

# Alexander & Baldwin

March 2021  
Investor Presentation



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LISTED  
NYSE

# Safe Harbor Statement

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Statements in this 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, as well as the rapidly changing challenges with, and the Company's plans and responses to, the novel coronavirus (COVID-19) pandemic and related economic disruptions. 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, risks associated with COVID-19 and its impacts on the Company's businesses, results of operations, liquidity and financial condition, 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 SEC. The information in this 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.

# Statement On Use Of Non-GAAP Financial Measures

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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. Additional information on non-GAAP financial measures is included in the Company's quarterly Supplemental Information report, which is furnished to the SEC and available at [www.alexanderbaldwin.com](http://www.alexanderbaldwin.com).



# Alexander & Baldwin

PARTNERS FOR HAWAI'I

## ✓ Hawai'i Sharpshooter

Hawai'i's premier commercial real estate company with 150-year history of successfully operating in this unique market

- Deep market knowledge resulting in acquisition advantages (off-market or first look opportunities)
- Strong relationships with key stakeholders in communities, with a proactive approach that values tenants and addresses community feedback

## ✓ Needs-Based Retail Portfolio

Largest owner of grocery-anchored, neighborhood shopping centers in high-performing, high barrier to entry Hawai'i market

## ✓ High-Quality and Diverse Portfolio with Internal Capital Sources for Growth

Strategically located portfolio of retail, industrial and ground lease assets with attractive future growth opportunities sourced by the monetization of non-core assets

## ✓ Nearing End of Strategic Transformation

Focus on ongoing simplification should allow Company to unlock significant near-term value for all stakeholders

## ✓ Strong Environmental, Social and Governance (ESG) Commitment

Solid reputation with a long history of valuing ESG matters, highlighted in inaugural digital-format Corporate Responsibility Report

- 2020 Nareit Diversity, Equity & Inclusion (DEI) Recognition Award Winner



# Alexander & Baldwin

## BUSINESS OVERVIEW\*

<b>Number of Properties</b>	<b>86+</b>
Retail ("Needs-Based")	22
Industrial	10
Ground Lease	50+
Office	4
<b>Total GLA (Sq. Ft.)<sup>1</sup></b>	<b>3.9 M</b>
Retail	2.5M
Industrial	1.2M
Office	0.1M
Ground Leases	154 acres
<b>Portfolio Occupancy %</b>	<b>93.5%</b>
<b>Total Portfolio Rent Spread</b>	<b>8.6%</b>
Average quarterly rent spread for trailing four quarters	7.3%
<b>Annualized Base Rent (ABR) Per Sq. Ft.</b>	<b>\$26.44</b>
Retail	\$32.37
Industrial	\$14.82
Office	\$32.67
<b>% of Retail ABR from Grocery-Anchored Properties</b>	<b>87%</b>
<b>Equity Market Cap</b>	<b>\$1.2B</b>
<b>Net Debt to TTM Consolidated Adjusted EBITDA</b>	<b>6.7x</b>
<b>Total Liquidity</b>	<b>\$395.1M</b>

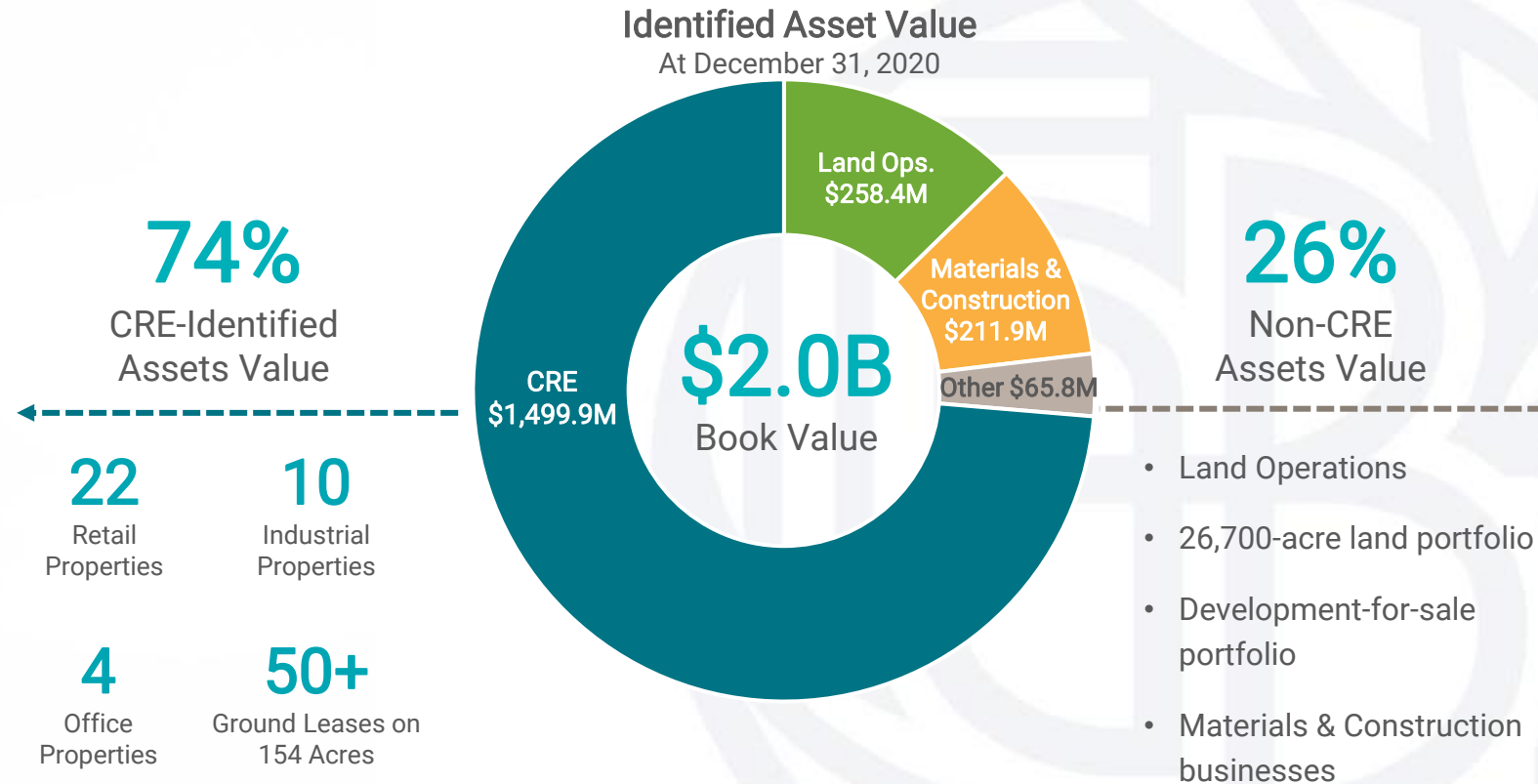
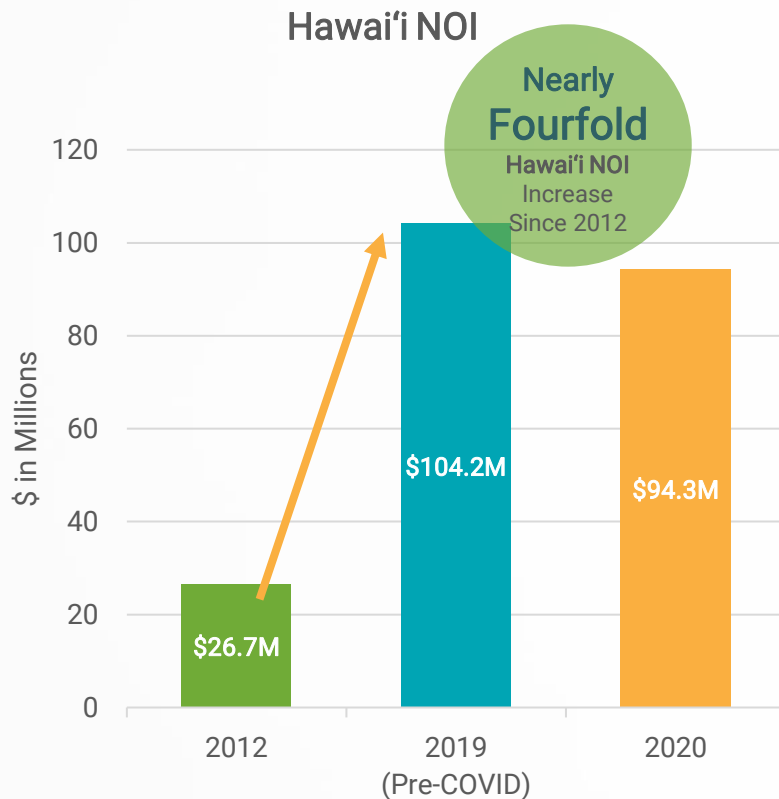
\*As of December 31, 2020

1: Due to rounding, Total GLA does not foot to portfolio segments.

