



Matson[®]

Investor Presentation

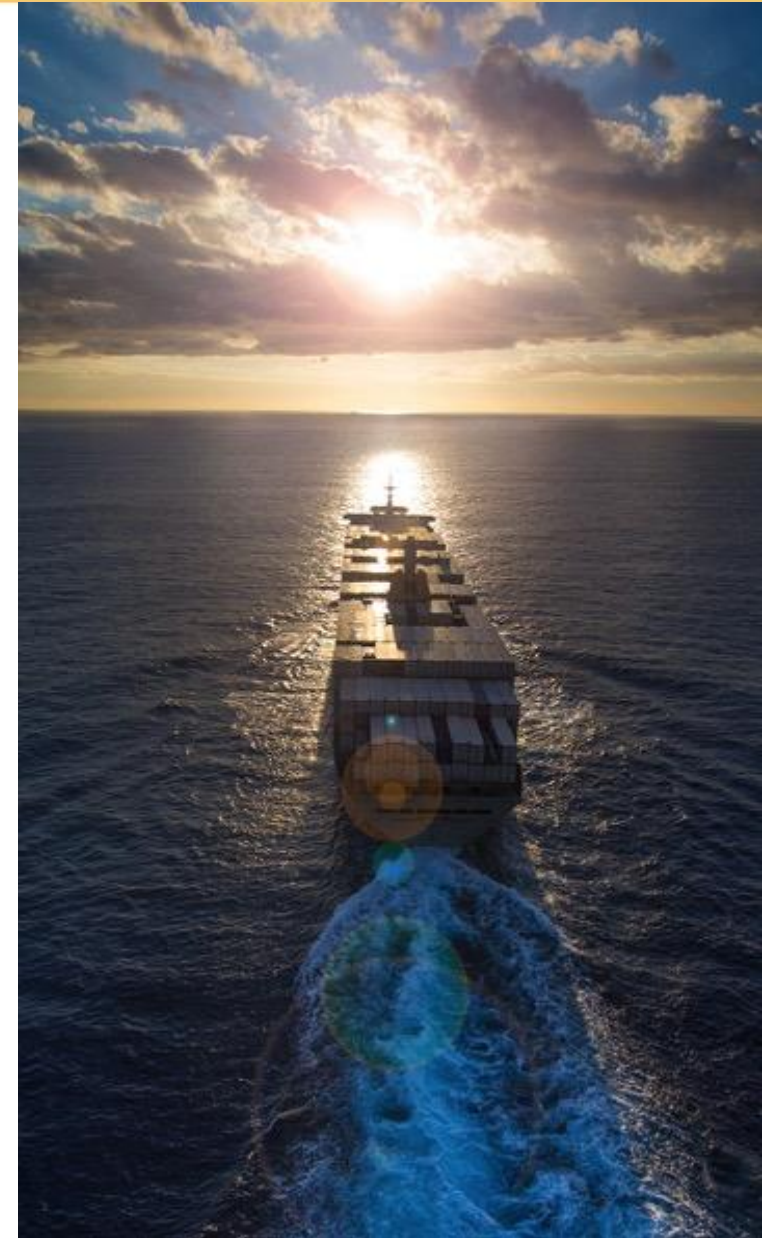
November 18, 2020

Forward-Looking Statements

Statements made during this presentation that set forth expectations, predictions, projections or are about future events are based on facts and situations that are known to us as of November 18, 2020.

We believe that our expectations and assumptions are reasonable. Actual results may differ materially, due to risks and uncertainties, such as those described on pages 24-34 of our Form 10-Q filed on November 2, 2020 and other subsequent filings by Matson with the SEC. Statements made during this presentation are not guarantees of future performance.

We do not undertake any obligation to update our forward-looking statements.



Matson: At-a-Glance

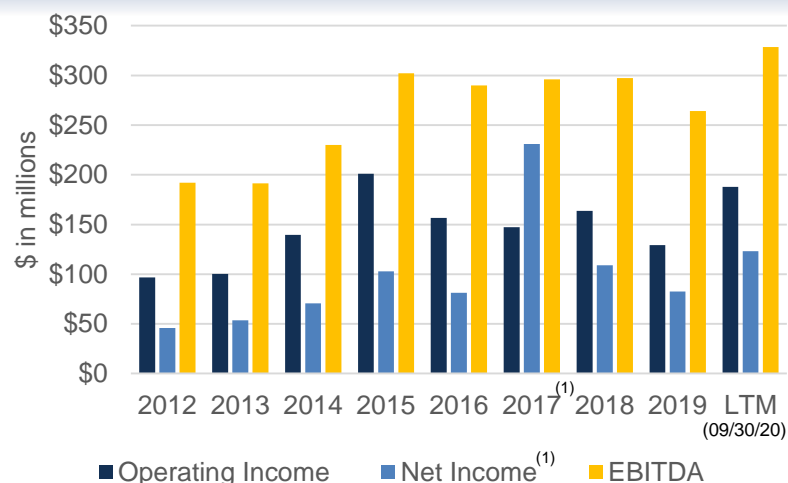
OCEAN TRANSPORTATION

- A leading U.S. carrier in the Pacific
- Lifeline to economies of Hawaii, Alaska, Guam and other Pacific islands
- Niche, premium, expedited services from China to Southern California
- 35% ownership in SSAT that operates 7 West Coast terminals
- LTM 3Q20 segment revenue of \$1,726 million

