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FEDERAL BUREAU OF INVESTIGATION
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Page 13 ~ Referral/Direct;
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Page 38 ~ b6; b7C; b7E;
Page 39 ~ b6; b7C; b7E;
Page 40 ~ b6; b7C; b7E;
Page 41 ~ b6; b7C; b7E;
Page 42 ~ b7E;
Page 43 ~ b6; b7C; b7E;
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Page 71 ~ Duplicate - IN FILE 58-HQ-12342 SERIAL 6;
Page 72 ~ Duplicate - IN FILE 58-HQ-12342 SERIAL 6; Page 84 ~ Duplicate - IN FILE 58-HQ-12342 SERIAL 5;
Page 128 ~ b6; b7C; b7E;
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To Be Returned ☐ Yes ⚠ No Receipt Given ☐ Yes ☒ No	
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### Memorandum



SAC, HONOLULU (58A-HN-NEW)  Date 9/11/89	b6
SSA	b7C
U.S. SENATOR DANIEL INOUYE STATE OF HAWAII; ALLEGATION OF BRIBERY BY MATSON NAVIGATION; BRIBERY; OO: HONOLULU	
On 8/29/89, an anonymous caller telephonically contacted SSA and advised that he recently read a newspaper article in the Honolulu Advertiser concerning the FBI's public corruption effort. The caller stated he could not identify himself for fear of retribution; however, he stated that he was a fifth-generation Hawaiian and that his had been a Republican Congressman representing Hawaii. He described himself as a	b6 b7C
also indicated that he was an employee.	
The caller indicated that he had heard for years discussions among officials in the maritime industry in Honolulu that MATSON NAVIGATION COMPANY has paid off and continues to make cash payoffs to U.S. Senator DANIEL INOUYE to prevent competition in Honolulu. The caller advised that HAWAII PACIFIC MARITIME, Aloha Tower, Honolulu, observed a MATSON NAVIGATION COMPANY representative deliver a suitcase full of cash (amount unknown) to U.S. Senator INOUYE a few years ago to ensure that MATSON NAVIGATION COMPANY received favorable consideration in Washington on maritime issues. The caller stated this specifically was to prevent AMERICAN PRESIDENTIAL LINES from being allowed to operate in Honolulu and thus, preventing any competition for MATSON NAVIGATION.  The caller stated TRANS MARINE NAVIGATION, Waterfront Tower, and citizen, also have information concerning this alleged bribery.	b6 b7C
2 - Honolulu (58A-HN-NEW) LCU: tks (2)  SEA-HN-7910-  SEARCHED-FOIMSMAN	, b6

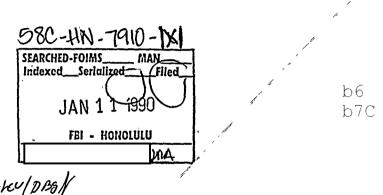
58A-HN-NEW

The caller stated that he is reporting this information without any malice and that he does not even personally know. Senator INOUYE. He stated he is reporting this information because for years the rumor in the industry is that Senator INOUYE is on the take. The caller further indicated he did not believe that the Federal Government would do anything about this complaint.

Captioned investigation is being initiated based on this anonymous complaint. Investigating Agent should ensure that Honolulu indices, as well as FBIHQ indices, are checked concerning Senator INOUYE and the other individuals and companies identified in this complaint. Further, FBIHQ should be advised of the receipt of this complaint and Honolulu's investigative strategy should be set out for FBIHQ approval prior to any active investigation being conducted.

Captioned	matter	is	being	opened	and	assigned	to s	Δ Π
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RETRIBUTION; HO	WEVER, HE STATED 1	THAT HE WAS A FIFTH GENERATION	
HAWAIIAN AND TH	AT HIS	HAD BEEN A REPUBLICAN	•
CONGRESSMAN REP	PRESENTING HAWAII.	HE DESCRIBED HIMSELF AS A	
		IN HONOLULU. HE ALSO	
INDICATED THAT	HE WAS	EMPLOYEE.	
THE CALLER	NOTICATED THAT HE	HAD HEARD FOR YEARS DISCUSSIONS	
AMONG OFFICIALS	IN THE MARITIME I	NDUSTRY IN HONOLULU THAT MATSON	•
NAVIGATION COMP	ANY HAS PAID OFF A	and continues to make cash	*
PAYOFFS TO UNIT	ED STATES SENATOR	DANIEL K. INOUYE TO PREVENT	
COMPETITION IN	HONOLULU. THE CAI	LER ADVISED THAT	
, HAWA	II PACIFIC MARITIM	E, ALOHA TOWER, HONOLULU,	
HAWAII, OBSERVE	D A MATSON NAVIGAT	ION COMPANY REPRESENTATIVE	-
DELIVER A SUITC	ASE FULL OF CASH (	AMOUNT UNKNOWN) TO U.S. SENATOR	-
INOUYE A FEW YE	ARS AGO TO ENSURE	THAT MATSON NAVIGATION COMPANY	
RECEIVED FAVORA	BLE CONSIDERATION	IN WASHINGTON ON MARITIME	
ISSUES. THE CA	LLER STATED THIS S	PECIFICALLY WAS TO PREVENT	
AMERICAN PRESID	ENTIAL LINES FROM	BEING ALLOWED TO OPERATE IN	
HONOLULU AND TH	US, PREVENTING ANY	COMPETITION FOR MATSON	
NAVIGATION.		•	

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PROPOSES TO REV	IEW SENATOR INOUYE'S	BANK ACCOUNT RECORDS AND	
MATSON NAVIGATI	ON COMPANY'S FINANCIA	L RECORDS. HONOLULU WILL	
CONDUCT NO ACTI	VE INVESTIGATION UNLE	SS SPECIFICALLY DIRECTED BY	
FBIHQ.			
ON 9/18/89	, AUSA	DISTRICT OF HAWAII, WAS	
ADVISED OF THE	BRIBERY ALLEGATIONS A	S DETAILED ABOVE. AUSA	
ADVISED	THAT HE WOULD PROSECU	TE MATSON NAVIGATION	
OFFICIALS AND S	ENATOR INOUYE IF THE	ALLEGATIONS COULD BE	
SUBSTANTIATED B	EYOND A REASONABLE DO	UBT.	
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PASS: CRIMINA	L INVESTIGATIVE DIVISION	ON, WHITE COLLAR CRIM	3 `
SECTION, PUBLIC	C CORRUPTION UNIT.	•	
1		t t	
SUBJECT: DANI	EL K. INOUYE, UNITED ST	TATES SENATOR, STATE (	)F
	TION OF BRIBERY BY MATS	e ÿ	
_	SENATE - PUBLIC CORRUPT	•	
	LU TELETYPE TO BUREAU I		
	OF HONOLULU GENERAL, CO		`
	ED NO PERTINENT INFORMA		
	SENATOR DANIEL K. INC	-	
COMPANY;	9	AWAII PACIFIC MARITIM	
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AND	DOING BUSINESS AS	TRANS MARINE NAVIGATION.	
HONOLULU WILL	CONDUCT NO ACTIVE INV	ESTIGATION IN THIS MATTER	<u>:</u> ع
UNLESS SPECIFIC	CALLY DIRECTED BY FBI	HQ.	
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**UNCLAS** 

CITE: //0622//

SUBJECT: DANIEL K. INOUYE, UNITED STATES SENATOR, STATE OF

HAWAII; ALLEGATION OF BRIBERY BY MATSON NAVIGATION COMPANY;

LEGISLATIVE BRANCH

BRIBERY - UNITED STATES SENATE - PUBLIC CORRUPTION MATTERS;

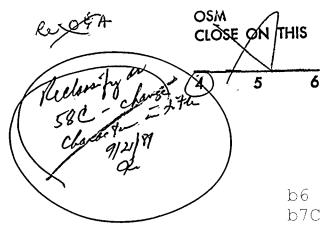
OO: HONOLULU.

REFERENCE HONOLULU TELETYPE TO FBIHQ DATED SEPTEMBER 19,

1989.

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REFERENCED HONULULU TELETYPE SET FORTH ALLEGATIONS THAT UNITED STATES SENATOR DANIEL K. INOUYE HAS BEEN THE RECIPIENT



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PAGE TWO DE RUEHFB 0203 UNCLAS

OF BRIBE PAYMENTS FROM MATSON NAVIGATION COMPANY, AS RECEIVED BY THE HONOLULU DIVISION ON AUGUST 29, 1989, FROM AN ANONYMOUS TELEPHONE CALLER. THESE ALLEGATIONS INVOLVE SENATOR INOUYE'S PURPORTED INFLUENCE IN THE MARITIME INDUSTRY IN HAWAII. THIS CALLER PROVIDED THE NAMES OF INDIVIDUALS IN THE MARITIME INDUSTRY WHO COULD PROVIDE INFORMATION CENTRAL TO THESE ALLEGATIONS. AFTER SEITING FORTH THIS INFORMATION, HONOLULU PROPOSED TO REVIEW HONOLULU'S INDICES CONCERNING THESE INDIVIDUALS AND, THEREAFTER, CONDUCT INTERVIEWS OF SAME UPON FBIHQ APPROVAL. HONOLULU ALSO PROPOSED TO REVIEW SENATOR INOUYE'S AND THE MATSON NAVIGATION COMPANY'S FINANCIAL RECORDS.

FBIHQ AUTHORITY IS NOT GRANTED AT THIS TIME TO CONDUCT INTERVIEWS, SUBPOENA RECORDS, OR REVIEW FINANCIAL RECORDS OF SENATOR INOUYE AND THE MATSON NAVIGATION COMPANY BASED UPON INFORMATION PROVIDED BY THE ANONYMOUS CALLER.

THIS MATTER SHOULD BE CLASSIFIED AS
WITH THE FOLLOWING INVESTIGATION BEING AUTHORIZED BY FBIHQ:

A REVIEW OF REFERENCED TELETYPE REVEALS THAT THE
ANONYMOUS TELEPHONE CALLER PROVIDED SEVERAL FACTS CONCERNING
HIS PERSONAL HISTORY IN ESTABLISHING HIS BONA FIDES WHICH MAY

b7E

PAGE THREE DE RUEHFB 0203 UNCLAS

LEAD TO THE IDENTITY OF THIS ANONYMOUS CALLER. HONOLULU SHOULD CONDUCT APPROPRIATE, DISCREET INVESTIGATION IN AN ATTEMPT TO IDENTIFY THE ANONYMOUS CALLER. UPON SUCH IDENTIFICATION, FBIHQ SHOULD BE ADVISED BY TELETYPE OF THE CALLER'S IDENTITY AND THE RESULTS OF A HONOLULU INDICES SEARCH CONCERNING THIS INDIVIDUAL. THIS TELETYPE SHOULD INCLUDE HONOLULU'S RECOMMENDATION CONCERNING INTERVIEW OF THIS INDIVIDUAL.

HONOLULU SHOULD CONDUCT AN EXTENSIVE INDICES SEARCH

CONCERNING THOSE PERSONS AND COMPANIES NAMED BY THE ANONYMOUS

CALLER AND PROVIDE THE RESULTS TO FBIHQ.

HONOLULU SHOULD CONDUCT A DISCREET EXAMINATION OF PUBLIC SOURCE RECORDS CONCERNING HAWAII'S MARITIME INDUSTRY AND PROVIDE AN ASSESSMENT TO FBIHQ OF THIS INFORMATION IN RELATIONSHIP TO THE ALLEGATIONS SET FORTH IN REFERENCED HONOLULU TELETYPE.

THROUGH ESTABLISHED SOURCES OF KNOWN RELIABILITY, WITHOUT DISCLOSING THE NATURE OR SUBJECT OF THIS INVESTIGATION, HONOLULU SHOULD ATTEMPT TO DETERMINE THE COMPETITIVE NATURE OF, REGULATIONS AFFECTING, AND GOVERNMENTAL UNITS HAVING

PAGE FOUR DE RUEHFB 0203 UNCLAS
AUTHORITY OVER THE MARITIME INDUSTRY IN HAWAII IN RELATIONSHIP
TO THESE ALLEGATIONS.

SUTEL RESULTS TO FBIHO ATTENTION: PUBLIC CORRUPTION UNIT, RM 3849, BY CLOSE OF BUSINESS OCTOBER 20, 1989.

THIS INVESTIGATION IS MORE APPROPRIATELY CLASSIFIED AS A 58C MATTER (BRIBERY - LEGISLATIVE BRANCH). ACCORDINGLY, HONOLULU SHOULD RECLASSIFY THIS MATTER.

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# ALOHA.

### 3 TIMES A WEEK.

No one knows Hawaii like Matson. One reason is simply that no one goes to Hawaii as often as we do: three times a week, rain or shine. From more Pacific coast ports, to more Hawaiian ports, than anyone else.

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#\$1,55-1,57 sq. ft./mo\_net **HMA Building** 1360 S. Beretania St. Office/Zone 11 17,500 sq. ft./500 sq. ft. avail. 1/650 sq. ft. parking Wagner & Wagner Inc./526-0896

#\$2.45-2.85 sq.ft/mo\_gross Honvest Tower 1361 Kapiolani Blvd. Office/Zone 10 102,351 sq ft/88,000 sq ft. avail. 1/500 sq ft. parking Coldwell Banker—Hawail/ 521-1200

# \$1.40-2.85 sq. ft./mo., gross International Savings Building DUTINITY
1111 Bishop St.
Office 1/Zone 8
47,982 sq. ft/2,000 sq. ft. avaå.
1/7,000 sq. ft. parking
National Mortgage & Finance Co.
Ltd./531-9204

■\$1.00 sq. ft./mo., net James A. Patterson 2810 Paa St. Office/Zone 4 28,000 sq. ft/19,333 sq. ft. avail. Parking open James A. Patterson/836-8899

■\$1.35-3 25 sq ft./mo., net Kaheka Professional Center

Office/Zone 10 60,000 sq. ft./2,000 sq. ft. avail. Parking available MGS Hawaii Corp./528-2666

**■ \$2 05-2 38 sq. ft./mo., gross** Kalakaua Center 2155 Kafakaua Ave Office/Zone 13 151.791 sq ft./20,012 sq ft. avail. 1/900 sq. ft. parking Wagner & Wagner Inc./526-0896

■\$1.25 sq. ft./mo\_net 1833 Kalakaua Ave. Building 1833 Kalakaua Ave. Office/Zone 13 83,537 sq. ft/3270 sq. ft. avait. Parking avaitable Menree & Friedlander Inc./ 524-2666

#\$1.75-2 00 sq. ft./mo., net Kalama Village Center Keatahou Street Office/Zone 16 25000 sq ft/25000 sq ft avail 1/220 sq ft parking Bedford Properties/395-2331

■\$1.65 sq. ft./mo\_gress 770 Kapiolani Building 770 Kapiolani Blvd. Office/Zone 10 55,000 sq. ft. avail 1/500 sq. ft. parking Waterhouse Properties/

m\$1 65 sq. ft/mo., gross Kapiolani Business Center

1680 Kapolani Blvd, Office/Zone 10 107,000 sq. ft/25,204 sq. ft. avail. 1/800 sq. ft. parking United Realters/955-5848

#\$1.65 sq. ft./mo., net Kapiolani Commercial Center

1580 Makatoa St Office/Zone 10 80,498 sq. ft./12,000 sq. ft. avail. 1/450 sq. ft. parking Wagner & Wagner Inc./526-0896

■\$1.67-2.45 sq.ft/mo..gross Kawaiahao Plaza Navial III of 1624 Office 1/Zone 8 123,165 so ft/10,070 so ft. avail, 1/500 so, ft. parking Chaney Brooks Realty Inc./ 528-0039

■\$1.67-1.97 sq ft./mo\_gross Kawaiahao Plaza 567 S. King St. Office / Zone 8 123,165 sq. ft./600 sq. ft. avail. 1/680 sq. ft. parking Coldwell Banker—Hawaii/ 541-5111

■\$1.00 sq. ft/mo., net Kingsgate Plaza 555 N, King St. Office/Zone 5 25,000 sq. ft./20,903 sq. ft. avail. Parking regotiable Chaney Brooks Realty Inc./ 528-0039

■\$1.40-1.70 sq. ft /mo\_net 33 South King King & Nuuanu streets Office/Zone 8
71,537 sq, ft/14,000 sq, ft, avail.
Parking available
Reynolds & Shidler/526-2877

■\$1.50-2.00 sq.ft./mo\_gross Koko Marina Shopping Center 7192 Kalanjanaole Hwy Office\*/Zone 16 150 000 sq. ft./1,600 sq. ft. avail. Parking open Hawaii Management Corp./ 531-9941

■\$1.25 sq. ft./mo., net Kukui Plaza 50 S. Beretania St. Office/Zone 8 61,000 sq. ft/1,459 sq. ft, avail, Parking available Chaney Brooks Realty Inc./ 528-0039

#\$1.25-2 50 sq. ft/ma\_net Market City Shopping Center. 2919 Kapiolani Blvd. Office\*/Zone 14 86,000 sq. ft/3,878 sq. ft, avail. 1/430 sq. ft. parking Market City Ltd./734-0282

■\$1.90 sq. ft/mo\_ gross Melim Building 333 Queen St., Suite F Office/Zone 8 65,155 sq. ft/2,666 sq. ft, avail. Parking upon availability Melim Building Mgt./533-2991

■\$1.75-2.10 sq. ft./mo, net Mililani Town Center 95-1249 Meheula Parkway Office\*/Zone 22 166,476 sq. ft./8,625 sq. ft. avail. Parking open Monroe & Friedlander Inc./ 524-2666

■\$1 00-1.75 sq. ft./mo., net The Mill 56-700 Kamehameha Hwy Office\*/Zone 21 37,935 sq. ft,4754 sq. ft, avail. 1/103 sq. ft, parking Hawaii Management Corp / 531,9941

■\$1.10-1.35 sq. ft /mo\_net Model Progress Building 1188 Fort St. Max Office/Zone 8 50,244 sq. ft./2,299 sq. ft. avait. No parking Monroe & Friedlander Inc./ 524-2666

#\$1 00-1.35 sq. ft/mo\_ net 94-810 Moloalo Street 94-810 Moloalo St. 94-810 Monoaio St.
Office/Zone 18
40,000 sq. ft./3,500 sq. ft. avaä.
Parking avaälable
Chaney Brooks Realty Inc./
528-0039

■\$130-2.20 sq.ft/mo\_gross National Mortgage & Finance Building 1022 Bethel St. Office / Zone 8 42,000 sq. ft./200 sq. ft. avail, No parking National Mortgage & Finance Co., Ltd./531-9204

IIIN ( ) IS BY IN I LAND WELL STORE GENERAL GROUP OF GROUP OF THE STORE OF GROUP OF THE STORE OF

#\$1.25 sq. ft./mo., gross NCR Building 720 Kapiolani Blvd. Office/Zone 10 41 000 sq. ft./1,908 sq. ft. avail. 1/500 sq. ft. parking NCR Corporation/529-1114

■\$1 00-1.55 sq. ft./mo., net **Newtown Square** 99-1247 Kaahumanu St. Office 1/Zone 25 59,375 sq. ft./2,152 sq. ft. avail Parking available Chaney Brooks Realty Inc./ 528-0039

#\$ 80-1 50 sq. ft./mo\_net 43 Oneawa Business Plaza

43 Oneawa St. Office\*/Zone 26 12870 sq ft/350-1,200 & 1,630 sq. ft, avail. Parking available Ferry & Associates/261-1708

■\$2 05-2.45 sq. ft./mo., gross Pacific Park Plaza 711 Kapiolani Bivd, Office/Zone 10 253,000 sq. ft,/90,000 sq. ft. avail. 1/500 sq. ft, parking TDC Hawaii Inc./522-5000

#\$1.75-1.95 sq. ft./mo., gross Pali Palms Plaza 970 N Kalaheo Ave. Office/Zone 26 59,500 sq. ft /8,642 sq. ft. avail. 

