



ALEXANDER & BALDWIN
PARTNERS FOR HAWAII

2021

Corporate Responsibility Report





FOR MORE THAN 150 YEARS,
Alexander & Baldwin (A&B) has
placed a high priority on **corporate responsibility,**
and this commitment has never been stronger,
nor more essential.

Cover art by Hawai'i mural artist Sara Saffery.

Contents

04 Introduction

- 05** Message to our Stakeholders
- 07** About Alexander & Baldwin
- 08** Commercial Real Estate Portfolio
- 09** Vision, Mission and Values

10 Company Highlights

- 11** Sustainability Accounting Standards Board
- 12** Task Force on Climate-related Financial Disclosures
- 13** ESG Strategy: Oversight
- 14** ESG Strategy: Business Strategy
- 15** ESG Strategy: Risk Management
- 17** Metrics & Targets

18 Environmental

- 19** Environmental Council
- 20** Energy Efficiency Initiatives
- 22** Sustainable Property Feature: Lau Hala Shops
- 23** Carbon Lighthouse Partnership
- 24** Energy Data
- 28** Benchmarking Project
- 29** Responsible Development
- 30** Responsible Development Feature: 'Aikahi Park Shopping Center
- 31** Tenant Sustainability Program
- 32** Other Sustainability Efforts

33 Social

- 34** Social Council
- 35** Stakeholder Resilience: COVID Relief
- 36** Kokua Giving
- 38** Employee Resilience: Support & Development
- 39** Annual Employee Survey
- 40** Living our Values
- 41** Diversity, Equity & Inclusion (DEI)
- 42** Employee Resource Groups
- 43** Employee Benefits
- 44** Safety
- 45** Employee Learning & Development
- 46** Employee Health & Wellness

47 Governance

- 49** Board of Directors
- 51** Governance Highlights
- 52** Board & Committee Self-Evaluation Process
- 53** Business Ethics
- 53** Shareholder Engagement
- 54** Cybersecurity
- 54** Executive Compensation
- 55** SASB Index

Introduction



A Message to our Stakeholders

Thank you for your interest in Alexander & Baldwin's 2021 corporate responsibility report, which highlights our environmental, social and governance (ESG) efforts and progress made during the year. **For more than 150 years, Alexander & Baldwin (A&B) has placed a high priority on corporate responsibility, and this commitment has never been stronger, nor more essential.**

» **My message in our 2020 report emphasized our Company's response to COVID-19 and how it reflected A&B's values.** I remain proud of that response and am heartened to see how it continues to benefit our communities. The vast majority of our tenants that struggled through the pandemic have survived—in part because of the support we were able to offer—and are now thriving as Hawai'i is back to full economic strength. Our employees, too, have been able to adjust their work patterns to meet changing personal and professional needs while prioritizing safety. We are gratified that our "Partners for Hawai'i" slogan served as a north star for our relationships with all our stakeholders throughout the pandemic.

At the same time, any expectations that we were getting back to the old normal have been shattered. Between the

lingering effects of the pandemic, the growing impacts of climate change, an increasingly divisive social and political environment, high rates of inflation, global tensions and myriad of other stressors, very little is normal about the demands facing companies, employees and communities. To live our values, we must find new ways to support our many stakeholders. We are steadily advancing our strategic agenda as we expand our community engagement and reinvent our relationships with our employees. None of this happens overnight, but we are cognizant of the changes required of any company that wants to remain relevant and successful today.

To accelerate our efforts on climate change, diversity, equity and

inclusion (DEI) and social engagement, we recently formed two new councils to help shape A&B's agenda for environmental and social stewardship—the Environmental Council and the Social Council. These groups, made up of a cross-functional team of individuals from all levels of the organization, will develop and help implement strategies to address climate change, improve the professional environment for our employees, and enhance our engagement with the communities in which we live and operate. The best solutions to many of our challenges will come from engaging a diverse group of employees and letting them define and implement new approaches. Here is a short summary of the progress we have made in ESG, and I am excited about what these new Councils will do to expand our initiatives.

Environmental – Focused on

Sustainability: A&B has continued to advance its sustainability efforts across its commercial real estate (CRE) portfolio. Building upon our long-standing commitment to sustainability, tracing back to the early agricultural roots of A&B, we now are focused on renewable energy production within our CRE portfolio. We built a 1.3 MW rooftop photovoltaic system at Pearl Highlands Center, our largest retail asset by gross leasable area (GLA), which we consider the beginning of a broader rooftop solar initiative across our CRE portfolio. In 2021, we implemented a benchmarking program, compiling energy and water data for our entire CRE portfolio in ENERGY STAR Portfolio Manager, which will allow us to better track, evaluate and improve our energy and water usage. We also undertook a climate risk analysis of properties in our portfolio to better understand risks facing our properties both now and in the future.

Social – Caring for our Stakeholders:

On the social front, we contributed close to \$1 million to support numerous Hawai'i non-profit organizations in 2021, focusing on important areas such as health (including COVID vaccinations and testing), human services, housing programs, education, and environmental stewardship and conservation. We continued to embrace diversity and social justice as critical priorities and established Partners for Equality, a program to highlight and support these important issues. We also listened to the voices of our employees, conducting our fifth annual employee survey and increasing our focus on training and development.

Governance – A Strong Foundation:

Our diverse, skilled and independent board of directors continues its commitment to strong corporate governance and transparency. The Board has increased its focus on important matters like cybersecurity and climate change. Our directors also support my engagement in important ESG initiatives like the Hawai'i Executive Collaborative's Climate Coalition, of which

I am co-chair, and Nareit's Dividends Through Diversity, Equity & Inclusion Initiative. Together, our Board is positioned to create long-term shareholder value while serving our Hawai'i communities.

Our home, Hawai'i, is recognized as a global leader in sustainability—we were the first state to establish a 100% renewable energy goal (by 2045) and the first state to commit to joining the Paris Agreement, among other things. Moreover, the culture and values of the

people of Hawai'i are closely tied to the environment and to working together for the collective good. Against this backdrop, we are excited to play an active role in Hawai'i's path to a strong, sustainable future, working with other business, government, community and environmental groups to provide leadership and establish Hawai'i as a model for collaboration. As I look ahead, I am optimistic about our ability to create value and build a more sustainable future for all stakeholders as **Partners for Hawai'i**.


CHRIS BENJAMIN

President & CEO

ABOUT Alexander & Baldwin

▶▶ **Alexander & Baldwin, Inc.** (NYSE: ALEX) (“A&B” or “Company” or “us” or “we” or “our”) is the only publicly-traded real estate investment trust to focus exclusively on Hawai‘i commercial real estate and is the state’s largest owner of grocery-anchored, neighborhood shopping centers. A&B owns, operates and manages approximately 3.9 million square feet of commercial space in Hawai‘i, including 22 retail centers, 11 industrial assets and four office properties, as well as 141 acres of ground leases.

A&B is expanding and strengthening its Hawai‘i CRE portfolio and achieving its desired focus on commercial real estate by monetizing its remaining non-core assets. Over its 152-year history, A&B has evolved with the state’s economy and has played a leadership role in the development of the agricultural, transportation, tourism, construction, residential and commercial real estate industries.

About our Corporate Responsibility Report

▶▶ **Our third annual corporate responsibility report provides quantitative and qualitative information about our commitment and approach to ESG matters.**

Additional ESG information is included in our Proxy Statement and Annual Report/Form 10-K, both of which may be accessed on our website, alexanderbaldwin.com.

This report generally covers activities and progress that took place from January 1, 2021, through December 31, 2021. We have referenced select reporting frameworks including the Sustainable Accounting Standards Board (SASB) and the

Task Force on Climate-related Financial Disclosures (TCFD) to help inform our reporting and disclosures.

Unless otherwise noted, the information in this report does not include our materials and construction subsidiary, Grace Pacific LLC, as we have focused our reporting on the areas of our business that are part of our long-term strategic focus as a commercial real estate company.

For further information on this report, please contact us at sustainability@abhi.com.



CRE Portfolio



ASSET LEGEND:

- RETAIL
- GROCERY
- INDUSTRIAL
- OFFICE
- ★ GROUND LEASES
Honolulu: 5 Kahului: 4 Kailua: 7 Kaneohe: 2

VALUE PROPOSITION



SUPERIOR MARKET FUNDAMENTALS

Dynamic, Growing Market with Structural Limitations on New Supply



HIGH-QUALITY PORTFOLIO

Irreplaceable Assets with Embedded Growth Opportunities



SIMPLIFICATION NEARING COMPLETION

Facilitates Pivot to CRE Growth



STRONG BALANCE SHEET

Supports Accelerated Investment Activity



COMMITMENT TO CORPORATE RESPONSIBILITY

Significant Progress in ESG Initiatives

22 Retail Properties
2.5M SQ. FT. GLA

11 Industrial Properties
1.2M SQ. FT. GLA

4 Office Properties
0.1M SQ. FT. GLA

42 Ground Lease Properties
141 ACRES

HAWAI'I ISLAND

OUR

Vision, Mission & Values

Our vision, mission and values serve as our guide to being Partners for Hawai'i.

With a legacy and reputation developed over a century and a half of doing the right thing for our stakeholders, we seek to continue being a strong corporate citizen.



Vision

▶ **As Hawai'i's premier commercial real estate company,** we will own and operate a superior portfolio of properties that enhances the lives of Hawai'i's people, enables our tenants to thrive and creates value for our shareholders.

Mission

▶ **Utilize A&B's extensive assets, expertise, long history and deep relationships to benefit Hawai'i and all our stakeholders.** Develop, acquire and manage commercial real estate in a way that fulfills the everyday needs of Hawai'i's residents and promotes the sustainability of our communities. Support our employees in their quest to further their careers, provide for their families, enjoy their work and give back to the community.



Values

▶ **A&B's core values guide our day-to-day actions and reflect our commitment to making Hawai'i better for all stakeholders.**

▶ Integrity

Be guided in all actions by strong moral principles, in keeping with A&B's legacy of honesty and fairness

▶ Collaboration

Share information and ideas and work together to find the best solutions

▶ Respect

Value and respect the unique qualities, perspectives and contributions of each employee and seek to understand the priorities of the community

▶ Decisiveness

Make clear and timely decisions and communicate them widely

▶ Adaptability

Embrace innovation and seek better approaches

▶ Accountability

Hold ourselves accountable for delivering results and recognizing achievement

Company Highlights

ESG Commitment & Strategy

Sustainability Accounting Standards Board (SASB)



▶▶ **A&B maintains alignment of its ESG efforts and disclosures with the Sustainability Accounting Standards Board (SASB) Standards to assist stakeholders in better understanding its ESG initiatives.** As a REIT, we have aligned our reporting with the real estate industry topics and, given our community-based focus, also selected several key focus areas from the service industry. Our specific SASB disclosures are referenced in the SASB Index at the end of this report.

Amid consolidation in mid-2022 of the SASB Standards under the International Sustainability Standards Board (ISSB), we believe maintaining SASB alignment continues to be appropriate as the SASB Standards will guide the ISSB's industry-specific reporting standards, alongside general and thematic requirements.

Focus Areas

- ▶ Energy Efficiency
- ▶ Water and Waste Management
- ▶ Climate Change
- ▶ Tenant Sustainability Management
- ▶ Employee Engagement/Culture
- ▶ Business Ethics



ESG Commitment & Strategy

CONTINUED

Task Force on Climate-related Financial Disclosures (TCFD)



▶▶ **A&B recognizes the risk that climate change poses to its business and communities.**

As corporate citizens and neighbors, we are dedicated to addressing climate risks and leading

efforts to understand and mitigate potential risks and vulnerabilities associated with our real estate portfolio and island community. With guidance from the Task Force on Climate-related Financial Disclosures (TCFD), we are taking action to identify and disclose risks and to reduce the impacts of climate change. This report notes one point in time on our sustainability journey and, in the spirit of continuous improvement, we expect to expand and enhance our alignment with the TCFD framework in the future.

In accordance with the recommendations of TCFD, the following pages describe our climate risk assessment and mitigation efforts from governance, business strategy, and risk management perspectives, and describes key metrics and targets by which we measure progress.