# Alexander & Baldwin

## ASSET BASE OVERVIEW

In 2012, A&B began simplification efforts to transform from a diversified conglomerate into a focused Hawai'i REIT. Hawai'i NOI has steadily increased since that time.



# Q4 and Full-Year 2020 Highlights

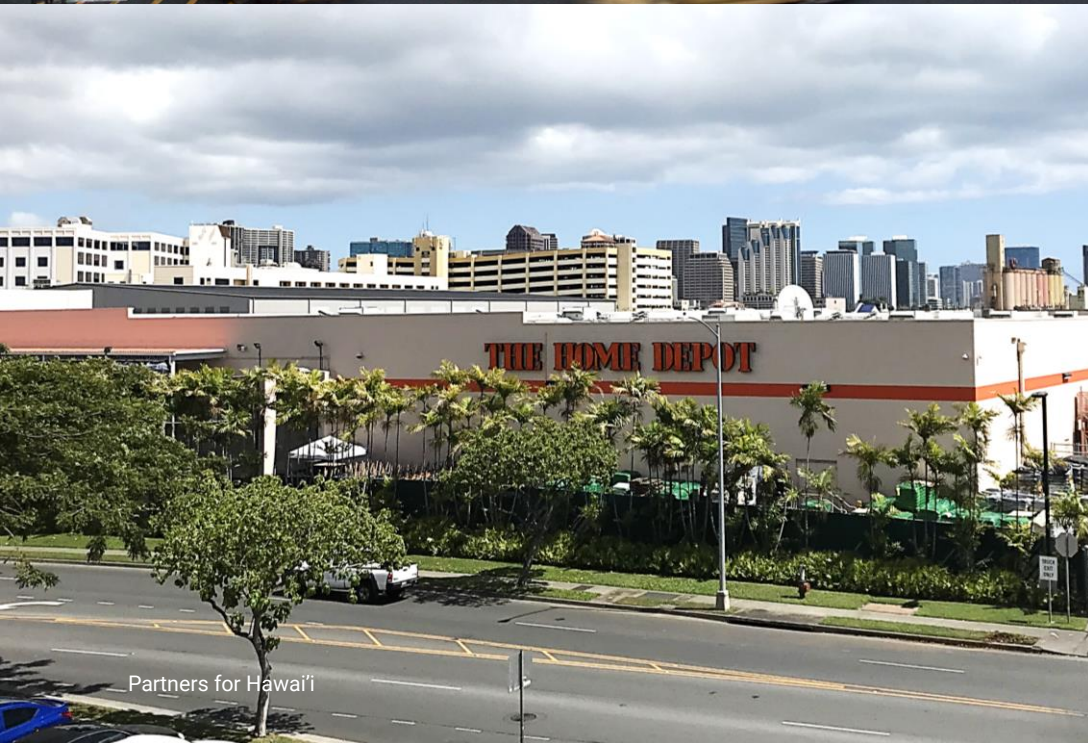
<b>CORE FFO</b>	Core FFO per diluted share of \$0.17 for Q4 2020 and \$0.76 for Full-Year 2020. Negatively impacted by charges related to collectability of tenant receivables due to COVID-19.
<b>SS NOI</b>	SS NOI 12.7% lower for Full-Year 2020 compared to Full-Year 2019.
<b>LEASING</b>	Executed 220 leases in 2020 totaling approximately 919,000 sq. ft., with comparable leasing spreads of 7.3%. Also executed 56 COVID-related lease modification extensions in 2020, at weighted-average term of 1.7 years.
<b>PORTFOLIO COMPOSITION</b>	Breakout of portfolio by ABR: Retail “needs-based” 67%, industrial 16%, ground leases 15% and office 2%.
<b>BALANCE SHEET</b>	No material debt maturities until September 2022. Ample liquidity totaling \$395 million.
<b>COVID-19 UPDATE<sup>1</sup></b>	Collected 86% of Q4 billings, 85% of Q3 billings, 80% of Q2 billings, and 86% of January 2021 billings.
<b>LAND OPERATIONS UPDATE</b>	Monetization during 2020 included 4.2 acres at Maui Business Park, 18 units at Kukui‘ula joint venture projects, over 1,200 acres of non-core landholdings and the Port Allen Solar Facility on Kauai.
<b>MATERIALS &amp; CONSTRUCTION UPDATE</b>	Positive Adjusted EBITDA for third consecutive quarter and full-year. Operational momentum and continued new business wins provide optimism, though remain committed to monetization at appropriate time.
<b>BOARD</b>	Board changes, announced in Q3 2020, align with commitment to governance best practices.
<b>ESG</b>	Numerous recognitions for A&B’s ESG initiatives highlight progress and efforts made as “Partners for Hawai‘i.”

<sup>1</sup>: Rent receipts data as of March 5, 2021, presented by month/quarter of billing.





Kailua Town Center



Partners for Hawai'i

## 2021 Guidance

- Core FFO per share: \$0.67 to \$0.77
- Same-Store NOI: 0% to 4%



### Organic Same-Store Growth

Significant contractual rent step-ups across Same-Store portfolio, including \$1+ million in ground lease growth



### Incremental Growth from Development and Redevelopment

New economic occupancy at Ho'okele Shopping Center and Aikahi Park Shopping Center: high-six-figure incremental NOI in 2021 and additional upside beyond this year



### Collections and Bad Debt Reserves

Cash recoveries related to reserves established in 2020 provide an upside opportunity in 2021

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





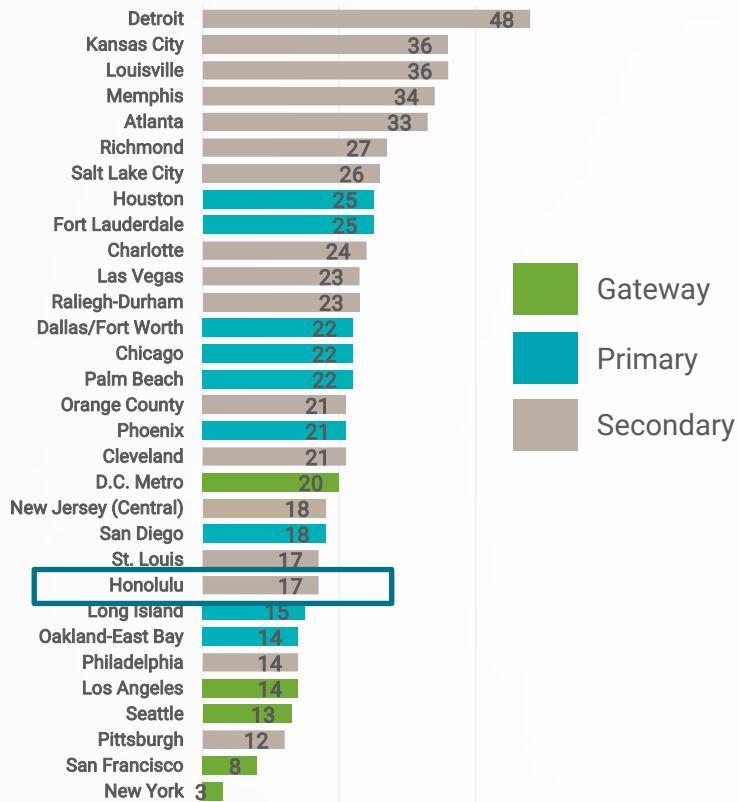
# Commercial Real Estate

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# Hawai'i Market

HIGH-PERFORMING MARKET WITH SUBSTANTIAL BARRIERS TO ENTRY

## Low Strip Retail Square Footage Per Capita



### Lengthy & Complex Entitlement Process

- 3-5 Years County General Plan Inclusion
- 3-5 Years State Land Use Urban Designation
- 3-5 Years County Urban Zoning

9 to 15 years

### Fundamentals Drive Performance

**\$32.37** vs **\$21.64**  
 A&B Q4 2020 Retail ABR PSF vs Q4 2020 Peer\* Average Retail ABR PSF

**\$14.82** vs **\$8.43**  
 A&B Q4 2020 Industrial ABR PSF vs Q4 2020 Peer\* Average Industrial ABR PSF

**\$806**  
 A&B Full-year 2019 Average Grocer Sales

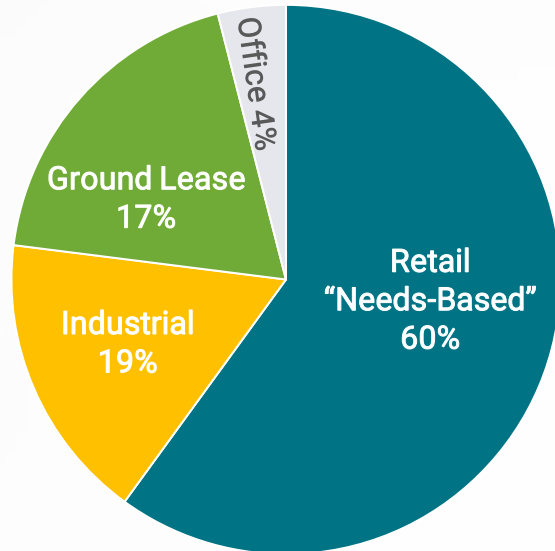
Source: Green Street Advisors.