■\$2.23-2.35 sq. ft./mo., gross Pan American Building 1600 Kapiolani Bivd. Office/Zone 10 221,000 sq. ft./2,800 sq. ft. avail. 1/600 sq. ft. parking Wagner & Wagner Inc./526-0895

■\$1.10-2.75 sq. ft./mo., net Pantheon Building/ Hawaii Building 1108 Fort St. Mall/ 1127 Bethel St. Office\*/Zone 8 47,000 sq. ft./1,700 sq. ft. avait. No parking Keawe Dowsett/536-8912

■\$2 25 sq. (L/mo\_gross Pauahi Tower 1001 Bishop St. Office/Zone 8 438 000 sq. ft/5,000 sq. ft, avail. 1/1,000 sq. ft, parking Coldwell Banker—Hawaii/

■\$1.75 sq. ft/mo\_net Pearl City Plaza 97-917 Kamehameha Hwy. Office/Zone 25 32,479 sq. ft\_16,425 sq. ft. avail. 1/400 sq. ft. parking Mike Furutani Realty/848-0531

m\$1.75 sq. ft./mo., net Pearl City Plaza 97-917 Kamehameha Hwy. Office\*/Zone 25 32,479 sq. ft/6800 sq. ft, avail, 1/unst parking Monroe & Friedlander Inc./ 524-2666

=\$2.25 sq.ft/mo\_net Pearl Kai Center 98-201 Kamehameha Hwy R Office\*/Zone 25 100.000 sq ft./2200 sq ft. avaa, 1/200 sq ft. parking Monroe & Friedlander Inc./ 524-2666 g

#\$2.00 sq. ft/mo., gross 615 Piikoi Building 615 Pirkoi St. Office/Zone 10 147,000 sq. ft/6,080 sq. ft, avail. 1/400 sq. ft, parking Cen Pac Properties Inc./ 536-1902

#\$1.76-2.22 sq.ft/mo\_gress\* Pioneer Plaza 900 Fort St, Mail Office/ Zone 8 250 000 sq. ft/880 sq. ft, avail 1/662 sq. ft, parking Chaney Brooks Realty Inc./ 528-0039

■\$2.11-2.19 sq.ft\_/mo\_gross Pioneer Plaza 900 Fort St. Mail Office\*/Zone 8 250 000 sq. ft./7.554 sq. ft. avail. 1/700 sq. ft. parking Gomes/Smith/Thomson Inc./ 521-3233

#\$1.35-1 64 sq. ft./mo., net Puck's Alley 1019 University Ave.
Office\*/Zone 12
50,076 sq. ft,/500 sq. ft, avail
1/333 sq. ft. parking Imperial Associates/946-2966

#\$1,70-2.20 sq. ft /mo., gross **Oueen Emma Office** Building 1270 Queen Emma St. 1270 Queen Emma St. 00ffice/Zone 8 55,500 sq. ft/9,591 sq. ft. avait, No parking Marcus & Associates/839-7446

■\$2 20 sq. ft/mo\_gross Queen Street Building 345 Queen St. Office/Zone 10 66,380 sq. ft/25 012 sq. ft. avail, 1/350 sq. ft, parking Chaney Brooks Realty Inc./ 528-0039

## \$2 30-3 95 sq. ft./mo., net Restaurant Row 500 Ala Moana Blvd
Office\*/Zone 10
180-7,500 sq.ft. aval.
Parking available
Monroe & Friedlander Inc./
524-2666

u\$1,75-2.50,sq.ft./mo\_gross Salt Lake Shopping Center 848 Ala Litikoi St. Office/Zone 25 8) 000 sq. ft./4,500 sq. ft. avait. 1/255 sq. ft. parking Commercial Mgt. Corp./521-8571

E \$1 25 sq. ft./mo\_ net Tropicana Square Office\*/Zone 18
25,524 sq. ft,/3,300 sq. ft, avail.
Parking open
Meanre & Friedlander Inc./
524-2666

■\$1.00+ sq. ft./mo\_ net Union Plaza 1136 Union Mall Office/Zone 8 46,408 sq. ft/30,000 sq. ft. avail. No parking Finance Investment Co. Ltd./ 543-5190

■\$1 65-1.98 sq.ft/mo\_gross Village Maluhia 1535 Pensacola St.
Office/Zone 12
89/20 sq. ft/830 sq. ft. avail.
Parking negotiable
Chiney Brooks Realty Inc./
523-0039

■\$3.25 sq. ft./mo., gross Wahiawa Shopping Center 823 California Ave Office\*/Zone 22 60,000 sq ft/125 sq ft avail 1/500 sq ft parking Commercial Mgmt. Corp./

■\$1.10-1.35 sq. ft/mo., net Waiakamilo Business Center 420 Waiakamalo Road Office\*/Zone 5 161,000 sq ft/17,122 sq. ft. avail. 1/500 sq. ft. parking Chazzy Brooks Realty Inc./ 528,0039

Bob Hamilton, CLU

942-7702

Ala Moana Pacific Center 1585 Kapiolani Blvd. Suite 1445

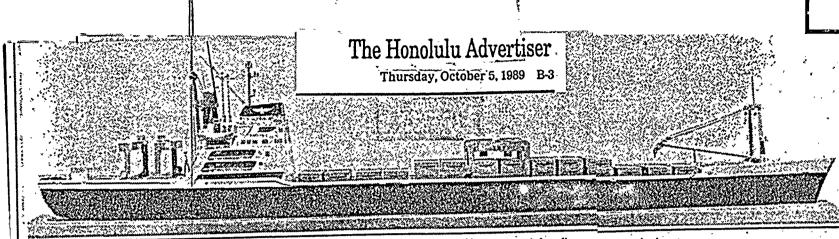
... talk to me and I'll tell you if you're getting the most for your money. MAYBE your plan is not doing the job that it should, or MAYBE you're spending too much time and money to administer it, or MAYBE you should change to a 401(K) plan. With an AEtna Pension or 401(K) you get: a choice of 5 investment options

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American President Lines containership model: California-Hawaii service approved for five-year period.

## gets Hawaii service approval Matson will protest decision by DOT judge

By Kit Smith Advertiser Financial Editor

American President Lines has received preliminary approval to offer Mainland-Hawaii cargo service but with conditions

- notably that the authority be for a five-year period.

"APL has some specific concerns but in general we're quite satisfied," said Gil. Roeder, manager of corporate communica-tions for APL's Oakland-based parent, American President Companies.

exceptions to the decision, which was is-

sued Monday by Administrative Law Judge Daniel Head of the U.S. Department of Transportation...

The 176-page initial decision, besides the five-year limitation, would set an annual maximum for cargo of 28,200 40-foot container equivalents on 52 or 53 sailings from California. APL was denied permission to serve Hawaii from the Pacific Northwest.

The decision now goes to the U.S. maritime administrator for a final ruling. Matson said that allowing for the several Matson Navigation Co., which has vigor- steps available for review and appeal, a ously opposed APL's bid, said it will file-final resolution isn't expected until the second half of 1990, and after that a re-

view in the federal courts would be possible.

American President Lines filed 21/2 years ago for authority to provide the service, proposing to use containerships that would stop here enroute to the Far East.

APL said Hawaii businesses would benefit by having another major alternative to Matson, which is by far the dominant carrier in the trade. APL said-it-had no intention of starting a price war but would depend on "superior service" to win and keep customers. It said it operates the holds, they said, even though APL would largest double-stack train network in the

United States to feed its westbound ships. Yesterday, Roger Ulveling, director of the state Department of Business & Economic Development, said APL's prospective entry to the market "bodes well for Hawaii," in establishing not only a new Mainland-Hawaii link but additional service to the Far East.

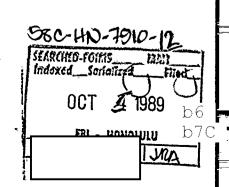
At March 1988 hearings in San Francis-

co, however, APL's application was protested not only by Matson but by Sea-Land Service Co., which in 1987 succeeded bankrupt United States Lines as the major competitor to Matson in the Mainland-Hawaii market.

The protesters' main argument is that because APL receives federal subsidies to allow it to compete more effectively in its international business — APL would have an unfair advantage. That argument

forfeit portions of subsidies related to the Mainland-Hawaii leg of its voyages.

Robert Pfeiffer, chief executive officer of Matson and of its parent Alexander & Baldwin Inc., commented yesterday that the limitations set by Judge Head "are significant in that they demonstrate recognition of this problem."



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*	ADDITIONAL 1	INVESTIGATIVE STE	PS, IF ANY,	CAN BE TAKEN.	
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ANTI-TRUST ACTION CHARGING THAT CONTROL OF MATSON BY ALEXANDER
AND BALDWIN, CASTLE AND COOKE, SEABREWER AND COMPANY, AND
AMERICAN FACTORS CONSTITUTED ILLEGAL RESTRAINT OF TRADE. (FOR
THE INFORMATION OF THE BUREAU, IT SHOULD BE NOTED THAT THE BIG
FIVE COMPANIES IN HAWAII REFERRED TO BY THE ANONYMOUS CALLER
INCLUDE THE FOUR AFOREMENTIONED COMPANIES AND THEO H. DAVIES AND
COMPANY, LIMITED.)

IN JULY, 1964, ALEXANDER AND BALWIN PURCHASED THE SHARES OF THE OTHER THREE DEFENDANTS IN THE ANTI-TRUST SUIT. IN THE NEXT FIVE YEARS, ALEXANDER AND BALWIN PURCHASED THE REMAINING OUTSTANDING STOCK, MAKING MATSON A WHOLLY OWNED SUBSIDIARY IN 1969.

AN ARTICLE IN THE HONOLULU ADVERTISER DATED THURSDAY, 10/5/89, REPORTED THAT AMERICAN PRESIDENTIAL LINES (APL) HAS RECEIVED PRELIMINARY APPROVAL TO OFFER MAINLAND-HAWAII CARGO SERVICE, BUT WITH CONDITIONS, NOTABLY THAT THE AUTHORITY BE FOR A FIVE YEAR PERIOD.

MATSON NAVIGATION COMPANY WHICH HAS VIGOROUSLY OPPOSED APL'S BID SAID IT WILL FILE EXCEPTIONS TO THE DECISION WHICH WAS ISSUED MONDAY, 10/2/89, BY ADMINISTRATIVE LAW JUDGE DANIEL HEAD OF THE

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	U.S. DEPARTMENT	OF TRANSPORTATION.		
	THE DECISION	ON NOW GOES TO THE	U.S. MARITIME ADMINISTRAT	OR FOR
	A FINAL RULING.	MATSON SAID THAT	IN ALLOWING FOR THE SEVER	<b>RAL</b>
	STEPS AVAILABLE	FOR REVIEW AND APP	EAL, A FINAL RESOLUTION I	S NOT
	EXPECTED UNTIL 1	THE SECOND HALF OF	1990, AND AFTER THAT A RE	VIEW
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	APL FILED	TWO AND ONE-HALF YE	ARS AGO FOR AUTHORITY TO	
•	PROVIDE THE SERV	/ICE PROPOSING TO U	SE CONTAINER SHIPS THAT W	OULD
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9 10	APL SAID H	WAII BUSINESS WOUL	D BENEFIT BY HAVING ANOTH	ER
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	IN THE TRADE.	APL SAID IT HAD NO	INTENTION OF STARTING A F	RICE
	WAR BUT WOULD DE	PEND ON "SUPERIOR :	SERVICE" TO WIN AND KEEP	
	CUSTOMERS.			
	AT MARCH, 1	1988 HEARINGS IN SAI	N FRANCISCO, APL'S APPLIC	ATION
	WAS PROTESTED, N	OT ONLY BY MATSON,	BUT BY SEA-LAND SERVICE.	
	COMPAÑY WHICH IN	1 1987 SUCCEEDED BAI	NKRUPT UNITED STATES LINE	S AŞ
,	THE MAJOR COMPET	PITOR TO MATSON IN S	THE MAINLAND-HAWAII MARKE	T.
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The case agent in this matter should take appropriate steps to cause the DUN AND BRADSTREET reports to be obtained as mentioned above, and ELSUR and indices searches to be conducted on the other executives and companies identified.

Monday, October 16, 1989

## Sea-Land executive to speak on Hawaii's future in cargo

Does Hawaii have a role in cargo shipment development around the Pacific?

William J. Kenwell, the newly arrived vice president and general manager for Hawaii/Guam at the Pacific Division of Sea-Land Service Inc., will answer that and other questions at the next luncheon meeting of the "8 Bells" waterfront symposium.

The meeting is scheduled for Oct. 24 at noon in the Hawaii Maritime Center's Pacific Room.

Kenwell also will focus on the need for container space on the waterfront in Honolulu.

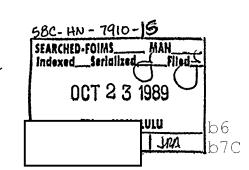
Maritime businesses believe such issues are important as American President Lines moves closer to serving Hawaii.

Earlier this month, an administrative law judge in Washington, D.C., gave preliminary approval to the firm's application to ship container cargo to and from Hawaii.

At Sea-Land, Kenwell succeeded Dick Murphy, who was transferred to Singapore after less than two years working in Honolulu.

The "8 Bells" monthly symposiums are co-sponsored by the Maritime Affairs Committee of the Chamber of Commerce, the Propeller Club Port of Honolulu, the Hawaii Maritime Center, Mamala Bay Catering, and the University of Hawaii Sea Grant Extension Service.

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On October 13, 1989, advised Special Agent that United States Senator DANIEL K. INOUYE nad attended a luncheon at the PACIFIC CLUB in Honolulu, Hawaii during 1987. INOUYE made a statement at his table that "AMERICAN PRESIDENT'S LINE (APL) will come in over my dead body." This statement was made during a discussion of APL's bid to enter the Hawaii-California shipping business in competition with MATSON NAVIGATION COMPANY.

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Information herein obtained confidentially; informant's name is not to be disclosed in a report or otherwise unless it has been decided definitely that this person is to be a witness in a trial or hearing.

Delay in reporting is due to stenographic delinquency in the Honolulu Division, of which the Bureau is aware.

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	K05	U.S. Representative	l	M15	Law Enforcement Officer - ranking officer
	K06	Judge			Field Office or SSRA city
	K07	Prosecutor		M16	Law Enforcement Officer - ranking officer
	K08	Law Enforcement Official	1		Non-Field Office or SSRA city
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### Memorandum C



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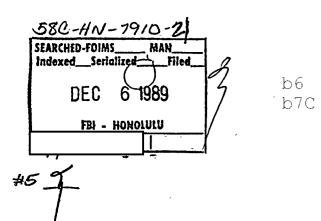
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# Mo smooth sailing for

# Hawaii shipping

## Eleven firms quit in past three years

By Rod Smith

In the past three years 11 shipping companies have quit serving Hawaii for various reasons, primarily because of the state's remote location; a top local maritime executive said:

"In terms of a major economic zone, we are probably one of—if not the most — remote places in the world; said Tim Guard; president of the state's largest and oldest steve doring company, McCabe, Hamilton & Renny Ltd.