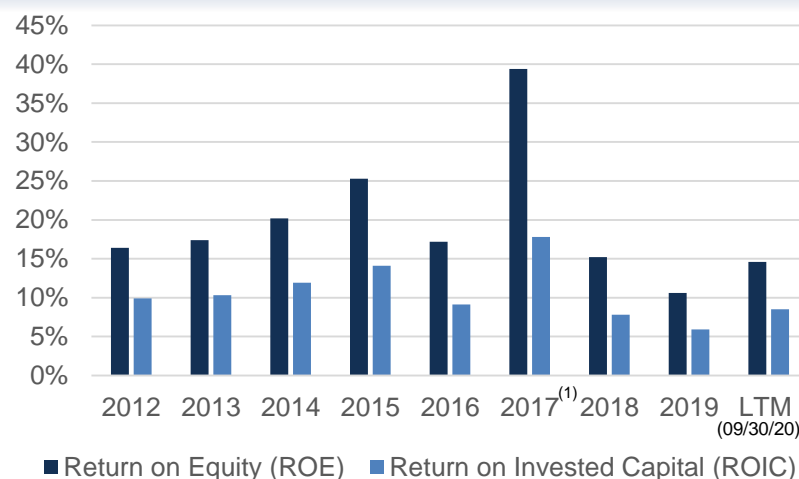
LOGISTICS

- Top 10 integrated, asset-light logistics services
- Freight forwarding, rail intermodal, highway brokerage, warehousing, and supply chain management services
- Leverages Matson and Span Alaska brands
- Scalable model with high ROIC
- LTM 3Q20 segment revenue of \$498 million