Source: Green Street Advisors and Company disclosures; comparative data set represents strip retail and industrial REITs under Green Street coverage.

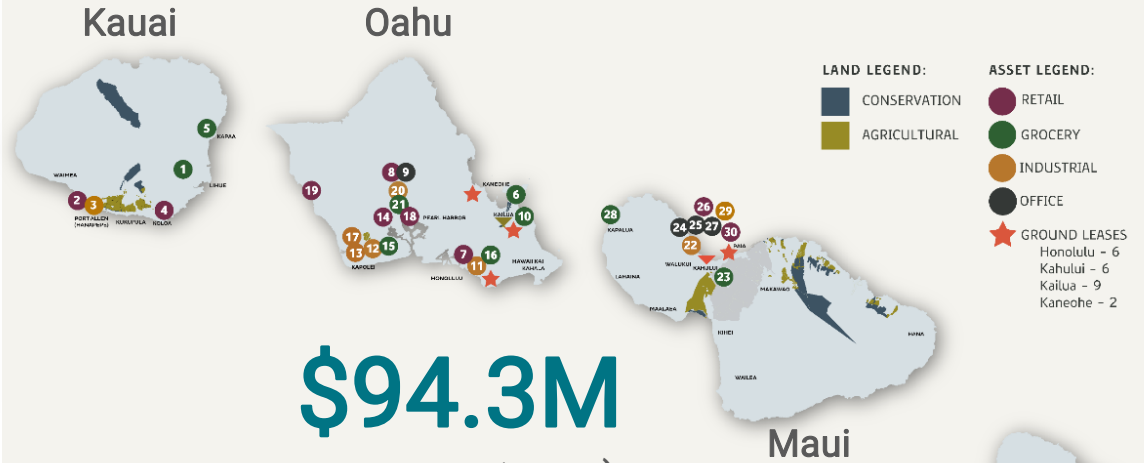
# Commercial Real Estate

## PORTFOLIO OVERVIEW

NOI (2020) by Asset Class



Segment	No. of Assets	GLA <sup>1</sup> (SF unless indicated)	2020 NOI (in mils)	Occupancy At 12/31/20	ABR PSF At 12/31/20
Retail "Needs-Based"	22	2.5M	\$56.2	91.2%	\$32.37
Industrial	10	1.2M	\$18.0	98.6%	\$14.82
Ground Lease	50+	154 acres	\$16.2	N/A	N/A
Office	4	0.1M	\$3.9	91.6%	\$32.67
<b>Total Portfolio</b>	<b>86+</b>	<b>3.9M+</b>	<b>\$94.3</b>	<b>93.5%</b>	<b>\$26.44</b>



**\$94.3M**

Total NOI (2020)

**\$104.2M**

Total NOI (2019; Pre-COVID)

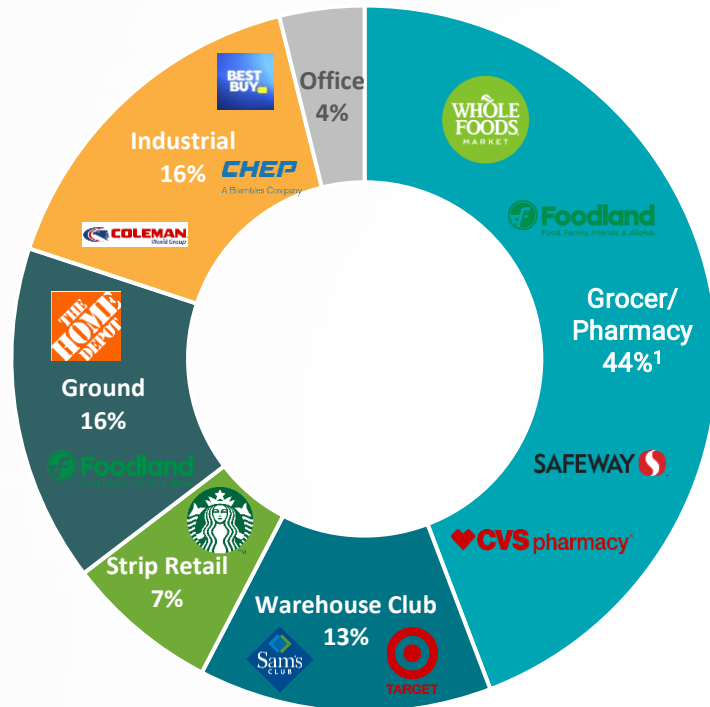
Island	Hawai'i GDP <sup>2</sup>	2020 NOI
Oahu	74%	73%
Maui	11%	14%
Other	15%	13%



# High-Quality Assets

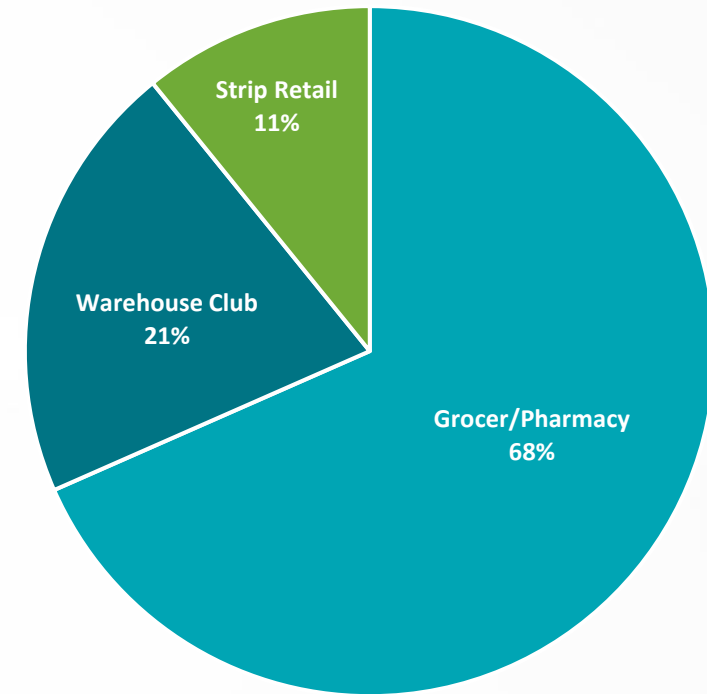
## ABR BY ANCHORED PROPERTY TYPE

Total Portfolio ABR by Anchored Property Type



1: Includes Shadow-Anchored

Retail ABR by Anchored Property Type



89% of Retail ABR is derived from centers anchored by Grocery, Pharmacy or Warehouse Clubs

# High-Quality Tenants

## Top Ten Tenants

Tenant <sup>1</sup>	# of Leases	ABR	Status <sup>2</sup>	Category
	7	\$6,920	Paying	Grocery – National
	1	\$3,308	Paying	Warehouse – National
	6	\$2,752	Paying	Drugstore – National
	9	\$2,238	Paying	Grocery – Local
	2	\$1,992	Paying	Discount – National
	2	\$1,834	Paying	Moving – National
	1	\$1,584	Paying	Materials & Construction – Local
	1	\$1,513	Paying	Fitness – National
	3	\$1,508	Paying	Beauty – National
	3	\$1,358	Paying	Pet – National
<b>Total</b>	<b>35</b>	<b>\$25,007</b>		

1: Excludes ground leases, primarily from the Materials & Construction segment.