Hawaii is 4;200 nautical miles from Japan and 2;500 nautical miles from Japan and 2;500 nautical miles from the Mainland and is described as the longest "single hop" in the world with no alternative stop:

Contrary to popular perceptions, we are not the cross roads of the Pacific A ship from the Panama Canal to the Philippines will sail 400 miles south of us : said Capt Don s Gately; Oahu district manager of the state Harbors Division?

Guard said overcapacity, inadequate financing; and poor management also had been stumbling blocks to shippers

trying to operate in Hawaii. too little; cargo: Guard added that "slashing; tariffs" and "strong competition" have spelled "too little revenue:"

He also said shippers have been undercapitalized; earned inadequate voyage revenues; and faced high costs for "certain servicesi!

Some companies thave failed to pay attention to certain basic elements, lincluding financial, sales, and operations, and they may have used unsuitable equipment or equipment that is poorly maintained.

Guard listed the 11 shipping and maritime companies he said have withdrawn from Hawaii service since 1986

• U.S. Lines, now bankrupt had a number of ships built in the Far East when fuel was the primary consideration but which did not meet the needs of the around the world schedule they were trying to run; "Guard said."

Lykes Brothers Steamship Co. Inc. pulled back from trans Pacific routes because of overtonnage in the Pacific and the decrease in cargo volume and revenue: "The firm is still operating in the North Atlantic.

Pacific-Australia Direct Line merged with Sofrana for lack of freight revenues :::

• Honolani Inc. was a local barge company that Guard said "just couldn't make it" because of competition from other barge operators

Transport Express Lines and Coastal Hawaiian Lines both went bankrupt after/finding that "running a long-haul barger operation was difficult and costly." Guard said "Without large barges and tugs; smaller barges find the trans-Pacific haul hard to sustain.

• The S.S. Monterey bankruptcy was ! partly a marketing problem: They came in against entrenched competition. and misestimated the difficulty of getting into the cruise ship hiisiness:

Kwoya Line failed because of insufficient volume and

(Indicate page, name of,\_ newspaper, city and state.)

Pacific Business News Honolulu, Hawaii

10/30/89 Edition:

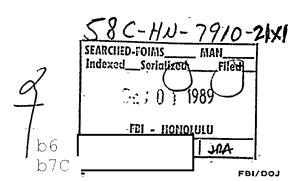
Title:

Character:

Classification:

58C-HN-7910 Submitting Office: Honolulu

Indexing:



Serialized

Filed

### Memorandum



To : SAC, HONOLULU (58C-HN-7910) (P)

Date 12/14/89

From : IA

b6 b7C

Subject: DANIEL INOUYE

U.S. SENATOR; BRIBE

X)

On 12/5/89, writer obtained a copy of the latest annual report (12/31/88) on file for AMFAC.

1\*

Honolulu GDM: jds/// (2)

58C-HN-7910-

b6 b7C AMERICAN FACTORS

ENTER CITY: HONOLULU

ENTER STATE: HI NO MATCH ON AMERICAN FACTORS IN HONOLULU THE SEARCH WAS EXTENDED TO THE ENTIRE STATE OF HI

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Request for Agency Check FD-356 (Rev. 7-24-74)	•	
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4. Date & place of oirth imperat	ive for passport check.	needed.
TO: SAC,	San Antonio RE: ( St. Louis ( WFO ( X NEW YORK (	INS IMILITARY PASSPORT  11/17/89
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CASTLE & COOK INC	Social Security Number	
		Date of Birth Place of Birth
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	Are -	Race Sex Complexion
Address		
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Other pertinent information:		FOR REPLY ONLY
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ATTN: CHONOLULU)

+IN BATE+

Statement Date: DEC 31 1988

RATING CHANGE

SUMMARY DATE PRINTED DUNS: 00-896-5428 CASTLE & COOKE, INC DEC 04 1989 RATING 582° FORMERLY 5A3 10900 WILSHIRE BLVD, STE 1500 GROWER OF FRUITS & AND BRANCH(ES) OR DIVISION(S) 1851 VEGETABLES: STARTED PAYMENTS SEE BELOW LOS ANGELES CA 90024 PROCESSER OF \$2,469,208,808 CANNED FRUITS & SALES F TEL: 213 824-1500 \$732,509,000 VEGETABLES: MFG WORTH F 42,000(90 HERE) SUGAR EMPLOYS HISTORY" CLEAR SIC NOS. CONDITION GOOD TREND MUUU 01 79 01 74 01 75

CHIEF EXECUTIVE: DAVID H MURDOCK, CHB

SPECIAL EVENTS 11/08/89

According to a published report, the Company intends to split into two separate companies, Bole Food Co and Castle & Cooke Inc (renamed from Oceanic Properties Inc). The split is expected to take place in early 1989.

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PAYMENTS	(Amounts may	be rounded	to nearest	figure	in prescribed	ranges);
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11/08/89		Fiscal	Fiscal	Fiscal.
		Consolidated	Consolidated	Consolidated
		Dec 31 1986	Dec 31 1987	Dec 31 1988
	Curr Assets	602,393,000	746,460,000	865,891,000
	Curr Liabs	299,146,000	453,589,000	545,522,000
	Current Ratio	2.01	1.65	1.59
	Working Capital	303,247,000	292,871,000	320,369,0 <b>00</b>
	Other Assets	589,632,000	934,476,000	1,056,339,000
	Deferred Liabs	305,927,000	695,158,000	634, 199, 000
	Worth	586,952,000	521,889,000	732,509,000
	Sales	1,776,795,000	1,855,134,000	2,469,208,000
	Net Income	43,925,000	97,430,000	112,282,000
	Deprec & Amort	30,005,000	29,410,000	44,494,000
	Capital			
	Expendi.tures	34,054,000	86,674,080	154,530,000
	Interest Expense	26,271,000	15,406,800	33,641,000
	Cash Prov Bu Dons	109,859,000	144,767,000	71,738,000 ·
	Fiscal Consol	idated statement	dated DEC 31 1988:	
	Čash:	\$ 102,748,000	Accts: Pay:	\$ 102,788,000
	Accts Rec	288,753,000	Notes Pay	98,115,000
	Inventory	429,839,000	Accruals	331,525,000
	Prepaid	44,551,000	Taxes	11,233,000
		• • •	L.T. Liab-(1,yr)	1,861,000
	Curr Assets	865,891,000	Curr Liabs	545,522,000
	Fixt & Equip	755, 009, 000	Long-Term Debt	331, 166, 000
	Real Estate		Minority	
	Developments	150,447,900	Interests	33,688,000
	Investments-Other	43,382,000		269,345,000
	Long-Term		COMMON STOCK	319,885,000

Receivables Goodwill Other Assets

71,839,000 ADDIT. PD.-IN CAP 10,000,000 RETAINED EARNINGS 25,662,000 TRANSLATION ABJUSTMENT

159,791,000 262,815,000

18,000

1.922.230.000 1,922,230,.008 Total Total Assets From JAN 01 1988 to DEC 31 1988 sales \$2,469,208,000; cost of goods sold \$1,919,073,000. Gross profit \$550,135,000; operating expenses \$354,836,000. Operating income \$195,299,000; other income \$17,896,000; other expenses \$37,713,000; net income before taxes \$175,482,080; Federal income tax \$63,200,000. Net income \$112,282,000. Net worth at start \$521,889,000. Convrsn-Pref Stk \$106,879,000. Net income \$112,282,000; dividends \$8,010,000; other deductions \$531,000; net worth at end \$732,509,000.

Prepared from statement(s) by Accountant: Arthur Andersen & Co. ACCOUNTANTS OPINION: "A review of the accountant's opinion indicates the financial statements meet generally accepted accounting principles and that the audit contains no qualifications".

Item worth shown in summary section was computed after deduction of intangibles, goodwill, totaling \$10,000,000. Accounts receivable shown net less \$19,587,000 allowance. Fixed assets shown net less \$101,025,000 depreciation.

-BALANCE SHEET EXPLANATIONS (000°s omitted)— INVENTORY: Valued principally at the lower of cost (FIFD) or market.

LUNG-TERM RECEIVABLES: Include long-term contracts receivables INVESTMENTS-OTHER: Includes investments in 20-50% owned affiliates.

NOTES PAYABLE: Consist principally of borrowings under unsecured lines of credit.

LUNG-TERM DEBT:..

10.06% or motes (1995) \$172,000. 12% subord notes (1997) 88.505. 8 1/22 sink fund debens (1997) 22,430. 28.748. Other notes (1989-93) Mtos & contracts (1989-2004) 28,324. Unamortized debt discount & costs (6,980)... 1.861.

Certain agreements contain restrictive covenants.

Aggregate annual maturities 1990-93: \$5,169; \$93,674: \$10,123; and \$32,671.

LEASES: Total minimum operating lease obligations 1989-93 and after, \$338,129 Cless subleases, \$20,958).

CONTINGENT LIABILITIES: Consist of litigation which, in the opinion of management, will not have a material adverse effect on the financial position of the Companya

-INCOME STATEMENT EXPLANATIONS (000's omitted)---OTHER INCOME: Consists of gain on sale of investment.

OTHER EXPENSES: Consist of interest, \$33,641; and other expenses, \$4,072.

-WORKING CAPITAL RECONCILIATION (000's omitted)-Balance Jan 1 1988, \$292,871; increase in fixed assets,

1. . . .

(\$95,928); increase in other moncurrent assets, (\$26,235); decrease in long-term debt, (\$10,374); decrease in other long-term liabilities, (\$50,585); increase in tangible met worth, \$210,620. Balance Dec 31

-INTERIM UPDATE (000's omitted)-----

Management submitted the following interim figures dated JUN 17 1989:

1988, \$320,369; net increase in working capital, \$27,498.

- ven xouse					
Cash:	\$	42,000	Accts Pay:	\$	483,600
Accts Rec		325,400	Notes Pay		182,800
Mdse		465,400	Current Porti	on-	•
Prepaid Expens	ses	51,200	LT Debt		2,900

Sales for the 9 months ended Act 7 1989 were \$2,017,722. Profits for the period were \$71,111.

-OPERATING TRENDS-

Sales ended Jun 17 1989 were up 7.3% compared to the same period last year. Profit for the period was down 23.5%.

Management attributed the Company's decline in earnings to lower fruit product selling prices in its European market due to competion; lower vegetable product selling prices in 1989 compared to higher prices in 1988 as a result of the impact of drought conditions in that year; and additional expenses associated with the introduction of new product lines.

 Sales % increase
 4.4
 33.1.

 Gross Margin % sales
 21.5
 22.3.

 Operating Expense % sales
 13.3
 14.4.

 Net Income % increase
 121.8
 15.2.

Consolidated sales increased significantly in 1988 as a result of the contributions of businesses acquired in 1987 along with higher sales prices and volumes, and the expansion of Bole's breakfast juice product line. In 1987, sales increased principally due to the introduction of new breakfast juices and increased prices for fresh vegetables.

Operating income has continued to increase in correlation with sales growth. 1987 met income included earnings from discontinued operations of \$8.495 million. In 1986, net income was impacted on by dosses incurred from discontinued operations of \$28.563 million.

SELECTED FINANCIAL RATI	[[]]	······································
	1987	1988.
Quick	0.73	0.72.
Collection Period (days)	52.9	42.1.
Inventory Turnover (times):	3.9	4.5.
Curr Liabs/Tang Net Worth (%)	85.3	73.5.
ANALYST'S COMMENTS	·	

Overall, a good financial condition is indicated. The Company continues a record of increasing sales, profitable operations, and equity growth. Working capital was increased during 1988 and at year end, cash, cash equivalents and receivables represented 72% of current liabilities. Cash flow from operations has continued to increase; and the collection of trade receivables and inventory turnover have been improved through increases in the Company's domestic businesses and more rapidly turning product lines (nuts & raisins). Equity has been improved in proportion to both current and total liabilities.

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3340KING 09/89 09/89

Account(s) averages low 5 figures. Account open over 3 years. (Same bank)Account(s) averages low 5 figures. Account open over 3 years.

NOV 1989: According to its annual report of Dec 31 1988, the Company has \$545 million in uncommitted unsecured lines of credit available with several banks. \$37 million was outstanding under these lines at Dec 31 1988. At Jun 17 1989, short-term notes of \$182.8 million were outstanding.

HISTERY

DAVID H MURDOCK, CHB-CED+ ALAN B SELLERS, V PRES-SEC-GEN COUNSEL RAYMOND F HENZE III, EXEC V PRES+ HARRY STEPHENS III, V PRES

GEURGE R HURNE, V PRES DAVID B COUPER JR, V PRES-TREAS DIRECTOR(S): The officers identified by (+) and Milton R Abrahams, James F Gary, Mike Curb, and Lewis B Harder.

Incorporated Hawaii Dec 29 1894. Authorized capital consists of 80,000,000 shares common stock, no par value.

Also authorized are 30,000,000 shares preferred at no par value. ISSUED CAPITAL STOCK: At Dec 31 1988 there were 59,243,520 shares of common of common outstanding for a total consideration of \$479,676,000. No preferred shares were outstanding.

BACKGROUND/OWNERSHIP-

Business started 1851.

This is a publicly held corporation with its common stock listed on the New York and Pacific Stock Exchanges under the symbol, "CKE". At Dec 31 1988, there were approximately 21,000 shareholders of record.

Holders of 5% or more of the Company's outstanding common stock at Mar 31 1989: David H Mundock, 22.9%; Equitable Life Assurance Society of the United States, 8.4%; Lazard & Freres & Co, 6.4%; and the officers and directors as a group, 23.9%.

ACQUISITIONS ...

In 1988, the Company purchased Bonner Packing Company, a raisin packing and distributing operation for \$19 million.

In Dec 1987, acquired certain subsidiaries of Tenneco West, Inc for approximately \$197 million.

In 4th quarter 1987, purchased the California agricultural operations of Apache Incorporated for approximately \$68 million. DISPUSITIONS:

Un Mar 31 1987, the Company sold its Flexi-Van container leasing business to Itel Corporation for approximately \$215,000,000.

In Mct 1987, sold substantially all of the remaining assets (primarily the chassis leasing business) and liabilities of Flexi-Van to a new publicly traded company for \$164 million.

MURDUCK born 1946 to present, David H Murdock Development Company, Chief Executive Officer and sole proprietor. Also Chief Executive Officer and sole proprietor of Pacific Holding Company and a number of other companies with diversified holdings, including substantial investments in a number of corporations; also

sole shareholder of numerous corporations engaged in industrial warehousing and real estate activities and in the manufacture of textiles and indusytrial and building products. 1982-86 Cannon Mills Co. Chairman. 1982 Chairman and Chief Executive Officer, Flexi-Yan Comporation. 1985 Chairman and Chief Executive Officer of the subject.

married. 1974 Williams College: 1975 to 1979 HENZE born Citicorp International Group. 1979 to present Pacific Holding Company: 1981 sénior vice president. 1983 to 1985 Flexi-Van Concoration, executive vice president and secretary; 1984 president and Chief Operating Officer. 1985 joined subject, executive vice president and director.

SELLERS born Graduated Yale University BA; and Columbia University JD. Admitted to the Bar 1977. 1979 to 1984 O'Melveny & Myers: 1984-1985 Ultrasystems, vice president and general counsel. 1985 joined subject. <u>vice oresi</u>dent, secretary and general counsel.

STEPHENS born Virginia Polytechnic Institute BS., 1974 Hassachusetts Institute of Technology MS. 1982 Harvard University MBA: 1969-73 Central Intelligence Agency, cooperative education-foreign missle systems analyst. 1974-79 Pratt & Whitney Aircraft. 1979-80 Massachusetts Institute of Technology, industrial liason program, consultant and operations management. 1982 to 1986 Booz-Aklen & Hamilton, Inc. 1986 joined subject, vice president-planning and business development.

University of Idaho BS 1969. Universitu HURNE born of Hawaii, MBR 1981 University of Michigan. 1958 to 1963, United States Marine Corps. 1963 to 1966, Hawaii employers council. 1965 joined subject, <u>vice preside</u>nt human resources.

COUPER Sorm Yale University BA; and 1982 MBA: 1978-81 Continental Grain Company, financial analyst. Chemical Bank, assistant manager. 1984-86 Flexi-Van Corporation, director of finance. 1986 joined subject, assistant treasurer and later in 1987, vice president and treasurers

WILLIAM J HAIN JR, finance; LED F ADDITIONAL VICE PRESIDENTS: KORMAN, controller; THOMAS C. LERPERT; ANTONY T F LUNDY, mergers and acquisitions.

DUTSIDE DIRECTORS: ABRAHAMS, partner, Abrahams Kaslow & Cassman, attorneys. JARY, Chairman, Pacific Resources, Inc. CURB, Chairman, Curb Communications, Inc. HARDER, Chairman, International Mining Corporation.

RELATED INTERESTS: Through the interests of David H Murdock the Company is affiliated with the following businesses.

David H Murdock is the sole proprietor of the David H Murdock Development Company, Los Angeles, CA, started 1946, which is engaged in the ownership and operation of commercial buildings and hotels;. general contracting, property management and leasing. He is also Chairman and Chief Executive Officer of Murdock Investment Corps, started 1978, which operates as a holding company owning all of the outstanding capital stock of Pacific Holding Company.

Racific Holding Company, Los Angeles, CA, started 1968, comstall of the outstanding capital stock of numerous subsidiaries which are engaged in the manufacturing of household textile products, clay pipe, bricks, ceramic wall and floor tile and public warehousing operations.

There are intercompany merchandise transactions on regular terms

**b**6 b7C and subject guarantees the performance by certain affiliates for their contractual obligations. No other intercompany relations have been reported.