Operating Income, Net Income and EBITDA



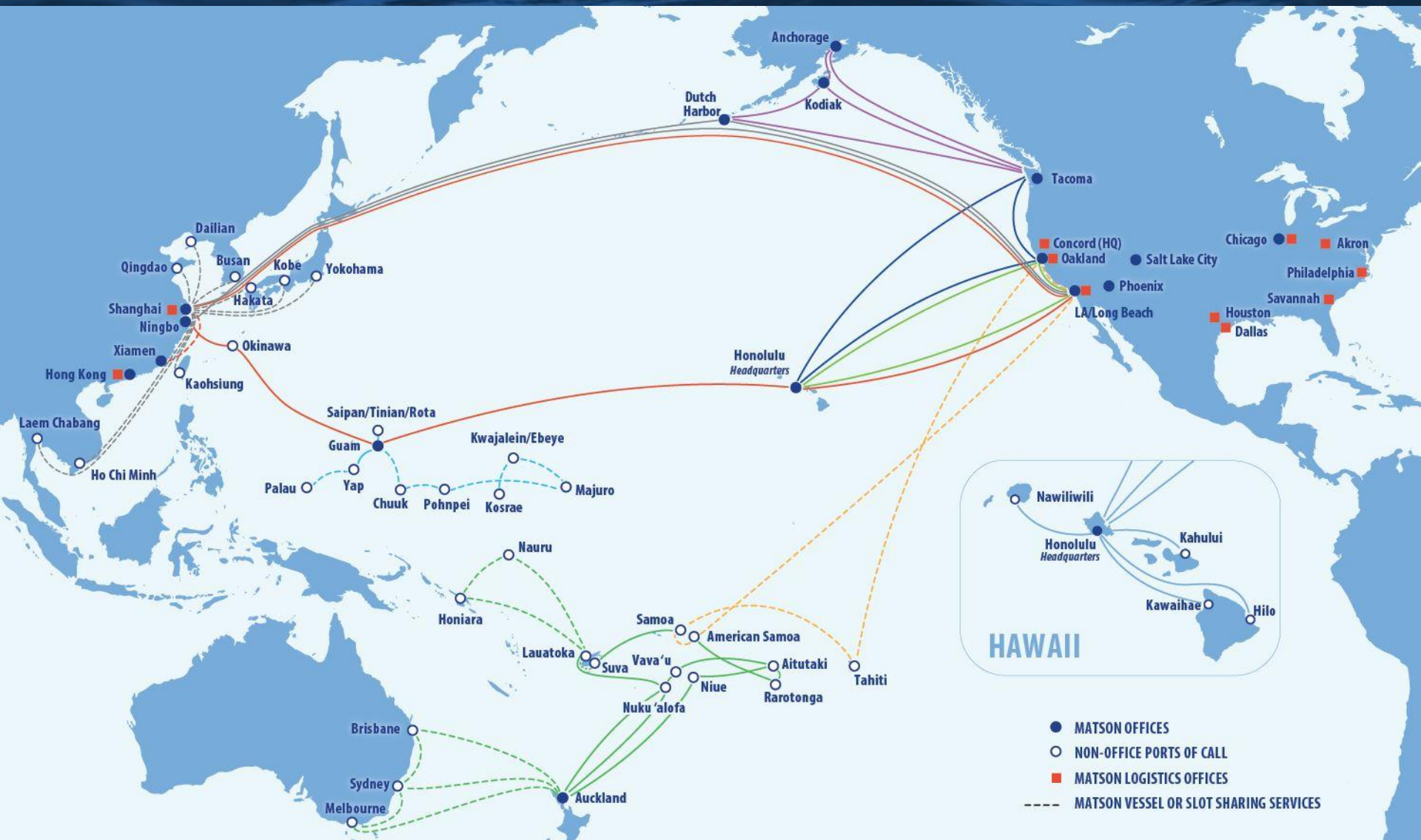
Financial Return Metrics



See Appendix for a reconciliation of GAAP to non-GAAP Financial Metrics

(1) Net Income in 2017 includes the benefit of a one-time, non-cash adjustment of \$154.0 million related to the enactment of the Tax Cuts and Jobs Act.

Matson Today: Connecting the Pacific



Investment Highlights

Unique Network Connecting the Pacific	<ul style="list-style-type: none"> • Providing critical supply lifelines to economies throughout the Pacific • Strong market positions in attractive niche markets with multi-decade customer relationships • Dual head-haul economics on China-to-Long Beach Express (CLX) service • Logistics' business lines complement ocean services and drive high ROIC opportunities
World-Class Operator and Premium Service Provider	<ul style="list-style-type: none"> • Fastest transit and cargo availability creates competitive advantage and premium rates for China service • Fastest transit time to Guam from U.S. West Coast with superior on-time performance • Well-maintained fleet with industry-leading on-time performance • Dedicated terminals with best-in-class truck turns and unmatched cargo availability • Hawaii Neighbor Island barge fleet and Micronesia feeder vessels create hub-and-spoke efficiency
Increasingly Diversified Cash Flows	<ul style="list-style-type: none"> • Increasingly diversified cash flows from: <ul style="list-style-type: none"> - Distinct ocean tradelane service routes, - A niche provider of logistics services complementing the tradelane services, and - An equity investment in SSAT, a leading U.S. West Coast terminal operator
Organic Growth Opportunities	<ul style="list-style-type: none"> • Initiated two new ocean services in 2020 with little capital outlay: CLX+ and AAX • Pursue opportunities that leverage the combined services of Ocean Transportation and Logistics
Stable, Growing and Defensible Cash Flow Generation	<ul style="list-style-type: none"> • Financial strength to invest to grow the core businesses, pursue strategic opportunities and return capital to shareholders • Approximately \$1 billion investment in Hawaii fleet renewal and supporting infrastructure • Approximately \$700 million in investments for Alaska entry over last 5 years
Commitment to Returning Cash to Shareholders	<ul style="list-style-type: none"> • Over \$325 million returned to shareholders through share repurchases and dividends since becoming public in 2012 • Compelling dividend yield with dividend growth history
Strong Balance Sheet	<ul style="list-style-type: none"> • Investment grade credit metrics • Balance sheet strength leads to low cost of capital

Hawaii Service

Overview of Service

- 5 U.S. West Coast departures and 3 arrivals in Honolulu per week
- Dedicated neighbor island barge service

Current 9-ship deployment



Market Overview

- Competitors:
 - Pasha
 - Barges
 - Air freight

Matson's Focus

- Maintain best-in-class on-time arrival and cargo availability
- Dedicated terminals and fully-integrated cargo delivery to major neighbor islands

China Service

Overview of Service

- 2 weekly services from Ningbo/Shanghai to Long Beach
 - CLX: started in 2005
 - CLX+: started in May 2020
 - Feeder services from other Asian port origins
- CLX and CLX+ are premium services providing an alternative to deferred air freight and other ocean carriers
- Dedicated terminal space in Long Beach with off-dock container yard
- Door-to-door services in coordination with Matson Logistics

Matson's Focus

- Continue to differentiate services with reliability as a premium service provider
- Attract new customers away from air freight
- Continue to find opportunities to lower breakeven cost on CLX+

Market Overview

- Competitors:
 - Other transpacific carriers
 - Air freight carriers



Port of Long Beach

CLX is the #1 Transpacific Service and CLX+ is #2

- Expedited, 10-day transit from Shanghai
- Exclusive terminal – unrivaled speed
- Next day cargo availability at off-dock facility

Matson is confident it can make the CLX+ service permanent.