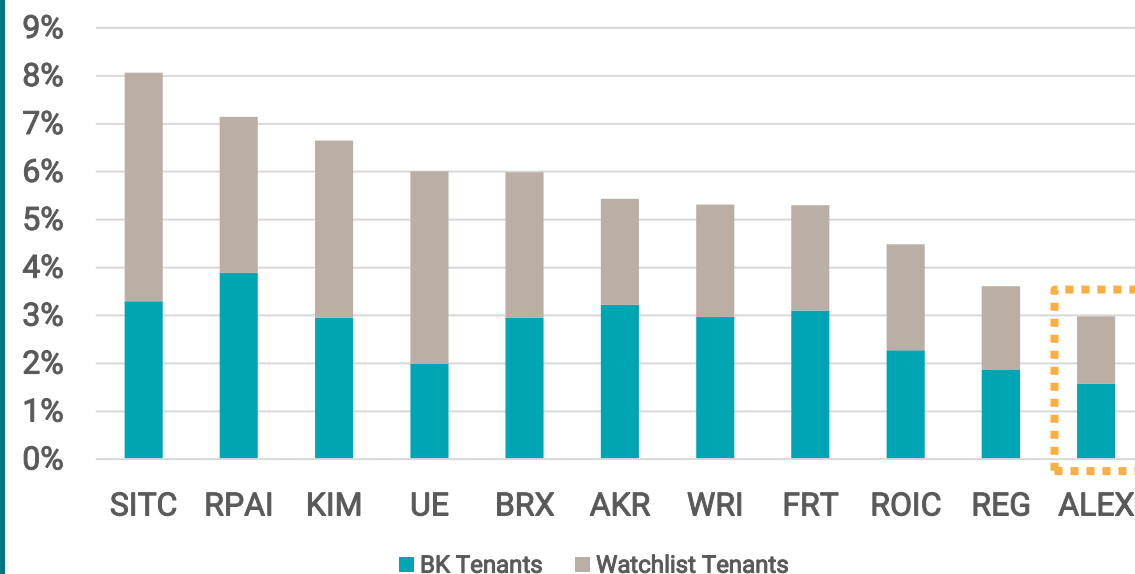
2: Current status as of December 31, 2020.

3: The leased premises in the GP/RM Prestress, LLC lease is Yard space and therefore not included in GLA.

Partners for Hawai'i

## Low Exposure to Green Street “National Watchlist” Tenants

Strip Center REITs - Watchlist & Bankruptcy Tenants  
(Estimated % of Pro-Rata Rent)



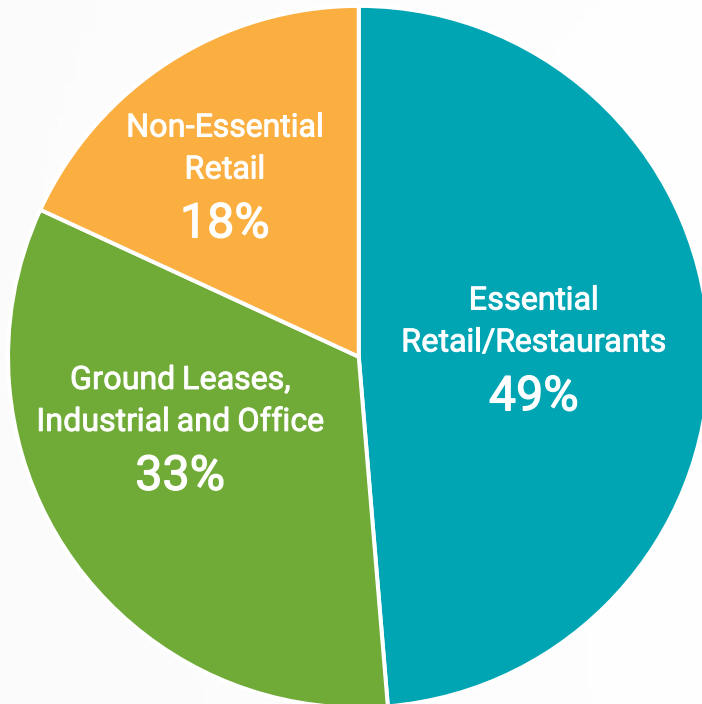
Source: Green Street Advisors Strip Center Sector Report, August 2020.

# Portfolio Composition

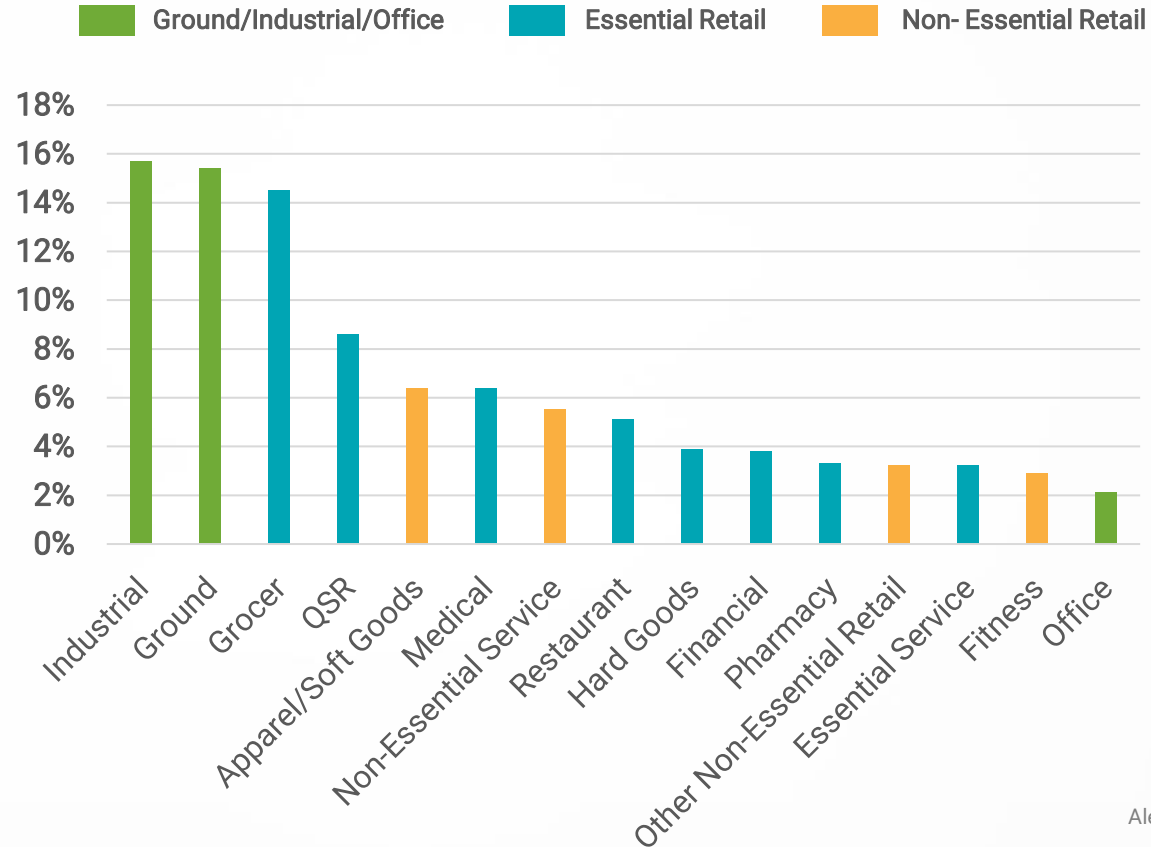
ABR EXPOSURE BY CATEGORY AS OF Q4 2020

A&B's strategically diversified portfolio with low exposure to non-essential retail has proven to be resilient in the face of this extended period of economic stress.

Portfolio Composition  
% of ABR



ABR Exposure by Category



Limited Resort Retail Exposure  
Just 6% of ABR





# Ground Leases

SECURE, WITH UPSIDE

- 01 Tenant leases land and operates/ leases property for lease term
- 02 A&B collects ground rent, including FMV and contractual escalations and/or percentage rent during the lease term
- 03 Building and other tenant improvements revert to A&B upon expiration or tenant default



## 2018

Ground lease renewal with auto dealership in Windward Oahu at 43% leasing spread.

## 2019

Maui industrial ground lease FMV reset resulted in a 70% ABR increase.

- Benefits**
- Ground lease payment is senior to all other financial obligations
  - Costs of ownership are passed to tenant; minimal landlord ownership and operating expenses
  - No capital expenditure or tenant improvement costs
  - Minimal property management required
  - Significant value creation upside at lease reversion and FMV reset



## 2020

Kaimuki Shopping Center ground lease FMV reset resulted in a 29% ABR increase with additional contract steps in years 3 and 7.

## 2021

Honolulu County ground lease contractual step-up resulted in a 37% ABR increase.