#### OPERATION

11/08/89

The Company is operates principally in one business segment, food products, which accounts for more than 92% (1988) of total sales and operating name. The Company is principally engaged in worldwide production, processing, distributing and marketing of branded food products including "DOLE" fresh and processed pineapple; pineapple juice, bananas, citrus and deciduous fruits, "BUD DF CALIFORNIA" lettuce, celery, cauliflower, broccoli; table grapes growm in Chili and other fresh fruit and vegetable products, almonds, pistachios, dates, raisins, prunes and other dried fruit; packs and distributes citrus fruits grown in the United States; and produces sugar cane. The Company is reportedly the World's largest producer of fresh fruits and vegetables; the World's largest producer of pineapple; and the second largest producer of bananas. The Company is also engaged in residential real estate development (8%-1988).

The Company's six primary functions in descending order of sales generation are: the raising and distribution of pineapples and bananas, citrus and deciduous fruits, lettuce, celery, cauliflower and broccoli; and the production of fresh and packaged fruit juices. Terms: Chiefly net 10 days and 2% 10 days net 30. Has 10,000 accounts. Products are distributed through a wide range of businesses, including food wholesalers, chain stores and government agencies. ₹erritory : Worldwide.

Season peaks summer months.

EMPERYEES: 42,000: 90 employed here. There is no significant seasonal variation in employee levels.

FACILITIES: Leases premises in a multi story steel building in good condition. Occupies three floors housing comporate headquarters offices. Substantial acreage is owned on which certain of the products packed are grown. Plant facilities at numerous locations are owned. The Company and its subsidiaries own 150,000 acres of land in Hawaii. About 129,400 acres are owned on the islands of Dahu and Lanai. Bananas are grown on owned and leased plantations in Costa Rica (30,000 acres) and Honduras (31,000 acres) and purchased from other growers.

LOCATION: Central business section on main street.

SUBSIDIARIES: Castle & Cooke, Inc has numerous subsidiaries, most of which are wholly owned with others controlled through connership of a majority of the outstanding woting shares. been intercompany merchandise transactions on 30 day terms. No other intercompany relations including guarantees or endorsements have been reporteda

12-04(424 7444) ANALYST:

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 059476002

 2. Theodavies Employees Cr Un
 841 Bishop St
 183966282
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 3. THEMBRYIES TIRE COMPANY.
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#### COPYRIGHT 19 D&B INC. - PROVIDED UNDER JOHTRACT FOR THE EXCLUSIVE USE OF SUBSCRIBER 001-090852L.

(HONOLULU) ATTN:

+IN DATE+

Statement Date: DEC 31 1988

SUMMARY DATE PRINTED DUNS: 05-947-9733 DEC 04 1989 RATING BREWER, C PROPERTIES, INC (SUBSIDIARY OF BREWER, C & STARTED 1970 REAL ESTATE CUMPANY LIMITED (INC). PAYMENTS SEE BELOW DEVELOPMENT HONOLULU, HID SALES: F \$23,775,000 SIC NO. C BREWER REALTY WORTH F \$35,296,000 65 52 35(23 HERE) EMPLOYS BUX 1826 HISTORY CLEAR

HONDLULU HI 96805 827 FORT ST

AND EXAMON(ES) OR DIVISION(S)

HENDLULU HI 96813

TEL: 808 536-4461

CHIEF EXECUTIVE: M J TILKER, CHB-PRES

PAYMENTS (Amo REPORTED PAYIN RECOR	5	rounded t HIGH CREDIT	to nearest MOW OWES	figure PAST BUE	in prescribed ra SELLING TERMS	anges): LAST SALE WITHIN
10/89 Pot-S	low 90	250	100	-0-	NBO	1 Mo
09/89 Pot	-	100	100	-0-	N30	1 Ma
(003)		65000	60000	-0-		1 Mo
08/89 Ppt		500				
(005)		,		-0-		
• ;	low 15	100	50	-0-		4-5 Mos
06/89 Disc		100	-0-	-8-	1 10 N30	6-12 Mos
Pot		7			N30	
:05/89 \$1ow	90	250	-0-	~0-		6-12 Mos
04/89 (010)		500	-8-	-0-		6-12 Mos
	h account		-			
01/89 Slow	60-120	50	-0-	-0-	N30.	1 Mo
· · · · · · · · · · · · · · · · · · ·	Paument expe	riences 1	reflect hou	o bills	are met in rela	tion to the
terms	`oranted. I	n some i	nstances pa	ayment b	seyond terms can	be the
resul	t of dispute	s over m	erchandise.	skippe	ed invoices etc.	
÷	Each experie	nce show	n represen	ts a sei	parate account r	eported by a
3	ier. Update	3 1 3-	1	<b>.</b>		7

reported.

FINANCE

A CONSULTING SERVICE IS AVAILABLE TO ASSIST YOU IN REVIEWING THIS ACCOUNT FURTHER. PLEASE CALL (800) 223 - 0141 TO SPEAK WITH A DUNS ACCOUNT CONSULTANT.

09/15/89	Fiscal	Fiscal Consolidated	Fiscal Consolidated
Curr Assets Curr Liabs	Dec 28 1986 15,529,000 1,169,000	Dec 27 1987 27,875,000 1,740,000	Dec 31 1988 40,690,000 19,122,000

Current Ratio Working Capital Other Assets Worth Sales Net Income Fiscal Consoli Cash Accts Rec Inventory Interco Rec Prepaid	\$ 20,000 5,531,000 1,000,000 34,022,000	16.0 26,135,000 19,770,000 41,745,000 16,368,000 (644,000) dated DEC 31 1988: Accts Pay Bank D/D Accruals Taxes L.T. Liab-(1yr) Interco Payables Unearned Rev		2.13 21,568,000 32,953,000 35,296,000 23,775,000 456,000 2,770,000 (375,000) 41,000 16,187,000
Curr Assets Fixt & Equip Investments-Other	40,690,000 26,619,000 6,334,000	Curr Liabs Long Term Ex Equity-Acquis Def.:Credits/Income CAPITAL STUCK ADDIT. PDIN CAP RETAINED EARNINGS	e 	19,122,000 3,704,000 2,129,000 13,392,000 2,000 202,000 35,092,000

Total Assets: 73,643,000 Total 73,643,000 From JAN 01 1988 to DEC 31 1988 sales \$23,775,000; cost of goods sold \$19,107,000. Gross profit \$4,668,000; operating expenses \$23,100,893. Net income before taxes \$539,000. Net income \$378,000.

Prepared from statement(s) by Accountant: Internal. Extent of audit, if any, not indicated.

Accounts receivable shown net less \$47,000 allowance. Fixed assets shown net less \$25,784,000 depreciation. Investments—other in subsidiaries, joint ventures, and land held for resale. Long term debt includes various bank loans payable secured by fixtures and equipment, inventory, and accounts receivable. Def Credits/Income includes deferred taxes payable and unearned revenue.

On SEP 14 1989 Bruce Rosen, controller, submitted the above figures.

#### PUBLIC FILINGS

09/26/89

Un Apr 20 1987 financing statement Partial Release #89-64305 was filed with the HI Sec of St listing Brewer, C Properties, Inc. Honolulu, HI as debtor and Manufacturers Hanover Trust Company, Honolulu, HI, as secured party.

On Dec 16 1986 financial statement Partial Release #89-71702 was filed with the HI Sec of St listing Brewer, C Properties, Inc., Honolulu, HI, debtor and Manufacturers Hanover Trust Company, Honolulu, HI, as secured party.

On Dec 16 1986 financig statement Partial Release #89-71703 was filed with the HI Sec of St listing Brewer, C Properties, Inc.

Honolulu, HI, debtor and Manufacturer Hanover Trust Company, Honolulu, HI, as secued partu.

11/08/89

Un07/26/89 financing statement Partial Release #89110255 was filed with the HI Sec of St listing BREWER, C PROPERTIES; INC, HONOLULU, HI, as debtor and MANUFACTURERS HANDVER TRUST CO, HONOLULU, HI, as secured party. Released collateral is the following; "specified", land.

Un07/26/89 financing statement BREWER C, PROPERTIES, INC. HONDLULU, HI, as debtor and BISHOP TRUST COMPANY, HONDLULU, HI, as secured party. Released collateral is the following; "specified", land.

11/09/89

Un 08/08/89 financing statement Partial Release #89119097 was filed with the HI Sec of St listing BREWER, C PROPERTIES, INC. HUNDLULU, HI, as debtor and MANUFACTURERS HANDVER TRUST COMPANY, HDNDLULU, HI, as secured party. Released collateral is the following real property.

Un 08/08/89 financing statement Partial Release #89119099 was filed with the HI Sec of St listing BREWER, C POPERTIES, INC, HUNDEULU, HI, as debtor and BISHOP TRUST COMPANY, HONDEULU, HI, assecured party. Released collateral is the following real property.

HISTORY R9/15/89

JAMES 6 HIGGINS, SEC+

M J TILKER, CHB-PRES+ DONALD E JAMES, TREAS DIRECTOR(S): The officers identified by (+) and James S Andrasick and J Alan Kugle.

Incorporated Hawaii Oct 13 1970. Authorized capital consists of 100 shares common stock, \$10 par value.

Business started: 1970 by parent company: 100% of capital stock is owned by parent company.

Original corporate name was Hawaiiana Investment Co. Inc., Effective Jul 1 1985 mame changed to Brewer, C Properites, Inc.

Graduated from Brooklyn College, 1958, BA. TILKER born Columbia University, 1959, MS. 1959-74 Mobil Chemical Co, treasurer and assistant controller, resigned. Record clear. 1974-76 Codesco Inc, vice president, resigned. Record clear. 1976-78 IU Distribution Services Inc, vice president, resigned. Record clear. 1978-present Brewer, C & Company Limited (Inc), executive vice president.

HIGGINS born \_\_\_\_\_ 1949 University of California, Berkeley; 1951-68, US Internal Revenue Service. 1968-present Brewer, C b6

Attended Hasting Law School and graduated from b7C & Company Limited (Inc). JAMES born Claremont Men's College 1963, AB. June 1963 to September 1966 Peat, Marwick, Mitchell & Co. CPA's, Los Angeles, CA. 1966-1970 Hastings Law School, San Francisco, CA. January 1970 to April 1976 Peat, Marwick, Mitchell & Co, CPA, Honolulu, CA. April 1976 to present Brewer, C & Company Limited (Inc).

Graduated from U.S. Coast Guard Academy, BS, 1965; MIT 1971, MS. 1965-69 U S Coast Guard. 1970 Jamesbury Corp. ANDRASICK born 1971-74 Ford Motor Co. 1974-78 IU International Corps Philadelphias

b6

b70

PA. 1978-present Brewer, C & Company Limited (Inc), executive vice president. 1959 Franklin and Marshall College, BA. 1962 KIIGHE born New York University School of Law, LLB. 1962-69 Brinker, Biddle & Reath, attorneys, Philadelphia. 1969-76 Gino's Inc, employed as

executive vice president and general counsel. 1976 to present C Brewer & Company Ltd; 1980 executive vice president.

TIPERSTION 09/15/89

Subsidiary of Brewer, C & Company Limited (Inc), Honolulu, HI started 1986 which operates as a sugar cane grower, manufactures raw sugar and molasses, wholesales chemical and fertilizer, macadamia nuts. Parent company owns 100% of capital stock. Parent company has 20 other subsidiaries. Intercompany relations: Loans and advances when required.

As noted this company is a subsidiary of Brewer C & Company Ltd; Honolulu, HI, Duns number 00-692-6786, and reference is made to that report for background information on the parent company and its management.

Real estate development firm (90%), through subsidiary operates a water systems (5%) and sewage system (5%) firm. Terms: Cash paid on close of escrow. Sells to real estate developers and cown account. Ferritory: State of Hawaii.

Nonseasonal...

EMPLOYEES: 35 including officers: 23 employed here. FACILITIES: Rents 2,000 sq. ft. on 2nd floor of 2 story concrete black building in good condition.

LECATION: Central business section on well traveled street. BRANCHES: Has branch project office in Wailuku, HI.

SUBSIDIARIES: (1) Punalulu Water & Sanitation Corp. Honolulu, HL, 100% owned. Started 1975. Provides water and sanitary systems for developments of parent firm.

(2) C B Kilauea Inc, Honolulu, HI, started 1972, operates as real estate development company. 100%-owned.

(3) Kilauea Plantations, Honolulu, HI, started 1970, operates as real estate holding company. 100%-owned. Uccasional loans, and advances. No formal endorsements or

muarantees. 878 167 006926786 12-04(9AR /021) 00000

ALL CORRESPONDENCE IN CONJUNCTION WITH DUN AND BRADSTREET REQUESTS SHOULD BE WITHHELD BY APPLICABLE FOI/PA EXEMPTIONS, AS RELEASE COULD IDENTIFY DUN AND BRADSTREET AS A CONFIDENTIAL SOURCE.

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Request for Agency Check FD-356 (Rev. 7-24-74)		
1 D-000 (Rev. 1-24-14)	INSTRUC	CTIONS
check of State automated	(unless used only to request in motor vehicle records). ted in legible HAND PRINTING, ch person on whom record is	5. Indicate office for reply in lower left corner. Also list in same corner all offices which should receive copies of reply include carbon for each office receiving copies.
TO: SAC,	St. Louis  WFO ADIC  is XX NEW YORK	CIA Other Date INS MILITARY PASSPORT Section
Name	III III III III III	Affases:
ALEXANDER & B	ALDWIN INC	
Alien Reg. Number	Social Security Number	
		Date of Birth Place of Birth
Passport Number	Service Number	
		Race Sex Complexion
Address		- I was
822 Bishop St	., Honolulu,HI	Height Weight Hair Eyes
Other pertinent information:		FOR REPLY ONLY
		On basis of information furnished, unable to identify:
		Military Passport INS CIA  No pertinent identifiable information
		Available information attached
		Photo: Attached Unavailable Handwriting specimen attached
Specific information desired:		Inquiry made by:
	cutive officers &	
of DUN AND BRADS	through a check	Date: /2/4/89
OI DON AND BRADS	IREEI RECORDS	
Also furnish: Photo	ng specimens	Block Stamp and Notations
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# FUR THE EXCLUSIVE USE OF SUBSCRIBER 001-090852L.

ATTN: (HONOLULU)

+IN DATE+

Statement Date: DEC 31 1988

DUNS: 00-913-1228:	DATE PRINTED	SUMMARY
ALEXANDER & BALDWIN INC	DEC 04 1989	RATING 5A1
BOX 3440 HONOLULU HI 96801 822 BISHOP ST AND BRANCH(ES) OR DIVISION(S) HONOLULU HI 96813 TEL: 808 525-6611	DEEP SEA DOMESTIC TRANSPORTATION SIC NOS. 44 24 44 91 44 92 65 52 65 31 01 33	STARTED 1870 PAYMENTS SEE BELOW SALES F \$701,908,000 WORTH F \$599,335,000 EMPLOYS 3,080(100 HERE) HISTORY CLEAR CONDITION STRONG TREND UP

CHIEF EXECUTIVE: ROBERT J PFEIFFER CHB

#### SPECIAL EVENTS

10/85/89 According to puslished reports, Walter A Dods Jr was appointed to the board to fill the vacancy left by the Sept 17 death of John D Bellinger. It was furter reported that Dods will serve on the boards of subject's new principal subsidiaries, Matson Navigation Company (Inc) and A & B Hawaii Inc. It is reported that Mr Dods is currently chairman and ceo of First Hawaiian Inc and its principal subsidiary, First Hawaiian Bank.