ESG COMMITMENT & STRATEGY

Governance

Board Oversight of Climate-Related Risks & Opportunities

▶ **Climate change considerations are integrated into the Company’s broader ESG governance structure.** A&B’s Board of Directors provides oversight of ESG matters, including climate change, and receives regular reports at its Nominating & Corporate Governance Committee meetings and Board meetings.

Climate change matters are managed by the Environmental Council, a cross-functional team chaired by the Senior Vice President, Asset Management. The Environmental Council, through its chair, reports directly to the CEO.

Management Role in Assessing & Managing Climate-Related Risks & Opportunities

▶ **Management assesses and manages climate-related risks and opportunities in various ways.** Risks are identified in the annual enterprise risk assessment (ERA) process, in the due diligence process for potential acquisitions, and via ongoing asset management plans for existing properties. Results of the ERA process, with specific emphasis on ESG risks including climate change risks, are presented to A&B’s Audit Committee. We also monitor the regulatory and enforcement environment and establish compliance plans as appropriate.

ESG Strategy Oversight



ESG COMMITMENT & STRATEGY

Strategy

General Climate-Related Risks & Opportunities

▶ **ESG, including combating climate change, is an important part of A&B’s strategy.** We identify, assess, and manage climate-related risks and factors like any other business-critical issue, which are then integrated into the overall business strategy.

Through our annual enterprise risk assessment, due diligence activities, and ongoing property management operations, A&B has identified climate-related risks (both acute and chronic) that include impacts from extreme climate events, such as flooding from rain or high wind from hurricanes, the potential impact of rising stream and ocean levels upon properties in flood zones and increasing environmental regulations.

Once we identify the physical risks posed to assets, we are managing them with an array of short- and long-term initiatives.

In the short term, A&B is taking preventive measures as it maintains and redevelops its existing properties. Emergency preparedness plans and tenant communication systems for all properties have been established that will assist in the event of extreme climate events. We maintain adequate and

appropriate insurance under our policies. For potential acquisitions, risks are identified in the due diligence process.

With regard to identified chronic risks such as the potential impacts of rising stream and ocean levels upon properties in flood zones, we track and monitor our properties that are within the 100-year flood zone. Preventive measures are taken as appropriate and insurance is purchased to cover losses related to such damage. These risks also are identified in the due diligence process for potential acquisitions.

In our effort to address transitional risk or risks associated with an increase in federal, regional, and local regulations related to carbon and greenhouse gas (GHG) reductions, representatives of the Environmental Council and External Affairs Department monitor existing and proposed policies that may impact the Company’s real estate investments. In addition, environmental and safety teams have been established and hold meetings regularly to identify and address existing or potential regulatory risk and assess the risk of fines or compliance orders at each property. When material risks are identified, we establish mitigation and compliance plans as appropriate.

We also are working to reduce carbon emissions via energy efficiency within the construction/redevelopment process and in property operations, including incorporating renewable energy production at our properties. ESG strategy development and planning activities are underway, which will include developing specific ESG goals and/or mitigation plans.

Impact of Climate-Related Risks & Opportunities on the Organization’s Business, Strategy & Financial Planning

▶ **A&B integrates both short- and long-term climate risks into its business, strategy, and financial planning activities.** As part of our business strategy (and discussed in the Risk Management section), we monitor activities on both short- and long-term climate risks and opportunities, and communicate changes to identified risks as well as mitigation activities to senior management. Short- and long-term climate risks are included in financial planning through the development of annual asset-level budgets that consider spending measures related to climate-related mitigation strategies and activities.

Short-Term

Taking preventive measures including:

- ▶ Establishment of emergency preparedness plans
- ▶ Tenant communication systems for all properties
- ▶ Maintain adequate insurance policies
- ▶ Identify climate risks in due diligence process for potential acquisitions
- ▶ Track and monitor properties within the 100-year flood zone
- ▶ Monitor existing and proposed federal, regional and local regulations and polices

Long-Term

Working to reduce carbon emissions via energy efficiency initiatives.

- ▶ Undergoing further ESG strategy development and planning activities in 2022

ESG COMMITMENT & STRATEGY

Risk Management

Processes for Identifying & Assessing Climate-Related Risks

▶ **A&B has dedicated resources in place to identify and assess climate-related risks to its business.** This includes a team that monitors changes to the regulatory environment (including climate-related regulations), and any legal impacts such changes may have on its portfolio. In addition, A&B engages third-party expert consultants to monitor climate-related trends in the real estate industry, current and future climate change risks in localities where assets are owned, utility prices and availability, and building occupant satisfaction.

Property Type	Heat Stress	Hurricanes Typhoons	Sea Level Rise	Wildfire
Retail	49	25	50	65
Retail	49	25	50	65
Retail	56	39	0	57
Retail	49	25	50	65
Retail		55	40	
Office	55	39		51
Retail	49	25	50	65
Industrial	53	39	50	
Industrial	56	39	50	57
Retail	56	39	40	57
Retail	56	39	50	57
Retail	53	39	40	
Retail	53	39	40	
Industrial		55	50	64
Retail	55	39	40	51
Retail		55	40	
Retail	56	39	50	57
Retail	53	39	40	
Retail		55	50	

In 2021, A&B conducted an assessment related to climate risk at the asset level. As part of the assessment, climate data was obtained from Four Twenty Seven, a leading climate risk analysis provider of data and market intelligence. Assessment categories included wildfires, flooding, hurricanes, heat & water stress and sea level rise. This data will be used in conjunction with information provided by our CRE team, who has expert knowledge of each asset’s physical and market characteristics, to inform management practices, potential policy changes or other risk mitigation actions based on the types of climate risk exposures identified.

Processes for Managing Climate-Related Risks

Acquisitions

▶ **INVESTMENT DUE DILIGENCE**

Potential new acquisitions undergo a review process including an assessment of sustainability and climate-related resiliency features. This includes documentation and review of energy and water efficiency of building systems, building safety and materials, potential climate-related risks to the building’s structure and operations, resilience or adaptation measures in place, utility data performance and tracking, sustainable transportation options, in-house sustainability programs, sustainable lease terms, and sustainability certifications (if any). All new acquisitions are screened for risk from sea level rise and flooding.

▶ **PROPERTY ACQUISITION CRITERIA**

- ▶ Sea Level Rise and Flood Risk
- ▶ Existing Sustainability Certifications
- ▶ Utilization of Energy and Water Efficient Equipment and Fixtures
- ▶ Incorporation of Other Sustainable Features
- ▶ Energy Star Score
- ▶ Sustainable Transportation Options
- ▶ Utility Submetering
- ▶ Green Lease Language
- ▶ Other Potential ESG Risks or Issues

Operations

▶ **BUILDING VALUATION**

A&B has worked to incorporate high-performance building attributes and climate-related features of a property into the annual appraisal process, to manage climate-related and sustainability risks as they pertain to the asset value of its properties. Our appraisal scope of work requires the inclusion of energy efficient aspects, green building certifications, and sustainable property features in the valuation of real estate portfolio assets.

▶ **REGULAR PROPERTY ASSESSMENTS**

A&B employs a variety of internal assessments aimed at increasing ESG performance of individual properties, including resilience to climate-related risks. We strive to perform energy audits every few years and to inspect for water leaks on a regular basis at our properties.

▶ **MONITORING PROPERTY PERFORMANCE METRICS AND CLIMATE RISKS**

A&B monitors individual property performance through benchmarking in ENERGY STAR Portfolio Manager for select retail, industrial, and office assets as well as reviewing impending legislation changes; monitoring utility prices and availability; regularly obtaining building occupant satisfaction information; and documenting presence of natural hazards and climate change risks, which includes a natural disaster preparedness plan for each property. Additionally, all properties undergo an annual property inspection, which includes structural factors that affect a property’s climate resilience, such as drainage of property, condition of gutters and downspouts, and roof condition.

ESG COMMITMENT & STRATEGY

Risk Management

CONTINUED

Process for Integrating Climate-Risk Factors into the Organization's Overall Risk Management

► **The two primary types of climate-related risks are transitional and physical.** Transitional risks include policy, legal, technology, market, and reputation. Physical risks can be acute or chronic. Acute means increased severity of extreme weather events. Chronic includes changes in precipitation patterns, rising mean temperatures, and rising sea levels. These risks have potential financial impacts. The processes described in the previous pages outline how climate-risk factors are integrated into A&B's overall risk management.



QUEENS' MARKETPLACE (WAIKOLOA, HAWAI'I ISLAND)



HOKULEI VILLAGE (LĪHU'E, KAUA'I)

ESG COMMITMENT & STRATEGY

Metrics & Targets

▶ **A&B tracks climate-related metrics, including GHG emissions (Scope 1, Scope 2, and Scope 3), energy usage, renewable energy production and land use considerations such as properties located within flood zones.** Our climate-related metrics are disclosed in the Energy Efficiency section and in the SASB Index of this report.

With a focus on continuous improvement, in collaboration with the Environmental Council, we look forward to developing and sharing robust and meaningful reduction targets and other ESG goals in the near future.

In addition to company-specific metrics, A&B also supports the targets established by the State of Hawai'i, City and County of Honolulu and Hawaiian Electric Company (local utility provider). The State of Hawai'i has provided leadership and established significant climate goals, including achieving carbon neutrality and 100% renewable portfolio standards (RPS) by 2045, with interim renewable energy goals of 30% by 2020, 40% by 2030 and 70% by 2040. The goal of 30% renewable energy by 2020 has been achieved, and A&B supports our home state of Hawai'i in taking action to reach the established goals while mitigating climate change impacts.

We expect to continue to report on our climate management activities—including specific, property level risk assessments and mitigation activities—in 2022 and beyond.

We also are monitoring the Securities and Exchange Commission's proposed climate-related disclosure rules and coordinating across the company in preparation for additional climate-related disclosures.



Environmental Responsibility

Environmental Stewardship



Since Alexander & Baldwin's founding in 1870, the Company has played a leadership role in environmental stewardship.

▶▶ **The DNA of A&B is consistent with ESG.** Our renewable energy efforts date back nearly 120 years to the construction of the Company's first hydroelectric plant on Kaua'i. We are not resting on the achievements of our past and have been proactively working to increase energy efficiency across our properties and expand renewable energy generation within our CRE portfolio.

Environmental Council

▶▶ **The Environmental Council, a cross-functional team of individuals from all levels of the organization formed in early 2022,** will develop and help implement strategies to address climate change, and shape A&B's agenda for environmental stewardship. The Environmental Council is chaired by Kit Millan, A&B's senior vice president, asset management.



Energy Efficiency Initiatives

Sustainable Properties

▶▶ **As the largest owner of grocery-anchored, neighborhood shopping centers in Hawai'i, A&B provides community gathering spaces with an appealing mix of dining, shopping and service options and a focus on sustainability.**

In operating and developing our properties, we utilize proven conservation technologies and methods to minimize our environmental impact and preserve the special and important natural resources of Hawai'i for current and future generations.



ROOFTOP PV SYSTEMS AT OPULE INDUSTRIAL (KAPOLEI, O'AHU) AND LAULANI VILLAGE (EWA BEACH, O'AHU)



SUSTAINABLE FEATURE SPOTLIGHT

LED Lighting

▶ **As part of A&B's commitment to owning and operating sustainable properties, the Company continues to focus on energy efficient lighting.** Since 2017, A&B has performed 17 lighting retrofit projects, including eight projects in 2021.

These lighting improvement efforts throughout our portfolio impact common area, occupied area, exterior and parking lot lighting fixtures by replacing existing lighting with energy-efficient LED lighting, resulting in meaningful energy and maintenance savings.