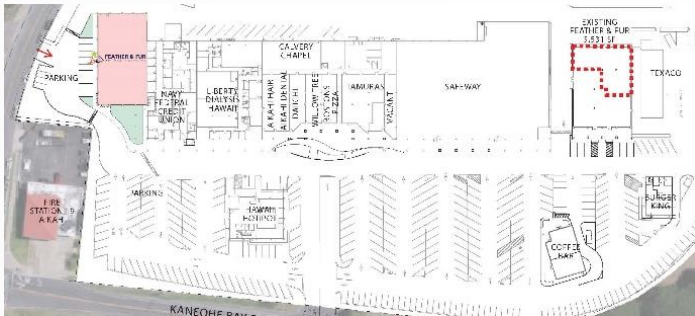
# Growth from Value-Add Redevelopment

EXISTING ASSETS WITH OPPORTUNITIES TO DEPLOY CAPITAL AT ATTRACTIVE RETURNS

## AIKAHI PARK SHOPPING CENTER



Rendering



Rendering

- \$18.8 million redevelopment at 98,000-sf center in Kailua remains on schedule and on budget
- Attractive overall return of 8.2%–9.0% on total costs
- Late 2021 expected completion
- Secured long-term lease renewal in Q4 of grocery-anchor Safeway and added new national tenant, Starbucks
- Expected to generate incremental NOI of \$350,000 in 2021 and additional upside upon completion
- Refresh will create community center with vibrant mix of dining, shopping and service options



# Ground-Up Development of Commercial Assets

## COMPETITIVE ADVANTAGE AT MAUI BUSINESS PARK II



- 67 acres remaining of light industrial lots in Kahului, Maui
- Flexible zoning for light industrial, retail and office use
- Strategically developing and offering build-to-suit lease arrangements for tenants, while monetizing select parcels to owner-users



### RETAIL HO'OKOLE SHOPPING CENTER

- Phase one development of 69,100-sq. ft. center complete
- Safeway grocery store, gas station, and convenience store anchor well-located property
- Strong phase one leasing activity continues
- Expected stabilized yield of approximately 8%



Rendering

### INDUSTRIAL

- Highly desirable commercial and light industrial development given proximity to Kahului Airport, Kahului Harbor and main Maui roadways



# CRE

## GROWTH VEHICLES

### INVESTMENTS VIA 1031 EXCHANGES

Local presence provides access to off-market pipeline:

**\$1.0B**  
Invested since 2013

**90%+**  
First-look or off-market acquisitions

Near-term strategic focus is on simplification and debt reduction efforts, with continued growth a constant peripheral goal.

#### Future target property types

- Anchored & strip retail centers
- Industrial/flex warehouses
- Mixed-use urban with retail components
- Sale-leasebacks with creditworthy businesses
- Leased-fee interests
- Retail/industrial development opportunities

#### UPREIT

Structure can provide unique diversification, liquidity and estate benefits to sellers

### CRE GROWTH VIA ACQUISITIONS

Ag land sale proceeds fully reinvested in A&B's preferred asset classes of grocery-anchored, industrial and ground leases; geographically balanced between Oahu and neighbor islands.

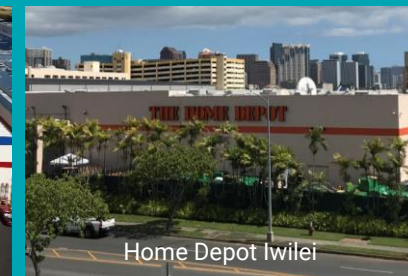
#### Grocery-Anchored Retail Assets



#### Industrial Assets

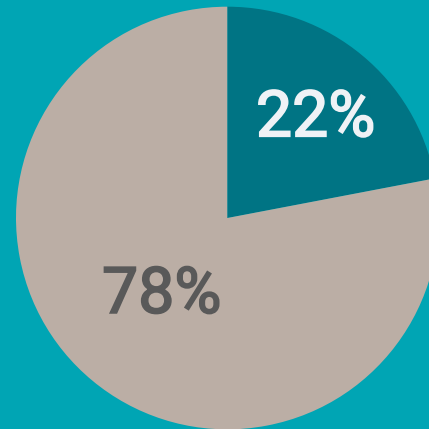


#### Ground Lease Assets



**AMPLE  
OPPORTUNITY FOR  
FUTURE GROWTH  
IN HAWAI'I**

**Anchored Retail Asset  
Ownership in Hawai'i**



■ A&B ■ Other

**15**

Grocery or drugstore anchored assets

**2.2M**

Sq. Ft. of GLA

**91.2%**

Occupancy

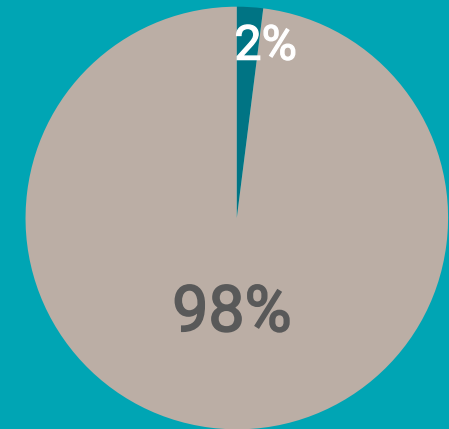
**62%**

Of Total Improved Property NOI in 2020

**~10M**

Sq. Ft. of GLA Total Market

**Industrial Asset  
Ownership in Hawai'i**



■ A&B ■ Other

**10**

Industrial assets

**1.2M**

Sq. Ft. of GLA

**98.6%**

Occupancy

**23%**

Of Total Improved Property NOI in 2020

**~60M**

Sq. Ft. of GLA Total Market





# COVID Update

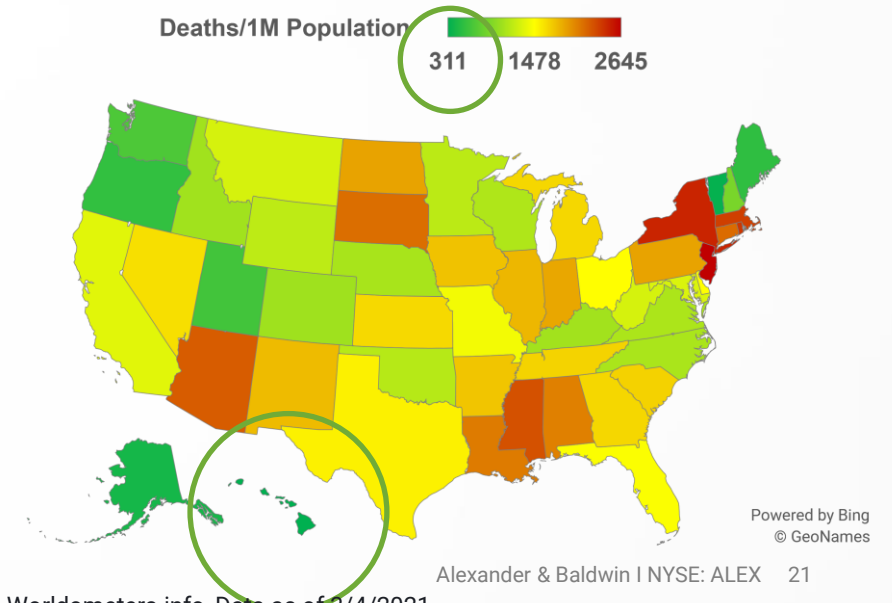
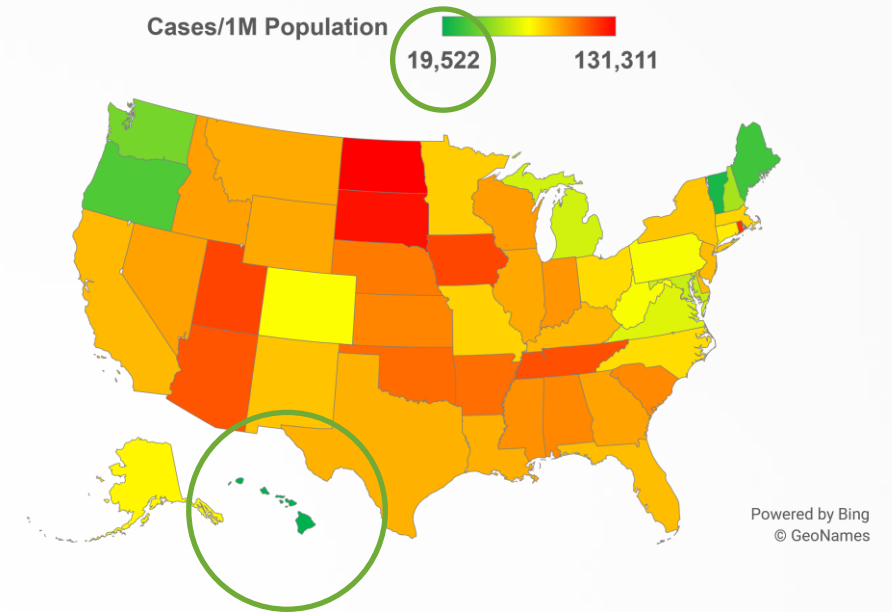
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# Hawai'i is Safe and Open for Business