PAYMENTS REPURTED		Pounded- HIGH CREDIT	to neares NOW OWES	t figure PAST DUE	in prescribed SELLING TERMS	ranges): LAST SALE WITHIN
10/89	Ppt Ppt	500000	500000	-0-		1 Mo
	Ppt	10000	5000	-0-	N30 <sup>,</sup>	1 Ma
		5000	-0-	-0-		1 Mo
	Ppt	1000	1000	-0-		1 Mo
	Ppt	1000	<b>5</b> 00	-0-	N15	1 Mo
	Ppt	100	50	-9-	N30-	1 Ma
	Ppt-Slow 30	300000	300000	100000	N30	1 Mo
	Slow 15	500	250	250	N30	1 Mo
	(889)	20000	1000	-		2 110
:00×00	(010)	10000	5000			
≀09×89	Ppt	50000	7500	-0-	N30	1 Mo
*	Ppt	5000	5000	50		1 Ma
	Ppt	2500	2500	-0-		1 Mo
	Ppt	1000	-0-	-0-		4–5 Mos
	Ppt	500	250	-0-	N30	1 Mo
	Ppt	250	250	-0-		1 Ma
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			` F			7 110

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08/89	Ppt	2500	1000	-0-		1 Mo
00.03	Pot	250				
	Ppt	100				
		50.	50	-0-		1 Mo
	Ppt-Slow 30	10000	5000		1 10 N30	1 Mo
	Ppt-Slow 30	2500	2500	1000		1 Mo
	\$100 5	250				
	Slow 15	25.00				
	Slow 15	500	-0-	-0-		2-3 Mos
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07/89	Pρt	15000	7500	-0-	1/2 10 N30	1 Ma
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	Ppt	1000	1000	-0-		1 Mo
	Ppt	750	750	-0-	1 <b>13</b> 0	1 Mo
	Ppt	250	-0-	-0-		6-12 Mos
	Ppt	<b>-5</b> 0.	50	-0-		1 Mo
	Ppt	50	-0-	-0-		6-12 Mos
	Ppt	50	50	<del>0</del> -	<sup>.</sup> N30	1 Ho
	Pot	50	50	- <del>0</del> -	N30	1 Mo
	Ppt-Slow 30	1000	500	-ŭ-	.N30	1 Mo
	Slow 30	100	100	100	N30	1 110
	(845)	15000	250	50	N30	1 14
	(046)	2500	-0-	-0-	1120	1 Mo
	(847)	250	-0-	-0-		6-12 Mos
06/8 <del>9</del>	Ppt	45000	45000	-0-		4-5 Mos
	Ppt	1880	-0-	-0-		1 Ma
	Ppt	500-	-0- 500		NOO	6-12 Mos
	Ppt-Slow 15	2500	-0-	-0-	N30	1 Mo
	Slow 15	250	-0- -0-	-6-	NOO	6-12 Mos
	(053)	.2500		-0-	N30	4-5 Mos
	(054)	100	-0-			
05/89	Pot	7500	-0-	-0-		
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	Pp <del>t</del>	2500 2500	•	_	110.0	
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04/89	Ppt 310w 30	100	-0-	-0-		6-12 Mos
J 1. JJ	Ppt	90000	-0-	-0-		2-3 Mos
	Ppt	500	-0-	-0-		6-12 Mos
	•	100	-0-	-0-	_	6-12 Mos
	Ppt-Slow 50	2500	_	_	Regular terms	4–5 Mos
	Ppt-Slow 120	50	-0-	-0-	N30	6–12 Mos.
	(066)			750		
03/89		collection.	_			
00/07	Slow 10	15.000	-0-	-0-		2-3 Mos
027/00	Slow 25	500	-8-	-0-		4-5 Mos
02/89	Slow 30	500	-0-	-0-	N30	
:01∕89	Ppt-\$1ow 30	55000	50000	2500		1 Mó
12700	(071)	250	-8-	-0-		2-3 Mos
12/88	Ppt	250	250	-6-	N30	1 Mo

- → Accounts are sometimes placed for collection even though the existence or amount of the debt is disputed.
- \* Payment experiences reflect how bills are met in relation to the terms granted. In some instances payment beyond terms can be the result of disputes over merchandise, skipped invoices etc.
- \* Each experience shown represents a separate account reported by a supplier. Updated trade experiences replace those previously reported.

#### FINANCE

A CONSULTING SERVICE IS AVAILABLE TO ASSIST YOU IN REVIEWING THIS ACCOUNT FURTHER. PLEASE CALL (800) 223-0141 TO SPEAK WITH A DUNS ACCOUNT CONSULTANT.

09/25/89		Fiscal	Fiscal	Fiscal.
	•	Consolidated	Consolidated	Consolidated
		Dec 31 1986	Dec 31 1987	Dec 31 1988
	Curr Assets	143,608,000	130,898,000	130,588,000
	Curr Liabs	76,075,000	88,636,000	94,614,000
	Current Ratio	î.89	1.48	1.38
	Working Capital	67,533,000	42,262,000	35,974,000
	Other Assets	790,424,000	850,839,000	939,895,000
	Deferred	, ,	• •	
	Liabilities	298,298,000	400,438,000	376,534,000
	Worth	559,659,000	492,663,000	599,335,000
	Sales	536,668,000	655,276,000	701,908,000
	Net Profit	92,380,000	120,353,000	153,418,000
	Depreciation &	• •	, ,	
	Amort	41,996,000	41,100,000	48,531,000
	Interest Expense	18,539,000	24,046,000	27,834,000
	Capital	•		•
	Expenditures	62,055,000	59,455,000	91,510,000
	Cash Prov by Oper	141,477,000	188,700,000	191,306,000
			dated BEC 31 1988:	•
	Cash	\$ 4,328,000	Accts Pay	\$ 43,262,000
	Accts Rec	64,465,800	Cap Leases (Curr)	5,655,000
	Inventory	20,255,000	Accruals	10,727,000
	Mktble Securities	18,466,000	Taxes	20,536,000
	Undistributed		L.T. Liab-(lyr)	2,423,000
	Returns	17,745,000	Uninsured Claims	12,011,000
	Ppd Expenses	6,191,000		
	Acer Deposit Cap			
	Const Fund	(862,000)		
	_			
	Curr Assets	130,588,000	Curr Liabs	94,614,000
	Fixt & Equip	548,066,000	L-T Debt	
	Investments-Other	113,626,000	(Noncurr)	178,019,000
	Cap Const Fund	276,625,000	Cap Leasè:	
	Other Assets	1,578,000	(Noncurr)	100,306,000
			L.T. Liab-Other	37,138,000
			Def. Credits/Income	
			CAPITAL STOCK	40,948,000
			ADDIT. PDIN CAP	18,535,000
			RETAINED EARNINGS	558,432,000

TREASURY STOCK

(18,580,000)

Total Assets 1,070,483,000 Total 1,070,483,000 From JAN 01 28 to DEC 31 1988 sales \$7,908,000; cost of goods sold \$119,158,000. Cost of services \$310,656,000. Gross profit \$272,094,000; operating expenses \$65,420,000. Operating income \$206,674,000; other expenses \$27,406,000; net income before taxes \$179,268,000; Federal income tax \$44,119,000. Net income \$153,418,000. Cumulative effect of accounting chg \$18,269,000. Retained meanings at start \$459,237,000. Net income \$153,418,000; dividends \$38,535,000; other deductions \$15,688,000; retained meanings at end \$558,432,000.

Prepared from statement(s) by Accountant: Deloitte Haskins & Sells.

ACCOUNTANTS OPINION: "A reveiw of the accountant's opinion indicates that financial statements meet generally accepted accounting principles and that the audit contains no qualifications".

Fixed assets shown net less \$409,535,000 depreciation.

BALANCE SHEET IJEM EXPLANATIONS

INVENTURY: Inventories are stated at the lower of cost or market, using various cost bases. Inventories at Dec 31 1988 consisted of real estate and merchandise principally identified cost \$4,406,000 and materials and supplies principally average cost \$15,849,000.

MARKETABLE SECURITIES: Consist of various government and concorate short-term security assues stated at cost which approximates market value. These securities are readily convertible into cash, mature within three months, have no significant risk of change in value and accordingly are treated as cash equivalents.

UNDISTRIBUTED RETURNS: Is from sugar marketing cooperative.
INVESTMENTS-OTHER: Consist of common stock, at equity (35% owned) of Pacific Resources, Inc \$83,704,000, preferred stock (19% owned) of Pacific Resources, Inc \$8,545,000 (these securities were sold in fiscal 1989), other marketable equity securities, at cost \$3,983,000, sugar marketing cooperative, at cost \$3,402,000; other corporate securities, at cost \$48,000, joint venture, at equity \$735,000, notes receivable, non-current-principally purchase-money

mortgages \$13,209,000, total \$113,626,000.

LONG-TERM DEBT: Consists of United States government guaranteed ship financing bonds \$68,025,000, bank revolving credit loan, payable after 1989 \$62,000,000, mortgage loans, collateralized by land and buildings \$1,113,000, bank requipment loan payable through 1999 \$46,000,000, special facility revenue bonds \$3,304,000, total \$180,442,000, less current portion \$2,423,000, long-term debt \$178,019,000.

At Dec 31 1988, maturities of all long-term debt during the next five years totaled \$5,898,000 for 1989, \$10,483,000 for 1990, \$21,996,000 for 1991, \$21,708,000 for 1992 and \$21,530,000 for 1993.

DEFERRED CREDITS-INCOME: Consists of deferred income taxes \$61,071,000.

"UTHER EXPENSE: Consists of met interest expense.
COMMITMENTS & CONTINGENCIES: At Dec 31 1988, planned capitals

expenditures for 1989 approximated \$80,000,000, a portion of which is covered by firm commitments. In addition, the company anticipates reinvesting approximately \$100,000,000 of proceeds from the sale of Wailea assets in other income-producing properties. Also, the directors of a subsidery have authorized about \$144,000,000 for the construction of a new vessel.

Solicitation of bids has been issued, and management intends to finalize the construction contracts during 1989.

The company and certain subsidiaries are parties to various legal actions and are contingently liable in connection with claims and contacts arising in the normal course of business, the outcome of which, in the opinion of management after consultation with legal coursel, will not have a material adverse effect on the company's financial position.

RECONCILIATION OF TANGIBLE NET WORTH: Tangible net worth improved in fiscal 1988 primarily because of earnings retained in excess of dividends paid.

RECONCILIATION: OF NET WORKING CAPITAL: Net working capital declined in fiscal 1988 primarily because capital expenditures, dividends, an increase in other noncurrent assets and the repurchase of capital stock exceeded funds provided by operations.

Un SEP 26 1989 Management; referred to the above figures. Management submitted the following interim figures dated JUN 30 1989:

Cash \$ 16,703,000 Accts Pay \$ 50,862,000 Accts Rec 55,899,000 Bdse 28,787,000 Prop, Plant & 656,837,000

Sales for six months ended Jun 30 1989 were \$489,213,000. Profits for six months ended Jun 30 1989 were \$156,839,000.

Management stated that revenues for the 6 months ended Jun 30 1989 were up \$127,344,000 compared to the same period last year. Profit for the period was up \$55,440,000.

Both revenues and net profits were up for the 1989 period primarily because of a gain on sale of the assets of Wailea. Bevelopment Company Inc., a subsidiary, of \$158,567,000 and because of a gain on sale of the company's 35% interest in Pacific Resources, Inc of \$30,060,000.

The interim balance sheet dated Jun 30 1989 is summarized as follows: current assets \$135,875,000, total assets \$1,086,615,000, current liabilities \$129,439,000, long term liabilities \$306,843,000, deferred income taxes \$80,873,000, and shareholders' equity \$569,460,000.

SELECTED OPERATING INFORMATION:	1987	1988
Sales - 2 increase (decrease)	22.1	7.1.
Gross Profit Mangin - % of sales	37.2	38.9.
Operating Expenses - % of sales	9.1	9.3.
Interest Expense - % increase (decrease)	29.7	15.8.
Net Income - 2 of sales	18.4	21.9.

RECENT TRENDS: Both revenues and net profits increased in fiscal 1988 because of increases in two of the company's three business segments. Ocean transportation revenues increased \$18,342,000 or 4.2% primarily due to a 4% increase in westbound container volume.

Automobile shipments declined slightly, but outside container handlings and volume of most other freight categories were higher. Property revenues increased \$40,531,000 or 47.6% because of increased sales of resort and commercial/industrial land. Homesite sales were about the same as the prior year.

Sugar revenue declined \$19,622,000 or 14.9% in 1988 due to lower returns from California and Hawaiian Sugar Company, a 22.2 owned affiliate, a result of decreased sales and higher costs than in 1987. Also, average plantation costs per ton increased due to lower production caused by, and additional expense incurred to combat, a new insect pest. Damaging effects of the pest now are being minimized. In 1987, revenue and profit from agriculture increased from the combination of higher sugar sales volume and prices with lower production and refining costs, partly offset by declines in sales volume and prices of molasses and electricity.

SELECTED FINANCIAL RATIOS:	1987	1988.
Quick Ratio (times)	1.04	, <b>.</b> 92.
Collection Period (days)	3 <del>6</del> .	33
Total Liabilities/Tangible Net Worth (2)	99.27	78.61.
ANALYST'S COMMENTS-		

Overall condition continues strong as reflected by the Dec 31 1988 financial statement and the interim balance sheet dated Jun 30 1989 which is summarized above. As of Dec 31 1988 cash, marketable securities and receivables approached current liabilities, the collection period for receivables was prompt and total diabilities were light in relation to tangible net worth. In addition, the company has significant cash flow which has been adequate to allow the company to pay its bills in a generally prompt manner.

#### BANKING

(Sep 1989) According to its Dec 31 1988 annual report to shareholders, the company has a revolving credit and term loan agreement with six banks whereby it may be row up to \$200,000,000 under revolving loans to Dec 1 1989 at warying rates of interest. Any revolving loan outstanding on Dec 1 1990 may be converted into a term loan which would be payable in 20 equal quarterly installments. The agreement contains certain restrictive covenants, the most significant of which require maintenance of consolidated net worth and working capital at certain levels and establish limits on the incurrence of other indebtedness and payment of dividends.

As of Dec 31 1988, \$77,575,000 of consolidated retained earnings were not restricted as to payment of dividends. Under restrictive provisions of various vessel financing agreements, about \$158,000,000 of a subsidiary's retained earnings included in consolidated retained earnings at Dec 31 1988 was not available for payment of dividends to the company.

In Nov 1988, the company entered an uncommitted \$20,000,000 short-term revolving credit agreement with a bank. The agreement extends to Nov 30 1989 but may be cancelled by the bank at any time. In Dec 1988 the company borrowed \$19,000,000 under this agreement at an average interest rate of 9.12% and repaid the entire amount by Dec 31 1988.

HISTORY 10/05/89

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MICHAEL J MARKS, V PRES, GEN G STEPHEN HOLADAY, Y PRES, CEO & COUNSEL & SEC TREAS' JOHN B KELLEY, V PRES EDWIN'S N WONG, Y PRES NORMAN R WILLIAMS, CONTROLLER DIRECTUR(S): The officers identified by (+) and John C Couch, Leo Denlea, Charles & King, Carson Mc Kissick, Robert Reed III, Maryanna Shaw, and Charles Stockholm. Incorporated Hawaii Jun 30 1900. Authorized capital consists of 150,000,000 shares common stock, no par value. DUTSTANDING CAPITAL STOCK: As of Dec 31 1988 there were 55,598,000 common shares less 4,499,000 common shares held in the treasury. Charter amended Jan 2 1962 changing name from Alexander & Baldwin Ltd. BACKGROUND/OWNERSHIP: ... Business started 1870 by S T Alexander and H P Baldwin. This is a publicly held company. Shares are traded in the over-the-counter market under the symbol ALEX. As of Dec 31 1988 there were 7,201 shareholders of records. As of Feb 17 1989 First Hawaiian Bank, Honolulu, Hi owned 7%, Harry Weinberg, Honolulu, HI owned 6.7% and Alexander C. Waterhouse; Honolulu, Hi owned 5.7%. All. officers and directors as a group boned 10%. RECENT EVENTS: On Jan 26 1989, the company purchased and retired 4,421,112 shares of its capital stock for \$168,690,000, from a private foundation controlled by a major shareholder. On Feb 10 1989 the company completed the sale of all assets of Wailea Development Company, Inc., a subsidiary, for \$197,500,000. On Mar 17 1989, the company completed the sale of all of its holdings of common and preferred stock of Pacific Resources, Inc. for \$122,890,000 in mash. mesulting in an after-tax gain of \$19,392,000. PFEIFFER born \_\_\_\_\_ Chief executive officer, 1940-64 USNR. Commander, 1937-50 Inter-Island Steam Navigation Co Ltd, Honolulu, officer: 1950-55 Overseas Terminals Ltd. Honolulu, vice president-general manager. 1955-58 Matcinal Corporation, Honolulu, vice president-general manager. 1958-60 Pacific Far East Line Inc. Honolulu, manager. 1960-present Natson Navigation Co Inc., San Francisco, CA. 1973-present, officer here FLEISCHMANN born | Washington State University, BS 1956. 1956-59 U S Air Force. 1960-68 Carnation Co. 1968-82 Hawaiian Dredging Co, Honolulu. HI. 1982-present Alexander & Baldwin Inc. HULADAY born | Graduated Towa State, BS and MBR 1971. 1968 dwens Illinois, Streator, IL. 1968-70 U.S. Army. 1970-71 graduate school. 1971-75 Peat Marwick, Mitchell & Co, CPA's, Honolulu, HI. January 1975-January 1983 Aloha Airlines Inc. Honolulu, HI. January 1983-present, Alexander & Baldwin Inc. MARKS born \_\_\_\_\_ Graduated Cornell University, AB 1960. Graduated University of Chicago Law School, JD: 1963. 1964-70 Stroock

Honolulu, attorney. 1972-75 Kelso, Spencer, Snyder & Sterling,
Honolulu, attorneys. 1975-present Alexander & Baldwin Inc.

WONG born University of Hawaii, BA 1951 and Syracuse
University, MS 1956. 1951-55 U S Air Force, Major. 1956-61 Castle &
Cooke Terminals Ltd, Honolulu, management. 1961-63 Hawaii Employers
Council, labor relations. 1963-70 Matson Navigation Co Inc, Honolulu,

& Stroock & Larban, Chicago, attorney. 1970-72 Chun Kerr & Dodd,

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1989

HI, industrial relations manager. 1970-present Alexander & Baldwin Inc.

KELLEY born Graduated from the University of Michigan 1965. BS and 1970 MS and from Stanford University 1976 MBA. 1970-74 US Department of Commerice Maritime Administration. 1974-76 Attended graduated school at Stanford University. 1976-79 Dodge & Cox, Inc, San Francisco, research analyst. 1976 joined Matson Navigation Company, a subsidiary. 1985 elected a vice president of subject.

Company, a subsidiary. 1985 elected a vice president of subject.

WILLIAMS born \_\_\_\_\_ Graduated from the University of Portland
1951 BBA. Is a CPA. 1951-59 Sivens & Shafer, Portland, accountant.
1959-75 C Brewer & Company LTD, Honolulu, assistant controller. 1975
joined subject. 1989 elected controller.

COUCH. Is president and Chief Executive Officer of A&B-Hawaii, Inc., a subsidiary.

DENLER. Is Chairman of the Board, president and Chief Executive Efficer of Farmers Group, Inc.