17 LED Lighting Projects Since 2017

8 Projects Implemented in 2021

Sustainable Property Features

Sustainable Features at our Properties Include:

- ▶ Energy efficiency programs
- ▶ Energy efficient LED lighting
- ▶ Energy efficient HVAC systems
- ▶ Water efficient fixtures
- ▶ Adaptive reuse of existing building structures
- ▶ Cool roofs
- ▶ Photovoltaic (PV) systems
- ▶ Electric vehicle (EV) charging stations
- ▶ Pedestrian-friendly open spaces
- ▶ Solar-powered trash compacting bins
- ▶ Native Hawaiian plants and environmentally friendly landscaping
- ▶ Use of reclaimed water
- ▶ Ride and bike share transportation options
- ▶ Native species protection measures and programs

WAIANAE MALL (WAIANAE, O'AHU)



SOLAR-POWERED TRASH COMPACTING BINS AT LAU HALA SHOPS (KAILUA, O'AHU)



KAILUA TOWN (KAILUA, O'AHU)



EV CHARGING STATIONS AT LAU HALA SHOPS (KAILUA, O'AHU)



RESPONSIBLE DEVELOPMENT FEATURE

Lau Hala Shops

▶ **Lau Hala Shops is a prime example of our focus on sustainability.**

Utilizing adaptive reuse of the original 1950s mid-century modern structure, the Company has created an open, walkable, community-focused dining, retail and services hub for the Windward O'ahu community. Various sustainable features were incorporated into this award-winning redevelopment.

- ▶ Adaptive reuse
- ▶ Art display made of plastic waste gathered during A&B beach clean-up event
- ▶ Walkable design with limited vehicular access and a large pedestrian plaza
- ▶ Native Hawaiian plantings, including hala and coconut palm trees
- ▶ Use of bioswale landscaping elements
- ▶ Utilization of window glazing insulation systems
- ▶ Energy efficient lighting and air conditioning
- ▶ Water efficient bathroom facilities
- ▶ Use of recycled, durable and easily maintained aluminum exterior elements
- ▶ Innovative solar-powered trash-compacting bin
- ▶ EV charging stations



ENERGY EFFICIENCY INITIATIVE

Carbon Lighthouse Partnership



▶ A&B's partnership with Carbon Lighthouse to increase energy efficiency and reduce GHG emissions within our CRE portfolio continues.

Approximately 22% of our portfolio (based on GLA)

has undergone various performance upgrades to lighting, heating

and cooling systems under this partnership. The total projected 10-year impact is conservation of

approximately 23,000 barrels of oil, equivalent to reducing GHG emissions by 10,000 metric tons of CO₂.



MANOA MARKETPLACE (HONOLULU, O'AHU)

\$264k Savings (2021)


1,030k KWH Reduction (2021)

2021 IMPACT EQUIVALENT TO REDUCTION OF

730 Metric Tons of CO₂

Energy Data

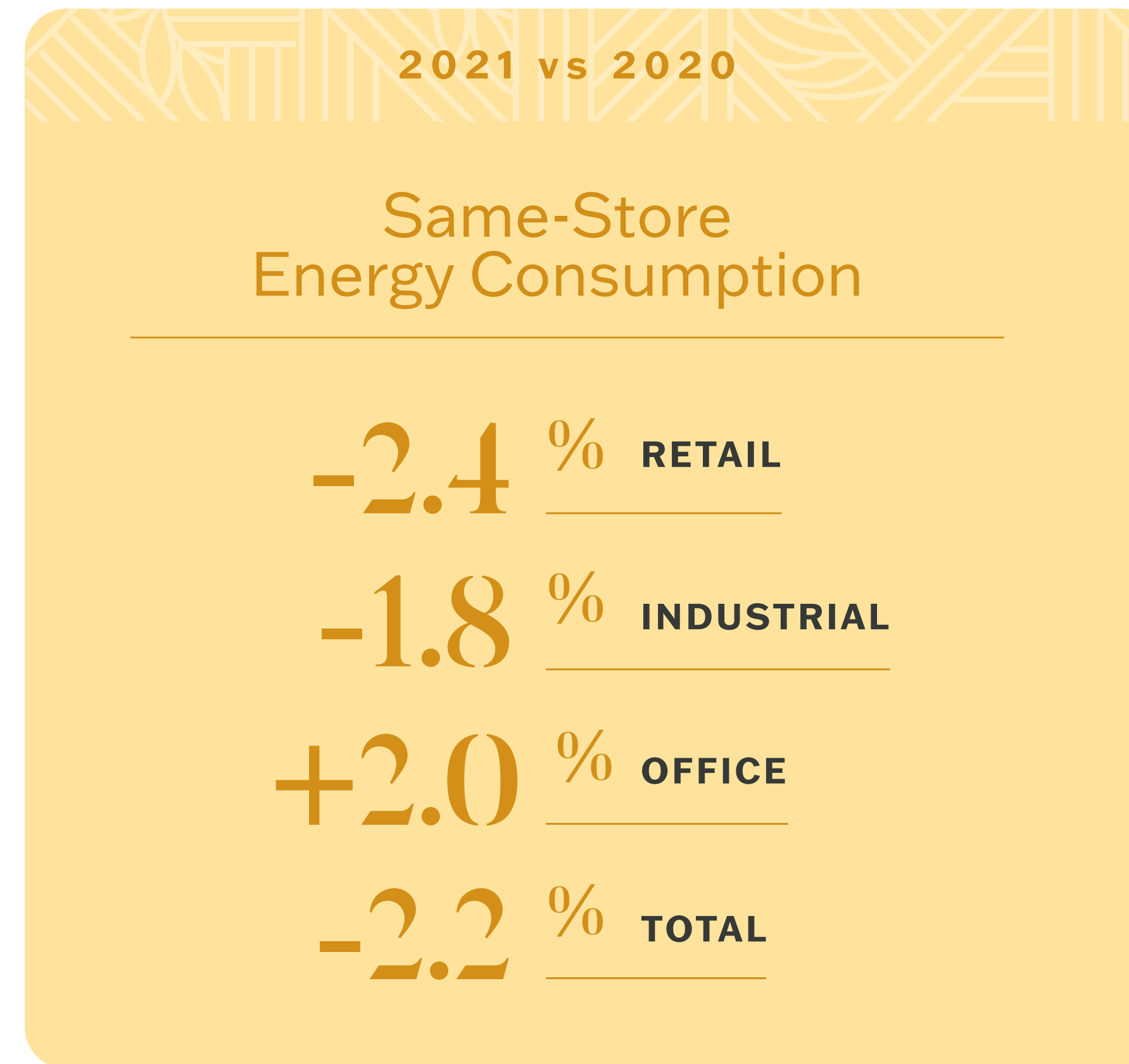
▶ At year-end 2021, A&B's portfolio comprised 37 properties totaling nearly 3.9 million square feet (SQ. FT.) of total GLA. Total energy consumed, by property subsector, for 2021 and 2020 is as follows:

 ▶ We are pleased with our modest year-over-year energy consumption reduction and note that it understates progress made given the significant consumption reduction during 2020 due to COVID-related impacts, which serves as the basis of the year-over-year comparison.

TOTAL WHOLE BUILDING¹ ENERGY CONSUMED BY PROPERTY SUBSECTOR

	2021		2020		YOY
	TOTAL ENERGY CONSUMED (MWH)	TOTAL ENERGY INTENSITY (KWH/SQ. FT.)	TOTAL ENERGY CONSUMED (MWH)	TOTAL ENERGY INTENSITY (KWH/SQ. FT.)	TOTAL ENERGY CONSUMED % CHANGE
RETAIL	73,903	29.6	75,615	30.2	-2.3%
INDUSTRIAL	6,196	5.0	6,045	5.0	+2.5%
OFFICE ²	2,835	19.8	2,781	19.4	+2.0%
TOTAL	82,934	21.3	84,441	21.9	-1.8%

1: Whole building information includes A&B common area and tenant energy consumption.
 2: Office metrics include A&B's corporate headquarters' energy consumption, though its GLA is not incorporated into the Office GLA figure.



The year-over-year, same-store energy consumption comparison should be viewed in light of the gradual return to normalization of operations at our properties during 2021, compared to the COVID-related impacts at our properties during 2020, including mandatory operating restrictions and other factors, that resulted in sharp consumption reductions.

Energy Data

CONTINUED

▶ **GHG emissions information of our CRE portfolio is associated with whole building energy consumption.** Based on guidance from the GHG Protocol Corporate Standard, we utilize the operational control boundaries since this approach best reflects the day-to-day practices of our business and are most relevant to retail real estate.

GHG Scope 1 emissions, direct emissions that physically occur in assets we own or control, were immaterial. GHG Scope 2 emissions reflect indirect emissions from purchased electricity consumed by A&B but generated elsewhere.

Reported GHG Scope 3 emissions, other indirect emissions that occur as a consequence of the operations of A&B but are not directly controlled by us, reflect tenant-purchased building electricity consumption emissions only.

TOTAL GREENHOUSE GAS (GHG) EMISSIONS BY SCOPE & PROPERTY SUBSECTOR

	2021				2020	YOY
	TOTAL GHG EMISSIONS (MTONS CO ₂ E)	TOTAL GHG SCOPE 1 EMISSIONS	TOTAL GHG SCOPE 2 EMISSIONS	MEASURED GHG SCOPE 3 EMISSIONS	TOTAL GHG EMISSIONS (MTONS CO ₂ E)	TOTAL GHG EMISSIONS % CHANGE
RETAIL	52,374	-	2,495	49,879	53,587	-2.3%
INDUSTRIAL	4,390	-	109	4,281	4,284	+2.5%
OFFICE ¹	2,010	-	431	1,579	1,971	+2.0%
TOTAL	58,774	⁻²	3,035	55,739	59,842	-1.8%

1: Office metrics include A&B's corporate headquarters' GHG emissions, though its GLA is not incorporated into the Office GLA figure.

2: Total GHG Scope 1 emissions, direct emissions that physically occur in assets we own or control, were immaterial.

YEAR-OVER-YEAR

OUR SAME-STORE CLEAN ENERGY REDUCTION IS EQUIVALENT TO:

142K Gallons of gasoline saved

OR

1.3K Metric tons of GHG emissions reduced

Energy reduction equivalencies based on EPA's Greenhouse Gas Equivalencies Calculator.

TOTAL PORTFOLIO: -2.2%

Energy Data

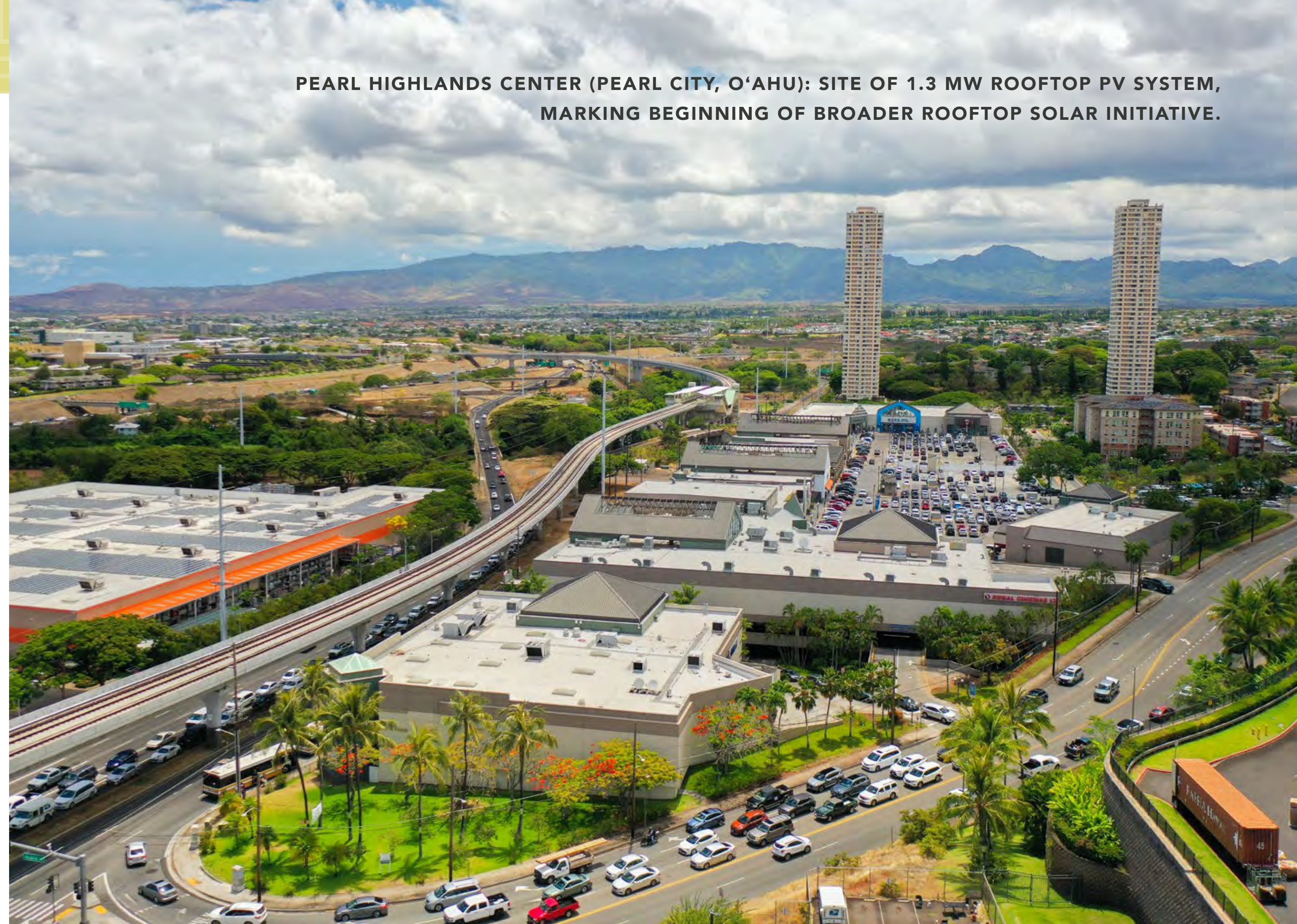
CONTINUED

Long-Standing Renewable Energy Producer

▶▶ **A&B has been committed to renewable energy for nearly 120 years, tracing back to our first hydroelectric facility associated with our legacy as a sugarcane plantation.** In addition to generating hydroelectricity, we have made additional direct and indirect investments in the years since toward producing renewable energy across the state.