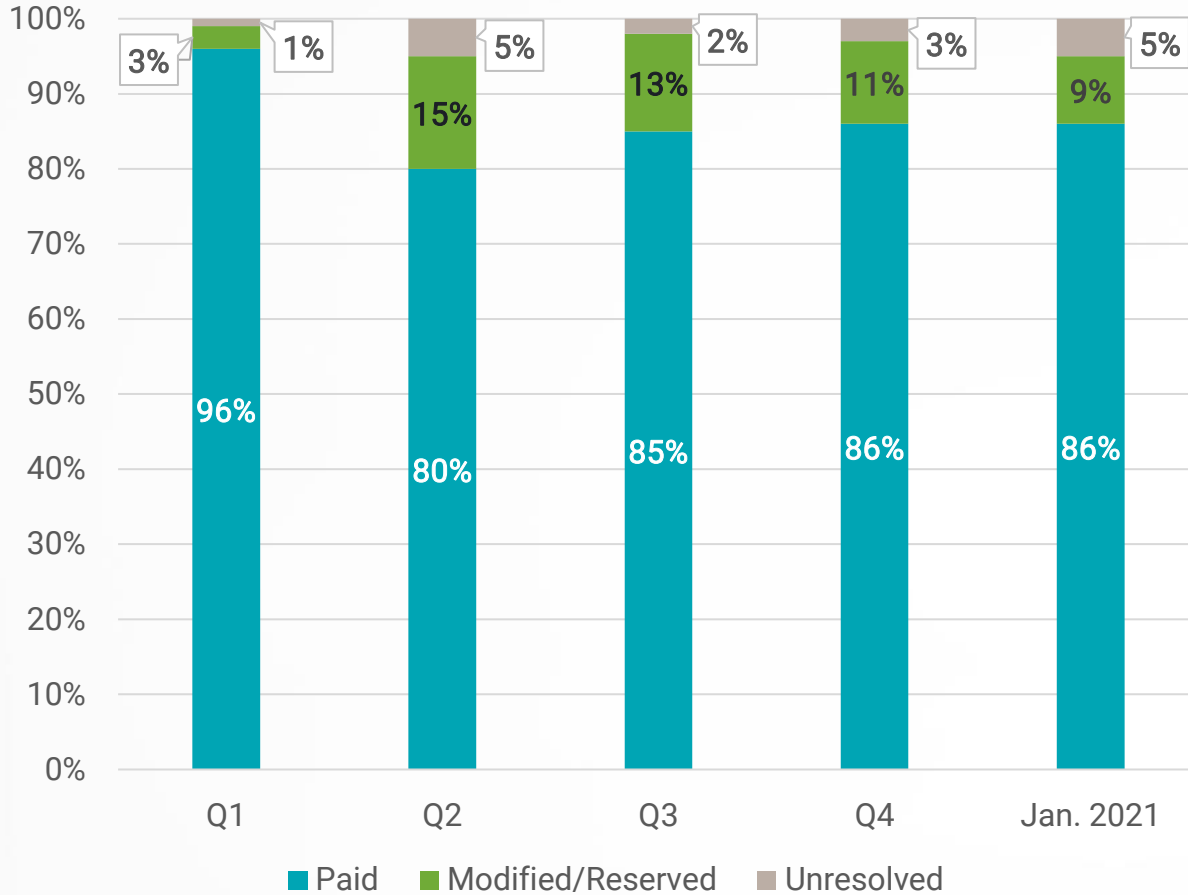
- All A&B properties have remained open throughout pandemic
- 98% of tenants are open
- Oahu in next tier of reopening plan
  - Retailers can operate without capacity restrictions
  - Increased capacity for restaurants and gyms
- Visitor arrivals have steadily increased from low point of under 400 daily arrivals in April 2020 to nearly 10,000 daily arrivals in February 2021
- Vaccinations are progressing well: 18% have at least 1 dose
- Further relaxation of remaining restrictions should support continued increases in travel and help improve state employment

## Hawai'i: Lowest Cases and Deaths per 1M of Population in the U.S.



# Collections

## Portfolio Collections Trend



Rent receipts data as of March 5, 2021, presented by month/quarter of billing.

## Collections by Tenant Category<sup>1</sup>

Asset Class/ Tenant Type	% Q2 2020 Rent Rec.	% Q3 2020 Rent Rec.	% Q4 2020 Rent Rec.	% Jan 2021 Rent Rec.
Retail <sup>2</sup>	73%	80%	83%	80%
Grocer	92%	94%	93%	86%
Restaurant	47%	53%	56%	48%
Service	76%	80%	82%	82%
QSR	65%	77%	81%	81%
Hard Goods	79%	97%	96%	93%
Apparel/Soft Goods	56%	60%	70%	63%
Industrial	96%	93%	93%	92%
Ground Leases	97%	96%	95%	96%
Office	99%	94%	94%	98%
<b>Total</b>	<b>80%</b>	<b>85%</b>	<b>86%</b>	<b>86%</b>

1: Rent receipts data as of March 5, 2021, presented by month/quarter of billing.

2: Retail tenant breakout excludes certain smaller categories such as pharmacy, medical and financial.

# Supporting Our Tenants

PLAYING THE LONG GAME

## Deferrals<sup>1</sup>



199

Deferrals



\$5.9M

Value



\$2.4M

Repayment



2.7

Avg. Term (Months)



95%

Paid back by 2021

<sup>1</sup>: COVID-related impacts as of December 31, 2020.

## Other Modifications<sup>1</sup>

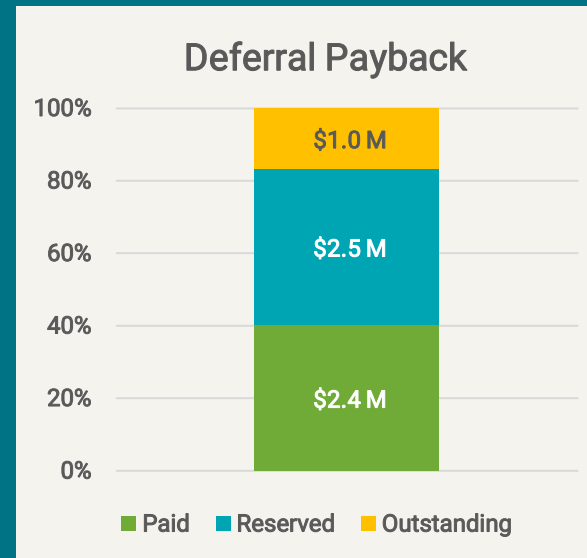
107

Count

\$6.4M

Value

- Included 54 lease extensions
- Preserved occupancy
- Still generated positive lease spreads

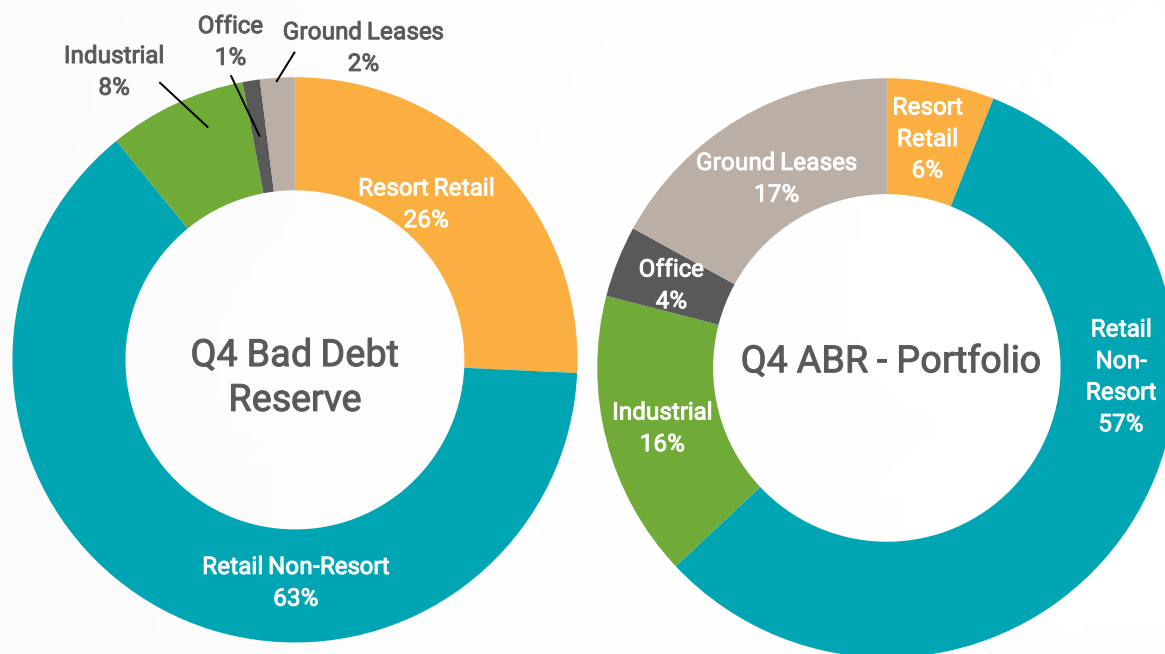




# CRE Bad Debt Reserve

Q4 2020

- \$15.3 million total reserve as of the end of Q4 2020
- Resort retail was responsible for over a fourth of Q4 reserve, despite being just 6% of portfolio