- 15-year track record of operating the industry leading expedited CLX service
- Introduction of Alaska-to-Asia Express (AAX) helps lower the long-term breakeven economics
- Demand and supply dynamics have been favorable and we expect them to continue:

Demand Dynamics

- Increasing demand for e-commerce goods
- Shift in consumer spending from services to home improvement, electronics and other
- Inventory restocking
- End of pandemic may be gradual as distribution of billions of doses could potentially take years

Supply Dynamics

- Continued dislocation in transpacific air freight markets
- Constraints in transpacific ocean capacity
- Significant equipment demand and West Coast port congestion

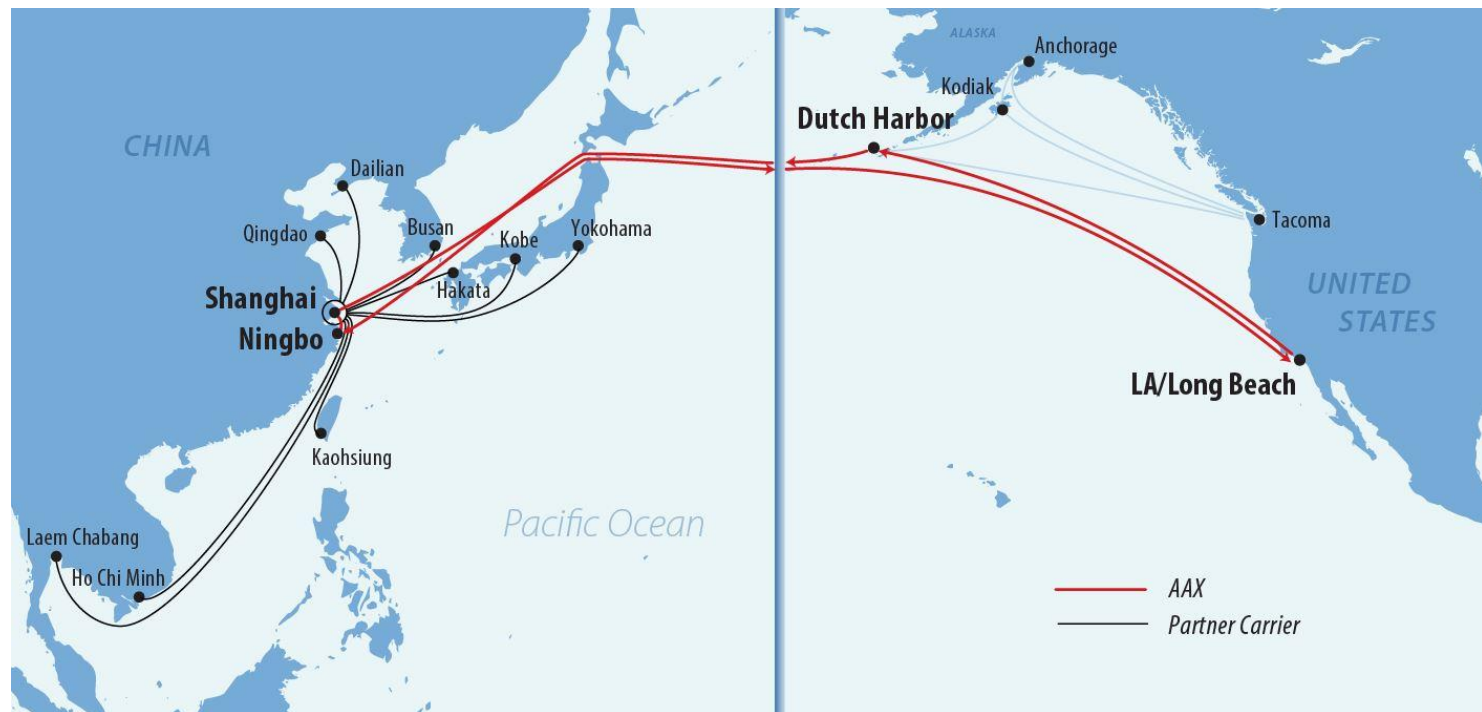
Our competitive advantages in the CLX service are also in the CLX+ service.