As we undertook our strategic transformation to a pure commercial real estate company, which entailed the sale of our renewable energy assets on non-core lands, we deliberately sought owners who intend to be long-term clean energy providers. Our commitment to renewable energy is steadfast, however, as we are now focused on clean energy generation within our CRE portfolio.

PEARL HIGHLANDS CENTER (PEARL CITY, O’AHU): SITE OF 1.3 MW ROOFTOP PV SYSTEM, MARKING BEGINNING OF BROADER ROOFTOP SOLAR INITIATIVE.



OUR CLEAN ENERGY PRODUCTION IS EQUIVALENT TO:

7.8M Gallons of gasoline saved

OR

69.3K Metric tons of CO₂ reduced

Energy reduction equivalencies based on EPA’s Greenhouse Gas Equivalencies Calculator.

Energy Data

CONTINUED

Solar

▶ A&B maintains a number of indirect solar investments, including facilities on Kaua'i and O'ahu.

In late 2021, A&B announced a new sustainability initiative involving a rooftop photovoltaic (PV) project at Pearl Highlands Center. The planned 1.3-megawatt PV system on A&B's largest retail asset by GLA is sized to offset 100% of common area energy and will also provide additional power to select tenants. Construction is estimated to be completed by year-end 2022.

Hydroelectric

▶ A&B's legacy of direct renewable energy generation traces back to 1906, with the Company's first hydroelectric facility on Kaua'i. Although we sold our Kaua'i legacy lands and operations during 2022, which include the hydroelectric facilities, we are proud of our cumulative contributions to clean energy over the past 120 years. Our renewable energy production was a meaningful contributor toward Kaua'i's achievement of 69.5% annual renewable percentage for 2021.

TOTAL RENEWABLE ENERGY PRODUCTION (MWH) BY SOURCE TYPE IN 2021



The renewable energy generated is sold to the grid and not consumed by A&B's commercial real estate portfolio.

Water Data

▶ A&B monitors water consumption across its portfolio and seeks to promote water conservation efforts. Total water consumed, by property subsector, for 2021 and 2020 is as follows:

TOTAL WHOLE BUILDING¹ WATER CONSUMED BY PROPERTY SUBSECTOR

(1000S OF GALLONS)	2021 TOTAL WATER CONSUMED	2020 TOTAL WATER CONSUMED	TOTAL WATER % CHANGE
RETAIL	191,950	176,793 ²	+8.6%
INDUSTRIAL	18,402	16,444 ²	+11.9%
OFFICE	14,793	20,620	-28.3%
TOTAL	225,145	213,857²	+5.3%

1: Whole building information includes A&B common area and tenant water consumption.

2: Our 2020 water usage was revised to incorporate whole building water information, to enable equal comparison between 2021 and 2020 consumption.



▶ Our modest year-over-year water consumption increase understates positive progress made given the significant consumption reduction during 2020 due to COVID-related impacts, which serves as the basis of the year-over-year comparison.

2021 VS 2020: WHOLE BUILDING, SAME-STORE WATER CONSUMPTION

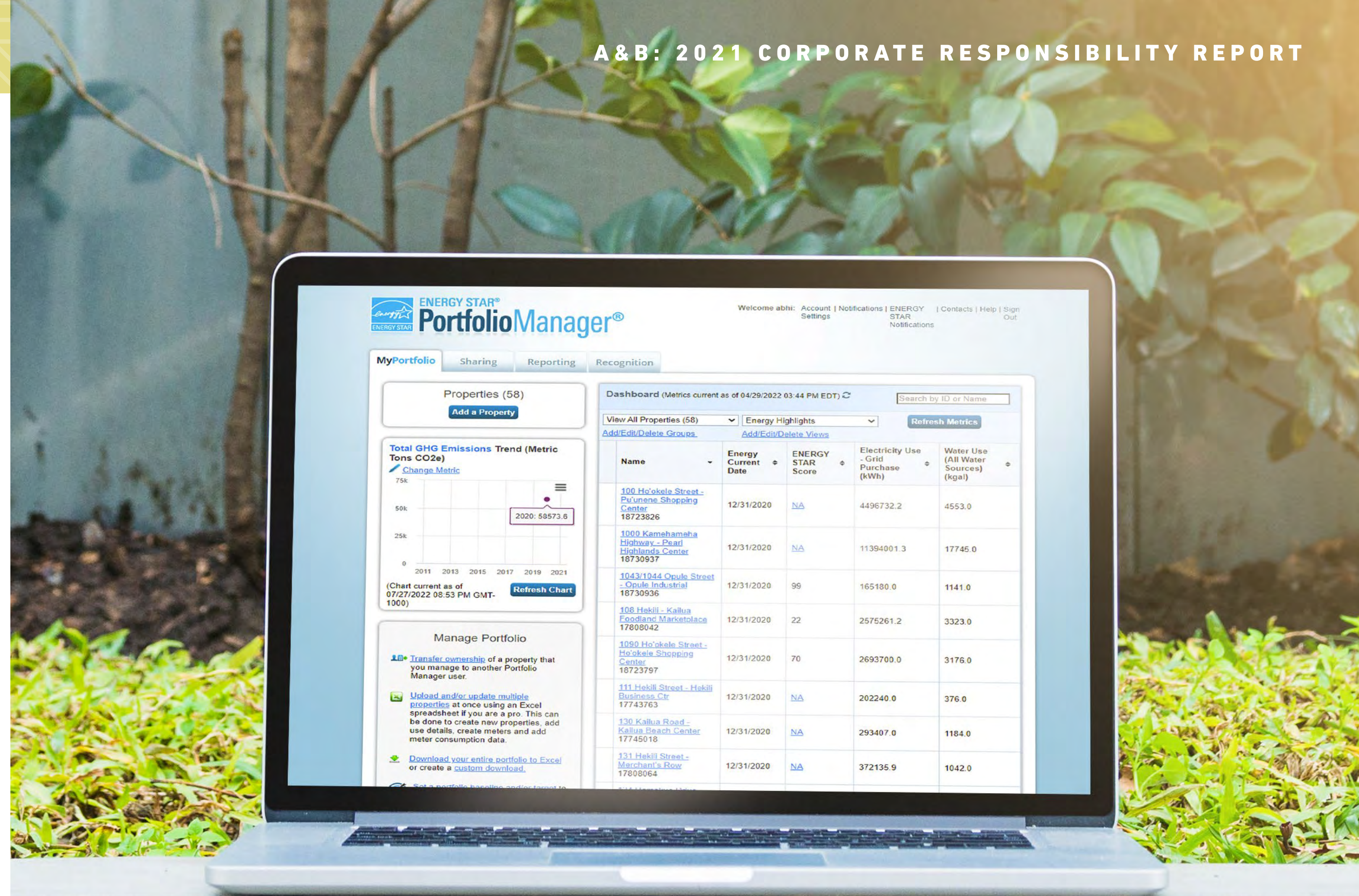


The year-over-year, same-store water consumption increase should be viewed in light of the gradual return to normalization of operations at our properties during 2021, compared to the COVID-related impacts at our properties during 2020, including mandatory operating restrictions and other factors, that resulted in sharp consumption reductions.

Benchmarking Project

► In late 2021, A&B implemented a benchmarking program in which it compiled energy and water data for its entire CRE portfolio in the Environmental Protection Agency's ENERGY STAR Portfolio Manager tool.

As a result, A&B is better able to measure and track energy and water consumption and compare its properties to similar buildings. Benchmarking allows A&B to increase its understanding of utility consumption throughout its portfolio and act upon such insights.



100%

of properties in EPA's ENERGY STAR Portfolio Manager

Responsible Development

►► **A&B's environmental commitment to build and operate sustainable properties applies to its development and redevelopment projects.**

The following initiatives are implemented where feasible and appropriate:

- Energy efficient lighting and related equipment, such as occupancy sensors or automatic lighting controls
- Energy efficient air conditioning/chiller equipment
- Energy efficient roofing materials
- Water efficient equipment and fixtures, such as smart irrigation systems or drought-tolerant foliage
- Eco-friendly materials and products associated with paints, carpet, flooring and other building elements
- Recycle materials from deconstruction projects
- Eco-friendly transportation options, such as EV charging stations and bike racks
- Promote walkability and pedestrian safety



HO'OKELE SHOPPING CENTER (KAHULUI, MAUI)



KAILUA TOWN (KAILUA, O'AHU)



'AIKAHI PARK SHOPPING CENTER (KAILUA, O'AHU)

RESPONSIBLE DEVELOPMENT FEATURE

'Aikahi Park Shopping Center

► **Sustainability was a key focus area for A&B's redevelopment efforts at 'Aikahi Park Shopping Center in 2021.** This grocery-anchored, neighborhood shopping center located in Kailua was renovated to modernize, upgrade, and enhance the overall experience for surrounding residents and center visitors.

- With its refreshed exterior and promenade, and new open-air seating area, 'Aikahi Park Shopping Center is a welcoming place to shop, dine and gather, all while incorporating a number of sustainable features.
- Adaptive re-use of existing building instead of demolition and new construction
- LED lighting retrofit (parking lot and public walkways)
- Installation of two new EV charging stations
- Utilization of green and LEED certified materials on new facade
- Implementation of new stormwater quality measures throughout property and new stormwater filters on selected buildings



Tenant Sustainability Program

» **A&B has established a tenant sustainability management program to share sustainability stories, tips, and resources.** Resulting from our tenant sustainability outreach in 2021, a number of tenants implemented significant equipment upgrades to utilize energy or water efficient models as well as other efficiency retrofits.

We also invited tenants to participate in complimentary energy audits of their spaces in conjunction with energy audits on common areas of various properties in our CRE portfolio. As a result, tenants representing nearly 15% of the GLA of participating properties were provided information on significant opportunities for tenant energy improvements. The Company plans to continue its tenant communications outreach to further promote sustainability.

In A&B's efforts to align our sustainability priorities with tenant activity, our leases contain terms that encourage sustainable behavior. Our standard lease contains a cost recovery clause that allows for shared bearing of costs for energy efficiency-related capital improvements. Additional lease information is provided in our SASB Index.

A significant majority of A&B's leases are triple net, which pass on utility expenses directly to its tenants. This in turn rewards tenants for reducing electricity and water usage, enabling improved profitability by lowering expenses.

ALEXANDER & BALDWIN

As part of Alexander & Baldwin's sustainability efforts and in keeping with our values as "Partners for Hawai'i," A&B is offering **complimentary** energy reviews for tenants at Kailua Town.

- Is your space energy efficient?
- Want to improve sustainability?
- Looking to reduce operational expenses?

If YES to any, consider participating in A&B's complimentary energy review!