## CRE Revenue Components and Reconciliation

\$ in Millions

	Q4 2020	FY 2020
CRE billings collected	\$35.9M	\$149.9M
CRE billings uncollected	6.7	25.1
<b>Total CRE billings prior to adjustments</b>	<b>42.6</b>	<b>175.0</b>
Revenue charges against uncollectable billed receivables	(2.4)	(14.2)
Impact of other relief modifications/other adjustments	(2.9)	(6.4)
Intercompany billings	(0.8)	(4.9)
Straight-line lease adjustments	(0.2)	(1.3)
Favorable/unfavorable lease amortization	0.3	1.2
Other miscellaneous activity	0.3	0.6
<b>Total CRE operating revenue</b>	<b>\$36.9M</b>	<b>\$150.0M</b>



# Our Actions

## MOVING FORWARD

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**Business Continuity:** Fully operational workforce with phased return to office starting in March

**Advocacy:** Continued collaboration with local and national organizations to advocate for further reopening the island economy

**Communication:** Business resources and reopening information provided to ensure tenants are well informed

**Operations:** Increased safety measures and signage to welcome more visitors and successful BOPIS program in place

### Tenant Assistance:

- Marketing and operational support, and guidance in accessing government relief resources
- Organized with local partners to provide food boxes to our impacted tenants and their employees
- Proactively provided deferrals to highest-risk tenants and addressed rent relief requests on a case-by-case basis to protect long-term health and cash flows of tenants

**Cost Control:** Continued strategic expense and capital spending reductions to partially offset cash flow impact







# Supporting Our Tenants

## CASE STUDY

### KAILUA TOWN

A&B created a free *Seek & Treat Scavenger Hunt* for kids and families to have physically-distanced fun, while driving foot traffic across shopping centers in Kailua Town. Special harvest vignettes with kid-friendly riddles were built and strategically placed near small retailers to guide customers to various destinations to receive treats and locally-grown pumpkins.

- Event received free exposure through a sponsorship with a local station
- Media coverage through a local news station and community newspaper
- Additional online and social media push created buzz
- Positive word-of-mouth further bolstered event participation
- Over 1,200 kids and their families joined the scavenger hunt, creating additional shopping and dining traffic
- Center's website saw a 157% increase in website views compared to the annual Halloween event the prior year

*"Fantastic idea, well executed and such a home run for Merchant's Row. We got so many customers that didn't know about our store, or even how Hekili Street has changed over the years. We've already had return customers that discovered us from the seek & treat! Mahalo."*

– Kailua Town Tenant







# Supporting Our Tenants

## CASE STUDY

### QUEENS' MARKETPLACE

QMP marked Chinese New Year with a 5-day celebration for families to enjoy free, physically-distanced activities. Themed signs with kid-friendly riddles were strategically distributed near small retailers to lead customers through the open-air center to collect a "lucky prize." Families were encouraged to take photos in the decorated Coronation Pavilion and upload to social media for a chance to win a prize. An exclusive gift with purchase was also promoted to encourage shopping and dining throughout the promotion period.

- Event received media coverage through a local online news outlet and chamber of commerce website
- Additional digital and social media push created buzz for the event
- Several tenants attributed an increase in both traffic and sales directly to the event
- Center's weekend traffic count doubled the traffic compared to the previous weekend

*"I have worked with a lot of Marketing Directors and rarely see from management teams the passion and effort to help tenants that we see from yourself, Kelly and the team, it means a lot to us."*

– Queens' Marketplace Tenant





# Non-CRE Businesses

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# Land Operations

## MONETIZATION OF NON-CRE ASSETS

- Meaningful sales volume in 2020 with continued emphasis of monetization in 2021
- 2020 activity included:
  - 18 units at Kukui'ula joint venture projects – generating \$25.7M in JV proceeds
  - 4.2 acres at Maui Business Park II – generating \$7.9M in revenue
  - Sale of over 1,200 acres of non-core landholdings
  - Sold Port Allen Solar Facility
  - Generated \$40.6M of total Land Operations operating revenue



### Maui Business Park

Light-Industrial Lots / Kahului, Maui  
67 acres remaining

### Kukui'ula

Resort Residential / Poipu, Kauai  
1,196 units remaining

### Other Kukui'ula Related Investments

Resort Residential / Poipu, Kauai  
9 units remaining

### Non-Core Landholdings

Agricultural and Conservation Land / Kauai and Maui  
Approximately 26,700 acres

"Remaining" figures as of December 31, 2020.



# Materials & Construction

*Focused on Continued  
Operational Improvement*



- Meaningful progress made in 2020 including successful bidding activity, G&A reductions, and improved operational efficiency
- Strengthened management team with new experienced COO
- Positive Adjusted EBITDA for Q4 and Full-Year 2020
  - *Third consecutive quarter of positive Adjusted EBITDA*
- Focused on continued operational improvement to enable eventual monetization of this business

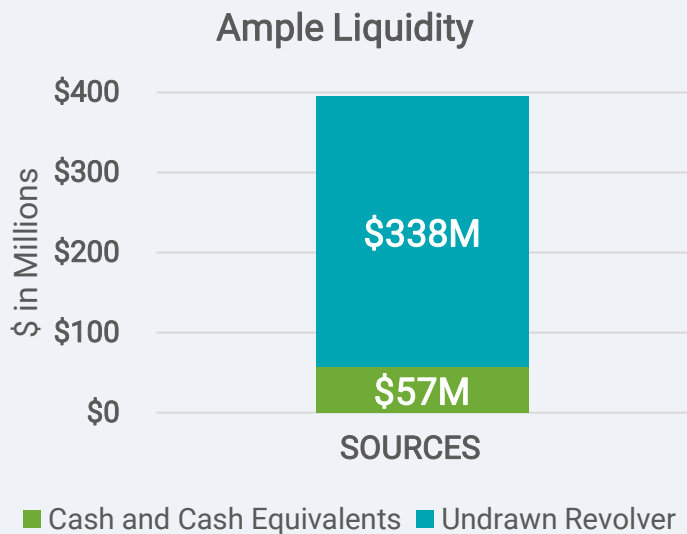




# Financial Review



- No material debt maturities until September 2022
- \$395 million of total liquidity



# Capitalization

AS OF 12/31/20

<b>Total Debt</b>	<b>Net Debt to TTM Consolidated Adjusted EBITDA</b>	<b>Total Debt to Total Market Capitalization</b>
<b>\$687.1M</b>	<b>6.7x</b>	<b>35.6%</b>
<b>Fixed-Rate Debt to Total Debt</b>	<b>Weighted-Average Interest Rate of Debt</b>	<b>Weighted-Average Maturity</b>
<b>83.9%</b>	<b>3.9%</b>	<b>4.1 years</b>





# Corporate Responsibility

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# Corporate Responsibility

IMPROVING HAWAII'S COMMUNITIES AND CREATING VALUE FOR STAKEHOLDERS  
AS PARTNERS FOR HAWAII

## Inaugural Corporate Responsibility Report

Digital-format report now available on the Sustainability portion of website



### Environmental

- Lau Hala Shops redevelopment in Kailua won two awards, including prestigious national gold award from ICSC



### Social

- Supported 230 local organizations and non-profits during 2020
- Recognized by Nareit as Silver Award winner for Diversity, Equity and Inclusion
- Recognized by Pacific Business News as Corporate Award winner at Business of Pride Awards



### Governance

- Increased Board independence, and enhanced gender and ethnic diversity
- Board refresh adds new perspectives and keeps the CEO and Chairman roles separate

Lau Hala Shops wins NATIONAL Gold Award in Renovations & Expansions Category from ICSC



Lau Hala Shops



# Supporting Our Communities

A&B allocated 20% of its annual giving budget in 2020 to support non-profits on the frontline of COVID-19 relief and to provide stability to those most affected by the impacts of this pandemic in key communities, working with trusted long-term non-profit partners.