KING. Is vice president, Kuhio Motors, Inc. MC KISSICK. Is managing director, Citibank.

REED III. Is Chairman of the Board, president and Chief Executive Officer, Pacific Resources, Inc.

SHAW. Is a private investor.

STOCKHOLM. Is a managing director, Trust Company of the West.
RELATED COMPANIES: The company owns 22% of California and
Hawaiian Sugar Co, San Francisco, CA. Started 1897. Marketing
cooperative owned by Hawaii based sugar plantations.

Intercompany relations: No intercompany loans, advances, guarantees or endorsements.

### DPERATION 10/05/89

On a consolidated basis the company is active in ocean transportation (66%), in property activities (18%), and in agriculture (16%).

Ocean transportation includes the carrying of freight by ship between various United States Pacific Coast and Hawaii ports; providing terminal, stevedoring, container equipment maintance, tugboat, freight agency representation and vessel husbanding services in certain of those ports; and arranging the United States mainland portion of intermodal transportation.

Property activities include planning and developing of real estate property in Hawaii; selling residential properties; managing and selling resort properties; and managing, leasing, selling and purchasing commercial and industrial properties.

Agricuttural activities include growing sugar came, producing raw sugar and molasses and developing other crops in Hawaii; generating and selling electricity; producing and marketing agricultural by-products; and providing sugar and molasses hauling and storage, general freight and petroleum hauling and self-storage services in Hawaii.

Terms: Net 30 days (90%). Various other terms (10%). Has 10;000 accounts. Sells to diversified business accounts. Territory: Hawaii; Pacific Basin, United States West Coast..
Nonseasonal.

EMPLHYEES: 3,080 including officers. 100 employed here. FACILITIES: Tuns 32,637 sq. ft. in 4 story concrete building in

good condition. Premises neat. Total lot measures 44,000 square feet.

LOCATION: Downtown financial section on main street.

SUBSIDIARIES: The company has two major direct and several indirect subsidiaries the more important of which are listed below. Intercompany relations have been confined to occasional advances from parent to subsidiaries as found necessary.

- (1) Matson Navigation Company (Inc), San Francisco, CA, (1002 owned). A Hawaii corporation chartered Nov 18 1980. Active in water transportation to non-contiguous territories.
- (a) Matson Terminals, Inc. San Francisco, CA, (100% owned). Formed 1925. Operates a stevedoring and terminal service.
- (b) Matsom Services Company Inc., Honolulu, HI, (100% owned). Formed 1969. Dwns two tugboats operating in Hawaii.
- (c) Matson Freight Agencies Inc. San Francisco, CA. (100% owned). Formed 1982. Operates a steamship agency, vessel husbandry and intermodal transportation service.
- (2) A&B Hawaii, Inc, Honolulu, HI, (100% owned). Formed Apr 1989 as an intermediate holding company for the company's Hawaii operations.
- (a) A & B Properties, Inc, Kahului, HI, (180% owned). Formed 1949 and active as a land developer.
- (b): Mc Bryde Sugar Company, Limited, Eleele, HI, (100% owned). Started 1900 and active as a grower of sugar cane and a manufacturer of sugar and molasses.
- (c) Kahului Trucking and Storage Inc. Kahului, HI, (100% owned): Active in Focal hauling and storage.

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# \_Memorandum O





To :	SAC, HONOLULU (58C-HN-7910) (P) Date 1/11/90	
From :	<b>SSA</b> b6 b7C	
Subject :	DANIEL K. INOUYE, UNITED STATES SENATOR, STATE OF HAWAII; ALLEGATION OF BRIBERY BY MATSON NAVIGATION COMPANY; BRIBERY - LEGISLATIVE BRANCH (OO: HN)	
	Re telcal from SSA FBIHQ, to SSA 1/11/90, and Honolulu teletype to Bureau, 12/21/89.  By referenced telcal, SSA advised that FBIHQ has	b6 b7C
authorize on page	ed Honolulu's suggested investigative plan as set forth two of referenced teletype.	
NAVIGATION MATSON (without	That is, further attempts to identify anonymous ant in this matter should be discontinued.  ally, Honolulu should interview  , HAWAII PACIFIC MARITIME, and  ON, regarding their knowledge of purported cash payoffs NAVIGATION COMPANY to unnamed public officials identifying U. S. Senator INOUYE by name or office) to competition in Hawaii.	
Philippin matter, : SA	In view of case agent's required travel to the ne Islands and to Guam to participate in trial in another further investigation in this matter will be handled by	b6 b7C
reassigne investiga will make	In view of the above, this investigation is being ed to SA Should complete stion as expeditiously as possible and Squad Supervisor e additional resources available as necessary.	
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INTERVIEWING AGENTS.

HONOLULU WILL PROMPTLY ADVISE THE BUREAU UPON COMPLETION OF THE INTERVIEWS.

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## U.S. Department of Justice

## Federal Bureau of Investigation

In	Reply,	Please	Refer	to
Fil	e No			

Honolulu, Hawaii

January 25, 1990

DANIEL K. PNOUYE,
UNITED STATES SENATOR,
STATE OF HAWAII;
ALLEGATIONS OF BRIBERY BY MATSON
NAVIGATION COMPANY (MNC);
BRIBERY-LEGISLATIVE BRANCH

On August 29, 1989, an anonymous caller telephonically contacted Supervisory Special Agent (SSA) and advised he recently read a newspaper article in the HONOLULU ADVERTISER concerning FEDERAL BUREAU OF INVESTIGATION'S (FBI's) public corruption effort. The caller stated he cannot identify himself for fear of retribution, however, gave a description of his bonafides. The caller indicated that he had heard for years discussions among officials in the MARITIME INDUSTRY in Honolulu that MNC had paid off, and continues to make cash payoffs to United States Senator, DANIEL K. INOUYE, to prevent competition <u>in Honolulu. The caller provided the names of two individuals</u> HAWAII PACIFIC MARITIME, and TRANSMARINE NAVIGATION, who may have information concerning the alleged bribery. In particular, the caller said allegedly witnessed an MNC representative deliver a suitcase full of cash to Senator INOUYE a few years ago to ensure that MNC would receive favorable consideration in Washington on This was allegedly to prevent AMERICAN MARITIME issues. PRESIDENTIAL LINES (APL) from being allowed to operate in Honolulu. A review of Honolulu general, confidential and elsur indices revealed no pertinent information relating to the captioned matter for United States Senator, DANIEL K. INOUYE; MNC; OF HAWAII PACIFIC MARITIME,

4 - Bureau 1 - USA, Honolulu 2 - Honolulu (58C-HN-7910) MMS/lma This document contains neither recommendations nor conclusions of the FBI. It is the property of the FBI and is loaned to your agency; it and its contents are not to be distributed outside your agency.

(58C-HN-/910) MMS/lma (7) / M.A. HN-7910-32 Searched\_\_\_\_\_

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## DANIEL K. INOUYE

INCORPORATED; and doing business as Transmarine Navigation. Additional indices and records checks were done to identify the officers of the big five corporations mentioned by the anonymous caller. These efforts failed to identify the anonymous caller who made the allegations against SENATOR INOUYE and MNC. On October 13, 1989, a confidential source, who has furnished reliable information in the past, advised that Senator INOUYE attended a 1987 meeting at the PACIFIC CLUB in Honolulu, Hawaii, and was overheard stating, "APL will come in over my dead body," referring to APL's attempt to compete with MNC. On September 18, 1989, Assistant United States Attorney (AUSA) , District of Hawaii, was advised of the bribery allegations. AUSA advised that he would prosecute MNC officials and Senator INOUYE if the allegations could be substantiated beyond a reasonable doubt. The attempts to identify the anonymous phone caller were unsuccessful. It was agreed that interviews would be conducted of of HAWAII PACIFIC MARITIME, and of TRANSMARINE NAVIGATION. On January 17, 1990, both |were\_interviewed by the FBI. Both and | HANSEN and GRAY denied any knowledge of payoffs being made to any public official in Hawaii by MNC or any other shipping company in and | Hawaii. Both brought up the name of Senator INOUYE stating that talk in the local MARITIME community was that INOUYE had a close relationship with MNC. However, neither individual ever witnessed any payoffs, particularly to INOUYE, nor do they have any knowledge of the identities of any individuals who might have witnessed the alleged payoff or payoffs. On January 22, 1990, the above information was After being advised of the discussed with AUSA facts as known, AUSA stated that he would decline prosecution in this matter, citing the fact that no evidence of a

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violation of Federal law had been established.

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K05 K06	U.S. Representative Judge	M15	Law Enforcement Officer - ranking officer Field Office or SSRA city			
K07 K08	Prosecutor Law Enforcement Official	M16	Law Enforcement Officer - ranking officer Non-Field Office or SSRA city			
K09 K10	Federal Employee, GS-13 and above Federal Employee, GS-12 and below	M17	Other Elected Officials - Field Office or SSRA city			
K11 K12	Military Personnel, commissioned Military Personnel, non-commissioned	M18	Other Elected Officials - Non-Field Office or SSRA city			
	State	M19	Public Employee (appointed) - Field Office or SSRA city, managerial level or above			
L01	Governor	M20	Public Employee (appointed) - Non-Field Office or SSRA city, managerial level or above			
L02 L03	Lt. Governor Cabinet Level	M21	Public Employee (appointed) - Field Office or SSRA city, less than managerial			
L04 L05	Senator Representative Judge	.M22	Public Employee (appointed) - Non-Field Office or SSRA city, less than managerial			
L06 L07 L08	Prosecutor Law Enforcement Officer		Territorial			
L09 L10	State Employee, managerial or above State Employee, less than managerial	N01 N02	Governor Lt. Governor			
	Local	N03 N04	Cabinet Level Senator			
M01	Mayor - Field Office or SSRA city	N05 N06	Representative Judge			
M02 M03	Mayor - Non-Field Office or SSRA city Legislator (Commissioner, Council-	N07 N08	Prosecutor Law Enforcement Officer			
M04	man,etc.) Field Office or SSRA city (1997) Legislator (Commissioner, Council-	N09 N10	Territorial Employee, managerial or above Territorial Employee, less than managerial			
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1/12/	Confidential Source is			h7D	

b7E

## FEDERAL BUREAU OF INVESTIGATION

<u>1</u>	
Date of transcription 1/25/90	-
Honolulu, Hawaii, telephone number was advised of the identity of the interviewing Agent as well as the nature of the interview. He provided the following information:	b6
He is with the TRANSMARINE NAVIGATION (TMN) located in Honolulu. TMN has been in business in Honolulu since May, 1988. He previously worked for a subsidiary of the	b7
. While employed by he heard rumors that MATSON NAVIGATION (MN) had a "friend" in Washington. identified this individual as being Senator INOUYE. He has never heard of INOUYE or any other public official in Hawaii receiving money from MN or any other shipping company in Hawaii. He has never witnessed any payoffs, nor participated in any payoffs of any	
public officials. He is not aware of the identity of any other individuals that may have knowledge of payoffs, or that witnessed payoffs. He has heard comments that Senator INOUYE did not want AMERICAN PRESIDENTIAL LINES (APL) in Hawaii. He also had heard comments that INOUYE did not want repeal of the JONES ACT. However, he was not aware of the actions that INOUYE was taking in regards to the statements.	
required as to how his name had come up in this investigation. He was advised that an anonymous phone caller had provided his name. speculated as to the identity of the anonymous phone caller, however, refused to provide a name for the individual whom he thought might have placed the call.	b6 b7
•.	
STARCHED-FOLIAS MAN Indexed Serialized SR Filed JAN 31 1990	
Investigation on 1/17/90 at Honolulu, Hawaii File # 58C-HN-7910 -36	h.C
by SA Lma Date dictated 1/17/90	b6 b7C

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## FEDERAL BUREAU OF INVESTIGATION

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		_			1/25/00	
			Γ	ate of transcription	1/25/90	
telephone number interviewing Agent provided the follow		as the	nature o	the identit f the inter	y of the view. He	
(HPM). He has been Hawaii for the past never been made awa either local, state Specifically, he haware that MN has a business. Over the "friend" in Washing payoffs to any public people that may have shipping company in any other individual payoffs.	in the re of ar re	shippin year year year yeal con tnessed o any s tely ei he has wever, cials. sed pay	g busine s. Duri fs to an cerning any pay enior pu ghty-per heard sh he has n He has n offs by not awa	ng that time y public of shipping in offs made a blic office cent of the op talk that ever heard o idea of a MN, or any re of the idea.	State of me, he has ficials, he havaii. by MATSON al. He is that MN has a of MN making other other dentity of	ng
During the the name of Senator be a friend of MN. illegalities on the	DANIEL However	INOUYE,  t, he sa	stating id that	that INOUY he was not	aware of a	to
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tigation on1/17/90	_atHo	onolulu,	Hawaii	File # _58	8C-HN-7910~	- <u>3</u> &
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(Mount Clipping In Space Below)

# Rival vies for rich Hawaii route

Matson is fighting to bar American President Lines from the area

One way trip for American President A-8

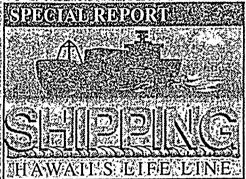
Second in a series

By Russ Lynch

AKLAND, Calif.—So long that its American President-Lines wants to oping trade. A tail end is almost in islide in the lint the mainland Hayaii shipping trade. The haze of an early dockside morn-lab But Matson Navigation Co. is fighting to

Sophisticated, equipment moves, in sto 

the ship are valle parts conthe system that we like the species of See SHIPPING. Poge A



ing the train stands stacked with keep APL out; and so is the smaller competi-containers after a journey-from the East tor in the Hawaii containership trade, Sea Coast, having picked up loads along the way. Land Service Inc.

them for loading on a glant container ship ciary of federal subsidies in both the build lieading out into the Pacific in a train; the hundreds of containers and inational effort to keep the United State

(Indicate page, name of newspaper, city and state.)

Honolulu Star-Bulletin Honolulu, Hawaii pq. 1,8

1/24/90

Edition:

Title:

Character:

Classification:

Submitting Office:

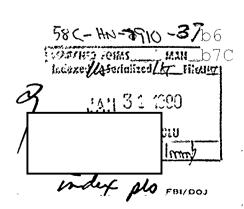
Honolulu .

Indexing:

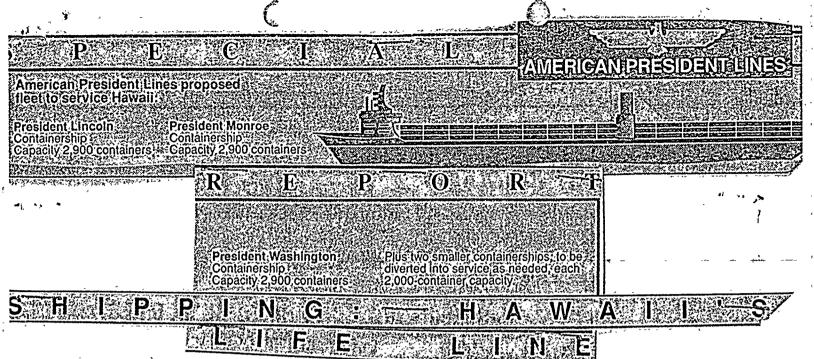
APL's parent company is large, but compared to Matson, profits are minimal. Here's a look at the floures Rarent: American President Companies Ltd., Oakland, Calif. Shipping, rail, trucking
Parent revenues: \$2.1 billion 1.1

Parent profit: \$81 million Transportation revenues: \$2.1 billion (Includes land hauling. Pacific sea freight is Transportation operating profit: \$129 million, or 0,06 percentiof revenues (includes land transportation) Hawaii fleet: Five vessels (total internations fleet of 36 ships!









## SHIPPING: The Hawaii route is a battle zone

Continued from Page A-1

alive in international trad should not be allowed in any do

mestic market.
But Timothy J. R. ein president
of APL, calls some of Matson's anti APL argument a red herring? and says Matson uses a "phony" public posture some of the time in its battle to to keep APL out. What's more, he says APL has no intention of starting a rate war by undercutting existing shipping.

Matson is "arguably, the mos profitable shipping line in the world and is willing to go to great lengths to hold on to those profits by keeping competition to a minimum Rhein said in an interview at the APL offices in the Oakland financial district, not far from the terminal area where the competi-

tion is practically side by side. First, he says, APL has made it:

Timothy. Rhein

clear that it will forfeit any? would apply/to any part of its Hawaii service. Second, APL hopes to get a fair share of the business? but is severely limited, in the amount of car go it can haul

to Hawaii un der the decisions so far in its case. for federal permission to enter the trade.

APL will not therefore, bring excess capacity to the market and, in way to poonents are wrong /when they say that there is enough capacity line West Coast Hawaii (shipping and sintroducing more can only lead to higher rate

We go down to the docks and see the cargo that has been turned down by both Sea Land and Mat son," Rhein said.

Besides he said, "if Matson were to lose some container business to Sea-Land or APL, it would take the pressure off them to go out and spend lots of money on new ships for a trade that is always imbal-anced, with business from the mainland far i outweighing business to the mainland.