- Own our chassis
- Combination of SSAT terminal operations and Shippers Transport off-dock facility lead to industry low turn times and next day container availability
 - Allows us to avoid the congestion issues during peak periods

CLX+ and the Alaska-Asia Express

On August 26th, Matson announced the introduction of the AAX as a backhaul service on the CLX+

- Important route for Alaska seafood exports to Asia
- Connecting service from Anchorage and Kodiak via Matson's domestic Alaska service
- Expect the AAX service to be a modest contributor to Alaska volume and not a material contributor to consolidated operating income in the full year 2020



Alaska Service

Overview of Service

- Twice weekly service to Anchorage and Kodiak
- Weekly service into Dutch Harbor
- Matson is the only U.S. containership operator serving Kodiak and Dutch Harbor

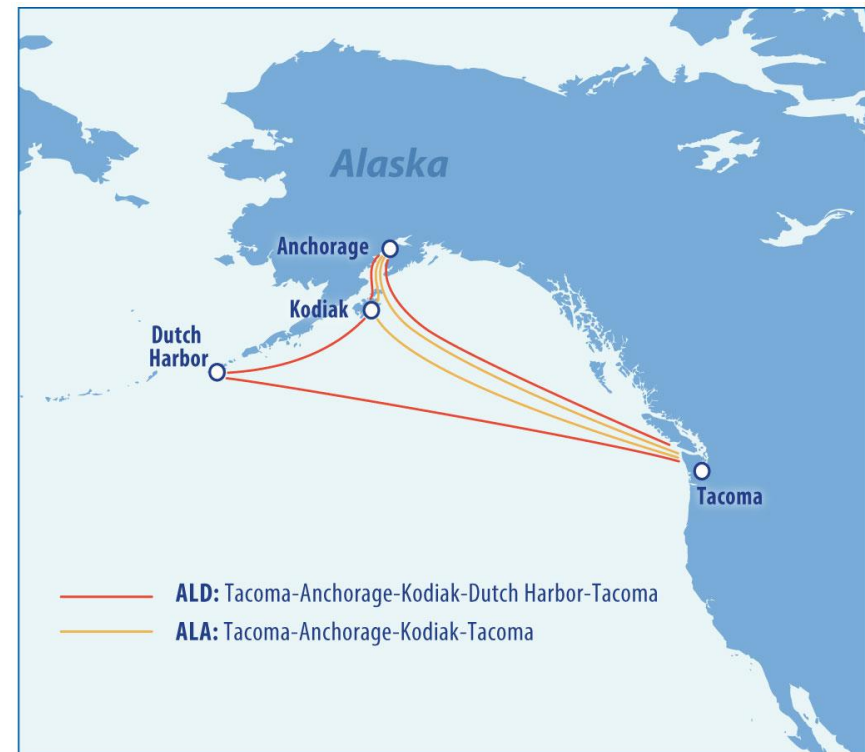
Market Overview

- Competitors: TOTE, barges, air freight and OTR trucking
- Air freight rates are very high relative to the cost of goods being shipped
- NB volume growth tied to Alaska's economy
- SB volume tied to seasonality of seafood harvests

Matson's Focus

- Maintain excellence in on-time cargo availability
- Expand premium SB service differentiation
- Market Alaska-to-Asia Express (AAX) service for 'A' fishing season in early 2021

Current 3-Ship Deployment



Guam Service

Overview of Service

- Weekly service to Guam as part of CLX service
- 3-to-5 day ocean transit advantage from U.S. West Coast

Matson's Focus

- Maintain superior service and on-time performance
- Fight for every piece of freight

Market Overview

- Competitors:
 - APL (U.S. flagged service)
 - Trans-ships in Yokohama to Guam via a 2-ship feeder service
 - International carriers with Asia direct services
 - Air freight



