth Cap Ex	$30 million	$3.0 million	$20.2 million
Acquisition Volume	$220 million	N/A	$220 million

- Declared a dividend of 19 cents per share
- Will have distributed 69 cents per share for full year 2019

PARTNERS FOR HAWAI'I

Note: See appendix for a statement on management's use of non-GAAP financial measures and reconciliations.

CLOSING REMARKS

- Continued significant progress in executing strategic transformation
- Leadership has track record of achieving goals and will lead exceptional team toward established strategic goals
- In 2020, Company will mark 150th anniversary, a testament to A&B's ability to adapt and thrive in new businesses
- Will continue to provide updates in 2020

PARTNERS FOR HAWAI'I

Port Allen Marina Center

Laulani Village

ALEXANDER & BALDWIN

PARTNERS FOR HAWAI'I

Q & A

Hokulei Village

APPENDIX

STATEMENT ON USE OF NON-GAAP FINANCIAL MEASURES

The Company presents certain non-GAAP financial measures in this presentation. The Company uses these non-GAAP measures when evaluating operating performance because management believes that they provide additional insight into the Company's and segments' core operating results, and/or the underlying business trends affecting performance on a consistent and comparable basis from period to period. These measures generally are provided to investors as an additional means of evaluating the performance of ongoing core operations. The non-GAAP financial information presented herein should be considered supplemental to, and not as a substitute for or superior to, financial measures calculated in accordance with GAAP.

The Company's methods of calculating non-GAAP measures may differ from methods employed by other companies and thus may not be comparable to such other companies.

Required reconciliations of these non-GAAP financial measures to the most directly comparable financial measure calculated and presented in accordance with GAAP are set forth in the following slides.

CRE CASH NET OPERATING INCOME

Cash Net Operating Income (Cash NOI) is a non-GAAP measure used by the Company in evaluating the CRE segment's operating performance as it is an indicator of the return on property investment, and provides a method of comparing performance of operations, on an unlevered basis, over time.

Cash Net Operating Income (Cash NOI) is calculated as total Commercial Real Estate operating revenues less direct property-related operating expenses. Cash NOI excludes straight-line rent adjustments, amortization of favorable/unfavorable leases, amortization of lease incentives, general and administrative expenses, impairment of commercial real estate assets, lease termination income, and depreciation and amortization (including amortization of maintenance capital, tenant improvements and leasing commissions).

The Company's methods of calculating non-GAAP measures may differ from methods employed by other companies and thus may not be comparable to such other companies.

The Company reports Cash NOI on a same-store basis, which includes the results of properties that were owned and operated for the entirety of the prior calendar year. The same-store pool excludes properties under development or redevelopment, properties held for sale and also excludes properties acquired or sold during the comparable reporting periods. While there is management judgment involved in classifications, new developments and redevelopments are moved into the same-store pool upon one full calendar year of stabilized operation, which is typically upon attainment of market occupancy.

The Company provides guidance on the projected growth in same-store Cash NOI for 2019. While it is not practicable to provide a reconciliation of the Commercial Real Estate operating profit to same-store Cash NOI for 2019, the Company believes that the differences between the Commercial Real Estate operating profit and same-store Cash NOI for 2019 would be similar to the items included in the 2018 reconciliation.

CRE CASH NET OPERATING INCOME

RECONCILIATION OF GAAP TO NON-GAAP MEASURES
DOLLARS IN MILLIONS

	3Q2019	2Q2019	1Q2019	4Q2018	3Q2018
CRE Operating Profit	**$18.0**	$17.0	$15.6	$13.5	$15.9
Plus: Depreciation and amortization	**9.8**	9.1	7.4	7.5	7.2
Less: Straight-line lease adjustments	**(1.9)**	(1.7)	(1.0)	(1.3)	(2.0)
Less: Favorable/(unfavorable) lease amortization	**(0.1)**	(0.5)	(0.4)	(0.5)	(0.4)
Less: Termination income	**(0.1)**	-	-	-	-
Less: Other (income)/expense, net	**(0.7)**	(1.6)	0.1	0.2	-
Plus: Impairment of real estate assets	**-**	-	-	-	-
Plus: Selling, general, administrative and other expenses	**2.3**	3.0	2.5	2.2	1.4
Less: Impact of adoption of ASU 2016-02	**-**	-	-	-	(0.2)
CRE Cash NOI	**$27.3**	$25.3	$24.2	$21.6	$21.9
Acquisition/dispositions and other adjustments	**(8.0)**	(5.7)	(4.0)	(3.1)	(3.0)
CRE Same-Store Cash NOI	**$19.3**	$19.6	$20.2	$18.5	$18.9