Meanwhile, the mere threat of added competition has already benefited Hawaii shippers, he said, even, it it's only in the equipment and service improvements that

Matson is making Rhein interprets the initial rec ommendation of a Department of Transportation administrative law judge to mean that APL would get up to 52 or 53 sailings a year and be allowed each year to carry up to a total of 28,200 FEUs; or, 40-foot equivalent-unit "containers. He sees that as "not a huge amount," a maximum: 0f 548 containers a

.That would be about one fifth of the weekly capacity into Hawaii by Matson, which says its West Coast Hawali capacity now runs to 2,800 containers

As to the hotly argued subsidy question, Rhein said that APL is

subsidized carrier because the fe eral government asked it to be hs to protect; American shipping hind create trained American crews in the face of cutthroat competition from low wage for eign firms

APL has offered to forfeit any subsidy for any part of its planned mainland Hawaii service, even all the way out to Guam; and claims that it is not out to use any untair: 

Matson says it is not afraid o fairs competition; but that APL does benefit overall from the operlating subsidy and that there is no

vay it can separate that out just or the Hawaii trade: "/ Subsidized carriers should stay out of the domestic trade, period, said Matson's executive vice pres dent and chief operating officer, CBBradley Mulholland. They re a subsidized carrier by choice. They know the rules? and they re seek ing to change them he said \$477 AWhile those varguments go on however APL is clearly preparing to tenter, the Hawaii market, and the word in the shipping trade is that it believes it can get through the regulatory hurdles in a matter, of months.

Over lunch at an Oakland waterront restaurant popular among

shipping types; Gregory Grebe, the APL vice president who has been assigned to organize its llawaii service talks cheerfully about the way he has already lined up this crane or that piece of handling equipment to move it to Hawail. He saysithe container yard peo-plo don't like to see shim come around/because they re atraid

they il lose some equipments. APD already has tentative state approval to use waterfront space at Fort Armstrong where Matson had its Honolulu facilities before it

moved to Sand Island!

Tomorrow: Sea-Land Service is succeeding in competition with Mat

# Limited runs planned by American

☐ Its service to Hawaii will be onlyone-way and weekly

By Russ Lynch

MERICAN President Lines is one of the giants of Pacific shipping, but would put only a small part of its capacity to work in the Hawaii trade. The ships would not run both ways between Hawaii and the West Coast, but only call at Hawaii outbound from the mainland, on the way to pick up imports

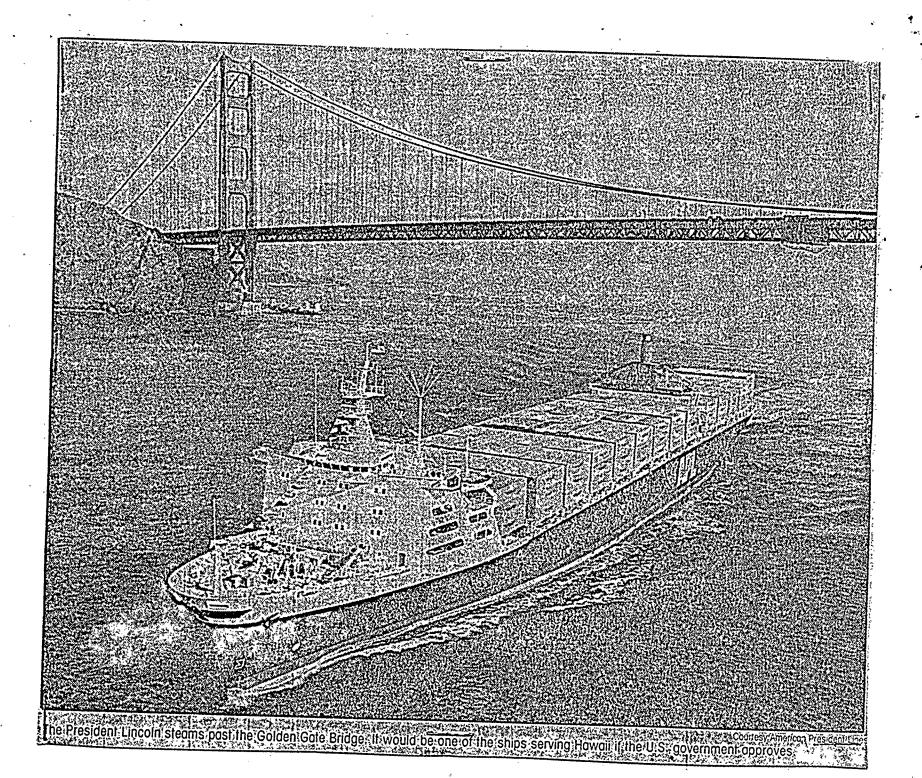
from Asia. Its plan is for a weekly service, starting in Long Beach, the big outbound gateway of Los Angeles; moving north; to pick up more cargo at Oakland; and then calling at Honolulu, Guam, Taiwan and Japan before an express run back to Long Beach.

Making the Honolulu calls would be in ee Corvessels, the largest containerships built in the United States, each with the capac ity to handle the equivalent of 2,800 20 foot containers. They would be supplemented by two C-8 vessels, each able to handle 2,000

20-foot units "We certainly won't be as fre-quent as Matson," which plans 178 calls in Hawaii this year APL's president Timothy Rhein said APL will be able to offer intermodalization because it has the largest network of double stack container trains in the nation, including a daily train from New York to Los Angeles than can-Handle 280 containers.

This is the type of operation that brought the "land bridge" concept to life, APL says. APL can deliver cargo, from Yokohama, to New York in 15 days by shipping it facross the Pacific and hauling it across the continent by rail. The fastest-that cargo can get from Yokohama to New York by using only sea transportation is 23 days.

In the Far East, APL operates 13 feeder vessels that hall cargo from smaller ports to its major ferminals, for transfer to the bign containerships Overall, APL has 23 vessels call operating in the Pacific Asia trade.



(Mount Clipping in Space Below)

# Newcomer Sea-Land doing well

□ It's aiming to increase its capacity to the islands

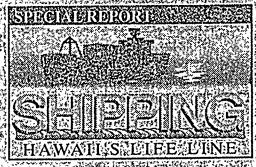
El Hawailan Marine cuts Isle service C.1

Last in a series :

By Russ Lynch

OR a new hotel on Lanai, Sea-Land Service Inc. brought in marble from Italy: It was loaded into a Sea-Land container at the production plant in tally trucked to a port, shipped across the train, transported by containership to ea-Land's Honolulu terminal at Sand Island and barged to Lanai.

To handle occasional shortages in macada-



mia production; Sea Land has shipped nuts from the Caribbean, through its Atlantic services; transported them to the West Coast, and shipped them to Hawaii.

Those are some of the examples of what is possible in today's highly sophisticated intermodal freight; businesses, and Sea-Land's Hawaii link; is part of one; of the world's biggest transportation related companies,

See SEA-LAND, Page A-8

(Indicate page, name of newspaper, city and state.)

Honolulu Star-Bulletin Honolulu, Hawaii

1/25/90 Date:

Edition:

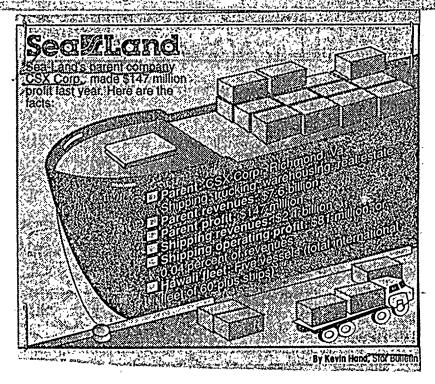
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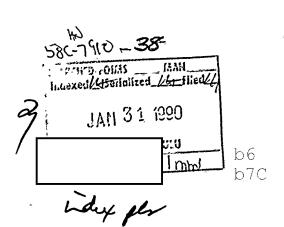
Submitting Office:

Honolulu

indexing:









Sea-Land Service Inc. Pacific

Ocean fleet

Sea Land Hawaii

Containership Capacity 1,408 containers Seal-Land Trader

Containership 2 Capacity 2,100 containers



HIPPING: HAWAII

Sea-Land Pacific Containership Capacity 2,100 containers Seal-Land Navigator Containership Capacity 2,100 containers Sea Land Enterprise Containership Capacity 2,100 containers

L. I F. E

L I N

# **SEA-LAND:** It plans increases in island service

Continued from Page A-1 the CSX Corp;

Based in Richmond, Va., CSX ownsiNew Jersey-based Sea Land, which has a fleet of more than 60 ships in worldwide trade, plus a vast network of trucking and rail operations.

Like historic competitor Matson, Sea Land has no government operating subsidy. Also like Matson, it opposes American President Lines', proposed entry on the grounds that APL does have a subsidy.

Meanwhile; Sea-Land is comfortable with the level of Hawaii freight business it has built up, in competition with Matson and some barge lines, in the just under 2½ years it has been in the trade, says

William J. Kenwell, Sea Land's Hawall-Guam vice president and general manager.

The five containerships that Sea-Land uses in its Pacific Express service from the West Coast



William \*\*
Kenwell

to Hawaii Guam, Taiwan and back to the West Goast, were built for the previous owner, with a U.S. construction subsidy and therefore are required by law to go into the foreign routes after their Hawaii

Guam stops.

In all other respects, however, the ships operate as domestic U.S. vessels. For example, there is no restriction on how many stops they can make in Hawaii on the way out into the Pacific or on how much cargo they can bring here.

in fact, Sea Land will soon become totally domestic in this trade. The period under which it is required to go foreign because of the construction subsidies runs out in 1993.

Sea: Dand Scould then turn around and make trips directly back to the mainland from Hawaii, competing head to head with Matson and domestic barge lines in the two-way trade, Kenwell said

Whether that will happen remains to be seen.

Meanwhile, the domestic leg of its Pacific service has been a success for Sea Land, which entered the Hawaii trade in late 1987, in the wake of the U.S. Lines bankruptey.

Successful enough, Kenwell said, for Sea-Land to plan an increase in its capacity into Hawaii. The line will add at least one additional voyage each two weeks, probably as soon as April, to what is now once a week service.

Sea Land, like the others, does not disclose its market share. If the

amount attributed to Matson; 70-75; percent of the trade, is correct however, and barge lines account for some 5 percent of the business, as waterfront watchers believe. that leaves Sea Land with possibly 20 percent of the business.

Sea Land's entry to the Hawaii trade came about because of the failure of another shipping line U.S. Lines, that had operated the same type of West Coast Hawaii and four days out of Oakland. Asia service: U.S. Lines went bank, \*\*\* Kenwell said that while the rupt in 1987, not because of the Hawali-operation but because of an over ambitious shipbuilding expansion for the Pacific-Asia routes, when it built 12 new jumbo containerships at a cost of hundreds of millions of dollars

Sea-Land filled the gap for a few months with a couple of its own smaller ships, spent \$80 million to. buy five former U.S. Lines ships at auction and and launched its allontainership Pacific Express serice, backed by a commitment to pend another \$200 million in new

shoreside equipment.

It operates in such a way that once every week, a containership Oakland, then to Honolulu and Guam and on to Okinawa and Kaohsiung, Taiwan,

The ships then return directly to Long Beach:

That means cargo gets to Hono lulu six days out of Long Beach

business is operating satisfactorily. NJ.
higher rates are justified and Sea. The case is being considered by Land; once it has studied the de-talls of Matson's recent 3.6 percent rate increase filing, probably will match it.

but not at satisfactory rates be pages cause of earlier rate wars. Kenwell said.;

Rate increases are also needed there, he said.

APL would lead to lower rates believing instead that API would: act as a spoiler, diverting business. sails from Long Beach, Calif, to; from the others and in the end. forcing rates higher as unit costs rise.

> But the main reason Sea Land is opposing APL is because APL is subsidized.

That battle will drag on said Sea Land's head office attorney Stuart Breidbart, vice president for regulatory affairs in Edison,

the maritime administrator, who must make a recommendation to the secretary of Transportation.

Matson and Sea-Land have filed Sea Land has also built up a voluminous arguments and APL's significant. Hawaii Guam trade, filing alone went to hundreds of

But even if the top transportation officials approve APL's application it won't end there, because Matson and Sea-Land have both Like Matson, Sea-Land does not vowed to take the matter all the believe that new competition from way through the courts.

## 'Memorandum



(P)



То

SAC, HONOLULU (58C-HN-7910)

Date

1/23/90

From:

 $\mathsf{IA}\mathsf{\Gamma}$ 

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b7C

Subject:

DANIEL INOUYE;

BRIBERY

OO: HONOLULU

(X) MA

On 12/1/89, no record could be located for AMERICAN PRESIDENTIAL LINES at the Department of Commerce and Consumer Affairs, Business Registration Division.

Delay in reporting is due to stenographic delinquency in the Honolulu Division, of which the Bureau is aware.

Honolulu ADM: mao 7740 (2)

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The following investigation was conducted by Investigative Assistant (IA)

On December 15, 1989, IA

obtained a copy of the latest annual report on file at the Department of Commerce and Consumer Affairs, Business Registration Division for SEA LAND SERVICES.

Delay in reporting is due to stenographic delinquency in the Honolulu Division, of which the Bureau is aware.

58C-HN-7910-41

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## Memorandum



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DANIEL INOUYE; BRIBERY Subject:

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Delay in reporting is due to stenographic delinquency in the Honolulu Division, of which the Bureau is aware.

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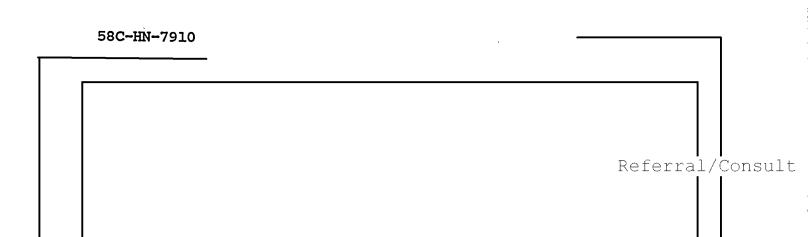
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BE SURE NAME, BUSINESS AND ADDRESS MATCH YOUR FILE.

SUBSTITUTE REPORT

001-090852L (HONOLULU)

This report has been prepared for

b70 

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DATE PRINTED FEB 09 1990

RATING

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STARTED **EMPLOYS** 

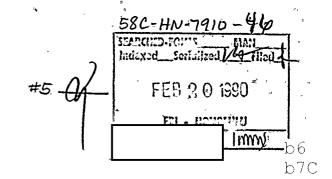
1851 42,000(90 HERE)

GROWER OF FRUITS & VEGETABLES; PROCESSER OF CANNED FRUITS & VEGETABLES; MFG SUGĀR

CHIEF EXECUTIVE: DAVID H MURDOCK, CHB

## SPECIAL EVENTS

During its second quarter, the Company announced that it was actively considering restructuring by splitting into two separate entities, Dole Food Company and a real estate development company, presently operating under the name, Oceanic Properties, Inc. The process of implementing the split could take nine months or longer. 02-09(4Z4 /444) \*00000 053678 NH 02/08/90



SEE REVERSE SIDE FOR GLOSSARY OF TERMS

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## Business Information Repart Glossary of Terms

## Rating:

One of three designations is displayed:

- appraisation a firms financial strength and credit worthiness, as assigned by a D&B Analyst. Financial strength is based on tangible net worth. Credit worthiness is a composite evaluation of several factors, including payment performance, management experience, financial condition and banking record (see
  - Employee Range (ER) designation—a
    designation based on number of employees,
    which is assigned to firms in particular lines
    of business for which D&B does not provide
    a Capital and Credit Rating (e.g., banks,
    insurance companies, hospitals).
- 3. ——(Blank Symbol)—used when the information available to D&B either does not permit the classification of the firm within a condensed rating system or is insufficient to assign a Capital and Credit Rating. The presence of a—does not mean that credit should be denied but, depending on the circumstances including the amount of credit requested, may suggest that further information be requested from this and other D&B reports and/or the credit applicant.

## **Key to Ratings**

Rating Key below).

	mated incial Strength	· • · · · · · · · · · · · · · · · · · ·	Composite Credit Appraisal				
			High	Good	Fan Li	mited	
5A	\$50,000,000	and over	13.	2	3	4	
4A	\$10,000,000 to	49,999,999	1	2	3	4	
3A	1,000,000 to	9,999,999	1	2	3	4	
2A	750,000 to	999,999	1 1	2	3	4	
1A	500,000 to	749,999	1 1	2	3	4	
'BA	300,000 to	499,999	1	2	3	4	
88	200,000 to	299,999	1	2	3	4	
CB	125,000 to	199,999	1	2	3	Ä	
CC	1 75,000 to	124,999	1. 1	2	3,	4	
DC	50,000 to	74,999	1 1	2	3.	4	
DD	35,000 to	49,999	1	2	3	4	
EE	20,000 to	34,999	1	2	3	4	
FF	10.000 to	19,999	1	2	3	4	
GG	5,000 to	9,999	1	2	3-	4	
HH	Upto	4,999	1	2	3	4	

### **General Classification**

Financial Strength			Credit Appraisal		
			Good	Fair	Limited
1R	\$125,000	and over	2	3	4
2R	\$50,000 to	\$124,999	2	3	4

When the designation "1R" or "2R" appears, followed by a 2, 3 or 4, it is an indication that the Estimated Financial Strength, while not definitely classified, is presumed to be in the range of the (\$) figures in the corresponding bracket, and while the Composite Credit Appraisal cannot be judged precisely, it is believed to fall in the general category indicated.

#### **Key to Employee Range Designations**

ERI	1000 or more	Employees	
ER2	500-999	Employees	
ER3	100-499	Employees	
ER4	50- <del>9</del> 9	Employees	
ER5	20-49	Employees	
ER6	10-19	Employees	
ER7	5-9	Employees	
ER8	1.4	Employees	
ERN	Not Available		

## Payments:

Payments Reported—the date the payment status is entered or updated from information provided to D&B by the firm's creditor.