SSAT Joint Venture

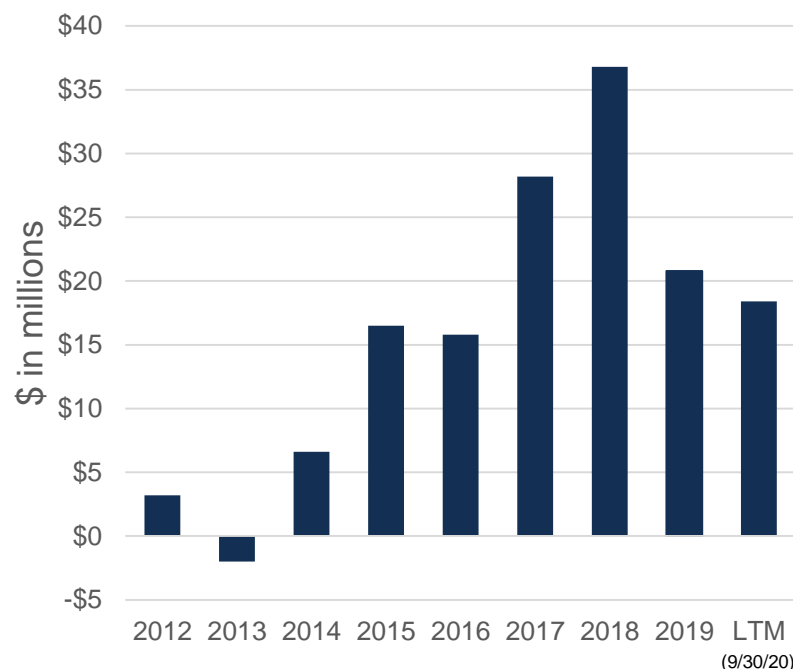
Overview

- Matson owns a 35% interest in SSA Terminals, LLC (SSAT), the leading U.S. West Coast terminal operator
 - SSAT currently provides terminal and stevedoring services to carriers at 7 terminal facilities

Port	Terminal	Acreage
Long Beach	Pier A	196
	C60	70
Tacoma	West Sitcum	123
Oakland	OICT	270
	B63	80
Seattle*	T-18	196
	T-30	70

* SSAT does have a lease for T-5, but the terminal is currently under re-development and not active.

SSAT JV Equity Income (Loss)



SSAT is the best operator on the U.S. West Coast.

Overview of Services

Freight Forwarding

- LCL consolidation and freight forwarding primarily to the Alaska market through Span Alaska

Transportation Brokerage

- Domestic and international rail intermodal
- Long-haul and regional highway trucking
- Less-than-truckload and expedited freight

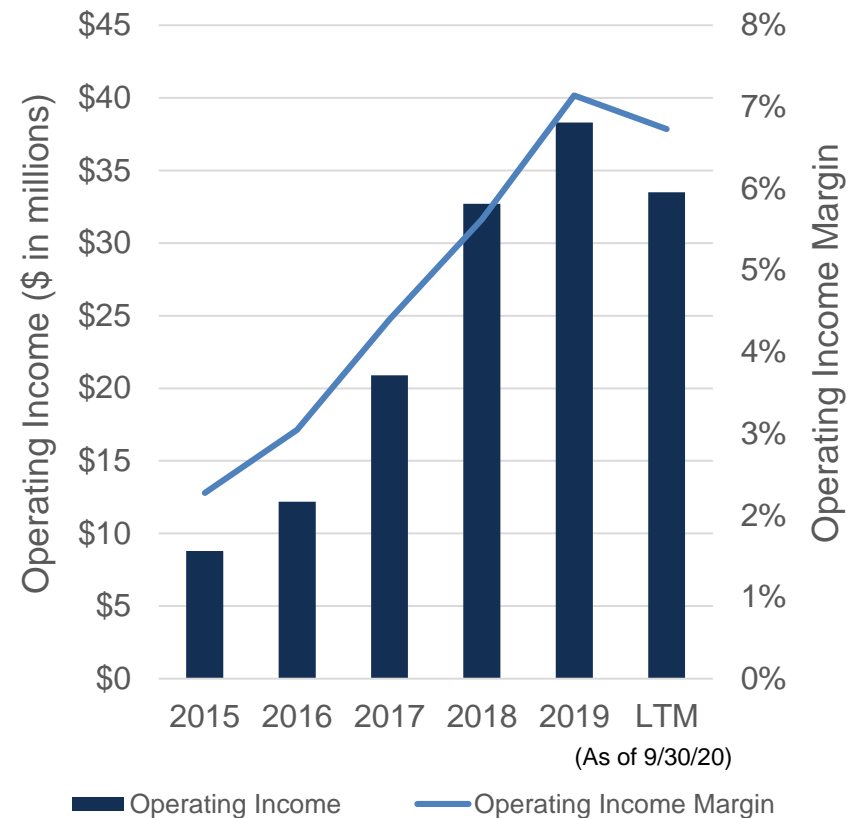
Warehousing and Distribution

- Over 1.5 million sq. ft. across 4 buildings in attractive port-based locations
- Mix of contract and public warehouses

Supply Chain Mgmt. and Other

- PO management, freight forwarding and NVOCC services
- Organically grown from Matson's CLX service

Operating Income and Margin



Note: Acquired Span Alaska in 3Q 2016.