# Board of Directors Update

ALIGNED WITH COMMITMENT TO PRINCIPLES OF ESG



**Eric Yeaman**  
Independent Director  
Since 2012

Chairman of the Board  
since October 1, 2020



**Doug Pasquale**  
Lead Independent Director  
Since 2018



**John Leong**  
Independent Director  
Since October 1, 2020

Highly respected young  
leader in Hawai'i

Brings valuable  
environmental and  
non-profit perspectives

## BOARD OF DIRECTORS METRICS

	2016	Now
CHAIR	Non-Independent	Independent
INDEPENDENT (NYSE)	70%*	86%
FEMALE	20%	29%
CURRENT/FORMER A&B CEO	3	1
ETHNICALLY DIVERSE	50%	43%
REIT EXPERTISE	10%	43%

\*Includes a former CEO who was deemed independent under NYSE standards.



## Closing Remarks

- ✓ A&B's portfolio is balanced and resilient with needs-based retail, industrial and ground lease assets
- ✓ Monetization efforts are progressing, reflecting continued demand for non-core Hawai'i assets and land
- ✓ Operational momentum at Grace Pacific; will enhance longer-term options for monetization
- ✓ Advancing efforts to streamline and simplify organization
- ✓ Expanding ESG initiatives and engaging with tenants, employees and communities as "Partners for Hawai'i"



# Appendix

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# CRE Net Operating Income

RECONCILIATION OF GAAP TO NON- GAAP MEASURES  
DOLLARS IN MILLIONS

	Three Months Ended Dec. 31, 2020	Three Months Ended Dec. 31, 2019	Year Ended Dec. 31, 2020	Year Ended Dec. 31, 2019
<b>CRE Operating Profit (Loss)</b>	<b>\$11.9</b>	<b>\$15.6</b>	<b>\$49.8</b>	<b>\$66.2</b>
Plus: Depreciation and amortization	9.7	10.4	40.1	36.7
Less: Straight-line lease adjustments	0.2	(0.5)	1.3	(5.1)
Less: Favorable/(unfavorable) lease amortization	(0.3)	(0.5)	(1.2)	(1.6)
Less: Termination income	(1.2)	-	(2.3)	(0.1)
Plus: Other (income)/expense, net	(0.6)	0.2	(0.9)	(2.0)
Plus: Selling, general, administrative and other expenses	1.9	2.3	7.5	10.1
<b>NOI</b>	<b>\$21.6</b>	<b>\$27.5</b>	<b>\$94.3</b>	<b>\$104.2</b>
Less: NOI from acquisitions, dispositions and other adjustments	(2.9)	(4.3)	(13.5)	(11.6)
<b>Same-Store NOI</b>	<b>\$18.7</b>	<b>\$23.2</b>	<b>\$80.8</b>	<b>\$92.6</b>

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](http://www.alexanderbaldwin.com).





# Funds From Operations (FFO) and Core FFO

RECONCILIATION OF NET INCOME (LOSS) AVAILABLE TO A&B COMMON SHAREHOLDERS TO FFO AND CORE FFO  
DOLLARS IN MILLIONS

	Three Months Ended Dec. 31, 2020	Three Months Ended Dec. 31, 2019	Year Ended Dec. 31, 2020	Year Ended Dec. 31, 2019
<b>Net income (loss) available to A&amp;B common shareholders</b>	\$1.0	\$5.2	\$5.5	\$(36.6)
Depreciation and amortization of commercial real estate properties	9.7	10.4	40.1	36.7
Gain on the sale of commercial real estate properties, net	-	-	(0.5)	-
<b>FFO</b>	<b>\$10.7</b>	<b>\$15.6</b>	<b>\$45.1</b>	<b>\$0.1</b>
Exclude items not related to core business:				
Land Operations Operating Profit	(4.2)	(4.9)	(17.3)	(20.8)
Materials & Construction Operating (Profit) Loss	2.3	2.5	12.4	69.2
Loss from discontinued operations	-	0.7	0.8	1.5
Income (loss) attributable to noncontrolling interest	-	(0.2)	(0.4)	(2.0)
Income tax expense (benefit)	(0.4)	(0.9)	(0.4)	(2.0)
Non-core business interest expense	3.7	4.2	15.0	17.4
<b>Core FFO</b>	<b>\$12.1</b>	<b>\$17.0</b>	<b>\$55.2</b>	<b>\$63.4</b>



# Core Funds From Operations (Core FFO)

RECONCILIATION OF CORE FFO STARTING FROM COMMERCIAL REAL ESTATE OPERATING PROFIT  
DOLLARS IN MILLIONS

	Three Months Ended Dec. 31, 2020	Three Months Ended Dec. 31, 2019	Year Ended Dec. 31, 2020	Year Ended Dec. 31, 2019
<b>CRE Operating Profit</b>	\$11.9	\$15.6	\$49.8	\$66.2
Depreciation and amortization of commercial real estate properties	9.7	10.4	40.1	36.7
Corporate and other expense	(5.5)	(5.5)	(19.3)	(23.6)
Core business interest expense	(3.9)	(3.5)	(15.3)	(15.7)
Distributions to participating securities	(0.1)	-	(0.1)	(0.2)
<b>Core FFO</b>	<b>\$12.1</b>	<b>\$17.0</b>	<b>\$55.2</b>	<b>\$63.4</b>

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](http://www.alexanderbaldwin.com).





# Consolidated Adjusted EBITDA

RECONCILIATION OF CONSOLIDATED NET INCOME TO CONSOLIDATED ADJUSTED EBITDA  
DOLLARS IN MILLIONS

	Three Months Ended Dec. 31, 2020	Three Months Ended Dec. 31, 2019	Year Ended Dec. 31, 2020	Year Ended Dec. 31, 2019
<b>Net Income (Loss)</b>	\$1.1	\$5.0	\$5.2	\$(38.4)
Depreciation and amortization	12.8	13.9	53.3	50.5
Interest expense	7.6	7.7	30.3	33.1
Income tax expense (benefit)	(0.4)	(0.9)	(0.4)	(2.0)
<b>Consolidated EBITDA</b>	<b>\$21.1</b>	<b>\$25.7</b>	<b>\$88.4</b>	<b>\$43.2</b>
Asset impairments related to the M&C segment	-	-	5.6	49.7
<b>Consolidated Adjusted EBITDA</b>	<b>\$21.1</b>	<b>\$25.7</b>	<b>\$94.0</b>	<b>\$92.9</b>

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](http://www.alexanderbaldwin.com).



# Land Operations EBITDA

RECONCILIATION OF SEGMENT OPERATING PROFIT TO EBITDA  
DOLLARS IN MILLIONS

	Three Months Ended Dec. 31, 2020	Three Months Ended Dec. 31, 2019	Year Ended Dec. 31, 2020	Year Ended Dec. 31, 2019
Operating Profit (Loss)	\$4.2	\$4.9	\$17.3	\$20.8
Depreciation and amortization	0.3	0.4	1.5	1.6
<b>Land Operations EBITDA</b>	<b>\$4.5</b>	<b>\$5.3</b>	<b>\$18.8</b>	<b>\$22.4</b>

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](http://www.alexanderbaldwin.com).





# M&C Adjusted EBITDA

RECONCILIATION OF SEGMENT OPERATING PROFIT TO EBITDA AND M&C ADJUSTED EBITDA  
DOLLARS IN MILLIONS

	Three Months Ended Dec. 31, 2020	Three Months Ended Dec. 31, 2019	Year Ended Dec. 31, 2020	Year Ended Dec. 31, 2019
Operating Profit (Loss) <sup>1</sup>	\$(2.3)	\$(2.5)	\$(12.4)	\$(69.2)
Depreciation and amortization	2.6	2.9	10.8	11.4
<b>M&amp;C EBITDA</b>	<b>\$0.3</b>	<b>\$0.4</b>	<b>\$(1.6)</b>	<b>\$(57.8)</b>
Impairment of assets related to the M&C segment	-	-	5.6	49.7
Loss (income) attributable to noncontrolling interest	-	0.2	0.4	2.0
<b>M&amp;C Adjusted EBITDA</b>	<b>\$0.3</b>	<b>\$0.6</b>	<b>\$4.4</b>	<b>\$(6.1)</b>

<sup>1</sup>Includes the results of GLP Asphalt, a 70%-owned, consolidated joint venture, and GPRM Prestress ("GPRM"), a 51% previously owned, consolidated joint venture that was disposed of at the end of Q2 2020.

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](http://www.alexanderbaldwin.com).