A report listing feasible specific measures to help reduce energy usage and potentially save **10% to 40%** on energy costs will be provided upon completion of energy review.

CONTACT:
Michelle Hickerson at mhickerson@abhi.com with any questions or to express interest by **Friday, October 15, 2021.**

Additional Energy-Saving Opportunities from Hawai'i Energy

EMPOWER GRANT

May cover up to 100% of total project costs (up to \$5K) of an energy efficiency project.

Eligible project and equipment types may include appliances, window film, kitchen equipment, HVAC, lighting, pumps and motors, refrigeration and water heating.

Application Deadline: October 29, 2021

ENERGY ADVANTAGE

Lighting upgrades at significantly reduced prices or possibly free (up to 100% covered).

Lighting is one of the simplest, most effective ways to lower energy costs. Typical payback of costs from savings within a year.

Hawai'i Energy

Other Sustainability Efforts



Responsible Land Stewardship

▶▶ **A&B has a legacy of caring for Hawai'i's land and natural resources throughout our 152-year history and understands the importance of responsible land stewardship.**

The Company was a founding member of the East Maui Watershed Partnership and established important conservation areas on both Maui and Kaua'i, ensuring such special places are preserved for future generations.

Green Team

▶▶ **A&B's Green Team, an employee-led sustainability initiative, continues to champion "green" efforts throughout the Company.**

Areas of focus at A&B offices include elimination of single-use plastics and introduction of bottle-less water coolers.

Future initiatives include resumption of in-person volunteer community service events, educational opportunities and joint sustainability events with other local companies.



Social Responsibility

Social Initiatives

The meaningful relationships we have with each other as employees, and with our communities at-large as a company set us apart from others and are our core strength.

Social Council

▶ A&B's Social Council is a diverse, cross-functional team of individuals from all levels of the organization whose purpose is to develop and implement strategies to support and improve the professional environment for our employees and enhance engagement with the communities in which we live and operate. These strategies will address issues like culture change, professional development, philanthropy, and social/political engagement. The Social Council is co-chaired by Derek Kanehira, senior vice president, human resources, and Dana Harvey, director, external affairs.



Stakeholder Resilience: COVID Relief

As COVID continued to affect Hawai'i throughout 2021, we maintained our commitment to supporting the needs of our employees, tenants and communities.

Support for Employees

▶▶ Throughout the COVID surges, we continually evaluated, updated, and communicated with employees about safety protocols. A dedicated intranet page was maintained for employees to access the most up-to-date information related to our COVID guidelines and policies. The Company continues to allow employees the option to work from home.

Support for Tenants

▶▶ From the onset of the pandemic, we worked to retain our tenants and help them stay in business. This model has proven successful with over 90% of our pre-COVID tenants still in business today.

Support for our Communities

- ▶▶ We undertook a number of COVID-related actions.
 - ▶ Partnered with other community supporters to provide pop-up vaccination and testing sites.
 - ▶ Partnered with the American Heart Association to translate COVID vaccine materials at a federal health center serving a significant Micronesian population, which has been disproportionately affected by COVID.
 - ▶ Distributed food to disadvantaged families in areas hard-hit by COVID.
 - ▶ Partnered with other organizations to collect PPE for residents of Hana, Maui, and household essentials for families in quarantine.
 - ▶ Distributed treat bags to health care workers, thanking them for their service on the frontlines of the pandemic.



Kokua Giving

Our Kokua Giving program provides opportunities to support our vibrant communities and helps the people of Hawai'i live healthy and fulfilling lives. We are committed to our long-held practice of giving and each year target at least one percent of pre-tax income for charitable giving.



Areas of Focus in 2021

► **Health, human services and housing programs, including DEI efforts (over 40% of A&B's Kokua Giving contributions were devoted to these areas):**

A&B supported the Community Empowerment Resources pilot program at the Hawai'i State Hospital, which provides crisis stabilization for those diagnosed with substance abuse, mental illness and homelessness.

► **Education:** A&B prioritizes investment in public education, high-quality afterschool programming, and unique opportunities for youth living in the state's most disenfranchised communities. Nearly 20% of A&B's 2021 charitable giving was focused on brighter futures for Hawai'i's keiki.

► **Environmental Stewardship and conservation programs:**

A&B provided start-up funding to help Moanalua Gardens Foundation launch their innovative, 'āina (land)-based educational program. The Mālama Kamanui Valley Environmental Education Program hosted 223 students from 26 elementary, middle and high schools and planted more than 100 native plants at five different ecological sites. Students participated in active ecological restoration initiatives, learned about environmental science, took historic walks in the valley and attended a green industry career fair to help inspire them to be future environmental leaders and stewards of the land.



\$977K CONTRIBUTED
175 NON-PROFITS

For more information about A&B's Charitable Giving, please view our annual [Review of Giving publication on our website.](#)

Kokua Giving

CONTINUED

A&B encourages employee philanthropy and volunteer service through a number of company programs and initiatives:

- ▶ A paid day off to volunteer at a non-profit of their choice.
- ▶ An employee contribution match to Hawai'i non-profit organizations, up to a total of \$2,000 per year.
- ▶ A \$250 cash contribution to organizations for which an employee has volunteered 25 hours.
- ▶ Volunteer service opportunities in diverse communities to expose employees to A&B's philanthropic impact and reach.



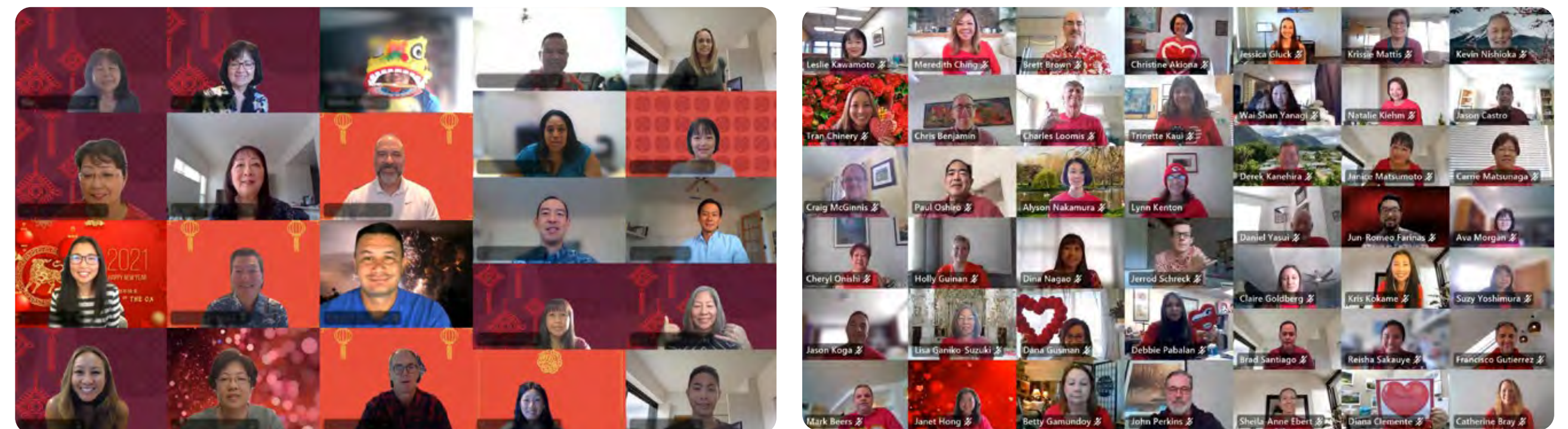
Employee Resilience: Support & Development

A&B is dedicated to supporting its employees, who are critical in achieving its mission to serve the community and create value for all stakeholders as **“Partners for Hawai‘i.”** A&B’s longevity is a testament to the thousands of employees who have carried on the pioneering spirit of our founders.

▶ **The Company seeks to attract, develop, and retain our employees by supporting them in the pursuit of their personal and professional goals.** To support these efforts, we offer a competitive compensation and benefits program; provide learning and development opportunities to support employee advancement; enhance the Company's culture by keeping employees engaged while fostering a diverse and inclusive environment; and help employees give back to their communities.

As COVID continued to limit our in-person interactions, A&B made it a priority to stay connected. We kept in touch remotely through forums that included:

- ▶ Town halls
- ▶ Informational speakers
- ▶ Social events, including a holiday party
- ▶ Frequent communication through newsletters, emails, the intranet, and blog and social media posts



Annual Employee Survey

► **We understand the importance of listening to the voices of our employees.** For the past five years, we have conducted a confidential annual employee engagement survey to better understand perspectives on topics including employee experience, workplace culture, engagement, and the direction and leadership

of the company. Last year, aligned with our Company values and commitment to advance diversity, equity, and inclusion initiatives, we added specific questions to help us evaluate our effectiveness and opportunities in relation to DEI efforts. Eighty-two percent of our employees participated in the 2021 survey, above the 70%

to 75% target participation for a company of our size. We were encouraged by the results, which in many cases were equal to or exceeded Hawai'i and national benchmarks. Some of the highlights from the survey report included:



92%

The people I work with help each other out.

90%

The Company is committed to charitable causes.

90%

My supervisor demonstrates commitment to and support of diversity, equity, and inclusion.

88%

Overall, this is a good company to work for.

Survey results are shared with employees and the Board of Directors and have resulted in specific actions, including increased recognition programs, the development of the Company's vision, mission and values statements, and expanded employee learning and development efforts.

Living our Values

Building on the foundations of our longstanding support of social justice and our communities, A&B is committed to working toward an end to systemic racism and inequity.

► In addition to our employee-led affinity groups and as part of our commitment to diversity, equity, and inclusion (DEI) and social justice issues, A&B launched **Partners for Equality in 2021**. Partners for Equality highlights and champions DEI and social justice issues at A&B. Through its efforts, employees have been able to participate in and attend social justice forums and speaker events, and access related educational materials.

We also shared our diversity data publicly, and continued our charitable support for underrepresented, marginalized groups in our communities.



Partners for Equality celebrated the proud wayfinding heritage of Native Hawaiians and Pacific Islanders, as a representative from Hawai'i's Bishop Museum took employees on a virtual journey to learn the story of Polynesian navigation and the recovery of the nearly lost art of traditional wayfinding.



Diversity, Equity & Inclusion (DEI)

▶ **A&B believes that diverse and inclusive teams foster more creativity, produces greater opportunities to create value through its assets, people and relationships, and is crucial to its efforts to attract and retain key talent.** We are focused on building an inclusive culture through a variety of diversity and inclusion initiatives, including social justice forums, DEI training and posting jobs with a variety of state employment and social service agencies.

A&B maintains good ethnic diversity but recognizes the gender representation gap in our leadership. We are proactively developing strategies to recruit, develop, advance, and retain women.



56% Male
44% Female



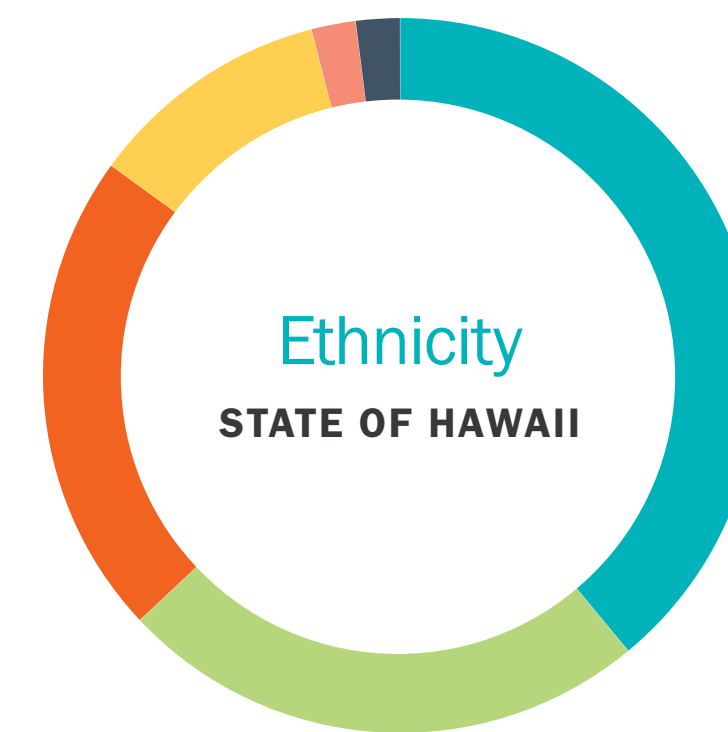
88% Male
12% Female



45% Asian
26% White
16% Two or More Races
9% Native Hawaiian/Pacific Islander
2% Hispanic/Latino
1% Black



59% White
35% Asian
6% Two or More Races



39% Asian
24% White
22% Two or More Races
11% Native Hawaiian/Pacific Islander
2% Hispanic/Latino
2% Black

Employee Ethnicity data is from EEO-1 Survey.