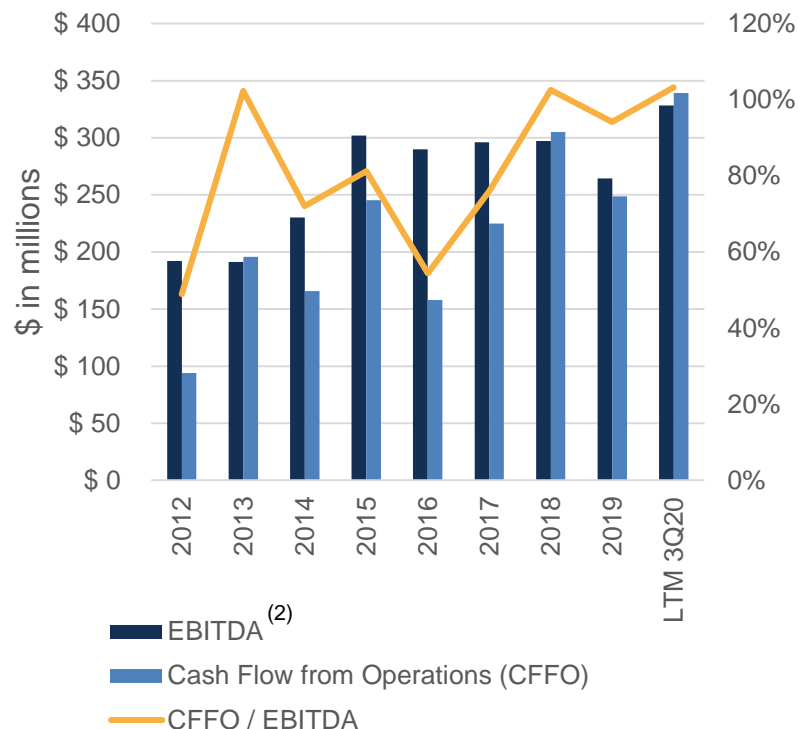
Span Alaska Overview

- Receives LCL freight in Auburn, WA for consolidation and shipment to Alaska
- Network of terminals enables transport of freight to all major population centers in AK
- Matson's largest northbound freight customer

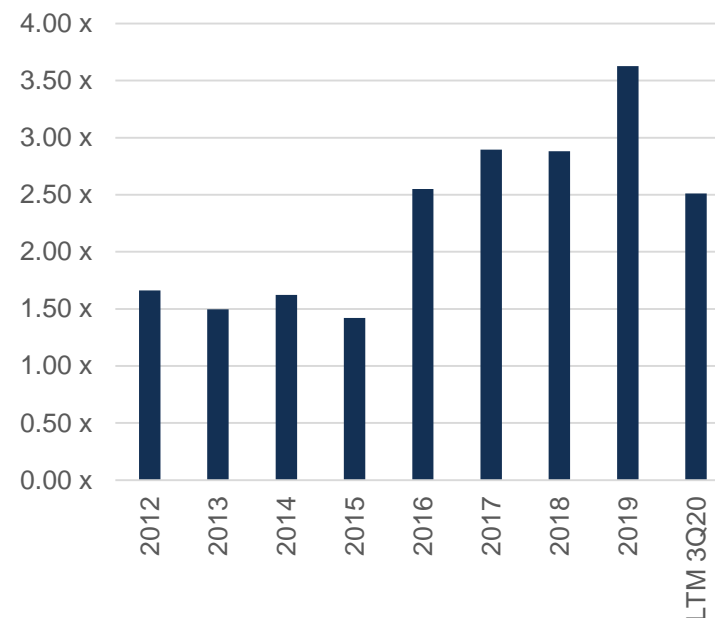


Strong Cash Flow Generation and Balance Sheet

Cash Flow Generation



Leverage = Total Debt⁽¹⁾ / EBITDA⁽²⁾



- Delivery of *Matsonia* in 4Q20 will mark the end of a ~\$930 million investment in 4 new Hawaii vessels
- Alaska vessel refueling end of this decade

- Weighted average cost of debt at end of 3Q20 was approximately 2.64%⁽³⁾
- Issued two Title XI transactions in 2Q20
- Target “low 2xs” leverage

(1) Total debt is presented before any reduction for deferred loan fees as required by U.S. GAAP.

(2) See the Appendix for a reconciliation of GAAP to Non-GAAP Financial Metrics. EBITDA calculated per amended debt agreements is higher than reported EBITDA.

(3) Reflects an interest rate of 3.25% on the revolving credit facility as of September 30, 2020.

Capital Allocation

- Fund maintenance capital expenditures
 - Investing approximately \$30 million in new equipment to support growth of China service and AAX to maximize opportunities
 - In 2021, expect to be higher than maintenance level of \$50 to \$60 million per annum
- Continue to pay down debt
 - YTD 3Q20, retired nearly \$135 million of debt
- Invest in organic growth opportunities – low capital, high ROIC investments
- Pursue opportunistic M&A opportunities – will remain disciplined in our approach
 - The opportunity must:
 - 1) have an enduring competitive advantage,
 - 2) be a good cultural fit and be strategic or complementary, and
 - 3) generate a cash-on-cash return in excess of 10% initially and have the ability to grow organically
- Return capital to shareholders
 - In the absence of organic growth and acquisition opportunities, will consider return of excess cash via share repurchases and/or special dividends



Matson®

Appendix

Appendix – Non-GAAP Measures

Matson reports financial results in accordance with U.S. generally accepted accounting principles (“GAAP”). The Company also considers other non-GAAP measures to evaluate performance, make day-to-day operating decisions, help investors understand our ability to incur and service debt and to make capital expenditures, and to understand period-over-period operating results separate and apart from items that may, or could, have a disproportional positive or negative impact on results in any particular period. These non-GAAP measures include, but are not limited to, Earnings Before Interest, Taxes, Depreciation and Amortization (“EBITDA”), Return on Invested Capital (“ROIC”), Return on Equity (“ROE”), Total Debt-to-EBITDA and Net Debt-to-EBITDA.