PARTNERS **FOR HAWAI'I**

Note: Additional information is included in the Company's quarterly Supplemental Information report, which is furnished to the SEC and available at www.alexanderbaldwin.com.

ADJUSTED EBITDA

Adjusted EBITDA is presented for the Company on a consolidated basis. Adjusted EBITDA represents the Company's consolidated net income adjusted to exclude the impact of depreciation and amortization, interest expense and income taxes. The Company provides this information to investors as an additional means of evaluating the performance of the Company's operations and should be not be viewed as a substitute for, or superior to, financial measures calculated in accordance with GAAP. A reconciliation of consolidated net income to Adjusted EBITDA follows:

Dollars in Millions	Three Months Ended Sept 30, 2019	Trailing 12 Months Ended Sept 30, 2019
Net Income	**$(50.9)**	$(179.2)
Depreciation and amortization	**13.2**	47.8
Interest expense	**8.2**	34.3
Income tax expense (benefit)	**-**	17.1
EBITDA	**$(29.5)**	$(80.0)
Asset impairments related to the M&C segment	**49.7**	127.5
Other-than-temporary impairment of Kukui'ula joint venture	**-**	186.8
Adjusted EBITDA	**$20.2**	$234.3

Note: Additional information is included in the Company's quarterly Supplemental Information report, which is furnished to the SEC and available at www.alexanderbaldwin.com.

LAND OPERATIONS ADJUSTED EBITDA

EBITDA is presented for the Land Operations segment by adjusting segment operating profit, which excludes interest and tax expenses, by adding back depreciation and amortization. Adjusted EBITDA is calculated by adjusting for the Company's share of impairment from EBITDA. The Company provides this information to investors as an additional means of evaluating the performance of the segment's operations and should not be viewed as a substitute for, or superior to, financial measures calculated in accordance with GAAP. A reconciliation of segment operating profit to EBITDA and Adjusted EBITDA follows:

Dollars in Millions	Three Months Ended Sept 30, 2019	Trailing 12 Months Ended Sept 30, 2019
Operating Profit (Loss)	**$2.8**	$(20.1)
Depreciation and amortization	**0.4**	1.7
EBITDA	**$3.2**	$(18.4)
Other-than-temporary impairment of Kukui'ula joint venture	**-**	186.8
Adjusted EBITDA	**$3.2**	$168.4

PARTNERS FOR HAWAI'I

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MATERIALS & CONSTRUCTION ADJUSTED EBITDA

EBITDA is presented for the Materials & Construction segment by adjusting segment operating profit, which excludes interest and tax expenses, by adding back depreciation and amortization. Adjusted EBITDA is calculated by adjusting for impairments and income attributable to noncontrolling interests from EBITDA. The Company provides this information to investors as an additional means of evaluating the performance of the segment's operations and should not be viewed as a substitute for, or superior to, financial measures calculated in accordance with GAAP. A reconciliation of segment operating profit to EBITDA and Adjusted EBITDA follows:

Dollars in Millions	Three Months Ended Sept 30, 2019	Trailing 12 Months Ended Sept 30, 2019
Operating Profit (Loss)	**$(57.9)**	$(147.1)
Depreciation and amortization	**2.7**	11.5
EBITDA	**$(55.2)**	$(135.6)
Asset impairments related to the M&C segment	**49.7**	127.5
Loss (income) attributable to noncontrolling interest	**1.1**	1.0
Adjusted EBITDA	**$(4.4)**	$(7.1)

Note: Additional information is included in the Company's quarterly Supplemental Information report, which is furnished to the SEC and available at www.alexanderbaldwin.com.