Paying Record—shows how the firm paid a particular creditor during a 12 month period prior to the information being reported to D&B. The following manners of payment may appear in this section:

**Antic**—means the firm anticipates or makes payments prior to the date of invoice.

**Disc**—means the firm pays invoices on time to take advantage of discounts for early payment. **Ppt**—means the firm pays promptly according to terms.

**Slow**—means the firm pays beyond terms. Slow xxx days reflects the number of days beyond terms invoices were paid.

Ppt-Slow—means the firm's manner of payment varies. Some invoices are paid on time while others are paid beyond terms.

Placed for Collection—means the account has been turned over to a third party for collection.

(#)—appears when a creditor has provided a trade experience without a manner of payment. The number represents the position of the experience in the Payments Reported section of the report (e.g., (4) means the 4th listed experience).

Amounts—paid accounts are shown with a zero balance. The absence of a dollar amount or a zero indicates the creditor did not provide a High Credit, Now Owes and/or Past Due amount.

**High Gredit**—highest amount of credit provided to the firm by this creditor during the previous 12 months.

Now Owes—total amount currently owed to this creditor.

Past Due—amount under "Now Owes" which is overdue.

Selling Terms—credit terms provided to this firm by the creditor (e.g., N30 or Net 30 means full payment is due within 30 days. 2/10 N30 means a 2% discount may be deducted from an invoice if it is paid within 10 days; otherwise payment in full is due within 30 days).

Last Sale Within—number of months since last sale.

The information shown may not represent the full extent of the firm's trade relationships.

## Special Events:

Highlights significant activities or changes in the business. May include bankruptcy details; changes in whether the business income in the business. May include bankruptcy details; changes in whether the business includes a significant activities or other disaster details; interim financial results, and other major events.

#### **Update:**

Reflects new or revised information obtained since the last time the report was fully revised.

#### Finance:

Contains financial data from audited or unaudited accountants' figures, from unaudited figures prepared from the books of management or from management's estimates of assets, liabilities, sales and profits. No audit is conducted by Dun & Bradstreet. Financial figures may also be obtained from public record and other reliable outside sources. Under certain conditions, some financial data may come from a D&B Analyst's estimates of certain assets and sales.

## Banking:

May include checking/savings average account balances, previous and current borrowing history and a determination of whether the overall banking relations are satisfactory. This information is normally provided directly by a bank or banks. The information shown may not represent the full extent of the firm's banking relationships.

#### **Public Filings:**

May include public record information such as suits, judgments, tax liens and Uniform Commercial Code Filings. May also contain applicable releases and status updates of public record items.

## **History:**

Provides background details on the company, including the year started, incorporation details, changes in control and ownership information. May also profile the business experience of the company's principals or owners. May contain year of birth, marital status, educational background and the names and business description of any affiliated companies. This information is generally provided to D&B by the company's management.

## **Operations:**

Describes what the firm does, its number of employees, a description of its facilities, and its general locations. It may also provide name and location of branch operations, plus identify and describe any subsidiary businesses. This information is generally provided by the company's management.

#### FEDERAL BUREAU OF INVESTIGATION

- 1 -

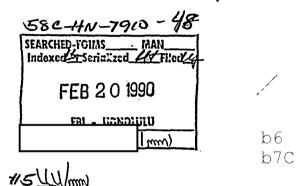
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### FEDERAL BUREAU OF INVESTIGATION

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past weekend (January 20-21, 1990)told him that hehad been contacted by the Federal Bureau of Investigation (FBI), the past week said that the FBI told him that they had
received an anonymous phone call alleging that payoffs had been made to public officials in return for helping Matson Navigation (MN). further told him that his name was mentioned.
He told that he had called the FBI and provided name as well as the name of as having knowledge of payoffs to Senator DANIEL INOUYE. He said that he
reminded of a conversation that had occurred at
concerning the subject of payoffs. The individuals who participated in this conversation were and himself. He said that mentioned the fact that he had been at a with employees of told them that one of the employees had a suitcase of money that was going to be given to Senator INOUYE. did not say whether the payoff actually occurred. However, ne said that told them that he had verified through banking sources that the cash had been prepared by a local bank (name unknown). This conversation with and occurred approximately years ago.
He does not know whether or would
acknowledge that this conversation took place. In regards to  he said that and that if he gets involved, He thinks
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identity of any other individuals that may have knowledge of
payoffs to Senator INOUYE or other public officials.
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#### FEDERAL BUREAU OF INVESTIGATION

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# Mickson Sikefches Oversecs

It invests millions of dollars in its foreign operations.

By Russ Lynch

Star Bulleti

AWAII'S old shipping company, Matson Navigation Co., has gone international with a major capital commitment and the quick buildup of a container leasing business.

Matson believes its experience as a pioneer of container shipping puts it in a good position to succeed in the highly competitive business, and top management of its Hawaii parent Alexander. & Baldwin Inc. share that confidence

Last April Matson's board of directors received and approved the idea along with the initial funding of \$49 it million for buying containers and setting up overseas offices; and the company is prepared to invest some \$50 million a year for the next four years to expand it.

Before the proposal went to the board. Fred Gutterson, a 25-year transportation, veteran, who had spent 18 years in container leasing, was in the wings. The formation of Matson Leasing Co. was approved, he was named president and chief executive officer, and the leasing business went into full gear.

The actual cash cante through in the fourth quarter, and Gutterson implemented plans

Container manufacturers in Korea, Talwan and China delivered the equivalent of 8,000 20 foot containers (a mixed bag of sizes to suit customers, needs) before the end of 1989. The company plans to build an inventory of at least 100,000 units within the next four.

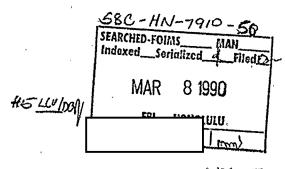
Matson Leasing has marketing and sales offices in Tokyo, Hong Kong, Singapore, London, Paris and Zurich, and will soon open one in New York. It has agency agreements in nearly a dozen other ditles in Europe and Asia.

We went from a conceptual idea in the first quarter of 1989 to a full on obcrating leasing company in the fourth quarter, said C. Bradley, Mulholland, executive vice president and chief operating officer of Matson.

It was achieved despite the potential trauma of a top management reshuffle at Matson. Mike Wasacz had come aboard as president and CEO only at the beginning of April and had thrown his weight behind the concept. Two months later, he was gone, leaving to pursue other interests after a management shift at A&H.

management shift at \A&A.

Mulholland was a 24-year Matson veteran and had been executive vice president since August 1987, but was new in the top spot He too, was a strong backer of the concept.



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Honolulu Star÷Bulletin Honolulu, Hawaii pg: A-1/8

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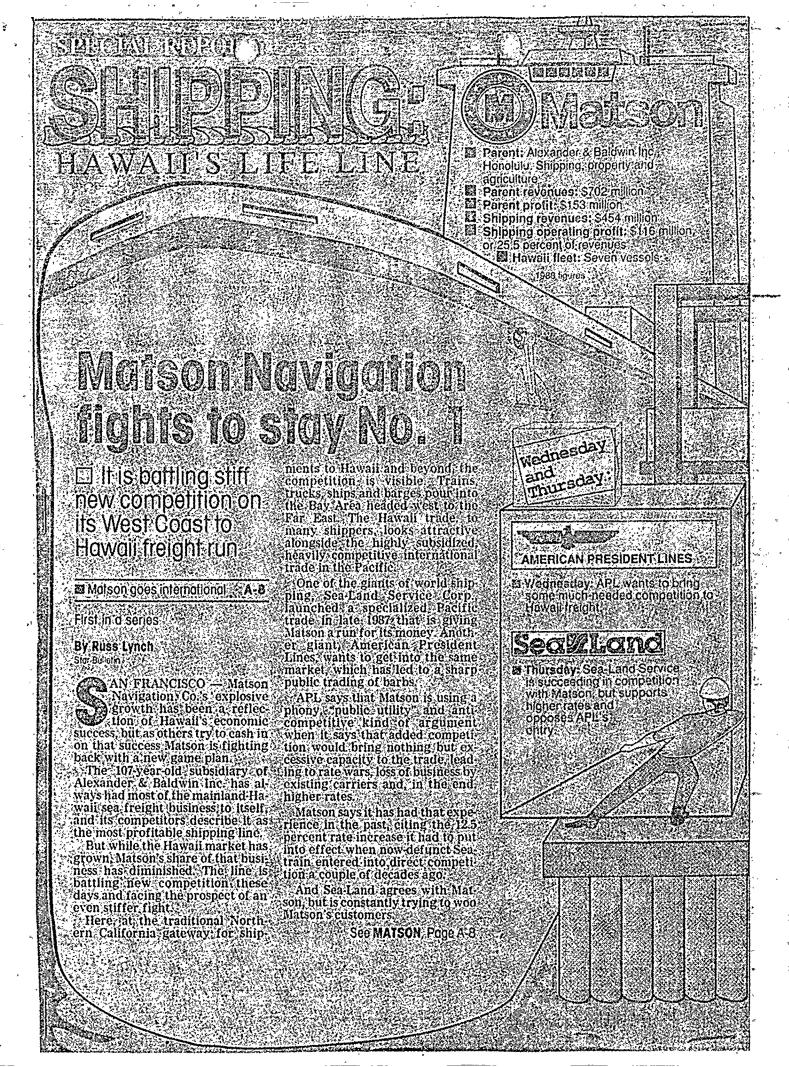
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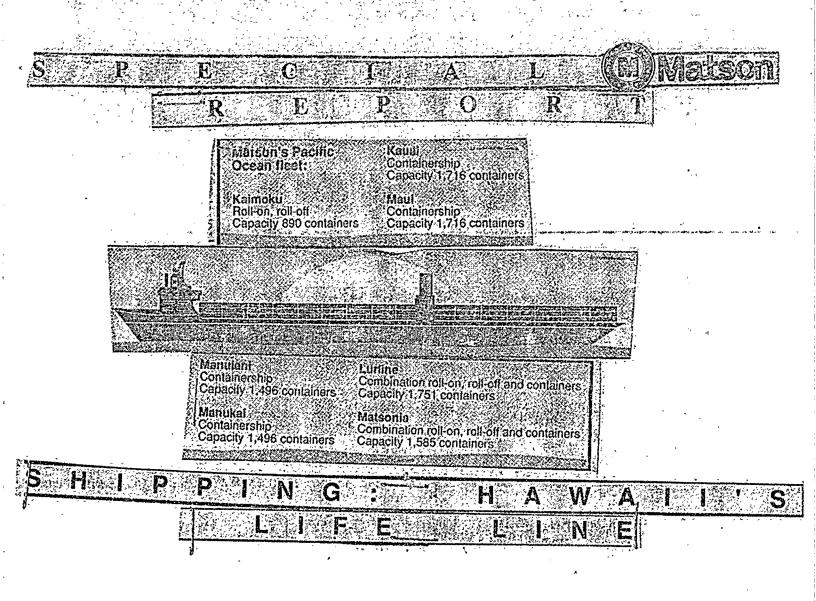
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## MAISON: Hos plans to remain No. 1 shipper

Continued from Page A-1

The competition is driven by businesses that want more frequent shipping, less need to store inventory; more flexibility and a need for instant tracking of their

For its part, Matson has had to devise a strategy that it hopes will help it maintain its lead

Bradley Mulholland, executive vice president and chief oper ating officer, disclosed in a recent interview in his office overlooking the San Francisco waterfront that Matson has decided to:

Got out of and probably sell the Matson Freight Agencies busi-ness, which represents other, ship-

ping lines.

M. Reduce or eliminate the amount of stevedoring and other shoreside work its Matson Termi pals does for businesses other than

M Increase voyages to Hawaii to llmost two a week in 1990.

Spend millions on a new business, international container leasing in which it has already invested some \$50 million since last

Look closely at having a new ship built, which could cost well

over \$100 million.

Leave Portland to concentrate all its Pacific Northwest port activities in the fast-growing cargo

center of Seattle

Many of the changes that Mulholland described can be seen at the Oakland container yard and at Matson's newer and bigger terminal operation at Long Beach, the Southern California port that is beginning to challenge New York as the biggest tonnage U.S. gate-

The company has spent nearly \$30 million in the past year and a half on a space-age electronic com-

munications system.

Computers direct ship loading and unloading. Every container can be tracked in seconds. At the Long Beach center, the computer monitoring incoming calls can recognize who is calling and switch the call automatically to the customer clerk most familiar with that customer's needs.

Mini computer terminals in con-tainer yard vehicles allow on the spot monitoring of cargo move ments Even a "stevedore" these days isn't what the term used to mealigNow he or she is likely to be working a computer terminal and talking to truck drivers and crane operators through computers, speeding up the truck turnaround on the docks. Already, it is down to less than half an hour for a truck to haul a container on to the yard; take it where it is needed, pick up a replacement, and head back out through the gate.

Meanwhile, the company has spent some \$500 million in the last 10 years to improve its fleet of ships and its shoreside equipment.

Matson's combination of all-confainer and roll on, roll off yessels can literally earry anything that an roll," said Mulholland Matson has hauled "tank truck loads of

live bait, circus animals, carnival ferris wheels and "because we re the only turnaround carrier, we bring the stuff back, too, he said.

But to keep those capabilities alive and to continue improving them requires a sure flow of mon-

Matson is profitable, as its parent A&B loves to boast, and despite the competition edging in it clear ly dominates mainland Hawaii shipping. How, then, can it justify its recent filing for a 3.6 percent rate rise, after a 3.2 percent in prease last year?

"It's important to generate profand make enough so that we can continue to attract investment at the level needed to keep up the florce dedication to service that has made the company successful,

Mulholland said?

Matson keeps a close eye on its figures and the increase is justifled to make sure that it continues to make the rate of return approved by the Federal Maritime Commission, he said.

Meanwhile, although Matson has said that it has 70.75 percent of the West Coast-Hawaii freight trade, that figure indicates that newcome er Sea Land may well have as much as 15-20 percent of the outbound trade from the mainland. with barge lines and other occasional haulers handling the rest.

(The shipping lines, just like the airlines, don't like to talk about market share for competitive rea-

To keep its place and improve it: Matson has been going through a process to "analyze the busines we're in and figure out which of them deserves capital investment and which show less long-term profit potential. The winners will get the full amount of manage ment attention and the full amount of assets they need to succeed, Mulholland said.

All of the subsidiaries are freasonably healthy." They are involved in "intermodal" truck and train handling on the mainland, repairing containers and the harbor tug business, as well as the agency, stevedoring and container leasing businesses.

The agency business was the first that showed a need to cut-We've had one of the largest accounts in the world. NYK

They re in trade-routes where there is tremendous competition. They're going to meet it in part by forming their own agency busi ness Mulholland sald

Matson was going to lose in biggest agency client and when it looked at its own space and service. needs/it was clear that the agency business did not fit the company

overall goals.

The arrangement had "two very successful companies using the same container yard and NYK grew to where more of its containers were going through than Matson's Mulholland sald; There was no way both of us could stay in the same yard:

Matson needs the room and the resources for its own business. The same is true of Matson Ten minals it will be concentrating on handling Matson's own containers and container freight station work, in which loose cargo for various customers in concentrated in containers.

The company has a three part strategy aimed at making Matson Navigation Co. more competitive in the Hawaii trade," Mulholland

Continue to invest in the forganic assets"—the ships, the containers, the cranes and so on that move Matson's own cargo.

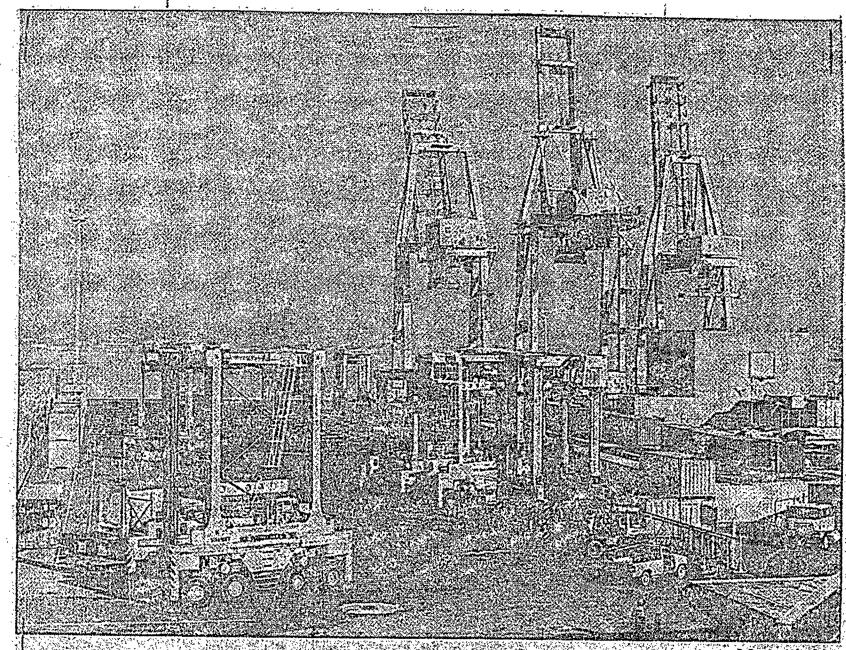
Increase service

A new push on the informat tion technology/customer service



It's important to generate profit and make enough so that we can continue to attract investment.

Bradley Mulhollan Matson's executive vice presiden and chief operating office



Handling equipment, used to remove containers from ships, line the dooks of Malson's Oakland, Calif., terminal.

By Russ Lynch, Stor Bulletin



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