(\$ in millions, except ROIC and ROE)	LTM as of 09/30/20	For the years ended December 31,							
		2019	2018	2017	2016	2015	2014	2013	2012
Total debt (6)	\$ 823.6	\$ 958.4	\$ 856.4	\$ 857.1	\$ 738.9	\$ 429.9	\$ 373.6	\$ 286.1	\$ 319.1
Less: total cash and cash equivalents	(12.7)	(21.2)	(19.6)	(19.8)	(13.9)	(25.5)	(293.4)	(114.5)	(19.9)
Less: cash on deposit in Capital Construction Fund	-	-	-	(0.9)	(31.2)	-	(27.5)	-	-
Net debt	810.9	937.2	836.8	836.4	693.8	404.4	52.7	171.6	299.2
Net income	\$ 123.1	\$ 82.7 ⁽¹⁾	\$ 109.0 ⁽²⁾	\$ 231.0 ⁽³⁾	\$ 81.4	\$ 103.0	\$ 70.8	\$ 53.7	\$ 45.9
Add: loss from discontinued operations	-	-	-	-	-	-	-	-	6.1
Add: income tax expense	41.6	25.1	38.7	(105.8)	49.1	74.8	51.9	32.2	33.0
Add: interest expense	28.1	22.5	18.7	24.2	24.1	18.5	17.3	14.4	11.7
Add: depreciation and amortization	135.6	134.0	130.9	146.6	135.4	105.8	90.1	91.0	95.4
EBITDA	328.4	264.3	297.3	296.0	290.0	302.1	230.1	191.3	192.1
Net income (A)	\$ 123.1	\$ 82.7 ⁽¹⁾	\$ 109.0 ⁽²⁾	\$ 231.0 ⁽³⁾	\$ 81.4	\$ 103.0	\$ 70.8	\$ 53.7	\$ 45.9
Add: loss from discontinued operations	-	-	-	-	-	-	-	-	6.1
Add: interest expense (tax-effected) ⁽⁴⁾	21.0	16.7	14.2	14.9	15.1	10.7	10.0	9.0	7.2
Total return (B)	144.1	99.4	123.2	245.9	96.5	113.7	80.8	62.7	59.2
Average total debt (6)	\$ 853.3	\$ 907.4	\$ 856.8	\$ 798.0	\$ 584.4	\$ 401.8	\$ 329.9	\$ 302.6	\$ 319.1 ⁽⁵⁾
Average shareholders' equity (C)	844.8	780.5	716.3	586.1	472.8	407.1	351.0	309.1	279.9 ⁽⁵⁾
Total invested capital (D)	1,698.1	1,687.9	1,573.1	1,384.1	1,057.2	808.9	680.9	611.7	599.0 ⁽⁵⁾
ROIC = (B)/(D)	8.5%	5.9%	7.8%	17.8%	9.1%	14.1%	11.9%	10.3%	9.9%
ROE = (A)/(C)	14.6%	10.6%	15.2%	39.4%	17.2%	25.3%	20.2%	17.4%	16.4%

(1) Includes a non-cash tax benefit of \$2.9 million related to discrete adjustments as a result of applying the provisions of the Tax Cuts and Jobs Act (the "Tax Act").

(2) Includes a non-cash tax expense of \$2.9 million or \$0.07 per diluted share related to discrete adjustments as a result of applying the provisions of the Tax Act.

(3) Includes the benefit of a one-time, non-cash adjustment of \$154.0 million or \$3.56 per diluted share related to the enactment of the Tax Act.

(4) The effective tax rates each year in the period 2012-2019 were 38.8%, 37.5%, 42.3%, 42.1%, 37.6%, (84.5%), 26.2% and 23.3%, respectively. For the LTM period as of 09/30/20, the effective tax rate was 25.3%. The effective tax rates for 2017, 2018 and 2019 excluding adjustments related to the Tax Act, would have been 38.5%, 24.2% and 26.0%, respectively.

(5) The 2012 calculation is based on total invested capital as of December 31, 2012 due to the timing of the separation from Alexander & Baldwin.

(6) Total debt is presented before any reduction for deferred loan fees as required by U.S. GAAP