State of Hawai'i Ethnicity data is from the 2019 American Community Survey via U.S. Census Bureau. 2020 data not available from the U.S. Census Bureau due to challenges from the COVID-19 pandemic.

Charitable Support of DEI

Mānoa Heritage Center

▶ **A&B was the lead sponsor of Manoa Heritage Center's "Cultural Resilience" initiative,** including "Filipinos in Mānoa" – integrating Asian American voices and highlighting the significant contributions Filipino farmers made to Manoa Valley throughout the 1900s.

YWCA

▶ **The YWCA has a history of social activism founded on its motto, "Eliminating racism, empowering women."** 2021 marked A&B's 35th year of partnership with YWCA Oahu. A&B provided support for the Ka Hale Ho'āla Hou No Nā Wāhine program, which helps vulnerable women facing issues like incarceration, domestic violence and substance abuse.

Employee Resource Groups

A&B has three employee-led resource groups: A&B Pride, Women’s Leadership (both detailed below), and the Green Team (mentioned previously in the Environmental section). These employee-led groups are an important part of A&B’s commitment to empowering employees and fostering a workplace and culture that focuses on employee well-being and inclusion.



A&B Pride

▶ **A&B Pride provides a safe space for LGBTQ+ employees and their allies to connect and find solidarity;** it is also a space of affirmation for individuals of all identities. It organizes educational, engagement and social activities throughout the year with the aim of fostering an open and collaborative company culture. The group also reaches out to the local LGBTQ+ community for partnership opportunities.



To celebrate Pride month, A&B Pride sponsored “Being LGBTQ and AAPI: A Talk Story,” a discussion of the LGBTQ and Asian American Pacific Islander experience in Hawai’i.



Women’s Leadership

▶ **The Women’s Leadership initiative was established to empower women through fellowship, education, community involvement, and recognition.** The group encourages collaboration and celebrating success and provides access to a variety of learning and professional development opportunities.

Women’s Leadership has continued to be active throughout the pandemic, coordinating events, speaker presentations, and educational activities like financial wellness workshops; as well as sponsoring participation of female employees in leadership programs such as the Patsy T. Mink Center for Business & Leadership

Alliance—a prestigious leadership program that supports the development of wahine (female) executives across Hawai’i. It also spearheaded a successful mentorship program and celebrated Women’s History Month with online educational programming.

Employee Benefits

At A&B, our people matter. In addition to base compensation, we offer a comprehensive rewards package to support employees' present and future needs, including:

- ▶ Medical, dental, drug, and vision insurance, including company-paid premiums for employees and their dependents.
- ▶ Flexible Spending Reimbursement accounts for health care, dependent care and parking, and discounted bus passes.
- ▶ Additional insurance coverage, such as long-term disability, long-term care, group life, accidental death & dismemberment, and business travel accident insurance.
- ▶ Generous paid time off including vacation, sick leave, and holidays (including an annual birthday holiday and community service day).
- ▶ Retirement benefits including a 401(k) plan with discretionary matching company contributions.
- ▶ Opportunities for employees to share in the company's success via gain sharing contribution with investment options including A&B stock.
- ▶ Health and wellness program that provides free and confidential counseling services on life, health, family and work matters.
- ▶ Weekly virtual lunchtime yoga.
- ▶ Wellness learning sessions, company challenges and other company-sponsored activities.
- ▶ Peer-to-peer employee recognition program to foster teamwork and collaboration and motivate employees to do their best work.
- ▶ Scholarship opportunities for children of employees.

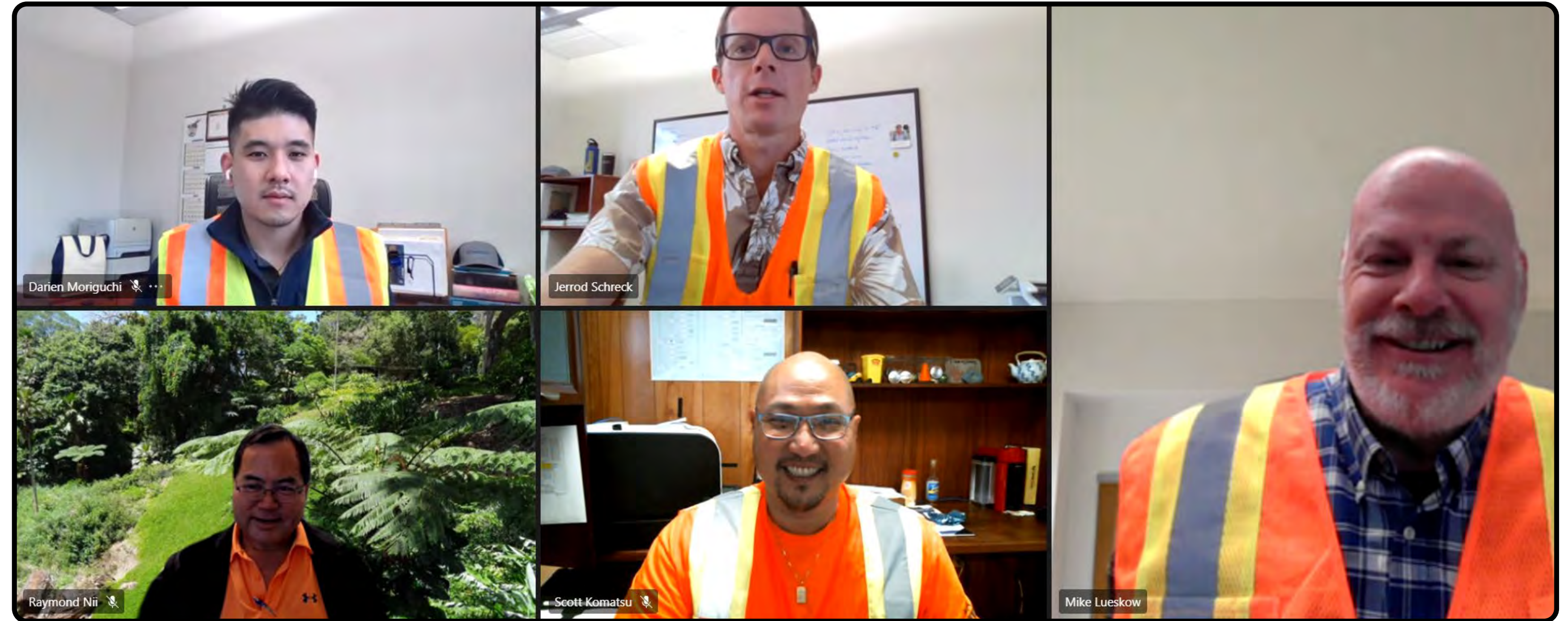


70%

of our employees participated in our health and wellness program (well in excess of the national median of 40%)

Safety

► Safety issues are particularly relevant at our materials and construction subsidiary, **Grace Pacific**. They have demonstrated continued improvements in safety through policy development, staff audits, inspections, and safety and environmental training. The Recordable Incident Rate (RIR) was 4.5, exceeding the target RIR of 3.4; efforts are ongoing to reduce that rate.



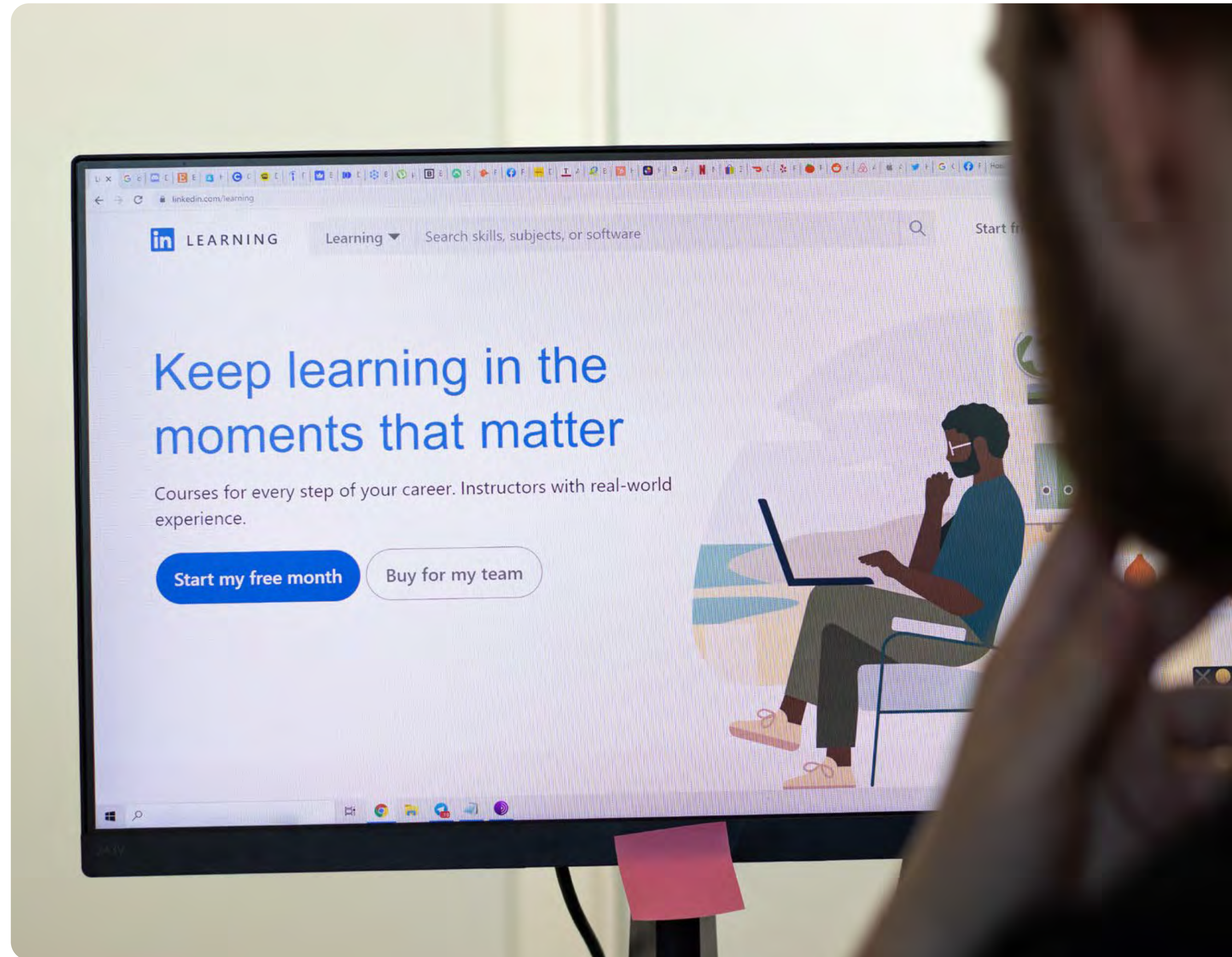
A&B EMPLOYEES THROUGHOUT THE COMPANY WORE ORANGE IN SUPPORT OF NATIONAL WORK ZONE AWARENESS WEEK

Employee Learning & Development

▶ **A&B continually invests in meaningful learning and development opportunities for its employees.**

A wide variety of formal and informal training programs are available and professional development stipends are provided to be used towards qualified workshops, conferences, forums, and classes. The Company also offers tuition reimbursement of up to \$40,000 to eligible employees wishing to obtain a qualified higher education degree. Employees also establish annual career development goals and receive annual evaluations that track progress against those goals.

In 2021, our approach to employee learning and development included live/facilitator-led training, lunch and learn sessions and online training through LinkedIn Learning. Also, relevant training paths were created that highlighted a different corporate value each month.



Employee Health & Wellness

▶ **Olakino, our employee-led wellness program, was launched in 2021. In Hawaiian, olakino means a “state of health and well-being.”** The program provides support for employees’ health, fitness and overall well-being throughout the year with programs, presentations, challenges and reminders. Employees can access tools, activities, and online courses through the Company’s wellness platform, and also track their own progress toward earning wellness incentives. Monthly programs included a “Be Strong Wellness Challenge” in honor of American Heart Month, healthy cooking demos as part of National Nutrition Month, and a “Meatless March Madness” challenge.

A&B also provided training and educational resources on consumer healthcare to help employees better manage their health.

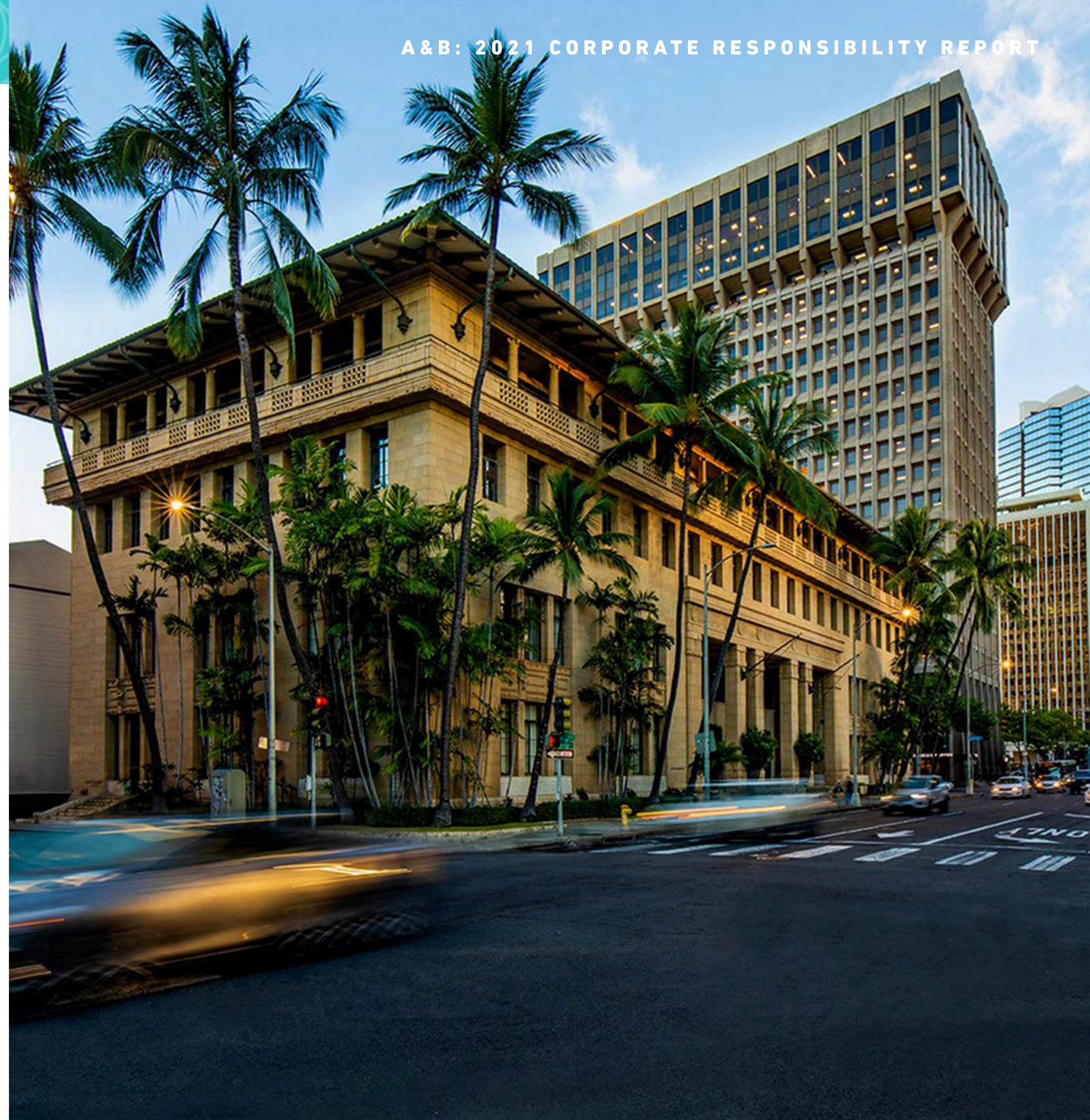


Governance

Excellence in Governance

Corporate governance at A&B is aligned with our commitment to the principles of ESG. Our Board is now entirely independent, with the exception of the CEO, and is comprised of a diverse group of directors with broad and complementary skill sets.

▶ **At A&B we stand for strong and responsible corporate governance.** In 2021, under the direction of our Board of Directors, we rebounded from financial challenges caused by COVID-19 impacts and pivoted to an active growth strategy, all while keeping our employees, our tenants and our community in mind. We continued to conduct our business in ways that honored the reputation that we have built over a century and a half of doing the right thing for our stakeholders.



Board of Directors

► **Strong leadership starts at the top.** The Alexander & Baldwin Board is comprised of seven individuals who believe that the company benefits from having directors with a diversity of viewpoints, backgrounds and experiences. Our board members have a diverse range of perspectives and are knowledgeable about our businesses. With a strong combined skill set and local expertise, they are effectively positioned to navigate Hawai'i's unique business environment. **Areas of board expertise include:**



Commercial Real Estate/REIT



Executive Leadership



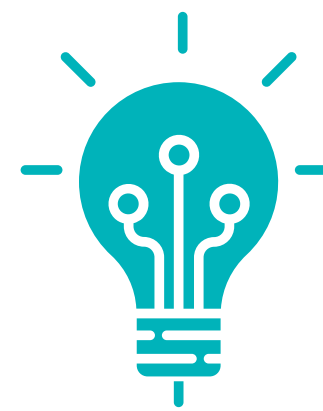
Finance & Accounting



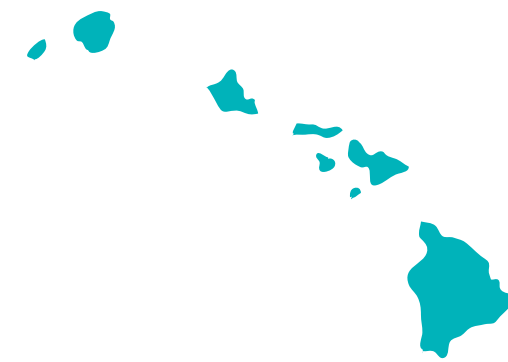
Other Public Company Board Experience



Environmental



Technology



Hawai'i Market & Community Knowledge

In addition to diversity of skills, the Board also embraces gender and ethnic diversity. Of A&B's seven directors:

86% 6 are independent

29% 2 are female

43% 3 are ethnically diverse

Board of Directors



Chris Benjamin
Director

President & Chief Executive Officer,
Alexander & Baldwin, Inc.



Eric Yeaman
Chairman of the Board

Founder and Managing Partner,
Hoku Capital LLC



Diana Laing
Director

Chief Financial Officer,
American Homes 4 Rent (Retired)



Douglas Pasquale
Lead Independent Director

Founder and Chief Executive Officer,
Capstone Enterprises Corporation
Chairman and Chief Executive Officer, Nationwide
Health Properties, Inc. (Retired)



Thomas Lewis
Director

Chief Executive Officer,
Realty Income Corporation (Retired)



John Leong
Director

Co-Founder and Chief Executive Officer, Kupu
Co-Founder and Chief Executive Officer,
Pono Pacific Land Management, LLC



Michele Saito
Director

President and Director,
DTRIC Insurance Company (Former)

Corporate Governance Highlights

▶ A&B is committed to sound principles of corporate governance.

We have been recognized with a “1” ranking (the highest score available) in governance by Institutional Shareholder Services.

Governance highlights include:

- ▶ Independent leadership, consisting of an independent non-executive chair, a chief executive officer, and a lead independent director
- ▶ Annual election of directors
- ▶ A majority voting standard in uncontested director elections
- ▶ Shareholders can amend the bylaws with a majority vote; can call special meetings with a 10% vote
- ▶ No poison pill
- ▶ Meaningful director and executive share ownership guidelines
- ▶ Annual board and committee evaluations
- ▶ An Audit Committee composed of a majority of Audit Committee Financial Experts
- ▶ Average tenure of seven years
- ▶ Limits on publicly traded company directorships
- ▶ Mandatory retirement age of 72
- ▶ Robust shareholder engagement program

 GOVERNANCE
QUALITYSCORE
HIGHEST RANKED BY ISS ESG ▶

1



100% Board & Committee Attendance

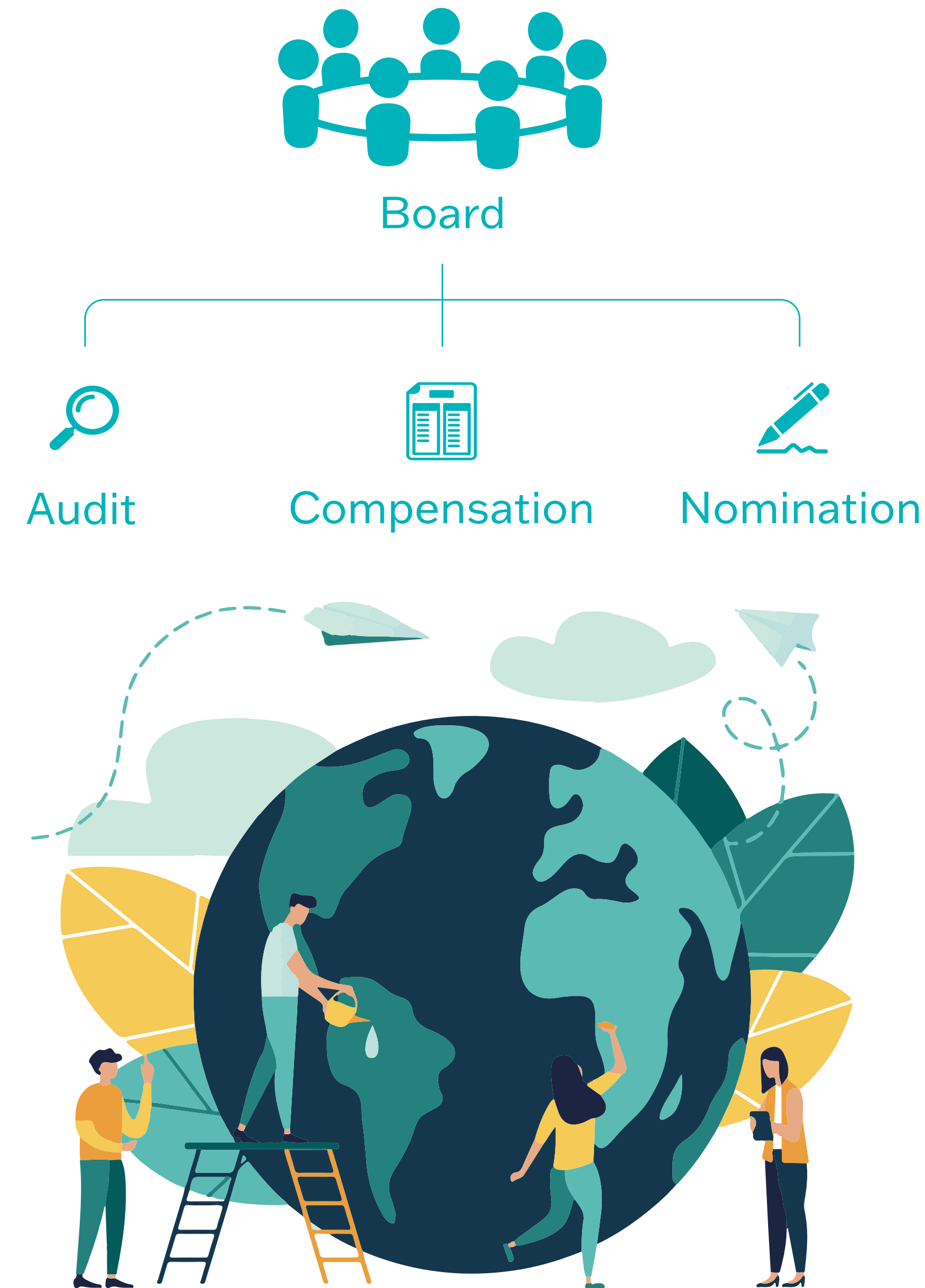
In 2021, **our directors attended 100% of meetings** of the board and of the committees of the board on which they serve.

Board and Committee Self-Evaluation Process

▶ **A&B's Board conducts annual board and committee evaluations to assess its performance and effectiveness.** As part of this process, each board member responds to a questionnaire that includes areas for comment. Responses are discussed and both board and committee performance are evaluated at a subsequent board meeting.

ESG Oversight

▶ **Our leadership team and the Board of Directors are committed to ESG issues.** ESG considerations are integrated into our operations and inform how we pursue opportunities and manage risks. It is a meaningful component of our operating and strategic plans. The Board of Directors receives regular reports and provides oversight on ESG matters, including diversity and climate risk.



Business Ethics

▶ **A&B's Code of Conduct**, which applies to directors as well as employees, establishes the importance of ethical behavior and compliance with all federal, state and local laws and regulations. All directors and employees sign and reaffirm their understanding of the Code of Conduct on an annual basis.

A&B also is committed to ensuring a fair workplace for our employees and has strict policies to protect against unlawful discrimination and harassment. **We have an Ethics hotline that allows for anonymous reporting of suspected violations of the Code**, or other ethical or legal violations, 24 hours a day, seven days a week. The Audit Committee receives a report on hotline calls at each meeting.



97% A&B Employees Completed Code of Conduct Training

Shareholder Engagement

▶ **A&B values the views of its shareholders.** During 2021, members of our management team met or offered to meet (virtually, due to the pandemic) with shareholders who cumulatively owned approximately 75% of our stock to discuss our operations, corporate governance, environmental and social initiatives, and executive compensation, and to solicit feedback on these and a variety of other topics. We also conducted an ESG-specific virtual roadshow, meeting or offering to meet with governance teams from investors representing approximately 60% of our stock, including some of our largest investors. Shareholder perspectives are shared with the Board.



75% ESG-Specific Meetings with Investors

60% General Meetings with Investors

Cybersecurity

▶ **Cybersecurity is an important part of our operations.** We work to enhance our overall security and protect our data and network infrastructure on an ongoing basis. Prior to 2022, A&B completed a comprehensive, multi-year effort to improve and expand security practices. A national security firm rated the organization as excellent in independent audits conducted in 2020 and 2021. In 2022, the firm will be retained again to focus on the continuous improvement of A&B's security posture.

The Board receives cybersecurity reports at least annually, with the Audit Committee receiving reports quarterly.

Training is an important part of our cybersecurity program. Mandatory cybersecurity training is required annually, and monthly phishing tests with remedial refresher courses are conducted. Annual assessments of employee security awareness are performed. We also perform proactive security investigations and have insurance that covers information security risks.

At the start of the pandemic, we were able to move quickly and seamlessly to a remote workforce due to the strategic measures implemented previously as part of our disaster continuity planning. We continue to work in a hybrid model today. New tools have been added to increase security on remote computers that are now often operating outside of the confines of traditional corporate networks.



Executive Compensation

A&B's overall executive compensation philosophy is to align compensation with long-term shareholder interests. Our compensation program includes the following risk management factors:

- ▶ Robust stock ownership guidelines
- ▶ Multi-year vesting periods of equity awards
- ▶ Capped incentive payments
- ▶ Use of multiple performance metrics
- ▶ Pay philosophy for all elements of pay targeted at the 50th percentile
- ▶ 50% of executive equity awards granted are performance-based
- ▶ Review of goal-setting by the Compensation Committee to ensure that goals are appropriate
- ▶ Mix of pay that is consistent with competitive practices for organizations similar in size and complexity
- ▶ Insider trading and hedging prohibitions
- ▶ A compensation clawback policy
- ▶ Oversight by a Compensation Committee composed of independent directors

At both the 2021 and 2022 Annual Meetings of Shareholders, approximately 97% of shareholders voted in favor of the compensation of A&B's executives.

Energy Management

ACCOUNTING METRIC	CODE	TOTAL	RETAIL	INDUSTRIAL	OFFICE	UNIT OF MEASURE	NOTES
Energy consumption data coverage as a percentage of total floor area, by property subsector	IF-RE-130a.1	100%	100%	100%	100%	Percentage (%) by floor area	Energy consumption data coverage includes A&B common area and tenant energy consumption.
Total energy consumed by portfolio area with data coverage, by property subsector	IF-RE-130a.2	298,562	266,051	22,305	10,206	Gigajoules (GJ)	See page 24 for energy data details.
Percentage grid electricity, by property subsector	IF-RE-130a.2	100%	100%	100%	100%	Percentage (%)	
Same-store percentage change in energy consumption for the portfolio area with data coverage, by property subsector	IF-RE-130a.3	-2.2%	-2.4%	-1.8%	2.0%	Percentage (%)	See page 24 for energy data details.
Percentage of eligible portfolio that has an energy rating, by property subsector	IF-RE-130a.4	100%	N/A	100%	100%	Percentage (%) by floor area	A&B's retail properties, primarily strip mall property types, are not eligible for energy scores.
Percentage of eligible portfolio that is certified to ENERGY STAR, by property subsector	IF-RE-130a.4	0%	0%	0%	0%	Percentage (%) by floor area	A&B has successfully input its entire CRE portfolio to ENERGY STAR Portfolio Manager, which may enable future certification to ENERGY STAR.
Description of how building energy management considerations are integrated into property investment analysis and operational strategy	IF-RE-130a.5	A&B strives to own, manage, and operate energy efficient buildings. We incorporate a variety of sustainable energy features throughout our properties including energy efficient HVAC, lighting, and fixtures. Our operational control is limited to common area spaces, while tenant spaces are beyond our direct control (though we maintain robust tenant sustainability outreach). Our properties undergo energy audits to identify opportunities to improve energy efficiency.					See pages 15, 20, and 21 for additional energy details.

Water Management

ACCOUNTING METRIC	CODE	TOTAL	RETAIL	INDUSTRIAL	OFFICE	UNIT OF MEASURE	NOTES
Water withdrawal data coverage as a percentage of total floor area, by property subsector	IF-RE-140a.1	100%	100%	100%	100%	Percentage (%) by floor area	Water withdrawal data coverage includes A&B common area and tenant water consumption.
Water withdrawal data coverage as a percentage of floor area in regions with High or Extremely High Baseline Water Stress, by property subsector	IF-RE-140a.1	N/A	N/A	N/A	N/A	Percentage (%) by floor area	A&B does not have any properties in regions with High or Extremely High Baseline Water Stress, as defined by the World Resources Institute.
Total water withdrawn by portfolio area with data coverage, by property subsector	IF-RE-140a.2	852.3	726.6	69.7	56.0	Thousand cubic meters (m ³)	See page 27 for water data details.
Percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	IF-RE-140a.2	N/A	N/A	N/A	N/A	Percentage (%)	A&B does not have any properties in regions with High or Extremely High Baseline Water Stress, as defined by the World Resources Institute.
Same-store percentage change in water withdrawn for portfolio area with data coverage, by property subsector	IF-RE-140a.3	3.3%	6.2%	11.9%	-28.3%	Percentage (%)	See page 27 for water data details.
Description of water management risks and discussions of strategies and practices to mitigate those risks	IF-RE-140a.4	We recognize water management risks, both over the short- and long-term, and have strategies and practices to mitigate such risks. Our operational control is limited to common area spaces, including landscape irrigation. We incorporate water efficient features throughout our properties including use of smart irrigation systems and drought-tolerant foliage.					See pages 15 and 27 for additional water details.

Management of Tenant Sustainability Impacts

ACCOUNTING METRIC	CODE	TOTAL	RETAIL	INDUSTRIAL	OFFICE	UNIT OF MEASURE	NOTES
<p>① Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and</p> <p>② associated leased floor area, by property subsector</p>	IF-RE-410a.1	<p>① 74% by count</p> <p>② 76% by floor area; 494,000 sq. ft.</p>	<p>① 49% by count</p> <p>② 34%; 220,000 sq. ft.</p>	<p>① 19% by count</p> <p>② 37%; 242,000 sq. ft.</p>	<p>① 6% by count</p> <p>② 5%; 32,000 sq. ft.</p>	Percentage (%) by floor area, Square feet (ft ²)	
Percentage of properties that are separately metered or submetered for grid electricity consumption, by property subsector	IF-RE-410a.2	89%	95%	82%	75%	Percentage (%) by floor area	The percentages disclosed represent properties with some degree of tenants separately metered or submetered for grid electricity consumption.
Percentage of properties that are separately metered or submetered for water withdrawals, by property subsector	IF-RE-410a.2	22%	18%	36%	0%	Percentage (%) by floor area	The percentages disclosed represent properties with some degree of tenants separately metered or submetered for water withdrawals.
Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	IF-RE-410a.3	Our standard lease contains a cost recovery clause that allows for shared bearing of costs for efficiency-related capital improvements. We share sustainability resources via our tenant sustainability management program.					See page 31 for tenant sustainability details.

Climate Change Adaptation

ACCOUNTING METRIC	CODE	TOTAL	RETAIL	INDUSTRIAL	OFFICE	UNIT OF MEASURE	NOTES
Area of properties located in 100-year flood zones, by property subsector	IF-RE-450a.1	676,900	502,100	115,700	59,100	Square feet (ft ²)	Based on 100-year flood zone data per the State of Hawai'i DNLN flood hazard assessment tool.
Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	IF-RE-450a.2	A&B assesses and manages climate-related risks and opportunities in various ways. Through our annual enterprise risk assessment, due diligence activities, and ongoing property management operations, A&B has identified climate-related risks (both acute and chronic) and has a variety of measures in place to mitigate such risks.					See pages 12 through 17 for climate change details.

Workforce Diversity & Engagement

ACCOUNTING METRIC	CODE	RESPONSE	UNIT OF MEASURE	NOTES
Percentage of gender and racial/ethnic group representation for 1 executive management and 2 all other employees	SV-PS-330a.1	1 88% Male/12% Female; 59% White/35% Asian/6% Two or More Races 2 56% Male/44% Female; 45% Asian/26% White/16% Two or More Races/13% Other	Percentage (%)	See page 41 for gender and racial/ethnic details.
1 Voluntary and 2 involuntary turnover rate for employees	SV-PS-330a.2	1 21.5% and 2 0.5%	Rate	
Employee engagement as a percentage	SV-PS-330a.3	82%	Percentage (%)	Based on employee participation in 2021 annual employee survey, results shared on page 39. See pages 38 through 46 for additional employee engagement info.

ACTIVITY METRIC (RE)	CODE	TOTAL	RETAIL	INDUSTRIAL	OFFICE	UNIT OF MEASURE
Number of assets, by property subsector	IF-RE-000.A	37	22	11	4	Number
Leasable floor area, by property subsector	IF-RE-000.B	3,889,600	2,500,000	1,246,300	143,300	Square feet (ft ²)
Average occupancy rate, by property subsector	IF-RE-000.D	94.3%	93.1%	97.0%	91.5%	Percentage (%)

ACTIVITY METRIC (PCS)	CODE	TOTAL	FULL-TIME	PART-TIME	UNIT OF MEASURE
Number of employees by full-time and part-time	SV-PS-000.A	172	172	0	Number

Safe Harbor Statement

►► **Statements in this report 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, and the evaluation of alternatives by the Company related to its materials and construction business, as well as other factors discussed in the Company's most recent Form 10-K, Form 10-Q and other filings with the SEC. The information in this report should be evaluated in light of these important risk factors. We do not undertake any obligation to update the Company's forward-looking statements.





ON THE COVER

Native Hawaiian artist Sara Saffery conceptualized and created a mural for A&B's Hawaiian Island Creations building in Windward O'ahu. Saffery, born and raised in Kailua, was inspired by her heritage and her family's work on restoring Kawainui marsh.

"Being from Kailua, I realized the kuleana (responsibility) of this mural and wanted to paint a picture that honors Kailua's history and culture from the perspective of the Hawaiian community."

- SARA SAFFERY, MURAL ARTIST

Mahalo



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